



2nd Quarter Financial Results for Fiscal 2020

Business Overview

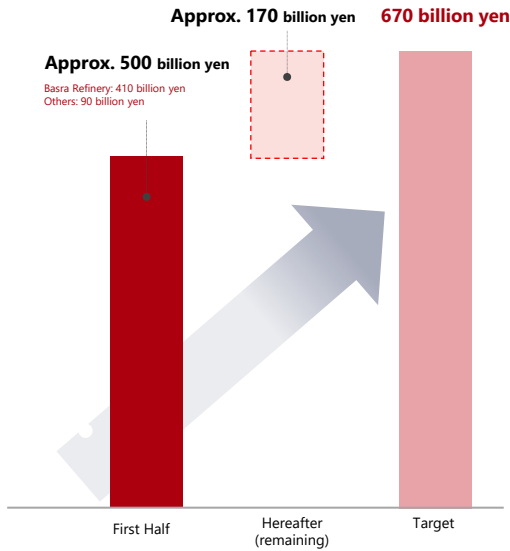
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Representative Director, President and COO

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1. Total Engineering Orders

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Progress Toward
Order Target

2. Overseas EPC

JGC

	Oil & Gas	Infrastructure
First half results	Approx. 470 Billion Yen	Approx. 1.4 Billion Yen
Order target for fiscal 2020	400 Billion Yen	140 Billion Yen
Main first-half orders received	<ul style="list-style-type: none"> ■ Saudi Arabia Gas Processing ■ Iraq Oil Refinery Modernization 	<ul style="list-style-type: none"> ■ Asia Medical Manufacturing Facility (FS)
Main second-half orders sought	<ul style="list-style-type: none"> ■ Qatar LNG ■ Saudi Arabia Gas Processing ■ Oman LNG Bunkering ■ India Petrochemicals etc. 	<ul style="list-style-type: none"> ■ Asia LPG Receiving Terminal ■ Asia Waste Power Generation etc.

Second Half Policy

Oil & Gas:	The market environment remains uncertain. We will focus on projects likely to proceed and aim for further growth.
Infrastructure:	Several expected projects have been postponed to next fiscal year. It will be difficult to attain the target. To lay the groundwork for the future, we will focus on securing FEED orders for projects materializing in the next fiscal year onward.

3. Formal Order for Basra Refinery Upgrading Project



Contributing to Rebuilding and Economic Development in Iraq



Economic Impact

4.5 billion dollars

(Foreign currency outflow from importing petroleum products)



Jobs Created

7,000 (During construction)

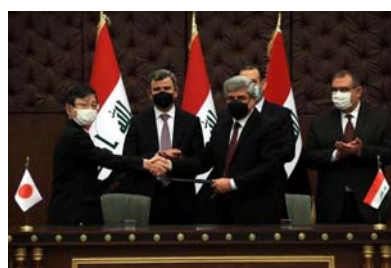
+

2,000 (During operation)



Construction

Maximum use of smaller, land-transportable modules



4. Progress of LNG Canada Project



Making Steady Progress with Completion of Major Milestones



Achievement of major milestone for piling



Completion of shipment of major equipment

5. Domestic EPC



First half results

Approx. **29** Billion Yen

Order target for fiscal 2020

130 Billion Yen

Main first-half orders received

- ☒ Pharmaceutical mfg. facility
- ☒ Maintenance management
- ☒ Maintenance etc.

Main second-half orders sought

- ☒ Biomass Power (multiple)
- ☒ Solar Power
- ☒ LNG Thermal Power etc.

Second Half Policy

We will work to secure multiple renewable energy project orders (solar and biomass power plants), aiming to surpass our targets.

6. Present Status of Functional Materials Manufacturing



	Fiscal 2020 Target	First Half Results
Net sales	42 Billion Yen	Approx. 20 Billion Yen
Segment profit	5 Billion Yen	Approx. 2.7 Billion Yen

Second Half Policy

Concerns remain about the impact of the Covid-19 pandemic and U.S.-China trade friction. However, signs of resumption in capital investment are seen in the field of semiconductors. We aim to strengthen sales activities in Japan and overseas and meet the targets.

7. Enhancing Project Execution Competitiveness Through DX



Capital Participation in U.K. Software Company MODS

Company	MODS Management Ltd.
Location	Aberdeen, U.K.
Business	Commissioning and maintenance support for existing plants, system development and licensing for maintenance operations, and system development and licensing for new plant EPC

- We have jointly developed a digitalized construction solution to implement AWP.* This will be applied in Basra refinery modernization and other projects.

*AWP (Advanced Work Packaging):
Can eliminate bottlenecks in construction by subdividing the work of each phase of project execution and managing it according to relevant construction work, which can also eliminate waiting time and improve efficiency.

- Beyond digitalized construction, we will also promote engineering and procurement digitalization, aiming for fully digitalized EPC within two years.

8. Accelerating Environmental Technology Commercialization



Accelerating Efforts Through Integrated Technical Development and Commercialization

- We are building business centered on low-carbon/decarbonized engineering, new energy, and recycling to contribute to sustainability.
- As of Sept. 1, technical development functions have been integrated into a specialized unit, the Sustainability Co-Creation Department, to be expanded to 50 members.

Waste plastic gasification chemical recycling

- Gasifies and converts plastic waste to synthetic gas that can be used in chemicals such as ammonia or olefins.
- In October, a relicensing agreement was concluded with Ebara Environmental Plant Co., Ltd., Ube Industries, Ltd., and Showa Denko K.K. for EUP, a process for producing synthetic gas from plastic waste.



Promoting use of CO₂-free ammonia as a hydrogen energy carrier

- Ammonia does not emit CO₂ when burned. Not only is it a viable hydrogen energy carrier, it can also be burned directly to provide power.
- We have received FEED inquiries for multiple ammonia production plant projects in Japan and overseas.



Note on Future Outlook

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