Business Overview

Fiscal 2017 Financial Results Briefing

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Representative Director, President and COO

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1. Project Orders for FY2017

Value of Consolidated Orders Received: 547 Billion Yen

<table>
<thead>
<tr>
<th>Overseas</th>
<th>Domestic</th>
</tr>
</thead>
<tbody>
<tr>
<td>398 Billion Yen</td>
<td>149 Billion Yen</td>
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- Mozambique
- Algeria
- U.S.
- Indonesia
- FLNG Crude Oil Gathering and Processing Facilities
- *Orders to be recorded in FY2019 Gas Processing
- Hiroshima
- Mie
- Saitama
- Wakayama
- Hyogo
- CO₂ Separation Equipment
- Solar Power
- Hospital
- Pharmaceuticals
- Chemicals (and others)

2. Target for FY2018 Orders

Value of Consolidated Orders Targeted: 1 Trillion Yen

<table>
<thead>
<tr>
<th>Overseas</th>
<th>Domestic</th>
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<tr>
<td>850 Billion Yen</td>
<td>150 Billion Yen</td>
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Order targets reflect market expansion, including resumption of mega LNG projects
3. Policy for Orders and Target Projects

Seeking projects with adequate margins

North America
- LNG Chemicals

Middle East
- Crude Oil Processing
- Gas Processing
- Oil Refining

Domestic
- Chemicals, Pharmaceutical, Medical
- Solar Power
- Biomass Power

Southeast Asia
- LNG (onshore, offshore)

Africa

4. Present Status of Projects

Stronger Management of Key Projects, As Before

- **Revenue of 50–100 Billion Yen Expected in FY2018**
  - Yamal LNG (Russia)
  - 2nd train completed in FY2018
  - Gas Booster (Algeria)
  - Start of construction

- **Revenue of 10–50 Billion Yen Expected in FY2018**
  - Oil Refining (Kuwait)
  - Module construction underway
  - FLNG (Mozambique)
  - 2nd train to be completed
  - Ichthys LNG (Australia)
  - To be completed in FY2018
  - Oil Refining (Saudi Arabia)
  - Peak design, procurement period
  - Crude Oil Gathering, Processing (Algeria)
  - FLNG (Malaysia)
  - Topside construction underway
  - Gas Processing (Bahrain)
  - To be completed in FY2018
  - Mega Solar (Okayama)
  - Peak construction period

- 70% complete as of end of FY2017
- To be completed in FY2018
- Continued management of work at existing facilities (joint venture partner)
5. LNG Canada

Largest Order Ever Awarded

- Project Management Policies
  - Capitalize on USGC Project experience
  - Key point: construction management – JGC to play active role
  - Leverage module construction expertise from Yamal and Ichthys projects

<table>
<thead>
<tr>
<th>Production Capacity</th>
<th>Two trains each producing more than 6.5 million tons annually (with option to expand to four trains)</th>
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<tbody>
<tr>
<td>Client</td>
<td>LNG Canada, Shell (50%), CNPC (20%), KOGAS (15%) and Mitsubishi Corporation (15%)</td>
</tr>
</tbody>
</table>

6. U.S. Market Policy

The U.S. Market Remains Promising

- Many plans in the field of LNG, gas chemicals, and chemicals projects
- Few skilled workers
- Low labor productivity
- High labor costs
  - Construction management is the key
- Diversification of construction management resources (alliance with S&B)
- Forge closer ties with clients

Next Move
7. Expansion of EPC Domain

Promptly Taking Strategic Measures

<table>
<thead>
<tr>
<th>Offshore</th>
<th>FLNG (floating liquefied natural gas facilities)</th>
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<tbody>
<tr>
<td></td>
<td>✓ Build on solid position as top contractor</td>
</tr>
<tr>
<td></td>
<td>✓ Collaborate with COOEC (leading Chinese module manufacturer)</td>
</tr>
<tr>
<td></td>
<td>FPSO (floating production, storage, and offloading facilities for oil and gas)</td>
</tr>
<tr>
<td></td>
<td>✓ Participate in Ghana FPSO owning and chartering business</td>
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<tr>
<td></td>
<td>✓ Consider bidding in gas FPSO projects</td>
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| Power Generation | ✓ Leverage domestic achievements in overseas markets (Solar projects in Vietnam) |
| Power Generation | ✓ Consider domestic offshore wind power and other projects |

| Others | ✓ Seek overseas airport orders |

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