



TOWARDS NEW HEIGHTS

HOYA
SURGICAL OPTICS

BULLETIN.CZ and HSO cooperation





Market analysis

Market dynamics – Czech Republic



Demographic/ Environment

- Population 10,8 mio, life expectancy 81/75 years (women/men)
Population >65 years 2,21 mio (20,5 %)
- Private healthcare – pure private sector is very small; private doctors and clinics work through agreements with health insurance companies adding some co-payment
- Public healthcare – high quality, majority of new technologies are available in state hospitals, general problem with doctor ageing and care availability in the regions

Economy

- Economic growth 2024 vs 2023: +1,0% (weak growth)
- Outlook for 2025: +1,3%
- Unemployment: 3,8%
- Government debt: 42,8 % of GDP
- Avg income: 40 854,- CZK (1 812 EUR)
- CZK/EUR 2025 vs 2024 revaluation of 4%

Regulatory/ Reimbursement

- Cataract operation is fully reimbursed by state health insurance
- This covers basic IOLs (monofocal), differentiation between hydrophobic and hydrophilic, reimbursement through “package codes”
- Clinics ask for co-payment for services (e.g. package: individual examination, retina check, senior surgeon, multifocal IOL)

Key Product launches/ Competition

- **Zeiss:** no major new IOL launches in 2024–25
- **Alcon:** Clareon® PanOptix® Pro Trifocal IOL, Vivity® EDOF
- **JJVS:** TECNIS Odyssey Trifocal IOL
- **Rayner:** Galaxy® EDOF
- **Medicontur:** ELON EDOF

Market dynamics – Slovak Republic



TOWARDS NEW HEIGHTS

Demographic/ Environment

- Population 5,4 mio, life expectancy 78,65 years
- Population >65 years 0,918 mio (17 %)
- Private healthcare – pure private sector is very small; private doctors and clinics work through agreements with health insurance companies adding some co-payment
- Public healthcare – medium/low quality depending on hospital type, majority of new technologies are available in private and selected state hospitals, general problem with doctor financing and investments to infrastructure/equipment

Economy

- Economic growth 2024 vs 2023: +2,1% (growth)
- Overlook for 2025: +1,3%
- Unemployment: 5,3%
- Inflation: 2,8% (2024) and 4,4% (Jul 25)
- Government debt: 59,3 % of GDP
- Avg income: 1.518,- EUR

Regulatory/ Reimbursement

- Cataract operation is fully reimbursed by state health insurance
- The particular IOLs are listed in reimbursement list including the reimbursed amount, i.e. it's crucial to list the IOL and get the reimbursement (timely process)
- In 2024 the government cut the payments for private clinics and redirected the money to state hospitals
- Clinics ask for co-payment for services (e.g. package: individual examination, retina check, senior surgeon, multifocal IOL)

Key Product launches/ Competition

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Market segmentation - public/private approach

Account name/Segment	Public/training hospitals	University hospitals	Private hospitals managed by investors	Private clinic Independent Price focus	Private clinic Independent Quality focus	Private "boutique" clinics	Private clinic Chains with multiple locations
Clinical decision	Yes	yes	yes	yes	yes	yes	yes
Adoption of new technologies	selectively depends on: activity of Head of department investment potential	High – trend setting and KOL prestige depends on: activity of Head of department investment potential	selectively depends on: activity of Head of department investment potential	low depends on: - investment potential	high depends on: - investment potential	high depends on: - investment potential	selectively depends on: activity of Head of department investment potential
Payment for surgery	Reimbursement covers basics, in some hospitals co payment possible	Reimbursement covers basics, in some hospitals co payment possible	Reimbursement covers basics, limited co-payment possible	Reimbursement covers basics, in some hospitals co payment possible	Reimbursement covers basics, in some hospitals co payment possible	Reimbursement covers basics, in some hospitals co payment possible	Reimbursement covers basics, in some hospitals co payment possible
Efficiency	depends on - organization which results in contract with health Insurance (nr of cataracts)	depends on - organization which results in contract with health Insurance (nr of cataracts)	depends on - service level and uniqueness - personal approach - sales effectiveness	depends on - organization which results in contract with health Insurance (nr of cataracts)	Depends on - service level and sales effectiveness	depends on - service level and sales effectiveness	depends on - organization which results in contract with health Insurance (nr of cataracts)
Price focus	Price is desirable, quality saved for complicated patients	Price is desirable, quality saved for complicated patients	Price is desirable, quality saved for complicated patients	Price is desirable, quality saved for complicated patients	Price is important, quality used as attraction for clients	Price is noted, quality used for differentiation and client attraction	Price is desirable, quality saved for complicated or co-paid patients
Service required	Perform basic service for the area	High level service, doctor education	Perform basic service for the area	Perform basic service for clients	Perform high level service for clients	Perform high level service for clients	Perform basic service for the clients in the country
Sales focus	New tech adoption – increase efficiency and success	Training, presentations, KOL	New tech adoption – increase efficiency and success	New tech adoption – increase efficiency and profit	New tech adoption – increase quality, reputation and success	New tech adoption – increase quality, reputation and success	New tech adoption – increase efficiency and success
	15 000	30 000	10 000	20 000	20 000	10 000	50 000
	**	***	*	***	*****	*****	***



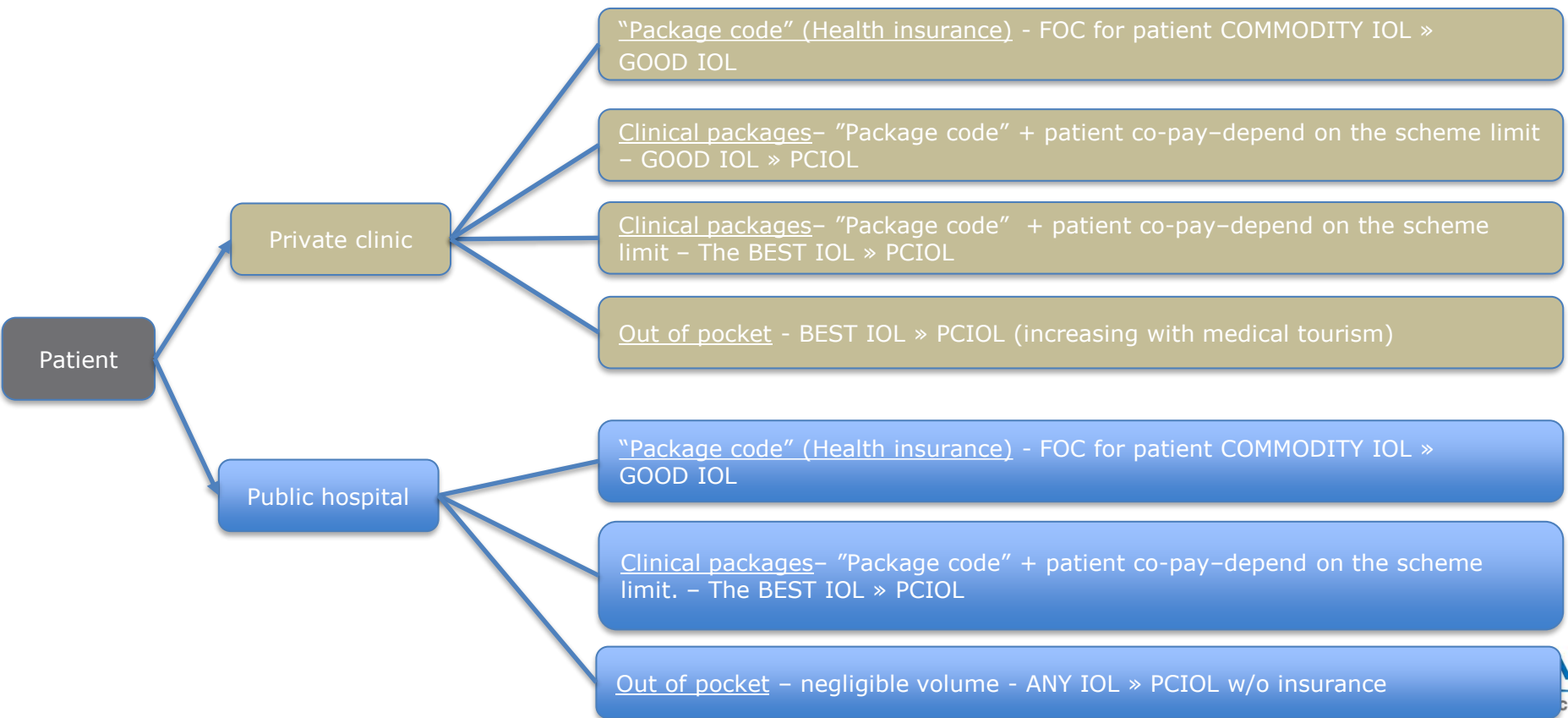
Key decision criteria - 7 Global Key Segments

TOWARDS NEW HEIGHTS

	public/private approach						
Account name/ Segment	Public/training hospitals	University hospitals	Private hospitals managed by investors	Private clinic Independent Price focus	Private clinic Independent Quality focus	Private clinic "boutique" clinics	Private clinic Chains with multiple locations
Key decision criteria/ critical success factors	1. Cost and reimbursement 2. Surgeon preference 3. Training	1. Cost and reimbursement 2. Surgeon preference 3. Technology, innovation 4. Clinical outcomes 5. Education	1. Cost and reimbursement 2. Purchasing chain input 3. Surgeon preference	1. Cost and reimbursement 2. Surgeon preference 3. Technology, innovation 4. Clinical outcomes 5. Education	1. New products, show premium attitude 2. Cost and reimbursement 3. Surgeon preference 4. Technology 5. Clinical outcomes 6. Education	1. Cost and reimbursement 2. Clinical outcomes 3. Technology – more effective operations 4. Surgeon preference 5. Education	1. Cost and reimbursement 2. Surgeon preference 3. Technology 4. Clinical outcomes 5. Education

Major focus on the segments where price is not the only decision point and surgeon preference and interest in innovative products will play the role – Private – quality, boutique, chain; Public – University. There is lack of experienced cataract surgeons in the market and both state and private hospital fight for them. The surgeons have agreements and work in both – state and private clinics. This gives opportunities: 1.If we enter private clinic, the surgeon will get familiar with the lenses and we can use him to enter big state hospital 2.Clinics want to fulfill surgeons' preferences to keep them and their opinion in what to implant is very important (and can partially overcome price issue)

Value Chain Flow Chart



Reimbursement "packages" available in the Czech Rep.



- Package 1: Cataract surgery using a hydrophilic or hard lens, priced at CZK 11,654 = **466 EUR**
- Package 2: Cataract surgery using a hydrophobic lens, priced at CZK 16,000 = **640 EUR**
- Package 3: Cataract surgery using a toric lens, priced at CZK 16,527 = **661 EUR**

Included are the following reimbursed services, which are covered under the above procedures:

- a) Comprehensive ophthalmological examination – includes patient admission and discharge to home care, b) Targeted ophthalmological examination, c) Refraction examination using autorefractor (1 eye), d) Ocular biometry by echo (1 eye), e) Anterior segment and fundus photography (1 eye), f) Phacoemulsification (1 eye), g) Intraocular lens implantation procedure: 75347 – Intraocular lens implantation – PMMA (1 eye) or 75348 – Intraocular lens implantation – soft (foldable) (1 eye), h) Use of microscope during surgery per 10 minutes.

Co-payments for monofocal toric versus monofocal



Patient Co-Payment			
	SV Aspheric	SV Aspheric Toric	Difference
Lexum	356	460	104
Horni Pocernice	680	840	160
Neovize	228	276	48
Lensi	436	552	116

Both private and state clinics use toric feature as additional option for asking higher co-payment from the patients.



TOWARDS NEW HEIGHTS

Competitor's SWOT

Strengths

Weaknesses

Opportunities

Threats

**HSO/
Distrib
utor**

Product focus to premium IOLs with high quality delivered
Extensive clinical support for surgeons
Established organization covering the market
Enhanced mono availability
Relations with KOLs

Lack of EDOF lenses
Newcomer to surgical business in CZ
Market knowledge under development
Distribution channels under development

Utilize relations and team expertise from former projects to enter clinics
Growing toric and mono enhanced preference
Bundling deals w/instrumentation and/or spectacle lenses
Synergy with HOYA Miyosmart project in targeting surgeons

Product stockouts
Hard to overcome established connections between key surgeons and suppliers

ALC

Direct organization with long term market expertise and relationships, full line supplier
Full territory coverage
Brand image, portfolio, KOL advocacy
Profes.educ. investments
Patient awareness
Vertical integration

Lack of enhanced mono, (Clareon) glistening @ Acrysof material,
Non complete preloaded portfolio
Too many products to focus

Growing EDOD preference
Active Phaco and VR and refractive market product bundling

More competition rise, new generations of competitive products appear
Economy slowdown could influence ability to pay for top products

J&J

Sales force, portfolio, relations with KOLs, Eyhance/Toric, Launch of Edof Puresee, LCS penetration, share of voice, Profes.educ. investments
Price flexibility

Synergy not well adopted - limited equipment offers
Lack of strategic marketing and COMEX

Same as ALCON

Economic slowdown – ability to pay for better materials



TOWARDS NEW HEIGHTS

Competitor's SWOT (continued)

Strength

Weakness

Opportunity

Threat

CZM

Wide portfolio, direct organization, access to KOLs, clinical expertise, brand image

Service level
 Focused on the equipment business
 Missing dedicated sales team specialized in lenses

They are becoming strong in the CZ&SK markets, great future, gaining market share

Be considered as an equipment company not a lens company

**B&L
 Spirit
 medical**

Offers a complete surgical platform
 Benefit from early market presence, leading to a network of long-term contacts and client loyalty.
 Their full portfolio enables bundling strategies, offering clinics both lenses and surgical equipment in integrated deals.

Lower Share Of Voice versus ALCON
 One man show with company founder, problematic share of experience with others

Their full portfolio enables bundling strategies, offering clinics both lenses and surgical equipment in integrated deals.
 Expand penetration into the EDOF segment with LuxSmart.
 Leverage legacy trust and long-standing relationships for continued market retention.
 Offer a non-corporate, flexible approach to partnerships and customer support.

Limited Regional Data/Country-Level Insights
 Competitive Pressures in Eyecare
 Spin-Off and Corporate Uncertainty

Rayner

Broad cataract portfolio, EU-ready. RayOne family (monofocal, toric, trifocal, EMV) with a fully preloaded injector; CE/MDR documentation in place for RayOne lines.

Share and brand inertia vs. incumbents. CZ clinics frequently publicize competing premium lenses (e.g., Alcon Clareon, ZEISS trifocals), implying strong incumbent pull-through in premium segments

Local KOL/clinic partnerships. Active private chains (Lexum, Gemini, NeoVize) promote premium lens options—targets for RayPRO studies, training, and conversions

Intense premium competition. Strong visibility of Alcon, ZEISS, J&J & others in CZ clinics can compress Rayner's pricing/mix.



TOWARDS NEW HEIGHTS

Competitor's SWOT (continued)

	Strengths	Weaknesses	Opportunities	Threats
Medi cont ur	<p>Local footprint & fast support. Wide portfolio, direct organization, access to KOLs, clinical expertise, brand image</p>	<p>Service level Focused on the equipment business Missing dedicated sales team specialized in lenses</p>	<p>They are becoming strong in the CZ&SK markets, great future, gaining market share</p>	<p>Be considered as an equipment company not a lens company</p>
Lenst ec	<p>Precision positioning. Lenstec's hallmark ¼-diopter step manufacturing is a clear differentiator Regional support nearby. European office/distribution hub in Bratislava (CMI)—practical for CZ service, trials, and logistics.</p>	<p>Brand power vs. mega-players. Private CZ marketing often leads with Alcon/Zeiss on premium procedures, so surgeon/patient mindshare tilts to incumbents.</p>	<p>Local KOL ties. Czech surgeons are visible in presbyopic/"accommodating" IOL discourse; targeted collaborations/trials can raise profile</p>	<p>Intense premium competition. Clinics prominently market Alcon/Zeiss premium lenses; inertia makes displacing default choices costly</p>
Askin Teleo n	<p>Comprehensive IOL portfolio — Teleon's line-up includes hydrophilic and hydrophobic IOLs, EDOF, multifocal, varifocal, toric, and more, covering virtually every clinical need</p>	<p>Hydrophilic material bias — Some Teleon lenses (e.g., LENTIS Comfort) use hydrophilic acrylic, which can face skepticism compared to hydrophobic alternatives in certain practices</p>	<p>Full-range positioning — Teleon's diversity (monofocal to premium/toric) is ideal for clinics wanting a one-stop portfolio, easing stocking and workflow.</p>	<p>Strong competition in premium segment — Alcon (PanOptix), J&J (Tecnis), Zeiss (AT LARA), etc., command high clinic and patient trust, making it hard to displace.</p>

Extensive Clinical Support



- Dry lab training of selected surgeons to properly use injector&lens
- Wet lab training site to simulate the injector&lens use as part of surgeon's training process (planned for mid 2026)
- White paper discussion and guidance with explanation of clinical advantages and outcomes (both 1:1 and group discussions in seminars and congresses)
- KOL group creation who will serve as local reference and present on congresses
- Regular KOL meetings (peer to peer) with updates and feedbacks
- OR presence to assess surgeons' habits, preferences and guide him/her through first implantations
- OR nurses training
- Regular OR follow-up to accelerate usage and positive feedback

Org Charts/ FTE HSO and main competitors

TOWARDS NEW HEIGHTS

	ALCON - Direct	J&J - Hybrid	CZM - Direct	B&L -Spirit	RAYNER - Dist.	Medicontur
Territory Manager	0	0	0	0	0	0
Regional Sales Manager	4	2	2	2	2	2
National Sales Manager	1	1	1	0	1	0
Clinical Application Specialist - IOL	2	1	1	1	1	1
Marketing Manager	1	1	1	0	0	0
Marketing Specialist	1	1	1	0	0	0
Professional Education Manager	0	0	0	0	0	0
Equipment Sales/Clinical	0	0	2	1	1	0
	9	6	8	4	5	3

Market Pricing Landscape (NET)



TOWARDS NEW HEIGHTS

Good Mono

Alcon Acrysof / SA60AT (Hydrophobic, monofocal)

- FN Olomouc: €49,47

Rayner (Mono Asph)

- Lexum: €41,22

J&J Sensar (Mono Asph)

- Lexum: €20,61
- Lensi: €41,22

B&L Akreos / MI60 (Hydrophilic, monofocal)

- ÚVN: €54,00 – **not preloaded**

Better Mono

Alcon AcrySof IQ with UltraSert (Mono Asph)

- Tana: €115,42

Alcon Acrysof / SN60AT (Hydrophobic, monofocal, yellow filter, no injector – reusable Monarch separately)

- FN Olomouc: €86,57

J&J Tecnis with Simplicity (Mono Asph)

B&L Akreos / MI60P (Hydrophilic, monofocal)

– pre-loaded

- FTN: €89,45

Rayner RayOne Hydrophobic Aspheric (Hybrid hydrophobic, monofocal)

- Příbram: €103,05
- VFN: €76,05

Teleon Lentis / LS313Y (inc. injector) (Hybrid hydrophobic, monofocal)

- Karviná: €137,68

****HOYAVivinex iSert** €90,00**

Best Mono

Alcon Clareon / (CNA0T0) - manually loaded (Hydrophobic, monofocal)

- ÚVN: €121,60 – with AutonoMe inj.
- Lexum: €74,20

Alcon Clareon / (SY60WF) autonoMe injector (Hydrophobic, monofocal)

- FN Olomouc: €131,91 – lens only, Monarch inj

J&J Tecnic Optiblu (Hydrophobic, monofocal, yellow filter)

- VFN: €135,29

****HOYAVivinex mSert * €130,00**

Best Mono +

J&J Eyehance

- UVN: €135,33

Teleon Acunex Quantum (incl. injector) (Hydrophobic, yellow filter, monofocal)

- Karviná: €189,21

****HOYAVivinex Impress** €140,00**

1P

3P

Market Pricing Landscape (NET) – Toric and Trifocal



TOWARDS NEW HEIGHTS

Mono TORIC

Alcon Clareon / (CNW0T3) (Hydrophobic, monofocal, lower cylinder)
FN Olomouc: €201,74

J&J Tecnis Toric (Hydrophobic, monofocal)
• VFN: €173,13

Alcon Clareon / (CNW0T4) autoNoMe injektor (Hydrophobic, monofocal, higher cylinder – higher price)
• FN Olomouc: €333,90

****HOYAVivinex Toric** T3, €220,00; T4, T5, T6 €340,00**

EDoF/EDoF TORIC

Alcon Acrysof IQ Vivity / (DFT015) (Hydrophobic, EDOF)
FN Olomouc: €493,01

Alcon Acrysof IQ Vivity Toric / (DFT415) (Hydrophobic, toric, EDOF)
FN Olomouc: €671,92

Alcon Acrysof IQ Vivity (Bifo/EDOF Enhanced)
Lexum: €412,22

Alcon Acrysof IQ Vivity (Bifo/EDOF)
Tana: €535,88

J&J Tecnis Puresee (Bifo/EDOF Enhanced)
• Lexum: €329,77
J&J Tecnis Eyehance (Hydrophobic, monofocal plus)
• VFN: €135,29

Teleon Acunex Vario / AN6V (Hybrid hydrophobic, EDOF)
Příbram: €255,58

Medicontur Elon / (877PEY) s injektorem (Hydrophobic, EDOF)
FN Olomouc: €243,21

Rayner Galaxy Toric (Hybrid hydrophobic, EDOF)
FNKV: €618,33

Videris (Bifo/EDOF)
Lensi: €494,66

Premium

Alcon AcrySof IQ PanOptix (Trifocal)
• Lensi: €618,33
• Tana: €535,88

****HOYAVivinex Gemetric, **€550 =**

Zeiss AT LISA (Trifocal)
• Lexum: €371,00

J&J Tecnis Synergy (Trifocal)
Lexum: €412,22

****HOYAVivinex Gemetric Plus** €550,00 =**

Alcon Clareon PanOptix / (CNWTT0) (Hydrophobic, trifocal)
• FN Olomouc: €525,91

Premium TORIC

J&J Tecnis Synergy (Hydrophobic, trifocal)
VFN: €638,94

****HOYAVivinex Gemetric Toric** €650,00 =**

****HOYAVivinex Gemetric Plus Toric** €650 =**



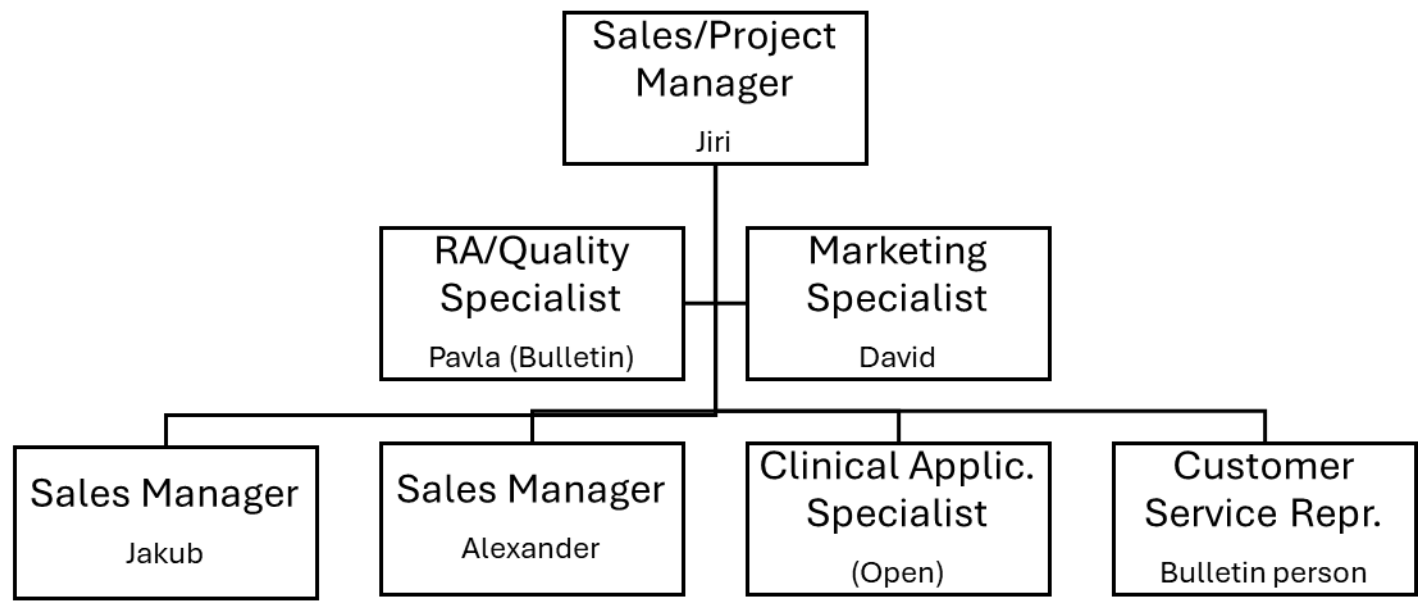
Company introduction

Company presentation - Portfolio



- MEDICAL DEVICES/INSTRUMENTATION
- BRUMABA (DE) – operation tables
- HUVITZ – biometry, all diagnostic equipment
- Visionix – diagnostic equipment
- iCare – fundus
- e.JANACH – surgical instruments
- Aurolab – posterior segment vitrectomy portfolio
- Sonomed – ultrasound diagnostics
- Enbio - sterilizers

Company presentation – IOL team orgchart



For Quality Specialist function we use external company – Regfem s.r.o.
For Marketing we use expertise of David’s company – Olea Praha s.r.o.

BULLETIN.CZ + HOYA collaboration



- Strengthen market position and reputation among MDs, opticians, and optometrists through cooperation between Bulletin and HSO.
- Invest in the development of a specialized medical team (especially CAS) to support surgical products and instrumentation.
- Allocate resources to local educational initiatives including trainings, webinars, a dedicated education center, international clinic visits, and professional networking for MDs.
- We expect training, educational (for MDs) and marketing support from HSO
- Leverage bundling opportunities with instrumentation to enhance value for clinics and hospitals.
- Bundling with spectacle lenses in combined customers which run optic shops (e.g. Zeiss already works with surgicals and spectacle lenses) and Essilor strong instrumentation background and offer, Optegra purchase)

Distributor- HOYA collaboration



Operational/Marketing Synergies:

- experts, KOL network sharing
- congresses (e.g. CSRKCH)
- bundling deals with spectacle lenses
- bundling deals with instrumentation
- create market reputation for HOYA IOLs
- wide line supplier (complete offer for the O.R.)
- covering both countries (CZ+SK where we have sales contacts/customers)
- Unmet need - doctors look for instrumentation from lens companies not from instrumentation companies only



Launch Calendar

LAUNCH CALENDAR		
Product	Timing	Rationale
Vivinex iSert	Jan/Feb 2026	Basic line of offered products, used for introduction and training (injector systems, quality, incision size) and for basic offer to price sensitive customers.
Vivinex mSert	Jan/Feb 2026	Basic line of offered products, used for introduction and training (injector systems, quality, incision size) and for basic offer to quality oriented customers.
Vivinex Toric	Jan/Feb 2026	Market accepts Toric IOLs very well, the reimbursement and copayments in clinics supports the usage.
Vivinex Impress	Sept 2026 Soft launch	Addition to the monofocal line (Mono+) as advanced product to cover growing market segment. Soft launch with 5-10 selected surgeons for 6 months for getting own experience and data
Vivinex Impress	Mar 2027 Launch	Full Launch to the rest of the market. Surgeon with experience will serve as peer to peer advocates
Vivinex Gemetric family	Mar 2027 Soft Launch	Top line will be soft launched after surgeons' acceptance of the brand to selected 5-10 quality oriented customers for 6 months. CAS support will be important for surgeons' support and consultations.
Vivinex Gemetric family	Sep 2027 Launch	Full Launch to the rest of the market. Surgeon with experience will serve as peer to peer advocates

Sales projection 3-years



Please see attached Excel
file

Stock management



- Initial stock will be purchased – approx. 500 pcs of IOLs for launch phase to have smooth flow, quick deliveries. Small consignment at the customer just with monofocal lenses
- The stock will be kept on 4 MOH
- Stock increase will be done in line on the starting contracts with hospitals
- Customers are used to have consignments on site – we will follow this strategy
- Each consignment size will be determined based on particular agreement with the hospital/implanting surgeon about quantity

Customer targeting



TOWARDS NEW HEIGHTS

	public/private approach						
Account name/Segment	Public/training hospitals	University hospitals	Private hospitals managed by investors	Private clinic Independent Price focus	Private clinic Independent Quality focus	Private clinic "boutique" clinics	Private clinic Chains with multiple locations
List of Customers	1. Nemocnice Teplice, prim Cech	1. FN Královské Vinohrady, Praha, prof Studeny, prim Veith	1. Nemocnice Vitkovice Ostrava (Agel) prim Juhasova	1. PrahaOfta s.r.o. – Plzeň / Praha	1. VISUS – Oční centrum Police nad Metují	1. Zlínské oční centrum – MUDr. Smečkova (Zlín)	1. Lexum
	2. Nemocnice Pardubice	2. Všeobecná fakultní nemocnice, Praha (VFN)	2. Nemocnice Sumperk (Agel)	2. OFTEX s.r.o. – Pardubice	2. HOS Hradec Kralove	2. Lensi s.r.o. (Praha)	2. Neovize
	3. Nemocnice Kolin	3. Fakultní nemocnice Hradec Králové, doc Hejsek	3. Nemocnice Sokolov (Penta)	3. Oftal Brno – prim Urminsky		3. Oční centrum Praha (dr Janekova, prof Pasta)	3. Gemini
	4. Nemocnice Most, prim Mach	4. Fakultní nemocnice Plzeň, dr Rusnak		4. JL Lestak – Praha			
	5. Nemocnice Klatovy, prim Loffelmannova	5. Fakultni nemocnice Olomouc, dr Maresova					
Volume:	1. 1,000	1. 4,500	1. 1,200	1. 3,000	1. 1 500	1. 1,800	1. 30,000
	2. 1,000	2. 4,000	2. 1,500	2. 1,500	2. 1 800	2. 4,500	2. 10,000
	3. 900	3. 4,500	3. 1,200	3. 1 200		3. 1,000	3. 20,000
	4. 1,000	4. 3,400		4. 900			
	5. 600	5. 2,000					
BULLETIN.CZ Priority	3	1	4	4	1	1	2

Surgeons often have FTEs both at teaching hospitals and private clinics at the same time because there is shortage of experienced surgeons in the market – opportunities to enter private and state through cooperating surgeons.

KOL advocacy program



TOWARDS NEW HEIGHTS

public/private approach							
Account name/Segment	Public/training hospitals	University hospitals	Private hospitals managed by investors	Private clinic Independent Price focus	Private clinic Independent Quality focus	Private clinic "boutique" clinics	Private clinic Chains with multiple locations
KOL further description	1. Nemocnice Teplice, prim Cech	1. FN Královské Vinohrady, Praha, prof Studeny, prim Veith	1. Nemocnice Vitkovice Ostrava (Agel) prim Juhasova	1. Ofta s.r.o. – Plzeň / Praha, dr Cendelin	1. VISUS – Oční centrum Police nad Metuj, dr Havlicek, dr Vasa	1. Zlínské oční centrum – MUDr. Smečkova (Zlín)	1. Lexum, Mr Pastucha
	2. Nemocnice Pardubice, prim Novak	2. Všeobecná fakultní nemocnice, Praha (VFN) – dr Sklenka, dr Skalicka, dr Diblík	2. Nemocnice Sumperk (Agel), dr Michalkova	2. OFTEX s.r.o. – Pardubice, dr Korda	2. HOS Hradec Kralove, dr Horecky	2. Lensi s.r.o. (Praha), Mr Abraham	2. Neovize, Mr Kocian
	3. Nemocnice Kolin, prim. Rezek	3. Fakultní nemocnice Hradec Králové, doc Hejsek	3. Nemocnice Sokolov (Penta), dr Farkas	3. Oftal Brno – prim Urminsky	2. Premium Clinic Teplice, doc Pasta	3. Oční centrum Praha (dr Janekova, prof Pasta)	3. Gemini. Dr Stodulka
	4. Nemocnice Most, prim Mach	4. Fakultní nemocnice Plzeň, dr Rusnak		4. JL Lestak – Praha, dr Skalicka			
	5. Nemocnice Klatovy, prim Loffelmannova	5. Fakultní nemocnice Olomouc, dr Maresova					
BULLETIN.CZ Priority	3	1	4	4	1	1	2

Profile of the key contacts with HOYA



Sales Manager:

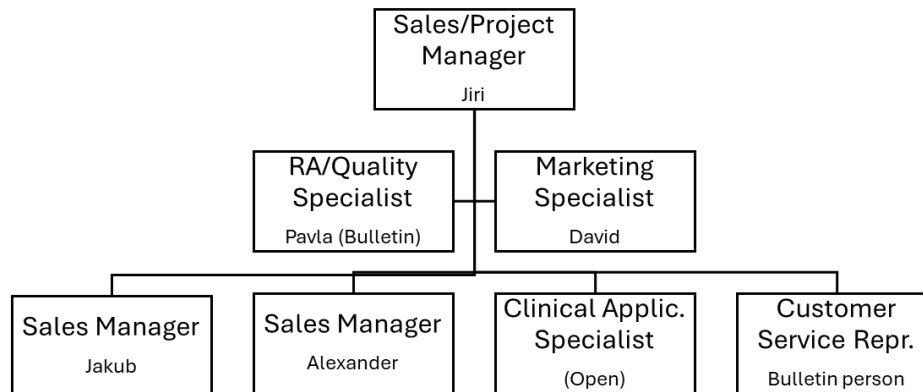
- Innovative and strategic thinking
- English
- IOL (premium) work experience
- People management

Marketing Manager:

- market information
- competitive intelligence
- English
- IOL work experience

Clinical Application:

- English
- Solid optical background
- IOL work experience
- Skills to interact with KOL



Attached files:

Position Key Success Factors

Job Description CAS

Team structure – current and future

	CAS	Area1 (Czechia)	Area2 (Moravia)	Area3 (Slovakia)
Number of Sales Reps/CAS - 2026	1	1	1 (covering Slovakia)	0
Number of Sales Reps/CAS - 2027	1	1	1	1
Number of Sales Reps/CAS - 2028	1	1	1	1

Marketing Action Plan - highlights

1. Visits to clinics in Germany/Austria and France (Impress, Gemetric) for surgeon prospects (Jan-Apr)
2. CZ reference center creation – trainings, live surgeries (Apr – Jun)
3. Roundtables/trainings - leading doctors from 3-5 key clinics and hospitals (Feb-May)
4. Local congresses (2k EUR /event – minimum)
 - ČSRKCH – Czech Society of Refractive and Cataract Surgery, www.csrkch.cz, May
 - ČOS – Czech Ophthalmological Society, September
5. European congresses (3k EUR / person)
 - World Congress of Ophthalmology PRAGUE, June 2026 (if HSO is present)
 - Congress of the European Society of Cataract and Refractive Surgeons (ESCRS), September



Marketing Action Plan

TOWARDS NEW HEIGHTS

Item	K CZK	EUR	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
		25	Pre-launch				Launch												
BULLETIN.CZ / HOVA (internal)	140	6					Cycle meeting (30k) Internal launch, Press release (20k) 50				Cycle meeting 30								Cycle meeting 30
Local congresses ČOS, ČSRKCH, Live surgery	230	9	ČOS congress 10				Live surgery? 10		Live surgery 10		ČSRKCH LAUNCH, Satellite? Dinner? 100								ČOS, Satellite? Dinner? 100
International congress	340	14	ESCRS								Prague, WCO TBA								ESCRS London 4 participants 340
Surgeons' visits to foreign clinics (DE, AT, F) or wetlab in Frankfurt	140	6						Frankfurt 35	Nurnberg/Dresden 35	Innsbruck 35	France? 35								
FTF visits 2 KAMs + 1 CAS	3 FTEs					Training	x	x	x	x	x	x	x	x	x	x	x	x	x
Print material Bulletin journal	111	4		1st edition 36			2 nd edition 25			3 rd edition 25									4 th edition 25
Promo material, brochures	25	1				Distribution 25	x	x	x	x	x	x	x	x	x	X			
Promo materials - gadgets, Calendar? Pens? Post-it	85	3				Distribution 85	x	x	x	x	x	x	x	x	X				
Round tables / seminars / wetlabs	125	5						xx 25		xx 25	xx 25					xx 25		xx 25	
LinkedIn (help to gain followers, re-share)	0	0				Contact making	x	x	x	x	x	x	x	x	x	x			
Web www.bulletinofnaopto.cz	0	0				Market research	x	x	x	x	x	x	x	x	x	x			
	1 196	48																	

Registration



Czech Republic

- CE Certification
- Registration in SÚKL, relatively short and easy because of EU documents
- If start in Autumn (Oct/Nov) expectation is to be ready in Q1/2026

Slovak Republic

- CE Certification
- Registration in ŠÚKL
- More complicated because not only Medical device is registered but position in the list of reimbursed IOLs is necessary
- If start in Autumn (Nov/Dec) expectation is to be ready in Q3-Q4/2026