



# CSR Report 2016

Corporate Social Responsibility Report

# Message from the President



President & CEO  
Tamron Co., Ltd.

**Shiro Ajisaka**

## Realizing CSR Through Our Core Business

The range of uses for lenses is growing steadily wider, including not just photographic lenses but also lenses for use in security cameras and automotive cameras, etc. Reflecting this situation, we at Tamron see ourselves as having a mission to realize a corporate social responsibility (CSR) strategy that contributes to bringing joy to as many people as possible, and also provides benefits for society as a whole and for the environment, through our core business of making lenses as the “New Eyes for Industry.” To this end, we are developing design, development and production systems for the creation of high-quality, environmentally-friendly products, and further improving our quality not only in Japan, but worldwide; in the future, Tamron will continue to develop new products that really strike a chord with our customers, while also giving them security and peace of mind.

With regard to the environment, Tamron has set itself the target of reducing company-wide carbon dioxide emissions by an average of 1% per year on a unit sales basis, compared to the benchmark year of FY2012, so that, by 2020, CO<sub>2</sub> emissions will have been reduced by approximately 7% compared to FY2012. Unfortunately, whereas FY2015 should have seen emissions fall by a cumulative 3% according to the target, they actually rose by 5.6%. Almost the entirety of Tamron’s CO<sub>2</sub> emissions are accounted for by the electric power used in the company’s production processes. Tamron will be working hard in the future to realize more effective production and achieve its medium-term emission reduction targets.

We are also in the process of building a better supply chain: one that emphasizes compliance with relevant laws and regulations (both in Japan and overseas), upholds international standards relating to socially-responsible procurement (such as those concerning conflict minerals etc.), respects human rights and provides a satisfactory working environment, and pays due attention to fair operating practices.

## Supporting CSR Through Effective Human Resources Cultivation and Appropriate Working Practices

Tamron has for many years now sought to cultivate “self-disciplined employees,” by which is meant employees who strive to adopt a professional mindset and are able to carry out their work in a professional manner. This cultivation of “self-disciplined employees” is very important for the company, and derives from an approach to business management that recognizes the vital importance of employees. In this way, Tamron is able to ensure that our employees respond fully to customers’ needs, and work actively to make a positive contribution to society as a whole.

The guiding principle behind our company’s activities is the concept of “Team Tamron.” It is vital that, when carrying out our work, we always think in terms of what is best for the Tamron Group as a whole. Creating an environment where female employees can thrive is particularly important; one example of how Tamron has worked to achieve this goal is the establishment of the “Tamron Kids Day-care Center” at Tamron’s head office in FY2015. Tamron is also working to boost the share of senior managers who are female, and is providing incentives to ensure that employees make full use of the childcare leave system. We are also working to change employee mindsets regarding their work so that not working overtime comes to be seen as perfectly normal; we are committed to making work-styles more efficient and eliminating unnecessary, pointless “work for work’s sake.” Helping employees to achieve a work-life balance in which there is a clear distinction between work and home life helps make people more enthusiastic about their work and encourages flexible, creative thinking, thereby creating a “virtuous circle” in the workplace.

## Supporting the 10 Principles of the UN Global Compact

Tamron continues to be an active supporter of the 10 principles laid out in the U.N. Global Compact as part of its global expansion. We recognize that these 10 principles represent guidelines that truly multinational corporations must put into practice, and as such, we have reflected these principles in our Action Declarations and thoroughly educate our employees on the principles. Compliance at our overseas sites is particularly important and our compliance action guidelines incorporating specific activities have been made known to all so that we can fulfill the expectations and trust of our stakeholders around the world.

In compiling this CSR Report, we focused on engagement with stakeholders. We would greatly appreciate your comments and suggestions for how we can further improve our CSR management. In addition, regarding the disclosure of non-financial information, which is encouraged by Japan’s Corporate Governance Code, Tamron intends to continue to disclose information proactively, with this Report playing a key role.

# Corporate Philosophy

With its firm commitment to developing high-quality, innovative and technologically advanced products that satisfy customer needs, Tamron is securing a leading position in the worldwide optical industry. Our primary objective is to sustain strong corporate growth based on a high level of customer satisfaction achieved by providing superior products at the right price, thus also contributing to the prosperity of our shareholders and employees.

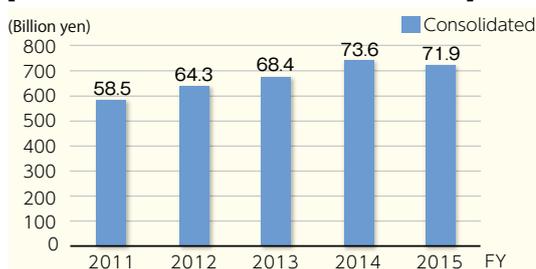
## Company Profile

Trade name	Tamron Co., Ltd.
Head office	1385 Hasunuma, Minuma-ku, Saitama-shi, Saitama, Japan
Tel.	+81-48-684-9111
Founded	November 1, 1950
Incorporated	October 27, 1952
Capital	6.923 billion yen
President & CEO	Shiro Ajisaka
Employees	5,829 (consolidated; excluding 1,814 temporary employees)
Net sales	71.946 billion yen (consolidated; as of December 31, 2015)
Listed	First Section of the Tokyo Stock Exchange
Domestic plants	One each in Hirosaki, Namioka and Owani in Aomori
Overseas plants	Foshan, China and Hanoi, Vietnam
Consolidated subsidiaries	United States, Germany, France, Hong Kong, China (Shanghai), Russia, and India

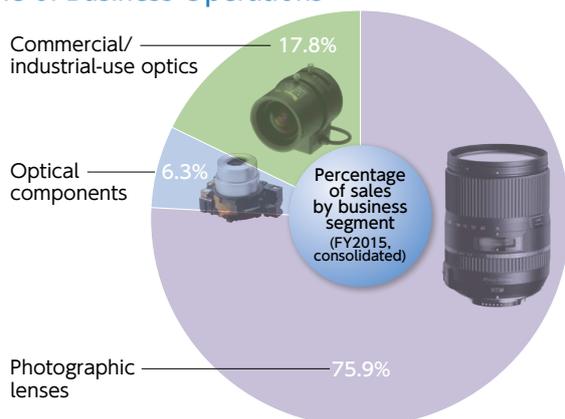


Head Office (Saitama City, Saitama Prefecture)

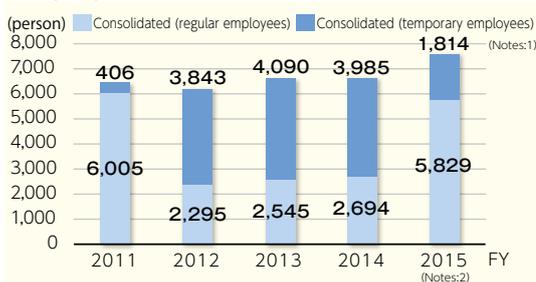
### [Net Sales for the Previous Five Years]



## Outline of Business Operations



### [Employees]



Notes: 1. "Temporary employees etc. (Consolidated)" shows the average number of temporary employees.  
 2. The increase in the number of regular employees in 2015 was mainly due to a change in the employment status of workers at Tamron Optical (Foshan) Co., Ltd. (Tamron's manufacturing subsidiary in China).

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### Editorial Policy

- \*This report was issued to keep stakeholders, including customers, employees, shareholders, investors, business partners, local communities, public institutions, NGOs and NPOs, abreast of Tamron's activities for protecting the environment and carrying out its social responsibilities.
- \*This report covers activities across the entire Tamron Group, including Tamron Co., Ltd., Tamron Optical (Foshan) Co., Ltd., Tamron Optical (Vietnam) Co., Ltd. and overseas sales subsidiaries, excluding certain environmental data and other information.
- \*Guidelines mainly referenced in compiling this report:
  - Environmental Report Guidelines (Ministry of the Environment) (FY2012 version)
  - Greenhouse Effect Gas Measuring & Reporting Manual Version 4.0
  - Environmental Accounting Guidelines (Ministry of the Environment) (FY2005 version)
- \*The GRI Sustainability Reporting Guidelines and ISO 26000:2010 Manual on Business Entities' Social Responsibility were also referenced to identify important information that should be disclosed to stakeholders.
- \*We made efforts to disclose information based on stakeholder perspectives, by referencing the warranty processes in the AA1000 Warranty Standard.
- \*The cover design was selected to express our stance toward contributing to the environment and achieving harmony with all stakeholders through our lenses.

# Tamron's CSR Management

## Enhancing Corporate Value

Tamron's CSR management is conducted under our corporate philosophy of contributing to the economy, society and environment as eyes for industry. Tamron also pursues CSR management through stakeholder engagement based on the Action Declarations, which define the stance the company should take toward stakeholders divided into the five categories of "customers," "employees," "shareholders," "business partners," and "society," and the Action Codes, which show how all Tamron employees should conduct themselves.

### Tamron's Action Declarations

- **From the customer perspective**  
Recognizing that customer satisfaction is of the highest importance, Tamron will contribute to society by supplying safe, high-quality original products and services.
- **From the employee perspective**  
·In order to become self-reliant, each employee at Tamron works with a challenge-ready spirit, maintains good communications with fellow workers to create a lively work environment, and strives to yield the best possible results at all times while observing laws and regulations.  
·Each and every employee at Tamron respects human rights to support society as a good corporate citizen.
- **From the shareholders/investor perspective**  
Everyone working at Tamron strives to enhance corporate value through faithful management, to proactively engage stakeholders, and to enhance stakeholder confidence in Tamron as a company worthy of long-term investment.
- **From the business partner perspective**  
By respecting human rights, complying with laws and carrying out fair and transparent business transactions, Tamron will ensure that it can build relationships with its business partners so that they deliver quality materials and services, achieve mutual growth and contribute to society.
- **From the society perspective**  
·Maintaining good communications with local communities, Tamron will strive to contribute to their growth while upholding their traditions and culture as a good corporate citizen.  
·Tamron will observe laws and regulations, aiming to earn confidence from society as a good corporate citizen.  
·Tamron takes a resolute stance against all anti-social forces and organizations that pose threats to the public order and safety of our civil society.  
·Tamron will work hard in NGO and NPO projects to help establish a good society.

## Communicating for CSR Promotion

Tamron's CSR Committee meets monthly to closely monitor the progress of CSR activities. The committee is an organization under the direct control of the President and CEO. Representatives from all divisions at the head office and plants in Japan and overseas meet through videoconferencing.

Every year Tamron publishes a CSR report as part of our stakeholder engagement activities. We are pleased to announce that our CSR report for 2015 was recognized with an award of excellence at the 19th Environmental Communication Awards sponsored by the Ministry of the Environment and the Global Environmental Forum, marking the second consecutive year that Tamron has won this award.

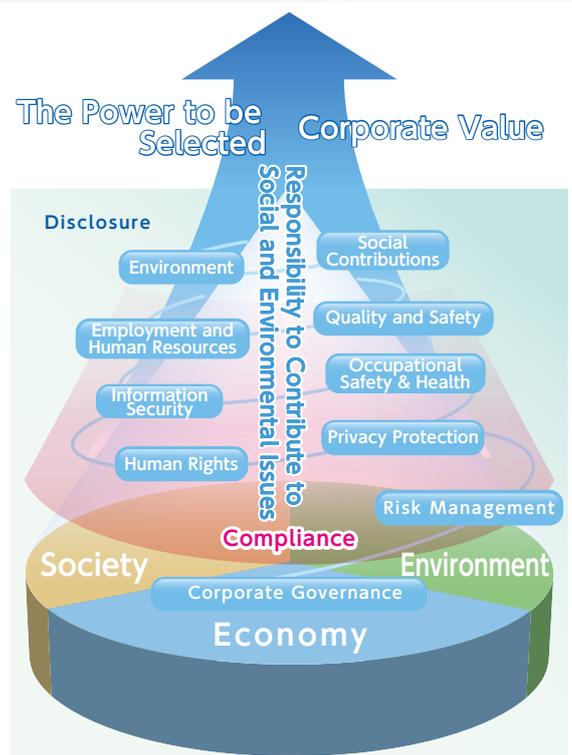
## Twelve Themes for Enhancing CSR Management (Identification of Key Issues)

Tamron has been working to identify and analyze the key issues that it needs to focus on, taking into account the expectations of shareholders and the changes taking place in society and in the economy. Targets have been set for 12 key themes, including themes relating to important issues of general concern such as "Environment" and "Quality and Safety," as well as themes relating more specifically to the foundations of the company's operations. By addressing these 12 themes, while paying attention to the needs of the environment, society and the economy, Tamron is aiming to make itself a company that has the power to be selected by customers.

1. This is one of our corporate objectives, showing that we have the power to be selected and supported by customers.

### Twelve Themes Association table

Twelve Themes	Relevant page
Compliance	P7, 14
Corporate Governance	P7
Risk Management	P13
Environment	P15 ~ 18
Disclosure	P7
Quality and Safety	P9 ~ 12
Occupational Safety & Health	P14
Employment and Human Resources	P5 ~ 6
Human Rights	P5 ~ 6, 8
Social Contributions	P19 ~ 21
Information Security	P7
Privacy Protection	P7



Twelve Themes for Enhancing CSR Management

# Participation in the UN Global Compact

Tamron has operations around the world, including a production base in China and subsidiary sales companies in Europe and the United States. Agreeing to the Global Compact (GC), in August 2007 Tamron became a supporter of this international initiative proposed by the United Nations to support the Ten Principles related to human rights, labour, the environment and anti-corruption. The Ten GC Principles became pillars for establishing our CSR promotion structure. (Please see page 4 of the COP report for a definitions of the 10 principles.) In FY2015, training was implemented via e-learning regarding the UN Global Compact and Tamron's CSR Report 2015, targeting the employees of Tamron Optical (Foshan) Co., Ltd., Tamron Optical (Vietnam), Co., Ltd., and Tamron's other overseas subsidiaries; a total of 968 employees underwent training.

Tamron will continue to abide by the 10 principles and carry out corporate activities that fulfill its responsibilities to society.



For further details about the GC, please visit the United Nations website at: <http://www.unglobalcompact.org/>.

## COP Report (Communication on Progress)

The following table describes Tamron's accomplishments and efforts during FY2015 in line with the Ten Principles.

	Principles	Tamron's Policies	Results for FY2015	Relevant Page	
Human Rights	1 Business should support and respect the protection of internationally proclaimed human rights.	• We support basic human rights in our Action Declarations.	• Implemented CSR-related e-learning, with content including the UN Global Compact; e-learning was undergone by a total of 968 employees.	P3	
	2 Business should make sure that they are not complicit in human rights abuses.	• We declare respect for human rights and elimination of discrimination in our Compliance Regulations. • We clarify management items for operations and strengthen checks and balances (established the Human Rights Protection & Labour Standard Management Regulations for Japan and Tamron Optical (Foshan) Co., Ltd.).		• Carried out operations based on the Human Rights Protection & Labour Standard Management Regulations. • Clarified management items for operations and strengthened checks and balances (Japan and Tamron Optical Foshan).	P5 ~ P6 P8
Labour	3 Business should uphold the freedom of association and the effective recognition of the right to collective bargaining.	• We declare respect for the right of our employees to organize in our Labour Organization Memorandum.		• Established opportunities for periodic consultation between management and workers (including the Labour-Management Council, Annual Business Plan Presentation Meeting, etc.) at Tamron's head office. • Improve working conditions through labor union activities.	P5 ~ P6
	4 Business should uphold the elimination of all forms of forced and compulsory labour.	• We stipulate the importance of complying with labour-related laws and regulations and maintaining a proper work environment for our employees in our Compliance Regulations.		• Establishment of the "Tamron Kids Day-care Center" • Making every day a "no overtime" day (Tamron head office)	P5 ~ P6
	5 Business should uphold the effective abolition of child labour.	We vow not to use child labour. We do not employ workers under the age of 15, which is stipulated in our employment rules.		• Established a manual to check the age of applicants at the time of hiring (Tamron Optical Foshan and Tamron Optical Vietnam).	P7
	6 Business should uphold the elimination of discrimination in respect of employment and occupation.	• We have targets for employing persons with disabilities and a policy to increase the ratio of female managers in order to realize a diversified work place.		• Achieved targets for the ratio of females promoted to management positions. • Ratio of eligible employees taking parental leave: 100%. • Ratio of hiring of persons with disabilities: 2.4%.	P5 ~ P6
Environment	7 Business should support a precautionary approach to environmental challenges.	• We have a provision in our consolidated management policy to prevent environmental deterioration through efforts such as the following: (1) Reducing CO <sub>2</sub> emissions; (2) Reducing industrial waste; (3) Finding alternatives to harmful chemical substances; and reducing the use of harmful chemical substances (4) Conserving biodiversity		• Number of incidents involving leakage of harmful chemical substances: None • Support for ecosystem protection (Tamron head office)	P8 P12 P14~ P20
	8 Business should undertake initiatives to promote greater environmental responsibility.	• We have a policy to clearly establish environmental objectives and targets for the following: (1) Reducing CO <sub>2</sub> emissions;		• Rate of decrease in carbon dioxide emissions: 5.6% increase (compared to FY2012, on a unit sales basis)	P12
	9 Business should encourage the development and diffusion of environmentally friendly technologies.	(2) Reducing industrial waste emissions to ultimately achieve zero emissions; and (3) Promoting environmentally-friendly designs.		• Waste reduction target achieved • Efforts to reduce product weight: 0.3% increase • Efforts to reduce product size: 0.5% decrease	P14~ P18
Anti-Corruption	10 Business should work against corruption in all its forms, including extortion and bribery.	• We have a policy to regulate acts of endowment and political donations and terminate ties with anti-social forces in our Compliance Regulations and Action Declarations.		• The Compliance Promotion Committee held workshops for employees to learn more about compliance.	P7

## Special Feature

# Aiming to Help Tamron Employees

A wide variety of human talent is working at Tamron's business locations in Japan and To ensure that the employees who underpin Tamron's operations can fulfill their potential, employee evaluation and treatment, and workplaces characterized by mutual understanding



Tamron Kids Day-care Center



The interior of the Day-care Center

### Overview of the Tamron Kids Day-care Center

Category of care service provided	Small-scale Enterprise Day-care Center
Date of commencement of operation	November 2015
Area	Building area: 245.62m <sup>2</sup> (Floor area: 194.31m <sup>2</sup> ) Site area: 995.95m <sup>2</sup>
Places	30 children (additional places are available for local residents)
Opening hours	07:30 – 18:30 (extended opening available from 07:00 – 07:30 and 18:30 – 19:00)
Special features	Construction: Wood + reinforced concrete Exterior design: A building based on a "lens" design motif Materials: Extensive use of timber sourced from forests in Saitama Prefecture (JAS-compliant)

### Establishment of the "Tamron Kids Day-care Center"

In November 2015, Tamron opened the "Tamron Kids Day-care Center" at the company's head office. At Tamron's business locations in Japan, over half of the employees are people in their 20s or 30s who are in the child-rearing age group. To help employees who have taken time off to have children avoid the situation where being unable to find a place at a day-care center or kindergarten prevents them from coming back to work, it was decided that Tamron would open its own corporate day-care center. In this way, Tamron is providing the support needed to help both male and female employees balance their work responsibilities with their childcare responsibilities, and is aiming to help female employees fulfill their potential at the company.

The day-care center is normally open from 07:30 until 18:30, but these hours can be extended to 07:00 – 19:00 to meet the needs of individual employees' work responsibilities. The day-care center is located immediately adjacent to the Tamron head office premises, which means that employees can make flexible use of the facility in line with their own work requirements; this is a big plus.

The day-care center, the running of which has been sub-contracted to a specialist company with extensive experience operating day-care centers in hospitals and business enterprises, has nurses on standby at all times in case a child gets sick or hurt, ensuring maximum peace of mind. The combination of care and nursing capabilities makes this a safe, highly functional, convenient facility.

The Tamron Kids Day-care Center features wood construction, which helps to ensure the safety and health of the children using the facility, as well as being environmentally-friendly, and providing the feeling of friendly "warmth" that wood exudes. Much of the wood used in the Center's construction was sourced from forests in Saitama Prefecture, and is Japanese Agricultural Standards (JAS) compliant, in line with the goal of creating a superior day-

care center environment. The exterior design of the facility uses a "lens" motif appropriate to an optical device manufacturer.

It is anticipated that the Tamron Kids Day-care Center will receive formal certification from Saitama City in April 2016 as a "Small-scale Enterprise Day-care Center." Places at the Center are being allocated in such a way that it can be used not only by Tamron employees but also by local residents. On weekends, the Center gardens will be open to the public, as part of Tamron's efforts to make a positive contribution to the local community.

### Interview with a Center user



Mechanical Design Section,  
Design & Engineering Dept.  
Industrial Optics Business Unit  
**Mayumi Seshimo**

I am responsible for the Mechanism design of lenses used in security cameras. As I gave birth immediately after some major changes had been made in the company's design system, I wanted to get back to work as soon as possible. However, there were no day-care centers with places available before April, so I have been using the Tamron Kids Day-care Center. Working in an office with a female supervisor means that the people around me at work are generally very considerate and understanding, and I have been able to go back to work full-time without being required to work overtime. When I had been using the Center for about a month, I received a phone call from the Center to tell me that my child had been taken ill; being so close, I was able to go over immediately to pick the child up, which was a big relief. Young children do tend to come down with fevers and infectious diseases, so there is always the possibility that a child may come down with an illness that means they can't go to the Day-care Center. When a situation like that develops, if you can't take time off from work to deal with it, then that creates a problem in terms of maintaining the balance between work and childcare. However, in my own case, I think it should be possible to overcome the problem through consultation with my supervisor and colleagues, and with the Day-care Center.

# Balance Work and Childcare

overseas to deliver products and services that meet customer needs to customers all over the world. Tamron is striving to position itself as a company that is a great place to work, with fair, equitable that invigorate employees and fill them with the desire to do their utmost.

## Support to help employees balance work and childcare

With the growing concern that Japan may not have a large enough workforce in the future, more and more importance is being attached to the need to create a society in which men participate more fully in childcare and women find it easier to work. Approximately 70% of Tamron's overseas workforce is female, and 20% of the company's workforce in Japan. Particularly given the fact that around 50% of Tamron's female employees in Japan are in their 30s, it is vitally important to put in place an environment in which it is easy for women to come back to work after getting married and having children. To this end, Tamron has put in place support systems to help employees balance their work and their lives, so that they can continue to work for the company, and these systems are adjusted as necessary (see table on right). In FY2015, Tamron revised its shorter working hours system for employees with childcare responsibilities, extending the period for which this system can be used until the end of April in the year in which an employee's child is in the 4th grade in elementary school.

The support system to help employees balance their work and their private lives is being deployed not only in Japan, but at Tamron's overseas factories, so that employees can achieve the right balance between their work responsibilities and their childcare responsibilities. Within Japan, 100% of Tamron employees who give birth make use of the maternity leave system immediately prior to and after childbirth, as well as the childcare care leave system, and eventually return to work.

In addition, in order to reduce the amount of time that employees spent working in excess of their scheduled working hours, Tamron has introduced a system whereby, in principle, every day is a "no-overtime day" (at Tamron's head office), and has adjusted the annual paid leave system so that paid leave can be taken in hourly units. These measures are compliant with the requirements of the *Act on Advancement of Measures to Support Raising Next-generation Children*. In FY2015, Tamron was awarded the "Kurumin Mark" (which is given to companies that are deemed to be taking proactive measures to promote a childcare-friendly workplace). Furthermore, Saitama Prefecture (where Tamron's head office is located) has certified Tamron as being a "Diversified Work-style Promoting Enterprise," with the presentation of a Platinum Award (the highest level of award under this program).

It is also worth noting that, over the past five years, more than 2% of the people employed by Tamron within Japan have been people with disabilities; in FY2015, the percentage rose to 2.4%, higher than the statutory requirement of 2%.



## Human Resources Cultivation System

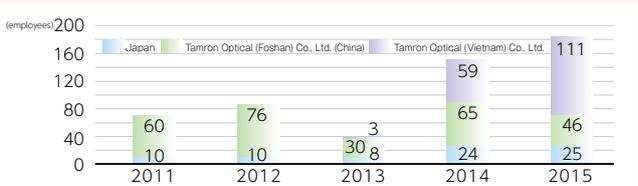
Tamron has established a training regimen for newly-hired employees to help cultivate self-disciplined human resources who are eager to take on new challenges. This training regimen comprises rank-based training programs implemented periodically to help employees acquire the specific skills needed for their jobs, as well as occupation-based training programs that teach the required competencies to engineers, sales staff and administrative staff, and company-wide training programs that seek to improve individual skills.

With regard to occupation-based training programs, in line with the company's desire to expand the scope of training for personnel in administrative departments, in FY2015 a new Optical Basics Training Course was launched, with the goal of ensuring that all Tamron employees can acquire the necessary basic knowledge of optics. The Course was implemented using a classroom learning format, with approximately 70 employees from administrative departments at Tamron's head office attending lectures on basic optical knowledge (such as lens properties and other optical properties, focal length, etc.) and on Tamron's unique technology. Participants' comments about the course were very positive, e.g. "The course made it easy to understand the basics, and I now have a greater interest in optical design." "Now, when I have to work together

## Main Benefits Programs for Childcare and Nursing Care (Japan)

Program	Term	Overview
Parental leave	Until the child turns 1 (Extendable up to 14 months of age)	An employee can take leave to care for a child.
Extended parental leave	Up to the day the child turns 18 months of age, or April 15 of the year after the child turns 1, whichever is longer	An employee can take leave if certain circumstances apply, such as being unable to find a place at a day-care center.
Child care leave	Until the child begins elementary school (Up to 5 days per year) (10 days if the employee has two or more children)	An employee can take paid leave for a child care, vaccinations or health checkup for a child.
Reduced working hours	For an employee looking after a child in the fourth grade in elementary school or younger, up until April 30 of the school year in which the child becomes a fourth grader in elementary school	An employee can shorten their working day by up to two hours as long as they work at least six hours.
Nursing care leave	Up to a maximum of 93 days	An employee can take leave to provide nursing care to an elderly family member in need.

## Number of Employee Taking Paid Parental Leave<sup>1</sup>



## Number of Reduced Working Hours for Childcare<sup>2</sup>



1. The name of the parental leave system varies from country to country. Employees at Tamron Optical (Foshan) Co., Ltd. in China are entitled to 98 days' leave after childbirth; employees at Tamron Optical (Vietnam) Co., Ltd. can take up to six months' leave before and after childbirth.

In Japan, male employees who have just become a father can take a short period of parental leave of up to one month; a total of 7 male employees took advantage of this system in FY2014, and 13 in FY2015.

2. Both Tamron Optical (Foshan) Co., Ltd. and Tamron Optical (Vietnam) Co., Ltd. have a reduced working hours system in place that makes it possible for female employees with young children under the age of 1 to benefit from shorter working hours.

with people from the optical technology departments, I can communicate with them more smoothly."

In the future, Tamron will continue to implement training aimed at effectively strengthening employees' capabilities in areas where employees have expressed a need for enhanced training provision.



The Optical Basics Training Course in progress

## Training System Diagram



# Relationship with Shareholders and Investors

We are committed to fair and transparent management practices as well as enhancing corporate value, which is achieved by strengthening corporate governance to build up trust with shareholders and investors.

## Corporate Governance

### Basic Policy

Ever since the company was first established, we at Tamron have consistently pursued fair and transparent management practices in line with our management philosophy, respecting the rights and equality of our shareholders, and adopting an approach to corporate governance that emphasizes the maintenance of a good relationship with all stakeholders.

### Corporate Governance System Overview

Tamron has employed the Executive Officer System to speed up decision making and improve efficiencies, which has enabled it to establish a management structure capable of making accurate and strategic decisions. External Directors with expertise in their respective fields carefully monitor and advise the company regarding its execution of operations from an independent and fair standpoint. At the same time, Independent Auditors with expert knowledge of finance, accounting and legal affairs as well as Corporate Auditors well versed in Tamron's operations work together with the Accounting Auditor and Internal Audit & Supervision Board to carry out rigorous audit programs. Tamron appoints 15 Directors, of which 2 are External Directors, and 4 Corporate Auditors, of which 3 are Independent Auditors. Tamron respects the principles of the Corporate Governance Code which came into effect in June 2015, and is working to achieve a further strengthening of corporate governance, along with continued growth and the enhancement of corporate value over the medium and long term.

#### (1)Board of Directors

Meetings of the Board of Directors are held twice a month, in principle, attended by all Directors and Corporate Auditors, 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 related laws and regulations. In FY2015, the Board of Directors met 26 times.

#### (2)Board of Auditors

The Board of Auditors audits the processes of decision making by the Board of Directors and the execution of duties of Directors by attending the Board of Director meetings and checking approval documents. The Board of Auditors meets monthly, in principle. In FY2015, the Board of Auditors met 15 times.

#### (3)Executive Officer System

Tamron has employed the Executive Officer System to ensure separation between management and the execution of operations. Executive Officers carry out their duties and responsibilities following the basic policy determined by the Board of Directors.

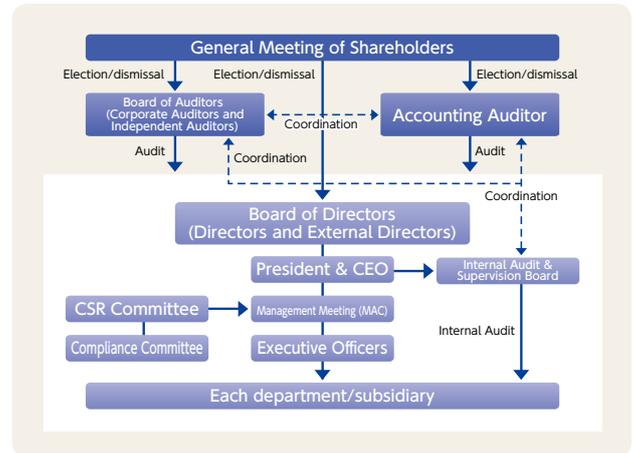
#### (4)Internal Control through Committee Meetings

We regularly hold monthly management (MAC) meetings attended by all Directors, full-time Corporate Auditors and Executive Officers to discuss management issues and respond to the fast-changing management environment.

#### (5)Accounting Auditor

Tamron has concluded an auditing agreement with Wako Audit Corporation and receives audit from this firm in its capacity as accounting auditor.

### Corporate Governance Structure



## Shareholder and Investor Engagement

In FY2015, Tamron held two earnings presentations, as well as hosting meetings and plant tours for institutional investors and securities analysts.

In addition, Tamron continues to participate in conferences for domestic and international investors organized by securities companies. We also held five briefings for individual investors in FY2015.

We are committed to actively engaging our shareholders and investors through dynamic IR<sup>1</sup> activities.

1.IR stands for "investor relations," and means the implementing of activities to provide shareholders and investors with the information they need to make investing decisions.



An earnings presentation in progress

## Compliance

Compliance promotion activities are carried out through the Compliance Committee (comprising members of Tamron's executive management team), which meets periodically, and the Compliance Promotion Committee (reporting to the Compliance Committee, with members selected from each business division), which meets on a monthly basis.

In addition, guidance and promotion is provided for compliance activities in Tamron's overseas subsidiaries.

- Explanation of laws relating to Tamron's business activities and other related information (covering intellectual property rights, competition law, anti-corruption regulations, regulations to prevent insider trading, etc.)
- Keeping the management teams of Tamron's overseas subsidiaries informed of developments relating to laws and regulations, etc. (including the anti-corruption legislation enacted in the U.S.A. and U.K., etc.)
- Surveys of compliance status in overseas subsidiaries

# Relationship with Business Partners

Tamron respects human rights, ensures compliance with laws and regulations, and establishes good relationships with business partners to grow and contribute to society together.

## Summary of Activities in FY2015

- Continued rigorous management of chemical substances
- Continued investigations in relation to conflict minerals

## Tasks for FY2016

- Further reinforce CSR procurement with business partners

## Business Partner Accreditation Program

In order to contribute to society in accordance with its CSR policy, Tamron works together with its business partners to comply with laws and regulations, and continually aspires to serve as a partner that delivers high quality products and services. For product and environmental quality<sup>1</sup>, we conduct surveys to check the status of our suppliers through on-site or paper-based audits in accordance with our assessment standards.

In 2008 we commenced CSR procurement and requested suppliers comply with the Tamron Supplier Code of Conduct to ensure we do business only with companies that act in accordance with these standards. Going forward, we will continue to re-examine ways of confirming suppliers' compliance with the code of conduct.

<sup>1</sup>Environmental quality" means regulating the use of harmful chemical substances in products our suppliers deliver to us to ensure they fall below the threshold level stated in our standards.

### Procedures for Selecting Suppliers



### History of Our Activities

- 2008 Requested all business partners to comply with the Tamron Supplier Code of Conduct
- 2009 Requested respective business partners to perform self-evaluations(questionnaire)
- 2010 Introduced case examples on particularly important aspects such as "occupational health and safety" and "human rights protection"
- 2011 Held CSR Procurement Workshops for all business partners in Japan and abroad
- 2012 Continued to work on improving methods for checking business partner compliance with the Tamron Supplier Code of Conduct  
Held internal training sessions and in-house hearings
- 2013 Prepared questionnaire (draft)
- 2014 Revised questionnaire (draft) and examined ways of using the questionnaire
- 2015 Administered questionnaire (targeting those suppliers that were not covered by the 2009 questionnaire)

## CSR Efforts in the Supply Chain

### Working Together with Business Partners to Manage Chemical Substances

Tamron maintains a policy of avoiding the use of harmful chemical substances in the materials used to make its products. We use a system to check substances regulated by the EU's RoHS Initiative based on environment data obtained from our suppliers<sup>2</sup>. We continue to internally implement analytical work with advanced equipment including Inductivity Coupled Plasma Atomic Emission Spectrometry (ICP-AES) and Gas Chromatography Mass Spectrometry (GC-MS) to ensure only the safest most secure products are delivered to customers. We also manage substances with our business suppliers in accordance with REACH, with relevant information in turn passed on to customers and consumers.

In July 2019, the scope of application of RoHS is being expanded from the original six substances - Cadmium, Lead, Hexavalent chromium, Mercury, Polybrominated biphenyls (PBB), and Polybrominated diphenyl ether (PBDE) - to include four additional substances, all of which are types of phthalates: Bis(2-ethylhexyl) phthalate (DEHP), Benzyl butyl phthalate (BBP), Dibutyl phthalate (DBP), and Diisobutyl phthalate (DIBP). In order to ensure conformity with the expanded scope of RoHS, new analysis methods were put in place by Tamron in 2015. Tamron is also establishing the frameworks and systems needed to ensure compliance with other new regulations relating to the control of harmful chemical substances that may be established in different countries around the world in the future.

<sup>2</sup>Such data and documents as the certificate of non-use of harmful chemical substances, ICP analysis data and MSDS

### Response to Conflict Minerals

A portion of the minerals (tantalite, tin, gold and tungsten) produced in the Democratic People's Republic of the Congo and neighboring countries of Africa are being used to fund armed militants that violate human rights and cause environmental destruction.

These minerals are now collectively referred to as conflict minerals and are regulated. Tamron has declared a policy of not using illegal conflict minerals related to the violation of human rights or environmental destruction in order to fulfill its corporate social responsibilities within its procurement activities.<sup>3</sup>

In FY2015, Tamron asked 283 of the company's suppliers to complete surveys relating to conflict minerals. All of the suppliers responded, submitting completed questionnaires in relation to a total of 6,097 component items.

The survey results showed that Tamron does not make use of conflict minerals that are used to fund armed militants.

<sup>3</sup> Please see our corporate website to view our policy on conflict minerals.

<http://www.tamron.co.jp/en/envi/top/index.html>



# Relationship with Customers

Tamron is committed to contributing to society by supplying customers with safe, unique and quality products and services, putting the highest priority on satisfying customers, dealers and OEM customers.

## Summary of Activities in FY2015

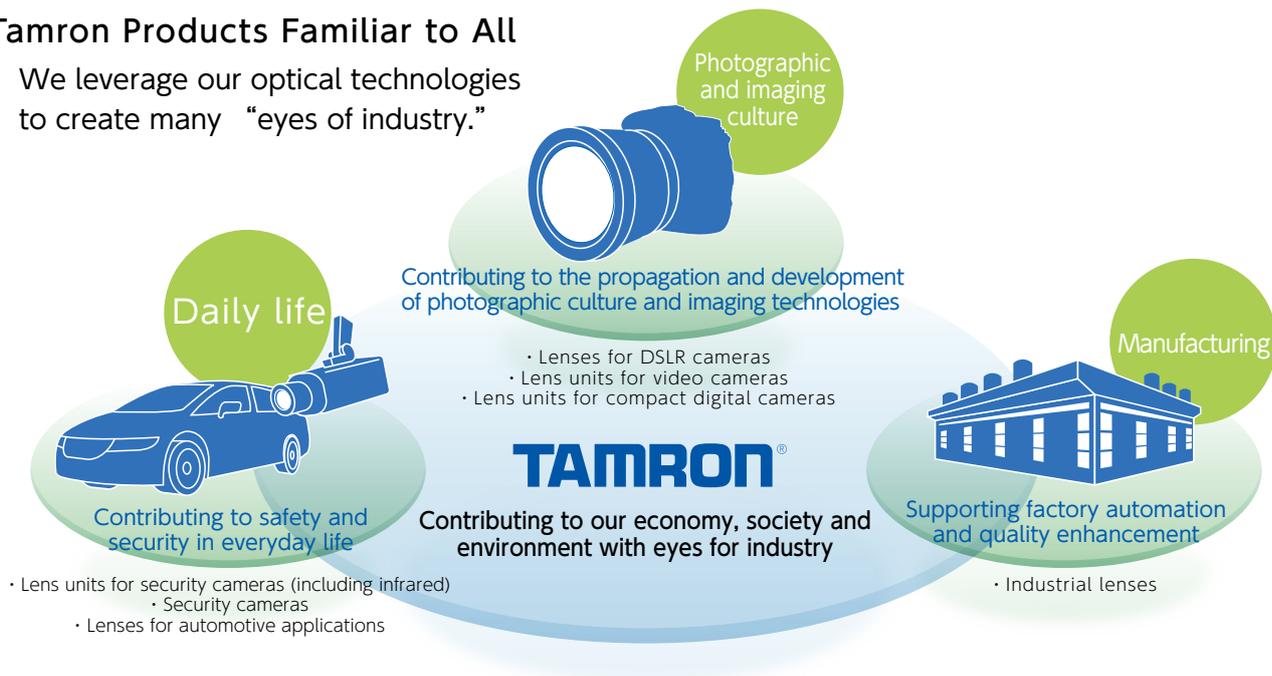
- Developed lenses with their own unique character
- Prepared for the adoption of components that make use of recycled materials

## Tasks for FY2016

- Create unique products that customers appreciate
- Promote environmentally-conscious design, e.g. through the use of recycled materials

## Tamron Products Familiar to All

We leverage our optical technologies to create many “eyes of industry.”



## Developing Unique Photographic Lenses

The SP35mm F/1.8 Di VC USD (Model F012) released in 2015 is a new model in Tamron's SP (Super Performance) series, which provides superior optical performance. This fixed focal length lens is truly revolutionary in terms of its appearance, functionality and ease of use. It features a vibration compensation (VC) mechanism<sup>1</sup> and ultrasonic silent drive (USD)<sup>2</sup> and boasts a minimal focal length of just 0.2m; overall, this is a lens with truly outstanding imaging performance.



Model F012

## Appraisals of Tamron's Products

The SP15-30mm F/2.8 Di VC USD (Model A012) which Tamron released in late 2014 is the first<sup>3</sup> large-aperture f/2.8 ultra-wide-angle lens for use in digital single-lens reflex cameras (and which supports 35mm full-frame format camera bodies) to feature a vibration compensation (VC) mechanism.<sup>1</sup> The Model A012 also incorporates an ultrasonic silent drive (USD)<sup>2</sup> as well as an XGM lens<sup>4</sup> and eBAND coating.<sup>5</sup> This advanced technology gives the Model A012 superb imaging performance throughout the entire zoom range; this outstanding performance won the Model A012 the EISA Award.



Model A012

### Lens Awards

Category	Model	Award	Awarding Organization
Imaging (Photographic lens)	A012	EISA Award European DSLR Zoom Lens 2015-2016 <sup>6</sup>	European Imaging and Sound Association (Europe)

1.VC stands for Vibration Compensation, which helps prevent blurry images. Tamron lenses for Sony cameras do not offer Tamron's VC mechanism because Sony includes an image stabilizing mechanism in the body of its DSLR cameras.

2.USD stands for Ultrasonic Silent Drive, which is essentially an ultrasonic motor that converts ultrasonic vibrations into torque, which makes it possible to focus faster with greater precision.

3.Comparison limited to large-aperture f/2.8 ultra-wide-angle lenses for use in digital single-lens reflex cameras (and which support 35mm full-frame format camera bodies). (Correct as of August 16, 2015, to the best of Tamron's knowledge)

4.XGM (eXpanded Glass Molded Aspherical) lens: The XGM lens is capable of efficiently correcting aberrations in the angle of view (which can change significantly with an ultra-wide-angle zoom lens). This specialized glass element is also very effective at minimizing distortion and enhancing the sharpness of an image at its periphery.

5.The acronym eBAND coating standard for Extended Bandwidth & Angular-Dependency Coating, which is a proprietarily developed membrane that makes images clearer and more complete. It uses a nanotechnology-based coating technique to form a multicoated surface with a super-low refractive index membrane to significantly reduce unwanted reflections compared to multicoated surfaces made from resins.

6.Tamron lenses have received an EISA award for ten consecutive years since 2006. EISA is an acronym for European Imaging and Sound Association. This organization sponsors the EISA Awards along with editors and senior engineers from related media including photography, video, sound, and mobile electronics. Every year the awards recognize leading products in the fields of photography and audio visual media.

## Lenses Underpinning Safety and Security

### Lenses for automobiles

Tamron manufactures and markets lens units (including infrared models) for indoor and outdoor security cameras, making safety and security an important pillar of its businesses. In recent years we have also focused on the development of lenses for automobiles.

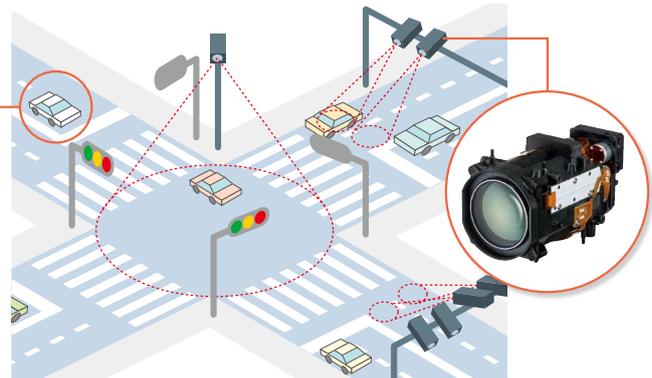
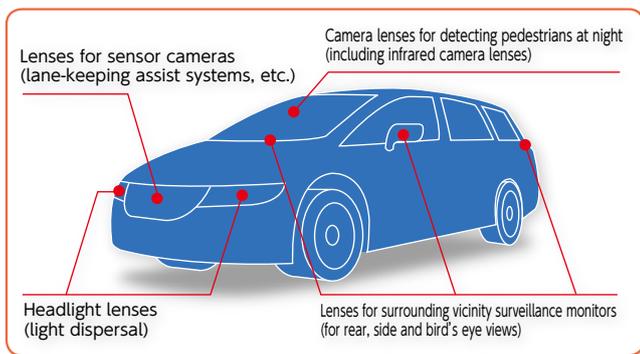
Automotive lenses are largely separated into two categories. First is lenses used in traffic monitoring systems installed at points above roads. The other is automotive camera lenses installed on vehicles.

As regards traffic monitoring lenses, Tamron has developed a zoom lens that can be equipped with autofocus and remote operation capabilities (making it possible to flexibly monitor different types of road at different distances); the image processing technology is designed so that users can extract the information they need for specific applications.

Automotive lenses for rear-view cameras, birds-eye cameras and etc. are mainly used for confirming by sight. We are also developing sensing type lenses for use in emergency brake assist systems and lane keeping assist systems.

International demand for automotive cameras is expected to continue growing in the future given the KT Act<sup>1</sup> in the United States and Europe's Euro NCAP<sup>2</sup>. Tamron will continue to support the safety of vehicles by creating high quality, high performance lenses tailored to each individual application.

1. Kids and Transportation Act. This law requires that all new cars come equipped with a rear-view monitor by the year 2014.  
 2. European New Car Assessment Programme. This program refers to automobile safety testing performed in Europe.



### Monitoring and Security Camera Lenses

As the security camera market has grown in recent years, the competition to develop ever more advanced technology has grown steadily more intense, and many manufacturers are now developing cameras equipped with high-pixel-count image sensors.

Tamron's 1/2.7" 2.8 - 9.8mm f/1.6 (Model DF023) was developed to meet customers' need for this type of camera; this is a new-generation zoom lens with high pixel count (4K).<sup>3</sup> The Model DF023 also supports imaging in the near-infrared region; the higher resolution that this model provides means that the physical characteristics of people and objects can be captured in more detail, and sharp images can be achieved even when covering a large area.

3."4K" is a general term for imaging systems with resolution in the region of 4,000 (horizontal) by 2,000 (vertical) pixels; this is four times the pixel count of Full HD, the current mainstream specification.



Model DF023

### Infrared Camera Lens Development

Tamron is applying its existing technology to the development of infrared lenses (for the non-visible light region).

Demand for long-wave infrared (LWIR) lenses is growing steadily in the surveillance and disaster response fields. The 35-105mm F/1.6 (Model LVZ3X3516N/A) is the world's lightest<sup>4</sup> optical 3X zoom lens for use with VGA (17 μm) pixel pitch detectors. The lightweight, compact format ensures good compatibility with existing equipment (which has tended to be a problem for lenses of this type in the past).

In the near infrared camera lens segment, starting with the Model DF023 outlined above, Tamron has developed a wide range of IP/CCTV lenses that support both near infrared imaging and visible light region imaging, helping to make society safer and give people greater peace of mind.

4. Comparison limited to LWIR zoom lenses with a focal length of at least 100mm. (Correct as of December, 2015, to the best of Tamron's knowledge)

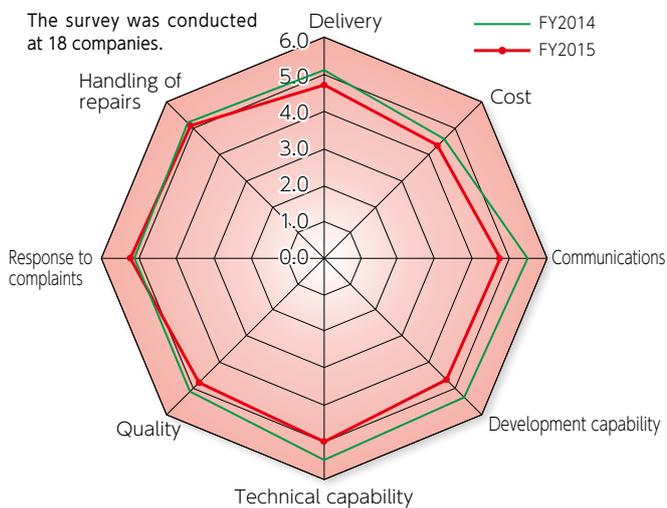


Model LVZ3X3516N/A

## Evaluation by Distributors and OEM Customers

Every year, we ask our OEM customers and Tamron brand distributors to complete a customer satisfaction survey. In FY2015, the overall score received was 4.9 points, which met the specified target, but was 0.3 points down compared to FY2014. With the exception of "Response to Complaints," where there was a slight improvement compared to last year, all of the other seven items had lower scores than in FY2014. Comments received from customers and distributors suggested that Tamron should "try to ensure a stable volume of output during the early stages of mass production," and "endeavor to instill Tamron products with new appeal." Tamron appreciates customers' and distributors' frank comments, which reflect their desire to see Tamron do better in the future, and will take their suggestions into account.

### Results of Customer Satisfaction Survey in 2015 (OEM Customers and Distributors)



1. Very dissatisfied 2. Dissatisfied 3. Slightly dissatisfied  
4. Slightly satisfied 5. Satisfied 6. Very satisfied

	Delivery	Cost	Communications	Development capability	Technical capability	Quality	Response to complaints	Handling of repairs	Overall
FY2014	5.1	4.6	5.5	5.3	5.5	5.1	5.1	5.2	5.2
FY2015	4.8	4.4	4.8	4.7	5.0	4.8	5.2	5.1	4.9
Gap	-0.3	-0.2	-0.7	-0.6	-0.5	-0.3	+0.1	-0.1	-0.3

## Expanding After-sales Services Globally

Tamron is continuing to implement a policy of achieving a three-day turnaround time for product repairs anywhere in the world. To further enhance the consistency of after-sales service provision worldwide, Tamron holds periodic training activities at locations in various countries focusing on repair techniques, besides holding training courses at Tamron's head office in Japan and striving to share market trend and service information between business locations.

We also offer free cleaning of Tamron brand lenses at major photography trade shows held around the world; the response to this service has been very positive, with more and more people taking advantage of it, and in many cases it has also led to new orders being placed.

Within Japan, we have launched the Tamron Lens Customer Service Center to handle customers' telephone inquiries. In the future, Tamron will be working to expand membership of the Tamron Lens Life Membership Club (members of which receive an e-newsletter and discounts on repair service) as part of our ongoing commitment to further enhancing customer satisfaction.

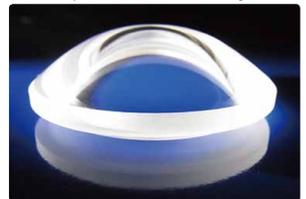
## Enhancing our Technological Development Capabilities

### Successful development of high-resolution lenses with wide-angle zoom (Japan)

To keep pace with the trend towards higher pixel count in digital cameras, Tamron is developing the SP series<sup>1</sup>, which embodies advanced design concepts.

The development of the Model A012 SP lens that Tamron released last year was accompanied by the development and volume production of the new XGM lens (eXpanded Glass Molded Aspherical lens), which provides effective correction for aberrations<sup>2</sup>, making it possible to achieve high resolution comparable to a fixed focal length lens in an ultra-wide-angle zoom lens.

The XGM represents a direct, effective solution to problems that have affected lens forming methods in the past: the tendency for the precision with which the shape of the lens is reproduced to decline over time, and for the forming process to take progressively longer to complete. To create the XGM lens, new forming machines were introduced, an even higher level of precision was incorporated into the dies used for lens forming, and the methods used for lens forming were adjusted. Dedicated Tamron personnel were assigned to implement continued, ongoing quality improvement, making it possible to achieve the desired level of precision. In the future, Tamron will be aiming to realize a further enhancement of its technology development capabilities, in order to create high-quality products that meet customers' needs.



(Model A012) XGM lens

1. The SP (Super Performance) lens series is a range of Tamron lenses characterized by superior performance based on demanding design specifications. In deciding on the design criteria for the SP series, the specification and the image quality were prioritized. The SP series embodies revolutionary, high-end design concepts unconstrained by cost considerations; the SP series has been positioned as Tamron's "concept models."

2. Here, "aberration" refers to cases where the basic principle that light coming from a given point which passes through a convex lens should reassemble and form an image at another given point is violated, resulting in gaps, blurring, distortion, etc.

### Development of Automation Equipment to Enhance Productivity

To ensure consistent quality and enhance the efficiency of processing operation, starting from FY2013 the Tamron Technology Development Center has directed efforts to enhance the level of automation at Tamron Optical (Foshan) Co., Ltd. in the areas of processing equipment and inspection equipment, while also working to make the equipment used at Foshan more energy-efficient and to enhance the level of digitalization.

In FY2015 the "India ink" coating process used to prevent lens reflection was automated, simplifying the tasks that operatives need to perform, and ensuring that high quality standards can be maintained efficiently.

In addition, "lateral expansion" has been carried out at the Foshan plant, with the more widespread adoption of existing types of automation equipment for new applications.

In FY2016, the main focus will be on the development of automated conveying equipment, automated connecting devices, semi-automated reflection-type connecting devices, etc., pursuing further enhancements in automation.



Automated "India ink" coating machine

## Environmentally-Friendly Design

Tamron performs product assessments starting from the design stage, to ensure that we deliver products that are environmentally-friendly. In FY2015, a review of compliance with environment-related laws and regulations (such as individual countries' environmental labeling obligations, etc.) was added to the product assessment procedure. In addition, the frequency of assessment was increased for existing product assessment items such as extended usage, lightweight design, etc., helping to increase the accuracy of the assessment results. Of the various product assessment items, particular emphasis has been placed on effective management of the light weight design and reduced volume items. Environmentally-friendly design achievements with respect to new models released in FY2015 included a 0.3% improvement in light weight design and a 0.5% reduction in volume.<sup>1</sup> Tamron has also been implementing effective management of hazardous substances in line with the company's internal Environment-related Substance Management Regulations, which reflect the requirements of the RoHS directive and the REACH regulation. Tamron products that feature environmentally-friendly design bear the Tamron Eco Label.<sup>2</sup> In order to reduce the amount of waste deriving from manufacturing processes, the rear caps for Tamron's DSLR camera lenses are made using 100% recycled plastic runner materials.<sup>3</sup> We started using these plastic runner materials in

FY2010, and as of FY2015 we had used a cumulative total of 115 tons of recycled material (in 5.19 million rear caps).

### Lens Assessment Item Table

Evaluation Items	
1. Extended usage of lens	7. Reduced use of packaging materials
2. Light weight design	8. Use of recycled materials for packaging materials
3. Reduced volume	9. Product labeling requirements
4. Energy efficiency during usage	10. Packaging labeling requirements
5. Use of recycled materials	11. Proper management of controlled environmental substances
6. Ease of disassembly	

1. Calculated using production volume from FY2014 comparing conventional models.
2. For more information about Tamron Eco Label certified products, please visit the Tamron website:  
<http://www.tamron.co.jp/en/envi/top/index.html>
3. Waste material that occurs when pouring plastic resin during the production process.



**Tamron Eco Label**  
The label was designed to resemble an eye gently looking at our economy, society and environment. The eyebrow symbolizes a flowing stream of air and water, the pupil represents the green in the earth, and the tree in the pupil stands for our work for the three Rs of "reduce," "reuse" and "recycle".

## Component Recycling

In order to further reduce the generation of waste, Tamron has been implementing activities that emphasize "3R" (Reduce, Reuse, Recycle). In particular, we have been focusing on reducing the amount of plastic waste generated, which amounted to over 200 tons per year; targeting the effective utilization of plastic runner material<sup>3</sup>, Tamron held integrated design, production technology and production meetings at which new recycling methods were considered. It was decided that, over the period up to FY2014, as a means of reducing waste while maintaining quality standards and ensuring that product functionality is not affected, Tamron would experiment with the adoption of "Pre-consumer Closed Recycling"<sup>4</sup>, in which recycled materials are mixed with non-recycled materials. In FY2015, further evaluation was undertaken of the products manufactured using recycled materials, and after confirming that there were no quality issues,

management criteria and procedures were drawn up (both for in-house operations and with respect to suppliers), and disseminated throughout the company. Starting from FY2016, these recycled materials will be formally adopted for some components of Tamron's interchangeable lenses for SLR cameras. In the future, Tamron will continue to promote waste reduction and recycling, examining ways in which the scope of utilization of recycled materials can be further expanded.



Components for Which Recycled Materials are Expected to be Used (Filter Screw Rings)

<sup>4</sup> "Pre-consumer Closed Recycling" involves the use of recycled material made from waste and surplus material from the production process to create the same type of material (or product).

### Interview with Responsible Personnel



<p>Lead Engineer Quality Assurance Section Owani Plant Production Management &amp; Administration Unit</p> <p><b>Yuya Jin</b></p>	<p>Manager Design &amp; Engineering Dept. Imaging Products Business Unit</p> <p><b>Masaaki Kamoda</b></p>	<p>Manager Design &amp; Engineering Dept. Industrial Optics Business Unit</p> <p><b>Naoki Takano</b></p>
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Wanting to make effective use of waste material generated in the manufacturing process as a resource, we explored the possibilities for using recycled material. While we did consider ways of undertaking recycling in-house, we were also able to secure the collaboration of our suppliers; FY2015 was a very busy year, as we rushed to get the necessary systems in place to support practical implementation. The aspect to which we paid most attention was taking measures to ensure that no contaminants get mixed in with the recycled material. Of course, we didn't want other types of material to get mixed into the recycled material, but we also created metal removal devices to guard against the risk of metal fragments from the pulverizer getting into it. Currently, some of these functions are still performed manually, but there are plans to improve this by switching over to automated systems in the future.

There have been relatively few examples of the adoption of Pre-consumer Closed Recycling method so far; we have viewed the adoption of this approach at Tamron as a challenge, and will be examining ways to expand the scope of application to include other components, and also Tamron's overseas factories.



# Management Systems

At Tamron, we strive to enhance our product and service quality while reducing environmental impacts through our integrated management system. Additionally, we ensure the continuity of our business by avoiding various management risks using our risk management system.

## Integrated Management System

Tamron has been awarded blanket ISO 9001 (quality) and ISO 14001 (environment) certification applicable to the entire Tamron Group's integrated management system, including Tamron's head office and its three factories in Aomori Prefecture, Japan, as well as Tamron Optical (Foshan) in China. Tamron Optical (Vietnam) is also in the process of securing blanket ISO 9001 and ISO 14001 certification. Under this integrated management policy, Tamron aims to continue creating high-quality products while giving due consideration to environmental issues. Starting from 2016, Tamron will be integrating its risk management system (which in the past has been based on ISO 31000) into the company's integrated management system, with the aim of making business process implementation even smoother.

## Audit System and Identifying Problems

Tamron regularly performs internal quality and environmental audits covering the head office and three Aomori plants. In addition to the internal audit, the Head Office and three Aomori plants audit each other to check their systems and manufacturing processes. We periodically arrange to receive audits from external audit organizations to maintain certifications while continually improving the integrated management system. As a result of external audits implemented in FY2015, the effectiveness of the policy and management processes adopted at our sites was assessed at level-4 on a scale of one to five.

## Risk Management

In the past, Tamron has used a risk management system based on the ISO 31000 standard and identification of risks and opportunities through SWOT analysis to build consensus in the management review process. Tamron has responded to the revision of the ISO 9001 and ISO 14001 standards by merging risk management into the company's integrated management system; a project has also been launched to bring Tamron's existing risk management policy within the scope of the firm's integrated management policy. Risk identification methods have also been adjusted in line with the revision of the ISO standards. In this way, Tamron will be able to identify key risks relating to both internal and external issues, and take appropriate action in response. Furthermore, business continuity planning (BCP) has been implemented with respect to Tamron's head office and the company's three factories in Aomori Prefecture, Japan, with the necessary systems having already been put in place, and Tamron is working to strengthen its crisis management systems so as to be prepared in the event that a major natural disaster does occur in the future.

## Responding to Emergencies

As part of their risk management initiatives, Tamron's head office and three plants in Aomori Prefecture, as well as Tamron Optical Foshan, hold firefighting drills led by employees, while departments that handle chemicals carry out emergency response drills for chemical spills. Additionally, Tamron's head office stepped up its initial response capabilities, by implementing training on how to start back-up power generators in case of a blackout in accordance with the BCP and by making changes to its emergency contact system.

## Integrated Management Policy

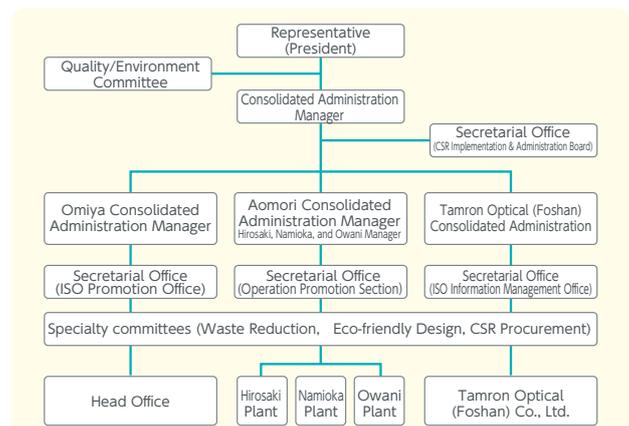
As a member of the international optical industry, we will continue to manufacture products that deliver customer satisfaction and help achieve our goal of Contributing to Society by Creating Eyes for Industry, while being considerate of environmental conservation.

1. We will supply our customers with high quality and reliable products by using our originality, ingenuity and technology, pursuing sustainable development with profits arising out of customer delight and satisfaction.
2. We will keep abreast of both internal and external issues affecting the company, as well as the needs of employees, shareholders, customers, suppliers and other stakeholders, so as to maintain an accurate awareness of risks and opportunities.
3. In running our business, we will comply with all related laws, standards and treaties at home and abroad, respecting the requests and demands made by our customers and the local community.
4. We will work on preventing environmental contamination, reducing CO<sub>2</sub> emissions, as well as reducing waste emissions and the use of harmful chemicals, while seeking alternatives and contributing to the safeguarding of biodiversity.
5. We will continue to work on improving the effectiveness of our integrated management system.
6. To achieve this management policy, we will establish specific objectives and targets, periodically evaluating our progress.
7. To enhance recognition of our integrated management, we will maintain good communications while providing sufficient education and training to all people working for Tamron.
8. We will closely cooperate with society in all countries and regions where we operate and disclose information to stakeholders as necessary on our quality assurance and environment conservation efforts.
9. To ensure the company's smooth operation, without the occurrence of negative impacts on the economy, society or the environment, we will implement preventative actions to the maximum extent possible in line with the company's Integrated Management System; in the event that a negative impact does occur, we will fulfill our responsibility to society by taking prompt action to mitigate the damage and support recovery efforts, and will also take steps to prevent reoccurrence.

December 11, 2015

Integrated Management System Representative

## Integrated Management System Implementation System



\*All our business locations have Integrated Internal Auditors working there, and Integrated Management Promotion Committee members are active at all domestic sites.

## Creating Safe and Comfortable Workplace Environments

In accordance with the company's Occupational Health and Safety Regulations, Tamron has established an Occupational Health and Safety Committee, with patrols being carried out by health and safety administrators to prevent occupational accidents, etc.

In FY2015, there were eight occupational accidents, all of which occurred in Japan, with none occurring in either Tamron Optical (Foshan) in China or Tamron Optical (Vietnam), and five commuting-related accidents, of which four took place in Japan, one at Tamron Optical Foshan, and none at Tamron Optical (Vietnam). The increase in occupational accidents within Japan mostly involved injuries from falls, etc., while the increase in commuting-related accidents mostly related to accidents that took place while commuting by bicycle or motorcycle. We have been working to prevent reoccurrence, or the occurrence of other types of accident, by analyzing the reasons and holding safety seminars to boost awareness.

Regarding mental health issues, mental health checks are held twice a year. In-house seminars are also held in relation to self-care and caring for one's direct subordinates; in FY2015, a total of 59 employees participated in these seminars. Tamron also works to support employees' health and prevent mental illness by offering health consultations with industrial physicians and follow-up interviews with personnel department staff.

These measures have received recognition with the awarding of "Hirosaki Healthy Enterprise" certification to Tamron's Hirosaki Plant in November 2015. "Hirosaki Health Enterprise" certification is a program launched by Hirosaki City Government to provide recognition for business enterprises that meet certain conditions in relation to mental health measures, strategies to protect employees from infectious diseases, and strategies to protect employees from passive smoking. In the future, all Tamron sites (including the Hirosaki Plant) will continue to work actively to improve the working environment and foster good health.

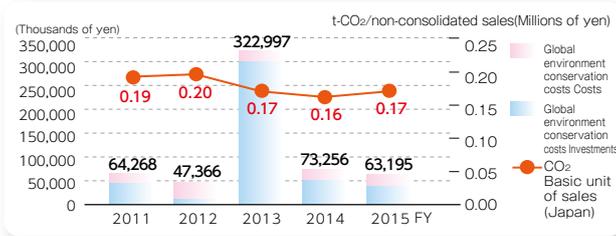


"Hirosaki Healthy Enterprise" Certificate

## Environmental Accounting (Japan)

In FY2015, total environmental accounting in Japan amounted to investments of 36 million yen and costs of 263.5 million yen.

The changes in investments and costs related to reducing CO<sub>2</sub> emissions (i.e. global environment conservation costs), which is a particularly important item, are shown in the graph below. In FY2015, a total of 63.2 million yen was spent on investments and costs associated with reducing CO<sub>2</sub> emissions. Normally, investments and costs of at least 30 million yen are recorded, and in the future Tamron will continue working to reduce CO<sub>2</sub> emissions.



\*Please see past CSR reports for costs prior to FY2015.

\*The greenhouse gas coefficient from the Greenhouse Effect Gas Measuring & Reporting Manual Version 4.0 is used for managing medium-term targets with a benchmark year of FY2012. For consistency purposes, this same coefficient has been used to re-calculate basic unit of CO<sub>2</sub> emissions from FY2011 to FY2015.

## Compliance with Laws and Regulations

In FY2015, Tamron undertook preparations for response measures based on the risk assessment under the revised Industrial Safety and Health Law, and also performed inspections of relevant machinery in accordance with the requirements of the Fluorocarbons Emission Control Law. In addition, in regard to the REACH regulations (the scope of which has been expanded to cover additional substances), Tamron has taken steps to verify the content levels of Substances of Very High Concern (SVHC). As a result, Tamron had no incidents relating to compliance with environmental laws and regulations in FY2015, reflecting our commitment to abiding by the requirements of the law.

Having said that, in July 2015 a fire occurred in the cafeteria kitchens at the Tamron Optical (Foshan) plant in China. The fire was caused by problems with an item of kitchen equipment, along with a shortage of fire-extinguishing equipment. The plant staff responded promptly, and the fire was extinguished quickly with very little damage having been caused. No injuries were caused, and the fire had no negative impact on the environment. Following this incident, the Foshan plant implemented safety inspections on all of its cooking equipment and fire-extinguishing equipment; Tamron has also arranged for regular inspections by external maintenance service providers, and has stepped up management of these areas. Furthermore, steps have been taken to ensure thorough implementation of the "5S" workplace organization methodology, and employees have been reminded of the correct operating procedures for all equipment.

In addition, regarding the incident at Tamron Optical (Foshan) in FY2014 that involved leakage from a wastewater treatment tank within the plant grounds, the equipment has since been updated to enhance its wastewater treatment functionality, to ensure the maintenance of water quality. Rigorous management has also been put in place to make sure that sludge and waste liquids are properly treated. (For more information about changes in the quantity of waste treated, see p. 18 of this report)

Compliance with laws and regulations (including the above-mentioned items) is summarized in the table below.

### Compliance at Respective Sites

◎:Compliance ○:Exceeded statutory requirement temporarily

△:Request for improvement made by local government

×:Administrative action as a result of violation of law/regulation

	Head office	Aomori plants	Foshan <sup>3</sup>	Vietnam <sup>3</sup>
Energy saving (Energy Saving Act)	◎	◎	—	—
CO <sub>2</sub> reduction (Act on Promotion of Global Warming Countermeasures)	◎	◎	—	—
Chemical substance management <sup>1</sup>	◎	◎	◎	◎
Air	◎	◎	◎	◎
Water quality	◎ <sup>2</sup>	◎	◎	◎
Soil	◎	◎	◎	◎
Noise	◎	◎	◎	◎
Vibration	◎	◎	◎	◎
Odor	◎	◎	◎	◎
Occupational health & safety	◎	◎	◎	◎

1. Laws related to managing and investigating chemical substances apply to domestic sites; international directives including RoHS and REACH apply to the entire group.

2. Values for groundwater temporarily exceeded certain standards, but our treatment measures prevented contamination from spreading outside our facilities.

3. Compliance is evaluated with regards to the laws of China and Vietnam as well as international laws concerning the handling of chemical substances, such as the RoHS Directive and REACH regulations.



# Relationship with the Environment

Tamron is considerate of the environment in all aspects of its business operations and constantly works to be in harmony with the environment.

## Summary of Activities in FY2015

- Implemented environmental management system at Tamron Optical (Vietnam)
- Reviewed CO<sub>2</sub> emissions reduction measures

## Tasks for FY2016

- Examine ways to reduce CO<sub>2</sub> emissions further

## Environmental Impacts

In Japan, Tamron carries out design work, creates prototypes and fabricates metal molds at its head office plant located in Saitama Prefecture, while the Namioka Plant manufactures lenses, the Owani Plant molds plastic components, and the Hirosaki Plant assembles products. Tamron manufactures parts and assembles products at Tamron Optical (Foshan) in China and at Tamron Optical (Vietnam).

These sites use electricity, heavy oil, kerosene and other energy sources for developing, designing and manufacturing, which produce CO<sub>2</sub>. Our plants in Namioka, Foshan and Vietnam also use water for polishing and cleaning lens elements.

The Owani Plant and Tamron Optical (Foshan) manufacture plastic components used to make peripheral

components for lenses, and these processes produce runner materials <sup>1</sup> and other waste.

Air cargo, marine shipping, and trucks are used to transport components and products between plants, which results in CO<sub>2</sub> emissions from the burning of fuel.

1. Waste material that occurs when pouring plastic resin during the production process.

\* About Tamron's CO<sub>2</sub> emissions reduction performance in FY2014  
The CO<sub>2</sub> emissions given for the Tamron Optical (Foshan) plant in China in the 2015 CSR Report omitted part of the emissions. We offer our sincere apologies for this emission, and present the corrected figures below.

	INPUTS		OUTPUTS	
	Prior to correction	Corrected figures	Prior to correction	Corrected figures
Electric power	73,917,000 kWh	▶ 79,347,000 kWh	Electric power	40,335t-CO <sub>2</sub> ▶ 43,321t-CO <sub>2</sub>
Total Energy	685,000 GJ	▶ 729,000 GJ	Total CO <sub>2</sub> emissions	41,294t-CO <sub>2</sub> ▶ 44,281t-CO <sub>2</sub>

## Inputs (2015)

Energy		Water	
Electric power	82,266,000kWh	Clean water	704,000m <sup>3</sup>
Heavy oil	190kℓ	Groundwater	145,000m <sup>3</sup>
Kerosene	11kℓ	Total	849,000m <sup>3</sup>
Diesel	16kℓ	Raw/auxiliary materials	
Gasoline	1kℓ	Metal (brass and aluminum)	
LPG	5,000m <sup>3</sup>	Glass	
Natural gas	104,000m <sup>3</sup>	Plastic	
Total	754,000GJ	Chemicals (drugs, solvents, and cleaners)	
Paper		Gas (nitrogen, oxygen, and argon)	
Copy paper	22t	Electrical components	
		Cardboard	

Transportation energy <sup>2</sup>	
Diesel	186kℓ
Gasoline	38kℓ
Total	224kℓ

Sites covered  
Head office (including Tokyo Sales Office and Osaka Sales Office), the three plants in Aomori Prefecture, Tamron Optical (Foshan) and Tamron Optical (Vietnam).

2. Data for transportation covers energy used to transport parts and finished products by ground and commercial vehicles connecting Tamron's five satellite offices in Japan and Tamron Optical (Vietnam). Tamron Optical (Foshan) data covers company-owned vehicles only.

Site coverage: 97%  
Head office (including the Tokyo Sales Office and Osaka Sales Office), Tamron's three plants in Aomori Prefecture, Japan, the Tamron Optical (Foshan) plant in China, and Tamron Optical (Vietnam).



## Outputs (2015)

CO <sub>2</sub>		Recycling	
Electric power	44,963t-CO <sub>2</sub>	Plastic <sup>4</sup>	235t
Heavy oil	514t-CO <sub>2</sub>	Cardboard	359t
Kerosene	28t-CO <sub>2</sub>	General waste (thermal recycling)	208t
Diesel	42t-CO <sub>2</sub>	Waste liquid	121t
Gasoline	3t-CO <sub>2</sub>	Waste oil	85t
LPG	33t-CO <sub>2</sub>	Metal	183t
Natural gas	231t-CO <sub>2</sub>	Paper	34t
Total	45,814t-CO <sub>2</sub>	Polishing sludge	10t
		Other	13t
		Total	1,248t
Waste contracted for intermediate processing		Products	
Industrial waste <sup>3</sup>	1,214t	Total for products	1,672t
General waste	866t		
Total	2,080t		

CO <sub>2</sub> emissions during transport <sup>2</sup>	
Diesel	488t-CO <sub>2</sub>
Gasoline	119t-CO <sub>2</sub>
Total	607t-CO <sub>2</sub>

Reference guideline:  
Manual for Calculating and Reporting Greenhouse Gas Emissions Ver. 4.0

3. Industrial waste includes 2 tons of Pollutant Released & Transfer Registered (PRTR) substances. 1 ton of a PRTR substance (xylene) was also released into the atmosphere.

4. The amount of plastics recycled represented 74t of thermal energy and 161t of material.

# Environmental Objectives and Targets Achieved

In 2015, we worked toward achieving the environmental objectives and targets for the third year of our phase-five environmental protection program, but failed to achieve our CO<sub>2</sub> emissions reduction targets.

## Achievement of Environmental Objectives and Targets in FY2015

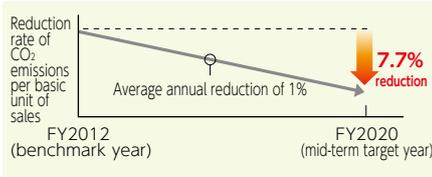
The Tamron Group has established a target to reduce its CO<sub>2</sub> emissions compared to its benchmark year of FY2012 by 1% per year on average in terms of basic unit per sales<sup>1</sup> and also a medium-term environmental target to reduce emissions by 7.7% by FY2020. In FY2015, while the target was to achieve a 3% reduction in CO<sub>2</sub> emissions (basic unit per sales) compared to FY2012, emissions actually rose by 5.6%. Sales fell in FY2015 compared to FY2014, while CO<sub>2</sub> emissions increased (please see p. 17 of this report for more data on reducing CO<sub>2</sub> emissions and electricity Consumption). As regards environmental impacts other than CO<sub>2</sub> emissions, each Tamron site has set individual targets, because each site manufactures a different category of products. In FY2015 we were unable to meet three targets. The first of these was a target for reduction of the amount of waste plastic generated by the Mold & Tooling Technology Center at Tamron's head office; this target was not achieved due to a 2.4-fold increase in the quantity of plastic formed resulting from a change in operational utilization. The second target was the material recycling<sup>2</sup> rate for waste plastics at

the Owani Plant; this target was not achieved due to a change in the volume of the types of waste plastic that are suitable for recycling. The third target was for a reduction in the amount of industrial waste generated at the Tamron Optical (Foshan) plant in China; in regard to this target, there was an increase in the amount of recovered sludge and the amount of waste liquid processed because of the addition of new processing equipment so as to reduce the chemical oxygen demand (COD) value after waste-water processing.

In FY2016, Tamron's Waste Reduction Sub-committee will handle matters related to the reduction of industrial waste, while the Integrated Design, Engineering and Production Sub-committee will address the promotion of environmentally-friendly products. These sub-committees manage horizontal targets and carry out their activities through the manufacturing process.

The organizational chart for each sub-committee is provided in the Integrated Management System Implementation System diagram on page 13 of this report.

### FY2013 to FY2020 Mid-term Environmental Targets



### Progress in FY2014 and FY2015 and Targets for 2016

	FY2013	FY2014	FY2015	FY2016
<b>CO<sub>2</sub> reduction target</b> (versus FY2012 basic unit of sales; cumulative annual average)	1% reduction	2% reduction (approx.)	3% reduction (approx.)	4% reduction (approx.)
<b>Results<sup>3</sup></b>	3.6% reduction	0.3% reduction <sup>4</sup>	5.6% increase	—
<b>Status</b>	○	×	×	—

### Environmental Targets Achieved in FY2015

Environmental targets	FY2015 targets	FY2015 results	Status	
Reduce industrial waste	Head Office (Mold & Tooling Technology Center)	Waste plastics volume 5% reduction vs. 2014 (basic unit of sales)	18% increase	×
	3 Aomori plants	Material recycling rate for waste plastics 35%	47.3%	○
		Hirosaki Plant : 50%	Hirosaki Plant : 51.3%	○
		Namioka Plant : 25%	Namioka Plant : 43.2%	○
Tamron Optical (Foshan)	Owani Plant : 6%	Owani Plant : 4.2%	×	
	Industrial Waste Reduced by 2% compared to 2014 (basic unit of sales)	98% increase	×	
Promote environmentally-friendly design	All sites	<ul style="list-style-type: none"> <li>Promoted environmentally-friendly designs</li> <li>Incidents of environmental non-conformity: 0</li> </ul>	<ul style="list-style-type: none"> <li>Promoted environmentally-friendly designs Lightweight: 0.3% reduction, Compact:0.5% reduction (compared to conventional models; calculated based on 2015 production volume)</li> <li>Incidents of environmental non-conformity: 0</li> </ul>	△

### Environmental Targets for FY2016

Environmental targets	FY2016 targets		
Reduce industrial waste	Head Office (Mold & Tooling Technology Center)	Waste plastics volume 3% reduction vs. FY2015 (basic unit of sales)	
	3 Aomori Plants	Material recycling rate for waste plastics 40%	
		Material recycling rate for waste plastics	Hirosaki Plant :50%
			Namioka Plant :25%
Tamron Optical (Foshan)		Owani Plant :6%	
	Industrial Waste Reduce by 2% compared to FY2015 (basic unit of sales)		
Promote environmentally-friendly products <sup>5</sup>	All sites	<ul style="list-style-type: none"> <li>Promote environmentally-friendly designs</li> <li>Incidents of environmental non-conformity: 0</li> </ul>	

1. Basic unit per sales:  $\frac{\text{Total CO}_2 \text{ emissions (t-CO}_2\text{)}}{\text{Consolidated sales (million yen)}}$

2. Material recycling refers to the collection and utilization of used products and waste generated from production processes as raw materials to make new products. Tamron recycles runner materials as waste plastics and prioritizes material recycling over thermal recycling so that recycled materials can be reused onsite. The material recycling ratio of waste plastics indicates the percentage for which material recycling was carried out compared to the total amount of waste plastics.

3. The greenhouse gas coefficient from the Greenhouse Effect Gas Measuring & Reporting Manual Version 4.0 is used for managing medium-term targets with a benchmark year of FY2012.

4. The reduction in CO<sub>2</sub> emissions in FY2014 was revised downwards from 7.0% to 0.3%.

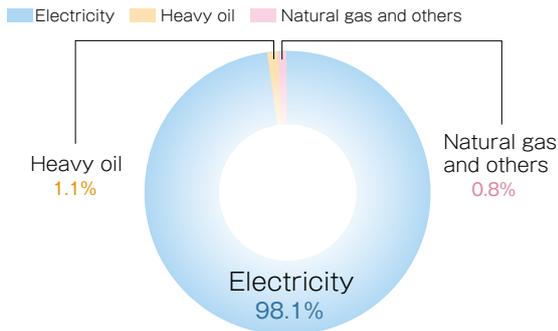
5. Promoting lightweight, compact designs and the use of recycled materials in line with our product assessment regulations

# Reducing CO<sub>2</sub> Emissions and Electricity Consumption

Tamron strives to reduce CO<sub>2</sub> emissions and electricity consumption at the company's plants using its integrated management system.

## Breakdown of CO<sub>2</sub> emissions

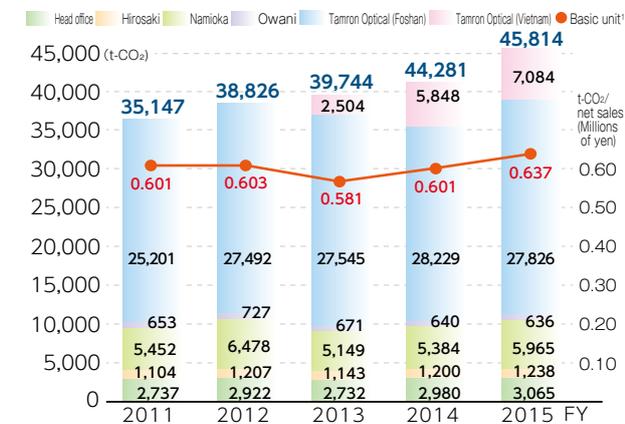
As regards the sources of CO<sub>2</sub> emissions (excluding distribution and logistics) from Tamron's head office, the three plants in Aomori Prefecture, Tamron Optical (Foshan) in China and Tamron Optical (Vietnam), electricity usage accounts for 98.1%, followed by heavy oil at 1.1%. Given this mix, our energy saving activities focus on reducing electricity consumption.



## Trends in CO<sub>2</sub> Emissions

Over the past five years, CO<sub>2</sub> emissions from Tamron's head office, the three plants in Aomori Prefecture, Tamron Optical (Foshan) in China and Tamron Optical (Vietnam) have been on the rise, and in FY2015 the total volume of emissions from the company rose by 3% compared to FY2014. Viewed by geographic location, our sites in Japan saw a 7% increase, while Tamron Optical (Foshan) saw a 1% decrease (resulting from a fall in annual output), and Tamron Optical (Vietnam), which began operation in 2013, saw a 21% increase. Overall, CO<sub>2</sub> emissions (basic unit of sales) rose by 6% compared to FY2014.

In FY2016, we will examine ways to make energy saving improvements at the three plants in Aomori Prefecture through the use of electricity consumption "visualization" and other methods (for more details, see the "Measures to Reduce CO<sub>2</sub> Emissions" section on this page).



1. \*The greenhouse gas coefficient from the Greenhouse Effect Gas Measuring & Reporting Manual Version 4.0 is used for managing medium-term targets with a benchmark year of FY2012. For consistency purposes, this same coefficient has been used for this report to re-calculate basic unit of CO<sub>2</sub> emissions from FY2010 onward.  
 2. The reduction in CO<sub>2</sub> emissions at Tamron Optical (Foshan) in China in FY2014 was revised from 25,242 t-CO<sub>2</sub> to 28,229 t-CO<sub>2</sub>, and CO<sub>2</sub> emissions (basic unit of sales) were revised from 0.561 t-CO<sub>2</sub> / net sales (million yen) to 0.601 t-CO<sub>2</sub> net sales (million yen).

## Measures to Reduce CO<sub>2</sub> Emissions

In FY2015, Tamron established a CO<sub>2</sub> Emissions Reduction Committee, focused mainly on Tamron's head office and the three plants in Aomori Prefecture. The Committee reviews and supervises the implementation of measures to reduce CO<sub>2</sub> emissions by making improvements to production in Tamron factories and to equipment utilization, and also works closely with Tamron's overseas factories. The visualization of electric power usage, which involves monitoring actual electricity consumption for each individual item of equipment, constitutes the starting point for effective CO<sub>2</sub> emissions reduction. In FY2015, the Committee began the process of evaluating a switchover to energy-saving equipment to support the adopting of an electric power usage visualization system that will clarify exactly how much electric power each item of equipment and each process uses. In FY2016, Tamron will be adopting a streamlined electric power management sensor, to implement measurement and analysis of electric power consumption by key items of equipment and key processes, and to estimate how reductions in power usage can be made.



Streamlined electric power management sensor (Being used to measure the electric power consumption of the washing equipment at the Namioka Plant)

The measures taken to reduce CO<sub>2</sub> emissions in FY2015 are outlined below.

### Main CO<sub>2</sub> Emissions Reduction Measures Implemented in FY2015

Site Name	Measure	Reduction in Emissions (t-CO <sub>2</sub> )
Head Office	Implementing demand control for air conditioning units	37.0
	Replacing clean room lighting with LED lights	1.8
Hirosaki Plant	Replacement of transformers	5.5
Tamron Optical (Foshan) (in China)	Setting fluorescent lights in corridors to automatically switch off when not needed (with some lights that were previously on 24 hours a day changed to only being on 14 hours a day)	5.0
	Switching over to LED lights (1,500 lights)	6.6
Tamron Optical (Vietnam)	Reducing the number of fluorescent lights in shared spaces	—

Tamron regularly holds environment-related training. In FY2015, we provided training for 46 members of the Integrated Management Promotion Committee, focusing in international trends and legislation in relation to global warming.

In addition, the third Friday of every month has been designated as No My Car Day, and certain days in the summer and winter are designated as Eco Life Days (an initiative launched by Saitama Prefectural Government), as part of the company's efforts to raise environmental awareness among all of the executive officers and employees at the head office.

Tamron received praise from Saitama City Government for the positive contribution made by the company's restrictions on commuting by car in FY2015. CO<sub>2</sub> emissions were reduced by a total of 13 t-CO<sub>2</sub> through Tamron's implementation of the No My Car Day and Eco Life Day programs in 2015.



Tamron was a recipient of the Smart Mobility award

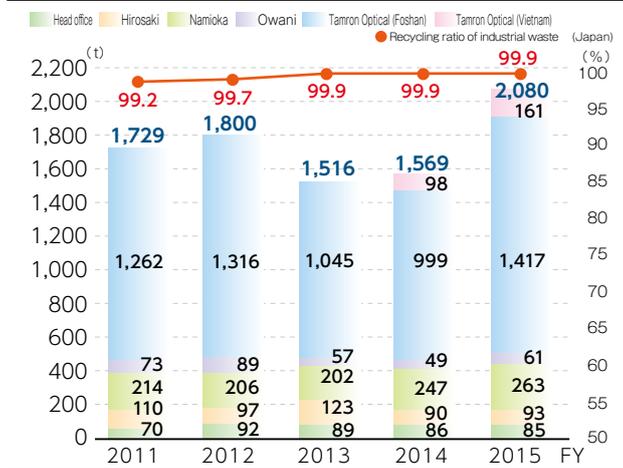
# Reducing Waste and Water Consumption

Tamron is working to reduce waste and water consumption by improving the way in which business division operates.

## Waste Reduction Initiatives

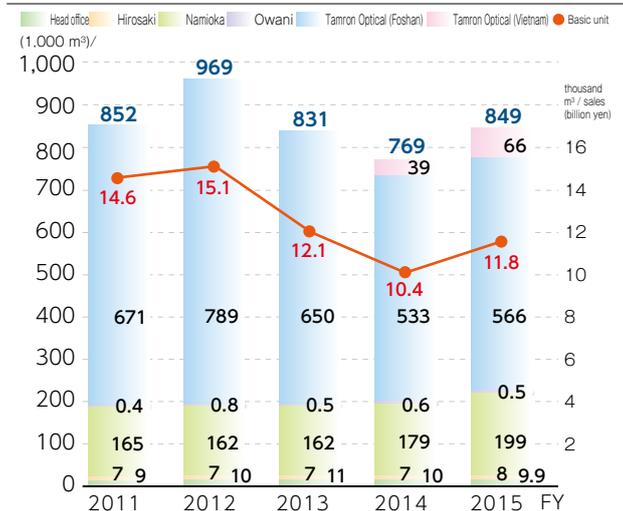
The total amount of waste generated in FY2015 by the Tamron Group as a whole, including Tamron Optical (Foshan) in China and Tamron Optical (Vietnam), rose by 33% compared to FY2014. This was mainly attributable to an increase in the amount of recovered sludge and waste liquids processed at Tamron Optical (Foshan) (thanks to improvements in the waste water processing facilities there), and an increase in the amount of food consumed at the plant due to an adjustment in employees' food allowance, etc., which caused the overall amount of waste generated at Tamron Optical (Foshan) to rise by 42%.

In FY2016, the Waste Reduction Subcommittee and the Integrated Design, Engineering and Production Subcommittee will be working to reduce the amount of waste generated.



## Trends in Water Consumption

The total water consumption of the Tamron Group as a whole in FY2015, including Tamron Optical (Foshan) in China and Tamron Optical (Vietnam), rose by 10% compared to FY2014. This was mainly attributable to the ramping up of production at Tamron Optical (Vietnam), where output rose by 140% compared to the previous year and water consumption increased by 69% as a result. Tamron will be working to enhance employees' awareness of the need to save water, and striving to reduce water consumption (for more detailed information, see the Measures Taken at Tamron Optical (Vietnam) on this page).



## Measures Taken at Tamron Optical (Vietnam)

Tamron has been applying the know-how accumulated through the Integrated Management System to Tamron Optical (Vietnam). Tamron Optical (Vietnam) has been implementing environmental activities similar to those undertaken at Tamron's other plants, and is working to reduce the burden on the environment.

### Measures to Reduce the Burden on the Environment

#### [CO<sub>2</sub> Emissions]

The CO<sub>2</sub> emissions of Tamron Optical (Vietnam) rose by 21% in FY2015 compared to FY2014; however, the plant achieved its basic unit target in FY2015, and emissions are now starting to trend downwards. Vietnam is a tropical country where air conditioning units need to be switched on a lot of the time; in FY2016, the temperature to which air conditioning units are set will be adjusted. In addition, the plant is in the process of replacing fluorescent lamps with LED lights.

#### [Waste]

The amount of waste generated at Tamron Optical (Vietnam) rose by 64% in FY2015 compared to the previous year. This was because the plant's output rose by 140%. It is only three years since Tamron Optical (Vietnam) was established, and waste data monitoring only began in FY2014. Initially, waste disposal was undertaken without sorting general waste, but in FY2015 the plant began transferring waste cardboard and paper to specialist firms for recycling.

#### [Water Consumption]

The water consumption of Tamron Optical (Vietnam) rose by 69% in FY2015 compared to FY2014. This rise was related to an increase in the amount of water needed for lens processing operations and to a 30% rise in the number of employees at the plant (which grew by 300).

While the amount of water consumption depends to a considerable extent on lens production volume, Tamron Optical (Vietnam) is using training programs, posters etc. to raise employee awareness of the need to save water, so as to help reduce overall water consumption.

## Improvements to Logistics

As part of our efforts to reduce CO<sub>2</sub> emissions in the logistics process, Tamron is working to make more effective use of bonded warehouses for direct shipment (particularly for products manufactured at Tamron's overseas plants) and is striving to shorten shipment routes. In FY2015, in order to facilitate shipment from Tamron Optical (Foshan) in China and from Tamron Optical (Vietnam) to Tamron's overseas subsidiaries in Europe and North America and to customers in China, Taiwan and South Korea, Tamron switched over from shipping via Narita Airport in Japan to direct shipment via Hong Kong. As a result, we have been able to reduce the volume of product being shipped to Japan, achieving a reduction in CO<sub>2</sub> emissions of 273 t-CO<sub>2</sub> in FY2015.<sup>1</sup>

In the future, we will be working to develop direct shipment for our distributors in Southeast Asia as well. In particular, with respect to shipments from Tamron Optical (Vietnam), we are considering shifting from shipment by air to delivery by truck for shipments to neighboring countries in Southeast Asia.

1. In order to realize the reduction in shipments by air from Hong Kong to Narita Airport, calculations were performed based on the weight of the goods transported.



# Relationship with Society

Tamron supports activities that contribute to photographic and imaging culture, while its employees are actively involved in their local communities, which helps them to recognize the importance of their work and of close connections with society. In this way, Tamron is aspiring to be a company beloved by the local community.

## Contributions to Photographic Culture

### The 8th Railroad Scenery Photo Contest

Tamron sponsors the Railway Scenery Photo Contest in order to promote train culture and local revitalization in Omiya, known as an important railroad town in Japan and also site of our head office. As part of this contest, a photo exhibition is held at the Omiya Sogo Department Store showcasing the 87 winning entries. This local event is made possible with the much-appreciated support of the City of Saitama, the Saitama Chamber of Commerce and Industry and the Saitama City Board of Education. The 8th Railroad Scenery Photo Contest received strong support from a host of different individuals, including amateur photographers and railway fans. A total of 6,554 submissions were received for the general and student divisions combined.



General Division Grand Prize (Saitama City Mayor's Prize) **Mr. Ryoichi Tomizawa**  
"A New Variety! Train Cherry Tree"

"With the viaduct obscured by the cherry tree, this photo has the front of the train emerging from the tree, making it look as though, besides cherry blossom, the tree is also sprouting a train."



Student Division Grand Prize (Saitama City Board of Education Superintendent's Award)  
**Ms. Reina Kitamura**  
"Isumi Railway Girls' Club"

"I took this photo of the delicious cakes and smiling faces in a special railway carriage in which desserts were being served."

Humorous Photo Contest Award (Saitama City Chamber of Commerce and Industry President's Award)  
**Mr. Hiromi Nishikawa**  
"Summer Welcome"

"This photo was taken during a special event in which children gathered at the station and welcomed arriving trains with water pistols. The station-master got soaked too, and waved the train off with a water pistol in one hand."



### 12th Macro Lens Photo Contest

This photo contest accepts entries shot from any macro lens, regardless of manufacturer. For the 12th contest a total of 4,489 entries were received. The contest has two categories: the Nature Division for nature enthusiasts that enjoy taking pictures of plants and insects and the Genre-Free Division for amateur photographers using DSLR cameras to take pictures of food, their children or pets. Many of the entries featured beautiful, warm natural scenes captured delicately in only ways a macro lens can.



12th Macro Lens Photo Contest Grand Prize  
**Mr. Genzou Suzuki**  
"Warming Up"

## Growing Together with Local Communities

### Supporting Adaptive Athletes

Tamron has provided support to adaptive athletes since 2013. World-famous wheelchair track and field athletes Wakako Tsuchida and Kota Hokinoue, as well as prosthetic-legged runner Saki Takakuwa are currently training hard for the upcoming 2016 Summer Paralympics to be held in Rio de Janeiro in June, and with the 2020 Summer Paralympics scheduled to be held in Tokyo, hopes are high for these outstanding athletes. Tamron will continue to support these athletes who use sport to spread hope and joy throughout the world.

<http://www.tamron.co.jp/en/special/athlete/>



Ms. Tsuchida



Ms. Takakuwa



Mr. Hokinoue

### Supporting Nature Restoration

Tamron's Omiya head office continues to support the nature restoration project carried out by the Ecosystem Conservation Society - Saitama together with local citizen groups at the Shibakawa Daiichi Flood Control Reservoir and surrounding areas. Many years ago the Minuma Tambo area of the reservoir area was an abundant wetland with white herons. Today the reservoir continues to see a number of wildfowl such as swans and even short-toed eagles visit the area to feed. In 2015, Tamron provided sponsorship for the improvement work on the wooden fences along the Minumadaiyosui visitor trail, undertaken by Saitama Prefectural Government and Saitama City Government.



Shibakawa Daiichi Flood Control Reservoir



Minumadaiyosui visitor trail  
Wooden fence improvement work

### Contributions to the Local Community Made by the Three Tamron Plants in Aomori Prefecture

Tamron's three plants in Aomori Prefecture contribute to their local communities by sponsoring local festivals (including the Historic City of Hirosaki Fireworks Festival and the Owani Hot Springs Summer Festival) etc. In addition, each of the plants takes part in monthly clean-up activities (except during the winter months from December through to March), with a total of 73.4 kg of garbage collected in 2015. The plants also run bottle top and pull-tab collection activities, with the proceeds being donated to charity. Going forward, the three plants will continue to make a concerted effort to contribute to their local communities.

### Participation in the Saitama City CSR Promotion Council

Tamron's head office was a member of a CSR promotion council organized by the City of Saitama, which instituted a CSR certification program and established the CSR Promotion Council in order to heighten CSR activities being undertaken by small and medium-sized enterprise in the city. As a member of this organization, Tamron offers advice on CSR activities as well as standards and screening methods for the CSR certification program for SME in the city.

### Science Classes for Children

Tamron has organized science classes for children at local public halls and elementary schools since 2008 to spur interest in the sciences. In FY2015, we held a total of 11 science classes in local community centers and elementary schools, with a total of 360 people participating.



Touring class  
"Let's get inside a giant soap bubble"

### Supporting the Cookie Project

Tamron provided advertising support and donations to Cookie Bazaar 2015 held in Saitama City in February 2015 and organized by the Cookie Project. This organization works to help the disabled live independently in the community.



Cookie bazaar

# Activities at Tamron's Overseas Subsidiaries

Tamron's subsidiaries outside Japan continue to strengthen their relationship with local communities.

## Tamron Europe GmbH

Five years have passed since, as part of the expansion of the company's premises, Tamron Europe installed 344 photovoltaic (PV) panels on its roof to generate its own power and reduce CO<sub>2</sub> emissions. In 2015, the amount of power generated by these PV panels rose by 1.5% to 65,000 kWh (a record level), equivalent to a reduction in CO<sub>2</sub> emissions of 45 t-CO<sub>2</sub>. To date, the system has produced a total of 315,000 kWh of electric power and reduced CO<sub>2</sub> emissions by 220 tons.

As part of its CSR activities, Tamron Europe also continues to provide donations of 10,000 Euros to an organization in Cologne (Koln) that provides support for children with cancer.

In addition, in 2015 Tamron Europe gave donations to a refugee center located near the company's premises. After consulting with the center managers to find out what was most needed, it was decided to purchase clothing to donate to the center. Tamron Europe employees also brought shoes etc. from home to donate to the refugees.



Rooftop PV panels at Tamron Europe GmbH



An activity being held by one of the organizations supported by Tamron Europe.

## Tamron Optical Shanghai

Since 2014, Tamron Optical Shanghai has been implementing a scholarship program called "Tamron - Stars of Tomorrow" at Sichuan University of Media and Communication, China's second-largest media-focused university. Under this program, every year students with the highest grades are awarded a scholarship in order to help realize the dreams of the young people who will be playing key roles in the fields of photography and the media in the future. As a related project, Tamron is holding photography seminars at Sichuan University of Media and Communication, taught by leading Chinese photographers, to give students the opportunity to experience taking photos with Tamron's lenses. In 2015, two of these photography seminars were held, with a total of around 200 students participating. Tamron Optical

Shanghai is also holding similar photography seminars in other parts of China.



Scholarship presentation ceremony

## Tamron USA

In 2015, Tamron USA established a new personnel department, and devoted considerable effort to the implementation of CSR activities and CSR training and the drawing up of related internal regulations. In 2016, Tamron USA has launched training programs to enhance employees' professional capabilities and has drawn up and implemented an action plan to clarify evacuation routes in the event of an emergency evacuation. As regards externally-oriented CSR activities, Tamron USA has provided financial support for photography classes at the Minnesota Landscape Arboretum, as well as assigning personnel to serve as instructors and lending lenses for use in the classes. Tamron USA has also participated in the Long Island Cares Inc. "FoodDrive" project, donating four cartons of emergency food supplies and daily necessities; these were delivered directly to the people who need them. With regard to environmental activities, Tamron USA has been reducing the amount of printer paper used in

its offices, and has been promoting a switch over from paper (print) advertising to digital media advertising, as part of an ongoing commitment to conserving paper resources.

[WEB http://www.licares.org/make-a-difference/host-a-food-drive](http://www.licares.org/make-a-difference/host-a-food-drive)



Photography class at the Minnesota Landscape Arboretum

In addition to the above, Tamron's other business sites in Hong Kong, France, Russia and India will continue to promote social contribution activities that meet the needs of their local communities in ways that only Tamron can.

# Independent Third-Party Opinion



**Professor  
Makoya Kageyama**

**[Current Title]**  
Professor, International College of Arts and Sciences, Yokohama City University

**[Career History]**  
1989 Graduate School of Commerce, Waseda University  
Completed doctoral program  
Appointed Full-time Lecturer at the Department of Commerce, Yokohama City University  
1990 Appointed Assistant Professor at the Department of Commerce, Yokohama City University  
2001 Appointed Professor at the Department of Commerce, Yokohama City University  
2005 Appointed Professor at the International College of Arts and Sciences, Yokohama City University

**[Areas of Specialization]**  
Economic theory, economic systems theory, and regional CSR theory

**[External Activities]**

Director, CSR Center, Yokohama City University  
Chairman, Yokohama Green Purchasing Network  
Committee Member, CSR Committee, The Yokohama Chamber of Commerce & Industry  
Advisor, Alterna Research Institute  
Advisor, JES

**[Works Authored]**

*Why do the Companies Employing the Handicapped Continue Getting Good Business Results?* (Chuohoki Publishing Co., Ltd.)  
*How Regional CSR Can Save Japan* (Keibundo)  
*The Economics of the Global Economy and Human Lifestyles* (Keibundo)  
*The CSR Management Revolution* (co-author) (Chuokeizai-sha Inc.) etc.  
*Yokohama's Industry and Urban Development* (co-author) (Gakubunsha)

A manufacturing enterprise needs more than just products that meet customers' needs; it also needs to put in place measures to help safeguard the environment that focus on those production processes which could have a major negative impact on the environment, as well as employment and labor health and safety measures that will help the firm retain the superior human talent it needs in order to maintain its technological edge.

Tamron is seeking to expand into new markets by using the company's technology and know-how to develop new business areas – such as lenses for automotive cameras and lenses for security cameras – in addition to the firm's existing photography-related business. As regards measures to help safeguard the environment, besides working to reduce carbon dioxide emissions and electric power consumption, Tamron is also taking active steps to monitor the effectiveness of its cost reduction initiatives. In addition, the establishment of a day-care center adjacent to Tamron's head office has helped to ensure that Tamron employees have somewhere to look after their children while they are at work. With provision for looking after sick children, this is a measure that should have great appeal for workers of child-raising age.

All of these measures embody key points relating to CSR. The first point is that CSR measures need to be based on strategic thinking that combines social significance that will appeal to stakeholders with relevance for the company itself. Socially-meaningful measures can only be implemented on an ongoing basis if they also make sense from the perspective of business management. It can safely be said that Tamron understands this point.

A further point is that the key to successful CSR lies in a company's employees. Besides themselves being internal stakeholders, employees are also the people who put CSR into practice. For CSR to be effective, employees need to be able to decide for themselves what kind of action they should take (in line with the company's management philosophy),

## Editorial Team's Postscript

This report contains information on Tamron's annual activities as a way to facilitate engagement with our many stakeholders. The special feature section of the 2016 report focuses on the establishment of the Tamron Kids Day-care Center, the support that Tamron provides to help employees balance their work and childcare responsibilities, and Tamron's human resources cultivation system.

Universal design (UD) fonts have been used for the Japanese version of this report to make sure that the content of the report can be read by as many people as possible. We sincerely hope that this report, and the way it has been presented, will help readers to learn more about Tamron. We will be responding to the views expressed in the independent third-party opinion by working to promote creativity and self-direction among our employees, and we will also be striving to develop global CSR management. We encourage readers to share their frank comments and requests, so that we can use them to improve next year's report.

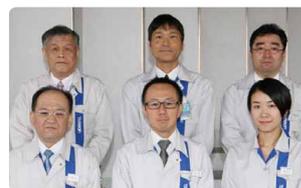
and need to possess the knowhow and practical skills to act on their decisions.

Tamron has good communications between company officers and employees; the company aims to ensure that its management philosophy is thoroughly diffused among the workforce, and also strives to strengthen employees' motivation and take employees' needs into account. While the establishment of the Tamron day-care center is the highest expression of this attitude, Tamron's efforts to make a positive contribution to society (for example through its support for popular photography) also have the potential to enhance employee motivation. Tamron also has good lateral relations among employees, which is important for realizing improvements at the shop-floor level. However, there are still some issues that need to be addressed.

Firstly, in the contemporary era, characterized as it is by constant change and by market diversification and intensification, merely differentiating oneself from other companies is not enough; there is a need for branding that creates absolute value for stakeholders. To achieve this, it is vitally important to use diversity (both within the company and externally) to foster creativity and self-actualization among the company's employees, thereby contributing to the development of new products and new markets, while promoting measures to make a positive contribution to society through a story-based approach that takes ubiquitous design and originality into account.

Secondly, it would be advisable for Tamron to use practical structural analysis to identify the key factors that can be used to enhance employees' CSR implementation ability, thereby in turn making it possible to refine the measures used to realize CSR.

Thirdly, Tamron seems to have neglected evaluation of its CSR activities from a business strategy perspective. It would be helpful to establish indicators and perform evaluation in this regard. Strategic awareness and appropriate assessment should prove very useful when reviewing integrated reports in the future.



Head office



Tamron Optical (Foshan)



The three Aomori plants



Tamron Optical (Vietnam)



**Tamron Co., Ltd.** CSR Implementation & Administration Board

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