

December 19, 2019

| Company Name: | POLA ORBIS HOLDINGS INC. |
|-----------------|---------------------------------------|
| Representative: | Satoshi Suzuki, |
| Representative. | Representative Director and President |
| TSE Code: | 4927 (TSE 1st Section) |
| Contact: | Naotaka Hashi, General Manager, |
| Contact. | Corporate Communications Div. |
| | TEL: +81-3-3563-5517 |

Announcement Regarding Personnel Changes at POLA ORBIS HOLDINGS INC. and its Subsidiaries

The POLA ORBIS Group (the "Group") hereby announces that it will implement the following personnel changes at POLA ORBIS HOLDINGS INC. (the "Company") and its subsidiaries as of January 1, 2020.

1. Personnel changes at POLA ORBIS HOLDINGS INC. and its subsidiaries (January 1, 2020)

POLA ORBIS HOLDINGS INC.

Appointed

| New position | Name | Current position |
|--------------------------|---|--|
| Senior Corporate Officer | Miki Takenaga (Last name used within the Group is Oikawa) | Director and Corporate Officer in charge of Business Division at POLA INC. |

Miki Takenaga will also hold the post of Representative Director and President at POLA INC.

Changes in supervisory role

| New supervisory role | Name | Current supervisory role |
|---|------------------|--|
| Director and Vice President in charge of Management Planning, IT and HR | Naoki Kume | Director and Vice President in charge of Management Planning, IT, HR and Group International Business General Manager of International Business Management Division |
| Director in charge of Group International Business General Manager of International Business Management Division | Yoshikazu Yokote | Director (Part-time) Representative Director and President at POLA INC. |

POLA INC.

Appointed

| New position | Name | Current position |
|---------------------------------------|--|---|
| Representative Director and President | Miki Takenaga (Last name used within the Group is Oikawa) *See appendix | Director and Corporate Officer in charge of Business Division |

| Corporate Officer in charge of Total Beauty Market Planning, Total Beauty Sales Planning, Support Center, Branch Management | Akira Miyasugi | General Manager of Tohoku Branch |
|---|--|--|
| Corporate Officer in charge of Human Resources General Manager of HR Strategy Division | Yuko Fujimoto (Last name used within the Group is Shoji) | General Manager of HR Strategy Division |
| Corporate Officer in charge of Global Business General Manager of Global Business Division | Tamotsu Sato | General Manager of Global Business Division |

Miki Takenaga will also hold the post of Senior Corporate Officer at POLA ORBIS HOLDINGS INC.

Retiring_

| Current position | Name | New position |
|--|-------------------|--|
| Representative Director and President | Yoshikazu Yokote | Director in charge of Group International Business General Manager of International Business Management Division at POLA ORBIS HOLDINGS INC. |
| Corporate Officer in charge of CRM Strategy, Market Contact and Store Strategy General Manager of Beauty Store Strategy Division | Toshiaki Miyazaki | Director and Corporate Officer in charge of Business Development, Senior Executive Vice President Executive General Manager of Business Development Division at ACRO INC. |

Changes in supervisory role

| New supervisory role | Name | Current supervisory role |
|--|--------------------|---|
| Director and Corporate Officer in charge of Total Beauty Business Management, Corporate Planning, Accounting and IT | Seiichi Takaya | Director and Corporate Officer in charge of Human Resources, Corporate Planning, IT and Accounting |
| Director and Corporate Officer in charge of CRM Promotion, Logistics Planning Development, Quality Assurance and Liaison | Kazuhiro Nishikata | Director and Corporate Officer in charge of Logistics, Quality Assurance and Liaison |
| Corporate Officer in charge of Prestige Stores Business and BtoB Business | Makoto Yuizono | Corporate Officer in charge of Business Division, Prestige Stores Business |
| Corporate Officer in charge of Total Beauty Business Tokyo Metropolitan Area General Manager of Tokyo Metropolitan Area Branch | Yasuro Katamine | Corporate Officer in charge of Business Division, Total Beauty Sales Support General Manager of Total Beauty Sales Support Division |

ORBIS Inc.

Appointed

| Inted | | |
|--------------------------------|-----------------|-------------------------------------|
| New position | Name | Current position |
| Corporate Officer in charge of | | |
| Product and QCD | Emi Nishino | General Manager of Product Planning |
| General Manager of Product | EIIII INISIIIIO | Division |
| Planning Division | | |

Retiring

| Current position | Name | New position |
|---|--------------|--------------|
| Corporate Officer in charge of ICT | | |
| Business Development General Manager of ICT Strategy Division | Masaki Okawa | — |

Masaki Okawa will hold the post of Digital Marketing Director at ORBIS Inc.

Changes in supervisory role

| New supervisory role | Name | Current supervisory role |
|--|--------------------|--|
| Director and Corporate Officer in charge of Business Strategy | Motoyuki Fukushima | Director and Corporate Officer in charge of Business Strategy General Manager of Business Strategy Division |

POLA CHEMICAL INDUSTRIES, INC.

Appointed

| New position | Name | Current position |
|---|--------------|---|
| Corporate Officer in charge of Procurement General Manager of Procurement Department | Shinya Chiba | General Manager of Corporate Planning Department |

Changes in supervisory role

| New supervisory role | Name | Current supervisory role |
|--|-------------------|---|
| Director and Corporate Officer in charge of Human Resources General Manager of Human Resources Department | Takayuki Katagiri | Director and Corporate Officer in charge of Quality Assurance and Procurement |
| Corporate Officer in charge of Corporate Planning and Quality Assurance General Manager of Corporate Planning Department | Yasuhiro Fukuda | Corporate Officer in charge of Corporate Planning and Human Resources General Manager of Human Resources Department |

ACRO INC.

Retiring

| Current position | Name | New position |
|-----------------------|-------------------|---------------------------|
| Director and Chairman | Yasushi Ishibashi | Founder and Brand Advisor |

APPENDIX

Change of Representative Director and President at POLA INC.

1. Reason of Change

Current President Yoshikazu Yokote achieved innovations and significant growth, as seen with POLA Wrinkle Shot Serum, a major hit product. Since his appointment as President in January 2016, he has made extensive contributions to POLA's business performance. He has also helped boost POLA's overseas operations, which was a long-standing issue, and established an area for medium- to long-term growth investments in the coming years. Meanwhile, he has focused on internal reforms by directly leading changes in the marketing system and organization. He resigned as President to assume a new position as a Director in charge of the overseas operations of the Company, with the aim of reconstructing the Groupwide overseas strategy.

The new President, Miki Takenaga, developed her career in POLA's sales and product planning divisions and has served as a Corporate Officer in charge of product planning and advertising since 2012. She has been a Director in charge of product planning, advertising, beauty research and design laboratory since 2014. Her high level of capabilities to drive on-site operations and implement plans, which have been developed through her long career since joining POLA in 1991, is essential and fundamental for taking on the responsibility of POLA's management. She was appointed as President because she is believed to be capable of building the domestic operational foundation, as well as establishing and implementing new growth strategies, to further grow under the next long-term management plan, while carrying on the foundation built by the POLA brand with its over 90 years of history. As she will be responsible for business execution, which is important to the Group, she will assume a position as the Company's Senior Corporate Officer to enhance cooperation between management and business execution in the Group.

2. About the New President

| Name: | Miki Takenaga |
|------------|---|
| Birth: | Born on January 11, 1969 (age 50) in Miyagi |
| Education: | Graduated from the Division of English Literature, School of Literature and Sciences, |
| | Tokyo Woman's Christian University |

Career Summary:

- 1991 POLA Cosmetics, Inc. (currently POLA INC.)
- 2007 POLA INC. Saitama Branch Manager
- 2009 POLA INC. General Manager of Product Planning Divison
- 2012 POLA INC. Corporate Officer in charge of Product Planning and Advertising, General Manager of Product Planning Divison
- 2014 POLA INC. Director in charge of Product Planning, Advertising, Beauty Research and Design Laboratory, General Manager of Product Planning Division
- 2015 POLA INC. Director in charge of Direct Sales Fashion and Others Business, General Manager of Fashion and Others Business Planning and Development Division

- 2016 POLA INC. Director in charge of Direct Sales
- 2017 POLA INC. Director in charge of Total Beauty Business
- 2018 POLA INC. Director and Corporate Officer in charge of Business Division