

The background of the slide is a photograph of a modern, multi-story office building with a grid of windows. In the foreground, there are branches of cherry blossom trees in full bloom, with light pink flowers. The sky is a clear, bright blue.

Development of globally competitive human resources

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- I. Outline of JGC Corporation**
- II. Fundamental Training Policy**
- III. Global Business skills**
- IV. Technology reinforcement**
- V. Summary**

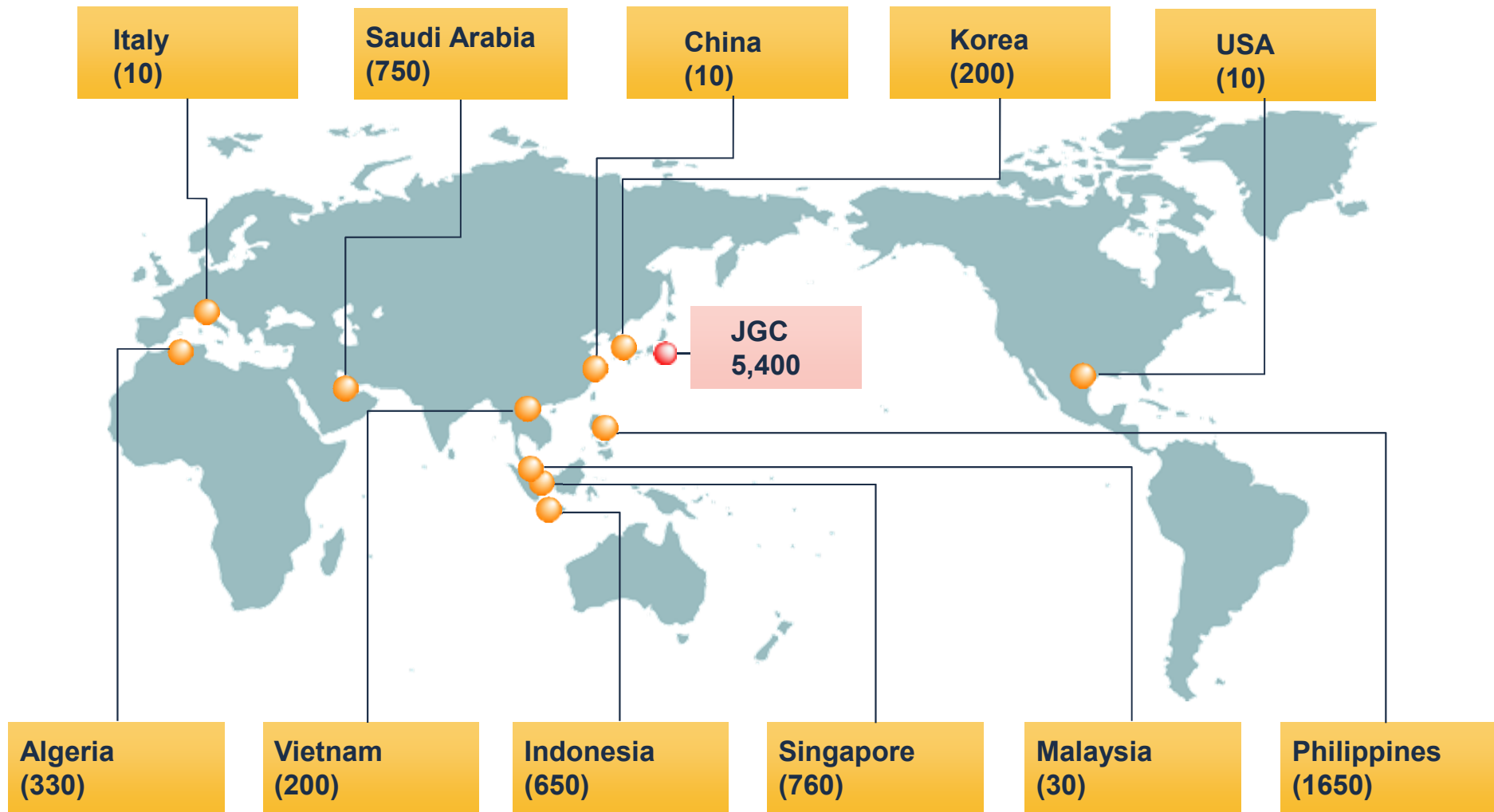
Corporate Overview



- Established in 1928 World Operation Center in Yokohama, Japan
- Turnover: US\$ 6.6 Bil. (March 2013)
- JGC Group Manpower: 10,000 (Domestic: 5,400 + Overseas: 4,600)
- EPC Business (Engineering / Procurement / Construction)
- Investment and Services Business
- Program Management Contractor & Investment Partner

Worldwide Resources

Domestic: 5,400 Overseas: 4,600



Total JGC Group Manpower: **10,000**

JGC worldwide experiences

Europe

Austria
Belgium
Czech
Finland
France
Germany
Hungary
Italy
Netherlands
Norway
Poland
Romania
Slovakia
Spain
Switzerland
U.K.

C. I. S.

Georgia
Kazakhstan
Kyrgyzstan
Russia
Turkmenistan
Ukraine
Uzbekistan

East Asia

China (inclu. H.K)
Japan
Korea
Mongolia
Taiwan

North America

Canada
USA

South America

Argentina
Brazil
Chile
Colombia
Dominica
Dominican Rep.
Jamaica
Mexico
Paraguay
Peru
Venezuela

West Asia

Bahrain
Iran
Iraq
Jordan
Kuwait
Oman
Qatar
Saudi Arabia
Turkey
UAE
Yemen

South East Asia

Brunei
Cambodia
Guam
Indonesia
Malaysia
Myanmar
Philippines
Singapore
Thailand
Vietnam

Oceania

Australia
New Caledonia

Africa

Algeria
Angola
Egypt
Kenya
Libya
Madagascar
Namibia
Nigeria
South Africa
Tunisia

South Asia

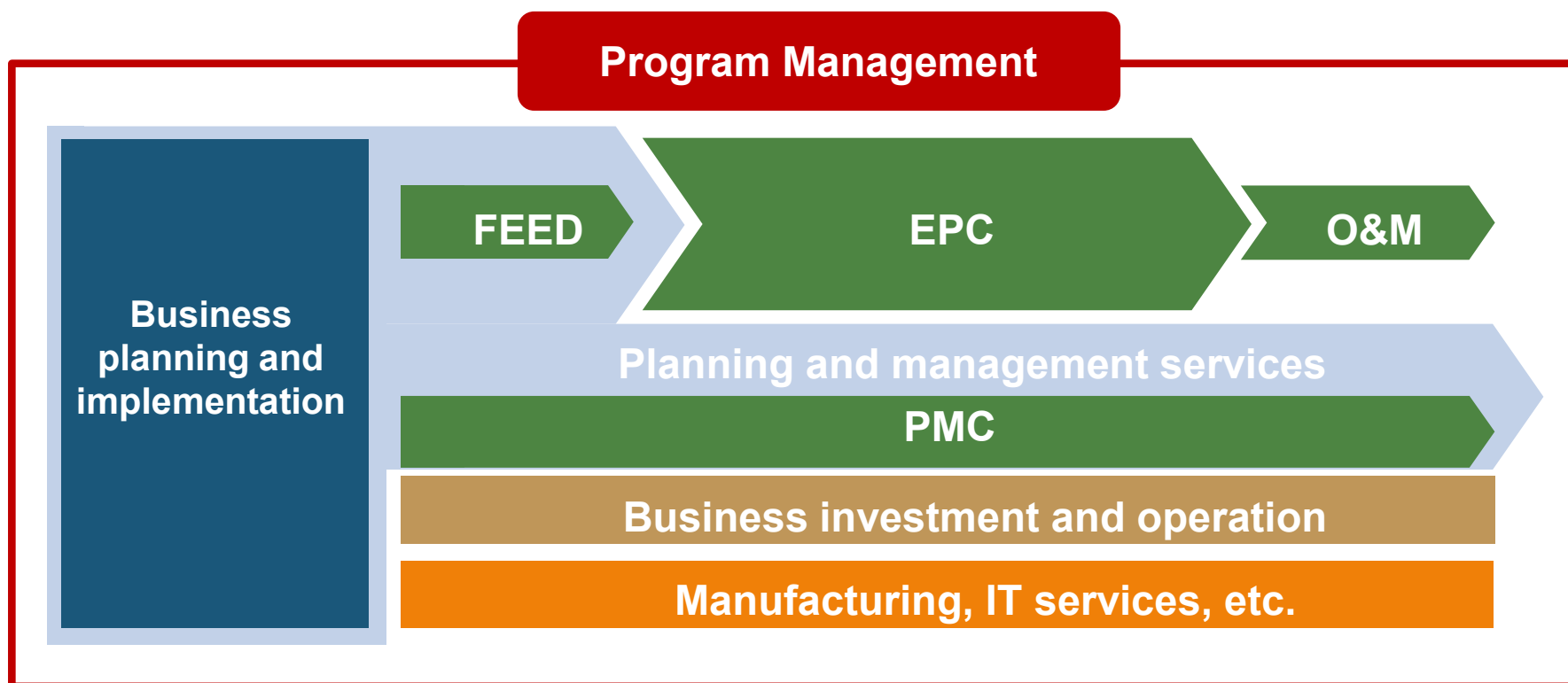
Bangladesh
India
Pakistan

Total
77
Countries

Business Strategy

We intend to transform JGC Group into a
“Program Management Contractor & Investment Partner”.

Therefore, in an effort to create new value in line with our customers’ wide-ranging needs, we are reinforcing the competitiveness of our core EPC business, while simultaneously continuing to create a new wave of growth in our investment and service business.



Business Areas

EPC



Investment & Services



Market Environment

- Market environment in the overseas hydrocarbon EPC sector is likely to remain positive in the future, amidst increasingly fierce competition
- Numerous projects utilizing shale gas, such as petrochemical and LNG are planned in North America.
- Markets are expanding steadily in non-hydrocarbon sectors (non-ferrous metals, pharmaceuticals, medical)
- Social infrastructure investment (water, power, rail, etc.) is growing into a massive market

EPC Business Reinforcement



- ✓ Increasing competitiveness in the hydrocarbon sector
 - Drastically improve cost competitiveness
 - Market development (North America, South America, North Africa, Russia, Australia, Central Asia, etc.)
- ✓ Expanding operations in non-hydrocarbon sectors
 - Further expand operations in the non-ferrous metals sector
 - Expand overseas operations in the pharmaceuticals and medical sectors
- ✓ Expanding our Project Execution Resources
 - Making full use of EPC Subsidiaries
 - **Optimizing human resource deployment and further the young Engineer accelerated education program**

Employee Mindset

**Achieving Profits and Sales Targets
Expansion of Business Domains**

Business Target

1. Initial Requirements

Autonomy / Basic business skills & Expertise / Leadership

2. Enforcement competitiveness in Global EPC Business

Multinational Management / Low Cost Operation / Value Engineering

3. Development of Business Value

New Technology / Conceptual Power / Driving Force

Individual Autonomy

- ✓ **Strong will and desire for improvement**
 - Be self-Motivated and dedicated to continuous improvement
 - Formulate an independent action plan
 - Aim to become a leader in your area of expertise

- ✓ **Self-Development**
 - Take responsibility for building your own career
 - Have an image of your ideal career trajectory

- ✓ **Company support**
 - OJT, Off-JT
 - Support self-development

Big Brother & Sister System



- ✓ **We Assign senior employee as instructors to teach new employees on a daily basis**
 - Necessary basic knowledge, skills, company rules
 - Consciousness of cost, schedule, quality
 - Basic work, habits, attitude
 - Keeping promises, acting with accountabilities, Cooperating with others, remaining neat and organized, Respecting other cultures
 - Corporate Culture
 - Global Contractor with an Japanese Mind, Loyalty to Client, Strong Sense of Commitment, Responsibility and Quality of Work

- ✓ **Report four times a year**



Training Program

<p>Basic</p>	<p>New Graduates Training, English / Second language Business Meeting, Self-Management Field work training program Health, Safety, Security & Environment(HSSE)</p>
<p>Business Skills</p>	<p>Logical Thinking , Presentation, Negotiation, Facilitation, Business Knowledge Overseas Company Assignment Program</p>
<p>Management</p>	<p>Team Empowerment Assessment Training Leadership Management Course (Outside)</p>
<p>Technology</p>	<p>OJT (Each Discipline) JEEP(JGC Engineering Extension Program) Case Study</p>

Field work training program

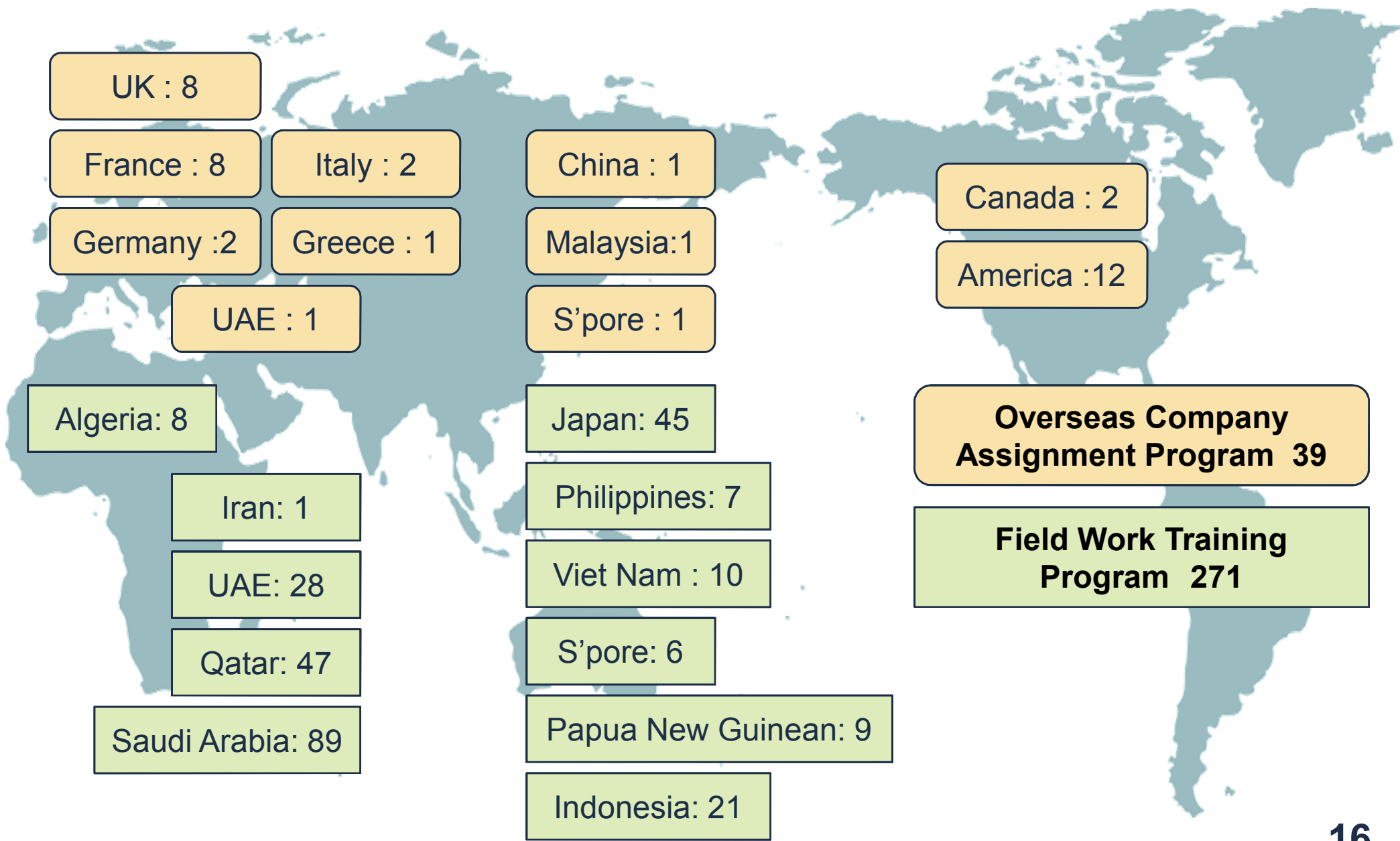
- ✓ **Sending junior engineers to overseas plant construction site**
 - Expanding the range of technical capabilities and promoting better understanding of the work of the company business
 - Helping young employees get accustomed to working in a multi-national organization from an early stage
- ✓ **Six-months assignment just after joining JGC**
- ✓ **Assignment expenses covered by company training costs**

Overseas Company Assignment Program



- ✓ **Sending junior employees to study at non-Japanese company overseas**
 - Fostering talented employee with a deep understanding of global business, values and cultural attitudes of the West, the middle East, and Asia by offering the experience of a non-Japanese work environment.
 - Creating an international network of expertise.
- ✓ **One year assignment**
- ✓ **5 ~8 employees per year who have high potential and future growth**
- ✓ **Clients, Process licensors, Subcontractors, Vendors, Laboratory , E&C**

Actual Dispatch



Leadership program



✓ Adaptive leadership

- To support and motivate others to face challenges proactively based on human relationship.
- To practice Adaptive Leadership which was proved effective in large projects. IGD Habshan 5 Project and Barzan Project attain over 100,000,000 man hour without Lost time injury, by successfully building a culture in which all the workers and MGTs took care of each other as if they were one family.
- Practice at office and share findings
- Leadership development plan (Made their plan based on 360 survey and leadership assessment)

✓ Participants: PM and Lead engineer Candidates

✓ Period: 6 months (5 days lecture and practice at office)

JEEP (JGC Engineering Extension Program)



- ✓ **Vertical and horizontal extension of engineering knowledge**
 - 85 course, Lecturer : Middle
 - Attendance by job duty requirement
- ✓ **Project Course**

Project Management and Engineering Management, Project Planning and Control, Construction Management, HSE, Project Logistics, etc.
- ✓ **Engineering Course**

Process Engineering, P&ID, Plot Plan, etc.
- ✓ **Commercial Course**

Project Accounting, Insurance for Projects, Legal and Contracts for Projects, etc.

- ✓ **Technology and Global Business skills**
 - Developing the technical expertise of engineers, Expanding the scope of technical skills
 - Understanding the culture and customs of other countries
 - Improvement of global business skills
- ✓ **Work According to Japanese Features**
 - Keeping promises, acting with accountabilities, Cooperating with others, remaining neat and organized, Respecting other cultures
- ✓ **Self-Growth & Company Support**
 - Developing practical skills through hands-on experience

Thank you

