Linking your dreams
LINTEC CORPORATION

ESG Data Book 2024

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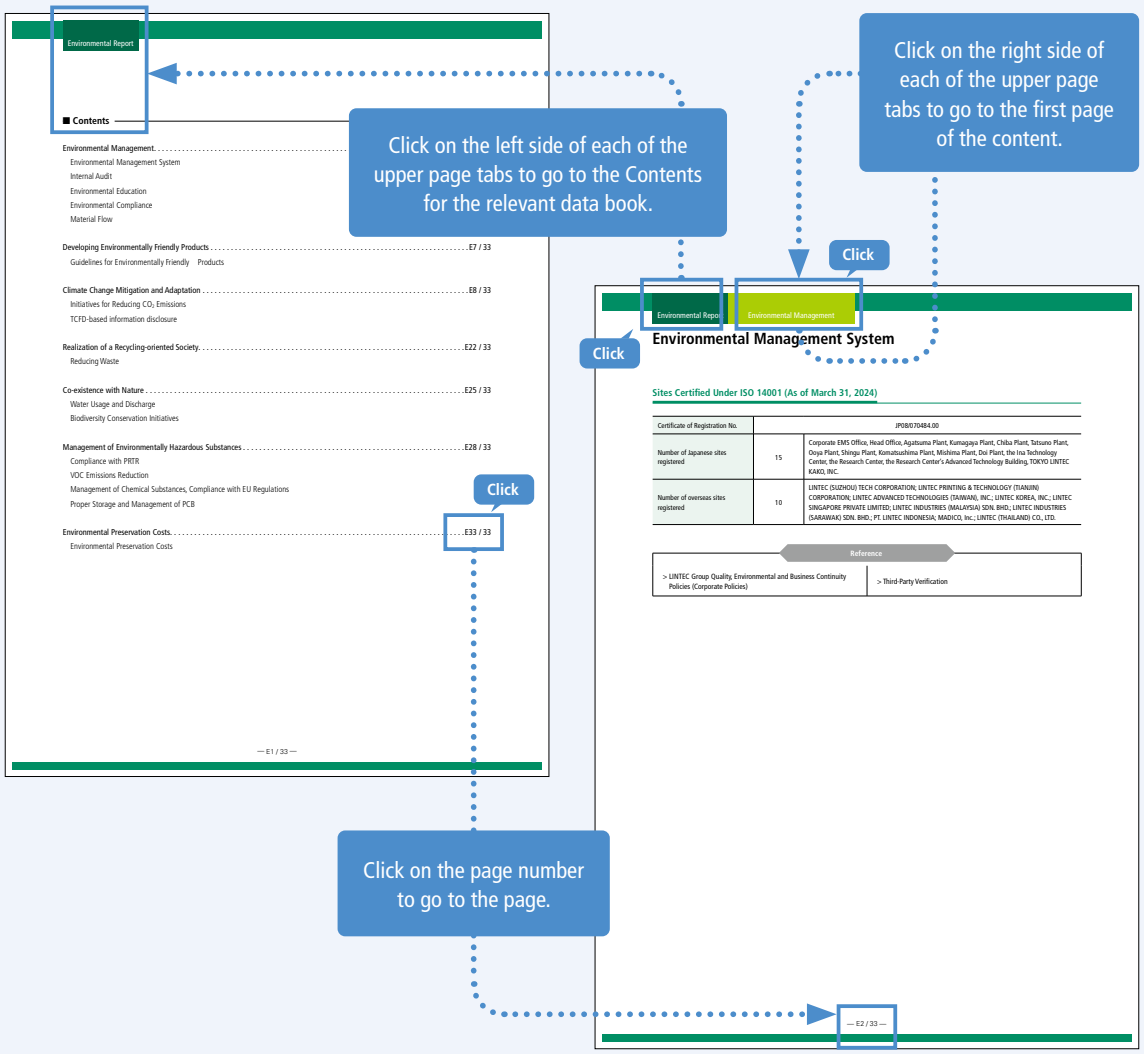

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Environmental Preservation Costs

Environmental Management System

Sites Certified Under ISO 14001 (As of March 31, 2024)

Certificate of Registration No.	JP08/070484.00	
Number of Japanese sites registered	15	Corporate EMS Office, Head Office, Agatsuma Plant, Kumagaya Plant, Chiba Plant, Tatsuno Plant, Ooya Plant, Shingu Plant, Komatsushima Plant, Mishima Plant, Doi Plant, the Ina Technology Center, the Research Center, the Research Center's Advanced Technology Building, TOKYO LINTEC KAKO, INC.
Number of overseas sites registered	10	LINTEC (SUZHOU) TECH CORPORATION; LINTEC PRINTING & TECHNOLOGY (TIANJIN) CORPORATION; LINTEC ADVANCED TECHNOLOGIES (TAIWAN), INC.; LINTEC KOREA, INC.; LINTEC SINGAPORE PRIVATE LIMITED; LINTEC INDUSTRIES (MALAYSIA) SDN. BHD.; LINTEC INDUSTRIES (SARAWAK) SDN. BHD.; PT. LINTEC INDONESIA; MADICO, Inc.; LINTEC (THAILAND) CO., LTD.

Reference

> LINTEC Group Quality, Environmental and Business Continuity Policies (Corporate Policies)

> Third-party Verification

Internal Audit

Number of personnel with internal auditor and mutual auditor qualifications

	Scope	FY2023
Number of auditors with internal auditor qualifications	Sites registered under ISO 14001	461
Number of auditors with mutual auditor qualifications	Sites registered under ISO 14001	77

Internal audit: An audit conducted at a site by an auditor affiliated with the site
Mutual audit: Audits conducted at two different sites, with an auditor affiliated with a site conducting the audit at another site

Status of internal audits

	FY2023
Japan	All sites registered under ISO 14001
Overseas	All sites registered under ISO 14001

Environmental Education

Environmental education provided (in Japan)

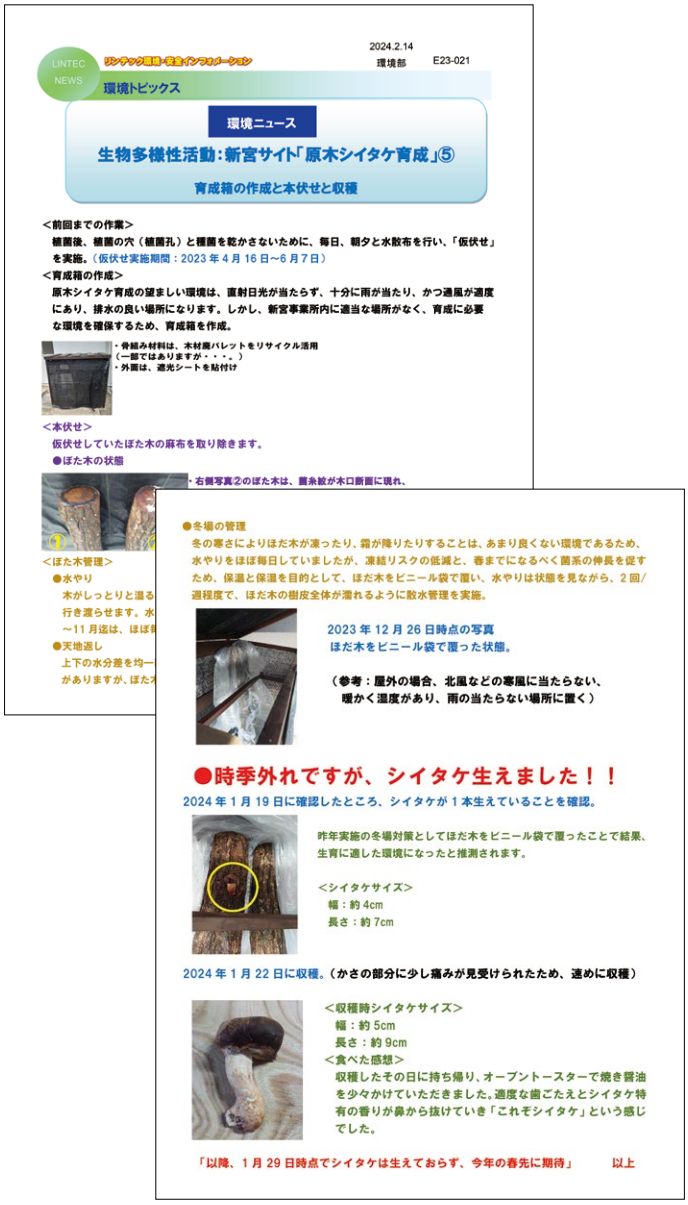
Program	Total number of participants in FY2023
Awareness	5,603
Laws and regulations	91

LINTEC environmental safety information issued

FY2023 (Number of issues)	21

▼ Examples of information issued


2023.4.17
環境部 E23-001
環境トピックス
環境ニュース
リンテック蘇州の天平山中峰寺植樹活動
2023 年 3 月 11 日、蘇州新区天平山中峰寺にて、蘇州新区楓橋街組合主催の植樹活動として紅梅、海棠（カイドウ）を 200 本植樹しました。楓橋街の所属企業、組合から 400 人程度、リンテック蘇州からは 40 名（従業員 17 人、家族 23 人）が参加しました。
リンテック蘇州植樹集合写真
リンテック蘇州
天平山中峰寺
植樹作業
子供植樹サイン
紅梅の花
海棠の花
リンテック蘇州は、これからも生物多様性の保全活動を通じて生態系保護に貢献していきます。
以 上


2024.2.14
環境部 E23-021
環境トピックス
環境ニュース
生物多様性活動：新宮サイト「原木シイタケ育成」⑤
育成箱の作成と本伏せと収穫
＜前回までの作業＞
植菌後、植菌の穴（植菌孔）と種菌を乾かさないために、毎日、朝夕と水散布を行い、「仮伏せ」を実施。（仮伏せ実施期間：2023 年 4 月 16 日～6 月 7 日）
＜育成箱の作成＞
原木シイタケ育成の望ましい環境は、直射日光が当たらず、十分に雨が当たり、かつ適風が適度にあり、排水の良い場所になります。しかし、新宮事業所内に適当な場所がなく、育成に必要な環境を確保するため、育成箱を作成。
・骨組み材料は、木材廃パレットをリサイクル活用（一部ではありますが・・・）
・外面は、遮光シートを貼付け
＜本伏せ＞
仮伏せしていたほだ木の麻布を取り除きます。
●ほだ木の状態
・右側写真②のほだ木は、菌糸被が木口断面に現れ、
＜ほだ木管理＞
●水やり
木がしっとりと温る
行き渡らせます。水
～11 月迄は、ほぼ
●天地返し
上下の水分差を均一
がありますが、ほだ木
●冬場の管理
冬の寒さによりほだ木が凍ったり、霜が降りたりすることは、あまり良くない環境であるため、水やりをほぼ毎日していましたが、凍結リスクの低減と、春までになるべく菌系の伸長を促すため、保温と保温を目的として、ほだ木をビニール袋で覆い、水やりは状態を見ながら、2 回/週程度で、ほだ木の樹皮全体が濡れるように散水管理を実施。
2023 年 12 月 26 日時点の写真
ほだ木をビニール袋で覆った状態。
（参考：屋外の場合、北風などの寒風に当たらない、暖かく温度があり、雨の当たらない場所に置く）
●時季外れですが、シイタケ生えました！！
2024 年 1 月 19 日に確認したところ、シイタケが 1 本生えていることを確認。
昨年実施の冬場対策としてほだ木をビニール袋で覆ったことで結果、生育に適した環境になったと推測されます。
＜シイタケサイズ＞
幅：約 4cm
長さ：約 7cm
2024 年 1 月 22 日に収穫。（かさの部分に少し痛みが見受けられたため、速めに収穫）
＜収穫時シイタケサイズ＞
幅：約 5cm
長さ：約 9cm
＜食べた感想＞
収穫したその日に持ち帰り、オーブントースターで焼き醤油を少々かけていただきました。適度な歯ごたえとシイタケ特有の香りが鼻から抜けていき「これぞシイタケ」という感じでした。
「以降、1 月 29 日時点でシイタケは生えておらず、今年の春先に期待」 以上

Environmental Compliance

Number of serious violations of environmental laws and regulations

In FY2023, there were no serious violations of environmental laws and regulations (fines or sanctions) at the following sites.*

*The Head Office, Agatsuma Plant, Kumagaya Plant, Chiba Plant, Tatsuno Plant, Shingu Plant, Komatsushima Plant, Mishima Plant (Doi Plant), the Ina Technology Center, the Research Center, TOKYO LINTEC KAKO, INC.

Material Flow

Fiscal 2023 Material Flow

INPUT

■ Raw materials

Pulp ..... 73,500 tons
Paper ..... 36,500 tons
Film ..... 25,100 tons
Adhesive ..... 18,600 tons
Release agents ..... 2,000 tons
Organic solvents ..... 6,700 tons
Other materials ..... 30,500 tons
Mechanical parts, etc. ..... 600 tons

■ Energy

Purchased power ..... 155,000MWh★
(Crude oil equivalent ..... 35,000 kl)
Fossil fuel
(Crude oil equivalent) ..... 35,000 kl
Non-fossil fuel
(Crude oil equivalent) ..... 6,000 kl
Purchased steam
(Crude oil equivalent) ..... 1,000 kl

■ Water

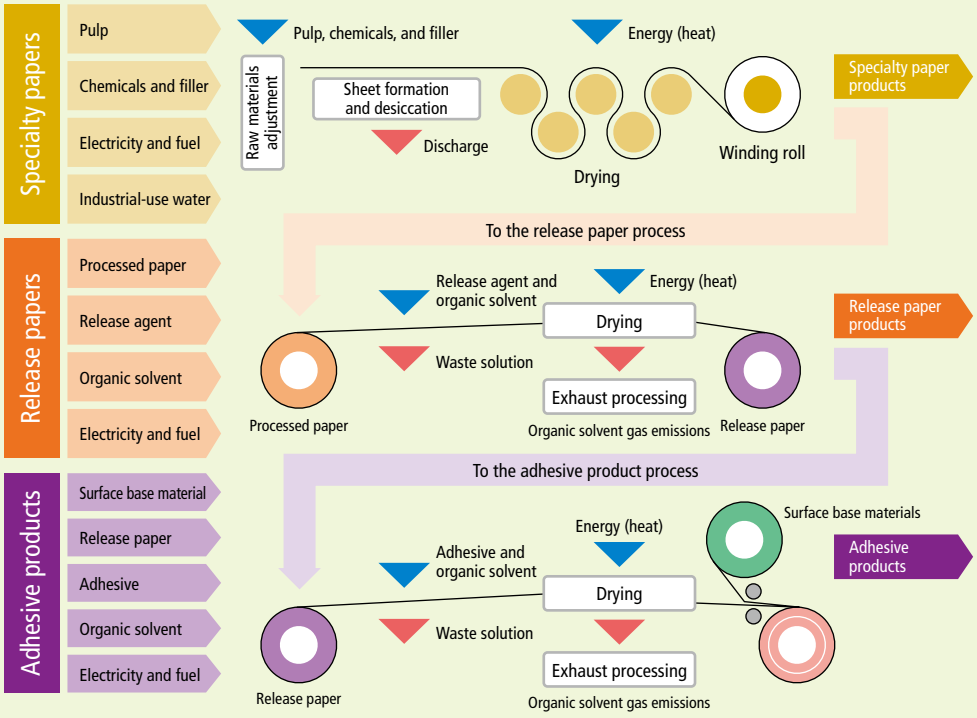
Industrial-use water ..... 7,831,000 m³★

Self-generated electricity (from cogeneration) ..... 12,000 MWh
Self-generated electricity (from captive use PV generation) ..... 4,000 MWh
(Crude oil equivalent ..... 3,000 kl)

Business Activities of LINTEC

Manufacture and sales of adhesive products,
Specialty papers,
Processing materials,
And adhesive-related equipment
R&D
Head office administration, etc.

Main Product Manufacturing Process



OUTPUT*1

■ Products

Specialty papers ..... 57,300 tons
Processing materials
(release paper, etc.) ..... 26,000 tons
Adhesive products ..... 95,100 tons
Adhesive-related equipment .. 600 tons

■ Waste

Waste generated ..... 25,600 tons★
• Valuables sold ..... 7,900 tons
• Effective internal utilization ..... 7,300 tons
• Effective external utilization ..... 6,600 tons
• Incineration ..... 3,700 tons
• Final landfill disposal ..... 100 tons

■ Emissions into the atmosphere

CO_2 ..... 86,400 tons*2
SOx ..... 7,200 tons
NOx ..... 98,200 tons
Soot and dust ..... 2,500 tons
Substances subject the PRTR ... 346 tons

■ Release into water bodies

Discharge ..... 4,766,000 m³★
(Kumagaya and Mishima plants)

Breakdown of CO_2 emissions*2

• Scope 1 ..... 70,700 t-CO_2★
• Scope 2 ..... 28,100 t-CO_2★
• Retired domestic certified emissions reductions ... 12,400 t-CO_2★

Figures marked with ★ were subject to third-party verification performed by SGS Japan Inc. > Click here for details on data marked with ★.
*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.

Guidelines for Environmentally Friendly Products

Number of environmentally friendly product development projects

FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
30	59	69	81	40	52

Organization covered: LINTEC CORPORATION

Examples of environmentally friendly products

Reference

> [News Release] Fluorine-Free Oil-Resistant Paper Responding to Growing Environmental Awareness

Note: Go to the Topics page.

> Eco-friendly Labelstock Wins Global Label Industry Award

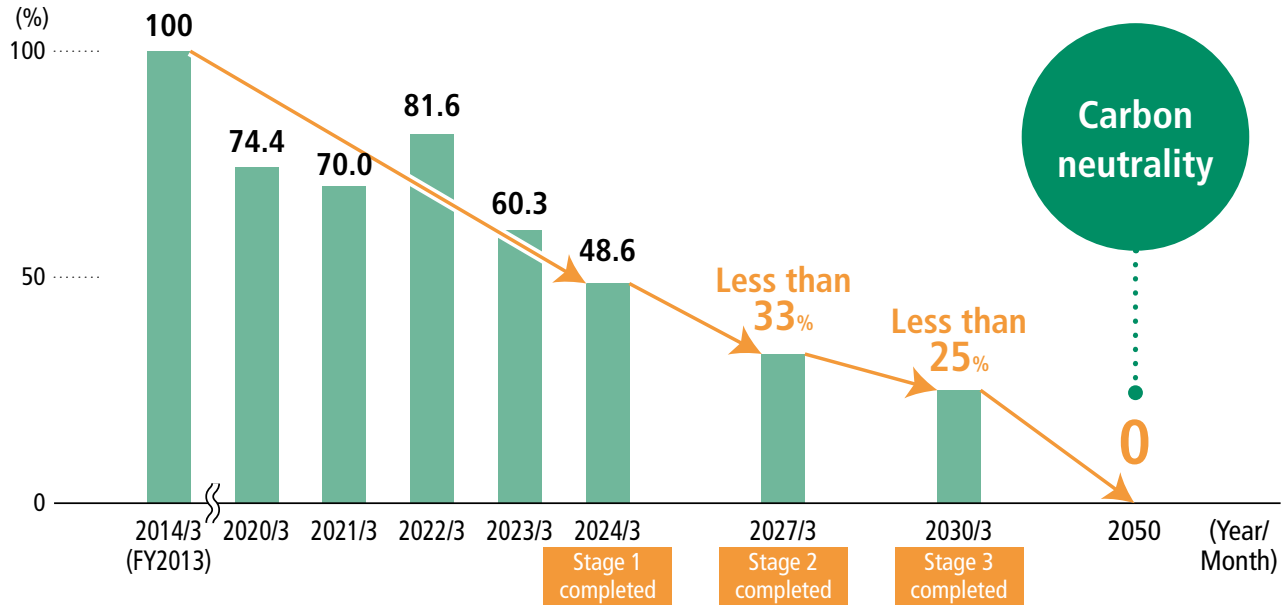
Note: Go to the Topics page.

Initiatives for Reducing CO_2 Emissions

- **Group's Roadmap for Reducing CO_2 Emissions**
- **Total Energy Use and CO_2 Emissions**
  - — Green electricity purchased
  - — Non-fossil energy ratio
  - — Total energy use (crude oil equivalent)
  - — Scope 1, 2
  - — Scope 3
- **Initiatives**
  - — Compliance with Japanese Energy Conservation Act
  - — Installation of solar power generation systems
  - — Introduction of co-generation systems
  - — Efforts to prevent the leakage of fluorocarbons
  - — Efforts in distribution

Group's Roadmap for Reducing CO_2 Emissions

▼ **Target for Scopes 1 and 2 (FY2013 level = 100%)**



Total Energy Use and CO_2 Emissions

Green electricity purchased

	FY2019	FY2020	FY2021	FY2022	FY2023
Green electricity purchased (GWh)	36	34	35	80	91
Calorie equivalent (thousand GJ)	352	335	342	778	790
Reduction effects of green electricity (1,000 t-CO_2)	16.9	16.1	16.0	33.8	41.0
Reduction effects of investment in reducing CO_2 (t-CO_2) (Cumulative values from fiscal 2019)	43	2,774	7,140	9,372	14,208

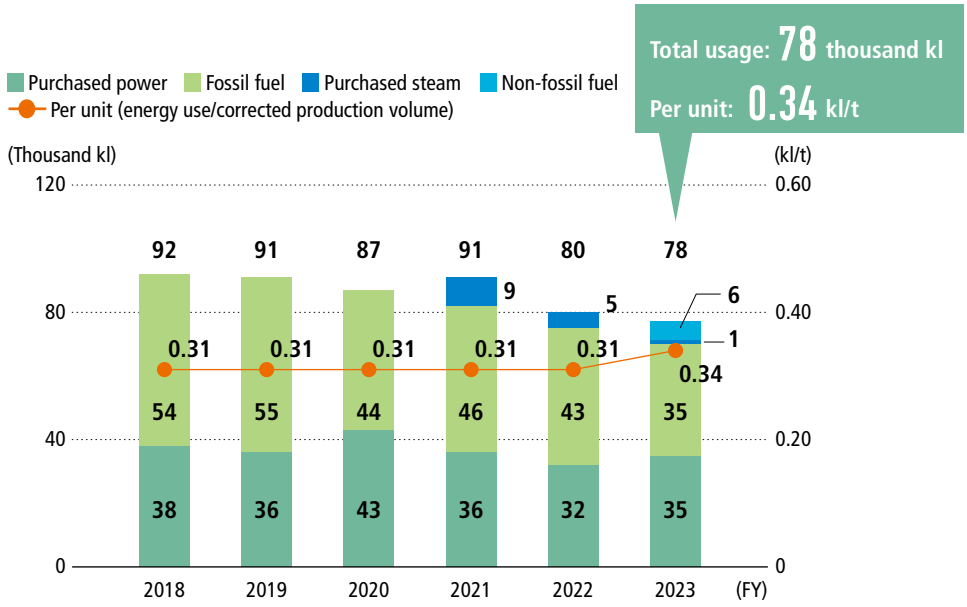
Notes: 1. Calculated on the basis of the Energy Conservation Act (CO_2 emissions coefficient of the business operator)
2. Calculated on the basis of the Energy Conservation Act (Act on Promotion of Global Warming Countermeasures)
Organizations covered: LINTEC CORPORATION and its sales sites; LINTEC SIGN SYSTEM, INC. (the premises of the LINTEC CORPORATION Head Office); SHONAN LINTEC KAKO, INC.; LINTEC SERVICES, INC.; LINTEC CUSTOMER SERVICE, INC. (the premises of the Ina Technology Center of LINTEC CORPORATION); TOKYO LINTEC KAKO, INC.

Non-fossil energy ratio

FY2022	FY2023
29.60%	35.05%

Note: Non-fossil energy (RPF) has been added since FY2023 due to a revision to the Energy Conservation Act.
Organizations covered: LINTEC CORPORATION and its sales sites; LINTEC SIGN SYSTEM, INC. (the premises of the LINTEC CORPORATION Head Office); SHONAN LINTEC KAKO, INC.; LINTEC SERVICES, INC.; LINTEC CUSTOMER SERVICE, INC. (the premises of the Ina Technology Center of LINTEC CORPORATION); TOKYO LINTEC KAKO, Inc.

Total energy use (crude oil equivalent)



Note: Non-fossil energy (RPF) has been added since FY2023 due to the revision of the Energy Conservation Act.
Organizations covered: LINTEC CORPORATION and its sales sites; LINTEC SIGN SYSTEM, INC. (the premises of the LINTEC CORPORATION Head Office); SHONAN LINTEC KAKO, INC.; LINTEC SERVICES, INC.; LINTEC CUSTOMER SERVICE, INC. (the premises of the Ina Technology Center of LINTEC CORPORATION); TOKYO LINTEC KAKO, INC.

Scope 1, 2

Japan

($t\text{-}CO_2$)

	FY2013	FY2019	FY2020	FY2021	FY2022	FY2023
Scope 1	112,200	90,332	85,385	88,998	83,639	70,661★
Scope 2	90,486	72,727	62,577	76,409	35,779	28,084★
J-Credit				6,500	6,500	12,000★
Green heat certificate					406	383★
Calculated emissions	202,686	163,059	147,962	158,907	112,512	86,362

Organizations covered: LINTEC CORPORTION, TOKYO LINTEC KAKO, INC., SHONAN LINTEC KAKO, INC., and LINTEC SERVICES, INC.
Figures marked with ★ were subject to third-party verification performed by SGS Japan Inc.
> Click here for details on data marked with ★.

Overseas

($t\text{-}CO_2$)

		2013	2019	2020	2021	2022	2023
LINTEC (SUZHOU) TECH CORPORATION	Scope 1	1,772	1,972	1,046	377	374	286
	Scope 2	3,189	2,502	2,835	3,624	2,815	2,326
	Total	4,961	4,473	3,882	4,001	3,189	2,611
LINTEC SPECIALITY FILMS (TAIWAN), INC.	Scope 1	2,969	280	362	555	229	69
	Scope 2	1,751	3,928	3,926	3,861	2,479	2,480
	Total	4,720	4,208	4,288	4,416	2,709	2,549
LINTEC KOREA, INC.	Scope 1	2,505	2,785	2,635	2,850	2,770	2,499
	Scope 2	3,835	3,811	3,724	3,849	3,772	3,830
	Total	6,340	6,596	6,359	6,700	6,542	6,329
LINTEC SPECIALITY FILMS (KOREA), INC.	Scope 1	1,088	623	604	622	452	276
	Scope 2	3,714	3,770	3,819	3,842	2,784	4,165
	Total	4,802	4,393	4,422	4,464	3,236	4,441
PT. LINTEC INDONESIA	Scope 1	2,691	1,216	875	1,225	1,262	1,289
	Scope 2	6,524	3,774	2,321	3,111	2,903	2,878
	Total	9,215	4,990	3,196	4,336	4,165	4,167
LINTEC INDUSTRIES (MALAYSIA) SDN. BHD.	Scope 1	2,065	1,203	1,758	1,815	984	887
	Scope 2	5,046	2,534	2,984	2,875	1,552	1,333
	Total	7,111	3,736	4,742	4,690	2,537	2,220
LINTEC (THAILAND) CO., LTD.	Scope 1	—	1,167	1,100	1,199	1,024	857
	Scope 2	—	2,802	2,463	2,364	1,482	1,218
	Total	—	3,969	3,562	3,563	2,506	2,075
MADICO, INC.	Scope 1	1,461	943	3,232	3,375	2,591	2,272
	Scope 2	3,437	1,376	4,641	3,963	3,558	3,439
	Total	4,898	2,319	7,874	7,339	6,149	5,711
MACTAC AMERICAS, LLC	Scope 1	—	8,355	8,189	24,075	16,047	12,258
	Scope 2	—	7,406	6,458	11,991	14,115	11,286
	Total	43,679	15,760	14,647	36,065	30,163	23,544
Others*	Scope 1	—	3,357	2,902	3,585	1,650	994
	Scope 2	—	6,481	6,156	6,142	5,077	4,456
	Total	6,488	9,838	9,058	9,727	6,727	5,450
Total	Scope 1	—	20,734	21,604	38,480	26,361	20,829
	Scope 2	—	35,581	36,864	43,258	39,056	36,192
	Total	92,214	56,314	58,468	81,738	65,416	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

($t\text{-}CO_2$)

Category item		FY2022 Scope	FY2022	FY2023 Scope	FY2023
Category 1	Purchased Goods and Services	(1)	719,374	(1)	581,462
Category 2	Capital Goods	(1)	13,945	(1)	38,722
Category 3	Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	(2)	38,595	(2)	32,230
Category 4	Transportation and Distribution (Upstream)	(2)	37,326	(2)	28,983
Category 5	Waste Generated in Operations	(3)	54,790	(3)	43,730
Category 6	Business Travel	(4)	495	(4)	476
Category 7	Employee Commuting	(4)	1,893	(4)	1,597
Category 8	Leased Assets (Upstream)	N/A	Not applicable*1	N/A	Not applicable*1
Category 9	Transportation and Distribution (Downstream)	(2)	0*2	(2)	0*2
Category 10	Processing of Sold Products	N/A	—*1	N/A	—*1
Category 11	Use of Sold Products	N/A	—	N/A	—
Category 12	End-of-Life Treatment of Sold Products	(1)	57,964	(1)	54,850
Category 13	Leased Assets (Downstream)	N/A	Not applicable	N/A	Not applicable
Category 14	Franchises	N/A	Not applicable	N/A	Not applicable
Category 15	Investments	N/A	Not applicable	N/A	Not applicable
Total Scope 3 emissions			924,382		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 COPORATION, 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 "Not applicable" items are judged to be outside the scope of calculation. "-" indicates that the item is applicable but not calculated because calculation is technically difficult.
*2 Included in Category 4, as the cost of transportation of products is basically borne by our company.

▼ 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

Initiatives

Compliance with Japanese Energy Conservation Act

Designated as a "specified business operator" pursuant to the provisions of the Act on the Rational Use of Energy ("the Energy Conservation Act") of Japan, the Group is required to improve its energy use per production unit as well as its weighted electricity use per production unit (for reducing peak hour demand) by 1% per year. To comply with the Energy Conservation Act, the LINTEC Group in Japan collects monthly data on energy consumption of individual sites under the direction of the LINTEC Energy Savings Promotion Committee and is promoting energy-saving activities. We request the respective plants to submit their plans and measures to achieve the target of 1% reduction per production unit, and compile data on the progress and results of these measures. Moreover, energy-saving practices that have proven effective are applied to other production sites.

Installation of solar power generation systems (Since 2020)

Year of installation	Name of site	Planned reductions (t-CO_2/year)
2020	Kumagaya Plant	458
2020	Ina Technology Center	110
2021	Chiba Plant	133
2021	TOKYO LINTEC KAKO, INC.	196
2022	Mishima Plant	457
2022	Doi Plant	462
2022	Komatsushima Plant	180
2023	Kumagaya Plant	473

Introduction of co-generation systems

Year of introduction	Name of site
2023	Doi Plant

Efforts to prevent the leakage of fluorocarbons

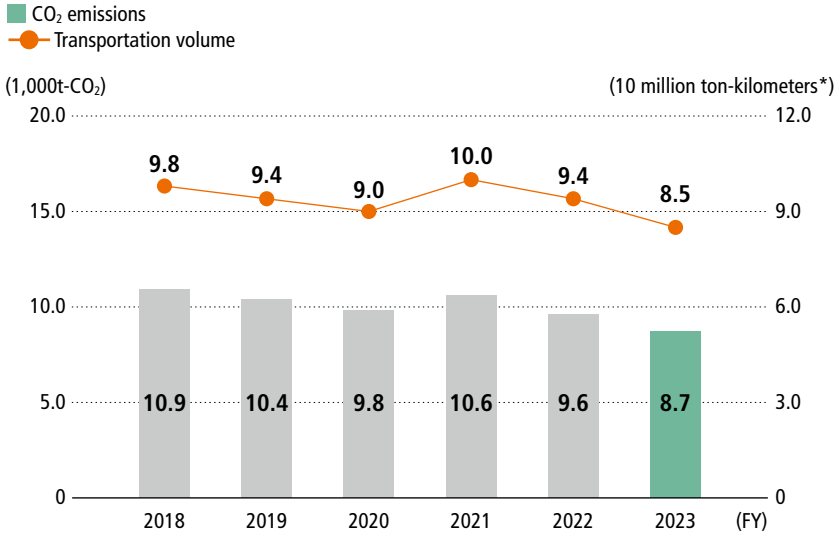
Plants and sales sites are equipped with air conditioners and refrigeration equipment that use fluorocarbon refrigerants, such as packaged air conditioners and chillers. LINTEC has created a list of such equipment and is conducting specified inspections in compliance with the Act on Rational Use and Appropriate Management of Fluorocarbons, prevent fluorocarbon leaks during use of the equipment.

When it comes time to dispose of the equipment, we entrust appropriate service providers with the task to ensure safe recovery of the fluorocarbon refrigerants. We will continue to ensure proper use and management in compliance with laws and regulations.

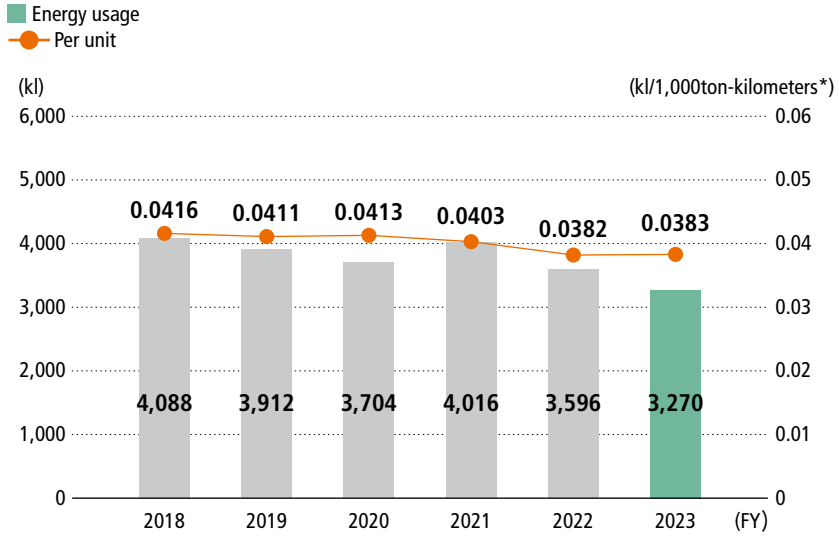
Efforts in distribution

We continue to control and reduce CO_2 emissions by making efforts in distribution, such as optimizing transportation efficiency and promoting a modal shift.

▼ **CO_2 emissions and transportation volume in distribution**



▼ **Energy usage**



* Ton-kilometers: A unit of cargo transport amounts, computed by multiplying the cargo tonnage by the transportation distance. Transporting 1 ton of cargo over a distance of one kilometer equals one ton-kilometer.

Information Disclosure Based on TCFD Recommendations

The LINTEC Group recognizes that climate change has impacts on its business activities and positions it as an important management issue. We will strengthen our risk management system and responses to risks and find new business opportunities to make contributions for our sustainable growth and the development of a sustainable society. Moreover, we will proactively disclose information on our responses to climate change according to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and further improve our corporate value through engagement with stakeholders.

Governance

The Sustainability Committee (meeting four times a year, in principle) discusses policies and implementation plans and supervises their progress regarding specific measures related to sustainability, including responses to climate change-related issues. The committee is chaired by the president and comprised of all directors and officers in charge of promoting committees under the Sustainability Committee. The outcomes of discussions are reported to the Board of Directors.

Climate change-related issues are assessed firstly by the Environmental Committee, via the TCFD Subcommittee, and finally by the Sustainability Committee. Measures to respond to issues are implemented and managed at each site. The status of responses is put together by the Environmental Committee and reported to all directors and officers in charge at the Sustainability Committee.

Reference

> Corporate Governance System
Note: Go to the Investor Relations page.

Strategy

Considering risks and opportunities associated with climate change as an important matter in developing its business strategies, the LINTEC Group set out the following two scenarios and conducted scenario analysis for its domestic business and some of its overseas business up to 2030 (medium-term) and 2050 (long-term). Consequently, we identified risks and opportunities, as shown in the following table. We will integrate measures to respond to these climate change-related risks and opportunities into initiatives we take under our long-term vision, LSV 2030, and will carry out analysis, covering the consolidated subsidiaries of the LINTEC Group, from a longer-term perspective.

		+4°C scenario	+2°C or below 1.5°C scenario
Reference Scenario	Transition Risks	Transition scenario, International Energy Agency (IEA)	
		Stated Policies Scenario (STEPS)*1	Sustainable Development Scenario (SDS) Net Zero Emissions by 2050 (NZE)*1
	Physical Risks	Climate change scenario, Intergovernmental Panel on Climate Change (IPCC)	
		"RCP8.5"*2	"RCP2.6"*2
		Technology Roadmap for Transition Finance formulated by the Ministry of Economy, Trade and Industry	
Image of society that LINTEC envisions		**[Society where policies continue as they are and climate change progresses]** • Climate change countermeasures are an extension of current measures • Precipitation patterns change due to rising temperatures. Sudden extreme weather events occur more frequently, and the extent of the damage increases • Carbon tax is not implemented	**[Society where active measures are taken toward realizing a carbon-free world]** • Active measures for carbon-free, such as introduction of carbon pricing, promotion of renewable energy, and promotion of ZEB ZEH*3, are taken. • Renewable energy technologies, energy conservation technologies, and new technologies for carbon free are actively developed. • The environment for raw material procurement will change as a result of conversion to non-petrochemical raw materials. • Plastic-free and 3R are further promoted, and a circular economy is considered as a premise for society. • Floods and droughts will increase due to temperature rise, but the damage will be smaller than in a +4°C world. • Demand for environmentally friendly products will increase due to a shift in consumer attitudes.

*1 Source: IEA. World Energy Outlook 2021, World Energy Outlook 2022
*2 Source: IPCC. Fifth Assessment Report
*3 ZEB (Net Zero Energy Building) and ZEH (Net Zero Energy House) refer to buildings and houses with an annual energy consumption that is effectively zero or less, which is achieved by installing equipment such as high-insulation, highly airtight, highly efficient equipment and solar power systems.

Scope

The scope of this scenario analysis includes our business in Japan and some overseas locations (China, South Korea, Thailand, and Indonesia). Going forward, we will consider expanding the scope to include consolidated subsidiaries of the LINTEC Group.

Timeline

"Medium-term" refers to the period up to 2030, which is the final year of the LINTEC Group's long-term vision and SDGs. "Long-term" refers to the period up to 2050, which is the Group's target year for achieving carbon neutrality. For future financial impact, the analysis was conducted by focusing on 2030.

World of +2°C or Less

Transition Risks

Category	Major risks		Timeline	Proposed responses
Policy and legal	Carbon pricing	Decline in price competitiveness due to the increased cost needed to respond to tougher laws and regulations on GHG emissions and energy usage (such as introduction of a carbon tax), as well as higher manufacturing cost and price pass-through	Medium- to long-term	• Reduce CO_2 emissions while keeping down/ reducing total cost by converting fuels, adopting highly efficient equipment, and using renewable energy
	Tightened regulation of CO_2 emissions	Investment unrecovered due to increased capital investment for saving energy and reducing CO_2 emissions	Medium- to long-term	• Make planned capital investment based on simulations of mid- to long-term CO_2 emissions
		Increased burden in order to respond to more sophisticated disclosure of information on GHG emissions and the obligation to disclose such information	Medium- to long-term	• Consider adding verification of GHG emissions by a third party (overseas), obtain operational support from a third party, and consider inhouse calculation methods (such as scope 3)
	Tightened regulations on VOC emissions	Decline in sales of solvent products and changes in specifications	Medium- to long-term	• Reinforce the development of solvent-free products and expand the sales of such products
Technology	Development of new technologies	Loss of business opportunities if development of products that address climate change is delayed, or if existing products cannot meet environmental needs.	Medium- to long-term	• Investigate market needs for products that address climate change, prioritize initiatives for a circular society, and promote the development of such products
		Decline in competitiveness due to delays in research and development of new technologies, securing intellectual property rights, or joint development efforts, etc.	Medium- to long-term	• Promote the development of new climate change-related technology, the securing of intellectual property rights, and the consideration of joint development
Market	Changing energy costs	Increased manufacturing costs and utility costs due to rising prices of crude oil- and petroleum-based energy	Medium-term	• Enhance energy conservation activities and promote utilization of renewable energy equipment
	Changing important products	Decrease in orders received for our core products as customer needs shift toward environmentally friendly products	Medium- to long-term	• Develop and expand environmentally friendly products according to customer needs and expand the sales of such products
	Changing raw material procurement	Unstable product supply due to increased dependence on suppliers as a result of accelerated conversion to nonpetrochemical raw materials	Medium- to long-term	• Diversify suppliers by adopting more sophisticated supply chain management
		Increase in the cost of raw materials due to measures taken by suppliers to reduce CO_2 emissions	Medium- to long-term	• Diversify suppliers by adopting more sophisticated supply chain management
Reputation	Changing reputation among customers	Decline in customer ratings and decrease in sales due to delays in establishing systems to tackle climate change and in deploying and enhancing products that address climate change	Medium- to long-term	• Foster more active stakeholder engagement • Develop and expand environmentally friendly products, and expand the sales of such products
		Failure to respond a customer's request for disclosure in a timely manner leads to a decline in customer ratings, resulting in the suspension of transactions, the loss of business opportunities, and a decrease in sales.	Short- to medium-term	• Strengthen the efficient information collection and response systems of the entire LINTEC Group on a global basis

Opportunities

Category	Major risks	Timeline	Proposed responses
Resource efficiency	Reduction in cost for water supply and effluent through recycling water	Medium to long-term	• Consider switching to a circulating water method for water cooling equipment
	Effective capital investments in new equipment through adoption of internal carbon pricing	Medium-term	• Adopt criteria for internal investment decisions to bring transparency to internal carbon pricing and cost
Energy sources	Promotion of cost reduction in energy procurement	Medium to long-term	• Promote the use of renewable energy and introduce equipment that saves energy and uses renewable energy • Adopt cogeneration systems, exhaust heat boilers, solar power generation systems for captive consumption, etc.
	Monetization of emissions trading by keeping CO_2 emissions within emissions allowances	Medium to long-term	• Further reduce CO_2 emissions
	Adoption of alternative energy for carbon-free	Long-term	• Consider adopting hydrogen as an alternative source of energy
	Increase in opportunities to procure materials that are manufactured with energy sources and/or raw materials made available through innovation by suppliers, which contribute toward achieving carbon neutrality	Medium to long-term	• Promote procurement of raw materials that contribute toward the realization of carbon neutrality by cooperating and collaborating with suppliers
Products and services	Increase in demand for electronics related products due to acceleration of digitalization and popularization of EV	Medium to long-term	• Enhance the production system for electronics-related business by actively making capital investments
	Increase in needs for products and initiatives that contribute to the realization of a circular society	Medium to long-term	• Develop and expand environmentally-friendly products (such as plastic-free, biomass, biodegradable products and FSC certified paper) • Promote the development of resource-recycling products and the establishment of resource collection systems by working with supply chains and external organizations
	Increase in business opportunities owing to popularization and expansion of renewable energy	Medium to long-term	• Develop and expand products that contribute to the generation of renewable energy
	Increase in opportunities to sell energy efficient products	Medium to long-term	• Develop and expand products that help promote energy conservation (such as highly functional window films and light control films)
	Increase in opportunities to sell solvent-free products	Medium to long-term	• Develop and expand solvent free products according to customer needs
	Acquisition of new business opportunities owing to the increased environmental awareness of employees	Medium to long-term	• Acquisition of more business opportunities by raising the environmental awareness of employees through cross organizational committee activities and training sessions to provide the market with competitive products
Market	Gaining support of stakeholders by enhancing initiatives for realizing a carbon-free world and a circular society	Medium to long-term	• Enhance internal initiatives, and promote initiatives that are being undertaken in cooperation with supply chains and the industry as a whole • Actively promote environmentally friendly products both in Japan and overseas to gain the understanding and support of a wider range of stakeholders
Resilience	Stabilizing supply chains by reviewing suppliers	Medium to long-term	• Sophisticate supply chain management

World of +4°C

Physical risks

Category	Major risks		Timeline	Proposed responses
Acute	Exacerbation of natural disasters	Delays in product supply and declines in sales due to supply chain disruptions and a factory shutdown caused by heavy rain, and increases in distribution costs and non-operating expenses due to distribution delays and product damage	Medium- to long-term	• Implementing BCPs and building BCMs, including at overseas locations • Building an inventory and logistics management system that is more resilient to natural disasters • Development of disaster response manuals • Obtaining insurance in anticipation of natural disasters • Flood-resistant building design
		Increase in repair cost and accident and disaster insurance cost	Medium- to long-term	• Periodically identify risks at each site • Monitor items related to instructions provided in management reviews and reflect them in updated equipment specifications
Chronic	Rise in temperatures	Increase in air conditioning cost during the summer	Medium- to long-term	• Consider improving insulation performance by using multi-layering window glass and/or attaching heat shield films at each office
	Instability in securing water	Shortage of industrial water due to a decrease in groundwater	Medium- to long-term	• Consider switching to a circulating water method for water cooling equipment

Financial Impact of Risks and Opportunities Related to Climate Change

Financial impact of transition risks

- **Increase in cost due to carbon pricing**

  We aim to reduce CO_2 emissions by 75% or more by 2030 compared to fiscal 2013 levels, and achieve net zero by 2050. If a carbon tax is introduced, the estimated carbon tax burden incurred by the company will be approximately 2 billion yen if the company achieves the goal in 2030. This is approximately 1.1 billion yen less than the cost that would be incurred if the company does not work on reducing CO_2 emissions.

- **Capital investments to reduce CO_2 emissions**

  We plan to invest approximately 14.7 billion yen in total to reduce CO_2 emissions in Japan during the period of our long-term vision, "LSV 2030," by adopting solar power generation systems for captive consumption and gas turbine cogeneration systems.

- **Changes in the raw material procurement environment**

  Some of our products use fossil fuels and raw materials derived from pulp. Consequently, we recognize that our business faces high long-term risk derived from changes in the raw material procurement environment. We will continue to analyze the degree of impact and consider countermeasures, such as switching raw materials and adopting new technologies.

Financial impact of physical risks

- **Torrential rain and floods**

  We will minimize the impact and ensure a stable supply of products by purchasing raw materials from multiple suppliers, maintaining an adequate level of inventory at each site, and establishing back-up systems through BCP*.

  * BCP: BCP stands for a Business Continuity Plan. It is a plan developed in advance to enable the minimization of damage and the continuation or early resumption of business in the event that a company encounters an emergency situation such as an accident or disaster.

- **Droughts**

  We will minimize the impact by making continuous efforts to develop multiple industrial water systems and reduce industrial water usage at each site.

Financial impact of opportunities

- **Increase in demand for various types of environmentally friendly products**
  As companies promote countermeasures against global warming and consumer attitudes shift toward environment-conscious and sustainable living, demand for our environmentally friendly products is expected to increase. We are currently calculating the amount of financial impact.
- **Increase in demand for energy-efficient products**
  With growing needs for energy conservation and disaster prevention as well as the advancement of industrialization and urbanization in emerging countries, demand for our energy-efficient products is expected to increase. We are currently calculating the amount of financial impact.

Results of our scenario analysis

As a result of our scenario analysis, we confirmed that both scenarios we examined will have a certain degree of impact on our business in 2030 and 2050, such as the impact of increased raw materials costs, and the impact on demand for energy-efficient products related to our initiatives under the long-term vision of "LSV 2030" as well as various types of environmentally friendly products. Consequently, we reconfirmed the need for actively working on managing risks and capturing opportunities. We will continue to take necessary measures as a group-wide effort, and actively work on reducing CO_2 emissions by 75% or more by 2030 compared to fiscal 2013 levels and achieving net zero by 2050.

Initiatives of the LINTEC Group

> (1) Business plan Note: Go to the Investor Relations page.	> (2) 2023 Integrated Report, page 42-46

Risk Management

In April 2018, the LINTEC Group established a Corporate Risk Management Committee comprised of executive general managers and general managers from offices under the direct control of the president with the aim of enhancing its risk management systems, and the committee periodically holds meetings.

In April 2021, the system for promoting sustainability activities was renewed and strengthened, and the purpose of this Committee was redefined as "identifying risks and opportunities in business operation; formulating policies to manage them; and planning and verifying worksite-level measures." The committee assesses and analyzes various risks, including those related to natural disasters, based on the issues recognized by committee members and the results of the annual risk identification process for managers. The results are reported to the Sustainability Committee every quarter, who then gives instructions on response measures.

In addition, information related to climate-related risks is gathered and identified/assessed by the Environmental Committee, and the results are reported to the Sustainability Committee. The Sustainability Committee considers whether any response measures need to be implemented, and then provides instructions to officers in charge of promotion through subcommittees as needed.

Officers who receive instructions then implement measures through departments for which they are responsible. The Environmental Committee monitors subsequent changes in circumstances on an ongoing basis, and periodically checks whether initial indicators/ goals have been achieved.

These committees will continue to work together to strengthen our risk management capabilities and enhance our risk management systems to contribute to the sustainable growth of the LINTEC Group.

Related Information

> Risk Management (Governance Report)	> Environmental Management (Environmental Report)

Metrics and Targets

The LINTEC Group recognizes that reduction of greenhouse gas (GHG) emissions is crucial in addressing climate change and accordingly promotes various measures in R&D, manufacturing, sales, and logistics. As a manufacturer, LINTEC views these initiatives for carbon-free as its mission and as leading to new climate-related opportunities. In its long-term vision toward 2030, "LSV 2030," the LINTEC Group has set the following numerical target.

Targets and Results

> LINTEC Group's Roadmap for Reducing CO_2 Emissions (Environmental Data Book)

Goals and indicators are also listed in the below:

> (1) Environmental Report	> (2) Business Plan Note: Go to the Investor Relations page.	> (3) Scope 3 (Environmental Data Book)

Reducing Waste

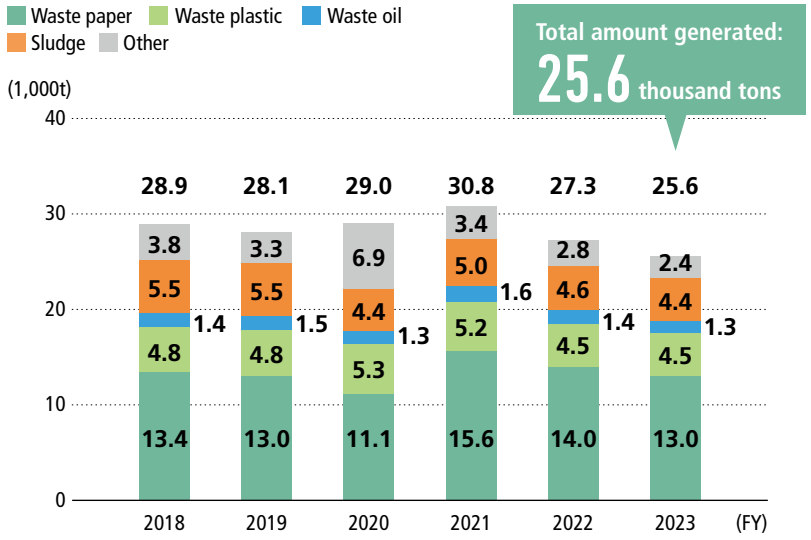
Effective utilization of waste

(1,000 tons)

	FY2019	FY2020	FY2021	FY2022	FY2023
Waste discharge	28.1	29.0	30.8	27.3	25.6
Effective Internal utilization*1	9.6	8.9	9.9	8.4	7.3
Sale of valuable materials*2	6.8	7.5	5.6	7.2	7.9
Total waste output	11.8	12.1	15.6	11.8	10.4
Effective external utilization*3	7.1	8.8	11.9	7.6	6.6
Incineration	4.6	3.1	3.5	4.1	3.7
Volume reduction, heat use	4.5	2.9	3.3	4.0	3.6
Final landfill disposal	0.1	0.2	0.2	0.1	0.1
Waste recycled (*1*2*3 total)	23.5	25.2	27.4	23.1	21.8

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

Waste discharge



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

3R efforts

Efforts to reduce (reduce amount of waste)

The LINTEC Group promote a paperless office by introducing an electronic approval system via the in-house intranet and by other means. Together with the Research Center, each plant is making efforts to improve manufacturing technology and yield to reduce the number of defective products. Each plant is also striving to reduce input resources in accordance with production plans designed to downsize the furnace for preparing application liquids, reduce the width of raw material rolls used in the paper passing process, and ensure continuous production.

Efforts to reuse (use repeatedly)

We clean pallets used within the LINTEC Group's production sites and the cores we use for the rolls of adhesive products in process on an as-needed basis. These pallets and core rolls are reused at the sites that transfer or receive them. LINTEC also promotes reuse practices involving customers and raw material manufacturers. We manage the pallets of customers and raw material manufacturers after sorting them by owner, and return them to their original owners to ensure that they can be reused.

Efforts to recycle

We bring paper waste generated at group companies in the Kanto region to our Kumagaya Plant to effectively use it internally as a raw material for thermal recycling. We ensure waste sorting and promote recycling by separating valuable materials from mixed materials that were previously processed as waste.

We are also focusing on the development of environment-friendly products, and have launched products such as base paper for straws to reduce plastic use, a PET film product made from recycled plastic bottles, an adhesive product using biomass adhesive, and others.

Efforts under the Act on Promotion of Resource Circulation for Plastics

Targets for Emissions Reduction, Recycling, etc. under the Act on Promotion of Resource Circulation for Plastics

1. Work to improve yield through revision of production processes and other measures, and reduce plastic waste.
2. Promote simplification, weight reduction, and reuse of plastic packaging materials used for purchased raw materials and internal work in process, thereby contributing to reduction of use and discharge of plastic packaging materials both inside and outside the company.
3. Work to reduce the use and discharge of plastic core rolls by collecting and reusing plastic core rolls used for product shipment.

The amount of discharge and recycling rate of industrial waste from products using plastic at LINTEC

	FY2020	FY2021	FY2022	FY2023
Amount of discharge (t)	3,635	3,754	3,423	3,413
Recycling rate (%)	4.4	6.2	10.9	4.6
Heat recovery rate (%)	93.3	91.5	86.7	93.3

Recycling rate (%) = Recycled amount/Amount of discharge ×100
Heat recovery rate (%) = Amount of heat recovered/Amount of discharge×100
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.

Amount of industrial waste discharged from products using plastic at group companies in Japan

(Tons)

	FY2022	FY2023
LINTEC COMMERCE, INC.	9.6	7.1
LINTEC SIGN SYSTEM, INC.	22.4	49.7
SHONAN LINTEC KAKO, INC.	125.0	84.6
LINTEC SERVICES, INC.	0	0
LINTEC CUSTOMER SERVICE, INC.	0.3*	1.5
TOKYO LINTEC KAKO, INC.	100.9	102.0

* Calculation period: December 2022 to March 2023

Water Usage and Discharge

Standards, methods and preconditions used



Tap water, groundwater, and industrial water are measured value

Water usage and discharge treated

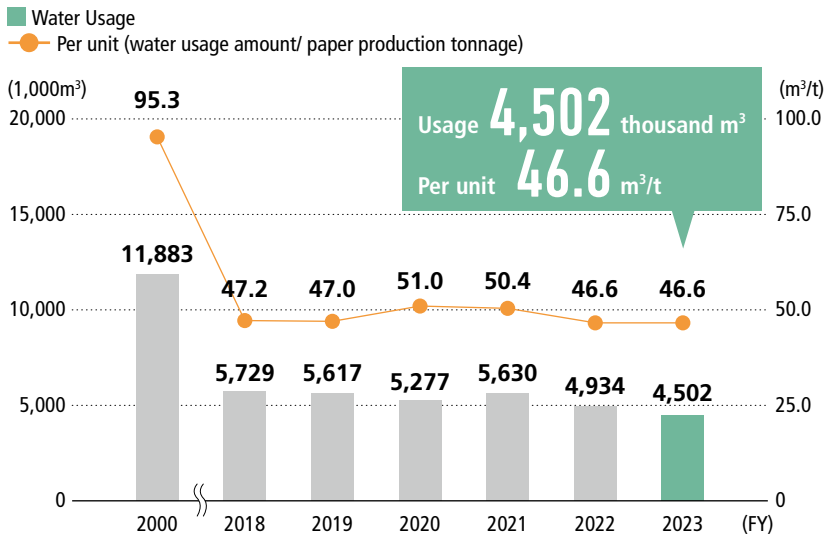
(1,000 m³)

Category	FY2020	FY2021	FY2022	FY2023
Total water usage	7,951	7,718	7,798	7,831★
• Tap water	531	509	540	515
• Industrial water	3,660	3,715	3,383	3,680
• Groundwater	3,760	3,494	3,876	3,636
Discharge	6,163	6,630	6,191	5,909

Figures marked with ★ were subject to third-party verification performed by SGS Japan Inc. > Click here for details on data marked with ★.
Organizations covered: The Head Office and plants of LINTEC CORPORATION and TOKYO LINTEC KAKO, INC.
Note: Water usage data is the sum of the figures for tap water, industrial water, and groundwater.

Water usage for fine and specialty paper production at Kumagaya and Mishima Plants

▼ Water usage (Kumagaya and Mishima Plants)



Discharge water quality (Kumagaya and Mishima Plants)

Kumagaya plant

Item	Discharge Water standards		FY2019		FY2020		FY2021		FY2022		FY2023	
			Maximum value	Average value	Maximum value	Average value	Maximum value	Average value	Maximum value	Average value	Maximum value	Average value
pH	5.8–8.6		6.63–7.48	7.04	7.6	7.1	7.8	7.16	7.47	7.07	7.9	7.11
Regulations on emission concentration	SS*1	60 (50) or less	26.6	(11.91)	33.9	(22.26)	45.6	(12.47)	42.9	(11.73)	32.7	(12.98)
	BOD*2	25 (20) or less	20	(9.81)	23	(10.45)	20	(8.71)	21	(9.12)	25	(8.73)
	COD*3	—	48.9	23.77	55	24.21	45.2	23.22	43.2	22.09	67.3	23.12
Regulations on total emissions	COD (t/day)	0.858 or less	0.2746	0.1435	0.276	0.14	0.282	0.138	0.265	0.121	0.235	0.12146
	Nitrogen (t/day)	0.4068 or less	0.0277	0.1438	0.143	0.395	0.1413	0.3471	0.142	0.0023	0.1169	0.0245
	Phosphorus (t/day)	0.0418 or less	0.0013	0.0011	0.01	0.0094	0.0126	0.0009	0.0065	0.0007	0.00776	0.00098

Mishima Plant

Item	Discharge Water standards		FY2019		FY2020		FY2021		FY2022		FY2023	
			Maximum value	Average value	Maximum value	Average value	Maximum value	Average value	Maximum value	Average value	Maximum value	Average value
pH	5.8–8.6		6.0–7.3	6.64	6.0–7.6	6.75	6.0–8.0	6.96	6.0–7.7	6.77	6.1–8.0	6.99
Regulations on emission concentration	SS*1	80 (60) or less	33	(4)	29	(4)	28	(4)	44	(4)	45	(4)
	COD*3	90 (65) or less	78.6	(24)	84.5	(24.6)	88.2	(24.3)	89.2	(25)	89.4	(22.9)
	TN	120 (60) or less	—	—	—	—	77.9	(4.5)	47.1	(5.5)	41.6	(5.1)
	TP	16 (8) or less	—	—	—	—	0.7	(0.04)	0.83	(0.04)	0.9	(0.04)
Regulations on total emissions	COD (t/day)	0.9431 or less	0.5198	0.2462	0.4886	0.2385	0.5158	0.25	0.4945	0.2365	0.4452	0.2065
	Nitrogen (t/day)	0.3961 or less	0.2171	0.043	0.1749	0.0351	0.1926	0.0465	0.199	0.0519	0.165	0.0477
	Phosphorus (t/day)	0.0405 or less	0.0009	0.0003	0.0014	0.0002	0.0013	0.0004	0.0014	0.0004	0.0024	0.0004

In regulations on emission concentration, the figures in parentheses indicate the daily average values.
*1 SS: Suspended Solids
*2 BOD: Biochemical Oxygen Demand
*3 COD: Chemical Oxygen Demand

Biodiversity Conservation Initiatives

Activities

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 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.).

* TNFD: Taskforce on Nature-related Financial Disclosure.

Project (1) — Initiative for biodiversity at the Kumagaya Plant

As an initiative for forest creation, Kumagaya Plant is sowing seeds collected from the surrounding area in pots and growing seedlings. And in the water area, the plant is promoting the growth of endangered species that have been found within the plant's premises.



Activities to protect local native species



Activities to protect endangered species

Project (2) — Planting native species at Chiba Plant

Chiba Plant selected species native to Chiba Prefecture for planting its seedling from among native tree species grown in the prefecture.


Left: Japanese yew Right: Japanese black pine


Japanese cleyera

Project (3) — Planting native species at Mishima Plant

Mishima Plant selected a species native to Ehime Prefecture for planting its seedling from among native tree species grown in the prefecture.


Japanese camellia



Compliance with PRTR

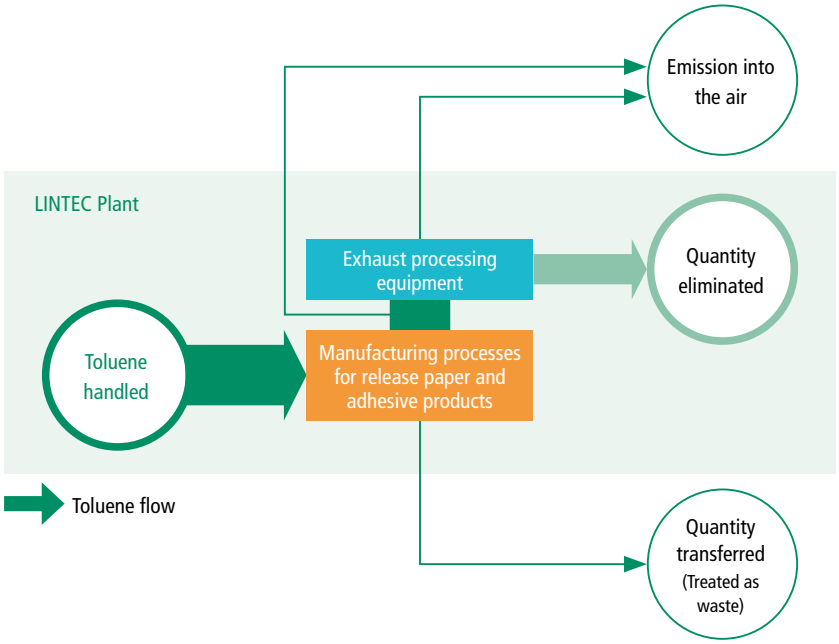
Emissions of substances subject to PRTR

(Tons)

	FY2020	FY2021	FY2022	FY2023
Emissions	459	439	359	346

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

Emission and transfer of toluene



	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Toluene handled(t)	7,919	7,652	6,614	6,800	5,508	5,471
Emission into the air(t)	489	464	453	434	357	340
Quantity eliminated(t)	6,901	6,825	5,719	5,851	4,695	4,631
Elimination rate (%)	93.4	93.8	93.5	93.1	92.9	93.2
Quantity transferred (t) (Treated as waste)	529	363	496	516	456	500

Note: Elimination rate=eliminated amount (handing amount-transferred amount) ×100
Organizations covered: LINTEC CORPORATION's plants

VOC Emissions Reduction

VOC emissions

Japan

(Tons)

	FY2020	FY2021	FY2022	FY2023
Agatsuma Plant	139.8	153.6	126.2	114.7
Kumagaya Plant	286.7	288.5	196.2	170.6
Research Center	1.8	2.0	1.7	1.6
Chiba Plant	107.5	125.0	118.5	117.3
Tatsuno Plant	39.5	38.2	74.9	54.8
Shingu Plant	49.4	46.7	27.8	33.7
Komatsushima Plant	30.6	35.0	32.4	26.0
Mishima Plant	152.9	200.6	167.2	149.0
Total	825.7	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)
Figures marked with ★ were subject to third-party verification performed by SGS Japan Inc. > Click here for details on data marked with ★.

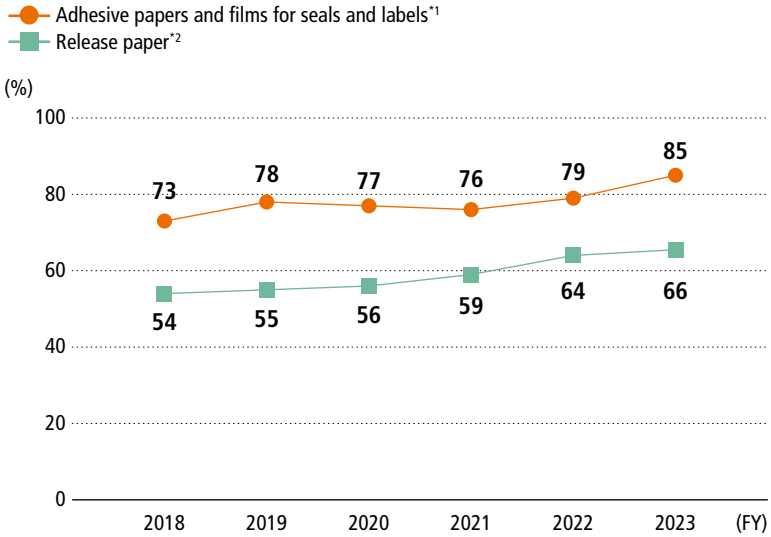
Overseas

(Tons)

	FY2020	FY2021	FY2022	FY2023
LINTEC SPECIALITY FILMS (TAIWAN), INC.	37.9	47.4	25.6	24.5
LINTEC SPECIALITY FILMS (KOREA), INC.	33.8	36.0	22.1	15.2
PT. LINTEC INDONESIA	195.7	251.7	163.8	187.0
LINTEC (THAILAND) CO., LTD.	25.0	25.0	23.3	17.7
LINTEC (SUZHOU) TECH CORPORATION	28.1	25.5	4.3	3.9
LINTEC KOREA, INC.	2.7	3.4	2.9	2.4
LINTEC INDUSTRIES (MALAYSIA) SDN. BHD.	5.6	5.9	3.4	2.0
MADICO, INC.	2.3	5.5	4.5	3.7
Others*	39.1	40.9	15.4	12.1
Total	436.1	535.7	404.1	348.4

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

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)

Reference

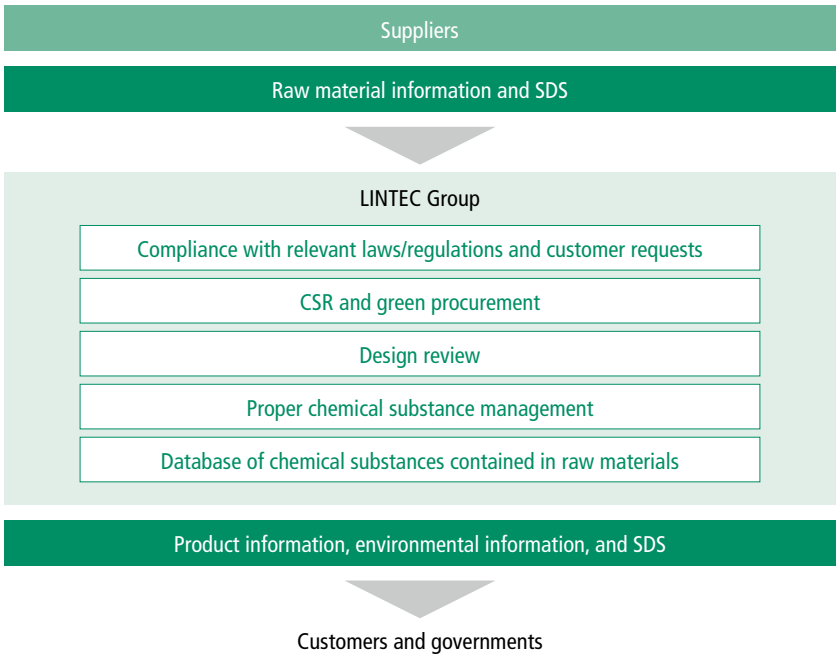
> Highlight: Solvent-free Release Papers (Japanese version only)

Management of Chemical Substances, Compliance with EU Regulations

Candidate list of substances of very high concern (SVHC) under REACH Regulation

Total	241 entries (31st update, June 27, 2024)

Product information flow



Proper Storage and Management of PCB

Status of proper storage and management of PCB

Business site	Number of stored units of PCB waste	Treatment facility	Year of registration for consignment treatment	Processing completion
Kumagaya Plant	19 high-concentration units	JESCO Tokyo Office	2005	March 2019 (Completed)
	4 fluorescent light ballasts	JESCO Hokkaido Office	2017	June 2018 (Completed)
	1 low-concentration unit	Gunto Sangyo Co., Ltd.	2018	December 2018 (Completed)
Tatsuno Plant	14 high-concentration units	JESCO Kitakyushu Office	2015	June 2019 (Completed)
	3 fluorescent light ballasts		2019	June 2019 (Completed)
Total	41 units disposed of			

Environmental Preservation Costs

In FY2023, investment*1 amounted to 2,435 million yen, while expenses*2 totaled 5,025 million yen. The total amount of investment for the fiscal year increased by 1,583 million yen from FY2022, mainly due to the introduction of new equipment for fine and specialty paper production aimed at reducing CO_2 emissions and energy-saving air conditioning equipment in new plant buildings.

Total expenses increased by 414 million yen from FY2022 due to increased energy-saving costs, such as costs for maintenance of fuel conversion equipment and of onsite power generators.

*1 The amount of investments made during a year for the purpose of environmental conservation.
Since the effect of the investments lasts for several years or longer, the invested amounts are recognized as costs over those years.
*2 Costs or losses arising from consuming goods and services for the purpose of environmental conservation.

Category		Target equipment	Investments (Millions of yen)	Details of main initiatives	Expenses (Millions of yen)
1. Business area cost	Pollution prevention cost				
	a. Preventing air pollution	Exhaust gas treatment system	171	Management and maintenance of equipment to prevent air pollution	353
	b. Preventing water pollution	Discharge Water treatment system	223	Management and maintenance of equipment to prevent water pollution	171
	c. Preventing overall pollution	—	—	Sludge disposal costs	35
	Global environmental conservation cost				
	a. Preventing global warming	—	—	Management and maintenance of fuel conversion systems	140
	b. Energy conservation	Exhaust heat treatment system	2,034	Management and maintenance of in-house power generation equipment	682
	Resource circulation cost				
	a. Efficient utilization of resources	—	—	Management and maintenance of wastepaper processing equipment; use of wastepaper as raw material	364
	b. Treating, reducing, and recycling waste	Waste-derived fuels system	4	Management and maintenance of incinerator and boiler equipment; industrial waste processing	489
2. Upstream/ downstream cost	Recovering, recycling, and reusing auxiliary materials	—	—	Auxiliary material return	63
	Green procurement and purchasing	—	—	Purchase of environmentally friendly office supplies	8
3. Administration cost	Constructing and operating environmental management systems	—	—	Environmental conservation organizations	398
	Environmental information disclosure	—	—	Preparation of the Sustainability Report and Website	34
	Monitoring and measuring environmental impact	—	—	Analysis and measurement of regulated substances	49
	Environmental education	—	—	Participation in seminars and workshops	1
	Environmental improvement measures	Bank protection work	3	On-site beautification; garden tree pruning	29
4. R&D cost		—	—	R&D relating to environmental protection	2,193
5. Social activity cost		—	—	Presentation on biodiversity project activities	1
6. Environmental remediation cost		—	—	Payment of pollution load levy; compensation for fisheries	14
Total			2,435		5,025

Organizations covered: LINTEC CORPORATION and TOKYO LINTEC KAKO, INC.
The Environmental Accounting Guidelines (2005) from the Japanese Ministry of the Environment were used as a reference.

■ Contents

Providing Value to Customers . . . . . S2 / 29
Improving Customer Satisfaction
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Together with Employees (Human Rights / Employment) . . . . . S6 / 29
Respecting Human Rights and Diversity
Work-life Balance

Together with Employees (Human Resource Development) . . . . . S14 / 29
Human Resource Development

Together with Employees (Safety and Disaster Prevention) . . . . . S17 / 29
Occupational Safety

Together with Local Communities . . . . . S20 / 29
LINTEC Group's CSR Activities

Improving Customer Satisfaction

- **Promoting One-stop Development**
  — Results of activities
- **Disclosing Product Information**
  — Products

Promoting One-stop Development

Results of activities

Application scope of materials informatics expanded

In fiscal 2023, we expanded the application scope of materials informatics. By adopting materials informatics techniques for a broader range of development items, we have increased our ability to speed up the product development process.

Disclosing Product Information

References

> Products
Note: Go to the Products page.

Quality Assurance

- **Quality Accident Prevention and Education**
  - — Number and ratio of quality accidents

Quality Accident Prevention and Education

Number and ratio of quality accidents (Ratio to the number recorded in fiscal 2010 as 100%)

The number of accidents recorded in fiscal 2023 was down by 69% from fiscal 2010 (base year).

FY	Number of accidents per month	Ratio (%)
2010 (base year)	49	100
2019	18	37
2020	17	35
2021	17	35
2022	15	31
2023	15★	31★

Organizations covered: LINTEC CORPORATION (excluding Ina Technology Center), TOKYO LINTEC KAKO, INC., and SHONAN LINTEC KAKO, INC.
Figures marked with ★ were subject to third-party verification performed by SGS Japan Inc. > Click here for details on data marked with ★.

CSR Procurement

- **Supplier Assessment and Improvement**
  - — Status of response to questionnaire survey
  - — Items of questionnaire survey (outline)
- **Green Procurement**
  - — Investigations into chemical substances contained in products conducted
  - — LINTEC Green Procurement Policy
  - — LINTEC Lumber Pulp Procurement Policy
  - — LINTEC Procurement Policy

Supplier Assessment and Improvement

Status of response to questionnaire survey

Number of planned respondents to the raw materials supplier questionnaire	Response rate for fiscal 2023 (%)
66 sites at 51 companies*	87.9★

Organization covered: LINTEC CORPORATION
* Planned respondents were selected from among a rough total of 500 raw materials suppliers in consideration of transaction amount and BCP.
Figures marked with ★ were subject to third-party verification performed by SGS Japan Inc. > Click here for details on data marked with ★.

Items of questionnaire survey (outline)

Corporate management	Financial status
Procurement	Deadline, Delivery, Cost, BCP*, Service, Actions outside of Japan
Quality	Quality systems, process management
Environment	Certification acquisition status, chemical substance management
CSR	Legal compliance, Corporate ethics, Respect for human rights, Information security

* BCP: BCP stands for a Business Continuity Plan. It is a plan developed in advance to enable the minimization of damage and the continuation or early resumption of business in the event that a company encounters an emergency situation such as an accident or disaster.

Green Procurement

Investigations into chemical substances contained in products conducted

	Investigation
Investigation conducted in FY2023	chemSHERPA Ver 2.08.00

LINTEC Green Procurement Policy

LINTEC Lumber Pulp Procurement Policy

LINTEC Procurement Policy

References

> Corporate Policies

Respecting Human Rights and Diversity

- **Increasing Career Development Opportunities for Female Employees**
  - — Male employees taking childcare leave
- **Employment of Persons with Disabilities**
  - — Employment rate for persons with disabilities
- **Job Return Program and Career Return Program**
  - — Number of registered Job Return Program users
- **Employment of Older Person**
  - — Number of re-employed retirees
- **Social Contribution Leave Program**
  - — Number of program users
- **Management Labor Relations**
  - — Status of the LINTEC Forest
- **Other Related Data**
  - — Number of LINTEC Group employees and gender ratio
  - — Employees by region and by gender
  - — Local employees at sites outside Japan
  - — Three-year turnover of employees hired as new graduates
  - — Average length of service
  - — Number of new hires and retirees
  - — Revision of work regulations, etc.

Increasing Career Development Opportunities for Female Employees

Male employees taking childcare leave

	FY2019	FY2020	FY2021	FY2022	FY2023
Number of men taking childcare leave	3	3	7	37	59★
Number of men eligible for childcare leave	69	66	79	62	68
Rate of men taking childcare leave (%)	4.4	4.5	8.9	59.7	86.8★

Organization covered: LINTEC CORPORATION
Figures marked with ★ were subject to third-party verification performed by SGS Japan Inc. > Click here for details on data marked with ★.

Employment of Persons with Disabilities

Employment rate for persons with disabilities

	FY2019	FY2020	FY2021	FY2022	FY2023
Number of employees	57	54	57	61	61.5
Full-year employment rate (%)	2.2	2.0	2.0	2.26	2.23★
Mandatory employment rate (%)	2.2	2.2	2.3	2.3	2.24

Organization covered: LINTEC CORPORATION
Figures marked with ★ were subject to third-party verification performed by SGS Japan Inc. > Click here for details on data marked with ★.

Job Return Program and Career Return Program

Number of registered Job Return Program users

	FY2019	FY2020	FY2021	FY2022	FY2023
A job return program	19	19	19	21	23
A career return program	—	—	—	—	0

Organization covered: LINTEC CORPORATION

Employment of Older Person

Number of re-employment retirees

		FY2019	FY2020	FY2021	FY2022	FY2023
60 years old	Number of those who have reached the specified age	45	38	53	54	51
	Number of those re-hired	32	33	43	47	46
	Percentage of re-employment (%)*	82	87	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.

Social Contribution Leave Program

Number of program users

	FY2019	FY2020	FY2021	FY2022	FY2023
Social Contribution Leave*1 (persons)	—	—	—	0	0
Social Contribution Time off*2 (persons)	22	12	15	15	20★

*1 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).
*2 To be used for participating in social contribution activities such local cooperation and volunteer work that are approved by the company.
Organization covered: LINTEC CORPORATION
Figures marked with ★ were subject to third-party verification performed by SGS Japan Inc. > Click here for details on data marked with ★.

Management Labor Relations

Status of the LINTEC Forest

	FY2019	FY2020	FY2021	FY2022	FY2023
Labor union members	2,067	2,097	2,094	2,086	2,072
Average age	38.7	38.7	38.9	39.0	39.4
Average service years	8 months 16 years	8 months 16 years	9 months 16 years	9 months 16 years	3 months 17 years

Note: As of the end of the fiscal year.

Other Related Data

Number of LINTEC Group employees and gender ratio

		FY2020		FY2021		FY2022		FY2023	
		Number of employees	Gender ratio (%)	Number of employees	Gender ratio (%)	Number of employees	Gender ratio (%)	Number of employees	Gender ratio (%)
LINTEC CORPORATION	Overall	2,618	—	2,628	—	2,620	—	2,618★	—
	Male	2,248	86	2,253	86	2,244	86	2,237★	85
	Female	370	14	375	14	376	14	381★	15
	Male managers	495	98	486	98	496	97	499	97
	Female managers	9	2	10	2	13	3	17	3
LINTEC Group	Overall	6,199	—	6,221	—	6,548	—	6,527★	—
	Male	4,801	77	4,829	78	5,114	78	5,126★	79
	Female	1,398	23	1,392	22	1,434	22	1,401★	21
	Male managers (including supervisors)	844	86	833	85	899	85	1,187★	84
	Female managers (including supervisors)	141	14	145	15	159	15	232★	16

Organizations covered: LINTEC CORPORATION and group companies in and outside of Japan
(As of: December 31, 2023 [outside Japan]; March 31, 2024 [in Japan])
Figures marked with ★ were subject to third-party verification performed by SGS Japan Inc. > Click here for details on data marked with ★.

Employees by region and by gender

		FY2019	FY2020	FY2021	FY2022	FY2023
Japan	Male	3,032	3,076	3,075	3,103	3,073
	Female	670	677	689	684	671
	Total	3,702	3,753	3,764	3,787	3,744★
Asia	Male	1,095	1,048	1,037	1,046	1,063
	Female	371	360	362	365	355
	Total	1,466	1,408	1,399	1,411	1,418★
Other	Male	544	677	717	965	990
	Female	235	361	341	385	375
	Total	779	1,038	1,058	1,350	1,365
Total	Male	4,671	4,801	4,829	5,114	5,126★
	Female	1,276	1,398	1,392	1,434	1,401★
	Total	5,947	6,199	6,221	6,548	6,527★

Organizations covered: LINTEC CORPORATION and group companies in and outside of Japan
Figures marked with ★ were subject to third-party verification performed by SGS Japan Inc. > Click here for details on data marked with ★.

Local employees at sites outside Japan

		FY2019	FY2020	FY2021	FY2022	FY2023
Total number of local employees	Male	1,639	1,725	1,754	2,011	2,053
	Female	606	721	703	750	730
	Total	2,245	2,446	2,457	2,761	2,783
Managers*	Male	258	293	281	331	344
	Female	113	128	131	141	169
	Total	371	421	412	472	513

*Managers: Managers as defined in each country or at each site.
Organizations covered: Group companies outside Japan

Three-year turnover of employees hired as new graduates

	New employees joined in 2021	Male	Female
Joined	66	50	16
Left	11	7	4
Turnover (%)	16.7	14.0	25.0

Organization covered: LINTEC CORPORATION

Average length of service

	Total	Male	Female
Average length of service (Year)	19.8	20.3	16.8
Average age	42.3	42.8	39.4

Organization covered: LINTEC CORPORATION

Number of new hires and retirees

		Male	Female	Total
New hires		80	20	100
Percentage of total employment (%)		3.58	5.25	3.82
Breakdown	18 and 19	39	2	41
	20s	32	16	48
	30s	4	2	6
	40s	4	0	4
	50s	0	0	0
	60s and above	1	0	1
Total		80	20	100

Organization covered: LINTEC CORPORATION

			Male	Female	Total
Retirees			82	16	98
Breakdown	(1) Mandatory retirement		4	1	5
	(2) Transfer to a group company / Contract expiration		4	0	4
	(3) Voluntary retirement		70	15	85
	Breakdown	18-29	34	10	44
		30s	20	3	23
		40s	10	1	11
		50s	5	1	6
		60s and above	1	0	1
	(4) Other reason		4	0	4

Organization covered: LINTEC CORPORATION

Revision of work regulations, etc.

Work regulations*	Change to retirement age Optional retirement	Employees reach their full retirement age on their 65th birthday. After they have turned 60, the early retirement option is available each year on their birthday. (April 2023)
Work regulations (disciplinary action)	Abolition of salary reduction rules	Salary reduction rules contained in regulations on disciplinary action were abolished. (January 2024)
Work regulations (dismissal and resignation)	Provisions added for treatment of employees who cannot be reached	Employees who have been absent without notice and cannot be reached by the company for more than 30 consecutive days shall be treated as having resigned. (February 2024)
Salary regulations	Miscellaneous rules (time unit for calculation of wages)	The time unit for calculation of wages was changed from a five-minute to a one-minute basis. (January 2024)

*At the same time, rules on re-employment of the retired and salary regulations were reviewed.

Work-life Balance

- **Mental Health Measures**
  - — Percentage of mental health checkup received
- **Anti-smoking Initiative**
  - — Percentage of health promotion allowance provided
- **Other Related Data**
  - — Use of programs

Mental Health Measures

Percentage of mental health checkup received

	FY2019	FY2020	FY2021	FY2022	FY2023
Number of eligible employees	3,660	3,729	3,671	3,693	3,696
Percentage of checkups received (%)	94.2	91.2	96.4	97.5	95.3

Organization covered: LINTEC CORPORATION and group companies in Japan

Anti-smoking Initiative

Rate of health promotion allowance provided

(%)

At the time of introduction	FY2021	FY2022	FY2023
57.6	67.6	67.9	68.8

Organization covered: LINTEC CORPORATION

Other Related Data

Use of programs

Program	FY2019	FY2020	FY2021	FY2022	FY2023
Family care leave program (persons)	0	1	0	1	3★
Family care time off (persons)	2	3	3	1	2★
Accumulated time off (persons)◆	92	71	104	275	140★
Childbirth leave (persons)	20	14	25	15	19★
Childcare leave (persons)	41	34	32	48	76★
(Male employees)	3	3	7	37	59★
Employees who were eligible to take childcare leave (persons)	90	76	99	74	85
(Male employees)	69	66	79	62	68
Employees who returned to work from childcare leave during the reported period (persons)	21	14	26	49	81
(Male employees)	2	3	7	37	66
Percentage of childcare leave taken (%)	21.6	15.8	32.3	64.9	89.4★
(Male employees)	4.4	4.5	8.9	59.7	86.8★
Return to work after taking time off for childcare leave (%)	100	93.3	100	100	98.8★
Child nursing care time off program (persons)◆	13	7	4	4	6★
Shorter hours / flex time (persons)	57	62	64	60	69★
Paid social contribution time off (persons)◆	22 (Total days of 40)	12 (Total days of 16)	15 (Total days of 23)	15 (Total days of 19.5)	20★ (Total days of 28)
Percentage of paid leave taken (%)	66.5	61.7	63.5	72.7	76.5★
Average number of days of paid leave taken	12.4	11.8	12.1	13.9	15.0★

Organization covered: LINTEC CORPORATION
◆ indicates a leave system that can be used for the purpose of childcare
Figures marked with ★ were subject to third-party verification performed by SGS Japan Inc. > Click here for details on data marked with ★.

Human Resource Development

- **Rank-based Training and Career Planning**
  - — Fiscal 2023 training details and number of participants
  - — Fiscal 2023 total company-wide training hours
- **CSR Study Session**
  - — Awareness raising with the Compliance Guidelines
- **Information Security Education**
  - — Information security
- **Technology Familiarity Workshops**
  - — Details of technology familiarity workshops
- **Self-development Correspondence Training Courses**
  - — Self-development correspondence training course participants
- **Language Training**
  - — Language training participants

Rank-based Training and Career Planning

Fiscal 2023 training details and number of participants

Training details		Number of participants
(1) New managers training	Participants acquire the management knowledge, skills, and practical frontline abilities necessary for managers.	25
(2) New Chiefs training	Participants acquire the management knowledge and skills for field leaders.	34
(3) Fifth-year follow-up training	While looking back on the previous four years, participants affirm their own roles and acquire skills to develop their subordinates, primarily through experience-based learning, since these skills will be further required in the future.	36
(4) Third-year follow-up training	Participants look back their second year and discuss their current situations in groups to clarify what they aim to achieve in the future.	32
(5) New hires training	Participants acquire business skills and work-related knowledge, along with basic skills specific to their own companies. They get an understanding of basic knowledge and occupational theory as members of society and professionals.	37
(6) Harassment training to improve the workplace environment (online training/video viewing)	Participants learn about the impact of various kinds of harassment on the workplace environment. The aim of this training is to create a pleasant and productive workplace environment.	1,255
(7) Legal training for salespersons (online training)	Participants acquire legal knowledge and related skills relating to transactions and contracts. The training is provided for the purpose of preventing salespersons from facing legal problems concerning transactions, breach of contract, and violation of law in relation to their activities and enabling them to deal with the risks of facing such problems appropriately and in a timely manner.	746 (total)
(8) Retirement planning seminar (online training)	Participants learn about asset-building for a fulfilling future, including spending for life events. The aim of this program is to build an environment where employees can form a sound asset base while pursuing their career goals.	270
(9) Career development seminar for female employees	Participants learn how to advance their career while achieving a work-life balance. This program aims to improve the proportion of female managers and supervisors over time.	27

Organizations covered: LINTEC CORPORATION ((1)–(5), (8), (9)); LINTEC CORPORATION and group companies in Japan ((6), (7))

Fiscal 2023 total company-wide training hours

Total training hours	Total number of participants	Average training hours per person
5,834.5 hours★	2,425 persons★	2.3 hours

Organizations covered: LINTEC CORPORATION and group companies in Japan
Calculated for time-based programs only.
Figures marked with ★ were subject to third-party verification performed by SGS Japan Inc. > Click here for details on data marked with ★.

CSR Study Session

Awareness raising with the Compliance Guidelines

References

> Risk Management (Governance Report)

Information Security Education

Information security

References

> Compliance (Governance Report)

Technology Familiarity Workshops

Details of technology familiarity workshops

In fiscal 2023, as in the previous year, the workshop was held exclusively for management and the heads of business segments, in consideration of the COVID-19 situation. Under the theme of "LINTEC Sustainability Plans," presentations were given on the technological development status of a number of initiatives to reduce CO_2 emissions and promote sustainable development with the aim of achieving LSV 2030.



Self-development Correspondence Training Courses

Self-development correspondence training course participants

	FY2019	FY2020	FY2021	FY2022	FY2023
Total number of participants (Persons)	228	221	234	231	230
Completion rate (%)	70	80	79	77	83

Organization covered: LINTEC CORPORATION

Language Training

Language training participants

	FY2023
Number of participants	6

Organization covered: LINTEC CORPORATION

Occupational Safety

• **Occupational Safety and Health Policy**
— LINTEC Occupational Safety and Health Policy
— LINTEC Safety and Health Management System (excluding the head office and sales division)
— Creating culture of safety and health at LINTEC

• **Toward Zero Accidents Resulting in Absence from Work**
— Occurrence of accidents resulting in absence from work
— Sites with an accident-free record in fiscal 2023
— Activities at sites
— Production sites where Top Management Patrols were conducted

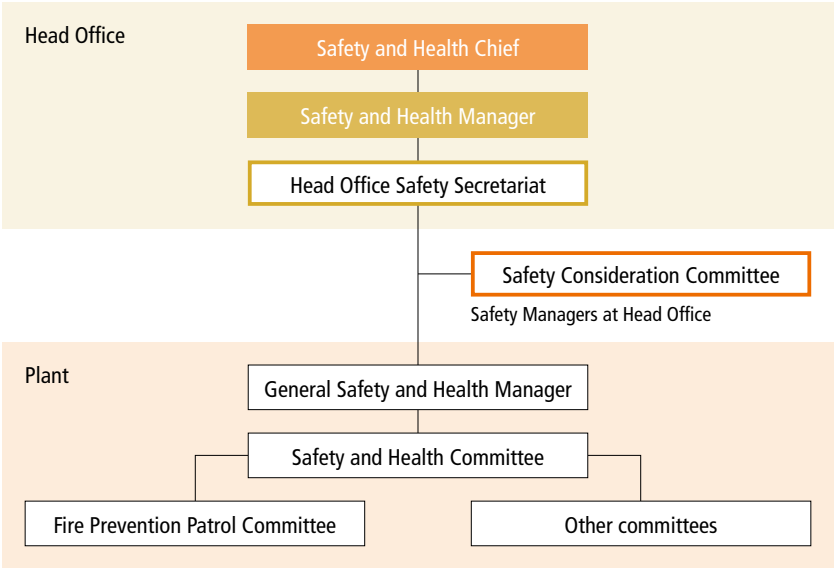
Occupational Safety and Health Policy

LINTEC Occupational Safety and Health Policy

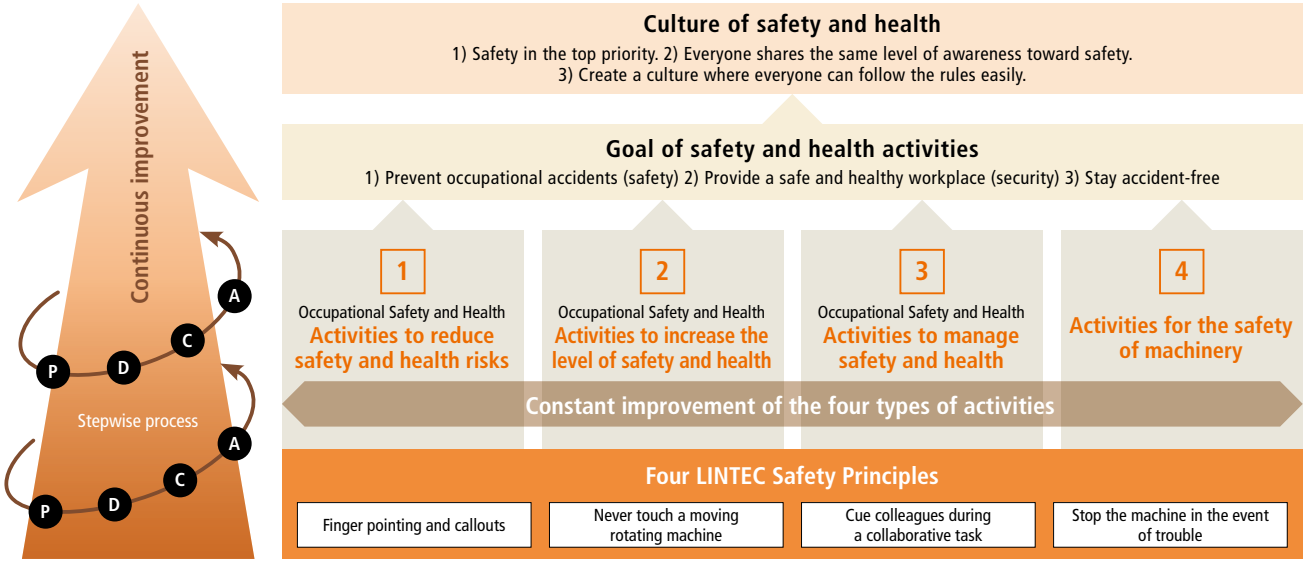
References

> LINTEC Occupational Safety and Health Policy (Corporate Policies)

LINTEC Safety and Health Management System (excluding the head office and sales division)



Creating culture of safety and health at LINTEC



Toward Zero Accidents Resulting in Absence from Work

Occurrence of accidents resulting in absence from work

In fiscal 2023, we recorded three accidents resulting in absence from work, due respectively to burns, low back pain, and being caught in a machine.

No factors causing the above accidents were suggested by the findings of the risk assessment.

	FY2019	FY2020	FY2021	FY2022	FY2023
Number of victims	0	0	0	0	3
Number of accidents	4	1	2	4	3
Number of days of absence from work	315	3	52	91	50
Accident frequency rate*1	0.75	0.19	0.37	0.76	0.57★
Accident severity rate*2	0.0488	0.0005	0.0078	0.0142	0.0077★
Location of accidents	LINTEC CORPORATION, Partner companies	Partner companies	LINTEC CORPORATION	LINTEC CORPORATION, Partner companies	LINTEC CORPORATION, Partner companies

Organizations covered: LINTEC CORPORATION's plants and research center and TOKYO LINTEC KAKO, INC.
*1 Frequency rate: The number of deaths and injuries due to industrial accidents per million hours actually worked, indicating the frequency of accident occurrence.
*2 Severity rate: The number of workdays lost per 1,000 hours actually worked, indicating accident severity.
Figures marked with ★ were subject to third-party verification performed by SGS Japan Inc. > Click here for details on data marked with ★.

Sites with an accident-free record in fiscal 2023

Site	Accident-free hours achieved
Shingu Plant	4.5 million hours
Chiba Plant	2.0 million hours
Agatsuma Plant	1.5 million hours
Mishima Plant	1.0 million hours
Research & Development Division	1.0 million hours

Activities at sites

Site	Details of activities
Kumagaya Plant	With the aim of preventing on-site accidents involving construction contractors, the Kumagaya Plant holds a periodic safety conference three times a year, inviting representatives of the contractors. The Plant performs periodic risk assessments in order to identify and eliminate hazardous factors and minimize risks, as well as conducting ad hoc assessments in times of emergency, for the installation of equipment, and for other events.

Production sites where Top Management Patrols were conducted

As part of efforts to achieve an accident-free record, the President conducts a Top Management Patrol at production sites in order to help the sites enhance their risk assessment performance to identify unsafe factors and conduct improvement measures.

Site	Date
Ina Technology Center	August 30, 2023
Komatsushima Plant	September 25, 2023
Mishima Plant	September 26, 2023
Research & Development Division	October 24, 2023
TOKYO LINTEC KAKO, INC.	October 24, 2023
Chiba Plant	October 25, 2023
Kumagaya Plant	October 30, 2023
SHONAN LINTEC KAKO, INC.	November 7, 2023
Agatsuma Plant	November 14, 2023
Tatsuno Plant	November 29, 2023
Shingu Plant	November 30, 2023

LINTEC Group's CSR Activities

CSR activities conducted in fiscal 2023 (in Japan)

Category	Site	Activities
Activities by the Entire LINTEC Group	Head Office, Osaka Branch Office, Agatsuma Plant, Mishima Plant, Doi Plant, Tatsuno Plant, Shingu Plant, Chiba Plant, TOKYO LINTEC KAKO, Kumagaya Plant, Ina Technology Center, Research Center	Group blood donation (412 persons in total)
	Agatsuma Plant, Kumagaya Plant, Chiba Plant, Tatsuno Plant, Shingu Plant, Mishima Plant, Komatsushima Plant, Ina Technology Center, Research Center, TOKYO LINTEC KAKO	Cleanups (1,981 persons in total)
	Head Office, Kasuga Office, Osaka Branch Office, Chiba Plant, Kumagaya Plant, Tatsuno Plant, Shingu Plant, Research Center, TOKYO LINTEC KAKO	Collection of plastic bottle caps and used postage stamps
	Chiba Plant, Ina Technology Center	Donation
	Company-wide	Donation to the Noto Peninsula Earthquake Disaster Relief Fund
Support for the Development of the Next Generation	TOKYO LINTEC KAKO, Research Center, Kumagaya Plant, Tatsuno Plant, Ina Technology Center	Offering plant tour
	Head Office	Support to Kura-Rika*
Community Safety Activities	Chiba Plant, Bunkyo Kasuga Office	An AED Workshop
	Company-wide	Disaster prevention drill
	Kumagaya Plant, Tatsuno Plant, Mishima Plant, Research Center, Ina Technology Center	Support to local fire brigade
	Head Office	Itabashi Police Station's martial arts demonstration event
	Head Office	Tomisaka Police Station's martial arts demonstration event
	Research Center	Warabi City Fire Prevention Association's board meeting
	Tatsuno Plant	Tatsuno Fire Prevention Association's firefighting competition
Environmental Preservation	Kumagaya Plant	Kumagaya Eco-Life Fair
	Chiba Plant	Tulip bulb planting
	Kumagaya Plant	Konan Administration Center's measures to address global warming
	Kumagaya Plant	Kumagaya Eco-Life Fair 2023
	Chiba Plant	Coastal protection at Jingujihama
	Ina Technology Center	Rose planting (Ina Town's project to distribute rose seedlings)
	Kumagaya Plant	Hotaru-wo-hogosuru-kai firefly festival
	Kumagaya Plant	Hotaru-wo-hogosuru-kai bamboo shoot picking

Category	Site	Activities
Support for Persons with Disabilities	Head Office	Purchasing bread made and sold by welfare facilities for people with disabilities
	Head Office	Training on employment of people with disabilities
	Head Office	Fureai Concert
	LINTEC SIGN SYSTEM	Cooperation for decoration for Fureai Concert
	Head Office	Inviting disabled persons to a baseball game at Tokyo Dome
	LINTEC CUSTOMER SERVICE	Food drive (collection/donation of unused food)
Sponsorship of and Support for Community Festivals	Kumagaya Plant	The Uchiwa (fan) Festival in Kumagaya
	Kumagaya Plant	Kumagaya Fireworks
	Research Center	Warabi City Waranchu Festival
	Research Center	Nakasendo Bushu Warabi-shuku Shukuba Festival
	Shingu Plant	Praying for safety at the Rokujo Hachiman Shrine
	Shingu Plant	Rokujo Hachiman Shrine Autumn Festival
	Tatsuno Plant	Rokujo Hachiman Shrine parade by the three district children's clubs
	Chiba Plant	Sosa Tulip Festival
	Ina Technology Center	Ina Festival 2023
	Mishima Plant	Mishima Shrine Parishioners' meeting
	Mishima Plant	Canal construction commemorative festival (Kamigashiwa Koeki-kai)
	Research Center	Warabi Hata (textile) Festival
	Mishima Plant	Daiso Residents Association
	Mishima Plant	Iyomishima Autumn Festival
	Mishima Plant	Doi Shikoku Chuo City Fireworks
	Mishima Plant	Kosui (lake) Festival
	Mishima Plant	Minato Festival Fireworks
	Agatsuma Plant	Higashi Agatsuma Furusato Festival
	SHONAN LINTEC KAKO	Donation to community events

* Kura-Rika: Refers to the Kuramae Science Program Fushigi Fushigi, hosted by the Tokyo Tech Alumni Association.

References

> Kura-Rika (Japanese version only)
Note: Go to the external website.

CSR activities conducted in fiscal 2023 (outside Japan)

Category	Site	Activities
Blood Drive	LINTEC KOREA	Group blood donation as part of Life Sharing volunteer activities
	LINTEC SPECIALITY FILMS (TAIWAN)	Blood drive run by Sumika Technology on its premises
	LINTEC (THAILAND)	Periodic blood drive run by Thai Red Cross Society
	LINTEC (THAILAND)	Blood donation at Well Grow Industrial Estate
	LINTEC INDUSTRIES (SARAWAK)	Blood drive run by SECA in the industrial park
	MADICO	Blood donation on company premises using a bloodmobile
Environmental Preservation	LINTEC KOREA	River cleanups in areas near the company
	LINTEC INDUSTRIES (MALAYSIA)	Cleanups on premises of and in areas near the company
	LINTEC INDUSTRIES (SARAWAK)	Cleanups on Telok Melano Beach
	LINTEC KUALA LUMPUR	Weeding and dead leaf removal in areas near the plant
	LINTEC (THAILAND)	Participated in pond cleaning at a sea turtle conservation center
	LINTEC ADVANCED TECHNOLOGIES (TAIWAN)	Tree-planting activities on behalf of customers committed to global sustainability
	MADICO	Earth Day cleanup campaign
	MADICO	Collected discarded fishing lines using monotubes fitted to boat lamps
	VDI	Earth Day cleanup campaign
	LINTEC INDUSTRIES (SARAWAK)	Planted 200 durian and rambutan trees in Samunsam Wildlife Sanctuary
	LINTEC INDUSTRIES (SARAWAK)	Collected and sorted unwanted household items as part of Green Week campaign
Community Support	LINTEC ADVANCED TECHNOLOGIES (TAIWAN)	Volunteer activities for children with developmental disabilities
	LINTEC SINGAPORE	Provided pre-slit thermal transfer ribbons as part of ongoing support to employment support services for people with disabilities
	LINTEC KOREA	Participated in the Korean Red Cross's bread of hope breadmaking program and delivered home-baked bread to a childcare center
	LINTEC KOREA	Held the Holiday Love Sharing event at eight homes for the elderly
	LINTEC KOREA	Volunteer activities to offer free kimchi
	LINTEC KOREA	Donated 500 kg rice to 50 households in need
	LINTEC ADVANCED TECHNOLOGIES (TAIWAN)	Employees' fund donation to Yong'an Children's Home
	LINTEC ADVANCED TECHNOLOGIES (TAIWAN)	Donation for carbon reduction made to the temple within the science park
	LINTEC INDONESIA	Donated a head of cattle for the local Eid al-Adha (Islamic holiday) event
	LINTEC (THAILAND)	Donated learning devices made from recycled materials collected from its own site
	LINTEC (THAILAND)	Donated decorative paper to preschools in Chonburi
	LINTEC PHILIPPINES (PEZA)	Donation to orphanages in Biñan City, Laguna Province
	LINTEC PHILIPPINES (PEZA)	Donated learning supplies and foodstuffs to Daycare Center Malaban in Biñan City

Category	Site	Activities
Community Support	LINTEC INDIA	Offered a 690,000-rupee donation to PM CARES Fund
	MADICO	Donated ten bags of secondhand clothing to non-profit charity the Salvation Army
	MADICO	Bronze sponsorship of the annual Raymond Floyd Golf Classic, a fundraiser for the Canadian Cancer Society
	MADICO	Donation to a clean water supply project in Zambia and Ethiopia
	MADICO	Collected dry food, canned food, and sanitary goods and donated them to local families and children in need, in partnership with Lealman Fire Station and Florida Dream Center
	MADICO	Employees collected stationery and money and donated them to Florida Dream Center
	MADICO	Donation to Epilepsy Services Foundation
	MADICO	Ran a holiday toy drive and donated daily goods and money to Florida Dream Center
	VDI	Matching gift donation to an animal welfare organization
	VDI	Collected school supplies and donated them to local elementary schools
	VDI	Donated toys to the US Marine Corps Reserve Toys for Tots Program
	VDI	Sorted and packaged gifts for disadvantaged children as part of charity activities organized by Christmas Shoes
	VDI	Presented flower wreaths at the national cemetery
	VDI	Participated in a local animal welfare organization's activities to support and care for adoptable dogs and cats
	MACTAC AMERICAS	Demonstration of Snack Attack
	MACTAC AMERICAS	Bulldog bag
	MACTAC AMERICAS	Created a "little free library." Opened a micro-marketplace
	MACTAC AMERICAS	Donation to Tallmadge youth boosters
	MACTAC AMERICAS	Collected pancake mix and syrup to donate to public schools
	MACTAC AMERICAS	Volunteer work for Child Hunger Outreach Partners
	MACTAC AMERICAS	Participated in a diaper drive related to Diaper Need Awareness Week
	MACTAC AMERICAS	Food donation to food banks
	MACTAC AMERICAS	Supported local diners through the council, and donated kayaks to an auction
	MACTAC AMERICAS	Donated Thanksgiving turkeys to food banks
	MACTAC AMERICAS	Donation of soup cups, Goldfish, chopsticks, tissues, and others
	MACTAC AMERICAS	Offered gifts to children in the local school district

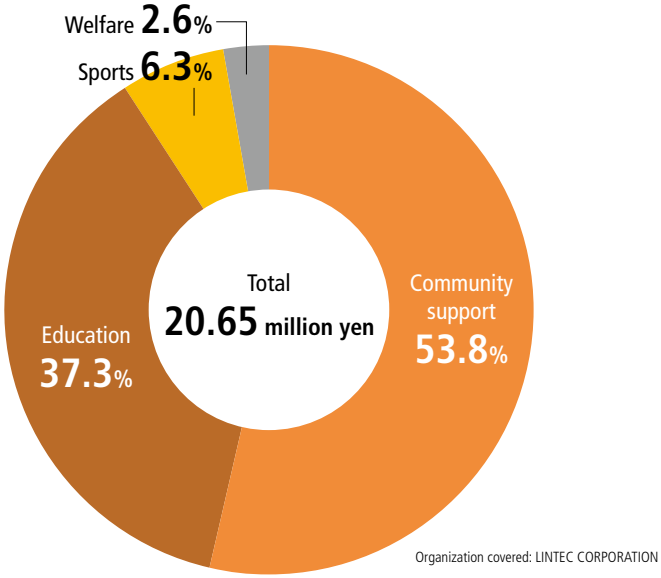
A plant and facility tour in fiscal 2023

Business site	Date	Content	Participants
TOKYO LINTEC KAKO, INC.	November 30, 2023	Second-graders from Warabi City Nishi Elementary School (Town exploration program)	25–26
	December 27, 2023	Workplace tour for students from Kawaguchi Technical High School	1
TOKYO LINTEC KAKO, INC. / Research Center	March 7, 2024	FY2023 Environmental Communication	13
Kumagaya Plant	August 4, 2023	Plant tour for fiscal 2024 expected high school graduates	1
	August 8, 2024	Plant tour for fiscal 2024 expected high school graduates	1
Tatsuno Plant	August 3, 2023	Pre-application site tour for recruiting high school graduates (Sayo High School)	6
	August 8, 2023	Pre-application site tour for recruiting high school graduates (Tatsuno Kita High School)	2
		No Trial Week or internships due to COVID-19 pandemic	
Ina Technology Center	July 28, 2023	Company tour for expected high school graduates	4
	November 30, 2023	Open Day for fiscal 2025 expected university graduates and graduate school graduates	2
	December 14, 2023	Open Day for fiscal 2025 expected university graduates and graduate school graduates	4

Major commendations received for activities

Site	Activities
Tatsuno Plant	Achieved the Traffic Safety Association's Challenge 100 (one out of three teams)
Tatsuno Plant	Participated in the Tatsuno Fire Prevention Association's firefighting competition (fire hydrant: third place; fire extinguisher: Fighting-spirit Prize)
Mishima Plant	Received a certificate of appreciation from the Geospatial Information Authority of Japan for contribution to promoting use of maps as part of the Land Survey Day events
Mishima Plant	Received an Industrial Safety Excellence Award from the President of the Ehime Occupational Injury Prevention Association
Ina Technology Center	ITC Traffic Subcommittee Katsuhiko Nakamura was commended as an Excellent Driver in the fiscal 2024 Excellent Safe Driving Managers Award hosted by the Saitama Prefecture Safe Driving Managers Association

Breakdown of community support expenses (Result)



Organization covered: LINTEC CORPORATION

CSR activity report

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



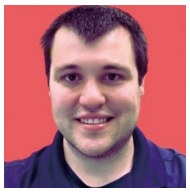
Christina Barajas
Head Office

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 throughout the year include non-perishable food items, pet food, shampoo, lotion, candles, and books in our Little Free Library. We also hold specialty Freecycle events, like holiday décor exchanges in the fall/winter and a plant swap in the spring/summer.

*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. Each wreath is presented by saying each fallen soldier's name, followed by placing it at the base of their headstone.

VDI employees honored these veterans by donating wreaths as well as their time. We helped unload boxes, sorted them out, later attending the color guard ceremony to dedicate the wreaths to the fallen men and women who are interred there.

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.



Participating members



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*, and the total annual power output capacity is 1,247,691 kWh, which is expected to achieve a 738 t-CO_2 reduction each year.

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 engaged in both outdoor and indoor programs. Outdoors, we took neighborhood walks with children (pushing their wheelchairs and holding their hands), 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. Indoors, we took part in sessions for assisting children to improve their physical functions and control the movement of their limbs.

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



Tree-planting activities



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)

Parks serve as vital green spaces in urban and rural areas, offering residents a place to relax, exercise, and connect with nature. However, these areas are often vulnerable to litter, pollution, and neglect.

Regular cleaning and maintenance are essential to preserve their beauty and utility.

Lintec Singapore have organized a park cleaning activity on October 2023, involving all staff.

Park cleaning aligns with the broader goals of sustainability and community engagement.

With this activity, LS continue to engage & involved in supporting sustainability with these objectives:

1. To clean and beautify the park for the enjoyment of all visitors.
2. To promote community involvement and environmental stewardship.
3. To provide an opportunity for community members to volunteer and collaborate.

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 & ADMINISTRACTION ASSISTANT

On 13th Oct 2023 (Fri), we have our CSR activities for tree planting at Samunsam Wildlife Sanctuary. The wildlife sanctuary was located about 1-hour 50min drive from LINTEC Sarawak's Office. Total 25parsons departed from office at 530am and arrived at the wildlife sanctuary around 730am. We were briefed by the Sarawak Forestry Corporation's staff on the tree planting mission to plant 200 fruit trees like durian, rambutan and mangosteen. It was a meaningful activity to help to protect the wildlife habitat, to sustain the eco system, prevent flood and landslide. With the help of the Sarawak Forestry staff, we manage to complete the planting in the afternoon. After the lunch break, we head to Telok Melano Beach for beach cleaning. This is to create awareness for the staff and public so that they can safeguard and preserve our beach and ocean for future generations.



Participating members



Beach cleaning

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



Cleaning the pond

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

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Corporate Governance

Actions taken to enhance corporate governance

FY	Major actions
2004	Appointed an outside director, first in the company
2006	Established the Audit Office
	Reformed the executive compensation system (abolished retirement benefits and introduced stock options)
	Established the Remuneration Assessment Advisory Meeting (to check the validity of remuneration of corporate officers
2008	Established CSR Management Office
	Increased the number of outside directors from one to two
2011	Adopted the executive officer system; decreased the number of directors significantly from 18 to 10
2015	Shifted to a company with an audit and supervisory committee (from a company with a board of auditors)
	Set the number of board members at 16 (including four directors serving as Audit and Supervisory Committee members and four outside directors)
	Complied with principles of the Corporate Governance Code
2018	Reformed the executive compensation system (for the long-term incentive plan, replaced stock options with restricted stocks in order to encourage director's holding of treasury stocks)
	Abolished the buyout countermeasure (anti-takeover measure)
	Established the Corporate Governance Committee, comprising two independent outside directors and a representative director and chaired by an independent outside director, as an advisory body for the Board of Directors to check the validity of remuneration and personnel affairs of corporate officers (Remuneration Assessment Advisory Meeting was dissolved as a result)
2021	Increased the number of outside directors from four to five
	Increased the proportion of independent outside directors to one-third (four out of 12)
	Enhanced the constitution and function of the Corporate Governance Committee to mandate that it: be comprised of all independent outside directors and all representative directors, with the remainder of members being external experts; have independent outside directors in the majority; and be chaired by an independent outside director. Its function is to check the validity of nomination and remuneration of corporate officers and make general recommendations on corporate governance
	Corporate Governance Committee renamed Nomination and Compensation Committee

Legal training provided in FY2023

Month	Target	Description
July 2023 to January 2024	Sales personnel	Legal training for sales personnel (total of six sessions)
September 2023	Directors and executive officers	Recent legal topics
October 2023	New managers	Legal risks that you should know about as a manager
November 2023	New supervisors	Legal risks that you should know about as a supervisor
January 2024	Directors and executive officers	Latest trends in disclosure

Compliance

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?
FY2022	No. 51	Summary of news from April 2022 to March 2023
	No. 50	If a former employee asks me to send him/her internal documents, is it okay to send them?
	No. 49	Activities that require attention in relation to the introduction of the Invoice System (Risks from the perspectives of the Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors and the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade)
	No. 48	What is the Invoice System?
	No. 47	Amendment of the Whistleblower Protection Act and revision of our whistleblowing system
	No. 46	Recent violation cases related to the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade
FY2021	No. 45	Summary of news from April 2021 to March 2022
	No. 44	Will the TSE First Section be closed?— Reorganization of the Tokyo Stock Exchange
	No. 43	Paperless trend gaining momentum—Electronic contracting and the revised Electronic Books Maintenance Act
	No. 42	Improve your knowledge of copyright—It's not just for books and movies
	No. 41	Responding to unwanted telemarketing calls—Common tricks and countermeasures
	No. 40	About the revised Act on Employment Security of Elderly Persons

CSR study sessions held

FY	Target	Participation
FY2023	Group companies outside Japan*1	1,384 employees from 31 companies and one site
FY2022	LINTEC CORPORATION	2,707 employees (including participants in the session held at Ina Technology Center in March 2022)
	Group companies in Japan*2	363 employees from seven companies (including participants in the session held at LINTEC CUSTOMER SERVICE, INC. in March 2022)

*1 Group companies outside Japan: LINTEC (SUZHOU) TECH CORPORATION; LINTEC PRINTING & TECHNOLOGY (TIANJIN) CORPORATION; LINTEC ADVANCED TECHNOLOGIES (SHANGHAI), INC.; LINTEC SPECIALITY FILMS (TAIWAN), INC.; LINTEC HI-TECH (TAIWAN), INC.; LINTEC ADVANCED TECHNOLOGIES (TAIWAN), INC.; LINTEC KOREA, INC.; LINTEC SPECIALITY FILMS (KOREA), INC.; LINTEC ADVANCED TECHNOLOGIES (KOREA), INC.; LINTEC ASIA PACIFIC REGIONAL HEADQUARTERS PRIVATE LIMITED; LINTEC SINGAPORE PRIVATE LIMITED; PT. LINTEC INDONESIA; PT. LINTEC JAKARTA; LINTEC (THAILAND) CO., LTD.; LINTEC INDUSTRIES (MALAYSIA) SDN. BHD.; LINTEC INDUSTRIES (SARAWAK) SDN. BHD.; LINTEC KUALA LUMPUR SDN. BHD.; LINTEC ADVANCED TECHNOLOGIES (MALAYSIA) SDN. BHD.; LINTEC VIETNAM CO., LTD.; LINTEC HANOI VIETNAM CO., LTD.; LINTEC CORPORATION Hanoi Office; LINTEC ADVANCED TECHNOLOGIES (PHILIPPINES), INC.; LINTEC PHILIPPINES (PEZA), INC.; LINTEC INDIA PRIVATE LIMITED; LINTEC USA HOLDING, INC.; LINTEC OF AMERICA, INC.; MACTAC AMERICAS, LLC; MADICO, INC.; VDI, LLC; LINTEC EUROPE B.V.; LINTEC EUROPE (UK) LIMITED; LINTEC ADVANCED TECHNOLOGIES (EUROPE) GMBH

*2 Group companies in Japan: LINTEC COMMERCE, INC.; LINTEC SIGN SYSTEM, INC.; SHONAN LINTEC KAKO, INC.; LINTEC SERVICES, INC.; LINTEC CUSTOMER SERVICE, INC.; PRINTEC, INC. (currently Printec Division, LINTEC SIGN SYSTEM, INC.); TOKYO LINTEC KAKO, INC.