Creating the Future with Adhesive Technologies

Linkage + Technology

LINTEC

Mar. 7, 2019
Company information

■ Head Office:  
  Itabashi-ku, Tokyo, Japan

■ Securities Code:  
  7966 (Tokyo Stock Exchange, 1st Section)

■ Established: October 15, 1934

■ Common Stock: 23.2 billion yen (as of March 31, 2018)

■ Number of Employees: 4,794 (as of March 31, 2018)

■ Net Sales: 249.0 billion yen (year ended March 31, 2018)

■ Fiscal Year-End: March 31

■ Business Activities: Development, manufacture, and marketing of adhesive products and related equipment, specialty papers, release papers and films, etc.

■ Consolidated Subsidiary: 3 companies (Japan)
  37 companies (Overseas)
Company history

1934: Establishment of FUJI SHIKO CORPORATION, manufacturer of gummed tape (Itabashi, Tokyo)
*The name was changed to FSK CORPORATION in 1984

1960: Started production and sales of adhesive papers and films for labels
Subsequently expanded adhesive operations in industrial fields such as motorcycle, automobile, decorative materials for exteriors and others

1986: Developed UV curable dicing tape and made full-scale entry into the semiconductor-related product field

1987: Acquired MADICO, INC.

1990: Merged with SHIKOKU PAPER CO., LTD., and SOHKEN KAKO CO., LTD.
Name was changed to LINTEC Corporation
Expanded business activities from release papers and films, specialty papers to the fields of adhesive paper and films, related equipment

1991: Made full-scale entry into LCD-related product field
1994: PT. LINTEC INDONESIA was established

2000: LINTEC INDUSTRIES (MALAYSIA) SDN. BHD. was established

2002: LINTEC (SUZHOU) TECH CORPORATION was established

LINTEC SPECIALITY FILMS (KOREA), INC., was established

2003: LINTEC SPECIALITY FILMS (TAIWAN), INC., was established

2004: LINTEC KOREA, INC., was established

2011: LINTEC (THAILAND) CO., LTD., was established

2015: LINTEC ASIA PACIFIC REGIONAL HEADQUARTERS PRIVATE LIMITED was established

2016: Acquired MACTAC AMERICAS, LLC
Performance trends / Net sales, Operating income

Unit: Billion yen
- Blue: Net sales
- Orange: Operating income

Record highest operating income

Record highest net sales

Global recession

The impact of financial crisis in Europe and the Great East Japan Earthquake, etc.
Overseas sales have increased 65.7 billion yen, up 124%, over the last 10 years with average annual growth of 8.4%.

Ratio of overseas sales to net sales
Basic composition of adhesive products

- (1) Facestock (paper / film)
- (2) Adhesive
- (3) Release paper / film

Meeting needs with in-house technologies
Four core technologies and operational segments

Core technologies

1. Adhesive applications
2. Surface improvement
3. System development
4. Specialty papers and Release materials production

Printing and Industrial Materials Products
- Printing & Variable Information Products Operations
- Industrial & Material Operations

Electronic and Optical Products
- Advanced Materials Operations
- Optical Products Operations

Paper and Converted Products
- Fine & Specialty Paper Products Operations
- Converted Products Operations

Adhesive products + Equipment
Adhesive papers and films for labels

- Main types: Permanent, Removable, Restickable

Sales in this operation
87.1 billion yen
35.0%
Usage of adhesive papers and films for labels / Required properties

● For food- and drink-related products
  • Water resistance
  • Curved-surface adhesion
  • Cold resistance etc.

● For commodity items
  • Water resistance
  • Curved-surface adhesion
  • Design etc.

● For consumer electronics-related products
  • Durability
  • Heat resistance
  • Outgassing resistance etc.

● For automobile-related products
  • Oil- and water-resistance
  • Durability
  • Heat resistance etc.

● For medical and pharmaceutical items
  • Printability
  • Chemical resistance
  • Tamper-evident etc.

● For distribution and mail-order products
  • Printability
  • Adequacy for affixing seals
  • Cold resistance etc.
Industrial & Material Operations

- Window films
- Films for outdoor signs and advertising
- Interior finishing mounting films
- Automobile-use adhesive products
- Industrial-use adhesive tapes
- Labeling machines, etc.

FY2018/3
Net sales
249.0 billion yen

Sales in this operation
34.6 billion yen
13.9%
**Automobile-use adhesive products**

- **Paint replacement films** for door sashes
  - Original material design increases the passage of air and makes it simple to apply
  - With air bubbles
  - With no air bubbles

- **Protective films** for aluminum wheels

- **Marking films**

- **Window films**
Advanced Materials Operations

- Semiconductor-related adhesive tapes
- Semiconductor-related equipment
- Multilayer ceramic capacitor-related tapes, etc.

Sales in this operation
51.6 billion yen
20.7%

FY2018/3 Net sales
249.0 billion yen
Manufacturing process for semiconductor

【Fabrication】
- Single crystal silicon ingot
- Wafer following circuit formation

【Back-end process】
- Wafer following circuit formation
- Lamination of surface protective tape*
- Back grinding (wafer thinning)
- Lamination of dicing tape*
- Removal of surface protective tape*
- Dicing (wafer cutting)
- UV irradiation of tape*
- Picking up
- Mounting / Stacking
- Molding

*Uses of our tapes and equipment
Key tape products related to semiconductors

- **Backside coating tape for Flip Chip**
  - This tape protects and reinforces the die backside in applications such as Flip Chip, in which some bumps (electrodes) is formed on the circuit surface and mounted onto a substrate.
  - It blocks light to minimize effects on the circuit surface.
  - Unlike a coating of liquid mold material, this product is available as a tape, ensuring outstanding uniformity in thickness, and allowing the simplification of conventional processes.
  - We have broad lineups of the tapes including Infrared Transmission Type and Thermal Conductive Type.

- **Surface protective tape for thin & high-bump wafers**
  - This tape is specially designed to prevent thin wafers from bowing after back grinding.
  - It protects the surface of wafers from contamination by attaching to bumps formed on the circuit surface.
  - It prevents wafer damage by dispersing the stress placed upon wafers during back grinding.
Multilayer ceramic capacitor (MLCC) –related tapes

Manufacturing process for MLCC

LINTEC’s release film → Dielectric paste (Slurry) → Ceramic sheet

Coating → Heat drying

Internal electrode printing → Die cutting and releasing → Stacking, compression bonding and cutting

Firing and external electrode forming

Forming several hundred layers in a 1mm square or less
Optical Products Operations

- LCD- and OLED display- related adhesive products
- Polarizing films and retardation films / Adhesive processing
- Polarizing films / Surface improvement processing
- Protective films for polarizing films, etc.

- Sales in this operation
  - FY2018/3
  - Net sales 249.0 billion yen
  - 37.2 billion yen
  - 15.0%
Structure of LCD

- Surface improvement
  - Anti-reflection / Anti-glare / Abrasion-resistance properties

- Polarizing film
- Adhesive
- Retardation film
- Adhesive
- Liquid crystal cell
- Adhesive
- Polarizing film
- Light source

- Protective films for polarizing films
  - Surface improvement
    - Dirt-resistance / Water-resistance / Anti-static

- Adhesive
- Substrate (film)
● Color papers for envelopes
● Colored construction papers
● Special function papers
  (Dust-free papers, Oil and water resistant papers, etc.)
● High-grade printing papers
● High-grade papers for paper products, etc.

Sales in this operation
16.4 billion yen
6.6%
Converted Products Operations

- Release papers for adhesive products
- Release papers for electronic materials
- Release films for optical-related products
- Casting papers for synthetic leather (release paper)
- Casting papers for carbon fiber composite materials (release paper), etc.

Sales in this operation
22.0 billion yen
8.8%

*FPC: Flexible Printed Circuit
Casting papers for carbon fiber composite materials

- The casting paper is used as a base sheet for manufacturing "carbon fiber prepreg", which is a composite material composed of a sheeted form of carbon fiber fixed with resin.

- Carbon fiber prepreg has been used for goods for sports and leisure, such as tennis racket, golf shaft, and fishing rod, as well as for aircraft, and the demand has been expanding.

Manufacturing process for Casting papers for carbon fiber composite materials

Features
- Suitability for resin coating
- Heat resistance
- Strength
- Most appropriate difference in release strength between the front and the back etc.
### Consolidated financial results for third quarter FY2019/3

<table>
<thead>
<tr>
<th></th>
<th>2019/3 3Q results</th>
<th>2018/3 3Q results</th>
<th>Increase (decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>189.1</td>
<td>186.5</td>
<td>2.6</td>
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<td></td>
<td>1.4%</td>
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<tr>
<td><strong>Operating income</strong></td>
<td>14.6</td>
<td>15.8</td>
<td>(1.2)</td>
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<td></td>
<td></td>
<td></td>
<td>(7.4%)</td>
</tr>
<tr>
<td><strong>Profit before income taxes</strong></td>
<td>14.6</td>
<td>14.8</td>
<td>(0.2)</td>
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<td></td>
<td></td>
<td></td>
<td>(1.2%)</td>
</tr>
<tr>
<td><strong>Profit attributable to owners of parent</strong></td>
<td>10.2</td>
<td>10.1</td>
<td>0.1</td>
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<tr>
<td></td>
<td></td>
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<td>1.1%</td>
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</table>
### Printing and Industrial Materials Products

#### Net sales / Operating income by operational segment

<table>
<thead>
<tr>
<th>Segment</th>
<th>2019/3 3Q results</th>
<th>2018/3 3Q results</th>
<th>Increase (decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Printing and Industrial Materials Products</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Printing and Variable Information Products</td>
<td>64.6</td>
<td>65.4</td>
<td>(0.9) (1.3%)</td>
</tr>
<tr>
<td>Industrial and Material Operations</td>
<td>27.1</td>
<td>25.7</td>
<td>1.4 5.6%</td>
</tr>
<tr>
<td>Segment net sales</td>
<td>91.7</td>
<td>91.1</td>
<td>0.6 0.6%</td>
</tr>
<tr>
<td>Segment operating income</td>
<td>3.2</td>
<td>2.3</td>
<td>0.9 37.9%</td>
</tr>
</tbody>
</table>

#### Graphs

- **Printing and Variable Information Products Operations sales**
  - Results for 2019/3 3Q:
    - Sales: 22.0 Billion yen
    - Operating income: 21.3 Billion yen
  - Results for 2018/3 3Q:
    - Sales: 8.1 Billion yen
    - Operating income: 8.3 Billion yen

- **Industrial and Material Operations sales**
  - Results for 2019/3 3Q:
    - Sales: 9.6 Billion yen
  - Results for 2018/3 3Q:
    - Sales: 9.1 Billion yen

- **Segment net sales**
  - Results for 2019/3 3Q:
    - Segment net sales: 31.6 Billion yen
  - Results for 2018/3 3Q:
    - Segment net sales: 31.0 Billion yen

- **Segment operating income**
  - Results for 2019/3 3Q:
    - Operating income: 1.1 Billion yen
  - Results for 2018/3 3Q:
    - Operating income: 0.7 Billion yen
## Net sales / Operating income by operational segment

### Electronic and Optical Products

<table>
<thead>
<tr>
<th>Segment</th>
<th>2019/3 3Q results</th>
<th>2018/3 3Q results</th>
<th>Increase (decrease)</th>
<th>(Billion yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Materials Operations</td>
<td>40.0</td>
<td>38.4</td>
<td>1.5 4.0%</td>
<td></td>
</tr>
<tr>
<td>Optical Products Operations</td>
<td>29.0</td>
<td>28.3</td>
<td>0.7 2.5%</td>
<td></td>
</tr>
<tr>
<td>Segment net sales</td>
<td>69.0</td>
<td>66.7</td>
<td>2.3 3.4%</td>
<td></td>
</tr>
<tr>
<td>Segment operating income</td>
<td>9.2</td>
<td>9.5</td>
<td>(0.3) (3.2%)</td>
<td></td>
</tr>
</tbody>
</table>

### Advanced Materials Operations sales

- **2018/3 1Q - 2018/3 4Q**: 11.6 - 13.5 - 13.0 - 13.8
- **2019/3 1Q - 2019/3 4Q**:

### Optical Products Operations sales

- **2018/3 1Q - 2018/3 4Q**: 9.4 - 9.6 - 9.3 - 9.0 - 10.0 - 9.5
- **2019/3 1Q - 2019/3 4Q**:

### Segment net sales

- **2018/3 1Q - 2018/3 4Q**: 21.0 - 22.8 - 22.6 - 23.3
- **2019/3 1Q - 2019/3 4Q**:

### Segment operating income

- **2018/3 1Q - 2018/3 4Q**: 2.8 - 3.2 - 3.4 - 2.5 - 3.0 - 3.0 - 3.1
- **2019/3 1Q - 2019/3 4Q**:
<table>
<thead>
<tr>
<th></th>
<th>2019/3 3Q results</th>
<th>2018/3 3Q results</th>
<th>Increase (decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Paper and Converted Products</strong></td>
<td>12.2</td>
<td>12.1</td>
<td>0.1 (1.0%)</td>
</tr>
<tr>
<td><strong>Fine and Specialty Paper Products Operations</strong></td>
<td>16.2</td>
<td>16.6</td>
<td>(0.3) (2.0%)</td>
</tr>
<tr>
<td><strong>Segment net sales</strong></td>
<td>28.5</td>
<td>28.7</td>
<td>(0.2) (0.7%)</td>
</tr>
<tr>
<td><strong>Segment operating income</strong></td>
<td>2.2</td>
<td>4.0</td>
<td>(1.7) (43.3%)</td>
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</tbody>
</table>
## Forecasts of consolidated financial results for FY2019/3

<table>
<thead>
<tr>
<th></th>
<th>2018/3 full year results</th>
<th>2019/3 full year forecasts</th>
<th>Increase (decrease)</th>
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</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>250.0</td>
<td>249.0</td>
<td>1.0 0.4%</td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td>18.0</td>
<td>20.1</td>
<td>(2.1) (10.4%)</td>
</tr>
<tr>
<td><strong>Profit before income taxes</strong></td>
<td>18.2</td>
<td>16.7</td>
<td>1.5 9.2%</td>
</tr>
<tr>
<td><strong>Profit attributable to owners of parent</strong></td>
<td>13.0</td>
<td>11.3</td>
<td>1.7 15.5%</td>
</tr>
</tbody>
</table>

**Net sales**

- **2018/3**: 250.0 Billion yen
- **2019/3**: 249.0 Billion yen
- **Increase**: 1.0 Billion yen (0.4%)

**Operating income**

- **2018/3**: 18.0 Billion yen
- **2019/3**: 20.1 Billion yen
- **Decrease**: (2.1) Billion yen (10.4%)

**Profit before income taxes**

- **2018/3**: 18.2 Billion yen
- **2019/3**: 16.7 Billion yen
- **Increase**: 1.5 Billion yen (9.2%)

**Profit attributable to owners of parent**

- **2018/3**: 13.0 Billion yen
- **2019/3**: 11.3 Billion yen
- **Increase**: 1.7 Billion yen (15.5%)
Forecasts of net sales and operating income for FY2019/3 by operational segment

<table>
<thead>
<tr>
<th></th>
<th>2019/3 forecasts</th>
<th>2018/3 results</th>
<th>Increase (decrease)</th>
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<td>Printing and Industrial Materials Products</td>
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<tr>
<td>2019/3 forecasts</td>
<td>87.0</td>
<td>87.1</td>
<td>(0.1) (0.2%)</td>
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<td>2018/3 results</td>
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<td>Increase (decrease)</td>
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<td>Printing and Variable Information Products Operations</td>
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<tr>
<td>2019/3 forecasts</td>
<td>36.1</td>
<td>34.6</td>
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<td>2018/3 results</td>
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<td>Industrial and Material Operations</td>
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<td>2019/3 forecasts</td>
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<td>121.7</td>
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<td>2018/3 results</td>
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<td>Increase (decrease)</td>
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<td>Segment net sales</td>
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<td>2019/3 forecasts</td>
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<td>2018/3 results</td>
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<td>Segment operating income</td>
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<td>12.0</td>
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<td>2018/3 results</td>
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<td>Increase (decrease)</td>
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<td>36.3</td>
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<td>38.5</td>
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<td>Converted Products Operations</td>
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<tr>
<td>2019/3 forecasts</td>
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<td>16.4</td>
<td>0.4 2.2%</td>
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<td>2018/3 results</td>
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<td>Fine and Specialty Paper Products Operations</td>
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<td>2019/3 forecasts</td>
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<td>2019/3 forecasts</td>
<td>37.9</td>
<td>38.5</td>
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<tr>
<td>Increase (decrease)</td>
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Capital expenditure, Depreciation, Amortization of goodwill, R&D expenses

Unit: Billion yen  
**Result**  |  **Forecast**

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<td>Capital expenditure</td>
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<td>10.8</td>
<td>10.1</td>
<td>11.2</td>
<td>11.1</td>
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<td>9.3</td>
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<tr>
<td>Amortization of goodwill</td>
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<td>0.1</td>
<td>0.3</td>
<td>3.4</td>
<td>3.2</td>
</tr>
<tr>
<td>R&amp;D expenses</td>
<td>6.8</td>
<td>7.6</td>
<td>7.6</td>
<td>7.9</td>
<td>8.5</td>
</tr>
</tbody>
</table>

LIP-2016: 31.8  LIP-2019: 32.4
LIP-2016: 25.0  LIP-2019: 27.1
LIP-2016: 22.0  LIP-2019: 25.1
Dividend

Trend in dividends per share (yen)

<table>
<thead>
<tr>
<th>Year</th>
<th>Result</th>
<th>Forecast</th>
<th>Payout ratio (%)</th>
</tr>
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<td>2008/3</td>
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<td>2010/3</td>
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<tr>
<td>2011/3</td>
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<tr>
<td>2012/3</td>
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<td>2013/3</td>
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<td>2014/3</td>
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<td>2016/3</td>
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<td>2017/3</td>
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<td>2018/3</td>
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<tr>
<td>2019/3</td>
<td>78</td>
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</tr>
</tbody>
</table>
Medium-term business plan

Title  LIP (LINTEC INNOVATION PLAN) -2019

Period  From April 2017 to March 2020

Basic Policy  Deepening innovation aimed at driving new growth

Key initiatives  1. Strengthening of regional strategy
2. Creation of new value
3. Bolstering the corporate structure
4. Activities for realizing a sustainable society

Major numerical targets
- Net sales: ¥270.0 billion
- Operating income: ¥25.0 billion
- Operating profit margin: More than 9%
- ROE (Return on equity): More than 9%
**Recent acquisition results**

**MACTAC AMERICAS, LLC**

Establishment: 1959  
Registered Office: Ohio, the United States  
Number of Employees: 496 (as of the end of December, 2016)  
Business Description: Manufacture and sales of label materials for printing, VIP label materials, graphic sheets, industrial and medical tapes, etc.

Net Sales: 34.2 billion yen (Fiscal year ended December 31, 2016)  
Operating Income: 3.6 billion yen (Fiscal year ended December 31, 2016)  
Acquisition Price: Approx. USD 270 million*  
* Debt assumption is not included  
Ratio of Membership Interests to be Acquired: 100%  
Closing Date: December 1, 2016

- Full-scale entry into the North American market of adhesive papers and films for labels  
- Expansion of sales of LINTEC products using MACTAC AMERICAS’ sales channels
Recent acquisition results

VDI, LLC

Establishment: 1971
Registered Office: Kentucky, the United States
Number of Employees: 36 (as of the end of December, 2016)
Business Description:
  Manufacture and sales of functional films
Net Sales: 1,070 million yen (Fiscal year ended December 31, 2016)
Operating Income: 20 million yen (Fiscal year ended December 31, 2016)
Acquisition Price: USD 26 million* (Debt assumption is not included)
Ratio of Membership Interests to be Acquired: 100%
Closing Date: October 31, 2016

LINTEC EUROPE (UK) LIMITED (Changed from LINTEC GRAPHIC FILMS LIMITED)

Establishment: 1993
Registered Office: Buckinghamshire, the United Kingdom
Number of Employees: 18 (as of the end of October, 2016)
Business Description: Processing and sales of label materials for printing, graphic sheets, etc.
Net Sales: 850 million yen (Fiscal year ended October 31, 2016)
Operating Income: 130 million yen (Fiscal year ended October 31, 2016)
Acquisition Price: GBP 7.3 million
Ratio of Shares to be Acquired: 100%
Closing Date: November 30, 2016

• Use of metallizing technologies, including metal deposition and sputtering, which LINTEC did not have
• Development of operations in a new field

• LINTEC GRAPHIC FILMS sells LINTEC products in European market under a licensing agreement concluded in 2010.
• Acceleration of customer acquisition using the company’s marketing capability and sales network
Company motto and Mission statement

● 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. 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
This material 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.