

## Message from Our Chief Sustainability Officer



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Director,  
Senior Officer

### We are promoting JSR Group's business strategy side by side with sustainability to lead to even greater value creation

JSR Group defines sustainability as “contributing to society by creating value with our business activities.” Promoting sustainability Groupwide while respecting diversity is considered as one of our important strategies for enhancing corporate value.

Our process for implementing sustainability initiatives in FY2021 involved identifying materiality based on a comprehensive evaluation of the social and natural environments, product markets, technology trends, and stakeholder interests, while also considering our corporate mission and management policies. Among the KPIs for the five priority issues related to management foundation, there are two forms of materiality that we emphasize in particular. The first is to increase employee engagement because employees are the main actors in implementing sustainability activities, and to promote diversity, equity and inclusion (DE&I), which is the basis for these activities. The second is to address climate change and its enormous impact around the world by reducing our environmental impact. Going forward, we will further advance sustainability initiatives that lead to business opportunities.

While we found that the progress of KPIs in FY2022 was steady, and after analyzing the information obtained from this process, we realized that it was necessary to focus on the characteristics of each business and that there are items

where global initiatives are effective and items where regional initiatives are effective. This new found awareness could lead us to review our KPIs. For all KPIs, we believe that it is important not only to achieve the target, but also to firmly incorporate a sustainability perspective into the activities of each division through initiatives aimed at achieving the targets. Therefore, we will continue to promote close mutual communication between related divisions and Group companies.

We actively incorporate diverse knowledge from outside sources. As a director, I participate in discussions on the promotion of sustainability at meetings of the Board of Directors, and receive useful advice from outside directors from an independent standpoint. In addition, in the past several years, interactions with external stakeholders have been limited due to the COVID-19 pandemic, but since the second half of FY2022, we have been networking with other companies and inviting experts to give lectures. We will continue these initiatives in the future to disseminate useful information within the Group.

In order to meet the expectations of our stakeholders, we will aim to ensure that all employees engage in their work with sustainability in mind and continue to encourage this approach going forward.