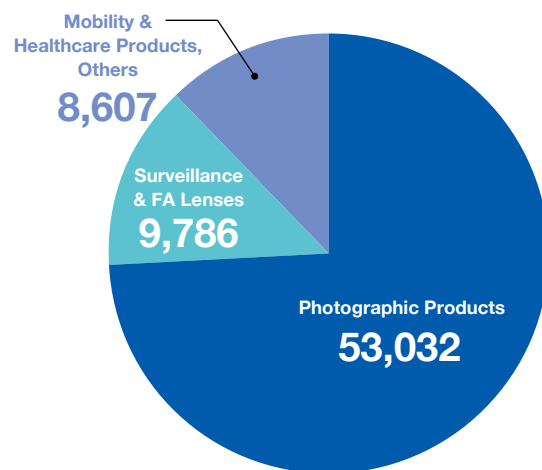
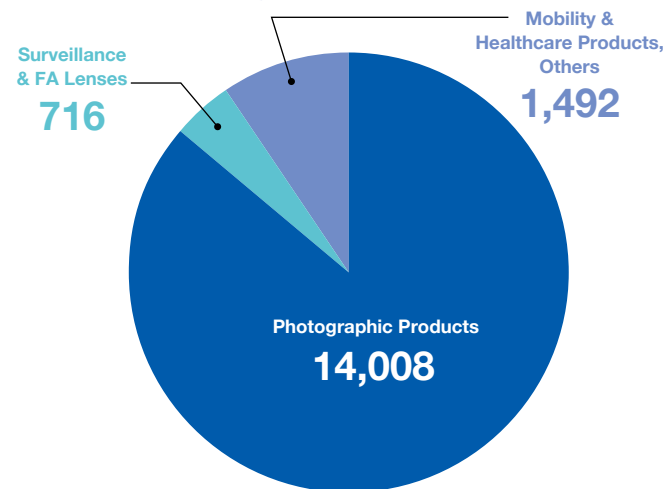


BUSINESS STRATEGY

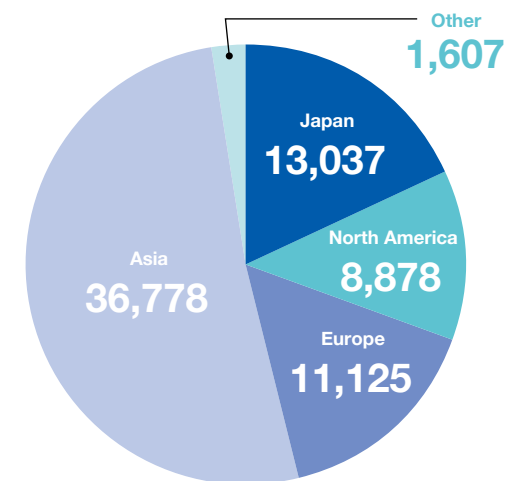
Net Sales by Segment
(Million yen)



Operating Income by Segment
(Million yen)

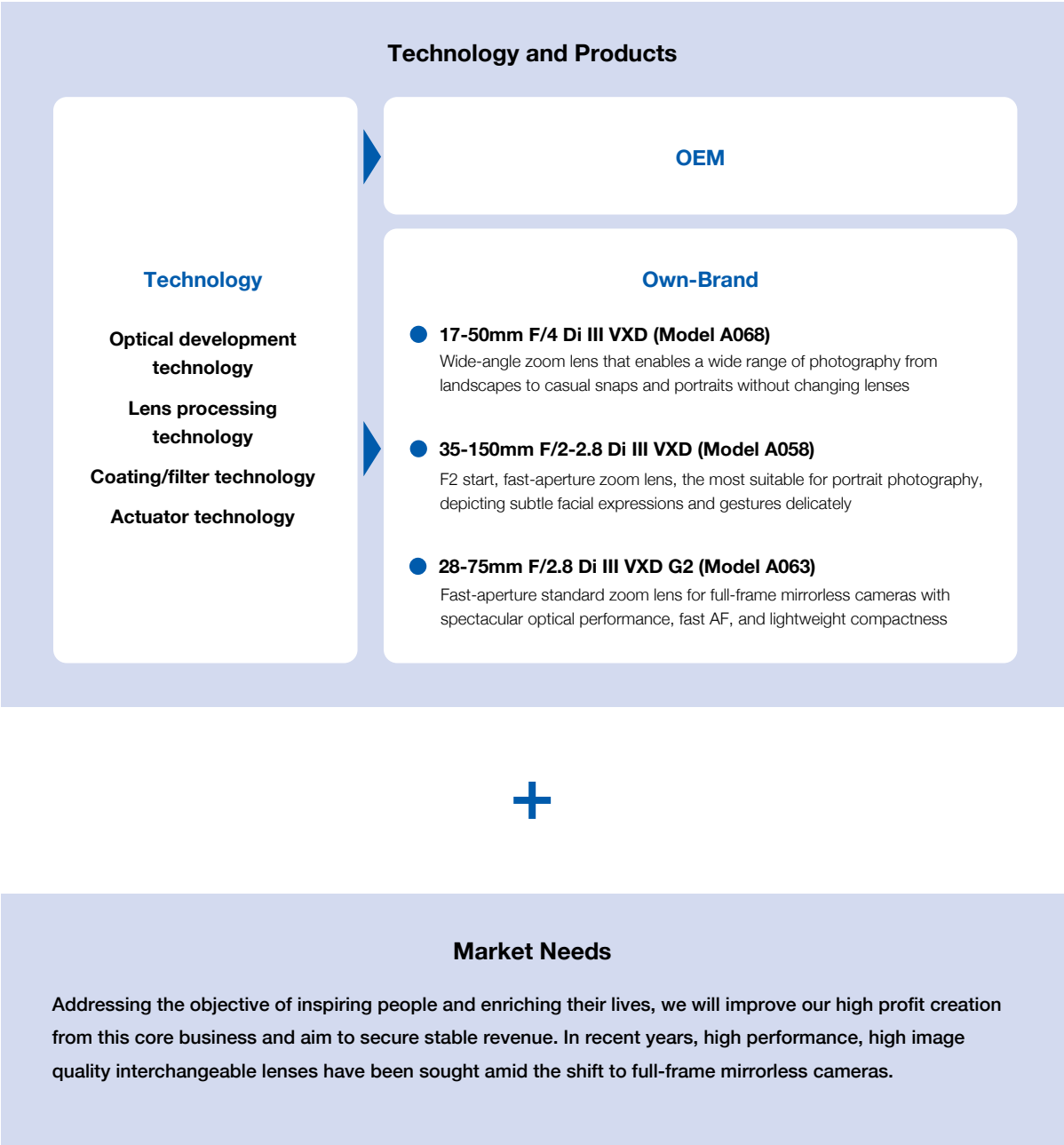


Net Sales by Region
(Million yen)



Photographic Products

Addressing the objective of inspiring and enriching people's lives, Tamron will continue to provide users with lenses with unique focal length ranges and other unprecedented products so that people around the world will enjoy photography through lenses. Capitalizing on the technologies and experience that we have long nurtured, we will continue to innovate technologically and offer revolutionary products that will surprise and excite customers.

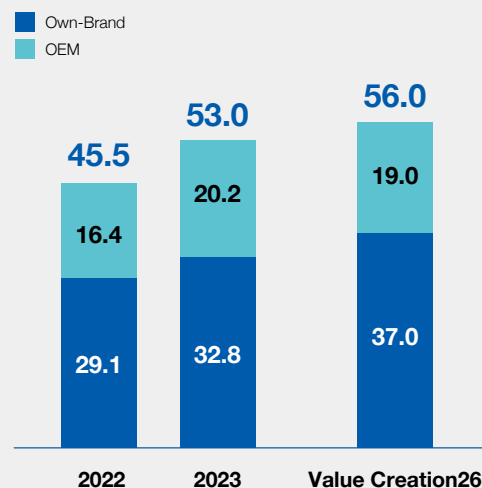


Summary of Business Results

Net sales increased 16% year on year to around 7.5 billion yen. In the own-brand products category, we released new products for the Sony E Mount, the FUJIFILM X Mount and for the Nikon Z Mount to accelerate the expansion of our lineup of interchangeable lenses compatible with different mirrorless camera mounts. Looking at OEM products, net sales plunged dramatically in the first half due to a reactionary fall after shipments of interchangeable lenses had been larger than in usual years due to constraints on supply of bodies to camera manufacturers amid the semiconductor shortage. In the second half, net sales increased massively in line with strong market trends. On a full-year basis, a double-digit increase in net sales was achieved.

Net Sales

(Billion yen)



▶ Initiatives for Next Field of Business

Today, more and more mirrorless camera users enjoy taking not only still photos but also video, and the market wants interchangeable lenses that are user-friendly for both photography and videography and that allow users to shoot at a high level. The unit prices of these lenses are increasing. We listen to many customers who tell us

their needs and incorporate our findings into our planning, development and manufacturing. We utilize the optical technologies that we have cultivated over more than 70 years and introduce new technologies to supply products that meet customers' needs.

▶ Results for Previous Fiscal Year and Future Strategies

In the Photographic Products Business, the net sales and operating income margin targets were achieved in the first year of the Vision23 medium-term management plan, two years ahead of schedule. In 2022, the second year of Vision23, new highs were recorded for net sales, operating income and operating income margin. In 2023, the final year of the plan, net sales and operating income both increased to 53.0 billion yen and 14.0 billion yen respectively. This was the second consecutive year a new record high operating income was recorded. There were also developments on the product launch front. Our lineup of own-brand lenses for mirrorless cameras went

from eight at the end of 2020 to 25 by the end of 2023, over 3x growth.

For 2024, the first year of Value Creation26, the net sales target is 54.5 billion yen and the operating income margin target is the range from 27% to 28%. For 2026, the final year of the plan, the net sales target is 56.0 billion yen (up 6% from the 2023 level) and the operating income margin target is 27% to 28%. We will aim to increase both sales and income each year. In addition, we are planning to release six or seven new appealing models of product under our own brand each year to expand our market share.

▶ New Technologies or Topics for the Current Fiscal Year

Following the shift from SLR cameras to mirrorless cameras, demand for cameras and lenses that have the ability to do both photographs and video is increasing. To enable customers to shoot comfortably in many different situations, we provide dedicated software to customize and update the firmware of our lenses

equipped with USB Type-C ports using a computer or smartphone.

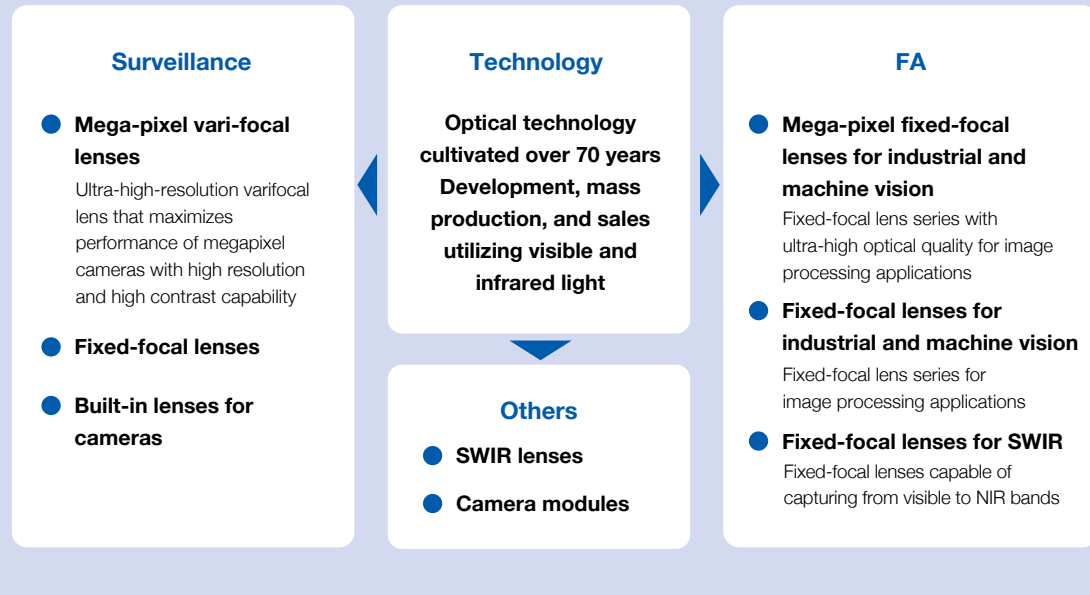
We will continue our efforts to develop elemental technologies to fully support customers in many different shooting situations.

Surveillance & FA Lenses

In the Surveillance & FA Lenses Business, we are working to create a safe and secure society. We develop and sell products based on global market needs, including surveillance camera lenses, serving as the eyes of society and helping ensure security, and factory automation and machine vision lenses used in production and equipment inspection. On the global scale, there is the issue of labor or workforce shortages. To help resolve this problem, we will strive to achieve the unmanned or reduced personnel inspection and surveillance of equipment and within power plants and other facilities.



Technology and Products



Market Needs

As demand for high-resolution cameras is growing in the field of surveillance, higher performance and quality lenses are required. We will develop lenses that meet these requirements. The use of our factory automation and machine vision lenses, SWIR lenses and far infrared camera modules will help ease culture management in smart agriculture, the streamlining of inspections that have depended on the five senses of skilled workers and thermal monitoring at biomass power plants. In view of the demand for labor reduction and unmanned or automated operations, we believe that our products will support the resolution of social problems.

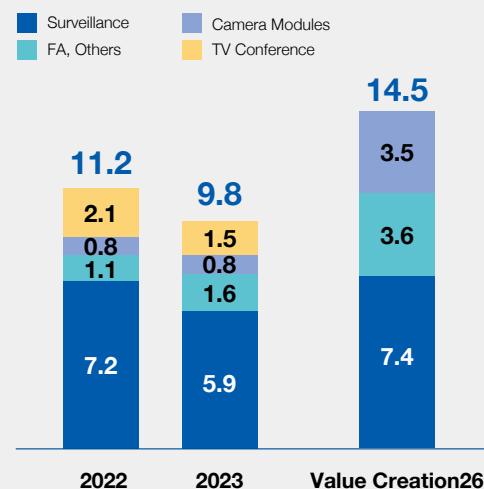


Summary of Business Results

The recovery of the Chinese market after its withdrawal from the zero-COVID policy has been slow. This led to the stagnation of projects and development delays. After the easing of the semiconductor shortage, some took action to optimize their inventories and shipments dropped. Operating income fell sharply—around 50%. In addition to a decrease in gross profit following the shrinkage of net sales, weak sales led to delays in the recovery of development expenses and surges in development and prototyping expenses in anticipation of the future growth of sales.

Net Sales

(Billion yen)



▶ Initiatives for Next Field of Business

A characteristic of our optical products is that they cover a light spectrum that includes infrared light in addition to visible light. The Surveillance & FA Lenses Business takes advantage of this to expand the scope of its business from imaging to measuring as stated in the technology strategy. For example, short-wave infrared (SWIR) radiation, a part of the infrared light spectrum, paves the way toward the identification and inspection of substances based on differences in their absorption and

reflection characteristics. Our SWIR lenses are capable of detecting the moisture content of objects and identifying foreign substances. This helps automate and simplify the shipping process in agriculture.

A feature of our far infrared camera modules is that they can measure heat using long-wave infrared (or far infrared) radiation. They help monitor the temperature of equipment in power plants and quickly identify dead chickens in poultry houses.

▶ Results for Previous Fiscal Year and Future Strategies

In the field of surveillance, lens performance is continuing to advance and lenses are able to provide increasingly high resolution images. Demand for high performance and high quality products is increasing. In view of this, we are working intensively to develop 4K and other high value-added products. In the field of FA lenses, Tamron revamped and expanded its lineup begun in 2023, and has managed to place a new focus on the development of OEM projects. Far infrared modules are expected to grow in the future. At the same time we were fully releasing models which had been completely developed by 2022 or earlier, we started developing new camera modules that we will release in and after 2024.

In the surveillance lens segment we will focus on the development of lenses compatible with high-resolution cameras which are experiencing growth in demand year after year, while in the FA lens segment we will work to strengthen sales of new products whose lineup refresh is now complete. At the same time, we will strive to maintain and strengthen ties with key manufacturers in both segments. In the camera module business, we will strengthen the rollout of development products that complete with the National Defense Authorization Act (NDAA) while continuing to work on the development of OEM models.

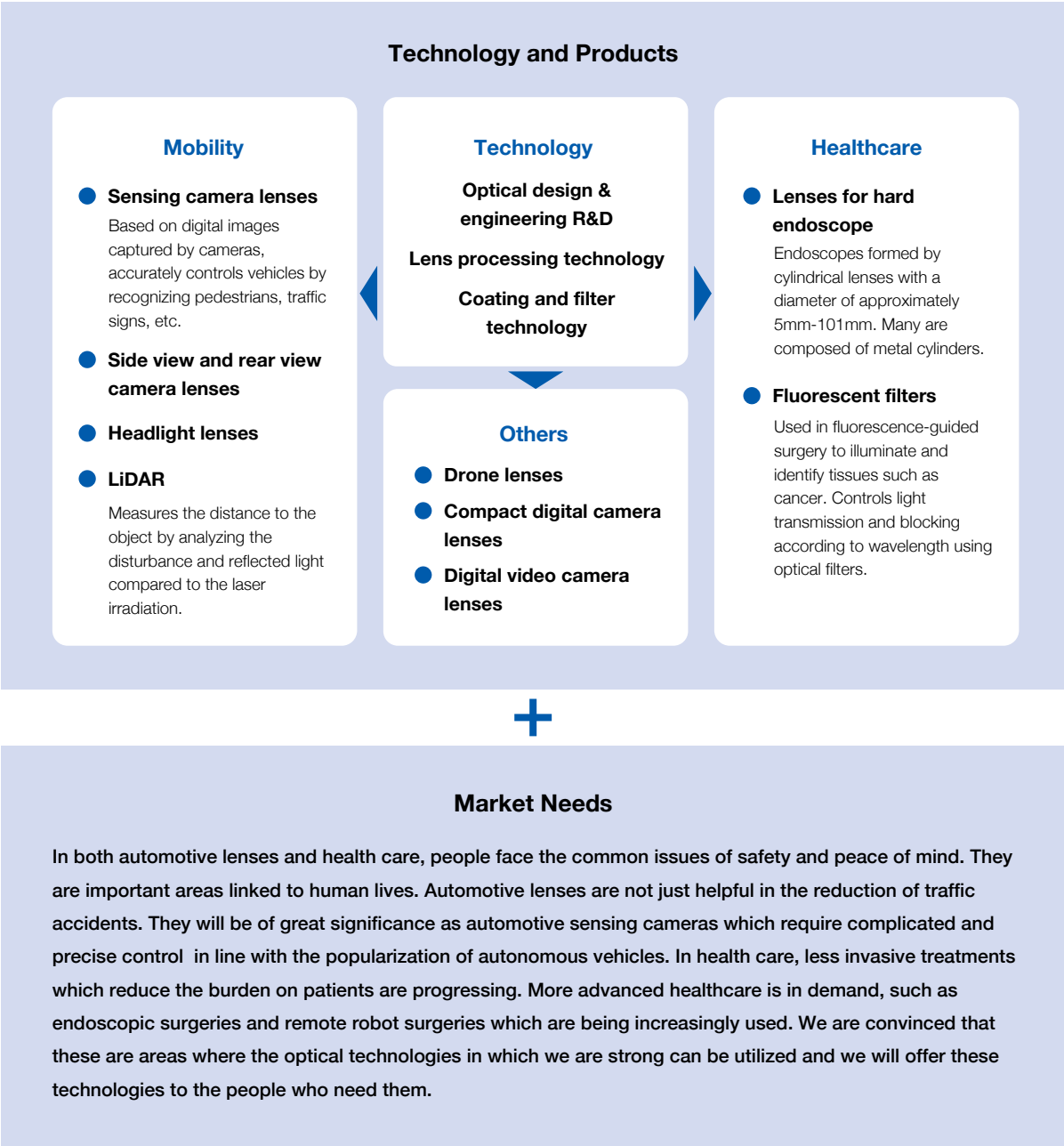
▶ New Technologies or Topics for the Current Fiscal Year

We will upgrade the temperature monitoring functions of small far-infrared camera modules. We will enhance the technologies for measuring temperature for applications such as the detection of abnormal temperatures in the combustion turbines of biomass power plants as well as

the management of switchboards, the control and management of production and hot melt inspections at production facilities. This will enable us to help resolve social problems.

Mobility & Healthcare Products, Others

In the Mobility & Healthcare Products, Others Business, Tamron is committed to healthy and secure lifestyles. Our products and technologies support people's peace of mind, safety and health, as the eyes of vehicles in the automotive field where autonomous vehicles are advancing, and as the eyes of doctors in the medical field where progress is being achieved in less-invasive procedures.

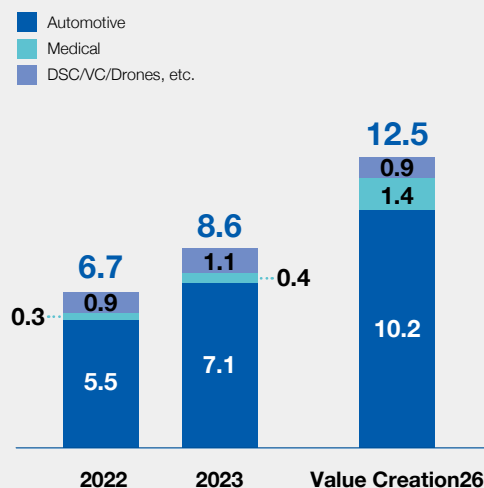


Summary of Business Results

In the automotive business, the negative impact of inventory adjustments faded earlier than expected. Consequently, net sales grew significantly, around 30%. Net sales increased mainly due to applications backed by laws and regulations, such as legislation obligating the installation of equipment, and sensing applications where the scope of introduction expanded in line with the evolution of advanced driver assistance systems (ADAS). In the field of health care, which we have defined as a development area, net sales increased considerably, approximately 40%, following the enrichment of the product lineup.

Net Sales

(Billion yen)



▶ Initiatives for Next Field of Business

In the automotive field, automotive sensing cameras must have high image quality, high durability and high heat resistance in the situation where Level 3 autonomous driving has been achieved and ADAS has advanced. A particular requirement for lenses for sensing cameras is that they must have excellent rendering performance. We must create high resolution lenses for recognizing distant objects, wide-angle lenses that capture a broad area, large

aperture lenses for identifying vehicles and pedestrians even at night and high contrast lenses for recognizing faint white lines. We will create these lenses using the optical technologies we have developed in various areas.

In the field of health care, we will expand the lineup of existing hard endoscopes and step up efforts to create businesses in the areas of surgical microscopes and life sciences.

▶ Results for Previous Fiscal Year and Future Strategies

The mainstay autonomous business achieved a double-digit increase in net sales for the third consecutive fiscal year. It maintained strong sales chiefly in sensing applications amid the buoyant demand following the rapid spread of advanced driver assistance systems (ADAS). The healthcare business also achieved steady growth due to full-scale business startup and enhancement of the product lineup.

On the other hand, we did make some progress on technology themes, but failed to establish any prospects of commercialization during the next medium-term

management plan. We see it as an issue that remains to be addressed. In the future, we will further expand the automotive business and the health care business and accelerate the creation of new businesses. Regarding numerical targets for 2026, we will aim to achieve net sales of 12.5 billion yen, which is around 1.4 times the level in 2023. While the operating income margin will fall, partly due to accelerated upfront investment for new business creation, it will still be above 13% and profit growth will still be achieved.

▶ New Technologies or Topics for the Current Fiscal Year

In the automotive field, we will work to develop elemental technologies based on our quality assurance and production systems for high-quality mass production to meet the demand for higher resolution and higher reliability products. In so doing, we will maintain the double-digit growth and receive more orders with a view toward increasing net sales to 8.0 billion yen.

In the health care field, a development area, we will use ultra-small diameter lenses, thin film technologies and other

technologies where we have strengths to expand sales of the Notch Filter, aiming to increase sales by around 80%. The Notch Filter is an optical filter that opens the way toward controlling light transmission on a wavelength-by-wavelength basis for less-invasive hard endoscopy and for identifying cancer tissue in fluorescence-guided surgeries with the goal of improving surgical precision.