Overview of Management Capitals

LINTEC's corporate value is created by continuously strengthening our six management capitals and fostering synergy among them. Enhancing value creation capabilities under each capital through digital transformation (DX) will also lead to growth in the medium to long term. This section will introduce the six management capitals and DX initiatives that support value creation.

Current Position (Fiscal Year Ended March 31, 2026)

Progress of Material Issues ▶ Pages 16–17

Financial Capital

Solid financial base

- Net sales: **¥319,385 million**
- Operating income: **¥25,156 million**
- ROE: **6.9%**
- ROIC: **6.7%**
- Equity ratio: **75.1%**
- Dividend payout ratio: **41.6%**
- Dividend per share: **¥110**

Human Capital

Diverse human resources and corporate culture

- Number of employees
  Consolidated: **5,237** Non-consolidated: **2,673**
- Overseas consolidated subsidiaries: **37** (**18** countries and regions)
- Percentage of female managers/supervisors (subsection manager/assistant project manager): **8.6%**
- Employee survey: **+2.3 percentage points** compared with first survey

Manufacturing Capital

Global production and sales structure

- Capital expenditures: **¥15.3 billion**
- Overseas sales ratio: **62.8%**

Social Capital

Relationships of trust with stakeholders

- Shareholders: **8,143**
- Percentage of quality incidents: **29%** (compared with the fiscal year ended March 31, 2011)
- Meetings with institutional investors and analysts: Total of **284 companies**

Intellectual Capital

Four core technologies and applications

- Patents held in Japan and overseas: **6,291**
- Percentage of patents held related to new businesses: **14.4%**
- R&D expenses: **¥11.3 billion**
- Researchers: **Approx. 230**

Natural Capital

Harmony with the environment

- Total energy use: **83 thousand kl**
- Raw materials: **221.3 thousand tons**
- CO_2 emissions: **60.6%** reduction compared with the fiscal year ended March 31, 2014
- Number of environmentally friendly products developed: **89**
- Percentage of solventless products
  Adhesive products for seals and labels: **80%**
  Release paper: **73%**

Acceleration and refinement of the value creation of each management capital

DX

- DX human resource development: Participation rate of **over 90%** for DX-related training
- Acquisition of DX certification

Value Creation by Strengthening Capitals

	Details of Key Initiatives	Contribution to Value Creation
Financial Capital Pages 18–21	• Optimization of business portfolio (discipline based on the three categories of growth, revenue base, and reconstruction) • Promotion of ROIC management • Clarification of cash allocation • Reinforcement of shareholder returns (flexible share repurchase program, dividend payout ratio of 40% or higher or a dividend on equity (DOE) ratio of 3%, and third consecutive year of dividend increases) • Ongoing constructive dialogue with shareholders and investors	Enhance profitability and maximize shareholder value
Human Capital Pages 46–47	• Optimization and visualization of our human resource portfolio by utilizing a talent management system • Continuous implementation of employee survey and PDCA cycle • Diversification of recruitment methods • Development plans for core human resources through succession plans • Utilization of professional human resource certification system (CP System) • Incorporation of non-financial indicators, such as employee engagement score, in KPIs for corporate officer remuneration	Enhance productivity and strengthen organizational capabilities
Intellectual Capital Pages 42–44	• Opening of new research center in Kobe (scheduled for completion in the fiscal year ending March 31, 2029) • Continuation of RIC, our unique innovation initiative • Promotion of co-creation through industry–government–academia cooperation • Refinement of market-engaged R&D • Institutionalization of data-driven materials development approach • Strengthening of patent portfolio and utilization of IP landscape • Development of IP human resources in four stages	Create new high-profit products and new businesses
Manufacturing Capital Page 45	• Strengthening of QCD for existing businesses to make them highly profitable • Energy efficiency, cost reduction, and improved quality through scrap-and-build approach • Innovation of production processes • Promotion of labor-saving measures and automated lines (driverless forklifts installed with AI, introduction of automated packaging line in the fiscal year ending March 31, 2027, etc.)	Ensure high quality, stable supply, and cost competitiveness
Natural Capital Pages 52–55	• Reduction of CO_2 emissions (over 75% in the fiscal year ending March 31, 2030 compared with the fiscal year ended March 31, 2014) • Acquisition of SBTi short-term target certification and promotion of GHG emissions reduction • Disclosure of information on climate change-related risks and opportunities in line with TCFD recommendations • Promotion of solventless products (target of 100% solventless release paper by 2030) • Promotion of collaborative activities aimed at realizing nature positivity • Development and popularization of products that contribute to resource recycling	Expand business opportunities by resolving environmental issues
Social Capital Pages 56–58	• Institutionalization of safety activities aimed at zero workplace accidents • Firm commitment to human rights policies aligned with international standards and instillation across supply chains • Creation of work environment in which employees can thrive • Creation and reinforcement of global quality assurance system • Promotion of CSR procurement and reinforcement of partnerships with suppliers • Proactive disclosure of information and ongoing constructive dialogue	Expand value by strengthening relationships of trust and through co-creation
DX Pages 48–49	• Promotion of seven innovation themes under Companywide project, LDX 2030 • Promotion of DX in the Research & Development Division (enhanced efficiency of development through machine learning and AI) • Promotion of DX in Production Division (rebuilding of overall processes and operations across manufacturing, quality inspection, and indirect operations) • Development of DX human resources	Accelerate and refine value creation of each management capital

Roundtable Between Three Executive General Managers

Continuous Growth That Opens Up the Path to Further Integration

LINTEC's strength and competitive edge lie in our businesses that operate under a system that integrates our Sales, R&D, and Production divisions. Such an approach is not merely a slogan. It is precisely because this corporate culture has taken root and is functioning effectively that we are able to develop highly customized products and handle high-variety, small-lot production. Accordingly, this enables us to create value as our customers' most important and strongest support who is by their side when resolving customer issues. This roundtable discussion between the executive general managers of the Sales, R&D, and Production divisions explores the actual circumstances and the true essence of this integration.



Executive General Manager, Business Administration Div.



Executive General Manager, Research & Development Div.



Executive General Manager, Production Div.

Masaaki Yoshitake

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

After entering LINTEC in 1984, Masaaki Yoshitake was appointed to important roles centered around the Printing & Variable Information Products Operations, which is LINTEC's largest business division. In April 2025, he was appointed as the Executive General Manager of the Business Administration Division and oversees six business divisions.

Yoshihisa Mineura

Senior Managing Executive Officer
Executive General Manager, Research & Development Div.

After entering LINTEC in 1983, Yoshihisa Mineura was appointed to important roles in the R&D Division and Intellectual Property Department.
In April 2020, he was appointed as the Executive General Manager of the R&D Division. He leads the development of new products and technology that lead to the resolution of issues for customers and society.

Hiroyuki Matsuo

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

After entering LINTEC in 1982, Hiroyuki Matsuo was appointed to important roles in the Production Division. He has served as the President of LINTEC KOREA, INC. and as the Plant Manager of the Agatsuma Plant. In April 2023, he was appointed as the Executive General Manager of the Production Division and has led LINTEC's production process reforms.

An Integrated Corporate Culture That Has Taken Root as a Matter of Course

Matsuo I experience our integrated capabilities when developing and supplying new products that meet our customers' needs. I view the provision of customized products and high-variety, small-lot capabilities as LINTEC's fundamental mission, and our sales, R&D, and production teams put our full effort into resolving issues with a sense of urgency. The foundation of our teamwork lies in meticulous information sharing and communication, and our quality assurance system plays a significant role in this regard. Based on sales information that clearly defines product specification and development timelines, this system provides integrated management from the initial planning phase to prototype evaluation, mass production, and product quality assurance, while facilitating information sharing and progress management in collaboration with the Quality Assurance Division. While building on such systematized business processes, I recognize that the driving force behind everything is our unwavering commitment to "being a company that brings joy to our customers and society," guided by the spirit of our company motto of "Sincerity and Creativity."

Yoshitake One example that stands out in our new product development was sales campaign labels that we created around 30 years ago. When stay-on tabs (structure that keeps tabs attached to cans when lifting them) for beverage cans were adopted, it created a demand for campaign labels that stick to the can itself. From a sales perspective, the key challenge was how to bring the product to market quickly while keeping costs down. To achieve this, we worked closely with our R&D and production teams on initiatives such as evaluating and improving adhesives and developing equipment for label application. New products do not always launch smoothly. However, I believe that it is precisely because Sales, R&D, and Production work together as one team with a steadfast commitment to "never giving up" that we earn the trust and recognition of our customers and the market. I believe the role of sales is not simply "selling products," but rather "co-creating value." For me, this remains a memorable experience of working tirelessly as one unified team while sharing with our customers the future we envisioned together.

Mineura When creating campaign labels for beverage cans, we experienced difficulties related to the wide variety of materials used for can surfaces and varying storage conditions. The labels were also required to have re-adhesive qualities to enable them to be affixed to entry forms once removed from the can. I feel this was a groundbreaking product that could even be described as the "ultimate adhesive product." Truthfully, I have never really considered this from an integrated perspective. More accurately, we have fostered a corporate culture in which collaboration among Sales, R&D, and Production comes naturally. While the roles of each division differ, they freely exchange opinions and help one another quite naturally. I believe that this is undoubtedly the result of the high level of awareness of manufacturing that has been passed down. This is an ongoing commitment to continue striving without compromise to achieve our shared goal of ensuring customer satisfaction.

Matsuo Generally, when it comes to customized products and high-variety, small-lot capabilities, companies tend to be reluctant to pursue them, due to factors including productivity and energy efficiency. LINTEC does not take such a stance. Instead, we consider how we can create such products efficiently and at a low cost, and then put that into practice. As Executive General Manager Mineura has stated, what



makes this possible is that, despite our differing positions, it is a common sight for us to meet regularly and engage in constructive discussions. I believe that our integrated approach is effective not only when designing products but also when product issues occur. The Sales team gathers information and obtains the physical product that was the cause of the issue, Research precisely analyzes the product and identifies the cause of the defect, and Production narrows down the estimated cause and suggests countermeasures. We aim to implement these within two working days. Previously, when a defect was discovered in a product, it caused numerous issues for customers. Now, however, as a result of halting production on the line and launching countermeasures in the three divisions, we have gained back our customers' trust and recaptured the business area we had once completely lost. I feel that our response to this issue has gained us an even greater relationship of trust than before the issue occurred.

Acceleration of Value Creation by Combining Our Integrated Approach with DX

Yoshitake While this has already been mentioned, I feel that sales is not simply about selling products.

We are in a position to identify our customers' challenges and potential needs as quickly and specifically as possible. That is precisely why I believe it is important not to let individual employees monopolize information from customers, but rather to convert it into a format that can be shared throughout the Company, based on the idea of overall optimization. With this in mind, we have begun to utilize DX tools, such as Sales Force Automation (SFA) and Customer Relationship Management (CRM), in the Business Administration Division. I firmly believe that, through participation in information sharing at an early stage by the Sales, R&D and Production divisions, we can strengthen the cycle of involving interactive co-creation with research and coordination with production.

Mineura To refine our business operations under this integrated approach, it is essential that Sales, R&D, and Production work together even more closely and that each division strives to further improve customer satisfaction and enhance the resilience of the organization. A factor in this is the awareness of DX as mentioned by Executive General Manager Yoshitake. The customer's challenges and potential needs, identified by Sales, are key assets for researchers to understand customer objectives. Visualizing this as data in a timely manner ensures that it becomes the source of the next stage of innovation.



Matsuo The Production Division has been promoting DX under the practice of continuing to earn customer trust by strengthening the resilience of our production operations. LINTEC is working to fully redesign its processes across manufacturing, quality inspection, and indirect operations throughout the value chain. To date, the three divisions have continuously held meetings for regularly monitoring progress toward goals such as developing new products, addressing issues, and achieving profit margins. I am confident that if DX strengthens our seamless information sharing and complements our integrated approach, it will create more opportunities than ever before to demonstrate our value and corporate strength, leading to greater satisfaction and trust from our customers and markets both in Japan and abroad.

Mineura The R&D Division is promoting the development of DX-related infrastructure, including artificial intelligence and machine learning. As a result, this has brought numerous benefits to the information gathering, experimental design, and data analysis required for R&D. The time required to explore development themes in depth has also been shortened, contributing to fewer instances of rework and a higher level of completeness at the time of market launch. Customer-interactive R&D is becoming more important as a means of responding to increasingly diverse and complex customer processes and broadening researchers' thinking. By using the time gained through DX tools, researchers can now accompany sales staff on customer visits and otherwise devote themselves to strengthening on-site capabilities.

Yoshitake In recent years, I have felt a growing sense that business operations centered on our integrated approach are functioning even more effectively than before. I believe this is because, in addition to Sales, R&D, and Production each pursuing optimization within their respective roles, we have restructured the very way we work based on the concept of overall optimization, starting with the sharing of customer information. By leveraging DX tools and other resources, we aim to solidify a Companywide, unified process of value creation and evolve into an organization capable of generating even greater customer value than before.

Creating Next-Generation Products Through Our Integrated Approach

Mineura Continuously creating new products and new businesses is essential to the sustainable growth of the Group, and I recognize that this is precisely where our integrated framework proves its value. This is because developing the seeds of business ideas into actual businesses requires that members from Sales, R&D, and Production come together from the earliest stages to pursue commercialization efforts from multiple perspectives. CNT pellicles for EUV lithography equipment, for which we are advancing R&D and preparations for full-scale production, are a prime example of this integrated approach in action. From the initial stages, Sales, R&D, and Production have formed a tight-knit group, working together toward the success of the project.

Matsuo CNT pellicles for EUV lithography equipment require an unprecedented level of contaminant control, taking the difficulty of achieving stable production to a completely different level than existing products. However, everyone involved in the project (Sales, R&D, and Production) continues to move toward the same

goal, united by a shared determination to "see it through to the end no matter what." The experience gained through this project, along with the knowledge acquired in materials and production management, will undoubtedly prove valuable in future product development. I am convinced that this will serve as a springboard for further growth, particularly in our semiconductor- and electronic component-related products business, which has been driving our recent performance.

Yoshitake Under our long-term vision, LSV 2030, we have set a target of achieving an operating profit margin of 12% or more in the fiscal year ending March 31, 2030. The key to achieving this is producing highly profitable hit products. CNT pellicles for EUV lithography equipment are next-generation products with significant potential for growth, and the fiscal year ending March 31, 2027 will be a make-or-break year. The Sales Division is meticulously working to improve customer service and streamline our sales system. While this has become a significant challenge for LINTEC, we will promote social implementation in collaboration with R&D, Production, and other divisions.

Mineura CNT pellicles for EUV lithography equipment are cutting-edge initiatives, but our integrated approach also functions effectively in more traditional business segments. If we can discover new seeds and significantly nurture them under our integrated approach, I believe we can even return mature industries to a growth trajectory.

Yoshitake In traditional business segments, there is a limit to quantitative growth due to decreases in population and fluctuations in demand within the domestic market. As customer needs become more advanced and diverse, it is essential that we not only launch environmentally friendly products that meet the market requirements for low-plastic and plastic-free products but also create new opportunities through sales channels in overseas markets such as North America and Asia. In addition to flexibly adapting to customer needs, we will continue to collaborate with R&D and Production to realize cost competitiveness and other factors that are required to gain acceptance in overseas markets.

Handing Down Integrated DNA to the Next Generation

Mineura If the Company grows larger and sectionalism (a kind of "large company disease") becomes widespread, the integrated strength we have maintained since our founding will inevitably erode. That is precisely why, on rare occasions when I notice remarks among employees that resemble a tendency to blame others, I make a point of responding sensitively and communicating my own views. This is all the more important when the employee making such remarks holds a position of influence as a manager or supervisor of young and mid-career researchers. I tell researchers to approach matters as if they were their own personal responsibility. I also emphasize that, while we live in a convenient age with a wide range of communication tools, it is important not to rely on such tools alone, but to deepen mutual understanding through direct, face-to-face communication.

Matsuo I visit our factories in Japan and overseas several times a year, and I make a point of repeatedly asking if we are making products that will truly satisfy our customers. Rather than simply completing their own assigned tasks or processes and feeling self-satisfied, it is vital to approach work with a customer-first mindset. I also stress the need to work with an attention to detail,



rather than mechanically following prescribed specifications and standards. Overlooking observations or dismissing questions inevitably leads to defects and ultimately results in a loss of customer trust. I continually encourage employees to keep the customer in mind at all times and to remain as professionals capable of supplying products of the highest global standard.

Yoshitake I always convey different messages to employees depending on their organizational level. To managers, I emphasize that, from a perspective of overall optimization, they bear the responsibility of transforming sales from an individual effort into an organizational effort. To mid-career employees, I convey the importance of viewing themselves not merely as sales personnel, but as the head of a small business unit with a sense of ownership and responsibility for driving that business forward. To young employees, I encourage them to gain as much experience as possible early on, without fear of failure, based on my belief that growth is impossible without challenges. As Executive General Manager Mineura and Executive General Manager Matsuo have also noted regarding talent development, we will continue to work together to ensure that the integrated DNA that is LINTEC's core strength is never lost, and that it functions even more powerfully going forward.

R&D and Intellectual Property Strategy

Intellectual Capital

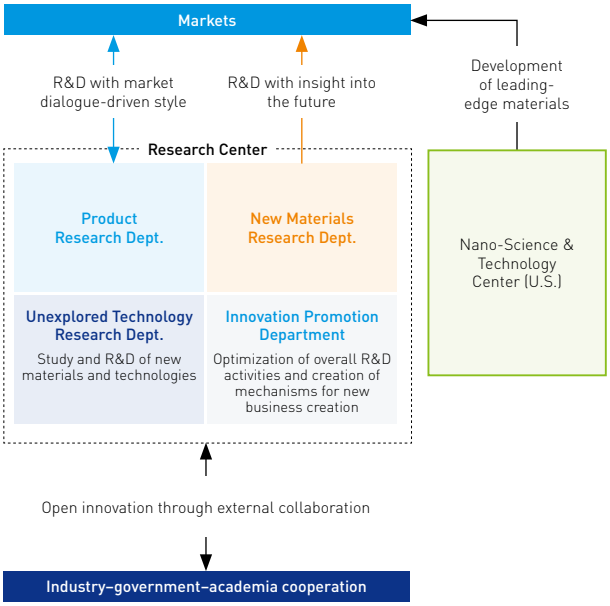
Under the medium-term business plan LSV 2030–Stage 2, the R&D Division is pursuing the following key initiatives: the development of new products and technologies that anticipate market trends and address customer and societal issues, productivity improvements through the adoption of digital transformation (DX) and artificial intelligence (AI), and innovation challenges. In the fiscal year ended March 31, 2026, we made steady progress toward enhancing the performance of CNT pellicles for EUV lithography equipment and in our product R&D in response to the advanced semiconductor manufacturing processes. To realize our long-term vision LSV 2030, our division sees it as vital to create not just new products but also highly profitable hit products across emerging, growth, and foundational business fields. To achieve this, we will focus on strengthening our core competencies in materials development, analytical technologies, process development, and the expansion of technological domains. By broadening and deepening our upstream and downstream technical knowledge, we aim to develop one-of-a-kind, market-leading products that offer unrivaled competitive advantages.

R&D

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 used by customers in semiconductor-related fields. Moreover, we have installed large-scale pilot coaters that closely resemble mass-production facilities at plants, 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, in April 2022 we established the Unexplored Technology Research Department and the Innovation Promotion Department. Approximately 230 researchers are engaged in research on these themes.

Furthermore, at our Nano-Science & Technology Center, an R&D site in the U.S. state of Texas, we engage in developing leading-edge materials that include carbon nanotube (CNT) sheets. To remain a leading player in the industry, we must actively engage in efforts that include highly effective R&D activities that utilize DX and co-creation activities with external parties.



Toward Development of a New Research Center in Kobe

Our plan to "create new products and businesses to deliver sustainable growth" is a key initiative under our long-term vision and is positioned as the core of our business strategy. To accelerate efforts to create new businesses, we have decided to build a new R&D site on Port Island in Kobe (Hyogo Prefecture).

In the Kansai region, there are numerous universities and research institutes that independently advance research. With this as a foundation, we will focus on developing high-value-added products that contribute to solving social issues, centered on advanced electronics materials, energy

conversion device materials, and biomass materials, while further promoting "knowledge co-creation activities" and securing human resources. We recognize that the key to further reinforcing our market competitiveness is the materials we manufacture in-house. To achieve this, we hope that raising our material development capabilities through our new research center in Kobe will reinforce our competitiveness in not only new businesses but also existing fields. The research center, in which we have invested ¥8.0 billion, is scheduled to be completed in the fiscal year ending March 31, 2029, opening at the end of the same year with around 60 initial employees with a plan to increase the workforce to 100 in 2035.

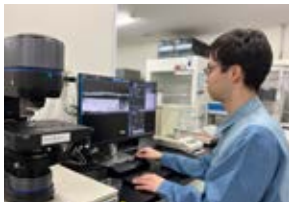
We will collaborate with existing research centers and the Nano-Science & Technology Center and, by fully implementing a data-driven approach to development that utilizes methods including machine learning and materials informatics, we aim to develop new businesses while enhancing the effectiveness of our R&D.

Building a Foundation for Continuous Innovation

1 RIC: Our Unique Innovation Initiative

As part of our efforts to continuously create new technologies and businesses, we have introduced a unique initiative called RIC (R&D Innovation Challenge). RIC is a research-driven program that aims to generate new value by incorporating novel technologies and ideas, ultimately leading to significant societal and corporate transformation. Under this initiative, researchers are encouraged to pursue innovative activities, such as developing new products or improving R&D efficiency, based on their own ideas. They may devote up to 30% of their working hours to these activities. Launched in 2022, RIC has already begun producing tangible results, including technologies that have received awards at international conferences and the development and implementation of systems that help boost productivity.





2 New Discoveries Through Industry–Government–Academia Collaboration

In a world characterized by volatility, uncertainty, complexity, and ambiguity (VUCA), the needs of society and customers are becoming increasingly diverse. As a result, co-creation with external partners, rather than relying solely on in-house capabilities, is gaining importance. We are actively pursuing information sharing and joint development with universities and research institutions in various fields. In western Japan, we are promoting co-creation activities with Osaka University, Kobe University, and numerous other universities and research institutions including the RIKEN institute. With the opening of the aforementioned research center, we aim to strengthen communication and further enhance development speed. We have also recently been focusing on collaboration with other companies. One example is our participation in the incubation center ARCH, a facility dedicated to the creation of new businesses. Companies from a wide range of industries that share this mission participate as members. Through dialogue with these member companies, we are exploring potential co-creation themes and have found that LINTEC's portfolio of products and technologies may offer solutions for entirely new applications and fields. While ARCH is primarily composed of large corporations, we are also involved in other collaborative spaces where venture and start-up companies gather. In this way, we are actively seeking out ideas for new businesses from every possible angle.



3 Refinement of Market-Engaged R&D

The ultimate goal of these initiatives is to strengthen existing businesses and create new ones through the development of new products and technologies; however, they also play an important role in talent development. A defining characteristic of our R&D framework is its market-engaged approach, where researchers visit customers alongside sales staff to gain a precise understanding of their needs using their unique perspectives and information-gathering skills. In recent years, we have shifted from simply responding to concerns to identifying and materializing latent needs—those customers themselves may not yet recognize—by developing a deep understanding of their products, applications, and manufacturing processes. Through initiatives such as RIC, which fosters zero-to-one product development unconstrained by assigned themes, and our participation in ARCH, which provides exposure to other companies' technological mindsets, we are continuing to evolve our market-engaged R&D. These efforts are helping our researchers hone their ability to deliver products and services that exceed customer expectations.

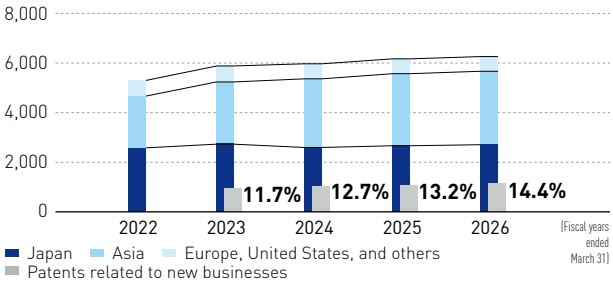
Intellectual Property Strategy

Establishment of a Continuous Competitive Advantage Utilizing Our Intellectual Property

We integrate our R&D activities and Intellectual Property Strategy to drive continuous business growth and establish a competitive advantage. The Intellectual Property Department promotes efforts to expand intellectual property rights. We file applications to protect proprietary technologies and products and work to create a range of rights that can be utilized in multiple technological fields, among other measures. In the fiscal year ended March 31, 2026, the total number of patents we held rose to approximately 6,300. We are building a global patent network with a particular focus on Asia for semiconductor-related products, taking into consideration the future market potential in each country and our manufacturing bases around the world. In addition, approximately half of our total patents held are related to such products handled by our Advanced Materials Operations. Regarding tape that protects the back of chips, for which we dominate the market, we continue to strengthen our patent portfolio by acquiring additional patents in line with advancing functionality and expanding applications following the expiry of our core patents. For the elemental technologies related to CNT pellicles for EUV lithography equipment, we have advanced the patent registration process by utilizing the Japan Patent Office's "Collective Examination" system.* In the fiscal year ended March 31, 2026, multiple patents were granted, further strengthening our intellectual property foundation in the next-generation semiconductor field. We are also focusing on creating intellectual property in new business domains, steadily expanding our patent portfolio in emerging business areas, including those represented by *Welsurt*, that contribute to resolving environmental and social challenges.

* A system that enables efficient and comprehensive patenting aligned with commercialization activities

Number of Patents Held by Region / Percentage of Patents Held Related to New Businesses



Note: Data for patents related to new businesses for the year ended March 31, 2022 has been omitted due to differences in aggregation methods.

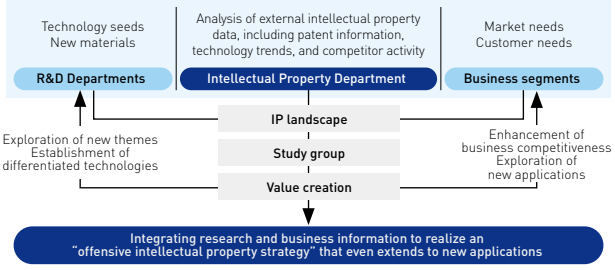
Stepping Up Collaboration Between R&D Departments and Business Operations

The Intellectual Property Department, which develops global intellectual property strategies, collaborates with R&D departments and business operations to share intellectual property information and review ideas, including filing, rights acquisition, and portfolio formation linked to both activities. Around half of our personnel in the Intellectual Property Department work as patent liaisons at the research center, where they are responsible for everything from invention discovery to patent prosecution. The Intellectual Property Department also focuses on intellectual property activities linked to R&D schemes, such as design review and the stage-gate system. We have also renewed our education efforts regarding intellectual property for researchers and developed a four-stage tiered training system that corresponds to the participant and their position. We are promoting the development of IP human resources by implementing follow-up sessions for post-training issues and confirmation tests, instilling understanding, enhancing awareness of intellectual property, and making continuous improvements.

Additionally, members of the Intellectual Property Department are also stationed at the Bunkyo Kasuga Office, a base for business operations, where they work to identify market and business trends and strengthen cooperation with business segments.

Contribution to Business and Technology Strategies Through Our IP Landscape

In recent years, we have been supporting decision-making in technology and business strategies based on the intellectual property landscape approach, which involves analyzing intellectual property information and applying our insights to management, by establishing KPIs for intellectual property landscape projects. Through continuous engagement in projects, we have created a structure that analyzes and visualizes external intellectual property data, including patent information, and provides it to the relevant internal departments. For example, when searching for new applications for light-diffusing film, combining the analysis capabilities of the Intellectual Property Department with market research methods that utilize generative AI at research centers, we can steadily expand business that takes into account new markets. Through these activities, we contribute to the selection of R&D themes and the optimization of our business portfolio, supporting the creation of new growth opportunities, while monitoring technology trends and competitor activity.



Production Strategy

Manufacturing Capital

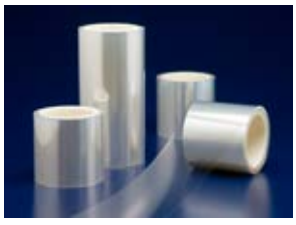
Our strengths include the creation of highly customized products, high-variety, small-lot production, and rapid delivery response. We are engaged in continuous improvement activities, aiming to consistently provide customers with top-tier products whose overwhelming product strength sets them apart from competitors. Under our medium-term business plan LSV 2030–Stage 2, as part of efforts to enhance the profitability of existing businesses through strengthened quality, cost, and delivery (QCD), we are advancing the introduction of new production equipment accompanied by scrap-and-build initiatives, as well as strengthening cost competitiveness through production process innovation. We will continue to refine our manufacturing capabilities, quality control, and cost competitiveness going forward.

Production Capacity Expansion and Production Innovation

We are proactively making necessary capital investments while accurately capturing market trends. Following the fiscal year ended March 31, 2025, when we invested a record-high ¥20.6 billion (on a consolidated basis), we invested a similarly high ¥15.3 billion in the fiscal year ended March 31, 2026, primarily in Advanced Materials Operations. For semiconductor- and electronic component-related products, such as semiconductor-related adhesive tapes and multilayer ceramic capacitor (MLCC)-related tape—both of which continue to see robust demand driven by AI-related growth—we have proactively implemented capital investments to enhance supply capacity since the previous medium-term business plan, LSV 2030–Stage 1. MLCC-related tape, which has attracted particularly strong interest from investors, is an essential product in the manufacturing process of MLCCs, demand for which is expanding due to growth in AI data centers. The current utilization rate stands at approximately 80%, and we have established a system capable of responding to further increases in demand.

In addition to introducing new equipment in this way, we are also actively pursuing scrap-and-build initiatives, consolidating older machinery into new equipment. While such consolidation reduces the overall number of equipment units, we anticipate further strengthening of production capacity through energy savings, cost reductions, and quality improvements.

Also, in light of our goal to ensure employee safety and the anticipated difficulty in securing labor due to the declining birthrate, we are advancing line designs that incorporate labor-saving and automation technologies. For example, at the Agatsuma Plant (Gunma Prefecture), our core production site for semiconductor-related products, we introduced AI-equipped autonomous unmanned forklifts in the fiscal year ended March 31, 2026. These forklifts detect and analyze the surrounding conditions, enabling automated transport operations, including during nighttime hours. Leveraging our strength in high-variety, small-lot production, we are also designing automation systems that accommodate variable packaging formats and auxiliary materials, with plans to introduce an automated packaging line during the fiscal year ending March 31, 2027.



Multilayer ceramic capacitor (MLCC)-related tape



Agatsuma Plant

Breakdown of Capital Investment (Non-Consolidated)

Fiscal Year Ended March 31, 2026	
Coating facility for casting papers (Komatsushima Plant)	¥1,934 million
Establishment of mass production system for EUV Lithography Pellicle	¥1,386 million
Reconstruction of Ina Technology Center	¥632 million
Facilities for CO_2 emissions reduction	¥760 million
Equipment for developing new materials	¥465 million
Advanced Development Center	¥980 million
Acquisition of land for new R&D Center	¥1,214 million
Other reconstruction	¥4,871 million
Total	**¥12,242 million**

Fiscal Year Ending March 31, 2027 (Forecast)	
Establishment of mass production system for EUV Lithography Pellicle	
Reconstruction of Ina Technology Center	
Facilities for CO_2 emissions reduction	
Equipment for developing new materials	
Advanced Development Center	
Other reconstruction	
Total	**¥12,000 million**

Human Resource Strategy

Human Capital



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

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

Realization of Enhanced Corporate Value by Improving the Effectiveness of Our Human Resource Strategy

One year has passed since I was appointed as the Executive General Manager of the General Affairs & Human Resources Division. I would like to reflect on the unique characteristics of LINTEC's human resource management. Through my personal experience to date and interviews related to employee career development, I have come to feel strongly about the importance of increasing growth opportunities for young employees. While our corporate culture of fostering in-depth exploration of specialized fields has taken root, this does not mean that there are sufficient opportunities to experience various roles and business sites. A wide range of experiences is connected to flexible thinking and broader horizons, directly leading to enhancing the effectiveness of our business strategy. While taking into account changes in attitude toward job transfers that involve relocation, I hope to develop a structure under which each employee can proactively expand their career opportunities.

Based on the approach that human resources are an asset, we will continue to deepen and evaluate our story-based human capital management initiative in the fiscal year ending March 31, 2027, which has been our guiding principle since the previous fiscal year. Specifically, we plan to utilize a talent management system that is the foundation of our human resource portfolio management and continue to implement employee surveys, among other measures. Furthermore, we are aggressively taking on the challenge of creating new products and businesses in parallel with our existing ones, including our full-scale production of carbon nanotube pellicles for extreme ultraviolet lithography equipment. As a result, the type of human resources we are seeking is also changing. While taking into consideration the direction for optimizing our business portfolio, we will diversify our recruitment methods and promote human resource development and recruitment that fill the gaps in our vision for the future. Accordingly, we will utilize a professional human resource certification system (CP system), which offers treatment separate from the qualification grading system applied to general employees, and various other measures. However, story-based human capital management is a medium- to long-term theme, and I recognize that it needs to be thoroughly discussed under our next medium-term business plan, LSV 2030–Stage 3. Achieving the management goals outlined in our long-term vision, LSV 2030, will require us to advance our business strategy and human capital strategy in tandem. We will further enhance the effectiveness of our human resource strategy going forward, driving a transformation that integrates our corporate divisions with our core business operations of sales, R&D, and production, thereby enabling the Group to achieve sustainable growth in corporate value.

Human Resource Strategy That Advances the Realization of Our Business Strategy

Based on our long-term vision and our medium-term business plan, the Group's business strategy is built on three pillars: strengthening growth fields and R&D capabilities, promoting DX, and expanding globally. To execute these strategies, we are advancing the recruitment, development, and optimal placement of human resources, built on a foundation of respect for diversity, while also working to systematically develop core human resources through methods that include succession plans. There is a reason why we place such importance on diversity. LINTEC operates across a wide range of businesses, from traditional business segments to cutting-edge semiconductor-related businesses, and it is essential that diverse talent come together and thrive for the realization of sustainable growth, particularly in sales, R&D, and production settings. We also need to create a deeper pool of DX human resources capable of drawing out the full potential of our employees and leading our transformation toward a more resilient corporate structure. As part of diversifying our recruitment methods, we conduct year-round mid-career hiring as well as referral recruitment, alumni recruitment, and boomerang hiring. Furthermore, with 37 overseas consolidated subsidiaries operating across 18 countries and regions worldwide, there are a growing number of cases in which local talent is appointed to top positions, accelerating business with a strong sense of speed.

To systematically develop core human resources, we launched full-scale succession plans overseas in 2022 and in Japan in 2023. The head of each business site lists candidates for succession and evaluates their competencies, including skills and abilities. Based on these evaluations, development plans are formulated and candidates participate in on-the-job training, self-directed learning, and internal and external training programs. In addition, drawing on discussions in the Nomination and Compensation Committee, we have newly established selection criteria for positions of executive officer and above. We believe that the effectiveness of the succession plan will continue to increase with each passing year.

Enhancement of Corporate Value Under the Dual Pillars of Our Business Strategy and Human Resource Strategy—Story-Based Human Capital Management

Business strategy

Strengthening growth fields and R&D capabilities
DX promotion
Global expansion
etc.

Interaction

Human resource strategy

Optimizing human resource recruitment, development, and placement with respect for diversity
Systematically developing core human resources through methods including succession plans
etc.

Recruitment of new graduates	**38%** of women hired among new graduate recruits, starting in April 2026
Diversification of recruitment methods	**Eight** referral-based recruitments*1 and **two** alumni recruitments*2 (cumulative total since the program was introduced in April 2025)
Human capital investment (fiscal year ending March 31, 2027)	Base salary increase of approximately **¥21,000**/average monthly raise, or an increase of about **6.1%***3 year on year Reference: Introduced a base salary monthly increase of approximately ¥24,000 for the fiscal year ended March 31, 2026, resulting in an average raise of about 7.4% year on year

*1 A hiring method in which employees recommend acquaintances or friends
*2 A hiring method in which former employees are rehired
*3 The increase in base pay includes regular pay raises based on performance evaluations and represents the average for union members.

Talent Management System That Optimizes Our Talent Portfolio

As part of DX in our human resource system, we launched our talent management system in the fiscal year ended March 31, 2026. Employees on a global career track submit a career declaration sheet, in which they list any public or private certifications and skills they hold, as well as any departments or roles they hope to become involved in. This makes it possible to visualize the skills and capabilities of each employee as personnel data and use that information to ensure optimal allocation of human resources. Furthermore, depending on the responses, it may be possible to take early action to help address any concerns or provide countermeasures to any particular issues, which could prevent employee turnover. As a foundation for human resource portfolio management, this system helps to identify human resources needed to support the execution of our business strategy and provides the basis for decisions regarding internal development and external recruitment based on this assessment, thereby enhancing the effectiveness of our human resource strategy.



Acceleration of Organizational Transformation Based on Employee Feedback

We aim to strengthen our competitive edge and enhance corporate value by promoting the improvement of employee satisfaction and creating an engaging workplace through implementation of an employee survey. In our fourth employee survey, in 2026, the overall score was up 2.3 points from the first survey. This increase confirms the positive impact of our initiatives. Increasing the scores, including those at Group companies, is a challenge we face going forward, and we will implement a PDCA cycle to improve the workplace environment. In addition, we are revising our corporate governance framework to incorporate employee survey results into executive compensation KPIs. The current evaluation considers four indicators, three core themes (philosophy and strategy, organizational culture, and transformational activities), and the overall score and assesses whether the scores have improved year on year.

By integrating non-financial indicators like employee engagement into executive compensation alongside financial indicators such as consolidated net sales, consolidated operating income, and total shareholder return, we aim to further advance our approach to human capital management.

Please see the sustainability section of our website for further details on our human resource system and work styles.
www.lintec-global.com/sustainability/social/

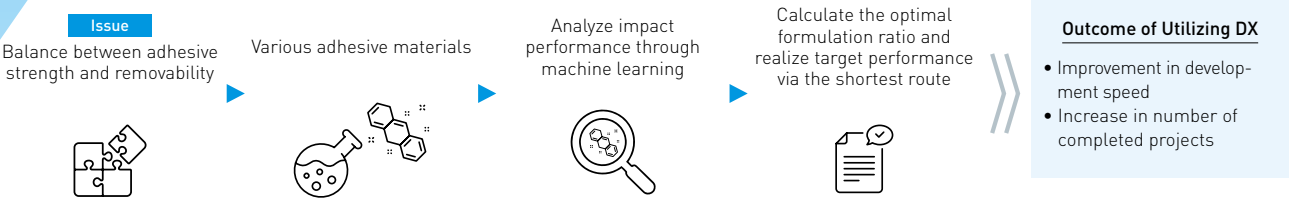
DX Strategy

We have positioned digital transformation (DX) as a key method for realizing our long-term vision LSV 2030 and our medium-term business plan, which is one of the milestones laid out under the vision. In addition to the early initiatives already underway in the Research & Development Division and Production Division, we launched LDX 2030 in October 2022. This Companywide DX promotion project is aimed at driving business process reform and building a foundation for digital talent development. By unlocking the potential of our greatest management resource, our people, we aim to strengthen our organizational resilience and secure the profits needed for growth, even in a challenging business environment.

DX Examples in the Research & Development Division

Within the Research & Development Division, the Innovation Promotion Department, established in April 2022, has been leading the charge on DX. By the conclusion of the fiscal year ended March 31, 2025, the foundational infrastructure for various systems and tools was largely completed, and the division is now entering a full-scale phase of utilizing technologies such as machine learning and AI. Utilizing DX tools leads to highly efficient research activities, including enhanced development speed and an increased number of completed projects. One notable outcome is our proprietary label material, launched in March 2025, which showcases the shortening of development periods for products. The central challenge in developing this product was achieving an optimal balance between adhesive strength and removability to enable repeated use. By leveraging machine learning to analyze how different adhesive materials affect performance, researchers were able to move beyond relying solely on experience or intuition, aiming for the most efficient development pathway to reach the desired performance goals. In addition, we utilize AI to combine LINTEC's proprietary technologies with market issues identified through big data analysis, deepening ideation for potential solutions and leading to the discovery of new applications. AI is also being applied to streamline the analysis of massive datasets, such as patent information, by allowing researchers to input a few keywords and extract and filter relevant results. This not only reduces time spent on administrative tasks but also frees up researchers to focus on core R&D activities.

Product Development Example



DX Examples in the Production Division

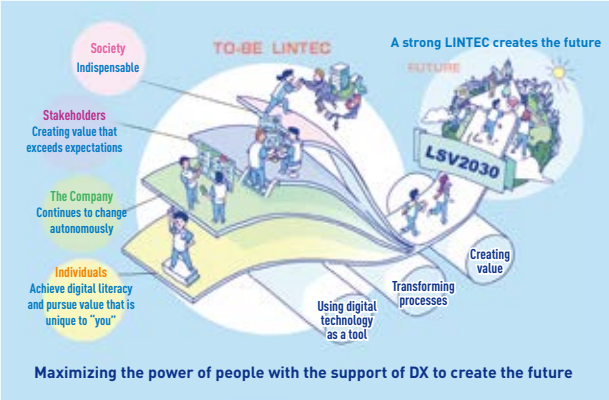
In the Production Division, LINTEC is working to fully redesign its processes across manufacturing, quality inspection, and indirect operations by integrating DX throughout the value chain. This initiative is partly driven by the broader social context of Japan's declining and aging population, which is making workforce recruitment increasingly difficult. At the same time, it also reflects a proactive DX approach aimed at strengthening on-site capabilities to continually meet customer expectations.

We plan to begin automating the quality inspection process in the fiscal year ending March 31, 2027. Currently, quality inspections of each production lot are carried out by employees operating quality inspection equipment. By utilizing robots, we aim to fully automate the series of operations that make up quality inspection and to further enhance the quality of inspections. The basic designs for these are already complete and we plan to introduce prototypes in the current fiscal year. Stemming from this case study, we plan to modify the structure to accommodate various types of inspections and roll out the system across numerous plants. Also, based on the data collected, we aim to complete the process without human intervention, from pass/fail judgment to statistical process control (SPC) evaluation and quality assurance. We aim to establish a production system with a highly automated quality assurance process by the final year of LSV 2030.

LDX 2030

LDX 2030: A Key to Realizing Our Long-Term Vision

We believe the success or failure of this project is closely connected to a priority theme set out in our long-term vision, LSV 2030: "Strengthening the corporate structure through innovation." For this reason, we regard LDX 2030 as a key driver toward the realization of our vision. After formulating seven transformation themes aimed at achieving our goal, where "a strong LINTEC creates the future," as well as the development of specific execution plans toward 2030, in April 2024 we moved to the execution stage. We are now carrying out daily activities based on the execution plans created by each working group and are managing progress effectively by tracking key performance indicators (KPIs).



Conceptual Diagram of LDX 2030

Seven Transformation Themes of LDX 2030

1. Revitalize internal communication to instill a mindset of change as part of our corporate culture
2. Develop digital human resources for strong personnel and a robust organization
3. Implement business process reengineering (BPR) that proactively utilizes digital technology
4. Build a mechanism that digitizes intuition and experience to enable data-based decision-making
5. Improve sales efficiency with sales DX and build a system to develop products based on customer needs
6. Proactively communicate information outside the Company
7. Consider reallocating and optimizing domestic and overseas systems

Steady Implementation of Initiatives Across All Divisions, Including Sales and Corporate

In the fiscal year ended March 31, 2026, we implemented systematic online training on DX for all employees. The participation rate for this training was over 90% and it has contributed to raising the employee literacy rate and increasing awareness of operational improvements through DX utilization. Additionally, under business process reengineering (BPR) activities, we are working closely with each division to promote the entire process from conducting a comprehensive review of business operations to planning and implementing improvement measures. Regarding supply chain management operations overseas, we have comprehensively reviewed the process from accepting orders to shipping products, enhancing operational efficiency, reducing dependency on specific individuals, and improving operational quality. At the same time as allocating the time saved through efficiency improvements to high-value-added tasks, such as customer service, we are promoting the horizontal rollout of this initiative across departments and factories, sharing the outcomes and knowledge gained on our information disclosure website, LDX 2030 Community Hub. Further, regarding DX related to sales, we are working to build an information-sharing platform and improve the efficiency of tasks involving the creation of documents and materials. In the fiscal year ended March 31, 2026, we launched the full-scale operation of systems related to sales force automation (SFA) and customer relations management (CRM) as an information-sharing platform. We will continuously implement and monitor this going forward with the aim of creating new opportunities for revenue that utilize data recorded and accumulated within our sales activities.

DX **TOPIC**

Digital Transformation Certification

LINTEC has obtained certification as a "DX-Certified Business Operator" under the DX Certification System established by the Ministry of Economy, Trade and Industry (METI). In our efforts to "foster innovation to build a robust corporate structure," a key theme of our long-term vision LSV 2030, we will further enhance internal momentum for leveraging DX and drive business process reform across the entire Company.

Sustainability Strategy

The LINTEC Group aims to balance the realization of a sustainable society and the enhancement of corporate value and has positioned sustainability as a key management issue that leads to the strengthening of its management capitals. At the same time as promoting environmental, social, and governance (ESG) initiatives based on material issues, we are working to enhance their efficiency by refining our sustainability promotion system. This section will introduce our approach to supporting sustainability management and its promotion system.

A Message from the General Manager, Sustainability Management Office

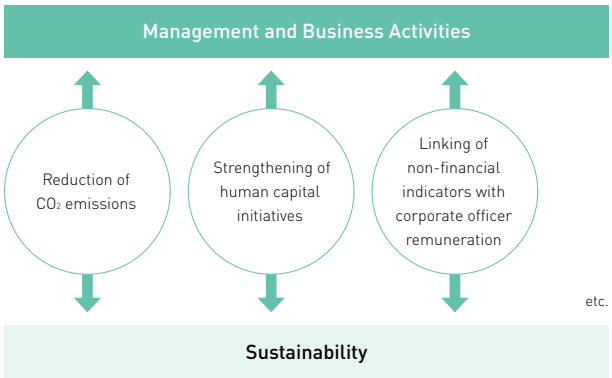
Sustainable Enhancement of Corporate Value by Improving the Efficiency of Sustainability Management

To realize our long-term vision LSV 2030, the Group is engaging in both resolving social issues and enhancing corporate value by promoting business activities that integrate sustainability efforts. We are steadily rolling out initiatives that connect management and sustainability, such as achieving our targets for CO_2 reduction ahead of schedule, strengthening human capital initiatives, and linking non-financial indicators with corporate officer remuneration, which will lead to strengthening our business foundation. Meanwhile, the business environment and social requirements are rapidly changing. Accordingly, rather than the initiatives themselves, demonstrating their effectiveness and their contribution to the creation of corporate value is becoming increasingly important. Led by our Sustainability Committee, the Group is clarifying the relationship between our material issues, key initiatives of our long-term vision, and various other management initiatives, and is working to strengthen our promotion system to resolve issues and generate results. Furthermore, we reflect the opinions and recommendations gathered through surveys of outside directors—who are also members of the Sustainability Committee—in reviews of our activities and systems, and we also aim to make continuous improvements to the alignment with management strategies and our approach to information disclosure.



Masaru Hoshi
Executive Officer
General Manager, Sustainability Management Office

While steadfastly achieving the targets set under our medium-term business plan, LSV 2030–Stage 2, we regard the fiscal year ending March 31, 2027 as a key period for advancing the formulation of the upcoming Stage 3. We believe that it will become increasingly important in the future to organically integrate our ESG initiatives with management strategies and put them into practice as a narrative that leads to the enhancement of corporate value. Accordingly, it is essential that not only management but each employee understands the relationship between their duties and sustainability and acts proactively. Going forward, we will connect the advancement of sustainability management and sustainable growth through easy-to-understand disclosure of initiative outcomes in terms of both quantity and quality and constructive dialogues with stakeholders.



External Link

Sustainability Website
www.lintec-global.com/sustainability/

Sustainability Policies
www.lintec-global.com/about/policy/

Frameworks That Supports Sustainability Management

Sustainability Promotion System (As of April 1, 2026)



Sustainability Committee

Regarding concrete sustainability measures, the Sustainability Committee discusses response policies and implementation plans and monitors their progress.

Details of Major Sustainability Committee Activities (Fiscal Year Ended March 31, 2026)

Structure	Directors (including all outside directors) and officers in charge of subordinate committees and subcommittees: Total of 15
Chair	President and CEO
Number of Times Held	Four times
Attendance Rate	One director and one officer in charge: 75% (3/4 times) Other members: 100% (4/4 times)
Key Discussion Topics	• Reporting activities in subordinate committees and subcommittees (every quarter) • Discussions about reducing our CO_2 emissions • Discussions about obtaining SBTi certification • Discussions about our value creation story • Discussions about implementing harassment training • Discussions about employee survey, etc.

Initiative Structures Under Key Themes

Risk Management	Risk assessment, analysis, and response are undertaken by the Corporate Risk Management Committee, which comprises the heads of each division and the heads of each office reporting directly to the president. The results are reported to the Sustainability Committee on a quarterly basis, and the Committee provides instructions on how to address them.
Human Capital	The dissemination and promotion of policies and systems are advanced by the Diversity & Work Style Reform Promotion Subcommittee in collaboration with the Human Resources Division. These activities are evaluated by the Social & Governance Committee, with the Sustainability Committee conducting the final evaluation.
Climate Change	Discussion and evaluation of environmental issues are undertaken by the Environmental Committee, with final evaluation conducted by the Sustainability Committee. Specific countermeasures are implemented and managed at each business site, and the status of these efforts is compiled by the Environmental Committee and reported to the Sustainability Committee.

Environment Natural Capital

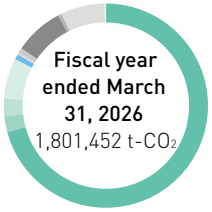
Accelerating CO_2 Reduction Initiatives to Realize a Decarbonized Society

The LINTEC Group is actively engaged in a variety of environmental initiatives to both adapt to climate change, which poses a significant risk to the continuity of our business, and to seize related opportunities. As part of our efforts to help realize a decarbonized society, we not only measure the CO_2 emissions directly associated with our business activities (Scope 1 and 2) but also track indirect emissions (Scope 3). By doing so, we aim to gain a comprehensive understanding of emissions across the entire supply chain and contribute to the achievement of carbon neutrality throughout society.

In the fiscal year ended March 31, 2024, the final year of the previous medium-term business plan, the LINTEC Group succeeded in reducing CO_2 emissions by 51.4% compared with the fiscal year ended March 31, 2014. This means we achieved our initial target, which was to reduce CO_2 emissions by more than 50% by 2030, ahead of schedule. Under our current medium-term business plan, we have established new CO_2 reduction targets: a decrease of 67% or more by the fiscal year ending March 31, 2027, and 75% or more by the fiscal year ending March 31, 2030. These are highly ambitious targets, but we are steadily formulating and executing plans to achieve early carbon neutrality across the LINTEC Group.

Looking back at initiatives in the fiscal year ended March 31, 2026, we introduced cogeneration systems that generate electricity and heat from gas energy at our Tatsuno Plant (Hyogo Prefecture) and installed solar power systems at numerous plants. Furthermore, we have advanced the utilization of green power, J-Credits, and other initiatives. As a result of these initiatives, we have been able to reduce our CO_2 emissions by 60.6% compared with the fiscal year ended March 31, 2014, and are making steady progress in achieving our targets for further reducing CO_2 emissions. By taking the lead in implementing these decarbonization measures, we aim to contribute to the realization of a sustainable society that underpins our business activities while also enhancing our corporate value.

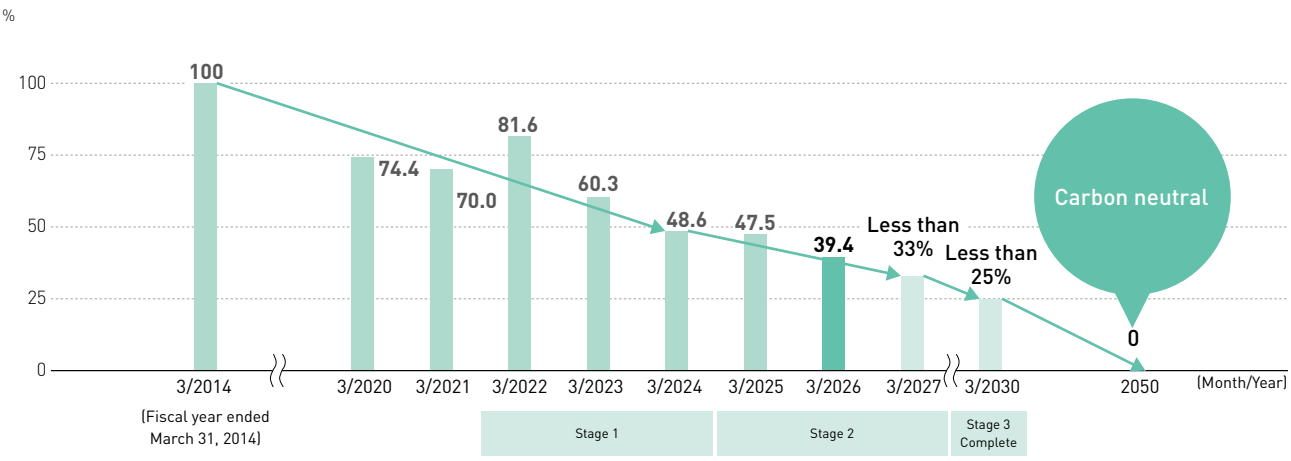
Scope 3 Emissions Breakdown by Category



Category 1:	Purchased goods and services	71.0%
Category 2:	Capital goods	2.5%
Category 3:	Fuel- and energy-related activities not included in Scope 1 or 2	2.7%
Category 4:	Upstream transportation and distribution	6.4%
Category 5:	Waste generated in operations	1.0%
Category 6:	Business travel	0.0%
Category 7:	Employee commuting	0.1%
Category 9:	Downstream transportation and distribution	0.9%
Category 10:	Processing of sold products	7.7%
Category 11:	Use of sold products	0.7%
Category 12:	End-of-life treatment of sold products	6.8%
Category 13:	Downstream leased assets	0.0%
Category 15:	Investments	0.2%
FLAG emissions*	—	0.0%

* Greenhouse gas emissions arising from forest, land, and agricultural activities

Targets for Scope 1 and 2 Emissions (with the Fiscal Year Ended March 31, 2014 as 100%)



Obtaining SBTi Certification and Progress in Reducing Greenhouse Gas Emissions

To promote greenhouse gas (GHG) emissions reduction across the entire supply chain, LINTEC has obtained certification from the Science Based Targets initiative (SBTi),*1 an organization that certifies scientifically grounded emissions reduction targets known as Science Based Targets (SBTs).*2 The SBTi recognizes a company's GHG reduction targets as "science-based" when they align with the level of ambition needed to achieve the Paris Agreement's*3 goal of limiting the global average temperature rise to 1.5°C above preindustrial levels. LINTEC has obtained certification for the short-term SBTs targeting fiscal 2030 shown in the table below.

Results for reducing GHG emissions in the fiscal year ended March 31, 2026 are shown below, which indicate that we are making steady progress toward achieving all our targets. LINTEC will continue to pursue GHG emissions reduction through strategies such as consolidating production facilities for greater efficiency, introducing alternative energy sources like hydrogen, and using AI to manage newly developed electricity storage systems.

*1 An initiative that evaluates corporate GHG reduction targets, established by the World Wide Fund for Nature (WWF), CDP (formerly the Carbon Disclosure Project), World Resources Institute (WRI), and the United Nations Global Compact (UNGC)
*2 Corporate GHG reduction targets that are aligned with the level of ambition required by the Paris Agreement
*3 An international climate accord signed at COP21 in 2015 in Paris. It sets a shared long-term global goal of limiting the rise in average global temperature to 1.5°C above preindustrial levels.

Indicators	Base year (fiscal year ended March 31, 2022)	GHG emissions reduction results and progress in the fiscal year ended March 31, 2026 (compared with base year)	GHG reduction targets for FY2030 (compared with base year)	Evaluation
Scope 1 and 2	318,728 t-CO_2eq	**42% reduction 184,435 t-CO_2eq**	More than 52% reduction	Making steady progress toward achieving targets
Scope 3	1,298,463 t-CO_2eq	**1.5% reduction 1,279,122 t-CO_2eq**	More than 25% reduction	

Scope: LINTEC Group companies, including consolidated subsidiaries

Response to Climate Change Risks and Opportunities

We proactively disclose information on our response to climate change in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and strive to further enhance our corporate value through engagement with our stakeholders.

Financial Impact of Transition Risks	**Increased Costs due to Carbon Pricing**	We aim to reduce CO_2 emissions by at least 75% compared with the fiscal year ended March 31, 2014 by the fiscal year ending March 31, 2030, and to achieve virtually zero emissions by 2050. We will work to reduce emissions in order to lower future carbon costs and enhance our business competitiveness, with an eye to the expansion of carbon pricing systems, including the GX-ETS.
	Capital Investment to Reduce CO_2 Emissions	We are systematically promoting decarbonization investments, such as the installation of solar power generation equipment for in-house use and gas cogeneration systems. Under our long-term vision, LSV 2030, we are accelerating the enhancement of production equipment efficiency and introduction of renewable energy.
	Changes in the Raw Material Procurement Environment	Some of our products use raw materials derived from fossil fuels and pulp. Accordingly, we recognize that changes in the raw material procurement environment pose significant long-term risks to our business. We will continue to analyze this impact and consider countermeasures, including raw material conversion and new technologies.
Financial Impact of Physical Risks	**Torrential Rain and Flood Damage**	We will strive to minimize the impact of these risks and ensure a stable supply of products by sourcing raw materials from multiple suppliers, maintaining appropriate inventories at each location, and building a backup system based on a business continuity plan.
	Droughts	We will strive to minimize the impact of droughts by continuing to work on multiple industrial water systems at each site and reducing industrial water consumption.
Financial Impact of Opportunities	**Increase in Demand for Various Environmentally Friendly Products**	Demand for our environmentally friendly products is expected to increase due to the corporate promotion of global warming countermeasures and changes in consumer awareness of environmentally sustainable lifestyles. We are working to calculate the financial impact of this change.
	Increase in Demand for Energy-Saving Products	Demand for our energy-saving products is expected to rise due to growing needs for energy conservation and disaster prevention, as well as further industrialization and urbanization in emerging countries. We are working to calculate the financial impact of this change.

Moving Toward Solventless 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 that 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, LSV 2030, we are shifting toward the use of solventless products.

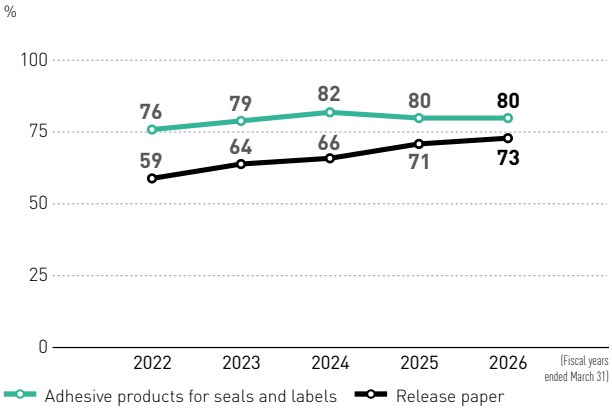
In adhesive products, we are developing products for seals and labels using emulsion-based and hot-melt adhesives, which do not require organic solvents, and are proactively developing and proposing solventless release paper. In 2021, we stepped up our efforts in the development of solventless products by installing new coating equipment for solventless release paper at the Kumagaya Plant (Saitama Prefecture). In line with our long-term vision, for release paper we are aiming for 100% of our products to be solventless by 2030.

In tandem with these moves, we intend to further reduce atmospheric emissions by introducing equipment with high solvent treatment efficiency, such as low-concentration solvent gas concentrators. To reduce our environmental impact going forward, our research, production, and sales divisions will work together to move toward solventless solutions.



Coating equipment for solventless release paper (Kumagaya Plant)

Percentage of Adhesive Products for Seals and Labels and Release Paper That Are Solventless



Note: For adhesive products for seals and labels, the figures are based on sales volume in Japan. For release paper, the figures are based on the total amount produced at the Kumagaya and Mishima plants (excluding certain specialty products).

Biodiversity Preservation Initiatives

Participating in Collaborative Initiatives to Achieve a Nature-Positive Future

In recent years, in addition to addressing climate change, consideration of natural capital and the preservation of biodiversity have become increasingly recognized as important management issues for companies. In February 2026, we entered into a cooperation agreement for preserving and increasing biodiversity in the Mount Houou region with the city of Nirasaki in Yamanashi Prefecture and Nippon Paper Industries Co., Ltd. This marks the first time that we have entered into such an agreement with a private company and a local government, demonstrating more clearly our commitment to contributing to solutions for a wide range of environmental challenges.

Under this agreement, activities aimed at preserving and enhancing biodiversity will be carried out in the Houou forest, owned by Nippon Paper Industries and located in the western section of Nirasaki City. The Houou forest, covering approximately 1,400 hectares, has been registered by the Ministry of the Environment as a "Nationally Certified Sustainably Managed Natural Site,"*1 an initiative that supports the realization of a nature-positive future.*2 During the fiscal year ending March 31, 2027, we plan to undertake activities such as environmental maintenance of hiking trails and vegetation surveys. Going forward, through a wide range of initiatives, we aim to establish a sustainable framework in which biodiversity preservation and enhancement, together with harmonious coexistence with local communities, mutually reinforce one another.

We have long promoted initiatives to address climate change and reduce greenhouse gas (GHG) emissions. Our business operations are closely linked to natural capital, including the extensive use of pulp as a raw material. This initiative is not merely an environmental conservation effort; it is a strategic undertaking designed to enhance the sustainability of our business operations and mitigate risks through the preservation of natural capital. We regard natural capital as one of the key forms of management capital that support our business activities, and through initiatives such as this, we aim to enhance corporate value over the medium to long term.



Signing ceremony for a cooperation agreement for preserving and increasing biodiversity in the Mount Houou region (February 2026)

*1 An area certified by Japan's Ministry of the Environment where biodiversity is preserved through the efforts of businesses, private organizations, and other stakeholders

*2 Halting and reversing biodiversity loss in order to place nature on a path to recovery

Participation in Demonstration Projects Aimed at Creating Resource Recycling Systems

Recently, the transition to a circular economy has been accelerating amid restrictions on global resources and adaptation to environmental issues. In Japan, efforts are also underway to expand uses for recycled materials and establish regional recycling systems, and there is a need for further cooperation among local governments, as well as for the advancement of waste sorting, collection, and recycling and the development of new systems. Amid such efforts, we participated in the "Demonstration Project for the Construction of a Resource Recycling System in a Regional Municipality in FY2025," which has been developed by Japan's Ministry of Economy, Trade and Industry. This demonstration project aims to establish a framework—from the collection of recycled materials (including recycled plastic) to their recycling—that is tailored to regional characteristics that include large metropolitan areas and regional capitals, with the goal of realizing a resource recycling system.

LINTEC is also participating in the Japan Clean Ocean Material Alliance (CLOMA), an industry organization that promotes initiatives aimed at resolving the issue of marine plastic waste, and it has cooperated in a demonstration project for recycling PET*-based containers other than beverage bottles. Specifically, we provide returnable labelstocks Environmentally Friendly Product 1 that can be easily detached and separated when washing plastic containers with hot alkaline water following their collection and transformation into plastic flakes with the label still attached.

We are promoting the development and popularization of products that contribute to resource recycling by leveraging the technology we have cultivated as a manufacturer of adhesive products and specialty papers. We will continue our mission of contributing to the realization of a circular society by focusing on the development and sale of products that contribute to advancing the 3Rs (reduce, reuse, and recycle) in plastic, biodegradable materials, and materials that are alternatives to plastic.

* Polyethylene terephthalate



Environmentally Friendly Products

The LINTEC Group is actively involved in developing and proposing environmentally friendly products as well as reducing the environmental impact of its manufacturing processes. By fulfilling our social responsibility as a manufacturing company while also viewing the growing environmental awareness among society and our customers as an opportunity, we aim to enhance our economic value as well.

1. Label Materials That Promote the Recycling of Plastic Containers

We offer a label material that promotes the recycling of plastic containers. Labels made from this material can be removed easily in the cleaning process after container collection, allowing for efficient label removal and retrieval. Our material using polypropylene (PP)-based synthetic paper as a surface base material is intended for use on containers made from PET, which makes up the majority of plastic containers. By taking advantage of the specific gravity separation characteristics of PP, which floats in water, and PET, which sinks, we have made it possible to efficiently remove and collect labels during the container crushing and reclamation processes. We are proposing the use of our material, which complies with Japan's Food Sanitation Act, for a wide range of applications, including labels for beverages and food products.



Proposed for use as labels on plastic containers and other packaging

2. Environmentally Friendly Window Film

In July 2025, LINTEC added a new solar-control type to its lineup of window films that uses 100% recycled PET resin for the surface base material. Compared with products made from non-recycled PET resin, this film reduces CO_2 emissions by approximately 17.5%. When applied to the entire surface of a building's windows, it reduces solar transmittance—particularly in the near-infrared range, which carries high thermal energy—to about 57%, helping to reduce heat inside the building. It also blocks over 99% of ultraviolet rays, which can cause skin damage and fading of building interiors. Additionally, the film helps prevent the scattering of glass fragments in the event of window breakage.



Sample application of solar-control window film

Society Social Capital

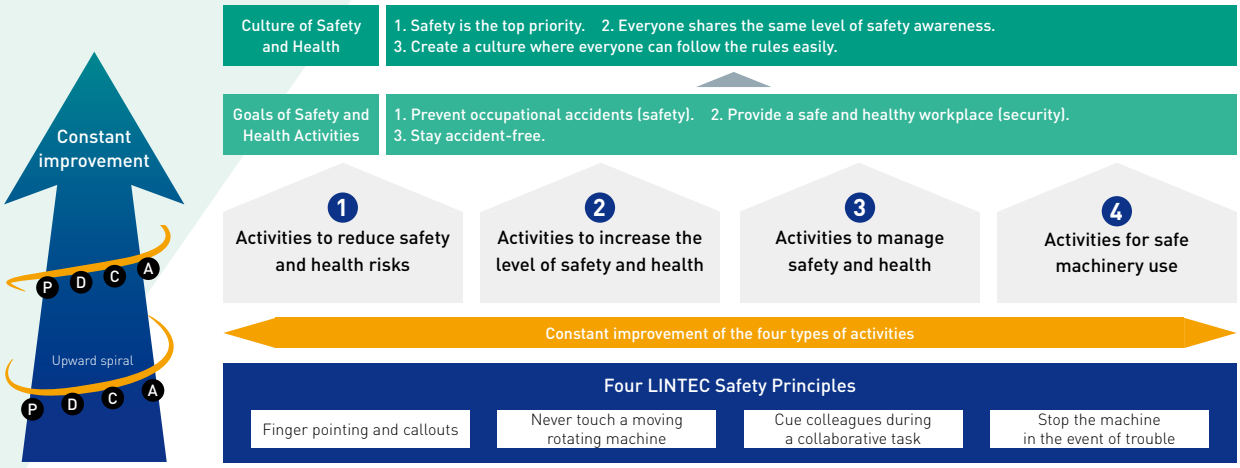
Occupational Health and Safety

Zero-Accident Culture

Safety is the top priority at 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 exchange information about each plant's initiatives. We have also adopted the concept of "machinery safety," in which machine design helps ensure worker safety, and we are working to reduce risk by replacing as much manual work as possible with machines. 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

Creation of a Culture of Safety and Health at LINTEC



Respect for Human Rights

A Firm Commitment to Human Rights Policies Aligned with International Standards

We have established the LINTEC Group Human Rights Policy based on the United Nations International Bill of Human Rights, the Ten Principles of the Global Compact, the Guiding Principles on Business and Human Rights, and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work. To ensure thorough implementation of the LINTEC Group Compliance Guidelines and to realize our long-term vision, LSV 2030, all executives and employees comply with this policy. We also request compliance from our business partners and related parties, including suppliers. The Sustainability Committee, which is chaired by the president, comprehensively monitors and supervises related initiatives in cooperation with related departments.

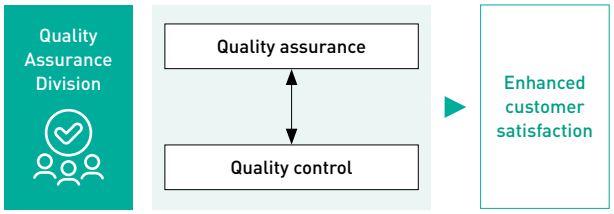
Expansion of the Compliance Reporting and Consultation System

In April 2025, the Group established a new consultation system as part of its efforts to strengthen compliance Companywide and foster a healthy workplace free from harassment and other issues. The previous internal whistleblowing system was designed for reporting legal or serious compliance violations to an attorney and posed a high hurdle for employees seeking to consult about issues in the workplace. To address this, the new consultation channel allows employees to reach out to the General Affairs & Human Resources Division with concerns not only about labor–management issues and workplace conditions but also workplace-related compliance matters. For consultations, employees may specify the gender of the person they wish to speak to, making it easier to raise issues such as sexual harassment. The system ensures strict confidentiality, and employees will not suffer any disadvantage as a result of using the service. With this new channel in place, in addition to the previous whistleblowing system and external harassment consultation hotline, the Group has further expanded its compliance reporting and consultation framework. During the fiscal year ended March 31, 2026, a total of eight consultations were submitted through the newly established consultation desk, indicating the steady development of a workplace environment in which employees can comfortably raise concerns and discuss workplace issues. Going forward, we will continue to foster a healthy and vibrant corporate culture by leveraging employee feedback to improve the work environment and strengthen our organizational culture.

Quality Assurance

Defining and Reaffirming Quality Assurance and Quality Control

Quality assurance refers to the overall management of the entire product supply chain from the customer's perspective to ensure that the products offered are of a quality that satisfies the customer. Quality control, meanwhile, is an activity that underpins quality assurance, in which production sites take the lead in ensuring that products are manufactured as designed according to a predetermined process. We are strengthening our Companywide quality assurance system by having our Quality Assurance Division define and reaffirm quality assurance and quality control more clearly. By pursuing manufacturing in a way that satisfies our customers, we hope to remain a trusted partner to our customers, both in Japan and overseas.



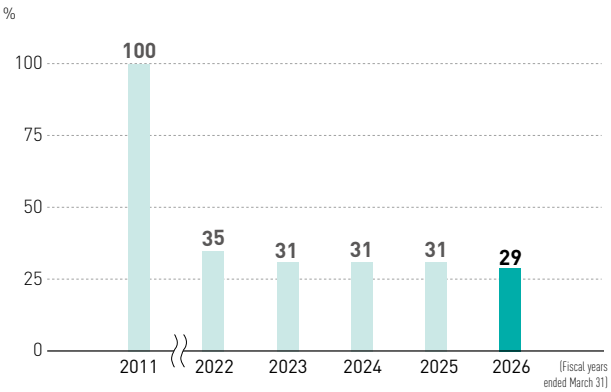
Aiming for a Global Quality Assurance System

We are actively working to localize production so that we can produce and provide a stable supply of products that are closer to our customers at overseas locations. In 2026, our overseas sales ratio was 62.8%, up approximately 24 percentage points from a decade earlier. This increase has highlighted the importance of the Quality Assurance Division's efforts to establish and strengthen a worldwide quality assurance system. While working closely with local quality control staff, the division is building a system that will enable employees in the field to quickly and accurately identify customer needs and conduct evaluation and analysis from an objective perspective.

Ensuring Thorough Quality Management

The LINTEC Group maintains its certification under ISO 9001, the international standard for a quality management system (QMS). We are unifying the previous quality assurance systems, which are being implemented by each business operation, into a single Group QMS, and we received quality-related certifications at numerous locations overseas. Furthermore, we are realizing rigorous quality management daily on the production front lines and, in addition, we continually carry out employee education targeting the maintenance and enhancement of quality and initiatives targeting the curtailment 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. As a result of these efforts, we have seen significant improvement in the number of major quality incidents when comparing such incidents by year. We set the fiscal year ended March 31, 2011 as 100 in an index of major quality incidents, and we saw this level reduced to 29 in the fiscal year ended March 31, 2026. 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 Major Quality Incidents Versus Fiscal 2011



Scope: LINTEC Corporation (excluding the Ina Technology Center), TOKYO LINTEC KAKO, INC., and SHONAN LINTEC KAKO, INC.

Fair Transactions

Supply Chain Management Based on Transparency and Trust

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 from multiple perspectives, including respect for human rights, occupational health and safety, information security, and corporate ethics. We will continue 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.

Please see our sustainability website for further details on our cooperation with suppliers.
www.lintec-global.com/sustainability/social/partner/

Relationships of Trust with Stakeholders

We recognize that co-creating value with a diverse range of stakeholders, including shareholders and investors, employees, business partners, customers, creditors, and local communities, is essential for effective corporate management. We will continue to pursue the sustainable enhancement of corporate value through constructive dialogue and collaboration with our stakeholders.

Shareholder and Investor Engagement Activities

LINTEC aims to support the formation of an appropriate stock price through timely, suitable information disclosure. To that end, the Company conducts a variety of investor relations (IR) activities for institutional investors, securities analysts, and individual investors. In addition to one-on-one meetings, we regularly hold briefings on financial results and the medium-term business plan. We also conduct visits and IR conferences for overseas investors and host plant tours, business briefings, and corporate presentations for individual investors as needed. Feedback obtained through constructive dialogue is reported to the Board of Directors and at management meetings and shared internally with the aim of enhancing management and driving sustainable corporate value.

Key IR activities for the fiscal year ended March 31, 2026	Number of events	Main participants
One-on-one interviews and meetings	284 companies in total (311 companies in total)	President and CEO, responsible director, responsible officer, and Public Relations & Investor Relations Office staff
Financial results briefings	2 (2)	President and CEO, responsible director, and responsible officer
Overseas IR	1 (1)	President and CEO, responsible director, and responsible officer
Securities firm conferences	1 (1)	President and CEO, responsible director, and responsible officer
Company presentation for individual investors	2 (1)	President and CEO and responsible officer

Note: Figures in parentheses indicate results for the fiscal year ended March 31, 2025.



March 2026 briefing session for individual investors

Main Themes and Areas of Investor Interest in the Fiscal Year Ended March 31, 2026

- Performance of U.S. subsidiaries
- Sales performance and future demand outlook for Advanced Materials Operations
- Profitability improvements in Optical Products Operations and Fine & Specialty Paper Products Operations
- Impact of rising raw material prices, owing to the escalating tensions in the Middle East, and rising fixed costs and the resulting price pass-through
- Progress of new product development and expected timing of earnings contribution
- Shareholder return policy, including continuous share buybacks and dividends

Feedback and concerns received from shareholders and investors are reported by the relevant departments to management on a quarterly basis during business updates to the Board of Directors. A full review is conducted annually, and reports are provided to management on an ad hoc basis as necessary.

Communication with Other Stakeholders

Target: Customers

- Participation in domestic and international exhibitions (participated 46 times as of March 31, 2026)
  Domestic: Sustainable Materials Expo (SUSMA) 2025, Advanced Materials Expo 2026, etc.
  Overseas: SEMICON Taiwan 2025 (Taipei, Taiwan), Labelexpo Europe 2025 (Barcelona, Spain), etc.
- External customer consultation desk, after-sales service, etc.

Target: Suppliers

- Purchasing activities, briefing sessions, supplier surveys, etc.

Target: Employees

- Conducting of fourth employee survey
- Publishing of communication magazine (three languages, four times a year), etc.

Target: Local Communities

- Tours of plants and facilities
- Support for and collaboration with the Kuramae Science Classroom *"Fushigi Fushigi,"* organized by the Kuramae Industry Association
- Environmental conservation and social contribution activities at sites in each region, etc.