

## CORPORATE MISSION

# MATERIALS INNOVATION

We create value through materials to enrich society, people and the environment

## MANAGEMENT POLICIES

Our efforts to realize the corporate mission of JSR Group are guided by a management policy consisting of two core components.

The first is a set of universal and unchanging “fundamental pillars of management” through which we work to achieve continuing growth.

The second is our “responsibilities to stakeholders,” which are an expression of our responsibilities as a good corporate citizen.

## Fundamental Pillars of Management

### Continuous creation of businesses

As society evolves, so does the demand for specialized materials and advanced products. JSR continuously evolves to anticipate and respond to changing marketing needs and, in doing so, achieve dynamic growth.

### Enhancement of corporate culture

As society evolves, so will our organization. JSR will build on its existing positive corporate culture to create an organization and management style with the vitality to keep evolving.

### Increase in corporate value

JSR will position itself to increase our overall corporate value by creating businesses through materials that focus on customer satisfaction and the fulfillment of employees.

## Responsibility to Our Stakeholders

### Responsibility to our customers / business partners

When interacting with our business partners and customers, the JSR Group will:

- Constantly evolve to meet the demand for new materials
- Always strive to increase customer satisfaction
- Act in good faith and maintain fair and equitable business relations
- Continue to be socially and environmentally conscious throughout the supply chain

### Responsibility to our employees

All employees should expect:

- To be evaluated and rewarded based on fair standards
- Continuous opportunities to grow by challenging themselves
- Acceptance of the diversity of fellow colleagues and to be provided a place where all employees can work together as a team

### Responsibility to society

All members of the JSR Group will honor our responsibility to both the local and global communities through:

- Responsible and respectful business practices (Responsible Care) that consider the environment and safety
- Support of environmental conservation by providing eco-friendly products
- Reduction of our environmental impact throughout the entire product life cycle
- Active contribution to conserving biodiversity throughout our business activities and the entire product life

### Responsibility to shareholders

Group will maintain its responsibility to shareholders by:

- Aiming to increase corporate value by creating business opportunities through materials
- Constantly enhancing management efficiencies
- Inspiring trust by being highly transparent and conducting sound corporate management practices

# Track Record of Creating Value

Using the power of chemistry, JSR Group is continually exploring the possibilities of existing materials and potential applications for new materials.

Our mission is to contribute to social good by supplying materials to serve future generations and providing new value today for our customers and society.

## 1960s Launching Synthetic Rubber Production in Japan

In 1957, JSR was established as a statutory company. In April 1960, JSR successfully launched styrene-butadiene rubber (SBR) production at its plant in Yokkaichi, Mie Prefecture. In the years that followed, the company introduced various other types of synthetic rubber and became the leading rubber manufacturer in Japan. In 1969, it became a private company.

## 1960s



**1970s  
Surviving a Deep Slump**  
Crude oil prices soared as a result of two oil crises. Demand fell as the export competitiveness of synthetic rubber was eroded by the rapidly rising value of the yen. JSR responded by improving energy efficiency in the company's plants and centralizing production. We also began to diversify the business portfolio.

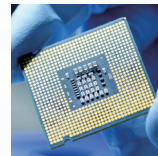
INITIAL PHASE

## 1980s Creating New Rubber Businesses

In 1981, JSR entered into the electronic materials field, which allowed us to expand with the rapidly growing IT sector by supplying new materials. This supported diversification away from a business structure that heavily depended on the petrochemical product business. Parallel to this, we aimed at enhancing the added value of our petrochemical products.

## 1980s

EXPLORATORY DIVERSIFICATION PHASE



ACCELERATED DIVERSIFICATION PHASE

## 1990s

## 1990s Building a Global Production Structure

Amidst the trend toward borderless markets and rising competition from Asian emerging countries, JSR invested more heavily in its electronic materials business. New photoresist plants in Europe and North America created a three-region production structure. We also established production capacity for display materials in Japan, South Korea and Taiwan. In 1997, the company name was changed from "Japan Synthetic Rubber Corporation" to "JSR Corporation."

## 2000s

BUSINESS ENHANCEMENT PHASE

## 2000s Expansion of Fine Chemicals Business

JSR significantly increased its presence in global markets through collaboration with leading manufacturers. The business structure was transformed by expanding the fine chemicals, mainly in materials for semiconductors and display panels.

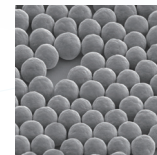
ACTIVATION TOWARD GROWTH

## 2010s

## 2010s Aiming for Sustainable Growth

We have embarked on a three-stage series of mid-term plans to realize our vision for 2020. The JSR2013\* three-year mid-term business plan, launched in 2011, aimed to extend earlier progress by differentiating the petrochemical products business and fine chemicals business while also nurturing and investing in the life sciences and environment and energy as strategic businesses.

PROGRESS OF GLOBALIZATION



## 2014

## 2014 Leading to Results

The JSR2016\* three-year mid-term business plan launched in 2014, following up on the results achieved from the JSR2013\*. During the JSR2016\*, we progressed in the globalization of our solution polymerization styrene-butadiene rubber (elastomers business) for fuel-efficient tires and our semiconductor and display materials businesses. We also established our life sciences business as a new pillar alongside our petrochemical products business and our fine chemicals business.

SUSTAINABLE GROWTH

## 2017

## 2017 Strengthening Our Competitiveness for the Future

We launched a new three-year mid-term business plan, JSR2019\*, in April 2017. We firmly established our SSSBR, semiconductor materials and life sciences businesses as our three pillars to drive earnings and promote profit expansion. We also focused on improving productivity and competitiveness through digitalization and innovation.

## 2020s Towards Sustainable Growth

To deal with longer-term changes in the environment, we will build a resilient organization, strive for sustainable growth, and deliver value to all stakeholders.

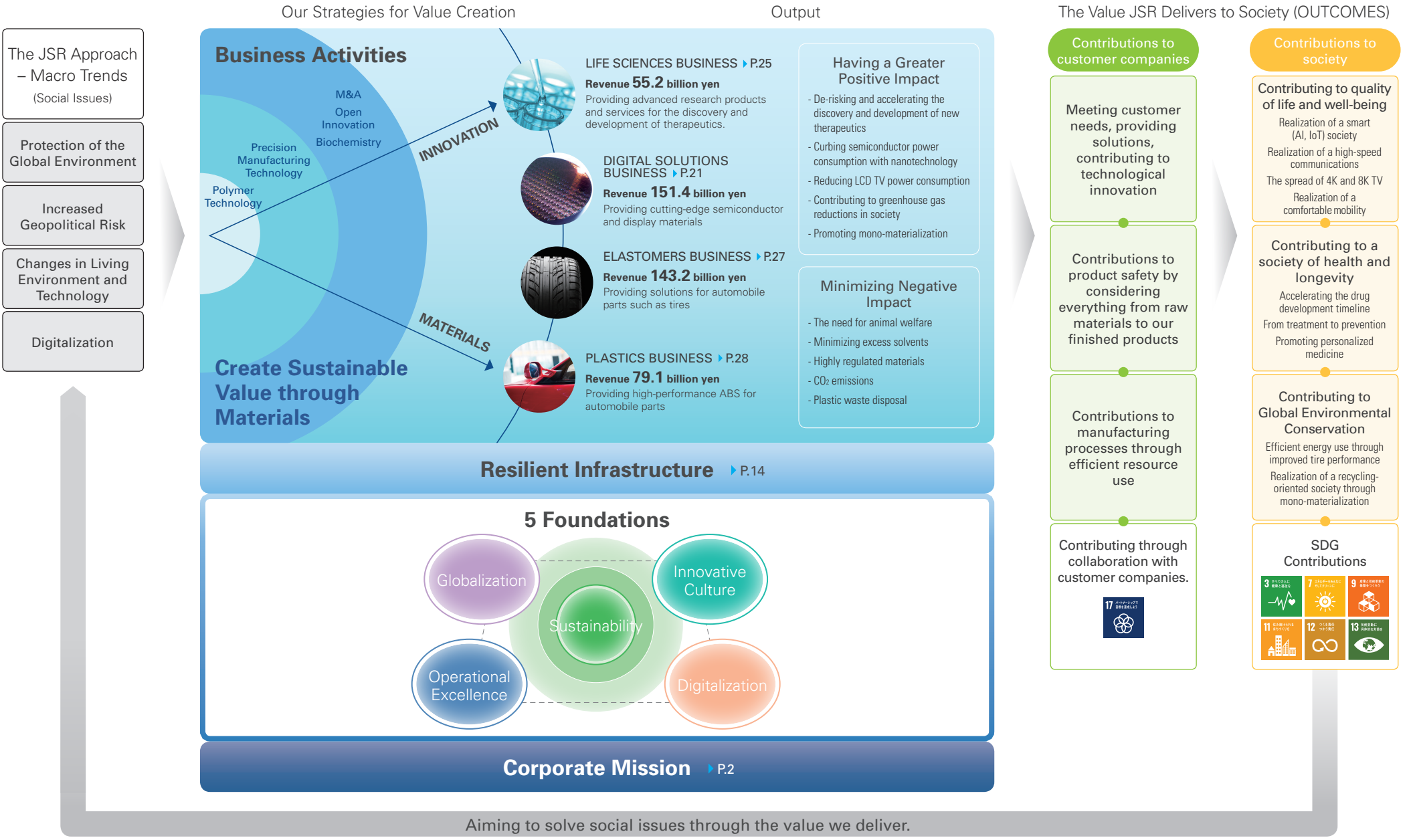
## 2020s

BUILDING A RESILIENT ORGANIZATION



\* The "i" in "JSR2013" (twenty-thirteen), "JSR2016" (twenty-sixteen) and "JSR2019" (twenty-nineteen) emphasizes the "Innovation" to realize Materials Innovation, which is the heart of our corporate mission.

# Corporate Value Creation Process



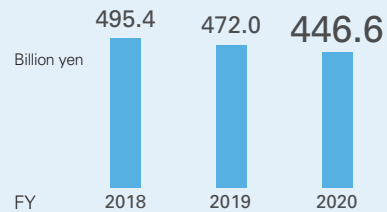
# FY2020 Financial & Non-Financial Highlights

## Financial Information

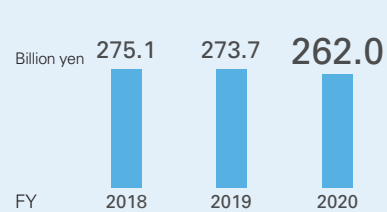
### Financial Capital

#### Revenue

##### Total



##### Overseas Revenue



#### Operation Profit (Loss)

**(61.6)** Billion yen  
[ (13.8) %]

#### Profit (Loss) Attributable to Owners of Parent

**(55.2)** Billion yen

#### Capital Expenditures

**53.7** Billion yen

#### ROE

**(15.1)**%

## Non-Financial Information

### Human Capital and Intellectual Capital

#### Number of Employees (Group consolidated basis)

**9,278** (As of March 31, 2021)

#### ⟨Percentage of Women in Managerial Positions⟩

**4.1%** (JSR Corporation, as of April 1, 2020)

#### ⟨Employment Rate of Individuals with Disabilities⟩

**2.34%** (JSR Corporation, as of March 31, 2021)

#### R&D Expenses

**24.6**  
Billion yen

\* Whole JSR Group, including contract research expense of goods purchased.

#### Number of Patents Held

**6,141**

#### Number of Workplace Accidents

JSR Corporation ..... **1(0)**  
Manufacturing Partners of JSR or Group ..... **2(1)**  
Group Companies in Japan ..... **1(2)**  
Manufacturing Partners of Group Companies in Japan ..... **1(2)**

\* Number of non-working accidents in brackets.

### Social and Relationship Capital

#### Global Network

Japan\* **30** locations  
Overseas **43** locations

\* Including JSR headquarters, main production and R&D sites and 22 Group companies.  
\* As of July 31, 2021

### Natural Capital

#### Greenhouse Gas (CO<sub>2</sub>) Emissions

**892**  
kt-CO<sub>2</sub>

\* JSR Corporation, Group companies in Japan and other countries in total, Scope 1 + Scope 2.

#### Basic Unit of Energy Consumption

Japan\* **0.42**  
kL/ton

\* Only for JSR Corporation. 0.20 for Group companies in Japan and 0.56 for Group companies in other countries.

\* Since FY2017, JSR has prepared consolidated financial statements in accordance with International Financial Reporting Standards (IFRS) under the stipulations of Article 120, Paragraph 1 of the Corporate Accounting Regulations.