



Linking your dreams

LINTEC CORPORATION

ESG

Data Book 2025

Reporting Period

Japan : Apr 1, 2024 to Mar 31, 2025 (same as the Annual Securities Report)

Overseas : Jan 1, 2024 to Dec 31, 2024

Index

■ Environmental Data Book

■ Social Data Book

■ Governance Data Book

How to Use

The diagram illustrates the navigation flow from the ESG Data Book Table of Contents to the Environmental Management System content page. It shows two screenshots of the website interface with callouts explaining the navigation steps.

Left Screenshot (Table of Contents):

- The top navigation bar includes "Environmental Report" and "Data Book".
- The "Contents" section lists various topics under "Environmental Management".
- A callout "Click" points to the "Environmental Management" tab.
- A callout "Click on each item to go to its first page." points to the "Environmental Management System" link.
- A callout "Click" points to the "Return to ESG Data Book Table of Contents" button at the bottom left.

Right Screenshot (Environmental Management System):

- The top navigation bar includes "Environmental Report" and "Data Book".
- The "Environmental Management System" section is displayed.
- A callout "Click" points to the "Environmental Management" tab.
- A callout "Click" points to the "Environmental Management System" link.
- A callout "Click on the left side of each of the upper page tabs to go to the Contents for the relevant data book." points to the "Environmental Management" tab.
- A callout "Click on each item to go to its first page." points to the "Environmental Management System" link.
- A callout "Click" points to the "Return to ESG Data Book Table of Contents" button at the bottom right.

Table: Sites Certified Under ISO 14001 (As of March 31, 2025)

Certificate of Registration No.	JP98/070484-00
Number of Japanese sites registered	15
Number of overseas sites registered	9

Reference > UNITEC Group Quality, Environmental and Business Continuity Policies (Corporate Policies)
> Third-party Verification

Click on each button to go to the content page.

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Environmental Preservation Costs

Environmental Management System

■ Sites Certified Under ISO 14001 (As of March 31, 2025)

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	9	LINTEC (SUZHOU) TECH CORPORATION; LINTEC PRINTING & TECHNOLOGY (TIANJIN) CORPORATION; LINTEC ADVANCED TECHNOLOGIES (TAIWAN), INC.; LINTEC KOREA, INC.; 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	As of the end of FY2024
Number of auditors with internal auditor qualifications* ¹	Sites registered under ISO 14001	625
Number of auditors with mutual auditor qualifications* ²	Sites registered under ISO 14001	75

*1 Internal audit is an audit conducted at a site by an auditor affiliated with the site.

*2 Mutual audit is audits conducted at two different sites, with an auditor affiliated with a site conducting the audit at another site.

■ Status of internal audits

	FY2024
Japan	All sites registered under ISO 14001
Overseas	All sites registered under ISO 14001

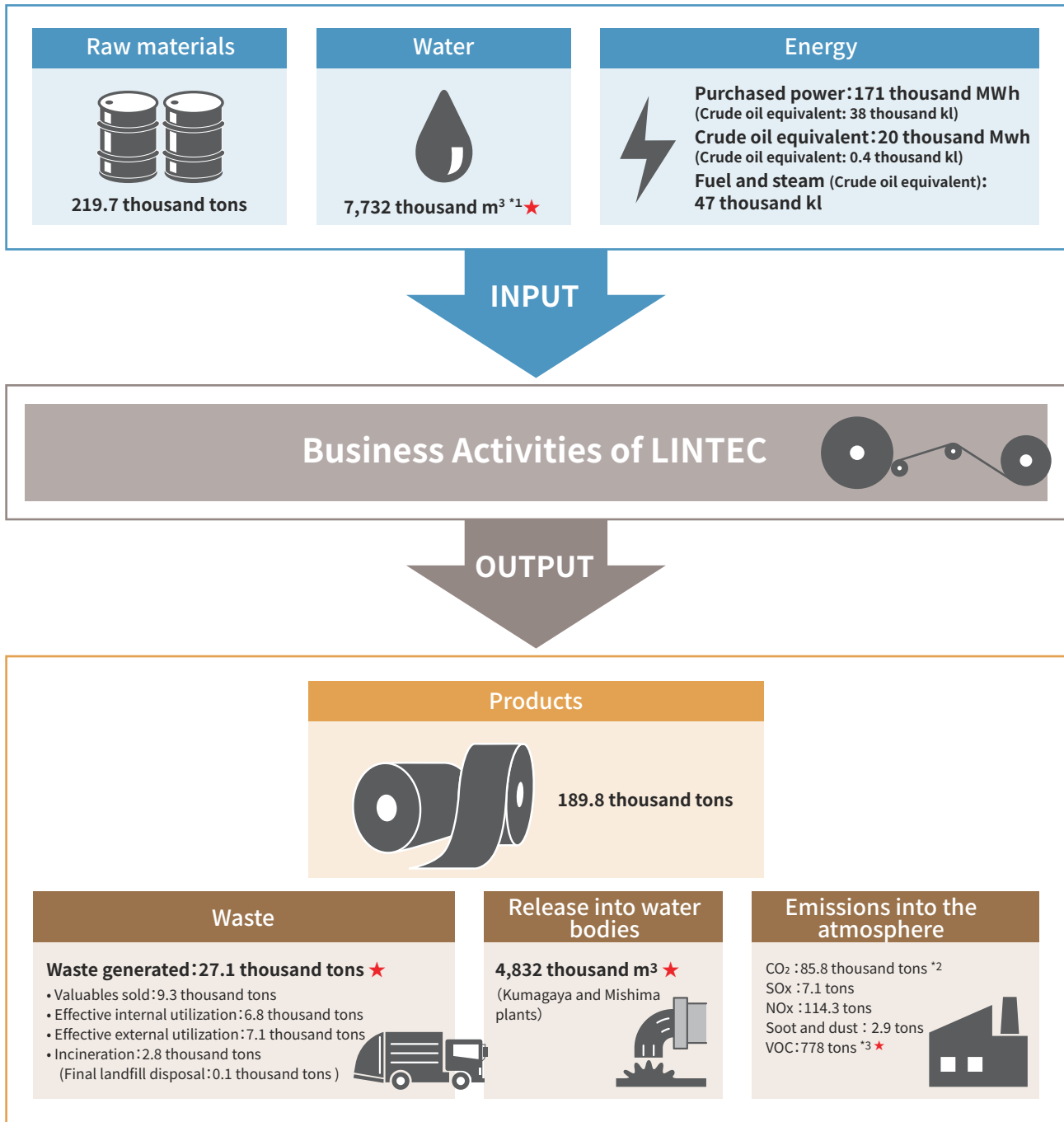
Environmental Compliance

■ Number of serious violations of environmental laws and regulations

In FY2024, there were no serious violations of environmental laws and regulations (fines or sanctions) at all sites registered under ISO14001 in Japan

Material Flow

FY2024 Material Flow



Organizations covered: LINTEC CORPORATION and LINTEC KAKO, INC.

*1 Organizations covered: LINTEC CORPORATION's plants, 2 non-production sites and LINTEC KAKO, INC.

*2 Organizations covered: LINTEC CORPORATION, TOKYO LINTEC KAKO, INC., SHONAN LINTEC KAKO, INC., and LINTEC SERVICE, INC.

*3 Organizations covered: LINTEC CORPORATION's plants, 1 non-production sites

Figures marked with ★ were subject to third-party verification performed by SGS Japan Inc.

> [Click here for details on data marked with ★.](#)

Guidelines for Environmentally Friendly Products

■ Number of environmentally friendly product* development projects

FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
59	69	81	40	52	73

Organization covered: LINTEC CORPORATION

* Environmentally friendly product: Products designed in consideration of their life cycle, and recognized as helping reduce the burden on the environment.

■ Examples of environmentally friendly products

Reference

> [News Release] Release of Glass Film Made from 100% Recycled PET Resin
Note: Go to the Topics page.

> [News Release] Lintec Launches Removable Labelstock with Low Environmental Impact Hot-Melt Adhesive
Note: Go to the Topics page.

Initiatives for Reducing CO₂ Emissions (Including Scopes 1, 2, & 3)

● Group's Roadmap for Reducing CO₂ Emissions

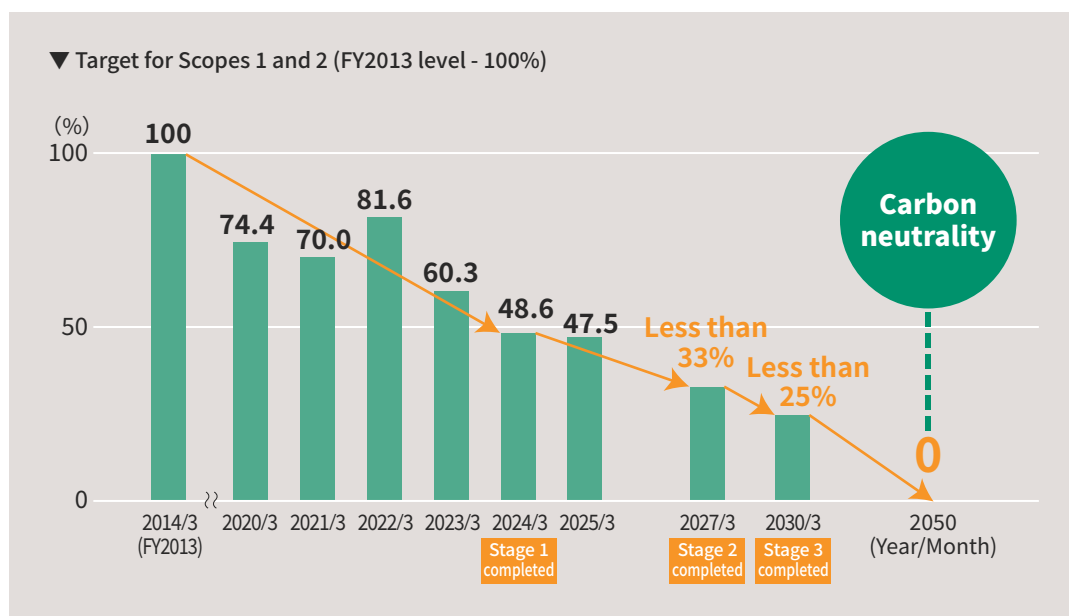
● Total Energy Use and CO₂ Emissions

- 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 CO₂ Emissions



Environmental Management	Developing Environmentally Friendly Products	Climate Change Mitigation and Adaptation	Realization of a Recycling-oriented Society	Co-existence with Nature	Management of Environmentally Hazardous Substances	Environmental Preservation Costs
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Total Energy Use and CO₂ Emissions

Green electricity purchased

	FY2020	FY2021	FY2022	FY2023	FY2024
Green electricity purchased (GWh)	34	35	80	91	100
Calorie equivalent (thousand GJ)	335	342	778	790	864
Reduction effects of green electricity (thousand t-CO ₂)	16.1	16.0	33.8	41.0	42.2
Reduction effects of investment in reducing CO ₂ (thousand t-CO ₂) (Cumulative values from FY2019)	2.8	7.1	9.3	14.2	24.5

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.

Notes: 1. Calculated on the basis of the Energy Conservation Act (CO₂ emissions coefficient of the business operator)

2. Calculated on the basis of the Energy Conservation Act (Act on Promotion of Global Warming Countermeasures)

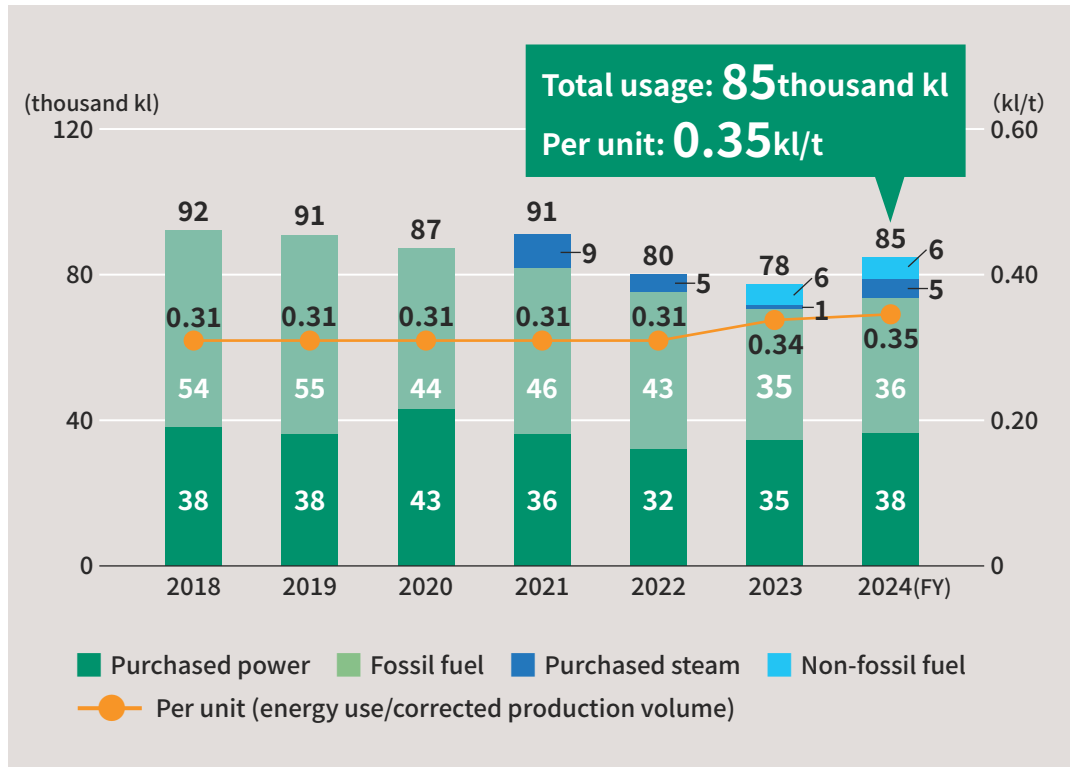
Non-fossil energy ratio

FY2022	FY2023	FY2024
29.6%	35.1%	32.9%

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.

Note: Non-fossil energy (RPF) has been added since FY2023 due to a revision to the Energy Conservation Act.

Total energy use (crude oil equivalent)



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.

Note: Non-fossil energy (RPF) has been added since FY2023 due to the revision of the Energy Conservation Act.

Scope 1, 2

Japan

	FY2013	FY2020	FY2021	FY2022	FY2023	FY2024
Scope 1	112,200	85,385	88,998	83,639	70,661	69,662★
Scope 2	90,486	62,577	76,409	35,779	28,084	35,061★
J-Credit (retired quantities)	—	—	▲6,500	▲6,500	▲12,000	▲18,762★
Green heat certificate (retired quantities)	—	—	—	▲406	▲383	▲127★
Calculated emissions	202,686	147,962	158,907	112,512	86,362	85,834

Organizations covered: LINTEC CORPORATION, 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 ★.

Environmental Management	Developing Environmentally Friendly Products	Climate Change Mitigation and Adaptation	Realization of a Recycling-oriented Society	Co-existence with Nature	Management of Environmentally Hazardous Substances	Environmental Preservation Costs
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Overseas

(t-CO₂)

		FY2013	FY2020	FY2021	FY2022	FY2023	FY2024
LINTEC (SUZHOU) TECH CORPORATION	Scope 1	1,772	1,046	377	374	286	358
	Scope 2	3,189	2,835	3,624	2,815	2,326	2,163
	Total	4,961	3,882	4,001	3,189	2,611	2,521
LINTEC SPECIALITY FILMS (TAIWAN), INC. *1	Scope 1	2,969	362	555	229	69	106
	Scope 2	1,751	3,926	3,861	2,479	2,480	1,004
	Total	4,720	4,288	4,416	2,709	2,549	1,110
LINTEC KOREA, INC.	Scope 1	2,505	2,635	2,850	2,770	2,499	2,559
	Scope 2	3,835	3,724	3,849	3,772	3,830	3,956
	Total	6,340	6,359	6,700	6,542	6,329	6,515
LINTEC SPECIALITY FILMS (KOREA), INC. *2	Scope 1	1,088	604	622	452	276	83
	Scope 2	3,714	3,819	3,842	2,784	4,165	1,250
	Total	4,802	4,422	4,464	3,236	4,441	1,333
PT. LINTEC INDONESIA	Scope 1	2,691	875	1,225	1,262	1,289	1,137
	Scope 2	6,524	2,321	3,111	2,903	2,878	2,756
	Total	9,215	3,196	4,336	4,165	4,167	3,893
LINTEC INDUSTRIES (MALAYSIA) SDN. BHD.	Scope 1	2,065	1,758	1,815	984	887	1,001
	Scope 2	5,046	2,984	2,875	1,552	1,333	1,539
	Total	7,111	4,742	4,690	2,537	2,220	2,540
LINTEC (THAILAND) CO., LTD.	Scope 1	—	1,100	1,199	1,024	857	1,211
	Scope 2	—	2,463	2,364	1,482	1,218	1,618
	Total	—	3,562	3,563	2,506	2,075	2,829
MADICO, INC.	Scope 1	1,461	3,232	3,375	2,591	2,272	2,422
	Scope 2	3,437	4,641	3,963	3,558	3,439	3,518
	Total	4,898	7,874	7,339	6,149	5,711	5,940
MACTAC AMERICAS, LLC	Scope 1	—	8,189	24,075	16,047	12,258	13,545
	Scope 2	—	6,458	11,991	14,115	11,286	11,199
	Total	43,679	14,647	36,065	30,163	23,544	24,744
Others *3	Scope 1	—	146	151	137	137	146
	Scope 2	—	5,350	6,012	4,084	3,238	2,776
	Total	6,488	5,496	6,164	4,221	3,375	2,922
Total	Scope 1	—	21,604	38,480	26,361	20,829	22,568
	Scope 2	—	36,864	43,258	39,056	36,192	31,778
	Total	92,214	58,468	81,738	65,416	57,021	54,346

*1 Operations continue until Sep. 2024, then closed

*2 Operations continue until Jun. 2024, then closed

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

Environmental Management	Developing Environmentally Friendly Products	Climate Change Mitigation and Adaptation	Realization of a Recycling-oriented Society	Co-existence with Nature	Management of Environmentally Hazardous Substances	Environmental Preservation Costs
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Scope 3

(t-CO₂)

Category item		FY2021 (Base year)	FY2023	FY2024	Scope
Category 1	Purchased Goods and Services	1,298,463	1,228,927	1,324,865	LINTEC CORPORATION and Consolidated Subsidiaries
Category 2	Capital Goods	42,977	69,836	51,739	LINTEC CORPORATION and Consolidated Subsidiaries
Category 3	Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	65,090	46,572	50,649	LINTEC CORPORATION and Consolidated Subsidiaries
Category 4	Transportation and Distribution (Upstream)	96,312	102,227	118,096	LINTEC CORPORATION and Consolidated Subsidiaries
Category 5	Waste Generated in Operations	27,868	14,330	13,767	LINTEC CORPORATION and Consolidated Subsidiaries
Category 6	Business Travel	671	712	690	LINTEC CORPORATION and Consolidated Subsidiaries
Category 7	Employee Commuting	2,426	2,576	2,498	LINTEC CORPORATION and Consolidated Subsidiaries
Category 8	Leased Assets (Upstream)	—	—	—	Not applicable
Category 9	Transportation and Distribution (Downstream)	19,970	14,490	15,372	LINTEC CORPORTION
Category 10	Processing of Sold Products	106,379	128,089	138,615	LINTEC CORPORTION
Category 11	Use of Sold Products	16,902	13,146	14,156	LINTEC CORPORTION
Category 12	End-of-Life Treatment of Sold Products	77,308	100,030	124,128	LINTEC CORPORATION and Consolidated Subsidiaries
Category 13	Leased Assets (Downstream)	33	33	33	LINTEC CORPORTION
Category 14	Franchises	—	—	—	Not applicable
Category 15	Investments	6,894	6,119	4,053	LINTEC CORPORTION
FLAG*emissions	—	637	614	621	
Total Scope 3 emissions		1,761,928	1,727,700	1,859,282	

* Emissions from the fields of forestry, land, and agriculture, represented by the initial letters of the words “Forest,” “Land,” and “Agriculture.”

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 and 3.4 (for calculation of supply chain greenhouse gas emissions)
- National Institute for Environmental Studies Embodied Energy and Emission Intensity Data for Japan Using Input-Output Tables (3EID) 2005
- Ministry of the Environment Greenhouse Gas Emissions Calculation, Disclosure, and Reporting System: List of Emissions Factors by Electric Power Company

▼ Calculation method by category

Category 1	Calculated by multiplying the purchase volume (in terms of cost or quantity) of raw materials by the emissions factor (primary or secondary)
Category 2	The amount of capital investment multiplied by an emissions factor
Category 3	Calculated through production of purchased fuel, electricity, steam, etc. and their annual volume of purchase multiplied by an emissions factor for each fuel
Category 4	Weight of purchased raw materials. Or, transportation cost 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 8	No applicable lease assets
Category 9	Calculated by multiplying product shipment weights by transportation method by transport distance, number of shipments, and emissions factors
Category 10	Calculated by multiplying sales revenue of products (intermediate materials) by an emissions factor
Category 11	Calculated by multiplying the number of units sold by electricity consumption and operating hours
Category 12	The purchase quantity by type of material less the portion disposed of, multiplied by an emissions factors for each type
Category 13	Calculated by multiplying land area per usage type by an emissions factor
Category 14	No applicable businesses
Category 15	Calculated by multiplying the number of shares held by the company by emissions factors (Scope 1+2 / issued shares) for each company

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)
2024	Doi Plant	771
2024	TOKYO LINTEC KAKO, INC.	33
2023	SHONAN LINTEC KAKO, INC.	117
2022	Komatsushima Plant	180
2022	Doi Plant	462
2022	Mishima Plant	457
2022	Tatsuno Plant	248
2022	Kumagaya Plant	473
2021	TOKYO LINTEC KAKO, INC.	196
2021	Chiba Plant	133
2020	Ina Technology Center	110
2020	Kumagaya Plant	458

■ Introduction of co-generation systems (Since 2020)

Year of introduction	Name of site
2024	Kumagaya Plant
2023	Doi Plant

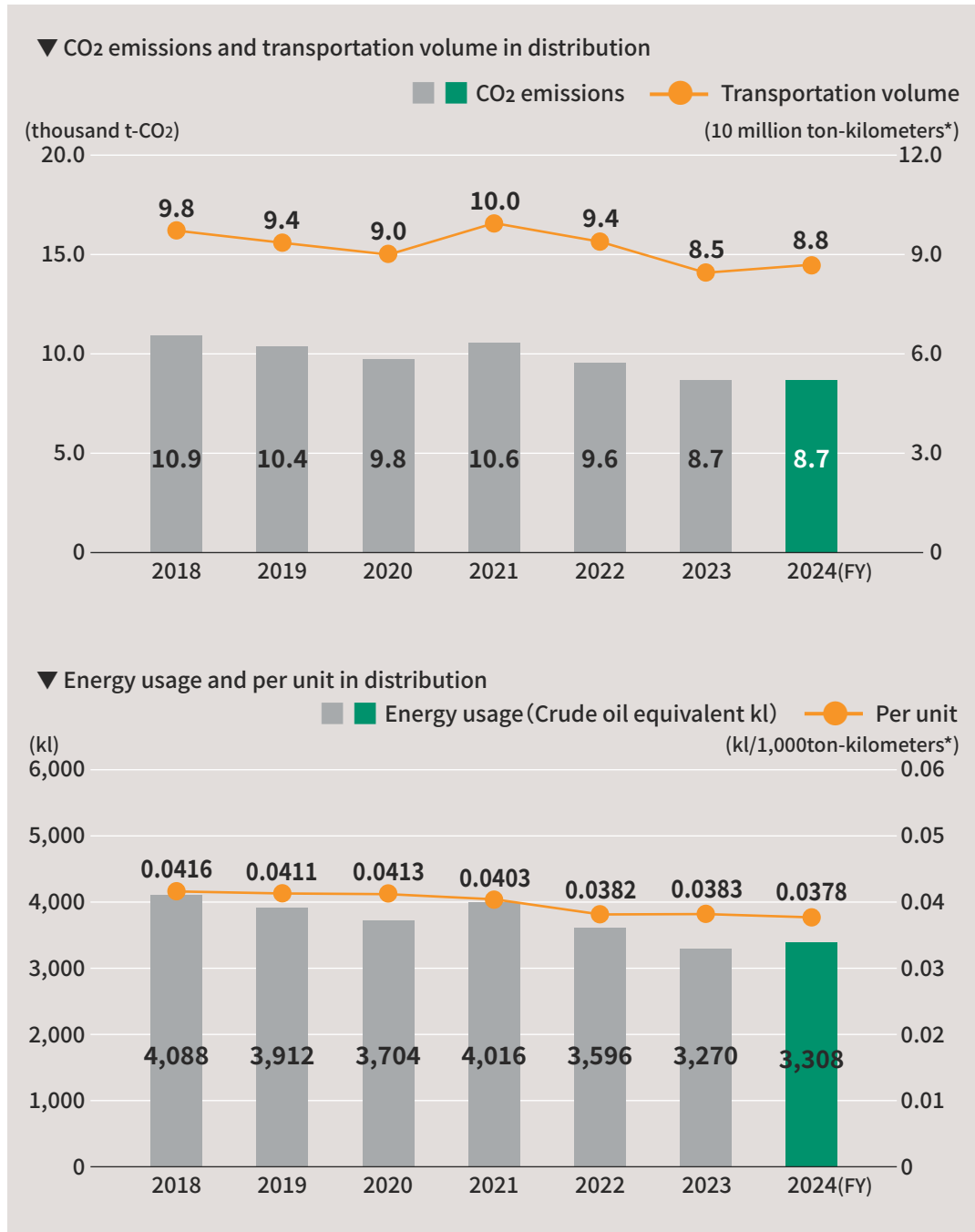
■ Efforts to prevent the leakage of fluorocarbons

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 CO₂ emissions by making efforts in distribution, such as optimizing transportation efficiency and promoting a modal shift.



* 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.

TCFD-based Information Disclosure

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.

[> Sustainability Promotion Systems Details and Activities](#)

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 and overseas businesses up to 2030 (medium-term) and 2050 (long-term). In FY2024, we conducted a review of physical risks in the North American region, and updated our risk and opportunity assessments. Results of this showed no additions from the previous fiscal year.

Environmental Management	Developing Environmentally Friendly Products	Climate Change Mitigation and Adaptation	Realization of a Recycling-oriented Society	Co-existence with Nature	Management of Environmentally Hazardous Substances	Environmental Preservation Costs
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		+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

This scenario analysis covers both our domestic and overseas businesses.

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.

Environmental Management	Developing Environmentally Friendly Products	Climate Change Mitigation and Adaptation	Realization of a Recycling-oriented Society	Co-existence with Nature	Management of Environmentally Hazardous Substances	Environmental Preservation Costs
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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 CO₂ 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 CO₂ 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

Environmental Management	Developing Environmentally Friendly Products	Climate Change Mitigation and Adaptation	Realization of a Recycling-oriented Society	Co-existence with Nature	Management of Environmentally Hazardous Substances	Environmental Preservation Costs
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Opportunities

Category	Major opportunities	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 CO₂ 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 CO₂ 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 CO₂ emissions.

• Capital investments to reduce CO₂ emissions

We plan to invest approximately 14.7 billion yen in total to reduce CO₂ 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.

• 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 CO₂ 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) Integrated Report

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 CO₂ 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

(thousand tons)

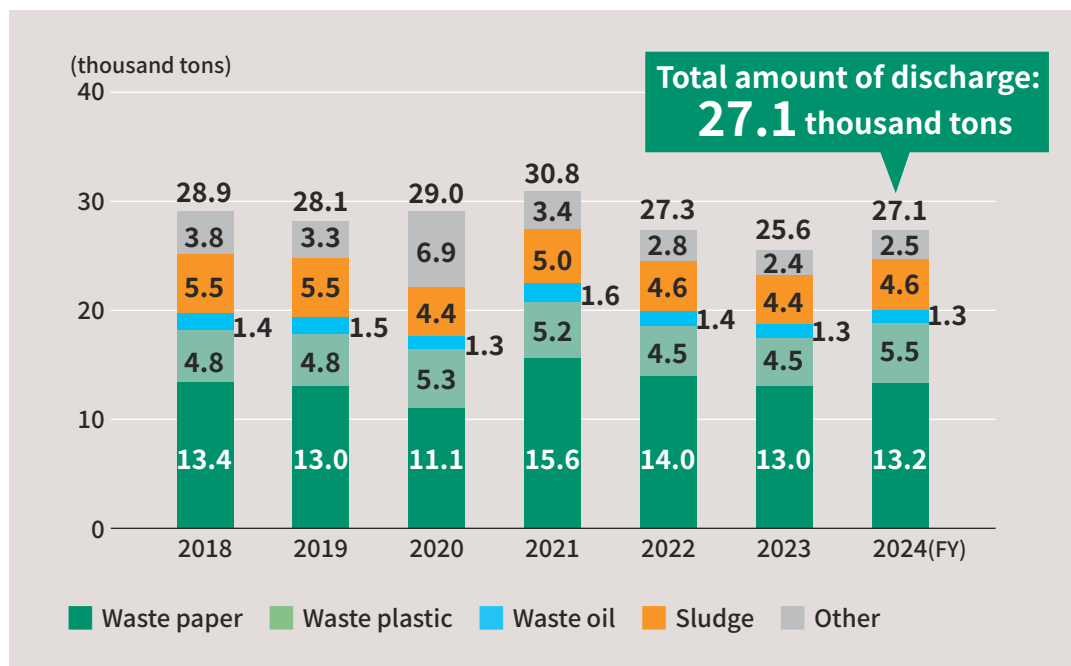
	FY2020	FY2021	FY2022	FY2023	FY2024
Waste discharge	29.0	30.8	27.3	25.6	27.1★
Effective Internal utilization* ¹	8.9	9.9	8.4	7.3	6.8
Sale of valuable materials* ²	7.5	5.6	7.2	7.9	9.3
Total waste output	12.1	15.6	11.8	10.4	11.0
Effective external utilization* ³	8.8	11.9	7.6	6.6	8.2
Incineration	3.1	3.5	4.1	3.7	2.8
Volume reduction, heat use	2.9	3.3	4.0	3.6	2.8
Final landfill disposal	0.2	0.2	0.1	0.1	0.1
Waste recycled (*1*2*3 total)	25.2	27.4	23.1	21.8	24.3

Organizations covered: LINTEC CORPORATION (Head Office and plants), the Research Center, TOKYO 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 ★.](#)

Waste discharge



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

Environmental Management	Developing Environmentally Friendly Products	Climate Change Mitigation and Adaptation	Realization of a Recycling-oriented Society	Co-existence with Nature	Management of Environmentally Hazardous Substances	Environmental Preservation Costs
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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	FY2024
Amount of discharge (tons)	3,635	3,754	3,423	3,413	4,079
Recycling rate (%) ^{*1}	4.4	6.2	10.9	4.6	4.9
Heat recovery rate (%) ^{*2}	93.3	91.5	86.7	93.3	93.4

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

^{*1} Recycling rate (%) = Recycled amount/Amount of discharge × 100

^{*2} Heat recovery rate (%) = Amount of heat recovered/Amount of discharge × 100

Environmental Management	Developing Environmentally Friendly Products	Climate Change Mitigation and Adaptation	Realization of a Recycling-oriented Society	Co-existence with Nature	Management of Environmentally Hazardous Substances	Environmental Preservation Costs
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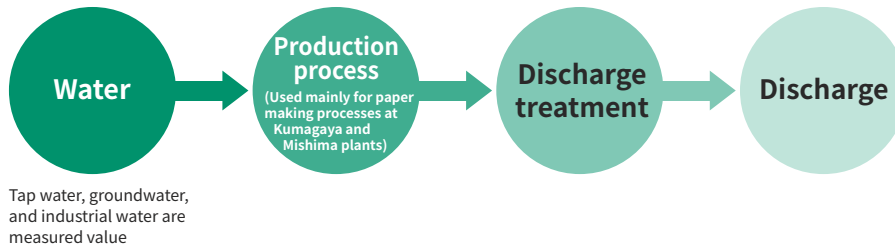
Amount of industrial waste discharged from products using plastic at group companies in Japan (Tons)

	FY2022	FY2023	FY2024
LINTEC COMMERCE, INC.	9.6	7.1	10.8
LINTEC SIGN SYSTEM, INC.	22.4	49.7	31.9
SHONAN LINTEC KAKO, INC.	125.0	84.6	106.6
LINTEC SERVICES, INC.	0	0	0
LINTEC CUSTOMER SERVICE, INC.	0.3*	1.5	1.3
TOKYO LINTEC KAKO, INC.	100.9	102.0	88.2

* Calculation period: December 2022 to March 2023

Water Usage and Discharge

Process from water intake to effluent



Water usage and discharge treated

(thousand m³)

Category	FY2020	FY2021	FY2022	FY2023	FY2024
Total water usage	7,951	7,718	7,798	7,831	7,732★
• Tap water	531	509	540	515	448
• Industrial water	3,660	3,715	3,383	3,680	3,701
• Groundwater	3,760	3,494	3,876	3,636	3,583
Discharge	6,163	6,630	6,191	5,909	4,832

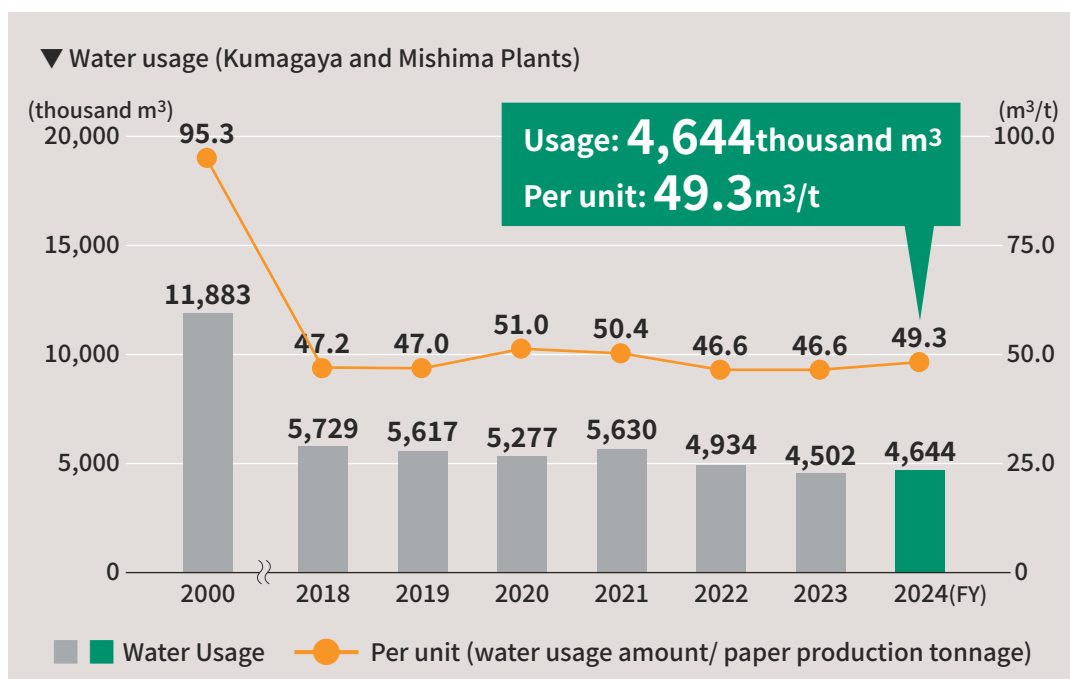
Organizations covered: The Head Office and plants of LINTEC CORPORATION and TOKYO LINTEC KAKO, INC.

Note: Water usage data is the sum of the figures for tap water, industrial water, and roundwater.

Figures marked with ★ were subject to third-party verification performed by SGS Japan Inc.

> Click here for details on data marked with ★.

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



Environmental Management	Developing Environmentally Friendly Products	Climate Change Mitigation and Adaptation	Realization of a Recycling-oriented Society	Co-existence with Nature	Management of Environmentally Hazardous Substances	Environmental Preservation Costs
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Discharge water quality (Kumagaya and Mishima Plants)

Kumagaya plant

Item	Discharge Water standards		FY2020		FY2021		FY2022		FY2023		FY2024	
			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		7.6	7.1	7.8	7.2	7.5	7.1	7.9	7.1	8.0	7.1
Regulations on emission concentration	SS ^{*1}	60 (50) or less	33.9	(22.3)	45.6	(12.5)	42.9	(11.7)	32.7	(13.0)	40.5	(11.9)
	BOD ^{*2}	25 (20) or less	23	(10.5)	20	(8.7)	21	(9.1)	25	(8.7)	20.0	(8.0)
	COD ^{*3}	—	55	24.2	45.2	23.2	43.2	22.1	67.3	23.1	49.8	22.2
Regulations on total emissions	COD (t/day)	0.858 or less	0.276	0.14	0.282	0.138	0.265	0.121	0.235	0.122	0.273	0.121
	Nitrogen (t/day)	0.4068 or less	0.143	0.395	0.1413	0.3471	0.142	0.0023	0.1169	0.0245	0.1411	0.0245
	Phosphorus (t/day)	0.0418 or less	0.01	0.0094	0.0126	0.0009	0.0065	0.0007	0.0078	0.0010	0.0138	0.0011

Mishima Plant

Item	Discharge Water standards		FY2020		FY2021		FY2022		FY2023		FY2024	
			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		6.0-7.6	6.8	6.0-8.0	6.7	6.0-7.7	6.8	6.1-8.0	7.0	6.0-8.0	7.1
Regulations on emission concentration	SS ^{*1}	80 (60) or less	29	(4)	28	(4)	44	(4)	45	(4)	52	(4)
	COD ^{*3}	90 (65) or less	84.5	(24.6)	88.2	(24.3)	89.2	(25)	89.4	(22.9)	85.9	(22.6)
	TN (mg/L)	120 (60) or less	—	—	77.9	(4.5)	47.1	(5.5)	41.6	(5.1)	45.5	(4.7)
	TP (mg/L)	16 (8) or less	—	—	0.7	(0.04)	0.83	(0.04)	0.9	(0.04)	0.8	(0.04)
Regulations on total emissions	COD (t/day)	0.9431 or less	0.4886	0.2385	0.5158	0.25	0.4945	0.2365	0.4452	0.2065	0.4887	0.2016
	Nitrogen (t/day)	0.3961 or less	0.1749	0.0351	0.1926	0.0465	0.199	0.0519	0.165	0.0477	0.1601	0.0426
	Phosphorus (t/day)	0.0405 or less	0.0014	0.0002	0.0013	0.0004	0.0014	0.0004	0.0024	0.0004	0.0018	0.0004

Note: In regulations on emission concentration, the figures in parentheses indicate the daily average values.

*1 Suspended Solids

*2 Biochemical Oxygen Demand

*3 Chemical Oxygen Demand

Biodiversity Conservation Initiatives

Activities

Based on the evaluation results from the TNFD* (v0.4) prioritization of areas requiring action, we initiated five zoning activities (forest creation, grassland creation, conservation-type planting, landscape planting, and water areas) at the Kumagaya Plant starting in FY2023, and are continuing these efforts to this day. While each plant has previously conducted tree-planting activities, as a part of this, from FY2024 we have been carrying out on-site surveys at the Mishima and Doi Plants, launching biodiversity conservation initiatives with reference to the Kumagaya Plant's zoning activities.

* Taskforce on Nature-related Financial Disclosure.

▶ Project (1) : Kumagaya Plant — Biodiversity initiatives

In the forest creation and grassland creation zones, our efforts include not only plant cultivation but also the installation of rock formations to serve as water sources for small birds and areas for insects to cool off, in consideration of the habitat needs of wildlife.



Installed rock formations



▶ Project (2) : Mishima and Doi Plants — Chemical-free greenery management

There are concerns about increased grass growth and labor requirements for mowing as a result of eliminating herbicides, insecticides and other chemicals. In response, we have considered the introduction of grass-mowing machinery. This should contribute to reduced workloads and labor costs.



Grass mower (area of use: approx. 14,000 m²)

▶ Project (3) : Tatsuno and Komatsushima Plants - Planting native species

Out of candidate species from those native to the area, Nandina was selected and planted at the Tatsuno Plant, and Japanese beautyberry (*Callicarpa japonica*) at the Komatsushima Plant.



Nandina



Japanese beautyberry

Compliance with PRTR

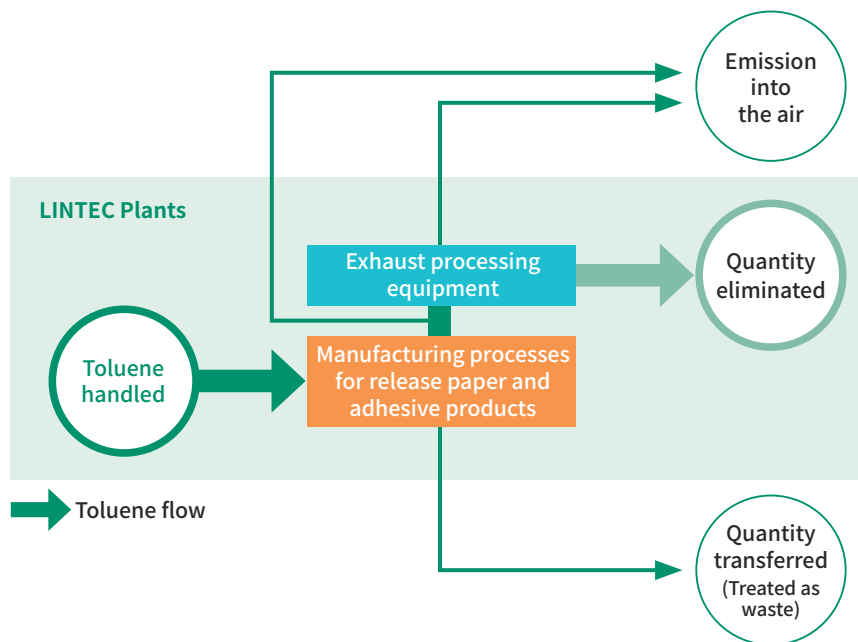
Emissions of substances subject to PRTR

(Tons)

	FY2020	FY2021	FY2022	FY2023	FY2024
Emissions (toluene)	459	439	359	346	341

Organizations covered: LINTEC CORPORATION

Emission and transfer of toluene



	FY2020	FY2021	FY2022	FY2023	FY2024
Toluene handled (tons)	6,614	6,800	5,508	5,471	5,347
Emission into the air (tons)	453	434	357	340	341
Quantity eliminated (tons)	5,719	5,851	4,695	4,631	4,520
Elimination rate (%)*	93.5	93.1	92.9	93.2	95.3
Quantity transferred (tons) (Treated as waste)	496	516	456	500	486

Organizations covered: LINTEC CORPORATION

* Elimination rate=eliminated amount (handling amount-transferred amount) ×100

VOC Emissions Reduction

VOC emissions

Japan

(Tons)

	FY2020	FY2021	FY2022	FY2023	FY2024
Agatsuma Plant	139.8	153.6	126.2	114.7	125.0
Kumagaya Plant	286.7	288.5	196.2	170.6	207.5
Research Center	1.8	2.0	1.7	1.6	1.4
Chiba Plant	107.5	125.0	118.5	117.3	110.4
Tatsuno Plant	39.5	38.2	74.9	54.8	80.3
Shingu Plant	49.4	46.7	27.8	33.7	54.3
Komatsushima Plant	30.6	35.0	32.4	26.0	26.0
Mishima Plant	152.9	200.6	167.2	149.0	173.1
Total	825.7	909.5	754.3	667.7	777.9★

Note: Substances used for VOC calculation are 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)

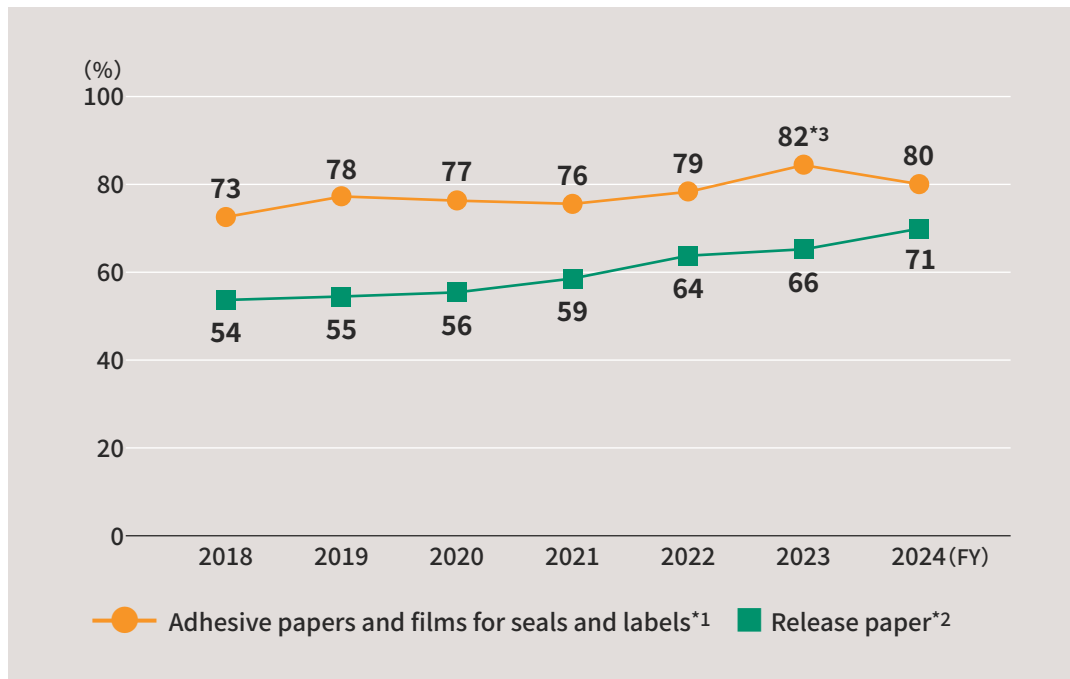
	FY2020	FY2021	FY2022	FY2023	FY2024
LINTEC SPECIALITY FILMS (TAIWAN), INC. *1	37.9	47.4	25.6	24.5	8.7
LINTEC SPECIALITY FILMS (KOREA), INC. *2	33.8	36.0	22.1	15.2	4.9
PT. LINTEC INDONESIA	195.7	251.7	163.8	187.0	179.1
LINTEC (THAILAND) CO., LTD.	25.0	25.0	23.3	17.7	24.7
LINTEC (SUZHOU) TECH CORPORATION	28.1	25.5	4.3	3.9	4.5
LINTEC KOREA, INC.	2.7	3.4	2.9	2.4	5.3
LINTEC INDUSTRIES (MALAYSIA) SDN. BHD.	5.6	5.9	3.4	2.0	2.5
MADICO, INC.	2.3	5.5	4.5	3.7	4.7
Others *3	105.0	135.2	154.2	91.9	8.8
Total	436.1	535.6	404.1	348.3	243.2

*1 Operations continue until Sep. 2024, then closed

*2 Operations continue until Jun. 2024, then closed

*3 LINTEC PRINTING & TECHNOLOGY (TIANJIN) CORPORATION, LINTEC INDUSTRIES (SARAWAK) SDN.BHD and MACTAC AMERICAS, LLC

■ 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)

*3 Figures revised as a result of recounting

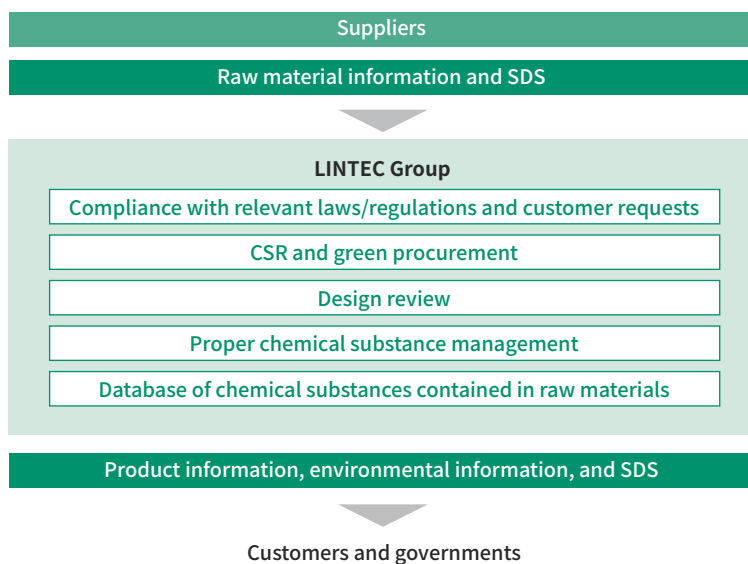
Reference > Highlight: Solvent-free Release Papers (Japanese version only)

Management of Chemical Substances, Compliance with EU Regulations

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

Total	247 entries (32nd update, Jan 21, 2025)
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Product information flow



Environmental Management	Developing Environmentally Friendly Products	Climate Change Mitigation and Adaptation	Realization of a Recycling-oriented Society	Co-existence with Nature	Management of Environmentally Hazardous Substances	Environmental Preservation Costs
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Environmental Preservation Costs

Category		Target equipment	Investments ^{*1} (Millions of yen)	Details of main initiatives	Expenses ^{*2} (Millions of yen)
1. Business area cost	Pollution prevention cost				
	a. Preventing air pollution	Exhaust gas treatment system	73	Management and maintenance of equipment to prevent air pollution	353
	b. Preventing water pollution	Discharge water treatment system	2	Management and maintenance of equipment to prevent water pollution	159
	c. Preventing overall pollution	—	0	Sludge disposal costs	59
	Global environmental conservation cost				
	a. Preventing global warming	—	0	Management and maintenance of fuel conversion systems	158
	b. Energy conservation	Exhaust heat treatment system	418	Management and maintenance of in-house power generation equipment	827
	Resource circulation cost				
	a. Efficient utilization of resources	—	0	Management and maintenance of wastepaper processing equipment; use of wastepaper as raw material	343
	b. Treating, reducing, and recycling waste	Waste-derived fuels system	0	Management and maintenance of incinerator and boiler equipment; industrial waste processing	455
2. Upstream/downstream cost	Recovering, recycling, and reusing auxiliary materials	—	0	Auxiliary material return	81
	Green procurement and purchasing	—	0	Purchase of environmentally friendly office supplies	8
3. Administration cost	Constructing and operating environmental management systems	—	0	Environmental conservation organizations	430
	Environmental information disclosure	—	1	Preparation of the Sustainability Report and Website	47
	Monitoring and measuring environmental impact	—	0	Analysis and measurement of regulated substances	51
	Environmental education	—	0	Participation in seminars and workshops	1
	Environmental improvement measures	Greening work	2	On-site beautification; garden tree pruning	32
4. R&D cost		—	0	R&D relating to environmental protection	2,609
5. Social activity cost		—	0	Presentation on biodiversity project activities	1
6. Environmental remediation cost		—	0	Payment of pollution load levy; compensation for fisheries	14
Total			496		5,628

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

Note : The Environmental Accounting Guidelines (2005) from the Japanese Ministry of the Environment were used as a reference.

*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.

Contents

Providing Value to Customers

Improving Customer Satisfaction
Quality Assurance

Cooperating with Suppliers

CSR Procurement

Together with Employees (Human Rights / Employment)

Respecting Human Rights and Diversity
Work-life Balance

Together with Employees (Human Resource Development)

Human Resource Development

Together with Employees (Safety and Disaster Prevention)

Occupational Safety

Together with Local Communities

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

Accelerating product development through materials informatics * (MI)

At LINTEC, we are leveraging MI technology for product development to accelerate bringing new products to market. To further expand the application of this technology to more product development, we are conducting machine learning training sessions for new employees. Additionally, we are accelerating the implementation of various educational programs, such as workshops on advanced analytical methods necessary for deepening scientific insights, for management and team leaders, ahead of as originally scheduled.

*Materials informatics: A method that efficiently explores materials that achieve target performance by utilizing information science technologies, rather than relying solely on prior research or experience.

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 FY2010 as 100%)

The number of accidents recorded in FY2024 was down by 69% from FY2010 (base year) .

FY	Number of accidents per month	Ratio (%)
2010 (base year)	49	100
2024	15	31
2023	15	31
2022	15	31
2021	17	35
2020	17	35

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

CSR Procurement

● Supplier Assessment and Improvement

- Number of Feedback Sessions and Improvement Requests
- 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

■ Number of Feedback Sessions and Improvement Requests

Number of Feedback Sessions	Number of Improvement Requests
48 companies (62 business sites)	5 companies (5 business sites) ★

Organization covered: Raw material suppliers for LINTEC CORPORATION

Note: Last fiscal year, surveys were requested from 51 companies at 66 business sites, however responses were not received from three companies, and one company completed the survey but due to product discontinuation, could not proceed with the evaluation.

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 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 FY2024	chemSHERPA Ver 2.10.00

■ 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
- 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

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of men taking childcare leave	3	7	37	59	48★
Number of men eligible for childcare leave	66	79	62	68	58★
Rate of men taking childcare leave (%)	4.5	8.9	59.7	86.8	82.8★

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

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees	52	53	61	60	67.5
employment rate (%)	1.94	1.99	2.28	2.24	2.53★
Mandatory employment rate (%)	2.2	2.3	2.3	2.3	2.5

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

	FY2020	FY2021	FY2022	FY2023	FY2024
A job return program	19	19	21	23	20
A career return program	—	—	—	0	0

Organization covered: LINTEC CORPORATION

Employment of Older Person

■ Number of re-employment retirees

		FY2020	FY2021	FY2022	FY2023	FY2024
65 years old	Number of those who have reached the specified age	—	15	23	26	28
	Number of those re-hired	—	6	11	13	6
	Percentage of re-employment (%) *	—	40	48	50	21

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.

* Percentage = Number of those re-hired ÷ Number of those who have reached the specified age × 100

Social Contribution Leave Program

Number of program users

	FY2020	FY2021	FY2022	FY2023	FY2024
Social Contribution Leave*1 (persons)	—	—	0	0	0
Social Contribution Time off*2 (persons)	12	15	15	20	15

Organization covered: LINTEC CORPORATION

*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.

Management Labor Relations

Status of the LINTEC Forest

	FY2020	FY2021	FY2022	FY2023	FY2024
Labor union members	2,097	2,094	2,086	2,072	2,067
Average age	38.7	38.9	39.0	39.4	39.9
Average service years	8 months 16 years	9 months 16 years	9 months 16 years	3 months 17 years	9 months 17 years

Note : As of the end of the fiscal year.

Other Related Data

Number of LINTEC Group employees and gender ratio

(As of: December 31, 2024 [outside Japan]; March 31, 2025 [in Japan])

		FY2020		FY2021		FY2022		FY2023		FY2024	
		Number of employees	Gender ratio(%)	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	—	2,629	—
	Male	2,248	86	2,253	86	2,244	86	2,237	85	2,231	85
	Female	370	14	375	14	376	14	381	15	398	15
	Male managers	495	98	486	98	496	97	499	97	505	96
	Female managers	9	2	10	2	13	3	17	3	19	4
	Male managers / supervisors (subsection managers / assistant project managers)	796	95	784	95	779	94	777	93	767	92★
	Female managers / supervisors (subsection managers / assistant project managers)	42	5	44	5	51	6	56	7	64	8★
LINTEC Group	Overall	6,199	—	6,221	—	6,548	—	6,527	—	6,402	—
	Male	4,801	77	4,829	78	5,114	78	5,126	79	4,990	78
	Female	1,398	23	1,392	22	1,434	22	1,401	21	1,412	22
	Male managers / supervisors (subsection managers / assistant project managers)	844	86	833	85	899	85	1,187	84	1,105	84
	Female managers / supervisors (subsection managers / assistant project managers)	141	14	145	15	159	15	232	16	212	16

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 ★.

Employees by region and by gender

		FY2020	FY2021	FY2022	FY2023	FY2024
Japan	Male	3,076	3,075	3,103	3,073	3,049
	Female	677	689	684	671	686
	Total	3,753	3,764	3,787	3,744	3,735
Asia	Male	1,048	1,037	1,046	1,063	945
	Female	360	362	365	355	357
	Total	1,408	1,399	1,411	1,418	1,302
North America	Male	654	690	939	966	966
	Female	342	323	268	356	349
	Total	996	1,013	1,207	1,322	1,315
Europe	Male	23	27	26	24	30
	Female	19	18	17	19	20
	Total	42	45	43	43	50
Total	Male	4,801	4,829	5,114	5,126	4,990
	Female	1,398	1,392	1,434	1,401	1,412
	Total	6,199	6,221	6,548	6,527	6,402

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

Three-year turnover of employees hired as new graduates

	New employees joined in 2022	Male	Female
Joined	61	57	4
Left	8	8	0
Turnover (%)	13.1	14	0

Organization covered: LINTEC CORPORATION

Average length of service

	Total	Male	Female
Average length of service (Year)	20.0	20.6	16.6
Average age	42.8	43.3	39.9

Organization covered: LINTEC CORPORATION

Number of new hires and retirees

		Male	Female	Total
New hires		71	34	105
Percentage of total employment (%)		3.18	8.54	3.99
Breakdown	18 and 19	14	3	17
	20s	34	21	55
	30s	19	1	20
	40s	0	5	5
	50s	1	3	4
	60s and above	3	1	4

Organization covered: LINTEC CORPORATION

		Male	Female	Total
Retirees		67	15	82
Break down	(1) Mandatory retirement	8	1	9
	(2) Transfer to a group company / Contract expiration	11	0	11
	(3) Voluntary retirement	43	14	57
	Break down	18-29	7	27
		30s	7	21
		40s	0	2
		50s	0	6
		60s and above	0	1
	(4) Other reason	5	0	5

Organization covered: LINTEC CORPORATION

Revision of work regulations, etc.

Work regulation	Definition of employees Transfers, types of employment	Global and area-type course definitions; addition to area table (April 2024) Unified expressions such as “working from home” and “satellite office work” to “telework” (April 2024) Note : Together with related teleworking provisions
Salary regulations	Other allowances Appendix 1	Abolition of teleworking allowance (April 2024) Revisions in accordance with base pay increases (April 2024)
Commuting allowance regulations	Regular transportation fee reimbursement	Removal of conditions for regular transportation fee reimbursement in case of teleworking (April 2024)
Travel expense regulations	Transportation expenses	Use of business class on aircraft restricted to regions with flight durations of five hours or more (April 2024)
Company housing regulations	Tenancy period Company housing eligibility criteria	For selected occupants, in principle changed to up to five years (April 2024) Removal of the restriction “excluding transfers to hometown” on priority eligibility for transferees (April 2024)

Work-life Balance

● Mental Health Measure

— 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

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of eligible employees	3,729	3,671	3,693	3,696	3,645
Percentage of checkups received (%)	91.2	96.4	97.5	95.3	96

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	FY2024
57.6	67.6	67.9	68.8	69.0

Organization covered: LINTEC CORPORATION

Other Related Data

Use of programs

Program	FY2020	FY2021	FY2022	FY2023	FY2024
Family care leave program (persons)	1	0	1	3	2
Family care time off (persons)	3	3	1	2	3
Accumulated time off (persons)◆	71	104	275	140	119
Childbirth leave (persons)	14	25	15	19	18
Childcare leave (persons)	34	32	48	76	64
(Male employees)	3	7	37	59	48
Employees who were eligible to take childcare leave (persons)	76	99	74	85	74
(Male employees)	66	79	62	68	58
Percentage of childcare leave taken (%)	15.8	32.3	64.9	89.4	86.5
(Male employees)	4.5	8.9	59.7	86.8	82.8
Return to work after taking time off for childcare leave (%)	93.3	100	100	98.8	98.5
Child nursing care time off program (persons)◆	7	4	4	6	12
Shorter hours / flex time (persons)	62	64	60	69	78
Paid social contribution time off (persons)◆	12	15	15	20	15
Percentage of paid leave taken (%)	61.7	63.5	72.7	76.5	75.9
Average number of days of paid leave taken	11.8	12.1	13.9	15.0	14.5

Organization covered: LINTEC CORPORATION

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

* Number of employees who completed their leave in the relevant fiscal year.

Human Resource Development

- **Rank-based Training and Career Planning**
 - Training details and number of participants
 - 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

FY2024 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.	31*
(2) New Chiefs training	Participants acquire the management knowledge and skills for field leaders.	39
(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.	34
(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.	22
(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.	818
(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.	440
(8) 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.	23

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

* Includes those who did not attend last fiscal year's sessions.

FY2024 total company-wide training hours

Total training hours	Total number of participants	Average training hours per person
3,929.5 hours	1,444 persons	2.7 hours

Organizations covered: LINTEC CORPORATION and group companies in Japan
Note : Calculated for time-based programs only.

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 FY2024, for the first time in five years there were no restrictions on eligibility for participation, and approximately 50 attendees from outside the research institute participated. Under the theme of “LSV 2030: LINTEC's Technology Looking to the Future,” this introduced DX initiatives at each business site, the development status of products for DX infrastructure, and the technologies required for development.



Self-development Correspondence Training Courses

Self-development correspondence training course participants

	FY2020	FY2021	FY2022	FY2023	FY2024
Total number of participants	221	234	231	230	283
Completion rate (%)	80	79	77	83	84

Organization covered: LINTEC CORPORATION

Language Training

Language training participants

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of participants	20	5	10	6	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

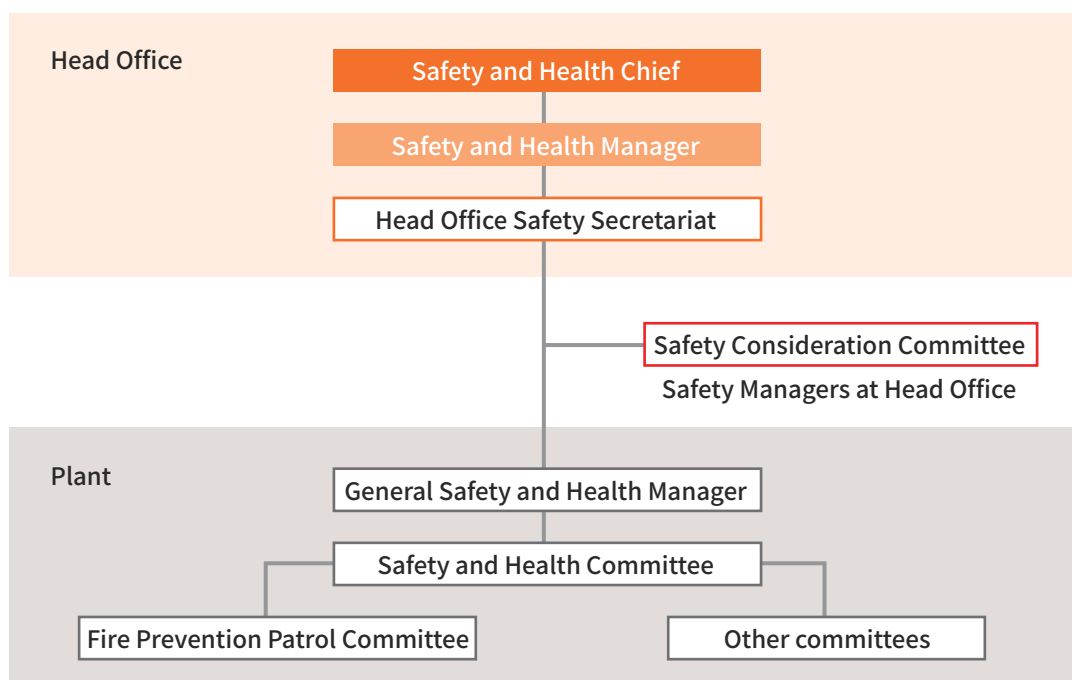
- Occurrence of accidents resulting in absence from work
- Sites with an accident-free record
- Activities at sites
- Production sites where Top Management Patrols were conducted

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 FY2024, there was one lost-time work-related accident related to being caught.
No factors causing the above accidents were suggested by the findings of the risk assessment.

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of victims	1	2	4	3	1
Number of accidents	1	2	4	3	1
Number of days of absence from work	3	52	91	50	95
Accident frequency rate*1	0.19	0.37	0.76	0.57	0.18★
Accident severity rate*2	0.0488	0.0078	0.0142	0.0077	0.0143★
Location of accidents	Partner company	LINTEC CORPORATION	LINTEC CORPORATION, Partner companies	LINTEC CORPORATION, Partner companies	Partner company

Organizations covered: LINTEC CORPORATION's plants and research center; TOKYO LINTEC KAKO, INC and SHONAN LINTEC KAKO, INC

*1 The number of deaths and injuries due to industrial accidents per million hours actually worked, indicating the frequency of accident occurrence.

*2 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 FY2024

Site	Accident-free hours achieved
Chiba Plant	2.0 million hours
Kumagaya Plant	1.5 million hours
Research & Development Division	1.5 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
Shingu Plant	November 29, 2024
Tatsuno Plant	November 28, 2024
Kumagaya Plant	November 22, 2024
Research & Development Division	November 21, 2024
TOKYO LINTEC KAKO, INC.	November 21, 2024
Agatsuma Plant	November 15, 2024
SHONAN LINTEC KAKO, INC.	October 25, 2024
Chiba Plant	October 24, 2024
Komatsushima Plant	October 4, 2024
Mishima Plant	October 3, 2024
Ina Technology Center	August 23, 2024

LINTEC Group's CSR Activities

CSR activities conducted in FY2024 (in Japan)

Category	Site	Activities
Environmental Preservation	Agatsuma Plant, Kumagaya Plant, Chiba Plant, Tatsuno Plant, Shingu Plant, Komatsushima Plant, Mishima Plant, Ina Technology Center, Research Center, SHONAN LINTEC KAKO, LINTEC SERVICES, TOKYO LINTEC KAKO	• Neighborhood beautification and cleaning activities
	Agatsuma Plant	• Weeding on road near Agatsuma Furusato-ohashi Bridge • Cleaning near the site of Iwabitsu Castle Ruins
	Mishima Plant	• Beach Cleanup Volunteer Activity at Sangawa Toyooka Seaside Park • Sponsorship for the 76th National Tree Planting Festival, Ehime 2026 • Cleanup Activity in Higashimachi Area
	Kumagaya Plant	• Kumagaya Eco-Life Fair 2024 • Hotaru-wo-hogosuru-kai firefly festival • Arakawa Clean-aid
	Chiba Plant	• Coastal forest preservation activities at Jinguji-hama • Tulip bulb planting at Sosa Tulip Festival
	Komatsushima Plant	• “Refresh Seto Inland Sea” coastal cleanup • Cleaning along Nakagawa River • Participation in “Let's Go to the Forest in Kaihu”
	Ina Technology Center	• Thinning work in wooded areas of Kitamoto Nature Observation Park
Community Support	Head Office, Osaka Branch Office, Agatsuma Plant, Kumagaya Plant, Chiba Plant, Tatsuno Plant, Shingu Plant, Komatsushima Plant, Mishima Plant, Doi Plant, Ina Technology Center, Research Center, TOKYO LINTEC KAKO	• Group blood donation (493 persons in total)
	Kasuga Office, Osaka Branch Office, Tatsuno Plant, Shingu Plant, Mishima Plant, Research Center, TOKYO LINTEC KAKO	• Collection of plastic bottle caps and used postage stamps
	Kumagaya Plant, Chiba Plant, Ina Technology Center	• Red Feather Community Chest and Green Fund • Contribution to Japanese Red Cross Society
	Agatsuma Plant, Kumagaya Plant, Tatsuno Plant, Komatsushima Plant, Chiba Plant, Ina Technology Center, TOKYO LINTEC KAKO	• Offering plant tour
	Head Office, Tatsuno Plant, Mishima Plant	• Purchasing bread made and sold by welfare facilities for people with disabilities
	Agatsuma Plant, Tatsuno Plant, Shingu Plant, Komatsushima Plant, Mishima Plant, Ina Technology Center, Research Center	• Regional communication (Participation in and support for residents' associations, etc.)
	Head Office	• Support to Kura-Rika* • LINTEC concert for parents and children • Invitation to soccer match at the Japan National Stadium • Itabashi Fireworks Festival • Itabashi City Marathon • Shipping vegetables grown at Kawagoe Smile Farm to children's cafeterias and food banks

Category	Site	Activities
Community Support	Agatsuma Plant	• Donation of Emergency Supplies to the Higashi-Agatsuma-Machi Social Welfare Council, gift of pipe chairs Kamiyuama-cho, Hara-machi, Higashiagatsuma Town • Donation to Sengen Shrine spring and autumn grand festival, and to Higashiagatsuma Furusato fireworks display • Fundraising for children with physical disabilities
	Kumagaya Plant	• National Conference of the Pulp and Paper Industry on Safety and Health • The Uchiwa (fan) Festival in Kumagaya • Kumagaya Fireworks • Kumagaya Ebisu Commercial Festival • Hikawa Shrine Yasaka Annual Festival
	Chiba Plant	• Sosa Tulip Festival
	Tatsuno Plant	• Rokujo Hachiman Shrine parade by the three district children's clubs • Tatsuno City Tourism Association and fireworks festival • Supply of cultivated strawberries to four neighboring public preschools • Offering at Tatsuno Shrine and Oyake Shrine • Furusato Competition promoted by Kamioka Sports Promotion Council
	Shingu Plant	• Praying for safety at the Rokujo Hachiman Shrine • Rokujo Hachiman Shrine Autumn Festival
	Komatsushima Plant	• Awa Odori
	Mishima Plant	• Canal construction commemorative festival • Iyomishima Autumn Festival • Doi Shikoku Chuo City Fireworks • Kosui (lake) Festival • Minato Festival Fireworks • Donation to Kaminba Executive Committee and Shikokuchuo Lifelong Study University • Donation to Mishima Park Cherry Blossom Festival • Participation and donation to Kasuga Shrine annual grand festival • Offering of Flowers to Mishima and Doi Taiko Festivals • Exhibition at Shikokuchuo City Industrial Festival • Donation to Enoki Shrine and Kogan Temple • Furusato University "Iyojuku" • Gift of new color paint to four local preschools, elementary schools, and Shodo Performance Koshien executive committees (4 locations) • Sponsored installation of monument commemorating the Participation in the National Basketball Championship by the female team from Doi Junior High School • Sponsorship for Mishima High School Judo Team at National Championships
	Ina Technology Center	• Ina Festival 2024
	Research Center	• Warabi City Waranchu Festival • Nakasendo Bushu Warabi-shuku Shukuba Festival • Warabi Hata (textile) Festival

Category	Site	Activities
Community Support	LINTEC SIGN SYSTEM	Cooperation with decorations for LINTEC concert for parents and children
	SHONAN LINTEC KAKO	- Offering of sake to local Yasaka Shrine - Donation to UNICEF through online shopping points
Community Safety Activities	Agatsuma Plant, Tatsuno Plant, Shingu Plant, Mishima Plant, Ina Technology Center, Research Center	Participation in fire prevention & safety association and conference
	Head Office	Itabashi and Tomisaka Police Station's martial arts demonstration event
	Agatsuma Plant	Support for "Children's Safety Support House"
	Tatsuno Plant	- Achievement of the Challenge 100 Campaign by Japan Traffic Safety Association - Participation in Spring National Traffic Safety Campaign as a volunteer

* 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 FY2024 (outside Japan)

Category	Site	Activities
Environmental Preservation	LINTEC(SUZHOU)TECH CORPORATION	- Participated in the Nakamineji tree planting activity, planting a total of 20 Begonia trees - Participated in the Taihu Lake fry release activity, releasing approximately 20,000 “summer flower” silver carp fry
	LINTEC KOREA	- Participated in tree planting event on Arbor Day - Picked up trash in the rivers near the company
	LINTEC ADVANCED TECHNOLOGIES (TAIWAN)	- Wastewater recovery - Tree-planting activities on behalf of customers committed to global sustainability - Participated in Earth Hour activities and turned off the lights in the our building
	LINTEC INDONESIA	Cleaning activities in different areas of the factory
	LINTEC EUROPE (UK)	Applied HCN-70G window film for energy conservation to all windows
	LINTEC INDUSTRIES (MALAYSIA)	Cleaning at outside company area
	LINTEC INDUSTRIES (SARAWAK)	- Cleaning at the roads and gutter of outside company area - Checking out the trees, cleaning the runnning course and planting some vegetables for turtles in Sama jaya Nature Reserve Park
	LINTEC KUALA LUMPUR	Clean surrounding of factory area
	MADICO	- Fishing line collection as a monotube adoption project - Earth Day cleanup campaign - National Bagel Day cleanup campaign
	VDI	- Earth Day cleanup campaign - Cleanup of the road that runs in front of the property
	LINTEC OF AMERICA (Dallas)	Recycle cardboard, metal, plastic, batteries and light bulbs and damaged PCs
Community Support	LINTEC (THAILAND) , LINTEC PHILIPPINES (PEZA), MADICO	Blood Drive
	LINTEC KOREA	- Held a festival love-sharing event at 8 senior citizen halls - Staff volunteer association (On-Ma-Eum Association) collected membership fees and donated them to the Community Chest of Japan (Ai no Mi)
	LINTEC ADVANCED TECHNOLOGIES (TAIWAN)	- Volunteer work for children with developmental disabilities - Donations from employees to the Eian Children's Home (child welfare facility)
	LINTEC INDONESIA	Donated a cow to the local community for the Islamic Feast of Sacrifice
	LINTEC (THAILAND)	- Bought hand-made keychain from physically disabled to help promoting occupations for living - Donate unused computers and electrical appliances to the Association of Persons with Physical Disability International - Give Learning equipments made from Lintec's recycle waste to Sakat80 school in chacheongsao city - Donate old desk calendars, make BELL letters for the visually impaired By donating through Occupational Safety and Health Promotion Association
	LINTEC EUROPE (UK)	Donations to Wycombe Mind and Wycombe Homeless Connection

Category	Site	Activities
Community Support	LINTEC PHILIPPINES (PEZA)	- Donated first aid kits, hygiene kit, medicines, vitamins, food packs, grocery items, milks and diapers to an Orphanage, Bahay Pag-asa. We also participated by donating their old clothes and toys. - Donated School Supplies and Food for the children of Malaban Elementary School - Participant in Laguna Technopark's CSR Activity
	LINTEC INDIA PRIVATE LIMITED	Danated 1,727,919 INR for PM Cares Funds
	MADICO	- Held Food drive/BBQ Cookout to collect food to donate Florida Dream Center - Collected canned food and hygiene items, donated to local families and children in need, partnership with Lealman Fire Department the Florida Dream Center - Bronze sponsor of the Raymond Floyd Annual Golf Classic Tournament which raises funds for The Canadian Cancer Society - Collected and donated school supplies over 500 items to Florida Dream Center - Over 30 lbs of food was donated and sent to Florida Dream Center - Held a hurricane relief drive to help those affected by the hurricanes, delivered the donations to Madeira Beach, which was one of the most affected areas - Collected toys, clothes, sporting goods, board games accessories and donated over 200 items to Florida Dream Center - Organized and participated in the 40th annual Courage Polar Bear Dip for World Vision, Raising over \$100,000 for clean water projects in Zambia and Democratic Republic of Congo
	VDI	- Participated in a cycling event to raise money for The National MS Society and donated \$1,225 - Collected and donated school supplies for an elementary school near VDI - Provided Christmas gifts for five homeless children through the JCPS Adopt-A-Family Winter Celebration - Sponsored wreaths and helped honor veterans at our 3rd Wreaths Across America ceremony
	MACTAC AMERICAS	- Sponsored ilitary through Match program - Food drive to support the Spartanburg Soup Kitchen
	LINTEC OF AMERICA (Pheonix)	Donated office supplies and furniture that are no longer in use

A plant and facility tour in FY2024

Business site	Date	Content	Participants
Agatsuma Plant	June 17, 2024	Iwashima Elementary School Plant tour	14
	July 26, 2024	New graduate candidate Plant tour	10
	August 2, 2024		3
Kumagaya Plant	May 10, 2024	Study tour for Nihon Kogakuin, Hachioji Vocational College	1
	May 23, 2024		1
	July 30, 2024	High school workplace study tour	3
	October 23, 2024		1
	November 12, 2024		1
Chiba Plant	June 3, 2024	Sosa City mayor	3
	August 7, 2024	Next-term high school graduate Plant tour	1
	August 21, 2024		2
Tatsuno Plant	July 24, 2024	Tatsuno-kita High School Plant tour	2
	July 26, 2024	Tatsuno-kita High School pre-application Plant tour	1
Komatsushima Plant	August 5, 2025	Pre-application Plant tour	1
Ina Technology Center	April 25, 2024	Tokyo IT Programming & Kaikeisenmon School information session	5
	May 9, 2024	Nihon Kogakuin information session	1
	May 21, 2024	Ohara Bookkeeping & Tokyo IT Programming & Kaikeisenmon School information session	5
	July 5, 2024	Mechanical engineering student Plant tour	1
	July 23, 2024	Omiya Technical corporate training	2
	July 26, 2024	Omiya Technical High School, Ageo High School, Kasukabe Technical High School information session	5
	August 6, 2024	College of Industrial Technology information session	1
	September 2, 2024	Kushiro Technical High School Plant tour	1
	December 12, 2024	Open Day	3
	March 27, 2025	Company visit	9
TOKYO LINTEC KAKO	November 30, 2024	Second-graders from Warabi City Nishi Elementary School (Town exploration program)	25

Major commendations received for activities

Site	Activities
Head Office	Contribution to promoting community welfare through the Itabashi Council of Social Welfare
Tatsuno Plant	Achieved the Traffic Safety Association's Challenge 100 (one out of three teams)
Research Center	Kanto-Koshinetsu Regional Hazardous Materials Safety Association Federation Preventing disasters through thorough management of hazardous materials safety

■ Breakdown of community support expenses (Result)

(Millions of yen)

FY2022	FY2023	FY2024
10.6	20.6	116.2

Organization covered: LINTEC CORPORATION

Examples of 2024 CSR Activities

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

Preparedness prevents misfortune

Inventory check of disaster preparedness supplies and food

LINTEC COMMERCE, INC.

Our company conducts annual inventory checks of disaster prevention supplies and emergency food.

In 2024, we replaced disaster prevention supplies such as gas cylinders and emergency food that were approaching their expiration dates. Furthermore, in response to the August 2024 advisory regarding a potential Nankai Trough earthquake, we considered the adequacy of our current stock, and purchased as much additional disaster prevention items such as hand-crank flashlights and emergency food as possible.

In the future, we will continue to periodically review our disaster prevention supplies and emergency food, making preparations to minimize damage and ensure employee safety in the event of an emergency, so that normal operations can resume.



Inventoried disaster prevention supplies and emergency food

Experimental food drive

Social contribution

LINTEC CUSTOMER SERVICE, INC.

Eiji Murayama General Affairs & Accounting Group

As part of our social contribution activities, as of February 2024 we installed a food drive collection box in one corner of the cafeteria.

A food drive is an activity where surplus household food is collected and donated to those in need or children's cafeterias through food banks, social welfare councils, and similar organizations.

At the time collection boxes were proposed internally, this initiative was generally met with a positive attitude. Regular collections occurred for 2–3 months after installation, however currently, a year after they were installed, collections have become irregular. We have realized the difficulty of sustaining continuous activities, and believe that further awareness-raising activities within the company are necessary.



Food drive collection box

Nakameguro sweepers!

Participation in the Nakameguro Sweepers cleaning group

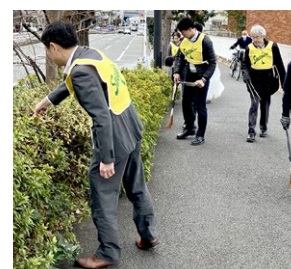
LINTEC SIGN SYSTEM, INC.

Hiroshi Takagi Business Coordination Department

In March 2025, we participated in volunteer cleaning activities organized by a local volunteer group supported by Meguro Ward, primarily collecting garbage around Naka-meguro Station.

We were surprised to find a lot of garbage, such as cans, glass bottles, PET bottles, and cigarette butts, scattered on the streets we take to work, and in particular large items that had been discarded in planted areas along the road.

Instead of us just picking up garbage, this activity provided us with many valuable lessons and insights. We would like to continue participating regularly in this activity in the future, striving to improve awareness about environmental issues, and to contribute to our local community.



Activities of "Nakameguro Sweepers"

Monthly average CO2 reduction of 5.7 tons!

● Reducing CO2 emissions through solar power generation

SHONAN LINTEC KAKO, INC.

Yasushi Mima Quality Assurance

In April 2024, we installed solar panels on the roof of our plant, and began generating electricity. The nature of the surrounding land means that there are no high-rise buildings around the plant, meaning the solar panels could receive sufficient sunlight to cover about 30% of its electricity usage. Furthermore, the annual CO2 reduction for FY2024 was 68.4 tons—a monthly average reduction of 5.7 tons. Although the amount of CO2 reduction by our company alone may seem minor, we believe that our long-term, ongoing small efforts will help lead to protection of the global environment.



Installed solar panels

For everyone to enjoy in comfort

● Cleaning around office environs

LINTEC SERVICE, INC.

Tomoaki Ono Administration Department

At our company, we conduct weekly cleaning nearby our office.

While we contribute to environmental conservation in the local community, given that our office is located in a residential area, one of our objectives is to build connections with nearby residents. We believe that establishing neighborly ties with local residents is a major achievement from these ongoing activities.

From the second half of FY2024 onward, we changed our previous monthly cleaning activities to weekly. We will continue with activities that contribute to environmental conservation by cooperating with residents, including in management of the garbage collection area near the office.



Cleaning activities

Go, EV trucks!

● Environmental preservation



TOKYO LINTEC KAKO, INC.

Shinichi Osako Administration Department

In recent years, companies are not only expected to engage in business operations but also to fulfill their responsibilities, leading to an increase in companies implementing business plans that factor in SDGs.

Our company is promoting the introduction of EV trucks. Their main feature is that they do not emit any carbon dioxide or harmful exhaust gases, since they are powered with electricity from batteries—this significantly reduces their environmental impact and helps contribute to solving issues such as air pollution.

Introducing EV trucks is one initiative that shows consideration for the environment and for society, contributing to fulfilling our corporate social responsibility. This will enhance our credibility with stakeholders, and improve our corporate value.

We will continue to operate these trucks in order to contribute to environmental protection.



EV trucks

Safety starts with awareness

● Ongoing safety training



LINTEC (SUZHOU) TECH CORPORATION

Pei Tingrong General Affairs & Personnel Department

In March 2025, the Safety Committee held a safety training session with the theme “Safe Handling of Electricity.” A total of 124 employees participated in this, with the aim of enhancing awareness about electricity safety and preventing the occurrence of accidents.

The plant manager served as the instructor and explained in detail the causes and characteristics of electrical accidents, electricity-related risks, case studies of fire and electric shock accidents, safe electrical work practices, emergency responses for electric shock accidents, and emergency responses for electrical fires.

Since 2022, we have held safety training sessions quarterly, and as of the end of March 2025 have held a total of 13 sessions. In the future, we will continue safety training to continuously improve employees' safety awareness, to ensure safe plant operations.



Safety training

How about a code of conduct guidelines puzzle?

● Team building activities



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

Phillip Wittel Mechatronics

I am delighted to have been afforded the opportunity to collaborate on an enjoyable project with my esteemed colleagues. This project involved us putting together a puzzle of the Compliance Guidance, which represents the values of the Lintec Group, fostered a welcome sense of community and interaction with colleagues from other departments and teams. It also allowed us to gain a deeper understanding of the Lintec Group Compliance Guidance. It served as a reminder of the importance of maintaining positive working relationships and cross-departmental collaboration within the organization.



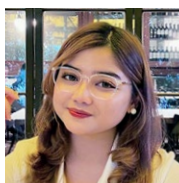
Playing a puzzle



Participating members

A meal get-together to spread kindness

Employee exchange



PT. LINTEC JAKARTA
Bella Alvionita HR & GA Department

On 21 March 2025, LINTEC Jakarta held a simple yet meaningful event, Ramadan Iftar* Gathering 2025, at RA Suites Simatupang, South Jakarta, attended by employees from across departments. While not a large-scale CSR program, the gathering was a chance to slow down, reconnect, and share a warm meal together during the holy month of Ramadan. The purpose of this gathering was to strengthen bonds among team members, celebrate the spirit of Ramadan, and create a space where employees could reflect and recharge outside of the usual work environment. It was a reminder that corporate responsibility doesn't only mean external outreach it also means taking care of one another within the organization.

The evening atmosphere was filled with friendly conversation, laughter, and gratitude. As we broke our fast side by side, we were reminded of the value of unity and the importance of simple moments shared as a team. It wasn't about formality or grand gestures—it was about presence, togetherness, and mutual respect. Events like this help shape the culture we want to grow at LINTEC Jakarta: one where people feel connected, seen, and appreciated. We hope to continue this tradition in the years ahead and carry this spirit of care into all areas of our work, whether it's for our team, our partners, or the wider community.

* The meal that Muslims eat after sunset to break their fast during Ramadan



Ramadan Iftar Gathering 2025



Participating members

From Madico! Donation activities exceeding \$100,000

The Courage Polar Bear Dip



MADICO, INC.
Cheryl Singleton

The Courage Polar Bear Dip began on New Year's Day in 1985 when Gaye Courage (Mama Bear!) dared her boys Todd and Trent to get off the couch and go "jump in the lake" to wake themselves up. They took up the challenge along with a few friends, and it snowballed from there. The following year more friends joined in. As the event grew larger, the brothers realized this was an opportunity to fundraise for a good cause and in 1995 they teamed up with World Vision Canada. Since then, nearly \$2.5 million has been raised to support clean water projects around the world!

2025 marked the 40th Anniversary and raised more than \$100,000 with over 700 participants and thousands of spectators. Madico is proud to be a sponsor of this incredible event that was founded by Directors Todd & Trent Courage.

Madico Canada staff organize, volunteer and take part in the event each year.



The Courage Polar Bear Dip

Kindness through Christmas gifts

Supporting local children — presenting Christmas gifts to homeless students



VDI, LLC
Toni Doughty

There are an estimated 3,600 homeless children in our school district. When children lack the ability to find comfort in a stable home, living without clean clothes and a safe sleeping routine, their ability to learn is greatly diminished.

VDI provided coats, clothing, and toys to five homeless siblings, ages 5 years old to 14 years old. Four of the youngest children are girls and the oldest is a boy. It was especially devastating to know that these five children were struggling together.

Their teachers provided lists of the children's favorite colors and items that were most urgently needed. We ensured that they would be able to open gifts that were both special and helpful to them. The gifts were then presented to the kids at a winter celebration dinner held for the children and their families.



The gifts with participating members

A simple yet powerful act of kindness

Blood donation



LINTEC PHILIPPINES (PEZA), INC.
Chezny Happy Casin Quality Assurance / ISO Facilitator

In a continued commitment to community welfare and sustainable corporate citizenship, Lintec Philippines successfully held a blood donation drive (in-house) in partnership with the Philippine Red Cross on November 5, 2024.

With the participation of 60% of the employees, the initiative was more than just a corporate activity; it was a heartfelt demonstration of solidarity, compassion, and social responsibility. Each blood donation collected holds the power to save lives, providing critical support to hospitals and patients in need across the country.

The success of the blood donation activity marks another meaningful step in Lintec Philippines' journey toward sustainable and inclusive growth, proving that even small actions, when done collectively, can lead to life-changing outcomes.



Blood donation

Connecting through recycling for our Children's future!

Toy donation to SAKAT80 School



LINTEC (THAILAND) CO., LTD.
Chawinda Isarankura Na Ayudhya Admin & HR Department

In 2024, Lintec Thailand has continued to promote CSR activities in Bangsamak community by supporting local school near Factory. On September every year, Lintec Thailand staff will make toys, teaching aid and education aid from recycle products in factory as one of projects in Safety week activities. After the contest, all of toys were brought to Sakat80 Primary school for Teacher to use as Teaching media to enhance children's development.



Donated toys, teaching aid and education aid



Participating members

New energy-efficient equipment heat mitigation

● Updating of aging air conditioning systems in office buildings



LINTEC PRINTING & TECHNOLOGY (TIANJIN) CORPORATION
Li Dawei General Affairs Section

In accordance with LSV 2030, we implemented a two-year renovation project for aging air conditioning equipment that had become obsolete after 13 years since the company's establishment. At last, this year all air conditioning equipment has been replaced with inverter air conditioning units. Although electricity costs for commercial use are rising sharply in China, this renovation project has contributed to energy savings, with the equipment emitting lower CO₂.



New air conditioner control panel



New air conditioner external unit

Protecting abundant greenery through public-private partnerships

● SECA Tree Planting 2024



LINTEC INDUSTRIES (SARAWAK) SDN. BHD.
Michael Benzi Jr General Affairs & Human Resources Division

At Sama Jaya Free Industrial Zone, Kuching Tree planting in Sama Jaya Free Industrial Zone, has taken roots as a meaningful initiative under the collaborative efforts of companies operating within the zone, Kuching South City Council (MBKS), and Ministry of International Trade, Industry and Investment Sarawak (MINTRED). This Project is part of the Sarawak Electronics and Supporting Industries Companies Association (SECA) corporate social responsibility (CSR) program, reflecting a strong commitment to environmental sustainability and community engagement.

The tree planting campaign aims to enhance the green landscape of the industrial zone while promoting biodiversity, improving air quality, and contributing to Sarawak's broader environmental goals. By planting a variety of native tree species, the initiative not only beautifies the area but also helps reduce the carbon footprint of industrial activities.

Participating companies have demonstrated a shared sense of responsibility by contributing manpower and resources toward the success of this initiative. Employees, local council members, and SECA representatives have come together to take part in hands-on planting sessions, reinforcing a culture of teamwork and environmental stewardship.

MBKS plays a key role by supporting the logistics and maintenance of the planted areas, while MINTRED encourages private sector participation through policy support and recognition. This joint project serves as a model for how public-private partnerships can drive positive environmental change.

The Sama Jaya tree planting initiative reflect SECA's dedication to sustainability and its vision of a greener, healthier future for Kuching and beyond. It stands as a testament to the power of collaboration in building resilient and eco-conscious communities.



Participating members



Tree planting in Sama Jaya Free Industrial Zone

Practice makes perfect

● Environmental preservation / Social contribution



LINTEC ADVANCED TECHNOLOGIES (TAIWAN), INC.
Lee Ssu-Chieh
General Affairs & Human Resources Department

In January 2025, our company conducted a tree planting activity at Jiading in Kaohsiung City, Taiwan, planting 300 trees and removing weeds to help the trees grow. Since starting this activity in 2018, the total number of trees planted has reached 1,425.

Additionally, since 2023, we have participated in volunteer activities at support centers, assisting children with developmental disabilities. This fiscal year, we participated in three activities: neighborhood walks, sports events, and Christmas events.

In the future, besides volunteering, we aim to fulfill our corporate social responsibility and increase opportunities for deeper collaboration with local communities by providing long-term support for facilities for children with developmental disabilities.



Tree planting activities



Members who participated in the activity



Christmas event



Members who participated in the activity

First! An International Exchange Meeting (April 2025)

Sustainability Management Office: Konishi, Minezaki, Sato

An exchange meeting between LINTEC Advanced Technologies (Taiwan), Inc. (below: “LATT”) and the LINTEC Sustainability Management Office (below: “this office”) was held at the LINTEC Group head office.

This meeting focused on sharing the status of both companies’ initiatives and their ideas regarding “RBA (Responsible Business Alliance) Compliance” and “CSR Activities.”



(L to R) Minezaki, Sato, Lee (LATT), Tai (LATT), Konishi

► For Sustainable Businesses and Society

The RBA is a non-profit organization dedicated to supporting workers' rights and welfare in supply chains. Its code of conduct sets standards for businesses in order that workers' rights and welfare are respected, and accordingly, audits are conducted based upon this. Compliance with the RBA is increasingly a requirement of our customers, in particular those in the semiconductor industry, while at the same time also being vital for us to achieve sustainable growth as a company.

Having a shared understanding of this, both sides introduced their systems and internal training initiatives, and engaged in frank discussions about best practices. In learning about each others experiences and innovations, this meeting proved very enlightening, being a valuable opportunity to deepen mutual understanding. At the same time, it also reaffirmed the importance of continued education, dialog with regional sites, and mutual collaboration going forward.

► Impressive Participation Rate in LATT's Diverse CSR Activities

LATT conducts a wide range of CSR activities, from unique, region-specific initiatives through to those focused on employee health and well-being—all of these carried out with a clear objective in mind.

One particularly impressive example is the tree-planting initiative that LATT undertakes on behalf of customers who express a desire to contribute to the environment. By utilizing events such as exhibitions, they invite attendees to participate using 2D Code, and provide detailed reports after planting, effectively creating an integrated environmental conservation effort between the company and its customers. Additionally, all LATT employees participate in at least one of these activities, highlighting their high level of engagement and awareness regarding CSR initiatives.

► Remaining the Same Group Despite Diverse Circumstances

This office believes “it is important for the whole group to move in the same direction” when considering CSR initiatives for each site. Although each base faces different social challenges due to variations in culture and business conditions, the vision of an ideal society and the values associated with this are shared by all members of our group.

In light of this, we introduced an initiative titled “Reconsidering the Essence of CSR” that had been discussed at the domestic group companies CSR Committee meetings held by domestic group companies and this office. As an example, we highlighted LINTEC Sign System, Inc. community cleaning activities that contribute to employee growth and to improved corporate value.



LATT employees and their families participating in a farm experience



LATT wetland conservation activities



LINTEC Sign System community cleaning activities

▶ A fun, thought-provoking time, toward greater success

This exchange meeting had a friendly atmosphere, and was filled with active information sharing and open discussions. Not merely a social contribution, CSR encompasses a wide range of company-wide initiatives related to the environment, human rights, local community initiatives, and fair business practices—all essential areas in which companies must actively engage in order to build a better future alongside society. Each company needs to consider and implement “activities appropriate to their stature” that align with their circumstances, and the issues they face.

These exchange forums are extremely valuable in order to align perspectives and promote CSR globally throughout the LINTEC Group as a whole. Looking to the future, our aim is to use dialog and information sharing to continue learning about each other, thereby bringing about more effective CSR initiatives.

Comment from Lee (LATT)

The “Reconsidering the Essence of CSR” initiative from domestic group companies CSR Committee was particularly impressive. We will definitely review this at our company again and use it as a reference in planning future activities. I also found the discussions on setting time-frames and goals for these CSR activities very useful.



Exchanging opinions

Comment from Tai (LATT)

I was very impressed by the discussions surrounding CSR activities.

The ideas on brand promotion tied to LINTEC Sign System, along with the feedback from participants were particularly helpful.

I believe that putting LINTEC's philosophy into practice through our CSR activities at overseas companies is extremely meaningful.

As we move forward, we will continue to work together to promote CSR activities.

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Corporate Governance

Actions taken to enhance corporate governance

FY	Major actions
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
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)
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
2011	Adopted the executive officer system; decreased the number of directors significantly from 18 to 10
2008	- Established CSR Management Office - Increased the number of outside directors from one to two
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)
2004	Appointed an outside director, first in the company

Legal training provided in FY2024

Month	Target	Description
December 2024	Directors and executive officers	Recent trends in business risks and accounting audits in China, etc.
November 2024	New supervisors	Legal risks that you should know about as a supervisor
October 2024	New managers	Legal risks that you should know about as a manager
September 2024	Directors and executive officers	Irregularities in certification standards, and executive responsibility
July 2024 to January 2025	Sales, etc.	Legal training for sales personnel (total of six sessions)

Note: In addition to the above, legal training for overseas assignees is conducted as needed.

Compliance

Legal News published

FY	No.	Title
2024	No. 63	Summary of legal news for FY2024
	No. 62	What is harassment in the 2020s?
	No. 61	What if revenue stamps are not affixed to a contract? (Stamp duty (2))
	No. 60	“Subcontractor Bullying!” Violations of Subcontracting Law (Subcontracting Law Article (3))
	No. 59	Start business with a contractor already contracted under another department head’s name. Need to conclude a new contract?
	No. 58	Is it OK to keep personal information stored for a long time?
2023	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?
2022	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

CSR study sessions held

FY	Target	Participation
2024	Whole company	Knowledge of the Code of Conduct Guidelines old/new comparison version
2023	Group companies outside Japan ^{*1}	1,384 employees from 31 companies and one site
2022	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} 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 (currently LINTEC ADVANCED TECHNOLOGIES (VIETNAM) CO., LTD) 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} 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.

Risk Management

■ Number of cases, and status of whistleblowing system

Steps	FY2023	FY2024
Whistleblowing System (domestic/international)	3	6
Consultations with harassment counseling desk	7	7

Note :

1. Whistleblowing System is handled appropriately primarily by external lawyers, and there is no adverse treatment stemming from the act of reporting or notification. In addition, all cases are reported to the Board of Directors.
2. The harassment counseling desk is staffed by external experts, with only summaries of consultations reported to our company.