

TOPCON WAY



Corporate Identity

Topcon contributes to enrich human life by solving the societal challenges within healthcare, agriculture and infrastructure.

Management Policy

Topcon focuses on leading-edge technology to provide new value through innovation and manufacturing.

Topcon respects diversity and acts as a global company.

Topcon places the utmost priority on compliance and continues to be a trustworthy partner to all stakeholders.

Under current business situation such that it is always required to demonstrate its all-round ability, it redefined and clarified its common values transcending nationalities and individual companies in order to exert its strengths such as global scale and diversity, and to build a self-supporting organizational culture. Every employee conducts TOPCON WAY, and Topcon group will step in brandnew direction for centennial through which it does not only conduct its strategies to strengthen the profitability by foreseeing changes of business environment, but also enhance its capability with the mindset of TOPCON WAY.



Table of Contents

01 TOPCON WAY

02 Contents

03 Societal challenges TOPCON is tackling and their solutions

05 At a Glance

07 Message from the CEO

11 Value Creation Story

11 Value Creation Process

13 89 Years of History and Venture Spirit

17 Highly Globalized

19 Advanced Technology

21 The Third Mid-term Business Plan

22 Growth Strategies for The Third Mid-term Business Plan

25 Business Overview

25 Business Overview by Segment

27 Positioning Company

28 Smart Infrastructure Business

29 Eye Care Business

30 Topic: Selected as "DX Stocks 2021" for two consecutive years

31 ESG at Topcon

33 Environmental Initiatives

35 Societal Initiatives

39 Corporate Governance Initiatives

47 Information

47 Consolidated Financial Highlights

49 Discussion and Analysis of Financial Results

53 Group List

54 Corporate Profile and Stock Information

Editorial Policy

As stated in our Corporate Identity, Topcon contributes to enrich human life by solving the societal challenges within healthcare, agriculture and infrastructure. Based on this identity, Topcon strives to contribute to the development of society and conservation of the global environment, through its unique products and services. In FY2016, we began publishing the Integrated Report, "Topcon Report" in order to inform the public regarding our initiatives to continuously increase Topcon's corporate value over the long term. The Topcon Report centers on information that has a significant impact on our corporate value. It uses as references the disclosure framework of the International Integrated Reporting Council (IIRC), as well as the Guidance for Collaborative Value Creation of the Ministry of Economy, Trade and Industry.

Note on performance forecasts and outlook statements

All plans, strategies, future performance forecasts, and outlooks presented in this report are based on information currently available to the Company. Our actual performance may deviate from these statements if conditions change in the future.

