

## Message from the CTO

We are working to create value for the future by taking on new challenges associated with advanced technologies paving the way for social transformation.

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Officer in Charge of New Research (CTO)



JSR Group has identified Materials Innovation as its corporate mission, and aims to continue to create value through materials to enrich society, people and the environment. In addition to utilizing our long-standing expertise in polymer chemistry, organic chemistry, photochemistry, biochemistry, computational chemistry, and analytical chemistry, we are advancing technology by accelerating digitalization, combination of technologies across different fields, and incorporation of open innovation in order to expand technological domains while providing sophisticated solutions to social issues. In addition, we also place emphasis on the understanding and pursuit of basic principles of science, including diving deep into analysis and evaluation technology. The accumulated experience and efforts gained through these R&D activities have become the Group's unique strength; not to mention, the driving force behind our global development of superior technologies, materials, and services.

We focus our research and development efforts on

Business Support Development which involves applied research in existing business areas, and Next Generation Technology Research, such as seed research where future growth is expected.

Among these, Business Support Development promotes integrated development activities with businesses by placing an emphasis on needs. Needs are identified via direct dialogue with development staff and customers, focusing on value chain cooperation within JSR Group. In addition, this branch of research strives to enhance technical services in each country in which we operate while developing a global and timely support structure for customers to promote their businesses.

Regarding Next Generation Technology Research, we are promoting open innovation such as joint research with universities and research institutes in Japan and abroad, bringing in outside knowledge and technologies to overcome problems and create groundbreaking innovation, in addition to in-house research. To accelerate

the transformation of our research approach, we are constantly exploring possibilities for developing businesses in new fields and commercializing leading-edge research in novel areas for us.

Furthermore, we are advancing materials informatics, and implementing the practical application of data-driven research methods as another focus of the Group. We hope to promote digitalization and the construction of theoretical models for new data infrastructure, as well as the practical application of new approaches such as AI and quantum computing, to significantly improve the efficiency of R&D.

Society is undergoing major changes as we are currently facing unprecedented new crises, along with exposure to various geopolitical changes. Expectations on new technologies to meet these changes have grown larger than ever before. JSR carries out R&D with a curiosity for new technologies, and continues to provide values and advance co-creation with our customers, with whom we are closely linked in a wide range of business fields, and the partners who we cooperate with in a variety of environments.

### R&D Expenses

