

CONTENTS

Founding Aspirations, Corporate Philosophy 1
 CONTENTS, Editorial Policy 3

CHAPTER 1

Toward Sustainable Growth



Message from CEO 7
 Message from COO 11
 Message from CFO 15
 Financial Highlights 17

CHAPTER 2

JGC Group Value Creation



JGC STORY

1 Growth Trajectory 21
 2 JGC Group Materiality 23
 3 Value Creation Process 25
 4 JGC Group's Business 27
 5 Roadmap to the Sustainable Growth 29

Highlights 1

Accelerating Commercialization of Environmental Technologies 31

Highlights 2

Business Innovation through Digital Transformation 33

CHAPTER 3

Materiality Initiatives



Societies in Harmony with Environment 37
 Working with Local Communities Around the World 39
 Human Rights, Employee Motivation 40
 Energy Access 41
 Quality of Life 42
 Ensuring Occupational Health and Safety 43
 ESG Data Highlights 44

CHAPTER 4

Foundation for Creating Value



Messages from Outside Directors 47
 Corporate Governance 50
 Quality Management System 58
 Compliance 59
 Risk Management 61
 Management Structure 63
 Dialogue with Shareholders and Investors 64

CHAPTER 5

Core Competencies and Management Resources



Core Competencies
 Core Competencies 67
 Project Execution Capabilities 69

Management Resources
 Human Capital 74
 Social and Relationship Capital 76
 Manufactured Capital 78

CHAPTER 6

Business Outlook



Total Engineering Business 81
 Functional Materials Manufacturing Business 84

Data Section 85

Editorial Policy

Purpose of This Report

The purpose of the JGC Report, which was first published in 2015, is to explain to stakeholders how the JGC Group works to generate sustainable growth and increase corporate value over the medium to long term. JGC uses this report as a tool to communicate with stakeholders as part of its efforts to deliver sustainable growth through continuous, constructive dialogue.

Organizations Covered in This Report

In this report, "JGC Group" and "the Group" refer to "JGC Holdings Corporation" and its subsidiary operating companies.

Period Covered

In principle, the report covers the period April 2019 to March 2020 (fiscal 2019), but also includes information related to events from April 2020.

Information Provided

The JGC Report summarizes and presents the most relevant information related to the JGC Group and society. For detailed and comprehensive financial and non-financial information about the Group, please visit the JGC website.

Forward-looking Statements

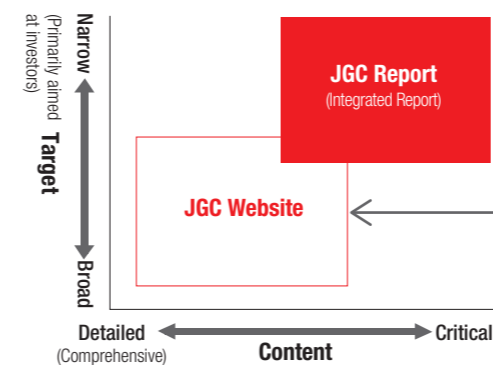
Data and forecasts disclosed in this report are based on judgments and information available at the time of publication. The Company provides no guarantee for targets, forecasts and earnings projections, which may change due to a range of factors.

Reference Guidelines

The JGC Report 2020 was compiled referring to the disclosure framework of the International Integrated Reporting Council (IIRC) and the World Intellectual Capital/Assets Initiative (WICI), as well as Guidance Supplement of the Ministry of Economy, Trade and Industry (METI).



Information Provided



About Us

- <https://www.jgc.com/en/about/>
- Message from Top Management
 - Corporate Philosophy
 - Group Companies
 - History
 - JGC Group at a Glance

Sustainability

- <https://www.jgc.com/en/esg-hsse/>
- Environmental Initiatives
 - Social Initiatives
 - Governance

Investor Relations

- <https://www.jgc.com/en/ir/>
- IR Calendar
 - Financial Statements-Summary
 - Medium-Term Business Plan
 - Fact Sheet

