

LINTEC Corporation

Presentation Materials on Company Information

LINTEC Corporation

TSE Prime | 7966

May 8, 2026

LSV 2030
LINTEC SUSTAINABILITY VISION
Stage 2 

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01

About LINTEC

Company overview

Name	LINTEC Corporation
Head Office	Itabashi-ku, Tokyo, Japan
Securities Code	7966 (Tokyo Stock Exchange, Prime Market)
Established	October 15, 1934
Common Stock	23.3 billion yen (as of March 31, 2026)
Number of Employees	Consolidated: 5,237 (as of March 31, 2026)
Net Sales	Consolidated: 319.4 billion yen (year ended March 31, 2026)
Lines of Business	Development, manufacture, and sale of adhesive products, adhesive-related equipment, specialty papers, release papers and films, and other products
Business Bases	Domestic consolidated subsidiaries: three companies Overseas consolidated subsidiaries: 37 companies

LINTEC Corporation



Gummed tape manufacturer FUJI SHIKO CORPORATION established (Itabashi, Tokyo)



MADICO, INC. (US) acquired



Full-scale entry into optical display-related fields

1927

FUJI SHOKAI established; begins production and sale of gummed tape for packaging.



1934

Start of production and sale of adhesive papers and films for label use

Adhesive business expanded to applications in industrial fields such as motorcycles, automobiles, and exterior decoration.

1960

1984

Development of UV curable dicing tape and full-scale entry into semiconductor-related fields



1986

1987

Merger with SHIKOKU PAPER CO., LTD. and SOHKEN KAKO CO., LTD.; Company renamed LINTEC Corporation

Business expanded to the fields of specialty papers, release papers and films, adhesive papers and films, and related equipment.

1990

1991

PT. LINTEC INDONESIA
established



LINTEC (SUZHOU) TECH CORPORATION
established



LINTEC (THAILAND) CO., LTD.
established



MACTAC AMERICAS, LLC
acquired

SPINNAKER PRESSURE SENSITIVE PRODUCTS LLC (US) established by transfer of operations from a manufacturer within same industry

Later merged with a subsidiary of MACTAC AMERICAS, LLC

1994

2000

2002

2004

2011

2013

2015

2016

2021

2022

2023

LINTEC INDUSTRIES (MALAYSIA) SDN. BHD.
established

LINTEC KOREA, INC.
established

Nano-Science & Technology Center opened (US)

Advanced Technology Building constructed at Research Center



Business of LABEL SUPPLY (CANADA) acquired

DURAMARK PRODUCTS, INC. (US) acquired

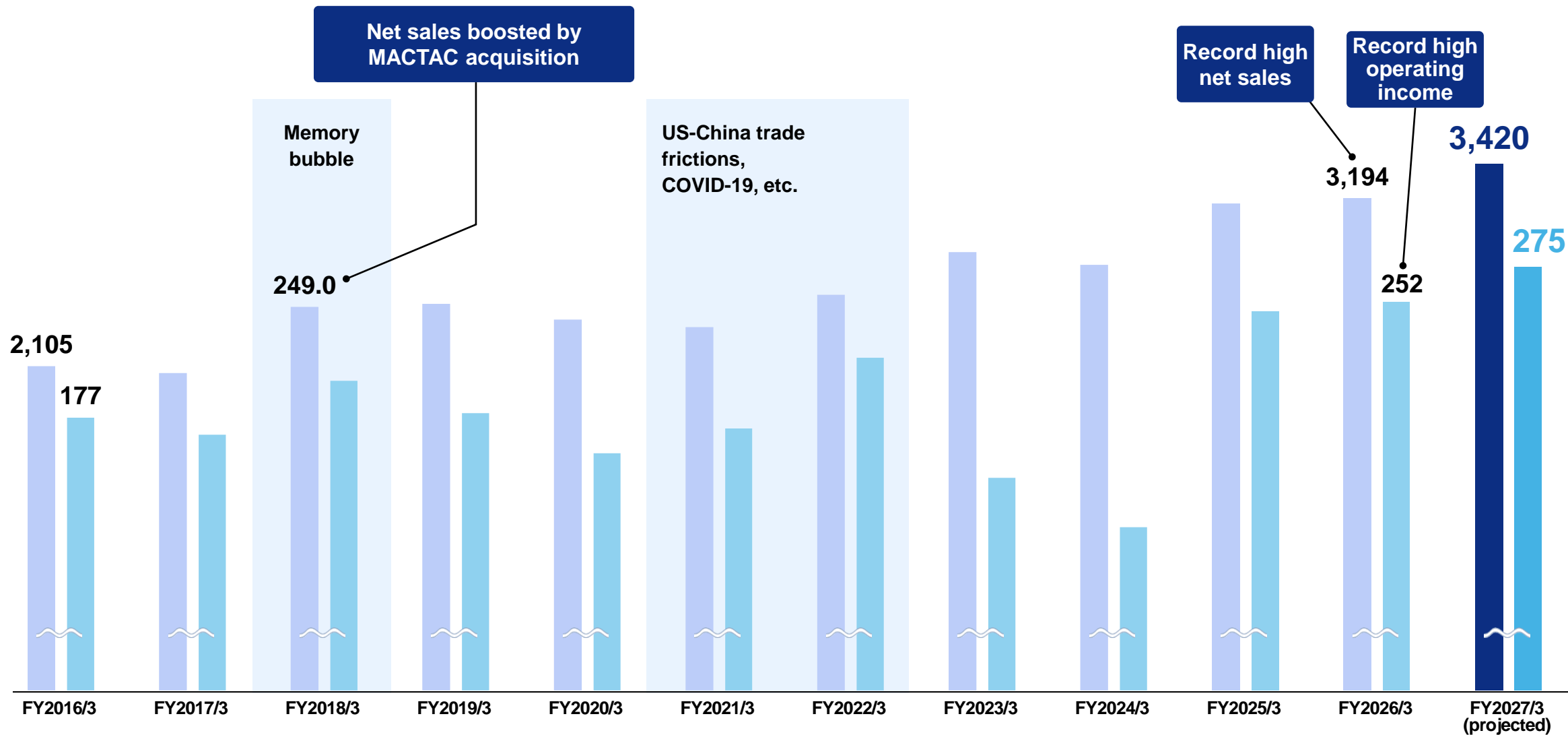
Later merged with a subsidiary of MACTAC AMERICAS, LLC

Financial performance trends / Net sales, operating income

LINTEC Corporation

■ Net sales ■ Operating income

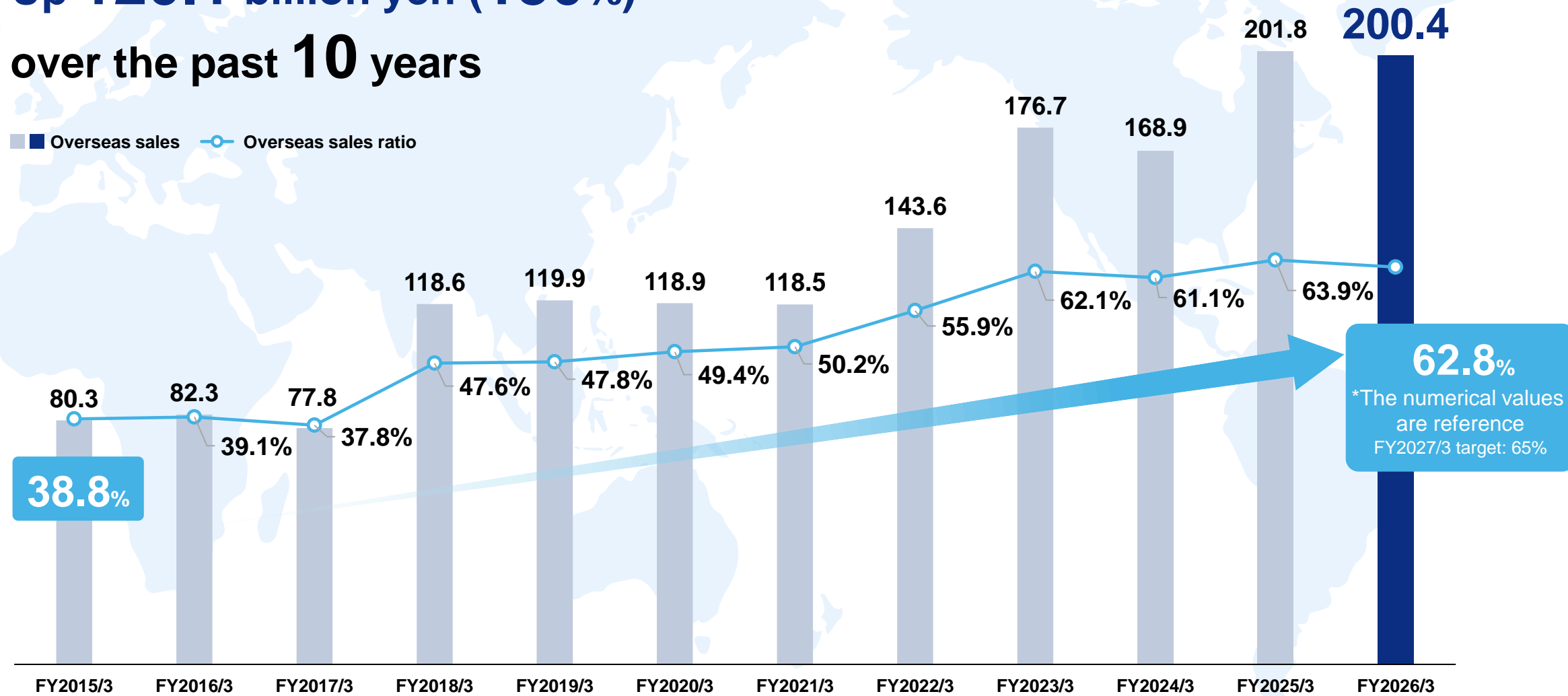
(Unit: billion yen)

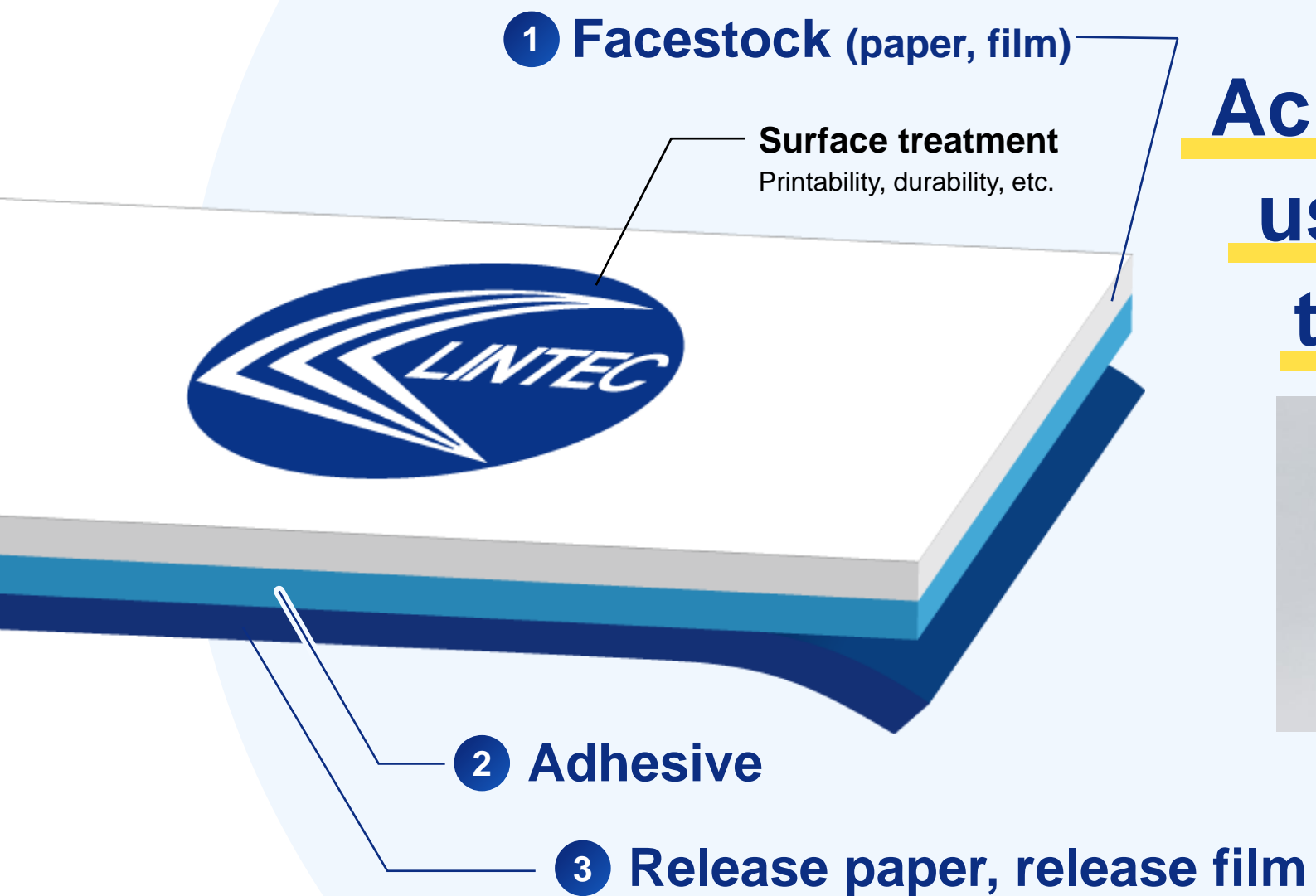


Up **120.1 billion yen (150%)**
over the past **10 years**

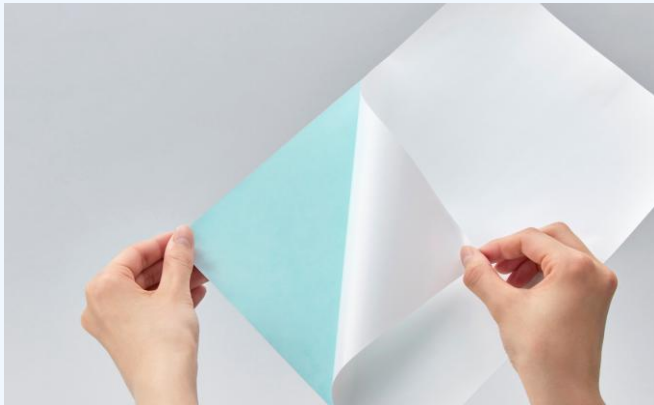
(Unit: billion yen)

■ Overseas sales ○ Overseas sales ratio

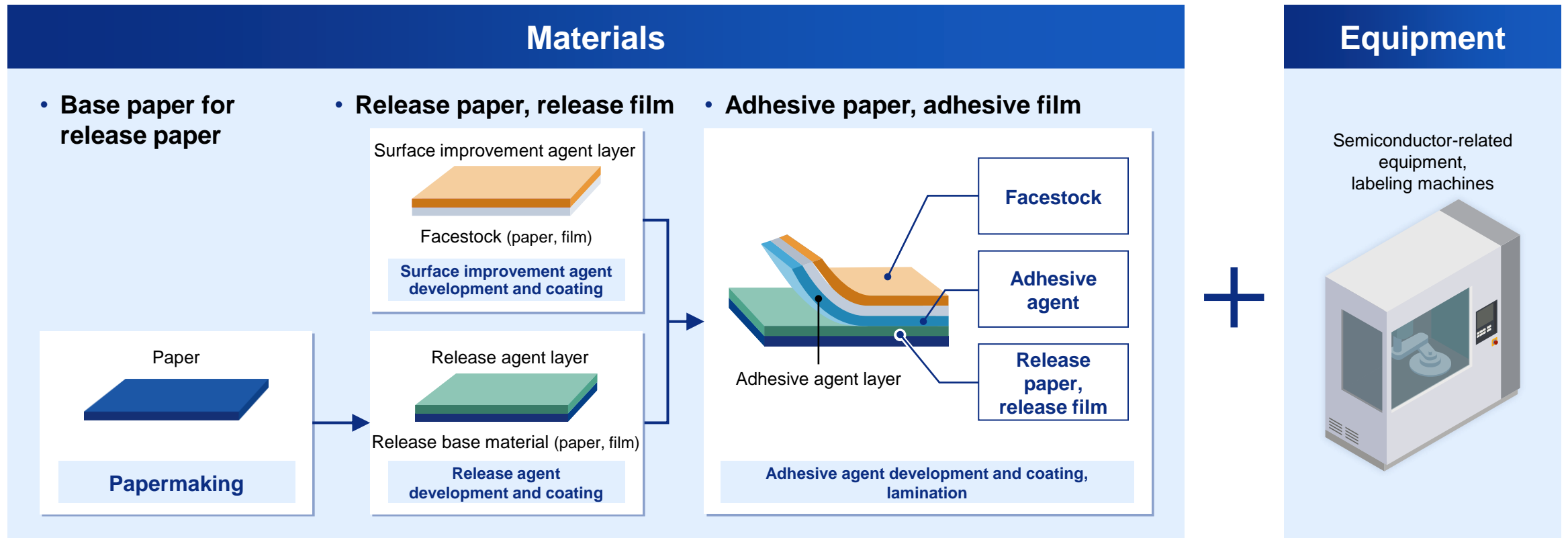




**Achieved entirely
using in-house
technologies**



- LINTEC's integrated production structure for adhesive products addresses processes ranging from the production of the base paper for release paper to the development and coating of paper and film release agents, development and coating of adhesives, and facestock improvement processing.
- We also developed and produce related equipment that fully draws out the special characteristics of the adhesive products, which made it possible for us to provide comprehensive solutions using our materials and equipment.



Providing comprehensive solutions using our materials and equipment

1

Adhesive applications

Expanding domains of application of the basic features of adhesive products (i.e., adhesion and release) by developing adhesive agents, base materials, and related compound technologies

2

Surface improvement

Improving performance and adding new features via chemical and physical treatment of paper and film surfaces

3

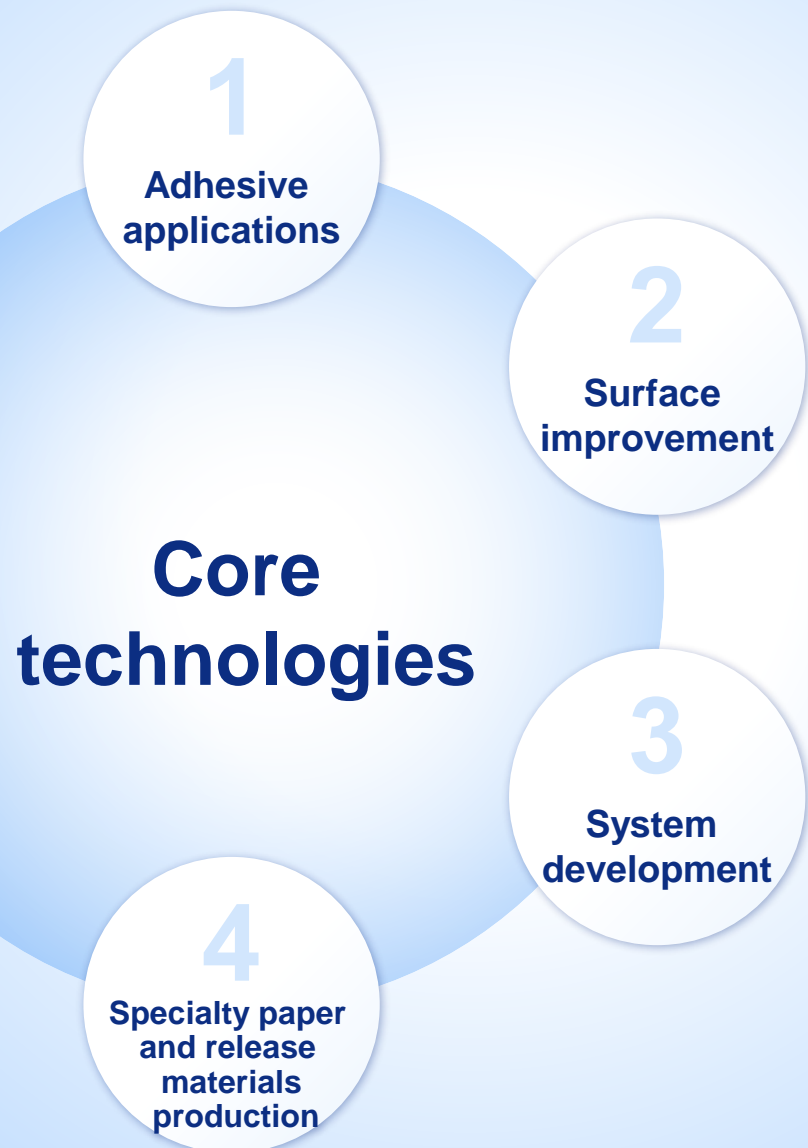
System development

Proposing advanced solutions by developing high-performance systems, including machinery and equipment systems, that harness the distinguishing features of materials

4

Specialty paper and release materials production

Drawing on proprietary papermaking and coating, impregnation, and lamination technologies to develop functional papers and high value-added materials above and beyond traditional conceptions of paper



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



02

Business segments

Printing & Variable Information Products Operations

Sales in this business
operation

145.5 billion yen
45.6%

FY2026/3
consolidated net sales

319.4
billion yen

Adhesive papers and films for label use

- Main types: permanent, removable, re-applicable
- Properties: printability, durability, heat resistance, water resistance, cold resistance, curved-surface adhesion, dimensional stability, design potential, and others

Commercial
flow



LINTEC



Seal and label printing
and processing
companies



End users



■ Specific applications of adhesive papers and films for label use / key required performance

Mainly using adhesive papers

Food and beverages



- Water resistance
- Curved-surface adhesion
- Cold resistance, etc.

Logistics and mail order



- Printability
- Stampability
- Cold resistance, etc.

Mainly using adhesive films

Everyday items



- Water resistance
- Curved-surface adhesion
- Design potential, etc.

Automotive



- Oil- and water-resistance
- Durability
- Heat resistance, etc.

Medical, pharmaceutical



- Printability
- Chemical resistance
- Tamper-evident, etc.

Home appliances



- Durability
- Heat resistance
- Gas permeability, etc.

■ MACTAC AMERICAS, LLC

- In December 2016, we acquired MACTAC AMERICAS, the third largest manufacturer of adhesive products for labels in North America, for approximately 34.0 billion yen, thereby marking full-scale entry to the North American market.
- This included approximately 30.0 billion yen in goodwill (amortized over 10 years).
- MACTAC AMERICAS acquired competitor **DURAMARK PRODUCTS, INC.** in April 2021 for approximately 6.5 billion yen to expand production capacity.
- In February 2022, MACTAC AMERICAS acquired the business of a competitor for approximately 4.5 billion yen to grow its business territory, establishing **SPINNAKER PRESSURE SENSITIVE PRODUCTS LLC.**
- In May 2023, to grow its sales network in Canada, MACTAC AMERICAS acquired the business of competitor **LABEL SUPPLY** for approximately 7.0 billion yen.



◀ Has hot-melt adhesive technology, which helps to lessen environmental impact

Established	1959
Location	Ohio, US
Number of Employees	1,018 (as of March 31, 2025)
Lines of Business	Manufacture and sale of label materials for printing, variable information label materials, graphic sheets, industrial tape, medical tape, and other products

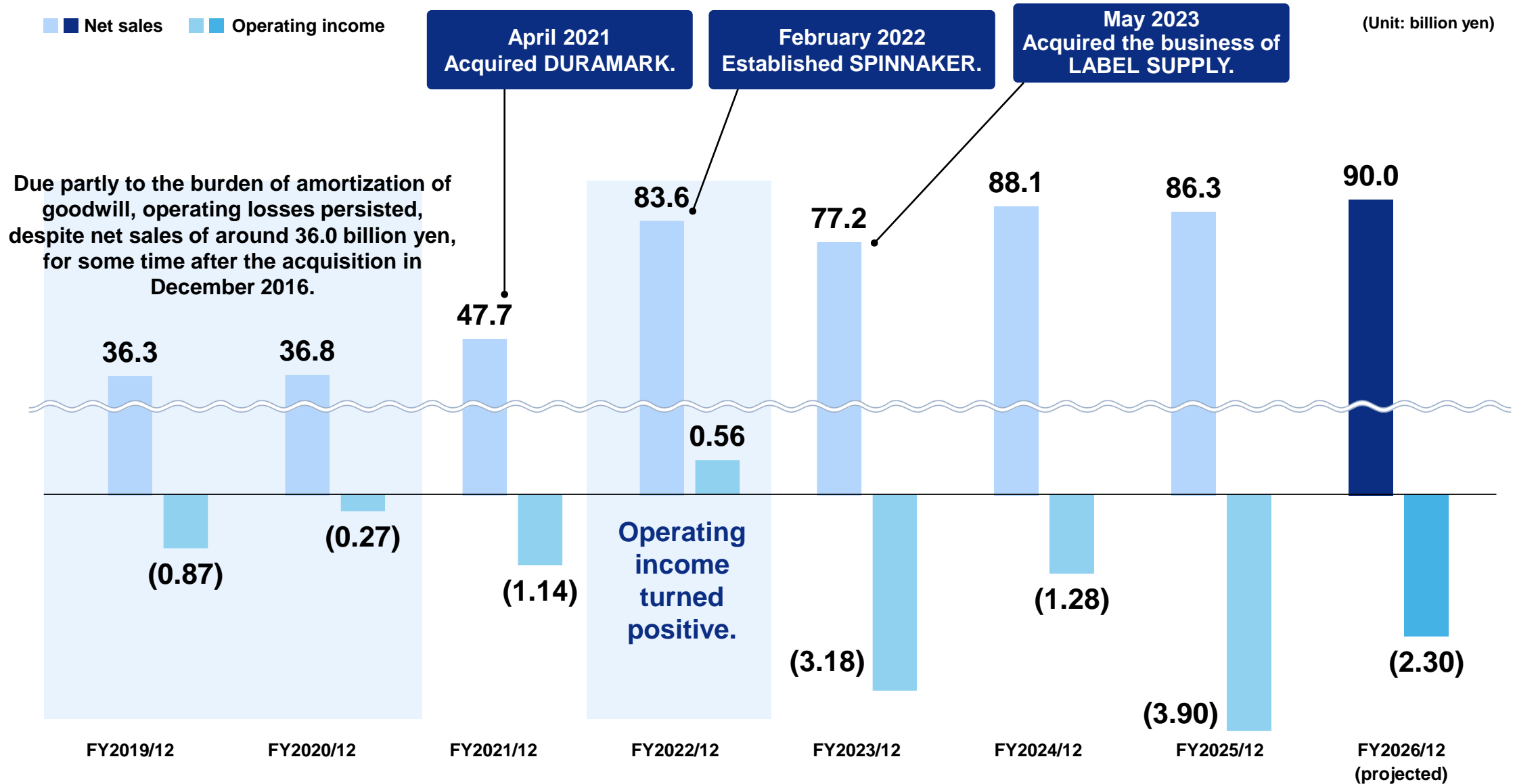


- MACTAC AMERICAS, LLC, the US subsidiary, has undertaken a succession of acquisitions since 2020.
- It has established a solid position in the growing North American label market by expanding its production capacity, business foundations, and the like.



■ Net sales ■ Operating income

(Unit: billion yen)



Industrial & Material Operations

Sales in this business
operation

37.1 billion yen
11.6%

FY2026/3
consolidated net sales

319.4
billion yen

Window films (for buildings, automobiles)

Signage, advertising, and interior finishing mounting films

Automotive-use adhesive products

Industrial-use adhesive tapes

Labeling machines, barcode printers

etc.



Window film for buildings



Window film for automobiles



Signage, advertising, and interior finishing
mounting film

■ Main products and properties of Industrial & Material Operations

Window film for buildings



- Glass shatterproofing
- Solar control
- Cutting UV rays
- Security, etc.

Window film for automobiles



- Glass shatterproofing
- Solar control
- Cutting UV rays, etc.

Signage, advertising, and interior finishing mounting films



- Weather resistance
- Ease of installation
- Wide variety, etc.

Protective film for aluminum wheels



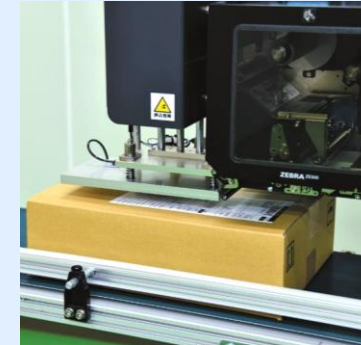
- Weather resistance
- Removability, etc.

Paint replacement films for door sashes



- Weather resistance
- Ease of installation, etc.

Labeling machines



- High speed, high efficiency
- Usability
- Automation, etc.

■ MADICO, INC.

- Acquired by the LINTEC Group in 1987
- Has strong brand power and an extensive sales network, centered on North America, in building and automotive window films, with an approximately 10% share of the North American market.
- Amid recent growth in demand for security film, its film products are used in public facilities in five US states.

Established	1903
Location	Florida, US
Number of Employees	192 (as of March 31, 2025)
Net Sales	11.0 billion yen (FY2024/12)
Lines of Business	Manufacture and sale of window films, special function films, and other products



■ VDI, LLC

- Acquired by the LINTEC Group in 2016
- A functional film manufacturer with metallizing technologies for forming thin metal layers on film surfaces.
- Sales of sputtering films for aerospace applications have grown sharply in recent years.

Established	1971
Location	Kentucky, US
Number of Employees	31 (as of March 31, 2025)
Lines of Business	<p>Manufacture and sale of metallized films, sputtering films, and other products</p> <p>Sputtering: Application of high energy to metals, oxides, and other materials in a vacuum, to form particles and adhere them to film and other surfaces</p>



Advanced Materials Operations

Sales in this business operation

92.8 billion yen

29.0%



Semiconductor-related adhesive tapes

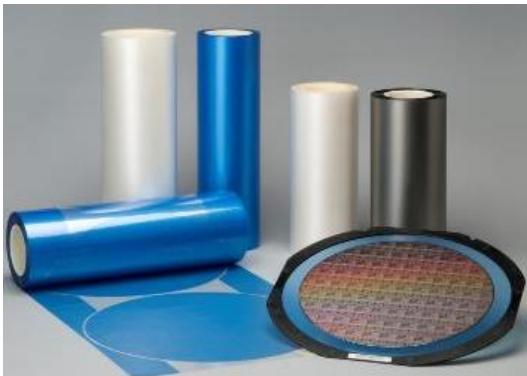
- Back grinding tapes
- Dicing tapes
- Backside coating tapes
- Dicing die bonding tapes

Semiconductor-related equipment

- Wafer mounters
- Tape laminators and removers
- UV irradiation system

Multilayer ceramic capacitor-related tapes

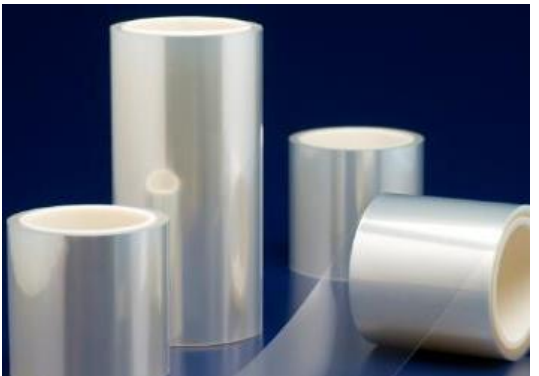
etc.



Semiconductor-related adhesive tapes



Semiconductor-related equipment



Multilayer ceramic capacitor-related tapes

■ Semiconductor manufacturing process

■ : Use of our tape and equipment



■ Semiconductor-related adhesive tapes / Main products

Backside coating tape for flip chip

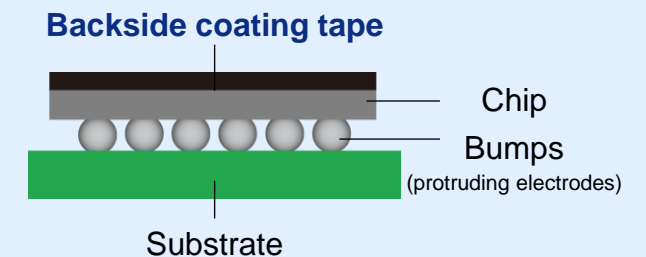
- Tape used to protect and reinforce the backside of the chip that has bumps (electrodes) on the circuit surface and is mounted on the substrate using flip-chip technology.

Key properties

- Reduces transmission of light to and lessens negative effects on circuit surface.
- Differs from liquid mold coatings in uniformity of thickness and simplified work processes.
- Since it can be affixed in relatively low temperatures, thermal damage to circuitry can be reduced. Use with our affixing equipment helps develop more reliable production lines.
- Our product lineup includes tape combined with dicing tape and tape that permits transmission of infrared rays.



▼ Flip-chip installation



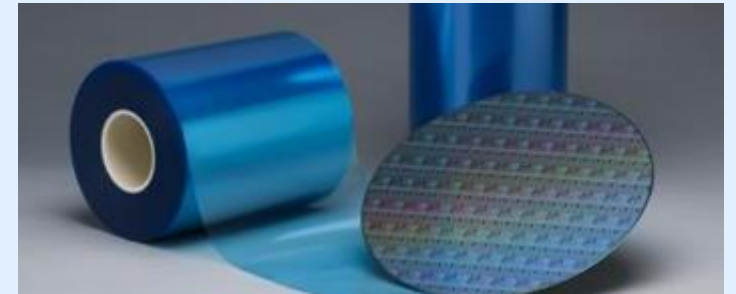
■ Semiconductor-related adhesive tapes / Main products

Wafer surface protective tape for use in SDBG

- Tape used to protect the circuit surface in grinding of the backside of wafers in the SDBG process*

* Stealth dicing before grinding is a processing technology that uses lasers to form cracks inside the wafer before grinding its backside. It allows more chips to be taken from a single wafer than the conventional process using blades and produces high-strength chips.

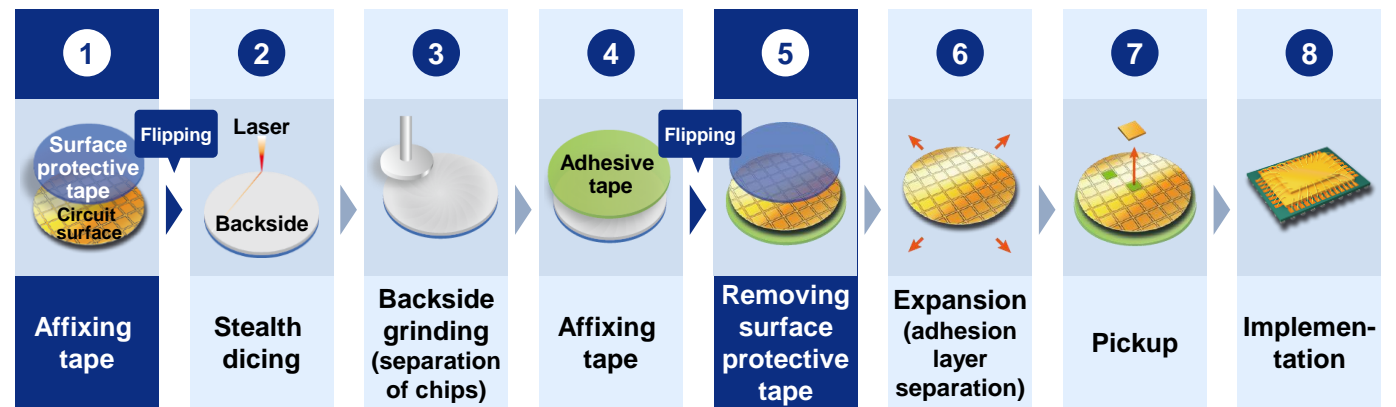
* Stealth dicing is a laser dicing technology developed by Hamamatsu Photonics K.K.



Key properties

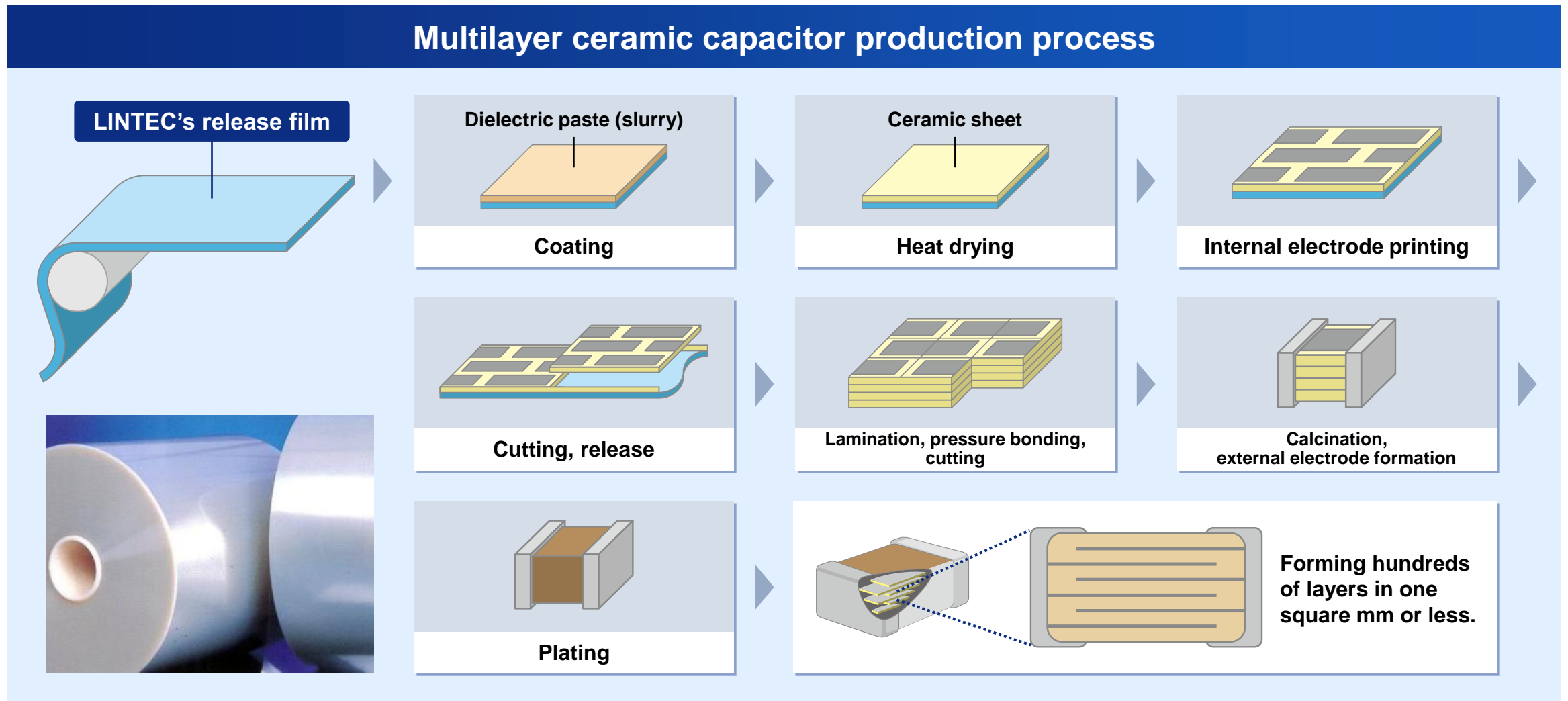
- High adhesive power prevents chip scattering and flooding by grinding water.
- Reduces chip damage during backside grinding.
- Can be used to produce chips as thin as 30 μm or less.

▼ Semiconductor production process using SDBG



■ Multilayer ceramic capacitor-related tapes

Multilayer ceramic capacitor production process



Optical Products Operations

Sales in this business operation

7.9 billion yen
2.5%

FY2026/3 consolidated net sales

319.4 billion yen

Optical display-related adhesive products

Touch screen-related products



Using a touch screen



Optical display-related adhesive products

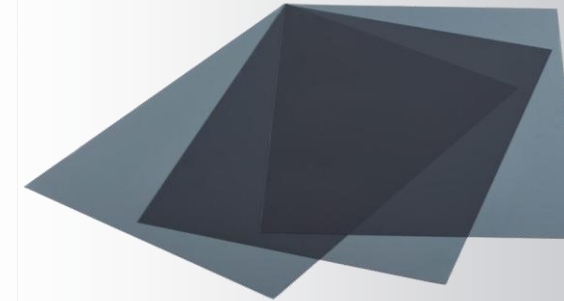
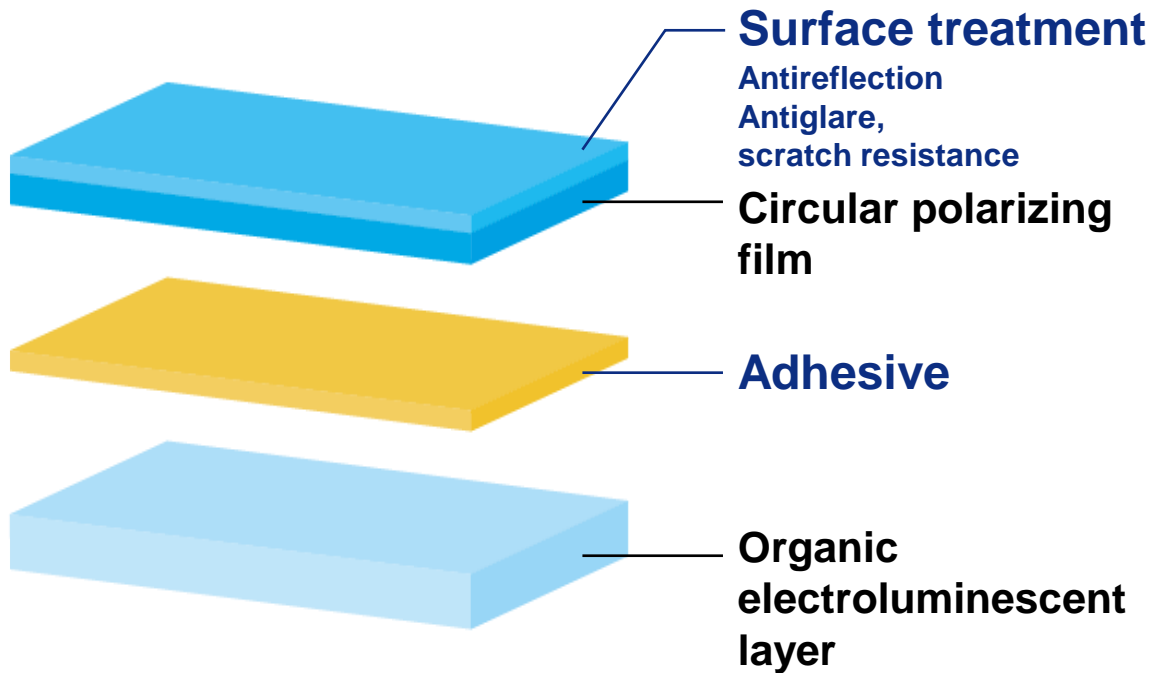


Optical display-related adhesive products

■ Optical display-related adhesive products

Adhesive products for optically functional films essential to displaying images on OLED displays, including those used in smartphones, tablets, and large-screen TVs

▼ OLED display structure



■ Touch screen-related products / Main products

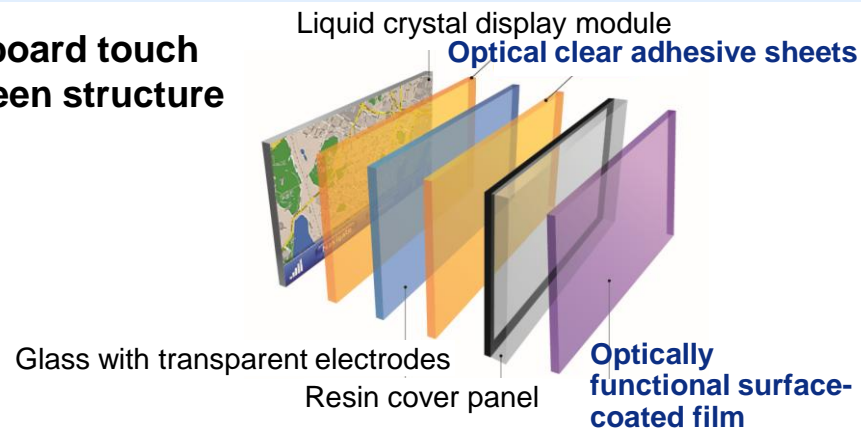
Onboard optical clear adhesive sheets

- High-performance optical double-sided adhesive sheets used on onboard touch screens

Key properties

- Satisfy strict durability standards essential to onboard use
- Suppress outgassing from plastic materials.

▼ Onboard touch screen structure



Light diffusion films

- Optically functional film that efficiently and optimally diffuses incident light in the necessary directions
- Realize brighter screen displays on reflective displays without backlights.

▼ Examples of use of light diffusion films



Smartwatch



GPS navigation for bicycle

Paper and Converted Products

Fine & Specialty Paper Products Operations

Sales in this business operation

14.7 billion yen
4.6%

FY2026/3 consolidated net sales

319.4 billion yen

Color papers for envelopes

Colored construction papers

Special function papers (oil- and water-resistant papers, dust-free papers, etc.)

High-grade printing papers

Construction material papers

etc.



Color papers for envelopes



Colored construction papers



Oil- and water-resistant papers

Paper and Converted Products

Converted Products Operations

Sales in this business operation

21.3 billion yen
6.7%

FY2026/3 consolidated net sales

319.4 billion yen

Release papers for adhesive products

Release papers for electronic materials

Release films for optical-related products

Casting papers for synthetic leather

Casting papers for carbon fiber composite materials

etc.



Release papers for adhesive products



Casting papers for synthetic leather



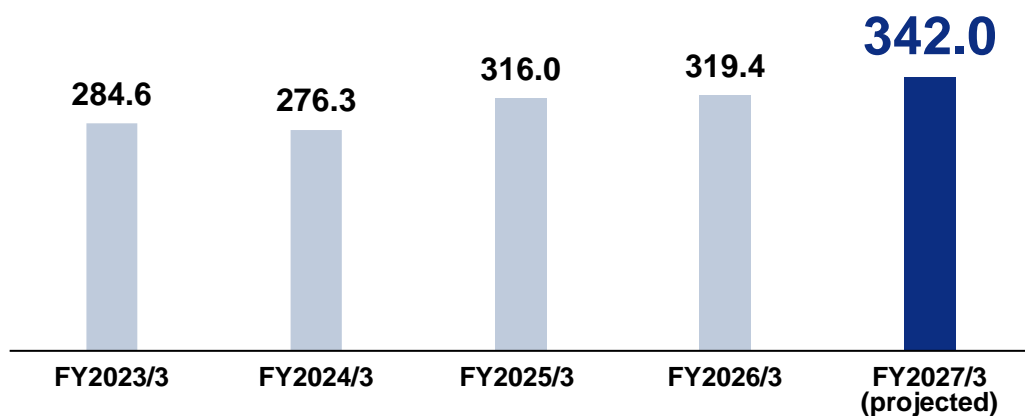
Casting papers for carbon fiber composite materials

03

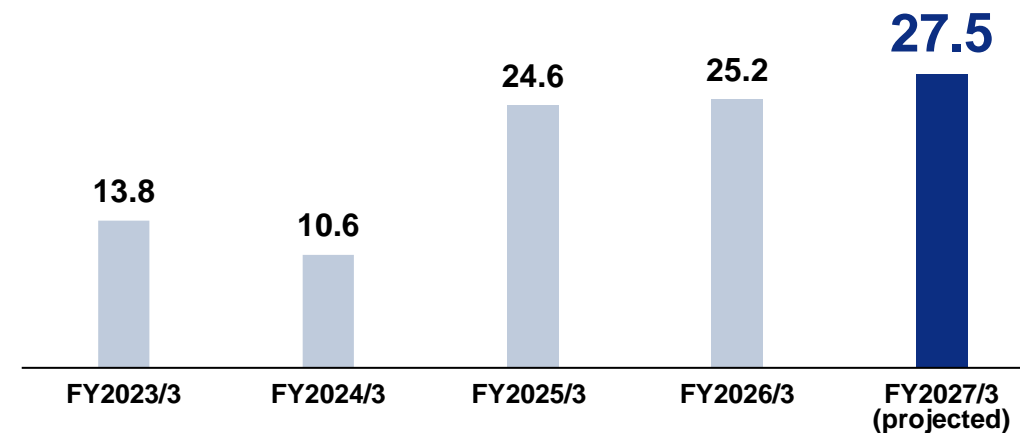
Consolidated financial results

(Unit: billion yen)

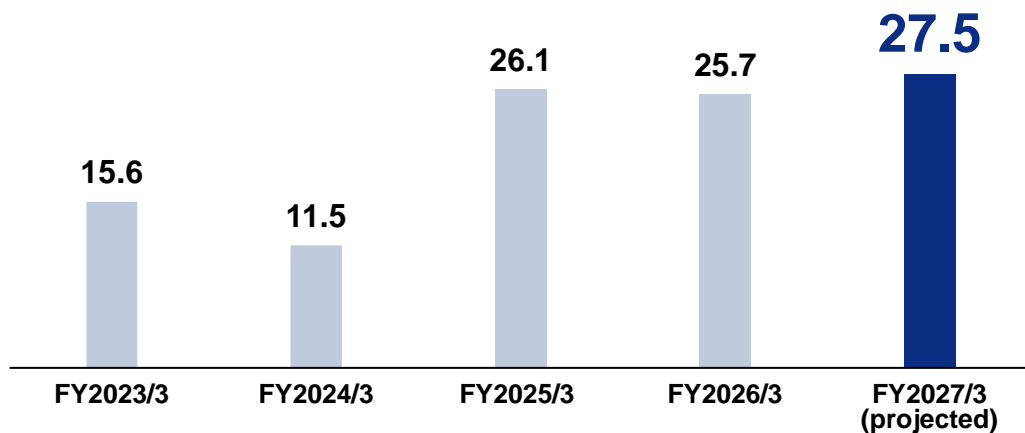
Net sales



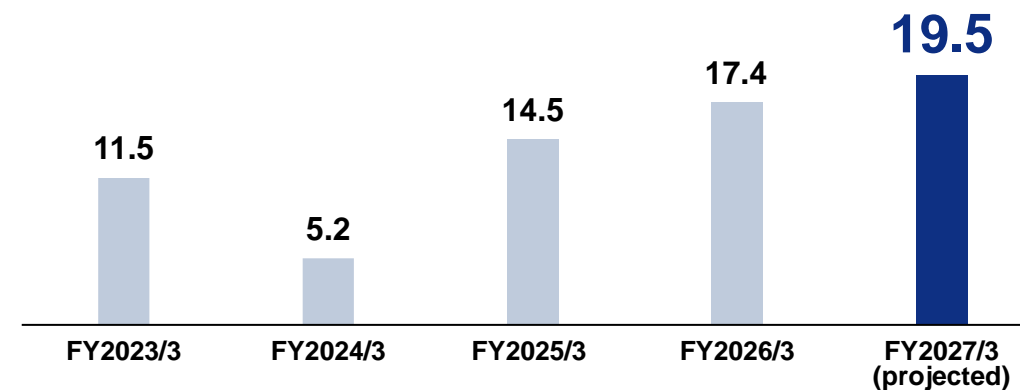
Operating income



Ordinary income

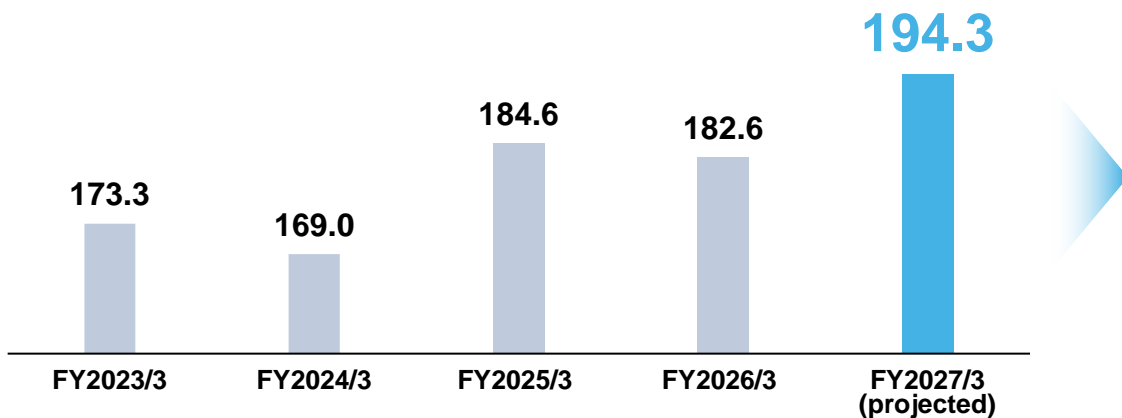


Profit attributable to owners of parent

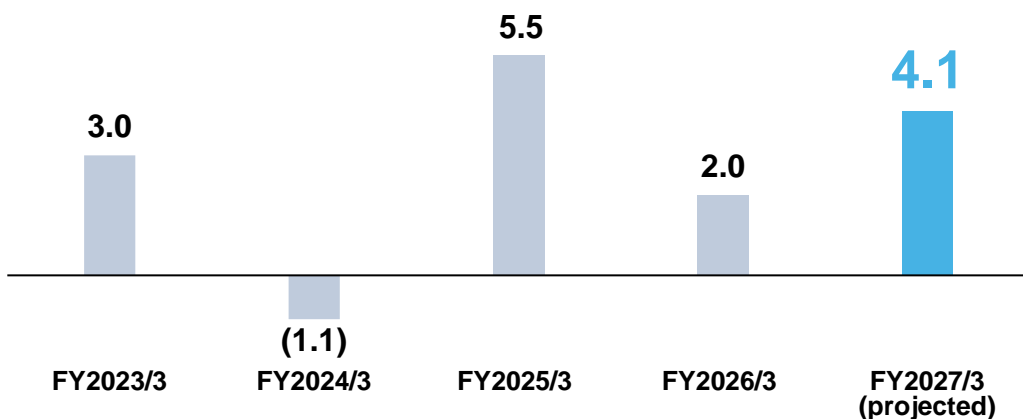


(Unit: billion yen)

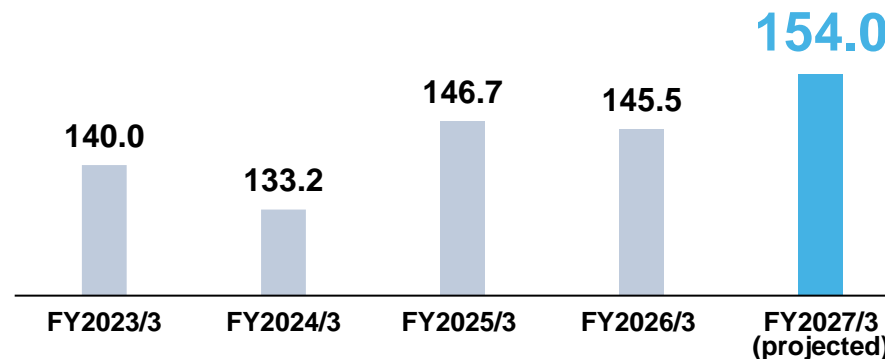
Segment net sales



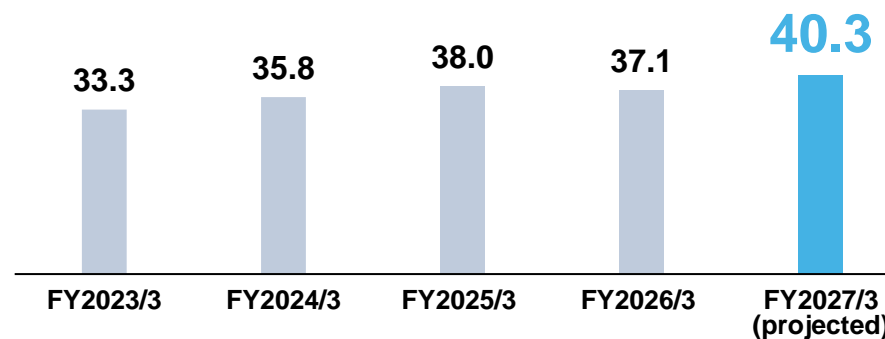
Segment operating income



Printing & Variable Information Products Operations sales

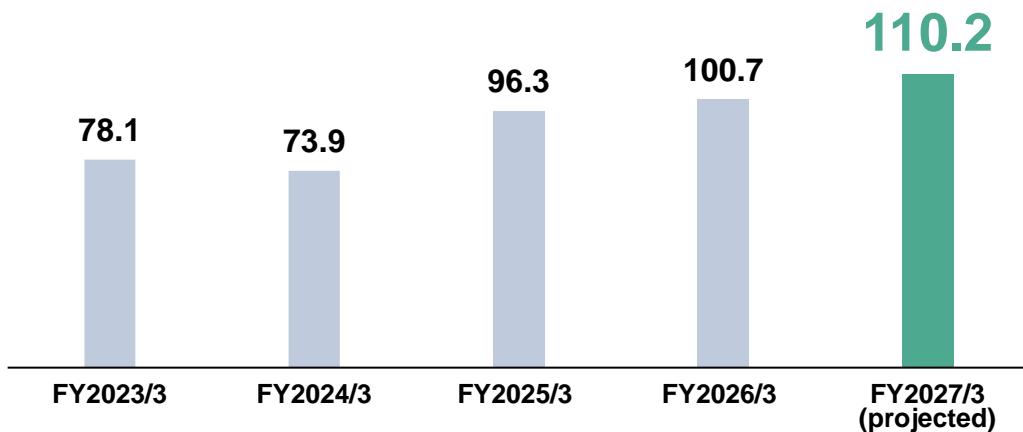


Industrial & Material Operations sales

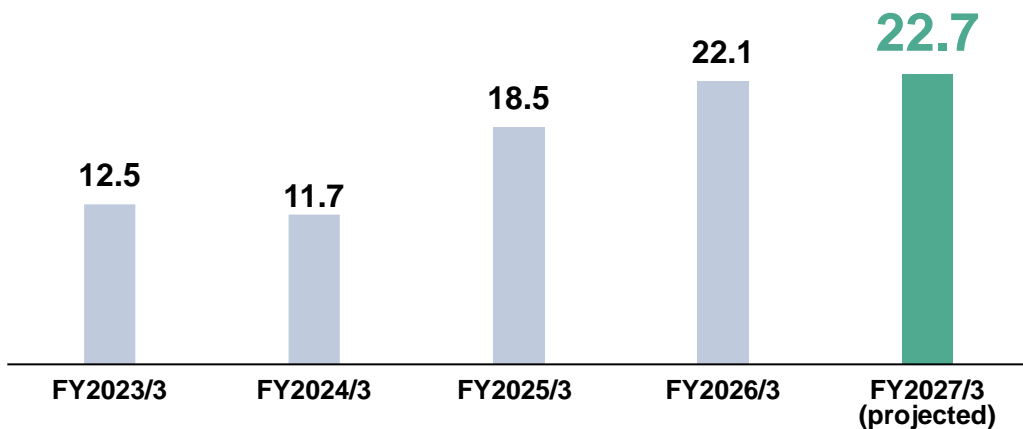


(Unit: billion yen)

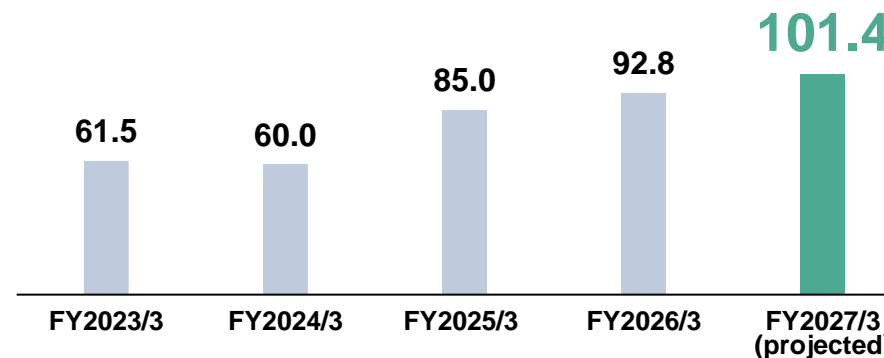
Segment net sales



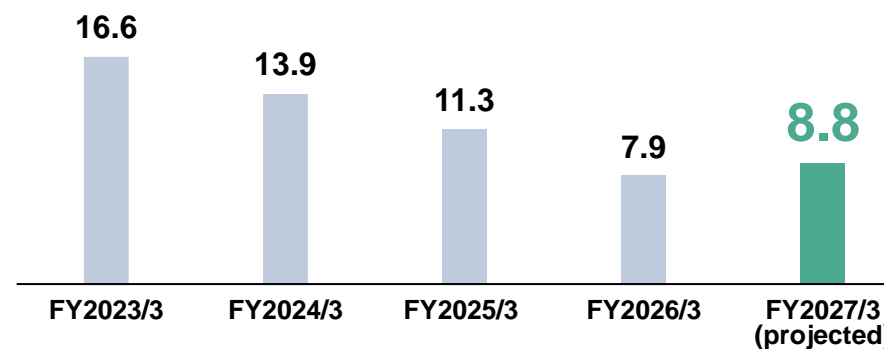
Segment operating income



Advanced Materials Operations sales

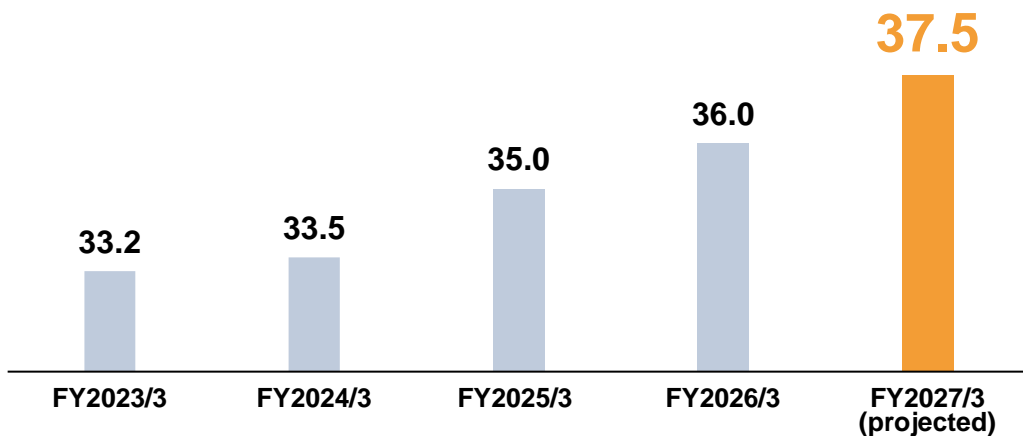


Optical Products Operations sales

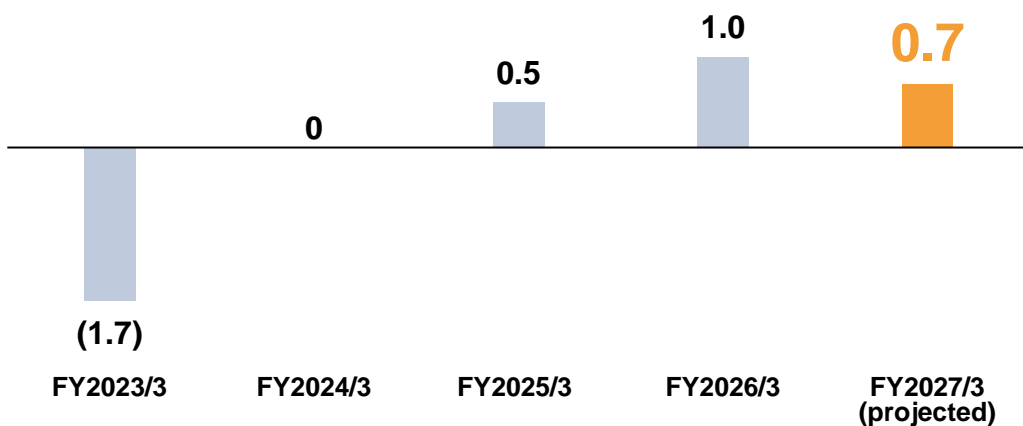


(Unit: billion yen)

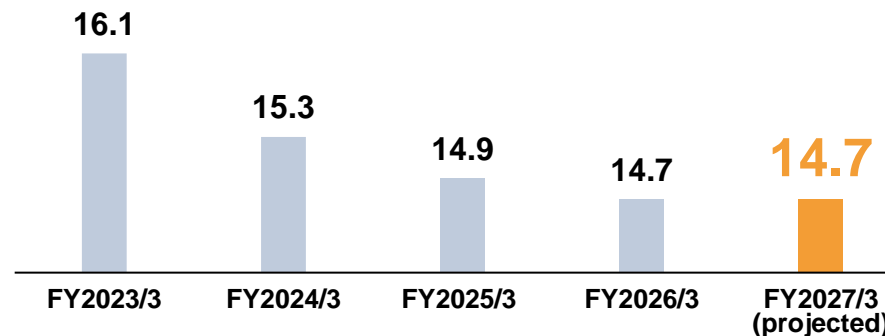
Segment net sales



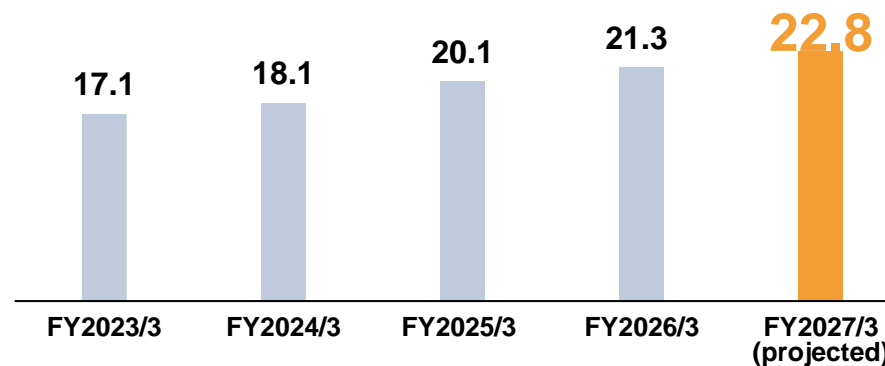
Segment operating income



Fine & Specialty Paper Products Operations sales



Converted Products Operations sales



04

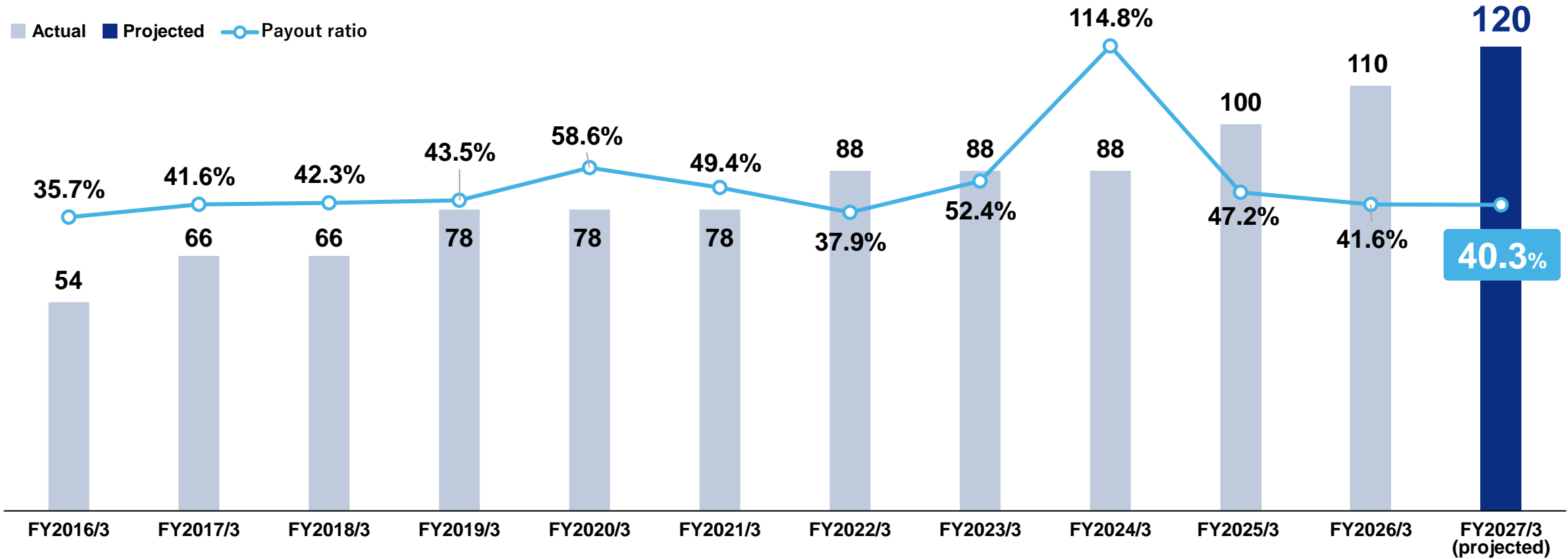
Shareholder returns

Trends in dividends/share

(Unit: yen)

Dividend policy changed in FY2024/3

- In principle, no decrease in dividends over the four years through FY2027/3, the final fiscal year of the LSV 2030-Stage 2 Medium-term Business Plan
- Dividend payments that target a payout ratio of 40% or higher or DOE (dividend on equity ratio) of 3%



05

Long-term Vision, Medium-term Business Plan

Title	LINTEC SUSTAINABILITY VISION 2030 (LSV 2030)
Period	April 2021-March 2030
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.
 2. Foster innovation to build a robust corporate structure.
 3. Create new products and businesses to deliver sustainable growth.



FY2030/3 financial indicators

Operating profit margin
12% or more

Return on equity (ROE)
10% or more

LSV 2030
LINTEC SUSTAINABILITY VISION



■ Management targets for FY2027/3, the final fiscal year of Stage 2

Period

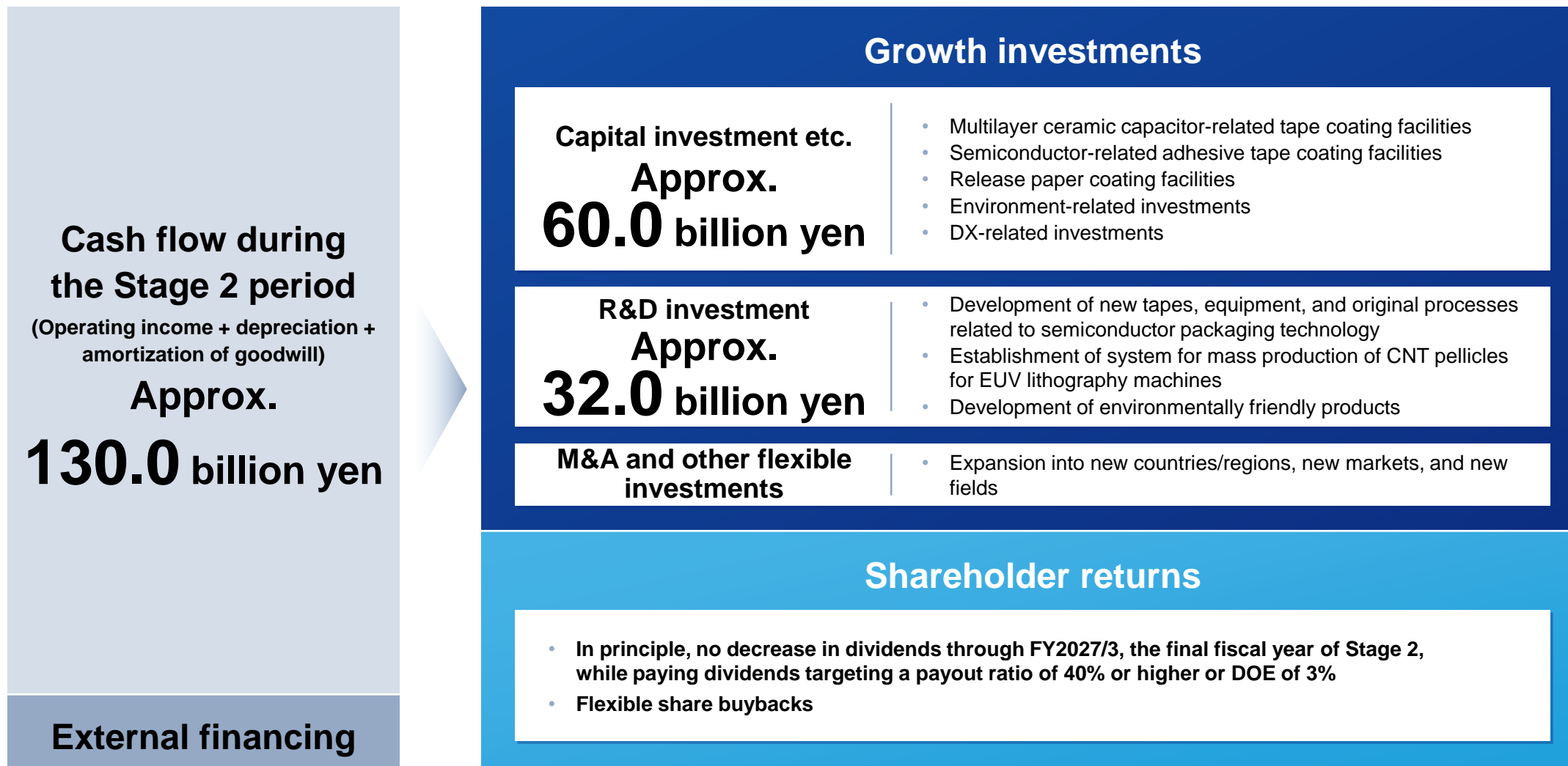
April 2024-March 2027

(Unit: billion yen)



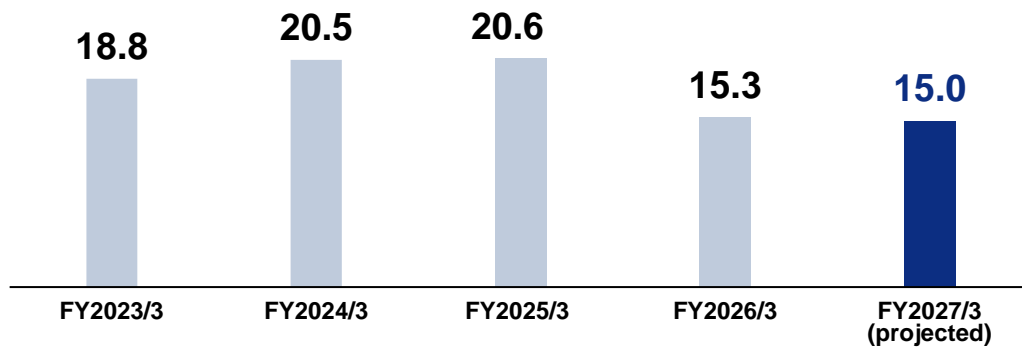
	FY2024/3	FY2027/3	Change (% change)
Net sales	276.3	315.0	+38.7 (+14%)
Operating income	10.6	25.5	+14.9 (+141%)
Profit attributable to owners of parent	5.2	18.0	+12.8 (+246%)
Operating profit margin	3.8%	8% or more	-
Return on equity (ROE)	2.3%	8% or more	-

- Make effective use of cash to strengthen our financial base and invest in production facilities and R&D to raise our value as an enterprise

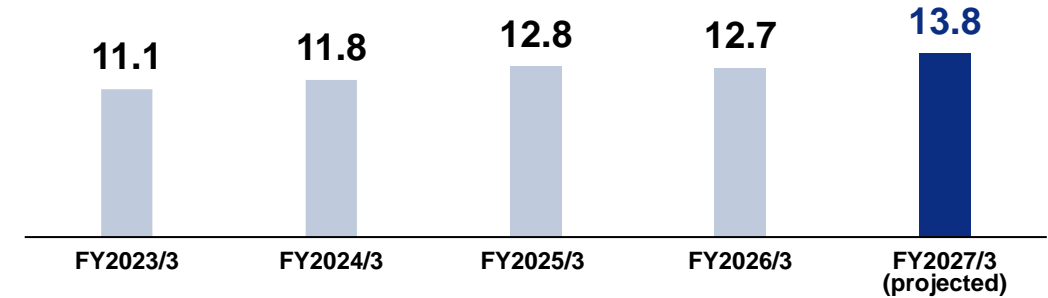


Actual Projected (Unit: billion yen)

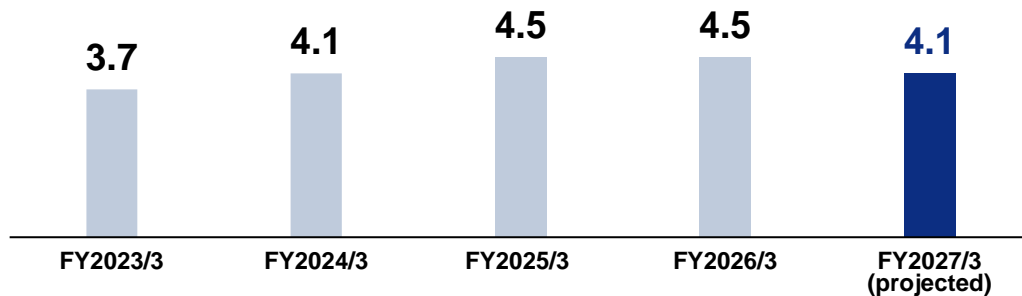
Capital expenditures



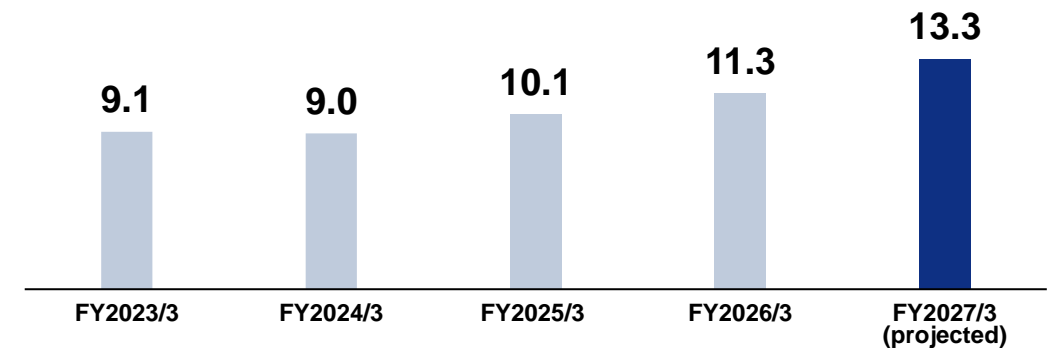
Depreciation



Amortization of goodwill



R&D expenses



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IR inquiries can also be made via
the website.



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