

Fiscal Year 2026–2030

Medium-Term Business Plan (BSP2030)

Building a Sustainable
Planetary Infrastructure 2030



May 14, 2026 JGC Holdings Corporation

JGC JGC GROUP

In the aftermath of the COVID-19 pandemic, the global economy entered a new phase. Yet even today, rising geopolitical risks and shifting decarbonization trends continue to make the path ahead difficult to foresee. More recently, developments surrounding the Strait of Hormuz, against the backdrop of armed conflict in the Middle East, pose serious and ever-growing risks to the global economy.

It is precisely because of this uncertainty in the business conditions that we must be there for our customers, pinpoint their issues, and actively put forth solutions to tackle said issues together. This is the fundamental stance embedded in our newly formulated medium-term business plan, Building a Sustainable Planetary Infrastructure 2030. With a diverse portfolio of technologies spanning multiple business areas, the JGC Group's strength lies in its high level of adaptability. By synergizing the best technologies from both inside and outside the Group, we can be a wellspring of new value. Among the JGC Group's core businesses, the Total Engineering Business continues to serve as an especially important pillar of our earnings base. We will continue honing our sustainable competitive strengths in order to secure stable and resilient earnings, focusing on the LNG sector, where we anticipate solid demand to persist going forward. In addition, we intend to pursue opportunities on an ongoing basis to expand the Functional Materials Manufacturing Business, which has established itself over the past five years as a second core pillar.

We intend to reinvest earnings generated through the aforementioned initiatives toward a range of strategic priorities, which include initiating stable increases of dividends through the shift to DOE (dividend on equity), enhancing shareholder returns, nurturing new growth areas beyond LNG in the Total Engineering Business, accelerating the growth of the Functional Materials Manufacturing Business, pursuing opportunities in solution-based business, and reinvesting in the human capital that drives the execution of said strategies. These initiatives will lay a solid foundation for the JGC Group to achieve sustainable growth and take its next leap forward.

Masayuki Sato
Representative Director, Chairman,
President and CEO



Thank you for taking time out of your busy schedules to attend our medium-term business plan briefing.

I am Masayuki Sato, CEO of JGC Holdings Corporation.

I would like to begin by sharing my perspective on the formulation of this medium-term business plan: BSP 2030.

The global economic environment remains highly uncertain. The current armed conflict in the Middle East and developments surrounding the Strait of Hormuz are having a significant impact on both the global economy and energy supply.

During these times, we must be there for our customers, pinpoint potential issues, and actively put forth solutions to tackle issues together; this is the fundamental stance of BSP 2030.

The JGC Group possesses a diverse portfolio of technologies across multiple business areas. By synergizing the best technologies from both inside and outside the Group, we have achieved a high degree of adaptability, a strength that enables us to generate new value in the face of unyielding change.

Looking ahead, we will continue to transform our portfolio in keeping with our 2040 Vision to achieve sustainable growth. This new medium-term business plan reflects our commitment to laying a solid foundation through the pursuit of new growth businesses that extend beyond our core LNG business and by enhancing our human capital.

On that note, I would like to present the contents of this plan.

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Further Strengthening Our Management Foundation: Enhancing Human Capital & Advancing Investments and Capital Policies to Accomplish Growth Strategies

This presentation is divided into two parts: a review and assessment of the past, followed by strategies and plans for the future.

Executive Summary

Our vision for 2030

Collaborative partner who connects technologies and tackles global challenges with anticipatory solutions

Key Strategies

1

Continuously Enhancing the Competitiveness of the Total Engineering Business

- Stabilizing our earnings base by strengthening our project execution structure
- Pursuing challenges to evolve the EPC business
- Achieving adaptability to markets and strategic business cultivation

2

Accelerating the Growth of the Functional Materials Manufacturing Business

- Expanding sales in semiconductor-related markets
- Creating opportunities for proposal-based projects by enhancing our development capabilities
- Actively expanding into overseas markets

3

Expanding the Solution-based Business

- Evolving our offering of services that leverage our strengths
- Taking on the challenge of launching new businesses

Further strengthening our management foundation

- Enhancing human capital
- Advancing investment and capital policies to accomplish growth strategies

Implementing business strategies and realizing sustainable growth by circulating knowledge and know-how through the linking of individual and organizational learning.

Aiming for further enhancement of corporate value while striking a balance between (1) maintaining financial soundness (an equity ratio of 50%), (2) executing growth investments (280 billion yen), and (3) enhancing shareholder returns (changing policy to a DOE basis).

Key management indicators

Operating profit **60** billion yen

Net profit **50** billion yen

ROE **10%** or higher

01. Review and Assessment

The background of the slide is a deep blue color. On the right side, there is a stylized globe composed of a grid of small white dots. Overlaid on the globe are several thin, white, curved lines that suggest a network or data flow. The overall aesthetic is modern and corporate.

1. The JGC Group's Journey Toward Its 100th Anniversary
2. 2040 Vision, Our Long-Term Management Vision
3. BSP 2025 in Review
4. Assessment of Business Conditions
5. Redefining the Second Phase of the 2040 Vision

The JGC Group's Journey Toward Its 100th Anniversary

- Since its founding in 1928 as first engineering company in Japan, the JGC Group has supported the foundations of industry and society at large.
- By diversifying its business in step with market changes, the Group has grown while addressing social issues, and it will mark its 100th anniversary in fiscal year 2028.



First, let's look at the history of the JGC Group.

Since its founding in 1928, the JGC Group has worked to meet the needs of society and diversify its business, regardless of how markets and the times have changed. This lies at the heart of who we are.

Fiscal year 2028 will mark the Group's 100th anniversary, but the same founding spirit, to support the foundations of industry and society, regardless of the era, remains unchanged.

2040 Vision, Our Long-Term Management Vision

- The path the JGC Group is taking to solve its targeted social issues by 2040 remains unchanged. Guided by our purpose, we will continue along the same path to address said issues.

Our purpose "Enhancing planetary health"

Maintain
Social issues that the Group will focus on

1 Pursuing both stable energy supply and decarbonization

2 Reducing environmental impact of resource consumption

3 Building and maintaining vital infrastructure and services

Maintain
The 2040 Vision of the JGC Group
A corporate group that contributes to enhancing planetary health in five business areas

Energy transition

Establishing a stable energy supply and achieving decarbonization

High-performance functional materials

Helping to shape a more prosperous future for people and the Earth through materials

Healthcare & life sciences

Contributing to human well-being through medical care and healthcare

Circular economy

Making widespread use of environmentally conscious resources a reality

Industrial & urban infrastructure

Establishing environmentally conscious industrial & urban infrastructure

Maintain
Pursuing three aspects of Groupwide transformation

1.
Business area transformation

2.
Business model transformation

3.
Organizational transformation

A notable milestone is 2021, when we established our long-term management vision, "2040 Vision", which serves as a guidepost for achieving sustainable corporate growth, even in the face of future uncertainty.

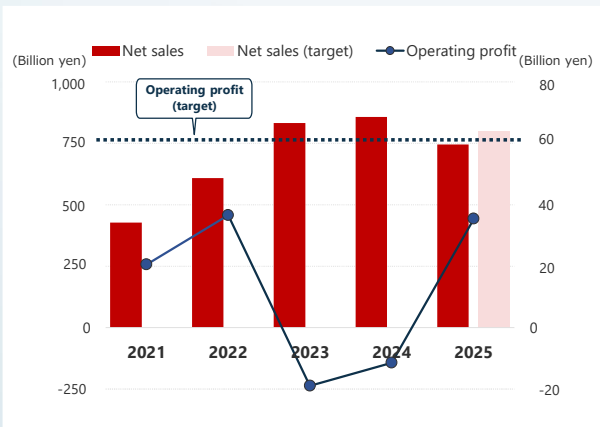
Even five years on, our purpose—"Enhancing planetary health"—which embodies our commitment to "contribute to a healthy future for people and the Earth", and the three directions as shown on this slide remain unchanged. Maintaining our focus on five business areas, we will respond flexibly to ever-changing social issues, continuing our progress as we work to resolve these issues and pursue our own growth.

On the next slide, we will look at our previous medium-term business plan "BSP 2025", positioned as the first phase of the 2040 Vision, the "Five years of challenge", and review it from both a quantitative and qualitative perspective.

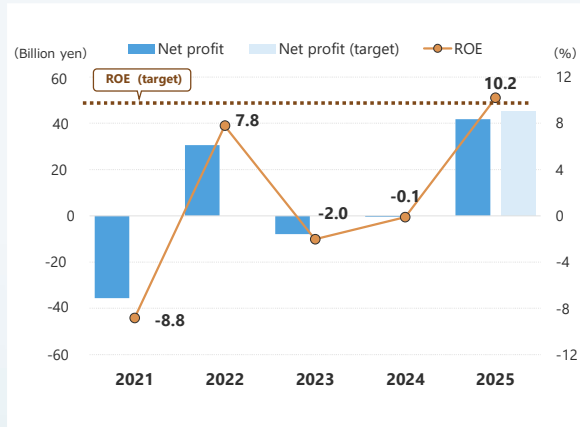
BSP 2025 in Review

- Guided by the 2040 Vision and BSP 2025, the JGC Group expanded its business areas, with net sales trending upward as a result.
- However, the Group recorded losses in fiscal years 2023 and 2024, primarily due to some unprofitable EPC projects overseas.
- Subsequently, the Group continuously strengthened its EPC execution structure, leading to a steady reduction in risks affecting projects in progress as well as significant improvement in profitability in fiscal year 2025.

Net sales and operating profit



Net profit and ROE



First, let's discuss it from a quantitative perspective.

Under BSP 2025, we undertook a variety of efforts, aiming to achieve our targets of 800 billion yen in net sales, 60 billion yen in operating profit, 45 billion yen in net profit, and an ROE of 10%.

Over the five-year period of BSP 2025, net sales increased steadily and achieved the Group's target.

However, we fell short of our profit targets, largely due to some unprofitable EPC projects overseas. That being said, in fiscal year 2025, we improved our profitability significantly, by ongoing efforts to strengthen our EPC execution structure. As a result of it, we also achieved our target for ROE, which improved to 10.2%.

Next, let us review BSP 2025 from a qualitative perspective in terms of each of its key strategies.

BSP 2025 in Review

Key Strategies



1 Transformation of EPC operations



2 Expansion of manufacturing business for high-performance functional materials



3 Establishment of future engines of growth

Achievements and Issues

- We maximized our competitive strengths in LNG projects and secured stable earnings.
 - We flexibly advanced growth initiatives in terms of domestic business, including strengthening our organizational framework, acquiring a pharmaceutical business from IHI Plant Services Corporation, and entering into a capital and business alliance with TAKADA CORPORATION.
 - In overseas business, prioritizing diversification across markets and sectors to expand our order intake, which led to a dispersal of resources and less-than-optimal allocation, destabilized project execution.
 - Issues in human and technological collaboration across domestic and overseas operation and in the implementation of digitalization confirmed the need to enhance the accumulation and utilization of individual know-how as organizational knowledge.
-
- Steady growth driven by strategic products in semiconductor related field was achieved, such as high-thermal-conductivity silicon nitride substrates for power semiconductors and silicon sols for abrasive use.
 - We increased production capacity through the construction of new manufacturing factory and the succession of business division at Showa Denko Materials Co., Ltd. (former name).
 - Although we sought to develop and deploy catalysts for chemical and carbon recycling applications, as well as life science materials, it needs to reassess our strategy since market growth in these fields were slower than anticipated.
-
- In low-carbon and decarbonization market, we acquired knowledge by executing basic design work for an overseas green hydrogen and methylcyclohexane production plant and EPC work on a ground facility for a blue hydrogen and ammonia production pilot project in Japan. We also succeeded in commercializing domestic sustainable aviation fuel (SAF) production and establishing Brownreverse Inc.
 - However, market development fell below expectations, and it will likely take time before efforts in this area contribute meaningfully to earnings.
 - In other areas in which growth had been anticipated, such as offshore wind power, railways, and water treatment, market and economic constraints hindered entry into said markets, and a clear growth trajectory has yet to be established.
-
- Taking into account changes in the business conditions we executed growth investments amounting to approximately 100 billion yen, exercising flexibility and prudence in decision-making and emphasizing investment discipline.
 - Expecting investment returns to materialize over the medium to long term, we will continue to execute growth investments under BSP 2030.

Strategic Growth Investments

The first of these key strategies was “transformation of EPC operations.”

During the five years of the plan, the JGC Group secured stable earnings, particularly in LNG projects, by maximizing its competitive strengths, such as the development of joint ventures and the application of modular construction methods. In domestic business, we made steady progress toward expanding the scale of our business and enhancing competitiveness, as outlined on this slide.

However, an accelerated push to diversify across markets and sectors in order to expand our order intake led to a dispersal of resources and a less-than-optimal allocation, most notably in overseas business. This negatively impacted the profitability of some projects. This experience reaffirmed the need for a more advanced framework for integrating human and technological resources, including a robust system for assigning personnel, and for a method for accumulating and utilizing know-how acquired by individuals as organizational knowledge.

Regarding the second key strategy, “expansion of manufacturing business for high-performance functional materials”, we achieved growth in line with our original plan.

Specifically, we delivered results that were largely in line with our sales targets through rolling out products in semiconductor-related markets, which are expected to see strong growth going forward. We also increased production capacity by integrating a business division of Showa Denko Materials Co., Ltd. (former name) and by establishing a new manufacturing factory, enabling us to lay the groundwork for future growth.

The third key strategy was “establishment of future engines of growth”.

In the low-carbon and decarbonization market, we built up a track record in design work and EPC operations centered on hydrogen, ammonia, and sustainable aviation fuel (SAF). In SAF in particular, we gained experience in commercialization, garnering insight that will be highly valuable in the future.

In terms of Operation & Maintenance (O&M), success stories are starting to emerge, such as the launch of Brownreverse Inc., which specializes in digital twins.

However, we were unable to establish a clear growth trajectory in offshore wind power, railways, and water treatment, which is an issue to resolve going forward. With respect to strategic growth investments, we invested approximately 100 billion yen, taking into account changes in the business conditions. Ultimately, we did not invest 200 billion yen as initially planned; however, this is due to careful and disciplined planning, particularly for M&As.

That concludes the review of BSP 2025.

Assessment of Business Conditions

Outlook

Impact on the JGC Group

Market

- Demand for energy and other resources will continue to grow and diversify. At the same time, compounding geopolitical and environmental risks will make anticipating future scenarios more difficult, while uncertainty will remain high.
- Amid shifts in the pace of low-carbon and decarbonization efforts, it is expected that LNG will continue to grow in importance as a relatively clean and inexpensive solution to overcoming the practical issues in ensuring the stable supply and affordability of energy.

- With the number of players declining, the LNG market will retain its importance.
- Uncertainty will affect customers' investment decisions.
- On the other hand, by staying abreast of the latest trends and issues in each market, we can create opportunities for responding to customers' search for optimal solutions in the face of heightened uncertainty.

Supply chains

- The impact of supply chain disruptions and restructuring, driven by rising geopolitical risks, capacity constraints among certain partners, labor shifting to other industries, and other issues, will be felt in areas such as quality, cost, and delivery schedules.
- Labor supply constraints in Japan will have a greater impact, and this impact will become more profound at construction sites both in Japan and overseas.

- Approaches to project execution and responses to issues that rely on traditional cooperative relationships with suppliers will become unsustainable.
- Closer collaboration with supply chain partners, standardization of specifications, using modular construction method, and the development of human resources will become not only instruments for sustaining operations but also sources of competitive advantage.

Technology and digital transformation

- Advances in AI and other technologies will accelerate improvements in the digitalization of social infrastructure and customer facilities as well as in everyday convenience.
- With digital technologies serving as indispensable elements of business activities, digitalization will eventually reach a point at which it directly influences corporate competitiveness.
- As the number of workers retiring increases, stagnation in the transfer of technical expertise will manifest across industries.

- Demand will continue for the application of digital technologies in the operation, maintenance, and improvement of customer facilities.
- Improvements in productivity and quality realized via the standardization and enhanced efficiency of designs and through the implementation of digital technologies at construction and manufacturing sites will become a driver of business growth.
- Technology acquisition and advancement pursued for the resolution of the social issues expected to emerge in the medium to long term will generate future business opportunities.

Let's now turn our attention to BSP 2030, our new medium-term business plan.

I will start with a brief outline of our outlook regarding the business conditions from three perspectives.

First, in terms of the "Market", geopolitical risks continue to undermine the stability and affordability of energy supply and social infrastructure. For this reason, LNG retains its importance given its relative cleanliness and economic viability.

In light of our competitive strengths, we continue to view LNG as a key market. At the same time, we will make every effort to track and understand the customer needs in other markets and actively create business opportunities.

Next, we will look at the landscape in terms of "Supply chains", which are undergoing fragmentation and restructuring due to a convergence of multiple factors.

These changes are affecting the sustainability of existing business models, making it necessary to enhance resilience throughout entire supply chains.

The actions we take in response—collaborating more closely with supply chain partners, standardizing specifications, leveraging the modular construction method, and adopting digital technologies—are crucial, both for the sake of our own sustainability and for increasing competitiveness.

Lastly, we will focus on "Technology and digital transformation".

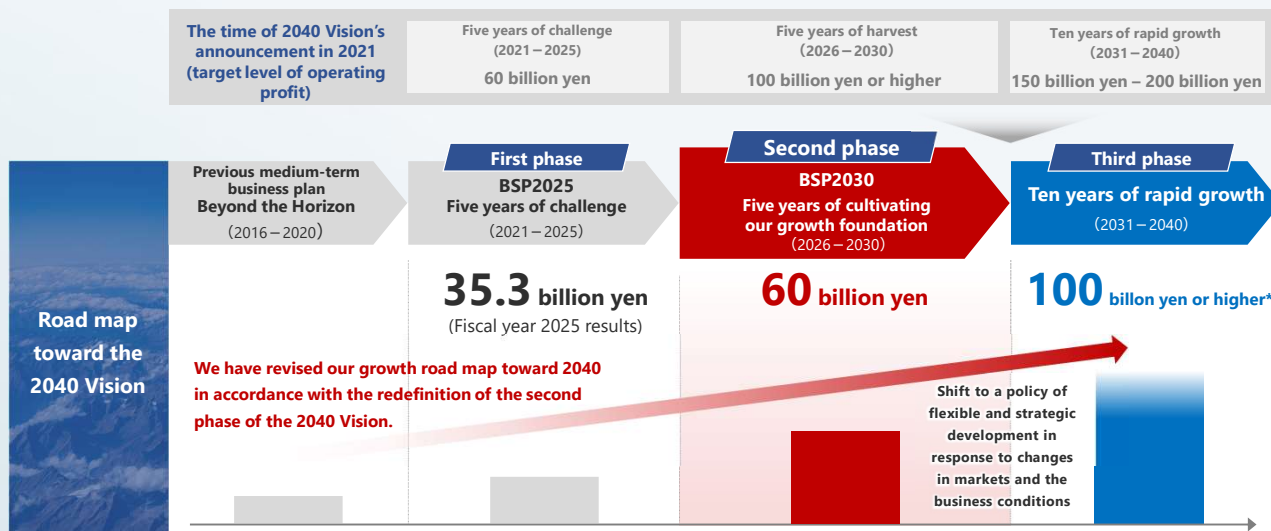
Advances in digital technologies, most notably AI, have been remarkable. Their incorporation has become a critical driver with a direct impact on competitiveness, rather than merely serving as a tool for raising efficiency.

It is vital that companies incorporate these technologies into all aspects of their operations, such as improving quality, reducing risks, developing human resources, and facilitating the transfer of knowledge and technical expertise as senior personnel retire, and otherwise.

Furthermore, digital technologies can be used to augment our current technologies across a wide range of business areas, including decarbonization and biomanufacturing. Such application will be an important factor in providing value to customers and creating growth opportunities for the JGC Group.

Redefining the Second Phase of the 2040 Vision

Building on the lessons learned during the period of BSP 2025 and anticipating future changes in the business conditions, we have redefined the second phase of the 2040 Vision, focusing on stabilizing earnings and establishing a foundation for future growth.



BSP 2030 represents the second phase of our 2040 Vision.

However, after reviewing the previous plan and assessing the business conditions, we have changed the framing of this phase, from “five years of harvest” to “five years of cultivating our growth foundation”.

This change reflects our commitment to continue pursuing future-oriented initiatives and taking on challenges while working diligently to stabilize earnings and build a solid foundation for future growth.

Also, as noted at the outset, we have shifted our policy to flexibly and strategically cultivate our businesses in line with changes in the markets and business conditions as we move forward.

Accordingly, we have revised our operating profit targets to 60 billion yen for fiscal year 2030 and 100 billion yen or higher (after adjustment) for fiscal year 2040.

Put succinctly, BSP 2030 is positioned as an important period for building a foundation that will ensure growth in the next phase.

02. Strategies and Plans

1. Our Ideal State

2. Key Strategies and Management Indicators

- Key Strategy 1 | Continuously Enhancing the Competitiveness of the Total Engineering Business
- Key Strategy 2 | Accelerating the Growth of the Functional Materials Manufacturing Business
- Key Strategy 3 | Expanding the Solution-based Business

Further Strengthening Our Management Foundation: Enhancing Human Capital
& Advancing Investments and Capital Policies to Accomplish Growth Strategies

For the second part of this presentation, I will explain our strategies and plans during the course of BSP 2030.

Our Ideal State

Our ideal state that the JGC Group aims to achieve by 2030 through the redefined second phase of its 2040 Vision

Collaborative partner who connects technologies and tackles global challenges with anticipatory solutions



As I mentioned in our assessment of the business conditions, as uncertainty continues to grow, the solutions needed for removing said uncertainty are not always obvious and we cannot afford to remain passive.

Therefore, we will work to become a “collaborative partner who connects technologies and tackles global challenges with anticipatory solutions”. This is the ideal state of being that we will pursue over BSP 2030, reflecting our resolve to keep closely attuned to the issues that face our customers and society as a whole and tackle them hand-in-hand with a diverse range of partners.

Key Strategies and Management Indicators

We aim to realize our ideal state and enhance corporate value through three key strategies and by strengthening the management foundation that supports these efforts.



* Earnings from M&A activities described later are not reflected in the above figures.

We will focus on three key strategies to realize this ideal state: continuously enhancing the competitiveness of the Total Engineering Business, accelerating the growth of the Functional Materials Manufacturing Business, and expanding the solution-based business.

At the same time, we will work to further strengthen our management foundation that supports these efforts.

The JGC Group has set quantitative management indicators to be achieved through these initiatives by fiscal year 2030: 60 billion yen in operating profit, 50 billion yen in net profit, and an ROE of 10 percent or higher.

Let me explain each key strategy in more detail.

Continuously Enhancing the Competitiveness of the Total Engineering Business

- Building on lessons learned from the decline in profitability that occurred in some projects over the period of BSP 2025, we will implement multiple initiatives to stabilize the Total Engineering Business as a solid source of earnings.
- We will respond to changes in the EPC business conditions and pursue stable growth by leveraging our strengths, with the objective of continuously enhancing our competitiveness.

Three key initiatives

Stabilizing our earnings base by strengthening our project execution structure

Working toward a more sustainable business model

Pursuing challenges to evolve the EPC business

Working toward achieving a greater competitive advantage

Achieving adaptability to markets and strategic business cultivation

As a collaborative partner

We will start with the first key strategy, “continuously enhancing the competitiveness of the Total Engineering Business”.

In this context, the Total Engineering Business encompasses a broad range of business models, covering not only EPC but also upstream services, such as FS (feasibility studies) and FEED (front-end engineering design), and downstream, such as O&M and plant modification.

To achieve sustainable growth, the JGC Group must learn in earnest from the previous five years and strengthen the Total Engineering Business as a strong and reliable source of earnings.

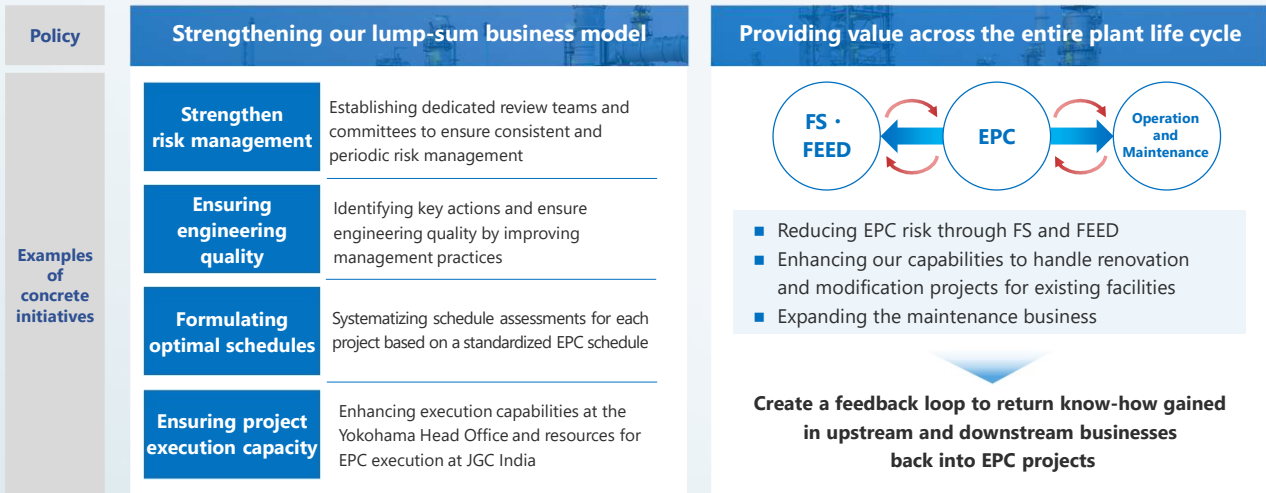
As the business conditions undergo such drastic changes, we need to harness digital technologies to upgrade our EPC execution structure.

By adopting a flexible approach in line with these changes and the level of market maturity, we will identify promising business areas within the Total Engineering Business.

Next, we will look at the key initiatives under this strategy.

Stabilizing our earnings base by strengthening our project execution structure

- We will strengthen our execution structure for EPC projects based on a lump-sum business model—a major strength of the Group—and reducing the risks therein.
- We will promote initiatives to enhance the value we provide via non-EPC business and reduce volatility in the Total Engineering Business.



Let's begin with the first initiative: "stabilizing our earnings base by strengthening our project execution structure".

Initiatives in this category will be guided by two policies: "strengthening our lump-sum business model," and "providing value across the entire plant life cycle".

The lump-sum business model whereby we execute EPC projects, a core strength of the JGC Group, is one of our key delivery tools for meeting customer needs across multiple sectors and areas, it is a model that enables us to fully leverage competitive advantages built and refined over many years.

To secure reliable earnings, the Group will move swiftly to strengthen this model, but there is no single measure that will do so in one fell swoop. Instead, we will continue with the steady rollout and development of initiatives listed in the left column.

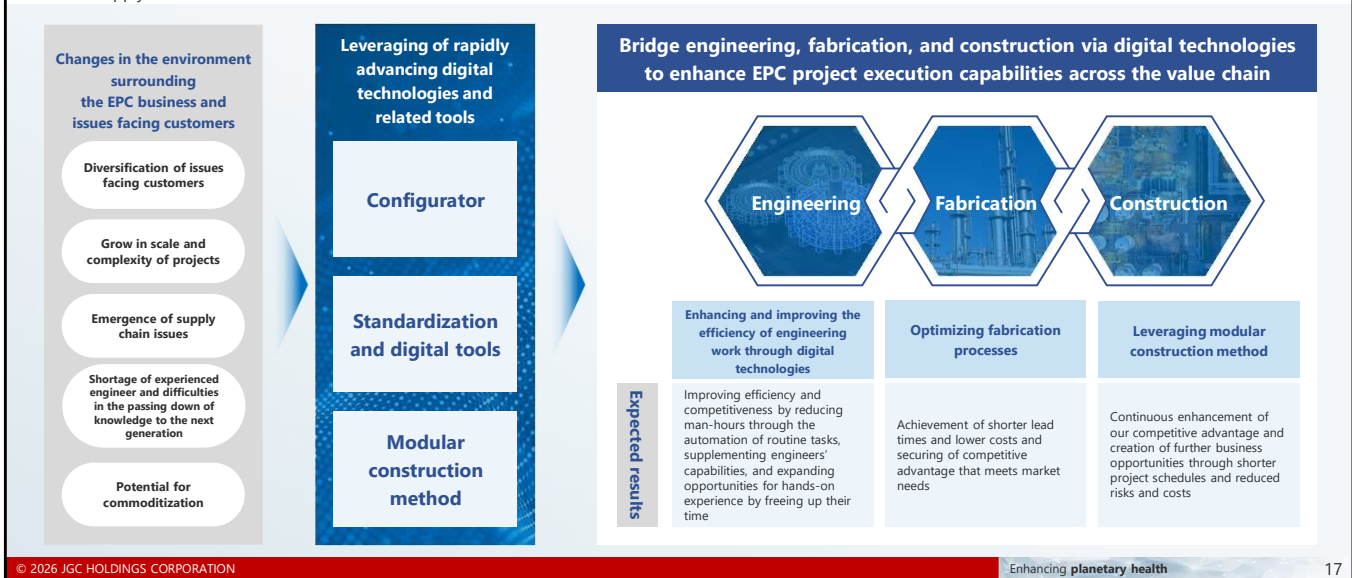
Let's look at the second policy, providing value across the entire plant life cycle.

Promoting initiatives across the life cycle relating to EPC, ranging from upstream services, such as FS and FEED, to downstream, such as modification and O&M, will allow us to pinpoint the latest market and technology trends.

In addition, this approach will not only help reduce EPC-related risks but also contribute to lowering volatility across the business as a whole, while creating a virtuous cycle in which the information, insight, and know-how we gain are translated back into value.

Pursuing challenges to evolve the EPC business

- It is also necessary to enhance the project execution capabilities and competitiveness of the JGC Group in line with changes in the business conditions and the issues that customers face.
- We will build the foundation necessary to achieve future growth in the EPC business based on an awareness of medium to long term trends and on a comprehensive view of our supply chain.



Next, we will look at the second initiative: “pursuing challenges to evolve the EPC business”.

In response to the changes in the external conditions and the issues facing customers that are shown on the left, we need to strengthen EPC execution across the entire value chain, by leveraging digital technologies to better link engineering, fabrication, construction and everything in between.

Although EPC projects have traditionally been highly customized and undertaken on a project-by-project basis, going forward we will actively promote the standardization and digitalization of design and execution procedures by making full use of digital tools.

As part of this effort, we will proceed with the development of the Configurator, an automated engineering tool that turns the knowledge of experienced engineers into digital assets.

The Configurator breaks down customer requirements into discrete components, enables them to be combined by function, and then automatically outputs the optimal configuration.

Use of the Configurator will allow us to assure a high level of engineering quality on a consistent basis while facilitating advanced execution capabilities, regardless of an individual engineer’s level of experience. These initiatives also support the development of optimized fabrication processes, which in turn makes it possible to reduce costs and shorten project timelines.

Our modular construction method, a core strength of the Group, has historically delivered strong results in large-scale plants. Going forward, we will combine said initiatives relating to standardization and digitalization with our modular technology, extending its benefits to the execution of small- and medium-scale projects as well as to new business areas.

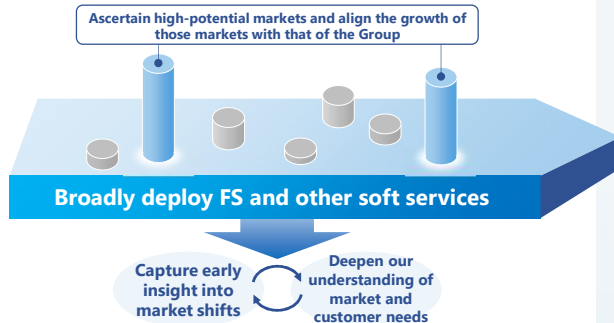
These efforts will evolve our EPC business via a more flexible and robust model and lay a firm foundation for sustainable future growth.

Achieving adaptability to markets and strategic business cultivation

- We will adopt a flexible market approach in line with the level of market maturity and our own position, increasing the likelihood of steady business growth even in highly uncertain times.
- We will deploy technologies and business models originating in Japan to overseas markets, enabling the Group to leverage its distinct strengths.

Market approaches aligned to the level of maturity of markets

Approach to markets at the introduction stage through to their growth stage



- Capture market shifts and customer needs by increasing contact points, and accumulate such insight as organizational knowledge to leverage further
- In addition, focus on discovering promising technologies and partners

Approach to markets at their growth stage through to their maturity stage

Refine our strengths and pursue efficiency and quality

Maintain and reinforce a stable earnings base

Key initiatives of the Total Engineering Business will also contribute to the success of our market approach

Stabilizing our earnings base by strengthening our project execution structure

Pursuing challenges to evolve the EPC business

The third initiative under this strategy is “achieving adaptability to markets and strategic business cultivation”.

Business areas under the Total Engineering Business have the potential for further expansion, but this requires a flexible market approach in line with the level of market maturity and our own position.

To be more specific, we intend to start with FS and other soft services, rather than EPC, in markets at the introduction or growth stage as a way to increase our number of customer contact points, which we can then use to capture market shifts and customer needs. This approach is illustrated on the left of this slide, with more concrete examples shown on the following slide.

Of the business areas described on the following slide, we will promote efforts in food factories, LNG, and nonferrous metal refining with EPC as our primary model. For semiconductors and data centers, however, we will take a more flexible approach that is not confined solely to EPC.

By capturing early insight into market shifts and winning strategies, and by systematically accumulating and leveraging the insight we gain as organizational knowledge, we aim to identify high-potential business areas, even amid high uncertainty, and strategically develop them into new pillars of earnings.

(Reference) Examples of focus areas and our outlooks therefor



Food factories

Progress to date

In this area, technologies from the pharmaceutical field can be leveraged, and we have a track record of project execution. There is currently demand for the restructuring of domestic production sites due to aging facilities and for labor-saving measures and automation.

Future initiatives

From the conceptual design and basic planning stages, we will propose solutions that are aligned with customer needs and which are centered on the "smart factory" concept, pursuing differentiation and enhanced competitiveness.



LNG

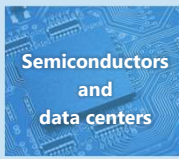
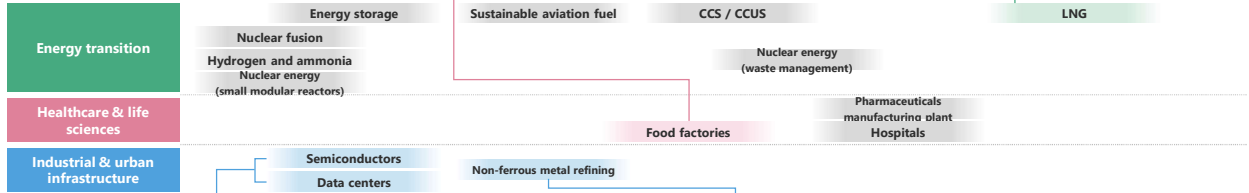
Progress to date

We have successfully executed multiple projects, establishing a solid position as an industry leader.

Future initiatives

We will hone our modular and carbon-reduction technologies to compete in the large-scale EPC market and continuously secure stable earnings.

Examples of focus areas



Semiconductors and data centers

Progress to date

In collaboration with Exyte GmbH, we are taking on the challenge of expansion into the Southeast Asian market under the Nixyte brand.

Future initiatives

We are also expanding our target markets in Japan and aim to enter these markets by combining in-house and external technologies.



Nonferrous metal refining

Progress to date

We have a track record in hydrometallurgical plants and possess unique WINTRAY® technology. We are currently working to expand our reach, including by exploring a potential collaboration with Metso Corporation.

Future initiatives

Recognizing the growth potential of the critical minerals sector, in which demand is expected to increase, we will spur demand both in Japan and overseas.

- Having established itself as the JGC Group's second core pillar under BSP 2025, the Functional Materials Manufacturing Business will be positioned into a core business of non-EPC business models, through building a stronger earnings base.
- In addition, we will continue to strengthen collaboration between the Total Engineering Business and sustainability-related businesses.

Three key initiatives

Expanding sales in semiconductor-related markets

Operating in high-growth markets

Creating opportunities for proposal-based projects by enhancing our development capabilities

Striving to improve profit

Actively expanding into overseas markets

Further expanding sales channels

Now let's turn to the next key strategy: "accelerating the growth of the Functional Materials Manufacturing Business".

The Functional Materials Manufacturing Business has grown steadily, becoming our second core pillar. To accelerate the growth of this business further, we have defined three key initiatives, which are shown here.

To summarize, we will position the semiconductor-related markets as a clear target for our efforts, strengthen our development capabilities to create high-profit, proposal-based projects, and drive growth by actively expanding into overseas markets as well.

Promotion system for the accelerated growth of the Functional Materials Manufacturing Business

- We will accelerate business growth by establishing the Functional Materials Business Office in the headquarters. The office will spur business growth by carrying out two roles: Business planning and Business management and support.

Within JGC Holdings Corporation



Group Companies

Japan Fine Ceramics Co., Ltd.

JGC Catalysts and Chemicals Ltd.

Nikki-Universal Co., Ltd.*

* An equity-method affiliate

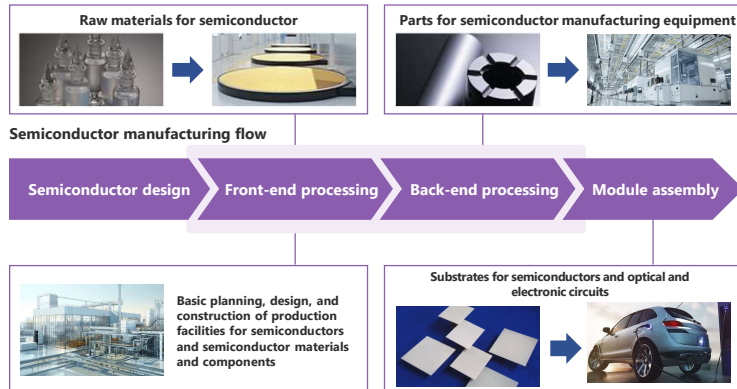
We will achieve improved efficiency and speed in business operations

The Functional Materials Business Office, which we established in April 2025 within JGC Holdings, will serve as an in-house central hub for driving these initiatives and enhancing groupwide collaboration.

Expanding sales in semiconductor-related markets

- **Expanding sales of existing products in semiconductor-related markets**
Promote the expansion of sales of ceramic components, silicon nitride substrates, polishing abrasives, and other products
- **Enlarging our customer base by expanding our product lineup**
Roll out improved products to increase our share among existing customers and acquire new customers
- **Strengthening production and development systems through capital investment and external collaborations**
Keep pace with the speed of market developments through active capital investment and by leveraging external manufacturing capacity and technologies

The JGC Group's semiconductor-related product portfolio



Semiconductor-related growth initiatives

Sales expansion initiatives

- Expand sales of existing products
- Expand our product lineup
- Launch improved products

Customer base expansion initiatives

- Increase our share among existing customers
- Acquire new customers

Foundations supporting growth

- Promote external collaborations
- Eliminate technological and production bottlenecks

As mentioned, we have positioned the semiconductor-related markets as a clear target, and we thus have a robust product portfolio in this area. We will bolster initiatives carried out to date and adopt a deeper approach by approaching the market as a whole rather than in isolation.

Creating opportunities for proposal-based projects by enhancing our development capabilities

- **Gain an understanding of future customer needs by strengthening marketing functions**
Strengthen collaboration with customers and companies to gain an understanding of future customer needs
- **Creating opportunities for proposal-based projects by enhancing our capabilities for developing technologies needed for commencing product development**
Develop solutions to cater to anticipated customer needs ahead of competitors to create project proposals that offer high added value
- **Leverage M&A activities and external collaborations to strengthen our business foundation**
Actively leverage M&A activities and external collaborations to create opportunities for proposal-based projects and improve profit margins
- **Build a value co-creation ecosystem through the above initiatives**

Contract-based production business

Manufacturing based on customer specifications

Enhanced manufacturing efficiency

Improvements in specifications lead to improvements in profit margins



Proposal-based business

Promotion system

- Functional Materials Business Office leads marketing and the development of technologies as launchpad for product development
- Promotion of collaboration with group companies
- Promotion of M&A activities and external collaborations

Technology development preceding product development + marketing + technological proposals

Creation of project proposals that offer high added value

Improved profit margins

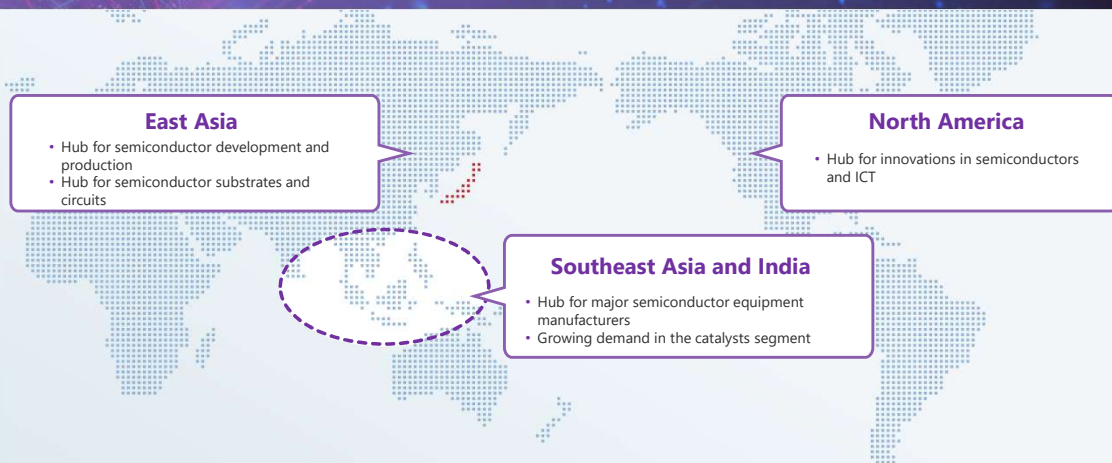
As our second initiative, in addition to our existing contract-based production business, we will continue to enhance our development capabilities and marketing functions, enabling us to connect our technological proposals with the creation of proposal-based business that offers higher added value.

Actively expanding into overseas markets

- Bolster overseas expansion of the catalysts business
- Expand sales of semiconductor-related materials to overseas customers
- Develop sales and technical service bases

Increase overseas sales ratio through the aforementioned initiatives

Focusing on the three areas below, we will promote the development of bases in line with their characteristics respectively



In light of the shrinking of the domestic market, which centers on domestic refineries and chemical manufacturers as its primary customers, the JGC Group will ramp up expansion into overseas markets.

We will implement this initiative flexibly, with consideration given to the characteristics of markets and customers in each region, establishing local bases and performing other actions with a view looking ahead to five years from now, and beyond.

This is our overall strategy in terms of the Functional Materials Manufacturing Business.

Expanding the Solution-based Business

- The JGC Group will leverage its strengths cultivated through the Total Engineering Business and Functional Materials Manufacturing Businesses and apply them to new business models, diversifying revenue streams and achieving profit growth.
- Further, we will engage in the medium to long term transformation of our business portfolio, which is currently concentrated in large-scale EPC projects, and reduce earnings volatility while continuously enhancing the competitiveness of the Total Engineering Business and accelerating the growth of the Functional Materials Manufacturing Business.

Two key initiatives

Evolving our offering of services that leverage our strengths

Promoting open innovation

Taking on the challenge of launching new businesses

Establishing a biomanufacturing foundation

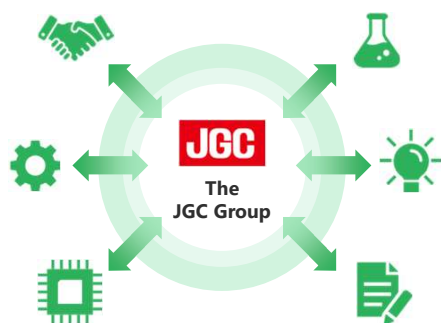
To give some context for the third key strategy, “expanding the solution-based business”, I will first outline the concept behind this initiative, after which I will introduce a representative example in the form of a new business: biomanufacturing.

Evolving our offering of services that leverage our strengths

- Capitalizing on a business environment giving rise to a diverse range of emerging technologies, the JGC Group will earnestly develop versatile solutions unconstrained by conventional business models in order to provide value to the broad customer base it has cultivated.

A critical step in enhancing competitive advantage and nurturing new sources of revenue

Build robust alliances with technology partners through open innovation activities



Achieve scalability of the JGC Group's businesses while maximizing customer value



When we speak of a “solution-based business,” we are referring to a business model designed to be broadly applicable and deliverable to a diverse range of customers.


As business conditions become increasingly uncertain, we will adopt a proactive approach whereby we gain a deep understanding of our customers, anticipate their needs before they materialize, and develop solutions to address them.

To achieve this in an environment where a wide range of new technologies is emerging, it is essential that we build solid alliances with technology partners. We will then deploy the solutions we create at scale, leveraging the Group’s existing customer base.

Such endeavors will spur the medium to long term transformation of our business portfolio and, together with our other key strategies, will reduce earnings volatility and generate stable growth.

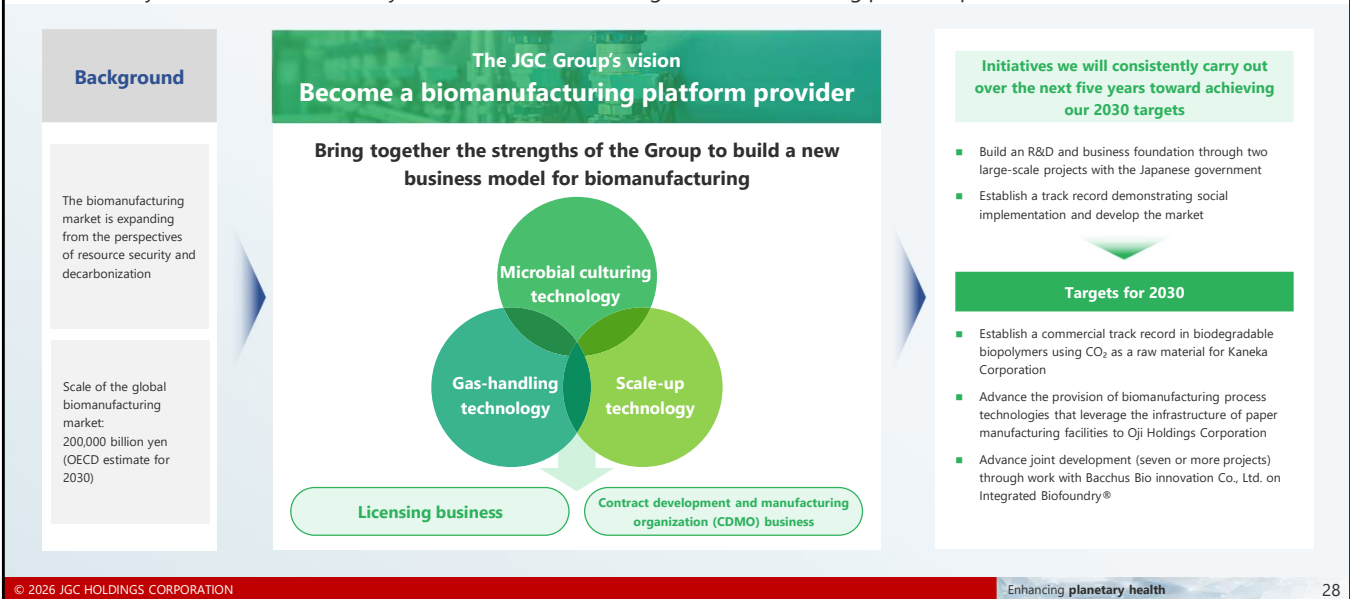
You can find examples of the solution-based business already in effect on slide 27.

(Reference) Examples of solutions provided in anticipation of future market changes

Solutions (examples)		Dokodemo hatsudensho™ (translated as "Power Plant Anywhere")	CO₂ capture	LDES (Long Duration Energy Storage)
Business description	Digital transformation of plant maintenance activities	Local production of renewable energy via thin-film solar cells for local consumption	Sale of CO ₂ capture modules	Sale of CO ₂ batteries
Targets for 2030	Leverage the tailwind of growing demand for labor-saving solutions to increase the number of INTEGRANCE VR installations threefold while expanding services through the development of additional functions	Expand factory and warehouse services across Japan to achieve profitability by 2030	Develop CO ₂ capture modules in collaboration with SLB Capturi and develop end-to-end solutions for launching projects	Explore collaboration with ENERGY DOME S.p.A. to develop joint solutions and launch projects based thereon in Japan, where demand for energy storage facilities is growing

Taking on the challenge of launching new businesses

- The JGC Group will pool its strengths to address demand for transitioning from fossil resources and forming a circular economy for a sustainable society, with the aim of becoming a biomanufacturing platform provider.



In addition, building on our technological capabilities developed over the course of many years, we are promoting the creation of “biomanufacturing business”.

Biomanufacturing involves the production of materials and products using underutilized resources, including CO₂ and woody biomass, and we are at present conducting R&D efforts in this area. Currently, we are in the phase of developing the microorganisms required to produce these products while advancing cultivation and upscaling efforts. At the same time, we are taking part in national projects in Japan with a view toward medium to long term commercialization and social implementation.

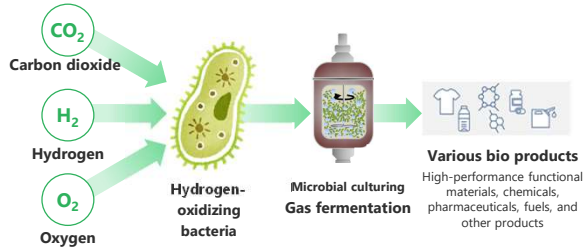
This business is an innovative undertaking that utilizes non-fossil resources as raw materials, addressing the social demand for a circular economy and energy security. By getting an early start and focusing on this area, we aim to create new business opportunities that will drive our future growth.

On slide 29, you will find details on the two Japanese government projects mentioned earlier.

(Reference) Two Japanese government projects promoting the biomanufacturing business*

Green Innovation Fund Project

- Leveraging of flammable gas-handling technology to develop the world's first gas circulation fermentation process
- Completion of Bioprocess Technology Center in Kobe City (January 2026)
- Commencement of planning for pilot demonstration plant (scheduled for completion in December 2027)



- In fiscal year 2030, jointly develop process technologies for Kaneka Corporation's semi-commercial plant to produce biodegradable biopolymers using CO₂ as a raw material, supporting efforts to address the issue of microplastics

Partner companies

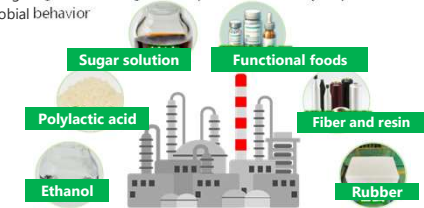
Kaneka Corporation / Bacchus Bio innovation Co., Ltd. / Shimadzu Corporation

For details, please refer to the press release dated March 22, 2023.

* Projects by NEDO (New Energy and Industrial Technology Development Organization)

R&D of Technologies to Promote Biomanufacturing

- Develop a wide variety of bioprocesses using underutilized biomass
- Undertake large-scale renovation of our Research & Development Center in Oaraimachi, Ibaraki Prefecture, to establish a platform for scaling up
- Leverage digital technologies to improve the accuracy of predictions regarding microbial behavior



Biomufacturing that leverages the infrastructure of paper manufacturing facilities

- In fiscal year 2031, provide biomanufacturing process technologies that leverage the infrastructure of paper manufacturing facilities to Oji Holdings Corporation, contributing to industrial transformation

Partner companies

Oji Holdings Corporation / Bacchus Bio innovation Co., Ltd. / ENEOS Materials Corporation / Osaka Gas Co., Ltd. / Toray Industries, Inc.

For details, please refer to the press release dated July 29, 2024.

Further strengthening of our management foundation

- As part of our efforts to enhance human capital, the JGC Group will implement measures aimed at advancing the circulation (accumulation and utilization) of knowledge and know-how through the linking of individual and organizational learning.
- During the period of this BSP2030, the second phase of the 2040 Vision, we will build the foundation for the further growth through the implementation of various measures centered on our three key strategies.

Two key initiatives

Enhancing human capital

Contributing to the implementation of business strategies and realization of sustainable growth

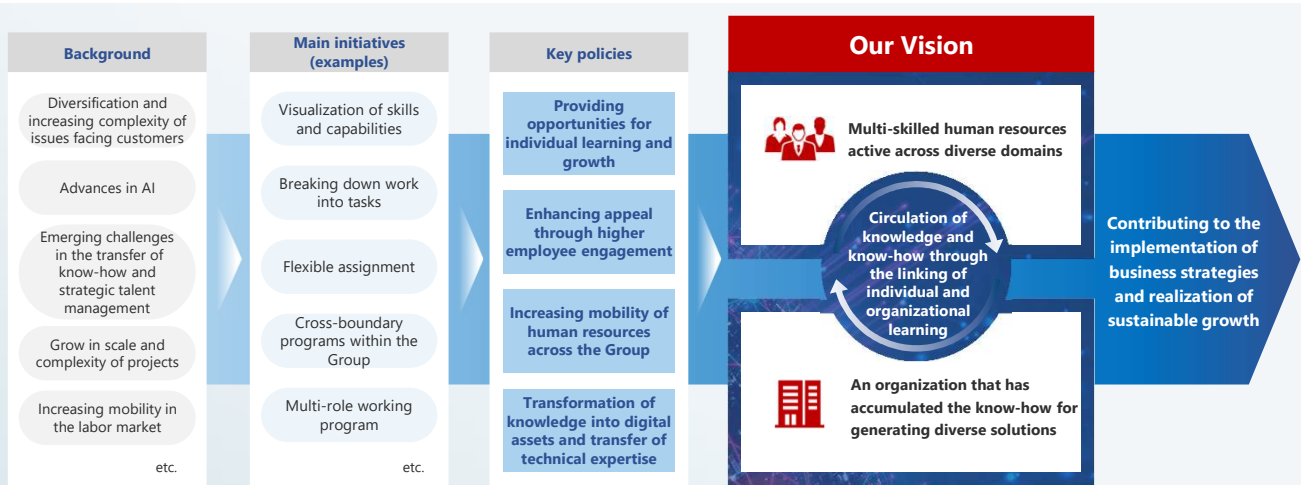
Advancing investment and capital policies to accomplish growth strategies

Aiming for further enhancement of corporate value

Finally, I would like to explain two key initiatives aimed at further strengthening our management foundation.

Enhancing human capital

- Human resources underpin the management foundation of the JGC Group, which possesses diverse business domains and business models.
- To accomplish our key strategies, we will maximize the potential of our human resources and organization, creating a virtuous cycle for growth.
- We aspire to be a company where employees, filled with pride and a strong sense of mission, thrive by offering diverse solutions with a global perspective.



First, let us look at the first initiative, “Enhancing human capital”.

Under current business conditions, which are rife with uncertainty, we see a significant shift in the value expected of people.

Accordingly, organizational management that relies on allocating human resources to fixed and specific roles, or on tacit knowledge inherent to individuals, is reaching the limits of what it can deliver.

Moreover, as I alluded to earlier, we recognized the importance of strategic talent management and the accumulation and succession of technical expertise and know-how, particularly as projects grow in scale and complexity and the labor market becomes increasingly mobile.

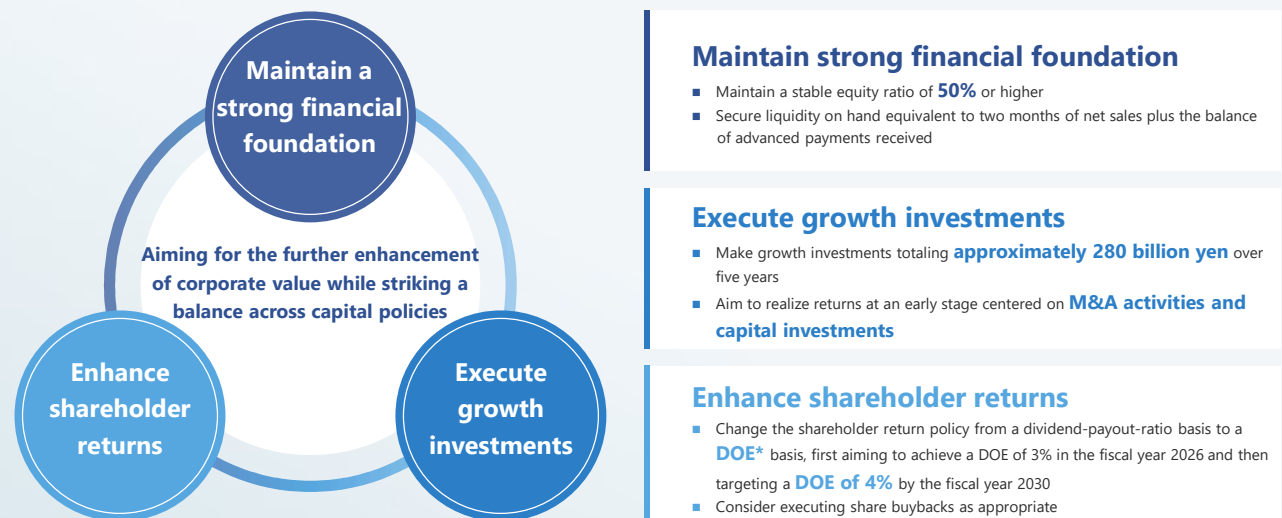
For this reason, we believe that it is necessary to reframe our people as versatile contributors who can respond flexibly to changes in the business conditions and expand the scope of their impact, rather than viewing personnel as performers of single, fixed functions. In the same vein, it is just as vital that we convert tacit knowledge and experience acquired by individuals into explicit, organizational knowledge that can be shared and used by all. With these two principles in mind, we will work over the course of BSP 2030 to enhance our human capital, with the goal of advancing the circulation of knowledge and know-how through the linking of individual and organizational learning.

Specifically, we will promote a variety of measures based on key policies, which include transforming experience and know-how possessed by individuals into digital assets and providing a wide range of learning and growth opportunities, such as work assignments across the Group.

We believe that these initiatives will also deliver meaningful results in terms of optimizing human resource allocation.

Advancing investment and capital policies to accomplish growth strategies

- The JGC Group will strike a balance between maintaining financial soundness, executing investments to build the foundation for the next stage of growth, and enhancing shareholder returns in order to further heighten corporate value



* Dividend on equity: The ratio of total dividends to consolidated shareholders' equity (excluding accumulated other comprehensive income and similar items)

Lastly, I would like to explain our thoughts behind investment and capital policies over BSP 2030, aiming to deliver on the key strategies described earlier in this presentation.

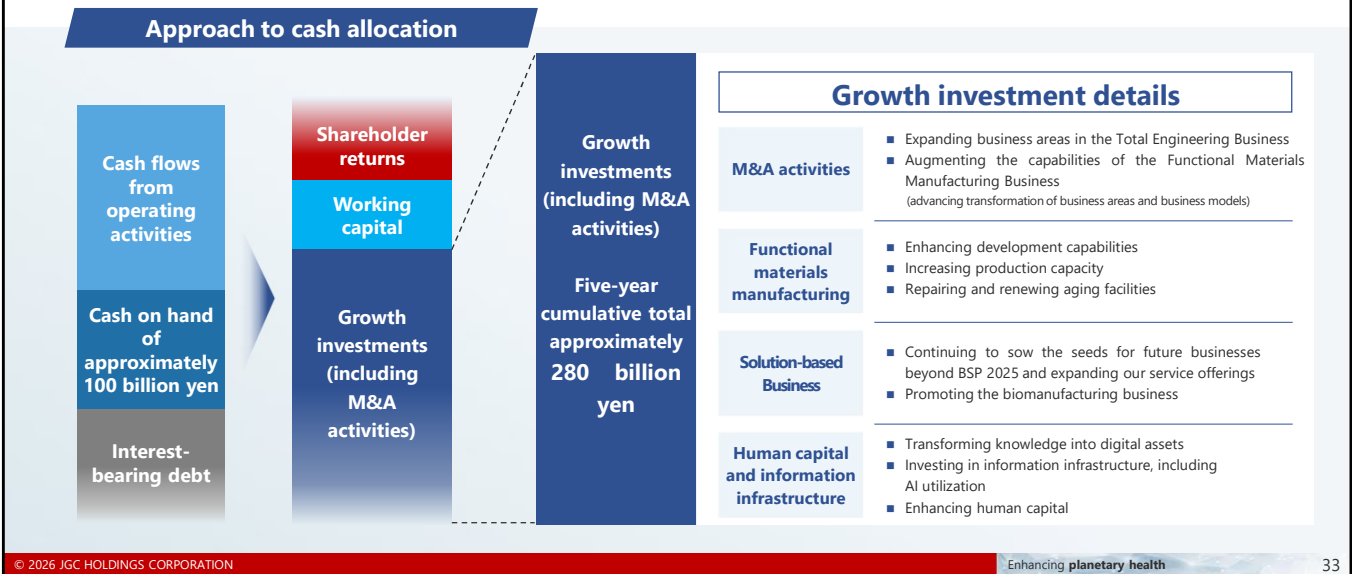
Our first policy is to maintain a strong financial foundation. This is a critical prerequisite for ensuring stable operations and supporting our future growth. Accordingly, we will maintain a 50 percent equity ratio and secure sufficient liquidity to withstand changes in the external environment as part of this policy.

Our second policy is to execute growth investments, which I will explain in further detail on the following slide.

Our third policy is to enhance shareholder returns, which will be changed to a DOE (Dividend on Equity)-based approach. This policy is intended to ensure stable dividends that are resilient to short-term earnings volatility, while also enabling continuous dividend increases in line with business expansion. Starting from a DOE of 3 percent in fiscal year 2026, we seek to achieve a DOE of 4 percent by fiscal year 2030, increased incrementally over that period.

Advancing investment and capital policies to accomplish growth strategies

- The JGC Group will engage in cumulative growth investments (including M&A activities) of approximately 280 billion yen over five years.
- We will focus on growth investments of high strategic importance via which returns can be realized at a relatively early stage.



With regard to growth investments, we plan to invest a cumulative total of approximately 280 billion yen over five years. As shown on the slide, we will focus on M&As and capital investments in the Functional Materials Manufacturing Business. Priority will be given to investments that are in strong strategic alignment with BSP 2030 and which can contribute to earnings within a relatively short time frame.

We will finance these investments with a close and constant eye on cash flow and adjust our approach accordingly, making selective use of interest-bearing debt when necessary.

This concludes my presentation on the medium-term business plan BSP 2030, formulated as the second phase of the 2040 Vision, which is guided by the corporate purpose of "Enhancing planetary health".

Thank you for your kind attention.

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