

## ESG/Sustainability Strategy

On the environment front, we need to evolve while also promoting the realization of our Environmental Vision 2050 of a decarbonized society, resource recycling society, and society in harmony with nature. We will work to steadily reduce our own Scope 1 and 2 CO<sub>2</sub> emissions and to expand the scope of our reductions to include Scope 3 emissions. We will transform our recycling of resources to enable a circular economy. At a social level, we will promote human capital management from the viewpoint that a company is its people. We will promote diversity, equity, and inclusion (DE&I), increase investment in human capital, manage health, and expand engagement activities. We will step up activities to enable employee happiness, one of the policies pursued by the president & CEO, and to evolve into a company where job satisfaction is one of the basic policies, as it is in “Value Creation26.” We began implementing human rights due diligence in 2023. We will increase the effectiveness of our activities by conducting self-assessment questionnaires (SAQs) and other measures.

On the governance front, we will strengthen supervision and speed up decision-making, changing the very design of the organs of the Company to improve the overall effectiveness of governance.

### Environment

#### Reduce the environmental burden through carbon neutral, in-house products designing and services

Promote and drive the evolution of Environmental Vision 2050

- **Reduce greenhouse gas emissions**
  - Scope 1, 2: 18% reduction (vs 2015) \*in 2030:30% reduction \*in 2050:Zero emission
  - Scope 3: Set the measurement method and reduction targets
- **Improve contribution to resource recycling-society**
  - Evolve toward a circular economy
- **Encourage initiatives for a society in harmony with nature**
  - Strengthen conservation of biodiversity and sustainable utilization
- **Refine the CDP evaluation**

### Social

#### Promote human capital management, DE&I, and job satisfaction

Promote human capital management

- **Advance DE&I**
  - Female managerial ratio: over 12% • Career recruitment ratio: over 60%
  - Male parental leave adapt ratio: over 80%
  - Broaden human resources programs (e.g., recruitment, development, evaluation)
- **Enrich human capital investments**
  - Double education and training expenses • Refresh the HR system and expand functions
  - Reinforce the education of engineers (Increase R&D expenses)
- **Refine the human rights DD system** • Implement SAQs, refine risk analysis, and make improvements
- **Promote health management** ■ **Expand engagement activities**

### Governance

#### Reform the Corporate Governance Structure

Strengthen supervision, speed up decision-making

- **Transition to a company with an Audit & Supervisory Committee**
  - Strengthen supervisory functions, expedite decision-making
- **Increase the ratio of outside directors** • Secure the ratio of outside directors to a majority
- **Refine the assessment of the effectiveness of the Board of Directors**
  - Implementation with third-party involved • Strengthen supervision for each committee
- **Improve the Board Advisory Committee** • Enhance transparency
- **Enhance executive functions** • Promote authority delegation
- **Expand the internal control system**
- **Foster a better company culture**

## Process for Identifying Key CSR Issues

### The process for identifying key CSR issues

**STEP 1** Identify social issues

**STEP 2** Assess the degree of importance for each issue, and consider its appropriateness

**STEP 3** Identify key CSR issues and revise the CSR themes

First, we identified social issues surrounding Tamron based on international guidelines. We then assessed the importance of those issues for various stakeholders, and the possibility and potential impact of any risks. After considering the validity of the results of our assessment, we identified key CSR issues and submitted them for final decision-making by the CSR Committee. We will continuously improve our response to sustainability issues.

Based on its Corporate Mission, Tamron seeks to increase its corporate value and achieve the realization of a sustainable society. Currently, as indicated by phenomena such as global warming, sustainability crises are growing steadily and progressively more severe. As concerns about social issues—such as human rights and labor issues—become increasingly serious, there are growing expectations for companies to work to resolve social issues. Tamron has identified issues that must be solved to enable sustainable growth for the Company and society as key CSR issues. The key CSR issues that we have identified are incorporated into our management strategy, and we set targets for these issues each year as we engage in our corporate activities.

Materiality	CSR themes	Key CSR issues
Creating emotion and reassurance	Quality and product safety	Enhancing product quality and safety management
	CSR procurement	Building a sustainable supply chain
Creating new light	Solving social issues through corporate activities (SDGs)	Contributing to social issues through business
<b>E</b> Contributing to a sustainable earth	Environment	Reducing CO <sub>2</sub> emissions
		Recycling resources and reducing waste
		Environmentally friendly design
		Reducing harmful chemical substances
		Water management
<b>S</b> Promoting human capital management	Human resources and rights	Human resource development Advance DE&I Respect for human rights
	Social contributions	
	Occupational safety and health	Promoting health and productivity management
<b>G</b> Developing the foundations of trust and sustained growth	Compliance	Full enforcement of compliance
	Risk (crisis management)	Strengthening business continuity management (BCM)
	Information management	Strengthening information security
	Information disclosure	
	Corporate governance	Improving the governance system

## Initiatives Aimed at the Key CSR Issues

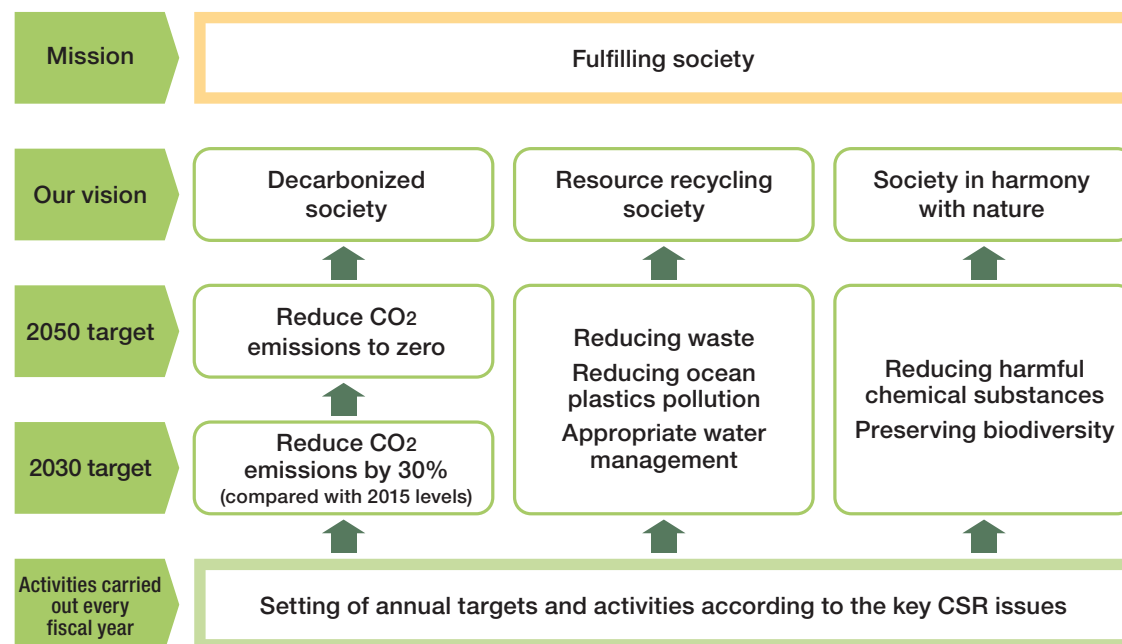
CSR themes	Key CSR issues	2024 target	2024 results	HP
Quality and product safety	Enhancing product quality and safety management	Taking steps to enhance product quality and safety management	Product quality and safety management enhanced	<a href="#">Link</a>
CSR procurement	Building a sustainable supply chain	Education for high-risk suppliers based on the 2023 SAQ survey, which takes into account environmental and human rights issues	Education and confirmation of effectiveness for all five suppliers with high human rights risks	<a href="#">Link</a>
Solving social issues through corporate activities (SDGs)	Contributing to social issues through business	R&D expenses to net sales ratio of 8% or more	8.0%	<a href="#">Link</a>
Environment	Reducing CO2 emissions	12% reduction compared with FY2015	15.2% reduction	<a href="#">Link</a>
	Recycling resources and reducing waste	Reduction of the volume of industrial waste generated		
		- Head office: Below the average of the past three years (26,014.5 kg)	38,174.5 kg; target not achieved due to the impact of office waste	
		- Mold & Tooling Technology Center: 2% reduction of waste plastic compared with 2023 (70,290 kg/mold or less (intensity))	18.6% increase; target not achieved due to the impact of a decrease in the number of production molds and an increase in waste for mold verification purposes	
		- China plant: 2% decrease from 2023	11.9% decrease	
		- Vietnam Plant: 1% decrease from 2023	20.5% increase; target not achieved due to the impact of increased production	
		Recycling of waste plastics		
		- China Plant: Recycling rate: 3.8%	2.8%; target not achieved due to the impact of waste plastic from PC and PPS molding waste left over from increased production	
	Environmentally friendly design	Introduction of TAMRON eco-label: All models	Introduced for seven models	
		Reduce bags used for owner's manuals: Reduction rate in new models: 100%	100%	
	Water management	Introduction of recycled plastic materials: Multiple models	PC-G plastics containing 30% recycled material already introduced in mass production	
		0	0	
Human resources and rights	Human resource development	Education and training costs per employee: 15% year-on-year increase	54% increase	<a href="#">Link</a>
	Advance DE&I	Percentage of female managerial staff (section manager and above): year-on-year increase	7.41% (previous year: 7.97%); target not achieved	<a href="#">Link</a>
	Respect for human rights	Improvement of human rights due diligence system	"Identifying, assessing, preventing, and mitigating negative impacts" implemented	
			- Identified and assessed risks through the Risk Management Committee	
			- Prevented and mitigated risks for high-risk suppliers (education provided)	
			"Explanation and disclosure" implemented	
			- Disclosed in the Integrated Report in June, and on the Company website	
	Social contributions	Formulation of basic policy for social contribution activities and establishment of promotion system: Formulate and approve Group policy	Carried over to the next fiscal year; target not achieved	<a href="#">Link</a>
	Occupational safety and health	Promoting health and productivity management	Number of occupational accidents: Decrease from the previous year (7 in 2023)	<a href="#">Link</a>
	Compliance	Full enforcement of compliance	Violations of laws and regulations: 0	<a href="#">Link</a>
Risks (crisis management)	Strengthening business continuity management (BCM)	Conduct compliance awareness survey: once a year	Conducted within the Tamron Group	<a href="#">Link</a>
		Conduct company-wide training	Company-wide training conducted	
Information management	Strengthening information security	Information leakage: 0	0	
		Network infections: 0	0	
Information disclosure		Enhance sustainability disclosures	Disclosed in annual securities report ("Sustainability philosophy and initiatives") as of March 27, 2024	<a href="#">Link</a>
		Disclose progress in preventing recurrences	Disclosed in Integrated Report ("ESG/Sustainability Strategy") as of June 10, 2024	
Corporate governance	Improving the governance system	Institutional design changes and retention	Disclosed to TSE ("Notice Concerning Progress of Measures to Prevent Recurrence") on February 8 and August 8, 2024	<a href="#">Link</a>
		Governance Review Committee operation	Transitioned to a Company with an Audit & Supervisory Committee model as of March 27, 2024 Related rules and regulations were established or revised on the same date Committee has met nine times since its establishment in November 2024	

## Environmental Initiatives

### Environmental Vision 2050

**We recognize that global environmental issues affect all of humanity. We will strive to reduce environmental impact, conserve the environment, and contribute to the development of a sustainable society that exists in harmony with the environment.**

Tamron has formulated the Environmental Vision 2050 to help create a fulfilling society where all people can live lively and energetic lives, with consideration for recent trends in climate change caused by global warming. To build a fulfilling society, we will engage in activities to achieve three visions: a decarbonized society, a resource recycling society, and a society that exists in harmony with nature.



#### Policies and measures to achieve a decarbonized society

- Promote energy savings and reduce CO<sub>2</sub> emissions generated by air-conditioning equipment and the product manufacturing process
- Promote the introduction of renewable energies

#### Policies and measures to achieve a resource recycling society

- Work to reduce and recycle waste, and contribute to the reduction of ocean plastics pollution (business sites: reduce waste plastic; products: use recycled materials for packaging plastics and reduce volume)
- Work to reduce water consumption and recycle water

#### Policies and measures to achieve a society in harmony with the environment

- Strive to preserve biodiversity through coordination and collaboration with local communities
- Endeavor to reduce harmful chemical substances and implement appropriate management

Note: Please check our website to learn more about our response to the TCFD.

[Link](#)



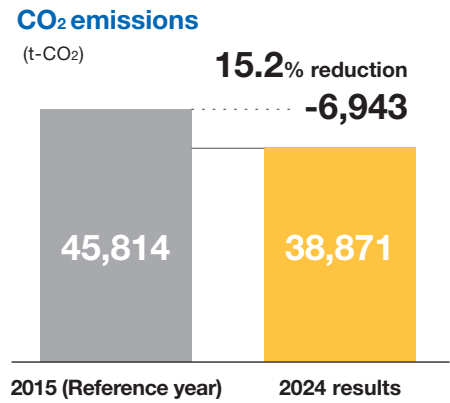
## Reduction of CO2 Emissions

### CO2 Emission Targets in Environmental Vision 2050

To realize the decarbonized society we aspire to create in Environmental Vision 2050, we have set the interim target of reducing CO2 emissions by 30% compared with 2015 levels by 2030, and have set the target of making 3% reductions each year since 2021.

### State of Achievement of Reducing CO2 Emissions in 2024

In 2024, Tamron set the target of reducing CO2 emissions by 12% compared with 2015 levels. Tamron Optical (Foshan) in China and Tamron Optical (Vietnam) Plant 1 in Vietnam are utilizing solar power generation to generate power from renewable energy for self-consumption. Approximately 30% of the electricity used at our head office and 25% of the electricity used at our Aomori Plant (Namioka Site) comes from non-fossil fuel certified sources, effectively reducing CO2 emissions for this electricity to zero. Tamron Optical (Foshan) and Tamron Optical (Vietnam) Plant 1 have also purchased I-REC for a portion of their electricity usage, effectively reducing their CO2 emissions to zero for that portion. In part due to those effects, overall we were able to achieve our targets with a reduction of 15.2%, exceeding the target reduction.



### Monitoring CO2 Emissions in the Supply Chain

In addition to direct emissions from the burning of fuels such as petroleum and coal (Scope 1) and indirect emissions associated with the use of electricity (Scope 2), we continue to calculate all our indirect emissions (Scope 3). Among Scope 3 emissions, the largest percentage were Category 1 (emissions from purchased goods and services).

Note: Please check our website to learn more about our CO2 emissions including Scope 3 emissions. [Link](#)

## Energy-Saving Initiatives

Tamron Optical (Foshan) installed a solar power generation system and reduced emissions by approximately 520 tons of CO2, equivalent to around 1.9% of its electricity consumption in 2024. Tamron Optical (Vietnam) Plant 1 also installed a solar power generation system, reducing emissions by approximately 560 tons of CO2, equivalent to around 4.7% of its electricity consumption in 2024. Approximately 30% of the electricity used at our head office is supplied by Green Basic Plan<sup>\*1</sup>, which is non-fossil fuel certified. From November 2024, the Aomori Plant (Namioka Site) will draw approximately 25% of its electricity from Yorisou Renewable-Energy Power<sup>\*2</sup>, which is also certified as non-fossil fuel electricity. Tamron Optical (Foshan) has also purchased I-REC<sup>\*3</sup> (hydroelectric) to cover a portion of its electricity consumption, and Vietnam Plant 1 will purchase I-REC<sup>\*3</sup> (solar) to cover part of its electricity consumption starting in 2024, resulting in a total reduction of approximately 8,980 tons of CO2. In 2025, we have set the target of reducing CO2 emissions by at least 15% compared with 2015 levels, and will make every effort to achieve this target.

<sup>\*1</sup> Green Basic Plan: An RE100-compatible effective renewable energy option that combines FIT non-fossil fuel certificates (with tracking) for the average electric power of all power sources provided by TEPCO Energy Partner, Inc., and non-FIT non-fossil fuel certifications (with information about power source attributes) specific to renewable energies.

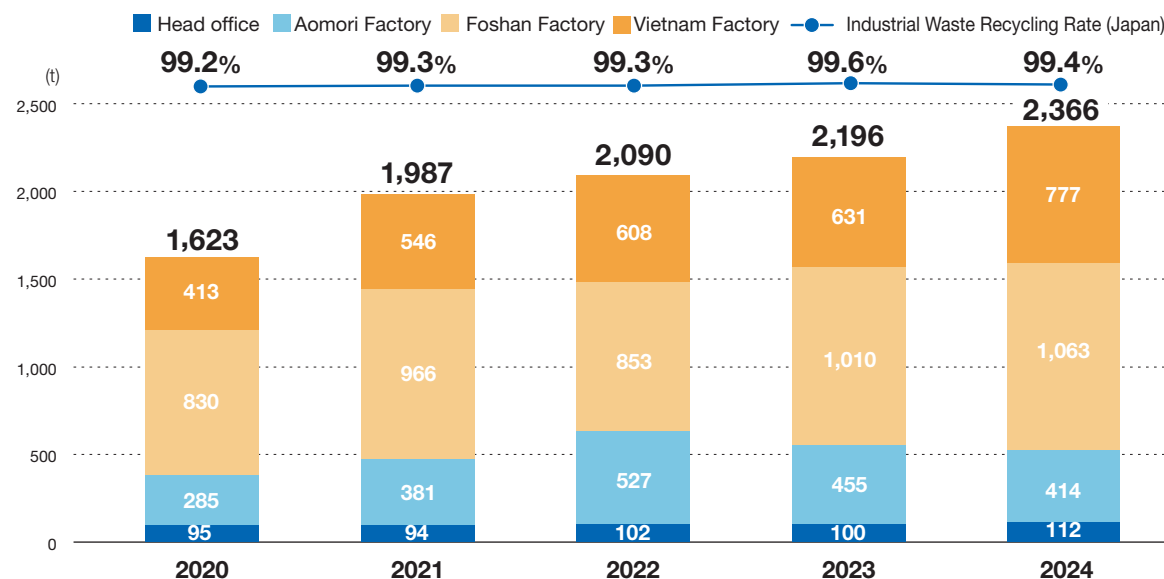
<sup>\*2</sup> Yorisou Renewable-Energy Power: An effective renewable energy option that combines non-fossil fuel certificates derived from hydroelectric power provided by Tohoku Electric Power Co., Inc.

<sup>\*3</sup> I-REC: Renewable energy-based electricity certificates certified and issued according to the rulebooks and electronic tracking systems based on them provided by the Netherlands-based nonprofit organization I-REC Standard.

## Waste Volume and Recycling Rate

Waste volume increased 7.7% year on year in 2024, and the industrial waste recycling rate in Japan was 99.4%. Waste volume decreased 5% in Japan and increased 12% at overseas plants. The increase in waste at overseas plants is mainly due to an increase in sludge and waste solutions resulting from increased production at Tamron Optical (Vietnam).

Waste volume



## CSR Activities Pursued in Partnership with the Supply Chain

In keeping with its corporate philosophy and the Standards of Business Conduct, Tamron works with its suppliers to comply with laws and regulations and aims to build partnerships to provide high-quality products and services based on fair and transparent transactions. With regard to quality and the environment, we confirm the details of initiatives through onsite and document-based audits based on our own standards. Since 2008, Tamron has engaged in CSR procurement. The Tamron Supplier Code

of Conduct, which is compliant with the latest edition of the RBA Code of Conduct, has been distributed to all suppliers along with a request for compliance. In April 2023, we established the Tamron Human Rights Policy and conducted SAQ surveys that considered human rights and global environmental issues. Based on the results, we implemented educational and improvement activities for individuals identified as high risk.



## Human Rights Initiatives

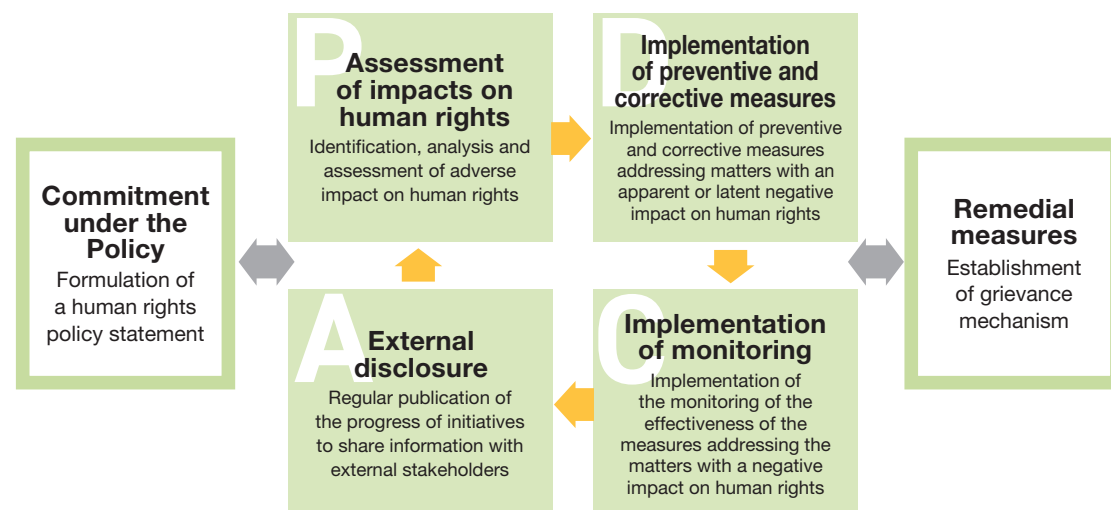
### Formulation of a Human Rights Policy Statement [Link](#)

In view of its conventional activities and the social environment, we established the “Tamron Human Rights Policy” at the Board of Directors meeting in April 2023. Tamron will strive to ensure that this policy is observed in the business activities of the Group and encourage its suppliers and other business partners to carry out actions that respect human rights.

### Conduct Human Rights Due Diligence

In accordance with the Tamron Human Rights Policy, Tamron will implement human rights due diligence as a series of processes for identifying, preventing, and correcting the negative impact of itself and its suppliers’ on human rights in an effort to correct or prevent any negative impact on human rights.

#### Diagram of the Human Rights Due Diligence Process



### Main Initiatives for Human Rights Due Diligence

#### Education for Suppliers

In 2023, we provided SAQs to our 186 primary suppliers. According to their responses regarding their awareness of laws and regulations about human rights and the formulation of human rights policies and the equivalent, we identified suppliers with high human rights risks. We educated target suppliers on human rights-related laws and regulations, and conducted checks to ensure the training was effective. In 2024, we followed up by encouraging them to take human rights training, and checked to ensure that they had completed it.

#### Identification and Assessment of Human Rights Risks within the Group

We identify and assess human rights risks within the Group through the activities of the Risk Management Committee. In line with the results of the risk assessment, we develop and implement response measures and monitor risks.

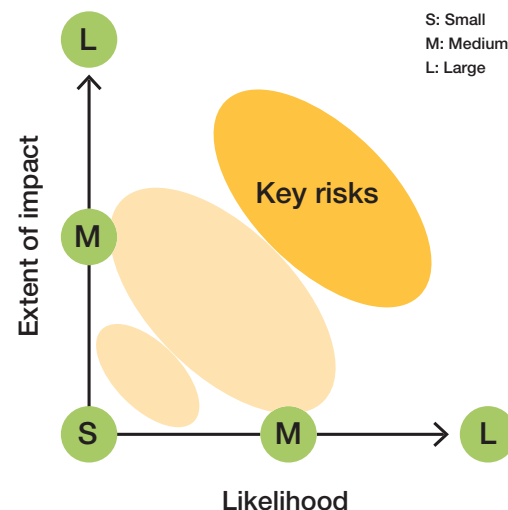
## Risk Management

The Group enacted Risk Management Regulations for the purpose of contributing to the stable corporate growth of the Tamron Group through risk management that implements measures for preventing or systematically mitigating risks over the short, medium, and long term, and established a Risk Management Committee that makes decisions and deliberates on basic matters and policies regarding the promotion of risk management.

We have established the Risk Management Review Committee as a body subordinate to the Risk Management Committee. Its roles are to identify risks within the Group and to study preventive or mitigation measures to address these risks that might have a major impact on the Group or cause it to incur significant damage. Through these activities, we understand the changes in the external environment and the status of response measures within the Group to review these measures and improve their effectiveness.

Risks expected to have a significant impact on corporate management have been identified as priority areas, and we are currently evaluating and implementing appropriate countermeasures. Progress is regularly monitored and reviewed by the Risk Management Committee and the Risk Management Review Committee, with measures being revised as necessary.

### Measures to Address Risks



**P** Identifying and assessing risks

**D** Determine key risks and key matters to be addressed

**C** Monitor the state of responses to risks

**A** Review the results of the monitoring

In 2024, we identified 11 key risks. We determined five key matters to be addressed that are specified below. For each key matter, a leader was appointed to carry out response measures to address the risks in collaboration with related organizations. The Risk Management Committee reviews the state of the progress of these measures at the meeting it holds each year so that measures are corrected and modified as needed.

#### Key matters to be addressed

- Improve governance
- Enhance the response to geopolitical risks
- Improve BCP
- Strengthen information security
- Strengthen the sustainable supply chain