



**Corporate Social Responsibility  
Report**

**2013**

# Table of Contents

- 1 Table of Contents, Company Outline ..... 1
- 2 Tamron's CSR Management ..... 2
- 3 Message from the President..... 3
- 4 Participation in the UN Global Compact..... 4
- 5 Feature Article : What Tamron Can Do Through Photography ... 5
- 7 Relationships with Customers ..... 7
- 10 Relationships with Business Partners ..... 10
- 11 Relationships with Employees ..... 11
- 13 Relationships with Shareholders and Investors..... 13
- 14 Management System ..... 14
- 15 Relationships with the Environment ..... 15
- 17 Environmental Objectives and Targets Achieved ... 17
- 18 Reducing CO<sub>2</sub> Emissions and Energy Consumption ... 18
- 19 Reducing Waste and Water Consumption ..... 19
- 20 Relationships with Society..... 20
- 21 Activities at Subsidiary Companies Overseas ..... 21
- 22 Independent Third Party Opinion ..... 22

## Editorial Policy

- (1) This report was issued to keep our stakeholders including customers, employees, shareholders, investors, business partners, local communities, public institutions, NGOs and NPOs of our activities for protecting the environment and discharging our social responsibilities.
- (2) This report covers activities at all the Tamron Group including Tamron Co., Ltd., Tamron Optical (Foshan) Co., Ltd., and overseas sales subsidiary companies (except for some information on environment data and so on).
- (3) Guidelines mainly referred in compiling this report: Environmental Report Guidelines, Ministry of the Environment (2012 version) Greenhouse Effect Gas Measuring & Reporting Manual Version 3.3 (Version 2.4 2009 on emission coefficient factors). Environmental Accounting Guidelines, Ministry of the Environment (2005 version).
- (4) We also referred to GRI Sustainability Reporting Guidelines and ISO 26000:2010 Manual on Business Entities' Social Responsibility in extracting the needs for disclosing information to our stakeholders.
- (5) We worked on information disclosure sharing our perspectives with our stakeholders, by referring to the warranty processes in the AA1000 Warranty Standard.
- (6) We selected the cover design to express our corporate attitude attempting to contribute to the environment of the earth and the harmony with all stakeholders through lenses.

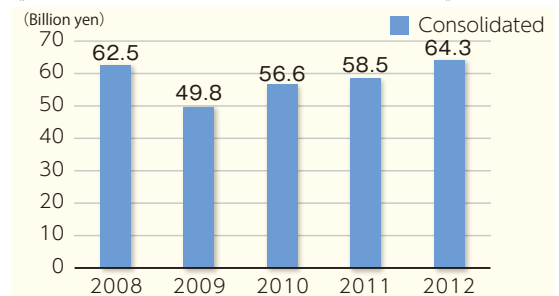
## Company Profile

Trade Name: Tamron Co., Ltd.  
 Head Office: 1385 Hasunuma, Minuma-ku, Saitama-shi, Saitama, Japan  
 TEL: 048-684-9111  
 Founded: November 1, 1950  
 Incorporated: October 27, 1952  
 Capital: 6.923 billion yen  
 President & CEO: Morio Ono  
 Employees: 2,295 (consolidated, excluding 3,843 temporary employees)  
 Net Sales: 64.353 billion yen (consolidated, as of December 31, 2012)  
 Listed: 1<sup>st</sup> Section, Tokyo Stock Exchange  
 Domestic Factories: One each in Hirosaki, Namioka and Owani in Aomori  
 Consolidated Subsidiaries: U.S.A., Germany, France, Hong Kong, China (Shanghai, Foshan), Russia, Vietnam

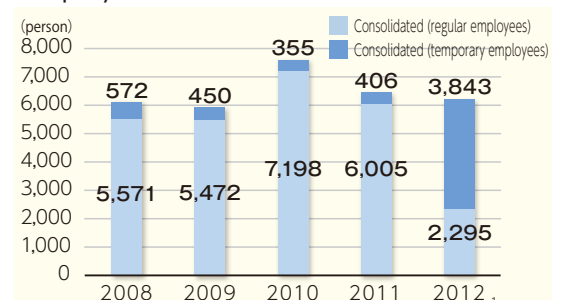


Head Office (Saitama City, Saitama Prefecture)

### 《Net Sales in the Recent Five Years》

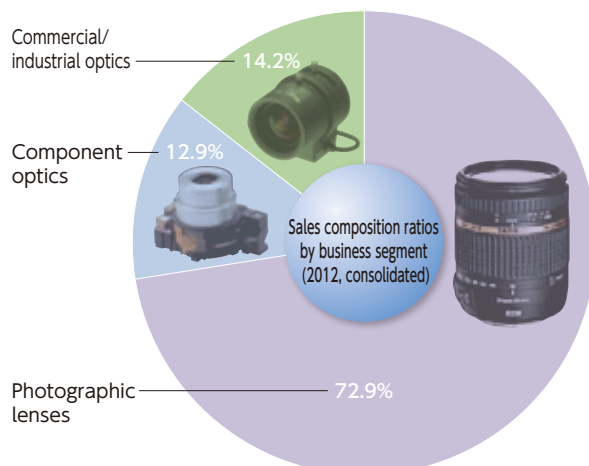


### 《Employees》



1. The sharp increase of the number of temporary employees in 2012 is due to changes Tamron Optical (Foshan) Co., Ltd introduced in its employee hiring pattern.

### Outlines of Business Operations



# Tamron's CSR Management

## For Enhancing Corporate Value

Tamron's CSR management is conducted under our basic corporate philosophy of contributing to the economy, society and environment by supplying customers with quality products that serve as eyes for industry. Our basic corporate philosophy advocates performing all of our primary business operations based on The Action Declarations defining the stance the company should take toward stakeholders divided into five categories of "customers", "employees", "shareholders", "business partners" and "society", and The Action Codes showing how all Tamron employees should act while dialoguing with our stakeholders, for conducting CSR management.

### The Action Declarations of Tamron

- From the customer perspective**  
 Recognizing that customer satisfaction is of the highest importance, we will contribute to society by supplying safe, high-quality original products and services.
- From the employee perspective**  
 In order to become self-reliant, each employee at Tamron works with a spirit of challenging difficulties, maintains good communications with fellow workers for creating a lively work environment, and strives to yield the best possible results at all times while observing the laws and regulations.  
 Each and every employee at Tamron respects human rights to support a good society as a good corporate citizen.
- From the shareholders/investor perspective**  
 All of us working at Tamron strive to enhance Tamron's corporate value through faithful management, maintain good communications with our stakeholders, and work on enhancing stakeholder confidence to be a company worthy of stable investments.
- From the business partner perspective**  
 All of us working at Tamron observe the laws and regulations, aiming to establish relationships that ensure receiving a supply of quality materials and services from our partners through transparent transactions, working to grow and contribute to society together with our partners.
- From the society perspective**  
 Maintaining good communications with local communities, we will strive to contribute to their growth while upholding their tradition and culture as a good corporate citizen.  
 We will observe the laws and regulations, aiming at earning confidence from society as a good corporate citizen.  
 We will be up against all social anti-society forces and organizations that pose threats to the public order and safety of our civil society.  
 We will work hard in NGO and NPO projects to establish a good society.

## CSR Committee

Our CSR Committee meets monthly to closely watch the progress of activities for pursuing the twelve themes. The committee is an organization under the direct command of our president. Representatives from all divisions at the headoffice and factories at home and abroad meet monthly through videoconferencing.

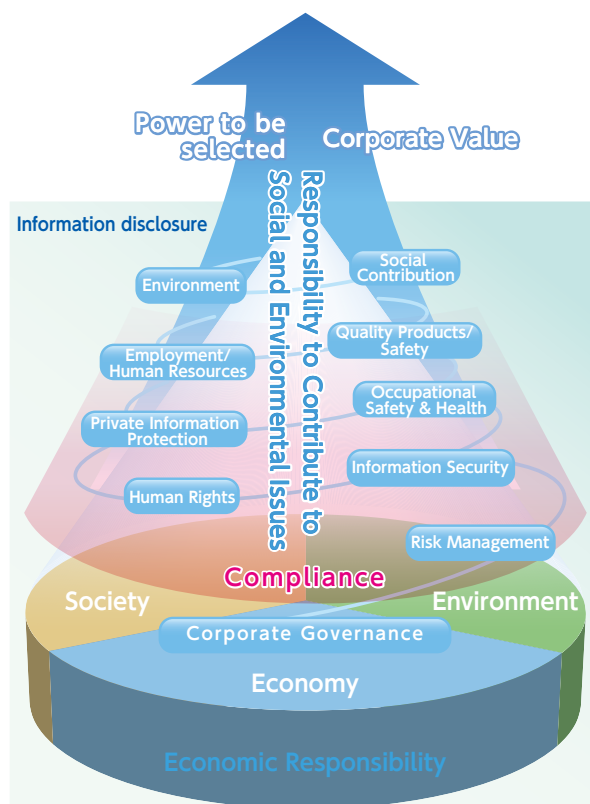
## Twelve Themes for Enhancing CSR Management

We have been working on our business operations under twelve themes established for being a company acknowledged by stakeholders. Through addressing these themes for CSR management, we are discharging our responsibilities to contribute to economy, society and the environment, for being a company our customers select as a reliable supplier, in other words, to be a company having power to be selected by customers<sup>1</sup>.

1. This is one of our corporate objectives, a factor showing power to be selected and supported by customers.

Twelve Themes Association table

Twelve Themes	Relevant page
Compliance	P13, 16
Corporate Governance	P13
Risk Management	P14
Environment	P9, 10, 15 ~ 19
Information disclosure	P13
Quality Products/Safety	P7 ~ 9
Occupational Safety & Health	P11 ~ 12
Employment/Human Resources	P11 ~ 12
Human Rights	P10, P11 ~ 12
Social Contribution	P5 ~ 6, 20
Information Security	P13
Private Information Protection	P13



Twelve Themes for Enhancing CSR Management

# Message from the President



President & CEO  
Tamron Co.,Ltd

**Morio Ono**

## Contribution to Photographic and Imaging Culture

Looking back on 2012, the year obliged us to muse on future anxieties from natural disasters at home and abroad, terror activities abroad and the European debt crisis. Under such circumstances, we continued to work on contributing to developing photographic and imaging culture as a photographic lens maker. We co-sponsored a photographic exhibition "Ikiru ("We survive") - Post Tsunami" JPS (Japan Professional Photographers Society) held to introduce pictures taken during the first year after the earthquake and tsunami that hit the Northeast of Japan on March 11, 2011. Also, to pass on the lessons learned from the disaster to the next generation not only at home but also abroad, we co-sponsored the same exhibition JPS held at the Photokina in Germany. Further more, we hosted the Railroad Scenery Photo Contest again in 2011 to contribute to revitalizing photographic culture as a company with our head office in Omiya, as well as our Macro Lens Photo Contest 2012 open to all macro photo photographers.

## For Global CSR Management

We have continued to work had on practicing CSR management at home and abroad under our corporate philosophy of "Contributing to Society by Creating New Eyes for Industry". In 2012, as for our environment objectives, we reduced our group CO<sub>2</sub> emissions by 6.2% compared to 2009 in basic unit on sales. In 2013, we will continue to work on reducing our CO<sub>2</sub> emissions by one percentage point annually on an average compared to 2012 so that we may reduce our group total CO<sub>2</sub> emissions by least seven percentage points by 2020 compared to 2012. Also, as part of our risk management program, we reviewed our BCP (Business Continuity Plan), refining risk management systems at our domestic factories.

We also continued to promote product designs friendly to the environment, ensuring compliance with related laws at home and abroad while pursuing CSR procurement by paying attention to mineral resource problems. Furthermore, we continued to work on pursuing DfE (Designs for Environment), successfully reducing the weight of our photographic interchangeable lenses by 7% on an average compared to 2011 and the cubic capacity by 8%.

In order to be supported by customers, it is important to continuously work on improving our after-service system. In 2012, we established our global system to complete repair work within three days at all repair service facilities all over the world. In 2013 and beyond, we will continue to work on becoming a first-class lens maker capable of living up to expectations of customers all over the world in every aspect.

## Management Always Values Employees

At Tamron, we believe that our employees become possible to live up to customer needs and make social contribution as we pursue management that always values employees. We also know that respecting diversity is important in the era of expanding globalization. From this standpoint, we plan to improve our work environment to be more comfortable to women employees, while expanding the ratio of managerial-level women employees. To that end, we plan to study a program for establishing our own in-house nursery centers in the future.

## Supporting the United Nations Global Compact

We established a sales subsidiary company in Russia in 2012 and plan to build a factory in Vietnam in 2013. In pursuing globalization in this way, we have continued to support the ten principles of the United Nations Global Compact Initiative that serves as the basic code of conduct for all global companies, reflecting them on our Action Declarations. Also, we hired natives as supervisory employees of those subsidiaries to promote CSR management in line with the local conditions. In 2013 and beyond, we plan to strengthen our consciousness of human rights as we believe it will become more important in pursuing further globalization.

In compiling this CSR Report, W E focused on communicating with our stakeholders. We would greatly appreciate your comments and suggestions for how we can further improve our CSR management.

# Participation in the UN Global Compact

Tamron operates around the world, including a production base in China and subsidiary sales companies in Europe and America. Agreeing to the Global Compact (GC), the international initiative proposed by the United Nations to support the Ten Principles related to human rights, labor, environmental protection and preventing corruption, Tamron became a supporter of the initiative in August 2007. The Ten GC Principles became pillars for establishing our CSR promotion structure. We will continue to conduct our business following The Ten Principles, fulfilling our social responsibility.



For further details on the initiative, please visit the United Nation website at WEB

WEB <http://www.unglobalcompact.org/>

## COP Report (Communication on Progress)

The following table describes our accomplishments and work at Tamron during 2012 in line with the Ten Principles.

	Principle	Tamron's Policies	Actions Taken, Accomplishments in 2012	Page	
Human Rights	① Business should support and ensure the protection of internationally proclaimed human rights	<ul style="list-style-type: none"> <li>We advocated support of basic human rights in our Action Declarations.</li> </ul>	<ul style="list-style-type: none"> <li>Conducted internal hearing surveys on CSR activities, based on EICC's Code of Conduct<sup>1</sup>. (Interviews with managerial employees at the head office, three Aomori factories and Tamron Optical (Foshan). For further detail, please refer to Page 10 of this report.</li> <li>Provided our employees with an opportunity to learn more about the 12 CSR Themes (Held once to 86 employees)</li> </ul>	<ul style="list-style-type: none"> <li>Established and adopted Human Rights Protection &amp; Labor Standard Management Regulations at our domestic bases and Chinese factory.</li> </ul>	P2
	② Business should ensure that they are not complicit in human rights abuses	<ul style="list-style-type: none"> <li>We declared respect for human rights and abolishment of discrimination in our Compliance Regulations.</li> <li>We Established Human Rights Protection &amp; Labor Standard Management Regulations.</li> </ul>		<ul style="list-style-type: none"> <li>Periodically provided opportunities to discuss labor-management issues at times including joint management council meetings and annual plan rollout meetings.</li> <li>Held social gatherings of the President and woman employees.</li> </ul>	P11 ~ P12
Labour	③ Business should uphold the freedom of association and the effective recognition of the right to collective bargaining	<ul style="list-style-type: none"> <li>We declared respecting the right of our employees to organize (in our labor organization memorandum).</li> </ul>	<ul style="list-style-type: none"> <li>1. EICC stands for Electronic Industry Citizenship Coalition. It established the Code of Conduct to ensure worker safety, fairness, environmental responsibility and business efficiency at member companies in the electronic industry.</li> </ul>	<ul style="list-style-type: none"> <li>Specified all business days as "No overtime work days" (Head Office)</li> </ul>	P12
	④ Business should support the elimination of all forms of forced and compulsory labour	<ul style="list-style-type: none"> <li>We stipulated the importance of complying with labor-related laws and regulations and maintaining a proper work environment for our employees (in our Compliance Regulations).</li> </ul>		<ul style="list-style-type: none"> <li>Established a manual to check age of applicants at time of employment (Factory in China, hereinafter called "TOF")</li> </ul>	P11 ~ P12
	⑤ Business should support the effective abolition of child labour	<ul style="list-style-type: none"> <li>We declared that we do not use child labor. (We do not employ any workers under age 15, which is stipulated in our employment rules.)</li> </ul>		<ul style="list-style-type: none"> <li>Achieved challenged person employment and female manager promotion rate targets.</li> <li>Ratio of taking newborn baby care leave: 100%</li> </ul>	P10
	⑥ Business should support the elimination of discrimination in respect of employment and occupation	<ul style="list-style-type: none"> <li>We declared our targets for employing physically challenged persons and our policy to increase the ratio of female managers in order to realize a diversified work place.</li> </ul>		<ul style="list-style-type: none"> <li>Incidents connected to contact with harmful chemical substances: Zero</li> <li>Provided an educational course on biodiversity (Once at Head Office to 49 employees)</li> <li>Participated in actions to protect local ecological systems (Head Office)</li> </ul>	P9 ~ P10 P16 ~ P20
Environment	⑦ Business should support a precautionary approach to environmental challenges	<ul style="list-style-type: none"> <li>We declared our policy in our consolidated management policy to prevent environmental deterioration through work such as the following:                             <ol style="list-style-type: none"> <li>Reducing CO<sub>2</sub> emissions.</li> <li>Reducing industrial waste.</li> <li>Finding alternative materials to harmful chemical substances.</li> <li>Keeping biodiversity intact.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>Reduced CO<sub>2</sub> emissions by 6.2%, compared to 2008 in basic unit per sales</li> <li>Achieved waste emission reduction targets.</li> <li>Reduced product weight by 7% on an average.</li> <li>Reduced product cubic capacity by 8% on an average.</li> </ul>	P17 ~ P19	
	⑧ Business Should undertake initiatives to promote greater environmental responsibility	<ul style="list-style-type: none"> <li>We declared our policy to clearly establish our environment objectives and targets for the following:                             <ol style="list-style-type: none"> <li>Reducing CO<sub>2</sub> emissions</li> <li>Reducing industrial waste emissions to ultimately achieve zero emissions</li> <li>Promoting environmentally-friendly designs</li> </ol> </li> </ul>			
	⑨ Business should encourage the development and diffusion of environmentally friendly technologies				
Anti-Corruption	⑩ Businesses should work against corruption in all its forms, including extortion and bribery	<ul style="list-style-type: none"> <li>We declared our policy to regulate acts of endowment and political donations and terminate ties with anti-social forces in our Compliance Regulations and Action Declarations.</li> </ul>	<ul style="list-style-type: none"> <li>The Compliance Promotion Committee held workshops for employees to learn more about compliance.</li> </ul>	P13	

# What Tamron Can Do Through Photography

FEATURE

As a photographic lens maker, Tamron supports activities to develop photographic and imaging culture for contributing to society through photography.



## “Ikiru” - Post-Tsunami—Exhibition”

Photo Masakazu Ikeda (JPS member)

Tamron co-sponsored “Ikiru” (“We survive”) – Post-Tsunami—Exhibition JPS (Japan Professional Photographers Society) held at Photokina from September 18 through 23 in Cologne, Germany to introduce pictures taken during the first year after the earthquake and tsunami that hit the Northeast of Japan on March 11, 2011 as we thought it was important to let people all over the world know every day affairs and the state of progress of recovery in the disaster-hit areas. A number of people visited JPS’ s booth during the exhibition period, leaving many messages reading, for example, “We were deeply impressed to see everyday affairs of people who are working hardily on reconstruction overcoming deep grief”.

We will continue to work on contributing to society on a global basis through photography.

### ©Outlines of “Ikiru” - Post-Tsunami— Exhibition

Period : From September 18 through 23, 2012

Venue : JPS booth at Photokina, Cologne, Germany

Host : JPS (Japan Professional Photographers Society)

Co-sponsor : Tamron Co., Ltd.

JPS is a public interest incorporated association. JPS exhibited 116 selected images taken by 73 professional photographers.

## The 5th Railroad Scenery Photo Contest

contribute to revitalizing our local community and developing photographic culture as a company with our head office, a city known as The Railroad Town. We held a photo exhibition and showed the award winning photos at Omiya Sogo Department Store, working together with Saitama City, the Chamber of Commerce and Industry of Saitama City and the Educational Commission of Saitama City to make the exhibition an event rooted in the local community. Along with the newly established prize "Vehicle Body Photo Award", "The 5th Railroad Scenery Photo Contest we held in 2012 was open to all from photo enthusiasts to photographers in general. We received 6,211 works altogether, up 9% from 2011, from photographers ranging from entry-level to advanced amateurs and railroad photo enthusiasts.

**WEB** <http://www.tamron.co.jp/special/train2012/result.html>



Grand Prize (For Adults; Saitama City Mayor Prize)

**"Before dawn", by Toshiyuki Nakano**

"I shot this scene at a 1/3-second shutter speed. I am surprised to see the way Mount Fuji was captured in this way as a background."



Grand Prize (For Students, Saitama City Educational Board Superintendent Prize)

**"Before the sun goes down", by Yoshiaki Endo**

"I tried to capture the move of the train and the contrast between light and shadow before sunset".



Humorous Photo Contest Award (Saitama City Chamber of Commerce President Award)

**"Early summer", by Masatake Mugaruma**

"Fish-on" in early summer morning"

## 9th Macro Lens Photo Contest

For popularizing macro lenses further, we made our 9th Macro Lens Photo Contest (2012) open to all photographers without restricting manufacturers, accepting pictures as long as they were macro pictures.

The contest was open to enthusiasts of nature photography of insects and plants and to those who love photography in general. A wide array of photographers entered the contest. We received 5,429 works, including macro shots finely capturing nature as well as warm pet shots and pictures of kids. We will hold photo contests in 2013 and beyond to continue to appeal to as many people as possible with the attraction of photography.

**WEB** <http://www.tamron.co.jp/special/macrocon2012/result.html>



Grand Prize, Macro Photo Contest  
**"Pale blue fascination", by Hideki Kashino**  
(Flower in pale blue)

# Relationships with Customers

Tamron is committed to contributing to society by supplying customers with safe, unique and quality products and services, putting the highest priority on satisfying customers, dealers and OEM customers.

## Major accomplishments in 2012

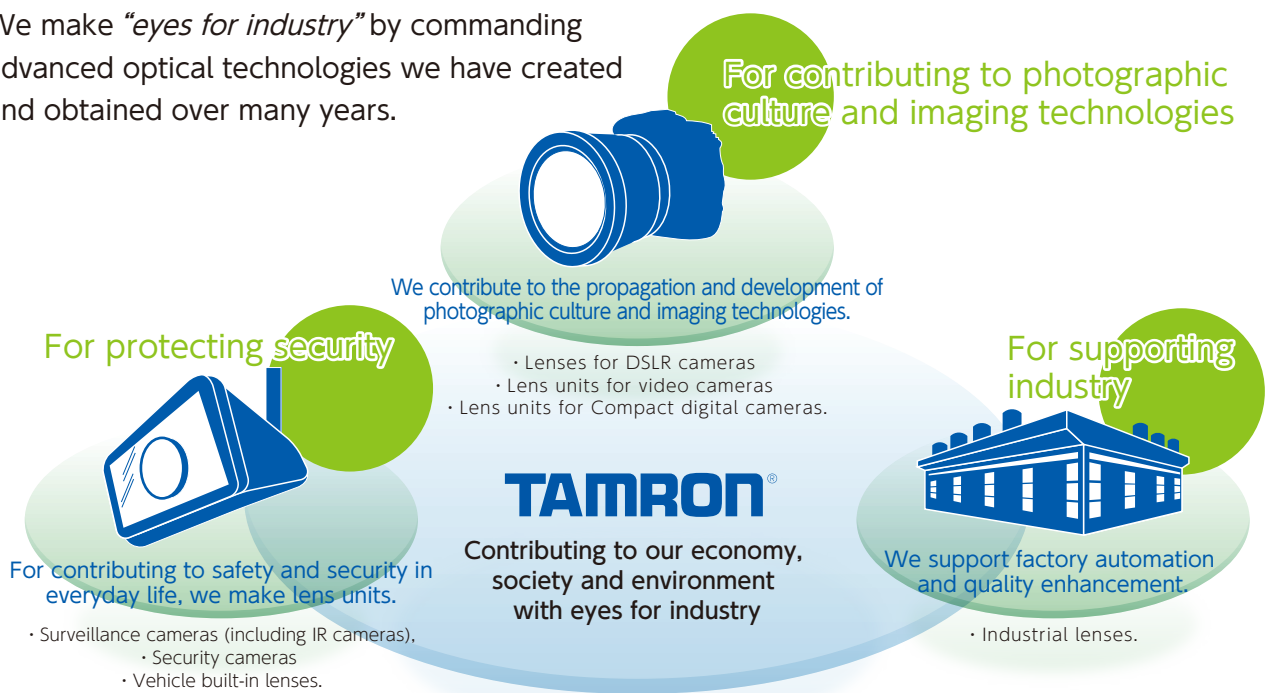
- We worked on developing products for new business fields, such as vehicle-built-in camera lenses.
- We worked on improving our after-service systems.

## Tasks for 2013

- Creating unique products customers appreciate
- Further improvement of our after-service systems

## Tamron Products Familiar to Everybody

We make “eyes for industry” by commanding advanced optical technologies we have created and obtained over many years.



## Tamron Products Highly Acclaimed by Experts

In developing interchangeable lenses for DSLR (Digital Single Reflex) cameras, we have been stressing high-power zoom lenses that enable photographers to respond to varied photographic opportunities, from wide-angle to telephoto, with just one lens. The 18-200mm F/3.5-6.3 Di III VC we launched for Sony “mirrorless” cameras in 2012 (Model B011) is a compact and lightweight E-mount measuring 62mm in filter diameter and weighing a mere 460 grams while featuring a built-in VC (Vibration

Compensation) mechanism<sup>1</sup>. It is a versatile high-power zoom allowing handheld shooting of all scenes from wide-angle to telephoto. We also introduced the SP 24-70mm F/2.8 Di VC<sup>1</sup> USD (Model A007) featuring an anti-vibration mechanism for the first time in the world as a fast standard zoom lens while delivering high optical performance. We received the following awards with the two new zoom lenses. These two zoom lenses were highly acclaimed by experts as follows.

### 《Awards Granted》

Model	Awards	Granted by
B011	TIPA Award 2012, Best Entry-level Lens for Compact System Cameras <sup>2</sup>	Technical Image Press Association (Europe)
	Digital Camera Grand Prix 2012 Summer, Gold Prize(Integrated Factors)	Digital Camera Grand-prix Evaluation Committee (Japan)
A007	EISA Award – European Zoom Lens of the Year 2012-2013 <sup>3</sup>	The European Imaging & Sound Association (Europe)
	Digital Camera Grand Prix 2013, Gold Prize(Integrated Factors)	Digital Camera Grand-prix Evaluation Committee (Japan)

1. VC stands for “Vibration Compensation”. The VC mechanism reduces camera- or hand-shake when capturing images with Tamron’s proprietary vibration compensation technology.

2. We received the TIPA Award for two consecutive years, following the SP 70-300mm F/4.5-5.6 Di VC USD (Model A005) introduced in 2011.

3. Tamron is the recipient of the EISA Award for seven consecutive years in a row from 2006.



## Quality Management System

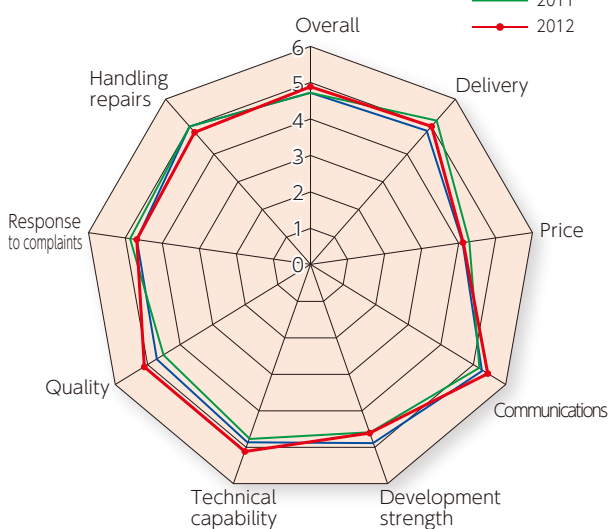
Tamron deploys manufacturing operations based on an integrated quality management system. (Please refer to Page 14 of this report for further details.) Before being delivered to customers, products go through various processes from product planning reflecting customer needs, designing, metal mold fabrication for plastic components to prototype manufacturing and so on to name just a few. Design review is done at every stage of those processes in order to check if the products going through those stages are processed exactly as specified in respective processes. In addition, heat, endurance and other tests as well as sequential sampling inspections are done before the final products are delivered to customers.

## Evaluation by Dealers and OEM Customers

We conduct a Customer Satisfaction Survey annually by asking our OEM customers and dealers handling products under our own brand for their assistance. In 2012, this survey showed that we improved our customer satisfaction concerning "quality" by 0.5 points to 5.1 points, "communication capability" and "technical capability" by 0.3 points to 5.5 points and 5.1 points respectively. The improvement was primarily possible due to the combined efforts for maintaining closer communications with OEM customers and enhancing quality of interchangeable lenses, in addition advanced technology introduced in new products launched in 2012. On the other hand, we lost 0.2 points in "delivery time", "price" and "after-service" ratings respectively, while losing 0.1 point in "response to complaints". We will carefully review the opinions, feedback and suggestions from our customers to take proper measures for improvements.

### 《Results of Customer Satisfaction Survey》

The survey was conducted in 17 companies.



1.Greatly dissatisfied 2.Dissatisfied 3.Slightly dissatisfied  
4.Slightly satisfied 5.Satisfied 6.Greatly satisfied

	Overall	Delivery	Price	Communi-cations	Development strength	Technical capability	Quality	Response to complaints	Handling repairs
2010	4.8	4.8	4.1	5.3	4.9	4.9	4.8	4.8	5.0
2011	4.8	5.2	4.3	5.2	4.6	4.8	4.6	4.9	5.0
2012	4.9	5.0	4.1	5.5	4.6	5.1	5.1	4.8	4.8
gap	+0.1	-0.2	-0.2	+0.3	±0	+0.3	+0.5	-0.1	-0.2

## For Global Deployment of Efficient After-service Systems

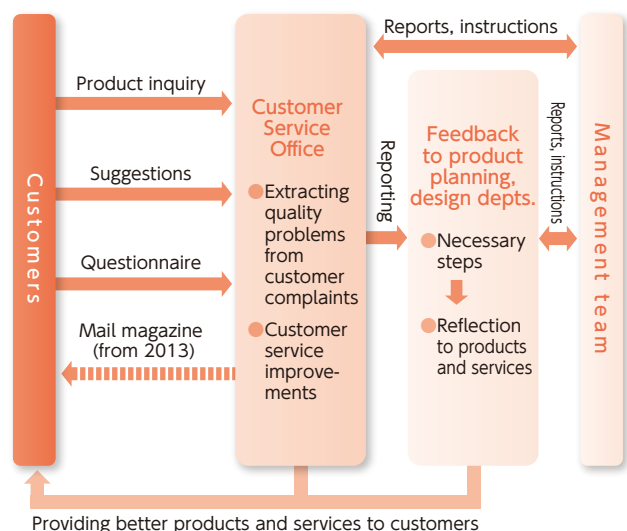
In 2012, we worked global deployment of efficient after-service systems, aiming at establishing a framework capable of completing repairs within three days on a global basis. Toward this end, we provided opportunities to learn more about new products to repair technicians at some international distributors with less experience. As a result, we successfully established a framework capable of completing all repairs within three days at 42 international distributors having after-service facilities. In 2013, we will continue to work on improving our after-service systems, aiming at completing all repairs within three days at all international distributors all over the world.

We also continued to listen to opinions of the users of our products by proving free cleaning services at time of photo shows not only at home but also in markets abroad, for feedback in product planning and so on. Also, in 2013, we started working on establishing a new framework for user registration. The new program is expected to be launched in 2013, for delivering mail magazines on our new products and services while enabling the users of our products to check the state of progress of repairs.



Free cleaning service at the event

### 《For Listening to Opinions of Our Customers》



## Tamron's DfE (Designs for Environment)

To continue to deliver products with designs friendly to the environment, we constantly conduct product assessment from the stage of designing. There are nine factors to consider in assessing designs, and achievement objectives are established based on important factors among the nine factors. In 2012, we reduced the overall weight of all products developed by 7% and overall cubic capacity by 8%<sup>1</sup>. Also, to reduce impacts to human health and the environment, we constantly manage harmful chemical substances based on "Environment-related Substance Management Regulations, our own internal regulations based on "the RoHS and the REAH Initiatives of the EU. Products with designs acknowledged as DfE designs wear the Tamron Eco Label and are reported on our website.

In order to reduce waste from product manufacturing processes, we make rear caps for our interchangeable photographic lenses under our own brand from plastic runner materials. We started using the plastic runner materials<sup>2</sup> in 2010. The materials we introduced as recycled materials for rear caps in 2010 and used up to 2012 amounted to 56 tons (equivalent to 2.49 million rear caps). We will continue to promote the use of recycled materials while working on reducing waste.

1. On production basis, compared to 2012

2. Materials left in portions equivalent to paths to route resin for making plastic components

WEB <http://www.tamron.co.jp/envi/top/index.html>



Tamron Eco Label:

The label symbolizes an eye gently looking at our economy, society and environment. The eyebrow symbolizes a flowing stream of air and water, the pupil the green in the earth, and the tree in the pupil our work for the three Rs of "reduce", "reuse" and "recycle".

## For Enhancing Technological Development Capability

Our three factories in Aomori work on enhancing technological development capability, serving as mother factories of our manufacturing subsidiary overseas. Namioka Factory, for example, has been working on developing large- and medium-aperture<sup>3</sup> molded glass lens elements<sup>4</sup> for DSLR and mirrorless cameras spreading rapidly in the global market, together with our manufacturing engineering headquarters. Different from small-aperture elements, they need extreme accuracy, and it becomes important to reduce time required to press one time while minimizing variation in surface accuracy<sup>5</sup>. In 2012, our engineers at the factory made prototypes repeatedly, working on improving manufacturing facilities for solving the problem.

We will continue to work on enhancing our technological development capability for meeting customer needs.

3. Medium- and large-aperture lens elements mean lenses measuring 20-50mm in diameter.

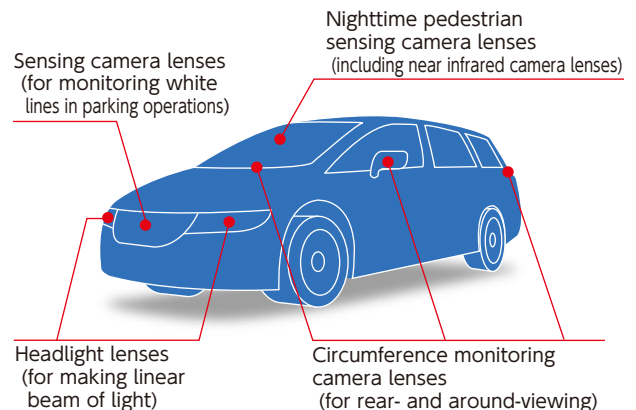
4. Molded glass lens elements are lenses made by pressing softened optical glass in metal molds.

5. Surface accuracy means accuracy of curvature of lens elements.

## For Supporting Safety in Motorized Society

Tamron makes lenses for vehicle-built-in cameras to support safety in motorized society. Vehicle-built-in cameras aid in driving cars, preventing various risks in driving. Tamron makes headlight lenses that spread light for better front visibility, back-monitoring and around-monitoring camera lenses to ensure safety in parking operations and lenses for human body sensing cameras to avoid hitting pedestrians (including lenses for nighttime infrared surveillance cameras), in compliance with the ISO/TS16949 quality management system of the automobile industry and specific requirements of carmakers.

We will continue to work on developing better lenses for supporting safety in the modern motorized society.



### Interview with Product Designer

Automotive Optics &  
Component Business Unit,  
Design Engineering Dept.

**Hijiri Sakaki**



I engage in developing vehicle-built-in camera lenses, including headlight lenses. When we started designing those lenses, we had to start scratch as it was a new field for Tamron. We worked on new developments, including technologies for injection-molding plastic lens elements with uneven thickness for making linear beam of light and forming multiple layers on lens elements in complicated shapes.

Great accuracy and detail-oriented traceability are required in making vehicle-built-in camera lenses. We could successfully develop those lenses one after another with cooperation from production departments. I was very happy when I saw our first headlight lens was put on the front grill of a car on an assembling line at our customer.

I wish to challenge shortening takt time (time for making one product) and stabilizing product quality, aiming at fully-automated production lines eventually.

# Relationships with Business Partners

Tamron respects human rights, ensures compliance with laws and regulations, and establishes good relationships with business partners to grow and contribute to society together.

## Major accomplishments in 2012

- Investigation of means to ensure compliance with CSR Procurement
- Strengthening environment quality assurance system

## Tasks for 2013

- Strengthening compliance with CSR Procurement (including Conflict minerals)

## Business Partner Accreditation System

Tamron aspires for establishing good relations with all business partners for delivering high-quality products and services to customers while contributing to society in accordance with our CSR policy together.

Since 2008, we have asked all suppliers and business partners to follow the Tamron Codes of Conduct that includes prohibiting child and forced labor and ensuring compliance with CSR procurement. In 2009 we also asked all suppliers to assess their adherence to the codes. In 2010 we introduced our work for ensuring labor safety, sanitation, human rights protection and information security to all our business partners. For maintenance and protection of product and environment quality<sup>1</sup>, we conducted a survey to check the work of our suppliers through on-site audits and document examination based on our assessment standards. In 2013 and beyond, we plan to check the work of our suppliers for social issues including human rights protection. We will aim at contributing to society throughout our supply chain, continuously working on quality, environmental and social issues.

1. "Maintenance and protection of environment quality" as used in this report mean regulating the use of harmful chemical substances in products our suppliers deliver to us to below the threshold level stated in our standards.

### 《Procedures to Select Suppliers》



### 《History of Our Activities》

- 2008 Requested all business partners to share "Tamron Supplier Code of Conduct"
- 2009 Requested self-evaluation at respective business partners
- 2010 Introduced case examples on especially important aspects such as "labor safety and sanitation" and "human rights protection"
- 2011 Held CSR Procurement Workshops for all business partners at home and abroad
- 2012 Continued to work on improving methods for checking the state of compliance with our Supplier Code of Conduct by our business partners

## For Maintaining Product & Environment Quality

We have been closely watching for harmful chemical substances to prevent using them in our products. We use a system to check substances regulated by the RoHS Initiative of the EU based on environment data obtained from our suppliers<sup>2</sup>. In 2012, we continued to internally implement analytical work with advanced equipment including ICP-AES (Inductivity Coupled Plasma Atomic Emission Spectrometry) and GC-MS (Gas Chromatography Mass Spectrometry) to deliver safe products to our customers.

In addition, we asked all our suppliers to ensure compliance with our environment quality assurance system, and conducted document examinations and periodical on-site audits at domestic sites and overseas subsidiaries.

We completed the audits and examinations as planned for 2012, recommended improvements as necessary and asked for adherence to our standards.

As for the REACH Initiative, we will continue to ensure sufficient management of the regulated substances together with our business partners, providing sufficient information to our customers, consumers in general and the European Chemical Agency.

2. Such data and documents as the certificate of non-use of harmful chemical substances, ICP analytical data and MSDS

## For Ensuring CSR Procurement

We continued to work on CSR procurement through our CSR Procurement Committee taking the leadership role by joining related domestic departments and Tamron Optical Foshan (TOF) in China. In 2012, we reviewed replies to our questionnaires to all related departments for enhancing the level of understanding of CSR procurement, holding internal workshops three times and a seminar by an outside lecturer once. A total of 48 employees engaging in procurement operations at domestic factories and TOF participated in the workshops and the seminar, studying labor problems abroad, problems found at domestic sites, as well as related ILO treaties, laws and regulations. We then conducted questionnaire surveys with personnel and general affairs departments as well as environment-related and actual production departments at the head office, three Aomori factories and TOF respectively, based on the EICC Standard<sup>3</sup>, for directly hearing our employees' opinions on related important issues. With this approach, we could ascertain our method to check compliance at our business partners.

In 2013 and beyond, we will continue to ensure CSR procurement.



Hearing held at TOF, China

3. EICC stands for Electronic Citizenship Coalition. It adopted a code of conduct applicable to all member electronic firms for ensuring labor safety, human rights protection and environment protection throughout their supply chains.

# Relationships with Employees

Tamron fosters self-disciplined employees with the spirit of rising to the challenge of creating new ideas in a climate emphasizing ethics. Tamron strives to create a safe work environment that encourages work, based on fair evaluations, respect for human rights and mutual understanding.

## Major accomplishments in 2012

- Held various seminars to develop human resources
- Studied means to realize diversity in employment

## Tasks for 2013

- Continued efforts to realize diversity in employment

## For Developing Human Resources

To cultivate human resources having spirits of self-sufficiency and challenging, we provide seminars to new graduates immediately after reemployment as well as seminars for young employees with working experience of one year, two years and three years. The seminars are divided into courses for development engineers, administration staffs, factory engineers and procurement personnel.

The seminars thus provided immediately after employment and six months later, in one year, two years and three years after employment are appreciated by our employees as they become opportunities for them to review their carrier plans and stay motivated. Also, they become good opportunities for our employees to renew exchanges with other employees who joined our company in the same year but missed opportunities to see each other as they work at other sites.

We will continue to hold similar seminars so that our

employees may make use of them as opportunities to enhance their capabilities, playing their respective roles at their work sites and achieving their carrier plans while keeping them motivated.



Seminars & Workshops Held in 2012

### 《Seminars & Workshops Held in 2012》

Stage	Educational course contents
New graduates	Factory observation at 3 Aomori factories, business manner, basic knowledge on business transactions, rules of the company
Six months after employment	Mental attitude toward work, ways for staying motivated
One year after employment	Attitude of mind toward work, how to meet expectations of superiors (including social gatherings with the management to exchange opinions on the company and employees' own carrier plans)
Three years after employment	Seminars to deepen understanding on own characteristics, strengths and weaknesses, roles respective employees are expected to play and objectives for their own future

## For Creating a Safe and Comfortable Work Environment

Tamron works hard to ensure safety and enhance the psychological and physical health of employees and create a comfortable work environment.

In 2012, recognizing the importance of administrating occupational safety, we enacted Labor Safety & Sanitation Regulations, organized the Tamron Labor Safety & Sanitation Committee and started patrolling employee work sites with administrators to help prevent labor accidents.

As a result, three occupational accidents and nine commute accidents arose in 2012. Since the numbers of minor traffic accidents during commuting by bicycle and motor bikes have become conspicuous, we implemented route cause analysis on each case and called employee attention to prevent similar cases.

For mental health issues, we continued to hold seminars so that employees may learn more about mental health care. In 2012, a total of 103 employees participated in the seminars. They learned about the means for performing self-analysis and self-care measures through the seminars and consultation with contracted industrial physicians as well as interviews with personnel department staffs so that they may prevent emotional disorders.

## For Realizing Diversity and Good Life-Work Balance

Interest in good life-work balance has been growing internationally as diversity in human resources develops. Also, the problem of the declining birthrate and growing elderly population has been rapidly increasing. Under these social situations, firms must work hard to support employees who take maternity leave or live with elders to care for. Tamron has been working on improving support for employees for good work-life balance.

### Positive Use of Female Employees

The total number of female employees at Tamron Japan as of December 31, 2012 was 207, accounting for 19% of the total number of employees. Tamron has positively employed female employees as long as they are competent. We will continue this approach to raise the ratio of female employees further.

Among the total number of employees, 90 employees have children. Almost 100% of female pregnant employees took maternity leaves to take care of their newborn babies. Since the number of female employees who raise children is expected to increase further, efforts to promote good life-work balance for our employees will certainly result in enhancing the productivity of the whole company. Tamron will continue to support our female employees' efforts to ensure compatibility between work and family life with various plans including establishing an in-house nursery center within the premise of the head office.

At time of a social gathering held in September 2012 among our president and female employees who are members of our labor union, there was a scene where some female employees raised questions on their career development. Our president gave advice to them, expressing his intention to increase the number of female managerial-level employees further. The gathering became a good opportunity for the management and female employees to share mutual opinions. We will continue to work hard on creating a good work environment friendly to female employees.

#### Employee Interview

Production Planning Section Manager,  
Procurement Center, Production  
Headquarters

**Mariko Sato**



When I was told about a plan to promote me to a section manager, I felt uneasy as I was not sure if I could live up to expectations, while being excited and exhorting myself to hang tough for the new position. After having been promoted eventually, I also felt uneasy as I thought I might be treated in a special way as a woman manager. But all such anxieties were proven to be unfounded. My colleagues were kind enough to support me, thinking and acting together with me, and my superiors who kindly cheered me up by saying "Relax, take your mind off your tension". I know I am here because of their support at that time. I hope that the number of female managers will grow further at Tamron. I will continue to work hard to assist in creating a work environment that is comfortable to all female employees.

## Relationships with Employees at Tamron Optical (Foshan)

Tamron Optical (Foshan) (TOF), our main production base in China, continued to work on creating comfortable work environment.

### Efforts to Develop Human Resources

TOF continued to hold seminars and workshops for upgrading employee skills, including business base training courses and seminars. In 2012, TOF held management training seminars eleven times to train 307 employees in total. The training seminars were divided into two courses, one for group leaders at administration departments to learn more about cost management and another for assistant managers at production departments about related engineering techniques. 94% of the employees who participated in the seminars appreciated the opportunities, saying "The seminars were helpful to find solutions for problems at work."



Employees participated in management training seminar at TOF

### For Creating Safe Work Environment

In 2012, TOF continued to periodically issue Safe Work Environment Newspaper for promoting labor safety and sanitation as well as fire prevention, to enhance safety mind among our employees. Also, TOF presented improvement plans for 166 suggestions made as results of safety patrols done once every month. As a result, the number of industrial accidents at TOF was reduced from three cases in 2011 cases to just one case in 2012.

### For Creating A Safe Work Environment

TOF continued to work hard on creating a safe work environment while letting its employees feel at home. Feedback boxes are installed for obtaining employee feedback and improving communications between labor and management. Every month, the management reviews feedback and suggestions submitted by employees, posting replies on the company bulletin board. Also, as done in 2011, TOF held a party every month to celebrate the birthdays born in that month as part of its program for ensuring good work-life balance. TOF also continued to honor members of project teams who contributed to operation improvements, by presenting Presidential Awards. In 2012, the Awards were given to the members of a project team who worked on improving jigs and tools used for enhancing productivity in assembling operations and stabilizing dimensions of components.



Recipients of presidential award

# Relationships with Shareholders and Investors

We strive to enhance the corporate value of our company by pursuing faithful management and maintaining communications with our stakeholders including shareholders and investors.

## Corporate Governance

### 1. Basic Policy

We at Tamron have constantly pursued fair and transparent management under our management philosophy since the foundation of the company and in line with our brand message, Contributing to Society by Creating Eyes of Industry, respecting the rights and equality of our shareholders and working hard on maintaining good relationships with all stakeholders.

### 2. Outlines of Structure for Ensuring Corporate Governance

Tamron is a company with a board of auditors. We have fourteen directors (including two external directors) and four auditors (including three external auditors).

#### (1) Board of Directors

Meetings of the board of directors are held twice a month in principle, attended by all directors and auditors, for reviewing the execution of duties by the directors and deciding on important issues as set forth in the basic policy of the company and related laws and regulations. In 2012, we held board of directors' meetings 26 times.

#### (2) Board of Auditors

The board of auditors audits the processes of decision making by the board of directors and the execution of duties of directors by attending the board of director meetings and checking the documents presenting their decisions. The board of auditors meets monthly in principle. In 2012, we held board of auditors' meetings 15 times.

#### (3) Executive Officer System

Tamron introduced an executive officer system over ten years ago.

#### (4) Internal Control through Committee Meetings

We regularly hold monthly business discussion meetings (MAC meetings) attended by all directors, full-time corporate auditors and executive officers to discuss management issues and respond to the fast changing management environment.

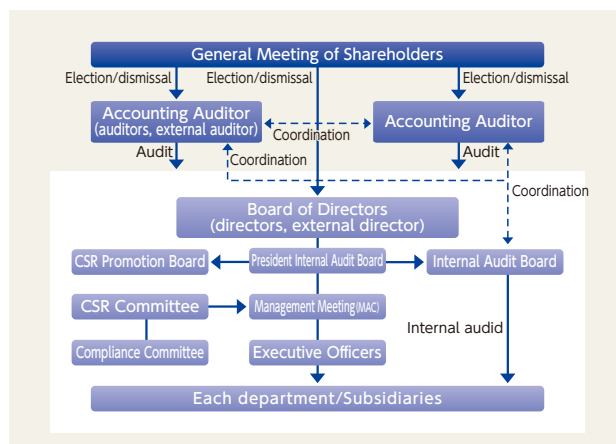
#### (5) CSR Committee

We hold CSR Committee that is under direct control by the president's once a month, deciding on important issues including Risk management.

### 3. Internal Control System

For ensuring transparency of management, an internal control reporting system has introduced. In 2012, Under the Internal Control Reporting System, we submitted the report that proved effectively functioning of internal control.

### 4. Outlines of Structure for Corporate Governance



## Communications with Shareholders and Investors

We continued to disclose information at appropriate times and in compliance with related laws and regulations, while paying due attention to fairness. We are working to ensure sound management and transparency, and to obtain understanding and credence of all stakeholders.

During 2012, as part of our IR work<sup>1</sup>, we held explanatory meetings on our financial statements twice for institutional investors and securities analysts, in addition to similar meetings held twice for individual investors. Also, we held conferences abroad twice to keep international investors similarly informed.



1. IR stands for investor relations and means providing shareholders and investors with information such as financial standing that is necessary for investors to make investing decisions.

IR conference held for institutional investors and securities analysts

## For Ensuring Compliance

At Tamron, a meeting of the Compliance Committee attended by the management and the Compliance Promotion Committee organized under the Compliance Committee is held monthly to promote compliance on a company-wide basis. In 2012, we also held workshops for learning more about our compliance action guidelines and related laws and regulations in performing our business operations, including the anti-monopoly law and the insider transaction regulation law. In addition, we worked hard on promoting compliance as a group including subsidiaries overseas as our overseas operations expanded. We also worked on information security and protection of personal information that are included in the twelve CSR themes, based on our internal regulations.

# Management System

We strive to enhance our product and service quality while reducing environmental load through our consolidated management system. Also, we avoid various management risks based upon our risk management system.

## Integrated Management System

In 2010, we obtained unified certification applicable to the Tamron Group including our overseas production base of Tamron Optical (Foshan), in addition to all our domestic sites: Head Office, Hirosaki Factory, Namioka Factory and Owani Factory. Our management system has completely integrated ISO9001 (quality) and ISO 14001 (environment). We will continue to produce high quality products that are safe and satisfy our customers, while paying attention to the environment, under our integrated management system.

### Integrated Management Policies

As a member of the optical industry of the world, we will continue to manufacture products meeting customer satisfaction and our goal of being Tamron Contributing to Society by Creating Eyes for Industry, while paying attention to environmental conservation.

1. We will supply our customers with high quality and reliable products by using our originality, ingenuity and technology, pursuing sustainable growth with profits arising out of delighting and satisfying our customers.
2. In running our business, we will comply with all related laws, standards and treaties at home and abroad, respecting the requests and demands postulated by our customers and the local community.
3. We will work on preventing environmental contamination through reducing CO<sub>2</sub>, waste emissions and harmful chemicals while seeking alternatives and keeping biodiversity intact.
4. We will continue to work on improving the effectiveness of our integrated management system.
5. To achieve this management policy, we will specifically set up our objectives and targets, periodically evaluating our achievement level.
6. To enhance recognizing the importance of our integrated management, we will maintain good communications while providing sufficient education and training to all people working for Tamron.
7. We will closely cooperate with society in all countries and regions where we work and disclose information as necessary on our quality assurance and environment conservation.

December 7, 2009  
Morio Ono, President & CEO

## Triple Audit Systems for Surveillance and Finding Problems

We annually audit the implementation of the integrated management system at the Head Office and the three Aomori factories to check the effectiveness of the system and continually improve it, which are our internal quality and environment audits. From the auditing, internal auditors found some nonconformity cases and suggested improvements at the Head Office and three Aomori factories. In addition to the internal audit, the Head Office and three Aomori factories audit each other to check their systems and manufacturing processes. We periodically audit with contracted external audit organizations to maintain certifications while continually improving the integrated management system at Tamron. As a result of external audits implemented in 2012, the effectiveness of our policy management processes adopted at our domestic sites was assessed at level-3 on the whole on a scale of one to five, while the effectiveness of processes used at our production base in China was rated at level-4. Points at issue as results of the triple audit systems have been promptly improved, and we are working on further improvements by deploying activities horizontally among our group companies.

## Risk Management

In 2008, we assessed all risks in our business operations and established our risk management policies. Since then, we have been operating our risk management framework under the ten themes of compliance, employment, human resources, and so on.

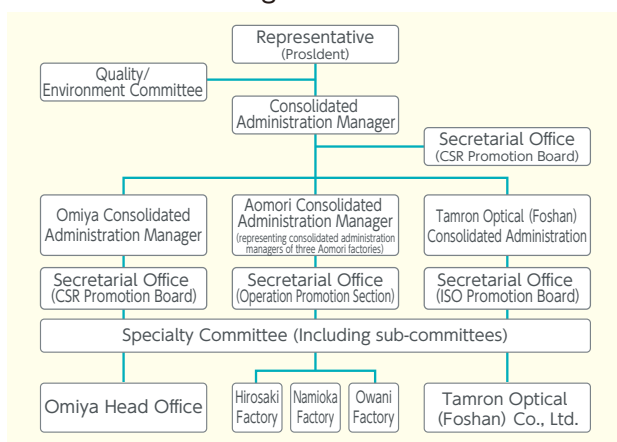
As for our BCP (Business Continuity Plan), we have established our own group system by consolidating systems employed at our head office and three Aomori factories. We will continue to work on strengthening our risk management system by reviewing the alternative plans being used at our company at present for component procurement, assembling, personnel required for recovery and seismic strengthening of manufacturing facilities and information systems, while asking for consultants' professional opinions.

### Tamron's Risk Management Policy

At Tamron, recognizing all possible risks that may affect our business, we are committed to all possible damage prevention in order to minimize damage to the economy, our society and our environment. In emergencies, we work to minimize damage and promptly recover by acting responsibly, providing continuous services to our customers for continuing growth. We aim for safety and ease of mind for all stakeholders including our employees, shareholders, customers and business partners. We will continue to provide opportunities for learning about risk management to all employees so that they may work on risk management from a CSR perspective built on properly recognizing the importance of the policy and their missions.

September 30, 2009  
Morio Ono,  
Representative Director & President (CEO)

## 《Consolidated Management》



※ Integrated internal auditors are working at our all sites, while integrated management promotion committee members are fulfilling their missions at all domestic sites.

## For Responding to Acute Emergency

At our head office in head office, three factories in Aomori and TOF in China, evacuation and fire extinguishing drills are conducted every year with all employees participating as part of our risk management program. In addition, the units handling chemical substances train for emergency response when the chemical substances are leaked. We also held an initial stage drill for earthquakes according to our BCP, using the government's preliminary earthquake flash announcement program.

# Relationships with the Environment

We pay attention to protecting the environment in deploying our business operations, working to be a company pursuing harmony with the environment.

## Major accomplishments in 2012

- Achieved CO<sub>2</sub> emission reduction targets through various measures to save energy consumption
- Enhanced material recycle ratio (Hirosaki Factory)

## Tasks for 2013

- Implementing CO<sub>2</sub> emissions management measures and study of additional measures
- Grasping environmental load our factory in Vietnam will put on

## Environmental Load

Products are designed, prototypes made and metal molds fabricated at the head office. In Japan, we also operate our Namioka Factory for manufacturing lens elements, Owani Factory for injection-molding plastic components and Hirosaki Factory for assembling final products. We also operate Tamron Optical (Foshan) in China as our manufacturing base abroad. The factory in China is an integrated factory performing all operations ranging from component production to assembly.

We use electricity, heavy oil, kerosene and other energy sources for developing, designing and manufacturing, emitting CO<sub>2</sub>. Our factories in Namioka and Foshan use much water for polishing

and cleaning lens elements, generating polluted sludge and waste liquid containing melt chemicals. Our factories in Owani and Foshan also generate plastic runner materials<sup>1</sup> while manufacturing plastic components used in peripheral lens parts, in addition to waste liquid.

We emit CO<sub>2</sub> as we mainly use trucks for transporting materials, parts and products between factories. In 2012, we reduced our energy consumption volume for gasoline and diesel oil used for transportation and our CO<sub>2</sub> emissions by 14%, by more efficiently using trucks compared to 2011.

1. Materials left in portions equivalent to paths to route resin for making plastic components

## INPUT

Energy		Water	
Electric power	69,816,000kWh	Clean water	824,000m <sup>3</sup>
Crude oil	237kℓ	Sewage water	127,000m <sup>3</sup>
Kerosene oil	21kℓ	Total	969,000m <sup>3</sup>
Diesel oil	24kℓ	<b>Raw/auxiliary materials</b>	
Gasoline	2kℓ	Metal (brass, aluminum)	
LPG	2,000kl	Glass	
Natural gas	107,000m <sup>3</sup>	Plastic	
	644,000GJ	Chemicals (drugs, solvents, cleaners)	
<b>Paper</b>		Gas (nitrogen, oxygen, argon)	
Copy paper	19t	Electrical components	
		Cardboard	

Transportation energy <sup>2</sup>	
Diesel oil	224kℓ
Gasoline	70kℓ
Total	294kℓ

Scope of INPUT Items :  
Head office (including Tokyo/Osaka sales offices), three factories in Aomori, Tamron Optical (Foshan), China (excluding Tamron Optical (Foshan) as for waste entrusted for intermediate treatment)

2. The energy consumption data for transportation cover energy used by trucks for transporting parts and final products and commercial vehicles connecting five sales offices in Japan. The Tamron Optical (Foshan), China data covers company cars only.

Sites covered: 96%  
(based on the total number of employees)

Manufacturing raw materials/  
parts at suppliers

Development, design and  
production at Tamron

Transportation between factories  
and delivery to stores  
(logistics/business vehicles)

Customers

## OUTPUT

CO <sub>2</sub> Emissions		Recycled	
Electric power	35,782t-CO <sub>2</sub>	Paper	38t
Crude oil	642t-CO <sub>2</sub>	Cardboard	37t
Kerosene oil	52t-CO <sub>2</sub>	Metal	59t
Diesel oil	63t-CO <sub>2</sub>	Plastic	115t
Gasoline	4t-CO <sub>2</sub>	Grinding sludge	13t
LPG	12t-CO <sub>2</sub>	Waste fluid	124t
Natural gas	223t-CO <sub>2</sub>	Others	85t
Total	36,778t-CO <sub>2</sub>	Total	471t
<b>Waste entrusted for intermediate treatment</b>		<b>Products</b>	
Industrial waste <sup>3</sup>	386t	Total	2,399t
General waste	98t		
Total	484t		

CO <sub>2</sub> Emissions during Transportation <sup>2</sup>	
Diesel oil	588t-CO <sub>2</sub>
Gasoline	163t-CO <sub>2</sub>
Total	751t-CO <sub>2</sub>

We report amount of waste which was entrusted for intermediate treatment in Tamron Optical (Foshan), China below for reference.

Tamron Optical (Foshan), China (estimated amount)	
Industrial waste	589t
General waste	727t
Total	1,316t

Reference Guideline :  
"Greenhouse Effect Gas Calculation/ Reporting Manual" (Ver. 2.4) issued by The Ministry for the Environment

3. The volume of industrial waste includes 4 tons of PRTR (Pollutant Released & Transfer Registered) substance. One ton of the PRTR substance was also released into the atmosphere.



## Compliance

Tamron regularly checks compliance with laws and regulations related to quality assurance and environmental protection in order to ensure the compliance of the entire group.

In March 2012, there was an environment-related incident of leakage of kerosene to a conduit outside the 2<sup>nd</sup> Hirosaki Factory's premise. This was due to an irregularity in the external ductwork of a kerosene tank at the factory. We recovered the kerosene flow out of the factory immediately after we knew the occurrence of the incident, installing an oil fence around the conduit to prevent diffusion of the kerosene left. Also, as soon as we found the incident, we reported the case to Aomori Prefectural Government in compliance with the Water Quality Contamination Prevention Law. As we took immediate measures, there was no adverse effect to the environment of the ambient area. In addition, as an action to prevent recurrence, we promptly changed the kerosene tank ductwork to an internal ductwork. We will continue to check our premise, reinforcing activities to prevent occurrence of similar incidents in the future.

In 2012, at time of rebuilding the north wing of our head office, we also implemented activities to remove and prevent diffusion of asbestos in compliance with the Air Pollution Control Act, the Labor Safety & Sanitation Law, the Building Standard Law and other related regulations. Prior to commencing the work to remove asbestos, we informed people of our neighboring area of the work, maintaining adequate communications with the local government offices including the Saitama City Government Office and the Saitama Labor Standard Office in compliance with the Air Pollution Control Act and the Laws Related to Disposition & Clearance of Waste.

The state of compliance of the laws and regulations including the above major laws and regulations is as stated below. In 2012, we strengthened our activities to manage the harmful chemical substances and compile database with reference to the additional substances regulated under the REACH Initiative of the European Community, confirming that the content of SVHC substances that must be regulated additionally was below the standard for reporting to the local government office.

### 《Compliance at Respective Sites》

A Satisfactory B Insufficient (minor incident) C Non-compliance incident

	Head office	Aomori Factory	Foshan <sup>3</sup>
Energy saving (revised law)	A	A	—
CO <sub>2</sub> emissions reduction	A	A	—
Chemical substance management <sup>1</sup>	A	A	A
Air	A	A	A
Water quality	A <sup>2</sup>	B	A
Soil	A	A	A
Noise	A	A	A
Vibration	A	A	A
Odor	A	A	A
Occupational safety	A	A	A
waste manageme	A	A	A

- Laws related to managing and investigating chemical substances apply to domestic sites ; international directives including RoHS and REACH apply to the entire group.
- Values exceeded standard values at some points of measurement, but our measures securely prevented contamination diffusion outside our facilities.
- Compliance with related laws and regulations enforced in China as well as international regulations such as the RoHS and REACH initiatives.

## Environmental Accounting

The outlines of our environmental accounting in 2012 were as follows. In 2012, we invested 9.39 million yen as our global environment protection cost. This covers the renewal work of the air-conditioning system at the metal mold fabrication department of our head office and installation of a humidity control device in the vapor deposition equipment at our Namioka factory. Also, we paid a total amount of 70.433 million yen as expenses for preventing diffusion of asbestos following demolition of an old building at our head office, installation of a system to prevent dispersion of kerosene flow out at our Hirosaki factory and other measures for protecting the environment.

(unit : thousand yen)

Category	Environmental cost		Main work	Economic effect	Environmental conservation effect	Page	
	Invested	Expense					
Cost with in business area	Pollution prevention cost	0	10,775	<ul style="list-style-type: none"> <li>Measures to prevent diffusion of asbestos (head office)</li> <li>System check and maintenance</li> </ul>	—	Ensuring environmental Standards	P16
	Earth environment conservation cost	9,390	37,976	<ul style="list-style-type: none"> <li>Renewal of an air-conditioning system (head office)</li> <li>Installation of a humidity control device in the vapor deposition equipment (Namioka factory)</li> </ul>	—	Reducing energy consumption	P17 P18
	Resource recycling cost	0	21,682	Reducing and recycling waste	550	Reducing and recycling waste (Enhanced material recycling ratio)	P19
	Sub-total	9,390	70,433	—	550	—	—
Upstream and downstream costs	0	1,549	Green procurement	—	Implementing audits at business partners'	P10	
Management activity cost	0	43,231	<ul style="list-style-type: none"> <li>Maintenance and operation of environmental management systems</li> <li>Environmental education</li> <li>Expansion of green zones</li> </ul>	—	Achieving environmental objectives and targets	P17	
R&D cost	0	155,570	Efforts for DfE	—	Enhancing product performance through DfE	P9	
Social activity cost	0	882	<ul style="list-style-type: none"> <li>Support to local bodies' activities for preserving nature (head office)</li> <li>Cleaning neighboring areas</li> </ul>	—	Reducing disposed of garbage	—	
Cost to prevent Environmental damage	0	127	Prevention of diffusion of kerosene flow out to external conduit (Hirosaki factory)	—	Recovered environment once polluted (Hirosaki factory)	P16	
<b>Total</b>	<b>9,390</b>	<b>271,792</b>	<b>—</b>	<b>550</b>	<b>—</b>	<b>—</b>	

- \* Scope of Environmental Accounting  
Period: From January 1 through December 31, 2012 Premises covered: headquarters (including sales offices in Tokyo and Osaka) and three Aomori factories.
- \* Labor costs are calculated based on the average wage.
- \* The economic effect in comparison with resource recycling costs is represented by a gain from metal waste sales.
- \* Depreciation allowance is not calculated as an expense.

## Education on Environmental Management System and CSR

In 2012, we continued to work on educating our employees about CSR and environmental management, regularly holding seminars on classification of wastes, energy saving, green procurement, green procurement and biological diversification toward the integrated management promotion committee members serving as leaders at respective work sites. We have 49 such integrated management promotion committee members. We proposed opportunities for them to learn more about waste sorting, energy saving, green procurement and biodiversity. The committee members undertake the role of conveying what they have learned to their colleagues in their work places and promoting energy saving including efficiently using air-conditioning. Also, targeted mainly to 86 employees who were unable to attend previous seminars, we gave an extra opportunity to learn about our CSR system, twelve CSR themes and tasks imposed on us. Also, at our head office, we specified the third Friday of every month as a "No May Car Day" and specific days in summer and winter as "Eco-life Days", supporting the environmental protection promotion program Saitama Prefectural government advocates<sup>4</sup>.

- The total amount of CO<sub>2</sub> emissions we reduced in 2012 through "No May Car Days" and "Eco-life Days" was 12t-CO<sub>2</sub>.

# Environmental Objectives and Targets Achieved

In 2012, we worked on achieving the environmental objectives and targets for the last year of our phase-four environmental protection program, eventually achieving our CO<sub>2</sub> reduction targets.

## Achievement of Environmental Objectives and Targets for 2012

In 2012, we focused on reducing CO<sub>2</sub> emissions as the most important environmental objectives of the Tamron group, deploying activities and managing reduction in terms of basic unit per sales<sup>1</sup>. Our objective for 2012 was reducing CO<sub>2</sub> emissions by 5% in terms of our per-sales basic unit. We achieved the target by reducing emissions by 6.2% although our group CO<sub>2</sub> emissions increased compared to 2011. Emissions were reduced compared to 2009 in terms of the basic unit. As for measures for reducing CO<sub>2</sub> emissions, please refer to Page 18 of this report.

For 2013 and beyond, we have established a new mid-range plan to reduce CO<sub>2</sub> emissions by 1% annually compared to 2012 and in terms of basic units per sales and 7.7% in total by 2020. As our Vietnam factory is slated to start operations in 2013, we plan to assess what state CO<sub>2</sub> emissions from the factory are in so that we may strengthen our management of CO<sub>2</sub> emissions as a group.

As for environmental load other than CO<sub>2</sub> emissions, our

respective work sites established their own reduction targets as their operations and the products they handle differ. In 2012, our respective sites achieved their targets except for head office factory's plan to reduce waste plastic materials. In 2013, we will continue to work on reducing industrial waste and enhancing productivity under the leadership by our waste reduction sub-committee and promotion of DfE designs by our integral design/manufacturing and assembling engineering technology development sub-committee. For reducing industrial waste, our Waste Reduction Promotion Sub-committee established and managed our reduction target. Our Integrative Design/Manufacturing Engineering Promotion Sub-committee, a cross-section organization to vertically manage operations from design to manufacturing, established and managed our target for promoting DfE designs.

For organizational structure, please refer to page 14(Consolidated Management System).

### 《CO<sub>2</sub> Reduction Targets Achieved and Three-year Plan》

A Achieved B Not Achieved

	2010	2011	2012
Reduction target compared to 2009 (In terms of basic unit per net sales)	-5%	-10%	-5%
Actual	-6%	-7%	-6.2%
Achievement	A	B	A

### 《CO<sub>2</sub> Reduction Targets from 2013 to 2015》

	2013	2014	2015
Reduction target compared to 2012	-1%	-1.99%	-2.97%

### 《Environmental targets Achieved in 2012》

A Achieved B Not Achieved

Targets	Targets in 2012	Results in 2012	Achievement	
Reducing industrial waste	Head Office (Mold & Tooling Technology Center)	3% reduction of metal scrap compared to 2010 3% reduction of waste plastic compared to 2011 (Waste at time of mold fabrication)	Metal scrap reduction rate : 35% Waste plastic growth rate : 27%	A
	TOF in China	2.5% reduction from the emissions volume in 2011 (per net sales unit)	Reduction rate : 14%	A
Promotion of DfE designs <sup>2</sup>	All sites	<ul style="list-style-type: none"> <li>Promotion of DfE</li> <li>No environmental contamination accidents</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of DfE designs:Reduced gross weight by 7% and gross cubic volume by 8% compared to 2012(conventional products), on a total unit production basis</li> <li>Environmental contamination accidents: Zero</li> </ul>	A

### 《Targets for 2013》

Targets	Targets in 2013	
Reducing industrial Waste	Three Aomori factories	Improvement of material recycling ratio : 3% from the ratio in 2012
	TOF in China	2.5% reduction from the emissions volume in 2012( per net sales unit)
Promotion of DfE	All sites	<ul style="list-style-type: none"> <li>Promotion of DfE</li> <li>No environmental contamination accidents</li> </ul>

1. Basic unit per sales:  $\frac{\text{Total CO}_2 \text{ emissions (t-CO}_2\text{)}}{\text{Consolidated sales (million yen)}}$

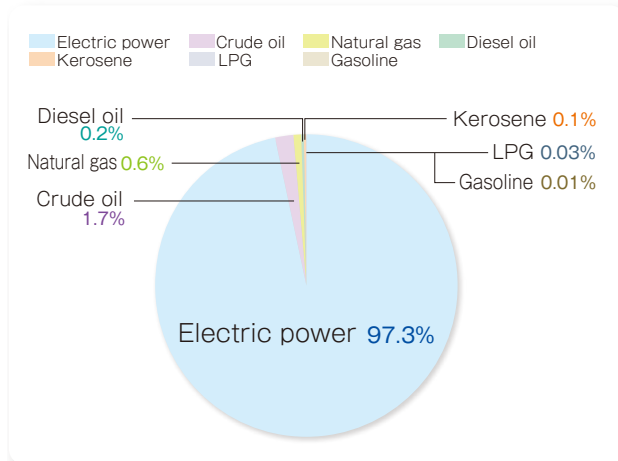
2. Work to pursue light weight, compactness and the use of recycled materials in line with our product assessment regulations

# Reducing CO<sub>2</sub> Emissions and Energy Consumption

Tamron strives to reduce CO<sub>2</sub> emissions and water consumption at factories based on our integrated Management.

## By-source CO<sub>2</sub> Emissions

Looking at sources of CO<sub>2</sub> emissions from the head office, three Aomori factories and Tamron Optical (Foshan) in China, electric power accounts for 97%, crude oil 2% and natural gas/kerosene/diesel oil/LPG/gasoline 1% altogether. Reducing power consumption is the key to reduce CO<sub>2</sub> emissions.

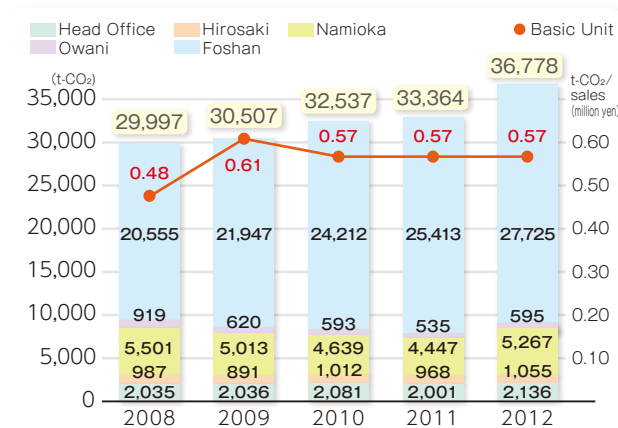


## Transitional Changes in CO<sub>2</sub> Emissions

The total volume of CO<sub>2</sub> emissions during the past five years from our head office, three Aomori factories and Tamron Optical (Foshan), our production base in China, has been increasing.

In 2012, our total CO<sub>2</sub> emissions increased by 10% compared to 2011. CO<sub>2</sub> emissions from our domestic production sites increased 14%, while emissions from our production base in China were up 9% year-on-year. This was mainly due to 20% increases of output from both domestic sites and Tamron Optical (Foshan), respectively. However, our CO<sub>2</sub> emissions in terms of basic units per sales decreased by 6.2% compared to 2009 with our efforts to save consumption of energy at our manufacturing facilities through stricter administration of operations of compressors and other manufacturing facilities with additional monitoring systems and by cutting use of standby electricity.

In 2013, we will continue to work on enhancing our productivity and reducing energy consumption at our production facilities.



## Energy Saving Activities

### Head Office

At our head office, in addition to activities to save energy consumption by switching unnecessary lights off during lunch time break and stricter administration of air-conditioning systems, several important measures were introduced in the past few years to save energy consumption. For example, we changed our lighting system partially to an LED system in 2010, while introducing a new compressor operation administration system for metal mold fabrication in 2011. In 2012, we renewed our air-conditioning system at our mold fabrication department, reducing its electricity consumption by 40% year-on-year.

### Namioka Factory

Our Namioka factory uses a considerable amount of electricity as its operations include a process to deposit thin film layers on lens elements handling chemical substances and metal materials in vacuum tanks. In 2012, it worked on a new project to reduce the use of unnecessary electricity by heaters by installing thermo sensors and heat controlling systems in the oil diffusion pumps of the evaporation depository machines. Previously, heaters had been constantly used with sensors set at 230 degrees C at its maximum temperature limit, but we renewed this to 210 degrees C after installation of the new sensors in all the 10 evaporation depository machines. As a result, we reduced the use of electricity at our Namioka factory by about 20% compared to 2011. This achievement was made by putting a plan proposed by the technology development department of our head office into practice. We will continue to work on reducing electricity consumption by studying means to allow introducing the new processing method to Tamron Optical (Foshan) as well.



Oil diffusion pump



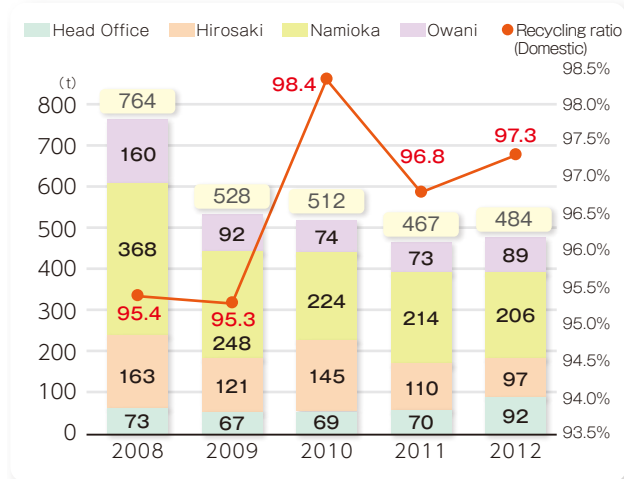
Thermo sensor (Top view)

# Reducing Waste and Water Consumption

We are working on reducing waste by enhancing production efficiency and improving business operations.

## Changes in Volume of Waste

The total volume of industrial waste from our domestic business operations declined over the three years from 2009 to 2011, accompanying the decline of our domestic production volume, but the volume increased by 3 percent in 2013.<sup>1</sup> By site, waste from our Omiya head office increased 30 percent from discarding unnecessary trays and other fixtures following the construction of a new North Wing building. The three Aomori factories reduced waste despite increased output. The primary factor was the Hirosaki factory asking customers to return plastic packages used for delivering production from TOF in China to domestic OEM customers and the volume of returned packages decreasing.



1. TOF in China has been measuring industrial waste since 2008, but we are focusing on data consistency because of the difficulties of obtaining data on some products. We therefore report the waste reduction from domestic production sites. The estimated volume of industrial waste from TOF in 2012 is reported on page 15.

## Reducing Waste from Business Operations

Aiming at zero emissions<sup>2</sup>, our Waste Reduction Subcommittee continued to work on reducing waste and promoting recycling. The Hirosaki factory worked on enhancing the recycling ratio of plastic waste components<sup>3</sup> as materials by increasing the number of packaging trays since April 2012. The first step was strengthening operations to classify plastic waste components, outsourcing the task of recycling them as plastic materials. As a result, the recycling ratio of plastic waste material increased from 39 to 56 percent.

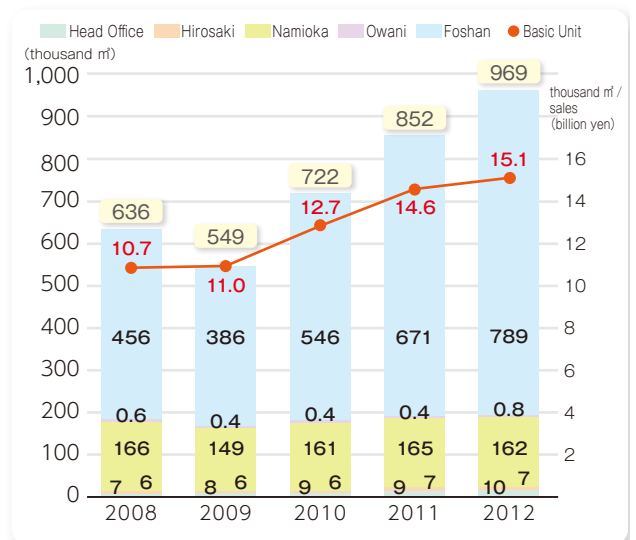
In 2013, our other factories in Aomori and abroad will take the same step and enhance our group material recycling ratio.

2. The term zero emissions as used at Tamron means that the volume of industrial waste recycled as materials is 98 percent or higher. Our use of recycled materials in 2012 was 99.7 percent.

3. Material recycling means recovering used products from markets and waste from manufacturing operations for reprocessing and reusing them as materials. This concept is separate from thermal recycling, which means burning waste to reuse the heat as thermal energy.

## Water Consumption

The total water consumption volume of our group has been rising, following the output growth. This rise was because water consumption at TOF, our production base in China, increased 18 percent compared to 2011 although consumption at our Omiya head office and three Aomori factories decreased by 3 percent compared to 2011 in spite of some defects found in pumps and conduits. The increase at TOF was mainly because of installing additional lens polishing machines and increased output. We will continue to work on reducing our group water consumption by investigating increases and taking countermeasures.



### Interview with Manager in Charge of Environmental Management at TOF

Section Manager,  
General Affairs Division  
**Guanfa Lin**



At TOF, we worked hard on reducing our CO<sub>2</sub> emissions in general and on the specific target of reducing industrial waste by 2.5 percent compared to 2011. To reduce CO<sub>2</sub> emissions, we focused on enhancing the COP<sup>4</sup> value of our freezing machines by minimizing the loss of compressed air from our general air-conditioning system, while regulating individual air-conditioning systems. We partially changed the lighting at our factory to LED lights. As a result of these countermeasures and our everyday work to save energy, we reduced our CO<sub>2</sub> emissions by 8 percent, compared to 2011, per basic sales unit. To reduce industrial waste, we took measures including recycling component packaging boxes. As a result, we reduced industrial waste by 14 percent, compared to 2011, per basic sales unit.

Also, as TOF uses chemical substances, we renovated our exhaust and ventilation systems to create a healthier work environment.

4. COP stands for Coefficient of Performance, which is the average energy consumption efficiency ratio in a refrigerated stock area.

# Relationships with Society

To grow together with society and continue to be patronized, Tamron also works to support and participate in social events and culture activities.

## Growing Together with Local Communities

### Contributions of the Three Aomori Factories

Our three factories in Aomori continued to work on recovering pull tops as part of our efforts to contribute to local communities. The total volume of pull tops we have recovered since 2005 reached 311 kilograms. The pull tops collected were donated to the social welfare associations of local areas for supporting social events and buying nursing care products. Each factory continued to regularly contribute to the neighboring area. The factory in Hirosaki co-sponsored the Hirosaki Nebuta Festival, while the factory in Namioka supported the Namioka Kitabatake Festival and the Owani factory supported the Owani Hot Spring Summer Festival.

### Nature Restoration

Our Omiya head office continued to support the nature restoration that the Saitama Prefecture Ecological System Conservation Society deploys together with local citizen groups at the Shibakawa 1st Flood Control Reservoir and in the peripheral area. Years ago, the area called Minuma Tambo located in the reservoir area was a wetland full of nature with a number of white herons flying. Our head office in Omiya is located in an adjacent area. As a result of the continuing work of the society and local groups, the Minuma Tambo area is recovering. A number of living creatures including white herons and even short-toed eagles now visit the area to feed.



Shibakawa 1st Flood Control Reservoir

### Sponsoring Wheelchair Track and Field Athletes

Tamron sponsors wheelchair track and field athletes Wakako Tsuchida and Kotaro Hokinoue. While physically challenged, they have been working hard to realize their dreams to become international athletes, giving strength to and inspiring many people. Impressed by their challenging spirit, our company sponsored their participation in the London Paralympic Games 2012 held from August 29 through September 9.



Athlete Kotaro Hokinoue in competition



Two wheelchair athletes



Athlete Wakako Tsuchida in competition

### Plastic Bottle Collection

We have continued to collect empty plastic bottles for donating the money received from selling them for procuring polio vaccine. The total volume of plastic bottles we donated since 2008 was equivalent to polio vaccinations for 545 children.

### Classes for Children

Since 2008, we have continued to offer classes to arouse elementary school children's interest in science, including classes for learning about environmental protection. Our employees create educational programs and four to five employees serve as a teaching team. In 2012, in addition to continuing programs including a course of observing how the nature of soap bubbles changes depending upon differences in chemical substances, our employees thought of creating cameras from milk cartons, a theme closely related to Tamron as a photographic lens manufacturer.

Children at elementary schools in Saitama City successfully made cameras from milk cartons, shouting with surprise at seeing images captured with the cameras. The children feel more familiar with science from observing phenomena with tools they make themselves.

We will continue to contribute to our local communities with similar classes for school children to learn more about science.



Science class

### Interview with Director of Community Hall

Nanasato Community Hall,  
Saitama City

**Mr. Noboru Hagiwara**



I was pleasantly surprised to learn that we can make cameras from milk cartons. One Tamron employee taught each group of four school children and they smoothly worked on making cameras. As this was a science class, Tamron employees explained about constructing camera lenses. The explanation seemed a little difficult to understand, but the children experiencing and understanding the process of reversing images captured upside down on the image planes of their cameras helped to encourage their interest in science. Another strong point of the class was the children being able to bring home the actual cameras they made to tell their families and take pictures with their very own cameras.

I hope that Tamron will continue to help children learn more about science by providing opportunities to see manufacturing sites and holding seminars to take pictures with digital cameras.

# Activities at Subsidiary Companies Overseas

Tamron's subsidiaries abroad continued to work to strengthen their relationships with their communities.

## Tamron Europe GmbH (TEG)

In Germany known as a tourism-oriented country emphasizing principles of environmental protection, solar power generation systems have been becoming popular after introducing a fixed system for purchasing generated electric power. TEG installed 334 solar panels on the roof of our building when expanding the building in February 2011 to reduce CO<sub>2</sub> emissions through in-house power generation. Our power generation in 2012 reached 62,749 kWh, which we sold to a power company in Cologne for about 20,000 euros. The aggregate amount of electric power we generated after installing the solar panels has reached 14,525 kWh.

TEG also continued to contribute to society by presenting photographic lenses to photography schools and donating money to pediatric cancer hospitals. Also, employees at TEG participated in Business Run, a marathon held in Cologne that invites participants from local firms. A total of approximately 10,000 people, including 15 people from TEG participated in the 5 km race, wearing uniforms bearing their company logos, supporting the event for vitalizing the local community.

At TEG we will continue to work on making Tamron a company firmly linked with the local community that treasures the environment.



Solar panels on the TEG roof

Generated electricity display



TEG employees participated in Business Run

## Tamron Optical (Shanghai) (TOS)

In increasingly aging China, the number of people who wish to enjoy photography after retirement has been increasing. Interest in photography classes has been growing for learning more about selecting equipment and photographic techniques. In 2012, in line with the basic policy of social contribution of the Tamron group, Tamron Optical (Shanghai) started to support local photo culture clubs by sending our employees to teach about cameras, interchangeable lenses and photographic know-how. Many participants greatly appreciated the lessons from our employees, with comments like the following: "We appreciated the lessons as we could increase our knowledge of photographic equipment. We wish to make the use of this knowledge for improving our photographic skills".



Photography class held by Tamron Optical (Shanghai)

## Tamron USA (TUS)

In 2012, Tamron USA held fifteen free photography classes for promoting photographic culture. Our employees served as teachers, providing basic knowledge on photographic equipment and giving participants tips on photography. Many participants, especially beginners who make up the majority of the participants, appreciated the classes.

We also continued to work on environmental protection. As part of our program to reduce CO<sub>2</sub> emissions, we made our photographic exhibition booth fixtures 40 percent lighter compared to our previous booth. Our marketing team led the project, focusing on environmental protection from the stage of planning and designing for making the booth lighter and reducing CO<sub>2</sub> emissions by saving energy required when hauling it.

We will continue to work on environmental protection in deploying our marketing operations here in the United States.



Photography class held by TUS

# Independent Third-Party Opinion



Professor  
Noriyasu Kunori

**[Current Position]**  
Professor, Faculty of Engineering,  
Toyama Prefectural University  
Senior Counselor, Policy Making,  
Toyama City

**[Academic Background]**  
Graduated from the Department of Management,  
Faculty of Commerce, Chuo University in 1989, and  
visited 80 countries of the world as a journalist.  
Majored in and completed his master's in  
comprehensive policy at the Comprehensive  
Policy Study Course, Graduate School of Chuo  
University, and started to work as a bench scientist  
at the Political Measure & Culture Comprehensive  
Research Lab of Chuo University in 1999.  
Associate professor at the Research & Development  
Organization, Chuo University, in 2001.  
Professor in charge of a new course at the  
Graduate School, Faculty of Engineering, Chuo  
University in 2006.  
In current position since 2009. Also a professor at  
The Open University of Japan.

**[Areas of Specialization]**  
Environmental management, CSR, environmental  
policy, environmental education, sustainable  
tourism

**[Academic Societies]**  
Senior General Member of Sustainable Management Forum  
of Japan, an academic member of Japan Association for  
Human & Environmental Symbiosis, The Japanese Society of  
Environmental Education, Japan Institute of Tourism Research,  
The Japanese Society for Quality Control, Japan Society of  
Civil Engineering, The Institute of Life Cycle Assessment Japan,  
Japan Logistic Society, Public Policy Study Association Japan,  
Japan Association for Communication, Information & Society,  
Society of Environmental Science Japan, Japan Tourism  
Promotion Academic Conference

**[Committees]**  
Exploratory committee on management and operation of  
national parks (Ministry for the Environment) in 2006, an  
explanatory committee on Japan-ASEAN environmental  
action plans in conjunction with public transportation  
(Land, Infrastructure and Transportation Ministry) in 2009, a  
verification committee for establishing objective systems for  
evaluating scenic spots working on reducing environmental  
load (Land, Infrastructure and Transportation Ministry) in  
2009.

**[Scientific Papers]**  
Environmental Education from School to In-house Seminars  
at Businesses (Journal of the Academy of Environment  
Management), 2003 (Paper received Environmental  
Management Academy's Distinguished Research Work  
Award), and a lot of books and research literatures have been  
published.

## Environmental Protection and CSR Governance in Deploying Global Operations

I was given this opportunity to submit my third-party opinion on Tamron's work in 2012 as I did last year.

Tamron deployed sound business operations in 2012, steadily achieving revenue growth under the continuing deflationary economy. The growth was primarily through component optics and photographic interchangeable lens businesses that serve as core competences. Tamron also established a factory in Vietnam and a sales base in Russia, aiming to be a global company with group total sales of 100 million yen. Tamron pursued separating after services from competitors by being able to complete all repair services within three days on a global basis.

Tamron is becoming a global company in this way. In deploying its business operations globally, people at Tamron must remember CSR governance and environmental protection. Tamron declared supporting the 10 principles of the United Nation's Global Compact Program, while pursuing CSR governance under its 12 CSR themes through its internal CSR committee and in line with its Code of Conduct that involves all stakeholders. I interviewed people at Tamron to ascertain if Tamron was actually following this.

For environmental protection, Tamron has made steady achievements in accordance with ISO 14001. In order to continue to grow in the coming low-carbon society, Tamron is now in the stage of fundamentally reviewing its manufacturing and material flow systems. In order to pursue its goal in this direction, Tamron should consider education on CSR governance and environmental

protection for employees in the framework of ESD (education for sustainable development).

As for relationships with society, the majority of the stakeholders love Tamron. Tamron improving its rating in general on its customer satisfaction survey shows that it is now highly valued as a reliable maker of quality products with sufficient communication capability. In addition, Tamron has been putting CSR procurement into practice throughout its supply chain together with its suppliers and business partners in accordance with its Supplier Code of Conduct. In addition to its commitment to compliance with rigid European initiatives banning the use of harmful chemical substances, Tamron has decided not to use conflict minerals that are often used in many precision products, demonstrating that the company recognizes the importance of risk management.

For gender diversity, Tamron has steadily progressed by promoting female employees to managers and planning in-house day-care centers for employees' children. Overseas subsidiaries also worked hard on educating their employees and creating comfortable work environments, but they should stay alert as situations change rapidly, particularly in developing countries. At overseas factories in particular, maintaining good communications with employees and the community is essential, in addition to the basic requirements of reducing CO<sub>2</sub> emissions, saving energy and enhancing productivity. Tamron is entering an era as a global company, committed to working for stakeholders all over the world.

### Editors' Postscript

In compiling this report, we tried to report our accomplishments, focusing on communications with our stakeholders.

We focused more on our work to contribute to society including our contributions to photographic and imaging culture as well as our relationships with society. We also tried to make this report easier to read by using universal fonts. We will continue to work on social issues, including CO<sub>2</sub> emissions on a global basis, listening to independent third-party opinions.



Editors at Head Office



Editors at Three Aomori factories



Editors at Tamron Optical(Foshan)



**TAMRON CO., LTD.** CSR Implementation & Administration Board

1385 Hasunuma, Minuma-ku, Saitama-city, Saitama 337-8556

TEL: (048) 684-9190 FAX: (048) 684-9472

E-mail: [e-report@tamron.co.jp](mailto:e-report@tamron.co.jp)

URL: <http://www.tamron.co.jp>