

May 29, 2026

JGC Holdings Corporation

**Q&A from the Online Briefing on the Details of the New Medium-Term Business Plan BSP2030
(held on May 27th, 2026)**

※This content is based on information available on the data of the briefing (May 27, 2026)

1. JGC Group's New Medium-Term Business Plan "Building a Sustainable Planetary Infrastructure 2030 (BSP2030)"

Question	Answer
Regarding page 14, "Key Strategies and Management Indicators," of the presentation materials for the medium-term business plan "Building a Sustainable Planetary Infrastructure 2030," BSP2030 sets out three key strategies—continuously enhancing the competitiveness of the Total Engineering Business, accelerating the growth of the Functional Material Manufacturing Business, and expanding the solution-based business. Could you explain how BSP2030 differs from the previous medium-term business plan, BSP2025, particularly in terms of the initiatives for each business and business model, as well as the balance between the oil and gas sector and other sectors within the EPC business?	With respect to the Total Engineering Business, there is no material change in the near term to the overall earnings structure, in which the oil and gas sector—primarily LNG—accounts for the majority of earnings in the EPC business. At the same time, for initiatives outside the oil and gas sector, we will proceed in line with the strategy "Achieving adaptability to markets and strategic business cultivation," as outlined on pages 18 and 19. Given the highly uncertain business conditions, rather than predefining specific focus areas—even though semiconductor, data center-related sectors and the non-ferrous metal refining sector are cited as examples of priority areas—we will first expand points of contact with markets and clients through activities such as FS and FEED. Based on an assessment of market growth potential and the level of market maturity, initiatives will then be pursued in a strategic and flexible manner. With respect to the Functional Material Manufacturing Business, as under

	<p>the previous medium-term business plan, the strategy is to further accelerate growth.</p> <p>As for the solution-based business, the aim is to create businesses that proactively propose solutions that can be commonly and broadly provided to multiple clients. While a certain track record of related initiatives was built during the BSP2025 period, these initiatives are now being redefined as “solution-based business,” and efforts will be made to further expand them going forward.</p>
<p>Regarding page 14, “Key Strategies and Management Indicators,” could you provide a breakdown of the operating profit target of 60 billion yen between the EPC business and other sectors? In addition, could you explain the assumptions regarding consolidated net sales that underpin this management indicator?</p>	<p>As for the breakdown of the operating profit target of 60 billion yen, the assumption is an approximate 3:1 split between the EPC business and non-EPC business, including the maintenance business, the Functional Material Manufacturing Business, and others.</p> <p>With respect to consolidated net sales, the assumption is that it will reach a scale of approximately 1 trillion yen by 2030. However, under BSP2030, stable profit generation is prioritized, and therefore net sales are intentionally not set as a management indicator.</p>
<p>Regarding pages 32 and 33, “Advancing investment and capital policies to accomplish growth strategies,” the materials indicate that approximately 280 billion yen will be allocated to growth investments on a cumulative basis over five years. Could you provide further details on the overall</p>	<p>In terms of the overall scale of cash allocation on a cumulative five-year basis, approximately 280 billion yen is assumed for growth investments, around 80 billion yen for shareholder returns, with the remainder allocated to working capital.</p> <p>With regard to share buybacks, decisions will be made comprehensively</p>

scale of shareholder returns over the five-year period, as well as the policy of cash allocation, including share buybacks?

based on factors such as the earnings outlook, cash flow conditions, and progress in growth investments, while also taking capital efficiency into account. For example, share buybacks may be considered in cases where performance exceeds the plan or where surplus cash is generated through asset disposals.

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