



DTO
SHISEIDO

SHISEIDO

Shaping the Future of Beauty

IR Presentation | Digital Transformation

Angelica Munson, Chief Digital Officer

Amit Naik, Head of Data and Analytics



Agenda



- ❖ Digital Transformation Journey
- ❖ Impact
- ❖ Future Focus

The Shiseido logo is centered at the top of the page. It features a stylized red 'S' symbol followed by the word 'SHISEIDO' in a bold, red, sans-serif font. The background is a soft, light blue sky with a white sun flare on the left side.

SHISEIDO

OUR MISSION IS
**BEAUTY INNOVATIONS FOR A
BETTER WORLD**



Hello



Angelica Munson
Chief Digital Officer



2016

Joined Shiseido
SVP eCommerce

2018

President
DCOE (+ CRM, Data &
Analytics, Education)



2021

Chief Digital Officer
(+ Beauty Tech, Prestige
+ Premium)

2022 -23

Tokyo, Japan HQ
(+ Media COE,
Content, AI)



Amit Naik
Data & Analytics
Lead



Roxanne Ong
Strategy & Education
Lead



Welington Fonseca
Consumer Engagement
Lead



Aya Mitake
Program
Management Lead



Omer Iqbal
Digital Architecture
Lead



Yuichiro Mori
Skin Data Science
Group Manager

Teams Scaling Digital Transformation Around The World



EMEA

FLORIAN D'HAUTEVILLE
Chief Business Officer and
Digital Transformation
EMEA, Paris



CHINA

TINA CHEN
Chief Digital Officer
Digital Transformation Office
China, Shanghai



AMERICAS

MARY GERZEMA
EVP Marketing Intelligence &
Consumer Engagement
Americas, New York



JAPAN

SASAMA YASUHIKO
Chief Digital Officer
Shiseido Interactive Beauty
Japan, Tokyo



TRAVEL RETAIL

SIV CHAO
VP Marketing and Digital
TR, Singapore



APAC

JULIANA CHU
Vice President Digital and Ecommerce
APAC, Singapore

1

IRREVERSIBLE

Consumer Shift To Digital



2

COMPETITIVE INVESTMENTS

In Digital, Data & Tech Competencies



3

BEAUTY: HEALTH & WELLNESS

Growth through Digital & AI



4

OMNICHANNEL

Future of Retail



New Economic Paradigms & Opportunities



- Applied AI and ML
- Super Processors
- 5G/6G

- AR/VR
- Blockchain
- Big Data

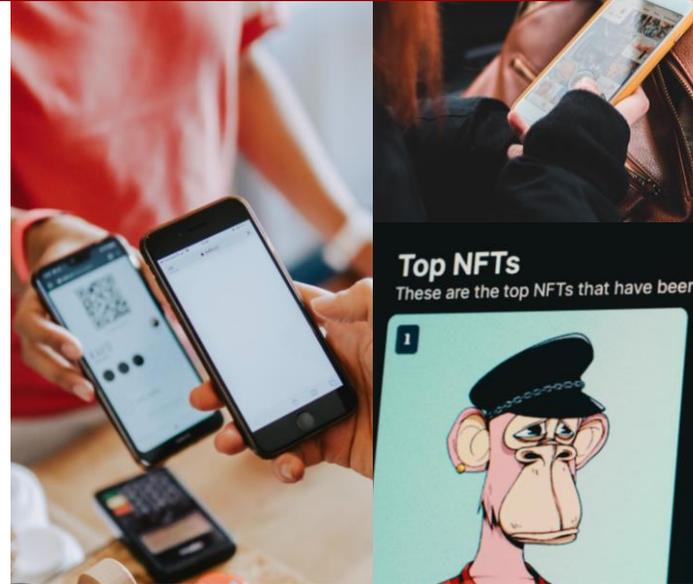
- IOT & Sensors
- Spatial Computing
- Cloud & Edge Computing



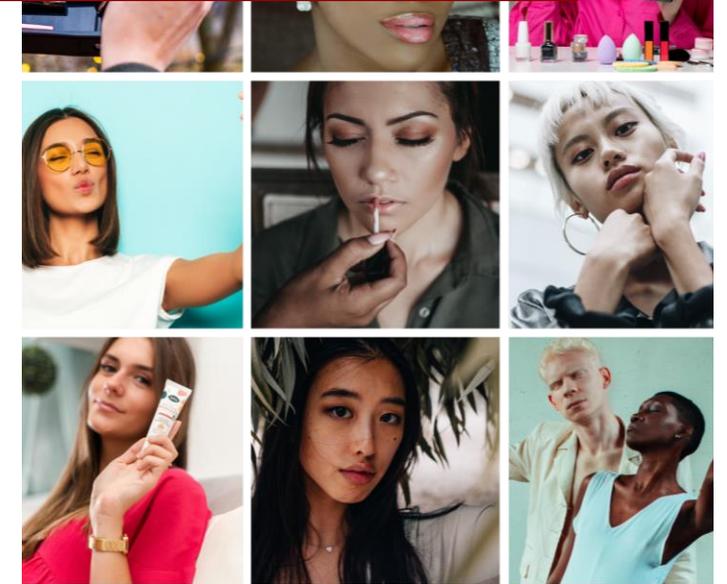
The INTELLIGENCE ECONOMY



The DIGITAL ECONOMY



The CREATORS ECONOMY



Transformation Journey...

2030

VISION 2020

2016



1

ESTABLISH

Creation of the COE to nurture strategic initiatives and alignment across eCommerce, digital marketing, analytics and education.

2

DEPLOY

Installation of regional digital teams to develop market competencies in eCommerce, CRM, data centralization and digital skills. Launch virtual services programs, derive consumer insights, test-and-learn initiatives.

2017 -2018

WIN 2023

2021

3

SCALE

Formation of the Digital Transformation Office in HQ to scale EC, CRM, Data & AI practice. Accelerate on People transformation for Digital. Intensify maturity of previously established programs.



2023

4

EVOLVE

Create new business value in digital, powered by data, AI powered, strategic partnerships and cross functional teams. Mature extraction of data value to serve the purpose of secondary functions in the value creation chain.

SHIFT 2025

5

TRANSFORM

Open, collaborative, data-driven approach to designing products and services. Innovation part of a wider digital ecosystem orchestrating dynamic network, accelerating Shiseido's ability to adapt to changing customer demands and market forces.



3 key initiatives positioning us to quickly shift our business to meet the surge in consumer demands



Architect a unified and **connected ecosystem** across geographies, brands and businesses. Empower Regions, Global support.



Equip our brands and businesses with **the tools and teams to grow** EC, consumer engagement, maximize customer value, collect data, valuable assets.



Build **digital & data literacy** across our workforce, to navigate digital world and disruptions with confidence, resilience through **data-driven decisions.**

2016

Siloed, Fragmented
With Significant Impact to...



CAPABILITIES



COST



CUSTOMER



MEASUREMENT



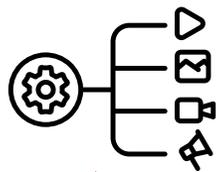
2016

2017

2018

2019

2020



SHISEIDO+
DIGITAL ACADEMY



**GLOBAL
D2C**

**CRM, ANALYTICS
& INSIGHTS**

**CAMPAIGN
ORCHESTRATION,
MARKETING
AUTOMATION**

**SOCIAL
MEDIA
LISTENING**

**CONTENT
MANAGEMENT**

**SHISEIDO
DIGITAL
ACADEMY**

**REGIONAL
DIGITAL TEAMS**

- ✓ Global D2C Expansion: Ecommerce and Marketing
- ✓ Partner network consolidation - enhanced SL

- ✓ Journeys, Segmentation
- ✓ Digital Activation Center
- ✓ Data Democratization and training

- ✓ Strategy Playbooks
- ✓ Guidance
- ✓ Activation
- ✓ KPI scorecard

- ✓ Insights, Trends
- ✓ Competitive Tracking
- ✓ Crisis & Risk Management

- ✓ Digital Assets for D2C, partner networks
- ✓ BH, Regional empowerment
- ✓ Syndication, Tracking

- ✓ Tailored Learning Paths
- ✓ Multi Languages
- ✓ Advanced Certifications

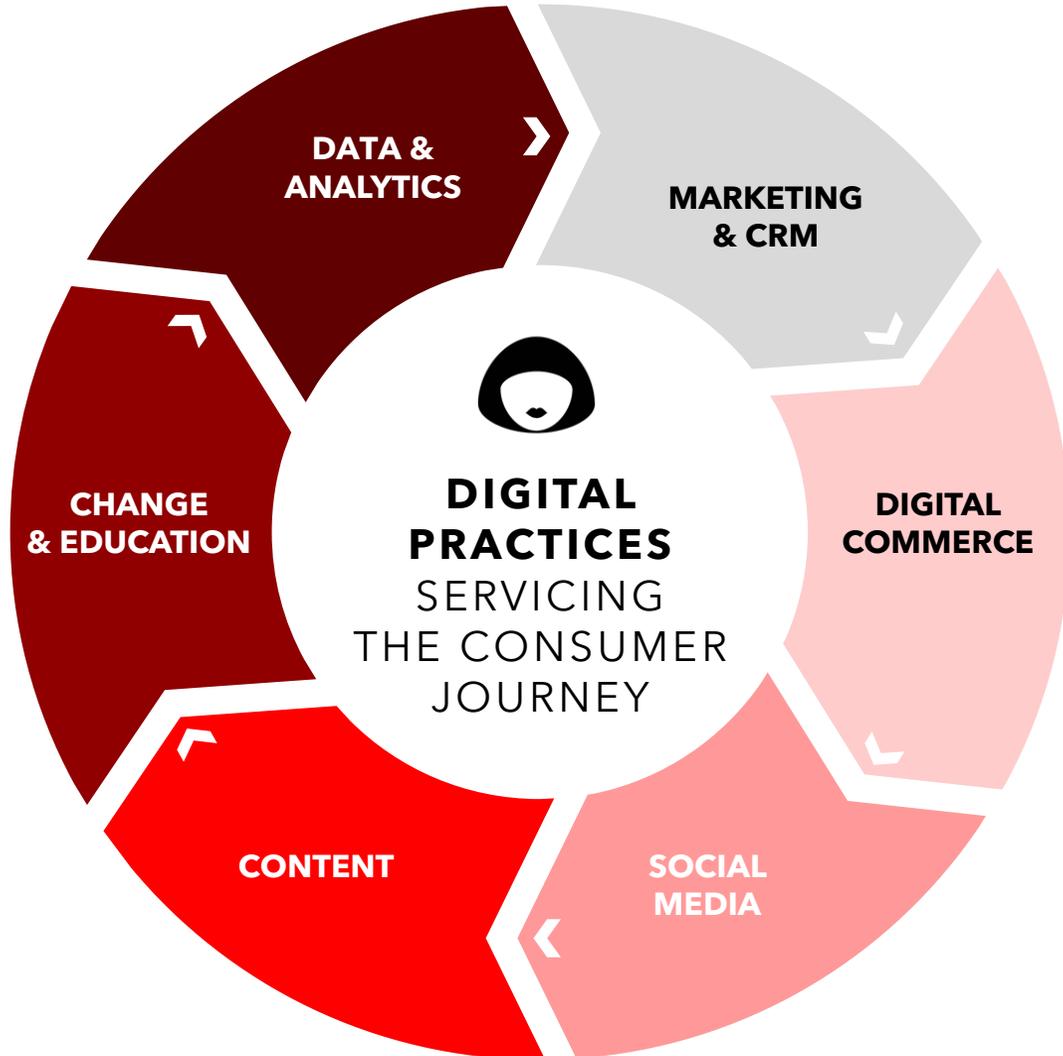
- ✓ Digital Service Teams
- ✓ BH Digital support
- ✓ Cross Functional Partner Network

GLOBAL

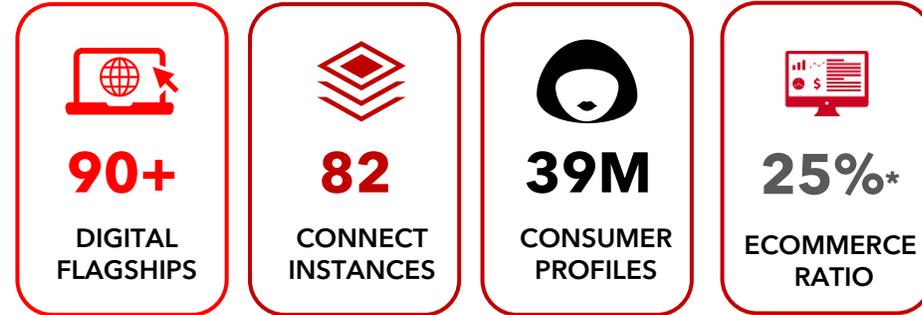
TRANSVERSAL

SCALABLE

A Unified, Data-Driven Digital Platform Powered for Growth



By the end of 2020:



SHISEIDO+
DIGITAL ACADEMY
enrolled nearly
8,000 STUDENTS
4,500 ADVANCED
CERTIFICATIONS

By the end of 2020, huge strides in our Digital Transformation journey and ready to tackle the next chapter of change.

When COVID-19 hit, we were able to quickly shift our business to meet the surge in demand through EC channels and services like live streaming, VTO and BC Chat



Mission

Drive growth through **data insight, consumer engagement and beauty tech** enablement to maximize corporate value and increase **digital fluency** across Shiseido.

Roles

Strategy

Innovation

Analytics &
Insights

Change
Management

Consumer
Experience

Ecosystem &
Partnerships



DTO
SHISEIDO

Six Strategic Priorities



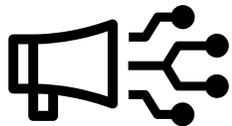
- 1 Skin Beauty Focus:** Multi Touchpoint experiences informed by data , enhanced by beauty tech.



- 2 E-commerce & Omnichannel Acceleration:** Increase Digital Commerce footprint across all EC channels. Improve consumer engagement.



- 3 Data & Analytics:** Generate corporate value by continuously analyzing consumer data and extracting actionable insights.



- 4 Digital Marketing:** Drive the global shifts of media to digital delivering maximum effectiveness.



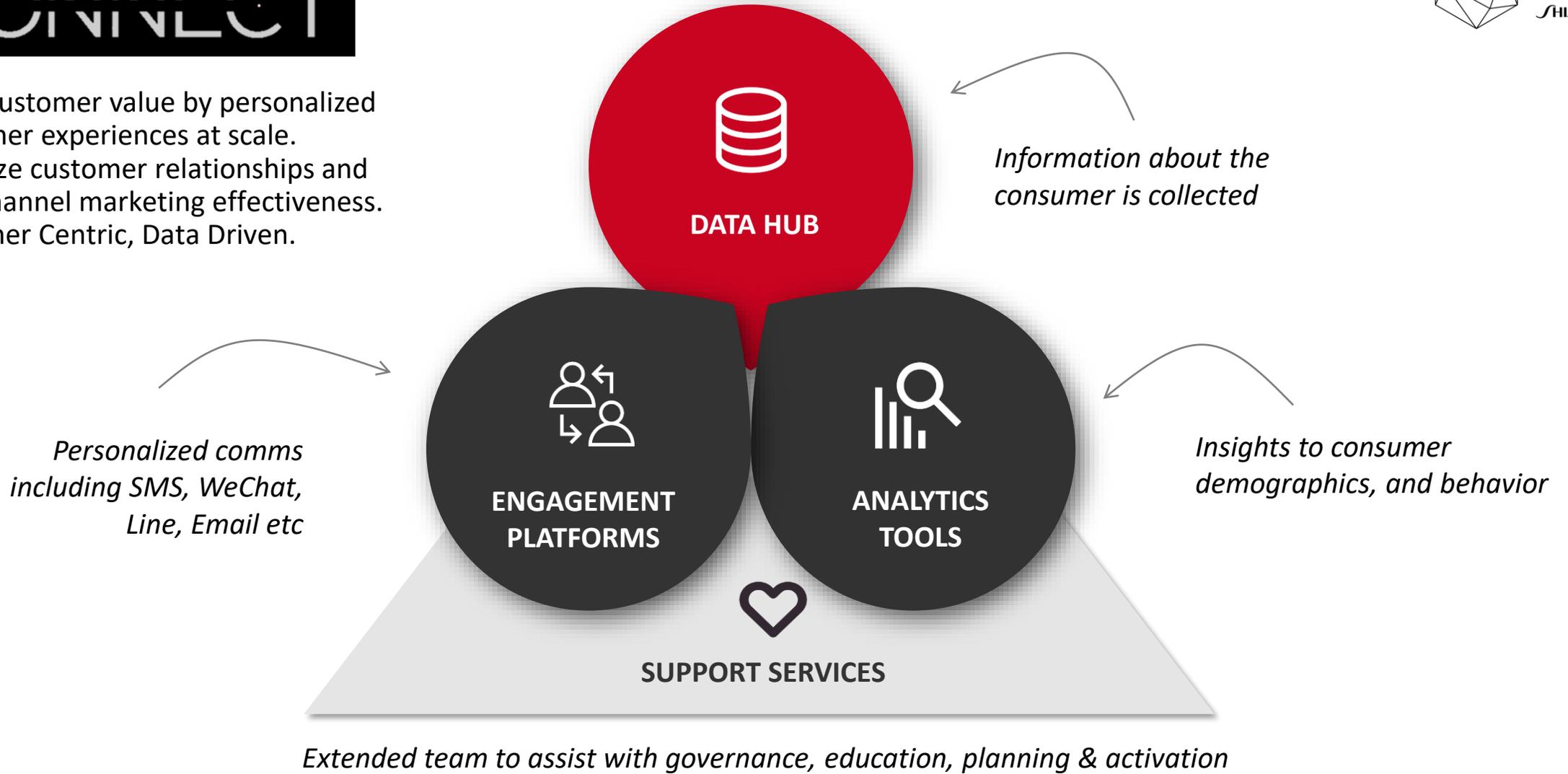
- 5 People Transformation:** Strengthen our organizational structure and talent acquisition, upskill workforce.



- 6 Organization & integrated Operating Model:** Collaboration and integrated efforts to build strong DX foundations with our partners (HR, IT, FOCUS, external)

CONNECT

Grow customer value by personalized consumer experiences at scale. Optimize customer relationships and omnichannel marketing effectiveness. Customer Centric, Data Driven.



GOVERNANCE – Custodianship

INTEGRITY – Actionable & Valuable

ORGANIZATION – Data Driven

ACTIONABILITY - Value Creation

Scalable Infrastructure

Personalized Consumer Experiences at Scale

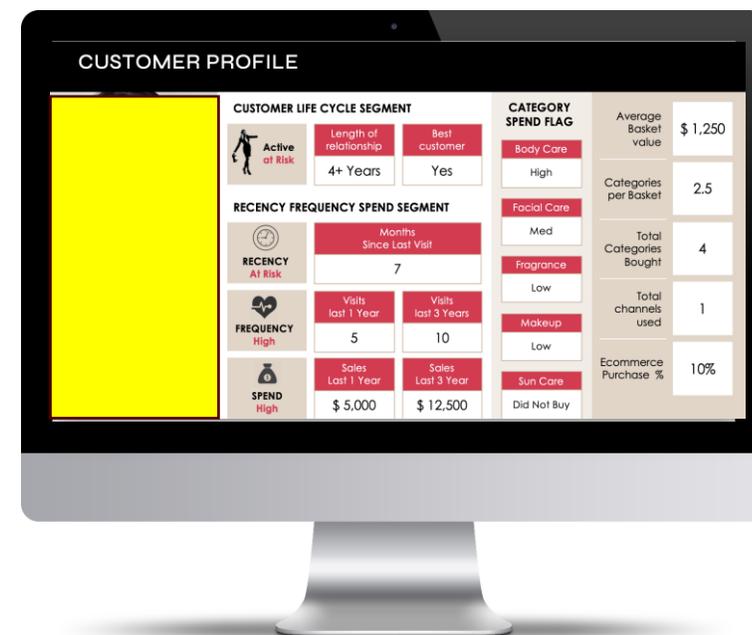


- Select Targeted Audience leveraging mix and match of 200 available attributes

- Omni-channel communications



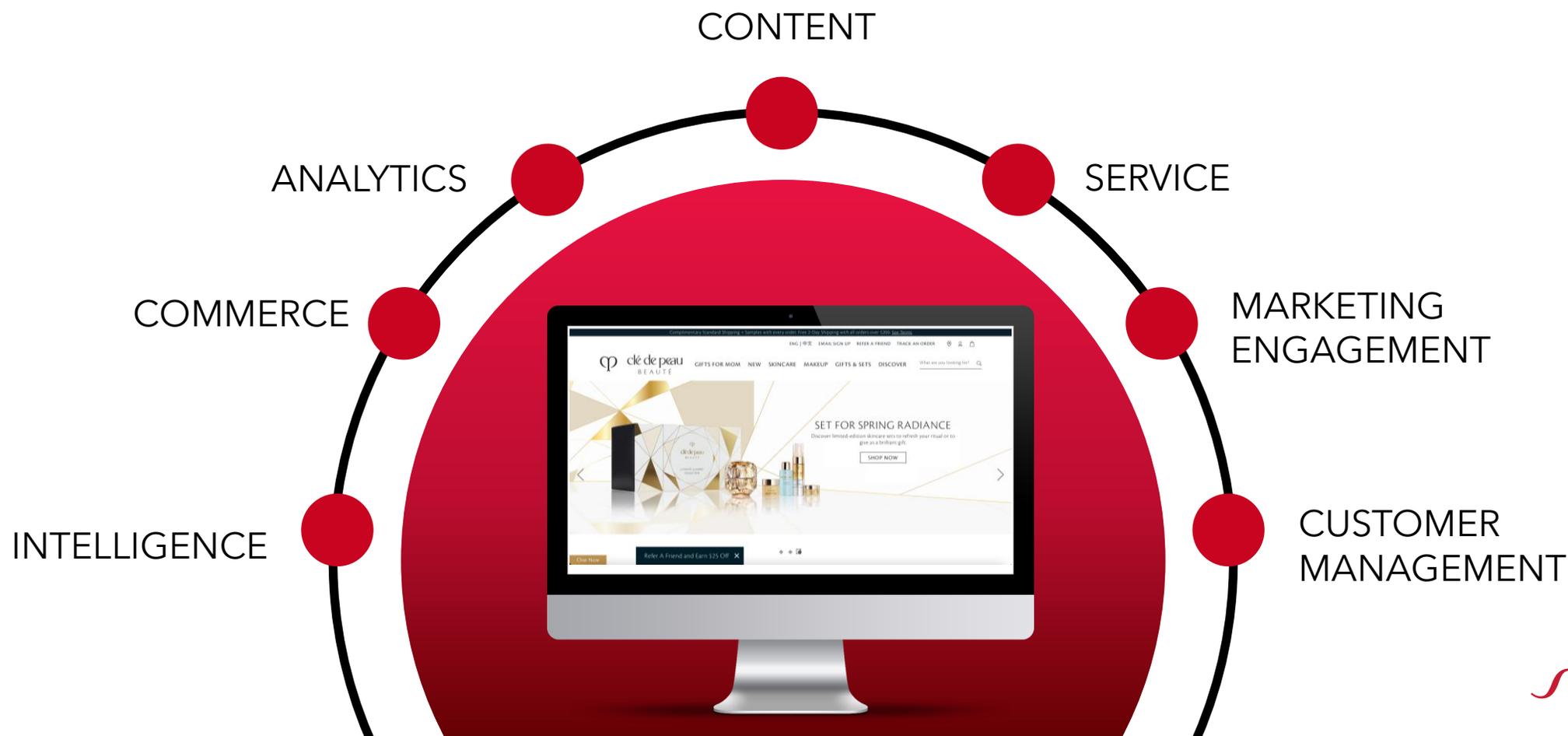
- Curated experience according to customer lifecycle, customer needs



Scalable Infrastructure for Commerce Digital Flagship Brand Digital Destination

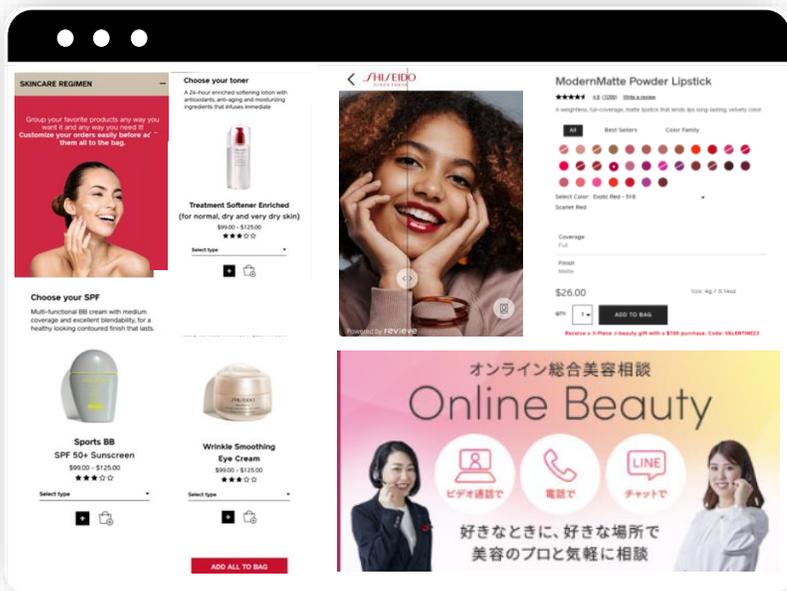
DIGITAL COMMERCE ECOSYSTEM FOR GROWTH

Enabled By A Global Code Base With 7 Core Competencies



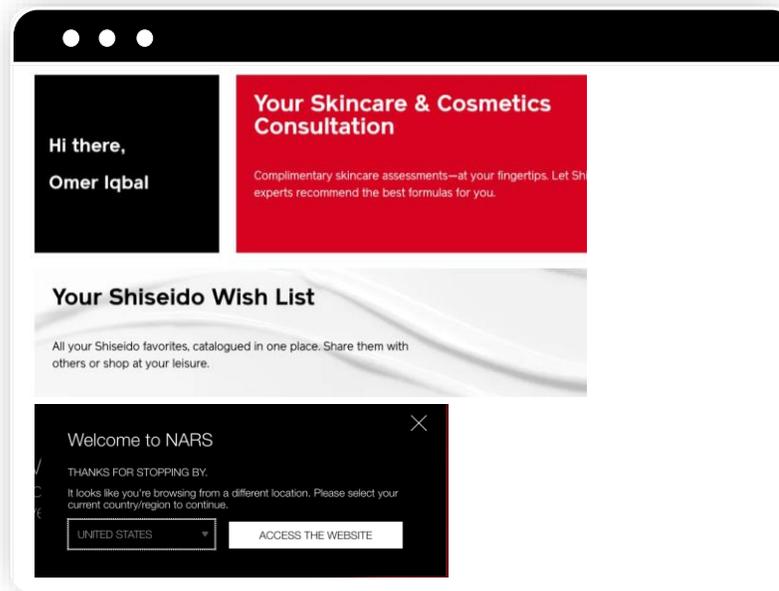
Scalable Infrastructure for Commerce Digital Flagship/Brand Digital Destination

Merchandising & Shopping Experience



Skincare Regimen Experience
Virtual Try-on
Sampling
Bundle Shopping Experience
Order Replenishment

Personalization & CX



Upsell & Cross Sell Product
Recommendation Via AI
Testing and Analytics
Abandoned Cart

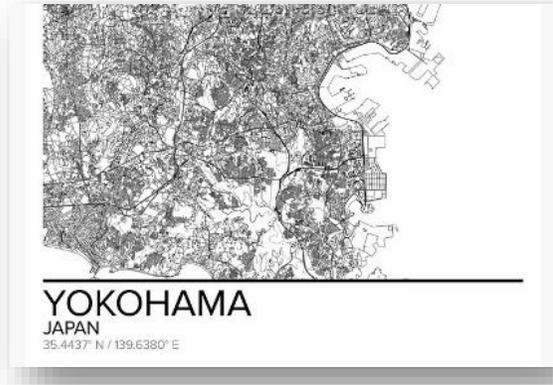
Packaged with various integrated mar-tech tools

Referral Marketing
Ratings & Reviews
Digital Asset Management
Geo Store Locator
Personalization
Merchant Integration
Social Live Shopping
One to One Marketing



BEAUTY TECH LAB @ SHISEIDO

Enhancing the Consumer Experience



CAPABILITIES - SKIN SCIENCE & TECHNOLOGY

R + D Science SME

Data Science

Product Management & Strategy

Computer Vision

Machine and Deep Learning

Image Processing, 3D Rendering

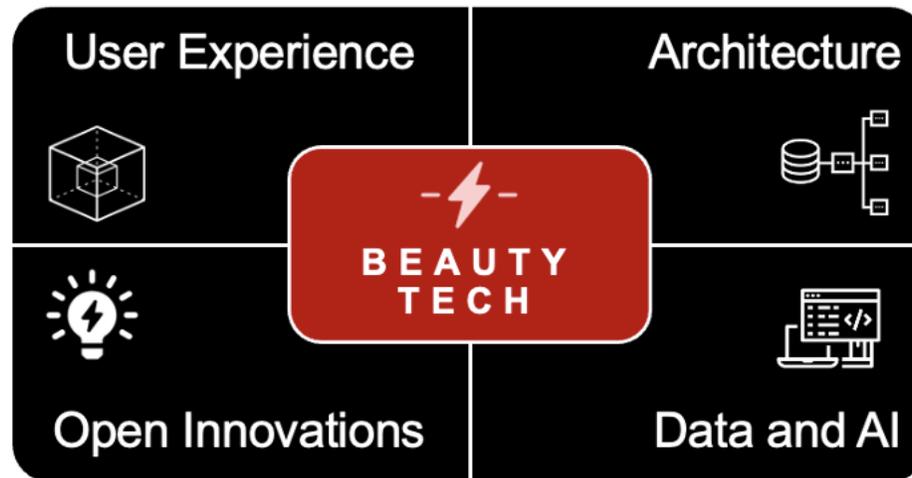
Statistical Analysis

Natural Language Processing

User Experience

Create Transformational Consumer Experiences & Relationships through tech product and services strategy, design & management.

Drive Speed In Innovations by creating an ecosystem of tech through strategic alliances and incubation.

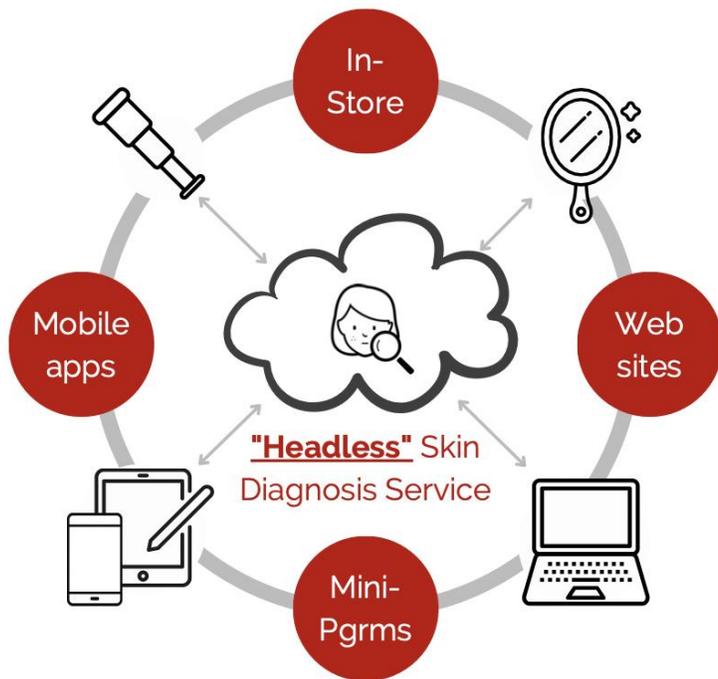


Create a Future-fit Infrastructure by building a scalable, adaptive, resilient consumer tech architecture.

Deliver On Data-driven Skin Beauty Powerhouse Ambition w/ internal external partners. Scalable solutions leveraging data and AI.

BEAUTY TECH LAB @ SHISEIDO

Enhancing the Consumer Experience: "FCA"



- Proprietary R+D engine, BH custom
- AI, Computer Vision
- Microservices: Data, Identity, CRM
- Built to scale: brands, markets
- Security, Compliance
- Omnichannel Service Expansion



Roll-Out in Store



China WeChat



Japan LINE



In Store Visualizer

Prestige, Premium Brands and Multi Markets

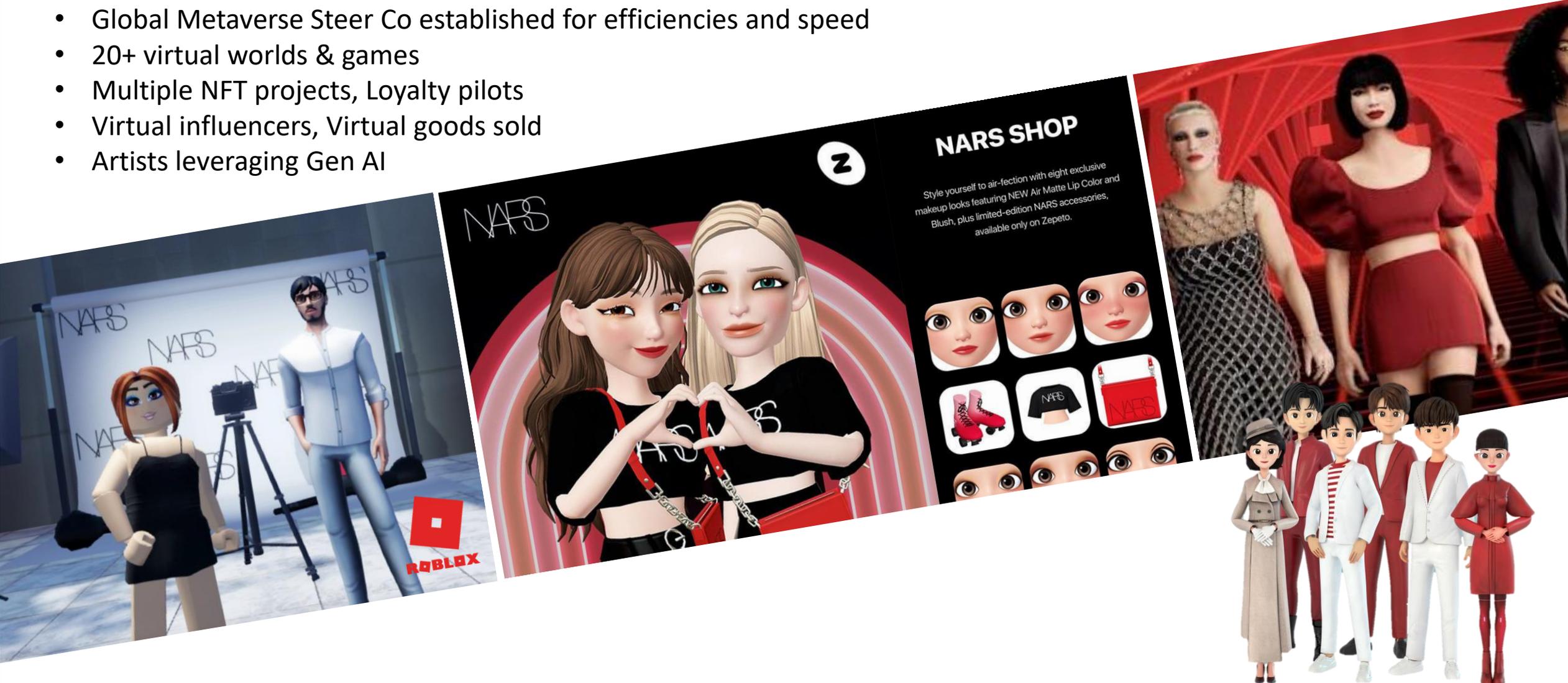
- ✓ Consultant empowerment
- ✓ 24/7 Service
- ✓ Generates data

- ✓ Unlocks customer and market insights
- ✓ Gateway to product discovery
- ✓ Conversion and engagement driver

Metaverse Web3 Activations: Expansion of reach & engagement; testing and piloting new experiences and engagement



- Global Metaverse Steer Co established for efficiencies and speed
- 20+ virtual worlds & games
- Multiple NFT projects, Loyalty pilots
- Virtual influencers, Virtual goods sold
- Artists leveraging Gen AI



Delivering Performance & Results

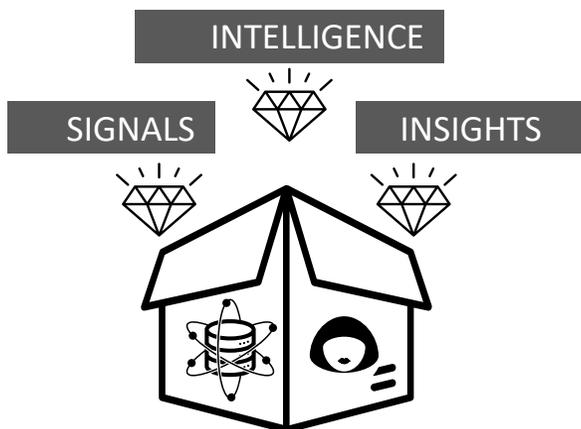
by Unlocking the Power of Data Across the Enterprise Value Chain



OUR CONSUMER DATA

*An Asset &
Competitive Advantage*

Consumer Data: an enterprise asset w/intrinsic value.
When unlocked, we gain valuable signals, intelligence & insights.



**PERSONALIZED OMNICHANNEL
CUSTOMER EXPERIENCE**



**BUSINESS DECISIONS FOR
EFFICIENCIES & PROFITABILITY**



**R&D INNOVATIONS WITH
AI/ML**



ENRICHED PARTNER ECOSYSTEM

OUR ANALYTICS JOURNEY

WHERE IT ALL BEGAN



OUR ANALYTICS JOURNEY

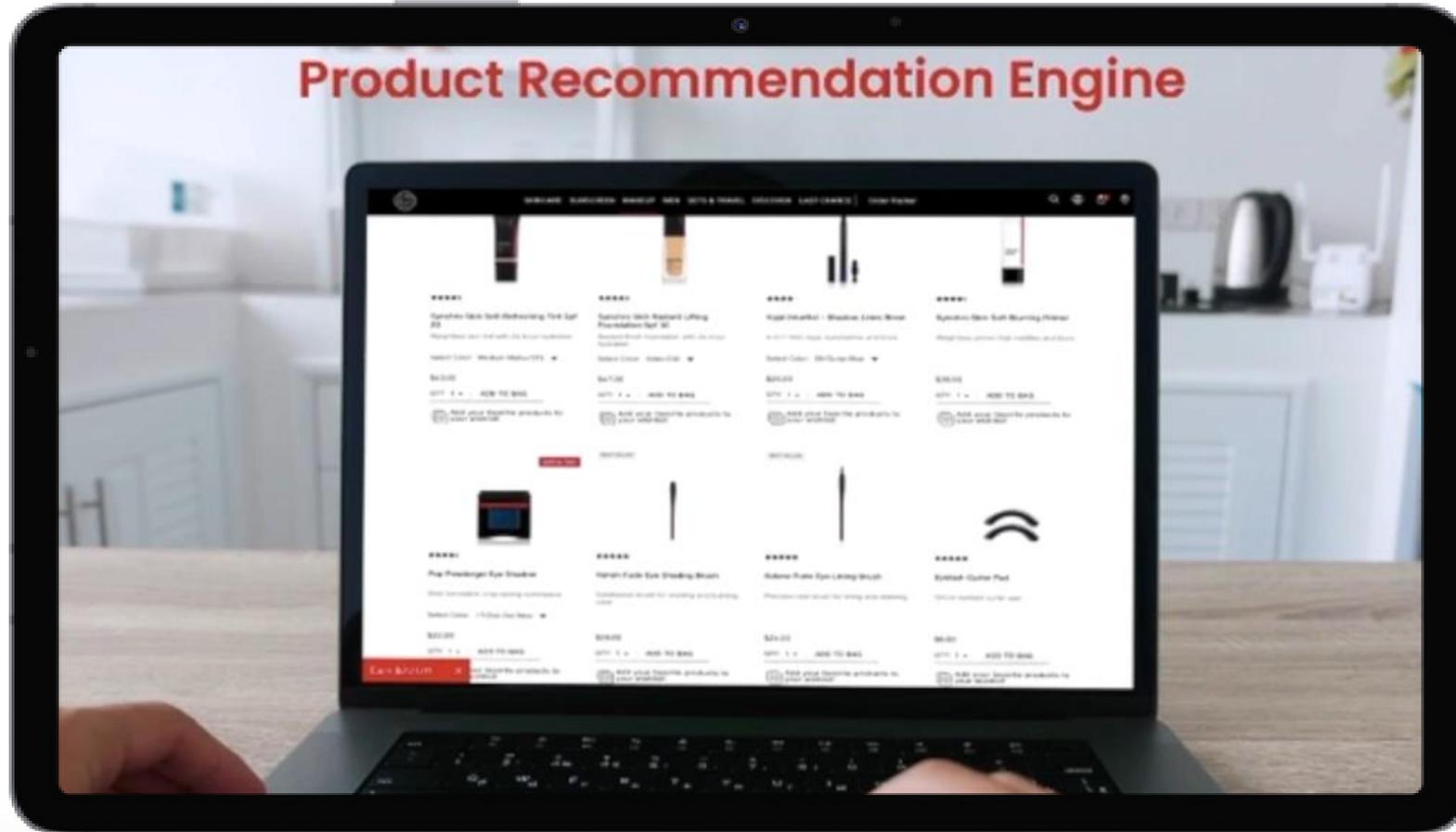
ADVANCED ANALYTICS

Leveraging AI & ML into Regional Roadmaps



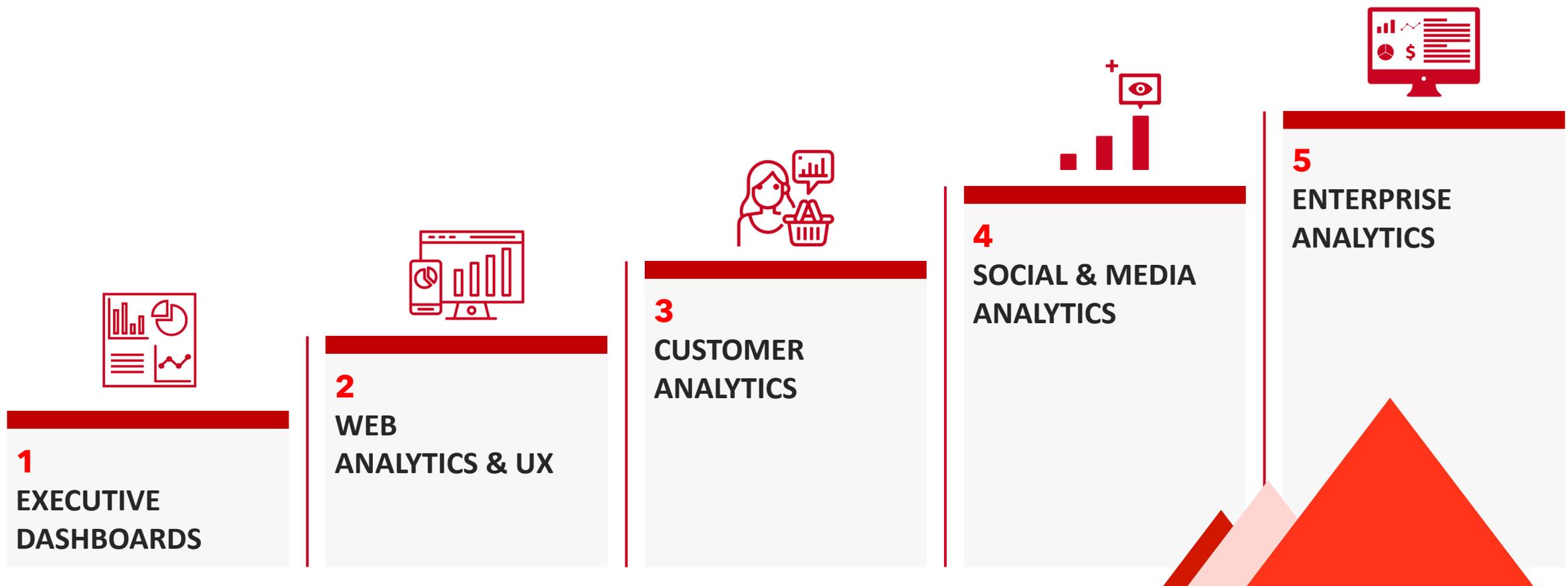
ADVANCED ANALYTICS

Leveraging AI & ML into Regional Roadmaps



Descriptive To Prescriptive To Predictive

Full Spectrum of Analytics Services



GLOBAL CRM KPIs

KEY PERFORMANCE INDICATORS

FIRST PILLAR

CONSUMER SCALE & ENRICHMENT



SECOND PILLAR

CUSTOMER HEALTH



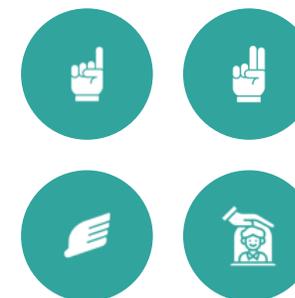
THIRD PILLAR

BUSINESS RELEVANCE



FOURTH PILLAR

CUSTOMER LIFECYCLE



DATA DEMOCRATIZATION

Refactored Reports

Global Filters: Transaction, Channel, Priority Prog, Pro Member, Gender, Age Group, Customer C, Tenure, Device, Customer T, Responder Flag, Single vs. Group, Download US, Opted In

Customer and Sales Analysis: Day of Week Seasonality Analysis

Transaction: 240,876 | New Customers: 274,022 | Repeat New Customers: 46,844 | Avg Size: 208.96 USD

Loyalty: 100% (Newly vs. Transaction)

Total Sales Amount by Tenure for Custom Date Range: 2274.28

CUSTOMER KPIS

DR9 Reports

DR9-SUMMARY
Campaign Start Date: February 2022

Core KPIs

Sends	Delivered	Responders	Conv. Rate
1,427	1,421	19	1.34%

Transactional KPIs

	Transactions	ADV	Items	Net Sales per Recipient
Test	20	\$91.77	35	\$1.29
Control	3	\$61.00	3	\$0.91*

CAMPAIGN KPIS

Cross Brand Report

Cross-Brand Performance Report

US/DK CHANNEL	MMS Fee/EFT	TR vs LT (%)	2022 YTD		2023 YTD		2023 YTD		2023 YTD	
			PLAN vs LT (%)	TR vs LT (%)	PLAN vs LT (%)	TR vs LT (%)	PLAN vs LT (%)	TR vs LT (%)		
Total Database Size	9%	1,613,028	22%	18%	477,774	12%	14%	6,622,894	47%	11%
New Customers	2%	6,812	22%	0%	1,887	28%	4%	17,479	88%	12%
Acquisition Rate	0.80%	47.83%	-0.80%	-4.43%	46.28%	2.62%	-13.30%	85.33%	2.78%	-8.88%
Refined Customers	5%	4,282	22%	8%	1,806	8%	38%	11,483	79%	12%
Retention Rate	-4.47%	2.88%	9.23%	-4.19%	-4.63%	-13.82%	22.92%	2.88%	81.29%	-1.22%
Reactivated Customers	8%	1,178	30%	18%	464	42%	68%	3,848	18%	
Reactivation Rate	4.68%	11.24%	12.27%	12.84%	12.44%	18.24%	21.82%	11.89%	29.97%	8.76%
Repeat Customers	7%	482	2%	8%	223	2%	47%	1,498	46%	12%
Repeat Rate	0.40%	-4.11%	-11.71%	2.88%	6.38%	-18.42%	20.42%	4.74%	-13.34%	1.82%
Transacting Customers	2%	22,448	24%	9%	9,647	22%	22%	31,577	69%	6%
Brand Net Sales	9%	\$1,218,491	10%	12%	\$761,963	27%	30%	\$3,988,399	93%	13%
Avg Spend Per Customer	1.42%	\$118.13	-4.36%	8.89%	\$206.74	-4.63%	8.82%	\$96.87	-8.50%	8.30%
Avg Order Value	4.52%	\$120.18	-0.01%	4.28%	\$214.19	-1.91%	6.32%	\$202.44	38.03%	7.06%
Avg Transactions per Customer	2.61%	3.97	-1.46%	2.17%	3.97	-0.79%	1.14%	3.95	-17.21%	1.06%

SEARCH TR / 01 / 03

DATA DEMOCRATIZATION



COHORT-LEVEL HISTORIC CLTV BALANCE SCORECARD

OBJECTIVE
Review three primary LTV KPI trends

PRIMARY KPIs

All Customers: Average CLTV (\$)

Q3 FY22	YoY	QoQ
\$320	▲8%	▲6%

High CLTV Customers: Contribution to Sales (%)

Q3 FY22	YoY	QoQ
70%	▲3%	▲6%

Line chart showing Average CLTV (\$) from Q2 FY21 to Q3 FY22. Values: \$100, \$110, \$112, \$115, \$118, \$120.

Line chart showing High CLTV Customers Contribution to Sales (%) from Q2 FY21 to Q3 FY22. Values: 55%, 58%, 59%, 62%, 64%, 70%.

COHORT-LEVEL HISTORIC CLTV BALANCE SCORECARD

OBJECTIVE
Review any relation between CLTV and other key business metrics (e.g., Revenue, Customer)

TREND MONITOR

All Customers: Average CLTV (\$)

Q3 FY22	YoY	QoQ
\$320	▲8%	▲6%

All Customers: Revenue (\$)

Q3 FY22	YoY	QoQ
\$43,212	▲3%	▲4%

All Customers: Customer Database

Q3 FY22	YoY	QoQ
52,325	▲2%	▲6%

Line chart showing Average CLTV (\$) from Q2 FY21 to Q3 FY22. Values: \$200,000, \$300,000, \$300,000, \$300,000, \$500,000, \$400,000.

Line chart showing Revenue (\$) from Q2 FY21 to Q3 FY22. Values: \$40,000, \$48,000, \$40,000, \$1,000, \$2,312.

COHORT-LEVEL HISTORIC CLTV BALANCE SCORECARD

OBJECTIVE
Review the migration trend between each LTV group (High, Medium, Low)

TIER MIGRATION

CSV downloadable (one-click includes one CSV file with all charts)

SCALE	YoY	UPGRADED (N)	UPGRADED (% of Total)	RETAINED (N)	RETAINED (% of Total)	DOWNGRADED (N)	DOWNGRADED (% of Total)	YoY
HIGH	▲	0.000	0.00%	0.000	0.00%	0.000	0.00%	▲
MEDIUM	▲	0.000	0.00%	0.000	0.00%	0.000	0.00%	▲
LOW	▲	0.000	0.00%	0.000	0.00%	0.000	0.00%	▲

SCALE	YoY	UPGRADED (N)	UPGRADED (% of Total)	RETAINED (N)	RETAINED (% of Total)	DOWNGRADED (N)	DOWNGRADED (% of Total)	YoY
HIGH	▲	0.000	0.00%	0.000	0.00%	0.000	0.00%	▲
MED	▲	0.000	0.00%	0.000	0.00%	0.000	0.00%	▲
LOW	▲	0.000	0.00%	0.000	0.00%	0.000	0.00%	▲
TOTAL	▲	0.000	0.00%	0.000	0.00%	0.000	0.00%	▲

CUSTOMER DETAIL

Customer ID	Gender	Age Group	Home Box	Res. Country	Locality Tier	Devices	CLTV Tier	Event Sign. S.	Eng. Legend	Site Segment	First Trans.	Last Trans.
00000001	Male	18-24	US	US	3	Medium	ACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	5/19/2021	6/25/2021
00000002	Female	25-34	US	US	3	Medium	ACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	6/18/2021	6/18/2021
00000003	Male	35-44	US	US	3	Medium	ACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	6/14/2021	6/14/2021
00000004	Female	45-54	US	US	3	Medium	ACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	5/18/2021	6/18/2021
00000005	Male	55-64	US	US	3	Medium	ACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	5/15/2021	7/1/2021
00000006	Female	65-74	US	US	3	Medium	INACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	5/18/2021	5/18/2021
00000007	Male	75-84	US	US	3	Medium	ACTIVE	Leaving_Past_Active	Leaving_Past_Active	Leaving_Past_Active	6/23/2021	6/23/2021
00000008	Female	85-94	US	US	3	Medium	ACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	5/19/2021	5/19/2021
00000009	Male	95-104	US	US	3	Medium	ACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	6/10/2021	6/10/2021
00000010	Female	105-114	US	US	3	Medium	ACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	6/10/2021	6/10/2021
00000011	Male	115-124	US	US	3	Medium	ACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	6/10/2021	6/10/2021
00000012	Female	125-134	US	US	3	Medium	ACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	6/10/2021	6/10/2021
00000013	Male	135-144	US	US	3	Medium	ACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	6/10/2021	6/10/2021
00000014	Female	145-154	US	US	3	Medium	ACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	6/10/2021	6/10/2021
00000015	Male	155-164	US	US	3	Medium	ACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	6/10/2021	6/10/2021
00000016	Female	165-174	US	US	3	Medium	ACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	6/10/2021	6/10/2021
00000017	Male	175-184	US	US	3	Medium	ACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	6/10/2021	6/10/2021
00000018	Female	185-194	US	US	3	Medium	ACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	6/10/2021	6/10/2021
00000019	Male	195-204	US	US	3	Medium	ACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	6/10/2021	6/10/2021
00000020	Female	205-214	US	US	3	Medium	ACTIVE	Lost_One_Tier	Lost_One_Tier	Lost_One_Tier	6/10/2021	6/10/2021

AUDIENCE PULL

OBJECTIVES



- 1 MAXIMIZE POTENTIAL HIGH-VALUE LEADS GENERATION
- 2 INCREASE MARKETING ROI
- 3 RETAIN HIGH-VALUE & VIP CUSTOMERS
- 4 NURTURE FUTURE HIGH-VALUE CUSTOMERS
- 5 PREVENT ACTIVE CUSTOMERS FROM DISENGAGING

People Transformation: Build Capabilities through Knowledge, Literacy & Skills



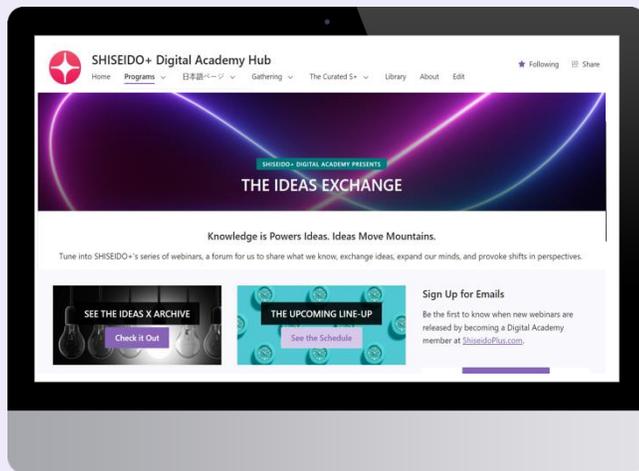
SHISEIDO + DIGITAL ACADEMY

MISSION

Prepare our people to successfully drive Digital Transformation by Nurturing a digital-first culture & mindset through Upknowledge & Upskill Programs.



PROGRAMS



ACTIVITIES
Webinars
Workshops
Masterclasses
Expeditions
Summits



People Transformation: Fostering Community & Culture for New Ways of Working



2022 Canada Future Festival Expedition



5th Global Digital Leadership Summit



2023 Digital Day - APAC



2023 Digital Agile Leadership Workshop - TR



3rd EMEA Digital Summit

SHISEIDO+ DIGITAL ACADEMY PRESENTS

THE IDEAS EXCHANGE

NARS VIRTUAL GOODS OVERVIEW

NARS Black Hoodie By @NARS 100	NARS Blush Pir Hair with Bangs By @NARS 100	NARS Molten Laguna Crop Top By @NARS 100
NARS Tropical Straw Sun Hat By @NARS 100	LIMITED NARS Light Reflecting 288	NARS Blush Leather Moto By @NARS 400

Created in collaboration with leading Roblox UGC Creators, virtual goods encompass a mix of branded merchandise and experience-themed digital clothing, accessories and hairstyles. Virtual goods are sold within the NARS Metaverse and are not for sale to users on other platforms.

Symposiums & Webinars

THE FUTURE OF WORK

- AI and robotics will ultimately create more work, not less. Much like today.
- The majority of the workforce will freelance by 2027, based on workforce growth rates found in Freelancing in America 2017.
- There won't be a shortage of jobs but – if we don't take the right steps – a shortage of skilled talent to fill those jobs.
- Remote work becomes the norm. People will have a new geographic freedom to live where they want, and metropolitan regions will compete to attract this new mobile labor force.

Agile People 10

Meta Entertainment 1 ByteDance

Metahuman Liu, Yexi designed with Chinese Aesthetics

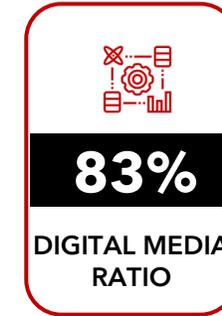
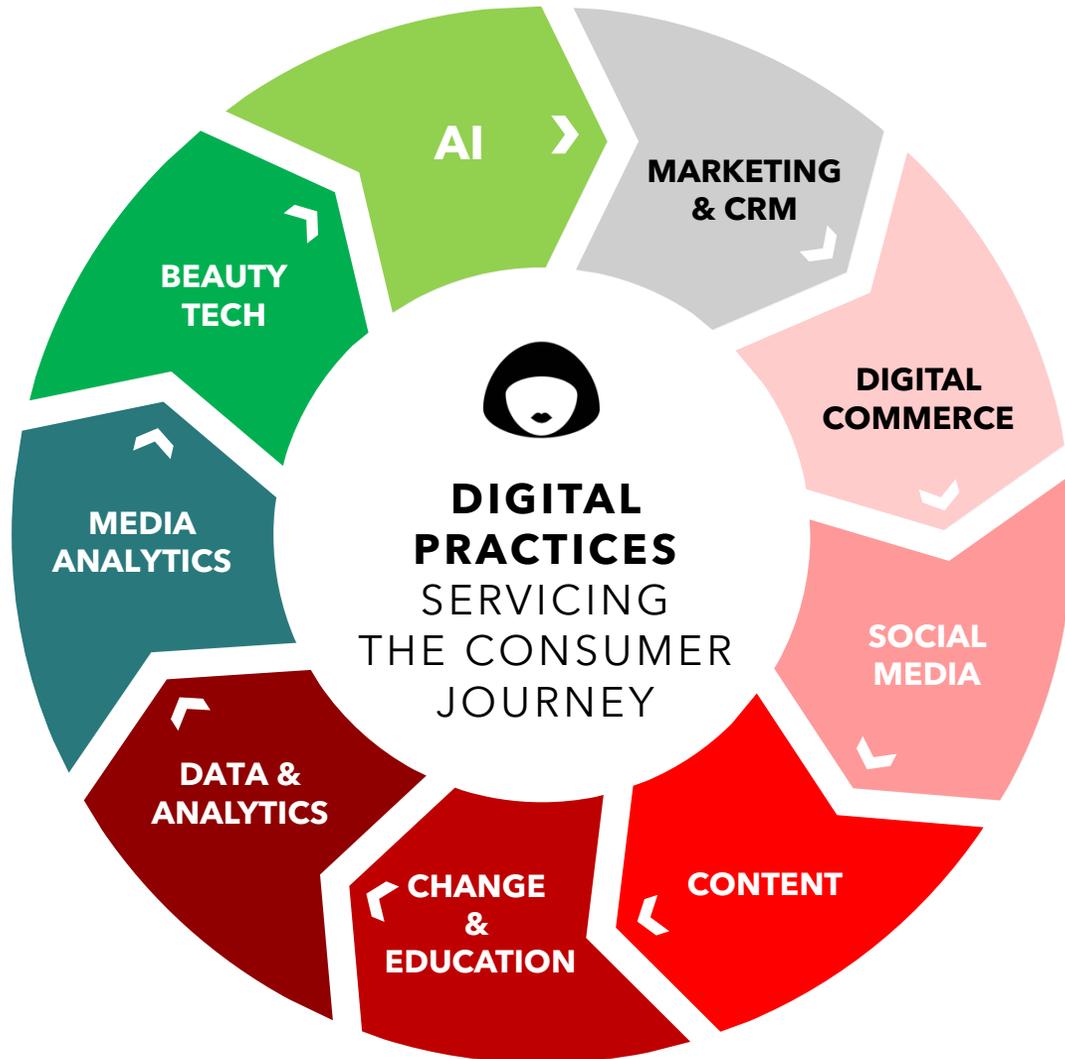
TikTok platform practice of Meta content in collaboration with innovative brand marketing

Meta Entertainment profile: Name: Liu, Yexi 柳依溪, Birthplace: [Location], Identity: Metahuman, Occupation: Monster Hunter, Followers: 8.8 MI

Combination of virtuality and reality

China authentic episodes

2022 A Unified, Data-Driven Digital Platform Powered for Growth



*Program to date since 2017

Digital Ecosystem & Network



Consumer Engagement

Increased CLTV
New Customers



Sales & Distribution D2C,
Retailer.com & Pure Players
Social Commerce
New Business Innovation



Consumer Data Generation

Insights to Action
Data Science
AI COE



Teams & Network

Knowledge & Skills ★ Excellence in Execution



Great Consumer Experiences



Great Consumer Relationships

Digital & Data Driven Engagement
Creates a Virtuous Cycle of Value Creation for the Shiseido Group

THANK YOU
ありがとうございました



DTO
SHISEIDO