

## JGC's Purpose and Values

Guided by its purpose and through its shared values, the JGC Group is taking on the challenge of transforming itself into “a corporate group that contributes to enhancing planetary health” by 2040 by leveraging the abilities it has cultivated as well as its track record.

### Purpose Our Purpose

# Enhancing planetary health

### Values Our Values

We are driven by our shared values and professional commitments.

#### Shared Values

##### Challenge

We venture into new business fields, overcome technical hurdles and establish innovative methodologies.

##### Create

We remain dedicated to developing results-focused, thoughtful solutions that fully meet the needs of our clients and benefit society as a whole.

##### Integrate

We bring together a wide range of technologies, innovative tools and a diverse team dedicated to increasing value to all stakeholders.

##### Deliver

We commit to overcoming obstacles through diligence and our “never-give-up” philosophy, and to delivering quality products and services to our clients and society.

#### Professional Commitments

##### Respect

We undertake to foster mutual respect and support among all those involved in our activities and to emphasize the importance of safety for all.

##### Integrity

We pledge to maintain the highest ethical standards in everything we do.

For the JGC Group to continue to grow sustainably, we believe that we must respond swiftly and flexibly to changes in the business environment while also contributing to the development of industry and society. As such, we have adopted the long-term, global perspective of “contributing to the creation of a healthy future for people and the earth.” Based on this idea, we have defined our purpose as “Enhancing planetary health.” The health of people and the Earth are intertwined. We will enhance ourselves in working toward a more prosperous future. That is the message behind our purpose.

Two Business Segments Centering on Five Major Companies

Main operating companies	Business model
Total Engineering Business	<div>EPC* business</div> <div>Provision of feasibility studies (FS), front-end engineering design (FEED), and EPC projects for plants and facilities</div> <div>* EPC: Engineering, Procurement and Construction</div> <div>Project Execution Flow</div> <div><div>FS</div><div>FEED</div><div>Engineering</div><div>Procurement</div><div>Construction/ commissioning</div></div> <div>Maintenance</div> <div>Provision of daily maintenance and shut-down maintenance services mainly for petroleum refining plants and petrochemical plants in Japan</div>
	<div>Project Management Consulting (PMC)</div> <div>Provision of consulting service supporting the development of plants and facilities by leveraging our extensive EPC-related knowledge and track record to mediate between customers and contractors</div>
Functional Materials Manufacturing Business	<div>JGC Catalysts and Chemicals Ltd.</div> <div>Research and development, planning, and manufacturing of catalysts, fine chemicals, and fine ceramics products</div>
	<div>Business Execution Flow</div> <div><div>R&amp;D</div><div>Marketing</div><div>Manufacturing</div><div>Sales</div></div>
Other Business	<div>Consulting, licensing, business participation, and digital platforms</div> <div>Consulting services such as various studies, analyses and assessments, and production support, business participation in various sectors, etc.</div>

Operational Overview P.103

Bases / Number of Employees

Number of major overseas bases

22 bases in 16 countries



Number of domestic bases

34

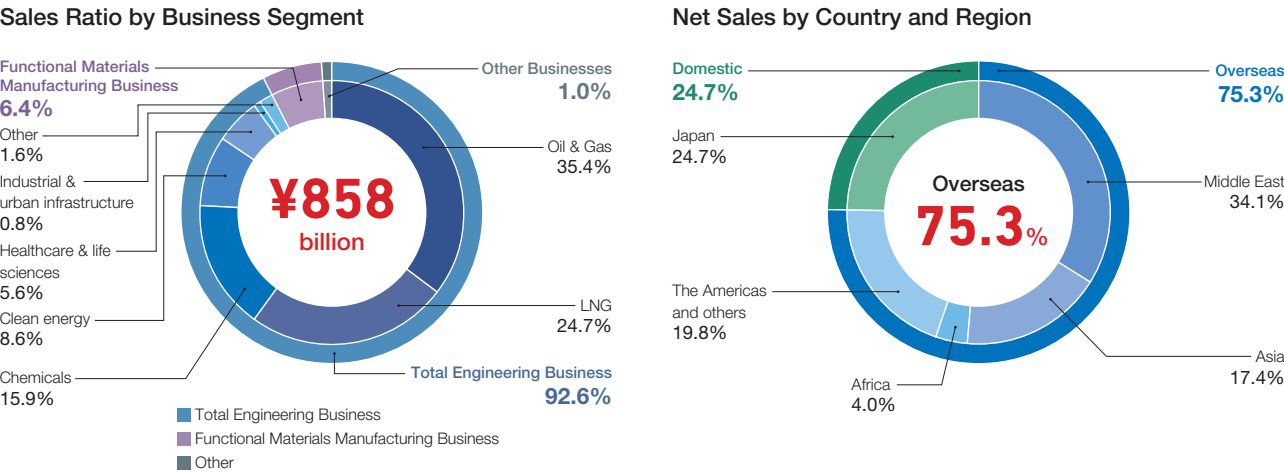


Number of Employees (Consolidated) (as of March 31, 2025)

8,365



Net Sales for the Fiscal Year Ended March 2025



Track record of completed LNG plants globally

More than 30%

The Group has designed and constructed LNG plants responsible for more than 30% of the global production capacity.



LNG plant (Indonesia)

Completed offshore FLNG plants

Involved in 3 of the 4 projects

The Group is involved in three of the four completed FLNG projects that can be installed in the open seas exposed to strong wave effects.

Track record of completed more than 20,000 projects in over 80 countries

Through the execution of EPC projects, the Group delivers a variety of plants and facilities that support the businesses of our clients. We have completed more than 20,000 projects in over 80 countries around the world, and built up a high level of trust with clients worldwide.



Fluid catalytic cracking (FCC) catalysts

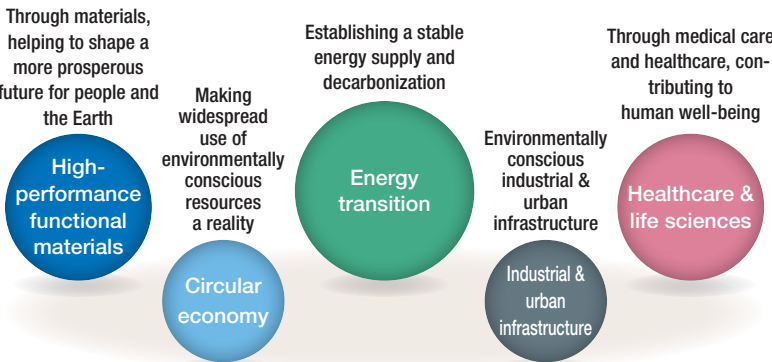
Fluid catalytic cracking (FCC) catalysts  
Silica sol for HDD polishing

No. 1 share of the domestic market

The Group mainly manufactures and sells products in three fields: catalysts, fine chemicals, and fine ceramics, and has achieved high market shares in certain products. In particular, FCC catalysts have achieved a leading global market share and are used in oil refineries around the world.

Vision to Be Achieved by 2040

A corporate group that contributes to enhancing planetary health in five business areas



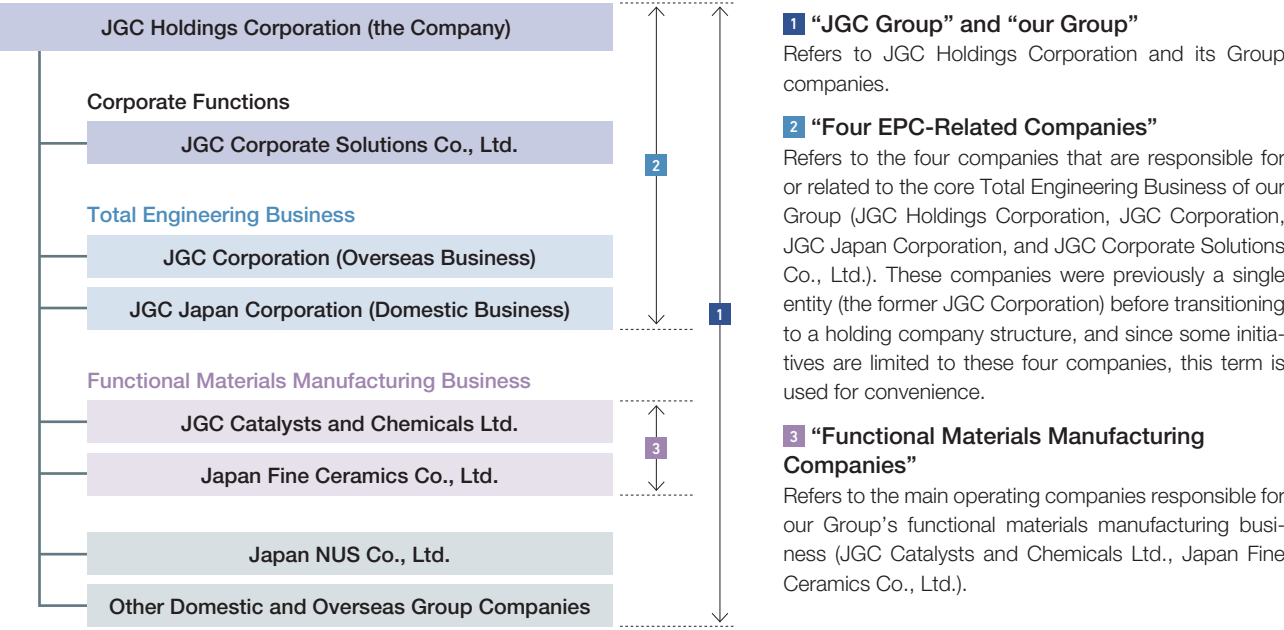
Editorial Policy / Contents

Editorial Policy

Purpose of This Report

The purpose of the JGC Report, which was first published in 2015, is to explain to our stakeholders, such as shareholders and investors, 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 our stakeholders as part of its efforts to deliver sustainable growth through continuous, constructive dialogue.

Organizations Covered



Period covered

In principle, the period covered is from April 2024 to March 2025 (fiscal year 2024), but some activities before and after the target period are included.

Forward-looking statements

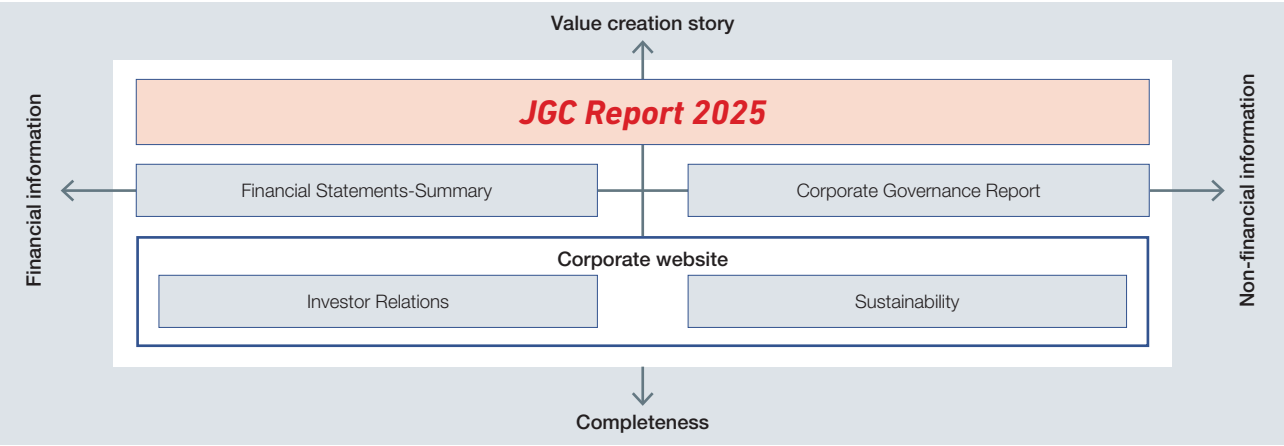
Data and forecasts disclosed in this report are based on judgments and information available at the time of publication. The Company provides no guarantee for targets, forecasts, and earnings projections, which may change due to a range of factors.

Reference guidelines

JGC Report 2024 was compiled referring to the disclosure framework of the International Financial Reporting Standards (IFRS) Foundation and the World Intellectual Capital Initiative (WICI), as well as “Guidance for Collaborative Value Creation” of the Ministry of Economy, Trade and Industry (METI).

Positioning of This Report

This report summarizes and presents the most relevant information related to the JGC Group and society. For more detailed and comprehensive financial and non-financial information, please refer to our website and other disclosure documents.



Chapter 1	Chapter 2	Chapter 3	Chapter 4	Chapter 5	Chapter 6	Chapter 7
Introduction	Management Message	What Drives JGC	Growth Strategy	Sustainability & Governance	Business Overview	Data & Other Information

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Overview of JGC Report 2025

The main message of the “JGC Report 2025” for fiscal year 2025 is that, although the business results for fiscal years 2023 and 2024 were challenging, the direction of our Group’s long-term management vision, “2040 Vision”, remains unchanged. While swiftly rebuilding the EPC execution structure, we are steadily advancing initiatives toward sustainable growth. The main features in the production of this report are as follows:

- 1. Rebuilding the overseas EPC execution framework**

Regarding the overseas EPC business, which was the main factor behind the poor performance in fiscal years 2023 and 2024, the causes, challenges, and response status are described in “Chapter 4 : Growth Strategy” starting from p.37, under the section “Medium-Term Management Plan ‘BSP 2025’”. This report introduces our initiatives as concretely as possible, using charts and diagrams, to help readers gain a deeper understanding.
- 2. “What Drives JGC”**

For our Group to achieve sustainable growth, it is important to promptly rebuild our EPC execution system while continuing to strengthen the Group’s accumulated strengths and capital. Therefore, this report summarizes the history of our Group’s growth, value creation process, management capital, and strengths as “Chapter 3: What Drives JGC,” starting from p.21. In the special feature, we also introduce our Group’s strengths through roundtable discussions with representatives from partner companies in new businesses.
- 3. Ongoing Enhancement of Non-Financial Information Disclosure**

In “Chapter 5: Sustainability & Governance,” we have once again worked to enhance the disclosure of non-financial information, including ESG information. For fiscal year 2025, in order to deepen dialogue with shareholders and investors, we have structured the report to provide not only information to help visualize our Group’s initiatives more concretely, but also to clarify the background, progress, and challenges of these initiatives for better understanding.

We will continue to cherish the opportunities to communicate with our stakeholders. We would appreciate your honest advice and feedback.