

ESG/Sustainability Strategy



Sustainability philosophy

Based on our Corporate Philosophy—"TAMRON creates emotion and reassurance through its mastery of light, contributing to the realization of a fulfilling society."—we work closely together with all our stakeholders to achieve the sustainable society envisioned by the SDGs. Amid rapidly changing social conditions, we remain unwaveringly committed to contributing to the realization of a "fulfilling society" through our optical products. We believe Tamron's social mission is to tackle future societal challenges with the power of optics and deliver new value to the world. We view sustainability as achieving a sustainable society and ensuring our continued growth through the fulfillment of this mission.

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 CO₂ 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

Advance and evolve
Environmental Vision 2050

Carbon neutrality and environmental impact reduction

■ Reduce GHG emissions

- Scope 1 & 2
2026: -18% vs. 2015
2030: 30% reduction
2050: Net zero emissions
- Scope 3
Set measurement methods and targets

■ Enhance contribution to a circular economy

- Evolve toward a circular economy

■ Promote initiatives toward a nature positive society

- Strengthen biodiversity conservation and sustainable use

■ Improve CDP rating

Social

Advance human capital
management

Human capital, DE&I and employee engagement

■ Promote DE&I

- Female managers: 12% or more
- Mid-career hires: 60% or more
- Male parental leave: 80% or more
- Enhance HR program (recruitment, development, evaluation, etc.)

■ Enhance human capital investment

- Double training budget
- Upgrade and expand HR systems
- Strengthen engineer development (increase R&D expenses)

■ Enhance human right due diligence

- Conduct SAQ to assess risks and drive improvements

■ Promote health and productivity management

■ Expand engagement activities

Governance

Strengthen oversight and speed up
decision-making

Corporate governance reform

■ Transition to a company with an Audit & Supervisory Committee

- Stronger oversight and speed up decision-making

■ Increase the ratio of outside directors

- Ensure a majority

■ Improve Board effectiveness evaluation

- Third-party involvement in the evaluation
- Stronger oversight by each committee

■ Enhance Board advisory committees

- Strengthen transparent processes

■ Enhance execution functions

- Promote delegation of authority

■ Strengthen internal control systems

■ Improve corporate culture

Sustainability Initiatives and Achievements

Relationship to materiality	Key sustainability issues	2025 goals		2025 results	Link to details
Creating emotion and reassurance	Enhancing product quality and safety management	Thorough measures to prevent recurrence of serious past quality issues	Zero recurrence cases	0	Link
		Global product and safety compliance	Zero violations	0	
	Building a sustainable supply chain	ESG survey of key suppliers	100% implementation	100% implementation	Link
Creating new light	Contributing to social issues through business	R&D expenses as a percentage of net sales	7% or more	8.6%	Link
Contributing to a sustainable earth	Reducing CO ₂	Reduction of CO ₂ emissions	15% reduction (vs. 2015)	21.9% reduction	Link
	Reducing industrial waste	Reduction of the volume of industrial waste generated	[Head office] Below the average of the past three years (32,058.9 kg)	15,172.8 kg	
			[Mold & Tooling Technology Center] 2% reduction of waste plastic compared with 2024	33.0% reduction	
			[China Factory] 2% decrease from 2024	16.4% increase	
			[Vietnam Factory] 1% decrease from 2024	23.2% increase	
		Recycling of waste plastics	[China Factory] Recycling rate: 2.7%	3.4%	
	Environmentally-friendly design	Introduction of TAMRON eco-label	Rollout to all applicable models	Implemented on six models	
		Reduce bags used for owner's manuals	Reduction rate for new models: 100%	100%	
		Introduction of recycled plastic materials	Deployment across multiple models	Decision made to adopt PC-CF recycled material for future models	
	Reducing harmful chemical substances	Leaks of harmful chemical substances from business locations	0 incidents	0 incidents	
	Water management	Grasping actual amount of clean water use	[Head office] 4,113 m ³ /year or less	4,644 m ³ /year	
			[Hirosaki] 1,059 m ³ /year or less	4,874 m ³ /year	
			[Namioka] 81,617 m ³ /year or less	74,060 m ³ /year	
		Reduction of clean water use	[China Factory] 2% decrease compared with 2024	13.4% increase	
			[Vietnam Factory] 1% decrease compared with 2024	1.0% reduction	
Empowering employees	Human resources development	Education and training expenses per employee	Up 15% from the previous year (previous year: 22 thousand yen)	29 thousand yen	Link
	DE&I promotion	Percentage of female managerial staff	Up from the previous year (2024: 7.41%)	7.03%	
	Respecting human rights	Improving the human rights due diligence framework		- Implementing the PDCA cycle for human rights due diligence based on the "TAMRON Human Rights Policy" - As part of efforts to establish a complaint-handling mechanism, we have set up a reporting channel for suppliers on our website - Disclosure of the Integrated Report on our website in June	Link
	Health management	Number of occupational accidents	Decrease from the previous year (7 in 2024)	5	Link
Developing the foundations of trust and sustained growth	Full enforcement of compliance	Violations of laws and regulations	0	0 Company-wide compliance training	Link
	Strengthening business continuity management (BCM)	Review of corporate BCP and business BCP		Review and implementation of corporate BCP and business BCP	Link
	Strengthening information security	Information leakage	0	0	Link
		Network infections	0	0	
	Improving the governance system	Enhancing the quality of board of directors deliberations		Matters for deliberation increased to 8 (2 in 2024)	Link
		Improving the effectiveness of the nominating committee		Review and determination of the annual agenda, skill matrix guidelines, and basic policies and procedures regarding nominations	

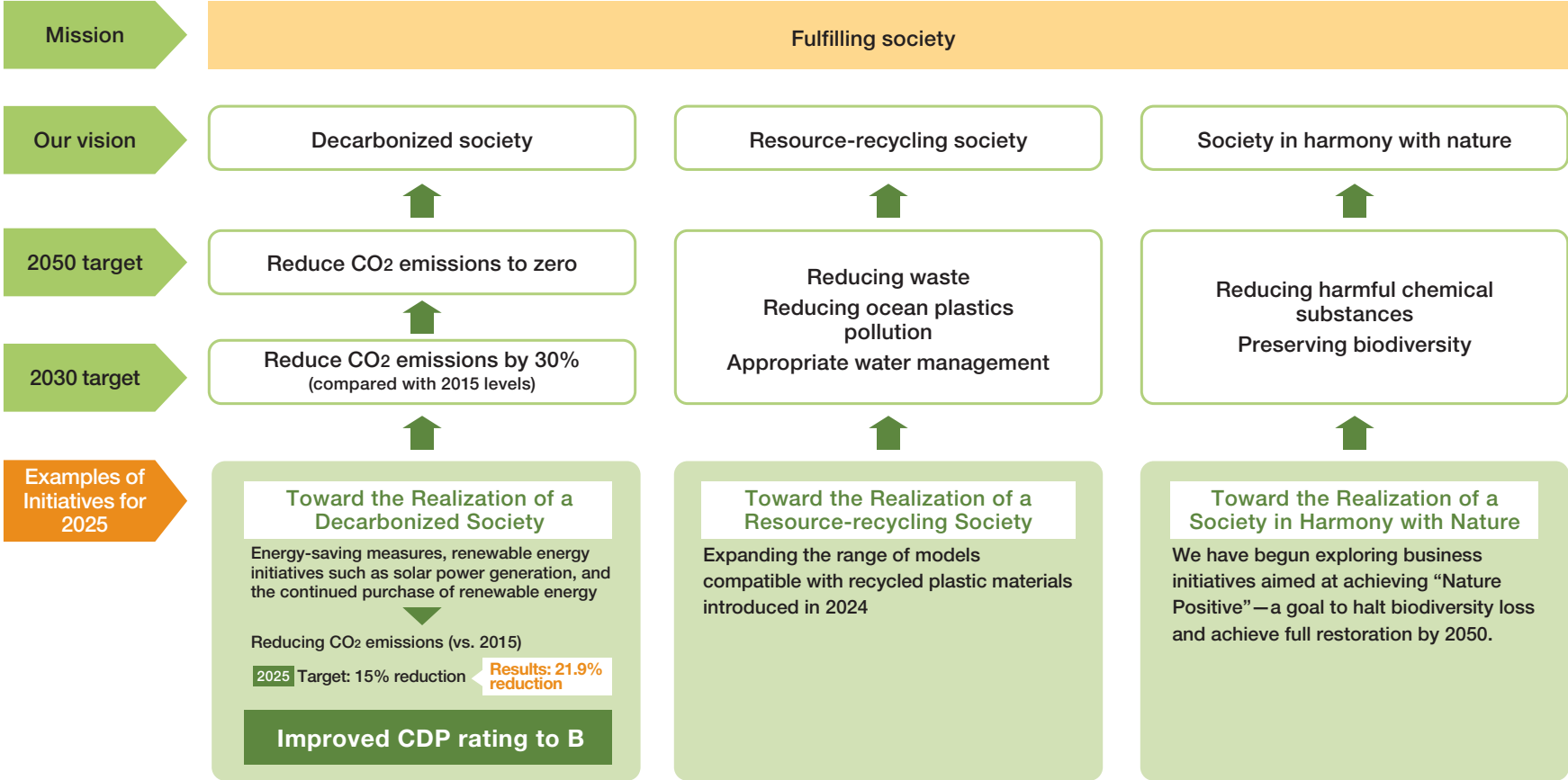
Environmental Initiatives



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 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.



Disclosures Based on the TCFD Recommendations

Governance

A framework for promoting climate change initiatives, with the President & CEO and the Director in charge of CSR holding ultimate accountability

Important matters related to sustainability, including climate change, are deliberated and decided by the CSR Committee, which is chaired by the President & CEO.

Functions of the CSR Committee

Monitoring and Reporting

The committee works in collaboration with other committees to strengthen our management framework, monitors progress toward environmental goals on a quarterly basis, and reports the results to management.

Supervision by the Board of Directors

The results of the review are reported to the Board of Directors once a year, and the Board exercises appropriate oversight.

The Tamron Group recognizes climate change as a critical management issue that impacts our business operations and medium- to long-term corporate value. Based on the understanding that developing a sustainable growth strategy contributes to enhancing corporate value and fulfilling our social responsibilities, we are promoting disclosure in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

Strategy

In this fiscal year, in addition to the conventional 1.5°C scenario, we considered a 4°C scenario and assessed the impact of both scenarios on the value chain. The key risk and opportunity factors and corresponding countermeasures for each category are as follows.

Category	Factors and impact on the business	Key countermeasures
Transition risks (Primarily 1.5°C)	- Increased costs resulting from the introduction of a carbon tax and emission trading schemes - Increased procurement costs due to the prohibition of certain chemicals and materials resulting from stricter environmental regulations - Increased costs associated with revising manufacturing processes due to the transition to decarbonization technologies	- Increasing the proportion of renewable energy procurement - Verifying suppliers' compliance with regulations; technical research on environmentally friendly materials - Improving production efficiency
Physical risks (Primarily 4°C)	- Flooding of facilities, suspension of operations, delivery delays, and restoration costs resulting from the increasing severity of typhoons, floods, and other natural disasters - Increased air-conditioning loads and rising costs at factories due to rising average temperatures	- Strengthening supply chain resilience through BCP development and diversification of suppliers - Enhancing heat shielding and insulation measures at factories, and introducing high-efficiency air conditioning
Opportunities	- Reducing costs through the introduction of energy-saving equipment and process optimization - Gaining market share by capitalizing on growing demand for environmentally friendly products	- Visualizing energy consumption and promoting improvements through the implementation of an energy management system - Expanding our lineup of environmentally friendly products

Indicators and Targets (Environmental Vision 2050)

We have set CO₂ emissions—which account for 98% of our greenhouse gas emissions—as one of our key climate change indicators and manage targets related to CO₂ emissions.

In Environmental Vision 2050, we aim to achieve zero CO₂ emissions in our business activities by 2050 and have set the interim target of reducing CO₂ emissions by 30% compared with 2015 levels by 2030. We have also continued to calculate indirect emissions (Scope 3, hereafter). Category 1 (Purchased Goods and Services) accounts for a large percentage of Scope 3 emissions, roughly 70% of the total. Going forward, we will consider reductions with a view to setting targets for Scope 3 emissions.

CO₂ Reduction Targets and Results

2025	15% reduction compared with FY2015 levels
2030	30% reduction compared with FY2015 levels
2050	100% reduction compared with FY2015 levels (Net-zero CO ₂ emissions)

Achieved in 2025: 21.9% reduction
(Compared with FY2015 levels)

Details on our TCFD compliance are available on our official website: <https://www.tamron.com/global/sustainability/environment/tcfd.html>

Human Resources Strategy [Basic Policy]



To realize Tamron's "vision for the future," a human resources strategy closely aligned with our business strategy is essential. To respond promptly to changes in our business structure and the advancement of digitalization, we will flexibly promote the acquisition and strengthening of key skills in priority areas (including new businesses), the overall development of all employees, and the appropriate allocation of personnel in accordance with the business environment. As the foundation for this, we have identified "energizing individuals and organizations" and "improving the workplace environment" as our two key priorities. We will accelerate the development of HR systems and workplace environments designed to maximize each individual's potential. Through the steady implementation of these measures, we aim to realize our strategy and achieve the continuous enhancement of the Group's corporate value.

Realize management strategy (Realize Tamron's vision)

Human Resources Strategy

Revitalization of individuals and organizations

Human resources acquisition

Human resources development

Human resources utilization

Evaluation/assessment

Improvement of working environment

DE&I promotion

Flexible work styles

Health management

Engagement

Indicators	Targets (2026)	Results (2025)
Percentage of female managerial staff	12% or more	7.0%
Percentage of eligible male employees taking childcare leave	80% or more	95.5%
Ratio of mid-career hires	60% or more	54.3%
Education and training expenses per employee	30,000 yen or more	29,000 yen
Percentage of employees receiving detailed examinations	90% or more	71.1%
Percentage of gender pay gap (all workers)	—	77.7%

Human Resources Strategy [Human Resources Development, DE&I Promotion]

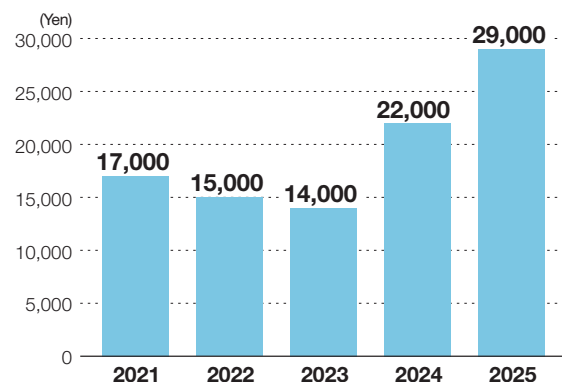
Human Resources Development

At the core of our talent development is our unique “Mission Leadership System.” By clarifying each leader’s mission and ensuring that teams work toward common goals with a shared sense of direction, we simultaneously foster the growth of each individual employee and maximize organizational strength. In addition, for employees with specific professional competencies, we offer two career tracks based on our “Post Qualification System”: the “Management Positions Track” and the “Specialist Track,” which focuses on pursuing advanced expertise. We have created an environment where employees with diverse strengths—including homegrown talent, mid-career hires, and senior employees passing on technical expertise—can take on roles of responsibility according to their aptitudes and aspirations, and fully demonstrate their capabilities.

Tiered and Occupation-specific Employee Training

We conduct systematic training programs tailored to specific job levels and roles to ensure that our employees can fulfill their responsibilities effectively. For new hires, we provide multiyear training designed to build foundational work skills and foster career autonomy. For mid-level employees, we offer training to develop the skills necessary for mentoring junior staff and becoming the next generation of leaders. In addition, we provide training for management positions to maximize organizational performance. In job-specific training, we combine classroom instruction with on-site practical training for technical staff to ensure they acquire skills directly applicable to their work. Through these initiatives, we aim to foster leaders who can drive our strategy and develop the capabilities of each and every employee.

Trends in Education and Training Expenses per Employee



To build a talent portfolio aligned with our business strategy, we are promoting employee development—including reskilling—and optimal workforce allocation. In the management environment marked by accelerating changes in business structure and digital transformation, we are committed to fostering leaders who can drive our strategy forward and creating systems and a workplace environment where individuals with diverse backgrounds can fully realize their potential.

DE&I Promotion

We view “people” as the source of the medium- to long-term enhancement of corporate value. We are actively promoting DE&I—diversity, equity, and inclusion—by embracing diversity in knowledge, experience, gender, age, and nationality, enabling individuals with diverse backgrounds to maximize their potential and generate a chain reaction of innovation. Currently, new synergies are emerging from the organic fusion of the diverse insights possessed by mid-career hires—who now account for approximately half of our total workforce—and the Tamron technology and culture that our long-tenured employees have cultivated. Furthermore, we are fostering an environment where employees of all generations and backgrounds can fully demonstrate their abilities, including initiatives to promote the active participation of female employees and support for senior staff through the “Meister System,” which passes on specialized expertise to the next generation. We have a corporate culture that respects and embraces “individual strengths.” We are convinced that this is precisely what boosts the motivation of each and every employee and leads to the realization of a “fulfilling society” that brings joy and excitement to the world.

Interview with a Mid-Career Hire

Built on a foundation of “uncompromising dedication” and technical expertise. The organization’s autonomous evolution, informed by external perspectives.

After building my career at a competitor, I joined Tamron and was deeply impressed by the Company’s uncompromising “passion” for optics and the depth of its expertise. Having worked in the industry, I am convinced that this unshakable technological foundation is the cornerstone of our value creation. What stands out is the speed with which we integrate outside insights. A proposal I made shortly after joining was immediately put into practice with the mindset, “If it leads to improvement, let’s start right away.” This has since evolved into a forum where team members autonomously propose improvements, contributing to enhanced development quality and speed. Individuals with diverse backgrounds respect and embrace each other’s expertise. I believe this is the driving force behind Tamron’s continued ability to drive innovation in the industry.



**Production Process
Development Dept., OEM
Component Business Unit**

Human Resources Strategy [Pursuing Diverse Work Styles, Engagement, Evaluation/Assessment, Health Management]

Pursuing Diverse Work Styles

We are working to improve overall organizational productivity by expanding flexible work arrangements—such as flextime and short-term remote work based on individual circumstances—to help employees balance their lifestyles with their work responsibilities. In particular, we believe that an environment where employees can demonstrate their abilities regardless of life stages, such as raising children, is the foundation for continued growth. By establishing our in-house daycare center, “TAMRON Kids Daycare Center,” at our Head Office, we provide employees with the peace of mind to seamlessly integrate work and childcare, thereby supporting their

career development. Furthermore, we have thoroughly communicated information about various systems, such as childcare leave, to both supervisors and employees, fostering a workplace culture that encourages active utilization of these benefits. In particular, the rate of eligible male employees taking childcare leave has remained at a high level of approximately 80% since 2023, with half of them opting for long-term leave of one or more months, successfully balancing childcare and career development. Moving forward, we aim to be an organization that respects diverse lifestyles and continues to take on the challenge of creating new value.

Various Systems to Achieve a Work-life Balance

- Childcare leave
- Shorter hours for childcare (for employees until their child graduates from elementary school)
- Caregiving leave
- Nursing care leave
- Telework/working from home
- Paid leave in hourly increments
- Flextime scheme (four hours core time, calculated over a monthly period)

Details on our initiatives to support a work-life balance are available on our official website:

https://www.tamron.com/global/sustainability/social/approach_to_human_resources_and_human_rights.html

Engagement

We view the alignment of employee motivation with the organization’s direction as the core of “engagement” and are actively investing in human capital. According to our annual engagement survey, the percentage of employees classified as “high or near-high engagement” in 2025 was 25.5% (a 2-point decrease from the previous year). We take these results seriously and are working to improve the situation based on an analysis of the underlying causes and a review of our initiatives. To achieve our target of 30% or higher by the end of 2026, we will continue to strive to improve engagement by creating an environment where employees can fully utilize their abilities.

Evaluation and Compensation

For employees in management positions and other positions, we have introduced a “post qualification system” in which grades and compensation are determined based on the “level of responsibility and difficulty” of the role required by management, regardless of age, length of service, or job function. We have established two career tracks: “Management positions,” for those responsible for organizational management, and “Specialist,” for those pursuing specialized expertise. This structure enables employees to leverage their aptitudes and strengths to take on higher-level roles. By fairly evaluating and compensating employees based on the roles they assume and the results they achieve, we foster a spirit of initiative and drive, leading to sustained improvements in productivity.

Health Management

A state of physical and mental well-being that allows employees to perform at their best is the foundation of our human capital management. We promote health initiatives that go beyond legal requirements and enhance the effectiveness of our diverse work styles and support systems. In addition to conducting annual mental health screenings and sharing the results with department managers to drive workplace improvements, we promote infection prevention among employees through initiatives such as on-site flu vaccinations and cost subsidies.

To ensure that a diverse workforce can thrive and remain with the company, it is essential to foster a workplace environment that supports employees’ physical and mental well-being. We support flexible work arrangements designed to promote work-life balance, including the flextime system and leave for childcare and elder care.

Interview with an Employee Who Took Parental Leave

Using Parental Leave to Update Perspectives: Turning Diverse Backgrounds into the Organization’s “Resilient Strength”

I have taken parental leave twice, for a total of about a year and a half. At our company, this choice is not seen as a “special decision,” but is naturally accepted as part of one’s career. Stepping away from the workplace and learning to handle unexpected situations through childcare was a major learning experience for me as an HR professional. This experience gave me a new perspective: Rather than viewing time constraints—whether due to caregiving, illness, or child-rearing—as risks, I now see them as opportunities to standardize and streamline our operations. Currently, I systematically utilize our “flextime scheme” and “paid leave in hourly increments” to maximize results within limited time frames. I am convinced that building a “resilient and strong organization” where everyone can successfully balance work and child-rearing at a high level, regardless of life stage changes, is the foundation of our company’s continued growth.



Human Resources
Dept., Administrative
Management Unit

Human Rights Initiatives



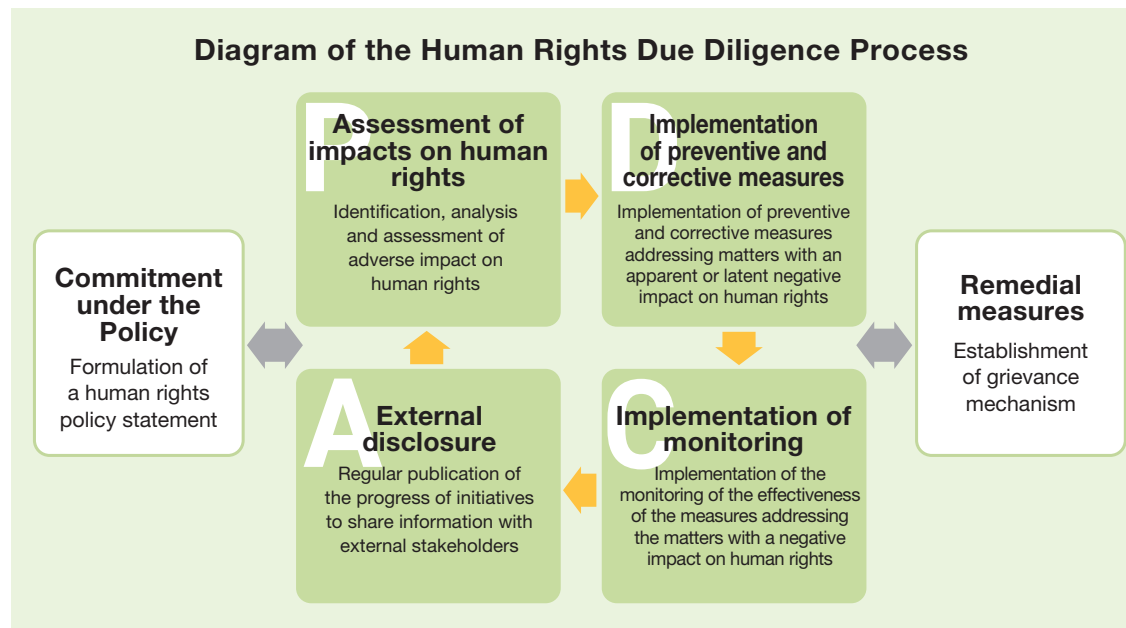
Formulation of a Human Rights Policy Statement

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.

For further details, please visit: https://www.tamron.com/global/sustainability/social/human_rights.html

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.



Reducing and Addressing Human Rights Risks through “Co-creation” with Suppliers

In 2025, we assessed potential human rights risks across our entire business processes based on our human rights due diligence process. As a result, we identified “forced labor” at our suppliers and “excessive working hours” at our overseas manufacturing subsidiaries as key risks. In response, we conducted self-assessment questionnaire (SAQ) surveys of our primary suppliers and Group companies.

For suppliers identified as requiring improvement, we encouraged them to reaffirm their commitment to the “Tamron Supplier Code of Conduct” and mutually confirmed the completion of corrective measures. We view this process not only as an assessment but also as “co-creation” aimed at resolving issues. We report these activities to the CSR Committee, present them to the Board of Directors for review, and actively evaluate and monitor their effectiveness. We remain committed to building a fair supply chain that respects human rights.

Improving Self-Correcting Capabilities through Effective Complaint-Handling Mechanisms

As the foundation for sound organizational management, we operate a comprehensive system of consultation and reporting channels. Internally, in addition to the “Whistleblower System” (which allows direct reporting to external attorneys) designed to prevent compliance violations, we have established the “Harassment Consultation Hotline.” Furthermore, we have newly established the “Supplier Reporting Hotline” on our website. We have established a complaint-handling mechanism that allows us to respond swiftly to even minor signs of potential issues—whether from within or outside the Company—before they escalate, thereby ensuring transparency throughout the entire value chain. We ensure all employees are fully aware of these channels through monthly training sessions and other initiatives, redefining them as “the right to autonomously improve the organization.” We are fostering a culture of high psychological safety where anyone can speak up with confidence, and we will work together with our entire Group and our partners to enhance the organization’s self-correcting capabilities.