

Criteria for Important Concurrent Positions Assumed by the Company's Directors and Audit & Supervisory Board Members

If a director and audit & supervisory board member meets any of the following criteria, the position assumed by such director and audit & supervisory board member shall be described in the Business Report accompanying the Notice of Convocation as an "important concurrent position."

1. If the company in which the Company's director and audit & supervisory board member concurrently serves is a listed company or a stock company of similar scale, stature or social significance, and said director and audit & supervisory board member serves as the executive of that company.
2. If the company in which the Company's director and audit & supervisory board member concurrently serves is a corporation other than a stock company or an unlisted company that does not correspond to item 1 above, and said director and audit & supervisory board member is the representative of that company (in principle).
3. If transactions involving ¥10 million or more, or donations of ¥5 million or more exist between the Shiseido Group and the non-Group company in which the Company's director and audit & supervisory board member concurrently serves (in principle).
4. If as a result of the hours and restrictive schedule involved in a concurrent position (major occupation), it is likely that the execution of duties as an External Director of the Company will be impacted (including cases where the concurrent position is held in organizations that are not corporations).