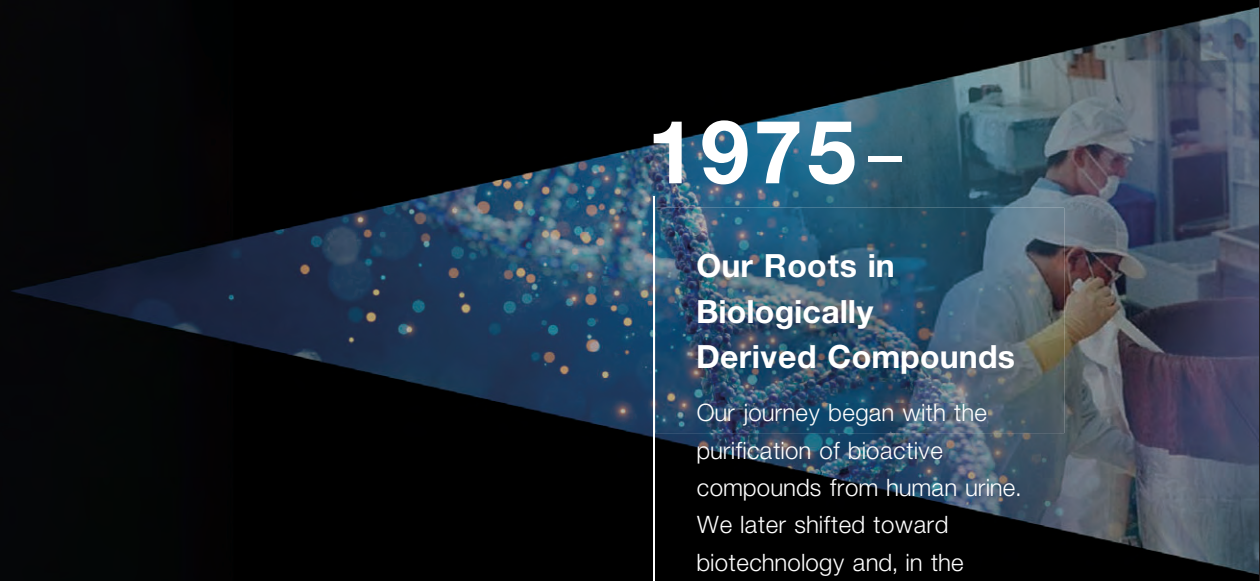
50th ANNIVERSARY

Integrated Report 2025 JCR Pharmaceuticals Co., Ltd.

2025

Where medicine ends, our resolve begins.

For conditions no one has been able to treat,
we ask not what's possible, but what must be done.
Every life, no matter how small, deserves a response.
And so we move forward to bring hope where none existed.



1975–

Our Roots in Biologically Derived Compounds

Our journey began with the purification of bioactive compounds from human urine. We later shifted toward biotechnology and, in the 1990s, launched recombinant human growth hormone products.

Contribution Area

Growth Hormone Therapy

2000–

From Discovery to Possibility. Japan's Firsts. Our Breakthroughs.

Building on advances in glycoengineering and cell culture, we received Japan's first approval for a biosimilar in 2010 and for an allogeneic regenerative medicine product in 2015—delivering innovation grounded in decades of scientific expertise.

Contribution Area

- Renal Anemia
- Regenerative Medicine

2021–

Crossing Barriers, Changing Futures. First to the Brain. First in the World.

In 2021, we achieved a global first with our proprietary J-Brain Cargo®(JBC), enabling blood-brain barrier (BBB) penetration and expanding its application to fusion protein therapies for lysosomal storage disorders and other rare diseases.

Contribution Area

- Lysosomal Storage Disorders (LSDs)

Relentless pursuit of innovation

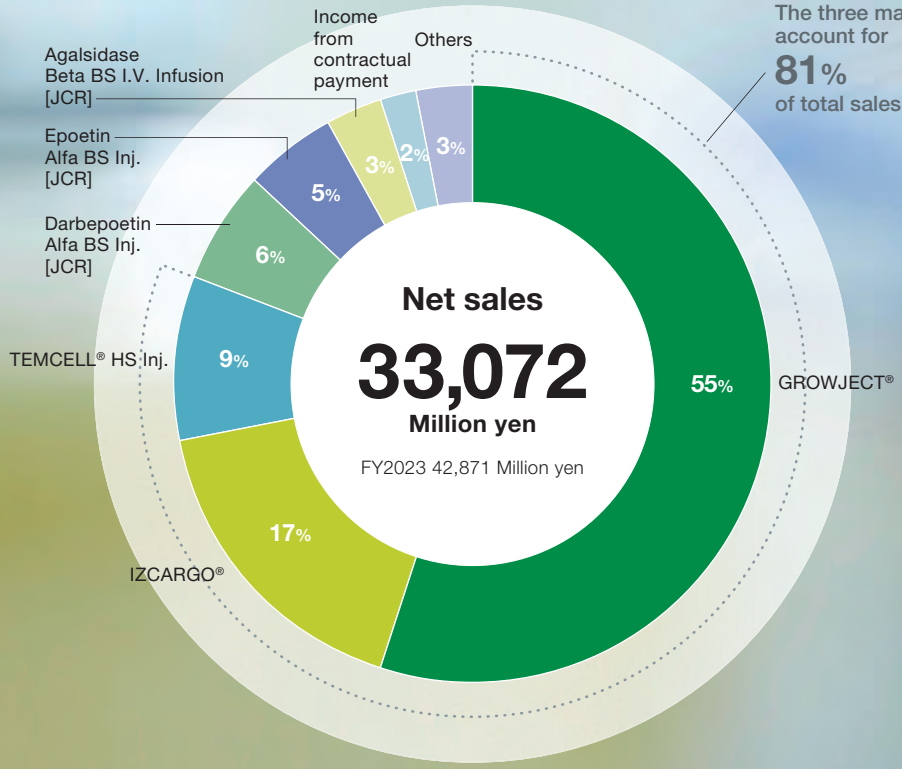
Seamless integration from R&D to manufacturing

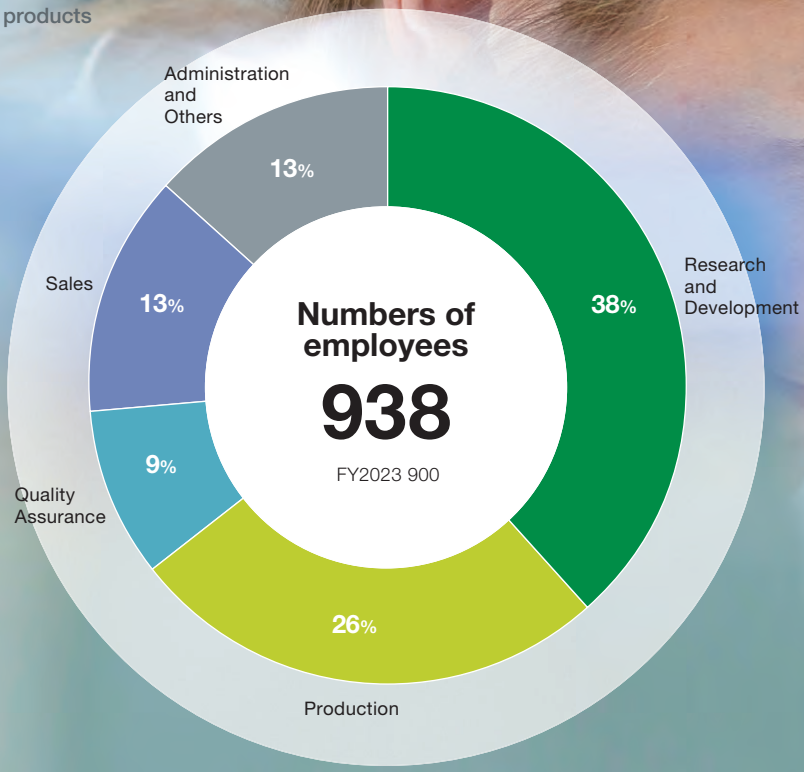
People who see problems as fuel for progress

A mission that doesn't stop at borders or barriers

JCR: Making a Global Impact in Rare Diseases

Since our founding, JCR has been dedicated to developing biopharmaceuticals for rare diseases, aiming to bring these therapies to patients around the world through continued innovation and global expansion.





Operating profit
(6,650)
FY2023 7,531 Million yen

ROE
(9.3)%
FY2023 10.3%

Payout ratio
—
FY2023 45.3%

R&D Expenses and Ratio
15,431 / 46.7%
FY2023 11,234/26.2% Million yen

R&D Pipeline
17+ LSDs Programs
1 Growth Hormone Product

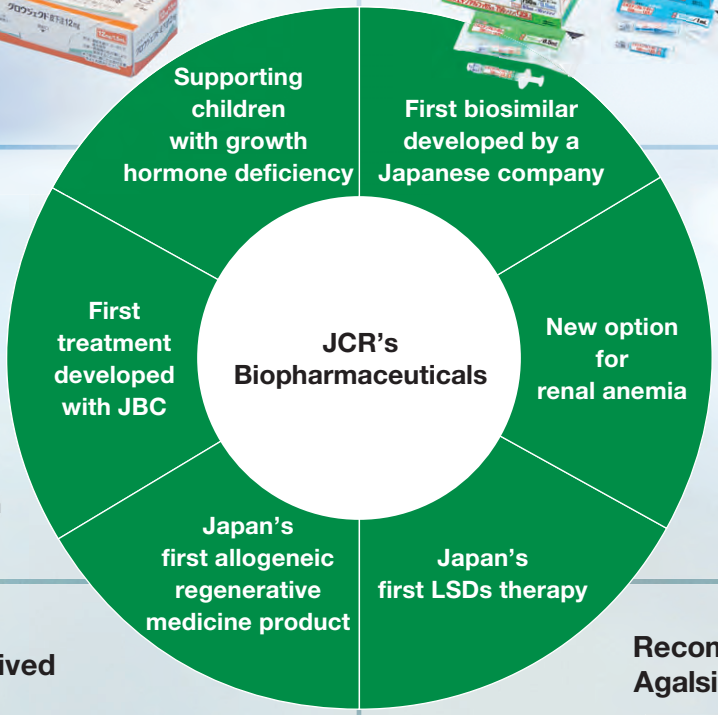
Japan: 21 sites
Overseas: 5 countries

Recombinant Human Growth Hormone Product GROWJECT® Subcutaneous Inj.

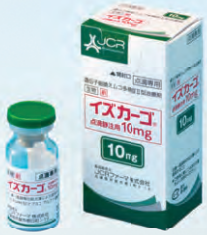
Launched in 1993, this growth hormone therapy treats short stature in children with growth hormone deficiency. A liquid formulation was introduced in 2017, with an expanded indication following in 2023. That same year, the GROWJECTOR® Duo was launched, providing more treatment options.

Recombinant Erythropoietin Product Epoetin Alfa BS Inj. [JCR]

Approved in 2010 as Japan's first biosimilar of epoetin alfa, it was developed using serum-free culture technology and JCR's proprietary biotechnology to meet the need for cost-effective dialysis treatment.



Recombinant Treatment for MPS II IZCARGO® I.V. Infusion



Launched in 2021, this was the first approved therapy to use JCR's proprietary JBC technology. It treats MPS II (Hunter syndrome) by delivering effects throughout the body, including the brain, to help manage central nervous system (CNS) symptoms

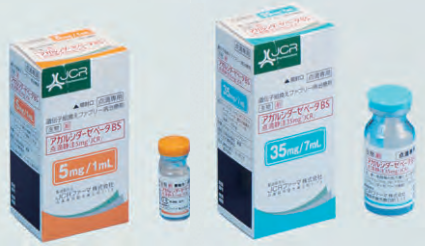
Long-acting erythropoiesis-stimulating agent Darbepoetin Alfa BS Inj. [JCR]

Launched in 2019, this biosimilar offers a new treatment option for renal anemia, developed based on experience with Epoetin Alfa BS Injection JCR.

Allogeneic Regenerative Medicine Human (allogeneic) bone marrow-derived mesenchymal stem cells TEMCELL® HS Inj.

Launched in 2016 for the treatment of acute graft-versus-host disease (GVHD), this was Japan's first allogeneic regenerative medical product using human (allogeneic) bone marrow-derived mesenchymal stem cells sourced from healthy adult donors.

Recombinant Treatment for Fabry disease Agalsidase Beta BS I.V. Infusion [JCR]



JCR developed Agalsidase Beta BS I.V. Infusion [JCR] for Fabry disease and secured approval in 2018. It was the first biosimilar product for an LSDs approved in Japan. Manufactured using serum-free culture, it expanded patient options.

We have long stood at the frontlines of rare disease.
Not because it was easy—but because someone had to face the pain that others overlooked.
Each step we've taken has been a response to a single voice, a single need, and a belief that no one should be forgotten.
Now, drawing strength from all we've learned, we are ready to take a broader view and face even greater medical challenges.
To bring light to more lives, to keep moving forward—no matter the wall that stands before us.
This is the spirit behind our renewed corporate philosophy and core values we hold dear.

Corporate Philosophy

"We create treatments that go beyond rare disease to solve the world's most complex healthcare challenges"

Core Values

Putting people first

Our community is our priority. Patients, families, physicians and our employees are at the heart of what we do.

Forging our own path

Unshackled from convention, we create new solutions that no-one else can.

Always advancing

We don't stand still. Our research continuously pushes boundaries to deliver for patients and families.

Committed to excellence

We deliver the highest standards for partners, patients and employees.

Contents

Editorial Policy

This report is structured around our newly defined corporate philosophy and core values. It outlines the societal role we seek to fulfill, the progress of our management strategy, our business activities, and our sustainability initiatives—presented from both financial and non-financial perspectives.
Our goal is to clearly convey the full picture of JCR's value creation and the direction we are heading, for all stakeholders, including our investors.

See global website for business details
https://jcrpharm.com/

Reporting Period

FY2024 (April 1, 2024 – March 31, 2025)
*Includes some content from FY2025.

Reporting Scope

JCR Group (JCR Pharmaceuticals Co., Ltd., consolidated subsidiaries, and equity-method affiliates)
*Any deviations from this scope are noted accordingly

Units of Measurement

Figures are generally rounded down to the nearest unit. Amounts displayed in billions of yen are rounded to the nearest whole number.

Caution Regarding Forward-Looking Statements

Integrated Report 2025 includes forward-looking statements based on the information available to the company. These statements involve known and unknown risks and uncertainties. Actual outcomes may differ significantly due to factors such as economic downturns, regulatory changes, product launch delays, competitive pressures, weakened sales performance, production disruptions, intellectual property infringements, or adverse litigation rulings.

Chasing the End of Incurable Diseases

Representative Director
Chairman, President and CEO
Shin Ashida

50 Years of Challenge and Discovery

In September 2025, JCR will mark its 50th anniversary. I'm deeply grateful to everyone who has supported us along the way. Looking back, what defined our journey was the people I met and the challenges we embraced.

My first product, urokinase, was made possible through the help of a university professor, which led to my very first client in France, CHOAY. That connection later opened the door to importing human growth hormone from Serono in Italy. Without those early experiences, I may never have found my path to biopharmaceuticals for rare diseases.

From the start, I've devoted myself to research. Even with just a few employees, I asked: What does the world truly need? That mindset remains unchanged. Today, with nearly 1,000 employees, we continue to build together—investing over 40% of our revenue in R&D in FY2024. We've fostered a culture where free thinking and risk-taking are encouraged, and where progress matters more than perfection.

A key result of that spirit is JBC, our proprietary technology that delivers biotherapeutics across the BBB. Originally developed for LSDs, it now holds promise for conditions including neurodegenerative, orthopedic, ocular, and muscular diseases. It may transform what's possible in drug development.

Working in rare diseases isn't always efficient. But when I think about the patients and families still waiting, I know this is where we must be. This is our mission—and we move forward with purpose.

Beyond the Numbers, Toward What Matters

FY2024 was a challenging year. We posted our third operating loss since the company was founded—due to delays in anticipated licensing agreements and the disposal of inventory built up during the COVID-19 pandemic. But I see this as part of our commitment to long-term growth. We invested over 15.4 billion yen in R&D—an upfront cost, yes, but also a statement of where we are heading.

We expect to return to profitability in FY2025, and we're aiming even higher. Our goal is to more than double revenue and reach 100 billion yen in the 2030s. To achieve this, we launched a five-year Mid-Term Business Plan in FY2023: *Reach Beyond, Together*. Our focus is on five key areas—advancing JBC–based therapies, building globally competitive manufacturing capacity, strengthening our global quality assurance systems, accelerating rare disease drug development, and investing in people.

We are building a global-standard manufacturing and quality infrastructure. Our new formulation plant in Kobe, now under construction, will be central to this effort—producing biopharmaceuticals in normal times and shifting to vaccine production in emergencies, in coordination with our adjacent active pharmaceutical ingredient facility. At the same time, we are strengthening quality assurance to ensure our therapies can comply with and compete in global markets.

In rare diseases, we've set a target of five clinical entries in five years—and two (JR-441 and JR-446) are already underway. JR-141, our lead program, is progressing smoothly in global Phase 3 trials. JR-479, a potential treatment for GM2 gangliosidosis, has shown promising results in preclinical studies, and we are preparing for clinical entry.

Our people are the foundation of everything we do. I want every individual to become that someone—the one who steps up and makes a difference. That's why we're introducing a new HR framework built on contribution-based evaluation and compensation. We aim to create an environment where people can take charge of their careers, grow in their roles, and feel truly valued. Growth doesn't happen without great people—and it's our job to make JCR a place where they can thrive.

To bring our science to patients around the world, we will continue investing in R&D and look for new ways to expand our reach through broader use of our technology and global partnerships.

Staying True, Looking Ahead

On April 1, 2026, JCR will transition to a new leadership team, with Toru Ashida as Chairman and Hiroyuki Sonoda as President. This decision was carefully considered over several years by our Nomination and Compensation Advisory Committee to ensure the long-term growth and value of the company.

Hiroyuki Sonoda is a scientist at heart. From his early research on Agrobacterium at Hiroshima University to earning his Ph.D. in bioprocess from Kobe University's Graduate School of Engineering, he has pursued science with focus and conviction. He played a key role in the development of JBC, and I believe his vision and energy—as well as his deep roots in JCR—will help lead the company through a new era of innovation. I expect him to continue doing what we've always valued: take bold risks and never be afraid to fail.

Our value has always come from our venture spirit, the willingness to challenge the unknown and invest in what patients truly need. For us, "venture" means going where others hesitate, and building what others think can't be done.

Through this transition and afterward, I will continue to support the company from behind the scenes as a founder, and as someone who still believes deeply in what JCR stands for. I hope we can count on your continued support as we move forward.

Building Innovation and Growth on a Foundation of Strength

Our Strengths

A Rare Disease Specialty Pharma

Decades of Proven Expertise

Years of innovation have yielded proprietary technologies in rare diseases.

Fully Integrated Operations

In-house research, manufacturing, and sales ensure stable supply and quality.

Resilient Talent, Forged by Challenge

Global perspectives and diverse backgrounds shape JCR's future.

Our Business

Proprietary Technology

Our focus is on creating therapies that reach the CNS by crossing the BBB with JBC.

(Note: Not all marketed products are JBC–based.)

Revenue Pillars

Stable growth from existing products serves as a vital resource for ongoing R&D

We aim to expand licensing revenues by providing our developmental pipelines and proprietary platform technologies to our partners

Future Growth Drivers

Prioritizing global expansion through partnerships for in-house and JBC-applied therapies, while seeking strategic alliances for the JBC platform

Materiality

- RD Rare Diseases
- E Environment
- S Society
- G Governance

Output

Three Core Modalities Driving Breakthrough Innovation

Recombinant Proteins

Our enzyme replacement therapy for MPS II using JBC was approved in Japan in March 2021 and is now a key domestic product. Global development is ongoing.

Regenerative Medicine

TEMCELL® received Japan's first approval for an allogeneic regenerative medical product in September 2015 and remains one of our core offerings.

Gene Therapy

We are applying JBC to gene and antibody therapies through strategic partnerships. Our proprietary JUST-AAV platform offers a novel gene delivery approach. (See p.19 for details)

CDMO Business

Since producing AstraZeneca's COVID-19 vaccine drug substance in FY2021, we have continued leveraging our technologies in contract manufacturing.

Corporate Philosophy

"We create treatments that go beyond rare disease to solve the world's most complex healthcare challenges"

Surroundings

Accelerating Solutions in a Growing Market

In Japan, rare diseases are defined as those affecting fewer than 50,000 people, or less than 0.04 percent of the population. As the market continues to grow, efforts to find solutions are gaining momentum.

Understanding the Realities

There are an estimated 5,000 to 8,000 rare diseases worldwide, affecting around 350 million people. Approximately 95% still have no effective treatment, leaving patients and families with few options, but continuing hope.

Many of these diseases are difficult to diagnose, especially those that appear in childhood and severely affect development and daily life.

Delays in diagnosis are compounded by regional disparities, a lack of specialists, and limited access to approved therapies. In Japan, drug lag remains a concern, with many treatments available abroad still unapproved domestically. R&D also trails behind Western countries due to limited market size and scarce clinical knowledge. With limited public understanding, patients and families often remain isolated. These challenges demand sustained action and stronger collaboration across all sectors.

The Global Rare Disease Picture

350 million people affected worldwide

80% of rare diseases are genetic in origin

5,000–8,000 known rare diseases

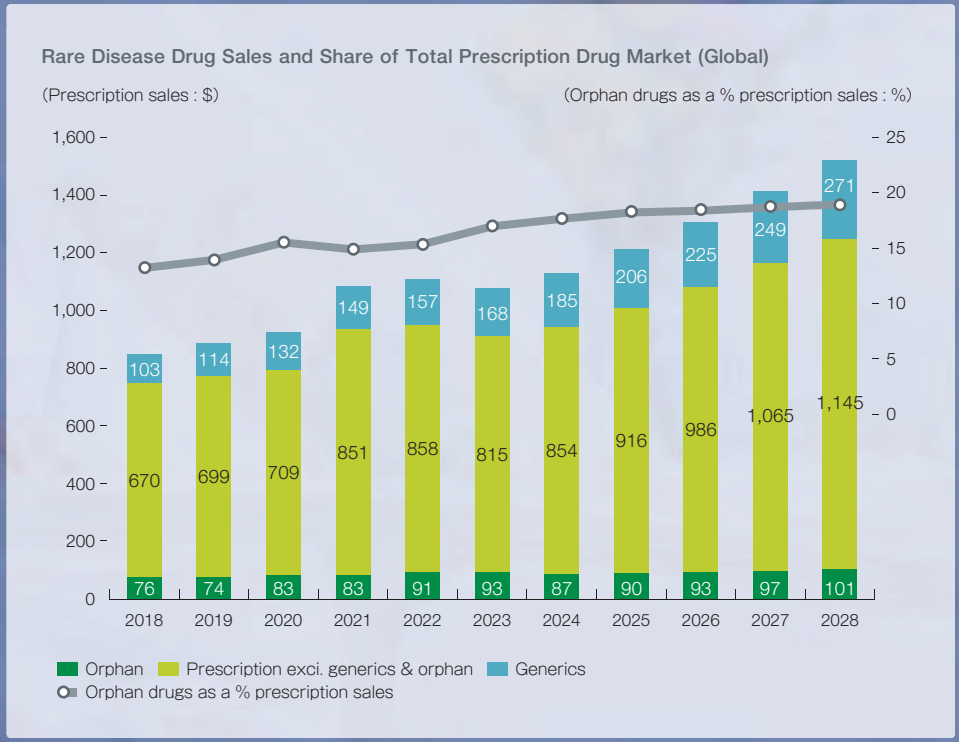
Source: IFPMA (2017) “Rare Diseases: Shaping a Future with No One Left Behind”

Market Outlook

The global orphan drug market continues on a promising growth trajectory.

In Japan, it is expected to reach USD 14 billion in 2024 and expand to around USD 32.7 billion by 2033, with an average annual growth rate of 9.8%. The global market has grown by around 10% per year.

This growth is driven by rising medical needs, advancing precision medicine, and closer partnerships across public and private sectors, academia, and patient groups. Research is especially active in oncology, hematology, and neurology. Despite ongoing challenges, such as high drug costs and limited access, the future depends on patient-centered development and advanced technologies like gene therapy.



Source: Orphan Drug Report 2024 “Are Orphan Drugs Losing Their Sparkle?”

Strengths

Advancing Rare Disease Care through Synergy

Fifty years of challenge and progress have shaped the technologies, infrastructure, and people that now enable JCR to deliver innovative treatments in rare diseases.

A Rare Disease Specialty Pharma

Strengths 01

Innovating Since the Beginning

Building Unique Capabilities Through Decades of Innovation

Since our founding, we have leveraged our accumulated expertise to advance regenerative medicine and gene therapy, expanding treatment options and bringing new hope to patients with rare diseases.

Strengths 02

Seamless Supply from Lab to Market

End-to-End Supply, Powered In-House

We conduct every step in-house, from early-stage research using advanced biotechnology to manufacturing with state-of-the-art technologies and sales operations at seven sites across Japan. This fully integrated system ensures the consistent and timely delivery of high-quality therapies to the market.

Strengths 03

People Who Turn Challenge into Possibility

Driving Growth Through Diverse Talent

We foster a culture where every voice counts, regardless of age or experience. This empowers individuals to think and act independently and helps drive global growth.

Mid-Term Business Plan for FY2023-FY2027

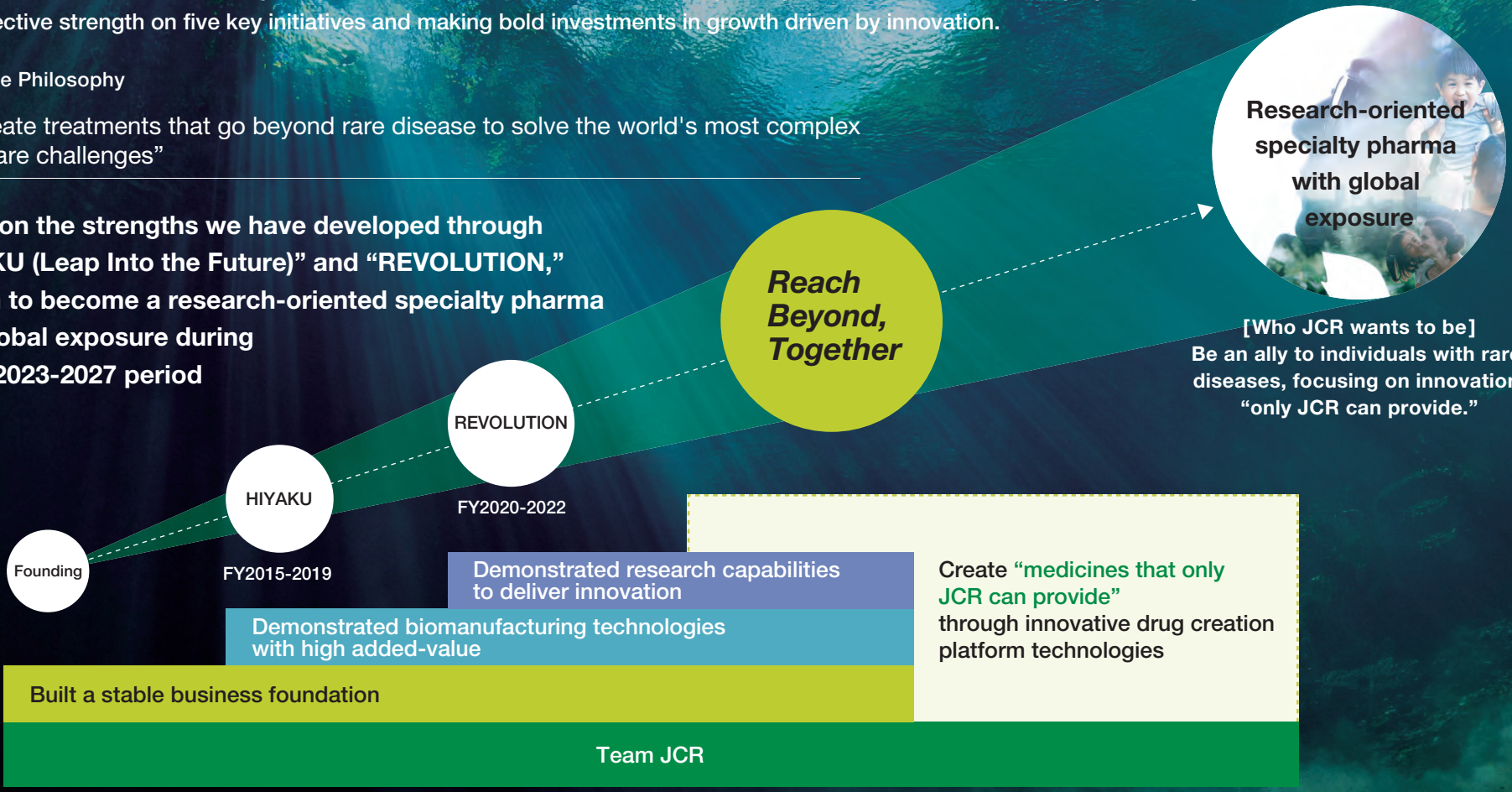
Reach Beyond, Together

Under the FY2023–2027 Mid-Term Business Plan, "*Reach Beyond, Together,*" JCR is advancing proprietary drug discovery platforms to create medicines only we can make. We aim to become a globally recognized R&D-driven company by focusing our collective strength on five key initiatives and making bold investments in growth driven by innovation.

Corporate Philosophy

"We create treatments that go beyond rare disease to solve the world's most complex healthcare challenges"

Based on the strengths we have developed through "HIYAKU (Leap Into the Future)" and "REVOLUTION," we aim to become a research-oriented specialty pharma with global exposure during the FY2023-2027 period



Globally, JCR remains a biotech venture with proprietary technologies. In this new phase of growth, we aim to deliver our therapies to patients and families worldwide. To do so, we will continue to invest in R&D without setting quantitative guidance—focusing instead on the growth potential of scientific progress. Timely and transparent communication with investors and shareholders will be a top priority.

Five Initiatives

Creation of innovative core technologies

→P.15

Demonstration of global standard production capacity

→P.16

Expansion of global quality assurance system in terms of quality and quantity

→P.16

Early launch of products for rare diseases

→P.17

Human resource development to support growth

→P.18

Shareholder Returns

Returning profits to shareholders is a key management priority. Our basic policy is to maintain stable dividends while securing internal reserves for future drug development and business reinforcement. Dividend decisions consider earnings, cash flow, and other financial factors.

	Dividend Per Share (yen)			Payout Ratio (%)
	Interim Dividend	Year-end Dividend	Total Annual Dividend	
FY2022	10.00	10.00	20.00	65.9
FY2023	10.00	10.00	20.00	45.3
FY2024	10.00	10.00	20.00	—

Investment in the Future (FY2024)

R&D: **15.4** billion yen	In FY2024, 15.4 billion yen investment in R&D, a sharp increase from previous year, mainly to expand global clinical operations and staffing. This includes 1.1 billion yen in investigational drug write-offs. We view R&D as key to future growth and will continue investing in FY2025.
Capital Expenditures: **9.9** billion yen	Construction of a new formulation plant is underway to increase production capacity. This project is supported by a subsidy under METI's initiative to strengthen vaccine production infrastructure. FY2024 capital expenditures include the subsidy-eligible portion of 9.9 billion yen.

1 Creation of Innovative Core Technologies

Building on our proprietary BBB-penetration technology, JBC, we are developing breakthrough therapies for a wide range of diseases—including neurodegenerative, ocular, skeletal, and muscular disorders—beyond LSDs.

To expand delivery to hard-to-reach tissues such as the eye, skeletal muscle, and cartilage, we are accelerating research in the next-generation JBC through active collaboration with partners who bring cutting-edge expertise in these specialized fields.

Progress in FY2024

In January 2025, we signed a new joint agreement with Modalis after achieving proof of concept for a novel gene therapy targeting CNS disorders.

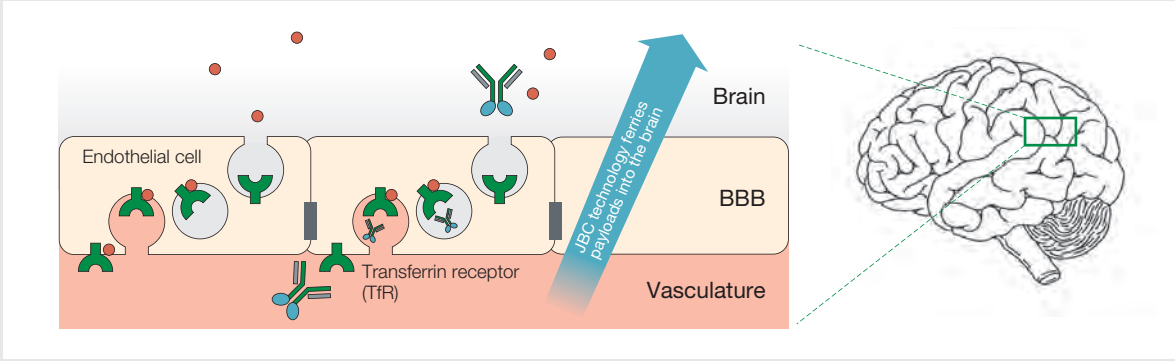
We began collaborating in 2023, combining our proprietary BBB technology with their epigenome-editing payload to develop this next-generation therapy.

Collaborations with Key Partners

2022	**MEDIPAL HOLDINGS CORPORATION** • Memorandum granting exclusive rights to negotiate global commercialization of therapies for four ultra-rare diseases • Licensing contract for the commercialization of a fucosidosis treatment
2023	**Alexion, AstraZeneca Rare Disease** • Research collaboration, option, and license partnership for neurodegenerative disease therapies using JBC • Research collaboration, option, and license agreement for oligonucleotide therapeutics using JBC **Angelini Pharma** • Development and commercialization collaboration of novel biologic for epilepsy using JBC **MEDIPAL HOLDINGS CORPORATION** • License agreement for JR-446 (MPS IIIB): overseas commercialization and joint development/marketing in Japan
2025	**Modalis Therapeutics** • Next phase of joint research agreement for gene therapy development **Alexion, AstraZeneca Rare Disease** • License agreement for proprietary JUST-AAV capsids **Acumen Pharmaceuticals** • Collaboration to develop therapy for Alzheimer's disease, enabled by JBC

What is JBC?

The BBB blocks most drugs from reaching the brain. JBC is a proprietary technology that uses transferrin receptors in brain blood vessels to efficiently deliver therapies to the brain—at 20 to 100 times the rate of conventional methods. It is also adaptable to various types of drugs.



Demonstration of Global Standard Production Capacity; Expansion of Global Quality Assurance System in Terms of Quality and Quantity

Rooted in our founding commitment to excellence in manufacturing, we continue to advance our capabilities in vaccine production. Our five production sites operate at full capacity, with close collaboration across integrated research and manufacturing hubs in Kobe. We are building a resilient global supply chain to respond to crises such as pandemics and natural disasters. Under our Mid-Term Business Plan, we are investing around 40 billion yen in facilities and CMOs to boost our manufacturing capabilities. We ensure a stable supply of growth hormone therapies, biosimilars, and TEMCELL® HS Inj. through integrated quality management. Leveraging our technologies and expertise, we continue to take on new challenges in uncharted territory.

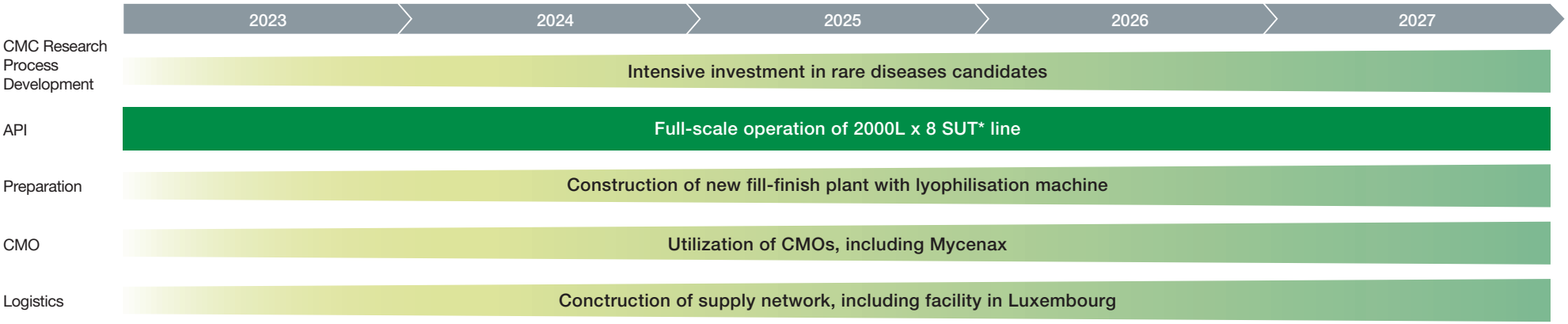
Key Developments in FY2024

Construction is currently underway on a new formulation plant next to the Kobe Science Park Center, which was completed in November 2022. The new facility is being developed with support from Japan's Ministry of Economy, Trade and Industry under its subsidy program to strengthen the nation's vaccine production capabilities in times of emergency. In normal times, the facility will be used to produce biopharmaceuticals.

Initiatives in "MONOZUKURI" (Manufacturing)

Existing Drugs	**Domestic Market** • Growth hormone • Biosimilars • TEMCELL® HS Inj.	**Initiatives for Stable Supply** • Sophisticated procedures and robust quality control • Securing raw materials • Securing appropriate benefits
Drugs for Rare Diseases Vaccines	**Global Strategic Items** • JBC development products: 10+ • Gene therapy products • Vaccines (upon government request)	**Initiatives for Frontiers** • Manufacturing with new technologies • GMP audit by regulatory authorities from outside Japan • On-track development • Small lot size

Expanding Our Global Supply



* Single Use Technology

4 Early Launch of Products for Rare Diseases

We are advancing global clinical trials for therapies such as JR-141 and JR-171, leveraging our proprietary BBB-penetration technology, JBC. In the field of LSDs, we are currently developing over 17 pipeline candidates—most still in basic research or preclinical stages. Among these, JR-471 targets fucosidosis, while JR-479 addresses Tay-Sachs disease and Sandhoff disease, ultra-rare conditions affecting only a handful of patients worldwide. We believe it is our mission to bring forward medicines only we can create, especially for diseases where large pharmaceutical companies are unlikely to engage. Together with our partners, we are working to bring these therapies to patients globally.

Key Developments in FY2024

Enrollment for the global Phase 3 trial of JR-141 progressed smoothly, achieving its target number of patients. JR-441, which entered clinical development during the current Mid-Term Business Plan, advanced to Phase 1/2 in Germany, followed by a Phase 1 trial in Japan, where first dosing was completed in December 2024. JR-446, developed in partnership with MEDIPAL HOLDINGS CORPORATION, began a Phase 1/2 trial in Japan, with initial dosing also completed in December 2024. In April 2025, it received Orphan Drug Designation from the U.S. FDA for MPS IIIB (Sanfilippo syndrome type B), followed by designation from the European Commission in June.

R&D Pipeline

Code	Indication	Status	Milestones/Comments
JR-141	MPS II (Hunter syndrome)	Global Ph3	• Achievement of patient enrollment • ~FY2027: Approval in US, EU, Brazil
JR-142	Pediatric GHD	Ph3 (Japan)	• Dec 2024: Initiation of first dosing in Ph3
JR-171	MPS I (Hurler syndrome, etc.)	Global Ph1/2 completed	• Extension study ongoing • Partnering intensified
JR-441	MPS IIIA (Sanfilippo syndrome type A)	Ph1/2 (Germany) Ph1 (Japan)	<Ph1/2> • Patient enrollment completed • 2H FY2025: 1-year clinical data <Ph1> • Patient enrollment completed
JR-446	MPS IIIB (Sanfilippo syndrome type B)	Ph1/2 (Japan)	• Dec 2024: Initiation of first dosing in Ph1/2 • Partnered with MEDIPAL HOLDINGS
JR-471	Fucosidosis		• Partnered with MEDIPAL HOLDINGS
JR-479	GM2 gangliosidosis		—

Human Resource Development to Support Growth

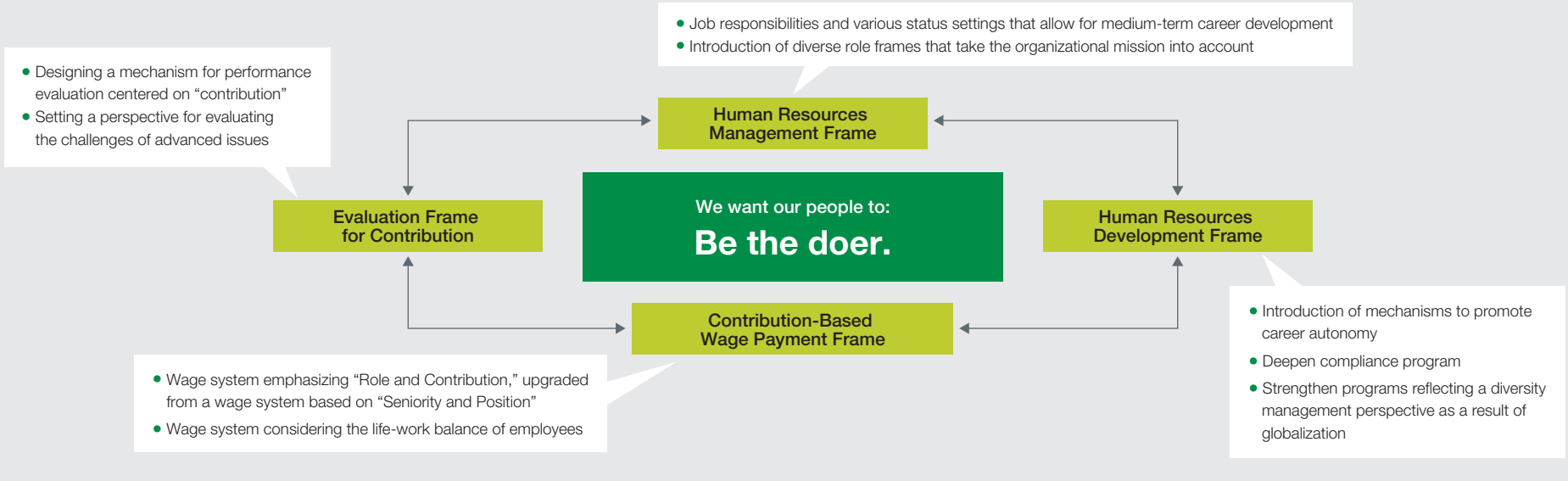
Under our Mid-Term Business Plan, we are advancing a human capital strategy focused on building a dynamic talent portfolio aligned with business goals, embedding diversity and inclusion across the organization, and strengthening engagement at both individual and organizational levels.

Our investment in human capital centers on developing and securing talent that drives long-term corporate value. To this end, we have defined the qualities we seek in people and in our organizational culture. Based on this vision, we are building an integrated HR Management System with four key components: performance evaluation, contribution-based compensation, talent development, and workforce planning.

Key Developments in FY2024

To embed our vision for ideal talent and culture, we implemented role-based training programs to strengthen skills, mindset, and career ownership. The second class of the JCR Academy, our program to develop future global leaders, graduated in March 2025. We also began reforming our HR system to better support employee growth and fulfill our mission. The new system, scheduled to roll out from April 2026, is built around three pillars: a job level structure, performance evaluation, and talent development with cross-functional roles.

Build a human resource management frame as a framework to realize the image of who we want our people to become



The Promise of J-Brain Cargo®

Turning Hope into Reality

JBC is our proprietary BBB-penetration technology that enables the delivery of biopharmaceuticals to the CNS. IZCARGO, a treatment for MPS II approved in Japan, is the first medicine approved worldwide to use this approach. LSDs remain among the most difficult rare diseases to treat. We have spent years tackling these challenges, and now we are working to apply our technology to other conditions with similar unmet needs.

Pioneering New Technology

New Platform Technology: JUST-AAV※

Our new proprietary gene therapy platform is engineered for efficient delivery to specific tissues. It holds promise for treating a wide range of diseases.

※JUST-AAV stands for “JCR,” “Ultimate destination of organ,” “Safeguarding against off-target delivery,” and “Transformative technology.” The platform modifies the surface of AAV (adeno-associated virus) capsids to enhance organ-specific targeting while minimizing delivery to unintended tissues.

Research Toward Breakthrough Therapies

Advancing Gene Therapy with Modalis

We are partnering with Modalis Therapeutics to develop a new gene therapy combining our JUST-AAV platform with its CRISPR-GNDM® technology. The aim is to achieve broad brain delivery via intravenous infusion, offering a less invasive treatment for patients.

Tackling Ultra-Rare Diseases

Clinical Trial for MPS IIIB Begins

JR-446, developed in collaboration with MEDIPAL HOLDINGS, has entered the clinical phase followed by its first administration to a participant. The therapy is being advanced with the goal of making it available to patients as quickly as possible.

When Science Reaches Further

Director,
Senior Managing Executive Officer,
Research, Executive Director,
Research Division

Hiroyuki Sonoda, Ph.D.

Facing the Challenges of Rare Diseases

Among rare diseases, CNS disorders, like LSDs, remain especially hard to treat, with few or no effective therapies. A parent once pleaded to me at a patient meeting, “Please, save my son.” That heartfelt plea inspired my determination to cross the once-impossible threshold of the BBB. We remain committed to meeting these challenges without giving up.

Opening New Pathways to the Brain

Our development of JBC marked a world-first: a technology that enables biologics to cross the BBB. This breakthrough led to the launch of IZCARGO®, a treatment for MPS II, which is now approved in Japan and undergoing clinical trials in the U.S., Europe, and South America.

Beyond enzyme replacement therapies, JBC is being adapted for use in gene therapy, oligonucleotide therapeutics, and antibody therapies.

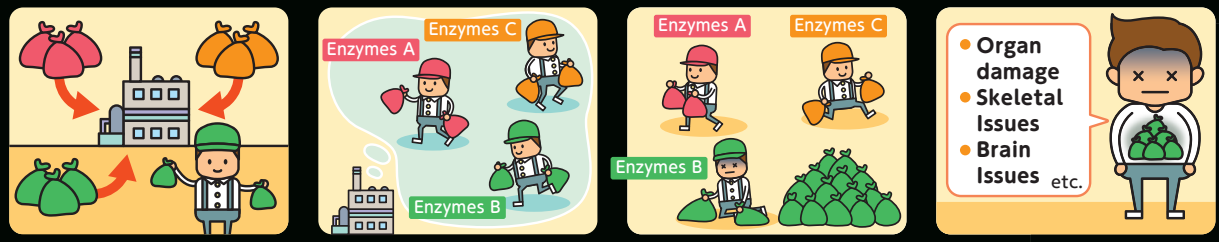
One such development is JUST-AAV—a next-generation gene therapy platform designed to overcome traditional limitations in gene delivery. By applying JBC to AAV vectors and modifying their capsids, this technology not only improves delivery to the brain but also reduces accumulation in the liver, potentially lowering side effects.

Preclinical studies in mice and monkeys have shown promising results, suggesting future applications in Alzheimer’s and neuromuscular diseases. JBC is being explored for broader applications beyond rare and neurological diseases, including a wide range of CNS and systemic disorders.

Unlocking JBC’s Full Potential Together

At the heart of these efforts is our unwavering belief that innovation begins with technology. We are proactively forming partnerships to maximize the potential of JBC—extending its use to antibody and oligonucleotide therapies. By integrating R&D, manufacturing, and global strategy, we aim to deliver life-changing treatments to patients as quickly as possible.

What Are LSDs?



1 A lysosome is like the cell’s own waste center.

2 It uses enzymes to break down and recycle unwanted materials.

3 When certain enzymes are missing or weak, waste builds up in the body.

4 This can cause organ damage, skeletal issues, or intellectual disability.

Sustainability Management & Materiality

WEB See our website for more details.
https://www.jcrpharm.co.jp/en/site/en/sustainability/index.html

Our Sustainability Approach

JCR has been committed to advancing biotechnology, cell therapy, and regenerative medicine to develop transformative treatments for rare diseases and other unmet medical needs.

As global environmental and social challenges evolve, so too does our responsibility as a pharmaceutical innovator. We view sustainability not as an add-on, but as an integral part of our mission. Our focus spans four key areas: Rare Diseases, Environment, Society, and Corporate Governance—with rare diseases at the heart of everything we do.

Even in areas of ultra-rare conditions where patient numbers are extremely small, we pursue what only JCR can achieve to build a future where no one is left behind.

Driving Sustainability from Within

To address evolving societal and environmental challenges, JCR established three cross-functional committees in July 2022—Sustainability Advisory Committee, Sustainability Committee, and Environmental Committee. These bodies work together to develop strategies, monitor progress, and drive initiatives based on six defined materiality in FY2024.

Sustainability Advisory Committee	Provides guidance to the Board on sustainability matters, with members including internal and independent external directors and executive officers.
Sustainability Committee	Led by the sustainability officer and composed of cross-functional members, this committee identifies materiality, oversees ESG initiatives, tracks progress, and reports to the Board.
Environmental Committee	Composed of internal directors and selected employees, the committee promotes sustainable practices and identifies environmental risks to our long-term business.

Six Defined Materiality

Rare Diseases (RD)	• Therapies for Rare Conditions
Environment (E)	• Caring for the Planet
Society (S)	• Advancing Platform Technologies • Scaling Biologic Therapies Globally • Fostering Future Leaders
Corporate Governance (G)	• Upholding Ethical Leadership

Materiality Identification Process

1 **List materiality**
Derive materiality by referring to international guidelines, principles and frameworks, as well as conditions and challenges faced by the pharmaceutical industry, and from the perspectives of what JCR is uniquely capable of doing, and what it should be doing.

▼

2 **Assess materiality**
Assess the importance of the materiality derived in 1 from the perspective of their impact on society and the environment as well as their impact on JCR's business.

▼

3 **Assign priority to materiality**
Based on the assessment in 2., organize materiality into categories and assign priority to highly important materiality for JCR from a long-term perspective, in light of JCR's corporate philosophy, purpose, business activities, and Mid-Term Business Plan.

▼

4 **Determine materiality**
The issues identified in 3. are discussed and approved by the Board of Directors and are established as JCR's materiality. The identified materiality is explained and shared internally so that each employee can take ownership of each issue, and further enhancements are made. In addition, specific materiality are shared with a wide range of stakeholders through disclosure via JCR's website and other channels.

The RARE DISEASE Project

The RARE DISEASE Project is a cross-functional awareness initiative driven by the belief: “What JCR can do for rare diseases.” It promotes understanding through internal communications, employee participation, and collaboration with patient advocacy groups. Members serve two-year terms to encourage broad involvement.

Activities include wearing official Rare Disease Day (RDD) badges, organizing donation drives, participating in global awareness campaigns like MPS Awareness Day, sharing reports on public events with patient advocacy groups, and hosting internal lectures to deepen employee understanding.

FY2024 Highlights

In FY2024, eight new members from across departments joined the project and actively contributed. To support both employee wellness and rare disease awareness, team members created original T-shirts and participated in public sporting events. In August, members attended the “Japan MPS Patient and Family Group and Japan MPS Research Association Joint Symposium” in Tokyo. For the first time, the project also joined the “Relay For Life of Ashiya” charity event, where employees walked and ran in solidarity with patients and families facing illness 24/7. In November, we hosted a booth at “ORGAN ROOMS PROJECT– Autumn Special Class,” an educational event for children organized by Fuji Television Network, Inc. and Medical Review Co., Ltd. delivering story-based presentations and quizzes to help children and parents better understand rare diseases.

As a company dedicated to addressing rare diseases, we believe that staying connected to the patients behind our work is vital. To nurture this mindset, we host two to three internal lectures each year, featuring perspectives from healthcare professionals and patient advocates.

Rare Disease Day (RDD)

Since FY2015, we have been an official sponsor of RDD, a global movement that began in Sweden in 2008 to raise awareness and improve the lives of people living with rare and intractable diseases. Many of these diseases lack effective diagnosis or treatment due to their complexity and limited patient populations. In FY2024, we sponsored a special session featuring Hiroyuki Sonoda, Ph.D. Executive Director of Research Division, speaking on “Tackling Rare Diseases as a Pharma Company: Drug Discovery and Patient Focus.”

In May 2025, JCR took part in a collaborative event held at Expo 2025 Osaka-Kansai, bringing together patients, families, advocacy groups, students, and companies to discuss the current and future landscape of rare and intractable diseases. In the final session, Hiroyuki Sonoda returned to the stage to offer words of encouragement to high school students exploring solutions to these social challenges.

Disease Awareness-Raising Activities

JCR marks global and national RDD—especially for LSDs—by sharing newsletters internally and encouraging staff to wear badges and ribbons.

E Environment

Caring for the Planet

Toward a Greener Future

We are actively working to reduce CO_2 emissions, conserve water, and minimize our environmental footprint. Initiatives include switching all company lighting to LED, replacing company vehicles with hybrid, electric, and hydrogen-powered models, and introducing single-use bioreactors in our manufacturing processes to reduce water usage and boost operational efficiency.

In July 2022, we established an Environmental Committee to strengthen our efforts toward carbon neutrality. The committee sets environmental goals based on core policies and materiality and monitors progress toward them.

At our Kobe Science Park Center, which began operations in November 2022, we have adopted renewable energy sources such as solar power. We are also actively recycling industrial waste—particularly plastic—through material and thermal recycling and solid fuel conversion. In FY2024, these efforts helped us reduce CO_2 emissions from plastic waste by 38.7%.

Energy Use

In FY2024, JCR's total energy consumption—including electricity and gas—remained on par with the previous year.

At the Kobe Science Park Center, completed in November 2022, 588 solar panels installed on the office building's rooftop supplied 7.1% of the site's annual electricity needs with power derived from renewable sources, effectively generating zero CO_2 emissions. Additionally, solar panels installed at our research facility produced 53,008 kWh of electricity over the year, which was sold back to the grid, contributing to the broader adoption of renewable energy in society.

We are proactively promoting the use of renewable energy at the site, including solar power. Since FY2021, JCR has disclosed its energy usage data in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

Solar Panels Installed on the Rooftop of Kobe Science Park Center

Water Resources

With expanding operations, our water consumption has also increased. To use this limited resource more effectively, we are actively reducing water used in research and manufacturing and promoting the recovery and reuse of waste steam.

Task Force on Climate-Related Financial Disclosures (TCFD)

JCR is working to align with the recommendations of TCFD, with the goal of limiting global warming to below 1.5°C. In line with this objective, we are advancing discussions to set medium- to long-term greenhouse gas (GHG) reduction targets based on global initiatives and our own business strategy.

In FY2024, Scope 3 emissions made up about 80% of our total GHG emissions, with Category 1 (purchased goods and services) accounting for roughly half. We aim to reduce these emissions as a priority by working closely with our suppliers.

Governance

We are strengthening our governance framework around climate action. Key policies and initiatives are discussed by the Sustainability Committee, with input from the Sustainability Advisory Committee before being approved by the Board of Directors.

Strategy

We are assessing the material impacts of climate-related physical and transition risks, as well as potential opportunities, on our business, strategy, and financial performance over the short, medium, and long term. Based on this analysis, we aim to identify those with the most significant implications for management.

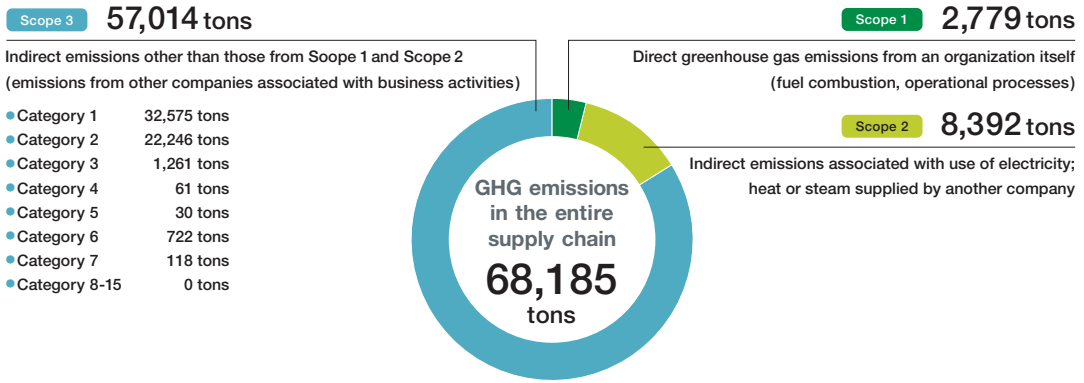
Risk Management

We are developing processes to identify, assess, and manage climate-related risks, and plan to disclose these measures as they are integrated into our company-wide risk framework.

Metrics and Targets

We are currently evaluating appropriate indicators to assess climate-related impacts. GHG emissions are calculated in accordance with the international GHG Protocol, with performance disclosed for Scope 1, 2, and selected categories of Scope 3.

FY2024 GHG Emissions by Scope



Society

S Creation of Innovative Core Technologies / Global Biopharmaceutical Supply

Creation of Innovative Core Technologies

JCR developed the proprietary JBC platform to deliver therapies across the BBB—an industry breakthrough now clinically validated. Building on this, we aim to create innovative treatments for unmet needs by advancing highly selective delivery technologies such as JBC and JUST-AAV. Through ongoing research from preclinical to clinical stages, we are working to demonstrate the true value of these platforms. We continue to invest heavily in R&D and world-class manufacturing, while proactively pursuing global collaborations and licensing opportunities—including for the technologies themselves.

FY2024 Highlights

Our global Phase III clinical trial of pabinafusp alfa (JR-141), a BBB-penetrating enzyme therapy for Hunter syndrome using JBC, has completed its target enrollment. A Phase I/II trial for JR-441, an investigational therapy for MPS IIIA, is underway in Germany, with all 12 planned participants enrolled. A Phase I trial also began in Japan in October 2024. In December 2024, JR-441 received Orphan Drug Designation in Japan, following similar recognition from the European Commission and the U.S. FDA. JR-446, a new MPS IIIB therapy developed in collaboration with MEDIPAL HOLDINGS, began Phase I/II dosing in Japan in December 2024.

Building a Global Biopharmaceutical Supply Network

Bio-based medicines demand more sophisticated manufacturing processes and stricter quality control than small-molecule drugs. We maintain integrated production and quality control across R&D and commercial production. This ensures rapid, consistent output without compromising quality. We also adopt advanced manufacturing methods such as single-use technologies and digital transformation (DX) initiatives.

To ensure a reliable supply of high-quality biologics, we conduct regular audits of raw material suppliers and maintain consistent quality systems across all sites. By establishing a quality-first culture and fostering talent with strong technical expertise, we are building a sustainable production framework.

We maintain a stable global supply chain, including for investigational drugs, by securing appropriate inventories of raw materials and products and operating with flexible, efficient production schedules.

FY2024 Highlights

Construction is underway on a new formulation plant adjacent to the API facility at the Kobe Science Park Center, completed in November 2022. The plant is being built with government subsidies under the Ministry of Economy, Trade and Industry's program to strengthen vaccine production capabilities during emergencies. In normal times, the facility will be used for manufacturing biologics.

Rendering of the New Formulation Plant

Society S

Human Resource Development to Support Growth

Our Fundamental Approach

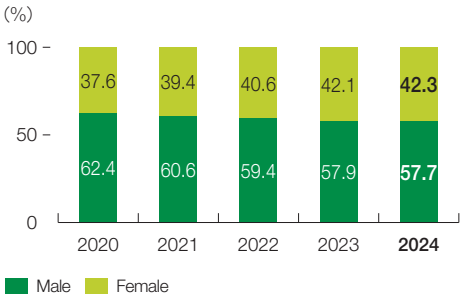
We are committed to investing in human capital by advancing Diversity, Equity, and Inclusion (DE&I), fostering a vibrant and engaged organization, and cultivating the next generation of global leaders. Our aim is to create an environment where every employee can thrive and contribute to our long-term success on the global stage.

Promoting DE&I initiatives

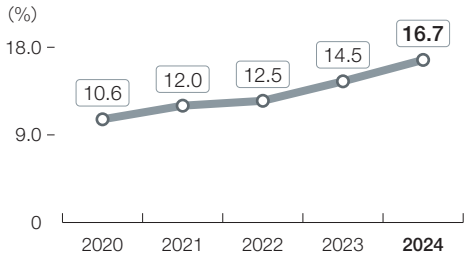
At JCR, we hire based on talent, not gender. Over the past five years, females have accounted for an average of 43.0% of new graduate hires (FY2023: 47.6%, FY2024: 31.7%, FY2025: 43.7%). Females now represent 42.3% of all employees, including 49.0% in Research and 41.8% in manufacturing. As this trend continues, the current 16.7% ratio of female managers is expected to rise.

To foster a workplace where diverse talent can thrive, we launched the Business Support Group within the HR Planning Department in April 2024. This initiative supports inclusive employment for all, including people with disabilities, through a work-sharing model and a sustainable support framework.

Gender Ratio of Employees



Ratio of Female Managers



Workstyle Innovation

Believing that both work and private life matter, we introduced flexible work arrangements including flextime, telecommuting, and hourly paid leave. Since 2020, flextime has been gradually expanded to include production sites. We also offer an *accumulated paid leave system*, initially piloted in 2019 and expanded in 2021, to allow caregiving leave for family members beyond parents.

To support working parents, we operate an on-site daycare at the Seishin area and provide monthly childcare subsidies for employees who cannot access it. These efforts led to receiving 'Kurumin' certification from Japan's Ministry of Health, Labour and Welfare in September 2022, as well as the "Mimoza" designation from Hyogo-Kobe's women's advancement program in September 2023. We also allow reduced working hours for employees with young children until the end of second grade.

To promote understanding and encourage uptake of parental leave, we publish detailed guides and share stories in our internal newsletter. As a result, since 2014, the return rate for women taking maternity/childcare leave has remained 100%, while 63% of eligible men took parental leave in FY2024.

Passing on Skills

Our true strength lies in "Team JCR." To ensure continued growth, we focus on developing and passing down the expertise and technical skills that have supported us over the past 50 years. By deepening these core capabilities, we aim to enhance our competitiveness for the future. These efforts will be advanced through upcoming HR reforms, the expansion of training programs such as OJT, Off-JT, and the JCR Academy, and by creating more opportunities for employees to grow their capabilities through diverse, cross-functional experiences.

Governance G

Upholding Integrity in Management

Corporate Governance

At JCR Group, we are committed to delivering high-quality and meaningful pharmaceutical products and medical devices to society. To achieve this, we prioritize lawful, transparent, and objective management practices. We believe that enhancing corporate value while safeguarding shareholder interests requires a robust system of internal controls. We actively assess and improve the effectiveness of these controls as part of our responsibility to society.

Compliance is not merely a matter of following laws or industry standards—it is about fostering an organizational culture rooted in strong ethical values. We see it as essential that integrity be embedded in our everyday operations and decision-making.

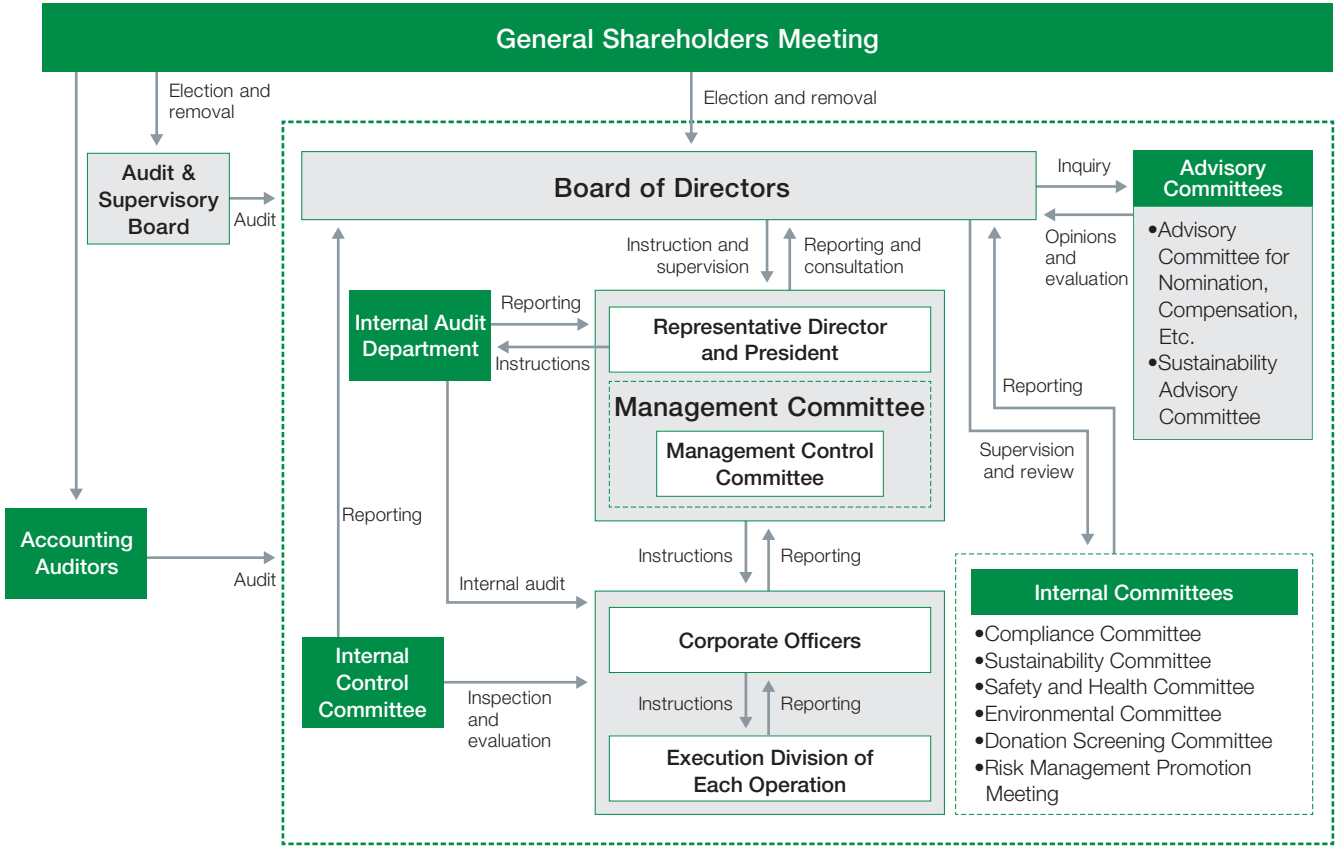
Governance Structure Overview

JCR operates as a company with an Audit & Supervisory Board and maintains a Board of Directors composed of 11 members, including six outside directors. The Audit & Supervisory Board comprises three outside auditors, and we also appoint an independent accounting auditor.

In addition to these core bodies, JCR has established several internal committees and functions to ensure sound governance, including the Executive Management Committee, Nomination and Remuneration Advisory Committee, Sustainability Advisory Committee, Executive Council, Internal Audit Department, Internal Control Committee, Compliance Committee, Sustainability Committee, Occupational Health and Safety Committee, Environmental Committee, Donation Review Committee, and the Risk Management Council.

We believe this structure reflects the right scale for JCR's business and allows for efficient management. With six outside directors and three outside auditors, our governance framework is designed to ensure transparency, objectivity, and independent oversight.

Corporate Governance System



Roles and Responsibilities of Outside Directors and Auditors

JCR's Board of Directors includes six outside directors—four of whom are independent—and three independent outside auditors. These outside directors oversee management from an independent standpoint, contributing to JCR's sustainable growth and long-term corporate value through participation in Board decision-making. They also work closely with the Audit & Supervisory Board to ensure alignment through the exchange of information and perspectives, which is then appropriately reflected in Board deliberations. Three of the independent directors also serve on the Nomination and Compensation Advisory Committee.

The independent outside auditors strengthen the independence and neutrality of the audit framework. They actively gather necessary information—through communication with the accounting auditor and the internal audit department—and conduct both operational and accounting audits of directors' performance. As they are expected to provide objective opinions, they raise questions and express candid views to the President and the Board.

Relationships with Outside Directors and Auditors

Mr. Toshihide Yoda, one of our outside directors, also serves as Senior Managing Director of MEDIPAL HOLDINGS CORPORATION. We have entered into a business and capital alliance agreement, as well as multiple development investment contracts with the company, which currently holds 23.86% of our outstanding shares.

Mr. Marc Dunoyer, another outside director, concurrently serves as CEO of Alexion, AstraZeneca Rare Disease. We have entered into three license agreements with the company concerning therapies utilizing our JBC technology.

Information on the shareholdings of outside directors and auditors is disclosed in JCR's securities reports. Other than the relationships noted above, there are no special interests between JCR and its outside directors or auditors.

Board Effectiveness Evaluation

To evaluate the effectiveness of the Board of Directors, JCR's Nomination and Compensation Advisory Committee conducts an annual review based on self-assessment questionnaires and interviews with board members. The results are compiled into a report and discussed by the full board.

Evaluation Criteria

①Composition
②Operations
③Quality of Discussions
④Oversight and Monitoring
⑤Internal/Outside Director Performance
⑥Director/Auditor Support
⑦Training and Development
⑧Personal Engagement
⑨Committee Operations
⑩Progress on Prior Improvements

In 2024, to ensure objectivity and transparency, JCR engaged an external organization to support its Board evaluation. All directors and auditors were surveyed on the Board's composition and operations, followed by individual interviews. Based on these efforts, the Board was assessed as having improved its effectiveness from the previous year.

To further enhance effectiveness, below are the improvement areas for 2025:

a. Corporate governance
b. Board meeting procedures
c. Training for directors

JCR remains committed to conducting thorough discussions based on these evaluations and continuously improving the effectiveness of its Board of Directors.

Skill Matrix of Directors and Audit & Supervisory Board Members (As of July 1, 2025)

			Skill												
			Overall Management	Industry Knowledge	Global Experience	R&D	Production	Sales	ICT	Administrative Experience	Legal Affairs	Tax, Finance and Accounting	Sustainability	Risk Management	Other
Board of Directors	Shin Ashida	Chairman, President, CEO	●												
	Toru Ashida	Senior Managing Executive Officer	●					●				●	●		
	Hiroyuki Sonoda	Senior Managing Executive Officer		●		●								●	
	Yoshio Hiyama	Managing Executive Officer			●		●				●				
	Andrea Spezzi	Managing Executive Officer	●	●	●	●									
	Takashi Suetsuna	Outside Director (Independent)			●					●	●			●	
	Toshihide Yoda	Outside Director	●	●		●									
	Yuko Hayashi	Outside Director (Independent)	●						●				●		Diversity and Inclusion
	Yutaka Atomi	Outside Director (Independent)		●		●								●	
	Philippe Fauchet	Outside Director (Independent)	●	●	●										Business Development, Medical Affairs, Public Relations and Government Affairs
	Marc Dunoyer	Outside Director	●	●	●	●									
Audit & Supervisory Board	Kazumasa Oizumi	Outside Audit (Independent)	●					●							Audit Practice
	Masayuki Mitsuka	Outside Audit (Independent)	●	●		●									
	Miya Miyama	Outside Audit (Independent)								●	●		●	●	

Compliance

Compliance at JCR means that all officers and employees act with integrity, following laws, regulations, internal rules, and ethical principles to meet social expectations and fulfill our responsibilities. What matters most is speaking up when something feels wrong—resolving issues together without blame, through open communication and shared awareness. Every action we take is grounded in our shared commitment to building an honest and accountable “Team JCR.” Guided by our Compliance Manual and Handbook, we regularly reflect on our actions to ensure we meet the standards of a responsible company.

In FY2024, efforts included monthly compliance bulletins, company-wide training with messages from management, harassment surveys, biannual “Compliance Awareness Months,” and training for new hires and managers.

Whistleblower Hotline (JCR Hotline)

We have established internal and external hotlines for reporting and consultation, covering not only legal or internal rule violations, but also workplace harassment, mental health concerns, feedback, and suggestions.

To make the system more visible and accessible, wallet cards listing our 27 compliance principles and hotline contacts are distributed to all employees, with posters displayed across departments.

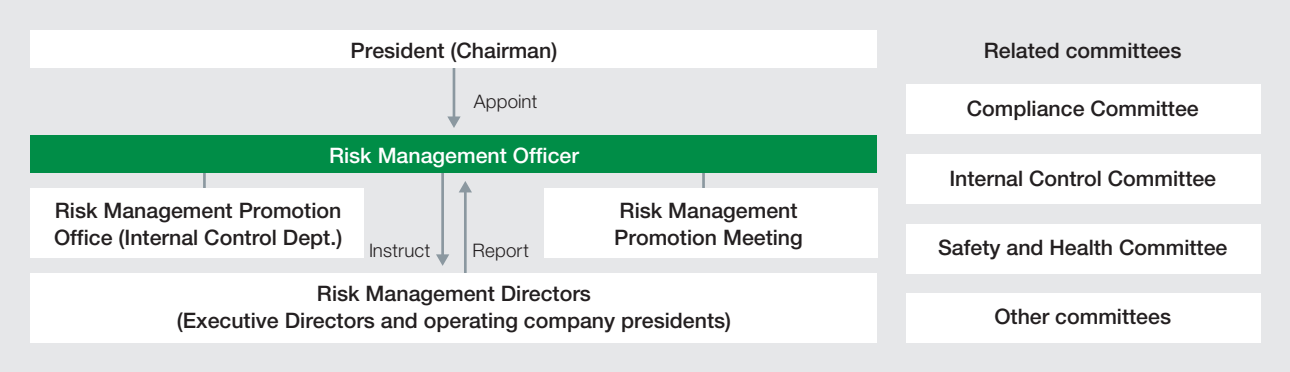
Risk Management

As a pharmaceutical company working to protect human health, we have established a Basic Risk Management Policy and a system to identify and manage risks. We coordinate efforts across key committees, such as Risk Management Promotion, Internal Control, and Compliance to prevent, monitor, and respond to potential risks in our operations. We have identified key risks that require close attention and developed business continuity plans (BCPs) for the following priority areas:

① Disruption in GROWJECT® supply
② Major Natural Disasters
③ Serious Compliance Violations

We regularly convene a triad leadership meeting of the General Marketing Supervisor, Quality Assurance Manager, and Safety Manager to ensure product quality, efficacy, and safety in accordance with pharmaceutical regulations. As we expand globally, we are implementing world-class pharmaceutical quality systems to achieve even higher safety standards.

Risk Management Framework



Board of Directors, and Audit & Supervisory Board Members

Representative Director Chairman,
President and Chief Executive Officer (CEO)

Shin Ashida

Current position since establishment in 1975

Director,
Senior Managing Executive Officer

Toru Ashida

Current position since 2018

Director,
Senior Managing Executive Officer

Hiroyuki Sonoda, Ph.D.

Current position since 2020

Director,
Managing Executive Officer

Yoshio Hiyama, Ph.D.

Current position since 2021

Director,
Managing Executive Officer

Andrea Spezzi, M.D., FFPM

Current position since 2024

Director
(Outside Director)

Takashi Suetsuna

Current position since 2017

Director
(Outside Director)

Toshihide Yoda

Current position since 2018

Director
(Outside Director)

Yuko Hayashi, Ph.D.

Current position since 2018

Director
(Outside Director)
Yutaka Atomi, M.D., Ph.D.

Current position since 2022

Director
(Outside Director)
Philippe Fauchet OBE

Current position since 2022

Director
(Outside Director)
Marc Dunoyer

Current position since 2023

Full-time Outside Audit &
Supervisory Board Member
Kazumasa Oizumi

Current position since 2014

Outside Audit &
Supervisory Board Member
Masayuki Mitsuka

Current position since 2025

Outside Audit &
Supervisory Board Member
Miya Miyama

Current position since 2025

11-Year Financial Data

Consolidated fiscal years ended March 31

	FY2014	FY2015	FY2016	FY2017	FY2018
Fiscal year					
Net sales	16,855	17,438	18,085	20,594	23,160
Operating profit	2,014	2,152	2,362	3,784	4,967
Profit attributable to owners of parent	1,682	1,789	1,863	3,070	3,715
Comprehensive income	1,936	1,557	1,831	3,016	4,008
R&D expenditures	3,334	3,348	4,071	4,211	4,354
Capital investment	1,522	1,237	1,409	908	1,517
Depreciation and amortization	1,352	1,407	1,447	1,382	1,343
Cash flows from operating activities	499	2,201	2,651	3,133	3,905
Cash flows from investing activities	(1,419)	(980)	(841)	(1,587)	240
Cash flows from financing activities	(1,261)	(1,314)	146	(2,175)	(917)
End of fiscal year					
Total assets	34,086	35,346	36,385	38,398	42,516
Net assets	26,264	27,062	27,585	27,528	30,874
Shareholders' equity	26,101	26,819	27,305	26,999	30,249
Information per share					
Earnings per share (EPS)	13.21	14.03	14.74	24.68	30.17
Net assets	204.66	210.84	216.17	219.46	245.54
Dividends	18.50	22.00	22.00	26.00	30.00
Financial indicators					
Equity ratio (%)	76.6	75.9	75.0	70.3	71.1
Return on equity (ROE) (%)	6.6	6.8	6.9	11.3	13.0
Dividend payout ratio (%)	35.0	39.2	37.3	26.3	24.9
Numbers of employees	501	526	566	568	632

Note: On October 1, 2020, JCR conducted a 4-for-1 stock split of its common shares. Calculations of earnings per share (EPS) and net assets under information per share are based on the assumption that the stock split was conducted at the beginning of FY2012. Dividends for FY2019 and prior fiscal years under information per share represent the amount of dividends before the stock split. In addition, the amount of dividends for FY2020 under information per share represents the sum of the interim dividend per share of 18.00 yen before the stock split and the term-end dividend per share of 7.50 yen after the stock split. Dividends for FY2021 onwards under information per share represent the amount of dividends after the stock split.

WEB See our website for more details.
https://www.jcrpharm.co.jp/en/site/en/ir/achievements.html

Millions of yen

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Fiscal year						
Net sales	24,781	30,085	51,082	34,343	42,871	**33,072**
Operating profit	3,244	8,269	19,933	4,975	7,531	**(6,650)**
Profit attributable to owners of parent	2,678	6,892	14,507	3,772	5,507	**(4,759)**
Comprehensive income	2,504	6,841	14,514	3,881	6,475	**(4,043)**
R&D expenditures	5,997	5,360	7,175	8,802	11,234	**15,431**
Capital investment	5,296	3,965	10,612	8,023	1,631	**8,035**
Depreciation and amortization	1,434	1,892	1,945	1,997	3,197	**3,374**
Cash flows from operating activities	4,927	10,341	9,289	(5,500)	9,312	**(5,486)**
Cash flows from investing activities	(4,161)	(3,290)	(3,250)	(15,002)	(2,690)	**(9,874)**
Cash flows from financing activities	2,048	8,304	(2,179)	1,948	(2,031)	**9,736**
End of fiscal year						
Total assets	47,775	73,784	97,134	94,937	102,226	**104,855**
Net assets	32,579	38,557	51,089	52,413	56,475	**47,435**
Shareholders' equity	31,806	37,864	50,316	51,421	55,365	**46,967**

Millions of yen

Information per share						
Earnings per share (EPS)	21.72	55.81	117.26	30.35	44.13	**(38.43)**
Net assets	257.92	306.31	406.57	412.11	443.62	**385.50**
Dividends	32.00	25.50	22.00	20.00	20.00	**20.00**
Financial indicators						
Equity ratio (%)	66.6	51.3	51.8	54.2	54.2	**44.8**
Return on equity (ROE) (%)	8.6	19.8	32.9	7.4	10.3	**(9.3)**
Dividend payout ratio (%)	36.8	21.5	18.8	65.9	45.3	**—**
Numbers of employees	667	732	816	879	934	**987**

Research, Production, and Marketing Sites

Headquarters in Ashiya

Research Sites [Nishi-Ku, Kobe]

Research Institute

Bioresearch Center

Production Sites [Nishi-Ku, Kobe]

Seishin Plant
Regenerative medical products

Murotani Plant
Active pharmaceutical ingredients (APIs)

Kobe
Plant Finished products

Kobe API Plant
APIs

Kobe Science Park Center

New Drug Product Plant
(Scheduled for operation in 2027)
Plant Finished products

Active Pharmaceutical Ingredient (API) Plant
APIs

Corporate Information

As of March 31, 2025

Company Profile

Corporate Name	JCR Pharmaceuticals Co., Ltd.
Headquarters	3-19 Kasuga-cho Ashiya, Hyogo, 659-0021 Japan
Representative	Shin Ashida, Chairman, President and CEO
Established	September 13, 1975
Share Capital	9,061 million yen
Number of Employees	987 (Consolidated) 938 (Non-Consolidated)

Consolidated Subsidiaries

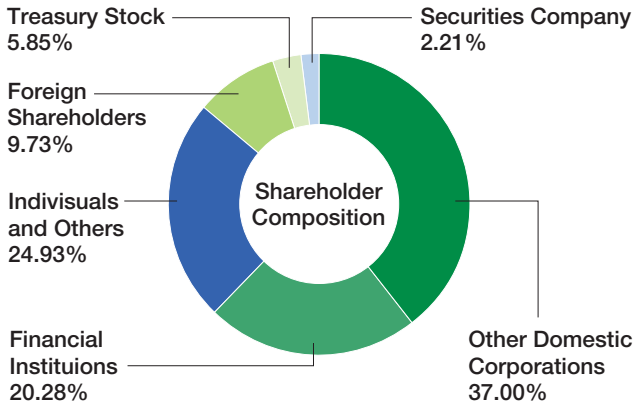
Chromatech Co., Ltd.
JCR Engineering Co., Ltd.
JCR USA, Inc. (U.S.)
ArmaGen, Inc. (U.S.)
JCR DO BRASIL FARMACÊUTICOS IMPORTAÇÃO E EXPORTAÇÃO LTDA.(Brazil)
JCR Europe B.V.（The Netherlands）
JCR Luxembourg S.A.（Luxembourg）
JCR INTERNATIONAL SA（Switzerland）

Equity Method Affiliates

AlliedCel Corporation (Joint venture)

Stock Information

Listed on	Tokyo Stock Exchange Prime Market
Securities Code	4552
Outstanding Shares	129,686,308 shares
Transfer Agent for Common Stock	Sumitomo Mitsui Trust Bank, Limited 1-4-1, Marunouchi, Chiyoda-ku, Tokyo
Accounting Auditor	Deloitte Touche Tohmatsu LLC
Shareholders	23,046 shareholders



Principal shareholders

Name of Shareholder	(Unit: 1,000)
MEDIPAL HOLDINGS CORPORATION	29,131 shares
The Master Trust Bank of Japan, Ltd. (Trust Account)	10,409 shares
Future Brain Co., Ltd.	8,711 shares
The Nomura Trust and Banking Co., Ltd. (Trust account: A)	6,298 shares
Custody Bank of Japan, Ltd. (Trust Account)	5,366 shares
Kissei Pharmaceutical Co., Ltd.	4,918 shares
Mochida Pharmaceutical Co., Ltd.	2,200 shares
BNYM SA/NV FOR BNYM FOR BNY GCM CLIENT ACCOUNTS M LSCB RD	1,545 shares
Employee Shareholding Association of JCR Pharmaceuticals Co., Ltd.	1,319 shares
BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC)	1,170 shares

※The Company holds 7,594,502 shares of the Company; however it is not included in the table above.

Creating a future
where no one has to
face rare disease
without options or hope.