



*Linking your dreams*

**LINTEC CORPORATION**



# **LINTEC**

## **Sustainability Report 2024**

## Company Motto

# Sincerity and Creativity

The foundation of the LINTEC Group's CSR is its company motto, "Sincerity and Creativity."

These are the ideals that everyone in the group aspires to.

"Sincerity" means thinking about what can be done that will be of benefit and appreciated and tackling every task with all one's heart.

"Creativity" means working constantly to innovate and improve, seeking greater added value without being satisfied with the status quo.

Showing integrity to all stakeholders and taking on new challenges over and over again with a determination to innovate is the starting point for a manufacturer who is dedicated to craftsmanship.

"Start with Sincerity and then apply Creativity"  
This is LINTEC's unchanging approach and the driving force that underpins its sustainable growth.

## LINTEC Group Code of Conduct

### Sincerity at the LINTEC Group

- 1 Respect for human rights
- 2 Management and utilization of company assets
- 3 Prohibition of acts involving conflicts of interest
- 4 Anti-corruption
- 5 Compliance with domestic and international law
- 6 Fair and transparent transactions
- 7 Prohibition of Bribery of Regulatory Bodies and Governments
- 8 Policy on anti-social forces

### Creativity at the LINTEC Group

- 9 Sustainable manufacturing and service operations
- 10 Enhancement of customer satisfaction
- 11 Symbiosis with the global environment
- 12 Sound workplace environment
- 13 Challenge for Creativity
- 14 Social contribution activities
- 15 Building a relationship of trust with society

## Reporting Policy

The LINTEC Group follows the company motto of "Sincerity and Creativity" when conducting its corporate activities. This report describes our performance in the area of sustainability. The report selectively discloses information that is particularly important both for our stakeholders and the LINTEC Group. For more detailed information, please refer to "Main Channels for Sustainability Information" on page 35.

### Publication Date

October 2024

### Guidelines Referenced

Sustainability Reporting Standards of the Global Reporting Initiative (GRI)  
Environmental Reporting Guidelines (2012/2018) of the Ministry of the Environment of Japan  
Environmental Accounting Guidelines (2005) of the Ministry of the Environment of Japan  
ISO 26000 (Guidance on social responsibility)

### Reporting Period

This report covers the period from April 1, 2023, to March 31, 2024 (fiscal 2023). It also includes some information up through June 30, 2024 concerning specific initiatives.

Environmental data for group companies outside Japan covers the period from January 1 to December 31, 2023.





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### Organizations Covered

The scope of organizations covered by the report includes those belonging to the LINTEC Group, in principle. The report also includes some data on organizations outside this scope, as indicated by annotations. For information on the LINTEC Group, please see the "Overview of the LINTEC Group" on page 34.

### Note on the Fiscal Year of Consolidated Subsidiaries

The fiscal year of MACTAC AMERICAS, LLC, LINTEC (THAILAND) CO., LTD., and another 36 consolidated subsidiaries ends on December 31. As the difference between the fiscal year end of these 38 consolidated subsidiaries and the consolidated closing date is within three months, consolidated financial statements use each company's financial statements based on the fiscal year, and make necessary adjustments with regard to important transactions that occurred between the two accounting dates.

### Verification of the Reliability of this Report

Data marked with ★ have undergone third-party verification by SGS Japan Inc. As a result of the third-party verification, no important issues that require correction were found.

### Key External Evaluations

- CDP: Climate change, Water security, Forests
- S&P/JPX Carbon Efficient Index
- MSCI Japan ESG Select Leaders Index
- MSCI Japan Empowering Women Index
- FTSE Blossom Japan Sector Relative Index
- Morningstar Japan ex-REIT Gender Diversity Tilt Index

## Message from the President



**By fulfilling their potential, each person is creating the future of both the LINTEC Group and society**

### **Makoto Hattori**

Representative Director, President, CEO and COO  
LINTEC CORPORATION

**Tackling environmental challenges through business activities and establishing LINTEC's reputation for reliability**

#### **Achieving a carbon neutrality milestone ahead of schedule through concerted on-site efforts**

Under its previous medium-term business plan, "LINTEC SUSTAINABILITY VISION 2030 (LSV 2030) – Stage 1," the LINTEC Group was able to reduce its CO<sub>2</sub> emissions by 51% compared to FY2013 levels. It hit this milestone ahead of schedule, with the original target of a 50% or more reduction set for 2030. This achievement was largely attributable to the significant emissions reduction brought about by improvements in the paper machine drying process, which conventionally produces a large volume of CO<sub>2</sub>, as well as quality improvement and cost-cutting efforts. These resulted from actions taken to move forward the initial phase-in facility improvement schedule in view of the importance of accelerating the implementation of effective measures in order to maximize profitability. I personally asked on-site operations teams to do everything they possibly could to achieve the environmental target and they responded to my request by making a sincere and serious effort to perform



## Long-term Vision

# LINTEC SUSTAINABILITY VISION 2030

Abbreviation: LSV 2030

2030

Medium-term Business Plan

"LSV 2030 – Stage 1"

Period: April 2021 to March 2024

Medium-term Business Plan

"LSV 2030 – Stage 2"

Period: April 2024 to March 2027

Medium-term Business Plan

"LSV 2030 – Stage 3"

Period: April 2027 to March 2030

## Basic Policy

Contribute to realizing a sustainability 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

operational and environmental tasks at the same time, even while dealing with a number of other operational issues and problems. When I visited operation sites to conduct a Top Management Patrol, I was pleased to see employees expressing greater confidence in their efforts while confirming the visible effects. Having achieved the emissions target ahead of schedule, we set a new target in the new medium-term management plan, "LSV 2030 – Stage 2." The new target is to reduce CO<sub>2</sub> emissions by 75% or more compared to FY2013 levels by 2030.

### ▼ CO<sub>2</sub> emissions reduction target (after revision)

Fiscal year ending March 2027 (final year of Stage 2)	Reduce by 67% or more (compared to FY2013)
Fiscal year ending March 2030 (final year of Stage 3)	Reduce by 75% or more (compared to FY2013)
2050	Achieve carbon neutrality

## Fulfilling our responsibility as a manufacturer to serve the interest of customers and local communities

We are also promoting production of solvent-free release materials and adhesives and proactive development and marketing of environmentally friendly products, such as "mono-material" labelstock. In addition, we are taking necessary steps to protect the natural environment in locations where we conduct production activities to fulfill our responsibilities as a manufacturer. Furthermore, in accordance with "LSV 2030 – Stage 2," we have reviewed our materiality (material issues) based on an adequate understanding of the environment surrounding the company. Mindful of the mission of maintaining LINTEC's reputation for reliability, which is one of our key material issues, we will endeavor to build good relationships with local communities and continue to be an employer of choice for local residents.



## Achieving a true state of diversity by encouraging an atmosphere of mutual respect among individuals from all walks of life

### Ensuring compliance as exemplary corporate behavior

Respecting human rights is a basic principle that companies must observe when developing their business and sourcing their materials at home and abroad. Our customers in the semiconductor industry began early on to encourage their suppliers to address this issue by including related items in supplier surveys. They are now increasing their requirements for corporate activities in accordance with various guidelines related to their codes of conduct. In response, the LINTEC Group defined respect for human rights as one of the priority themes of "LSV 2030" and established the LINTEC Group Human Rights Policy in January 2024. Going forward, we will take appropriate steps and make improvements as needed while seeking external advice and support.

### Encouraging each employee to maximize their potential

In my view, true diversity in the workplace means different but talented people working together in a natural manner. In accordance with "LSV 2030 – Stage 1," we have implemented an array of work practice reforms, including extending the mandatory retirement age to 65. In years to come, I hope that diverse personnel will enjoy fair opportunities at LINTEC regardless of age, gender, and other factors and will thrive at work. At the same time, we will strive to create a less stressful environment so that every employee can strive to fulfill their potential, which is vital for the sustainable development of the company. I think it is very important that the company has a diverse workforce and that it engages with its customers and other stakeholders continuously.



## As a global company, promoting appropriate and respectful communication with internal and external parties

### Act with speed and sincerity

One of the core principles of corporate governance is disclosure and transparency. This is becoming an important issue for the LINTEC Group as it expands its global reach through M&As\*. To make new overseas subsidiaries feel welcome, we work early on to engage in appropriate and respectful communication when negotiating policies and refrain from requiring them to comprehensively follow Japanese business practices and styles.

We also place a great deal of importance on the performance of disclosure with speed and transparency. For shareholders and investors, we take particular care to ensure the impartiality of disclosed information. With regard to the disclosure of management information and matters resolved by the Board of Directors, we are working to improve the speed at which this occurs.

\* M&As: Mergers and acquisitions



## Realizing the Vision—LINTEC's missions and my missions

### Proceed with LINTEC's vision in mind

"LSV 2030 – Stage 2" has been formulated based on results of "LSV 2030 – Stage 1." Among the full set of initiatives defined for the current Stage 2 plan, each of which should in principle have equal weight, in my view, DX\* should be given overriding priority. This is in response to the formidable situation we experienced during the second year of the previous Stage 1 plan, which ended with a bad result on our part due largely to the impact of monetary policies of governments around the world to raise interest rates in order to control inflation, as well as to the slowdown in demand related to electronics and optics. In order to be a sustainable company, we must be able to continue to do business even in the harshest environment. To this end, profitability is crucial. To ensure this capacity, we need to agilely respond to changes in surrounding conditions. One such major change that is currently giving rise to concerns right across society is the labor shortage resulting from the aging and shrinking of our national population. In response to this situation, we are planning to adopt DX and robotics technologies to reform work practices so as to reduce dependence on human labor.

The LINTEC Group has managed to remain in business for many years since its founding despite a host of challenges. It has done this thanks to the help of its customers, support of its suppliers, and efforts of all group employees. Based on this robust history, we will continue to advance while contributing to the realization of a sustainable world, which is what I imagine when I think about our vision.

\* DX: Digital transformation. Refers to an operational reform approach to adapting to environmental changes by utilizing data and digital technologies to transform product, service, and business models according to customer and social needs as well as promoting makeovers in work contents and processes, organization design, corporate culture, and other business practices with the aim of establishing competitive advantages.

### President as the strongest supporter of employees

One of my most essential missions is to make sure our employees fully understand the new medium-term business plan, "LSV 2030 – Stage 2." For this purpose, I am making considered efforts in view of a disappointing past experience when employee satisfaction surveys revealed that measures to explain company policies had failed. To avoid a similar failure, I am taking appropriate opportunities as they become available, such as in-house newsletters, internal meetings, and occasional site visits, to describe the details of the plan in plain yet memorable language.

We are also endeavoring to create an environment in which employees in all departments, regardless of whether or not they are involved in development activities, are encouraged to submit suggestions for new products and businesses. In the past, I myself made such suggestions based on customer requests and market needs that I had identified while working in sales. I therefore suggest that the frontline sales team should be able to voluntarily offer ideas for new products and get involved in development activities. It is important to build a corporate culture in which every employee is willing to participate in new development activities. This concept can be applied not only for product creation but also for improved management and business models. This, I believe, will be a source of LINTEC's robust strength and innovation.

I will be our employees' strongest supporter, providing encouragement to each person in our diverse workforce to innovate. This is my vitally important role.

## Dig deep to achieve something meaningful

### Look to your day-to-day work for innovation

I previously imagined achieving innovation to be a prohibitively difficult issue, thinking it required special magic-like powers and meant coming up with entirely new inventions—a challenge that could never be surmounted by individuals lacking in both knowledge and time. I later changed my thinking after I encountered the theory of innovation developed by economist Joseph Schumpeter, who suggested that innovation is closely linked with existing technologies and activities. This view inspired me to note the possibility of creating new value by delving further into themes we had already been pursuing.

### Each person undertakes an in-depth exploration of the possibilities as a base to support sustainable business development

According to my current approach to innovation, the key is to go as deep as possible as you explore your theme. In the course of this journey, you may deviate only slightly from your previous path, but this may be sufficient for you to chance upon something valuable. So dig deep to achieve innovation.

Looking back on the history of the group, you will see how it has successfully weathered change by drawing on its four core technologies\* and exploring further possibilities for them. This suggests that continued exploration of these core technologies is likely to be a valid strategy for swift product development, which is the key to innovation. Let's keep this history in mind as we continue to delve deeper into our current businesses, aiming to become a sustainable company.

\* Four core technologies: Adhesive applications, surface improvement, specialty papers and release materials production, and system development



## For all group employees to work together as one

### Be respectful and considerate of others

For LINTEC to build and maintain trust and a favorable reputation, all of its group employees must work together as one. One of the keys to doing this is to show respect for others regardless of geographical and cultural differences. Imagine that you are sharing information with the entire group. You need to figure out appropriate ways to communicate according to the characteristics of the recipient. You may struggle in your effort to determine the best way of fulfilling the task, but the struggle itself constitutes your respect. I base this view on the experiences I had as a sales representative working on marketing all over the world. While engaging in negotiations, I made all-out efforts to show my respect to the other party to establish effective communication, and such efforts helped me to build good relationships with local parties in many different regions, which boosted my confidence. A willingness to better understand others is a good basis for building interpersonal relationships characterized by trust. And the key to successful relationship building is to show respect.



## Making our way toward a bright future together with our stakeholders

### Establishing LINTEC as a company appreciated by all its stakeholders

I believe that our group employees are the driving force of all of LINTEC's businesses as well as an engine for generating corporate strength. LINTEC must therefore strive to be a company that its employees are proud to work for, despite the occasional hardships. This is also a basic condition for the company to be appreciated by other stakeholders, who are also our supporters.

Despite the bad results recorded for the period under the previous medium-term business plan, which were due to various factors existing in the business environment, each employee did their utmost to fulfill their role in implementing initiatives. I appreciate those efforts. By stepping up such efforts, I believe we will be able to post good figures under the "LSV 2030 – Stage 2" plan.

In order to grow our business, we need to increase our operating income and improve our operating profit margin and ROE\*. Going forward, we will make appropriate proposals to customers as required and promote "metabolic" activities with suppliers. In this fashion, LINTEC will continue to be a sustainable business operator.

\* ROE: Return on equity

# Dialogue

## Response to the Message from the President

**Masaru Hoshi**

Executive Officer  
General Manager, Sustainability Management Office



The Message from the President contains essential concepts and views that must be understood if we are to implement the "LSV 2030" long-term vision successfully. All group employees are asked to join forces and align themselves with these views and policies in order to generate strong forward momentum.

In this context, the Sustainability Management Office plays two major roles, as described below.

First, for the achievement of the vision, we must ensure that the intention of top management is effectively conveyed to all employees and that they fully understand it and are willing to act on it.

In light of the president's message, the following is particularly important. In order for the group to achieve full momentum, each employee needs to develop their own ideas about the reasons behind the long-term vision and "LSV 2030 – Stage 2" and their roles in contributing to the achievement of these plans. Employees must then engage in priority issues as well as group-wide and department-wide initiatives with a sense of ownership. Meanwhile, the president will act as their "strongest supporter," encouraging each one to innovate and test the limits of their potential.

The second role of the Sustainability Management Office is associated with the recent major changes in the external environment surrounding the group, which are increasing in scope, intensity, depth, and speed. It should be noted that sustainability issues set for materiality (material issues) are organically linked with management strategies in order to contribute to corporate growth and should not be treated separately as independent pre-financial issues. To facilitate the understanding of this notion, we recognize the increasing importance of presenting a reasonable narrative to explain the related issues.

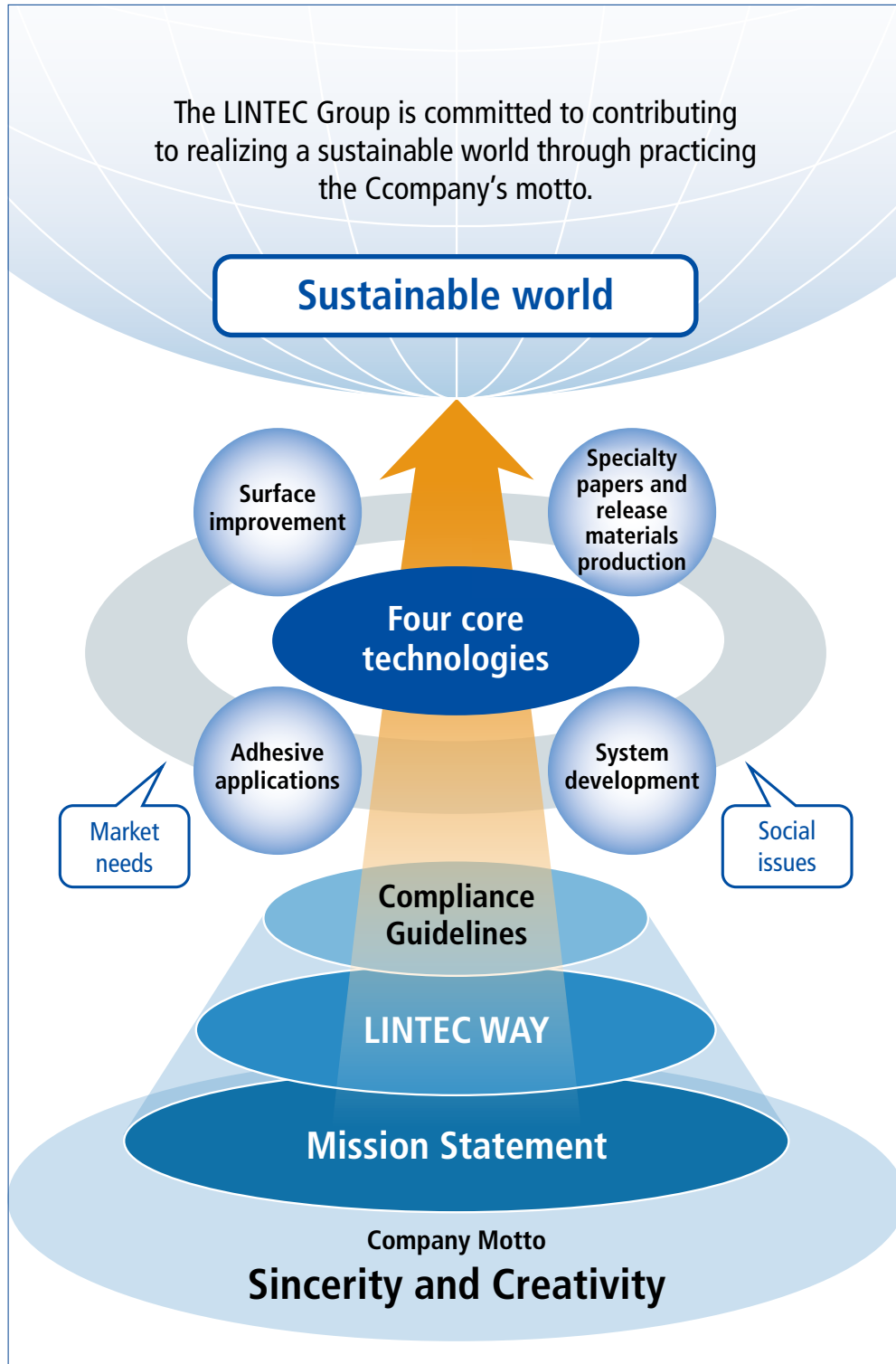
It is our job to map these environmental changes and requirements accurately and offer new suggestions to the Sustainability Committee and other internal organizations, and to plan measures to promote appropriate activities. We then disclose the results of the implementation of the group's strategies and activities, both internally and externally, in an appropriate and timely manner so that the group is able to enhance its performance through dialogues with stakeholders.

So, in summary, our roles are to convey the intention of top management to serve as the strongest supporter of employees while building a culture that encourages independent thought and action; and to promote new approaches and strategies to be implemented toward realizing the long-term vision. Going forward, we are strongly committed to fulfilling these two roles.

# Concept of Sustainability



All officers and employees of the LINTEC Group are required to adhere to the LINTEC Group Code of Conduct and commit to contributing to the realization of a sustainable world while bearing firmly in mind the company motto, "Sincerity and Creativity."



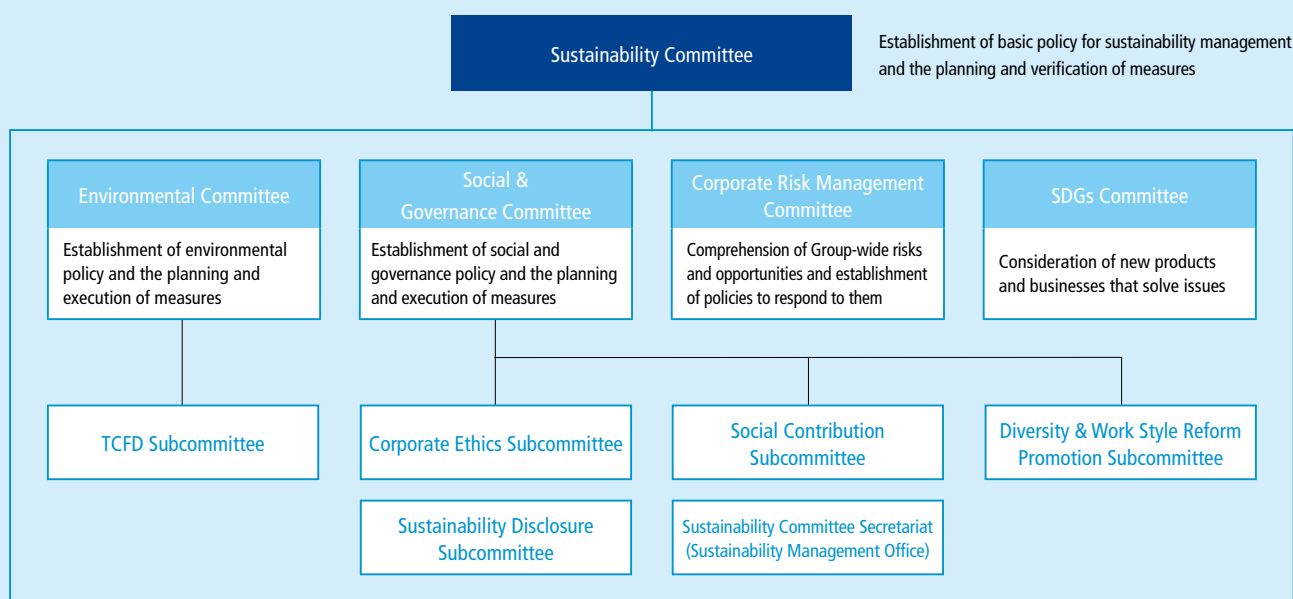
The LINTEC Group supports and practices the "Ten Principles" of the United Nations Global Compact, with a special focus on the protection of human rights, elimination of unlawful forms of labor, preservation of the environment, and anti-corruption.

# Sustainability Promotion System

At the LINTEC Group, the company motto of "Sincerity and Creativity" is at the heart of all members and is the starting point of their activities to promote sustainability.

We have established a sustainability promotion system centering on the Sustainability Committee. The committee is chaired by a representative director and its membership consists of all outside directors. The Sustainability Committee operates a number of subcommittees tasked with oversight of ESG, responding to the SDGs, risk management, and others.

## Sustainability Promotion System



As of April 1, 2024

## Sustainability Committee

The Sustainability Committee develops a basic policy and plans measures for sustainability management promotion, conducts a progress review and monitoring of measures taken by subordinate committees and subcommittees, and provides instructions for improvement.

Major items on the agenda in fiscal 2023 were measures for reducing CO<sub>2</sub> emissions and addressing biodiversity issues. Among other items were the revision of materiality, KPIs, and the Compliance Guidelines in line with the Stage 2 plan and review of results of the employee survey and action plans.

## Sustainability Disclosure Subcommittee

The Sustainability Disclosure Subcommittee makes efforts for prompt and effective information disclosure to stakeholders using various timely disclosure materials, PR magazines, and websites. It also examines the method of collecting and communicating sustainability information and the contents of the integrated report, while responding to surveys conducted by external evaluation organizations and providing feedback on evaluation results to top management.

In fiscal 2023, the subcommittee held four meetings and carried out surveys and shared information on revisions in disclosure-related systems, particularly watching the moves of the Sustainability Standards Board of Japan (SSBJ), which develops sustainability disclosure standards to be applied in Japan.



## Environmental Committee

The Environmental Committee conducts activities to achieve LSV 2030 based on the LINTEC Green Plan, formulated on the environmental issues of climate change, the circular economy, and co-existence with nature for the development of a sustainable world. In fiscal 2023, the committee carried out the following activities. Regarding climate change, to help the LINTEC Group achieve the target of cutting CO<sub>2</sub> emissions by 50% or more by 2030 (compared to fiscal 2013 levels), it managed the progress of the plan. As a result of capital investment made ahead of schedule and directed more broadly, the introduction of green electricity, and other measures, the target was achieved, with a 51.4% reduction in emissions recorded. In the area of the circular economy, the committee promoted 3Rs activities. For co-existence with nature, it conducted measures to address biodiversity issues at plants in Japan and provided internal education (e-learning) on biodiversity conservation.

### TCFD Subcommittee

The TCFD Subcommittee identifies risks and opportunities associated with climate change based on the TCFD recommendations, manages risks identified, develops strategies to seize relevant opportunities, assesses financial impacts, and discloses related information. In fiscal 2023, expanding the scope of the target to include overseas group companies (in China, South Korea, Thailand, and Indonesia), the subcommittee identified risks and opportunities for these companies and considered measures for them to take. It is also examining matters relating to LCA\* calculations and the Scope 3 emissions reduction plan in preparation for the disclosure of plans for the transition to a low-carbon economy.

\* Life cycle assessment (LCA): A method for comprehensively assessing environmental effects by calculating items such as the amount of energy and water inputs, the amount of raw materials used, and the amount of CO<sub>2</sub> and hazardous chemical substances emitted throughout the life cycle of a product.

## Social & Governance Committee

The Social & Governance Committee is responsible for the ESG areas of society (S) and governance (G). It engages in policy formulation, planning and execution of relevant measures, and monitoring of the company's implementation of measures related to the two areas. In fiscal 2023, the committee formulated the group's human rights policy (established on January 1, 2024). The policy is a written expression of the company's long-held principle that human rights must be respected based on its recognition of human rights as a crucial issue related to the core of its corporate value. The policy is made available to various stakeholders, including not only all officers and employees but also suppliers and other business partners, and the committee is asking all relevant parties to comply with the policy.

### Corporate Ethics Subcommittee

The Corporate Ethics Subcommittee engages in activities to promote corporate ethics and share necessary information to ensure that the concept is adequately practiced and understood at an individual level. Major activities carried out were publishing the Rinri Kawaraban (internal newsletter on ethics), creation of ethics

awareness posters, and presenting examples of ethics-related cases from other companies with attached commentary to provide a learning opportunity.

### Social Contribution Subcommittee

The Social Contribution Subcommittee aims to help the LINTEC Group act as a good corporate citizen within its local communities and the global community by promoting realistic activities that will contribute to the sustainable development of society. Major activities—namely, inviting people with disabilities to a baseball game and holding the Fureai Concert—were carried out in Itabashi City. The subcommittee also raised money from employees of LINTEC and its group companies for the Japanese Red Cross Society's appeal for victims of by the Noto Peninsula Earthquake.

### Diversity & Work Style Reform Promotion Subcommittee

The Diversity & Work Style Reform Promotion Subcommittee promotes activities related to diversity and work practices. It focuses on identifying needs, ensuring effective implementation of measures and programs, and providing education.

The subcommittee discussed a range of subjects, such as employee surveys, teleworking, improving work-life balance, promoting diversity, and human resources development. It thereby confirmed the progress of the implementation of measures and programs and considered needs for revision.

## SDGs Committee

Aiming to contribute to solving various social issues through mainstay business activities, the SDGs Committee recruits members from across the company to perform tasks aimed at enhancing understanding of the SDGs and creating new business ideas.

A number of opportunities were provided to hear from guest speakers with expertise on the SDGs and business model building and to view presentations by employees engaged in the launch of new businesses and products. Following these sessions, participants delved into social issues and explored solutions in greater depth through discussion with an eye to the creation of new business ideas.

## Corporate Risk Management Committee

The Corporate Risk Management Committee identifies risks and opportunities associated with overall business operations, formulates policies to deal with them, and plans and verifies worksite-level measures. In fiscal 2023, the committee discussed geopolitical themes and examine potential future risks in terms of methods of impact assessment, identification, and countermeasures.

## Message from Outside Director

In my view, LINTEC's sustainability initiatives are largely characterized by three things: the creation of a long-term vision that covers the period from fiscal 2021 to 2029 (LSV 2030); the expression of its commitment to ESG issues as a fundamental corporate management theme; and the persistence of top management in communicating the commitment. What is particularly unique to the company is that unlike many companies that formulate three-year medium-term management plans containing sustainability initiatives, LINTEC has set a vision for the company for 10 years into the future in addition to its medium-term views. Looking ahead to that time, the company has decided to prepare three three-year milestone plans in such a way as to strike a balance between sustainable business growth and corporate social responsibility. The overall framework for the period from fiscal 2021 to 2029 is covered by the long-term vision LSV 2030 as well as the three sequential medium-term Stage plans—a structure that in and of itself serves well to publicize the company's management approach.

What I think is also unique is that all outside directors are asked to serve on the Sustainability Committee. The idea is to bring in external perspectives in order to promote ESG initiatives. For "environmental" issues, outsiders will look primarily at the progress of initiatives and the awareness of insiders. Regarding the "social" and "governance" agenda, which are composed of a long list of items that are often unsuitable for objective numerical evaluation, outside directors will offer diverse suggestions and opinions based on their respective backgrounds.

As a lawyer dealing with various legal issues faced by many companies, I have recently had an increasing number of opportunities to offer comments on sustainability initiatives developed by companies in the capacity of external legal counsel. At the same time, serving several companies as an outside director, I have also begun to undertake similar tasks from the company perspective. To promote sustainability management successfully, you need to execute the established cyclical process for the long term in a stable and ongoing manner, starting with setting goals and planning and then following through with implementation, analysis of gaps between goals and implementation progress, and correction of goals based on gap analysis (as needed). LSV 2030 – Stage 2 appears to be largely concerned with implementation and analysis. I will express my opinions to help the company perform the cyclical process effectively, based on the knowledge I have developed as external legal counsel and the experience I have gained while serving other companies as an outside director.



**Kanako Osawa**

Outside Director

### Biography

1998: Certified as an attorney and joined Kajitani Law Offices

2005: Admitted to practice law in the State of New York, U.S.

2015: Outside Director and Audit & Supervisory

Committee Member of the company (current)

Member of the Sustainability Committee and the  
Nomination and Compensation Committee

# Message

# Materiality and KPIs (FY2023 Result)



In order to contribute to the realization of a sustainability world, the LINTEC Group has identified priority issues as materiality, and has also established evaluation indicators (KPIs)\* to monitor its progress.

\* Key performance indicators (KPIs): KPIs are important indicators related to organizational strategies and are set to quantitatively measure progress toward targets.

	Materiality	Issues to work on	KPI Key items (Bracketed figures below indicate target values)	
Overall business	Contribution through business	<ul style="list-style-type: none"> <li>Strengthening of corporate structure through innovation</li> <li>Creation of new products and businesses for sustainable growth</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of developed products in sales [20% by 2030]</li> </ul>	
			<ul style="list-style-type: none"> <li>Number of patent applications/patents held</li> </ul>	
Environment	Contribution to a sustainable global environment	<ul style="list-style-type: none"> <li>Response to climate change</li> <li>Realization of a recycling-oriented world</li> <li>Sustainable procurement of raw materials</li> <li>Preservation of biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in CO<sub>2</sub> emissions [Reduce group-wide emissions by 50% or more from 2013 levels by 2030]</li> </ul>	
			<ul style="list-style-type: none"> <li>Landfill waste disposal rate [1% or less]</li> </ul>	
			<ul style="list-style-type: none"> <li>Response rate of raw material supplier survey</li> </ul>	
Society	Respect for human rights	<ul style="list-style-type: none"> <li>Human rights due diligence</li> <li>Ensuring occupational health and safety</li> <li>Promotion of diversity</li> <li>Promotion of work style reform initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Number of consultations regarding harassment</li> </ul>	
			<ul style="list-style-type: none"> <li>Occupational accident frequency rate</li> </ul>	
			<ul style="list-style-type: none"> <li>Occupational accident severity rate</li> </ul>	
			<ul style="list-style-type: none"> <li>Percentage of female employees</li> </ul>	
			<ul style="list-style-type: none"> <li>Percentage of childcare leave taken by male employees [At least 10%]</li> </ul>	
	Enhanced value chain management	<ul style="list-style-type: none"> <li>Comprehensive customer-first approach</li> <li>Improvement in terms of quality, cost, and customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Number of responses to CSR survey</li> <li>Percentage of quality incidents</li> </ul>	
	Better communication with stakeholders	<ul style="list-style-type: none"> <li>Harmonious co-existence with local communities</li> </ul>	<ul style="list-style-type: none"> <li>Number of site tours offered</li> </ul>	
Governance	Promotion of governance across the entire Group	<ul style="list-style-type: none"> <li>Organizational governance</li> <li>Fair business activities</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at Board of Directors meetings</li> </ul>	
			<ul style="list-style-type: none"> <li>Attendance at Audit and Supervisory Committee meetings</li> </ul>	
			<ul style="list-style-type: none"> <li>Periodic publication of Legal News [At least 6 times a year]</li> </ul>	



	Results	Organizations covered
	19.4%★	LINTEC CORPORATION
	Number of patent applications: 250 (FY2023) Number of patents held: 2,608 (as of March 31, 2024)	LINTEC CORPORATION
	51.4%	LINTEC CORPORATION Group companies in and outside Japan
	0.47%	LINTEC CORPORATION and TOKYO LINTEC KAKO, INC.
	87.9%★	Raw material suppliers to LINTEC CORPORATION
	7 cases★	LINTEC CORPORATION Group companies in Japan
	0.57★	LINTEC's ten production sites and the Research Center, and TOKYO LINTEC KAKO, INC.
	0.0077★	LINTEC's ten production sites and the Research Center, and TOKYO LINTEC KAKO, INC.
	14.6%★	LINTEC CORPORATION
	86.8%★	LINTEC CORPORATION
	169 cases★ * Number of cases that were investigated by the Sustainability Management Office	LINTEC CORPORATION
	31%★ * Decreased to 15/month in FY2023 from 49/month in FY2010	LINTEC CORPORATION (excluding the Ina Technology Center), TOKYO LINTEC KAKO, INC., and SHONAN LINTEC KAKO, INC.
	10 cases★	LINTEC CORPORATION and TOKYO LINTEC KAKO, INC.
	94% (one director), 100% (all other directors)	LINTEC CORPORATION
	100%	LINTEC CORPORATION
	6 times	LINTEC CORPORATION



# Reviewing Materiality and KPIs

*Materiality refers to the identification and prioritization of social issues, risks, and opportunities that impact a company or an organization. It represents key issues on which a company or organization is placing a particular focus on.*

*The LINTEC Group also identifies priority issues to be addressed to help create a sustainable society and determines key performance indicators (KPIs)\* to monitor the progress of its efforts.*

*With the external environment surrounding the group changing dramatically, we have decided to review our materiality and associated KPIs to align them with the new medium-term business plan, "LSV 2030 – Stage 2."*

\* Key performance indicators (KPIs): KPIs are important indicators related to organizational strategies and are set to quantitatively measure progress toward targets.

## Review of Materiality

Amid the changing sustainability reporting landscape, including the recent successive release of the IFRS\* Sustainability Disclosure Standards and the European Sustainability Disclosure Standards, companies are being called on to change their approach to sustainability and information disclosure as well as their concept of materiality, which forms the basis of such approach.

While the prevailing concept has traditionally been "single materiality," which focuses solely on social and environmental sustainability issues that could greatly impact a company's financial performance, the concept of "double materiality" is now emerging. Double materiality also takes into account how the company might affect society and the environment. Based on this new concept, companies are required to re-examine their materiality and make disclosures accordingly.

Against this background, we have adopted the double materiality approach to review our materiality.

\* IFRS: International Financial Reporting Standards

## Materiality Identification Process

We have identified our materiality by following a four-step process: (1) analysis of impact of and extraction of sustainability issues; (2) consolidation; (3) assessment of the level of significance of impacts (our impact on society and the environment, and impact of sustainability issues on our financial performance); (4) identification and finalization of materiality.

### (1) Analysis of impact of and extraction of sustainability issues

In the first step of the process, four different analyses (value chain analysis, stakeholder analysis, megatrend analysis, and corporate management and business analysis) were performed to assess impacts of sustainability issues. As a result, 209 issues representing a wide range of perspectives were extracted.

### (2) Consolidation

Since the issues were extracted through four different analyses conducted separately, some of them overlapped or were largely the same. We therefore consolidated the 209 identified issues into 35 distinct issues.

Value chain analysis	Analysis performed to assess our sustainability impact at each level of the value chain from raw material procurement to sale, use, and disposal/recycling of products in each business segment with the aim of extracting key issues
Stakeholder analysis	Analysis of our employees, customers, business partners, and shareholders and investors, as well as of society and the economy, to identify stakeholder interests, problems, and expectations with the aim of extracting key issues
Megatrend analysis	Analysis of climate change, loss of natural ecosystems, demographic and age composition, resources and energy, technology, and other trends to examine their changes and impacts on our business with the aim of extracting issues that need to be addressed to fulfill the group's social role
Corporate management and business analysis	Analysis of our Corporate Motto and Mission Statement, messages from the President, code of conduct, various policies, LSV 2030, presentation materials from financial results briefings, and other corporate management information with the aim of extracting existing and possible future issues

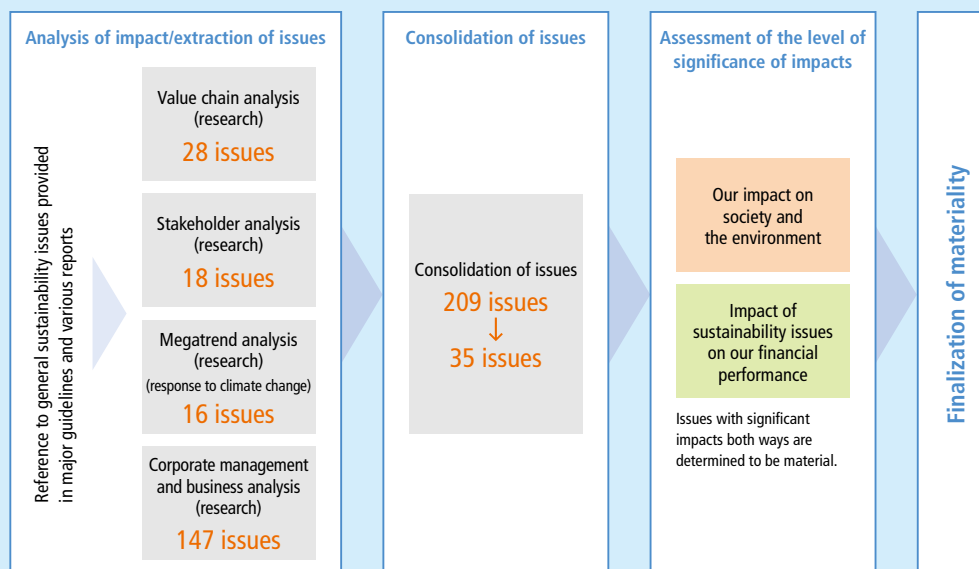
### (3) Assessment of the level of significance of impacts (our impact on society and the environment, and impact of sustainability issues on our financial performance)

Prior to finalizing our materiality, for each of the 35 consolidated issues we assessed the significance of both our impact on society and the environment and the impact of each issue on our own financial performance.

For our impact on society and the environment, we examined the magnitude of the impact and the likelihood of occurrence of each issue to determine the significance. For the impact of the issues on our financial performance, we assessed the level of significance by examining risks (impact on our financial performance that may occur if we fail to address the issue) and business opportunities (benefit for our revenue development that we may gain by addressing the issue).

### (4) Identification and finalization of materiality

After identifying sustainability issues with significant impacts on society and the environment as well as on our own financial performance, we further consolidated related issues and finalized our materiality, which comprises five key issues.





### LINTEC's Materiality

Our finalized materiality is as follows:

- Work to solve social issues through business activities
- Foster innovation to build a robust corporate structure and drive sustainable growth
- Fulfill responsibilities associated with the environment, society, and customers
- Develop and secure human resources for the future
- Maintain LINTEC's favorable reputation

### Establishment of Key Performance Indicators (KPIs)

We have established key performance indicators (KPIs) for the finalized materiality to keep track of the progress of planned measures. The KPIs are aligned with initiatives taken by each department and are based on effective measures for achieving the materiality.

(For the details, see the right.)

### Toward Realizing LSV 2030

The revised materiality is linked with the Basic Policy of our long-term vision, "LSV 2030," as well as with our medium-term business plan, "LSV 2030 – Stage 2," which provides a specific pathway toward achieving the vision. The KPIs are also instrumental in helping us check the progress of measures being taken to achieve the vision.

Amid the current situation in which our stakeholder base is expanding and diversifying in step with the recent globalization of our business and in circumstances where social, environmental, and other sustainability issues are constantly changing, going forward we will identify, analyze, and examine such changes periodically and review our materiality and KPIs accordingly while ensuring that they continue to meet stakeholder expectations.

▼ Materiality and KPIs

Materiality	KPIs
<p><b>Work to solve social issues through business activities</b></p> <ul style="list-style-type: none"> <li>• Help shape a carbon-free world</li> <li>• Respect human rights of all stakeholders</li> <li>• Enhance governance and risk management</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in CO<sub>2</sub> emissions relative to FY2013 levels [reduction of 67% or more by March 2027, 75% or more by March 2030, and achievement of carbon neutrality by 2050]</li> <li>• Scopes 1, 2, and 3 emissions</li> <li>• Non-fossil energy ratio</li> <li>• Implementation of CSR study sessions for such purposes as raising employee awareness and understanding of the Human Rights Policy</li> <li>• Number of themes adopted by the Corporate Risk Management Committee for deliberation</li> <li>• Total hours of discussion at high-levels meetings (meetings of the Business Deliberation Council, Nomination and Compensation Committee, and Sustainability Committee)</li> </ul>
<p><b>Foster innovation to build a robust corporate structure and promote sustainable growth</b></p> <ul style="list-style-type: none"> <li>• Create market-leading innovative new products and businesses</li> <li>• Reform development, manufacturing, transportation, operations, and other processes to improve profitability</li> <li>• Protect and utilize intellectual property</li> </ul>	<ul style="list-style-type: none"> <li>• Target percentage of new product sales to total sales [27% by March 2027] (At least 30% by March 2030)</li> <li>• Number of products developed</li> <li>• Number of development projects with external institutions</li> <li>• Number of LDX 2030 transformation themes implemented out of seven</li> <li>• Number of patent applications/patents held</li> </ul>
<p><b>Fulfill responsibilities associated with the environment, society, and customers</b></p> <ul style="list-style-type: none"> <li>• Reduce impact on natural ecosystems</li> <li>• Increase development of environmentally friendly products</li> <li>• Provide and stably supply safe and high-quality products</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in the use of solvent-free release agents and adhesive agents [(1) Percentage of solvent-free release agents and adhesive agents used: 75% by 2030] [(2) Complete shift to solvent-free release paper by 2030 (all release paper produced at Kumagaya and Mishima plants, except specialty products)]</li> <li>• Percentage of forest-certified paper and pulp used</li> <li>• Landfill disposal rate [1% or less]</li> <li>• Implementation of our release paper recycling system</li> <li>• Number of environmentally friendly products developed</li> <li>• Percentage of quality incidents</li> </ul>
<p><b>Develop and secure human resources for the future</b></p> <ul style="list-style-type: none"> <li>• Respect human rights in general and the rights of employees</li> <li>• Improve human capital and create an honest and open organizational culture</li> <li>• Promote occupational health and safety</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of female managers/supervisors (Subsection Manager/Assistant Project Manager) [10%]</li> <li>• Percentage of female among the total number of new hires (graduates from a junior college/university/graduate school) [35% or more]</li> <li>• Percentage of persons with disabilities in the total number of employees [FY2026: 2.7%]</li> <li>• Number of participants in correspondence training programs</li> <li>• Occupational accidents frequency rate</li> <li>• Occupational accident severity rate</li> <li>• Number of plants having no accidents in a year</li> <li>• Number of violations of occupational health and safety laws and regulations</li> </ul>
<p><b>Maintain LINTEC's favorable reputation</b></p> <ul style="list-style-type: none"> <li>• Ensure transparent information disclosure and reinforce stakeholder communication</li> <li>• Ensure compliance and fair business practices</li> <li>• Promote responsible procurement and strengthen supply chains</li> <li>• Enhance information security</li> </ul>	<ul style="list-style-type: none"> <li>• Number of individual meetings held with institutional investors and analysts</li> <li>• Number of briefings held to explain financial results and for investor relations and total number of participants</li> <li>• Number of legal training programs provided and total number of participants (including archive viewers)</li> <li>• Periodic publication of Legal News (6 times a year) and total number of views (including number of emails sent)</li> <li>• Number of responses to CSR survey</li> <li>• Response rate of raw material supplier survey</li> <li>• Implementation of self-checks once a year based on the Information Security Operational Rules and Internal Audit Checklist</li> <li>• Implementation of e-learning information security self-audit once a year</li> </ul>

# Environmental Report



## LINTEC Group's Approach

The LINTEC Group aims to achieve harmony between its corporate activities and the global environment. We are promoting various initiatives under the slogan "The Earth is one, so let's strive for a comfortable environment from a broad perspective."

## Climate Change Mitigation and Adaptation

### Initiatives for Reducing CO<sub>2</sub> Emissions

The LINTEC Group is striving to reduce CO<sub>2</sub> emissions with the aim of achieving carbon neutrality by 2050. In FY2023, the group was able to reduce emissions by 51.4% compared to FY2013 levels, achieving the initial target of a 50% or more reduction ahead of schedule. We have begun to work on calculation for Scope 3<sup>\*1</sup> emissions while continuing with efforts to reduce Scope 1<sup>\*2</sup> and 2<sup>\*3</sup> emissions.

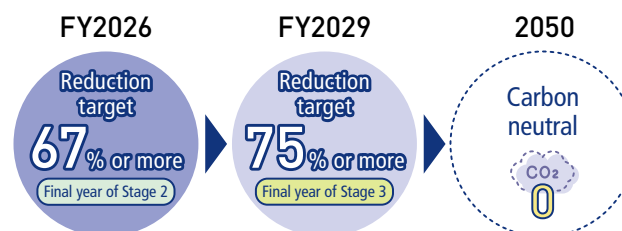
\*1: Scope 3: While Scope 1 and 2 greenhouse gas (GHG) emissions are generated by the reporting company, Scope 3 GHG emissions are generated by other companies in the reporting company's value chain.

\*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.

### ▼ CO<sub>2</sub> emissions reduction target (after revision)

Note: Above targets set for Scope 1 and 2 emissions  
Reduction target: Compared to fiscal 2013 levels



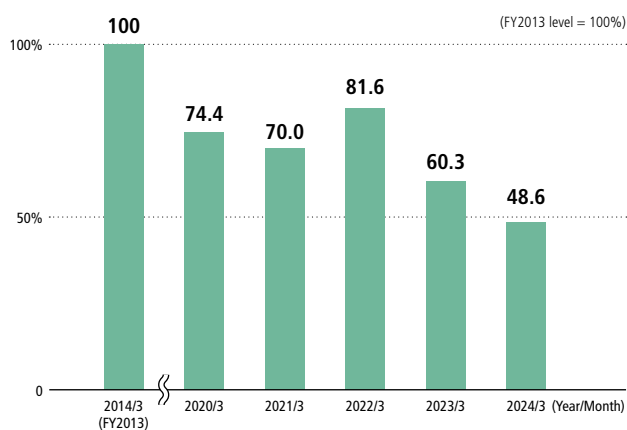
### ▼ Scope 1, 2

#### Japan

	FY2013	FY2023
Scope 1	112,200	70,661*
Scope 2	90,486	28,084*
J-Credit		12,000*
Green heat certificate		383*
Calculated emissions	202,686	86,362

Organizations covered: LINTEC CORPORATION, TOKYO LINTEC KAKO, INC., SHONAN LINTEC KAKO, INC., and LINTEC SERVICES, INC.

### ▼ Group's Roadmap for Reducing CO<sub>2</sub> Emissions



#### Overseas

		2013	2023
LINTEC (SUZHOU) TECH CORPORATION	Scope 1	1,772	286
	Scope 2	3,189	2,326
	Total	4,961	2,611
LINTEC SPECIALITY FILMS (TAIWAN), INC.	Scope 1	2,969	69
	Scope 2	1,751	2,480
	Total	4,720	2,549
LINTEC KOREA, INC.	Scope 1	2,505	2,499
	Scope 2	3,835	3,830
	Total	6,340	6,329
LINTEC SPECIALITY FILMS (KOREA), INC.	Scope 1	1,088	276
	Scope 2	3,714	4,165
	Total	4,802	4,441
PT. LINTEC INDONESIA	Scope 1	2,691	1,289
	Scope 2	6,524	2,878
	Total	9,215	4,167
LINTEC INDUSTRIES (MALAYSIA) SDN. BHD.	Scope 1	2,065	887
	Scope 2	5,046	1,333
	Total	7,111	2,220
LINTEC (THAILAND) CO., LTD.	Scope 1	—	857
	Scope 2	—	1,218
	Total	—	2,075
MADICO, INC.	Scope 1	1,461	2,272
	Scope 2	3,437	3,439
	Total	4,898	5,711
MACTAC AMERICAS, LLC	Scope 1	—	12,258
	Scope 2	—	11,286
	Total	43,679	23,544
Others*	Scope 1	—	994
	Scope 2	—	4,456
	Total	6,488	5,450
Total	Scope 1	—	20,829
	Scope 2	—	36,192
	Total	92,214	57,021

\*Others: LINTEC PRINTING & TECHNOLOGY (TIANJIN) CORPORATION; LINTEC ADVANCED TECHNOLOGIES (TAIWAN), INC.; LINTEC INDUSTRIES (SARAWAK) SDN. BHD.; VDI LLC; and sales sites



## ▼ Scope 3 (In Japan)

(t-CO<sub>2</sub>)

Category item		FY2023	
		Scope	
Category 1	Purchased Goods and Services	(1)	581,462
Category 2	Capital Goods	(1)	38,722
Category 3	Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	(2)	32,230
Category 4	Transportation and Distribution (Upstream)	(2)	28,983
Category 5	Waste Generated in Operations	(3)	43,730
Category 6	Business Travel	(4)	476
Category 7	Employee Commuting	(4)	1,597
Category 9	Transportation and Distribution (Downstream)	(2)	0 <sup>*1</sup>
Category 10	Processing of Sold Products	N/A	— <sup>*2</sup>
Category 11	Use of Sold Products	N/A	—
Category 12	End-of-Life Treatment of Sold Products	(1)	54,850
Total Scope 3 emissions			782,050

The guidelines below were used for the calculation. We will continue to improve calculation accuracy.

- Technical Guidance for Calculating Scope 3 Emissions – Supplement to the Corporate Value Chain (Scope 3) Accounting & Reporting Standard (GHG protocol (WRI/WBCSD))
- Database of emissions unit values for accounting of greenhouse gas emissions, etc., by organizations throughout the supply chain (Ver. 3.1) (Ministry of the Environment, Ministry of Economy, Trade and Industry)
- IDEA Ver.3.1 (for calculation of supply chain greenhouse gas emissions)

(1) LINTEC CORPORATION

(2) LINTEC CORPORATION, SHONAN LINTEC KAKO, INC., TOKYO LINTEC KAKO, INC.

(3) Agatsuma Plant, Kumagaya Plant, Chiba Plant, Tatsuno Plant, Shingu Plant, Komatsushima Plant, Mishima Plant, Doi Plant, the Head Office and Ina Technology Center of LINTEC CORPORATION, TOKYO LINTEC KAKO, INC.

(4) LINTEC CORPORATION, LINTEC COMMERCE, INC., LINTEC SIGN SYSTEM, INC., PRINTEC, INC., SHONAN LINTEC KAKO, INC., LINTEC SERVICES, INC., LINTEC CUSTOMER SERVICE, INC., TOKYO LINTEC KAKO, INC.

\*1 Included in Category 4, as the cost of transportation of products is basically borne by our company.

\*2 Categories 8, 13, 14, and 15 are not applicable for calculation. "—" indicates that the item is applicable but not calculated because calculation is technically difficult.

## ▼ Calculation method by category

Category 1	The value and amount of each purchased raw material or service multiplied by an emissions factor
Category 2	The amount of capital investment multiplied by an emissions factor
Category 3	GHG emissions associated with the production of purchased fuel, electricity, steam, etc. and their annual volume of purchase multiplied by an emissions factor for each fuel
Category 4	Targeting domestic logistics, the weight of purchased raw materials multiplied by an emissions factor
Category 5	The amount of waste by type discharged from production sites multiplied by an emissions factor
Category 6	The number of employees multiplied by an emissions factor
Category 7	The number of employees in each region and their number of days of attendance multiplied by an emissions factor
Category 12	The purchase quantity by type of material less the portion disposed of, multiplied by an emission factors for each type

## Response to TCFD Recommendations

Up to fiscal 2022, we identified and reviewed risks and opportunities posed by climate change to our business in Japan for the two timeframes of up to 2030 (medium-term) and up to 2050 (long-term), and conducted scenario analyses on an equivalent basis. In fiscal 2023, we expanded the scope of this activity to include some

of our overseas operations (China, Korea, Thailand, Indonesia) and worked together with personnel from the relevant overseas group companies to identify risks and opportunities at each location.

Going forward, we will further expand the scope, looking to facilitate group-wide activities to tackle climate change.

## ▼ Major opportunities identified and measures implemented in fiscal 2023

Scenario	Average rise in global temperature limited to below 2°C compared with pre-industrial levels
Major opportunities	Gain support from stakeholders for promoting measures to create a carbon-free world and recycling-oriented society
Measures	Develop global promotion activities for environmentally friendly products to gain more widespread understanding and support from stakeholders

Our CSR Report 2016 carried a highlight article titled, "Aim to Reduce CO<sub>2</sub> by Changing the Distribution Structure through a Modal Shift." \* To lead the company's efforts in improving the efficiency of its logistics, the Logistics Section was established in 2020 under the Production Division's Production Administration Department. This article interviews the leaders of the section about the current status of the project and its future prospects.

\*Modal shift: An initiative to reduce CO<sub>2</sub> emissions by changing the mode of transport for passenger or cargo transportation from truck to railway or ship, allowing mass transport.

**WEB** "CSR Report 2016 Aim to Reduce CO<sub>2</sub> by Changing the Distribution Structure through a Modal Shift"



**Takeshi Kageyama**  
Section Manager



**Koji Saito**  
Subsection Manager



**Yukihiko Katsumata**  
Senior Staff

**Q**

Tell us about the current status of the efforts initiated in 2013.

### Activities for the reduction of CO<sub>2</sub> emissions

In 2019, before the official establishment of the Logistics Section, the team started working with plants and domestic group companies to identify issues that needed to be addressed in order to reduce CO<sub>2</sub> emissions and compiled them in an annual plan (see table below).

As we were not able to reach an agreement with a railroad company regarding transport volume and delivery times, we could not increase the number of railway sections used for the transport of our freight. We have therefore been focusing more on addressing issues concerning trucking. For issues that have not progressed as planned due to the decrease in our total volume of freight transported, we are on standby to address them at any time once the situation changes.

#### ▼ Activities to reduce our CO<sub>2</sub> emissions from distribution: Number of issues addressed in each year

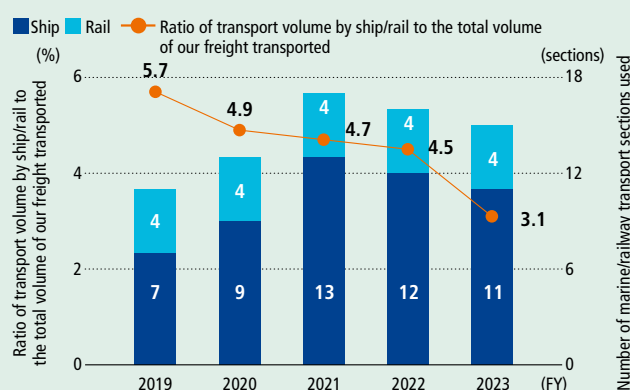
Unit: issues

Issues addressed	FY2019	FY2020	FY2021	FY2022	FY2023
Issues concerning marine transport sections	7	9	13	13	14
Issues concerning railway transport sections	4	4	4	4	4
Issues concerning increase in truck loading efficiency	1	2	8	9	9
Issues concerning combined orders for trucking delivery	0	0	1	1	1
Total	12	15	26	27	28

### Progress of modal shift

LINTEC has been working with both internal and external parties to advance a modal shift since 2016, trying to identify sections of freight transportation routes where trains and ships can replace trucks. During the past five years, although the ratio of transport volume by ship/rail to the total volume of our freight transported actually decreased due to the relocation of the company's production sites and the change in its production volume, we worked hard to increase and maintain the number of marine/railway transport sections (see the graph right).

#### ▼ Number of marine/railway transport sections available for our freight and the ratio of transport volume by ship/rail to the total volume of our freight transported



## Measures taken to reduce environmental impact of distribution

To reduce CO<sub>2</sub> emissions from trucking, we have been striving to enhance loading efficiency. The introduction of a two-tiered loading system and a deck rack system are examples of such efforts, with the former used to transport large quantities of a single type of product and the latter used for mixed loading of different products. It has been confirmed that they are effective in reducing the number of vehicles needed while providing the same level of reliability as traditional methods. We are promoting the use of the systems for a greater part of our trucking routes.



Two-tiered loading system



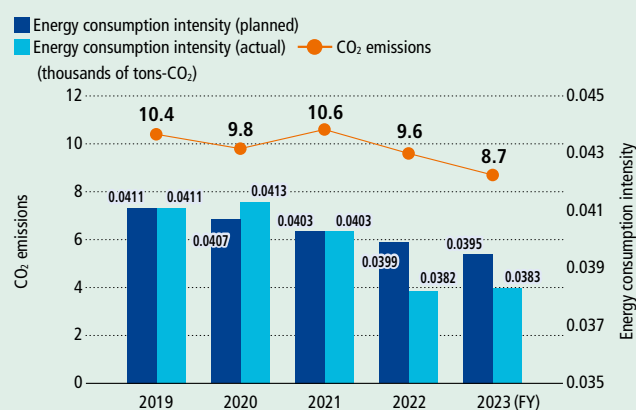
Deck rack system

## Current status of CO<sub>2</sub> emissions from distribution

LINTEC aims to reduce transportation energy consumption intensity by at least 1% annually, and has achieved an average annual reduction of 1.74% over the past five years. But we are also aware that effects of our existing activities on reducing CO<sub>2</sub> emissions are limited and that there is a need to adopt additional ways to accelerate the reduction (see the graph below).

Going forward, we will introduce new insights and technologies that lead to the reduction of CO<sub>2</sub> emissions from distribution, while continuing the current efforts to reduce transportation energy consumption intensity by at least 1% each year.

### ▼ CO<sub>2</sub> emissions and transportation energy consumption intensity



Q

**What feedback have you received from customers and others regarding your efforts to date?**

We believe that our efforts to support Japan's distribution structural reform and reduce CO<sub>2</sub> emissions have also helped alleviate or reverse the truck driver shortage stemming from the workplace reform laws.

We have received positive feedback from customers and trucking firms that cooperated with us in switching to two-tiered loading and deck rack systems. The comments included expressions of appreciation of the increased loading efficiency, which in turn leads to less vehicles being required and reduced stress on drivers. There were also comments on the benefit of the two-tiered loading system that improves the efficiency of loading and unloading.

Q

**Your efforts, which were originally aimed solely at reducing CO<sub>2</sub> emissions from distribution, are now expanding in scope to encompass other issues including the truck driver shortage and changes in the external environment, such as workplace reform. What are you planning to do going forward?**

We are currently working on the activities listed below in connection with the so-called "2024 problem" (truck driver shortage) and the White Logistics movement\*. We will continue to support the distribution structural reform in cooperation with customers and others.

#### 1. Revision of freight charges:

We have revised freight charges in consideration of the workplace reform for truck drivers.

#### 2. Adjustment of receiving and shipping window:

We have brought forward the order cutoff time for same-day shipment with the agreement of customers to regulate the working hours of truck drivers.

#### 3. Joint shipment from the company's multiple plants:

We are promoting the use of a single vehicle to transport multiple shipments from different plants to increase loading efficiency.

### ▼ Example of joint shipment



\* White Logistics movement: A movement aimed at addressing the serious shortage of truck drivers in order to support industrial activity and boost economic growth as well as maintain stable logistics operations, which are an essential service

## Realization of a Recycling-oriented Society

### Reduce Waste and Use it Effectively

LINTEC is making efforts to achieve a zero landfill disposal rate\* in Japan. Specifically, we identify the disposal method of each disposal firm (material recycling, thermal recycling, landfilling) and search for firms that promote the effective use of materials that would otherwise be disposed of as waste. We are also encouraging a switch to recyclable raw materials and finer classification of waste.

\* Zero landfill disposal rate: LINTEC's standard is a final landfill disposal rate (= Final landfill disposal amount / Amount of waste generated × 100) of 1% or less.

#### ▼ Effective utilization of waste

	FY2021	FY2022	FY2023
Waste discharge	30.8	27.3	25.6
Effective Internal utilization <sup>*1</sup>	9.9	8.4	7.3
Sale of valuable materials <sup>*2</sup>	5.6	7.2	7.9
Total waste output	15.6	11.8	10.4
Effective external utilization <sup>*3</sup>	11.9	7.6	6.6
Incineration	3.5	4.1	3.7
Volume reduction, heat use	3.3	4.0	3.6
Final landfill disposal	0.2	0.1	0.1
Waste recycled (*1*2*3 total)	27.4	23.1	21.8

Organizations covered: LINTEC CORPORATION (Head Office and plants), the Research Center, TOKYO LINTEC KAKO, INC.

### Response to the Act on Promotion of Resource Circulation for Plastics

In accordance with the Act on Promotion of Resource Circulation for Plastics that came into effect in April 2022, we have developed necessary education and training programs and management systems and set targets for reducing waste generation and promoting recycling. We are also collecting relevant data from LINTEC and its group companies in Japan and disclosing the data in a compiled form.

#### ▼ Amount of industrial waste discharged from products using plastic

Emissions	FY2023
LINTEC CORPORATION*	3,413
LINTEC COMMERCE, INC.	7.1
LINTEC SIGN SYSTEM, INC.	49.7
SHONAN LINTEC KAKO, INC.	84.6
LINTEC SERVICES, INC.	0
LINTEC CUSTOMER SERVICE, INC.	1.5
TOKYO LINTEC KAKO, INC.	102.0

\* Organizations covered: The Head Office, Agatsuma Plant, Kumagaya Plant, the Ina Technology Center, the Research Center, Chiba Plant, Tatsuno Plant, Shingu Plant, Mishima Plant (Doi Plant), Komatsushima Plant, Sapporo Branch Office, Sendai Branch Office, Hokuriku Branch Office, Bunkyo Kasuga Office, Shizuoka Branch Office, Nagoya Branch Office, Osaka Branch Office, Shikoku Branch Office, Hiroshima Branch Office, Fukuoka Branch Office, Kumamoto Office, TOKYO LINTEC KAKO, INC.

## Biodiversity Conservation Initiatives

### Activities at Plants in Japan

Upholding biodiversity conservation in the LINTEC Group Quality, Environmental and Business Continuity Policy, the LINTEC Group accordingly conducts biodiversity conservation activities in and outside of Japan.

We have started biodiversity initiatives at Kumagaya Plant, after conducting evaluations based on priority area identifications as required by TNFD\* (v0.4). We have established the concept of

\* TNFD: Taskforce on Nature-related Financial Disclosure.

five zones (forest creation, grassland creation, conservation-type planting, landscape planting, and water areas), and are promoting activities.

In addition, each plant prepared a list of candidate native species for planting in the local area, and selected and planted trees from the available species (coniferous trees, evergreen trees, etc.).



Kumagaya Plant: Activities to protect endangered species



Mishima Plant: Planting native species (Japanese camellia)



Chiba Plant: Activities to protect local native species (Left: Japanese yew / Right: Japanese black pine)



## Management of Environmentally Hazardous Substances

### VOC Emissions Reduction

Recognizing the importance of reducing VOC\* emissions from the perspective of corporate air pollution prevention, the LINTEC Group is planning and implementing VOC emissions reduction measures.

By introducing facilities for the processing of solvent-free release paper, we will expand production of solvent-free products. For adhesion processes, we are facilitating adoption of water-based adhesives and hot melt adhesives. We will continue to ensure reliable management of treatment facilities, manage the percentage of solvent-free products, and develop and promote sales of solvent-free products to further reduce our environmental impact.

\*VOC: VOC stands for volatile organic compounds. VOC collectively refers to organic compounds that become gas in the atmosphere.

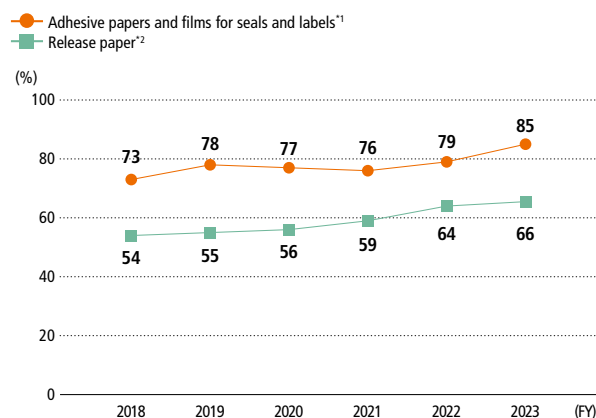
#### ▼ VOC emissions

##### Japan

	FY2021	FY2022	FY2023
Agatsuma Plant	153.6	126.2	114.7
Kumagaya Plant	288.5	196.2	170.6
Research Center	2.0	1.7	1.6
Chiba Plant	125.0	118.5	117.3
Tatsuno Plant	38.2	74.9	54.8
Shingu Plant	46.7	27.8	33.7
Komatsushima Plant	35.0	32.4	26.0
Mishima Plant	200.6	167.2	149.0
Total	909.5	754.3	667.7*

Note: Substances used for VOC calculation: 11 substances (toluene, ethyl acetate, MEK, IPA, acetone, n-hexane, xylene, ethylbenzene, vinyl acetate, methanol, ethanol)

#### ▼ Percentages of solvent-free adhesive products and release papers



\*1 Adhesive products sold in Japan

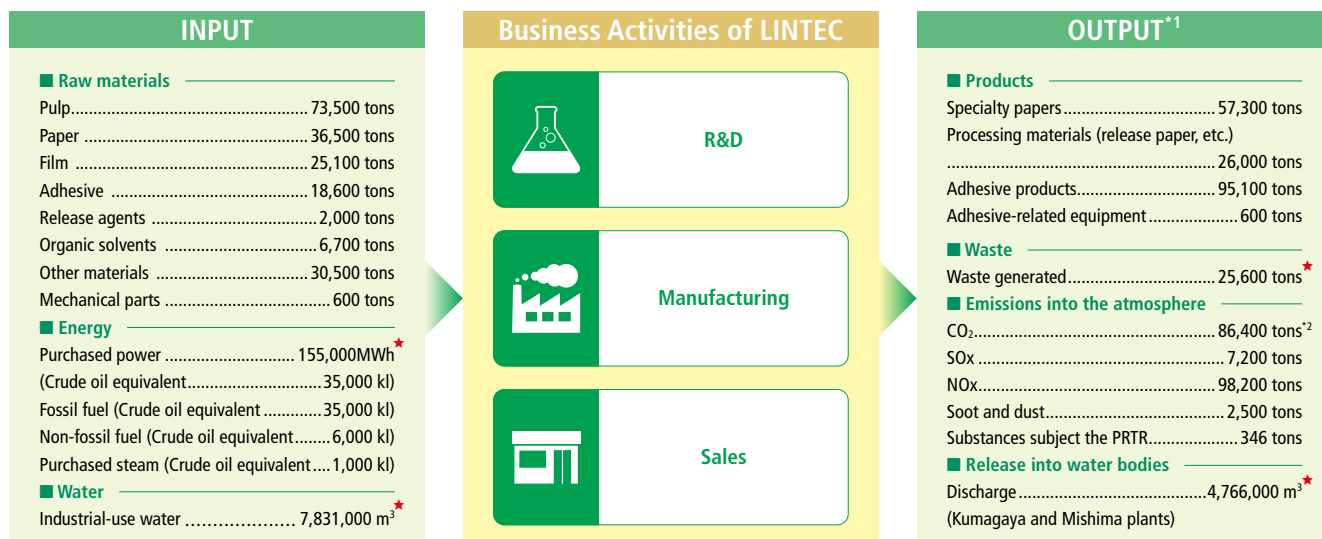
\*2 All release paper products produced at Kumagaya and Mishima Plants (excluding some specialty products)

#### Overseas

	FY2021	FY2022	FY2023
LINTEC SPECIALTY FILMS (TAIWAN), INC.	47.4	25.6	24.5
LINTEC SPECIALTY FILMS (KOREA), INC.	36.0	22.1	15.2
PT. LINTEC INDONESIA	251.7	163.8	187.0
LINTEC (THAILAND) CO., LTD.	25.0	23.3	17.7
LINTEC (SUZHOU) TECH CORPORATION	25.5	4.3	3.9
LINTEC KOREA, INC.	3.4	2.9	2.4
LINTEC INDUSTRIES (MALAYSIA) SDN. BHD.	5.9	3.4	2.0
MADICO, INC.	5.5	4.5	3.7
Others*	40.9	15.4	12.1
Total	535.7	404.1	348.4

\* Others: LINTEC PRINTING & TECHNOLOGY (TIANJIN) CORPORATION and LINTEC INDUSTRIES (SARAWAK) SDN. BHD.

### Material Flow



\*1 Inside sales are not included in "Output" figures.

\*2 SHONAN LINTEC KAKO, INC. and LINTEC SERVICES, INC. are included in the calculation.

Organizations covered: LINTEC CORPORATION and LINTEC KAKO, INC.

# Social Report



## LINTEC Group's Approach

The LINTEC Group's business is supported by numerous stakeholders such as customers, suppliers, employees, shareholders and investors, and local communities. Below is a report on LINTEC Group's initiatives aimed at the sustainable development of the world and the company.

## Respecting Human Rights and Diversity

### Formulation of Human Rights Policy

LINTEC Group hereby establishes the "LINTEC Group Human Rights Policy" (hereafter called "the Policy") based on the "UN International Bill of Human Rights," the "Ten Principles of the UN Global Compact," the "Guiding Principles on Business and Human Rights," and the "ILO Declaration on Fundamental Principles and Rights at Work."

All officers and employees of the LINTEC Group are required to adhere to the Human Rights Policy and act according to the LINTEC Group Code of Conduct and the LINTEC Group Compliance Guidelines. By ensuring the above, the LINTEC Group respects the human rights of all people involved in the global development of its business activities.

### Respect for Human Rights in Labor Management and Education

The LINTEC Group believes that compliance forms a foundation for its activities and thoroughly adheres to both social rules and relevant laws and regulations in and outside Japan. This also applies to the recruitment and treatment of employees. Labor management is performed in accordance with relevant laws. Unfair discrimination, child labor, and harassment are prohibited.

LINTEC incorporates human rights education into its rank-based training programs. The company provides training on the UN Global Compact and CSR for new employees and training on prevention of sexual harassment and workplace bullying for newly appointed supervisors and managers.

### Increasing Career Development Opportunities for Female Employees

LINTEC has worked to increase career development opportunities for female employees following the action plan based on the Act on the Promotion of Women's Active Engagement in Professional Life (Phase 2). As a new goal for the period from April 2022 to March 31, 2026, LINTEC formulated the action plan (Phase 3) based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace. Under this action plan, we will ensure and expand diversity.

### Job Return Program and Career Return Program

LINTEC operates a job return program to re-hire employees who have earlier resigned due to personal circumstances, such as having a child, providing care to family members, or a spouse's job transfer, as industry-ready professionals. In October 2022, as a new initiative to support diverse workstyles, the company introduced a career return program to re-hire employees who resigned due to personal circumstances for career development outside the company, such as job change or studying abroad, as industry-ready professionals.

### Employment of Older Person

In line with the revision of the Act on Stabilization of Employment of Elderly Persons, LINTEC revised its rules on re-employment after retirement to allow re-employment of employees aged between 65 and 70 years. In addition, the age 65 retirement rule was introduced in fiscal 2023. The re-hired workers are playing active roles in various workplaces, and passing on the knowledge and skills that they have developed over many years to subsequent generations.

### Social Contribution Leave Program

LINTEC established the social contribution leave (volunteer leave) program in fiscal 2022.

#### ▼ Usage of Social Contribution Leave Program

	FY2021	FY2022	FY2023
Social Contribution Leave* <sup>1</sup> (persons)	—	0	0
Social Contribution Time off* <sup>2</sup> (persons)	15 (Total days of 23)	15 (Total days of 19.5)	20* (Total days of 28)

\*<sup>1</sup> To be used for participating in social contribution activities, chiefly to support disaster restoration and overseas cooperation, over a period of time approved by the company (up to one year).

\*<sup>2</sup> To be used for participating in social contribution activities such as local cooperation and volunteer work that are approved by the company.

Organization covered: LINTEC CORPORATION

### ▼ Number of employees by gender: LINTEC CORPORATION



### ▼ Number of employees by gender: LINTEC Group (incl. non-consolidated companies)



(outside Japan: as of December 31, 2023; in Japan: as of March 31, 2024)

\* Percentage of management positions held by each gender

Organizations covered: LINTEC CORPORATION and group companies in and outside of Japan

### ▼ Number of registered Job Return Program and Career Return Program users

	FY2021	FY2022	FY2023
A job return program	19	21	23
A career return program	—	—	0

Organization covered: LINTEC CORPORATION

### ▼ Employment of Older Person

		FY2021	FY2022	FY2023
60 years old	Number of those who have reached the specified age	53	54	51
	Number of those re-hired	43	47	46
	Percentage of re-employment (%)*	81	87	90
65 years old	Number of those who have reached the specified age	15	23	26
	Number of those re-hired	6	11	13
	Percentage of re-employment (%)*	40	48	50

\* Percentage = Number of those who have reached the specified age ÷ Number of those re-hired.

Organization covered: LINTEC CORPORATION

Note: Data refer to employees of LINTEC CORPORATION who have reached the specified age and are re-hired by group companies, in principle.

### ▼ Employment of Persons with Disabilities

	FY2021	FY2022	FY2023
Number of employees	57	61	61.5
Full-year employment rate (%)	2.0	2.26	2.23*
Mandatory employment rate (%)	2.3	2.3	2.24

Organization covered: LINTEC CORPORATION

### ▼ Use of programs

Program	FY2021	FY2022	FY2023
Family care leave program (persons)	0	1	3*
Family care time off (persons)	3	1	2*
Accumulated time off (persons)*	104	275	140*
Childbirth leave (persons)	25	15	19*
Childcare leave (persons)	32	48	76*
(Male employees)	7	37	59*
Employees who were eligible to take childcare leave (persons)	99	74	85
(Male employees)	79	62	68
Employees who returned to work from childcare leave during the reported period (persons)	26	49	81
(Male employees)	7	37	66
Percentage of childcare leave taken (%)	32.3	64.9	89.4*
(Male employees)	8.9	59.7	86.8*
Return to work after taking time off for childcare leave (%)	100	100	98.8*
Child nursing care time off program (persons)*	4	4	6*
Shorter hours / flex time (persons)	64	60	69*
Percentage of paid leave taken (%)	63.5	72.7	76.5*
Average number of days of paid leave taken	12.1	13.9	15.0*

Organization covered: LINTEC CORPORATION

◆ indicates a leave system that can be used for the purpose of childcare

## Promotion of Work Style Reform

### Work-life Balance

Achieving work-life balance is indispensable to help employees perform their jobs with peace of mind and exercise the full range of their abilities. For creating workplace environments where diverse employees can make active contributions and promoting career development, we have revised the work regulations and discussed and implemented multifaceted initiatives to create a comfortable workplace.

### Retirement Planning Seminar, Future Life Planning Seminar

LINTEC holds a retirement planning seminar and a future life planning seminar, targeting different age groups, on a regular basis. These seminars aim to help employees learn about asset-building for a fulfilling future, including spending for life events, so that they can build a sound asset base and financial environment that will support them as they pursue their career. In view of ever-changing social circumstances and diversifying individual values, we will provide appropriate information to help our employees understand the importance of future life planning.

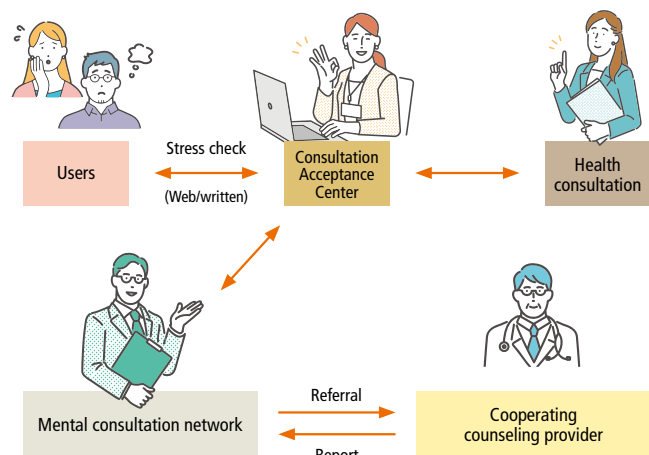
## Measures against Working Long Hours

LINTEC proactively promotes measures to ensure that employees can remain in good health. To prevent long working hours and late-night work, which imposes an excessive physical and mental strain, we strive to ensure appropriate personnel assignment and the proper sharing of workloads, and that supervisors are responsible for managing the overtime of individual subordinates. In particular, we have introduced no-overtime days set in each workplace, flextime programs, and a discretionary labor system. Additionally, in fiscal 2019, we adopted a work interval system and a work-from-home system. Working hours are monitored for all employees, including managers, discretionary workers, and others. We have introduced an attendance management system to enable detailed labor management, following up on daily overtime work applications. In addition, by undergoing a “mental health checkup” once a year, employees are able to assess their own stress levels and use the results for self-management of their mental health.

## Mental Health Measures

The LINTEC Group has introduced a precautionary Employee Assistance Program (EAP)\* that provides employees with opportunities to obtain a mental health checkup once a year. Through this checkup, employees understand their own stress level, which is useful for personal mental health management. The manager of each business unit receives the results and analysis for employees in the unit, and takes appropriate improvement measures as needed. The group has also set up an employee support hotline to which employees and their families can personally contact and talk confidentially with a specialist about their worries, including physical and mental health, childcare, nursing care, legal issues, or personal finances.

To improve the workplace environment, we have also established a harassment counseling desk in the form of a dedicated hotline staffed by an external service provider. Employees can call the hotline to seek advice from a clinical psychotherapist.



### Telephone counseling

- Counseling by psychological counselor
- Referring to provider for three-way interview with supervising doctor

### Web-based counseling

- Individual counseling over the Internet

### In-person counseling

- Directly managed counseling centers (Tokyo, Osaka, Nagoya)
- Cooperating providers (150 locations in Japan)

### General information website

- Basic mental health information
- Mental health self-checks

\* Precautionary EAP: An employee program that aims to improve productivity through the creation of comfortable workplaces and by focusing on precautions for healthy employees in addition to addressing the concerns of employees who already have a health issue

## Cooperating with Suppliers

### CSR Procurement

LINTEC has established the LINTEC Procurement Policy, the LINTEC Green Procurement Policy, and the LINTEC Lumber Pulp Procurement Policy, all of which are based on CSR. Its procurement activities follow the Policies.

We request suppliers, on various occasions, to ensure CSR activities from multiple perspectives, including respect for human rights, occupational health and safety, information security, and corporate ethics.

We also confirm our suppliers' CSR status (legal compliance, underage employment prohibited, safety / health, etc.) in the supplier questionnaire survey and ask for improvement when deemed necessary.

### Green Procurement

For procurement with lower environmental impact, the LINTEC Group is ensuring thorough chemical substance management for raw materials, parts, and secondary materials. We conduct investigations into substances contained not only in new materials that we procure for the first time but also in materials that we have continuously procured in order to ensure compliance with new regulations.

### Responsible Sourcing of Minerals

LINTEC recognizes that minerals\* extracted in Conflict-Affected and High-Risk Areas (CAHRAs) has evolved into a major social issue, as it could fund armed groups and lead to human rights abuses and labor



problems. With a view toward responsible sourcing of minerals, LINTEC conducts rigorous surveys on its supply chains by employing the Conflict Minerals Reporting Template (CMRT) and Extended Minerals Reporting Template (EMRT) to ensure that the raw materials it uses are free of conflict minerals, while referencing the "Due Diligence

Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas" of the Organization for Economic Cooperation and Development (OECD) (the OECD Guidance).

\* Minerals: Metals derived from conflict minerals as defined in the Dodd-Frank Act (U.S. federal law to reform the financial system) are tantalum, tin, tungsten, and gold (3TG). LINTEC added cobalt and mica to the minerals subject to its survey.

## Addressing Occupational Health and Safety Issues

### Safety and Health Policy

In 2018, the LINTEC Group established the LINTEC Occupational Safety and Health Policy and revised the LINTEC Occupational Safety and Health Manual in conformity with the ISO 45001\* standard.

Our plants formulate annual safety and health plans and engage in relevant activities. We have established an occupational safety and health management system, and the Safety and Health Committee and the Health Committee hold meetings every month. In addition, employees of eight domestic plants, the Research & Development Division, and TOKYO LINTEC KAKO, INC., as well as employees of partner companies who are permanently stationed at these business sites, are subject to internal audits.

LINTEC created the program for Creating a Culture of Safety and Health to provide a systematic guide to its safety and health activities. Using this, and based on the Four LINTEC Safety Principles, we will promote the four pillars of safety and health activities.

\* ISO 45001: An international standard for occupational health and safety

Matters concerning overall safety and health, including statutory matters, are discussed by the committees, and we make it a rule to seek employee input. Regarding the outcomes of the committee meetings, the head of each site has the responsibility and authority to make the final decision. After Safety and Health Committee and Health Committee meetings conducted at each business site, employees' opinions submitted at these events are recorded in the proceedings, and relevant information is communicated to all employees.

### Annual Safety and Health Plans

Each fiscal year, the LINTEC Group formulates annual plans for safety and health activities. The plans indicate top management policies and set priority action items to realize the policies, including safety patrols, risk assessment\*, and safety education. More specific activities and targets are set for the priority action items and are reflected in safety and health activities. The results of activities and the progress are reported in the monthly Safety and Health Committee meetings, and all members of the Committee engage in discussions on improvement. By implementing such PDCA cycles that lead to the next round of initiatives, the LINTEC Group continues to step up its safety and health activities.

\* Risk assessment: Evaluating risks to set safety standards

### Safety and Health Committee and Health Committee

Every month, the LINTEC Group plants in and outside Japan hold Safety and Health Committee meetings, while the Head Office, Bunkyo Kasuga Office, Osaka Branch Office, and other business sites having sales departments convene Health Committee meetings. Each of these meetings are attended by representatives of the labor union.



# LINTEC Group's CSR Activities



To fulfill our responsibility as a global corporate group, we are promoting community-based CSR activities at group companies inside and outside of Japan.

## MACTAC AMERICAS, LLC

## Community Support



Christina Barajas  
Head Office

Have you ever purchased a lotion and didn't like how it smelled after you used it? Or you bought dog food and your dog wanted nothing to do with it? Some items are difficult to return but throwing them away feels like a waste. At the MACTAC Stow offices, we have established a Freecycle\* location for employees to bring in new or used unwanted materials that another employee may be able to utilize.

Items shared include books in our Little Free Library.

\* Freecycle: a movement involving the exchange of unwanted items for free



Little Free Library



Adam Stefansky  
Scranton Plant

The MACTAC Scranton, Pennsylvania team is helping those in need in 2024. The first community giveback is a 'baby pantry' drive to support the Saint Joseph's Center located in Scranton. They are collecting diapers, wipes, clothing, car seats, and gift cards that will be provided to families in need in the local area. In the United States, 1 in 3 moms have reported suffering from diaper needs for their babies.

In addition, the team is reinvigorating their engagement committee to provide an outlet for suggestions for future charity endeavors!



Leaflet for baby pantry drive

## MADICO, INC.

## Community Support



Aya Killgo  
CSR Committee

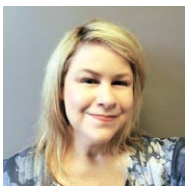
Madico collected toys, sporting goods, board games accessories based on kid's wish list including cash donations and donated them to Florida Dream Center, who is a local non-profit organization to help kids and teenagers in need.



Participating members

## VDI, LLC

## Community Support



Toni Doughty  
CSR Committee

Every holiday season, handmade wreaths made of balsam fir are purchased, unloaded, stacked, and eventually laid in memoriam on hundreds of veteran graves at Zachary Taylor National Cemetery. Teams of volunteers prepare the site to receive the decorations and later clean up after the Christmas holiday.

VDI employees honored these veterans by donating wreaths as well as their time.

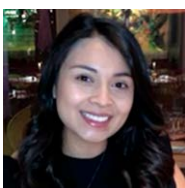
The action of paying tribute to our veterans helps educate the public about their sacrifices, as well as providing a clean and decorated site for families who visit.



Laying wreaths on graves

## Nano-Science & Technology Center, LINTEC OF AMERICA, INC.

## Environmental Preservation



Veronica Granado  
Administration clerk

We thought the act of throwing away batteries may seem hazardous waste called Universal Waste. Toxic chemicals, greenhouse gas emissions, and harm to wildlife and human health are all consequences of throwing batteries away.

We considered recycling them and researched up the benefits of it. We can reduce the amount of such toxic materials in landfills and prevent soil and groundwater contamination. Additionally, recycling batteries conserves natural resources, as manufacturers can use the materials from recycled batteries in new batteries. Since then we have been ordering from the company Cirba Solutions a battery recycling service. When our recycling boxes get full we go ahead and ship it out to them and order new ones.



Recycling box

## LINTEC (SUZHOU) TECH CORPORATION

## Environmental Preservation



Liu Shiping  
Engineering Department

In October 2021, the Chinese government announced its action plan for achieving peak carbon emissions before 2030 to present a concrete decarbonization roadmap and policies aimed at achieving carbon neutrality.

In response, our company installed a rooftop solar power generation system at the first plant building in June 2023 to boost our capacity to cut carbon emissions, which was previously provided primarily by a similar existing system installed at the second plant. The combined output capacity of the two systems is 1,192 kWp\*.

We will continue working as one to tackle the carbon neutrality challenge.

\* Kilowatt-peak (kWp) is a unit of measurement for the nominal capacity of a photovoltaic system.



Solar power generation display panel

## LINTEC ADVANCED TECHNOLOGIES (SHANGHAI), INC.

## Safety



Kenta Furuno  
Application Engineer

In February 2024, we held a seminar on emergency life-saving procedures. Featuring a guest expert, the seminar was targeted at all employees. Major programs included the demonstration of an AED and chest compressions practice using a CPR manikin. The participants showed strong interest in chest compression techniques, particularly the importance of ensuring the appropriate rate in consideration of the heartbeat rhythm. Advanced programs were also provided, such as for chest compression methods specific to infants. In general, the seminar was well-received by the participants.

My feeling is that the recent seminar helped employees to be more mindful of the need to take action appropriately in the event of detecting an abnormality, specifically by calling out to others for help.



Emergency life-saving seminar

## LINTEC ADVANCED TECHNOLOGIES (TAIWAN), INC.

## Environmental Preservation / Community Support



Lee Ssu-Chieh  
General Affairs & Human Resources Department

In December 2023, our company carried out tree-planting activities in Qieding, in Taiwan's Kaohsiung City, planting a total of 300 indigenous plants of the species *Terminalia catappa*, *Thespesia populnea*, and *Volkameria inermis*. Since its launch in 2018, this program has seen a cumulative total of 1,125 trees planted. This year, we did forest maintenance work by removing weeds in addition to planting trees.

In 2023, we started participating in volunteer activities organized by a support center for children with developmental disabilities. We took neighborhood walks with children, and helped them practice stair climbing on a slide at the park. These programs are designed to help children learn to navigate the environment while also having fun.

We will continue to promote social contribution activities in consideration of the Earth and society.



Outdoor volunteer activities

## LINTEC KOREA, INC.

## Community Support



Han, Jae-Hyung  
Materials Department

In May 2023, 12 members of the employee volunteer activity group ONMAUM participated in the Korean Red Cross's "bread of love" breadmaking program. The resulting bread and cookies made with heartfelt sincerity along with some professional help were delivered to the Chungbuk Childcare Center located near the company. We had a short but a good and meaningful time practicing the spirit of sharing.



Participating members

## LINTEC SINGAPORE PRIVATE LIMITED

## Environmental Preservation



Joseph Goh  
Manager (QC/Production)

LINTEC SINGAPORE have organized a park cleaning activity on October 2023, involving all staff. The Park Cleaning Day was a resounding success, demonstrating the power of collective effort in making a positive difference. It was a day filled with hard work, learning, and joy, leaving a lasting impact on the park and the community. As we enjoyed the cleaner, greener park, it also reminded us of the importance of coming together to care for the spaces we all share.



Participating members



## LINTEC INDUSTRIES (MALAYSIA) SDN. BHD.

## Environmental Preservation



Logeswaran  
Engineering Officer

We have carried out a mangrove planting activity on 26th and 27th June 2023 with staff from Penang Inshore Fishermen Welfare Association (PIFWA) in South Seberang Perai District (Sungai Acheh).

We continue mangrove planting activities to maintain our employees' awareness of the importance of protecting the dynamic biological ecosystem of mangrove forests.

The program was organized by our Training & Promotion Committee (TPC) with the participation of 30 employees. To minimize the risk of infection (if any), we divided our employees into two groups (15 employees per day). However, the program went smoothly as planned. We planted 200 mangrove trees. All of us feel happy that we were able to contribute to the protection of the natural environment.



Participating members

## LINTEC INDUSTRIES (SARAWAK) SDN. BHD.

## Environmental Preservation



YUK LIN  
FINANCE & ADMINISTRATION  
ASSISTANT

In October 2023, we ran two CSR programs: tree-planting at Samunsam Wildlife Sanctuary and beach cleaning. A total of 25 employees participated in the activities.

In the first session, we planted 200 fruit trees such as durian, rambutan, and mangosteen. Tree-planting helps protect the wildlife habitat, sustain the ecosystem, and prevent flooding and landslides.

After the tree-planting session, we went to Telok Melano beach for a beach cleanup. This program helped our own staff as well as general beach users to become more aware of the importance of safeguarding and preserving our beach and ocean for future generations.



Participating members

## LINTEC INDIA PRIVATE LIMITED

## Community Support



Junpei Odaka

In India, companies that meet a certain threshold are required to spend at least 2% of their average net income for the last three fiscal years on CSR activities. Our company is working to ensure a sufficient level of profitability in order to continue spending on contribution activities every year.

As one type of such activities, companies can make donations to groups of their choice. We donate to the PM CARES Fund (Prime Minister's Citizen Assistance and Relief in Emergency Situations Fund) every year. The fund is set up to respond to national emergencies. In the recent COVID-19 crisis, it played a significant role in providing support.

## LINTEC (THAILAND) CO., LTD.

## Environmental Preservation



Chawinda Isarankura  
Na Ayudhya  
Admin & HR department Manager

On February 17, 2024, Lintec Thailand organized an activity about sea turtles. The company took 180 employees to the Sea Turtle Conservation Center, Royal Thai Navy, Sattahip District, Chonburi Province to see the exhibition about Thai Turtle life and help clean the sea turtle nursery pond.

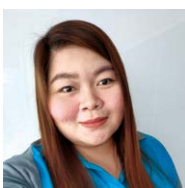
After mother Turtle lays eggs, all the eggs will be brought from the island faraway from Sattahip and will be breed at the conservation center and nursery for 3 months and baby turtles will be released turtles into the sea in healthy condition.



Participating members

## LINTEC PHILIPPINES (PEZA), INC.

## Community Support



Chezny Happy Casin  
Quality Assurance /  
ISO Facilitator

We in Lintec Philippines firmly believe that Education is the most important foundation of personal and societal growth and development.

As we commit to social responsibility and sustainable environment, we have managed to conduct School Supplies Distribution and Food Giving Program to 100 students of Malaban Elementary School, and this is in partnership with Binan City Local Government.

Seeing the kid's undeniable happiness and gratitude while receiving the school supply gave us the feeling of fulfillment and hope for the community. We wanted them to experience fun and excitement while learning and discovering new things.



Students at Malaban Elementary School



## TOKYO LINTEC KAKO, INC.

## Community Support



Mitsugi Ishii  
Administration Department

Our company runs an internal PET bottle cap collection campaign to contribute to international medical and health care cooperation. In fiscal 2023, we collected 13,398 caps, or 31.16 kg by weight, and sent them to an organization called Japan Committee, Vaccines for the World's Children. Our donation can pay for polio vaccination of 15.5 children.

We also collected used postage stamps and sent them to the Japan International Volunteer Center. The donation will be used to help children living in difficult conditions in areas ravaged by conflicts.



PET bottle caps collected

## LINTEC COMMERCE, INC.

## Safety and Disaster Prevention

In Japan, a country prone to natural disasters such as earthquakes and flooding, it is essential that companies prepare for possible disasters in order to ensure the safety of their employees and continue their business operations. We stockpile emergency supplies and participate in periodic evacuation and fire prevention drills run for the tenants of our building.

Evacuation drills provide an opportunity to practice using the specified routes and confirm the procedures to follow in the event of emergency to be able to avoid confusion and give and act on directions properly for safe evacuation. In fire prevention drills, participants practice operating an extinguisher filled with water for training purposes so that they can respond swiftly and efficiently to a fire situation.



Emergency drill

## LINTEC SIGN SYSTEM, INC.

## Environmental Preservation

In 2023, we participated in an exhibition for signage displays held in Osaka in June and Tokyo in October to introduce our environmentally friendly signage graphics products.

During the exhibition period, we organized briefings for our user-customers, describing the development status of LINTEC's environmentally friendly products and running study sessions on new inkjet printing media based on recycled PET and biomass materials.

We are also keeping track of market demand related to environmental friendliness so that we can suggest and offer solutions to customers' requirements effectively.



Briefing for users

## SHONAN LINTEC KAKO, INC.

## Community Support

We collected used postage stamps by patiently cutting them off envelopes and sent a package of collected stamps weighing 215 g to the Japan Overseas Christian Medical Cooperative Service (JOCS).

The donated stamps will be used to contribute to international medical and health care cooperation. For example, around 5,000 stamps (roughly 1 kg) are worth the equivalent of one year of textbooks for a Tanzanian nursing student. Although postal services are used less and less as society moves closer to becoming paperless, we are encouraging cooperation to continue the activities. Our company name has been placed on a list of partners to JOCS, which can be viewed on its website.



Collection of used postage stamps

## LINTEC CUSTOMER SERVICE, INC.

## Community Support

In February 2024, we installed a food drive collection box in the company cafeteria as a new social contribution project.

By running the food drive, we collect unused foodstuffs that have not yet expired from households and donate them to kodomo shokudo (kids' café) and families who cannot afford food.



Collection box

# Governance Report



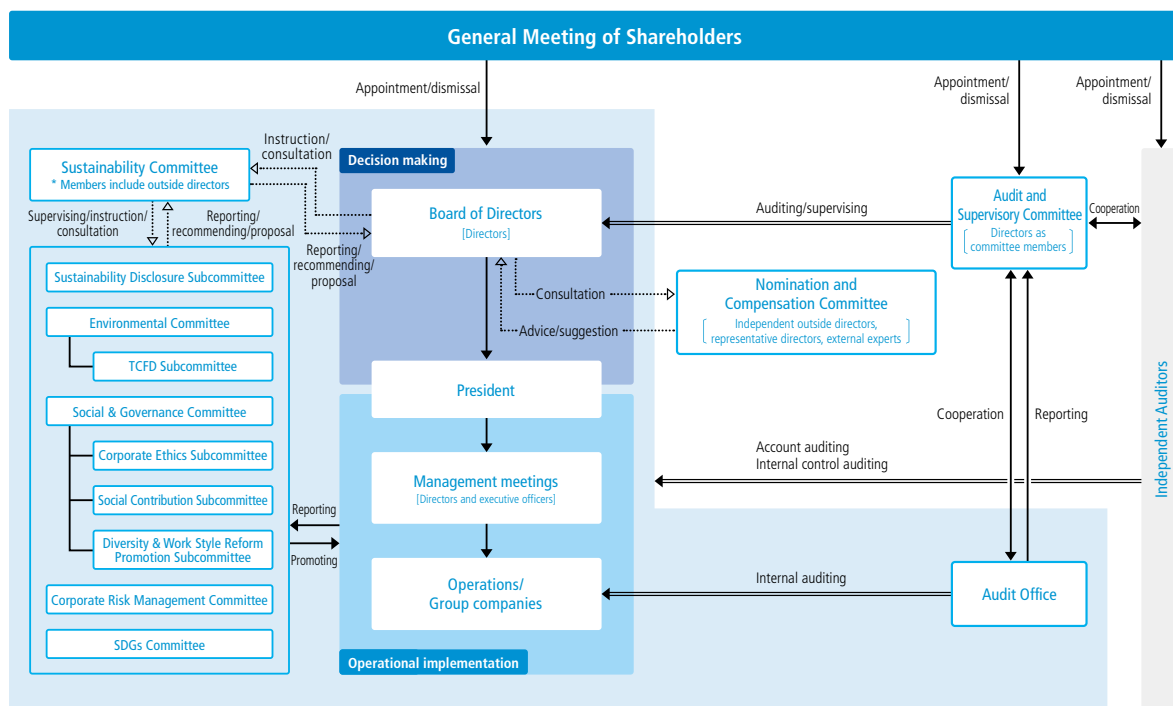
## LINTEC Group's Approach

True to its company motto, "Sincerity and Creativity," the LINTEC Group views compliance and corporate ethics as its most important management themes. The group also recognizes them as the basis of CSR, and is accordingly strengthening its management system.

## Corporate Governance

The LINTEC Group regards the basics of corporate governance to be the practice of thoroughgoing compliance, maximum management transparency, awareness of corporate ethics, rapid decision-making, and efficient administration of business operations. The LINTEC Group aims to increase its corporate value and common benefit to shareholders by continually improving its corporate governance.

## Corporate Governance System



## Compliance with the Corporate Governance Code

LINTEC complies with the Corporate Governance Code\*. Thus far, referencing the code, the company has taken various measures, such as the implementation of PDCA cycles through evaluating the effectiveness of the Board of Directors, and the establishment of the Nomination and Compensation Committee.

LINTEC will continue to comply with and implement the Corporate Governance Code. In light of social circumstances and the progress of its initiatives, top management and outside directors of LINTEC also hold discussions on areas of deficiency to continue the company's improvement efforts.

## Legal Education

LINTEC provides management-level legal training for directors and executive officers to promote understanding of corporate legal affairs. For employees, legal training for sales personnel has been offered on an ongoing basis, and legal courses have been incorporated into rank-specific group training for new managers and new supervisors. These training programs are designed to increase employees' sensitivity to "legal risks" that may lurk in their daily business activities, and to create a corporate culture that enables early detection and response to risks.

\* Corporate Governance Code: A compilation of key principles set out by the Financial Services Agency and Tokyo Stock Exchange in the form of a code that listed companies in Japan are expected to comply with as a means of enhancing corporate governance.

## Compliance

### Disseminating Legal Information

The LINTEC Group publishes Legal News on a regular basis to share information on legal affairs with employees. We also run e-learning programs to help solidify their understanding.

#### ▼ Legal News published

Issuance	No.	Title
FY2023	No. 57	Summary of news from April 2023 to March 2024
	No. 56	Prevent misrepresentation of performance/quality data—Carelessness is inexcusable.
	No. 55	If we receive a large compensation claim from a purchaser of a defective product, what is our liability?
	No. 54	Corporate governance is every employee's business
	No. 53	You gave instructions to your subordinates and were hit with a harassment complaint—What went wrong?
	No. 52	If misconduct by your subordinate results in loss or damage, will you be held liable?

### Surveys on Human Rights and Labor Standards

The LINTEC Group conducts a survey<sup>\*</sup> once a year to monitor working conditions and human rights in order to confirm that it is providing a safe and healthy work environment where human rights are properly respected.

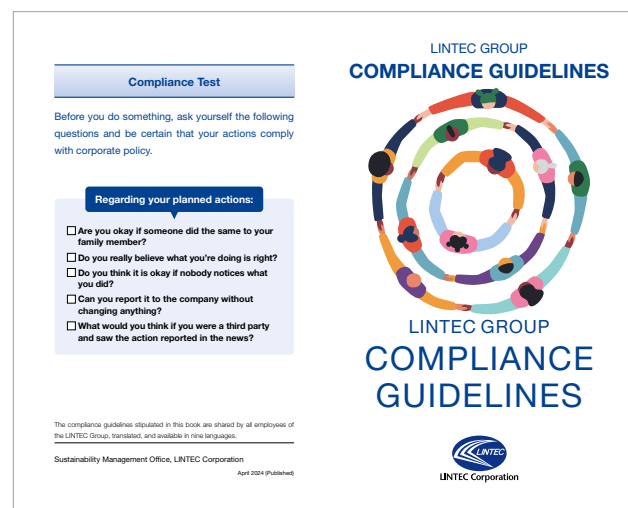
The survey covers a wide range of items, including legal compliance, elimination of discrimination, respect for human rights, underage employee prohibited, prohibition of forced labor, wages, working hours, dialogue and negotiation with employees, safe and healthy working environments, and human resource development and other items.

We will continue this regular survey to understand our current conditions, and improve them.

### Raising Awareness with the Compliance Guidelines

The LINTEC Group has compiled the Compliance Guidelines into a booklet that is published in several languages and distributed to all employees to ensure that each person clearly understands the code of conduct they are required to follow.

In addition, we hold CSR study sessions using the Compliance Guidelines to help employees understand their legal and ethical obligations and act appropriately.



## Risk Management

### Risk Identification/Assessment/Analysis

To enhance its risk management framework, the LINTEC Group has established the Corporate Risk Management Committee, which is comprised of executive general managers and general managers that report directly to the president. The committee holds meetings periodically.

All the committees improve the risk management framework, with the aim of achieving the sustainable growth of the LINTEC Group.

### Whistleblowing System and Harassment Counseling Desk

The LINTEC Group has a helpline (global whistleblowing system) to enable employees to report, without any disadvantage, any serious legal or ethical violations that they identify.

We have also established and operate the harassment counseling desk to improve the workplace environment.

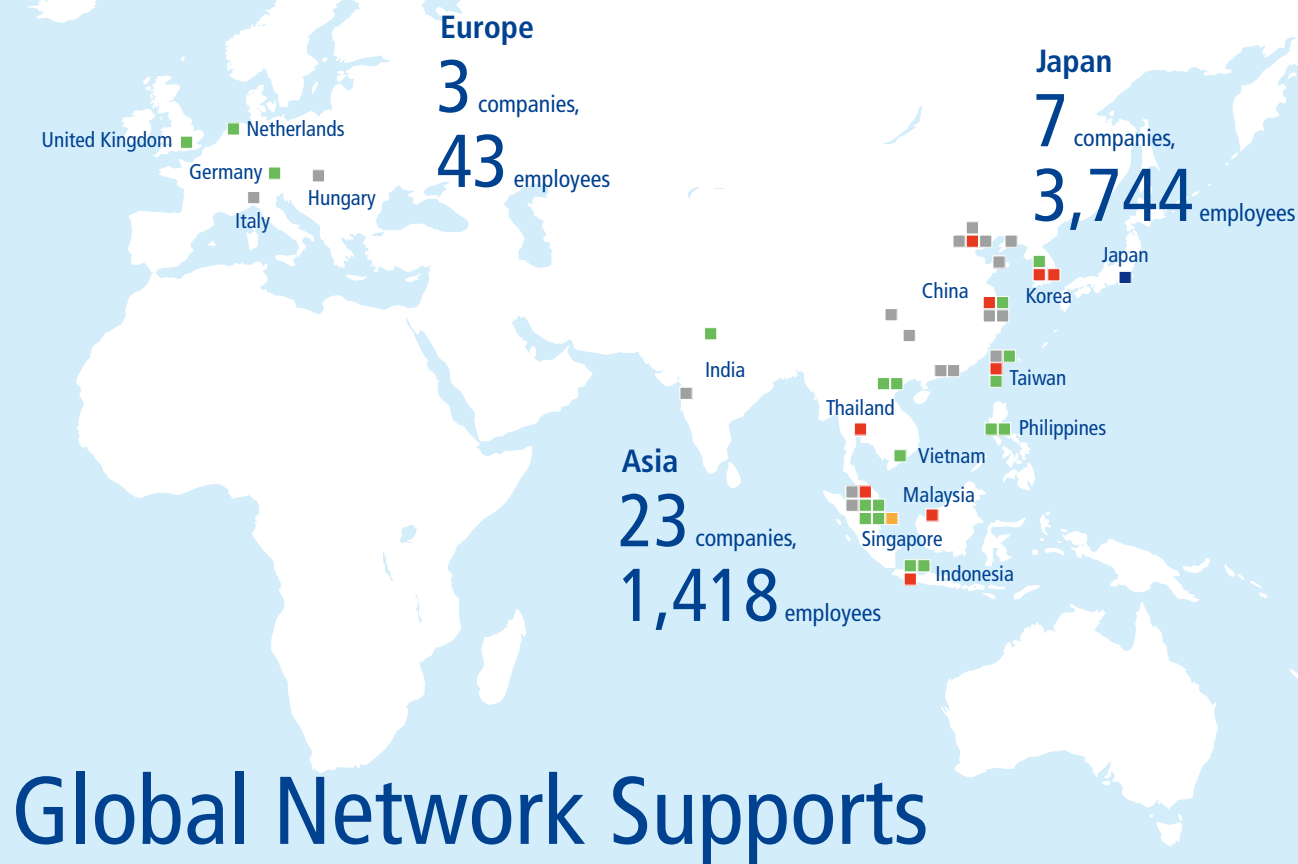
### Group-wide BCMS

LINTEC CORPORATION and TOKYO LINTEC KAKO, INC. operate the business continuity management system (BCMS). While both companies provide general e-learning, each site actively conducts its own drills and training sessions in accordance with its business content and the characteristics of its location. The operation status of the BCMS at each site is confirmed by internal audit, and employees' opinions and suggestions for improvement are discussed by the corporate BCMS council and reflected in group-wide initiatives.

### Information Security

LINTEC has developed the Information Security Management Rules. The company performs an information security self-audit as part of e-learning programs to help employees to understand more about and become more aware of the importance of information management.

## Overview of the LINTEC Group



## Global Network Supports Our Activities

In response to the views of our stakeholders, all employees of the LINTEC Group are engaged in CSR activities to help build a better society.

### Corporate Profile (as of March 31, 2024)

<b>Company name</b>	LINTEC CORPORATION
<b>Head office</b>	23-23, Honcho, Itabashi-ku, Tokyo 173-0001, Japan
<b>Established</b>	October 1934
<b>Capital</b>	¥23,355 million
<b>Stock listing</b>	Prime Market, Tokyo Stock Exchange (Securities Code: 7966)
<b>Fiscal year-end</b>	March 31
<b>Representative</b>	Makoto Hattori, Representative Director, President, CEO and COO
<b>Number of employees</b>	Consolidated: 5,476 Non-consolidated: 2,618

<b>Business activities</b>	Development, manufacturing, and sales of adhesive products (adhesive papers and films for labels, marking films, window films, semiconductor-related tapes, optical function film, etc.); specialty papers (color envelope paper, color paper, special function paper, etc.); processing materials (release paper, release film, casting paper for synthetic leather, casting paper for carbon fiber composite material, etc.); and adhesive-related devices (labeling machines, semiconductor-related equipment, etc.)
<b>Sales (fiscal 2023)</b>	Consolidated: ¥276,321 million Non-consolidated: ¥151,637 million





#### LINTEC Group Website

##### English

<https://www.lintec-global.com/>



##### Japanese

<https://www.lintec.co.jp/>



#### Sustainability website

##### English

<https://www.lintec-global.com/sustainability/>



#### ESG Data Book

##### Environmental Data Book

[https://www.lintec-global.com/sustainability/environment/pdf/data\\_env\\_en.pdf](https://www.lintec-global.com/sustainability/environment/pdf/data_env_en.pdf)



##### Social Data Book

[https://www.lintec-global.com/sustainability/social/pdf/data\\_social\\_en.pdf](https://www.lintec-global.com/sustainability/social/pdf/data_social_en.pdf)



##### Governance Data Book

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## Main Channels for Sustainability Information

