



Business Overview

Enhancing planetary health

Nov 10, 2022

Tadashi Ishizuka

Representative Director, President and COO

JGC Holdings Corporation

CONTENTS

- ➤ Total Engineering First Half Results
- Total Engineering Market Environment Outlook
- > Total Engineering Second Half Orders Sought
- Total Engineering Progress in Major Projects
- Functional Materials Manufacturing First Half Results and Market Environment
- > Topics Initiatives toward Expanding Manufacturing Business for High-Performance Functional Materials
- > Topics Reinforcing the Project Execution Framework
- > Topics Progress in Sustainability-Oriented Sector

Total Engineering First Half Results

Plant market recovery has set the scene for favorable progress

Value of Consolidated Orders:

Approx. 463 Billion Yen

	Overseas	Domestic —
Orders Target for Fiscal 2022	670 Billion Yen	170 Billion Yen
First Half Results	Approx. 416 Billion Yen	Approx. 47 Billion Yen
Main Orders Received	 Middle East GOSP Thailand Chemicals Indonesia Gas processing Southeast Asia Metal refining related North America LNG (FEED) Malaysia Medical mfg. plant Vietnam Solar power, etc. 	 Pharmaceutical mfg. plants Hospitals Maintenance services, etc.

Total Engineering Market Environment Outlook

Overseas

- Clients are fully resuming their investments, encouraged by increased energy demand from a return to economic activity, and by general diversification of energy suppliers driven by the need for energy security. Steady progress in our plans is also expected in the second half.
- Steady progress is expected in several low-carbon/decarbonization projects, mainly involving FS and FEED.
- As we monitor global economic developments, we will be expecting steady of progress in capital investment plans in FY2023, as well as FY2022.
- We will focus on securing orders for projects likely to proceed.

Domestic

- In the second half, progress is expected in pharmaceutical manufacturing projects, as well as in decarbonization projects such as SAF and blue hydrogen production.
- In FY2023, we anticipate continued progress, particularly in pharmaceutical manufacturing, as well as in electronic materials related and decarbonization projects – circular economy (such as SAF), hydrogen, and others.

© 2022 JGC HOLDINGS CORPORATION

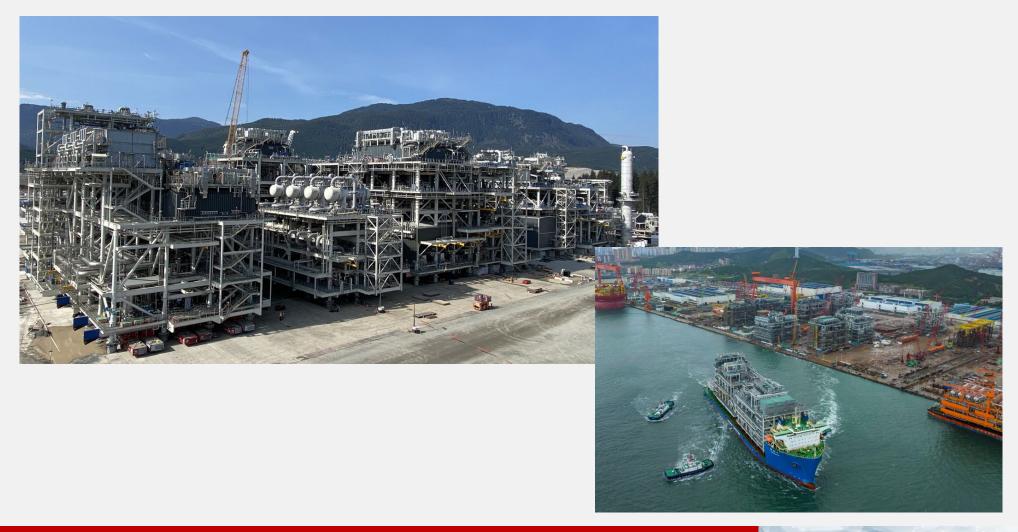
Total Engineering Second Half Orders Sought

Overseas Domestic North America ING Main Second- Southeast Asia LNG Pharmaceutical mfg. plants **Half Orders** Oceania LNG (FEED) Hospitals Sought • Blue hydrogen production North America Gas chemicals Gas chemicals Middle East demonstration Asia, etc. Low and decarbonization- SAF production demonstration related (FS, Pre-FEED) Nuclear related Asia Solar Power Maintenance services, etc. Asia Solar power and power storage system Biodegradable plastics Asia production demonstration, etc. In addition to pharmaceutical plants and several Second Half Multiple LNG and gas chemical projects, as well as hospitals, steady progress in securing orders for steady progress in securing orders such as FS and **Policy** production of blue hydrogen and SAF, among pre-FEED for decarbonization projects other decarbonization projects

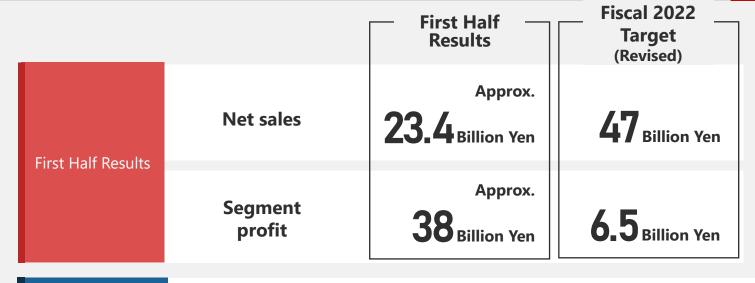
Progress in Major Projects: LNG Canada

Major modules have arrived at the site and are well underway.

JV scope is over 70% completed.



Functional Materials Manufacturing First Half Results and Market Environment



Market Environment/ Second Half Policy

Catalysts / Fine Chemicals

Overall, client demand has remained firm, and we will continue to monitor this. We will also focus on engaging clients in price negotiations to deal with increases in fuel and raw materials prices. In catalysts, overseas market expansion is planned, along with promotion of new development for clean energy and circular economy applications.

In fine chemicals, we are accelerating expansion of multiple applications.

Fine Ceramics

Client demand remains robust, especially for parts used in semiconductor manufacturing equipment.

Demand is also strong for high thermal conductivity silicon nitride substrates for EV power semiconductors.

We will enhance the personnel structure and promote overall quality improvement and capacity-building.

Topics

Initiatives toward Expanding Manufacturing Business for High-Performance Functional Materials

Facility investment to increase production of semiconductor ceramics

- In June this year, facility investment was made to increase in precision of ceramics for semiconductor manufacturing equipment and production of silicon nitride substrates for power semiconductors.
- In July, a new plant site was acquired in Tomiya, Miyagi. Total investment of approx. 10 billion yen is intended to increase production of ceramics for both applications mentioned above.



Location announcement ceremony for new site



Tomiya Factory, producing semiconductor manufacturing equipment parts and silicon nitride substrates

Start of operations at JFC Materials

- Ceramics business acquisition from Showa Denko Materials is now complete, and operations at the new company, JFC Materials Co. Ltd., began in July this year.
- This has doubled our production capacity for structural ceramics, such as those used in semiconductor manufacturing equipment. We intend to expand product lines for semiconductor manufacturing equipment and power semiconductor applications.

Reinforcing the Project Execution Framework

Established a New Operations Centre in India

Background and purpose of establishment

- Development of a project execution framework anticipating overseas plant market expansion
- A facet of strengthening competitiveness and profitability in large overseas projects, in line with a key strategy of the medium-term business plan, transforming EPC operations

Background of Selection of India

- Politically stable and secure, relatively low level of labor costs
- Home to many engineering companies and engineering universities serving the same industries; many talented engineers with high English proficiency



Topics

Progress in Sustainability-Oriented Sector (1)



Domestic

Steady progress is being made domestically in specific EPC projects, such as plants for SAF production and blue hydrogen production, also green ammonia demonstration. We will be targeting orders totaling approx. 30–40 billion yen between the second half of FY2022 and FY2023.



Overseas

Overseas, there has been a steady increase and progress in sustainability projects such as SAF production, mainly for FS and pre-FEED for hydrogen/fuel ammonia projects.



Established "Sustainable Solutions"

Established on Sept. 1 at JGC Corporation as a new organization focused on low/decarbonization sector in overseas EPC business

Target areas

Hydrogen/fuel ammonia, SAF, green chemicals, and SMRs, etc.

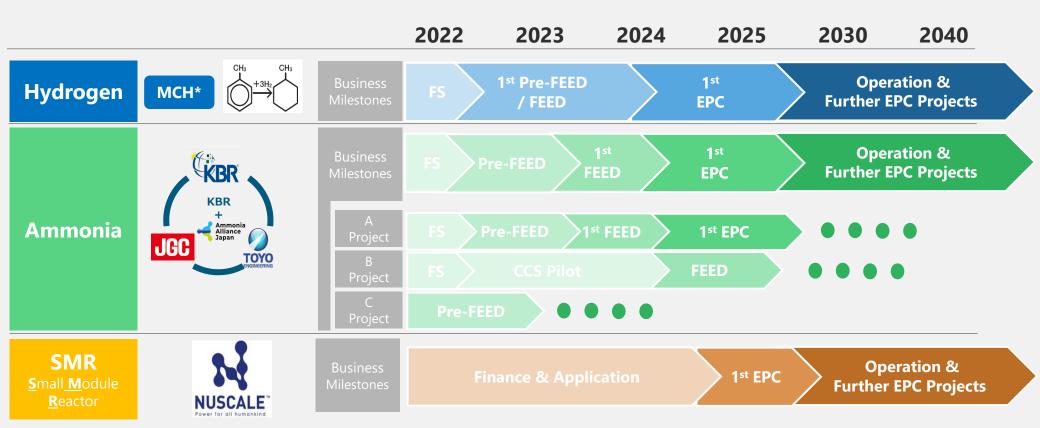
Purpose

- To consolidate functions from business development to securing orders and executing FS, FEED, and EPC
- To steadily secure and execute sustainability projects that have moved into the implementation phase

© 2022 JGC HOLDINGS CORPORATION

Topics

Progress in Sustainability-Oriented Sector (2)



* MCH: Methyl Cyclohexane

Note on Future Outlook

This presentation may contain forward-looking statements about JGC Holdings Corporation. You can identify these statements by the fact that they do not relate strictly to historic or current facts. These statements discuss future expectations, identify strategies, contain projections of results of operations or financial conditions, or state other "forward-looking" information.

These statements are based on currently available information and represent the beliefs of the management of JGC Holdings Corporation. These statements are subject to numerous risks and uncertainties that could cause JGC Holdings' actual results, performance, achievements, or financial condition to differ materially from those described or implied in the forward-looking statements.

JGC Holdings Corporation assumes no obligation to publicly update any forward-looking statements after the date of this presentation. These potential risks and uncertainties include, but are not limited to: competition within the financial services industries in Japan and overseas, our ability to adjust our business focus and to maintain profitable strategic alliances, volatile and sudden movements in the international securities markets, and foreign exchange and global economic situations affecting JGC Holdings Corporation.

For questions concerning this material, please contact:

Group Strategic Planning &
Management Development Department
Corporate Communication Group
JGC Holdings Corporation

Tel: 81-45-682-8026 Fax: 81-45-682-1112

Email: ir@jgc.com

© 2022 JGC HOLDINGS CORPORATION