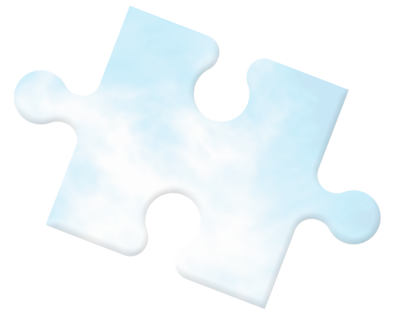




Linking your dreams
LINTEC CORPORATION

LINTEC Group

Sustainability Report 2025



Sincerity and Creativity

The foundation of the LINTEC Group's CSR is its company motto,
"Sincerity and Creativity."

These are the ideals that everyone in the group aspires to.

"Sincerity" means thinking about what can be done that will be of benefit and appreciated and tackling every task with all one's heart.

"Creativity" means working constantly to innovate and improve, seeking greater added value without being satisfied with the status quo. Showing integrity to all stakeholders and taking on new challenges over and over again with a determination to innovate is the starting point for a manufacturer who is dedicated to craftsmanship.

"Start with Sincerity and then apply Creativity"—
this is LINTEC's unchanging approach and the driving force that underpins its sustainable growth.

LINTEC Group Code of Conduct

Sincerity at the LINTEC Group

- 1 Respect for human rights
- 2 Management and utilization of company assets
- 3 Prohibition of acts involving conflicts of interest
- 4 Anti-corruption
- 5 Compliance with domestic and international law
- 6 Fair and transparent transactions
- 7 Prohibition of bribery of regulatory bodies and governments
- 8 Policy on anti-social forces

Creativity at the LINTEC Group

- 9 Sustainable manufacturing and service operations
- 10 Enhancement of customer satisfaction
- 11 Symbiosis with the global environment
- 12 Sound workplace environment
- 13 Challenge for creativity
- 14 Social contribution activities
- 15 Building a relationship of trust with society

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Reporting Policy

The LINTEC Group follows the company motto of "Sincerity and Creativity" when conducting its corporate activities. This report describes our performance in the area of sustainability. The report selectively discloses information that is particularly important both for our stakeholders and the LINTEC Group. For more detailed information, please refer to "LINTEC's Main Information Disclosure Tools and Their Positioning" on page 33.

Publication Date October 2025

Guidelines Referenced Sustainability Reporting Standards of the Global Reporting Initiative (GRI)/Environmental Reporting Guidelines (2012/2018) of the Ministry of the Environment of Japan/Environmental Accounting Guidelines (2005) of the Ministry of the Environment of Japan/ISO 26000 (Guidance on social responsibility)

Reporting Period In principle, this data covers the period from April 1, 2024 to March 31, 2025 (same as the Annual Securities Report). However, data for group companies outside Japan covers the period from January 1, 2024 to December 31, 2024. Certain important information outside of these periods is also included where relevant.

Organizations Covered The scope of organizations covered by the report includes those belonging to the LINTEC Group, in principle. The report also includes some data on organizations outside this scope, as indicated by annotations. For information on the LINTEC Group, please see the "Overview of the LINTEC Group" on page 32.

Note on the Fiscal Year of Consolidated Subsidiaries The fiscal year of MACTAC AMERICAS, LLC, LINTEC (THAILAND) CO., LTD., and another 35 consolidated subsidiaries ends on December 31. As the difference between the fiscal year end of these 37 consolidated subsidiaries and the consolidated closing date is within three months, consolidated financial statements use each company's financial statements based on the fiscal year, and make necessary adjustments with regard to important transactions that occurred between the two accounting dates.

Verification of the Reliability of this Report Data marked with ★ have undergone third-party verification by SGS Japan Inc. As a result of the third-party verification, no important issues that require correction were found.

Key External Evaluations • CDP: Climate change, Water security, Forests • S&P/JPX Carbon Efficient Index
• MSCI Japan ESG Select Leaders Index • Sompo Sustainability Index

**Individual voices are
the driving forces behind
a sustainable future**



Makoto Hattori

Representative Director,
President, CEO and COO

TOP MESSAGE

Building a sustainable company through steady, incremental effort

We move forward with key initiatives as planned, and take immediate action when there are shortcomings or deficiencies

Looking back on the first year of “LSV 2030 – Stage 2,” we believe we have been able to advance sustainability-related measures by drawing on the resilience we have acquired to boldly take on

challenges—even those in difficult environments. Among them, we achieved the initial Stage 1 targets for reduced CO₂ emissions ahead of schedule, and so we have set higher goals and are moving forward with discussions and the addition of new actions. Furthermore, in the promotion of work style reform, we have steadily developed and embedded systems and mechanisms related to human resources, and these are now being actively utilized.

While some measures take time to produce visible results, we are confident enough to overcome these hurdles through persistent efforts, and so we evaluate ourselves as making steady progress toward becoming a sustainable company.

Long-term Vision

LINTEC SUSTAINABILITY VISION 2030

Abbreviation: LSV 2030



LSV 2030 Key Initiatives

1	Solve social issues	2	Foster innovation to build a robust corporate structure	3	Create new products and businesses to deliver sustainable growth
E: Environment		S: Society			
Key activities at Stage 2		Key activities at Stage 2			
Help shape a carbon-free world		Respect human rights		- Strive to further raise awareness among employees concerning human rights and harassment - Improve and implement questionnaire surveys and audits of suppliers - Continue conducting employee surveys and organize kaizen activities	
Help shape a recycling-oriented world		Provide proper information disclosure to stakeholders		Disclose information related to sustainability management →Further enhance Sustainability Report and Integrated Report	
Comply with the PRTR Act		Promote work-style reform initiatives		- Improve the organization and workplace environments to raise employee motivation - Ensure diversity in human resources →Promote employment of persons with disabilities at business sites that have a person in charge of providing support to persons with disabilities - Develop foreign personnel through overseas succession planning - Improve and implement career advancement training for women - Raise mandatory retirement age to 65 at Group companies in Japan	
Pursue biodiversity preservation initiatives		Promote the quality-first and customer-first approach		- Strive to develop, manufacture, and sell products based on the principles of quality, environmental friendliness, and safety to ensure that our business activities gain the trust of all stakeholders - Issue action guidelines and ensure that all Group employees are fully aware thereof: "Identify and respond to customer needs earlier than our competitors in product development and service provision"	

Investing time and energy into what only we can do, creating a rewarding workplace

Leveraging DX—digital transformation—to re-examine the way we work

Transformations through DX are one of our key measures, and these are progressing ahead of schedule. We look forward to seeing LINTEC's unique form of DX take visible shape in the near future. The goal of this measure is to use AI and robotics to transform every work process, including design, development, manufacturing, and logistics, and to improve the efficiency and reliability of our daily operations. Our belief is that the best solution for today may not necessarily be applicable tomorrow, and it is with this in mind that we are supporting the promotion of DX. Underlying this is our desire to reduce employees' workload through automation and efficiency, so that they can focus their time and energy on tasks that only they can do, or on what truly drives them.

By positively re-evaluating traditional work methods and proactively incorporating new tools and techniques to take on new challenges, we aim to create the type of rewarding workplace environment that in the future will be necessary for society.

* DX: Digital transformation. Refers to an operational reform approach to adapting to environmental changes by utilizing data and digital technologies to transform product, service, and business models according to customer and social needs as well as promoting makeovers in work contents and processes, organization design, corporate culture, and other business practices with the aim of establishing competitive advantages.

Proactively utilize systems and frameworks, and improve these continuously

In promoting our work style reform, we have developed systems and mechanisms that help with employee morale and energy, and these lead to increased customer satisfaction and productivity. Although the data is being used smoothly in practice, it is crucial to identify and continue to address any cases where systems are seen as difficult to use or hard to understand. While our aim is that our internal systems and mechanisms have a perfect score, we recognize that even if they achieve this today, this may not remain the case in the future. This is because the business environment surrounding our company is always changing. To understand the signs of these changes and keep improving the company in response to these, we aim to enhance a communication environment in which each employee can freely and frankly discuss and exchange opinions with their supervisors, colleagues, and peers.

Provide full attention, and accept others' points of view

Communicate and provide feedback

When I first became the Advanced Materials Operations Executive General Manager, I conducted individual interviews with each team member to explain the roles I wanted them to take on moving forward, while also listening to their expectations for me and the department. This took nearly a week; however, I feel that I was able to communicate my thoughts, and inspire action in others. From this experience, I came to understand that communication and feedback are just as important as delivering results in day-to-day operations.

I constantly stress the importance of communication, but I myself try to first listen to others sincerely and accept their points of view before sharing my own thoughts.

Open and honest communication brings forth unique ideas

Even when we are achieving goals by pushing forward with planned measures, we may hear comments from frontline employees such as "We could get better results if we just changed the approach a bit," or "This method creates too much workload." If managers accurately take on board this input from frontline staff and provide feedback, they may discover insights or hints that would otherwise be missed with a solely results-based focus. In addition to formal business



interactions like meetings, casual conversations and small talk may also offer valuable insights. We believe that more free communication among employees will lead to better mutual understanding and more efficient information sharing, leading to a steady stream of ideas unique to LINTEC Group that will help us realize our long-term vision.

Taking action to create change— key to innovation

Rather than tackling problems head-on, shift perspective to dig deeper

As we pursue our long-term vision and achieve its milestones, we may encounter problems that cannot be solved, even after tackling them head on and examining them thoroughly. Overcoming such issues requires that we again analyze the issues, put forth multiple ideas as to how to solve them, and then move forward by implementing them. I call this “shifting perspective to dig deeper.” At first, shifting perspective may seem to take us away from the solution; however it is merely a way to change perspective in order to gain a better understanding. Solving sustainability-related issues such as reducing CO₂ emissions often requires balancing conflicting factors, and therefore, demands change to our traditional thinking and approaches. The act of changing in itself constitutes innovation, and we believe that only through change can we bring about transformative progress.

Discern what needs changing, and make changes as necessary

Manuals and rules necessary for business operations may hinder flexible thinking and suppress creativity, thereby stifling innovation. While manuals often contain fundamental policies and approaches that are important for business and management, these are not set in stone. Only our company motto and mission statement remain unchanged; manuals and rules exist to translate these principles into practical business operations. Our business environment, markets, and customer needs are constantly evolving, and so are we, as our workforce ages. Recent changes to sustainability are proceeding apace and are profound; thus we believe that manuals need to be changed to allow each employee to innovate. Unless they do, we cannot become a truly sustainable company.



Our efforts to achieve a sustainable world are endless

Envision not just the future, but the future beyond that and even future still

Our “LSV 2030” long-term vision began in April 2021 and is now nearing its midpoint, but this does not mean we are in the homestretch. A sustainable world is something we will continue to pursue endlessly beyond 2030. I believe sustainability means envisaging and looking into the future, and even further beyond that.

Our company started with the manufacturing and sale of gummed tape for packaging, later shifting to adhesive products for labels and seals. We then expanded our business by deepening our expertise in specialty papers, release liners, and release films. Especially in adhesives, we have applied our finely-honed technical development and manufacturing capabilities to our line-up, expanding beyond labels and seals into automotive, display, and semiconductor manufacturing processes, thereby earning the trust of customers worldwide. This journey reflects our consistent contribution to solving social challenges through business activities that align with the times and market needs, and this forms the foundation of our growth and development.

As a business entity, it is only natural that we focus on the direction in which society is heading and take action accordingly.

Leveraging the strengths we have cultivated over the years, the LINTEC Group will continue to take on the challenge of bringing about a sustainable world.

Carrying forward and putting into practice our Group's philosophy

Currently, climate change has a major impact on preserving the global environment, and the world shares the common understanding that we cannot continue emitting CO₂ at current levels. However, we cannot deny that 10 or 20 years from now, we may be confronted by even more pressing challenges. Naturally, the challenges to achieving a sustainable world remain unclear, and the targets will continue to shift. For example, although we envision a carbon-neutral world by 2050, in our next medium-term business plan, "LSV 2030 - Stage 3," we will build upon our past activities and achievements to shape a vision of even further ahead.

My role is to focus on the principles rooted in the LINTEC Group, and through inheriting and putting these into practice, I believe we can contribute to the realization of a sustainable world.

**If something feels fun or exciting,
don't hesitate to take that first step**

Enjoy the opportunity to encounter things that challenge your sensibilities

It took many years for the semiconductor-related work I was involved in to evolve into the current business, but I doggedly kept at it, as I

enjoyed it and found it fascinating. This is a straightforward, honest feeling, such as finding someone enjoyable to talk to or finding their perspective intriguing, and so I think it's perfectly natural for each person to feel differently. I believe this sensibility grew by consistently maintaining an attitude of looking at things head-on and clearly recognizing their positive aspects.

Whether it's work or anything else, if you feel even a small sense of enjoyment or curiosity, then you should take a leap and try it. You may find something that truly resonates with your sensibilities, and leads on to new discoveries. I want our employees to value this kind of instinct, and I want our company to continue being a place that supports employees in staying true to their own instincts.

Listening sincerely to opinions from inside and outside the company

Our efforts to contribute to bringing about a sustainable world are not yet perfect, but by steadily advancing our key initiatives and measures, we are seeing results. At the same time, I make it a point to visit various departments within the company and listen to employees, meet with external stakeholders such as shareholders and investors, and read through surveys. Such interactions make me realize there is still much our group can and should do. Looking forward, I will continue to sincerely listen to the opinions of those both inside and outside the company, and implement any necessary actions in a swift manner.

I humbly request that our stakeholders continue to show interest in and engage with our group, and continue offering active suggestions and advice.



Concluding the Interview

Masaru Hoshi
Executive Officer,
General Manager,
Sustainability Management Office

Promoting Sustainability in the LINTEC Group

The LINTEC Group has adopted as its goal the long-term vision LSV 2030, with a target year of March 2030, and is advancing various measures toward achieving a sustainable world. With the launch of LSV 2030 - Stage 2 in fiscal 2024, we reviewed our materiality and KPIs based on the perspective expressed in the top message that “initiatives and KPIs should evolve,” as well as the achievements of Stage 1, the concept of double materiality, and four analytical approaches including value chain analysis.

Since the launch of LSV 2030 in April 2021, subcommittees and working groups under the Sustainability Committee along with responsible departments have been implementing measures in line with established plans, aimed at achieving set goals. In Stage 2, to further ensure the realization of LSV 2030, the Sustainability Committee has redefined the relationship between the activities and measures of committees and subcommittees with the long-term vision, materiality (KPIs), and the themes of the medium-term business plan, and has commenced activities.

We believe that through this approach, we are fostering an awareness that initiatives are a means to an end, and that every initiative should have a clear purpose, namely “What is this initiative for?” and “Which materiality will it help solve?” Moreover, tackling materialities with this awareness is essential when planning the next measures or targets, revising plans when targets are not met, or accelerating timelines. This also aligns with the top message’s reference to “innovation” through the idea of “reframing and exploring in depth.”

Throughout its business activities, our Group has actively promoted sustainability management by implementing a range of environmental and human capital initiatives. These include energy conservation, CO₂ emissions reduction, development of environmentally friendly products, as well as workplace reforms related to human capital management, human resources, and occupational safety and health. There are always reasons and objectives behind the formulation of measures and revisions to systems. The current LSV 2030, its materiality, and KPIs can be seen as extensions of the efforts and achievements we have built over time. Connecting discrete data points for past measures and activities with LSV 2030 and other frameworks illustrates the very direction, or indeed strategy, of our approach to environmental and human capital management. It is also a story about how executing these measures

and achieving their targets creates value, strengthens the five forms of capital that underpin our Group’s corporate activities (human, intellectual, manufacturing, social, and financial capital), and leads to solving the next set of challenges and creating new value.

Furthermore, to make both our Group and world more sustainable, it is important and essential to raise the motivation of all Group employees and align their vectors with the company’s policies and ideals, which we have communicated repeatedly. The results of the third employee survey in fiscal 2024 show a steady improvement in the engagement score, indicating how our past measures have contributed to increased motivation and enhanced communication both within and across departments.

Continually communicating to all Group employees and ensuring understanding of the top management’s messages of “a mindset to be passed down as part of our corporate culture” and “making change the norm” presents a clear story of uniting sustainability and business to create new value. By building upon this foundation in which every employee can see “for what purpose,” “by when,” and “what” they must do as a part of their own responsibility, we will act and evolve as a sustainable company looking beyond 2030, contributing to the realization of a sustainable world through the achievement of our long-term vision.

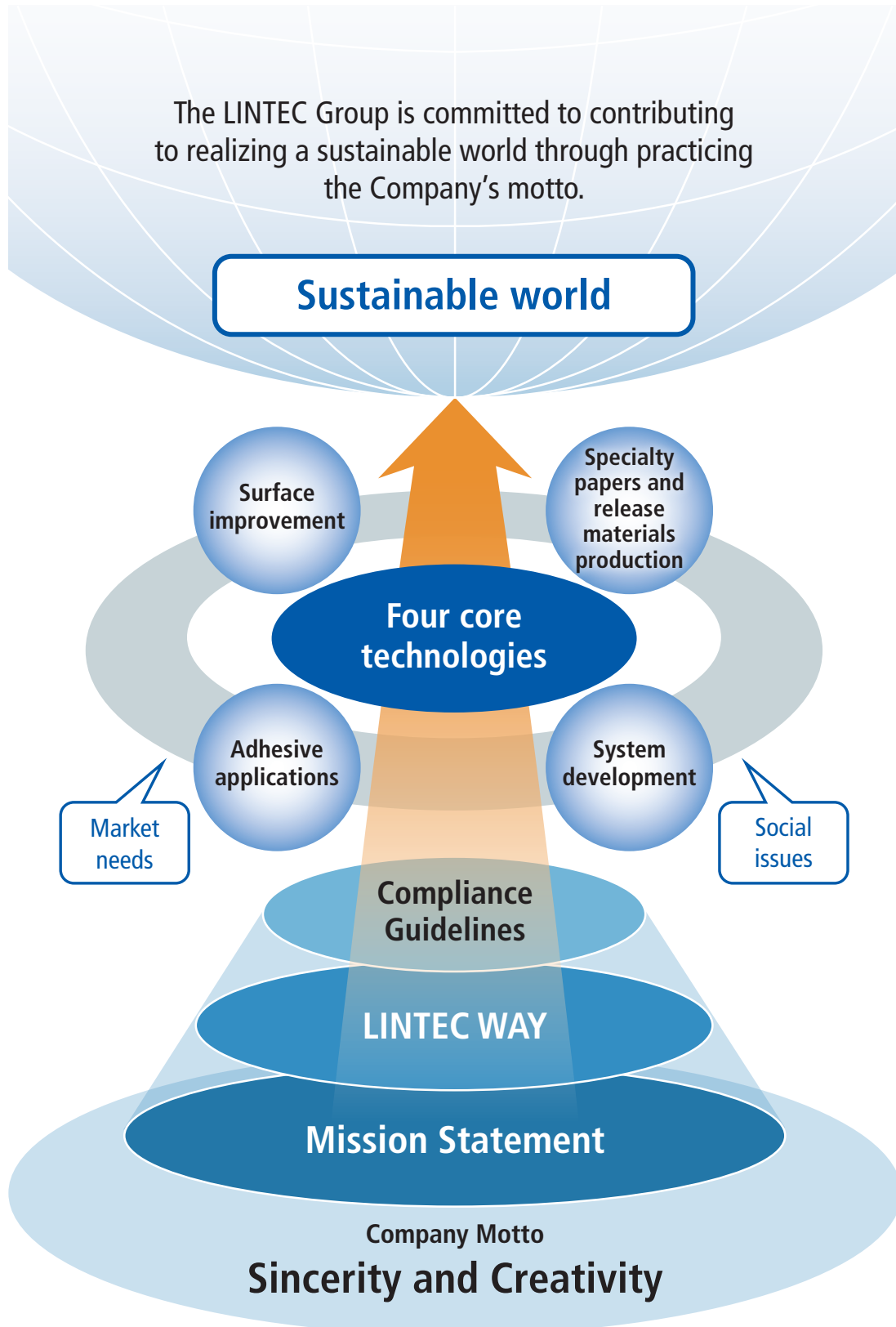




More information here

All officers and employees of the LINTEC Group are required to adhere to the LINTEC Group Code of Conduct and commit to contributing to the realization of a sustainable world while bearing firmly in mind the company motto, "Sincerity and Creativity."

The LINTEC Group supports and practices the "Ten Principles" of the United Nations Global Compact, with a special focus on the protection of human rights, elimination of unlawful forms of labor, preservation of the environment, and anti-corruption.



Sustainability Promotion Systems

Committee Members and Executive Officers

At the LINTEC Group, the company motto of “Sincerity and Creativity” is at the heart of all members and is the starting point of their activities to promote sustainability.

We have established a sustainability promotion system centering on the Sustainability Committee. The committee is chaired by a representative director and its membership consists of all outside directors. The Sustainability Committee operates a number of subcommittees tasked with oversight of ESG, responding to the SDGs, risk management, and others.

Sustainability Promotion System



As of April 1, 2025

▼ Sustainability Committee Members

Chairperson	Representative Director, President, CEO and COO	Makoto Hattori
Assistant chairperson	Director, Chairman and CEO	Akihiko Ouchi
Vice chairpersons	Director, Senior Managing Executive Officer, Executive General Manager, General Affairs & Human Resources Division	Takeshi Kaiya
	Director, Senior Managing Executive Officer, Executive General Manager, Production Division, and in charge of Quality Assurance Division and Environment & Safety Division	Hiroyuki Matsuo
	Director, Senior Managing Executive Officer, Executive General Manager, Business Administration Division	Masaaki Yoshitake
	Director, Managing Executive Officer, Executive General Manager, Administration Division	Yoichi Shibano
Members	Managing Executive Officer, Executive General Manager, Research & Development Division	Yoshihisa Mineura
	Executive Officer, General Manager, Corporate Strategic Office	Naoshi Nishikado
	Executive Officer, Deputy Executive General Manager, Production Division	Mitsuru Shimizu
	Executive Officer, General Manager, New Project Planning Office, Business Administration Division	Takeshi Segawa
	Director (Outside Director)	Takanori Sano
	Director (Outside Director)	Akiko Okushima
	Director (Outside Director)	Seiichiro Shirahata
	Director (Outside Director)/ Audit & Supervisory Committee Member	Kanako Osawa
	Director (Outside Director)/ Audit & Supervisory Committee Member	Shigeru Sugimoto

▼ Committee and subcommittee executive officers

Sustainability Disclosure Subcommittee	Director, Managing Executive Officer, Executive General Manager, Administration Division	Yoichi Shibano
Environmental Subcommittee	Director, Senior Managing Executive Officer, Executive General Manager, Production Division, and in charge of Quality Assurance Division and Environment & Safety Division	Hiroyuki Matsuo
Social & Governance Committee	Director, Senior Managing Executive Officer, Executive General Manager, General Affairs & Human Resources Division	Takeshi Kaiya
Corporate Ethics Subcommittee	Director, Senior Managing Executive Officer, Executive General Manager, General Affairs & Human Resources Division	Takeshi Kaiya
Social Contribution Subcommittee	Executive Officer, Deputy Executive General Manager, Production Division	Mitsuru Shimizu
Diversity & Work Style Reform Promotion Subcommittee	Director, Senior Managing Executive Officer, Executive General Manager, General Affairs & Human Resources Division	Takeshi Kaiya
Corporate Risk Management Committee	Director, Senior Managing Executive Officer, Executive General Manager, General Affairs & Human Resources Division	Takeshi Kaiya
SDGs Committee	Executive Officer, General Manager, New Project Planning Office, Business Administration Division	Takeshi Segawa

Committee and Subcommittee Activities and Results

	Committee and subcommittee activities	Activity results
Sustainability Committee	The Sustainability Committee develops a basic policy and plans measures for sustainability management promotion, conducts a progress review and monitoring of measures taken by subordinate committees and subcommittees, and provides instructions for improvement.	We monitored the progress of measures and provided improvement instructions to each committee and subcommittee in accordance with their plans and targets.
Sustainability Disclosure Subcommittee	The Sustainability Disclosure Subcommittee makes efforts for prompt and effective information disclosure to stakeholders using various timely disclosure materials, PR magazines, and websites. It also examines the method of collecting and communicating sustainability information and the contents of the integrated report, while responding to surveys conducted by external evaluation organizations and providing feedback on evaluation results to top management.	We responded to surveys and questionnaires from external sustainability-related organizations, and reported the evaluation results from these back to management. We also examined methods for collecting and disseminating sustainability information, as well as the content of the Integrated Report.
Environmental Committee	The Environmental Committee conducts activities to achieve LSV 2030 based on the LINTEC Green Plan, formulated on the environmental issues of climate change, the circular economy, and co-existence with nature for the development of a sustainable world.	We monitored the progress of various initiatives aimed at reducing CO ₂ emissions, one of the factors contributing to climate change. We promoted 3R activities toward achieving a recycling-oriented society. Regarding co-existence with nature, we discussed initiatives at our domestic factories with particular consideration for biodiversity.
TCFD Subcommittee	The TCFD Subcommittee identifies risks and opportunities associated with climate change based on the TCFD recommendations, manages risks identified, develops strategies to seize relevant opportunities, assesses financial impacts, and discloses related information.	We continued our disclosures based on TCFD recommendations. Activities of this subcommittee were transferred to the Environment and Safety Division, with the subcommittee being dissolved at the end of fiscal 2024.
Social & Governance Committee	The Social & Governance Committee is responsible for the ESG areas of society (S) and governance (G). It engages in policy formulation, planning and execution of relevant measures, and monitoring of the company's implementation of measures related to the two areas.	We also monitored the progress of various initiatives related to social and governance issues. In line with the formulation group's human rights policy (established on January 1, 2024), we advanced our review of human rights due diligence.
Corporate Ethics Subcommittee	The Corporate Ethics Subcommittee works to foster corporate ethics and share necessary information to make sure that individual employees understand and practice the concept adequately.	We held a <i>senryu</i> (short poem) contest related to the LINTEC Group Code of Conduct Guidelines and published the entries on our intranet, issued ethics awareness posters to raise awareness of corporate ethics, and conducted an information security self-audit.
Social Contribution Subcommittee	The Social Contribution Subcommittee aims to help the LINTEC Group act as a good corporate citizen within its local communities and the global community by promoting realistic activities that will contribute to the sustainable development of society.	We compiled records of participation in and sponsorship of local events, support for volunteer groups, and involvement in crime prevention and disaster preparedness efforts in collaboration with police stations, fire departments, and related organizations at each business site.
Diversity & Work Style Reform Promotion Subcommittee	The Diversity & Work Style Reform Promotion Subcommittee promotes activities related to diversity and work practices. It focuses on identifying needs, ensuring effective implementation of measures and programs, and providing education.	We reviewed and revised internal rules and regulations to accommodate diverse working styles, and monitored the progress of various related initiatives.
Corporate Risk Management Committee	The Corporate Risk Management Committee identifies risks and opportunities associated with overall business operations, formulates policies to deal with them, and plans and verifies worksite-level measures.	From the perspective of business continuity, we reexamined the Company's risks and its response mechanisms as a comprehensive system.
SDGs Committee	Aiming to contribute to solving various social issues through mainstay business activities, the SDGs Committee recruits members from across the company to perform tasks aimed at enhancing understanding of the SDGs and creating new business ideas.	A company-wide team developed business models aligned with the SDGs and presented these proposals to management.

Message from Outside Director

LINTEC plays a role in supporting social infrastructure as a leading company in the area of adhesive products and is thus focused on realizing sustainability through innovation with an awareness of its responsibility for the environment looking forward toward the future. More specifically, the Company has adopted LINTEC SUSTAINABILITY VISION 2030 (LSV 2030), which has set high targets, including reducing CO₂ emissions by 75% or more compared to FY2013 levels by 2030 and achieving carbon neutrality by 2050. With the Sustainability Committee as the driving force, the management team and each person in charge are leading efforts to achieve the targets. Whenever I visit plants or the Research Center, the activities being conducted at sites have LSV 2030 in mind, and I can really feel that the vision has permeated every corner of the organization.

All the Directors, including the Outside Directors, attend meetings of the Sustainability Committee where activities in the areas of the environment, society, and governance are reported with cross-departmental discussions based on these reports. At each meeting, there is a detailed analysis of points raised by participants at the previous meeting. This makes it a practical meeting body with a real sense that progress is being made throughout the year. From the perspective of decarbonization and resource circulation, the Committee has advanced a viewpoint that goes beyond Scope 1 and 2 emissions reductions to incorporate Scope 3 (procurement of raw materials and after product use). Moreover, detailed explanations of individual materials are provided for environmentally-oriented research and development, which is very helpful in understanding the direction of investment that will enable continued provision of sustainable products.

In addition to environmental issues, we are engaging in a wide range of committee activities in areas such as corporate ethics, social contribution, and reform of work practices to help establish LINTEC as the company of choice for local communities and stakeholders over the long term. Moreover, the Corporate Risk Management Committee, which recognizes and responds appropriately to a variety of risks for business activities over the medium to long term, is also discussing the Company's response to global risks that are happening right now. At the SDGs Committee, we are also considering the use of superfoods as a new opportunity in the shift toward a circular business.

As an Outside Director, I hope to play a bridging role in conveying external voices from what is happening in the consumer goods market and among consumers, to be incorporated into the Company's management, with a focus on the question of what value to offer to which group from a marketing perspective. The concept of sustainability is essential for LINTEC's vision to build a better society by anticipating market needs and solving social issues, so the whole Company is making concerted efforts to realize it. I look forward to continuing to work with you in the future.



Akiko Okushima

Outside Director

Biography

Joined IBM Japan Ltd. in 1981. Subsequently worked in data-driven marketing and consulting operations, including positions at foreign IT companies. In 2001, established JBtoB CO., LTD., becoming representative director and president (current position). In 2020, became an outside director at LINTEC.

April 2025 Implementation

First!

(L to R) Minezaki,
Sato, Lee (LATT),
Tai (LATT), Konishi



An International Exchange Meeting

An exchange meeting between LINTEC Advanced Technologies (Taiwan), Inc. (below: "LATT") and the LINTEC Sustainability Management Office (below: "this office") was held at the LINTEC Group head office.

This meeting focused on sharing the status of both companies' initiatives and their ideas regarding "RBA (Responsible Business Alliance) Compliance" and "CSR Activities." (Sustainability Management Office: Konishi, Minezaki, Sato)

For Sustainable Businesses and Society

The RBA is a non-profit organization dedicated to supporting workers' rights and welfare in supply chains. Its code of conduct sets standards for businesses in order that workers' rights and welfare are respected, and accordingly, audits are conducted based upon this. Compliance with the RBA is increasingly a requirement of our customers, in particular those in the semiconductor industry, while at the same time also being vital for us to achieve sustainable growth as a company.

Having a shared understanding of this, both sides introduced their systems and internal training initiatives, and engaged in frank discussions about best practices. In learning about each other's experiences and innovations, this meeting proved very enlightening, being a valuable opportunity to deepen mutual understanding. At the same time, it also reaffirmed the importance of continued education, dialog with regional sites, and mutual collaboration going forward.

Impressive Participation Rate in LATT's Diverse CSR Activities

LATT conducts a wide range of CSR activities, from unique, region-specific initiatives through to those focused on employee health and well-being—all of these carried out with a clear objective in mind.

One particularly impressive example is the tree-planting initiative that LATT undertakes on behalf of customers who express a desire to contribute to the environment. By utilizing events such as exhibitions, they invite attendees to participate using 2D barcode, and provide detailed reports after planting, effectively creating an integrated environmental conservation effort between the company and its customers. Additionally, all LATT employees participate in at least one of these activities, highlighting their high level of engagement and awareness regarding CSR initiatives.

Remaining the Same Group Despite Diverse Circumstances

This office believes "it is important for the whole group to move in the same direction" when considering CSR initiatives for each site. Although each base faces different social challenges due to variations in culture and business conditions, the vision of an ideal society and the values associated with this are shared by all members of our group.

In light of this, we introduced an initiative titled "Reconsidering the Essence of CSR" that had been discussed at the domestic group companies CSR Committee meetings held by domestic group companies and this office. As an example, we highlighted LINTEC SIGN SYSTEM, INC. community cleaning activities that contribute to employee growth and to improved corporate value.



LATT employees and their families participating in a farm experience



LATT wetland conservation activities



LINTEC SIGN SYSTEM, INC. community cleaning activities

A fun, thought-provoking time, toward greater success

This exchange meeting had a friendly atmosphere, and was filled with active information sharing and open discussions. Not merely a social contribution, CSR encompasses a wide range of company-wide initiatives related to the environment, human rights, local community initiatives, and fair business practices—all essential areas in which companies must actively engage in order to build a better future alongside society. Each company needs to consider and implement “activities appropriate to their stature” that align with their circumstances, and the issues they face.

These exchange forums are extremely valuable in order to align perspectives and promote CSR globally throughout the LINTEC Group as a whole. Looking to the future, our aim is to use dialog and information sharing to continue learning about each other, thereby bringing about more effective CSR initiatives.

Comment from Lee (LATT)

The “Reconsidering the Essence of CSR” initiative from domestic group companies CSR Committee was particularly impressive. We will definitely review this at our company again and use it as a reference in planning future activities. I also found the discussions on setting time-frames and goals for these CSR activities very useful.

Comment from Tai (LATT)

I was very impressed by the discussions surrounding CSR activities. The ideas on brand promotion tied to LINTEC SIGN SYSTEM, INC., along with the feedback from participants were particularly helpful. I believe that putting LINTEC’s philosophy into practice through our CSR activities at overseas companies is extremely meaningful. As we move forward, we will continue to work together to promote CSR activities.



Exchanging opinions

LINTEC ADVANCED TECHNOLOGIES (TAIWAN), INC. Activity examples

Lee Ssu-Chieh
General Affairs & Human Resources Department

Tree-planting activity in Taiwan (300 trees)

In January 2025, our company conducted a tree planting activity at Jiading in Kaohsiung City, Taiwan, planting 300 trees and removing weeds to help the trees grow. Since starting this activity in 2018, the total number of trees planted has reached 1,425.



Tree planting activities



Members who participated in the activity

Long-term support for facilities for children with developmental disabilities

Additionally, since 2023, we have participated in volunteer activities at support centers, assisting children with developmental disabilities. In fiscal 2024, we participated in three activities: neighborhood walks, sports events, and Christmas events. In the future, besides volunteering, we aim to fulfill our corporate social responsibility and increase opportunities for deeper collaboration with local communities by providing long-term support for facilities for children with developmental disabilities.



Christmas event



Members who participated in the activity

LINTEC SIGN SYSTEM, INC. Activity examples

Hiroshi Takagi
Business Coordination Department

Activities of “Nakameguro Sweepers”

In March 2025, we participated in volunteer cleaning activities organized by a local volunteer group supported by Meguro Ward, primarily collecting garbage around Nakameguro Station. We were surprised to find a lot of garbage, such as cans, glass bottles, PET bottles, and cigarette butts, scattered on the streets we take to work, and in particular large items that had been discarded in planted areas along the road. Instead of us just picking up garbage, this activity provided us with many valuable lessons and insights. We would like to continue participating regularly in this activity in the future, striving to improve awareness about environmental issues, and to contribute to our local community.



Activities of “Nakameguro Sweepers”

Materiality and KPIs (FY2024 Result)



More information here

The LINTEC Group identifies priority issues to be addressed in order to contribute to the realization of a sustainable world as materiality, and has also established key performance indicators (KPIs) to check the progress of its efforts.

* Key performance indicators (KPIs): KPIs are important indicators related to organizational strategies, and quantitatively measure progress toward targets.

Materiality	KPIs	Results	Organizations covered
Work to solve social issues through business activities - Help shape a carbon-free world - Respect human rights of all stakeholders - Enhance governance and risk management	Reduction in CO ₂ emissions relative to FY2013 levels [reduction of 67% or more by March 2027, 75% or more by March 2030, and achievement of carbon neutrality by 2050]	52.5% (Scope 1+Scope 2)	(1)
	Scopes 1, 2, and 3 emissions	Scope 1: 92,143t-CO ₂ Scope 2: 66,925t-CO ₂ J Credit: ▲18,762t-CO ₂ * Green Heat Certificate: ▲127t-CO ₂ * Scope 3: 1,859,282t-CO ₂	(1)
	Non-fossil energy ratio	32.9%	(2)
	Implementation of CSR study sessions for such purposes as raising employee awareness and understanding of the Human Rights Policy	Creation and dissemination of a new vs. old comparison of the updated Compliance Guidelines revised in April 2024	(1)
	Number of themes adopted by the Corporate Risk Management Committee for deliberation	Identification of 18 themes from regulatory risks	(1)
	Total hours of discussion at high-level meetings (meetings of the Business Deliberation Council, Nomination and Compensation Committee, and Sustainability Committee)	Board Directors meetings: 2 times (130 minutes) Nomination and Compensation Committee meetings: 4 times (295 minutes) Sustainability Committee meetings: 4 times (420 minutes)	(3)
Foster innovation to build a robust corporate structure and promote sustainable growth - Create market-leading innovative new products and businesses - Reform development, manufacturing, transportation, operations, and other processes to improve profitability - Protect and utilize intellectual property	Target percentage of new product sales to total sales [27% by March 2027] (30% or more by March 2030)	27.7% *	(1)
	Number of products developed	3,441	(1)
	Number of development projects with external institutions	26	(3)
	Number of LDX 2030 transformation themes implemented out of seven	Implementation of all 16 planned themes (continued in FY2025)	(3)
Fulfill responsibilities associated with the environment, society, and customers - Reduce impact on natural ecosystems - Increase development of environmentally friendly products - Provide and stably supply safe and high-quality products	Increase in the use of solvent-free release agents and adhesive agents [(1) Percentage of solvent-free release agents and adhesive agents used: 75% by 2030] [(2) Complete shift to solvent-free release paper by 2030 (all release paper produced at Kumagaya and Mishima plants, except specialty products)]	Release agents: 71% Adhesive agents: 80%	(3)
	Percentage of forest-certified paper and pulp used	Percentage of forest-certified paper used (purchased): 29.4% Percentage of forest-certified pulp used (purchased): 55.9%	(3)
	Landfill disposal rate [1% or less]	0.26%	(3)
	Implementation of our release paper recycling system	Through the activities of J-ECOL (Japan-Earth Conscious Labeling), conducting awareness-raising activities for the recycling of release liners Promoting initiatives toward a circular economy through recovery systems, recycling systems, and reuse.	(3)
	Number of environmentally friendly products developed	73	(3)
	Percentage of quality incidents	31% * Decreased to 15/month in FY2024 from 49/month in FY2010	(4)
Develop and secure human resources for the future - Respect human rights in general and the rights of employees - Improve human capital and create an honest and open organizational culture - Promote occupational health and safety	Percentage of female managers/supervisors (Subsection Manager/Assistant Project Manager) [10%]	7.7% *	(3)
	Percentage of female among the total number of new hires (graduates from a junior college/university/graduate school) [35% or more]	43.9% *	(3)
	Percentage of persons with disabilities in the total number of employees [FY2026: 2.7%]	2.53% *	(3)
	Number of participants in correspondence training programs	283	(3)
	Occupational accidents frequency rate	0.18 *	(5)
	Occupational accident severity rate	0.0143 *	(5)
	Number of plants having no accidents in a year	3 sites (Chiba Plant, Kumagaya Plant, Research & Development Division)	(3)
	Number of violations of occupational health and safety laws and regulations	0	(3)

Materiality	KPIs	Results	Organizations covered
Maintain LINTEC's favorable reputation - Ensure transparent information disclosure and reinforce stakeholder communication - Ensure compliance and fair business practices - Promote responsible procurement and strengthen supply chains - Enhance information security	Number of individual meetings held with institutional investors and analysts	311 companies (total)	(3)
	Number of briefings held to explain financial results and for investor relations and total number of participants	3 times, 317 employees (total)	(3)
	Number of legal training programs provided and total number of participants (including archive viewers)	6 times, 417 employees (on-site and online participants)	(3)
	Periodic publication of Legal News (6 times a year) and total number of views (including number of emails sent)	6 times, 2,828 times	(3)
	Number of responses to CSR survey	224 (Number of cases investigated by the Sustainability Management Office in response to the survey)	(3)
	Response rate of raw material supplier survey	Activities implemented after the supplier survey conducted in the FY2023 (1) Number of feedback provided (Number of suppliers to whom feedback was provided in the FY2024) 48 companies, 62 divisions* (2) Number of improvement requests (Number of suppliers who requested improvements in the FY2024) 5 companies, 5 divisions*	(6)
	Implementation of self-checks once a year based on the Information Security Operational Rules and Internal Audit Checklist	Implement information security training regarding connections required for external users to access internal systems Implementation Period: December 2 ~ 22, 2024	(3)
	Implementation of e-learning information security self-audit once a year	Implemented twice Implementation period (1st time): July 1 ~ October 31, 2024 Implementation period (2nd time): January 20 ~ March 22, 2025	(3)

Figures marked with ★ were subject to third-party verification performed by SGS Japan Inc.

Organizations covered: (1) the LINTEC Group

(2) LINTEC CORPORATION and its group companies in Japan

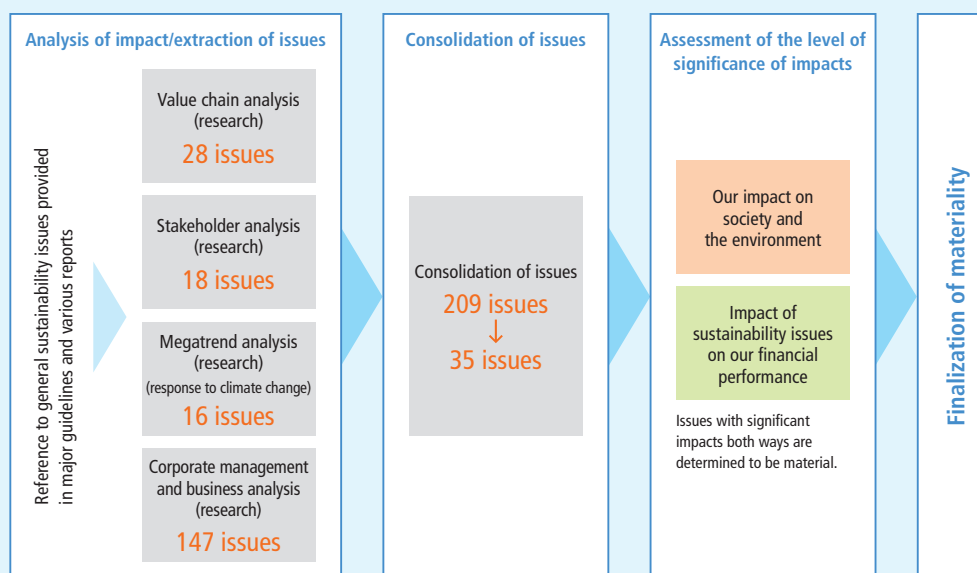
(3) LINTEC CORPORATION

(4) LINTEC CORPORATION (excluding the Ina Technology Center), TOKYO LINTEC KAKO, INC., and SHONAN LINTEC KAKO, INC.

(5) LINTEC CORPORATION's plants and the Research Center, TOKYO LINTEC KAKO, INC., and SHONAN LINTEC KAKO, INC.

(6) Raw material suppliers for LINTEC CORPORATION

Materiality Identification Process



Environmental Report



More information here

LINTEC Group's Approach

The LINTEC Group aims to achieve harmony between its corporate activities and the global environment. We are promoting various initiatives under the slogan "The Earth is one, so let's strive for a comfortable environment from a broad perspective."

Climate Change Mitigation and Adaptation

Initiatives for Reducing CO₂ Emissions

The LINTEC Group is striving to reduce CO₂ emissions with the aim of achieving carbon neutrality by 2050. We are promoting the effective

use of waste heat, the introduction of high-efficiency equipment, and the adoption of electricity with a low carbon emission factor. As a result, in fiscal year 2024, we achieved a reduction rate of 52.5% compared to fiscal year 2013.

▼ Scope 1, 2

Japan

	FY2013	FY2024	(t-CO ₂)
Scope 1	112,200	69,662	▲62,538
Scope 2	90,486	35,061	▲55,425
J-Credit (retired quantities)	—	▲18,762	
Green heat certificate (retired quantities)	—	▲127	
Calculated emissions	202,686	85,834	▲116,852

Organizations covered: LINTEC CORPORATION, TOKYO LINTEC KAKO, INC., SHONAN LINTEC KAKO, INC., and LINTEC SERVICES, INC.

Overseas

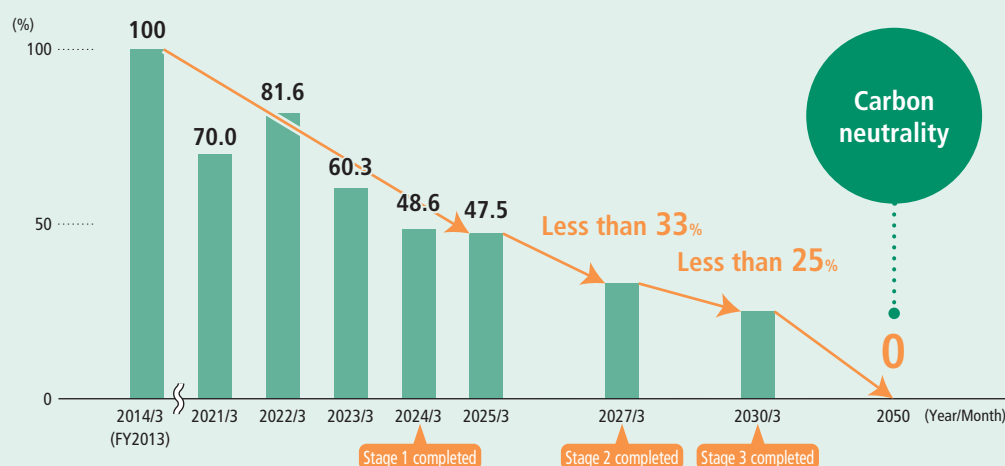
	FY2013			FY2024			(t-CO ₂)
	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total	
LINTEC (SUZHOU) TECH CORPORATION	1,772	3,189	4,961	358	2,163	2,521	▲2,440
LINTEC SPECIALITY FILMS (TAIWAN), INC. ^{*1}	2,969	1,751	4,720	106	1,004	1,110	▲3,610
LINTEC KOREA, INC.	2,505	3,835	6,340	2,559	3,956	6,515	▲1,000
LINTEC SPECIALITY FILMS (KOREA), INC. ^{*2}	1,088	3,714	4,802	83	1,250	1,333	▲3,469
PT. LINTEC INDONESIA	2,691	6,524	9,215	1,137	2,756	3,893	▲5,322
LINTEC INDUSTRIES (MALAYSIA) SDN. BHD.	2,065	5,046	7,111	1,001	1,539	2,540	▲4,571
LINTEC (THAILAND) CO., LTD.	—	—	—	1,211	1,618	2,829	▲2,829
MADICO, INC.	1,461	3,437	4,898	2,422	3,518	5,940	▲1,042
MACTAC AMERICAS, LLC	—	—	43,679	13,545	11,199	24,744	▲18,935
Others ^{*3}	—	—	6,488	146	2,776	2,922	▲6,342
Total	—	—	92,214	22,568	31,778	54,346	▲37,868

*1 LINTEC SPECIALITY FILMS (TAIWAN), INC.: Operations continue until Sep. 2024, then closed

*2 LINTEC SPECIALITY FILMS (KOREA), INC.: Operations continue until Jun. 2024, then closed

*3 Others: LINTEC PRINTING & TECHNOLOGY (TIANJIN) CORPORATION; LINTEC ADVANCED TECHNOLOGIES (TAIWAN), INC.; LINTEC INDUSTRIES (SARAWAK) SDN. BHD.; VDI LLC; and sales sites

Group's Roadmap for Reducing CO₂ Emissions



▼ Scope 3

(t-CO₂)

Category item		FY2021 (Base year)	FY2023	FY2024	Scope
Category 1	Purchased Goods and Services	1,298,463	1,228,927	1,324,865	LINTEC CORPORATION and Consolidated Subsidiaries
Category 2	Capital Goods	42,977	69,836	51,739	LINTEC CORPORATION and Consolidated Subsidiaries
Category 3	Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	65,090	46,572	50,649	LINTEC CORPORATION and Consolidated Subsidiaries
Category 4	Transportation and Distribution (Upstream)	96,312	102,227	118,096	LINTEC CORPORATION and Consolidated Subsidiaries
Category 5	Waste Generated in Operations	27,868	14,330	13,767	LINTEC CORPORATION and Consolidated Subsidiaries
Category 6	Business Travel	671	712	690	LINTEC CORPORATION and Consolidated Subsidiaries
Category 7	Employee Commuting	2,426	2,576	2,498	LINTEC CORPORATION and Consolidated Subsidiaries
Category 8	Leased Assets (Upstream)	—	—	—	Not applicable
Category 9	Transportation and Distribution (Downstream)	19,970	14,490	15,372	LINTEC CORPORTION
Category 10	Processing of Sold Products	106,379	128,089	138,615	LINTEC CORPORTION
Category 11	Use of Sold Products	16,902	13,146	14,156	LINTEC CORPORTION
Category 12	End-of-Life Treatment of Sold Products	77,308	100,030	124,128	LINTEC CORPORATION and Consolidated Subsidiaries
Category 13	Leased Assets (Downstream)	33	33	33	LINTEC CORPORTION
Category 14	Franchises	—	—	—	Not applicable
Category 15	Investments	6,894	6,119	4,053	LINTEC CORPORTION
FLAG*emissions	—	637	614	621	
Total Scope 3 emissions		1,761,928	1,727,700	1,859,282	

* FLAG: Emissions from the fields of forestry, land, and agriculture, represented by the initial letters of the words "Forest," "Land," and "Agriculture."

The guidelines below were used for the calculation. We will continue to improve calculation accuracy.

- Technical guidance for Calculating Scope3 Emission-Supplement to the Corporate Value Chain (Scope3) Accounting & Reporting Standard (GHG protocol (WRI/WBCSD))
- Database of emissions unit values for accounting of greenhouse gas emissions, etc., by organizations throughout the supply chain (Ver. 3.1) (Ministry of the Environment, Ministry of Economy, Trade and Industry)
- IDEA Ver.3.1 and 3.4 (for calculation of supply chain greenhouse gas emissions)
- National Institute for Environmental Studies Embodied Energy and Emission Intensity Data for Japan Using Input-Output Tables (3EID) 2005
- Ministry of the Environment Greenhouse Gas Emissions Calculation, Reporting, and Disclosure System: List of Emissions Factors by Electric Power Company

▼ Calculation method by category

Category 1	Calculated by multiplying the purchase volume (in terms of cost or quantity) of raw materials by the emissions factor (primary or secondary)
Category 2	The amount of capital investment multiplied by an emissions factor
Category 3	Calculated through production of purchased fuel, electricity, steam, etc., and their annual volume of purchase multiplied by an emissions factor for each fuel
Category 4	Weight of purchased raw materials. Or, transportation cost multiplied by an emissions factor
Category 5	The amount of waste by type discharged from production sites multiplied by an emissions factor
Category 6	The number of employees multiplied by an emissions factor
Category 7	The number of employees in each region and their number of days of attendance multiplied by an emissions factor
Category 8	No applicable lease assets
Category 9	Calculated by multiplying product shipment weights by transportation method by transport distance, number of shipments, and emissions factor
Category 10	Calculated by multiplying sales revenue of products (intermediate materials) by an emissions factor
Category 11	Calculated by multiplying the number of units sold by electricity consumption and operating hours
Category 12	The purchase quantity by type of material less the portion disposed of, multiplied by an emissions factor for each type
Category 13	Calculated by multiplying land area per usage type by an emissions factor
Category 14	No applicable businesses
Category 15	Calculated by multiplying the number of shares held by the company by emissions factors (Scope 1+2 / issued shares) for each company

Response to TCFD Recommendations

Considering risks and opportunities associated with climate change as an important matter in developing its business strategies, the LINTEC Group set out the two scenarios and conducted scenario analysis for its domestic and overseas businesses up to 2030 (medium-term) and 2050 (long-term). In fiscal 2024, we conducted a review of physical risks in the North American region, and updated our risk and opportunity assessments. Results of this showed no additions from fiscal 2023.

SBT Certification Acquired

To promote the reduction of greenhouse gas (GHG) emissions throughout the supply chain, LINTEC has been certified by the Science Based Targets initiative*¹ (SBTi), an international body that enables businesses to set science-based targets for GHG emissions reductions, known as the Science Based Targets*² (SBTs).

The SBTi certifies a company's GHG emissions reduction targets

as "Science Based Targets (SBTs)" if they meet the level required to achieve the Paris Agreement goal of limiting the global average temperature increase to 1.5°C compared with pre-industrial levels. At LINTEC, for the two GHG reduction targets toward FY2030 — Scope 1 & 2: reduce by 52% or more (compared with FY2021), and Scope 3: reduce by 25% or more (compared with FY2021; Category 1: Purchased Goods and Services) — we obtained certification for the short-term SBTs in August 2025.

Moving forward, the company will explore streamlining production facilities through integration and consolidation, adopting new energy sources such as hydrogen, and operating AI-driven energy storage systems, aiming to achieve reduced GHG emissions.

*1 Science Based Targets initiative (SBTi): An initiative established by the World Wide Fund for Nature (WWF), the Carbon Disclosure Project (CDP), the World Resources Institute (WRI), and the United Nations Global Compact (UNGC) to assess and validate corporate GHG reductions.

*2 Science-Based Targets (SBTs): GHG reduction targets set by companies aligned with the Paris Agreement standards.

*3 Paris Agreement: An international treaty adopted in 2015 at the Conference of the Parties (COP21) to reduce GHG emissions. At the conference, all participating nations agreed to make concerted efforts to limit the increase in global average temperature to 1.5°C above pre-industrial levels.

Realization of a Recycling-oriented Society

In addition to the ongoing 3Rs activities (Reduce, Reuse, and Recycle) aimed at reducing waste generation, LINTEC is working toward achieving zero emissions* in Japan. Specifically, we identify the treatment methods of disposal firms (material recycling, thermal recycling, landfilling), seek out firms that can make effective use of materials that would otherwise be discarded, promote a switch to recyclable raw materials, and encourage more detailed classification of waste, with the goal of eliminating landfill disposal.

In accordance with the Act on Promotion of Resource Circulation for Plastics, we have established education and training programs and management systems, set targets for waste reduction and recycling, and are collecting and disclosing relevant data from LINTEC and its group companies in Japan.

* Zero landfill disposal rate: LINTEC's standard is a final landfill disposal rate (= Final landfill disposal amount/Amount of waste generated × 100) of 1% or less.

▼ Amount of industrial waste discharged from products using plastic

(Tons)

Emissions	FY2022	FY2023	FY2024
LINTEC CORPORATION ^{*1}	3,423	3,413	4,079
LINTEC COMMERCE, INC.	9.6	7.1	10.8
LINTEC SIGN SYSTEM, INC.	22.4	49.7	31.9
SHONAN LINTEC KAKO, INC.	125.0	84.6	106.6
LINTEC SERVICES, INC.	0	0	0
LINTEC CUSTOMER SERVICE, INC.	0.3 ^{*2}	1.5	1.3
TOKYO LINTEC KAKO, INC.	100.9	102	88.2

*1 Organizations covered: The Head Office, Agatsuma Plant, Kumagaya Plant, the Ina Technology Center, the Research Center, Chiba Plant, Tatsuno Plant, Shingu Plant, Mishima Plant (Doi Plant), Komatsushima Plant, Sapporo Branch Office, Sendai Branch Office, Hokuriku Branch Office, Bunkyo Kasuga Office, Shizuoka Branch Office, Nagoya Branch Office, Osaka Branch Office, Shikoku Branch Office, Hiroshima Branch Office, Fukuoka Branch Office, Kumamoto Office

*2 Calculation period: December 2022 to March 2023

Developing Environmentally Friendly Products

LINTEC has developed and uses guidelines for "self-declared environment-friendly products" which are in accordance with ISO 14021^{*1}. LINTEC will continue to develop environmentally friendly products^{*2}.

*1 ISO 14021: An international standard for "Environmental labels and declarations -- Self-declared environmental claims (Type II environmental labeling)" A business operator sets its own standard and may place environmental claims on the labeling of a product which satisfy that standard.

*2 Environmentally friendly products: Products designed in consideration of their life cycle, and recognized as helping reduce the burden on the environment.

▼ Number of environmentally friendly product development projects

(projects)

FY2022	FY2023	FY2024
40	52	73

Organization covered: LINTEC CORPORATION

Biodiversity Conservation Initiatives

Based on the evaluation results from the TNFD* (v0.4) prioritization of areas requiring action, we initiated five zoning activities (forest creation, grassland creation, conservation-type planting, landscape planting, and water areas) at the Kumagaya Plant starting in fiscal 2023, and are continuing these efforts to this day. While each

plant has previously conducted tree-planting activities, as a part of this, from fiscal 2024 we have been carrying out on-site surveys at the Mishima and Doi Plants, launching biodiversity conservation initiatives with reference to the Kumagaya Plant's zoning activities.

* TNFD: Taskforce on Nature-related Financial Disclosure



Kumagaya Plant: In the forest creation and grassland creation zones, our efforts include not only plant cultivation but also the installation of rock formations to serve as water sources for small birds and areas for insects to cool off, in consideration of the habitat needs of wildlife.



Mishima and Doi Plants: There are concerns about increased grass growth and labor requirements for mowing as a result of eliminating herbicides, insecticides and other chemicals. In response, we have considered the introduction of grass-mowing machinery. This should contribute to reduced workloads and labor costs.

Management of Environmentally Hazardous Substances

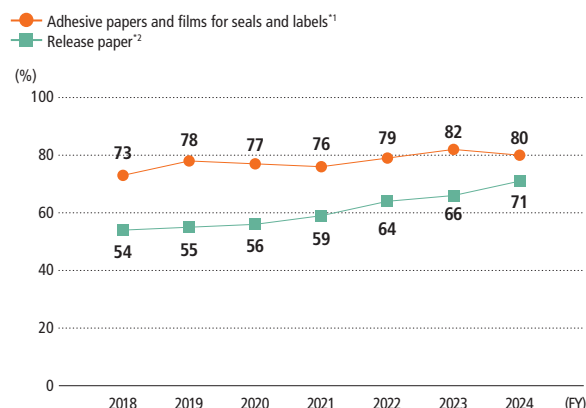
VOC Emissions Reduction

Recognizing the importance of reducing VOC* emissions from the perspective of corporate air pollution prevention, the LINTEC Group is planning and implementing VOC emissions reduction measures.

As part of such efforts, we are working on switching to solvent-free release agents for release papers and solvent-free adhesives for adhesive products. By introducing facilities for the processing of solvent-free release papers, we will expand production of solvent-free products. For adhesion processes, we are facilitating adoption of water-based adhesives and hot melt adhesives. We will continue to ensure reliable management of treatment facilities, manage the percentage of solvent-free products, and develop and promote sales of solvent-free products to further reduce our environmental impact.

* VOC: VOC stands for volatile organic compounds. VOC collectively refers to organic compounds that become gas in the atmosphere.

▼ Percentages of solvent-free adhesive products and release papers



*1 Adhesive products sold in Japan

*2 All release paper products produced at Kumagaya and Mishima Plants (excluding some specialty products)

▼ VOC emissions

Japan

	FY2022	FY2023	FY2024
Agatsuma Plant	126.2	114.7	125.0
Kumagaya Plant	196.2	170.6	207.5
Research Center	1.7	1.6	1.4
Chiba Plant	118.5	117.3	110.4
Tatsuno Plant	74.9	54.8	80.3
Shingu Plant	27.8	33.7	54.3
Komatsushima Plant	32.4	26.0	26.0
Mishima Plant	167.2	149.0	173.1
Total	754.3	667.7	777.9*

Note: Substances used for VOC calculation are 11 substances (toluene, ethyl acetate, MEK, IPA, acetone, n-hexane, xylene, ethylbenzene, vinyl acetate, methanol, ethanol)

Overseas

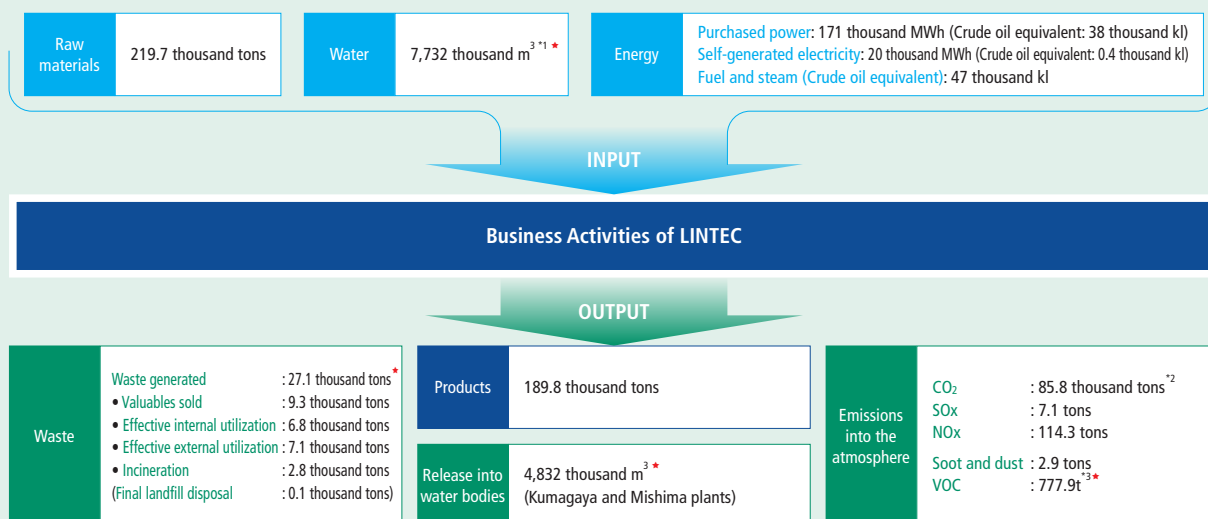
	FY2022	FY2023	FY2024
LINTEC SPECIALITY FILMS (TAIWAN), INC. ^{*1}	25.6	24.5	8.7
LINTEC SPECIALITY FILMS (KOREA), INC. ^{*2}	22.1	15.2	4.9
PT. LINTEC INDONESIA	163.8	187.0	179.1
LINTEC (THAILAND) CO., LTD.	23.3	17.7	24.7
LINTEC (SUZHOU) TECH CORPORATION	4.3	3.9	4.5
LINTEC KOREA, INC.	2.9	2.4	5.3
LINTEC INDUSTRIES (MALAYSIA) SDN. BHD.	3.4	2.0	2.5
MADICO, INC.	4.5	3.7	4.7
Others ^{*3}	154.2	91.9	8.8
Total	404.1	348.3	243.2

*1 Operations continue until Sep. 2024, then closed

*2 Operations continue until Jun. 2026, then closed

*3 Others: LINTEC PRINTING & TECHNOLOGY (TIANJIN) CORPORATION, LINTEC INDUSTRIES (SARAWAK) SDN.BHD and MACTAC AMERICAS, LLC

Material Flow



Data marked with ★ have undergone third-party verification by SGS Japan Inc.
Organizations covered: LINTEC CORPORATION and LINTEC KAKO, INC.

*1 Organizations covered: LINTEC CORPORATION's plants, 2 non-production sites and LINTEC KAKO, INC.

*2 Organizations covered: LINTEC CORPORATION, TOKYO LINTEC KAKO, INC., SHONAN LINTEC KAKO, INC., and LINTEC SERVICE, INC.

*3 Organizations covered: LINTEC CORPORATION's plants and 1 non-production site

Social Report



More information here

LINTEC Group's Approach

The LINTEC Group's business is supported by numerous stakeholders such as customers, suppliers, employees, shareholders and investors, and local communities. Below is a report on LINTEC Group's initiatives aimed at the sustainable development of the world and the company.

Respecting Human Rights and Diversity

Respect for Human Rights in Labor Management and Education

The LINTEC Group believes that compliance forms a foundation for its activities and thoroughly adheres to both social rules and relevant laws and regulations in and outside Japan. This also applies to the recruitment and treatment of employees. Labor management is performed in accordance with relevant laws. Unfair discrimination, child labor, and harassment are prohibited.

LINTEC incorporates human rights education into its rank-based training programs. The company provides training on the UN Global Compact and CSR for new employees and training on prevention of sexual harassment and workplace bullying for newly appointed supervisors and managers.

Increasing Career Development Opportunities for Female Employees

LINTEC has worked to increase career development opportunities for female employees following the action plan based on the Act on the Promotion of Women's Active Engagement in Professional Life (Phase 2). As a new goal for the period from April 2022 to March 31, 2026, LINTEC formulated the action plan (Phase 3) based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace. Under this action plan, we will ensure and expand diversity.

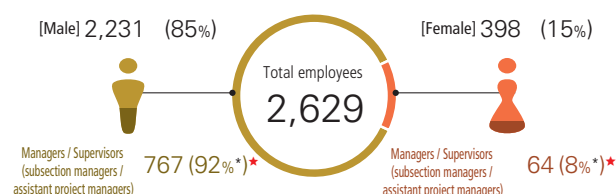
Social Contribution Leave Program

LINTEC established the social contribution leave (volunteer leave) program in fiscal 2022. In this program, employees can take leave to participate in a social contribution activity for a period approved by the company (a maximum of one year), such as recovery from a disaster and overseas aid.

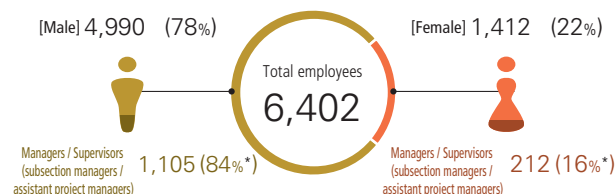
Job Return Program and Career Return Program

LINTEC operates a job return program to re-hire employees who have earlier resigned due to personal circumstances, such as having a child, providing care to family members, or a spouse's job transfer, as industry-ready professionals. In April 2025, as a new initiative to support diverse workstyles, the company introduced an alumni and career return program to re-hire employees who resigned due to personal circumstances for career development outside the company, such as job change or studying abroad, as industry-ready professionals.

▼ Number of employees by gender: LINTEC CORPORATION



▼ Number of employees by gender: LINTEC Group (incl. non-consolidated companies)



(overseas: as of December 31, 2024; in Japan: as of March 31, 2025)

* Percentage of men and women in managers / supervisors (subsection managers / assistant project managers)
Organizations covered: LINTEC CORPORATION and group companies in and outside of Japan

▼ Use of programs

	FY2022	FY2023	FY2024
Family care leave (persons)	1	3	2
Family care time off (persons)	1	2	3
Accumulated time off (persons)*	275	140	119
Childbirth leave (persons)	15	19	18
Childcare leave (persons)	48	76	64
(Male employees)	37	59	48*
Employees who were eligible to take childcare leave (persons)	74	85	74
(Male employees)	62	68	58*
Percentage of childcare leave taken (%)	64.9	89.4	86.5
(Male employees)	59.7	86.8	82.8*
Return to work after taking time off for childcare leave (%)	100	98.8	98.5
Child nursing care time off (persons)*	4	6	12
Shorter hours / flex time (persons)	60	69	78
Paid social contribution time off (persons)*	15	20	15
Percentage of paid leave taken (%)	72.7	76.5	75.9
Average number of days of paid leave taken	13.9	15.0	14.5
Job return (persons)	21	23	20
Career return (persons)	—	0	0

Organization covered: LINTEC CORPORATION

* indicates a leave system that can be used for the purpose of childcare

* Return to work after taking time off for childcare leave: Number of employees who completed their leave in the relevant fiscal year.

Employment of Older Person

In line with the revision of the Act on Stabilization of Employment of Elderly Persons, LINTEC revised its rules on re-employment after retirement to allow re-employment of employees aged between 65 and 70 years. In addition, the age 65 retirement rule was introduced in fiscal 2023. The re-hired workers are playing active roles in various workplaces, and passing on the knowledge and skills that they have developed over many years to subsequent generations.

▼ Number of re-employment retirees

		FY2022	FY2023	FY2024
65 years old	Number of those who have reached the specified age	23	26	28
	Number of those re-hired	11	13	6
	Percentage of re-employment (%) [*]	48	50	21

Organization covered: LINTEC CORPORATION

Note: Data refer to employees of LINTEC CORPORATION who have reached the specified age and are re-hired by group companies, in principle.

^{*} Percentage of re-employment = Number of those re-hired ÷ Number of those who have reached the specified age × 100

Employment of Persons with Disabilities

At LINTEC, we have established a Human Resources Business Support Office at the Head Office to promote the stable employment of people with disabilities. We have also expanded the Business Support Office to our research facilities and installed multipurpose restrooms, thereby creating a barrier-free and more comfortable working environment.

▼ Employment rate for persons with disabilities

	FY2022	FY2023	FY2024
Number of employees	61	60	67.5
Employment rate (%)	2.28	2.24	2.53 [*]
Mandatory employment rate (%)	2.3	2.3	2.5

Organization covered: LINTEC CORPORATION

Promotion of Work Style Reform / Human Resource Development

Work-life Balance

Achieving work-life balance is indispensable to help employees perform their jobs with peace of mind and exercise the full range of their abilities. For creating workplace environments where diverse employees can make active contributions and promoting career development, we have revised the work regulations and discussed and implemented multifaceted initiatives to create a comfortable workplace.

an interview with their supervisor twice a year to receive feedback on performance and activity evaluations, which helps them maintain and increase their motivation.

The Human Resources Department organizes interview sessions for employees in their fourth and seventh year with the company and supervisors in order to support their career development. This is to provide an opportunity for individual employees to discuss with the company various issues related to career building.

Rank-based Training and Career Planning

Aiming at developing people who can contribute to the growth of the company and society, LINTEC, as part of its human resources training, has introduced company-wide rank-based training programs that allow individual employees with diverse values to realize their personal growth according to the current stage of their career building, starting from training for new employees provided when they join the company (young salesperson, new section chief, and new manager). Through the training programs, LINTEC supports individuals in both skill acquisition and career design.

As part of personnel development efforts, each employee has

Retirement Planning Seminar, Future Life Planning Seminar

LINTEC holds a retirement planning seminar and a future life planning seminar, targeting different age groups, on a regular basis. These seminars aim to help employees learn about asset-building for a fulfilling future, including spending for life events, so that they can build a sound asset base and financial environment that will support them as they pursue their careers. In view of everchanging social circumstances and diversifying individual values, we will provide appropriate information to help our employees understand the importance of future life planning.

▼ FY2024 training details and number of participants

Training details		Number of participants
(1) New managers training	Participants acquire the management knowledge, skills, and practical frontline abilities necessary for managers.	31
(2) New Chiefs training	Participants acquire the management knowledge and skills for field leaders.	39
(3) Fifth-year follow-up training	While looking back on the previous four years, participants affirm their own roles and acquire skills to develop their subordinates, primarily through experience-based learning, since these skills will be further required in the future.	34
(4) Third-year follow-up training	Participants look back their second year and discuss their current situations in groups to clarify what they aim to achieve in the future.	22
(5) New hires training	Participants acquire business skills and work-related knowledge, along with basic skills specific to their own companies. They get an understanding of basic knowledge and occupational theory as members of society and professionals.	37
(6) Harassment training to improve the workplace environment (online training/video viewing)	Participants learn about the impact of various kinds of harassment on the workplace environment. The aim of this training is to create a pleasant and productive workplace environment.	818
(7) Legal training for salespersons (online training)	Participants acquire legal knowledge and related skills relating to transactions and contracts. The training is provided for the purpose of preventing salespersons from facing legal problems concerning transactions, breach of contract, and violation of law in relation to their activities and enabling them to deal with the risks of facing such problems appropriately and in a timely manner.	440
(8) Career development seminar for female employees	Participants learn how to advance their career while achieving a work-life balance. This program aims to improve the proportion of female managers and supervisors over time.	23

Organizations covered: LINTEC CORPORATION ((1)–(5), (8)); LINTEC CORPORATION and group companies in Japan ((6), (7))

^{*} Includes those who did not attend fiscal 2023's sessions.

Self-development Correspondence Training Courses

Twice a year, LINTEC offers external self-development correspondence training courses to interested employees. The company subsidizes a part of the cost for those who complete a course within a given time frame. There is a wide variety of course content available, such as management, business skills, DX, foreign languages, liberal arts, and qualification certificate programs.

▼ Self-development correspondence training course participants

	FY2022	FY2023	FY2024
Total number of participants	231	230	283
Completion rate (%)	77	83	84

Organization covered: LINTEC CORPORATION

▼ Percentage of mental health checkup received

	FY2022	FY2023	FY2024
Number of eligible employees	3,693	3,696	3,645
Percentage of checkups received (%)	98	95	96

Organization covered: LINTEC CORPORATION and group companies in Japan

Mental Health Measures

The LINTEC Group has introduced a precautionary Employee Assistance Program (EAP)* that provides employees with opportunities to obtain a mental health checkup once a year. Through this checkup, employees understand their own stress level, which is useful for personal mental health management. The manager of each business unit receives the results and analysis for employees in the unit, and takes appropriate improvement measures as needed. The group has also set up an employee support hotline to which employees and their families can personally contact and talk confidentially with a specialist about their worries, including physical and mental health, childcare, nursing care, legal issues, or personal finances.

To improve the workplace environment, we have also established a harassment counseling desk in the form of a dedicated hotline staffed by an external service provider. Employees can call the hotline to seek advice from a clinical psychotherapist.

* Precautionary EAP: An employee program that aims to improve productivity through the creation of comfortable workplaces and by focusing on precautions for healthy employees in addition to addressing the concerns of employees who already have a health issue.

Cooperating with Suppliers

CSR Procurement

LINTEC has established the LINTEC Procurement Policy, the LINTEC Green Procurement Policy, and the LINTEC Lumber Pulp Procurement Policy, all of which are based on CSR.

Its procurement activities follow the Policies. We request suppliers, on various occasions, to ensure CSR activities from multiple perspectives, including respect for human rights, occupational health and safety, information security, and corporate ethics.

We also confirm our suppliers' CSR status (legal compliance, underage employment prohibited, safety / health, etc.) in the supplier questionnaire survey and ask for improvement when deemed necessary.

Green Procurement

For procurement with lower environmental impact, the LINTEC Group is ensuring thorough chemical substance management for raw materials, parts, and secondary materials. We conduct investigations into substances contained not only in new materials that we procure for the first time but also in materials that we have continuously procured in order to ensure compliance with new regulations.

Responsible Sourcing of Minerals

LINTEC recognizes that minerals* extracted in Conflict-Affected and High-Risk Areas (CAHRAs) has evolved into a major social issue, as it could fund armed groups and lead to human rights abuses and labor problems. With a view toward responsible sourcing of minerals, LINTEC conducts rigorous surveys on its supply chains by employing the Conflict Minerals Reporting Template (CMRT) and Extended Minerals Reporting Template (EMRT) to ensure that the raw materials it uses are free of conflict minerals, while referencing the "Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas" of the Organization for Economic Cooperation and Development (OECD) (the OECD Guidance).

* Minerals: Metals derived from conflict minerals as defined in the Dodd-Frank Act (U.S. federal law to reform the financial system) are tantalum, tin, tungsten, and gold (3TG). LINTEC added cobalt and mica to the minerals subject to its survey.

Addressing Occupational Health and Safety Issues

Safety and Health Policy

In 2018, the LINTEC Group established the LINTEC Occupational Safety and Health Policy and created the LINTEC Occupational Safety and Health Manual to be used by all business sites excluding the Head Office and sales offices in Japan.

The Safety and Health Management System has been established, and the Safety and Health Committee and the Health Committee each hold a monthly meeting.

LINTEC created a program for "Creating a Culture of Safety and Health" to provide an easy-to-understand guide to its safety and health activities. Using this, and based on the Four LINTEC Safety Principles, we will promote the four pillars of safety and health activities to foster LINTEC's safety and health culture.

Annual Safety and Health Plans

Each fiscal year, the LINTEC Group formulates annual plans for safety and health activities. The plans indicate top management policies and set priority action items to realize the policies, including safety patrols, risk assessment*, and safety education. More specific activities and targets are set for the priority action items and are reflected in safety and health activities. The results of activities and the progress are reported in the monthly Safety and Health Committee meetings, and all members of the Committee engage in discussions on improvement. By implementing such PDCA cycles that lead to the next round of initiatives, the LINTEC Group continues to step up its safety and health activities.

* Risk assessment: A method used to identify hazards in operations and the harmful properties of chemical substances, etc., followed by risk assessment and consideration of risk reduction measures.

Safety and Health Committee and Health Committee

Every month, the LINTEC Group plants and research centers in and outside Japan hold Safety and Health Committee meetings, while the Head Office, Bunkyo Kasuga Office, Osaka Branch Office, and other business sites having sales departments convene Health Committee meetings. Each of these meetings are attended by representatives of the labor union.

Matters concerning overall safety and health, including statutory matters, are discussed by the committees, and we make it a rule to seek employee input. Regarding the outcomes of the committee meetings, the head of each site has the responsibility and authority to make the final decision. After Safety and Health Committee and Health Committee meetings conducted at each business site, employees' opinions submitted at these events are recorded in the proceedings, and relevant information is communicated to all employees.

Toward Zero Accidents Resulting in Absence from Work

To determine work-related occupational injury risks, we perform risk assessments in terms of the probability of occurrence and gravity of consequence.

▼ Occurrence of accidents resulting in absence from work

	FY2022	FY2023	FY2024
Number of victims	4	3	1
Number of accidents	4	3	1
Number of days of absence from work	91	50	95
Accident frequency rate ^{*1}	0.76	0.57	0.18*
Accident severity rate ^{*2}	0.0142	0.0077	0.0143*
Location of accidents	LINTEC CORPORATION, Partner companies	LINTEC CORPORATION, Partner companies	Partner company

Organizations covered: LINTEC CORPORATION's plants and research center; TOKYO LINTEC KAKO, INC. and SHONAN LINTEC KAKO, INC.

*1 Accident frequency rate: The number of deaths and injuries due to industrial accidents per million hours actually worked, indicating the frequency of accident occurrence.

*2 Accident severity rate: The number of workdays lost per 1,000 hours actually worked, indicating accident severity.

▼ Creating culture of safety and health at LINTEC



LINTEC Group's CSR Activities



More information here

To fulfill our responsibility as a global corporate group, we are promoting community-based CSR activities at group companies inside and outside of Japan.

Preparedness prevents misfortune

LINTEC COMMERCE, INC.

Inventory check of disaster preparedness supplies and food

Our company conducts annual inventory checks of disaster prevention supplies and emergency food. In 2024, we replaced disaster prevention supplies such as gas cylinders and emergency food that were approaching their expiration dates. Furthermore, in response to the August 2024 advisory regarding a potential Nankai Trough earthquake, we considered the adequacy of our current stock, and purchased as much additional disaster prevention items such as hand-crank flashlights and emergency food as possible. In the future, we will continue to periodically review our disaster prevention supplies and emergency food, making preparations to minimize damage and ensure employee safety in the event of an emergency, so that normal operations can resume.



Inventoried disaster prevention supplies and emergency food

Experimental food drive

Eiji Murayama
LINTEC CUSTOMER SERVICE, INC.
General Affairs & Accounting Group

Social contribution

As part of our social contribution activities, as of February 2024 we installed a food drive collection box in one corner of the cafeteria. A food drive is an activity where surplus household food is collected and donated to those in need or children's cafeterias through food banks, social welfare councils, and similar organizations. At the time collection boxes were proposed internally, this initiative was generally met with a positive attitude. Regular collections occurred for 2-3 months after installation, however currently, a year after they were installed, collections have become irregular. We have realized the difficulty of sustaining continuous activities, and believe that further awareness-raising activities within the company are necessary.



Food drive collection box

How about a code of conduct guidelines puzzle?

Phillip Wittel
Nano-Science & Technology Center, LINTEC OF AMERICA, INC.
Mechatronics



Team building activities

I am delighted to have been afforded the opportunity to collaborate on an enjoyable project with my esteemed colleagues. This project involved us putting together a puzzle of the Compliance Guidance, which represents the values of the LINTEC Group, fostered a welcome sense of community and interaction with colleagues from other departments and teams. It also allowed us to gain a deeper understanding of the LINTEC Group Compliance Guidance. It served as a reminder of the importance of maintaining positive working relationships and cross-departmental collaboration within the organization.



Playing a puzzle



Participating members

Monthly average CO₂ reduction of 5.7 tons

Yasushi Mima
SHONAN LINTEC KAKO, INC.
Quality Assurance

Reducing CO₂ emissions through solar power generation

In April 2024, we installed solar panels on the roof of our plant, and began generating electricity. The nature of the surrounding land means that there are no high-rise buildings around the plant, meaning the solar panels could receive sufficient sunlight to cover about 30% of its electricity usage. Furthermore, the annual CO₂ reduction for fiscal 2024 was 68.4 tons—a monthly average reduction of 5.7 tons. Although the amount of CO₂ reduction by our company alone may seem minor, we believe that our long-term, ongoing small efforts will help lead to protection of the global environment.



Installed solar panels

For everyone to enjoy in comfort

Tomoaki Ono
LINTEC SERVICE, INC.
Administration Department

Cleaning around office environs

At our company, we conduct weekly cleaning nearby our office. While we contribute to environmental conservation in the local community, given that our office is located in a residential area, one of our objectives is to build connections with nearby residents. We believe that establishing neighborly ties with local residents is a major achievement from these ongoing activities. From the second half of fiscal 2024 onward, we changed our previous monthly cleaning activities to weekly. We will continue with activities that contribute to environmental conservation by cooperating with residents, including in management of the garbage collection area near the office.



Cleaning activities

Go, EV trucks!

Shinichi Osako
TOKYO LINTEC KAKO, INC.
Administration Department



Environmental preservation

In recent years, companies are not only expected to engage in business operations but also to fulfill their social responsibilities, leading to an increase in companies implementing business plans that factor in SDGs. Our company is promoting the introduction of EV trucks. Their main feature is that they do not emit any carbon dioxide or harmful exhaust gases, since they are powered with electricity from batteries—this significantly reduces their environmental impact and helps contribute to solving issues such as air pollution. Introducing EV trucks is one initiative that shows consideration for the environment and for society, contributing to fulfilling our corporate social responsibility. This will enhance our credibility with stakeholders, and improve our corporate value. We will continue to operate these trucks in order to contribute to environmental protection.



EV trucks

Safety starts with awareness

Pei Tingrong
LINTEC (SUZHOU) TECH CORPORATION
General Affairs & Personnel Department



Ongoing safety training

In March 2025, the Safety Committee held a safety training session with the theme "Safe Handling of Electricity." A total of 124 employees participated in this, with the aim of enhancing awareness about electricity safety and preventing the occurrence of accidents. The plant manager served as the instructor and explained in detail the causes and characteristics of electrical accidents, electricity-related risks, case studies of fire and electric shock accidents, safe electrical work practices, emergency responses for electric shock accidents, and emergency responses for electrical fires. Since 2022, we have held safety training sessions quarterly, and as of the end of March 2025 have held a total of 13 sessions. In the future, we will continue safety training to continuously improve employees' safety awareness, to ensure safe plant operations.



Safety training

A meal get-together to spread kindness

Bella Alvionita
PT. LINTEC JAKARTA
HR & GA Department



Employee exchange

On 21 March 2025, LINTEC Jakarta held a simple yet meaningful event, Ramadan Iftar* Gathering 2025, at RA Suites Simatupang, South Jakarta, attended by employees from across departments. While not a large-scale CSR program, the gathering was a chance to slow down, reconnect, and share a warm meal together during the holy month of Ramadan. The purpose of this gathering was to strengthen bonds among team members, celebrate the spirit of Ramadan, and create a space where employees could reflect and recharge outside of the usual work environment. It was a reminder that corporate responsibility doesn't only mean external outreach it also means taking care of one another within the organization. The evening atmosphere was filled with friendly conversation, laughter, and gratitude. As we broke our fast side by side, we were reminded of the value of unity and the importance of simple moments shared as a team. It wasn't about formality or grand gestures—it was about presence, togetherness, and mutual respect. Events like this help shape the culture we want to grow at LINTEC Jakarta: one where people feel connected, seen, and appreciated. We hope to continue this tradition in the years ahead and carry this spirit of care into all areas of our work, whether it's for our team, our partners, or the wider community.

* The meal that Muslims eat after sunset to break their fast during Ramadan



Ramadan Iftar Gathering 2025



Participating members

From Madico! Donation activities exceeding \$100,000

Cheryl Singleton
MADICO, INC.



The Courage Polar Bear Dip

The Courage Polar Bear Dip began on New Year's Day in 1985 when Gaye Courage (Mama Bear!) dared her boys Todd and Trent to get off the couch and go "jump in the lake" to wake themselves up. They took up the challenge along with a few friends, and it snowballed from there. The following year more friends joined in. As the event grew larger, the brothers realized this was an opportunity to fundraise for a good cause and in 1995 they teamed up with World Vision Canada. Since then, nearly \$2.5 million has been raised to support clean water projects around the world! 2025 marked the 40th Anniversary and raised more than \$100,000 with over 700 participants and thousands of spectators. Madico is proud to be a sponsor of this incredible event that was founded by Directors Todd & Trent Courage. Madico Canada staff organize, volunteer and take part in the event each year.



The Courage Polar Bear Dip



Connecting through recycling for our Children's future!

Chawinda Isarankura Na Ayudhya
LINTEC (THAILAND) CO., LTD.
Admin & HR Department



Toy donation to SAKAT80 School

In 2024, LINTEC Thailand has continued to promote CSR activities in Bangsamak community by supporting local schools near Factory. On September every year, LINTEC Thailand staff will make toys, teaching aid and education aid from recycle products in factory as one of projects in Safety week activities. After the contest, all of toys were brought to Sakat80 Primary school for teachers to use as Teaching media to enhance children's development.



Donated toys, teaching aid and education aid



Participating members

New energy-efficient equipment heat mitigation

Li Dawei
LINTEC PRINTING & TECHNOLOGY (TIANJIN) CORPORATION
General Affairs Section



Updating of aging air conditioning systems in office buildings

In accordance with LSV 2030, we implemented a two-year renovation project for aging air conditioning equipment that had become obsolete after 13 years since the company's establishment. At last, this year all air conditioning equipment has been replaced with inverter air conditioning units. Although electricity costs for commercial use are rising sharply in China, this renovation project has contributed to energy savings, with the equipment emitting lower CO₂.



New air conditioner control panel



New air conditioner external unit

Kindness through Christmas gifts

Toni Doughty
VDI, LLC



Supporting local children — presenting Christmas gifts to homeless students

There are an estimated 3,600 homeless children in our school district. When children lack the ability to find comfort in a stable home, living without clean clothes and a safe sleeping routine, their ability to learn is greatly diminished. VDI provided coats, clothing, and toys to five homeless siblings, ages 5 years old to 14 years old. Four of the youngest children are girls and the oldest is a boy. It was especially devastating to know that these five children were struggling together. Their teachers provided lists of the children's favorite colors and items that were most urgently needed. We ensured that they would be able to open gifts that were both special and helpful to them. The gifts were then presented to the kids at a winter celebration dinner held for the children and their families.



The gifts with participating members

A simple yet powerful act of kindness

Chezny Happy Casin
LINTEC PHILIPPINES (PEZA), INC.
Quality Assurance / ISO Facilitator



Blood donation

In a continued commitment to community welfare and sustainable corporate citizenship, LINTEC Philippines successfully held a blood donation drive (in-house) in partnership with the Philippine Red Cross on November 5, 2024. With the participation of 60% of the employees, the initiative was more than just a corporate activity; it was a heartfelt demonstration of solidarity, compassion, and social responsibility. Each blood donation collected holds the power to save lives, providing critical support to hospitals and patients in need across the country. The success of the blood donation activity marks another meaningful step in LINTEC Philippines' journey toward sustainable and inclusive growth, proving that even small actions, when done collectively, can lead to life-changing outcomes.



Blood donation

Protecting abundant greenery through public-private partnerships

Michael Benzi Jr
LINTEC INDUSTRIES (SARAWAK) SDN. BHD.
General Affairs & Human Resources Division



SECA Tree Planting 2024

At Sama Jaya Free Industrial Zone, Kuching Tree Planting in Sama Jaya Free Industrial Zone, has taken roots as a meaningful initiative under the collaborative efforts of companies operating within the zone, Kuching South City Council (MBKS), and Ministry of International Trade, Industry and Investment Sarawak (MINTRED). This Project is part of the Sarawak Electronics and Supporting Industries Companies Association (SECA) corporate social responsibility (CSR) program, reflecting a strong commitment to environmental sustainability and community engagement. The tree planting campaign aims to enhance the green landscape of the industrial zone while promoting biodiversity, improving air quality, and contributing to Sarawak's broader environmental goals. By planting a variety of native tree species, the initiative not only beautifies the area but also helps reduce the carbon footprint of industrial activities. Participating companies have demonstrated a shared sense of responsibility by contributing manpower and resources toward the success of this initiative. Employees, local council members, and SECA representatives have come together to take part in hands-on planting sessions, reinforcing a culture of teamwork and environmental stewardship. MBKS plays a key role by supporting the logistics and maintenance of the planted areas, while MINTRED encourages private sector participation through policy support and recognition. This joint project serves as a model for how public-private partnerships can drive positive environmental change. The Sama Jaya tree planting initiative reflects SECA's dedication to sustainability and its vision of a greener, healthier future for Kuching and beyond. It stands as a testament to the power of collaboration in building resilient and eco-conscious communities.



Tree planting in Sama Jaya Free Industrial Zone



Participating members

Toward Realizing a Sustainable World

~Exploring and manifesting the hidden potential of Moringa~

At LINTEC, contributing to realizing a sustainable world is a basic policy of our LSV 2030 long-term vision, and as one initiative toward achieving this, we have begun cultivating and utilizing the Moringa plant.

Moringa is a tropical and subtropical plant known in Japanese as *wasabi-no-ki* (horse-radish tree), and food, health, and beauty products containing the rich components in its leaves, flowers, and seeds are widely available. Moringa has achieved attention due to its speed of growth and capacity to absorb CO₂, and as such is cultivated both within Japan and overseas. Research has also shown that components in Moringa seeds have water purification properties. While verifying the hidden potential of Moringa, it is our aim to create value that helps solve social issues.

This initiative began with the SDGs Committee, and currently, simultaneous activities are being carried out by the New Project Planning Office for usage development and verification, and at the Tatsuno Plant for cultivation. This special feature section will introduce employees who are taking upon themselves the challenge of creating and providing value through the cultivation, processing, and utilization of Moringa.

Purifying water with Moringa

SDGs Committee (Team name: Click Chemistry)

Manager Ono (Innovation Promotion Department) / Assistant Section Manager Takayama (New Project Planning Office) / Senior Staff Okoshi (Procurement Department)

The SDGs Committee forms teams consisting of 3–6 members from across the company, and each of these discusses social issues with people inside and outside the company to deepen understanding and interest, thereby creating and proposing ideas to solve these issues.

"Click Chemistry" learned about the situation in developing regions that experience drinking water shortages, and made the decision to contribute to solving this issue by developing and selling a water purification system that does not require electricity. In order to realize this idea, we observed the coagulation and flocculation of contaminants and waste in water using substances extracted from Moringa seeds. Furthermore, although we anticipated the possibility of purifying water through combination with organic decomposition using sunlight, we faced barriers such as Moringa seeds being rare and hard to obtain, or low purchasing power in regions facing water shortages. As we were running out of options, we were joined by members of the New Project Planning Office and Tatsuno Plant, and we set out a plan to cultivate Moringa as a company initiative.

Looking forward, we hope to tackle each of these issues as we encounter them, in cooperation with our innovative members.



"Click Chemistry" team members (at the time of formation) discussing ideas

Creating value with Welsurt × Moringa

New Project Planning Office

Chief Project Manager Morimoto

The New Project Planning Office has established the Welsurt brand, which incorporates the concepts of Well-being, Sustainable, and Smart. With the aim of realizing a sustainable world in which everyone can live a vibrant life, we are currently proposing various development initiatives across diverse fields such as information communications, electronics, energy, healthcare, and nursing care, aimed at helping resolve environmental and social issues.

After hearing ideas for water purification from the SDGs Committee members, we explored the properties of Moringa, and realized that by engaging in its cultivation, processing, and utilization, we could contribute to achieving Welsurt's concept from a new perspective. Since then, we have been deepening collaboration with both internal and external stakeholders, supporting cultivation efforts at our Tatsuno Plant, and exploring possibilities for processing and application.

Moving forward, we will continue working with universities, NPOs, and external partner companies to advance research, verification, and development of new uses, striving to create value that contributes to a sustainable society.

- **Well-being:** A state of physical, mental, and social satisfaction.
- **Sustainable:** Achieving sustainability.
- **Smart:** Social innovation using electronics technology and networks.

Page introducing Welsurt

Welsurt
ENVIRONMENT

Product Lineup That Promotes Environmental Sustainability



Cultivating moringa for future new customers

Tatsuno Plant

[Cultivation Promotion Members] Senior Project Manager Ueda / Project Manager Fujita / Project Manager Mizukawa / Section Manager Shimizu / Section Manager Nakayasu

At the Tatsuno Plant, we began cultivating agricultural products on unused land within the plant in 2021, and established stable strawberry production within three years. These were distributed to nearby areas and received positive feedback for their flavor. While struggling to ensure sales without only focusing on community contributions in order that we could continue with cultivation, the topic of Moringa came up. Initially, however, we didn't think it could be cultivated, since we had never seen or heard of it before.

Later, through the New Project Planning Office, we obtained information from an NPO with cultivation experience and started open-air cultivation in spring 2024, and in autumn, harvested approximately 1,000 Moringa trees that grew up to a maximum height of about 4 meters.

With the assistance from the New Project Planning Office, the harvested Moringa was dried and powdered, then mixed into cookies and candies. These were distributed as novelty items at the Neo Functional Material 2025 at which the New Project Planning Office participated. They received feedback such as "It's easy to eat, just like matcha," and employees also mentioned that it was also delicious when added to yogurt or curry.

Upon learning that our novelties made from the Moringa that we had cultivated were well-received, we felt the hard work involved was worthwhile—this included removing large amounts of stones during cultivation along with other efforts leading up to harvest. Additionally, as we came to better understand the potential of Moringa as well as its specific uses, a sense of determination grew not only for our company and ourselves, but also for future new customers. In 2025, we will try various types of soil and fertilizers to accumulate know-how, and hone our skills in reliable cultivation and harvesting.



Preparation of 50 m x 8 rows



Healthy germination and growth



At maximum height of about 4 m



Moringa Curry & Salad made by employees

Special website introduced at the Neo Functional Material 2025



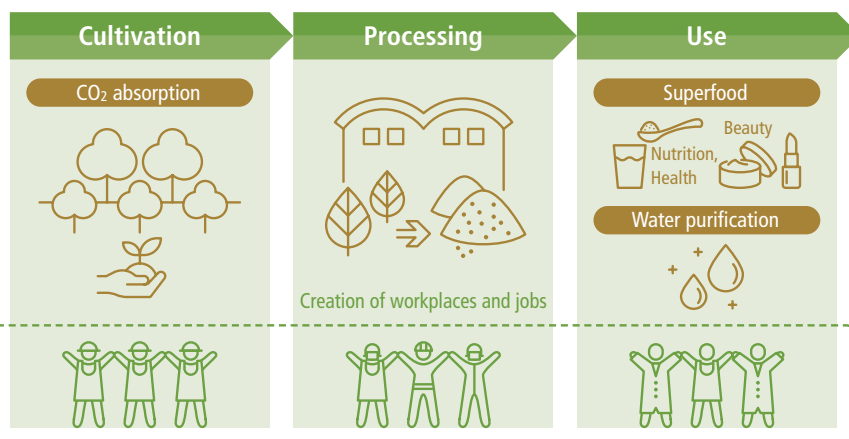
Large number of stones removed during preparation



Members together for harvesting

We thoroughly investigate what customers want, and sincerely respond to their demands with our original ideas and creativity.

This is an approach that our company values, and one with which we can meet expectations from customers and other stakeholders. Although there are still many unclear aspects regarding the cultivation and utilization of Moringa, as well as its effects, we are continuing to experiment and make progress through trial-and-error. Looking forward, we will thoroughly pursue the potential hidden within Moringa to create unique value for our company, and to contribute to solving social issues and thus realize a sustainable world.



Governance Report



More information here

LINTEC Group's Approach

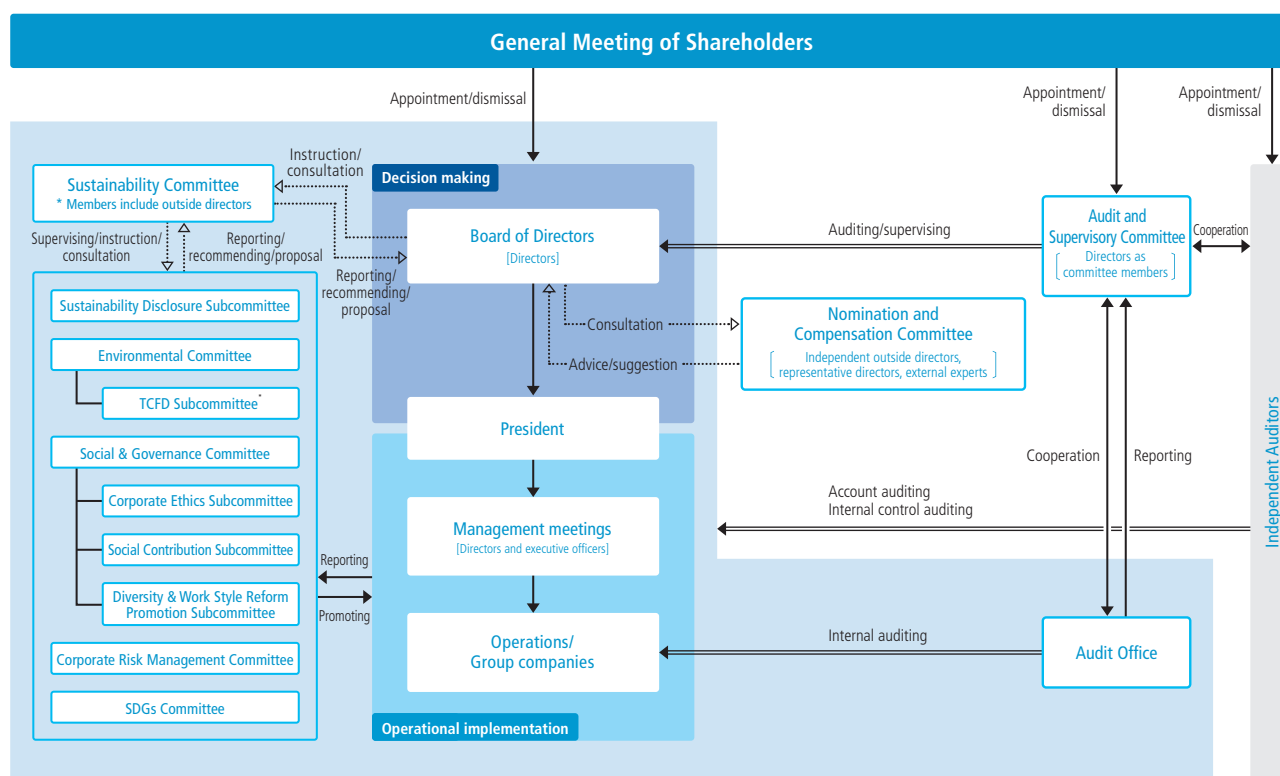
True to its company motto, "Sincerity and Creativity," the LINTEC Group views compliance and corporate ethics as its most important management themes.

Corporate Governance

The LINTEC Group regards the basics of corporate governance to be the practice of thoroughgoing compliance, maximum management transparency, awareness of corporate ethics, rapid decision-making,

and efficient administration of business operations. The LINTEC Group aims to increase its corporate value and common benefit to shareholders by continually improving its corporate governance.

Corporate Governance System



* TCFD Subcommittee: Activities of this subcommittee were transferred to the Environment and Safety Division, with the subcommittee being dissolved at the end of fiscal 2024.

Compliance with the Corporate Governance Code

LINTEC complies with the Corporate Governance Code*. Thus far, referencing the Code, the company has taken various measures, such as the implementation of PDCA cycles through evaluating the effectiveness of the Board of Directors, and the establishment of the Nomination and Compensation Committee.

LINTEC will continue to comply with and implement the Corporate Governance Code. In light of social circumstances and the progress of its initiatives, top management and outside directors of LINTEC also hold discussions on areas of deficiency to continue the company's improvement efforts.

* Corporate Governance Code: A compilation of key principles set out by the Financial Services Agency and Tokyo Stock Exchange in the form of a code that listed companies in Japan are expected to comply with as a means of enhancing corporate governance.

Legal Education

LINTEC provides management-level legal training for directors and executive officers to promote understanding of corporate legal affairs. For employees, legal training for sales personnel has been offered on an ongoing basis, and legal courses have been incorporated into rank-specific group training for new managers and new supervisors. These training programs are designed to increase employees' sensitivity to "legal risks" that may lurk in their daily business activities, and to create a corporate culture that enables early detection and response to risks.

Compliance

Disseminating Legal Information

The LINTEC Group publishes Legal News on a regular basis to share information on legal affairs with employees. We also run e-learning programs to help solidify their understanding.

▼ Legal News published

FY	No.	Title
2024	No.63	Summary of legal news for FY2024
	No.62	What is harassment in the 2020s?
	No.61	What if revenue stamps are not affixed to a contract? (Stamp duty (2))
	No.60	"Subcontractor Bullying!" Violations of Subcontracting Law (Subcontracting Law Article (3))
	No.59	Start business with a contractor already contracted under another department head's name. Need to conclude a new contract?
	No.58	Is it OK to keep personal information stored for a long time?

Survey on Human Rights and Labor Standards

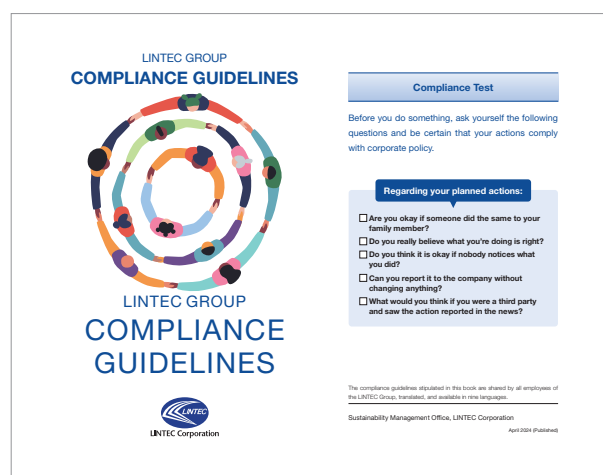
The LINTEC Group conducts a survey ^{*} once a year to monitor working conditions and human rights in order to confirm that it is providing a safe and healthy work environment where human rights are properly respected.

The survey covers a wide range of items, including legal compliance, elimination of discrimination, respect for human rights, underage employee prohibited, prohibition of forced labor, wages, working hours, dialogue and negotiation with employees, safe and healthy working environments, and human resource development and other items.

Raising Awareness with the Compliance Guidelines

The LINTEC Group has compiled the Compliance Guidelines into a booklet that is published in Japanese and seven other languages and distributed to all employees to ensure that each person clearly understands the code of conduct they are required to follow.

In addition, we hold CSR study sessions using the Compliance Guidelines to help employees understand their legal and ethical obligations and act appropriately. In fiscal 2024, as revisions were made, the contents before and after the revisions were compared and communicated.



Risk Management

Compliance Reporting and Consultation System

The LINTEC Group has established an "Internal Whistleblowing System" and a "Global Whistleblowing System" that allow executives and employees to report violations of laws or serious compliance issues without fear of disadvantage. Reports are received by an independent external lawyer, who conducts investigations promptly while maintaining confidentiality. The content of reports is communicated to the Board of Directors and the Audit & Supervisory Committee. In addition, LINTEC provides a "Personnel /Labor & Compliance Consultation Desk", where employees can directly consult the Human Resources Dept. or the General Affairs & Legal Dept. regarding workplace environment or compliance matters. There is also a "Harassment Counseling Desk for workplace environmental improvement", which is managed by an external contracted organization.

These systems are designed to strengthen compliance and promote the creation of a healthy and positive workplace environment.

▼ Number of cases, and status of whistleblowing system (cases)

Steps	FY2023	FY2024
Whistleblowing System (domestic/international)	3	6
Consultations with harassment counseling desk	7	7

Group-wide BCMS

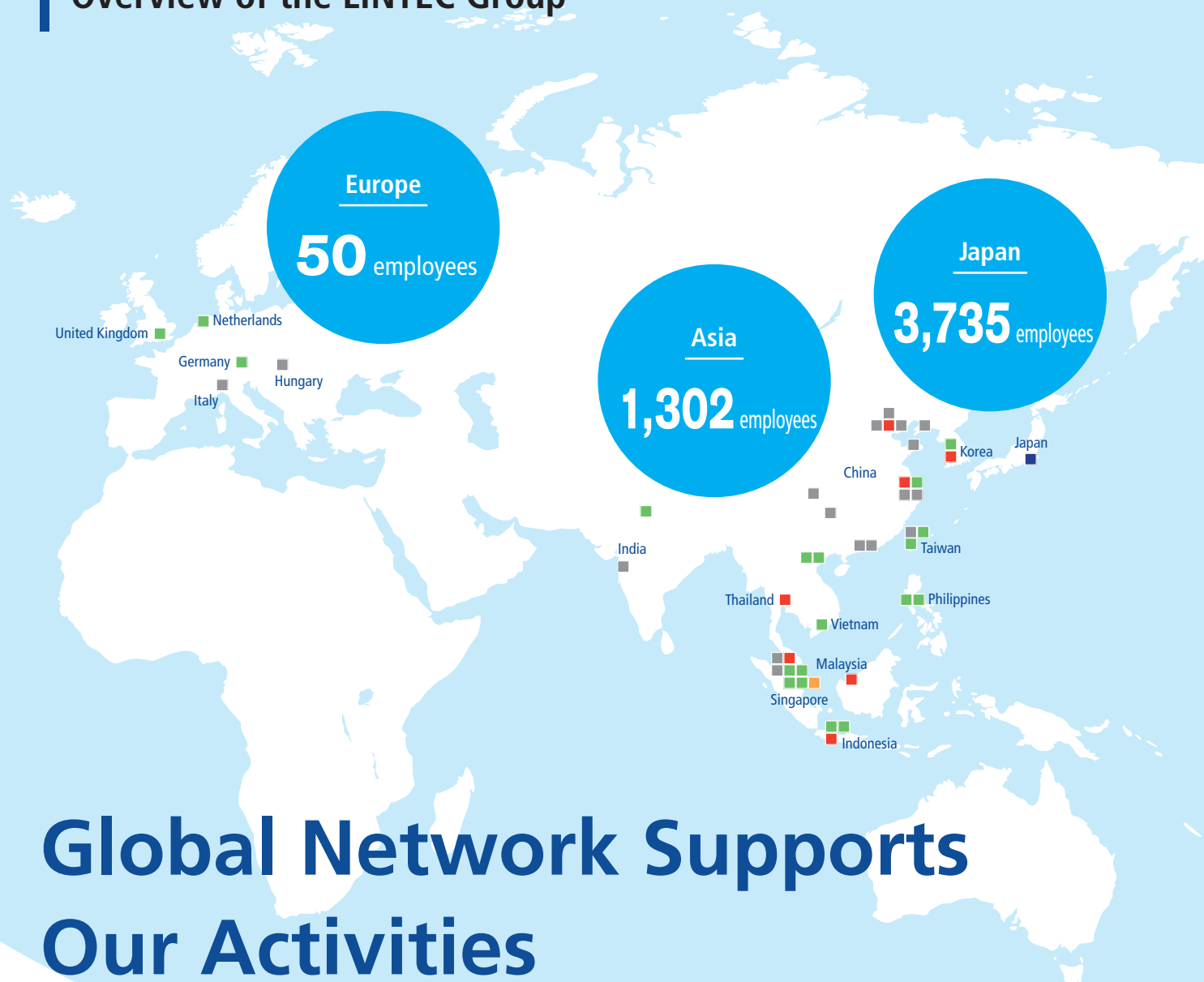
LINTEC CORPORATION and TOKYO LINTEC KAKO, INC. obtained the ISO 22301 certification in March 2014. They operate the BCMS to be able to minimize the human cost and resume business as early as possible following disasters. We provide education to make sure that in the event of an earthquake individual employees can identify their role and take independent action according to pre-determined procedures. In addition, each site actively conducts drills and training sessions in accordance with the business content and characteristics of the location.

The operation status of the BCMS at each site is confirmed by internal audit, and employees' opinions and suggestions for improvement are discussed by the corporate BCMS council and reflected in group-wide initiatives.

Information Security

LINTEC has developed the Information Security Management Rules. The company performs an information security self-audit as part of e-learning programs to help employees to understand more about and become more aware of the importance of information management.

Overview of the LINTEC Group



The LINTEC Group is engaged in activities to help build a better society.

Corporate Profile (as of March 31, 2025)

Company name	LINTEC CORPORATION
Head office	23-23, Honcho, Itabashi-ku, Tokyo 173-0001, Japan
Established	October 15, 1934
Capital	¥23,355 million
Stock listing	Prime Market, Tokyo Stock Exchange (Securities Code: 7966)
Fiscal year-end	March 31

Representative	Makoto Hattori, President, CEO and COO
Business activities	Development, manufacturing, and sales of adhesive materials, adhesive-related equipment, specialty paper, release paper, and release film
Sales	Consolidated: ¥315,978 million Non-consolidated: ¥172,224 million (Fiscal year-ended March 31, 2025)

LINTEC Group Website

English

<https://www.lintec-global.com/>



Japanese

<https://www.lintec.co.jp/>



Sustainability Website

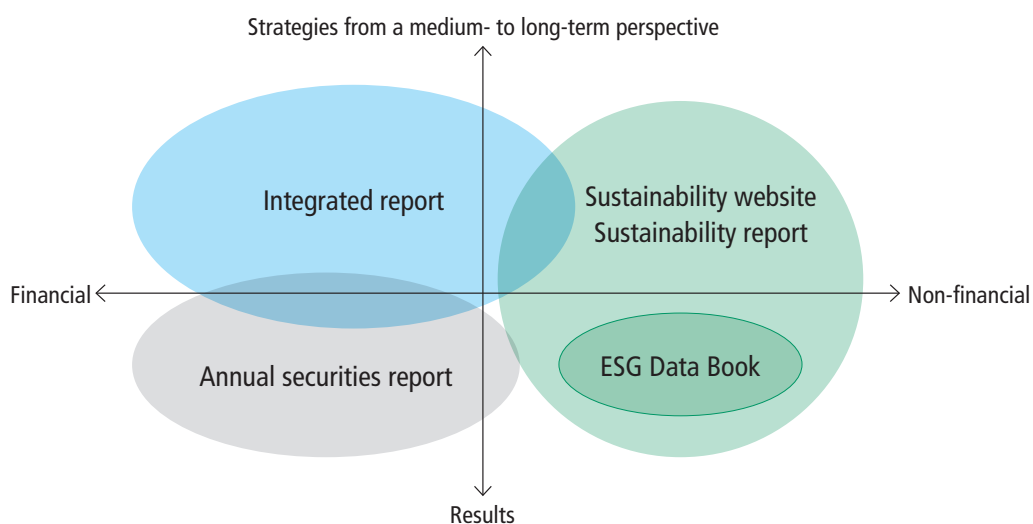
English

<https://www.lintec-global.com/sustainability/>





LINTEC's Main Information Disclosure Tools and Their Positioning



ESG Data Book

Environmental Data Book

https://www.lintec-global.com/sustainability/environment/pdf/data_env_en.pdf



Social Data Book

https://www.lintec-global.com/sustainability/social/pdf/data_social_en.pdf



Governance Data Book

https://www.lintec-global.com/sustainability/governance/pdf/data_gov_en.pdf

