



Sustainability Report 2026

Year ended March 31, 2026

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.

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〈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 2025 (April 1, 2025 to March 31, 2026)

(Certain information is updated after April 1, 2026.)

〈Publication Schedule〉

• July 2026

• In principle, published once a year (with updates made as appropriate after publication)

• Next scheduled publication: around July 2027

〈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.

〈Contact〉

<https://www.santen.com/en/contact>

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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.



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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.



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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



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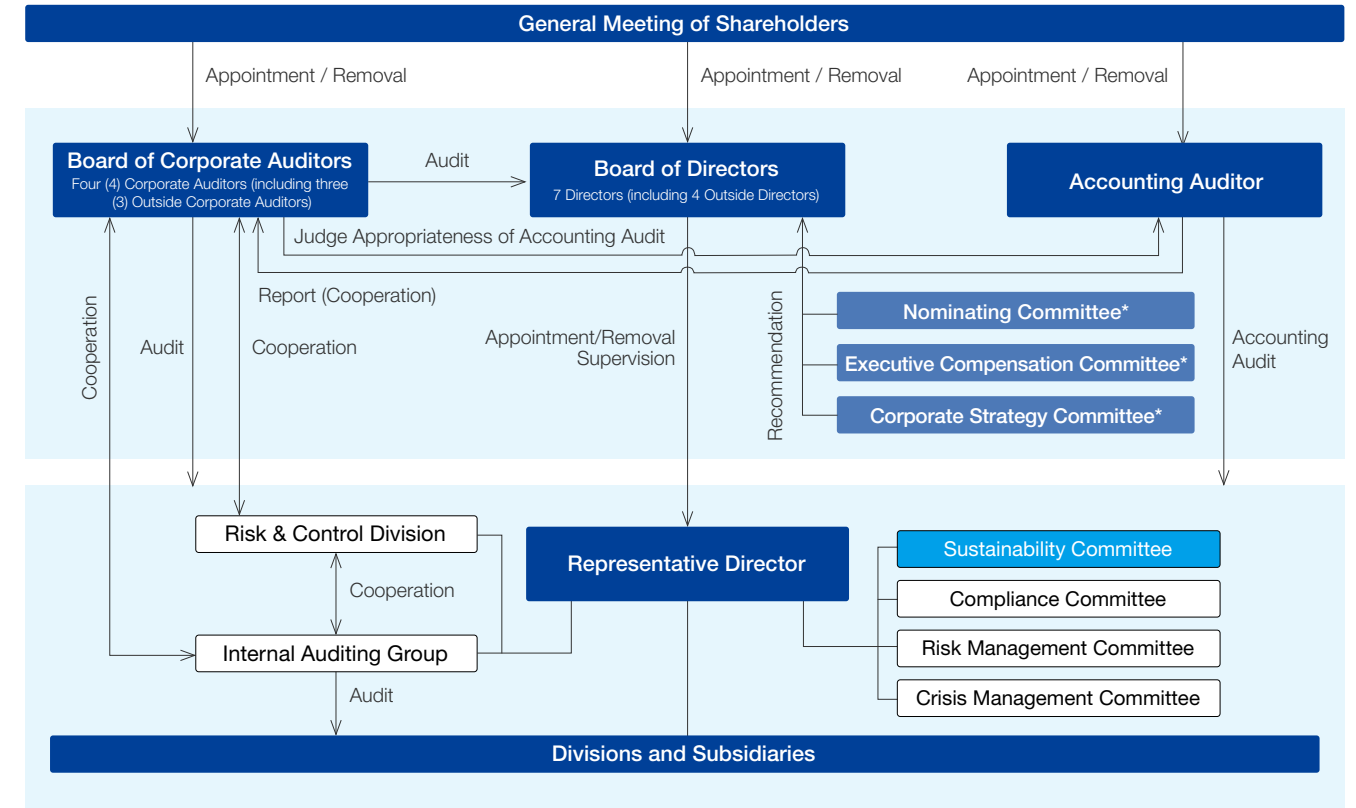
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- Santen holds a Sustainability Committee, chaired by the CEO and composed of executive officers from related divisions, which meets at least twice a year.
- The Corporate Officer in charge of sustainability oversees company-wide sustainability activities.
- 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.
- The Committee also deliberates on the progress against the targets and indicators for the materiality re-identified as key management issues in 2025, as well as other significant matters related to sustainability activities.
- Decisions are communicated thoroughly through executive management of each department, and the Sustainability Committee regularly monitors progress on initiatives.
- Matters related to Group management strategies are proposed to the Executive Committee—the decision-making body at the operational level—for approval, while important matters are escalated to the Board of Directors.

● Management System (As of June 30, 2026)



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



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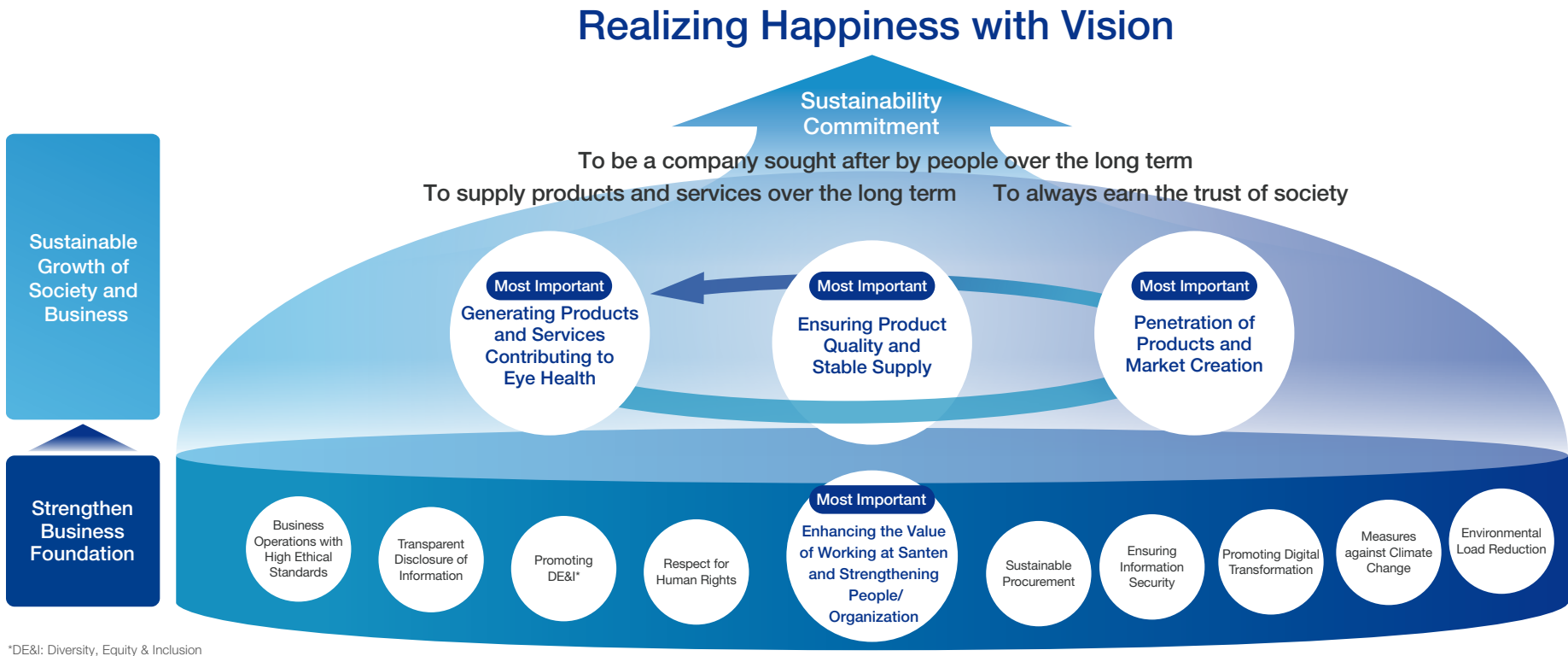
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Process for Identifying Materiality

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

Step 1 Extraction of Issues and Risk/Opportunity Analysis

Broadly list social issues and, in addition to company-wide risk items, conduct risk and opportunity analysis for each relevant department

Step 2 Organize and Integrate Items, Define as Materiality

Narrow down to 13 items based on the direction of the Medium-Term Management Plan and various guidelines

Step 3 Evaluation of Financial Impact

Calculate the financial implications based on factors such as the effect on profits and the likelihood of occurrence, and then evaluate the impacts

Step 4 Identification of Most Important Materiality

Identify the four items with the greatest financial impact as the most important materiality

Step 5 Dialogue with External Stakeholders and Experts

Evaluate the validity through dialogue with external stakeholders and experts

Step 6 Setting Strategies, Indicators and Goals

Formulate strategies, indicators, and goals to address risks and opportunities, approved by the Board of Directors



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Most Important Materialities

Generating Products and Services Contributing to Eye Health

– Definition –

Provide solutions to unmet needs, including rare diseases, through product development and service creation

Risk Scenario

- 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](#)

Opportunity Scenario

- 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](#)

Counter-measures

- 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

Impact

- 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

Indicators and Targets

- Development of products (therapeutic areas/ regions) based on plans to address unmet medical needs

Progress (FY2025 Results)

- Key new products addressing unmet medical needs (launch markets)
Myopia: Ryjusea (Japan), Ryjunea (EMEA)
Glaucoma: Setaneo (Japan), Tapcom (China)
Vernal keratoconjunctivitis: Verkazia (China)

Ensuring Product Quality and Stable Supply

– Definition –

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

Risk Scenario

- Increased volatility, uncertainty, complexity, and ambiguity (VUCA) in the market, leading to higher difficulty in production capacity and supply planning [Short-term](#) [Mid-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](#)
- Decreasing supply capacity and delayed recovery during natural disasters, etc. [Short-term](#) [Mid-term](#) [Long-term](#)

Opportunity Scenario

- Establishing a global product supply network that is resilient to diverse environmental changes, including regulatory aspects [Mid-term](#) [Long-term](#)

Counter-measures

- 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

Impact

- 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

Indicators and Targets

- On Time In Full: OTIF (% of orders shipped on time and in full)

Progress (FY2025 Results)

- OTIF : 98%

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



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Penetration of Products and Market Creation

– Definition –

Become a trusted partner and maximize the value provided to patients and customers, contributing to the realization of optimal healthcare, including patient access

Risk Scenario

- 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**

Opportunity Scenario

- Expansion of the global ophthalmology market
Mid-term **Long-term**
- Exploration of potential markets driven by unmet needs in ophthalmology
Short-term **Mid-term**

Counter-measures

- Enhancing organizational capabilities to promote accurate understanding of treatment and make appropriate treatment proposals, thereby maximizing and maintaining product value
- Strengthening presence in EMEA*1, Asia, and China
- Identifying unmet treatment needs and exploring areas that enable the provision of new value

Impact

- Providing optimal ophthalmic care to a greater number of patients
- Alleviating eye-related concerns and anxieties by offering new treatment options

Indicators and Targets

- Improvement in contribution to patients worldwide (market share)
- Total number of patients we are contributing to in newly created markets (myopia and ptosis Rx*2 markets)

Progress (FY2025 Results)

- Market share*3
EMEA: 12% Asia: 13% China: 11%
- Contributed to the treatment of approximately 40,000 patients with myopia (annual usage basis)

*1 EMEA: Europe, the Middle East and Africa

*2 Rx: Prescription pharmaceuticals

*3 Source: Copyright © 2026 IQVIA. IQVIA MIDAS 2025.1Q-2025.4Q Santen analysis based on IQVIA data. Reprinted with permission.

Enhancing the Value of Working at Santen and Strengthening People/ Organization

– Definition –

Promote the philosophy framework that Santen contributes to ophthalmic healthcare and maximize the capabilities of people and organizations that can put it into practice

Risk Scenario

- 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**

Opportunity Scenario

- 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**

Counter-measures

- 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
- Implementation and promotion of company-wide cross-functional projects and strategic internal dual programs

Impact

- 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.

Indicators and Targets

- Adoption of the new philosophy framework (Core Principle, Vision, Guiding Principle, and Values)
- Improvement of the global engagement score

Progress (FY2025 Results)

- Percentage of employees who believe the Company can act and make decisions in line with the new philosophy framework: 80%
- The global engagement score: 73% (Previous year: 72%)



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	Definition	Indicators and Targets	Progress (FY2025 Results)
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	- Annual compliance education completion rate: Maintain at 95% or more - Major compliance violations: 0	- Completion rate: 100% - 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	Implementation of statutory and timely disclosure based on respective laws and regulations, and timely and voluntary disclosure to external stakeholders (e.g., integrated reports)	Timely and appropriate disclosure, including both statutory and voluntary disclosures.
Promoting DE&I	Enhance creativity and promote value creation through mutual respect among diverse talents	- Continue to promote diversity in senior management - Continuously increase the ratio of female managers (in Japan)	- Female representation among Directors and Corporate Officers (consolidated): 26.7% - Female representation in managerial positions (Japan): 18.7%
Respect for Human Rights	Understand human rights issues and conduct activities that respect human rights throughout the entire value chain	Establish internal and external human rights due diligence processes and structures	- Conducted human rights due diligence for employees in Japan and launched a process to identify, assess, and address employee-related human rights risks. - No salient human rights risks were identified, and corrective and preventive measures were implemented for the issues identified through the due diligence process.
Sustainable Procurement	Reduce procurement risks through sustainable sourcing and appropriate supplier management	- Supplier evaluation rate: 85% or higher - Supplier training rate: 80% or higher - ESG education completion rate in purchasing departments: 100%	- Supplier evaluation rate: 89.6% - Supplier training rate: 87% - 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	- Percentage of critical classified security incidents resolved within the scope of SLA*1 and OLA*2 - Cybersecurity training completion rate	- Number of cybersecurity incidents classified as "critical": 0 - IT Security Training: 98.4% - Email Security Training: 96.3%
Promoting Digital Transformation	Contribute to operational efficiency, business growth, and opportunity creation through the utilization of digital technology	Percentage of DX-related projects (e.g., ERP, generative AI) that achieved the initially expected effects: 80% or more	Percentage of DX-related projects that achieved the initially expected effects: 87%
Measures against Climate Change	Implement climate change mitigation and adaptation measures for business continuity, and reduce energy consumption and greenhouse gas emissions	- Reduce CO₂ emissions by 2030 against the 2019 level as follows - Scope 1 and 2: 50% reduction - Scope 3 Category 1 (non-consolidated): 15% reduction	- Scope 1 and 2: 12.8% reduction compared to the base year - Scope 3 Category 1: 28.7% reduction compared to the base year
Environmental Load Reduction	Minimize environmental impact, including resource use, pollution, and effects on biodiversity, across all business activities	[Water Resources] Intake of water per unit of production: 12.4m³/10,000 or less [Resource Conservation] Recycling rate: 98% or more [Plastic] 1) 60% of plastic eye drop containers being produced from biomass plastic in 2030 2) Reduce plastic materials used in packaging and packing materials by 15% by 2030 compared to 2019	[Water Resources] Water consumption per unit of production: 16.0 m³/10,000 bottles [Resource Conservation] Recycling rate: 99.6% [Plastic] 1) Replacement with biomass plastic eye drop containers: 14 products have been converted. 2) Investigating alternative means of plastic materials for packaging and packing material

*1 SLA: Service Level Agreement

*2 OLA: Operational Level Agreement

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



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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.

Initiatives

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](#)





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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.





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Environmental Conservation

Aim

- To ensure a clear vision of a beautiful world for all, the Santen Group is committed to 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

- ① To help prevent global warming, we will strive to lower our greenhouse gas emissions, to contribute to achieving a decarbonizing society.
- ② 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.

- ③ We will promote the preservation and efficient use of water resources.
- ④ We will strive to prevent air and water pollution and appropriately manage chemical substances.
- ⑤ 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.



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Initiatives

Environmental Vision for 2050

- We established "Santen Vision for the Earth 2050" which includes targets for 2030, such as CO₂ emission reduction levels.
- The first commitment area is "Measures against Climate Change", which are aimed at achieving 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 use 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



● Environmental Targets and Progress towards 2030 for Santen Vision for the Earth 2050

Theme	Targets	Progress in FY2025
Measures against Climate Change	Contribution to a carbon-free society • 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) Targets • 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)	• Percentage of company vehicles in Japan shifted to electric vehicles: 100% • Completed conversion to renewable energy at plants and the laboratory in Japan, in February 2022 • Scope 3 Category 6 (Business travel in Japan): 4.7% increase compared to the base year (2,137 t-CO₂) • Scope 3 Category 7 (Employee commuting in Japan): 12.1% reduction compared to the base year (1,305 t-CO₂) • Scope 1 and 2: 12.8% reduction compared to the base year (30,309 t-CO₂)*4 • Scope 3 Category 1: 28.7% reduction compared to the base year (81,743 t-CO₂)
Environmental Load Reduction (Measures for water resource and resource saving)	Conservation of limited resources, including water as the life of eye drops • 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 Targets • 12.4 m³/10,000 bottles of water consumption or less per unit of production • 98% or higher recycling rate	• Water consumption per unit of production: 16.0 m³/10,000 bottles • Recycling rate (Non-landfill disposal rate): 99.6%
Environmental Load Reduction (Measures against plastic)	Reduce and shift from plastic, and become plastic-free • 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 Targets • 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	• Replacement with biomass plastic eye drop containers: 14 products have been converted. • Investigating alternative means of plastic materials for packaging and packing material



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 have established environmental conservation systems integrated with business activities at all Group companies, and address various environmental challenges by promoting environmental conservation initiatives through each 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 the 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.
- Active pharmaceutical ingredients and their metabolites are evaluated in accordance with GLP* standards for pharmacokinetics, safety, and environmental impact, and measures are taken to appropriately control their discharge outside facilities.
- Chemical substances used in our laboratories and plants are properly handled by 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 were no accidents that caused environmental pollution, i.e. soil contamination, and no infractions of laws or regulations related to environmental issues, at our business sites in Japan or other countries in FY2025.



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Environmental Conservation

● Number of environmental accidents and infraction of laws and regulations

	Unit	FY2022	FY2023	FY2024	FY2025
Accidents	Cases	0	0	0	0
Water Bodies	Cases	0	0	0	0
Soil	Cases	0	0	0	0
Air	Cases	0	0	0	0
Complaints	Cases	0	0	0	0
Water Bodies	Cases	0	0	0	0
Soil	Cases	0	0	0	0
Air	Cases	0	0	0	0

Industry Initiatives

- Participated in and promoted environmental conservation initiatives aligned with the environmental targets of the Japan Pharmaceutical Manufacturers Association (JPMA) as a member of its Environmental Issues Committee.
- Contributed to the development and publication of pharmaceutical industry-wide Scope 3 emissions reduction guidelines through the Ministry of the Environment's Decarbonization Support Model Project for the Entire Value Chain.

Initiatives at the Suzhou Plant

- Promotion of decarbonization and resource efficiency at the Suzhou Plant through expanded use of renewable energy and continued reductions in energy and water consumption, leading to certification as a National Green

Factory in China in March 2026.

- Achievement of a 32% reduction in CO₂ emissions and a 22% reduction in water consumption between FY2022 and FY2025. Realization of annual cost savings of approximately RMB 512,000 through energy-efficiency initiatives, along with the acquisition of approximately RMB 870,000 in government subsidies by June 2026.



Certificate of National Green Factory accreditation awarded to the Suzhou Plant



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Measures against Climate Change

Aim

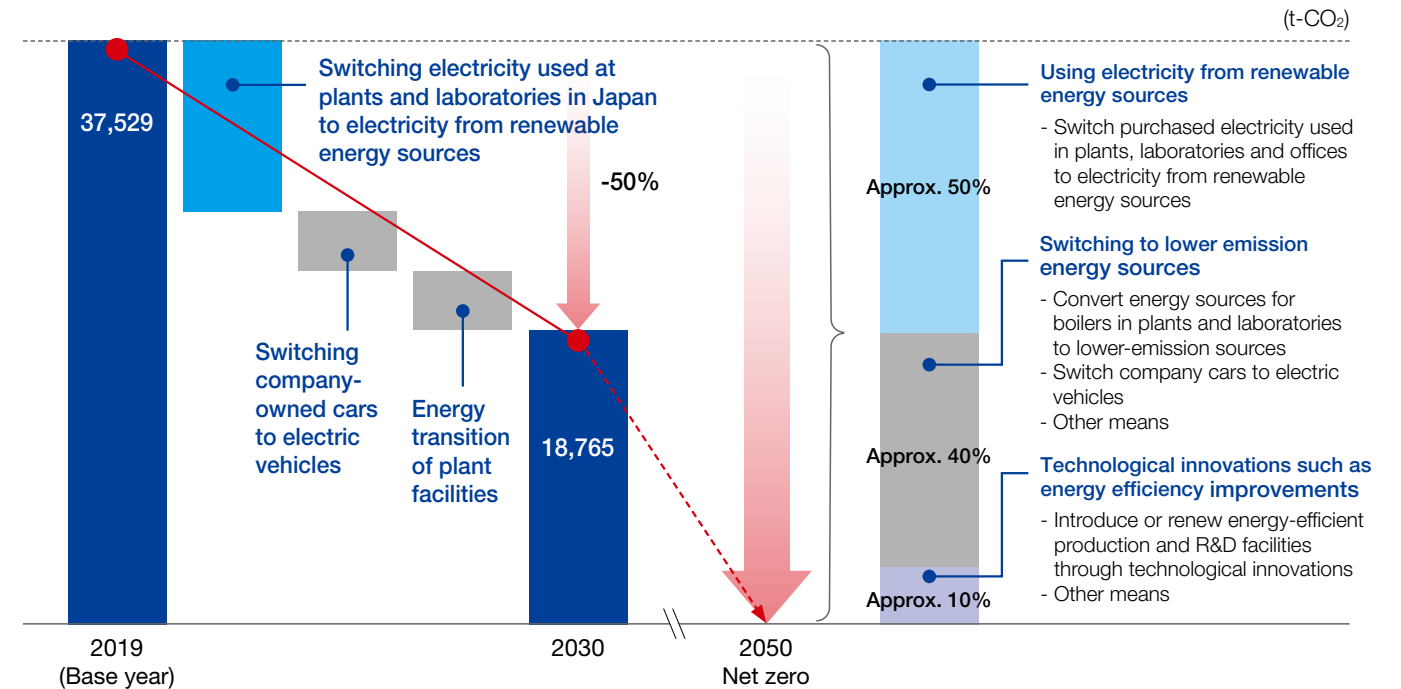
- By 2050, Santen strives to reduce CO₂ emissions by utilizing low-carbon resources and energy, and other means, including initiatives across our entire supply chain.
- To realize our environmental vision, Santen Vision for the Earth 2050, we have set environmental targets and progress towards 2030 and 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.
- Scope 1 and Scope 2 (market-based) CO₂ emissions in FY2025 totaled 30,309 t-CO₂, representing a reduction of 12.8% compared with the FY2019 baseline year.
- Fluorinated 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)





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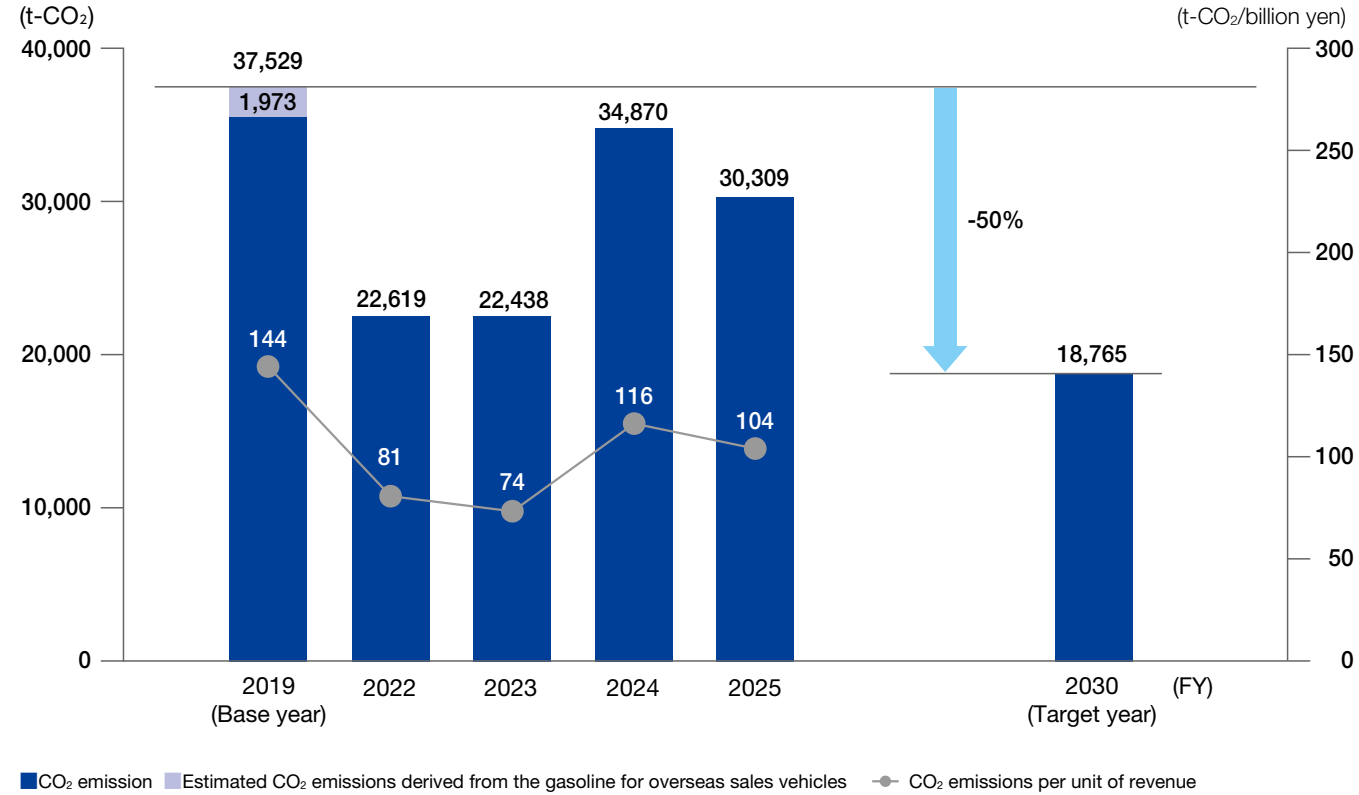
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Measures against Climate Change

● 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.
- Scope 3 Category 1 emissions in FY2025 amounted to 81,743 t-CO₂, representing a 28.7% reduction compared with the FY2019 base year, primarily due to emissions reductions achieved by key suppliers.
- Regarding measures against climate change, refer to the [PDF Environment Data](#).



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Environmental Load Reduction

Aim

- 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.
- 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.
- Regarding the environmental targets for 2030, refer to [PDF Environmental Conservation](#).

Initiatives

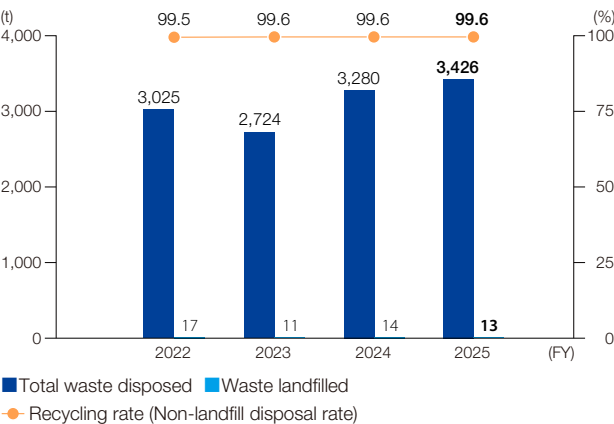
Waste Reduction

- Santen promotes the 3R initiatives of "Reducing" the production of waste, "Reusing" packaging and stationery used during the distribution process, and "Recycling" waste through 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 FY2025, 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)



Boundary: All of the facilities in Japan, and major production facility in other countries (Suzhou Plant and Santen Vision Park in China)

Conservation of Water Resources

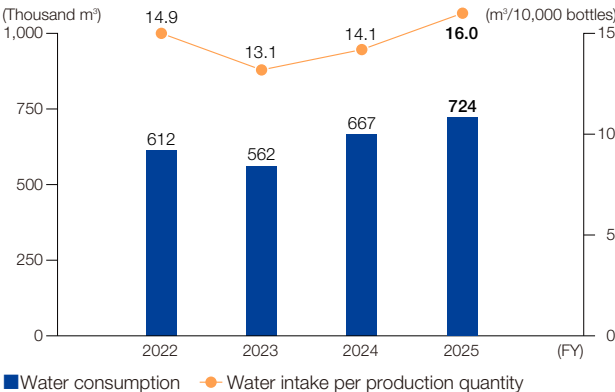
- No Santen plants or laboratories are located in areas under water stress*
- We view water as a precious resource and are striving to reduce our environmental impact by reusing wastewater for cooling, cleaning, and other purposes.
- The water consumption per unit of production in FY2025 was 16.0 m³/10,000 bottles, an increase of 13.5% from the

previous fiscal year, driven by additional trial runs for newly installed equipment at the Shiga Product Supply Center and product validation activities at Santen Vision Park.

*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 and Santen Vision Park in China))

Appropriate Control of Chemical Substances

- Santen seeks to provide appropriate control of chemical substances at every operational site that handles chemical substances.



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- In Japan, based on the Law concerning Pollutant Release and Transfer Register (PRTR) system we properly manage 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 its performance is maintained through inspection and maintenance.



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 leaking from the storage container from flowing into the general discharge channel outside the plant and practice these procedures.

Hazardous Waste Trend

- We have defined "Hazardous Wastes", 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](#).



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 a nature-positive society.

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's health"

This policy has been approved by President & CEO.

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Biodiversity

Initiatives

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.
- 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.
- We assessed physical risks and ecological conditions in areas near major manufacturing sites and the research laboratory using the WWF Biodiversity Risk Filter.

WWF Biodiversity Risk Filter Assessment Results
(Evaluation as of May 2026)

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

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

Dialogues With Stakeholders

- Santen holds dialogues with stakeholders to understand the expectations and desires of external parties, incorporating this feedback into 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, which 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 activities.

WEB [Santen Little Forest Project](#)



Santen Eye Forest / Nara Research and Development Center



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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.



Initiatives

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

Governance

- 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 more than twice a year.
- Important discussion items and decisions are proposed as "Reports & Deliberations" to the Board of Directors.
- We launched an interdivisional TCFD project in 2021, and 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 as necessary.
- We also include ESG metrics in the evaluation methods used to determine executive compensation for executives in order

to promote and enhance our environmental efforts, including efforts to combat climate change issues.

- For information on the incorporation of ESG-related indicators into executive compensation, please refer to the [PDF Executive Compensation](#).

Strategy

- 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.



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● 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*2	Method of assessing impacts
1.5°C scenario*3	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*3	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	An 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 control eye-drops and other drugs	Mid-long	Financial impacts are difficult to quantify at present.	• 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
		An increase in ocular allergies and infectious diseases driven by climate change-related increases in allergens and pathogens, and an increase in ocular surface stress caused by changes in temperature and humidity	Contributing to treating allergies and infectious diseases of the eyes by increasing the production and supply of existing drugs, such as allergy, dry eye and infectious disease treatments	Mid-long	Financial impacts are difficult to quantify at present.	• 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 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.

*3 1.5°C scenario: Scenario postulating the maximum climate-related transition risks for Santen, constructed using the very low emission 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

*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.



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Response Measures to Climate Change Risks and the Resilience of Our Strategy

- 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

- Steam generated by boilers is indispensable for the manufacturing of ophthalmic solutions and other pharmaceutical products. To address climate transition risks, Santen is assessing a shift from fossil fuel-based boilers to low-carbon energy sources, including the potential future introduction of hydrogen boilers and hydrogen fuel storage facilities, in line with advances in decarbonization policies and technologies.
- We estimated the financial impacts on the supposition that hydrogen boilers and hydrogen fuel storage facilities will be installed at the following sites: the Noto Plant, the Shiga Product Supply Center (both in Japan), and the Suzhou Plant (in China). Despite many uncertainties, 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 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. 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.

- Climate change-induced floods and droughts may cause physical damage to manufacturing facilities and lead to restrictions on industrial water use, resulting in operational disruptions at business sites and delays in product supply, which could adversely affect revenue.
- Therefore, we assessed the risks being affected by floods and droughts through Aqueduct. 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 factory and laboratory, 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).

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.
- Specifically to address a risk that has proven serious based on the results of Company-wide risk assessment,



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the department in charge of risk management under the leadership of the Chief Risk Officer (CRO) selects a department to be responsible for addressing the risk by implementing measures to prevent the occurrence of the risk.

- We formulate a business continuity plan, confirming that the business continuity plan functions effectively in the event of an emergency, and reviewing the plan as needed.
- In addition, the climate-related risks and opportunities identified by the Company are reviewed annually, taking into account changes in the Company's circumstances and the external environment.

Metrics and 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.
- 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 metrics and targets, refer to the  [Environmental Conservation](#).



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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

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Contribution to Ophthalmology

Aim

- We advance R&D and access to treatments for rare diseases with high unmet medical needs, contributing to healthy vision and improved healthcare access worldwide.
- Santen will work to improve eye health and access to medicine by contributing to ophthalmic healthcare and reducing unmet medical needs.

WEB [Research and Development](#)

Initiatives

Activities to Prevent Vision Loss due to Glaucoma

- 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 largely asymptomatic.
- 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.

Introducing a glaucoma treatment continuation program

- Santen developed the ACT Pack®, a comprehensive package including disease information materials, family booklets, intraocular pressure (IOP) record cards, and treatment schedules to support treatment adherence among glaucoma

patients.

- By FY2025, the ACT Pack® provided by our medical representatives (MRs) had been utilized at more than 2,000 healthcare institutions across 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 Week is held every March under the leadership of the World Glaucoma Association and the World Glaucoma Patient Association, with a variety of awareness-raising activities conducted around the world to increase understanding of glaucoma.
- We sponsor glaucoma awareness initiatives conducted around the world to promote the importance of early detection and treatment of glaucoma.
- During World Glaucoma Week in March 2026, we held a two-day internal webinar featuring ophthalmologists specializing in glaucoma and conducted internal awareness activities to help employees understand how their work contributes to glaucoma care.

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, and other regions.
- To help children worldwide whose daily activities are limited



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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 genetic disease characterized by the progressive degeneration of retinal photoreceptor and pigment epithelial cells. The disease typically develops during adolescence, and many patients eventually lose their vision by middle age. It is estimated to affect approximately 1.9 million*¹ people worldwide and 18.7 individuals per 100,000 population in Japan*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 March 2026, we had delivered the awareness program to a total of 1,848 parents and children.
- More than 80% of participating parents reported that they would seek an eye examination to help prevent vision deterioration.



Children's Eye Health Awareness Program

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 among 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.

Pursuit of User-Friendly Eye Drop Containers

[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"



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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.



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Research & Development

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.

Initiatives

Research Ethics and Respect for Human Rights

- Research on human subjects
 - We have established a Research Ethics Committee and related review frameworks as a system to ensure that research on human subjects is appropriately conducted from scientific and ethical perspectives, 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, the Ministry of Health, Labour and Welfare and the Ministry of Economy, Trade and Industry of Japan, and other relevant guidelines.
 - The Research Ethics Committee reviews whether research is ethically and scientifically appropriate, including the protection of clinical trial participants’ privacy and the validity of research protocols.
 - To guarantee that the deliberation is fairly conducted, the Chief Compliance Officer 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 conducting clinical trials in accordance with the Act on Securing Quality, Efficacy and Safety of Products Including Pharmaceuticals and Medical Devices and other applicable laws and regulations, we ensure that patients

participate as subjects in such trials of their own free will.

- To ensure safety, we provide prior information on expected efficacy and potential adverse effects and obtain written informed consent.

- We protect the personal information of participants in human subject research and clinical trials in accordance with applicable data protection laws, including the Act on the Protection of Personal Information.

Disclosure of Information about Clinical Trials

- To ensure transparency in clinical trials and fulfill our accountability to society by improving access to clinical trial information for patients and the public, we disclose clinical trial information via 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](#)



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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 these technologies requires careful ethical and safety considerations, including privacy, bioethics and impact on biodiversity.
- To ensure the proper conduct of experiments and prevent the environmental release of genetically modified organisms, we establish internal procedures in accordance with national guidelines and implement necessary measures.

Cell therapy

- Cell therapy is a treatment that involves administering cultured or technologically modified cells into the body to replace or repair damaged cells and to suppress disease progression.
- In 2020, Santen acquired the rights to develop and market jCell, a cell therapy product composed of retinal progenitor cells for the treatment of retinitis pigmentosa, 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

- Gene therapy is an approach in which a healthy copy of a gene is introduced into a patient's cells to treat or potentially cure genetic diseases, as well as to improve symptoms in non-genetic, intractable diseases through gene supplementation, repair, or the introduction of therapeutic genes.
- Santen is committed to strengthening its research and development through industry-government-academia collaboration, with the aim of delivering treatments to patients as quickly as possible while enhancing its capabilities in this field.

Peptides and antibody drugs

- Santen is actively incorporating next-generation drug discovery modalities, such as peptides and bispecific antibodies into its research and development, and is committed to advancing innovative products that address unmet medical needs.
- We aim to further streamline our product supply and enhance product quality through collaboration with our partner companies, including Contract Development and Manufacturing Organizations (CDMOs) and third-party logistics (3PL) providers.

Nanotechnology

- In ocular tissues, where various barriers exist, it is important

to efficiently deliver the appropriate amount of drug to the 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

- In pharmaceutical research and development, animal testing is essential for evaluating the safety and efficacy of drug candidates.
- All animal-testing plans at Santen, including 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.
- Santen respects the lives of laboratory animals, pays due consideration to animal welfare, and ensures an appropriate rearing environment. In addition, we practice the 4Rs-the



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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 study during the review process and reduce the use of surplus animals.
- Replacement: we improve predictivity and promote the transition to non-animal testing by developing in vitro iPS cell-based and other evaluation systems, as well as utilizing in vitro alternatives.
- Refinement: we take measures to avoid causing unnecessary pain to animals by implementing appropriate pain reduction practices , including anesthesia, and by establishing humane endpoints for each study.
- Responsibility: As part of the responsibility of both researchers and sponsors of outsourced studies, we thoroughly evaluate the necessity of each study and design study plans in accordance with the above-mentioned 3Rs principles.

- In our animal research facilities, we provide appropriate housing spaces for each species in consideration of animal welfare and utilize environmental enrichment to reduce stress in animals.
- To enhance employees' knowledge and awareness of laboratory animals welfare, we provide annual training for all employees involved in animal testing and maintain records of such training.

- The Nara Research and Development Center, Santen's only animal testing facility, has been accredited as a compliant facility following an assessment by the Japan Pharmaceutical Information Center's Animal Testing Facility Accreditation Center, which conducts external inspections of animal testing facilities to ensure that they perform scientifically appropriate testing in consideration of animal welfare.
- When outsourcing animal testing, we ensure that the contract research facility has obtained 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 confirm that the accreditation is still valid prior to commissioning the study.
- When outsourcing to universities or other research facilities without third-party accreditation, the Nara Research and Development Center's Animal Testing Committee reviews whether the study plans are appropriately developed from the perspective of animal welfare, before the studies are initiated.
- The number of animals used for all in-house and outsourced animal studies planned by the Nara Research and Development Center has been continuously monitored. Despite short-term fluctuations, the overall number has shown a decreasing trend over the long-term through the design of study plans based on the 4Rs principles.

Researcher Development

- Santen's Nara Research and Development Center operates the Functional Polymer Science Laboratory, which was established in 2005 as a collaborative program with the Nara Institute of Science and Technology (NAIST).
- Santen's employees with expertise in this field serve as visiting professors, associate professors and collaborative researchers, providing guidance to students pursuing careers in research. As of fiscal year 2025, this program has produced 15 master's degree graduates and four doctoral graduates.



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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.

Initiatives

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.



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Aim

- To ensure that patients can use our products and services with confidence and trust, we have identified “ensuring product quality and stable supply” as one of our most important material issues. We strive to maintain the quality and safety of our products while establishing a system that enables us to provide them whenever needed.

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.

Initiatives

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 conduct regular internal audits and have established a framework for the effective operation of the quality management system.
- We set quantitative targets for product quality improvement and implement initiatives to achieve them.

*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 product containers and packaging and strengthens product traceability through serialization measures implemented in accordance with local regulations.

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

*2 Serialization: Assigning a unique identification code to a product to control distribution from manufacturing to consumption.

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



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Department, to enable the information to be shared among 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 testing, 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 recalls applicable products based on our quality assurance system.
- The number of voluntary product recalls in the past is 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 help prevent medication errors, Santen has improved the clarity of pharmaceutical packaging and container labeling to reduce the burden of medication verification for healthcare professionals and enhance the accuracy of drug handling.
- 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



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Access to Healthcare

Aim

- In many emerging countries, shortages of ophthalmologists and other ophthalmic healthcare professionals limit access to appropriate diagnosis and treatment for patients, resulting in unmet medical needs and insufficient delivery of eye care services.
- In addition, shortages of medical technicians responsible for examinations require ophthalmologists to conduct even basic tests themselves, resulting in an overall decline in productivity.
- The Company contributes to improving access to eye care by supporting the training and development of ophthalmologists and other eye care professionals.
- Regarding our approach to intellectual property in countries and regions where access to healthcare is limited, refer to [Intellectual Property](#).

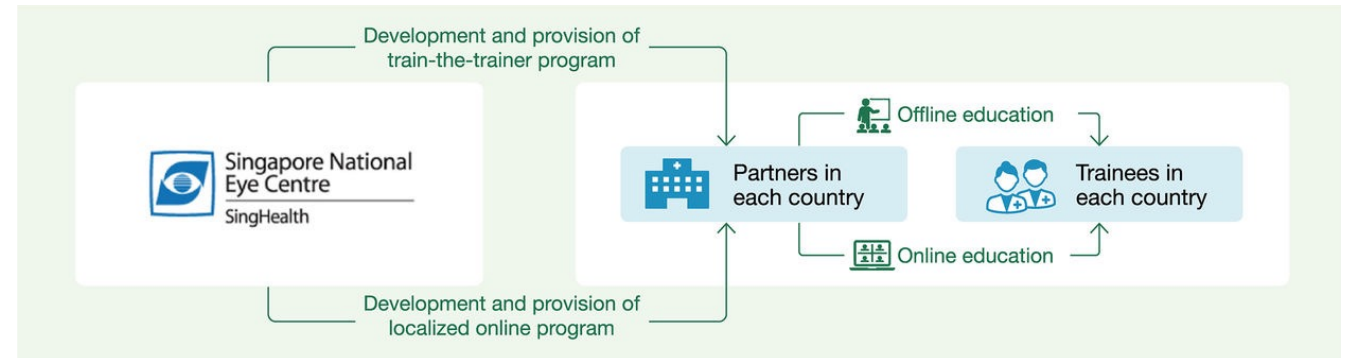
WEB [Santen's efforts to improve access to eye health](#)

Initiatives

Supporting Training for Healthcare Professionals in Developing Countries

Training program for nurses in Southeast Asia

- In 2021, Santen entered into a four-year strategic partnership with the Singapore National Eye Centre, which is internationally recognized as a world leader in education for ophthalmic healthcare professionals. In FY2025, the partnership was



Overview of Mechanism for Providing Educational Programs to Eye Care Professionals

- extended for an additional three years.
- Through this partnership, innovative hybrid online and offline educational programs have been jointly developed.
- Promoting the upskilling of non-physician healthcare professionals and appropriate task shifting enables efficient use of limited human resources, expands ophthalmologists' capacity, and improves patient access to care.
- These programs have been rolled out in Vietnam, Indonesia, and the Philippines.

Vietnam

- Partner institutions: Vietnam National Eye Hospital (VNEH), a central hospital under the Ministry of Health of Vietnam and a clinical training facility of Hanoi Medical University, and Ho Chi Minh City (HCMC) Eye Hospital.
- At VNEH, a full-time six-month training program was launched in 2023 after developing trainer capacity and Vietnamese-language educational programs.
- At HCMC Eye Hospital, initiatives to develop trainer capacity

and Vietnamese-language educational programs are scheduled to begin in 2026.

- ByFY2025, 30 trainers had been developed, and 64 participants had joined the program.

Indonesia

- Partner institution: Dr. Cipto Mangunkusumo Hospital (RSCM), a hospital under the Ministry of Health of Indonesia and an affiliated hospital of the University of Indonesia.
- Following the development of trainer capacity and localization of the educational program, a one-month blended program (basic, intermediate, and advanced courses) combining online and offline formats has been offered since 2023.
- ByFY2025, 15 trainers had been developed, and 14 participants had joined the program.

The Philippines

- Partner institution: Philippine Academy of Ophthalmology (PAO), which promotes the development of ophthalmic care in the Philippines.



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- Initiatives to develop trainer capacity and educational programs began in 2025.
- By FY2025, 19 trainers had been developed.
- This program promotes the development of a healthcare ecosystem through autonomous and sustainable operation by local healthcare institutions, primarily funded by tuition fees.
- 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.

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.
- Since FY2021, Santen has continuously made donations to cover fellowship costs for three participants each year, thereby contributing to improving medical standards in underserved areas by supporting the training of young ophthalmologists.
- By FY2025, 12 ophthalmologists had completed the training, and 6 were preparing to participate.
- Home countries: Malaysia, Thailand, Egypt, Turkey, Mexico, India, Yemen, Nepal, Pakistan, and Nigeria.
- Main host countries: the United States, Finland, Nepal, the United Kingdom, India, Peru, Singapore, and Italy.

Enhancing Local Manufacturing

- In Suzhou, China, we have established and operate a manufacturing site compliant with international quality standards such as GMP, and have built a system that ensures local employees adhere to these standards, enabling the stable production and supply of high-quality pharmaceutical products.
- We are also committed to environmental protection, including efforts to reduce CO₂ emissions through initiatives such as the introduction of solar power generation.
- In addition, to secure sufficient production capacity for establishing an innovative product portfolio and supply system, we completed construction of a new plant, “Santen Vision Park,” with an annual production capacity exceeding 800 million eye drop units (5mL equivalent), with operations scheduled to begin in 2027.

[WEB Santen Positioned for Further Growth in China Following Completion of Santen Vision Park](#)



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
2025	Association for Ophthalmic Cooperation in Asia Ophthalmic Medical Support in Mongol
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



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.

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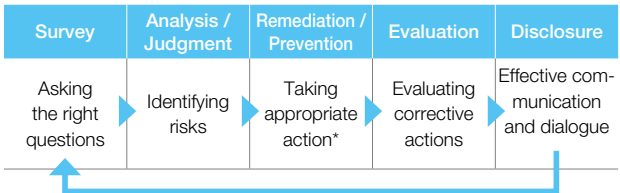
Respect for Human Rights

Initiatives

Human Rights Due Diligence

- As part of its human rights due diligence, Santen first conducts a cycle to understand and assess the status of respect for human rights among employees, with the aim of achieving the following objectives.
- We aim to accurately understand the circumstances and working environment of each employee and continuously enhance the quality of the workplace environment.
- We aim to demonstrate to external stakeholders that governance, including risk management, is functioning appropriately, thereby building trust and supporting sustainable growth.
- We will further strengthen our engagement with external stakeholders and implement measures to address both actual and potential risks.
- To realize these aspirations, Santen will continuously implement and improve its human rights due diligence processes.

● Santen's Human Rights DD Cycle



*Interviews / education / external training

Main Assessment Areas*		
Wage shortfalls / payment	Freedom of association and collective bargaining	Excessive / improper working hours
Migrant workers' rights	Occupational health and safety	Child labor
Harassment	Gender-related rights	Forced labor
Discrimination	Freedom of movement and residence	Freedom of expression
Bribery and corruption	Access to remedy	Right to social security
Technology- and AI-related human rights		

*Survey items are flexibly adjusted depending on country-specific circumstances

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, employees receive onboarding and ongoing e-learning training on harassment and discrimination, including case studies and guidance on expected employee

behavior.

- 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 operates a Speak Up Portal, accessible to both employees and third parties through which concerns can be raised online or by phone in multiple languages worldwide. The portal accepts reports and consultations on a wide range of human rights-related issues, including harassment and discrimination.
- Regarding Speak Up Portal, refer to [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 [Governance Data](#).

Respect for Human Rights in Supply Chain

- Fulfilling social responsibilities throughout the supply chain, including both the Company and its business partners, is essential.
- The Company conducts human rights due diligence and assesses the status of its business partners with respect to human rights-related matters, including the prohibition of labor and forced labor, respect for workers' rights, the prohibition of discrimination, and non-complicity in human



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- rights abuses.
- For more information, refer to  [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  [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  [dialogues with employee unions](#) and the  [Social Data](#).

Fair Recruitment and Selection

- The Company maintains a 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.

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 the supply chain.

 [Statement on the UK Modern Slavery Act](#)



Sustainable Procurement

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Aim

- Santen will strengthen supply chain management and monitor its business partners to prevent and mitigate risks across the value chain, including the risk of boycott and other actions that could adversely affect the Group. through responsible procurement, Santen aims to enhance the corporate value of both our business partners and the Company.
- With the aim of 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](#)



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Sustainable Procurement

Initiatives

Defining Critical Suppliers

- We define “critical products” based on the following perspectives:
 - (1) the availability of alternatives, and
 - (2) the level of impact on patients.Specifically, products in which we hold more than 50% market share and that are essential for patients are classified as “critical products”.
- “Critical suppliers” include contract manufacturing organizations (CMOs), raw material manufacturers, and service providers (e.g., packaging, labeling, and sterilization) that are essential to delivering such “critical products” to patient.

*Products addressing high patient needs: 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 to not extend contracts with suppliers.
- These efforts are reported to the Sustainability Committee and are raised with the Board of Directors as necessary.

● Key suppliers

Item	FY2025
Number of Tier 1 suppliers	107
Number of key suppliers among Tier 1 suppliers	77
Share of spend with key Tier 1 suppliers	95.8%
Number of key suppliers in Tier 2 and beyond	78
Total number of key suppliers	155

● Initiatives Required for Sustainable Procurement (FY2025)

KPI Item	Target	Actual
Supplier* assessment rate	85% or higher	89.6%
Supplier* training completion rate	80% or higher	87.0%
ESG training completion rate for the Purchasing Department (in-house)	100%	100%

* Key suppliers

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.



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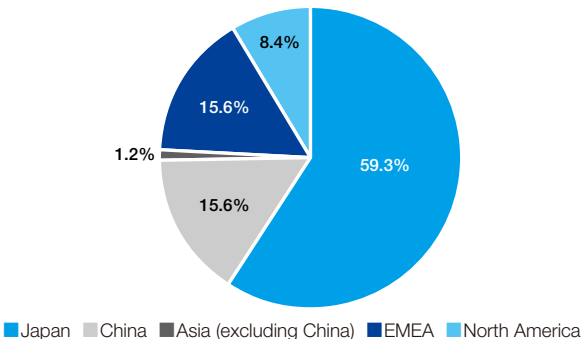
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Geographical Distribution of Suppliers

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

● Geographical Distribution of Tier 1 Suppliers in FY2025



* Distribution of Tier 1 Supplier Locations

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 partners.
- 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.



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.
- Through these initiatives, the Company aims to realize its materiality of “Enhancing the Value of Working at Santen and Strengthening People and Organization.”

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.

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Initiatives

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.
- 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.



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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 FY 2025.
- 80% of employees believe the Company can act and make decisions in line with the new philosophy framework (results of the third pulse survey*)

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

People Development through Management by Objectives

- Santen’s performance management system (Performance & Development) is uniquely designed to integrate goal setting, performance evaluation, and employee development. This approach is based on the belief that sustainable business growth and high performance can only be achieved through the continuous development of employees’ capabilities.
- 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.
- 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.
- A minor revision of the performance management system was implemented effective in FY2026. While maintaining the core principles and framework established at its introduction in FY2022. The enhancements are designed to ensure that employees’ day-to-day work more directly contributes to the achievement of corporate performance targets, while also fostering individual fulfillment and growth.
- As part of this framework, all employees are required to develop an Individual Development Plan (hereinafter referred to as IDP).
- The IDP captures both short-term capability development needs identified through the execution of annual goals, as well as mid to longer-term development needs aligned with employees’ desired and envisioned career paths.
- The IDP is agreed upon with the line manager at the time of annual goal setting and is reviewed and updated through a mid-year discussion following the first half of the fiscal year.

Learning and Development

- In support of achieving FY2025-2029 Medium-Term Management Plan, Santen has redefined the “Talent Santen Seeks.” Based on this, we design and implement global

capability development programs aimed at developing talent aligned with this profile.

- Santen introduced LinkedIn Learning as its global learning platform in April 2026.
- The platform offers a wide range of training courses tailored to individual employee development needs. In addition, it can be utilized for pre-learning and reinforcement in other capability development programs, contributing to enhanced learning effectiveness.
- Furthermore, we continue to provide a variety of development programs across regions, supporting the ongoing growth and development of our employees.
- Regarding aggregated training data including trainings in each region, refer to the  [Social Data](#).

〈Japan〉

- We conduct training for new employees and different hierarchical levels, with a focus on educating Medical Representatives (MRs).
- We implement the “GROWTH for IMPACT” Next-Generation Leadership Program to cultivate future business leaders who can envision the future and lead transformation in a changing business environment.
- Through cross-functional mentoring initiatives, we support individual growth, encourage the sharing of knowledge and experience, foster connections across departments, and develop leaders who drive talent 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



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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〉

- By leveraging a hybrid approach that combines both online and offline methods, we provide employees with diverse learning opportunities.
- By focusing on themes such as building high-performing teams, achieving goals together through collaboration, embedding the Company’s new values, and enhancing employee wellbeing, employee development is promoted through HR-led workshops.
- At the same time, we encourage employees to leverage LinkedIn Learning to tailor learning paths aligned with their career aspirations, fostering a mindset of continuous self-development learning and growth.”

〈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, to Asia.
- We deliver development for our senior leaders, which includes 360-degree assessment, personalized coaching and leadership skills development training.

〈EMEA〉

- Since FY2023, we have continuously held the Learning Festival, where employees act as instructors in their areas of expertise, promoting self-directed learning and peer-to-peer knowledge sharing.
- Aligned with Santen’s global talent development strategy, structured programs supporting leaders at all levels have been expanded, strengthening the leadership development portfolio.
- The Catalyst Program enhances core leadership capabilities for all people managers, including self-awareness, people management, engagement, and leading through change, while reinforcing alignment with Santen’s Guiding Principles and Values.
- The Next Wave program accelerates the development of future leaders by building business acumen, cross-functional collaboration, and readiness for broader leadership responsibilities, strengthening the leadership pipeline.
- For senior leaders, the EMEA Senior Leaders Program focuses on strategic leadership and organizational impact, complemented by coaching and leadership dialogue, contributing to sustainable performance and long-term organizational excellence.
- As well as in Asia, the Company provides leadership development programs for senior leaders, including 360-degree assessments, personalized coaching, and leadership skills training.

Global Job Posting System

- In April 2020, we started operating 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 job postings, employees will be able to know what kind of career and growth opportunities they have, and by encouraging them to proactively pursuing medium- to long-term career development, 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, Career Design Training is provided for employees at different career stages, supporting career development and the regular review career and life plans.
- Continuous support is provided to employees to find their own sense of fulfillment and goals, and to grow within those frameworks.
- The company offers retiring employees options, including the reemployment system, job-hunting support services, and continued job-hunting support after the reemployment period.



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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](#)

Initiatives

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 the period from April 2026 to March 2030 are as described below.
 1. Increase the ratio of women in management (Japan) to at least 20% by FY2029.

2. Achieve a rate of 60% or higher among male employees taking a cumulative total of at least 30 days of childcare-related leave including internal leave programs for childcare purposes.
 3. Reduce the percentage of full-time employees (excluding core management positions) whose average monthly overtime and holiday work exceeds 30 hours.
 4. Maintain the average monthly overtime hours per employee for managerial positions at 30 hours or less.
 5. Achieve a rate of 75% or higher of employees who take at least 12 days of annual paid leave, special leave (excluding condolence-related leave), and accumulated paid leave (applicable to employees on the payroll at the beginning of the fiscal year, excluding those on leave of absence and corporate officers).
- In May 2021, the Company joined the "30% Club Japan" which is an international campaign to achieve gender balance at key corporate decision-making bodies such as the Board of Directors and others.



- Santen has 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 executives in management to 30% by 2030. The ratio of female managers on a consolidated basis is approximately 40%, and progress is on track.
- The percentage of females in managerial positions in FY2025 was 39.7% (consolidated) and 18.7% (non-consolidated).
- Regarding ratio of female managers and percentage of annual paid leave taken, 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



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with visual impairments, and improvement of their ability.

- 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.”
- A program developed based on experiences of working alongside employees with visual impairments has been deployed globally to all employees, including executives and contract employees.
- By sharing insights and practical approaches that enable employees with visual impairments to perform their work smoothly, we contribute to creating a workplace environment that is accessible, easy to understand, and inclusive for all employees, regardless of disability.



Employees participating in a Blind Lunch session as part of the Blind Experience program

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 founded 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.”

- In 2017, in order to further expand employment, we established a Claire office in Osaka Prefecture.
- Claire’s main businesses are the cleaning of workwear 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.
- To promote the expansion of employment opportunities for persons with disabilities across society, we accepted trainees and held exchanges of views on the current status of disability employment and our initiatives.

FY2025 acceptance results

- Accepted a total of 49 trainees from special needs schools and job transition support organizations
- Accepted a total of 238 participants—including government bodies, private companies, and job seekers—for company visits and discussions
- Regarding recognition and commendations for Claire, refer to the [PDF Recognition and Commendations by Third Parties](#).



Left: Competing at the Abilympics; Right: Scene from cleaning operations at Claire

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](#).





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Enhancing the Workplace Environment and Initiatives to Improve Employee Engagement

Aim

- We develop workplace environments and initiatives that enable diverse talent to contribute to the creation of a world where people everywhere can lead fulfilling lives through our vision, and 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.
- In terms of wages, the Company provides compensation that exceeds the minimum requirements stipulated by applicable laws and regulations in each country and region, while also taking into consideration wage levels that enable employees to maintain a reasonable standard of living.
- Employees are provided with equal opportunities and fair treatment regardless of gender or any other personal characteristics.
- The Company continuously strives to create a better working environment by enhancing employees' work-life balance and maintaining constructive dialogue with employee unions.

Initiatives

Santen Work Style

- Santen revised its "New Work Style at Santen" guidelines, originally established in 2021, and reissued them as "Santen Work Style" in fiscal 2026.

- The revised guidelines set out three key principles: 'Optimizing Flexible Hybrid Work,' 'Use Remote Work to Enable Focus and Well-being,' and 'Leverage Digital Tools to Stay Connected and Effective'.
- Through flexible hybrid work arrangements, the Company aims to enhance employee productivity and well-being while fostering cross-functional and cross-regional collaboration and innovation.
- By combining purposeful in-person collaboration with the effective use of digital technologies, the Company seeks to create sustainable corporate value and deliver meaningful value to patients.

[WEB Santen Work Style Global Guideline](#)

Employee Engagement

- Since 2022, we have conducted company-wide 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 Values.
- In parallel with the engagement surveys, we regularly conduct Pulse Surveys to gather employee feedback and sentiments on our specific topics and people practices.

Initiatives and Progress to Improve Employee Engagement:

- Based on the results of the FY2025 survey, we identified "Horizontal Collaboration", "Support", "Equity" and "Impartiality" as common issues across the company and implemented the following improvement measures.
 - We have implemented Corporate Officer owned, multi year engagement actions, supported by HR.
 - Set employee engagement as one of the materiality indicators and align it with the FY2025-2029 Medium-Term Management Plan.
 - We have strengthened the performance evaluation system (Performance & Development) as a framework that clearly connects our employees' growth and organizational success.
 - Since FY2024, we have held the "VISION Festival" annually with the aim of reaffirming our social purpose and enhancing employee engagement by promoting communication among employees (total cumulative participants: 3,067 people).
- Over the past four years, our engagement scores have steadily improved. Based on the FY2025 survey results, Santen earned Great Place to Work® certification in 21 locations worldwide, with Japan achieving certification for the first time.
- Regarding the result of the engagement survey, refer to the [PDF Social Data](#).



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Labor Practices

- The Company benchmarks industry median wage levels in each country and region and provides appropriate and competitive compensation.
- The Company regularly monitors and discloses the gender pay gap and promotes fairness and transparency in compensation.
 - For average salaries by gender and job grade, refer to the  [Social Data](#).
- The Company manages working hours, including overtime, ensures appropriate payment of overtime compensation, and establishes rest intervals between the end of one workday and the start of the next to prevent excessive working hours.
- The Company enhances the work environment by offering leave programs that exceed statutory requirements, including special leave and accumulated leave systems.
- The Company promotes the planned use of annual paid leave by visualizing employees' leave utilization status through its work management system.
 - For details on paid leave utilization, refer to the  [Social Data](#).
- In Japan, the Company holds regular labor-management council meetings between management and labor unions to discuss and exchange views on working conditions, wages, and workplace issues.
 - For details on dialogue with employee unions, refer to  [Dialogues with Employee Unions](#).
- The Company provides all employees with access to LinkedIn Learning, offering reskilling opportunities that enable

them to enhance business skills and flexibly respond to rapid changes affecting the pharmaceutical industry and the Company's business environment.

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.

Employee Shareholding Program

- In Japan, the Company has introduced an employee shareholding program as part of its employee benefits.
- The program is designed for ease of use, allowing employees to participate through payroll deductions starting from small amounts, and providing an incentive of 10% (subject to a cap).
- Through this program, the Company aims to enhance employees' motivation to contribute to the medium- to long-term improvement of corporate value.

Family-Related Benefits

- In Japan, the Company offers an employee benefits service,

Benefit Station. In addition to providing points for service usage, employees can access childcare-related services—such as babysitting, temporary childcare, monthly daycare, and family support—at discounted rates.

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 18 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 working hours for nursing care	A system that allows employees caring for a family member to reduce their scheduled working hours in 30-minute increments, by up to two hours per day, for a period of up to three years



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● 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
Child nursing care leave	Can be taken up to ten days per year to care for a child until the completion of the third grade of elementary school
Family care leave	Can be taken up to ten days 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

● Annual Paid Leave Accumulation (maximum of 60 days)

- Under Japanese law, annual paid leave expires two years from the date of grant. Our system is designed to make effective use of expired annual leave
- Accumulated leave may be used 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 employment
Family Care Leave	Used to care for a family member (spouse, child, parent, grandchild, grandparent, or sibling) in need of support/care
Parental leave for children / grandchildren	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 screenings, health checkups, 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-development and reskilling leave	Used to attend a training course or lectures, take a certification examination, or prepare for an examination

● Programs Supporting Flexible Work Styles

Name of Policy	Description
Incremental annual paid leave	A system that allows annual paid leave to be taken in half-day or hourly increments
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 employees engaged in the manufacture and supply of products
Telework	Work from home, work at other offices within the company, and other work arrangements from a location of their choice
Alumni Hiring Program	A program that allows former employees who have left the Company for various reasons to register, enabling them to apply for and be considered for suitable employment opportunities when they arise

Remuneration Framework Based on the Achievement of Non-Financial Indicators

- To encourage each employee to contribute to Santen's sustainable growth, the Company incorporates the achievement of certain non-financial indicators into employee compensation.
- In FY2025, we conducted initiatives under the following three themes and achieved results that exceeded the targets set.
 - 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



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Health and Productivity Management

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.

Initiatives

Implementation of Health and Productivity Management

- In 2018, we published the "Santen Declaration on Health," which proclaims that Santen actively tackles the promotion of colleagues' mental and physical health (Japan).
- 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.
- We have implemented our original eye-health-related initiatives, including eye examinations for employees covering not only legally required items but also additional items, and have also been actively committed to various mental-health-related measures.
- 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 health issues among employees.

- 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, the program includes not only general medical interviews and visual acuity testing, but also a range of detailed examinations, such as comprehensive intraocular pressure testing for the early detection of glaucoma, optical coherence tomography (OCT) imaging, visual field testing, and dry eye examinations.
- 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 organizational basis and involving each workplace in improving its own environment.



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Aim

- Recognizing that the maintenance of occupational health and safety is at the base of corporate existence, and one of the most important management issues, 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.



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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 FY2025, 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

potentially hazardous areas and takes measures to ensure a safer workplace 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

- The Company's R&D centers and plants take measures to prevent chemical-related issues by ensuring that a specialist committee assesses the safety of new chemicals in advance and shares the results with employees handling them.
- Since the revised Industrial Safety and Health Act, which came into force in Japan in June 2016, obligates employers to assess the toxicity and hazards of chemicals, Santen has conducted an inventory review of the chemicals it uses and taken necessary measures.
- Additionally, Santen continuously monitors the work environment 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 carrying our actions to ensure personal 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 employees engaged in sales activities, and continuously support the safe operation of sales vehicles for all employees who conduct their activities by car.



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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.

Initiatives

Support Through Blind Football

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.

Experiential diversity education program incorporating blind football for elementary, junior high, and high school students

- 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

- An experiential diversity education program designed to facilitate the sharing of information and know-how through interactions not only among children but also among parents and instructors.
- Employees participate as supporters, pairing with the children and assisting them with daily activities and experiences throughout the camp.
- Twenty-three children with visual impairments participated in the “21st Santen Burasaka Kids Camp 2026 in Kansai.”
- A total of 23 employee supporters participated as volunteers.



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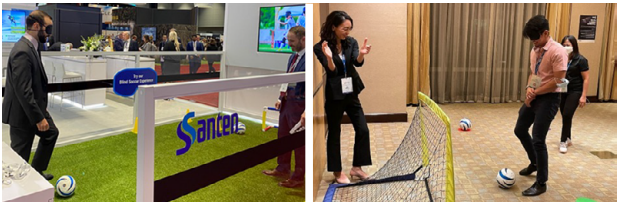
Support through international blind football competitions and related events

- Santen sponsored the International Blind Football Tournament held in Osaka in 2024 and 2025.
- The Company's employees supported tournament operations as volunteers.
- The tournament attracted a large number of spectators and contributed to raising awareness of visual impairment and increasing recognition of blind football.
- At a conference held in conjunction with the 2025 tournament, the Company showcased its initiatives alongside presentations from companies and researchers addressing vision-related challenges.
- Through sponsorship of the conference, the Company encouraged participation from a broad range of business professionals and contributed to raising awareness of vision-related challenges.



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 "Take Care of Your Eyes! Blind Challenge," a program for elementary school students, 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.



Social Contribution Activities



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 13 guide dogs to date.
- 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.



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 FY2025, total donations and contributions made by the Santen Group amounted to 531 million yen, equivalent to 1.0% 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)
- For contributions made in accordance with the Transparency Guidelines, refer to [PDF “Maintaining an Appropriate Relationship with Healthcare Professionals or Patient Organizations and Ensuring Transparency.”](#)
- Support for natural disasters and other emergencies
 - Support for disaster-affected area reconstruction and infectious disease pandemic response
 - Major donation records are provided on the following page.



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● Support for Natural Disasters and Other Emergencies

Year	Incident	Amount Donated	Recipient
2024	The 2024 Noto Peninsula Rain Disaster	2 million yen	The Japanese Red Cross Society
2024	The 2024 Noto Peninsula Earthquake	20 million yen 7.22 million yen (Matching gift program*)	The Japanese Red Cross Society, Central Community Chest of Japan
2020	COVID-19 Infections	1 million yuan	Red Cross Society of China
2019	Typhoon Hagibis	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	3 million yen	The Japanese Red Cross Society
2018	Western Japan Floods and Landslides	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	3 million yen	The Japanese Red Cross Society
2016	Central Italy Earthquake	8,613 euro (Matching gift program)	The Italian Red Cross
2016	Kumamoto Earthquake	20 million yen 9.48 million yen (Matching gift program)	The Japanese Red Cross Society, Central Community Chest of Japan
2016	Taiwan Earthquake	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



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Corporate Governance

(Meeting frequency and attendance rates for the Board of Directors, the Audit & Supervisory Board, and each committee are based on FY2025 results. The composition of each body is as of June 23rd, 2026.)

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

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

WEB [Basic Policy on Corporate Governance](#)

Initiatives

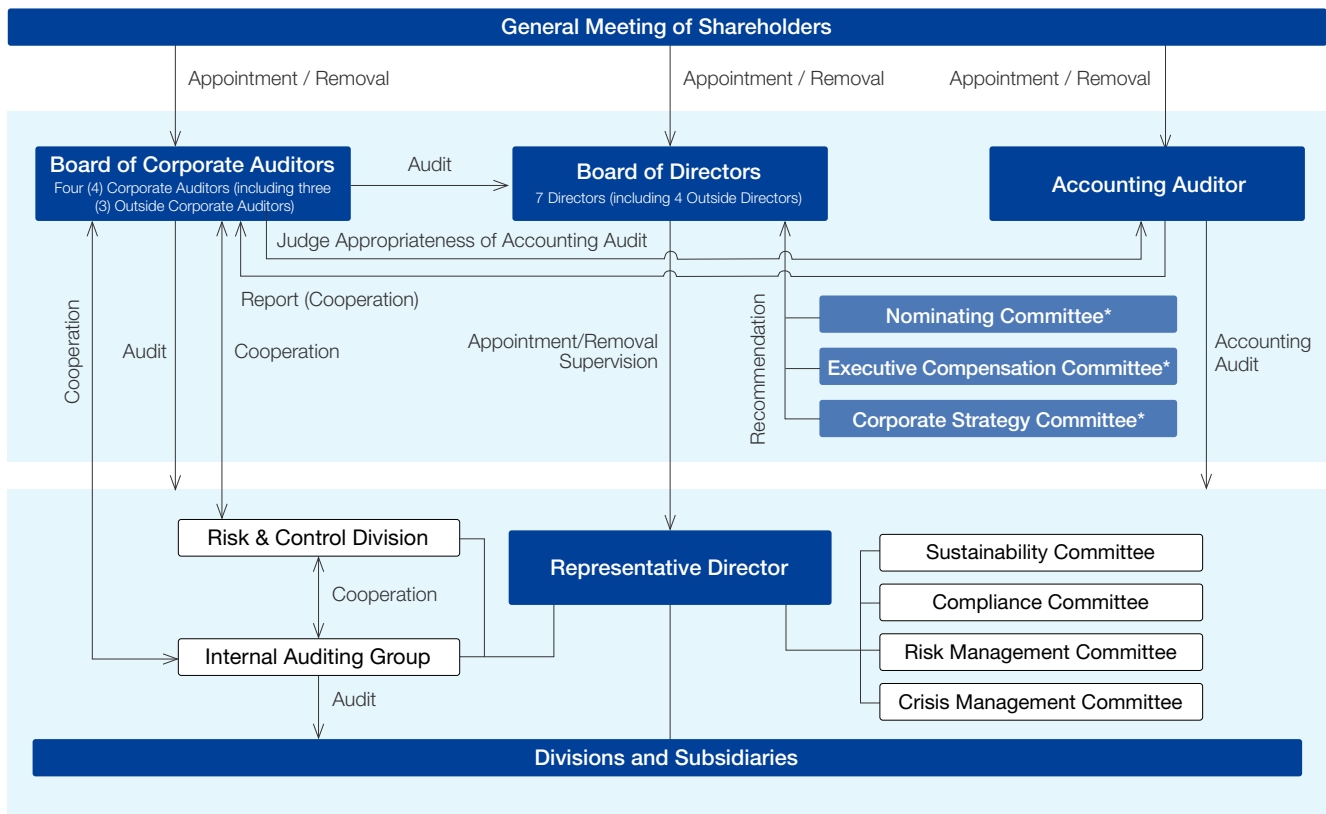
Board of Directors

- 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 for directors 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 structured to ensure an appropriate balance of knowledge, experience, and expertise necessary to fulfill its roles and responsibilities, while maintaining diversity and an appropriate board size.
- The Board of Directors consists of seven members, with Outside Directors accounting for 57.1% and women directors accounting

Management System (As of June 30, 2026)



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



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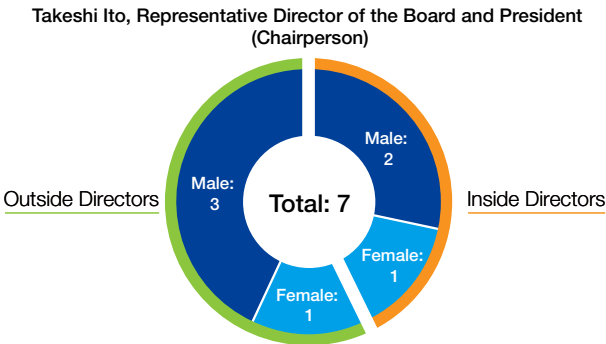
Responsible Artificial Intelligence

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Corporate Governance

- for 28.6%.
- The Chair of the Board is an Inside Director.

● The Composition of the Board of Directors



Activities of the Board of Directors

- Santen convened meetings of the Board of Directors monthly in principle (In fiscal year 2025: thirteen (13) times in total).
- The average attendance rate of Inside Directors was 97.2%, 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: amendment of the Basic Policy on Corporate Governance; agenda concerning remunerations including the revision of the Executive (Officers) Compensation Rules; report on voluntary committee activities; the evaluation of the Board of Directors' effectiveness; the reduction of strategic-shareholdings; mid-to long-term personnel strategy; the implementation status of the medium-term plan and key initiatives for digital/IT.
- 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

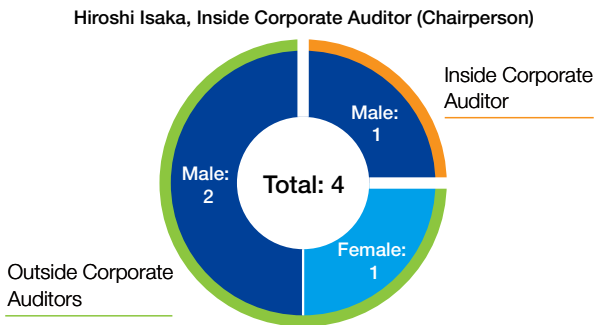
- The Board of Corporate Auditors, as an independent organ that has fiduciary responsibility to shareholders, audits the Directors' execution of their duties, not only from the viewpoint of legality, but also with a focus on the validity of decision-making processes and the effectiveness of corporate 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 receive the information and knowledge necessary to fulfill their roles and responsibilities.

The Composition of Board of Corporate Auditors

- Audit & Supervisory Board Members are appointed from among individuals who possess the experience and capabilities necessary to conduct proper audits.

- 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



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 and related matters 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 2025, 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%.



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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 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 and related matters 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.

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)					●	●	●

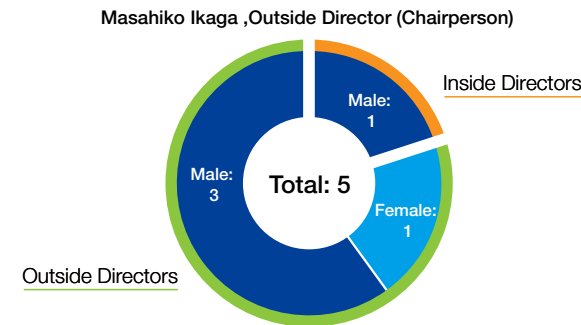
Nominating Committee

- The Nomination Committee deliberates and makes recommendations regarding the appointment of candidates for Director and Audit & Supervisory Board Member positions and, upon request, provides advice concerning the appointment of Corporate Officers.
- In fiscal year 2025, Nominating Committee held a total of 7 meetings.
- The average attendance rate was 100%.
- Major matters of the deliberations at the meetings of Nominating Committee are as described below (in fiscal year 2025).
 - Deliberations on appointments and dismissals of Directors
 - Appointments and dismissals of CEO/formation and monitoring of a plan for the fostering of candidates for the position of CEO
 - Advice on appointments and dismissals of Corporate 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 five members: one Internal Director and four Outside Directors, including one woman.

● The Composition of Nominating Committee





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The Appointment of Candidates for Director and Corporate Auditor

- The Company's voluntary Nomination Committee, composed of Inside Directors and Outside Directors, deliberates on the selection of Director candidates, and the Board of Directors determines the Director candidates after considering the recommendations of the Nomination Committee.
- The Nomination Committee deliberates on and recommends candidates for Audit & Supervisory Board Member positions. The Board of Directors determines such candidates after obtaining the consent of the Board of Audit & Supervisory Board Members.
- Candidates for Directors and Audit & Supervisory Board Members are selected through a fair evaluation process that considers the capabilities and suitability required to properly fulfill their roles and responsibilities, without regard to attributes such as gender, age, nationality, race, ethnicity, or religion, and from the perspective of securing the personnel necessary to meet 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

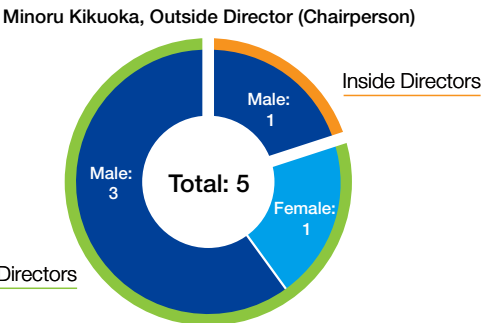
- The Executive Compensation Committee aims to deliberate on the compensation of Directors and Corporate Officers and submit recommendations therefor to the Board of Directors, as well as to provide advice to the Board of Corporate Auditors with respect to the compensation of Corporate Auditors with reference to market levels.
- The Executive Compensation Committee convened a total of nine times to deliberate on the determination of compensation for fiscal 2025 and the evaluation conducted after the end of fiscal 2025.
- The average attendance rate was 93%.
- 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
 - Detailed design of the annual bonus in fiscal year 2025, including the establishment of other strategic objectives and performance evaluation details
 - For fiscal 2026, amendments to the remuneration composition and level for Directors

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 five

members: an Inside Director and four Outside Directors, including one woman.

● The Composition of the Executive Compensation Committee



Executive Compensation

- As part of its remuneration philosophy, Santen has established a basic policy governing the determination of remuneration and other compensation-related matters for Directors, Audit & Supervisory Board Members, 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 roles, and through a system which is not indicative of an



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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.
- To ensure the soundness of the Company’s executive compensation system and to discourage excessive risk-taking, the Company has established a malus and clawback provision under which all or part of incentive compensation may be forfeited or required to be repaid upon the occurrence of specified events, such as misconduct or the retrospective restatement of financial statements due to accounting fraud, based on a decision of the Board of Directors following deliberation by the Executive Compensation Committee.

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)		• 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 medium-term management plan (including ESG-related targets).

Strategic Objectives for the Performance Share Unit Plan (fiscal year 2026)

- 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 Composition of Corporate Strategy Committee

- The Strategy Committee consists of seven members: three Internal Directors (including one woman) and four Outside Directors (including one woman).



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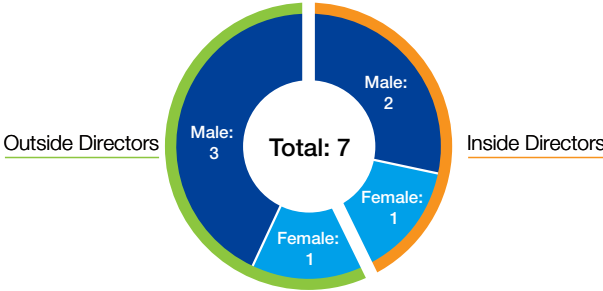
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- The Composition of Corporate Strategy Committee
Takeshi Ito, Representative Director of the Board and President (Chairperson)



Activities of Corporate Strategy Committee

- In fiscal year 2025, 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 (in fiscal year 2025).
 - Medium-term plan on human resources
 - Global product supply strategy
 - Business portfolio strategies
 - Product portfolio strategies

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

A questionnaire was administered to Directors and Corporate Auditors, and the respondents completed a four-level quantitative evaluation of each question and also provided free-form comments.

Major Categories of the Questionnaire Items

1. Composition and operation of the Board of Directors
2. Managerial strategy and business strategy
3. Corporate ethics and risk management
4. Monitoring of business performance and evaluation-based remuneration for the management team
5. Dialogue with shareholders and other stakeholders

To understand the content of the responses to the questionnaires in greater depth, individual interviews of all Outside Directors and Outside Corporate Auditors were conducted.

The evaluation results were discussed and details of initiatives were confirmed at the meeting of the Board of Directors held in February and March 2026.

Summary of Results

- The Board of Directors has assessed that its effectiveness was confirmed for fiscal year 2025.
 - The assessment indicating “effective” and “mostly effective” exceeded 90% for all questionnaire items.
- The formation and operation of the Board of Director are assessed as good following from the previous year, and the progress in corporate ethics and risk management was especially acclaimed.
- Steady progress was observed in issues extracted from the evaluation of the effectiveness in the previous year, such as an improvement of effectiveness of discussions at the meetings of the Board of Directors concerning nomination and remuneration for executives, and a strengthening of monitoring of key measures and policies in the course of implementation of the Medium-Term Management Plan.

Initiatives Going Forward

- Based on the results of the Board effectiveness evaluation for fiscal year 2025, Santen aims to further enhance the effectiveness of the Board of Directors in fiscal year 2026 by focusing primarily on the following initiatives.
 - Engage in more fulfilling discussions that connect medium- to long-term strategy and individual projects
 - Deployment of personnel initiatives and monitoring towards sustained enhancement of corporate value.

WEB [Corporate Governance Report](#)

WEB [Convocation Notice](#)

WEB [Santen Tax Policy](#)

WEB [Basic Policy on Internal Control](#)



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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](#)

- 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 are 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.

Initiatives

Global Compliance Structure

- The Company has appointed a 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 appointing senior management from principal subsidiaries representing each region to ensure that all employees in their assigned region(s) adhere to the Santen Code of Practice, Santen Global Compliance Policy, Standard Operating Procedures, and applicable local laws and regulations. This is accomplished through regular training and compliance checks including auditing and monitoring, local risk assessments, approvals for interactions with healthcare professionals and healthcare organizations, and various other 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 into 13 languages , enabling all employees worldwide to review and understand its contents.

- 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 training 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 designates November each year as “ Santen's Code of Practice Awareness Month” and conducts various activities to reinforce compliance awareness globally, including compliance training and compliance-related messages from senior executives.
- The Compliance Department conducts risk assessments related to healthcare compliance at the beginning of each year, taking into account the external and internal environment, and develops and implements audit and monitoring plans accordingly.
- Santen conducts audits and monitoring of transactions and payments and, where potential violations are identified, undertakes investigations, corrective actions, and reporting.
- 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 to assess employees' awareness and perceptions regarding ethics and compliance.



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Anti-Bribery Anti-Corruption

- The Company has established an Anti-Bribery and Anti-Corruption (hereinafter referred to as ABAC) Policy, reinforcing our global commitment to maintaining fair and high ethical standards in our interactions with government officials, healthcare professionals and healthcare organizations.
- Initiatives based on the ABAC Policy are regularly reported to and discussed by the Board of Directors, which provides appropriate oversight.

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

- The Santen Code of Practice clearly states that “we do not engage in any conduct regarded as bribery or corruption, whether directly or through a third party, that would violate applicable laws and regulations of countries concerned, including those applicable to other countries.” Accordingly, Santen prohibits corporate executives and employees from engaging in bribery.
- 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.
- 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.

- 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.
- Due diligence on overall corruption risks, including bribery, is conducted when initiating new business relationships.
- High-risk areas are identified through corruption risk assessments, and measures are implemented to address bribery and corruption in business activities assessed as high risk.
- 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.
- Santen has established the "Speak Up Portal," a dedicated hotline and web portal supported by an independent third-party provider.

- The Speak Up Portal allows employees and third parties acting in good faith raise concerns at any time, 24/7/365, through an online platform or by phone, in local languages around the world either anonymously or with their identity disclosed.
- The consultation and reporting topics include harassment, conflict of interest, personnel/labor relations, financial integrity and others.
- 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.
- Reports deemed to require investigation are appropriately investigated. When compliance violations are confirmed, appropriate actions are taken, including disciplinary measures.
- Santen strictly prohibits retaliation against anyone who raises a concern or reports a suspected compliance violation in good faith, even if the reported concern 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.
- 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.
- Regarding the cases of consultation and reporting, and disciplinary actions, refer to the [PDF Governance Data](#).



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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 (HCOs), 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 Professionals.
- 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 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](#)

Initiatives

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
 - Non-promotional activities, including education on clinical data and scientific information, responses to inquiries regarding off-label use, and scientific exchange
 - Managed by the Medical Affairs function, independent of the commercial organization
 - 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.
 - 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  [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 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](#)



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Risk Management

Aim

- The Santen Group recognizes that, amid increasing complexity and uncertainty in the global political and economic environment, the expansion of its business on a global scale has led to risks related to stable product supply, quality management, IT security, and compliance with various regulations becoming increasingly diverse and complex.
- In light of these external factors, risks are identified, assessed, and monitored by each region and function in accordance with the Group's risk management policies and procedures, with efforts made to avoid and minimize potential losses under normal operating conditions.

Initiatives

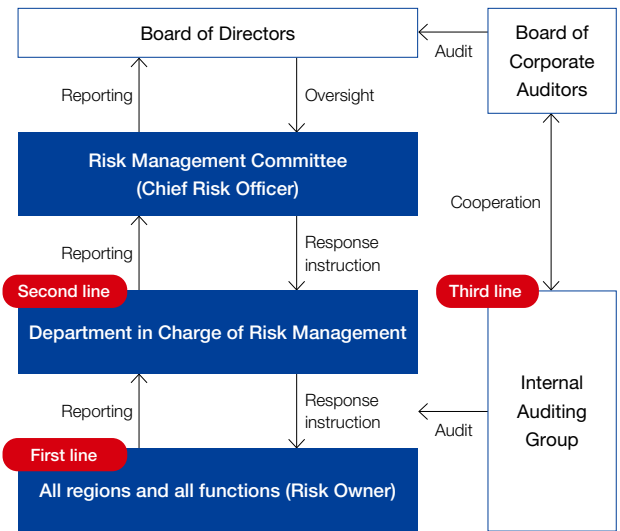
Risk Management System

- 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 calculate 'residual risks'.
- Risks with high residual risk are identified as enterprise-wide key risks, and through review by senior management as well as the implementation of mitigation measures and monitoring of their progress, an effective, enterprise-wide risk management framework is established under the Chief Risk Officer,

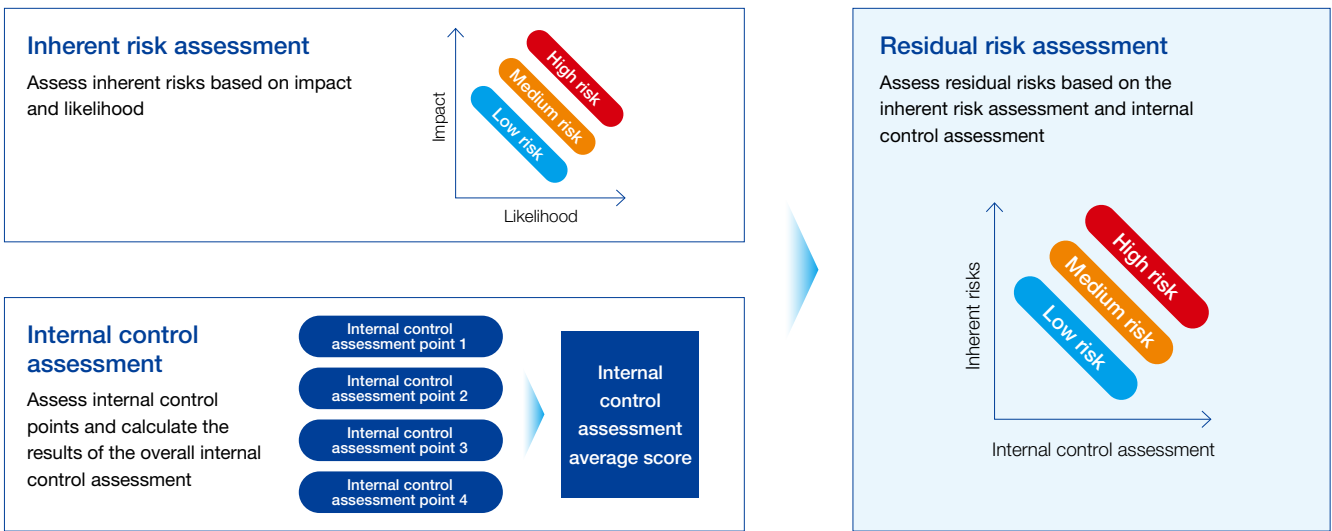
incorporating both preventive and detective controls.

- In its independent capacity, the Internal Auditing Group verifies the status of risk management through annual internal audits.
- In the event that an incident with the potential to develop into a serious crisis occurs or is reported, a Crisis Management Committee chaired by the Representative Director, President and CEO is established. The Committee promptly confirms the facts and deliberates response policies, strives to bring the situation under control, and, as appropriate, considers and implements measures to prevent recurrence.

● Risk Management System



● Risk Assessment Process





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Governance structure for the risk management process

- The Board of Directors oversees the structure and operational status through regular risk management reporting and provides guidance as necessary.
- In addition, Corporate Auditors attend meetings of the Risk Management Committee to ensure the appropriate operation of risk management and engage in discussions.

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
- Maintain a continuous understanding of actual conditions and respond to issues by planning, monitoring execution, and assessing risk
- Structure product manufacturing and supply to ensure

- 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 Santen's Code of Practice Awareness Month , supported by messages from the CEO and regional senior management
- The Speak Up Portal has been introduced as a global reporting system, and a globally unified risk management framework has been established.

3) IT Security and Information Management

Risk scenario

- Malfunction of IT systems used in business activities

- Cyberattacks, computer virus infection, etc.
- Leakage of personal information and other confidential information

Impacts on corporate value

- Adverse impacts on business performance resulting from business interruptions or delays, loss of public trust, and other related factors

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
- Implementation of personnel measures centered on security training and drills (including global phishing training as part of efforts to strengthen cybersecurity), enhancement of security governance as an organizational measure, and implementation of technical measures.
- 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



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Countermeasures and current progress

- Systems are established to ensure employee safety and stable product supply, including the development of a business continuity plan (BCP), emergency response training, inventory stabilization, backup production planning, and property insurance.

5) Risk related to Investment

Risk scenario

- Due to the deterioration of external conditions beyond the level anticipated at the time of the investment decision, expected returns or benefits may not be realized

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 Corporate Strategy Committee is established to deliberate on important strategic issues and to intensively discuss medium- to long-term strategies, as well as business and development portfolios.
- Based on the overall medium- to long-term strategies, the Board of Directors deliberates on investment effectiveness and makes investment decisions.
- A system is introduced to regularly and continuously monitor investments approved by the Board of Directors, with

the aim of steadily translating them into results, thereby enhancing and strengthening corporate governance

6) 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

7) 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.

Geopolitical Risk

Description

- Ongoing international conflicts in multiple countries, as well as those expected to further intensify, may affect not only

supply chains in the relevant regions but also raw material procurement, product supply, and employee safety.

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

- Implementation of the monitoring of risk indicators during normal operations, as well as reporting and response frameworks in times of crisis
- Examination of business continuity risks across each function and conduct of impact analyses, along with the development of frameworks for implementing countermeasures
- Promotion of management awareness of geopolitical risks through executive seminars, including enhancing understanding of such risks and clarifying ownership

Risk Culture

- We strive to foster a risk culture throughout the organization.
- Various in-house training programs on internal controls, compliance, and other topics are provided through e-learning and in-person formats, and participation rates in certain training programs are reflected in employee compensation evaluations.
- In terms of risk management, all relevant departments are involved in the evaluation of each risk. Furthermore,



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Risk Management

senior management discusses significant risks and their 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 Probability of Technical Success (PTS) Committee review and determine the probability of technical success of a project.
- For development and investment projects, investment risks are assessed, financial criteria for evaluating business viability are established, and decisions are made in accordance with approval policies and procedures. Depending on the phase and monetary thresholds, the Board of Directors deliberates risks prior to making decisions.



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Personal Data Protection

Aim

- The Company positions the appropriate handling of personal data as a key management issue to conduct business operations based on trust with stakeholders.
- The Company complies with the Act on the Protection of Personal Information and ensures lawful and appropriate handling of personal data.
- The Company has established a Global Privacy Policy and local rules in each country and region, ensuring the proper management of personal data relating to patients, consumers, and employees throughout its lifecycle, from collection and use to provision, storage, and disposal.

[WEB](#) [Global Privacy Policy](#)

Initiatives

Personal Data Management Structure

- Oversight of personal data protection by the Chief Compliance Officer, the executive responsible for personal data protection.
- Data managers are assigned to each group company and organization to promote and oversee personal data protection within their respective areas of responsibility.
- The IT department ensures security of personal data within the system infrastructure.
- The Company conducts information security assessments in coordination with legal and compliance functions and implements improvements.

- Data managers regularly review the status of personal data handling and report issues to the legal and compliance functions as necessary.
- Internal audit conducts audits and assesses the effectiveness of the management system, followed by corrective actions and operational improvements based on audit findings.

Integration into Business Operations

- The Company has established policies and internal rules for personal data protection and integrates them into daily operations.
- Risks related to personal data handling are identified and assessed, with compliance continuously monitored.
- Operations are reviewed and improved as necessary based on assessment and monitoring results.

Scope of Application

- The Company has established internal rules governing the collection, use, management and other aspects of personal data handling for all personal data relating to internal and external individuals, providing the foundation for company-wide operations.
- These rules and practices are implemented under a group-wide framework to ensure consistent personal data protection across the Group.

Training and Awareness

- Data managers oversee compliance among employees and outsourced personnel.
- The Company conducts annual training programs to enhance understanding and awareness of personal data protection among directors, officers, and employees.

Incident and Violation Response

- In the event of personal data breaches, the Company reports to relevant authorities and notifies affected individuals in accordance with applicable laws, regulations, and internal policies.
- Violations of internal rules are addressed in accordance with company policies, with corrective actions implemented to prevent recurrence.

Inquiry Contact

- The Company has established a contact point for inquiries related to personal data handling with the Legal and Compliance functions taking the lead in responding to inquiries.
- Regarding reported data breaches, refer to the [PDF](#) [Governance Data](#).



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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 stakeholders' critical assets, safeguard individual privacy, and protect systems and infrastructure.

[WEB Information Security Policy](#)

Initiatives

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 regularly reports to the Board of Directors on information security initiatives and the status of related risks, and the Board of Directors oversees information security based on these reports.
- 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.
- When outsourcing operations or when third parties such as suppliers handle the Santen Group's information assets, the Group requires such third parties to comply with information security requirements through contracts and other agreements.

*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, assess 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.



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- 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.

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



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Responsible Artificial Intelligence

Aim

- Santen recognizes that AI technologies, including generative AI, have significant potential to create value in healthcare and business operations. At the same time, we acknowledge their potential impact on people and society, and therefore emphasize ethics, safety, fairness, transparency, privacy protection, information security, and accountability in their use.
- Placing the trust of patients, healthcare professionals, employees, and society as our highest priority, we promote the development, deployment, and use of AI based on a human-centered and responsible AI approach. For AI that may influence important business decisions, its use is based on the premise of human review and oversight.
- In order to respond to changes in AI technologies, regulations, and societal expectations, we establish and continuously review guidelines and operational practices related to AI and data utilization, leveraging existing governance frameworks for personal data protection, IT, information security, and compliance.

[WEB Generative AI Governance and Responsible Use Policy](#)

Initiatives

Governance and Risk Management in AI Use

Governance

- We have established an internal framework to support the responsible use of AI by appropriately managing both its potential value and associated risks.
- The status of AI use and related risks is shared with senior management and relevant departments as necessary.

Ensuring Safety and Reliability

- When utilizing AI, Santen evaluates safety and reliability by considering GxP principles (such as Good Manufacturing Practices and Good Clinical Practice), relevant regulatory requirements, and the potential impact on business operations.
- In particular, where AI outputs may affect decisions, recordkeeping, or reporting related to product safety or quality assurance, Santen clearly defines the role of AI within the relevant business processes and ensures its use is based on human review and judgment.
- Santen also continuously monitors AI usage and its impact on business operations to ensure that incorrect outputs or incomplete information do not adversely affect operational quality or decision-making.

Review and Consideration of Data Connected to AI

- In applying AI, Santen clearly identifies the type, sensitivity, and purpose of the data being connected and ensures that such data is handled appropriately.
- Particular attention is given to personal data, confidential information, and business-critical data, which are carefully reviewed from the perspectives of data compliance and privacy protection, including defined scopes of use and access controls.
- Santen ensures that data referenced or processed by AI is not unintentionally used for training or secondary purposes and is utilized strictly within the intended scope.
- In addition, outputs generated through the use of AI are handled appropriately, with due consideration given to third-party intellectual property rights as well as the intended purpose and scope of use.

Management of AI Services

- Company-approved AI services are provided under controls that reflect information security, privacy, data protection, and business necessity, and are maintained as a working environment in which all employees can use them with confidence.
- For AI services developed or introduced within the company, Santen manages them based on approved AI services as the foundation and makes their usage transparent in order to understand what types of AI are being used across the organization and for what purposes.



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- AI services are managed throughout their full lifecycle, from planning and design to development, implementation, operation, periodic review, and, where necessary, consolidation or decommissioning.

Principles for the Development and Deployment of AI Models

- When developing and deploying AI models—including machine learning models, image recognition AI, predictive analytics, and generative AI—Santen applies principles for responsible data use (such as obtaining appropriate consent and protecting privacy), as well as development principles including information security, transparency, explainability, fairness, safety, and the identification, assessment, and mitigation of bias.
- In particular, for AI related to healthcare, research and development, quality, safety, and products or services, Santen clarifies the intended purpose, scope of use, and anticipated impact, and implements operations that combine appropriate review, management, and human judgment according to the specific use case.

AI Capability Building and Embedding Across the Organization

- Through ongoing training and information sharing, employees are supported in understanding the potential and limitations of AI, as well as the fundamental principles of responsible AI use, enabling them to make appropriate judgments about

how AI should be applied in their work.

- In response to technological advances and evolving usage, Santen continuously reviews related guidelines and operational practices, and ensures that necessary knowledge is communicated, decision-making criteria are clarified, and consultation and review mechanisms are established so that each department can autonomously utilize AI under defined rules.
- Through these efforts, Santen promotes the responsible use of AI across the organization, rather than limiting it to specialized functions, thereby contributing to sustainable value creation.



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Stakeholder Engagement

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.

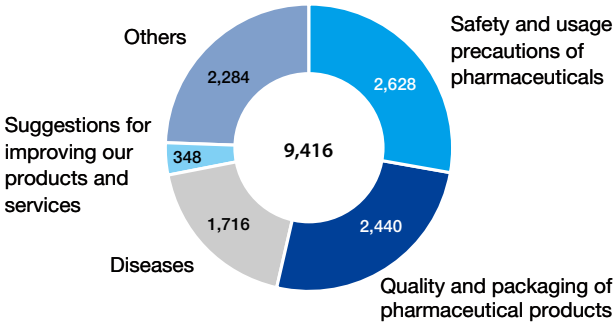
Initiatives

Key Stakeholder Engagement	
Stakeholder	Communication
Patients and Healthcare Professionals	• 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	• General meeting of shareholders, financial results announcement meeting • Plant tour
Business Partners and Suppliers	• 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	• Inclusion initiatives starting with blind football
Employees	• Speak-Up Program • Dialogue with the Employee Union • Employee engagement survey
Community and Society	• 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.

● Breakdown of Inquiries in FY2025



Shareholders and Investors

- Communication opportunities
 - We conduct quarterly financial results briefings and conference calls for securities analysts and institutional investors.
 - We also proactively participate in domestic conferences, small meetings, and investor 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 the General Meetings of Shareholders, we schedule the meetings to avoid peak shareholder meeting dates.
 - 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 a live webcast of the General Meeting of Shareholders.

Employees

- Engages in dialogues with employee unions.
 - In Japan, the Santen Group Employees' Union engages in collective bargaining with the Company.
 - As of March 2026, the number of union members is 1,338, which accounting for 69.3% of the total 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.
 - Each business site holds a monthly Safety and Health Committee meeting, in which employee labor union representatives participate.
 - A labor union has been organized at Santen



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Pharmaceutical (China) Co., Ltd., a consolidated subsidiary. Labor-management relations are favorable, with mutual understanding and cooperation.

Local Communities

- Santen promotes interaction with local communities through plant tours, fostering mutual understanding and stronger community relationships.
- Track record of hosting plant tours in FY2025
 - Shiga Product Supply Center: 13 groups, 192 visitors
 - Noto Plant: 20 groups, 280 visitors
 - Suzhou Plant: 32 groups, 83 visitors
 - Santen Vision Park: 16 groups, 74 visitors



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.
- Regarding the allocation of value distributed to each stakeholder, please refer to the  [Social Data](#).



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Selected for ESG Indexes

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

FTSE4Good Index Series

- Index Series developed by FTSE Russell in the United Kingdom.
- The index series selects 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 is included 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 funds, for ESG investment in Japanese companies.

FTSE Blossom Japan Index

- A broad index developed by FTSE Russell in the United Kingdom. The index incorporates 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.



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FTSE Blossom Japan Sector Relative Index

- A broad index developed by FTSE Russell in the United Kingdom. The index incorporates overall ESG considerations.
- The index comprises 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)

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Morningstar Japan ex-REIT Gender Diversity Tilt Index

- An index based on an evaluation in which 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.



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 carbon efficiency disclosure.





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Recognition and Commendations by Third Parties

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

The Company has been certified under Health and Productivity Management Organization Recognition Program 2026 (Large Enterprise Category).



Selected as a Sustainability Yearbook Member for “The Sustainability Yearbook 2026” published by S&P Global. Included in “The Sustainability Yearbook” for five consecutive years since 2022.



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.



In 2025, recognized as a Great Place to Work in 21 countries. Newly selected in Japan in 2025, re-certified in Sweden.
Also recognized as one of the “Southeast Asia’s Best Workplaces in Healthcare & Biopharma 2026” across four Southeast Asian countries.



In 2023, Claire Co., Ltd. has received an award for employment of persons with disabilities and support for social independence of the intellectually challenged.

In 2022, Claire Co., Ltd. has received an award for education support company by Osaka Prefectural Education Committee.

Since February 2022, the Company has been certified as a Digital Transformation Business Operator by Ministry of Economy, Trade and Industry. (The Certification was renewed in February 2026)



In 2022, Santen SA Netherlands branch has been certified as a Top Employer in the Netherlands.



In 2021, Claire Co., Ltd. has been certified as an Excellent Small and Medium-sized Employer Employing Persons with Disabilities (Monisu certification) by the Minister of Health, Labour and Welfare.





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ESG Data

The following performance indicators denoted with  in FY2025 are guaranteed by the third party to improve reliability in "ESG (Environment, Social and Governance) Data Year Ended March 31, 2026."

WEB ESG (Environment, Social and Governance) Data Year Ended March 31, 2026

Climate-related Data

Greenhouse Gas (GHG) Emissions

● Scope 1 and 2 ^{*2}

Category	Boundary	Unit	FY2019 (Base Year)	FY2022	FY2023	FY2024	FY2025
Scope 1 ^{*1}	All business sites in Japan, including sales offices, and Suzhou Plant and Santen Vision Park (China)	t-CO ₂	15,296	16,948	17,021	17,372	 15,830
Scope 2 (Market-based) ^{*1}			19,471	5,671	5,417	17,498	 14,479
Scope 2 (Location-based)			20,187	21,390	22,591	35,574	 34,549
Scope 1 + Scope 2 (Market-based) ^{*1}			34,767	22,619	22,438	34,870	30,309
Scope 1 + Scope 2 (Location-based) ^{*1}			35,483	38,339	39,612	52,946	50,379
CO ₂ emissions per unit of revenue (Market-based)		t-CO ₂ /billion yen	144	81	74	116	104
CO ₂ emissions per unit of revenue (Location-base)			147	137	131	176	173

^{*1} The value of emission on SBT base year includes CO₂ emissions derived from gasoline for overseas sales vehicles (1,973 t-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 t-CO₂ for Scope 1 + Scope 2 (market basis), 17,420 t-CO₂ for Scope 1, and 20,109 t-CO₂ for Scope 2 (market basis)
^{*2} GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials.



ESG Data

● Scope 3*9

Category		Boundary	Unit	FY2019 (Base Year)	FY2022	FY2023	FY2024	FY2025
● Scope 3*9	Category 1: Purchased goods and services	The manufacturing sites in Japan	t-CO ₂	114,613	106,743	102,440	95,560	81,743
	Category 2: Capital goods*1	All of the facilities and sales offices in Japan		7,600	23,574	—	—	—
		All of the facilities and sales offices in Japan and Santen Pharmaceutical (China) Co., Ltd		—	—	59,187	22,008	✔ 10,808
	Category 3: Fuel and energy related activities not included in Scope1 and Scope2*2*5	All of the facilities and sales offices in Japan*3		2,103	64	—	—	—
		All of the facilities and sales offices in Japan*4		—	—	3,189	—	—
		All of the facilities and sales offices in Japan and Santen Pharmaceutical (China) Co., Ltd*5		—	—	—	7,007	✔ 6,806
	Category 4: Transportation and distribution (upstream)	All of the facilities and sales offices in Japan		763	533	504	545	526
	Category 5: Waste generated in operation	Shimo-Shinjo Office *8, Sales Offices, Noto Plant, Shiga Product Supply Center, Nara Research and Development Center		489	332	289	326	346
	Category 6: Business travel	Japan		2,041	952	1,600	1,992	2,137
	Category 7: Employee commuting	Japan		1,485	982	1,025	1,079	1,305
	Category 12: End-of-life treatment of sold products*6	Japan		—	4,034	4,915	3,201	3,170
	Total*7			129,093	137,214	173,148	131,719	106,841
CO ₂ emissions per unit of revenue			t-CO ₂ /billion yen	534.4	491.7	573.4	439.1	366.4

*1 Figures for FY2023 and FY2024 have been revised following a review of the calculation items.

*2 Emissions decreased in FY2022 due to an increase in the use of electricity derived from renewable energy and substantially renewable energy. From FY2023, emissions associated with the procurement of fuels and energy have been included.

*3 Excludes emissions associated with the procurement of energy other than electricity.

*4 Includes emissions associated with the procurement of energy other than electricity.

*5: Includes emissions associated with procurement other than electricity. From FY2025, steam has been added to the calculation scope, and the FY2024 figures have been revised.

*6 Prior-year figures have been revised due to the refinement of the calculation method.

*7 Categories 8, 10, 11, and 13–15 are excluded from disclosure as they are either not applicable to our business activities or immaterial. Category 9 is also excluded due to current data calculation limitations.

*8 The Shimoshinjo Office was closed in March 2021; figures from FY2022 onward do not include the Shimoshinjo Office.

*9 GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials.



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● Greenhouse gas (CO₂) emissions calculation standards

Scope 1	CO₂emissions associated with fuel use 【Calculation method】 Calculated based on fuel consumption x heating value per unit x fuel CO ₂ 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: Emission factor from "国家温室气体排放因子库" (National Center for Climate Change Strategy and International Cooperation (NCSC))
Scope 2	CO₂ emissions from the purchase of electricity and heat 【Calculation method】 Calculated based on electricity consumption x electricity CO ₂ emission factor + heat usage x heat CO ₂ 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 factors from ""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)"" (Ministry of Ecology and Environment of China) Heat: Emission factors from "System for Calculation, reporting and Publication of Greenhouse Gas Emissions" (Ministry of the Environment)
Scope 3	CO₂ emissions through the supply chain 【Calculation method】 Calculated using emissions data obtained from business partners or by multiplying activity data collected for each category by emission intensities based on the "Emissions Intensity Database for Calculating Greenhouse Gas Emissions of Organizations through the Supply Chain" (Ministry of the Environment and Ministry of Economy, Trade and Industry, ver.3.5) 【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, CO ₂ 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 06-0260 Emission intensity of pharmaceutical products •Category 3: Emissions associated with purchased fuels, electricity, and steam [7] Emission intensity per unit of electricity / heat consumption Emission intensity of electricity, emission intensity of heavy oil A, LPG, city gas, gasoline and light oil based on "IDEA v2" •Category 4: Results calculated by the fuel consumption method or the improved ton-kilometer method are obtained from contractors, based on the transportation distance from our factories and distribution centers to delivery destinations (pharmaceutical wholesalers). •Category 5: Emissions associated with disposal of industrial waste [8] Emission intensity by waste type and Treatment Method: IDEA v2, Incineration Service for Municipal Waste (Waste Plastics) •Category 6: Emissions associated with employee business trips, etc. [11] Emissions per unit of transportation expenses and [12] Emissions per number of nights •Category 7: Emissions associated with employee commuting [11] Emissions per unit of transportation expenses, and emissions associated with gasoline use for commuting by car •Category 12: Emissions associated with the disposal of packaging and containers for sold products [8] Emission intensity by waste type and Treatment Method, [9] Emission intensity by waste type, including applicable emission intensities such as plastic waste and waste paper

● Energy Consumption Trend

Category		Boundary	Unit	FY2022	FY2023	FY2024	FY2025	
Total energy consumption* ¹		A=B+C	MWh* ¹	128,113	132,395	167,461		166,674
Non-renewable energy consumption		B		91,880	91,797	124,343		116,114
Renewable energy consumption		C (=a+b)		36,232	40,598	43,118		50,561
Renewable electricity		a		36,220	39,212	41,270		46,134
Solar power generation (self-consumption PV and on-site PPA)		b		12	1,386	1,848		4,427
Renewable energy ratio		=C/A	%	28.3	30.7	25.7		30.3
Energy consumption intensity			MWh/billion yen	459.1	438.4	558.2		571.5

*Previously disclosed in GJ, the data are disclosed in MWh from this reporting period onward.



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Environmental Impact Data

● Waste Generation and Treatment

Category	Boundary	Unit	FY2022	FY2023	FY2024	FY2025
Total waste generated*1A(=a+b+c+d+e)	Sales Offices*5, Noto Plant, Shiga Product Supply Center, Nara Research and Development Center (Japan), Suzhou Plant and Santen Vision Park (China)	t	3,025	2,724	3,280	3,426
Total waste recycled or reused*1B(=a+b)			2,575	2,074	2,548	2,586
Waste incinerated with energy recoverya			582	385	354	390
Waste recycled*1b			1,993	1,689	2,193	2,197
Waste reduction through intermediate treatment*2c			29	81	93	674
Waste incinerated without energy recoveryd			433	558	626	153
Waste sent to landfill*3e			17	11	14	13
Recycling and reuse rate=B/A		%	85.1	76.1	77.7	75.5
Landfill diversion rate*4=1-e/A			99.5	99.6	99.6	99.6
Recycling rate excluding energy recovery=b/A			65.9	62.0	66.9	64.1

*1 Includes valuable resources.

*2 Amount reduced through intermediate treatment, such as dewatering, without beneficial use.

*3 Total of residues landfilled after incineration and waste sent directly to landfill, as part of total waste generated.

*4 Established as a target under Santen Vision for the Earth 2050.

*5 Umeda Office includes both industrial waste and general waste; sales offices other than Umeda Office include industrial waste only.



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● Hazardous Waste Generated*1

Category		Boundary	Unit	FY2022	FY2023	FY2024	FY2025
Total hazardous waste generated		Sales Offices, Noto Plant, Shiga Product Supply Center, Nara Research and Development Center, Suzhou Plant (China)	t	265	193	146	204
Waste recycled or reused*1				224	119	49	48
Waste incinerated with energy recovery				224	112	42	42
Waste recycled				0	7	7	6
Waste reduction through intermediate treatment*2				0	0	1	0
Waste incinerated without energy recovery				29	66	92	153
Waste sent to landfill*3				12	8	3	4

*1 Hazardous waste is defined as follows based on the laws and regulations of each country:
Japan: Waste classified as specially controlled industrial waste under the Waste Management and Public Cleansing Act.
China: Waste listed in the National Catalogue of Hazardous Wastes issued by the Ministry of Ecology and Environment of China.

*2 Amount reduced through intermediate treatment, such as dewatering, without beneficial use.

*3 Total of residues landfilled after incineration and waste sent directly to landfill, as part of waste disposed.

● Water Consumption

Category			Boundary	Unit	FY2022	FY2023	FY2024	FY2025		
Total water consumption =①a+b+c, ②d+i			All business sites in Japan, including sales offices, and Suzhou Plant and Santen Vision Park (China)	thousand m³	612	562	667	👍 724		
① water withdrawal	Municipal water	a			149	129	210	247		
	Industrial water	b			142	152	152	175		
	Groundwater	c			321	281	305	302		
	② water use	Wastewater discharge			d (=e+f+g+h)	543	499	580	👍 637	
Discharge to sewer		e			203	214	198	235		
Discharge to surface water		f			54	35	104	121		
Discharge to sea		g			286	249	279	281		
Discharge to groundwater		h			—	—	—	—		
Consumption		i			69	63	87	87		
Water consumption intensity						thousand m³/billion yen	2.2	1.9	2.2	2.5
Water withdrawal intensity						m³ / 10,000 units produced	14.9	13.1	14.1	16.0



ESG Data

● Air Emissions and Chemical Substance Handling Volumes

Category	Boundary	Unit	FY2022	FY2023	FY2024	FY2025
SOx (sulfur oxides)	Noto Plant	t	1.5	0.6	1.6	2.1
	Shiga Product Supply Center		0.0	0.0	0.0	0.0
	Nara Research and Development Center		0.0	0.0	0.0	0.0
	Suzhou Plant and Santen Vision Park (China)		0.0	0.0	0.0	0.0
NOx (nitrogen oxides)	Noto Plant		1.9	1.9	2.0	1.9
	Shiga Product Supply Center		1.4	1.3	1.1	2.0
	Nara Research and Development Center		0.6	1.1	1.0	0.8
	Suzhou Plant and Santen Vision Park (China)		0.2	0.6	0.3	0.2
VOC (volatile organic compounds) handled	Noto Plant		43.6	36.7	34.9	1.0
	Shiga Product Supply Center		13.6	22.1	18.3	19.7
	Nara Research and Development Center		1.3	0.9	0.8	0.7
	Suzhou Plant and Santen Vision Park (China)		2.3	0.0	0.0	0.0

● Water Emissions of Chemical Substances

Category	Boundary	Unit	FY2022	FY2023	FY2024	FY2025
BOD (biochemical oxygen demand)	Noto Plant	t	1.0	0.8	1.3	0.9
	Shiga Product Supply Center		1.7	1.8	1.9	7.0
	Nara Research and Development Center		0.8	0.7	0.9	1.9
COD (chemical oxygen demand)	Noto Plant		1.5	1.2	1.6	1.3
	Shiga Product Supply Center		1.6	2.1	1.4	4.7
	Suzhou Plant and Santen Vision Park (China)		1.0	0.3	1.5	2.2



ESG Data

● Class I Designated Chemical Substances under the PRTR Act and Amounts Handled

Category	Boundary	Unit	FY2022	FY2023	FY2024	FY2025
Methylnaphthalene	Noto Plant	t	20.6	19.4	21.4	21.3
	Shiga Product Supply Center		0.0	0.0	0.0	0.0
	Nara Research and Development Center		0.0	0.0	0.0	0.0
Boron compounds	Noto Plant		0.7	0.6	0.8	0.8
	Shiga Product Supply Center		0.8	0.0	0.0	0.0
	Nara Research and Development Center		0.0	0.0	0.0	0.0
Xylene	Noto Plant		0.0	0.0	0.0	0.0
	Shiga Product Supply Center		0.0	0.0	0.0	0.0
	Nara Research and Development Center		0.1	0.2	0.1	0.2

Status of polychlorinated biphenyls (PCBs) held • The Santen Group currently does not hold any equipment containing PCBs. • PCB-containing equipment previously held by the Group was properly disposed of and rendered harmless in March 2017 through a government-designated operator.
Environmental pollution prevention (compliance with laws and regulations) • We comply with the regulations of the local governments in which our domestic manufacturing sites and research facility are located. • Noto Plant: Operates in accordance with the pollution prevention agreement with Hodatsushimizu Town. • Shiga Product Supply Center: Operates in accordance with the Shiga Prefectural Pollution Prevention Ordinance (air) and the agreement with Taga Town on pollution prevention and environmental conservation (water quality, noise and vibration). • Nara Research and Development Center: Operates in accordance with the pollution prevention agreement with Ikoma City.



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).

● Number of employees

Category		Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Consolidated Total		Consolidated	Persons	4,315	4,144	3,744	3,849	3,968
Non-consolidated Total		Non-consolidated		1,839	1,807	1,676	1,756	1,884
Male		Non-consolidated		1,384	1,348	1,220	1,272	1,361
Female		Non-consolidated		455	459	456	484	523

● Number of employees by region

Category		Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
	Japan	Santen Group in Japan	Persons	1,968	1,930	1,722	1,802	1,932
	China	Outside of Japan		787	725	703	714	678
	Asia	Outside of Japan		403	385	386	395	414
	EMEA	Outside of Japan		748	752	737	761	780
	Americas	Outside of Japan		409	352	196	177	164
Total		Consolidated		4,315	4,144	3,744	3,849	3,968



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● Number of employees by gender and rank (Consolidated)

Category		Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Santen Total	Total	Consolidated	Persons	4,315	4,144	3,744	3,849	3,968
	Male		Persons	2,477	2,370	2,093	2,145	2,231
			%	57.4	57.2	55.9	55.7	56.2
			Persons	1,838	1,774	1,651	1,704	1,737
	Female		%	42.6	42.8	44.1	44.3	43.8
Corporate Officer	Total	Consolidated	Persons	21	21	19	15	13
	Male		Persons	18	15	14	11	10
			%	85.7	71.4	73.7	73.3	76.9
			Persons	3	6	5	4	3
	Female		%	14.3	28.6	26.3	26.7	23.1
Director	Total	Consolidated	Persons	302	295	264	297	301
	Male		Persons	210	203	181	201	205
			%	69.5	68.8	68.6	67.7	68.1
			Persons	92	92	83	96	96
	Female		%	30.5	31.2	31.4	32.3	31.9
Manager	Total	Consolidated	Persons	963	886	817	832	823
	Male		Persons	581	515	461	469	471
			%	60.3	58.1	56.4	56.4	57.2
			Persons	382	371	356	363	352
	Female		%	39.7	41.9	43.6	43.6	42.8
General employee	Total	Consolidated	Persons	3,029	2,942	2,644	2,705	2,831
	Male		Persons	1,668	1,637	1,437	1,464	1,545
			%	55.1	55.6	54.3	54.1	54.6
			Persons	1,361	1,305	1,207	1,241	1,286
	Female		%	44.9	44.4	45.7	45.9	45.4



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● Number of employees by gender and rank (Santen Group in Japan)

Category		Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Santen Total	Total	Santen Group in Japan*	Persons	—	—	1,722	1,802	1,932
	Male		Persons	—	—	1,249	1,300	1,390
			%	—	—	72.5	72.1	71.9
			Female	Persons	—	—	473	502
	%			24.7	25.8	27.5	27.9	28.1
Corporate Officer	Total	Santen Group in Japan	Persons	—	—	13	10	9
	Male		Persons	—	—	9	7	7
			%	—	—	69.2	70.0	77.8
			Female	Persons	—	—	4	3
	%			—	—	30.8	30.0	22.2
Director	Total	Santen Group in Japan	Persons	—	—	77	97	99
	Male		Persons	—	—	67	82	87
			%	—	—	87.0	84.5	87.9
			Female	Persons	—	—	10	15
	%			—	—	13.0	15.5	12.1
Manager	Total	Santen Group in Japan	Persons	—	—	300	307	314
	Male		Persons	—	—	240	244	249
			%	—	—	80.0	79.5	79.3
			Female	Persons	—	—	60	63
	%			—	—	20.0	20.5	20.7
General employee	Total	Santen Group in Japan	Persons	—	—	1,332	1,388	1,510
	Male		Persons	—	—	933	967	1,047
			%	—	—	70.0	69.7	69.3
			Female	Persons	—	—	399	421
	%			—	—	30.0	30.3	30.7

*The data is reported on a non-consolidated basis in FY2021

● Gender diversity

Category	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Females in managerial positions	Consolidated	%	37.1	39.0	40.4	40.5	39.7
	Santen Group in Japan*1		13.6	16.9	19.0	19.6	18.7
Revenue generating functions*2 ratio of female managers	Consolidated		—	—	39.9	39.9	39.2
STEM-related positions*3 ratio of female employees	Consolidated		—	—	52.6	56.5	56.5

*1: Non-consolidated in FY2021

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

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



ESG Data

● Average length of service

Category		Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Total		Consolidated	Years	10.4	10.5	10.7	10.7	10.9
Male	a			12.3	12.5	12.7	12.7	12.8
Female	b			7.8	7.9	8.1	8.2	8.5
Gender disparity in average length of service* = (b-a)/a			%	-36.6	-36.8	-36.2	-35.4	-33.1
Total		Non-consolidated	Years	16.8	17.2	16.8	16.4	15.9
Male	a			17.4	17.8	17.5	17.1	16.7
Female	b			15.1	15.3	14.9	14.5	14.0
Gender disparity in average length of service* = (b-a)/a			%	-13.2	-14.0	-14.9	-15.2	-16.2

*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	FY2021	FY2022	FY2023	FY2024	FY2025
Total		Consolidated	Years old	42.2	42.7	42.4	42.7	43.2
Male				43.2	43.8	43.3	43.6	44.0
Female				40.8	41.3	41.1	41.5	42.1
Total		Non-consolidated	Years old	44.0	44.3	43.8	43.9	43.9
Male				44.5	44.8	44.3	44.4	44.5
Female				42.3	42.8	42.3	42.5	42.3

● Number of newly hired employees/Hiring cost

Category		Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Total		Consolidated	Persons	702	375	385	478	479
Japan				106	67	81	169	204
China				249	105	109	109	84
Asia				74	62	69	62	82
EMEA				144	117	113	129	105
America				129	24	13	9	4
Rate of open positions filled by internal candidates*		Consolidated	%	9.5	10.0	12.7	8.4	6.3
Average hiring cost		Consolidated	Thousand yen	652	664	577	947	824

*Percentage of open slots filled from within the company



ESG Data

● Employee turnover/Employee turnover rate

Category			Boundary	Unit	FY2021	FY2022	FY2023*2	FY2024	FY2025
Japan	Number of turnover*1	Santen Group in Japan	Persons	126	128	289	90	102	
	Turnover rate		%	6.4	6.6	16.8	5.0	5.4	
China	Number of turnover*1	Outside of Japan	Persons	255	171	158	123	129	
	Turnover rate		%	32.4	23.6	22.5	17.2	19.0	
Asia	Number of turnover*1	Outside of Japan	Persons	71	79	69	69	54	
	Turnover rate		%	17.6	20.5	17.9	17.5	13.0	
EMEA	Number of turnover*1	Outside of Japan	Persons	117	124	138	104	91	
	Turnover rate		%	15.6	16.5	18.7	13.7	11.7	
America	Number of turnover*1	Outside of Japan	Persons	73	78	169	28	19	
	Turnover rate		%	17.8	22.2	86.2	15.8	11.6	
Total	Number of turnover*1	Consolidated	Persons	642	580	823	414	395	
	Turnover rate		%	14.9	14.0	22.0	10.8	10.0	

*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	FY2021	FY2022	FY2023*	FY2024	FY2025
Total	Number of turnover	Non-consolidated	Persons	85	114	253	90	99
	Turnover rate		%	4.6	6.3	15.1	5.1	5.3
	Number of voluntary turnover		Persons	75	88	85	73	78
	Turnover rate		%	4.1	4.9	5.1	4.2	4.1
Male	Number of turnover		Persons	63	79	200	64	75
	Turnover rate		%	4.6	5.9	16.4	5.0	5.5
	Number of voluntary turnover		Persons	57	64	64	51	60
	Turnover rate		%	4.1	4.7	5.3	4.0	4.4
Female	Number of turnover		Persons	22	35	53	26	24
	Turnover rate		%	4.8	7.6	11.6	5.4	4.6
	Number of voluntary turnover		Persons	18	24	21	22	18
	Turnover rate		%	4.0	5.2	4.6	4.5	3.4

*Implemented early retirement special program in FY2023

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ESG Data

● Average remuneration

Category	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Mean Employee Compensation	Consolidated	Thousand yen	—	—	10,459	11,201	11,554
Median Employee Compensation			—	—	7,926	8,431	8,555

● Average annual salary by gender and rank*

Category		Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Total	Total	Consolidated	Thousand yen	—	—	10,459	11,201	11,409
	Male			—	10,408	10,642	11,340	11,583
	Female			—	9,606	9,714	10,591	11,184
Manager	Male			15,686	17,951	18,530	19,713	✓ 20,493
	Female			14,916	17,946	17,965	19,731	✓ 21,397
General Employee	Male			6,647	7,100	7,118	7,508	✓ 7,685
	Female			6,052	6,647	6,711	7,210	✓ 7,627
Total	Male	Santen Group in Japan	Thousand yen	—	9,380	9,082	9,624	9,418
	Female			—	7,419	7,324	7,813	7,565
Manager	Male			—	13,945	13,739	14,843	14,610
	Female			—	13,063	13,025	13,740	14,089
General Employee	Male			—	7,904	7,505	7,827	7,715
	Female			—	6,526	6,267	6,672	6,452

*Executive compensation and stock options are excluded

● Wage Gender Differences*

Category	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Total	Consolidated	%	—	92.3	91.3	93.4	96.6
Manager			—	100.0	97.0	100.1	104.4
General employee			—	93.6	94.3	96.0	99.2
Total	Santen Group in Japan	%	—	79.1	80.6	81.2	80.3
Manager			—	93.7	94.8	92.6	96.4
General employee			—	82.6	83.5	85.2	83.6

*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

● Human Resource Development

Category		Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
The aggregate length of training sessions*		Consolidated	Hours	48,612	93,384	58,613	146,293	130,114
Average hours per FTE of training and development*				—	—	15.7	38.0	32.8
Investment in training		Consolidated	Millions of yen	277	213	230	394	398
Average amount spent per FTE on training and development			Thousand yen	—	—	61	102	100

*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, 2022	As of June, 2023	As of June, 2024	As of June, 2025	As of June, 2026
People with disabilities*		Santen Group in Japan	Persons	59	54	52	51	53
Visually impaired people (actual number)				5	5	4	4	4
Rate of people with disabilities*			%	2.93	2.80	2.97	2.72	2.74

*Follows Ministry of Health, Labor and Welfare standards

Category		Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Italy	People with disabilities	Outside of Japan	Persons	—	—	4	4	4
	Rate of people with disabilities		%	—	—	5.00	5.00	5.00
Germany	People with disabilities		Persons	—	—	2	2	3
	Rate of people with disabilities		%	—	—	2.80	3.33	3.40
France	People with disabilities		Persons	—	—	3	3	3
	Rate of people with disabilities		%	—	—	5.62	5.45	4.76

● Number of fixed-term employees

Category		Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Consolidated Total		Consolidated	Persons	971	897	820	800	772
Total (Santen Group in Japan)		Santen Group in Japan*		106	106	58	49	62

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



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● Contract Employee

Category	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Total	Santen Group in Japan	Persons	182	193	205	228	242

● Number of users of childcare and nursing care systems

Category			Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Special Leave (paid)	Number of Maternity Leave*1		Santen Group in Japan	Persons	18	20	14	17	13
	Nursing care leave for a preschool child*1			Persons	6	4	2	5	4
	Nursing care leave for an elderly or disabled family*1			Persons	3	1	1	0	2
Childcare leave system*2	Number of childcare leave*1	Male	Santen Group in Japan	Persons	37	35	25	33	40
		Female		Persons	15	18	11	12	11
	Childcare leave acquisition rate*3	Male		%	63.8	87.5	80.6	62.3	100.0
		Female		%	93.8	120.0	110.0	80.0	122.2
	Return to work rate			%	100	98.1	97.9	100	100.0
Annual paid leave reserve system*4	Nursing care leave for a family member*1		Santen Group in Japan	Persons	70	79	49	101	170
	Incl. Nursing care leave for a child*1*5			Persons	30	36	37	—*5	—
	Number of Childcare leave*1*5			Persons	57	49	60	91	134
Short working hours for nursing care*1			Santen Group in Japan	Persons	21	22	27	25	28
Number of nursing care leave*1				Persons	1	0	0	0	0
Short working hours for nursing care*1				Persons	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



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● Family-related leave*

Category	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Rate of employees entitled to take family-related leaves	EMEA	%	—	—	100	100	100
Rate of employees that took family-related leaves(total)			—	—	5.2	11.6	15.5
Rate of male that took family-related leaves			—	—	2.1	4.4	9.9
Rate of female that took family-related leaves			—	—	3.1	7.3	5.6

*Family-related leave is in accordance with CSRD standards

● Annual paid leave

Category	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Days granted	Santen Group in Japan	Days	19.8	19.8	19.2	19.4	19.4
Days taken			11.8	13.2	12.9	12.7	12.9
Perctange of days taken		%	59.3	66.7	68.4	65.6	66.6

● Average overtime work per month

Category	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Overtime per person	Santen Group in Japan	hours/month	10.5	10.7	10.8	13.4	12.8



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Occupational Safety and Health

● Number of work-related fatalities

Category		Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
	All Operational Sites (Japan)*	Santen Group in Japan	Persons	0	0	0	0	0
	Suzhou Plant (China)	Outside of Japan		0	0	0	0	0
	Total	Consolidated		0	0	0	0	0

*FY2021: Only Santen Pharmaceutical Co, Ltd (excluding subcontractors), from FY2022 onwards: Santen Eye Care Co, Ltd and Clair Co, Ltd are added to the scope

● Occupational accidents in each region

Category			Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
	All Operational Sites (Japan)	LTI *1	Non-consolidated	Cases	5	4	2	1	6
		LTIFR *2		—	1.38	0.56	0.59	0.31	1.73
		LTISR *3		—	0.025	0.083	0.010	0.001	0.016
	Suzhou Plant (China)	LTI *1	Outside of Japan	Cases	1	0	1	0	0
		LTIFR *2		—	0.40	0.00	0.40	0.00	0.00
		LTISR *3		—	0.078	0.000	0.063	0.000	0.000
	Consolidated	LTI *1	Consolidated*5	Cases	—	8	4	2	6
		LTIFR *2		—	—	0.77	0.56	0.27	0.80
		LTISR *3		—	—	0.038	0.017	0.001	0.008

Category			Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
	Contractors (Japan)	LTI *1	Japan	Cases	—	0	0	1	0
		LTIFR *2		—	—	0.00	0.00	18.04	0.00
	Contractors (China)	LTI *1	China	Cases	—	0	0	0	1
		LTIFR *2		—	—	0.00	0.00	0.00	6.69

*1 LTI: Number of lost-time injuries; total number of occupational accidents resulting in lost workdays. Commuting accidents are excluded

*2 LTIFR: Lost-time injury frequency rate; the number of lost-time injuries per one million hours worked, indicating the frequency of occupational accidents

*3 LTISR: Lost-time injury severity rate; number of lost working days per 1,000 aggregate actual working hours; it denotes the level of severity of accidents

*4 Scope of data collection: includes part-time and re-employed employees, but excludes agency workers.

The scope covers the non-consolidated entity through fiscal 2021 and Santen Group in Japan from fiscal 2022 onward

Employees on overseas assignments are excluded as they are not covered by Japan’s workers’ compensation insurance system

*5 Santen Italy S.r.l. and Sweden (FI Oy) are not included in FY2023



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● Health and Productivity Management

Category		Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Presenteeism*1*2	Activation Rate	Santen Group in Japan	%	83.0	84.0	85.0	85.0	84.0
The Brief Job Stress Questionnaire*3	Examination rate	Santen Group in Japan		88.1	90.1	88.5	94.3	95.9
	High stress rate			10.3	10.3	10.0	8.1	7.6
Employee Engagement	Engagement score*4	Consolidated		—	64	64	72	73
	Response rate			—	73	93	93	93

*1 Activity (productivity) indices related to ""work performance, quality, and quantity"" derived from the database of Humanage, 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



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Product Development and Stable Supply

● Research and Development

Category	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
R&D expenses	Consolidated	Millions of yen	26,377	28,297	25,419	24,103	26,185
Ratio of R&D expenses to net sales		%	9.9	10.1	8.4	8.0	9.0

● Product Recall

Category	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Class I *1	Consolidated	Cases	0	0	0	0	0
Class II *2			1	1	0	1	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	FY2021	FY2022	FY2023	FY2024	FY2025
Supply assessment rate	Consolidated	%	—	93.5	95.8	—	89.6
Supplier training rate			—	87.1	96.0	—	87.0
ESG education rate for procurement department staff			—	100	100	—	100.0



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● Freedom of Association

Category		Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of union members		Non-consolidated	Persons	1,277	1,263	1,180	1,227	1,338
Rate of union members in the total employees			%	69.4	69.9	70.4	69.9	69.3
Number of collective bargaining rights holders			Persons	—	1,263	1,180	1,227	1,338
Percentage of employees with collective bargaining rights			%	—	100	100	100	100
Rate of employees covered by collective bargaining agreements	France	Outside of Japan	%	—	—	100	100	100
	Finland			—	—	100	100	100
	Italy			—	—	100	100	100

● Donation

Category	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Amount of donations	Consolidated	Millions of yen	810	878	796	524	531
Ratio to consolidated core operating profits		%	1.7	2.0	1.3	0.9	1.0

● Distribution of Added Value to Stakeholders

Category	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Shareholders	Consolidated	Millions of yen	11,998	12,611	11,881	12,112	12,659
Employees*			50,763	39,026	37,990	37,960	40,514
Creditors (financial institutions)			249	476	831	1,083	1,391
Business partners*			143,407	170,181	176,795	178,984	170,937
Government agencies (national and local)			8,427	9,184	3,171	11,628	9,881
Local communities			810	870	796	524	531
Environment			392	371	281	—	—

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



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● Visitors to Plant Tours

Category	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Shiga Product Supply Center	Japan	Persons	0	0	68	175	192
Noto Plant			24	70	120	240	280
Claire Co., Ltd.			46	27	114	243	238
Suzhou Plant	China		160	66	104	106	83
Santen Vision Park	China		—	—	—	—	74

● Number of Participants in Disability-related Work Experience Programs

Category	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Claire Co., Ltd.	Japan	Persons	30	14	26	38	49

● Dialogue with investors and analysts

Category	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of meetings (approx.)	Consolidated	Times	—	260	280	350	390



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Corporate Governance

Category	Boundary	Unit	As of June, 2022	As of June, 2023	As of June, 2024	As of June, 2025	As of June, 2026
Directors (incl. female directors)	Non-consolidated	Persons	8(2)	7(2)	8(2)	6(2)	7(2)
Inside directors (incl. female directors)			3(0)	2(0)	4(1)	3(1)	3(1)
Outside directors (incl. female directors)			5(2)	5(2)	4(1)	3(1)	4(1)
Corporate Auditors (incl. Female Corporate Auditors)	Non-consolidated	Persons	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)
Outside Corporate Auditors (incl. Female Corporate Auditors)			3(1)	3(1)	3(1)	3(1)	3(1)

Category	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Meetings of the Board of Directors held	Non-consolidated	Times	14	13	13	13	13
Attendance rate of Directors	Non-consolidated	%	100	100	98	97	97
Attendance rate of Corporate Auditors	Non-consolidated		98	100	98	100	100
Meetings of the Board of Corporate Auditors held	Non-consolidated	Times	10	11	10	11	11
Attendance rate of Corporate Auditors	Non-consolidated	%	100	100	100	100	100
CEO compensation	Non-consolidated	Millions of yen	—	—	191	187	251
CEO-to-employee pay ratio*	Consolidated	Times	—	—	18.3	16.7	21.7

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



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Compliance

Category	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Annual compliance education	Consolidated	%	98.8	95.5	99.9	96.5	100.0
Major compliance violations		Cases	0	0	0	0	0
Consultation and reporting received (incl. disciplinary actions taken)			45(2)	35(6)	45(16)	54(7)	102(11)
Corruption or Bribery			—	0	1	1	1
Discrimination or Harassment			—	10	25	32	57
Customer Privacy Data			—	0	0	1	5
Conflicts of Interest			—	2	1	2	6
Money Laundering or Insider trading			—	0	0	0	0
Others			—	23	18	18	33
Legal actions for corruption received			0	0	0	0	0
Lawsuit filed due to legal violations			0	0	0	0	0
Breaches of client data reported to regulators			0	0	0	0	1
Regulatory complaints concerning marketing and selling practices			0	0	1	0	0



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Information Security

Category	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Information security breaches	Consolidated	Cases	0	0	0	0	0

Policy Influence

Category	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Political contributions	Non-consolidated	Millions of yen	4	4	4	4	3
Industry and business association participation fees			50	40	50	52	50

Revenues, Income Tax Paid, etc. by Country*

● Year Ended March 31, 2025

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	194,516	25,772	6,856	5,324	1,802
	Switzerland		84,569	7,018	102	1,068	56
	China		34,130	5,477	2,466	1,620	714
	Finland		26,984	886	167	177	177
	Singapore		18,772	1,924	242	153	94
	South Korea		15,200	1,843	444	346	99
	Other		91,217	4,996	2,014	760	907
Total			465,388	47,916	12,291	9,448	3,849

*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



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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.

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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 Data Book 2026
2-6	Activities, value chain and other business relationships	What We Do
2-7	Employees	Social Data
2-8	Workers who are not employees	Social Data
2-9	Governance structure and composition	Corporate Governance Corporate Governance Report
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 Disclosures Based on the TCFD Recommendations
2-13	Delegation of responsibility for managing impacts	Sustainability Promotion System
2-14	Role of the highest governance body in sustainability reporting	Corporate Governance Corporate Governance Report
2-15	Conflicts of interest	Corporate Governance Report Santen Report
2-16	Communication of critical concerns	Speak-Up Program Governance Data
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 Materiality
2-25	Processes to remediate negative impacts	Compliance
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), Japan Ophthalmic Pharmaceutical Manufacture's Association 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



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GRI 101: Biodiversity 2024			
101-1	Policies to halt and reverse biodiversity loss		Biodiversity
101-2	Management of biodiversity impacts		—
101-3	Access and benefit-sharing		—
101-4	Identification of biodiversity impacts		—
101-5	Locations with biodiversity impacts		—
101-6	Direct drivers of biodiversity loss		—
101-7	Changes to the state of biodiversity		—
101-8	Ecosystem services		—

Economic Topic

Disclosure			References
GRI 201: Economic Performance 2016			
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		—
GRI 202: Market Presence 2016			
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		—
GRI 203: Indirect Economic Impacts 2016			
203-1	Infrastructure investments and services supported		Donations Social Contribution Activities Access to Healthcare
203-2	Significant indirect economic impacts		—

Disclosure			References
GRI 204: Procurement Practices 2016			
204-1	Proportion of spending on local suppliers		—
GRI 205: Anti-corruption 2016			
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
GRI 206: Anti-competitive Behavior 2016			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		Speak-Up Program
GRI 207: Tax 2019			
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

GRI 301: Materials 2016			
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		—
GRI 302: Energy 2016			
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		—



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GRI 303: Water and Effluents 2018		
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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 305: Emissions 2016		
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 Reduction of Greenhouse Gas Emissions from our Supply Chains Environment data
305-5	Reduction of GHG emissions	Reduction of Greenhouse Gas Emissions from Santen 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

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GRI 306: Waste 2020		
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
GRI 308: Supplier Environmental Assessment 2016		
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

GRI 401: Employment 2016		
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
GRI 402: Labor/Management Relations 2016		
402-1	Minimum notice periods regarding operational changes	Dialogues with employee unions



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GRI 403: Occupational Health and Safety 2018		
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

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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
GRI 404: Training and Education 2016		
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
GRI 405: Diversity and Equal Opportunity 2016		
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
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	—
GRI 407: Freedom of Association and Collective Bargaining 2016		
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

Disclosure		References
GRI 408: Child Labor 2016		
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
GRI 409: Forced or Compulsory Labor 2016		
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
GRI 410: Security Practices 2016		
410-1	Security personnel trained in human rights policies or procedures	—
GRI 411: Rights of Indigenous Peoples 2016		
411-1	Incidents of violations involving rights of indigenous peoples	—
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	Access to Healthcare Social Contribution Activities
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GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	—
414-2	Negative social impacts in the supply chain and actions taken	Supplier Assessment
GRI 415: Public Policy 2016		
415-1	Political contributions	Anti-Bribery Anti-Corruption (ABAC)
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	Product Quality & Safety
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product Recall Social Data

Disclosure		References
GRI 417: Marketing and Labeling 2016		
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
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Protection of Personal Information Governance Data

