New Medium-Term Business Plan
(FY 2016-20)

“Beyond the Horizon”
- 1st Stage of Growth Strategy Toward Attaining the Corporate Vision -

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1. Overview of Previous Medium-Term Business Plan

New Horizon 2015

"Beyond the Horizon"

Transform into
Program Management Contractor & Investment Partner
that goes beyond conventional engineering contractor

1. Business strategy

- EPC plus actively pursue business investments
- Develop new EPC areas (F-LNG, non-ferrous, etc.)

1. Business strategy

- Economic growth by emerging countries
- High crude-oil price
- Advances by shale oil and gas developments

Take advantage of unexpected environment changes to expand sales and profit

2. Numerical goals

<table>
<thead>
<tr>
<th>FY</th>
<th>Net Profit (¥ billion)</th>
<th>ROE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2015</td>
<td>¥50</td>
<td>At least 10%</td>
</tr>
<tr>
<td>FY2011</td>
<td>¥39.1 billion</td>
<td>14.1%</td>
</tr>
<tr>
<td>FY2012</td>
<td>¥46.1 billion</td>
<td>14.8%</td>
</tr>
<tr>
<td>FY2013</td>
<td>¥47.1 billion</td>
<td>13.3%</td>
</tr>
<tr>
<td>FY2014</td>
<td>¥20.6 billion</td>
<td>5.4%</td>
</tr>
<tr>
<td>FY2015</td>
<td>¥42.7 billion</td>
<td>10.6%</td>
</tr>
</tbody>
</table>

Average 11.6 %
3. Assumptions for Plan (1) "Beyond the Horizon"

1. Market outlook

Medium-to-long-term outlook: Restoration of tight crude-oil and LNG market conditions leads to recovery of plant market

![Liquids Demand by Sector](image1)

Gas Supply by Source

2. Multifaceted response to market changes

(1) Importance of overcoming near-term market environment
(2) Steady implementation of measures for transformation to corporate vision

Requires rational view of current conditions and strong resolve to realize the plan

4. Assumptions for Plan (2) "Beyond the Horizon"

Standards for determining direction and business areas in the new medium-term business plan

JGC Group’s core competence

Core competence
Preference for business areas with continuity and potential for maximum utilization of core

JGC Group’s core competence

1. Top global performance based on delivery capabilities for completing complex, advanced projects in difficult conditions as an EPC contractor in the hydrocarbon downstream field
2. Highly talented human-resource group with robust technology and management capabilities that can integrate people, goods, and information on a global scale as well as expand EPC business scope and pursue new business areas
3. Understanding and knowhow as a business operating firm accumulated through 10 years of business investment experience
4. Sturdy financial base and robust capital resources that enables further growth strategy investments

Market environment
Identify environment changes and pursue business areas as opportunities

Updates to market environment outlook

1. No change in the trend of growing demand for hydrocarbon energy mainly in emerging countries over the longer term
2. Realization of a new EPC market in light of political changes in Central Asia, Iran, and Iraq
3. Steady progress in utilization of renewable energy spurred by growing interest in global environment conservation
4. Accelerated urbanization worldwide and growing infrastructure (electricity, transportation) demand fueled by population increases and economic advances in emerging countries
5. Expansion of drug and medical needs in China and Southeast Asian countries
6. Increasingly sophisticated requirements in resource development plans for project implementation capabilities in 3D (Difficult, Deep, Distance) areas
7. Industry revolution advances using IT technologies, such as IoT that leverages Big Data
Targeted Direction and Business Areas

Direction targeted for 10 years from now to 2025

Mainly Oil & Gas, Broaden to Infrastructure

EPC

Upstream  Downstream  Infrastructure

Services

- Enter overseas plant O&M service business
- Business investments: Mainly infrastructure

Covered business areas

EPC Business

Oil & Gas

- Upstream: Crude oil/gas gathering, Gas-oil separation, offshore
- Downstream: LNG and gas processing, Oil refining, petrochemicals, LNG terminals

Infrastructure

- Energy infrastructure: Power generation (Nuclear), Renewable energy
- Social infrastructure: Pharmaceutical, Medical, Airports
- Industrial infrastructure: Non-ferrous, Manufacturing (Catalysts, fine chemicals, Fine ceramics)

Services

- Domestic plant maintenance service
- Overseas plant O&M

Business Investments

- Integrated water and power (IWPP)
- Environmental and new energy (Medical, Airports, etc.)

5.2 Targeted Direction and Business Areas

Ratios by Business Area (Based on Adjusted Operating Profit*)

Aiming for 60% from oil & gas, 20% from infrastructure, and 20% from business investments by FY2025

FY2015

- Infrastructure: 8%
- Oil & Gas: 87%

FY2020

- Infrastructure: 10%
- Oil & Gas: 75%

FY2025

- Infrastructure: 20%
- Oil & Gas: 60%

*Adjusted Operation Profit: Operating profit plus interest income, dividend income and share of profit of entities accounted for using equity method earned in each business area.
6. Numerical Goals

<table>
<thead>
<tr>
<th>FY3/16 results</th>
<th>Beyond the Horizon</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>¥879.9 billion</td>
</tr>
<tr>
<td>FY2015 Net Profit</td>
<td>¥42.7 billion</td>
</tr>
<tr>
<td>ROE</td>
<td>10.6%</td>
</tr>
</tbody>
</table>

7. Basic Policies

Efficiently utilize shareholders' equity;
Expand EPC business in oil & gas area, broaden to infrastructure, and achieve higher business investment profits

Basic Policy 1
Expand EPC business in oil & gas area and broaden to infrastructure

- Strategy 1: Expand the market
- Strategy 2: Strengthen project implementation capabilities
- Strategy 3: Expand business areas
- Strategy 4: Reinforce orders competitiveness by pursuing technology advantages

Basic Policy 2
Expand profit from non-EPC businesses (business investments, manufacturing)

Basic Policy 3
Promote financial strategy to realize basic policies 1 and 2
Basic Policy 1: Expand EPC business in oil & gas area and broaden to infrastructure

Oil & Gas EPC = JGC Group’s core business
Needs further reinforcement and expansion

Strategy 1: Expand the market

Further reinforcement and expansion of EPC business likely to be difficult without market expansion

Existing markets
- Japan
- Southeast Asia
- Middle East (Gulf countries)
- North Africa

Development markets
- North America
- Russia

Expansion markets
- East Africa
- Central Asia
- Middle East (Iran, Iraq)

(1) Domestic/overseas EPC strategy at JGC/Group
- Strengthen JGC headquarters control capabilities
- Bolster and expand functions at JGC Group companies
- Respond collaboratively to individual deals

(2) Promote joint efforts with broad range of JV partners
- Select optimal partner for individual projects
- Partners that offer benefits from standpoint of customers, countries, technologies, and costs
- Broad collaboration with European, Korean, Chinese, and Japanese contractors
Beyond the Horizon

8-1: Basic Policies / Related Strategies

Basic Policy 1: Expand EPC business in oil & gas area and broaden to infrastructure

Strategy 2: Strengthen project implementation capabilities

Pursue qualitative capability enhancement at JGC / JGC Group companies and carry out resource expansion measures to strengthen project implementation capabilities

(3) Establish European site for global operations from three main centers

- Operations center to provide FID/EPC services for projects in the Middle East, Africa, and Russia
- Global coverage from core sites in Japan, US, and Europe

(4) Establish Group companies to address emerging countries

Establish EPC and business investment implementation centers in countries and regions with large infrastructure (energy, industrial, society) demand potential

Envisioning China and Myanmar

8-2: Basic Policies / Related Strategies

Basic Policy 1: Expand EPC business in oil & gas area and broaden to infrastructure

Strategy 3: Expand business areas

Focus on business areas that can leverage core competence with continuity
- Oil & Gas area: Enter upstream EPC and overseas plant O&M
- Expand to infrastructure areas (energy infrastructure, social infrastructure)

(1) Expand to upstream EPC

(Target 1)
Ground-based crude oil and gathering facilities
- Alliance by JGC and overseas EPC-capable Group companies
- Target Southeast Asia, Middle East, North Africa, and other regions

(Target 2)
Offshore and near-shore area
- Review entry via investments and M&A deals for engineering companies, ocean project specialists, and equipment manufacturers
- Target Southeast Asia, the Middle East, and North Africa
- F-LNG, near-shore FSRU, and power generation; also considering sea-based wind power

(2) Expand to power generation

Nuclear power generation
- Focus on overseas projects of Japanese manufacturers
- Management capabilities and domestic experience in area of radioactive waste processing and disposal

Solar power generation
- Oversea initiatives based on domestic results

Solar power plant site (Chiba Prefecture)
Basic Policy 1: Expand EPC business in oil & gas area and broaden to infrastructure

Strategy 3: Expand business areas
- Focus on business areas that can leverage core competence with continuity
- Oil & Gas area: Enter upstream EPC and overseas plant O&M
- Expand to infrastructure areas (energy infrastructure, social infrastructure)

Strategy 4: Expand to social infrastructure
- Transportation
  - Capitalize on accumulated experience from bidding process for Myanmar’s airport business rights
  - Full-fledged advancement from overseas airport infrastructure to transportation infrastructure
- Pharmaceutical and Medical
  - Promote overseas business by leveraging existing results in Japan; expand sales and profits
  - Target for overseas EPC and business investments (hospital management) in the medical field

(4) Oil & Gas services
- Full-fledged entry into overseas plant O&M service business market
  1. Analyze and utilize big data to forecast the future of plants
     - Enhance Plant’s
       - Certainty
       - Availability
       - Quality
     - Contribute to improved business value at customers
  2. In the existing plant maintenance area, converge overseas EPC-capable Group companies with sites and review investments and M&A opportunities

Basic Policy 1: Expand EPC business in oil & gas area and broaden to infrastructure

Strategy 1: Reinforce orders competitiveness by pursuing technology advantages
- Hone JGC’s advanced, leading technologies and meet the customer’s requirements

(1) Further improvement of LNG technology capabilities
- Global No.1 technology and track record
- Response to diversifying customer needs

(2) Further pursuit of advanced project implementation capabilities (such as modular construction)
- Establish a position well ahead of rivals for the growing volume of projects in 3D areas

50% less ➔ Field Work
25% less ➔ Volume
10% less ➔ Weight

AIRLIZE LNG

Compact LNG concept

J+I+Module Concept
**8-1. Basic Policies / Related Strategies**

**Basic Policy 1:** Expand EPC business in oil & gas area and broaden to infrastructure

*Strategy B*  
Reinforce orders competitiveness by pursuing technology advantages

Hone JGC’s advanced, leading technologies and meet the customer’s requirements

1. **Promote use of IoT to improve value of customer’s plant**
   - Accumulated from JGC-executed past projects
   - Accumulated from customer plant operations

2. **Big Data**
   - Raise plant productivity and otherwise enhance business value
   - Designs that support safety, contribute to better productivity
   - Promotion of big data solutions business

3. **Expand pharmaceutical business scale**
   - Enhance technology capabilities for advanced medicine
   - Strengthen relations with mega-pharma companies, and with venture companies in the sector

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**8-2. Basic Policies / Related Strategies**

**Basic Policy 2:** Expand profit from non-EPC businesses (business investments, manufacturing)

1. **Overview**
   1. Establish position as an integrated water and power plant business player
   2. Enhance business potential using knowledge as EPC contractor
   3. Train experts and obtain knowledge
   4. However, did not achieve projected profits (approx. ¥6 billion in FY3/16)

2. **Business investment policy in new medium-term business plan**
   1. **Investment policy**
      - Numerical goals
      - Maintain the IRR target of at least 12%

   Clear investment criteria
   - Business selectivity and focus
   - **Expansion, status quo, and future areas**
   - Clarify policy by business area
   - Majority shareholder preference
   - Pursuit of multilayer profit with EPC
8.3 Basic Policies / Related Strategies

**Basic Policy 2:** Expand profit from non-EPC businesses (business investments, manufacturing)

(2) Strategies for business areas

<table>
<thead>
<tr>
<th>Expansion areas</th>
<th>Continue aggressive initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Integrated Water and Power (IWPP) business</td>
<td></td>
</tr>
<tr>
<td>- Environmental and new energy business</td>
<td></td>
</tr>
<tr>
<td>- Medical business</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Status quo areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Resources development business: Respond according to market environment</td>
</tr>
<tr>
<td>- Water/sewage business: Focus on businesses currently being operated</td>
</tr>
<tr>
<td>- Urban development business: Same as above</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Future areas</th>
<th>New areas to challenge in light of future potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Airport operations business: Aim for business rights in Myanmar</td>
<td></td>
</tr>
<tr>
<td>- Agricultural business: Respond according to progress with operations in Russia</td>
<td></td>
</tr>
<tr>
<td>- Chinese businesses: Review potential business opportunities in chemical, environmental, medical, and other areas from a broad perspective</td>
<td></td>
</tr>
<tr>
<td>- Big data solutions business: Utilize IoT and contribute to improved plant business value</td>
<td></td>
</tr>
</tbody>
</table>

**Manufacturing**

Catalysts and fine chemicals and fine ceramics

Growing global demand
- Promote technology developments for new material and product development
- Review M&A deals and alliance opportunities with domestic and overseas companies to acquire technology
- Further promotion of overseas initiatives

- Achieve sales and profit gains

**Basic Policy 3:** Promote financial strategy to realize basic policies 1 and 2

Promote financial strategy with awareness of capital efficiency and clear allocation of cash reserves in new medium-term business plan

<table>
<thead>
<tr>
<th>Area</th>
<th>Allocation target</th>
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</thead>
<tbody>
<tr>
<td>Working capital for EPC business</td>
<td>30%</td>
</tr>
<tr>
<td>Growth strategy investments</td>
<td>30%</td>
</tr>
<tr>
<td>Shareholder return</td>
<td>20%</td>
</tr>
<tr>
<td>Business investments</td>
<td>10%</td>
</tr>
<tr>
<td>Capital investments (Maintain company buildings, group companies)</td>
<td>10%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

1. **Capital adequacy ratio**
   - Maintain steadily at 50% or higher

2. **Return on shareholders’ equity (ROE)**
   - Maintain at least 10% as target

3. **Allocation of cash reserves**
   - Secure working capital for EPC business and make priority allocations to growth strategy, for further growth and expansion and shareholder return.
**Basic Policy 3:** Promote financial strategy to realize basic policies 1 and 2

**Aiming to allocate 30% of cash reserves to Growth Strategy Investments**  
(Implement as priority investments separately from other business investments)

**Growth strategy investments**

**Strengthen project execution capabilities:**
1. Establish European engineering center
2. Establish new overseas group companies to address emerging countries

**Broaden business scope:**
3. Enter upstream areas
4. Full-fledged entry into overseas plant O&M service business
5. Enter transportation infrastructure (airport) areas

**Strengthen orders competitiveness by pursuing technology advantages:**
6. Adopt various measures including promotion of big data solutions business

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**Shareholders Return Policy**

**Updated previous shareholder return policy**  
(targeting 25% dividend payout ratio versus current-period net profit)  
and adopted following position for shareholder return

**1. Dividend policy**

Target a 30% dividend payout ratio

**2. Share buybacks**

Dividends are the primary source of shareholder return. Review share buybacks for implementation as necessary, in light of cash reserves holdings, share price trends, and other factors.

**Dividend results during New Horizon 2015**

- **Sales** (100mn yen)
- **Net profit** (100mn yen)
- **Dividend per share** (yen)
10. Corporate Governance Responses

JGC’s Commitment

Realizing improved longer-term enterprise value, JGC aims to build healthy relationships with shareholders and investors, customers, business partners, local societies, and other stakeholders and enhance corporate governance by endeavoring to provide timely and appropriate information disclosure and maintaining and strengthening the Board of Directors, Auditor Board, and other functions.

Previous Medium-Term Business Plan

NEW HORIZON2015

Expanded the executive officer framework in June 2014

Aims to enhance corporate value through dynamic management decisions that address changes in the business environment and expansion and diversification of operations and reinforcement of business implementation functions.

New Medium-Term Business Plan

Beyond the Horizon

Plan to increase outside directors in June 2016

Increase outside directors from one to two with the aim of obtaining suitable advice on management and business implementation and realization of a supervisory function from an independent perspective.