

LINTEC Integrated Report

LINTEC Integrated Report

2026

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

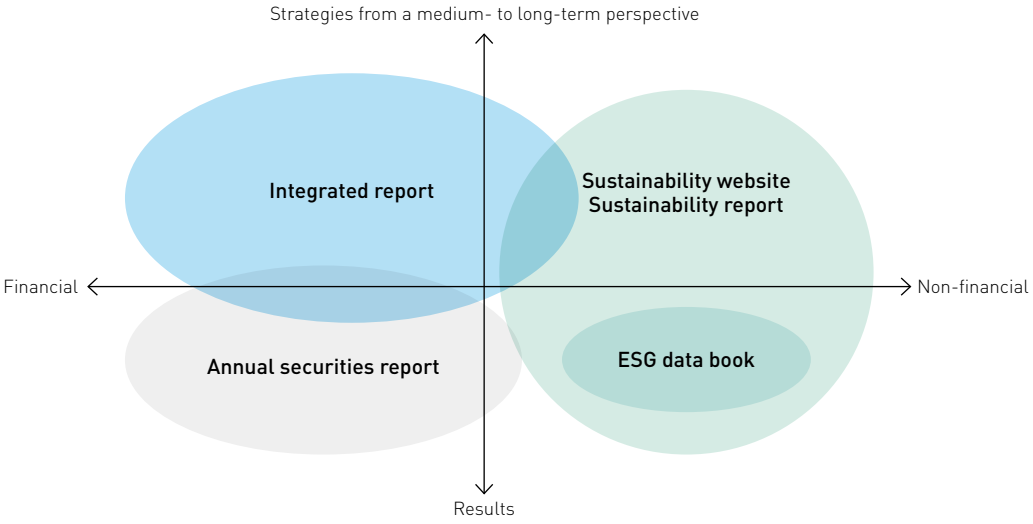
Scope of Reporting

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

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

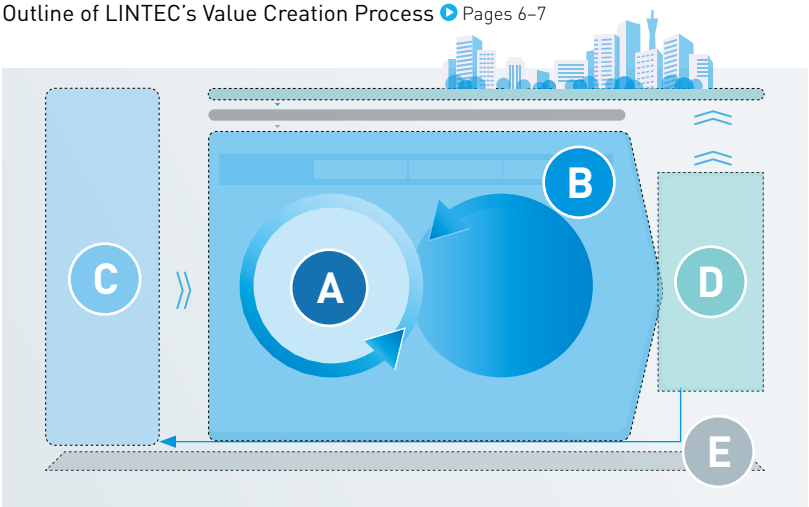
Reporting Period
This report covers the period from April 1, 2025 to March 31, 2026. However, some of the information includes content from April 1, 2026 onward.

LINTEC's Main Information Disclosure Tools and Their Positioning



How to Read *LINTEC Integrated Report 2026*

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



A Message from the President

Pages 8–13

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

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

Editorial Policy

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

Guidelines Used as References

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

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

Company Motto



Sincerity and Creativity

Mission Statement

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

For tomorrow we build today



About LINTEC

A Leading Company in Adhesive Products and Specialty Papers

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

Source of Our Value Creation

History of Value Creation

From Founding to Entry into Growth Business

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

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

1972
- Launch of manufacture and sale of labeling machines

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

Second Period of Rebirth

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

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

↓

LINTEC Corporation

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

Growth Phase

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

Growth Acceleration Phase

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

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

Strengths

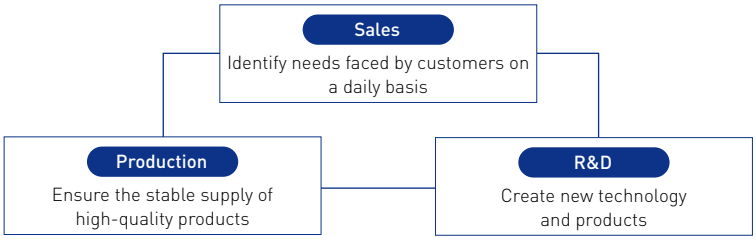
Ability to Accurately Identify Needs

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

(Fiscal year ended March 31, 2026)

New Product Sales Ratio 24.9%

Number of Exhibitions Attended in Japan and Overseas 46



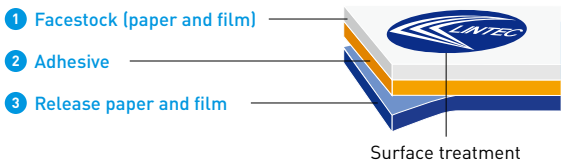
To accurately ascertain customer needs, researchers accompany sales representatives on client visits, and both sales and R&D personnel visit production sites to address challenges directly. By working together across all phases, from development to production to sales, we create unique value through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

Development of highly customized products at an early

Business model

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

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



02

Technological Development Capabilities

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

(Fiscal year ended March 31, 2026)

Number of Products Developed 3,165

Number of Patents Held in Japan and Overseas 6,291

Four Core Technologies

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



Adhesive products for labels



Semiconductor-related adhesive tape

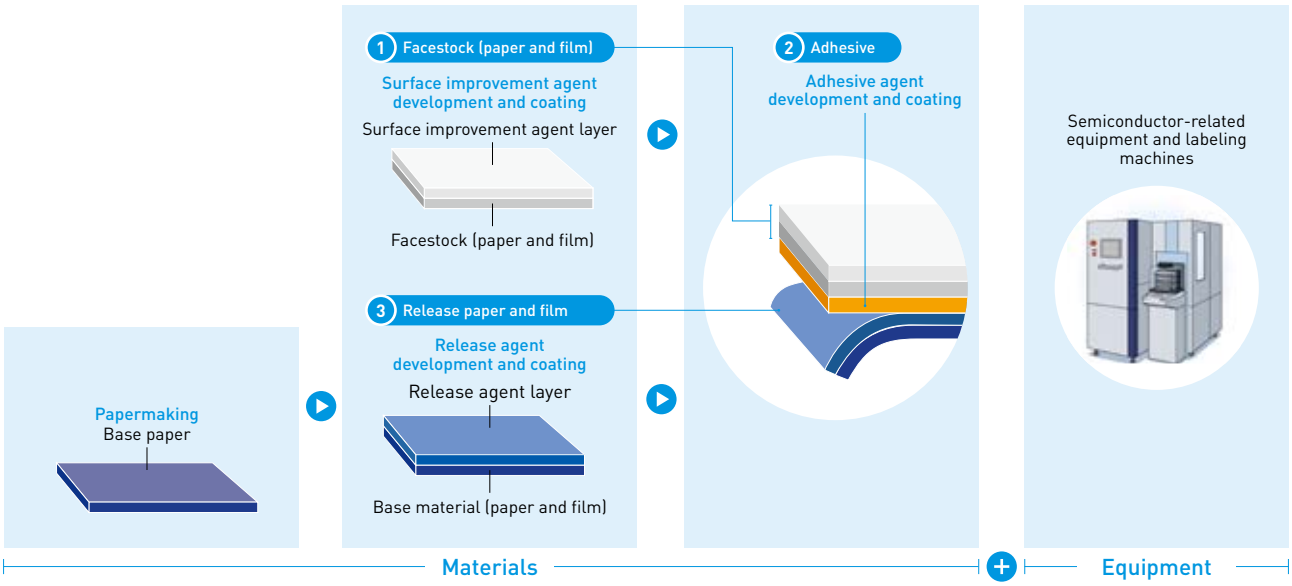


Oil-resistant paper

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

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

Integrated System for the Production of Adhesive Products



Value Creation Process

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

Management Capitals

Financial Capital
▸ See pages 18–21.

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

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

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

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

Intellectual Capital
▸ See pages 42–44.

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

Manufacturing Capital
▸ See page 45.

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

Natural Capital
▸ See pages 52–55.

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

Social Capital
▸ See pages 56–58.

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

DX Promotion
▸ See pages 48–49.

A Sustainable Society

Societal Issues / Market Needs

BUSINESS ACTIVITIES

Contributing to a Sustainable Society

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

Market-driven business operations

Company Motto

Sincerity and Creativity

Strengths

Ability to Accurately Identify Needs

Technological Development Capabilities

Business Model

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

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

■ Printing and Industrial Materials Products
▸ Pages 30–31

Printing & Variable Information Products Operations
Industrial & Material Operations

Governance
▸ See pages 59–65.



Contribution to Its Realization

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

Development of highly customized products at an early stage

Establishment of a strong and diverse customer base built on trust

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

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

OUTCOME

Social Value

Help meet the SDGs

SUSTAINABLE DEVELOPMENT GOALS

Economic Value

Maintain a strong financial base and enhance capital efficiency

etc.

Reinvestment



CEO MESSAGE

Makoto Hattori

Representative Director
President, CEO and COO

We will forge ahead with determination to continuously raise corporate value, with the resolution of social issues and pursuit of rapid growth as driving forces.

Responsibility to Resolve Social Issues

LINTEC began its business by manufacturing gummed tape that could be applied with water, similar to postage stamps, and has now developed products in a wide range of areas as a comprehensive manufacturer of adhesive-related products. While we continue to adapt our products in line with changes in the business environment as well as people's lifestyles and the needs of customers, our fundamental role has not changed—to contribute to resolving social issues and consistently deliver the value required by customers through our adhesive-related products. I believe this is both LINTEC's mission and responsibility.

Looking solely at environmental issues, society is currently facing a wide range of problems that include reducing CO_2 emissions and realizing a circular society. More than ever, companies are being asked how they will address such issues while also determining how they will provide value. Meanwhile, as we are advancing efforts in our environmental response as a manufacturer, which include our work to enhance our lineup of environmentally friendly products, we are also participating in the Japan-Earth Conscious Labeling (J-ECOL), a label recycling association, to promote recycling of release paper across the entire label industry. As a result of these efforts, LINTEC's technologies and businesses are beginning to contribute to the resolution of social issues.

See the "Environment" section on page 55.

We are not only facing environmental issues. LINTEC's singular purpose entails contributing to resolving the social issues that lie beyond supporting our customers' industries and businesses. It is for this reason that I believe we must continue to be our customers' most important and strongest supporter.

Organizational Strength That Drives Our Value Creation

LINTEC's strengths lie in our high-variety, small-lot manufacturing that other companies find difficult to undertake, which is the result of carefully addressing the highly diverse needs and issues of each and every customer. In the process of striving to meet a wide range of requirements and specifications, ongoing dialogue with customers and daily collaboration between company divisions have become standard practice within our organization. By directly facing each issue through close coordination between our Sales, R&D, and Production divisions and bringing our ideas to life while sharing information and insights within the Company, we have cultivated the ability to accurately identify customer needs and to translate this knowledge into real solutions through technology. These are the source of LINTEC's value creation today.

At the root of this lies our highest priority—making connections with people. We have established strong and lasting partnerships with customers through our efforts to foster relationships and build trust over many years. Even when customers choose a competitor's product, we maintain our relationship with them, analyze any issues, and make continuous improvements, which has led to future opportunities. I firmly believe that this ability to sustain relationships is the very driving force of LINTEC's growth.

We share information and engage in rapid decision-making across divisions. These include not only Sales, R&D, and Production but also administrative functions, such as Procurement and

Quality Assurance. The strength of this ability to collaborate contributes to not only the speed of our development but also our ability to respond to customers, underpinning LINTEC's competitive edge. This stance embodies our company motto of "Sincerity and Creativity." Our commitment to always act in a manner that is true to our company motto remains unwavering, regardless of the business conditions. I firmly believe in the importance of building on our daily efforts, and this steady practice has fostered strong relationships and organizational capabilities, which have in turn led to our current business performance and corporate value.

Review of the Fiscal Year Ended March 31, 2026, and Outlook for the Fiscal Year Ending March 31, 2027

See the "Overview of Long-Term Vision LSV 2030" section on pages 14–15.

During the fiscal year ended March 31, 2026 (fiscal year under review), the second year of the medium-term business plan LSV 2030–Stage 2, net sales and operating income saw record highs for the second consecutive year. Being able to boost performance to this extent amid increasingly uncertain conditions is a testament to the unwavering efforts of all our employees.

See the "A Message from the CFO" section on pages 18–21.

We have been forging ahead with initiatives related to key themes of our long-term vision, LSV 2030, largely as planned. Under our structural reforms initiative, we have been optimizing our business portfolio through efforts that include the closure of our subsidiary LINTEC INDUSTRIES (MALAYSIA) and the shutting down of production equipment in the Fine & Specialty Paper Products Operations, while also actively engaging in measures such as introducing new production equipment through scrap and build. Regarding MACTAC AMERICAS, which is responsible for our North American label-related business, the amortization of planned goodwill has weighed on the company, preventing it from achieving the expected improvement in earnings, and we are addressing this as an urgent management issue. Numerous factors related to this issue are intertwined, such as the market environment in North America and various production systems, and resolving them requires time. However, we have been strengthening the support system from Japan, with measures that include optimizing production equipment and logistics bases. We are also beginning to see progress in improving yield rates, ensuring we achieve profitability at an early stage.

The semiconductor-related business, which is a growth field, is expanding at an unprecedented speed due to the rapidly increasing demand for AI, with performance that has greatly exceeded that of the previous fiscal year. Orders remained strong for not only semiconductor-related adhesive tape and multilayer ceramic capacitor-related tape, but also for equipment for semiconductor manufacturing, including tools for high-bandwidth memory (HBM) manufacturing. In the fiscal year ending March 31, 2027 (the current fiscal year), we will capitalize on this tailwind while steadily advancing initiatives aimed at the production of carbon nanotube (CNT) pellicles for extreme ultraviolet (EUV) lithography equipment. For our environmental initiatives, we have received Science Based Targets (SBT) certification. We are continuously working to reduce our greenhouse gas emissions and will further advance specific measures in line with business activities.

See the "Environment" section on pages 52–53.

The fiscal year under review saw the challenges of running a business become even greater under an extremely harsh external environment that included concerns over the procurement of naphtha-derived raw materials, following increasing tensions in the Middle East. Amid these challenges, we placed the highest priority on responsible supply to our customers. Centered on our Procurement Division, we ensured a stable supply of raw materials and were able to fulfill our commitment to deliver. Since we are a business that is easily affected by the external environment, we have consistently placed great importance on developing systems to address latent issues during normal times. As a result, we have equipped ourselves with the capability to respond flexibly and accurately, even in highly uncertain environments. This adaptability was not created overnight but rather a skill that has been cultivated over time, and we regard it as one of LINTEC's core strengths.

The fiscal year under review is a key year for steadily making improvements to our revenue structure while also advancing the enhancement of production equipment and R&D sites to

encourage growth. Furthermore, even if a field has matured, there is still plenty of room to create new products and business opportunities that contribute to resolving social issues. With a view to the next medium-term business plan, LSV 2030–Stage 3, we will steadily advance all the themes adopted under LSV 2030 and are making appropriate investment decisions in the necessary fields.

Growth Strategies for 2030

Looking at our current business portfolio, the majority of the Company's profits are underpinned by the Advanced Materials Operations, which is focused on developing semiconductor-related products. As demand for AI is rapidly growing in the semiconductor market, we anticipate growth in the medium to long term. Semiconductors will continue to play an indispensable part in society's evolution, even in 10 or 20 years. Active capital investment by semiconductor manufacturers is expected to continue in the future, and I am determined that we effectively capture this growth opportunity. However, pursuing growth and strengthening the soundness of our business portfolio must be conducted simultaneously. I firmly believe that engaging in improvements to profitability in the other five divisions outside the Advanced Materials Operations is a vital issue. With this in mind, I am committed to establishing a profit-based business structure, further strengthening our semiconductor-related business, and creating new engines for growth.

1. Transformation to a Profit-Oriented Structure

The Printing & Variable Information Products Operations accounts for a substantial share of our sales, and I believe that improving profitability in this segment will have a significant impact on the Company as a whole. In particular, the North American adhesive labels market represents a key growth area for us, and improving the profitability of MACTAC AMERICAS is an urgent priority. As one of the largest adhesive labels markets in the world, with growth expected to accompany population increases, North America is a critically important region for us. While moving quickly to improve profitability, we intend to grow earnings by leveraging synergies across the Group in technology and sales channels. In addition, although the Fine & Specialty Paper Products Operations conducts business in a challenging environment, it remains an important business that supports the supply of raw materials (base paper for release paper) for our adhesive products. Viewing our response to social issues as an opportunity for growth, we will continue to pursue necessary investments and reforms from a medium- to long-term value creation perspective, rather than judging performance solely by short-term growth rates.

See the "Transformation to a Profit-Oriented Structure" section on pages 22–23.

2. Expansion of the Semiconductor-Related Business

The growth of our semiconductor-related business is not just attributable to market conditions. Since developing UV curable dicing tape in 1986, we have continuously created products that anticipate our customers' needs. Underpinning this, as I mentioned earlier, is the trust we have built with our customers over many years, as well as our comprehensive capabilities to address challenges as one unified team, namely, drawing on the integrated strength of sales, R&D, and production. I believe it is this high level of customer trust and recognition that has driven our current growth.

Our CNT pellicles for EUV lithography equipment originated from carbon nanotube research and development conducted at our R&D center in Texas (United States), which opened in 2013. While pellicles were not the original research theme, their potential and market needs became clear as we continued our R&D efforts. We are now in the final stages of preparation for full-scale production. I am strongly determined to ensure that the steadfast efforts by everyone involved launch a successful business. Going forward, we will address challenges one by one, including maintaining quality while ensuring a stable supply and improving usability, such as handling characteristics, to drive continued adoption and market expansion. We opened the Tsukuba Innovative Creation Center in June 2026. This will accelerate our pellicle-related initiatives while steadily advancing the development of new applications that leverage our technology. We will turn this robust demand into sustainable improvements in business performance.

See the "Expansion of the Semiconductor-Related Business" section on pages 24–27.

3. Creation of New Growth Engines

See the "Creation of New Growth Engines" section on pages 28–29

While semiconductor- and electronic component-related products are currently in the spotlight, their life cycles will inevitably come to an end. As a result, I believe that it is imperative to be proactive in our response to new developments in the medium to long term. With this in mind, we are focusing on developing materials and processes aimed at becoming the next-generation de facto standard and creating solutions that contribute to the resolution of social issues, with a view to the continued growth of semiconductors. Despite differing progress in each theme, there are some fields that are starting to take off due to industry–academic collaboration and external co-creation, and we anticipate an increase in the scope of our business portfolio in the future.

In research and development, the Research & Development Division currently serves as the core, while the Business Administration Division is also advancing initiatives aimed at creating new products and businesses as well as promoting research themes under a cross-organization, Companywide approach. This system allows us to incorporate market needs into our development process at an early stage and accelerate the creation of new products and their commercialization.

To achieve LSV 2030, LINTEC has adopted a multifaceted growth strategy that involves addressing all themes with the potential to develop a compelling narrative, rather than focusing heavily on one particular field. At first glance, it may seem extremely inefficient to work on so many themes at once. However, I recognize that our business is structured in a way that creates value through the interaction between technology, customer relationships, and our supply system. As a result, simply optimizing a single area in isolation is unlikely to yield sufficient results.

The Board of Directors also continues to discuss the optimization of our business portfolio as a key priority from the perspective of overall optimization. We will enhance the effectiveness of our strategies and enhance corporate value by incorporating the objective and candid opinions of our outside directors, who are informed by their experience and industry expertise.

Strengthening the Foundation That Accelerates Growth (Human Capital, DX, and Governance)

See the "Human Resource Strategy" section on pages 46–47.

Human resources are the source of our growth. While the approach to talent development varies by country, region, and industry, we are advancing human capital development across the Group in a systematic manner. In particular, securing and developing R&D talent is a critical issue that will determine our future competitiveness, and we are strengthening recruitment and development efforts in line with the expansion of our R&D themes. In addition, with overseas sales now accounting for more than 60% of total revenue, developing talent and strengthening governance at our overseas subsidiaries have become important management issues. Senior managers at our local operations are required to understand and apply both Japanese corporate philosophy and local management practices. We will steadily advance this talent development while further strengthening trust and governance within our local operations through ongoing communication and personnel exchanges.

See the "DX Strategy" section on pages 48–49.

One area that we are particularly focused on accelerating is the promotion of digital transformation (DX). We have positioned DX as an essential means of sustainably enhancing our competitiveness. The promotion of DX is not limited to specific departments, but rather a Companywide initiative encompassing all departments. In the previous fiscal year, we obtained DX Certification from Japan's Ministry of Economy, Trade and Industry. Building on the DX learning and infrastructure development we have focused on over the past several years, and incorporating external expertise in the process, we have now moved into the utilization and application phase, working to generate concrete results across our operations. In particular, advances in AI are bringing significant change to the speed of business execution across our operations. The speed of literature research and design review in our R&D operations is being substantially improved through the use

of AI. Rapid information sharing, decision-making, and development speed have long been among our strengths, and I believe DX will enable us to elevate these strengths even further. In this sense, DX is not merely a tool for improving operational efficiency. It is a critical initiative for further enhancing the Companywide agility that is one of our core strengths, and for driving new value creation. Through the development of DX talent and the use of data to enhance visibility and governance across the Group, we will work to build a more resilient management foundation on a global scale.

To Our Stakeholders

Guided by our company motto of "Sincerity and Creativity," we will continue to fulfill our corporate mission of resolving social issues by enhancing the resilience of our management foundation and business foundation, linking these efforts with solid business results. I believe that we must pursue both the resolution of social issues and rapid growth by working together as a company.

Our growth to date is entirely due to the understanding and support of our stakeholders. We will continue to meet our customers' expectations by providing value that exceeds those expectations, building on the foundation of trust with our customers. Corporate value is not evaluated on its short-term results. I firmly believe that it is viewed in terms of the efforts built up over 10 or 20 years.

LINTEC will continue to be our customers' most important and strongest supporter, and we will strive to sustainably enhance our corporate value through the pursuit of both social issue resolution and rapid growth. I sincerely ask for your continued understanding and support as we move ahead with these efforts.

Makoto Hattori
Representative Director
President, CEO and COO



Overview of Long-Term Vision LSV 2030

The LINTEC Group has formulated LINTEC SUSTAINABILITY VISION 2030 (LSV 2030), a long-term vision that continues through the fiscal year ending March 31, 2030, in the aim of realizing a sustainable society. With the basic approach of helping to resolve social issues through our business activities, we will actively address each key initiative from the perspective of sustainability.

LSV 2030
LINTEC SUSTAINABILITY VISION

Basic Policy

Contribute to realizing a sustainable world by strengthening the corporate structure through innovation and creating new products and businesses for sustainable growth

Key Initiatives

1 Solve social issues

(1) Environment
- Help to shape a carbon-free world
- Help to shape a recycling-oriented world
- Comply with the PRTR Act
- Contribute to biodiversity preservation initiatives

(2) Society
- Respect human rights
- Provide proper information disclosure to stakeholders
- Promote work-style reform initiatives
- Promote the quality-first and customer-first approaches

(3) Governance
- Strengthen corporate governance
- Further increase effectiveness of the Board of Directors
- Ensure the timely disclosure of corporate information and the transparency of management
- Engage in constructive dialogue with stakeholders and investors

(4) Ensure that business activities help to achieve the Sustainable Development Goals (SDGs)

2 Foster innovation to build a robust corporate structure

(1) Transform business processes including design, development, manufacturing, and logistics through digital transformation (DX)

(2) Install new production equipment through scrap and build, with the aim to conserve energy, raise quality, increase efficiency, and reduce labor

(3) Strengthen cost competitiveness with innovation in production processes

(4) Reform the structure of low-growth and unprofitable businesses and soundly manage Group companies

(5) Maintain a solid financial base and improve capital efficiency

3 Create new products and businesses to deliver sustainable growth

(1) Create new products and businesses driven by technological innovation

(2) Expand strategic investment and flexibly conduct mergers and acquisitions (M&A)

(3) Move aggressively to win a greater presence in the global market

(4) Establish localization

	Results for the Fiscal Year Ended March 31, 2025	Results for the Fiscal Year Ended March 31, 2026	Forecast for the Fiscal Year Ending March 31, 2027	Targets for the Fiscal Year Ending March 31, 2027*
Net Sales	¥316.0 billion	¥319.4 billion	**¥342.0 billion**	¥315.0 billion
Operating Income	¥24.6 billion	¥25.2 billion	**¥27.5 billion**	¥25.5 billion
Profit Attributable to Owners of Parent	¥14.5 billion	¥17.4 billion	**¥19.5 billion**	¥18.0 billion
Operating Profit Margin	7.8%	7.9%	—	8% or more
Return on Equity (ROE)	6.1%	6.9%	—	8% or more

* At the time of announcing the medium-term business plan LSV 2030-Stage 2 in March 2024

Stage 1
April 2021 to March 2024

Our Desired State

LSV 2030
LINTEC SUSTAINABILITY VISION

Operating Profit Margin
12% or more

Return on Equity (ROE)
10% or more

Stage 3
April 2027 to March 2030

Medium-Term Business Plan Stage 2

April 2024 to March 2027

Directions of Major Activities Related to Key Initiatives of Long-Term Vision LSV 2030

1 Resolve social issues

By March 2027, reduce CO_2 emissions by 67% or more compared with the fiscal year ended March 31, 2014
See pages 52–55.
Results for the fiscal year ended March 31, 2026 60.6% reduction

In addition to further expanding the range of environmentally friendly products and pursuing solventless products, work with related companies and the Japan-Earth Conscious Labeling (J-ECOL) to achieve the horizontal recycling of used release paper
See pages 52–55.
Results for the fiscal year ended March 31, 2026
Number of environmentally friendly products developed: 89
Percentage of solventless adhesive products for seals and labels: 80%

Curtail atmospheric emissions of volatile organic compounds (VOCs)
See pages 52–55.

2 Foster innovation to build a robust corporate structure

Implement portfolio restructuring, including withdrawal from unprofitable fields, after assessing the future growth potential, market competitiveness, and profitability of each business, and promote the sound management of domestic and overseas Group companies
See pages 18–21 and pages 22–23.

Introduce new production equipment to save energy, raise quality, increase efficiency, and reduce manpower, while at the same time enhancing cost competitiveness through production process innovation
See page 45.

Create value that exceeds the expectations of all stakeholders by putting specific action plans for LDX 2030 into action and accelerating the development of a transformational management foundation and corporate culture
See page 49.
Results for the fiscal year ended March 31, 2026
Transition to stage five of the plan, the execution stage

3 Create new products and businesses to deliver sustainable growth

Create a system for the early mass production of carbon nanotube (CNT) pellicles for extreme ultraviolet (EUV) lithography equipment, which were developed from elemental technologies
See pages 24–27 and page 32.
Results for the fiscal year ended March 31, 2026
Independent development of Dual Density carbon nanotube (CNT) pellicles that enhance durability and establishment of mass production technology

Utilize the newly established Package and Material Development Group to promote the development of new tapes, equipment, and proprietary processes related to packaging technology in advanced semiconductor back-end processes
See pages 24–29 and page 32.

Increase the ratio of overseas sales to total sales to 65% by the fiscal year ending March 31, 2027, by expanding and broadening the product lineup of adhesive paper and film, etc., to meet local needs in overseas markets
See pages 22–29 and pages 30–35.
Results for the fiscal year ended March 31, 2026 Overseas sales ratio: 62.8%

Material Issues

When formulating its medium-term business plan, LSV 2030–Stage 2, the LINTEC Group also revised its material issues and associated KPIs, taking into account changes in the external environment. Through the five newly defined material issues and our corresponding initiatives, we aim to contribute to the realization of a sustainable society.

Material Issues	KPIs	Targets
Work to solve social issues through business activities • Help shape a carbon-free world • Respect human rights of all stakeholders • Enhance governance and risk management ▶ **Pages 52–63**	Reduction in CO_2 emissions relative to fiscal year ended March 31, 2014 levels (reduction of 67% or more by March 2027, 75% or more by March 2030, and achievement of carbon neutrality by 2050)	*1
	Scope 1, 2, and 3 emissions	*1
	Non-fossil energy ratio	*3
	Implementation of CSR study sessions for such purposes as raising employee awareness and understanding of the Human Rights Policy	*1
	Number of themes adopted by the Corporate Risk Management Committee for deliberation	*1
	Total hours of discussion at high-level meetings (meetings of the Business Deliberation Council, Nomination and Compensation Committee, and Sustainability Committee)	*4
Foster innovation to build a robust corporate structure and promote sustainable growth • Create market-leading innovative new products and businesses • Reform development, manufacturing, transportation, operations, and other processes to improve profitability • Protect and utilize intellectual property ▶ **Pages 42–45 and Pages 48–49**	Target percentage of new product sales to total sales (27% by March 2027) (30% or more by March 2030)	*2
	Number of products developed	*2
	Number of development projects with external institutions	*4
	Number of LDX 2030 transformation themes implemented out of seven	*4
	Number of patent applications/patents held	*4
Fulfill responsibilities associated with the environment, society, and customers • Reduce impact on natural ecosystems • Increase development of environmentally friendly products • Provide and stably supply safe and high-quality products ▶ **Pages 52–57**	Increase in the use of solvent-free release agents and adhesive agents 1. Percentage of solvent-free release agents and adhesive agents used: 75% by 2030 2. Complete shift to solvent-free release paper by 2030 (all release paper produced at Kumagaya and Mishima plants, except specialty products)	*4
	Percentage of forest-certified paper and pulp used	*4
	Landfill disposal rate: 1% or less	*4
	Implementation of our release paper recycling system	*4
	Number of environmentally friendly products developed	*4
	Percentage of quality incidents	*5
Develop and secure human resources for the future • Respect human rights in general and the rights of employees • Improve human capital and create an honest and open organizational culture • Promote occupational health and safety ▶ **Pages 46–47 and Page 56**	Percentage of female managers/supervisors (Subsection Manager/Assistant Project Manager): 10%	*4
	Percentage of female among the total number of new hires (graduates from a junior college/university/graduate school): 35% or more	*4
	Percentage of persons with disabilities in the total number of employees: 2.7%	*4
	Number of participants in correspondence training programs	*4
	Occupational accident frequency rate	*6
	Occupational accident severity rate	*6
	Number of plants having no accidents in a year	*4
	Number of violations of occupational health and safety laws and regulations	*4
Maintain LINTEC's favorable reputation • Ensure transparent information disclosure and reinforce stakeholder communication • Ensure compliance and fair business practices • Promote responsible procurement and strengthen supply chains • Enhance information security ▶ **Pages 56–58**	Number of individual meetings held with institutional investors and analysts	*4
	Number of briefings held to explain financial results and for investor relations and total number of participants	*4
	Number of legal training programs provided and total number of participants (including archive viewers)	*4
	Periodic publication of Legal News (6 times a year) and total number of views (including number of emails sent)	*4
	Number of responses to CSR survey	*4
	Response rate of raw material supplier survey	*7
	Implementation of self-checks once a year based on the Information Security Operational Rules and Internal Audit Checklist	*4
	Implementation of e-learning information security self-audit once a year	*4

*1 LINTEC Group: LINTEC Corporation and consolidated and non-consolidated subsidiaries
*2 LINTEC Corporation and consolidated companies *3 LINTEC Corporation and domestic consolidated and non-consolidated subsidiaries *4 LINTEC Corporation
*5 LINTEC Corporation (excluding Ina Technology Center), TOKYO LINTEC KAKO, INC., and SHONAN LINTEC KAKO, INC. *6 LINTEC Corporation production plants and R&D facilities, TOKYO LINTEC KAKO, INC., and SHONAN LINTEC KAKO, INC.
*7 Suppliers providing raw materials to LINTEC Corporation
Note: Figures marked with ★ have been independently verified by SGS Japan Inc.

For more information on the process of formulating material issues, please refer to the sustainability section of our website.
www.lintec-global.com/sustainability/materiality/

Results for the Fiscal Year Ended March 31, 2025	Results for the Fiscal Year Ended March 31, 2026
52.5% (Scope 1 + Scope 2)	60.6% (Scope 1 + Scope 2)
Scope 1: 92,143 t-CO_2 / Scope 2: 66,925 t-CO_2 J-Credits: –18,762 t-CO_2 ★ Green Heat Certificates: –127 t-CO_2 ★ / Scope 3: 1,859,282 t-CO_2	Scope 1: 90,859 t-CO_2 / Scope 2: 54,232 t-CO_2 J-Credits: –28,922 t-CO_2 ★ / Scope 3: 1,801,452 t-CO_2
32.9%	41.5%
Prepared and disseminated a comparative version of the revised Code of Conduct Guidelines (updated in April 2024)	CSR-related training for new hires, new managers and new supervisors Launch of the employee sustainability information-sharing site Training and exchange meeting with LINTEC ADVANCED TECHNOLOGIES (TAIWAN)
Identified 18 themes related to regulatory risk	Identification of four corporate risks and enhancement of the governance system to address them
Board Directors meetings: 2 times (130 minutes) Nomination and Compensation Committee meetings: 4 times (295 minutes) Sustainability Committee meetings: 4 times (420 minutes)	Board Directors meetings: 0 times (0 minutes) Nomination and Compensation Committee meetings: 5 times (245 minutes) Sustainability Committee meetings: 4 times (440 minutes)
27.7% ★	24.9% ★
3,441	3,165
26	30
All 16 planned themes executed (to continue in the fiscal year ending March 31, 2026)	11 themes Consolidation of the originally planned 16 themes into 11, and implementing all of these (will be continued in the fiscal ending March 31, 2027)
Number of patent applications: 283 (fiscal year ended March 31, 2025) Number of patents held: 2,684 (as of March 31, 2025)	Number of patent applications: 237 (fiscal year ended March 31, 2026) Number of patents held: 2,720 (as of March 31, 2026)
Release agents: 71% Adhesive agents: 80%	Release agents: 73% Adhesive agents: 80%
Forest-certified paper: Certified material ratio (purchased): 29.4% Forest-certified pulp: Certified material ratio (purchased): 55.9%	Percentage of forest-certified paper used (purchased): 30.5% Percentage of forest-certified pulp used (purchased): 52.4%
0.26%	0.24%
We conducted educational outreach on the recycling of release liners through activities with the Japan-Earth Conscious Labeling (J-ECOL). We also promoted circular economy initiatives through collection systems, re-commercialization systems, and reuse schemes.	Through the activities of J-ECOL (Japan-Earth Conscious Labeling), conducting activities aimed at the practical implementation of recycling of release liners • Total collected release liners: 536t (approx. 7.6 million m² (calculated at 70g/m²)) • Publication of case studies (on J-ECOL website) • Traceability demonstration experiment • Establishment of technologies for horizontal recycling, and market evaluation
73	89
31% (compared for the fiscal year ended March 31, 2011 levels)	29% (compared for the fiscal year ended March 31, 2011 levels)
7.7% ★	8.6% ★
43.9% ★	39.7% ★ (regular hires as of April 1, 2025)
2.53% ★	2.54% ★
283	310
0.18 ★	0.72 ★
0.0143 ★	0.0366 ★
3 site (Chiba Plant, Kumagaya Plant, and the Research & Development Division)	4 site (Kumagaya Plant, Agatsuma Plant, Mishima Plant, and Ina Technology Center)
0	1
311 companies (total)	284 companies (total)
3 times, 317 employees (total)	3 times, 359 employees (total)
6 times, 471 employees (on-site and online participants)	6 times, 1,383 employees (on-site and online participants)
6 times, 2,828 times	6 times, 2,444 times
224 (Number of cases investigated by the Sustainability Management Office in response to the survey)	163 (Number of cases investigated by the Sustainability Management Office in response to the survey)
Activities implemented after the supplier questionnaire in the fiscal year ended March 31, 2024 1. Number of feedback sessions conducted (number of suppliers who received feed- back in the year ended March 31, 2025): 48 companies, 62 business units ★ 2. Number of suppliers who received improvement requests (in the year ended March 31, 2025): 5 companies, 5 business units ★	Activities implemented after the supplier survey conducted in the fiscal ended March 31, 2024 • Percentage of suppliers who received a second response to improvement requests 80.0% ★
Information security training regarding connections required for external users to access internal system Implementation period: December 2–22, 2024	Implement information security training regarding connections required for external users to access internal systems Implementation Period: October 6–31, 2025 (General security education) December 2–19, 2025 (Training on the explanation and application process for internal corporate network connection access rights)
Implemented two times 1st time: July 1–October 31, 2024 2nd time: January 20–March 22, 2025	Implemented three times Implementation period (1st time): June 2–July 31, 2025 Implementation period (2nd time): September 16–November 30, 2025 Implementation period (3rd time): March 2–31, 2026

Financial Strategy A Message from the CFO

Financial Capital



1. Review of the Fiscal Year Ended March 31, 2026, and Outlook for the Fiscal Year Ending March 31, 2027

In the fiscal year under review (fiscal year ended March 31, 2026), we saw further record highs for net sales, operating income, and profit attributable to owners of parent. I believe that our ability to achieve such positive results in a highly uncertain business environment, which includes the significant disruption to various economies around the world brought about by U.S. tariff policy, is evidence of the steady improvement of our profitability. The driver of our performance has been Advanced Materials Operations, which develops semiconductor- and electronic component-related products. We recorded high levels of sales of the mainstay products in this business segment—semiconductor-related adhesive tape and equipment and multilayer ceramic capacitor-related tape—by solidly capturing the rise in demand related to AI. Despite a slight year-on-year decrease in sales of semiconductor-related equipment, there are signs of improvement, as we are seeing a steady recovery in both orders and deliveries for tools for high-bandwidth memory (HBM) manufacturing. This business segment is expected to maintain its strong performance in the current fiscal year (fiscal year ending March 31, 2027). Against a backdrop that includes the current status of the semiconductor market and strong capital investment by customers, all mainstay products are on track to achieve record-high sales.

For the fiscal year ending March 31, 2027, we forecast higher net sales and income. We anticipate operating income

Consolidated Operating Performance

	Fiscal Year Ended March 31, 2024	Fiscal Year Ended March 31, 2025	Fiscal Year Ended March 31, 2026	Forecast for the Fiscal Year Ending March 31, 2027
Net Sales	¥276,321 million	¥315,978 million	**¥319,385 million**	¥342,000 million
Operating Income [Operating Profit Margin]	¥10,628 million [3.8%]	¥24,562 million [7.8%]	**¥25,156 million [7.9%]**	¥27,500 million [—]
Profit Attributable to Owners of Parent	¥5,243 million	¥14,476 million	**¥17,374 million**	¥19,500 million
Return on Equity (ROE)	2.3%	6.1%	**6.9%**	—
Return on Invested Capital (ROIC)	3.1%	6.9%	**6.7%**	—
Weighted Average Cost of Capital (WACC)*	5.3%	6.0%	**6.1%**	—
Price-to-Book Value Ratio (PBR)	0.93 times	0.76 times	**1.14 times**	—

* LINTEC uses the capital asset pricing model to calculate WACC.

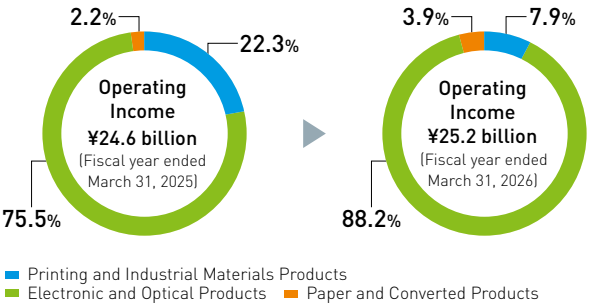
to increase 9.3% year on year, to ¥27.5 billion. While we anticipate higher sales volumes to contribute ¥4.8 billion and price revisions to contribute ¥5.3 billion, rises in raw material prices will reduce income by ¥4.7 billion, and increases in fixed costs, such as labor and research and development expenses, will reduce income by ¥4.2 billion. Furthermore, in breaking down raw material prices, we must account for the impact of escalating tensions in the Middle East, which we estimate to be ¥3.0 billion. In fact, while raw material prices began to significantly rise in May 2026, our Procurement Division strove to secure raw materials before these price hikes, and we are making every effort to ensure a stable supply of products. In response to the impact of Middle East tensions, we implemented price revisions in Printing & Variable Information Products Operations on shipments from July 1, 2026. We also considered and are currently implementing price revisions in other business segments. Since these price revisions are not incorporated into our performance forecasts, we believe they will serve as a positive factor for our performance.

2. Improving MACTAC AMERICAS' Profitability—A Key Challenge

Our strong financial performance clearly reveals a profit structure issue, as approximately 90% of our operating income comes from electronic and optical products, including Advanced Materials Operations, and the source of our income is heavily concentrated in a specific business division. In the fiscal year under review, operating income for Printing and Industrial Materials Products fell 63.8%, to ¥2.0 billion. However, the main factor behind this decline was the recording of an approximately ¥3.9 billion operating loss for MACTAC AMERICAS, LLC, our American subsidiary. In light of this situation, we must put considerable effort into driving improvements to profitability. As for the decline in process yield, the cause of the worsening operating loss, we have dispatched a team from Japan that includes engineers to address the issue. We anticipate seeing the effects of our improvements from around the second quarter of the current fiscal year. In addition, we implemented price revisions in April 2026 to cover soaring raw material costs, which are expected to result in several billion yen.

MACTAC AMERICAS will cease amortization of goodwill in November 2026. Since the burden of nearly ¥4.0 billion will be eliminated in the next fiscal year, we expect to remain in the black. However, as a business, we will aim to remain profitable. We aim to return to an operating profit margin of 10% as soon as possible, which was the rate we achieved prior to acquisition. Accordingly, we will expand our product lineup from the adhesive papers that have conventionally been our mainstay product to include adhesive films, which provide even more added value, as we strive to improve both unit price and profit margin. We will also implement measures to improve profitability while exploring ways to optimize our production and logistics sites.

Operating Income Breakdown by Segment



Note: The composition ratio is based on figures before elimination of transactions between segments.

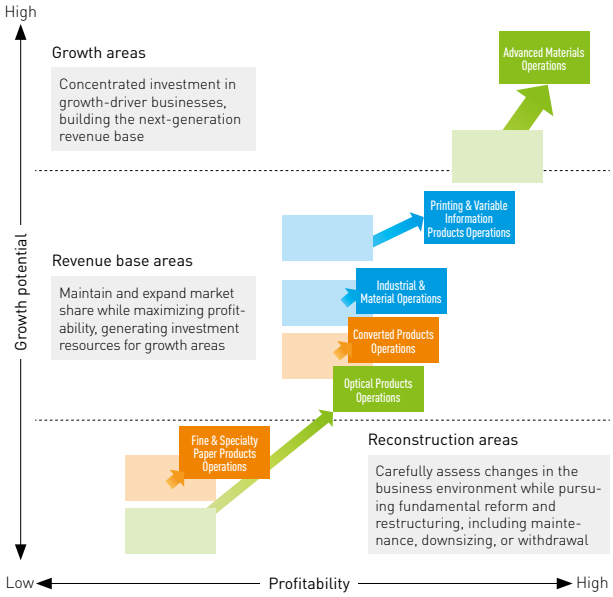
3. Achievement of Crucial Targets Under Our Long-Term Vision

We estimate that our weighted average cost of capital (WACC) for the previous fiscal year was 6.1%. To consistently achieve a price-to-book value ratio (PBR) above 1.0, we recognize the importance of consistently maintaining a return on equity (ROE) that exceeds WACC. We have adopted an operating profit margin of 12% or more and ROE of 10% or more as a financial target for the final year of our medium-term business plan, LSV 2030–Stage 3 (fiscal year ending March 31, 2030). LINTEC's businesses are divided into three categories—growth areas, revenue base areas, and reconstruction areas. The key to achieving the above indicators is raising the profitability of our entire business portfolio. In addition to the aforementioned MACTAC AMERICAS, we also need to improve profitability in the reconstruction areas of Optical Products Operations and Fine & Specialty Paper Products Operations. Under the ongoing Stage 2 of the medium-term business plan, we closed two consolidated subsidiaries in South Korea and Taiwan that had been engaged in adhesive processing for polarizing films under Optical Products Operations. We have also seen a harsh external environment for Fine & Specialty Paper Products Operations with a shift from paper to digital media, which has lowered the sales volume for our core product, color papers for envelopes. Although not reflected in our financial results, Fine & Specialty Paper Products Operations plays a vital role in producing base paper for release paper and

selling it internally to Converted Products Operations. This supports our integrated production system for adhesive products that is a LINTEC strength. With that said, improving profitability is still essential. In addition to recording impairment losses on fixed assets of ¥7.7 billion for the fiscal year ended March 31, 2025, we are implementing fundamental structural reforms, such as shutting down one of the paper machines operating at the Kumagaya Plant (Saitama Prefecture) to save on fixed costs.

In recent years, we have received numerous questions regarding optimization of our business portfolio at IR meetings, but we have not set uniform rules for investments and withdrawals. This is because we believe that, in a rapidly changing business environment, the ability to accurately assess each situation and make timely decisions allows for flexible responses aligned with individual circumstances. Accordingly, I view it as my important role to communicate clearly and sincerely with shareholders and investors, explaining the background behind our initiatives as well as LINTEC's thinking and unique strengths.

Current Status of Each Business Operation and Direction Going Forward

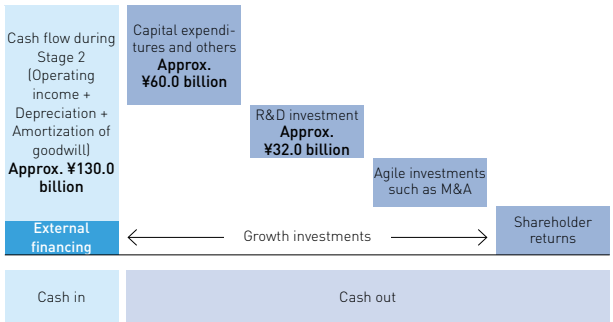


4. Cash Allocation to Support Sustainable Growth

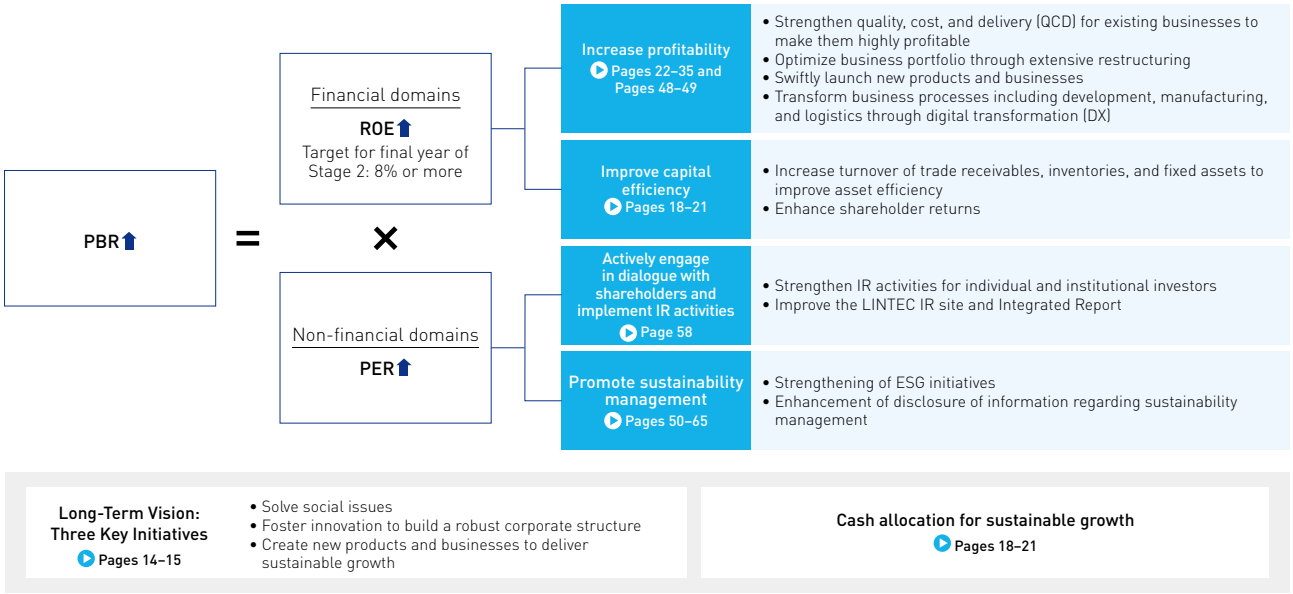
While we are advancing structural reforms in business operations that require improvements in profitability, we will enhance our competitive edge in Advanced Materials Operations, which is a growth area, by actively investing funds in R&D and capital expenditures. In the fiscal year under review, we actively pursued growth investments in our semiconductor-related businesses, investing a total of ¥3.0 billion in establishing a mass production system for carbon nanotube (CNT) pellicles for extreme ultraviolet (EUV) lithography equipment, expanding and renovating the Ina Technology Center (Saitama Prefecture) to strengthen supply capacity for semiconductor-related equipment, and constructing new research facilities for developing new products such as semiconductor-related adhesive tape. In the current fiscal year, we will continue projects carried over from the previous period, as well as advance new initiatives such as building new systems related to advanced semiconductor manufacturing processes. Regarding our forecast of only a 2.6% year-on-year increase in operating income for electronic and optical products for the current fiscal year, we have received numerous questions from investors asking whether this forecast is overly conservative relative to the growth of the global semiconductor market. This forecast reflects increased fixed costs and rising raw material prices due to escalating tensions in the Middle East. However, given that actual results in the fiscal year under review significantly exceeded initial forecasts, I believe there is considerable potential for performance to exceed the current projection. Proactive investment in growth areas such as Advanced Materials Operations is central to our Companywide strategy. Currently, our Companywide R&D expenditure to sales ratio is approximately 4%, and we are considering raising this to around 10% in the future. We will disclose our cash allocation plans for the next medium-term business plan period at an appropriate time.

In addition, as part of our efforts to refine management, we will continue managing our businesses using return on invested capital (ROIC). Asset turnover rates are trending favorably, reflecting steady progress toward management practices that emphasize capital efficiency. In the current fiscal year, we have established KPIs such as inventory turnover, trade receivables turnover, and fixed asset turnover, promoting improvement activities across each business operation. We also introduced a new ROIC management accounting system in April 2026. We have strengthened our framework by inputting quarterly performance data for each business operation, enabling data-driven progress management and decision-making. We believe this will further advance improvements in profitability and capital efficiency across each business operation.

Cash Allocation Under LSV 2030–Stage 2



Initiatives to Achieve Management Mindful of Cost of Capital and Stock Price

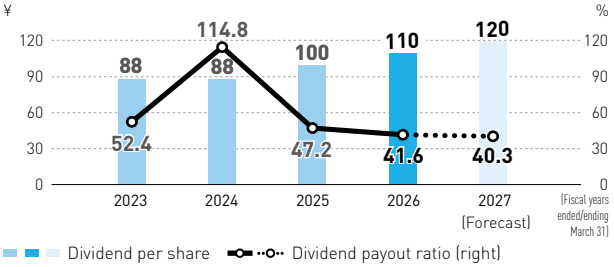


5. Constructive Dialogue with Shareholders and Investors

During IR meetings with investors, we receive questions regarding the optimization of our business portfolio. We also receive requests for strengthening shareholder returns, such as the aforementioned clarification of cash allocation, promotion of ROIC management, and ongoing share buybacks and dividend increases. Regarding share buybacks, we repurchased 3 million shares (approximately ¥8.3 billion) in June 2025. Going forward, we will continue to implement flexible share buybacks as appropriate, taking into account cash on hand and assessing the necessity of such actions. Our basic policy through the fiscal year ending March 31, 2027 is to avoid dividend reductions, in principle, and maintain a dividend payout ratio of 40% or higher or a dividend on equity (DOE) ratio of 3% as a benchmark. For the current fiscal year, we plan to increase the dividend by an additional ¥10, to ¥120, marking the third consecutive year of dividend increases.

Despite a significant fall in our stock price due to the shock caused by President Trump's tariffs in April 2025, we have since seen a strong resurgence in performance and our stock price has consistently maintained a PBR above 1. I believe this reflects strong market interest in our competitive semiconductor-related businesses, as well as positive recognition from investors for our ability to swiftly implement structural reforms in response to their expectations. At present, we continue our dialogue with the market through ongoing communication with institutional investors both in Japan and overseas, as well as continued participation in corporate presentations for individual investors. We will continue to strive for further improved corporate value and acquisition of market recognition through active information disclosure and constructive dialogue.

Dividend per Share / Dividend Payout Ratio





Special Feature 1

Key Measures Aimed at Business Transformation and Growth Acceleration

Transformation to a Profit-Oriented Structure

Looking back at our business transformation, Healthcare Products Operations, which had handled medical adhesive products, was integrated into Printing & Variable Information Products Operations in 2011. Subsequently, we exited the solar panel backsheet business in 2017 as part of efforts to streamline operations at our U.S. subsidiary. In the same manner as the dissolution and liquidation of a Chinese subsidiary that had been involved in the manufacture and sale of label printing machines in 2018, we have made management decisions, when necessary, from a profitability viewpoint of selecting and aggregating our businesses. Under our medium-term business plan, LSV 2030–Stage 2, we are also optimizing our business portfolio through fundamental structural reforms while simultaneously strengthening growth areas and improving profitability at low-profit businesses. This special feature introduces initiatives aimed at transforming our business segments and consolidated subsidiaries to profit-oriented structures, which are topics on which we have received numerous inquiries from our stakeholders.

MACTAC AMERICAS, LLC

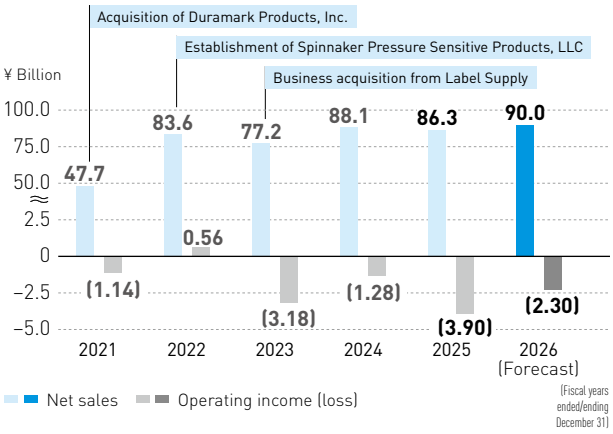
MACTAC AMERICAS is a manufacturer with the No. 3 share of the North American market, which comprises approximately 20% of the global market for adhesive papers and films for labels. We acquired the company in December 2016 for approximately ¥34.0 billion with the aim of making a full-scale entry into the North American market. Its strength is a hot-melt adhesive, which is solid at room temperature and applied in molten form. Because it is solventless, it has a minimal environmental impact and eliminates the need for drying processes, which also reduces CO_2 emissions during manufacturing. MACTAC AMERICAS demonstrates technology-based synergies, such as introducing products that utilize these adhesive formulations into the Japanese market, through the Printing & Variable Information Products Operations, which is a core business of the Group. Meanwhile, looking at financial performance, the Group continues to face profit margin pressures, largely due to goodwill amortization costs of approximately ¥30.0 billion incurred from the acquisition. The fiscal year ended December 31, 2025 saw operating losses of approximately ¥3.9 billion, the largest since the acquisition, against a backdrop of persistently high raw material prices, worsening market conditions in North America, declining process yield, and other factors.

In the fiscal year ending December 31, 2026, we anticipate operating losses of ¥2.3 billion, shrinking the deficit by approximately ¥1.6 billion year on year. Regarding the declining process yield, the largest factor behind the widening operating loss in the previous fiscal period, we have dispatched a team from Japan, including engineers, to implement countermeasures. We have also strengthened communication with the management and manufacturing departments at MACTAC AMERICAS to accurately assess progress in addressing these business challenges. In response to the impact of the situation in the Middle East, we implemented price revisions for adhesive paper and film for printing in April 2026. We estimate that these price revisions will generate several billion yen in revenue and expect them to offset the decline in sales volume caused by the cooling of the North American market. In terms of yen, this amortization has exceeded ¥4.0 billion for the three consecutive years beginning in the fiscal year ended December 31, 2023, due to the currency's depreciation. Although the amortization of goodwill will end in November 2026, we are working to improve our product mix, such as by expanding our product lineup of adhesive films for high-value-added industrial applications, while also continuing to review our supply chain and optimize our production and logistics facilities, with the aim of transforming our business into a profit-oriented structure.



Adhesive products for labels using hot-melt-type adhesives

MACTAC Group's Performance



Optical Products Operations

In the fiscal year ended March 31, 2025, we closed two overseas production subsidiaries in South Korea and Taiwan that had been engaged in adhesive processing for polarizing films, leaving the business operated solely by LINTEC Corporation. Although the scale of the business has decreased, profitability is expected to improve following the dissolution of these two companies, which had suffered from declining performance as orders fell sharply amid the growing presence of Chinese manufacturers in the LCD-related industry. Furthermore, in line with reorganization of businesses by existing partners, we shifted our business strategy by scaling down our LCD-related business to focus on higher-performance areas such as organic electroluminescence (EL) displays. For the Opteria series, which we believe will be key to improving earnings, we are pursuing sales expansion through proprietary products such as onboard optical clear adhesive sheets, light-diffusing film, and high-barrier film. We have also implemented price revisions to pass on cost increases associated with heightened tensions in the Middle East. Through continued structural reforms, we aim to transform this business into a profit-generating foundation capable of creating resources for investment in growth areas.

Fine & Specialty Paper Products Operations

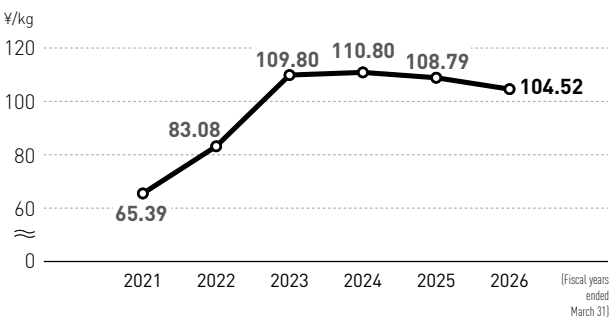
By producing base paper for release paper and supplying it internally to the Converted Products Operations, the business fulfills an important role that is not fully reflected in its financial performance and supports LINTEC's integrated production system for adhesive products, one of our core strengths. Meanwhile, orders have remained sluggish in recent years, particularly for our core product, color papers for envelopes, due to the growing shift from paper to digital media and paperless operations, as well as postage rate hikes. Following a review of the future recoverability of Fine & Specialty Paper Products Operations in the fiscal year ended March 31, 2025, we recorded impairment losses of approximately ¥7.7 billion on fixed assets. We are also promoting structural reforms, including the shutting down of one of the paper machines at the Kumagaya Plant (Saitama Prefecture) by the end of March 2026, which is expected to reduce fixed costs by several hundred million yen. On the product front, as demand grows for reducing and eliminating plastic use amid rising environmental awareness, we see opportunities in special function paper, developed using LINTEC's proprietary papermaking technology, and are working to expand sales. One example is oil-resistant paper used in food packaging, such as wrappers for french fries and similar products. With increasing efforts to regulate the use of perfluoroalkyl and polyfluoroalkyl substances (PFASs), particularly in the United States and Europe, we are aiming for a complete transition to oil-resistant papers that do not use fluoropolymer coatings, which is seeing increasing adoption by convenience stores, fast-food chains, and other customers. We are also advancing the development of high-performance papers as plastic alternatives, including transparent papers and biodegradable heat-sealing papers.

In response to rising raw material, fuel, and logistics costs, we implemented price revisions for specialty papers effective February 2026. As profits in this business are significantly affected by pulp raw prices, we are also implementing procurement initiatives, including increasing the use of lower-cost domestic pulp to mitigate the impact of exchange rate fluctuations on imported materials. For the fiscal year ending March 31, 2027, net sales are expected to remain at approximately the same level as in the previous fiscal year, while profits are expected to improve.



Example of oil-resistant paper in use

Pulp Prices



Special Feature 2

Key Measures Aimed at Business Transformation and Growth Acceleration

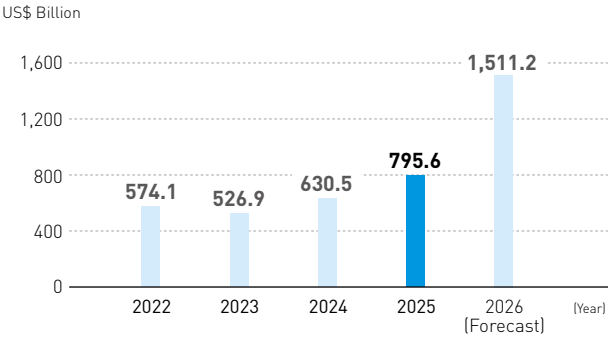
Expansion of the Semiconductor-Related Business

Advanced Materials Operations, which develops and markets semiconductor-related products, is driving the Company's growth. Operating income in the Electronic and Optical Products segment, which includes Advanced Materials Operations, increased 19.5% year on year, to ¥22.1 billion, in the fiscal year ended March 31, 2026, serving as a key driver behind record-high consolidated operating income. The global semiconductor market is expected to continue expanding, supported by growing demand for high-performance semiconductors used in data centers and other applications. We are actively investing in R&D and other initiatives in the semiconductor-related business, which we have positioned as a growth area, to further strengthen our competitiveness over the long term. This special feature outlines our initiatives for achieving sustainable growth.

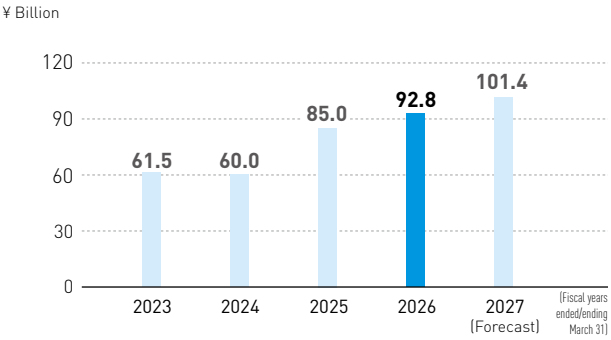
A Rapidly Expanding Semiconductor Market

In recent years, the global semiconductor market has expanded rapidly, driven by growing demand related to AI. In June 2026, the World Semiconductor Trade Statistics (WSTS) organization forecast that the global semiconductor market would expand 89.9% year on year, to US$1.5 trillion in 2026. This represents an upward revision of more than US$530 billion in just six months from the forecast released in December 2025, making it increasingly likely that the market will surpass the US$1 trillion mark. Continued aggressive investment in data centers by major IT companies is expected to support growth, with memory chips and logic products, including GPUs, for AI servers anticipated to lead market expansion. Advanced Materials Operations has also successfully captured growth in the semiconductor market, with net sales reaching a record high of ¥92.8 billion in the fiscal year ended March 31, 2026. The business accounts for approximately 30% of consolidated net sales, and net sales are projected to increase 9.3% year on year, to ¥101.4 billion in the fiscal year ending March 31, 2027.

Forecast for Global Semiconductor Market



Net Sales in Advanced Materials Operations



Source: World Semiconductor Trade Statistics (WSTS)

LINTEC Products Utilized in the Manufacturing and Implementation Processes of Semiconductor Chips

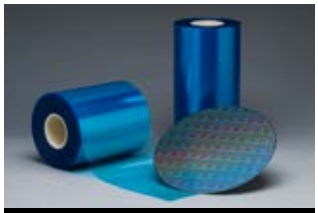
The core products of Advanced Materials Operations are semiconductor-related adhesive tapes and equipment and multilayer ceramic capacitor-related tapes. As an overview of the sales composition, semiconductor-related adhesive tapes comprise approximately 50% of the business and equipment comprises approximately 20%–30%, with the remainder of net sales attributed to multilayer ceramic capacitor-related tapes. Semiconductor-related adhesive tapes, which make up around half of the net sales of Advanced Materials Operations, incorporate LINTEC's cutting-edge technology and are utilized in the manufacturing and implementation processes of semiconductor chips. Over many years, we have seen a correlation between the sales volume for semiconductor-related adhesive tapes and the global shipping area for semiconductor wafers. However, while the global shipping area for semiconductor wafers remains limited to an approximately 5% increase compared with five years ago, net sales for semiconductor-related adhesive tapes have greatly exceeded the growth rate for shipping area in recent years, in fact, recording a roughly 60% increase. We believe this growth was driven by increased demand for our products for high-end

applications, supported by continued strong demand for high-bandwidth memory (HBM), which is produced by stacking DRAM semiconductor memory chips, as well as robust sales of new high-performance smartphone models. At the Agatsuma Plant (Gunma Prefecture), the core production site for these tapes, we had completed approximately ¥4.5 billion in capacity expansion investments by the fiscal year ended March 31, 2025 in anticipation of growing semiconductor demand, establishing a production system capable of meeting robust market demand.

Net Sales for Semiconductor-Related Adhesive Tape

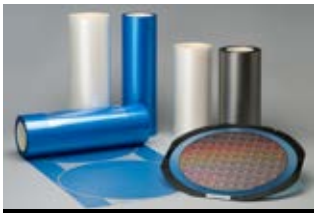
60% increase over **five** years

Adwill Series Semiconductor-Related Tapes



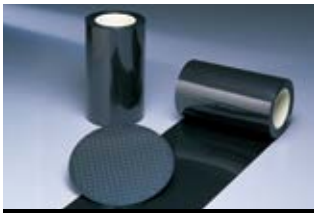
Back grinding tape

This type of tape protects the wafer surface during the back grinding process (which involves thinning the backside of the wafer by grinding), preventing contamination of the circuit surface by grinding water or debris.



Dicing tape

Dicing tape firmly holds individual chips in place during dicing, which then allows easy pickup after UV irradiation reduces adhesive strength.



Backside coating tape

This tape is used in applications such as flip chip mounting, where chips are installed face down on the substrate. This tape protects and reinforces the backside of the chip.



Dicing die bonding tape

Like conventional dicing tape, dicing die bonding tape firmly secures the wafer during dicing. However, when the chips are picked up, an adhesive material is transferred to the chips' backside for bonding purposes.

Strengthening Production Capabilities for Semiconductor-Related Equipment

We are able to provide comprehensive proposals for both software (materials) and hardware (equipment) by developing and producing related equipment that fully demonstrates the characteristics of our adhesive products. Semiconductor-related equipment includes wafer mounters, tape laminators, tape removers, and UV curing systems. Equipment for HBM manufacturing, which applies tape used in the process of stacking DRAM, began receiving orders and shipments from the second half of the fiscal year ended March 31, 2024, recording sales of approximately ¥9.0 billion in the fiscal year ended March 31, 2025. We have secured a high level of orders for semiconductor-related equipment, including HBM manufacturing equipment, and anticipate overall equipment sales for the fiscal year ending March 31, 2027 to grow by more than double digits year on year. As with semiconductor-related adhesive tape, demand is expected to continue expanding, and we are therefore enhancing the production capacity of the Ina Technology Center (Saitama Prefecture), which handles everything from the design and development to the production of various equipment. Specifically, by renovating part of the existing building while also constructing a new building, we will expand the production space for semiconductor-related equipment to approximately 1.6 times its current size. Operations are scheduled to begin in October 2026, enabling us to respond to needs for increased production volumes and shorter delivery times.



Production Space

Approx. **1.6** times

Forecast for Sales Changes of Advanced Materials Operations' Three Core Products (Comparison with the Fiscal Year Ended March 31, 2026)

UP
DOWN

UP Semiconductor-related equipment

Orders for HBM manufacturing equipment expected to grow due to recovery from the previous half

UP Multilayer ceramic capacitor-related tape

Increase in demand anticipated, driven by smartphones, AI servers, use in automobiles, and other factors

UP Semiconductor-related adhesive tape

Continued increase in sales volume anticipated due to strong demand, driven by AI

Expansion of the Semiconductor-Related Business

To date, technological innovation in the semiconductor industry has continued in line with Moore's Law, which denotes that the integration density of semiconductor circuits doubles every two years. As semiconductors reach their physical limit for miniaturization, we are focusing on the keys to further advancing semiconductors, such as packaging technology that enables high-density mounting of multiple chips in a single package. We are advancing business activities that recognize the de facto standard for the world in five to six years' time and are proactively engaging in strengthening our R&D system in the advanced semiconductor field and expanding into new fields.

Strengthening Development of New Materials and Process Technologies for Advanced Semiconductors

We have built a new Advanced Development Center as a research facility equipped with a clean environment in the Advanced Technology Building at our Research Center (Saitama Prefecture). In recent years, chiplet technology that combines numerous small chips through high-density mounting and stacking on one package has been progressing in the advanced semiconductor field, including HBM and logic semiconductors. As high-density and stacked chips advance, we are seeing increasing importance for technology that includes hybrid bonding that directly bonds chips without the need for adhesives. In direct bonding, minor contamination and residue significantly impact yield and reliability, and therefore, it is essential to appropriately manage and assess the materials and processes in manufacturing operations that involve chips. We have also equipped the center with ISO Class 5/Class 7 clean rooms. In addition to our own equipment, we will introduce externally manufactured middle- and back-end equipment and inspection systems to expand and reinforce our capabilities to conduct evaluations under conditions that closely resemble the mass production line. These evaluations cover materials and processes, including semiconductor-related adhesive tape, such as those used for HBM, for which low contamination and low residue are critical requirements.



Advanced Technology Building, Research Center

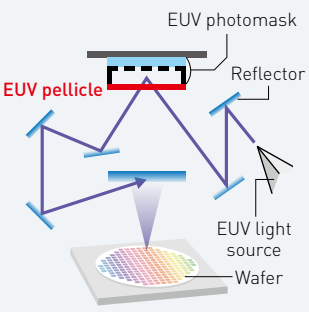
Accelerating Initiatives for Development and Full-Scale Production of CNT Pellicles

In June 2026, we opened LINTEC Tsukuba Innovative Creation Center within the Tsukuba Central site of the National Institute of Advanced Industrial Science and Technology (AIST) in Ibaraki Prefecture as a new R&D and production site. At this site, we have also introduced production equipment and related equipment for CNT pellicle film for EUV lithography equipment that is essential for advanced semiconductor microcircuit fabrication. First, we plan to launch a supply of full-sized pellicle samples, while conducting a phased introduction of ancillary equipment necessary for verification systems and product supply. Pellicles differ from the various high-performance tapes and related equipment used in the back-end processes of semiconductor manufacturing that LINTEC has developed to date, and are components used in the front-end processes of semiconductor manufacturing. Pellicles, which prevent contamination from adhering to photomasks (the master templates for circuit patterns), have traditionally been made from materials based on polysilicon and other conventional substrates. However, as the performance of EUV lithography systems (which are vital for forming the fine circuit patterns of advanced semiconductors) continues to improve, there is growing demand for CNT pellicles that offer superior durability and reliability. Based on customer evaluations of product samples, we will accelerate efforts toward further product development and full-scale commercial production.



Production equipment for newly introduced pellicle film

Inside an EUV lithography system



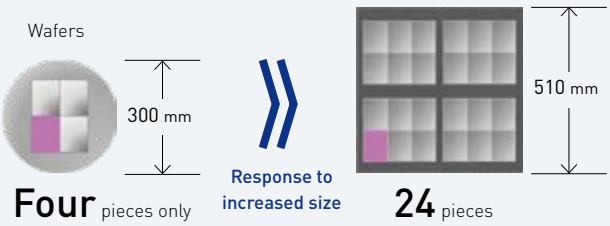
LINTEC's History with Pellicles

Year	Key Initiatives and Milestones
2018	**Launched development of pellicles at Nano-Science & Technology Center, an R&D site in Texas (U.S.)** Explored new applications for CNT (carbon nanotube) technology, which have been a research topic since 2013, at the same site
2023	**October: Commenced joint research with the National Institute of Advanced Industrial Science and Technology (AIST)'s Semiconductor Frontier Research Center (SFRC)**
	December: Announced establishment of elemental technologies for CNT pellicles for EUV lithography equipment Disclosed LINTEC's decision to invest approximately ¥5 billion to establish its first-phase mass production system
2024	**July: Successfully launched mass production system for CNT pellicles** Developed Group proprietary mass production system
	September: Announced that mass production was on track
2026	**February: Announced establishment of new coating formulation that realizes enhanced durability for CNT pellicles** Developed proprietary dual-density CNT pellicles that enhance durability and established mass production technologies For more details: www.lintec-global.com/topics/products/2026/260217_a.html
	May: Announced opening of LINTEC Tsukuba Innovative Creation Center
	June: Opened LINTEC Tsukuba Innovative Creation Center Launched supply of full-sized pellicle samples at the same time as phased introduction of incidental equipment necessary for inspection systems and product supply

Driving Continuous Innovation Through Enhanced Co-Creation Initiatives

In September 2025, we announced our participation in JOINT3, a consortium for next-generation semiconductor packaging established by Resonac Corporation. JOINT3 brings together world-leading companies in the fields of semiconductor materials, equipment, and design to advance the development of materials, manufacturing equipment, and design tools optimized for panel-level organic interposers. As semiconductor performance continues to improve, interposers are becoming larger, accelerating the shift from silicon interposers to organic interposers that utilize organic materials. The mainstream manufacturing method involves cutting square interposers from circular wafers. However, as the size of interposers increases, the number of interposers that can be produced from a single wafer decreases, creating a significant manufacturing challenge. To address this challenge, growing attention is being paid to manufacturing processes that replace circular wafers with square panel formats, thereby increasing production yield. We are also focused on establishing technologies for next-generation semiconductor packaging, and participation in JOINT3 represents one part of this initiative. Building on the adhesive and equipment technologies we have cultivated over many years, we will collaborate with other participating companies to create new proprietary technologies. By integrating diverse technologies at a higher level, we aim to contribute to the further advancement of semiconductor packaging technologies. We will also continue to promote co-creation-based R&D with companies and external institutions at the Advanced Development Center. In addition to developing our own products, we will conduct material evaluations and process verification in collaboration with customers, thereby strengthening our ability to respond to the rapid evolution of leading-edge semiconductor technologies.

Increase in Number of Pieces Due to a Change in Panel Shape



Special Feature 3

Key Measures Aimed at Business Transformation and Growth Acceleration

Creation of New Growth Engines

We are seeing significant growth opportunities in the semiconductor market against a backdrop of AI popularization. Meanwhile, semiconductor manufacturing technology is currently in the midst of rapid advancement, meaning that we cannot guarantee our current competitive edge in the future. If we fall behind in our response to these advancements, we anticipate a significant impact on our ability to achieve sustainable growth. It is for this reason that taking the initiative with medium- to long-term changes is vital. The final section of this special feature will introduce initiatives aimed at the further enhancement of our competitive edge in the semiconductor-related business, so that we can continue being the most important and strongest supporter for our customers, as well as the creation of new products and businesses that will shape the future.

Strengthening of Our Capability to Adapt to Next-Generation Semiconductor Manufacturing Processes

A priority measure aimed at strengthening the semiconductor-related business from a medium- to long-term perspective is the investment of approximately ¥20.0 billion in the opening of the Semiconductor Solutions Lab, a new research facility. In 2023, we established the Package and Material Development Group within the Fukuoka Solution Center for Advanced Semiconductor Packaging (formerly the Research Center for the Three-Dimensional Semiconductors), operated by Fukuoka Industry, Science & Technology Foundation, to expand our lineup of semiconductor-related products and promote the development of new processes related to semiconductor manufacturing. At the Semiconductor Solutions Lab, which we plan to open on an adjacent site, we aim to further expand the development of tape, equipment, and processes related to packaging technology, while strengthening our technological foundation with an eye to medium- to long-term growth based on structural changes in the semiconductor industry. LINTEC concluded a location agreement with Fukuoka Prefecture and Itoshima City in August 2026 and aims to finish construction in October 2028.

The decision to establish the Lab was driven by both growing demand for semiconductors, including those used in AI applications, and the fact that semiconductor manufacturing technology is undergoing a major transformation. As semiconductor devices become increasingly high-performance and highly integrated, the distinction between front-end and back-end processes is becoming less clear. At the same time, technological innovations in middle processes, such as 3D packaging and chiplet stacking, are advancing, increasing their importance in terms of performance, yield, and reliability.

The Lab will feature clean rooms and will be equipped with middle-process and back-end-process equipment used in actual production lines, including both our own equipment and that of other manufacturers, as well as a wide range of analytical and evaluation instruments. Positioned as a co-creation and rapid-response development hub where we work closely with customers to advance technology development, the Lab aims to facilitate adaptation to next-generation manufacturing processes at an early stage. The Group operates Application Centers equipped with back-end-process equipment in Japan, Taiwan, Malaysia, and North America, providing services such as optimization proposals for tape lamination and debonding conditions, material evaluation, and process verification. Through close collaboration with these Application Centers, the Lab will strengthen our global R&D framework and enable the entire Group to enhance its comprehensive proposal capabilities across materials, equipment, and processes.

Semiconductor Solutions Lab

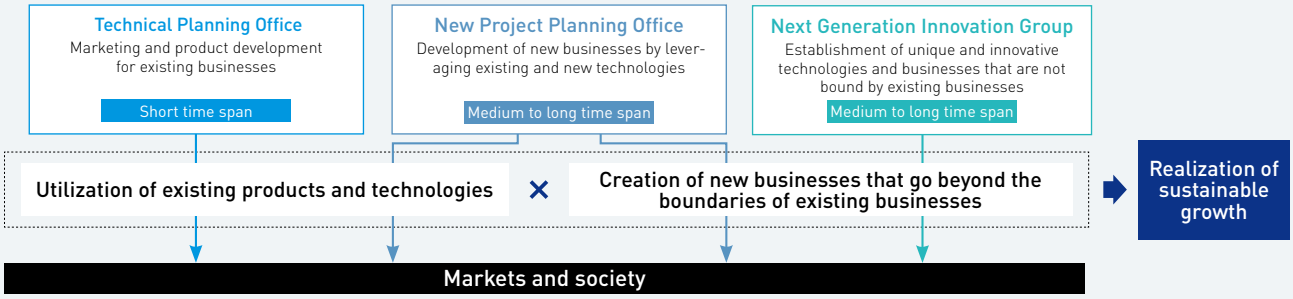
Summary

Investment amount	Approx. ¥20.0 billion
Planned completion of construction	October 2028
Location	Itoshima-shi Higashi, Fukuoka Prefecture
Site area	3,435 m²
Building	Three floors above ground with a total area of approx. 5,000 m²
Number of employees	Approx. 25 planned (15 at the time of opening)
Details of research	Materials for manufacturing semiconductors and electronic components, etc.

Initiatives We Want to Achieve

- Development of new materials, equipment, and processes as a co-creation and rapid-response development site for our customers
- Early adaptation to next-generation semiconductor manufacturing processes as a place for joint research with our customers
- Reinforced R&D on a global scale by providing core roles to Application Centers both in and outside of Japan

We are actively working to create new products and businesses that will become the seeds for growth. At LINTEC, the creation of new products and businesses is not limited to engineers with specialized technical skills. While the Research & Development Division plays a central role, we have also established organizations within the Business Administration Division that are dedicated to developing new products and businesses. We are pursuing further enhancement of the competitive edge of our existing businesses and the creation of new products and businesses in tandem, while making Companywide efforts to increase corporate value by resolving social issues.



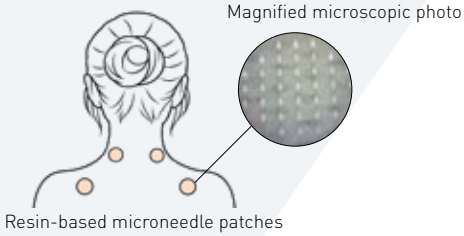
Toward Generating New Value Through the Creation of a Sustainable Society

The New Project Planning Office is engaged in creating new businesses with the aim of resolving environmental and social issues. In addressing challenges such as climate change and the promotion of resource circulation, we combine our technological assets with expertise from both inside and outside the Company to create both social and business value. In July 2022, we established the *Welsurt* purpose brand to bring these initiatives together under a unified framework. By leveraging our proprietary adhesive, release, and papermaking technologies, we are exploring new business opportunities through collaboration with universities, research institutions, and companies. At the same time, we are developing a framework that brings together technologies, human resources, and ideas and supports them consistently through commercialization. Specifically, we are working toward the commercialization of film heaters in the fiscal year ending March 31, 2027. We are also focusing on the high CO_2 absorption capacity of the moringa plant and are conducting joint verification studies with Kyushu University while exploring potential business models through collaboration with corporate partners. In addition, we have identified thermal management and the circular economy as priority areas for creating new businesses. In the area of the circular economy, in particular, we take a comprehensive view of the entire product life cycle, from bonding to disassembly and separation. Through the creation of businesses that contribute to resource circulation, we aim to help realize a sustainable society while enhancing corporate value over the medium to long term.

Welsurt
Wellbeing, sustainable and smart

Investigation of New Business Opportunities in the Healthcare Field

The Next Generation Innovation Group, which was established in April 2022, engages in creating new technologies and businesses from a medium- to long-term perspective that is not restricted by the existing businesses of adhesive products and specialty papers. As part of this approach, in August 2026 we announced the development of resin-based microneedle patches through collaboration with the Teikyo Heisei University Institute of Oriental Medicine. These patches provide gentle stimulation when applied to the skin, and a distinctive feature of this product is its proprietary design incorporating a structure with multiple fine resin microneedles. Application of the product has been confirmed to increase localized blood flow, and this increase is expected to contribute to the early alleviation of muscle tension, stiffness, and inflammation. We are considering its future commercialization as a new business opportunity in the healthcare field.



Printing and Industrial Materials Products

Business Strategy (Main Initiatives in Medium-Term Business Plan LSV 2030–Stage 2)

Printing & Variable Information Products Operations

- Sales growth and improved earnings in North America and Asia
- Efforts toward coexistence with the environment and the realization of a circular society
- Strengthening of quality, cost, and delivery and increased profits

Industrial & Material Operations

- Further functional enhancements and growth in sales of window film
- New product development and systems sales growth, contributing to solving the labor shortage and improving productivity
- Development and increased sales of digital print media
- Development of environmentally friendly products

Printing & Variable Information Products Operations

Printing & Variable Information Products Operations manufactures and sells adhesive papers and films for labels, among other products, that are used in various fields, and our share of the domestic market is approximately 30% for adhesive papers and approximately 60% for adhesive films. We are also working to expand our overseas network of production and sales sites, centered on Asia, while expanding business in the North American market, centered on our U.S. subsidiary MACTAC AMERICAS, LLC. Printing & Variable Information Products Operations is the largest business division, comprising approximately 46% of the Group's overall net sales.

Strategic Direction for the Fiscal Year Ending March 31, 2027

Accelerating New Market Creation in Japan and Overseas

In the fiscal year ending March 31, 2027, we will strengthen initiatives aimed at maintaining and expanding our share of the Japanese market while creating new markets. This will lead to the further expansion of our existing share via measures including sales and promotion activities by formulating and then implementing sales strategies aligned with local characteristics. In the overseas market, we aim to discover new markets while expanding sales through methods that include the introduction of strategic products. We anticipate a further increase in demand for highly reusable and recyclable products that contribute to the realization of a circular society. In addition to accelerating the development speed of environmentally friendly products, we strive to generate demand for high-value-added environmentally friendly products, such as label materials that realize mono-material design.

Featured
Topic

Contribution to Enhancing Recyclability of Containers

An example of an environmentally friendly product that is being showcased at exhibitions and other venues is our mono-material label materials. We have achieved a shift to mono-material design (the use of a single material) by aligning the materials used for label facestock and adhesive with that of the adherend. This has enabled us to helping prevent the inclusion of contaminants that become a barrier to the recycling of materials, including PET-based containers that are adherends. There is an increasing need for reusable and recyclable plastic products due to the impact of increasing tensions in the Middle East, and we aim to propose such products going forward.

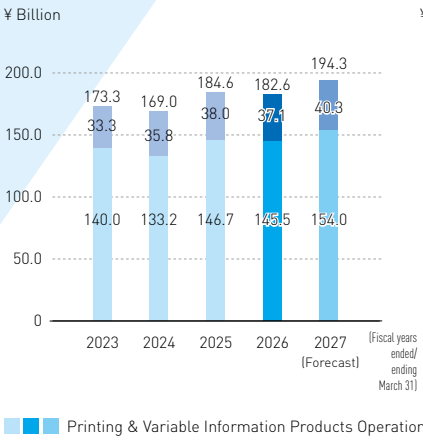
Q&A

Q&A in Response to Frequently Asked Questions from Investors

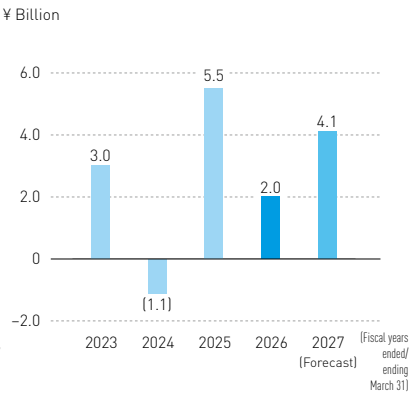
Please share how LINTEC is responding to the tensions in the Middle East.

A. We have implemented price adjustments for all adhesive products, starting from the July 1, 2026 shipment. The prices of adhesive papers have increased by 15% and adhesive films by 20%. If the disruption in the Middle East continues to deteriorate, we will consider further price revisions and will put all our effort into realizing stable supply. Following shortages of naphtha-derived products resulting from the tensions in the Middle East, there are concerns over the acceleration of label-free solutions in light of the trends toward reducing and eliminating plastic use across society as a whole. However, by reemphasizing the power, value, and functionality of labels, we will transform this risk into an opportunity and drive growth.

Net Sales by Segment



Operating Income (Loss) by Segment



Printing & Variable Information Products Operations　Industrial & Material Operations



Industrial & Material Operations

Industrial & Material Operations manufactures and sells a wide range of products, including window film that blocks solar radiation heat and UV rays and helps prevent the scattering of glass fragments in the event of window breakage by affixing to the inner side of glass in buildings and automobiles; decorative film for interior use; signage and advertising film for exterior use; adhesive products for motorcycles and automobiles with functions that include decorating and protecting the body; industrial-use adhesive tape used to affix components such as mobile devices; and highly efficient labeling machines that automatically affix labels.

Strategic Direction for the Fiscal Year Ending March 31, 2027

Strengthening Market Competitiveness in Cross-Organizational Manufacturing

In the fiscal year ending March 31, 2027, we will continue our commitment to enhancing customer satisfaction and prioritizing quality, as set forth in the previous fiscal year. At the same time, we will work toward creating and delivering new services, including the development of new products that aim to enhance functionality in our core window film business and strengthened sales efforts targeting automobile dealerships and other channels. Specifically, we will strengthen our market competitiveness through cross-functional product development initiatives that integrate the efforts of the Sales Department, the Sales Promotion Department, and Group companies in Japan and overseas. As customer and market needs continue to evolve rapidly, we will accurately identify the products and services required by the market and translate those insights into swift product development, while also intensifying efforts to expand sales of existing products and expand the market.

Featured **Topic**

Demonstration of Heat Shielding Performance While Maintaining Transparency of Glass

In August 2026, we launched sales of a new window film product for buildings that contributes to heatwave measures. The thin metallic layer included in the film materials enhances the heat shielding performance and is capable of blocking approximately 53% of solar transmittance, which is the cause of rising temperatures inside buildings. While there is a metallic layer inside the film, this does not disrupt the brightness of the light streaming in through the window or the view outside. As a product capable of countering heat while maintaining the transparency of the glass, it has been widely proposed in projects that include condominiums, commercial facilities, and office buildings.

Q&A

Q&A in Response to Frequently Asked Questions from Investors

Please explain the earnings forecast predicting higher net sales but lower income for the fiscal year ending December 2026 for MADICO, the Company's U.S. subsidiary.

A. In the fiscal year ending December 31, 2026, net sales are expected to increase by approximately ¥2.4 billion year on year while operating income is projected to decline by approximately ¥200 million. This is related to MADICO's acquisition of sales rights for window film in the United States from an industry peer in January 2026. The fall in operating income is due to the application of U.S. accounting standards regarding inventory valuation in connection with the acquisition of sales rights; however, this is a transient factor. MADICO's safety film has been adopted by numerous U.S. states and is expected to continue driving higher sales volumes for products geared toward crime prevention.

Electronic and Optical Products

Business Strategy (Main Initiatives in Medium-Term Business Plan LSV 2030–Stage 2)

Advanced Materials Operations

- Continued capital investment and response to demand in growing electronics markets
- Development of new tapes, equipment, and proprietary processes related to packaging technologies in semiconductor back-end processes
- Establishment of mass production structures for CNT pellicles for EUV lithography equipment

Optical Products Operations

- Rollout of optical display-related adhesive products
- New product development and sales growth for optical clear adhesive for automobiles and other products
- Development of light-diffusing film
- Development of barrier film
- Sales expansion for surface processing optical film

Advanced Materials Operations

Advanced Materials Operations manufactures and sells products including semiconductor-related adhesive tape and equipment and multilayer ceramic capacitor-related tape. All our products boast high market shares, and we have created a unique position in the electronics industry. Orders for semiconductor-related adhesive tape, semiconductor-related equipment, and multilayer ceramic capacitor-related tape have all remained strong and are business sectors that have driven the performance of the Group in recent years.

Strategic Direction for the Fiscal Year Ending March 31, 2027

Promoting the Establishment of a Sales Structure in Line with Increasing Product Demand

In the fiscal year ending March 31, 2027, we expect continued strong demand for high-performance semiconductors, including for HBM and AI data center applications, and we forecast further sales growth for semiconductor-related adhesive tape and equipment, as well as multilayer ceramic capacitor-related tape. We are striving to establish a supply structure that can meet the increase in demand by promoting the stabilization of raw material procurement and the reinforcement of our production structure. Additionally, at the same time as addressing various issues such as geopolitical risks and new environmental adaptations, we aim to ensure that our products continue to be selected by customers going forward by accurately understanding trends in technology advancements, including cutting-edge semiconductor packaging. We will advance the development of a sales structure to transform CNT pellicles for EUV lithography equipment, of which we are pursuing mass production, into a new pillar of the business.

Featured
Topic

New Processes That Contribute to Enhancing Yields for Semiconductor Chips

As miniaturization of semiconductor chips continues, the importance of the back-grinding process, in which the backside of a wafer is ground to achieve a flat surface, has been increasing in semiconductor manufacturing. However, in wafers where protruding electrodes known as bumps are formed on the circuit surface, creating a height difference between the central and peripheral areas, the application of a protective back-grind tape prior to wafer grinding can create a step at the wafer edge. This step may result in cracks, chipping, or fractures during the grinding process. We have developed a resin-coating process that eliminates this step by applying a UV-curable resin to the peripheral area where no bumps are present, thereby reducing post-grinding wafer thickness variations and the occurrence of cracks. We have also developed a new resin-coating system and commenced a full-scale order intake in April 2026.

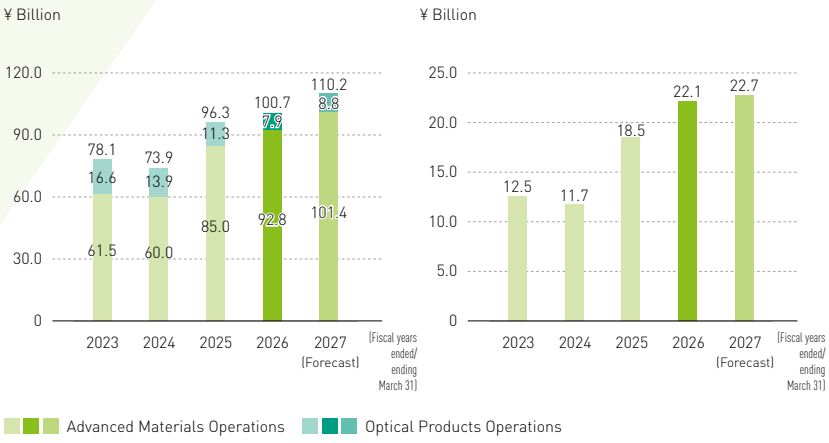
Q&A

Q&A in Response to Frequently Asked Questions from Investors

Please share the sales performance of the three major products in the fiscal year under review (fiscal year ended March 31, 2026).

A. Sales have remained strong for semiconductor-related tape due to the increasing demand related to AI, with a 13.2% year-on-year increase (compared with the fiscal year ended March 31, 2025), to ¥44.8 billion. For multilayer ceramic capacitor-related tape, sales have also remained strong due to robust demand for high-end products, such as data centers and smartphones, with a 13.7% year-on-year increase, to ¥23.9 billion. For semiconductor-related equipment, while both orders and deliveries for HBM manufacturing showed signs of recovery in the second half of the fiscal year sales declined 3.9% year on year, to ¥21.7 billion. Going forward, we anticipate high year-on-year growth in all products (fiscal year ending March 31, 2027).

Net Sales by Segment



Operating Income by Segment



Optical Products Operations

Optical Products Operations manufactures and sells optical display-related adhesive products by leveraging our expertise in the development of specialty adhesive agents and surface coating agents, our precision coating technology, and our high-performance production equipment. In addition to handling adhesive products for optical functional film that is essential for image displays in organic electroluminescence (EL) displays for products including smartphones, tablets, and large televisions, we are also striving to expand the lineup and sales for products that will become a new revenue base, such as high-barrier film.

Strategic Direction for the Fiscal Year Ending March 31, 2027

Increasing Sales Volume Through Methods Including Discovery of New Applications

In the fiscal year ending March 31, 2027, we aim to expand sales of the Opteria series, optical functional materials that leverage our precision thin-film coating technology. In particular, we plan to prioritize the expansion of sales for high-barrier film for electronic paper, light-diffusing film for organic EL displays, optical clear adhesive (OCA) that does not use organic solvent, and anti-glare, low-reflection film. In our core optical non-carrier business, the trend toward reduced production of organic EL displays, driven by factors including rising raw material costs, remains a cause for concern. In response, we will continue initiatives such as revising our production structure and enhancing cost competitiveness. We are also exploring other applications and aim to increase sales volume both in Japan and overseas.

Featured
Topic

Receipt of Invention Awards for Three Patents in the Optical Electronics Field

We were awarded the 2025 Invention Encouragement Prize at the Kanto Regional Commendation for Invention, held by the Japan Institute of Invention and Innovation, for three patents related to adhesive sheets and coating film for cutting-edge optical displays. The technology related to these patents has been adopted in optical electronics-related products we have developed in our Opteria series. The Regional Commendation is divided into eight regions across Japan and commends the technicians, researchers, and developers who have created excellent inventions, concepts, and designs in each region. This was LINTEC's first time receiving this award. Going forward, we will develop and offer products that meet a wide range of social needs by integrating core technology at a high level.

Q&A

Q&A in Response to Frequently Asked Questions from Investors

Please share your aspirations for expanding sales of the Opteria series.

A. By combining our proprietary material design and development technologies for adhesive sheets, hard coat films, release films, and other products with our production technologies such as precision coating, we offer high-quality, high-performance, and high-value-added film products under the Opteria series. Applications span a wide range of fields, including automotive touch panels, smartphones, tablet devices, wearable devices, digital signage, and next-generation solar cells. We are advancing initiatives to expand our business by pursuing adoption and sales expansion in markets expected to achieve future growth.

Paper and Converted Products

Business Strategy (Main Initiatives in Medium-Term Business Plan LSV 2030–Stage 2)

Fine & Specialty Paper Products Operations

- Efforts to expand applications for oil-resistant paper
- Development and sales growth of high-performance papers as plastic alternatives
- Creation of high-value-added products
- Increase in profitability

Converted Products Operations

- Enhancement of overseas deployment of casting paper for synthetic leather
- Sales growth of casting paper for carbon fiber composite materials
- Development of new, early-stage products
- Promotion of environmentally friendly products

Fine & Specialty Paper Products Operations

Fine & Specialty Paper Products Operations manufactures and sells a wide range of paper products, including color paper for envelopes and colored drawing paper—for which we hold the top domestic market share—as well as special function paper such as dust-free paper used in clean rooms and oil-resistant paper used for packaging fried foods and other food items, high-grade printing paper with a distinctive texture, and construction-use paper used as backing paper for wallpaper. We are strengthening the development and proposal of products that address the growing demand in recent years for reducing and eliminating plastic use.

Strategic Direction for the Fiscal Year Ending March 31, 2027

Promoting Measures Including the Creation of High-Value-Added Products

For the fiscal year ending March 31, 2027, initiatives in this segment focus on the goals of improving profitability, boosting sales volume, and creating new products. To enhance profitability, we will work to commence the full-scale launch of business reforms, implement price revisions, and ensure appropriate inventory levels, which got underway in the fiscal year ended March 31, 2025. To increase sales volume, we aim to promote a full transition from fluorine-based oil-resistant papers to fluorine-free alternatives by lowering production costs and improving quality for these high-demand products. Additionally, we will reinforce sales activities and other measures aimed at acquiring new customers in growth industries. On the product development front, we will leverage the equipment of Converted Products Operations to create high-value-added products. We will also strengthen collaboration with the Research & Development Division and production sites to accelerate the formulation and execution of new development themes with greater speed.

Featured
Topic

Strong Performance by Industrial-Use Specialty Papers

Clean paper, one of our industrial-use specialty papers, is showing a strong sales performance. Clean paper is a high-performance dust-free paper that controls the release of fine particles at the 0.1μm level. This is paper developed for use within clean rooms, which are controlled environments that only allow a certain level of dust, and offers the basic properties of paper (suitability for writing and printing) while also producing minimal dust. It is not only used for operating instructions, project management sheets, notebooks, and printing paper within clean rooms, but also for various industrial-use casting papers and interleaving, playing a key role in supporting high-tech industries through "paper."

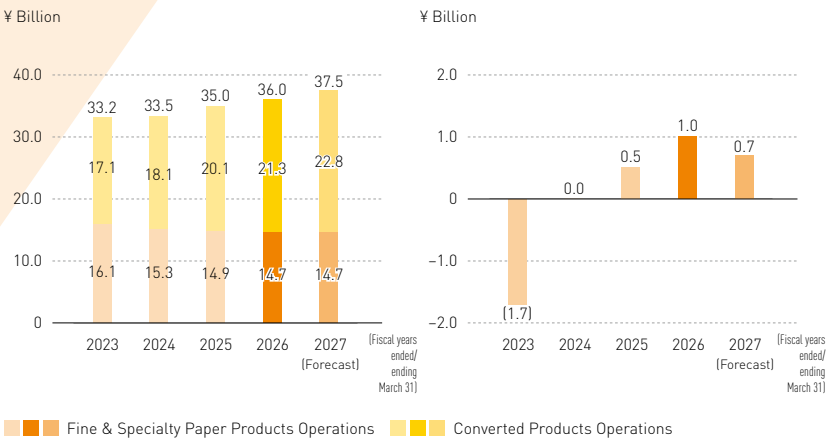
Q&A

Q&A in Response to Frequently Asked Questions from Investors

Will trends in reducing and eliminating plastic use become a business opportunity for Fine & Specialty Paper Products Operations?

A. Amid rising demand for reducing and eliminating plastic, LINTEC hopes to resolve various customer issues through paper. Under this concept, we launched our new specialty paper brand KAIKETSUSHI and are strengthening proposals aimed at creating new value. In addition to the previously mentioned oil-resistant paper, our specialty paper SUKEKAKE, which combines the natural, gentle texture of paper with superior pen-friendly and soft, translucent qualities, is another product that can contribute to resolving such issues. We also offer paper-based clear files that utilize the same transparency, thickness, and strength as plastic clear files, and as such, we are focusing on providing alternatives to these files.

Net Sales by Segment



Operating Income (Loss) by Segment

Fine & Specialty Paper Products Operations Converted Products Operations



Converted Products Operations

Converted Products Operations manufactures and sells release paper and film that protect the adhesive surfaces of various adhesive products by imparting not only releasability but also functions including water resistance, heat resistance, and abrasion resistance to paper and film substrates. We also provide casting paper used to impart patterns to synthetic leather and in the production of sheet-type carbon fiber composite materials.

Strategic Direction for the Fiscal Year Ending March 31, 2027

Strengthening Overseas Sales of Competitive Products

Although the market environment is expected to remain uncertain in the fiscal year ending March 31, 2027, we will focus on four priority initiatives to strengthen our business foundation: increasing sales volume, improving operating income, advancing environmental initiatives, and enhancing organizational resilience. In addition to strengthening the production system for release films, we will utilize the new coating facility that was introduced at the Komatsushima Plant (Tokushima Prefecture) in September 2025 to expand overseas sales of our competitive casting paper for synthetic leather and for carbon fiber composite materials. As part of our environmental response, we will actively promote solvent-free production processes that eliminate the use of organic solvents in the manufacture of release paper. We will further strengthen initiatives that respond to the needs of customers and society.

Featured
Topic

Expansion of Production Capacity for Casting Paper for Synthetic Leather

In September 2025, a new coating facility was introduced at the Komatsushima Plant, our principal production site for casting paper for synthetic leather. Featuring state-of-the-art capabilities for high-speed, high-precision coating, production capacity has increased to approximately 1.5 times the previous level. In recent years, synthetic leather has been attracting renewed attention across a wide range of industries due to its ease of processing, light weight, and functional performance. Demand for wider synthetic leather is increasing, particularly for automotive interior applications, and the new coating facility will enable us to increase the production of casting paper, especially production designed for wider casting paper. We will leverage this capacity expansion to drive sales growth for casting paper for synthetic leather in India, China, Europe, North America, and other markets.

Q&A

Q&A in Response to Frequently Asked Questions from Investors

What market trends are most closely linked to the performance of Converted Products Operations?

A. The answer differs by product category. General release paper for adhesive products tends to track with the market conditions of LINTEC's Printing & Variable Information Products Operations and Industrial & Material Operations, as it is often used in similar applications. Release paper for electronic materials and release film for optical-related products are linked to the market for smartphones and PCs. Demand tends to increase when new smartphone models are released. Casting paper for synthetic leather is influenced by production trends in sectors such as sports footwear and automobiles, while casting paper for carbon fiber composite materials is tied to demand in the sports and leisure industries as well as increases in aircraft production.

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

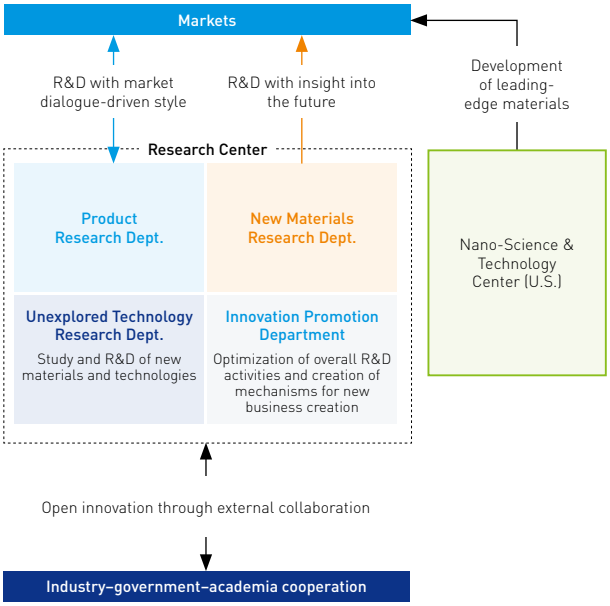
Under the medium-term business plan LSV 2030–Stage 2, the R&D Division is pursuing the following key initiatives: the development of new products and technologies that anticipate market trends and address customer and societal issues, productivity improvements through the adoption of digital transformation (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.

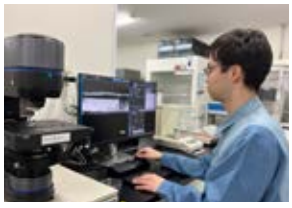
We will collaborate with existing research centers and the Nano-Science & Technology Center and, by fully implementing a data-driven approach to development that utilizes methods including machine learning and materials informatics, we aim to develop new businesses while enhancing the effectiveness of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

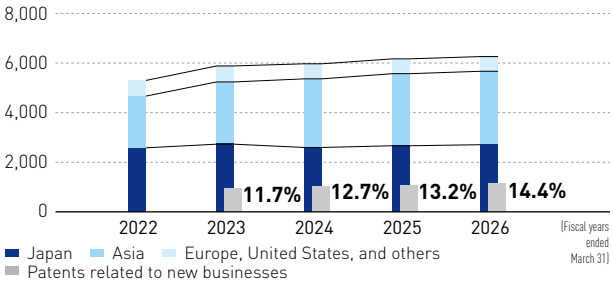
Intellectual Property Strategy

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.

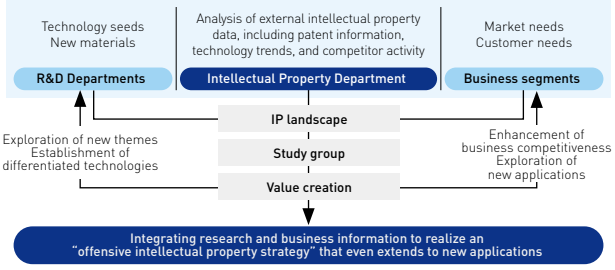
Stepping Up Collaboration Between R&D Departments and Business Operations

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

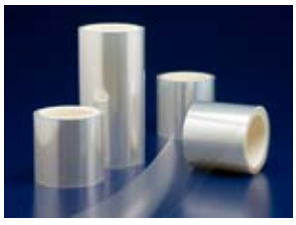
Our strengths include the creation of highly customized products, high-variety, small-lot production, and rapid delivery response. We are engaged in continuous improvement activities, aiming to consistently provide customers with top-tier products whose overwhelming product strength sets them apart from 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/

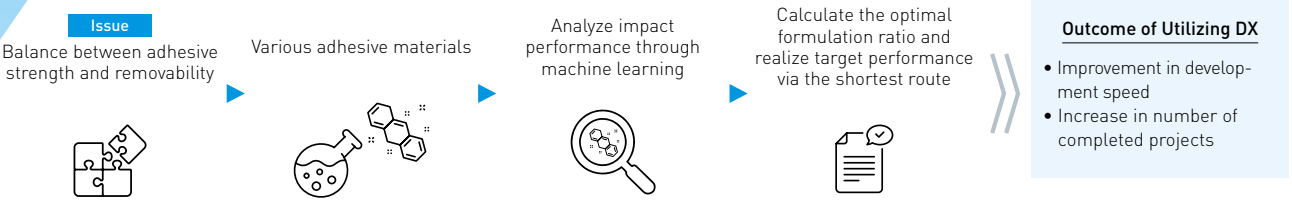
DX Strategy

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

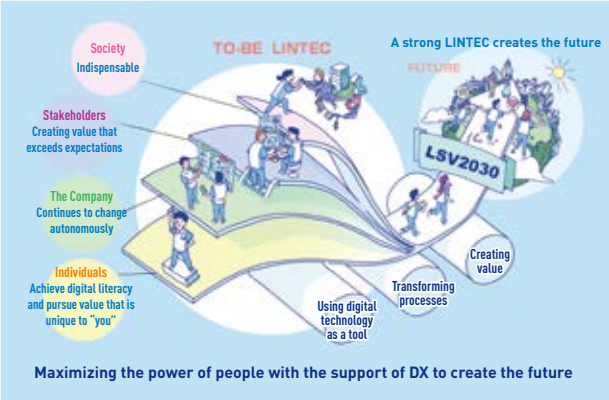
In the Production Division, LINTEC is working to fully redesign its processes across manufacturing, quality inspection, and indirect operations by integrating DX throughout the value chain. This initiative is partly driven by the broader social context of Japan's declining and aging population, which 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

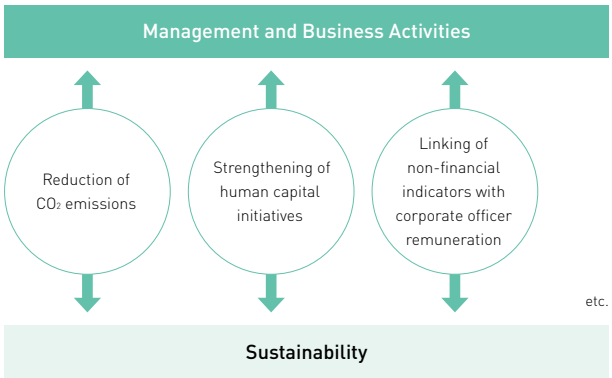
Sustainable Enhancement of Corporate Value by Improving the Efficiency of Sustainability Management

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

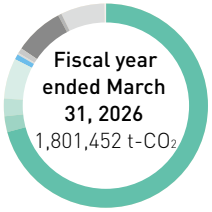
Accelerating CO_2 Reduction Initiatives to Realize a Decarbonized Society

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.

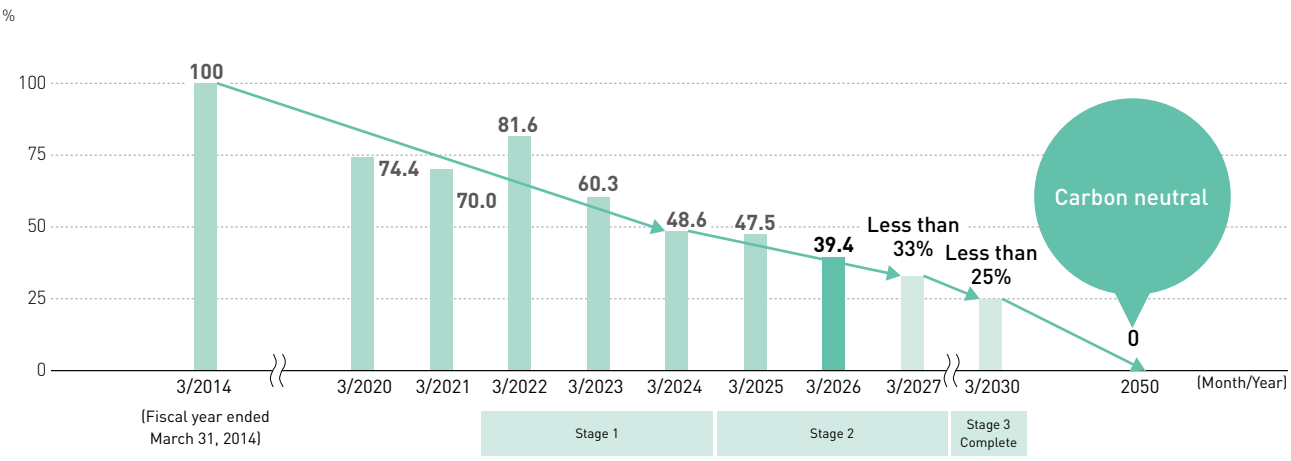
Scope 3 Emissions Breakdown by Category



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.

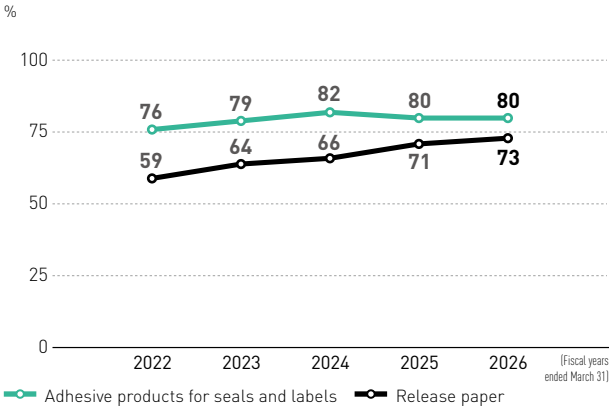
In adhesive products, we are developing products for seals and labels using emulsion-based and hot-melt adhesives, which do not require organic solvents, and are proactively developing and proposing solventless release paper. In 2021, we stepped up our efforts in the development of solventless products 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

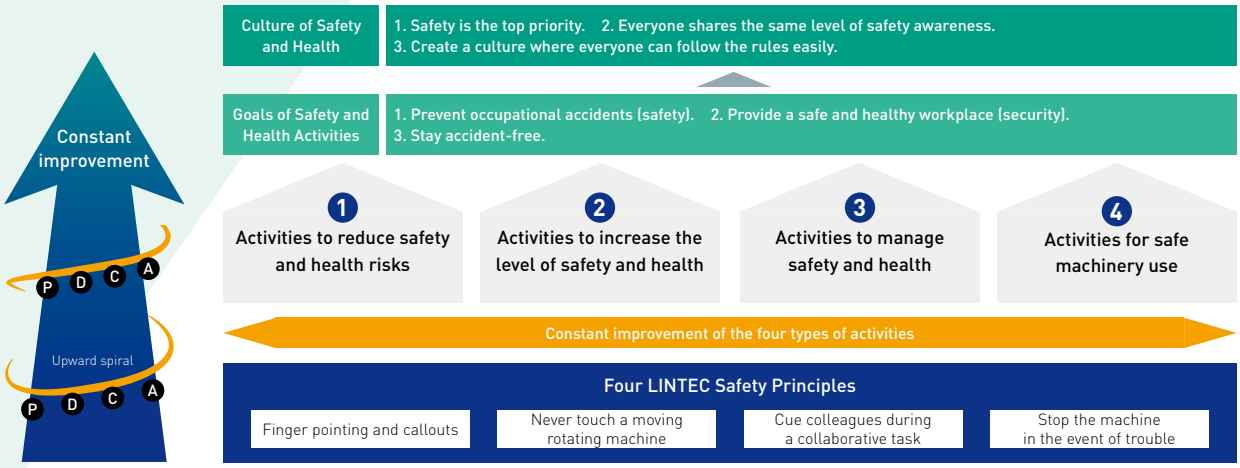
Occupational Health and Safety

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.

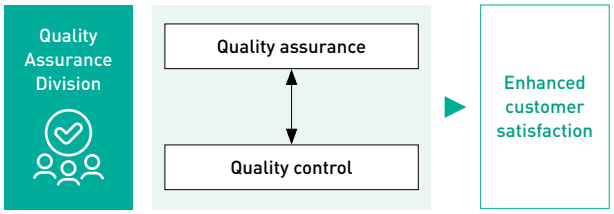
Expansion of the Compliance Reporting and Consultation System

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.



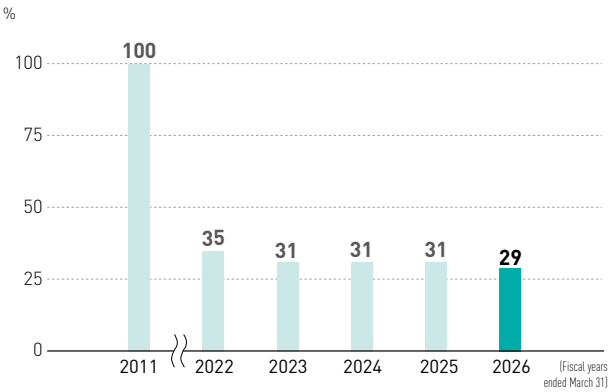
Aiming for a Global Quality Assurance System

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.

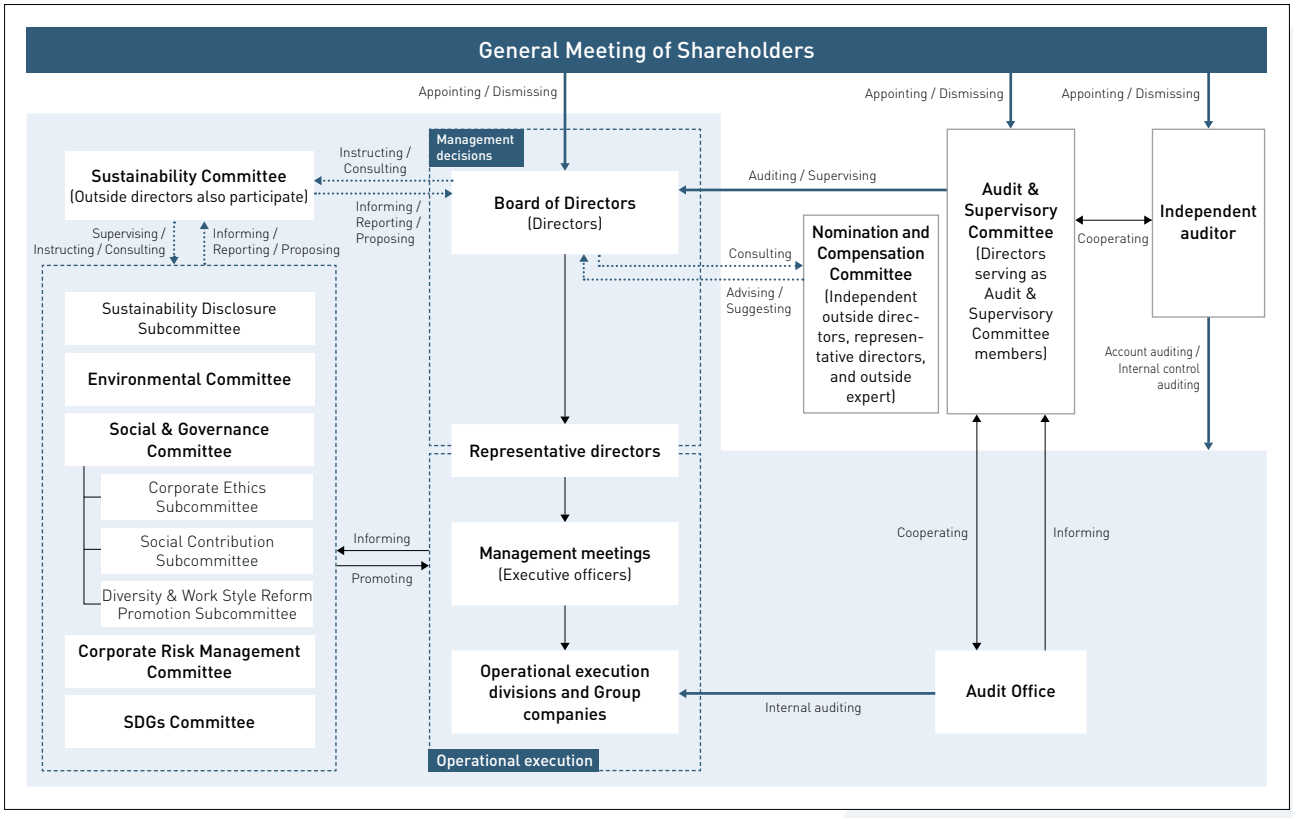
Governance

Fundamental Policies and Structures Related to Corporate Governance

The Group believes that the fundamentals of corporate governance are to achieve thorough legal compliance, to increase management transparency and promote corporate ethics, and to make prompt decisions and effectively execute operations. By enhancing and reinforcing corporate governance, we aim to further increase our corporate value and joint profits with shareholders.

LINTEC has selected the company with audit and supervisory committee system as described in the Companies Act of Japan for its organizational structure. The Company has placed directors who are also Audit & Supervisory Committee members with voting rights on its Board of Directors in order to strengthen the Board's supervisory function. In addition, we have established volunteer committees: the Sustainability Committee, in which all outside directors also participate to provide advice and recommendations from an objective perspective, and the Nomination and Compensation Committee, which deliberates and reports on the selection and dismissal of directors and executive officers and on their evaluation and compensation. In these ways, the Company is working to step up corporate governance and streamline management even further.

Corporate Governance Organizational Chart



Corporate Governance System

Organizational Structure	Company with audit and supervisory committee
Number of Directors (Number of Outside Directors)	12 (5)
Number of Audit & Supervisory Committee Members (Number of Outside Directors)	3 (2)
Number of Independent Outside Directors	4
Directors' Term of Office	One year
Number of Board of Directors' Meetings in FY2026	16
Adoption of an Executive Officer System	Yes
Takeover Defense Measures	None
Accounting Auditor	Ernst & Young ShinNihon LLC

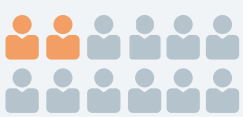
Independent Outside Director Ratio

1/3
Four of 12 directors



Female Director Ratio

1/6
Two of 12 directors



Board of Directors

Issues Identified Through Board Effectiveness Evaluation and Key Actions Taken

We identify issues through the annual Board of Directors' effectiveness evaluation and continuously work to improve them. Specifically, we are advancing improvements in areas such as enhancing discussions on our medium- to long-term strategies and business portfolio; leveraging the expertise of outside directors; implementing succession planning, human capital management, and Group governance; and providing sustainability disclosure, utilizing the Business Deliberation Council, the Nomination and Compensation Committee, the Sustainability Committee, and other bodies.

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

Issues	Key Actions Taken (Including Those Still in Progress)
Enhanced Discussions on Medium- to Long-Term Strategies and Business Portfolio Management	We utilize the Business Deliberation Council to advance discussions on topics that will be important in the medium to long term, including cost of capital, capital efficiency, and business portfolio management. In the fiscal year ended March 31, 2025, we initiated direct exchanges of views with business division heads, particularly on optimizing our business portfolio, and discussions are ongoing.
Strengthening Monitoring of Major Investment Projects and M&A Activities	We have established a follow-up framework for large-scale investment projects and are gradually transitioning to a PDCA-based management approach that verifies progress and evaluates outcomes of approved projects. The Business Deliberation Council continuously reviews important issues and strives to enhance the quality of materials that pertain to thereby strengthening its oversight function.
Enhancing the Effectiveness and Oversight Functions of Independent Outside Directors	To better leverage the management expertise of independent outside directors, we established a framework in the fiscal year ended March 31, 2021 under which all outside directors participate in the Sustainability Committee. We have also expanded opportunities for outside directors to provide input and promoted their understanding of our operations through initiatives such as factory visits. These efforts have enhanced outside director understand of LINTEC, made it easier for the Company to benefit from effective advice, and strengthened the Board's oversight function.
Succession Planning and Leadership Development	Discussions regarding succession planning are conducted by the Nomination and Compensation Committee, while the Board of Directors is responsible for overseeing the process. We have recently worked to review standards for appointing executives, among other measures. We will also continue to advance discussions that support the systematic cultivation of future leadership talent.
Human Capital Management and Enhancement of Organizational Capability	To enhance corporate value through stronger human capital, we continued discussions related to human capital Management. In addition to monitoring the status of workplace improvements through employee surveys, we are working to introduce and assess various human resource initiatives, while strengthening both our human resources and organizational foundations.
Strengthening Group Governance and Risk Management	We established a framework for sharing risk information across Group companies and implemented training for managers of overseas operations, as well as revisions to related policies and regulations. These measures are strengthening governance across the Group, including both domestic and overseas subsidiaries.
Strengthening Oversight of Sustainability and ESG Initiatives	We expanded the participation of independent outside directors in the Sustainability Committee and enhanced its functions, leading to initiatives such as the introduction of non-financial KPIs and the disclosure of Scope 3 greenhouse gas emissions.
Improving Board Operations and Information Provision	Since initiating Board effectiveness evaluations, improving the quality and effectiveness of Board discussions has remained an ongoing priority. To address this, we have introduced the distribution of materials prior to meetings, clarified the background and key issues of agenda items, and established mechanisms for the continuous reporting of progress on important matters. Through these initiatives, we are strengthening the Board of Directors' oversight function.

Key Measures in the Fiscal Year Ending March 31, 2027

Based on the outcomes of the evaluation of the effectiveness of the Board of Directors, we have positioned the deepening of discussions related to our business portfolio and refinement of Board operations as key initiatives in the current fiscal year. Additionally, we will enhance the Board's efficiency by striving to continuously strengthen the monitoring of critical projects, as well as compliance and risk management.



Deepening of discussions related to our business portfolio



Refinement of Board operations



Strengthening of monitoring of critical projects



Strengthening of compliance and risk management

Content of Key Deliberations by the Board of Directors (Including the Business Deliberation Council) in the Fiscal Year Ended March 31, 2026

Discussion related to management strategies and plans
- Monitoring of market trends
- Efforts to achieve management awareness of cost of capital and stock price
- Optimization of business portfolio, etc.

Discussion related to corporate governance and sustainability
- Report evaluating the Board of Directors' effectiveness and consideration of measures
- Group governance
- Summary of investor meetings
- Report on the status of sustainability initiatives, etc.

Discussion related to business risks
- Group internal audit reports
- Group company risk monitoring reports, etc.

Discussion related to important investment projects and individual businesses
- Review of business profit improvement plans
- Consideration of R&D investment in growth businesses
- Review of status of important investment projects from a medium-to long-term perspective, etc.

Discussion related to human capital
- Monitoring of employee survey results
- Confirmation of progress and results of human resource and recruit to long-ment initiatives, etc.

Directors' Experience and Expertise (As of June 22, 2026)

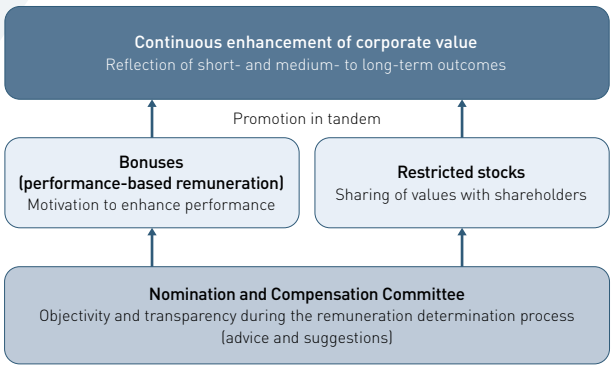
Men Women

Name	Attribute	Corporate management, management strategy, and SDGs	Production, technology, research, and IT	Sales and marketing	Finance, accounting, capital policy, and M&A	Audit	Human capital management	Legal affairs and risk management	Global business	Knowledge of other business
Directors										
Akihiko Ouchi		●	●	●	●		●		●	
Makoto Hattori		●	●	●	●		●		●	
Takeshi Kaiya		●		●			●	●	●	
Hiroyuki Matsuo		●	●						●	
Masaaki Yoshitake		●		●					●	
Yoichi Shibano		●			●				●	
Takanori Sano	Outside Director	●		●	●				●	●
Akiko Okushima	Outside Director, Independent Director	●	●	●					●	●
Seiichiro Shirahata	Outside Director, Independent Director	●	●						●	●
Directors Serving as Audit & Supervisory Committee Members										
Masaaki Kimura					●	●		●		
Kanako Osawa	Outside Director, Independent Director				●	●		●	●	●
Shigeru Sugimoto	Outside Director, Independent Director	●			●	●			●	●

Note: The above table does not include all of the expertise and experience of each director.

Remuneration System for Corporate Officers That Supports Enhancement of Corporate Value

LINTEC has adopted a remuneration system for corporate officers that prioritizes motivation toward enhancing performance, the sharing of values with shareholders, and objectivity and transparency during the process for determining remuneration, while setting appropriate remuneration standards in line with position and responsibilities. We encourage continuous and enhanced corporate growth by providing executive directors with incentive remuneration that reflects both short- and medium- to long-term outcomes.



Composition of Remuneration for Executive Directors

In addition to fixed remuneration (basic remuneration), the remuneration system combines performance-based remuneration (bonuses), or incentive remuneration, and restricted stocks, which act as a stimulus to increase the desire to enhance stock price and corporate value. Furthermore, the incentive rate for representative directors is designed to be higher than that of other directors.

Basic remuneration Performance-based remuneration (bonuses)
Restricted stocks

Remuneration System for Representative Directors (%)



Remuneration System for Directors



Performance-Based Remuneration (Bonuses)

The bonus base amount is set by job level; evaluations are conducted based on financial and non-financial indicators; and the determined amount is calculated by applying evaluation weights to the results.

Type	KPIs	Evaluation weights
Financial indicators	Consolidated net sales and consolidated operating income	Approx. 86.9%
	Total shareholder return (TSR)	Approx. 4.3%
Non-financial indicators	Status of reducing CO_2 emissions	Approx. 4.3%
	Engagement score	Approx. 4.3%

Composition of Remuneration for Outside Directors and Audit & Supervisory Committee Members

By introducing restricted stocks as a component of long-term incentive remuneration, in addition to our fixed remuneration (basic remuneration), we aim to better facilitate the sharing of values between corporate officers and shareholders.

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



Revisions to Systems

The Company made revisions to its officer compensation plan, effective from the fiscal year ended March 31, 2026. By reviewing incentive design, expanding evaluation indicators, and other measures, we have revised the remuneration systems to place greater emphasis on corporate value enhancement over the medium to long term.

Raising of Incentive Ratio

We have raised the ratio for executive director and executive officer bonuses and restricted stocks.

Expansion of Eligibility for Restricted Stocks

We introduced restricted stocks for outside directors and directors serving as Audit & Supervisory Committee members.

Expansion of Evaluation Indicators

We added total shareholder return in bonus evaluation, and introduced CO_2 emissions reduction and the engagement score as non-financial KPIs.

Revision of Remuneration Standards Based on the Medium-Term Business Plan

We created a framework for confirming the status of business performance and KPI progress in line with each three-year medium-term business plan and for reviewing remuneration standards.

Actual Payout of Remuneration of Corporate Officers (Fiscal Year Ended March 31, 2026)

(Millions of yen)

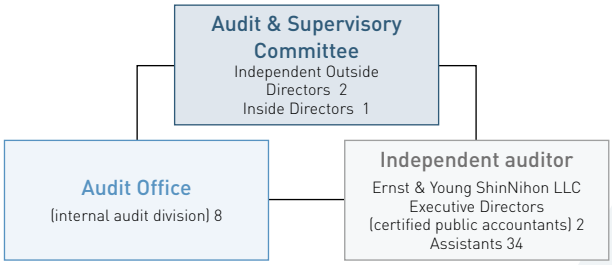
Corporate officer role	Total remuneration	Total remuneration by type			Number of people receiving remuneration
		Basic remuneration	Bonuses	Restricted stocks	
Directors (excluding Audit & Supervisory Committee members and outside directors)	359	214	91	53	7
Directors / Audit & Supervisory Committee members (excluding outside directors)	23	21	—	2	1
Outside officers	47	44	—	3	6

Status of Audits

At LINTEC, audits are performed by the Audit & Supervisory Committee, which is composed of directors serving as Audit & Supervisory Committee members; the Audit Office, which is the Company's internal audit division; and the independent auditor. While utilizing the internal control system, the Audit & Supervisory Committee cooperates with the Audit Office and the independent auditor, receives the necessary reports, and conducts audits of the directors' business execution through such methods as exchanges of opinions. Each Audit & Supervisory Committee member supervises the directors in the execution of their duties by stating opinions and participating in resolutions through their voting rights at Board of Directors' meetings. The Audit Office regularly implements internal audits of divisions, work sites, plants, and affiliated subsidiaries. Accordingly, the Audit Office verifies that operational processes and results comply with the law and internal regulations. The Audit Office provides advance notice to the Audit & Supervisory Committee of a summary of internal auditing plans, audit items, and other details, and after internal audits are completed, reports all of the audit results to the Audit & Supervisory Committee. Ernst & Young ShinNihon LLC, which serves as the independent auditor, conducts audits via two certified public accountants and 34 assistants. LINTEC strives to enhance the effectiveness of audits and ensure sound management and transparency through close collaboration among the Audit & Supervisory Committee, the Audit Office, and the independent auditors.

Audit Structure

Maintain soundness and transparency through close collaboration with three audit institutions



Risk Management

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

Risk Management Process



Capital Tie-Up Shares

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

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

(Millions of yen)

	Fiscal year ended March 31, 2025		Fiscal year ended March 31, 2026	
	Number of issues (issues)	Total amount recorded on balance sheet	Number of issues (issues)	Total amount recorded on balance sheet
Unlisted shares	11	67	**11**	**67**
Shares other than unlisted shares	22	1,720	**18**	**1,342**

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

Messages from Independent Outside Directors

In addition to promoting management that is conscious of cost of capital and stock price, LINTEC is advancing initiatives aimed at sustainable enhancement of corporate value, including optimization of its business portfolio, strengthening of its human resource strategy, and refinement of governance. We asked the four independent outside directors—Akiko Okushima, Seiichiro Shirahata, Kanako Osawa, and Shigeru Sugimoto—to share their assessment of the challenges LINTEC is facing based on discussions at the Board of Directors and Nomination and Compensation Committee, as well as their expectations for medium- to long-term growth.



Developing Human Resources and an Organization That Transforms Changes into Growth Opportunities

Akiko Okushima

Outside Director

LINTEC's Board of Directors has firmly established an improvement cycle based on effectiveness evaluations, and we have been achieving steady progress through this evaluation process. In our succession plans, which are a key issue, the Nomination and Compensation Committee is working to define the qualities and evaluation criteria required of senior management and directors, while also focusing on nurturing the next generation of leaders. To achieve the sustainable enhancement of corporate value, it is essential to nurture human resources that will become future management over the long term and to build a large pool of candidates. Furthermore, while LINTEC has developed business globally and realized growth in diverse markets, geopolitical risks and changes in customer needs are evolving at a fast pace, and even to a greater degree in overseas markets. I believe that with such changes, new opportunities for innovation will emerge. To that end, it is vital for management at overseas bases to identify new developments in the market and welcome customer feedback, and then to share this information across the Group, in efforts to gain an early understanding of risks and discover opportunities for growth.

In recent years, the Board of Directors has seen an increase in the amount of time set aside for strategy discussions—deep deliberations related to LINTEC's business portfolio and growth investments. I myself focus on both cutting-edge technology fields, including carbon nanotube (CNT) pellicles for extreme ultraviolet (EUV) lithography equipment, and environmentally friendly products and methods that contribute to resolving social issues. I hope that initiatives in such fields will further enhance the value creation that is unique to LINTEC. To date, I have been involved in management support centered on changes in customer needs and in the market in the data utilization and marketing fields. Leveraging such experience, I will contribute to enhancing corporate value going forward from the perspective of what is necessary for LINTEC, in order to continue being a company chosen by customers and greater society.



Organizational Capabilities with Shared Values That Support Global Growth

Seiichiro Shirahata

Outside Director

After continuously supporting LINTEC's growth, I feel that strengthening global business operations is vital. LINTEC has a high overseas sales ratio, and future growth overseas is a significant factor in enhancing corporate value. However, simply sending directives from the head office to overseas businesses will not generate results. Above all, it is crucial to develop an environment in which local management and employees can share common goals, make their own decisions, and take action. From my experience in overseas business over many years, I have come to believe that shared values are the essence of global management. Also, one of the key issues that has been actively discussed among Board members in recent years is business portfolio management. Although understanding the competitiveness and future potential of each business is improving, there is still room to expand discussions, to further analyze factors like return on invested capital (ROIC) and economic value added (EVA), which are necessary metrics for determining the direction of a business, as well as verifying the quality of the return based on invested capital. Going forward, it is important to advance more effective discussions, delving into themes that include improvement of low-profit businesses, investment in growth businesses, and the purpose of cash allocation across the entire Group.

Without human resources, companies cannot achieve growth. The progress made in discussions on succession planning and in clarifying the requirements for management personnel represents a major step forward. In the future, it will be important to deepen discussions on not only the selection of human resources but also on the environment that enables human resources to grow and the framework that supports their ability to take on new challenges. Leveraging my experience in business operations, business reorganization, and global management, I will continue to give advice from both a frontline and managerial perspective. I will contribute to LINTEC's evolution into an organization where employees can thrive across its bases around the world and sustainable growth can be realized.

PROFILES

Akiko Okushima	Joined IBM Japan Ltd. in 1981. Subsequently worked in data-driven marketing and consulting operations, including positions at foreign IT companies. In 2001, established JBtoB CO., LTD., becoming representative director and president (current position). In 2020, became an outside director at LINTEC. In 2021, joined the Company's Nomination and Compensation Committee.
Seiichiro Shirahata	Joined Nippon Paint Co., Ltd. (currently Nippon Paint Holdings Co., Ltd.) in 1983. In addition to experience in executive positions at Nippon Paint and its subsidiaries, was responsible for business operations and restructuring. Also has a strong background in global business, having been stationed overseas for some time as an engineer. Appointed as an outside director in 2024, when he also began serving on the Company's Nomination and Compensation Committee.
Kanako Osawa	Certified as an attorney and joined Kajitani Law Offices in 1998. Admitted to practice law in the State of New York, U.S., in 2005. Involved in corporate law in Japan and overseas. Became an outside director of the Company (Audit & Supervisory Committee member) in 2015. Since 2018, has worked concurrently as a member of the Company's Corporate Governance Committee (now the Nomination and Compensation Committee), and she became committee chair in 2024.
Shigeru Sugimoto	Joined Housing and Urban Development Corporation (currently Urban Renaissance Agency) in 1982. Joined Showa Ota & Co. (currently Ernst & Young ShinNihon LLC) in 1985. Established Sakura & Co. (currently Crowe Sakura & Co.) in 1988. Provides consulting services as a certified public accountant for M&A and business restructuring and reorganization. Was appointed as an outside director of the Company in 2021 and also became a member of the Nomination and Compensation Committee. In 2023, was appointed an outside director of the Company (Audit & Supervisory Committee member).



Supporting Sustainable Growth Through the Evolution of Effective Governance

Kanako Osawa

Outside Director /
Audit & Supervisory Committee Member

We view the fiscal year ended March 31, 2026 as one of steady progress, particularly regarding the initiatives we implemented for enhancing the efficiency of the Board of Directors. Specifically, these included shifting the Board's operational approach, from one that focused more on reporting to one that now embraces discussion. With this change, we have seen progress in the organization of proposals to be introduced and in the revision of explanatory methods, which has improved the quality of discussions on key management issues. Our materials now provide a more complete picture, including the background and expected effects of each initiative. As a result, I feel that the environment is becoming increasingly conducive to enabling outside directors like myself to examine issues in greater depth. It is important to continue such improvements and to translate them into further enhancements in effectiveness in the future. In addition, regarding succession plans, ongoing discussions have taken place at the Nomination and Compensation Committee, and we have been able to build a shared understanding of the roles and qualities required of senior management, directors, and executive officers. Going forward, I believe it is important, as an outside director, to appropriately verify how these standards are being applied in practice, with the goal of contributing to sustainable enhancement of corporate value.

On the management front, while Advanced Materials Operations generates strong profitability, a key challenge is how to achieve growth in other business areas. The Board continues to discuss business portfolio optimization, and an approach that creates growth opportunities across business divisions will likely become increasingly essential going forward. Leveraging my experience as an attorney specializing in corporate law, as well as my experience serving as an outside director at other companies, I hope to contribute to the further strengthening of LINTEC's governance and internal controls. From an independent standpoint, I will continue to offer constructive proposals and oversight, contributing to the strengthening of a management foundation that supports the sustainable enhancement of corporate value.



Enhancing Corporate Value Through Management That Is Aware of Cost of Capital

Shigeru Sugimoto

Outside Director /
Audit & Supervisory Committee Member

Optimization of LINTEC's portfolio has emerged as a highly prominent theme in our efforts to enhance corporate value. In recent years, the Board of Directors has devoted a significant amount of time to such discussions and conducted in-depth, multifaceted reviews of the profitability and growth potential of, and synergy between, businesses. LINTEC's strengths lie in its core technologies utilized across all its businesses. They serve as the driving force behind advancements in R&D and production technology. Meanwhile, we must appropriately assess such value, while continuously considering whether profitability exceeding the cost of capital for each business can be maintained. Also, while flexibly advancing business reorganization and structural reforms as necessary, I believe it is important to prioritize the distribution of limited management resources to growth fields. There has been concrete progress in terms of succession plans. However, the challenge going forward is to ensure that these efforts go beyond merely developing a system and in fact lead to effective implementation.

Investment in growth fields, such as semiconductor-related fields and environmentally friendly products, is a key theme supporting future growth. When making investment decisions, we are required to conduct diverse evaluations of risk and return through scenario analyses that factor in environmental uncertainty, in addition to employing financial indicators like net present value and internal rate of return. As a certified public accountant, I leverage my experience in not only accounting and legal issues but also my involvement in M&A and business reorganization to help promote management that is conscious of cost of capital and strengthen investment discipline. We will clearly illustrate how corporate value is created from both financial and non-financial perspectives, and support management practices that lead to medium- to long-term improvements in corporate value, which in turn will result in appropriate valuation by the capital markets.

Corporate Officers (As of June 22, 2026)

Representative Director, Chairman and CEO

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



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

Attendance at the meetings of the Board of Directors:

16/16 meetings (FY2026)

Representative Director, President, CEO and COO

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



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

Attendance at the meetings of the Board of Directors:

16/16 meetings (FY2026)

Director, Senior Managing Executive Officer

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



Apr. 1984	Joined the Company
Apr. 2017	Executive Officer, Executive General Manager, Advanced Materials Operations, Business Administration Div.
Apr. 2020	Managing Executive Officer, Executive General Manager, Business Administration Div.
Jun. 2020	Director, Managing Executive Officer, Executive General Manager, Business Administration Div.
Apr. 2023	Director, Senior Managing Executive Officer, Executive General Manager, Business Administration Div.
Apr. 2025	Director, Senior Managing Executive Officer, Executive General Manager, General Affairs & Human Resources Div. (current position)

Attendance at the meetings of the Board of Directors:

16/16 meetings (FY2026)

Director, Senior Managing Executive Officer

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



Apr. 1982	Joined the Company
Apr. 2014	President, LINTEC KOREA, INC. (seconded)
Apr. 2017	Executive Officer, Plant Manager, Agatsuma Plant, Production Div.
Oct. 2022	Executive Officer, Deputy Executive General Manager, Production Div.
Apr. 2023	Managing Executive Officer, Executive General Manager, Production Div., and in charge of Quality Assurance Div. and Environment & Safety Div.
Jun. 2023	Director, Managing Executive Officer, Executive General Manager, Production Div., and in charge of Quality Assurance Div. and Environment & Safety Div.
Apr. 2025	Director, Senior Managing Executive Officer, Executive General Manager, Production Div., and in charge of Quality Assurance Div. and Environment & Safety Div. (current position)

Attendance at the meetings of the Board of Directors:

16/16 meetings (FY2026)

Director, Senior Managing Executive Officer

Masaaki Yoshitake (Date of Birth: Jan. 4, 1962)



Apr. 1984	Joined the Company
Apr. 2017	Executive Officer, Executive General Manager, Printing & Variable Information Products Operations, Business Administration Div.
Apr. 2020	Senior Executive Officer, Deputy Executive General Manager, Business Administration Div., and Executive General Manager, Printing & Variable Information Products Operations
Apr. 2023	Managing Executive Officer, Deputy Executive General Manager, Business Administration Div., and Executive General Manager, Printing & Variable Information Products Operations
Apr. 2025	Senior Managing Executive Officer, Executive General Manager, Business Administration Div.
Jun. 2025	Director, Senior Managing Executive Officer, Executive General Manager, Business Administration Div. (current position)

Attendance at the meetings of the Board of Directors:

10/10 meetings (FY2026)

Director, Managing Executive Officer

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



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

Attendance at the meetings of the Board of Directors:

16/16 meetings (FY2026)

Outside Director

Takanori Sano (Date of Birth: Jul. 9, 1966)



Apr. 1989	Joined Daishowa Paper Manufacturing Co., Ltd.
Jun. 2016	Senior Manager, Accounting & Budgeting Department, Financial Division, and General Manager, Paper-Pak Administration Department, Paper-Pak Division, Nippon Paper Industries Co., Ltd.
Jun. 2021	Associate Director, Deputy General Manager, Paper-Pak Division, and General Manager, Paper-Pak Administration Department, Nippon Paper Industries Co., Ltd.
Jul. 2022	Associate Director, Deputy General Manager, Paper-Pak Division, Nippon Paper Industries Co., Ltd.
Jun. 2023	Associate Director, Deputy General Manager, Corporate Planning Division and General Manager, Corporate Planning Department, and Senior Manager, Business Transformation Promotion Office, Biomass Material Business Division, Nippon Paper Industries Co., Ltd. (current position)
Jun. 2025	Outside Director of the Company (current position) Executive Officer, General Manager of Corporate Planning Division, in charge of Subsidiaries and Affiliated Companies, Nippon Paper Industries Co., Ltd. (current position)

Attendance at the meetings of the Board of Directors:

10/10 meetings (FY2026)

Outside Director

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

Independent Director



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

Attendance at the meetings of the Board of Directors:

16/16 meetings (FY2026)

Outside Director

Seiichiro Shirahata (Date of Birth: Mar. 3, 1961)

Independent Director



Apr. 1983	Joined Nippon Paint Co., Ltd. (currently Nippon Paint Holdings Co., Ltd.)
Mar. 2018	Vice President, Director, Nippon Paint Holdings Co., Ltd.
Mar. 2020	Managing Executive Officer, Nippon Paint Holdings Co., Ltd.
Jan. 2022	Advisor, Nippon Paint Holdings Co., Ltd.
Mar. 2023	Outside Director, Nabtesco Corporation (current position)
Jun. 2024	Outside Director of the Company (current position)
Jun. 2025	Outside Director, TAKARA HOLDINGS INC. (current position)

Attendance at the meetings of the Board of Directors:

16/16 meetings (FY2026)

Director / Audit & Supervisory Committee Member

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



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

Attendance at the meetings of the Board of Directors:

16/16 meetings (FY2026)

Attendance at the meetings of the Audit & Supervisory Committee:

14/14 meetings (FY2026)

Outside Director / Audit & Supervisory Committee Member

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

Independent Director



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

Attendance at the meetings of the Board of Directors:

16/16 meetings (FY2026)

Attendance at the meetings of the Audit & Supervisory Committee:

14/14 meetings (FY2026)

Outside Director / Audit & Supervisory Committee Member

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

Independent Director



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

Attendance at the meetings of the Board of Directors:

16/16 meetings (FY2026)

Attendance at the meetings of the Audit & Supervisory Committee:

14/14 meetings (FY2026)

Senior Managing Executive Officers

Kinya Mochida
Deputy Executive General Manager, Business Administration Div.

Yoshihisa Mineura
Executive General Manager, Research & Development Div.

Managing Executive Officers

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

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

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

Executive Officers

Naoshi Nishikado
General Manager, Corporate Strategic Office

Naoki Yamamoto
Plant Manager, Kumagaya Plant, Production Div.

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

Hideki Numazawa
Plant Manager, Agatsuma Plant, Production Div.

Hidetaka Kawakami
Plant Manager, Tatsuno Plant, Production Div.

Daisuke Kii
Executive General Manager, Converted Products Operations, Business Administration Div.

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

Mitsuru Shimizu
Deputy Executive General Manager, Production Div.

Shoichi Kyogoku
Plant Manager, Mishima Plant, Production Div.

Masaru Hoshi
General Manager, Sustainability Management Office

Takeshi Segawa
General Manager, New Project Planning Office, Business Administration Div.

Eiichiro Takeuchi
General Manager, Public Relations Office

Atsushi Yamashita
Executive General Manager, Printing & Variable Information Products Operations, Business Administration Div.

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

Masayoshi Omori
Executive General Manager, Procurement Div.

Financial Summary

LINTEC Corporation and its consolidated subsidiaries
Years ended March 31

	2026	2025	2024	2023
For the year:				
Net sales	**¥ 319,385**	¥ 315,978	¥ 276,321	¥ 284,603
Operating income	**25,156**	24,562	10,628	13,796
% of net sales	**7.9%**	7.8%	3.8%	4.8%
Profit before income taxes	**24,472**	18,753	9,452	15,862
Profit attributable to owners of parent	**17,374**	14,476	5,243	11,512
Return on equity	**6.9%**	6.1%	2.3%	5.3%
Return on assets	**7.5%**	7.7%	3.6%	5.1%
Per share data (yen):				
Net income	**¥ 264.48**	¥ 211.98	¥ 76.66	¥ 167.85
Net assets	**3,931.48**	3,642.60	3,393.99	3,311.24
Cash dividends	**110.00**	100.00	88.00	88.00
Depreciation and amortization	**¥ 12,719**	¥ 12,820	¥ 11,837	¥ 11,145
Purchase of property, plant and equipment	**(14,689)**	(23,761)	(14,431)	(12,549)
Cash flows from operating activities	**33,450**	33,715	39,205	5,936
Cash flows from investing activities	**(14,589)**	(24,666)	(21,512)	(12,138)
Cash flows from financing activities	**(15,595)**	(12,332)	(1,288)	(12,775)
At year-end:				
Current assets	**¥ 196,082**	¥ 192,767	¥ 187,977	¥ 171,936
Current liabilities	**65,968**	69,989	75,918	59,823
Working capital	**130,113**	122,777	112,059	112,112
Cash and cash equivalents	**55,252**	50,703	52,396	33,857
Total property, plant and equipment	**117,500**	116,931	114,154	101,593
Long-term borrowings	**1,902**	3,794	5,888	—
% of shareholders' equity	**0.9%**	1.8%	2.9%	—
Total assets	**342,725**	340,471	333,590	304,881
Net assets	**258,240**	246,126	232,920	227,150
% of total assets	**75.1%**	72.1%	69.6%	74.2%
Number of shares outstanding	**72,488,740**	72,488,740	76,688,740	76,688,740
Number of employees	**5,237**	5,311	5,476	5,418
Segment information:				
Net sales:				
Printing and Industrial Materials Products	**¥182,644**	¥184,647	¥168,970	¥173,324
Electronic and Optical Products	**100,726**	96,312	73,892	78,053
Paper and Converted Products	**36,014**	35,019	33,458	33,225
Segment income (loss):				
Printing and Industrial Materials Products	**1,979**	5,462	(1,115)	2,958
Electronic and Optical Products	**22,120**	18,505	11,661	12,463
Paper and Converted Products	**977**	535	21	(1,688)

Millions of yen, except per share data, number of shares, and number of employees

2022	2021	2020	2019	2018	2017
¥ 256,836	¥ 235,902	¥ 240,727	¥ 250,942	¥ 249,030	¥ 205,975
21,584	17,030	15,440	17,977	20,095	16,595
8.4%	7.2%	6.4%	7.2%	8.1%	8.1%
23,230	16,635	13,939	18,338	16,666	15,398
16,641	11,407	9,620	12,937	11,257	11,450
8.2%	5.9%	5.0%	6.9%	6.2%	6.6%
7.8%	6.0%	5.1%	6.2%	6.5%	6.1%
¥ 232.12	¥ 157.81	¥ 133.20	¥ 179.24	¥ 156.02	¥ 158.69
2,996.21	2,722.89	2,653.80	2,625.54	2,573.69	2,465.43
88.00	78.00	78.00	78.00	66.00	66.00
¥ 9,895	¥ 9,361	¥ 9,491	¥ 8,700	¥ 9,031	¥ 7,466
(8,522)	(8,997)	(12,443)	(10,768)	(8,084)	(13,049)
24,642	28,824	18,501	22,858	26,819	24,361
(19,644)	(8,612)	(13,818)	(10,299)	(7,532)	(48,378)
(14,455)	(14,129)	(10,284)	(8,246)	(6,363)	5,257
¥ 182,224	¥ 170,098	¥ 163,660	¥ 175,597	¥ 173,593	¥ 151,449
72,382	63,506	66,119	72,994	77,849	64,401
109,842	106,592	97,541	102,603	95,744	87,048
50,603	57,636	52,260	58,303	55,042	41,284
90,521	79,807	80,481	75,131	75,336	73,871
1,468	2,546	2,285	11,622	14,395	17,795
0.7%	1.3%	1.2%	6.2%	8.0%	10.3%
302,865	280,262	278,972	290,320	292,733	274,199
209,758	197,350	192,298	190,226	186,420	178,690
69.1%	70.2%	68.7%	65.3%	63.4%	64.9%
76,659,440	76,630,740	76,600,940	76,576,340	76,564,240	76,564,240
5,158	4,913	4,948	4,888	4,794	4,760
¥132,421	¥115,745	¥122,436	¥122,935	¥121,691	¥85,661
91,379	88,976	81,929	90,316	88,882	83,205
33,035	31,181	36,361	37,689	38,456	37,108
1,373	(239)	928	3,761	3,040	1,672
19,176	15,067	10,981	11,150	11,972	9,155
971	2,138	3,502	2,970	4,996	5,767

External Evaluations

Inclusion in ESG Indexes

We have been selected as a constituent of the following ESG indexes (as of June 30, 2026).

MSCI Selection Indexes

MSCI Japan ESG Select Leaders Index

MSCI Nihonkabu ESG Select Leaders Index

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

Morningstar Japan ex-REIT Gender Diversity Tilt Index

Morningstar Disclaimer

www.lintec.co.jp/sustainability/disclosure/pdf/evaluation.pdf#page=2

S&P/JPX Carbon Efficient Index

Constituent Stock of the SOMPO Sustainability Index

Other Major Evaluations

CDP

Ratings

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

Website Awards

- **Daiwa Investor Relations Co. Ltd.**
  2025 Internet IR Awards
  Excellence Award

- **Nikko Investor Relations Co., Ltd.**
  Fiscal 2025 All Japanese Listed Companies' Website Ranking
  Overall ranking: AAA website
  By-sector ranking: (Other Products), AA website

- **BroadBand Security, Inc.**
  Gomez IR Site Ranking 2025
  Silver Prize (31st)

  Gomez ESG Site Ranking 2025
  Excellent Company (43rd)

Corporate Information (As of March 31, 2026)

Head Office
23-23, Honcho, Itabashi-ku, Tokyo 173-0001, Japan
Phone: +81-3-5248-7711
Fax: +81-3-5248-7760
URL: www.lintec-global.com

Established
October 15, 1934

Fiscal Year-End
March 31

Common Stock
¥23,355 million
Authorized: 300,000,000 shares
Issued: 72,488,740 shares

Stock Listing
Tokyo Stock Exchange, Prime Market
Securities Code: 7966

Shareholder Register Agent for Common Stock
Mitsubishi UFJ Trust and Banking Corporation
1-4-5, Marunouchi, Chiyoda-ku, Tokyo 100-8212, Japan

Number of Employees
5,237 (Consolidated)
2,673 (Non-consolidated)

Major Subsidiaries * Consolidated subsidiary

Domestic

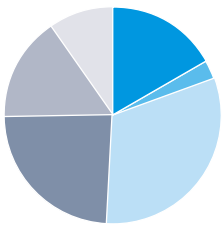
LINTEC COMMERCE, INC.*
LINTEC SIGN SYSTEM, INC.*
SHONAN LINTEC KAKO, INC.*
LINTEC SERVICES, INC.
LINTEC CUSTOMER SERVICE, INC.
TOKYO LINTEC KAKO, INC.

Overseas

LINTEC USA HOLDING, INC.*
LINTEC OF AMERICA, INC.*
MACTAC AMERICAS, LLC*
MADICO, INC.*
VDI, LLC*
LINTEC EUROPE B.V.*
LINTEC EUROPE (UK) LIMITED*
LINTEC ADVANCED TECHNOLOGIES (EUROPE) GMBH*
LINTEC (SUZHOU) TECH CORPORATION*
LINTEC PRINTING & TECHNOLOGY (TIANJIN) CORPORATION*
LINTEC ADVANCED TECHNOLOGIES (SHANGHAI), INC.*
LINTEC HI-TECH (TAIWAN), INC.*
LINTEC ADVANCED TECHNOLOGIES (TAIWAN), INC.*
LINTEC KOREA, INC.*
LINTEC ADVANCED TECHNOLOGIES (KOREA), INC.*
LINTEC ASIA PACIFIC REGIONAL HEADQUARTERS PRIVATE LIMITED*
LINTEC SINGAPORE PRIVATE LIMITED*
LINTEC ADVANCED TECHNOLOGIES (SINGAPORE) PRIVATE LIMITED*
PT. LINTEC INDONESIA*
PT. LINTEC JAKARTA*
PT MULTIYASA SWADAYA*
LINTEC (THAILAND) CO., LTD.*
LINTEC INDUSTRIES (SARAWAK) SDN. BHD.*
LINTEC KUALA LUMPUR SDN. BHD.*
LINTEC ADVANCED TECHNOLOGIES (MALAYSIA) SDN. BHD.*
LINTEC VIETNAM CO., LTD.*
LINTEC HANOI VIETNAM CO., LTD.*
LINTEC ADVANCED TECHNOLOGIES (VIETNAM) CO., LTD.*
LINTEC ADVANCED TECHNOLOGIES (PHILIPPINES), INC.*
LINTEC PHILIPPINES (PEZA), INC.*
LINTEC INDIA PRIVATE LIMITED*

Investor Information (As of March 31, 2026)

Ownership and Distribution of Shares

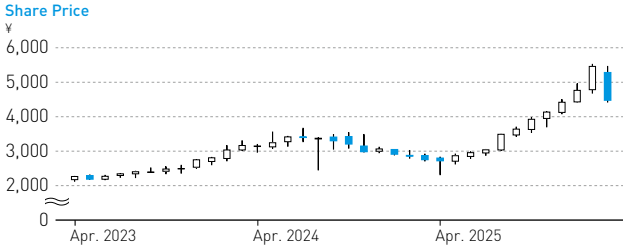


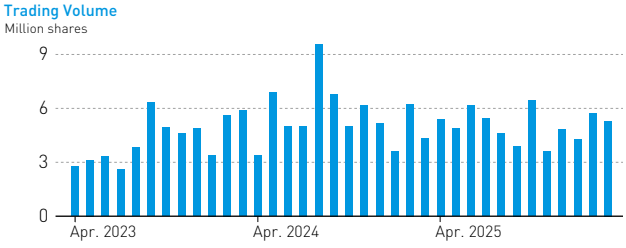
Financial Institutions	16.90%
Securities Companies	2.70%
Other Companies	31.28%
Overseas Companies	23.88%
Individuals and Other	15.57%
Treasury Stock	9.67%

Major Shareholders (Top Five)

Nippon Paper Industries Co., Ltd.	30.02%
The Master Trust Bank of Japan, Ltd. (Trust Account)	8.98%
Custody Bank of Japan, Ltd. (Trust Account)	5.78%
GOLDMAN SACHS INTERNATIONAL	2.59%
STATE STREET BANK AND TRUST COMPANY 505001	1.99%

Share Price / Trading Volume





LINTEC Corporation

LINTEC Corporation
23-23, Honcho, Itabashi-ku,
Tokyo 173-0001, Japan
www.lintec-global.com

