New Group Management Under a Holding Company Structure

2nd Quarter Financial Results for Fiscal 2019

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Representative Director, Chairman and CEO

“Continuing to adapt to macrotrends”

Essential for sustained growth:

Example: Changes related to energy and environment

(1) The primary energy mix is changing: “Less Carbon, More Energy”
   IEA Forecast: Primary energy mix in 2040
   ● Although fossil energy sources will be less important, they will still represent about 60% of
     the primary energy mix, buoyed by rising demand in emerging economies.
   ● Sources such as renewable energy will be more important than they are today – growing to
     account for about 40% of the mix.

(2) Trends toward a low-carbon, recycling-oriented society are accelerating
   ● Aims of these trends include stronger CO2 emissions controls, less reliance on fossil fuels, and
     measures to address plastic waste.

Moving to a holding company structure reflects our awareness of these macrotrends

<Two-pronged strategy>

- Overseas Oil & Gas remains our main business. Through multiple other businesses, we will respond to these trends and expand earnings.
- Environmental business will be suitably emphasized and expanded.
New Group Management Under a Holding Company Structure

Core Group Business Strategy

- **Overseas Oil & Gas**: Broadly target projects in our main segment of oil, natural gas, and petrochemicals, focusing in particular on natural gas and LNG projects with a lighter environmental footprint.

- **Overseas Infrastructure**: Expand infrastructure construction in Asia as a pillar of group business that responds to environmental issues and regional characteristics. (Includes power generation focused on renewable energy, LNG/LPG receiving terminals, nonferrous metals, life sciences, medical, and airports)

- **Domestic EPC**: Positioned as a stable revenue generator for JGC Group. Through infrastructure* and other operations, contribute in Japan, which may be viewed as a pioneer in addressing issues in advanced economies. Incubate new business. *Energy/chemicals, life sciences, power generation, healthcare, maintenance

- **Functional Materials Manufacturing**: Expand business through new product development driven by environmental changes (5G, EV/HV, microplastic alternatives, etc.).

**New Group Management Under a Holding Company Structure**

Moving to a holding company structure has provided a corporate structure that can respond swiftly to future environmental changes.

**Constantly pursuing an optimal business portfolio and seeking sustained growth**
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