



Santen's Proposed New Working Styles under the New Normal

As COVID-19 continues to have a huge impact around the world, we have continued to prioritize our mission, as a specialty company in the field of ophthalmology, to continue delivering various ophthalmological treatment choices to patients around the world. As we cope with the inconveniences associated with COVID-19, I believe that, as these new circumstances become our everyday reality, we must adapt as quickly as possible to these changes, with all employees around the world coming together, and create working practices appropriate for Santen under the New Normal.

As part of our efforts to prevent the further spread of COVID-19, we have worked to build new styles of working. Our colleagues, who used to commute to offices, have already fully adapted to work from home as well as remote collaboration. Our colleagues in the field have also adapted themselves to the way of collecting and providing information through online channels, rather than going out in the field. At the same time, colleagues working in product supply and R&D, have continued with their work while paying the utmost attention to the maintenance of safety and environmental health. In these ways, each and every one of our employees have been making various individual efforts to address the current difficult situation.

Over these past three months or so, we have faced the rapid spread of the COVID-19 outbreak both in Japan and around the world, in addition to huge changes that have affected economic and social activities. Looking back over how we worked through that period, I think we have proven our ability to respond with true flexibility, adapting to the ever changing social environment, achieving sufficient results in the creation of new standards, and also maintaining and increasing productivity, all the while prioritizing the continuation of our business and a stable product supply.

I hope that we can take what we have learned from these experiences, share ideas on how to create an even better workplace and that, in line with the policies listed below, all Santen employees around the world can work together to build new working styles appropriate for the New Normal.

Policies

- Office is going to change its definition from place to commute to place to encounter with peers as one of options for accomplishment of a task.
- Effective and efficient workstyle where diversified work style based upon job style and private needs is well accommodated with clear value shift from work hours to productivity, and from effort to achievement.
- We will work to build a safe and environmentally healthy workplace designed to provide maximum support for our ability to continue our business. We will continue to harness the latest technology that makes this possible.
- We will use digital technology to build structures that provide timely communication between our customers, business partners and colleagues around the world.
- We will promote a workstyle that ensures sustainability with less environmental load, more friendly to the earth.

Santen is aiming to achieve a new style of collaboration that brings together colleagues around the

world online, irrespective of their location, in an even tighter network than we have at the moment. While respecting each individual's preferences regarding systems of employment and lifestyles, we aim to create an inclusive environment in which everyone can work with confidence. In addition to developing systems and environments appropriate for the conditions in each country and region, and also reforming our workflow processes, we aim - as we will not be going Back to Normal - to harness digital technology and pursue revolutionary ways of working through new ideas in order to achieve the transformation required for the New Normal. Let us work together across the globe to take on the challenge of achieving this transformation, steadily generating both further contributions to patients and robust business growth.

June 23, 2020

Santen Pharmaceutical Co., Ltd.

Shigeo Taniuchi

President and CEO

A handwritten signature in black ink, reading "Shigeo Taniuchi". The signature is written in a cursive, flowing style with a prominent initial "S".