



Corporate Profile

2025





We are Topcon

Our business philosophy is to improve the world by solving the major challenges facing healthcare, agriculture, and infrastructure.

We envision a world where everyone has quality healthcare, sufficient food, and safe roads and buildings.

We achieve this by providing technology and data solutions that improve health outcomes, productivity, and efficiency, meeting the needs of a growing world.

Topcon Positioning Systems
Training Center
Concordia, Italy



Healthcare

Agriculture

Infrastructure



Our business principles

We develop solutions to drive new value through automation, data-driven software solutions, and manufacturing processes.

We respect diversity and endeavor to be good, global corporate citizens. It is essential that we operate according to best business practices, adhering to our code of conduct with full compliance to earn the trust of all our stakeholders.



Creating a digital transformation with a human touch

Our innovative technologies are enabling earlier detection of chronic diseases, producing greater crop yields needed to feed our world, and build resilient cities.

We're using data to drive better decisions, create solutions that make an immediate positive impact, and find new paths to a better, more sustainable future.

The challenges and our vision for the future

Our world faces many challenges, from population growth, natural disasters, quality healthcare, hunger, and the need for sustainable infrastructure for improved lives.



Global Facts



At least **2.2 billion people** have some degree of vision impairment.

Source: WHO, "World Report on Vision 2019"



Over **700 million people** are affected by food insecurity.

Source: United Nations, "The State of Food Security and Nutrition in the World" 2024



Climate-driven disasters cost over **\$700 billion** annually in infrastructure and building losses.

Source: Coalition for Disaster Resilient Infrastructure 2023

We are focused on these challenges and developing ways to improve people's lives by empowering the industries that address these needs.

Imagine a world where people can live comfortably and there is access to food, education, mobility, and shelter. With the growth of our population and increasing severe weather events, it's more important than ever to ensure a stable food supply and resilient infrastructure are in place.

We believe that our innovation and technology solutions can be a force for the well-being of all.

Since our founding, we have developed our business globally, focusing on surveying instruments and ophthalmic medical devices, leveraging our strengths in precision optics and optomechanics technology. In 1994, we came up with a new concept of automating the construction process, which no one had thought of at that time and created a new business market to meet the industry's demands.

Our goal is to provide indispensable Digital Transformation solutions that cater to our customers' needs.

This was a turning point that empowered us to enter into a variety of mergers and acquisitions including innovative technology and distribution companies to collaborate on transformative solutions for the healthcare, agriculture, and infrastructure industries.

Our customers are professionals with specialized knowledge. We listen closely to our customers to understand which areas cause the biggest pain points. Understanding and anticipating the needs of our customers is what drives us to develop unique DX (digital transformation) solutions to help them achieve their business goals while improving our world. This is the Topcon Way that we aim for.

Going forward, we will continue with our customer-focused approach while endlessly challenging ourselves in the pursuit of sustainable solutions for tomorrow. Our aim is to create digital transformation with a human touch.

Takashi Eto

President and Chief Executive Officer

Healthcare

While the eyes may be the window to the soul, they are certainly the window to health. Many medical conditions can be detected with non-invasive retinal imaging before any disease symptoms appear. Chronic diseases like diabetes and heart disease are on the rise globally due to aging and lifestyle changes. Our Healthcare from the Eye™ initiative aims to improve access and quality while decreasing the overall cost of healthcare.



Key Points

2.2
Billion

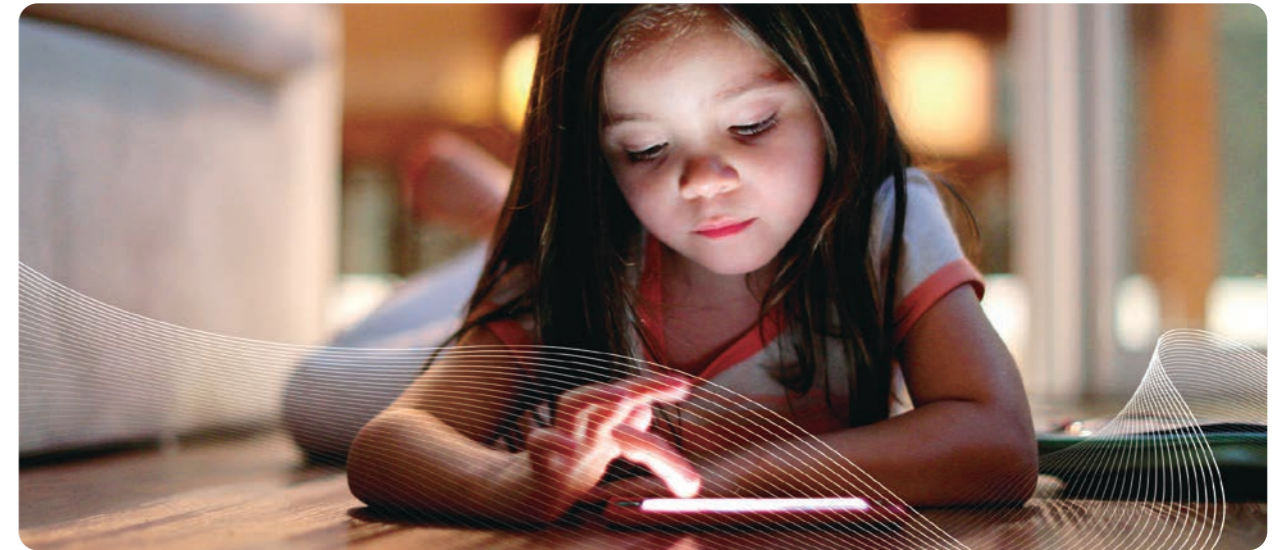
People with visual impairment.

Source:
WHO "World Report on Vision 2019"

240
Thousand

Number of ophthalmologists worldwide.

Source:
Market Scope, LLC
"2022 Ophthalmologist Diagnostic Equipment Market Report"



Challenge

Global increase of eye diseases and a shortage of qualified ophthalmologists

About 2.2 billion people globally have vision issues such as cataracts, macular degeneration, diabetic retinopathy, presbyopia, and high myopia. Early detection is critical; because, in many chronic eye diseases, once symptoms are noticed, vision loss may be permanent. Today, people live longer, but eye health, tends to deteriorate with age. With over 240 thousand ophthalmologists worldwide, lack of access, especially in developing nations, often leads to sight loss due to delayed diagnosis and treatment.



Solution

Creating a better system to screen for eye diseases

It is estimated that there are over 2 million general practitioners worldwide, along with a far greater number of optical and drug stores. Partnering with these providers to expand access could help identify people at imminent risk for severe disease enabling timely referrals for needed treatment.



Present and Future Results

Healthcare from the Eye™

Healthcare from the Eye™ is the application of proven AI models to retinal images from our robotic imaging devices to identify disease earlier. These insights are securely shared via a cloud-based platform enabling healthcare providers to improve outcomes while decreasing the overall cost of care.

Agriculture

Globally, 1 in 11 people suffer from hunger due to poverty and disasters causing food scarcity. The growing population and climate anomalies will likely shrink crop availability and stability. We strive to improve agricultural yields and productivity to support a sustainable food supply.



Key Points

10.3
Billion

Global population growth projected by the mid-2080s.

Source:
UN "World Population Prospects" 2024.

733
Million

People in the world facing hunger.

Source:
UN "The State of Food Security and Nutrition in the World Report (SOFI)" 2024



Challenge

Potential food shortages and unstable crop yields

Approximately 733 million people worldwide are currently experiencing hunger. To break it down further, in Africa, nearly 300 million individuals (which is 1 in 5 people), and in Asia, 385 million people are facing hunger. Adding to the complexity of this issue is the limited availability of arable land, and the global population, which is currently at 8 billion, is projected to reach 10.3 billion by the mid-2080s. The challenge of feeding this growing population is exacerbated by unstable crop yields caused by climate-related events. Moreover, geopolitical instability has led to surges in fuel and fertilizer costs, compounding the concerns surrounding food security. Meeting the United Nations' goal to eradicate hunger by 2030 requires double the productivity and income of small-scale food producers.



Solution

Automating farm operations

Maximizing productivity in limited farmland is vital for ample food and livestock production—farmers' precision in operating machinery, water, feed, and fertilizer matters. We help by digitizing and automating tasks, optimizing fertilizer use, and analyzing data to enhance yield, quality, and efficiency over time.



Present and Future Results

An abundant and stable food supply for everybody through sustainable agriculture

Precision positioning solutions like guidance and autosteering can cut field operation time by up to 20%, reducing CO₂ emissions and field compaction. By controlling fertilizer, pesticide, and water usage, farmers minimize farming impacts, optimize inputs, and conserve water. Our goal is to assist farmers in providing sustainable food supplies through precision farming automation, preserving the environment for future generations.

Infrastructure

Global infrastructure demand grows, but securing investment and skilled workers is challenging. In addition, the increasing intensity and frequency of natural disasters calls for creating and maintaining resilient infrastructure. We aim to enhance construction efficiency and quality, fostering robust, long-lasting development.



Key Points

\$69 Trillion

Dollars at stake in global infrastructure demand.

Source:
IHS Global Insight; ITF; GWI;
National Statistics; McKinsey Global
Institute Analysis

79%

79% of construction businesses globally reported a shortage for skilled labor.

Source
International Construction Market Survey 2024



Challenge

Increasing demand for resilient infrastructure amidst labor shortages

Demand for urban redevelopment and maintenance of antiquated housing, roads, and bridges is increasing. In addition, the fortification of infrastructure through resilient construction is required worldwide in response to recent environmental challenges. To build an infrastructure that enables everyone to live with peace of mind, it is said that a total of 69 trillion dollars is necessary from 2017 to 2035. However, sufficient construction investment that can respond to the escalating demand for infrastructure is difficult to obtain, and there is a shortage of skilled construction workers.



Solution

Automating the construction process

With ongoing global infrastructure demands and labor shortages, construction productivity must increase. Current construction work depends highly on the expertise of skilled workers, while the adoption of digitization and automation has been slow. We can alleviate labor shortages and increase productivity by optimizing measurement, design, construction, and inspection via digitization and automation. By delivering 3D measurement devices, automated machinery, and cloud data management, we automate construction for enhanced productivity and quality.



Present and Future Results

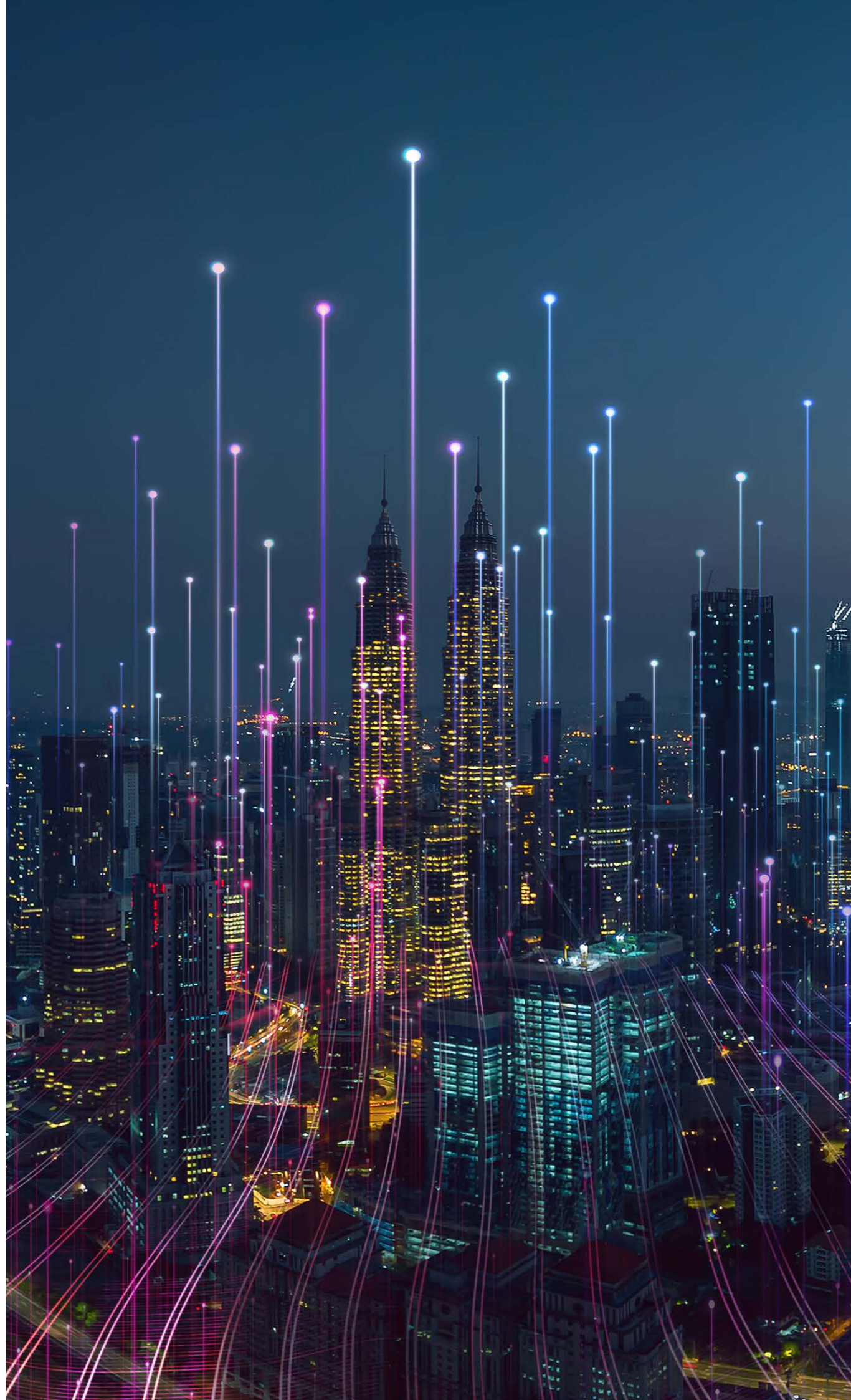
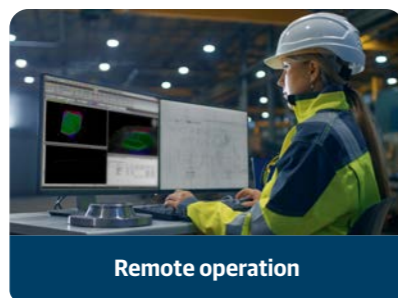
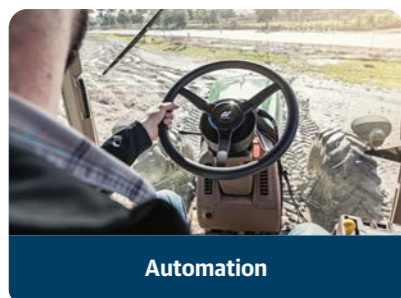
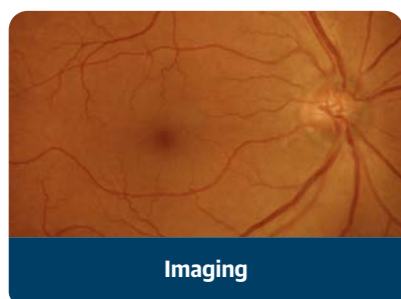
More efficient, safer, cost-effective, and sustainable construction

Construction automation helps to maintain infrastructure, creating disaster-resilient cities for secure living. Stable infrastructure enhances healthcare, education, employment access, and drives regional economic growth. Digital construction cuts machinery hours by 30%, reducing CO₂ emissions. We envision a secure, sustainable urban future achieved by eco-friendly construction automation for better living conditions.

Research and Development

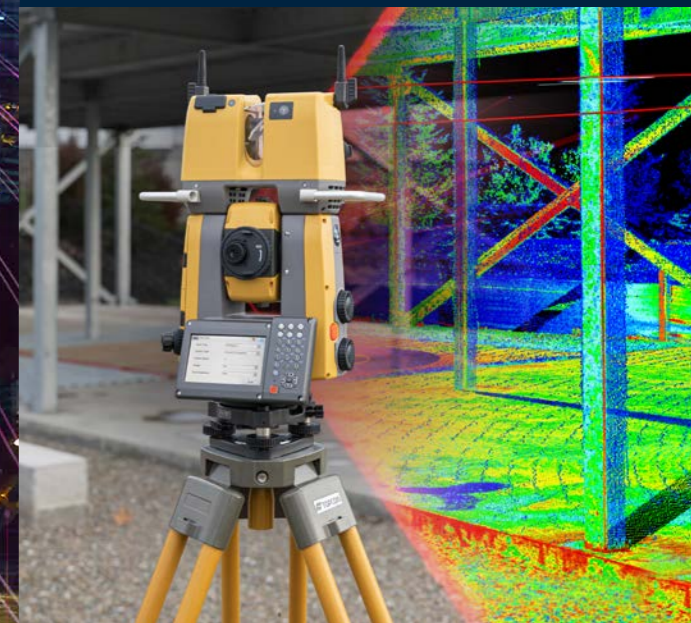
Since the company's foundation, Topcon's core technologies have been optics and sensing technology. We have continually evolved our unique core technologies by aggressively incorporating peripheral and applied technology according to current needs. Furthermore, we have acquired high-end technology through mergers and acquisitions and alliances of more than 35 technology-based companies. Adding their expertise to our core technology has helped create unique products and solutions that no one could have imagined. This is how the company has stimulated potential customer demand and opened the global market.

In addition to research and product development, we have worked on strengthening our intellectual property, production and manufacturing technology, and technology management systems, establishing solutions that can offer and respond to future global needs.



Constant innovation.

We are always thinking, always innovating, always keeping our company – and our partners – one step ahead.





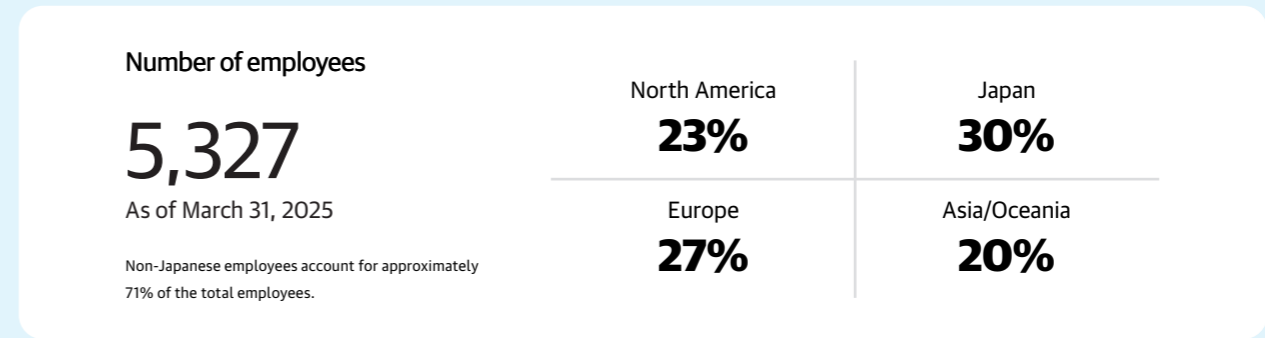
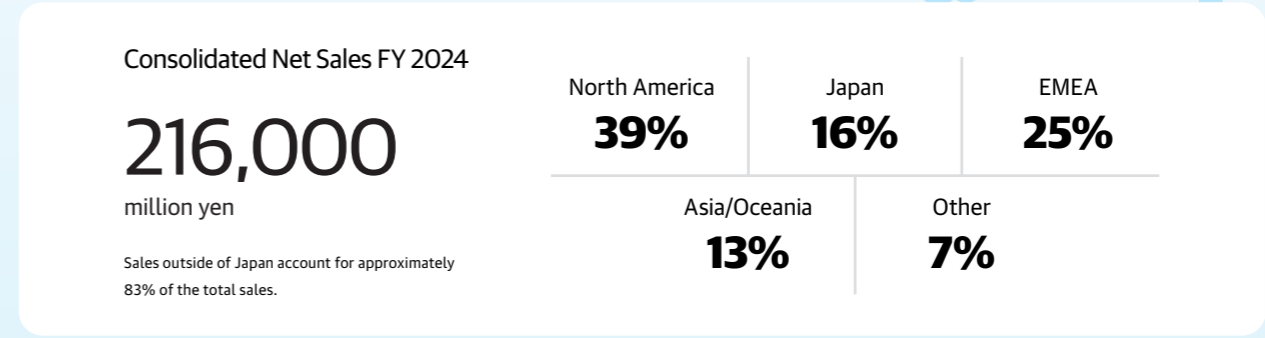
Global Perspective

Solving societal challenges in healthcare, agriculture, and infrastructure with diverse colleagues around the world.



The Topcon Group has grown its business by adding companies worldwide with leading-edge technologies through mergers and acquisitions, and combining them with existing technologies to create new value. Currently, we have production, development and sales bases in nearly 30 countries and regions around the world, 80% of our sales are from overseas markets, and 70% of our employees are non-Japanese.

We will address societal challenges related to healthcare, agriculture, and infrastructure by leveraging our global capabilities and collaborating with diverse colleagues around the globe.



Sustainability

The work we do as an organization complements and supports the sustainable development goals adopted at the UN Summit in 2015.

Globally, Topcon Corporation regards environmental initiatives as one of its most important management issues. In 2021, the Topcon Environmental Vision 2030 was established to address two issues: reducing environmental impact through products and responding to global environmental shifts.

Reducing environmental impact through products promotes energy and resource conservation by providing and using environmentally friendly products, technologies, and developments.

In addition, most waste generated from corporate activities, including our product development and manufacturing processes, is recycled for efficient use.

Sustainable solutions for a greener future

From our manufacturing processes to the way we conduct our daily business, we have always strived to make a positive and meaningful impact on environmental, economic, and societal challenges facing the communities in which we live and work.

Since 2001, we have been dedicated to developing eco-friendly products as part of our commitment to minimize the environmental impact of our production and sales processes while efficiently recycling generated waste.

In responding to global environmental shifts, we strive to increase the use of renewable energy power and aim to reduce greenhouse gas emissions from our business activities in Japan by 40% from the fiscal year 2013 to the end of fiscal year 2030.



Scan this QR code to explore the United Nations Sustainable Development Goals and see how you can make a difference. Together, we can create a more sustainable world for all.

Learn more at sdgs.un.org/goals

Topcon's sustainable development goals (SDGs)

To implement ESG management, Topcon has identified six significant materialities (or areas of focus) to address our sustainable development goals. Starting from the fiscal year 2023, Topcon is working on addressing these development goals.

Creating Positive Impact through Innovative Technology

Our goal is to improve people's lives by offering innovative products that utilize cutting-edge technology. We focus on solving the challenges faced by our communities by increasing efficiency and conservation in the fields of Healthcare, Agriculture, and Infrastructure.



Promoting and Accelerating Digital Transformation (DX) Solutions

We promote advancing innovation to foster sustainability. By leveraging cutting-edge DX solutions that harness the power of IoT and network technology, we can accelerate productivity growth and enhance work efficiency while prioritizing environmentally conscious practices. We look to create a future where economic progress goes hand in hand with sustainability, ensuring that our work contributes to a healthier planet for generations to come.



Respecting Human Rights

We contribute to a society without discrimination through fostering a deep understanding and respect of human rights not only within the company but also within our supply chain.



Supporting our Communities

We partner with local businesses and actively participate in the development of the community. Through our business activities, we strive to address issues and solve challenges.



Reducing the Impact on the Global Environment

We take proactive measures against global environmental shifts, addressing water-supply challenges, and promoting resource recycling. By collaborating with our stakeholders, we seek to reduce environmental impact and work towards the realization of a sustainable society.



Embracing Individuality and Collaborating as an Inclusive Organization

We foster an organizational culture that embraces a diverse set of values, where individuals respect one another and collaboratively create new values.



Corporate Leadership

TOPCON CORPORATION

Directors



Takashi Eto
Representative Director



Dinesh Paliwal
Director and Executive Chairman



Julia Haller
Director



Alissa Hsu Lynch
Director



Shlomi Nachman
Director



Eiji Yatagawa
Director

Directors, Audit and Supervisory Committee Members



Naoki Hidaka
Director, Chairperson of Audit and Supervisory Committee



Koki Chigusa
Director, Audit and Supervisory Committee Member



Yasutaka Nukina
Director, Audit and Supervisory Committee Member

Executive Officers



Takashi Eto
President and Chief Executive Officer



Haruhiko Akiyama
Senior Managing Executive Officer
General Manager,
Accounting & Finance Div.
General Manager, Custom
Products Business Promotion Div.



Yoshikuni Ito
Senior Managing Executive Officer
General Manager,
Corporate Planning & Digital
Business Operation Div.



Reiko Watanabe
Managing Executive Officer
General Manager,
General Administration, Human
Resource & Legal Div.
(Sustainability Promotion Officer)



Hideyuki Takizawa
Managing Executive Officer
General Manager,
Eye Care Business Div.



Ivan Di Federico
Senior Executive Officer
General Manager,
Positioning Company
President & CEO,
Topcon Positioning Systems, Inc.



David Alan Mudrick
Senior Executive Officer
President & CEO,
Topcon America Corporation



Tetsuya Morita
Senior Executive Officer
General Manager,
Smart Infrastructure Business Div.



Takafumi Kira
Senior Executive Officer
General Manager, Production Div.



Shigehiro Ogino
Executive Officer
Vice General Manager,
Eye Care Business Div.



Murray Lodge
Executive Officer
Executive Vice President,
General Manager,
Positioning Solution Business Unit,
Topcon Positioning Systems, Inc.



Kazuyuki Nojima
Executive Officer
General Manager,
Quality Assurance Div.



Hiroaki Okada
Executive Officer
Vice General Manager,
Eye Care Business Div.

Corporate Data

Paid-in Capital
16,891 million yen*

Net Sales
216,000 million yen*

Established
September 1, 1932

No. of Employees
5,327*

Affiliated Companies
Consolidated Subsidiaries 65*
/ Equity method affiliates 7*

*As of March 31, 2025



A digital transformation with a human touch



TOPCON CORPORATION

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