

ESG & SUSTAINABILITY STRATEGY

Based on its corporate mission of "creating emotion and reassurance through its mastery of light, contributing to the realization of a fulfilling society," Tamron aims to realize the sustainable society described in the SDGs together with all stakeholders. In 2023, we established the Risk Management Committee and the Information Management Committee to implement our ESG and sustainability strategies and reinforce our structure for addressing sustainability issues, which includes the previously established CSR Committee and Compliance Committee.

Promotion function of ESG/Sustainability strategy

CSR Committee

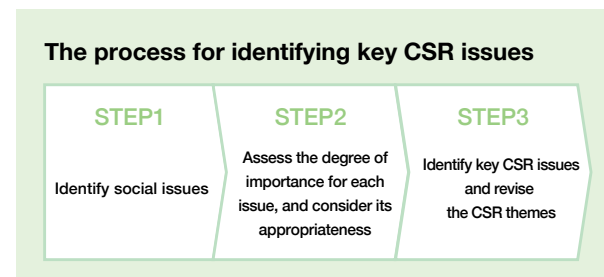
Risk Management
Committee

Information Management
Committee

Compliance Committee

Process for Identifying Key CSR 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.



Firstly, 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.

As we began the new medium-term management plan, we re-identified our material issues and key CSR issues in consideration of the changing environment surrounding the Tamron Group. We will continuously improve our response to sustainability issues.

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

Initiatives Aimed at Key CSR Issues

Key CSR Issues	HP	2023 Results
Contributing to social issues through business	Link	<p>The Tamron human rights policy formulated</p> <p>Human rights due diligence conducted</p> <ul style="list-style-type: none"> · Dialogue with stakeholders (labor union) · SAQ surveys of suppliers · Improvement activities for high risk suppliers
Reducing CO ₂ emissions	Link	CO ₂ emissions (Scope 1 and 2) approximately 12.0% compared with FY2015 levels (9% target)
Recycling resources and reducing waste		<p>(1) Industrial waste emissions: 6.7% year on year increase</p> <p>(2) Plastic recycling rate: China Factory: 3.8% (10.0 % target)</p>
Environmentally friendly design		Reduce bags used for user manuals: Reduction rate in new models 100%
Reducing harmful chemical substances		Leaks of harmful chemical substances from business locations: 0 incidents
Water management		<p>Water use</p> <p>Foshan Factory: 6.5% year on year decrease (Target:5.0% reduction in comparison with FY2022)</p> <p>Vietnam Factory:1.0% year on year increase (Target: 1.0% reduction in comparison with FY2022)</p>
Human resource development (improve productivity)	Link	<p>(1) Overtime: 132,000 hours or less per year (Head Office) (Target:115,000 hours or less per year (Head Office))</p> <p>(2) Mental health check results: Remained flat year on year (Target : improve year on year)</p> <p>(3) Percentage of female managerial staff: 8.0% (10.0% target)</p> <p>(4) Percentage of employees with disabilities 2.07%(over 2.3% target)</p>
Providing comfortable workplace environments and promoting diversity		
Fostering the development of the next generation	Link	<p>Social contribution activity costs: Equivalent to 0.4% of average consolidated operating income in the past three years</p> <p>Increase in the social contribution ratio aimed at fostering the development of the next generation: Down 2% from the 2022 level (the target had been to achieve a higher ratio than in 2022)</p>
Expanding the disclosure of non-financial information	Link	<p>Enhancement of human resource-related disclosures</p> <ul style="list-style-type: none"> · Main data organized based on 19 items on which disclosure is recommended under the Human Capital Visualization Guidelines · Basic policies, subjects, measures and reference indicators for human resource development which are the basis for human capital disclosures considered and determined
Enhancing product quality and safety management	Link	Improved design quality and lower defect costs: year on year improvement
Promoting CSR procurement	Link Link	<ul style="list-style-type: none"> ·SAQ survey for suppliers (April - September) ·Conducted improvement activities for high-risk suppliers
Preparing for major disasters	Link	<p>Conducted disaster response headquarters simulations</p> <ul style="list-style-type: none"> · An earthquake simulation drill with an earthquake simulation vehicle (at the head office in November), and a large-scale disaster drill (at the head office in December)
Improving the governance system	Link	<p>Plan to improve the Board of Directors determined and implemented</p> <ul style="list-style-type: none"> · Response to and supervision of Human resources Strategy, the Group's risk management system and other matters enhanced

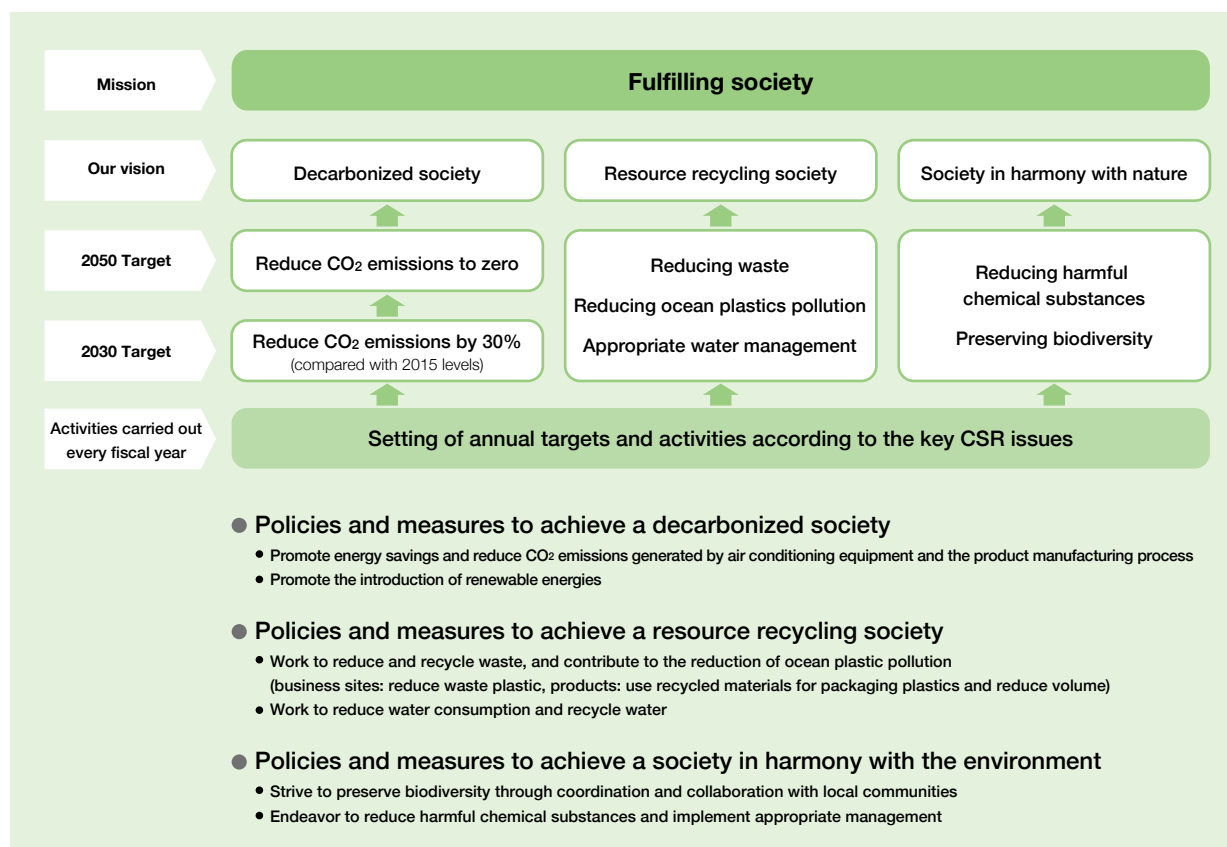
ENVIRONMENT



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.



Information Disclosures Based on TCFD Requirements

Governance

We recognize climate change as one of our key management issues. Tamron's policy on risk response including climate change, its targets and other important matters are discussed and determined by the CSR Committee, which is chaired by the president and whose members are all fulltime officers and divisional heads serving as CSR officers, including the vice-chairperson who serves as the Chief CSR Officer. Systems are in place to enable appropriate supervision by the Board of Directors, including the requirement that material matters be reported to the Board. The CSR Committee also checks the progress of targets laid out in Environmental Vision 2050.

Strategy

We conducted an evaluation of risks and opportunities based on the 1.5°C scenario. We recognize the relevant risks and opportunities as shown in the table on the right. It will also be necessary to contribute to worldwide initiatives as part of the shift to decarbonized society to ensure the sustained corporate activities of Tamron. Tamron formulated Environmental Vision 2050 for this purpose. We will contribute to a sustainable earth by reducing CO₂ emissions to zero by 2050.

Risk Management

Tamron views opportunities and risks associated with climate change as one of the important perspectives to be considered when formulating its business strategy. The CSR Committee chaired by the president revises the analysis and evaluation of opportunities and risks. In addition, Chief Risk Management Officer has been assigned under the president to oversee and direct the control of important risks and responses to serious global events.

Indicators and Targets

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 also 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 (emissions produced from all products purchased or acquired) account 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.

Risks and opportunities based on the 1.5°C scenario

Assumptions for scenario analysis (as of 2030)

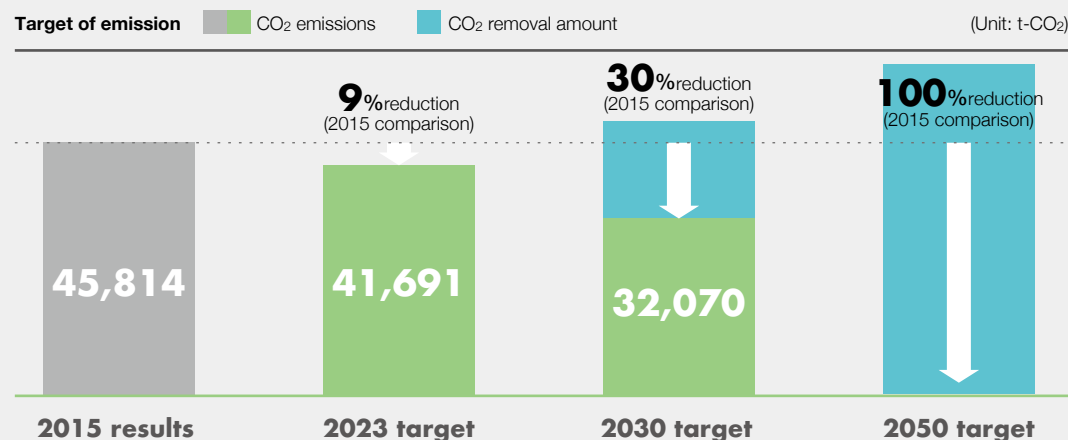
- 2030 emissions: approx. 49,904 t-CO₂ / year
- 2030 electricity rates: approx. 1,048 million yen / year
- 1.5°C scenario (NZE2050, World Energy Outlook 2021)

Category	Items	Business impacts	Materialization timing	Possibility	Extent of impact
Transition risks	Burden of carbon taxes Renewable energy	Burden of carbon taxes and risk of increased costs due to renewable energy purchases → When we estimate our CO ₂ emissions, carbon tax burdens and renewable energy purchase amounts in 2030 based on the 1.5°C scenario (NZE2050, World Energy Outlook 2021), there are risks of the following costs increasing. <ul style="list-style-type: none"> • Higher operating costs due to an increased burden from carbon taxes 309 million yen / year (breakdown: Japan 81 million yen, China 215 million yen, Vietnam 12 million yen) • Increased operating costs due to higher burden from renewable energy purchases needed to meet 30% reduction compared with 2015 • 23 million yen / year (breakdown: Japan 17 million yen, China 1 million yen, Vietnam 3 million yen) 	Short term to long term	Large	Medium
	Reputation	Damage to corporate value or risk of suspension of trade through inability to respond to the shift to a decarbonized society → While the Tamron Group will adapt to a decarbonized society based on Environmental Vision 2050, if concerns emerge among stakeholders about our response, there is a risk of declining net sales due to damage to corporate value, the suspension of trade or other developments.	Medium-to-long term	Small	Medium
Physical risks	Cessation of business activities due to natural disasters	Risk of suspension of product supply as a result of factory shutdowns and disrupted supply chains due to natural disasters of increasing severity (flooding and localized torrential rain) → As a result of assessing risks for our production sites (three sites in Japan and two overseas, in China and Vietnam respectively), we confirmed that changes to future operational risks due to flooding (overflowing rivers) are limited. We will deal with short-term climate change risks related to the supply chain with business continuity planning (BCP).	Long term	Medium	Small
Opportunities	Expanded demand for infrastructure inspection lenses ^a	Expanded sales of lenses used in inspections of infrastructure contributing to improved social resilience such as disaster prevention and mitigation → We view this as a medium-to-long-term growth opportunity and aim to expand net sales through activities reflected in our management strategy.	Medium-to-long term	Large	Large

Reduction of CO2 emissions

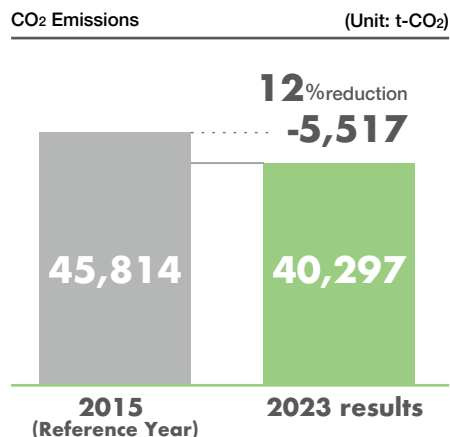
CO2 Emissions Targets in Environmental Vision 2050

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 2023

In 2023, Tamron set the target of reducing CO2 emissions by 9% compared with 2015 levels. In addition to the in-house consumption of renewable energy through solar power generation at the Foshan Plant in China and other sights, since 2022 non-fossil fuel certificates have been issued for roughly 30% of the electricity used at the head office, achieving net-zero CO2 emissions for the portion of electricity self-generated and covered by the certificates. Tamron Optical (Foshan) Co., Ltd. in China has also purchased I-REC applying to part of its electricity usage, achieving net-zero CO2 emissions for the portion covered by the purchases. In part due to those effects, overall we were able to achieve our targets with a reduction of 12.0%, 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, etc. (Scope 2), we continue to calculate all over indirect emissions (Scope 3). Among Scope 3 emissions, the largest percentage were Category 1 (emissions from purchased goods and services).

*Please check our website to learn more about our CO2 emissions including Scope 3 emissions.

[Link](#)

Energy-Saving Initiatives

In 2017, Tamron Optical (Foshan) in China began installing solar power generation systems. At the end of 2020 additional generating systems were installed, and in 2023 CO₂ emissions were reduced by around 550t-CO₂, which corresponds to roughly 2.2% of the emissions produced by the Foshan Plant. In addition, Tamron has subscribed to the Green Basic Plan*¹ that involves the issuance of non-fossil fuel certificates covering roughly 30% of the electricity used at the head office. The Foshan Plant also purchased I-REC*² certificates covering part of its electricity usage in 2023. Combined, approximately 4,330 t-CO₂ were reduced to effectively zero. Apart from this, we installed a new solar power generation system at Tamron Optical (Vietnam) at the end of 2023 which began to operate fully in 2024.

In 2024, we have set the target of reducing CO₂ emissions by at least 12% compared with 2015 levels, and will make every effort to achieve this target.

*1 Green Basic Plan: A 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.

*2 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 non-profit organization I-REC Standard.

Examples of solar power generation systems



Solar power generation system (Foshan Plant, China)



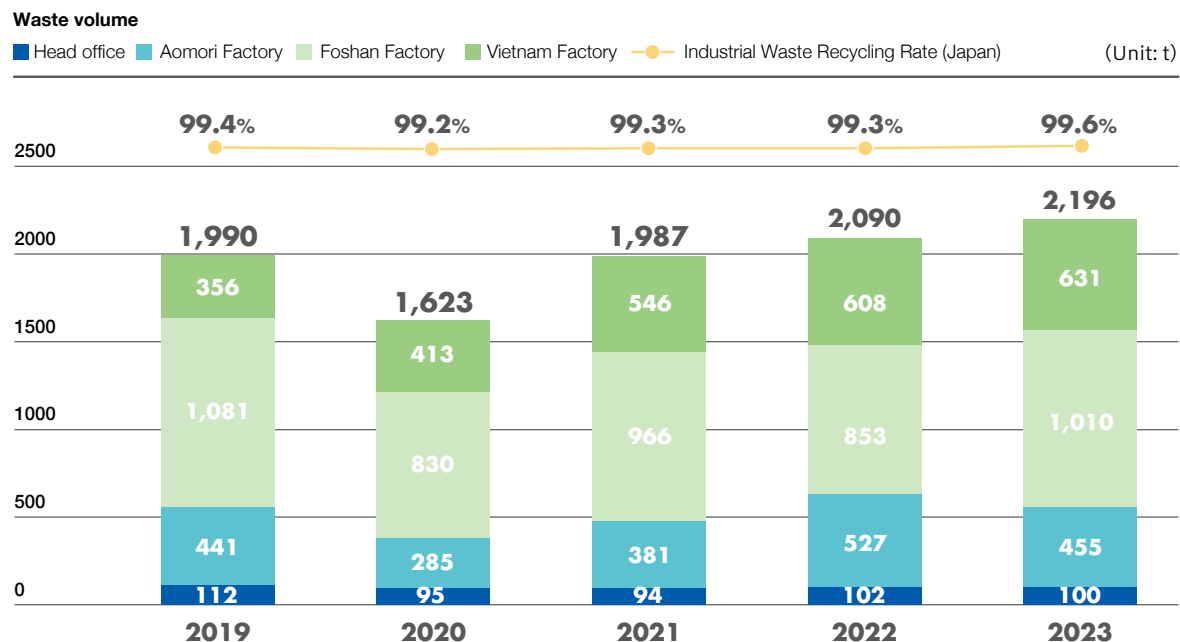
Solar power generation system
(Vietnam Plant, Vietnam)



Solar power generation system
(TAMRON Europe GmbH.)

Waste Volume and Recycling Rate

Waste volume increased 5% year on year in 2023, and the industrial waste recycling rate in Japan was 99.6%. Waste volume decreased 12% in Japan and increased 12% at overseas plants. The increase in the waste volume outside Japan is due mainly to a surge in waste plastic from Tamron Optical (Foshan) in China resulting from increased production, an increase in waste solutions due to working night shifts to implement the coating process, and an increase in sludge due to increased production at Tamron Optical (Vietnam).



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 Resources Strategy Basic Policy

The key to realize Tamron's vision and management strategies is the human resource strategy aligned with the management strategies. For this purpose, we will accelerate the priority on revitalizing individuals and organizations, developing systems and environments that enable individuals and organizations to maximize their potential.

To adapt to the changing business environments in line with the alternations in business structure and the progress of digitalization, we will upgrade the knowledge and skills of all employees, acquiring and strengthening key jobs and key skills in focused areas, and flexibly deploying personnel according to business environments. Tamron's human resource strategy consists of two elements: "revitalization of individuals and organizations" and "improvement of working environment." For each of the elements, we are steadily working to realize the strategy by incorporating the human resource strategy themes that we have positioned as important based on our management strategy, setting targets, planning, and implementing measures.

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 workstyles

Health management

Engagement

Indicators	Targets	Results (2023)
Percentage of female managerial staff	2026: More than 12%	7.97%
Percentage of male employeeestaking childcare leave	2026: More than 80%	80.0%
Ratio of mid-career hires	2026: More than 60%	45.7%
Education and training expenses per employee	2026: More than 30 thousand yen	14 thousand yen
Percentage of employees receiving detailed examinations	2026: More than 90%	50.0%

Human Resource Development Themes:

Human resources development

Human resources utilization

DE&I promotion

To establish a personnel portfolio linked to our management strategies and to flexibly respond to changes in business structure and various business conditions following the progress of digitalization, Tamron will carry out personnel development including re-skilling and the proper appointment of human resources.

We will step up our actions to identify the skills and specialties that we lack as an organization to fulfill our management and business strategies, to encourage employees to re-skill and learn and to incorporate knowledge and skills into the company and pass down new knowledge and skills through off-the-job training and other methods.

• Human Resources Development

Human Resources Development

Through a Mission Leadership System where clear missions are defined for each leader and the entire team works to achieve them, Tamron strives to facilitate the growth of leaders and their employees while strengthening overall organizational capabilities.

For managers and employees at similar career levels, we have also introduced the Post Qualification System which determines grades and compensation according to the level of responsibility and difficulty of all roles to be fulfilled as required by management, irrespective of seniority or ability. Employees who have developed a certain level of occupational skills are offered two career tracks under the Post Qualification System, the manager course or professional course. In this way, each employee can attain a working style that fits their aptitude and intentions.

Tiered and Occupation-specific Employee Training

Tamron offers a range of employee training customized by tier and occupation. For new graduate hires, Tamron provides four-year training program starting from initial recruitment to improve basic job knowledge and formulate mid-term career plans. Mid-career employees are given practical training commensurate with their positions, including the training of junior employees. For managers, we provide training to enhance their organizational management capabilities, goal management training, harassment training and other training to raise awareness of their roles.

Technical employees are offered classroom instruction to acquire technical skills and also undergo practical training in related departments as a way of creating opportunities for them to learn how their activities are directly related to actual operations. We also offer a range of employee training programs such as voluntary online English conversation classes in an effort to develop the capabilities of our human resources.

• Human Resources Utilization

To enhance corporate value in the medium and long term, it is important for a diverse range of individuals to demonstrate their full potential, innovate and create value. In addition to women, foreign nationals and others bearing diverse attributes, we also believe it is important to attract experienced talents on career paths in other industries and diversity in specialist fields in order to coalesce the diverse knowledge, experience and skills of all employees to enhance Tamron's competitiveness.

Women's Empowerment

Women currently account for around 20% of Tamron employees, but in keeping with the guidelines for action declared in the Act on Advancement of Measures to Support Raising Next-Generation Children, we aim for at least 25% of new graduate hires to be female. We believe it is essential to empower female employees and raise the percentage of female managers in the face of a declining working population and industrial restructuring.

Ensuring the Success of Mid-career Hires

In addition to graduate recruitment, Tamron has established an internal system to hire mid-career employees with a wide range of knowledge and experience and developed environments in which they can demonstrate their capabilities. Mid-career hires account for around half of all employees, and integrating them with new graduate hires helps to boost the corporate value of Tamron.

Empowering Senior Employees

Starting 2021, Tamron established the Meister Program, a new positional system for employees who are reemployed after reaching the mandatory retirement age, giving senior employees further opportunities to flourish.

For employees who possess advanced expert insight, technical capabilities, know-how, exceptional knowledge and skills, we have established Senior Meister and Meister positions. By giving these employees responsibilities and appropriate compensation, we encourage them to pass on their knowledge to successors and motivate them to be even more active.

• DE&I Promotion

To increase corporate value in the medium- or long term, it is vital that we continually innovate as this is a source of added value. We understand that a diverse workforce interacting with each other is significant factor in accomplishing this.

This means it is necessary to proactively ensure that our workforce is diverse in terms of knowledge, experience, gender, age and nationality. We are monitoring the staff composition (by gender, age group, nationality and career level at the time of recruitment) as an indicator of the results of efforts to hire and retain personnel.

Human Resources Development Themes:

Flexible workstyles

Health management

Without the development of a workplace environment that enables it, including a system enabling the workforce to maintain their mental and physical health, it is not possible for a diverse workforce to display its potential or for the member of that workforce to stay in the company. Tamron supports flexible workstyles to ensure that employees are able to have a healthy work-life balance by providing childcare and caregiving leave, a flex-time system, teleworking and other programs.

• Promoting Flexible Workstyles

Flextime Scheme, Telework/Working from Home

At Tamron's head office, the flextime program allows employees to flexibly set their working hours according to their preferred work and personal hours, on the condition that they work during the four core hours and work the prescribed number of working hours each month. We have introduced systems so that they pose advantages to both individuals and the company, such as allowing employees who were previously working under a shortened working hours scheme to raise children to switch to the flextime system, enabling them to work full-time. In addition, we introduced a one-month temporary teleworking program in September 2023. This allows employees to choose to telework temporarily for childcare reasons, such as the need to look after their children due to a temporary school closure or it being difficult to commute due to an injury.

Initiatives to Reduce Overtime

Tamron strives to improve productivity and works to reduce overtime hours based on the basic policy of achieving year-on-year reductions. In the future, we will continue working to improve the work efficiency of each employee, and strive to reduce overtime hours through initiatives such as the visualization of work attendance data and the through management of targets.

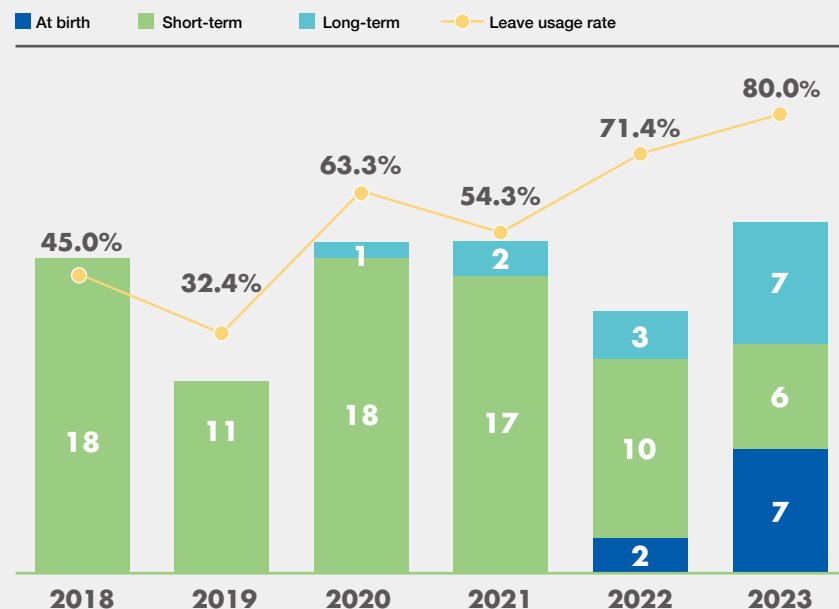
Various Systems to Achieve Work-life Balance

- Childcare leave
- Shorter hours for childcare (for employees with children up until the end of April when their child graduates from elementary school at the longest)
- Caregiving leave
- Nursing care leave
- Paid leave in hourly increments
- Telework/working from home
- Flextime scheme (4 hours core time, calculated over a monthly period)

Support for Achieving a Balance Between Work and Childcare

At Tamron's head office, we have the in-house Tamron Kids Daycare Center. As a small daycare center licensed by the Saitama City Government, it is open not only to employees but also to local residents. It not only enables women employees to return to work quickly but also enables male employees participate in childcare. One hundred percent of female Tamron employees in Japan who have had a child have made use of maternity leave before and after childbirth and the parental leave system, and subsequently returned to work. We have constructed an environment in which the spouse childbirth leave (special paid leave) and short-term childcare leave are accessible to male employees whose spouses have recently given birth to children by informing them and their superiors through the human resources section on a case-by-case basis. When the law was revised in 2022, we made it well-known across the company to ensure the strict implementation of notifications to individual employees reporting that they or their spouse have given birth to a child regarding childcare leave and other programs and checking their intent to take childcare leave to encourage them to take advantage of these programs. Since 2020, we have seen an increase in men taking long childcare leave for more than a month and taking childcare leave at birth (commonly known as Postpartum Maternity Leave for Fathers). Going forward, we will continue to support both male and female employees in finding a balance between work and childcare responsibilities.

Change in the number and rate of eligible male employees taking childcare leave



• Health Management

Tamron believes that employees being able to work in good physical and mental health and with job satisfaction is one of the most important factors directly linked to improved corporate value. This is not limited to considerations for employee safety as required by law. Proactively working to maintain and advance employee health creates passion and vigor on the part of employees and leads to a more energetic organization.

We have continued to conduct annual mental checks, relay results including stress levels by age group and organizational level to department managers, and reflect those activities in improvements to the workplace environment. In consideration of privacy, we have also launched a program that allows employees to privately consult with a specialist organization without notifying the company.

Human Rights Initiatives

Formulation of a Human Rights Policy Statement

[Link](#)

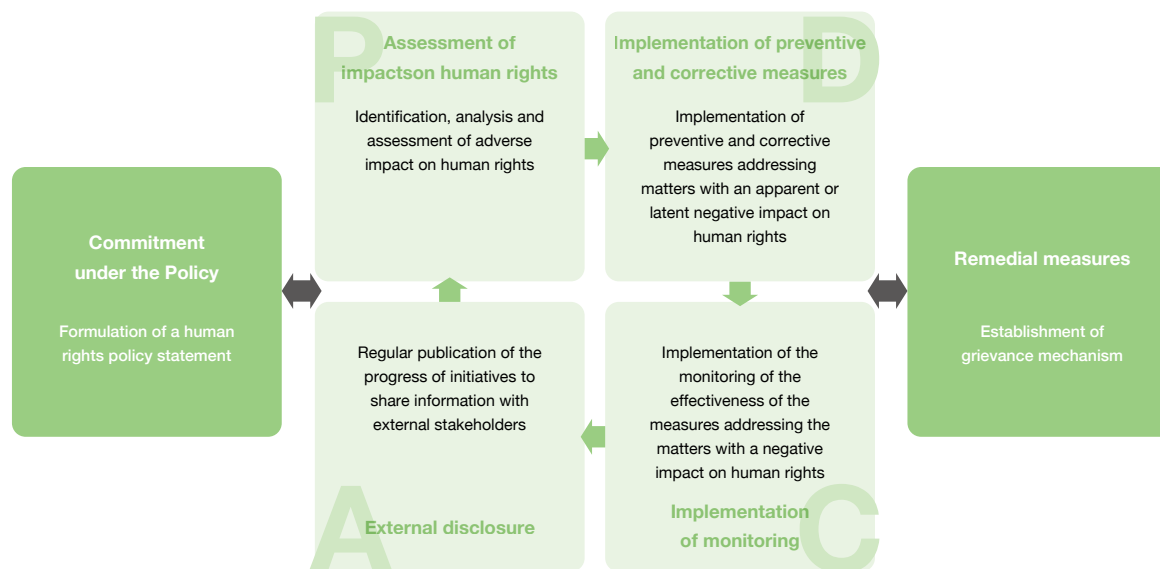
The Tamron's corporate mission reads: "Tamron creates emotion and reassurance through its mastery of light, contributing to the realization of a fulfilling society." Accordingly, Tamron has signed the United Nations Global Compact and supports the Ten Principles of the United Nations Global Compact as a company that operates globally. Based on its awareness of the importance of respecting human rights in supply chains, Tamron has defined the promotion of CSR procurement which includes respect for human rights as one of its key CSR issues and has since been implementing related initiatives. The UN Guiding Principles on Business and Human Rights (UNGPs) clarify corporations' responsibilities regarding respect for human rights. In recent years, corporate respect for human rights is becoming increasingly significant in their efforts to ensure business continuity as well.

In view of its conventional activities and the social environment, its Board of Directors established the Tamron Human Rights Policy at a board 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

Self-Assessment Questionnaires (SAQ) Provided to 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 provided education on laws and regulations regarding human rights to these suppliers and checked the effect of these education efforts to help them with improvement activities.

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.

Internal Education and Training

We provide education and training to employees to ensure that every one of them is able to acquire accurate knowledge about respecting human rights and to prevent human rights risks.

In October 2023, we provided an e-learning program on business and human rights to employees in Japan. We formulated the Tamron Human Rights Policy in April 2023. We again publicized it within the company to call for the staff's understanding of the overall picture of human rights which businesses should respect as well as the impact of activities related to human rights on business activities.

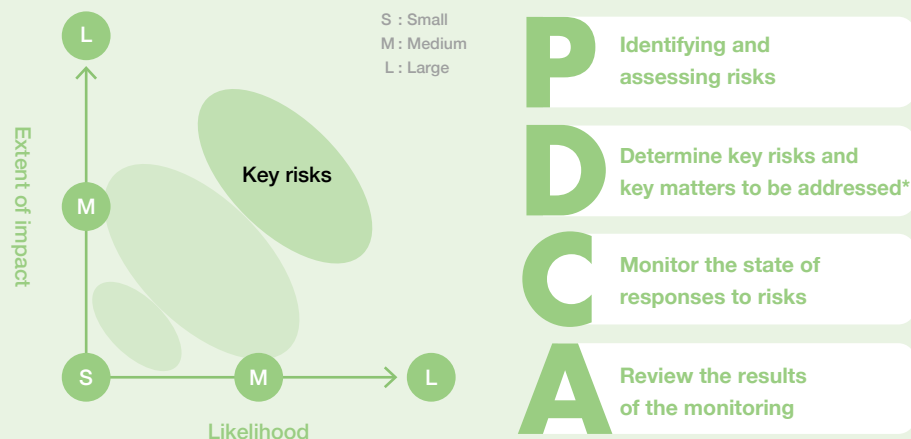
Risk Management

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 terms, 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 may 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.

Risk Management System



Measures to Address Risks



In 2023, we identified 67 risks, including nine key risks. We determined four key matters to be addressed which 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 in the two meetings it holds each year so that measures are corrected and modified as needed.

Key matters to be addressed

- Risks in China
- Response to human rights issues
- Replacement of core systems with DX-ready systems
- BCP enhancements

*Key matters to be addressed... Matters that need to be addressed by the whole company (e.g. through cross-departmental actions and support for resources) in view of their increasing impact or likelihood, the progress of response actions and other factors

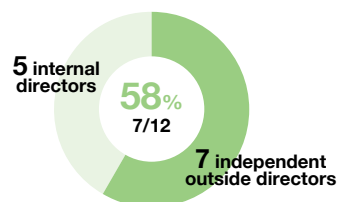
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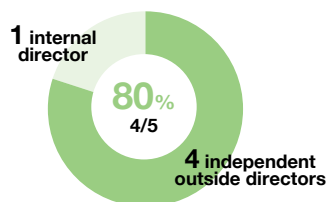
Basic Policy about Corporate Governance

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.

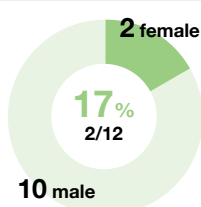
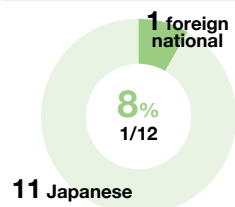
Component ratio of outside directors to directors



Component ratio of Nominating Committee and Compensation Committee



Director's diversity



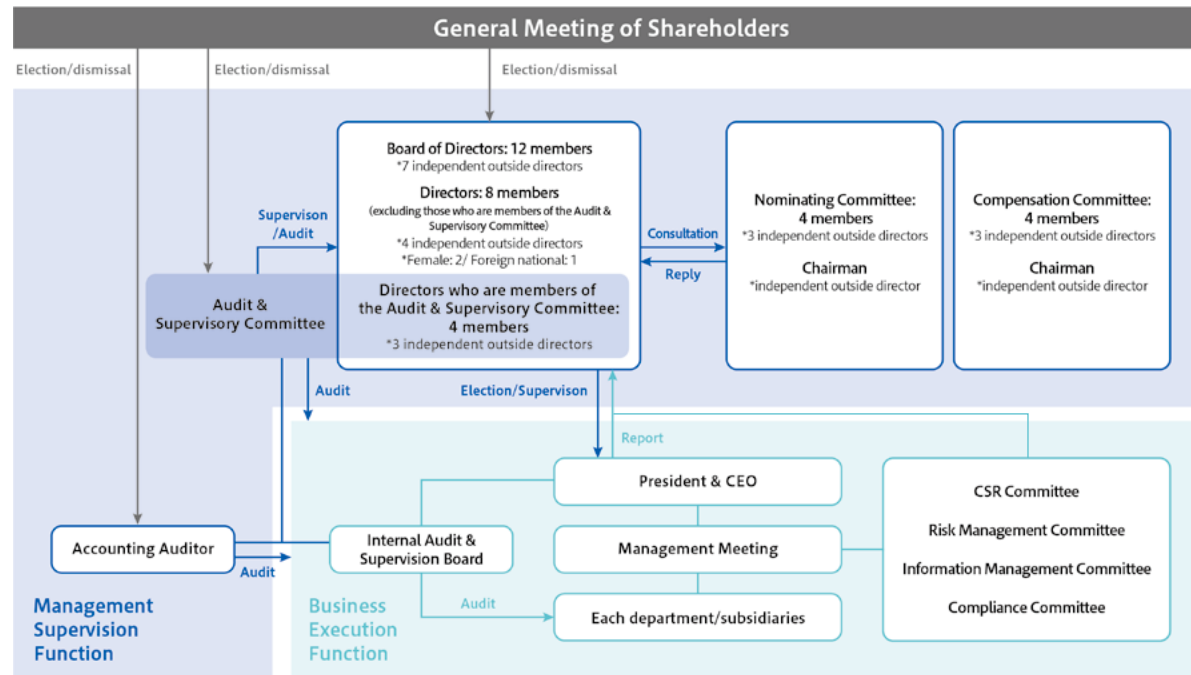
System Overview

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. Tamron also appoints multiple independent outside directors possessing a wealth of knowledge, expertise and independence and has set up a Nominating Committee and Compensation Committee as advisory bodies to enhance supervisory functions. To the Board of Directors, Tamron appoints eight directors (four 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).

Transition to a Company with an Audit & Supervisory Committee

Tamron became a company with an Audit & Supervisory Committee on March 27, 2024. In November 2023, we established a Governance Review Committee to strengthen the supervisory functions of the Board of Directors. It studied the different steps for improving our corporate governance system and decided that it was necessary to build a governance structure that would open the way to quicker and more flexible actions to address significant management issues and that would enhance the transparency of the decision-making of the Board of Directors and the effectiveness of its supervision of management. The Company aims to speed up decision-making and business execution by delegating authority from the Board of Directors to directors. It also seeks to enhance corporate governance, strengthening the supervisory functions of the Board of Directors by making the Audit & Supervisory Committee members, who are responsible for auditing the execution of duties by directors, the members of the Board of Directors.

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.

● 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.

● Nominating Committee and Compensation Committee

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

● Management Meetings

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

● CSR Committee

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

● Risk Management Committee

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

● Information Management Committee

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

● Compliance Committee

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

Improvement of Governance

We will carry out the overall improvement of our corporate governance system, including the transition to being a company with an Audit & Supervisory Committee, and rigidly implement recurrence prevention measures to regain the trust of stakeholders.

As stated in the “Notice Concerning Formulation of Measures to Prevent Recurrence, Establishment of Governance Review Committee, Disciplinary Action against Parties Involved, and Policy for Pursuing Responsibility of Former Officers, etc.” dated November 21, 2023, we have formulated measures to prevent the recurrence of the inappropriate use of Company funds, etc., based on the recommendations of the Special Investigation Committee. The whole Company is now working together to prevent such recurrence, in an effort led primarily by the Governance Review Committee.

Going forward, the Company will continue to implement and monitor measures to prevent recurrence, engage in compliance-oriented management, and work to regain the trust of shareholders, business partners, and other related parties.

Governance Review Committee

Purposes and Roles

- Improvement of the corporate governance system to strengthen the supervisory function of the Board of Directors
- Prepare an action plan for measures to prevent a recurrence based on the recommendations of the Special Investigation Committee
- Management of the overall progress of recurrence prevention measures based on the plan
- Improvement of rules and operations to prevent recurrence

Configuration

- Chairman** • President & CEO
- Members** • All of the Board of Directors
- Heads of divisions in charge of promoting measures to prevent recurrence (Administrative Management Unit, Corporate Strategy Unit, Internal Audit & Supervision Board, and Executive Assistant Section)

Recurrence preventive measures, etc.	Initiatives	Progress	Completion date
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"> Establishment of maximum amounts for entertainment expenses for officers and employees Establishment of new rules for in-house food and beverage expenses and thorough dissemination of these rules within the company 	(i) Revision of job authority statements (establishment of maximum amounts for entertainment expenses) (ii) Clarification of prohibition of self-approval (iii) Establishment of expenditure, approval, and other operational rules for entertainment expenses (iv) Awareness raising within the company / departments, and regular education	(i) Completed (ii) Completed (iii) Completed	(i) February 2024 (ii) February 2024 (iii) February 2024 (iv) December 2024
Strengthen checks and audits on officer-related expenses <ul style="list-style-type: none"> Establishment of 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 	(i) Introduction of 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) Revision of the internal audit policy (stipulating that in the event of a conflict between the president's instructions/approval and the Audit & Supervisory Committee Member's instructions/approval in the preparation and implementation of the internal audit plan, the Audit & Supervisory Committee member'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) Completed (ii) Completed (iii) Completed (iv) Completed (vi) Completed	(i) December 2023 (ii) March 2024 (iii) March 2024 (iv) March 2024 (v) June 2024 (vi) June 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, attach detailed departmental budgets to the Board of Directors' meeting materials. Distribution of the list of actual entertainment expenses incurred by the executive office at the Board of Directors' meeting 	(i) Attachment of 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) Distribution and report of a list of actual entertainment expenses for the previous month incurred by the executive office at Board of Directors meetings	(i) Completed (ii) Completed	(i) December 2023 (ii) January 2024
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 Improvement of the Nomination Committee operation (provision of more materials, increased frequency of meetings, etc.) 	(i) Tightening of 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) Completed (ii) Completed	(i) January 2024 (ii) February 2024 (iii) June 2024
Raising awareness of all officers and employees, conducting training for officers by outside instructors, and enhancing training for all officers and employees, etc. <ul style="list-style-type: none"> Special training for officers with outside experts as lecturers Increasing training for all executives and employees involved in Compliance Committee operations and others and promote 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 	(i) Special training for officers by corporate legal advisor (twice a year) (ii) Step-up training for all officers and employees by the Compliance Committee, etc. (twice a year) (iii) Promoting 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 (twice a year)	(i) Completed (iii) Completed	(i) March 2024 (ii) July 2024 (iii) February 2024 (iv) December 2024 (v) June 2024
Overall improvement of the governance system	(i) Transitioning to a company with an Audit & Supervisory Committee (ii) Decision 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)	(i) Completed (ii) Completed (iii) Completed	(i) December 2023 (ii) February 2024 (iii) February 2024 (iv) November 2024

Composition of the Board of Directors and Their Skills Matrix

Name	Attribute	Attendance rate of the Board of Directors	Attendance rate of the Nomination Committee	Attendance rate of the Compensation Committee	Attendance rate of Audit & Supervisory Board	Business management	Global	Production, development	Sales, marketing	Finance, accounting	Legal
Shogo Sakuraba		18/19		2/2		●		●		●	●
Shenghai Zhang		19/19				●	●	●			
Makoto Otani		19/19				●		●	●		
Tomohide Okayasu		19/19				●	●	●	●		●
Yuichi Sato	Outside Independent	19/19	1/1	3/3				●			
Harumi Katagiri	Outside Independent	19/19	1/1	3/3						●	
Eriko Ishii	Outside Independent	19/19	1/1	3/3			●				●
Fumio Suzuki	Outside Independent	19/19				●	●				
Takahiro Yamaguchi	Full-time Audit & Supervisory Committee Member	15/15	1/1	2/2	10/10					●	
Takashi Hirayama	Outside Independent Full-time Audit & Supervisory Committee Member	19/19			15/15	●				●	
Masaya Nara	Outside Independent Full-time Audit & Supervisory Committee Member	19/19			15/15	●	●				●
Takashi Ueda	Outside Independent Full-time Audit & Supervisory Committee Member	15/15			10/10	●				●	

*Attendance status is for the period ending December 2023 (number of attendance/number of meetings held)

Major Initiatives to Enhance Corporate Governance and Progress on Improvements

To self-assess the overall effectiveness of the Board of Directors, each year Tamron makes revisions to pertinent questions based on external changes such as corporate governance revisions and Tamron's own governance measures, surveys all directors and Audit & Supervisory Committee Members by way of a questionnaire, and accepts individual opinions as needed. Based on the results of the assessment, the Board of Directors deliberates over analysis, assessment and improvement measures, makes revisions to matters including the composition, size, compensation system and operating methods of the Board.

Major Initiatives to Enhance Corporate Governance and Progress on Improvements

Category	2016	2017	2018	2019	2020	2021	2022	2023	2024
Officer Composition and Compensation	<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"> Considered the size and composition of the Board of Directors Established standards concerning the independence of outside officers 	<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"> Considered the size and composition of the Board of Directors 	<ul style="list-style-type: none"> Reduced the number of directors by one 	<ul style="list-style-type: none"> Increase of one outside director Changes to the structures of the Nomination Committee and Compensation Committee 	<ul style="list-style-type: none"> Having independent outside directors account for at least a third of each committee Appointment of an individual with corporate management experience at another company as an outside director Review of director compensation indices 	<ul style="list-style-type: none"> Reduced the number of directors by three 	<ul style="list-style-type: none"> Changes to the structures of the Nomination Committee and Compensation Committee Ensure a majority of directors are independent outside directors Revise the director compensation system
Other	<ul style="list-style-type: none"> Began effectiveness assessment by conducting a questionnaire among officers 	<ul style="list-style-type: none"> Considered compliance with items of the Corporate Governance Code not yet in compliance 	<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 	<ul style="list-style-type: none"> Increased opportunities for medium- to long term discussion Improved methods and timing for providing materials in advance 	<ul style="list-style-type: none"> Revision to the Corporate Mission Formulation of a long-term vision 	<ul style="list-style-type: none"> Consideration of response to the revised Corporate Governance Code 	<ul style="list-style-type: none"> Shortening of Director terms of office to one year Disclosure of skills matrix Compliance with all principles of the revised Corporate Governance Code Revisions to the corporate governance guidelines 	<ul style="list-style-type: none"> Start new structure for sustainability related committees Improvements to the details of direct reports made to the Board of Directors by the Internal Audit Supervision Board Establishment of Governance Review Committee 	<ul style="list-style-type: none"> Transition to a company with an Audit & Supervisory Committee Strengthen the Board of Directors' supervision of the individual committees Improve the operations of the Nomination Committee

Compliance with the Corporate Governance Code

Through the continual improvements to our corporate governance system, we implemented all of the principles found in the Corporate Governance Code prescribed by the Tokyo Stock Exchange. We have also established Corporate Governance Guidelines that summarize our approach to corporate governance. The guidelines are available on the Tamron website.

[Link](#)

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

Tamron has a basic policy that is to pay only 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%	It is monthly fixed compensation 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.
	Short-term Incentive Compensation (Monetary compensation)	Approx. 20%	It is determined for each Director, within a maximum amount of compensation which 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 twelve equal installments.
Variable	Medium-to-long Term Incentive Compensation (Stock-based compensation)	Approx. 20%	It is 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 are also assessed.

Assessment Indicators, etc.

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

* 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	40%
Corporate Value	ROE	10%
	TSR	30%

* Assessment of medium-term business performance

Management Structure (As of April 1, 2024)

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)



Director
(Outside Director, Independent Officer)

Yuichi Sato

Chairperson of Nominating Committee and member of Compensation Committee

Apr. 1978 Joined Tokyo Shibaura Electric Co., Ltd. (now Toshiba Corporation)
Jan. 1980 Assistant, School of Engineering, Tokyo Institute of Technology
Apr. 1983 Assistant Professor, Faculty of Engineering, Saitama University
Apr. 1994 Professor, Faculty of Engineering, Saitama University
Apr. 2010 Dean, Faculty of Engineering, Saitama University
Apr. 2013 Dean, Graduate School of Science and Engineering, Saitama University
Apr. 2014 Executive Director, Vice President, Saitama University National University Corporation
Mar. 2018 Outside Director, Tamron Co., Ltd. (current post)



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. (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 officer at MORI TRUST Sogo Reit, Inc. Outside director at Japan Asia Investment 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 and Supervisory Committee Member, Japan Asia Investment Company, Ltd. (current post)



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. (current post)



Director
(Outside Director, Independent Officer)

Eriko Ishii

Member of Nominating Committee and member of Compensation Committee

Attorney (Partner of Shin Saiwai Law Office) Outside Director, Sophia Holdings Co., Ltd. Supervisory Director, Canadian Solar Infrastructure Fund, Inc. Outside Corporate Auditor, ALMAD, INC. Outside Director, Sun Asterisk Inc. Executive Director of Ichigo Hotel REIT Investment Corporation. Outside Auditor, 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 Corporate Auditor of SmartDrive Inc. (current post)
May 2019 Outside Corporate Auditor, Canadian Solar Infrastructure Fund, Inc. (current post)
Jun. 2019 Outside Corporate Auditor of ALMAD, INC. (current post)
Mar. 2021 Outside Director, Tamron Co., Ltd. (current post)
Mar. 2021 Outside Director of Sun Asterisk Inc. (current post)
Oct. 2022 Executive Director of Ichigo Hotel REIT Investment Corporation (current post)
Jun. 2023 Outside Auditor, erex Co., Ltd. (current post)



Managing Director

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. (current post)



Director
(Outside Director, Independent Officer)

Fumio Suzuki

Member of Nominating Committee and member of Compensation Committee

Apr. 1973 Joined NIHON KOHDEN CORPORATION
Apr. 1994 Director and President, Nihon Kohden America, Inc.
Apr. 1998 General Manager of Corporate Planning Dept., NIHON KOHDEN CORPORATION
Apr. 1999 General Manager of Human Resources Dept., NIHON KOHDEN CORPORATION
Jun. 1999 Director, NIHON KOHDEN CORPORATION
Jun. 2003 Managing Director, NIHON KOHDEN CORPORATION
Jun. 2007 Corporate Director and Executive Operating Officer, NIHON KOHDEN CORPORATION
Jun. 2008 Representative Director and President, NIHON KOHDEN CORPORATION
Jun. 2015 Chairman and CEO, NIHON KOHDEN CORPORATION
Mar. 2022 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.
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 of 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 of 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.
Jun. 2009 Executive Officer in charge of the Tokyo metropolitan area (Block) of Resona Bank, Ltd.
Jun. 2011 Senior Managing Director of 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. (current post)
Mar. 2023 Outside Audit & Supervisory Board Members, Tamron Co., Ltd.
Jul. 2023 President & CEO of 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	Executive Officer	General Manager of Corporate Strategy Unit
Shigehisa Arima	Executive Officer	General Manager of Quality Control & Assurance Supervision Unit
Masakazu Kato	Executive Officer	General Manager of Administrative Management Unit
Minoru Ando	Executive Officer	General Manager of Optical Design & Engineering R&D Center
Nobuo Koganeya	Executive Officer	General Manager of Imaging Products Business Unit
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