

Human Resources Development Guideline and Improvement of Organizational Environment Guideline

■ Basic Concept

Based on our CORE PRINCIPLE and WORLD VISION, we leverage our strengths as a life science company specializing in ophthalmology to cure eye diseases and we will contribute to solving social issues (poverty, isolation from society, etc.) that arise as a result of them. We believe that human resources who understand our CORE PRINCIPLE and strategy and aim to realize "Happiness with Vision" are our most important assets. With the aim of maximizing value of our contribution to consumers and patients, we will improve our organizational and work environment and promote transformation of organizational capabilities, by developing human resources to realize this goal and promoting further appointment and utilization of diverse human resources.

■ What Human Resources are We Looking for?

In order to realize "Happiness with Vision",

- Human resources that always act "people-centric" and think about "people's happiness"
- Human resources that are attentive to changes in environment surrounding ophthalmology and people's needs, and think with a viewpoint considering all possibilities and Santen's unique strengths driving our strategy
- Human resources that co-create, continue to innovate and take on new challenges to solve problems globally
- Autonomous human resources who lead by example and strive for personal growth and career development to maximize the value of their contributions

■ Human Resources Development

- Based on our CORE PRINCIPLE, we will develop employees who can contribute to sustainable business growth with consumer- and patient-centered thinking on a global basis.
- While taking advantage of diversity, we will fill our internal and external pipelines and promote systematic development and promotion, so that we can appoint the most suitable human resources to the right place, at the right time based on the required experience, skills, and knowledge.

■ Improvement of Organizational Environment

- We will increase our employee engagement and build a more high-value-adding and highly productive internal environment, building a more diverse, equitable and inclusive organizational culture.