

Company overview

■ Company overview (As of March 31, 2026)

Name	ARTNATURE INC.
Head office	3-40-7 Yoyogi, Shibuya-ku, Tokyo 151-0053, Japan Tel: 81-3-3379-3334 (Switchboard)
Founded	April 1965
Established	June 1967

Paid-in capital	¥3,667 million
Employees	3,851 (Non-consolidated: 2,321)
Consolidated subsidiaries	Japan: five / Overseas: Seven

■ Directors and Auditors (As of June 23, 2026)

Chairman and President	Yoshikata Igarashi
Managing Director	Keisuke Igarashi
Director	Sayuri Shigematsu
Director	Toshio Honda
Director	Kimio Yanagisawa
Director	Atsuo Ishiki

Outside Director	Takafumi Kiyonaga
Outside Director	Yuko Utsunomiya
Outside Director	Noriko Komiyama
Standing Auditor	Katsuya Murata
Outside Auditor	Satoshi Hiyama
Outside Auditor	Yoshiaki Honbou

— Website information —

▶ Corporate site top page

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

We provide a comprehensive overview of the company's current status covering the latest news and company information, including topics such as management strategies.



▶ Sustainability

<https://corp.artnature.co.jp/ja/sustainability.html>

We provide information on our initiatives geared toward continuously improving corporate value and achieving a sustainable society.



▶ Investor Relations

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

We are committed to the prompt and fair disclosure of financial data and investor relations materials for our shareholders and investors.



▶ Hiring information

<https://corp.artnature.co.jp/ja/recruit.html>

In addition to job postings for new graduates and mid-career hires, we highlight the benefits of working with us, including our work environment and interviews with current employees.



— Our products —

▶ Product information

<https://www.artnature.co.jp/>

We provide details of our various products and services, including those for men, women, and hair restoration options.



▶ ARTNATURE Online Shop

<https://ec.artnature.co.jp/shop/>

Hair care products, ready-made wigs, and other carefully crafted beauty and health items are available for purchase here.



ARTNATURE



Your best smile is what we want.



CORPORATE PROFILE



ARTNATURE INC.

3-40-7 Yoyogi, Shibuya-ku, Tokyo 151-0053, Japan
Tel: 81-3-3379-3334 (Switchboard)
www.artnature.co.jp

J-Hair

Member of the Japan Hair Industry Association
Securities code: 7823



We created *hair culture*. Then, *our endeavors* wrote its history.

Since our establishment in 1967, we have been pioneering the comprehensive hair consultancy business, continuing to stand alongside each of our customers as we navigate their hair concerns together.

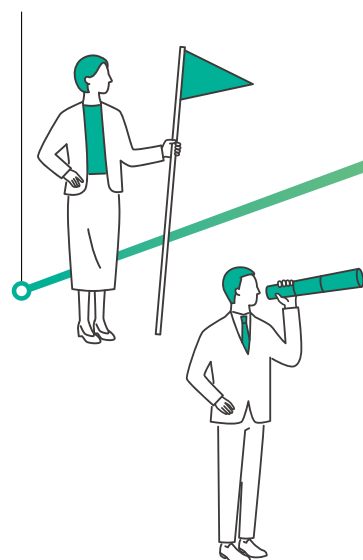
Based on our motto, "Your best smile is what we want," with repeated innovations in technology unrestrained by conventional knowledge, we offer a more positive way of living and continue to create a hair culture that satisfies customers.



1967

Pioneered the comprehensive hair consultancy business.

With innovative products and optimized service to solve customers' hair concerns, we took the first step in creating a new hair culture.



1987

Took on the challenge of the women's sector.

We began our expansion into the women's market to tap into newly arising market needs. This marked a turning point that expanded our customer base significantly.



2002

Integrated the sales network and centralized nationwide management.

We integrated our sales network and centralized management of our nationwide locations. This enabled us to standardize our services and further stabilize our customer support system.



2008

Entered the market of ready-made wigs.

We launched our ready-made wig brand, Jullia Olger. We began developing a brand that would make high quality products more accessible and easier for customers to experience.



2022

Enhanced business by leveraging the latest technology.

We began leveraging digital technology to strengthen our business foundation. Implementing the latest technologies, we launched innovative initiatives aimed at offering next-generation hair services.



2019

Sought further growth and expansion.

We ramped up our efforts to broaden the range of value we offer to meet our customers' diverse needs, including entering the market for affordable, ready-made wigs and launching the sale of pharmaceutical items.



2011

Developed online and overseas sales business.

We began online and overseas sales in an effort to develop new business channels. Building connections with a broader range of customers, we took the first step toward multiple-perspective market expansion.





The story of our ongoing hair journey in numbers.

ARTNATURE has always been a leading company in the domestic hair consultancy business building on our strengths in innovative products, specialized technology, and outstanding customer service. Our track record serves as a testament to the trust we have earned by addressing customer concerns in earnest. We will continue to work closely with each and every customer to solve their hair concerns and take on endeavors to help them enjoy richer, more radiant days.

Basic information



Established
Approximately

60 years ago

Employees

3,851



Net sales

44.6 billion yen

Locations

More than

370



The only public traded
company in Japan's hair
consultancy industry

Market size



Size of Japan's hair consultancy industry
(men and women combined total)

No.1 in sale 5 years running

* Domestic hair care industry market
(including wigs, hair addition products,
hair growth services, and related products)
for fiscal years 2020 to 2024: Combined
figures for men and women calculated
based on business sales revenue
According to research by Yano Research
Institute Ltd., current as of October 2025
* The results of the survey were derived using
qualitative research and analysis methods.



Domestic share
of hair care industry

Exceeds **36%**

(Source: Internal research, 2025)



Number of custom-made wigs
produced annually

More than **60,000**

Talent development



Store managers

305

Number of people
with beauty and
hairdressing
certifications



1,822

Training period

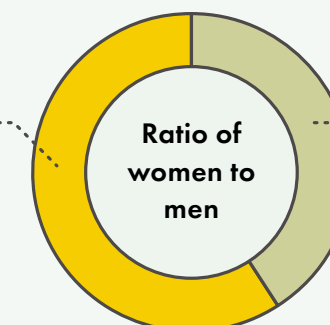
6 months



Work environment



Women **59.6%**



Men **40.4%**



Average overtime hours

11.4 hours

Average number of paid
vacation days taken

15 days



Number of employees
over age 60

118

Parental leave utilization rate

Men **100.0%**



Women **79.3%**

Our business is supported by **our sincere commitment to people and hair** and an **integrated system of sales and manufacturing.**

ARTNATURE’s integrated sales and manufacturing system, which allows us to directly incorporate customer feedback into our products, is truly the source of our quality. We handle everything within our group companies, from planning and development to manufacturing, sales, all the way through to maintenance. Combining our advanced, specialized technology with heartfelt hospitality, we seek to continue providing each and every customer with outstanding service that exceeds their expectations.



Product planning

We thoroughly analyze customer feedback to plan innovative products that embody their concerns and aspirations.

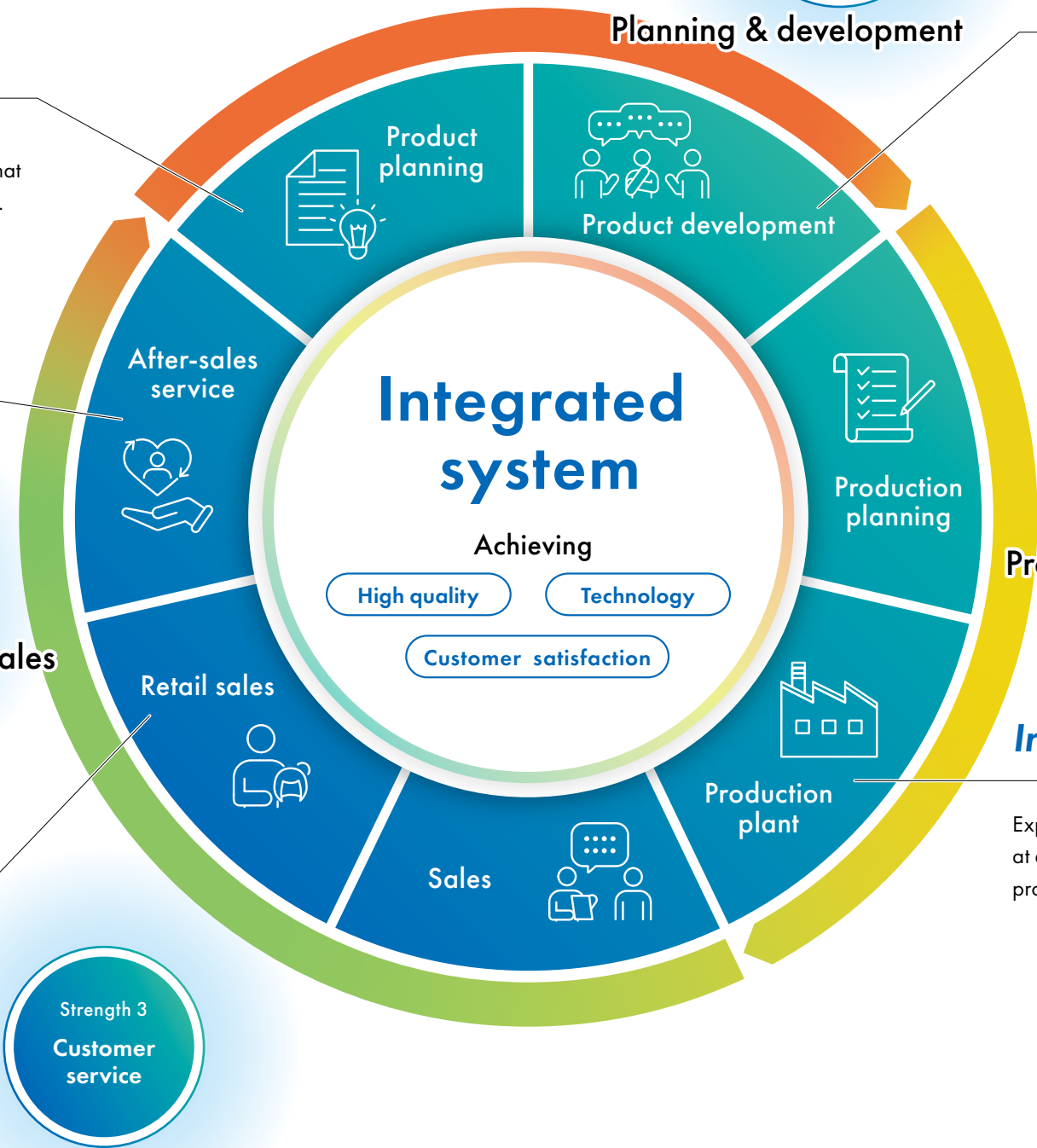
Continuous maintenance

Even after a purchase, we continue to provide support to keep products in top condition with meticulous adjustments at our specialized salons.



Retail sales

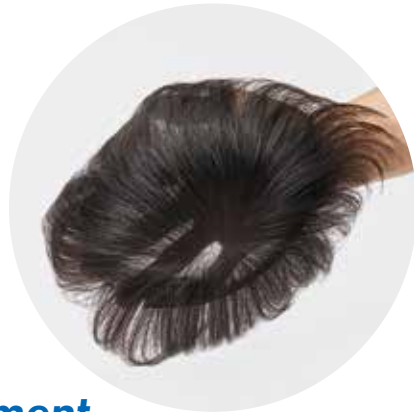
Counselors and stylists work side by side with customers to address their concerns and propose optimal styles.



Strength 1
Product development capabilities

Product development

Through repeated prototyping and testing, we develop high quality products that meet standards for wearing comfort and durability.



Production

In-house factory production

Expert craftsmen skillfully attach each hair one at a time. We enforce strict quality control to produce the very best products.





The *three core strengths* underpinning the true value we bring to the hair consultancy industry.

ARTNATURE's growth is driven by three core strengths that we have honed over many years: product development capabilities, technical abilities, and customer service.

Innovative products and specialized technologies that bring each customer's vision to life, combined with outstanding customer service tailored to each individual's needs.

These three strengths come together to create new value in the hair consultancy industry and bring customers smiles and confidence to last a lifetime.

Core
strength

1

Product development capabilities

In our pursuit of a more natural product with greater comfort, we are constantly introducing new materials in combination with our proprietary 3-D measurement technology. Through research and development that anticipates customers' potential needs, we create innovative products that combine functionality and a natural feel to put us at the forefront of the industry.



For men



Proven technology and a commitment to excellence turning ideals into reality

We provide everything from hair-thickening products that leverage your natural hair to create a full, voluminous look, to wigs designed for durability and a natural appearance to support an active lifestyle. Based on the latest advancements in hair science, we provide optimal solutions tailored to the progression of hair thinning and your lifestyle, helping men feel more confident.

The security of being able to be your true self, any time.

In our development labs we conduct repeated and rigorous testing to ensure a realistic product that can endure the intense movement and sweat encountered in everyday life. To give our customers the peace of mind that allows them to be their true selves in any scenario, any time, we are devoted to uncompromising quality control and the introduction of new technologies.



Daisuke Yanai
General Manager of
Product Development Department



For women

Development capabilities that bring ideas to life for beauty that lasts a lifetime

We offer comfortable wigs that faithfully reproduce the delicate texture and volume of natural hair. With a wide variety of styles to choose from to suit any fashion or personal preference, we use our advanced development capabilities to meet the expectations of women who have a desire to remain youthful and beautiful forever.



Fulfilling our customers' desire to be beautiful with our authentic craftsmanship.

We strive to develop products that meet the need our customers have for lightness, naturalness, and easy wearability to stand alongside customers in their daily lives and help them enjoy being themselves. We are attuned to each individual's specific hair concerns and trends, and we will remain committed to creating products that enhance our customers' beauty and confidence.



Mariko Fukuda
General Manager of
Product Development Department

Core
strength

2

Technical abilities

Approximately 1,800 employees, 80% of our workforce, hold national certifications in hairdressing and beauty. The expert skills of our master stylists in sophisticated cuts and styling techniques create the ultimate natural appearance and fit.



Initiatives geared toward improving technical abilities

We encourage our employees to improve their skills with internal certification programs and technique competitions. In addition, we use a training program that incorporates our proprietary techniques to ensure employees are able to contribute immediately, while also enhancing their technical abilities and customer service skills in a comprehensive manner. This approach achieves a fusion of traditional techniques and the latest styling trends to maintain a high standard of technical expertise.

Core
strength

3

Customer service

Our customer service seeks to transform customers' concerns into peace of mind and expectations into moments of delight. We have locations in every prefecture in Japan offering custom-made wigs, and we build deep relationships of trust through our counseling service that prioritizes privacy. We aim to be more than simply a provider of products; we strive to be a partner in supporting a more beautiful and brighter lifestyle.



Initiatives geared toward improving customer service

In order to meet the diverse needs of our customers, we hold various technical skill workshops and seminars to enhance our on-site capabilities. Through our unique training programs designed to cultivate advanced specialized knowledge and empathy, we continue to refine our spirit of hospitality and problem-solving skills to further boost customer satisfaction.

Various programs supporting technical abilities and customer service

- **Job-based training**
Stylist techniques training/new store manager training/study sessions & seminars for acquiring various skills/etc.
- **Level-based training**
Training for new graduates/mid-career hires/CDP at headquarters/assessment training/etc.
- **Other training programs**
In-house foreign language classes/global human resource training (training abroad)/financial assistance program for obtaining professional qualifications/etc.

The growth of each individual leads to our customers' best smiles.

We implement systematic training programs tailored to both new graduates and mid-career hires. Our training sessions are not only conducted in-person, we also leverage the online environment to help our employees acquire specialized skills and enhance their customer service capabilities. Going forward we will continue to make efforts to advance our talent development programs to maximize customer satisfaction.



Hidetoshi Kaneshiro
General Manager of
Store Education Department



Whether it's hair concerns or desires,
we help people achieve *the look they want.*

ARTNATURE offers products and services tailored to each individual's lifestyle and hair condition in an effort to support people's desire to shine as their true selves.
With high-quality products that only a specialized company can offer, we deliver unwavering peace of mind and joy to customers as they live each day with a more positive outlook.

Increased hair volume



Custom-made wigs
We carefully attach one hair at a time to a base net made from an accurate reproduction of your head using 3-D measurement technology. By aligning the color and texture as closely as possible to your real hair, we are able to create a perfectly fitting wig that reflects your unique style.



Ready-made wigs
From high-quality wigs to medical wigs, we have made them more accessible. We have a wealth of various styles and colors to choose from balancing the convenience of being able to try them on and purchase on the spot with natural beauty.



Leveraging your natural hair, we only add the amount of hair you want in the places you want. We use proven technology, such as our original MRP series, to gradually and naturally add volume to meet the needs of those who don't want to draw attention from others.



Medical supply sales
We are developing products backed by medical evidence such as hair growth treatments containing minoxidil. With proven results we provide solid support for those with hair growth and thickening needs.



LABOMO Hair Grow
Minoxil 5 NEO

Support for medical institutions
Utilizing our hair expertise, ARTNATURE provides support services to medical institutions such as the sale of pharmaceuticals and contract services.



Hair growth



Our proprietary program combining professional manual techniques and specialized equipment improves the scalp environment from the root. We provide optimal scalp care tailored to the condition of each individual customer based on consultations with a hair professional.



Stylish hair



Technicians with a wealth of experience perform detailed maintenance that includes cutting and styling at our dedicated nationwide salons. With our advanced technical capabilities and warm hospitality, we provide customers with support for years to come ensuring their hair remains in the best possible condition long after purchase.



Beauty and health



We have developed shampoo and conditioner infused with our knowledge of hair science, as well as supplements to support hair care from the inside out. We offer daily care at home to protect the health of both your hair and body with comprehensive support for your desire to remain youthful far into the future.



LABOMO Scalp Aroma
Hair color treatment

Pioneering *the future of life with wigs* through continuously refined quality and technology.



See QR code link for details.

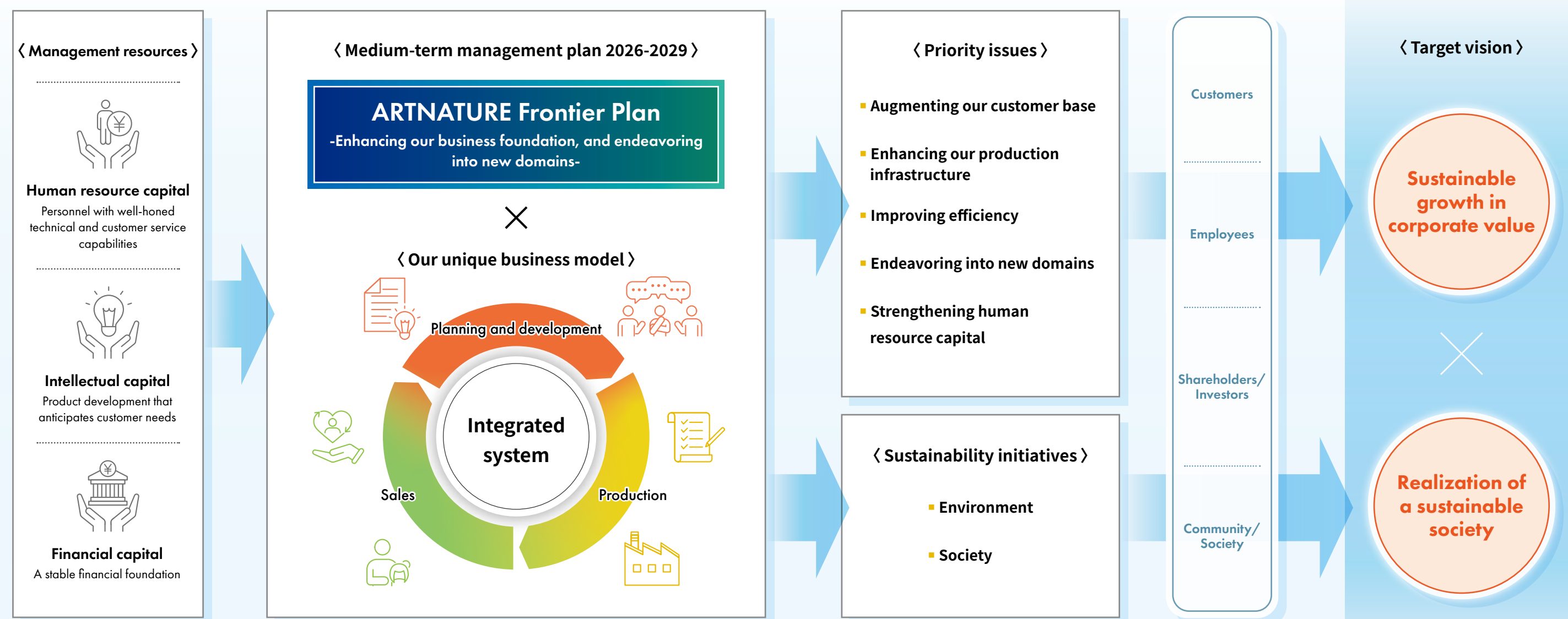


Long-term vision

ARTNATURE 2.0

Aiming to become the world's No. 1 wig lifestyle producer

Input — **Business** — **Output** — **Outcome**



As pioneers, we are blazing new trails
to deliver the brightest smiles to our customers.

Since our establishment in 1967, we have been a pioneer in the comprehensive hair consultancy business listening closely to the concerns of each individual customer, sharing their journeys. This is solely because of the warm support we have received from you, for which I would like to express my sincere gratitude.

Guided by our motto, “Your best smile is what we want,” we have continued to refine our three core strengths: uncompromising product development capabilities, expert technical abilities, and heartfelt customer service. In 2026, we are launching our new medium-term management plan, the ARTNATURE Frontier Plan. The name embodies our strong commitment to acting as pioneers who are unafraid of change as we pursue every possibility from a multifaceted perspective.

Under this plan, we will return to our customer-centric roots as we accelerate the development of lifestyle concierge services that go beyond the framework of hair care support, and we foray into new domains related to beauty and health. Armed with a solid production infrastructure, including our new factory in Bangladesh, and on-site capabilities honed through reskilling, our aim is to transition into the world’s No. 1 wig lifestyle producer.

We are working toward creating a society where everyone can live authentic and positive lives. We will continue to create the best smiles as we further solidify our customer base, which stands as a testament to the trust placed in us.

Expect great things from ARTNATURE’s newest endeavors.

Yoshikata Igarashi
Chairman and President

Yoshikata Igarashi



Motto

Your best smile is what we want.

Management philosophy

- Our mission as a hair consultant is to foster a culture of hair that satisfies customers.
- We provide people with opportunities to make their lives more positive, bright and beautiful.
- We provide products and services of the very best quality through our global network.
- We constantly strive to enhance the status of the hair industry and become a company that is trusted by society.

Management policy

Long-term vision

-Aiming to become the world’s No. 1 wig lifestyle producer-

Having established ourselves as the leader of the domestic hair consultancy market, we have now expanded overseas. By further honing our technical abilities, on-site capabilities, and product quality, we aim to maximize lifetime value for our customers by providing even greater support for our customer’s hair care needs as well as offering comprehensive lifestyle concierge services.

Medium-term management plan

ARTNATURE Frontier Plan

-Enhancing our business foundation, and endeavoring into new domains-

	FY2025	New medium-term management plan			
		FY2026	FY2027	FY2028	FY2029
Net sales	44.6 billion yen	48.4 billion yen	52.1 billion yen	55.9 billion yen	59.9 billion yen
Ordinary profit margin	7.7%	5.5%	6.8%	6.8%	6.7%
ROE	6.9%	4.5%	8.3%	8.9%	9.2%
Dividend per share	30 yen	28 yen or more	28 yen or more	28 yen or more	28 yen or more
Dividend payout ratio	51.5%	50% or more	50% or more	50% or more	50% or more