



New Medium-Term Business Plan  
(FY2016-20)

# “Beyond the Horizon”

- 1st Stage of Growth Strategy Toward Attaining the Corporate Vision -

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“Beyond the Horizon”

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**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.)

**Unexpected environment changes**

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



**Take advantage of market changes to expand sales and profit**

**2. Numerical goals**

FY2015 Net Profit: **¥ 50 billion**

ROE: **At least 10%**

	Net Profit	ROE
FY2011	¥39.1 billion	14.1%
FY2012	¥46.1 billion	14.8%
FY2013	¥47.1 billion	13.3%
FY2014	¥20.6 billion	5.4%
FY2015	¥42.7 billion	10.6%

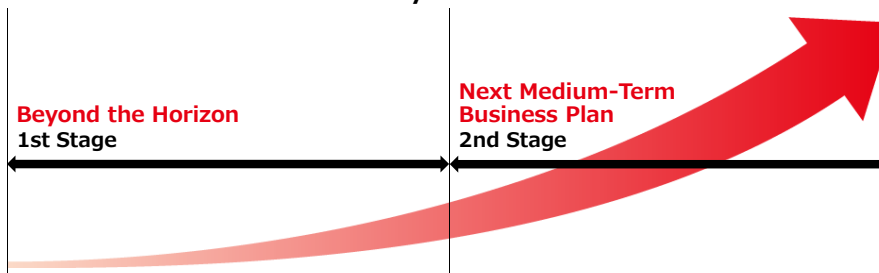
**Average 11.6 %**

**" Beyond the Horizon "**

Five-year growth strategy as the 1st Stage of a 10-year plan toward realization of the corporate vision

**Program Management Contractor & Investment Partner**

Define direction and business areas in the 10 years from now

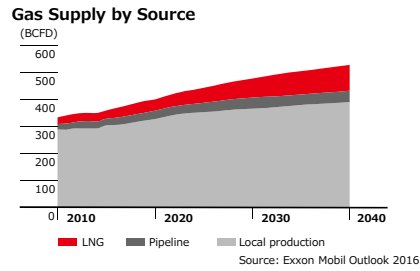
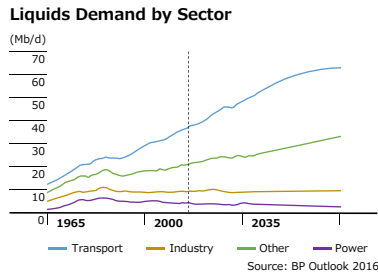


### 3. Assumptions for Plan (1)

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#### 1. Market outlook

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



#### 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)

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

**JGC Group's core competence** × **Changes in market environment**

#### Core competence

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

#### Market environment

Identify environment changes and pursue business areas as opportunities

#### 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

#### Updates to market environment outlook

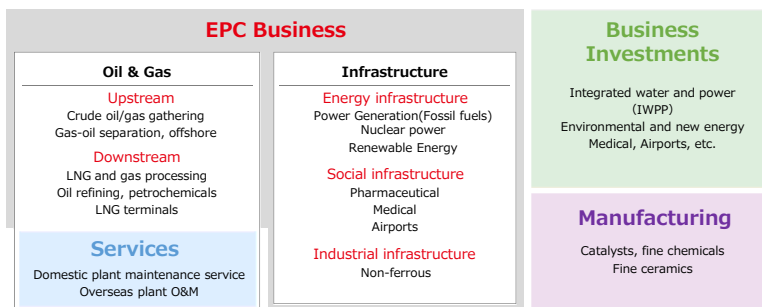
1. No change in the trend of growing demand for hydrocarbon energy mainly in emerging countries over the longer term
2. Realization of a new EPC market in light of political changes in Central Asia, Iran, and Iraq
3. Steady progress in utilization of renewable energy spurred by growing interest in global 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

Direction targeted for 10 years from now to 2025

➔ **Mainly Oil & Gas, Broaden to Infrastructure**

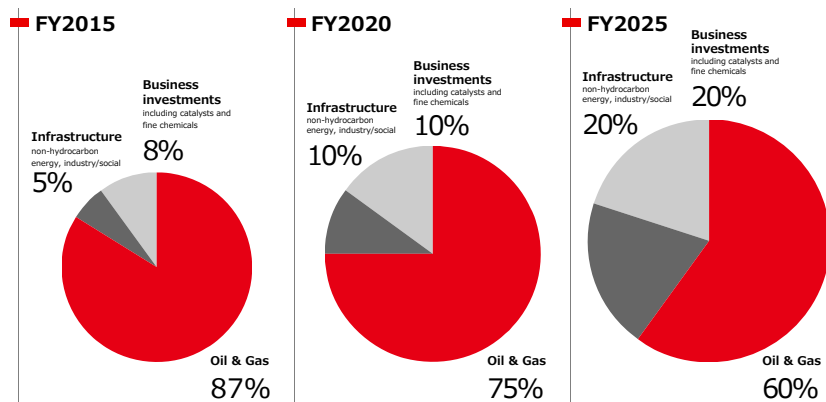


Covered business areas



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



\* 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

"Beyond the Horizon"

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	FY3/16 results	Beyond the Horizon
Sales	¥879.9 billion	At least ¥1,000 billion
FY2015 Net Profit	¥42.7billion	¥60 billion
ROE	10.6%	At least 10%



## 7. Basic Policies

"Beyond the Horizon"

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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)

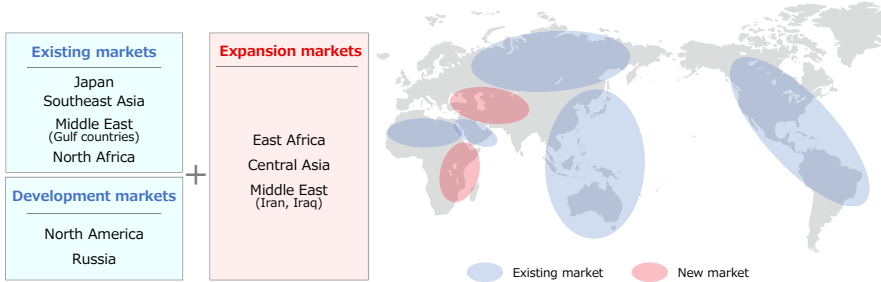
**Basic Policy 3** | Promote financial strategy to realize basic policies 1 and 2

**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



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

**Strategy 2: Strengthen project implementation capabilities**

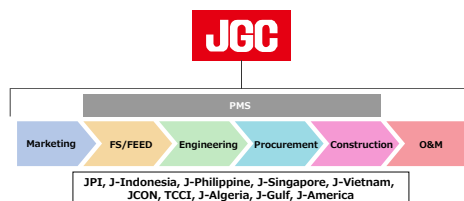
Pursue qualitative capability enhancement at JGC / JGC Group companies and carry out resource expansion measures to strengthen project implementation capabilities

**(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



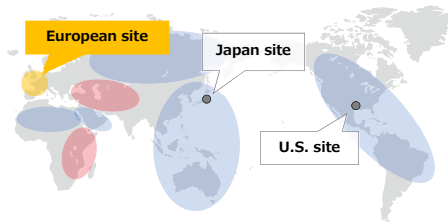
**Basic Policy 1:** Expand EPC business in oil & gas area and broaden to infrastructure

**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 FEED/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

**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
- Full-fledged entry leveraging overseas project
- Management capabilities and domestic experience in area of radioactive waste processing and disposal

**Solar power generation**

- Overseas 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

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**(3) Expand to social infrastructure**

**Transportation**

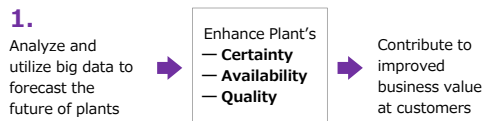
- Capitalize on accumulated experience from bidding process for Myanmar's airport business rights
- Full-fledged advance from overseas airport infrastructure to transportation infrastructure

**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**



2. In the existing plant maintenance area, converge overseas EPC-capable Group companies with sites and review investments and M&A opportunities

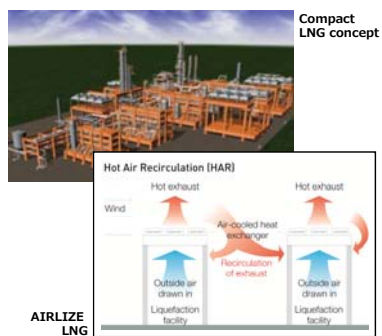
**Basic Policy 1:** Expand EPC business in oil & gas area and broaden to infrastructure

**Strategy 4: 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**

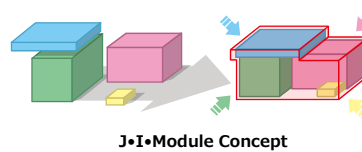
Global No.1 technology and track record + response to diversifying customer needs



**(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





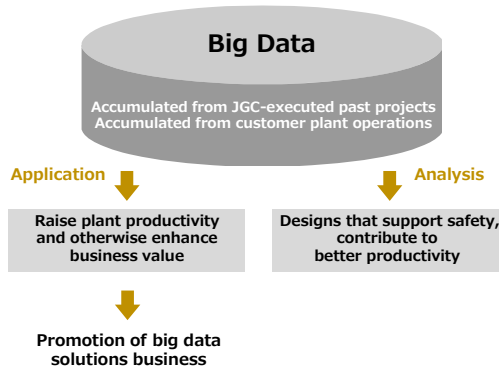
**Basic Policy 1:** Expand EPC business in oil & gas area and broaden to infrastructure

**Strategy 4:** Reinforce orders competitiveness by pursuing technology advantages

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

(3) Promote use of IoT to improve value of customer's plant

(4) Expand pharmaceutical business scale



Enhance technology capabilities for advanced medicine

Strengthen relations with mega-pharma companies, and with venture companies in the sector



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

Business investments

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)



Water and power plant site (UAE, Taweelah area)

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

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

**Manufacturing**

2) Business investment policy in new medium-term business plan

(2) Strategies for business areas

**Expansion areas**

**Continue aggressive initiatives**

- Integrated Water and Power (IWPP) business
- Environmental and new energy business
- Medical business

**Status quo areas**

**Sustain for time being and assess future potential in light of market conditions**

- Resources development business: Respond according to market environment
- Water/sewage business: Focus on businesses currently being operated
- Urban development business: Same as above

**Future areas**

**New areas to challenge in light of future potential**

- Airport operations business: Aim for business rights in Myanmar
- Agricultural business: Respond according to progress with operations in Russia
- Chinese businesses: Review potential business opportunities in chemical, environmental, medical, and other areas from a broad perspective
- Big data solutions business: Utilize IoT and contribute to improved plant business value

**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**

**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.

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

**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



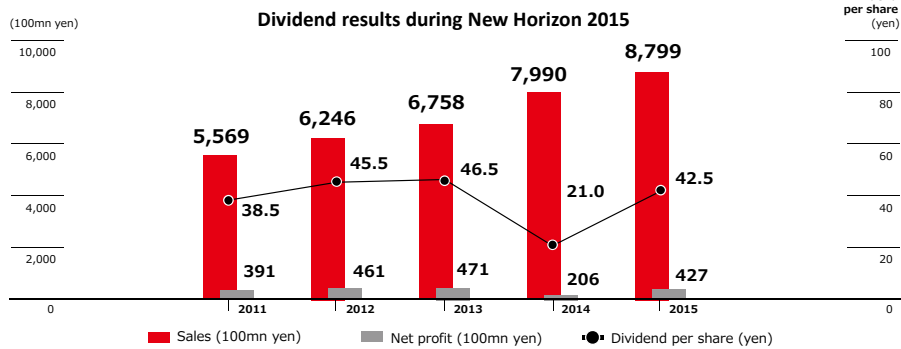
**Updated previous shareholder return policy (targeting 25% dividend payout ratio versus current-period net profit) and adopted following position for shareholder return**

**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.



### 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.