

December 16, 2011

Company Name: POLA ORBIS HOLDINGS INC.
 Representative: Satoshi Suzuki, President & CEO
 TSE Code: 4927 (TSE 1st Section)
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Change of Personnel at Subsidiaries

The POLA ORBIS Group announces that it has provisionally approved the following management appointments at key subsidiaries. The directors and representative directors will assume office following approval by Extraordinary General Meeting of Shareholders and meetings of Board of Directors at each company, scheduled for December 29, 2011.

Change of management personnel at subsidiaries (effective on January 1, 2012)

ORBIS Inc.

	New position	Name	Current position
Appointed	Representative Director and President (new President)	Tsuneo Machida * Please refer to "Reference material" below	Director of POLA INC. (retiring)
Appointed	Executive Vice President	Yoshifumi Abe	Head of Management Planning Division at POLA ORBIS HOLDINGS INC. Director of pdc INC. (retiring)

POLA INC.

	New position	Name	Current position
Appointed	Director Head of Logistics Planning & Development, IT systems & Web Development	Shigeo Takatani	Representative Director and President of ORBIS Inc. (retiring)
Appointed	Corporate Officer, Head of Product Planning & Promotion, and General Manager of Product Planning Department	Miki Takenaga * Maiden name used within the company is Oikawa.	General Manager of Product Planning Department

POLA CHEMICAL INDUSTRIES INC. (effective on December 31, 2011)

	New position	Name	Current position
Retiring	General Manager of Technology Business Unit at POLA CHEMICAL INDUSTRIES INC	Yoshinori Tanaka	Corporate Officer, Head of Development

pdc INC.

	New position	Name	Current position
Appointed	Director	Masae Akahane	General Manager of Product Development Department
Appointed	Director (part-time)	Ken Horikawa	Head of Finance Division at POLA ORBIS HOLDINGS INC.
Retiring	B-to-B Business Unit at POLA INC.	Hideki Sada	Director

ORLANE JAPON INC.

	New position	Name	Current position
Appointed	Representative Director and President (new President)	Kyohei Uchida *Please refer to "Reference material" below	Head of PR & IR Division at POLA ORBIS HOLDINGS INC.
Retiring	Management Planning Division at POLA ORBIS HOLDINGS INC.	Takafumi Takezawa	Representative Director and President

Reference material (1)

Change of Representative Director and President at ORBIS Inc.

POLA ORBIS HOLDINGS announces that it has provisionally approved the following change in Representative Director at ORBIS Inc. The new Representative Director will assume the office following approval by an Extraordinary General Meeting of Shareholders and a meeting of the Board of Directors, scheduled for December 29, 2011.

1. Personnel change (effective January 1, 2012)

New Representative Director and President: Tsuneo Machida (currently Director of POLA INC.)

2. Reason for change

Shigeo Takatani, the current President of ORBIS Inc., has been involved in the development of the ORBIS brand for approximately 20 years since the company's foundation. Under his leadership, ORBIS, which initially focused on mail-order catalog sales, expanded sales channels to include online and retail store sales, as well as operations overseas. As a result, net sales have grown to approximately ¥50.0 billion. At the same time, ORBIS has sought to achieve customer satisfaction, by offering a full set of services, including a 30-day returns policy as well as free delivery for orders, and by introducing a unique customer communication system. As a result, ORBIS has been recognized by numerous research organizations as one of Japan's top companies in terms of customer satisfaction. There is a strong desire for Mr. Takatani to leverage the management skill he displayed at ORBIS, and as a reflection of this, his position has changed to that of Director at POLA.

Tsuneo Machida, the new President of ORBIS Inc., accumulated experience of POLA's door-to-door sales business at major sales companies in the Chukyo region, the Tokyo Metropolitan area, and elsewhere. Following these experiences, Mr. Machida took charge of the POLA THE BEAUTY business, at the core of POLA's efforts to revamp its business format. Mr. Machida, subsequently led the door-to-door cosmetics sales business from 2010, and achieved substantial results in terms of reinforcing the sales organization and increasing customer value. These achievements have put the door-to-door cosmetics sales business, which form the foundations of the Group's business, on track for stable growth amid a sluggish domestic cosmetics market. The Group has appointed Mr. Machida as a leader that will sharply accelerate and drive reorganization, involving a rebuilding of the brand, which could be regarded as the second foundation of ORBIS. Mr. Machida will also assume responsibility for creating a powerful brand with a view to achieving the Group's Vision for 2020 (net sales of over ¥250.0 billion, international sales ratio of over 20%, and an operating income margin of over 12–13%).

3. Summarized resume of Tsuneo Machida

Date and place of birth:

November 25, 1953, Fukuoka Prefecture (currently 58 years old)

Summarized resume:

- March 1978: Graduated from Waseda University, School of Education, Department of Education
- April 1978: Joined Sales Promotion and Advertising Department of POLA Cosmetics, Inc. (currently POLA INC.),
- January 1985: Transferred to ORBIS Inc.
- March 1994: Joined the Advertising Department of POLA INC.
- March 1996: Joined Nagoya POLA INC.
- July 1998: Appointed President of POLA Yamaguchi Sales Inc.
- April 2005: Appointed Corporate Officer of POLA INC., East Tokyo Area Manager, and Tokyo Zone Manager
- January 2009: Appointed Director, Head of "POLA THE BEAUTY" store Development
- March 2010: Appointed Director, Head of Door-to-Door Cosmetics Sales Business & Area (current position)

Reference material (2)

Change of Representative Director and President at ORLANE JAPON INC.

POLA ORBIS HOLDINGS announces that it has provisionally approved the following change in Representative Director at ORLANE JAPON INC. The new Representative Director will assume the office following approval by the Extraordinary General Meeting of Shareholders and meeting of Board of Directors, scheduled for December 29, 2011.

1. Personnel change (effective on January 1, 2012)

New Representative Director and President: Kyohei Uchida (currently Head of PR & IR Division at POLA ORBIS HOLDINGS INC.)

2. Summarized resume of Mr. Uchida

Date and Place of Birth: 20 January 1966, Chiba Prefecture (currently 45 years old)

Summarized resume:

March 1989: Graduated from the Faculty of Economics of Seijo University
May 1992: Joined POLA Cosmetics, Inc. (currently POLA INC.), entering the Cosmetary Business Unit
January 1993: Transferred to POLA Daily Cosme Inc. (currently pdc INC.)
July 2007: Appointed Sales Manager of West Japan Sales Office at POLA's B-to-B Business Unit
January 2011: Appointed Head of PR & IR Division at POLA ORBIS HOLDINGS (current position)

*On the day the personnel change becomes effective, Takafumi Takezawa, the current Representative Director and President, will assume a new role in POLA ORBIS HOLDINGS.

Company Outline:

Company name: ORLANE JAPON INC.
Business description: Cosmetics sales and other businesses
Established: March 2007
Capital: ¥400 million
Location: 1-9-2 Shinjuku, Shinjuku-ku, Tokyo
Key brands: CRÈME ROYALE series and other brands
Stores: Directly operated stores, well-known department stores throughout Japan, cosmetics specialty stores, tax-free stores (at Narita Airport), and other locations