



**JSR Micro**  
MATERIALS INNOVATION

**2023**  
**Sustainability Report**



# JSR Micro NV Sustainability Report 2023

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## A word from the President



**MARC DEBAERE**

President, General Manager

The many global trends of 2023 confirm, once more, that we live in an ever-changing world, and emphasize JSR Micro NV's own evolution as a growing player in the expanding semiconductor and life sciences industry.

These developments, legal requirements, and the increasing interest from our stakeholders in sustainability initiatives further encourage us to take on our role in society and contribute to a future-proof world. Aligning the efforts in our own operations with those of JSR Corporation, and working together with those stakeholders and other partners, will enable us to maximize our positive impact.

At their core, both of JSR Micro NV's divisions contribute to our society and the environment. Our Life Sciences products contribute to a healthy and long-living society by accelerating and improving the efficiency in the discovery and development of new therapeutics.

JSR Semiconductor materials are fundamental to produce electronic devices resulting in constant innovation in communication, education and healthcare. They also help to reduce our carbon footprint by improving device functionality and power saving. This contributes to a better quality of life and people's happiness through digital solutions.

Within the realm of our core activities, we launched various sustainability initiatives in 2023. For example, on the environmental side, we started purifying our own waste water, and replaced a chiller with a more energy efficient unit. Our social engagements include new fundraising actions, support to nearby communities and people in need. Within our own organization and workforce, a survey gave us a good understanding of our employees' general satisfaction, their needs, and ideas.

Our role extends beyond our core activities, encompassing our social and environmental impact in our entire value chain.

To embed sustainability in our day-to-day work across our entire company and value chain and generate a long-term impact, we have now established our sustainability strategy. To do so, we obtained input and help from our employees and other stakeholders, and received guidance from Sustenuto, a consultancy partner with over 15 years of experience in sustainable development.

With this report, we want to inform you about our new strategy, the process and reasoning behind it, and its status. We will go into the specific priority themes and goals for the next few years and briefly reflect on the social and environmental initiatives of 2023 - valuable steps on our way to more sustainability. They make us proud and fuel our enthusiasm about all the opportunities a sustainable future brings. We hope our achievements and the goals of our strategy also inspire you to accompany us on this road.

# About this report

This is JSR Micro NV's 5th sustainability report, following proven sustainability reporting standards. It summarizes how we are developing our sustainability strategy and what we have accomplished in the past year. All our departments contributed to the development of this sustainability report, which was reviewed by senior management and approved by our president, Marc De Baere.

## Reporting period

This sustainability report covers the financial year 2023, from April 1st, 2023 until March 31st, 2024.

## Publication

The report was published in 2024 and is available for download online and can be printed upon request.

## Scope

The scope of this report is JSR Micro NV (Belgium), with its operating office at Technologielaan 8, 3001 Leuven (Belgium).

## Photo credits to JSR Micro NV employees

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## Governance at JSR Micro NV

### Overall:

JSR Micro NV is a public limited company under Belgian law, 100% owned by JSR Corporation, Japan.

### The Governance Model is characterised by:

- The Board of directors: consisting of local executives and representatives of our shareholders
- The Executive Management Team (EMT), our executive committee, consisting of the President, Executive Vice President & Vice President Life Sciences, Vice President Digital Dept & Facilities and HR Director
- Various committees and councils such as:
  - The worker's council,
  - The committee for prevention & protection at work,
  - Various external & internal audits, incl. SOX & RBA (Responsible Business Alliance).

Sustainability within the overall governance:

- The EMT reviews our sustainability performance twice per year and evaluates the strategy once per year.
- Next to our Sustainability Senior Specialist, our Prevention Advisor, Environmental Coordinator, Compliance Officer & Director Management Systems are involved in our sustainability governance.

## Contact details

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## Partners

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# About JSR Micro NV

JSR Micro NV, based in Leuven, Belgium, is a subsidiary of JSR Corporation, a multinational company employing over 7,900 people worldwide and a leading materials supplier in a variety of technology driven markets. JSR's global network is headquartered in Tokyo (Japan) and has factories and offices all over the world.

JSR is a research-oriented organization that pursues close collaborations with leading innovators in a number of industries that are key to the present and future welfare of human society: life sciences, electronic materials, display and optical materials. 'Innovation one-on-one' summarizes our value proposition to our customers. Through a very early and close collaboration, JSR offers its customers a competitive advantage based on leading edge technologies, consistent high quality, and balanced cost of ownership.

## “WITH CHEMISTRY, WE CAN

Our slogan 'With Chemistry, We Can' illustrates JSR Micro NV's commitment to society by contributing to the creation of materials for tomorrow.

- the production and distribution of chromatography resin and semiconductor materials
- the related sourcing and transport from our global suppliers
- follow-up and transport to our global B2B customers.

Our activities generate sustainability related challenges and opportunities with various stakeholders, making it an essential element of our overall strategy.



**+7900**  
people worldwide



# JSR Micro NV's sustainability strategy

## Sustainability interlaced with our corporate values and strategy

JSR Corporation's purpose to 'create value through materials to enrich society, people and the environment' interlaces with various sustainability aspects. More specifically, this commitment aligns with the following **key values**:



We conduct our activities in the best social, ethical, and sustainable manner. This leads to long lasting relationships with our stakeholders.

We create the right conditions for creativity, innovation, and continuous improvement and make maximum use of digital possibilities.

We value teamwork, mutual respect, open feedback, and transparency. We aim to develop the human potential of our colleagues. Their satisfaction and wellbeing will be reflected in the quality of our products and services.

We have closely aligned our strategy with the JSR Corporation strategy, that focuses on 3 general themes:



On top of implementing the shared key values and contributions, we sought to create a long-term strategy for JSR Micro NV that:

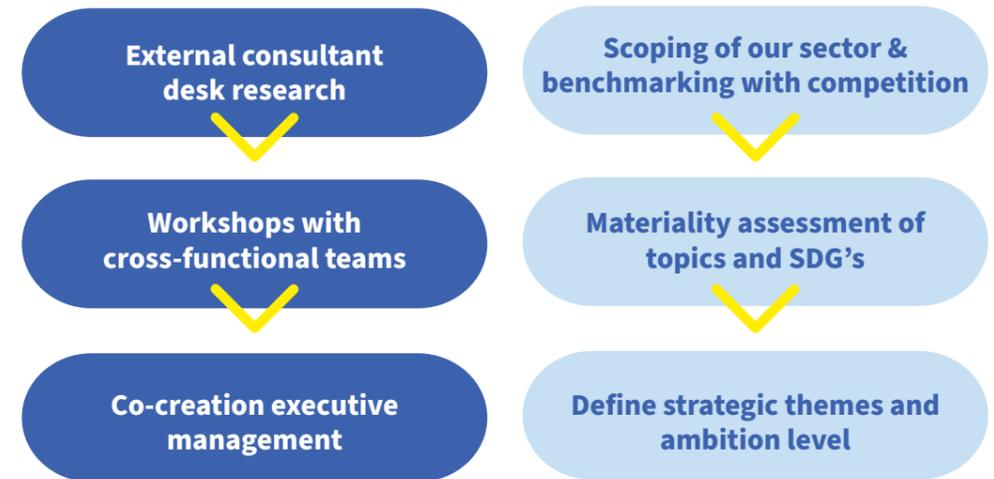
- clearly states the topics and domains in which we have the highest impact,
- defines our goals and targets on short, medium, and long term,
- embeds sustainability in our organization, our way of working and thinking, and our culture.

## A common desire to align our focus in a clear selection of themes and shared ambitions

Members of the EMT, ranging from the President, the Business Division Directors, to managers and officers within HR, Production, R&D, Administration, and Finance, assign great importance to sustainability, whether it be from an environmental, social, governance or financial point of view.

The common desire is clear: to streamline the strategy and align all ambition levels.

To ensure objectivity, JSR Micro NV has engaged Sustenuto to guide this process and provide overall expertise on sustainability strategy and development.



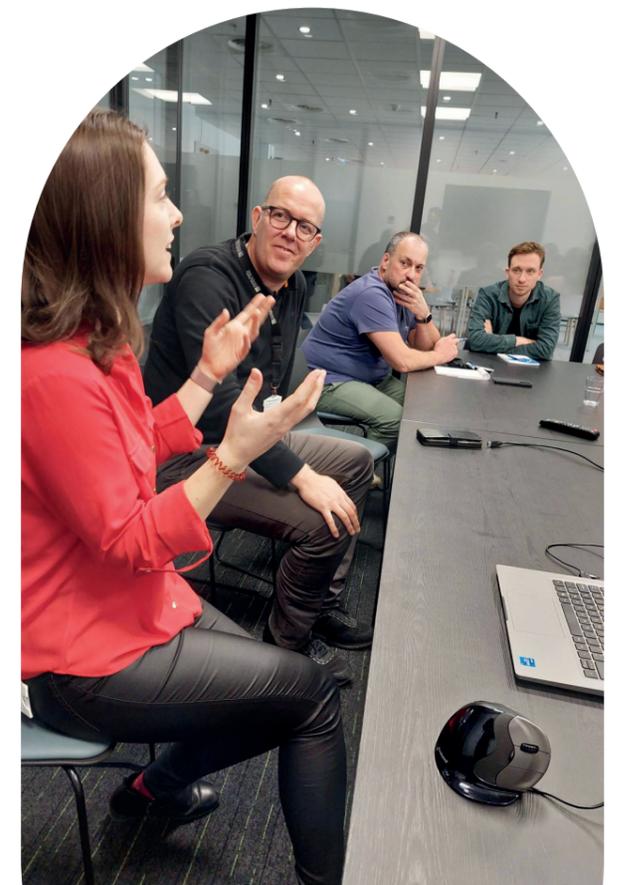
### Step 1: Intensive desk research to lay the groundwork

The preparatory desk research encompasses three keystones.

**First**, a scoping study determines trends within the chemical sector, and relevant EU initiatives following the Green Deal.

The **second**, a benchmarking exercise, gives an overview of competitors' focus themes and target levels.

The **third** element is a mapping of relevant stakeholder categories.



## Step 2: Internal workshops to define material topics and key SDGs

Starting from the results of an internal survey, functional experts participated in a series of workshops to define JSR Micro NV's material topics, anticipate our external stakeholders' view\* on these matters (as illustrated in the graph on page 9) and pinpoint our key Sustainable Development Goals (SDGs).

This resulted in the following **list of topics**, on which we believe **JSR Micro NV has the highest impact**:

- Waste management
- Water and waste water management
- Packaging
- Employee health & safety
- Sourcing raw materials
- Climate change and energy
- Circularity & recyclability
- Product quality & security
- Sustainable supply chain & partnerships

The materiality matrix graph on page 9 shows the material and non-material topics.

The group additionally defined **5 key Sustainable Development Goals (SDGs)** and short-listed their relevant targets:

### SDG 6: Clean water, and sanitation

- Improve water quality by reducing pollution
- Substantially increase water-use efficiency ...

### SDG 7: Affordable and clean energy

- Double the global rate of improvement in energy efficiency

### SDG 8: Decent work, and economic growth

- Protect labour rights and promote safe and secure working environments for all workers ...
- Achieve full and productive employment and decent work for all women and men ...
- Achieve higher levels of economic productivity through diversification, technological upgrading and innovation ...

### SDG 9: Industry, innovation, and infrastructure

- Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries ...

### SDG 12: Responsible consumption, and production

- Substantially reduce waste generation ...
- Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle ..., and significantly reduce their release to air, water and soil ...
- Adopt sustainable practices and to integrate sustainability information into their reporting cycle
- Achieve the sustainable management and efficient use of natural resources

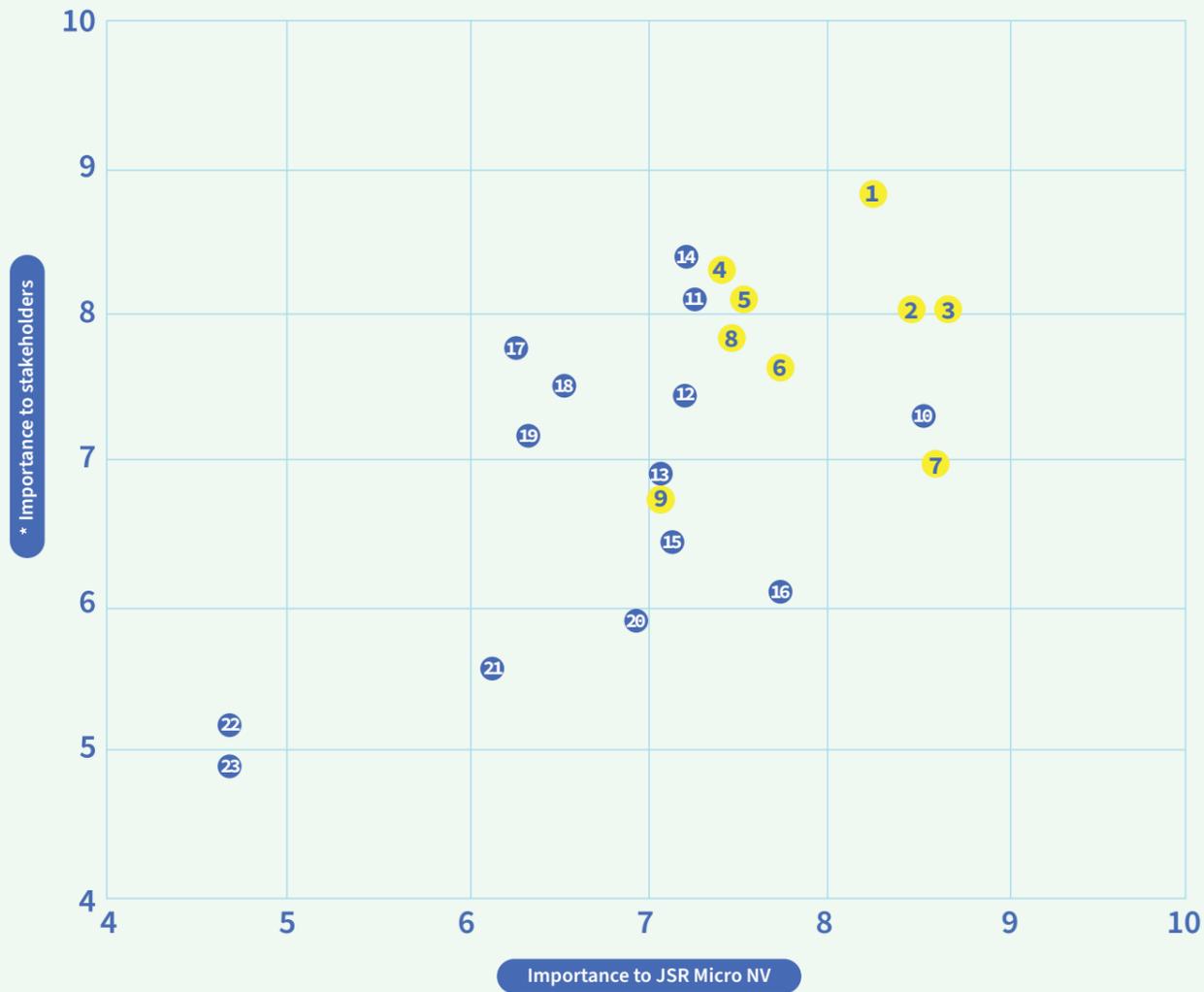


## Step 3: Co-creation to specify strategic themes and their targets

After a series of feedback meetings and interviews with members of the EMT, the outcome of the previous steps was taken to a co-creation trajectory. The EMT then identified the strategic themes and defined the corresponding goals and targets. The results have been structured in the table below. This strategy covers our main impact areas and can be linked to the key SDG.



## Materiality matrix



### Legende

1 Product quality & security	9 Circularity & recyclability	18 Ethical business
2 Water & waste water management	10 Labour conditions	19 Air pollution
3 Waste management	11 Material health & safety	20 Learning & career development
4 Sourcing raw materials	12 Transport & mobility	21 Diversity & inclusion
5 Packaging	13 Corporate governance	22 Philantropy & volunteerism
6 Climate change & energy	14 Product Design & development	23 Local community development
7 Employee health & safety	15 Building & facilities	
8 Sustainable supply chain & partnerships	16 Well-being & engaging	
	17 Human Rights	

● material topics | ● non-material topics

## Sustainability strategy

### Environmental conservation and impact reduction

#### Environmental impact reduction

- 5% yearly reduction of waste
- 70% reduction water consumption (measured as intensity)
- Towards a Science Based Targets setting
- 100% renewable electricity

#### Sustainable production

- Engage in circular packaging initiatives
- Green Product Development according to EU standards with JSR Corporation
- Reduce (potentially) harmful residues in our waste streams

### Employees DE&I Ways of working

- 80% of the improvements implemented based on the Employee Engagement Survey
- All employees follow 5 days training (incl. DE&I and excl. accreditation)
- Employee development plan by end 2025

### Health & safety

- Zero-incident culture

### Respect for human rights

- Deepen understanding of human rights and take the correct actions

### Supply chain

- Due Diligence Supplier Engagement Program



# Starting today: recent and current sustainability initiatives

The sustainability strategy projects the ambitions and targets for 2030. From a recent past until today, we have already taken several actions that fit in selected key areas of the strategy. They form the first solid steps on our road to more sustainability, and their environmental, societal, and governance benefits will inspire us in the next steps.

## Environmental conservation and impact reduction today

We safeguard the environment and reduce our impact by managing our waste, water, energy, and other resources. We have already set in place various initiatives to monitor and manage our waste streams, water consumption, emissions, and overall usage of energy, and we make the necessary changes to reduce our environmental impact.

### In our production and processes

#### Water consumption

In 2023 we implemented our **on-site water purification installation**.

We now avoid emissions through the transport of waste water and, by re-using the purified water on site, we save on the intake of tapwater for our production. In the next few years, we aim to turn 70% of our industrial waste water into clean reusable water. The remaining 30% is sufficiently clean to dispose of in the sewerage network.

#### Energy

- We purchase **100% renewable electricity**.
- We have installed a **more efficient chiller**. This change improves the GWP (global-warming potential) and limits the use of the gas boiler, because we can recover the installation's heat for hot water production. The new installation also improves the cascade control between the two chiller units, ensuring that the chillers and feedwater pumps are used at optimal efficiency.
- Our **refrigerators are now more energy efficient**, thanks to better insulation, the use of a greener coolant, and energy monitoring.

#### Resources

The Life Sciences team has been able to reduce the generation of buffer volumes, resulting in water and raw material savings, waste minimization, and reduced costs per production run.



## Production

- We are making a **roadmap towards green product development** in collaboration with JSR Corporation.
- When possible, colleagues will **re-use incoming and stocked packaging** for outgoing parcels, a good reflex illustrating our gradual shift towards more circularity.

### For our offices and employees

#### Energy

- To increase awareness on our energy use and motivate all colleagues to **save energy** in general, the Energy Team has collected ideas from all employees and prioritized the first quick wins – initiatives that need little (financial or time) effort. Some of the ideas have already been implemented:
  - motivating people to take the stairs instead of the elevator,
  - unplugging some of the refrigerators in our cafeteria,
  - adapting the office temperature to the temperature outside,
  - detecting and repairing leaks (steam and compressed air),
  - unplugging certain production equipment during the weekend.
- On the infrastructural level, **recent renovations** also resulted in higher energy efficiency.
  - A CO<sub>2</sub> steering system was installed on our ventilation system,
  - lamps have been replaced by LED lighting with a timer,
  - heat pumps provide energy saving air heating and cooling.
- Maintenance & Utilities, HR, Digital Solutions, and EHS tested **activity-based working**. Shortly after, this new way of using our office space was implemented organization-wide, because of renovations and construction works, limiting our office capacity. Employees started to take turns working at the office and had to share desks, rooms, and workspace. The offices were soon after remodeled into activity-based spaces, e.g., focus booths, meeting spaces, desks, team rooms, waste islands, a central plaza, ... Our clean desk policy and online reservation tool add to their comfort and efficient use.





- In 2023, 175 JSR Micro NV employees took part in the yearly I(K) KYOTO program focusing on **sustainable commuting**. This resulted in 6,249 days of climate-friendly commutes and an actual saving of 40,398 kilograms of CO<sub>2</sub>.

### Resources

- Thanks to the idea of an employee and the help of our supplier, we replaced our printing paper with **recycled printing paper**.
- We no longer use disposable paper cups. As of June 2023, every employee uses a personalized **reusable coffee mug and drinking bottle**. This means we eliminate a significant amount of waste, about 60,000 paper cups every year.

## Employees DE&I Ways of working today

We offer the tools, training, and communication to develop a culture and conduct of integrity, diversity, equality, and inclusion.

### For our employees

To **support our employees** in developing their skills and abilities, develop our DE&I culture, and ensure that reporting wrong conduct is safe and confidential, we have various tools, trainings, and procedures:

- To embed our Code of Conduct company-wide, our employees, as well as security provider Securitas, follow a refresher course once a year. Other contractors' employees receive training on various aspects of our Code of Conduct.
  - All employees participated in a JSR Corporation online course on equality, outlining issues related to religion, harassment, discrimination, etc.
  - During 5 Signpost Sessions, each time 20 employees from different departments and with different functions spent 1.5 or 2.5 days off-site to get to know each other, be immersed in each other's jobs, and share experiences and knowledge. The sessions offer a refreshing take on internal exchange and building networks.
- To ensure that our workplace is safe, and that employees can **safely report (internally) or disclose (to the public) information on any wrongdoing** in a work-related context we have:
  - a whistleblower protection policy,
  - two internal confidants whom employees can report to,
  - an anonymous reporting line,
  - an external service for prevention and protection at work, supplementing and supervising the internal measures and bodies.
- In our recruitment communication and advertising, we pay extra attention to **inclusive language**.

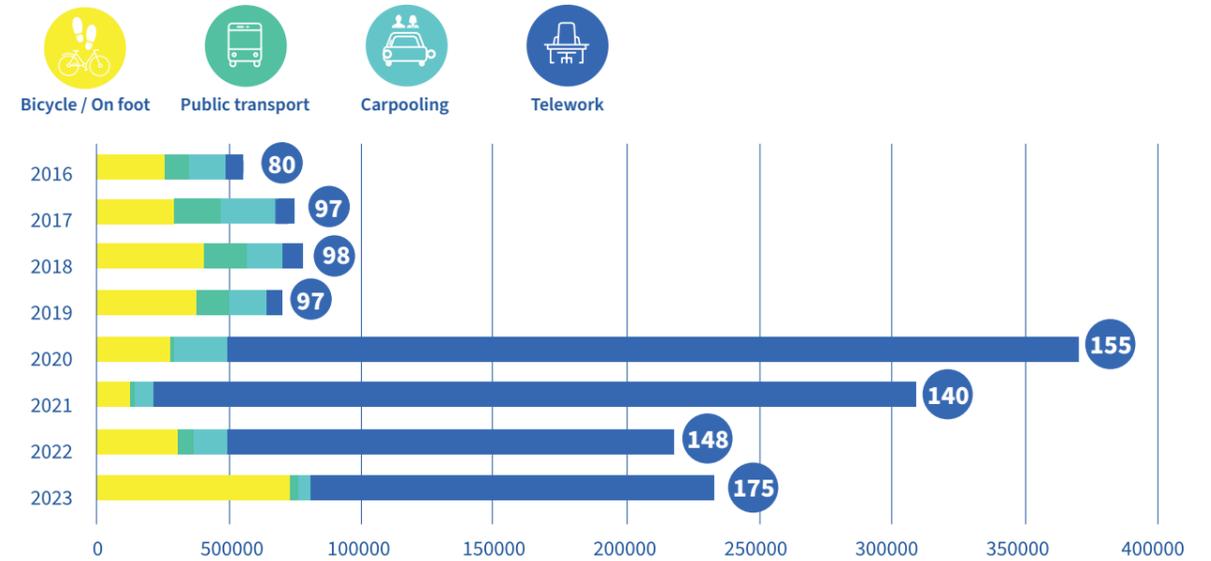


## Health and Safety

We ensure, protect, and improve the safety and health of our employees through training, activities, and innovation.

### For our employees

- To become a **zero-incident workplace**, install a zero-incident culture, and adopt a safety-first mindset, we launched a series of new initiatives in 2023:
  - 14 newly appointed EHS Ambassadors promote safe behavior, enhance our awareness of safety at work, and function as an additional point of contact on EHS questions, risks, and incidents. The ambassadors have been trained to spot dangers and regularly meet to discuss specific issues and share their insights. Their position, within each operational department, also enables them to quickly address any related issues.
  - Other new initiatives, such as the One Point Safety Cards or an improved system to track and report risks and incidents, both stimulate the discussion on EHS topics, create a safety focus, and allow us to collect and analyze more data on safety issues.



- The Personnel Club, consisting of colleagues from Finance, Business Solutions, Product Stewardship & Sustainability, Sales & Business Development SEMI, Logistics, EHS, HR, and General Administration, facilitates and organizes a variety of leisure and sports activities, all contributing to a **healthy and pleasant work environment**:

- The Thursday Pilates lessons, free for all to join, were a wholesome addition to the lunch break.
- Three teams from JSR Micro NV gave their best at the beach volleyball tournament for companies in the area.
- The ‘Move for War’ walking and running sessions during lunch break encouraged colleagues to walk or run for a good cause.
- The Personnel Club also organized other activities, such as a lottery, contests, and special lunches for charity.
- Colleagues who, during the I(K) KYOTO campaign, took the opportunity to (partially) bike or walk to work, made their commute healthier, while also lowering our CO<sub>2</sub> emissions.

### Supply Chain & Human Rights

We engage our suppliers, deepen general understanding of human rights and act accordingly.

- We integrate our **ESG policy in our entire supply chain** with
  - our Supplier Code of Conduct, to be signed by all our suppliers,
  - an ongoing risk analysis,
  - a yearly general evaluation of our key suppliers, including on various ESG criteria,
  - supplier audits,
  - a self-assessment survey for our suppliers.

### Social impact through charity, donations, community activities (philanthropy)

JSR Micro NV and its employees support the nearby community in a number of ways.



- In 2023, we donated our former lifting aid machine to the sheltered workshop of the social profit organization called Entiris. The device ensures safe, ergonomic handling and movement of heavy packages. Thanks to this donation, Entiris gave the machine, purchased in 2008 for EUR 21,786.97, a second life.
- To raise money for the Red Cross, and help the Turkish population affected by the earthquakes of early 2023, The Personnel Club organized various activities.
  - For example, employees biked, walked, and ran a total of 2,809 kilometers for the ‘Move for War’ action. Not only did it help them stay in shape, but it also resulted in a EUR 1,000 donation by JSR Micro NV to the Red Cross.
  - More funds were raised by selling wraps and soup, and with a ‘Guess The Weight’ game. The wraps were homemade by colleagues, the soup was made by Den Travak, a kitchen employing adults with disabilities and/or mental fragility.

# Near future: stakeholder consulting and preparing for the CSRD

In progress: external stakeholder consultation

Since stakeholders are involved/impacted, either directly or indirectly, in our activities, it is essential to understand how important they consider different sustainability topics to be for JSR Micro NV. In earlier consultation rounds, we reflected on the different stakeholder groups’ possible view on our sustainability impacts and strategy. We are now reaching out to various stakeholders such as customers, employees, suppliers, members of the nearby community and our sector federation. Our goal is to evaluate whether our view matches their opinion, and to further finetune JSR Micro NV’s sustainability strategy and its ambition level.

Next: working towards a sustainability report in line with the new CSRD

The external stakeholder consultation will also provide qualitative input to our double materiality assessment. Once the consultation is finalized and our selection of material topics is determined, we will fine-tune our implementation plans and start the roadmap to a CSRD compliant reporting.

## Our journey to sustainability

In conclusion, this report illustrates the strides taken so far, the path we have charted, and the first milestones on our journey. It is evident that JSR Micro NV has a challenging - and promising - journey ahead. JSR Micro NV’s sustainability strategy and related actions will lay out the framework for our sustainable future.

## List of abbreviations

B2B	Business to Business
CSRD	Corporate Sustainability Reporting Directive
DE&I	Diversity, Equity, Inclusion
EHS	Environment, Health and Safety
EMT	Executive Management Committee
ESG	Environmental, Social, Governance
GWP	Global-warming potential
HR	Human Resources
RBA	Responsible Business Alliance
R&D	Research & Development
SDG	Sustainable Development Goal



Questions or suggestions about this CSR report?  
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