Corporate Profile

HOYA

June 2026

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 people's lives and meet the needs of the communities in which we operate. Over the years, HOYA Corporation has built a diverse business portfolio, with operations spanning semiconductor manufacturing components, 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. To drive internal innovation, we have established HOYA Incubation Laboratories to promote research, development, and product realization across business boundaries. Through this initiative, we will cultivate promising technology seeds that will support HOYA’s sustainable growth over the next 10 to 20 years.

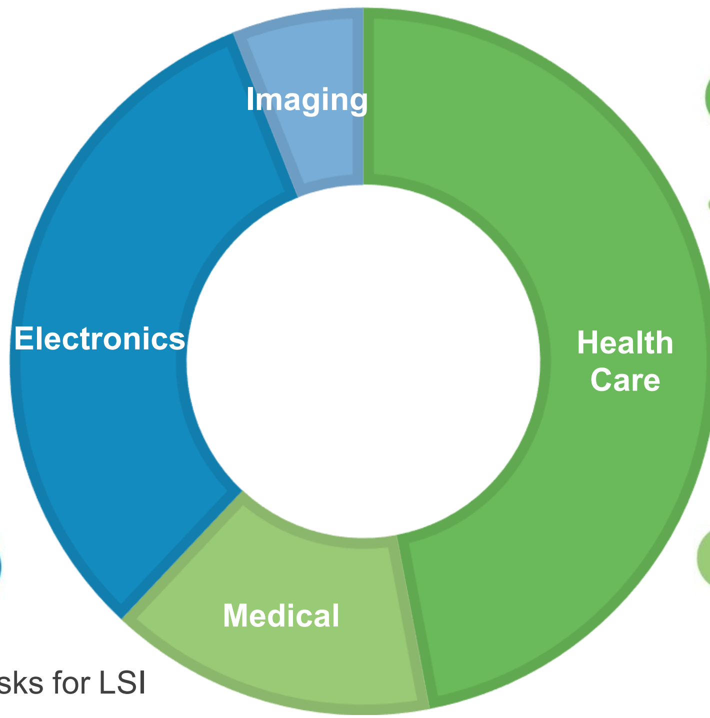
In the area of ESG/Sustainability, under the leadership of the Chief Sustainability Officer, who was appointed in March 2022, and the dedicated ESG Promotion Office, we are steadily achieving results by implementing measures such as the introduction of renewable energy and initiatives related to human capital. We are also strengthening the incorporation of ESG indicators into the management evaluation system.

The environment surrounding us is changing dramatically every day, including the intensifying geopolitical risks. However, we will continue to enhance our corporate value steadily by capturing business opportunities spanning the global landscape through a diversified business portfolio that balances risks and opportunities. 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

At HOYA, we operate under the principles of business portfolio management and being a “big fish in a small pond,” focusing on highly competitive businesses across our two segments: Life Care and Information Technology. We allocate management resources efficiently to the Life Care field, which is expected to benefit from global aging populations and rising living standards in emerging markets, as well as to the Information Technology field, where continued digitalization is driving market growth. Through this approach, we strive to achieve the sustainable enhancement of both social value and corporate value.

Group Revenue 947,749 million Yen



Information Technology 38%

Imaging 6%

- Optical glass/lenses

Electronics 32%

- Mask blanks, photomasks for LSI
- Photomasks for FPD
- Glass substrates for HDD

Life Care 62%

Health Care 47%

- Eyeglass Lenses
- Contact lenses retail business

Medical 15%

- Medical endoscopes
- Intraocular lenses
- Prosthetic fillers and orthopedic implants

As of March 2026

Core Competencies

HOYA's business strategy can be described as being "a big fish in a small pond." We focus on niche markets in which we can leverage our technological and managerial strengths to establish leading market positions, maintain high market shares, and deliver sustainable profitability.

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 lenses

Life Care

- Eyeglass lenses — **NO.2 in the world**
- Contact lenses retail business — **NO.1 in Japan**
- Medical endoscopes — **NO.3 in the world**
- Intraocular lenses, Ceramic artificial bones — **NO.1 in Japan**

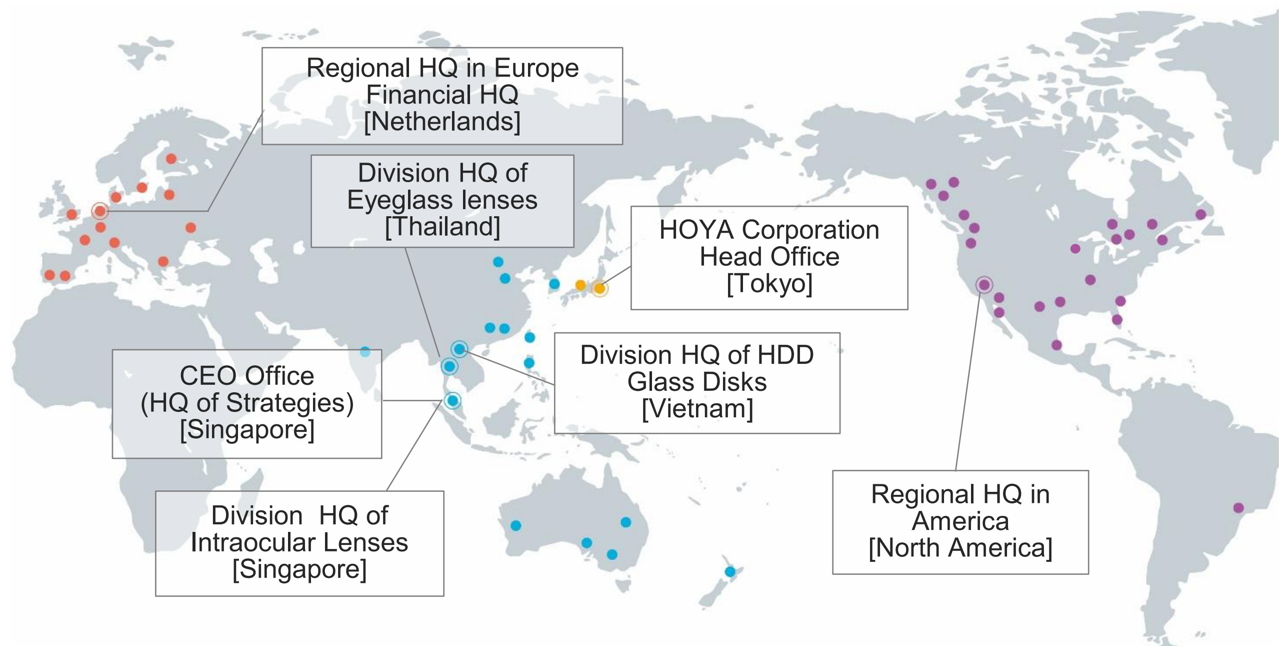
As of March 2026

To maximize operational efficiency on a global scale, HOYA conducts management, research and development, production, and sales activities in the locations best suited to each function.

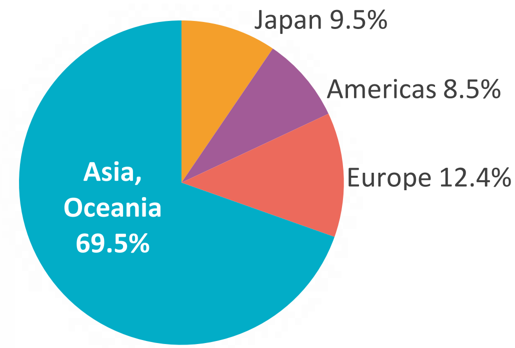
Principal Places of Business and Plants

(The number of group companies:131)

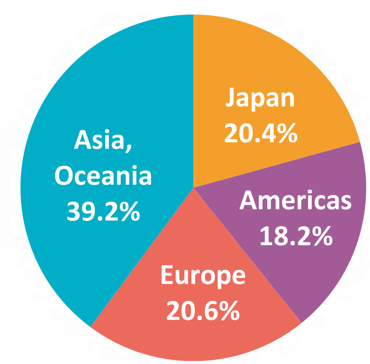
Region	Revenue (billion yen)	Number of Employees
Europe	195	4,711
Americas	172	3,216
Asia, Oceania	372	26,238
Japan	193	3,587



Number of Employees by Region



Revenue by Geographic Region

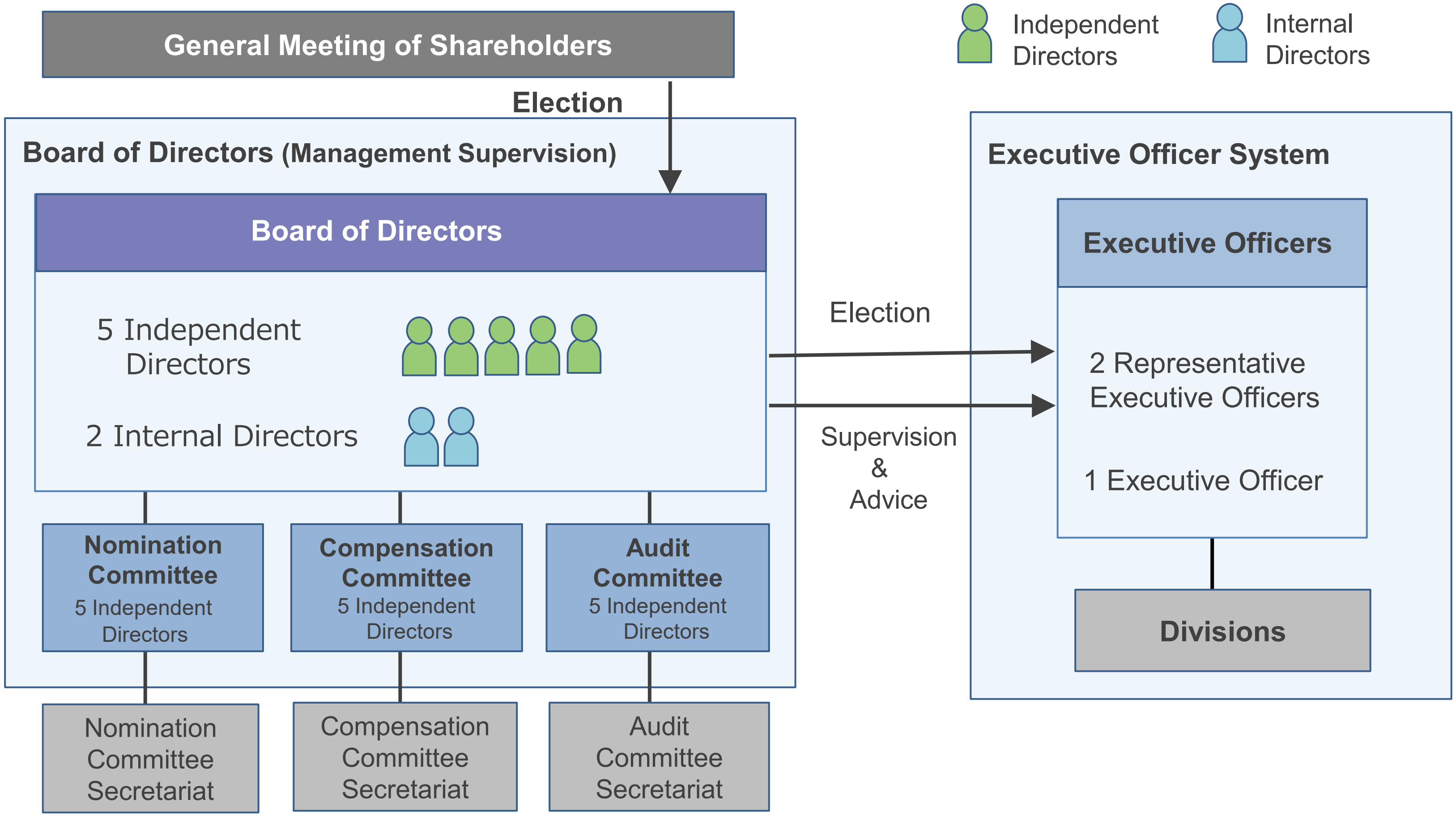


As of March 2026

Corporate Governance

Under HOYA's committee-based corporate governance structure, authority for business execution is delegated to executive officers, enabling faster decision-making. At the same time, the Nomination, Compensation, and Audit Committees, each consisting entirely of independent directors, help ensure effective oversight by the Board of Directors. This structure clearly separates management execution from supervisory functions, enabling efficient management while enhancing the transparency and effectiveness of corporate governance.

Corporate Governance Structure （as of June 26, 2026)



Life Care

The Life Care business provides products that are essential to people's everyday lives, including medical endoscopes, eyeglass lenses, and intraocular lenses, all of which contribute significantly to improving quality of life (QOL).

Eyeglass Lenses

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

"Eyecity" Contact Lens Store

"Eyecity," the largest contact lens specialty store chain 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 outcomes.

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

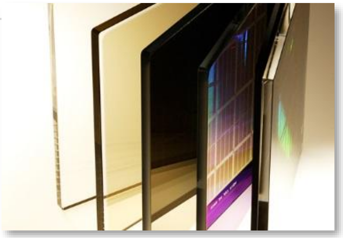
We offer ceramic and metal implants used for bone defect replacement and fracture joints, as well as bioceramics used in the development and manufacture of biopharmaceuticals and cell culture.
Implants are sold mainly to medical institutions in Japan, while bioceramic media for chromatography are sold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

Information Technology

HOYA develops key components and technologies that support the production of digital products.
Through continuous innovation driven by cutting-edge technologies, HOYA helps enrich people's lives and create value for society.

Mask Blanks and Photomasks for Semiconductors

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.



Optical Glass and Optical Lenses

Leveraging advanced optical design technologies, HOYA supplies optical lenses for a wide range of applications, including digital cameras, wearable cameras, and automotive cameras. Through its high-quality optical glass products, HOYA supports the ongoing advancement of optical technologies.

Photomasks for Flat Panel Displays

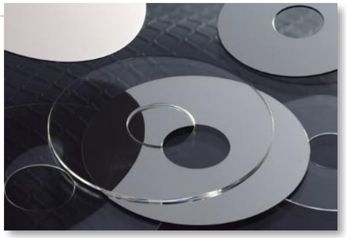
FPD photomasks are the master plates that are used in the manufacture of the FPDs for large flat televisions, PC monitors and smartphones. HOYA provides high-definition, high-precision FPD photomasks.

NIR Polarizer Glass CUPO

CUPO is an optical component with polarization properties imparted by the addition of trace amounts of copper, and is used in applications such as optical transceivers, optical modulators, and wavelength-selective switches. Demand for CUPO, which enables efficient optical data transmission, is growing amid the rapid increase in optical transceiver demand driven by the expansion of the AI market and rising data transmission speeds.

Glass Substrates for HDDs

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



Corporate Profile

☐Company Name	HOYA CORPORATION
☐Group Headquarters	Nittochi Nishishinjuku Building, 6-10-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo 160-8347 Japan
☐Tel.	+81-3-6911-4811
☐Representative	Eiichiro Ikeda
☐Established	November 1, 1941
☐Paid-in Capital	6,264,201,967 yen
☐Number of Employees	37,752（Group Total as of March 2026）
☐URL	https://www.hoya.com

Board of Directors

Director

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（Independent）	**Takayo Hasegawa** (Chairperson of the Board, Representative Director of SWCC Corporation)
Director（Independent）	**Mika Nishimura** (Operational Partner of GILDE HEALTHCARE PARTNERS)
Director（Independent）	**Mototsugu Sato** (Former Representative Director, Executive Vice President of Panasonic Holdings Corporation)
Director	**Eiichiro Ikeda**
Director	**Ryo Hirooka**

Executive Officers

Representative Executive Officer & CEO	**Eiichiro Ikeda**
Representative Executive Officer & CFO	**Ryo Hirooka**
Executive Officer, Chief Sustainability (ESG) Officer	**Tomoko Nakagawa**

as of June 26, 2026

Financial Highlights