

Criteria for Important Concurrent Positions Assumed by the Company's Directors

If a director meets any of the following criteria, the position assumed by such director 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 concurrently serves is a listed company or a stock company of similar scale, stature or social significance, and said director serves as the executive of that company.
2. If the company in which the Company's director 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 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 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).