

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. Our progress against targets based on strategic actions, including partial results from 2023, will be disclosed in [the Sustainability Report](#) to be issued in 2024.

	Material Issues	Strategic Action	Targets	Target Year	2023 Results	Corresponding SDGs	
Environment	<ul style="list-style-type: none"> Climate change Development of eco-friendly formulas Sustainable packaging Deforestation Responsible procurement Waste reduction Water usage 	01. Reducing our environmental footprint	Carbon neutral*1	2026	Plan to disclose in 2024		
			CO ₂ emission reduction (SBTi, Scope 1 + 2)	46.2%*1	2030		Plan to disclose in 2024
			CO ₂ emission reduction (SBTi, Scope 3)	55%*2	2030		
			Water consumption reduction	40%*3	2026		Plan to disclose in 2024
		02. Developing sustainable products	Sustainable packaging	100%*4	2025	Plan to disclose in 2024	
			03. Promoting sustainable and responsible procurement	Sustainable palm oil	100%*5	2026	
Sustainable paper	100%*6	2023		Plan to disclose in 2024			
Society	<ul style="list-style-type: none"> Diversity, equity and inclusion Quality of life Professional development Occupational health and safety Respect for human rights 	01. Advancing gender equality	Ratio of women leaders at all levels in Japan	50%	2030	Directors 45.4%*8 Executive Officers 40.0%*8 Managers in Japan 40.0%*9	
			Women's empowerment in Japan Supporting education and financial independence worldwide	1 million people*7	2030	Achievement ratio 62%	
		02. Empowering people through the power of beauty	Cultivating self-efficacy through the power of beauty	1 million people*7	2030	Achievement ratio 13%	
			Challenging the unconscious biases and prejudices that limit individual beauty				
Governance / Culture	<ul style="list-style-type: none"> Strengthening of governance and accountability Fair business transactions Quality assurance Responsible marketing and advertising Information security and privacy Art and heritage 	<ul style="list-style-type: none"> 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.*10 We promote activities in art and heritage through our corporate culture that generates social value and shares a uniquely Japanese aesthetic with the world. 					

*1 At all our sites (compared to 2019)

*2 Throughout our value chain, excluding Shiseido sites (compared to 2019)

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

*4 For sale of products with plastic packaging

*5 Physical supply chain models, identity preserved, segregated, and/or mass balance

*6 Such as certified paper and recycled paper

*7 To reach directly

*8 As of April 1, 2024

*9 As of January 1, 2024

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