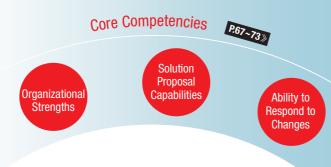
JGC STORY

Value Creation Process

Applying ample management resources and strengths in each segment for maximum economic, environmental, and social value and solutions to social issues.



Expertise

Management Resources >>

Fiscal year ended March 2020



Key social issues

for engagement

(Materiality)

P.23~24,35~44 »

Human Capital

P.74~75»

Group of expert engineers

Consolidated employees » 7,607

Financial Capital



Solid financial base

¥390.9 billion

58.2%

Risk

Shareholders' equity ratio >>

Manufactured

Capital

Credit rating > A+ (Rating outlook:Stable)* *Long-term issuer rating, Japan Credit Rating Agency, Ltd.

Social and **Relationship Capital**



Broad network of clients and suppliers

Approx**7,000*** Clients ≫ Approx **13,000*** Suppliers ≫

P.78 »

Production platform for superior functional materials

Production sites in Fukuoka, Niigata, Miyagi, Aichi, and Iwate, Japan







Value Creation Base





Business Models >>

P.27~28 »

Total Engineering Business

EPC Project Execution

Delivering plants and facilities that support client business

Output >>

P.81~84》

(Value Generated)

Oil and Gas

Plants and facilities used for crude oil/gas gathering, gas-oil separation, offshore, LNG and gas processing, oil refining, petrochemicals and chemicals

Infrastructure

Plants and facilities used with renewable energy, LNG/LPG terminals, waste power, pharmaceuticals, hospitals, airports, and non-ferrous metal refining

Economic Value P.85~124 »

Outcome >>

Functional Materials Manufacturing Business

Production and Sales of High-performance Materials

Providing products that support everyday life and various industries

Catalysts

Catalysts used in oil refining and petrochemicals, chemicals and environmental protection

Fine Chemicals

Semiconductor, IT, electronics, optical, and cosmetics materials

Fine Ceramics

Semiconductor, automotive, telecommunications, industrial medical and aerospace materials

Consulting Business

Providing Consulting Services

Contributing to solutions in environmental, energy, and other fields.

Consulting

Environment, energy and resources, social science





Corporate Philosophy TJGC Way Ro1 >