

Basic Policy about Corporate Governance

Based on its 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.

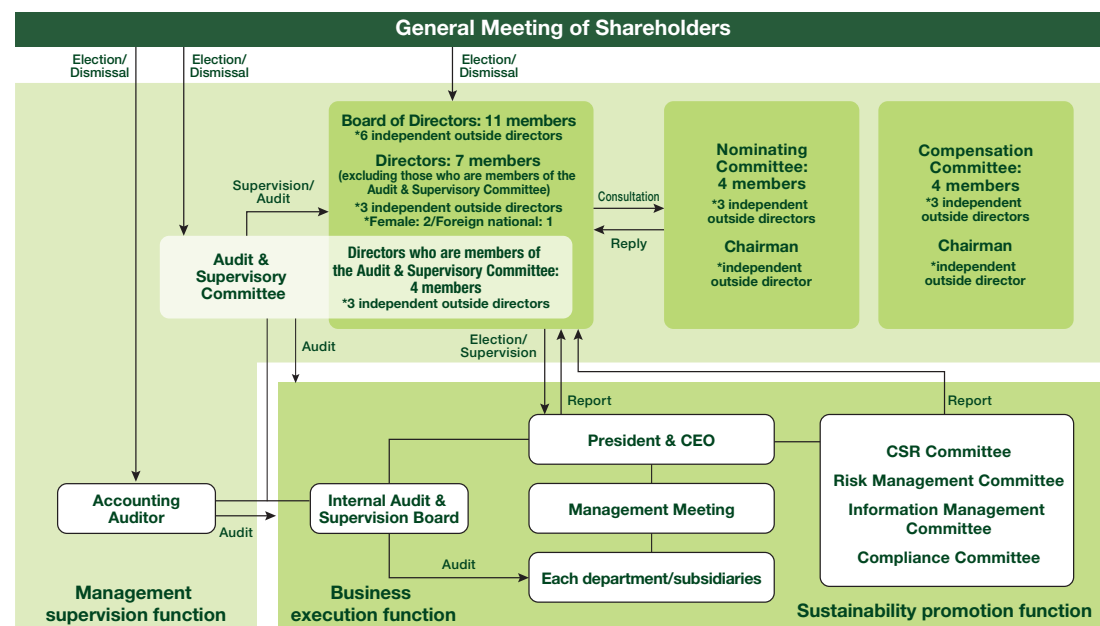
System Overview

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 Committee as an auditing body that is independent of the Board of Directors. We enhance supervisory functions through a range of initiatives designed to strengthen management supervision and advice from an independent and objective perspective, including ensuring a majority of independent outside directors with extensive management experience and expertise who satisfy Tamron's independence criteria, and the establishment of the Nominating Committee and Compensation Committee as advisory bodies. Tamron appoints seven directors (three of whom are outside directors), including one foreign director and two female directors, as well as four Audit & Supervisory Committee Members (three of whom are outside Audit & Supervisory Committee Members).

History of the Corporate Governance System

Category	Officer composition and compensation	Other
2016	<ul style="list-style-type: none"> Established Nominating Committee and Compensation Committee Appointed a foreign national as a director 	<ul style="list-style-type: none"> Began effectiveness assessment by conducting a questionnaire among officers
2017	<ul style="list-style-type: none"> Considered the size and composition of the Board of Directors Established standards concerning the independence of outside officers 	<ul style="list-style-type: none"> Considered compliance with items of the Corporate Governance Code not yet in compliance
2018	<ul style="list-style-type: none"> Reduced the number of directors by three Appointed a female director Revised the compensation system and introduced a stock compensation scheme 	<ul style="list-style-type: none"> Reduced the number of Board of Directors meetings Complied with all principles of the Corporate Governance Code Established Corporate Governance Guidelines
2019	<ul style="list-style-type: none"> Considered the size and composition of the Board of Directors 	<ul style="list-style-type: none"> Increased opportunities for medium- to long term discussion Improved methods and timing for providing materials in advance
2020	<ul style="list-style-type: none"> Reduced the number of directors by one 	<ul style="list-style-type: none"> Revised the Corporate Mission Formulated a long-term vision
2021	<ul style="list-style-type: none"> Increase of one outside director Changed the structures of the Nomination Committee and Compensation Committee 	<ul style="list-style-type: none"> Considered a response to the revised Corporate Governance Code
2022	<ul style="list-style-type: none"> Having independent outside directors account for at least a third of each committee Appointed an individual with corporate management experience at another company as an outside director Reviewed the director compensation indices 	<ul style="list-style-type: none"> Shortened director terms of office to one year Began disclosure of the skills matrix Complied with all the principles of the revised Corporate Governance Code Revised the corporate governance guidelines
2023	<ul style="list-style-type: none"> Reduced the number of directors by three 	<ul style="list-style-type: none"> Started a new structure for sustainability-related committees Improved the details of direct reports made to the Board of Directors by the Internal Audit Supervision Board Established the Governance Review Committee
2024	<ul style="list-style-type: none"> Changed the structures of the Nomination Committee and Compensation Committee Ensured a majority of directors are independent outside directors Revised the director compensation system Added ESG factors to the remuneration indicators for directors 	<ul style="list-style-type: none"> Transitioned to a company with an Audit & Supervisory Committee Strengthened the Board of Directors' supervision of the individual committees Improved the operations of the Nomination Committee (e.g., frequency of meetings)
2025	<ul style="list-style-type: none"> Reducing the number of directors by one 	<ul style="list-style-type: none"> Improving the operations of the Nomination Committee Enhancing the Board of Directors' supervision of medium-term management plans, etc.

Corporate Governance System



■ Board of Directors

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

■ 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 Committee Members, and executive officers, is held once a quarter 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 manages the progress of important targets.

■ Audit & Supervisory Committee

Meeting once a month in principle, the Audit & Supervisory Committee 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.

■ 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 term and implementing related measures, the Risk Management Committee, whose members include full-time directors and executive officers, meets once a year in principle. The committee makes decisions on and deliberates over basic matters and policies for the promotion of risk management.

■ 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 the Nominating Committee and Compensation Committee, each of which is chaired by an outside director and whose membership comprises a majority of independent outside directors.

■ 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.

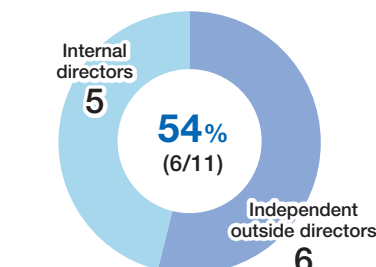
■ Management Meetings

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

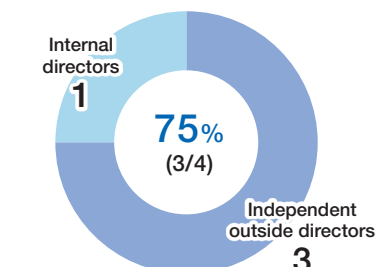
■ Compliance Committee

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.

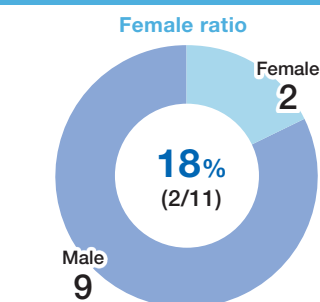
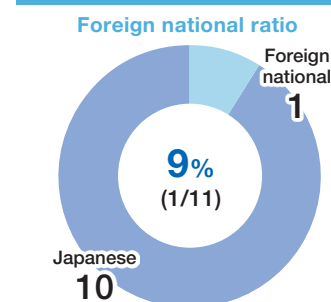
Component of directors
Independent outside directors ratio



Component of Nominating Committee and Compensation Committee
Independent outside directors ratio



Directors' diversity



Board of Directors Effectiveness Assessment

In FY2024, we conducted a self-assessment and analysis of the Board of Directors' effectiveness, aiming to improve its effectiveness and enhance our corporate value. The results are summarized below.

Effectiveness assessment methods

We conducted a questionnaire survey of all directors who are members of the Board of Directors, with the advice of an external organization.

We ensured the anonymity of respondents by having them respond directly to the external organization. The Board then analyzed, discussed, and evaluated the responses based on the aggregated results.

Assessment Items

Assessment items were established with the advice of an external organization, taking into consideration recent changes in the internal and external environments, as well as dialogues with shareholders and investors, and the progress made on the previous year's improvement plan.

- | | |
|---|---|
| ① Composition of the Board of Directors | ⑥ Framework for supporting directors |
| ② Operation of the Board of Directors | ⑦ Officer training |
| ③ Discussions by the Board of Directors | ⑧ Individual initiatives |
| ④ The Board of Directors' monitoring function | ⑨ Operation of and discussions by the Nomination Committee and Compensation Committee |
| ⑤ Performance of internal and outside directors (excluding Audit & Supervisory Committee members) | ⑩ Audit & Supervisory Committee |
| | ⑪ Governance Review Committee |

Improvements from the previous assessment

The previous effectiveness assessment identified and shared issues regarding the enhancement of the Board's supervisory function, the acceleration of decision-making, and the strengthening of sustainability activities. In response to these issues, we have implemented the following improvement measures: transitioning to a company with an Audit & Supervisory Committee model; improving the composition of the Board of Directors

(by increasing the proportion of independent outside directors to a majority); delegating authority; increasing the frequency of Nomination Committee meetings; establishing an ESG/sustainability strategy; enhancing sustainability-related disclosures (such as integrated reports and the Company website); and adding ESG indicators to the performance evaluation metrics for directors. We will continue to engage in various initiatives going forward.

Summary of assessment results and future improvement plans

Based on these assessment results, we conclude that the Board of Directors is generally effective. However, the survey results revealed issues that need to be addressed, such as enhancing Board discussions (with regard to management strategy and ESG/sustainability issues),

improving the effectiveness of the Nomination Committee, and further developing and enhancing the operation of executive training and internal control systems. We will continue our efforts to improve the effectiveness of the Board of Directors, focusing on these issues.

Specific Matters Discussed by the Board of Directors

Main issues discussed by the Board of Directors

Governance-related issues

- Changes to the officer stock-based compensation system
- Periodic review of strategic shareholdings/report on results of the exercise of voting rights
- Reports on questionnaires for assessments of the effectiveness of the Board of Directors and improvement activities

Management strategies and management plan-related issues

- Single-year results forecasts
- Outline and policies for new medium-term management plans
- Outline of changes to medium-term management plans

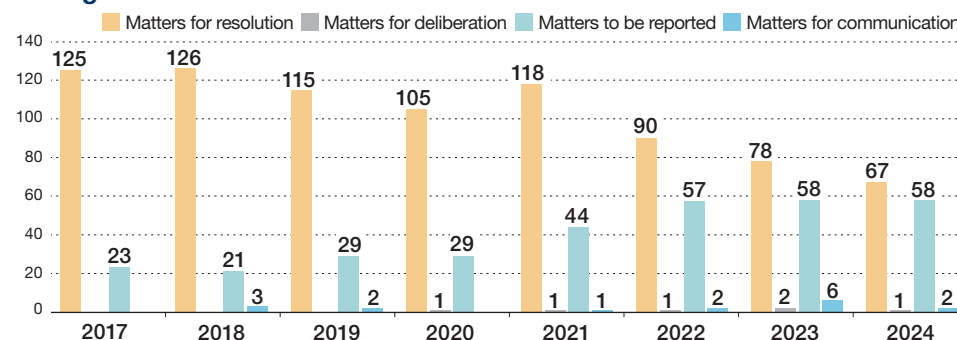
Finance-related issues

- Outline and policies for financial strategies
- Introduction of the Employee Stock Ownership Plan (ESOP) Trust

ESG-related issues

- Summary reports on the activities of sustainability-related committees (CSR Committee, Risk Management Committee, Compliance Committee, Information Management Committee)

Changes to the content of the Board of Directors



Governance improvement activities began in earnest with the launch of the Board of Directors effectiveness assessment questionnaire in 2016. Since then, the Board of Directors has continued to delegate authority.

With the transition to a company with an Audit & Supervisory Committee in 2024, the number of matters for resolution was further reduced. We will continue to strengthen the monitoring function of the Board of Directors.

Message from an Outside Director

What is necessary for outside directors, who might not be well versed in the company's business processes, to fulfill their functions as directors and contribute to the enhancement of corporate value? The following is a message from Outside Director Harumi Katagiri.



Director
(Outside Director, Independent Officer)
Harumi Katagiri

Building a relationship of mutual trust between “home” and “away” is essential

In corporate governance terms, the position of outside directors and outside corporate auditors is “away,” as opposed to the “home” position of executives who execute business within a company. When you are in an “away” position, there are limits to the amount of information about the Company that can be obtained from meetings and figures. For this reason, outside directors tend to base their opinions on incomplete information, make a fuss after things have already happened, or act as firefighters. When people on the “home” side look at people on the “away” side, they tend to say things like, “You don’t understand at all,” or “I don’t want to be told what to do by you.” I feel that it is a challenge for outside directors themselves how we encourage the Company to make the most of our “away” position.

While I struggle with this every day, I make an effort to meet with as many people on the “home” side of the Company as possible. In addition to meeting individually with those in charge of the meeting agenda, extracurricular activities and training sessions also provide good opportunities for us to learn firsthand what is happening on the front lines.

The Board of Directors is required to make appropriate decisions not only from one point in time or one aspect but from multiple perspectives, including past and future, as well as the perspectives of all stakeholders. As a mechanism for achieving this, I believe that building a relationship of mutual trust between “home” and “away” is essential for improving corporate governance.

Executive 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- to long-term incentive compensation as 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 to long term. To ensure the steady implementation of our ESG/sustainability strategy, which is one of the basic policies of our Medium-term Management Plan, we added ESG as a new evaluation item starting in 2024. Tamron has a basic policy of only paying basic compensation to directors who are Audit & Supervisory Committee members and to outside directors in view of their duties.

Compensation System

Types of compensation		Percentage	Policy and process for determining the method of calculation
Fixed	Basic Compensation (Monetary compensation)	Approx. 60%	This monthly fixed compensation is determined within the compensation limit adopted at the General Meeting of Shareholders in consideration of the position and level of contribution of individual people and the level of compensation within the industry or at other companies of the same size.
Variable	Short-term Incentive Compensation (Monetary compensation)	Approx. 20%	This determined for each Director, within a maximum amount of compensation that includes basic compensation resolved at a General Meeting of Shareholders, taking into consideration factors such as consolidated business performance in a single fiscal year and a qualitative evaluation of individual performance, and it is paid in 12 equal installments.
	Medium- to Long-term Incentive Compensation (Stock-based compensation)	Approx. 20%	This performance-linked stock-based compensation. Within the compensation limited adopted at the General Meeting of Shareholders, Tamron contributes money to establish a trust that will acquire shares of Tamron stock. Tamron issues shares to directors through the trust in proportion to the points granted to them on the basis of their position, performance, and other factors in compliance with the Share Issuance Regulations established by the Board of Directors. Directors receive the company's shares at a certain time in each fiscal year during the trust period, with restrictions on transfer until they retire. In addition to consolidated business performance in a single fiscal year and a qualitative evaluation of individual performance, the level of achievement of the company's Medium-term Management Plan, including ROE, and TSR and ESG factors are also assessed.

Assessment Indicators

Assessment item	Assessment indicator	Assessment weighting				
		President	Directors assigned to business units		Other directors	
Company-wide performance	Consolidated net sales	20%	70%	10%	15%	70%
	Consolidated operating income	50%		25%	30%	
Performance of assigned business units	Assessment of business performance	—		35%	25%	
Individual assessment	Assessment of individual strategic goals	30%				

Note: Assessment of business performance in a single fiscal year

Assessment item	Assessment indicator	Assessment weighting
		All directors
Company-wide performance	Consolidated net sales	20%
	Consolidated operating income	30%
Corporate Value	ROE	10%
	TSR	30%
	ESG	10%

Note: Assessment of medium-term business performance

We evaluate TSR based on a relative assessment of our TSR growth rate during the Medium-term Management Plan period and the growth rate of the TOPIX Precision Instruments Index (including dividends). We evaluate ESG based on the degree of achievement of CO₂ emission reduction targets set by Environmental Vision 2050.

Progress of Recurrence Preventive Measures

Measures to prevent recurrences, which were announced on November 21, 2023, made progress and were completed as planned, having resulted in a shift to the operation phase. Accordingly, the Governance Review Committee, which was established effective on the same date, was dissolved on February 7, 2025, and the Company will terminate disclosures concerning the progress of measures to prevent a recurrence. The Company will continue to institute various measures to improve governance, including measures to prevent a recurrence, and the Board of Directors will perform monitoring and supervision to check if the system for driving the measures and the operations are functioning effectively.

Recurrence preventive measures	Initiatives	Progress
Review of entertainment expenses for officers and employees, establishment of new rules for internal food and beverage expense spending, and thorough dissemination of these rules <ul style="list-style-type: none"> ■ Establishing maximum amounts for entertainment expenses for officers and employees ■ Establishing new rules for in-house food and beverage expenses and thorough dissemination of these rules within the Company 	(i) Revising job authority statements (establishment of maximum amounts for entertainment expenses) (ii) Clarifying the prohibition of self-approval (iii) Establishing expenditure, approval, and other operational rules for entertainment expenses (iv) Raising awareness within the company/departments and providing regular education	(i) February 2024 (ii) February 2024 (iii) February 2024 (iv) February 2024, implemented as appropriate thereafter
Strengthen checks and audits on officer-related expenses <ul style="list-style-type: none"> ■ Establishment a process flow for checking the processing of expense reimbursements within the executive office performed by the internal control department ■ Granting Audit & Supervisory Committee members certain authority to give instructions to and approve the actions of the Internal Audit & Supervision Board and the right to comment on audit plans ■ Establishing additional internal audit regulations, increased frequency of internal audits, and review of audit items 	(i) Introducing a checking workflow by the accounting department (pre-check at the time of Concur application) (ii) Granting Audit & Supervisory Committee members the authority to give instructions and approvals to the Internal Audit & Supervision Board (iii) Granting auditors the right to express their opinions on internal audit plans approved by the president (iv) Revising the internal audit policy (clarifying that in the event of a conflict between the president's instructions/approval pertaining to an internal audit and the auditor's instructions/approval in the preparation and implementation of the internal audit, the auditor's instructions/approval will take precedence) (v) Increasing the frequency of internal audits of the Executive Assistant Section (from around once every three years to once a year) (vi) Reviewing audit items for internal audits of the Executive Assistant Section (including those related to executive office expenses)	(i) December 2023 (ii) March 2024 (iii) March 2024 (iv) March 2024 (v) June 2024 (vi) January 2024
Monitoring of officer-related expenses by the Board of Directors <ul style="list-style-type: none"> ■ When presenting the draft budget for the next fiscal year to the Board of Directors, attaching detailed departmental budgets to the Board of Directors' meeting materials ■ Distributing the list of actual entertainment expenses incurred by the executive office at the Board of Directors' meeting 	(i) Attaching a breakdown of departmental expenses (including executive office expenses) when presenting the draft budget for the next fiscal year to the Board of Directors (ii) Distributing and reporting the list of actual entertainment expenses for the previous month incurred by the executive office at Board of Directors meetings	(i) December 2023 (ii) January 2024 Note: Implemented every month thereafter for both items
Further tightening and operational improvement of nomination procedures in the Nomination Committee <ul style="list-style-type: none"> ■ Tightening the procedures implemented by the Nomination Committee for the nomination of executives in accordance with the governance guidelines ■ Improving the Nomination Committee operation (e.g., provision of more materials, increased frequency of meetings) 	(i) Tightening officer nomination procedures by the Nomination Committee (individually confirming and documenting the qualifications of officers as described in the Governance Guidelines) (ii) Improving the content of materials related to the consideration and nomination of executives supplied by the Nomination Committee to the Board of Directors (iii) Increasing the frequency (from once or twice a year to four times a year) and improving the quality of Nomination Committee meetings	(i) January 2024 (ii) February 2024 (iii) January, July, September, December 2024
Raising awareness of all officers and employees, conducting training for officers by outside instructors, and enhancing training for all officers and employees <ul style="list-style-type: none"> ■ Providing special training for officers with outside experts as lecturers ■ Increasing training for all executives and employees involved in Compliance Committee operations and others and promoting an understanding of internal reporting systems ■ Fostering an organizational climate that is less prone to fraud and misconduct by understanding and visualizing the organizational climate through surveys for all employees, etc. ■ Conducting training and seminars for all employees led by outside directors and Audit & Supervisory Committee Members 	(i) Providing special training for officers by the corporate legal advisor (twice a year) (ii) Providing step-up training for all officers and employees by the Compliance Committee, etc. (twice a year) (iii) Promoting an understanding of the whistleblower system through training for all employees, and encouraging use of the system by increasing awareness of the system (iv) Fostering a corporate climate that is less prone to fraud and misconduct by understanding and monitoring the current state of the corporate climate through engagement surveys of all employees (v) Conducting training and seminars for all employees led by outside directors and Audit & Supervisory Committee Members (twice a year)	(i) March, December 2024 (ii) June, December 2024 (iii) January 2024 (iv) December 2024 (v) July, November 2024
Overall improvement of the governance system	(i) Transitioning to a company with an Audit & Supervisory Committee (ii) Deciding to secure a majority of outside directors (iii) Reporting of committee activities to the Board of Directors (iv) Improving evaluations of the effectiveness of the Board of Directors (third-party involvement in evaluations of effectiveness) (v) Adding ESG factors to performance evaluation indicators for directors (not initially planned)	(i) Completed December 2023, transition completed March 2024 (ii) February 2024 (iii) February 2024 (iv) December 2024 (v) November 2024

Note: After the transition to a company with an Audit & Supervisory Committee system in March 2024, directors who are also Audit & Supervisory Committee members will respond to matters that were planned to be handled by the current corporate auditors.

Management Structure (As of April 1, 2025)

Board of Directors



President & CEO

Shogo Sakuraba

Member of Nominating Committee and Compensation Committee
Administrative Management Unit Compliance

Apr. 1981 Joined Tamron Co., Ltd.
Jan. 2005 Executive Officer, General Manager, Optical Design & Engineering R&D Unit, Tamron Co., Ltd.
Jan. 2008 Senior Executive Officer, General Manager, Optical Design & Engineering R&D Unit, Tamron Co., Ltd.
Mar. 2014 Director, Tamron Co., Ltd.
Mar. 2016 Corporate Vice President, Tamron Co., Ltd.
Aug. 2023 President & CEO, Tamron Co., Ltd. (current post)



Corporate Vice President

Tomohide Okayasu

Imaging Products Business Unit
Procurement Management Unit
Corporate Strategy Unit
CSR

Dec. 2000 Joined Tamron Co., Ltd.
Apr. 2012 Executive Officer, General Manager, Product Development Management & Administration Unit, Tamron Co., Ltd.
Jan. 2014 Executive Officer, General Manager, Imaging Products Business Unit, Tamron Co., Ltd.
Apr. 2016 Senior Executive Officer, Tamron Co., Ltd.
Apr. 2017 Senior Executive Officer, Tamron Co., Ltd.
Vice Chairman, TAMRON USA, INC.
Mar. 2018 Director, Tamron Co., Ltd.
Mar. 2023 Managing Director, Tamron Co., Ltd.
Mar. 2025 Corporate Vice President, Tamron Co., Ltd. (current post)



Senior Managing Director

Shenghai Zhang

Global Production (Aomori Factory, China Factory, Vietnam Factory)
Mold & Tooling Technology Center
Risk Management

Jan. 1997 Joined Tamron Co., Ltd.
Apr. 2010 Executive Officer, Tamron Co., Ltd., Managing Director, TAMRON OPTICAL (FOSHAN) CO., LTD.
Apr. 2014 Senior Executive Officer, Tamron Co., Ltd., Managing Director, TAMRON OPTICAL (FOSHAN) CO., LTD.
Mar. 2016 Director, Tamron Co., Ltd.
Mar. 2020 Managing Director, Tamron Co., Ltd.
Mar. 2025 Senior Managing Director, Tamron Co., Ltd. (current post)



Senior Managing Director

Makoto Otani

OEM Component Business Unit
Industrial Optics Business Unit
Quality Control & Assurance Supervision Unit
Optical Design & Engineering R&D Center
R&D Technology Center
Information Management

Apr. 1984 Joined Tamron Co., Ltd.
Apr. 2012 Executive Officer, General Manager, OEM Component Business Unit, Tamron Co., Ltd.
Mar. 2015 Executive Officer, General Manager, Industrial Optics Business Unit, Tamron Co., Ltd.
Apr. 2016 Senior Executive Officer, General Manager, Industrial Optics Business Unit, Tamron Co., Ltd.
Mar. 2018 Director, Tamron Co., Ltd.
Mar. 2023 Managing Director, Tamron Co., Ltd.
Mar. 2025 Senior Managing Director, Tamron Co., Ltd. (current post)



Director

(Outside Director, Independent Officer)

Harumi Katagiri

Member of Nominating Committee and chairperson of Compensation Committee

Certified public accountant (The Harumi Katagiri CPA Office)
Supervisory Director, Mori Trust Reit, Inc.
Outside Director, Audit & Supervisory Committee Member, Japan Asia Investment Co., Ltd.
Outside Director, Audit & Supervisory Committee Member, Kanagawa Chuo Kotsu Co., Ltd.

Nov. 1993 Joined Asahi & Co. (now KPMG AZSA LLC)
Apr. 1998 Registered as a certified public accountant in Japan
Mar. 2000 Joined Century Audit Corporation (now Ernst & Young ShinNihon LLC)
Jul. 2009 Member of Ernst & Young Shin Nihon LLC
Jul. 2017 Opened the Harumi Katagiri certified public accountants' office (current post)
Mar. 2018 Outside Director, Tamron Co., Ltd. (current post)
Jun. 2019 Supervisory Director, Mori Trust Sogo Reit, Inc. (current post)
Jun. 2019 Audit & Supervisory Committee Member, Japan Asia Investment Co., Ltd. (current post)
Jun. 2024 Outside Director, Audit & Supervisory Committee Member, Kanagawa Chuo Kotsu Co., Ltd. (current post)



Director

(Outside Director, Independent Officer)

Eriko Ishii

Chairperson of Nominating Committee and member of Compensation Committee

Attorney (Partner of Shin Saiwai Law Office)
Outside Director, Audit & Supervisory Committee Member, SmartDrive Inc.
Supervisory Director, Canadian Solar Infrastructure Fund, Inc.
Outside Audit & Supervisory Board Member, ALMAD, INC.
Outside Director, Audit & Supervisory Committee Member, Sun Asterisk Inc.
Executive Director, Ichigo Hotel REIT Investment Corporation
Outside Audit & Supervisory Board Member, erex Co., Ltd.

Oct. 2004 Registered as an attorney (current post)
Oct. 2004 Joined Mori Hamada & Matsumoto LPC
Feb. 2011 Registered as an attorney in the State of New York (current post)
Jul. 2016 Partner, Shin Saiwai Law Office (current post)
Dec. 2018 Outside Director, Audit & Supervisory Committee Member, SmartDrive inc. (current post)
May 2019 Outside Corporate Auditor, Canadian Solar Infrastructure Fund, Inc. (current post)
Jun. 2019 Outside Audit & Supervisory Board Member, ALMAD, INC. (current post)
Mar. 2021 Outside Director, Tamron Co., Ltd. (current post)
Mar. 2021 Outside Director, Audit & Supervisory Committee Member, Sun Asterisk Inc. (current post)
Oct. 2022 Executive Director, Ichigo Hotel REIT Investment Corporation (current post)
Jun. 2023 Outside Audit & Supervisory Board Member, erex Co., Ltd. (current post)



Director

(Outside Director, Independent Officer)

Yasuhiro Shirakawa

Member of Nominating Committee and Compensation Committee

Apr. 1986 Joined National Police Agency (NPA)
Jan. 2010 Director, International Affairs Division, Commissioner-General's Secretariat, NPA
Apr. 2013 Chief, Miyazaki Prefectural Police
Sep. 2014 Director, General Affairs Division, Commissioner-General's Secretariat, NPA
Aug. 2015 Deputy Director-General in charge of International Affairs and Cybersecurity, NPA
Sep. 2016 Deputy Director-General, Security Bureau and in charge of 2020 Olympics and Paralympics, NPA
Aug. 2017 Director-General, Foreign Affairs and Intelligence Department, NPA
Jul. 2018 Director-General, Community Safety Bureau, NPA
Jun. 2020 Audit & Supervisory Board Member, JR West Real Estate & Development Company (current post)
Jul. 2022 Special Advisor, West Japan Railway Company (current post)
Jul. 2022 Audit & Supervisory Board Member, JR West Real Estate Investment Advisors Co., Ltd. (current post)
Mar. 2025 Outside Director, Tamron Co., Ltd. (current post)



Director
Full-time Audit & Supervisory
Committee Member

Takahiro Yamaguchi

Mar. 1982 Joined Tamron Co., Ltd.
Apr. 2015 General Manager, Internal Audit & Supervision
Board, Tamron Co., Ltd.
Mar. 2023 Audit & Supervisory Board Members, Tamron
Co., Ltd.
Mar. 2024 Director, Tamron Co., Ltd. (Full-time Audit &
Supervisory Committee Member) (current post)



Director
(Outside Director, Independent Officer)
Full-time Audit & Supervisory
Committee Member

Takashi Hirayama

Apr. 1980 Joined the Saitama Bank, Ltd. (the present Saitama
Resona Bank, Ltd.)
Jun. 2005 Executive Officer, Saitama Resona Bank, Ltd.
Oct. 2007 Retired from Saitama Resona Bank, Ltd.
Jan. 2008 Managing Executive Officer in charge of finance and
IPO preparation of AGS Corporation
Jun. 2010 Corporate Auditor of AGS Business Computer
Corporation
May 2011 General Manager of Information Processing
Division, Managing Executive Officer of AGS
Corporation
Oct. 2015 Managing Executive Officer in charge of operational
audits of AGS Corporation
Mar. 2019 Full-Time Audit & Supervisory Board Members of
Tamron Co., Ltd.
Mar. 2024 Director, Tamron Co., Ltd. (Full-time Audit &
Supervisory Committee Member) (current post)



Director
(Outside Director, Independent Officer)
Audit & Supervisory
Committee Member

Masaya Nara

Attorney (Partner of Torikai Law Office)
Outside Audit & Supervisory Board
Members of RISO KAGAKU
CORPORATION
Outside Director of Kumagai Gumi Co., Ltd.

Sep. 1990 Joined Yasuda Trust & Banking Co., Ltd. (the
present Mizuho Trust & Banking Co., Ltd.)
Apr. 2009 Executive Officer, General Manager of
Investment Planning Division of Mizuho Trust &
Banking Co., Ltd.
Jun. 2011 Full-time Audit & Supervisory Board Members of
Mizuho Trust & Banking Co., Ltd.
Apr. 2014 Senior Managing Director, Mizuho Realty Co.,
Ltd.
Jan. 2017 Registered as an attorney
Mar. 2019 Independent Audit & Supervisory Board Members
of Tamron Co., Ltd.
Jan. 2020 Partner of Torikai Law Office (current post)
Jun. 2021 Outside Audit & Supervisory Board Members of
RISO KAGAKU CORPORATION (current post)
Jun. 2022 Outside Director of Kumagai Gumi Co., Ltd.
(current post)
Mar. 2024 Outside Director, Tamron Co., Ltd. (Audit &
Supervisory Committee Member) (current post)



Director
(Outside Director, Independent Officer)
Audit & Supervisory
Committee Member

Takashi Ueda

President & CEO, Management
Support Consulting Ltd.

Apr. 1981 Joined the Saitama Bank, Ltd (the present Saitama
Resona Bank, Ltd.)
May 1997 General Manager of Isogo Branch of Asahi Bank,
Ltd. (the present Resona Bank, Ltd. and Saitama
Resona Bank, Ltd.)
Jun. 2003 General Manager of Tokyo Sales Dept. 3 of Resona
Bank, Ltd.
Apr. 2008 General Manager of Saitama Sales Dept. of Saitama
Resona Bank, Ltd.
May 2009 Retired from Saitama Resona Bank, Ltd.
Jun. 2009 Executive Officer in charge of the Tokyo
metropolitan area (Block) of Resona Bank, Ltd.
May 2011 Retired from Resona Bank, Ltd.
Jun. 2011 Senior Managing Director of Resona Card Co., Ltd.
May 2017 Retired from Resona Card Co., Ltd.
Jun. 2017 Executive Officer in charge of Administration
General Affairs & Human Resources Dept.,
Administrative Management Unit and Overseas
Business Dept. of FUJISASH CO.,LTD.
Apr. 2020 Executive Officer in charge of Group Internal
Control and Audit Dept. of FUJISASH CO.,LTD.
Jun. 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.
Jun. 2021 Managing Executive Officer in charge of Group
Internal Control and Business Administrations
Dept., Business Management Unit of FUJISASH
CO.,LTD.
Mar. 2023 Outside Audit & Supervisory Board Members of
Tamron Co., Ltd.
Jul. 2023 President & CEO, Management Support Consulting
Ltd. (current post)
Mar. 2024 Outside Director, Tamron Co., Ltd. (Audit &
Supervisory Committee Member) (current post)

Executive Officers

Yoshinori Narita	Senior Executive Officer	General Manager of Industrial Optics Business Unit
Mikio Kimura	Senior Executive Officer	General Manager of Aomori Factory
Hideyuki Nonaka	Senior Executive Officer	General Manager of Corporate Strategy Unit
Masakazu Kato	Senior Executive Officer	General Manager of Administrative Management Unit
Nobuo Koganeya	Senior Executive Officer	General Manager of Imaging Products Business Unit
Minoru Ando	Executive Officer	General Manager of Optical Design & Engineering R&D Center
Gregg Maniaci	Executive Officer	General Manager for the Americas/President & CEO of TAMRON USA, INC.
Michael Dickel	Executive Officer	General Manager for Europe/President of TAMRON Europe GmbH.
Jie Chen	Executive Officer	Director & General Manager of TAMRON OPTICAL (SHANGHAI) CO., LTD.
Kai Zhang	Executive Officer	Managing Director of TAMRON OPTICAL (FOSHAN) CO., LTD.
Michimasa Emori	Executive Officer	General Manager of OEM Component Business Unit
Takatoshi Ozeki	Executive Officer	General Manager of Procurement Management Unit
Akira Saita	Executive Officer	General Manager of Mold & Tooling Technology Center
Terufusa Kunisada	Executive Officer	General Manager of R&D Technology Center
Akira Okabe	Executive Officer	Assistant to the President

Composition of the Board of Directors and Their Skills Matrix

Name	Number of the Company's shares held ¹	Tenure as Director ²	Attribute	Attendance rate at the Board of Directors ³	Attendance rate at the Nomination Committee ³	Attendance rate at the Compensation Committee ³	Attendance rate at Audit & Supervisory Board ^{3 4}	Skills Matrix						
								Business Management	Global	Production, Development	Sales, Marketing	Finance, Accounting	Legal, Risk Management, Compliance	ESG, Sustainability
Shogo Sakuraba	19,300	11 years	Member of Nominating Committee Member of Compensation Committee	17/17	4/4	5/5		●		●		●	●	●
Tomohide Okayasu	4,500	7 years		17/17				●	●	●	●		●	●
Shenghai Zhang	13,300	9 years		17/17				●	●	●			●	
Makoto Otani	4,900	7 years		17/17				●		●	●			
Harumi Katagiri	—	7 years	Outside Independent Chairperson of Compensation Committee Member of Nominating Committee	17/17	4/4	5/5					●			
Eriko Ishii	1,200	4 years	Outside Independent Chairperson of Nominating Committee Member of Compensation Committee	17/17	4/4	5/5			●				●	
Yasuhiro Shirakawa	—	—	Outside Independent Member of Nominating Committee Member of Compensation Committee	—					●				●	
Takahiro Yamaguchi	2,600	2 years	Full-time Audit & Supervisory Committee Member	17/17	1/1	4/4	16/16					●		
Takashi Hirayama	900	6 years	Outside Independent Full-time Audit & Supervisory Committee Member	17/17			16/16	●				●		
Masaya Nara	400	6 years	Outside Independent Audit & Supervisory Committee Member	17/17			16/16	●	●				●	
Takashi Ueda	200	2 years	Outside Independent Audit & Supervisory Committee Member	17/17			16/16	●				●		

^{*1} Number of the Company's shares held is for the period ending December 2024 ^{*2} Tenure as Director is for the period ending March 2025

^{*3} Attendance status is for the period ending December 2024 (number attended/number of meetings held) ^{*4} Our Company made a transition to a company with an Audit & Supervisory Committee as of March 27, 2024