

FY2021 Financial Results

May 12, 2022
TOPCON CORPORATION
President & CEO
Satoshi Hirano













Contents

FY2021 Financial Results

- I. FY2021 Financial Results
- II. FY2022 Full Year Plan
- **Ⅲ.** Summary
- IV. Appendix





I. FY2021 Financial Results

I -1. FY2021 Financial Results

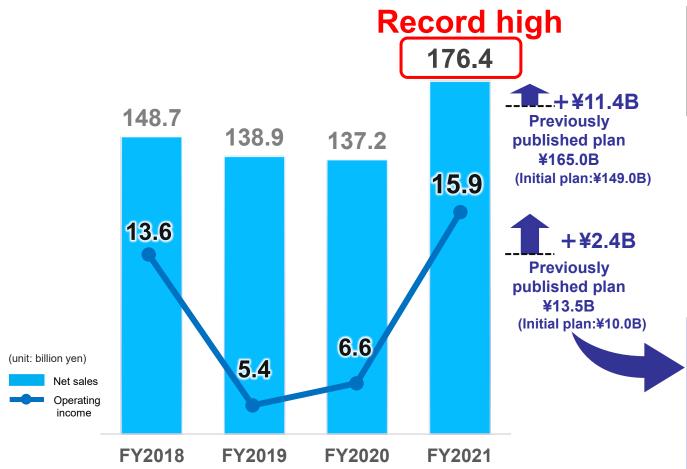
I -2. Overview of Each Business





FY2021 Overview

Significant increase in sales and profit, big upswing from previously published plan







Factors of the upswing from the previously published plan

- Captured stronger-than-expected demand
- ✓ Reduced component shortage effects to smaller-than-expected because of concerted efforts by the engineering, procurement, and manufacturing



FY2021 Overview

Financial Highlights

Cash-generating capability

Operating Cash Flow

Financial soundness/ Investment capacity

D/E Ratio

Asset efficiency

Total Assets Turnover

Capital efficiency

ROE

Shareholder return

Dividends / Payout Ratio

FY2019

¥7.9B

0.91

0.86

1.4%

¥24 / 271%

FY2020

¥19.4B

0.76

0.83

3.6%

¥10 / 44%

FY2021

Record high

¥20.5B

0.52

1.00

14.0%

Record high

¥36 / 35%



FY2021 Results

					(unit: million yen)	
	FY2020		FY2021			
	Actual	Actual	YoY	%	Plan * Annou	nced on January 28
Net Sales	137,247	176,421	39,174	+29%	165,000	_
Gross Profit (Gross Profit Ratio)	67,895 (49.5%)	90,093 (51.1%)	22,198			_
SGA	61,301	74,178	12,877			_
Operating Income (Operating Income Ratio)	6,593 (4.8%)	15,914 (9.0%)	9,320	+141%	13,500 (8.2%)	_
Non-Operating Income (Expenses)	-1,006	-1,094	-88			_
Ordinary Income	5,587	14,820	9,232	+165%	11,500	
Extraordinary Income (Loss)	-667	-174	492			_
Income Before Income Taxes and Minority Interests	4,919	14,645	9,725			_
Net Income	2,376	10,699	8,323	+350%	7,000	_
ROE	3.6%	14.0%			10%	_
Dividends	¥10	¥36			¥25	- * Released on March 14
Payout Ratio	44%	35%				_
Exchange Rate USD (Average) EUR	¥106.17 ¥123.73	¥112.86 ¥131.01	¥6.69 ¥7.28	(Q	4 Assumption ¥108 ¥128	_

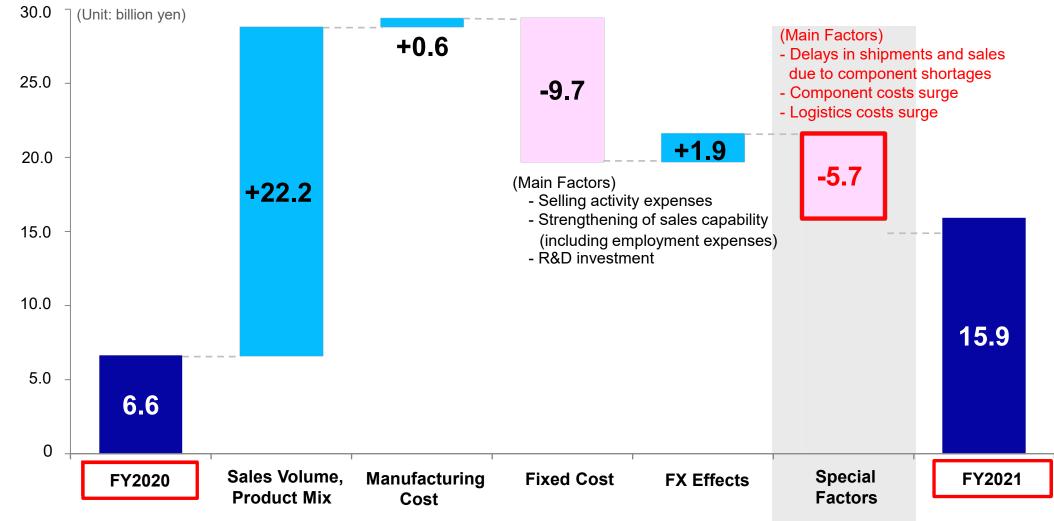
FY2021 Financial Results by Business

Record high sales for all business segments, significant increase in sales and profit

						(unit: million yen)
		FY2020		FY2021		
		Actual	Actual	YoY	YoY%	Plan ※Announced on January 2
	Positioning	71,416	96,692	25,276	+35%	91,000
	Smart Infrastructure	33,982	39,040	5,058	+15%	37,000
Not Coloo	Eye Care	44,251	57,352	13,101	+30%	54,000
Net Sales	Others	1,165	1,184	18		1,000
	Elimination	-13,568	-17,848	-4,280		-18,000
	Total	137,247	176,421	39,174	+29%	165,000
	Positioning	6,064 (8.5%)	11,548 (11.9%)	5,484	+91%	10,500 (11.5%)
	Smart Infrastructure	4,972 (14.6%)	5,821 (14.9%)	849	+17%	5,000 (13.5%)
Operating Income	Eye Care	122 (0.3%)	3,203 (5.6%)	3,081	+2,525%	2,500 (4.6%)
Income Ratio)	Others	-536	-365	170		-300
	Elimination	-4,028	-4,293	-265		-4,200
	Total	6,593 (4.8%)	15,914 (9.0%)	9,320	+141%	13,500 (8.2%)

FY 2021 Operating Income YoY Breakdown

■ Significant increase in operating income due to maximum capturing of strong demand, despite expanding impacts of component and logistics cost surges and component shortages





I. FY2021 Financial Results

I -1. FY2021 Financial Results

I -2. Overview of Each Business





Overview of Each Business

Record high sales and operating income

				((unit: million yen)
	FY2020		FY2021		
	Actual	Actual	YoY	%	Plan * Announced on January 2
Net Sales	71,416	96,692	25,276	+35%	91,000
Operating Income (Operating Income Ratio)	6,064 (8.5%)	11,548 (11.9%)	5,484	+91%	10,500 (11.5%)
Exchange USD	¥106.17	¥112.86	¥6.69		
Rate (Average) EUR	¥123.73	¥131.01	¥7.28		

Review of Financial Results

Overall

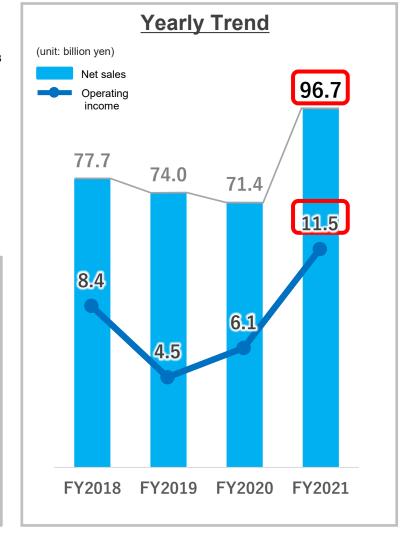
- Significant increase in sales and profit capturing strong demand driven by active housing and infrastructure investment in the U.S. and Europe
- Reduced the impact of component shortages by demonstrating company-wide maneuverability while the effects of component and logistics costs surge increase

IT Construction and IT Agriculture

- Continuing strong sales for both aftermarket and OEM

Surveying and laser products

- Strong sales thanks to continued booming housing construction market







Record high sales, robust operating income

(unit: million yen)

					(uriit. miillon yen <i>)</i>
		FY2020		FY2021		
		Actual	Actual	YoY	%	Plan
Net Sale	S	33,982	39,040	5,058	+15%	37,000
Operating Income		4,972 (14.6%)	5,821 (14.9%)	849	+17%	5,000 (13.5%)
Exchange	USD	¥106.17	¥112.86	¥6.69		
Rate (Average)	EUR	¥123.73	¥131.01	¥7.28		

Review of Financial Results

Overall

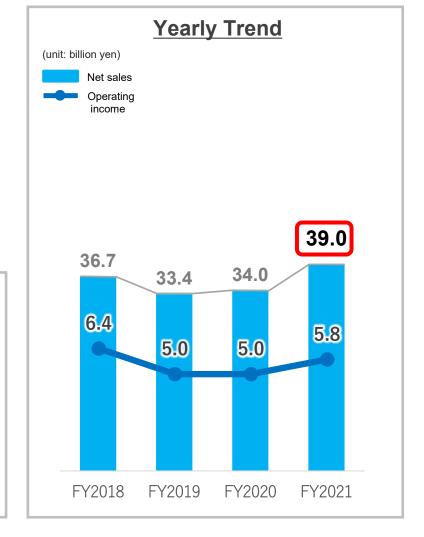
- Solid sales in Japan, significant sales surpassed in the U.S. and Europe, recovery trend in Asia
- Enhancing growth investment in start-up building construction DX (Digital Transformation)
- Reduced the impact of component shortages by demonstrating company-wide maneuverability while the effects of component costs surge increase

Surveying instruments

- Strong sales for total stations

IT Construction and IT Agriculture

- The orders are very strong thanks to new products effect while some sales slip to the next fiscal year due to the component shortages







Overview of Each Business

■ Record high sales, significant increase in operating income

				(unit: million yen)
	FY2020		FY2021		
	Actual	Actual	YoY	%	Plan
Net Sales	44,251	57,352	13,101	+30%	54,000
Operating Income (Operating Income Ratio)	122 (0.3%)	3,203 (5.6%)	3,081	+2,525%	2,500 (4.6%)
Exchange USD	¥106.17	¥112.86	¥6.69		
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Review of Financial Results

Overall

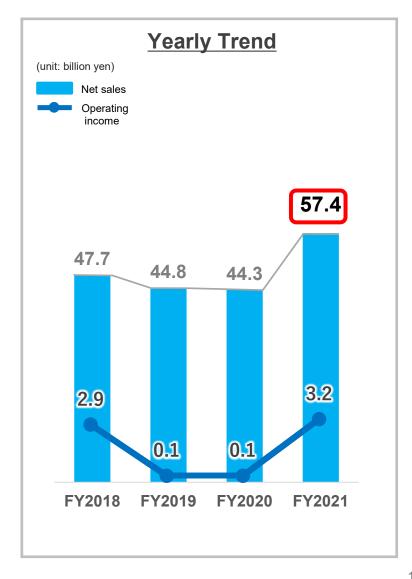
- Sharp increase in profit thanks to strong sales in the U.S., Euope, and China
- Reduced the impact of component shortages by demonstrating company-wide maneuverability while the effects of component and logistics costs surge increase

Screening Business

- Strong sales in major markets as satedy progress of the investment effect
- · Maestro : Large orders from multiple major optical chain store in the U.S. and Europe
- TRC-NW 400 : Strong demands for hospitals and screening centers in China Active collaboration in the Al diagnosis field

Digital Optmetry System

- Sales to major chain stores in Europe and the U.S. continue to be strong at a record high pace



II. FY2022 Full Year Plan

- II -1. Progress of the Third Mid-term Business Plan
- II -2. FY2022 Full Year Plan
- II -3. Strategic Plans for Each Business





Progress of the Third Mid-term Business Plan

Message on FY2020 Presentation Material (May 11, 2021)

- Proved our strength as an Essential Business amid COVID-19 pandemic
- Vision is intact
- Timeline is inevitable to change
- ⇒ Timeline is extended for another one year (originally three-year plan) while the financial targets remain unchanged



FY2021 Results

- Proved our strength as an Essential Business amid prolonged COVID-19 pandemic
- Has returned to originally planned growing trend
- Increasing unexpected effects of component and logistics costs surge and component shortages
- Implemented measures to the best extent such as securing component, design changes, and price revisions

Given the external environment getting opaquer and more unpredictable,

Aim to achieve the financial targets (Mid-term Business Plan) extended by one year





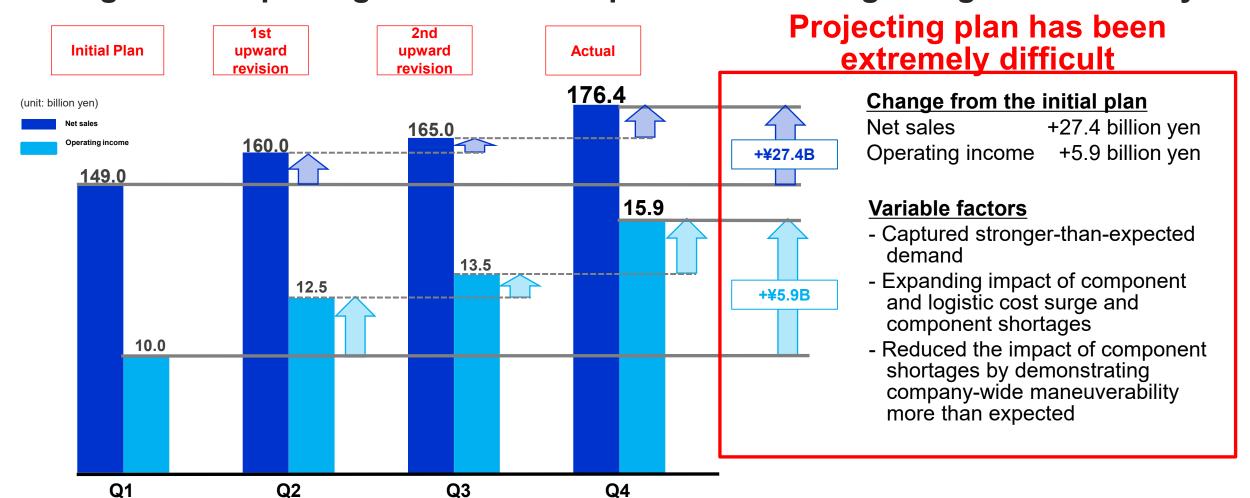
II. FY2022 Full Year Plan

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FY2022 Full Year Plan

Review of FY2021 Significant upswing from the initial plan as of the beginning of this fiscal year





FY2022 Full Year Plan

Strong demand is expected to continue while more growing concerns compared to last fiscal year

- Prolonged supply chain issue(component shortages and logistic confusion, such as cost surge, etc..)
 Growing concern
- Uncertainty due to Ukraine situation
- Worsening effects of tighter sanctions against Russia on world economy (Soaring energy, material and commodities prices)
- Covid-19 variants' resurgence and stagnation of Chinese economy
- Concern of further tightening monetary policy due to accelerating inflation in the U.S.



Given the increasing uncertainty as above, projecting the plan for this fiscal year as below

	FY2021 Actual	FY2022 Actual	FY2022 Third Mid-term Business Plan
Net sales	¥176.4B	¥190.0B	¥180.0B
Operating Income	¥159.0B	¥18.0B	¥20.0B
Ordinary Income	¥14.8B	¥17.0B	-
Net Income	¥10.7B	¥12.0B	-

FY2022 Full Year Plan

					(Unit: million yen)
		FY2021		FY2022	
		Actual	Plan	YoY	Third Mid-term Business Plan
Net Sales		176,421	190,000	+8%	180,000
Operating Incom		15,914 (9.0%)	18,000 (9.5%)	+13%	20,000 (11.1%)
Ordinary Inc	come	14,820	17,000	+15%	-
Net Income		10,699	12,000	+12%	-
ROE		14.0%	14%		13~15%
Dividends		¥36	¥40	+¥4	-
Payout Ratio	0	35%	35%		Over 35%
Exchange Rate	USD	¥112.86	¥120.00	¥7.14	¥110.00
(Average)	EUR	¥131.01	¥130.00	-¥1.01	¥125.00





I FY2022 Full Year Plan by Business

					(Unit: million yen)
		FY2021		FY2022	
		Actual	Plan	YoY	Third Mid-term Business Plan
	Positioning	96,692	106,000	+10%	93,000
	Smart Infrastructure	39,040	42,000	+8%	43,000
Net Sales	Eye Care	57,352	62,000	+8%	62,000
	Others	1,184	1,000		1,000
	Elimination	-17,848	-21,000		-19,000
	Total	176,421	190,000	+8%	180,000
	Positioning	11,548 (11.9%)	13,000 (12.3%)	+13%	-
Operating Income	Smart Infrastructure	5,821 (14.9%)	5,000 (11.9%)	-14%	-
(Operating Income	Eye Care	3,203 (5.6%)	4,500 (7.3%)	+40%	-
Ratio)	Others	-365	-300		-
	Elimination	-4,293	-4,200		
	Total	15,914	18,000	+13%	20,000
	IOIAI	(9.0%)	(9.5%)		



II. FY2022 Full Year Plan

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- II -3. Strategic Plans for Each Business



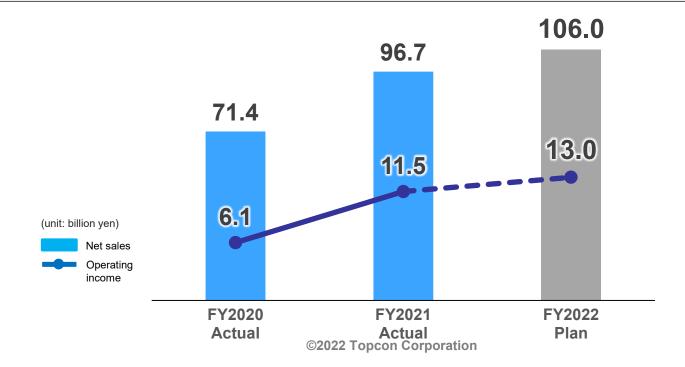
Strategic Plans

Business Outlook

- Expecting increase of infrastructure demand while there is concern of negative impact on housing construction due to rising interest rates
- Despite benefit from high crop price increase, uncertainty is increasing due to increase fuel and fertilizer cost for agricultural machinery
- Increase of productivity improvement demand due to labor shortage and fuel cost increase

Strategic Plans

- IT Construction: Expanding the base range by new products for small to medium sized construction machinery
- Capturing new business opportunities from increasing infrastructure investments







■ Launch new product "MC Mobile" for the untapped market of small to medium sized machinery

Current targeted market
Large construction sites

Large
Construction
Machinery

Untapped market
Small to medium size
construction sites

Small to medium sized construction machinery



Realizing the huge potential market

Capturing productivity improvement demand due to labor shortage and fuel cost increase



Compact truck loader (Small sized dozer)

Mini excavator

- √Easy installation
- **√**Compatible for various brands of machinery
- √Reasonably priced for small to medium sized machinery



Aggressively capturing new demands

The Infrastructure investment and jobs act (Enacted in November 2021) Budget size: More than 1.2 trillion USD ✓ Infrastructure related investment consists 90% ✓ Increase of public investments is expected for 8 years Infrastructure related: 1,098 billion USD (roads, bridges, rail loads, waterworks, airports and etc.

IT Construction contributes for productivity improvements and labor savings



Photos of IT Construction at various construction sites

Reference: https://www.congress.gov/bill/117th-congress/house-bill/3684/text

ttps://www.grassley.senate.gov/news/news-releases/myths-and-factsfrastructure-investment-and-jobs-act



Strategic Plans

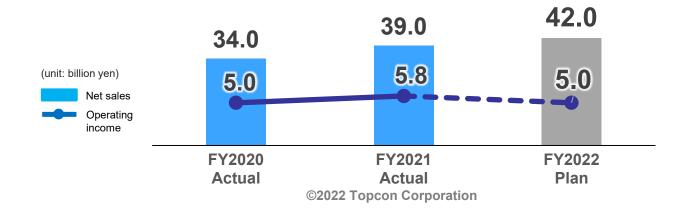
Business Outlook

- -Japan: Strong demand in construction and agriculture continues while automation needs are increasing due to a shortage of workers
- Asia: Economic activities are revitalized thanks to the recovery from COVID-19 pandemic

Strategic Plans

- Accelerating penetration by strategic products

 Domestic IT Construction and IT Agriculture: Continue to focus on small to medium sized construction sites and medium sized farmers
- Accelerating growth investments for further business expansion
 Market development in Asia for IT Construction and IT Agriculture
 Development of construction market by our DX (Digital Transformation) solution





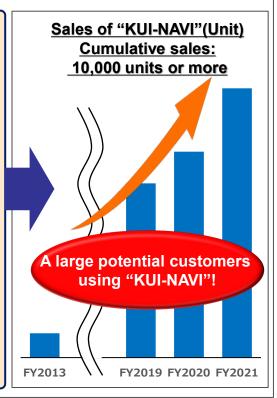
■ Domestic IT Construction and IT Agriculture: Continue to focus on small to medium sized construction sites and medium sized farmers' market

IT Construction

✓ ICT Machine Guidance System "KUI-NAVI SHOVEL" Accelerating market penetration to small to medium sized construction machinery market



- 3D Machine Guidance System reasonably priced for mini excavators
- Leveraging "KUI-NAVI" which is widely used in the sites as a sencor
- =>Targeting existing "KUI-NAVI" users

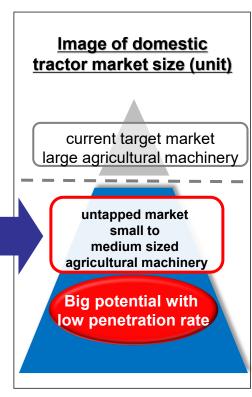


IT agriculture

✓ Simple model of Auto steering system Accelerating market penetration to small to medium sized agricultural machinery markets



- New product reasonably priced for small to medium sized agricultural machines
- Accelerating market penetration through specializing for the function of the auto steering which users need most



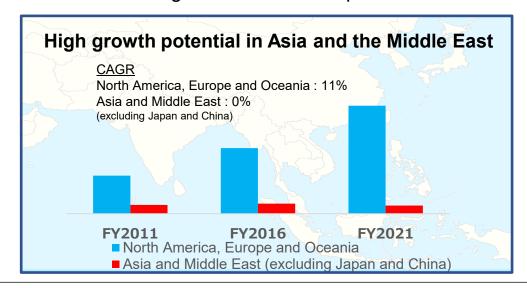


Focusing on creating new markets from a medium- to long-term perspective

*DX : Digital Transformation

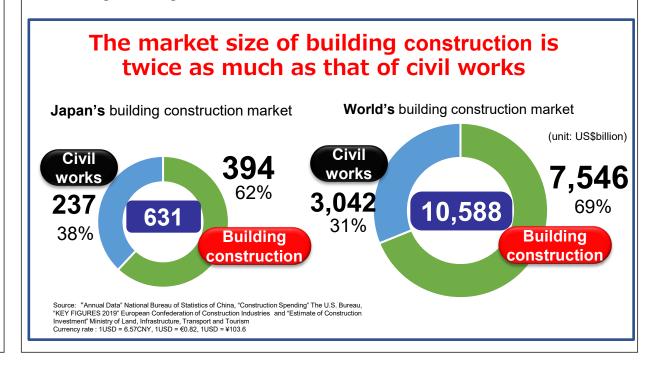
Market development in Asia for IT Construction and IT Agriculture

- ✓ Established Topcon Positioning Asia (April 2020)
 - =>New organization strategically leading business expansion in Asian region
- ✓ Initiation of full-scale market development by recruting talented resource and strengthening of organization.
- ✓ Applying similarly the successful business case of construction and agriculture field in Japan



Development of construction market by our DX*solution

- ✓ Strengthening the organization by recuruiting talented resource
- ✓ Expanding Product Line for the new markets
- ✓ New business development for distribution and partnership, Strengthening alliance





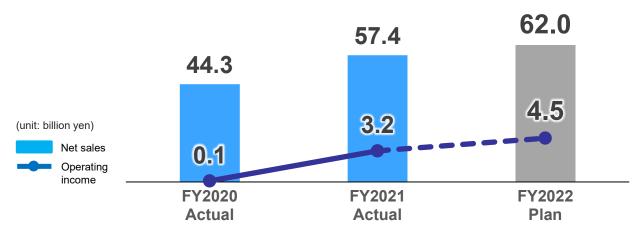


Business Outlook

- Stable capital investment of major optical chain store in the US and Europe will continue, focusing on the investment relating to healthcare
- Patient of chronic eye disorder will increase due to worldwide aging population and growth of diabetes

Strategic Plans

- Further expansion of screening business
 The focused screening business has blossomed and entering a recovery phase of the upfront investment
- Tele-optometry business expansion
 Capturing Tele-optometry needs, based on the growth of digital optometry system

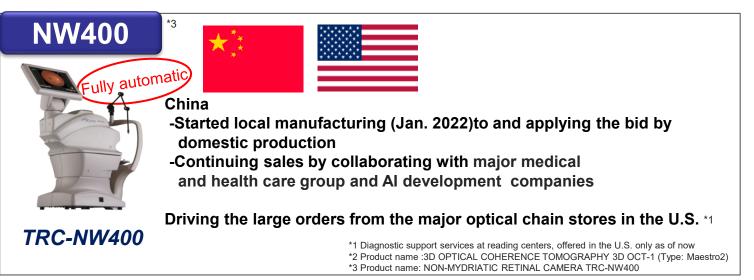


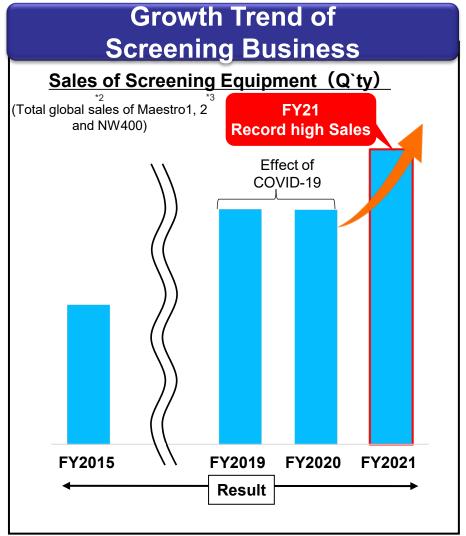




■ The focused screening business has blossomed and entering a recovery phase of the upfront investment









Expansion of Tele-optometry Business

Eye Care

■ Consistent capturing Tele-optometry needs, based on the growth of digital optometry system

Expansion and promote of Strong Sales of Digital Optometry System Tele-optometry An Optometrist is possible to cover the Digital technology Sales of multiple stores by on-line optometry **Optometry System (Q'ty) FY21 Record high Sales Optometry system** Face-to-face **Optometry** Operation by Tablet PC Tele-optometry software Implemented by Topcon RDx Cloud ROS (Developed by Topcon **Healthcare Solution Inc.) Benefits of installing Digital** optometry System Capable of Tablet PC Operation for Optometry Optical **Optical Optical** Store1 Store2 Store3 *2 svstem (Capable for operation by an operator from a control room in the same facility) Benefits for the optical store Digital patient data management FY2019 FY2020 FY2021 **✓Business efficiency for Optical Store** Scalable to Tele-optometry Result **√Increasing of Customer turnover**



^{*1} RDx: Currently available in the U.S. only

^{*2} Diagnostic support services at reading centers, offered in the U.S. only as of now

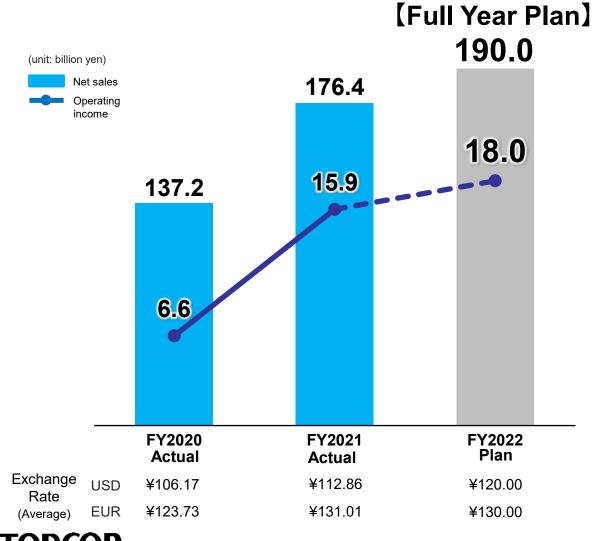
III. Summary





Summary

Sales, Operating Income, and Dividends will be Record High



Capture the strong demand fully despite increasing uncertainty

Net sales	<u>Plan</u> ¥190.0 B	<u>YoY</u> +8%
Operating Income	¥18.0 B	+13%
Ordinary Income	¥17.0 B	+15%
Net Income	¥12.0 B	+12%
Dividends	<u>Plan</u> ¥40	+¥4



Topcon for Luman Life



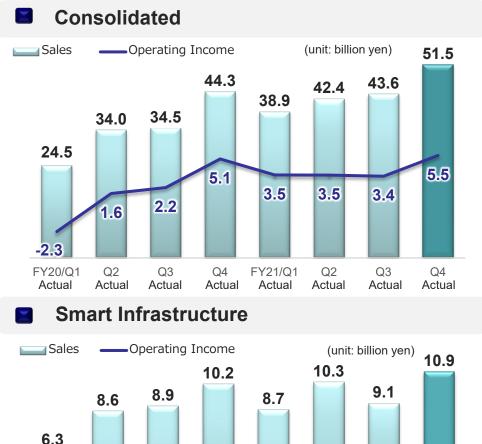


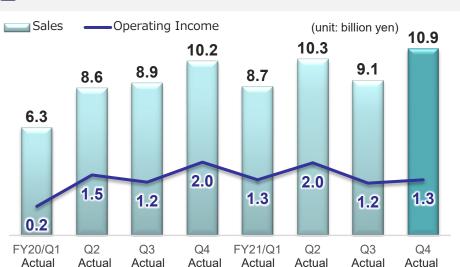
V. Appendix





Financial Results (Quarterly)







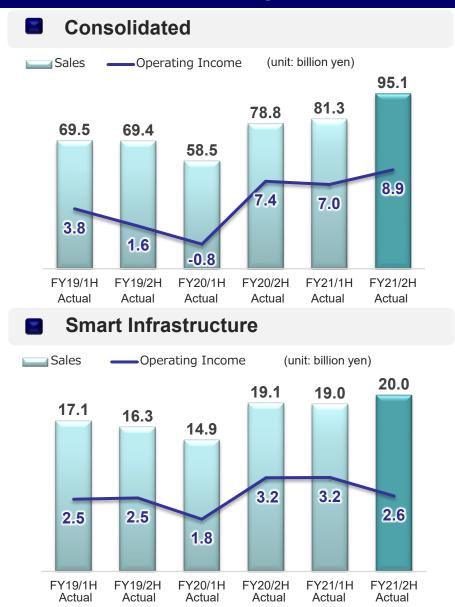


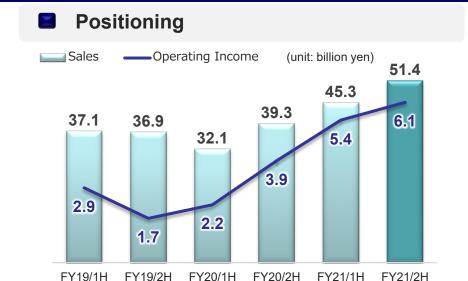






Financial Results (Semiannually)





Actual

Actual

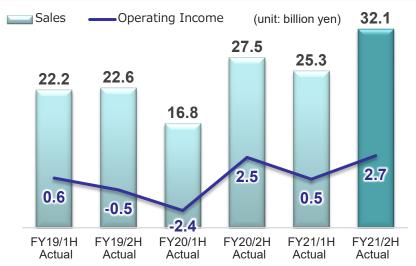
Actual

Actual



Actual

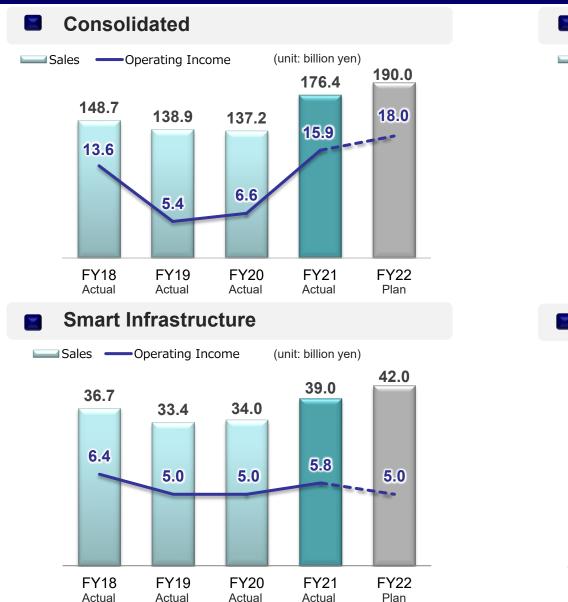
Actual







Financial Results and Plan (Annually)





0.1

FY20

Actual

3.2

FY21

Actual

FY22

Plan





2.9

FY18

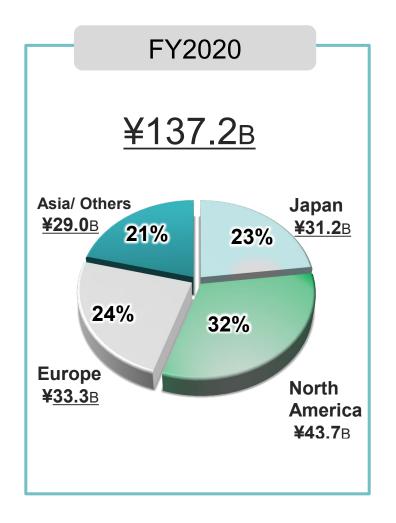
Actual

0.1

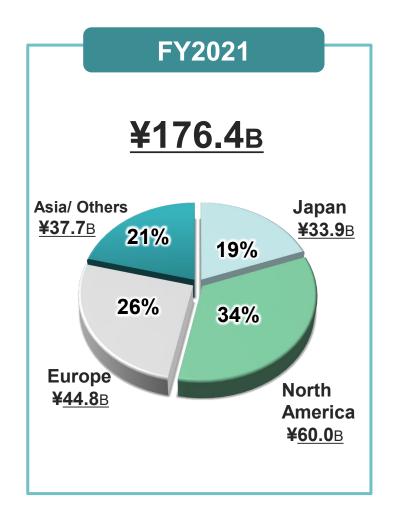
FY19

Actual

Sales by region

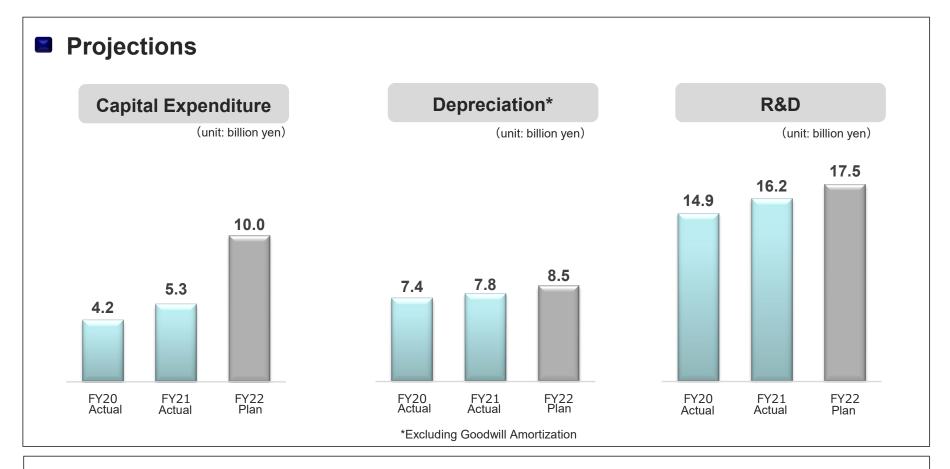








Capital Expenditure and R&D / Forex Sensitivity



■ Forex Sensitivity (impact by ¥1 change)

USD: Operating Income ¥0.15B - ¥0.2B

EUR: Operating Income ¥0.07B - ¥0.1B





Non-Financial Information

Please refer to Topcon Report 2021 (Integrated Report)

Content

- **■** Topcon Way
- Message from the CEO
- Value Creation Story
- Business Overview
- Selected as "DX Stocks" for two consecutive years
- ESG at Topcon
- Financial Highlights



A Venture Company with 89 Years of Tradition

-The History and Future of Creating New Markets -

Representative Director, President and CEO Satoshi Hirano

- Growth Trajectory
- The Present and Future
- Carrying on Isms and SDGs



The Future of Topcon through the Eyes of a Legend of the Manufacturing Industry

Outside Director
Yoshiharu Inaba
(Fanuc Corporation, Chairman and Representative Director)

- Topcon's Governance
- Similarity with Fanuc



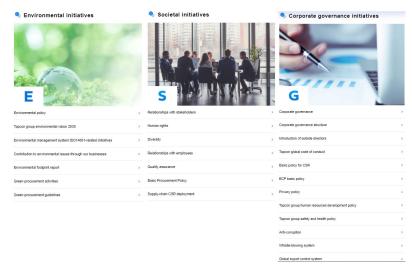




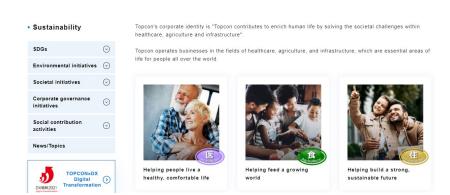
Non-Financial Information

Sustainability page on our website explaining the social issues we addressed and SDGs, etc.













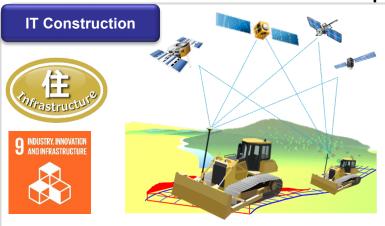




Initiatives for SDGs: Contribution to CO2 emission reduction

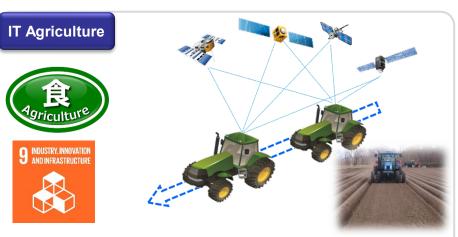
Topcon's automation technologies for construction and farming machinery itself

contribute to reduce environmental impact



By automating construction machinery, operating time reduced by approximately 30% *1

Reduction in CO2 emission from our products (Topcon's estimation) Global 600,000 tons/year



By Auto Steering System for farming machinery, Operating time reduced by approximately 20% *3

Reduction in CO2 emission from our products (Topcon's estimation)



*1: Source - Ministry of Land, Infrastructure, Transport and Tourism i-Construction promotion consortium

"Progress of i-Construction" (2019)
https://www.mlit.go.jp/tec/i-

https://www.mlit.go.jp/tec/iconstruction/pdf/03.5 kikaku_siryou6.pdf

*2: Basis of calculation

Based on the numbers with multiplying the estimated annual CO2 emissions per unit of construction machinery and the estimated reduction rate of working hours through the use of ICT, calculating the CO2 emissions reduction multiplying the estimated number of ICT automated construction machinery in operation worldwide and the estimated share of our company

By leveraging the strength of vendor neutral strategy, penetrate automation technology for existing construction and farming machinery



Expecting further CO2 reduction by spreading of the automation technologies

*i-Construction is a registered trademark of Ministry of Land, Infrastructure, Transport and Tourism's National Institute for Land and Technology Policy,

*3: Source: AEM "The Environmental Benefits of Precision Agriculture in the United States" (2020)

https://newsroom.aem.org/asset/977839/environment albenefitsofprecisionagriculture-2#.YBdQZR2Lc74.link

*4: Basis of Calculation

Based on the numbers with multiplying the estimated annual CO2 emissions per unit of farming tractor and the estimated reduction rate of working hours through the use of Auto Steering System, calculating the CO2 emissions reduction multiplying the estimated number of tractors with Auto Steering System in operation worldwide and the estimated share of our company.





Selected for an ESG Investment Index of FTSE Russell

■ It is one of the indices used by the Government Pension Investment Fund (GPIF) as a passive investment benchmark for ESG investing



FTSE Blossom Japan Sector Relative Index(https://www.ftserussell.com/products/indices/blossom-japan) is an index created by global index provider FTSE Russell that reflects the performance of Japanese companies that demonstrate strong environmental, social and governance (ESG) practices relative to their respective sectors and is designed to be sector neutral. To promote the transition to a low-carbon economy, companies with particularly high greenhouse gas emissions are included only if their improvement efforts are positively evaluated using the TPI Management Quality Score*.

*TPI Management Quality Score: It assesses companies' preparedness for the transition to a low carbon economy and supports efforts to address climate change.

Released on April 12: https://global.topcon.com/news/9664/











Cautionary Note regarding Forward-Looking Statements

These materials contain forward-looking statements, including projections of future operating performance. Such statements are based on management's best judgment, given the materials available to them at the time these statements are made.

However, please be aware that actual performance may differ from projected figures owing to unexpected changes in the economic environment in which we operate, as well as to market fluctuations.

The original disclosure in Japanese was released on May 12, 2022 at 15:00(UTC+9)

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