

Message from the CHRO



[Please refer to the JSR Sustainability Site for more details.](#)



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The Mission of a CHRO

I joined JSR as an advisor in March 2024 and was appointed CHRO (Chief Human Resources Officer) in June. After earning a degree in mathematics, I built my career across a variety of roles—including software engineering, sales, business development at a telecommunications research institute, IT companies, and a semiconductor chip company—and most recently served as president and CEO of a publicly listed simulation software company. More than 30 years ago, I moved to Silicon Valley and spent more than two decades in the United States. In the early years, I struggled with English while navigating the fiercely competitive and fast-evolving IT industry. Working alongside some of the world's leading minds, I learned that genuine capability must be grounded in real, on-the-ground experience, no matter the environment.

CHRO's Vision for JSR's Future: Strengthening Human Capital and Enhancing Organizational Creativity

The Foundation for Sustainable Growth

During my time as president, I was introduced to an Indian CEO of a manufacturing company and, to my surprise, learned she was the great-granddaughter of Mahatma Gandhi. When I sought her advice on management, what she shared deeply touched my heart: “Companies are built entirely on people. If you want to run a good business, first find a trustworthy CHRO who understands your business strategy.” Her own CHRO worked closely at her side, deeply understanding her vision and translating it into an effective people strategy. That encounter reshaped my view of what it truly means for HR to be a strategic partner to management. So when I stepped down as president in 2024 and JSR approached me looking for a CHRO with experience as a CEO, I felt an immediate connection and decided to join.

Business Reform and Human Resource Strategy

JSR began as a synthetic rubber manufacturer, but we now concentrate on delivering advanced materials and products to customers in cutting-edge fields such as semiconductors and displays. Our flagship lithography materials boast a leading global market share, supported by the growing demand for AI and data centers. As our business transforms, our approach to human capital must evolve in step. Because corporate culture is ultimately shaped by people, we aim to preserve the values and strengths that define JSR while deliberately identifying

areas for change to enhance our resilience and sustain competitiveness.

In a rapidly changing environment, defining the right talent portfolio is only the first step. Equally important is creating a workplace where every employee can take pride in their contribution while continuously strengthening their skills. True comfort does not come from ease, but from mutual contribution between the company and its people—and sustaining that sense of purpose is one of management's most complex challenges. Our frontline staff—whether in sales, engineering, or other roles—are already demonstrating this adaptability every day. Building on their example, we are designing and implementing HR policies grounded in real workplace experience, linking human capital development directly to JSR's competitive strength.

Independent-Minded Employees and a Culture of Mutual Growth

President Hori often talks about the importance of independent-minded employees—individuals who think for themselves, speak with conviction, and take responsibility for outcomes. Harnessing and empowering such talent is critical to a company's success. To unlock the potential of these individuals and translate it into results, we believe it is important to foster a culture of “Kyōma,” or mutual growth through collaboration and constructive challenge.

At JSR, Kyōma is more than friendly competition—it's the willingness to challenge each other through an open, even passionate exchange of ideas, embracing differences and conflict as a source of creativity. By bringing together people with diverse talents who respect one another and collaborate from idea to implementation, we can drive innovation and better outcomes.

We have an unwavering commitment to continue investing heavily in education and development programs to support this culture of Kyōma, offering opportunities for employees to conduct research at leading universities in Japan and abroad, or to pursue other challenging, growth-oriented learning experiences.

Global Expansion and Diversity

JSR operates globally, with offices and customers around the world, and our diverse workforce thrives regardless of nationality or professional background. Presentations in English are a part of daily business, and cultural barriers are minimal. Through ongoing negotiations with international customers and collaboration across global Group companies, diversity has become a natural part of our daily life, broadening perspectives and fostering inclusive thinking. Looking ahead, the Human Resource Development Department considers the establishment of a global job grading system—an initiative championed by President Hori—to be essential to enhancing our global competitiveness. By enabling faster and more precise talent deployment, we will ensure that our employees can perform at their best wherever they are needed and that JSR never misses a business opportunity.

Toward a Sustainable Future

At the core of JSR's culture are three enduring values: a spirit of challenge, collaboration across divisions and borders, and disciplined commitment to safety and quality. Combined with our deep technical expertise, these values form the foundation of our unique execution excellence and technological leadership. Our ability to demonstrate the fusion of our corporate culture and technological capabilities through our work is one of JSR's greatest assets, as evidenced by our global leadership in semiconductor and display materials. My mission is to strengthen and evolve this cultural and organizational foundation so that JSR continues to thrive not only for the next 30 years but for the next 100.

As CHRO, I will continue to work with all of you, listening carefully to your thoughts and aspirations, and ensuring our people's vitality and passion resonate both within and beyond JSR.



What JSR Looks for in Talent

Professional

- ▶ People with strong aspirations, unique expertise, and specialized skills who can contribute to maximizing business value

Mutual Growth (Kyōma)

- ▶ People who leverage their individual diversity and work together to challenge, sharpen, and inspire one another to create new value

Challenge and Growth

- ▶ People who embrace change with enthusiasm, pursue their goals with passion, and contribute to the organization's sustainable growth

What JSR Gives for in Talent

Supportive and Inclusive Environment

- ▶ A safe, healthy, and secure workplace for both body and mind
- ▶ A culture of respect and inclusion, where colleagues help one another grow
- ▶ Transparent and open, active communication

Opportunities for Growth and Contribution

- ▶ An environment that encourages self-directed career development and growth
- ▶ Opportunities to apply your skills and expertise globally and take on new challenges
- ▶ An environment to share vision and empower achievement
- ▶ A place to create value for society through contributions to the organization
- ▶ Fair evaluation and feedback that recognize and reward your contributions