



JSR will continue contributing to society by transforming change into strength

Tetsuro Hori

Representative Director, CEO, President Officer

Learning from the past to discover the new

Our Digital Solutions, Plastics, and Life Sciences businesses combine our advanced technological capabilities and the power of diverse global talent to provide advanced materials and solutions essential for the development of society. Since Japan Synthetic Rubber Co., Ltd. was established in 1957 as a manufacturer of synthetic rubber, JSR has continuously developed and expanded its polymer chemistry technologies into the Plastics business and Digital Solutions business. Those technologies inform our core competencies in polymer chemistry technology and knowledge and our highly capable human resources.

Today, we are transforming our business and turning the page to a

new chapter in our history. I joined JSR on January 1, 2025, and was appointed Representative Director, CEO, and President Officer on April 1. The Electronic Materials business will be at the forefront, and I will bring my understanding of the history of the semiconductor industry gained from my previous position at a semiconductor equipment manufacturer, as well as my experience in business portfolio management, including M&A and company integration, to transform how we formulate strategies, conduct our financial management, and organize our structure.

The 2025 Medium-term Plan

We are currently advancing our 2025 Medium-term Plan. Global economic conditions are uncertain, unpredictable, and subject to rapid change from geopolitical shifts, conflicts between nations or regions, rising prices causing reduced demand, and the United States tariff policies. I believe we have a social obligation to continue providing value even in the most challenging times. To do so, we need to assess our current status and address the issues facing the company. In the current conditions, I believe our highest priority is solidifying our financial foundation, and we will streamline our business portfolio and revise our capital structure to ensure our corporate value remains strong.

Our primary business sector, the semiconductor industry, is highly volatile while also holding high growth potential. In FY2024, the electronic materials business grew substantially and posted record

highs in sales and profits. As the Digital Solutions market continues to grow, our medium-term plan positions the Electronic Materials, Display Solution, and Optical Solution as key growth drivers. We will aggressively develop these businesses and reinvest business profits with the aim to raise core operating profit to ¥100 billion by 2030.

Turning our uniqueness into our strength for providing value to society

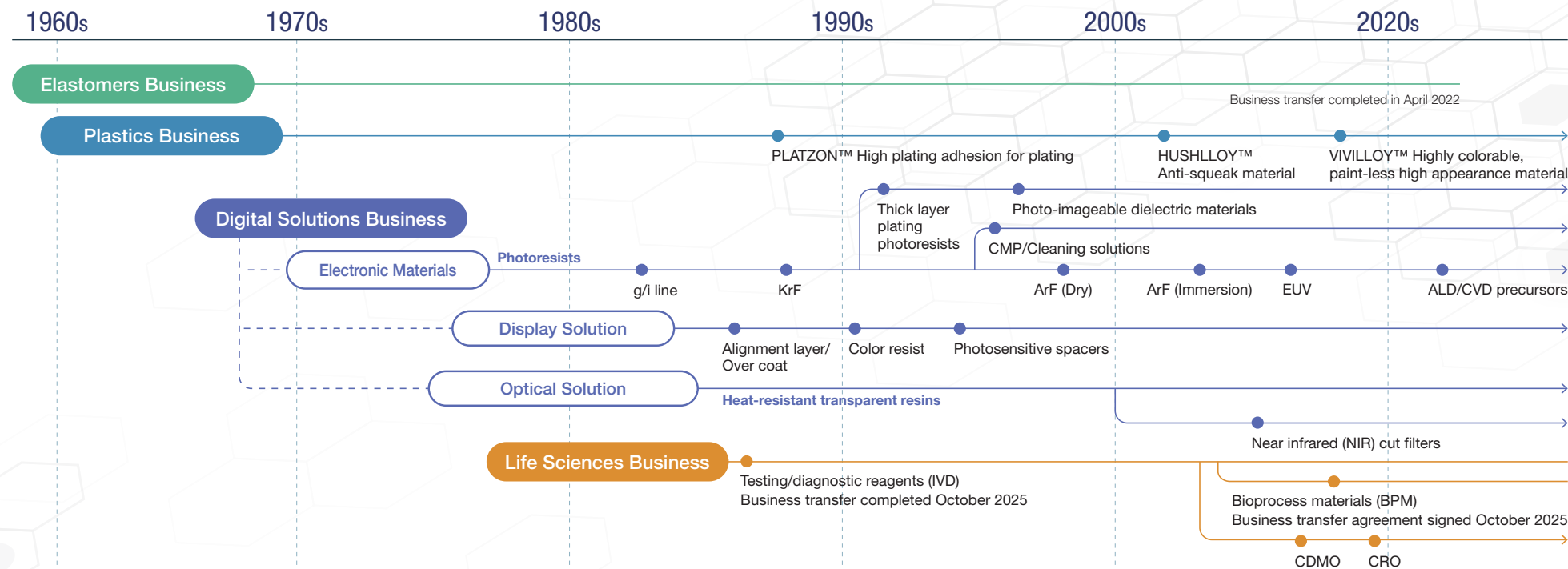
Creating corporate value is more than financial value, it also includes assets that cannot be expressed in numbers. That main asset is our invaluable human capital. I believe our organization becomes more resilient to change when each employee cultivates at least one core strength or competitive edge where they believe they are the best at what they do. A strong team is built on the strength of each member. To contribute to the team's strength, each person must first find their area of specialty. Deepening their knowledge in their field also leads to personal growth, which is part of our DE&I initiatives.

We aim to build a structure that enables employees to advance their careers by developing their individuality and applying their unique strengths. Employees who continually refine their skills can both meet emerging customer demand and anticipate unmet needs ahead of customers. By cultivating talent in this way, we aim to create distinctive JSR value, deliver benefits to our customers, partners, and society, and strengthen the company's resilience to change.

Trajectory for Business Innovation

Since its founding in 1957, JSR has been a cutting-edge precision technology company advancing scientific progress and realizing practical application. We will continue to pursue inspiration that opens new possibilities and explore the limitless potential of new frontiers the world needs.

The History of JSR



Our Contributions to Society

The motorization of Japan



The start of our domestic production of synthetic rubber in 1960 contributed to the development of Japan's motorized society. Our synthetic resin products are widely used to increase comfort in automotive interiors.

Electronics in our everyday lives



Our photoresists facilitated the miniaturization of semiconductor chips, enabling the development of high-performance electronic devices and contributing to the growth of the information and communications industry.

Prime time for LCD TVs



Our wide range of products using our polymer technologies enable the high brightness and high definition of LCD displays. Our products were also key to the spread of flat-screen TVs.

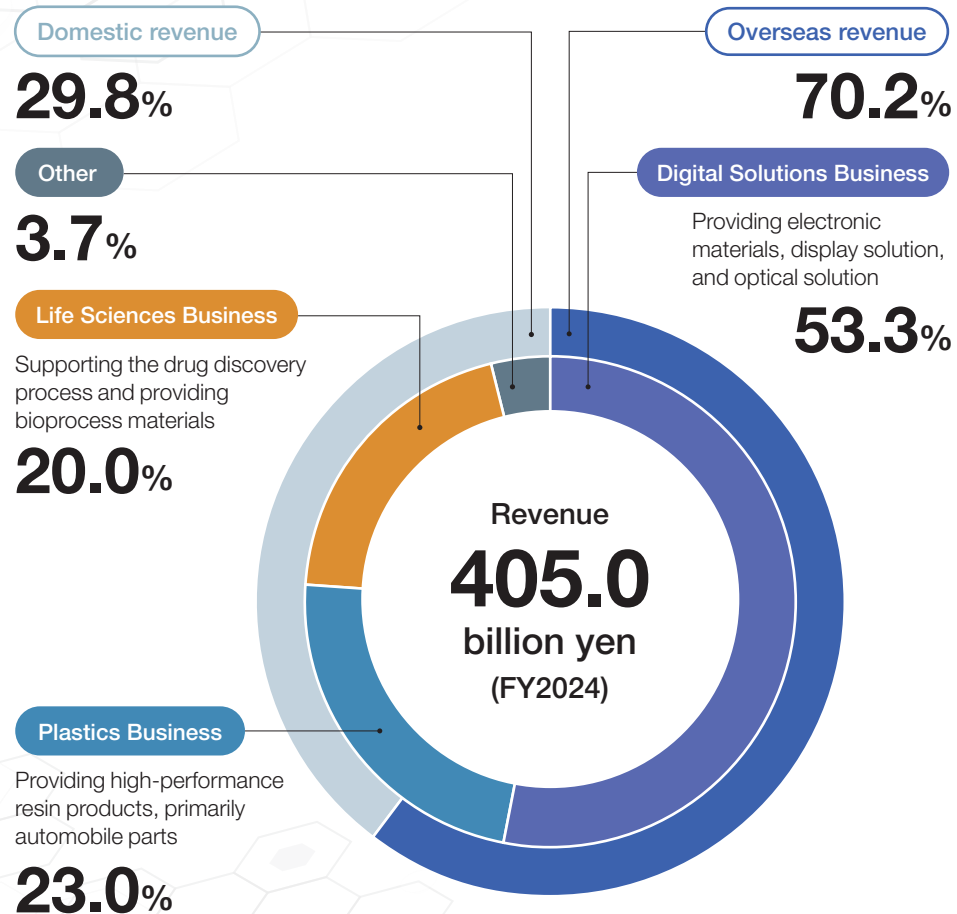
Emergence of biopharmaceuticals



Our comprehensive support structure from drug discovery onward is helping advance the development of biopharmaceuticals.

JSR by the Numbers (FY2024)

JSR Business Segments



Total Number of Group Employees

7,645

* Number of employees at consolidated companies as of March 31, 2025.

Of this number, 3,974 employees work at overseas business sites.

R&D Expenses

34.2 billion yen

* FY2024 results (April 1, 2024-March 31, 2025)
JSR Group, including contract research expense for goods purchased.

Our focus is research and development aimed at future technologies.

Total Number of Group Companies

Japan
15 companies

Overseas
41 companies

* As of October 2, 2025

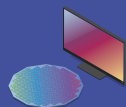
Our business is expanding worldwide.

Percentage of Annual Paid Leave Taken

84.1%

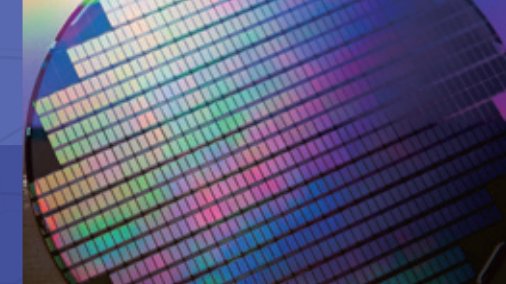
* FY2024 results (April 1, 2024-March 31, 2025)
Including employees seconded from JSR.

We encourage work styles with a healthy work-life balance.



DIGITAL SOLUTIONS BUSINESS

Providing materials for semiconductor and display panels



Electronic Materials Business

JSR is a global leader in providing high-quality, high-performance materials for the semiconductor industry. Through a comprehensive portfolio of advanced solutions, we support our customers in enhancing yields and optimizing productivity, thereby contributing to the advancement of next-generation devices across diverse technological fields.

Strengths

- Over 40 years of expertise in electronic materials
- Extensive and diversified product portfolio
- Fully integrated system encompassing development through mass production supply
- Leveraging our two strategic assets: Leading-edge manufacturing and MI
- Pioneering advanced R&D for next-generation materials

JSR Group Position

Applications

AI servers, smartphones, personal computers etc.

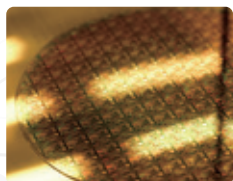
Customers

Semiconductor device manufacturers, outsourced semiconductor assembly and test (OSAT) manufacturers etc.

JSR Group

Electronic materials

Lithography Materials



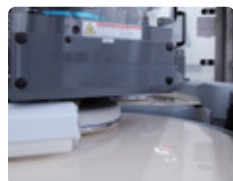
Higher performance and process scaling integrated circuits

We provide a broad portfolio that enhances semiconductor device performance and reliability, including photoresists from i-line to EUV and a variety of organic and inorganic multilayer materials.

Main Products

- Photoresists (i-line, KrF, ArF, EUV [chemically amplified resist, metal oxide resist])
- Multilayer materials (organic and inorganic substrates)

Process Materials



Increased layering/greater precision in multilayer wiring construction

Products for chemical mechanical planarization (CMP) and residue removal from wafers for multilayer wiring

Main Products

- CMP slurries
- Post CMP cleaning solutions
- Functional cleaning solutions
- Wet SAM (self-assembled monolayer)

ALD/CVD Materials



High-precision film control for device structure innovation

ALD/CVD precursors to support development of next-generation semiconductors with 3D integration and multilayer complexity.

Main Products

- ALD/CVD precursors
- Dopants

Advanced Packaging Materials



Greater precision/performance of high-density packaging

Photoactive insulation dielectric and materials for high-density integration meeting various semiconductor packaging requirements.

Main Products

- Thick layer plating photoresists
- Photo-imageable dielectric materials



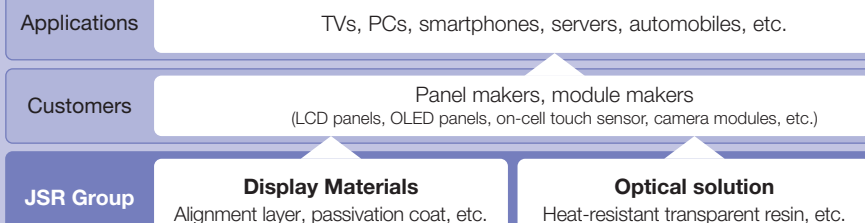
Display Solution and Optical Solution

We provide materials for a wide range of digital electronics, large-size TVs, IT equipment, and smartphones to automobiles, public displays, and AI-enabled products. Our materials deliver high-quality images and design flexibility, while also offering excellent environmental performance through low energy consumption and PFAS-free formulations.

Strengths

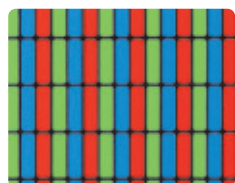
- Broad product lineup with many items holding high market share
- Integrated sales, development, and manufacturing system and business infrastructure aligned with market and customers need
- Strong polymer and processing technology solution capabilities delivering superior quality and performance

JSR Group Position



Display Solution Business

LCD Materials



High market share/wide range of products

Holds 50%+ market share in the three core processes of cells, arrays, and color filters, develops low-temperature processing and PFAS-free materials, and operates an alignment layer recycling business

Main Products

- Alignment layer
- Passivation coat
- Over coat

OLED Materials



Flexible OLED support/functionality enhancement

Uses our LCD materials business infrastructure and differentiated technologies in areas such as passivation coat and low-temperature materials, and holds top market share in Low Temperature Passivation Coating and Light extraction materials

Main Products

- Low-temperature passivation coating
- Organic inter layer dielectric
- Light extraction material
- Thin film encapsulation
- Bank and defining layer

Optical Solution Business

Heat Resistant Transparent ARTON™



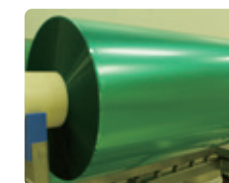
Heat resistance/transparency/moisture resistance

Proprietary cycloolefin polymer (COP) resin used primarily for LCD/OLED display's retardation-film and for various materials used in mobile applications

Main Products

- ARTON resin

ARTON™ Optical Filters



Thin / lightweight / high-performance film

A resin-based optical filter offering diverse optical properties, shatterproof, and lightweight thin-film design. Suitable for high-resolution smartphone cameras and high-sensitivity sensing applications

Main Products

- Optical filters (for camera applications)
- Optical filters (for sensing applications)



PLASTICS BUSINESS

Supplying high-performance resin products, particularly for automotive parts



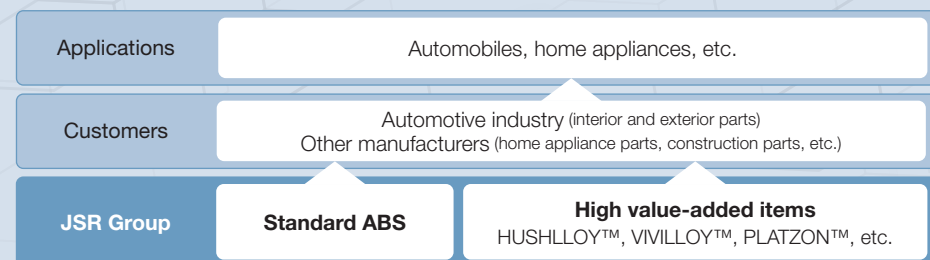
Products from JSR Group company Techno-UMG, particularly ABS resins, are born from flexible technological capabilities that can address diverse needs and carry unique character comprising a variety of special qualities.

The company also works on supporting resin parts development and planning, providing reliable quality to users around the world with high value-added products.

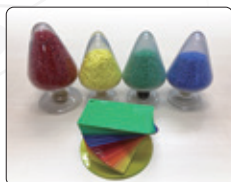
Strengths

- Development of strategic products using our proprietary technology
- Marketing capability to cultivate a wider and deeper market
- Global sales locations and SCM system
- Establish product life cycle through following promotion of a circular economy
- Research and development of biomass raw materials

JSR Group Position



ABS Resin



Wide variety of grades

Used in automotive parts, electrical appliances, and building material parts, taking advantage of its high practical resistance, impact resistance, processability, and weather resistance.

- General grade
- Heat-resistant grade
- Flame-resistant grade
- Weather-resistant grade

HUSHILLOY™ Anti-squeak Material



Noise damping/parts reduction

HUSHILLOY™ prevents an unpleasant squeaking noise from plastic joints. This anti-squeak effect lasts forever and reduces costs and need for damping felt, tape, or grease.

Applications Car navigation panels, cup holders, etc.

PLATZON™ High plating adhesion for Plating



Productivity/efficiency

PLATZON™ has excellent plating adhesion strength and can be applied to an extremely wide range of production conditions, contributing to improved productivity and yield.

Applications Plating for automotive interior decorative parts, such as steering wheels

VIVILLOY™ Highly Colorable, Paint-less High Appearance Material



Reduction of environmental impact/efficiency

VIVILLOY™ is a highly colorable material that reproduces depth and vividness close to that of painted materials, even without paint. It contributes to the omission of the painting process, reduction of total costs, and reduction of environmental impact.

Applications Automotive exterior parts, such as radiator grills



LIFE SCIENCES BUSINESS

Providing advanced research products and support for drug candidate identification and development process



JSR Group offers a contract research organization (CRO) business, a contract development and manufacturing organization (CDMO) business for biologics, and bioprocess materials (BPM) business. Group companies work together to provide global integrated process support, from biopharmaceutical candidate identification to commercial manufacturing. This fully integrated support increases biopharmaceutical development success rates and shortens development timelines.

Strengths

- Synergies leveraged by advanced expertise and technology of group companies
- Structured to support the entire process from biopharmaceutical drug candidate identification to commercial manufacturing
- Excellent support in developing complicated biopharmaceutical drugs
- Quality assurance system refined by the JSR Group's Semiconductor Materials Business
- World-class technology and advanced solutions for mammalian cell line development
- Supplying innovative materials to biopharmaceutical companies

JSR Group Position

Applications

Biopharmaceuticals

Customers

Biopharma, Bio-Venture, Academia

JSR Group

Material
BPM

Contract services
CRO, CDMO

CRO



**Drug discovery
and
development**

Preclinical drug discovery and development services including translational platforms to advance oncology, immuno-oncology and inflammation

CDMO



**Contract
development /
manufacturing**

Biopharmaceuticals development services from cell line development, process development, to clinical/commercial API manufacturing

BPM



**Manufacturing
process
optimization**

A next-generation affinity resin that integrates precise polymer synthesis, surface modification, and genetic engineering technology, which contributes to optimization of the biopharmaceutical drug manufacturing process.

* Agreement to transfer the business to Merck signed in October 2025

OTHER BUSINESSES

To better use its high level of technological capabilities to contribute to society, JSR generates a variety of products through its unified group business development and open innovation with corporate/academic/research institute collaboration.

Holter Monitor Heartnote™



Improved detection

Holter Monitor Heartnote™ continuously measures ECG for up to seven days by simply affixing it to the chest area, providing minimal interference with daily activities. The device enables more frequent detection of paroxysmal atrial fibrillation*, which can be difficult to detect with conventional tests (24-hour measurement).

* Arrhythmia that causes cerebral infarction

* Agreement to transfer the business to OMRON HEALTHCARE Co., Ltd. signed in October 2025

JSR Official Corporate Website

For more information,
please visit our website.

https://www.jsr.co.jp/jsr_e/products/



R&D and Quality/Production

The JSR Group seeks to develop cutting-edge technology to produce new value and contribute to solving social issues by offering the public outstanding products based on its focus on high quality.



Research and Development

Our Research and Development Division is advancing work on two fronts: Business Research, which develops high-performance, high-quality products that enrich people's lives, and Corporate Research, which builds the research foundation needed to address the social changes of the next generation.

Business research is progressing in both our core and adjacent business domains. In the Electronic Materials business, for example, we are refining our technologies for the high volume production of photoresists, chemical mechanical planarization (CMP) materials, and various precursors essential for manufacturing A10 and A7 logic devices that support the advancement of AI technologies. Guided by our Logic Process

Roadmap for upcoming generations of advanced semiconductors, we are advancing technological innovation and developing materials supporting the continued rapid evolution of the semiconductor industry. The JSR Group's state-of-the-art EUV photoresist enables the formation of ultra-fine patterning down to 8/8-nanometer line-and-space dimensions. This scale is smaller than a virus particle and comparable to the size of a small protein molecule, requiring control accuracy at the level of 2 nanometers, the diameter of a DNA double helix. This work necessitates the design of molecular structures, a field that calls for a high level of creativity and precision to realize new molecules as functional entities.

Humans rely on sight more than any other sense for taking in information. Our Display Solution business has built advanced technologies and strong market share in LCD alignment layer, passivation coat, over coats, and OLED materials essential to producing high-brightness displays. These material technologies enhance everyday visual experiences by enriching colors in signs and brightening displays that connect virtual and real spaces. It is rewarding to see how our research into specific issues and extensive development and verification efforts lead to results that benefit society. Our development activities also extend across a wide range of other products, and we are accelerating development in areas from semiconductors and display materials to next-generation foundational technologies where our technologies can meaningfully contribute to solving social issues.

Our corporate research, led by the RD technology and digital transformation center, supports and accelerates overall research across the company by developing software and data science applications using advanced analytical technologies, creating

process technologies that enable quick and efficient scale-up, and pursuing foundational research in emerging fields such as metamaterials, spintronics materials, and low-dimensional materials. We work with universities, consortiums, and other partners to deliver technological solutions for environmental, energy, and broader social issues. We are also advancing the practical use of material informatics and quantum chemical calculations with the aim of generating a paradigm shift in how we develop products.

Our research and technological development are driven by two complementary pillars: business research that enhances quality of life, and corporate research that opens up new frontiers for the future. We strive to create value for the next generation by contributing to a safe and secure digital society and a sustainable, environmentally responsible world.

Quality and Manufacturing

JSR is committed to providing chemical products of consistently high quality in a stable and reliable manner. Our diverse product offerings are supported by our expertise in process design based on chemical engineering, equipment technology, and maintenance skills. For example, controlling the number of defects to fewer than a few particles of 10 nm² on a 300 mm wafer requires a level of precision equivalent to finding the eye of a needle inside a large stadium. We achieve this level of accuracy through the skill and quality awareness of our employees and continuous improvements to our equipment. The strength of our employees and technology allows us to deliver industry-leading quality and supply stability.

R&D Structure

Delivering value to customers and solving social issues

Business Research

Electronic Materials Division

Fine Electronic Materials Development Center

- Lithography Materials Lab.
- Lithography Solution Lab.
- Device Integration Materials Lab.
- Process Materials Lab.

Display Solution Division

Display Solution Development Center

- Active Solution Materials Lab.
- Process Solution Materials Lab.
- Display Solution Materials Lab.
- Advance Solution Research Lab.

Optical Solution Division

- Optical Solution Lab.

Corporate Research

RD technology and digital transformation center

- Materials Informatics Initiative
- Innovative Materials Laboratory
- JSR-UTokyo Collaboration Hub, CURIE

Basic technology development

- Material Characterization & Analysis Lab.
- Fine Chemical Process Dept.

JSR Bioscience and informatics R&D center (JSR BiRD)

JSR-Keio University Medical and Chemical Innovation Center (JKiC)

R&D Bases

Fine Electronic Materials Development Center

The Fine Electronic Materials Development Center advances synthetic, analytical chemistry, data science, and computational chemistry and develops innovative materials to support semiconductor technologies for the era of AI and information and communication technology. Ongoing dialogue with customers around the world guides our material development and strengthens our commitment to meeting their expectations. We also collaborate with research institutions in the United States and Europe, incorporating leading knowledge to continue evolving. In addition, our younger Group members engage in open discussions that help shape the next generation of technologies.



Display Solution Development Center

The Display Solution Development Center develops materials for a digital society and holds leading market share for many core components in the digital display field. Our diverse teams of specialists apply organic and polymer chemistry and use DX technologies across processes from chemical synthesis to performance verification, enabling a steady stream of innovative materials. A key feature of the center is its ability to work with laboratories close to our major customers in China, Korea, and Taiwan and work together with customers to test prototype products during development.



Optical Solution Lab.

The Optical Solution Lab is developing optical design, materials, processing and other fundamental technologies that are essential for the growing use of the Internet of Things (IoT) and the continuing evolution of communication technology. The lab's diverse team of specialists conducts R&D on high-value solutions for the optical components market, including near-infrared (NIR) cut filters that enhance smartphone camera image quality and resin optical filters for sensing equipment.



Fine Chemical Process Dept.

The Fine Chemical Process Dept. develops a wide range of technologies essential to manufacturing, including methods to stabilize polymerization and refining conditions, support scale-up, and establish production processes for new product lines.



Material Characterization & Analysis Lab.

The Material Characterization & Analysis Lab. applies various methods and equipment to analyze and evaluate physical properties. The lab supports the development of new materials and resolves any issues that arise in using our products.



JSR-UTokyo Collaboration Hub, CURIE

JSR-UTokyo Collaboration Hub, CURIE is a comprehensive collaboration with the Department of Physics, Graduate School of Science, the University of Tokyo, to advance research integrating physics and chemistry.



JSR Bioscience and informatics R&D center (JSR BiRD)

JSR BiRD conducts a broad spectrum of research, including developing advanced semiconductor materials, materials informatics, and life sciences.



Company Name

JSR Corporation

Date of Establishment

June 15, 2023

Date of Foundation

December 10, 1957

Capital

¥16,300 million

Revenue

¥405.0 billion (FY2024)

Total Number of Group Employees

7,645 * Number of consolidated employees as of March 31, 2025.

Offices and Sites

Head Office

Shiodome Sumitomo Bldg.,
1-9-2 Higashi-Shimbashi, Minato-ku, Tokyo
105-8640 Japan

Yokkaichi Plant

Fine Electronic Materials
Development Center

Display Solution Development
Center

Optical Solution Lab.

RD technology and digital
transformation center

100 Kawajiricho, Yokkaichi-shi, Mie
510-8552 Japan

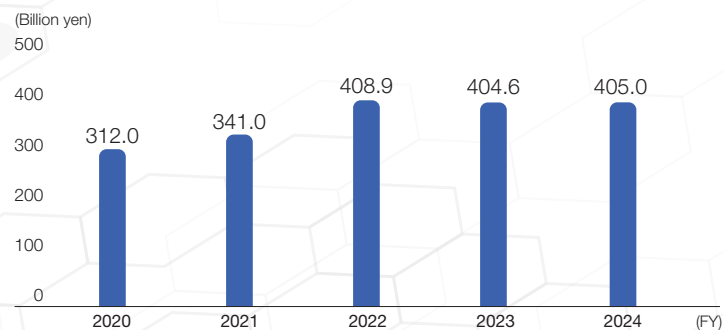
JSR Bioscience and informatics R&D center (JSR BiRD)

3-103-9 Tonomachi, Kawasaki-ku,
Kawasaki-shi, Kanagawa
210-0821 Japan

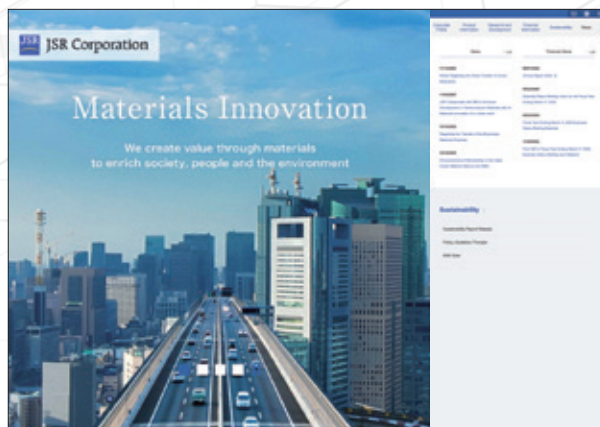
JSR-Keio University Medical and Chemical Innovation Center (JKiC)

35 Shinanomachi, Shinjuku-ku, Tokyo
160-8582 Japan

Revenue



Owned Media



Corporate Website

https://www.jsr.co.jp/jsr_e/



Integrated Report

https://www.jsr.co.jp/jsr_e/ir/library/annual_csr_report.html



Official LinkedIn page

<https://www.linkedin.com/company/jsr-corporation/posts/?feedView=all>



Official YouTube channel

<https://www.youtube.com/@JSRCorporation>

* Webpage was under development as of October 2025

