New Group Management Under a Holding Company Structure

2nd Quarter Financial Results for Fiscal 2019

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New Group Management Under a Holding Company Structure

Essential for sustained growth: "Continuing to adapt to macrotrends"

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

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.

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New Group Management Under a Holding Company Structure Core Group Business Strategy 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. Environ -ment Overseas Oil & Gas Expand infrastructure construction in Asia as a pillar of group business that responds to environmental issues and regional characteristics. Infrastructure (Includes power generation focused on renewable energy, LNG/LPG receiving terminals, nonferrous metals, life sciences, medical, and 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.

Functional Materials Manufacturing

Domestic EPC

Expand business through new product development driven by environmental changes (5G, EV/HV, microplastic alternatives, etc.).

*Energy/chemicals, life sciences, power generation, healthcare,

Established the Sustainability Co-Creation Department and act promptly in cultivating business that applies technologies in which JGC has involved in the development.

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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

Note on Future Outlook

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