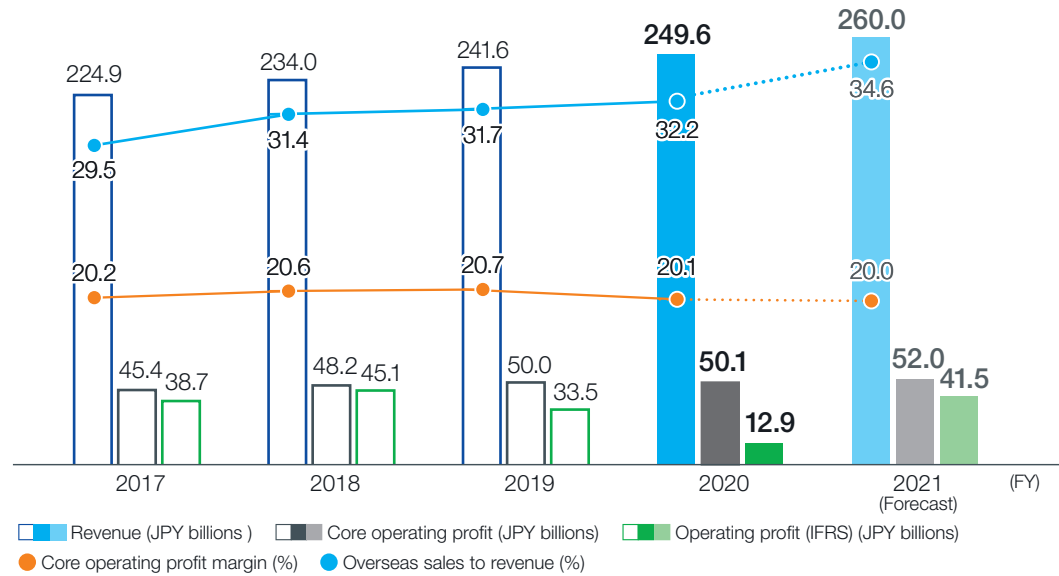


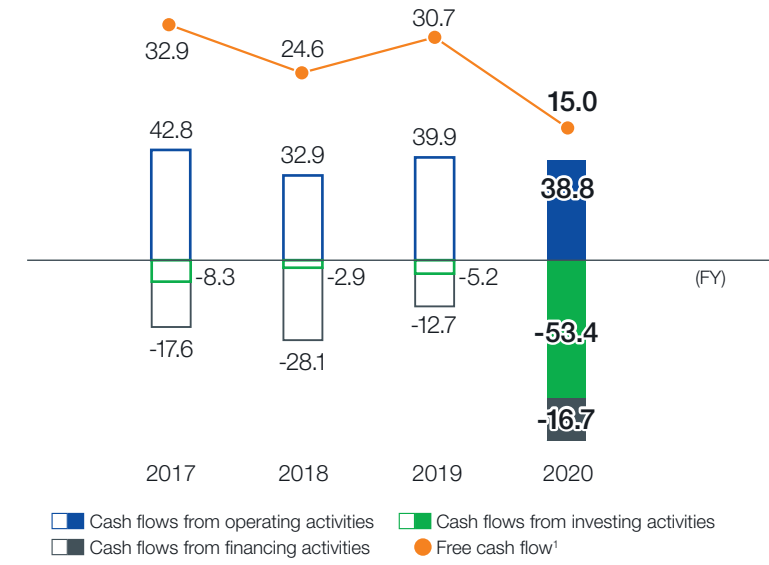
# Financial and Non-Financial Highlights

## Financial Highlights

Revenue, Core Operating Profit, Core Operating Profit Margin, and Overseas Sales to Revenue

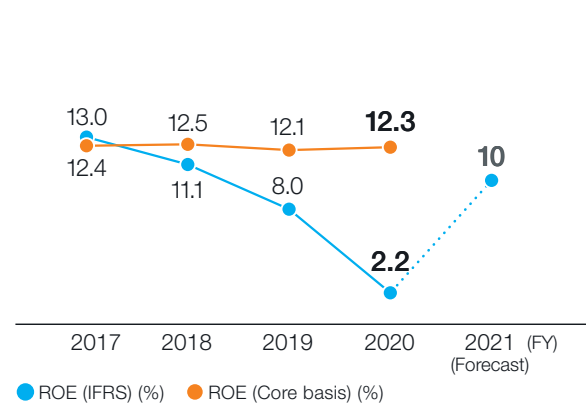


Cash Flows (JPY billions)

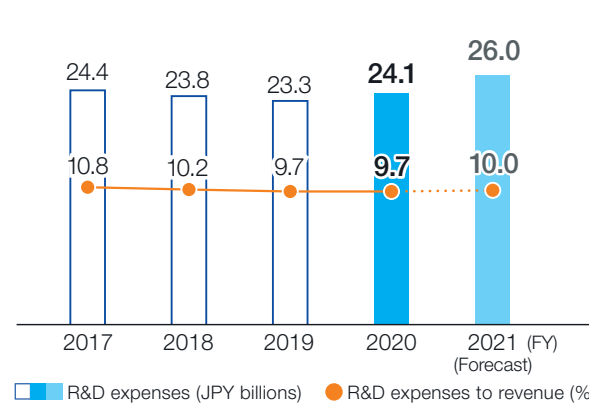


<sup>1</sup> Free cash flow = Net cash flows from operating activities minus capital payments for acquisition of property, plant and equipment, and intangible assets

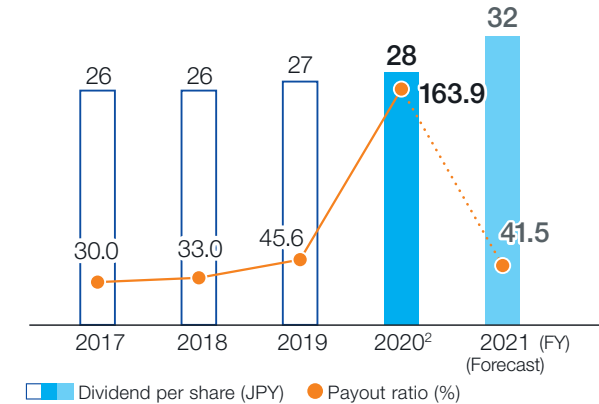
ROE



R&D Expenses and R&D Expenses to Revenue



Dividend per Share and Payout Ratio

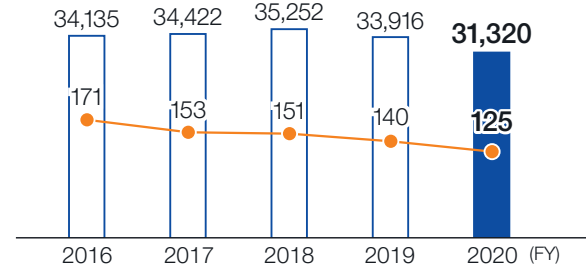


<sup>2</sup> Dividend payout ratio was 163.9% mainly due to the effects of impairment losses on intangible assets, etc. relating to InnFocus, Inc. (U.S.)

Financial and Non-Financial Highlights

# Non-Financial Highlights

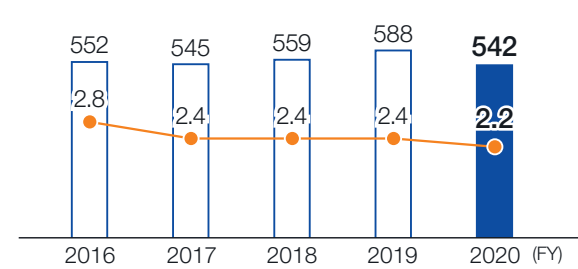
## CO<sub>2</sub> Emissions



■ CO<sub>2</sub> Emissions (t-CO<sub>2</sub>)  
● CO<sub>2</sub> emissions per unit of revenue (t-CO<sub>2</sub>/JPY billions)

Scope of aggregation: All operational bases in Japan, Tampere Plant, and Suzhou Plant. Business transfer of Tampere Plant (Finland) to Next Pharma GmbH was completed on September 30, 2019.

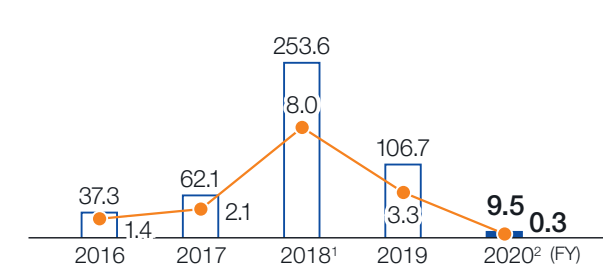
## Total Water Usage



■ Total water usage (Thousand m<sup>3</sup>)  
● Water usage per unit of revenue (Thousand m<sup>3</sup>/JPY billions)

Scope of aggregation: Shiga Product Supply Center, Noto Plant, Nara Research and Development Center, Shimoshinjo Office, Tampere Plant, and Suzhou Plant

## Volume of Waste and Final Disposal Ratio



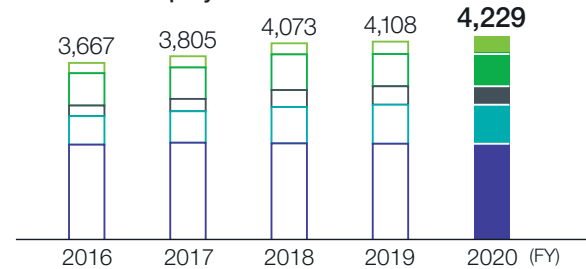
■ Volume of waste (t) ● Final disposal ratio (%)

Scope of aggregation: Shiga Product Supply Center, Noto Plant, Nara Research and Development Center, Shimoshinjo Office, Tampere Plant, and Suzhou Plant

<sup>1</sup> In FY2018, volume temporarily increased due to disposal of residual equipment, etc. associated with the sale of the former head office and the Osaka Plant.

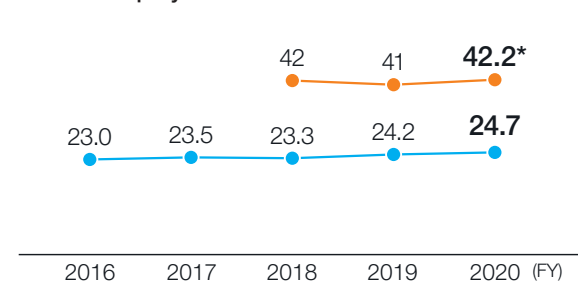
<sup>2</sup> From FY2020, following review of waste disposal at the waste disposal contractor, the calculation methodology at the Suzhou Plant was revised.

## Number of Employees



■ Japan ■ China ■ Asia ■ EMEA ■ Americas

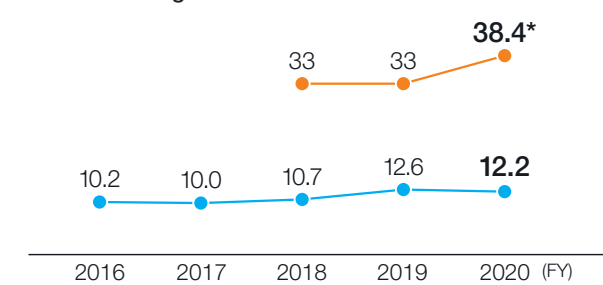
## Female Employee Ratio



● Female employee ratio (consolidated) (%)  
● Female employee ratio (non-consolidated) (%)

\* From FY2020, calculation methodology for consolidated female employee ratio was revised.

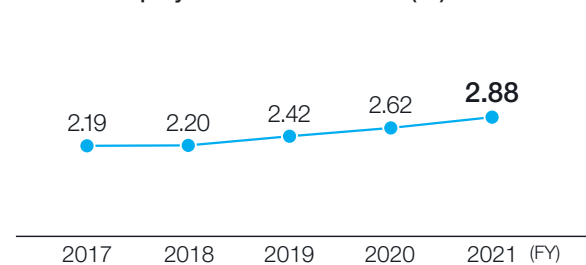
## Female Manager Ratio



● Female manager ratio (consolidated) (%)  
● Female manager ratio (non-consolidated) (%)

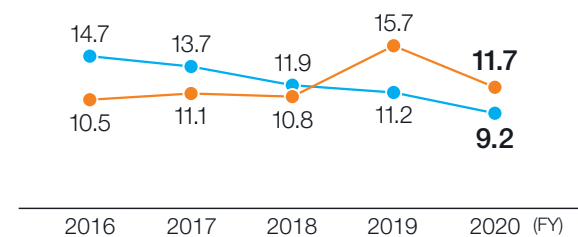
\* From FY2020, calculation methodology for consolidated female manager ratio was revised.

## Ratio of Employees with Disabilities (%)



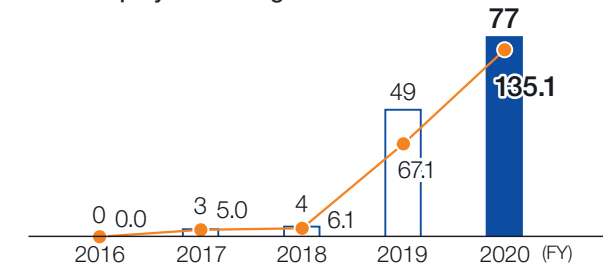
\* Santen Pharmaceutical Co., Ltd. and consolidated subsidiaries in Japan (as of June of each year)

## Average Monthly Overtime and Average Days of Annual Paid Leave



● Average days of annual paid leave (Santen Group in Japan) (Days)  
● Average monthly overtime hours (Santen Group in Japan) (Hours/employee/month)

## Male Employees Taking Childcare Leave



■ Male employees taking childcare leave (Santen Group in Japan) (Employees)  
● Ratio of male employees taking childcare leave (Santen Group in Japan) (%)