



## CEO Message



Director,  
Representative Executive Officer 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 components for semiconductor manufacturing, glass substrates for HDDs, eyeglass lenses, contact lenses and medical endoscopes industries.

Since my appointment as CEO in March 2022, I have focused on reviewing our business portfolio and exploring new business opportunities. The HOYA Group has more than 10 business divisions, each of which has a very different industry, geographic exposure, customer base, and sensitivity to economic cycles and currency fluctuations. We have been continuously reorganizing our business portfolio to make the Group more robust, and we are once again examining the current position of each business and growth scenarios in the medium to long term. While some businesses are in the process of growth, others are already in the mature stage, and we are developing long-term growth businesses through both M&A and internal development. Regarding internal development, while maintaining a structure in which each business division operates independently, we have established a new structure that transcends business boundaries to promote technological development and create new business opportunities.

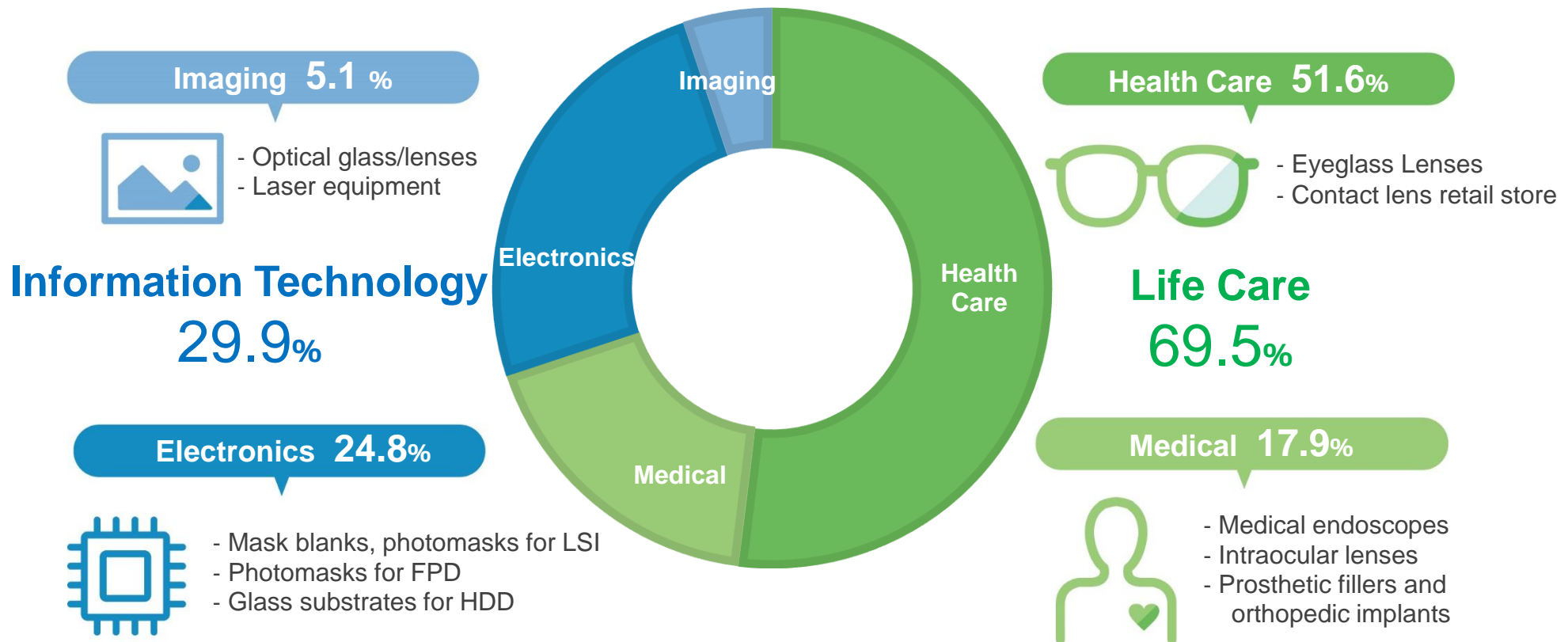
In the area of ESG/Sustainability, while we have been working to strengthen our G (Governance) initiatives, our E (Environment) and S (Social) initiatives have not been sufficient. In March 2022, ESG Promotion Office dedicated to sustainability activities was newly established, and Chief Sustainability Officer was newly appointed to accelerate efforts in all areas of sustainability, including E and S. We have started specific measures such as the phased introduction of renewable energy, as well as incorporating the ESG indicators to the management assessment system.

The entire group will work together as one to become the preferred choice of our customers, clients, and partners to improve and seek innovations for a better tomorrow. We 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 762,610 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

\*Excluding Generation 10

**NO.1**  
in the world

Glass substrates for HDDs

**NO.1**  
in the world

Optical lens

### Life Care

Eyeglass lenses

**NO.2**  
in the world

Contact lens retail business

**NO.1**  
in Japan

Medical endoscopes

**NO.3**  
in the world

Intraocular lenses  
Ceramic artificial bone

**NO.1**  
in Japan

# Global Perspective

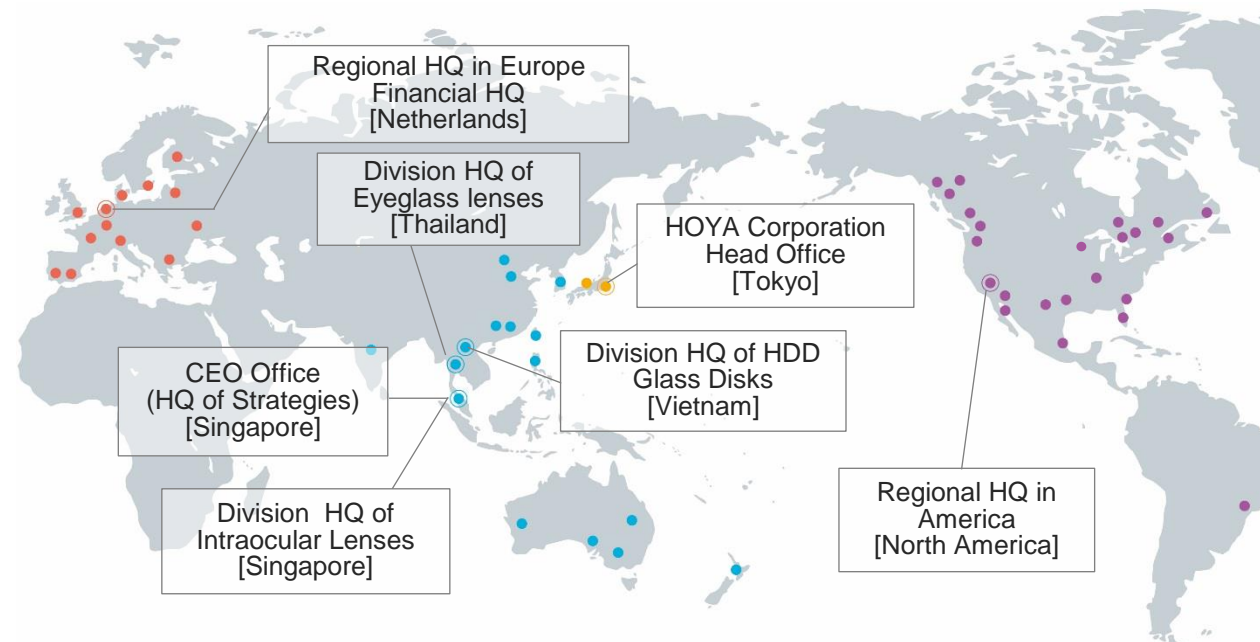
HOYA steers the enterprise efficiently from a global perspective. Management decisions, research and development, production and sales are carried out at the optimal location, based on a combination of management resources tailored to boost its competitiveness on the world stage.

## Principal Places of Business and Plants

(The number of group companies:141)

|        |                       |       |
|--------|-----------------------|-------|
| Europe | Revenue (billion yen) | 163   |
|        | Number of Employees   | 5,196 |

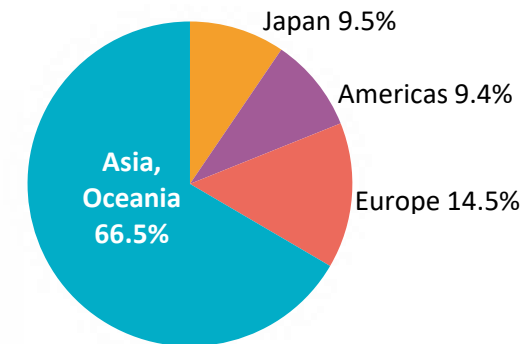
|          |                       |       |
|----------|-----------------------|-------|
| Americas | Revenue (billion yen) | 142   |
|          | Number of Employees   | 3,350 |



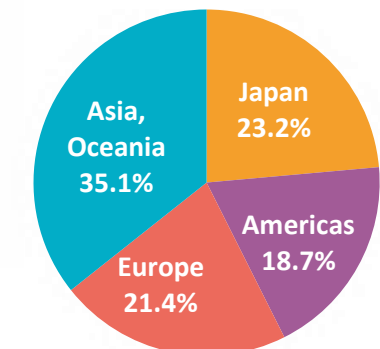
|               |                       |        |
|---------------|-----------------------|--------|
| Asia, Oceania | Revenue (billion yen) | 267    |
|               | Number of Employees   | 23,754 |

|       |                       |       |
|-------|-----------------------|-------|
| Japan | Revenue (billion yen) | 177   |
|       | Number of Employees   | 3,402 |

## Number of Employees by Region



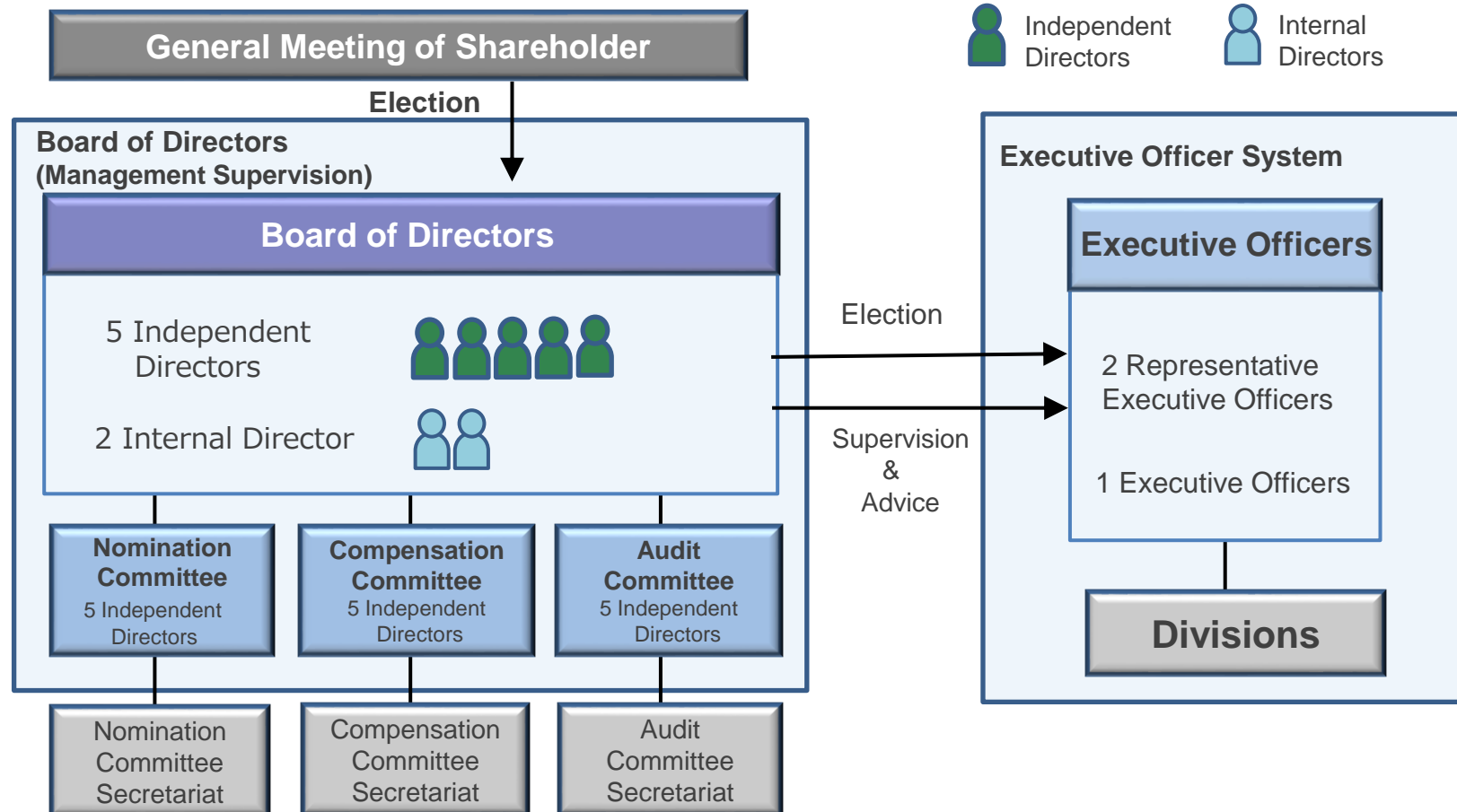
## Revenue by Geographic Region



# 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 June 27, 2024)



# 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.



## 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. |
| 2021 May. | PENTAX Medical and Vedkang Establish Endoscopic Therapeutics Joint Venture.   |
| 2022 Aug. | HOYA Vision Care entered into Joint Venture with Jiangsu Sigo Optical, Chinese eyeglass lens manufacturer.                |

## 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

We offer ceramic and metal implants used for bone defect replacement and fracture joints, as well as bioceramics used in the development and manufacture of biopharmaceuticals and cell culture. Implants are sold mainly to medical institutions in Japan, while bioceramic media for chromatography are sold by distributors to pharmaceutical companies and research institutes worldwide.

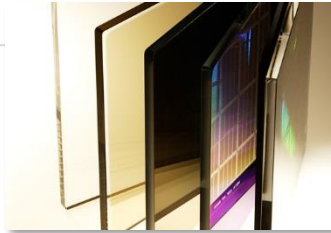


# Information Technology

HOYA develops devices indispensable in the production of digital products.  
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.



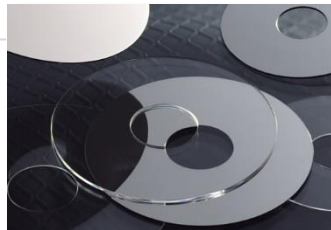
## Photomasks for Flat Panel Displays

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,<br>6-10-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo 160-8347 Japan<br>+813-6911-4811 |
| <input type="checkbox"/> Tel.                |  |
| <input type="checkbox"/> Representative      | 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 | 35,702 (Group Total as of March 2024)  |
| <input type="checkbox"/> URL                 | <a href="https://www.hoya.com">https://www.hoya.com</a>  |

## Board of Directors

### Director

|                        |   |
|------------------------|---|
| Director (Independent) | <b>Hiroaki Yoshihara</b> (Former Vice Chairman and Global Managing Partner of KPMG International)               |
| Director (Independent) | <b>Yasuyuki Abe</b> (Former Representative Director, Senior Managing Executive Officer of Sumitomo Corporation) |
| Director (Independent) | <b>Takayo Hasegawa</b> (Representative Director CEO of SWCC Corporation)  |
| Director (Independent) | <b>Mika Nishimura</b> (Operational Partner of GILDE HEALTHCARE PARTNERS)  |
| Director (Independent) | <b>Mototsugu Sato</b> (Representative Director, Executive Vice President of Panasonic Holdings Corporation)     |
| Director               | <b>Eiichiro Ikeda</b>   |
| Director               | <b>Ryo Hirooka</b>  |

### Executive Officers

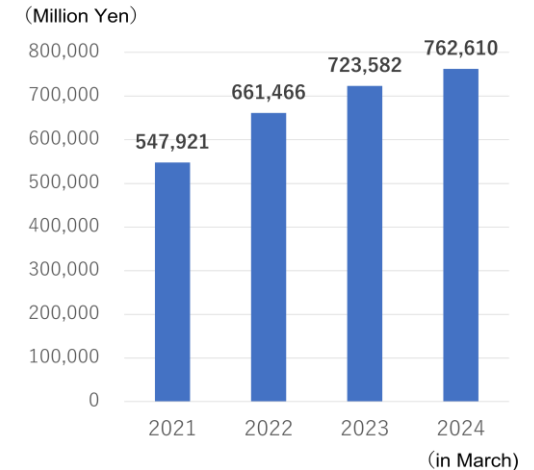
Representative Executive Officer & CEO  
Representative Executive Officer & CFO  
Executive Officer, Chief Sustainability (ESG) Officer

**Eiichiro Ikeda**  
**Ryo Hirooka**  
**Tomoko Nakagawa**

as of June 27, 2024

## Financial Highlights

### Revenue



### Profit before tax/Profit

