

# Sustainability Report 2025

# Our Mission

## PersonalTech For A Better World

### Our Vision

In everything we do, we work for a better future for all. We create technologies that move the world forward. We enrich lives and empower people globally to see, feel, and sense the world in transformational ways.

### Our Actions

- We get things done. We take deep meaning from serving customers and the world.
- We get things done. We take deep meaning from serving customers and the world.
- We adapt to, enjoy, and drive positive change. We grow with it, and the world needs it.

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# BEYOND DISPLAY

JDI will continue to provide sustainable value by leveraging our advanced technology ,manufacturing capabilities and quality to extend to new business areas demanded by society.

## JDI Core Capabilities

By making maximum use of the tangible and intangible assets cultivated in the display business, JDI is actively entering new business areas that society demands and reviewing JDI's business model. JDI aims to achieve sustainable growth, contribute to bring solutions to any issues facing society and people through JDI's products and services, and continues to provide sustainable value.

### World-Class Technology

JDI have been created the World 1st unique technology with deep technology and engineering capabilities.

### Robust IP Portfolio

JDI will construct a portfolio with robust IPs that consist of patents and know-how accumulated through JDI's long development activities and new creation capabilities based on these IPs.

### Deep Customer Trust

World-class quality coupled with established customer relationships results in customer trust and brand loyalty.

### Robust Geopolitical Position

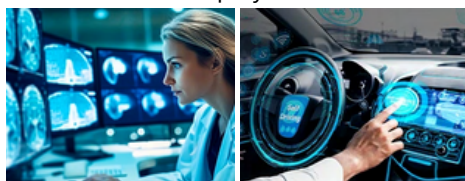
JDI offers Japan-based supply chain diversification and risk reduction in a world plagued with rising geopolitical tensions.

## BEYOND DISPLAY New JDI's 3 Business Fields

Under JDI's mission "PersonalTech For A Better World", JDI provides products and services that contribute to the realization of a better society to customers around the world, based on JDI's proprietary technologies that are the world's first and the world's best. BEYOND DISPLAY strategy, launched in November 2024, leverages JDI's core capabilities to enter the advanced

semiconductor packaging business and to further invest management resources in the sensors business. AS the Sensors and Advanced Semiconductor Packaging business is an industrial sector with high technological compatibility with display technology, JDI will expand and enhance corporate value by fully utilizing the technical JDI has cultivated in the display business.

### Displays

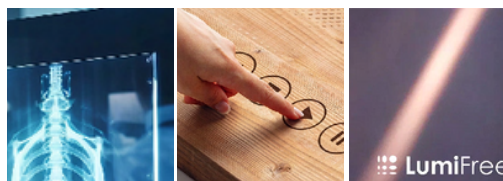


Medical and Industrial Manufacturers  
AutoTech Manufacturers

JDI will provide high-value-added products based on the "world's first and world's No.1" proprietary technologies. In addition, through collaboration with foundry partners, we will erect an asset-light production system with the aim of quickly expanding the scale of JDI's business and improving productivity.

The automotive business will be transferred to AutoTech Inc. AutoTech Inc. will expand JDI's automotive business by increasing the range for future strategic options, including collaboration with other companies, based on independent management decision and swift decision-making.

### Sensors



Medical and Industrial Manufacturers

**OBSDIAN**  
(Thermal Imaging Sensors)

Sensing technology contributes to the improvement of safety and convenience in diverse fields and is attracting attention as an indispensable technology for the realization of a sustainable society. JDI's sensor technology is used in a wide range of fields, including medical, industry, and healthcare. For example, X-ray sensors support accurate diagnostics in the medical field and enable precise inspection in industrial applications. JDI's proprietary sensor-based interface, "ZINNSIA", enables us to make a variety of materials into touch panels. JDI is developing "SOLTIMO" and other products and services that use large-scale TFT optical sensors to propose value for a variety of applications. JDI also contribute to the creation of a better society by expanding the range of products and services that apply JDI's display techniques, such as liquid crystal metasurface reflectors (antennae) and LumiFree.

eLEAP, Raelclear and LumiFree are trademark of Japan Display Inc.

### Advanced Semiconductor Packaging



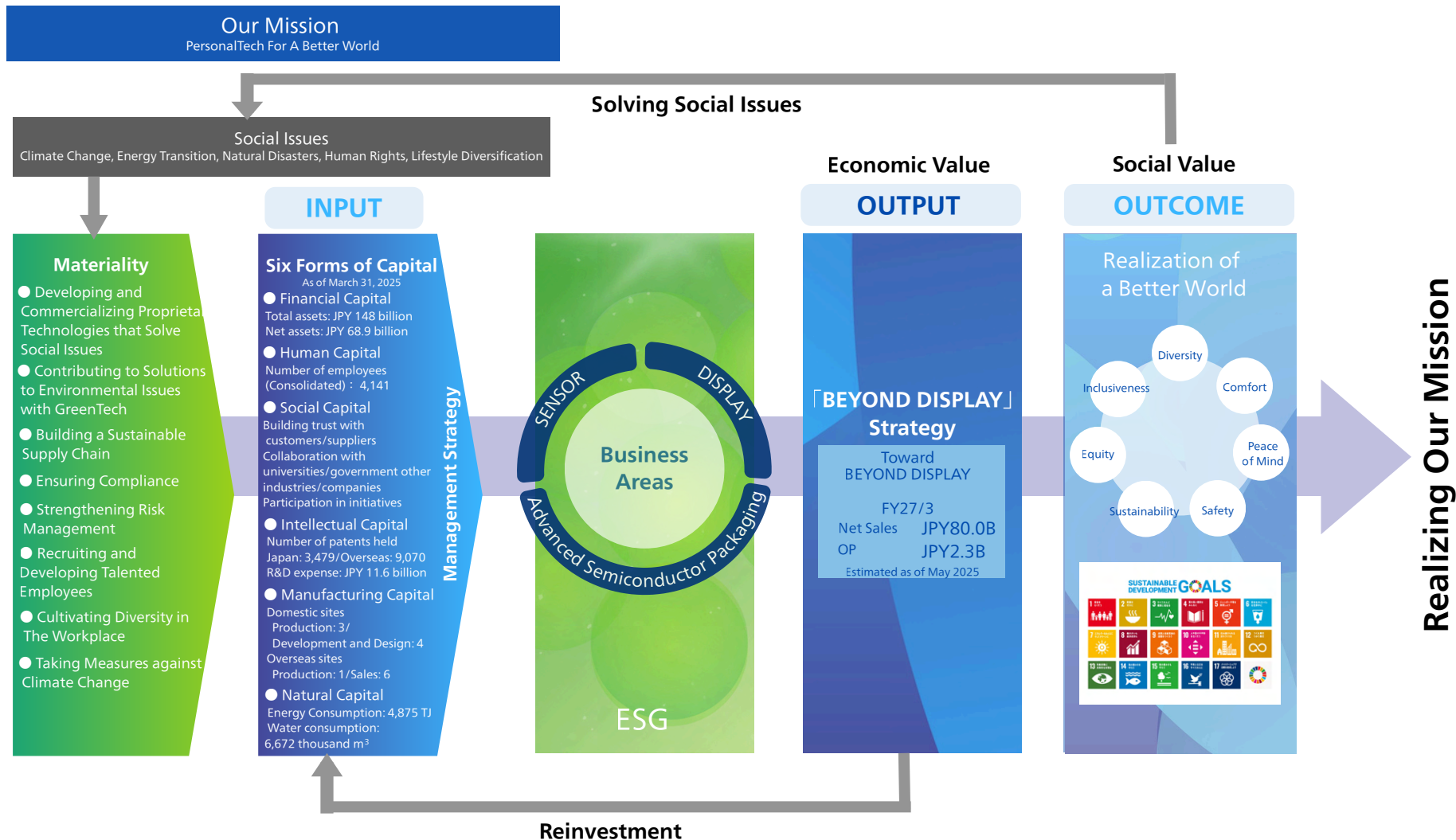
Semiconductor manufacturer

**PANEL SEMI** 方略電子  
(Substrates for advanced semiconductor packaging)

Semiconductor packaging technology contributes to improved convenience and energy efficiency in society. It is anticipated that the advancement of IoT, 5G communications, ADAS, AI and other information-technology will continue to lead to higher density and higher integration of semiconductor-package. JDI will promote the development of higher-performance semiconductor packages with utilizing the high-density wiring technology and thin-film and glass processing technologies that JDI has cultivated in JDI's display business and through collaboration with partner companies that possess next-generation three-dimensional integration technology and packaging substrate technology.

# Value Creation Process

JDI is committed to solving societal and human challenges through JDI's business activities powered by Global No. 1 proprietary technologies. Leveraging JDI's six capitals and the technology JDI has developed to date, JDI aims to achieve sustainable growth and realizes JDI's mission through JDI's initiatives under the BEYOND DISPLAY strategy.



# Building a Sustainable Future with BEYOND DISPLAY

Through our efforts to explore new business domains by leveraging display technology, we aim to contribute to a more sustainable society.

President  
CEO and Representative Executive Officer  
**Jun Akema**



I assumed the role of President and Representative Executive Officer on June 1, 2025. First and foremost, I would like to express my sincere apologies to our shareholders and stakeholders for the concerns and inconvenience caused by our challenging business conditions.

My top priority is to lead the company's swift recovery. With deep gratitude to all who have supported us, I am committed to fully utilizing JDI's technology and expertise to shape a better future.

## Transforming Our Business Structure through the BEYOND DISPLAY Strategy

In November 2024, JDI launched the BEYOND DISPLAY strategy to achieve early profitability and sustainable growth. This strategy focuses on expanding our high-growth sensor business and entering the advanced semiconductor packaging sector. These are areas where JDI's long-cultivated display technologies can be applied, and we are confident that we can help address societal challenges by advancing social infrastructure.

In our display business, we are pursuing an asset-light model and outsourcing production to foundry partners.

Additionally, through a capital and business alliance with OLEDWorks in the United States, we plan to establish a display fab and R&D center in the U.S., focusing on critical sectors such as defense, automotive, and healthcare.

Furthermore, we plan to make our automotive display business a subsidiary to enable more independent management and faster decision-making. This will broaden our future strategic options going forward, including external financing and collaboration with other companies.

## Rebuilding Our Production System and Financial Foundation

To support the BEYOND DISPLAY strategy, we are restructuring our production system. By December 2025, we will end production at the Mobara Fab, which carries a heavy fixed cost burden, and consolidate production at the more efficient Ishikawa Fab. The Ishikawa Fab will be reorganized into a "MULTI-FAB" that produces high-value-added displays, sensors, and advanced semiconductor packages—combining flexibility, productivity, and cost competitiveness.

In May 2025, we announced a workforce reduction to align our organizational structure with the scale of our business. While this was a difficult decision, we believe it is essential for our recovery. Moving forward, we will work with our remaining employees to build a resilient organization with agility and competitiveness.

Strengthening our financial base is also an urgent priority. In July 2025, we transferred certain intellectual property rights to newly established subsidiaries and sold their shares to our leading shareholder, Ichigo Trust, to secure working capital. In the same month, we issued stock acquisition rights to Ichigo Trust to raise growth capital for the BEYOND DISPLAY strategy. We are also negotiating the sale of land and buildings at the Mobara Fab. We will continue working toward financial improvement through early profitability.

## Building Trust and Enhancing Governance

Throughout this transformation, I place particular importance on building trust with our suppliers. My long experience in procurement has taught me that a company's competitiveness and sustainability depend on the strength of its supply chain. Stable supply, and collaboration in technology and quality are critical to our success. Through sincere dialogue and mutual understanding, we aim to co-create sustainable value.

We also recognize the growing importance of human capital. While we have made the difficult decision to reduce our workforce, we are committed to creating a supportive environment for our remaining employees—fostering performance and innovation. We will promote open communication and engage in meaningful dialogue with our team.

JDI has established a governance system that prioritize transparency and integrity, with a majority of independent external directors on the board. As the executive in charge, I will actively leverage the board's expertise and oversight to ensure sound and transparent decision-making. We will also review internal regulations and business processes to align with our new structure and ensure effective governance.

We are committed to sound and transparent management and to building trust with all stakeholders.

## Contributing to a Sustainable Future

JDI is dedicated not only to short-term recovery but also to long-term value creation as a company that contributes to a sustainable society. We will integrate ESG perspectives into our management and strive to be a trusted company through ongoing dialogue with stakeholders. In particular, addressing climate change is an increasingly important issue for JDI and our entire supply chain. While large-scale investments are currently challenging, we will steadily advance our efforts toward a sustainable future.

The path to recovery will not be easy, but we will move forward step by step. As we rebuild, we recognize that long-term success must go hand in hand with responsibility. We are fully committed to becoming a company that contributes to society and the environment—and earns the trust of all. We sincerely ask for your continued understanding and support.



# Sustainability Management

In line with JDI's action guidelines towards realizing Our Mission and Vision, JDI established JDI's Sustainability Policy in 2021. This is part of JDI's commitment to addressing social issues and creating social value.

## JDI Sustainability Policy

JDI's mission is "PersonalTech For A Better World." We believe that people, society, and the world being healthy are fundamental to achieving our mission.

### 1. Compliance with JDI Ethics

JDI has established a code of ethics, JDI Ethics, and seeks compliance from all employees to ensure ethical management and support the health of people, society, and the world. JDI Ethics is the foundation for all of JDI's activities, calling for respecting human rights, maintaining and improving the workplace environment, working for global environmental protection, maintaining good relationships with local communities, avoiding actions that are inappropriate and in conflict with socially-accepted norms, and acting sincerely in accordance with sound public morals.

### 2. Co-Existence and Co-Creation with All Stakeholders

JDI strives to co-create social value and maintain good relationships with all stakeholders, including society broadly, customers and business partners, competitors, shareholders and investors, and employees.

### 3. Sustainable Growth

Based on the above policies, JDI works to generate sustainable growth as a company by contributing to the achievement of a prosperous world, reducing the environmental load across the supply chain, supporting the success of local communities and society, and carrying out effective governance.

## Organization and Structures for Sustainability

JDI has established multiple committees and management systems related to the environment, society, and governance, such as an environmental management system and compliance committee, to address ESG issues. Each committee and management system provide reports to the Board of Directors in a timely and appropriate manner. JDI has also established a sustainability department to carry out initiatives for the realization of a sustainable society and improve longterm corporate value.

The sustainability department cooperates with each committee and management system to oversee ESG initiatives carried out by each department and promote company-wide initiatives. The sustainability department provides reports on overall sustainability activities to the Board of Directors. In addition to above mentioned initiatives, JDI is working on the development of proprietary technologies and creation of new businesses to solve social issues through business activities.



	Human Rights	Human Resource Development	Labor Practices, Safety, and Health	The Environment	Fair Operating Practices, Ethics	Value Creation
Compliance Committee	●		●	●	●	
Safety and Health Management System		●	●			
Environmental Management System (ISO 14001)		●		●		●
Quality Management System (ISO9001/IATF16949)		●				
Human Resource Management	●	●	●		●	●
Supply Chain Management	●		●	●	●	
Solving social issues through business activities						●

# Sustainability Management

## Stakeholder Engagement

JDI's business activities are built upon relationships with various stakeholders. JDI views JDI's main stakeholders as customers, business partners and suppliers, shareholders and investors, employees and their families, and JDI's local communities. JDI believes that mutual understanding and building trust with all stakeholders is crucial for the continuity and development of JDI's business.

Stakeholder	Stakeholder Engagement	Primary Responsibilities		Main Initiatives
Customers	JDI maintains and improves the quality of JDI's products, operations, and services, while aims to contribute to solving JDI's customers' challenges through business activities that leverage the strengths of JDI's group.	Providing High Cost Performance and Advanced Technology Accurately Understanding Customers' Needs and Expectations and Improving Satisfaction Thorough Management and Protection of Customer Information	Dialogue through Sales Activities Information Dissemination through the Website and Social Media Exhibitions, Events Conducting Customer Satisfaction Surveys	JDI conducts an annual customer satisfaction survey targeting key customers both in Japan and overseas to enhance customer satisfaction. The survey collects scores and feedback to identify JDI's challenges and improvement measures. The insights gained are used to implement specific improvements and are also reflected in future business strategies to further enhance customer satisfaction.
Business Partners and Suppliers	Based on compliance with laws and regulations, JDI aims to build a sound and highly transparent supply chain and promoting business that enhances the sustainability of the entire supply chain.	Reducing Greenhouse Gas Emission across the Entire Supply Chain Respect for Human Rights and Responsible Minerals Sourcing Building Fair and Equitable Business Relationships Compliance with Various Related Laws and Regulations	Conducting Surveys for Business Partners Publication of JDI Supply Chain Sustainability Guidebook Request for Sustainability Self-Audit of Suppliers Implementation of Conflict Mineral Survey Establishment of Supplier Whistleblowing Hotline	JDI has established the "Green Procurement Guidelines" based on legal regulations and customer requirements and requests suppliers to conduct sustainability self-audits. In addition, JDI identifies risks through conflict mineral surveys and questionnaires and builds transparent and trustworthy business relationships by setting up reporting channels.
Shareholders and Investors	Through transparent management and proactive communication, JDI strives to fulfilling its accountability and enhancing corporate value.	Enhancing Corporate Value Appropriate Accounting Practices and Timely Accurate Information Disclosure Establishing a Transparent and Effective Governance Structure	Shareholders' Meeting Financial Results Briefing Individual Meetings and Small Meetings with institutional investors IR Information Dissemination through the Website	Addition to the IR department, JDI's management actively engages in dialogue with institutional investors and provides internal feedback on the opinions gathered through these discussions to enhance corporate value. To improve information disclosure, JDI revamped its website in February 2024, enhancing IR content and usability.
Employees and their Families	JDI is enhancing employee engagement and strengthening the execution capabilities of its workforce and organization by creating a workplace environment where each employee can experience growth and achievement. JDI aims to empower employees to independently contribute to the company's growth and success.	Enhancing Employee Engagement Promoting Diversity & Inclusion Providing a Fair and Safe Workplace Environment Fair and Impartial Personnel Evaluation and Establishment of an Educational System Achieving Work-Life Balance Systems Thorough Compliance	Management Meeting, Distribution of Management Video Messages Talent Development System Compliance Survey, Internal Reporting System Career Review, Goal Management System Internal Portal Site, Internal Newsletter Health Survey, Stress Check	JDI holds quarterly management meetings for all employees, providing opportunities for management to directly address questions and opinions. In addition, JDI prioritizes the safety and health of employees in all business activities and strives to create a workplace environment where they can work with peace of mind, both physically and mentally.
Local Community	JDI aims to strive for shared prosperity through deepen mutual understanding and cooperation with the local community, build a strong partnership.	Fulfillment of Social Responsibilities Contribution to Solving Local Social Issues	Participation in and Sponsorship of Local Events Volunteer Activities in the Community by Employees Factory Tours, Acceptance of Interns Information Dissemination through the Website	JDI is engaged in various social contribution activities, including local contribution, welfare contribution, and community exchange activities at each of JDI's bases in Japan and overseas. For more details, see page 19.

# Materiality

JDI aims to contribute to the realization of a sustainable society through its business activities and has identified materiality as the issues that JDI should address. By working on each of the materiality issues, JDI will create customer and societal value as a company essential to social development and promote JDI's sustainable growth. Category Materiality Policy for Initiatives FY2023 Results and Achievements Action Plan and Goals SDGs\*

## Approach to Determining Materiality

JDI has identified its key issues from the perspective of both the importance in terms of risks and opportunities to JDI's management and the importance to stakeholders. After considering societal demands such as international guidelines and initiatives, JDI identified the key issues that JDI should address and reported them to the Board of Directors as JDI's materialities.

## Materiality and the Progress of Its Initiatives

JDI has decided to set policies for each identified materiality, establish action plans and goals, and confirm the results and achievements of the previous fiscal year as JDI proceed with JDI's initiatives towards these materialities.



Category	Materiality	Policy for Initiatives	FY2024 Results and Achievements	Action Plan and Goals
Creating Value and Solving Social Issues Through Business Activities	Developing and Commercializing Proprietary Technologies that Solve Social Issues	<ul style="list-style-type: none"> <li>JDI will create customer value by leveraging JDI's Global No.1 proprietary technologies.</li> <li>JDI is working to develop products/technologies that contribute to solving societal problems, such as Raelclear, a transparent interface, as new businesses.</li> <li>JDI is committed to reducing its environmental impact through the global development of various technologies such as eLEAP, a next-generation OLED with superior environmental performance; HMO, an ultra-low power backplane technology; and LumiFree, a free control lighting technology that helps reduce energy consumption.</li> </ul>	<ul style="list-style-type: none"> <li>Entered into a strategic partnership agreement with Innolux/CarUX and GreenTech for eLEAP</li> <li>Raelclear, which contributes to reducing communication stress, was selected for DIC International Display Technology Innovation Awards FY2024*</li> </ul>	<ul style="list-style-type: none"> <li>Expanded production capacity and built an ecosystem through the global deployment of eLEAP</li> <li>Improve light utilization efficiency of LumiFree (target transmittance +10%) and achieve widespread adoption of lighting fixtures (target CAGR 20% ≤) (FY2027)</li> </ul>
	Contributing to Solutions to Environmental Issues with GreenTech			
Strengthening Management Base	Building a Sustainable Supply Chain	<ul style="list-style-type: none"> <li>In addition to quality, cost, and delivery, JDI evaluates suppliers' efforts in areas such as human rights and environmental sustainability.</li> <li>JDI aims to achieve a more sustainable supply chain by building collaborative relationships with its suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>Supplier Sustainability Self-Audit Implementation Rate: 100%</li> <li>Ratio of Supplier Sustainability Self-Audits scoring 80 points or more (out of 100): 90%</li> </ul>	<ul style="list-style-type: none"> <li>Supplier Sustainability Self-Audit Implementation Rate: Over 95%</li> <li>Ratio of Supplier Sustainability Self-Audits scoring 80 points or more (out of 100): Over 80%</li> </ul>
	Ensuring Compliance	<ul style="list-style-type: none"> <li>JDI acts not only in compliance with laws and regulations but also in adherence to social norms and business ethics.</li> </ul>	<ul style="list-style-type: none"> <li>Ethics Code Education Attendance Rate: 100%</li> <li>Human Rights and Harassment Education Attendance Rate: 99%</li> </ul>	<ul style="list-style-type: none"> <li>Ethics Code Education Attendance Rate: 100%</li> <li>Human Rights and Harassment Education Attendance Rate: 100%</li> </ul>
	Strengthening Risk Management	<ul style="list-style-type: none"> <li>JDI appropriately manages and evaluates various risks related to business activities, implementing preventive measures according to priority. This is aimed at minimizing losses in case a risk that significantly affects business activities materializes.</li> </ul>	<ul style="list-style-type: none"> <li>Follow-up Rate for Risk Mitigation Measures across All Risk Items: 100%</li> <li>Education to Strengthen Risk Avoidance Capabilities for Employees (New implementation) Attendance Rate: 100%</li> </ul>	<ul style="list-style-type: none"> <li>Follow-up Rate for Risk Mitigation Measures across All Risk Items: 100%</li> <li>Promoting to Strengthen Risk Avoidance Capabilities</li> </ul>
Human Capital	Recruiting and Developing Talented Employees	<ul style="list-style-type: none"> <li>JDI is working to secure and nurture excellent talents who contribute to the growth of JDI's group, including engineers who continue to challenge the development of Global No. 1 proprietary technologies towards the creation of new value.</li> <li>JDI is actively promoting measures to improve employee engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Hired 15 new graduates and 6 mid-career recruits</li> <li>Implementation of the internal public recruitment system (16 successful applicants)</li> <li>Implementation of promotion training, Expanded support for English education and Implementation of training through specialized education subcommittees</li> </ul>	<ul style="list-style-type: none"> <li>Enhancement of various educational programs, including specialized field education involving technical training, as well as tier-based, selective, and global education</li> <li>New planning and implementation of management training for managers</li> </ul>
	Cultivating Diversity in The Workplace	<ul style="list-style-type: none"> <li>Respecting the human rights of each employee, JDI will create a work environment that accommodates diverse work styles and enables employees with different backgrounds to realize their full potential and pursue new ideas and value creation.</li> </ul>	<ul style="list-style-type: none"> <li>Ratio of Female Managers: 2.9% (as of April 1, 2025)</li> <li>Ratio of Female Employees among Hired Workers (full-time): 38.1%</li> <li>Paternity Leave Take-up Rate for Men (including spouse maternity leave): 94%</li> <li>Implementation of Diversity, Equity, and Inclusion understanding training for managers</li> </ul>	<ul style="list-style-type: none"> <li>Target Ratio of Female Managers (FY2026): 3.8%</li> <li>Average ratio of female employees among hired workers (full-time) from FY2021 to FY2025: 20% or more</li> <li>Paternity Leave Take-up Rate for Men (including spouse maternity leave) in FY2025: 80%</li> <li>Implementation of Diversity, Equity, and Inclusion understanding training for managers</li> <li>Implementation of development and support measures for female leader classes</li> <li>Enhanced related systems and supported flexible working styles based on revisions to the Child Care and Family Care Leave Act.</li> </ul>
Environment	Taking Measures against Climate Change*	<ul style="list-style-type: none"> <li>JDI is implementing appropriate measures to address the risks and opportunities identified based on the results of the scenario analysis, in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of CO<sub>2</sub> emissions from energy sources: 1,433 t-CO<sub>2</sub></li> <li>Renewable Energy Ratio: 0.02%</li> <li>Secured third-party assurance for its Greenhouse Gas (GHG) emissions data (Verification completion date: January 31, 2025; Verification Period : FY2023)</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of CO<sub>2</sub> emissions from energy sources in FY2025: 695 t-CO<sub>2</sub></li> <li>Renewable Energy Ratio in FY2025: 1.5% (based on FY2022)</li> <li>Obtained certification from the international initiative SBT</li> </ul>

\* Each value for climate change response targets domestic production bases.

※eLEAP, Raelclear and LumiFree are trademark of Japan Display Inc.

## Human Capital

## Human Capital

### Advancing HR Systems and Career Support as JDI Drives Fundamental Business Reform to Realize the “BEYOND DISPLAY” Strategy

JDI is currently undergoing a major transition, including the closure of the Mobara Plant, consolidation of production at the Ishikawa MULTI-FAB, and workforce reductions through a voluntary retirement program. JDI is fully aware of the significant burden these changes place on its employees. To overcome the current challenges, fundamental reforms are essential. These reforms aim to eliminate JDI's long-standing structural deficits and realize its new business strategy, “BEYOND DISPLAY.” By reviewing operational processes, optimizing personnel structures, entering new markets, and promoting technological innovation, JDI is working to strengthen its corporate foundation. Through these efforts, JDI strives to achieve sustainable growth and enhance its competitiveness.



**Toru Eguchi**  
HR & General Affairs Division  
Head of Division

#### Mission and Materiality of the HR & General Affairs Division

Under the banner of its new business strategy “BEYOND DISPLAY,” JDI is undertaking various initiatives and reforms to become a revitalized company that addresses societal and human challenges through its Global No.1 proprietary technologies.

The HR & General Affairs Division is committed to supporting employees through this period of significant transformation. The division is focused on developing talent that will lead the company forward and providing career support for those pursuing new paths through voluntary retirement. Although this is a difficult time for all employees, JDI is steadily building a fair, inclusive, and secure working environment and systems that enable diverse individuals to fully demonstrate their abilities and grow their careers.

#### Securing and Developing Talent

JDI has long believed that the growth of each individual employee contributes directly to the growth of the company. Based on this philosophy, JDI has implemented multifaceted career development support, including hiring new graduates and mid-career professionals, as well as re-entry programs. JDI has also conducted regular and continuous training and education programs. While some hiring and training activities have been paused this fiscal year, JDI continues to provide essential education and support to its employees.

Through its management by objectives and career reviews, JDI fosters a culture where employees work closely with their supervisors to develop their skills and plan their future careers. Additionally, JDI continues to hold quarterly management meetings featuring live sessions with its CEO and CFO. These meetings not only communicate the company's status and management messages but also serve as a platform for direct Q&A with top management, helping to strengthen employee engagement and unity.

#### Promoting Diversity and Inclusion

To ensure that diverse employees can pursue fulfilling careers at JDI regardless of lifestyle or life stage, the company actively implements systems that go beyond legal requirements. These include support programs for work-life balance, hybrid work combining office and remote work, guidelines for side jobs, and expanded flextime options. These initiatives are designed to help employees thrive both professionally and personally, creating synergistic effects.

In response to recent amendments to the Childcare and Caregiver Leave Act, JDI has enhanced related systems to support more flexible working styles.

While JDI is in the midst of a major reform, it remains committed to creating an environment where diverse talent can work with peace of mind, choose their own working styles, and grow and thrive. Through these efforts, the HR & General Affairs Division will continue to contribute to improving organizational performance and fostering innovation.

Human Capital

Basic Policy on Human Resource Management

Creating a New Corporate Culture

By speeding up internal communication, JDI fosters a corporate culture that is open and full of vitality, and creates an environment where employees can work in a vibrant and safe manner.

Challenges Build Strength

In the midst of drastic industrial structural changes worldwide, JDI actively develops and recruits employees with a strong spirit, global perspective, flexible creativity and the ability to execute. JDI also provides mechanisms for taking on new challenges and aims to increase the desire for growth.

Utilization of Human Resources

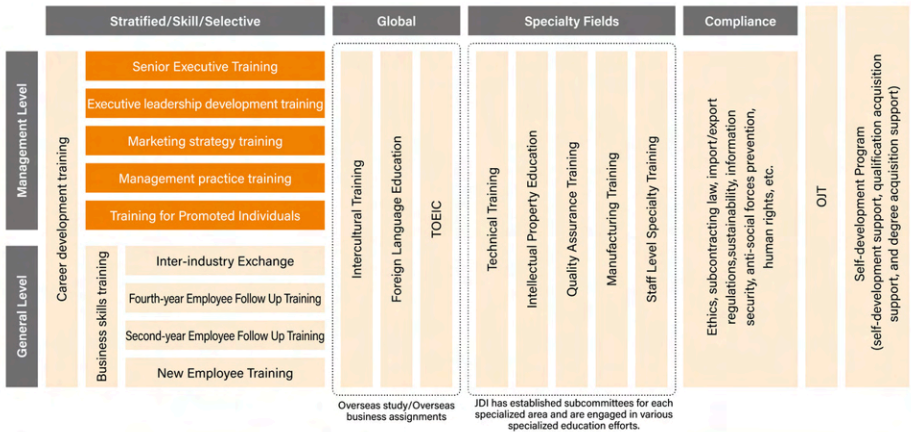
JDI respects individual diversity and ensures fair and balanced treatment and evaluation so that diverse human resources can maximize their abilities.  
JDI also strengthens management skills to improve organizational performance and productivity.

Nurturing Talent Alongside Management

As a business partner in management, JDI appropriately allocates the limited resource that is human capital in accordance with medium- to long-term plans. By actively conducting interdepartmental transfers, JDI creates a new corporate culture that shapes medium- to long-term careers and revitalizes human resources.

Human Resource Development System

JDI established the Human Resource Development Committee for promoting and developing the abilities of each employee by providing systematic and effective education and training on a company-wide level. Within the Human Resource Development Committee, JDI has established subcommittees for each specialized field to strengthen the educational program. The training areas are categorized into various categories such as specialized fields, including rank/selection, global and compliance, and provide training opportunities according to the career and growth stages of each employee.



## Efforts in Diversity & Inclusion

### Respect for Diversity

JDI, in accordance with JDI Ethics, respects the human rights and diversity of each employee in all situations. JDI is working to reform work styles with the aim of facilitating a variety of work styles while ensuring fair and flexible treatment and evaluation so that all employees can realize their full potential regardless of not only gender, but also sexual orientation, age, nationality, race, ethnicity, thought, creed, religion, etc.

#### Diversity Literacy

JDI is committed to improving JDI's employees' literacy through training programs that deepen understanding of diversity and inclusion among managers, education on unconscious bias and human rights/harassment prevention for all employees, and various information dissemination about diversity led by factory bases.

#### Global Human Resources

JDI continues to recruit talents regardless of nationality, and in recent years, many foreign employees have joined and are making contributions. JDI once had set up a prayer room when needed from employees who require religious consideration, JDI creates a comfortable working environment.

#### Promotion of Senior Talent

From FY2023, JDI has included reemployed employees in JDI's target management system so that employees who choose to extend their employment can continue to work with motivation. JDI is also striving to create an environment where they can continue to work with a good balance even after extending their employment, including welfare benefits such as cafeteria plans.

#### Career Hiring

At JDI, there is a culture where you can challenge and excel without distinction between new graduate hiring and career hiring. There are many cases where employees who joined the company through career hiring have been promoted to managerial positions and are actively working.

### Efforts to Promote Women's Active Participation

JDI actively promotes the active participation of women. In light of the long-standing problem of a low percentage of female employees, JDI set a target in 2016 to "increase the ratio of female employees among hired employees (full-time) to 20% or more," and has since been actively recruiting women. As a result, the ratio of newly hired women, which was 8.8% as of fiscal 2015, reached 22.3% for the entire target period from FY2016 to FY2020.

As a result of JDI's efforts to promote fair and gender-neutral recruitment practices, women who have joined the company in recent years are working across a variety of departments, alongside other employees.

In addition, in October 2021, JDI set a new target to increase the proportion of female managers, which was 1.9%, to 3.8% by April 2026, further promoting the active participation of women.

#### Return Entry Program (program for re-entering JDI)

JDI supports employees who leave the company regardless of their intention to work, such as due to childbirth, childcare, nursing care, marriage, spouse's transfer, etc., to rejoin the company.

\* Available to employees who meet the conditions regardless of gender.

#### Eruboshi Certification

Since 2017, JDI has received the Eruboshi certification, which is awarded to companies recognized for promoting women's active participation based on the "Act on Promotion of Women's Participation and Advancement in the Workplace." JDI has positioned the promotion of women's active participation as a priority issue in human resource development and utilization, and JDI is working to create an organization and workplace where women can demonstrate their abilities.

## Human Capital

### Creating a Fulfilling Work Environment

JDI respects each employee's lifestyle and actively implements systems such as work-life balance support and teleworking so that employees can pursue their careers regardless of life events such as child-rearing and caregiving.

#### Key Systems Supporting Diverse Working Styles

Work-Life Balance

System Regarding Working Hours

Work-At-Home System

Refreshment Leave/  
Accumulated Annual Paid Leave Program

Introduction of Guidelines for Side Jobs

#### Welfare program

Various kinds of insurance

Other Insurance

Benefit and Treatments

Employee Benefit Plan

Wealth Building

Cafeteria

► Please refer to JDI's website for the efforts of Creating a Fulfilling Work Environment.  
<https://www.j-display.com/en/sustainability/society/workstyle.html>

### Support for Employee Career Development

In order for JDI's business to build a world where people can thrive, JDI needs each individual employee to be motivated to take on new challenges and aspire to use new ideas to exceed expectations. JDI believes that the growth of each individual employee directly leads to the growth of the company as a whole. JDI therefore supports the career development of employees in various ways. In addition to goal-setting systems and career reviews, we offer various initiatives such as internal job postings and self-development support programs to promote career development.

#### Management by Objectives

By implementing Management by Objectives on an individual basis, JDI clarifies work challenges and supports employee skill development by checking the results achieved as well as the development process. This not only improves the level of task execution, but also enhances communication between superiors and subordinates regarding understanding and evaluation of results and processes.

#### Career Review

Once a year, JDI has employees file a report on their self-awareness about their career, future hopes, satisfaction, and so on. In addition, superiors hold interviews with their subordinates, which serve as opportunities to realize mutual understanding and help to establish a culture of collective thinking about employee career development.

### Occupational Health and Safety

In all business activities, employees can only perform at their best if their safety and health are ensured. JDI and its group companies have established a "Basic Policy for Safety and Health" and will continue to strive to create a comfortable work environment in which employees can work with peace of mind and enthusiasm through health and safety activities, measures to improve health management, and fire and disaster prevention activities in preparation for the occurrence of large-scale earthquakes and fires.

#### Efforts in Preventing Occupational Accidents

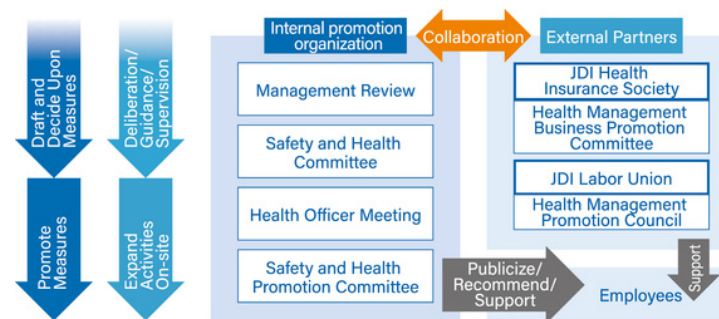
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### Efforts in Preventing Occupational Accidents

#### 2025 Certified Health & Productivity Management Outstanding Organization

JDI is making efforts to support independent employee health management and efforts to improve the work environment in the hope of fostering enthusiasm in each and every employee with JDI's labor union and health insurance company. In recognition of JDI's efforts, JDI was certified as a "Health & Productivity Management Outstanding Organization" for the fourth consecutive year in 2025.

#### Health Management System



► Please refer to JDI's website for other efforts of Occupational Health and Safety and Health Management.  
<https://www.j-display.com/en/sustainability/society/safety.html>

# Intellectual Capital

## Intellectual Capital

JDI addresses the challenges faced by people and society by continually spearheading innovation.

## Intellectual Property

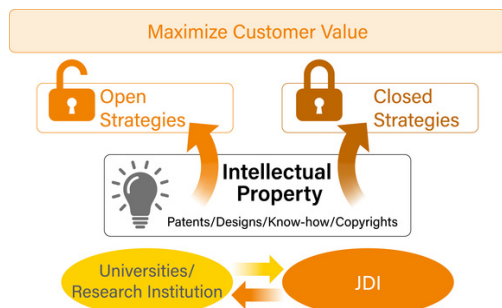
### Intellectual Property Basic Policy

Intellectual property is an important management resource for JDI in its goal to radically improve profits by breaking away from excessive competition and commoditization through the development and commercialization of Global No.1 proprietary technologies.

JDI aims to increase its corporate value by developing cutting-edge displays that support digital transformation and new products that utilize display technology, driving continuous innovation, and protecting and leveraging its intellectual property.

In particular, JDI promotes activities based on the following 3 basic policies.

- ① To maximize customer value through intellectual property-driven technology leadership
- ② To create innovation and incubate competitive new businesses
- ③ To grow corporate value through the proactive use of intellectual property



### Promotion of Intellectual Property Strategies

#### Intellectual Property Portfolio

JDI is building a powerful intellectual property portfolio to support its Global No. 1 proprietary technologies and create customer value by providing display products in yet to be commoditized markets, realizing this through JDI's cutting-edge proprietary technologies like next-generation OLED, High Mobility Oxide, transparent interfaces, and ultrahigh-definition VR technologies. In addition, while developing the fundamental technology, application technology and manufacturing technology cultivated in its display development, and planning to develop new businesses in various fields related to sensors and semiconductor packaging, JDI is advancing the formulation of an intellectual property portfolio to protect JDI's Global No. 1 cutting-edge technologies.

The intellectual property portfolio includes patents, design rights, and trademarks in the United States, China, Japan, and other countries and regions, as well as knowhow held as confidential information. JDI will continue to maintain the superiority of its own technologies by strategically combining these intellectual properties into an intellectual property portfolio that can be leveraged as a management resource.

On the other hand, JDI continues to cultivate and actively use intellectual property related to products that have become commoditized over time as key assets in JDI's portfolio.

#### Incentive

JDI has introduced compensation payment and internal commendation systems for inventors as a measure improving the incentives for inventors to strengthen the intellectual property portfolio. Under this commendation program, the Representative Executive Officer celebrates inventors every year.

In addition, JDI enters its outstanding inventions to the Commendation for Invention held by Japan Institute of Invention and Innovation.

JDI will continue to improve inventor incentives while further strengthening the intellectual property portfolio.

### Intellectual Property Licensing Strategies and Policies

#### Open/Closed Strategies

JDI is working to actively capitalize on its intellectual property portfolio founded in open and closed strategies linked to its management and business strategies. JDI aims to maximize intellectual property value, appropriately using closed strategies to protect the intellectual property portfolio for products achieved using innovative proprietary technology and open strategies to broaden technology use by granting licenses to JDI's partners.

JDI will continue to actively promote licensing activities for patents related to the In Plane Switching (IPS) it has been cultivating for many years in the hope of expanding royalty earnings.

#### Risk Management

JDI carries out exhaustive patent clearance searches in setting up a business to prevent any potential infringements of third-party patent rights. Moreover, JDI pays close attention to the latest intellectual property transaction trends and gathers information for risk control.

### FY2024 Results

#### Patents, Utility Model, and Design Rights (as of March 2025)

Japan: 3,479  
Overseas: 9,070

#### Patents, Utility Model, and Design Applications (FY2024)

Japan: 450  
Overseas: 837

## Technical Strategy and Human Resource Development Strategy

Hirokazu Morimoto  
Research & Development Division  
R&D Promotion Department  
General Manager

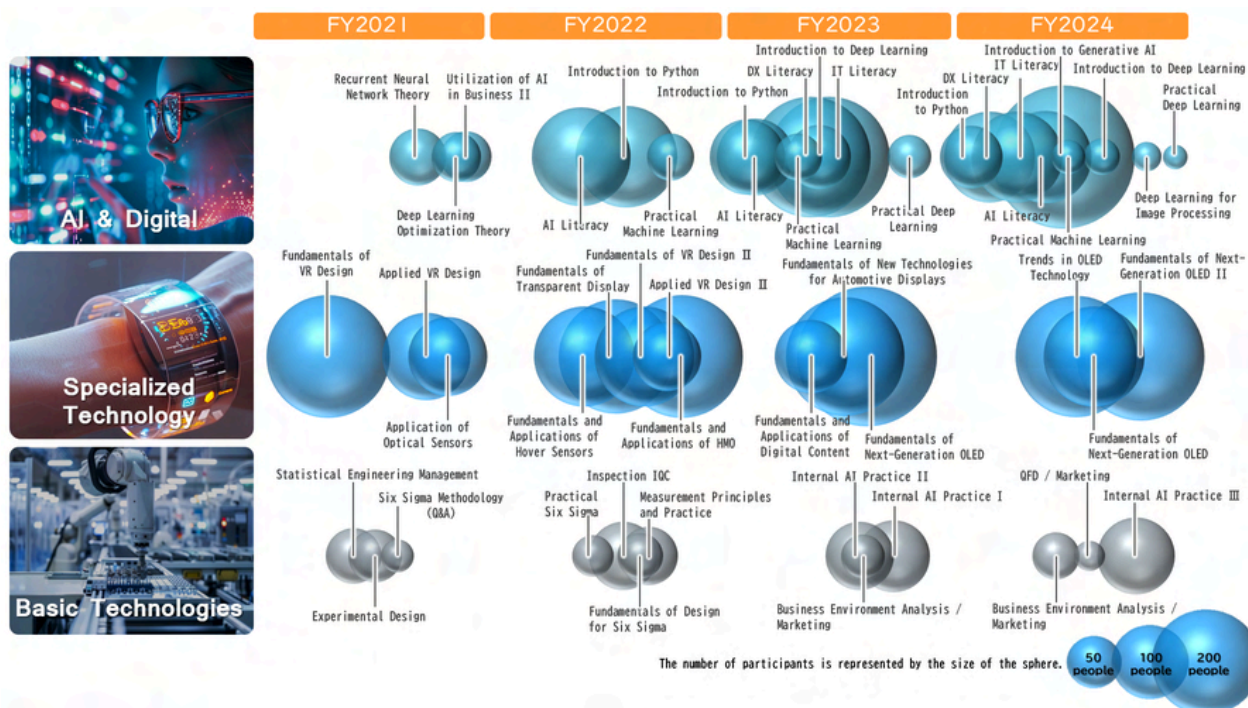


JDI adheres to the principle of being technology-driven and aims to solve societal and individual challenges through JDI's proprietary technologies, which is at the core of JDI's growth strategy. Currently, JDI's growth drivers are at the stage of productization or business expansion. The key technologies supporting these growth drivers leverage JDI's on-site capabilities in high-resolution pixel and wiring circuit design, advanced photolithography, pre-process manufacturing technology, and advanced postprocess technology. JDI aims to achieve early productization by leveraging these on-site capabilities.

However, it is not easy for JDI to introduce advanced and complex technologies with competitive advantages and to release high-quality products early. To ensure continuous competitive advantage, it is necessary to update new technical skills and shorten the lead time for development and production. In order to achieve this, JDI has started a re-skilling program in 2021. This mainly involves advanced specialized education to learn the key technologies of growth drivers and digital/ AI education. In particular, in digital/AI education, JDI offers courses from beginner level (digital literacy) to advanced level (machine learning, deep learning) for all employees. Not only engineers, but also employees in indirect departments actively participate in the beginner course. JDI's training materials and exercises are unique and practical, in line with JDI's technical strategy. Participation is completely voluntary, and a total of 2,223 people took the courses in FY2024.

Through this digital/AI re-skilling, efficient and effective product development, manufacturing and business operations become possible. JDI has already begun efficient development and manufacturing using digital technology and plans to expand further in the future.

In this way, by promoting both advanced specialized training and digital/AI talent development throughout the company as part of JDI's technical strategy, JDI will accelerate growth strategy.



## Manufacturing Capital

### Ishikawa Plant Consolidation & MULTI-FAB Transformation

To accelerate its BEYOND DISPLAY strategy aimed at achieving sustained profitability and long-term growth, JDI has decided to consolidate its production operations at the Ishikawa Plant. In February 2025, JDI announced the decision to cease production at the Mobara Plant—where fixed costs are relatively high—by March 2026, and to transfer its production functions to the Ishikawa Plant.

JDI is restructuring the Ishikawa Plant into a “MULTI-FAB” facility capable of producing high-value-added displays, sensors, and advanced semiconductor packaging. This transformation will enhance flexibility, productivity, and cost competitiveness, enabling JDI to respond effectively to a wide range of customer needs. The plant’s G4.5 glass substrate size is well-suited for the production of sensors and advanced semiconductor packaging, both of which are expected to experience significant growth. As such, the Ishikawa Plant is positioned to contribute meaningfully to JDI’s profitability improvement. JDI aims to deliver high-performance and cost-effective semiconductor packaging solutions through strategic collaborations at the Ishikawa Plant.

By partnering with Tech Extension Corporation (Japan) and PanelSemi Corporation (Taiwan), JDI is working to develop innovative technologies that offer capabilities not previously available in the market.

Through these initiatives, JDI is advancing its BEYOND DISPLAY strategy with the goal of moving beyond its identity as a display-focused manufacturer and creating new value in emerging technology domains.



Ishikawa Fab

## Social Capital

### Human Rights and Labor Initiatives

JDI respects individual human rights and does not engage in activities that violate basic human rights, based on the JDI Code of Ethics. JDI is committed to maintaining a work environment that protects health and safety and is conducive to work. In JDI’s supply chain, JDI has established the “JDI Supply Chain Sustainability Guidebook”, which is understood and implemented by JDI’s suppliers.

#### Prohibition of Discrimination

In all corporate activities, including hiring, treatment, and business transactions, JDI respects the human rights of each individual. JDI does not engage in acts of discrimination based on gender, sexual orientation, age, nationality, race, ethnicity, ideology, creed, religion, social status, lineage, illness, disability, or any actions that harm personal dignity.

#### Prohibition of Child Labor

In terms of employee hiring, JDI complies with the laws and regulations of each country and region. JDI does not allow child labor.

#### Prohibition of Forced Labor and Harassment

JDI does not force employees to work involuntarily, nor does JDI engage in abusive or harsh and inhumane treatment, such as various forms of harassment.

#### Respect for Freedom of Association and Collective Bargaining

JDI respects the rights to freedom of association and collective bargaining in accordance with the laws and regulations of each country and region.

#### Compliance with Labor Standards Laws

JDI strives to comply with the laws and regulations of each country and region regarding labor standards, such as working hours and wages.

#### Support for Achieving Work-Life Balance

JDI creates a work environment where tasks can be accomplished creatively and efficiently, and helps people achieve a work-life balance.

#### Establishment of a Safe and Secure Workplace Environment

JDI strives to maintain a safe, secure, and hygienic workplace environment, and complies with laws and regulations related to occupational safety and health.

#### Development and Utilization of Human Resources

JDI promotes the development and utilization of diverse human resources, as well as the provision of opportunities and the creation of an environment where each individual can demonstrate their abilities.

## Human Rights Education Initiatives and Effectiveness

JDI provides annual Human Rights and Harassment Education to all employees through an e-learning platform. This program is designed to promote understanding of the company's responsibility to respect human rights and to enhance awareness and response capabilities regarding harassment.

### Program Overview

#### Delivery Method

- Format: Delivered online via an e-learning platform, accessible to all employees
- Assessment: Includes comprehension checks to confirm understanding

#### Effectiveness Evaluation

- To ensure the effectiveness of the program, JDI collects feedback from participants and uses it to continuously improve the training content.

Through these initiatives, JDI aims to foster a workplace environment where all employees understand the importance of respecting human rights and feel safe and comfortable in their daily work.

## Supply Chain Management

### Procurement Policy

#### 1. Developing Transparent Sourcing Practices and Strong Partnerships

JDI is working to become the best buyer in the world by promoting JDI's open procurement system on a global basis. JDI works with JDI's suppliers to build trusted and profitable relationships.

#### 2. Selecting Suppliers Based on Fair Evaluation

JDI selects suppliers through a reasonable process that honestly evaluates their quality, price, delivery time, service, consistency of supply, and concern for the environment.

#### 3. Adhering to Procurement-related Regulations

JDI complies with all relevant regulations when procuring materials in accordance with sound business practices.

### Engagement with Suppliers

JDI is making the following requests to address sustainability throughout JDI's supply chain.

#### 1. Distribution of guidebooks requesting compliance

JDI distributes the JDI Supply Chain Sustainability Guidebook, which outlines the guidelines for JDI's sustainability initiatives, to all primary suppliers and to secondary suppliers that JDI procures from via trading companies, requesting their compliance.

#### 2. Voluntary supplier audits

JDI regularly conducts volunteer audits using the Voluntary JDI Supplier Sustainability Survey for all primary suppliers and secondary suppliers used for procurement through trading companies to confirm JDI's suppliers' compliance status.

JDI Supply Chain Sustainability Guidebook

[https://www.j-display.com/pdf/en/sustainability/society/scm/sustainability\\_Guidebook.pdf](https://www.j-display.com/pdf/en/sustainability/society/scm/sustainability_Guidebook.pdf)

### Establishment of Supplier Whistleblowing Hotline

As part of JDI's promotion of compliance management, JDI has established whistleblowing hotlines for suppliers with the aim of early detection of fraudulent acts in procurement transactions carried out under the cooperation of JDI's suppliers. The whistleblowing hotlines are handled by JDI's outsourcing legal office, and JDI has established a system that allows a fair and impartial investigation and measures to be taken in the event of a whistleblowing.

Whistleblowing Hotlines for Suppliers

<https://www.j-display.com/en/sustainability/society/policy/form/>

### Responsible Mineral Sourcing

At the request of customers, JDI conducts surveys on the status of the use of conflict minerals in products and the identification of the smelters/refiners used. In JDI's supply chain, JDI also requests suppliers to work towards the non-use of conflict minerals.

From a humanitarian perspective, JDI, as a member of the supply chain, promotes the non-use of conflict minerals and fulfills social responsibility.

## Building Stronger Relationships with Our Customers

### Quality Management

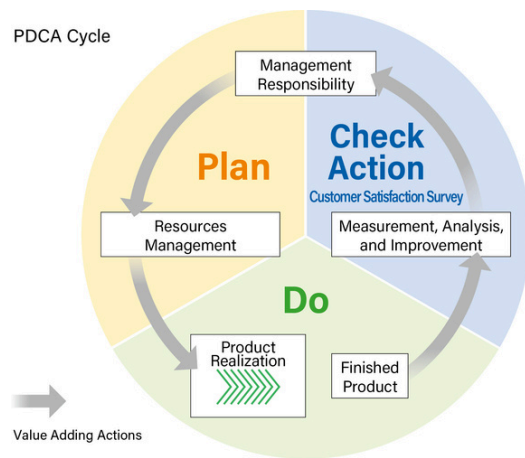
#### Quality Policy

1. To provide satisfying quality to customers in accordance with Our Mission.
2. To be responsible for our quality, act with speed and honesty, and make further improvements.
3. To be compliant to requirements and continually improve the quality management system.

### Quality Assurance System

Based on JDI's quality policy, JDI has established a quality management system. All departments involved in planning, design, manufacturing, sales, and service follow the PDCA (Plan Do Check Action) cycle and make continuous improvements in cooperation with JDI's business partners.

### Continuous Improvement of Our Quality Management System



JDI is also improving JDI's customer support system so that JDI's products can be used with confidence after shipment, and JDI has quality support teams in each global sales office.

By listening to and analyzing customer feedback worldwide, JDI drives further improvements.

### Acquisition of ISO 9001 and IATF 16949 certifications

JDI has obtained ISO9001:2015 certification for LCD and OLED across the entire group, and IATF16949:2016 certification for locations related to automotive displays.

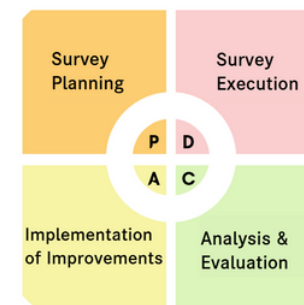
By conducting Quality management system audits, Manufacturing process audits and product audits in accordance with IATF16949 requirements, and product audits, JDI verifies the status of the entire JDI Group and maintains and continues JDI's certifications.

### Quality Assurance and Quality Control for Product

During the product development stage, JDI verifies performance and reliability to meet customer requirements before transitioning to mass production. At the mass production stage, JDI monitors the quality of components and manufacturing processes, and when defects are detected, JDI uses advanced analysis techniques to identify the root cause, implement measures effectively, and ensure and maintain shipment quality.

### Customer Satisfaction Initiatives

JDI is committed to enhancing customer satisfaction. As part of this commitment, JDI conducts an annual customer satisfaction survey focusing on nine key areas: sales activities, product development, technical support, pricing, delivery timelines, product quality, environmental considerations, management, and overall evaluation. JDI carries out this survey based on the PDCA (Plan-Do-Check-Act) cycle and conducts follow-up actions on a quarterly basis. By actively listening to customers' feedback, JDI strives to continuously evolve its products and services.



### Voice of Customer

- We have seen stable and improving quality performance. We hope JDI will continue its efforts to further enhance quality over time.
- We truly appreciate JDI's responsiveness to sudden changes in production. Your flexibility and support have been very helpful.

《 Examples of Customer Feedback 》

## Social Contribution Activities

JDI carries out a wide range of social contribution activities at domestic sites and global subsidiaries.

## FY2024 JDI Social Contribution Activities and Results

Country	Site	Activity Details	Date	Reference
Japan	All Sites	Supporting the Deaflympics Tokyo	November 2024 -	Lending Ræclear as support equipment for various events
	Head -quarters	Local Cleaning Activities	July, September 2024, March 2025	Host: Minato Ward (Shiba Area) Participation in Shiba Area Clean Campaign
	Mobara Fab	Blood Drive	May, December 2024	Host: Chiba Red Cross Blood Center, Japanese Red Cross Society
	Tottori Fab	Company Tour	June, July 2024	Tottori Junior High School (June), Kuroyoshi Comprehensive Nursing School (July)
		Fab Neighborhood Cleanup	May, June, July, September, October 2024	Voluntary Activity
		Tottori Sand Dunes Mass Cleaning	April, October 2024	Host: Tottori City
		Tottori Sand Dunes Weeding Activity	June, July, August, September, November 2024	Host: Tottori Prefecture - Weeding activity in the JDI managed area within the sand dunes
		Zero Ocean Trash	May 2024	Host: Umi-to-Nippon Project, The Nippon Foundation
		Welfare Business Office Products Sale	August, December 2024	Welfare Store Traveling Sales Event
		Blood Drive	July, November 2024	Host: Blood Center, Japanese Red Cross Hospital
		Green Feather Donation	May 2024	Host: National Land Afforestation Promotion Organization
	Ishikawa Fab	Nursing Practice	April, June 2024	Ishikawa Prefectural Nursing University
		Fab Neighborhood Cleanup	June, October 2024	Voluntary Activity
	Higashiura	Fab Neighborhood Cleanup	October 2024	

Country/Region	Site	Activity Details	Date	Reference
Hong Kong	JDIH	Donation to the Community Chest	October 2024	To The Community Chest of Hong Kong
Philippines	NXP	Blood Drive	July 2024	Host : Clark Investors and Locators (CILA)
		Local Cleaning Activities	April 2024	Host : Environmental Practitioners Association
		Donation to Elementary Schools	August 2024	First Aid Kits, etc. to • Sitio Target Elementary School - 350 Students • Sapang Bato Elementary School - 130 Students
		Donation to a High School	September 2024	First Aid Kits and Firefighting Training to San Roque National High School
Korea	JDIK	Cardiopulmonary Resuscitation training	October 2024	
		Donation	February 2025	Clothes, Bags and etc. to Beautiful Store

## Activities Up-Close

## JDI Supports Deaflympics Promotions with Ræclear



JDI has been lending Ræclear as support equipment for various promotional events related to the Deaflympics. The Deaflympics is an international sporting event, often referred to as the "Olympics for the Deaf." The Tokyo 2025 Deaflympics will mark the 100th anniversary of the Games and will be held in Japan for the first time.

JDI's Ræclear is used as a transcription and translation support tool for visitors at various promotional events.

# Environmental Management

## Environmental Policy

Recognizing that global environmental conservation is one of the most important challenges for humanity, Japan Display Inc. aims to be a company that respects people and the environment and contributes to a sustainable world.

### Basic Policy

- We will continually improve our environmental management system and will work to reduce the negative environmental impacts of our display products across the product life cycle.
- We will comply with all domestic and overseas laws and regulations and maintain strict company environmental standards.
- We will set environmental targets and other objectives related to priority themes and promote activities that will lead to their achievement

### Priority Themes

- 1 We will work to reduce the environmental burden of our business activities.  
We will: 1-1) Promote global warming countermeasures, energy conservation, and the effective use of water;  
1-2) Thoroughly manage chemical substances and promote their reduction and substitution;  
1-3) Promote the 3Rs (Reduce, Reuse, Recycle) to address waste.
- 2 We will reduce the environmental burden of our products.  
We will: 2-1) Promote the development of environmentally conscious products;  
2-2) Thoroughly manage chemical substances contained in our products;  
2-3) Promote green procurement.
- 3 We will undertake activities to protect and promote biodiversity and to improve the environments of our local communities.

## Promotion of Environmental Activities Based on PDCA

JDI is committed to reducing the environmental impact of activities at each business site and preserving the global environment through technology and products based on a system that complies with the ISO 14001 environmental management system standard. As a matter of principle, JDI collects and understands the performance of activities to achieve environmental goals on a monthly basis, and actively promotes environmental activities throughout the year, such as considering the implementation of additional measures as needed. In addition, JDI is improving governance through regular contact meetings and other means to coordinate environmental activities throughout the JDI Group by establishing an environmental management system in its global manufacturing subsidiaries.

## Environmental Management System

The JDI environmental management system in Japan, with the Representative Executive Officer/CEO serving as the Chief Executive of the Environment, is structured with Environmental Management Officer and Environmental Promotion Officer under his supervision, establishing the following framework for promoting environmental initiatives.

### Environmental Management System

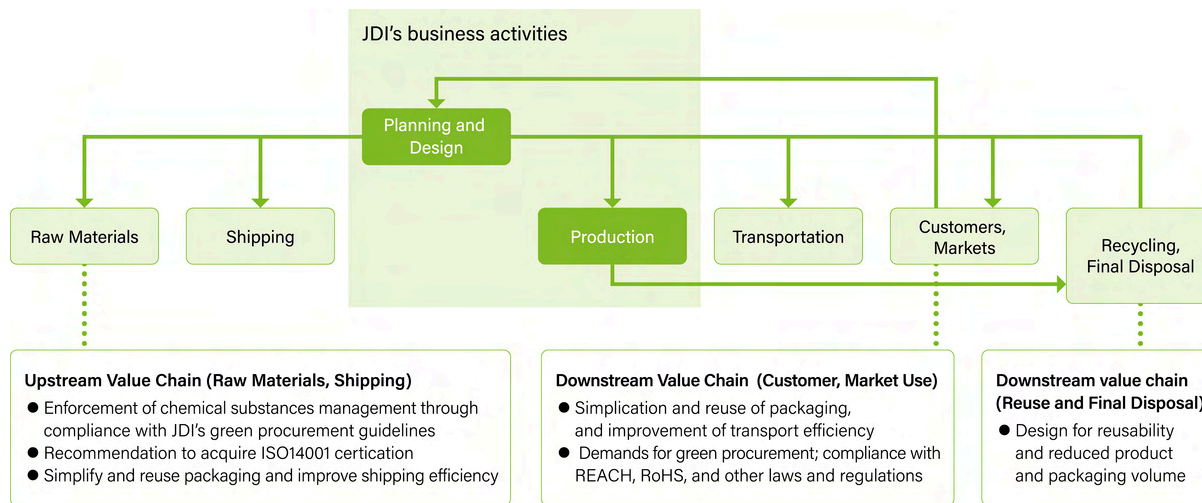


## Environmental Management System

## JDI's Value Chain and Efforts to Minimize Environmental Risks

JDI continuously implements air and water quality management to minimize the risk of environmental pollution and ecosystem degradation. JDI engages in environmentally friendly business activities throughout the value chain of JDI's products, from raw material procurement, transportation, and production to customer and market use and final disposal. In cooperation with JDI's suppliers, JDI implements thorough chemical substance management and uses environmentally friendly materials. In response to customer and market demands, JDI provides products and services that contribute to the reduction of environmental impact, such as thin-and-light compact design and low power consumption.

## Value Chain



## Minimizing Environmental Risks

## Compliance with Regulations at JDI's Fabs

JDI is committed to strict compliance management within its environmental management system. Regular measurement and management of wastewater, exhaust gases, noise, vibration, and odor are carried out, and in the event of any significant violations related to the environment, JDI ensures horizontal deployment to related sites to prevent recurrence. In FY2024, there were two instances of environmental violations in Japan, but JDI promptly and appropriately responded, implemented measures against the causes of the occurrences, and pushed forward with efforts to prevent recurrence. JDI will continue to strive for further thoroughness and maintenance of compliance management.

## Compliance with Regulations in Products

JDI controls the use of chemical substances in manufacturing and other processes under internal rules categorized in accordance with legal regulations. JDI manages the use of chemical substances contained in products in accordance with the RoHS Directive, REACH, and other laws and regulations, as well as through green procurement. The same style of management is also used at JDI's global manufacturing subsidiary to prevent environmental contamination, respond to statutory requirements, and reduce the environmental load.

## Responding to Climate Change

JDI strives to understand and recognize all impacts related to climate change that affect JDI, as well as the needs and expectations of stakeholders and related parties, and applies this understanding throughout the company as part of its environmental management system. Along with these activities, JDI positions climate change measures as an important initiative. JDI analyzes the risks posed by climate change, the various scenarios expected in the future, the certainty of strategies, and the continuity of business under their impact, in line with the scenarios of global initiatives. JDI is committed to disclosure of this information.

# Climate Change

## TCFD Information Disclosure

JDI declared its support for the TCFD in July 2023, and has since disclosed information based on the TCFD framework. In this disclosure, JDI has updated the scenario analysis, countermeasures, and greenhouse gas emissions targets and indicators.



JDI positions addressing climate change as one of its material issues. Since FY2022, JDI has initiated scenario analysis based on the TCFD recommendations to identify key risks and opportunities related to climate change and assess their financial impacts. Currently, JDI is working to incorporate these analysis results into its management strategies for climate change measures and actively engages in disclosing relevant information to stakeholders.

## Governance

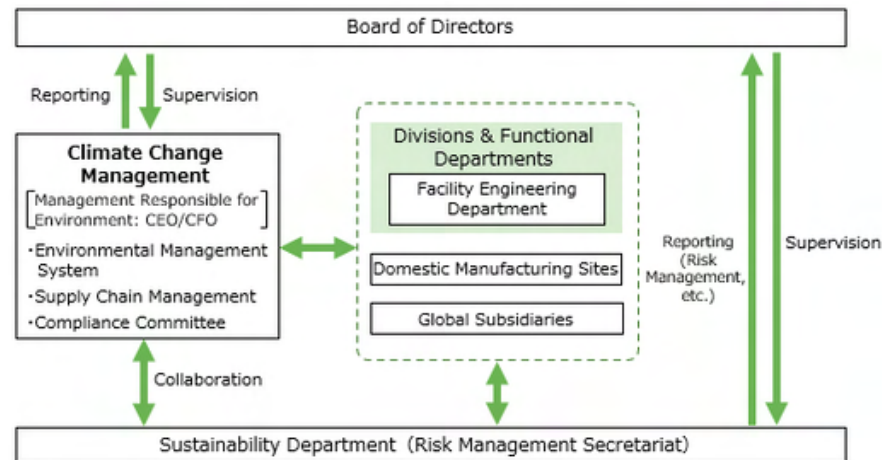
### Board Oversight of Climate-Related Issues

JDI has established multiple committees and management systems related to environmental, social, and governance (ESG) issues, addressing climate change as part of its efforts to tackle ESG challenges. The Board of Directors receives sustainability-related reports, including those on climate change issues, at least once a year, as well as timely and appropriate reports from management systems. The Board conducts discussions as needed, oversees related issues, and approves important decisions.

### Decision-Making on Climate-Related Issues

The CEO is the highest authority responsible for addressing climate change issues and holds the responsibility for making decisions related to climate change. Under the CEO, the CFO oversees all of JDI's environmental activities. Decisions and progress are summarized annually by the CFO and reported to the CEO, and subsequently by the CFO to the Board of Directors.

## Risk Management Framework



## Risk Management

### Climate-Related Risk and Opportunity Identification, Evaluation, and Management Processes

The Sustainability Promotion Department serves as the lead division, ensuring proper management of company-wide risk identification, evaluation, and control processes, including those related to climate change, in accordance with JDI's Risk Management Regulations. Each responsible department identifies potential climate-related risks and opportunities, such as new regulations, products and services, and market trends, by following risk management workflows related to their business activities.

## Strategy

JDI is undertaking efforts such as energy-saving activities to realize a decarbonized society and considering the use of renewable energy, aiming to reduce greenhouse gas emissions. Recognizing the significant impact that rising temperatures due to climate change can have on society, JDI conducted scenario analyses up to 2050 using 1.5°C scenario and 4°C scenario from FY2022. Based on the key risks and opportunities identified through these scenario analyses, JDI is aiming to formulate strategic measures against climate change.

### Adopted Scenarios, Analysis Targets, and Timeframes

JDI, anticipating an uncertain future associated with the transition to a decarbonized society, conducted scenario analyses as recommended by TCFD. We examined potential business challenges in worldviews where global temperatures rise by 1.5°C and 4°C respectively compared to preindustrial levels. The scenario analysis targets the entire company, and the whole supply chain including EMS and suppliers.

Estimated Temperature Rise	Scenario	Assumed Environment	Target Business	Analysis Time Frame	Analysis Period
1.5°C	<b>[Transition]</b> IEA <sup>*1</sup> NZE <sup>*2</sup>	This scenario outlines the path to stabilize the world's average temperature at 1.5°C above pre industrial levels. It assumes the advancement of low carbon policies, a surge in carbon pricing, and a significant reduction in fossil fuel supply. Additionally, it envisions a rapid increase in clean energy policies and investments, with developed countries reaching net zero emissions ahead of others.	Company wide	Short-term: 1-3 years	2030 2050
	<b>[Physical]</b> SSP <sup>*3</sup> 1-2.6	This scenario introduces climate policies to keep the temperature rise below 2°C compared to pre industrial levels under sustainable development. It anticipates net zero CO <sub>2</sub> emissions in the latter half of the 21st century, presenting a low stabilization scenario.		Medium-term: 3-10 years	
4°C	<b>[Physical]</b> SSP 5-8.5	This is a high reference scenario that does not introduce climate policies under development dependent on fossil fuels.		Long-term: over 10 years	

\*1 IEA : International Energy Agency

\*2 NZE : Net Zero Emissions by 2050 Scenario

\*3 SSP : Shared Socioeconomic Pathways

## Climate Change

## Climate-Related Risks and Opportunities

**Impact of Climate Related Risks** Short-term: 1-3 years, Medium-term: 3-10 years, Long-term: 10 years or more

Risk Type		Risks	Period	Scenario	Value Chain Stage (Risk Area)	Financial Impact
Transition Risk	New Regulations	Increase in raw material costs due to rising carbon tax	Long term	1.5°C	Upstream	Cost increase
		Increase in outsourcing costs due to rising carbon tax	Medium term	1.5°C	Upstream	Cost increase
		Increase in decarbonization costs due to rising carbon taxes and strengthened regulations	Medium term	1.5°C	Direct operation	Cost increase
		Increase in taxation costs due to carbon tax	Long term	1.5°C	Direct operation	Cost increase
	Reputation	Decreased sales due to being excluded from customers' supply chains if our efforts to address climate change are deemed insufficient	Medium term	1.5°C	Downstream	Sales decrease
Physical Risk	Acute Risk	Decreased sales due to supply chain disruptions chain from increased frequency and severity of natural disasters	Medium term	4°C	Upstream	Sales decrease
		Decreased sales due to the cessation of our production activities caused by the increased frequency and severity of natural disasters	Medium term	4°C	Direct operation	Sales decrease
	Chronic Risk	Loss on sales opportunities due to a decrease in labor productivity caused by rising temperature	Medium term	4°C	Downstream	Sales decrease
		Increased BCP response costs due to the increased frequency and severity of natural disasters	Medium term	1.5°C-4°C	Direct operation	Cost increase

### Impacts of Climate Related Opportunities

Opportunity Classification	Opportunities	Period	Scenario	Value Chain Stage (Risk Area)	Financial Impact
Products and Services	Increase in revenue through the provision of licenses for eLEAP, which contributes to the reduction of greenhouse gases, and HMO technology that significantly reduces power consumption	Medium term	1.5°C	Downstream	Sales increase
	Increased sales of products effective for disaster support, such as Raelclear	Medium term	4°C	Downstream	Sales increase
Market Changes	Increased revenue through market entry of the energy-efficient eLEAP.	Medium term	1.5°C	Downstream	Sales increase
	Increased revenue from LumiFree (adaptive lighting) driven by energy-saving initiatives.	Medium term	1.5°C	Downstream	Sales increase
	Increased revenue from high-resolution 2VD products that meet the demand for reducing environmental impact in automotive components by enabling two-display content to be shown on a single screen.	Medium term	1.5°C	Downstream	Sales increase

## Climate Change

## Strategy: JDI's Risks and Opportunities, Business Impacts and Countermeasures

The table below summarizes JDI's risk and opportunity factors, along with countermeasures for their impact on the business.

Risks: ▼(small) · ▼▼(medium) · ▼▼▼(large)  
Opportunities: ▲(small) · ▲▲(medium) · ▲▲▲(large)

Categories	Impact on the Business	Measures	Financial Impact	
			1.5℃	4℃
Risks	Increase in raw material costs due to rising carbon tax	<ul style="list-style-type: none"> <li>Addition of climate change elements to the Supply Chain Sustainability Promotion Guidebook (Revised January 2025)</li> <li>Addition of climate change elements to the provisions of the Basic Procurement Agreement (Revised October 2024)</li> </ul>	▼▼▼	—
	Increase in outsourcing costs due to rising carbon tax	<ul style="list-style-type: none"> <li>Conduct surveys on emissions and reduction activities by contractors</li> <li>Addition of climate change elements to the Sustainability Promotion Guidebook (Revised January 2025)</li> </ul>	▼▼▼	—
	Increase in decarbonization costs due to rising carbon taxes and strengthened regulations	<ul style="list-style-type: none"> <li>Reduce energy consumption by improving operations at manufacturing sites</li> </ul>	▼▼	—
	Increase in taxation costs due to carbon tax	<ul style="list-style-type: none"> <li>Promote renewable energy introduction</li> <li>Establish SBT and promote initiatives to achieve targets</li> </ul>	▼▼▼	—
	Decreased sales due to being excluded from customers' supply chains if our efforts to address climate change are deemed insufficient	<ul style="list-style-type: none"> <li>Promotion of activities based on the TCFD framework</li> </ul>	▼▼▼	—
	Decreased sales due to supply chain disruptions chain from increased frequency and severity of natural disasters	<ul style="list-style-type: none"> <li>Request for diversification of manufacturing/supply bases to major suppliers</li> <li>Addition of Business Continuity Plan (BCP) items to the Supply Chain Sustainability Promotion Guidebook (Revised January 2025)</li> <li>Keeping product inventory at global sales companies</li> </ul>	—	▼▼▼
	Decreased sales due to the cessation of our production activities caused by the increased frequency and severity of natural disasters	<ul style="list-style-type: none"> <li>Keeping product inventory at global sales companies</li> <li>Expand outsourcing of manufacturing</li> </ul>	—	▼▼
	Loss on sales opportunities due to a decrease in labor productivity caused by rising temperature	<ul style="list-style-type: none"> <li>Diversify production system by outsourcing to outside manufacturing companies indifferent geographies</li> </ul>	—	▼
	Increased BCP response costs due to the increased frequency and severity of natural disasters	<ul style="list-style-type: none"> <li>Continuous review of Business Continuity Plan (BCP) through the establishment of a Crisis Management Committee</li> <li>Mitigation of disaster risk impact through risk assessment and implementation of countermeasures</li> </ul>	▼▼▼	▼▼▼
Opportunities	Increase in revenue through the provision of licenses for eLEAP, which contributes to the reduction of greenhouse gases, and HMO technology that significantly reduces power consumption	<ul style="list-style-type: none"> <li>Expansion of technology income through license provision</li> <li>Development and execution of strategies to expand licensing to new customer segments</li> </ul>	▲▲▲	—
	Increased sales of products effective for disaster support, such as Ræclear	<ul style="list-style-type: none"> <li>Formulation of strategies to expand sales targets to new customer segments, in addition to local governments</li> </ul>	—	▲
	Increased revenue through market entry of the energy-efficient eLEAP	<ul style="list-style-type: none"> <li>Product supply through collaboration with foundry partners</li> <li>Ensure superiority in the market through continuous technological improvements</li> <li>Formulation of strategies to expand sales to new customer segments</li> </ul>	▲▲▲	—
	Increased revenue from LumiFree (adaptive lighting) driven by energy-saving initiatives	<ul style="list-style-type: none"> <li>Formulation of strategies to expand sales to new customer segments</li> </ul>	▲	—
	Increased revenue from high-resolution 2VD products that meet the demand for reducing environmental impact in automotive components by enabling two-display content to be shown on a single screen.	<ul style="list-style-type: none"> <li>Formulation of strategies to expand sales to new customer segments</li> </ul>	▲▲▲	—

Climate Change

Strategy: Scenario Analysis Results

	1.5°C Scenario	4°C Scenario
Scenario Analysis Results	If our commitment to addressing climate change issues is perceived as subpar, it could significantly impact our sales with automotive customers. Furthermore, due to high power consumption in manufacturing, the introduction of a carbon tax could substantially increase our procurement and manufacturing outsourcing costs. However, we anticipate significant growth in demand for our proprietary next generation OLED technology, eLEAP, by 2050. eLEAP, which effectively reduces CO <sub>2</sub> emissions, has been identified as the most significant opportunity for our company.	The intensification and increased frequency of natural disasters pose a risk of sales reduction due to supply chain disruptions and decreased production efficiency from chronic temperature rises. The impact is expected to be similar in 2030 and 2050. Additionally, the cost of implementing BCP to mitigate floods and other disasters will be higher in 2050 compared to 2030. Increased risks of natural disasters may drive demand for disaster management products like Rælclear, leading to a sales increase. However, the financial impact is expected to be minor and limited.
Countermeasures	JDI has identified eLEAP (next-generation OLED with low power consumption), HMO, LumiFree, and 2VD, which reduces the environmental impact of automotive components, as opportunities related to climate change. JDI invests in R&D to continuously improve these technologies and maintain their position as essential solutions. To address cost increases from carbon taxes, JDI promotes renewable energy adoption and engages with suppliers to reduce emissions. The outcomes of these efforts will be disclosed and communicated to customers to highlight JDI's initiatives.	To ensure sustainable procurement, JDI is diversifying its supplier base and maintaining a certain level of product inventory at sales companies. Additionally, JDI continues to evaluate optimal raw material inventory levels based on BCP (Business Continuity Plan) assessments. To mitigate risks in in-house production and establish a future capacity for increased production, JDI is systematically expanding external manufacturing outsourcing, including collaborative efforts. For products like Rælclear, JDI invests in R&D to continuously improve technologies and maintain their position as essential solutions.
Summary	In a 1.5°C world by 2050, JDI has identified significant opportunities through the utilization of proprietary technologies such as eLEAP, 2VD, and HMO, which contribute to the transition to a low-carbon society. JDI has confirmed that advancing strategies to enter high-growth sectors with these unique technologies will create long-term opportunities. Additionally, by implementing countermeasures to mitigate risks, JDI aims to leverage its proprietary technologies—one of its key strengths—to contribute to the realization of a 1.5°C world by 2050.	

Indicators and Targets

In addition to Scope 1 and Scope 2 emissions, which are key indicators of environmental impact, JDI calculates and discloses emissions across all relevant Scope 3 categories. Third-party assurance for this greenhouse gas emissions data was obtained in FY2024.  
To reduce greenhouse gas emissions, JDI is working toward achieving its renewable energy ratio target for FY2025 and is also considering setting medium- to long-term reduction targets across the entire value chain.

Indicators for Targets and Objectives

Indicators	FY2024 Results	Target
Energy-derived CO <sub>2</sub> emission reductions	1,433 t-CO <sub>2</sub>	FY2025: 695 t-CO <sub>2</sub>
Renewable energy ratio	0.03 %	FY2025: 1.5 %

\*The achievements and targets apply to JDI's domestic production sites.

Plan to Obtain SBT Certification

The JDI Group aims to achieve future SBT certification as part of its efforts to reduce greenhouse gas emissions.

## Climate Change

## Greenhouse Gas Emissions Based on the GHG Protocol

JDI calculates greenhouse gas (GHG) emissions based on the GHG Protocol<sup>\*1</sup> and promotes initiatives to reduce emissions from its business activities and the use of JDI's products.

## Breakdown of Scope 1, 2, and 3 emissions

Category			Emissions (t-CO <sub>2</sub> e)			Reference
			FY2022	FY2023	FY2024	
Scope1 (Direct greenhouse gas (GHG) emissions that are controlled or owned by an organization (fuel combustion/industrial processes))			71,635	<sup>*2</sup> 76,966	68,448	
Scope2 (Indirect greenhouse gas (GHG) emissions associated with the use of electricity, heat and steam supplied by a third party)			325,359	<sup>*2</sup> 243,242	208,455	
Scope1 + 2 Total [JDI]			396,994	<sup>*2</sup> 320,207	276,903	
Scope3 (Indirect emissions other than Scope 1 and 2 emissions)	Upstream	1.Purchased Goods and Services	704,210	590,495	377,965	
		2.Capital Goods	12,112	8,550	4,901	
		3.Fuel- and Energy-Related Activities	59,602	47,895	41,691	
		4.Upstream Transportation and Distribution	79,681	<sup>*2</sup> 62,045	51,149	
		5.Waste Generated in Operations	968	446	303	
		6.Business Travel	326	925	787	
		7.Employee Commuting	1,246	1,761	1,496	
		8.Upstream Leased Assets	—	—	—	Not Applicable
	Downstream	9.Downstream Transportation and Distribution	7,248	3,873	5,944	
		10.Processing of Sold Products	18,373	54,297	52,605	
		11.Use of Sold Products	322,662	363,671	313,695	
		12.End-of-Life Treatment of Sold Products	2	1	1	
		13.Downstream Leased Assets	—	—	—	Not Applicable
		14.Franchises	—	—	—	Not Applicable
		15.Investments	—	—	—	Not Applicable
Scope3 Total			1,206,431	<sup>*2</sup> 1,133,961	850,536	
Scope1 + 2 + 3 Total			1,603,425	<sup>*2</sup> 1,454,168	1,127,440	

## Reasons for Some Categories being Not Applicable

- Category 8: JDI includes emissions from the operation of tenant offices and other assets leased by the organization as Scope 1 and 2 emissions.
- Category 13 to 15: JDI does not engage in any applicable operations

## JDI Enhances Transparency with Independent Assurance Report for its Greenhouse Gas Emissions

JDI has secured third-party assurance for its Greenhouse Gas (GHG) emissions data for FY24/3. This is an important step for JDI as it works to further enhance the accuracy, reliability, and transparency of its GHG emissions.

In this GHG emissions data verification, JDI received third-party verification from the SOCOTEC Certification Japan, aligning with the international standard JIS Q 14064-3:2023 (ISO14064-3:2019), and obtained an assurance report. This enables JDI to deliver data of heightened reliability and transparency to its stakeholders.

Environmental Data:

<https://www.j-display.com/en/sustainability/library/esg/environment.html>

• Sums may not add due to rounding of figures.

\* 1 GHG Protocol Standard: International standard for calculating and reporting greenhouse gas (GHG emissions)

\* 2 The emission values for FY2023 contained errors, which have been corrected along with the total value.

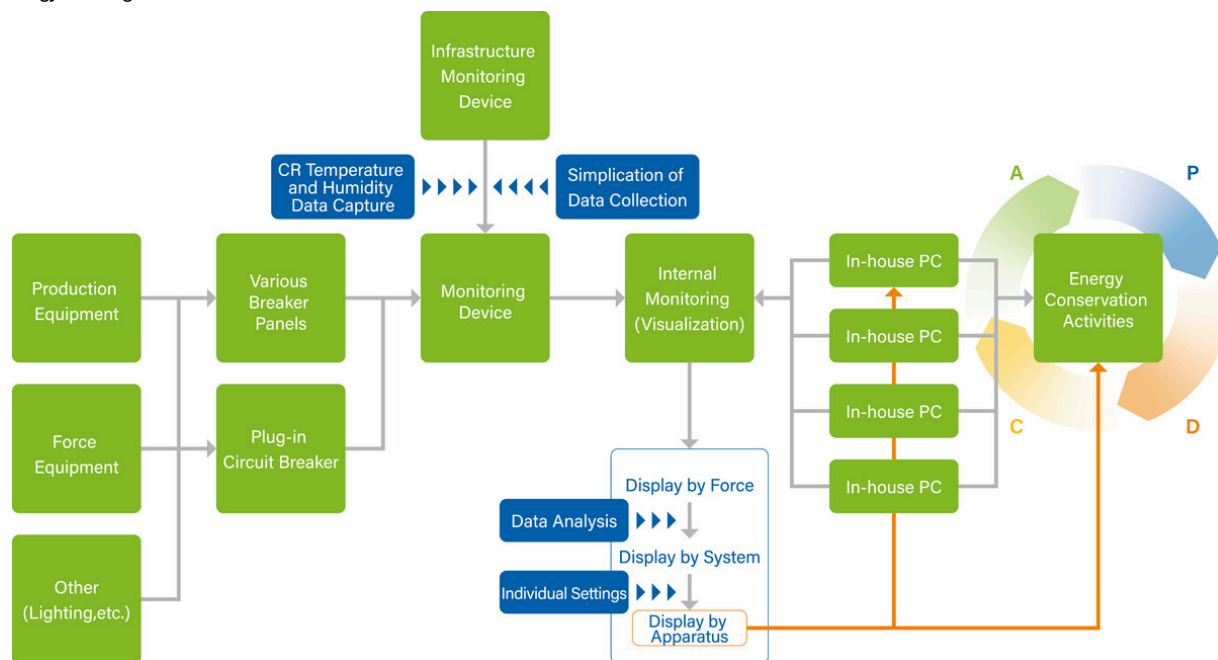
## Climate Change

## Energy Saving Activities

At the Mobara Fab, JDI's largest and most energy intensive, JDI is making efforts to effectively use the energy data collection system with the goal of energy and resource conservation. Starting from FY2022, JDI has made regular modifications so that factory-related personnel can verify the effects of energy-saving activities through visualization. Particularly in FY2023, JDI has strived to improve the accuracy of the captured data, maximizing the number of response points within the system, and displaying more data by subdividing it according to use.

By understanding the power consumption of fab equipment under all operating states, JDI has made it possible to check the status of the equipment at a glance. Moving forward, JDI will continue to make improvements so that the results of in-house energy-saving efforts and activities can be easily confirmed through the system, with the aim of increasing motivation for energy-saving activities.

## Energy Data Ingestion and Visualization



## Renewable Energy Initiatives

Nanox Philippines Inc. (NXP) is powering its fab entirely with hydropower. Hydropower is a type of renewable energy that is environmentally friendly and does not deplete resources, harnessing the energy of flowing or falling water. Hydropower allows for rapid output adjustments, making it capable of responding to changes in electricity demand. Furthermore, the water used is a domestic resource, making hydropower a locally-focused energy source. As it emits minimal greenhouse gases and has high energy efficiency, hydropower is capable of generating electricity sustainably while coexisting with nature.

NXP is contributing to the realization of a sustainable society by utilizing renewable energy.

# Chemical Substance Management

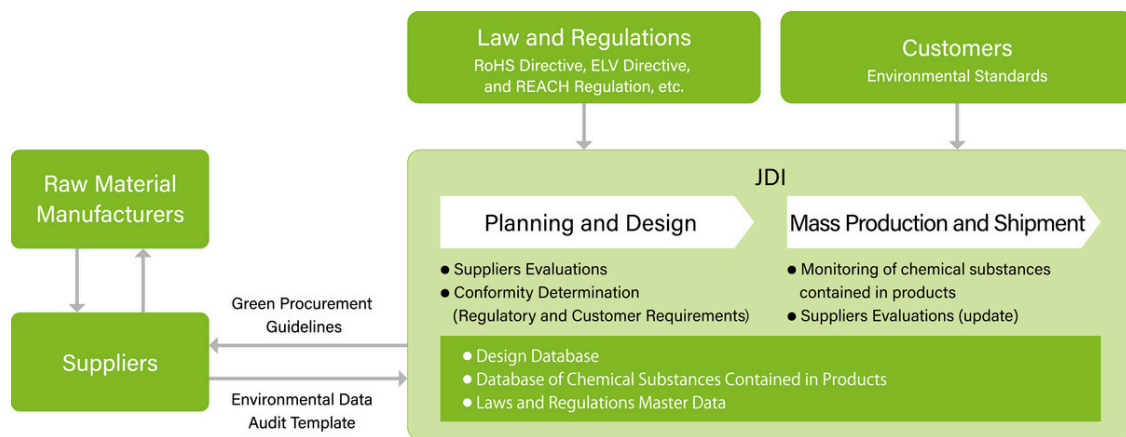
JDI's products contain a variety of chemical substances, some of which are considered hazardous and pose a risk of environmental contamination.

To prevent this, numerous laws and regulations have been enacted in countries around the world.

In addition to complying with these laws and regulations, JDI also manages chemical substances appropriately at every stage of design and manufacturing to meet customer requirements.

## Management of Chemical Substances Contained in Products

Based on laws and regulations, including the RoHS Directive, the ELV Directive, and the REACH Regulation, as well as requests from JDI's customers, JDI manages chemical substances contained in products with the understanding and cooperation of JDI's suppliers. JDI has also established a control method that considers the risk of chemical transfer to products from indirect materials, such as jigs, fixtures, tools, and equipment that come into direct contact with products during manufacturing, and verifies that no restricted substances are used. JDI compiles these items into a database and confirm that JDI's products comply with laws and regulations and customer requirements at the design stage before they are shipped to JDI's customers.



## Management of Chemical Substances

JDI manage chemical substance control based on the following basic principles

### Compliance with Laws and Regulations

JDI has established a system to comply with regulations related to the chemicals JDI uses and those contained in JDI's products. JDI not only complies with these regulations, but also monitors the use of chemicals in accordance with customer requirements.

In addition, JDI regularly monitor major environmental burden substance regulatory trends in Europe, the US, and Asia, and take proactive measures to meet future standards. At the 12th Conference of the Parties (COP12) to the Stockholm Convention on Persistent Organic Pollutants (POPs), held in April 2025, medium-chain chlorinated paraffins (MCCPs) and long-chain perfluorocarboxylic acids (LC-PFCAs) were newly added to Annex A (Elimination). In advance of these regulations, JDI have voluntarily prohibited the inclusion of these substances in newly adopted products.

JDI will continue to monitor regulatory trends and take appropriate responses as necessary.

### Measurement of Chemical Substances and Use of Analysis Results

JDI regularly measures the chemical substances contained in its atmospheric emissions and discharged wastewater. JDI also requires suppliers to conduct detailed analysis of specific parts and materials to prevent accidental contamination with prohibited substances. As part of JDI's internal management, JDI uses XRF measurement equipment at each manufacturing site to monitor whether or not prohibited substances are contained in specific parts and high-risk substances, and JDI strives to prevent their contamination.

JDI monitors the use of chemical substances and promotes the reduction of discharged amounts of chemical substances in order to respect biological diversity and contribute to the preservation of the environment and a sustainable society.

## Green Procurement and Environmentally Friendly Products

JDI has established the Green Procurement Guidelines and conducted evaluations of JDI's suppliers management systems to ensure proper operation as well as convey the information on laws and regulations and customer requirements to JDI's suppliers and ask suppliers to comply with them. Through promoting these initiatives and JDI's activities to reduce environmental impact, JDI is striving to design and produce environmentally friendly products.

### Green Procurement Efforts

#### 1. Enactment of Green Procurement Guideline

JDI enacted its Green Procurement Guidelines to reflect both legal restrictions in various countries and regions on the chemicals contained in products and JDI's customer requirements, and asks its suppliers to comply with them.

The Green Procurement Guidelines are reviewed annually and are disclosed on JDI's website. JDI will continuously comply with laws and regulations and make every effort to control chemical substances contained in JDI's products.

#### 2. Evaluation of Suppliers Management Systems for Chemical Substances in Products

JDI asks suppliers to establish a management system for the chemical substances contained in raw materials and other procured items in line with the Guidelines for the Management of Chemical Substances in Products set by the Joint Article Management Promotion consortium (JAMP). The status of such system is confirmed by the system that links suppliers with JDI (jDesc Survey Site). Regarding the suppliers whose systems do not meet JDI standards, JDI asks them to correct and improve their management systems.

### Environmentally Friendly Products

JDI strives to design, develop, and manufacture products together with suppliers who share the values of environmental protection and the realization of a sustainable society, in order to meet the environmental needs of JDI's customers, recognizing that JDI's products are part of the life cycle of the products JDI's customers place on the market. JDI contributes to the realization of a sustainable society through business activities that include incorporating customers' environmental requirements into JDI's products, procuring materials from trustworthy suppliers, and increasing JDI's productivity. JDI's efforts to preserve the ecosystem even extend to the local region around each fab.

#### Life Cycle Emphasized in Product Development



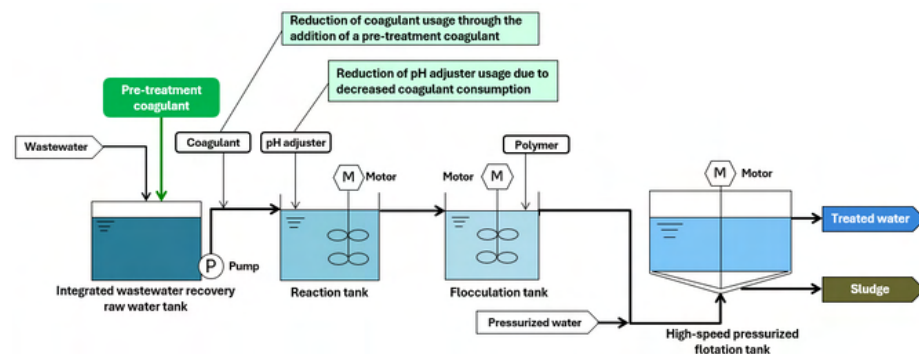
# Resource Circulation

## Initiatives to Reduce Environmental Impact

At the Mobara Fab, wastewater from production equipment is treated and reused as raw water for pure water. During the treatment process, a large amount of industrial chemicals (coagulants, pH adjusters) are used. As a result of the treatment, a large amount of sludge (industrial waste) is also generated.

This time, by adding a small amount of a “pre-treatment coagulant” with nearly 100 times the charge neutralization power of conventional coagulant, the amount of coagulant used was reduced by 50%. As a result, the amount of pH adjuster required to neutralize the acidic coagulant and the amount of sludge generated were reduced by 20%.

Integrated Wastewater Recovery Flow (Coagulation and Pressurized Flotation)



## Promoting the Recycling of Waste

From the perspective of resource circulation, JDI aims to recycle waste (both valuable and discarded materials) as much as possible. The main details regarding the Mobara fab are outlined in the table below. Additionally, for waste that undergoes neutralization or incineration by JDI's business partners (disposal companies), JDI strives for further recycling into materials such as regenerated sand and roadbed materials. Furthermore, waste-to-energy generation (heat recovery) is also implemented during incineration.

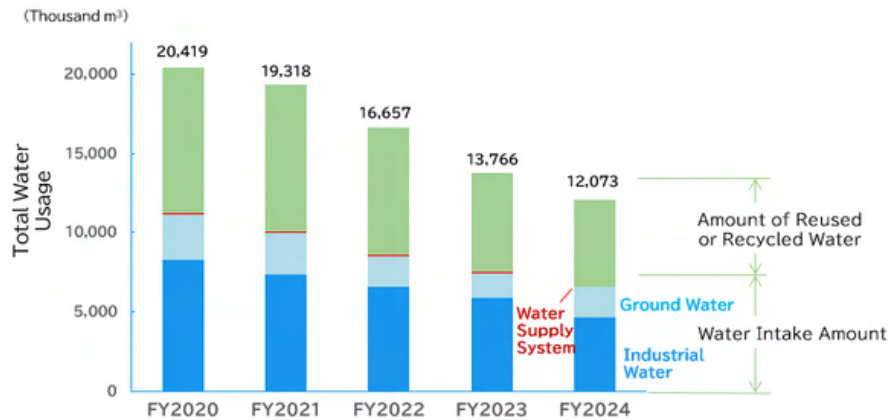
Classification	Type of Emissions	Processing Method	Recycled Products
Liquid	Waste solvents (resists, cleaning agents)	Distillation and regeneration	Regenerated chemicals
	Waste acids (etching solutions)	Component separation and recovery	Regenerated chemicals
	Waste alkalis (stripping solutions)	Purification	Regenerated chemicals (used in-house)
Solid	Sludge (wastewater treatment sludge)	Reduction roasting, granulation and solidification	Steelmaking raw materials, regenerated soil
	Broken glass	Crushing	Cement raw materials, road materials
	Waste plastics	Crushing/grinding, melting/solidification	Plastic raw materials (pellets, etc.)
	Metal scraps	Crushing, sorting, etc.	Metal materials
	Wood chips	Crushing	Wood chips

# Water Resources and Biodiversity

## Water Resources

JDI uses a large amount of water in its production activities (cleaning processes, air conditioning, steam, domestic water, etc.), and recognizes the importance of securing water resources. JDI is working to effectively utilize water resources through water conservation and promoting recycling and reuse. The total amount of water used is managed by combining the amount of water taken and the amount of reused/recycled water, and JDI sets monthly targets along with water reduction goals to improve water use efficiency. Industrial water accounts for the majority of water intake, and recycled water is reused through collecting and treating wastewater. As an example of water reduction, JDI is working to reduce the amount of pure water used in cleaning processes through process improvements. In addition, JDI's manufacturing facilities discharge a large amount of wastewater into rivers or sewage systems. JDI implements appropriate wastewater treatment for each system and thoroughly manage the water quality of discharged water.

JDI will continue to work on effectively utilizing water resources in the future.



Trends in Total Water Usage(Domestic)

## Ecological Conservation Activities

Within the Mobara Fab premises are the man-made Firefly River and the Carp Pond. Fireflies inhabit the Firefly River and many people, including employees and their families, visit to observe them when they fly from May to June. To maintain this ecosystem, cleaning activities and water quality management are carried out.



Firefly River (Mobara Fab)

As soon as you pass the entrance of Ishikawa Fab, there is a green area called SOZO Forest. In spring, the cherry blossoms bloom and it becomes a healing place, and after that it becomes a place where you can feel the changing seasons. There are many native trees which JDI will continue to take care of into the future.



SOZO Forest Spring Scenery (Ishikawa Fab)

# Corporate Governance

## Basic Policy View

JDI strives to achieve the goals of sustainable growth and increasing corporate value over the medium to long term by practicing important corporate principles. In order to achieve these goals, JDI has instituted a Corporate Governance Basic Policy that contains its basic view of corporate governance as well as a framework and set of policies based on its view of corporate governance.

In order to have a transparent, fair, rapid, and decisive decision-making process that serves the interest of shareholders, customers, employees, and local communities, JDI is committed to further strengthening its corporate governance in accordance with the fundamental concepts.

- ① JDI ensures shareholders' rights and equality.
- ② JDI cooperates by all appropriate means with various stakeholders without shareholders.
- ③ JDI ensures transparency through the disclosure of information in compliance with laws and regulations and the provision of additional corporate information.
- ④ As a Company with Three Committees (Nominating, Compensation, and Audit Committee), JDI separates supervision and the operation of business execution, establishes an execution system that enables swift business execution based on its fiduciary responsibility and accountability to shareholders, and ensures the effectiveness of the supervision function by the Board of Directors, which is comprised of a majority of external directors.
- ⑤ JDI holds constructive dialogue with shareholders conducive to the sustainable growth of JDI and the enhancement of corporate value over the medium- to long-term.

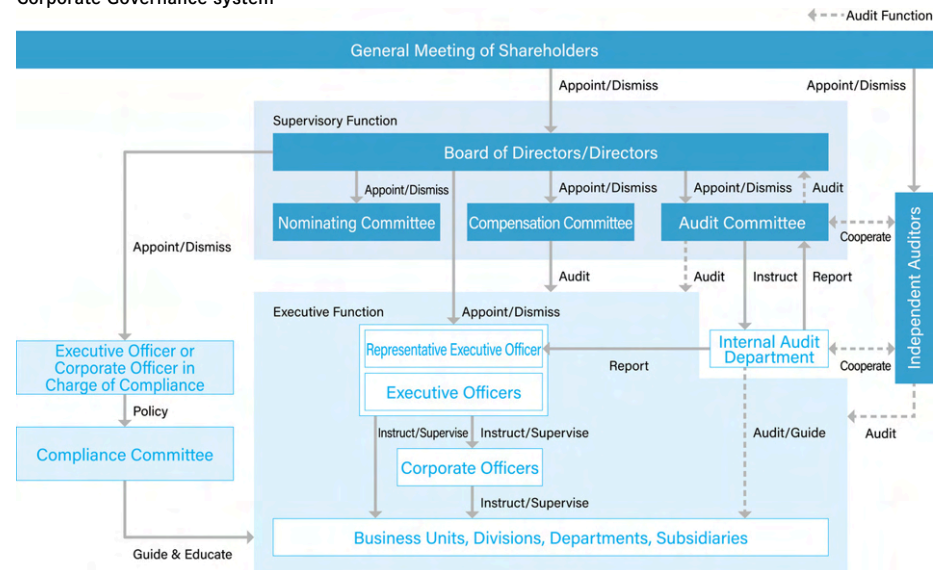
Corporate Governance Basic Policy (Japanese)  
<https://www.j-display.com/sustainability/governance/corporate.html>

## Corporate Governance

## Corporate Governance System

JDI is a Company with Three Committees as set forth in the Companies Act. Under this structure, the functions of management supervision and business execution are separated in order to establish an operating system that enables the swift conduct of business and ensures the effectiveness of management supervision. The Board of Directors of JDI, which is comprised of a majority of External Directors, performs highly effective supervision of the management of JDI by utilizing each committee, and is also responsible for structuring and maintaining a highly effective system of management supervision that is robust and transparent. The Board of Directors decides on basic management policies and other important matters, and delegates the authority to execute business in regard to matters other than those stipulated by laws and regulations, the Articles of Incorporation and the rules of the Board of Directors of JDI to Executive Officers, after clarifying the scope of their responsibilities.

### Corporate Governance system

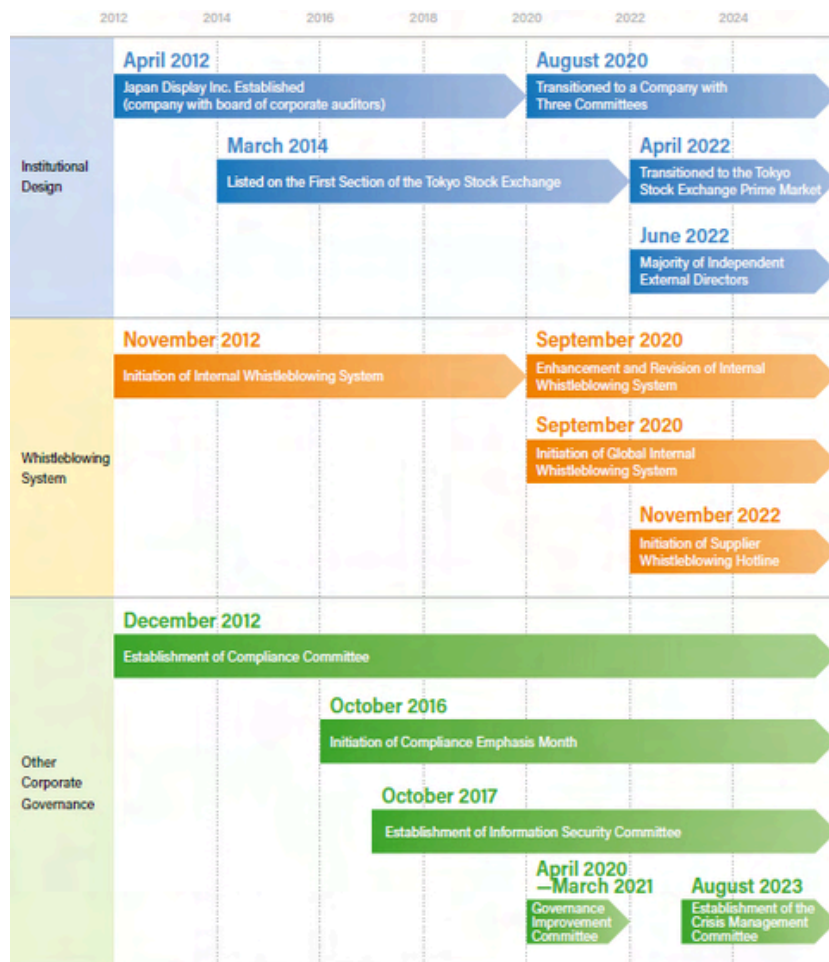


## Corporate Governance

### Initiatives to Strengthen Corporate Governance

JDI is continuously working to further improve JDI's corporate governance system, with the goal of achieving sustainable growth and long-term enhancement of corporate value through the implementation of Our Mission.

#### Past Initiatives Towards Strengthening Corporate Governance



### Board of Directors

The Board of Directors is entrusted by shareholders and is responsible for maximizing the company's sustainable growth and medium- to long-term corporate value through efficient and effective corporate governance. At present, the Board of Directors consists of five (5) directors, each serving a term of office of one (1) year.

The majority (3) of the directors are external directors (all independent external directors), and JDI has established a system to appropriately reflect the opinions of the directors, who have a wealth of experience and insight in global corporate management, in the management of JDI.

The Board of Directors meets once a month in principle to fully consider proposals on important matters from various perspectives and to engage in constructive discussions that contribute to the sustainable growth of JDI and the enhancement of its corporate value over the medium- to long-term.

### The Composition of the Board of Directors

In nominating candidates for directorships, the Nominating Committee, where the majority are external directors, deliberates on the appropriateness of the candidates based on the basic qualifications, knowledge, achievements, skills, and other personnel requirements demanded of JDI's directors. In particular, JDI evaluates and select candidates for external directorships with an emphasis on independence and diversity.

#### Knowledge and Skills Matrix of JDI Directors

As of June, 2025

Name	Position and Responsibilities	Knowledge and Skills Possessed					Diversity	
		Corporate Management	Business Strategy	Industry and Professional Insights	Governance	Finance, Accounting, and Investment	Gender	Nationality
Scott Callon	Chairman, Board of Directors Chairman, Nominating Committee Chairman, Compensation Committee	●	●		●	●	Male	United States
Toshihiro Ueki	Chairman, Audit Committee	●	●	●	●		Male	Japan
Tamane Ozeki <span>External</span> <span>Independent</span>	Member, Nominating Committee Member, Compensation Committee	●	●	●	●		Female	Japan
Shiho Ito <span>External</span> <span>Independent</span>	Member, Audit Committee				●	●	Female	Japan
Takatoshi Tsujimura <span>External</span> <span>Independent</span>	Member, Audit Committee Member, Nominating Committee Member, Compensation Committee		●	●			Male	Japan

## Corporate Governance

### Effectiveness Evaluation of the Board of Directors

JDI's Board of Directors has established the "Basic Policy on Corporate Governance" to achieve sustainable growth and improve medium- to long-term corporate value by conducting regular effectiveness analysis and evaluation. In the evaluation process, a survey created by the Board of Directors Secretariat is conducted for all directors, and the results are used as reference in deliberations at the Board of Directors meeting.

The results of the FY2023 evaluation are as follows.

#### Results of the Effectiveness Evaluation

##### (1) Summary of Results

Although JDI's Board of Directors is generally effective, there are certain areas that require improvement and need to be addressed with certainty.

##### (2) High Evaluation

- ① More than half of the directors are external directors, and the Board of Directors is structured to provide effective supervision in terms of scale, balance, independence, and attributes. Sufficient time is allocated for free and vigorous discussions and exchanges of opinions.
- ② JDI strives to deepen discussions at the Board of Directors meetings through various means, such as encouraging pre-meeting explanations of agenda items to external directors, implementing reports and deliberations at the conceptual stage prior to resolutions on important agenda items, and exchanging opinions through informal meetings.
- ③ The Board of Directors actively works to foster a corporate culture and environment by overseeing initiatives such as delivering top messages from senior management to employees and promoting awareness of compliance. Additionally, the Board of Directors addresses sustainability-related challenges, including reviewing and discussing efforts such as the publication of the Sustainability Report 2024.
- ④ Effective internal controls and risk management systems have been established, and relevant information is appropriately shared and reported to the Board of Directors as needed.

##### (3) Points to be Improved

- ① Challenges and requests have been raised regarding the formulation of "growth strategies and business plans."
- ② Furthermore, there have been calls for further strengthening initiatives related to the development of senior management executives.

##### (4) Future Initiatives

JDI will work on improving the identified areas and implementing the recommendations based on the evaluation results, while also striving to enhance the Board of Directors' effectiveness even further.

### Audit Committee

The Audit Committee, of which the majority is composed of external directors, assumes the roles and responsibilities of auditing the execution of duties by directors and executive officers from an independent and objective standpoint, and exercising authority over the selection and dismissal of accounting auditors and audit fees.

The Audit Committee, with a focus on the validity and rationality of business plans and management strategies, thorough prevention of fraudulent accounting recurrence, and the status of corporate ethics and legal compliance, audits the execution status of the executive side through attendance at important internal meetings such as meetings of the Board of Directors, review of important documents, and regular meetings, discussions, and interviews with executives including the CEO. The Audit Committee verifies the operation status of the internal control system by holding both monthly and ad hoc meetings with the Internal Audit Department, receiving regular reports on audit results, and exchanging opinions. From the accounting auditor, JDI receives audit plans for the current fiscal year and quarterly reviews, exchanges opinions on issues in advance, receives reports and explanations on quarterly review results and audit results, and regularly exchanges opinions to verify the appropriateness of the audit quality of the accounting auditor.

In FY2024, a total of 13 meetings were held, mainly discussing risks related to the management strategies of the executive officer and corporate officers, the response status to events that have a significant impact on financial information, and the implementation and operation status of recurrence prevention measures for inappropriate actions like whistleblowing.

### Nominating Committee

In the Nominating Committee, where the majority of members are external directors, JDI determines the content of proposals regarding the appointment and dismissal of directors to be submitted to the shareholders' meeting. Additionally, JDI deliberates on the criteria for the appointment and dismissal of executive officers, their appointment and dismissal plans, and succession planning.

In FY2024, a total of 5 meetings were held, mainly to discuss succession planning for the executive officer and corporate officers.

## Corporate Governance

## Compensation Committee

In the Compensation Committee, where a majority of members are external directors, JDI establishes the remuneration policy for directors and executive officers. Based on this policy, the Committee deliberates and decide on individual remuneration.

In FY2024, a total of 4 meetings were held, primarily to discuss the remuneration details for directors and the executive officer.

## Executive Compensation (FY2024)

Executive Classification	Total Compensation ( in millions of yen )	Total Amount by Type of Compensation			Number of Officers Subject to Compensation
		Fixed Compensation	Performance- linked Compensation	Non-monetary Compensation	
Directors (excluding External Directors)	24	24	-	-	1
External Directors	47	47	-	-	5

\* The number of external officers mentioned above refers to the number of directors who served as external directors and received compensation during the fiscal year. This includes one individual who stepped down on June 22, 2024.

## Internal Control System

JDI has an Internal Control System for the purpose of ensuring appropriate business operations. The creation of this System was begun immediately following the commencement of business to achieve sound and efficient organization management. The development of the basic policy concerning the maintenance and operation of the Internal Control System (Basic Policy on the Internal Control System) was completed in June 2012. Since then, the Basic Policy and Internal Control Systems have been used with only partial modifications made based on legal revisions or organizational changes.

Basic Policy on the Internal Control System (Japanese)

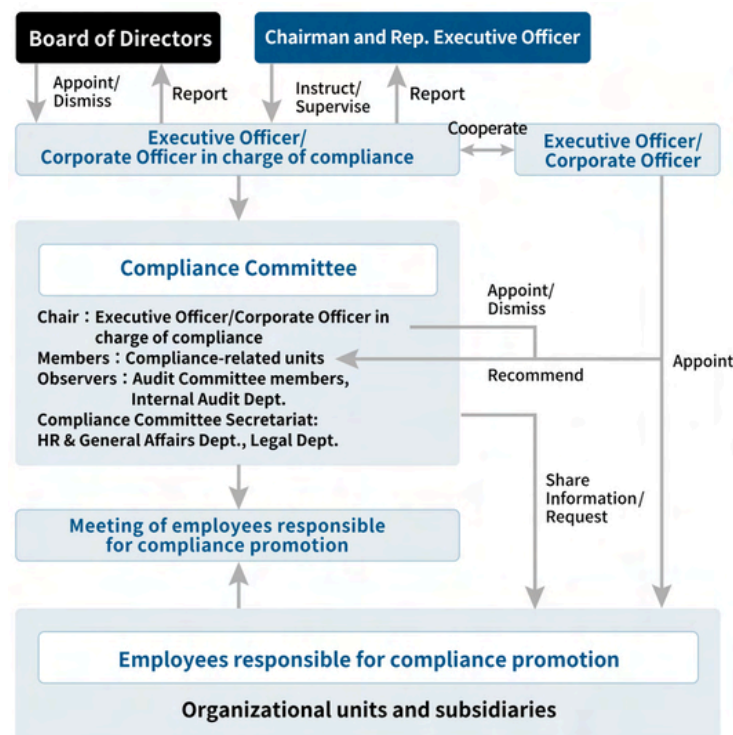
[https://www.j-display.com/pdf/sustainability/governance/corporate/governance\\_rm\\_20211112.pdf](https://www.j-display.com/pdf/sustainability/governance/corporate/governance_rm_20211112.pdf)

## Compliance

## JDI's Approach to Compliance

In accordance with the Fundamental Policy for Compliance, JDI has instituted the Compliance Committee as a forum where representatives from related units deliberate and implement measures to establish and inculcate compliance promotion systems and programs. A compliance administrator is assigned to each division to ensure awareness of compliance measures among the employees of each division.

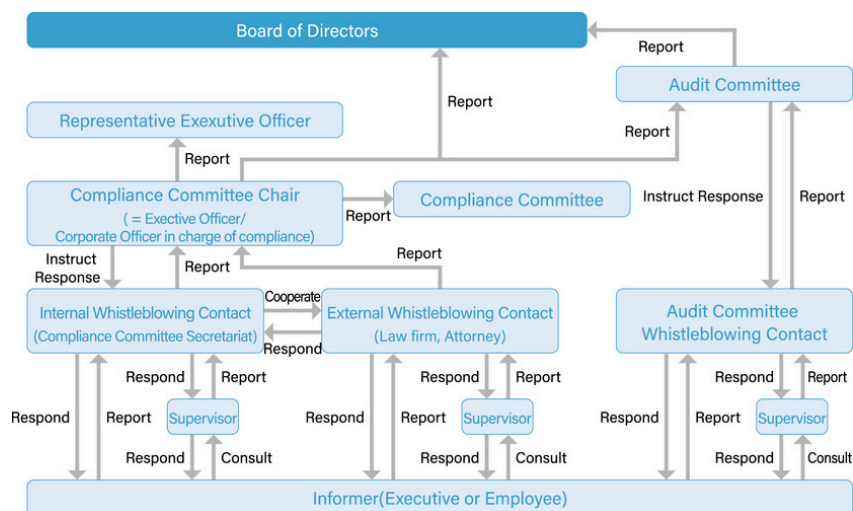
The Compliance Committee is supervised by the chairperson appointed by the Board of Directors and consists of the representatives of divisions that prepare compliance-related policies and measures. The Committee meets once every half-year and holds extraordinary meetings as necessary.



## Whistleblowing System

JDI has instituted the Whistleblowing System to enable the prevention and early detection of compliance violations, increase flexibility in the self-policing process, and correct compliance violations and, in so doing, ensure public trust in JDI. Employees who have discovered compliance violations or suspected violations can use the Whistleblower System to seek consultation and make reports. As such, the system helps to instill compliance awareness in employees.

JDI has set an outside point of contact in addition to an in-house point of contact as contacts for the Whistleblowing System, as well as enabling reporting directly to the Audit Committee, and, in accordance with JDI's regulations, explicitly prohibits any disadvantageous treatment of a whistleblower while taking due measures to protect whistleblowers, such as managing whistleblowing information as strictly confidential.



## Information Security System

### Information Security Policy

JDI Group recognizes that each and every business activity is deeply connected with the issue of information protection, considers information protection as one of the priority issues of management, and is committed to establish an information management system and continuously improve the system.

### Prioritized Themes

1. We make efforts to enhance the information security in order to prevent the loss, leakage & theft, vandalism & tampering, cover-up & destruction, and failure & destruction of the system, etc. caused by internal or external improper activities.
2. We make efforts to put the information security related equipment and environment in place in order to protect our information property and information systems from human and natural disasters.

We will keep all its employees informed about this information security policy and provide through information security trainings, and also ask involved business partners for cooperation to secure our information security activities.

To avoid the risk of leakage of various types of information handled by JDI, JDI has established the Information Security Policy and other rules and takes steps to ensure all officers and employees are familiar with the rules and that they are properly implemented. JDI instituted the Information Security Committee to implement groupwide information security-related measures. The Committee conducts risk assessment and risk management and engages in continuous activities to prevent the loss, leakage, or theft of confidential information. The Committee also supervises the safeguarding of information assets and the establishment of information management systems in response to the actual conditions of each business field.

Risk Management

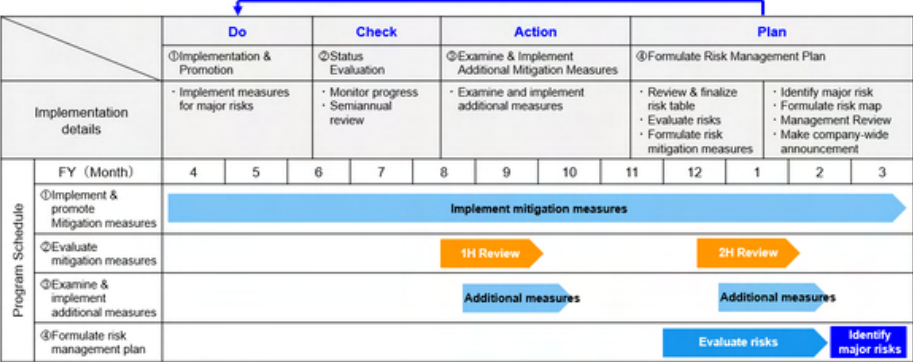
Basic Policy on Risk Management

- Through the promotion of risk management activities, JDI aims to preserve and effectively utilize its management resources.
- All organizations repeatedly recognize, evaluate, and reduce risks in their daily operations, aiming to improve their ability to respond to risks.
- If a risk materializes, JDI will take responsible actions to recover promptly and minimize the impact on stakeholders.
- By conducting educational and awareness-raising activities and sharing risk information, JDI aims to promote risk awareness and cultivate a sensitivity to risk.

Risk Management System

JDI has established necessary regulations and systems, such as risk management rules, to prevent risks in advance and minimize their impact when they occur. JDI's risk management rules specify a process to identify and analyze risks, and take measures annually, with the aim of ensuring sustainable and smooth business operations. Each department responsible for business-related risks evaluates potential risks based on their impact (on sales, profits, etc.) and likelihood (frequency) according to JDI's risk management flow, prioritizing high-importance risks for avoidance and mitigation strategies. The annual risk assessment results are reported to the board of directors after a management review, and are then disseminated within the company. Additionally, in the risk management rules, JDI has explicitly defined the basic policy on risk management and the management structure. Please note that the main risks associated with our business are documented in the securities report submitted on June 20, 2025.

Risk Management Flow



BCP (Business Continuity Planning) Basic Policy

- Prioritize human life, closely coordinate with the local community and relevant parties, and prevent secondary disasters.
- Promptly restore business through pre-emptive measures and preparations, minimizing the impact on customers.
- Strive to continue business even in unforeseen circumstances.

Efforts towards a Business Continuity Plan (BCP)

The Concept of a Business Continuity Plan

JDI has established Business Continuity Plan (BCP) regulations with the aim of minimizing the impact on production activities due to unforeseen circumstances and maintaining a state where JDI can recover quickly. JDI established a crisis management committee to prepare for unforeseen situations caused by large-scale natural disasters such as earthquakes and floods, infectious diseases, terrorism, etc. In case of an emergency, JDI set up a response headquarters and has built a system that can take accurate and swift action in cooperation with related departments. Also, in the BCP regulations, JDI has clarified the basic policies, action standards, setting standards for the response headquarters, roles, etc. during an emergency situation.

Identification of Risks and Measures Taken

The JDI Group identifies BCP-targeted risks based on factors such as their impact on business continuity and implements proactive measures and preparations, considering the supply chain areas involving customers, suppliers, and the JDI Group. Priority is given to improving the accuracy of BCP for large-scale earthquakes, which could disrupt operations and have a significant societal impact. At manufacturing sites, simulation drills are conducted based on scenarios addressing various risks, such as fires or leaks of chemicals and gases used in production processes, to ensure realistic and effective responses. Moving forward, JDI will continue regular training and BCP reviews to strengthen and enhance its business continuity capabilities.

## List of Directors

(As of June 21, 2025)

## Corporate Governance

## Director



**Chairman**  
**Chairman of the Board of Directors**  
**Chairman of the Nominating Committee**  
**Chairman of the Compensation Committee**

**Scott Callon**

Apr. 1988 MIPS Computer Systems, Inc.  
Sep. 1991 Asia-Pacific Research Center, Stanford University  
Mar. 1994 Visiting scholar of Research Institute of Capital Formation, Japan Development Bank  
Aug. 1994 Tokyo branch, Bankers Trust Asia Securities Co., Ltd.  
Mar. 1997 Morgan Stanley Japan Limited  
Jun. 2000 Japan Representative, Prudential plc  
May 2001 Representative Director, PCA Asset Management Limited (an affiliate of Prudential plc)  
Apr. 2002 Morgan Stanley Japan Limited  
Jan. 2003 Head of Equities, Morgan Stanley Japan Limited  
May 2006 Chief Executive Officer, Ichigo Asset Management, Ltd. (current position)  
Oct. 2008 Chairman and Representative Statutory Executive Officer, Ichigo Inc.  
Nov. 2008 Chairman of Board of Directors and, Chairman and Representative Statutory Executive Officer, Ichigo Inc. (current position)  
May 2012 External Auditor, Chiyoda Co., Ltd.  
Jul. 2017 Independent Director, Chiyoda Co., Ltd.  
Mar. 2020 Chairman and Statutory Executive Officer, Ichigo Investment Advisors Co., Ltd.  
Jun. 2020 Chairman and Representative Director of the Company  
Jun. 2020 Chairman, Representative Director and Corporate Officer of the Company  
Jun. 2020 External Director, FUJITSU LIMITED  
Aug. 2020 Director, Chairman and Representative Executive Officer of the Company  
Jan. 2021 Director, Chairman, CEO, and Representative Executive Officer of the Company  
Jun. 2025 Chairman of the Company (current position)



**Director**  
**Chairman of the Audit Committee**

**Toshihiro Ueki**

Apr. 1981 Joined Dainippon Ink and Chemicals, Inc. (now DIC Corporation)  
Nov. 1981 Joined IBM Japan, Ltd.  
Apr. 1998 In charge of LCD development and production, Display Business Unit, IBM Japan, Ltd.  
Jun. 2000 Recognized as Distinguished Engineer by the Headquarters of International Business Machines Corporation  
Apr. 2001 Engineering Director, IBM Japan, Ltd.  
Aug. 2004 Director, responsible for R&D, NVTech Co., Ltd.  
Mar. 2007 CTO, InfoVision Optoelectronics Co., Ltd.  
Apr. 2010 President and Representative Director, Videocon Display Research Co., Ltd.  
Apr. 2012 Executive Officer and GM of technology development department, VTechnology Co., Ltd.  
Oct. 2012 CTO, AvanStrate Inc.  
Sep. 2016 President and Representative Director and CEO, AvanStrate Inc.  
May 2019 President and Representative Director and CEO, Nippon Denki, Ltd.  
Oct. 2019 Special Assignment of President's Office of the Company  
Corporate Officer, COO and Division Manager of Front-End Production Division of the Company  
Jun. 2020 Corporate Officer of the Company  
Aug. 2020 Director of the Company (current position)  
Jun. 2021 External Director, JOLED Inc.



**External Director**  
**Nominating Committee Member**  
**Compensation Committee Member**

**Tamane Ozeki**

Mar. 1989 Graduated from Hitotsubashi University, Faculty of Economics; Bachelor's degree (economics)  
Apr. 1989 Joined Industrial Bank of Japan, Limited (now Mizuho Financial Group, Inc.)  
Mar. 2003 Graduated from School of International Corporate Strategy, Hitotsubashi University; Master's degree (management) in the Management and Finance Course (master's course)  
Mar. 2004 Joined Belling Point Co., Ltd. (now PwC Consulting LLC.)  
Mar. 2005 Graduated from School of International Corporate Strategy, Hitotsubashi University; Master's degree (management law) in the Legal and Public Policy Course (master's course)  
Apr. 2005 Joined GCA Corporation  
Aug. 2006 Representative Director, dimmi Inc.  
Feb. 2012 Joined Innovation Drive LLC  
Apr. 2012 Contracted Associate Professor, International College of Arts and Science, Yokohama City University  
Mar. 2013 Graduated from School of Engineering, the University of Tokyo, department of Advanced Interdisciplinary Studies (doctor's course); Doctor's degree (academic)  
Dec. 2013 Associate-Industrial Collaboration Professor, Yamagata University, Faculty of Engineering  
Jan. 2014 Director, Kyoto Stem Cell Innovation, Inc. (Kyoto SCI)  
Apr. 2014 Associate Guest Professor, Faculty of Engineering, Yamagata University (current position)  
May 2014 Director, Stem Cell & Device Laboratory, Inc. (SCAD)  
Apr. 2016 Associate Professor, Graduate School for Creative Cities, Osaka City University  
Feb. 2018 Advisor, Stem Cell & Device Laboratory, Inc. (SCAD) (current position)  
Apr. 2018 Associate Professor, Faculty of Commerce, Graduate School of Creative Cities, Osaka City University  
Aug. 2020 External Director of the Company (current position)  
Apr. 2022 Associate Professor, Graduate School of Urban Management, Osaka Metropolitan University  
Oct. 2022 External Director, Japan Green Investment Corp. for Carbon Neutrality (current position)  
Apr. 2024 Professor, Graduate School of Urban Management, Osaka Metropolitan University (current position)



**External Director**  
**Audit Committee Member**

**Shiho Ito**

Apr. 1987 Joined Toyo Trust and Banking Corporation (currently Mitsubishi UFJ Trust and Banking Corporation)  
Oct. 1991 Joined Chuo Shinko Audit Corporation (later to become Misuzu Audit Corporation)  
Jul. 2005 Member of Chuo Aoyama Audit Corporation (later to become Misuzu Audit Corporation)  
Aug. 2007 Shin Nihon & Co. (currently Ernst & Young Shin Nihon LLC) (current position)  
Jun. 2022 External Director of the Company (current position)  
Jul. 2022 Opened Shiho Ito CPA Office  
Dec. 2023 Supervisory Director, Nomura Real Estate Private REIT, Inc. (current position)  
Jun. 2024 External Director, Audit and Supervisory Committee Member, Inabata & Co., Ltd. (current position)  
Jun. 2025 Director, Audit & Supervisory Committee Member (part-time), The Master Trust Bank of Japan, Ltd. (current position)



**External Director**  
**Audit Committee Member**  
**Nominating Committee Member**  
**Compensation Committee Member**

**Takatoshi Tsujimura**

Mar. 1991 Graduated from Tokyo University, Department of Physics, Faculty of Science; Bachelor's degree  
Apr. 1991 Joined IBM Japan, Ltd.  
Apr. 2004 Product Development Director, Kodak Japan, Ltd.  
Apr. 2007 Senior Director, Kodak Japan, Ltd.  
Apr. 2009 General Manager, Research and Development Division, Kodak Japan, Ltd.  
Apr. 2010 R&D General Manager, KONICA MINOLTA, INC.  
Jan. 2011 Co-Chair, SID Japan Chapter, Society for Information Display (SID)  
Jun. 2012 SID Fellow  
Aug. 2012 General Manager, OLED Business Promotion Center, KONICA MINOLTA, INC.  
Jan. 2013 Chair, SID Japan Chapter  
Jun. 2013 General Manager, OLED Business Unit, KONICA MINOLTA, INC.  
Jan. 2015 Ph.D., Material Science, Tokyo Institute of Technology  
May. 2016 Director, Chemical Materials Evaluation and Research Base  
Jun. 2017 CTO, Konica Minolta Pioneer OLED Inc.  
Apr. 2018 Technology Fellow, KONICA MINOLTA, INC. (current position)  
Apr. 2018 President, SID  
Jan. 2021 IEEE Fellow  
Apr. 2022 Visiting Professor, Kyushu university Global Innovation Center  
Apr. 2024 Visiting Professor, The Interdisciplinary Graduate School of Engineering Sciences, Kyushu University  
May, 2024 Regional Vice-President, SID Japan Region (current position)  
Jun, 2024 External Director of the Company (current position)



**President**  
**CEO and Representative Executive Officer**

**Jun Akema**

Apr. 2002 Seiko Epson Corporation  
Oct. 2004 Epson Imaging Devices Corporation  
Feb. 2010 SUZHOU EPSON Co., Ltd (secondment)  
Apr. 2015 Tottori Components Section, Integrated Procurement Department, Procurement Division (JDI)  
Jun. 2017 E-Signage Business Planning Department, E-Signage Business Unit, Mobile Business Group (JDI)  
Mar. 2022 Head of Procurement Division, Manufacturing Division (currently Procurement Division, Manufacturing & Quality Unit, JDI)  
Jun. 2025 President, CEO, and Representative Executive Officer of the company (current position)

## Executive Officer

## Social Data

Indicators	Unit	FY2022	FY2023	FY2024
Number of Employees (As of March 31 each year)	Persons	2,834	2,701	2,639
Male		2,531	2,416	2,357
Female		303	285	282
Average Age (As of March 31 each year)	Age	47.8	48.9	49.3
Male		48.2	49.3	49.7
Female		44.4	45.9	46.2
Average Years of Service (As of March 31 each year)	Years	21.5	22.3	22.4
Male		22.1	22.8	23.0
Female		16.0	17.1	17.0
Number of New Employee Hires	Persons	14	109*	21
Male		11	95	13
Female		3	14	8
Turnover Rate within Three Years of Joining	%	21.1 (New Hires in FY2019)	12.5 (New Hires in FY2020)	0
Male		23.1 (New Hires in FY2019)	10.0 (New Hires in FY2020)	0
Female		16.7 (New Hires in FY2019)	14.3 (New Hires in FY2020)	0
Turnover Rate of Regular Employees		5.4	3.8	8.5
Resignation for Personal Reasons		2.5	1.9	1.7
Number of Rehired Retirees (Reemployment Rate)	Persons (%)	46 (84)	78 (89)	80 (82)
Ratio of Female Managers (As of April 1 each year)	%	1.7	1.9	2.9
Gender Wage Gap (All Employees)		67.0	69.5	69.7
Childcare Leave Acquisition Rate for Male Employees		86	86	94
Number of Annual Paid Leave Days Taken	Days	17.2	16.7	18.4

\* This includes employees who joined JDI after transferring from JOLED Inc. to JDI's subsidiary, JDI Design and Development LLC.

Indicators	Unit	FY2022	FY2023	FY2024
Overtime Working Hours (Average Per Person Per Month)	Hours	23.3	24.4	20.9
Number of Labor Accidents (Domestic Bases)	Number	7	8	4
During Temporary Closure		0	3	1
During Non-stop Operation		7	5	3
Number of Labor Accidents (Overseas Bases)		1	0	0
During Temporary Closure		1	0	0
During Non-stop Operation		0	0	0
Number of Owned Patents, Utility Model Rights, and Design Rights (As of March 2025)	Domestic	3,329	3,338	3,479
	Overseas	8,400	8,542	9,070
Number of Applications for Patents, Utility Model Rights, and Design Rights (FY2024)	Domestic	562	480	450
	Overseas	657	788	837

## Environmental Data

Indicators		Unit	FY2022	FY2023	FY2024
Greenhouse gases Emission *1 status	GHG emissions *2	t-CO2	1,603,425	1,454,168 <sup>*6</sup>	1,127,440
	GHG emissions Scope1		71,635	76,966 <sup>*6</sup>	68,448
	GHG emissions Scope2		325,359	243,241	208,455
	GHG emissions Scope3		1,206,431	1,133,961 <sup>*6</sup>	850,536
	Energy consumption	GJ	7,902,505	5,585,233 <sup>*6</sup>	4,875,118
	Electricity consumption	kWh	747,020,000	565,528,000	499,677,138
	Renewable energy *3		117,000	106,258	138,105
Waste management	Waste emissions *4	t	13,168	7,401	6,725
	Recycled waste emissions		11,776	6,479	5,999
	Non-recycled waste emissions		372	211	161
	Hazard waste emissions *5		1,020	711	565
Water resource management	Water intake	m	8,912,275	7,650,327	6,671,834
	Water supply system		254,454	60,617	48,929
	Groundwater		2,067,970	1,675,913	1,944,880
	Industrial water		6,589,851	5,913,797	4,678,024
	Wastewater volume		8,057,340	6,893,044	5,982,551
Compliance management	Cost of environmental fines and penalties	yen	0	0	0

・ Sums may not add due to rounding of figures.

・ The scope includes all domestic sites and global manufacturing subsidiaries.

・ Scope-specific emissions are defined according to the GHG Protocol Initiative.

\*1 The greenhouse gas emissions performance for FY2023 and FY2024 includes global sales subsidiaries.

\*2 Greenhouse gas emissions are calculated based on the Act on Promotion of Global Warming Countermeasures.

\*3 Includes solar power generation as well as deemed renewable energy through non-fossil certificates and similar mechanisms.

\*4 Waste emissions include valuable materials.

\*5 Hazardous waste refers to waste as defined by the laws of each country, and in Japan it refers to specially controlled industrial waste.

\*6 The emission figures for the fiscal year 2023 contained errors, so the values and the total have been corrected.

## Governance Data

Indicators		Unit	FY2022	FY2023	FY2024
Directors (As of June 30 each year)		Persons	7	6	6
External Directors			5	4	4
Female Directors			2	2	2
Ratio of External Directors		%	71	67	67
Ethics Training Participation Rate			100	100	100
Human Rights and Harassment Training Participation Rate			99	99	99
Number of Internal Reports		Number	10	7	5
Number of Significant Legal Violations			0	0	0
Number of Labor Standards Act Violations			0	0	0
Board of Directors	Frequency	Number	28	20	15
	Attendance Rate	%	89	98	100
Audit Committee	Frequency	Number	15	14	13
	Attendance Rate	%	100	100	100
Nominating Committee	Frequency	Number	10	5	5
	Attendance Rate	%	100	100	100
Compensation Committee	Frequency	Number	7	5	4
	Attendance Rate	%	100	100	100

# Data | Stock Information

## Stock Information (As of March 31, 2025)

### Total Number of Shares Issued and Shareholders

Type	Authorized Shares	Total Issued Shares	Common Shares Issued upon Conversion	Number of Shareholders
Common Shares	15,000,000,000	3,880,388,022	-	80,818
Class E Preferred Shares	5,540	5,540	2,308,329,640	1

Note 1. The number of treasury shares held by JDI is 67.

Note 2. Class E preferred shares do not have voting rights.

### Stock Acquisition Rights

Name (Allotted Date)	Exercise Period	Total Rights Issued	Common Shares Issued on Exercise	Exercise Price
The 13th Stock Acquisition Rights (March 22, 2023)	From June 1, 2023 to November 30, 2028	100	3,852,444,400	45

Note: The exercise period for the 13th Stock Acquisition Rights in the issuance terms is as stated above. However, the agreement with the allotment recipient stipulates that the new share subscription right will be exercised in two stages as follows:

(1) 50 Rights: From June 1, 2023 to May 31, 2028

(2) 50 Rights: From December 1, 2023 to November 30, 2028

### Major Shareholders

Shareholders	Number of Shares Held	Voting Rights Ratio (%)
1 Ichigo Trust	3,034,222,222	78.20
2 The Master Trust Bank of Japan, Ltd. (Trust Account)	75,920,900	1.96
3 Nichia Corporation	34,965,000	0.90
4 Nomura Securities Co., Ltd.	19,987,811	0.52
5 JP JPMSE LUX RE BARCLAYS CAPITAL SEC LTD EQ CO	13,054,420	0.34
6 Haneda Turtle Service Co., Ltd.	9,627,000	0.25
7 Akio Utsumi	9,432,700	0.24
8 JP JPMSE LUX RE NOMURA INT PLC 1 EQ CO	8,148,700	0.21
9 Japan Display Inc. Employee Stock Ownership Association	7,861,426	0.20
10 Utsumi Seiwa Planning Co., Ltd.	5,392,000	0.14

Note1. Percentages of voting rights are calculated based on the number voting rights (38,803,228) as of March 31, 2025.

Note2. Ichigo Trust holds 5,540 Class E Preferred Shares with no voting rights.

## Ownership and Distribution of Shares

### (1) Common Shares

Types of Shareholders	Number of Unit Shareholders	Number of Share Units Held	Shareholding Ratio (%)
Japanese Financial Institutions	7	821,323	2.12
Japanese Securities Firms	29	298,320	0.77
Other Japanese Institutions	473	633,469	1.63
Foreign Institutions and Individuals	718	30,981,167	79.84
Japanese Individuals and Others	77,157	6,068,949	15.64
<b>Total Unit Shares</b>	<b>78,384</b>	<b>38,803,228</b>	<b>100.00</b>
Odd-Lot Shares	-	65,222	-

### (2) Class E Preferred Shares

Types of Shareholders	Number of Unit Shareholders	Number of Share Units Held	Shareholding Ratio (%)
Foreign Institutions and Individuals	1	55	100.00

Note: The number of Common Shares and Preferred Shares per trading unit is 100 shares.

Company Profile (As of March 31, 2025)

**Company Name** JapanDisplay Inc. (JDI)  
**Incorporated** April 1, 2012  
**Capital** 100 million yen  
**Fiscal Year** From April 1 to March 31 of the following year  
**Employees** 4,141  
(consolidated)

Headquarters

Landic 2nd Bdg., 3-7-1, Nishi-shimbashi,  
Minato-ku, Tokyo, 105-0003, Japan

Development and Design Sites

**Ebina R&D Center**  
Ebina Prime Tower, 2-9-50, Chuo, Ebina-shi,  
Kanagawa, 243-0432, Japan Higashiura  
**Higashiura Engineering Center**  
50, Kamifunaki, Ogawa, Higashiura-cho, Chita-gun,  
Aichi, 470-2102, Japan  
**JDI Kyoto Design and Development Center**  
Kawaramachi NNN Bldg., 733 Uematsu-cho,  
Matsubarasagaru, Teramachidori, Shimogyo-ku,  
Kyoto-shi, Kyoto, 600-8028, Japan

Domestic Fabs (As of March 31, 2025)

Ishikawa Fab  
Mobara Fab  
Tottori Fab (Production at Tottori Fab ended in March 2025.)

Production Lines by Fab

**Ishikawa Fab**  
4.5th-generation LTPS \*1  
**Mobara Fab** (JDI Manufacturing Campus)\*2  
6th-generation LTPS\*1  
**Tottori Fab** \*3  
4th-generation a-Si \*4  
  
\*1 LTPS: Low-temperature polycrystalline silicon  
\*2 Production at Tottori Fab ended in March 2025.  
\*3 Production at Tottori Fab is scheduled to end in FY 2025.  
\*4 a-Si: Amorphous silicon

Global Subsidiaries

**Global Sales Subsidiaries**  
**JDI Display America, Inc.** (JDIDA)  
San Jose, CA, USA  
**JDI Europe GmbH** (JDIE)  
München, Germany  
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**JDI Taiwan Inc.** (JDIT)  
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Editorial Policy

JDI believes in the importance of appropriate disclosure and communication to stakeholders and has prepared this report with the aim of communicating JDI's efforts to achieve a sustainable society as clearly as possible.

**Target Organization:**  
Japan Display Inc. and its global subsidiaries

**Reporting Period:**  
April 2024 - March 2025 (Includes some activities outside the target period)

**Reference Guidelines:**  
Minister of Economy, Trade and Industry: Value Co-creation Guidance, IFRS Foundation: International Integrated Reporting Framework, Ministry of the Environment: Environmental Reporting Guidelines 2018 Edition

**Publisher:**  
Japan Display Inc. (Responsible Department: Sustainability Department)

Website Information

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