

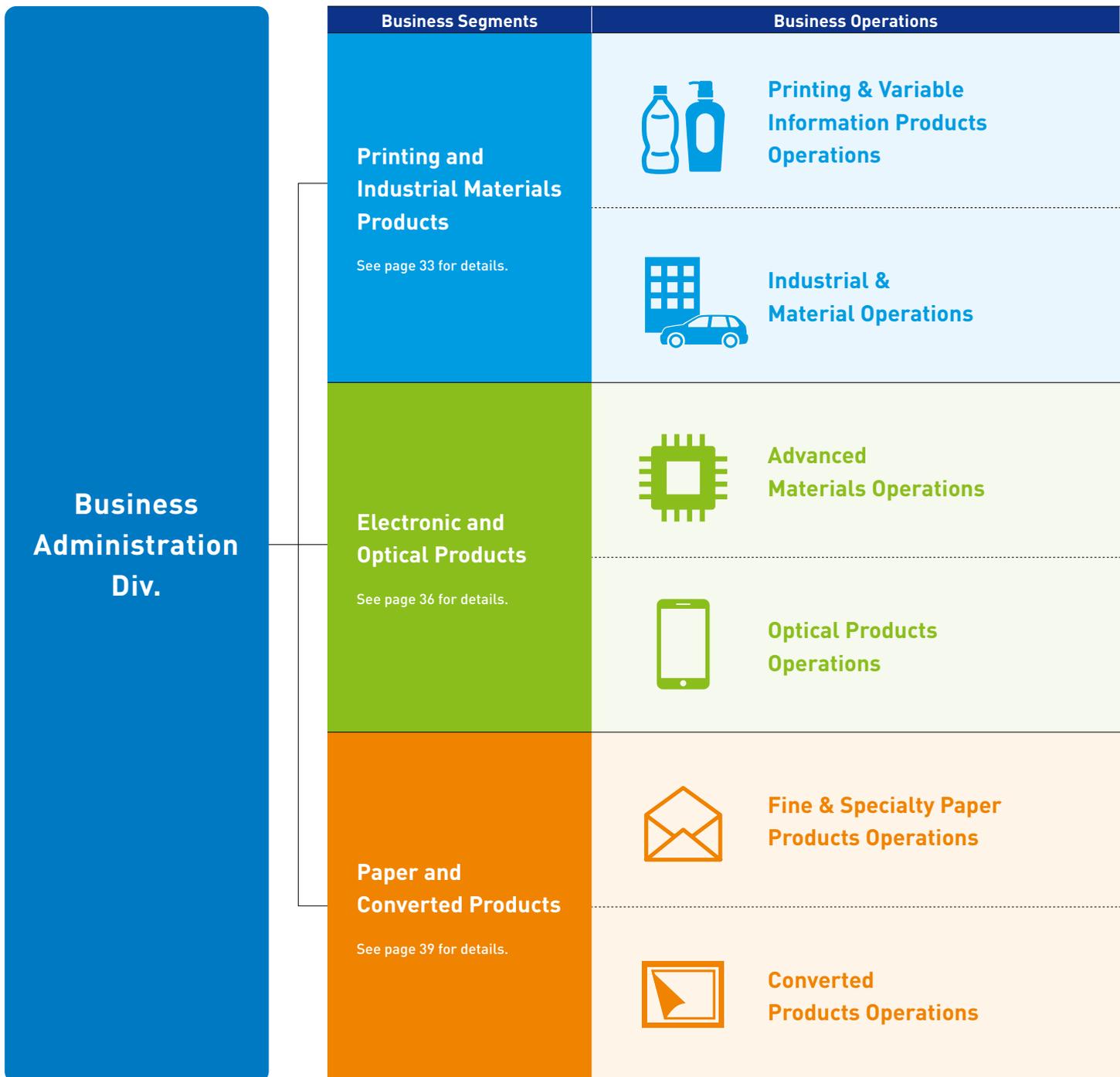
# Strategy

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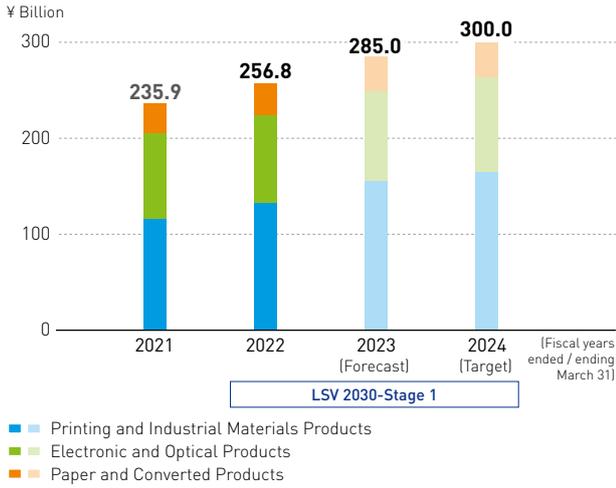
LINTEC has cultivated four core technologies over many years, and by combining these technologies in a sophisticated manner, the Company has developed numerous groundbreaking products. Under the Business Administration Div., six operations bring these products to market and help address issues in a variety of industries. This section introduces LINTEC's growth strategies in sales and R&D, centering on messages from the executive general manager of the Business Administration Div. (who is the head of sales), the executive general manager of each business operation, and the executive general manager of the Research & Development Div.

# Business Strategy

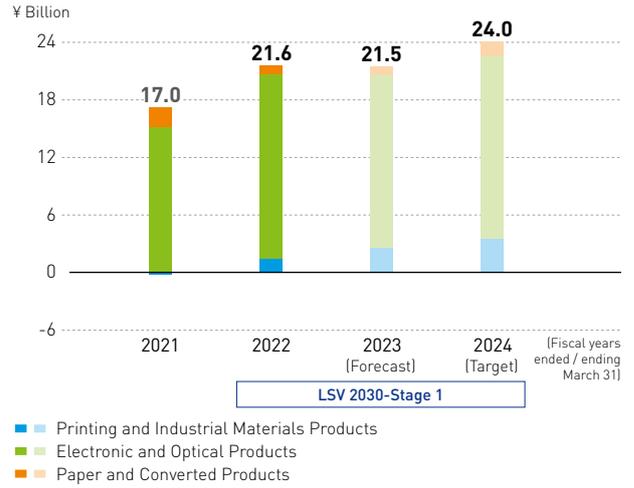
Based on the similarities of their products, technologies, and markets, the Company's six operations are classified into three segments. Printing and Industrial Materials Products is our mainstay segment; Electronic and Optical Products is driving growth; and Paper and Converted Products supports our adhesive business. In each operation, we are developing growth strategies tailored to the characteristics of each business and market.



## Consolidated Net Sales



## Consolidated Operating Income



## Main Products

- Adhesive papers and films for labels
- Adhesive papers and films for barcode labels



- Window films
- Films for outdoor signs and advertising
- Interior finishing mounting films
- Automobile-use adhesive products
- Industrial-use adhesive tapes
- Labeling machines



- Semiconductor-related adhesive tapes
- Semiconductor-related equipment
- Multilayer ceramic capacitor-related tapes



- Polarizing films / adhesive processing
- Touch screen-related products



- Color papers for envelopes
- Colored construction papers
- Special function papers
- High-grade printing papers
- Construction material papers



- Release papers for general-use adhesive products
- Release papers for electronic materials
- Release films for optical-related products
- Casting papers for synthetic leather
- Casting papers for carbon fiber composite materials



## A Message from the Executive General Manager, Business Administration Div.

### We aim to achieve sustainable growth together with society by further cultivating existing markets and building new businesses.

The fiscal year ended March 31, 2022, was characterized by a recovery in market conditions following COVID-19 and a sharp increase in demand for electronics-related products. We were able to respond to such rapidly changing market needs, which led to favorable operating results. In the current fiscal year, however, we face an extremely difficult environment, as the sharp rise in raw material and fuel prices has reached a level that we cannot overcome solely through our own efforts. With the understanding

of our customers, we will continue to enact price revisions to ensure we are able to generate appropriate profits and provide a stable supply of products.

Looking back on the preceding fiscal year, electronics-related business generated the bulk of the LINTEC Group's profits. However, semiconductor manufacturing technology is one example of technology that is constantly evolving. Hence, we cannot survive forever by relying on existing products and businesses. Just as we did when we entered the semiconductor-related business some 35 years ago, we need to focus on creating the beginnings of products and businesses now that will become mainstays into the future and that will ensure our sustainable growth. In this division, we have the Technical Planning Office, which is in charge of marketing and product development for existing businesses, and the New Project Planning Office, which seeks to create new businesses by combining existing technologies. This April, we also established the Next Generation Innovation Group, which aims to develop new products by using technologies and materials that were unprecedented for us, thereby accelerating the creation of new businesses. The SDGs Committee, where I serve as an officer in charge of their promotion, has discussed a number of ways to help solve social issues. Our aim is to actively give shape to promising ideas.

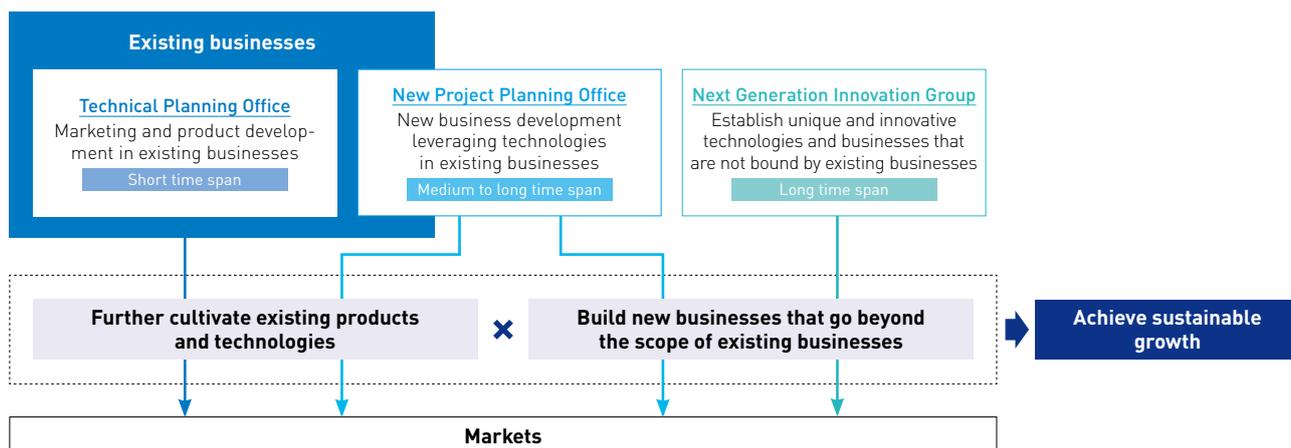
The greatest strength of the LINTEC Group is its ability to utilize proprietary technologies to customize products that meet customer needs. We will leverage this strength to further explore existing markets, including those that involve environmental response measures. We will also proactively launch new businesses that will serve as future pillars of business and provide new value to the market. By taking these two approaches, we achieve sustainable growth in step with society.



#### Takeshi Kaiya

Director  
Managing Executive Officer  
Executive General Manager,  
Business Administration Div.

#### Role of Organizations within the Business Administration Div. in the Creation of New Products and Businesses



# Printing and Industrial Materials Products

Printing & Variable Information Products Operations / Industrial & Material Operations



### Strengths

- Long record of supplying numerous customers and a large share of a wide range of domestic markets
- Ability to provide comprehensive solutions that combine adhesive products for labels and labeling machines

### Weaknesses

- Brand power and price competitiveness in overseas markets
- Profitability of manufacturing subsidiaries in the U.S. and Southeast Asia

### Opportunities

- Increase in environmental needs around the world
- Increased demand for automated label application due to expansion of the market for online sales and labor shortages

### Threats

- Sluggish growth for the domestic market and falling demand for film products
- Sharply higher prices on mainstay materials and disorder in the supply chain
- Slump in domestic and overseas markets due to the reemergence of COVID-19

## Main Initiatives in Medium-term Business Plan LSV 2030-Stage 1

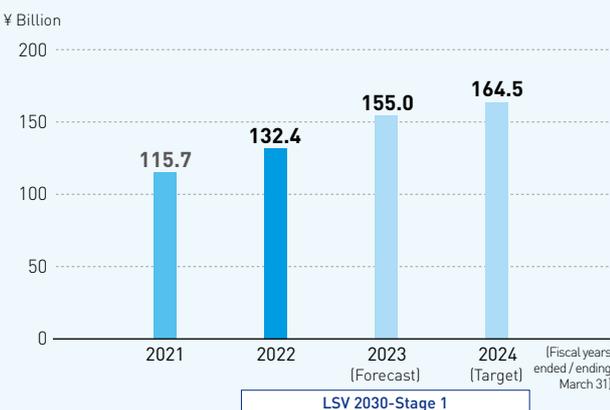
### Printing & Variable Information Products Operations

- Expand production bases and strengthen sales capabilities overseas, including in the U.S. and Asia
- Generate synergies with the MACTAC Group
- Pursue initiatives to coexist harmoniously with the environment and help build a recycling-oriented world
- Strengthen quality, cost, and delivery and increase profits

### Industrial & Material Operations

- Expand sales of window film and develop high-performance products in Japan and overseas
- Expand sales of automated systems centered on labeling technology
- Launch new automotive products
- Develop wall covering materials by applying digital printing

### Net Sales by Segment



### Operating Income (Loss) by Segment



# Printing & Variable Information Products Operations



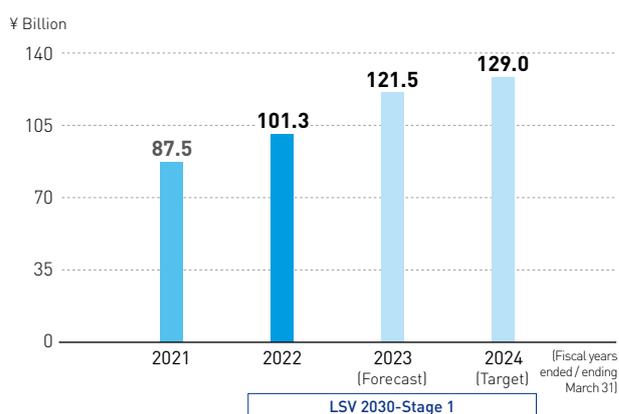
## Main Products

- Adhesive papers and films for labels
- Adhesive papers and films for barcode labels

## Business Operations Introduction

Accounting for approximately 40% of the sales of the LINTEC Group, these are its largest operations. They manufacture and sell adhesive paper and film for labels, which are used in a wide range of fields. We have a leading share of Japan's market for adhesive film, which has particularly high added value. Overseas, we are working to expand our manufacturing and sales network, mainly in Asia, and in recent years we have focused on expanding business in the North American market, centered on U.S. subsidiary MACTAC AMERICAS, LLC.

## Net Sales: Printing & Variable Information Products Operations



Note: At the start of the fiscal year ended March 31, 2022, all products belonging to Industrial & Material Operations at MACTAC AMERICAS were transferred to Printing & Variable Information Products Operations. Results for the fiscal year ended March 31, 2021, have been restated to reflect this transfer.

## A Message from the Executive General Manager, Printing & Variable Information Products Operations

In the fiscal year ended March 31, 2022, domestic demand for cosmetics and other products was weak due to a significant decrease in inbound demand, but demand for food- and online sales-related products remained solid. Meanwhile, overseas sales were strong, thanks to favorable performance in the North American, Chinese, and Southeast Asian markets, as

well as to the acquisition of U.S. adhesive products manufacturer DURAMARK PRODUCTS, INC., which became a subsidiary last April. As a result, this operation exceeded sales of ¥100 billion for the first time.

To ensure future growth, it is essential to expand sales in overseas markets, as well as in Japan. In February 2022, we acquired an adhesive products business from a U.S. peer company and established SPINNAKER PRESSURE SENSITIVE PRODUCTS LLC. Through this move, we aim to accelerate the creation of synergies between SPINNAKER, which specializes in high-mix, low-volume production, and MACTAC AMERICAS, LLC, which mass-produces adhesive products for general labels. To enhance our presence in environmentally friendly products, another major theme, we intend to expand product development of hot-melt formulations that do not use organic solvents, both in Japan and overseas. Recent trends have focused on reducing the amount of plastic used by replacing the shrink film on PET beverage containers with small adhesive labels, as well as on reusing and recycling plastic containers. We will actively market products that meet these needs. We also aim to take an industry lead in the early establishment of recycling systems for the release paper and release film used in adhesive products.



### Masaaki Yoshitake

Senior Executive Officer  
Deputy Executive General Manager, Business Administration Div., and Executive General Manager, Printing & Variable Information Products Operations

# Industrial & Material Operations



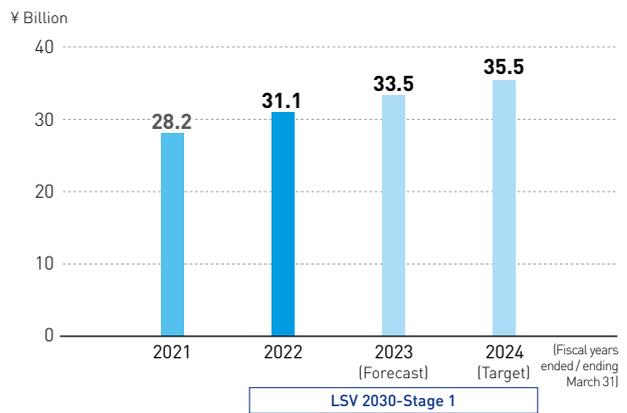
## Main Products

- Window films
- Films for outdoor signs and advertising
- Interior finishing mounting films
- Automobile-use adhesive products
- Industrial-use adhesive tapes
- Labeling machines

## Business Operations Introduction

These operations manufacture and sell a wide range of products. Our window film offers various functions, such as cutting out solar radiation heat and ultraviolet light when it is attached to building and automobile windows, and preventing shattering when glass is broken. Other products include decorative film for interiors, film for outdoor signs and advertising, motorcycle- and automobile-use adhesive products for such applications as vehicle body decoration and protection, industrial-use adhesive tape for bonding components in mobile and other devices, and labeling machines for efficient automated labeling.

## Net Sales: Industrial & Material Operations



Note: At the start of the fiscal year ended March 31, 2022, all products belonging to Industrial & Material Operations at MACTAC AMERICAS were transferred to Printing & Variable Information Products Operations. Results for the fiscal year ended March 31, 2021, have been restated to reflect this transfer.

## A Message from the Executive General Manager, Industrial & Material Operations

Although performance fell short of pre-pandemic levels, the vibrant market for online sales led to strong sales of industrial system-related products that handle delivery lines—mainly labeling machines that automatically attach address and control labels to cardboard boxes and other products—as well as a recovery in demand for various automotive-related products, window film, and construction material-related products. As a result, sales rose year on year in the fiscal year ended March 31, 2022. I was appointed executive general manager of this business operation last April. Over the past year, I feel I have begun to understand the business environment and trends in each market, and then to address the various issues.

High raw material and fuel costs are a major concern in the current fiscal year. We will step up efforts to improve profitability by integrating product lines and reviewing appropriate inventory levels. Looking to our sales expansion strategy, Japan's market for online sales is expected to grow significantly. In response, we will focus on sales of labeling machines for small and medium-sized businesses, as well as those for large businesses in the industrial system-related market. Regarding window film, we will promote the development of high-performance products and aim to expand our market share in Japan, North America, and other parts of Asia. MADICO, INC., a window film production subsidiary

in the U.S. that has experienced sluggish performance in recent years, is working to rebuild its business performance by improving manufacturing efficiency and quality. In addition, we will actively develop and expand sales of environmentally friendly products across our operations. For example, in construction material-related products we use recycled plastic film and develop new products that conserve energy for electric vehicles.

### Hideki Miyake

Executive Officer  
Executive General Manager,  
Industrial & Material  
Operations, Business  
Administration Div.



# Electronic and Optical Products

Advanced Materials Operations / Optical Products Operations

Main  
Markets



Communications device related



Automobile related



Consumer electronics related



Industrial equipment related

## Strengths

- Ability to provide comprehensive solutions that combine semiconductor-related adhesive tape and equipment, and a product lineup boasting the top share of the global market
- Long record of supplying numerous semiconductor and electronic component manufacturers worldwide and an ability to respond to customer needs
- Product design capabilities that utilize our core technologies in optical display-related businesses

## Weaknesses

- Creation of a new field of business to follow semiconductor- and electronic component-related businesses and adhesive processing of polarizing film
- Profitability in optical display-related businesses

## Opportunities

- Market expansion accompanying society's rapid digitalization, as reflected in 5G, the IoT, and increasing use of electronics in automobiles
- Technological innovation in relation to semiconductor packages, electronic components, and optical displays

## Threats

- Supply chain disruptions caused by geopolitical risks and natural disasters
- Increasingly severe competition in the display market and the commoditization of related technologies

## Main Initiatives in Medium-term Business Plan LSV 2030-Stage 1

### Advanced Materials Operations

- Expand market share of semiconductor- and electronic component-related products through active investment
- Develop thin-film, high-density, multilayer products for next-generation device manufacturing processes
- Develop adhesive tape for semiconductor processes used in power devices for automobiles and MEMS (microelectromechanical systems)
- Launch carbon nanotube products

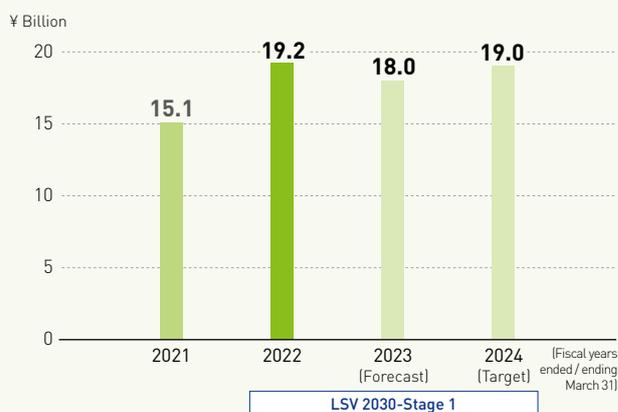
### Optical Products Operations

- Develop adhesives for next-generation displays
- Develop and expand sales of new optical clear adhesive (OCA) products
- Enter new markets for light diffusion film

### Net Sales by Segment



### Operating Income by Segment



Note: Some products in Paper and Converted Products were transferred to Electronic and Optical Products from the fiscal year ended March 31, 2022. Results for the fiscal year ended March 31, 2021, have been restated to reflect this transfer.

# Advanced Materials Operations



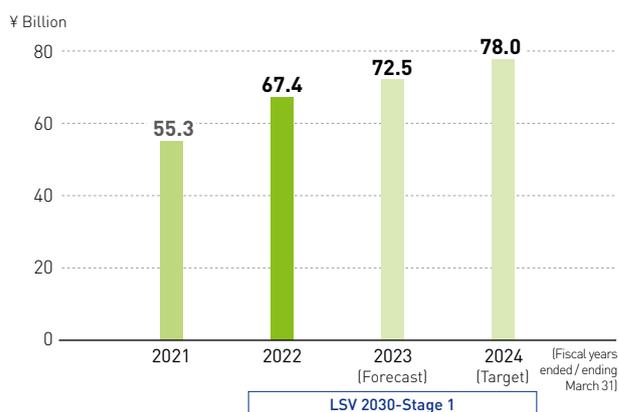
## Main Products

- Semiconductor-related adhesive tapes
- Semiconductor-related equipment
- Multilayer ceramic capacitor-related tapes

## Business Operations Introduction

We are building a unique position in the electronics industry, which is expected to continue to record substantial growth. Our products include a variety of specialized adhesive tape that plays an important role in semiconductor manufacturing and mounting processes, and we also make equipment that fully leverages the special features of this tape. In addition, we produce and sell release film that is crucial in the production of multilayer ceramic capacitors.

## Net Sales: Advanced Materials Operations



## A Message from the Executive General Manager, Advanced Materials Operations

The fiscal year ended March 31, 2022, was marked by strong sales of semiconductor-related tape and equipment, as well as multilayer ceramic capacitor-related tape, spurred by rapid digitalization worldwide since the onset of COVID-19. On the other hand, during the year supply chain disruptions revealed issues in the procurement of materials.

In the previous fiscal year, we were able to ride out strong market demand by operating our plants at full capacity. We are now working to increase production capacity to meet future increases in demand. We are investing a total of around ¥19.0 billion to construct new buildings for multilayer ceramic capacitor-related tape at two plants in Ehime and Saitama prefectures. For semiconductor-related adhesive tape, we are also moving forward with a plan to invest approximately ¥4.5 billion to introduce new production equipment at a plant in Gunma Prefecture. Furthermore, as part of our efforts to improve our business foundation, we will strive to reduce procurement risks by purchasing raw materials from multiple suppliers and placing bulk orders, and to continuously strengthen the sales capabilities of our overseas subsidiaries. New product development is extremely important in the rapidly changing electronics industry. We are developing tape for micro light-emitting diodes (LEDs), which are being touted as

next-generation displays. We are also developing tape for semiconductor manufacturing processes that further enhance the capacity of semiconductor memories. In addition, we aim to quickly commercialize new businesses involving pellicles for extreme ultraviolet (EUV) lithography systems, which form the fine electronic circuits required for next-generation devices, and Peltier modules, which are used to cool devices.

### Kinya Mochida

Senior Executive Officer  
Deputy Executive General Manager,  
Business Administration Div., and  
Executive General Manager,  
Advanced Materials Operations



# Optical Products Operations



## Main Products

- Polarizing films / adhesive processing
- Touch screen-related products

## Business Operations Introduction

In Optical Products Operations, LINTEC produces and sells adhesive products for a variety of optical displays using its development technology for special adhesives and surface coating agents, its precision coating technology, and its high-performance production facilities. In addition to mainly carrying out adhesive processing of polarizing film used in LCD and OLED displays, the Company is working to launch and increase sales of new products, such as thick OCA sheets used in automotive touch screens.

## Net Sales: Optical Products Operations



Note: Due to the application of the Accounting Standard for Revenue Recognition, sales are down sharply compared with the period prior to application in the fiscal year ended March 31, 2021.

## A Message from the Executive General Manager, Optical Products Operations

During the fiscal year ended March 31, 2022, we experienced strong growth in the business of adhesive processing of polarizing film. This was the result of greater demand for mobile PCs, desktop monitors, and TVs, as COVID-19 prompted teleworking and demand from people staying at home. In addition, thick OCA sheets for optical applications for in-vehicle use grew, despite a decrease in automobile production in the second half of the year.

### Satoru Shoshi

Executive Officer  
Executive General Manager,  
Optical Products Operations,  
Business Administration Div.



Application of the Accounting Standard for Revenue Recognition led to a substantial year-on-year decline in divisional sales, which were up, however, under the previous standard.

However, since the beginning of the current fiscal year, the business environment has become more severe than we had initially expected. The reason is that the rise of Chinese companies has made the market increasingly competitive, teleworking and stay-at-home demand has run its course, and personal consumption has languished due to a sluggish global economy. In response, we aim to strengthen cooperation with a collaborating manufacturer to expand sales of high-end products and promote efficient operations. Also, one key to growth will be our expansion of business outside the area of the adhesive processing of polarizing film. In particular, we are seeing a solid response to our offerings of thick adhesive sheets for automotive applications. We hope to further increase our market share as display sizes continue to increase. In addition to our focus on expanding sales of environmentally friendly, solvent-less products that offer excellent performance, we are cultivating new demand outside the automotive industry by offering products with additional functionality: UV blocking, coloring, and light diffusion. The LINTEC Group's strength lies in its ability to design overall products from the dual perspectives of adhesion and release. We will continue honing our offerings to ensure against missing out on commercial opportunities, regardless of what displays become mainstream in the future.

# Paper and Converted Products

Fine & Specialty Paper Products Operations / Converted Products Operations

Main Markets



Stationery related



Industry related



Aircraft related



Food related



Automobile related

## Strengths

- Large shares of domestic markets for color paper for envelopes and special function paper as well as original papermaking technologies
- Integrated production system beginning with release base paper and outstanding technologies for release agent formulation and coating

## Weaknesses

- Sales networks, delivery capabilities, brand power, and price competitiveness in overseas markets
- Ability to research new markets and develop new products

## Opportunities

- Increasing demand for high-value-added products overseas
- Growing environmental needs in Japan and overseas

## Threats

- Further progression toward becoming paperless
- Soaring prices for key raw materials, including imported pulp and petrochemical raw materials
- Changing market conditions due to COVID-19 and uncertainty about the market's recovery

## Main Initiatives in Medium-term Business Plan LSV 2030-Stage 1

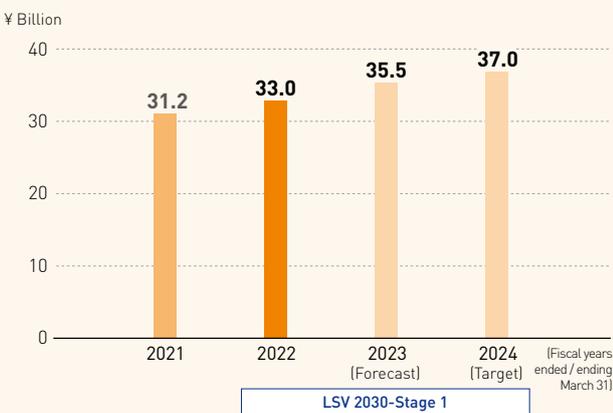
### Fine & Specialty Paper Products Operations

- Develop and expand sales of new products that promote deplasticization and reduce food loss
- Develop and market new products
- Roll out new applications by strengthening competitiveness of existing products
- Expand sales of special function paper to overseas markets

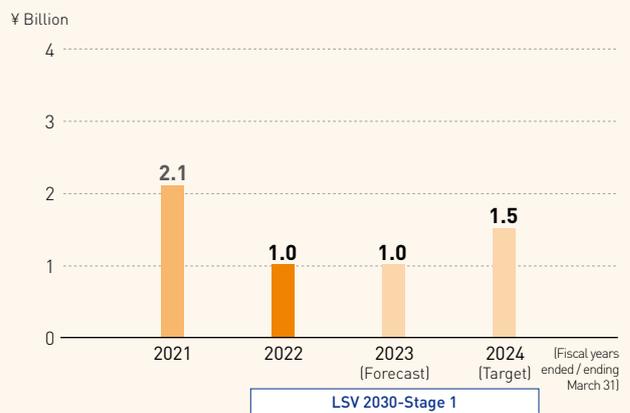
### Converted Products Operations

- Promote solvent-less and polyethylene-free release paper
- Develop and expand sales of casting paper for enamel finish and automotive synthetic leather
- Develop new products and expand market

### Net Sales by Segment



### Operating Income by Segment



Note: Some products in Paper and Converted Products were transferred to Electronic and Optical Products from the fiscal year ended March 31, 2022. Results for the fiscal year ended March 31, 2021, have been restated to reflect this transfer.

# Fine & Specialty Paper Products Operations



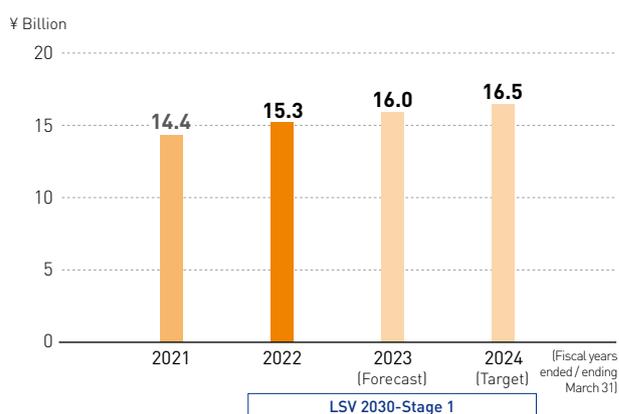
## Main Products

- Color papers for envelopes
- Colored construction papers
- Special function papers
- High-grade printing papers
- Construction material papers

## Business Operations Introduction

We have the leading share in the domestic market for color paper for envelopes and colored construction paper. We also manufacture and sell special function paper, such as dust-free paper for use in places such as clean rooms, and oil- and water-resistant paper used in food packaging, as well as high-grade printing paper with special textures and construction material paper used as lining for wallpaper. The Company is also stepping up the development and proposal of products that meet growing needs in recent years for plastic alternatives.

## Net Sales: Fine & Specialty Paper Products Operations



## A Message from the Executive General Manager, Fine & Specialty Paper Products Operations

During the fiscal year ended March 31, 2022, sales in this business operation increased, due mainly to growth in sales of dust-free paper used in clean rooms and construction material paper, driven by the robust semiconductor and housing markets. Although performance was also solid in our mainstay area of color paper for envelopes and other products, overall demand was weaker than before the pandemic. Also, soaring prices of

pulp and other raw materials and fuel put pressure on profits, resulting in a difficult year.

While the recovery in demand for paper is uncertain in the post-pandemic market, this business unit is working to expand its lineup of environmentally friendly products. We are operating according to a vision of “helping to realize a sustainable society through the power of paper,” with an eye toward 2030. I was appointed executive general manager of this business operation in April. Even as society moves away from the use of paper, we have received many requests for environmentally friendly products that take advantage of the characteristics of paper as an alternative material to petroleum-based film. We are focusing in particular on the proactive launch of products geared toward decarbonization and deplasticization. We have seen a strong response to our translucent specialty paper that launched in April, and we are developing new markets by strengthening our proposals for stationery applications. In addition, we will strive to expand sales of thick oil- and water-resistant paper that can be used as containers for convenience store lunch boxes, water-resistant printing paper that does not require film processing, and base paper for paper straws. We will also focus on using new equipment to develop products that can coat chemicals without producing waste, reducing the cost of existing products, and improving the work processes of sales personnel to promote new customer development.



**Satoshi Aoki**  
Executive Officer  
Executive General Manager,  
Fine & Specialty Paper  
Products Operations,  
Business Administration Div.

# Converted Products Operations



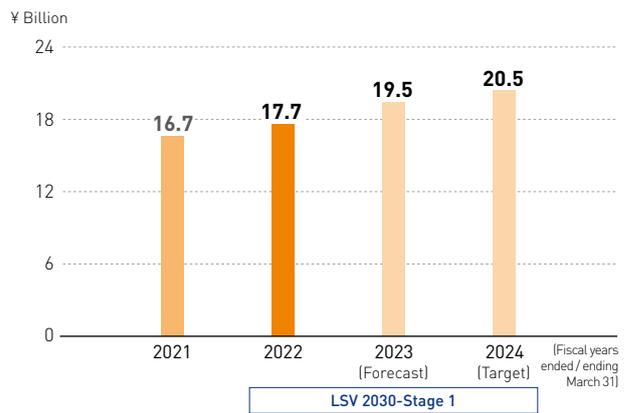
## Main Products

- Release papers for general-use adhesive products
- Release papers for electronic materials
- Release films for optical-related products
- Casting papers for synthetic leather
- Casting papers for carbon fiber composite materials

## Business Operations Introduction

We manufacture and sell release paper and film that protect the adhesive surfaces of various adhesive products, casting paper that is used as patterning paper for placing designs on synthetic leather, casting paper used in the manufacture of carbon fiber composite material sheets from fibers, and other products. These are endowed with a variety of special functions, including not only releasability but also resistance to water, heat, and abrasion.

## Net Sales: Converted Products Operations



## A Message from the Executive General Manager, Converted Products Operations

Sales increased in the year ended March 31, 2022, owing to several factors: sales of release paper and release film were flat year on year, but demand for casting paper for synthetic leather recovered for use in automobile interiors and other applications, and sales of casting paper for carbon fiber composite materials increased, due to the growth in demand for golf clubs and other sports and leisure items. Nevertheless, sales have yet to return to pre-pandemic levels. Many of the markets this operation serves have experienced reduced production due to material shortages. Also, sales continue to decline for casting paper used for primary structural materials for passenger aircraft, owing to sluggish demand in the aviation sector.

As medium- and long-term themes for this business operation, we will continue to promote the development of solventless release paper, which does not use organic solvents in its production process. We will also concentrate on removing polyethylene resin from release paper. By responding to growing demand for environmentally friendly products, we will lead the industry in these efforts as the top manufacturer of release paper in Japan. In addition, we intend to further expand sales of casting paper for synthetic leather, mainly for use in vehicles in Japan and overseas, including North America and other regions we have not yet entered. I headed the Fine & Specialty Paper Products Operations until last fiscal year, becoming executive

general manager of Converted Products Operations in April 2022. I believe our ability to produce and supply our own release paper from base paper is a major strength for LINTEC. In Fine & Specialty Paper Products Operations, we focused on new product development. In this business operation, we will continue to develop high-performance products such as casting paper that can give water repellency and release materials for film deposition to provide new value to our customers.

### Toshimi Sugaya

Senior Executive Officer  
Deputy Executive General  
Manager, Business  
Administration Div., and  
Executive General Manager,  
Converted Products  
Operations



# Research and Development

As a technology-centered company, we realize that strengthening R&D capabilities is one of our most important management strategies for achieving sustainable growth. At the LINTEC Group, two approaches help us to create products that resolve our customers' diverse technological issues and that are unprecedented, innovative, and lead the market: the developing of functional materials and related processing technologies that leverage our proprietary technological capabilities and a market-dialogue style of research that emphasizes customer needs. Going forward, we will further strengthen our R&D system in a bid to accelerate the speed of product development, and create new technologies that lead to new products and businesses.



**LINTEC's R&D Capabilities**  
Fiscal year ended March 31, 2022 /  
As of March 31, 2022



**R&D expenses**  
**¥ 7.9 billion**  
(Consolidated)



**Ratio of R&D expenses to net sales**  
**3.1 %**  
(Consolidated)



**Number of researchers**  
**About 200**



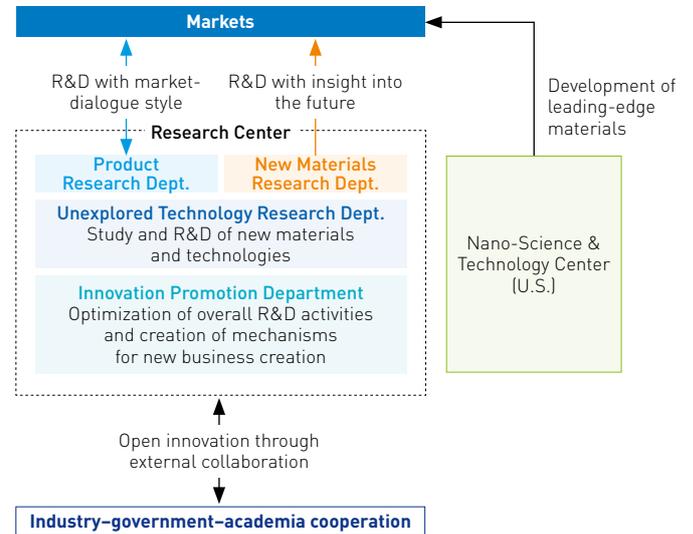
**Overseas dispatch of researchers**  
**U.S., Taiwan, Germany, Thailand, etc.**



**Number of patents held in Japan and overseas**  
**5,380**  
(Consolidated)

## R&D System

The Research Center (Saitama Prefecture) of the Research & Development Division is the core base for the Group's R&D activities. The center has high-precision testing and analysis equipment, and a clean room, as well as the same equipment that is actually used by customers in semiconductor-related fields. Moreover, we have installed large-scale pilot coaters that closely resemble plant mass-production facilities, building systems for a smooth flow from R&D to mass production. The center includes the Product Research Department, which develops products directly connected to our current business, and the New Materials Research Department, which conducts R&D with a focus on the future. In addition, this fiscal year we established the Unexplored Technology Research Department and the Innovation Promotion Department. About 200 researchers are engaged in research on these themes. In addition, the Nano-Science & Technology Center, our R&D base in the U.S., focuses on the development of leading-edge materials, such as carbon nanotubes and artificial muscles, with the objective of establishing technologies and products that will drive new businesses for the Group.



## R&D Policy

We are pursuing R&D to ensure that our focus themes make a real contribution to strengthening the competitiveness of existing businesses and creating new products and businesses. LINTEC is working to improve development efficiency and speed based on two key phrases: "Front-Loading Design" and "One-Stop Development." In addition, through coordination between the Research Center and the Business Administration Division, we have established an R&D scheme called the "Stage Gate System." Under this scheme, we are building a process that ensures results centered on medium- to long-term themes.

### 1 Front-Loading Design

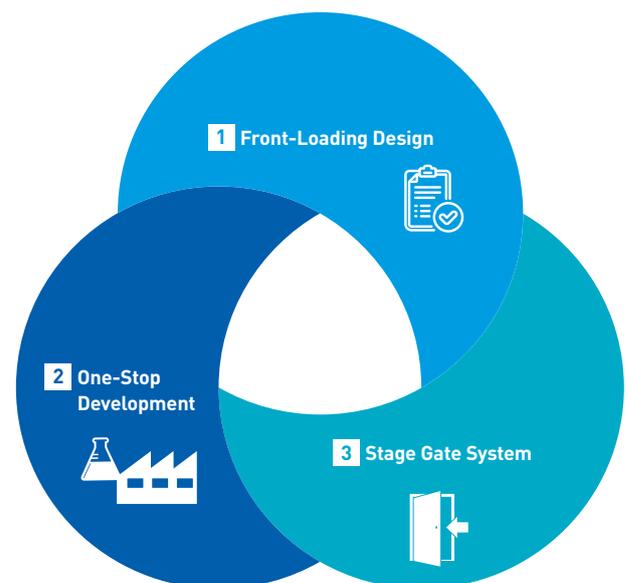
With a focus on carefully surveying customer needs and development processes, this method identifies development issues and risks, to the greatest extent possible, at the initial stage of product development. By implementing countermeasures in advance, we do our utmost to reduce the need to redo work at intermediate stages. This contributes to increased development efficiency and reduced costs.

### 2 One-Stop Development

This approach involves simultaneously advancing the development of new materials and the development of processes for mass production. In the Research Center, large-scale testing and research facilities similar to the production facilities in our plants are used to collect various data necessary for mass production and to improve the speed of development leading up to mass production.

### 3 Stage Gate System

This is an internal process that divides the development status of R&D themes into five stages, and rigorously examines and determines whether to advance a theme to the next stage or halt development. The aim is to prevent development from backtracking and to bring each theme to fruition steadily and quickly.



### Intellectual Property Activities

LINTEC aims to increase corporate value by developing original products that fully satisfy customer needs. We therefore position intellectual property, including patents, trademarks, and design rights acquired through these development activities as important management resources. Making respect for the rights of other companies our basic premise, the Intellectual Property Department coordinates with respective business operations and R&D departments in promoting strategic intellectual property activities. These activities aim to increase and improve intellectual property rights, which are the lifeblood of LINTEC given that it is a technology-centered company. By such means as building a patent portfolio for our foundation and growth business domains and securing intellectual property in step with the globalization of our business, we aim to maximize profits on the products we develop.

### Number of Patents



### Carbon Neutral Challenge

Part of the LINTEC Group’s mission as a manufacturer is to consider the environment in the product development and production processes. The Group aims to become carbon neutral with net-zero CO<sub>2</sub> emissions by 2050. As a part of this effort, “Carbon Neutral Challenge” was adopted as a slogan for the Research & Development Division, which will focus more on product development that is environmentally friendly at every stage, from production through to product disposal, such as by stopping the use of solvent in products to help reduce CO<sub>2</sub> emissions and by using plant-derived biomass and biodegradable materials.



Removable-type adhesive products for labels using biomass materials

### Creating New Products and Businesses for the Next Generation

To sustain growth, in addition to expanding existing operations, the LINTEC Group must create new products and businesses that go beyond the boundaries of conventional technologies. Under its long-term vision, LSV 2030, the Company is focusing efforts on the fields of electronics, energy, thermal, resources and emissions, and the 3Rs (reduce, reuse, and recycle). We aim to create products that will be pillars of new businesses and help solve social issues.

### Major Fields of Focus

Electronics	<ul style="list-style-type: none"> <li>• Pellicles for EUV lithography systems</li> <li>• Materials for next-generation device manufacturing processes, etc.</li> </ul>
Energy	<ul style="list-style-type: none"> <li>• Ultra-thin thermoelectric modules</li> <li>• High-performance window film, etc.</li> </ul>
Thermal	<ul style="list-style-type: none"> <li>• Ultra-thin and lightweight Peltier modules</li> <li>• Transparent film heaters, etc.</li> </ul>
Resources and emissions	<ul style="list-style-type: none"> <li>• Biodegradable products</li> <li>• Biomass products, etc.</li> </ul>
3Rs (reduce, reuse, recycle)	<ul style="list-style-type: none"> <li>• High-frequency dielectric heating adhesive film</li> <li>• Recyclable products, etc.</li> </ul>

## A Message from the Executive General Manager, Research & Development Div.

### We will further strengthen our R&D capabilities to achieve our long-term vision.

In line with our policy under LSV 2030-Stage 1 of "Accelerating Development of 'Number One, Only One' Products," this division aims to create high-value-added products in mature, growing, and new markets. In mature fields such as adhesive products for labels, industrial-related products, specialty paper, and release paper, we are developing products that create new value to achieve multifunctionality and high profitability by reducing costs and integrating the market needs and technologies of individual businesses. In growth areas, we will further enhance our competitiveness by strengthening development of electronics-related products, for which demand is expected to grow over the medium to long term. Specifically, we will work to improve the functionality of semiconductor-related adhesive tape, which requires high precision, and optical clear adhesive sheets for automotive displays. In new fields, we are nearing market launch for such developmental products as pellicles for EUV lithography systems, ultra-thin and lightweight Peltier modules, and transparent film heaters. For new businesses such as these, we will take a long-term perspective and continue the cycle of sowing, cultivating, and harvesting. We also consider it our responsibility to develop technologies that contribute to the realization of a sustainable society in all these areas.

To achieve our long-term vision, LSV 2030, this April we established the Unexplored Technology Research Department to look for and shape new technologies and the Innovation Promotion Department to maximize output by managing overall research and development. We see advances in DX as essential for enhancing our R&D capabilities. In addition to

using AI in patent searches, in some product designs we have begun to incorporate materials informatics (MI), which uses machine learning to develop materials more efficiently. In the future, we intend to expand the range of applications to speed up development and lead to revolutionary new products.



#### Yoshihisa Mineura

Executive Officer  
Executive General  
Manager,  
Research &  
Development Div.

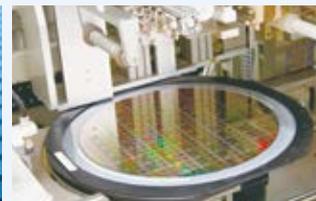
#### Key R&D Themes under LSV 2030-Stage 1



1. Contribute toward a sustainable society



2. Create new businesses



3. Expand existing businesses



4. Cultivate core technologies