



Santen Report 2025

Year ended March 31, 2025



Core Principle

天機に参与する

Tenki ni sanyo suru

“Exploring the secrets and mechanisms of nature in order to contribute to people’s health”

* Santen’s original interpretation of a passage from the *Zhongyong* (The Doctrine of the Mean) by Confucius.

Our Vision

Happiness with Vision

The Happiest Life for every individual,
through the Best Vision Experience

Our Guiding Principle and Values

We will base all our actions and decisions on Our Guiding Principle and Values to contribute to patients and society, and to achieve sound and sustainable company development.

We carefully consider what is essential in each situation, determine what we should do, and act quickly.

Guiding Principle

Values

Santen

Patient
Centricity

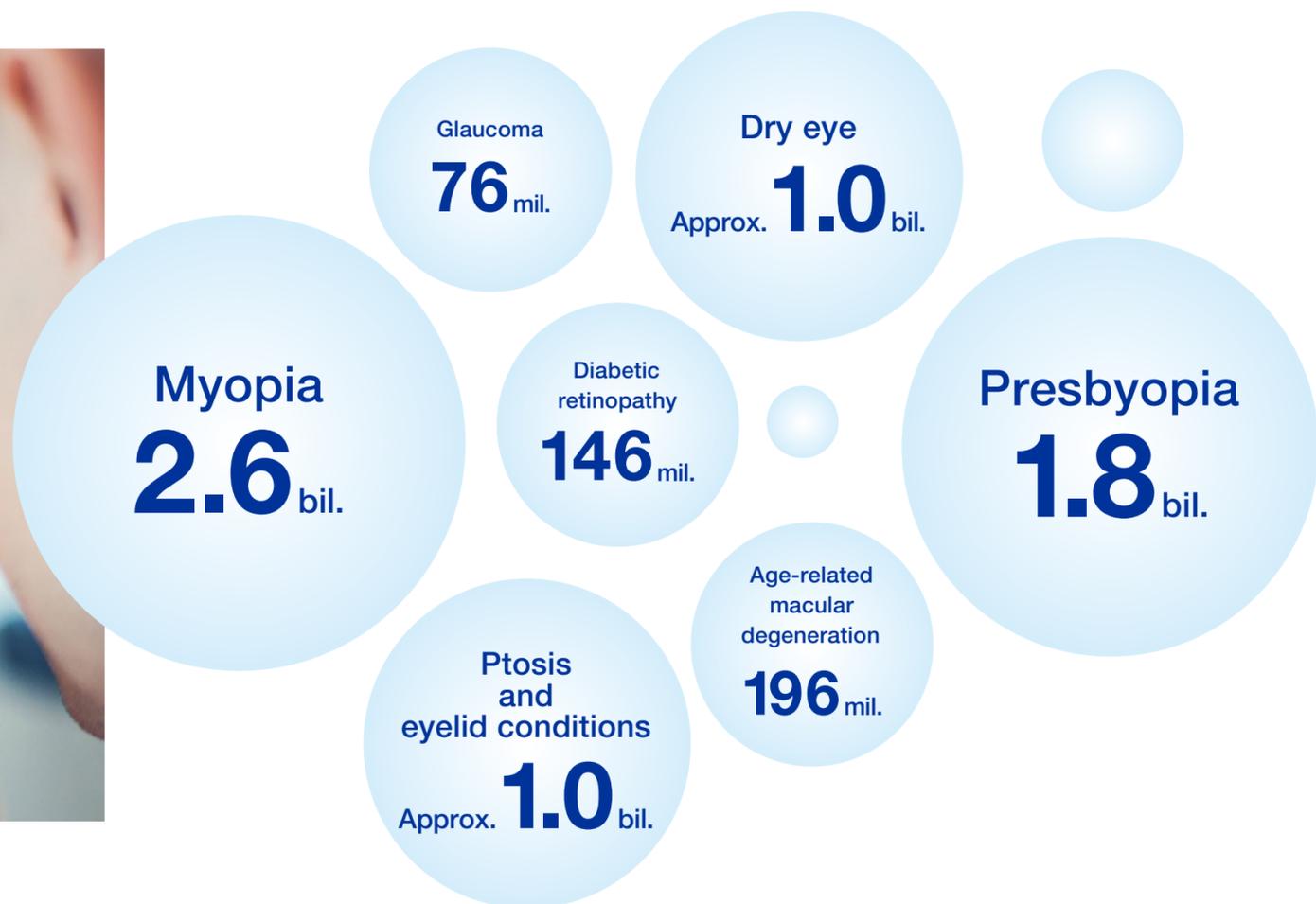
Achieve
Together

Integrity
and Trust

Continuous
Advancement



Number of People Affected Worldwide



Source: Myopia, glaucoma, age-related macular degeneration, diabetic retinopathy, presbyopia: WHO, *World report on vision*/Ptosis and eyelid conditions, dry eye: Estimated by Santen.

Santen at a Glance

Since its founding in 1890, Santen has contributed to patients and their loved ones. As a company specialized in ophthalmology with an established global presence, Santen will continue to support people's eye health and contribute to patients with eye problems worldwide.

135-year
history

Market share in Japan,¹
China,² Asia³
No. 1

Market share
in Japan¹
51%

Ratio of sales from
prescription
pharmaceuticals (Rx)
92%

Countries/
Regions
Over 60

Overseas business
sales ratio
44%

Annual production
volume⁴
400 mil. units



¹ Source: Copyright © 2025 IQVIA. JPM 2024.4-2025.3, Santen analysis based on IQVIA data. Reprinted with permission.

² Excluding retinal segment. Source: Copyright © 2025 IQVIA. IQVIA MIDAS 2024.Q1-2024.Q4, Santen analysis based on IQVIA data. Reprinted with permission.

³ Excluding retinal segment. Countries and regions included: South Korea, Vietnam, Thailand, Philippines, Indonesia, Malaysia, Singapore, Taiwan, Hong Kong and Australia.

⁴ Source: Copyright © 2025 IQVIA. IQVIA MIDAS 2024.Q1-2024.Q4, Santen analysis based on IQVIA data. Reprinted with permission.

⁴ Actual production at Santen plants. Single-dose containers are aggregated by counting 10 single-dose containers as 1 bottle, otherwise actual number of bottles produced.
Note: Where not specified, all other data is as of March 31, 2025.

Contents

01 Introduction

As a company specialized in ophthalmology, Santen aspires to realize “Happiness with Vision” by providing valuable products and services to patients, consumers, and medical professionals around the world. Bringing together diverse talent, we do our utmost to realize a society that offers the Happiest Life for every individual, through the Best Vision Experience.

- 1 Santen’s Values
- 2 Number of People Affected Worldwide / Santen at a Glance
- 3 Contents
- 4 Dialogue with Shareholders and Investors
- 5 Santen’s History
- 6 Value Creation Process

02 Strategies and Initiatives for Sustainable Value Creation and Growth

As a global pharmaceutical company specialized in ophthalmology, Santen will leverage its strengths in product creation and maximization of product value to further enhance Santen Commercial Excellence—the expression of our unique organizational capabilities—and thereby address unmet needs in ophthalmology and deliver optimal eye care treatments to even more people. Underpinning this is value creation rooted in our Core Principle. We will achieve sustainable growth and contribute to society, based on our medium- to long-term strategies for achieving our Vision.

- 7 CEO’s Message
- 11 FY2025-2029 Medium-Term Management Plan
- 16 Materiality
- 19 CFO’s Message
- 23 COO’s Message
- 25 Regional Strategies
- 30 Creating Prescription Eye Drop Markets for Myopia and Ptosis
- 32 Strengthening the Rx Portfolio and Pipeline to Support Medium- to Long-Term Growth
- 34 Updating Santen’s Corporate Philosophy Framework and Clarifying the Basis for Employees’ Actions and Decision-Making
- 37 Human Capital Strategy
- 40 Conservation of the Global Environment

03 The Foundations Supporting Value Creation

A key to realizing sustainable value creation is a sound and transparent governance system. We will respond flexibly to the changing business environment while fulfilling our social responsibilities as we work to build the business foundations necessary for sustainable growth.

- 43 Corporate Governance
- 51 Risk Management
- 52 Corporate Executives

04 Performance and Key Metrics

- 54 Financial Highlights
- 55 Non-Financial Highlights
- 57 MD&A
- 60 Eleven-Year Summary of Selected Financial Data
- 62 Ophthalmology Market Data
- 63 Corporate Information / Stock Information
- 65 Editorial Note

Santen Report 2025

[Introduction](#)

3 [Contents](#)

Dialogue with Shareholders and Investors

We proactively exchange opinions with institutional investors and analysts in Japan and overseas through events such as financial results presentations, one-on-one meetings, and conferences. Our aim is to deepen their understanding of our management, business, and ESG initiatives. In fiscal 2024, we created approximately 350 occasions for dialogue, including IR meetings with top management and IR staff, as well as SR and other ESG-related meetings, leading to improvements in the quality of our management. Below are some of the questions and opinions we receive most frequently during these exchanges. Click on the page links for content relating to these questions and opinions in this report. Corresponding pages¹ are denoted by the letter **Q** in the upper right corner.

Santen Report 2025

Introduction

4 Dialogue with Shareholders and Investors

Category	Question/Opinion	Corresponding Pages in <i>Santen Report 2025</i>
Management	Q1 What are Santen's strengths and values? What are its strategies for medium- to long-term growth?	<ul style="list-style-type: none"> → CEO's Message (Pages 7–10) → FY2025-2029 Medium-Term Management Plan (Pages 11–15) → Materiality (Pages 16–18) → Updating Santen's Corporate Philosophy Framework and Clarifying the Basis for Employees' Actions and Decision-Making (Pages 34–36)
	Q2 Santen acquired assets related to pterygium and uveitic macular edema. We would like to understand your business development targets and strategic approach.	→ Strengthening the Rx Portfolio and Pipeline to Support Medium- to Long-Term Growth (Pages 32–33)
	Q3 It is apparent that Santen has adopted a proactive stance on conducting share repurchases. What are your policies for capital allocation, balancing investments for growth, and shareholder returns?	→ CFO's Message (Page 22)
Business/ R&D	Q4 Given the expected impacts of co-pay hikes on certain long-listed products (the "sentei-ryoyo" system that came into effect in October 2024) and the market entry of generics competing against mainstay products, what are the strengths of and future outlook for the Japan business?	→ Regional Strategy (Pages 25–26)
	Q5 Given the increasing importance of Santen's overseas businesses, what is the Company's current positioning and where are the future growth opportunities?	→ Regional Strategy (Pages 25, 27–29)
	Q6 What specifically constitutes Santen Commercial Excellence?	<ul style="list-style-type: none"> → CEO's Message (Page 8) → FY2025-2029 Medium-Term Management Plan (Page 12) → COO's Message (Pages 23–24)
	Q7 What is the market potential in the myopia and ptosis areas, which are expected to be growth drivers from fiscal 2026 onward?	→ Creating Prescription Eye Drop Markets for Myopia and Ptosis (Pages 30–31)
	Q8 Where can we find basic information, such as data on the ophthalmic market, major disease areas, and patient numbers, that will allow us to evaluate Santen's growth potential?	<ul style="list-style-type: none"> → Number of People Affected Worldwide (Page 2) → Creating Prescription Eye Drop Markets for Myopia and Ptosis (Pages 30–31) → Ophthalmology Market Data (Page 62)
Sustainability	Q9 What issues and themes are discussed at Board of Directors meetings?	→ Corporate Governance (Pages 43–47)
	Q10 Has there been any discussion about the composition and skill matrix of the Board of Directors, including Outside Directors?	→ Corporate Governance (Page 46)
	Q11 What are the initiatives and focus points with regard to human capital, and talent linked to the implementation of management strategies?	<ul style="list-style-type: none"> → Updating Santen's Corporate Philosophy Framework and Clarifying the Basis for Employees' Actions and Decision-Making (Pages 34–36) → Human Capital Strategy (Pages 37–39)
	Q12 Is Santen conducting any distinctive initiatives for environmental conservation?	→ Conservation of the Global Environment (Pages 40–42)

¹ The first page when content spans multiple pages.

Santen's History

Since our founding in Osaka in 1890, we have continuously evolved our focus and specialization in the field of eye health, driving creativity and innovation to meet the unmet needs of people and society.

Establishment – Laying the Foundation

1890 – 1989

Growth

1990 – 2009

Transformation

2010 and beyond

1890

Santen's new challenge begins with the aim of contributing to people's health

Santen's origins date back to 1890, when Kenkichi Taguchi opened Taguchi Santendo. *Heburin-gan*, a cold medication, was its main product at the time. In the late 19th century, many people in Japan suffered from eye disorders, and demand for eye drops was high. The Company launched *Daigaku Eye Drops* in 1899 and the product's popularity spread nationwide. From that point, Santen began taking on the challenge of contributing to eye health.



1950s

Pursuing a strategy centered on eye drops, and expanding into prescription pharmaceuticals



Due to difficulties encountered from aerial bombings during World War II, Santen shifted its business strategy focusing on eye drops. In 1958, Santen entered the prescription pharmaceutical business and in 1962 launched *Mydrin-P*, which promotes mydriasis, or dilation of the pupil. This groundbreaking eye drop used in ophthalmic surgery and diagnosis contributed significantly to the development of ophthalmology in Japan. Thereafter, product launches including innovative anti-infective eye drops and glaucoma treatments laid the foundation to support ophthalmic treatment in Japan.

1990s

Strengthening the global production system toward internationalization and entering the European market

Upon its centennial in 1990, Santen embarked on a new growth stage with the announcement of a long-term vision to contribute to society with the best products and services focusing on the eye and health. In addition to business growth in Japan on the back of an expanding product lineup, and the completion of the Shiga Plant, Santen entered the European market and emphasized aggressive business development to contribute to patients around the world.



2000s



Expanding solutions and building a business foundation in Asia

Santen focused on meeting the needs of more people by providing a wide range of treatment options including intraocular lenses and supplements in addition to ophthalmic solutions for eye diseases. At the same time, the Company worked to build a business foundation in Asia, which included building a direct sales network in China as well as completing its Suzhou Plant, and establishing a Group company in South Korea.

2010s

Rapidly accelerating globalization to contribute to eye health worldwide

Aiming to become a specialized pharmaceutical company with a global presence as its long-term vision up to 2020, Santen rapidly accelerated its globalization, centered on China, Asia, and EMEA (Europe, Middle East and Africa). In 2015, Santen sold its anti-rheumatic pharmaceuticals business to AYUMI Pharmaceutical Corporation to specialize in ophthalmology and concentrate its management resources in the field.

2020s

Realizing Happiness with Vision

To help individuals around the world achieve the happiest lives possible through the Best Vision Experience, Santen continues to pursue global initiatives that combine internal expertise with external partnerships and M&A. These efforts aim to deliver truly valuable products and services across the globe.

In 2025, we updated our Corporate Philosophy Framework and set out what Santen aspires to be in 2035. Moving forward, we aspire to be a leading ophthalmology company that earns the trust of patients and the ophthalmic community worldwide.



Value Creation Process

With over 130 years of history, Santen is a pharmaceutical company dedicated to ophthalmology. We strive to enhance corporate value by leveraging both financial and non-financial capital accumulated over time. Based on our Core Principle, *Tenki ni sanyo suru* (exploring the secrets and mechanisms of nature in order to contribute to people's health), we will contribute to the sustainable development of society, aspiring to be a leading ophthalmology company that earns the trust of patients and the ophthalmic community worldwide.



¹ As of the end of March 2025 ² Fiscal 2024 result ³ Source: Copyright © 2025 IQVIA. JPM 2024.4-2025.3. Santen analysis based on IQVIA data. Reprinted with permission. ⁴ Total for China, Asia, and EMEA, including foreign exchange impacts, excluding one-time factors. Compound annual growth rate (CAGR) for fiscal 2022 through fiscal 2024. ⁵ Actual production at Santen plants. Single-dose containers are aggregated by counting 10 single-dose containers as 1 bottle, otherwise actual number of bottles produced.