

Become A Social Innovator

Q1 FY2021 Financial Results Santen Pharmaceutical Co., Ltd.

Presentation: August 6, 2021



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- Materials and information provided in this announcement include so-called "forward-looking statements" .The earnings forecasts and other forward-looking statements herein are based on information currently available to the Company and certain assumptions that we believe to be reasonable. The realization of these forecasts is subject to various risks and uncertainties. Please be aware that actual results could differ materially from these forward-looking statements. We assume no obligation to update the contents of this document from time to time.
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CORE PRINCIPLE and WORLD VISION

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" *

WORLD VISION

Happiness with Vision

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

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



Santen 2030

Toward 2030 and beyond

Santen's VISION

Become A Social Innovator

Orchestrate and mobilize key technologies and players around the world, to deliver happiness through vision.

GOAL

Aim to reduce the loss of social and economic opportunities for people around the world due to eye conditions.

STRATEGY

Ophthalmology

Innovation in Ophthalmology and Acceleration of Ecosystem Development

B Wellness

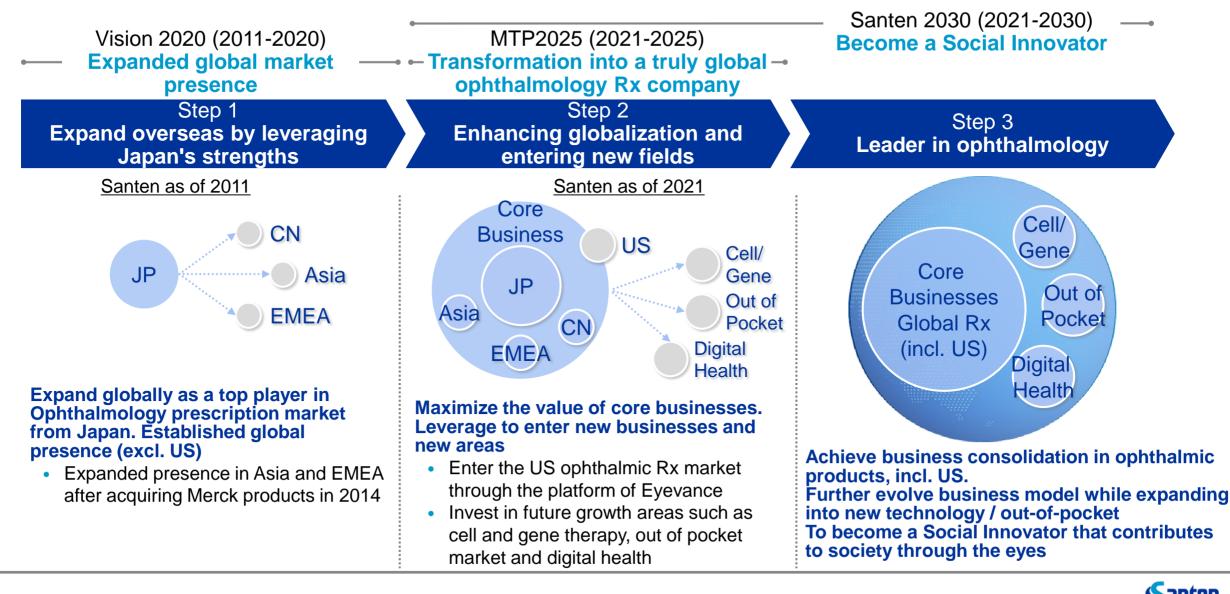
Awareness and Proactive Care toward Better Eye Condition

Inclusion

Building Society that is Inclusive regardless of Visual Impairment



Evolution from Vision 2020 to Santen 2030



Agenda

1. Steady Progress Toward MTP2025

(1) Consolidated: Great Start

(2) Core Businesses: Progress in China

(3) New Areas, Progress in Americas

(4) Initiatives to Accelerate Medium-Term Plan

(5) Global Business Platform Enhancement

2. Q1 FY2021 Financial Results

3. R&D Update

Appendix



1. (1) Consolidated: Great Start

MTP2025 Initiated: Implementation of Key Strategic Measures Driving Continued Growth Trend



- > Japan: Steady revenue progress, advancing product LCM
 - China: Strong growth trend in new channels and new products
- > EMEA, Asia: Progressing as planned despite the impact of COVID-19



- Americas: Eyevance continued to grow, Verkazia approved, steady progress toward achieving profitability
 - R&D: Progressing as scheduled



- Commenced construction of new factory in China
- ➢ CO₂ emission reduction targets endorsed by the SBT^{*1} initiative

*1 : Science Based Targets



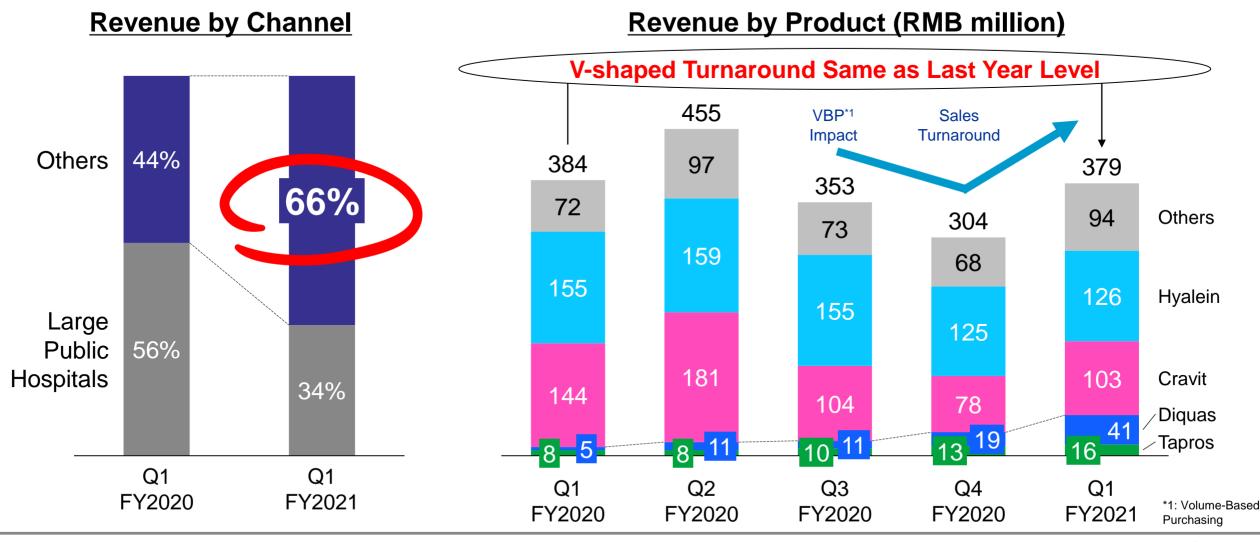
1. (1) Consolidated: Great Start

Steady Progress in Core Businesses Across Each Region as Expected

 Profit ratio improvement in core businesses > EMEA, Asia: Progressing as planned despite the impact of COVID-19 							
	-			*Revenue YoY/ JPY Basis			
 Japan +11 ✓ Steady revenue in r products ✓ Accelerating switch LX (improved to 75 ✓ Starting clinical trial pipeline products STN1013400 (myop STN1013900 (glaud) 	mainstay to <i>Alesion</i> %) for new	 ✓ Tapros +1: ✓ Diquas +8 ✓ Partnering with 	new channels venue th new products 34% 86% local company s largest network es. Starting	 EMEA +12%* Asia +16%* Progressing as planned despite the impact of COVID- 19 in EMEA and Asia Steady roll-out across regions of new products such as <i>Eybelis</i> and <i>Ducressa</i> 			

1. (2) Core Businesses: Progress in China (Growth Recovery)

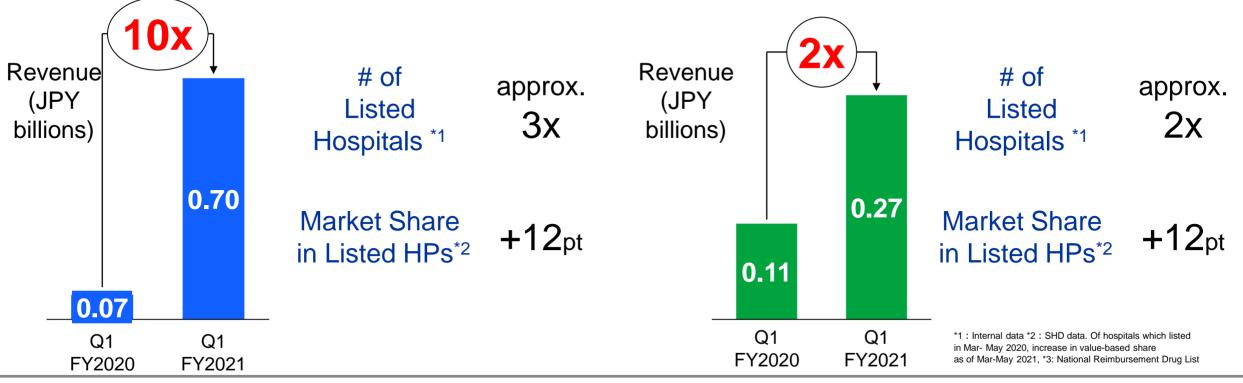
Maintain Growth Trajectory through Channel Shift and New Product Expansion





1. (2) Core Businesses: Progress in China (New Product Expansion) Diquas and Tapros, Two New Products Driving Strong Growth

Diquas: Highly recognized for clinical benefits and superior quality as dry eye treatment, increasing prescriptions mainly in private hospitals *Tapros*: Acquiring new patients by leveraging strengths as the only NRDL^{*3} listed PG (prostaglandin) on 1st line. Sales more than doubled YoY by expanding listed hospitals and market share in each hospital across China



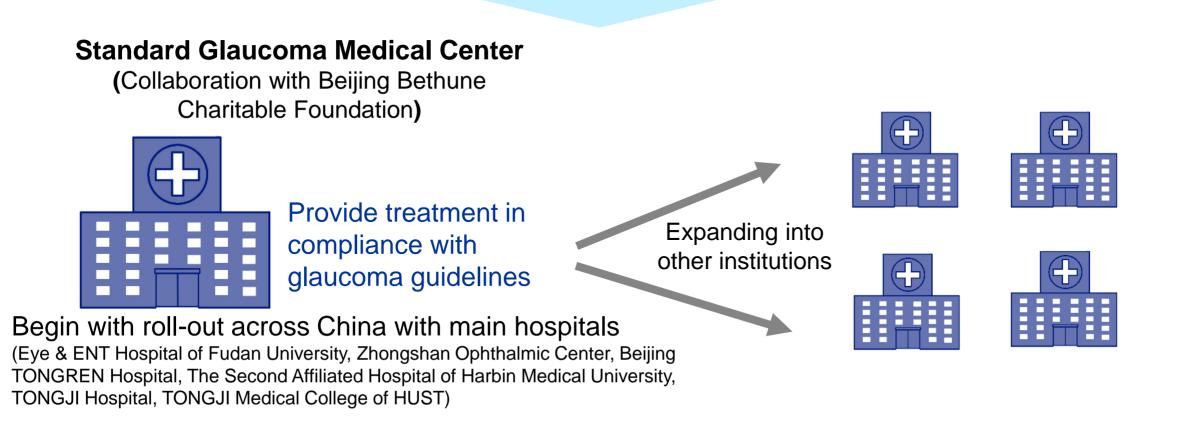
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1. (2) Core Businesses: Progress in China (Developing Eye Care Ecosystem in China)

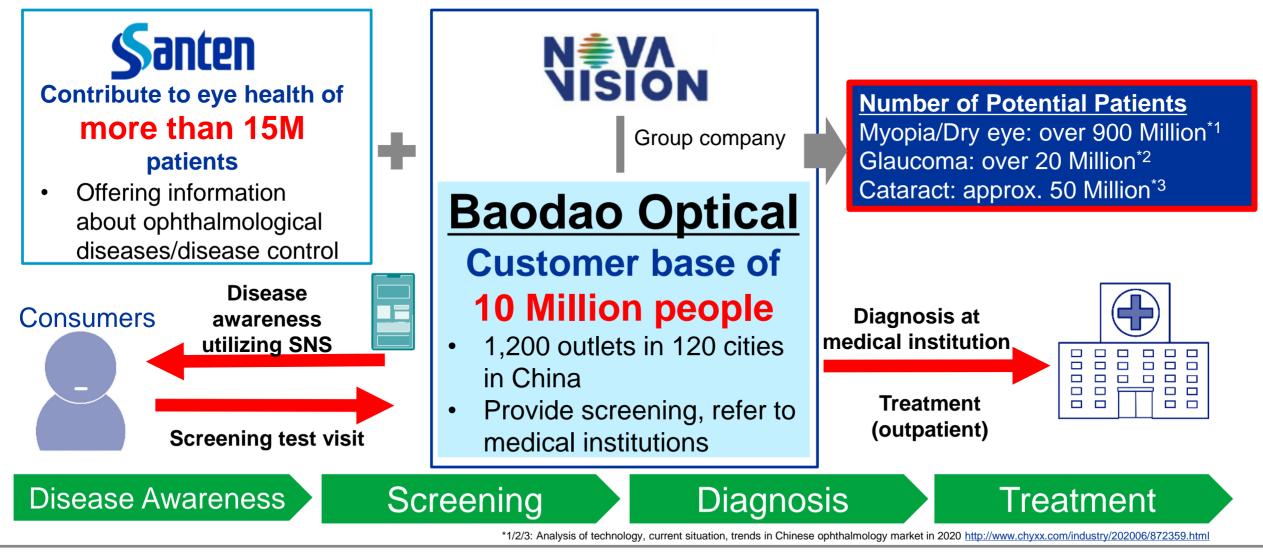
Establishing Standard Glaucoma Medical Centers, Improving Treatment Quality for Patients

Support improved penetration of glaucoma guidelines (PG drug as 1st choice)



1. (2) Core Businesses: Progress in China (Developing Eye Care Ecosystem in China)

Develop Potential Market by Offering Screening Across Regions in Partnership with China's Largest Eyewear Chain



1. (3) New Areas, Progress in Americas

New Business Pipeline in Myopia/Ptosis Showing Steady Growth Significant Growth in Americas, a New Region for Santen

S- Expansion of new areas

- Americas: Eyevance continues to grow, Verkazia approved, steady progress toward achieving profitability
- R&D: Progress as scheduled

*Revenue YoY/JPY Basis

New Diseases	Americas +306%*
 ✓ Pipeline in new domains including myopia: On track ✓ Business roll-out preparation for new areas such as ptosis: Progressing ✓ Started preparation for study on meibomian gland malfunction (STN1010905/sirolimus) 	 Eyevance overall: Approx. 2 times*1 compared to the same period in the previous fiscal year, approx. 4 times for Americas as a whole Steady increase in prescriptions for new product Zerviate Major progress toward achieving profitability with Verkazia approval *1 : Preliminary comparison with actual results (unaudited basis) when acquired



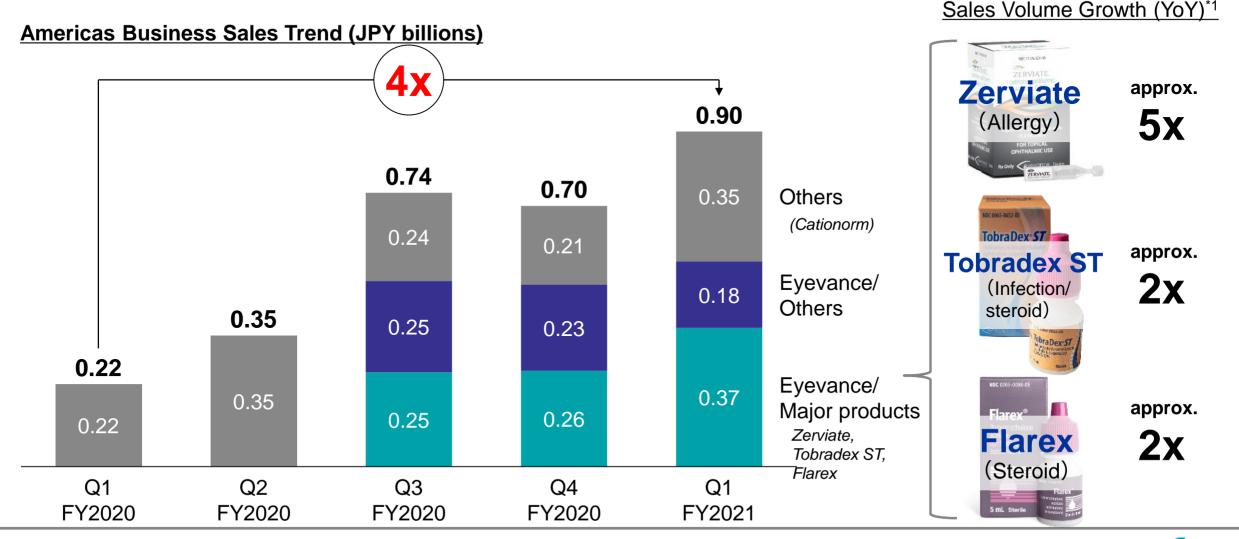
1. (3) New Areas, Progress in Americas (Direction of Americas Business)

Products Growth of Eyevance as Platform, New Product Approvals are the Key to Achieving Profitability in Americas Business and Growth over the Medium-Term

Short Term	Mid-to-Long Term	
Steady Growth Utiliz	Growth Potential	
Eyevance	Eyevance	Pipeline as Specialized
Portfolio	Commercial Platform	Ophthalmology Company
Front of the Eye (FOTE) products • Zerviate • Tobradex ST • Flarex • FRESHKOTE • Natacyn	 Business foundation, including commercial/product supply capability Sustainable system capable of standalone operation Coverage of approx. 80% of the target market based on number of MRs 	 Verkazia (approved) STN1011700 STN1010900 STN1012600 (STN2000100)

1. (3) New Areas, Progress in Americas (Americas Sales Trend)

Americas Business: Steady Growth Trajectory on Firm Growth of Eyevance Products



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*1: Shipment data. Comparison of March-June period to eliminate the impact of products launched in April 2020



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1. (3) New Areas, Progress in Americas (Approval of Verkazia in the US)

Orphan Disease Product for Indication for Vernal Keratoconjunctivitis (VKC) Leveraging Eyevance Platform to Contribute to Patient Wellbeing

Value Offered to Patients

- Number of patients^{*1}: **approx. 50,000-60,000**
- **Only ciclosporin drug** indicated for VKC as orphan disease that is most often seen in young and adolescent males

Impact on Santen Business

- Positioned to drive growth potential, contribute to <u>achieving profitability</u> <u>sooner</u>
- Revenue contribution: <u>40M USD expected at peak</u>
- Achieve <u>efficient product launch</u> by leveraging Eyevance platform

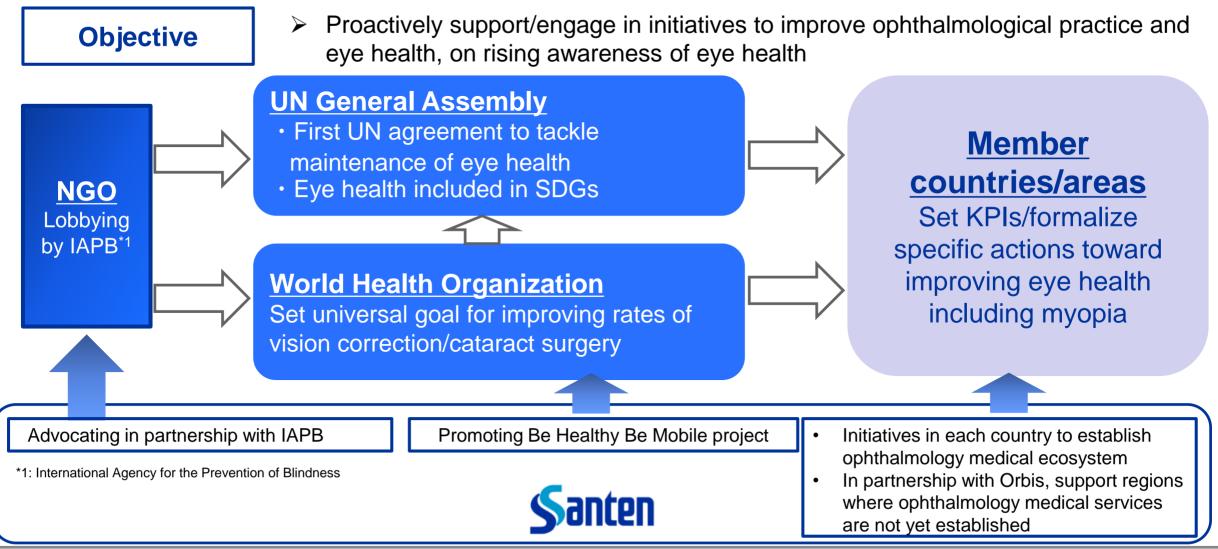


*1: Santen estimation with data



1. (4) Initiatives to Accelerate Medium-Term Plan

First UN/WHO Resolution on Eye Health is Strong Tail Wind for Achieving Santen 2030. Accelerating Implementation of Global Initiatives



1. (5) Global Business Platform Enhancement

Making Smooth Progress on Initiatives to Strengthen Global Strategy Promotion Framework



- Strengthening of foundation as a global company
- Commenced construction of new factory in China
- > CO_2 emission reduction targets endorsed by the SBT^{*1} initiative

Capital Investment	ESG Management
 Steady progress on construction of new building in Shiga and new plant in China to strengthen the production base and achieve medium- to long-term growth 	 CO₂ reduction targets: Endorsed by the SBT initiative Specific measures for CO₂ reduction (Transition to bioplastics, compliant facilities for new plants, etc.)
 New ERP under development. EMEA / US rollout 	 DE&I : Member of 30% Club Japan, Sign on to Women's Empowerment Principles (WEPs)

*1 : Science Based Targets



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2. Q1 FY2021 Financial Results

Great Start Toward Achieving MTP2025 Objectives

	Q1 FY2	020	Q1 FY	2021	
(JPY billions)	Actual	vs Revenue	Actual	vs Revenue	YoY
Revenue	57.6		65.0		+12.9%
Cost of sales	24.7	43%	26.9	41%	+8.8%
Gross margin	32.8	57%	38.1	59%	+16.0%
SG&A expenses	15.6	27%	20.4	31%	+31.5%
R&D expenses	5.6	10%	6.1	9%	+9.0%
Amortization on intangible assets associated with products	2.4	4%	2.0	3%	-16.7%
Other income	0.2	0%	0.1	0%	
Other expenses	1.4	2%	0.0	0%	
Operating profit	8.0	14%	9.5	15%	+19.0%
Finance income	0.5	1%	0.6	1%	+11.3%
Finance expenses	0.2	0%	0.3	0%	+48.2%
Share of loss of Investments accounted for using equity method			0.3	0%	
Profit before tax	8.4	15%	9.6	15%	+14.3%
Income tax expenses	2.2	4%	2.2	3%	-2.3%
Actual tax ratio	26.7%		22.9%		
Net profit	6.1	11%	7.4	11%	+20.3%
Core basis					
Revenue	57.6		65.0		+12.9%
Operating profit	11.7	20%	11.7	18%	+0.5%
Net profit	8.8	15%	9.0	14%	+2.5%
USD (JPY)	107.46		109.81		
EUR (JPY)	118.69		132.05		
CNY (JPY)	15.13		17.03		

Revenue

• Double-digit year-on-year increase in sales driven by domestic and overseas growth

JPY65.0 billion (YoY +12.9%)

Operating Profit

 Double-digit growth due to a decrease of other expenses (change in fair value of the InnFocus, Inc. (U.S.) contingent consideration) from the previous fiscal year

JPY9.5 billion (YoY +19.0%)

Core Operating Profit

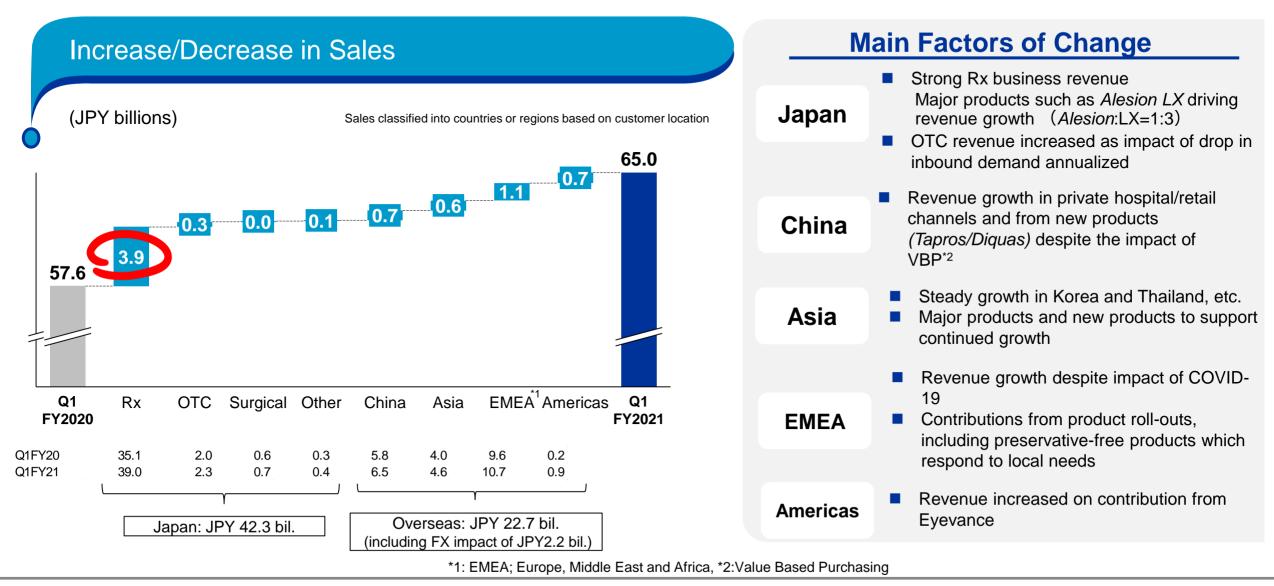
 Profit growth on higher sales and changes in product mix, despite increase in SG&A expenses on higher co-promotion fees resulting from higher *Alesion* sales and new consolidation of Eyevance

JPY11.7 billion (YoY +0.5%)



2. Q1 FY2021 Financial Results

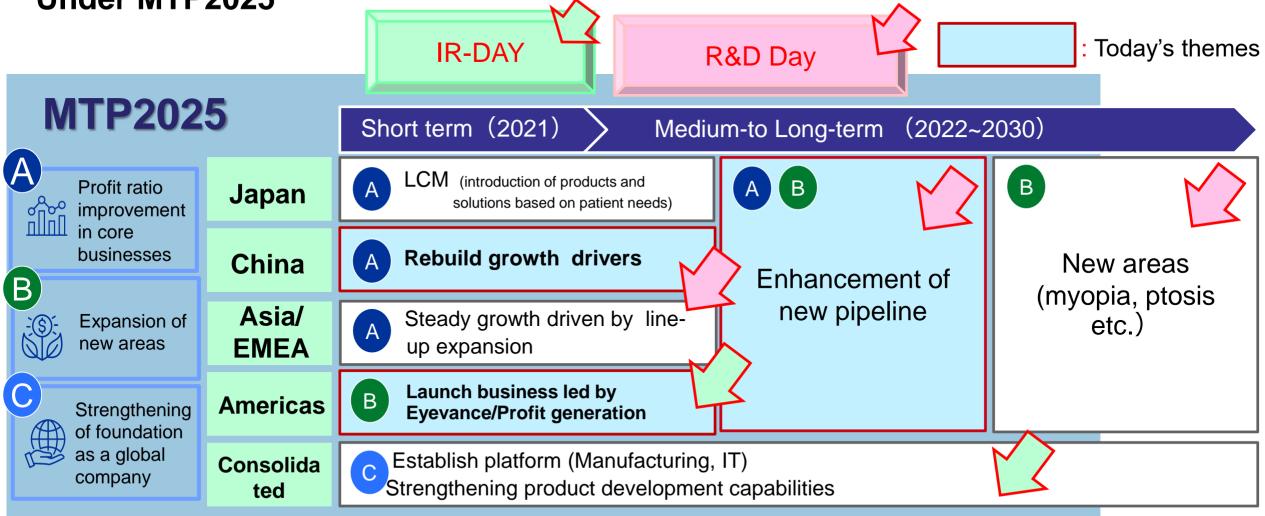
Q1 FY2021: Growth Across All Businesses, Led by Solid Japan





(Reference)

FY2021 Key Themes: Achieve Growth Recovery in China, Steadily Build US Business. Firmly Establish Foundation for Medium-to Long-Term Growth Under MTP2025





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Steady Pipeline Progress: Toward Achieving Medium- and Long-Term Growth

	STN10 117 00 Eybelis	 Presented results of P3 trial in Asia at Asia-Pacific Glaucor Data of three pivotal studies for US submission including this study page. 	_
Glaucoma	STN1012600 Sepetaprost	Achieved LPI in P2 trial in US. Started preparations for P2 trial (exploratory study) in Europ	De.
	STN10 139 00 Rhopressa	Achieved LPI in one trial ^{*1} and FPI in two trials in P3 in	n Japan.
	STN2000100 PRESERFLO MicroShunt	Filed in Japan. Approved in Australia.* ² Received rejection letter in Korea; considering refiling. (Submitting in 5	countries in Asia)
VKC	STN10 076 03 Verkazia	Approved in US.	
Муоріа	STN1012700 Atropine	 Presented results of P2 trial in Asia at Asia-Pacific Associa Refractive Surgery (APACRS). Fop-line data explained at the Q2 FY2020 results briefing. 	tion of Cataract &
	STN1013400 AFDX0250BS	Achieved FPI in P1 trial in Japan.	
MGD	STN1010905 Sirolimus	Started preparations for P2a trial.	*1 Conducted by Aerie, *2 Glaukos Territory





Filed in U.S. with the Data Including Two Phase 3 Studies Demonstrating Noninferiority Required for FDA Approval

Same level of IOP-lowering effect to 1st line product

PEONY (Asia)

✓ Demonstrated non-inferiority to latanoprost

Spectrum-4 (US)

✓ Demonstrated non-inferiority to timolol

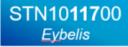
Spectrum-3 (US)

 The level of STN1011700 IOP lowering effect was similar as that in those
 Spectrum-4, although the criteria for noninferiority to timolol maleate were not met

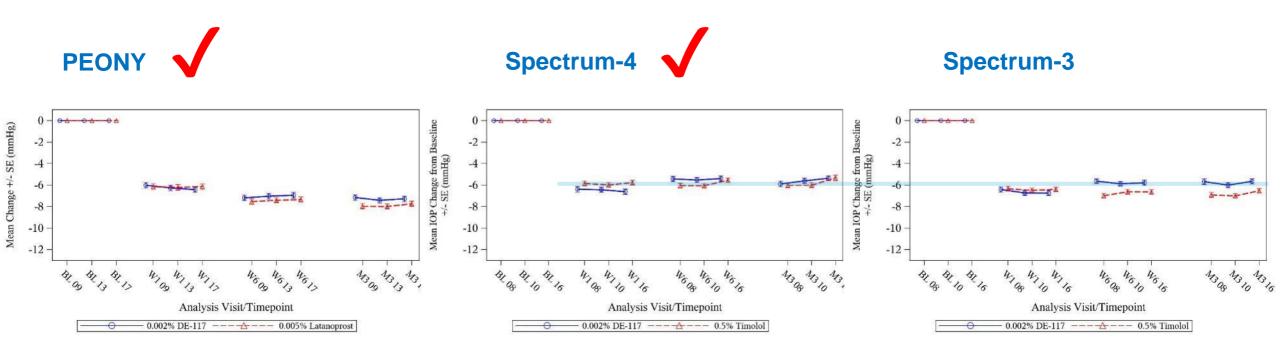
No cosmetic change AEs were observed in US

- No new safety concerns associated with administration of STN1011700 observed
- No cosmetic change Adverse Effects (AEs) reported for eyes treated with STN1011700
 - ⇒ Consistent with results from previous clinical and nonclinical studies (no effect of omidenepag on eyelash growth, pigmentation of iris, and deepening of upper eyelid sulcus (DUES))





Filed in U.S. with the Data Including Two Phase 3 Studies Demonstrating Noninferiority Required for FDA Approval





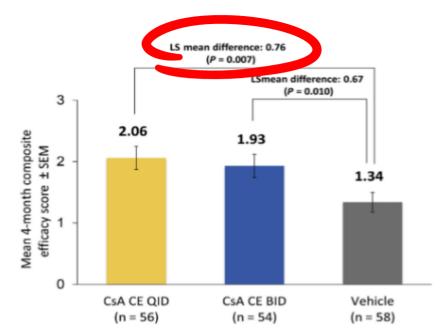
Received Approval in U.S. Following Europe and Asia Based on Vektis Trial

Vektis Study

Vektis was a prospective, multicenter, randomized, doublemasked, vehicle-controlled phase 3 pivotal study assessing efficacy and safety of *Verkazia* in vernal keratoconjunctivitis (VKC)

Provide new treatments for children in the United States suffering from VKC, a rare disease that significantly affects quality of life

Mean composite efficacy score over the 4-month treatment period



Already launched in EMEA and Asia. NDA filed in China



STN1007603

Verkazia

Three Pivotal Phase 3 Studies Are Ongoing in Japan

Expect to Obtain the Results of Comparative Study with Ripasudil in H2 FY2021

Three pivotal P3 studies	FY20	FY21	FY22	FY23
Comparative study with ripasudil ➤ STN1013900 (QD) + vehicle (QD) ➤ Ripasudil (BID)		N=240		
		LPI Completion	scheduled for the end	of 2021
 Study under concomitant use of latanoprost STN1013900 (QD) + latanoprost (QD) Placebo (QD) + latanoprost (QD) 		N=234 ∆ Completio	n scheduled for Sep	2022
 Long-term treatment study ➢ STN1013900 (QD) (for low-IOL patients) ➢ STN1013900 (QD) 		FPI	N=150	
 STN1013900 (QD) + latanoprost (QD) STN1013900 (QD) + timolol (BID) 		∆ FPI	Completion sch	eduled for Sep 2023

• Filing in Asian countries by using US Certificate of Pharmaceutical Product (CPP) is under preparation.



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FY2021 Forecast: Unchanged from May 11th

	FY2020		FY2021		
(JPY billions)	Actual	vs Revenue	Forecast	vs Revenue	YoY
Revenue	249.6		260.0		+4.2%
Cost of sales	98.2	39%	101.0	39%	+2.8%
Gross margin	151.4	61%	159.0	61%	+5.0%
SG&A expenses	77.2	31%	81.0	31%	+5.0%
R&D expenses	24.1	10%	26.0	10%	+7.8%
Core OP	50.1	20%	52.0	20%	+3.8%
Non core SG&A expense	2.4	1%	0.4	0%	-83.2%
Amortization on intangible assets associated with products	9.9	4%	8.9	3%	-10.3%
Other income	16.0	6%	0.5	0%	-96.9%
Other expenses	40.9	16%	1.7	1%	-95.8%
OP (IFRS basis)	12.9	5%	41.5	16%	(+221.3%)
Finance income	1.3	1%	0.9	0%	-33.2%
Finance expenses	1.5	1%	0.2	0%	-86.6%
Investment loss by equity method	0.4	0%	1.2	0%	+235.5%
Profit before tax	12.4	5%	41.0	16%	+230.2%
Income tax expenses	5.8	2%	10.5	4%	+81.9%
tax ratio	46.5%		25.6%		
Net profit (IFRS basis)	6.6	3%	30.5	12%	+359.0%
ROE	2.2%		10%		+780.0%
Core net profit	37.5	15%	39.0	15%	+3.9%
USD (JPY)	105.95		105.00		
EUR (JPY)	123.73		125.00		
CNY (JPY)	15.61		16.50		

Revenue

• Expect to increase year-on-year due to sales expansion in each region

Revenue JPY260.0 billion (YoY +4%)

Operating profit

• Expect to increase profits (core) on higher sales

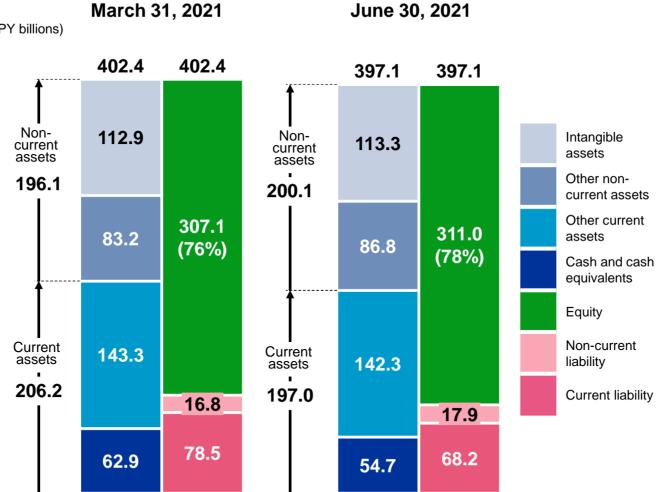
Core OP JPY52.0 billion (YoY +4%)

Absence of impairment loss and one-off costs recorded in the previous fiscal year

OP (IFRS basis) JPY41.5 billion (YoY +221%)



Q1 FY2021 Financial Position

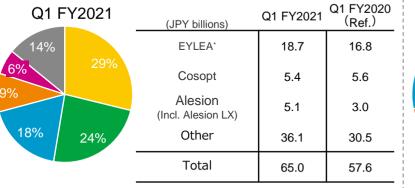


(JPY billions)



Q1 FY2021 Revenue by Region

Consolidated



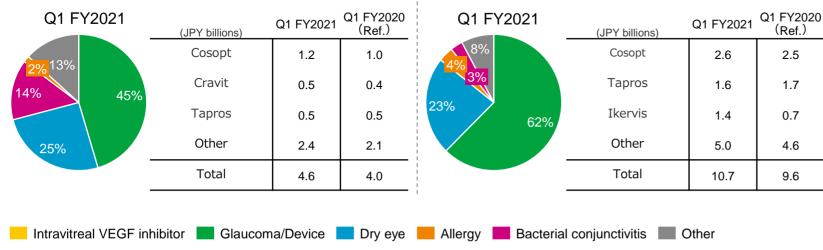
	<u>Japan</u>		
FY2021	(JPY billions)	Q1 FY2021	Q1 FY2020 (Ref.)
	EYLEA*	18.7	16.8
44%	Alesion (Incl. Alesion LX)	5.0	3.0
	Diquas	3.4	3.0
5%	Diquas	15.2	15.2
	Total	42.3	38.0

EMEA

<u>China</u>

Q1	FY2021	(JPY billions)	Q1 FY2021	Q1 FY2020 (_{Ref.})
18%		Hyalein	2.1	2.3
4%2%	44%	Cravit	1.8	2.2
		Diquas	0.7	0.1
32%		Other	1.9	1.2
		Total	6.5	5.8

<u>Asia</u>



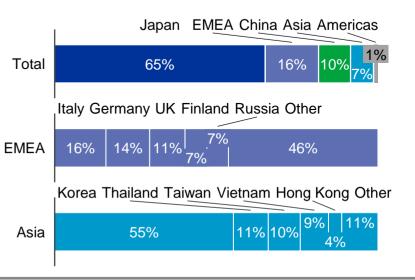
Q1

2%

12%

*EYLEA: Co-promoted product of Bayer Yakuhin, Ltd. (MAH)

Revenue in each region (Q1 FY2021)





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Current Status of Research and Development (1)

As of July 2021 Updated information is in blue

Indication	General Name	Dev. Code	Region	Development Status
	Omidenepag	STN1011700	US	Filed Plan: FY2021 approval
	isopropyl EYBELIS	DE-117	Japan	Launched
	LIDELIS		Asia	Launched in Korea
	Glaucoma Sepetaprost	STN1012600 DE-126	US	P2 Plan: FY2022 additional P2 completion
Glaucoma			Japan	P2b (dose finding study completed)
			Europe	Plan: FY2021 P2 (exploratory study) start
		STN2000100 DE-128	Japan	Filed in May 2021 Plan: FY2021 approval
			Europe	Launched
			Asia	Filed Plan: FY2021 approval

License-out to Glaukos in Americas, Australia and New Zealand in May 2021.

US: FDA is obtaining additional input from practicing glaucoma surgeons to ensure a complete evaluation of the clinical data submitted in the PMA. Canada: Approved. Glaukos is preparing to launch.

Australia: Approved in May 2021.



Current Status of Research and Development (2)

As of July 2021 Updated information is in blue

Indication	General Name	Dev. Code	Region	Development Status
Glaucoma	Netarsudil dimesylate Rhopressa	STN1013900 AR-13324	Japan	Started P3 in November 2020 Plan: FY2023 P3 completion
			Japan	P2/3 Plan: FY2023 P2/3 completion
Myopia	Atropine sulfate	STN1012700 DE-127	China	Plan: FY2021 P1 start
mjopia		Asia	P2 (met primary endpoint)	
	AFDX0250BS	STN1013400	Japan	Started P1 in July 2021 Plan: FY2021 P1 completion
Vernal keratoconjunc-	Ciclosporin	STN1007603	US	Approved in June 2021 <i>Plan: Launch in FY2021</i>
tivitis	Verkazia	DE-076C	China	Filed Plan: Approval in FY2021
Dry eye	Diquafosol sodium (long-lasting) <i>Diquas</i>	STN1008903 DE-089C	Japan	P3 (met primary endpoint) <i>Plan: FY2021 filing</i>
Meibomian gland dysfunction	Sirolimus (eye drop)	STN1010905	Japan	Plan: FY2021 P2a start

Current Status of Research and Development (3)

As of July 2021 Updated information is in blue

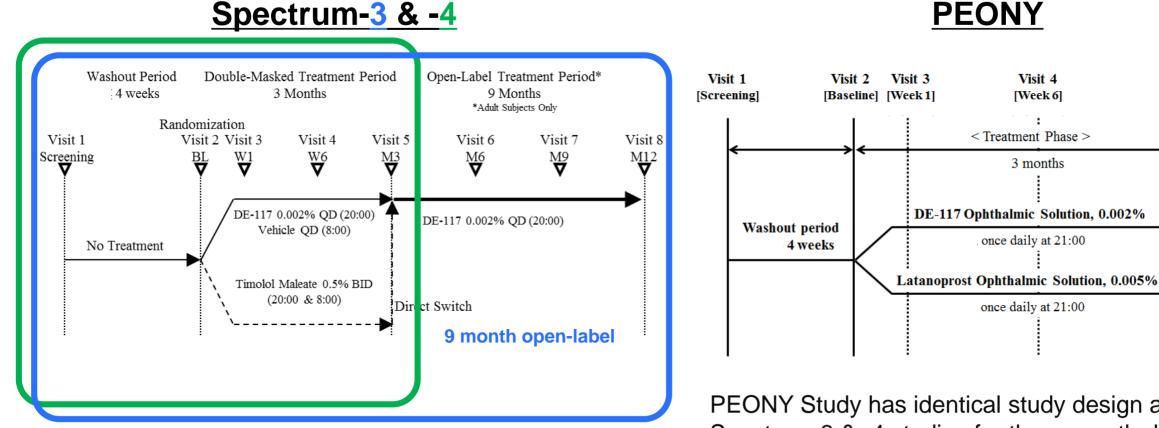
Indication	General Name	Dev. Code	Region	Development Status	
	Tafluprost / timolol maleate (combination) TAPCOM / TAPTIQOM	STN1011101 DE-111A	China	P3 Plan: FY2023 P3 completion	
Glaucoma	Latanoprost	STN1013001 DE-130A Catioprost	Europe	P3 Plan: FY2021 P3 completion	
			Asia		
	Sirolimus (intravitreous injection)	STN1010900 DE-109	US	P3 Plan: FY2022 P3 completion (FY2021 interim analysis)	
Uveitis			Japan	P3	
			EU	P3	
			Asia	Filed	

 STN1013800 (RVL-1201): The company is planning to start clinical trials for blepharoptosis in FY2021 in Japan and also considering filing in Asia with data used for US approval. Licensing region / Japan, China, Asia and Europe

STN6000100 (jCell): Our partner company (jCyte) has started a phase 2 safety study (NCT04604899) for retinitis pigmentosa with an
estimated completion in FY2022. jCyte and Santen have begun preparations to move the program to the phase 3 stage.
Licensing region / Japan, China, Asia and Europe



STN1011700: Phase 3, Randomized, Double-Masked, Active-Controlled, Parallel-Group, Multicenter Study



PEONY Study has identical study design as Spectrum-3 & -4 studies for three-month doublemasked treatment with latanoprost as a comparator



Visit 5

[Month 3]

STN1010905 (Sirolimus, Eye Drop): Meibomian Gland Dysfunction (MGD)

MGD:

- Meibomian gland dysfunction (MGD) is a condition caused by functional abnormalities of the meibomian glands, due to various causes. MGD is associated with chronic ocular discomfort
- MGD is an ocular disease with a substantial patient population similar to dry eye (Hirado-Takushima study)
 - ✓ MGD prevalence: 32.9% (dry eye prevalence is also 33.4% in this study)
 - ✓ Coexistence rate of MGD and dry eye: 12.9%

■ Treatment Options:

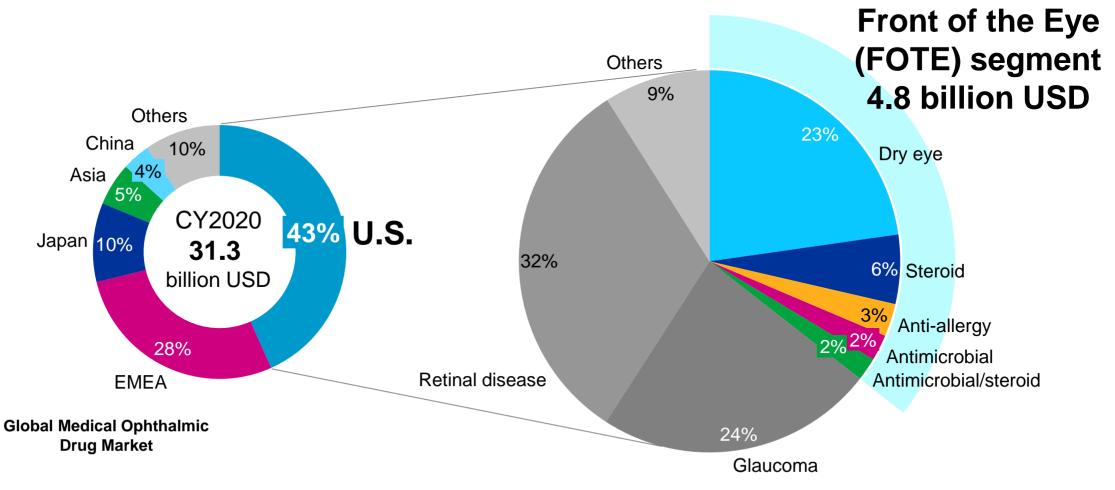
Treatment options are lid hygiene, warm compresses applied to the eyelids, extruding secretions from MG, etc. but currently, no medication specifically approved for MGD is available.

Expect efficacy of STN1010905 based on improvement to meibomian gland function from sirolimus



U.S. Ophthalmic Drug Market

Huge Market Accounting for Approximately Half of the Global Market FOTE Segment Accounts for Approximately 40%



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Americas Business Product Portfolio

Have Products for FOTE Segment with Experience in Ophthalmic Treatment and Market Recognition. Aim to Expand Sales by Leveraging Santen's Strengths to Invest in Appropriate Commercial Strategies and Resources

	Brand Name	Indications	Product Overview	Market Size ^{*1}
		Allergic conjunctivitis	First and only topical eye drop of the antihistamine cetirizine used for the treatment of ocular itching occurring in allergic conjunctivitis Launched in Apr. 2020	0.38 billion USD (Anti-allergy market)
Products	TobraDex:ST (tobramycin/dexamethasone ophthalmic suspension) 0.3%/0.05%	Bacterial ocular infection with steroid-responsive inflammatory ocular conditions	Combination suspension eye drop with anti-inflammatory dexamethasone and antimicrobial tobramycin. Launched in Apr. 2020 as next-generation product of <i>TobraDex</i>	0.26 billion USD (Antimicrobial /steroid market)
	Flarex* (fluorometholone acstate ophthalmic suspension) 0.1%	Inflammatory condition (blepharitis, conjunctivitis, keratitis, iritis, etc.)	Anti-inflammatory steroid ophthalmic solution of fluorometholone suspension. Launched in Feb. 2019	0.79 billion USD (Steroid market)
Eyevance	FRESHKOTE* Preservative Free LUBRICANT EYE DROPS	Dry eye	Polyvinyl alcohol and povidone polymer mixture with preservative- free artificial tears (OTC) that prevent dryness and inflammation of the eyes	3.1 billion USD (Dry eye market)
	Natacyn [°] (natamycin ophthalmic suspension) 5%	Fungal blepharitis, conjunctivitis and keratitis	Only antifungal topical eye drop in the U.S. market	-
Santen	Verkazia	Vernal keratoconjunctivitis	A ciclosporin formulation with prolonged retention on the eye and improved corneal resorption through a unique technique (Cationic Nano-emulsion)	-
Sar	Cationorm [®] ACTS LIKE REAL TEARS	Dry eye	Ophthalmic solution (OTC) for dry eye containing mineral oil, supporting eye moisture replacement and evaporation prevention	3.1 billion USD (Dry eye market)

*1 Source: Copyright © 2021 IQVIA. IQVIA MIDAS 2020.Q1-2020.Q4; Santen analysis based on IQVIA data. Reprinted with permission. Anti-allergy market: S01G; Dry eye market: S01K; Steroid market: S01B; Antimicrobial steroid market: S01C

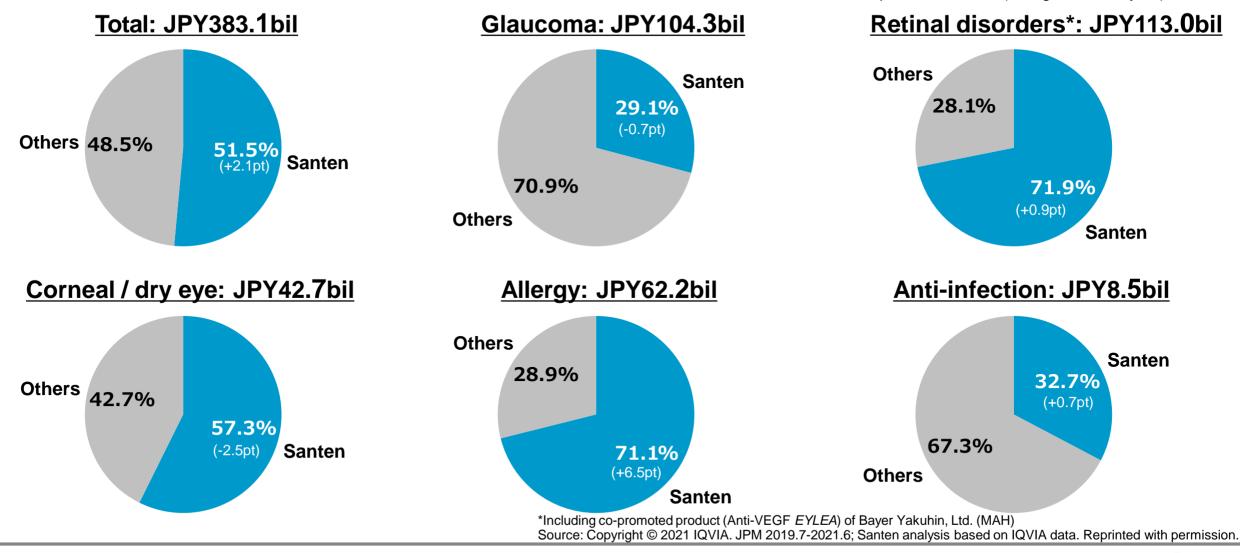


Prescription Ophthalmic Market in Japan (Jul. 2020 - Jun. 2021)

Segment: Market size

Graph: Market share (change from last year)

Remain No.1 for overall market and all segments



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FY2021 IR Event

In Addition to Financial Results Meetings, Planning to Hold R&D Day and US Strategy/ESG Meeting

Date	Event	Main Contents (Planned)
E/Sep– B/Oct (Tentative plan)	R&D Day	Development-related session centered on new areas
B/Nov Q2 FY2021 financial results meeting		Business update Q2 FY2021 results
B/Feb	Q3 FY2021 financial results meeting	Business update Q3 FY2021 results
February-March (Tentative plan)	IR-Day	US business strategy ESG initiatives
B/May	FY2021 financial results meeting	FY2021 results FY2022 forecast

