

stainability Financial ategy

Financial Highlights Company Profile

We aspire to create a society full of excitement where everyone can have peace of mind. We incorporate this into individual photographs and video frames. It is in your everyday lives which you live, smiling, with the people that are important to you. It is in the fulfilling lives you lead in good health. Tamron will help to create a sustainable future leveraging optical technologies.



Making technologies that are next-generation solutions

Tamron's technologies are evolving from imaging to measuring



Tamron was founded as a manufacturer of lenses for cameras and binoculars. Capitalizing on the optical technologies we have developed, we expanded our business, focusing on interchangeable lenses for SLR cameras by offering our own brand of products and OEM products for other manufacturers.

> Amid the popularization of videography, we developed lenses for video cameras. We extended the focal length ranges and reduced the size and weight of products. With our technological innovations for the creation of all-in-one zoom lenses, we established our position in the industry.

We have successively developed unique imaging products for photography and videography. Today, we bring new products to market every year, mainly products for mirrorless cameras.

At the same time.

we embarked on the development of network surveillance camera lenses amid the increasing interest in security.

We have leveraged our optical technologies to support factory automation aimed at reducing the amount personnel necessary.

We have also developed high-performance automotive camera lenses

with a view toward the ubiquitization of autonomous vehicles and supported the life science sector,

an area where it is expected that needs will expand in the future,

including supporting difficult surgeries,

telemedicine and the observation of cancer cells that are invisible to the naked eye.

We participate in many different demonstration experiments including an experiment demonstrating a LWIR camera module

that captures not only images of the subject but also the subject's temperature.

We are thus expanding our business domains.

Tamron's technologies are shifting from imaging to measuring.

We seek to establish a society where people can be excited and fulfilled and live in good health and safety.

Tamron will continue to help resolve social problems using optical technologies.

Tamron's Measuring Technologies New technologies in development or production

Measuring cancer cells with fluorescence filters

We are developing and producing fluorescence filters which will play important roles in fluorescence-guided surgeries, in which hardly-identifiable cancer cells are clearly visualized to ensure high-precision surgical operations.



Measuring moisture content

using shortwave infrared (SWIR) lenses

SWIR lenses measure moisture content without destroying the objects being inspected. They help reduce labor and the burdens on workers. A large amount of moisture oozes within bruised fruit. This makes it possible to exclude any fruit displayed in a dark color on the monitor screen. This opens the way for automation and the simplification of the shipping process.







SWIR lenses

Measuring heat using far infrared camera modules

Far infrared camera modules detect and visualize the far infrared radiation from objects and perform a temperature conversion process. This paves the way for monitoring data about the overheating of equipment and facilities. At biomass power plants, they are used to monitor the temperature of biomass fuel storage warehouses which are likely to experience abnormal temperature increases, in addition to being used to monitor boilers, power generation turbines and other positions when biomass fuels are being injected into the systems. They operate every day to ensure the safety of power generation.



Left: Facility and equipment, Right: Thermal monitoring



Measuring distances using sensing camera lenses and LiDAR

The safety of autonomous vehicles is supported by automotive sensing camera lenses. Vehicles, pedestrians, traffic signs and other objects in the digital image data captured by cameras are identified to properly control vehicles, and Light Detection and Ranging (LiDAR) light sensor technology is used to measure the distance to an object by capturing the scattering and reflection of laser light.



Automotive camera lenses

Special Feature

Prologue

The Value Creation Process

Tamron utilizes its optical technologies to provide products that create emotion and reassurance. By creating environmental, social and economic value through these products and business activities,Tamron will achieve sustainability in society and its own sustainable growth.

Materiality							
3 GOOD HEALTH AND WELL-BEIND 	4 emerates	5 REALITY					
6 CLEAN WATER AND SAMIATION		8 DECENT MORK AND ECONOMIC GROATH					
9 ROUSTRY, MADWARDA ADDIMENSIBURDARE							
12 AESPONSIBLE CONSUMPTION AND PRECONTION	13 OLAMIE	17 ANTINGESHIFS FOR THE GALLS					
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Recognizing risks and opportunities, identifying materiality

Changing external environment

Key Risks /

Key Opportunities

P.08

Strengthening the foundations supporting value creation



Corporate Mission

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OUTPUT Products in Various Fields Interchangeable Surveillance & Automotive **Lenses for Cameras FA Lenses** Lenses Interchangeable Network Sensing Camera Lenses for Surveillance Lenses **Mirrorless Cameras** Camera Lenses •Side and Rear View •FA and Machine Interchangeable Camera Lenses Lenses for Digital Vison Lenses Headlight Lenses SLR Cameras •Camera Module etc. Medical Devices **Drone Lenses** Endoscope Lenses Consumer Drone Lenses Enthusiast Use Industrial Dorne Lenses Inspection, Agriculture, etc. OUTCOME Creation of **Environmental** Creation of Creation of Value (2026) Social Value (2026) Economic Value (2026) Sustainable earth A society in which Net Sales people can feel 83.0 billion yen CO₂ Emissions emotion 18%Reduction Operating Income (compared with 2015 levels) A society in which 15.3 billion yen people can live in security Operating Income Promotion of environmental strategy Margin A healthy society 18.4%

Negative outcomes

CO₂ emissions, waste generation

Our long-term

vision

A company that is

respected and

truly needed

by society

A society with ROE work fulfillment More than 14%

Achieving sustainability

Tamron's sustainable growth Sustainable society Sustainable global environment

Our vision for society

Fulfilling society

SUSTAINABLE DEVELOPMENT

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Materiality

The Tamron Group studies medium- and long-term risks and opportunities arising from changes in the external environment and identifies material issues to be addressed for our continuous growth together with society.

They are reported to the Board of Directors after they are approved by the CSR Committee. In view of the changes in external conditions and other factors, we will continuously review them.

The process for identifying materiality

		Factors	Risks	Opportunities		Materiality
Geopolitical risks	• • • •	 Shrinking digital camera market Reliance on photographic products business Reliance on specific customers 	Contraction of the whole digital caamera market Reliance on photographic products business and specific customers	Growth in the mirrorless camera market Growth in the industrial camera market		Creating emotion and reassurance 3 definition 4 definition 9 definitions
Resurgence of ESG investment		Rapid technological innovation	Decline in competitiveness when the development of cutting edge technologies or their application in products is not advanced as scheduled	Obtaining growth opportunities through the development of revolutionary technologies		Image: Second
 Respect for human rights Workstyle and lifestyle changes 		Investment in new businesses Investment in M&A activities, etc.	Failures to investment in R&D and capital investment for new businesses	 Actively tackling M&A activities utilizing a robust financial structure Building the foundations of growth through new management resources acquisitions 		
 Information security etc. 		Product supply and demand	 Fluctuating product prices, too much or too little inventory Lack of procurement of glass materials 			
		Geopolitical risks	Expanding various impacts due to global political, social and economic trend			
+		Climate change and global environmental issues	Impact on production activities due to damage to plants in Japan or overseas Burden from carbon taxes and renewable energy purchase costs	Increased order opportunities due to responding to decarbonized society at an early stage		Contributing to a sustainable earth
Demands and expectations from society		Securing human resources	Impact on new hires and continuing employment due to intensifying competition to hire and retain talented human resources	Recruiting competent personnel to gain opportunities for growth		
Contributions to achieving SDGs		Complicity in human rights abuses	Boycotts due to direct or indirect complicity in human rights abuses, impact on corporate activities due to legal violations			Empowering employees
Rising ESG investments		Risks unique to the interchangeable lens business	Defects due to improper matching between lenses and cameras			4 STATE S STREAM
Initiatives to Comply with the Code		Product quality and safety	Damage to brand value due to declining product quality or defects			
 Demands from society and 		Information security	Leaking of corporate information and personal information due to damaged information system functions caused by computer viruses and the like			Developing the foundations of trust and sustained growth
customers etc.		Compliance	 Damage to corporate value due to corporate behavior that violates laws or diverges from social normal, such as infringements upon intellectual property rights, bribery, and so on 			

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