

The Third Mid-term Business Plan

Vision

Expand our businesses and solve the societal challenges within the growing market of Healthcare, Agriculture and Infrastructure

The Third Mid-term Business Plan

Acceleration of Growing Business

Strategy 1

Acceleration of business development in the growing market

Strategy 2

Strengthen profitability of Core Business

Strategy 3

Creation of new potential market

FY2020 Results

Proved our strength as an Essential Business

Vision is intact

Timeline is inevitable to change

Revision of the timeline in consideration of FY2020 results

Our vision stated at the Third Mid-term Business Plan is intact. We think that we proved our strength as an Essential Business in FY2020. However, we acknowledge that COVID-19 pandemic had a significant negative impact on short term, and the effect on timeline is inevitable. Therefore, we extend the period of the Third Mid-term Business Plan for one year and pursue it to the same financial target.

FY2019~FY2021

The Third Mid-term Business Plan

FY2022

Timeline is extended for another one year

Growth Strategies for The Third Mid-term Business Plan



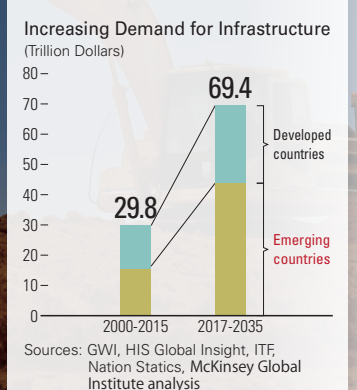
Infrastructure

We address the shortage of skilled engineers resulting from globally rising infrastructure demands by enhancing the automation of construction process to improve productivity and quality.

Societal Challenge

Increasing demand for infrastructure

Shortage of skilled engineers

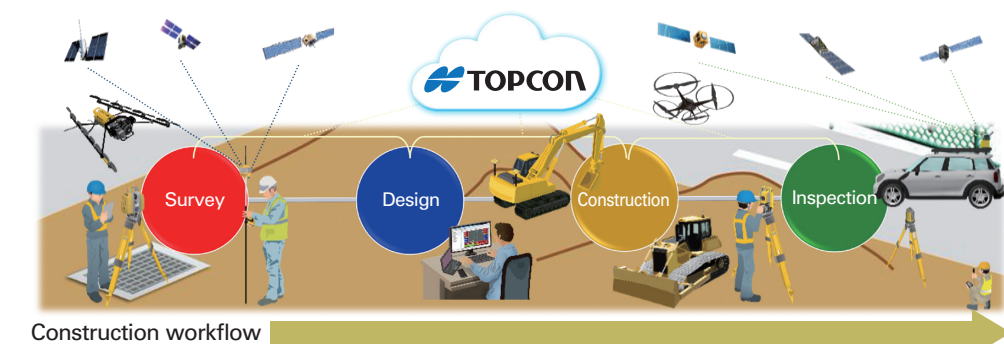


Solution

Automation of construction process

through robotization of construction machinery and central management of workflows

- High precision
- Solution to labor shortages
- Productivity and quality improvement



Construction workflow

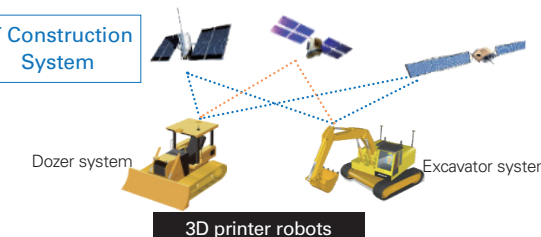
Realization

Proprietary Topcon technologies

1 IT Construction Technology

Automation technology by IT Construction using precision GNSS technology*

IT Construction System

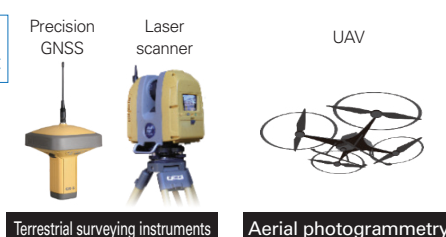


3D printer robots

2 3D Measurement Technology

Sensor digitization that allows central management of construction site workflow

3D Measurement



Terrestrial surveying instruments

Aerial photogrammetry

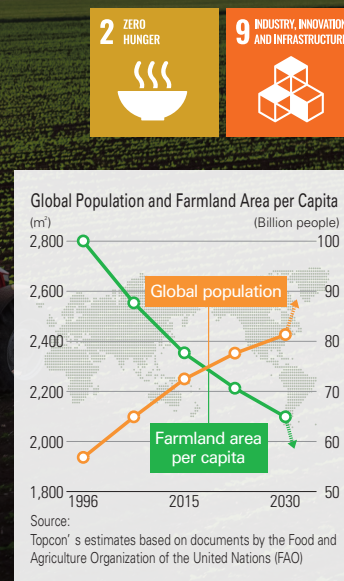
* GNSS stands for "Global Navigation Satellite System," and is an umbrella term encompassing all global satellite positioning systems, including GPS (U.S.), GLONASS (Russia), Galileo (Europe), BeiDou (China), and QZSS (quasi-zenith satellite system; Japan).

食 Agriculture

We address food shortages resulting from global population growth by enhancing the automation of farm operations to improve productivity and quality.

Societal Challenge

- Global population growth
- Less farmland area per capita
- Food shortages
- Shortages of skilled workers



Solution

Automation of Farm Operations

through Auto Steering of farming machinery and central management of data

- High precision
- Labor saving
- Productivity and quality improvement



Realization

Proprietary Topcon technologies

1 IT Agriculture Technology

Auto Steering System for farming machinery using precision GNSS technology

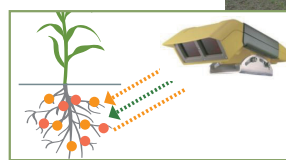
Auto Steering System for farming machinery



2 Optical Sensor Technology

Digitization using crop monitoring and yield sensors

Laser-type crop sensor



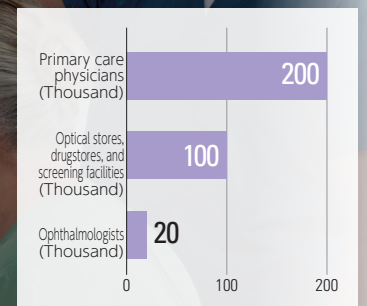
医 Healthcare

We address the increase in eye disease resulting from global population aging by enhancing eye screening for early detection of diseases and improving medical efficiency.

Societal Challenge

- Increase in eye disease resulting from global population aging
- Global shortage of ophthalmologists
- Soaring medical costs
- Soaring rates of eye disease

Shortage of ophthalmologists to treat 350 million people*1 with the three major eye diseases*2



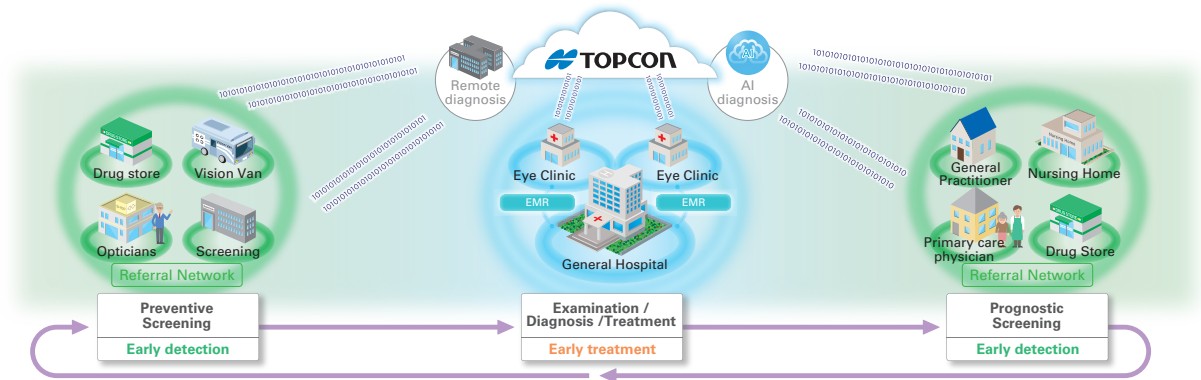
*1 Source: United Nations 2010 Report
*2 The three major eye diseases: diabetic retinopathy, AMD (Age-related Macular Degeneration), and glaucoma

Solution

Creation of eye disease screening

By the involvement of primary care physicians, optical stores, drugstores, etc.

- Early detection and treatment
- Healthcare efficiency improvement



Realization

Proprietary Topcon technologies

Fully automatic screening equipment:

Fully automatic function with one-touch operation

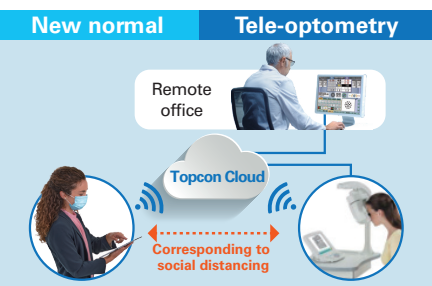
3D OCT-1 Maestro

- Fully automatic 3D OCT and color fundus photography
- Reporting feature assisting the diagnosis of three major eye diseases



Fundus Camera TRC-NW400

- Fully automatic fundus photography
- Useful for the diagnosis of eye diseases



* Applicable product: Topcon RDx (provided by Topcon Healthcare Solutions Inc.) – Currently available in the U.S. only