

# Corporate Governance

## Basic Policy

Based on its new corporate mission to "create emotion and reassurance through its mastery of light, contributing to the realization of a fulfilling society," Tamron aims to build good relationships with all stakeholders to achieve sustainable growth and improve corporate value. In support of those goals, we have adopted the basic approach of ensuring fair and transparent management practices while developing a highly effective corporate governance system that seeks to improve the speed and efficiency of decision making and business execution.

## System Overview

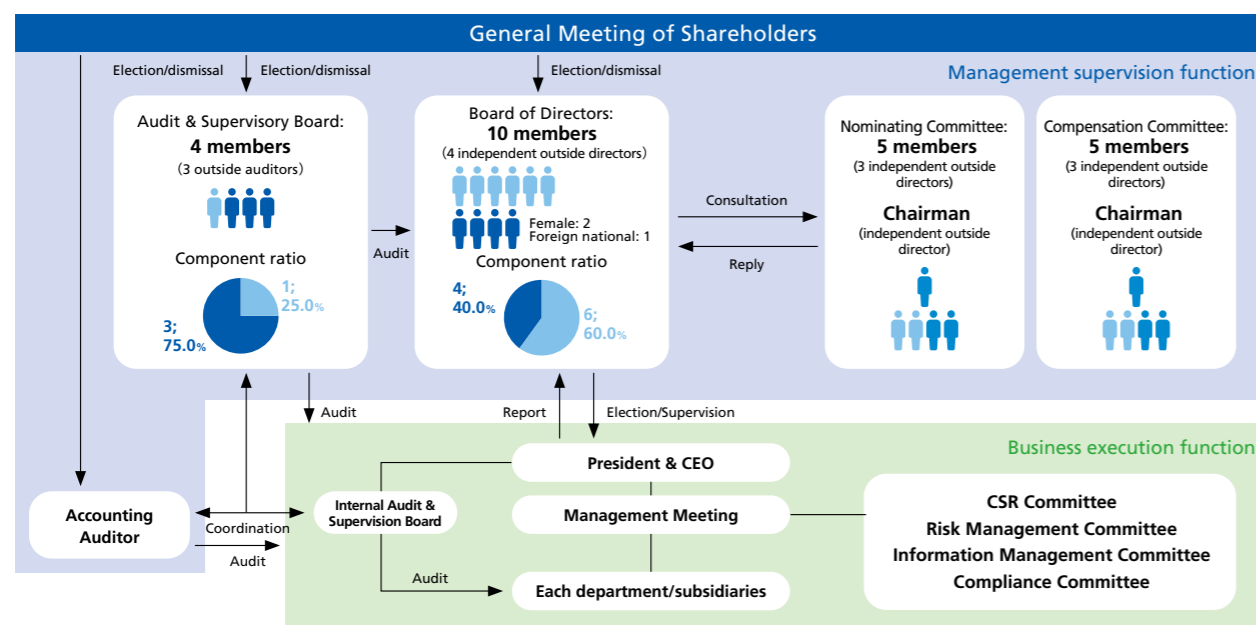
Tamron is a company with corporate auditors and includes a Board of Directors that functions as a body to make important decisions and supervise the execution of operations, as well as an Audit & Supervisory Board as an auditing body that is independent of the Board of Directors.

Tamron also appoints multiple independent outside directors possessing a wealth of knowledge, expertise and independence and has set up a Nominating Committee and Compensation Committee as advisory bodies to enhance supervisory functions. To the Board of Directors, Tamron appoints ten directors (four of whom are outside directors), including one foreign director and two female directors, as well as four Audit & Supervisory Board Members (three of whom are outside Audit & Supervisory Board Members).

## Compliance with the Corporate Governance Code

Through the continual improvements to our corporate governance system, we implemented all of the principles found in the Corporate Governance Code prescribed by the Tokyo Stock

Exchange. We have also established Corporate Governance Guidelines that summarize our approach to corporate governance. The guidelines are available on the Tamron website.



### Board of Directors

Meetings of the Board of Directors are held once a month, in principle, attended by all Directors and Audit & Supervisory Board Members, 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 the Companies Act.

### Audit & Supervisory Board

Meeting once a month in principle, the Audit & Supervisory Board audits the process of decision making by the Board of Directors and the execution of duties by Directors, by attending the Board of Directors meetings and checking approval documents.

### Nominating Committee and Compensation Committee

To enhance the independence and objectiveness of Board of Directors functions concerning the nomination, appointment and dismissal and compensation of directors, we have established a Nominating Committee and Compensation Committee, each of which are chaired by an outside director and whose membership comprises a majority of independent outside directors.

### Management Meetings

Tamron has established management meetings attended by directors and full-time Audit & Supervisory Board Members to discuss and consider issues related to management and the execution of duties, and to quickly respond to the changing management environment.

### CSR Committee

With the aim of fulfilling Tamron's corporate social responsibility and contributing to the development of a sustainable society, the CSR Committee, whose members include full-time directors, full-time Audit & Supervisory Board Members and executive officers, meets five times a year in principle. The committee makes decisions on and deliberates over basic matters, policies and important targets concerning CSR and promotion of the integrated management system, and also manages the progress of important targets.

### Risk Management Committee

With the aim of designating risk management policies, systems and methods of operation, preventing or systematically mitigating risks in the short-, medium- and long-terms and implementing related measures, the Risk Management Committee, whose members include full-time directors, full-time Audit & Supervisory Board Members and executive officers, meets twice a year in principle. The committee makes decisions on and deliberates over basic matters and policies for the promotion of risk management.

### Information Management Committee

With the aim of managing various information in the Tamron Group and supervising management matters, the Information Management Committee, whose members include the President & CEO, the director in charge of information management and executive officers, meets once a year in principle. The committee decides on, deliberates over, reports and supervises various measures aimed at strengthening management, including basic matters and policies for the promotion of information management.

### Compliance Committee

With the aim of ensuring legal compliance in the execution of business and ensuring behavioral practices that are consistent with social ethics, the Compliance Committee, whose members include the President & CEO, director in charge of compliance and executive officers, meets once a year in principle. The committee deliberates over basic compliance promotion matters.

## Board of Directors Effectiveness Assessment

To self-assess the overall effectiveness of the Board of Directors, each year Tamron makes revisions to pertinent questions based on external changes such as corporate governance revisions and Tamron's own governance measures, surveys all directors and Audit & Supervisory Board Members by way of a questionnaire, and accepts individual opinions as needed.

Based on the results of the assessment, the Board of Directors deliberates over analysis, assessment and improvement measures, makes revisions to matters including the composition, size, compensation system and operating methods of the Board.

## Major Initiatives to Enhance Corporate Governance and Progress on Improvements

Category	2016	2017	2018	2019	2020	2021	2022	2023
Officer Composition and Compensation	<ul style="list-style-type: none"> <li>Established a Nominating Committee and Compensation Committee</li> <li>Appointed a foreign national as a director</li> </ul>	<ul style="list-style-type: none"> <li>Considered the size and composition of the Board of Directors</li> <li>Established standards concerning the independence of outside officers</li> </ul>	<ul style="list-style-type: none"> <li>Reduced the number of directors by three</li> <li>Appointed a female director</li> <li>Revised the compensation system and introduced a stock compensation scheme</li> </ul>	<ul style="list-style-type: none"> <li>Considered the size and composition of the Board of Directors</li> </ul>	<ul style="list-style-type: none"> <li>Reduced the number of directors by one</li> </ul>	<ul style="list-style-type: none"> <li>Increase of one outside director</li> <li>Changes to the structures of the Nomination Committee and Compensation Committee</li> </ul>	<ul style="list-style-type: none"> <li>Having independent outside directors account for at least a third of each committee</li> <li>Appointment of an individual with corporate management experience at another company as an outside director</li> <li>Review of director compensation indices</li> </ul>	<ul style="list-style-type: none"> <li>Reduced the number of directors by one</li> <li>The percentage of independent outside directors on the board increased to 40%</li> </ul>
Other	<ul style="list-style-type: none"> <li>Began effectiveness assessment by conducting a questionnaire among officers</li> </ul>	<ul style="list-style-type: none"> <li>Considered compliance with items of the Corporate Governance Code not yet in compliance</li> </ul>	<ul style="list-style-type: none"> <li>Reduced the number of Board of Directors meetings</li> <li>Complied with all principles of the Corporate Governance Code</li> <li>Established Corporate Governance Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Increased opportunities for medium-to-long-term discussion</li> <li>Improved methods and timing for providing materials in advance</li> </ul>	<ul style="list-style-type: none"> <li>Revision to the Corporate Mission</li> <li>Formulation of a long-term vision</li> </ul>	<ul style="list-style-type: none"> <li>Consideration of response to the revised Corporate Governance Code</li> </ul>	<ul style="list-style-type: none"> <li>Shortening of Director terms of office to one year</li> <li>Disclosure of skills matrix</li> <li>Compliance with all principles of the revised Corporate Governance Code</li> <li>Revisions to the corporate governance guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Start new structure for sustainability-related committees</li> <li>Improvements to the details of direct reports made to the Board of Directors by the Internal Audit Supervision Board</li> </ul>

## Officer Compensation

Compensation for executive directors at Tamron comprises "basic compensation," which is a form of fixed compensation, "short-term incentive compensation," which is a kind of performance-linked monetary compensation based on factors such as business performance in a single fiscal year, and "medium-to-long-term incentive compensation," as a kind of performance-linked stock-based compensation. Our basic policy for maintaining and increasing incentives

is to keep an appropriate ratio of performance-based compensation and to use the medium- and long-term incentive compensation a performance and stock-based compensation, to clarify the link between business performance, stock prices, and director compensation and further heighten awareness of the importance of contributing to the improvement of business performance and the increase of corporate value over the medium and long term.

## Compensation System

Types of Compensation	Percentage	Policy and Process for Determining the Method of Calculation
Fixed	Approx. 60%	In light of each person's position, level of contribution, levels in the industry or other companies of the same size and business performance, etc., compensation is determined by the Board of Directors following a review by the Compensation Committee chaired by an external director.
Variable	Approx. 20%	
Medium-to-long Term Incentive Compensation (Stock-based compensation)	Approx. 20%	<ul style="list-style-type: none"> <li>Points are granted based to each person's position, business performance, and so on, in accordance with the Share Issuance Regulations established by the Board of Directors. Stocks in Tamron are issued through a trust based on the number of points.</li> <li>The level of Mid-Term Management Plan achievement such as ROE is also assessed.</li> </ul>

## Assessment Indicators, etc.

Assessment Item	Assessment Indicator	Assessment Weighting		
		President	Directors assigned to business units	Other directors
Company-wide performance	Consolidated net sales	20%	70%	10%
	Consolidated operating income	50%	25%	25%
Performance of assigned business units	Assessment of business performance	—	35%	25%
Individual assessment	Assessment of individual strategic goals	—	—	30%







\* Assessment of business performance in a single fiscal year





Assessment Item	Assessment Indicator	Assessment Weighting
Company-wide performance	Consolidated net sales	20%
	Consolidated operating income	40%
Corporate Value	ROE	10%
	TSR	30%

\* Assessment of medium-term business performance

## Management Structure (As of March 29, 2023)

### Board of Directors

<p>President &amp; CEO</p> <p><b>Shiro Ajjasa</b></p> <p>Member of Nominating Committee and Member of Compensation Committee</p> 	<p>Corporate Vice President</p> <p><b>Shogo Sakuraba</b></p> <p>Optical Design &amp; Engineering R&amp;D Center, R&amp;D Technology Center Risk Management</p> 	<p>Managing Director</p> <p><b>Hiroshi Otsuka</b></p> <p>Corporate Strategy Unit Administrative Management Unit CSR Information Management</p> 	<p>Managing Director</p> <p><b>Shanghai Zhang</b></p> <p>Global Production (Aomori Factory, China Factory, Vietnam Factory) Mold &amp; Tooling Technology Center</p> 	<p>Managing Director</p> <p><b>Makoto Otani</b></p> <p>OEM Component Business Unit Industrial Optics Business Unit Quality Control &amp; Assurance Supervision Unit</p> 	<p>Managing Director</p> <p><b>Tomohide Okayasu</b></p> <p>Imaging Products Business Unit Procurement Management Unit Compliance</p> 
<p>April 1978 Joined Tamron Co., Ltd. April 1990 President, TAMRON Europe GmbH. January 2005 Executive Officer, General Manager, Overseas Sales &amp; Marketing Unit, Tamron Co., Ltd. January 2008 Senior Executive Officer, General Manager, Overseas Imaging Products Business Unit, Tamron Co., Ltd. March 2010 Director, Tamron Co., Ltd. March 2013 Managing Director, Tamron Co., Ltd. March 2014 Senior Managing Director, Tamron Co., Ltd. March 2015 Corporate Vice President, Tamron Co., Ltd. March 2016 President &amp; CEO, Tamron Co., Ltd. (current post)</p>	<p>April 1981 Joined Tamron Co., Ltd. January 2005 Executive Officer, General Manager, Optical Design &amp; Engineering R&amp;D Unit, Tamron Co., Ltd. January 2008 Senior Executive Officer, General Manager, Optical Design &amp; Engineering R&amp;D Unit, Tamron Co., Ltd. March 2014 Director, Tamron Co., Ltd. March 2016 Corporate Vice President, Tamron Co., Ltd. (current post)</p>	<p>June 2006 Joined Tamron Co., Ltd. April 2010 Executive Officer, General Manager, Technology Development Strategic Planning Board, General Manager, Legal &amp; IP Management Board, Tamron Co., Ltd. January 2015 Executive Officer, General Manager, Corporate Business Planning &amp; Administration Board, Tamron Co., Ltd. April 2015 Senior Executive Officer, General Manager, Corporate Business Planning &amp; Administration Board, Tamron Co., Ltd. March 2016 Director, Tamron Co., Ltd. (current post) March 2020 Managing Director, Tamron Co., Ltd. (current post)</p>	<p>January 1997 Joined Tamron Co., Ltd. April 2010 Executive Officer, Tamron Co., Ltd., Managing Director, TAMRON OPTICAL (FOSHAN) CO., LTD. April 2014 Senior Executive Officer, Tamron Co., Ltd., Managing Director, TAMRON OPTICAL (FOSHAN) CO., LTD. March 2016 Director, Tamron Co., Ltd. March 2020 Managing Director, Tamron Co., Ltd. (current post)</p>	<p>April 1984 Joined Tamron Co., Ltd. April 2012 Executive Officer, General Manager, OEM Component Business Unit, Tamron Co., Ltd. March 2015 Executive Officer, General Manager, Industrial Optics Business Unit, Tamron Co., Ltd. April 2016 Senior Executive Officer, General Manager, Industrial Optics Business Unit, Tamron Co., Ltd. March 2018 Director, Tamron Co., Ltd. March 2023 Managing Director, Tamron Co., Ltd. (current post)</p>	<p>December 2000 Joined Tamron Co., Ltd. April 2012 Executive Officer, General Manager, Product Development Management &amp; Administration Unit, Tamron Co., Ltd. January 2014 Executive Officer, General Manager, Imaging Products Business Unit, Tamron Co., Ltd. April 2016 Senior Executive Officer, Tamron Co., Ltd. April 2017 Senior Executive Officer, Tamron Co., Ltd. Vice Chairman, TAMRON USA, INC. March 2018 Director, Tamron Co., Ltd. March 2023 Managing Director, Tamron Co., Ltd. (current post)</p>

<p>Director (Outside Director, Independent Officer)</p> <p><b>Yuichi Sato</b></p> <p>Chairperson of Nominating Committee and member of Compensation Committee</p> 	<p>Director (Outside Director, Independent Officer)</p> <p><b>Harumi Katagiri</b></p> <p>Member of Nominating Committee and chairperson of Compensation Committee Supervisory officer at MORI TRUST Sogo Reit, Inc. Outside director at Japan Asia Investment Co., Ltd.</p> 	<p>Director (Outside, Independent Officer)</p> <p><b>Eriko Ishii</b></p> <p>Member of Nominating Committee and member of Compensation Committee Attorney (Partner of Shin Saiwai Law Office) Outside Director, Sophia Holdings Co., Ltd. Supervisory Director, Canadian Solar Infrastructure Fund, Inc. Outside Corporate Auditor, ALMAD, INC. Outside Director, Sun Asterisk Inc. Executive Director of Ichigo Hotel REIT Investment Corporation</p> 	<p>Director (Outside, Independent Officer)</p> <p><b>Fumio Suzuki</b></p> 	<p><b>Activities of Outside Officer</b></p> <table border="1"> <thead> <tr> <th>Classification</th> <th>Name</th> <th>Activities in 2022 (Attendance Rate)</th> </tr> </thead> <tbody> <tr> <td>Director</td> <td>Yuichi Sato</td> <td>Attended all 18 meetings of the Board of Directors held during the fiscal year. He has fulfilled his role properly, making appropriate remarks based on his wealth of experience as an executive director and vice president of Saitama University, especially in regard to research and development.</td> </tr> <tr> <td>Director</td> <td>Harumi Katagiri</td> <td>Attended all 18 meetings of the Board of Directors held during the fiscal year. She has fulfilled her role properly, making appropriate remarks based on her professional knowledge and experience as a certified public accountant, especially in regard to finance and accounting.</td> </tr> <tr> <td>Director</td> <td>Eriko Ishii</td> <td>Attended all 18 meetings of the Board of Directors held during the fiscal year. She has fulfilled her role properly, making appropriate remarks based on her professional knowledge and experience as a director and corporate auditor of other companies, especially in regard to corporate legal affairs in general and M&amp;A.</td> </tr> <tr> <td>Director</td> <td>Fumio Suzuki</td> <td>He attended all 14 Board of Directors meetings held since taking office. He has fulfilled his role properly, making appropriate remarks based on his experience in corporate management and his wide knowledge and experience in the healthcare industry.</td> </tr> <tr> <td>Audit &amp; Supervisory Board Members</td> <td>Takashi Hirayama</td> <td>He attended all 18 Board of Directors meetings and all 15 Audit &amp; Supervisory Board meetings held during the fiscal year. He has made appropriate remarks based on his wealth of business experience at financial institutions and the knowledge and experience of auditors and audit departments of other companies.</td> </tr> <tr> <td>Audit &amp; Supervisory Board Members</td> <td>Masaya Nara</td> <td>He attended all 18 Board of Directors meetings and all 15 Audit &amp; Supervisory Board meetings held during the fiscal year. He has made appropriate remarks based on his professional knowledge and experience as a lawyer and his knowledge and experience as directors and corporate auditors of other companies.</td> </tr> </tbody> </table>	Classification	Name	Activities in 2022 (Attendance Rate)	Director	Yuichi Sato	Attended all 18 meetings of the Board of Directors held during the fiscal year. He has fulfilled his role properly, making appropriate remarks based on his wealth of experience as an executive director and vice president of Saitama University, especially in regard to research and development.	Director	Harumi Katagiri	Attended all 18 meetings of the Board of Directors held during the fiscal year. She has fulfilled her role properly, making appropriate remarks based on her professional knowledge and experience as a certified public accountant, especially in regard to finance and accounting.	Director	Eriko Ishii	Attended all 18 meetings of the Board of Directors held during the fiscal year. She has fulfilled her role properly, making appropriate remarks based on her professional knowledge and experience as a director and corporate auditor of other companies, especially in regard to corporate legal affairs in general and M&A.	Director	Fumio Suzuki	He attended all 14 Board of Directors meetings held since taking office. He has fulfilled his role properly, making appropriate remarks based on his experience in corporate management and his wide knowledge and experience in the healthcare industry.	Audit & Supervisory Board Members	Takashi Hirayama	He attended all 18 Board of Directors meetings and all 15 Audit & Supervisory Board meetings held during the fiscal year. He has made appropriate remarks based on his wealth of business experience at financial institutions and the knowledge and experience of auditors and audit departments of other companies.	Audit & Supervisory Board Members	Masaya Nara	He attended all 18 Board of Directors meetings and all 15 Audit & Supervisory Board meetings held during the fiscal year. He has made appropriate remarks based on his professional knowledge and experience as a lawyer and his knowledge and experience as directors and corporate auditors of other companies.
Classification	Name	Activities in 2022 (Attendance Rate)																							
Director	Yuichi Sato	Attended all 18 meetings of the Board of Directors held during the fiscal year. He has fulfilled his role properly, making appropriate remarks based on his wealth of experience as an executive director and vice president of Saitama University, especially in regard to research and development.																							
Director	Harumi Katagiri	Attended all 18 meetings of the Board of Directors held during the fiscal year. She has fulfilled her role properly, making appropriate remarks based on her professional knowledge and experience as a certified public accountant, especially in regard to finance and accounting.																							
Director	Eriko Ishii	Attended all 18 meetings of the Board of Directors held during the fiscal year. She has fulfilled her role properly, making appropriate remarks based on her professional knowledge and experience as a director and corporate auditor of other companies, especially in regard to corporate legal affairs in general and M&A.																							
Director	Fumio Suzuki	He attended all 14 Board of Directors meetings held since taking office. He has fulfilled his role properly, making appropriate remarks based on his experience in corporate management and his wide knowledge and experience in the healthcare industry.																							
Audit & Supervisory Board Members	Takashi Hirayama	He attended all 18 Board of Directors meetings and all 15 Audit & Supervisory Board meetings held during the fiscal year. He has made appropriate remarks based on his wealth of business experience at financial institutions and the knowledge and experience of auditors and audit departments of other companies.																							
Audit & Supervisory Board Members	Masaya Nara	He attended all 18 Board of Directors meetings and all 15 Audit & Supervisory Board meetings held during the fiscal year. He has made appropriate remarks based on his professional knowledge and experience as a lawyer and his knowledge and experience as directors and corporate auditors of other companies.																							
<p>April 1978 Joined Tokyo Shibaura Electric Co., Ltd. (now Toshiba Corporation) January 1980 Assistant, School of Engineering, Tokyo Institute of Technology April 1983 Assistant Professor, Faculty of Engineering, Saitama University April 1994 Professor, Faculty of Engineering, Saitama University April 2010 Dean, Faculty of Engineering, Saitama University April 2013 Dean, Graduate School of Science and Engineering, Saitama University April 2014 Executive Director, Vice President, Saitama University National University Corporation March 2018 Outside Director, Tamron Co., Ltd. (current post)</p>	<p>November 1993 Joined Asahi &amp; Co. (now KPMG AZSA LLC) April 1998 Registered as a certified public accountant in Japan March 2000 Joined Century Audit Corporation (now Ernst &amp; Young ShinNihon LLC) July 2009 Member of Ernst &amp; Young Shin Nihon LLC July 2017 Opened the Harumi Katagiri certified public accountants' office (current post) March 2018 Outside Director, Tamron Co., Ltd. (current post) June 2019 Supervisory Director, Mori Trust Sogo Reit, Inc. (current post) June 2019 Outside Director, Japan Asia Investment Company, Limited (current post)</p>	<p>October 2004 Registered as an attorney (current post) October 2004 Joined Mori Hamada &amp; Matsumoto LPC February 2011 Registered as an attorney in the State of New York (current post) July 2016 Partner of Shin Saiwai Law Office (current post) June 2018 Outside director of Sophia Holdings Co., Ltd. (current post) December 2018 Outside Corporate Auditor of SmartDrive Inc. (current post) May 2019 Supervisory Director of Canadian Solar Infrastructure Fund, Inc. (current post) June 2019 Outside Corporate Auditor of ALMAD, INC. (current post) March 2021 Outside Director, Tamron Co., Ltd. (current post) March 2021 Outside Director of Sun Asterisk Inc. (current post) October 2022 Executive Director of Ichigo Hotel REIT Investment Corporation (current post)</p>	<p>April 1973 Joined NIHON KOHDEN CORPORATION April 1994 Director and President, Nihon Kohden America, Inc. April 1998 General Manager of Corporate Planning Department, NIHON KOHDEN CORPORATION April 1999 General Manager of Human Resources Department, NIHON KOHDEN CORPORATION June 1999 Director, NIHON KOHDEN CORPORATION June 2003 Managing Director, NIHON KOHDEN CORPORATION June 2007 Corporate Director and Executive Operating Officer, NIHON KOHDEN CORPORATION June 2008 Representative Director and President, NIHON KOHDEN CORPORATION June 2015 Chairman and CEO, NIHON KOHDEN CORPORATION March 2022 Outside Director, Tamron Co., Ltd. (current post)</p>																						

### Audit & Supervisory Board Members

<p>Full-Time Audit &amp; Supervisory Board Members</p> <p><b>Takahiro Yamaguchi</b></p> <p>Member of Nominating Committee and member of Compensation Committee</p> 	<p>Full-Time Audit &amp; Supervisory Board Members (Outside Audit &amp; Supervisory Board Members, Independent Officer)</p> <p><b>Takashi Hirayama</b></p> 	<p>Audit &amp; Supervisory Board Members (Outside Audit &amp; Supervisory Board Members, Independent Officer)</p> <p><b>Masaya Nara</b></p> <p>Attorney (Partner of Torikai Law Office) Outside Audit &amp; Supervisory Board Members of RISO KAGAKU CORPORATION Outside Director of Kumagai Gumi Co., Ltd.</p> 	<p>Audit &amp; Supervisory Board Members (Outside Audit &amp; Supervisory Board Members, Independent Officer)</p> <p><b>Takashi Ueda</b></p> 	<p><b>Activities of Outside Officer</b></p> <table border="1"> <tbody> <tr> <td>Director</td> <td>Fumio Suzuki</td> <td>He attended all 14 Board of Directors meetings held since taking office. He has fulfilled his role properly, making appropriate remarks based on his experience in corporate management and his wide knowledge and experience in the healthcare industry.</td> </tr> <tr> <td>Audit &amp; Supervisory Board Members</td> <td>Takashi Hirayama</td> <td>He attended all 18 Board of Directors meetings and all 15 Audit &amp; Supervisory Board meetings held during the fiscal year. He has made appropriate remarks based on his wealth of business experience at financial institutions and the knowledge and experience of auditors and audit departments of other companies.</td> </tr> <tr> <td>Audit &amp; Supervisory Board Members</td> <td>Masaya Nara</td> <td>He attended all 18 Board of Directors meetings and all 15 Audit &amp; Supervisory Board meetings held during the fiscal year. He has made appropriate remarks based on his professional knowledge and experience as a lawyer and his knowledge and experience as directors and corporate auditors of other companies.</td> </tr> </tbody> </table>	Director	Fumio Suzuki	He attended all 14 Board of Directors meetings held since taking office. He has fulfilled his role properly, making appropriate remarks based on his experience in corporate management and his wide knowledge and experience in the healthcare industry.	Audit & Supervisory Board Members	Takashi Hirayama	He attended all 18 Board of Directors meetings and all 15 Audit & Supervisory Board meetings held during the fiscal year. He has made appropriate remarks based on his wealth of business experience at financial institutions and the knowledge and experience of auditors and audit departments of other companies.	Audit & Supervisory Board Members	Masaya Nara	He attended all 18 Board of Directors meetings and all 15 Audit & Supervisory Board meetings held during the fiscal year. He has made appropriate remarks based on his professional knowledge and experience as a lawyer and his knowledge and experience as directors and corporate auditors of other companies.
Director	Fumio Suzuki	He attended all 14 Board of Directors meetings held since taking office. He has fulfilled his role properly, making appropriate remarks based on his experience in corporate management and his wide knowledge and experience in the healthcare industry.											
Audit & Supervisory Board Members	Takashi Hirayama	He attended all 18 Board of Directors meetings and all 15 Audit & Supervisory Board meetings held during the fiscal year. He has made appropriate remarks based on his wealth of business experience at financial institutions and the knowledge and experience of auditors and audit departments of other companies.											
Audit & Supervisory Board Members	Masaya Nara	He attended all 18 Board of Directors meetings and all 15 Audit & Supervisory Board meetings held during the fiscal year. He has made appropriate remarks based on his professional knowledge and experience as a lawyer and his knowledge and experience as directors and corporate auditors of other companies.											
<p>March 1982 Joined Tamron Co., Ltd. April 2015 General Manager, Internal Audit &amp; Supervision Board, Tamron Co., Ltd. April 2022 Meister, Internal Audit &amp; Supervision Board, Tamron Co., Ltd. March 2023 Audit &amp; Supervisory Board Members, Tamron Co., Ltd. (current post)</p>	<p>April 1980 Joined the Saitama Bank, Ltd. (the present Saitama Resona Bank, Ltd.) June 2005 Executive Officer, Saitama Resona Bank, Ltd. January 2008 Managing Executive Officer in charge of finance and IPO preparation of AGS Corporation June 2010 Corporate Auditor of AGS Business Computer Corporation May 2011 General Manager of Information Processing Division, Managing Executive Officer of AGS Corporation October 2015 Managing Executive Officer in charge of operational audits of AGS Corporation March 2019 Full-Time Audit &amp; Supervisory Board Members of Tamron Co., Ltd. (current post)</p>	<p>September 1990 Joined Yasuda Trust &amp; Banking Co., Ltd. (the present Mizuho Trust &amp; Banking Co., Ltd.) April 2009 Executive officer, General Manager of Investment Planning Division of Mizuho Trust &amp; Banking Co., Ltd. June 2011 Full-time Audit &amp; Supervisory Board Members of Mizuho Trust &amp; Banking Co., Ltd. April 2014 Senior managing director of Mizuho Realty Co., Ltd. January 2017 Registered as an attorney March 2019 Independent Audit &amp; Supervisory Board Members of Tamron Co., Ltd. (current post) January 2020 Partner of Torikai Law Office (current post) June 2021 Outside Audit &amp; Supervisory Board Members of RISO KAGAKU CORPORATION (current post) June 2022 Outside Director of Kumagai Gumi Co., Ltd. (current post)</p>	<p>April 1981 Joined the Saitama Bank, Ltd. (the present Saitama Resona Bank, Limited) May 1997 General Manager of Isogo Branch of Asahi Bank, Ltd. (the present Resona Bank, Limited and Saitama Resona Bank, Limited) June 2003 General Manager of Tokyo Sales Department 3 of Resona Bank, Limited April 2008 General Manager of Saitama Sales Department of Saitama Resona Bank, Limited June 2009 Executive Officer in charge of the Tokyo metropolitan area (Block) of Resona Bank, Limited June 2011 Senior Managing Director of Resona Card Co., Ltd. June 2017 Executive Officer in charge of Administration General Affairs &amp; Human Resources Dept., Administrative Management Unit and Overseas Business Department of FUJISASH CO., LTD. April 2020 Executive Officer in charge of Group Internal Control and Audit Department of FUJISASH CO., LTD. June 2020 Director of FUJISASH CO., LTD. (current post) May 2021 Executive Officer in charge of Group Internal Control and Business Administrations Dept., Business Management Unit of FUJISASH CO., LTD. June 2021 Managing Executive Officer in charge of Group Internal Control and Business Administrations Dept., Business Management Unit of FUJISASH CO., LTD. (current post) March 2023 Outside Audit &amp; Supervisory Board Members, Tamron Co., Ltd. (current post)</p>										

\* Outside Audit & Supervisory Board Members Takashi Ueda was appointed in March 2023, and his activities are therefore not listed.