

The 38th JCCP International Symposium

Leaders Panel – 2 “Global Business Management & Fostering its Leadership”

JXTG Long-term Vision for Global Business & Developing Managerial talent

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Overview of JXTG Group

JXTG Holdings

Aiming to develop into one of the most prominent and comprehensive energy, resources and materials company groups in Asia

JXTG Nippon Oil & Energy

A leap forward to become a standout market leader

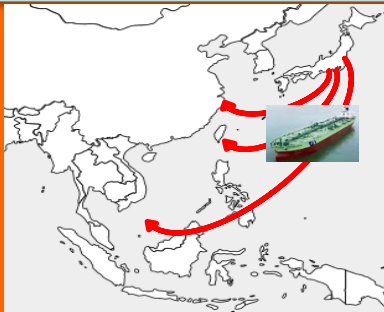


Market Share of domestic sales of petroleum products

50%

FY2018 actual: No. 1 in Japan

Established presence in the global market



Paraxylene

No. 1 in Asia **3.62** million tons/year ^{※1}

Propylene

No. 1 in Asia **1.7** million tons/year

Listed subsidiaries

NIPPO

JX Nippon Oil & Gas Exploration

Crude oil and natural gas production (a project company basis)

110 thousand barrels/day

Crude oil equivalent (FY2018 actual)

JX Nippon Mining & Metals

Equity entitled copper mine production

200 thousand tons/year

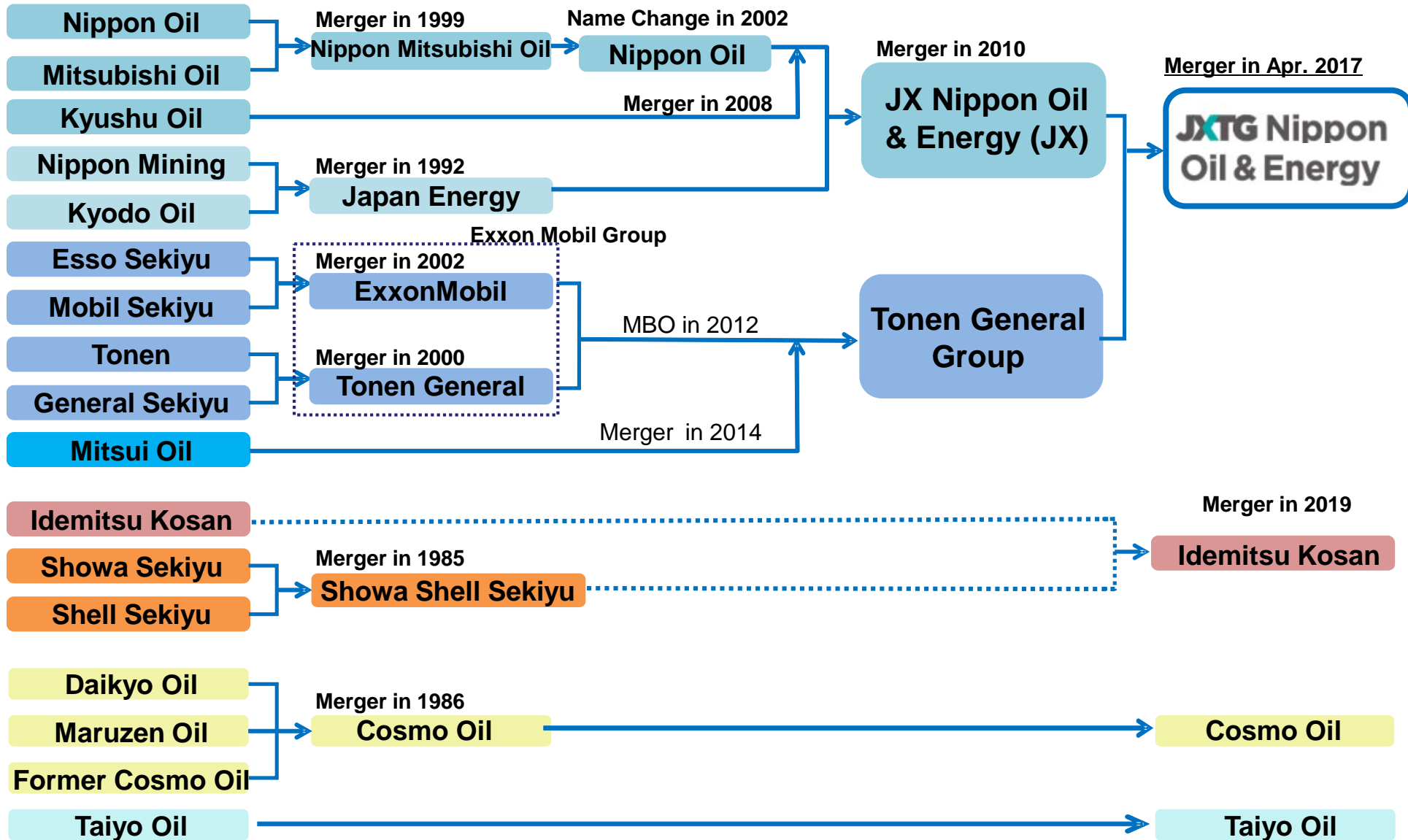
Refined copper production capacity

920 thousand tons/year

Electronic Materials

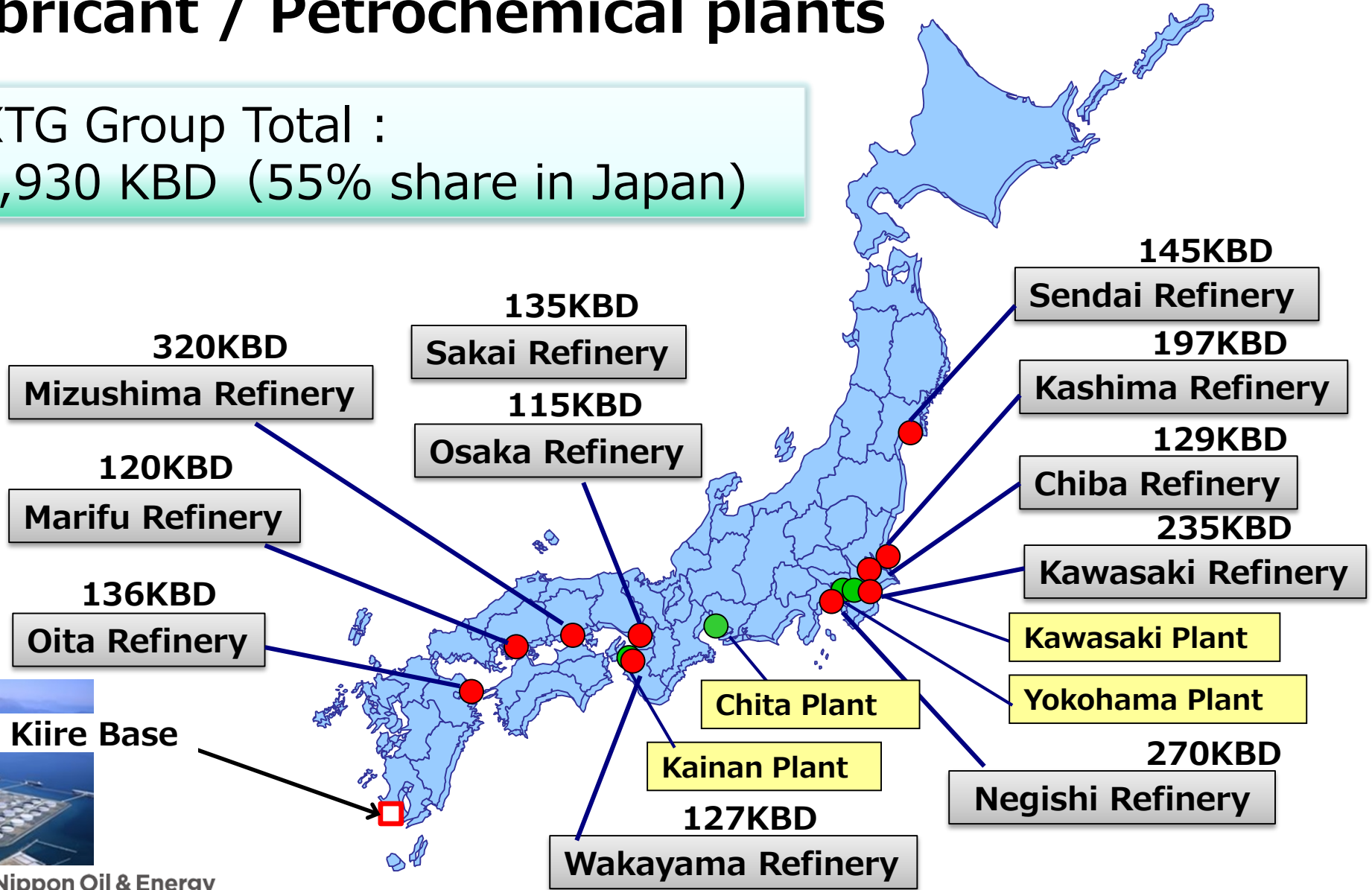
Products with world No.1 market shares

History of Japanese Oil Industry



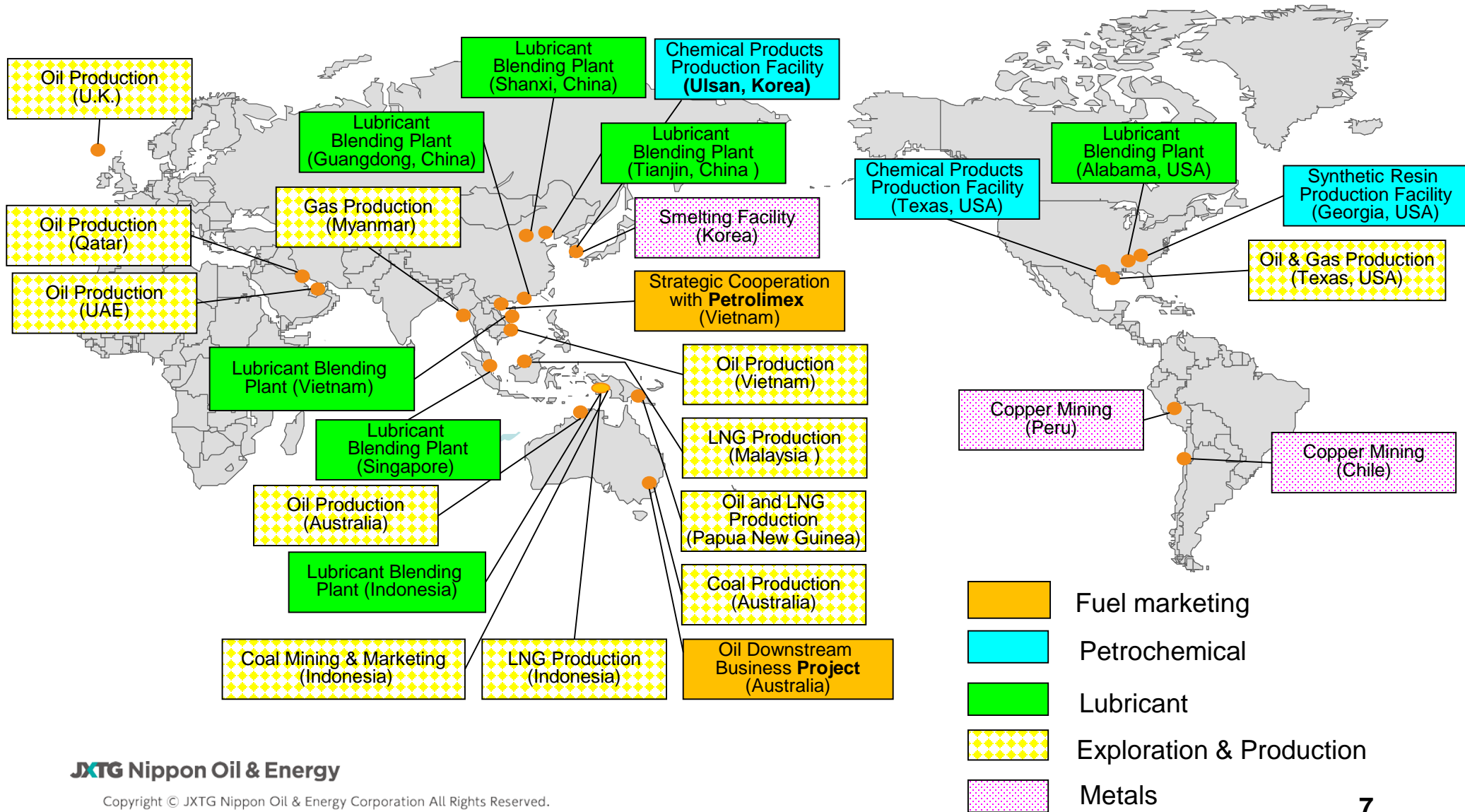
JXTG Refineries & Lubricant / Petrochemical plants

JXTG Group Total :
1,930 KBD (55% share in Japan)



Kiire Base

Overseas Business: Footprint and Accumulated Investments



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Long-term global trends (summary)

General →

Low-carbon, recycling-oriented society

- Ever-increasing global warming concerns (extreme weather events and disasters worldwide)
- Rapidly decreasing cost of renewable energy and battery storage
- Natural resource conservation efforts worldwide (minor metals, plastic waste, etc.)

Digital innovation

- Rapid progress of Internet society and blockchain technology
- Dramatic improvement in productivity with AI, IoT, robotics, etc.
- Electrification (shift to EV, autonomous driving, etc.)

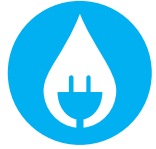
Lifestyle changes

- Growing world economy, especially in Asia, and people seeking abundant life
- People active until 100 years old
- Congestion in urban areas and greater need for community development
- Growth of sharing economy, preference for experiences rather than material possessions

Our business area →

- Increase of non-fossil energy in global energy demand
- Global chemical demand increases, especially in Asia
- Global copper demand increases in Asian countries like India

Scenario in 2040



Low-carbon, recycling-oriented society



Mass introduction of **renewable energy**

EV, used for **car sharing** and **energy storage**, replaces gasoline and diesel cars

Distributed energy resources with **energy storage**

Recycling technology and infrastructure for metals and plastic in place

Various service providers help people enjoy a more comfortable life

Our envisioned goals for 2040

(1) Become one of the most prominent and internationally-competitive energy and materials company groups in Asia

(2) Create value by transforming our current business structure

(3) Contribute to the development of a low-carbon, recycling-oriented society

Contribution to SDGs

Through our business activities
(Five key items)

AFFORDABLE AND CLEAN ENERGY



INDUSTRY, INNOVATION AND INFRASTRUCTURE



SUSTAINABLE CITIES AND COMMUNITIES



RESPONSIBLE CONSUMPTION AND PRODUCTION



CLIMATE ACTION



Through corporate activities
(Five key items)

GOOD HEALTH AND WELL-BEING



QUALITY EDUCATION



GENDER EQUALITY



DECENT WORK AND ECONOMIC GROWTH



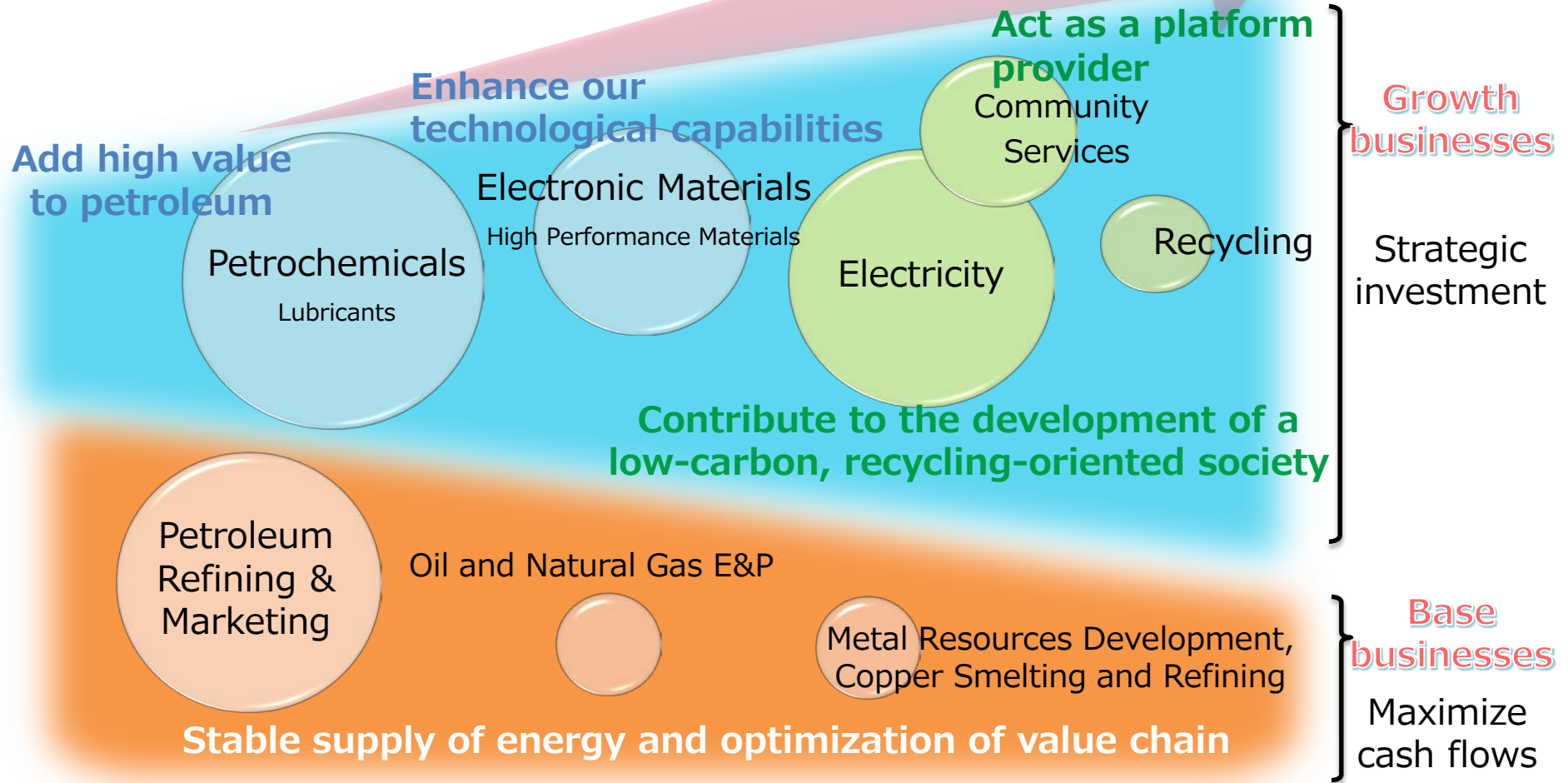
REDUCED INEQUALITIES



Overview of our future businesses to 2040

At a glance

Pursue both strategic growth and cash flow maximization



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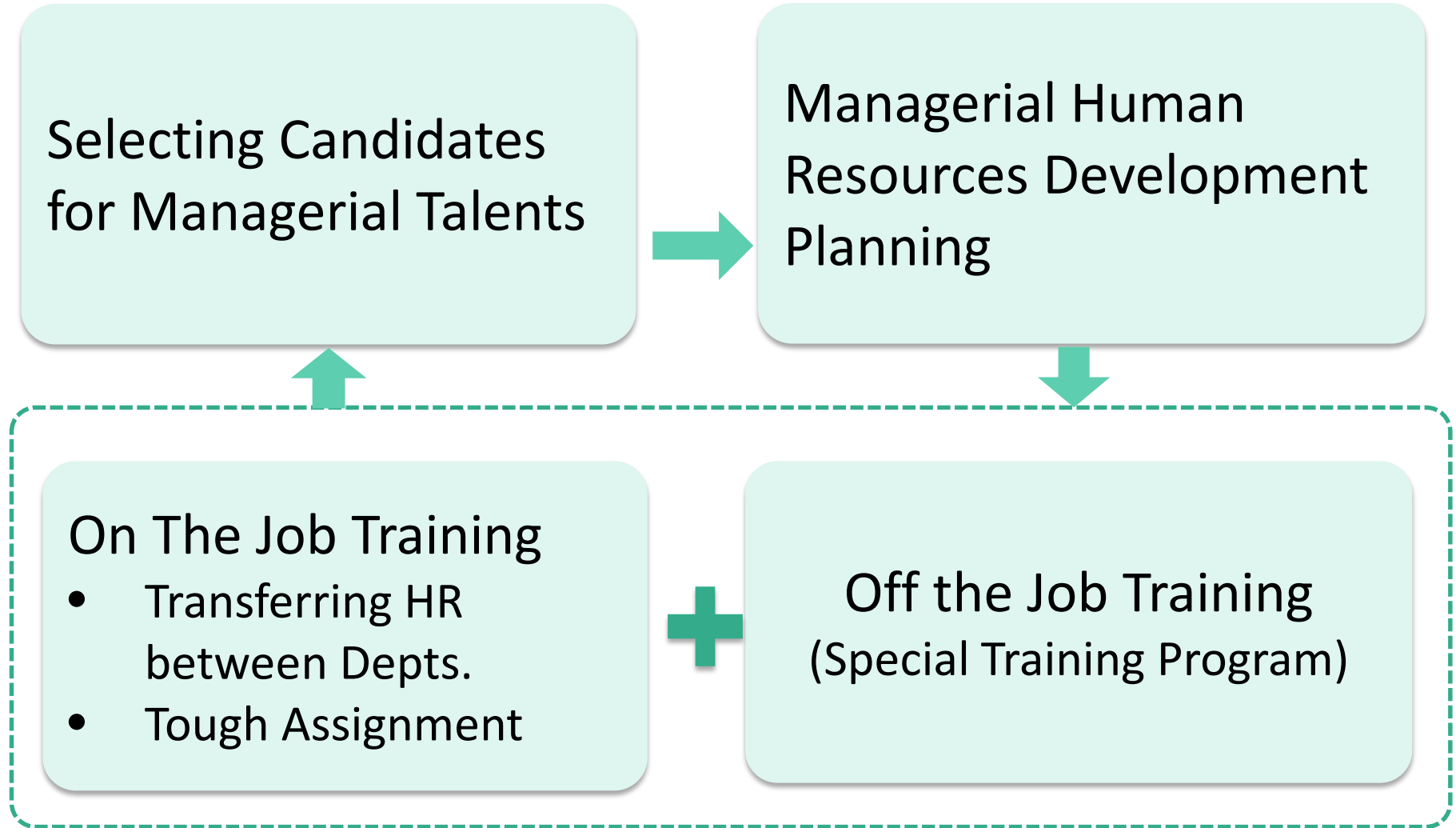
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Overall Framework of Human Resources Development

Policies / Measures: in HR Development program for All Employees - Sustainable Diversity in Recruiting Human Resources including Women's Empowerment				
Priority Items	Policy / Measures			
	Recruitment Strategies	Education	Assignment / Deployment	System / Structure
Creativity / Innovation	Sustainable Diversity in Recruiting Human Resources	OJT / Off-JT The training in overseas Specific Training / Education Program		Performance Evaluation
Strengthen Human Resources for Global Business			Overseas Assignment	Interview / Counselling for the Career Development Plan
Supporting Career Development Program			Human Resources Rotation	
Enhancing Growth with Voluntary Mindset & Self-Enlightenment			Posting System	
Policies / Measures for the selected candidates for Managerial Talents Selection through HR Development Committee				
Managerial Talents		Special Training Program (ex. Study in overseas)	Frequent Personnel Transfer among Divisions	Development Committee

Overview: Developing Managerial Talents

- Selecting candidates based on the appraisal –
 - HR transfer, Special Training Program



Thank you for your attention.



**Transforming the invisible infrastructure
Transforming Japan**

Introducing
the **JXTG Group**

On April 1, the JX Group and the TonenGeneral Group integrated their businesses,
uniting as the JXTG Group.