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Business Overview

Fiscal 2013 Financial Results Briefing



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1. 2014 Target for Orders Received

Further Increase Project Orders in a Favorable Market Environment

Consolidated Target for Orders Received:

800 billion yen

Domestic Target

90 billion yen

Overseas Target

710 billion yen

2. Market Environment

North America/ Africa

- Numerous plans for mega-LNG and gas chemicals projects

Middle East

- Active investment in large-scale oil refineries and petrochemical plants continues

Asia/Japan

- Many projects for onshore and offshore LNG plants, LNG receiving terminals, and oil refineries



We saw a favorable outlook over the last fiscal year

3. Background for 2014 Performance Targets

Background

- Many highly profitable projects are nearing completion
- Some projects were received under difficult circumstances
- Hybrid contract projects are becoming more common



Further increase income
through LNG and other mega-scale projects

4. Strategy for Achieving Performance Targets

Further Expanding our Business Fields

- Full expansion into the offshore business with execution of FLNG projects

Flexibly Addressing Changing Client Needs

- Further development of modular construction based on past performance
- Offering high-level technology upgrading strategies with a focus on LNG
- Contracts addressing a diverse risk profile, promoting localization

5. Medium and Long-Term Outlook (1)

Changes in the environment surrounding JGC

Market Expansion

- Regional expansion from emerging countries into developed countries
- Development in sub-Saharan Africa, Russia, and the CIS

Multiple Mega-Scale LNG Projects

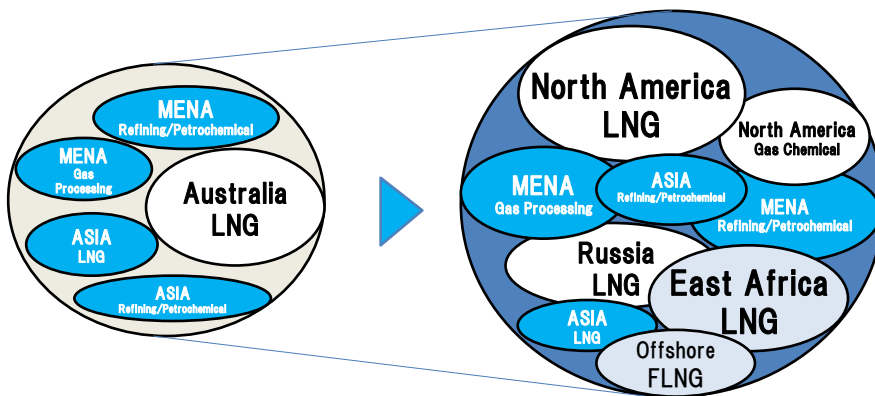
- Super-sized LNG projects valued in the hundreds of billions of yen

Diversification of Contract Schemes

- Increasing the ratio of hybrid contracts to lump-sum contracts



5. Medium and Long-Term Outlook (2)



Current Income Scale

600-700 billion yen

Medium and Long-Term
Future Income Scale

Over 1 trillion yen



5. Medium and Long-Term Outlook (3) ~strategy for increasing profits~

Current Strategy for Increasing Profits

- Securing a high gross profit margin through solid project execution



Medium and Long-Term Future Strategy for Increasing Profits

- Increasing profits through increased income from mega-scale projects, by further improving our project execution abilities

Pursuing “Absolute Size” over “Margin Size”

6. Strategy for Expanding Capacity

Realizing Medium and Long-Term Growth Through Capacity Expansion

- JGC America starts full operations
- Domestic and overseas EPC subsidiaries grow and mature
- Effective use of human resources through strategic joint ventures

7. Investment Business Status (1)

2013 Investment History

- Mega-Solar (Japan)
- Shipbuilding Company Management (Brazil)
- Electricity and Steam Supply (Saudi Arabia)
- Hospital Management (Cambodia)

7. Investment Business Status (2)

Fields of Focus for 2014

Infrastructure and Urban Development

- Power generation, urban development, airport development, medical care services

Natural Resource Development

- Continuing focus on our current investments in this area
- New investment in promising projects

New Business from In-House Technology Development

- Development of JCF[®] in Indonesia, and others

8. Progress of the Medium-Term Management Plan

Gathering Our Strength to Achieve the Goals by March 2016

- Net Profit : Close to achieving our goals
- ROE: Over 10% and growing
- Dividend Payout Ratio:
Maintained 25% of net profit on a consolidated basis

Targets for the Medium-Term Management Plan “New Horizon 2015”

Net Profit	ROE	Dividend Payout Ratio
50billion yen	At least 10%	25% (Consolidated)



Note on Future Outlook

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