

Vision: Innovating for a Better Tomorrow

Mission: Improve the quality of life (QOL) of people around the world by resolving social issues in three fields through business activities

Support vision

Support health

Support the information society and IoT

Input

Management Capital

HOYA's Strengths

- Advanced optics technology nurtured over 80 years. Precision processing technology for glass, plastics, etc.
- Know-how for mass production at low cost, with stable quality
- Profitability-oriented culture, which is widely instilled among employees. Ability to flexibly adapt to costs in the event of emergencies

Management Capital Data

- Human capital** 38,376 employees
- Manufacturing capital**
Over 50 production sites worldwide
Annual capital investments: Approx. 30 billion yen
- Financial capital**
Generates annual FCF of approx. 160 billion yen
Strong financial base
D/E ratio: 0.03
R&I rating: AA
- Intellectual capital**
Approx. 7,700 patents
Annual R&D expenses: Approx. 25 billion yen
- Social and related capital**
Cooperation with customers, suppliers, local governments and other stakeholders based on relationship of trust

Medium-term Targets

Develop and acquire long-term growth businesses

Enhance initiatives in three fields

Boost market positioning in Life Care business, and improve profitability of medical business

Growth Strategy

- Business portfolio management**
 - Stable growth through flexible portfolio reshuffling
 - Diversification of risks and opportunities by rolling out a wide range of businesses
- Quarterly review system**
 - Steady growth through a short-term Plan-Do-Check-Act (PDCA) cycle based on a long-term growth scenario
 - Optimal allocation of management resources

Value Chain

Awareness of differentiation in each value chain

Market selection

Development of technologies/products

Manufacturing

Sales

- Ability to select and identify niche markets in which HOYA's strengths can be leveraged
- Development of products by striking a balance between product-oriented and market-oriented approaches
- Know-how for mass production at low cost
- Fine-tuning of manufacturing process optimized for HOYA products
- Consultation-based marketing and sales
- Feedback for product development and improvement

Integrating ESG strategy into growth strategy and business activities

ESG/Sustainability

Solid Corporate Governance

Enhancement of E and S

Determination of KPIs and enhancement of initiatives for four material issues of ESG

Output/Outcome

Social Value

"Vision"

Support the eyesight of approx. 100 million people per year through products in the ophthalmologic field such as eyeglass lenses, contact lenses and intraocular lenses

"Health"

Contribute to early detection of the state of diseases by endoscopes, as well as healthy life-span and quicker postoperative recovery of people by minimally invasive medical treatment, etc.

"Information Society and IoT"

High-precision photomasks and mask blanks that help improve efficiency and save energy in semiconductors that are indispensable for the information society, and increased capacity of storage based on glass substrates for HDDs that are essential for data accumulation.

Economic Value

Sales revenue:	661.5 billion yen
Pretax profits:	210.7 billion yen
Percentage of pretax profits:	31.9 %
ROE:	22.1 %
Operating cash flows:	190.1 billion yen
(fiscal year ended March 31, 2022)	

Reinvestment to strengthen management capital