




















## Strategic Actions and Medium-Term Targets

Shiseido has established three strategic actions based on the material issues we have defined in each area of society and the environment. We have allocated management resources on a priority basis in each department across the entire Group to implement these priority initiatives. For more information on our initiatives for the strategic actions, please refer to [the Sustainability Report](#).

	Material Issues	Strategic Actions	Targets		Target Year	2023 Results		Corresponding SDGs				
Environment	<ul style="list-style-type: none"><li>Climate change</li><li>Development of eco-friendly formulas</li><li>Sustainable packaging</li><li>Deforestation</li><li>Responsible procurement</li><li>Waste reduction</li><li>Water usage</li></ul>	01. Reducing our environmental footprint	Carbon neutral*1		2026	60%		    				
			CO <sub>2</sub> emission reduction (SBTi, Scope 1 + 2)	46.2%*2	2030	Plan to disclose in 2025*9						
			CO <sub>2</sub> emission reduction (SBTi, Scope 3)	55%*3	2030							
			Water consumption reduction	40%*4	2026	46% (achieved in 2023)						
		02. Developing sustainable products	Switching to sustainable packaging	100%*5	2025	69%		   				
			03. Promoting sustainable and responsible procurement	Replacement with sustainable palm oil	100%*6	2026	51%					
		Replacement with sustainable paper		100%*7	2023	100% (achieved in 2023)		  				
Society	<ul style="list-style-type: none"><li>Diversity, equity and inclusion</li><li>Quality of life</li><li>Professional development</li><li>Occupational health and safety</li><li>Respect for human rights</li></ul>	01. Advancing gender equality	Ratio of women leaders at all levels in Japan	50%	2030	Directors Executive Officers Managers in Japan	45.5%*10 40.0%*10 40.0%*11	 				
			Women's empowerment in Japan Supporting education and financial independence worldwide	1 million people*8	2030	Achievement ratio	62%					
		02. Empowering people through the power of beauty	Cultivating self-efficacy through the power of beauty Challenging the unconscious biases and prejudices that limit individual beauty	1 million people*8	2030	Achievement ratio	13%	  				
			03. Promoting respect for human rights							 		
		Governance / Culture	<ul style="list-style-type: none"><li>Strengthening of governance and accountability</li><li>Fair business transactions</li><li>Quality assurance</li><li>Responsible marketing and advertising</li><li>Information security and privacy</li><li>Art and heritage</li></ul>	<ul style="list-style-type: none"><li>We are committed to maintaining and improving the transparency, fairness, and speed of management initiatives by enhancing corporate governance as well as maximizing corporate and shareholder value over the medium-term through dialogue with all stakeholders—consumers, employees, shareholders, the environment, and society at large—to fulfill our responsibilities as a public entity and optimize value distribution to each stakeholder.*12</li><li>We promote activities in art and heritage through our corporate culture that generates social value and shares a uniquely Japanese aesthetic with the world.</li></ul>								

\*1 At all our sites (compared to 2019, including offsets)

\*2 At all our sites (compared to 2019)

\*3 Throughout our value chain, excluding Shiseido sites, economic intensity target (compared to 2019)

\*4 For all our sites, intensity per sales, compared with 2014

\*5 For sale of products with plastic packaging

\*6 Certified based on RSPO's physical supply chain model: identity preserved, segregation, and/or mass balance, palm oil equivalent basis

\*7 Such as certified paper and recycled paper, paper weight basis

\*8 To reach directly

\*9 Target revision application in progress due to transfer of business

\*10 As of April 1, 2024

\*11 As of January 1, 2024

\*12 We do not disclose strategic actions related to governance materiality as of April 2024