

Sustainability Strategy

The LINTEC Group is committed to promoting sustainability management that balances the realization of a sustainable society with its growth as a company and aims to help solve social issues and enhance corporate value through its business activities. In formulating LSV 2030-Stage 2, we updated our strategy by reviewing our material issues and key performance indicators (KPIs) in light of changes in the Group's operating environment. In this section, we introduce our efforts to achieve sustainability from an environmental, social, and governance (ESG) perspective.

A Message from the General Manager, Sustainability Management Office

We intend to continue practicing sustainability management by mobilizing the driving force of all the Group's management and employees.

To continue practicing sustainability management, it is important for all of the Group's employees to align their actions in response to the aspirations and long-term vision expressed in the top management message. The Sustainability Management Office focuses on activities to help such messages permeate the Group and ensure that all employees understand and embrace key issues as well as Companywide and departmental initiatives. The office also engages in the formulation and implementation of various strategies.



Masaru Hoshi

Executive Officer
General Manager,
Sustainability
Management Office

As the LINTEC Group's operating environment is constantly changing, it is important to review material issues flexibly, without making them fixed. Considering that the current fiscal year (the fiscal year ending March 31, 2025), is the first year of the new medium-term business plan, we updated our material issues based on the concept of "double materiality," conducting a multifaceted analysis and impact assessment from the perspectives of the Company's impact on society and the environment and the impact of sustainability-related issues on our finances. However, a system in which these important issues are communicated within the Company and driven only by management or specific departments will not be able to achieve 100% driving power. We believe that the key to improving sustainability management is to make all employees, including those at overseas Group companies, aware of why LINTEC has a long-term vision and implements various measures and what kind of impact we will achieve when we meet our goals.

I believe sustainability management will become even more important going forward. In addition to responding to world trends and meeting legal requirements, our goal with sustainability management is to plan and propose distinctive measures and objectives that reflect the LINTEC Group's history and corporate culture and to communicate and promote these both inside and outside the Group.

► **Promotion System**

Sustainability Promotion System (As of April 1, 2024)




► **Review of Material Issues**

The LINTEC Group identifies material issues as priority issues to be addressed in order to contribute to the realization of a sustainable society, defines KPIs for these issues, and monitors progress against these KPIs.

As the LINTEC Group’s operating environment is changing substantially, we revised our material issues and corresponding KPIs when formulating our new medium-term business plan, LSV 2030-Stage 2. → See pages 18–19 for details.



For more detailed information on our ESG-related efforts, please visit our sustainability website. www.lintec-global.com/sustainability/



Environment

The LINTEC Group is committed to corporate activities that are in harmony with the environment, in line with the slogan “one earth, striving for a comfortable environment with a broad perspective.” We recognize environmentally conscious management to be our inherent responsibility as a manufacturer. In this section, we introduce initiatives with a particular emphasis on addressing the significant challenge of reducing CO₂ emissions.

▶ Setting New Reduction Targets

In the fiscal year ended March 31, 2024, the LINTEC Group succeeded in reducing CO₂ emissions by 51.4% compared with the fiscal year ended March 31, 2014. This means we have achieved our initial target, which was to reduce emissions by more than 50% by 2030, ahead of schedule. We introduced the previous medium-term business plan amid a challenging operating environment, with factors such as soaring fuel prices putting pressure on profits. In response, we prioritized the introduction of new energy-efficient facilities and the upgrading of high-efficiency equipment, which have saved significant amounts of energy. We also actively procured green power and utilized J-Credits. As a result, we were able to achieve our emissions reduction goals while controlling investment costs.

Based on our achievements in the fiscal year ended March 31, 2024, the LINTEC Group set new reduction targets for CO₂ emissions. We now aim to reduce emissions by 67% or more by the fiscal year ending March 31, 2027, compared with the fiscal year ended March 31, 2014, and by 75% or more by the fiscal year ending March 31, 2030. While the target numbers are extremely ambitious and challenging, the LINTEC Group is committed to achieving carbon neutrality at an early stage through careful planning and execution. Specifically, we plan to increase the number of sites where cogeneration systems, which generate electricity and heat from gas energy, are installed from the current four sites to a total of six. Additionally, we will streamline our production

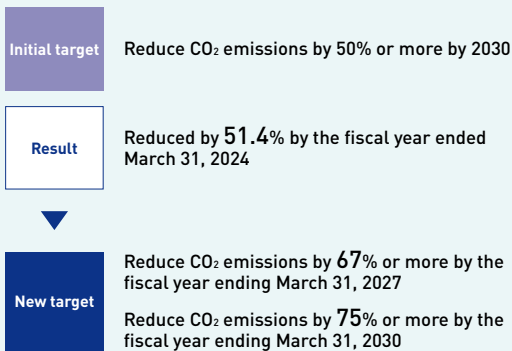
facilities through integration and consolidation, explore the adoption of new energy sources such as hydrogen, and implement AI-operated energy storage systems. These initiatives cover a wide range of themes in our pursuit of carbon neutrality.

In addition to lowering CO₂ emissions, the LINTEC Group is actively promoting initiatives to decrease its use of volatile organic compounds (VOCs), reduce waste, and promote the 3Rs (reduce, reuse, and recycle). By taking the lead in addressing social issues, we aim to enhance corporate value and contribute to a sustainable society.



Cogeneration system

Reducing CO₂ Emissions



Note: Figures are compared with the fiscal year ended March 31, 2014.

New initiatives to be implemented to achieve new targets:

- 1 Increase number of sites where cogeneration systems are installed
- 2 Promote the use of solar generation for in-house power consumption
- 3 Achieve efficient power consumption and storage through AI control of power storage systems
- 4 Rationalize energy conservation through consolidation of production facilities
- 5 Achieve further energy conservation of existing facilities, the utilization of waste heat recovery, and fuel conversion

etc.

► Disclosing Information Based on TCFD Recommendations

We proactively disclose information on our response to climate change in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and strive to further enhance our corporate value through engagement with our stakeholders.

Financial Impact of Transition Risks	Increased Costs due to Carbon Pricing	We aim to reduce CO ₂ emissions by at least 75% compared with the fiscal year ended March 31, 2014 by the fiscal year ending March 31, March 2030, and to achieve virtually zero emissions by 2050. If a carbon tax is introduced, we estimate that the carbon tax burden will be approximately ¥2.0 billion when the target is achieved in 2030. This represents a reduction of approximately ¥1.1 billion compared with a scenario in which no reduction efforts are made.
	Capital Investment to Reduce CO ₂ Emissions	We plan to invest a total of approximately ¥14.7 billion in reducing CO ₂ emissions in Japan during the period of our long-term vision, LSV 2030. This includes investment in the introduction of solar power generation equipment for in-house use and gas turbine cogeneration systems.
	Changes in the Raw Materials Procurement Environment	Some of our products use raw materials derived from fossil fuels and pulp. Accordingly, we recognize that changes in the raw material procurement environment pose significant long-term risks to our business. We will continue to analyze this impact and consider countermeasures, including raw material conversion and new technologies.
Financial Impact of Physical Risks	Torrential Rain and Flood Damage	We will strive to minimize the impact of these risks and ensure a stable supply of products by sourcing raw materials from multiple suppliers, maintaining appropriate inventories at each location, and building a backup system based on a business continuity plan.
	Drought	We will strive to minimize the impact of drought by continuing to work on multiple industrial water systems at each site and reducing industrial water consumption.
Financial Impact of Opportunities	Increase in Demand for Various Eco-Friendly Products	Demand for our eco-friendly products is expected to increase due to the corporate promotion of global warming countermeasures and changes in consumer awareness of environmentally sustainable lifestyles. We are working to calculate the financial impact of this change.
	Increase in Demand for Energy-Saving Products	Demand for our energy-saving products is expected to rise due to growing needs for energy conservation and disaster prevention, as well as further industrialization and urbanization in emerging countries. We are working to calculate the financial impact of this change.

► Moving toward Solventless Products

Organic solvents, which are VOCs, are used in many of the LINTEC Group's products to dilute adhesive and release agents so they can be coated in thin, uniform layers. However, organic solvents can be harmful to the environment when they evaporate and are released into the atmosphere after coating. As lowering atmospheric emissions of VOCs is a key theme of the LINTEC Group's long-term vision, LSV 2030, we are moving toward solventless products. In adhesive products, we are developing products for seals and labels using emulsion-based and hot-melt adhesives, which do not require organic solvents, and we are proactively developing and proposing solventless release paper. In 2021, we stepped up our efforts in the development of solventless products by installing new coating equipment for solventless release paper at the Kumagaya Plant.

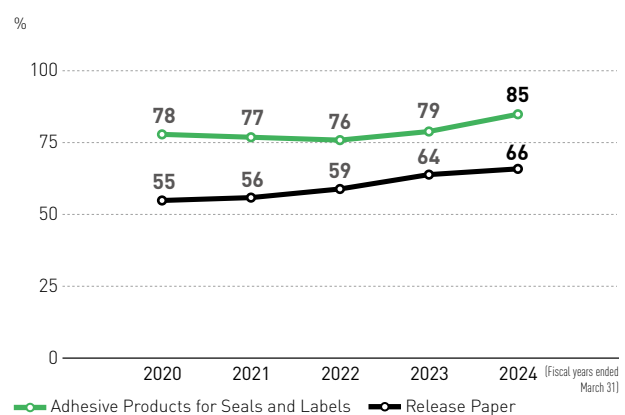
In line with our long-term vision, for release paper we are aiming for 100% of our products to be solventless by 2030. In tandem with these moves, we intend to further



Coating equipment for solventless release paper (Kumagaya Plant)

reduce atmospheric emissions by introducing equipment with high solvent treatment efficiency, such as low-concentration solvent gas concentrators. To reduce our environmental impact going forward, our research, production, and sales divisions will work together to move toward solventless solutions.

Percentage of Adhesive Products for Seals and Labels and Release Paper That Are Solventless



Note: For adhesive products for seals and labels, the figure is based on sales volume in Japan. For release paper, the figure is based on the total amount produced at the Kumagaya and Mishima plants (excluding certain specialty products).



Environmentally Friendly Products

With climate change causing abnormal weather conditions and marine pollution worsening due to the increased volume of plastic waste, society as a whole is becoming more aware of environmental issues. The LINTEC Group is actively involved in developing and proposing environmentally friendly products, as well as reducing the environmental impact of its manufacturing processes.

1 Environmentally Friendly Products ▶ Label Materials That Promote the Recycling of Plastic Containers

In November 2023, we launched a new label material to promote the recycling of plastic containers. Labels made from this material can be removed easily in the cleaning process after container collection, allowing for efficient label removal and retrieval. Our material using polypropylene (PP)-based synthetic paper as a surface base material is intended for use on containers made from polyethylene terephthalate (PET), which make up the majority of plastic containers. By taking advantage of the specific gravity separation characteristics of PP, which floats in water, and PET, which sinks, we have made it possible to efficiently remove and collect labels during the container crushing and reclamation processes. We are proposing the use of our material, which complies with Japan’s Food Sanitation Act, for a wide range of applications, including labels for beverages and food products.



Proposed for use as labels on plastic containers and other packaging

2 Environmentally Friendly Products ▶ Automotive Window Film

Window film can be applied to the entire surface of glass in buildings and automobiles to block a significant amount of the sun’s heat, helping to keep internal temperatures from rising. As a result, the film improves air conditioning efficiency and contributes to power- and energy-saving measures. In August 2024, we expanded our lineup by adding a new item to our WINCOS series of automotive films. While the new product is highly transparent and can therefore be used on windshields, it also has high heat shielding properties that cut near-infrared rays by approximately 85%, helping to curtail temperatures in vehicle interiors. The LINTEC Group will continue developing products in Japan and overseas to achieve even higher functionality. We will also step up proposal-making efforts so more people can experience the usefulness of window film.

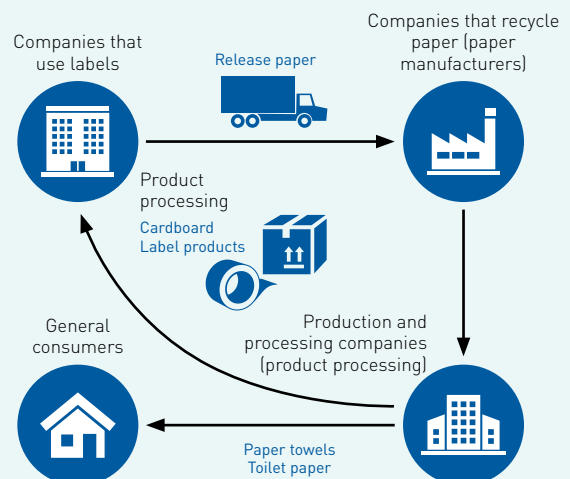


Automotive window film that offers high transparency and provides a thermal barrier

Label Recycling Association (J-ECOL*)

Going beyond our corporate framework, we are working to address an industry-wide issue by promoting the effective use and recycling of release paper. In May 2023, we joined other companies in our sector to establish a label recycling association, J-ECOL, for the recycling of used release paper. J-ECOL is working to create and entrench a system to collect used release paper and cultivate processing technologies. We have increased the number of members to more than 20 to date, and this circle continues to expand. We will continue accelerating efforts throughout the supply chain to build a resource recycling system for release paper.

* J-ECOL: Japan Earth Conscious Labeling Association. Preparations for establishment began in June 2022, centering on four companies (SATO Corporation, Oji Tac Co., Ltd., Osaka Sealing Printing Co., Ltd., and LINTEC Corporation), and the association was established in May 2023.



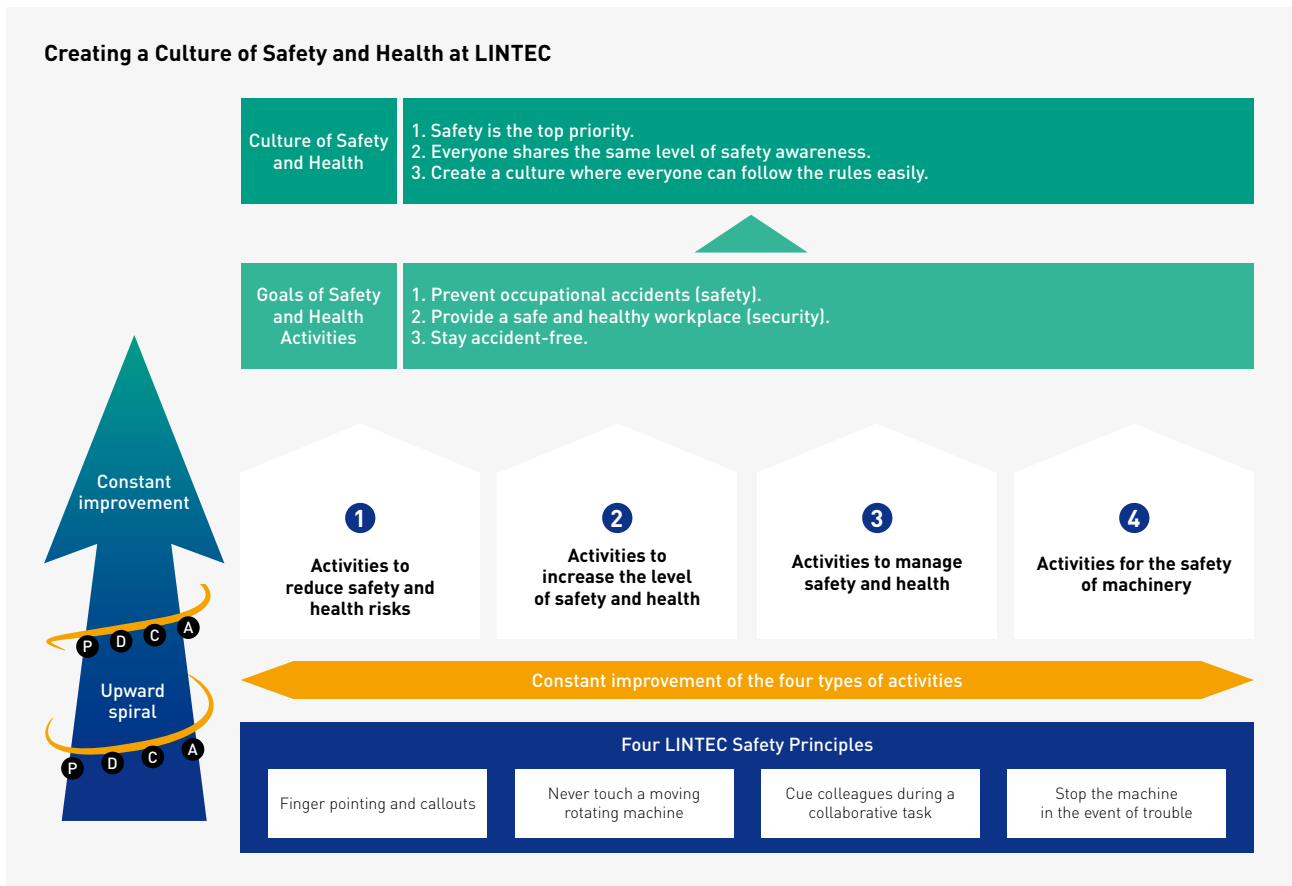
Safety

► Zero-Accident Culture

Safety is the top priority in LINTEC Group plants, which are operated with the aim of preempting injuries to personnel. We have formulated safety and health policies in compliance with the ISO 45001 standard for occupational health and safety management systems, and our practices include risk assessment, which enables us to put safety standards in place; hazard prediction exercises; and the rigorous pursuit of our 5S* activities through various types of safety patrols. Safety and health committees hold monthly meetings at all our sites to enable us to ascertain the progress of our safety

activities and share information. In addition, we exchange information about each plant's initiatives. We have also adopted the concept of "machinery safety," in which machine design helps ensure worker safety, and we are working to reduce risk by replacing as much manual work as possible with machines. We will continue activities on multiple fronts in accordance with our zero-accident culture.

* 5S: *Seiri* (organizing), *seiton* (clearing up), *seiso* (cleaning), *seiketsu* (cleanliness), and *shitsuke* (discipline) in Japanese



► Efforts toward Business Continuity

The Group is working to strengthen its systems that enable business operations to continue or restart quickly if struck by a disaster. LINTEC Corporation and TOKYO LINTEC KAKO, INC., have obtained certification under ISO 22301, the international standard for a business continuity management system (BCMS). The status of BCMS operations at each site is confirmed through internal audits, and employee opinions and improvement proposals are discussed at the Companywide BCMS Council and reflected as Companywide

initiatives. In relation to these systems, drills are held to take into account the characteristics of individual sites so that in the event of a natural disaster or accident that disrupts business operations, we can ensure the safety of our employees and then recommence the supply of products promptly, minimizing impact on our customers and other stakeholders. We will continue repeating these exercises to ensure the BCMS gains traction, as well as invigorating and enhancing our activities.

Human Rights

▶ Concept and Promotion System

We have established the LINTEC Group Human Rights Policy based on the United Nations International Bill of Human Rights, the Global Compact, the Guiding Principles on Business and Human Rights, and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work.

To ensure thorough implementation of the LINTEC Group Compliance Guidelines and to realize our long-term vision, LSV 2030, all executives and employees comply with this policy. We also request compliance from our business partners and related parties, including suppliers.

The Sustainability Committee, which is chaired by the president, comprehensively monitors and supervises related initiatives in cooperation with related departments throughout LINTEC.

▶ Respect for Human Rights in Labor Management and Education

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

The LINTEC Group Compliance Guidelines, which outline rules for everyday activities, are distributed to all employees, including those of overseas Group companies. We also incorporate human rights education into our rank-based training programs.



The LINTEC Group Compliance Guidelines



Human rights education training underway

The human rights policy describes our commitment to respecting human rights.

- 1 Organization/structure
- 2 Education and training
- 3 Compliance with related laws
- 4 Human rights due diligence
- 5 Relief measures
- 6 Dialogue with stakeholders
- 7 Information disclosure



[Human Rights Policy](#)

www.lintec-global.com/sustainability/disclosure/pdf/policy.pdf

▶ Global Surveys on Human Rights and Labor Standards

The LINTEC Group conducts an annual human rights and labor survey to ensure a safe and healthy working environment in which human rights are respected. Survey items include legal compliance and the elimination of discrimination, respect for human rights, the prohibition of child labor, the prohibition of forced labor, wages, working hours, dialogue and consultation with employees, safe and healthy working environments, and human resource development.

By conducting the survey, we confirm that the LINTEC Group Compliance Guidelines are understood, ensure compliance with laws and regulations in each region, and verify that a safe and healthy working environment in which basic human rights are respected has been established. We will continue to conduct surveys on a regular basis to ascertain the actual situation and use the results for improvement.

▶ Prohibition of Child Labor and Forced Labor

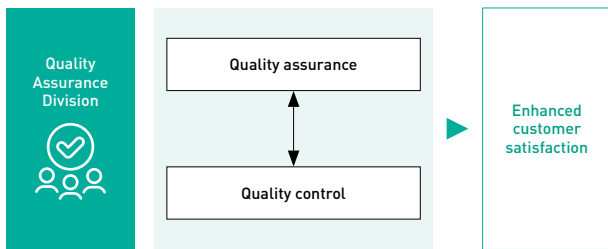
The LINTEC Group considers child and forced labor to be important issues. We assess the situation with respect to transaction volume and our business continuity plan (BCP) by distributing a questionnaire to raw material suppliers selected from among our business partners.

Product Quality

► Enhancement of Our Quality Assurance System to Ensure Greater Peace of Mind and Instill Trust

Defining and Reaffirming Quality Assurance and Quality Control

Quality assurance refers to the overall management of the entire product supply chain from the customer's perspective to ensure that the products offered are of a quality that satisfies the customer. Quality control, meanwhile, is an activity that underpins quality assurance, in which production sites take the lead in ensuring that products are manufactured as designed according to a predetermined process. We are strengthening our Companywide quality assurance system by having our Quality Assurance Division define and reaffirm quality assurance and quality control more clearly. By pursuing manufacturing in a way that satisfies our customers, we hope to remain a trusted partner to our customers, both in Japan and overseas.



Aiming for a Global Quality Assurance System

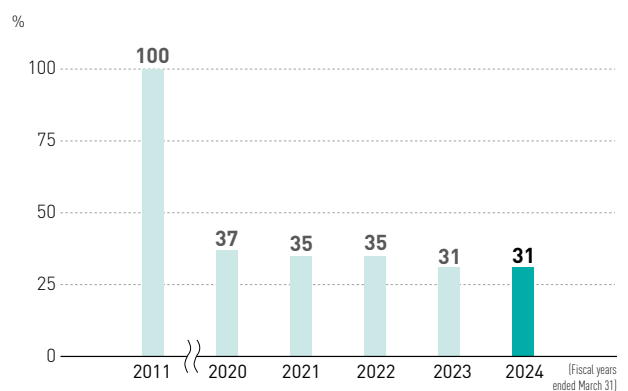
We are actively working to localize production so we can produce and provide a stable supply of products that are closer to our customers at overseas locations. In the fiscal year ended March 31, 2024, our overseas sales ratio was 61.1%, up approximately 25 percentage points from a decade earlier. This increase has highlighted the importance of the Quality Assurance Division's efforts to establish and strengthen a worldwide quality assurance system. While working closely with local quality control staff, the division is building a system that will enable employees in the field to quickly and accurately identify customer needs and conduct evaluation and analysis from an objective perspective.

Ensuring Thorough Quality Management

The LINTEC Group is advancing the acquisition of certification under ISO 9001, the international standard for a quality management system (QMS). We are unifying the previous quality assurance systems, which are being implemented by each business operation, into a single Group QMS, and we received certifications at numerous locations overseas. Furthermore, we are realizing rigorous quality management daily on the production front lines and, in addition, we continually carry out employee education targeting the maintenance and enhancement of quality and the prevention of quality-related issues. This education is provided for people working in production or sales. Also, with the cooperation of suppliers, we are making

sure to control quality issues resulting from materials by stabilizing the quality of procured materials. As a result, when comparing major quality incidents by year, the fiscal year ended March 31, 2011, is set as 100 in an index of major quality incidents, and we reduced the level of the index to 31 in the fiscal year ended March 31, 2024. We construct and actualize management systems that enable us to take swift action if a quality incident should occur, collecting information, analyzing causes, and working toward preventing a recurrence. This framework is in place in Japan and overseas.

Percentage of Quality Incidents versus Fiscal 2011



Scope: LINTEC Corporation, TOKYO LINTEC KAKO, INC., and SHONAN LINTEC KAKO, INC.

► Fair Transactions

The basic policy of the LINTEC Group is to conduct fair and transparent transactions with suppliers based on the principle of free competition. We conduct procurement activities in compliance with laws and social norms. In addition, we ask suppliers to consistently implement CSR from multiple perspectives, including respect for human rights, occupational health and safety, information security, and corporate ethics. We will continue working to maintain and strengthen partnerships and to promote CSR procurement. Through the distribution of a questionnaire, we evaluated major suppliers in such areas as management, labor, service, BCPs, and overseas response.

Strengthening of Communication with Stakeholders

■ IR Activities

LINTEC aims to support the formation of an appropriate stock price through timely, suitable information disclosure. To that end, the Company conducts a variety of IR activities for institutional investors, securities analysts, and individual investors.

Dialogue with Institutional Investors and Securities Analysts

For institutional investors and securities analysts in Japan, we conduct financial results briefings twice per year. We also conduct quarterly IR meetings and respond to requests for information. For overseas institutional investors, we work to promote an understanding of the Group through web conferences, IR events that are held by securities companies, visits with overseas institutional investors, and other means. Going forward, the Company will continue working to disclose information to all of its shareholders and investors in a timely manner, engage in constructive dialogue, and aim to be able to maintain a price-to-book value ratio of more than 1.0 times.

Details of Activities in the Fiscal Year Ended March 31, 2024

Number of institutional investors and securities analysts with whom individual meetings were held	221
Financial results briefings for institutional investors and securities analysts	2

IR Activities Targeting Individual Investors

Issuing of Shareholder Newsletter

Twice a year, we issue the *LINTEC WAVE* shareholder newsletter and deliver it to shareholders. We periodically implement a reader questionnaire in the newsletter, and we reflect the feedback received in newsletter production and IR activities.



LINTEC WAVE

Enhancement of Information Provision through IR Websites and Briefings

From the viewpoint of fair disclosure, in addition to enhancing its website for individual investors the Company provides information through its English-language IR website, and we are working on a daily basis to update the information and enhance the content.



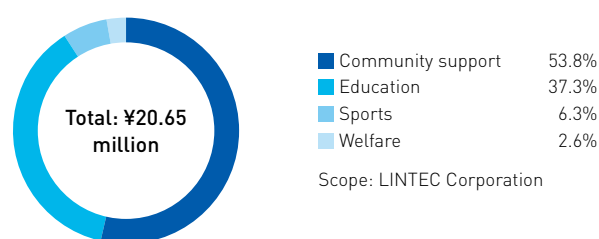
July 2024 briefing session for individual investors

■ Contribution to Local Communities

The Group recognizes it is part of the local community and society, and it is engaged in a variety of initiatives to contribute to society while coexisting in harmony.

Community Support

The Company engages in social contribution activities related to education, welfare, sports, and community support. The breakdown of community support expenses for the fiscal year ended March 31, 2024, is as follows.



Development of Next-Generation Human Resources (Kurarika)

Cultivating next-generation resources is an important theme for the LINTEC Group, which uses proprietary technologies to develop new products. As part of this effort, we are sponsoring the Tokyo Tech Alumni Association's Kuramae Science Program Fushigi Fushigi (Kurarika), a science class styled as a *terakoya* (community learning center). The association works to nurture the upcoming generation and sustain children's interest in science. Kurarika offers science classes throughout Japan, mainly for elementary school students, where they can learn scientific principles using familiar materials. Through our sponsorship of and cooperation with Kurarika, we aim to encourage children to take a strong interest in science.

Joint Projects with Itabashi Ward

For many years, we have been involved in joint projects in cooperation with Itabashi Ward, the Tokyo ward where our head office is located. For example, LINTEC regularly holds sports events for people with disabilities living in Itabashi Ward. We also sponsor the LINTEC Fureai Concert to foster interaction with local residents through music and support families in need through food donations to a permanent food pantry operated by Itabashi Ward. We will continue to promote our coexistence with local communities and society by continuing such community-based initiatives at each of our domestic and overseas bases.



External Evaluations

Inclusion in ESG Indexes

We have been selected as a constituent of the ESG index adopted by Japan's Government Pension Investment Fund (GPIF) (as of September 30, 2024).

FTSE Blossom Japan Sector Relative Index



FTSE Blossom Japan Sector Relative Index

This index, which is prepared by FTSE Russell of the U.K., includes Japanese companies selected for superior ESG performance.

S&P/JPX Carbon Efficient Index



Prepared by S&P Dow Jones Indices of the U.S. and the Japan Exchange Group, this index is made up of companies that excel in environmental information disclosure and carbon efficiency.

MSCI Japan Empowering Women (WIN) Select Index

2024 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

This index, created by MSCI of the U.S., selects companies for outstanding gender diversity.

MSCI Japan ESG Select Leaders Index

2024 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

Compiled by MSCI of the U.S., this index selects companies for superior ESG performance.

THE INCLUSION OF LINTEC Corporation IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF LINTEC Corporation BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

Morningstar Japan ex-REIT Gender Diversity Tilt Index

MORNINGSTAR GenDi J

Japan ex-REIT Gender Diversity Tilt Index

TOP CONSTITUENT 2024

Companies selected by Morningstar of the U.S. that stand out for their gender diversity initiatives.

Ratings

Long-term bonds	Rating and Investment Information, Inc. (R&I): A
	Japan Credit Rating Agency, Ltd. (JCR): A+
Short-term bonds	R&I: a-1
	JCR: J-1

Website Awards

- Daiwa Investor Relations Co. Ltd.

2023 Internet IR Awards

Excellence Award



- Nikko Investor Relations Co., Ltd.

Fiscal 2023 All Japanese Listed Companies' Website Ranking

AAA Website (Overall Division)

- BroadBand Security, Inc.

Gomez IR Site Ranking 2023

Gold Prize (20th)



Gomez ESG Site Ranking 2023

Excellent Company (43rd)



Governance

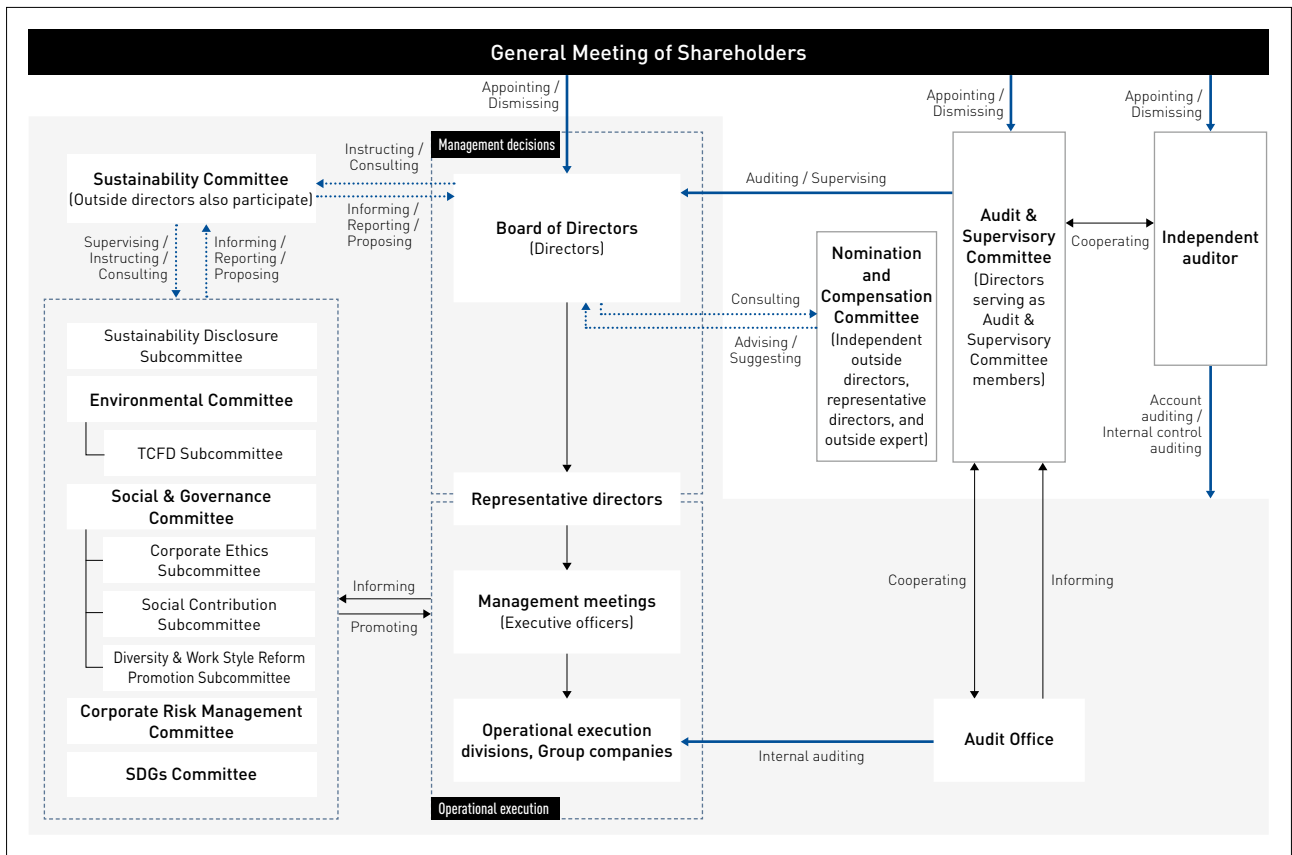
Fundamental Policies and Structures Related to Corporate Governance

The Group believes that the fundamentals of corporate governance are to achieve thorough legal compliance, to increase management transparency and promote corporate ethics, and to make prompt decisions and effectively execute operations. By enhancing and reinforcing corporate governance, we aim to further increase our corporate value and joint profits with shareholders.

LINTEC has selected the company with audit and supervisory committee system described in the Companies Act of Japan for its organizational structure. The Company has placed directors that are also Audit & Supervisory Committee

members with voting rights on its Board of Directors in order to strengthen the Board’s supervisory function. In addition, we have established committees that are unique to the Company: the Sustainability Committee, in which all outside directors also participate to provide advice and recommendations from an objective perspective, and the Nomination and Compensation Committee, which deliberates and reports on the selection and dismissal of directors and executive officers and on their evaluation and compensation. In these ways, the Company is working to step up corporate governance and streamline management even further.

Corporate Governance Organization Chart



Corporate Governance System

Organizational Structure	Company with audit and supervisory committee
Number of Directors (Number of Outside Directors)	12 (5)
Number of Audit & Supervisory Committee Members (Number of Outside Directors)	3 (2)
Number of Independent Outside Directors	4
Directors' Term of Office	One year
Number of Board of Directors' Meetings in FY2024	16
Adoption of an Executive Officer System	Yes
Takeover Defense Measures	None
Accounting Auditor	Ernst & Young ShinNihon LLC

Independent Outside Director Ratio



Female Director Ratio



► **Evaluation of the Effectiveness of the Board of Directors**

Once each year, LINTEC conducts an annual survey of all directors on their evaluation of the effectiveness of the Board of Directors through questionnaires and open-ended questions. This evaluation was performed most recently in April 2024. We used a third-party governance survey, with a view to further improving the effectiveness of the Board of Directors. The survey identified “items for which the Company received low marks compared with target company groups (corporate groups in the materials or chemical industries, with market capitalization of ¥500 billion or more, and a 30% or higher foreign shareholder ratio)” as a suggested area for initiatives, and we proceeded by asking the Board members for their priorities and opinions on this item. The results obtained were analyzed and evaluated, issues were identified by the representative directors, and those that should be prioritized in the current fiscal year (the fiscal year ending March 31, 2025) were

considered. Following the review, as in the previous year, we understood the themes to be the business portfolio, including its periodic review, development and training of directors and employees, the human resource strategy, investor relations, strengthening global governance, demonstration of outside director functions and human resource development, and the process of evaluating Board effectiveness. We plan to continue discussing these matters throughout the year and implementing necessary measures. Following a series of processes, the Company’s independent outside directors have expressed the opinion that the content of the questionnaire and the evaluation process were reasonable and that rational and numerous measures were being developed. Based on this evaluation, we will continue working to further enhance the environment to improve the effectiveness of the Board of Directors.

Content of Key Deliberations by the Board of Directors (Including the Business Deliberation Council) in the Fiscal Year Ended March 31, 2024

Discussion related to management strategies and plans

Monitoring of market trends, revision of earnings forecasts, efforts to achieve management awareness of cost of capital and the stock price, optimization of the business portfolio, etc.

Discussion related to corporate governance and sustainability

Report evaluating the Board of Directors’ effectiveness and consideration of measures, Group governance, summary of investor meetings, report on the status of sustainability initiatives, etc.

Discussion related to business risks

Group internal audit reports, Group company risk monitoring reports, etc.

Discussion related to important investment projects and individual businesses

Review of business profit improvement plans, consideration of R&D investment in growth businesses, revision of certain businesses, etc.

Discussion related to human capital

Report of employee survey results, base salary increases, etc.

Note: The Business Deliberation Council convenes to ensure sufficient discussion on important management issues before the submission of agenda items to the Board of Directors.

Changes in Corporate Governance

	1990-	2010-	2020-
Organizational Structure	<ul style="list-style-type: none"> ■ 1990 Formed the LINTEC Corporation as a company with audit and supervisory board 	<ul style="list-style-type: none"> ■ 2015 Transitioned organizational structure to a company with audit and supervisory committee 	
Separation of Management and Execution		<ul style="list-style-type: none"> ■ 2011 Introduced an executive officer system 	
Governance		<ul style="list-style-type: none"> ■ 2016 Implemented the evaluation of the effectiveness of the Board of Directors 	
Outside Directors	<ul style="list-style-type: none"> ■ 2004 Appointed an outside director ■ 2008 Appointed an independent outside director 	<ul style="list-style-type: none"> ■ 2015 Increased the number of outside directors (from two to four) 	<ul style="list-style-type: none"> ■ 2021 Increased the number of outside directors (from four to five)
Independent Outside Directors	<ul style="list-style-type: none"> ■ 2008 Increased the number of outside directors (from one to two) 	<ul style="list-style-type: none"> ■ 2015 Increased the number of independent outside directors (from one to two) 	<ul style="list-style-type: none"> ■ 2020 Increased the number of independent outside directors (from two to three) ■ 2021 Increased the number of independent outside directors (from three to four)
Committees, etc.		<ul style="list-style-type: none"> ■ 2018 Established the Corporate Governance Committee (two independent outside directors participate) 	<ul style="list-style-type: none"> ■ 2021 Augmented the Corporate Governance Committee (all independent outside directors participate) ■ 2021 Established the Sustainability Committee (all outside directors participate) ■ 2021 Renamed the Corporate Governance Committee as the Nomination and Compensation Committee

Reinforcing Our Foundation for Sustainable Growth Governance

Specialties and Experience of Directors

Men Women

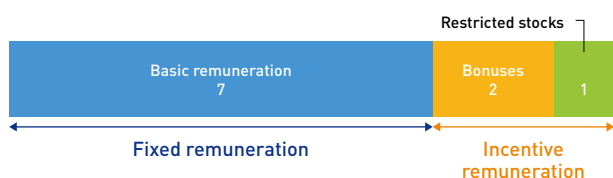
Name	Attribute	Corporate management, management strategy, and SDGs	Production, technology, research, and IT	Sales and marketing	Finance, accounting, capital policy, and M&As	Audit	Human resources, labor, and human resource development	Legal affairs and risk management	Global business	Knowledge of other business
Directors										
Akihiko Ouchi		●	●	●	●				●	
Makoto Hattori		●	●	●	●				●	
Tsunetoshi Mochizuki		●					●	●		
Takeshi Kaiya		●		●					●	
Yoichi Shibano		●			●				●	
Hiroyuki Matsuo		●	●						●	
Akira Sebe	Outside Director	●	●						●	●
Akiko Okushima	Independent Director Outside Director	●	●	●					●	●
Seiichiro Shirahata	Independent Director Outside Director	●	●						●	●
Directors Serving as Audit & Supervisory Committee Members										
Masaaki Kimura					●	●		●		
Kanako Osawa	Independent Director Outside Director				●	●		●	●	●
Shigeru Sugimoto	Independent Director Outside Director	●			●	●			●	●

Note: The above table does not indicate all of the knowledge of each director.

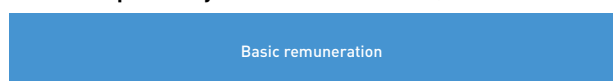
► Remuneration of Corporate Officers

The Company's basic policy is to set the amount of remuneration for directors and its calculation method at an appropriate level based on the directors' position and responsibilities within the maximum amount determined by the General Meeting of Shareholders. In addition, in order to enhance objectivity and transparency in the evaluation of directors (excluding outside directors and Audit & Supervisory Committee members) and the determination of their compensation, the Nomination and Compensation Committee provides advice and suggestions in consultation with the Board of Directors.

Remuneration System for Directors (Excluding Outside Directors and Audit & Supervisory Committee Members)



Remuneration System for Outside Directors (Excluding Audit & Supervisory Committee Members)



Remuneration System for Directors (Audit & Supervisory Committee Members)



Total Remuneration by Corporate Officer Type

(Millions of yen)

Corporate officer type	Total remuneration	Total remuneration by type			Number of people receiving remuneration
		Basic remuneration	Bonuses	Restricted stocks	
Directors (excluding Audit & Supervisory Committee members and outside directors)	292	211	52	29	7
Directors / Audit & Supervisory Committee members (excluding outside directors)	21	21	—	—	1
Outside officers	44	44	—	—	5

Note: Basic remuneration is paid in cash as a fixed monthly amount. Bonuses are a short-term incentive remuneration, paid in cash, that reflect the evaluation of consolidated operating performance (consolidated net sales and consolidated operating income). Restricted stocks are shares provided as a long-term incentive remuneration that motivates directors to contribute to share price appreciation and the enhancement of corporate value.

► **Status of Audits**

At LINTEC, audits are performed by the Audit & Supervisory Committee, which is composed of directors who are Audit & Supervisory Committee members; the Audit Office, which is the Company's internal audit division; and the independent auditor. While utilizing the internal control system, the Audit & Supervisory Committee cooperates with the Audit Office and the independent auditor, receives the necessary reports, and conducts audits of the directors' business execution through such methods as exchanges of opinions. Each Audit & Supervisory Committee member supervises the directors in the execution of their duties by stating opinions and participating in resolutions through their voting rights at Board of Directors' meetings. The Audit Office regularly implements internal audits of divisions, work sites, plants, and affiliated subsidiaries. Accordingly, the Audit Office verifies that operational processes and results comply with the law and internal regulations. The Audit Office provides advance notice to the Audit & Supervisory Committee of a summary of internal auditing plans, audit items, and other details, and after internal audits are completed, reports all of the audit results to the Audit & Supervisory Committee. Ernst & Young ShinNihon LLC, which serves as the independent auditor, conducts audits via two certified public accountants and 43 assistants.

► **Risk Management**

To reinforce its risk management system, in April 2018 the LINTEC Group established the Corporate Risk Management Committee, which comprises executive general managers of each division and general managers of each organization that report directly to the president, and the committee meets regularly. In April 2021, we revamped and strengthened our structure for promoting sustainability activities. We redefined the committee's purpose as "ascertaining business risks and opportunities, formulating policies to address them, and incorporating them into the organization and verifying them." The committee evaluates and analyzes various risks, including items related to sustainability, based mainly on the issues recognized by committee members and the results of risks identified annually by managers and others. Results are reported on a quarterly basis to the Sustainability Committee for instructions on actions to be taken.

Risk Management System



► **Capital Tie-Up Shares**

The Company views the establishment and maintenance of

stable, long-term relationships with business partners as a matter of importance. For this reason, shares of business partners are held strategically based on a comprehensive evaluation of factors such as the Company's business relationship with the partner in question. The Company's policy is to only acquire such shares when increasing trust and coordination with the business partner is judged as an effective means of mutually raising corporate value. From this perspective, we will review and reduce our holdings as appropriate. Every February or March, the Board of Directors reviews the appropriateness of holding all capital tie-up shares, taking into consideration the necessity of business relationships and other factors for each individual issue. On shareholdings for which the rationale for holding cannot be confirmed, we proceed with actions such as downsizing our holdings, based on dialogue with the issuing company. In exercising voting rights, in regard to proposals made by business partners, the Company comprehensively considers whether or not a proposal will contribute to improved shareholder value.

Number of Issues of Capital Tie-Up Shares and Amount Recorded on Balance Sheet

	(Millions of yen)	
	Number of issues (issues)	Total amount recorded on balance sheet
Unlisted shares	11	67
Shares other than unlisted shares	24	2,082

► **Takeover Defense Measures**

The Company has not introduced takeover defense measures. However, in regard to persons who are engaging in or aim to engage in a large-scale purchase of the Company's stock, the Company will act from the perspective of securing its corporate value and the common interests of its shareholders. From that perspective, the Company will request that persons who are engaging in or aim to engage in a large-scale purchase provide necessary and sufficient information to allow the shareholders to appropriately determine the pros and cons of the large-scale purchase in accordance with relevant laws and regulations. At the same time, the Company will disclose the opinions of the Board of Directors and endeavor to secure the necessary time and information for the shareholders to consider such large-scale purchase. Further, if it is rationally judged that there is a risk of damage to the Company's corporate value and the common interests of shareholders unless timely defensive measures are implemented to address a large-scale purchase, the Company will endeavor to secure its corporate value and the common interests of its shareholders, as an obvious obligation of the Board of Directors entrusted with management of the Company by its shareholders, by promptly deciding the content of the concrete measures deemed most appropriate at the time in accordance with the relevant laws and regulations and executing such measures.

Please see the investor relations section of our website for further details on corporate governance.
www.lintec-global.com/ir/management/governance.html



Messages from Independent Outside Directors

Seiichiro Shirahata was newly appointed as an independent outside director at the General Meeting of Shareholders in June 2024. As part of its ongoing efforts to reinforce corporate governance, the Company maintains the ratio of independent outside directors on its Board of Directors at one-third. In addition to the newly appointed Mr. Shirahata, we asked the other three independent outside directors, Akiko Okushima, Kanako Osawa, and Shigeru Sugimoto, to evaluate the Company’s management and governance and talk about their own roles in turning the long-term vision into reality.



LINTEC must work proactively to boost its return on equity without being constrained by past performance. To improve profitability, the Company needs to look beyond mere improvement measures and step up to the level of undertaking reforms.

With the Japanese market maturing, companies need to look overseas to achieve further growth. Expanding business overseas requires collaboration with local partners, and fostering trust and building mutually beneficial relationships is key to success. Throughout my career, I have made it a practice to take on difficult challenges. I intend to use the experience I have gained in the process to help LINTEC grow.

An outside director’s role should be to scrutinize executives’ proposals and ask them frank questions if we have any doubts or feel their proposals might hinder growth. By leveraging my objective viewpoint as an outside director in repeated discussions about undertaking risks for the sake of growth, I hope to gain a better understanding of the executives’ sensibilities and earn their trust, ultimately sharing the Board of Directors’ sense of resolve.

Aiming to Fulfill My Role as an Outside Director and Gain Confidence on the Executive Side

I think LINTEC has outstanding technologies, high growth potential, and innovates boldly. I am honored to be of service to a company like this. I understand that creating new products and businesses requires ongoing investment, and achieving sustainable growth requires a company to become better at generating the necessary funds. To this end,

Profiles

Akiko Okushima

Joined IBM Japan Ltd. in 1981. Subsequently worked in data-driven marketing and consulting operations, including positions at foreign IT companies. In 2001, established JBtoB CO., LTD., becoming representative director and president (current position). In 2020, became an outside director at LINTEC. In 2021, joined the Company’s Nomination and Compensation Committee.

Seiichiro Shirahata

Joined Nippon Paint Co., Ltd. (currently Nippon Paint Holdings Co., Ltd.) in 1983. In addition to experience in executive positions at Nippon Paint and its subsidiaries, was responsible for business operations and restructuring. Also has a strong background in global business, having been stationed overseas for some time as an engineer. Currently serves on the Company’s Nomination and Compensation Committee.

Kanako Osawa

Certified as an attorney and joined Kajitani Law Offices in 1998. Admitted to practice law in the State of New York, U.S., in 2005. Involved in corporate law in Japan and overseas. Became an outside director of the Company (Audit & Supervisory Committee member) in 2015. Since 2018, has worked concurrently as a member of the Company’s Corporate Governance Committee (now the Nomination and Compensation Committee).

Shigeru Sugimoto

Joined Housing and Urban Development Corporation (currently Urban Renaissance Agency) in 1982. Joined Showa Ota & Co. (currently Ernst & Young ShinNihon LLC) in 1985. Established Sakura & Co. (currently Crowe Sakura & Co.) in 1988. Provides consulting services as a certified public accountant for M&A and business restructuring and reorganization. Was appointed as an outside director of the Company in 2021 and also became a member of the Nomination and Compensation Committee. In 2023, was appointed an outside director of the Company (Audit & Supervisory Committee member).



Akiko Okushima

Outside Director

Intending to Stimulate Discussion on Fundamental Structural Reforms

Each year, we evaluate the effectiveness of the Company's governance system and introduce specific measures to address problematic issues and make steady improvements. I believe the governance system is functioning effectively. For instance, we hold separate Business Deliberation Council meetings to consider important investment projects that cannot be discussed adequately at Board of Directors' meetings. One challenge that remains, however, is to periodically

check that the return on capital for each business exceeds its cost of capital, and to link these findings to proposals for structural reforms and other improvements. Although the Board of Directors has discussed this issue several times, the Company remains highly reliant on specific businesses to generate profits. I intend to stimulate further discussions about fundamental structural reforms.

April 2024 marked the start of a new medium-term business plan to help realize the Company's long-term vision. LDX 2030 is fundamental to this vision, and making steady progress on this digital transformation (DX) promotion project and ensuring sufficient personnel support will be essential to achieving the Company's management objectives. My expertise lies in building databases for sharing information and providing DX training that can help drive intrinsic motivation. I look forward to providing any potentially useful advice to the Board of Directors.



Kanako Osawa

Outside Director /
Audit & Supervisory
Committee Member

Disseminating Knowledge to Ensure Management with Awareness of the Cost of Capital and the Share Price

An urgent need exists for Japanese companies to realize management that is sensitive to the cost of capital and their corporate share price. At LINTEC, the Business Deliberation Council and the Nomination and Compensation Committee hold in-depth discussions about where the Company should invest its limited capital in order to grow stronger and discuss returns from M&A deals and large capital

investments. By attending Sustainability Committee meetings, I help cultivate an atmosphere in which we can monitor the progress of the Company's efforts to realize a recycling-oriented society.

The new medium-term management plan outlines a number of specific individual measures and development projects. These efforts are essential for further increasing the Company's competitiveness. To this end, I believe the Company should actively promote M&A and capital investments. Of course, there is no guarantee that every investment will work out. We need to confirm that the level of risk is appropriate to each individual project and that the probability of return has been considered. I intend to speak at Board and other meetings based on my experience as legal counsel in various manufacturing industries. My primary focus will be on whether deliberations have been reasonable and appropriate.



Shigeru Sugimoto

Outside Director /
Audit & Supervisory
Committee Member

Providing Valuable Insights to the Board of Directors as an Accounting and Tax Expert

The Company has a stable financial base and a high equity ratio. On the other hand, return on equity and the price-book ratio are not particularly high. If this situation persists, the Company may face issues with maintaining an awareness of cost of capital and prioritizing investment efficiency. In light of this situation, I believe the Company should more clearly

incorporate metrics such as cost of capital into investment project assessment criteria and rigorously examine the economic rationale for investment along with indicators such as net present value and internal rate of return.

Business valuation and strategic decision-making are critical to global transactions. As an accounting and tax expert, I aim to provide the Board of Directors with valuable insights based on my skills in corporate valuation and financial analysis. In particular, I will help with incorporating tax implications and taking advantage of programs that promote corporate R&D investment. In addition, I help identify a wide range of risks that should be considered in global transactions, such as foreign exchange risks, interest rate risks, and geopolitical risks, and assist in strengthening the Company's risk management system and internal controls.

Corporate Officers (As of June 20, 2024)

Representative Director, Chairman and CEO

Akihiko Ouchi (Date of Birth: Jan. 2, 1945)



Mar. 1967 Joined the Company
 Apr. 1994 Manager, Nagoya Branch Office
 Jun. 2000 Director, Plant Manager, Tatsuno Plant, Production Div.
 Jun. 2004 Representative Director, President
 Apr. 2014 Representative Director, Chairman and CEO (current position)

Attendance at the meetings of the Board of Directors:

16/16 meetings (FY2024)

Representative Director, President, CEO and COO

Makoto Hattori (Date of Birth: Oct. 12, 1957)



Apr. 1980 Joined the Company
 Apr. 2014 Executive Officer, Executive General Manager, Advanced Materials Operations, Business Administration Div.
 Jun. 2015 Director, Executive Officer, Executive General Manager, Advanced Materials Operations, Business Administration Div.
 Apr. 2017 Director, Managing Executive Officer, Executive General Manager, Business Administration Div.
 Apr. 2020 Representative Director, President, CEO and COO (current position)

Attendance at the meetings of the Board of Directors:

16/16 meetings (FY2024)

Director, Senior Managing Executive Officer

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



Jan. 1983 Joined the Company
 Jun. 2011 Executive Officer, Executive General Manager, General Affairs & Human Resources Div., General Manager, General Affairs & Legal Dept. and Human Resources Dept.
 Jun. 2015 Director, Managing Executive Officer, Executive General Manager, General Affairs & Human Resources Div.
 Apr. 2020 Director, Senior Managing Executive Officer, Executive General Manager, General Affairs & Human Resources Div. (current position)

Attendance at the meetings of the Board of Directors:

16/16 meetings (FY2024)

Director, Senior Managing Executive Officer

Takeshi Kaiya (Date of Birth: Nov. 19, 1961)



Apr. 1984 Joined the Company
 Apr. 2017 Executive Officer, Executive General Manager, Advanced Materials Operations, Business Administration Div.
 Apr. 2020 Managing Executive Officer, Executive General Manager, Business Administration Div.
 Jun. 2020 Director, Managing Executive Officer, Executive General Manager, Business Administration Div.
 Apr. 2023 Director, Senior Managing Executive Officer, Executive General Manager, Business Administration Div. (current position)

Attendance at the meetings of the Board of Directors:

16/16 meetings (FY2024)

Director, Managing Executive Officer

Yoichi Shibano (Date of Birth: Nov. 14, 1963)



Apr. 1987 Joined the Company
 Mar. 2015 Director, LINTEC ASIA PACIFIC REGIONAL HEADQUARTERS PRIVATE LIMITED (seconded)
 Apr. 2018 Executive Officer, Executive General Manager, Administration Div., and General Manager, Finance & Accounting Dept.
 Apr. 2021 Senior Executive Officer, Executive General Manager, Administration Div., and General Manager, Finance & Accounting Dept.
 Jun. 2021 Director, Senior Executive Officer, Executive General Manager, Administration Div., and General Manager, Finance & Accounting Dept.
 Apr. 2023 Director, Managing Executive Officer, Executive General Manager, Administration Div. (current position)

Attendance at the meetings of the Board of Directors:

16/16 meetings (FY2024)

Director, Managing Executive Officer

Hiroyuki Matsuo (Date of Birth: Mar. 7, 1960)



Apr. 1982 Joined the Company
 Apr. 2014 President, LINTEC KOREA, INC. (seconded)
 Apr. 2017 Executive Officer, Plant Manager, Agatsuma Plant, Production Div.
 Oct. 2022 Executive Officer, Deputy Executive General Manager, Production Div.
 Apr. 2023 Managing Executive Officer, Executive General Manager, Production Div., and in charge of Quality Assurance Div. and Environment & Safety Div.
 Jun. 2023 Director, Managing Executive Officer, Executive General Manager, Production Div., and in charge of Quality Assurance Div. and Environment & Safety Div. (current position)

Attendance at the meetings of the Board of Directors:

11/11 meetings (FY2024)

Outside Director

Akira Sebe (Date of Birth: Dec. 12, 1965)



Apr. 1988 Joined Jujo Paper Co., Ltd.
 Jun. 2020 Executive Officer, Raw Material & Purchasing Div., Nippon Paper Industries Co., Ltd.
 Jun. 2021 Outside Director of the Company (current position)
 Jun. 2021 Executive Officer, General Manager, Corporate Planning Div., in charge of Subsidiaries and Affiliated Companies and International Business Div., Nippon Paper Industries Co., Ltd. (current position)

Attendance at the meetings of the Board of Directors:

16/16 meetings (FY2024)

Outside Director

Akiko Okushima (Date of Birth: Feb. 1, 1958)

Independent Director



Apr. 1981 Joined IBM Japan, Ltd.
 Mar. 2001 Representative Director and President, JBtoB CO., LTD. (current position)
 Jun. 2020 Outside Director of the Company (current position)

Attendance at the meetings of the Board of Directors:

16/16 meetings (FY2024)

Outside Director

Seiichiro Shirahata (Date of Birth: Mar. 3, 1961)

Independent
Director



Apr. 1983 Joined Nippon Paint Co., Ltd. (currently Nippon Paint Holdings Co., Ltd.)
Mar. 2018 Vice President, Director, Nippon Paint Holdings Co., Ltd.
Mar. 2020 Managing Executive Officer, Nippon Paint Holdings Co., Ltd.
Jan. 2022 Advisor, Nippon Paint Holdings Co., Ltd.
Mar. 2023 Outside Director, Nabtesco Corporation (current position)
Jun. 2024 Outside Director of the Company (current position)

Director / Audit & Supervisory Committee Member

Masaaki Kimura (Date of Birth: Oct. 9, 1961)



Mar. 1988 Joined the Company
Apr. 2006 General Manager, Audit Office
Oct. 2012 General Manager, General Affairs & Legal Dept., General Affairs & Human Resources Div.
Apr. 2021 Chief Project Manager, General Affairs & Human Resources Div.
Jun. 2021 Director / Audit & Supervisory Committee Member of the Company (current position)

Attendance at the meetings of the Board of Directors:
16/16 meetings (FY2024)

Attendance at the meetings of the Audit & Supervisory Committee:
13/13 meetings (FY2024)

Outside Director / Audit & Supervisory Committee Member

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

Independent
Director



Apr. 1998 Certified as an Attorney, joined Kajitani Law Offices (to present)
Oct. 2005 Admitted to practice law in the State of New York, U.S.
Jun. 2015 Outside Director / Audit & Supervisory Committee Member of the Company (current position)
Jun. 2021 Outside Director, TPR Co., Ltd. (current position)
Mar. 2022 Outside Audit & Supervisory Board Member, Otsuka Holdings Co., Ltd. (current position)
Jun. 2022 Outside Audit & Supervisory Board Member, Toshiba Tec Corporation (current position)

Attendance at the meetings of the Board of Directors:
16/16 meetings (FY2024)

Attendance at the meetings of the Audit & Supervisory Committee:
13/13 meetings (FY2024)

Outside Director / Audit & Supervisory Committee Member

Shigeru Sugimoto (Date of Birth: Oct. 12, 1958)

Independent
Director



Apr. 1982 Joined Housing and Urban Development Corporation (currently Urban Renaissance Agency)
Jul. 1988 Representative, Sakura & Co. (currently Crowe Sakura & Co.) (current position)
Feb. 1989 Registered as a Certified Public Accountant
Dec. 1995 Representative Member, Sakura Audit Corporation (currently Sakura LLC)
Jun. 2021 Outside Director of the Company (current position)
Jul. 2021 Representative, Sakura & Co. (current position)
Jun. 2023 Outside Director / Audit & Supervisory Committee Member of the Company (current position)

Attendance at the meetings of the Board of Directors:
16/16 meetings (FY2024)

Attendance at the meetings of the Audit & Supervisory Committee:
10/10 meetings (FY2024)

Managing Executive Officers

Tatsuya Tsukida

Executive General Manager, Procurement Div.

Masaaki Yoshitake

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

Kinya Mochida

Deputy Executive General Manager, Business Administration Div., Executive General Manager, Advanced Materials Operations, and General Manager, Business Planning Dept.

Yoshihisa Mineura

Executive General Manager, Research & Development Div.

Executive Officers

Naoshi Nishikado

General Manager, Corporate Strategic Office

Satoru Shoshi

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

Hideo Senoo

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

Hideki Miyake

Executive General Manager, Industrial & Material Operations, Business Administration Div.

Naoki Yamamoto

Plant Manager, Kumagaya Plant, Production Div.

Satoshi Aoki

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

Hideki Numazawa

Plant Manager, Agatsuma Plant, Production Div.

Hidetaka Kawakami

Plant Manager, Tatsuno Plant, Production Div.

Daisuke Kii

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

Keita Kimura

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

Mitsuru Shimizu

Deputy Executive General Manager, Production Div.

Shoichi Kyogoku

Plant Manager, Mishima Plant, Production Div.

Masaru Hoshi

General Manager, Sustainability Management Office

Takeshi Segawa

General Manager, New Project Planning Office, Business Administration Div.

Eiichiro Takeuchi

General Manager, Public Relations Office