

LINTEC Integrated Report

LINTEC Integrated Report

2026

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Forward-Looking Statements
This report includes forward-looking statements, such as forecasts of business results, based on information currently held and assumptions that have been judged as reasonable by the Company. The Company cannot guarantee the accuracy of these statements or definitively assure the realization of future numerical targets and policies. Actual business results, etc., may vary due to various factors.

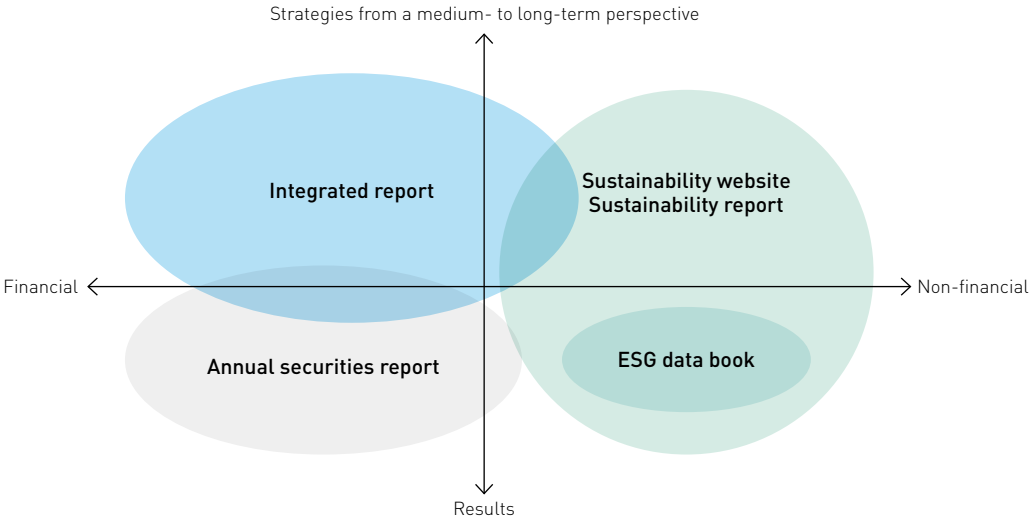
Scope of Reporting

Organizations Covered
LINTEC Corporation and its Group companies in Japan and overseas

Target Audience
All stakeholders, with a focus on shareholders and investors

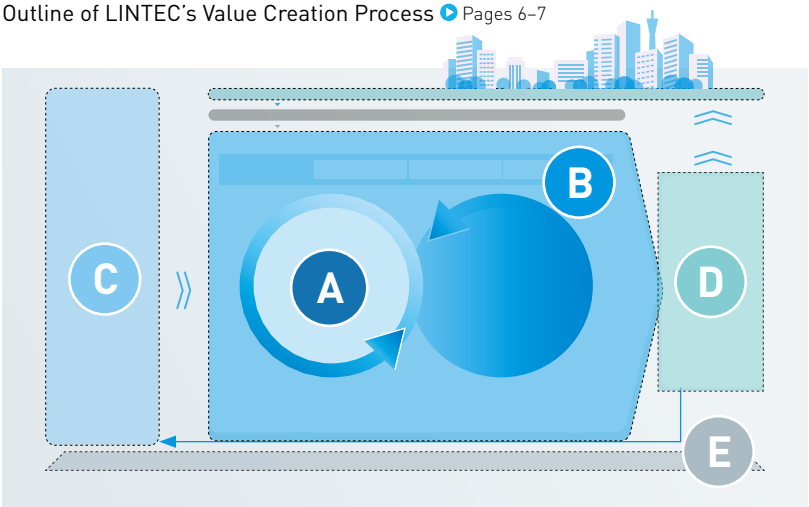
Reporting Period
This report covers the period from April 1, 2025 to March 31, 2026. However, some of the information includes content from April 1, 2026 onward.

LINTEC's Main Information Disclosure Tools and Their Positioning



How to Read *LINTEC Integrated Report 2026*

Outline of LINTEC's Value Creation Process Pages 6–7



A Message from the President

Pages 8–13

Since its establishment, LINTEC has sincerely addressed social issues and customer needs, inspired by the values exemplified by its company motto: "Sincerity and Creativity." LINTEC will continue to be a reliable company that is chosen by its customers by being their most important and strongest supporter.

A Values and Continuously Refined Strengths	The spirit of "Sincerity and Creativity," our company motto, lies at the core of our business activities. This spirit embodies our starting point as a manufacturing company that seeks to serve society and bring joy in every era. These values and a unique competitive edge that is centered on integrating sales, R&D, and production have become the core of our sustainable value creation.	▶ Company Motto ▶ Source of Our Value Creation ▶ Roundtable Between Three Executive General Managers—Continuous Growth That Opens Up the Path to Further Integration	Page 2 Pages 4–5 Pages 38–41
B Growth Strategies and Business Activities Capitalizing on Our Strengths	With "values and continuously refined strengths" as our cornerstone, we have positioned our long-term vision, medium-term business plan, and material issues—formulated based on social issues and market needs—as growth strategies. Connecting such strategies with business activities characterized by the three-way integration of sales, research, and production creates a virtuous cycle, enabling us to realize sustainable value creation. Our long-term vision clarifies our financial indicators, including operating profit margin and return on equity (ROE).	▶ A Message from the President ▶ Overview of Long-Term Vision LSV 2030 ▶ Material Issues ▶ Financial Strategy: A Message from the CFO ▶ Key Measures Aimed at Business Transformation and Growth Acceleration ▶ Business Strategy	Pages 8–13 Pages 14–15 Pages 16–17 Pages 18–21 Pages 22–29 Pages 30–35
C Management Capitals	Our management capitals, the source of our competitive advantage, are further strengthened through the implementation of our growth strategies and business activities. Through sustainability management, we are making efforts to maintain and strengthen our management capital through integration with our business activities.	▶ Financial Strategy: A Message from the CFO ▶ Overview of Management Capitals ▶ R&D and Intellectual Property Strategy ▶ Production Strategy ▶ Human Resource Strategy ▶ DX Strategy ▶ Sustainability Strategy ▶ Environment ▶ Society	Pages 18–21 Pages 36–37 Pages 42–44 Page 45 Pages 46–47 Pages 48–49 Pages 50–51 Pages 52–55 Pages 56–58
D Vision	Through business activities with a focus on "values and continuously refined strengths" and "growth strategies and business activities capitalizing on our strengths," we aim to realize sustainable enhancement of corporate value in line with increasing capital efficiency, by balancing the achievement of a sustainable society and the sustainable growth of our business.	▶ Overview of Long-Term Vision, LSV 2030 ▶ Material Issues	Pages 14–15 Pages 16–17
E Governance	Governance regulates the overall value creation cycle in the above four sections and underpins their effectiveness. Through the supervisory functions of the Board of Directors and the checks and balances provided by outside directors, we promote management that is conscious of cost of capital and optimization of our business portfolio, supporting the realization of sustainable enhancement of corporate value.	▶ Governance ▶ Messages from Independent Outside Directors	Pages 59–63 Pages 64–65

Editorial Policy

Our integrated reports are intended to enable stakeholders, including shareholders and investors, to better understand the LINTEC Group, which aims to achieve sustainable growth and contribute to the realization of a sustainable society through its business activities. With reference to various guidelines, our reports introduce not only business results and financial information but also intangible assets that are not included in the financial statements, such as our human capital and technological development capabilities built over many years. In addition to placing particular emphasis on a path for value creation that capitalizes on the Group's strengths and on the connectivity of information across the report as a whole in a continuation from last year, *LINTEC Integrated Report 2026* features expanded content that addresses many questions we have received from investors. This report includes special features that introduce medium- to long-term growth strategies and a roundtable series that explains the structure that has integrated our sales, R&D, and production functions, which are LINTEC's strength and source of competitive edge. We hope that these enable readers to understand the LINTEC Group's mindset. Please refer to our website and sustainability report, which provide additional information that is not included in this report.

Guidelines Used as References

IFRS Foundation: International Integrated Reporting Framework
Ministry of Economy, Trade and Industry: Guidance for Collaborative Value Creation

価値協創ガイダンス
Guidance for Collaborative Value Creation

Company Motto



Sincerity and Creativity

Mission Statement

The company name LINTEC derives from "linkage" and "technology," two key components of our business philosophy, which emphasizes the importance of close relations, inside and outside the Company, and leading-edge R&D programs. By bringing these together to develop innovative solutions, we have established a reputation in Japan and overseas as a dynamic and reliable company that contributes to the prosperity of our stakeholders, to the growth of our industry, and to a brighter future for society as a whole. Underpinning all of our business activities is an unwavering emphasis on "Sincerity and Creativity," the twin values enshrined in our company motto.

For tomorrow we build today



About LINTEC

A Leading Company in Adhesive Products and Specialty Papers

Since our start as a manufacturer and seller of gummed tape for packaging in 1927, we have steadily evolved by expanding our business into a wide range of fields, including adhesive products and related equipment as well as specialty papers. This progress has been made possible by our ability to sensitively respond to the needs of the times and consistently deliver solutions through technological development. Even today, as social issues grow increasingly complex, we remain guided by our company motto, "Sincerity and Creativity," and will continue creating new value as a leading company across diverse industries.

Source of Our Value Creation

History of Value Creation

From Founding to Entry into Growth Business

1927
- Founding
- Launch of manufacture and sale of gummed tape for packaging

1960
- Launch of manufacture and sale of adhesive paper for printing
  Subsequent launch of manufacture and sale of adhesive film for printing

1972
- Launch of manufacture and sale of labeling machines

1986
- Launch of UV curable dicing tape and full-scale entry into semiconductor-related business

Second Period of Rebirth

1990
- Establishment of LINTEC Corporation through a three-company merger

FSK CORPORATION	Manufacture and sale of adhesive products, etc.
+	
SHIKOKU PAPER CO., LTD.	Manufacture and sale of specialty papers, release papers, etc.
+	
SOHKEN KAKO CO., LTD.	Manufacture and sale of adhesive papers, release films, etc.

↓

LINTEC Corporation

1991
- Full-scale entry into optical display-related business

Growth Phase

2000s
- Active promotion of business globalization by advancing creation and expansion of production and sales network focused on Asia

Growth Acceleration Phase

2016
- Acquisition of adhesive paper and film for printing manufacturer MACTAC AMERICAS, LLC and acceleration of business expansion in North American market

Please see our website for further details on our history.
www.lintec-global.com/about/history/

Strengths

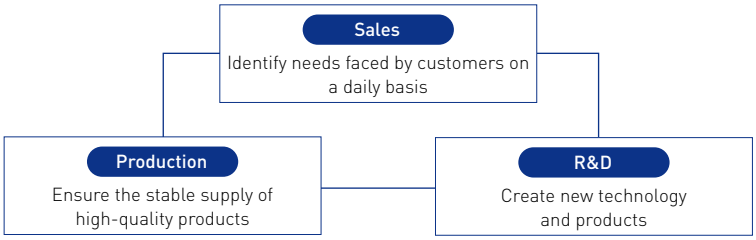
Ability to Accurately Identify Needs

We are able to move rapidly and precisely from identifying customer needs to production by integrating sales, R&D, and production capabilities.

(Fiscal year ended March 31, 2026)

New Product Sales Ratio 24.9%

Number of Exhibitions Attended in Japan and Overseas 46



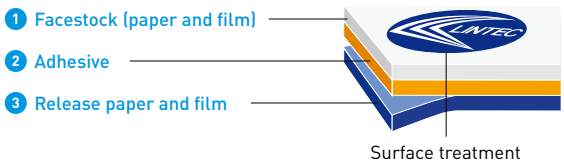
To accurately ascertain customer needs, researchers accompany sales representatives on client visits, and both sales and R&D personnel visit production sites to address challenges directly. By working together across all phases, from development to production to sales, we create unique value through a fully integrated, three-pronged approach.

Development of highly customized products at an early

Business model

Integrated Production of Adhesive Products and Comprehensive Proposals for Materials and Equipment

What most clearly sets LINTEC apart from competitors is its fully integrated production system for adhesive products and a business model based on its ability to provide comprehensive proposals that combine materials and equipment. As illustrated in the diagram below, adhesive products are composed of three layers: facestock material, adhesive agents, and release papers and films. At LINTEC, we not only develop and supply adhesive agents in-house but also handle the entire process for release papers, from manufacturing the base paper stage to performing surface treatment of the substrate. We also develop and manufacture related equipment designed to maximize the performance characteristics of adhesive materials. This enables us to respond precisely to customer needs and deliver highly customized, made-to-order products. This unique capability is the source of our competitive advantage.



02

Technological Development Capabilities

By integrating four technological pillars at a high level, we continue to deliver increasingly differentiated products.

(Fiscal year ended March 31, 2026)

Number of Products Developed 3,165

Number of Patents Held in Japan and Overseas 6,291

Four Core Technologies

Adhesive applications	Through the development of adhesives and substrates and the combination of related technologies, we are expanding the range of fields in which the basic functions of adhesive products, primarily adhesion and release, are utilized.
Surface improvement	Through the chemical and physical processing of the surfaces of paper and film, we are enhancing their characteristics and adding new functionality.
System development	Through the systemization of machinery and equipment and building high-level systems that draw on the distinctive characteristics of materials, we are providing advanced solutions.
Specialty paper and release materials production	We use original papermaking technologies and coating, impregnation, and laminating technologies to develop special function paper and high-value-added materials that transcend traditional concepts of paper.



Adhesive products for labels



Semiconductor-related adhesive tape

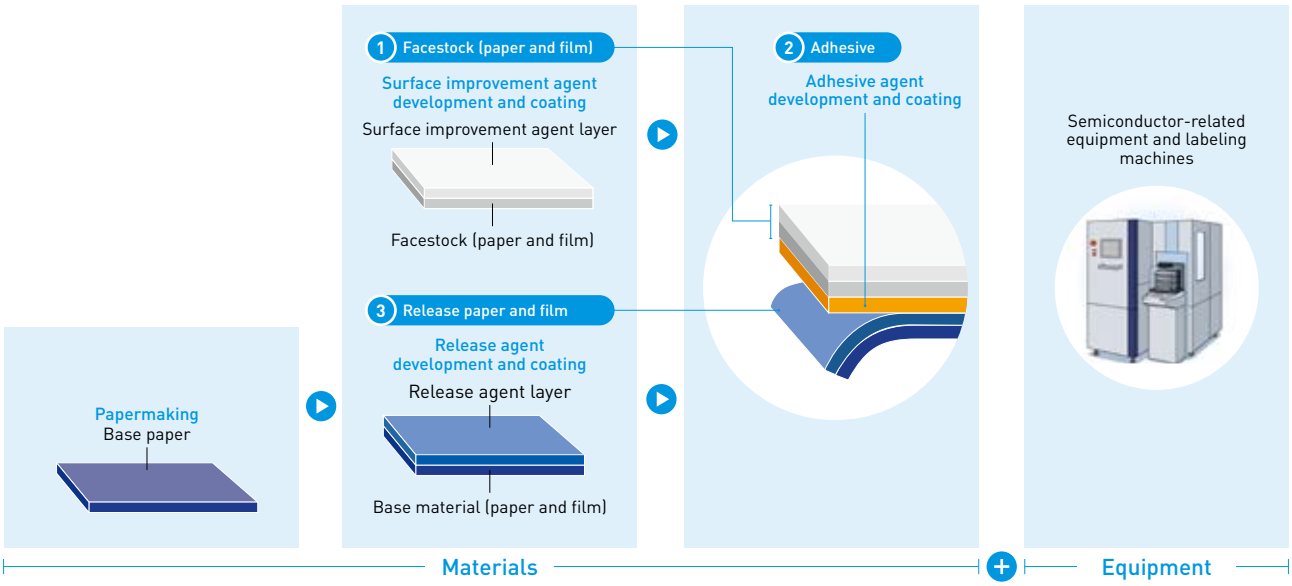


Oil-resistant paper

stage and establishment of a strong and diverse customer base built on trust

Integrated Production Structure for Adhesive Products / Total Solutions for Materials and Equipment

Integrated System for the Production of Adhesive Products



Value Creation Process

From its establishment to the present, the LINTEC Group has built up a wide range of assets, including technologies, diverse human resources, and trust-based relationships with stakeholders. In accordance with the company motto—"Sincerity and Creativity"—we are utilizing these assets to contribute to the resolution of issues faced by society and customers through the development, production, and sale of a variety of products.

Management Capitals

Financial Capital
▸ See pages 18–21.

Solid financial base
Equity ratio: **75.1**%

Human Capital
▸ See pages 42–43 and 46–47.

Diverse human resources and corporate culture
Number of consolidated employees: **5,237**

R&D system
Researchers: Approx. **230**

Intellectual Capital
▸ See pages 42–44.

Four core technologies and applications
Patents held in Japan and overseas: **6,291**
R&D expenses: ¥**11.3** billion

Manufacturing Capital
▸ See page 45.

Global production and sales structure
Capital expenditures: ¥**15.3** billion

Natural Capital
▸ See pages 52–55.

Harmony with the environment
Raw materials: **221.3** thousand tons
Total energy use: **83** thousand kl

Social Capital
▸ See pages 56–58.

Relationships of trust with stakeholders
Meetings with institutional investors and analysts:
Total of **284** companies

DX Promotion
▸ See pages 48–49.

A Sustainable Society

Societal Issues / Market Needs

BUSINESS ACTIVITIES

Contributing to a Sustainable Society

Long-Term Vision (LSV 2030)
▸ See page 14.

Market-driven business operations

Company Motto

Sincerity and Creativity

Strengths

Ability to Accurately Identify Needs

Technological Development Capabilities

Business Model

Integrated production for adhesive products and total solutions for materials and equipment

centered on the integration of sales, R&D, and production

■ Printing and Industrial Materials Products
▸ Pages 30–31

Printing & Variable Information Products Operations
Industrial & Material Operations

Governance
▸ See pages 59–65.



Contribution to Its Realization

Medium-Term Business Plan	Material Issues
▸ See page 15.	▸ See pages 16–17.

Development of highly customized products at an early stage

Establishment of a strong and diverse customer base built on trust

■ Electronic and Optical Products
▸ Pages 32–33
Advanced Materials Operations
Optical Products Operations

■ Paper and Converted Products
▸ Pages 34–35
Fine & Specialty Paper Products Operations
Converted Products Operations

OUTCOME

Social Value

Help meet the SDGs

SUSTAINABLE DEVELOPMENT GOALS

Economic Value

Maintain a strong financial base and enhance capital efficiency

etc.

Reinvestment