

Dear Colleagues,

Welcome to our Disruptive R&D week with Mach49 in Silicon Valley!

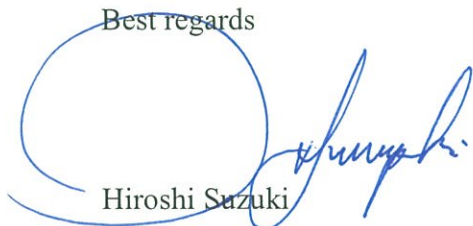
As you all know the vision care industry is currently undergoing drastic changes such as multidimensional vertical as well as horizontal consolidation processes. Meanwhile technological changes have been very slow and incremental. Over last four decades the industry has been incrementally improving eyeglass lenses in their material, coatings and optical designs. While I feel that we, Hoya Vision Care, have done well in leading those incremental technological improvements. We now seem to reach the point where those incremental improvements yield very little commercial value. We need to become more bold and fundamental in search of drastic and disruptive advancement in eyeglass lenses and business models to prepare Vision Care even better for the future. Part of this effort is this week with Mach49 which will help us to achieve three main objectives:

1. Drive the mindset change particularly within Hoya R&D but also across all functions, to think out-of-the-box not only when it comes to new product ideas but also to come up with ways to stretch ourselves outside of our current comfort zone!
2. Identify new opportunities to address our customer needs:
 - a. development of new products which are differentiated enough in the minds of consumers
 - b. establishment of business model innovations to open new market opportunities for us
 - c. identification of new tools to help us achieve our goals faster
3. Work better as a cross functional team across the company

Please be 100% committed during the coming days. We need your full commitment and attention! Be open-minded, fully understanding that stretching outside of your traditional comfort zone might feel awkward at times. But very purpose of this event is to see our development activities from outside prospective and find ways to achieve not just incremental but sweeping changes in the way we approach to R&D. This week is also personally very important for me and is why I am personally joining on Friday to learn about the outcomes and to give the final confirmation alongside the New Venture Board to the business opportunities to bring to Silicon Valley to jumpstart for launch!

Thank you all for your participation, and I look forward to seeing you Friday.

Best regards



Hiroshi Suzuki