

Long-Term Vision

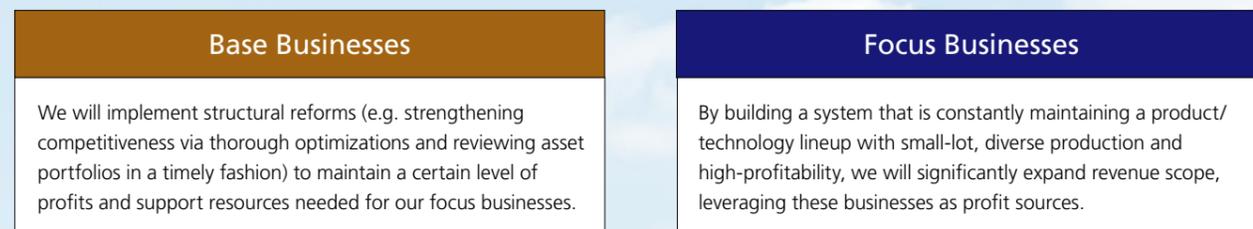
The JX Nippon Mining & Metals Group Long-Term Vision 2040

By pivoting from being an equipment industry company to a technology-based company, we will realize a highly profitable structure even in the face of intensifying international competition and contribute to the realization of a sustainable society as targeted by the SDGs

- We position each business as either a focus business that aims to increase profits or a base business that supports the foundation of the organization. Focus businesses are characterized by differentiation through technology
- Moving forward, we position minor metals in our core domain, equally to copper and as materials indispensable for advanced materials



Business Strategies



Key Social Trends

Deepening resource shortages / depletion with expansion of the middle class As middle classes grow, so too does resource depletion. Resources with good quality and reasonable cost will see competition for their acquisition, with deepening regional disparities and resource shortages/depletion.	Shrinking domestic market / challenges attaining sustainable growth in emerging countries Japanese markets are shrinking with declining birthrates, an aging society, and the hollowing out of industry. Though the core of economic growth will shift to emerging countries in places like Asia, environmental problems are manifesting in these nations, and a key issue for sustainable growth will be how they are addressed.	Expanding demand for advanced materials Looking toward the realization of a sustainable society, digital data's utilization is accelerating in IT, mobility, healthcare, energy, construction, and other industries. As such, needs for advanced materials used in these fields are expanding.
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Measures for new business creation

- 1) Active utilization of external resources**
 There is a low probability that a given basic research project will be developed all the way to commercialization, and this process requires significant time commitments. Therefore, we will proactively utilize external resources to unprecedented degrees, using a co-creation development structure to improve commercialization rates and shorten development times.
 E.g.: Joint research with universities and research institutes, utilization of open innovation and corporate venture capital, business alliances with other companies, M&A
- 2) Building the organizational structure and promoting human resources development for technology-based management**
 We will build a flexible organizational structure that enables rapid decision-making and the proactive use of high-level human resources, etc. At the same time, the group will secure and develop human resources who are capable of creating new value and who will manage our organization.
 E.g.: Significant expansion of technical personnel, changes in organizational culture, fundamental review of career paths, establishment of a global management system