



CEO Message



President and CEO
Eiichiro Ikeda

Since its establishment as a manufacturer of Optical glass in 1941, HOYA Corporation has always been committed to delivering cutting-edge products to improve and meet the needs of the communities that we are present in. Over the years, HOYA Corporation eventually built up a diverse business portfolio, where we are present in the semiconductor manufacturing, glass substrates for HDDs, eyeglass lenses, contact lenses and medical endoscopes industries.

I first joined the company as an engineer and was promoted to managerial positions in several divisions before taking on the challenge of Chief Operating Officer (COO) for the Information Technology (IT) business in 2013. In 2015, I was appointed Chief Technology Officer (CTO) for HOYA group, where I led the Research and Development (R&D) function which was a main focus and growth area for the organization. Most recently, after rounds of interviews with the Nomination Committee, I was eventually appointed to take on the important leadership role of Chief Executive Officer (CEO) for HOYA Corporation.

As CEO for the organization, I am very excited to embark on the new journey to bring HOYA to greater heights. As part of my commitment to do so, I have decided to review the executive management structure and business portfolio management which has been constantly refined over the years. This was one of my key priorities since stepping into my new role as the CEO as we recognize the need to constantly introduce new growth strategies to our business portfolios. As such, we will be looking to focus on business acquisitions and technology development initiatives over the next few months.

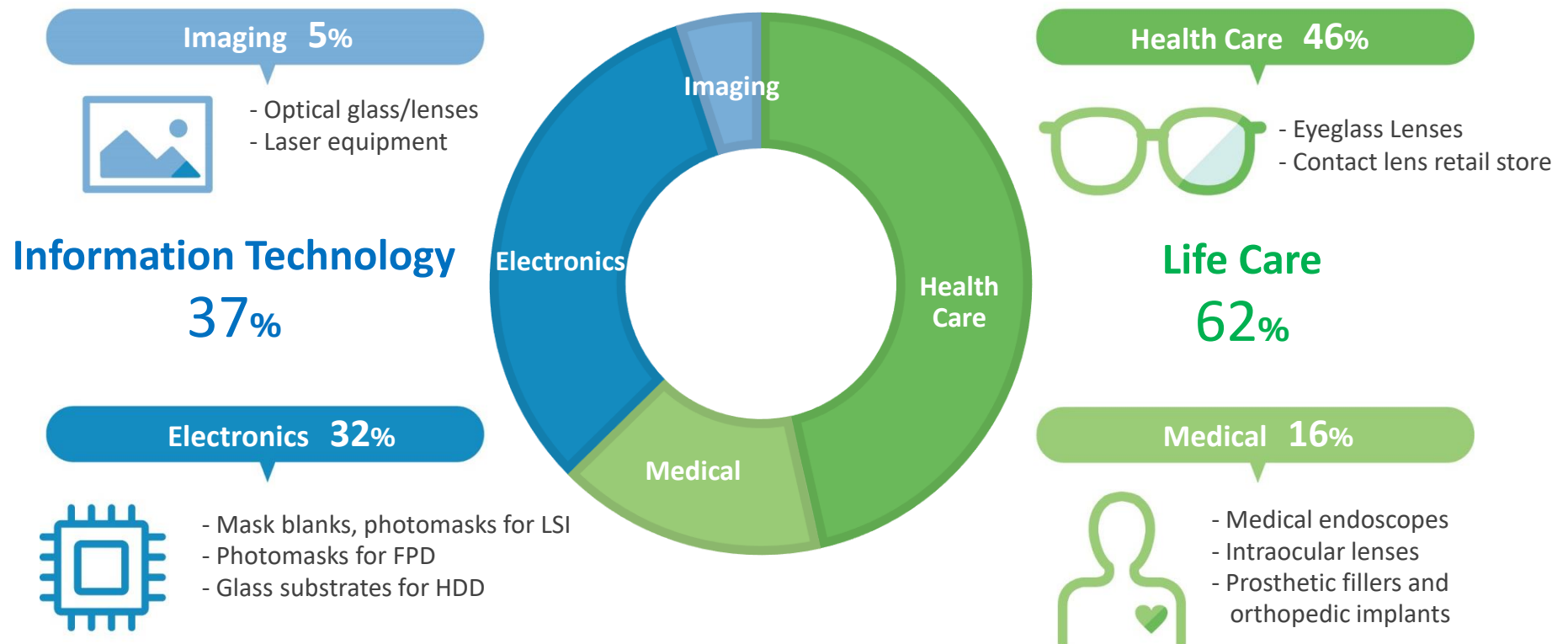
Another aspect that I hope to drive within the organization is ESG (Environment/Social/Governance) otherwise known as Sustainability. While we maintain the strong Governance system that we have built up over the years, we aim to actively identify and implement initiatives that can contribute to increasing the value of the company from medium to long term in the Environment and Social pillars of our Sustainability agenda. In addition, as people are our greatest assets, my goal is to create a working environment where each and every employee can be rallied around the purpose of the company to grow their careers and get fulfilment through their day-to-day work. I strongly value and hope to amplify the HOYA culture that allows employees to realize their fullest potentials and take on new challenges to drive innovation within the company.

I am proud to be part of HOYA and hope that we can continue to work together as one team to become the preferred choice of our customers, clients, and partners to improve and seek innovations for a better future. The executive management team and I look forward to your continued support in the year ahead.

Portfolio Management

HOYA ensures the entire group achieves profitability, stability, and growth in a balanced way while operating different businesses at the same time. At present, we seek extreme competence, high shares and securing of stable profits in the “Information Technology” business, while we aggressively allocate management resources and accelerate growth in the “Life Care” business.

Group Revenue 547,921 million Yen



Core Competencies

HOYA's business strategy can be summarized as "a big fish in a small pond." We focus on niche markets where we can demonstrate our technology, management, and other competitive strengths, establish a high share in those markets, and thereby maximize profits.

Information Technology

NO.1
in the world

Mask blanks for
semiconductors

NO.1
in the world

Photomasks for
FPD

NO.1
in the world

Glass substrates for
HDDs

NO.1
in the world

Optical lens

Life Care

NO.2
in the world

Eyeglass lenses

NO.1
in Japan

Contact lens
retail business

NO.2
in the world

Medical
endoscopes

NO.1
in Japan

Intraocular lenses
Ceramic
artificial bone

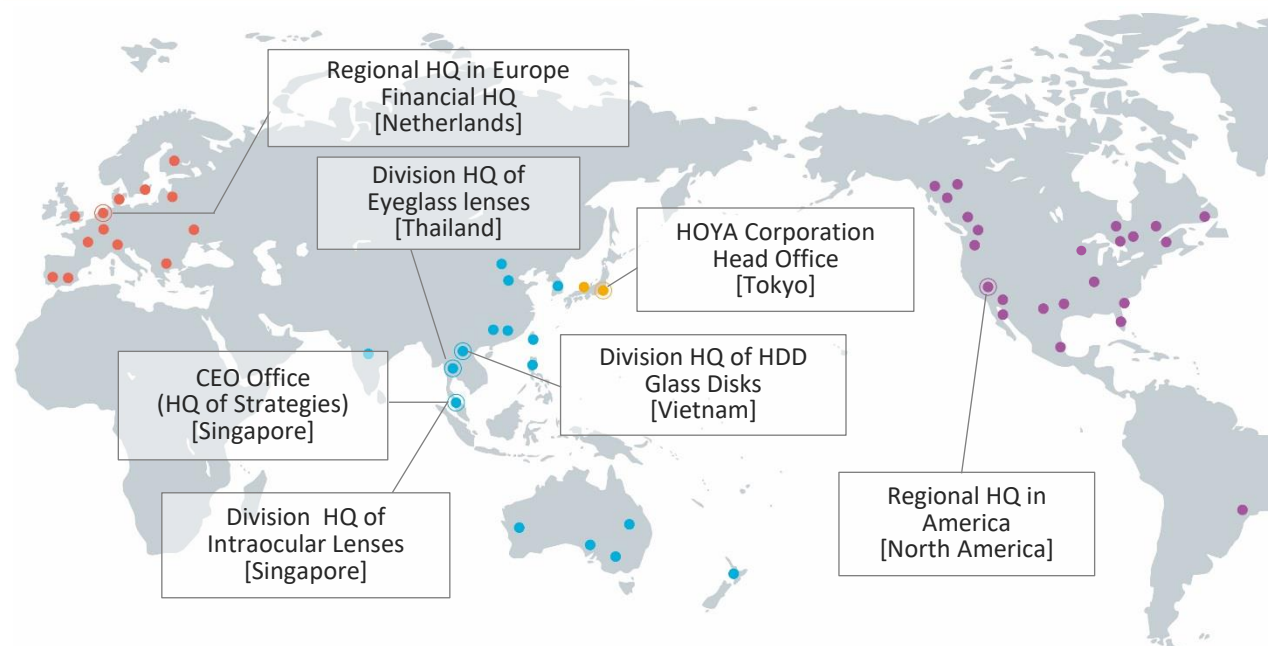
Global Perspective

HOYA steers the enterprise efficiently from a global perspective. Management decisions, research and development, production and sales are carried out at the optimal location, based on a combination of management resources tailored to boost its competitiveness on the world stage.

Principal Places of Business and Plants (The number of group companies:143)

Europe	Revenue (billion yen)	108
	Number of Employees	4,070

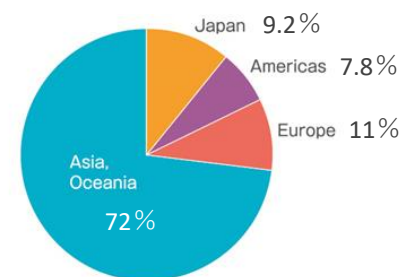
Americas	Revenue (billion yen)	80
	Number of Employees	2,918



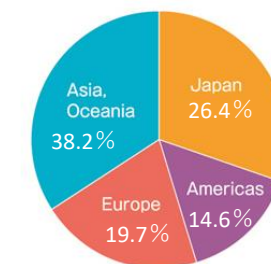
Asia, Oceania	Revenue (billion yen)	209
	Number of Employees	26,817

Japan	Revenue (billion yen)	144
	Number of Employees	3,440

Number of Employees by Region



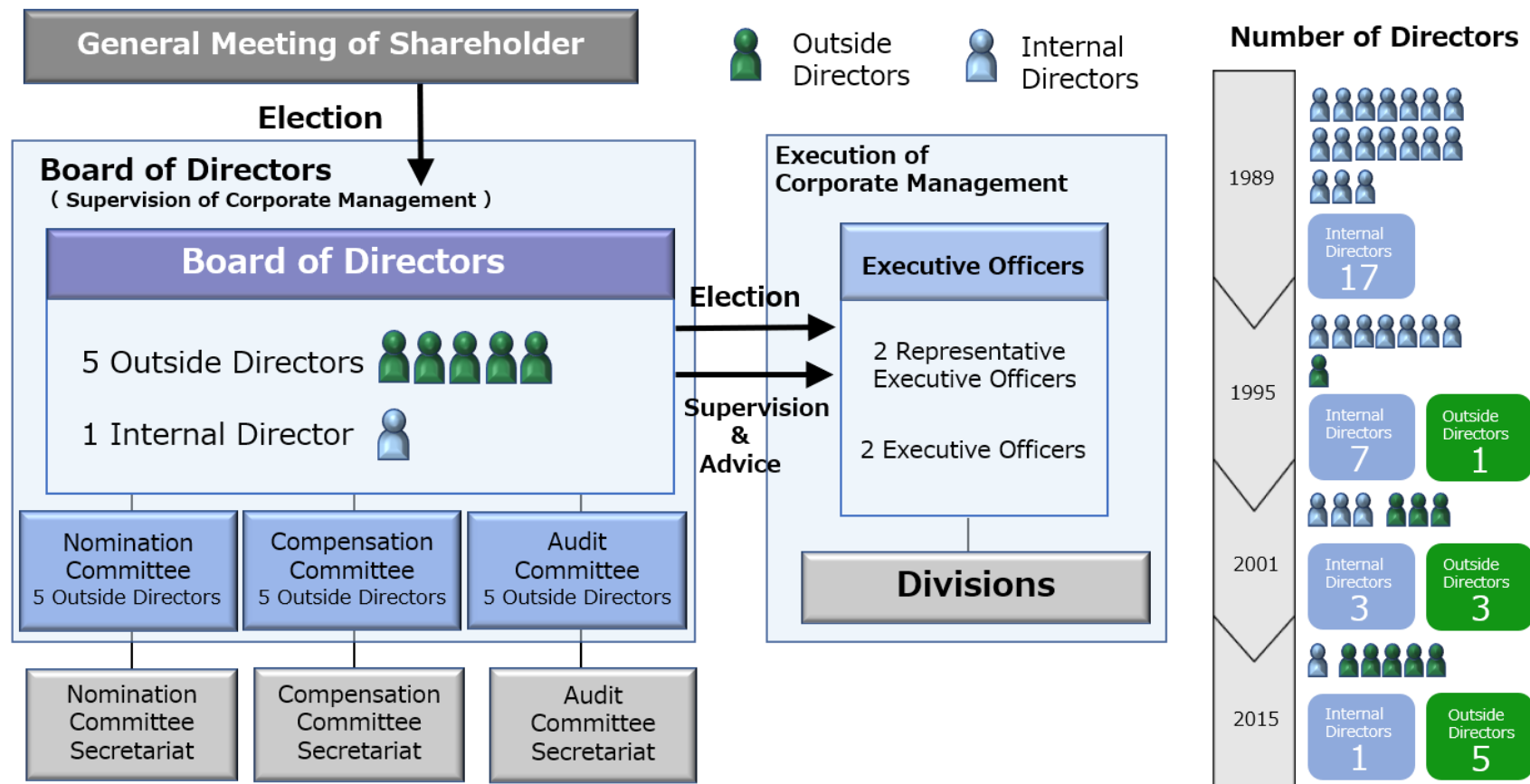
Revenue by Geographic Region



Corporate Governance

Under HOYA's "company-with-nomination committees" management system, business decision makings are accelerated by giving executive officers authority to manage business. At the same time, three committees - Nomination, Compensation and Audit - were established, with all members being independent directors at HOYA, to ensure the effectiveness of management supervision by the Board of Directors. Adopting this system enables us to clearly separate the execution and supervision of corporate management. We aim to ensure efficient management and improve the overall soundness and transparency of management.

Corporate Governance Structure (as of March 1, 2022)



Life Care

In Life Care, we provide enduring solutions that meet needs in areas closely connected to people's lives, such as endoscopes, eyeglass lenses and intraocular lenses.

Eyeglass Lenses

HOYA's unparalleled technology creates a profoundly clear vision experience for the progressive lens wearer.



"Eyecity" Contact Lens Store

"Eyecity," the largest chains of contact lens specialty stores in Japan, is known for providing the lenses best suited for each customer, and in the broad selection of products from top brands around the world.



Medical Endoscopes

With a wide array of products, including video scopes and fiberscopes, and high-quality after-sales services, PENTAX contributes to diagnosis, treatment, and medical research in diverse departments.



Laparoscopic Surgery Instruments

Microline laparoscopic surgical instruments integrate disposable and reusable functions that enhance performance, reduce cost and improve patient outcome.



Intraocular Lenses

An intraocular lens is an artificial crystalline lens used in cataract surgery. HOYA manufactures and sells lens injection systems that facilitate surgery, along with soft, foldable IOLs that can be inserted through extremely small incisions.



Prosthetic Ceramic Fillers Orthopedic Implants

Hydroxyapatite is a chemical compound that is virtually the same as the constituents of human bone. Hydroxyapatite implantation is safe, and over time, partially resorbed and replaced by natural bone.

Metallic orthopedic implants are used to plate a broken bone. The products use titanium of superior strength and biocompatibility which encourages early rehabilitation of patients.



Recent M&As in Life Care segment

2014	Mar.	Completed the acquisition of a 50% stake in Seiko Optical Products
2015	Mar.	Invested in Salutaris MD for wet AMD therapy technology
	Sep.	PENTAX Medical made a strategic investment in Creo Medical Ltd.
	Oct.	Acquired Swiss lens manufacturer Knecht & Muller
2016	Dec.	Acquired safety prescription eyewear business from 3M
2017	May.	Made Medical Device Venture Investment in LensGen, Inc., an Accommodating Intraocular Lens Developing company
	Jul.	PENTAX Medical and Aohua Established Flexible Medical Endoscopy Joint Venture
	Aug.	Acquisition of Performance Optics completed
2019	Jan.	HOYA Surgical Optics acquired medical device companies: US-based Mid Labs and Germany-based Fritz Ruck.
2020	May.	HOYA Surgical Optics established a new joint venture with GeMax, a specialty promotion service provider of IOLs in China.

Information Technology

HOYA develops devices indispensable in the production of digital products including PCs, LCD TVs and smartphones. HOYA continues cutting edge technological innovation to contribute to an affluent society.

Mask Blanks and Photomasks for Semiconductor

They are the master plates used to transfer the minute, highly complex circuit patterns for semiconductors onto the wafers that become IC chips. HOYA covers from leading-edge development, to commoditized products with its cutting-edge technology.



Photomasks for Flat Panel Displays

FPD photomasks are the master plates that are used in the manufacture of the FPD for large flat televisions, PC monitors and smartphones. HOYA provides high-definition, high-precision FPD photomasks.



Glass Substrates for HDDs

Glass substrates are the important components of HDDs which data is written to. These are mainly used in data centers to store huge amounts of data such as emails, photos, and videos that are generated daily.



Optical Glass and Optical Lenses

HOYA provides glass with the optical properties demanded by the market. The data on glass composition included in the database amounts to as many as 50,000 pieces. Around 100 of them are used for the lenses that HOYA currently provides.



Colored Glass Filters

HOYA provides colored glass filters for a wide range of fields such as cameras, optical instruments, physics and chemistry, educational materials, industrial and medical, with spectral characteristics and size according to the requirements. We also manufacture and sell electronic glasses mainly used in the electric and electronics industries.



Laser Equipment and UV Light Sources

Laser oscillators are used in defect correction and highly precise processing in the production of semiconductors and flat panel displays. The ultraviolet light sources are used to cure UV resins in the bonding of optical parts and electronic components.



Corporate Profile

<input type="checkbox"/> Company Name	HOYA CORPORATION
<input type="checkbox"/> Group Headquarters	Nittochi Nishishinjuku Building, 6-10-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo 160-8347 Japan +813-6911-4811
<input type="checkbox"/> Tel.	
<input type="checkbox"/> President & CEO	Eiichiro Ikeda
<input type="checkbox"/> Established	November 1, 1941
<input type="checkbox"/> Paid-Capital	6,264,201,967 yen
<input type="checkbox"/> Number of Employees	37,245 (Group Total as of March 2021)
<input type="checkbox"/> URL	https://www.hoya.com

Board of Directors

Director

Director (Independent)	Mitsudo Urano (Former President and Representative Director of Nichirei Corporation)
Director (Independent)	Yukako Uchinaga (Former Chairman of the Board, CEO, and President of Berlitz Corporation)
Director (Independent)	Shuzo Kaihori (Former President and Representative Director of Yokogawa Electric Corporation)
Director (Independent)	Hiroaki Yoshihara (Former Vice Chairman and Global Managing Partner of KPMG International)
Director (Independent)	Yasuyuki Abe (Former Representative Director, Senior Managing Executive Officer of Sumitomo Corporation)
Director	Hiroshi Suzuki

Executive Officers

Representative Executive Officer President & CEO
 Representative Executive Officer & CFO
 Executive Officer, Chief Business Development Officer
 and Chief Legal Officer
 Executive Officer, Chief Sustainability (ESG) Officer

Eiichiro Ikeda
 Ryo Hirooka
 Augustine Yee
 Tomoko Nakagawa

as of March 1, 2022

Financial Highlights

