

# ESG Initiatives

To remain a good corporate citizen and a manufacturer that is highly regarded and trusted by all stakeholders, the LINTEC Group positions corporate social responsibility (CSR) at the core of business management. This section focuses on the Group's initiatives from the viewpoint of environmental, social, and governance (ESG) factors—which are essential for realizing a sustainable society and enhancing corporate value.

## Materiality (Important Issues)

The LINTEC Group identified its materiality with a view to further advancing CSR activities and meeting the expectations of stakeholders. We then established key performance indicators, which we began using in earnest from the fiscal year ended March 31, 2017.

























## Establishment of the SDGs Committee

Aiming to incorporate Sustainable Development Goals (SDGs) into business management and address a range of social issues through mainstay operations, in February 2018 we launched the SDGs Committee, comprising members from departments across our organization. From among the 17 goals, the LINTEC Group has identified those that are highly relevant to our materiality and has selected in-house products and technologies that promise to contribute significantly to achieving these SDGs. We are moving forward to develop businesses based on these products and technologies.

## SUSTAINABLE DEVELOPMENT GOALS 17 GOALS TO TRANSFORM OUR WORLD



Note: Organizations covered in Results: [A] LINTEC; [B] LINTEC Group; [C] LINTEC, TOKYO LINTEC KAKO INC.; [D] LINTEC Head Office, 10 production sites, Research Center; [E] LINTEC production sites (excluding Ina Technology Center), Research Center

Materiality	Specific actions	KPIs / Results	SDGs
Governance	Operating global governance	Enhance global governance  (1) Use of consultation contact points in and outside Japan: 6 cases [B] (2) Results of audits by the internal audit division according to local laws and regulations and internal standards: No serious findings [B]	 
Environment	Effectively using raw materials	Procure materials that will help to reduce environmental impact based on the LINTEC Procurement Policy  Volume of organic solvents used: 21,500 t [A]	 
	Reducing atmospheric emissions	Reduce emissions into the atmosphere based on our mid-term environmental target  (1) CO <sub>2</sub> emissions from business activities in Japan: 185,700 t [C] (2) Volatile Organic Compounds (VOCs) emissions from business activities in Japan: 967.4 t [E]	  
	Making environmental contributions through products and services	Develop and spread environmentally friendly products through LCA*1  Number of environmentally friendly products developed: 15 products [A]	 
	Ensuring environmental compliance	Ensure and manage environmental compliance using the environmental management system  Number of violations of environmental laws and regulations: 0 violations [D]	
Labor practices	Ensuring occupational safety and health	Conduct activities to ensure occupational safety according to the occupational safety and health management system  (1) Number of occupational accidents and accidents resulting in absence from work: 2 accidents [C] (2) Working hours with no occupational accidents: 1.5 million hours at Mishima Plant and Kumagaya Plant [C]	 
	Achieving workplace diversity	Respect the diversity of employees and provide rewarding workplaces  (1) Ratio of female managers: 12% [B] (2) Return to work after taking time off for childcare leave: 100% [A]	 
	Improving employee satisfaction	Build working environments where employees feel motivated to work  Turnover in three years of employees hired as new graduates: 6.8% [A]	
Society	Conducting human rights due diligence*2	Respect human rights and determine risks throughout the supply chain  Number of responses to supplier survey: 114 companies [A]	
	Ensuring social compliance	Instill and ensure Groupwide compliance  Response rate with survey to identify risks: 97.8% [B]	
	Ensuring product compliance	Use the quality management system to eliminate and prevent accidents  Number of serious product accidents reported: 0 accidents [C]	
	Making contributions to sustainable consumption	Publicize the effects of environmentally friendly products to stakeholders  Number of exhibitions participated in as an exhibitor in and outside Japan: 45 times [A]	
	Achieving harmonious co-existence with local communities	Introduce social contribution activities for local communities as a good corporate citizen  (1) Total number of participants on plant tours: 717 persons [C] (2) Implementation of social contribution activities: Invited people with disabilities who live in Itabashi-ku, Tokyo to professional baseball games, etc. [B]	
Contribution to business	Developing business models for local production & sales in emerging countries	Conduct R&D for products intended for local procurement and for solving social issues  Development of a system for registering local raw materials at sites outside Japan: Search system for global raw material information management under development [B]	   
	Entering new business fields	Number of patent applications: 412 applications [A]	Under review

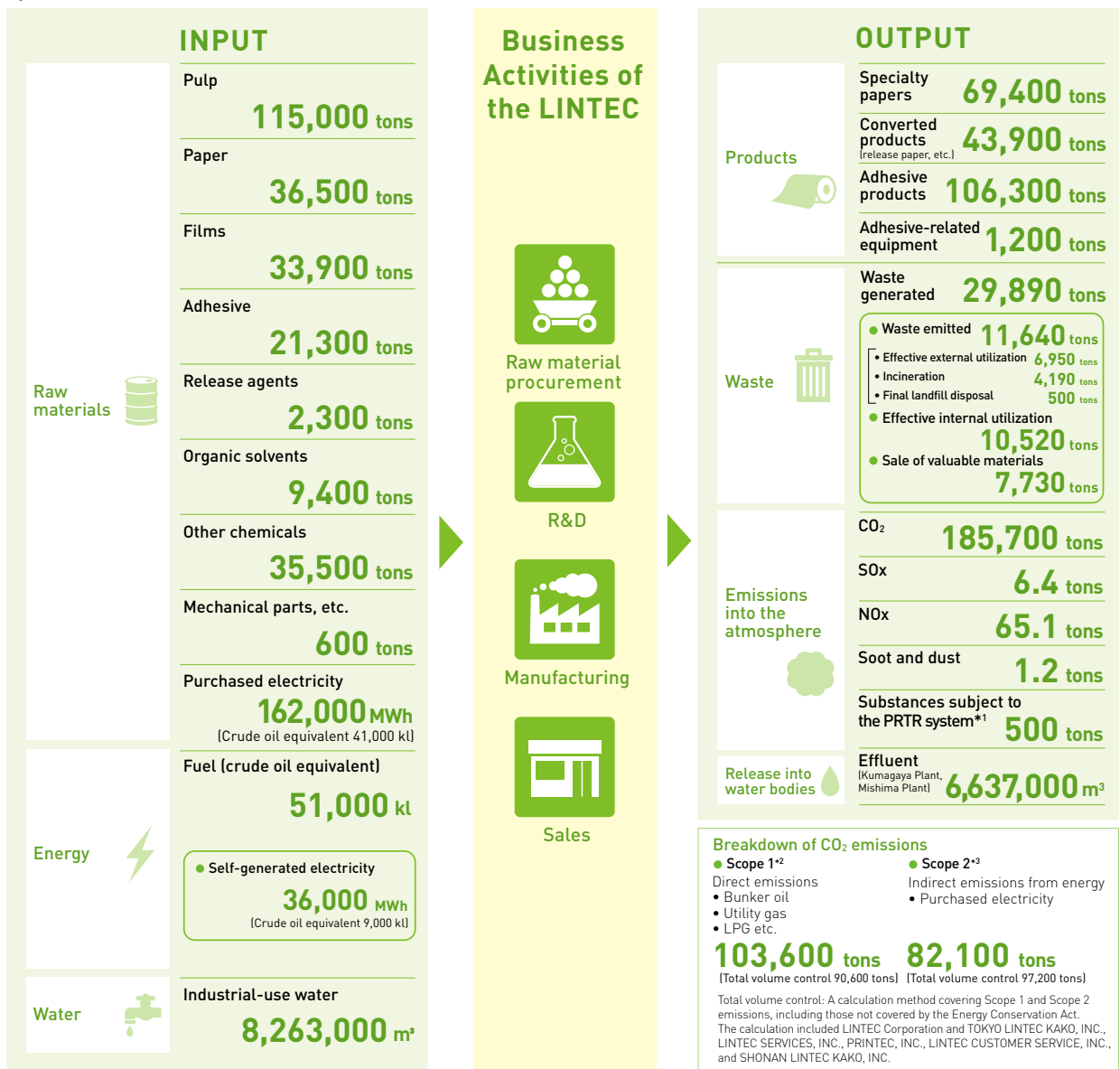
\*1 LCA (Life Cycle Assessment): A method for comprehensively assessing effects on the environment by calculating items such as the amount of energy and water input, the amount of raw materials used, and the amount of CO<sub>2</sub> and hazardous chemical substances emitted throughout a product's lifecycle.

\*2 Human rights due diligence: A process exercised by an organization not only to comply with laws but also to address and reduce the risk of human rights violations (ISO 26000 6.3.3. Human Rights Issue 1).

# Environment

As a leading corporate group in the fields of adhesive products and specialty papers, the LINTEC Group uses large amounts of raw materials, fossil fuels, water, and other resources in the manufacture of products. Going forward, we will continue to reduce emissions of environmentally hazardous substances and waste as well as cut back on usage of energy and water with the aim of contributing to the realization of a sustainable society.

[Fiscal year ended March 31, 2018]



\*1 PRTR system: The Pollutant Release and Transfer Register system that requires companies to estimate the volume of chemical substances they have released and transferred in waste and report the data to the government

\*2 Scope 1: Direct CO<sub>2</sub> or other greenhouse gas emissions from the consumption of purchased gas and liquid fuels, such as liquid natural gas (LNG), liquid petroleum gas (LPG), utility gas, kerosene, light oil, and gasoline

\*3 Scope 2: CO<sub>2</sub> or other greenhouse gas emissions generated by other companies in the production of energy, such as electricity and steam, purchased by the reporting company

Notes 1: The numerical data in the environmental report has been compiled from the following organizations: LINTEC Corporation's Head Office, 10 production sites, and Research Center, and TOKYO LINTEC KAKO, INC.

2: For industrial-use water, although tons were used for initial calculations, figures have been converted into cubic meters in this report.

## Environmental Management

We have acquired global integrated certification under international standard ISO 14001 for a total of 25 sites, including the LINTEC head office and plants, Research Center, Group company TOKYO LINTEC KAKO, INC., and overseas Group companies. In March 2018, we completed work to achieve compliance with ISO 14001:2015. We will continue to promote the acquisition of global integrated certification by overseas Group companies as we strengthen Companywide engagement in environmental preservation.

## Reduction of Environmental Impact

The LINTEC Group is working toward the realization of a sustainable society with manufacturing that has low environmental impact. The Company's CO<sub>2</sub> emissions were reduced to 185,700 tons in the fiscal year ended March 31, 2018, from 195,000 tons in the previous year. The amount of waste generated in production decreased from 30,240 tons to 29,890 tons year on year. However, the final landfill ratio was 1.67%. Thus, we did not realize the zero emissions rate of below of 1.0%, which we had achieved in each of the previous 10 years. In papermaking, the amount of water used per unit of production improved by 0.8% over that of the previous year. We are also constantly seeking to reduce the amount of volatile organic compounds (VOCs) including organic solvents that are released into the atmosphere (see below).

## Compliance with Environmental Laws, Directives, and Regulations

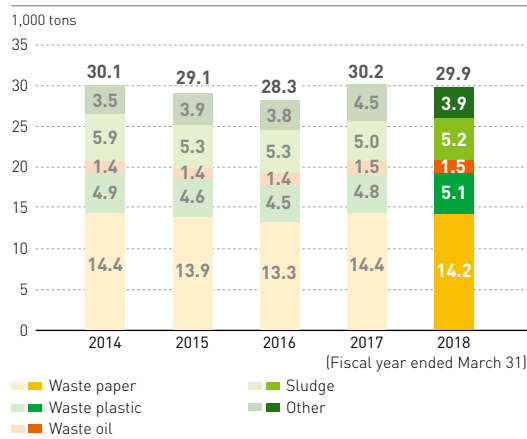
The LINTEC Group seeks to be compliant with environmental laws, directives, and regulations in Japan and overseas and reduce chemical substances that are harmful to the environment. In addition to responding to restricted substances stipulated by REACH\*1 and RoHS,\*2 we conduct environmental impact examinations of raw materials that we purchase and disclose necessary information to our customers.

In the fiscal year ended March 31, 2018, on a non-consolidated basis we reported nine substances under the PRTR system. The total volume was 7,838 tons, of which 7,752 were toluene, an organic solvent. Toluene emitted into the atmosphere amounted to 482 tons, an increase of 11 tons over that of the previous year, while the quantity transferred (treated as waste) was 16 tons more than in the previous year, at 483 tons.

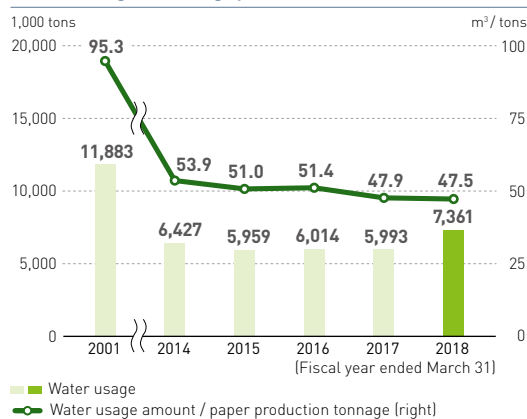
\*1 REACH: EU regulation for the Registration, Evaluation, Authorization and Restriction of Chemicals

\*2 RoHS: EU directive on the Restriction of the use of certain Hazardous Substances in electrical and electronic equipment

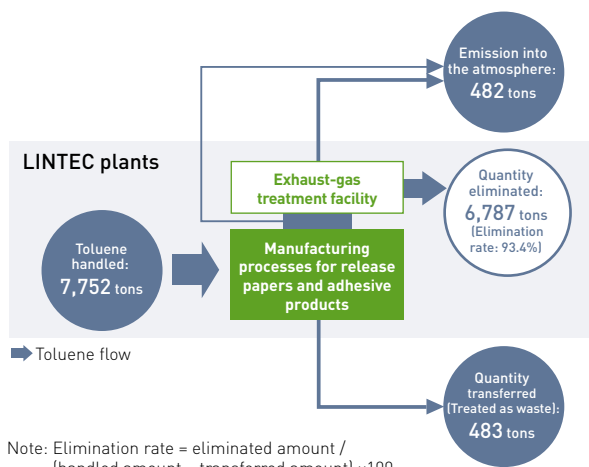
### Waste Generated



### Water Usage (Kumagaya and Mishima Plants)



### Fiscal Year 2018 Emission and Transfer of Toluene



## Environment

### Green Procurement

The LINTEC Group is committed to procurement that aims to reduce environmental impact through rigorous chemical substance management for raw materials, parts, and secondary materials. When procuring a new material or responding to a new regulation, we ask for suppliers' understanding in conducting ingredient examinations to monitor for the presence of regulated substances. In the fiscal year ended March 31, 2018, the Company carried out such examinations on approximately 5,000 items. Going forward, we will continue working with suppliers to engage in proactive environmental preservation activities and undertake stringent chemical substance management.

### Environmentally Friendly Products

The LINTEC Group has embraced the rise in environmental awareness of recent years and is developing products to meet a wide range of environmental needs. Our environmentally friendly product lineup pays heed to reusing, recycling, and energy saving. In addition, for adhesive products and converted products such as release papers, we are developing manufacturing processes that do not use organic solvents.

#### Aluminum vapor deposition label materials that use recycled PET

These label materials use recycled PET film as facestock. The raw material is used PET bottles, which undergo a recycling process known as mechanical recycling. The resulting material is made into PET film, which is then given a shiny silver appearance through aluminum vapor deposition processing. Although composed of more than 80% recycled PET resin—one of the highest levels in the world—the facestock realizes a premium appearance with a metallic luster as well as physical properties comparable with those of label materials that use nonrecycled PET film as facestock.



#### Label materials that use environmentally friendly hot-melt adhesives

U.S. subsidiary MACTAC AMERICAS, LLC manufactures these label materials. When adhesives that are melted through heating and then used for coating—known as hot-melt adhesives—are used in coating processes, organic solvents are not needed. Therefore, hot-melt adhesives have less environmental impact.



#### Window films that curb temperature increases in buildings and vehicles

Applying these films onto the entire surfaces of building or vehicle windows significantly cuts thermal energy from sunlight, which causes heat.

Curbing increase in inside temperatures enhances the efficiency of air-conditioning and helps save electricity and energy. Unlike curtains or blinds, these films do not reduce brightness or impede views. Also, they lower ultraviolet light by more than 99% and prevent shattering if the window glass is broken.





In continuing and expanding business activities, creating favorable relationships with all stakeholders is indispensable. The LINTEC Group is advancing initiatives with the aim of establishing employee-friendly workplaces, strengthening partnerships with customers and suppliers, and providing stable supplies of high-quality products. Further, we are actively tackling social contribution activities.

### Respect for Diversity and Human Rights

The LINTEC Group avoids discriminatory treatment of employees based on race, creed, gender, education, nationality, religion, or age, thereby respecting diversity. In the areas of recruitment and employment, the Group complies strictly with labor laws and regulations, including the prohibition of unfair discrimination, child labor, and harassment, and endeavors to promote an environment where all employees can go about their work in a positive and energized frame of mind. Every year, we conduct a Groupwide survey of human rights and working conditions. As well as checking compliance in Japan and overseas, the surveys confirm that companies are respecting basic human rights and providing safe, healthy workplaces.

We have a helpline through which employees can consult with the General Affairs & Human Resources Div. or a lawyer if they have any concerns or have witnessed illegal behavior in the workplace. Access was extended to overseas Group companies in 2015 and an English-language helpline is also available.

### Employee Education

LINTEC has a Companywide training system based on rank, as human resource education programs tailored to years of continuous service and career. To foster a globally oriented workforce and advance the careers of female employees, we also run theme-specific group and correspondence courses to promote objectives such as second-language acquisition and encouraging women to take on a more active role in the workplace. We spend approximately ¥30 million on employee training and development annually. In other initiatives, the Company's intranet offers e-learning programs to increase all our employees' understanding of topics such as the environment, product quality, the business continuity management system, compliance, and CSR.



Career development training for female employees

### Zero Accident Culture

Safety is the top priority in LINTEC Group plants, which are operated with the aim of preempting injuries to personnel. 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 patrol. Safety and hygiene committees hold monthly meetings at all our sites in Japan and overseas to enable us to ascertain progress in our safety activities and share information. In addition, since 2017 we have held a safety conference for domestic plant safety officers for the exchange of information about each plant's initiatives. 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

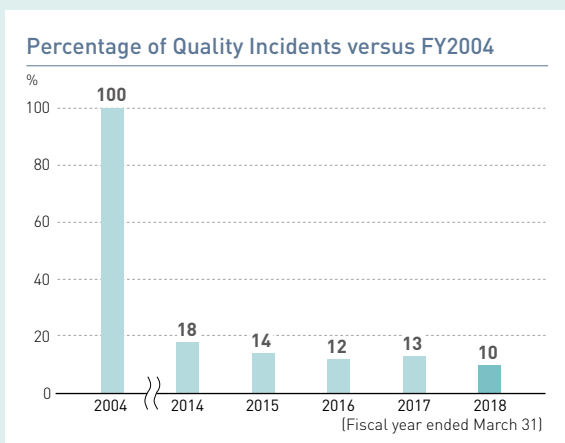


Safety inspection tour by the President

Society

**Thorough Quality Management**

The LINTEC Group has acquired ISO 9001:2015 certification, the international standard for quality management systems, for 19 sites in Japan and overseas. We are working to further reinforce our quality assurance system by obtaining ISO 9001:2015 for other departments and acquiring integrated certification for related sites. When comparing major quality incidents by year, the fiscal year ended March 31, 2004, is set as 100 in an index of major quality incidents. We reduced the level of the index to 10 in the fiscal year ended March 31, 2018. We construct and implement management systems that enable us to take swift action if a quality incident should occur, collecting information, analyzing causes, and taking steps to prevent recurrence. This framework is in place in Japan and overseas.



**Efforts toward Business Continuation**

The Group is building a system that enables business operations to continue or restart quickly if struck by a disaster. All the Company's locations in Japan, subsidiaries TOKYO LINTEC KAKO, INC., and LINTEC SPECIALITY FILMS (TAIWAN), INC., have obtained certification under ISO 22301:2012, the international standard for business continuity management systems. In relation to these systems, study meetings and drills are held at all sites so that, in the event of a natural disaster or accident that disrupts business operations, we can ensure the safety of our employees and then recommence the supply of products promptly, minimizing impact on our customers and other stakeholders.

We also evaluate the business continuity capabilities of suppliers of raw materials that are critical in securing stable supplies of our products. Additionally, we request that these suppliers introduce a business continuity plan and establish a system for implementing it on an organization-wide basis.

**Fair Transactions**

LINTEC has a basic policy for fair and transparent transactions based on the principle of free competition among suppliers, and our procurement activities comply with all relevant laws and regulations and social norms. For major suppliers, we require evaluations through self-audit check sheets for assessing suppliers with respect to quality, chemical substance management, administration and services, and CSR. We periodically review our purchasing processes while maintaining and strengthening partnerships.

**Social Contribution Activities**

Recognizing that it is a member of society and that society and local communities support it, the LINTEC Group returns some of the profits from corporate activities to society through various social contribution activities.

LINTEC conducts a range of support activities on an annual basis for people with disabilities living in Itabashi-ku, Tokyo, where the Company's head office is located. In October 2017, we hosted a jazz concert with the aim of deepening interactions among attendees through music, regardless of whether they did or did not have a disability. An audience of approximately 500 people, comprising people with disabilities living in Itabashi and other local area residents, enjoyed the concert. In May 2018, we held our 12th professional baseball-viewing event, inviting a record 144 people, including people with disabilities and their helpers, to Tokyo Dome. We also organize blood drives and support disaster area restoration efforts.

As well as head office activities, LINTEC engages in various social contribution activities rooted in local communities, such as cleaning up around each work site, participating in and supporting local festivals, and conducting plant tours. Overseas, our subsidiaries plant trees, give donations to those in need of assistance, and provide volunteers for a range of activities. The LINTEC Group will coexist with society by continuing to engage in social contribution activities as a good corporate citizen.



Concert for members of the local community



Employees of overseas subsidiaries planting mangrove trees

# The LINTEC Group's Work-Style Reform

Our medium-term business plan, LIP-2019, sets out *promotion of work-style reforms, fostering of diverse human resources and encouragement of their active participation in the workplace* as a key initiative. Accordingly, we are creating workplaces that are more amenable to all employees' needs and enhancing labor productivity.

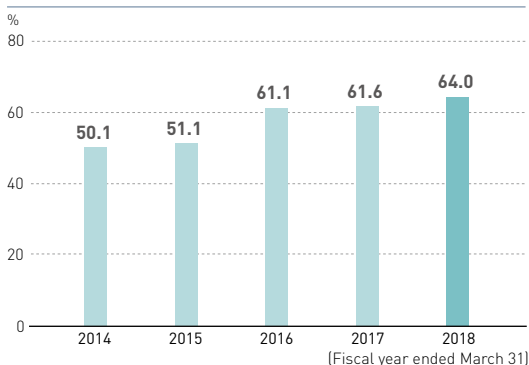
## Realization of Work-Life Balance

At the LINTEC, we are establishing conditions and systems to allow every employee to work with vigor and enthusiasm. As part of these efforts, we are ensuring that employees, including managers, avoid working long hours. Further, in the fiscal year ended March 31, 2016, to encourage employees to take paid leave we introduced a planned vacation system that requires employees to designate in advance certain days that they will take as paid leave. As a result, employees took 64% of their paid leave in the fiscal year ended March 31, 2018, compared with 51% in the fiscal year ended March 31, 2015, before the system's introduction. Further, in 2016 we increased the number of days available for family care leave and lengthened the period for which employees can work shorter hours due to family care commitments. Also, we increased the age range of children in relation to whom employees are eligible to work fewer hours due to childcare commitments. In the current fiscal year, we have increased the salaries of junior employees and retirement benefits and revised employment regulations to increase the accumulation of unused paid leave days and relax the requirements for taking them.



Training to help employees balance work and family care commitments

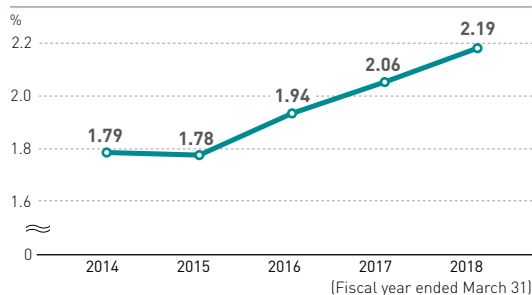
### Percentage of Paid Leave Taken



## Initiatives for Diversity

As part of efforts for encouraging women to take on a more active role in the workplace, we are changing their mind-sets as well as those of all employees through a range of training programs for female employees and managers. Also, we have introduced a "job return" program for rehiring people who can readily contribute to operations after resigning for personal reasons such as childbirth, nursing care of a family member, or a spouse's transfer to a different location. Further, we have established a system that reemploys employees and enables them to work beyond the mandatory retirement age of 60 and up to the age of 65 based on one-year contracts. Also, we are considering raising the retirement age to 65. Other initiatives include increasing the percentage of people with disabilities that we employ through measures such as improvements to on-site facilities as required. In the fiscal year ended March 31, 2018, people with disabilities accounted for 2.19% of LINTEC's employees, compared with the legally mandated 2.0%.

### Employment Rate for Persons with Disabilities



## Diversity Committee

In 2013, we established the Women's Active Participation Promotion Committee as a Companywide cross-sectional organization tasked with advancing the careers of women and helping them balance work and family commitments. In 2016, we changed its name to the Diversity Committee. Aiming to help employees balance work and family care commitments, this committee has created a family care support handbook and conducts related training for respective workplaces' managers in collaboration with the Human Resources Dept. Through such initiatives as supporting employees suffering from injuries or illnesses, the committee will consider and implement a variety of measures aimed at career advancement and creation of employee-friendly workplaces for a wider, more diverse range of employees.



Our family care support handbook





# Governance

## Basic Philosophy

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.

## Corporate Governance System

### 1. Corporate Governance System

The Company has selected the Company with Audit & Supervisory Committee system described in the Companies Act of Japan for its organizational structure. The Company has placed directors that are also Audit & Supervisory Committee members with voting rights on its Board of Directors in order to strengthen the Board’s supervisory function, with a view to stepping up corporate governance and to streamlining management even further. The Company has appointed 15 directors, of whom four are Audit & Supervisory Committee members and four are outside directors.

Held once a month to make important decisions with regard to management, Board of Directors’ meetings are also held on an ad hoc basis as necessary to strive for rapid decision making.

Primarily comprising executive officers (including directors serving concurrently) responsible for the execution of business, management meetings are also held once a month and endeavor to streamline business operations through the sharing of information among all business divisions. [P.42 Diagram A](#)

The Audit & Supervisory Committee meets once a month and conducts monitoring audits that focus on matters reported from the Audit Office, which is the Company’s internal audit division. In addition to performing audits covering the appropriateness and legality of the execution of directors’ duties, each and every Audit & Supervisory Committee member also plays a role in supervising the execution of the directors’ duties through the exercise of the voting rights on the Board of Directors. [P.42 Diagram B](#)

- Evaluation of Board of Directors’ effectiveness

In April 2018, the Company conducted an evaluation of the effectiveness of the Board of Directors. Details are as follows.

#### Overview

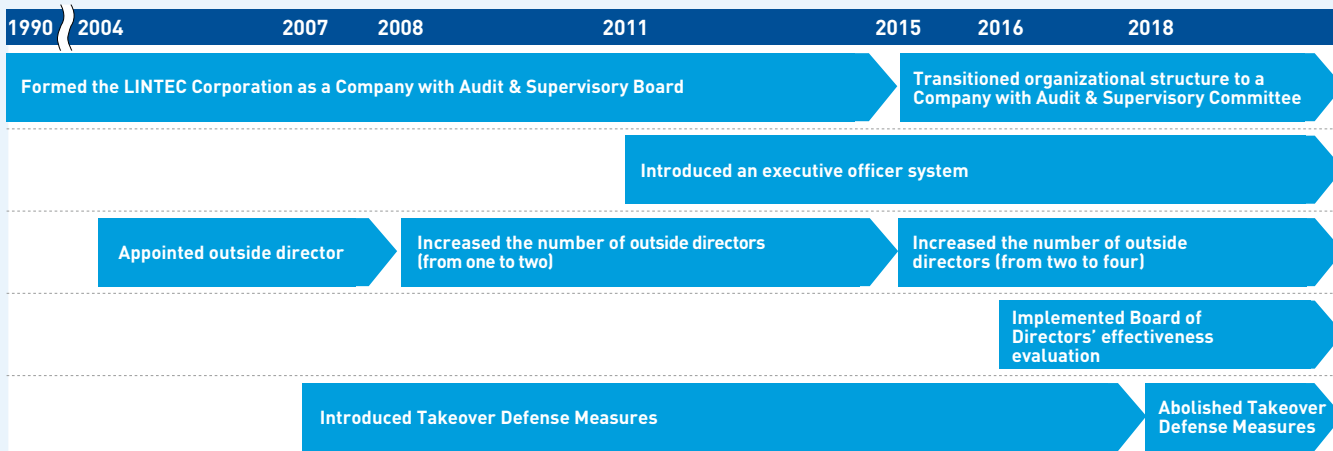
Based on the principles of Japan’s Corporate Governance Code, all directors filled out a survey on matters such as the structure and operation of the Board of Directors, which included some open-ended questions. The results of these surveys were analyzed by

### Corporate Governance System

Organizational Structure	Company with Audit & Supervisory Committee
Number of Directors (Number of Outside Directors)	15 (4)
Number of Audit & Supervisory Committee Members (Number of Outside Directors)	4 (3)

Number of Independent Officers	2
Directors’ Term of Office	One year
Board of Directors’ Meetings in FY2018	Number of meetings: 14
Adoption of an Executive Officer System	Yes
Takeover Defense Measures	None
Accounting Auditors	Ernst & Young ShinNihon LLC

### History of Corporate Governance



representative directors, and a final evaluation was received from outside directors, who are independent officers of the Company. In this final evaluation, outside directors stated that the survey questions and method were rational overall considering efforts to revise survey content each year and other matters. Their evaluation also confirmed that the approach of using a PDCA cycle\* in which measures for the following year are examined based on survey responses was a reliable means of ensuring the effectiveness of the Board of Directors. Further, although replies from respective directors provided positive evaluations of the Board of Directors, there were recommendations and observations, including those regarding points for future improvement. Outside directors stated that such recommendations and observations provided a reference in pursuing the Board of Directors' ideal state and requested the consideration of measures in light of the said recommendations and observations going forward. Based on this feedback, we will take steps to develop an environment that facilitates improved Board of Directors' effectiveness.

\* PDCA cycle: This approach continuously improves processes through the repetition of a cycle of activities comprising four phases: namely plan, do, check, and act.

- **Director training policies**

- (1) **New director training**

After assuming their position, new directors are provided training from outside institutions to endow them with the legal, accounting, and other knowledge necessary to management.

- (2) **Regular training**

Once or twice a year, directors undergo training on contemporary issues from lawyers or other outside lecturers. These training sessions serve as opportunities to hone the sense of judgment that is crucial to members of the Board of Directors.

- (3) **Special training**

When necessary, directors participate in seminars at the Company's expense to acquire the specialized insight required to perform their duties.

## 2. Internal Control System

The following is an explanation of the internal control system to ensure that the execution of directors' duties is in compliance with laws and regulations as well as the Articles of Incorporation, and the system to ensure the appropriateness of the execution of other business.

- **System to ensure that the execution of the duties of directors and employees is in compliance with laws and regulations as well as the Articles of Incorporation**

To ensure that the execution of the duties of directors and employees is in compliance with laws and regulations as well as the Articles of Incorporation and that a sense of ethics is maintained, the Company established its motto of "Sincerity and Creativity," on which its Code

of Conduct was based. To ensure the effectiveness of the compliance system with regard to laws and regulations as well as the Articles of Incorporation, the Audit Office—an organization under the president's direct supervision—investigates and verifies, by means of audits based on the Internal Audit Regulations, whether all of the Company's operations are being appropriately and reasonably implemented and pursuant to laws, the Articles of Incorporation, and internal rules and regulations. The results of those audits are regularly reported to the Board of Directors.

- **System for storing and managing information related to the execution of directors' duties**

Documents are stored and managed in accordance with rules determined for each document type, including those documents stipulated by law.

- **Regulations and other systems pertaining to management of risks of loss**

By promoting the issue of manuals by division and facilitating their thorough use, the Company makes preemptive efforts to reduce or avoid risk. In the case of specific risks, the Company promotes reviews of and improvements to response measures as risks arise. For emergency situations, such as the occurrence of a disaster, the Company has established the Companywide Crisis Management regulations, in addition to a BCMS, which is based on these regulations. These are separate from risk management initiatives conducted through normal operations, and we strive to ensure that a crisis management organization can be quickly established in the event of an emergency.

- **System to ensure that the execution of the duties of directors is efficiently conducted**

In addition to setting out the duties for which directors are responsible for and that correspond to the allocation of roles of each organization, based on the Regulations on the Division of Duties, the Company works to separate management from execution and accelerate decision making by the introduction of an executive officer system. Moreover, the Company reviews internal organizations as necessary to be able to respond to environmental changes and works to maintain efficiency in the execution of the duties of directors by such means as the setting up of cross-organizational committees on an as-required basis.

- **System to ensure the appropriateness of business in the corporate group comprising the Company and its subsidiaries**

Based on the Affiliate Company Operational Regulations, the Company works to maintain the appropriateness of its operations as a group entity by having each of its principal business divisions control the operations of Group companies. Based on the Affiliate

**Governance**

Company Operational Regulations, the Company works to maintain a system for receiving corporate performance, risk, and other important reports from each Group company regularly or on an as-required basis. Providing business management and support from the appropriate division as necessary, the Company promotes management efficiency in each company. To ensure that Group companies are in compliance with laws and regulations as well as the Articles of Incorporation, audits are conducted by each company's internal audit system and by the Company's Audit Office.

- **Matters relating to the employees who are tasked to assist the duties of the Audit & Supervisory Committee, matters relating to the independence of said employees from directors, and matters relating to ensuring the effectiveness of Audit & Supervisory Committee instructions with respect to said employees**

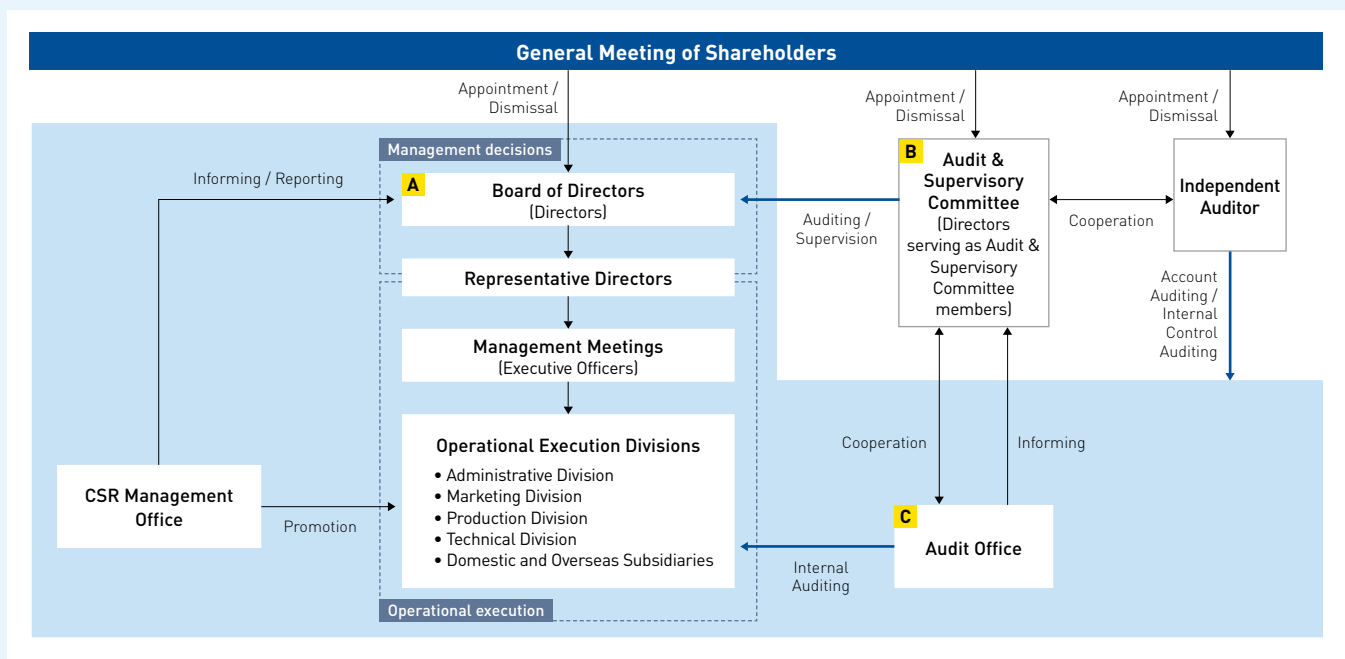
To further raise the effectiveness of Audit & Supervisory Committee audits and maintain a system to carry out audit duties more smoothly, the Company has established the Audit & Supervisory Committee secretariat, which supports and takes on Audit & Supervisory Committee duties. It is assumed that the Audit & Supervisory Committee's consent has to be obtained for transfers of personnel to the Audit & Supervisory Committee secretariat staff, personnel evaluations, and disciplinary action. The instructions and orders given to Audit & Supervisory Committee secretariat staff are also deemed to be given by directors serving as Audit & Supervisory Committee members. With regard to said

instructions and orders received from Audit & Supervisory Committee members, with the exception of those instructions and orders that are not necessary for the duties of Audit & Supervisory Committee members, it is assumed that Audit & Supervisory Committee secretariat staff do not receive instructions and orders from directors or other employees.

- **System relating to the reporting of cases to the Audit & Supervisory Committee and system for ensuring that the submitting of such reports is not seen as reason enough for the person who submitted them to be subjected to disadvantageous treatment**

With regard to cases that are likely to significantly damage the Company or a Group company, such as violations of laws or regulations, all Group directors and employees are to report such cases to the Company's Audit & Supervisory Committee. In addition, it is deemed that the Audit & Supervisory Committee will be able to directly demand business-related reports for all Group directors and employees. Under the Company's Internal Reporting System Operation Regulations and its Global Internal Reporting System Regulations, the Company has established a helpline that can be used by all Group directors and employees and endeavors to maintain a system to ensure that the submitting of such reports is not seen as reason enough for the person who submitted said notification or report to be subjected to disadvantageous treatment. In the event of an internal notification via the helpline, this will be reported to the Audit & Supervisory Committee.

**Corporate Governance Organization Chart**



- **Matters concerning policy relating to the handling of costs or liabilities arising from the execution of duties of Audit & Supervisory Committee members**

When an Audit & Supervisory Committee member invoices the Company for the prepayment or redemption of expenses incurred for the execution of their duties, said costs or liabilities will be promptly handled following discussions in the department responsible, with the exception of cases in which said costs have been recognized as being not necessary for the execution of said Audit & Supervisory Committee member's duties. In addition, should Audit & Supervisory Committee members deem that independent outside experts (such as lawyers, certified public accountants, etc.) are necessary as advisers to the Audit & Supervisory Committee, the Company will bear those costs, with the exception of cases in which said costs have been recognized as being not necessary for the execution of said Audit & Supervisory Committee's duties.

- **Other system for ensuring that the Audit & Supervisory Committee carries out audits effectively**

With a view to ensuring a system so that Company information reaches the Audit & Supervisory Committee unhindered, the Company works to maintain an environment in which information is received not only from directors (excluding directors serving as Audit & Supervisory Committee members) and from employees but also from independent auditors, corporate lawyers, tax accountants, and other specialists. The Company has a system in place to ensure regular meetings with representative directors and venues for important discussions, such as management and strategy meetings, for Audit & Supervisory Committee members to attend and state opinions.

### **3. Basic Policies and Systems for Preventing Relationships with Antisocial Forces**

The Company stands in firm opposition to all antisocial forces and organizations that threaten to disrupt the order and safety of civil society while practicing a strict policy of non-association with such entities. We have made this commitment clearly apparent in the LINTEC Compliance Guidelines and are taking steps to ensure thorough awareness with this regard among all directors and employees.

We reject any illegitimate requests from antisocial forces and organizations and maintain close collaborative relationships with the police, centers for the removal of criminal organizations, lawyers, and other specialists to combat such requests. Should we be approached by antisocial forces or organizations, we will closely coordinate with such institutions, organizations, lawyers, or other specialists to furnish a quick, organization-wide response.

## **4. Risk Management System**

The Company has established the Companywide Crisis Management Regulations as well as a risk management system for minimizing the possible impact and damage to corporate value if a major problem arises. It has also implemented and oversees the Information Security Management Rules and the Trade Secret Management Rules for the preservation and management of information. There are also Companywide risk assessments centered on the CSR Management Office.

## **5. Limited Liability Contracts**

In accordance with Article 427, Paragraph 1 of the Companies Act, the Company has entered into a contract with each of its non-executive directors—outside directors Kazumori Fukushima, Toru Nozawa, Satoshi Ohoka, and Kanako Osawa—that limits liability for compensation for damages under Article 423, Paragraph 1 of the Companies Act. Based on this contract, liability for compensation for damages is limited to ¥10 million or the minimum liability amount stipulated by law, whichever is greater.

## **Internal Audits and Audit & Supervisory Committee Audits**

### **1. Internal Audits**

The Audit Office regularly implements internal audits of divisions, work sites, plants, and affiliated subsidiaries in addition to verifying that operational execution processes and results comply with the law and internal regulations. The status of these internal audits is reported when necessary to the Audit & Supervisory Committee, and opinions are exchanged on the results of the audits. **P.42 Diagram C**

### **2. Audit & Supervisory Committee Audits**

The Company's Audit & Supervisory Committee comprises four directors serving as Audit & Supervisory Committee members, of whom three are outside directors. 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 attends management and other meetings, obtains the information needed for the audits, attends Board of Directors' meetings as a director, and supervises the directors in the execution of their duties by stating opinions and participating in resolutions through their voting rights.

Audit & Supervisory Committee members Hiroshi Okada and Toru Nozawa have considerable knowledge of finance and accounting, having gained many years of experience in their respective roles at the Company's administrative and audit divisions and Nippon Paper Industries Co., Ltd.'s administrative division.

## Governance

### Outside Directors

#### 1. Outside Directors

The Company has selected Kazumori Fukushima, Toru Nozawa, Satoshi Ohoka, and Kanako Osawa as its four outside directors. With the exception of Kazumori Fukushima, the other three are also Audit & Supervisory Committee members.

Name	Human, Financial, and Business Relationships and Other Shared Interests between the Outside Directors and the Company	Reason for Appointment
Kazumori Fukushima	There are no particular shared interests between the Company and Kazumori Fukushima, but Nippon Paper Industries Co., Ltd., where he serves as a managing executive officer, is a major trading partner of the Company, which purchased ¥2,197 million worth of raw materials from and sold ¥21 million worth of products to Nippon Paper (both results from the fiscal year ended March 31, 2018). In addition, Nippon Paper is a major shareholder in the Company; its holding amounted to 21,737,792 shares (30.12% of the total number of Company shares outstanding excluding treasury stock) on March 31, 2018.	By utilizing knowledge and experience from his directorship experience at Nippon Paper Industries Co., Ltd., and his many years of business experience in this company's production and sales divisions, Kazumori Fukushima is able to strengthen the Company's Board of Directors' supervisory function. Therefore, he has been appointed as an outside director.
Toru Nozawa	There are no particular shared interests between the Company and Toru Nozawa, but Nippon Paper Industries Co., Ltd., where he serves as a director and a management executive officer, is a major trading partner of the Company, which purchased ¥2,197 million worth of raw materials from and sold ¥21 million worth of products to Nippon Paper (both results from the fiscal year ended March 31, 2018). In addition, Nippon Paper is a major shareholder in the Company; its holding amounted to 21,737,792 shares (30.12% of the total number of Company shares outstanding excluding treasury stock) on March 31, 2018.	By utilizing knowledge and experience from his directorship experience at Nippon Paper Industries Co., Ltd., and his many years of business experience in this company's administrative divisions, Toru Nozawa is able to strengthen the audit and supervisory functions of the Company's Board of Directors. Therefore, he has been appointed as a director serving as an Audit & Supervisory Committee member.
Satoshi Ohoka	There are no particular shared interests between the Company and Satoshi Ohoka.	By utilizing his long years of policy-based finance experience, his rich international experience, his specialist academic experience, and his knowledge and experience gained as an outside director in industries different to that of the Company, Satoshi Ohoka is able to strengthen the audit and supervisory functions of the Company's Board of Directors. Therefore, he has been appointed as a director serving as an Audit & Supervisory Committee member. He is also designated as an independent director based on the criteria stipulated by Tokyo Stock Exchange, Inc. (TSE).
Kanako Osawa	There are no particular shared interests between the Company and Kanako Osawa.	By utilizing her specialist expertise and extensive knowledge gained as an attorney, along with the knowledge and experience gained through her career in corporate legal affairs both at home and abroad, Kanako Osawa is able to strengthen the audit and supervisory functions of the Company's Board of Directors. Therefore, she has been appointed as a director serving as an Audit & Supervisory Committee member. She is also designated as an independent director based on the criteria stipulated by TSE.

#### 2. The Company's Basic Way of Thinking with Regard to the Independence of Outside Directors

The Company does not have its own set standards and policies with regard to the independence of outside directors and refers instead to the standards stipulated by TSE. Since appointment is based on a request from the Company, we recognize that independence from management is to be ensured.

#### 3. Outside Directors' Supervision of Directors' Execution of Duties and Internal Auditing, Mutual Cooperation with Audit & Supervisory Committee Audits and Accounting Audits, and Relationship with the Internal Control Division

In addition to attending Board of Directors' meetings and making necessary and effective remarks as appropriate during agenda deliberations, outside directors cooperate with the internal audit division and the independent auditor as well as oversee directors in the execution of their duties.

### Remuneration of Corporate Officers

#### 1. Total Remuneration by Corporate Officer Type

Corporate officer type	Total remuneration (Millions of yen)	Total remuneration by type (Millions of yen)			Number of people receiving remuneration
		Basic remuneration	Stock options	Bonuses	
Directors (excluding Audit & Supervisory Committee members and outside directors)	451	338	21	90	13
Directors (Audit & Supervisory Committee members) (excluding outside directors)	19	19	—	—	2
Outside officers	20	20	—	—	5

#### 2. Policy Regarding Decisions on Amounts of Director Remuneration

##### • Remuneration of directors (excluding Audit & Supervisory Committee members)

This consists of the following.

##### (1) Basic remuneration

- Comprising a fixed amount determined based on rank as well as

contributions to the director shareholding association

- Long-term incentives provided by enabling directors to periodically purchase and hold shares of Company stock through the director shareholding association based on contributions made

### (2) Bonuses

- Short-term incentives (remuneration linked to business performance) paid in amounts adjusted based on consolidated business results, the total amount paid not exceeding ¥150 million

### (3) Stock options

- Long-term incentives provided together with the director shareholding association

#### • Remuneration of directors (Audit & Supervisory Committee members)

This is discussed and decided by members of the Audit & Supervisory Committee in accordance with the Company's internal rules on director remuneration and based on each member's duties and responsibilities, within totals approved at the General Meeting of Shareholders.

Further, the General Meeting of Shareholders held on June 21, 2018, approved a resolution to replace share subscription rights, which were provided as stock options, and contributions to the director shareholding association, which were included in basic remuneration, with the new allotment of restricted stocks for the purpose of providing a long-term incentive to directors (excluding outside directors and Audit & Supervisory Committee members). Beginning from the said General Meeting of Shareholders, the Policy Regarding Decisions on Amounts of Director Remuneration is as follows.

#### • Remuneration of directors (excluding Audit & Supervisory Committee members)

This consists of the following.

##### (1) Basic remuneration

- A fixed amount determined based on rank, the total amount paid not exceeding ¥420 million

##### (2) Bonuses

- No change in the current policy

##### (3) Restricted stocks

- Long-term incentives to contribute to increasing the Company's corporate value and share price provided by the allotment of restricted stocks, the total amount paid not exceeding ¥60 million

The amounts of remuneration are decided by the Board of Directors in accordance with the Company's internal rules on director remuneration and based on the duties and responsibilities of each director (excluding Audit & Supervisory Committee members), within totals approved at the General Meeting of Shareholders.

The remuneration assessment advisory meeting has been established as an advisory body for the president and CEO on matters regarding the assessment of and decisions on remuneration for directors (excluding Audit & Supervisory Committee members) with the aim of improving objectivity and transparency. This body, which has members including external specialists, provides advice and makes suggestions to the president and CEO when necessary.

#### • Remuneration of outside directors (excluding Audit & Supervisory Committee members)

This is decided by the Board of Directors in accordance with the Company's internal rules on director remuneration and based on each member's duties and responsibilities, within totals approved at the General Meeting of Shareholders.

#### • Remuneration of directors (Audit & Supervisory Committee members)

No change in the current policy

### Takeover Defense Measures

The Company abolished its Rules of Large-Scale Purchase of its shares based on its Basic Policies related to the Company's ownership control upon the expiry of the validity of the policy, which was at the conclusion of the 124th Annual General Meeting of Shareholders held on June 21, 2018. At the same time, the Company abolished its Basic Policies related to the Company's ownership control. Nevertheless, after the expiration of the effective period of that policy, the Company will continue to promote initiatives to protect its corporate value and the common interests of its shareholders. From that perspective, it will request that persons who are engaging in or aim to engage in large-scale purchase provide necessary and sufficient information to allow the shareholders to appropriately determine the pros and cons of the large-scale purchase in accordance with relevant laws and regulations. At the same time, the Company will disclose the opinions of the Board of Directors and endeavor to secure necessary time and information for the shareholders to consider such large-scale purchase. Further, if it is rationally judged that there is a risk of damage to the Company's corporate value and the common interests of shareholders unless timely defensive measures are implemented to address a large-scale purchase, the Company will endeavor to secure its corporate value and the common interests of its shareholders, as an obvious obligation of the Board of Directors entrusted with management of the Company by its shareholders, by promptly deciding the content of the concrete measures deemed most appropriate at the time in accordance with the relevant laws and regulations and executing such measures.

## Governance

### Policy on Holdings of 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. We only acquire such holdings when increasing trust and coordination with the business partner through holdings is judged as an effective means of mutually raising corporate value, and these holdings are reviewed based on this perspective when necessary. In exercising voting rights, the Company respects the management policies of the investee and votes for or against proposals based on a careful examination of whether or not the proposal will contribute to improved corporate value and shareholder returns.

### Stockholdings

#### Stocks held for purposes other than pure investment

Number of issues: 43 issues

Total amounts recorded on balance sheet: ¥2,185 million

#### Fiscal Year under Review—Specific Investment Shares

Top 10 issues	Number of shares (Thousands)	Amounts recorded on balance sheet (Millions of yen)	Purpose of holding
Toray Industries, Inc.	1,160	1,167	To strengthen business relationships
Fujipream Corporation	936	361	Same as above
Mitsubishi UFJ Financial Group, Inc.	159	111	Same as above
Soken Chemical & Engineering Co., Ltd.	35	92	Same as above
KING JIM CO., LTD.	76	78	Same as above
IMURA ENVELOPE CO., INC.	100	52	Same as above
Mizuho Financial Group, Inc.	206	39	Same as above
OZU CORPORATION	15	35	Same as above
Arisawa Mfg. Co., Ltd.	35	34	Same as above
ASAHI PRINTING CO., LTD.	27	34	Same as above

### Shareholder Interactions

The Company seeks to engage in constructive interactions with shareholders and other investors that contribute to sustainable growth and medium- to long-term improvements in corporate value. The Company has established an investor relations (IR) activity system and advances proactive initiatives based on the following policies to facilitate this endeavor.

- (1) The officer responsible for IR implements and oversees the Company's various IR activities, including individual meetings with shareholders and investors. In regard to responses to requests for individual meetings, members of senior management or directors will meet with shareholders or investors requesting meetings based, whenever appropriate, on the desires and interests of the requester. In the fiscal year ended March 31, 2018, we held meetings with more than 150 domestic and overseas institutional investors and analysts.
- (2) The Public Relations Office, Finance & Accounting Dept., General Affairs & Legal Dept., and Corporate Strategic Office will play a central role in advancing the Company's various IR activities. Relevant divisions pursue close coordination with these offices and departments, exchanging information on a daily basis and meeting with members of senior management as appropriate to share necessary information.
- (3) In addition to individual meetings, the Company's IR activities include regular briefings on financial results and medium-term business plans, visits to overseas investors, participation in IR conferences at which overseas investors gather, facility tours, business explanatory forums, and Company briefings for individual investors. In the fiscal year ended March 31, 2018, the Company participated in a total of three IR conferences held in Tokyo. We seek to expand the range of information provided to domestic and overseas shareholders and other investors by publishing shareholder newsletters and annual reports and posting information in the IR section of our corporate website. At the same time, we collect feedback from a wide range of shareholders and other investors through surveys that are attached to shareholder newsletters and made available on the IR website.
- (4) Opinions and concerns of shareholders and other investors solicited through IR activities are relayed to management by the relevant divisions via quarterly business reports at the Board of Directors' meetings or reported appropriately to management on an as-required basis.
- (5) In interactions with shareholders and other investors, we practice stringent management of information in accordance with the internal Insider Trading Prevention Regulations to ensure that insider information is not disclosed. In addition, the Company's disclosure policy stipulates that we will observe a quiet period that begins approximately one month prior to the announcement of quarterly financial results to avoid leaks of financial results and to maintain fairness. During this period, we will not answer questions or make comments on our financial results and forecasts.

## A Message from an Outside Director



### Aiming to strengthen governance, I will continue providing candid opinions based on an objective perspective.

**Kanako Osawa**

Outside Director,  
Audit & Supervisory  
Committee Member

#### The Board of Directors

I became an outside director of the Company three years ago. My impression of Board of Directors' meetings is that statements and discussions have become more vigorous than they were directly after my appointment. The different operational attributes and types of specialization that LINTEC's wide variety of business fields require can make it challenging to understand the Company based only on participation in meetings of the Board. To further my understanding, I attend monthly management meetings, which executive officers also attend. Meanwhile, at meetings of the Board I make a point of stating candid opinions and asking questions from the perspective of a non-specialist, which I believe provides opportunities for deepening discussions.

Every year, the effectiveness of the Board is evaluated through a questionnaire survey of directors concerning the composition and management of the Board. In this regard, I also give an evaluation in my capacity as an independent outside director. I think that the plan-do-check-act (PDCA) cycle, whereby the Board considers measures for the coming fiscal year in light of the questionnaire survey's results, is a sound way of ensuring the effectiveness of the Board. In addition, the Company devises different questions each year. Recently, I have a real sense that the questionnaire has become extremely meaningful because it has encouraged proactive discussions regarding such issues as corporate social responsibility (CSR) and the Sustainable Development Goals (SDGs).

#### Initiatives for Corporate Value Enhancement

LINTEC's recent initiatives with respect to corporate governance include revision of the system for remuneration of corporate officers and abolition of takeover defense measures (Rules of Large-Scale Purchase of the Company's shares). The former initiative promotes ownership of the Company's shares by

directors with the aim of heightening their motivation to increase the share price and enhance corporate value by giving directors and shareholders a common interest in share price changes. The recent General Meeting of Shareholders approved this revision. As for the latter initiative, the Board decided to abolish takeover defense measures upon the expiry of their validity in June. The Board reached this decision after carefully examining risks and merits, as well as the persuasiveness of their respective premises, and after taking into consideration the opinions of shareholders and investors and changes in the external environment. In my view, both initiatives are consistent with the interests of shareholders and directors and will contribute to the enhancement of LINTEC's corporate value over the long term.

On the other hand, the Company faces tasks going forward. This June saw the revision of Japan's Corporate Governance Code. The code calls for increases in detail, objectivity, and transparency with respect to reductions in capital tie-up shares and appointments and dismissals of CEOs. With this trend seeming likely to continue, I feel that it will be necessary to deepen discussions even further in the future.

Also, in recent years LINTEC has been accelerating the globalization of operations. For example, it acquired three companies in Europe and the United States in 2016. As organizations become larger, it inevitably becomes more difficult for governance to reach and cover every part of them. In Japan, internal control is functioning adequately under the Audit Office. However, the Company needs to create systems with the aim of strengthening Groupwide governance. In such efforts, LINTEC should coordinate with regional headquarters, including LINTEC USA HOLDING, INC., in the United States and LINTEC ASIA PACIFIC REGIONAL HEADQUARTERS PRIVATE LIMITED in Singapore. Drawing on my experience and knowledge as an attorney, I would like to help LINTEC steadily accomplish each one of these tasks and achieve sustained development.



## Corporate Officers As of June 21, 2018

### 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)

### Representative Director, President, CEO and COO

#### Hiroyuki Nishio (Date of Birth: Oct. 18, 1954)



Apr. 1978 Joined the Company  
 Jun. 2010 Director, General Manager, Corporate Strategic Office  
 Apr. 2014 Representative Director, President, CEO and COO  
 (current position)

### Directors, Managing Executive Officers

#### 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.  
 Apr. 2017 Director, Managing Executive Officer, Executive General Manager, Business Administration Div.  
 (current position)

#### Kazuyoshi Ebe (Date of Birth: Jan. 26, 1953)



Mar. 1975 Joined the Company  
 Jun. 2008 Director, Deputy Executive General Manager, Research & Development Div., General Manager, Research Center and Intellectual Property Dept.  
 Apr. 2016 Director, Managing Executive Officer, Deputy Executive General Manager, Business Administration Div. and in charge of Optical Products Operations  
 (current position)

#### Takashi Nakamura (Date of Birth: Dec. 23, 1953)



Apr. 1976 Joined the Company  
 Jun. 2011 Executive Officer, Executive General Manager, Fine & Specialty Paper Products Operations, Business Administration Div. and in charge of Converted Products Operations  
 Apr. 2017 Director, Managing Executive Officer, Deputy Executive General Manager, Business Administration Div.  
 (current position)

#### Gohei Kawamura (Date of Birth: Jan. 12, 1956)



Apr. 1979 Joined the Company  
 Jun. 2011 Executive Officer, Chairman and President, LINTEC (SUZHOU) TECH CORPORATION (seconded)  
 Apr. 2017 Director, Managing Executive Officer, Executive General Manager, Production Div. and in charge of Quality Assurance & Environmental Protection Div.  
 (current position)

#### Tsunetoshi Mochizuki (Date of Birth: May 12, 1958)



Jan. 1983 Joined the Company  
 Jun. 2011 Executive Officer, Executive General Manager, General Affairs & Human Resources Div., General Manager, General Affairs & Legal Dept. and Human Resources Dept.  
 Jun. 2015 Director, Managing Executive Officer, Executive General Manager, General Affairs & Human Resources Div.  
 (current position)

### Directors, Executive Officers

#### Shuji Morikawa (Date of Birth: Dec. 30, 1955)



Apr. 1979 Joined the Company  
 Apr. 2013 Executive Officer, Executive General Manager, Industrial & Material Operations, Business Administration Div.  
 Jun. 2015 Director, Executive Officer, Executive General Manager, Industrial & Material Operations, Business Administration Div.  
 (current position)

#### Junichi Nishikawa (Date of Birth: Sep. 12, 1955)



Apr. 1978 Joined the Company  
 Apr. 2013 Executive Officer, Plant Manager and Manager, Fine & Specialty Paper Production Dept., Kumagaya Plant, Production Div.  
 Jun. 2017 Director, Executive Officer, Deputy Executive General Manager, Production Div. and Plant Manager, Kumagaya Plant  
 (current position)

#### Takehiko Wakasa (Date of Birth: Jun. 23, 1956)



Apr. 1980 Joined the Company  
 Apr. 2013 Executive Officer, Plant Manager, Chiba Plant, Production Div.  
 Jun. 2017 Director, Executive Officer, Deputy Executive General Manager, Production Div. and Plant Manager, Tatsuno Plant  
 (current position)

## Outside Director

### Kazumori Fukushima (Date of Birth: Feb. 12, 1958)



Apr. 1980 Joined Sanyo-Kokusaku Pulp Co., Ltd.  
Apr. 2013 Executive Officer, General Manager, Kushiro Mill, Nippon Paper Industries Co., Ltd.  
Jun. 2017 Managing Executive Officer, General Manager, Business Communication & Industrial Paper Sales Div., Nippon Paper Industries Co., Ltd. (current position)  
Jun. 2017 Outside Director of the Company (current position)

## Director / Audit & Supervisory Committee Member

### Hiroshi Okada (Date of Birth: Aug. 25, 1954)



Apr. 1979 Joined the Company  
Oct. 2012 General Manager, Audit Office  
Jun. 2017 Director / Audit & Supervisory Committee Member (current position)

## Outside Directors / Audit & Supervisory Committee Members

### Toru Nozawa (Date of Birth: Mar. 10, 1959)



Apr. 1981 Joined Jujo Paper Co., Ltd.  
Jun. 2014 Outside Audit & Supervisory Board Member of the Company  
Jun. 2015 Outside Director / Audit & Supervisory Committee Member of the Company (current position)  
Jun. 2017 Director, Managing Executive Officer, General Manager, Corporate Planning Div. and in charge of Subsidiaries and Affiliated Companies, Nippon Paper Industries Co., Ltd. (current position)

### Satoshi Ohoka (Date of Birth: Apr. 24, 1951)



Apr. 1975 Joined Japan Development Bank  
Apr. 2003 Lecturer, Chuo University, Graduate School of Commerce (current position)  
Jun. 2006 Outside Director, Ryobi Limited (current position)  
Jun. 2012 Outside Director of the Company  
Jun. 2015 Outside Director / Audit & Supervisory Committee Member of the Company (current position)

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



Apr. 1998 Certified as an Attorney, joined Kajitani Law Offices (to present)  
Oct. 2005 Admitted to practice law in the State of New York, the United States  
Jun. 2015 Outside Director / Audit & Supervisory Committee Member of the Company (current position)

## Executive Officers

### Toru Onishi

Plant Manager, Mishima Plant, Production Div.

### Norio Murata

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

### Shigeru Uematsu

General Manager, Public Relations Office

### Yutaka Iwasaki

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

### Masahiro Oshima

President, LINTEC USA HOLDING, INC.

### Sumio Morimoto

President, LINTEC ASIA PACIFIC REGIONAL HEADQUARTERS PRIVATE LIMITED

### Tatsuya Tsukida

Executive General Manager, Research & Development Div. and General Manager, Research Center

### Toshimi Sugaya

Executive General Manager, Fine & Specialty Paper Products Operations, Business Administration Div. and General Manager, Fine & Specialty Paper Sales Dept.

### Hiroyuki Matsuo

Plant Manager, Agatsuma Plant, Production Div.

### Takeshi Kaiya

Executive General Manager, Advanced Materials Operations, Business Administration Div.

### Masaaki Yoshitake

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

### Yoichi Shibano

CFO, Executive General Manager, Administration Div. and General Manager, Finance & Accounting Dept.

### Naoshi Nishikado

General Manager, Corporate Strategic Office