



Sustainability 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.

The Core Principle represents what Santen exists for.

The Core Principle, “*Tenki ni sanyo suru*,” means “Exploring the secrets and mechanisms of nature in order to contribute to people’s health.”

It is also the inspiration for our company name. The Core Principle is Santen’s founding spirit, and a constant reminder that we exist to serve our patients. Santen will continue to contribute to patients and their loved ones by focusing on specialized fields centered on ophthalmology and pursuing essential value.

Our Vision

Happiness with Vision

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

Our Vision is the world Santen ultimately aspires to achieve.

Santen hopes to create a future in which as many people as possible can live happy and fulfilling lives by providing valuable products and services to patients, consumers, and medical professionals worldwide.

As a global pharmaceutical company committed to eye health, it is our duty to explore and provide novel and significant value in the prevention, diagnosis, and treatment of eye diseases, and to continue to provide new value to patients and society through products and services created from our expertise in the ophthalmology field and from the patient's perspective.

Index

- 1 Core Principle/Our Vision
- 2 Index/Editorial Policy

3 Sustainability at Santen

- 3 Our Sustainability Commitment
- 5 Sustainability Policy
- 6 Sustainability Promotion System
- 7 Materiality
- 10 Participating in External Initiatives

12 Environment

- 12 Environmental Conservation
- 15 Measures against Climate Change
- 17 Environmental Load Reduction
- 19 Biodiversity
- 21 Disclosures Based on the TCFD Recommendations

25 Social

- 25 Contribution to Ophthalmology
- 28 Research & Development
- 31 Intellectual Property
- 32 Product Quality & Safety
- 34 Access to Healthcare
- 37 Respect for Human Rights
- 40 Sustainable Procurement
- 43 People Development
- 47 Diversity, Equity & Inclusion
- 49 Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement
- 52 Health and Productivity Management
- 53 Health and Safety
- 55 Social Contribution Activities

59 Governance

- 59 Corporate Governance
- 65 Compliance
- 67 Ethical Marketing
- 68 Risk Management
- 72 Information Security

74 Appendix

- 74 Stakeholder Engagement
- 76 External Assessment
- 79 ESG Data
- 103 GRI Standards Content Index

〈Editorial Policy〉

- Since its establishment in 1890, guided by its Core Principle, “*Tenki ni sanyo suru,*” the Company has been committed to helping people maintain and improve their eye health while continuing to create and innovate. Santen aspires to contribute to the realization of “Happiness with Vision” by providing valuable products and services to patients, consumers, and medical professionals around the world.
- This Sustainability Report provides a comprehensive overview of Santen’s sustainability aims and initiatives, with a particular focus on stakeholders with a strong interest in sustainability-related topics. The report aims to enhance understanding of how Santen addresses key social, environmental, and governance issues through its business activities.
- Through this report, Santen aims to promote constructive dialogue with stakeholders and to reflect their feedback in its business strategies and sustainability initiatives, thereby enhancing corporate value and contributing to the sustainable growth of both the Company and society.

〈Applicable Scope〉

Santen Pharmaceutical Co., Ltd. and consolidated subsidiaries including those in Japan and overseas

〈Reporting Period〉

- Fiscal Year 2024 (April 1, 2024 to March 31, 2025)
- Certain information is updated after April 1, 2025.

〈Publication Schedule〉

- April 2026
- In principle, published once a year (with updates made as appropriate after publication)
- Next scheduled publication: around July 2026

〈Reference Guidelines〉

- The GRI Sustainability Reporting Standards (Global Reporting Initiative)
- Environmental Reporting Guidelines 2018 edition (Japan’s Ministry of the Environment)
- The Task Force on Climate-related Financial Disclosures (TCFD)
- ISO 26000 Guidance on Social Responsibility

〈Concerning Forward-Looking Statements〉

- This report contains forward-looking statements regarding the Company’s plans, strategies, and results for the future.
- All forward-looking statements are based on judgments derived from the information available to the Company at the time of publication.
- Certain risks and uncertainties could cause the Company’s actual results to differ materially from any projections presented in this report. These risks and uncertainties include, but are not limited to, adverse economic conditions, delays in new product launches, currency exchange rates, legislative and regulatory developments.



Our Sustainability Commitment

Sustainability at Santen

Our Sustainability Commitment

- Sustainability Policy
- Sustainability Promotion System
- Materiality
- Participating in External Initiatives

Environment

Social

Governance

Appendix



Santen is a specialized company dedicated to ophthalmology with a history spanning more than 130 years. We offer products and services to prevent eye and ocular diseases based on a philosophy of “*Tenki ni sanyo suru,*” or exploring the secrets and mechanisms of nature in order to contribute to health. As a specialized company dedicated to ophthalmology, we understand the needs of patients and healthcare professionals in the field. We are committed to expanding our business across the globe, delivering high-quality products consistently and making meaningful contributions to as many people as possible. We continue to pursue **Happiness with Vision**, an ideal world to which we aspire. For many years, Santen has pursued **the Happiest Life for every individual through the Best Vision Experience**. To accomplish this pursuit, we must generate consistent profits over the long term and allocate resources appropriately. Understanding where demand will trend over the long term is also important. Long-term business continuity relies on an adequate supply of products and services to the ophthalmology market and by meeting market demands. That’s not to mention that we must earn the trust of people around the world through diligent and transparent activities.



Sustainability at Santen

Our Sustainability Commitment

Sustainability Policy

Sustainability Promotion System

Materiality

Participating in External Initiatives

Environment

Social

Governance

Appendix

Our Sustainability Commitment

We aim for the sustainable development of our company and society according to the following values:

(1) To be a company sought after by people over the long term

We desire to be a constant companion, from prevention to treatment to support, offering patients and consumers healthy eye lives and fulfilled lifestyles. We commit to **the development, supply, and communication of products and services to eliminate poor vision through activities that bring the joy of clear vision**, working together with medical professionals and their patients.

As an example, we are developing a new drug for slowing the progression of myopia in children.

Glaucoma is a disease that increases in risk with age. The disease can lead to blindness if it progresses, but early detection and continued treatment can help maintain vision. Therefore, we strive to develop and market therapeutic drugs while also focusing on initiatives to support continuing treatment. Further, we contribute to better lives by developing and marketing eye drops and devices that are more user-friendly.

We increase the value of our contributions through commercial excellence, which is one of our greatest strengths. In other words, we aspire to offer patients the best in eye disease treatment and care, basing our strategies for standardized high-quality on this aspiration. We engage in consistent KPI and PDCA cycles across our organization, from R&D to final product delivery, raising our organizational capabilities to maximize the value of the products and services we offer.

(2) To supply products and services over the long term

As individuals involved in the development and manufacture of pharmaceuticals, the employees who support our business commit to maintaining the highest levels of product and service quality, safety, and uninterrupted supply. We strive to introduce new technologies to improve productivity and quality at manufacturing sites operated under the strictest hygiene management.

We also recognize the valuable assets represented by human resources who have diverse knowledge and experience. These human resources help us pursue commercial excellence on a global level. To this end, we **train and promote highly specialized personnel capable of fostering better eye health for the people of the world** from the perspective of patients and consumers. At the same time, we utilize our intellectual property, IT technology, and other assets with the utmost care.

(3) To always earn the trust of society

We strive to **provide products and services friendly to the natural environment, ensuring the clear vision of a beautiful world for all**. We maintain our commitment to clean water, which is the most important element in ophthalmic solutions. We reduce the environmental impact of our products, including the choice of biomass plastic for containers.

We create and nurture highly transparent and appropriate relationships with stakeholders, including healthcare professionals. We fulfill our responsibility to respect human rights and to contribute to the creation of societies that respect every individual.

To achieve these goals, we must **establish a reliable and transparent governance structure**.

We strengthen the functions of the Board of Directors and pursue diversity, including gender diversity and diversity of national origin, to build a sound governance structure and foster a corporate culture that maximizes the potential of our employees.



Sustainability at Santen

Our Sustainability Commitment

Sustainability Policy

Sustainability Promotion System

Materiality

Participating in External Initiatives

Environment

Social

Governance

Appendix

Sustainability Policy

Sustainability Policy

Based on Santen's Core Principle: *"Tenki ni sanyo suru,"* Santen not only contributes to the sustainable development of society but also aims to improve corporate value over the medium to long term.

- The Happiest Life for every individual, through the Best Vision Experience. (WORLD VISION)
- Become A Social Innovator; orchestrates and mobilizes key technologies and players around the world to deliver happiness through vision. (Santen's VISION)
- Provide people around the world with high-quality safe products and services, as well as information helpful for the treatment and prevention of diseases.
- Actively incorporate diverse talent and values to enhance our competitiveness and foster a corporate culture that helps increase the value we provide.
- Perform fair and transparent corporate management and promote business activities that protect human rights, labor and the global environment.

CSV

ESG



Sustainability Promotion System

Sustainability at Santen

Our Sustainability Commitment

Sustainability Policy

Sustainability Promotion System

Materiality

Participating in External Initiatives

Environment

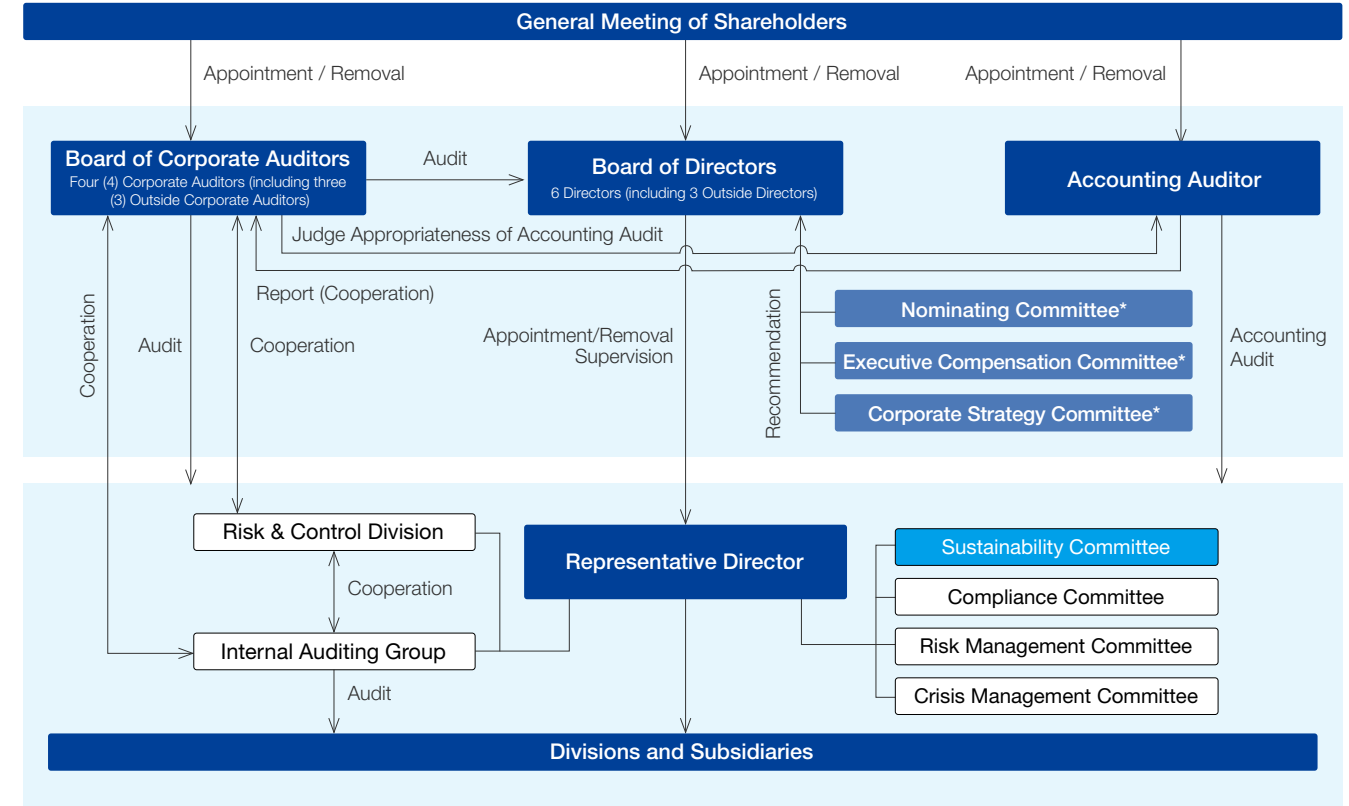
Social

Governance

Appendix

- Santen holds a Sustainability Committee, chaired by the CEO and composed of executive officers from related divisions which meets at least twice a year.
- The Corporate Officer in charge of sustainability oversees company-wide sustainability activities.
- The Committee discusses and determines Group-wide policies and targets for sustainability promotion activities. These targets are based on the Core Principle, sustainability policy, Group strategies, and social issues that include human rights, labor, environment, and anti-corruption.
- We communicate decisions and other information through the executive management of each department.
- Matters related to Group management strategies are proposed to the Executive Committee for approval, and important matters are referred to the Board of Directors.

Management System (As of June 30, 2025)



* These committees are voluntary and not part of the statutory "Company with a Nominating Committee, etc., System" under Japan's Companies Act.



Materiality

Sustainability at Santen

Our Sustainability Commitment

Sustainability Policy

Sustainability Promotion System

Materiality

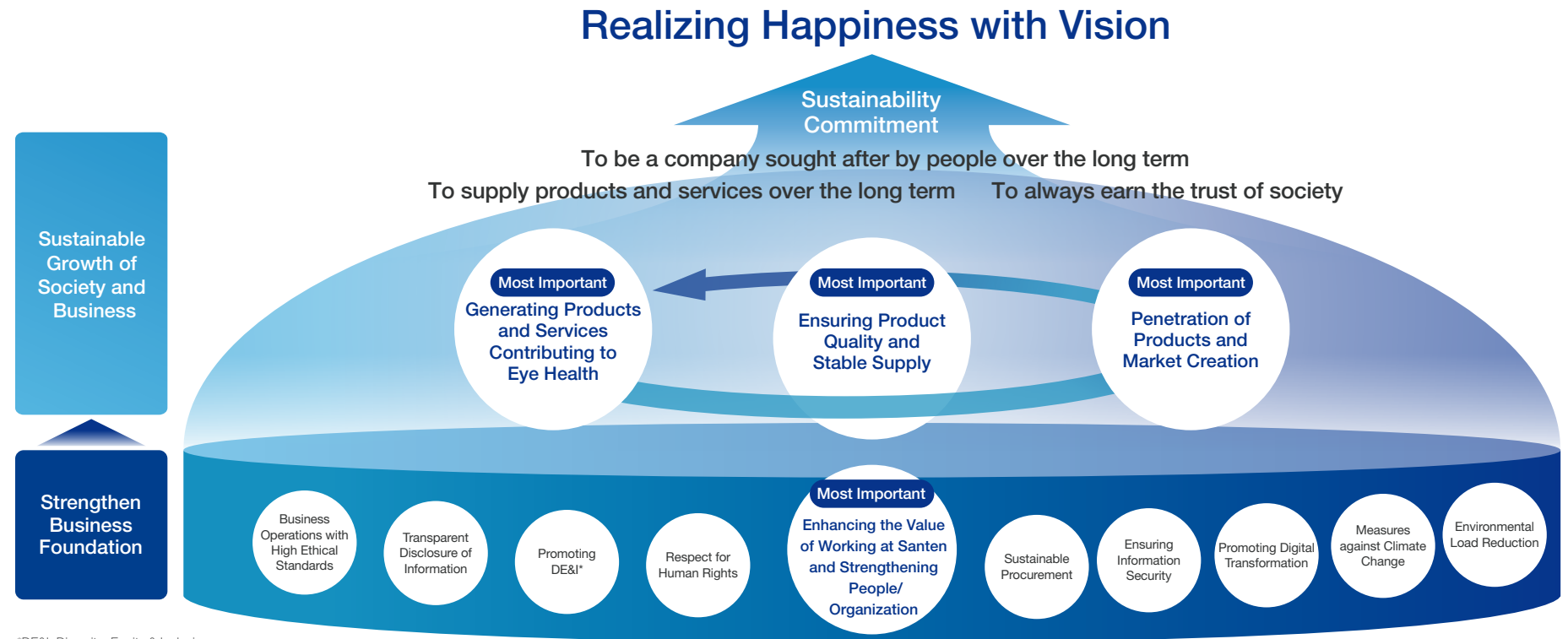
Participating in External Initiatives

Environment

Social

Governance

Appendix



*DE&I: Diversity, Equity & Inclusion

Process for Identifying Materiality

· May 2025, in terms of formulating the Medium-Term Management Plan, we reviewed our materiality.





Materiality

Sustainability at Santen

Our Sustainability Commitment

Sustainability Policy

Sustainability Promotion System

Materiality

Participating in External Initiatives

Environment

Social

Governance

Appendix

Most Important Materialities

	Definition	Risk Scenario	Opportunity Scenario	Countermeasures	Impact	Indicators and Targets
Generating Products and Services Contributing to Eye Health	Provide solutions to unmet needs, including rare diseases, through product development and service creation	<ul style="list-style-type: none"> Exhaustion of the research and development pipeline [Mid-term/Long-term] Increasing complexity of research development and intensified competition, resulting in a decline in the generation of new products [Short-term/Mid-term/Long-term] 	<ul style="list-style-type: none"> Identification of unmet needs and creation of unique and valuable therapeutic solutions [Mid-term/Long-term] Promotion of joint research, development, and ecosystem [Short-term/Mid-term/Long-term] 	<ul style="list-style-type: none"> Identification of therapeutic solutions in the field of ophthalmic diseases where strengths can be leveraged Active evaluation and introduction of therapeutic candidate compounds, advancement of collaborative research and development, utilization of ecosystems, and investment in research and development of new modalities Development of ophthalmic formulations and application in the field of ophthalmic diseases that are unattainable by other competitors 	<ul style="list-style-type: none"> Contributing to the treatment of patients in the field of eye diseases where there were no therapeutic drugs until now Contributing to patient care by creating products that address unmet needs of existing products (e.g., reducing the burden of eye drop administration) Continuing and developing business with partner companies 	<ul style="list-style-type: none"> Development of products (therapeutic areas/regions) based on plans to address unmet medical needs
Ensuring Product Quality and Stable Supply	Ensure the continuous supply of products with guaranteed quality and safety in the necessary quantities in a timely manner and establish a system for emergencies	<ul style="list-style-type: none"> Decreasing supply capacity and delayed recovery during natural disasters, etc. [Short-term/Mid-term/Long-term] Delays in product supply due to the burden of complying with increasingly advanced GMP*1 standards and other regulations [Short-term/Mid-term/Long-term] Increased volatility, uncertainty, complexity, and ambiguity (VUCA) in the market, leading to higher difficulty in production capacity and supply planning [Short-term/Mid-term] 	<ul style="list-style-type: none"> Establishing a global product supply network that is resilient to diverse environmental changes, including regulatory aspects [Mid-term/Long-term] 	<ul style="list-style-type: none"> Optimization of production volume balance between sites, appropriate inventory level management, and advance preparation of alternative production sites for each product Continuous improvement of quality systems Strategic collaboration with contract manufacturing organizations Optimization of the production and supply network, including in-house production and contract manufacturing 	<ul style="list-style-type: none"> Ensuring the stable supply of high-quality products that comply with regulations, thereby providing patients with continuous treatment options and enhancing customer trust in Santen Maintaining production and supply capabilities resilient to environmental changes 	<ul style="list-style-type: none"> On Time In Full: OTIF (% of orders shipped on time and in full)
Penetration of Products and Market Creation	Become a trusted partner and maximize the value provided to patients and customers, contributing to the realization of optimal healthcare, including patient access	<ul style="list-style-type: none"> Intensified price competition for long-listed products due to national measures to reduce drug price and the promotion of generic drug use [Short-term/Mid-term/Long-term] Excessive dependence on sales revenue from the Japanese market, which is experiencing a slowdown in growth [Short-term/Mid-term] 	<ul style="list-style-type: none"> Expansion of the global ophthalmology market [Mid-term/Long-term] Exploration of potential markets driven by unmet needs in ophthalmology [Short-term/Mid-term] 	<ul style="list-style-type: none"> Enhancing organizational capabilities to promote accurate understanding of treatment and make appropriate treatment proposals, thereby maximizing and maintaining product value Strengthening presence in EMEA*2, Asia, and China Identifying unmet treatment needs and exploring areas that enable the provision of new value 	<ul style="list-style-type: none"> Providing optimal ophthalmic care to a greater number of patients Alleviating eye-related concerns and anxieties by offering new treatment options 	<ul style="list-style-type: none"> Improvement in contribution to patients worldwide (market share) Total number of patients we are contributing to in newly created markets (myopia and ptosis Rx*3 markets)
Enhancing the Value of Working at Santen and Strengthening People/Organization	Promote the philosophy framework that Santen contributes to ophthalmic healthcare and maximize the capabilities of people and organizations that can put it into practice	<ul style="list-style-type: none"> Cost pressures and difficulties in securing talent due to rising global labor costs [Short-term/Mid-term/Long-term] Decline in organization performance due to lack of flexible systems and structures [Short-term/Mid-term] Risk of talent attrition and loss of hiring opportunities due to the inability to clarify the value of working at Santen amidst increasing diversity in values and higher talent mobility [Mid-term/Long-term] 	<ul style="list-style-type: none"> Enhancing individual growth rates and organization productivity by providing numerous experiences and challenges through flexible systems and structures [Short-term/Mid-term/Long-term] Clarifying the value of working within the Santen to attract and retain talented individuals who resonate with that value [Short-term/Mid-term/Long-term] 	<ul style="list-style-type: none"> Implementation and promotion of company-wide cross-functional projects and strategic internal dual programs Enhancing employee performance and engagement through the dissemination of Santen's Core Principle, Guiding Principle, and Values In addition to activities promoting the Core Principle, Guiding Principle, and Values, communicating the significance of working at Santen, to the outside world through the expansion of systems that accommodate diverse working styles and fair evaluation and compensation systems 	<ul style="list-style-type: none"> Achieving high performance through an organization and employees who embody the Core Principle, Guiding Principle, and Values of Santen, thereby strengthening competitiveness, further developing the business, and providing new value to society. 	<ul style="list-style-type: none"> Adoption of the new philosophy framework (Core Principle, Vision, Guiding Principle, and Values) Improvement of the global engagement score

*1 GMP: Abbreviation of "Good Manufacturing Practice." Standards for manufacturing and quality control of pharmaceuticals and quasi-drugs.

*2 EMEA: Europe, the Middle East and Africa

*3 Rx: Prescription pharmaceuticals



Materiality

Sustainability at Santen

Our Sustainability Commitment

Sustainability Policy

Sustainability Promotion System

Materiality

Participating in External Initiatives

Environment

Social

Governance

Appendix

Materiality

	Definition	Indicators and Targets
Business Operations with High Ethical Standards	In all aspects of our business, we conduct corporate activities based on a high level of ethics that goes beyond mere compliance with laws and regulations	<ul style="list-style-type: none"> Annual compliance education completion rate: Maintain at 95% or more Major compliance violations: 0
Transparent Disclosure of Information	With high level of transparency, we disclose the information that stakeholders need in a timely and appropriate manner	<ul style="list-style-type: none"> Implementation of statutory and timely disclosure based on respective laws and regulations, and timely and voluntary disclosure to external stakeholders (e.g., integrated reports)
Promoting DE&I	Enhance creativity and promote value creation through mutual respect among diverse talents	<ul style="list-style-type: none"> Continue to promote diversity in senior management Continuously increase the ratio of female managers (in Japan)
Respect for Human Rights	Understand human rights issues and conduct activities that respect human rights throughout the entire value chain	<ul style="list-style-type: none"> Establish internal and external human rights due diligence processes and structures
Sustainable Procurement	Reduce procurement risks through sustainable sourcing and appropriate supplier management	<ul style="list-style-type: none"> Supplier evaluation rate: 85% or higher Supplier training rate: 80% or higher ESG education completion rate in purchasing departments: 100%
Ensuring Information Security	The domain of protecting company's valuable assets and data from unauthorized access, disclosure, alteration, and destruction and ensuring the confidentiality, integrity, and availability of information	<ul style="list-style-type: none"> Percentage of critical classified security incidents resolved within the scope of SLA*1 and OLA*2 Cybersecurity training completion rate
Promoting Digital Transformation	Contribute to operational efficiency, business growth, and opportunity creation through the utilization of digital technology	<ul style="list-style-type: none"> Percentage of DX-related projects (e.g., ERP, generative AI) that achieved the initially expected effects: 80% or more
Measures against Climate Change	Implement climate change mitigation and adaptation measures for business continuity, and reduce energy consumption and greenhouse gas emissions	<ul style="list-style-type: none"> Reduce CO₂ emissions by 2030 against the 2019 level as follows <ul style="list-style-type: none"> Scope 1 and 2: 50% reduction Scope 3 Category 1 (non-consolidated): 15% reduction
Environmental Load Reduction	Minimize environmental impact, including resource use, pollution, and effects on biodiversity, across all business activities	<ul style="list-style-type: none"> [Water Resources] Intake of water per unit of production: 12.4m³/10,000 or less [Resource Conservation] Recycling rate: 98% or more [Plastic] <ol style="list-style-type: none"> 60% of plastic eye drop containers being produced from biomass plastic in 2030 Reduce plastic materials used in packaging and packing materials by 15% by 2030 compared to 2019

*1 SLA: Service Level Agreement

*2 OLA: Operational Level Agreement

*3 ERP: Enterprise resource planning (core business systems)



Sustainability at Santen

- Our Sustainability Commitment
- Sustainability Policy
- Sustainability Promotion System
- Materiality

Participating in External Initiatives

Environment

Social

Governance

Appendix

Participating in External Initiatives

Aim

- We recognize that achieving a sustainable society requires not only adherence to international norms and the legal frameworks of each country, but also proactive collaboration with diverse institutions and business partners. Accordingly, we actively participate in domestic and global initiatives and advance our efforts to contribute meaningfully to the realization of a sustainable future.

Initiative

The UN Global Compact

- Santen has joined the UN Global Compact since 2017.
- UN Global Compact is a voluntary, global initiative supporting a global framework for sustainable growth through the demonstration of creative, responsible leadership by the respective corporations and organizations as principled members of society.
- Santen intends to support and practice the ten principles of the UN Global Compact in the four areas of human rights, labour, environment, and anti-corruption, which are in line with Santen's Core Principle and the Santen Code of Practice, in pursuit of a sustainable society.



The Ten Principles of the UN Global Compact

Human Rights	Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights
	Principle 2	make sure that they are not complicit in human rights abuses
Labour	Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
	Principle 4	the elimination of all forms of forced and compulsory labour
	Principle 5	the effective abolition of child labour
Environment	Principle 6	the elimination of discrimination in respect of employment and occupation
	Principle 7	Businesses should support a precautionary approach to environmental challenges
	Principle 8	undertake initiatives to promote greater environmental responsibility
Anti-Corruption	Principle 9	encourage the development and diffusion of environmentally friendly technologies
	Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery

Sustainable Development Goals (SDGs)

- The Sustainable Development Goals (SDGs) adopted by the United Nations member states set 17 goals to be achieved by 2030. Santen will contribute to achieving Goal 3: "Ensure healthy lives and promote well-being for all at all ages," and other SDGs.

Santen will contribute to achieving the following Sustainable Development Goals (SDGs)



The Task Force on Climate-related Financial Disclosures (TCFD)

- In June 2022, Santen declared support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).
- We conduct scenario analysis and assess risks and opportunities to measure the financial impacts of climate change on the Company.
- For more information, refer to [Disclosures Based on the TCFD Recommendations](#)





Sustainability at Santen

- Our Sustainability Commitment
- Sustainability Policy
- Sustainability Promotion System
- Materiality

Participating in External Initiatives

Environment

Social

Governance

Appendix

Participating in External Initiatives

SBT initiative

- In July 2021, Santen obtained approval from the Science Based Targets (SBT) initiative for its CO₂ emissions reduction targets, which were recognized as being science-based and aligned with the goals of the Paris Agreement to limit the global temperature increase to well below 2°C and to pursue efforts to limit it to 1.5°C.

30% Club Japan

- In May 2021, Santen announced further reinforcement of its stance to gender diversity. We have joined the "30% Club Japan", which is an international campaign to achieve gender balance at corporate decision-making bodies such as the Board of Directors and senior management teams.



Women's Empowerment Principles

- In 2021, Santen has also signed the CEO Statement of Support for the Women's Empowerment Principles in support of the principles.

In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

The Valuable 500

- The Valuable 500 is an international initiative to call on business leaders to foster innovations enabling people with disabilities to realize their potential value in society, business, and the economy. As a member of The Valuable 500 since January 2021, Santen will pursue business possibilities for the realization of an inclusionary society and sustainable development.





Sustainability at Santen

Environment

Environmental Conservation

Measures against Climate Change

Environmental Load Reduction

Biodiversity

Disclosures Based on the TCFD Recommendations

Social

Governance

Appendix

Environmental Conservation

Aim

- Ensuring the clear vision of a beautiful world for all, the Santen Group is committed to actively preserving local environments, mitigating global warming, improving resource efficiency, and protecting biodiversity and forests across all countries and regions where it operates.

Santen Group Environmental Conservation Policy

To contribute to the conservation of the sustainable global environment based on Santen's Values-*"Tenki ni sanyo suru"**-the Santen Group devotes positive efforts to preserving local environments, helping prevent global warming, enhancing the effectiveness of resource use, and conserving biodiversity and forests in all countries/regions where it operates. For this purpose, the group promotes the following initiatives:

1. Establishing an environmental management system

We will establish an environmental management system that allows us to conduct activities for environmental conservation effectively and continuously.

2. Carrying out continuous improvements

We will assess environmental risks, set targets and plans based on the assessment, and strive to carry out continuous improvements through implementation, examination and review.

3. Complying with laws and regulations

We will comply with environment-related law, ordinances and agreements, and also with our voluntarily established environmental standards.

4. Preventing environmental pollution and reducing environmental loads

- To help prevent global warming, we will strive to lower our greenhouse gas emissions, to contribute to achieving a decarbonizing society.
- We will promote the waste-related initiative of the 3Rs-reduce, reuse and recycle-and use resources in a sustainable way, to contribute to building a circulating society.

- We will promote the preservation and efficient use of water resources.
- We will strive to prevent air and water pollution and appropriately manage chemical substances.
- We will promote the conservation of biodiversity and forests.

5. Raising employees' environmental awareness

We will provide employees with environmental education, and conduct activities to enhance their environmental knowledge, to raise their awareness of environmental conservation.

6. Disclosing information appropriately

We will positively disclose information related to our environmental conservation activities.

**"Tenki ni sanyo suru"*: Santen's original interpretation of a passage from chapter 22 of Zhongyong (The Doctrine of the Mean) by Confucius, meaning "Exploring the secrets and mechanisms of nature in order to contribute to people's health"

This policy has been approved by the Board of Directors.



Environmental Conservation

Sustainability at Santen

Environment

Environmental Conservation

Measures against Climate Change

Environmental Load Reduction

Biodiversity

Disclosures Based on the TCFD Recommendations

Social

Governance

Appendix

Initiative

Environmental Vision for 2050

- We established "Santen Vision for the Earth 2050" which includes target in 2030 such as the amount of CO₂ emissions reduction.
- The first commitment area is "Measures against Climate Change", which are aimed at the achievement of net zero greenhouse gas emissions toward the Realization of a Carbon-free Society mainly through technological innovation toward an energy shift and thorough reuse and highly efficient use of resources at plants and other facilities.
- The second commitment area is "Environmental Load Reduction", which is aimed at the Establishment of a Recycling-based Society mainly through the full utilization of sustainable resources and materials based on technological innovation for all products.

Santen Vision for the Earth 2050

Happiness with Vision, Happiness with the Earth

<p>Measures against Climate Change</p> <p>Realization of Carbon-free Society</p>  <p>CO₂</p> <p>Virtually Zero Emissions of Greenhouse Gas</p>	<p>Environmental Load Reduction</p> <p>Establishment of Recycling-based Society</p>  <p>Water Resource saving Plastic resource saving</p> <p>Full use of sustainable Resources & Materials</p>
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● Environmental Targets and Progress towards 2030 for Santen Vision for the Earth 2050

Theme	Targets	Progress in FY2024
Measures against Climate Change	<p>Contribution to a carbon-free society</p> <ul style="list-style-type: none"> • 100% shift of company vehicles to electric vehicles (HEVs, PHEVs EVs, and FCVs) by 2025 • 100% shift of power used at plants and laboratories in Japan to renewable energy-based power by 2023 • Facilitating wider use of transportation means with low environmental loads, including railroads, for commuting and business trips, and encouraging remote work and meetings • Promoting the initiative through engagement of major suppliers (in CO₂ emissions reduction) <p>Targets</p> <ul style="list-style-type: none"> • Scope 1 and 2 emissions*1: 50% reduction by 2030 versus 2019 (SBTI's*2 official validation as a target set in line with the Paris Agreement's*3 1.5°C target for 2050) • Scope 3 Category 1 emissions*1 (non-consolidated): 15% reduction by 2030 versus 2019 (SBTI's official validation as a target set in line with the Paris Agreement's 2°C target for 2050) 	<ul style="list-style-type: none"> • Percentage of company vehicles shifted to electric vehicles Japan: 100% • Completed conversion to renewable energy at plants and the laboratory in Japan, in February 2022 • Scope 3 Category 6 (Business travel in Japan): 2.4% reduction compared to the base year (1,992 t-CO₂) • Scope 3 Category 7 (Employee commuting in Japan): 27.3% reduction compared to the base year (1,079 t-CO₂) • Scope 1 and 2: 1.9% reduction compared to the base year (34,870 t-CO₂)*4 • Scope 3 Category 1: 16.6% reduction compared to the base year (95,560 t-CO₂)
Environmental Load Reduction (Measures for water resource and resource saving)	<p>Conservation of limited resources, including water as the life of eye drops</p> <ul style="list-style-type: none"> • Effectively utilizing resources through measures such as continuous reuse of water resources • Promoting the conversion of waste into valuables and waste recycling by continuing to completely separate waste by type • Ensuring the sharing and upscaling of good practices among operational bases <p>Targets</p> <ul style="list-style-type: none"> • 12.4 m³/10,000 bottles of water consumption or less per unit of production • 98% or higher recycling rate 	<ul style="list-style-type: none"> • Water consumption per unit of production: 14.1 m³/10,000 bottles • Recycling rate (Non-landfill disposal rate): 99.6%
Environmental Load Reduction (Measures against plastic)	<p>Reduce and shift from plastic, and become plastic-free</p> <ul style="list-style-type: none"> • Reducing plastic consumption • Shifting from plastic to paper, biomass plastic and other new sustainable materials • Developing new sustainable materials through innovation toward solutions to technological challenges and the challenge of ensuring stable procurement <p>Targets</p> <ul style="list-style-type: none"> • 60% of plastic eye drop containers being produced from biomass plastic in 2030 • 15% reduction in plastic used for wrapping and package by 2030 versus 2019 	<ul style="list-style-type: none"> • Replacing to biomass plastic eye drop container: 14 products replacement had been completed • Investigating alternative means of plastic materials for packaging and packing material



Sustainability at Santen

Environment

Environmental Conservation

Measures against Climate Change

Environmental Load Reduction

Biodiversity

Disclosures Based on the TCFD Recommendations

Social

Governance

Appendix

Environmental Conservation

*1 Scope 1 emissions: Direct GHG emissions from sources owned or controlled by the Company (fuel combustion and industrial processes)

Scope 2 emissions: Indirect GHG emissions from the generation of purchased energy, such as electricity, heat, and steam

Scope 3 Category 1 emissions: Scope 3 emissions denote indirect GHG emissions, other than Scope 1 and 2 emissions, resulting from a company's value chain activities, which are not owned or controlled by the Company. Among them, Category 1 emissions are emissions from all purchased goods and services.

*2 SBTi (Science Based Targets initiative): A joint initiative to encourage companies to set and achieve science-based targets for GHG emissions reduction in line with the Paris Agreement

*3 Paris Agreement: An agreement within the United Nations Framework Convention on Climate Change, which has set the target of holding the increase in the global average temperature to well below 2°C above pre-industrial levels

*4 Based on figures that do not include estimated CO₂ emissions derived from gasoline for overseas sales vehicles.

· Regarding the environmental-related data, refer to the

 [Environmental Data](#).

Environmental Management System

- We established environmental conservation systems integrated with business activities at all Group companies, as well as addressing various environmental challenges, promoting environmental conservation initiatives through every single employee's autonomous activities.
- Noto Plant, Shiga Product Supply Center and Suzhou Plant in China acquired ISO 14001 certification, which is the international standard for environmental management systems, and conduct environmental audits.

Acquisition of ISO 14001 Certifications

Organization	Area	Acquisition date
As integrated organization · Shiga Product Supply Center · Noto Plant	Pharmaceutical Manufacturing	December 2014
Suzhou Plant(China)	Pharmaceutical Manufacturing	February 2019

Environmental Audit

- Each plant takes the initiative in conducting regular internal audits to check whether the environmental management system is appropriately operated, in addition to the external ISO 14001 audit.
- Furthermore, Santen accepts on-the-spot audits by commissioned companies of the process of commissioned production, providing good opportunities to learn about other companies' efforts, and contributing to improving our environmental measures.

Energy Conservation

- We aim to reduce our energy consumption intensity by at least 1% per year, as stipulated in Japanese Act on Rationalizing Energy Use and Shifting to Non-fossil Energy.
- Environment-related committees are held at each site to systematically promote the rationalization of energy use, including the introduction of more energy-efficient equipment and the use of LED lighting.

Environmental Impact of Our Products

- We strive to minimize the environmental impact of our products and manufacturing processes.
- In research and development activities, a compound to be the active ingredient for a product undergoes non-clinical studies in order to estimate its pharmacokinetics and safety following the rigorous standards mandated by GLP*.
- Chemical substances used in our laboratories and plants are properly handled with assessing their toxicity and hazardousness and determining the amount released or transferred to the environment.
- We focus on environmental concerns from the entire product lifecycle perspective, by replacing plastic materials for eye-drop containers with biomass plastic, reducing plastic materials for packaging materials, and giving priority to the use of recycled paper for outer boxes.

*GLP: Good Laboratory Practice, or a set of guidelines for non-clinical safety studies.

Environmental Accidents

- There was no accident that causes environmental pollution, i.e. soil contamination, and no infraction of laws or regulations related environmental issues, at our business sites in Japan or other countries in FY2024.

● Number of environmental accidents and infraction of laws and regulations

(FY)	2020	2021	2022	2023	2024
Accidents [Cases]	0	0	0	0	0
Complaints [Cases]	0	0	0	0	0



Sustainability at Santen

Environment

Environmental Conservation

Measures against Climate Change

Environmental Load Reduction

Biodiversity

Disclosures Based on the TCFD Recommendations

Social

Governance

Appendix

Measures against Climate Change

Aim

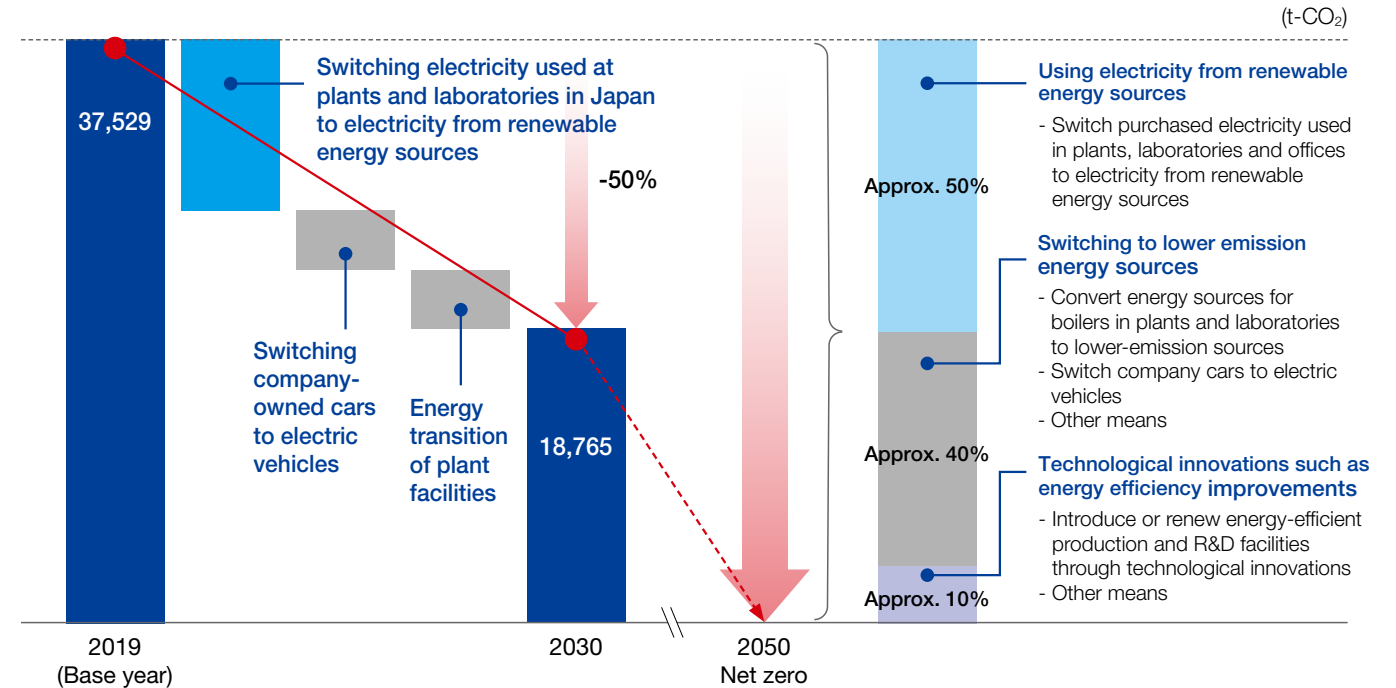
- By 2050, Santen strives to reduce CO₂ emissions, by utilizing low-carbon resources and energies, and other means including initiatives across our entire supply chain.
- To realize our environmental vision, Santen Vision for the Earth 2050, we have set environmental targets and progress towards 2030 and are actively working to achieve them.
- Regarding the environmental targets for 2030, refer to [PDF Environmental Conservation](#).

Initiatives

Reduction of Greenhouse Gas Emissions from Santen

- Santen makes efforts to reduce CO₂ emissions aiming for net zero greenhouse gas emissions.
- CO₂ emissions (Scope 1+Scope 2 (market based)) in FY2024 were 34,870 t-CO₂, representing a 55.4% increase from FY2023. CO₂ emissions per unit of revenue (market based) were 116 t-CO₂ per billion yen, a 56.4% increase from FY2023, due to the start of test operations at the Suzhou Plant.
- Freon gases that contribute to global warming are also properly managed. In Japan, where most of these gases are used, emissions remain below the regulatory reporting thresholds.

● Roadmap to Achieving Net-Zero Greenhouse Gas Emissions by 2050 (Scope 1+Scope 2)





Sustainability at Santen

Environment

Environmental Conservation

Measures against Climate Change

Environmental Load Reduction

Biodiversity

Disclosures Based on the TCFD Recommendations

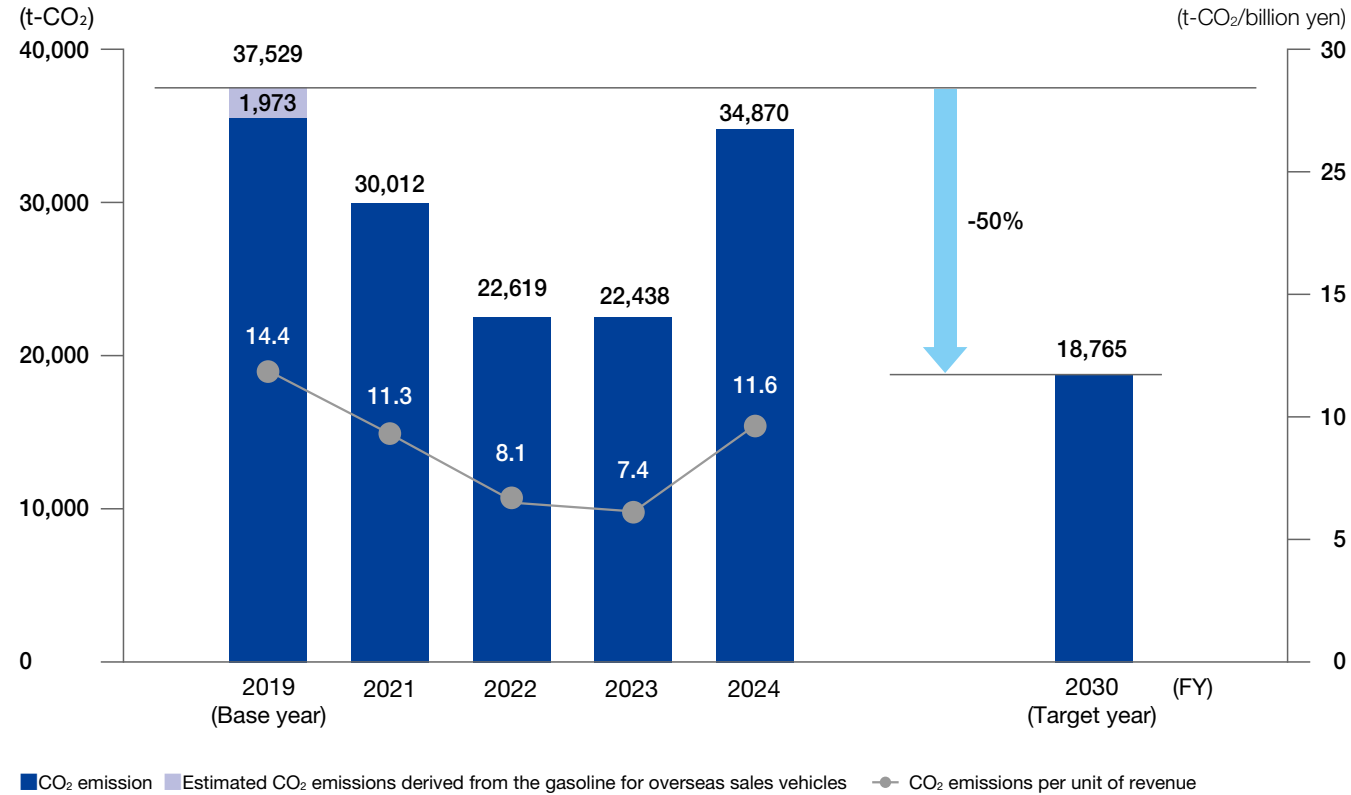
Social

Governance

Appendix

Measures against Climate Change

● Greenhouse Gas (CO₂) Emissions (Scope 1+Scope 2 (Market based))



*CO₂ emissions in FY2019 include emissions derived from the gasoline for overseas sales vehicles

Reduction of Greenhouse Gas Emissions from our Supply Chains

- In Japan, we assess not only Greenhouse Gas emissions from Santen, but also those from Scope 3, in other words, our supply chains resulting from the purchase of raw materials, the distribution of products, and the movement of employees and strive to reduce the emissions.
- From FY2023, to improve calculation accuracy, the boundary of Scope 3 Category 2 (Capital goods) expanded from “All of the facilities and sales offices in Japan” to “All of the facilities and sales offices in Japan and Santen Pharmaceutical (China) Co., Ltd.”.
- In addition, Scope 3 Category 3 (Fuel and energy related activities not included in Scope 1 and Scope 2) was revised from “emissions from electricity procurement” to “emissions from all fuels and energy procurement”. As a result, total Scope 3 CO₂ emissions amounted to 154,563 tons, and consolidated sales revenue were 515 t-CO₂ per billion yen in FY2024.
- Regarding measures against climate change, refer to the [PDF Environment Data](#).



Environmental Load Reduction

Sustainability at Santen

Environment

Environmental Conservation

Measures against Climate Change

Environmental Load Reduction

Biodiversity

Disclosures Based on the TCFD Recommendations

Social

Governance

Appendix

Aim

- Santen seeks to reduce environmental impact by taking measures to deal with the depletion of natural resources by converting to renewable raw materials and resources, contributing to solving water resource problems by efficiently using water resources in business activities and purifying wastewater, and preventing environmental pollution.
- Under our environmental vision toward 2050, "Santen Vision for the Earth 2050," we have set forth the goal of "Reducing Environmental Impact and Realizing a Circular Society." In line with this vision, we are promoting initiatives aimed at the comprehensive use of sustainably sourced resources and materials, including water, various raw materials, and plastics, with due consideration for sustainability.
- Regarding the environmental targets for 2030, refer to [PDF Environmental Conservation](#).

Initiative

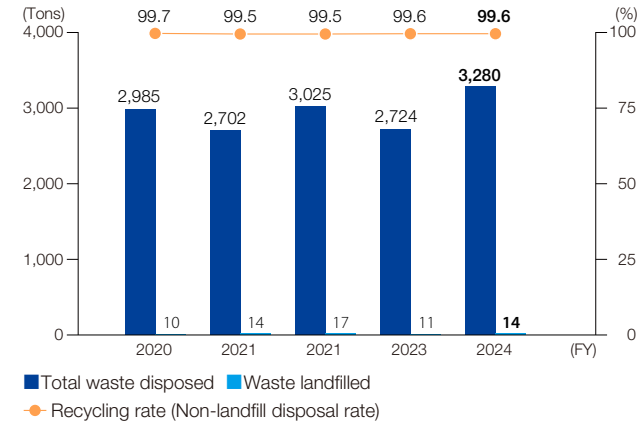
Waste Reduction

- Santen promotes the 3R initiatives of "Reducing" the production of waste, "Reusing" packaging and stationery used during the distribution process, and "Recycling" waste by sorting, at each operational site.
- Furthermore, we ensure that our waste is properly treated at our outsourced waste disposal service provider by confirming the waste policy, and the form of management of

waste treatment, and by making regular visits to the service provider.

- In FY2024, the recycling rate (Non-landfill disposal rate) as a group was 99.6%, thus meeting the FY2030 target of 98% or higher.

Trend of waste disposal (Santen Group)



Conservation of Water Resources

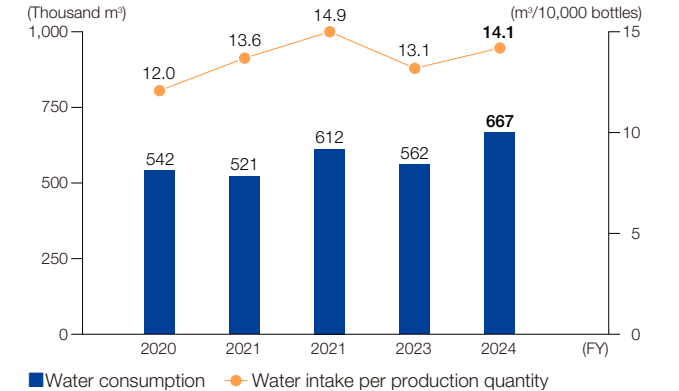
- No Santen plants or laboratories are located in areas under water stress*
- We view water as a precious resource and are striving to reduce our environmental impact by restricting water consumption by reusing wastewater for cooling or cleaning and other means.
- Due to the impact of the test operation at Suzhou Plant, water consumption per unit of production in FY2024 was

14.1 m³/10,000 bottles, an increase of 7.3% from the previous fiscal year.

*Under water stress: a condition in which the annual available water per person falls below 1,700m³, causing inconvenience in daily life

[WEB From small eye drops to big environmental contributions: Santen's approach to water and energy](#)

The amount of water consumption (Santen Group)



Boundary:

Santen Group (all of the facilities and sales offices in Japan, and major production facility in other countries (Suzhou Plant in China))

Appropriate Control of Chemical Substances

- Santen seeks to provide appropriate control of chemical substances at every operational site that handles chemical substances.
- In Japan, based on the Law concerning Pollutant Release and Transfer Register (PRTR) system we properly manage



Sustainability at Santen

Environment

Environmental Conservation

Measures against Climate Change

Environmental Load Reduction

Biodiversity

Disclosures Based on the TCFD Recommendations

Social

Governance

Appendix

Environmental Load Reduction

chemical substances that may pose risks to human health or ecosystems

- Companies in Japan are required to report emissions to the atmosphere and off-site transfers of substances that meet the criteria defined by the PRTR system.
- Furthermore, we introduced a "system for controlling chemical substances" to provide centralized control of the amount released and stored and the location of storage, as well as to appropriately purchase and use chemical substances.
- In order to reduce the release of chemical substances into the air as well as to decrease the impact on the environment, we installed an instrument to recover organic solvents and ensure that the performance of the instrument is maintained through inspection and maintenance of the instrument.



Organic solvent recovery equipment at Nara Research and Development Center

Prevention of Environmental Pollution

- We regularly measure and analyze a variety of indices at each operational site, including air pollution, water contamination, and noise levels, in order to appropriately control and identify pollution levels according to the regulatory standards stipulated in laws and local regulations.
- To prevent impact on the environment and the surrounding communities, we also compile procedures to prevent the leakage of pollution and install equipment that prevents wastewater leaked from the storage container from flowing into the general discharge channel outside the plant and practice the operation.

Hazardous Waste Trend

- We have defined "Hazardous Wastes", according to the laws and regulations of each country, as substances that fall under specially controlled industrial waste as stipulated in the "Waste Disposal and Public Cleansing Act" in Japan, and substances to be treated as "dangerous waste" in China. We started collecting data from FY2020.
- Regarding reducing environmental impact, refer to the [PDF Environment Data](#).



Sustainability at Santen

Environment

- Environmental Conservation
- Measures against Climate Change
- Environmental Load Reduction

Biodiversity

Disclosures Based on the TCFD Recommendations

Social

Governance

Appendix

Biodiversity

Aim

- Santen recognizes that our business activities are supported by the benefits of the interactions among diverse living organisms. We strive globally to protect biodiversity by harmonizing our business activities with the natural environment, and we work in close collaboration with stakeholders to contribute to the realization of Nature Positive.

Santen Group Biodiversity Policy

The Santen Group contributes to sustainable global environments based on our Core Principle, “*Tenki ni sanyo suru*”*. We recognize the importance of biodiversity, the fountain of benefits derived from ecosystems, including water, which is the most important element in ophthalmic solutions. We pursue the following activities toward becoming nature positive.

1. Integrated efforts

We strive to preserve biodiversity, foster decarbonize societies, and create recycling-oriented societies in an integrated manner, ensuring the clear vision of a beautiful world for all.

2. Impact assessments

We assess the impact of our supply chain and other business activities on biodiversity.

3. Business activities and conservation

We conduct business activities in consideration of ecosystems, preventing water, air, and soil pollution, and avoiding forest destruction. We avoid and reduce impacts in areas related to our business that are highly important from the perspective of biodiversity.

4. Use of ecosystem services

We aim for sustainable procurement and the sustainable use of ecosystem services in our business activities.

5. Use and management of genetic resources

As a company that develops and supplies pharmaceuticals around the world, we use and manage genetic and other biological resources appropriately, complying with local and international rules.

6. Communication and partnership

We communicate with domestic and international NGOs, educational and research institutions, local governments, supply chains, etc., seeking collaboration and cooperation in conserving biodiversity.

7. Education

We conduct education and awareness-raising activities for employees regarding biodiversity conservation.

*“*Tenki ni sanyo suru*”: Santen's original interpretation of a passage from chapter 22 of Zhongyong (The Doctrine of the Mean) by Confucius, meaning "Exploring the secrets and mechanisms of nature in order to contribute to people' health"

This policy has been approved by President & CEO.



Sustainability at Santen

Environment

- Environmental Conservation
- Measures against Climate Change
- Environmental Load Reduction

Biodiversity

Disclosures Based on the TCFD Recommendations

Social

Governance

Appendix

Biodiversity

Initiative

Our Impact on Ecosystems Near Major Facilities

- We assess and endeavor to avoid or mitigate our impact on ecosystems in each region in which we operate.
- In June 2025, we assessed physical risks and ecological conditions in areas near major manufacturing sites and the research laboratory using the WWF Biodiversity Risk Filter.
- We confirmed that our domestic manufacturing sites and research laboratory do not fall within or exist adjacent to natural environment conservation areas as stipulated by the Nature Conservation Act and prefectural ordinances.

WWF Biodiversity Risk Filter Assessment Results

Facility	Location	Physical Risk/ Ecological Condition (5-Stage Assessment*)
Noto Plant	Ishikawa Prefecture, Japan	Medium
Shiga Product Supply Center	Shiga Prefecture, Japan	Medium
Nara R&D Center	Nara Prefecture, Japan	Medium
Suzhou Plant	Jiangsu Province, China	Low

*Risk Category: Very low, Low, Medium, High, Very high

Dialogues With Stakeholders

- Santen hold dialogues with stakeholders to understand the expectations and desires of external parties, incorporating this feedback in our activities.
- In March 2024, we invited Dr. Shin-ichi Meguro, Senior Researcher at the Japanese Center for International Studies in Ecology of the Institute for Global Environmental Strategies to discuss specific initiatives related to protecting biodiversity.



Scenes from the Dialogue with Experts

[WEB Environment Dialogue](#)

Employee Education and Awareness Activities

- We believe increasing the knowledge and awareness of our employees is important for biodiversity conservation.
- In March 2024, we invited Dr. Shin-ichi Meguro to give a lecture on "Biodiversity and True Nature", mainly for employees of the Shiga Product Supply Center to explain the role of forests as the foundation of ecosystems.

Forest Conservation Activities

- We conduct forest protection activities to conserve biodiversity and water resources.
- Our Noto Plant endorses and supports the activities of the Hodatsusan Water Resources Forest Association, the work of which protects the forests surrounding Mt. Hodatsu. is an important water source in the region.

Tree Planting Project

- As part of our contribution to a sustainable global environment, we carry out a small forest creation activity at the Nara Research and Development Center.
- We invited an expert to give a lecture on the strength of natural forests and the power of trees. After gaining an understanding of the importance of biodiversity, employees and their families participated in the tree planting.

[WEB Santen Little Forest Project](#)



Santen Eye Forest / Nara Research and Development Center



Sustainability at Santen

Environment

- Environmental Conservation
- Measures against Climate Change
- Environmental Load Reduction
- Biodiversity

Disclosures Based on the TCFD Recommendations

Social

Governance

Appendix

Disclosures Based on the TCFD Recommendations

Aim

- In June 2022, Santen expressed its support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).
- We conduct scenario analysis and assess risks and opportunities to measure the financial impact of climate change on the Company.



Initiative

- The following information is disclosed in accordance with the TCFD framework.

Governance

- The board's oversight of climate-related risks and opportunities.
 - Management's role in assessing and managing climate-related risks and opportunities.
- Issues of Materiality including climate change are reported to and discussed by the Sustainability Committee, which is chaired by the President and CEO and usually held twice a year.
 - Important discussion contents and decisions are proposed as "Reports & Deliberations" to the Board of Directors.
 - We launched an interdivisional TCFD project in 2021, we held discussions on the identification of climate-related risks and opportunities, assessing financial impacts and measures to address them. After consultation was sought from Sustainability Committee regarding discussion contents, they were proposed as "Reports & Deliberations" to the Board of Directors.
 - After the risks are identified, the department in charge of risk management and the division responsible for addressing the risks hold discussions to devise a policy and specific measures in response to the risks. To address the identified opportunities, we monitor and assess changes in the external and internal environments and incorporate the monitoring

and assessment results in our business strategy according to necessity.

- We also include ESG metrics in our evaluation methods used to determine the level of compensation for executives in order to promote and enhance our environmental efforts, including efforts to combat climate change issues.

Strategy

- The climate-related risks and opportunities the organization has identified over the short, medium, and long term.
- The impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning.
- The resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

Climate-related risks and opportunities and financial impacts

As a result of analysis and assessment under a 1.5°C scenario and a 4°C scenario, we identified climate-related risks and opportunities and their financial impacts, and devised measures to address them as follows.



Disclosures Based on the TCFD Recommendations

Sustainability at Santen

Environment

- Environmental Conservation
- Measures against Climate Change
- Environmental Load Reduction
- Biodiversity

Disclosures Based on the TCFD Recommendations

Social

Governance

Appendix

● Climate-related risks and opportunities and financial impacts

Scenario	Risks / opportunities	Change in external environment (from present to around 2050)	Risks / opportunities	Affected period of term*1	Financial impacts*3	Method of assessing impacts
1.5°C scenario*2	Transition risks	Accelerated shift to low-carbon energy	Experiencing an increase in investments in and the cost of shifting to low-carbon energy	Short	Minor	Calculating conservatively in consideration of a certain level of technological uncertainties
				Mid-long	Major	
		Imposition of the obligation to shift to bioplastic and related regulations	Experiencing an increase in the cost of procuring container and packaging materials	Mid-long	Minor	Assessing the impacts by calculating the cost increase on the supposition of an ambitious sales growth rate
4°C scenario*2	Physical risks	Sharp rise in ingredient prices due to a decreased supply of biological ingredients	Experiencing an increase in the cost of procuring biological ingredients	Mid-long	Minor	Judging the price rise risk not to be high because plant-based ingredients, which account for a large part of the ingredient procurement costs, do not rely on particular animals or plants and can be procured easily
		Floods and droughts due to changes in rainfall patterns	Delaying or suspending product supply due to floods or restrictions on water use, which will cause difficulty in plant or laboratory operations	Mid-long	Minor	Judging in consideration of water usage in production processes and other factors based on whether or not rivers exist near each plant or laboratory and the result of the assessment of drought risks at each location using Aqueduct*4, which is water risk assessment tool
	Opportunities	Increase in the number of myopia patients due to more frequent indoor activities in extreme weather events	Contributing to treating an increasing number of myopia patients by increasing the production and supply of new myopia and other drugs	Mid-long	Financial impacts are hard to identify at the present.	<ul style="list-style-type: none"> Assessing the impact of climate change on eye diseases referring to published research Judging that it is hard to calculate the monetary value of the impact because it is difficult to determine what part of the increase in the number of myopia patients(*5) is accounted for by climate change
		Increase in the number and activity of allergens, such as pollen, and pathogenic organisms due to climate change	Contributing to treating allergies and infectious diseases of the eyes by increasing the production and supply of existing drugs, such as allergy and infectious disease treatments	Mid-long	Financial impacts are hard to identify at the present.	<ul style="list-style-type: none"> Assessing the impact of climate change on eye diseases referring to published research Judging that it is hard to calculate the monetary value of the impact because it is difficult to determine what part of the increase in the number of eye allergy and infectious disease patients, which is predicted to occur due to a rise in the average temperature, will be accounted for by climate change

*1 Short-term: 3 years or less, medium-term: over 3 years to 10 years, and long-term: over 10 years.

*2 1.5°C scenario: Scenario postulating the maximum climate-related transition risks for Santen, constructed using the very low emissions scenario SSP1-1.9 in the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6), the International Energy Agency (IEA)'s Net Zero Emissions by 2050 Scenario (NZE), and other information

4°C scenario: Scenario postulating the maximum climate-related physical risks for Santen, constructed using the high greenhouse gas emissions scenario RCP8.5 in the IPCC's Fifth Assessment Report (AR5) and other information

*3 Financial impacts: Judged by how much the impacts on profits or costs would be worth annually or by the total amount of investments. "Major" impacts are worth 3.0 billion yen or more, while "minor" impacts are worth less than 1.0 billion yen.

*4 Aqueduct: Water risk assessment tool made open to public use by the World Resources Institute (WRI)

*5 The increase in the number of myopia patients: An article [Ophthalmology, 123; 1036-1042, 2016] estimates that the number of myopia patients will increase to approximately 5.0 billion by 2050, around 3 times higher than the figure for 2000.



Sustainability at Santen

Environment

- Environmental Conservation
- Measures against Climate Change
- Environmental Load Reduction
- Biodiversity

Disclosures Based on the TCFD Recommendations

Social

Governance

Appendix

Disclosures Based on the TCFD Recommendations

Details about climate-related risks and resilience

- We judged that only the risk entailed by the accelerated shift to low-carbon energy will have a major financial impact.
- However, for Santen, there is also the risk of plastics such as eye drops which are the core of Santen's business, and water which is indispensable for the production of eye drops. Below are the details of the risks and the countermeasures considered.

Accelerated shift to low-carbon energy

- The production of eye drops and other products involves the use of steam(boiler).
- Amid the accelerated shift to low-carbon energy, we are planning to introduce hydrogen boilers and hydrogen fuel storage facilities to replace fossil fuel used to fuel the boilers with a low-carbon energy source.
- We estimated the financial impacts on the supposition that hydrogen boilers and hydrogen fuel storage facilities will be installed at the following Santen's production sites: the Noto Plant, the Shiga Product Supply Center (both in Japan), and the Suzhou Plant (in China). Despite many uncertainties, including fluctuations in fuel prices toward 2050, technological issues, and the need to ensure a necessary area of land, we conservatively calculated that the related financial impacts will be worth 3.0 billion yen or more, which we judged as "major" impacts.
- To reduce the risk, we will consider minimizing the investment amount by utilizing novel technologies and other

means.

- Through this fuel shift, we also aim to achieve zero greenhouse gas emissions as envisioned in our environmental vision, in order to decarbonize our products and services and contribute to a sustainable society and business.

Imposition of the obligation to shift to bioplastic and related regulations

- Santen uses plastic as a material of eye drop containers and a wrapping and packaging material for various products. If regulations are imposed on the use of current fossil-based plastic or if the obligation to use bioplastic is imposed on us, procurement costs will increase because the unit prices of bioplastic containers and packages are higher than those of conventional plastic containers and packages.
- We assessed the related financial impacts by estimating the cost increase on the supposition of a more ambitious sales growth rate than the current forecast of sales growth rate. We estimate that the impacts will be worth less than 3.0 billion yen, which we have judged as "minor."
- We have already launched an initiative to achieve the target of replacing 60% of conventional plastic eye drop containers with biomass plastic containers by 2030 to realize our environmental vision.
- We are also striving to achieve the target of reducing the use of plastic as a wrapping and packaging material by 15% from the 2019 level by 2030.

Floods and droughts due to changes in rainfall patterns

- The production of eye drops necessitates the use of water.
- If climate change causes changes in rainfall patterns or radical changes in weather patterns, floods and droughts will occur more often. Such a weather event is predicted to damage plants physically or lead to restrictions on the use of industrial water and consequently make it difficult for plants to operate, resulting in the suspension or delay of product supply and a resulting decrease in sales and profits.
- Therefore, we assessed the risks of our plants and laboratories being affected by floods and droughts. We judged flood risks to be low because there are no rivers that could flood the areas near our plants.
- Regarding drought, the degree of drought risks at each factory and laboratory specified by Aqueduct, and the opportunity loss (impact on sales) in the event of current and future water usage and water intake restrictions at the site are taken into consideration.
- As a result, we determined that the relevant financial impacts of climate change will be minor on our production facilities in the Noto Plant, the Shiga Product Supply Center (both in Japan), the Suzhou Plant (in China) and Advanced Vision Science (in the U.S.), and research facilities in Nara Research and Development Center (in Japan) and Santen S.A.S. (in France).



Sustainability at Santen

Environment

- Environmental Conservation
- Measures against Climate Change
- Environmental Load Reduction
- Biodiversity

Disclosures Based on the TCFD Recommendations

Social

Governance


Appendix

Disclosures Based on the TCFD Recommendations

Risk Management

- The organization's process for identifying and assessing climate-related risks.
- The organization's process for managing climate-related risks.
- How process for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.
 - Santen conducts scenario analysis and identifies climate-related risks and opportunities to monitor and assess the impacts of climate change on its business.
 - The identified risks and opportunities are regularly reported to the Sustainability Committee for discussions.
 - To address a risk that has proven serious based on the results of Company-wide risk assessment, the department in charge of risk management under the leadership of the Officer in Charge of Crisis Management selects a department to be responsible for addressing the risk by implementing measures to prevent the realization of the risk.
 - We formulate a business continuity plan, confirming that the business continuity plan is capable of functioning effectively in the event of an emergency, and reviewing the plan as needed.

Metrics and Targets

- The metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process
- Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.
- The targets used by the organization to manage climate-related risks and opportunities and performance against targets.
 - Santen established the "Santen Vision for the Earth 2050" as its environmental vision toward 2050. The Company also set environmental targets for 2030, including a CO₂ emission reduction target, and is promoting activities to achieve the targets.
 - As a measure to combat climate change, we set a target of reducing Scope 1 and Scope 2 emissions by 50% on a CO₂-ton basis from the 2019 level by 2030.
 - A target of reducing Scope 3 Category 1 emissions (non-consolidated) by 15% on a CO₂-ton basis from the 2019 level by 2030. The Science Based Targets initiative (SBTi) approved the former target as a 1.5°C target and the latter as a 2°C target.
 - Regarding target for metrics and targets, refer to the  [Environmental Conservation](#).



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Contribution to Ophthalmology

Aim

- Santen will work to improve eye health and access to medicine by contributing to ophthalmic healthcare and reducing unmet medical needs.
- Through the provision of glaucoma prevention initiatives and treatment-continuation programs, we promote the creation of an environment in which patients can continue their treatment with peace of mind.
- By supporting awareness-raising activities and utilizing digital solutions, we promote early detection of ophthalmic diseases and broader understanding of these conditions.
- For rare diseases, we promote the research, development, and supply of treatments with high medical need, contributing to improvements in the lives of patients worldwide.
- Through these initiatives, we help shape the future of ophthalmic healthcare and contribute to the realization of a society in which everyone can access medical care with confidence.

Initiative

Activities to Prevent Vision Loss due to Glaucoma

Introducing a glaucoma treatment continuation program

- Glaucoma is the leading cause of vision loss in Japan, and one of the challenges is that many patients discontinue treatment because the disease is almost symptomless.

- As an initiative to encourage patients with glaucoma to continue treatment, Santen has developed ACT Pack[®], a glaucoma treatment adherence program.
- Through FY2024, the program has been provided to and utilized by more than 2,000 medical institutions in Japan.
- According to a report by Tanaka, Toshihiro et al. (2020), Ganka, 62(8): 801–807, the introduction of ACT Pack[®] increased the six-month treatment adherence rate from 42.1% prior to implementation to 94.2%.
- This initiative has also been expanded outside Japan. In Asia, ACT Pack[®] has been digitized and is used both to support treatment continuation and as a communication tool connecting ophthalmologists and patients.

Awareness-raising activities for early detection

- The World Glaucoma Association and the World Glaucoma Patients Association take the lead in designating one week in March as World Glaucoma Week (WGW) and conducting a wide range of awareness-raising activities worldwide to increase public understanding of glaucoma.
- Santen supports glaucoma awareness activities conducted around the world.

[WEB Press Release Regarding The World Glaucoma Week](#)

Digital solution for people to understand Glaucoma

- As a globally accessible initiative, Santen provides the Glaucoma Vision Simulation app, which can be used by

the general public, healthcare professionals, patients, and their families, to help deepen understanding of glaucoma worldwide.

Initiatives to Combat Rare Diseases

- Research and development for treatments for rare diseases may be delayed due to the small number of patients, despite the high level of medical need.
- In the ophthalmic field, Santen also promotes improved access to healthcare for patients with rare diseases.

Verkazia, a treatment for vernal keratoconjunctivitis (VKC)

- Vernal keratoconjunctivitis (VKC) is a recurrent, severe allergic eye condition, most common in children and adolescents, characterized by severe inflammation of the ocular surface, including corneas and conjunctivas. Its symptoms include intense eye itching, eye pain, and photophobia, which can significantly affect daily life.
- Without appropriate treatment, severe cases may lead to corneal ulcers and visual impairments.
- Santen has developed and markets Verkazia, a cyclosporine ophthalmic emulsion for VKC, that features prolonged retention on the ocular surface and improved corneal absorption through Santen's proprietary cationic nanoemulsion technology.
- Santen has obtained regulatory approval for Verkazia in a wide range of countries across the EU, Asia - including China



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Contribution to Ophthalmology

- and other regions.
- To help children worldwide whose daily activities are limited by VKC regain their quality of life, Santen is working to ensure stable access to this treatment.

jCell, a Cell Therapy for Retinitis Pigmentosa

- Retinitis pigmentosa is a disease caused by genetic mutations that leads widespread degeneration of retinal photoreceptor cells and retinal pigment epithelial cells.
- Characteristic symptoms include night blindness, narrowing of the visual field, and decreased visual acuity. The disease often develops during adolescence, and many patients progress to blindness by middle age.
- Worldwide, approximately 1.9 million are affected by the disease*¹, and in Japan, it is estimated to affect 18.7 people per 100,000 of population*².
- Retinitis pigmentosa significantly affects daily life by impairing vision-dependent activities such as mobility and learning. At present, no curative treatments or therapies capable of halting disease progression across all genetic types have been established, and the condition remains an area of significant unmet medical need.
- As part of its efforts to establish a cell therapy business and address high unmet medical needs in retinitis pigmentosa, Santen has entered into an exclusive licensing agreement with jCyte, Inc. in U.S. for the rights to develop and market jCell*³, an investigational cell therapy being developed as a potential first-in-class treatment.
- Based on early clinical data, jCell has been granted

Regenerative Medicine Advanced Therapy (RMAT) designation by the U.S. Food and Drug Administration (FDA) and has also received Orphan Drug designation from both the FDA and the European Medicines Agency (EMA).

*1 Hamel C. Retinitis pigmentosa. Orphanet J Rare Dis. 2006;1:40.

*2 Refer to Japanese Ophthalmological Society

*3 jCell: A cell therapy product under development, primarily composed of retinal progenitor cells

Activities to Protect Children's Eye Health

- In response to the social issue of declining vision among children, Santen launched eye health awareness activities for children and their parents in collaboration with external partners.
- By the end of December 2025, awareness programs had been provided to a total of 1,726 parent-child participants.
- More than 80% of the participating parents indicated that they would take their children to an ophthalmologist.

Improvement of Our Products and Services Based on Valuable Customer Feedback

- Valuable feedback collected from healthcare professionals and patients through our Customer Information Service and medical representatives (MRs) is carefully reviewed and effectively utilized. The insights gained are shared with relevant stakeholders, including MRs, and reflected in pharmaceutical information activities to promote the appropriate use of our products, as well as to support

improvements to our products and services.

Pursuing ideal bottle form

[WEB Efforts to Enhance Product Usability](#)

"Just in", an attachment designed for eye-drops to be applied easily

- In Japan, Santen markets "Just in", an attachment designed exclusively for the Dimple Bottle to improve ease of eye-drop administration. The attachment is intended for patients who have difficulty accurately applying eye drops or preventing the bottle tip from touching the eye due to hand tremors or similar conditions.



"Just in"



- Set the eyedropper into the "Just in".
- Hold the open end of the "Just in" tightly to the area around the eye socket, and push the dimpled part of the eyedropper to drop eye-drops down into the eye.

How to use "Just in"



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Contribution to Ophthalmology

An eye drop for eyewash "Well Wash Eye"

- In Japan, Santen has launched "Well Wash Eye", an eye drop that allows users to immediately rinse the eye on the spot when foreign substances such as dust or pollen enter the eye.



"Well Wash Eye"

Introducing plainer indications of storage methods and periods after the opening of aluminum packages

- To ensure product quality, for certain single-use disposable products packaged in aluminum pouches, information on storage conditions and storage periods after opening is clearly indicated on the aluminum packaging.



Research & Development

Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Aim

- In the field of ophthalmology, Santen conducts research and development guided by the principles outlined below, with the aim of reducing the social and economic impact of eye diseases and disorders worldwide.
- We place great importance on the concept of “Patient Centricity,” engaging in continuous, direct dialogue with patients and patient organizations to deliver solutions that address the real needs and challenges of each individual patient.
- We actively incorporate both internal and external technologies necessary to accomplish this aim into our research and development activities, in order to create new value in cooperation and collaboration with our partner companies.
- In addition, we conduct research and development activities in compliance with Clinical Trials Act and the Japanese government's Ethical Guidelines for Medical and Health Research Involving Human Subjects, the Japanese Act on the Conservation and Sustainable Use of Biological Diversity through Regulations on the Use of Living Modified Organisms, and applicable cabinet orders, ministerial orders, and public notices.
- And valuing harmonious relationships with local communities, we also strive to foster their understanding of our research and development activities therein by concluding environmental conservation agreements, establishing environmental conservation plans, and implementing them.

Initiative

Research Ethics and Respect for Human Rights

- Research on human subjects
 - We have established a Research Ethics Committee as a system to ensure that research on human subjects are appropriately conducted in scientific and ethical terms in accordance with the purport of the Declaration of Helsinki developed by the World Medical Association, the Ethical Guidelines for Medical and Health Research Involving Human Subjects formulated by the Ministry of Education, Culture, Sports, Science and Technology (MEXT), the Ministry of Health, Labour and Welfare (MHLW) and Ministry of Economy, Trade and Industry (METI) of Japan, and the like.
 - The Research Ethics Committee deliberates whether the appropriateness of research in ethical terms, including the protection of privacy of clinical trial participants and the validity of research contents, and the appropriateness of research in scientific terms is assured.
 - To guarantee that the deliberation is fairly conducted, the Corporate Officer in charge of compliance serves as the chairperson of the committee, and the committee members comprise employees as well as external members who are professionals in the medical or legal fields.
- Clinical trials
 - When we conduct clinical trials, including ones conducted based on the Act on Securing Quality, Efficacy and Safety

of Products Including Pharmaceuticals and Medical Devices, we have patients participate as subjects in those trials of their own free will while fully informing them of the expected results and possible side effects, and obtaining their consent to ensure their safety.

- We also take necessary measures to protect the personal information of patients participating in human subject research and clinical trials.

Disclosure of Information about Clinical Trials

- Santen has established Quality Principle Policies and carries out clinical trials following these policies.
- To ensure the transparency in clinical trials and fulfill our accountability to society, we disclose clinical trial information through websites operated by public institutions, in accordance with the “Joint Position on the Disclosure of Clinical Trial Information via Clinical Trial Registries and Databases” published by the International Federation of Pharmaceutical Manufacturers & Associations (IFPMA).
- In addition, summaries of clinical results are disclosed in accordance with applicable laws and regulations, if any, in each country.

[WEB Clinical Trial Information](#)



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Research & Development

Principles for Approaches toward Emerging Technologies

- To provide patients with valuable solutions, Santen actively incorporates emerging technologies including cell therapy, gene therapy, and nanotechnology-into our research and development activities.
- We recognize that the use of such new technologies requires careful ethical and safety considerations, including privacy, bioethics and impact on biodiversity.
- Therefore, Santen has established internal procedures and necessary measures to ensure proper conduct of experiments and prevention of dispersion of experimental materials in accordance with the basic guidelines of the government.

Cell therapy

- Cell therapy involves placing new or altered cells into the body to replace or repair damaged ones, or delay the progression of a disease.
- In 2020, Santen acquired the rights to develop and market jCell in Japan, Asia and Europe from jCyte, Inc. in the U.S.

[WEB Conclusion of an Exclusive License Agreement with jCyte, Inc. for jCell](#)

Gene therapy

- In gene therapy, a healthy copy of a gene is introduced into

- a patient's cells to treat or potentially cure genetic diseases.
- Santen is committed to improving its capabilities in this field by enhancing the research and development of gene therapy through an industry-government-academia collaboration, establishing a research and development structure to provide patients with treatments as swiftly as possible.

Peptides and antibody drugs

- Santen develops products that can meet unmet medical needs by actively incorporating into its research and development activities next-generation technologies, including peptide and bispecific antibodies.
- We aim to further streamline our product supply and enhance product quality in this area in collaboration with our partner companies, including Contract Development and Manufacturing Organizations (CDMOs) and third-party logistics (3PL) providers.

Nanotechnology

- In eye tissues, where various barriers exist, it is very important to efficiently deliver a necessary amount of drug to an intended target site.
- Santen is committed to developing drug delivery systems (DDSs) using nanoparticles made of biocompatible materials, such as various polymers and lipids, and nanocarriers, including emulsions.

Animal Welfare in Research and Development

- Testing with experimental animals to confirm the efficacy and safety of drug candidates is essential in research and development of pharmaceuticals.
- Santen respects the lives of laboratory animals, pays due consideration to animal welfare, and ensures an appropriate rearing environment. Furthermore, we practice the 4Rs-the globally advocated 3Rs plus another R: (1) Reduction of the number of animals used, (2) Replacement of animal testing with alternatives without using animals, (3) Refinement in the form of alleviating the animals' pain, and (4) Responsibility of those who conduct or outsource animal testing.
 - Reduction: we minimize the number of animals used per group in each experiment at the time of screening, and reduce the number of animals in reserve.
 - Replacement: we facilitate the replacement of animal testing with non-animal testing while ensuring the predictability of experiments by building new iPS cell-based and other assessment systems, and utilizing in vitro alternatives to animal testing.
 - Refinement: we take care not to cause unnecessary pain to the animals by adopting appropriate pain reduction measures, including applying anesthesia, and setting humane endpoints for each experiment.
 - Responsibility: As a company that conducts and outsources animal testing, we plan animal testing with respect for the above 3Rs in full consideration of the necessity of testing.
- In addition, all animal-testing plans at Santen, including



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Research & Development

plans for experiments outsourced to external parties, are subject to evaluation by the Animal Testing Committee, which comprises (1) members with excellent expertise mainly in animal testing, (2) members with excellent expertise in laboratory animals, and (3) members with knowledge and experience in other fields.

- Furthermore, we have formulated in-house rules in conformity to the Japanese Act on Welfare and Management of Animals, the Japanese Ministry of the Environment's Standards for the Rearing and Storage of Laboratory Animals and the Alleviation of Their Pain, and the Basic Guidelines for Proper Conduct of Animal Testing and Related Activities at Organizations under the Jurisdiction of the Japanese Ministry of Health, Labour and Welfare.
- We secure necessary rearing spaces for each animal species in consideration of animal welfare, and practice behavioral enrichment to lessen the animals' stress.
- To increase employees' knowledge and awareness of the welfare of laboratory animals, we have continued to provide all employees involved in animal testing with education and training every year and keep records thereof.
- We also strive to ensure transparency concerning the appropriate operation of our animal testing facility in consideration of animal welfare and the appropriate planning and implementation of animal testing with respect for the above 4Rs.
- The Nara Research and Development Center, Santen's only animal testing facility, has been accredited as a compliant facility as a result of assessment by the Japan Pharmaceutical Information Center's Animal Testing

Facility Accreditation Center, which carries out external inspections of animal testing facilities in terms of whether they conduct appropriate scientifically based animal testing in consideration of animal welfare.

- Before outsourcing animal testing, we confirm that the counterpart research facilities have received third-party animal welfare accreditation from the Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC International) or the Japan Pharmaceutical Information Center's Animal Testing Facility Accreditation Center, and that the accreditation is still valid.
- When we outsource university or other research facilities without third-party accreditation, the Nara Research and Development Center's Animal Testing Committee examines whether the animal testing is appropriately planned from the perspective of animal welfare, before the testing is started.
- The number of animals used for all in-house and outsourced animal experiments planned by the Nara Research and Development Center has been continuously monitored. Despite short-term fluctuations, the number has been declining from a long-term perspective as a result of animal testing planning based on the principles of the 4Rs.

Developing Researchers in Japan

- Santen's Nara Research and Development Center operates the Functional Polymer Science Laboratory established in 2005 in collaboration with Nara Institute of Science and Technology (NAIST).
- Serving as visiting professors, associate professors and

collaborative research staff members, Santen's employees familiar with this field of specialty teach students who aim to become researchers. So far, this laboratory has produced 15 master's degree graduates and four PhD degree graduates.



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Intellectual Property

Aim

- Based on our core principle and with the aim of realizing “Happiness with Vision,” Santen promotes close collaboration among our business, R&D, and intellectual property functions. Particularly in the field of ophthalmology, we create new intellectual property, including patents, trademarks, and designs, and strategically leverage such intellectual property to maximize product value from a global perspective.
- Intellectual property is indispensable for a pharmaceutical company to achieve sustainable growth and continue contributing to patients.
- Santen manages and utilizes its intellectual property strategically.

Concept of Intellectual Property Rights in Developing Countries

- Santen acknowledges the existence of countries and regions where healthcare access is constrained by economic factors and therefore requires careful consideration.
- In least developed countries as defined by the United Nations and low income countries as defined by the World Bank, Santen, in principle, does not file new patent applications. The exercise of rights for patents that have already been filed or granted in Santen’s sole name is limited to the minimum extent necessary so as not to hinder access to medicines.

Initiative

Intellectual Property Initiatives

- Santen proactively files patent applications for inventions generated primarily through our R&D activities related to prescription pharmaceuticals.
- In addition to product patents protecting active pharmaceutical ingredients and use patents covering their applications, Santen strategically files and secures patents for outcomes related to formulations, manufacturing methods. Through this approach, we execute an intellectual property strategy aimed at maximizing product value.
- Beyond its own operations, Santen actively engages in joint research with domestic and overseas companies and academic institutions, as well as the in-licensing of pipeline and finished products from partner companies, and appropriately files for and secures intellectual property rights arising from these collaborative efforts to maximize product value.
- Meanwhile, to use resources effectively, Santen periodically reviews and determines the countries in which patents and other intellectual property are maintained or abandoned. Through this process, we ensure that our intellectual property portfolio is maintained and managed in alignment with our business and R&D strategies.



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Product Quality & Safety

Aim

- Santen ensures the quality and safety of its products and maintains a robust supply system to deliver products when needed, thereby enabling patients to use its products and services with confidence and trust.

Quality Principle Policy

Santen will contribute to the well-being of society by achieving happy lives through vision around the world, by taking advantage of technology necessary to ensure high quality and safety for products and services which meet the applicable laws, regulations, specifications as well as standards of quality.

Initiative

Assurance of Product Life-Cycle Reliability

- Santen seeks to ensure the reliability of pharmaceutical product lifecycles in accordance with our Quality Principle Policy.
- To ensure the quality and safety of pharmaceuticals, all Santen employees involved in production and quality control receive introductory training, in accordance with the established training program. This training covers basic knowledge of Good Manufacturing Practice (GMP*), production management, quality control, maintenance of manufacturing equipment, and the preparation and management of records. They also receive annual training on GMP.
- To ensure the reliability of its pharmaceuticals throughout the product lifecycle—including product quality, efficacy and safety, as well as post-marketing activities—Santen has established a Quality Assurance Division and a Safety Vigilance Department and operates a quality management system.
- We also conduct internal audits to ensure the effective operation of the quality management system.

*GMP: Standards for manufacturing control and quality control of drugs and quasi-drugs

Measures against Counterfeit Medicines

- Santen implements global supply chain security measures

and complies with Good Distribution Practice (GDP) to protect patients from health risks and the deterioration of medical conditions that may arise from the distribution of counterfeit medicines and the resulting loss of treatment opportunities.

- To ensure product integrity, Santen incorporates tamper-evident features into its product containers and packaging and operates a lot traceability system.
- We are working to strengthen product traceability*¹ by responding to serialization*² in accordance with local regulations.

*1 Traceability: To be able to track and understand the distribution route from medicine manufacturing to consumption.

*2 Serialization: Assessing a unique identification code to a product to control distribution from manufacturing to consumption of the medicine.

Efforts to Obtain Information Relating to the Safety of Pharmaceuticals

- Under Japanese regulations, manufacturers of pharmaceuticals and medical devices, including Santen, are required to report suspected adverse events to the Ministry of Health, Labour and Welfare (MHLW).
- Santen has established and documented internal procedures to be taken when we receive information relating to safety including adverse event information from patients or healthcare professionals.
- These procedures require us to report the information immediately and appropriately to our Safety Management Department, to enable the information to be shared among



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Product Quality & Safety

related departments within the company. Based on the procedures, we have established a globally effective reliability assurance system, which is also desirable from a pharmacovigilance perspective.

- Santen provides training programs to ensure that all officers and employees deepen their understanding of the Company's responsibilities and the actions they are expected to take.

Product Recall

- Our pharmaceutical products are manufactured in accordance with GMP, and any products that do not meet specifications are identified and removed at each stage of the manufacturing process prior to delivery.
- During the testing processes, products are examined by sampling to ensure quality.
- If any issues are found regarding the safety, efficacy, quality, labeling or other respects of our products, Santen immediately reports such issues to the authorities, provides the information to medical institutions, and recall applicable products based on our quality assurance system.
- The number of voluntary product recalls in the past are disclosed in the [PDF Social Data](#).

Prevention of Medication Errors

- Medication errors may not only prevent patients from achieving the intended therapeutic effects but may also lead to unexpected adverse reactions.

- To prevent such medication errors, Santen provides clearly identifiable packaging and information labels on containers, in an effort to reduce the workload of medical staff required to identify drugs, as well as to ensure accuracy in handling drugs.
- For example, for eye drops available in various concentrations with the same active ingredients, we clearly indicate the concentration on both the shrink label covering the container and the top of the cap, using distinct colors to help prevent medication errors.



Examples of eye drop containers



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Access to Healthcare

Aim

- We recognize that in many developing countries, shortages of ophthalmologists and other ophthalmic healthcare professionals result in insufficient access to necessary medical care, with some patients unable to receive adequate treatment or even proper diagnosis.
- In addition, shortages of medical technicians responsible for examinations require ophthalmologists to conduct even basic tests themselves, resulting in an overall decline in productivity.
- To enable ophthalmologists to enhance their skills in cataract surgery and glaucoma treatment and devote more time to patient care, Santen works with external partners to provide training systems and medical information to ophthalmologists.
- Furthermore, by strengthening education and training for examination staff who support physicians, we promote improved access to medical care.
- Regarding our approach to intellectual property in countries and regions where access to pharmaceuticals is limited, refer to [PDF Intellectual Property](#).

[WEB Santen's efforts to improve access to eye health](#)

Initiative

Supporting Training for Ophthalmologists from Developing Countries

Supporting International Council of Ophthalmology Fellowship Program

- The program offers young ophthalmologists from developing countries the opportunity to stay in more developed countries to enhance their ophthalmological knowledge and skills.
- Santen has continuously made donations to cover fellowship costs for three participants each year.
- By supporting the training of young ophthalmologists, we contribute to improving medical standards in medically undeserved areas.
- As of 2024, ophthalmologists from Malaysia, Thailand, Egypt, Turkey, Mexico and India have completed their training program in the U.S., Finland, Nepal, the United Kingdom, and other countries respectively.
- In 2025, a young ophthalmologist from Yemen newly participated in training program conducted in India

Supporting Educational Program for Ophthalmologists in Uveitis Field in Asia

- Since 2021, Santen has supported an online educational program for trainee and practicing ophthalmologists in the field of uveitis, particularly in Asia, through donations to L V Prasad Eye Institute, which is operated by Hyderabad Eye

Institute in India.

- This program was conducted over an approximately one-year period and included special interest group meetings, keynote lectures, grand rounds, interactive sessions, and moderated classes.
- Approximately 140 participants joined the program in the first year, about 130 in the second year, and more than 300 in the third year.
- Participants come not only from India but also from outside the country, and the program has been well-received as a valuable learning opportunity.



Uveitis on-line education

Developing Ophthalmologists in China

- To support the development of the ophthalmology in China, Santen established the Santen Scholarship in 1966 to



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Access to Healthcare

- cultivate ophthalmology professionals and enhance the level of specialization among ophthalmologists.
- Over the years, Santen Scholarship has provided a variety of academic support programs, to foster the development of ophthalmic healthcare professionals.
 - The total amount of Santen Scholarship exceeded 21 million RMB by the end of 2020.
 - Through the “Glaucoma Standardization Center Construction Project,” Santen has worked with the Beijing Bethune Charitable Foundation to promote the standardization of glaucoma diagnosis and treatment in China.
 - These initiatives benefits the large number of glaucoma patients and contribute to improving the overall level of diagnosis and treatment in China.



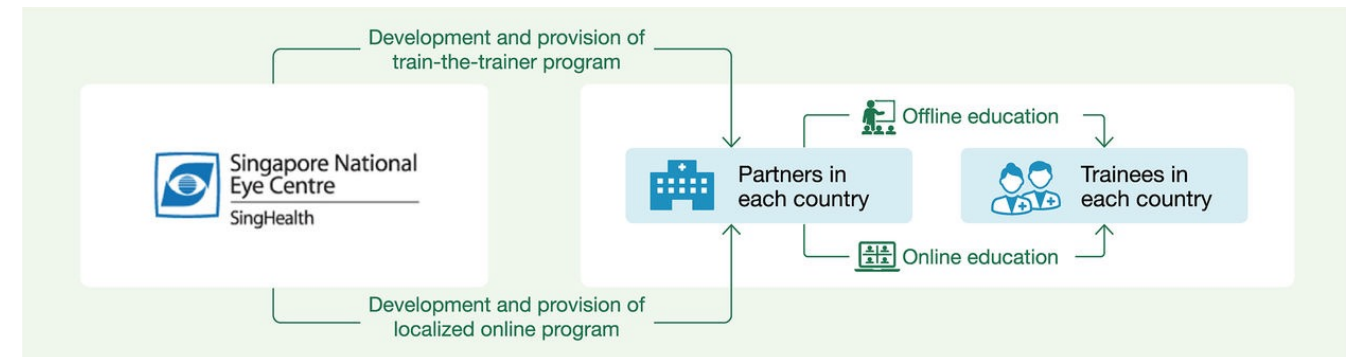
Glaucoma Standardization Center Construction Project Phase II

Enhancing Healthcare Access through Nurse Training

Enhancing Healthcare Access through Nurse Training in Southeast Asia

- In 2021, Santen entered into a strategic partnership with the Singapore National Eye Centre (SNEC), which is internationally recognized as a world leader in education for ophthalmic healthcare professionals.
- Through this partnership, innovative hybrid online and offline educational programs have been jointly developed and implemented.
- These programs have been rolled out in Vietnam, Indonesia, and the Philippines.
- The programs aim to enhance the skills of non-physician healthcare professionals, particularly ophthalmic nurses, enabling the appropriate delegation of certain medical

- tasks and more efficient use of limited medical human resources.
- Operating costs are, in principle, covered by tuition fees, with local educational institutions independently operating the program and achieving financial independence. This approach promotes the development of a sustainable healthcare ecosystem.
 - By delegating certain responsibilities from ophthalmologists to ophthalmic nurses, the capacity of ophthalmologists to treat a greater number of patients is enhanced. Consequently, patients who previously lacked access to treatment can now receive care.
 - Through our involvement in these educational programs, we provide more patients with access to medical care, contribute to their treatment, and promote the further expansion of the role our products play in ophthalmic healthcare.



Overview of Mechanism for Providing Educational Programs to Eye Care Professionals



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Access to Healthcare

Disease awareness for patients in developing countries

Raising Awareness with Digital Health Programs in Developing Countries

- In January 2020, Santen entered into a four-year partnership with the International Telecommunication Union (Headquarters: Geneva, Switzerland, hereinafter referred to as ITU), the United Nations specialized agency for information and communication technologies.
- Santen supports "Be He@lthy, Be Mobile" (hereinafter referred to as BHBM) in the field of ophthalmology, an initiative jointly implemented ITU and the World Health Organization (Headquarters: Geneva, Switzerland).
- BHBM works in collaboration with national governments to raise awareness of the prevention and management of non-communicable diseases through the use of mobile phones and digital devices, with the aim of promoting healthier lifestyles.
- Through the distribution of health-related information to end users via SMS (Short Message Service) and digital device applications, the program contributes to improving the health of millions of people worldwide.
- As part of this effort, a toolkit titled MyopiaEd was launched in March 2022. The toolkit includes guidance for implementing, and monitoring educational campaigns on myopia aimed at raising disease awareness and promoting good eye care behaviors.

Supporting Ophthalmic Care Activities in Developing Countries by Donations of Pharmaceuticals and Medical Devices

- Santen supports ophthalmic care activities in developing countries by donating pharmaceuticals and medical devices, including intraocular lenses, to relevant organizations.
- In providing such donations, we ensure compliance with the WHO guidelines for medicine donations, as well as applicable national and regional laws and regulations and industry self-regulatory standards.

Fiscal year	Recipient
2024	Ophthalmic Medical Support in Mongol Association for Ophthalmic Support in Africa Ophthalmic Medical Support in Vietnam Association for Ophthalmic Cooperation in Asia Japan Tanzania Eye Medical Support Team
2023	Ophthalmic Medical Support in Cambodia Association for Ophthalmic Cooperation in Asia Association for Ophthalmic Support in Africa
2022	Ophthalmic Medical Support in Vietnam Chinese Red Cross Foundation
2021	Ophthalmic Medical Support in Cambodia
2020	Activities were suspended due to the influence of the COVID-19 infection
2019	Association for Ophthalmic Cooperation in Asia Association for Ophthalmic Support in Africa Japan Tanzania Eye Medical Support Team Japan-Philippines Volunteer Medical Service Activities Ophthalmic Medical Support in Vietnam Ophthalmic Medical Support in Dominica
2018	Association for Ophthalmic Cooperation in Asia Asia Prevention of Blindness Association Association for Ophthalmic Support in Africa Japan Tanzania Eye Medical Support Team Japan-Philippines Volunteer Medical Service Activities Ophthalmic Medical Support in Nepal Ophthalmic Medical Support in Cambodia



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Respect for Human Rights

Aim

- The Santen Group contributes to building a society where everyone is fully respected through its initiatives to deliver "Happiness with Vision" to people around the world. We will fulfill our responsibility to ensure full respect for human rights, which is a prerequisite for the above.
- The Santen Group recognizes that addressing a broad range of human rights issues is a fundamental element of its responsibility to respect human rights and is committed to respecting the dignity and rights of all people impacted by its business activities.

Santen Group Human Rights Policy

The Santen Group contributes to building a society where everyone is fully respected through its initiatives to deliver "Happiness with Vision" to people around the world. We will fulfill our responsibility to ensure full respect for human rights, which is a prerequisite for the above.

The Santen Group understands that addressing the following human rights issue is an important part of our human rights responsibilities. We respect the dignity and rights of all people, not only within the Santen Group, but also those affected by our business activities.

We will never tolerate the infringement of human rights in any form, such as through discrimination, harassment, forced labor,

child labor, or human trafficking on any basis, such as nationality, race, gender, gender identity, sexual orientation, age, disability, religious faith, creed, experience, specialty, values, or lifestyle. We will respect the dignity and rights of everyone affected by our business activities, not only within the Santen Group.

We will respect freedom of association and the right to collective bargaining in accordance with the laws and regulations of the countries and regions in which we operate.

We will comply with the laws and regulations regarding working hours and wages, occupational safety and health in the countries and regions where we do business.

We will also engage in continuous and effective activities in complete support of international norms*.

1. Applicable laws and regulations

The Santen Group will comply with applicable laws and regulations in the countries and regions in which it operates. If there is any gap between the internationally approved concept of human rights and applicable national laws and regulations, we will conform to the higher standards. If there is any contradiction between them, we will pursue the way that ensures full respect for human rights based on the internationally approved concept of human rights.

2. Human rights due diligence

The Santen Group will identify the impact of its business on human rights and check the status of its human rights compliance on a regular basis. If any of our business partners disagree with following the Santen Group Human Rights Policy or violate it, we will respond

to them appropriately, including cancelling contracts with them.

3. Education and awareness-raising

The Santen Group will implement employee education and awareness-raising initiatives so that each employee will raise their awareness of respecting human rights, and be able to act with respect for human rights and prevent human rights violations.

4. Information disclosure, dialogue, and discussion

The Santen Group will report on its website and provide other information on the progress of its initiatives to ensure full respect for human rights. We also engage in sincere dialogues and discussions with related stakeholders.

5. Remedies

If the Santen Group's business activities prove to have had or been involved in any adverse impact on human rights, we will take appropriate measures to remedy any impacts on those who are affected.

*International norms:

Includes the Universal Declaration of Human Rights; International Covenant on Civil and Political Rights; International Covenant on Economic, Social and Cultural Rights; International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work; United Nations Global Compact; United Nations Guiding Principles on Business and Human Rights; and the Declaration of Helsinki, a set of ethical principles for medical research involving human subjects

Established: January, 2022

*This policy has been approved by the Board of Directors.



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Respect for Human Rights

Initiatives

Human Rights Due Diligence

- Santen has implemented Human Rights Due Diligence to proactively address potential human rights issues and ensure a safe and secure workplace for all employees.
- We consider this initiative essential for enhancing the sustainability of our business operations and risk management.
- In 2025, we are conducting an assessment targeting employees in Japan, and we will analyze the survey results, identify any issues, and take appropriate actions as necessary.
- In addition, we plan to expand this cycle of assessment and analysis to employees in other regions and to our supply chain.

Human Rights Training

- Believing that all employees, who have been becoming more diverse due to the globalization of our business, must respect human rights and act in accordance with a high standard of ethics, the Company has enhanced training programs and other measures to raise employees' awareness of respect for human rights.
- In Japan, we provide education about harassment and discrimination cases, the desired behavior of employees, and other topics, on the occasion of new employee training and e-learning-based follow-up training.

- In addition, newly appointed managerial staff are required to receive training to learn the roles and desired behavior of managerial staff through case studies on harassing behavior.

Human Rights-Related Consulting & Reporting Desk

- The Company sets up a "Speak Up Portal" where employees as well as third parties can consult and report issues online or by phone in any language in the world to accept various consultations and reports on harassment, discrimination, and other human rights-related issues from all employees, including contract and temporary staff.
- Regarding Speak Up Portal, refer to [PDF Speak-Up Program](#).
- We respond appropriately to accepted consultations and reports with full consideration of personal information and privacy.
- For more information, refer to the [PDF Governance Data](#).

Respect for Human Rights in Supply Chain

- It is important to fulfill its social responsibilities throughout the supply chain, including not only its own company but also its business partners.
- The Company conducts human rights due diligence and confirms the status of business partners and responds appropriately to matters related to respect for human rights, including the prohibition of discrimination and non-compliance with human rights violations, including the rights of workers, such as the prohibition of child labor and forced

labor.

- For more information, refer to the [PDF Conducting a Supplier Assessment](#).

Respect for Human Rights in R&D

- The Company retains a Research Ethics Committee to protect the human rights of patients participating in clinical trials and is taking appropriate measures.
- For more information, refer to [PDF Research Ethics and Respect for Human Rights](#).

Freedom of Association

- The Company respects human rights of employees and engages in collective bargaining with employee unions.
- For more information, refer to the [PDF dialogues with employee unions](#) and the [PDF Social Data](#).

Fair Recruitment and Selection

- The Company retains the policy of recruiting and selecting new employees without regard to the applicants' nationality, place of origin, sex, family situation, or creed, etc., which are unrelated to the applicants' aptitude or abilities.
- In the employee selection process, we conduct fair recruitment and selection based on the appropriateness and ability of applicants without asking inappropriate questions that may violate human rights.



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Respect for Human Rights

Response to the UK Modern Slavery Act

- The Company discloses the statement on its efforts to prevent modern slavery and human trafficking in its business activities including supply chain.
 - Statement on the UK Modern Slavery Act

[WEB](#) [FY2024](#)

[WEB](#) [FY2023](#)



Sustainable Procurement

Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Aim

- Santen will strengthen supply chain management and monitor its business partners to eliminate risks, including the risk of boycott movements and similar actions against the Group, while promoting responsible procurement to enhance the corporate value of both our business partners and our company.
- With the aim of promoting sustainable procurement and contributing to the development of a sustainable society through cooperation with our business partners, Santen has established a Sustainable Procurement Policy and formulated the Santen Group Sustainable Procurement Guidelines, which define the rules that the Group's business partners are encouraged to follow.

Santen Group Sustainable Procurement Policy

To contribute to the development of a sustainable society by fulfilling its social responsibilities in cooperation with its business partners based on Santen's Core Principle "Tenki ni sanyo suru" in compliance with its Sustainability Policy, the Ten Principles of the United Nations Global Compact, etc., the Santen Group promotes sustainable procurement in the following ways.

1. Compliance with applicable laws and international norms

In a highly ethical manner, we will ensure fairness in selecting optimal suppliers and dealing with them in compliance with applicable laws and international norms.

2. Ensuring an appropriate level of quality, efficacy and safety, and stable supply

We will ensure an appropriate level of quality, efficacy and safety of procured products and services, and their stable supply, and obtain necessary information for those purposes in a timely manner.

3. Respect for human rights and prohibition of complicity in human rights abuses

We will respect the human rights of all people who are under the impacts of procured products and services and never be complicit in human rights abuses.

4. Protection of the rights, health and safety of workers

We will protect the rights of all those involved in producing and supplying procured products and services and assure their health and safety.

5. Due consideration for environmental conservation

We will pay due consideration to environmental conservation in procurement activities and strive to prevent environmental pollution and reduce environmental burdens.

6. Contribution to the development of a sustainable society

We will contribute to the development of a sustainable society by contributing to ophthalmic treatment using procured products and services.

*This policy has been approved by the Board of Directors.

[WEB Santen Group Sustainable Procurement Policy and Guidelines](#)



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Sustainable Procurement

Initiative

Defining Critical Suppliers

- Taking into account the impact of our products on patients, we define as “critical products” as those for which (i) there are no adequate alternatives and (ii) the impact on patients is significant, and for which Santen holds a market share of 50% or more, indicating a high level of necessity for patients*.
- Moreover, we have defined suppliers that are necessary for us to provide patients with our critical products, including contract manufacturing organizations (CMOs), raw material suppliers, and contract service providers in charge of packaging, labelling, sterilization, etc., as "critical suppliers."

*Products that are a high level of necessity for patients: Treatments and diagnostic agents for serious diseases without which patients could not receive surgery or would lose their vision

Supplier Assessment

- Santen conducts a supplier assessment to identify potential risks in its supply chain. In the assessment, we show suppliers the Santen Group Sustainable Procurement Policy and Guidelines and request them to complete the Guidelines Compliance Questionnaire to confirm their efforts to follow the guidelines.
- This ESG survey is defined as an official process that all suppliers must undergo at the beginning of their contracts with Santen and in a common three-year cycle afterward.

- If risks are identified, measures such as increasing the frequency of assessments may be taken.
- If the minimum ESG requirements are not met, and to give preference to suppliers with superior ESG initiatives, it is being considered not to extend contracts with suppliers.
- These efforts are reported to the Sustainability Committee and are raised with the Board of Directors as necessary.

Supplier screening

Supplier screening	FY2024
Total number of Tier-1 suppliers	139
Total number of significant suppliers in Tier-1	119
% of total spending on significant suppliers in Tier-1	96.5%
Total number of significant suppliers in non-Tier-1	32
Total number of significant suppliers (Tier-1 and non-Tier-1)	151

Risk Management on Supply Chain

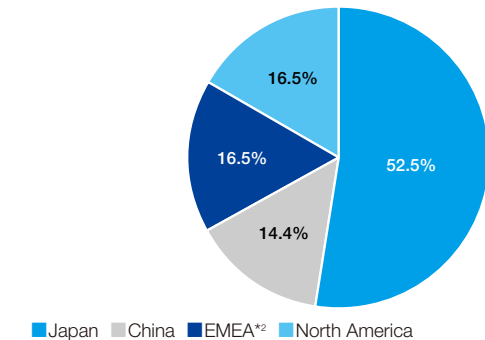
- To ensure the stable supply of our products even when our supply chain is exposed to various risks, including accidents, natural disasters, and climate change, Santen recognizes the importance of managing risks across the entire supply chain. This includes measures such as establishing backup systems with multiple manufacturing sites and procuring raw materials from multiple suppliers. Supplier-related sustainability risks in the stable supply of pharmaceuticals are primarily interruptions in the supply of raw materials from critical suppliers. For example, suppliers may be subject to production discontinuation orders from.

- We recognize and manage risks comprehensively by identifying critical suppliers in terms of transaction volume, important raw materials, and the absence of alternative suppliers.

Geographical distribution of Suppliers

- To ensure stable procurement, Santen grasps and manages the geographical distribution of suppliers in its supply chain.

Geographical distribution of primary suppliers*1



*1 Geographical distribution of the locations of 139 primary suppliers

*2 EMEA: Europe, the Middle East and Africa



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Sustainable Procurement

Building Healthy Relationships with Suppliers

- Based on the belief that our suppliers are essential partners in providing patients with medical and pharmaceutical products, Santen complies with applicable laws and regulations, including the Act on the Prevention of Delay in Payment of Subcontract Proceeds, etc. to Subcontractors, in relation to contract manufacturing and related transactions.
- In addition to ensuring the confidentiality of provided information, we engage in mutual exchange and collaborative initiatives aimed at improving quality and reducing costs, with the objective of building relationships that enable both parties to grow and develop sustainability.
- Santen has internal regulations, including the Regulations on Purchasing Management, which stipulate that the selection of suppliers requires competitive bidding and a comprehensive evaluation of candidates in terms of product quality, delivery periods, managerial reliability, and other factors.
- With regard to the prevention of conflicts of interest, the Code of Conduct set out in the Santen Code of Practice prohibits the receipt of improper benefits from business partner.
- In addition, with the aim of building new partnerships and fostering coexistence and co-prosperity throughout the supply chain, we endorse and publicly disclose our declaration based on the objectives of the "Declaration of Partnership Building," led by the "Conference on Promoting Partnership Building for the Future", supported by the Cabinet Office, the Small and Medium Enterprise Agency, and other stakeholders.



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

People Development

Aim

- We believe that our most valuable asset is the people who understand Santen’s Core Principle and business strategy, and who contribute to creating a world where people everywhere can live fulfilling lives through the joy of “seeing”.
- To maximize the value, we deliver to consumers and patients, we foster people development and promote diversity in appointments, while enhancing organizational capabilities through workplace environment improvements.

People Development and Workplace Environment Guideline

■ Fundamental Concept

Santen, guided by our Core Principle and Happiness with Vision, is committed to leveraging our strengths as a specialized ophthalmic life science company to address eye-related diseases and the social challenges they bring. We believe that our most valuable asset is the people who understand Santen’s Core Principle and business strategy, and who contribute to creating a world where people everywhere can live fulfilling lives through the joy of “seeing”.

To maximize the value, we deliver to consumers and patients, we foster people development and promote diversity in appointments, while enhancing organizational capabilities through workplace environment improvements.

■ The Talent Santen Seeks

To realize a world where people everywhere enjoy fulfilling lives through “seeing,” we must become a trusted leader in ophthalmology, recognized by patients and the ophthalmic community worldwide. To achieve this, we seek individuals who:

- Deeply understand our business model and needs.
- Continuously develop and apply their expertise.
- Commit to results and create meaningful impact.

■ People Development

- Based on our Core Principle, we nurture employees globally who contribute to sustainable business growth with a consumer- and patient-centric mindset.
- By embracing diversity and aligning with required experiences, skills, and knowledge, we strengthen our internal and external talent pipelines to enable timely and strategic appointments, promoting the value of professional development and enabling opportunities for growth within the global organization.

■ Workplace Environment

- We strive to create a supportive workplace where every employee can fully demonstrate their abilities. By promoting psychological safety and integrating individual strengths into collective organizational power, we foster an environment that embraces diverse work styles and drives maximum performance.



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

People Development

Initiative

FY2025-2029 Medium-Term HR Plan

- We revised our Guiding Principle and Values, which are the basis for actions and decisions that serve to embody our Core Principle and realize our Vision, as well as redefined the talent we seek, as follows
- A key to our sustainable growth is for employees who understand this talent profile, work on self-improvement, cooperate across regions and functions to achieve a high level of performance, and continue to achieve growth together.

Our Guiding Principle and Values



The Talent Santen Seeks

To realize a world where people everywhere enjoy fulfilling lives through “seeing,” we seek individuals who:

- Deeply understand our business model and needs
- Continuously develop and apply their expertise
- Commit to results and create a meaningful impact

- Santen has set three priority measures and an overall goal related to human resources, organization, and culture, and will leverage synergies to effectively drive results through our organizational capabilities, which we refer to as Santen Commercial Excellence.

Priority Measure 1 Driving talent and organizational development to lead Santen Commercial Excellence

Priority Measure 2 Enhancing Santen’s ability to attract and retain highly motivated, high-performing talent

Priority Measure 3 Creating an organization that fosters cross-functional collaboration and productivity for enhanced value

Goal

By fiscal 2029, Santen will have secured and developed talent who lead Santen Commercial Excellence, with high organizational productivity and a strong, sustained realization of our business model

- While monitoring internal and external changes, we will maintain workplaces that enable all employees to appreciate the value of working at Santen, and to continue working at a high level of day-to-day performance. At the same time, we will advance personnel practices that empower our people to contribute to patients and society over the long term.



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

People Development

Organizational and People Development Based on Core Principle

- The Core Principle of “*Tenki ni sanyo suru*” serves as the foundation for organizational and people development.
- To realize our medium- to long-term vision, we revised Our Guiding Principle and Values in 2025 and are working to embed them into the daily actions of each employee.
- To ensure that the corporate philosophy framework serves as the foundation for each employee’s actions and decision-making, three philosophy-penetration workshops were conducted during fiscal year 2025.
- 84% of employees globally responded that “Our Guiding Principle and Values” serve as the foundation for all actions and decisions (results of the second pulse survey).

People Development through Management by Objectives

- In Santen, all employees discuss with their manager at the beginning of the fiscal year to set goals after coordinating organizational and individual goals. Employees are evaluated based on their achievement of those goals at the end of the target period.
- To help employees achieve their goals, we provide opportunities for them to meet with their supervisors several times during the fiscal year review to discuss progress toward goals.
- In addition, we provide opportunities for employees to meet with their supervisors to discuss medium- to long-term

career prospects. Conversations include past professional experiences, future career goals, and the opportunities and skills development necessary to achieve them.

- Employees may receive guidance and evaluations from supervisors in their matrix organization, as well as from immediate supervisors.
- Ultimately, evaluations reflect not only individual performance, but also organizational performance.
- We support each employee in improving and making the most of his or her abilities, which we hope will lead to a sense of accomplishment and growth at work.

People Development Programs

- We offer a variety of training programs in each region.

〈Japan〉

- We conduct training for new employees and different hierarchical levels, with a focus on educating Medical Representatives (MRs).
- Additionally, to produce the next generation of business leaders who can envision their own future and drive new transformations amidst various environmental changes, we hold programs such as the Next Generation Leader Program. We strive to develop leaders with a strong centripetal force who can maximize both people development and organizational performance.
- We offer a self-development support system in which the company pays a portion of the costs of language and business skills training. We also cover a portion of test fees

taken by employees as part of their self-development.

- To foster a sense of career autonomy in each employee, we provide expanded opportunities for dialogue between supervisors and subordinates in the workplace, meetings with outside career consultants.

〈China〉

- We provided diversified learning programs to support organizational development and cultivate learning culture.
- We developed programs focused on high-performing team, trust and collaboration, leadership development. Customized workshops were designed and delivered to business teams with related knowledge sharing on SNS.
- Practical management and leadership toolkits are also shared and utilized to improve the overall capabilities of our employees and people leaders.

〈Asia〉

- We developed a People Leaders Program which offers two tracks: championing employer experience for new managers and leading high performing teams for experienced leaders.
- The program focuses on practical applications of management and leadership theories through peer learning sessions and group sharing.
- In addition, we expanded the Learning Festival held in the EMEA last year, to Asia.
- We deliver development for our senior leaders, which includes 360-degree assessment, personalized coaching and leadership skills development training (also conducted in EMEA).



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety


Social Contribution Activities

Governance

Appendix

People Development

〈EMEA〉

- We have held a Learning Festival since FY2023, in which employees take on the role of instructors in their field of expertise.
- This initiative, in which employees participate on a voluntary basis, helps to foster a corporate culture where people teach and learn from each other, acquiring skills through knowledge sharing.
- Regarding aggregated training data including above trainings, refer to the  [Social Data](#).

Global Job Posting System

- In April 2020, we have started operation of a new internal job posting system, the Global Job Posting System. This system is open to all employees of the Santen Group, and is open to all recruiting positions within the Group.
- Through the recruitment position, employees will be able to know what kind of career and growth opportunities they have, and by encouraging themselves to take up a medium- to long-term career, it will promote employees' growth.

Meister System

- Since FY2017, Santen's Manufacturing Division has introduced the Meister System, an employee evaluation and treatment system uniquely employed in the Noto Plant and the Shiga Product Supply Center, Japan, with the aim of enhancing manufacturing operators' skills and motivation.

- Among the qualified candidates who have met the in-house criteria, the employees who have high levels of skills, achievements, experiences and trust from their subordinates, while performing "Individual Action Principles" that comprise Core Principle, are certified as Meisters.

Support Programs for Employees at Each Career Stage

- In Japan, the company offers retiring employees options: using the reemployment system, receiving the job-hunting support service and job-hunting support after the period of reemployment.
- We conduct "Career Design Training" for each age group to promote individual career development and provide opportunities to regularly review career and life plans.
- We continue to support our employees in finding their own sense of fulfillment and goals, and in growing within those frameworks.



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Diversity, Equity & Inclusion

Aim

- Santen's contributions and business growth require the demonstration and mobilization of the diverse strengths of every individual, and we are working to foster a workplace that respects diversity, equity, and inclusion (DE&I). Organizations that leverage diversity bring richer perspectives, ideas and creativity, driving innovation and better decision-making.
- We provide equality of opportunity for all and promote respect at work.
- We are committed to ensuring a safe, inclusive, respectful and supportive physical and virtual work environment for every Santen employee.

[WEB Diversity, Equity & Inclusion Policy](#)

Initiative

Gender Diversity

- In Japan, we formulated and began executing an action plan based on the Act on the Promotion of Women's Active Engagement in Professional Life and the Act on Advancement of Measures to Support Raising Next-Generation Children.
- Our action plan targets for April 2024 to March 2026 are as described below.
 1. Increase the ratio of women in management (Japan) to at least 20%.

2. Hold regular internal training and seminars (at least four times yearly) to improve knowledge and foster understanding of employees who are balancing childbirth, childcare, nursing care, etc.
3. Increase the rate of male employees taking childcare leave to at least 80%. Increase the average number of days taken for childcare leave (including internal leave for childcare) to at least 20 days.
4. Reduce the ratio of employees who work overtime or holidays exceeding 30 hours per month to less than 3.5% of all employees.
5. Increase the average number of days taken for annual paid leave, special leave (excluding congratulatory or condolence leave), and accumulated paid leave to at least 15 days yearly.

- In May 2021, the Company has joined the "30% Club Japan", which is an international campaign to achieve gender balance at corporate decision-making bodies such as the Board of Directors and senior management teams.



- Santen has also signed the CEO Statement of Support for the Women's Empowerment Principles in support of the principles.

In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

- We aim to increase the percentage of female board members to 30% by 2030 and female managers rate on a consolidated basis is around 40% as on track.
- The percentage of females in managerial positions in FY2024 was 40.5% (consolidated) and 19.6% (non-consolidated).
- Regarding ratio of female managers and percentage of annual paid leave taken and others, refer to the [PDF Social Data](#).

Building an Inclusive Society for People with Disabilities

- The Company promotes the employment of people with disabilities and is focused on ensuring an inclusive work environment.

Co-creation with employees with visual impairments

- As a global pharmaceutical company committed to eye health, we emphasize occupational development for people with visual impairments, and improvement of their own ability.



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Diversity, Equity & Inclusion

- We conduct awareness-raising activities for blindness and visual impairment both internally and externally through the “Blind Experience,” a program led by employees with visual impairments that provides “experience without the sense of sight.”
- In addition, another program, aimed at helping sighted employees understand visual impairment and designed based on the experience of working with visually impaired employees, has been implemented globally.
- The program provides all employees with the opportunity to experience working in a “blind” environment.
- By sharing insights and ideas that enable everyone to work smoothly, it encourages the creation of a comfortable work environment for everyone, whether visually impaired or fully sighted.

Initiatives to expand employment opportunities for persons with disabilities through our special subsidiary, Claire

- Claire, a special subsidiary company established to facilitate the employment of persons with disabilities, located on the premises of Shiga Product Supply Center, was established in 1997 with the aim of “proactively fulfilling the corporate social responsibility of expanding opportunities to employ persons with disabilities as well as to provide opportunities and places for them to find their life and work meaningful.”
- Claire’s main businesses are the cleaning of work clothes used in Santen plants in Japan, cleaning and preparation for the manufacturing processes at the Shiga Product Supply

Center, and business office delivery services at the Osaka office. In addition, the company also receives orders from other companies.

- Claire supports various activities and efforts of persons with disabilities, including by providing opportunities for training sessions and encouraging employees to take part in the Abilympics, nationwide skill competitions for persons with disabilities.
- Regarding recognition and commendations for Claire, refer to the [PDF Recognition and Commendations by Third Parties](#).

Joining the Valuable 500 international initiative

- The Valuable 500 is an international initiative to call on business leaders to foster innovations enabling people with disabilities to realize their potential value in society, business, and the economy. As a member of The Valuable 500 since January 2021, Santen will pursue business possibilities for the realization of an inclusionary society and sustainable development.
- Regarding the employment rate of people with disabilities, refer to the [PDF Social Data](#).





Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Aim

- We develop workplace environments and initiatives that enable diverse talents contributing to the creation of a world where people everywhere can lead fulfilling lives through vision to fully realize their capabilities.
- In response to changes in society and the increasing diversity of employee values, we continuously and flexibly improve and update our workplace environments and initiatives.

Initiative

Promotion of New Work Style

- Due to the unprecedented challenges of the COVID-19 pandemic, we have been reimagining the future of work more seriously.
- Santen announced the "New Work Style" in May 2021 as a guideline to be shared with all its employees working around the world.
- To achieve further growth, it is pivotal for every single employee to realize the most suitable "way of working" so that we can leverage our potential as individuals and as a team.
- The global guideline of New Work Style at the company is touching initiatives such as Flexible Workplace, Digitalized Processes, Well-being and lifestyle, Flexible Worktime as well as community contribution, all based on our values.
- For example, we adopted the concept of 'Digital Workplace' to accelerate the new way of working and are deploying IT

infrastructure for all the members of the company can work comfortably from anywhere anytime.

- In addition to 'go paperless', digital signatures and streamlined online approval system, the company is expanding internal online communication tools so that we are able to be motivated and improve our productivity even working from home or elsewhere.

[WEB New Work Style at Santen](#)

Employee Engagement

- Since 2022, we have conducted company-wide annual engagement surveys with Great Place to Work®, an independent research firm specializing in workplace culture.
- The survey covers aspects such as employees' pride in their work, trust in working relationships, camaraderie, happiness, stress, and understanding of our Core Principle, Vision and purpose.
- In parallel with the annual surveys, we regularly conduct Pulse Surveys** to gather detailed employee feedback and sentiments on specific people policies and practices, such as our global Performance & Development (P&D) process.

**People Pulse Surveys: Questionnaires that are repeated over a short period of time to ascertain the status of employees

Initiatives for Improvement:

- Based on the results of the FY2023 survey, we identified "communication" and "collaboration" as common issues

across the company through FY2025 and implemented the following improvement measures.

- All Corporate Officers hold bi-directional communication sessions at least twice a year
- As a foundation for employee growth, we ensure career conversations between supervisors and subordinates within the Performance & Development process
- Since FY2024, we have held the VISION Festival to reaffirm our social purpose and foster communication among employees (total cumulative participants: 3,067).
- The 2024 survey showed significant improvement in scores, particularly indicating the success of the improvement measures focused on "communication" and "collaboration". Among the 20 countries eligible for Great Place to Work® certification, 19 achieved certifications.

• Regarding the result of the engagement survey, refer to the [PDF Social Data](#).

Labor Practices

- Payment of Living Wage:
 - We not only pay amounts exceeding the minimum wage but also strictly comply with wage-related laws and internal regulations, ensuring wages that meet a certain standard of living.
- Prevention or Reduction of Overtime and Excessive Working Hours:
 - We aim to keep the ratio of employees working more than an average of 30 hours of overtime and holiday work per month to 3.5% or less.



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

- We also ensure appropriate payment for overtime work
- Ensuring Gender Pay Equality:
 - We provide equal opportunities and fair treatment without discrimination based on gender or any other reason. We disclose average salaries by gender and hierarchical level.
 - Regarding average annual salary by gender and rank, refer to the [Social Data](#).
- Granting Paid Leave:
 - In addition to paid leave, we have established leave systems that exceed statutory requirements, such as special leave and accumulated leave, to improve the working environment.
 - Regarding the status of the use of paid leave, refer to the [Social Data](#).
- Emphasis on Dialogue with Employee Unions:
 - In Japan, we regularly hold management councils to discuss and exchange opinions on labor conditions, wages, and workplace issues through labor-management negotiations.

Employee Welfare and Benefit System

- The company has introduced a wide variety of employee welfare and benefit systems, for example in Japan: asset-building support systems such as employee stock ownership and asset-building savings; systems to support employees in child or family care according to their life stage, including leave and shortened working hours; medical examinations on many items, which help employees continue to work in good shape; and survivor's pensions.

Remuneration Framework Based on the Achievement of Non-Financial Indicators

- Some non-financial indicators are incorporated into the compensation for employees.
- The following goals have been set for FY2025 and incorporated into the compensation.
 - Further promote our new Guiding Principle and Values and improve engagement among employees through participation in People Pulse Surveys
 - Intensify employees' understanding of online security by conducting information security and e-mail security training courses
 - Strengthen global risk management, increase employees' compliance awareness, and improve the company's self-regulation and transparency by achieving high attendance rates in compliance-related e-learning programs

Systems for Achieving Work-Life Balance

- Santen seeks systems beyond what is required legally, improving work environments that encourage employees to embrace diverse values, maximize abilities regardless of gender or stage of life, work in comfort, and achieve work-life balance. We have adopted the following systems in Japan.
- Regarding progress in our systems for achieving work-life balance, refer to the [Social Data](#).

Childcare and Nursing Care Leave

Name of the Policy	Description
Childcare leave	A system for employees to take leave until the end of the month in which the child reaches one year and six months of age (first seven days with pay)
Shorter working hours for childcare	A system for employees raising children (up to the third grade of elementary school) to work shorter hours by 30-minute increments, up to a maximum of two hours
Nursing care leave	A system for employees who have a family member in need of nursing care to take a total of 186 days of leave per family member
Shorter hours for nursing care	A system for employees who have a family member in need of nursing care to work shorter hours by 30-minute increments, up to a maximum of two hours of scheduled working hours (up to three years)

Special Leave (Paid)

Name of Policy	Description
Maternity leave	Can be taken up to six weeks prior to expected delivery date (fourteen weeks prior in the case of multiple-birth pregnancies); up to eight weeks postpartum
Special childbirth leave for spouses	Can be taken up to three days within fourteen days of the birth of a child
Nursing care leave for pre-school children	Can be taken up to ten days of leave per year to care for nursery-school-aged children (until elementary school age)
Nursing care leave	Can be taken up to ten days of leave per year to care for a family member in need of nursing care or support
Menstrual leave	Can be taken as required
Leave for bone marrow donation	Can be taken up to ten days
Jury leave	Can be taken as required



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

- Annual Paid Leave Accumulation (maximum of 60 days)
 - By law, annual paid leave lapses two years from the date of grant. Our system is designed to make effective use of expired annual leave
 - To be used when absence from work is required for the following reasons.

Purpose of use	Description
Refreshment leave	Allowed to use five consecutive days for every five years of service after reaching five years of service
Nursing care leave for family	Used to care for a family member (spouse, child, parent, grandchild, grandparent, or sibling) in need of support/care
Parental leave for children/grandchildren of jr. high school-aged and younger	Used for school events, medical checkups, vaccinations, etc., for children/grandchildren of jr. high school age or younger
Wellness leave	Used for infertility treatment, menstrual or PMS treatment, pregnancy-related hospital visits, medical examinations or poor physical health, secondary medical examinations, cancer examinations, physical examinations, brain examinations, eye examinations, or bone marrow donation
Volunteer leave	Used to participate as a volunteer in disaster relief or in-house welfare activities, etc.
Self-study and reskilling	Used to attend a training course or lectures, take a certification examination, or prepare for an examination

- Systems to Encourage Flexible Work Styles

Name of Policy	Description
Incremental annual paid leave	A system that allows annual paid leave to be taken in half or quarter days
Flextime	A system in which employees determine their own start and end times between 5:00 and 22:00. Applies to the entire company (no mandatory core hours), except for organizations, etc., engaged in the manufacture and supply of products
Telework	Work from home, work at other offices within the company, and other work arrangements with no restrictions as to location
Career comeback	A registration system under which employees who have resigned for purposes of childcare, nursing care, or a spouse's transfer have the opportunity to return to work (career comeback) in the future



Health and Productivity Management

Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Aim

- Recognizing that employees' health is inseparable from the foundation of our corporate management, Santen is committed to proactively promoting and maintaining the physical and mental health of our employees.
- Together with our employees, we strive to realize healthy and fulfilling professional lives and sustainable growth for Santen, while contributing to the eye health of people around the world.

Initiative

Implementation of Health and Productivity Management

- In 2018, we published the "Santen Declaration on Health," which proclaims that Santen actively tackles the promotion of colleague mental and physical health (Japan).
- Since then, we have implemented our original eye-health-related initiatives, including eye examinations for employees on not only legally required items but also additional items, and also have been actively committed to various mental-health-related measures.
- The Health and Productivity Management is an essential initiative for fostering an organizational culture that promotes value creation and a highly productive work environment. Specific programs are implemented in four main areas: (1) Eye health, (2) Prevention of lifestyle-related diseases, (3) Mental health measures, and (4) Work-style reform.
- Moreover, Santen has stationed industrial health staff, including industrial physicians and public health nurses, in each workplace in order to ensure primary prevention, that

is, the prevention of diseases through the maintenance of employees' health, and secondary prevention, or the early detection of employees in poor health.

- Furthermore, we have established a support system to help employees on sick leave return to work and prevent them from falling sick again, thereby encouraging employees, from a health perspective, to continue to demonstrate their talent at Santen in the medium to long term, in collaboration with each workplace and other employees.

Eye examinations for employees

- Since FY2015, we have conducted eye examinations for all employees in Japan in order to ensure and support eye health as a specialized company in ophthalmology.



Eye examinations

- To provide opportunities for early detection and treatment of eye diseases, in addition to a general medical interview and a visual acuity test, this program includes a non-contact intraocular pressure test for early detection of glaucoma, an ocular fundus 3D computerized tomography, visual field testing, dry eye testing, and other detailed tests.
- This initiative not only supports employees' eye health, but also deepens their understanding of patients and eye diseases through examinations, and contributes to society by reflecting such understanding in the Company's products and services.

[WEB Eye examinations for employees: Supporting health and deepening our understanding of patient needs](#)

Conducting medical examinations

- In Japan, when we conduct health examinations required by the Industrial Safety and Health Act and other applicable laws, we add our original examination items, including a fundus examination and an eye pressure test, to the legally required items, in order to raise employees' health awareness and detect any diseases in them as early as possible.
- We also conduct various statutory types of special medical examinations of employees engaged in special duties, such as handling certain specific chemicals, and have established an environment for them to receive hepatitis screening and preventive vaccinations.
- Industrial physicians check the medical examination results to judge whether each employee can continue to do their current work. Employees found in need of special care are advised to consult specialized doctors or are provided with healthcare guidance.

Maintaining and enhancing mental health

- To help employees easily become sufficiently aware of their own stress-related symptoms or disorders, Santen conducts self-check-based health tests (stress checks).
- When a health test finds employees in need of special care, we take appropriate measures, for example, providing them with medical consultations mainly with industrial health staff, who will introduce them to external specialized institutions as needed.
- In addition to providing support to individual employees, we make positive efforts to improve workplace environments by analyzing the health test results on an organization basis and involving each workplace in improving its own environment.



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Health and Safety

Aim

- Under the recognition that the maintenance of occupational health and safety is at the base of corporate existence, and one of the management problems of the utmost importance, we maintain a good workplace environment, as well as promoting the health of all employees having access to the workplace.

Occupational Health and Safety Policy

Occupational Health and Safety Principle Policy

Under the recognition that the maintenance of occupational health and safety is at the base of corporate existence, and one of the management problems of the utmost importance, we maintain a good workplace environment, as well as promoting the health of all employees having access to the workplace.

Occupational Health and Safety Action Guideline

1. The establishment and Maintenance of an Occupational Health and Safety Management System

Establishment of Objectives, Continual Improvement and Increase in Efficiency through Audits

2. Observance of Occupational Health and Safety Legislations

Observance of Legislations, Regulations, Industry Association Guidelines and Voluntary Standards

3. The Prevention of Occupational Accidents and the Promotion of Health

Elimination and Reduction of Latent Hazards, as well as Promotion of the Mind and Body

4. Enlightenment and Autonomic Actions

Promotion of Autonomic Actions through Education, Learning and Enlightenment

5. Public Disclosure of Information about the Occupational Health and Safety Policy

Public Disclosure of Information to the General Public in Response to Necessity

*This policy has been approved by the Board of Directors.



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Health and Safety

Initiative

Health and Safety Management Systems

- To further improve the health and safety of our employees, Santen has introduced and begun to operate health and safety management systems according to the characteristics and scales of each of our operational sites in Japan.
- When an occupational accident occurs, we take measures such as identifying its causes, checking similar points at our operational sites, and enhancing safety education, to prevent the recurrence of similar accidents.
- In FY2024, no Santen operational sites had work-related fatalities, including contract or part-time employees, caused by occupational accidents.
- Regarding occupational accidents at each site, refer to the [Social Data](#).

Measures Taken by the Health and Safety Committee

- At each Santen operational site in Japan, the Health and Safety Committee, comprising both the Company representatives and employee union members, meets every month.
- The Committee checks whether or not there are long-hour workers, and the working environment, including the temperature, humidity, air quality, luminous intensity, and noise level of each workplace.
- It patrols workplaces to check whether or not there are

actually dangerous spots; and takes measures to assure greater workplace safety and prevent occupational accidents.

- The Committee also offers health and safety lectures to employees, to maintain safe and healthy working environments and further improve them.

Safety Management of Chemicals

- Research and Development Center and Plants of the Company are making efforts to avoid chemical-related troubles, in the manner whereby, before handling newly introduced chemicals, a specialist committee assesses the safety of the chemicals beforehand, and provides the employees who handle them with information on the results of the assessment.
- Since the revised Industrial Safety and Health Act, which came into force in June 2016 in Japan, obligates the relevant employers to investigate the toxicity and danger of chemicals, Santen is taking necessary measures concerning the chemicals we use, through stocktaking.
- Additionally, Santen continuously conducts work environment examinations to promote safety management.

Efforts in Fire and Disaster Risk Management

- Santen tackles disaster risk management, including not only fire prevention management provided for in the Fire Service Act but also preparedness for disasters such as large earthquakes.

- In Japan, we continuously conduct drills in confirming the safety of each employee as an important initial action in the case of a disaster, checking emergency contact networks, and making the movement useful for ensuring physical safety and reporting the safety of employees based on the Disaster Risk Management Card, for example. We have made up deficiencies detected during the drills.
- Materials and equipment for fire and disaster prevention are installed in our major operational sites, while emergency supplies are stored at all operational sites and offices.

Traffic Safety Measures

- Santen considers traffic safety measures important and is continuously aware of efforts to eliminate traffic accidents and traffic violations.
- In Japan, we provide traffic safety education and driving skill training for new sales representatives to support the safe operation of company sales vehicles.



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Social Contribution Activities

Aim

- As a global pharmaceutical company specializing in ophthalmology, Santen works to create a vibrant, inclusive society where people interact regardless of visual impairment.
- We place importance on the concept of the “Blind Experience,” which provides sighted people with opportunities to experience visual impairment, thereby improving awareness and understanding of blindness and visual impairment and reducing unconscious bias between sighted and visually impaired individuals.
- Through the Blind Experience, Santen focuses on the following four areas:
 - Improving societal perceptions of people with visual impairments, as well as supporting changes in the perspectives of people with visual impairments themselves.
 - Creating links between ophthalmic medical care, which many people with visual impairments regularly access, and welfare services.
 - Providing support that promotes the independence of people with visual impairments, who may face economic challenges
 - Expanding solutions that enable people with visual impairments, as well as those around them, to experience greater well-being.
- Through continuous dialogue and collaboration with local communities, we aim to strengthen trust and fulfill our social responsibility as a good corporate citizen.
- To ensure the continuous implementation of social contribution activities as a responsible corporate citizen,

Santen has established a donation policy that clarifies its fundamental principles and required procedures, and carries out social contribution donations in accordance with this policy.

Initiative

International Blind Football Competitions

A long-term partnership with the Japan Blind Football Association (JBFA), a nonprofit organization, and the International Blind Football Foundation (IBF Foundation)

- This three-party partnership has set three goals—sharing experiences to understand each other’s differences and strengths, creating innovation in “seeing,” and improving the quality of life for people with visual impairments. To achieve these goals, the three parties launched the VISI-ONE Project in April 2021 and have since been engaged in various activities under the project.
- Starting with blind football, we promote initiatives that serve as a bridge to broader social participation for people with visual impairments, including participation in sports, new occupations, and innovation.

Implementation of an experiential diversity education program for elementary, junior high, and high school students using elements of blind football

- Santen dispatches employees with visual impairments as players and employees without visual impairments as facilitators to support and strengthen the sports education program.
- By providing children with opportunities to experience and learn about visual impairments from an early age, the program promotes understanding of people with disabilities and fosters the importance of communication, teamwork, and other key values.



Supporting the JBFA hosted one-night, two-day sports camp ‘Burasaka Kids Camp’ for children with visual impairments

- The program is designed to promote interaction not only among the children but also among their parents and instructors, enabling the sharing of information and know-how.
- Employees participate as supporters, pairing with the children and assisting them with daily activities and experiences throughout the camp.
- Fifteen children with visual impairments participated in the



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Social Contribution Activities

“19th Santen Burasaka Kids Camp 2025 in Kansai.”

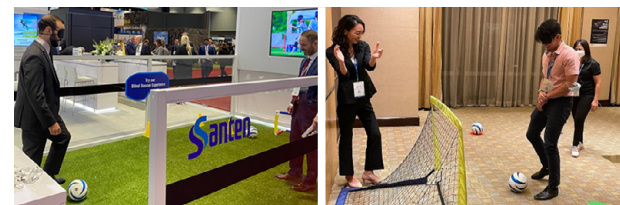
Support through international blind football competitions

- Santen served as the title sponsor of the IBSA Blind Football World Grand Prix in 2020 and 2021 in Shinagawa, also sponsored "IBSA Blind Football European Championships Division2 in 2021"



The Santen booth at the Ophthalmological Society had a section dedicated to offering a simulated experience of playing blind football

- At a scientific conference held in Manila in May 2023, more than 80 healthcare professionals participated in a Blind Football experience.



Educational classes for elementary school students on eye health and visual impairments

- Co-developed an after-school program for elementary school students, “Take Care of Your Eyes! Blind Challenge,” in collaboration with the After-School NPO.
- Since 2020, employees of Santen with visual impairments have visited elementary schools as “employee teachers,” providing experiential lessons that teach children on visual impairments using tools such as eye masks and tactile paving blocks.
- The program aims to enhance children’s knowledge of vision and visual impairments, and to foster understanding of diversity and inclusion encouraging children to naturally support people with visual impairments in their daily lives.



Employee volunteer activities conducted through the visual-impairment support app Be My Eyes

- We promote employee volunteer activities using the video-call application “Be My Eyes,” which supports people

with visual impairments in resolving everyday challenges.

- Employees in approximately 40 countries and regions worldwide provide support in 26 languages.
- Since 2023, internal awareness activities have been strengthened each October in alignment with World Sight Day.

Raising awareness about vision and visual impairment

- Employees and their families participated in the “INCLUSIVE PARADE 2023 OSAKA” held in Japan.
- At our booth, we provided more than 100 general participants with opportunities to conduct eye health self-checks and to experience visual impairment.



Image source: Inclusive Design Association Japan.

Activities for guide dog training

- As of October 2025, there are 768 guide dogs actively working in Japan, while the number of people wishing to have a guide dog is estimated to exceed 3,000, indicating that the availability of guide dogs remains insufficient.
- Since 2013, Santen has continuously made donations to support guide dog training and has contributed to the training of 12 guide dogs to date.



Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Social Contribution Activities

- In April 2025, we received a letter of appreciation from the Japan Lighthouse in recognition of its continued support, including donations to the organization's guide dog training program.
- Vending machines that donate a portion of their sales to guide dog training have been installed at major company sites.



Contributing to an Increase in Employment of Persons with Disabilities

- As part of its diversity initiatives, Santen established Claire Co., Ltd. in 1997 as a special subsidiary to promote the employment of people with disabilities and support their independence. In 2017, Claire expanded its operations by opening a business office in Osaka Prefecture.
- F2024 Results
 - Accepted a total of 38 interns from special support schools and employment transition support facilities, and hired one individual from among them.
 - Accepted a total of 243 visitors —including government officials, employees from other private companies, and individuals seeking employment—for factory tours and information-exchange sessions.



Claire carrying out cleaning operations

Contributing to Local Communities

- Promoting interaction with the local community through factory tours.
- FY2024 Results
 - Shiga Product Supply Center: 17 groups ,175 visitors
 - Noto Plant: 16 groups 240 visitors
 - Suzhou Plant: 46groups 106 visitors



Donations

- In addition to key areas such as ophthalmic medicine and pharmacology, medical advancement, disease awareness, blindness prevention, and welfare, Santen also makes donations to support local communities and provide humanitarian aid in response to large-scale natural disasters.
- In FY2024, total donations and contributions made by the Santen Group amounted to 524 million yen, equivalent to 0.9% of consolidated core operating profits.
- Donation related to ophthalmology
 - Research institutions such as universities, academic societies, academic conferences, and study groups led by specialist physicians
 - Activities to promote corneal transplantation
 - Blindness-prevention initiatives in developing countries carried out by medical professionals and NGOs in Japan and overseas
 - Programs that support the independence of people with visual impairments
 - Donations to disease-awareness initiatives conducted by ophthalmology associations and public-interest foundations, or the provision of free products such as pharmaceuticals and intraocular lenses
 - Support for organizations engaged in blindness-prevention activities (e.g., Japan Society for Prevention of Blindness, Japan Eye Bank Association)
- Donations for natural disaster relief
 - Support for disaster-affected area reconstruction and infectious disease pandemic response
 - Major donation records (excerpt from the past 10 years)



Social Contribution Activities

Sustainability at Santen

Environment

Social

Contribution to Ophthalmology

Research & Development

Intellectual Property

Product Quality & Safety

Access to Healthcare

Respect for Human Rights

Sustainable Procurement

People Development

Diversity, Equity & Inclusion

Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Health and Productivity Management

Health and Safety

Social Contribution Activities

Governance

Appendix

Year	Incident	Company	Amount Donated	Recipient
2024	The 2024 Noto Peninsula Rain Disaster	Santen Pharmaceutical Co., Ltd.	2 million yen	The Japanese Red Cross Society
2024	The 2024 Noto Peninsula Earthquake	Santen Pharmaceutical Co., Ltd.	20 million yen 7.22 million yen (Matching gift program*)	The Japanese Red Cross Society, Central Community Chest of Japan
2020	COVID-19 Infections	Santen Pharmaceutical (China) Co., Ltd.	1 million yuan	Red Cross Society of China
2019	Typhoon Hagibis	Santen Pharmaceutical Co., Ltd.	10 million yen 5.69 million yen (Matching gift program)	The Japanese Red Cross Society, Central Community Chest of Japan
2018	Hokkaido Eastern Iburi Earthquake	Santen Pharmaceutical Co., Ltd.	3 million yen	The Japanese Red Cross Society
2018	Western Japan Floods and Landslides	Santen Pharmaceutical Co., Ltd.	10 million yen 6.42 million yen (Matching gift program)	The Japanese Red Cross Society, Central Community Chest of Japan
2017	Northern Kyushu Torrential Rain	Santen Pharmaceutical Co., Ltd.	3 million yen	The Japanese Red Cross Society
2016	Central Italy Earthquake	Santen Italy S.r.l.	8,613 euro (Matching gift program)	The Italian Red Cross
2016	Kumamoto Earthquake	Santen Pharmaceutical Co., Ltd.	20 million yen 9.48 million yen (Matching gift program)	The Japanese Red Cross Society, Central Community Chest of Japan
2016	Taiwan Earthquake	Taiwan Santen Pharmaceutical Co., Ltd.	1 million Taiwan dollar	The Tainan City Government

*Matching gift program; a program whereby the company adds to donations by employees a fixed proportion of money, and donates the total amount of money



Sustainability at Santen

Environment

Social

Governance

Corporate Governance

Compliance

Ethical Marketing

Risk Management

Information Security

Appendix

Corporate Governance

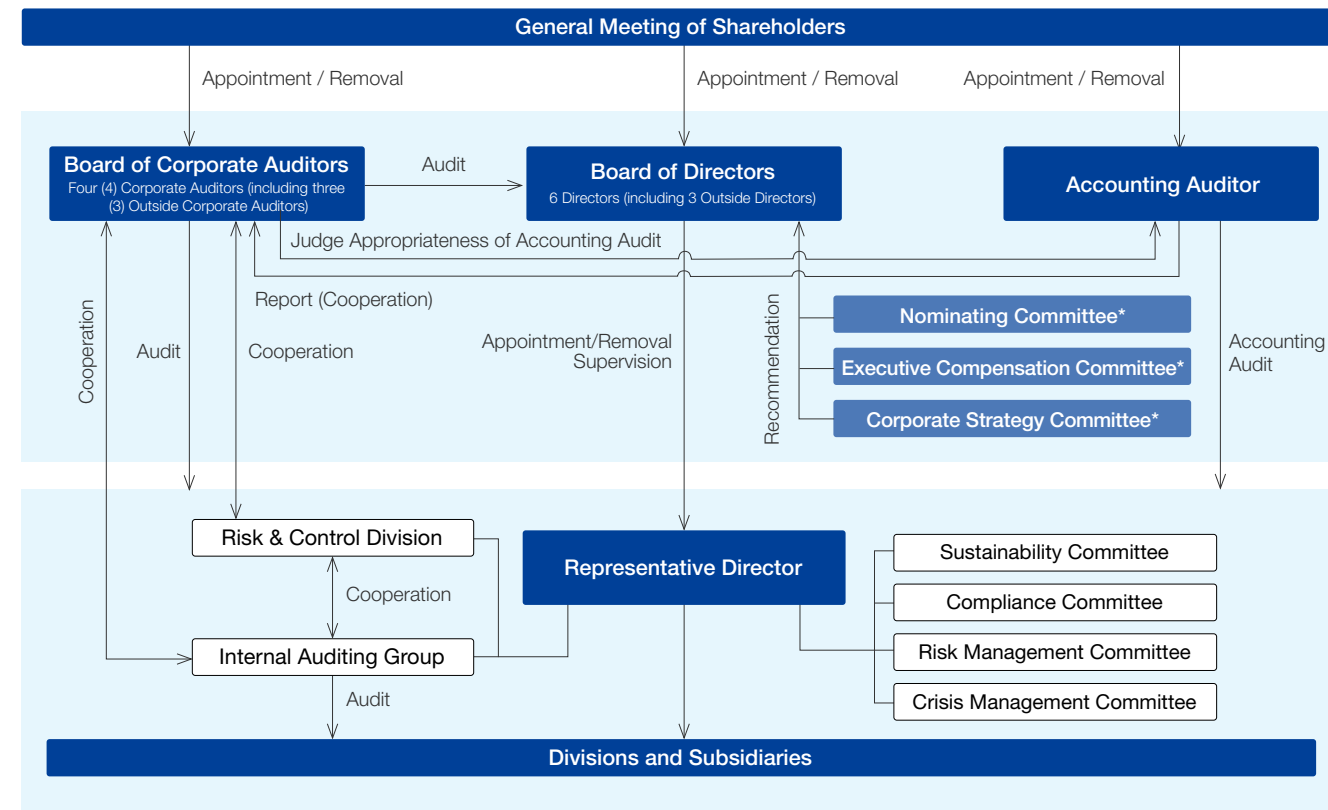
Aim

- Santen believes that it is vital to upgrade and strengthen its corporate governance system in order to achieve and enhance corporate value, and thus returns to shareholders.
- Santen has adopted a “Company with Board of Corporate

Auditors” system as defined in Japan’s Companies Act.

- Santen will realize strong management and speedy business execution under the corporate officer system.
- Santen has established the Nominating Committee, the Executive Compensation Committee and the Corporate Strategy Committee (all voluntary committees made up

● Management System (As of June 30, 2025)



* These committees are voluntary and not part of the statutory “Company with a Nominating Committee, etc., System” under Japan’s Companies Act.

of Inside and Outside Directors), with the aim of improving management transparency and objectivity.

[WEB Basic Policy on Corporate Governance](#)

Initiative

Board of Directors

- The functions of the Board of Directors are to make decisions concerning the vital execution of the business as well as to monitor the execution of the business by the management and Directors. Santen will operate in a manner to maximize both of the above functions.
- The Term of Office is one year.
- Santen expects its Outside Directors to be actively involved in the Board of Directors in decision-making on individual managerial issues, utilizing their wide range of experience and knowledge.
- Santen provides opportunities, including the provision of information and knowledge necessary for Outside Directors to effectively fulfill their roles.

The Composition of the Board of Directors

- The Board of Directors is composed to ensure an appropriate balance of knowledge, experience, and capabilities, while maintaining diversity and appropriate size, in order to effectively fulfill its roles and responsibilities.
- The Board of Directors consists of six members, with Outside



Sustainability at Santen

Environment

Social

Governance

Corporate Governance

Compliance

Ethical Marketing

Risk Management

Information Security

Appendix

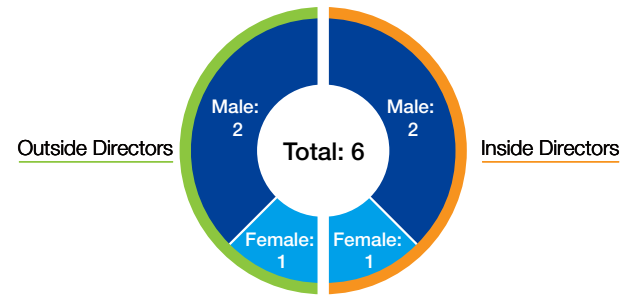
Corporate Governance

Directors accounting for 50% and women directors accounting for 33.3%.

- The Chair of the Board is an Inside Director.

● The Composition of the Board of Directors

Takeshi Ito, Representative Director of the Board and President (Chairperson)



Activities of the Board of Directors

- Santen convened meetings of the Board of Directors monthly in principle (thirteen (13) times in total).
- The average attendance rate of Inside Directors was 93.5%, while that of Outside Directors was 100%.
- The average attendance rate of Inside Corporate Auditors and Outside Corporate Auditors was 100%.
- Major matters of the deliberations at the meetings of the Board of Directors are as described below.
 - Management policies and strategies: Medium-Term Management Plan, business plan and budget for the next fiscal year; quarterly report on the execution of business; respective important strategic projects; progress in important projects.

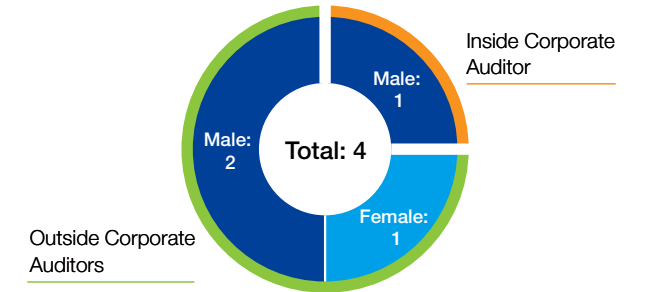
- Capital policy and shareholder returns: share buybacks and cancellation of treasury shares; dividend.
- Governance and sustainability: agenda concerning remunerations including the policies for determination of executive compensation; report on voluntary committee activities; the evaluation of the Board of Director’s effectiveness; the reduction of strategic-shareholdings; mid-to long-term personnel strategy.
- Internal control and risk control: report on the improvement and operation of the internal control; report on the improvement and operation of the global compliance system.

Board of Corporate Auditors

- The Board of Corporate Auditors, as an independent organ that has fiduciary responsibility to shareholders, audits the Directors’ execution of their duties, not only from the viewpoint of legality, but also with a focus on the validity of decision-making processes and the effectiveness of corporate governance. It provides recommendations aimed at strengthening the functions of both the Board of Directors and the executive divisions.
- Santen provides opportunities for Outside Corporate Auditors to obtain the information and knowledge necessary to effectively fulfill their roles.
- The Board of Corporate Auditors consists of four members, of whom Outside Corporate Auditors account for 75% and women account for 25%.
- The Chair of the Board of Corporate Auditors is an Inside Corporate Auditor.

● The Composition of Board of Corporate Auditors

Hiroshi Isaka, Inside Corporate Auditor (Chairperson)



Activities of the Board of Corporate Auditors

- In accordance with the audit standards of the Board of Corporate Auditors, audits are conducted based on audit policies and audit plans, while maintaining communication with Directors, the internal audit department, and other relevant personnel, and striving to collect information and establish an appropriate audit environment.
- In fiscal year 2024, the Board of Corporate Auditors held a total of 11 meetings.
- The average attendance rate of Inside Corporate Auditors and Outside Corporate Auditors was 100%.

Skill Matrix of Directors and Corporate Auditors

- The Company believes that, both of the following (i) and (ii) are important when establishing its effective governance system towards the sustainable enhancement of its corporate value: (i) in the meetings of the Board of Directors, Directors



Sustainability at Santen

Environment

Social

Governance

Corporate Governance

Compliance

Ethical Marketing

Risk Management

Information Security

Appendix

Corporate Governance

and Corporate Auditors are engaged in multifaceted deliberations on the appropriateness of business strategies, risks upon realization thereof and other aspects, and also they appropriately supervise the status of execution thereof; and (ii) the Corporate Auditors conduct the audit of the business execution of the Directors from the perspective of not only legality but also appropriateness of decision-making process and effectiveness of governance, and make recommendations to strengthen the function of the Board of Directors and executive divisions.

- In addition to the life science business, global viewpoint and appropriate business management, the Company will, from now on, place further emphasis on fields such as sustainability, ensure balance and diversity by appointing personnel from various backgrounds, including those with expert knowledge and experience, to allow them to provide advice to and supervision of the management from a multifaceted point of view, and shall place importance on valuing individuals without any other distinctions such as gender, age, nationality, race or ethnic group.
- In addition, in order to increase the objectivity of discussions at meetings of the Board of Directors and the independence and neutrality of the audit by the Corporate Auditors, half or more of the members are outside officers.

Nominating Committee

- Deliberates and makes recommendations on the selection of candidates for the positions of Director and Corporate Auditor, and provides advice in response to requests concerning the selection of candidates for the position of Corporate Officer.

Position	Name	Skill Matrix						
		Corporate management	Life science business	Understanding medical field and patients	Global leadership	Finance and accounting	Legal affairs and risk control	Sustainability
Directors	Takeshi Ito (Representative Director)	●	●	●				
	Rie Nakajima (Director)		●		●			●
	Ippei Kurihara (Director)		●	●				
	Masahiko Ikaga (Outside Director)	●				●	●	
	Minoru Kikuoka (Outside Director)	●			●	●		
	Yukiko Kuroda (Outside Director)	●			●			●
Corporate Auditors	Hiroshi Isaka (Standing Corporate Auditor)		●	●				
	Junichi Asatani (Outside Corporate Auditor)		●			●	●	
	Yaeko Hodaka (Outside Corporate Auditor)				●		●	●
	Yuichiro Munakata (Outside Corporate Auditor)					●	●	●

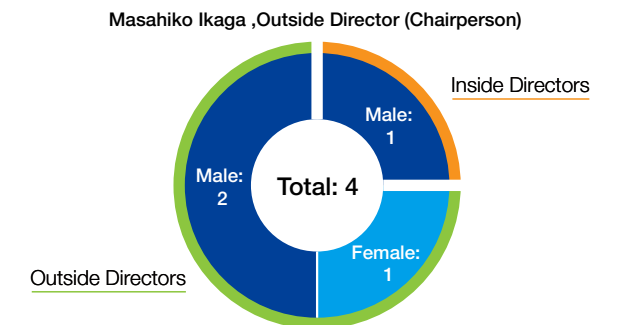
- In fiscal year 2024, Nominating Committee held a total of 4 meetings.
- The average attendance rate was 95%.
- Major matters of the deliberations at the meetings of Nominating Committee are as described below.
 - Selection of candidates for new Outside Directors
 - Nurturing of succession candidates for the position of CEO
 - Managerial system for fiscal 2025
 - Hiring of prospective Corporate Officers
 - Revision of the retirement age for Directors and other officers

The Composition of Nominating Committee

- The Nominating Committee is composed of a majority of Outside Directors, and the Chair is selected from among

- the independent Outside Directors to enhance independence, objectivity, and fulfill accountability.
- The Nominating Committee consists of four members: one Internal Director and three Outside Directors, including one woman.

• The Composition of Nominating Committee





Sustainability at Santen

Environment

Social

Governance

Corporate Governance

Compliance

Ethical Marketing

Risk Management

Information Security

Appendix

Corporate Governance

The Appointment of Candidates for Director and Corporate Auditor

- In the Company, the Nominating Committee, which is a voluntary committee comprised of Inside Directors and Outside Directors, deliberates on the selection of candidates for Director, and based on its recommendation, the Board of Directors determines the candidates for Director.
- Candidates for new Corporate Auditors are recommended through discussions by the Nominating Committee, and are approved by the Board of Corporate Auditors and then decided by the Board of Directors. Candidates for Directors and Corporate Auditors are determined through fair evaluation, to secure individuals with the capabilities and suitability required for the execution of directors' duties and for audits by Corporate Auditors, without regard to attributes such as gender, age, nationality, race, ethnicity, or religion, and based on business needs.
- With regard to the independence of Outside Directors and Outside Corporate Auditors, Santen has established its own standards for determining independence, which confirm the absence of any conflicts of interest with the Company or its affiliated companies, in addition to the requirements under the Companies Act and the independence criteria set forth by the Tokyo Stock Exchange. It has been confirmed that all of its Outside Officers (Outside Directors and Outside Corporate Auditors) meet these standards.

Executive Compensation Committee

- The Executive Compensation Committee aims to deliberate

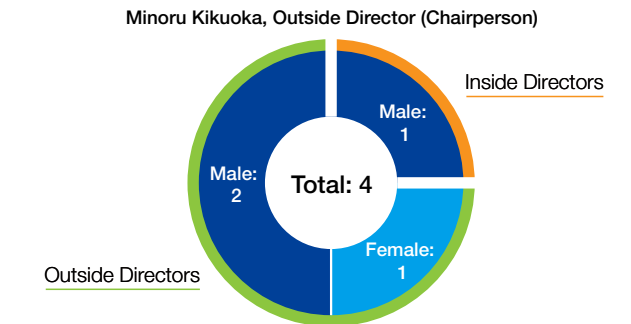
- on the compensation of Directors and Corporate Officers and submit recommendations therefor to the Board of Directors, as well as to provide advice to the Board of Corporate Auditors with respect to the compensation of Corporate Auditors with reference to market levels.
- In fiscal year 2024, the Executive Compensation Committee held a total of 8 meetings.
- The average attendance rate was 95%.
- Major matters of the deliberations at the meetings of the Executive Compensation Committee are as described below.
 - Basic policy on the determination of compensation for Directors
 - Establishment of targets for non-financial metrics (i.e., ESG-related targets) for the annual bonus in fiscal 2024, and other details
 - For fiscal 2025, direction of amendments to the remuneration system for executive personnel, amendments to the remuneration composition and level for Directors, and amendments to the maximum remuneration for Directors
 - Transition from the Restricted Stock-Based Remuneration System to the Restricted Stock Unit System (a post-delivery stock-based remuneration system), for internal executive personnel located in Japan

The Composition of the Executive Compensation Committee

- The Executive Compensation Committee is composed of a majority of Outside Directors, and the Chair is selected from among the independent Outside Directors to enhance independence, objectivity, and the ability to fulfill accountability.

- The Executive Compensation Committee consists of four members: an Inside Director and three Outside Directors, including one woman.
- The Chair is an Outside Director.

The Composition of the Executive Compensation Committee



Executive Compensation

- As a remuneration philosophy, Santen establishes a basic policy governing the determination of remuneration for Directors, Corporate Auditors, and Executive Officers.
 - Internal Directors and Corporate Officers (internal executive management): Santen provides competitive levels of remuneration that are effective in contributing to its sustainable growth and medium- to long-term enhancement of corporate value, while enabling the Company to secure and retain talented personnel across countries and regions.
 - To support Santen's sustainable growth from their independent positions which are distinct from internal executive personnel, set a level of remuneration appropriate to their prominent



Sustainability at Santen

Environment

Social

Governance

Corporate Governance

Compliance

Ethical Marketing

Risk Management

Information Security

Appendix

Corporate Governance

roles, and through a system which is not indicative of an achievement target in common with internal executive personnel, encourage fulfillment of their functions efficiently in supervising the management.

Compensation for Directors (excluding Outside Directors)

- Remuneration for the Company's Directors is comprised of, in principle, base salary, annual bonus and stock-based remuneration.
- The component ratio in the base aggregate amount shall be 1:0.5:0.8 (base salary: annual bonus: stock-based remuneration).

- The level of the aggregate remuneration is decided in reference to benchmarks and the like of healthcare companies that conduct business globally.
- With the aim of preventing incentive remuneration from encouraging excessive risk taking and to ensure the soundness of the executive compensation system, the Company has introduced a clause (i.e., a malus and clawback clause) that requires an officer to return all or part of incentive remuneration pursuant to a decision of the Board of Directors after deliberations of the Executive Compensation Committee, regardless of whether it is applied before or after the payment or release of such remuneration, upon the occurrence of certain events, such as misconduct or a retroactive adjustment of the financial statements due to accounting fraud.

Category of remuneration		Purpose and outline	Composition ratio of in the base aggregate amount
Base salary	Fixed	• Monthly fixed compensation which is graded based on job evaluation	1
Annual bonus (Annual incentive)	Variable	• The annual bonus is comprised of a portion linked to the Company's performance, which are linked to single-year performance metrics, and a portion linked to individual achievements. For each portion, the payment amount will be decided within the range of 0% to 200% of the base amount. However, for the CEO, it shall consist of only the portion linked to the Company's performance.	0.5
Stock-based remuneration (Medium- and long-term incentive)		<ul style="list-style-type: none"> • It is comprised of the following two systems, and each base amount, as the base number of shares to be issued under the respective systems, shall be decided at the ratio of 0.4 against basic compensation. • The Performance Share Unit (PSU) System: A performance-based share compensation scheme under which* performance indicators and their respective evaluation periods are predetermined, and the number of shares and the amount of cash to be granted vary depending on the level of achievement against those indicators. *Performance indicators: Relative TSR and strategic targets based on the new Medium-Term Management Plan, including ESG-related targets. • The Restricted Stock Unit (RSU) System: A stock unit equivalent to the base amount shall be granted every fiscal year, and the Company's shares in a number equivalent thereto and money shall be issued and paid subject to fulfillment of conditions such as the grantee's continued service for three (3) years. 	0.8 PSU and RSU, each weighted at 0.4

*Performance metrics: relative TSR and strategic objectives based on the new medium-term management plan (including ESG-related targets).

Strategic Objectives

- Realization of a market-creation-type growth model in the areas of myopia and ptosis
- Establishment of a position of leadership in overseas markets
- Innovation toward a high-added-value Rx portfolio
- Stable supply and sustained optimization of costs
- Enhancement of the value of working at Santen and strengthening its personnel and organizational capabilities

Remuneration for Outside Directors and Corporate Auditors

- Remuneration for Outside Directors and Corporate Auditors consists only of fixed monthly compensation.
- Performance-linked remuneration is not paid stemming from the perspective of encouraging proper demonstration of Outside Directors' supervisory functions.

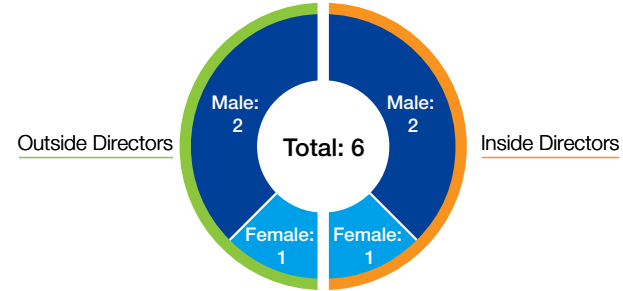
Corporate Strategy Committee

- Deliberates on matters with a focus on key strategic issues such as business strategies.
- The Strategy Committee consists of six members: three Internal Directors (including one woman) and three Outside Directors (including one woman).
- The Chair is an Internal Director.



Corporate Governance

- The Composition of Corporate Strategy Committee
Takeshi Ito, Representative Director of the Board and President (Chairperson)



Activities of Corporate Strategy Committee

- In fiscal year 2024, Corporate Strategy Committee held a total of 4 meetings.
- The average attendance rate was 100%.
- Major matters of the deliberations at the meetings of Corporate Strategy Committee are as described below.
 - Formulation of the long-term growth plan and FY2025-2029 Medium-Term Management Plan
 - Global product supply strategy
 - Rx portfolios and business development strategy
 - Sustainability strategy

Analysis and Evaluation of the Board of Directors' Effectiveness

- The Board of Directors conducts an evaluation of its effectiveness every year, with the aim of enhancing the role and functioning of the Board.

- To enhance the evaluation in qualitative terms, the support of a third-party organization was employed in the implementation and analysis of the evaluation of effectiveness.

Evaluation Method



Summary of Results

- The Board of Directors has assessed that its effectiveness was confirmed for fiscal 2024.
 - This assessment are that the overall most common evaluation response was “mostly effective,”
 - Responses to each questionnaire item indicated a high rate of “effective” and “mostly effective” ratings (approximately 80%).
- The Board of Directors has assessed that its effectiveness was confirmed for fiscal 2024.
- In particular, high evaluations were given to the fact that independent Outside Directors are fully fulfilling their roles, and that the Board of Directors focuses on deliberations on important matters such as medium- to long-term strategies, while appropriately delegating authority over individual business execution to management.
- On the other hand, challenges were identified, including the need to further enhance discussions at the Board of Directors on nominations and executive compensation, as well as to

appropriately and timely monitor the progress of key initiatives toward the realization of the medium-term management plan, particularly in its first year

Initiatives Going Forward

- Based on the results of the Board effectiveness evaluation for fiscal year 2024, Santen aims to further enhance the effectiveness of the Board of Directors in fiscal year 2025 by focusing primarily on the following initiatives.
 - Sharing the status of discussions by the Nominating Committee and the Executive Compensation Committee with the Board of Directors
 - Revising monitoring methods for various measures and policies to achieve the medium-term management plan and realize sustained growth.

WEB [Corporate Governance Report](#)

WEB [Convocation Notice](#)

WEB [Santen Tax Policy](#)

WEB [Basic Policy on Internal Control](#)



Sustainability at Santen

Environment

Social

Governance

Corporate Governance

Compliance

Ethical Marketing

Risk Management

Information Security

Appendix

Compliance

Aim

- The Code of Conduct requires all corporate executives and all global employees, including contract and temporary staff, to understand the spirit behind Santen's Core Principle and to act with high standards of ethics befitting employees at Santen.

[WEB Santen Code of Practice](#)

- Santen engages with the healthcare industry directly and is connected to people's lives and health.
- Our business activities involve frequent interactions with government employees and healthcare professionals in all settings, including research and development, manufacturing, and sales. This requires us in the healthcare industry to ensure high transparency in our corporate activities. Given the nature of our unique position, it is essential that integrity and ethics is at the core of all our business activities and interactions.
- With this understanding and commitment to integrity and transparency, as well as our determination to comply with applicable laws and regulations, Santen has established the "Santen Global Compliance Policy" based on the Code of Practice of the International Federation of Pharmaceutical Manufacturers and Associations (IFPMA), of which many of the world's pharmaceutical companies are members.
- The Policy is aimed at ensuring that all Santen Group corporate executives and employees comply with laws, regulations and industry codes, and act in a highly ethical and sincere manner, and contribute to a better Quality of Life (QOL) for all patients.

Initiative

Global Compliance Structure

- The Company has appointed Chief Compliance Officer
- We have Established a Compliance Committee consisting of executives in charge of each region and function.
- The Company has also assigned a Compliance Head for each region under the Chief Compliance Officer to ensure all employees of their assigned region(s) adhere to Santen Code of Practice, Santen Global Compliance Policy, Standard Operating Procedures, local laws and rules. This is accomplished through regular trainings and compliance checks such as auditing and monitoring, local risk assessments, engagement approvals and other various compliance oversight of activities.
- All compliance heads meet regularly to discuss methods for promoting decisions made by the Compliance Committee, measures for dealing with local and or global compliance issues, new laws and/or guidance, and general compliance information sharing.

Compliance Program

- Santen has published translations of the Santen Code of Practice, a Code of Conduct, in 13 languages and is received by every employee globally.
- CEO, Chief Compliance Officer and other senior leaders continuously provide messages to all Santen employees on the importance of compliance with the "Santen Code of Practice".
- All employees receive regular compliance trainings both at the

- time of new hire and throughout the year. All employees must sign and certify their receipt of, and commitment to, complying with the Santen Global Compliance Policy, Santen Code of Practice and all other applicable guidelines and SOPs.
- Santen makes efforts to raise compliance awareness by designating November of each year as Awareness Month for Santen's code of practice. In this month, annually, the Compliance Department provides all employees with multiple activities such as a global compliance refresher training, strong collaboration with all senior leaders on dissemination of compliance messages and other various activities that promote companywide compliance understanding.
- The Compliance Department conducts risk assessments based on business plans at the beginning of the year and develops and implements audit and monitoring plans accordingly. It also conducts audits and monitoring of transactions and payments, as well as investigations, corrective actions, and reporting in cases of non-compliance.
- Questionable conduct is investigated and disciplined in accordance with defined procedures, followed by corrective actions.
- Findings made through this proactive compliance cycle are reflected for the betterment of the compliance program by recognizing potential issues, aligning compliance activities to mitigate potential risk, and fostering an overall culture of compliance within the company.
- Santen regularly conducts a Global Ethics & Compliance Survey.



Sustainability at Santen

Environment

Social

Governance

Corporate Governance

Compliance

Ethical Marketing

Risk Management

Information Security

Appendix

Compliance

Anti-Bribery Anti-Corruption (ABAC)

- The Company has established an Anti-Bribery and Anti-Corruption Policy, reinforcing our global commitment to maintaining fair and high ethical standards in our interactions with government officials, healthcare professionals and the healthcare organization.

[WEB Policy Statement on Global Anti-Bribery and Anti-Corruption](#)

- Santen prohibits corporate executives and employees from committing acts of bribery by clearly stating in Santen Code of Practice as a Code of Conduct that, "We do not engage in any conduct regarded as bribery or corruption, whether directly or through a third-party, that would violate the applicable laws and regulations of the relevant country, including those of any countries".
- All employees are trained on this subject annually and must sign and certify that they have received and understood that Santen Global Compliance Policy that lays out our position on ABAC.
- To mitigate the risk arising from Santen's contracted third parties, Santen has established a process to conduct anti-bribery and anti-corruption due diligence on those third parties that will interact with government officials, healthcare professionals, and/or patient organizations on our behalf
- Santen has also incorporated specific ABAC clauses into the contracts with such third parties.
- Santen strictly prohibits the inappropriate use of grants, charitable donations, political contributions, purchasing, facilitation payments and all other forms of funding as a means of corruption in compliance with applicable laws, regulations

and industry codes.

- Santen has joined the United Nations Global Compact including its 10th Principle Anti-Corruption, and is committed to preventing corruption, including extortion, bribery, and embezzlement.
- Regarding the amount of political contributions as well as industry and business association participation fees, refer to the [PDF Governance Data](#).

Speak-Up Program

- To ensure a high standard on ethics and compliance, it is highly important to foster an environment that encourages employees to speak up when they feel there is a potential or actual violation to Santen Code of Practice, Santen Global Compliance Policy or other laws and regulations.
- With that in mind, Santen has set up an independent reporting hotline supported by the third-party vendor, and web portal called, "Speak Up".
- This will allow an employee or a third-party, in good faith, to raise concerns online or by phone globally, 24/7, with an explicit name, or anonymously, in multiple local languages with the capability to make a report anonymously where permissible by local laws and regulations.
- All employees are made aware of the importance of "Speak Up" through communications from HR, Compliance, senior leaders, and other various channels using posters, e-banners, and online resources.
- Incoming consultations and reports are appropriately investigated and addressed by designated investigators in a

sincere manner and are confidentially managed in this centralized system both globally and locally, and reports are relayed to the Board of Directors regularly.

- Santen strictly prohibits retaliation against anyone who raises a concern or reports a suspected compliance violation in good faith.
- Even if the concern or report is not substantiated after investigation.
- Santen's compliance rules provide that the company must take appropriate measures to protect internal whistle-blowers by indicating the process of investigations in each area where it operates.
- The contents of the consultation and reporting are harassment, conflict of interest, personnel/labor relations, financial integrity and others.
- Of the reports received, those deemed to require investigation are appropriately investigated. Of those cases, those that were found to be in violation of compliance were handled appropriately through disciplinary action.
- Regarding the cases of consultation and reporting, and disciplinary actions, refer to the [PDF Governance Data](#).

Protection of Personal Information

- Santen established "Global Data Privacy Policy" in April 2020.
- Under this Policy, in order to properly handle and protect the personal information of patients, consumers and employees, Santen takes various measures including training of all corporate executives and employee and is striving globally to enhance our structure for privacy.
- Regarding the presence or absence of breaches of client data reported to regulators, refer to the [PDF Governance Data](#).

[WEB Global Privacy Policy](#)



Sustainability at Santen

Environment

Social

Governance

Corporate Governance

Compliance

Ethical Marketing

Risk Management

Information Security

Appendix

Ethical Marketing

Aim

- Santen always acts ethically when engaging in marketing practices in accordance with applicable laws, regulations, and industry standards in our interactions with Healthcare Professionals(HCPs), healthcare organizations, patients and patient organizations.
- The company has established Policies on the Ethical Interactions with Healthcare Professionals, Ethical Interactions with Patients and Patient Organizations, and Communications with Healthcare.
- Our interactions with HCPs are for the purpose of enhancing the quality of healthcare and improving patient care with a global commitment to improving patient well-being by providing HCPs with information about the safety and efficacy of our medicines, clinical information, medical and educational information.

[WEB Policy Statement on Ethical Interactions with Healthcare Professionals](#)

[WEB Policy Statement on Ethical Interactions with Patients and Patient Organizations](#)

[WEB Policy Statement on Communications with Healthcare Professionals](#)

Initiative

Ethical Marketing Practices

- To ensure the integrity of the information, Santen categorizes two types of communication, "Promotional Communications" and "Non-Promotional Communications" and manages each of them accordingly under strict requirements of Santen

- Global Compliance Policy, local laws and regulations.
- Promotional Communications
 - Disseminated by the commercial organization to inform HCPs of the safety and efficacy of our products only for use within the approved label.
 - All marketing messages and materials are approved in accordance with defined procedures.
 - Provides ethical marketing training to all its employees of sales organizations annually.
 - All sales and marketing employees annual performance rating incorporates compliance and code of conduct metrics when evaluating total performance in Japan.
- Non-Promotional Communications
 - Cannot be promotional in nature and must only be disseminated by the medical departments that are held separate from the commercial department.
 - Trainings on the Medical Science Liaison Standard Operating Procedures to define clear guidelines of separation/interaction between Medical and Commercial are delivered by Compliance and Medical Affairs.
 - Non-promotional communications include Educational Communication (i.e., activities with the primary purpose to educate the public and/or HCPs about clinical data or scientific information), responses to off-label requests and Scientific Exchange (i.e., activities where the bona fide exchange of medical and scientific information is conducted in a non-promotional context).
 - All such medical materials are also reviewed and approved in accordance with defined procedures.
- Regarding the presence or absence of upheld regulatory

complaints concerning marketing and selling practices, refer to the [PDF Governance Data](#).

Maintaining an Appropriate Relationship with Healthcare Professionals or Patient Organizations and Ensuring Transparency

- The Company engages HCPs, HCOs, patients and patient organizations in a manner involving payments to them in the course of its business. To ensure transparency not to unlawfully influence their professional judgement, such engagement can be made only when there is a documented legitimate business reason, with a contract for services (written agreement), using a company approved fair market value, subject to all local laws and regulations.
- All such engagements are reviewed and approved in accordance with defined procedures.
- In these contractual activities, Santen collects and discloses payments and other approved transfers of value provided to HCPs and HCOs in accordance with applicable laws, regulations and industry codes.

[WEB Transfer of values](#)



Sustainability at Santen

Environment

Social

Governance

Corporate Governance

Compliance

Ethical Marketing

Risk Management

Information Security

Appendix

Risk Management

Aim

- In accordance with the rules for risk management, we identify, evaluate, and monitor risks regularly in each region and division to deal with assumed major risks of loss related to the execution of our business activities, striving to avoid or minimize the risk of loss during times of normal business operations.
- To enhance risk management, we conduct interviews with each risk owner based on the Three Lines Model to confirm risk scenarios and assess 'inherent risks.' By evaluating 'internal controls,' we will calculate 'residual risks' annually.
- High residual risks are identified as significant company-wide risks, and an effective enterprise-wide risk management framework is established through deliberation by senior

management, the implementation of risk response measures, and ongoing monitoring of their progress.

Initiative

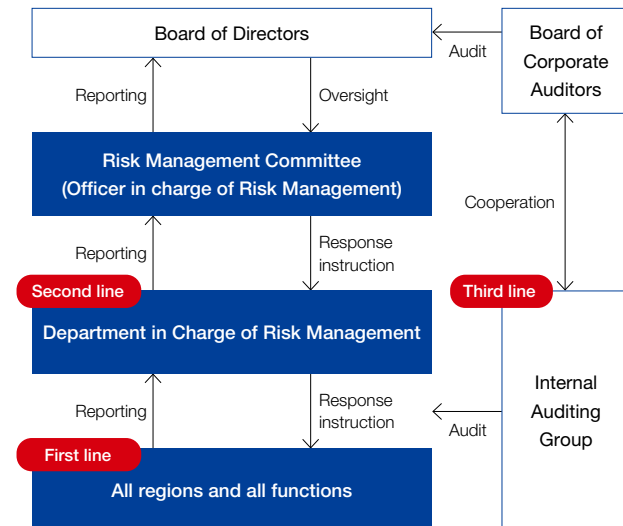
Risk Management System

- As our business expands globally, we ensure appropriate risk management through risk assessments and the formulation of risk response measures for matters such as regulatory compliance, the stable supply of products, quality control, IT security, and overall compliance. For risks with significant potential impact, appropriate management is carried out through deliberation and monitoring by the Risk Management

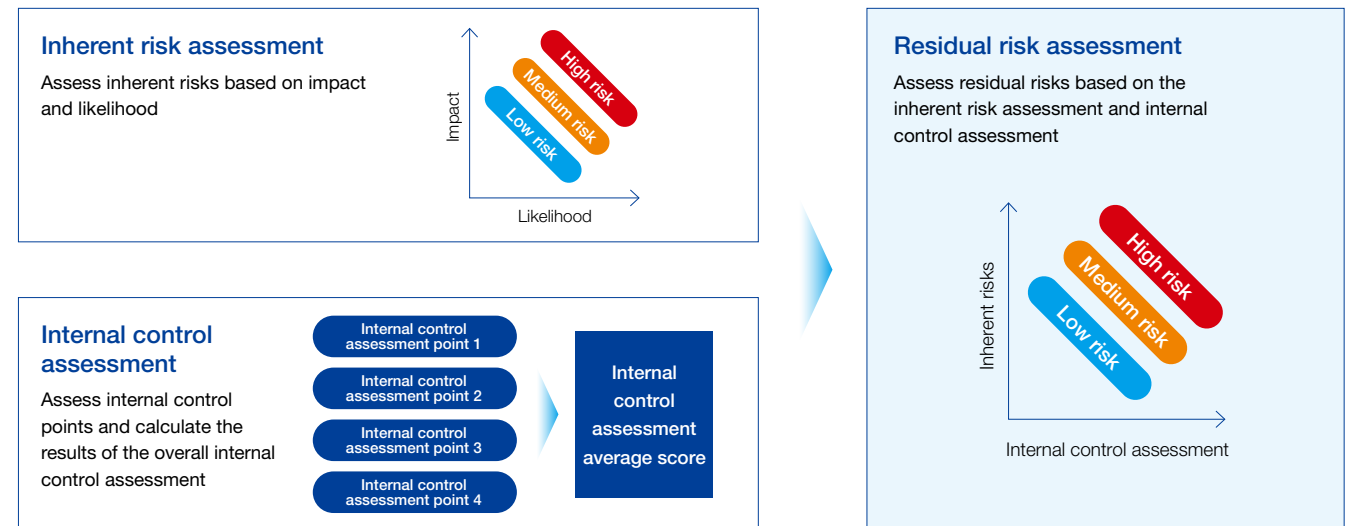
Committee.

- To address the variety of risks that may affect our business in particular, we continue to strengthen risk management activities with preventive controls and activities that uncover potential risks under the leadership of the Officer in Charge of Crisis Management.
- In its independent capacity, the Internal Auditing Group verifies the status of risk management through annual internal audits.
- In the event or report of an event that has the potential to develop into a serious crisis, we form a crisis management committee, chaired by the Santen president and CEO. This committee responds to and contains the situation in question as we implement measures to prevent recurrence.

● Risk Management System



● Risk Assessment Process





Sustainability at Santen

Environment

Social

Governance

Corporate Governance

Compliance

Ethical Marketing

Risk Management

Information Security

Appendix

Risk Management

Major Risk

1) Supply chain

Risk scenario

- Suspension of operations at a specific plant (the Noto, Shiga or Suzhou Plants, in particular) or at external contractors, or the suspension of raw material supply from a supplier due to a pandemic, natural disaster, fire or other factors
- Product quality problems occur

Impacts on corporate value

- Adverse impacts of disruption or suspension, etc. of production activities on stable product supply, and on Santen's business performance and financial condition

Countermeasures and current progress

- Create processes, systems and other mechanisms to ensure stable supply
- Having continuously a full understanding of actual conditions and respond to issues by planning, monitoring execution, and assessing risk
- Structure product manufacturing and supply for compatibility with rigorous logistics regulations in Europe
- Visualize and centralize global inventory management and production planning

2) Compliance

Risk scenario

- Violations of social norms, laws, regulations, etc.

Impacts on corporate value

- Decline in public trust and brand image
- Damage to corporate value due to a stock price decrease

- Decline in Santen's business performance or impact on business continuity due to decreased revenue or payment of compensation for damages, etc.

Countermeasures and current progress

- Established the Code of Practice and the Global Compliance Policy; systemically enhance the structure for global compliance
- Introduced an organized global education program for all employees; implement the program
- Reinforce compliance awareness and ensure compliance with laws and regulations by designating Awareness Month for Santen's Code of Practice, supported by messages from the CEO and regional senior management
- We created the Speak Up Portal as a global internal reporting system, and established a globally unified risk management system

3) IT Security and Information Management

Risk scenario

- Malfunction of IT systems used in business activities
- Cyberattacks, computer virus infection, etc.
- Leakage of personal or other kinds of information

Impacts on corporate value

- Adverse impacts of suspension of or delays in business activities, decline in public trust, etc. on Santen's business performance

Countermeasures and current progress

- Operate and maintain an information security management system that meets the ISO/IEC 27001 standard
- Established the Global Information Security Policy, the Global

Data Privacy Policy, the Document Management Policy, and other policies

- Enhance security governance through personnel and organizational measures centered around security training and drills and through technical measures (provide global antiphishing training as one measure to enhance cyber security)
- Ensure appropriate risk management not only within the Santen Group but also throughout its supply chain and at its business partners

4) Natural disasters

Risk scenario

- Natural disasters such as large-scale earthquakes, tsunamis, and typhoons

Impacts on corporate value

- Impact on business performance and financial condition due to stagnation or delay in production activities and supply chain disruptions

Countermeasures and current progress

- Consideration of establishing a system to ensure employee safety and a stable supply of products by developing a business continuity plan (BCP), conduct emergency response training, ensure stable inventories, formulate a backup plan for production lines, and purchase property insurance

5) Geopolitical Risk

Risk scenario

- Sudden changes in international conditions or the occurrence of conflicts between nations



Sustainability at Santen

Environment

Social

Governance

Corporate Governance

Compliance

Ethical Marketing

Risk Management

Information Security

Appendix

Risk Management

Impacts on corporate value

- Impact on business activities and supply chain disruptions in related regions, resulting in product supply delays, etc.

Countermeasures and current progress

- Obtain external information, analyze impact on domestic and overseas operations, and develop a safety management system in preparation for contingencies
- Examine the establishment of a backup system to ensure product supply

6) Risk related to Investment

Risk scenario

- Due to the deterioration of external conditions beyond the level anticipated at the time of the investment decision, the initially expected effects or profits may not be fulfilled

Impacts on corporate value

- The impairment of tangible fixed assets and intangible assets recorded in connection with investments affect the performance of the Santen Group

Countermeasures and current progress

- In addition to qualitative aspects such as alignment with the management strategy, investment decisions are made based on internal evaluation criteria that use a hurdle rate exceeding the cost of capital from a profitability perspective
- A Strategy Deliberation Committee is established to discuss important strategic issues, ensuring organic coordination between medium- to long-term strategies, business and development portfolios, and individual proposals submitted to the Board of Directors. This includes clarifying the positioning of individual projects within the overall strategy

and organizing key points

- A system is introduced to regularly and continuously monitor the progress of projects decided by the Board of Directors, thereby enhancing and strengthening corporate governance

7) Dependence on Key Products

Risk scenario

- For top-selling products that account for a high proportion of consolidated revenue, sales may be discontinued due to factors such as product defects or unexpected side effects

Impacts on corporate value

- Significant decrease in revenue, affecting performance or financial condition

8) Dependence on Licensed Products

Risk scenario

- For products licensed from other companies, issues such as the expiration of the contract period, changes in contract terms, or termination of sales partnerships

Impacts on corporate value

- Impact on performance, including revenue

Emerging Risk

- We recognize emerging risks as those that have become particularly risky in recent years due to environmental changes and other factors.

International Disputes

Description

- International disputes that are still taking place in several countries and are expected to become more serious will not only affect the supply chain in those regions, but also impact raw materials procurement, product supply, etc.

Impact

- Such events cause concern for the safety of employees in the areas affected, as well as concerns about the impact on supply chains, finances, and sanctions
- If production activities, including the activities of our contract manufacturers, are affected, the supply of products to the entire global market could be affected negatively

Countermeasures and current progress

- Recognition of possible risks and consideration of contingency response manuals
- Monitor geopolitical, socio-political and economic/political conflicts in the countries and regions where key supplies and suppliers are located

Risk Culture

- We strive to foster a risk culture throughout the organization.
- As part of these efforts, we provide in-house training on internal controls, compliance, and other topics via e-learning, and the training participation and other factors are included in the compensation evaluation of directors and employees.
- In terms of risk management, all relevant departments are involved in the evaluation of each risk. Furthermore, senior management discusses significant risks and their



Sustainability at Santen

Environment

Social

Governance

Corporate Governance

Compliance

Ethical Marketing

Risk Management

Information Security

Appendix

Risk Management

countermeasures in the Risk Management Committee, thereby promoting the formation of risk awareness.

- When developing products and services, we analyze the relevance and risks at the development strategy and planning stages to consider risk mitigation. At the same time, we have the PTS Committee review and determine the Probability of Technical Success (PTS) of a project.
- In addition, we establish financial criteria to assess investment risk and determine business feasibility. We then perform development in accordance with the rules determined.
- Depending on the phase and monetary standards, the Board of Directors will discuss risks before making a decision on certain development and investment projects.



Sustainability at Santen

Environment

Social

Governance

Corporate Governance

Compliance

Ethical Marketing

Risk Management

Information Security

Appendix

Information Security

Aim

- Santen considers information security an essential element for the advancement of global society and positions it as a strategic priority.
- Through effective information security, we assure the safety of our company's and stakeholder's critical assets, safeguard individual privacy, and protect systems and infrastructure.

[WEB Information Security Policy](#)

Initiative

Information Security Governance

- At Santen, the Chief Digital & Information Officer, who has a background in information security, also serves as the Chief Information Security Officer (hereinafter referred to as the CISO) and is responsible for the development and execution of the global information security strategy.
- To enhance information security and respond to the latest threats, strong support, commitment, and accountability from top management are essential.
- The CISO's roles and responsibilities, as outlined in the "Information Security Policy" include the following:
 - Maintaining the information security governance and framework
 - Focusing on information and business risks with an emphasis on protecting critical business processes and applications

- Managing information assets such as confidential information
- Maintaining and enhancing the information security framework and ensuring that new systems are developed and operated securely
- The CISO reports to the Board of Directors on security initiatives and the status of related risks.
- In response to the evolving security threat landscape and the need for rapid incident response and recovery, Santen utilizes globally recognized information security frameworks.
- Santen continuously reviews and improves its security management system, processes, and measures to further enhance information security.
- As an incident response organization, Santen has established a CSIRT*, the Santen Security Incident Response Team (Santen-SIRT), centered on the CISO, to respond to information security incidents in collaboration with relevant internal departments and external parties.

*CSIRT: Computer Security Incident Response Team

Business Continuity Plan for Information Security

- Based on the global security framework, we identify critical assets for business continuity, assesses the impact of cyberattacks and system failures, review backup plans for recovery, document recovery procedures, and conduct recovery training.
- In collaboration with the Risk Management Committee, we continuously discuss the review of business continuity plans

and the establishment of communication methods in the event of a security incident.

Information Security Vulnerability Analysis

- We regularly conduct vulnerability scans using vulnerability management tools on externally exposed assets and continuously work to identify and remediate vulnerabilities.
- We also use specialized threat intelligence tools to monitor Santen's asset information for potential risks.
- For systems published on the internet, vulnerability testing is mandatory prior to release, and external experts conduct tests based on the level of risk.

External/Internal Audits of IT Infrastructure and Information Security Management Systems

- In collaboration with the internal Risk Management Committee and the Internal Auditing Group, we continuously review the implementation and management of information security measures.
- Regular external audits are conducted by information security vendors and external consultants, and corrective actions are planned and implemented in response to audit findings.
- Audits are conducted on a regular basis using global information security frameworks and best practices, and are adapted to address emerging risks.



Sustainability at Santen

Environment

Social

Governance

Corporate Governance

Compliance

Ethical Marketing

Risk Management

Information Security

Appendix

Information Security

Escalation Process for Employees to Report Incidents, Vulnerabilities, or Suspicious Activities

- Suspicious emails, such as phishing messages, are common attack vectors for employees. We have established a company-wide reporting framework that enables employees to report such emails to the information security team via a dedicated tool with a single click. Reported items are automatically routed into the investigation process.
- For information security incidents, employees are informed through security training of how to report issues to the information security team, and incidents reported to the help desk are appropriately escalated.
- Information assessed as high-risk to employees is communicated in a timely manner through company-wide portals, including specific examples of attacks and corresponding countermeasures.

Information Security Awareness Training

- Information security training for employees is conducted annually using a combination of the following three types of training:
 1. Simulated Phishing Email training for all employees
 2. Comprehensive online training on information security for all employees
 3. Online training specifically for factory employees



Stakeholder Engagement

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

Aim

- Santen places strong emphasis on dialogue with stakeholders and on gathering diverse perspectives, which are reflected across all corporate activities.
- Through these efforts, we enhance the transparency and credibility of our operations and pursue sustainable growth.

Initiative

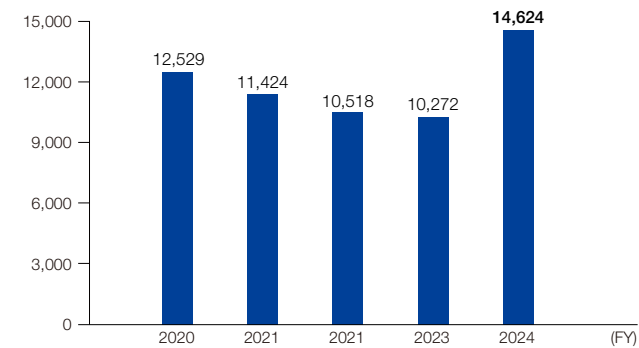
Key stakeholder engagement

Stakeholder	Communication
Patients/ Healthcare Professionals	<ul style="list-style-type: none"> • Inquiries received at Customer Information Service • Dialogue with healthcare professionals • Collection and provision of information on pharmaceuticals by our medical representatives • Provision of information through seminars
Shareholders and Investors	<ul style="list-style-type: none"> • General meeting of shareholders, financial results announcement meeting • Plant tour
Business Partners/ Suppliers	<ul style="list-style-type: none"> • Verification of conditions relating to legal and regulatory compliance systems, environmental conservation, and occupational health and safety at our pharmaceutical ingredient suppliers and outsource manufacturers
The Visually Impaired	<ul style="list-style-type: none"> • Inclusion Starting from Blind Football
Employees	<ul style="list-style-type: none"> • Speak-Up Program • Dialogue with the Employee Union • Employee engagement survey:
Community and Society	<ul style="list-style-type: none"> • Interactions with the local community

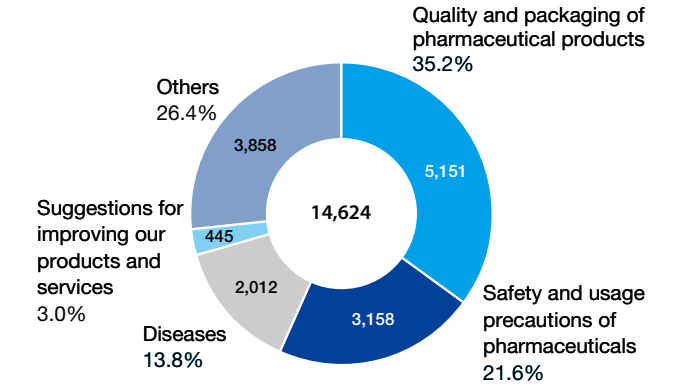
Patients and Healthcare Professionals

- In Japan, Santen has established the Customer Information Service to respond to customer inquiries and actively gather feedback from customers.
- In FY2024: Received approximately 14,624 inquiries-about 1.4 times more than the previous year: The quality and packaging of prescription/OTC pharmaceutical products (35.2%), safety and usage precautions of pharmaceuticals (21.6%), diseases (13.8%).
- The main factors contributing to the increase in inquiries were the discontinuation of disposable portable bags and medicine bags provided with eye drops aimed at reducing plastic usage, the voluntary recall of DIQUAS LX, and the launch of new products.

Number of Inquiries to Customer Information Service



Breakdown of Inquiries



Shareholders and Investors

- Communication opportunities
 - We hold quarterly financial results briefings / conference calls for securities analysts and institutional investors.
 - We also proactively participate in domestic conferences, small meetings and announcement meetings organized by securities firms
 - Furthermore, we participate in overseas conferences for investors and visit our investors and shareholders to enhance opportunities for dialogue.

[WEB Presentation Materials-Videos](#)

- General meetings of shareholders
 - To enable as many shareholders as possible to attend our General Meetings of Shareholders, we schedule the



Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

Stakeholder Engagement

meetings so as to avoid periods when such meetings are concentrated.


- For shareholders who are unable to attend the General Meetings of Shareholders, we provide opportunities to exercise their voting rights both by mail and via the Internet.
- To ensure that shareholders and investors have sufficient time to review the agenda items, we send convocation notices one week earlier than required by law and disclose the notices on our website prior to dispatch.
- Since FY2021, we have provided live streaming of the General Meetings of Shareholders for shareholders.

Employee

- Engages in dialogues with employee unions.
 - In Japan, the Santen Group Employees' Union engages in collective bargaining with the Company.
 - As of March 2025, the number of union members : 1,227, which accounts for 69.9% of the total number of employees.
 - Based on the labor agreement, a Management Council has been established as a forum for explaining management policies, changes in organizational and staffing structures, and budgetary and financial conditions.
 - Regarding occupational health and safety, each business site holds a monthly Safety and Health Committee meeting, at which representatives of the company and the employee labor union participate in discussions.
 - A labor union has been organized at Santen Pharmaceutical (China) Co., Ltd., a consolidated

subsidiary. Labor-management relations are favorable, with mutual understanding and cooperation.

Distribution of Added Value to Stakeholders

- The company emphasizes dialogue with stakeholders and appropriate distribution of added value gained through our business to our stakeholders.
- The allocation of added value to each stakeholder is based on  [Social Data](#).



Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

External Assessment

Selected for ESG Indexes

- Santen Group's sustainability promotion efforts have been evaluated from the perspective of ESG and selected in ESG indexes inside and outside of Japan (As of March 2026).

FTSE4Good Index Series

- Index Series developed by FTSE Russell in the United Kingdom.
- The index series select companies based on evaluations of their initiatives in the areas of Environmental, Social and Governance (ESG) activities.



FTSE4Good

FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Santen Pharmaceutical has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.

MSCI Selection Indexes

- An index by MSCI (USA) that selects companies with the highest ESG rated performance in each sector from around the world.



THE INCLUSION OF Santen Pharmaceutical IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Santen Pharmaceutical BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

Sompo Sustainability Index

- This is an active index independently developed by SOMPO Asset Management, which combines ESG evaluations with equity value assessments (fundamental value) and selects approximately 300 companies with strong ESG performance.



Sompo Sustainability Index

Santen includes in all six ESG investment indexes selected by the Government Pension Investment Fund (GPIF)

- The Company has been selected as a constituent of all six of the following indices used by Japan's Government Pension Investment Fund (GPIF), one of the world's largest pension fund, for ESG investment in Japanese companies.

FTSE Blossom Japan Index

- A broad index developed by FTSE Russell in the United Kingdom. The index is incorporating overall ESG considerations.



FTSE Blossom Japan

FTSE Russell confirms that Santen Pharmaceutical has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Index. Created by the global index and data provider FTSE Russell, the FTSE Blossom Japan Index is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.



Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

External Assessment

FTSE Blossom Japan Sector Relative Index

- A broad index developed by FTSE Russell in the United Kingdom. The index is incorporating overall ESG considerations.
- The index is comprised of companies with outstanding ESG initiatives which also have excellent management attitudes towards corporate climate change risks and opportunities.



FTSE Blossom Japan Sector Relative Index

FTSE Russell confirms that Santen Pharmaceutical has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Sector Relative Index. Created by the global index and data provider FTSE Russell, the FTSE Blossom Japan Sector Relative Index is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

MSCI Japan ESG Select Leaders Index

- An index by MSCI (USA) that selects companies with relatively high ESG ratings in each sector from the constituent stocks of the parent index (MSCI Japan IMI Index). The index targets coverage of 50% of the parent index in terms of market capitalization.

2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

MSCI Japan Empowering Women Index (WIN)

- An index developed by MSCI in the United States. The index selects companies in various sectors that excel in gender diversity from among the top Japanese stocks by market capitalization.

2025 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

THE INCLUSION OF Santen Pharmaceutical IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Santen Pharmaceutical BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

Morningstar Japan ex-REIT Gender Diversity Tilt Index

- An index based on an evaluation that Morningstar Inc. (USA) utilizes the data and scoring methodology of Equileap (Netherlands). It is designed to select Japanese companies that have strong gender diversity policies embedded in their corporate culture and that ensure equal opportunities to employees, irrespective of their gender.



Japan ex-REIT Gender Diversity Tilt Index

TOP CONSTITUENT 2025

Morningstar, Inc., and/or one of its affiliated companies (individually and collectively, "Morningstar") has authorized Santen Pharmaceutical Co., Ltd. to use of the Morningstar® Japan ex-REIT Gender Diversity Tilt Logo ("Logo") to reflect the fact that, for the designated ranking year, Santen Pharmaceutical Co., Ltd. ranks within the top group of companies comprising the Morningstar® Japan ex-REIT Gender Diversity Tilt IndexSM ("Index") on the issue of gender diversity in the workplace. Morningstar is making the Logo available for use by Santen Pharmaceutical Co., Ltd. solely for informational purposes. Santen Pharmaceutical Co., Ltd.'s use of the Logo should not be construed as an endorsement by Morningstar of Santen Pharmaceutical Co., Ltd. or as a recommendation, offer or solicitation to purchase, sell or underwrite any security associated with Santen Pharmaceutical Co., Ltd. The Index is designed to reflect gender diversity in the workplace in Japan, but Morningstar does not guarantee the accuracy, completeness or timeliness of the Index or any data included in it. Morningstar makes no express or implied warranties regarding the Index or the Logo, and expressly disclaims all warranties of merchantability or fitness for a particular purpose or use with respect to the Index, any data included in it or the Logo. Without limiting any of the foregoing, in no event shall Morningstar or any of its third-party content providers have any liability for any damages (whether direct or indirect), arising from any party's use or reliance on the Index or the Logo, even if Morningstar is notified of the possibility of such damages. The Morningstar name, Index name and the Logo are the trademarks or services marks of Morningstar, Inc. Past performance is no guarantee of future results.

S&P/JPX Carbon Efficient Index

- An Index developed by S&P Dow Jones Indices in the United States. The index evaluates corporate performance in terms of disclosure of information carbon efficiency.





External Assessment

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement


External Assessment




ESG Data

GRI Standards Content Index

Recognition and Commendations by Third Parties


● Below are the main recognition and commendations we have received.

Month/Year	Description	
March 2025	The Company has been certificated as Health and Productivity Management Organization Recognition Program 2025 (Large Enterprise Category) .	
February 2025	Selected as a Sustainability Yearbook Member in "The Sustainability Yearbook 2025" by S&P Global in the United States, gaining top 10% score in pharmaceutical sector. The Company has been selected as a member of "The Sustainability Yearbook" for four consecutive years since 2022.	
January 2025	The Company has been awarded a "Prime" rating in the "ISS ESG Corporate Rating" by ISS ESG, the responsible investment division of Institutional Shareholder Service (ISS), a leading global proxy advisory firm.	
2024	Recognized as a Great Place to Work in 19 countries. Newly selected in 2024 in Singapore, South Korea, and other locations.	
December 2023	Claire Co., Ltd. has received an award for employment of persons with disabilities and support for social independence of the intellectually challenged.	
March 2022	Claire Co., Ltd. has received an award for education support company by Osaka Prefectural Education Committee.	

Month/Year	Description	
February 2022	The Company has been certified as Digital Transformation Business Operator by Ministry of Economy, Trade and Industry. (Certification renewed in February 2024)	
January 2022	Santen SA Netherlands branch has been certificated as Top Employer in Netherlands.	
September 2021	Claire Co., Ltd. has been certificated as Excellent Small and Medium-sized Employer Employing Persons with Disabilities (Monisu certification) by the Minister of Health, Labour and Welfare.	
January 2019	Claire Co., Ltd. a special subsidiary company got certified as a company which persons with disabilities work actively by Japan Association of Employers of Persons with Disabilities, which is a trustee organization entrusted to the Ministry of Health, Labor and Welfare.	
February 2018	The Company was selected for the winner of the Corporate Governance of the year 2017 by the Japan Association of Corporate Directors. Recognized for: As a company which has achieved and maintained long term profitability by implementing good corporate governance.	



ESG Data

The following performance indicators denoted with  in FY2024 are guaranteed by the third party to improve reliability in "ESG (Environment, Social and Governance) Data Year Ended March 31, 2025."

[WEB ESG \(Environment, Social and Governance\) Data Year Ended March 31, 2025](#)

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment




ESG Data

GRI Standards Content Index

Environmental Data

Measures against Climate Change

● Greenhouse gas (CO₂) emissions trend by Boundary (Scope 1 and 2*²)

Category	Boundary	Unit	FY2019 (Base Year)	FY2020	FY2021	FY2022	FY2023	FY2024	Y/Y
Scope 1* ¹	a	t-CO ₂	15,296	14,860	14,820	16,948	17,021	 17,372	+2.1%
Scope 2 (Market-based)* ¹	b		19,471	19,165	15,192	5,671	5,417	 17,498	+223.0%
Scope 2 (Location-based)	c		20,187	19,566	18,525	21,390	22,591	 35,574	+57.5%
Scope 1 + Scope 2 (Market-based)* ¹	=a+b		34,767	34,025	30,012	22,619	22,438	34,870	+55.4%
Scope 1 + Scope 2 (Location-based)* ¹	=a+c		35,483	34,426	33,345	38,339	39,612	52,946	+33.7%
Energy usage per unit of revenue (Market-based)	= (a+b)/d	t-CO ₂ /billion yen	144	136	113	81	74	116	+56.4%
Energy usage per unit of revenue (Location-based)	= (a+c)/d		147	138	125	137	131	176	+34.5%
Consolidated Sales Revenue	d	billion yen	241.6	249.6	266.3	279.0	302.0	300.0	-0.6%

*1 The value of emission on SBT base year includes CO₂ emissions derived from gasoline for overseas sales vehicles (1,973 tons-CO₂), as well as some different conversion factors used in the calculation.

According to this calculation method, greenhouse gas emissions in FY2019 are 37,529 tons-CO₂ for Scope 1 + Scope 2 (market basis), 17,420 tons-CO₂ for Scope 1, and 20,109 tons-CO₂ for Scope 2 (market basis)

*2 The quantitative results for greenhouse gas (GHG) emissions listed in the data book and other materials are subject to uncertainties pertaining to the measurement of activity data and the determination of emission factors.



ESG Data

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

● Greenhouse gas (CO₂) emissions trend by Boundary (Scope 3^{*7})

Category	Boundary	Unit	FY2019 (Base Year)	FY2020	FY2021	FY2022	FY2023	FY2024	Y/Y
Category 1: Purchased goods and services	The manufacturing sites in Japan	t-CO ₂	114,613	138,182	111,829	106,743	102,440	95,560	-6.7%
Category 2: Capital goods^{*1}	All of the facilities and sales offices in Japan		7,600	6,781	7,393	23,574	—	—	—
	All of the facilities and sales offices in Japan and Santen Pharmaceutical (China) Co., Ltd		—	—	—	—	87,182	☑	49,452
Category 3: Fuel and energy related activities not included in Scope1 and Scope2^{*2}	All of the facilities and sales offices in Japan (Excluding emissions from procurement of fuel and energy other than electricity) ^{*3}		2,103	2,189	1,672	64	—	—	—
	All of the facilities and sales offices in Japan (Including emissions from procurement of fuel and energy other than electricity) ^{*4}		—	—	—	—	3,189	—	—
	All of the facilities and sales offices in Japan and Santen Pharmaceutical (China) Co., Ltd ^{*4}		—	—	—	—	—	☑	5,257
Category 4: Transportation and distribution (Upstream)	All of the facilities and sales offices in Japan		763	565	517	533	504	538	+6.8%
Category 5: Waste generated in operation	Shimoshinjo ^{*6} /Umeda Office, Noto Plant, Shiga Product Supply Center, Nara Research and Development Center, Suzhou Plant (China)		489	446	316	332	289	326	+13.1%
Category 6: Business Travel	Japan		2,041	339	609	952	1,600	1,992	+24.5%
Category 7: Employee commuting	Japan		1,485	1,247	830	982	1,025	1,079	+5.3%
Category 12: End-of-life treatment of sold products	Japan		207	208	220	271	338	358	+6.0%
Total^{*5}	a			129,300	149,957	123,386	133,451	196,579	154,563
Consolidated Sales Revenue	b consolidated	billion yen	241.6	249.6	266.3	279.0	302.0	300.0	-0.6%
CO₂ emissions per unit of revenue	= a/b	t-CO ₂ /billion yen	535	601	463	478	651	515	-20.9%

*1 Santen Pharmaceutical (China) Co., Ltd has been included in the boundary from FY2023

*2 Emission decreased due to an increase in the use of renewable energy and electricity derived from renewable energy sources in FY2022. Emissions from procurement of fuel and energy other than electricity has been added from FY2023

*3 Does not include emissions from non-electricity procurement

*4 Does include emissions from non-electricity procurement

*5 Category 8,10,11,13-15 are not indicated, because of our business characteristics. Category 9 is not calculated and indicated, at present

*6 The Shimoshinjo office closed in March 2021, and figures from FY2022 onwards do not include the Shimoshinjo office

*7 The quantitative results for greenhouse gas (GHG) emissions listed in the data book and other materials are subject to uncertainties pertaining to the measurement of activity data and the determination of emission factors.



ESG Data

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

● Greenhouse gas (CO₂) emissions calculation standards

Scope 1	<p>CO₂ emissions associated with fuel use 【Calculation method】 Calculated based on fuel consumption x heating value per unit x fuel CO₂ emission factor 【Emission factor】 Japan: Other than City gas: Emission factors based on the ""Greenhouse Gas Emission Calculation, Reporting, and Publication System"" (Ministry of the Environment). City gas: Emission factors deemed appropriate based on actual measurements or Emission factor published by the Minister of the Environment and the Minister of Economy, Trade and Industry as alternative values. China: Electricity: Emission factor of ""企业温室气体排放核算方法与报告指南 发电设施(2022年修订版)"" (China Environmental Environment Department)</p>
Scope 2	<p>CO₂ emissions from the purchase of electricity and heat 【Calculation method】 Calculated based on electricity consumption x electricity CO₂ emission factor + heat usage x heat CO₂ emission factor. 【Emission factor】 Japan: Electricity & Heat : Emission factor based on ""Greenhouse gas emission calculation / reporting / publication system"" (Ministry of the Environment) China: Electricity : Emission factor of ""关于做好2023—2025年发电行业企业温室气体排放报告管理有关工作的通知"" or ""企业温室气体排放核算方法与报告指南 发电设施 (2022年修订版)"" (China Environmental Environment Department)</p>
Scope 3	<p>CO₂ emissions through the supply chain 【Calculation method】 The method of receiving emissions from business partners or calculated by multiplying the amount of activity in each category collected by the company by the emissions intensity based on the ""Emissions intensity database for calculating greenhouse gas emissions of organisations through the supply chain"" (Ministry of the Environment and Ministry of Economy, Trade and Industry, ver.3.3). 【Emission factor】 •Category 1: Emissions associated with the purchase of raw materials / materials [5] Input-output table-based emission intensity However, for purchases of raw materials and materials which account for a large proportion, CO₂ emissions in the upstream of the supply chain are calculated proportionally based on the amount procured. •Category 2: Emissions associated with the capital goods [6] Emission intensity per price of capital goods <Secretariat> 06-0260 Emission intensity of pharmaceutical products •Category 3: Emissions associated with the procurement of fuel required to generate electricity for purchased electricity [7] Emission intensity per unit of electricity / heat consumption <Secretariat> Emission intensity of electricity, emission intensity of heavy oil A, LPG, city gas, gasoline and light oil based on "IDEA v2" •Category 4: Obtain the result calculated by the fuel consumption method or the improved ton-kilo method from the transportation distance from our factory and distribution center to the delivery destination (pharmaceutical wholesale) from the contractor. •Category 5: Emissions associated with the disposal of discharged industrial waste [9] Emission intensity by waste type / treatment method Emission intensity by waste type of <Secretariat> •Category 6: Emissions associated with employee business trips, etc. [11] Emissions per unit of transportation expenses <Secretariat> and [12] Emissions per number of nights <Secretariat>Emission intensity •Category 7: Emissions associated with employee commuting [11] Emissions per unit of transportation expenses <Secretariat> Emissions and emissions associated with the use of gasoline for commuting by car •Category 12: Emissions due to obligation to re-commercialize under the Containers and Packaging Recycling Law [9] Emission intensity by waste type <Secretariat> Applicable emission intensity such as waste brass and waste paper</p>

● Energy usage trend

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Y/Y
Energy usage*1	All of the facilities and sales offices in Japan and Santen Pharmaceutical (China) Co., Ltd	GJ	651,669	610,368	635,562	746,317	717,550	936,798	+30.6%
incl. purchased renewable energy*2			—	—	—	351,615	338,792	356,571	+5.2%
Consolidated Sales Revenue	consolidated	billion yen	241.6	249.6	266.3	279.0	302.0	300.0	-0.6%
Energy usage per unit of revenue		GJ/billion yen	2,698	2,445	2,387	2,675	2,376	3,123	+31.4%

*1 From FY2021, gasoline for domestic sales vehicles has been added.

*2 The purchased renewable energy consumption in GJ has been counted as energy consumption since FY2022, which is not deducted from energy usage



ESG Data

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

● Renewable energy trend

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Y/Y
Solar energy generation*1	a	MWh	12	12	12	12	1,386	1,848	+33.3%
Purchased renewable energy*2	b		1,591	—	6,547	36,220	39,212	41,270	+5.2%
Total	=a+b		1,603	12	6,559	36,232	40,598	43,118	+6.2%

*1 Generated by solar energy equipment installed in Nara Research and Development Center and Suzhou Plant (China), which is deducted from energy usage

*2 Not deducted from energy usage

Reducing our Environmental Impact

● Waste reduction and recycling trend*1

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Y/Y	
Total waste disposed*2	A(=a+b+c+d+e)	tons	3,201	2,985	2,702	3,025	2,724	3,280	+20.4%	
Total waste recycled/ reused*2	B(=a+b)		2,622	2,527	2,267	2,575	2,074	2,548	+22.8%	
Thermal recycling amount	a		377	366	243	582	385	354	-8.0%	
Material recycling amount	b		2,245	2,161	2,025	1,993	1,689	2,193	+29.9%	
Amount of waste reduced*3	c		395	431	421	29	81	93	+14.6%	
Waste landfilled*4	d		107	10	14	17	11	14	+25.8%	
Waste incinerated without energy recovery	e		366	407	416	433	558	626	+12.2%	
Recycling rate	=B/A		81.9	84.7	83.9	85.1	76.1	77.7	—	
Recycling rate (Non-landfill disposal rate)*5	=1-d/A	96.7	99.7	99.5	99.5	99.6	99.6	—		
Recycling rate (excluding thermal recycling)	=b/A	70.1	72.4	74.9	65.9	62.0	66.9	—		
Consolidated Sales Revenue	f	consolidated	billion yen	241.6	249.6	266.3	279.0	302.0	300.0	-0.6%
Waste disposal per unit of revenue	=A/f		tons/billion yen	13.3	12.0	10.1	10.8	9.0	10.9	+21.2%

*1 Due to improved accuracy, the figures for the amount of Total waste recycled/ reused, Thermal recycling amount and Amount of waste reduced reduction for FY2023 have been revised

*2 Including valuable materials

*3 Amount not effectively used and reduced by intermediate treatment such as dewatering

*4 Total amount of residual waste landfilled after incineration and waste directly landfilled

*5 Target for Santen Vision for the Earth 2050

*: The Shimoshinjo office closed in March 2021, and figures from FY2022 onwards do include the Shimoshinjo office



ESG Data

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

● Hazardous Waste*¹

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Y/Y
Total hazardous waste disposed	A(=a+b+c+d+e)	Shimoshinjo* ⁴ / Umeda Office, Noto Plant, Shiga Product Supply Center, Nara Research and Development Center, Suzhou Plant (China)	—	165	90	265	193	146	-24.6%
Total hazardous waste recycled/ reused	=a+b		—	—	64	224	119	49	-58.9%
Thermal recycling amount	a		—	—	64	224	112	42	-62.6%
Material recycling amount	b		—	—	0	0	7	7	+0.0%
Amount of waste reduced*²	c		—	—	22	0	0	1	+197.7%
Waste landfilled*³	d		—	—	4	12	8	3	-64.0%
Waste incinerated without energy recovery	e		—	—	0	29	66	92	+38.5%
Consolidated Sales Revenue	f consolidated	billion yen	241.6	249.6	266.3	279.0	302.0	300.0	-0.6%
Hazardous waste disposal per unit of revenue	=A/f	tons/billion yen	—	0.7	0.3	1.0	0.6	0.5	-24.1%

*1 According to the laws and regulations of each country, we have defined "Hazardous Wastes" as below.

Japan: Waste that falls under the category of specially controlled industrial wastes under the "Waste Disposal and Public Cleansing Law"

China: Wastes listed in the National Hazardous Waste Inventory by the Ministry of Ecology and Environment of China"

*2 Amount not effectively used and reduced by intermediate treatment such as dewatering

*3 Total amount of residual waste landfilled after incineration and waste directly landfilled

*4 The Shimoshinjo office closed in March 2021, and figures from FY2022 onwards do not include the Shimoshinjo office

● Air pollutants emissions trend and substances handled

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Y/Y
SOx (sulfur oxides)*¹*²	Noto Plant, Shiga Product Supply Center, Nara Research and Development Center, Suzhou Plant (China)	tons	1.8	1.3	1.5	1.5	0.6	1.6	+150.7%
NOx (nitrogen oxides)*¹*²			3.9	4.4	4.2	4.2	4.9	4.5	-8.3%
VOC (volatile organic compounds) handled	Noto Plant, Shiga Product Supply Center, Nara Research and Development Center		57	55	57	61	60	54	-10.0%

*1 Emission is estimated based on results from regular examinations

*2 Suzhou Plant (China) is not included until FY2019

● Water pollutants emissions trend

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Y/Y
BOD(biochemical oxygen demand)*	Noto Plant, Shiga Product Supply Center, Nara Research and Development Center, Suzhou Plant (China))	tons	8.8	4.8	3.4	3.4	3.3	2.3	-28.8%
COD(chemical oxygen demand)*			7.1	4.5	4.8	4.2	3.6	3.5	-2.3%

*Emission is estimated based on results from regular examinations



ESG Data

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

● Water usage trend

Category		Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Y/Y	
Water usage total		A (=①a+b+c, ②d+e)	Santen Group (All of the facilities and sales offices in Japan, and major production facility in other countries (Suzhou Plant in China))	thousand m ³	588	542	521	612	562	✓ 667	+18.7%
① Water Intake	Tap water	a			154	112	125	149	129	210	+63.3%
	Industrial water	b			96	104	89	142	152	152	-0.0%
	Groundwater	c			338	326	307	321	281	305	+8.4%
② Usage	Discharge	d			430	406	417	543	499	✓ 580	+16.2%
	Consumption	e			158	136	104	69	63	87	+38.2%
Consolidated Sales Revenue		f consolidated	billion yen	241.6	249.6	266.3	279.0	302.0	300.0	-0.6%	
Water usage per unit of revenue		=A/f	thousand m ³ /billion yen	2.4	2.2	2.0	2.2	1.9	2.2	+19.5%	
Water intake per production quantity			m ³ /ten thousand units	13.1	12.0	13.6	14.9	13.1	14.1	+7.3%	

● PRTR substances handled

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Y/Y
Methylnaphthalene	All of the facilities and sales offices in Japan	tons	23.3	22.3	20.4	20.6	19.4	21.4	+10.3%
Boron compounds			0.7	0.6	0.6	1.5	0.6	0.8	+33.2%
Xylene			0.2	0.4	0.3	0.1	0.2	0.1	-34.4%

PCB storage

- The Santen group currently does not possess any equipment containing PCBs
- The PCB-containing equipment that was previously stored was properly disposed of and rendered harmless through a nationally designated contractor in March 2017

Prevention of environmental pollution (Compliance with Legal Regulations)

- We comply with the regulations of the local governments in which our plants and Research and Development Center are located in Japan.
- Noto Plant: Based on the Hodatsushimizu Town Pollution Prevention Agreement
- Shiga Product Supply Center: Based on the Shiga Prefecture Pollution Prevention Ordinance (air) and the Taga Town Pollution Prevention and Environmental Conservation Agreement (water quality, noise, vibration)
- Nara Research and Development Center: Based on the Ikoma City Pollution Prevention Agreement



Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

ESG Data

Social Data

Basic employee data

Scope: Employees of our group (Contract employees are not included. Data on seconded employees is collected by the host company).
The offices covered by the data are based on the scope of each item.

● Number of employees*

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Consolidated Total	Consolidated	Persons	4,108	4,229	4,315	4,144	3,744	3,849
Non-consolidated Total	Non-consolidated		1,840	1,872	1,839	1,807	1,676	1,756
Male	Non-consolidated		1,395	1,410	1,384	1,348	1,220	1,272
Female	Non-consolidated		445	462	455	459	456	484

● Number of employees by region*

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Japan	Santen Group in Japan	Persons	1,994	2,004	1,968	1,930	1,722	1,802
China	Santen Group outside of Japan		808	790	787	725	703	714
Asia	Santen Group outside of Japan		382	396	403	385	386	395
EMEA	Santen Group outside of Japan		667	690	748	752	737	761
Americas	Santen Group outside of Japan		257	349	409	352	196	177
Total	Consolidated		4,108	4,229	4,315	4,144	3,744	3,849

*Calculated based on the new global personnel database from FY2020



ESG Data

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

● Number of employees by gender and rank

Category		Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	
Santen Total	Total	Consolidated	Persons	4,108	4,229	4,315	4,144	3,744	3,849	
	Male		Persons	—	—	2,477	2,370	2,093	2,145	
			%	—	—	57.4	57.2	55.9	55.7	
	Female		Persons	—	—	1,838	1,774	1,651	1,704	
%		—	42.2	42.6	42.8	44.1	44.3			
Corporate Officer	Total	Consolidated	Persons	—	—	21	21	19	15	
	Male		Persons	—	—	18	15	14	✓	11
			%	—	—	85.7	71.4	73.7	73.3	
	Female		Persons	—	—	3	6	5	✓	4
%		—	12.0	14.3	28.6	26.3	26.7			
Director	Total	Consolidated	Persons	—	—	302	295	264	297	
	Male		Persons	—	—	210	203	181	✓	201
			%	—	—	69.5	68.8	68.6	67.7	
	Female		Persons	—	—	92	92	83	✓	96
%		—	—	30.5	31.2	31.4	32.3			
Manager	Total	Consolidated	Persons	—	—	963	886	817	832	
	Male		Persons	—	—	581	515	461	✓	469
			%	—	—	60.3	58.1	56.4	56.4	
	Female		Persons	—	—	382	371	356	✓	363
%		—	—	39.7	41.9	43.6	43.6			
General employee	Total	Consolidated	Persons	—	—	3,029	2,942	2,644	2,705	
	Male		Persons	—	—	1,668	1,637	1,437	✓	1,464
			%	—	—	55.1	55.6	54.3	54.1	
	Female		Persons	—	—	1,361	1,305	1,207	✓	1,241
%		—	—	44.9	44.4	45.7	45.9			

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
STEM-related positions* ¹ ratio of female employees	Consolidated	%	—	—	—	—	52.6	56.5
Revenue generating functions* ² ratio of female managers	Consolidated	%	—	—	—	—	39.9	39.9

*1 Work utilizing skills related to science, technology, engineering, and mathematics, defined as research and development positions in our company

*2 Departments other than headquarters functions are defined as all revenue departments



ESG Data

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

● Number of employees by gender and rank

Category		Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Santen Total	Total	Santen Group in Japan	Persons	—	—	—	—	1,722	1,802
	Male		Persons	—	—	—	—	1,249	1,300
			%	—	—	—	—	72.5	72.1
	Female		Persons	—	—	—	—	473	502
			%	24.2*	24.7*	24.7*	25.8	27.5	27.9
Corporate Officer	Total	Santen Group in Japan	Persons	—	—	—	—	13	10
	Male		Persons	—	—	—	—	9	7
			%	—	—	—	—	69.2	70.0
	Female		Persons	—	—	—	—	4	3
			%	—	—	—	—	30.8	30.0
Director	Total	Santen Group in Japan	Persons	—	—	—	—	77	97
	Male		Persons	—	—	—	—	67	82
			%	—	—	—	—	87.0	84.5
	Female		Persons	—	—	—	—	10	15
			%	—	—	—	—	13.0	15.5
Manager	Total	Santen Group in Japan	Persons	—	—	—	—	300	307
	Male		Persons	—	—	—	—	240	244
			%	—	—	—	—	80.0	79.5
	Female		Persons	—	—	—	—	60	63
			%	—	—	—	—	20.0	20.5
General employee	Total	Santen Group in Japan	Persons	—	—	—	—	1,332	1,388
	Male		Persons	—	—	—	—	933	967
			%	—	—	—	—	70.0	69.7
	Female		Persons	—	—	—	—	399	421
			%	—	—	—	—	30.0	30.3

*The data is reported on a non-consolidated basis from FY2019 to FY2021



ESG Data

● Females in managerial positions

Category	Scope	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Females in managerial positions	Consolidated	%	—	38.4	37.1	39.0	40.4	40.5
	Santen Group in Japan*		—	12.2	13.6	16.9	19.0	19.6

*Non-consolidated until FY2021

● Average length of service

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Total	Consolidated	Years	—	10.5	10.4	10.5	10.7	10.7
Male a			—	12.5	12.3	12.5	12.7	12.7
Female b			—	7.7	7.8	7.9	8.1	8.2
Gender disparity in average length of service* = (b-a)/a		%	—	-38.4	-36.6	-36.8	-36.2	-35.4
Total	Non-consolidated	Years	15.8	16.3	16.8	17.2	16.8	16.4
Male a			16.3	16.8	17.4	17.8	17.5	17.1
Female b			14.1	14.5	15.1	15.3	14.9	14.5
Gender disparity in average length of service* = (b-a)/a		%	-13.5	-13.7	-13.2	-14.0	-14.9	-15.2

*The gender disparity in average length of service is calculated using the following formula: [(average length of service of women - average length of service of men) ÷ average length of service of men]

● Average age of employees

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Total	Consolidated	Years old	—	41.8	42.2	42.7	42.4	42.7
Male			—	42.9	43.2	43.8	43.3	43.6
Female			—	40.3	40.8	41.3	41.1	41.5
Total	Non-consolidated	Years old	42.9	43.5	44.0	44.3	43.8	43.9
Male			43.5	44.0	44.5	44.8	44.3	44.4
Female			41.3	41.7	42.3	42.8	42.3	42.5



Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

ESG Data

● Number of newly hired employees/Hiring cost

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Total	Consolidated	Persons	554	580	702	375	385	478
Japan			117	98	106	67	81	169
China			159	198	249	105	109	109
Asia			92	59	74	62	69	62
EMEA			143	109	144	117	113	129
America			43	116	129	24	13	9
Rate of open positions filled by internal candidates*	Consolidated	%	—	—	9.5	10.0	12.7	8.4
Average hiring cost	Consolidated	Thousand yen	—	—	652	664	577	947

*Percentage of open slots filled from within the company



ESG Data

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

● Employee turnover/Employee turnover rate

Category		Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023*2	FY2024
Japan	Number of turnover*1	Santen Group in Japan	Persons	—	89	126	128	289	90
	Turnover rate		%	—	4.4	6.4	6.6	16.8	5.0
China	Number of turnover*1	Outside of Japan	Persons	—	185	255	171	158	123
	Turnover rate		%	—	23.5	32.4	23.6	22.5	17.2
Asia	Number of turnover*1	Outside of Japan	Persons	—	72	71	79	69	69
	Turnover rate		%	—	18.5	17.6	20.5	17.9	17.5
EMEA	Number of turnover*1	Outside of Japan	Persons	—	90	117	124	138	104
	Turnover rate		%	—	13.2	15.6	16.5	18.7	13.7
America	Number of turnover*1	Outside of Japan	Persons	—	58	73	78	169	28
	Turnover rate		%	—	17.1	17.8	22.2	86.2	15.8
Total	Number of turnover*1	Consolidated	Persons	—	494	642	580	823	414
	Turnover rate		%	—	12.0	14.9	14.0	22.0	10.8

*1 The number of employees who retired between April and March of each year (including contract employees)

*2 Implemented structural reforms in FY2023 (early retirement special support program in Japan and streamlining of the pharmaceutical sales business in the Americas)

● Voluntary turnover rate (non-consolidated)

Category		Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023*	FY2024
Total	Number of turnover	Non-consolidated	Persons	—	55	85	114	253	90
	Turnover rate		%	—	2.9	4.6	6.3	15.1	5.1
	Number of voluntary turnover		Persons	—	49	75	88	85	73
	Turnover rate		%	—	2.6	4.1	4.9	5.1	4.2
Male	Number of turnover		Persons	—	42	63	79	200	64
	Turnover rate		%	—	3.0	4.6	5.9	16.4	5.0
	Number of voluntary turnover		Persons	—	39	57	64	64	51
	Turnover rate		%	—	2.8	4.1	4.7	5.3	4.0
Female	Number of turnover		Persons	—	13	22	35	53	26
	Turnover rate		%	—	2.8	4.8	7.6	11.6	5.4
	Number of voluntary turnover		Persons	—	10	18	24	21	22
	Turnover rate		%	—	2.2	4.0	5.2	4.6	4.5

*Implemented early retirement special program in FY2023



Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

ESG Data

● Average remuneration

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Mean Employee Compensation	Consolidated	Thousand yen	—	—	—	—	10,459	11,201
Median Employee Compensation			—	—	—	—	7,926	8,431

● Average annual salary by gender and rank*

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	
Total	Consolidated	Total	—	—	—	—	10,459	11,201	
		Male	—	—	—	10,408	10,642	11,340	
		Female	—	—	—	9,606	9,714	10,591	
Manager		Male	—	—	15,686	17,951	18,530	✓ 19,713	
		Female	—	—	14,916	17,946	17,965	✓ 19,731	
General Employee		Male	—	—	6,647	7,100	7,118	✓ 7,508	
		Female	—	—	6,052	6,647	6,711	✓ 7,210	
Total		Santen Group in Japan	Male	—	—	—	9,380	9,082	9,624
			Female	—	—	—	7,419	7,324	7,813
Manager	Male		—	—	—	13,945	13,739	14,843	
	Female		—	—	—	13,063	13,025	13,740	
General Employee	Male		—	—	—	7,904	7,505	7,827	
	Female		—	—	—	6,526	6,267	6,672	

*Executive compensation and stock options are excluded

● Wage Gender Differences*

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Total	Consolidated	%	—	—	—	92.3	91.3	93.4
Manager			—	—	—	100.0	97.0	100.1
General employee			—	—	—	93.6	94.3	96.0
Total	Santen Group in Japan	%	—	—	—	79.1	80.6	81.2
Manager			—	—	—	93.7	94.8	92.6
General employee			—	—	—	82.6	83.5	85.2

*The ratio of women's wages to men's wages is calculated using the following formula: [(women's wages ÷ men's wages)]

The wage disparity between men and women is primarily due to differences in the ratio of managerial positions and employment types between genders.

The wage system is the same for both genders, with no differences based on gender



ESG Data

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

● Human Resource Development

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
The aggregate length of training sessions*	Consolidated	Hours	—	—	48,612	93,384	58,613	146,293
Average hours per FTE of training and development*		Hours	—	—	—	—	15.7	38.0
Investment in training	Consolidated	Millions of yen	—	—	277	213	230	394
Average amount spent per FTE on training and development		Thousand yen	—	—	—	—	61	102

*Only the cases that can be determined as training for human resource development are included in the calculation

● People with disabilities

Category	Boundary	Unit	As of June, 2020	As of June, 2021	As of June, 2022	As of June, 2023	As of June, 2024	As of June, 2025
People with disabilities*	Santen Group in Japan	Persons	54	59	59	54	52	51
Visually impaired people (actual number)			—	—	5	5	4	4
Rate of people with disabilities*		%	2.62	2.88	2.93	2.80	2.97	2.72

*Follows Ministry of Health, Labor and Welfare standards

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Italy	Outside of Japan	Persons	—	—	—	—	4	4
		%	—	—	—	—	5.00	5.00
Germany		Persons	—	—	—	—	2	2
		%	—	—	—	—	2.80	3.33
France		Persons	—	—	—	—	3	3
		%	—	—	—	—	5.62	5.45

● Number of fixed-term employees

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Consolidated Total	Consolidated	Persons	—	990	971	897	820	800
Total (Santen Group in Japan)	Santen Group in Japan*		112	122	106	106	58	49

*Including the number of seconded employees to outside of group companies



ESG Data

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

● Contract Employee

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Total	Santen Group in Japan	Persons	181	181	182	193	205	228

● Number of users of childcare and nursing care systems

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024		
Special Leave (paid)	Santen Group in Japan	Number of Maternity Leave*1	Persons	26	24	18	20	14	17	
		Nursing care leave for a preschool child*1	Persons	11	6	6	4	2	5	
		Nursing care leave for an elderly or disabled family*1	Persons	0	3	3	1	1	0	
Childcare leave system*2	Santen Group in Japan	Number of childcare leave*1	Male	Persons	49	77	37	35	25	33
			Female	Persons	40	43	15	18	11	12
		Childcare leave acquisition rate*3	Male	%	67.1	135.1	63.8	87.5	80.6	62.3
			Female	%	—	—	93.8	120.0	110.0	80.0
Return to work rate	%	100	100	100	98.1	97.9	100			
Annual paid leave reserve system*4	Santen Group in Japan	Nursing care leave for a family member*1	Persons	63	37	70	79	49	101	
		Incl. Nursing care leave for a child*1*5	Persons	39	12	30	36	37	—*5	
		Number of Childcare leave*1*5	Persons	52	37	57	49	60	91	
Short working hours for nursing care*1	Santen Group in Japan	Persons	31	29	21	22	27	25		
Number of nursing care leave*1		Persons	1	1	1	0	0	0		
Short working hours for nursing care*1		Persons	0	0	0	0	0	0		

*1 Cumulative number of people

*2 A system that allows employees to take leave until the end of month in which their child reaches 18 months of age (the first 7 consecutive calendar days from the start of the initial leave are paid) From FY2021, the calculation criteria for childcare leave have been changed

*3 The childcare leave acquisition rate is calculated using the following formula: [number of employees who started childcare leave during the period ÷ number of employees whose spouse or themselves gave birth during the period]

*4 In FY2024, the annual paid leave accumulation system was revised, and the acquisition requirements were expanded, resulting in partial changes to the aggregation categories

*5 Scope before FY2023: elementary school students and younger; scope from FY2024 onwards: junior high school students and younger



Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

ESG Data

● Family-related leave*

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Rate of employees entitled to take family-related leaves	EMEA	%	—	—	—	—	100	100
Rate of employees that took family-related leaves(total)			—	—	—	—	5.2	11.6
Rate of male that took family-related leaves			—	—	—	—	2.1	4.4
Rate of female that took family-related leaves			—	—	—	—	3.1	7.3

*Family-related leave is in accordance with CSRD standards

● Annual paid leave

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Days granted	Santen Group in Japan	Days	18.8	18.0	19.8	19.8	19.2	19.4
Days taken			15.7	11.7	11.8	13.2	12.9	12.7
Percentage of days taken		%	83.5	65.4	59.3	66.7	68.4	65.6

● Average overtime work per month

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Overtime per person	Santen Group in Japan	hours/month	11.2	9.2	10.5	10.7	10.8	13.4



ESG Data

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

Occupational Safety and Health

● Number of work-related fatalities

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
All Operational Sites (Japan)*	Santen Group in Japan	Persons	0	0	0	0	0	0
Suzhou Plant (China)	Outside of Japan		0	0	0	0	0	0
Total	Consolidated		0	0	0	0	0	0

*2019-2021: Only Santen Pharmaceutical Co, Ltd (excluding subcontractors), from 2022 onwards: Santen Eye Care Co, Ltd and Clair Co, Ltd are added to the scope

● Occupational accidents in each region

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
All Operational Sites (Japan)	Non-consolidated	Number of accidents*1*5	5	2	5	4	2	1
		Frequency rate*2	1.20	0.54	1.38	0.56	0.59	0.31
		Severity rate*3	0.015	0.001	0.025	0.083	0.010	0.001
Suzhou Plant (China)	Outside of Japan	Number of accidents*1	0	0	1	0	1	0
		Frequency rate*2	0.00	0.00	0.40	0.00	0.40	0.00
		Severity rate*3	0.000	0.000	0.078	0.000	0.063	0.000
Tampere Plant (Finland)*4	Outside of Japan	Number of accidents*1	1	—	—	—	—	—
		Frequency*2	3.40	—	—	—	—	—
		Severity rate*3	0.010	—	—	—	—	—
Consolidated	Consolidated	Number of accidents*1	—	—	—	8	4	2
		Frequency rate*2*5	—	—	—	0.77	0.56	0.27
		Severity rate*3	—	—	—	0.038	0.017	0.001
Contractors (Japan)	Japan	Number of accidents*1	—	—	—	0	0	1
		Frequency rate*2	—	—	—	0.00	0.00	18.04
Contractors (China)	China	Number of accidents*1	—	—	—	0	0	0
		Frequency rate*2	—	—	—	0.00	0.00	0.00

*1 Number of accidents: In Japan and China denotes the number of accidents resulting in employees being absent from work for any length of time. In Finland, it denotes the number of accidents resulting in employees being absent from work for three or more days. Commuting disasters are not included.

Scope: All employees, including part-time employees and rehired employees, and employees seconded to domestic group companies. From FY2022, seconded employees and domestic group companies Claire Inc. and Santen Eye Care Co are included. Contract employees are not included.

Employees seconded overseas are not included from FY2022 as they are not covered by workers' compensation insurance in Japan.

*2 Frequency rate: Number of casualties causing industrial accidents per million aggregate actual working hours; it denotes the frequency of accidents.

*3 Severity rate: Number of lost working days per 1,000 aggregate actual working hours; it denotes the level of severity of accidents.

*4 Santen's own Tampere Plant was transferred to NextPharma and necessary process has been completed on September 30, 2019. The data for 2019 shows the data up to the transfer completion date.

*5 Santen Italy S.r.l. and Sweden (FI Oy) are not included because the aggregation system is still being developed.



Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

ESG Data

● Health and Productivity Management

Category		Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Presenteeism**1*2	Activation Rate	Santen Group in Japan	%	—	—	83.0	84.0	85.0	85.0
	The Brief Job Stress Questionnaire*3	Santen Group in Japan		Examination rate	93.7	91.9	88.1	90.1	88.5
High stress rate				9.9	7.9	10.3	10.3	10.0	8.1
Employee Engagement	Engagement score*4	Consolidated		—	—	—	64	64	72
	Response rate			—	—	—	73	93	93

*1 Activity (productivity) indices related to "work performance, quality, and quantity" derived from the database of Humange, Inc., the company that commissioned the stress check survey table

*2 Including employees seconded to overseas branches

*3 Since we highly focus on employee's mental health, we put not only the industrial physician, required by law, but also the public health nurse at each sites as well as the EAP service so that employees have easier access to health advice/services

*4 Employee Engagement survey under globally uniform standards since FY2023



Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

ESG Data

Product Development and Stable Supply

● Research and Development

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
R&D expenses	Consolidated	Millions of yen	23,341	24,112	26,377	28,297	25,419	24,103
Ratio of R&D expenses to net sales		%	9.7	9.7	9.9	10.1	8.4	8.0

● Product Recall

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Class I *1	Consolidated	Cases	0	0	0	0	0	0
Class II *2			3	0	1	1	0	1

*1 Class I : Situations where the use of the product can cause serious health damage or death

*2 Class II : Situations where the use of the product may cause temporary or medically curable health hazards, or the risk of serious health hazards is unlikely

● Supply Chain

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Supply assessment rate	Consolidated	%	—	—	—	93.5	95.8	—
Supplier training rate			—	—	—	87.1	96.0	—
ESG education rate for procurement department staff			—	—	—	100	100	—



Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

ESG Data

Stakeholder Engagement

● Freedom of Association

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	
Number of union members	Non-consolidated	Persons	—	—	1,277	1,263	1,180	1,227	
Rate of union members in the total employees		%	—	—	69.4	69.9	70.4	69.9	
Number of collective bargaining rights holders		Persons	—	—	—	1,263	1,180	1,227	
Percentage of employees with collective bargaining rights		%	—	—	—	100	100	100	
Rate of employees covered by collective bargaining agreements	France	Outside of Japan	%	—	—	—	—	100	100
	Finland			—	—	—	—	100	100
	Italy			—	—	—	—	100	100

● Donation

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Amount of donations	Consolidated	Millions of yen	—	—	810	878	796	524
Ratio to consolidated core operating profits		%	—	—	1.7	2.0	1.3	0.9

● Distribution of Added Value to Stakeholders

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Shareholders	Consolidated	Millions of yen	—	—	11,998	12,611	11,881	12,112
Employees*			—	—	50,763	39,026	37,990	37,960
Creditors (financial institutions)			—	—	249	476	831	1,083
Business partners*			—	—	143,407	170,181	176,795	178,984
Government agencies (national and local)			—	—	8,427	9,184	3,171	11,628
Local communities			—	—	810	870	796	524
Environment			—	—	392	371	281	—

*The aggregation method has been revised and the figures have been retroactively adjusted for FY2022



Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

ESG Data

● Visitors to Plant Tours

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Shiga Product Supply Center	Japan	Persons	—	—	0	0	68	175
Noto Plant			—	—	24	70	120	240
Claire Co., Ltd.			—	—	46	27	114	243
Suzhou Plant	China		—	—	160	66	104	106

● Number of Participants in Disability-related Work Experience Programs

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Claire Co., Ltd.	Japan	Persons	—	—	30	14	26	38

● Dialogue with investors and analysts

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Number of meetings (approx.)	Consolidated	Times	—	—	—	260	280	350



Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

ESG Data

Governance Data

Corporate Governance

Category	Boundary	Unit	As of June, 2020	As of June, 2021	As of June, 2022	As of June, 2023	As of June, 2024	As of June, 2025
Directors (incl. female directors)	Non-consolidated	Persons	6(1)	6(1)	8(2)	7(2)	8(2)	6(2)
Inside directors (incl. female directors)			3(0)	3(0)	3(0)	2(0)	4(1)	3(1)
Outside directors (incl. female directors)			3(1)	3(1)	5(2)	5(2)	4(1)	3(1)
Corporate Auditors (incl. Female Corporate Auditors)	Non-consolidated	Persons	4(1)	4(1)	4(1)	4(1)	4(1)	4(1)
Inside Corporate Auditors (incl. Female Corporate Auditors)			1(0)	1(0)	1(0)	1(0)	1(0)	1(0)
Outside Corporate Auditors (incl. Female Corporate Auditors)			3(1)	3(1)	3(1)	3(1)	3(1)	3(1)

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Meetings of the Board of Directors held	Non-consolidated	Times	14	14	14	13	13	13
Attendance rate of Directors	Non-consolidated	%	100	100	100	100	98	97
Attendance rate of Corporate Auditors	Non-consolidated		100	100	98	100	98	100
Meetings of the Board of Corporate Auditors held	Non-consolidated	Times	10	10	10	11	10	11
Attendance rate of Corporate Auditors	Non-consolidated	%	100	100	100	100	100	100
CEO compensation	Non-consolidated	Millions of yen	—	—	—	—	191	187
CEO-to-employee pay ratio*	Consolidated	Times	—	—	—	—	18.3	16.7

*Please refer to [Social Data](#) for average remuneration of employees



ESG Data

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

Compliance

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Annual compliance education	Consolidated	%	—	—	98.8	95.5	99.9	96.5
Major compliance violations		Cases	—	—	0	0	0	0
Consultation and reporting received (incl. disciplinary actions taken)			—	—	45(2)	35(6)	45(16)	54(7)
Corruption or Bribery			—	—	—	0	1	1
Discrimination or Harassment			—	—	—	10	25	32
Customer Privacy Data			—	—	—	0	0	1
Conflicts of Interest			—	—	—	2	1	2
Money Laundering or Insider trading			—	—	—	0	0	0
Others			—	—	—	23	18	18
Legal actions for corruption received			0	0	0	0	0	0
Lawsuit filed due to legal violations			0	0	0	0	0	0
Breaches of client data reported to regulators		0	0	0	0	0	0	
Regulatory complaints concerning marketing and selling practices		0	0	0	0	1	0	



Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

ESG Data

Information Security

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Information security breaches	Consolidated	Cases	—	0	0	0	0	0

Policy Influence

Category	Boundary	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Political contributions	Non-consolidated	Millions of yen	—	—	4	4	4	4
Industry and business association participation fees			—	—	50	40	50	52
Lobbying			—	—	0	0	0	0

Revenues, Income Tax Paid, etc. by Country*

● Year Ended March 31, 2024

Country	Unit	Revenues	Profit (Loss) before Income Tax	Income Tax Paid (on Cash Basis)	Income Tax Accrued - Current Year	Number of employees
Japan	million yen, employees	203,336	26,266	9,469	6,559	1,722
Switzerland		87,350	8,644	240	89	168
China		36,594	6,125	963	1,577	703
Finland		24,076	759	171	171	185
Singapore		17,545	4,516	158	222	143
South Korea		14,744	2,037	448	354	98
Other		88,452	-6,131	649	1,200	725
Total			472,096	42,217	12,097	10,172

*The above amounts are based on the statutory "Country-by-Country Report (CbCR)" and differ from the Consolidated Financial Statements.

The amount of revenue includes not only operating revenue, but also financial income, dividends received, and gains on sales of securities/fixed assets.



GRI Standards Content Index

The following shows locations on our website corresponding to disclosures required by the Global Reporting Initiative (GRI) Sustainability Reporting Standards. For items whose details are available in our Santen Report and Corporate Governance Report and others, relevant data are presented.

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

General Disclosures

Disclosure		References
GRI 2: General Disclosures 2021		
2-1	Organizational details	Overview
2-2	Entities included in the organization's sustainability reporting	Global Operations
2-3	Reporting period, frequency and contact point	Editorial Policy
2-4	Restatements of information	—
2-5	External assurance	ESG (Environment, Social and Governance) Data Year Ended March 31, 2025
2-6	Activities, value chain and other business relationships	Sustainable Procurement
2-7	Employees	Social Data
2-8	Workers who are not employees	Social Data
2-9	Governance structure and composition	Corporate Governance Governance Data
2-10	Nomination and selection of the highest governance body	Corporate Governance Corporate Governance Report
2-11	Chair of the highest governance body	Corporate Governance Corporate Governance Report
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Promotion System
2-13	Delegation of responsibility for managing impacts	Sustainability Promotion System
2-14	Role of the highest governance body in sustainability reporting	Sustainability Promotion System
2-15	Conflicts of interest	Corporate Governance Corporate Governance Report Santen Report
2-16	Communication of critical concerns	Speak-Up Program
2-17	Collective knowledge of the highest governance body	Santen Report Corporate Governance
2-18	Evaluation of the performance of the highest governance body	Corporate Governance Corporate Governance Report Santen Report

Disclosure		References
GRI 2: General Disclosures 2021		
2-19	Remuneration policies	Santen Report Corporate Governance
2-20	Process to determine remuneration	Santen Report Corporate Governance
2-21	Annual total compensation ratio	Governance Data Corporate Governance Report
2-22	Statement on sustainable development strategy	Our Sustainability Commitment
2-23	Policy commitments	Human Rights Policy
2-24	Embedding policy commitments	Respect for Human Rights
2-25	Processes to remediate negative impacts	Speak-Up Program
2-26	Mechanisms for seeking advice and raising concerns	Speak-Up Program
2-27	Compliance with laws and regulations	Governance Data
2-28	Membership associations	Japan Business Federation (Keidanren), The Federation of Pharmaceutical Manufacturers' Association of JAPAN (FPMAJ), The Japan Pharmaceutical Manufacturers Association (JPMA), etc.
2-29	Approach to stakeholder engagement	Stakeholder Engagement
2-30	Collective bargaining agreements	Social Data Dialogues with employee unions
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Materiality Identification Process
3-2	List of material topics	Materiality
3-3	Management of material topics	Most Important Materialities



GRI Standards Content Index

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

Economic Topic

Disclosure		References
Economic Performance		
201-1	Direct economic value generated and distributed	Distribution of Added Value to Stakeholders
201-2	Financial implications and other risks and opportunities due to climate change	Disclosures Based on the TCFD Recommendations
201-3	Defined benefit plan obligations and other retirement plans	—
201-4	Financial assistance received from government	—
Market Presence		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	—
202-2	Proportion of senior management hired from the local community	—
Indirect Economic Impacts		
203-1	Infrastructure investments and services supported	Donations Social Contribution Activities Access to Healthcare
203-2	Significant indirect economic impacts	—
Procurement Practices		
204-1	Proportion of spending on local suppliers	—
Anti-corruption		
205-1	Operations assessed for risks related to corruption	Risk Management System
205-2	Communication and training about anti-corruption policies and procedures	Anti-Bribery Anti-Corruption (ABAC)
205-3	Confirmed incidents of corruption and actions taken	Anti-Bribery Anti-Corruption (ABAC) Governance Data
Anti-competitive Behavior		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Speak-Up Program

Disclosure		References
TAX		
207-1	Approach to tax	Santen Tax Policy
207-2	Tax governance, control, and risk management	Santen Tax Policy
207-3	Stakeholder engagement and management of concerns related to tax	Santen Tax Policy
207-4	Country-by country reporting	Governance Data

Environmental Topics

Materials		
301-1	Materials used by weight or volume	Environment data
301-2	Recycled input materials used	Waste Reduction
301-3	Reclaimed products and their packaging materials	—
Energy		
302-1	Energy consumption within the organization	Environment data
302-2	Energy consumption outside of the organization	Environment data
302-3	Energy intensity	Environment data
302-4	Reduction of energy consumption	Energy Conservation Environment data
302-5	Reductions in energy requirements of products and services	—
Water and Effluents		
303-1	Interactions with water as a shared resource	Conservation of Water Resources Environment data
303-2	Management of water discharge-related impacts	Conservation of Water Resources Environment data
303-3	Water withdrawal	Conservation of Water Resources Environment data
303-4	Water discharge	Conservation of Water Resources Environment data
303-5	Water consumption	Conservation of Water Resources Environment data



GRI Standards Content Index

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

Disclosure		References
Biodiversity		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity
304-2	Significant impacts of activities, products, and services on biodiversity	Biodiversity
304-3	Habitats protected or restored	Biodiversity
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	—
Emissions		
305-1	Direct (Scope 1) GHG emissions	Reduction of Greenhouse Gas Emissions from Santen Environment data
305-2	Energy indirect (Scope 2) GHG emissions	Reduction of Greenhouse Gas Emissions from Santen Environment data
305-3	Other indirect (Scope 3) GHG emissions	Reduction of Greenhouse Gas Emissions from our Supply Chains Environment data
305-4	GHG emissions intensity	Reduction of Greenhouse Gas Emissions from Santen Environment data Reduction of Greenhouse Gas Emissions from our Supply Chains Environment data
305-5	Reduction of GHG emissions	Reduction of Greenhouse Gas Emissions from Santen Environment data Reduction of Greenhouse Gas Emissions from our Supply Chains Environment data
305-6	Emissions of ozone-depleting substances (ODS)	—
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Prevention of Environmental Pollution Environment data

Disclosure		References
Waste		
306-1	Waste generation and significant waste-related impacts	Waste Reduction Environment data
306-2	Management of significant waste-related impacts	Waste Reduction Environment data
306-3	Waste generated	Waste Reduction Environment data
306-4	Waste diverted from disposal	Waste Reduction Environment data
306-5	Waste directed to disposal	Waste Reduction Environment data
Supplier Environmental Assessment		
308-1	New suppliers that were screened using environmental criteria	Sustainable Procurement
308-2	Negative environmental impacts in the supply chain and actions taken	Supplier Assessment Waste Reduction

Social Topics

Disclosure		References
Employment		
401-1	New employee hires and employee turnover	Social Data
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Welfare and Benefit System Social Data
401-3	Parental leave	Systems for Achieving Work-Life Balance Social Data
Labour/Management Relations		
402-1	Minimum notice periods regarding operational changes	Dialogues with employee unions



GRI Standards Content Index

Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

Social Topics

Disclosure		References
Occupational Health and Safety		
403-1	Occupational health and safety management system	Measures Taken by the Health and Safety Committee Occupational Health and Safety Policy
403-2	Hazard identification, risk assessment, and incident investigation	Health and Safety Management Systems Measures Taken by the Health and Safety Committee Safety Management of Chemicals Appropriate Control of Chemical Substances
403-3	Occupational health services	Health and Safety Management Systems Safety Management of Chemicals Appropriate Control of Chemical Substances Health and Productivity Management
403-4	Worker participation, consultation, and communication on occupational health and safety	Health and Safety Management Systems Measures Taken by the Health and Safety Committee
403-5	Worker training on occupational health and safety	—
403-6	Promotion of worker health	Health and Productivity Management
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety Management Systems Measures Taken by the Health and Safety Committee
403-8	Workers covered by an occupational health and safety management system	Health and Safety Management Systems Measures Taken by the Health and Safety Committee Social Data

Disclosure		References
403-9	Work-related injuries	Health and Safety Management Systems Measures Taken by the Health and Safety Committee Social Data
403-10	Work-related ill health	Health and Productivity Management Health and Safety Management Systems Measures Taken by the Health and Safety Committee Social Data
Training and Education		
404-1	Average hours of training per year per employee	People Development Program Social Data
404-2	Programs for upgrading employee skills and transition assistance programs	People Development Program Global Job Posting System Meister System Support Programs for Employees at Each Career Stage
404-3	Percentage of employees receiving regular performance and career development reviews	People Development through Management by Objectives
Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	Diversity, Equity & Inclusion Social Data Governance Data
405-2	Ratio of basic salary and remuneration of women to men	Diversity, Equity & Inclusion Social Data
Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	—
Freedom of Association and Collective Bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Freedom of Association Dialogues with employee unions



Sustainability at Santen

Environment

Social

Governance

Appendix

Stakeholder Engagement

External Assessment

ESG Data

GRI Standards Content Index

GRI Standards Content Index

Social Topics

Disclosure		References
Child Labour		
408-1	Operations and suppliers at significant risk for incidents of child labour	Human Rights Policy Sustainable Procurement Respect for Human Rights in Supply Chain
Forced or Compulsory Labour		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Human Rights Policy Sustainable Procurement Respect for Human Rights in Supply Chain
Security Practices		
410-1	Security personnel trained in human rights policies or procedures	—
Rights of Indigenous Peoples		
411-1	Incidents of violations involving rights of indigenous peoples	—
Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	Access to Healthcare Social Contribution Activities
413-2	Operations with significant actual and potential negative impacts on local communities	Prevention of Environmental Pollution Environment Data
Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	—
414-2	Negative social impacts in the supply chain and actions taken	Supplier Assessment
Public Policy		
415-1	Political contributions	Anti-Bribery Anti-Corruption (ABAC)
Customer Health and Safety		
416-1	Assessment of the health and safety impacts of product and service categories	Product Quality & Safety

Disclosure		References
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product Recall Social Data
Marketing and Labeling		
417-1	Requirements for product and service information and labeling	Product Quality & Safety Ethical Marketing Practices
417-2	Incidents of non-compliance concerning product and service information and labeling	Product Recall Social Data
417-3	Incidents of non-compliance concerning marketing communications	Ethical Marketing Practices Governance Data
Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Protection of Personal Information Governance Data

Santen