

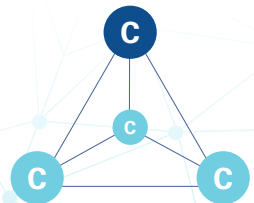
Human Resources

Philosophy

JSR Group drives its organization and personnel based upon the following measures:

- 1 Develop mechanisms and a corporate culture with a healthy balance of 'Freedom' and 'Discipline,' guided by the Course of Action's 4Cs to enable managers and junior staff to grow together, help all employees accurately perceive and solve issues in order to foster a JSR that not only maintains its organizational capacity, but ensures its future growth.
- 2 Promote the globalization of JSR corporation employees while developing a globalized workforce within JSR Group as well as train and manage the Group's human resources on a global level.
- 3 Generate synergies which take full advantage of the increasing range of diversity (in terms of nationality, culture, gender, values, etc.) throughout JSR Group's vast human resource pool.

Course of Action: 4C



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| Challenge | All employees of JSR Group should share a common, global focus and desire to succeed. Employees should feel confident to autonomously take on new challenges, learning from successes while viewing setbacks as opportunities to learn, grow and improve. |
| Communication | All employees should feel comfortable and confident maintaining open lines of bi-directional communication at all levels within JSR Group. Employees should strive for organizational transparency through direct conversations as the best means to share value and achieve common goals, especially in the face of growth and diversification. |
| Collaboration | Employees will work together in the spirit of cooperation valuing common corporate goals over internal or departmental barriers. Employees will also be encouraged to actively collaborate with external resources and not be bound to conventional ideas. |
| Cultivation | All employees will cultivate an environment that supports bi-directional communication between managers and subordinates and provides opportunities to develop together as individuals and as members of productive, supportive teams. |

Diversity, Equity and Inclusion

JSR Group's new management policy delineates JSR's vision for employee sustainability as follows: "We respect the values of diversity, equity and inclusion, and strive for all employees to reach their maximum potential. We will evolve to meet changing employee needs and maximize employee engagement."

The Group aims to be a resilient organization that can flexibly respond to various changes in the business environment. To that end, we believe it is important to recruit and promote diverse human resources, respect each employee's values, ways of thinking, and ideas, accept and challenge one another, and explore and be ready to pursue all possibilities.

In addition to enhancing various HR systems, we are working to foster a corporate culture that values

employees' individuality, making use of various working styles and managing each employee so that they can reach their potential and contribute to the performance and competitive strengths of the organization.

Work-style Innovation (WSI) Activities

At JSR, the Company and its employees have been focusing on Work-style Innovation (WSI) activities since 2017, with the goal of boosting competitiveness and achieving sustainable growth.

The Company is promoting the active participation of diverse employees, making improvements to the working environment, various systems, and IT infrastructure to enable flexible working styles while valuing employee autonomy and striving to increase employee engagement and productivity. Each department is putting systems in

place to realize the ideal organization and encourage employees to work in a healthy and positive manner that balances work and lifestyle. We are leveraging the power of advanced digital technology to analyze our business processes and thoroughly revise approaches to work, implementing actions to enable diverse working styles while drastically increasing productivity.

Actions to Increase Employee Engagement

We are taking steps to analyze the factors that affect employee engagement and reflect these in our HR systems, WSI activities, and diversity, equity and inclusion initiatives, while also identifying issues specific to each department and group companies. Through these efforts, we are striving to evolve into an organization that can maximize employee engagement, thereby boosting our competitiveness and building corporate value.

Participant in the United Nations Global Compact

JSR Group became a participant in the United Nations Global Compact in April 2009. As such, we will more proactively fulfill our corporate social responsibilities with recognition that businesses operating on a global level must make a greater commitment to human rights, labor, the environment and anti-corruption, as expressed in The Ten Principles of the United Nations Global Compact.



Representative Director, CEO
Eric Johnson



The Ten Principles of the United Nations Global Compact

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.
3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labor;
5. the effective abolition of child labor; and
6. the elimination of discrimination in respect of employment and occupation.
7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.
10. Businesses should work against corruption in all its forms, including extortion and bribery.