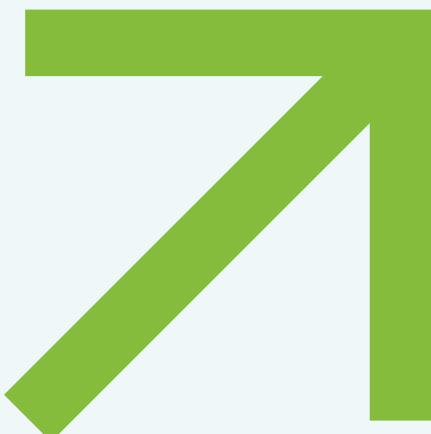
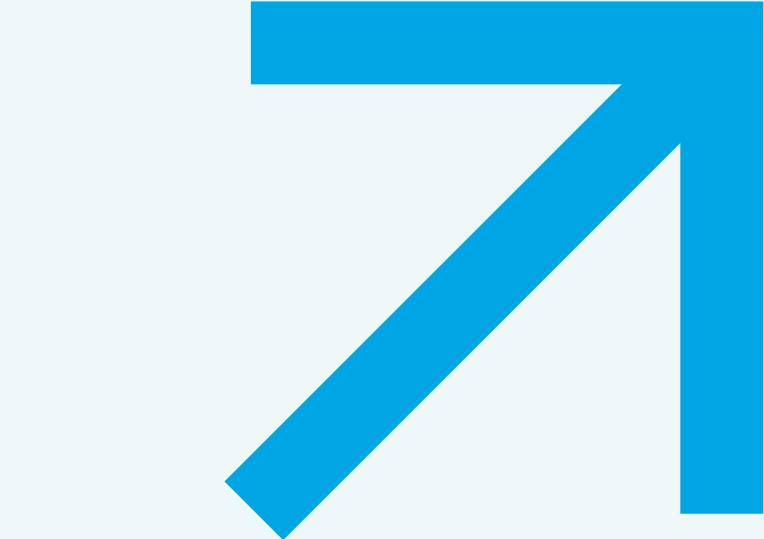


**LINTEC**  
ANNUAL  
REPORT  
**2015**

For the year ended  
March 31, 2015

# ACCELERATING GROWTH

**LINTEC**



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## Editorial Policy

This report is meant to help shareholders and other investors understand the LINTEC Group and its quest to achieve sustainable growth and contribute to the further development of society as a whole. Based on the International Integrated Reporting Framework released by the International Integrated Reporting Council in December 2013, in addition to performance and financial information, this report also introduces the R&D capabilities, human resources, and other "intangible assets" accumulated by the LINTEC Group that are of the variety not listed on the financial statements.

Information that could not be contained within this report is available on the following websites.

#### > IR Website

<http://www.lintec-global.com/ir/>



#### > CSR Website

<http://www.lintec-global.com/csr/>



#### REPORTING PERIOD

This report covers the period between April 1, 2014 and March 31, 2015. However, some of the information includes content from April 2015 onward.

#### 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 and circumstances.

## Company Motto & Mission Statement

As a leading company in the adhesive products and fine and specialty papers fields, LINTEC has developed a diverse range of products and achieved sustainable growth. In deference to our company motto, "Sincerity and Creativity," we strive to maintain integrity toward each and every one of our stakeholders and will continue to engage in new challenges with a passion for innovation. These principles represent our foundation as a manufacturing company and we continue to contribute to the development of society by developing products that meet the needs of everyone.

"Linking your dreams" – LINTEC utilizes its unique technologies to link the countless dreams of people across the world and give form to them. We look forward to your ongoing support.

### » Company Motto



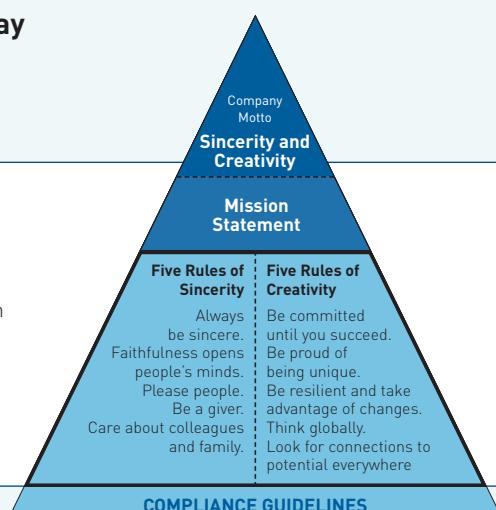
### » Mission Statement

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. And 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**

### LINTEC WAY

In the year ended March 31, 2015, the LINTEC Group established "LINTEC WAY" as a guidepost to encourage all of its employees in continuing to maintain a unified outlook and aspiring toward sustainable growth. "LINTEC WAY" comprises 10 principles, which represent our cherished sense of values, to support the company motto, "Sincerity and Creativity," and highlight the ideals that employees should strive to embody. We continue to promote the proliferation and understanding of LINTEC WAY by holding CSR study meetings at Group companies both inside and outside Japan.



## LINTEC's History

**Over the more than 80 years since its founding, LINTEC has continued to grow its business by adhering to a customer-first mindset and developing original products, all while acting in accordance with its company motto, "Sincerity and Creativity."**

### 1920s to 60s

Stage of Creation – Stage of Business Base Building

FUJI SHOKAI was established in 1927 as Japan's first manufacturer of gummed tape for packaging. Later, in 1934, it was reorganized to form FUJI SHIKO CORPORATION, which it could be said represented the start of the Company. At that time, demand was rising rapidly for cardboard boxes to be used as alternatives for wooden boxes for transporting foods and other goods. This trend fueled substantial growth in demand for gummed tape for sealing these boxes. Entering into the 1950s, we began to actively push forward with the establishment of sales bases geared toward strengthening our business development in major Japanese cities.

In 1960, we began selling adhesive papers for seals and labels, and later advanced into the field of adhesive films. This is when we constructed the foundations for our mainstay businesses of today. In addition, in 1962 we developed an automatic packaging machine (cardboard box automatic sealing machine) manufacturing department, and began to provide of a combination of adhesive materials and related equipment, establishing a business style of comprehensively meeting customer needs that we continue to utilize today.

### 1970s to 80s

Stage of Entry into Growth Businesses

In the early 1970s, we started manufacturing and selling labeling machines and label printing machines. It was also at this time that we expanded operations into China. In the late 1970s, we developed a colored adhesive film for use in body stripe stickers on motorcycles, in response to the rapid growth in domestic motorcycle sales. In addition, there was a rapid increase in the need for films used for outdoor sign, and we also began to expand our business in the motorcycle, automobile and interior and exterior decorative fields.

In 1984, the company name was changed to FSK CORPORATION. Then, in 1986 we developed an ultraviolet (UV) curable dicing tape that allows for adhesive strength to be controlled by irradiation of UV rays, making our entry into the semiconductor field. The development of this product caused a revolution in the semiconductor industry and also represents the original source of our competitiveness in this field. It was during this period that the Company steadily expanded its presence in the industry, being listed on the Second Section of the Tokyo Stock Exchange in 1986 and then being approved for listing on the First Section in 1989.

**Apr. 1927** FUJI SHOKAI established in Sugamo, Tokyo  
Started production and sales of gummed tape for packaging



Gummed tape

**Aug. 1931** FUJI SHOKAI reorganized to establish FUJI GOMEI KAISHA, and head office and head factory relocated to Itabashi, Tokyo  
**Oct. 1934** FUJI GOMEI KAISHA reorganized to establish FUJI SHIKO CORPORATION



Time of establishment

**Sep. 1950** Osaka Office (currently Osaka Branch) opened, nationwide expansion of sales and establishment of large-scale bases commenced  
**Apr. 1953** Established laboratory in head office in Itabashi, and started full-scale development of technologies and products  
**Mar. 1960** Started production and sales of adhesive papers for seals and labels; later, also started production and sales of adhesive films  
**Mar. 1962** Established automatic packaging machine manufacturing department, and started sales of system combined with gummed tape for packaging  
**Oct. 1968** Transferred laboratory to Warabi Plant in Saitama Prefecture, and started development of new products taking advantage of our core technologies

**Mar. 1972** Started production and sales of labeling machines  
**Aug. 1973** Developed "A-100 type" label printing machine, incorporating new technologies, and started production and sales of label printing machines



"A-100 type" label printing machine

**1974** Started sales of label printing machines and adhesive products in China  
**Oct. 1984** Company name was changed to FSK CORPORATION  
**Jul. 1986** Listed on Second Section of Tokyo Stock Exchange  
**1986** Developed UV-curable dicing tape and made full-scale entry into semiconductor-related business



UV-curable dicing tape

**Sep. 1987** FSK OF AMERICA, INC. (currently LINTEC USA HOLDING, INC.), established and MADICO, INC., a U.S. window films manufacturer, became a subsidiary  
**Mar. 1989** Approved for listing on First Section of Tokyo Stock Exchange

## 1990s

### Second Stage of Creation

In April 1990, FSK merged with SHIKOKU PAPER CO., LTD., a supplier of release papers and other items, and SOHKEN KAKO CO., LTD., another manufacturer of adhesive materials, giving birth to LINTEC Corporation and representing a new start. Through this merger, we have expanded our business into the specialty papers, release papers and films, which has enabled us to establish an integrated adhesive product manufacturing system spanning from upstream areas (base paper for release papers) to downstream areas (adhesive products). The name LINTEC was chosen as a combination of "linkage" and "technology" to symbolize our commitment toward linking people with technology to create new value. This spirit continues to live on in the Company today.

In 1991, we entered into the field of optically functional films for liquid crystal displays (LCDs). Later, we established local manufacturing bases and sales bases in Indonesia and Singapore, which still play the main role in our business in Southeast Asia and India. In this manner, we advanced the globalization of our business.

**Apr. 1990** Merged with SHIKOKU PAPER CO., LTD., and SOHKEN KAKO CO., LTD., and company name changed to LINTEC Corporation

**1991** Made full-scale entry into LCD-related business



Optically functional films for LCDs

**Oct. 1993** LINTEC (TIANJIN) INDUSTRY CO., LTD., established as manufacturing base of label printing machines and sales base of adhesive products

**Feb. 1994** Singapore Office opened

**May 1994** PT. LINTEC INDONESIA established as manufacturing base of adhesive products



PT. LINTEC INDONESIA

**Apr. 1995** Singapore sales office locally incorporated and LINTEC SINGAPORE PRIVATE LIMITED established

**Apr. 1995** LINTEC EUROPE B.V. in the Netherlands established

**Dec. 1995** Research Center in Saitama Prefecture built

**Mar. 1999** LINTEC INDUSTRIES (SARAWAK) SDN. BHD. in Malaysia established as manufacturing base for electronics-related products

## 2000s to today

### Stage of Growth Acceleration

The globalization of LINTEC's business accelerated at the turn of the century. Based on our policy of manufacturing products closer to customers to ensure stable supplies through local production, we established new manufacturing bases in China, Taiwan, South Korea, Malaysia, and Thailand. At the same time, we took steps to reinforce manufacturing and sales systems, such as expanding our network of sales bases that possess warehouses and slitting facilities. Recently, we have established a regional headquarter in Singapore to strengthen competitiveness in the rapidly growing Southeast Asian and Indian markets.

Moreover, we have established an R&D base of LINTEC OF AMERICA, INC., at Dallas in the United States and are pushing forward with the practical implementation of new-generation materials such as carbon nanotubes. In 2015, we also established the Advanced Technology Building adjacent to our existing research center, and we are working toward increasing the speed of product development and developing innovative new products.

**Apr. 2000** LINTEC INDUSTRIES (MALAYSIA) SDN. BHD. established as manufacturing base for electronics-related products

**Jun. 2002** LINTEC (SUZHOU) TECH CORPORATION in China established as manufacturing base for adhesive products and converted products



LINTEC (SUZHOU)  
TECH CORPORATION

**Aug. 2002** LINTEC SPECIALITY FILMS (KOREA), INC., established as manufacturing base for optical products

**Aug. 2003** LINTEC SPECIALITY FILMS (TAIWAN), INC., established as manufacturing base for optical products

**Sep. 2004** LINTEC KOREA, INC., established as manufacturing base for electronics-related products



LINTEC KOREA, INC.

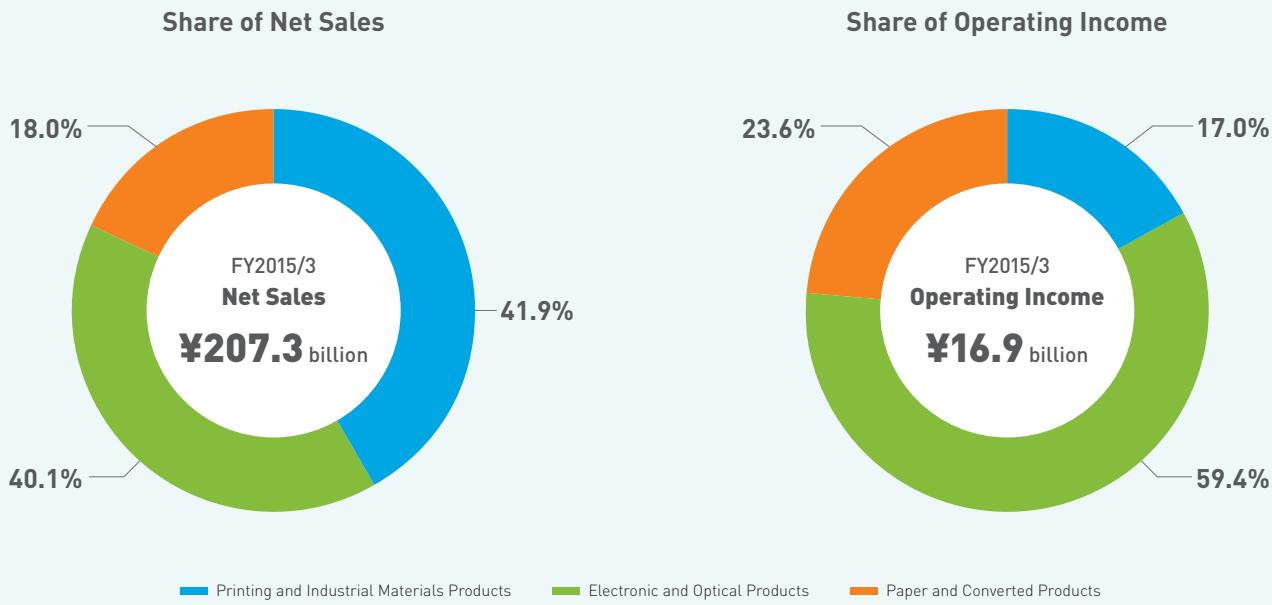
**Jun. 2011** LINTEC (THAILAND) CO., LTD., established as manufacturing base for adhesive products

**Jan. 2015** LINTEC ASIA PACIFIC REGIONAL HEADQUARTERS PRIVATE LIMITED in Singapore established

**May 2015** Advanced Technology Building constructed in Saitama Prefecture

# Business Overview

**LINTEC responds to social needs by developing its business in a wide range of fields.**



## » Printing and Industrial Materials Products



This segment consists of Printing & variable information products operations and Industrial & material operations.

In our Printing & variable information products operations, we conduct the manufacture and sale of adhesive papers and films for seals and labels, which are the LINTEC Group's mainstay products. Our adhesive films perform particularly well, boasting a share of approximately 60% of the domestic market. We are also targeting the expansion of our share in such overseas markets as China and Southeast Asia through the enhancement of production and sales bases in these markets.



In our Industrial & material operations, we deal in a wide variety of products, including automobile-use adhesive products, tapes for bonding components in mobile devices and others, label system-related equipment, adhesive sheets for outdoor signs and interior finishing, and even window films for saving electricity and glass shatter-proofing purposes for which demand has been growing.

### Printing & Variable Information Products Operations

#### Main Products

- Adhesive papers and films for seals and labels
- Label printing machines

### Industrial & Material Operations

#### Main Products

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

## ➤ Electronic and Optical Products



This segment consists of Advanced materials operations and Optical products operations.

In our Advanced materials operations, we develop and provide such products as specialized adhesive tapes and related equipment essential in semiconductor manufacturing and mounting processes as well as coated films for multilayer ceramic capacitor (MLCC) production and touch screen-related products.

In our Optical products operations, we conduct adhesive processing for optical functional films, including polarizing films and retardation films used to make LCDs; surface improvement processing for polarizing films, such as antiglare hard coat processing, which protects films from scratches and reduces reflectivity; and the manufacturing of protective films for polarizing films.

### Advanced Materials Operations

#### Main Products

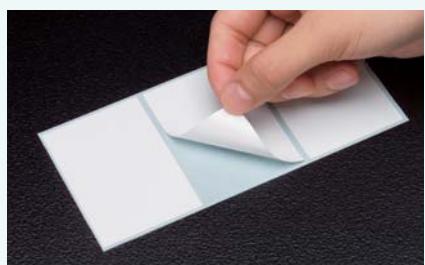
- Semiconductor-related adhesive tapes and equipment
- Coated films for MLCC production
- Touch screen-related products

### Optical Products Operations

#### Main Products

- Polarizing films and retardation films (adhesive processing)
- Polarizing films (surface improvement processing)
- Protective films for polarizing films

## ➤ Paper and Converted Products



This segment consists of Fine & specialty paper products operations and Converted products operations.

In our Fine & specialty paper products operations, we conduct the manufacture and sale of color papers for envelopes and colored construction papers, products for which LINTEC holds the leading share in domestic markets; lint-free papers that are used in places such as clean rooms that cause hardly any dust even when torn; oil resistant papers for food packaging; high-grade printing papers with special textures; and high-grade papers for paper products used for business cards and postcards.

In our Converted products operations, we provide release papers and films that protect the adhesive surfaces of a variety of adhesive products. Additionally, we produce casting papers that are used as patterning papers for placing designs on synthetic leather. We also manufacture casting papers for carbon fiber composite materials for which demand is expected to rise in conjunction with increased usage in aircraft.

### Fine & Specialty Paper Products Operations

#### Main Products

- Color papers for envelopes
- Colored construction papers
- Special function papers
- High-grade printing papers
- High-grade papers for paper products

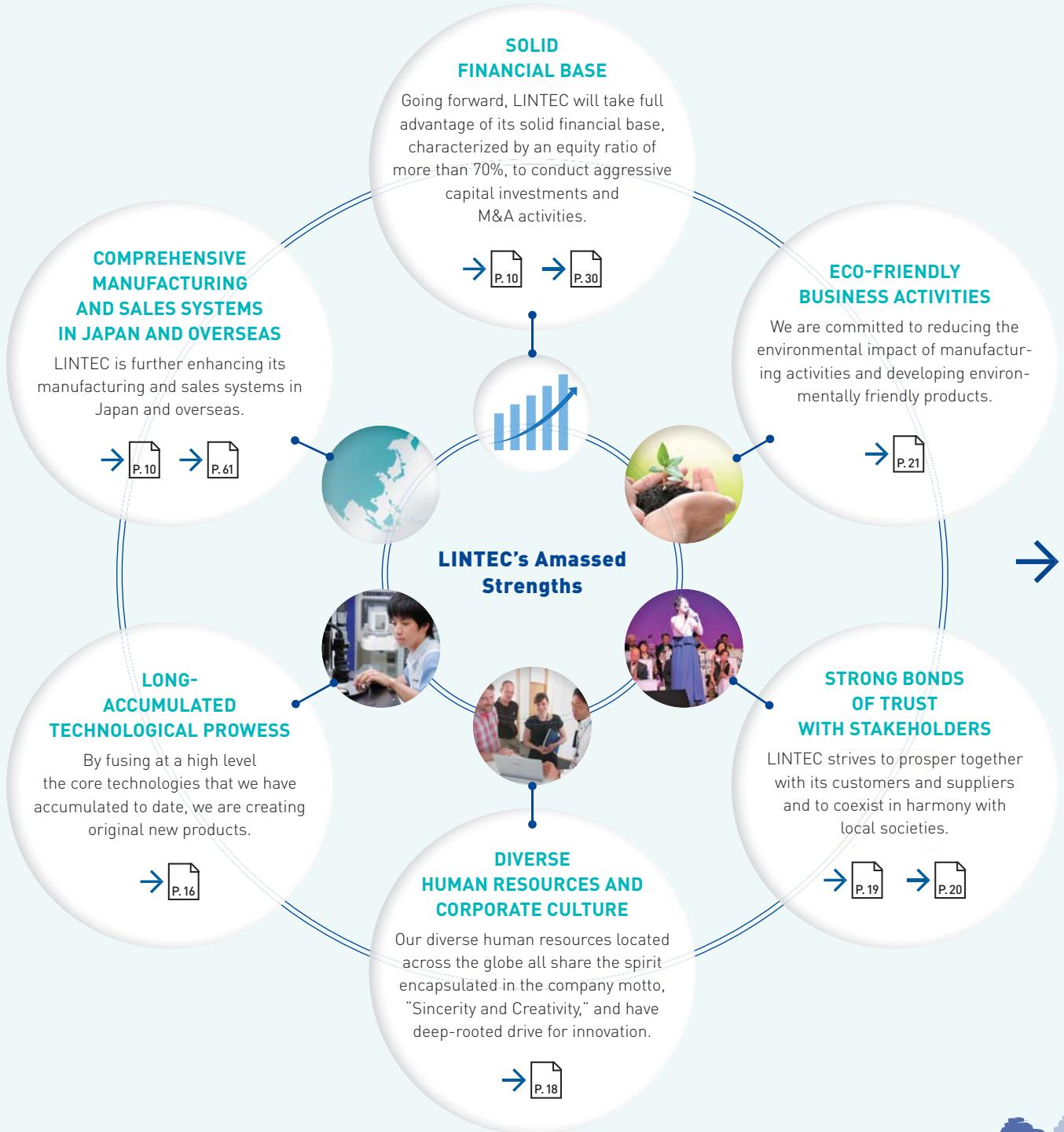
### Converted Products Operations

#### Main Products

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

# LINTEC's Value Creation

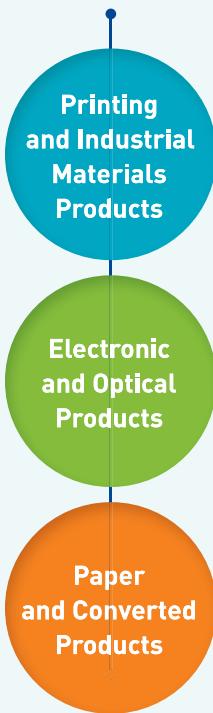
Since its founding, the LINTEC Group has amassed numerous strengths. These strengths serve as indispensable assets to our business activities, and have been the driving force in creating various high-value-added products in response to a wide range of social needs. Going forward, the LINTEC Group will pursue sustainable growth by contributing to the development of society through the creation of new value.



With the assets we have cultivated over the years, we will further promote our business activities to achieve our targets by

# accelerating growth.

**Advancing business activities by leveraging amassed strengths**



**Pushing forward with the medium-term business plan,**  
→ **LIP-2016** **to achieve further growth**

Growth as a company

Growing as a company and contributing to the development of society  
→ Building upon strengths to fuel future growth

Contribution to the development of society

