



JSR Corporation

Corporate Profile





JSR will continue to contribute to the society of the future by turning change into strength and taking on new challenges.

Tetsuro Hori
Representative Director, President & CEO

Learning from the past to discover the new

Our Digital Solutions and Plastics businesses combine our advanced technological capabilities with the power of diverse global talent to provide advanced materials and solutions essential for the development of society.

Japan Synthetic Rubber was established in 1957 to domestically produce synthetic rubber. The company subsequently expanded during Japan's period of rapid economic growth and navigated a series of challenges that affected both the petrochemical industry and the broader Japanese economy, including the two oil shocks of the 1970s, yen appreciation following the Plaza Accord in the 1980s, and the collapse of Japan's bubble economy in the 1990s.

In the process, we expanded into semiconductor photoresists, liquid crystal materials, and other new fields, directed management

resources toward fine chemicals, and laid the foundation for our current business. Our core competencies are our scientific and technological capabilities, expertise, and people rooted in our strengths in polymer chemistry. Although our business portfolio has evolved, including the divestment of our founding synthetic rubber business (Elastomers Business) in 2022, the technological capabilities, expertise, and underlying strengths cultivated since our founding remain unchanged.

I joined JSR on January 1, 2025, and assumed the role of Representative Director, President & CEO on April 1 of the same year. I will draw on my understanding of the semiconductor and display industries gained from my time at a semiconductor equipment manufacturer, as well as my experience with corporate integration, M&A, and portfolio management, to lead JSR's efforts in strategy development, financial management, and organizational development. As I deepen my understanding of JSR's history, culture, and the chemical industry, I look forward to helping shape the next chapter of the JSR story.

Making Digital Solutions our core business

The current global business conditions encompass geopolitical shifts, conflicts between countries and regions, inflationary pressures that are suppressing demand, and U.S. tariff policies. Even in the most challenging conditions, I consider our corporate social mission to be to ensure we continue providing value to society. The value we provide is centered on our Digital Solutions Business, our primary revenue source, which comprises the Electronic Materials, Display Solution, and Optical Solution businesses.

The Electronic Materials Business has established a strong position

in semiconductor materials, where robust demand is expected from AI-related applications. We expect the Display Solution Business to maintain a high market share in liquid crystal materials while growing alongside the expanding adoption of OLEDs. In the Optical Solution Business, we expect continued growth driven by increasing demand for larger television screens. Under our current medium-term business plan, we are actively investing in and developing these three businesses as key growth drivers to achieve our target of ¥100 billion in core operating profit by 2030.

Enhancing human capital and creating value for society

Creating corporate value is more than financial value, it also includes assets that cannot be expressed in numbers. That main asset is our invaluable human capital. I believe our organization becomes more resilient to change when each employee cultivates at least one core strength or competitive edge where they believe they are the best at what they do. A strong team is built on the strength of each member.

Each employee must first develop expertise in the specialized fields relevant to their work. Through the accumulation of knowledge and experience, they also grow and develop as individuals.

We promote career development that cultivates the individual strengths and talents of our employees. While continuously enhancing our own capabilities, we also keep pace with the evolving needs of our customers and identify unmet needs that have not yet been recognized. Through these efforts, we aim to create distinctive value that sets JSR apart, deliver value to our customers, business partners, and society, and be a company that continues to be resilient to change.

Trajectory for Business Innovation

Since its founding in 1957, JSR has pursued the highest levels of precision as a technology company advancing in cutting-edge fields, driving scientific progress and translating innovation into practical solutions.

We will continue to pursue inspiration that opens us up to new possibilities and explore the limitless potential of new frontiers.

Successfully established domestic production of synthetic rubber

- 1957** Founded as a government-sponsored corporation
- 1964** Began selling synthetic resins
- 1969** Fully transitioned to a private company



Expanded into cutting-edge fields and established a foundation in electronic materials

- 1988** Began sales of liquid crystal display materials



Expanded market share in the global semiconductor and display materials markets



Restructured the businesses to focus on growth areas

In FY2025, the fiscal year ended March 31, 2026, JSR launched a medium-term business plan for 2030, centered on Digital Solutions with the Electronic Materials, Display Solution, and Optical Solution businesses as growth drivers

- 2021** Elevated EUV metal oxide resist pioneer Inpria Corporation to wholly owned subsidiary
- 2022** Transferred the Elastomers Business to ENEOS Corporation
- 2024** Making YAMANAKA HUTECH CORPORATION, which has strengths in high-purity chemicals for semiconductor manufacturing, a wholly owned subsidiary
- 2024** Delisted from the Tokyo Stock Exchange and transitioned to a new management structure
- 2025** Launched a medium-term business plan for 2030, centered on Electronic Materials, Display Solution, and Optical Solution businesses as growth drivers

1960s 1970s 1980s 1990s 2000s 2010s 2020s

Diversified the business to strengthen its foundation during the oil crises

- 1971** Listed on the First Section of both the Tokyo Stock Exchange and the Osaka Securities Exchange
- 1979** Began sales of photoresist



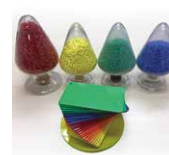
Accelerated global expansion as a growth strategy

- 1997** Changed the company name from Japan Synthetic Rubber Co., Ltd. to JSR Corporation



Established a framework for sustainable growth through solutions to societal challenges

- 2018** Established Techno-UMG Co., Ltd. through the merger of Techno Polymer Co., Ltd. and UMG ABS Ltd.



Our Contributions to Society

Enabling the motorization of Japan



The successful launch of domestic synthetic rubber production in 1960 helped drive the rapid growth of Japan's automotive industry. Our synthetic resins continue to be used in automobile interior materials and other applications, contributing to greater comfort in modern vehicles.

Electronics in our everyday lives



Photoresists are essential for the scaling of semiconductors, enabling the development of high-performance electronic devices and contributing to the advancement of the information and communications industries.

Prime time for LCD TVs



Our polymer technologies enable the high brightness and high definition of LCD displays that have fueled the popularity of flat-screen TVs.

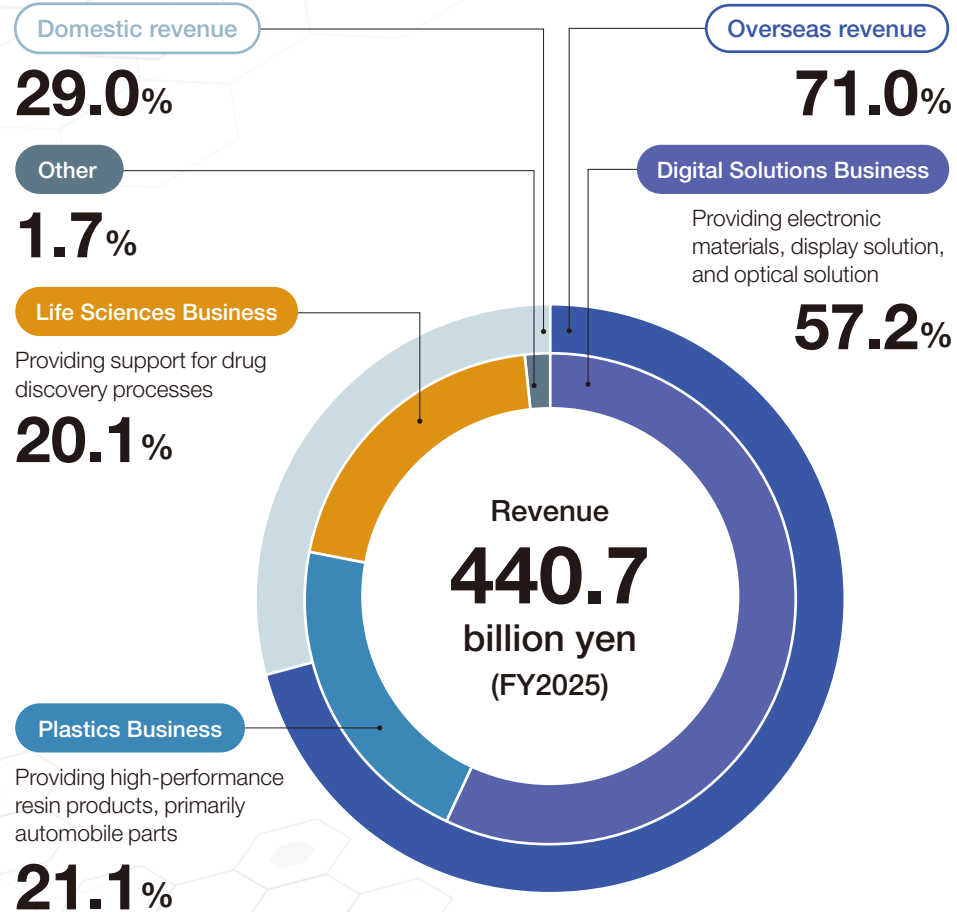
Building the technology foundation for future society



Technological advances such as AI are making advanced semiconductors, next-generation display and optical materials, and products made with high-performance plastics more important than ever. JSR is helping to shape the technological foundation for the next generation of society.

JSR by the Numbers (FY2025)

JSR Business Segments



Total Number of Group Employees

6,951

* Number of employees at consolidated companies as of March 31, 2026.

Of this number, 3,903 employees work at overseas business sites.

R&D Expenses

32.2 billion yen

* FY2025 results (April 1, 2025-March 31, 2026)
JSR Group, including contract research expense for goods purchased.

Our focus is research and development aimed at future technologies.

Total Number of Group Companies

Japan
16 companies

Overseas
40 companies

* As of April 2026

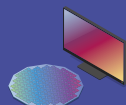
Our business is expanding worldwide.

Percentage of Annual Paid Leave Taken

84.9%

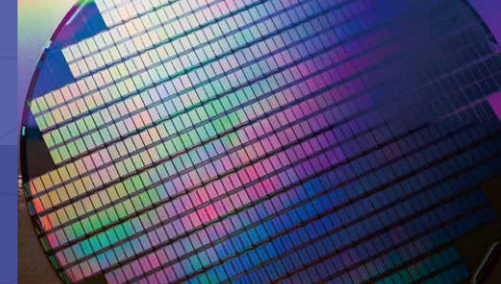
* FY2025 results (April 1, 2025-March 31, 2026)
Including employees seconded from JSR.

We encourage work styles with a healthy work-life balance.



DIGITAL SOLUTIONS BUSINESS

Providing materials for semiconductor and display panels



Electronic Materials Business

JSR is a global leader in providing high-quality, high-performance materials for the semiconductor industry. Through a comprehensive portfolio of advanced solutions, we support our customers in enhancing yields and optimizing productivity, thereby contributing to the advancement of next-generation devices across diverse technological fields.

Strengths

- Over 40 years of expertise in electronic materials
- Extensive and diversified product portfolio
- Fully integrated system encompassing development through mass production supply
- Leveraging our two strategic assets: Leading-edge manufacturing and MI
- Pioneering advanced R&D for next-generation materials

JSR Group Position

Applications

AI servers, smartphones, PCs, etc.

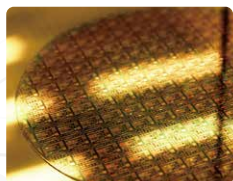
Customers

Semiconductor device manufacturers, outsourced semiconductor assembly and test (OSAT) manufacturers, etc.

JSR Group

Electronic Materials

Lithography Materials



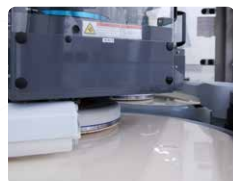
Higher performance and process scaling integrated circuits

We provide a broad portfolio that enhances semiconductor device performance and reliability, including photoresists from i-line to EUV and a variety of organic and inorganic multilayer materials.

Main Products

- Photoresists (i-line, KrF, ArF, EUV [chemically amplified resist, metal oxide resist])
- Multilayer Materials (organic and inorganic substrates)

Process Materials



Increased layering/greater precision in multilayer wiring construction

Products for chemical mechanical planarization (CMP) and residue removal from wafers for multilayer wiring.

Main Products

- CMP Slurries
- Post CMP Cleaning Solutions
- Functional Cleaning Solutions
- Wet SAM (self-assembled monolayer)

Deposition Materials



High-precision film control for device structure innovation

ALD/CVD precursors to support development of next-generation semiconductors with 3D integration and multilayer complexity.

Main Products

- ALD/CVD Precursors
- Dopants

Advanced Electronic Materials



Greater precision/performance of high-density packaging

Photoactive insulation dielectric and materials for high-density integration meeting various semiconductor packaging requirements.

Main Products

- Thick Layer Plating Photoresists
- Photo-Imageable Dielectric Materials



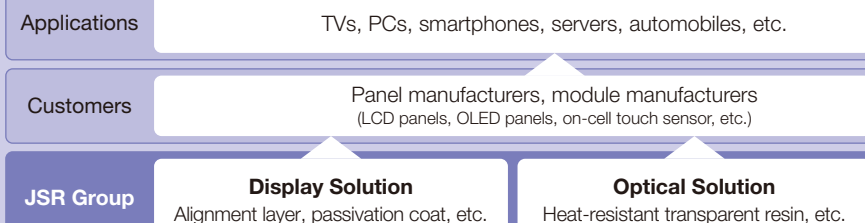
Display Solution and Optical Solution Business

We provide materials for a wide range of digital electronics, large-size TVs, IT equipment, and smartphones to automobiles, public displays, and AI-enabled products. Our materials deliver high-quality images and design flexibility, while also offering excellent environmental performance through low energy consumption and PFAS-free formulations.

Strengths

- Broad product lineup with many items holding high market share
- Integrated sales, development, and manufacturing system and business infrastructure aligned with market and customers need
- Strong polymer and processing technology solution capabilities delivering superior quality and performance

JSR Group Position



Display Solution Business

LCD Materials



High market share/wide range of products

Holds 50%+ market share in the three core processes of cells, arrays, and color filters, develops low-temperature processing and PFAS-free materials, and operates an alignment layer recycling business.

Main Products

- Alignment Layer
- Passivation Coat
- Over Coat

OLED Materials



Flexible OLED support/functionality enhancement

Uses our LCD materials business infrastructure and differentiated technologies in areas such as passivation coat and low-temperature materials, and holds top market share in Low-Temperature Passivation Coat and Light-Extraction Material.

Main Products

- Low-Temperature Passivation Coat
- Organic Inter Layer Dielectric
- Light-Extraction Material
- Thin Film Encapsulation Material
- Bank and Planarization Material

Optical Solution Business

Heat-Resistant Transparent Resin ARTON™



Heat resistance/transparency/moisture resistance

Proprietary cycloolefin polymer (COP) resin used primarily for LCD/OLED display's retardation-film and for various materials used in mobile applications.

Main Products

- ARTON Resin

ARTON™ Optical Filter



Thin / lightweight / high-performance film

A resin-based optical filter offering diverse optical properties, shatterproof, and lightweight thin-film design. Suitable for high-resolution smartphone cameras and high-sensitivity sensing applications.

Main Products

- Optical Filter (for camera applications)
- Optical Filter (for sensing applications)



PLASTICS BUSINESS

Supplying high-performance resin products, particularly for automotive parts



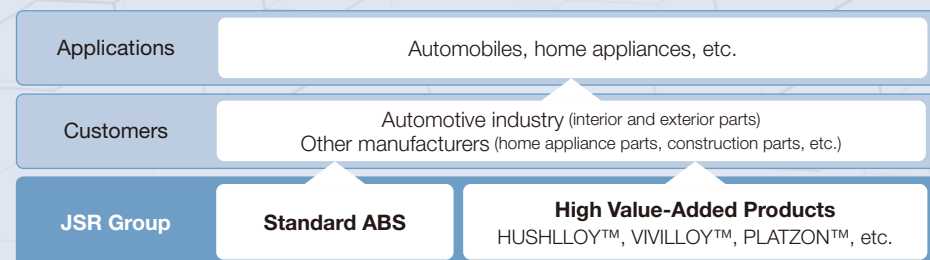
Products from JSR Group company Techno-UMG, particularly ABS resins, are born from flexible technological capabilities that can address diverse needs and carry unique character comprising a variety of special qualities.

The company also works on supporting resin parts development and planning, providing reliable quality to users around the world with high value-added products.

Strengths

- Development of strategic products using our proprietary technology
- Marketing capability to cultivate a wider and deeper market
- Global sales locations and SCM system
- Establish product life cycle through following promotion of a circular economy
- Research and development of biomass raw materials

JSR Group Position



ABS Resin



Wide variety of grades

Used in automotive parts, electrical appliances, and building material parts, taking advantage of its high practical resistance, impact resistance, processability, and weather resistance.

- General Grade
- Heat-Resistant Grade
- Fire-Resistant Grade
- Weather-Resistant Grade

HUSHLLOY™ Anti-Squeak Material



Noise damping/parts reduction

HUSHLLOY™ prevents an unpleasant squeaking noise from plastic joints. This anti-squeak effect lasts forever and reduces costs and need for damping felt, tape, or grease.

Applications Car navigation panels, cup holders, etc.

PLATZON™ High-Performance Plating Material



Productivity/efficiency

PLATZON™ has excellent plating adhesion strength and can be applied to an extremely wide range of production conditions, contributing to improved productivity and yield.

Applications Plating for automotive interior decorative parts, such as steering wheels

VIVILLOY™ Paint-Less High Appearance Material



Reduction of environmental impact/efficiency

VIVILLOY™ is a highly colorable material that reproduces depth and vividness close to that of painted materials, even without paint. It contributes to the omission of the painting process, reduction of total costs, and reduction of environmental impact.

Applications Automotive exterior parts, such as radiator grills

R&D and Quality/Production

The JSR Group develops high-quality, cutting-edge technology that brings value to society by contributing to the creation of outstanding products.

Research and Development

Our Research and Development Division is advancing work on two fronts: Business Research, which develops high-performance, high-quality products that enrich people's lives, and Next-Generation and Fundamental Research, which builds the research environment needed to address the social changes of the next generation.

In business research, we are conducting research in our current business domains and adjacent fields. In the Electronic Materials Business, for example, we are developing and applying photoresists, CMP materials, and a variety of precursors essential to the production of cutting-edge logic devices. These technologies form a foundation for AI applications and provide materials critical to continued advances in the semiconductor industry.

The JSR Group's state-of-the-art EUV photoresist enables the formation of ultra-fine patterning down to 8/8-nanometer line-and-space* dimensions. This scale is smaller than a virus

particle and comparable to the size of a small protein molecule, requiring control accuracy at the level of 2 nanometers, the diameter of a DNA double helix.

These fields require a high degree of creativity and precision—designing molecular structures themselves and visualizing new molecules as structural entities.

Humans rely on sight more than any other sense for taking in information. Our Display Solution business has built advanced technologies and strong market leadership over many years in LCD alignment layer, passivation coat, over coat, and OLED materials essential to producing high-brightness displays. These material technologies enhance everyday visual experiences by enriching colors in signs and brightening displays that connect virtual and real spaces.

We find it rewarding to see our research into specific issues, together with our extensive development and verification efforts, lead to technologies that benefit society. Developing materials that enhance semiconductor performance is a unique field that bridges advanced scientific research and practical application, requiring the development of new chemical processes, analysis of underlying mechanisms, and innovative materials design, all the while remaining closely aligned with market needs.

The Electronic Materials Business maintains its leading position in these markets and technologies by integrating next-generation and fundamental research into its technology development. The business has built an R&D framework that fully integrates an organic combination of experimental, analytical, computational, and data sciences into its business operations.

The business also engages in international collaborations with world-class research consortia and institutions to advance the development of new materials for next-generation device technologies. With partners around the world, we are developing materials for advanced packaging, photonics-electronics convergence, and other emerging technologies that support the future semiconductor industry technology roadmap.

Next-Generation and Fundamental Research is led by the RD Technology and Digital Transformation Center. We are accelerating development by applying AI algorithms and machine learning to material discovery and process optimization, while also utilizing advanced analytical technologies, and developing

process technologies that enable rapid and reliable scale-up. We are also exploring emerging fields and advancing foundational technologies in frontiers such as metamaterials, spintronics, and low-dimensional materials.

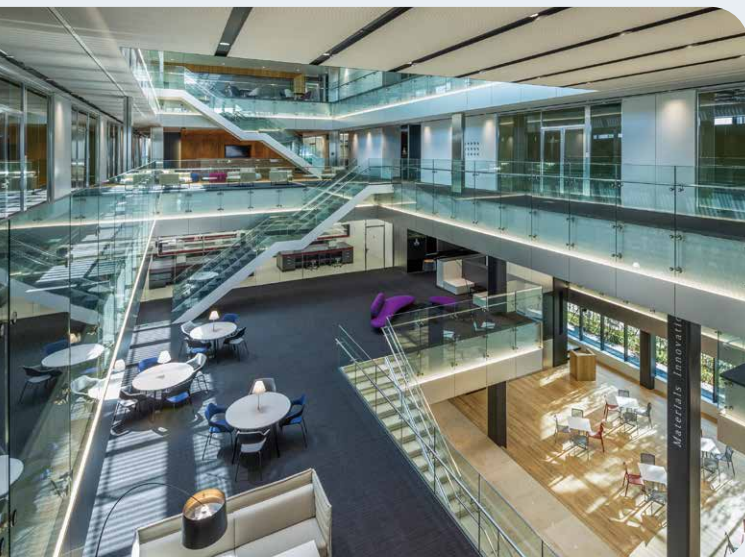
We work with universities, consortia, and other partners to develop technological solutions for environmental, energy, and other social challenges. We are also advancing the practical application of material informatics and quantum chemical calculations to bring about a paradigm shift in the way new products are developed.

In this way, our research and development activities are built on two complementary pillars: Business Research, which helps enrich people's lives, and Next-Generation and Fundamental Research, which strengthens our technological foundations while opening the way to the future. Through these efforts, we aim to create value for the future by contributing to a safe, secure, and prosperous digital society and to a sustainable society with a lower environmental impact.

Quality and Manufacturing

JSR is committed to providing chemical products of consistently high quality in a stable and reliable manner. We produce products ranging from photoresists and vibrant display materials requiring angstrom-level control, to large resin products for automobiles. Our diverse product offerings are supported by our expertise in process design based on chemical engineering, equipment technology, and maintenance skills. For example, controlling the number of defects to fewer than a few particles of 10 nm² on a 300 mm wafer requires a level of precision equivalent to finding the eye of a needle inside a large stadium. We achieve this level of accuracy through the skill and quality awareness of our employees and continuous improvements to our equipment. The strength of our employees and technology allows us to deliver industry-leading quality and supply stability.

* line-and-space: A term used to describe the repeating dimensions of lines and spaces in semiconductor patterns. "8/8 nm" refers to a pattern with a line width of 8 nanometers and a space width of 8 nanometers, representing an extremely fine feature size.



JSR Bioscience and Informatics R&D center (JSR BIRD)

R&D Bases

Fine Electronic Materials Development Center

The Fine Electronic Materials Development Center advances synthetic, analytical chemistry, data science, and computational chemistry and develops innovative materials to support semiconductor technologies for the era of AI and information and communication technology. Ongoing dialogue with customers around the world guides our material development and strengthens our commitment to meeting their expectations. We also collaborate with research institutions in the United States and Europe, incorporating leading knowledge to continue evolving. In addition, our younger Group members engage in open discussions that help shape the next generation of technologies.



Display Solution Development Center

The Display Solution Development Center develops materials for a digital society and holds leading market share for many core components in the digital display field. Our diverse teams of specialists apply organic and polymer chemistry and use DX technologies across processes from chemical synthesis to performance verification, enabling a steady stream of innovative materials. A key feature of the center is its ability to work with laboratories close to our major customers in China, Korea, and Taiwan and work together with customers to test prototype products during development.



Optical Solution Lab.

The Optical Solution Lab is developing optical design, materials, processing and other fundamental technologies that are essential for the growing use of the Internet of Things (IoT) and the continuing evolution of communication technology. The lab's diverse team of specialists conducts R&D on high-value solutions for the optical components market, including near-infrared (NIR) cut filters that enhance smartphone camera image quality and resin optical filters for sensing equipment.



Fine Chemical Process Dept.

The Fine Chemical Process Dept. develops a wide range of technologies essential to manufacturing, including methods to stabilize polymerization and refining conditions, support scale-up, and establish production processes for new product lines.



Material Characterization & Analysis Lab.

The Material Characterization & Analysis Lab. applies various methods and equipment to analyze and evaluate physical properties. The lab supports the development of new materials and resolves any issues that arise in using our products.



RD Technology and Digital Transformation Center

Under a framework that brings together the Materials Informatics Initiative, the Innovative Materials Laboratory, and JSR-UTokyo Collaboration Hub, CURIE, we are driving materials development and digital transformation.



JSR Bioscience and informatics R&D center (JSR BiRD)

JSR BiRD conducts a broad spectrum of research, including developing advanced semiconductor materials, materials informatics, and life sciences.



Company Name

JSR Corporation

Date of Establishment

June 15, 2023

Date of Foundation

December 10, 1957

Capital

¥16,300 million

Revenue

¥440.7 billion (FY2025)

Total Number of Group Employees

6,951 Number of consolidated employees as of March 31, 2026.

Offices and Sites

Head Office

Shiodome Sumitomo Bldg.,
1-9-2 Higashi-Shimbashi, Minato-ku, Tokyo
105-8640 Japan

Yokkaichi Plant

Fine Electronic Materials
Development Center

Display Solution Development
Center

Optical Solution Lab.

RD Technology and Digital
Transformation Center

100 Kawajiricho, Yokkaichi-shi, Mie
510-8552 Japan

JSR Bioscience and informatics R&D center (JSR BiRD)

3-103-9 Tonomachi, Kawasaki-ku,
Kawasaki-shi, Kanagawa
210-0821 Japan

JSR-Keio University Medical and Chemical Innovation Center (JKiC)

35 Shinanomachi, Shinjuku-ku, Tokyo
160-8582 Japan

Revenue

