

Santen Work Style

Global Guideline



Santen Pharmaceutical Co., Ltd.

Message from CHRO

Introduction

We aim to become a global leader trusted by patients and the ophthalmic community through Santen Commercial Excellence (SCE). SCE is our core capability that integrates ophthalmic expertise with product value maximization to deliver strong business outcomes. By placing SCE at the center of our operations, we will deliver innovative, patient-centric products that transform eye care and achieve our long-term goals.

To further strengthen SCE as an organizational capability, we are optimizing flexible hybrid work and cross-functional collaboration as essential enablers of how we operate. Flexible hybrid work allows us to fully leverage the diversity of thought across our organization—integrating knowledge, experience, and values that span geographic locations, functions, and individual perspectives. By connecting people beyond traditional boundaries, we enable richer insights, better decision-making, and stronger alignment toward shared goals.

Through greater flexibility and collaboration, we foster innovation, enhance productivity, and strengthen a culture rooted in trust, accountability, and continuous advancement. This environment enables each employee to take ownership of their contributions while aligning with our broader strategic direction.

Ultimately, the achievement of MTP2029—and our long-term vision toward 2035—will be driven by the accumulation of individual ownership and collective collaboration. These guidelines will help us to embrace flexible hybrid work and working together across boundaries, strengthening our SCE that evolves with our organization and the needs of the patients we serve.

Let us walk together, challenge together, and grow together to advance ophthalmology and deliver meaningful value to patients around the world



Optimizing Flexible Hybrid Work

We promote flexible hybrid work to enable our people and organization to perform at their best while staying connected to our shared purpose. Balancing office and remote work based on the nature of our work and team goals, we create an environment that supports focus, collaboration, and well-being.

This flexibility allows us to harness diverse perspectives, experiences, and expertise across functions and geographies, strengthening how we work together while driving meaningful innovation. Through this arrangement, we foster a culture of trust, accountability, and inclusion, that allows employees to contribute meaningfully, collaborate effectively, and help advance our vision.

1. Come to the Office with Purpose

Make every in-person moment count by using face-to-face time for meaningful collaboration, stronger relationships, and conversations that move our work forward.

2. Use Remote Work to Enable Focus and Well-Being

Leverage remote work to create space for deep focus, personal productivity, and balance—empowering you to perform at your best while caring for your well-being.

3. Leverage Digital Tools to Stay Connected and Effective

Use digital innovation tools to collaborate seamlessly, share knowledge, and stay aligned—ensuring we remain productive, connected, and impactful wherever we work.



Use Remote Work to Enable Focus and Well-being

Use Remote Work to Enable Focus and Well-being

You are the owner of your health & well-being.

Santen fully supports you from a Total Well-being perspective and acknowledges your lifestyle.

Remote work empowers us to create optimal conditions for exceptional performance and personal well-being. The flexibility on where and how we work enables us to have deeper concentration, sustained productivity, and more intentional use of time. This also supports a more balanced sustainable way of working, recognizing that our effectiveness is strengthened when we care for our overall well-being.

Enable Deep Focus and Meaningful Productivity

Remote Work creates space for dedicated focused time to do high-value work such as problem-solving, strategy planning, learning, and innovation. This empowers employees to deliver high-quality outcomes, accelerate progress on priorities, and contribute more effectively to team and organizational goals.

This also allows employees to design work cadences that align with their peak energy and concentration periods, helping them perform at their best while maintaining a sense of ownership and accountability.

Support Holistic Well-being for Sustainable Performance This arrangement also enables employees to care for their holistic well-being. When people can better integrate their professional and personal needs and responsibilities, they are more energized, resilient, and engaged.

We encourage employees to nurture their well-being holistically, including:

- Mental well-being – Creating space for reflection, mindfulness, and emotional balance
- Physical well-being – Maintaining healthy routines, rest, and movement throughout the day
- Social well-being – Staying meaningfully connected with colleagues, teams, and loved ones
- Personal well-being – Aligning work with personal values, purpose, and fulfillment
- Financial well-being – Supporting stability and reducing unnecessary stressors

By enabling both deep focus and well-being, remote work strengthens not only individual performance, but also our collective ability to collaborate, innovate, and deliver meaningful value to patients and stakeholders.



Leverage Digital Tools to Stay Connected and Effective

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Enhance your specific work style through digitalization to achieve the highest and meaningful interactions at work.

Our Digital & Information Technology Division (DIT) is working on ways to enhance different work styles of each division based on job type (Sales, Corporate, Research, Manufacturing) and will address the pain points and opportunities for improvements of your specific work style. Our goal is to enhance productivity and work quality regardless of location or time, motivate our people through open communication and create room for innovation while introducing new ways of working through Artificial Intelligence (AI) and Machine Learning.

Examples of worktime flexibility

- After a late-night conference call (overnight work), start work later the following morning to ensure sufficient rest intervals.
- Arrive at work after a one-hour medical appointment in the
- If you feel unwell during the workday, take a temporary break, recover, and then resume work.
- Leave work a little earlier in the evening to attend to childcare responsibilities

The Digital & Information Technology Division (DIT) supports you in developing a clear digital strategy while enhancing your skills and mindset toward digitalization. Through this partnership, DIT delivers relevant and innovative solutions that enable you to work more efficiently and effectively.

Digitally enabling our work

By improving the digital literacy of each employee, we gain deeper insights into our customers through data, enabling more objective and faster, accurate decision-making.

Leveraging continuously evolving digital technologies, including AI, we strive to enhance the quality of our operations and transform business processes, significantly boosting productivity, efficiency, and fostering creativity.

Digital innovation empowers us to make faster and more accurate decisions based on data-driven insights, allowing us to make the best choices through a deep understanding of our customers.



FAQs

Q1_ *I understand the new global guideline and concepts of Santen Work Style. How can I get more clarity on what this means to me in my everyday work life?*

A1_ This guideline functions as a framework to give direction on how Santen is understanding and shaping the for our people. Regionally and locally established policies on work style as well as adherence to local labor law and applicable legislation remain intact and unchanged until revisions are announced officially. Your Manager together with regional and local HR will inform you about detailed changes and adjustments to regional or local policies on work.

Q2_ *When will I know how I can adjust my work style based on this guideline and when can I start changing my current e.g., workplace or worktime?*

A2_ This depends on the country of your employment. Changes to regional or local work style policies might be implemented fast in some countries, in other countries they might take more preparation due to discussions with works councils, labor unions or other bodies that require consultation, as well as all applicable laws. Your manager and regional or local HR will inform you about the process over time.

Q3_ *What if my local works council, labor union or part of management does not agree to some parts of this guideline or local labor regulations do not allow for this flexibility?*

A3_ Based on consultation, we are expecting that most of the practices can be put into place and should apply to you over time, but we acknowledge that there might be local specifics that do not fully match the above concepts.

Q4_ *What is the purpose of this guideline update? Does this mean the company plans to return to a full office-based work model in the future?*

A4_ While maintaining our global work style and its inherent flexibility, this updated guideline promotes coming to the office with a clear purpose to help address communication challenges among employees. We aim to strike the right balance between daily work efficiency and the medium- to long-term organizational growth and innovation that meaningful face-to-face interactions can enable. We believe that embedding this guideline across the organization is an important step toward making Santen a better, stronger company overall.

Q5_ *I want to work fully remote from a country that is not the country where the entity of my employment is located. Can I do that?*

A5_ Cross-border remote working is outside of scope of this global guideline for now, as it will have various impact on pay, tax and legal implications that need to be observed carefully.

Legal Disclaimer

This document serves as a guideline and framework to give direction on how Santen is understanding and shaping a work style for our employees globally. Regionally and locally established policies on work style as well as adherence to local labor law and applicable legislation remain intact and unchanged until revisions are announced officially. Regional and local Human Resources in the different countries of operation will adjust rules and documentation, as required by local legislation and regulations to match to the global guideline as far as legally and strategically possible. Any changes in structure of work, or any other topic to be discussed with the local labor union or works council bodies if existent, will be addressed in due time and carefully communicated before direct changes to employees' work style become established.