

| | Materiality | Risks related to materiality | Opportunities related to materiality | Issues to work on | Related SDGs |
|------------------|--|---|--|---|--------------|
| Overall business | Contribution through business | <ul style="list-style-type: none"> Risks in raw material procurement and distribution Loss of business opportunities due to delay in technological innovation | <ul style="list-style-type: none"> Creation of new products with the introduction of new innovative production equipment and new manufacturing processes pursuing cost reduction Creation of new products and business diversification of business due to technological innovation Improved efficiency and accuracy in R&D and improved inspection system and technology due to DX | <ul style="list-style-type: none"> Strengthening of corporate structure through innovation Creation of new products and businesses for sustainable growth | |
| Environment | Contribution to a sustainable global environment | <ul style="list-style-type: none"> Increased investment costs for becoming environmentally friendly Impact on procurement, including costs with high dependence on chemicals and petrochemical raw materials Decrease in usable raw materials due to tightening of environmental regulations | <ul style="list-style-type: none"> Development of a smart factory that is self-sufficient in terms of electricity, etc. Expanded market with the provision of environment-friendly products and services Conversion from petrochemical raw materials to biomass materials Acceleration of search for and conversion to substitutes and promotion of development of raw materials based on unique recipes Product development using raw materials in the positive list | <ul style="list-style-type: none"> Response to climate change Realization of a recycling-oriented world Sustainable procurement of raw materials Preservation of biodiversity | |
| Society | Respect for human rights | <ul style="list-style-type: none"> Suspension of business or payment of monetary compensation due to human rights considerations in supply chains Loss of opportunity to secure excellent global human resources and loss of such resources Fall in labor productivity and loss of human resources | <ul style="list-style-type: none"> Higher employee awareness and recognition of contributions made to the development of a sustainable world due to penetration of corporate culture Enhanced employee motivation due to the development of safe and secure workplace environments Multifaceted business decisions made by diverse teams | <ul style="list-style-type: none"> Human rights due diligence Ensuring occupational health and safety Promotion of diversity Promotion of work style reform initiatives | |
| | Enhanced value chain management | <ul style="list-style-type: none"> Loss of trust from customers due to a lack of proper quality control | <ul style="list-style-type: none"> Safe and secure business activities due to proper information gathering and system development | <ul style="list-style-type: none"> Comprehensive customer-first approach Improvement in terms of quality, cost, and customer satisfaction | |
| | Better communication with stakeholders | <ul style="list-style-type: none"> Loss of trust from local communities due to a lack of communication Damage to corporate reputation due to failure to provide full information disclosure (reputation risk) | <ul style="list-style-type: none"> Co-existence and co-prosperity with local communities Incorporation of issues recognized by stakeholders into business activities | <ul style="list-style-type: none"> Harmonious co-existence with local communities | |
| Governance | Promotion of governance across the entire Group | <ul style="list-style-type: none"> Impact on business due to failure to make business decisions from an objective perspective Impact on corporate activities due to a lack of governance over group companies outside Japan Damage to corporate value due to a compliance violation | <ul style="list-style-type: none"> Business expansion due to good business decisions Prevention of illegal, fraudulent, or unjust acts due to an improved internal control system Improved stakeholder credibility and satisfaction | <ul style="list-style-type: none"> Organizational governance Fair business activities | |

Materiality, KPIs, results: Overall business

| | Issues to work on | KPI Items (Figures in parentheses [] are target values) | Results | Organizations covered |
|------------------|---|---|---|-------------------------|
| Overall business | <ul style="list-style-type: none"> Strengthening of corporate structure through innovation Creation of new products and businesses for sustainable growth | <ul style="list-style-type: none"> Percentage of developed products in sales [20% by 2030] | 21.4% * | Organizations covered ① |
| | | <ul style="list-style-type: none"> Number of patent applications/patents held | Number of patent applications: 260 (FY2022) Number of patents held: 2,757 (as of March 31, 2023) | Organizations covered ① |
| | | <ul style="list-style-type: none"> Number of environmentally friendly products developed | 40 | Organizations covered ① |
| | | <ul style="list-style-type: none"> Number of development projects with external institutions | 18 | Organizations covered ① |
| | | <ul style="list-style-type: none"> Number of products developed | 1,683 | Organizations covered ① |

Materiality, KPIs, results: Environment

| | Issues to work on | KPI Items (Figures in parentheses [] are target values) | Results | Organizations covered |
|-------------|---|---|--|---|
| Environment | <ul style="list-style-type: none"> Response to climate change Realization of a recycling-oriented world Sustainable procurement of raw materials Preservation of biodiversity | <ul style="list-style-type: none"> Reduction in CO₂ emissions [50% or more reduction group-wide from FY2013 by 2030] | 39.7% | Organizations covered ② |
| | | <ul style="list-style-type: none"> Environmental targets [Electricity: 1% reduction per unit of production, water usage: 1% reduction per unit of production (Mishima and Kumagaya plants), waste: 0.1% reduction from the amount generated * All compared to previous year] | Electricity: 1.7 % increase Water usage: 7.6% improvement Waste: 11% improvement | Electricity: Organizations covered ③ Water usage: Organizations covered ④ Waste: Organizations covered ⑤ |
| | | <ul style="list-style-type: none"> Reduction of environmentally hazardous substances [Solvent-less agents to account for 75% of all release agents and adhesive agents by 2030] | Release agents: 64.0% Adhesive agents: 79.0% | Organizations covered ① |
| | | <ul style="list-style-type: none"> Percentage of renewable energy | 29.6% | Organizations covered ③ |
| | | <ul style="list-style-type: none"> Disclosure of GHG emissions data (Scopes 1 and 2) | Scope 1: 83,639t-CO ₂ * Scope 2: 35,779t-CO ₂ * J Credit: 6,500t-CO ₂ * Green Heat Certificate: 406t-CO ₂ * Total leased emissions: 112,512t-CO ₂ * | Organizations covered ③ |
| | | <ul style="list-style-type: none"> Calculation of Scope 3 emissions by category | Total amount 924,382t-CO ₂ Category 1: 719,374t-CO ₂ Category 2: 13,945t-CO ₂ Category 3: 38,595t-CO ₂ Category 4: 37,326t-CO ₂ Category 5: 54,790t-CO ₂ Category 6: 495t-CO ₂ Category 7: 1,893 t-CO ₂ Category 9: 0 t-CO ₂ Category 12: 57,964 t-CO ₂ | Organizations covered differ by category. See details below. https://www.lintec-global.com/sustainability/environment/relation/ |
| | | <ul style="list-style-type: none"> Landfill disposal rate [1% or less] | 0.36% | Organizations covered ⑤ |
| | | <ul style="list-style-type: none"> Usage of used paper | 2,904t | Organizations covered ④ |
| | | <ul style="list-style-type: none"> Response rate of raw material supplier survey | The survey was not conducted in FY2022. Based on the results of the survey conducted in FY2021, requested improvement on 11 matters *. | Organizations covered ① |
| | | <ul style="list-style-type: none"> Percentage of forest-certified paper and pulp used | Percentage of forest-certified paper used: 19.2% Percentage of certified pulp used (purchased): 55.5% | Organizations covered ④ |

Materiality, KPIs, results: Society

| | Issues to work on | KPI Items (Figures in parentheses [] are target values) | Results | Organizations covered |
|--|---|--|---|--------------------------|
| Society | <ul style="list-style-type: none"> Human rights due diligence Ensuring occupational health and safety Promotion of diversity Promotion of work style reform initiatives | <ul style="list-style-type: none"> Number of consultations regarding harassment | 2 * | Organizations covered ⑦ |
| | | <ul style="list-style-type: none"> Occupational accident frequency rate | 0.76 * | Organizations covered ⑥ |
| | | <ul style="list-style-type: none"> Occupational accident severity rate | 0.0142 * | Organizations covered ⑥ |
| | | <ul style="list-style-type: none"> Number of plants having no accidents in a year | 5 plants (Agatsuma, Chiba, Singu, Komatsushima and the Research Center) | Organizations covered ⑥ |
| | | <ul style="list-style-type: none"> Smoking cessation rate [84% or more] | 67.4% | Organizations covered ① |
| | | <ul style="list-style-type: none"> Number of serious violations of occupational health and safety laws and regulations | Zero * Note: Number of cases reported to the Safety and Health Department, Environment and Safety Division. | Organizations covered ⑥ |
| | | <ul style="list-style-type: none"> Percentage of female managers/supervisors [5.5% or more] | 6.1% * | Organizations covered ① |
| | | <ul style="list-style-type: none"> Percentage of female employee | 14.4% * | Organizations covered ① |
| | | <ul style="list-style-type: none"> Percentage of female among the total number of new hires (graduates from a junior college or technical college/university/graduate school) [35% or more] | 14.8% * | Organizations covered ① |
| | | <ul style="list-style-type: none"> Percentage of persons with disabilities in the total number of employees [2.3% or more] | 2.26% * | Organizations covered ① |
| | | <ul style="list-style-type: none"> Average length of service of male and female | Male: 19.8 years Female: 16.3 years | Organizations covered ① |
| | | <ul style="list-style-type: none"> Average age of employees | 41.8 years old | Organizations covered ① |
| | | <ul style="list-style-type: none"> Number of employees by region | Japan: 3,787 employees * Europe: 43 employees * Asia: 1,411 employees * North America: 1,307 employees * | Organizations covered ② |
| | | <ul style="list-style-type: none"> Percentage of mid-career hires promoted to managerial/supervisory roles | Managerial roles: 42.9% Supervisory roles: 17.4% | Organizations covered ① |
| | | <ul style="list-style-type: none"> Number of mid-career hires under the CP program (program to certify professional human resources) | 0 persons of those hired in FY2022 (3 enrolled as of March 31, 2023) | Organizations covered ① |
| | | <ul style="list-style-type: none"> Number of non-Japanese presidents and executives at group companies outside Japan | 26 | Overseas group companies |
| | | <ul style="list-style-type: none"> Percentage of childcare leave taken by male employees [10% or more] | 59.7% * | Organizations covered ① |
| | | <ul style="list-style-type: none"> Percentage of paid leave taken [65% or more] | 72.7% * | Organizations covered ① |
| | | <ul style="list-style-type: none"> Percentage of applications for remote working | 71.9% | Organizations covered ① |
| | | <ul style="list-style-type: none"> Number of participants in rank-based training programs (newly appointed managers, newly appointed supervisors, fifth-year follow-up, third-year follow-up, rank 5, rank 4) | Total number of participants: 258 • Program for newly appointed managers: 32 • Program for newly appointed supervisors: 36 • Program for fifth-year follow-up: 28 • Program for third-year follow-up: 61 • Correspondence course for rank 5: 44 • Correspondence course for rank 4: 57 | Organizations covered ① |
| | | <ul style="list-style-type: none"> Number of participants in theme-based training programs (young employees in charge of sales, sales-related legal affairs, retirement/life planning, working environment improvement) | Total number of participants: 1,055 • Program for young employees in charge of sales: 15 • Program for sales-related legal affairs: 638 • Program for working environment improvement: 332 • Retirement/life planning programs were not conducted, but the following was additionally conducted: • Telework management training: 31 • Diversity training: 39 | Organizations covered ⑦ |
| | | <ul style="list-style-type: none"> Number of participants in language training programs (excluding employees on an overseas assignment) | 10 | Organizations covered ① |
| | | <ul style="list-style-type: none"> Number of participants in correspondence training programs (self-nominated) | 231 (Started in May: 126; started in November: 105) | Organizations covered ① |
| | | <ul style="list-style-type: none"> Hours of rank-based training programs (newly appointed managers, newly appointed supervisors, fifth-year follow-up, third-year follow-up) | 1,766 hours (total) • Program for newly appointed managers: 704 hours • Program for newly appointed supervisors: 522 hours • Program for fifth-year follow-up: 210 hours • Program for third-year follow-up: 330 hours | Organizations covered ① |
| | | <ul style="list-style-type: none"> Hours of theme-based training programs (young employees in charge of sales, sales-related legal affairs, retirement/life planning, working environment improvement) | 2,250.5 hours • Program for young employees in charge of sales: 105 hours • Program for sales-related legal affairs: 1,169 hours • Program for working environment improvement: 498 hours • Retirement/life planning programs were not conducted, but the following was additionally conducted: • Telework management training: 186 hours • Diversity training: 292.5 hours | Organizations covered ⑦ |
| | | <ul style="list-style-type: none"> Comprehensive customer-first approach Improvement in terms of quality, cost, and customer satisfaction | <ul style="list-style-type: none"> Number of responses to CSR survey | 181 cases * |
| | <ul style="list-style-type: none"> Percentage of quality incidents | 31% * Decreased to 15 in FY2022 from 49 in FY2010 | Organizations covered ⑧ | |
| <ul style="list-style-type: none"> Harmonious co-existence with local communities | <ul style="list-style-type: none"> Number of site tours offered | 30 cases * | Organizations covered ⑨ | |
| | <ul style="list-style-type: none"> Spending on social contribution activities | 3,674,900 yen | Organizations covered ① | |

Materiality, KPIs, results: Governance

| | Issues to work on | KPI Items (Figures in parentheses [] are target values) | Results | Organizations covered |
|------------|---|--|---------|-------------------------|
| Governance | <ul style="list-style-type: none"> Organizational governance Fair business activities | <ul style="list-style-type: none"> Attendance at Board of Directors meetings | 100% | Organizations covered ① |
| | | <ul style="list-style-type: none"> Attendance at Audit and Supervisory Committee meetings | 100% | Organizations covered ① |
| | | <ul style="list-style-type: none"> Attendance at Nomination and Compensation Committee (former Corporate Governance Committee) meetings | 100% | Organizations covered ① |
| | | <ul style="list-style-type: none"> Attendance at Sustainability Committee meetings | 100% | Organizations covered ① |
| | | <ul style="list-style-type: none"> Percentage of female directors on the Board of Directors | 16.7% | Organizations covered ① |
| | | <ul style="list-style-type: none"> Number of reports made via the internal reporting system | 4 cases | Organizations covered ② |
| | | <ul style="list-style-type: none"> Number of legal training programs provided | 6 times | Organizations covered ① |
| | | <ul style="list-style-type: none"> Periodic publication of Legal News [Issued 6 times a year] | 6 times | Organizations covered ① |

Organizations covered

①: LINTEC CORPORATION

②: The LINTEC Group, including LINTEC CORPORATION and its group companies in and outside Japan

③: LINTEC CORPORATION, TOKYO LINTEC KAKO, INC., SHONAN LINTEC KAKO, INC., LINTEC SERVICE, INC.

④: LINTEC CORPORATION's Kumagaya Plant and Mishima Plant

⑤: LINTEC CORPORATION's Head Office and 10 production sites (plants at Agatsuma, Kumagaya, Ina, Chiba, Tatsuno, Shingu, Niihama, Komatsushima, Mishima, and Doi), the Research Center, and TOKYO LINTEC KAKO, INC.

⑥: LINTEC CORPORATION's 10 production sites (plants at Agatsuma, Kumagaya, Ina, Chiba, Tatsuno, Shingu, Niihama, Komatsushima, Mishima, and Doi), the Research Center, and TOKYO LINTEC KAKO, INC.

⑦: LINTEC CORPORATION and its group companies in Japan

⑧: LINTEC CORPORATION (excluding the Ina Technology Center), TOKYO LINTEC KAKO, INC., and SHONAN LINTEC KAKO, INC.

⑨: LINTEC CORPORATION and TOKYO LINTEC KAKO, INC.