

Sustainability

The LINTEC Group promotes sustainability management that achieves both corporate growth and the sustainable development of society. We aim to increase corporate value and help solve social issues through our business activities. To this end, we introduce our sustainability initiatives from an environmental, social, and governance (ESG) perspective.

Sustainability Promotion System

We are addressing ESG considerations, the SDGs, and risk management, and strengthening communication with stakeholders through the Sustainability Committee, which is composed mainly of management, including all outside directors, the Sustainability Management Office, which is an organization under the direct

control of the president, and committees and subcommittees consisting of members from all areas of the Company. We aim for the development of society and sustainable growth through activities from a Companywide perspective by staff from a wide range of departments.

Sustainability Promotion System (As of April 1, 2023)



A Message from the General Manager, Sustainability Management Office

Society has changed rapidly since around 2021, when we established a sustainability promotion system, and the Company has been responsive to those changes. In response to the COVID-19 pandemic, we quickly implemented a teleworking environment to prevent infection. We also reformed working styles, taking into account individual circumstances such as employees' family situations. We then revised our internal regulations to allow for continued remote work after the pandemic. Meanwhile, heightened environmental awareness has spurred demand for enhancing climate-related disclosure, as well as reducing environmental impact, such as CO₂ emissions. Amid increasing appeals on the importance of human capital and other factors, we have established the TCFD Subcommittee and the Diversity & Work Style Reform Promotion Subcommittee to strengthen our structure and advance various initiatives. Recently, I have had more opportunities to personally experience changing societal demands through meetings with investors specializing in ESG investments. To respond rapidly to such changes going forward, I intend to robustly support the activities of each

committee and subcommittee, and work to establish a foundation that enables LINTEC to growth in partnership with society.

Masaru Hoshi

General Manager,
Sustainability
Management Office



Material Issues (Important Issues)

The LINTEC Group has identified material issues, which are areas of particular focus within its CSR and ESG activities. We first identified these issues in 2014. We revised our material issues in 2021, after taking into account changes in social issues and our daily dialogues with stakeholders. We extracted ESG themes from medium- to long-term strategies and business plans based on LSV 2030, our long-term vision, and incorporated them into our material issues. In addition, in 2022 we defined key performance indicators (KPIs) and began addressing each issue.

The LINTEC Group is currently discussing its material issues to align them more closely with the long-term vision and ensure they encompass not only ESG challenges but also challenges related to the entire business, and discussing their renewal. We will redefine key priority issues from the perspective of sustainable management, set KPIs that enhance corporate value, and strive to achieve our long-term vision.

List of Material Issues

| | Materiality | Issues to work on | KPI | |
|--|--|---|--|--|
| | | | Key items | |
| Overall business | Contribution through business | <ul style="list-style-type: none"> Strengthening of corporate structure through innovation Creation of new products and businesses for sustainable growth | <ul style="list-style-type: none"> Percentage of developed products in sales (20% by 2030) | |
| | | | <ul style="list-style-type: none"> Number of patent applications/patents held | |
| Environment | Contribution to a sustainable global environment | <ul style="list-style-type: none"> Response to climate change Realization of a recycling-oriented world Sustainable procurement of raw materials Preservation of biodiversity | <ul style="list-style-type: none"> Reduction in CO₂ emissions (reduce Groupwide emissions by 50% or more from 2013 levels by 2030) | |
| | | | <ul style="list-style-type: none"> Landfill waste disposal rate (1% or less) | |
| | | | <ul style="list-style-type: none"> Response rate of raw material supplier survey | |
| Society | Respect for human rights | <ul style="list-style-type: none"> Human rights due diligence Ensuring occupational health and safety Promotion of diversity Promotion of work-style reform initiatives | <ul style="list-style-type: none"> Number of consultations regarding harassment | |
| | | | <ul style="list-style-type: none"> Occupational accident frequency rate | |
| | | | <ul style="list-style-type: none"> Occupational accident severity rate | |
| | | | <ul style="list-style-type: none"> Percentage of female employees | |
| | Enhanced value chain management | <ul style="list-style-type: none"> Comprehensive customer-first approach Improvement in term of quality, cost, and customer satisfaction | <ul style="list-style-type: none"> Number of responses to CSR survey | |
| | | | <ul style="list-style-type: none"> Percentage of quality incidents | |
| Better communication with stakeholders | <ul style="list-style-type: none"> Harmonious co-existence with local communities | <ul style="list-style-type: none"> Number of site tours offered | | |
| Governance | Promotion of governance across the entire Group | <ul style="list-style-type: none"> Organizational governance Fair business activities | <ul style="list-style-type: none"> Attendance at Board of Directors' meetings | |
| | | | <ul style="list-style-type: none"> Attendance at Audit and Supervisory Committee meetings | |
| | | | <ul style="list-style-type: none"> Periodic publication of legal news | |

For more detailed information, please visit our sustainability website.
www.lintec-global.com/sustainability/



Figures with ★ have undergone third-party verification by SGS Japan, Inc.

| Results | Organizations covered | Related SDGs |
|--|---|---|
| 21.4%★ | LINTEC Corporation | 8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION |
| Number of patent applications: 260★ (FY2022) Number of patents held: 2,757★ (as of March 31, 2023) | LINTEC Corporation | |
| 39.7% | LINTEC Corporation Group companies in and outside Japan | 3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH, 11 SUSTAINABLE CITIES AND COMMUNITIES, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION |
| 0.36% | LINTEC Corporation's head office, 10 production sites, and the Research Center, and TOKYO LINTEC KAKO, INC. | 13 CLIMATE ACTION, 14 LIFE BELOW WATER, 15 LIFE ON LAND |
| The survey was not conducted in FY2022. Based on the results of the survey conducted in FY2021, requested improvement on 11 matters.★ | LINTEC Corporation | |
| 2 cases★ | LINTEC Corporation Group companies in Japan | |
| 0.76★ | LINTEC Corporation's 10 production sites and the Research Center, and TOKYO LINTEC KAKO, INC. | |
| 0.0142★ | LINTEC Corporation's 10 production sites and the Research Center, and TOKYO LINTEC KAKO, INC. | 3 GOOD HEALTH AND WELL-BEING, 5 GENDER EQUALITY, 8 DECENT WORK AND ECONOMIC GROWTH, 10 REDUCED INEQUALITIES |
| 14.4%★ | LINTEC Corporation | |
| 59.7%★ | LINTEC Corporation | |
| 181 cases★ | LINTEC Corporation | |
| 31%★ Decreased to 15 in FY2022 from 49 in FY2010 | LINTEC Corporation (excluding the Ina Technology Center), TOKYO LINTEC KAKO, INC., and SHONAN LINTEC KAKO, INC. | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS |
| 30 cases★ | LINTEC Corporation and TOKYO LINTEC KAKO, INC. | 1 NO POVERTY, 17 PARTNERSHIPS FOR THE GOALS |
| 100% | LINTEC Corporation | |
| 100% | LINTEC Corporation | 8 DECENT WORK AND ECONOMIC GROWTH, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS |
| 6 times | LINTEC Corporation | |

Environment

The LINTEC Group uses large amounts of raw materials, energy, water, and other materials to manufacture various products. We are working to reduce our environmental impact by installing environmentally friendly equipment, and we develop environmentally friendly products.

Reducing CO₂ Emissions and Energy Usage

To reduce CO₂ emissions and energy usage, the LINTEC Group is installing environmentally friendly equipment at its production bases. We are introducing cogeneration systems that simultaneously generate electricity and heat from gas energy and waste heat boilers that recover and reuse as steam the heat generated when treating organic solvents. We are also installing solar power generation systems on plant roofs. Notably, in the papermaking process for specialty paper we have introduced a shoe press, which is used to squeeze out more water than before, and a sizer that applies chemicals only in the necessary quantities. These types of equipment significantly reduce energy use in the drying process. We will continue working to further reduce our environmental impact—through improvements in product design and manufacturing formulation, as well as on the equipment front.



Cogeneration system



Waste heat boiler

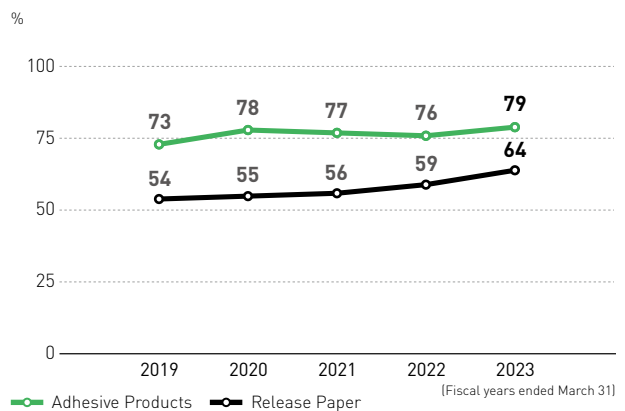


Solar power generation system

Moving toward Solvent-Less Products

Organic solvents, which are volatile organic compounds (VOCs), are used in many of the LINTEC Group's products to dilute adhesive and release agents so they can be coated in thin, uniform layers. However, organic solvents can be harmful to the environment when they evaporate and are released into the atmosphere after coating. As lowering atmospheric emissions of VOCs is a key theme of the LINTEC Group's long-term vision, we are moving toward solvent-less products. In adhesive products for labels, we are proactively developing products using emulsion-based and hot-melt adhesives, which do not require organic solvents. We are also stepping up our efforts in release paper. In 2021, we installed new coating equipment for solvent-less release paper at the Kumagaya Plant. In line with our long-term vision, for release paper we are targeting a solvent-less percentage of 100% by 2030. To reduce our environmental impact going forward, our research, production, and sales divisions will work together to develop and increase the sales of solvent-less products.

Solvent-Less Percentage of Adhesive Products and Release Paper



Note: For adhesive products, the solvent-less percentage is based on sales volume. For release paper, the percentage is on a production volume basis.



Coating equipment for solvent-less release paper (Kumagaya Plant)

Developing and Proposing Various Types of Environmentally Friendly Products

Spurred by the worsening of global warming caused by greenhouse gases and the increasing problem of marine plastic pollution, awareness of the environment has been heightened across society. As a result, there is a growing demand for various environmental considerations in our products. In addition to reducing the

environmental impact of production, the LINTEC Group is developing and proposing environmentally friendly products that meet a wide range of needs: creating plastic-free products, reducing the amount of plastic used, reusing labeled items, recycling, and conserving energy.

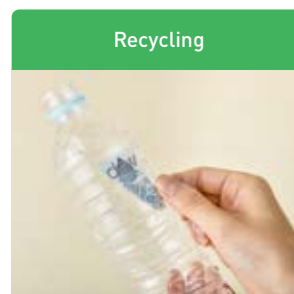
Examples of Products That Meet Various Environmental Needs



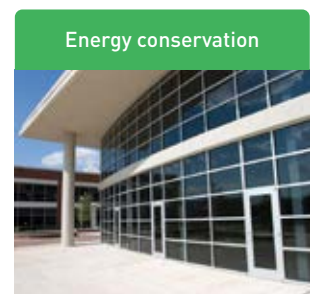
Solvent-less release paper that does not use environmentally hazardous organic solvents when coating the release agent



Thick water- and oil-resistant paper that can be used as an alternative material to plastic containers for boxed lunches



Label materials that are the same mono-material as PET containers



Window film that contributes to energy conservation by improving air-conditioning efficiency in rooms and vehicles

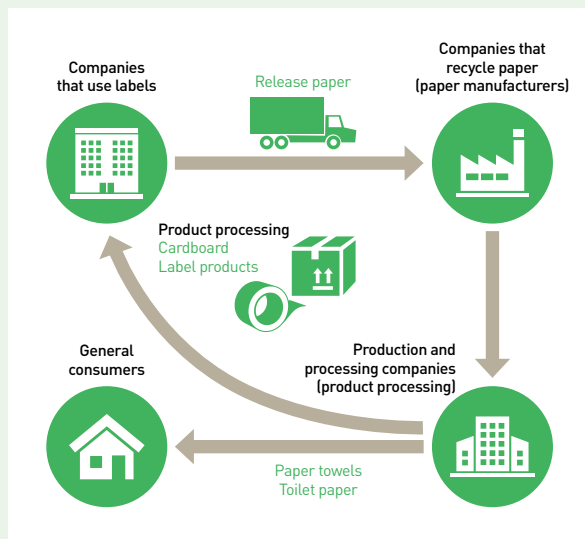
FOCUS

Participating in a Label Recycling Association to Promote the Recycling of Release Paper

We have established and are participating in a label recycling association (J-ECOL*) in collaboration with related companies to develop a system to recover and recycle release paper, which is used to protect the adhesive surfaces of adhesive products for seals and labels. Used release paper, which amounts to approximately 110,000 tons annually in Japan, can be a valuable resource as a raw material for paper production. To date, this resource has not been used effectively due to various challenges related to infrastructure and technology. Through J-ECOL, we aim to build and establish a collection system for used release paper and develop recycling technologies to promote the use of release paper as a valuable recycled resource.

Together with more than 10 member companies, we will study easily recyclable release paper and propose the use of recycled pulp extracted from the release paper, aiming to realize horizontal recycling of used release paper back into release paper in the future.

* J-ECOL: Japan Earth Conscious Labeling Association. Preparations for establishment began in June 2022, centering on four companies (SATO Corporation, Oji Tac Co., Ltd., Osaka Sealing Printing Co., Ltd., and LINTEC Corporation), and the association was established in May 2023.



Please see our sustainability site for information disclosure based on recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).
www.lintec-global.com/sustainability/tcfd/



A Message from the Executive General Manager, Production Div.

Environmental consideration is an important responsibility for us as a manufacturer. We actively engage in efforts targeting decreased CO₂ emissions, energy savings, and waste reduction at all plants. In addition, the LINTEC Group is committed to reducing VOCs, which occur because of the prevalent use of organic solvents in the manufacture of adhesive products. In recent years, the introduction of environmentally friendly equipment such as cogeneration systems, high-efficiency boilers and chillers, waste heat recovery equipment, and solar power generation systems for in-house consumption has pushed us beyond our

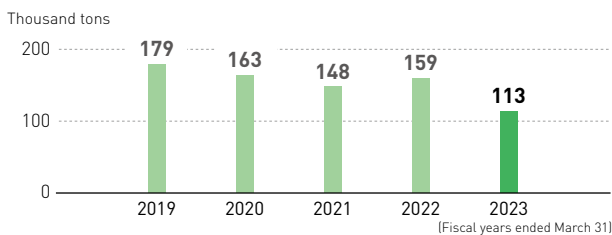


Hiroyuki Matsuo
Director, Managing Executive Officer, Executive General Manager, Production Div., and in charge of Quality Assurance Div. and Environment & Safety Div.

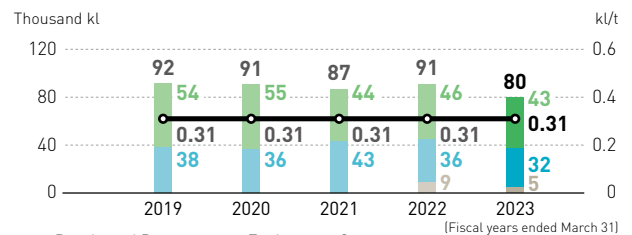
planned targets for CO₂ emissions reduction and energy savings. Accordingly, we expect to meet our goals for the LSV 2030-Stage 1 period. We are accelerating investments that can be made earlier than planned and formulated a road map to ensure we meet our goal of reducing CO₂ emissions by 50% or more compared with fiscal 2013 levels by 2030. New wings currently under construction at the Kumagaya Plant (Saitama Prefecture) and the Doi Plant (Ehime Prefecture) are being planned as automated smart factories. We plan to roll out this approach to our other plants as well, further reducing CO₂ emissions and costs.

Environmental Data

CO₂ Emissions*¹

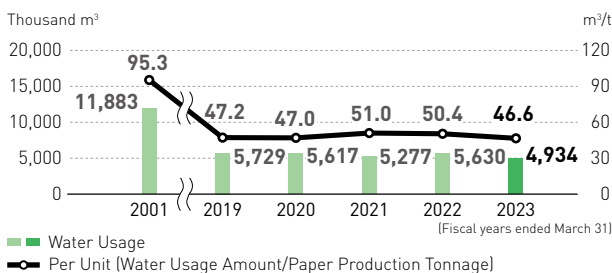


Total Energy Usage (Crude Oil Equivalent)*²

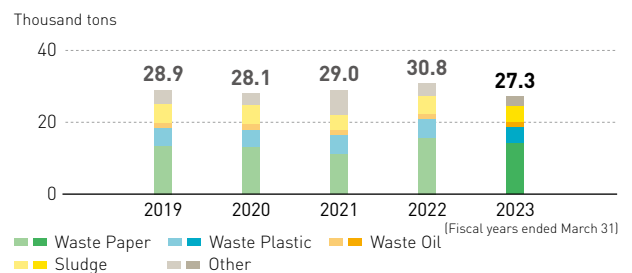


Note: Fuel means gasoline, light oil, kerosene, bunker-A oil, liquid natural gas (LNG), liquid petroleum gas (LPG), and utility gas.

Water Usage*³



Waste Generated*⁴



*1 Scope: LINTEC Corporation (head office, 10 production sites, and the Research Center), TOKYO LINTEC KAKO, INC., SHONAN LINTEC KAKO, INC., and LINTEC SERVICES, INC.

*2 Scope: LINTEC Corporation, TOKYO LINTEC KAKO, INC., PRINTEC, INC., LINTEC SERVICES, INC., and LINTEC COMMERCE, INC.

*3 Scope: Paper production at the Kumagaya and Mishima plants

*4 Scope: LINTEC Corporation (head office, 10 production sites, and the Research Center) and TOKYO LINTEC KAKO, INC.

Society

In continuing and expanding our business, creating favorable relationships with all stakeholders is indispensable. The LINTEC Group continues working actively to develop amenable workplaces and strengthen relationships with customers and suppliers.

Securing of Diverse Human Resources

People are a vital asset to corporate activities. The LINTEC Group believes that diverse human resources are the source of innovation and help enhance corporate value. Accordingly, we strive to ensure workforce diversity.

The number of women in the manufacturing industry as a whole is relatively small, and our female manager ratio remains low. In recent years, however, we have worked actively to hire female employees, gradually expanding the pool of candidates to become key personnel in the future. From fiscal 2013 to fiscal 2015, women accounted for an average of 10.8% of new hires who were university graduates or higher. The average for fiscal 2016 to fiscal 2018 was 32.4%, which should further expand the group of candidates to become core human resources.

We are also proactively hiring mid-career personnel. As of March 31, 2023, 42.9% of people hired mid-career (excluding local hiring by plants) had risen to the management level or higher, and 17.4% were at the supervisor level, which is just below the manager level. To secure highly skilled personnel, we have introduced the Professional Human Resource Certification System, which offers treatment separate from the qualification grading system applied to general employees.

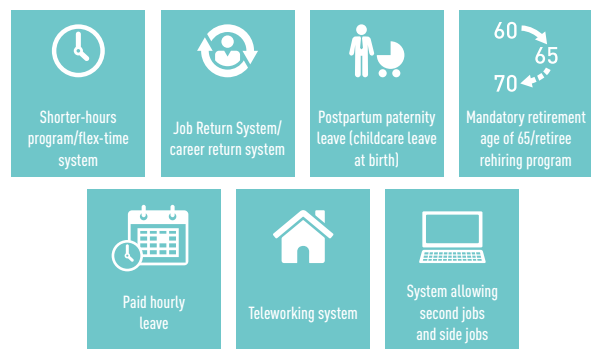
To hire non-Japanese personnel, we plan to encourage Group companies overseas to hire and cultivate local talent. People who are successful in these roles will then be invited to play an active role at LINTEC. We are currently laying the groundwork by identifying potential candidates and gathering information to assess their abilities.

LINTEC has a Companywide training system based on rank, with human resource education programs tailored to years of continuous service and career. In addition, we are taking steps to promote the career advancement of employees, including theme-based training, such as legal training and Companywide information security training, as well as language training for the development of global human resources. Through such initiatives, the LINTEC Group aims to maximize the value of human capital.

Expansion of the Personnel System

As one aspect of our human capital management, we are expanding our personnel system to promote women's activities and work-style reforms and encourage a work-life balance. In addition to long-term efforts to promote women to management positions, we are expanding opportunities for female employees, facilitating working even after such life events as childbirth, childcare, and nursing care by expanding our shorter-hours program for childcare and nursing care, and offering the Job Return System, under which we rehire employees who at one point left the Company due to childbirth, nursing care, or a spouse's transfer. In October 2022, we began offering postpartum paternity leave, providing five days of paid leave. This program has substantially increased the percentage of male employees taking childcare leave. To make the most of senior employees' skills, in addition to raising the mandatory retirement age to 65, we have introduced a retiree rehiring program that allows people to continue working to the age of 70. We are working to increase the rate of employment of people with disabilities by establishing specialized departments at our head office and research center to create an amenable working environment for employees with disabilities. In addition, we have established a flexible personnel system to align with employees' lifestyles and career development. This includes measures such as allowing employees to take paid leave in hourly increments, formalizing the teleworking system that took root during the COVID-19 pandemic, revising rules to allow for second jobs or side jobs, and introducing a career return system. Under this new program, we rehire ready-to-work people who previously left the Company for such reasons as to change careers or study abroad. Going forward, we will continue working to improve labor productivity by creating more comfortable working environments for all our employees.

Main Personnel Systems for Ensuring Diversity and a Comfortable Workplace

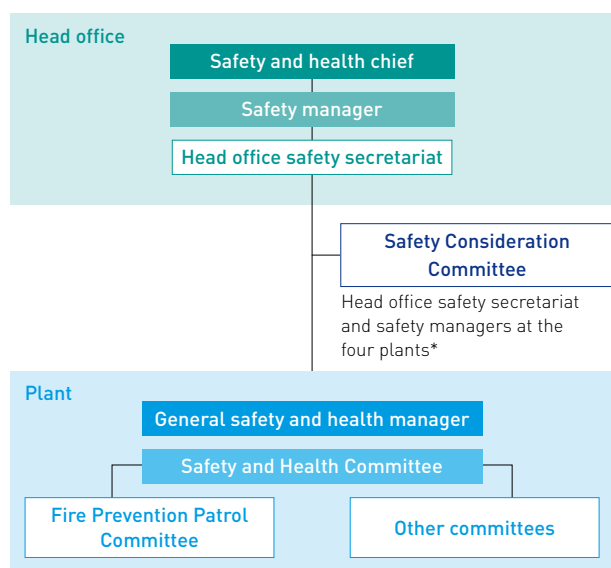


Zero-Accident Culture

Safety is the top priority in LINTEC Group plants, which are operated with the aim of preempting injuries to personnel. We have formulated safety and health policies in compliance with the ISO 45001 standard for occupational health and safety management systems, and our practices include risk assessment, which enables us to put safety standards in place; hazard prediction exercises; and the rigorous pursuit of our 5S* activities through various types of safety patrols. Safety and health committees hold monthly meetings at all our sites to enable us to ascertain the progress of our safety activities and share information. In addition, we have held a safety conference for domestic plant safety officers for the exchange of information about each plant's initiatives. We will continue activities on multiple fronts in accordance with our zero-accident culture.

* 5S: *Seiri* (organizing), *seiton* (clearing up), *seiso* (cleaning), *seiketsu* (cleanliness), and *shitsuke* (discipline) in Japanese

Organization of the Safety and Health Management System



* Four plants: Agatsuma Plant, Kumagaya Plant, Tatsuno Plant, and Mishima Plant

Efforts toward Business Continuity

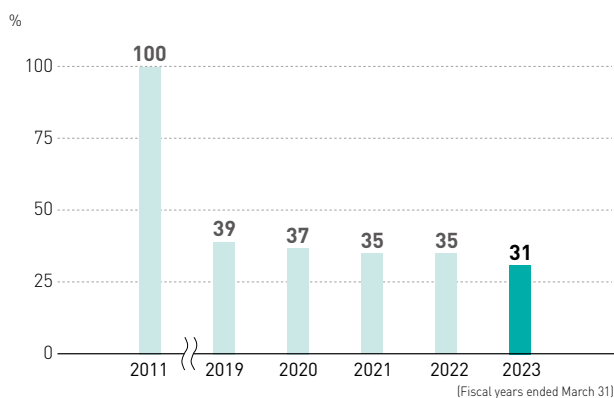
The Group is working to strengthen its systems that enable business operations to continue or restart quickly if struck by a disaster. All the Company's locations in Japan, subsidiaries TOKYO LINTEC KAKO, INC., and LINTEC SPECIALITY FILMS (TAIWAN), INC., have obtained certification under ISO 22301, the international standard for a business continuity management system (BCMS). In relation to these systems, drills are held to take into account the characteristics of individual sites so that in the event of a natural disaster or accident that disrupts business operations, we can ensure the safety of our employees and then recommence the supply of products promptly, minimizing impact on our customers and other stakeholders. In the fiscal year ended March 31, 2023, we conducted drills 482 times at 27 sites. We will

continue repeating these exercises to ensure the BCMS gains traction, as well as invigorating and enhancing our activities.

Thorough Quality Management

The LINTEC Group is advancing the acquisition of certification under ISO 9001, the international standard for a quality management system (QMS). We are unifying the previous quality assurance systems, which had been implemented by each business operation, into a single Group QMS, and we received certifications at 12 locations overseas. Furthermore, we are realizing rigorous quality management with daily inspections on the production front lines and, in addition, we continually carry out employee education targeting the maintenance and enhancement of quality and the prevention of quality-related issues. This education is provided for people working in production or sales. Also, with the cooperation of suppliers, we are making sure to control quality issues resulting from materials by stabilizing the quality of procured materials. When comparing major quality incidents by year, the fiscal year ended March 31, 2011, is set as 100 in an index of major quality incidents, and we reduced the level of the index to 31 in the fiscal year ended March 31, 2023. We construct and actualize management systems that enable us to take swift action if a quality incident should occur, collecting information, analyzing causes, and working toward preventing a recurrence. This framework is in place in Japan and overseas.

Percentage of Quality Incidents versus FY2011



Fair Transactions

The basic policy of the LINTEC Group is to conduct fair and transparent transactions with suppliers based on the principle of free competition. We conduct procurement activities in compliance with laws and social norms. In addition, we ask suppliers to consistently implement CSR activities from multiple perspectives, including respect for human rights, occupational health and safety, information security, and corporate ethics. In the fiscal year ended March 31, 2023, we continued working to maintain and strengthen partnerships and to promote CSR procurement. Through the distribution of a questionnaire, we evaluated major suppliers in such areas as management, labor, service, business continuity plans (BCPs), and overseas response.

A Message from the Executive General Manager, General Affairs & Human Resources Div.

In the fiscal year ended March 31, 2023, we promoted personnel system reforms in collaboration with the new Diversity & Work Style Reform Promotion Subcommittee. In addition to raising the mandatory retirement age to 65, prior to April 2023 we introduced postpartum paternity leave in an effort to raise the percentage of male employees taking childcare leave. We made progress on various other themes, as well, such as promoting the employment of people with disabilities, launching a career return system that enables us to rehire ready-to-work personnel who had left the Company, and introducing a succession plan to cultivate our management team. We conducted an employee survey at our locations in Japan to further promote personnel system reform from the perspective of human capital management. By assessing employee engagement, we aim to identify issues and improve our organization, thereby enhancing competitiveness and augmenting corporate value. This fiscal year, we will focus on initiatives such as expanding mandatory retirement at 65 to Group companies in Japan, introducing digital tools to utilize human resource data in our management strategies, and implementing succession plans at our overseas locations.

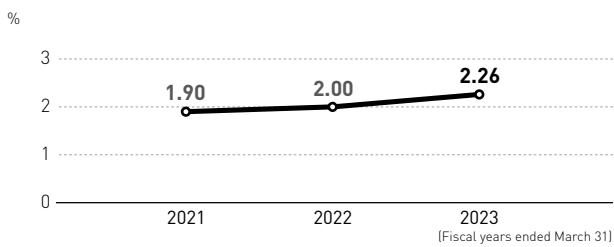
Tsunetoshi Mochizuki

Director, Senior Managing Executive Officer
Executive General Manager,
General Affairs &
Human Resources Div.

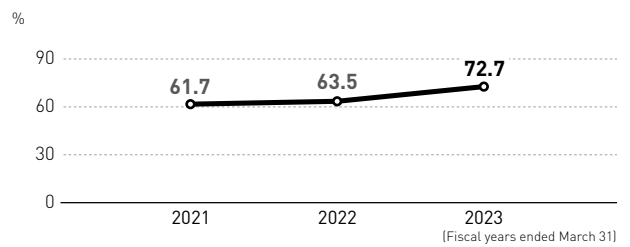


Social data

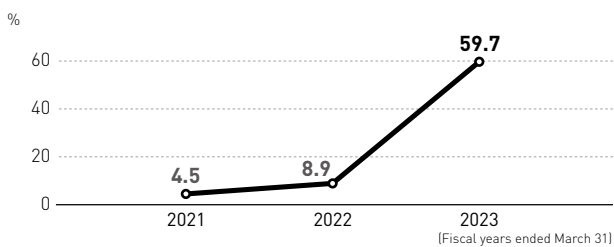
Employment Rate for People with Disabilities*1



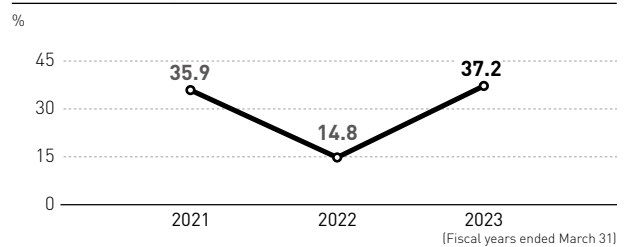
Percentage of Paid Leave Taken*1



Percentage of Men Taking Childcare Leave*1, *2



Percentage of Women among New Hires at the Head Office (Graduates from a Junior College or Vocational School/ Technical College/University/Graduate School)*3



*1 Scope: LINTEC Corporation

*2 In the fiscal year ended March 31, 2023, these men took an average of 38 days of childcare leave.

*3 Scope: LINTEC Corporation (regular employees only)

Evaluation of the Effectiveness of the Board of Directors

Once each year, LINTEC conducts an annual survey of all directors on their evaluation of the effectiveness of the Board of Directors through questionnaires and open-ended questions. This evaluation was performed most recently in April 2023. We used a third-party governance survey, with a view to further improving the effectiveness of the Board of Directors. The survey identified “items for which the Company received low marks compared with target company groups (corporate groups in the materials or chemical industries, with market capitalization of ¥500 billion or more, and a 30% or higher foreign shareholder ratio)” as a suggested area for initiatives, and we proceeded by asking the Board members for their opinions on this item. The results obtained were analyzed and evaluated, and issues were identified by the representative directors, and those that should be prioritized in the current fiscal year were considered. Following a review, we have set our priorities for the current fiscal year: work to improve earnings, cultivate the management team from a long-term perspective, and introduce sustainability and ESG performance elements in the remuneration of corporate officers. We plan to continue discussing these matters throughout the year and implementing necessary measures. Following a series of processes, the Company’s independent outside directors have expressed the opinion that the content of the questionnaire and the evaluation process were reasonable and that rational and numerous measures were being developed. Based on this evaluation, we will continue working to further enhance the environment to improve the effectiveness of the Board of Directors.

Content of Key Deliberations by the Board of Directors (Including the Business Deliberation Council) in the Fiscal Year Ended March 31, 2023

Discussion related to management strategies and plans

Monitoring of market trends, revision of earnings forecasts, etc.

Discussion related to sustainability

Response to the disclosure of information related to sustainability (human capital management, the TCFD), etc.

Discussion related to corporate governance

Report evaluating the Board of Directors’ effectiveness and consideration of measures, etc.

Discussion related to business risks

Group internal audit reports, Group company risk monitoring reports, etc.

Discussion related to important investment projects and individual businesses

Review of business profit improvement plans, consideration of R&D investment in new products, revision of certain U.S. businesses, etc.

Discussion related to human capital

Deliberation on current and future initiatives regarding human capital management, implementation of an employee survey, review of succession plans, base salary increases, etc.

Note: The Business Deliberation Council convenes to ensure sufficient discussion on important management issues before the submission of agenda items to the Board of Directors.

Changes in Corporate Governance

| | 1990– | 2010– | 2020– |
|---|--|---|--|
| Organizational Structure | <ul style="list-style-type: none"> ■ 1990 Formed the LINTEC Corporation as a company with an audit and supervisory board | <ul style="list-style-type: none"> ■ 2015 Transitioned organizational structure to a company with an audit and supervisory committee | |
| Separation of Management and Execution | | <ul style="list-style-type: none"> ■ 2011 Introduced an executive officer system | |
| Governance | | <ul style="list-style-type: none"> ■ 2016 Implemented the evaluation of the effectiveness of the Board of Directors | |
| Outside Directors | <ul style="list-style-type: none"> ■ 2004 Appointed an outside director ■ 2008 Appointed an independent outside director | <ul style="list-style-type: none"> ■ 2015 Increased the number of outside directors (from two to four) | <ul style="list-style-type: none"> ■ 2021 Increased the number of outside directors (from four to five) |
| Independent Outside Directors | <ul style="list-style-type: none"> ■ 2008 Increased the number of outside directors (from one to two) | <ul style="list-style-type: none"> ■ 2015 Increased the number of independent outside directors (from one to two) | <ul style="list-style-type: none"> ■ 2020 Increased the number of independent outside directors (from two to three) ■ 2021 Increased the number of independent outside directors (from three to four) |
| Committees, etc. | | <ul style="list-style-type: none"> ■ 2018 Established the Corporate Governance Committee (two independent outside directors participate) | <ul style="list-style-type: none"> ■ 2021 Augmented the Corporate Governance Committee (all independent outside directors participate) ■ 2021 Established the Sustainability Committee (all outside directors participate) ■ 2021 Renamed the Corporate Governance Committee as the Nomination and Compensation Committee |

Director Diversity

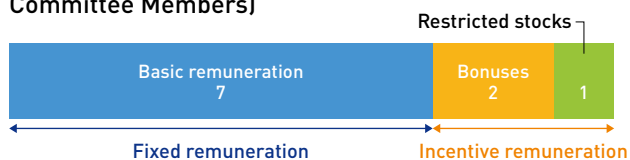
| Name | Attribute | Corporate management, management strategy, SDGs | Production, technology, research, IT | Sales, marketing | Finance, accounting, capital policy, M&As | Audit | Human resources, labor, human resource development | Legal affairs, risk management | Global experience | Knowledge of other business |
|---|--|---|--------------------------------------|------------------|---|-------|--|--------------------------------|-------------------|-----------------------------|
| Directors | | | | | | | | | | |
| Akihiko Ouchi | | ● | ● | ● | ● | | | | ● | |
| Makoto Hattori | | ● | ● | ● | ● | | | | ● | |
| Tsunetoshi Mochizuki | | ● | | | | | ● | ● | | |
| Takeshi Kaiya | | ● | | ● | | | | | ● | |
| Yoichi Shibano | | ● | | | ● | | | | ● | |
| Hiroyuki Matsuo | | ● | ● | | | | | | ● | |
| Akira Sebe | Outside Director | ● | ● | | | | | | ● | ● |
| Satoshi Ohoka | Independent Director Outside Director | ● | | | ● | ● | | | ● | ● |
| Akiko Okushima | Independent Director Outside Director | ● | ● | ● | | | | | ● | ● |
| Directors Serving as Audit & Supervisory Committee Members | | | | | | | | | | |
| Masaaki Kimura | | | | | ● | ● | | ● | | |
| Kanako Osawa | Independent Director Outside Director | | | | ● | ● | | ● | ● | ● |
| Shigeru Sugimoto | Independent Director Outside Director | ● | | | ● | ● | | | ● | ● |

* The above table does not indicate all of the knowledge of each director.

Remuneration of Corporate Officers

The Company's basic policy is to set the amount of remuneration for directors and its calculation method at an appropriate level based on the directors' position and responsibilities within the maximum amount determined by the General Meeting of Shareholders. In addition, in order to enhance objectivity and transparency in the evaluation of directors (excluding outside directors and Audit & Supervisory Committee members) and the determination of their compensation, the Nomination and Compensation Committee provides advice and suggestions in consultation with the Board of Directors.

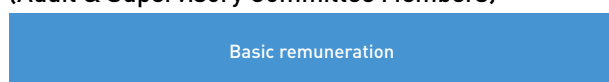
Remuneration System for Directors (Excluding Outside Directors and Audit & Supervisory Committee Members)



Remuneration System for Outside Directors (Excluding Audit & Supervisory Committee Members)



Remuneration System for Directors (Audit & Supervisory Committee Members)



Total Remuneration by Corporate Officer Type

| Corporate officer type | Total remuneration | Total remuneration by type | | | Number of people receiving remuneration |
|---|--------------------|----------------------------|---------|-------------------|---|
| | | Basic remuneration | Bonuses | Restricted stocks | |
| Directors (excluding Audit & Supervisory Committee members and outside directors) | 289 | 206 | 54 | 28 | 6 |
| Directors / Audit & Supervisory Committee members (excluding outside directors) | 21 | 21 | — | — | 1 |
| Outside officers | 44 | 44 | — | — | 5 |

Note: Basic remuneration is paid in cash as a fixed monthly amount. Bonuses are a short-term incentive remuneration, paid in cash, that reflect the evaluation of consolidated operating performance (consolidated net sales and consolidated operating income). Restricted stocks are shares provided a long-term incentive remuneration that motivates directors to contribute to share price appreciation and the enhancement of corporate value.

Status of Audits

At LINTEC, audits are performed by the Audit & Supervisory Committee, which is composed of directors who are Audit & Supervisory Committee members, the Audit Office, which is the Company's internal audit division, and the independent auditor. While utilizing the internal control system, the Audit & Supervisory Committee cooperates with the Audit Office and the independent auditor, receives the necessary reports, and conducts audits of the directors' business execution through such methods as exchanges of opinions. Each Audit & Supervisory Committee member supervises the directors in the execution of their duties by stating opinions and participating in resolutions through their voting rights at Board of Directors' meetings. The Audit Office regularly implements internal audits of divisions, work sites, plants, and affiliated subsidiaries. Accordingly, the Audit Office verifies that operational processes and results comply with the law and internal regulations. The Audit Office provides advance notice to the Audit & Supervisory Committee of a summary of internal auditing plans, audit items, and other details, and after internal audits are completed, reports all of the audit results to the Audit & Supervisory Committee. Ernst & Young ShinNihon LLC, which serves as the independent auditor, conducts audits via two certified public accountants and 47 assistants.

Risk Management

To reinforce its risk management system, in April 2018 the LINTEC Group established the Corporate Risk Management Committee, which comprises executive general managers of each division and general managers of each organization that report directly to the president, and the committee meets regularly. In April 2021, we revamped and strengthened our structure for promoting sustainability activities. We redefined the committee's purpose as "ascertaining business risks and opportunities, formulating policies to address them, and incorporating them into the organization and verifying them." The committee evaluates and analyzes various risks, including items related to sustainability, based mainly on the issues recognized by committee members and the results of risks identified annually by managers and others. Results are reported on a quarterly basis to the Sustainability Committee for instructions on actions to be taken.

Risk Management System



Capital Tie-Up Shares

The Company views the establishment and maintenance of stable, long-term relationships with business partners as a matter of importance. For this reason, shares of business partners are held strategically based on a comprehensive evaluation of factors such as the Company's business relationship with the partner in question. The Company only acquires such shares when increasing trust and coordination with the business partner is judged as an effective means of mutually raising corporate value. Every February or March, the Board of Directors reviews the appropriateness of holding all capital tie-up shares, taking into consideration the necessity of business relationships and other factors for each individual issue. On shareholdings for which the rationale for holding cannot be confirmed, we proceed with actions such as downsizing our holdings, based on dialogue with the issuing company. In exercising voting rights, in regard to proposals made by business partners, the Company comprehensively considers whether or not a proposal will contribute to improved shareholder value.

Number of Issues of Capital Tie-Up Shares and Amount Recorded on Balance Sheet

(Millions of yen)

| | Number of issues (issues) | Total amount recorded on balance sheet |
|-----------------------------------|---------------------------|--|
| Unlisted shares | 13 | 83 |
| Shares other than unlisted shares | 23 | 1,921 |

Takeover Defense Measures

The Company has not introduced takeover defense measures. However, in regard to persons who are engaging in or aim to engage in a large-scale purchase of the Company's stock, the Company will act from the perspective of securing its corporate value and the common interests of its shareholders. From that perspective, the Company will request that persons who are engaging in or aim to engage in a large-scale purchase provide necessary and sufficient information to allow the shareholders to appropriately determine the pros and cons of the large-scale purchase in accordance with relevant laws and regulations. At the same time, the Company will disclose the opinions of the Board of Directors and endeavor to secure the necessary time and information for the shareholders to consider such large-scale purchase. Further, if it is rationally judged that there is a risk of damage to the Company's corporate value and the common interests of shareholders unless timely defensive measures are implemented to address a largescale purchase, the Company will endeavor to secure its corporate value and the common interests of its shareholders, as an obvious obligation of the Board of Directors entrusted with management of the Company by its shareholders, by promptly deciding the content of the concrete measures deemed most appropriate at the time in accordance with the relevant laws and regulations and executing such measures.

Please see the investor relations section of our website for further details on corporate governance.
www.lintec-global.com/ir/management/governance.html



Messages from Independent Outside Directors

As part of its ongoing efforts to reinforce corporate governance, the Company maintains the ratio of independent outside directors on its Board of Directors at one-third. At the General Meeting of Shareholders in June 2023, Satoshi Ohoka, Akiko Okushima, Kanako Osawa, and Shigeru Sugimoto were reappointed as outside directors. We asked them, including Mr. Sugimoto, who was newly appointed to the Audit & Supervisory Committee, to evaluate the Company's management and governance and talk about the initiatives they expect from the Company to improve in this regard, as well as to share their thoughts about their roles.



Shigeru Sugimoto
Outside Director /
Audit & Supervisory
Committee Member

I would like to help the Company improve its market reputation by offering appropriate advice on management strategies.

At the Company's management meetings, detailed numerical data is reported for each location and business, and I feel there is active discussion on the current status of capital costs and profitability, and on how to achieve our goals. The Company has increased opportunities for self-study, including officer training, and engages in initiatives that demonstrate a proactive stance toward sustainability.

As a certified public accountant, I offer advice on corporate acquisitions and restructuring deals, particularly with respect to the appropriate valuation of target companies. In addition, I have sought to use my knowledge of corporate accounting and tax law to guide discussions concerning cost accounting, the setting of key performance indicators, performance-based compensation, and other issues. To enhance corporate value, the Company must optimize its business portfolio and allocate management resources toward capital expenditures, R&D expenses, and investments in human resources. I hope to continue contributing to the Company's efforts to achieve steady growth through appropriate risk-taking.

I believe the Company's excellent management strategies have yet to be fully reflected in its stock market valuation; we may thus need to engage more proactively to communicate information engage in dialogue with shareholders and investors. I also intend to help overcome this issue by providing advice on management strategies from a financial perspective.

| | |
|-------------------------|--|
| Satoshi Ohoka | In 1975, joined the former Japan Development Bank. Worked in guidance policy finance, including as deputy director general of the now Development Bank of Japan. In addition, has worked in such positions as professor at Nihon University and has engaged in educational research at a number of universities. Became an outside director of the Company in 2012 and an outside director (Audit & Supervisory Committee member) in 2015. Since 2018, has worked concurrently as chair of the Company's Corporate Governance Committee (now the Nomination and Compensation Committee). Reappointed as outside director of the Company in 2023. |
| Akiko Okushima | 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. In 2021, joined the Company's Nomination and Compensation Committee. |
| Kanako Osawa | Certified as an attorney and joined Kajitani Law Offices in 1998. Admitted to practice law in the State of New York, U.S., in 2005. Involved in corporate law in Japan and overseas. Became an outside director of the Company (Audit & Supervisory Committee member) in 2015. Since 2018, has worked concurrently as a member of the Company's Corporate Governance Committee (now the Nomination and Compensation Committee). |
| Shigeru Sugimoto | Joined Housing and Urban Development Corporation (currently Urban Renaissance Agency) in 1982. Joined Showa Ota & Co. (currently Ernst & Young ShinNihon LLC) in 1985. Established Sakura & Co. (currently Crowe Sakura & Co.) in 1988. Provides consulting services as a certified public accountant for M&A and business restructuring and reorganization. Was appointed as an outside director of the Company in 2021 and also became a member of the Nomination and Compensation Committee. In 2023, was appointed an outside director of the Company (Audit & Supervisory Committee member). |

I give the Company high marks for providing more opportunities for participation in management and enhanced discussions at meetings of the Board of Directors.

I am entering my 12th year as an outside director of the Company. During my tenure, the Company has promoted efforts to reinforce its governance structure by reducing the number of directors and increasing the number of independent outside directors on the Board. In addition to meetings of the Board of Directors, outside directors now have many opportunities to participate in meetings and committees, including management meetings, the Nomination and Compensation Committee, the Sustainability Committee, and the Internal Control Committee, allowing us to actively contribute to the management of the Company. To complement the discussions held by the Board of Directors on significant topics such as M&A deals, the Company has established the Business Deliberation Council. This body has proven to be highly effective in ensuring sufficient deliberation takes place.

To enhance the corporate value of the Company—a manufacturer that supports society in a wide range of industries—I think LINTEC needs to hone its strengths. Specifically, I hope to see the Company further reinforce its corporate structure through innovation and work actively to create new products and businesses. Leveraging my understanding of policy finance and experience as an outside director of other companies, I look forward to contributing toward the Company's development.

I hope to contribute to operational reforms and enhanced corporate value by leveraging IT.

At meetings of the Board of Directors, information is shared appropriately, and outside directors are encouraged to offer opinions. This creates an atmosphere conducive to easily asking questions. I also appreciate that the Board of Directors is using a PDCA cycle to enhance its effectiveness. Joining the Sustainability Committee has helped me understand the environmental, social, and governance (ESG) issues the Company faces, as well as the improvement efforts that are underway. My impression is that the Company is working proactively on this front, such as by introducing a retirement age of 65, promoting teleworking during the COVID-19 pandemic, and implementing work-style reforms.

Utilizing customer purchasing data for marketing purposes is my forte, so I have focused on providing insight on how the Company might take advantage of digital transformation (DX), while also speaking from the perspective of the end consumer. I have shared examples from the retail industry and consumer goods manufacturers to illustrate these points. Despite an operating environment that is currently challenging due to high raw material and fuel prices and a downturn in the electronics market, I believe now is the time to demonstrate the true value of LINTEC SUSTAINABILITY VISION 2030 (LSV 2030). I hope to help enhance corporate value by leveraging my expertise, using IT to transform business processes, and building strong customer relationships, taking the entire supply chain into consideration.

I aim to use my knowledge of the legal profession to meet the Company's expectations.

The Company works to ensure that the agenda is designed to allow for deliberation based on knowledge of background circumstances, by providing outside directors with advance copies of Board of Directors' meeting materials, by establishing the Business Deliberation Council, and by holding monthly management meetings where department heads gather to provide analyses of their businesses. In both cases, I think outside directors' questions are answered in good faith. The system thus seems to be functioning well. We believe outside directors could provide even more value by taking part in business planning and deliberations about the product portfolio.

With society changing at a dizzying pace, management teams often find themselves having to make quick decisions in response to challenging problems. Moreover, companies' sense of responsibility is growing with regard to the need to more effectively address environmental considerations and other social needs. LINTEC shows its respect for outside directors' opinions when making a variety of decisions, and this encourages me to meet the Company's expectations. Going forward, I intend to use my expertise as an attorney to enhance the Board of Directors' effectiveness and strengthen its oversight function.

Satoshi Ohoka
Outside Director



Value Creation

Akiko Okushima
Outside Director



Value Creation Strategy

Sustainability

Kanako Osawa
Outside Director /
Audit & Supervisory
Committee Member



Financial and Other Information

Corporate Officers (As of June 22, 2023)

Representative Director, Chairman and CEO

Akihiko Ouchi (Date of Birth: Jan. 2, 1945)



Mar. 1967 Joined the Company
Apr. 1994 Manager, Nagoya Branch Office
Jun. 2000 Director, Plant Manager, Tatsuno Plant, Production Div.
Jun. 2004 Representative Director, President
Apr. 2014 Representative Director, Chairman and CEO (current position)

Attendance at the meetings of the Board of Directors:
14/14 meetings (FY2023)

Representative Director, President, CEO and COO

Makoto Hattori (Date of Birth: Oct. 12, 1957)



Apr. 1980 Joined the Company
Apr. 2014 Executive Officer, Executive General Manager, Advanced Materials Operations, Business Administration Div.
Jun. 2015 Director, Executive Officer, Executive General Manager, Advanced Materials Operations, Business Administration Div.
Apr. 2017 Director, Managing Executive Officer, Executive General Manager, Business Administration Div.
Apr. 2020 Representative Director, President, CEO and COO (current position)

Attendance at the meetings of the Board of Directors:
14/14 meetings (FY2023)

Director, Senior Managing Executive Officer

Tsunetoshi Mochizuki (Date of Birth: May 12, 1958)



Jan. 1983 Joined the Company
Jun. 2011 Executive Officer, Executive General Manager, General Affairs & Human Resources Div., General Manager, General Affairs & Legal Dept. and Human Resources Dept.
Jun. 2015 Director, Managing Executive Officer, Executive General Manager, General Affairs & Human Resources Div.
Apr. 2020 Director, Senior Managing Executive Officer, Executive General Manager, General Affairs & Human Resources Div. (current position)

Attendance at the meetings of the Board of Directors:
14/14 meetings (FY2023)

Director, Senior Managing Executive Officer

Takeshi Kaiya (Date of Birth: Nov. 19, 1961)



Apr. 1984 Joined the Company
Apr. 2017 Executive Officer, Executive General Manager, Advanced Materials Operations, Business Administration Div.
Apr. 2020 Managing Executive Officer, Executive General Manager, Business Administration Div.
Jun. 2020 Director, Managing Executive Officer, Executive General Manager, Business Administration Div.
Apr. 2023 Director, Senior Managing Executive Officer, Executive General Manager, Business Administration Div. (current position)

Attendance at the meetings of the Board of Directors:
14/14 meetings (FY2023)

Director, Managing Executive Officer

Yoichi Shibano (Date of Birth: Nov. 14, 1963)



Apr. 1987 Joined the Company
Mar. 2015 Director, LINTEC ASIA PACIFIC REGIONAL HEADQUARTERS PRIVATE LIMITED (seconded)
Apr. 2018 Executive Officer, Executive General Manager, Administration Div., and General Manager, Finance & Accounting Dept.
Apr. 2021 Senior Executive Officer, Executive General Manager, Administration Div., and General Manager, Finance & Accounting Dept.
Jun. 2021 Director, Senior Executive Officer, Executive General Manager, Administration Div., and General Manager, Finance & Accounting Dept.
Jun. 2023 Director, Managing Executive Officer, Executive General Manager, Administration Div. (current position)

Attendance at the meetings of the Board of Directors:
14/14 meetings (FY2023)

Director, Managing Executive Officer

Hiroyuki Matsuo (Date of Birth: Mar. 7, 1960)



Apr. 1982 Joined the Company
Apr. 2014 President, LINTEC KOREA, INC. (seconded)
Apr. 2017 Executive Officer, Plant Manager, Agatsuma Plant, Production Div.
Oct. 2022 Executive Officer, Deputy Executive General Manager, Production Div.
Apr. 2023 Managing Executive Officer, Executive General Manager, Production Div., and in charge of Quality Assurance Div. and Environment & Safety Div.
Jun. 2023 Director, Managing Executive Officer, Executive General Manager, Production Div., and in charge of Quality Assurance Div. and Environment & Safety Div. (current position)

Attendance at the meetings of the Board of Directors:
14/14 meetings (FY2023)

Outside Director

Akira Sebe (Date of Birth: Dec. 12, 1965)



Apr. 1988 Joined Jujo Paper Co., Ltd.
Jun. 2020 Executive Officer, Raw Material & Purchasing Div., Nippon Paper Industries Co., Ltd.
Jun. 2021 Outside Director of the Company (current position)
Jun. 2021 Executive Officer, General Manager, Corporate Planning Div., in charge of Subsidiaries and Affiliated Companies and International Business Div., Nippon Paper Industries Co., Ltd. (current position)

Attendance at the meetings of the Board of Directors:
14/14 meetings (FY2023)

Outside Director

Satoshi Ohoka (Date of Birth: Apr. 24, 1951)

Independent Director



Apr. 1975 Joined Japan Development Bank (currently Development Bank of Japan)
Apr. 2003 Professor, Nihon University, Advanced Research Institute for the Sciences and Humanities; Lecturer, Chuo University, Graduate School of Commerce
Jun. 2006 Outside Director, Ryobi Limited (current position)
Jun. 2012 Outside Director of the Company
Jun. 2015 Outside Director / Audit & Supervisory Committee Member of the Company
Jun. 2023 Outside Director of the Company (current position)

Attendance at the meetings of the Board of Directors:
14/14 meetings (FY2023)

Outside Director

Akiko Okushima (Date of Birth: Feb. 1, 1958) Independent Director



Apr. 1981 Joined IBM Japan, Ltd.
Mar. 2001 Representative Director and President, JBtoB CO., LTD. (current position)
Jun. 2020 Outside Director of the Company (current position)

Attendance at the meetings of the Board of Directors:
14/14 meetings (FY2023)

Director / Audit & Supervisory Committee Member

Masaaki Kimura (Date of Birth: Oct. 9, 1961)



Mar. 1988 Joined the Company
Apr. 2006 General Manager, Audit Office
Oct. 2012 General Manager, General Affairs & Legal Dept., General Affairs & Human Resources Div.
Apr. 2021 Chief Project Manager, General Affairs & Human Resources Div.
Jun. 2021 Director / Audit & Supervisory Committee Member of the Company (current position)

Attendance at the meetings of the Board of Directors:
14/14 meetings (FY2023)

Attendance at the meetings of the Audit & Supervisory Committee:
13/13 meetings (FY2023)

Outside Director / Audit & Supervisory Committee Member

Kanako Osawa (Date of Birth: Dec. 22, 1970) Independent Director



Apr. 1998 Certified as an Attorney, joined Kajitani Law Offices (to present)
Oct. 2005 Admitted to practice law in the State of New York, U.S.
Jun. 2015 Outside Director / Audit & Supervisory Committee Member of the Company (current position)
Jun. 2021 Outside Director, TPR Co., Ltd. (current position)
Mar. 2022 Outside Audit & Supervisory Board Member, Otsuka Holdings Co., Ltd. (current position)
Jun. 2022 Outside Audit & Supervisory Board Member, Toshiba Tec Corporation (current position)

Attendance at the meetings of the Board of Directors:
14/14 meetings (FY2023)

Attendance at the meetings of the Audit & Supervisory Committee:
13/13 meetings (FY2023)

Outside Director / Audit & Supervisory Committee Member

Shigeru Sugimoto (Date of Birth: Oct. 12, 1958) Independent Director



Apr. 1982 Joined Housing and Urban Development Corporation (currently Urban Renaissance Agency)
Jul. 1988 Representative, Sakura & Co. (currently Crowe Sakura & Co.) (current position)
Feb. 1989 Registered as a Certified Public Accountant
Dec. 1995 Representative Member, Sakura Audit Corporation (currently Sakura LLC)
Jun. 2021 Outside Director of the Company (current position)
Jul. 2021 Representative, Sakura & Co. (current position)
Jun. 2023 Director / Audit & Supervisory Committee Member of the Company (current position)

Attendance at the meetings of the Board of Directors:
14/14 meetings (FY2023)

Attendance at the meetings of the Audit & Supervisory Committee:
—

Managing Executive Officers

Tatsuya Tsukida

Executive General Manager, Procurement Div.

Toshimi Sugaya

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

Masaaki Yoshitake

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

Kinya Mochida

Deputy Executive General Manager, Business Administration Div. and Executive General Manager, Advanced Materials Operations, and General Manager, Business Planning Dept.

Yoshihisa Mineura

Executive General Manager, Research & Development Div.

Executive Officers

Naoshi Nishikado

General Manager, Corporate Strategic Office

Satoru Shoshi

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

Hideo Senoo

Deputy Executive General Manager, Research & Development Div. and General Manager, Research Center

Hideki Miyake

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

Naoki Yamamoto

Plant Manager, Kumagaya Plant, Production Div.

Satoshi Aoki

Executive General Manager, Fine & Specialty Paper Products Operations, Business Administration Div.

Hideki Numazawa

Plant Manager, Agatsuma Plant, Production Div.

Hidetaka Kawakami

Plant Manager, Tatsuno Plant, Production Div.

Daisuke Kii

Plant Manager, Mishima Plant, Production Div.

Keita Kimura

Executive General Manager, Osaka Branch Office, Business Administration Div., in charge of Western Japan

External Evaluations

Inclusion in ESG Indexes

We have been selected as a constituent of the ESG index adopted by Japan's Government Pension Investment Fund (GPIF) (as of September 30, 2023).

FTSE Blossom Japan Sector Relative Index



**FTSE Blossom
Japan Sector
Relative Index**

This index, which is prepared by FTSE Russell of the U.K., includes Japanese companies selected for superior ESG performance.

S&P/JPX Carbon Efficient Index



Prepared by S&P Dow Jones Indices of the U.S. and the Japan Exchange Group, this index is made up of companies that excel in environmental information disclosure and carbon efficiency.

MSCI Japan Empowering Women (WIN) Select Index

**2023 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)**

This index, created by MSCI of the U.S., selects companies for outstanding gender diversity.

MSCI Japan ESG Select Leaders Index

**2023 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX**

Compiled by MSCI of the U.S., this index selects companies for superior ESG performance.

THE INCLUSION OF LINTEC Corporation IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF LINTEC Corporation BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

Morningstar Japan ex-REIT Gender Diversity Tilt Index

MORNINGSTAR GenDi J

Japan ex-REIT Gender Diversity
Tilt Index

TOP CONSTITUENT 2023

Companies selected by Morningstar of the U.S. that stand out for their gender diversity initiatives.

Ratings

| | |
|------------------|--|
| Long-term bonds | Rating and Investment Information, Inc. (R&I): A |
| | Japan Credit Rating Agency, Ltd. (JCR): A+ |
| Short-term bonds | R&I: a-1 |
| | JCR: J-1 |

Website Awards

- **Daiwa Investor Relations Co., Ltd.**

2022 Internet IR Awards

Excellence Award



- **Nikko Investor Relations Co., Ltd.**

Fiscal 2022 All Japanese Listed Companies'

Website Ranking

AAA Website (Overall Ranking)

- **BroadBand Security, Inc.**

Gomez IR Site Ranking 2022

Gold Prize (23rd)

Gomez ESG Site Ranking 2022

Excellent Company (36th)

