EBARA Group

INTEGRATED REPORT
2026

Founding Spirit of

熱と誠

Netsu to Makoto
(Passion and Dedication)

In 1912, Issey Hatakeyama applied Dr. Inokuty centrifugal pump theory in a bold effort to domestically produce water infrastructure equipment in Japan. Guided by a desire to contribute to the modernization of Japan and driven by Passion and Dedication, Ebara has long embraced its mission to support society, industry, and everyday life. This enduring spirit, together with our technologies for shaping flows, forms the foundation of our value creation.

Ebara Group Business Ethics Framework

Editorial Policy

The Ebara Group has issued this integrated report to provide stakeholders with financial and non-financial information about its medium- to long-term value creation activities. This report was created with reference to the International Financial Reporting Standards Foundation's International Integrated Reporting Framework; the Ministry of Economy, Trade and Industry's Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation 2.0; and the Global Reporting Initiative (GRI) Standards. A table detailing the referenced GRI Standards is available on the Company's website.

Overview of Disclosures by Communication Medium

	Financial Information	Non-Financial Information
Dialogue	Financial Results Briefings Medium-term Management Plan Briefing IR Day General Meeting of Shareholders IR Meetings	ESG Briefings Dialogue Between the Board and Investors ESG Meetings
Report	Annual Securities Report Integrated Report	Corporate Governance Report Integrated Report
WEB	Site for Shareholders and Investors Fact Book	Sustainability Site ESG Data

WEB

Corporate Website
https://www.ebara.com/global-en/

To contact EBARA CORPORATION, please use the following contact form.
https://www.ebara.com/global-en/contact/

Company References	"Ebara" and "the Company" refer to EBARA CORPORATION, while "the Ebara Group," "the Group," or "we" refer to EBARA CORPORATION and its consolidated domestic and overseas subsidiaries and affiliates.
Target Readers	All stakeholders of the Ebara Group
Reporting Period	The fiscal year ended December 31, 2025 (January 1, 2025 to December 31, 2025) Notice will be provided when it differs from the period covered.
Scope of Reporting	This report covers the Ebara Group, which consists of EBARA CORPORATION, 108 consolidated subsidiaries, 3 affiliated companies, and 1 jointly controlled entity (as of December 31, 2025). Where the scope of data aggregation differs, it is clearly indicated in each instance.
Japanese Publication Date	June 30, 2026

Cautionary Statement with Regard to Forward-Looking Statements

Certain statements in this integrated report are forward-looking in nature. These statements involve risks and uncertainties that may cause actual results to differ materially from those anticipated. Readers are advised not to place undue reliance on these forward-looking statements, which are valid only as of the date of publication. Ebara assumes no obligation to update or revise any forward-looking statements to reflect subsequent events, circumstances, or the occurrence of unforeseen developments.

Contents

Upon the Publication of the Ebara Group Integrated Report 2026

The Ebara Group has launched its vision for the next decade, E-Vision 2035, together with the new medium-term management plan, E-Plan 2028, aimed at realizing this vision. This report presents our value creation story, through which we seek to enhance social and environmental value as well as economic value through our core businesses. From the perspective of achieving "overall optimization" toward the next stage of growth, we present the evolution of our business portfolio, disciplined cash allocation, and governance practices from an integrated financial and non-financial standpoint.

As the executive responsible for this report, I confirm that it was prepared through close cross-functional collaboration and transparent, objective discussions, and that it appropriately reflects the Group's strategies and current conditions. We hope it will serve as a basis for constructive dialogue with all stakeholders.

Tetsuya Fuchida
Executive Officer and CFO
Responsible for the Publication of the Integrated Report

Key Points

1	**Long-Term Vision E-Vision 2035 and Medium-Term Management Plan E-Plan 2028** (Announced February 2026)	Under the new slogan "Essential EBARA. Everywhere." we present Ebara's value creation story as it continues contributing to a sustainable society.	▶ P9 ▶ P18
2	**"Harvesting" Growth Investments and Reinvestment for the Next Stage of Growth**	We explain our cash allocation strategy, which strengthens cash-generation capabilities by harvesting the results of past investments and allocating capital to the next growth areas through disciplined investment decisions.	▶ P7 ▶ P23
3	**Enhancement of Management Foundation Through a Shift to Overall Optimization**	We introduce our initiatives to review business-level optimization and pursue optimization across the Group as a whole, while strengthening management foundations such as human resources and DX to support sustainable growth.	▶ P48 ▶ P49 ▶ P57
4	**Further Enhancement of Governance Effectiveness Dialogue Between the Board Chair and the CEO**	We present a dialogue between the Chairperson of the Board and the CEO on issues identified through the evaluations of the effectiveness of the Board of Directors and the approach to co-creation in enhancing governance through oversight and execution.	▶ P68 ▶ P74

Essential EBARA. Everywhere.

Ebara's Business Domains and Presence

Since its founding with fluid and rotating machinery technologies, Ebara Corporation has continuously advanced technologies essential to daily life, including water, air, energy, waste treatment, and semiconductor manufacturing, evolving into a comprehensive engineering company that supports the foundations of society. With five business domains, including Precision Machinery, Energy, Building Service & Industrial, Infrastructure, and Environmental Solutions, and a global network of 112 companies, over 60% of sales generated overseas, Ebara addresses challenges worldwide through its "Passion and Dedication" and "Flow Technology." *Essential EBARA. Everywhere*. Delivering indispensable value wherever it is needed defines Ebara's value creation story.

Precision Machinery
CMP systems & dry vacuum pumps
No.2 Global Share

Energy
Cryogenic products and compressors for downstream oil and gas plants
Top Global Share

Building Service & Industrial
Standard pumps & cooling towers
Domestic share No.1

Infrastructure
Drainage pump stations in Japan with Ebara pumps
More than 1,000

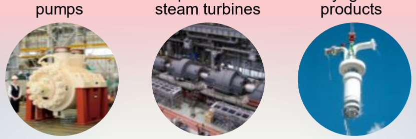
Environmental Solutions
Waste treatment plants under our operation and management
More than 80

Precision Machinery Company

Dry vacuum pumps / Gas abatement systems / CMP systems / Plating systems

Energy Company

Boiler feed pumps / Compressors and steam turbines / Cryogenic products



Building Service & Industrial Company

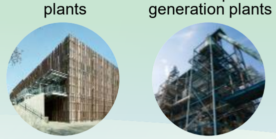
Booster pump units / Fans / Chillers

Infrastructure Company

Agricultural pumps / Water drainage pumps / Fans

Environmental Solutions Company

Waste treatment plants / Biomass power generation plants



Human Resources and Organizational Culture
Human resources and a corporate culture that embraces competition and challenge

Synergy Creation Capability
Ability to create synergies through core technologies

熱と誠 Netsu to Makoto (Passion and Dedication)
Customer-oriented attitude

Ability to Solve Social Issues
Driving force of internal and external collaboration

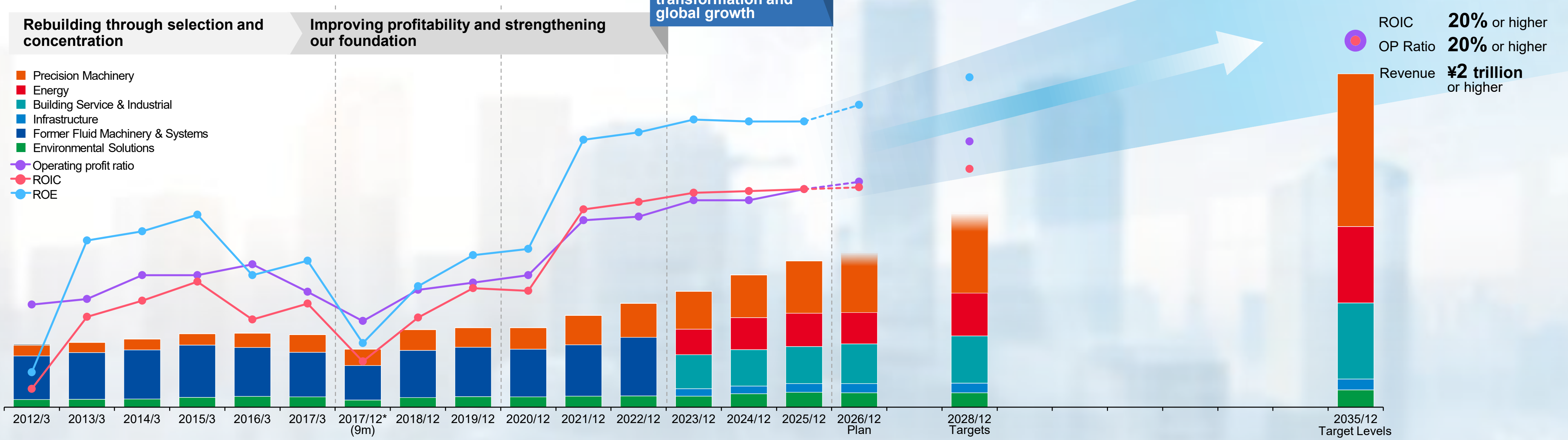
Trust
Trust fostered through dialogue with stakeholders

Strengths and Drivers of Growth

Continue Transformation Toward 2035 and Evolve into an Excellent Global Company

E-Vision 2035
To be an excellent global company essential to building a sustainable society

Continuing Our Transformation Toward 2035 and Evolving into an Excellent Global Company



Initiation of governance reforms	E-Plan 2019	E-Plan 2022	E-Plan 2025	E-Plan 2028	…
	Unlimited challenge toward growth	Reconstruct the foundations of growth	Creating value from customers' perspectives	Creating sustainable value through overall optimization	

*A nine-month fiscal year due to a change in the fiscal year-end

Section 1

Essential EBARA. Everywhere.

— The Path Toward Ebara's Desired Future —

Message from the President

By driving overall optimization, we are charting a decisive course toward becoming an essential and truly excellent global company.

Shugo Hosoda
Director, CEO & COO, President, Representative Executive Officer

— One Year Since Appointment —

Beyond five consecutive years of record-high profit

One year has passed since I assumed the position of president. During this time, the Group has extended its record of strong performance to five consecutive years. I believe these results are not simply the product of recent tailwinds but the outcome of the steady efforts we have made over the past two decades. These include governance reforms, development of a global management structure, and the rebuilding of our earning power, including the downsizing and withdrawal from unprofitable businesses. These accumulated efforts have coincided with major market trends such as growing semiconductor demand and the energy transition, leading to the results we are delivering today. Having observed these changes from various perspectives, including in corporate planning, as head of global businesses, and as CFO, I feel deep gratitude and respect for the decisions made by past management teams and the dedication of employees on the front lines, whose efforts have laid a strong and enduring foundation for the growth we see today.

Looking ahead, the key question is how we can ensure that this growth is truly sustainable. The answer lies in strengthening our management foundation across businesses while continuing growth investments in each business. I believe my role is to steadily and proactively implement strategic measures from this stage onward to support sustainable growth in the future and transform our current momentum into long-term growth.

— Our Vision for 2035 —

A vision defined by our intent

Having achieved the targets outlined in E-Vision 2030 ahead of schedule, we formulated E-Vision 2035 as our vision for 2035.

Our vision is not merely a set of quantitative targets, but a clear expression of our intent and the direction we seek to pursue. In today's business environment, uncertainty remains high, and we recognize daily the challenges of operating businesses globally. Precisely because of this, we believe it is important not to be swayed by short-term fluctuations, but instead to maintain a constant long-term perspective and clearly define where we are headed. Rather than pursuing numerical targets out of a sense of obligation, we seek to share goals that the entire organization can genuinely understand and embrace, and to move proactively toward the future we seek to build. This thinking formed the starting point for the formulation of our vision.

An ROE target of 25% for 2035 may appear aggressive from the perspective of the traditional machinery sector. However, from the perspective of the semiconductor manufacturing equipment sector, it is by no means excessively high. We have characteristics of both sectors, not just one or the other. Based on the steady expansion of our Precision Machinery business, we envision a portfolio in which, 10 years from now, the Group's revenue will be divided approximately equally between semiconductor-related businesses and non-semiconductor-related businesses. Within this unique balance, we intend to maximize corporate value the Ebara way and become an excellent global company.

Message from the President

Three growth engines and the strength of our business portfolio

We position Precision Machinery, Energy, and Building Service & Industrial as the three global business segments driving our growth. Each of these businesses has distinct market characteristics and growth dynamics. These differences are themselves the source of our portfolio's strength.

Precision Machinery is a business characterized by a level of growth that differs fundamentally from our other businesses, while also exhibiting high volatility. Once market expansion begins, growth accelerates rapidly, and initiating investments only after market expansion becomes visible would be too late. While closely monitoring geopolitical risks, we must continuously maintain a state of readiness to provide the solutions that major global customers will need as they move to the next technology node. Maintaining this readiness through close collaboration with our customers is essential.

In the Energy business, our customers, whose operations have traditionally been based on fossil fuels, are undergoing transformation, and the value we provide must evolve alongside them. We have already been investing in new energy fields such as hydrogen, CO_2, and ammonia, aiming to ensure that we are fully prepared when these solutions are needed by society. Although the Energy business is also relatively volatile and susceptible to geopolitical influences, its market cycle differs from that of the semiconductor market, creating strong complementarity between the two businesses.

The Building Service & Industrial business is a relatively stable business that grows in line with fundamental economic expansion, including regional GDP growth and increasing access to water infrastructure. While improving profitability and efficiency remains a challenge, this business plays an important role in providing stability for the Group as a whole, complementing the other two global businesses, which are characterized by higher volatility.

Furthermore, the Infrastructure and Environmental Solutions businesses, which are Japan-based business segments, play a role in accumulating expertise in providing solutions developed in Japan as a country facing advanced social challenges, while also promoting the sharing of technological foundations and the mutual utilization of data with the global business segments.

What I would particularly like to emphasize is the significance of the combination of our five businesses. In the Precision Machinery business, bold upfront investments are made ahead of demand; however, the timing of the next market expansion cycle is uncertain, making it difficult for a single business to sustain such investments on its own. The stable earnings base generated by our other businesses enables the Group to absorb this risk. Because each business operates within different market cycles and complements one another, we can achieve both boldness and stability across the Group as a whole. This is why all our businesses together can maximize corporate value, and that is the reason each business is essential. This diversified and unique portfolio lies at the core of Ebara's competitive advantage.

Why we have been the provider of choice to date, and why we will remain so

For more than 110 years, Ebara has operated in the fields of social and industrial infrastructure centered on water, air, and energy. I believe two key factors have enabled us to continue earning the trust and business of our customers throughout this long history.

The first is our culture rooted in the founding spirit of "*Netsu to Makoto*" (Passion and Dedication). We do not simply deliver products and services; we work alongside our customers until real value is created in their operations. This commitment has formed the foundation of the trust we have built. The second is the virtuous cycle through which our core technologies have been refined via close collaboration with customers. Core technologies such as fluid control and rotating machinery continue to be enhanced through collaboration with customers, and the expertise gained through these efforts leads to expansion into new customers, new industries, and new markets. The fact that this cycle has continued uninterrupted is itself a source of Ebara's competitiveness.

The nature of social issues will continue to evolve over time, and new approaches such as

E-Vision 2035 — Our 10-Year Vision

Our Vision
To be an excellent global company essential to building a sustainable society

Slogan
Essential EBARA. Everywhere.

Social and Environmental Value
- Decarbonized society
- Safe and reliable living
- An evolving, prosperous way of life

Economic Value

ROIC	20% or higher
ROE	25% or higher
Revenue	¥2 trillion or higher
Operating Profit Ratio	20% or higher

Guideline for Corporate Value Enhancement

Market Capitalization	Around ¥6 trillion

Business Portfolio

Global Business Segments Constituting Three Pillars
- Precision Machinery
- Building Service & Industrial
- Energy

Japan-based Business Segments
- Infrastructure
- Environmental Solutions

Message from the President

the utilization of AI and digital technologies will increasingly be required. However, our commitment to addressing social issues with passion and dedication while continuing to strengthen our core technologies will remain unchanged. By creating social value through our core businesses and continuously enhancing the Group's economic value as a result, I believe that this sense of history and mission will continue to drive Ebara forward.

— Key Strategies of E-Plan 2028 —

Priorities for growth investments

E-Plan 2028 is a three-year plan that serves as a milestone toward E-Vision 2035. The theme of E-Plan 2028 is to "create sustainable value through overall optimization." One of the basic policies of the plan is to "balance the realization of returns from past investments with investment for future growth," and over these three years, we will simultaneously accelerate investments and strengthen investment return discipline.

Our top priority is to firmly capture growth in the Precision Machinery business. Through our investments to date, we are able to respond to the current market expansion. However, we must continue taking measures in both production capacity and research and development in preparation for the next growth phase.

Next are investments aimed at firmly establishing the three global businesses as the Group's three pillars. In the Energy business, we will continue investments in new energy fields. In the Building Service & Industrial business, improving profitability and efficiency remains a key challenge, and while advancing selection and concentration, it is also important to internalize areas of added value that we do not yet possess. The acquisition of Mitsubishi Electric's three-phase motor business announced in November 2025 is intended to improve profitability by enhancing product value, including motors as drivers and their controls.

Another area I would like to emphasize with equal importance is investment in our management foundation. Groupwide global platforms such as our ERP system, global management control frameworks, and human capital management systems do not directly contribute to short-term performance, but they are indispensable investments for making growth sustainable long-term, and I believe they should be passed on to the next generation as high-quality assets.

Cash allocation and capital policy

Our approach to investment itself is also entering a new phase. Up to the previous medium-term management plan, our focus was on actively implementing growth investments. We are now entering a stage in which we must generate returns from past investments while linking those returns to the next round, with greater emphasis on the investment cycle. We will thoroughly monitor individual investments to ensure returns are realized as planned.

Organic growth alone will not be sufficient to bridge the gap between our current position and our vision for 2035. We must evolve toward a structure in which M&A is utilized not as a once-in-a-generation strategic gamble, but as a routine management tool on the same level as ordinary internal investments. To support this, in 2025, we established a specialized department, creating a framework capable of accumulating expertise through involvement in the entire process, from negotiations through PMI. By connecting the Group's technologies, human resources, information, and customer base with the assets of acquired companies, we aim to unlock synergies. I believe that being able to routinely execute M&A at a certain scale is one indication of a mature management foundation.

We are also raising our approach to shareholder returns to the next level. Over the next several years, even after making the necessary investments, we expect that retaining all earnings internally would result in an excessive accumulation of equity capital and a deterioration in capital efficiency. Given our ROE target, adjusting equity capital levels at the appropriate time is a natural part of capital discipline. Specifically, while maintaining a consolidated payout ratio of 35%, we intend to make more consistent use of share repurchases as a means of adjusting equity capital, rather than conducting them once every three to four years as in the past. We believe that implementing capital policy on an ongoing basis will in itself send a message to the market that we have achieved greater stability.

Where we aim to be in three years

E-Plan 2028 sets numerical targets of revenue of around ¥1.2 trillion, ROE of 18.0% or higher, and an operating profit ratio of 14.5% or higher. However, during these next three years, completing the development of the management foundation necessary for the next stage of growth is even more important than these targets.

As businesses expand, operational breakdowns and workload imbalances inevitably emerge. If these issues undermine the management foundation, sustainable growth cannot be achieved. These challenges must be addressed proactively, tracing them back to their root causes and reviewing the underlying operational processes themselves. Rather than relying on individual effort, we must establish organizational mechanisms for internal controls, including segregation of duties and double-check systems, and create frameworks in which reviews and approvals from multiple perspectives are embedded in daily operations. Once these mechanisms are properly established, following them can prevent recurrence and reduce the costs associated with responding to problems.

Only when the foundation is solid and the mechanisms are repeatable, can an organization move confidently toward its next stage of growth. We aim to reach this state over the next three years and, in doing so, build high-quality assets that can be passed on to future generations.

Message from the President

— Management Foundation Supporting Overall Optimization —

The power of systems that sustain growth

The theme of E-Plan 2028 is "creating sustainable value through overall optimization". Overall optimization refers to a state in which corporate value is maximized for the Group as a whole over the medium- to long-term. To achieve this, it is necessary to evolve the very framework of management itself. Moreover, the question is whether this can be passed on in a form that continues to function for the next generation. Ultimately, this is a question concerning non-financial areas and management capital. We must establish mechanisms that enable our culture, human resources, and intellectual property to continue evolving in a more advanced and higher-quality manner. I believe this is the true essence of sustainability.

I often use the term "virtuous cycle" because I believe it is important not for favorable conditions to remain temporary, but for them to continue functioning as a recurring mechanism. Only when embedded into reproducible mechanisms can overall optimization be sustained. I believe this represents the very foundation of an organization that continuously creates value.

A virtuous cycle of human capital

In the area of human capital as well, we aim to create a virtuous cycle. Both individuals and Ebara need to continue to provide value to one another over the long term. This is a necessary condition for sustainable growth.

To maintain an environment in which talented individuals continue to grow, it is essential to create a workplace where employees wish to invest in their own talents and capabilities. By making Ebara's attractiveness visible, talented individuals are drawn to us and encouraged to take on challenges that lead to their personal growth. Each individual's growth leads to corporate growth, and corporate growth creates new career opportunities for individuals. This represents the virtuous cycle that creates value for both the Company and its employees.

For employees, we advocate career ownership, encouraging them to take the initiative in shaping their own careers and pursuing their next steps proactively. After gaining experience in a certain role, when employees seek to move on to the next stage of their careers, they should be able to identify positions within the Group that they aspire to pursue. Creating such a framework is a concrete example of a virtuous cycle.

Effectiveness of governance

In governance as well, awareness of creating a virtuous cycle is essential. It is not sufficient merely to establish formal structures; what matters is how to make them function effectively as practical mechanisms. Corporate governance in Japan has steadily matured through successive revisions of the Corporate Governance Code, and as a company that has been at the forefront of these efforts, we intend to remain committed to mechanisms that continuously enhance effectiveness.

Having led the transition to a company with a nomination committee, etc., structure in 2015 as the head of the governance promotion division, I strongly believe that what is required is not merely formal measures such as increasing the number of Independent Directors, but also personnel on both the oversight and executive sides who continuously strive to enhance effectiveness. One of the original purposes of the transition was to encourage speed in decision-making on the executive side through the delegation of authority from the Board of Directors. While the oversight function has been strengthened, the speed and flexibility expected from the executive side have yet to be fully realized. I believe there remains considerable room for improvement in terms of how effectively the executive side utilizes delegated authority. Corporate governance can only become more sophisticated when oversight and execution function together as two wheels working in tandem. As the next challenge, we will work to raise the capabilities of the executive side and strengthen both functions together.

— Message to the Capital Markets —

To continue being essential

I regard E-Plan 2028 as my commitment, and I will continue to steer management toward its realization. With respect to our long-term vision as well, during my tenure, I intend to establish a clear path toward a point where the image of the future we aspire to achieve can be recognized as a realistic prospect.

Over the past year, as I have expressed Ebara's value creation story in my own words, one conviction has grown stronger. We possess both the core technologies that have addressed social challenges for more than 110 years and the organizational framework that continues to advance those technologies. Today, the greatest social challenge facing the world is sustainability. Water, energy, and semiconductors are all fields that support the foundations of society and are key to sustainability, while also being areas with an extremely high degree of alignment with our core businesses. I strongly believe that Ebara will become an essential presence for society by expanding our presence through our businesses and continuing to contribute to addressing social issues.

There are not many companies capable of occupying such a position. "Essential EBARA. Everywhere."—Through our core businesses, we aim to continue being a company that is indispensable to the world. That is the future we aspire to achieve. I want our employees to take pride in being part of such a company. I also hope that our stakeholders will share in our vision, and that everyone connected with Ebara will want to continue their relationship with us over the long term. We will devote our full efforts to building a company worthy of that trust.

Long-term Vision E-Vision 2035

Background to the Formulation of E-Vision 2035

In E-Vision 2030, formulated in 2020 as our vision for where we wanted to be in 10 years, we set a market capitalization of approximately ¥1 trillion as a benchmark for corporate value. By the completion of E-Plan 2025, covering the period through 2025, we had already achieved many of the economic value targets we had set for 2030, with market capitalization significantly exceeding the level we were aiming for. Since outlining E-Vision 2030 six years ago, the landscape around us has continued to evolve. As 2030 comes into view, we revisited our long-term direction to reflect these environmental shifts, resulting in E-Vision 2035, released in February 2026.

E-Vision 2035

To be an excellent global company essential to building a sustainable society

- Decarbonized society
- Safe and reliable living
- An evolving, prosperous way of life

Ebara's current position (at the end of 2025)

- Surpassed the economic value benchmark set out in E-Vision 2030
- Achieved sustained improvements in profitability, efficiency, and growth
- Steady social and environmental value progress

E-Plan 2019

E-Plan 2022

E-Plan 2025

Creating value from the customers' perspective

E-Plan 2028

Creating sustainable value through overall optimization

E-Vision 2030

(Formulated in February 2020)

- Achieve a balance among economic, social, and environmental value
- Solve social issues through our business

Realization of a decarbonized society

Safe and reliable living

Smarter living

UPDATED:
Future Vision Redefined

	2019 Results	2022 Results	2025 Results	2028 Targets	2030 Targets (Previous)	Target Levels for 2035
ROIC	6.5%	11.2%	11.9%	13.0% or higher	10% or higher	**20% or higher**
ROE	8.3%	15.0%	15.6%	18.0% or higher	15% or higher	**25% or higher**
Revenue	¥522.4 billion	¥680.8 billion	¥958.2 billion	Around ¥1.2 trillion	Around ¥1 trillion	**¥2 trillion or higher**
Operating Profit Ratio	6.8%	10.4%	11.9%	14.5% or higher	—	**20% or higher**
Market Capitalization	Around ¥0.3 trillion	Around ¥0.4 trillion	Around ¥2 trillion	—	Around ¥1 trillion	**Around ¥6 trillion**

Long-term Vision E-Vision 2035

Our Vision

In E-Vision 2035, our vision is to be an excellent global company that is essential to building a sustainable society by providing social and environmental value to the world while maximizing our economic value as a company. Grounded in core technologies such as flow and rotating machinery technologies, we position the continued provision of solutions to sustainability challenges through our core businesses at the center of our long-term vision, while simultaneously maximizing social and environmental value as well as economic value.

Target Levels for Value Creation

To drive economic value over the next decade, we have set clear targets for business scale, profitability, and efficiency. This includes growing our market capitalization from approximately ¥2.5 trillion to ¥6 trillion, a target grounded in our current P/E ratio. In terms of social and environmental value, we will build on the themes of E-Vision 2030 while pursuing sustainability on a more global scale.

Our Vision for 2035

To be an excellent global company essential to building a sustainable society

Ebara's aspirations as an excellent global company

1. **Becoming an indispensable presence in solving social challenges worldwide**
2. **Continuously refining our business portfolio to sustain high profitability and capital efficiency**
3. **Building strong, globally competitive positions in key markets**

Maximization of economic value, as well as social and environmental value

Social and Environmental Value

Decarbonized society
- Lead the **energy transition**
- Reduce GHG by an amount **equivalent to approximately 250 million tons of CO_2**

Safe and reliable living
- Protect people's lives from **flood risks associated with climate change**
- Deliver water to **800 million people**

An evolving, prosperous way of life
- Support **higher integration and sustainability** in semiconductor manufacturing, and contribute to the advancement of an AI-empowered society

Economic Value

Revenue	¥2 trillion or higher
Operating profit ratio	20% or higher
ROIC	20% or higher
ROE	25% or higher

Benchmark for enhancing corporate value:

Market capitalization	Around ¥6 trillion

Slogan

Essential EBARA. Everywhere.

Long-term Vision E-Vision 2035

Materiality

Our core business areas are directly related to sustainability. Through our efforts to address these material issues, we will simultaneously increase the social and environmental value we provide and the economic value generated by those efforts. That is what we consider the practice of sustainability-oriented management.

Process for Reviewing Materiality

In 2020, we identified five material issues by mapping the technological capabilities we have cultivated since our founding with global ESG frameworks. For E-Vision 2035, we reviewed and reconfirmed that these issues remain vital to building a sustainable society. The Board of Directors formally approved this assessment, and we will continue to make progress toward our vision by addressing these material issues.

5 Material Issues (Continued from E-Vision 2030)

For people and society

1 Contribute to the creation of a sustainable society

We will support the creation of a sustainable, environmentally friendly world with ample food and water, and safe and reliable social infrastructure.

For industry

2 Elevate standards of living and support abundant lifestyles for all

We will support economic development that enables the world to end poverty and realize ever-evolving and abundant lifestyles.

For our business activities and supply chain

3 Conduct comprehensive environmental management

We will accelerate initiatives to reduce greenhouse gases across the entire value chain toward carbon neutrality, conserve biodiversity, and promote a circular economy.

For our employees

4 Promote working environments that encourage challenge

We will foster a virtuous cycle in which diverse individuals who take ownership of their careers and the Company mutually choose and support one another, creating shared, reinforcing growth.

For sustainable management

5 Enhance corporate governance

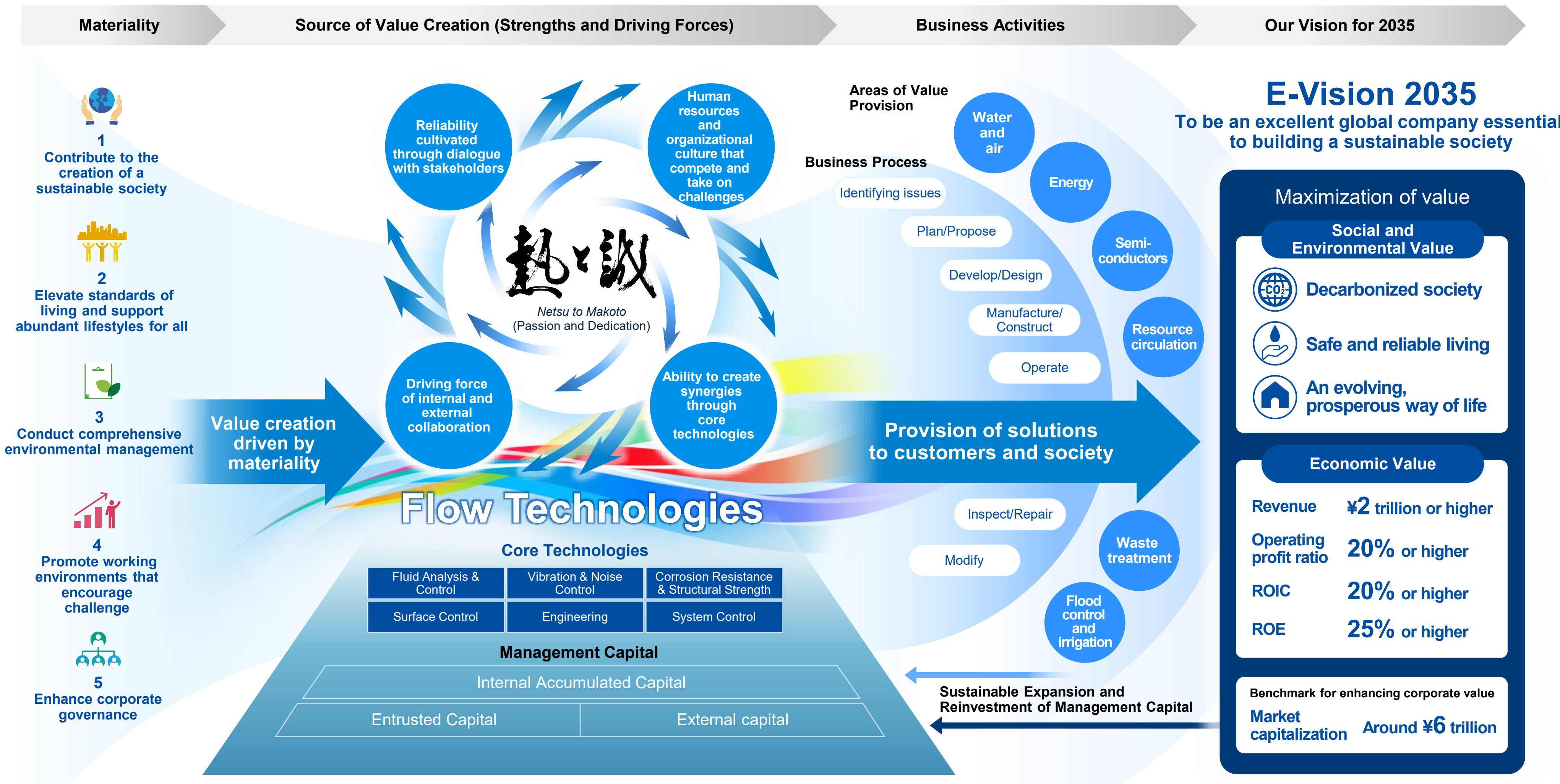
We will lay out a vision for and pursue growth through offensive and defensive governance that supports high-level management capabilities.

Practicing sustainability-oriented management that simultaneously enhances social and environmental value and economic value

Long-term Vision E-Vision 2035

EBARA's Value Creation Story Toward 2035

The core of Ebara's value creation lies in our "passion and dedication" to our customers and our "flow" technologies that give form to ideas. Inherited and refined through our business activities since our founding, these strengths have driven the Group's growth. By injecting management capital into these core drivers and executing strategies rooted in our materiality, we deliver impactful solutions to our customers and society. We are committed to achieving our 2035 vision to be an excellent global company essential to building a sustainable society, continuously elevating our value creation cycle.



Long-term Vision E-Vision 2035

Social and Environmental Value Toward 2035

Ebara supports the vital infrastructure of global life, spanning water, air, energy, waste management, resource circulation, flood control, irrigation, and semiconductors. Throughout our history, we have addressed the evolving social issues of each era by refining our core competencies, particularly our "flow" technologies. This foundational approach remains unchanged. Moving forward, we will continue to leverage our core business activities to deliver value that addresses one of humanity's greatest challenges: sustainability.

Decarbonized Society

Contributing to Customers' Reduction of Greenhouse Gas (GHG) Emissions

Toward 2035, we have set a target to achieve cumulative reductions in GHG emissions equivalent to approximately 250 million tons of CO_2 through the use of the Ebara Group's products and services. Using 2023 as the base year, we define the reduction in GHG emissions attributable to our products and services as the difference between emissions with and without the use of Group products. We define and monitor reduction metrics for each applicable product and service, including by referring to the World Business Council for Sustainable Development's Guidance on Avoided Emissions for certain products, and will expand solutions that support customers' decarbonization efforts.

Key Products Counted Toward GHG Reduction Goal

Precision Machinery	Gas abatement systems (combustion systems using hydrogen fuel, fluorine fixation systems, dry systems, etc.)
Energy	Improved efficiency through retrofitting fluid machinery such as compressors and turbines (engineered solutions), expanders for LNG plants
Building Service & Industrial	High-efficiency pumps and heat pumps (waste heat recovery systems) for the building service and industrial sectors
Infrastructure	High-efficiency water transfer pump systems for water supply and agricultural water applications
Environmental Solutions	Waste-to-energy generation, biomass power generation

Energy

Leading the Energy Transition

As the energy industry transitions from fossil fuels to next-generation sources such as hydrogen, ammonia, and SAF, technical barriers remain in distribution and utilization. We are tackling this by driving the development and sales of pumps and compressors essential for transporting and utilizing these new energy sources.

At the same time, maintaining a stable energy supply is critical. Beyond next-generation energy, we continue to support our customers and markets through LNG, an existing energy source for which demand remains strong due to global energy security needs. By providing reliable technologies, we act as a vital bridge, supporting the transition toward a carbon-neutral society.

Case Study **Orders for Sustainable Products**

Ebara Elliott Energy received an order for cryogenic pumps for South Korea's first ammonia conversion power plant. These pumps feature a leak-free design that safely supplies liquid ammonia from fuel storage tanks to the power plant, contributing to the reduction of environmental impact.

Environmental Solutions

Contributing to CO_2 Reduction and Carbon Resource Circulation

With CO_2 emissions rising and fossil resources becoming depleted, the world urgently needs systems that transform waste into circular resources. We are driving the commercialization of our proprietary technologies, ICFG® and EUP®, which convert waste plastics into gas and oil to be reused as raw materials for recycled plastics. By keeping carbon in the resource loop and preventing its release into the atmosphere, we are actively advancing the circular economy.

Case Study **Demonstration of Chemical Recycling Using ICFG®**

In July 2025, we began demonstration testing of our proprietary ICFG® technology in Sodegaura, Chiba Prefecture. This technology converts mixed waste plastics back into usable oil and gas. By verifying its scalability and ensuring stable operations, we aim to commercialize a chemical recycling solution that can process even the most difficult-to-sort waste materials.

Exterior view of the ICFG® pilot test facility

Long-term Vision E-Vision 2035

Safe and Reliable Living

Infrastructure — Protecting People from Flood Risks Associated with Climate Change

The increasing severity of flood and storm damage caused by climate change poses a serious threat to people's lives and livelihoods. We will contribute to the avoidance and reduction of flood risks by expanding the supply of disaster prevention drainage pumps used in the sewerage, river, and agricultural and forestry sectors. Over the next 10 years, we aim to steadily provide pumps with drainage capacity equivalent to a watershed area equivalent to approximately 27,000 hectares, helping prevent underfloor flooding damage, thereby contributing to the realization of safe and reliable living in local communities.

Case Study — Advancing Flood Resilience Across Japan

In 2025, we received orders for approximately 40 drainage pump projects in Japan. Leveraging the drainage pumping station engineering technologies cultivated over many years and our extensive delivery track record, we are working as a drainage pump manufacturer to strengthen social infrastructure in the fields of disaster prevention and mitigation.

Building Service & Industrial — Expanding Global Access to Water

Serious water shortages and the need to secure safe water have become global challenges due to worldwide population growth and climate change. Through the advanced pump technologies cultivated over many years, we aim to deliver water to 800 million people worldwide by 2035, while creating an environment in which people and industries around the world can secure stable access to water without difficulty, thereby contributing to the realization of a sustainable society.

Case Study — Expansion of Solar Pumps in East Africa

In East Africa, we are collaborating with UPDATER Inc. to expand the adoption of solar pumps for the development of water supply infrastructure utilizing renewable energy. Through the supply of pumps and technical support, we are contributing to expanded access to water and improved agricultural productivity, while strengthening our business foundation in growth markets.

An Evolving, Prosperous Way of Life

Precision Machinery — Supporting Higher Integration and Sustainability in Semiconductor Manufacturing

The evolution of AI and the further advancement of the digital society have the potential to transform all areas of society and make people's lives even more prosperous. Realizing this will require both higher integration of semiconductors capable of high-speed processing of massive volumes of data and reductions in environmental impact during manufacturing processes. Looking toward a society in which products equipped with 7Å-generation semiconductors become widely adopted by 2035, the Precision Machinery Company will provide advanced solutions that support this vision, while helping to improve mass-production efficiency for next-generation semiconductors as well as energy conservation and decarbonization. By broadly expanding these solutions throughout society, we will support the advancement of semiconductors and the more prosperous way of life they enable.

Case Study — Supporting the Manufacturing Foundation for Next-Generation Semiconductors by Addressing Advanced Process Requirements

Driven by the rapid advancement of AI and the resulting surge in demand for high-performance semiconductors, leading-edge devices are becoming increasingly miniaturized and three-dimensionally integrated. To meet the growing planarization requirements associated with these trends, the applications for our equipment are expanding significantly, including CMP systems, as well as plating and bevel polishing systems that enable highly sophisticated process technologies. Through the provision of diverse solutions that achieve both higher integration and improved efficiency in high-volume manufacturing, we support the manufacturing foundation for next-generation semiconductors.

Building Service & Industrial — Achieving Zero Downtime to Ensure the Uninterrupted Flow of Comfortable Living Worldwide

At large-scale facilities that underpin society, shortages of maintenance and inspection personnel are becoming increasingly serious, while unexpected equipment failures pose major risks that can disrupt business continuity, impair urban functions, and threaten people's safety. We will expand the adoption of solutions such as the EBARA Maintenance Cloud, which enables 24-hour remote monitoring of vibration and temperature through wireless sensors and immediate detection of potential abnormalities, to achieve zero equipment downtime. Through preventive maintenance-based planned maintenance systems, we will reduce labor requirements and costs in facility operations and help establish a foundation for safe and reliable living that operates around the clock, 365 days a year.

Case Study — Supporting Stable Operations of Large-Scale Facilities through Predictive Detection and Preventive Maintenance

Our remote monitoring services, including EBARA Maintenance Cloud and RISSA, are actively deployed at facilities across Japan. By providing round-the-clock tracking of vibration and temperature, these services enable early anomaly detection. This supports a robust preventive maintenance framework, ensuring stable equipment operations and maximizing facility management efficiency.

Long-term Vision E-Vision 2035

Target Business Portfolio

The five business segments are categorized into three global business segments and two Japan-based business segments. The global business segments, Precision Machinery, Building Service & Industrial, and Energy, act on the world stage, treating the globe as a single market without borders. These three segments will drive our top-line growth, acting as three pillars supporting scale, profitability, and efficiency. Meanwhile, our Japan-based business segments, Infrastructure and Environmental Solutions, leverage a business model that takes the expertise gained from addressing Japan's advanced social challenges to the global regions where it is needed most. Although their top-line growth potential is more moderate, these segments deliver exceptional stability and social value centered on domestic public infrastructure, with a strategic focus on creating synergies.

E-Vision 2035 Business Portfolio

An excellent global company essential to building a sustainable society

Global Business Segments Constituting Three Pillars

	Precision Machinery	Building Service & Industrial	Energy
	• **Enhancement of production and support capabilities with a view to growth** • **Development of high value-added solutions that enable the evolution of semiconductors**	• **Development of energy-saving solutions and evolution of service value delivery** • **Business expansion in growth markets**	• **Expansion of production capacity** • **Development of products, solutions, and new technologies in response to the energy transition**
Opportunities	• Rapid market growth • Evolution of semiconductor manufacturing technologies	• Energy and labor savings	• Growth of energy and petrochemical markets driven by population growth • Decarbonization
Market Characteristics	• Volatility specific to semiconductor-related markets	• Stability linked to economic growth	• Instability due to geopolitical risks

Japan-based Business Segments

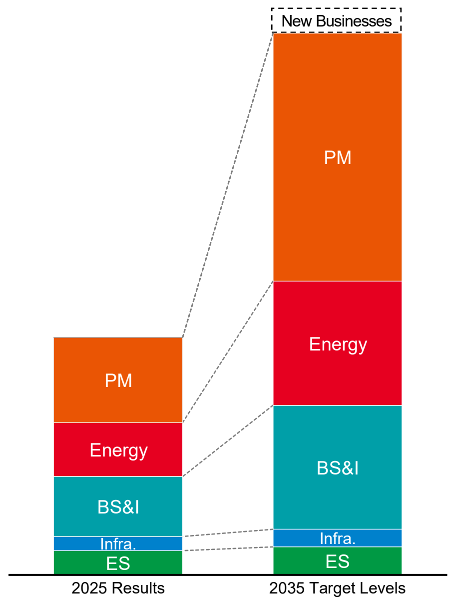
Infrastructure | **Environmental Solutions**

- **Focusing on the Japanese public infrastructure market**
- **Leveraging Japan's role as a leader in addressing advanced social challenges and applying accumulated expertise to provide essential infrastructure solutions globally**

Three Business Pillars

- Solving challenges in customer-facing markets that are expected to grow
- Supporting sustainable growth through **highly competitive growth pillars that offer business scale, profitability, and efficiency**

Revenue Mix Image



Long-term Vision E-Vision 2035

Rationale of the Business Portfolio

This business portfolio contributes to maximizing corporate value over the medium to long term for four reasons: businesses with different characteristics support one another both financially and operationally by complementing cash flows, enabling the Group to continue growth investments regardless of changes in the external environment; common core technologies are leveraged across the Group to further enhance technologies and create new business opportunities and competitive advantages; the Group can share a customer base spanning diverse industries and regions; and operational data from the installed base can be utilized across businesses to generate solution proposals that transcend segment boundaries. Together, these factors create synergies and generate corporate value exceeding the sum of the individual businesses.

Business Synergies Envisioned for the Future

By combining the technologies and customer bases of different business segments, we will create new value that contributes not only to solving individual issues but also to the sustainability of society as a whole. Specifically, we will provide value that addresses customers' true challenges through initiatives such as enhancing lifecycle value through cross-business data utilization, including predictive maintenance, supporting decarbonization across industries, and optimizing entire facilities through plant engineering capabilities cultivated in the infrastructure and environmental solutions fields.

Creating corporate value that exceeds the sum of our individual businesses

Expanding inter-business synergies

A stable foundation that enables continuous growth investment

- **Businesses with differing market characteristics and cycles** support one another in both financial and business foundations
- **A robust business structure that is not easily affected by environmental changes** enables continuous growth investment

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Shared technology platforms

- All segments share **core competencies, such as "flow technologies," and plant engineering capabilities**
- **Applying and deploying strengths** refined in one domain **to different customer-facing markets, and continuously cycling back to further refine those strengths,** thereby creating new business opportunities

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Shared customer base

- Using our **broad relationships across industries** and customers to expand **new entry opportunities for other business segments**

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Mutual utilization of data

- Mutual utilization of operational data from the installed base related to core technologies such as fluid analysis and control, and vibration and noise control
- **Enhancing customer process stability and the value of new solutions, such as energy-saving and decarbonization support,** through data utilization to build competitive advantage

Long-term Vision E-Vision 2035

Establishment of a Global Management Platform

To become an excellent global company that simultaneously enhances social and environmental value and economic value, the Group must provide advanced customer-oriented integrated solutions and grow into a corporate group that is strongly sought after by the market. To achieve this, the Group places importance on further leveraging synergies among technologies and products, people and organizations, and internal and external partnerships. In addition, we will continuously enhance the risk management and governance functions that support these initiatives. To overcome current challenges and further strengthen our capital advantages, we are implementing various initiatives across the entire Group.

Strengthening the Management Platform

Building a foundation for globally efficient operations

Entrusted Capital

A pool of capital that is expected to sustainably amplify value over the long term and to give back to society

- Financial capital ▶ P24
- Human capital

Input

External Capital

A pool of capital originating outside the Company that creates mutual benefits when combined with other forms of capital in the course of business activities

- Natural capital
- Social & relationship capital

Combine

Internally Accumulated Capital

A pool of capital that the Ebara Group has amassed through its continued business activities and that serves as a source of competitiveness

	Strengths	Priority issues for future growth
Human Capital	• The founding spirit of "*Netsu to Makoto*" (Passion and Dedication) is passed down to our employees • Human resources with the desire to support social infrastructure • Professionals with global experience and deep industry expertise operating worldwide	**Development of a culture and environment that fosters career ownership** ▶ P49 • Promoting the filling of Global Key Positions locally • Improving the Global Engagement Survey Score
Intellectual Capital	• Rotating element and fluid control technology amassed through work on various products • Fundamental technologies for materials, vibration control, structural strength, etc. • Know-how to adopt customers' perspectives and identify and clarify customer needs • Technology to integrate elemental technologies into a system • Intellectual property related to a wide range of technologies	**Contributing to solving social issues through the integration of core technologies** ▶ P54 • Improving the efficiency of intellectual property activities through use of IP ROIC • A more sophisticated Strategic Table of Technological Capabilities and its use
Manufacturing Capital	• Global manufacturing and supply chain • Efficient production systems based on DX	**Enhancing IT functions through AI technologies and information analysis** ▶ P54 ▶ P57 • Enhanced production and service & support (S&S) systems to meet demand • Promoting DX and GX of production processes • Increasing the efficiency of our global production system
Social & Relationship Capital	• A track record of supplying highly reliable products for over a century and products in use around the world • Trust built by sincerely responding to faults and problems • A system for cooperation with external organizations through EOL • Industry leadership by taking the initiative and cooperating with industry and government agencies	**Promoting collaboration through M&A and external partners** ▶ P65 • Advanced customer-oriented integrated solutions • Implementing human rights due diligence in the supply chain

Optimal allocation of resources

Group Governance — Strengthening the global governance framework and ensuring thorough compliance

Acceleration of business growth — Prioritized allocation of management resources to the global business segments (Precision Machinery, Energy, and Building Service & Industrial)

Reflecting on E-Plan 2025

E-Plan 2025 spanned a three-year period during which we largely progressed in line with plan across business performance, investment, and shareholder returns. Meanwhile, areas requiring continued improvement, including the advancement of management infrastructure, have also become apparent, and we will continue to address these as ongoing issues together with non-financial indicators.

Achievements and Remaining Challenges

Five Priority Areas		Progress	Assessment	Remaining Challenges
1. Target Markets and Customer Orientation		• Our customer-facing market–based organization took root • Cross-product order intake increased, and integrated synergies have emerged • Began developing customer-centric solution businesses	Very good	• Continued execution of initiatives and harvesting of results
2. New Value Creation		• Emerging creation of new value embedded with customers, such as the EBARA Maintenance Cloud for Building Service & Industrial	Good	• Promotion of initiatives to deepen co-creation with customers
3. Global Expansion		• Established new sites and consolidated and reorganized existing sites • Promoted optimization of global manufacturing and service structures	Good	• Construction of a company-wide data utilization environment
4. Advanced Management Infrastructure		• ROIC-based management has been further embedded, including rigorous investment discipline with an awareness of the cost of capital • Completed the introduction of function-based management under the CxO system	Fair	• ERP implementation is behind schedule • Tangible results from CxO-led function-based management
5. Advance ESG-Focused Management	E (Environment)	• Met GHG reduction targets • Increased focus on contributing to customers' GHG reductions through products and services	Good	• Development of products that contribute to customers' GHG reductions
	S (Social)	• Promoted business development aimed at solving social issues • Promoted higher female and non-Japanese representation in Global Key Positions, the introduction of human capital management, and the rebuilding of succession plans • Implemented human rights due diligence across the supply chain		• Visualization, appropriate allocation, and development of human resources necessary for the execution of global business strategies
	G (Governance)	• Enhanced governance sophistication and contributed to increased corporate value through the continued implementation and reform of effectiveness evaluations, support for independent directors, and dialogue with investors • Award received: Corporate Governance of the Year (Grand Prize) Award in 2023		• Further strengthening of future-oriented discussions by the Board of Directors, with a focus on sustainability-oriented management • Rebuilding of the Group governance framework in line with business expansion

Challenges carried over to E-Plan 2028

- **Revisiting the fragmented group management infrastructure and operations caused by business segment-level optimization**
- **Correcting insufficient resource allocation and supply-demand decisions driven by business- and region-specific optimization**
- **Eliminating duplicated functions and underutilized capabilities within the Group**

Management Indicators: Targets and Results

	Indicators	Targets	Results
Efficiency	ROIC	10% or higher	11.9%
	ROE	15% or higher	15.6%
Profitability	Operating Profit Ratio	10% or higher	11.9%
Growth Potential	Revenue CAGR (2022-2025)	7% or higher	12.1%
	Precision Machinery Revenue CAGR (2022–2025)	15% or higher	15.5%
	Building Service & Industrial Revenue CAGR (2022–2025)	6% or higher	7.7%
Soundness	Debt-to-equity Ratio (times)	0.3–0.5 (management guideline)	0.44
Growth Investment (Three-year cumulative)	Growth Investment	¥180.0–225.0 billion	¥174.8 billion
	R&D Investment (included in Growth Investment)	¥65.0 billion	¥61.9 billion
Infrastructure Investment (Three-year cumulative)		¥50.0–80.0 billion	¥81.8 billion
Shareholder Returns (Three-year cumulative)		Consolidated dividend payout ratio 35% Flexible stance on share repurchases	Maintained consolidated dividend payout ratio of 35% ¥20.0 billion in share repurchases

Operating Profit Ratio by Segment

	Targets	2023 Results	2024 Results	2025 Results
Precision Machinery	17.0% or higher	15.5%	18.0%	16.9%
Energy	12.0% or higher	13.4%	13.3%	11.9%
Building Service & Industrial	7.0% or higher	7.1%	4.3%	6.3%
Infrastructure	6.0% or higher	9.2%	7.2%	8.2%
Environmental Solutions	7.0% or higher	9.7%	9.7%	13.3%

Medium-term Management Plan E-Plan 2028

Basic Policies of E-Plan 2028

E-Plan 2028, the medium-term management plan ending in 2028, is positioned as a milestone toward our vision for 2035. The plan addresses issues identified at the conclusion of E-Plan 2025, including fragmented Group management infrastructure and operations resulting from optimization within each business, inefficient resource allocation and supply-demand decisions arising from optimization by business and region, and overlapping or underutilized functions within the Group. Through strengthening the Group management foundation to realize overall optimization, the three-year plan aims to enhance global competitiveness and profitability.

Theme of E-Plan 2028

Creating sustainable value through overall optimization

	Basic Policies of E-Plan 2028	Summary	
1	**Expand the Group management foundation needed to achieve overall optimization**	• Build robust management platforms that support group-wide optimization through the strengthening of Group governance, the enhancement of supply chain resilience, and the implementation of ERP • Establish a stronger management infrastructure based on overall optimization by improving the quality of resource allocation and decision-making	▶ P48
2	**Balance the harvest of past investment returns with investment for future growth**	• Strengthen cash generation capability through the steady harvesting of growth investments • Promote focused investments in future growth areas (including M&A) under disciplined investment decision-making	▶ P23
3	**Execute strategies tailored to the characteristics of each business segment**	• Improve business scale, profitability, and efficiency in global business segments targeting growth markets • Secure stable earnings and strengthen the business foundation in Japan-based business segments	▶ P29– ▶ P41–
4	**Establish and further enhance human capital management for the Ebara Group**	• Promote business strategy-linked development, allocation, and evaluation of talent, positioning human capital as the source of value creation • Strengthen human capital management by visualizing the quality and sustainability of talent through utilization of common Group platforms	▶ P49
5	**Continuously create new customer-centric value**	• Provide new solutions by addressing customer issues • Maximize group-wide value through collaboration across businesses	▶ P28 ▶ P45

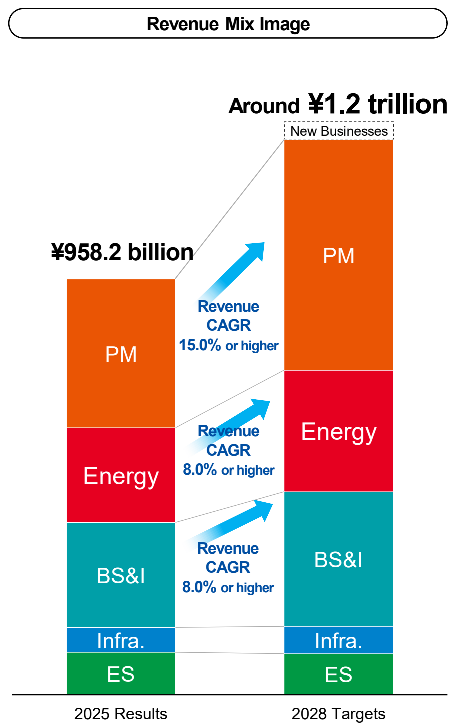
Medium-term Management Plan E-Plan 2028

E-Plan 2028 Financial Targets

Indicators		2025 Results		2028 Targets	
		ROIC	WACC	ROIC	WACC (Assumptions)*
Profitability and Efficiency	ROIC	11.9%	5.0–6.0%	**13.0% or higher**	**8.0–9.0%**
	ROE	15.6%		**18.0% or higher**	
	Operating Profit Ratio	11.9%		**14.5% or higher**	
Scale and Growth Potential	Revenue	¥958.2 billion		**Around ¥1.2 trillion**	
Financial Health	Debt-to-equity Ratio	0.44 times		**0.4–0.5 times** (management guideline)	

E-Plan 2028 Financial Targets by Segment

Indicators			2025 Results		2028 Targets	
			ROIC	WACC	ROIC	WACC*
Profitability and Efficiency	ROIC	Precision Machinery	21.0%	7.0–8.0%	**25.0% or higher**	**9.5–10.0%**
		Energy	12.2%	4.5–5.0%	**15.0% or higher**	**8.0–8.5%**
		Building Service & Industrial	5.5%	4.5–5.0%	**8.5% or higher**	**6.0–6.5%**
		Infrastructure	10.3%	4.0–4.5%	**12.5% or higher**	**6.0–6.5%**
		Environmental Solutions	19.1%	4.7–5.2%	**13.0% or higher**	**6.5–7.0%**
	Operating Profit Ratio	Precision Machinery	16.9%		**20.0% or higher**	
		Energy	11.9%		**14.5% or higher**	
		Building Service & Industrial	6.3%		**9.0% or higher**	
		Infrastructure	8.2%		**9.0% or higher**	
		Environmental Solutions	13.3%		**8.5% or higher**	
Scale and Growth Potential	Revenue CAGR (2025-2028)		2022–2025		2025–2028	
		Precision Machinery	15.5%		**15.0% or higher**	
		Energy	14.9%		**8.0% or higher**	
		Building Service & Industrial	7.7%		**8.0% or higher**	



*WACC is not a target value, but rather an assumed condition (set value) used in formulating the three-year plan for 2026–2028.

E-Vision 2035 and E-Plan 2028 Non-financial Indicators and Targets

To address the five material issues identified in the long-term vision E-Vision 2035, each division has established indicators and performance targets for value creation under the medium-term management plan E-Plan 2028. We will continuously monitor performance KPIs and implement the PDCA cycle toward realization of E-Vision 2035. Please refer to each business and strategy page for respective measures and initiatives.

Material Issues	Responsible Division	Outcomes for 2035			Indicators for Measuring the Provision of Social and Environmental Value (KPI)	2025 Results*1	2028 Targets
		Social Issues	Stakeholders	Social and Environmental Value Provided			
1 Contribute to the creation of a sustainable society	**Each segment** ▶ P13	Climate change mitigation	Customers	Reduce greenhouse gas by an amount equivalent to approximately 250 million tons of CO_2 (total for 2023–2035)	GHG (CO_2-e) reductions*2 enabled by our products and services	**23 million tons**	**65 million t-CO_2** (2023–2028 cumulative)
	Energy ▶ P33	Climate change mitigation		Lead the energy transition toward decarbonization	Share of orders for sustainability-related*3 projects (products business)	—	**20%**
	BS&I ▶ P37	Water withdrawal and consumption	Local communities	Deliver water to 800 million people	Water supply status	**63%**	**75%** (achievement rate against the value to be provided by 2035)
	Infrastructure ▶ P41	Climate change adaptation		Protect people's lives and livelihoods from flood risks caused by climate change	Equivalent watershed area for inundation avoidance	—	**7,800ha*4** (2026–2028 cumulative)
	Environmental Solutions ▶ P43	Resource circulation		Implement technologies in society that contribute to CO_2 reduction and the circular use of carbon resources	Development and social implementation of ICFG®/EUP® (gasification) technologies	**Completion of pilot plant test operation and implementation & evaluation of trial operations**	**Establishment of oil conversion technology**
					Development and social implementation of ICFG® (oil conversion) technology	**Completion of pilot plant test operation and implementation & evaluation of trial operations**	**Investment in, or award of, at least one commercial project for ICFG®/EUP® (gasification) technologies**
	Global Supply Chain Strategy Division ▶ P65	Responsible raw material procurement	Suppliers	Responsible procurement	CSR procurement compliance rate among key suppliers	—	**75%**
2 Elevate standards of living and support abundant lifestyles for all	**Precision Machinery** ▶ P29	Sustainable infrastructure development	Local communities and customers	Support higher integration and sustainability in semiconductor manufacturing and contribute to the advancement of an AI-empowered society	Progress rate of CMP development for 7Å-generation semiconductors	—	**75%*5**
	BS&I ▶ P37	Incident risks related to social infrastructure	Customers	Achieve zero downtime to ensure the uninterrupted flow of comfortable living worldwide	Growth rate of the number of units connected to remote monitoring devices	—	**50%** (2025–2028 cumulative)

*1. 2025 results indicated by "—" represent indicators newly defined and established from 2026, and therefore, no comparable historical results exist.
*2. Calculated as the amount of GHG emissions that can be reduced before and after installation of our products, converted to CO_2 equivalents. Includes certain contributions to emissions reductions calculated with reference to WBCSD guidance
*3. Sustainability-related products: Orders for products in areas including CO_2, ammonia, hydrogen, and sustainable aviation fuel.
*4. An estimate based on the total capacity of drainage pumps targeted for new and replacement orders between 2026 and 2028, indicating the area that could be kept below the floor-level flooding threshold (50 cm) during 24-hour continuous operation (equivalent to approximately 13% of Tokyo's 23 wards)
*5. Based on a 2035 target scenario in which the development of 7Å-generation semiconductor manufacturing technologies has been completed and commercialized and is supporting enriched lives in society

E-Vision 2035 and E-Plan 2028 Non-financial Indicators and Targets

Material Issues	Responsible Division	Outcomes for 2035			Indicators for Measuring the Provision of Social and Environmental Value (KPI)	2025 Results*1	2028 Targets
		Social Issues	Stakeholders	Social and Environmental Value Provided			
3 Conduct comprehensive environmental management	CFO ▶ P66	Climate change mitigation	Local communities	Minimize the environmental impact of our business activities	CDP evaluation (climate change)	**A-**	**Maintain Leadership level (A, A-)**
					GHG emissions Scope 1 & 2 (CO_2-e)	**46% reduction** (compared to 2018)	**46% reduction** (compared to 2018)
					GHG emissions Scope 1 & 2 (CO_2-e) per unit of revenue (emissions intensity) for major businesses	**51.3% reduction** (compared to 2018)	**66% reduction** (compared to 2018)
					GHG emissions Scope 3, Category 11 (CO_2-e)	**Approx. 2.1% increase** (compared to 2021)	**20% reduction** (compared to 2021)
	CRO ▶ P60	Resource circulation			Water consumption rate	**0.106 ML/¥100 million** (revenue)	**Continuous improvement**
					Rate of waste recycling in Japan	**95.1%**	**Maintain 95% or higher**
4 Promote working environments that encourage challenge	CHRO ▶ P49	Employee well-being	Employees	Promote safe, secure, and healthy workplace environments	Global engagement survey score	**81**	**85**
		Providing fair opportunities for diverse human resources		Promote the active participation of diverse global talent	Diversity in Global Key Positions —Ratio of women	**8.0%**	**11.0%**
		Intensifying global competition for talent acquisition			Diversity in Global Key Positions —Nationality diversity indicator	**—**	**A level comparable to that of global companies**
		Employee well-being		Promote safe, secure, and healthy workplace environments	Certification as a Health & Productivity Management Outstanding Organization*6 (Japan)	**Obtained certification**	**Obtain certification**
	CRO ▶ P60	Occupational safety			Number of fatalities and serious incidents	**Zero**	**Zero**
5 Enhance corporate governance	CFO / Board of Directors ▶ P68	—	—	Practice of corporate governance	Conduct Board effectiveness evaluations and address identified issues	**Chair interviews, self- and peer-evaluations, chair evaluations, identification of issues and reforms, etc.**	
					Provide support activities for Independent Directors	**Independent Directors' Meetings, site visits, study sessions, etc.**	
					Implementation of dialogue between independent directors and stakeholders	**Ongoing dialogue**	

*6. Maintain certification under the Health & Productivity Stock Selection and the White 500 Health and Productivity Management Outstanding Organizations program organized by the Ministry of Economy, Trade and Industry and the Health and Productivity Management Alliance.

Message from the CFO

Enhancing efficiency and profitability to power the next decade, we will accelerate growth toward E-Vision 2035.

Tetsuya Fuchida Executive Officer, CFO

Results of the Three Years of E-Plan 2025

Achieving efficiency and profitability, as well as growth

Looking back on the three years of E-Plan 2025, the greatest achievement was that we were able to steadily improve efficiency (capital efficiency) and profitability (operating profit ratio) while simultaneously achieving growth (revenue). We have operated with the belief that improving efficiency and profitability should take top priority, and that revenue growth would follow as a result. Consequently, our pursuit of quality led to improvements in both quality and scale, enabling us to achieve increases in both revenue and profit. We believe this was the result of the steady efforts accumulated by each division with customer-centered value creation in mind, and that these were three valuable years.

Financial Performance

(Billions of yen)

	E-Plan 2025				E-Plan 2028	
	2022 Results	2023 Results	2024 Results	2025 Results	2026 Plan*3	2028 Targets
Orders	815.2	820.5	860.5	**949.6**	1070.0	—
Revenue	680.8	759.3	866.6	**958.2**	1020.0	Around ¥1.2 trillion
Operating profit (OP)	70.5	86.0	97.9	**113.8**	125.0	—
Operating profit ratio	10.4%	11.3%	11.3%	**11.9%**	12.3%	14.5% or higher
Profit attributable to owners of parent	50.4	60.2	71.4	**76.6**	99.5	—
ROIC*1	11.2%	12.2%	12.2%	**11.9%**	11.8%	13.0% or higher
ROE	15.0%	15.7%	16.2%	**15.6%**	18.8%	18.0% or higher
EPS (yen)	109.72	130.73	154.62	**166.31**	217.91	—
Dividends per share (yen)*2	38.6	45.8	55.0	**59.0**	66.0	—

*1. ROIC: NOPLAT (Net Operating Profit Less Adjusted Taxes) ÷ Invested capital [Interest-bearing debt (average amount of the beginning and end of fiscal year) + Equity attributable to owners of parent (average amount of the beginning and end of fiscal year)]
*2. We conducted a 5-for-1 stock split on July 1, 2024. Figures shown are adjusted based on the number of shares after the stock split.
*3. The planned figure for the fiscal year ending December 31 2026, as of May 2026.

Challenges Over the Three Years of E-Plan 2025

Establishing a global management foundation and advancing investment management are prerequisites for the next stage of growth

While we achieved results, there are also challenges to address in light of future growth.

The most significant theme is strengthening our global management foundation. In particular, the implementation and establishment of the ERP system remains the highest priority issue, and we must ensure its successful completion in order to maximize the effectiveness of our next growth initiatives. The key issue in ERP implementation lies in defining the scope of standardization. Across the Group, the nature of products and projects handled by each business, lead times, and business practices differ significantly, and one of our strengths is our ability to provide customized solutions tailored to the differing needs of each customer. At the same time, as we advance standardization on a global basis, it is essential to clearly define what should be standardized and where uniqueness should be retained. We must eliminate what is unnecessary while preserving the strengths that define us. Currently, we are shaping the management foundation that will support our future competitiveness by carefully making these decisions step by step.

Another challenge is establishing a cycle for the in-depth examination, prioritization, and evaluation of investment projects. During the period of E-Plan 2025, we steadily executed the planned investments. We recognize that the themes to be addressed over the next three years are the proactive pursuit of investment opportunities, expansion of the investment project pipeline, rigorous prioritization from the perspective of economic value, disciplined execution and post-implementation evaluation, and the establishment of such an investment management cycle.

Formulation of E-Vision 2035

Enhancing economic value starting from social value

In E-Vision 2035, the new long-term vision announced in February 2026, we clearly set forth the concept of building economic value through the creation of social and environmental value. Fortunately, our core businesses themselves are directly linked to solving social issues. By making the most of this advantageous position, we will pursue initiatives through our core businesses that create value for society and the environment, and use the economic returns generated as a result to raise profitability and efficiency to a high level—this is the core financial philosophy underlying E-Vision 2035. Accordingly, we are also advancing initiatives to quantify our contributions to society and the environment through our businesses and to calculate the associated financial impact.

Message from the CFO

E-Plan 2028 Cash Allocation and Investment Management

Concentrating enhanced cash generation capabilities on growth investments

Cash allocation under E-Plan 2025 was largely in line with our plan. On the cash inflow side, improved profitability across our businesses led to a structural strengthening of our operating cash flow generation capacity. As a result, we established a framework capable of generating approximately ¥270 billion in cash cumulatively over the three-year period, or about ¥90 billion per year on average. On the cash outflow side, expenditures were executed generally as planned, and the cash generated was appropriately allocated to both growth and infrastructure investments.

E-Plan 2028 is positioned as a phase in which, with a view toward the next 10 years, we will further strengthen our cash generation capabilities to steadily accumulate operating cash flow and proactively allocate it to growth and infrastructure investments, with a particular emphasis on the former. Addressing debt utilization, we established levels we believe are optimal by considering both the ROE spread and the ROIC-WACC spread.

On the cash inflow side, we will steadily capture returns from past investments and expand operating cash flow to approximately ¥400 billion cumulatively over the three-year period. As the profit contribution from the highly cash-generative Precision Machinery business increases, our overall operating cash flow is expected to continue increasing.

On the cash outflow side, we plan to direct ¥260 billion cumulatively over the three-year period to growth investments centered on the three global business segments, including production capacity expansion, research and development, new businesses, and M&A. At the same time, we plan infrastructure investments of ¥60 billion in areas including maintenance and replacement facilities, human capital, IT, such as the ERP system, business infrastructure, and ESG-related initiatives.

In addition, one of the objectives of our growth investments is to expand our business domains. We see M&A as one means of achieving this, not as an end in itself, but as an option to be used when it represents the most effective way to move into higher-value-added areas. In making investment decisions, we assess appropriateness against business- and region-specific hurdle rates, while also applying disciplined criteria to avoid overly optimistic assumptions regarding synergies. We also recognized that the success of M&A ultimately depends on post-investment management. Accordingly, we treat the process, from initial evaluation through PMI, as a single, integrated effort, with close collaboration between business divisions and the CFO line. If progress does not unfold as planned, we will review and refine our approach as needed. We remain committed to seeing each investment through until the acquired business is fully integrated and can contribute as a genuine part of our organization.

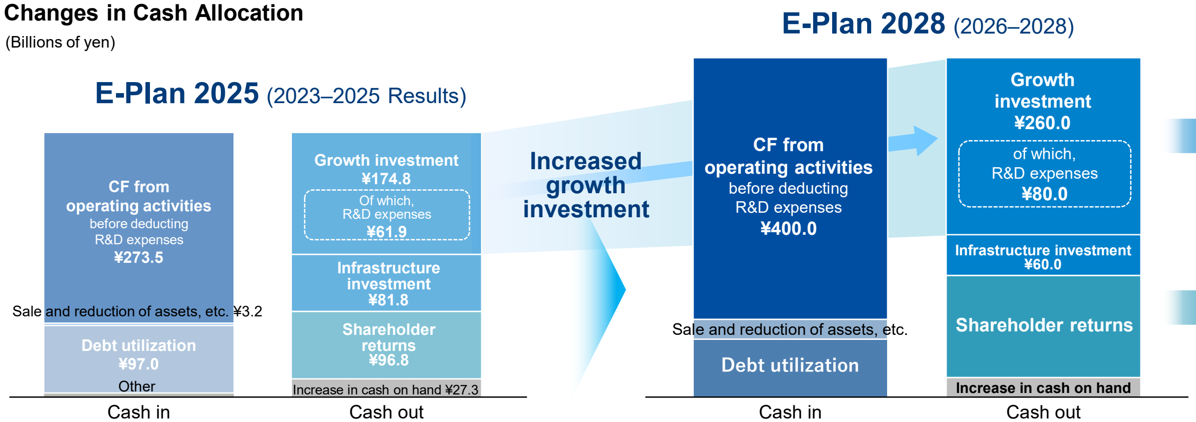
In formulating E-Plan 2028, we also reviewed the business-specific and region-specific hurdle rates for investment projects to reflect changes in risk premiums and rising market interest rates. We will continue to place importance on maintaining strict discipline in pursuing returns that exceed the cost of capital.

At the same time, we will also utilize debt as part of optimizing our capital structure. Our policy is to manage this under the financial discipline of maintaining the D/E ratio within a range of 0.4 to 0.5. The underlying rationale is the belief that, from the perspective of enhancing corporate value over the medium to long term, it is important to improve both the ROE spread and the ROIC-WACC spread. While one possible approach to pursuing only the ROE spread would be to continuously increase leverage, we believe this would lead to higher debt costs and, as a result, would not contribute to improving the ROIC-WACC spread.

Please also note that, in our cash allocation chart, research and development expenses are presented as being included within cash inflows and cash outflows based on the concept that such expenses are intentionally allocated toward future growth.

Changes in Cash Allocation

(Billions of yen)



Investment	
Growth Investment	**Growth investments based on the business portfolio** Capacity expansion investments, R&D, new businesses, M&A, etc.
Infrastructure Investment	**Strengthening the foundation that supports sustainable growth** Maintenance and upgrade capex, human capital, IT such as ERP, business infrastructure, ESG-related investments
Shareholder Returns	
Dividends	Consolidated payout ratio of 35% or higher
Share Repurchases	Continuously adjust equity levels to an appropriate level
Shareholder returns of 100% or more of cumulative FCF* over three years After implementing stable dividends and sustainable share repurchases, allocate at least 100% of cumulative free cash flow over a three-year period, excluding proceeds from asset sales and similar items, to shareholder returns	

*Excluding cash inflows from asset sales and similar transactions

Message from the CFO

Advancement of ROIC Management

An investment strategy that balances growth and discipline

What the Group truly aims to achieve through ROIC management is not merely the pursuit of the ROIC-WACC spread, but rather the maximization of EVA, the absolute indicator of corporate value, while maintaining the discipline represented by the spread.

Excessive pursuit of the spread alone could lead to an overconcentration on highly profitable existing businesses and suppress investments for future growth, creating the risk of falling into a so-called contraction equilibrium. Accordingly, in the current medium-term management plan, we have clarified an investment process in which we monitor the spread of each business as an efficiency indicator while reallocating the cash generated by each business in a disciplined manner to growth areas expected to contribute to future EVA expansion.

From this perspective, we allocate resources in line with the characteristics of each segment. For example, in the two Japan-centered businesses, Infrastructure and Environmental Solutions, we have already secured sufficient ROIC-WACC spreads; however, given the maturity of these markets, additional investments offer limited EVA upside. In contrast, our three global business segments operate in growth markets and present significant opportunities to expand EVA through further investment. With a clear focus on the time horizon, we will prioritize capital allocation to areas with strong market potential and a high capacity to contribute to the Group's overall earnings.

Strengthening operational discipline and pursuing overall optimization

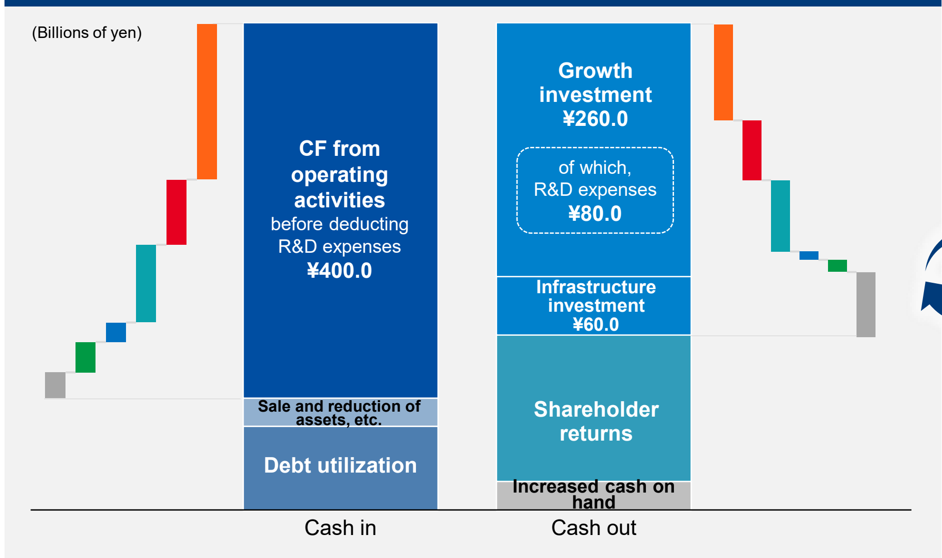
In our efforts to improve ROIC across each business, we have promoted ROIC management throughout the organization without imposing excessively detailed KPIs at the operational level. Excessive focus on granular asset allocation can lead to overly fine, unproductive discussions. Instead, we have found that maintaining a broader perspective and tracking trends over time has been an effective approach. As a result, awareness of profit generation and the management of total invested capital has become more firmly embedded across the organization.

Maximizing the ROIC-WACC Spread

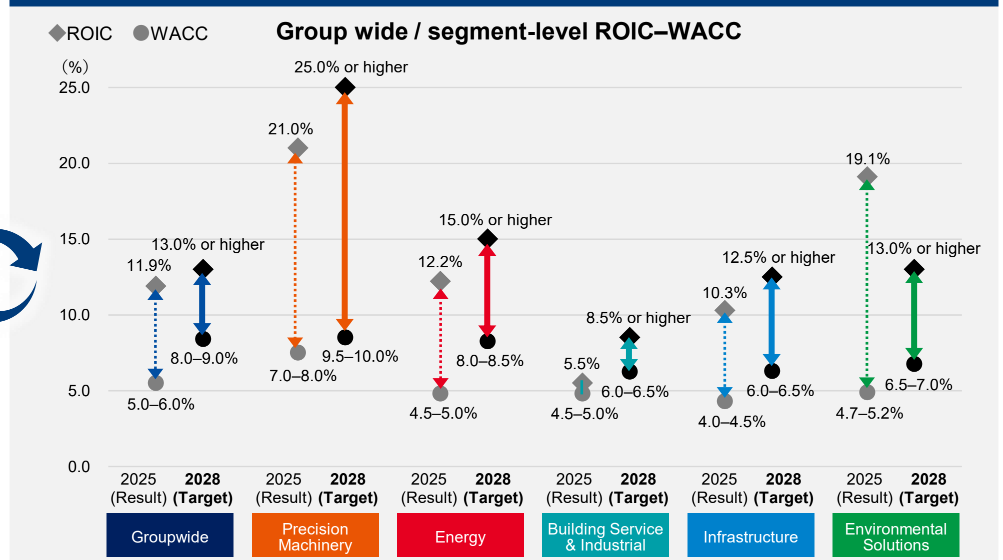
—Aim to maximize EVA over the medium- to long-term through improving the profitability and capital efficiency of each business and reducing the cost of capital

EVA (Economic Value Added) **= [Invested Capital] × [ROIC-WACC Spread]**

Cash Allocation with an Emphasis on Growth and an Optimal Capital Structure



Monitoring Capital Efficiency



Message from the CFO

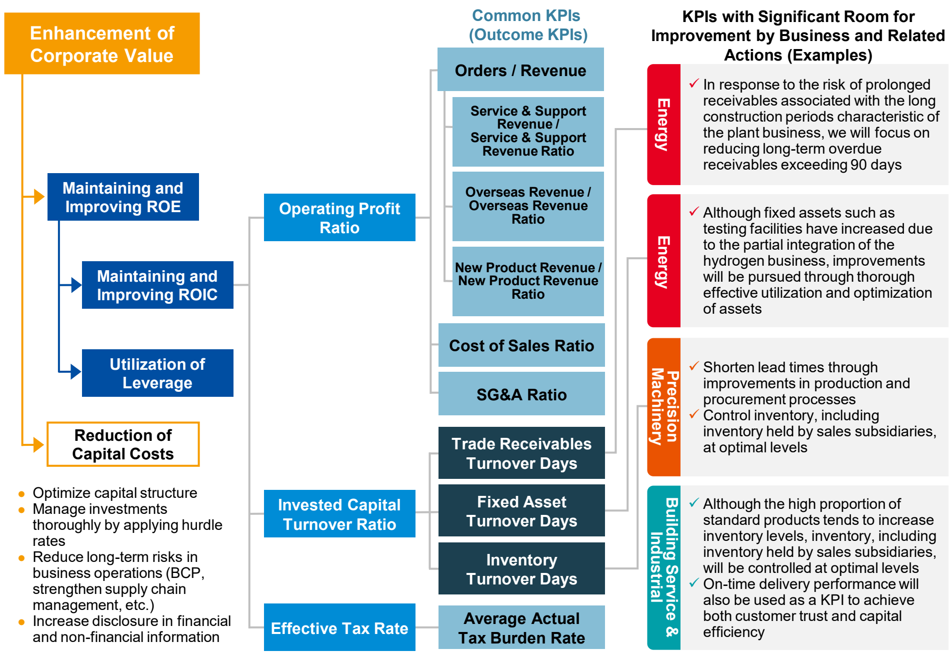
However, while progress has been made in controlling inventories and trade receivables at the subsidiary level, we have not yet reached the stage of optimizing operations globally from the perspective of the business as a whole, such as determining where and how inventories should be optimally managed and how order and sales forecasts should be linked with inventory management. Awareness of reducing invested capital within each individual area of responsibility has taken root, but the challenge going forward is to elevate this to the next level and achieve overall optimization across the business as a whole.

To achieve overall optimization, we place strong emphasis on our dialogue with business divisions, particularly by focusing on medium- to long-term perspectives, such as what actions are needed today to meet ROIC targets over the next three years. This reflects our view that the priority is not improving short-term results through temporary measures but strengthening the underlying fundamentals of the business. In this sense, we see the essence of ROIC management as maintaining a long-term perspective and consistently taking actions that will lead to favorable spreads in the future.

Reducing WACC through dialogue with the capital markets

The role of the IR function is extremely important in reducing WACC. First, it is essential to disclose our business and financial position appropriately and transparently. In addition, we must sincerely engage with feedback received from the capital markets and continue careful dialogue, including discussions regarding timing and conditions, even when we are unable to provide clear answers immediately. We believe that by carefully incorporating such feedback internally and repeatedly implementing concrete improvements, understanding of Ebara will deepen, ultimately leading to a reduction in WACC.

ROIC Tree



Maximizing Shareholder Value

Delivering value at the intersection of the capital markets and business markets (product and service markets)

Delivering the value created through efficiency, profitability, and growth to shareholders and investors is one of my key responsibilities, while also meeting the expectations of all stakeholders. Our dividend policy is to maintain a payout ratio of at least 35%, even during this growth phase. In addition, after securing solid operating cash flow and making the investments needed for growth, we aim to return more than 100% of cumulative free cash flow over the three-year period, excluding proceeds from asset sales.

We will also evolve our approach to shareholder returns. In the past, we conducted share repurchases once every few years, but going forward, our policy is to execute them in a more agile and consistent manner. We believe we are in a phase of continued earnings growth and accumulation of shareholders' equity. After allocating cash generated to growth investments, if there are no further investment opportunities remain, we will promptly return excess capital to shareholders. We are committed to delivering stable shareholder returns over the next three years.

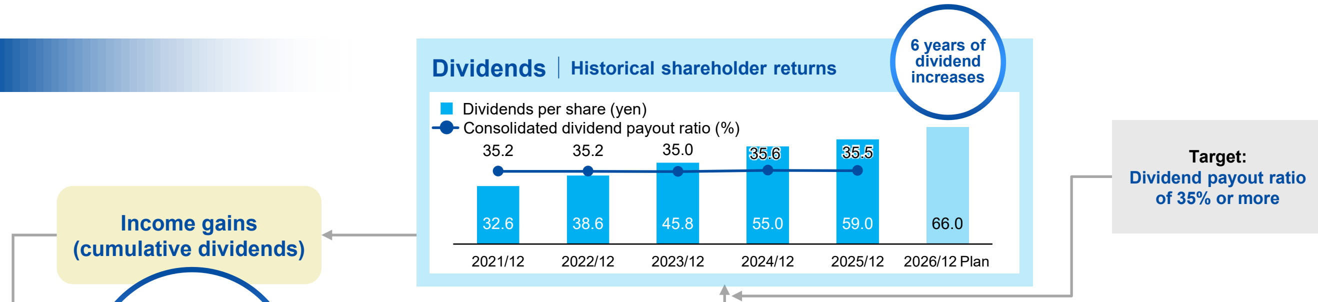
Since assuming the role of CFO, I have often been asked by investors why Ebara operates five businesses within a single corporate structure. While there are factors such as shared technologies and customer bases, from a financial perspective, I would emphasize the benefits of portfolio diversification, businesses with different market characteristics and cycles supporting one another both financially and strategically. In particular, this structure provides flexibility through internal financing. The Precision Machinery business, for example, is subject to higher volatility and has at times required significant upfront investment to respond to rapid demand growth in semiconductor-related markets. In such cases, we have been able to support its expansion by reallocating stable cash flow generated by other businesses. While external financing is always an available option, we believe that this financial flexibility contributes to stable growth. At the same time, we will continue to regularly assess whether we remain the best owner of each business.

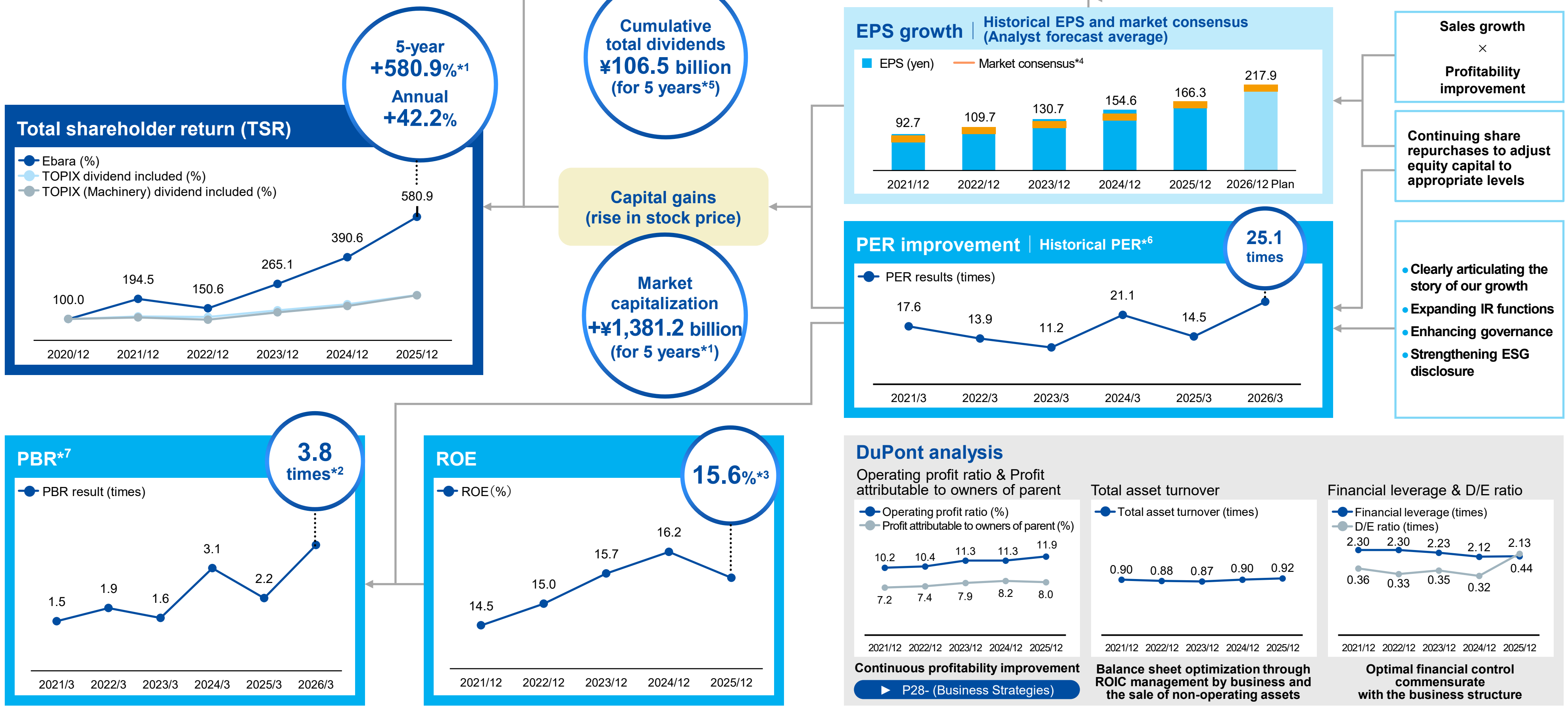
As a result of these initiatives, we recognize that the conglomerate discount has been trending downward. The five businesses are increasingly being evaluated not as standalone entities, but in terms of the synergies they generate. Continuing to communicate this value to the capital markets is one of my important roles as CFO. Communicating capital market feedback internally while demonstrating internal transformation to the capital markets, standing at this intersection, I feel a strong sense of both responsibility and purpose.

Message from the CFO

Total Shareholder Return Logic Tree

We place importance on total shareholder return (TSR) as a key indicator of shareholder value creation. Together with ROE, which is a key financial target, we break down TSR into its key drivers and promote improvements by linking them to specific initiatives. While maintaining an awareness of our PBR level, we will work to enhance ROE and maximize TSR over the medium to long term.



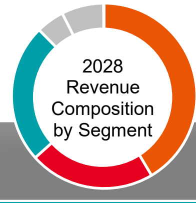


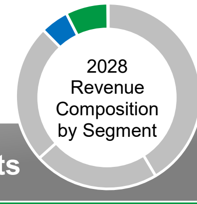
*1. Five years from 2020 to 2025 *2. As of March 31, 2026 *3. 2025 results *4. Market consensus is as of the time of announcement of each financial closing period, 2026 consensus is as of March 31, 2026
*5. Total cash dividends from retained earnings for 2021 through 2025 *6. Example of PER results calculation formula: Share price as of March 31, 2026 ÷ Actual EPS in 2025 (disclosed in February 2026)
*7. Example of PBR results calculation formula: Share price as of March 31, 2026 ÷ Actual BPS in 2025 (disclosed in February 2026)

Business Strategies

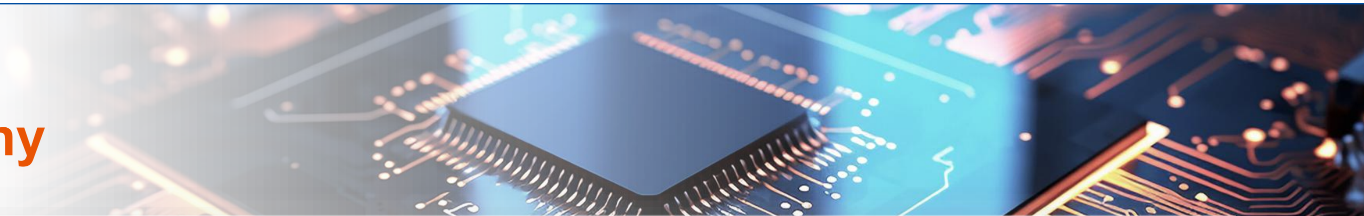
Execute Strategies Tailored to the Characteristics of Each Business Segment

Through optimization of the business portfolio, we will achieve both focused investment in growth areas and the strengthening of our earnings base, thereby pursuing sustainable growth and improved capital efficiency.





	Global Business Segments			Japan-based Business Segments	
	Precision Machinery ▶ P29	**Energy** ▶ P33	**Building Service & Industrial** ▶ P37	**Infrastructure** ▶ P41	**Environmental Solutions** ▶ P43
Vision for E-Vision 2035	By providing solutions that support semiconductor customers' development and production activities, we will contribute to the advancement of leading-edge semiconductors, energy conservation, and decarbonization, becoming a unique presence supporting an AI-empowered society.	Centered on fluid compression and transfer technologies and after-sales services, we will enhance profitability in existing markets while establishing decarbonization technologies in new energy and sustainability fields to build a growth foundation.	We will provide equipment and services that create industry-first value, aim to achieve top positions in growth markets, and promote higher profitability in service businesses and greater efficiency in business structures.	Together with water, we support people, everyday life, and society, and through innovation in products and services, we will realize greater efficiency and resilience in social and industrial infrastructure while enhancing stable earnings and brand value.	We will lead the transition to a circular economy by converting waste into high-value-added resources, while promoting higher profitability in core businesses and establishing resource circulation technologies and business models centered on ICFG® technology.
Market Environment Assumptions (2026–2028)	↗ Market CAGR **8.0%** (WFE)	↗ Market CAGR **6.0%** (LNG) **3.0%** (Ethylene)	↗ Market CAGR **3.5%**	→ Flat market	→ Flat market
E-Plan 2028 Targets	Revenue CAGR **15.0%** or higher Operating Profit Ratio **20.0%** or higher ROIC **25.0%** or higher	Revenue CAGR **8.0%** or higher Operating Profit Ratio **14.5%** or higher ROIC **15.0%** or higher	Revenue CAGR **8.0%** or higher Operating Profit Ratio **9.0%** or higher ROIC **8.5%** or higher	Operating Profit Ratio **9.0%** or higher ROIC **12.5%** or higher	Operating Profit Ratio **8.5%** or higher ROIC **13.0%** or higher
E-Plan 2028 Strategy Overview	**Expand market share through solutions and enhance capabilities for growth**	**Develop products and solutions to lead the energy transition**	**Provide solutions and services, and capture growth markets**	**Maintain top share in Japan and expand overseas**	**Improve profitability of existing businesses and expand into the resource-circulation business**



Business Strategies | Global Business Segments

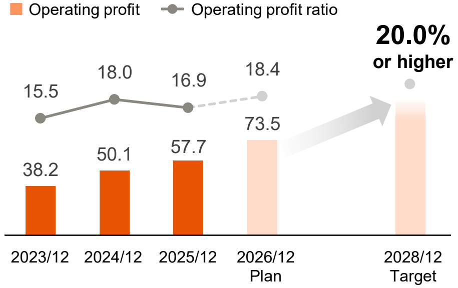
Precision Machinery Company

Company Information

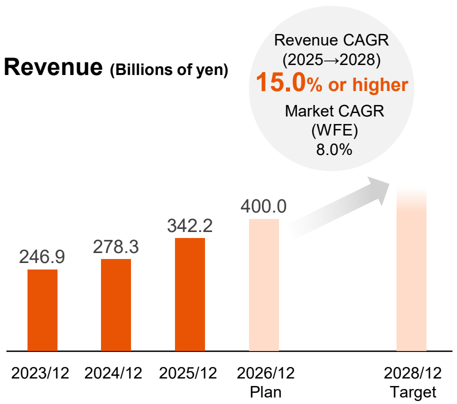
Main Target Markets	Semiconductor manufacturing
Main Products	Dry vacuum pumps / CMP systems / Gas abatement systems
Market Share and Key Achievements	• #2 global share in CMP systems • #2 global share in dry vacuum pumps Note: Ebara survey
Production Bases	Fujisawa Plant, Kumamoto Plant
Competitors	• Dry vacuum pumps: Atlas Copco (Edwards Vacuum) (UK), Kashiyama Industries (Japan) • CMP systems: Applied Materials (US)

Performance Trends

Operating Profit (Billions of yen) / Operating Profit Ratio (%)



Revenue (Billions of yen)

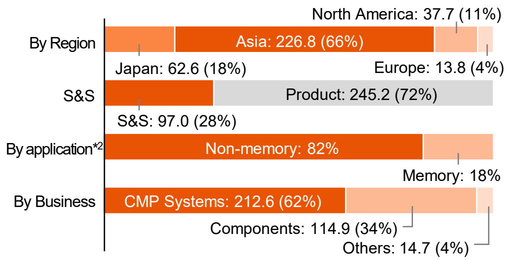


ROIC/WACC

	2025/12 Results	2028/12 Target
ROIC	21.0%	25.0% or higher
WACC	7.0–8.0%	9.5–10.0%*1

*1. The WACC for 2028 is not a target value, but rather an assumed condition (set value) used in formulating the three-year plan for 2026–2028.
*2. Products only, excluding S&S

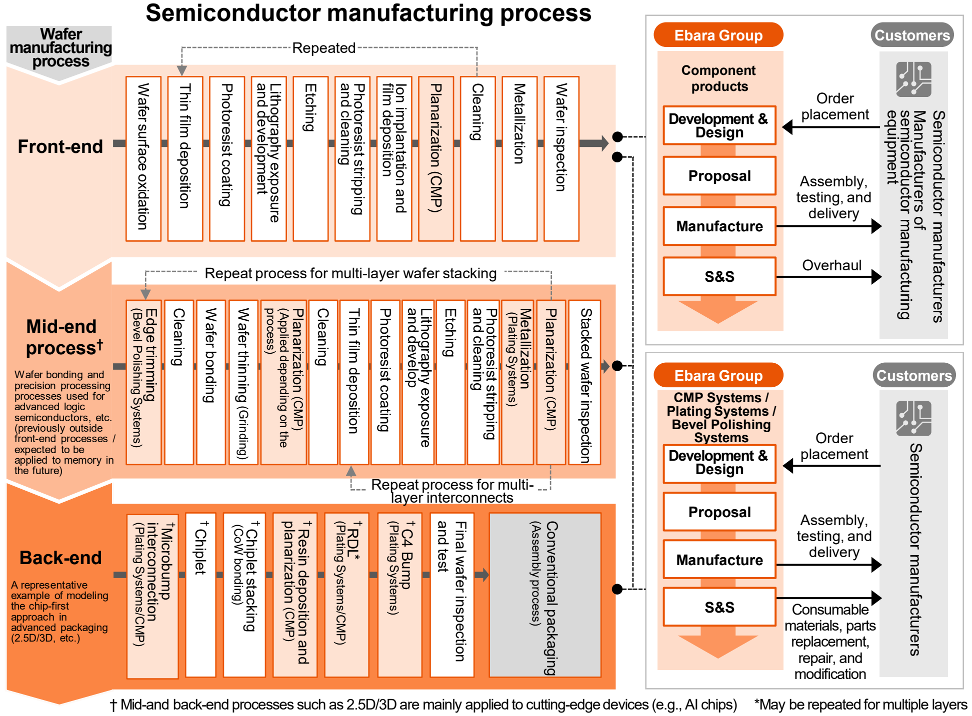
Revenue Composition (Billions of yen)
(Fiscal Year Ended December 31, 2025)



Company Characteristics and Business Flow

- Supplies component products such as dry vacuum pumps and gas abatement systems, which are used in a wide range of semiconductor manufacturing processes, primarily in the front-end, to semiconductor manufacturers and semiconductor manufacturing equipment manufacturers
- Supplies Chemical Mechanical Polishing (CMP) systems, plating systems, and bevel polishing systems, which are used not only in front-end processes but also in advanced packaging areas of mid- and back-end processes, to semiconductor manufacturers

Semiconductor manufacturing process



† Mid-and back-end processes such as 2.5D/3D are mainly applied to cutting-edge devices (e.g., AI chips) *May be repeated for multiple layers

Our Strengths

- Technologies such as those for rotating machinery, fluid equipment, mechanical control, magnetic control, electron beam control, manufacturing equipment, wet processes, gas decomposition and abatement, and energy conservation
- Advanced manufacturing technology capabilities such as automated production with robots
- Bases positioned near customers worldwide
- Flexible, high-quality customer support capabilities
- Amassing and passing on technology by retaining human resources

Business Strategies | Global Business Segments

Precision Machinery Company

Basic Policies of E-Plan 2028

Market share expansion	• Expand market share in dry vacuum pumps, gas abatement systems, CMP, packaging plating, and bevel polishing systems, while exploring the establishment of further new businesses • Enhance capabilities to support rapid growth and drive business expansion
Higher value creation	• Advance technologies and deliver value that supports energy efficiency and decarbonization • Provide diverse process solutions to enable and accelerate wafer-level integration • Create new value by leveraging core technologies beyond the Precision Machinery business
Improve profitability	• Evolve integrated global management through core system renewal and the strengthening of a global consolidated management structure • Enhance and stabilize earnings power through expansion of gross margins and the S&S business

Financial Targets

Revenue CAGR	Operating Profit Ratio	ROIC
15.0% or higher	20.0% or higher	25.0% or higher

Market Environment

Opportunities	Threats
• Increased semiconductor demand driven by the growing adoption of AI, the acceleration of electrification and intelligence in mobility, and the expansion of GX investments, as well as the acceleration of carbon neutrality initiatives in semiconductor manufacturing • International strategic management of semiconductor resources and attendant active investment in the area of semiconductors in China, Europe, the US, and other regions • Demand for new equipment due to the creation of new semiconductor manufacturing techniques as a result of the advancement of semiconductors	• A wave of capital investment due to fluctuations in semiconductor demand • Changes in market trends due to geopolitical risks and their impact on production systems and customer support • Rising energy costs leading to price increases • The impact of strengthened environmental regulations, including restrictions on PFAS, on semiconductor manufacturing • Attracting human resources in a rapidly expanding semiconductor market

Non-Financial Targets

Related Materiality	Social and Environmental Value Provided (2035)	KPI	2025 Result	2028 Target	Measures & Future Initiatives
2 **Elevate standards of living and support abundant lifestyles for all**	Support higher integration and sustainability in semiconductor manufacturing, and contribute to the advancement of an AI-empowered society	Progress rate of CMP development for 7Å-generation semiconductors	–	75%*	Promoting the development of core CMP technologies to support the manufacturing of 7Å generation semiconductors

*Based on a 2035 target scenario in which the development of 7Å-generation semiconductor manufacturing technologies has been completed and commercialized and is supporting enriched lives in society

Message from the Company President

Delivering unique value as a provider of infrastructure for an AI-empowered society

Isao Nambu Executive Officer
President, Precision Machinery Company

The rapid proliferation of AI is dramatically transforming people's lives and the way businesses operate. The key to this evolution lies in high-performance semiconductors that serve as the foundation of modern information processing, and semiconductor manufacturing equipment and component manufacturers such as ourselves contribute to their production and advancement. While the use of AI is significantly enhancing convenience in society, data processing volumes are increasing exponentially, and the associated energy demand is also rising substantially. Achieving both convenience and environmental sustainability will be a key challenge in realizing a sustainable society going forward.

The Precision Machinery Company's vision is as follows:

- **Provide diverse solutions that support semiconductor customers' rapid development and efficient production**
- **Contribute to the advancement of innovative semiconductors while supporting customers' energy-saving and decarbonization initiatives and the sustainable evolution of an AI-empowered society**

We believe it is our responsibility to contribute to society by supporting the advancement of semiconductors that enable convenient and prosperous lifestyles, while also providing environmental solutions to help realize a sustainable society.

Under E-Plan 2025, we achieved revenue growth (CAGR of 15%), significantly exceeding market growth rates, and attained an operating profit ratio in line with our plan. In addition, we steadily executed investments for the next stage of growth, including the market launch of unique solutions that achieve energy savings and smaller equipment footprints, expansion of development and production capabilities through the establishment of new R&D centers and factories, and strengthening of our management foundation through ERP implementation, and we are beginning to see the benefits of these initiatives. Under E-Plan 2028, we will accelerate our growth to date, achieve further business expansion and improved profitability, and pursue our business vision.

The future evolution of semiconductors will require miniaturization, 3D integration, chiplet technologies, and the introduction of new materials to support these advances. Our core technologies play a critical role in these developments. We will never be satisfied with the status quo and will continue to pursue better solutions. The driving force behind these innovations is our commitment to customer success and employee growth. By working together to address customers' challenges and committing ourselves fully to solving them, we will foster an environment in which both the Company and its employees can grow together and where everyone can work with passion and pride.

Business Strategies | Global Business Segments

Precision Machinery Company

Initiatives Based on the Basic Policies of E-Plan 2028

Basic Policy 1: Market Share Expansion

Technological advances essential for the manufacturing of high-performance semiconductors are driving increasingly sophisticated customer performance requirements and an increase in the number of new processes. Performance expectations for dry vacuum pumps and gas abatement systems used in processes such as deposition and etching are increasing, as are performance requirements for CMP systems. In response to such demands, we aim to provide highly competitive solutions and achieve growth exceeding the market growth rate.

Likewise, by delivering advanced value through products with relatively small current business scale, such as plating systems, bevel polishing systems, gas abatement systems, and gas abatement systems for EUV Lithography systems, we aim to expand our coverage across the entire semiconductor manufacturing process and create even more advanced solutions.

Basic Policy 2: Higher Value Creation

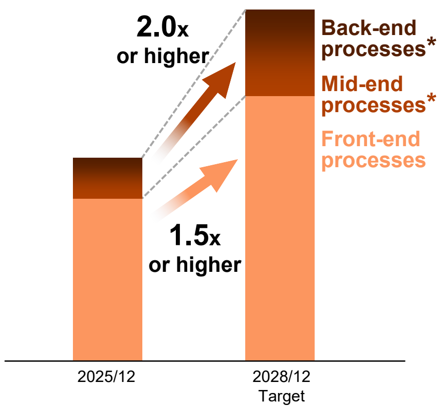
In semiconductor manufacturing, in addition to increasing technical difficulty and greater complexity in manufacturing processes associated with advances in miniaturization and 3D integration, responses to energy conservation and decarbonization have become essential. Under such circumstances, we will not only provide standalone equipment, but also create high added value by rapidly providing solutions that address a variety of customer challenges, including the realization of highly advanced processes, yield improvement, productivity enhancement, and energy efficiency improvement.

Furthermore, through the One Ebara approach, which integrates core technologies not only from the Precision Machinery Company but also from other companies, we will accelerate the development of new solutions and achieve distinctive high added value, thereby expanding market share and strengthening profitability.

Market Growth Outlook

Market CAGR (2025→2028)
WFE (Wafer Fab Equipment Market) 8.0%

Illustrative view of the Company's revenue growth by process (products)



*Mid- and back-end processes such as 2.5D/3D are mainly applied to cutting-edge devices (e.g., AI chips)

Growth Drivers

Technology Keywords	Process Steps
3D stacking of memory	Front-end / Mid-end
• Advanced Memory • HBM • Bonding processes, including hybrid bonding • 3D Memory	• Increase in CMP steps due to higher planarization requirements associated with increased structural complexity • Increase in CMP steps for metal layers • Increase in CMP steps for bonding technologies
Higher performance logic	Front-end / Mid-end
• Evolution of advanced logic, including next-generation transistor architectures (GAA) • BS-PDN	• Increase in CMP steps due to higher planarization requirements associated with increased structural complexity • Increase in CMP steps for new metal materials • Increase in CMP steps for wafer thinning and backside planarization for BS-PDN
Higher performance through stacking	Mid-end
• Bonding processes, including hybrid bonding • BS-PDN	• Increased interconnect and planarization requirements associated with multilayer stacking and bonding, leading to an increase in CMP and plating process steps • Increased need to remove unnecessary films at wafer edges and bevel areas for yield improvement
Higher performance through chiplet architectures	Back-end
• Advanced Packaging • Interposer • Panel Level Packaging (PLP)	• Increased interconnected layers due to the adoption of interposers in advanced packages, leading to an increase in CMP and plating process steps • High-density interconnect formation on large-area panels, resulting in an increase in panel CMP and plating process steps

Opportunities to Expand Our Product Share

Opportunities by Product	Action Plans
CMP systems	
Increase in CMP application steps in both device scaling and bonding (hybrid bonding)	Focus on our strength in metal-layer CMP processes to drive adoption and grow market share
Plating systems	
Rapid expansion of the packaging market driven by growing demand for AI-related products	Launch new electrolytic plating systems with superior process performance, productivity, and maintainability to expand market share
Bevel polishing systems	
Growing market demand for wafer edge and bevel processing associated with the expansion of bonding processes and increasing complexity of semiconductor processes	Provide process solutions aligned with market requirements to expand market share
Components	
Increasing demand for energy saving and space saving	Propose integrated exhaust system solutions, ranging from energy saving at individual equipment level to system-level exhaust integration, to expand market share

Business Strategies | Global Business Segments

Precision Machinery Company

Basic Policy 3: Improve Profitability

We will steadily improve profitability by efficiently expanding sales of high value-added products and solutions while strengthening our business infrastructure, including core systems. In addition, in the S&S business, where further growth opportunities are expected as the number of installed units increases, we will pursue stable and sustainable improvements in profitability by developing new solutions.

By the fiscal year ending December 2028, we plan to increase S&S business revenue to more than 1.4 times the 2025 level. To support the growth of the S&S business, we are promoting the establishment and operation of new overhaul plants in Tohoku, South Korea, and Taiwan, as well as strengthening our global support structure, thereby ensuring the expansion and improved profitability of the S&S business.

Profitability Growth Drivers

	Growth Investment		Expected Effects
CMP Systems **Other Equipment** Plating systems Bevel polishing systems	**Start of operations at the new equipment development building** (Fujisawa) **Expansion of equipment production capacity** (Kumamoto) **Increased demand for other equipment**	Products	• Increased revenue through the development and sales expansion of new value-added functions • Improved profitability through higher product gross margins, driven by production efficiency improvements, shorter lead times, and expanded business scale • Business growth and profitability gains driven by sales expansion of new equipment (other equipment)
		S&S	• Expanded value-oriented components and services business • Increased S&S demand driven by an expanding field-installed base
Components	**Launch of new products** ・Dry vacuum pumps ・Gas abatement systems	Products	• Increased revenue through the development and sales expansion of new value-added functions • Expanded business scale and improved profitability through provision of solutions that meet energy-saving and space-saving demand
		S&S	• Win orders by proposing new services tailored to customer needs
	Increase production capacity for component products (Fujisawa, Taiwan)	Products	• Increased operating rate and improved efficiency in dry vacuum pump production • Enhancement of production capacity for non-pump component products • Promotion of regional production for regional consumption of component products through localization of manufacturing
		S&S	• Increased S&S demand driven by an expanding field-installed base
	Start of operations at new overhaul (OH) plants (Tohoku, South Korea, Taiwan)	S&S	• Improved profitability through shorter OH lead times and higher productivity • Stronger proactive service-proposal capabilities

Value Creation in Action

Development of High-Precision Bevel Polishing Systems

Improving yield rates and enabling higher integration through advanced semiconductor bonding

In the manufacturing of advanced semiconductors, improving yield rates has become a critical issue as device structures become increasingly sophisticated and multilayered. In addition, as structures become more complex and multilayered, particles and scratches are more likely to occur on wafer edge surfaces (bevel areas), causing serious deterioration in downstream process yields. To address these challenges, we provide high-precision polishing solutions for wafer bevel and edge areas, helping to resolve yield issues that conventional technologies have been unable to overcome. In addition, as bonding processes become more widely adopted to support higher levels of semiconductor integration, the condition of edge areas, an important factor affecting bonding reliability, is gaining increasing importance, and expectations for our high-precision polishing technologies are growing.

Through proprietary process technologies, we have significantly reduced the use and emission of chemical substances, thereby substantially lowering environmental impact. By expanding opportunities in rapidly growing new fields, we will contribute to the sustainable advancement and expansion of semiconductor manufacturing through simultaneously improving manufacturing efficiency and reducing environmental impact.

Bevel Polishing System EAC300bi-hv

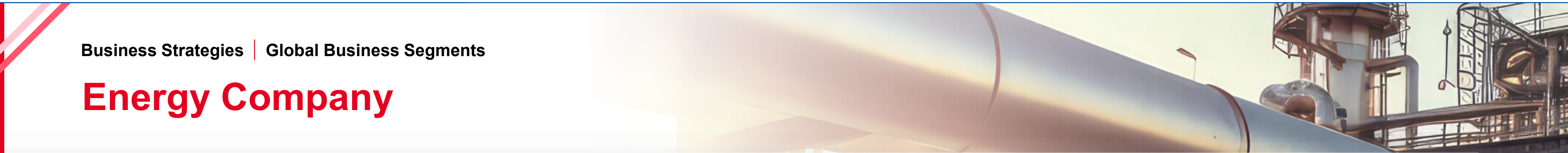
Comments from the Team

Solving challenges in advanced semiconductor manufacturing and continuing to support customers as a key partner

Kenrei Tei
Equipment Division
Business Development Department
Technical Marketing Section

Sho Ishikawa
Equipment Division
Equipment Development Department
Equipment Development Section 3

As wafer edge quality directly affects yield rates, the customer requested an extremely challenging mission: reliably reducing edge defects within a limited timeframe. Nevertheless, with strong confidence that our bevel polishing systems can certainly meet customer expectations, we undertook this project to enhance the precision and efficiency of the system. Through repeated and careful demonstration evaluations, we verified defect reduction and, as a result, received positive feedback from the customer. Even after installation, we continue to place importance on listening closely to customer feedback at the forefront of operations, constantly asking whether we are truly delivering the expected value and identifying areas for improvement for next-generation processes, while working together with customers to overcome challenges.



Business Strategies | Global Business Segments

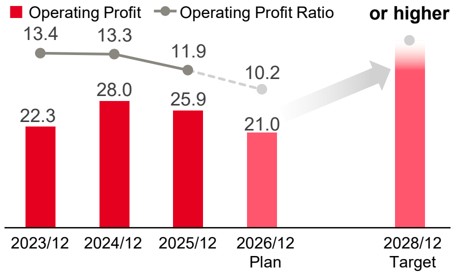
Energy Company

Company Information

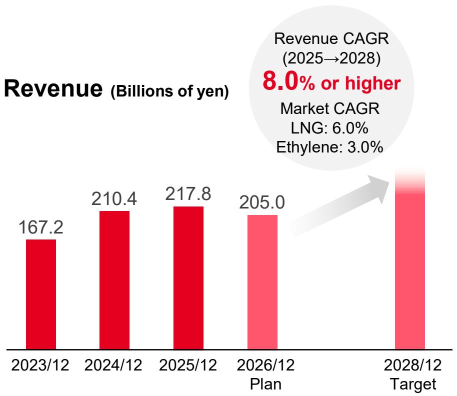
Main Target Markets	• Oil and gas / Petrochemicals / Refining / Power generation / Fertilizer • New energy (hydrogen, ammonia, CCUS, SAF, etc.)
Main Products	Compressors and Turbines, Custom Pumps, Cryogenic Pumps, Expanders, and Liquid Hydrogen Pumps
Market Share and Key Achievements	• Top global share in cryogenic pumps and expanders • Top global share in Oil & Gas plant (downstream) compressors • Top global share in pumps for fertilizer plants Note: Ebara survey
Production Bases	• Japan: Sodegaura Plant, Futtsu Plant • Overseas: Elliott Company (US), Elliott Ebara Turbomachinery India (India), EBARA GREAT PUMPS CO. (China), EBARA MACHINERY ZIBO CO. (China), Ebara Vietnam Pump Company Limited (Vietnam)
Competitors	• Japan: Torishima Pump Mfg., Nikkiso, Mitsubishi Heavy Industries Compressor • Overseas: Baker Hughes (US), Flowserve (US), KSB (Germany), Siemens Energy (Germany), Sulzer (Switzerland)

Performance Trends

Operating Profit (Billions of yen) **/ Operating Profit Ratio** (%)



Revenue (Billions of yen)

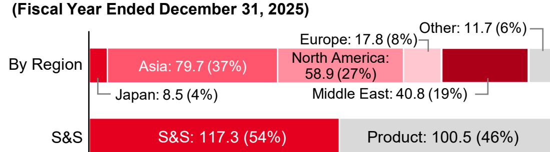


ROIC/WACC

	2025/12 Results	2028/12 Target
ROIC	12.2%	15.0% or higher
WACC	4.5–5.0%	8.0–8.5%*

*The WACC for 2028 is not a target value, but rather an assumed condition (set value) used in formulating the three-year plan for 2026–2028.

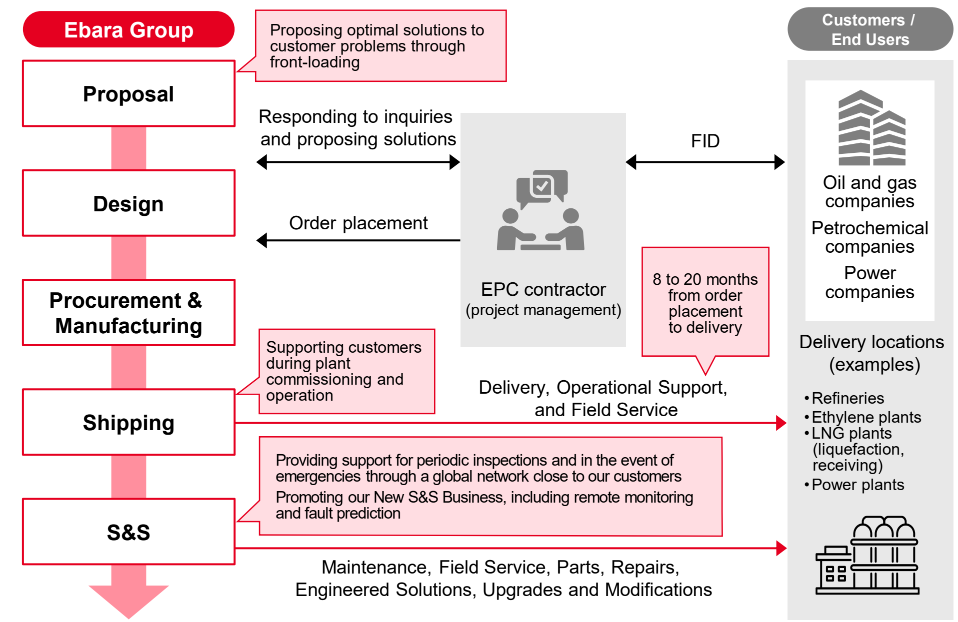
Revenue Composition (Billions of yen)
(Fiscal Year Ended December 31, 2025)



Orders by Industry (excluding S&S)
(Fiscal Year Ended December 31, 2025)

Company Characteristics and Business Flow

- After the end user makes a final investment decision (FID), the project is awarded through an Engineering, Procurement and Construction (EPC) contractor (talks may take place directly with the end user)
- A wide range of support, from delivery of equipment, assistance with operation, inspections and maintenance after the start of operations, and modifications to increase capacity



Our Strengths

- A broad product portfolio leveraging high-speed rotating machinery technologies and cryogenic technologies, together with the capability to provide solutions that address customer needs
- Extensive delivery track record of critical equipment supporting LNG and petrochemical plants
- Provision of comprehensive and high-quality service and support through a robust global network
- Close relationships with end users, EPC contractors, and process licensors
- Global synergies generated through the integration of the compressors and turbines business and the custom pumps business
- Strong execution capabilities and high competitiveness enabling the development of world-first products

Business Strategies | Global Business Segments

Energy Company

Basic Policies of E-Plan 2028

Lead the realization of a decarbonized society	Promote initiatives in sustainability domains, including ammonia, CCUS, hydrogen, sustainable aviation fuel (SAF), geothermal energy, and sustainability solutions such as remote monitoring and failure prediction for energy markets
Support a stable energy supply	Establish a leading position in existing oil and gas markets centered on LNG, and in the petrochemical market centered on ethylene
Invest to strengthen competitiveness	Technology and product development, sustainability domains, DX and talent development

Financial Targets

Revenue CAGR	Operating Profit Ratio	ROIC
8.0% or higher	**14.5% or higher**	**15.0% or higher**

Market Environment

Opportunities	Threats
• Increased demand for LNG in the short to medium term • Increased demand for petrochemical in line with population growth in emerging countries • Growth in renewable and new energy markets such as CCUS, hydrogen, geothermal, and ammonia • New S&S demand due to lack of personnel, aging population, and aging equipment at customer facilities and plants	• Uncertainty in the oil and gas market due to geopolitical risks • Increased costs for procurement and manufacturing due to geopolitical risks • Possibility of the oil and gas market shrinking over the medium to long term • Intensifying price competition due to maturation of technology and improved technological capabilities of competitors • Uncertain timing of the emergence of decarbonization-related markets

Non-Financial Targets

Related Materiality	Social and Environmental Value Provided (2035)	KPI	2025 Result	2028 Target	Measures & Future Initiatives
1 Contribute to the creation of a sustainable society	Lead the energy transition toward decarbonization	Share of orders for sustainability-related* projects (products business)	—	20%	Expansion of deliveries of sustainability-related products and development of new products

*Sustainability-related products: Orders for products in fields such as CO_2, ammonia, hydrogen, and SAF (Sustainable Aviation Fuel).

Message from the Company President

Seizing the energy transition as an opportunity and leading societal transformation through technology

Takanobu Miyaki Executive Officer
President, Energy Company

As global decarbonization progresses, the energy industry is undergoing significant transformation. We view these market changes as growth opportunities and will leverage the fluid compression and transport technologies, along with the global operations we have cultivated over many years to support the transition to a decarbonized society. As a technology-oriented solution provider, we aim not only to supply products but also to resolve customers' challenges through technology. To realize this vision, while fulfilling our social responsibility of ensuring a stable energy supply, we will promote the transformation of our business portfolio to develop new fields such as hydrogen, ammonia, and carbon dioxide capture, utilization and storage (CCUS) into core earnings drivers.

Under E-Plan 2025, through the integration of the compressors and turbines business with the custom pumps business, we established a more integrated global structure and, by realizing integration synergies, were able to provide new value to customers and markets.

Accordingly, under E-Plan 2028, with the aim of further strengthening competitiveness and profitability, we will establish a leading position in LNG-centered oil and gas and petrochemical fields and expand our high-value after-sales service network. Profits generated from our operations will be reinvested in technology and product development, the utilization of DX and AI, and human resource development to accelerate solution development in sustainability-related fields. In preparation for uncertainties in decarbonization markets and geopolitical risks, we will establish a management foundation that combines adaptability with high productivity through rapid scenario-based decision-making, further sophistication of project management systems, and development of technical talent. We position AI as a key driver of future competitiveness and will actively utilize it to support stable plant operations through remote monitoring and predictive maintenance, as well as to improve the efficiency of design and project management, thereby enhancing engineering quality.

While steadily delivering results toward achieving the targets set forth in E-Plan 2028, we will regard the energy transition as a transformational opportunity and make every effort to remain essential to society and our customers.

Business Strategies | Global Business Segments

Energy Company

Initiatives Based on the Basic Policies of E-Plan 2028

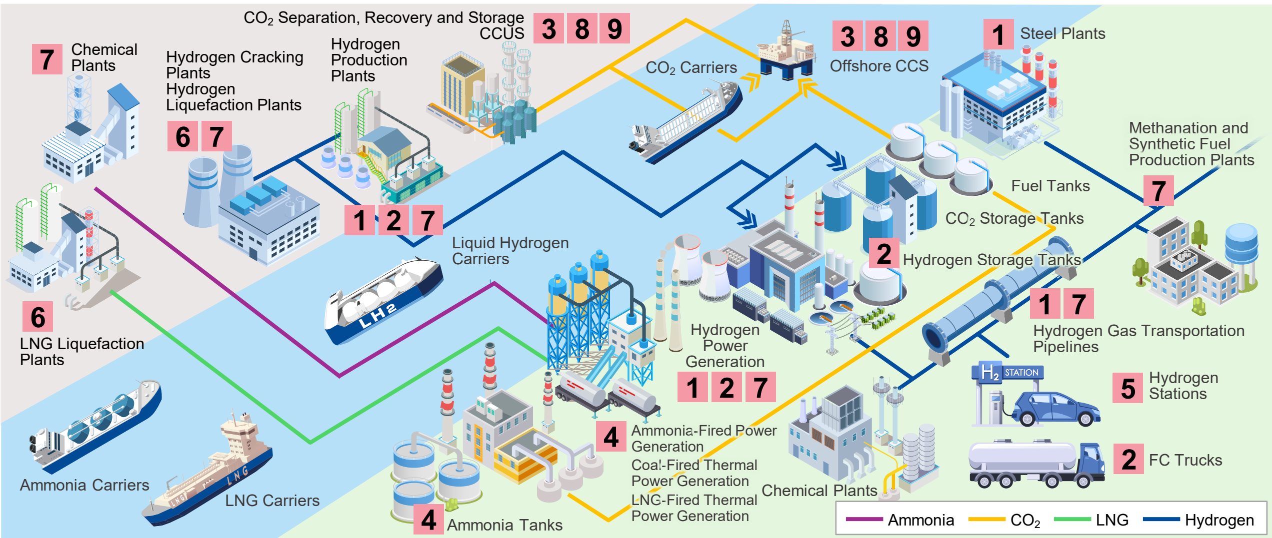
Basic Policy 1: Lead the Realization of a Decarbonized Society

We are leading the energy transition by promoting the provision of solutions that respond to changes in customer and societal needs in light of megatrends related to decarbonization and next-generation energy. In particular, we position the LNG field, where demand continues to expand also from the perspective of energy security, as a priority area, and will steadily capture profit opportunities to achieve stable growth by strengthening the provision of solutions including equipment and systems. At the same time, we continue to make strategic investments with a medium- to long-term perspective in next-generation decarbonized energy fields such as hydrogen, ammonia, and CCUS. During the period of E-Plan 2025, we have already advanced product development and capital investment and commenced order-taking activities. Going forward, we intend to further accelerate these efforts and cultivate these businesses into one of our future earnings foundations. Through initiatives in sustainability-related fields, we will lead the realization of a decarbonized society.

Basic Policy 2: Support a Stable Energy Supply

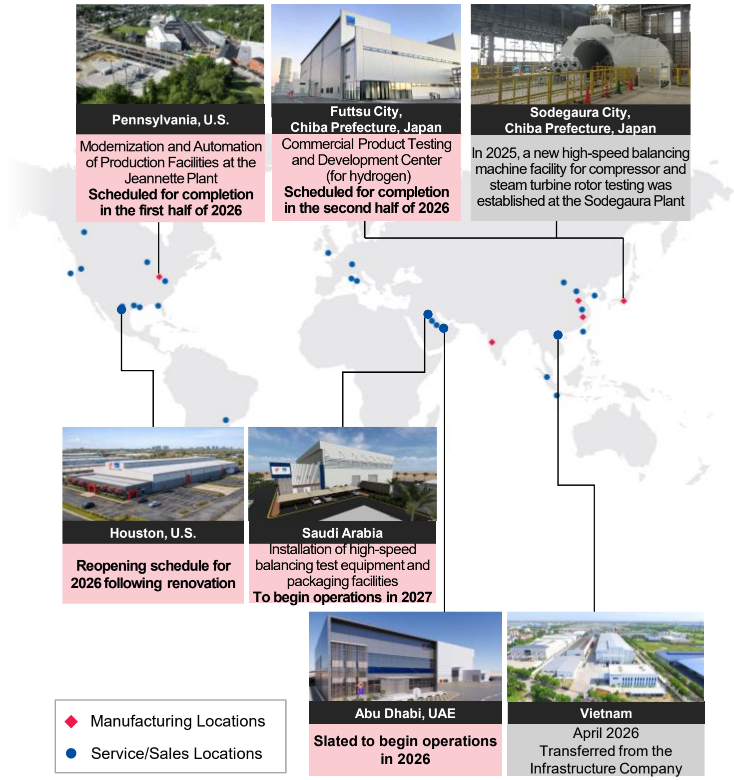
To establish a leading position in the oil and gas sector centered on LNG and the petrochemical sector centered on ethylene, we are strengthening our service and support structure and the expansion of production and testing facilities as key initiatives. Specifically, in addition to enhancing the functions of our flagship service base in Houston, the United States, we are constructing a new service shop in Abu Dhabi in the Middle East, which is scheduled to commence operations during 2026. We are also strengthening the functions of our existing base in Saudi Arabia, thereby establishing a framework capable of providing prompt and comprehensive support closer to customers in major energy-producing regions. In addition, the Futtsu Plant and the Vietnam base, which had previously been under the Infrastructure Company, have been transferred to the Energy Company in order to generate synergies through integration among bases. We are also accelerating resource investments, including the expansion of production and testing capabilities at global manufacturing bases, to support the stable supply of energy and chemical products.

Products Supporting the Decarbonized Supply Chain



Sales Launches during the E-Plan 2025 Period		Market Launches during the E-Plan 2028 Period		
1 **Hydrogen gas compressor, return gas blower** • Hydrogen / ammonia plants • Hydrogen transport (pipeline)	3 **CCUS packages (pumps / compressors)** • CO$_2$ storage • CO$_2$ transport (pipeline)	5 **Pumps for hydrogen stations** • Hydrogen stations	7 **Hydrogen compressor** • Liquid hydrogen plants • Hydrogen co-firing / dedicated-firing power generation • Synthetic fuel plants (SAF)	9 **sCO$_2$* pump** • CO$_2$ storage • CO$_2$ transport (pipeline)
2 **Pump for liquid hydrogen** • Liquid hydrogen transport	4 **Ammonia pumps** • Ammonia conversion and dedicated-firing power generation • Ammonia production plants	6 **Two-phase expander** • Power recovery in plants (for sustainability applications)	8 **sCO$_2$* compressor** • CO$_2$ storage • CO$_2$ transport (pipeline)	*sCO$_2$: Supercritical carbon dioxide

Expansion of the S&S Base Network and Enhancement of Production and Testing Facilities



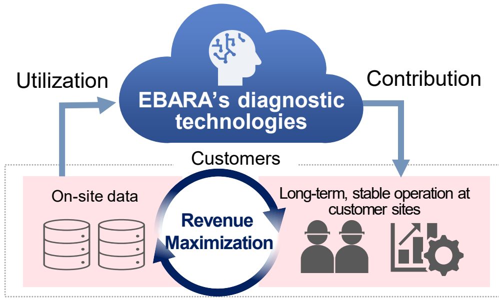
Business Strategies | Global Business Segments

Energy Company

Basic Policy 3: Invest to Strengthen Competitiveness

We are actively advancing investments aimed at strengthening competitiveness and accelerating growth across various fields, with a focus on technology and product development, sustainability initiatives, DX initiatives, and human resource development. In particular, by strengthening investments toward the implementation of remote monitoring and predictive maintenance utilizing DX, we will enable long-term, stable operation of facilities and improvements in operational efficiency. Through these efforts, we will maximize the value of energy plants and strengthen our position as an indispensable partner to customers. In addition, we position human resource development as an important management foundation and aim to establish medium- to long-term competitive advantages through business-specific training programs designed to strengthen sales capabilities for identifying market and customer issues, as well as through the development of talent through strategic training programs aligned with business strategies.

Examples of DX Investments: Promoting Remote Monitoring and Predictive Maintenance at Customer Sites



- Develop services that leverage customer site data and Ebara's diagnostic technologies for rotating machinery to contribute to long-term, stable plant operation and support customers in maximizing profitability
- Conduct proofs of concept (POCs) toward commercialization

Value Creation in Action

Order Received for Commercial Demonstration of a Liquefied Hydrogen Supply Chain

Contributing to the establishment of a hydrogen supply chain through total solutions of pumps and blowers


Liquefied Hydrogen Booster Pump

In the "Commercial Demonstration of a Liquefied Hydrogen Supply Chain" led by NEDO and Japan Hydrogen Energy Co., Ltd., we received an order for a liquefied hydrogen booster pump and a cryogenic hydrogen return gas blower for the Kawasaki LH_2 Terminal liquefied hydrogen base. The primary objective of this order is to establish a total solution providing both the liquefied hydrogen booster pump and the cryogenic hydrogen return gas blower as a package. By offering a one-stop solution for the key rotating equipment handling both liquid and gas essential for operations, we support the maintenance of pressure balance and stable operation across the entire receiving terminal.

Comments from the Team

Creating products that do not yet exist in the world and contributing to the realization of a hydrogen society

Both the liquefied hydrogen booster pump and the cryogenic hydrogen return gas blower are the world's first products capable of handling ultra-low-temperature fluids at approximately -253°C, and development has been underway since the early stages of the hydrogen business. In addition to reflecting customers' potential needs in product development, we repeatedly conducted material testing, element testing, prototype testing, and other verification processes in order to maximize the safety and reliability essential for deployment in society, resolving technical challenges one by one and thereby gaining customer trust. This order is still only the beginning. We will accelerate Groupwide initiatives and contribute to the realization of a decarbonized society.

Left:
Kei Wataji
General Manager, Hydrogen Rotating Equipment Technologies Department

Right:
Kota Goto
Manager, Sales Section 1, Asia / Pacific Sales Department II

Large-Scale Power Facility Expansion at the Jeannette Site in the United States

Contributing to decarbonization with one of the world's largest testing capacities


Jeannette Power Facilities

The manufacturing site in Jeannette, Pennsylvania, U.S., is a core base responsible for the manufacturing and testing of large compressors and turbines. In October 2025, we completed a large-scale power facility expansion project that began at the end of 2022, enabling full-load testing of compressors with capacities of up to 100 MW. As a result, the testing capability for large rotating machinery has reached one of the world's largest levels. This has established a framework capable of rapidly responding to increasing demand for electrification associated with the progress of decarbonization and the expansion of the LNG market, while providing next-generation energy solutions with lower environmental impact.

Comments from the Team

Toward a sustainable future for the energy industry

Following this power facility upgrade, we have become one of the few companies in the world capable of completing manufacturing, testing, and maintenance at this scale. Early on, we recognized the shift toward electrification as a means to achieve both decarbonization and faster project execution, and we have steadily advanced our preparations over several years in anticipation of this trend. This expansion reflects our commitment as a leading provider in the industry. With one of the world's largest testing frameworks now in place, we are well positioned to support our customers' transition to green energy from this site and to work together toward building a sustainable future.

Dan Hallo
Director of Manufacturing & Engineering, Ebara Elliott Energy

Business Strategies | Global Business Segments

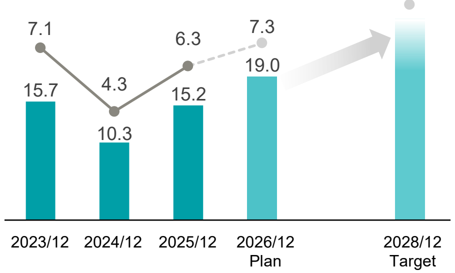
Building Service & Industrial Company

Company Information

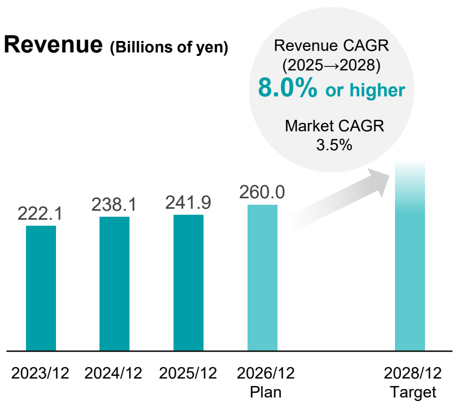
Main Target Markets	Building equipment / Industrial equipment
Main Products	Standard pumps / Fans / Chillers / Cooling towers
Market Share and Key Achievements	• Standard pumps: #1 domestic share • Cooling towers: #1 domestic share Note: Ebara survey
Production Bases	Japan, Italy, China, Brazil, etc.
Competitors	• Standard pumps: Grundfos, Xylem, Kawamoto Pump Mfg.,Tsurumi Manufacturing, etc. • Chillers/Cooling towers: Carrier (chillers), YORK (chillers), Kuken Industries (cooling towers), etc.

Performance Trends

Operating Profit (Billions of yen) / **Operating Profit Ratio** (%)



Revenue (Billions of yen)

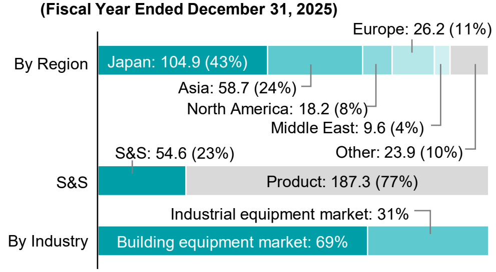


ROIC/WACC

	2025/12 Results	2028/12 Targets
ROIC	5.5%	8.5% or higher
WACC	4.5–5.0%	6.0–6.5%*

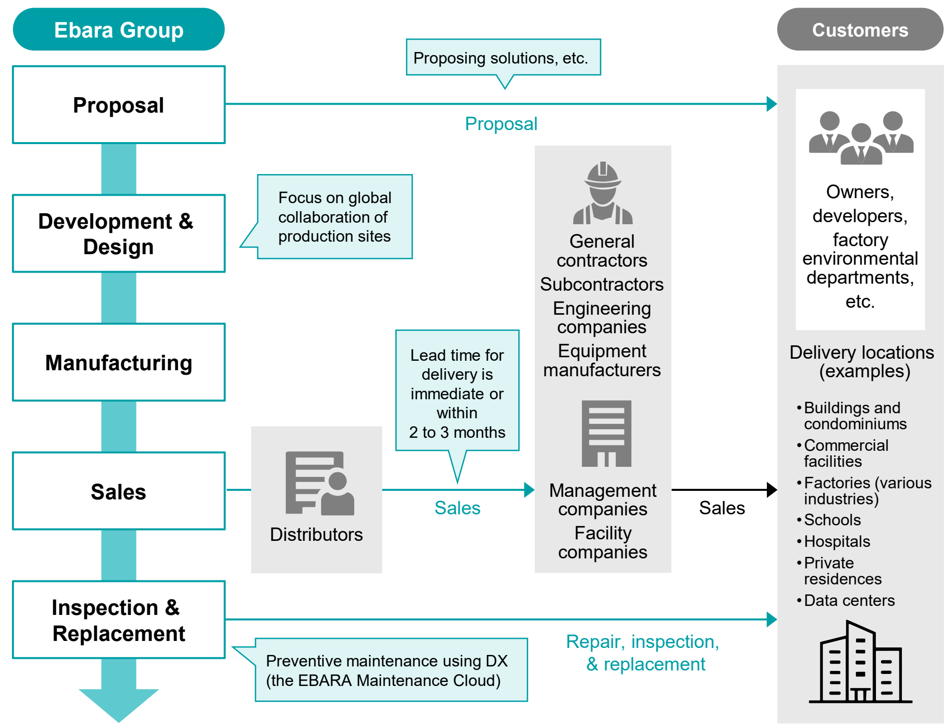
*The WACC for 2028 is not a target value, but rather an assumed condition (set value) used in formulating the three-year plan for 2026–2028.

Revenue Composition (Billions of yen)
(Fiscal Year Ended December 31, 2025)



Company Characteristics and Business Flow

- Sell through construction companies, facility installation companies, and distributors/partners
- Relatively short lead time
- Focus on providing integrated hardware & software solutions using DX



Our Strengths

- Fluid, numerical analysis, material, analytical, and other fundamental technologies
- Capability for developing highly efficient, high-quality, and highly reliable products
- Diverse global employee base and network
- Strong presence in Japan and Asia
- Broad product coverage

Business Strategies | Global Business Segments

Building Service & Industrial Company

Basic Policies of E-Plan 2028

Provide solutions and services	• Combine pumps, thermal equipment, fans, and other products with IoT technologies to provide energy-saving, labor-saving, and decarbonization solutions • Proactively expand the service business, going beyond simply selling equipment and delivering value across the entire product lifecycle
Meet the needs of growth markets (overseas)	Provide products and services to face-to-face markets in each region worldwide from a market-in perspective, and reliably meet demand in each region
Meet the needs of growth markets (new markets / data centers, etc.)	Address challenges of new market development in growth industries expected to expand significantly along with societal development, and rapidly establish supply capabilities in promising markets (e.g., data centers and electronic device markets)

Financial Targets

Revenue CAGR	Operating Profit Ratio	ROIC
8.0% or higher	9.0% or higher	8.5 % or higher

Market Environment

Opportunities	Threats
• Increase in water demand attributable to population and economic growth in emerging countries • Increase in collective housing and buildings due to population concentration in cities • Increase in demand for irrigation and drainage equipment due to climate change • Increase in demand due to growth in advanced industries such as semiconductors • New opportunities arising from technological innovations such as 5G and IoT, declining labor population, and changes in industrial structures associated with decarbonization.	• Intensification of price competition stemming from domestic market contraction • Increased competition due to maturity of technologies and improvement of technological capabilities of emerging manufacturers • Supply chain disruptions due to geopolitical risk • Increase in costs such as raw material costs • Slowdown in the Chinese market

Non-Financial Targets

Related Materiality	Social and Environmental Value Provided (2035)	KPIs	2025 Results	2028 Targets	Measures & Future Initiatives
1 Contribute to the creation of a sustainable society	Deliver water to 800 million people with Ebara pumps	Water supply status	63%	75%*1	Expansion of pump sales in overseas markets
2 Elevate standards of living and support abundant lifestyles for all	Achieve zero downtime to ensure the uninterrupted flow of comfortable living worldwide	Growth rate of the number of units connected to remote monitoring services (EBARA Maintenance Cloud, RISSA, RISS, JES)	—	50% or higher*2	Expansion of service offerings for the EBARA Maintenance Cloud

*1. Achievement rate against the value to be delivered in 2035 *2. CAGR 2025–2028

Message from the Company President

Capturing demand in growth markets and achieving sustainable growth through evolution into a service-oriented business

Shu Nagata Executive Officer
President, Building Service & Industrial Company

The Building Service & Industrial Company aims to realize three ideal business profiles: a manufacturer that creates new functionality, a "provider of energy-saving, labor-saving, and decarbonization solutions," and a "provider of stable-operation solutions." Through integrated solutions combining pumps, thermal products and IoT technologies, we will enhance customer value and evolve into a recurring-revenue, high-margin recurring-revenue business. At the same time, we will improve the efficiency of our overall business structure by shifting management resources to highly profitable fields and business models.

Under E-Plan 2025, in addition to establishing a framework for combined product and service provision through integration into market-based organizations, strengthening customer engagement through the use of the EBARA Maintenance Cloud also contributed to sales growth in the domestic S&S business. Expansion of sales networks and product portfolios through M&A in Europe and the Americas has also advanced steadily. On the other hand, sales of products equipped with IVM energy-saving motors fell short of targets. Going forward, we will work to strengthen solution-based sales activities, including presenting specific examples that enable customers to clearly understand the benefits of implementation, and thereby expand sales.

Based on these achievements and challenges, our highest priority under E-Plan 2028 is full-scale expansion into the data center and electronics industries. Against the backdrop of growing AI adoption, the data center cooling market is expected to grow at a CAGR of approximately 16% from 2022 to 2030. In order to fully capitalize on this opportunity, we will establish a dedicated organization and rapidly introduce compact, high-efficiency pumps and thermal management products, thereby capturing demand early in growth areas and establishing medium- to long-term competitive advantages. While advancing our growth strategy, we will also address risks. We will respond to increases in costs such as raw material prices by appropriately reflecting them in product pricing, and to the slowdown in the Chinese market by providing waste heat recovery solutions to address growing energy-efficiency demand. While closely monitoring geopolitical risks and building a flexible supply chain, we will also reduce inventory levels through optimization of global SCM and business processes and improvement of demand forecasting accuracy.

Under a continued customer-driven approach, we will establish a new business model centered on the Maintenance Cloud that integrates equipment and services. At the same time, we will further strengthen our competitiveness and steadily improve profitability while accelerating the strengthening of our management foundation through DX initiatives.

Business Strategies | Global Business Segments

Building Service & Industrial Company

Initiatives Based on the Basic Policies of E-Plan 2028

Basic Policy 1: Provide Solutions and Services

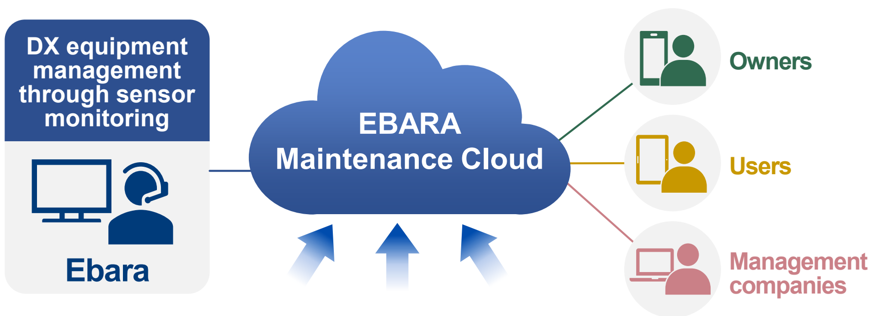
We position the provision of solutions and services at the core of our growth strategy and are transitioning to a high-margin business model that goes beyond product sales. By utilizing the maintenance cloud, which is already linked with approximately 10,000 sensors, we will build ongoing relationships with customers through preventive maintenance and operational optimization based on equipment operating data, thereby expanding recurring revenue.

In addition, through the acquisition of Mitsubishi Electric's three-phase motor business announced in November 2025, we will establish a framework capable of providing integrated pump, motor, and control solutions. This will enable the creation of differentiated added value through optimization of entire systems rather than standalone products, thereby accelerating the provision of solutions that directly address customer issues such as energy saving and labor saving.

FSDV-type pump equipped with the Company's IVM*

*IVM: Inverter-integrated PM (Permanent Magnet) motor

Expand Solutions and Service Businesses, including the EBARA Maintenance Cloud



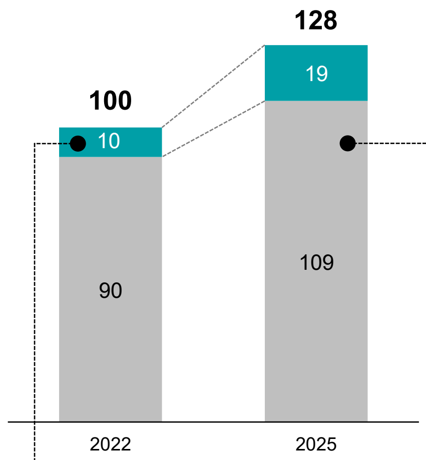
Connect with customers and the market through "connected pumps, blowers, and chillers"

- Enable remote monitoring of equipment operating status, reducing labor and workload for customers related to inspections
- Reduce equipment downtime by establishing predictive maintenance technologies through analysis of accumulated operating data
- Expand the service business by incorporating maintenance management for other companies' products as well
- Sensors installed in condominiums, commercial buildings, factories, and transportation-related facilities, with further expansion of S&S capture

Basic Policy 2: Meet the Needs of Growth Markets (Overseas)

Expanding our overseas business is a key growth driver, and we will strategically leverage M&A to support this effort. Building on M&A transactions executed under the previous medium-term management plan, E-Plan 2025, we will continue to accelerate growth by expanding our sales channels in overseas markets and broadening our product lineup. Through these initiatives, we will strengthen our business portfolio across both regions and products, generate synergies with our existing businesses, and drive sustainable growth.

Revenue Growth Through M&A (2022 Indexed to 100)



Factors behind changes in non-M&A revenue

- Revenue increased primarily in North and South America
- Particularly strong performance from products for data centers in North America
- Although the building equipment market in China was stagnant due to real estate investment restraint, orders received for products to industrial and public sector markets were favorable through 2025
- Through 2025, foreign exchange fluctuations contributed to overall revenue growth

M&A Activities

	Acquisitions	Objectives
2023	• Spandau Pumpen (Germany), a submerged pump business	• To enter the global machine tool market and provide new products and services
2024	• Pump distributor Asanvil (Uruguay)	• To expand sales bases in South America
2025	• Shares in Germek (Brazil), a pump unit manufacturing/sales company (transfer completed in March 2026)	• To expand share in and outside Brazil and strengthen solution capabilities
	• Mitsubishi Electric's three-phase motor business (Japan/Thailand) (closure planned for 2026)	• To achieve development and cost synergies • To provide energy-saving solutions integrating motor and rotational control technologies

Business Strategies | Global Business Segments

Building Service & Industrial Company

Basic Policy 3: Meet the Needs of Growth Markets (New Markets/Data Centers, etc.)

We will focus on capturing high-growth sectors such as the data center market and the electronic device market as new growth drivers.

Against the backdrop of the growing adoption of generative AI, the data center cooling market is expected to grow at an average annual rate of 16%, with cooling efficiency and energy-saving performance serving as key sources of competitiveness. In addition to high-efficiency turbo chillers, we will offer cooling pumps with superior energy-saving and space-saving performance, aiming to establish a strong position in this rapidly expanding market.

In the electronic device market, where energy efficiency requirements are particularly demanding, we will also strategically expand its industrial chiller business as a key growth area. The industrial chiller market is expected to grow to approximately ¥100 billion by 2030, driven mainly by increased capital investment in the semiconductor and FPD sectors.

Chillers are essential auxiliary equipment used for process cooling in semiconductor manufacturing equipment, including etching equipment, as well as FPD manufacturing equipment, where stable operation and energy efficiency are critical. By integrating our proprietary pump and thermal technologies, we will deliver industrial chillers that achieve both superior energy efficiency and space-saving performance compared with competing products, enabling us to capture market share through high-value-added solutions.

(Reference) Transition in Cooling Methods and Improvement in Pump Efficiency

- The transition from conventional air cooling to next-generation high-efficiency liquid cooling and immersion cooling is progressing, resulting in changes to the types of pumps required.
- To address customer challenges related to reducing electricity costs and saving space, we will provide compact and highly efficient pumps.

	Cooling Method Transition	Cooling Method	Features
Conventional	Gen 1 Air cooling	• Heat is exhausted outside using the data center's air conditioning system and internal server fans	There are limits to cooling high-density servers and high-heat-generating CPUs/GPUs, and cooling consumes a lot of power
Conventional	Gen 2 & Gen 3 First liquid cooling	• To address the limitations of air cooling, water and other liquids are used as a cooling medium • A heat exchange mechanism is installed around the motherboard for cooling	
Next-generation	Gen 4 D2C* cooling	• A method of removing heat by pumping coolant onto a cold plate attached directly to the chip on the motherboard	Directly cooling the processor makes these methods among the most effective and efficient currently available
Next-generation	High efficiency Gen 5 Immersion cooling	• The motherboard and other components are immersed in liquid and the liquid is cooled	

*D2C: Direct-to-Chip cooling

Value Creation in Action

Development of Ultra-low Temperature Energy-saving Chillers

Reducing the environmental impact of semiconductor manufacturing processes through pump, thermal, and temperature control technologies

As semiconductor devices become increasingly miniaturized and highly integrated, etching processes are advancing toward higher precision, lower temperatures, and higher power, resulting in a significant increase in electricity and water consumption. To address these challenges, we developed an ultra-low temperature chiller based on the thermal technologies we have cultivated since our founding and commenced sales in 2025.

This product enables highly precise temperature control across a wide temperature range from -60°C to 90°C, thereby contributing to the stabilization of etching processes. In addition, the product is equipped with a compact energy-saving pump developed for cooling liquid circulation. We have also developed a proprietary energy-saving algorithm that optimally controls the entire chiller system in real time according to load conditions, reducing electricity and water consumption by approximately 30% to 50%. We will continue to contribute to the realization of a decarbonized society through approaches based on its pump and thermal technologies.

Low-temperature chillers
RJ-CA Series and RJ-SDA Series

Comments from the Team

Contributing to a decarbonized society with one of the world's leading chillers through the integration of thermal and fluid transfer technologies

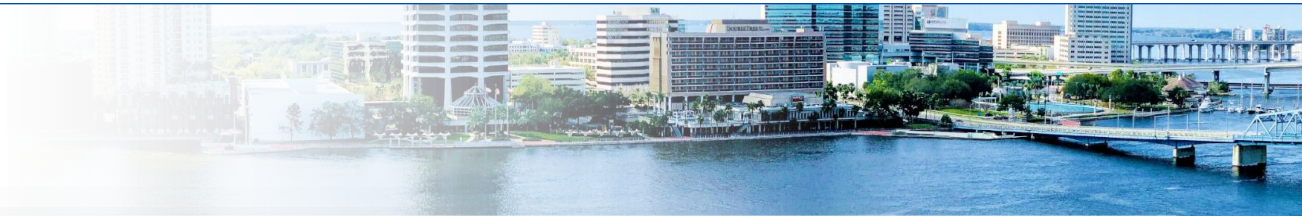
Chillers used in semiconductor etching processes are critical equipment responsible for controlling the temperature of wafers being processed, thereby affecting the processing speed and precision of devices. Accordingly, it is necessary to continuously carry out cycles of product development, evaluation, and improvement for chillers in step with the evolution of semiconductor devices. The environment surrounding chillers is changing significantly, and responding to regulations such as greenhouse gas regulations and PFAS regulations has also become an important issue. To respond quickly to these changes, we have established a framework that enables customer needs to be accurately and rapidly reflected in product development. We possess thermal technologies cultivated over many years, as well as fluid transfer technologies centered on pumps. By integrating these technologies, we aim to provide one of the world's leading chillers. Sharing this mindset across the team, we will continue contributing to the realization of a decarbonized society.

Yukihiro Fukusumi
Industrial Chiller Business Unit
Development Section

Katsuhiro Kubo
Industrial Chiller Business Unit
Design Engineering Section

Business Strategies | Japan-based Business Segments

Infrastructure Company

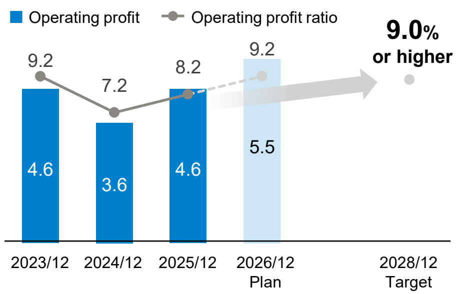


Company Information

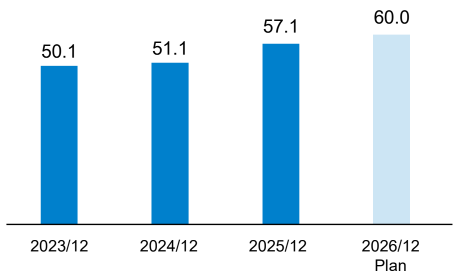
Main Target Markets	Water infrastructure / Ventilation
Main Products	Custom pumps / Fans
Market Share and Key Achievements	• #1 domestic share in pumps for drainage pumping stations • Ebara pumps installed at more than 1,000 drainage pumping stations in Japan Note: Ebara survey
Production Bases	• EBARA CORPORATION, Futtsu Plant • Ebara Vietnam Pump Company Limited: Hai Phong Plant (Vietnam) • EBARA DENSAN: Yamaguchi Plant
Competitors	• Japan: Kubota Corporation, DMW Corporation, Torishima Pump Mfg. Co., Hitachi Industrial Products, etc. • Overseas: Flowserve (US), KSB (Germany), Sulzer (Switzerland)

Performance Trends

Operating Profit (Billions of yen) / Operating Profit Ratio (%)



Revenue (Billions of yen)

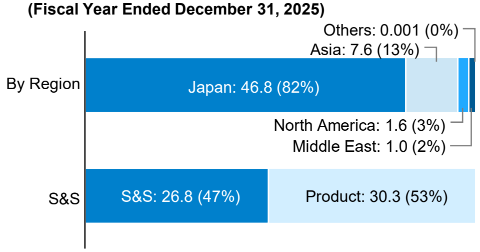


ROIC/WACC

	2025/12 Results	2028/12 Targets
ROIC	10.3%	12.5% or higher
WACC	4.0–4.5%	6.0–6.5%*

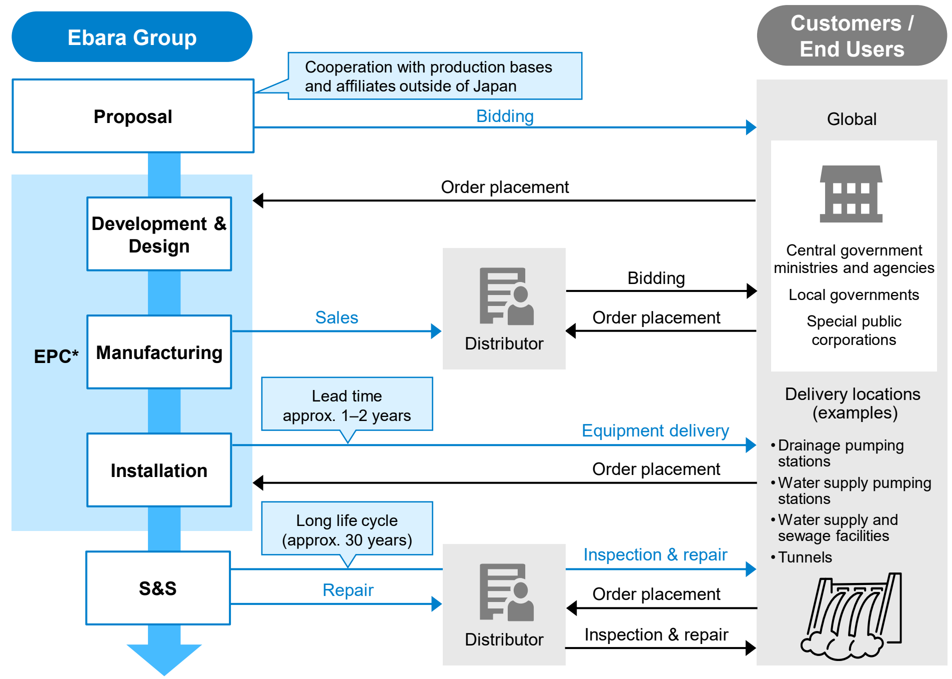
*The WACC for 2028 is not a target value, but rather an assumed condition (set value) used in formulating the three-year plan for 2026–2028.

Revenue Composition (Billions of yen)
(Fiscal Year Ended December 31, 2025)



Company Characteristics and Business Flow

- Provide integrated support, from construction to inspection and repair, for infrastructure facilities such as drainage pumping stations, water supply and sewage facilities, and tunnels
- Relatively long product life cycle



*EPC: A workflow framework covering Engineering, Procurement, and Construction

Our Strengths

- Extensive delivery track record (#1 share in Japanese public infrastructure pumps)
- One of Japan's leading service networks (Ebara bases and distributor network)
- Experience in construction and delivery of large-scale projects in Japan and overseas
- Large pump factory and testing facilities with world-class manufacturing technology

Business Strategies | Japan-based Business Segments

Infrastructure Company

Basic Policies of E-Plan 2028

Basic Policy 1: Strengthen Competitiveness

On the premise of maintaining the top share for pumps used in drainage pumping stations in the domestic market, we will proactively propose overhauls that extend equipment service life in response to the aging of domestic infrastructure. In addition, in response to the remote operation and more advanced functions for drainage pumping stations required under the Basic Plan for National Resilience, we will accelerate the market launch of products related to monitoring and predictive detection and lead the industry through remote operation and labor-saving inspections utilizing digital technologies. Furthermore, we will systematically develop and recruit construction-site engineers, which are essential for expanding orders.

Basic Policy 2: Bolster Overseas Operations

Leveraging engineering technologies, solution-provision know-how, product integration technologies cultivated in Japan, and the advanced manufacturing technologies of the Futtsu Plant, we will improve the efficiency of the entire global supply chain, including overseas production bases, and accelerate the deployment of products and services to overseas markets. Through these initiatives, we aim to expand business scale, stabilize earnings, and establish our position as a global brand.

Basic Policy 3: Improve Profitability

By driving digital transformation (DX) to improve operational efficiency and reduce waste and costs, we aim to maximize productivity and enhance profitability. We will promote the digitalization of operations, including optimization of on-site construction through 3D simulation, while building a resilient supply chain capable of responding promptly to market trends. In addition, we will ensure consistent quality from production and construction to after-sales service and continue to meet customer expectations as a trusted partner.

Market Environment

Opportunities	Threats
• Increased demand for reconstruction and maintenance of aging social infrastructure in Japan • Increased infrastructure investment in conjunction with rising water demand attributable to population growth and urbanization in East and Southeast Asia • Accelerated infrastructure investment in North America • Increased demand for disaster prevention and mitigation equipment for water-related disasters due to extreme weather	• Changes in the competitive environment in the domestic market • Intensifying price competition in overseas markets • Business closures and downsizing of vendors and subcontractors • Supply chain disruptions caused by changes in global conditions and the occurrence of natural disasters

Message from the Company President

Creating the future by addressing social infrastructure challenges through technological innovation and global collaboration

Masayuki Kai
Executive Officer
President, Infrastructure Company

Guided by our vision of supporting people, lifestyles, and society “together with water” and creating the future, the Infrastructure Company is committed to enhancing the efficiency and resilience of social and industrial infrastructure through innovation in products and services. Leveraging our leading domestic share in pumps for drainage pumping stations and the solutions we have refined over many years, we will build a stable earnings base as a Japan-based business that is core to the Ebara Group.

Under E-Plan 2025, we steadily advanced DX-centered initiatives, including the launch of “PECOMS,” an anomaly prediction system for drainage pumping stations. We also secured large-scale projects in North and South America and made progress in expanding our overseas business. Building on these achievements, in Japan, we will contribute to national resilience and stable earnings by addressing urgent social issues such as aging infrastructure, watershed flood control, infrastructure DX, and decarbonization. Overseas, building on trusted relationships with local partners, we will further strengthen our global supply structure through collaboration between overseas affiliates and the Futtsu Plant, while expanding the scale of our business. We will continue taking on challenges while constantly asking ourselves, “What solutions can we provide to global crises such as climate change and water shortages?”

I built my career in the Environmental Solutions Company and assumed the position of President of the Infrastructure Company in April. Both companies operate essential businesses that support people’s lives, and by leveraging the knowledge and experience I gained in the Environmental Solutions Company, I will further unlock the potential of the Infrastructure Company and create new value.

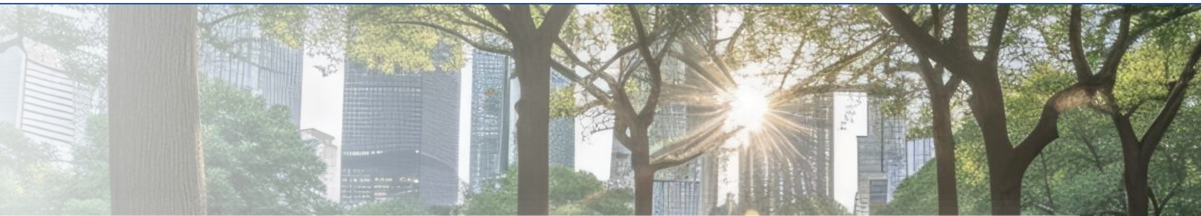
Financial Targets

Operating Profit Ratio	ROIC
9.0% or higher	12.5% or higher

Non-Financial Targets

Related Materiality	Social and Environmental Value Provided (2035)	KPI	2025 Result	2028 Target	Measures & Future Initiatives
1 Contribute to the creation of a sustainable society	Protect people’s lives and livelihoods from flood risks caused by climate change	Equivalent watershed area for inundation avoidance	—	Approx. 7,800ha* (2026–2028 cumulative)	Expand share of pump deliveries in the domestic disaster prevention field

*An estimate based on the total capacity of drainage pumps targeted for new and replacement orders between 2026 and 2028, indicating the area that could be kept below the floor-level flooding threshold (50 cm) during 24-hour continuous operation (equivalent to approximately 13% of Tokyo’s 23 wards)



Business Strategies | Japan-based Business Segments

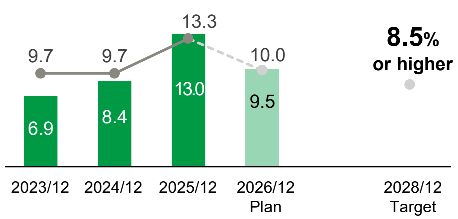
Environmental Solutions Company

Company Information

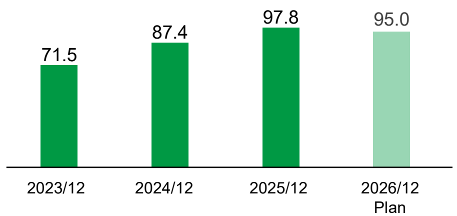
Main Target Markets	Solid waste treatment
Main Products	• Municipal solid waste incineration plants • Industrial waste incineration plants
Market Share and Key Achievements	• Over 500 domestic and overseas waste treatment facilities delivered cumulatively • Cumulative contracted operation and maintenance of more than 80 waste treatment plants Note: Ebara survey
Production Bases	EBARA Environmental Engineering (China) Co., Ltd: Design, manufacture and sales of incinerators, waste heat boilers, sludge dryers, auxiliary equipment, gas treatment facilities, etc.
Competitors	Kanadevia (Japan), JFE Engineering (Japan), Takuma (Japan), Daiei Kankyo Co., Ltd.

Performance Trends

Operating Profit (Billions of yen) / Operating Profit Ratio (%)



Revenue (Billions of yen)

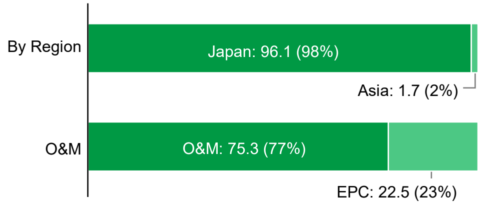


ROIC/WACC

	2025/12 Results	2028/12 Targets
ROIC	19.1%	13.0% or higher
WACC	4.7–5.2%	6.0–7.0%*

*The WACC for 2028 is not a target value, but a prerequisite assumption (set value) used in formulating the three-year plan from 2026 to 2028.

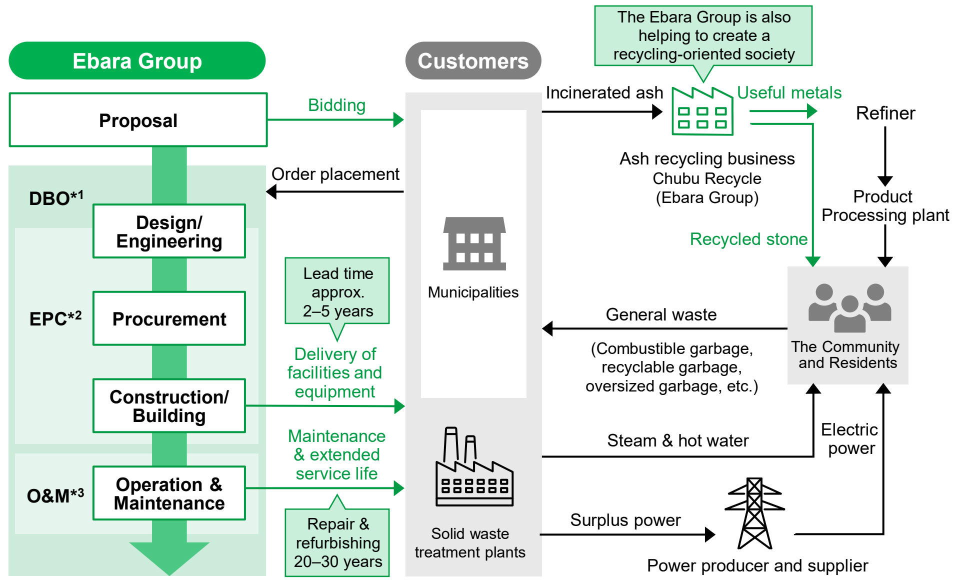
Revenue Composition (Billions of yen) (Fiscal Year Ended December 31, 2025)



Company Characteristics and Business Flow

- Three business models: DBO*1, EPC*2, and O&M*3
- DBO and O&M involve repair and refurbishing for 20 to 30 years
- Has businesses that contribute to a circular economy, including local production and local consumption of electricity through power generated by incinerating waste and reuse of incinerator ash (useful metals, stone, etc.)

*1. DBO: An approach whereby a public entity procures financing and owns a facility while contracting a private operator to design, build, and operate the facility
*2. EPC: Engineering, procurement, and construction of a facility
*3. O&M: Services to operate and maintain a facility



Our Strengths

- Fully integrated capabilities covering engineering, construction, and O&M
- Track record of constructing more than 500 plants in Japan and overseas utilizing a wide range of incinerator technologies
- O&M expertise founded on industry-leading operation contracting track record
- Cutting-edge plant operation initiatives utilizing AI and ICT
- Gasification technologies related to chemical recycling

Business Strategies | Japan-based Business Segments

Environmental Solutions Company

Basic Policies of E-Plan 2028

Basic Policy 1: Improve Profitability of Existing Businesses

For EPC/DBO projects (plant construction and long-term comprehensive operation) in both the public and private sectors, we aim to secure both the quantity and quality of our order backlog by thoroughly implementing front-loading in project formation and selective order acquisition, while also enhancing price competitiveness and non-price proposal capabilities through production innovation, thereby achieving stable order intake.

In the existing O&M domain, we will promote operational efficiency and cost reductions through labor-saving measures enabled by AI and automation, as well as the introduction of predictive maintenance. In addition, by continuously strengthening the management of loss costs and quality assurance, we will establish a resilient earnings base that is not easily affected by changes in the business environment and maximize the profitability of our existing core businesses.

Basic Policy 2: Expand Resource-Circulation Business

Recognizing the transition to a circular economy as a significant growth opportunity, we will strengthen initiatives aimed at the social implementation of technologies and services that contribute to resource circulation and decarbonization. At the same time as advancing the establishment of liquefaction technology for ICFG® (Internally Circulating Fluidized-bed Gasification system), a proprietary technology of the Group, we will invest in the development of technologies and services related to waste-to-resource (WtR) initiatives, including chemical recycling (WtC).

In addition to our core businesses, we will expand our resource circulation business to achieve both the realization of a sustainable society and the enhancement of corporate value over the medium-to long-term.

Market Environment

Opportunities	Threats
• Reconstruction and upgrade demand from aging waste treatment plants • Increased outsourcing of plant operation to the private sector • Increased demand for renewable energy • Need for waste plastic processing (enforcement of the Act on Promotion of Resource Circulation for Plastics) • Trends to improve chemical recycling rate of waste plastic	• Consolidation of waste treatment plants in response to domestic population decrease • Workforce contraction • Intensification of price competition

Message from the Company President

Establishing a strong earnings base and leading the transition to a circular economy as an upcycler

Teruyuki Ota
Executive Officer
President, Environmental Solutions Company

Under the slogan "Change the thinking on disposal. Change the Future," the Environmental Solutions Company has pursued the realization of a sustainable society through the construction and operation of solid waste treatment plants as its core business. We view the transition from a linear economy to a circular economy as a significant opportunity. As an "upcycler" that transforms waste into higher-value resources, we are committed to leading this transition.

Leveraging the experience I gained in the Infrastructure Company, as president of the Environmental Solutions Company I will work to evolve our business from a broader social infrastructure perspective. While steadily improving the profitability of our core business, we will further enhance the value of asset management through automation and predictive maintenance initiatives utilizing AI and IoT. At the same time, as a next-generation growth pillar, we will promote the practical application of innovative technologies and business models in the resource circulation field. It is our mission to provide new resource circulation solutions to global challenges such as decarbonization and nature-positive initiatives.

Through co-creation with society, we will help build a future in which people can live prosperous lives in harmony with nature.

Financial Targets

Operating Profit Ratio	ROIC
8.5% or higher	13.0% or higher

Non-Financial Targets

Related Materiality	Social and Environmental Value Provided (2035)	KPIs	2025 Results	2028 Targets	Measures & Future Initiatives
1 Contribute to the creation of a sustainable society	Implement technologies in society that contribute to CO_2 reduction and the circular use of carbon resources	Progress in the development and social implementation of ICFG® (oil conversion) technology	Completion of pilot plant commissioning and implementation / evaluation of test operations	Establishment of oil conversion technology	Conducting oil conversion tests at the pilot plant
		Progress in the social implementation of ICFG®/EUP® (gasification)	Completion of pilot plant commissioning and implementation / evaluation of test operations	Investment in, or award of, at least one commercial project for ICFG®/EUP® (gasification) technologies	Execute technology plans for customer gasification projects based on R&D achievements and continue licensing activities to expand EUP® adoption

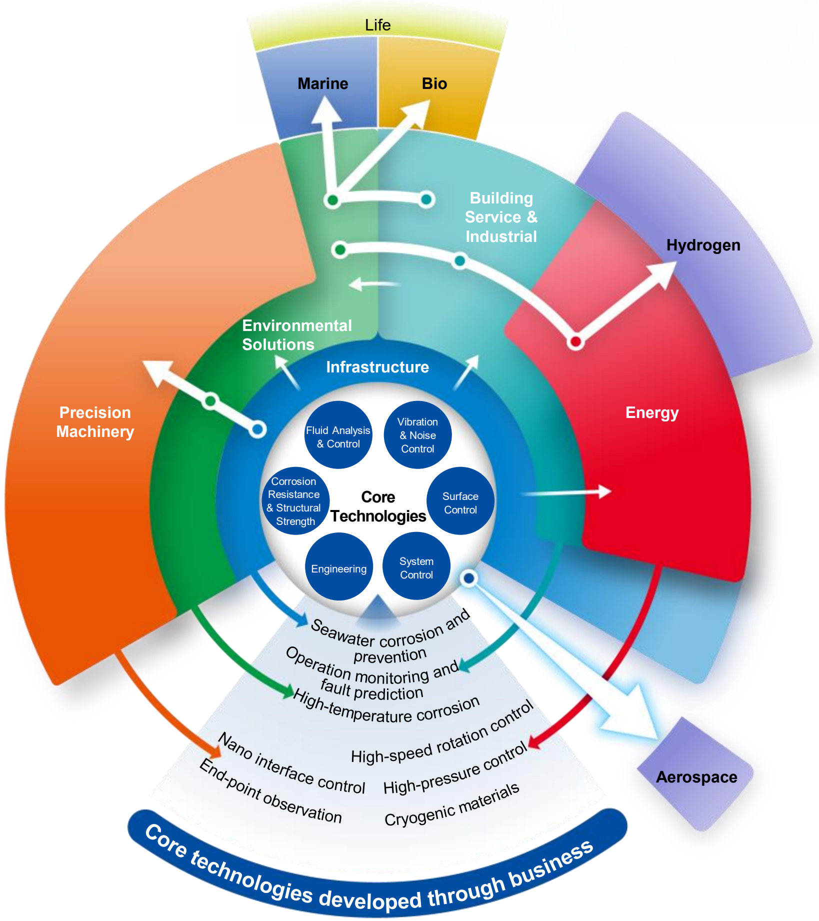
Business Strategies | New Businesses

Driving Innovation Through a Cross-Functional Framework

Under the founding spirit of "*Netsu to Makoto*" (Passion and Dedication), the Ebara Group has expanded its business domains by combining the knowledge cultivated through continuously working closely with customers and the core technologies it has refined over time. Evolving technologies from a customer perspective applying those advances in new fields—this cycle is the reason customers continue to choose us and is the source of our value creation. Beginning with water infrastructure in 1912, our businesses have expanded into environmental solutions, energy, building service & industrial, and precision machinery, and today are expanding into new growth areas, including hydrogen. Based on these strengths, we continue to take on challenges aimed at creating further value.

In E-Vision 2035, we have set forth a goal of achieving the leading global share in the hydrogen energy field and contributing to the realization of a future hydrogen-based society. We also aim to establish new businesses in promising markets such as aerospace, mobility, medical & bio, and food tech, and will accelerate customer-centered value creation throughout the E-Plan 2028 period.

Evolution of Core Technologies and Expansion of New Businesses



Business Domains	Combination of Core Technologies	Key Needs (Social Issues) / Estimated Market Size in 2035	Strengths	Focus Areas During E-Plan 2028
Hydrogen ▶ P47	Core Technologies **Fluid + Rotating Machinery** × Energy Technologies **Cryogenic Handling** ➡ **Hydrogen-related Technologies**	Expansion of industrial and energy applications and response to decarbonization **Approx. ¥50 trillion**	• **World-first product lineup** utilizing technologies such as cryogenic fluids and high-speed rotating machinery • **Capability to provide highly reliable products and solutions** backed by product shipment testing using actual liquid hydrogen	• Integration with the Energy Company • Development of technologies that promote "production and use"
Aerospace ▶ P47		Increasing demand for highly reliable transportation and satellite components **¥16 trillion (2040)**		• Electric turbopumps for rocket engines: conducting demonstration testing • Electric pumps for thrusters: conducting detailed development and acquiring customers • Spaceports: development of pumps and infrastructure for spaceports
Marine ▶ P46	Core Technologies **Fluid Analysis & Control** × Environmental Technologies **Engineering** ➡ **Land-based Aquaculture**	Difficulty in stable seafood supply and labor shortages **¥55 billion**	• **Land-based aquaculture solutions** capable of stable production centered on optimized cultivation recipes	• Demonstration of an automation and labor-saving system • Optimization of feeding recipes through AI utilization
Bio ▶ P46	Core Technologies **Fluid + Rotating Machinery** × Building Service & Industrial Technologies **Thermal Handling** ➡ **Cultured Meat and Protein Material Production**	Automation of cell culture and purification, and demand for mass production of high-quality cells **Approx. ¥30 trillion**	• Contributing to a sustainable society by developing equipment that improves **energy efficiency and productivity in cell culture processes** for regenerative medicine and drug discovery	• Sales of lab-scale culture equipment and scale-up to larger systems • Mass production and sales of cell separation and purification equipment

Business Strategies | New Businesses

Driving Innovation Through a Cross-Functional Framework

The Ebara Group has established an enterprise-wide cross-functional promotion structure and is pursuing new businesses in a wide range of fields to leverage its technologies to help solve social issues around the world. To connect its core competencies with solutions to social challenges, the Group has mapped internal resources such as technologies and human resources through the “Strategic Table of Technological Capabilities” and established a framework to accelerate internal and external collaboration and joint development.

► P52 (The Ebara Group’s Strategic Table of Technological Capabilities)

Under this promotion structure, the Group is advancing business promotion, product development, and research in an integrated manner with its growth strategy, driving innovation and sustainable growth.

Working toward a rapid market creation cycle that generates customer-centered value

Kazunori Suda
Executive Officer
Division Executive,
New Business Development Division

To remain an indispensable presence in society, we define innovation as “market creation” and are taking on the challenge of creating new value beyond our existing five business domains. Centered on our strengths in core technologies and manufacturing expertise, we are forming an organic “industrial cluster” that combines cutting-edge startup technologies and trading company networks. By flexibly combining in-house development and external collaboration, we will provide products, services, and solutions that markets and customers truly need more rapidly.

Expanding into hydrogen and aerospace for the next 100 years through the integration of core and world-leading technologies

Teruaki Tsukamoto
Division Executive, Corporate Project
Hydrogen & Aerospace Strategic Business Unit

As a corporate project, we have integrated core technologies across the entire Group and steadily grown the hydrogen and aerospace businesses from concept to commercialization. Building a hydrogen supply chain requires the realization of all stages: “produce, transport, and use.” Liquid hydrogen pumps (“transport”), for which we have begun receiving orders, have now been transferred to the Energy business with the aim of maximizing its global growth potential. We are also taking on challenges in hydrogen production (“produce”), which is essential for energy security, as well as hydrogen-powered aircraft and mobility applications (“use”). In both hydrogen and aerospace, we will pioneer new frontiers in next-generation technologies through world-leading technologies.

Marine (Land-based Aquaculture)

Providing one-stop solutions for “produce, cultivate, and deliver” required for the industrialization of land-based aquaculture

Starting from the manufacture of food production equipment and cultivation support, we provide solutions across the entire value chain and lead the industrialization of land-based aquaculture. Through the production of high-value land-based fish with a thorough commitment to taste and quality, we help address challenges facing the fisheries industry.

Initiatives in 2025

Applying our fluid analysis and control and engineering technologies, we are working to establish land-based aquaculture systems capable of precisely controlling cultivation environments. In 2025, we constructed a commercial-scale plant facility in Iwata City, Shizuoka Prefecture, and conducted cultivation demonstration testing using proprietary recipes, achieving cultivation performance significantly exceeding industry standards. Going forward, we will provide these solutions as land-based aquaculture solutions capable of achieving stable production, while enhancing the reproducibility of the farming performance validated through demonstration testing.

Results of shrimp cultivation at the Iwata Plant

Bio (Compact Cell Culture System)

Developing equipment that improves energy efficiency and productivity in cell culture processes

As biotechnology becomes industrialized, the adoption of cultivation processes is expected to expand going forward. Through the engineering technologies cultivated since our founding, we will enable highly efficient, high-quality cultivation processes.

Initiatives in 2025

Applying our fluid technologies and engineering capabilities, we are advancing the development of multiple bio-related products. As the first step, we will commence pilot sales of a compact cell culture system in 2026. By combining optimized nutrient delivery through fluid analysis with 3D porous scaffold cultivation, this system has achieved cultivation efficiency comparable to that of conventional large-scale automated cultivation systems despite its compact lab-scale design. Going forward, we will identify operational challenges through customer demonstration testing and further refine the product.

Compact cell culture system to be launched in 2026

Business Strategies | New Businesses

Driving Innovation Through a Cross-Functional Framework

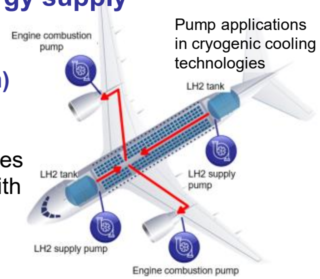
Hydrogen/Aerospace

We will accelerate the development of next-generation technologies essential to Japan's growth strategies in the fields of energy and aerospace, while achieving both social and environmental value and economic value through fully optimized solutions integrating our core technologies. The liquid hydrogen booster pumps, which have already reached the commercialization stage, have been transferred to the Energy Company to further achieve growth from "1 to 100." ▶ P36 (Energy Company)

In the aerospace field as well, we will address challenges with passion and dedication through fluid technologies and support hydrogen and aerospace activities.

Hydrogen — Leading the supply chain through technology and driving decarbonization and stable energy supply

Initiatives in 2025



(1) Taking on the "produce" domain (hydrogen production)

● **Development of Next-Generation Hydrogen Production Technology "SOEC"**

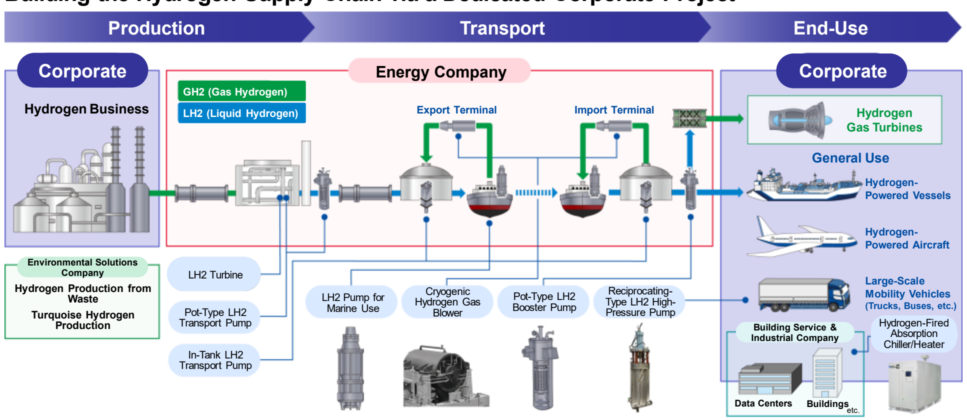
By leveraging our proprietary expertise in thermal technologies and the utilization of industrial waste heat, we are working with Tohoku University to accelerate the resolution of technical challenges toward highly efficient hydrogen production.

(2) Technology development in the "use" domain

● **Establishment of liquid hydrogen boosting technologies in the mobility field (for hydrogen-powered aircraft, marine applications, and hydrogen stations)**

Through the development of compact and lightweight liquid hydrogen supply pumps, we are driving the practical deployment of next-generation mobility. For onboard pumps, we have also successfully completed liquid nitrogen testing, and through the expansion of products for engines, fuel cells, and other applications, we are paving the way toward carbon neutrality in aviation.

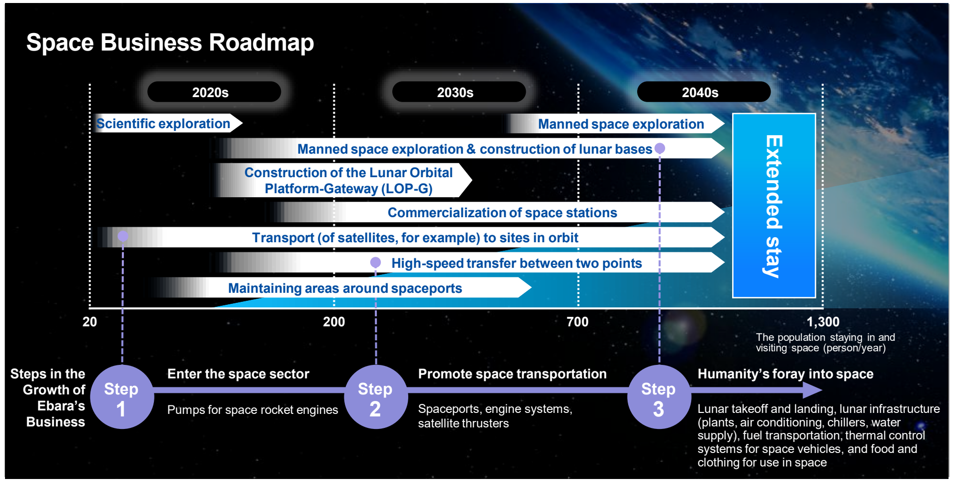
Building the Hydrogen Supply Chain via a Dedicated Corporate Project



● **Development of Next-generation Foundational Technology (Magnetic Refrigeration)**

We will establish cryogenic cooling technologies that support the "produce" and "transport" stages of hydrogen and develop them into a foundation for a decarbonized society, with future applications to other fields in mind.

Aerospace — Creating new value in the space sector and supporting human space activities through technology



Initiatives in 2025

(1) Completion of actual propellant testing for electric turbopumps for commercial rocket engines Step 1

Operational testing using cryogenic liquid fuel and liquid oxidizer has been completed.
We aim to bring the product to market in 2027.


Demonstration of liquid testing for an electric turbopump for rocket engines

(2) Development of pumps for satellite thrusters Step 2

For pumps used in satellite thrusters for attitude control and orbit correction of satellites, operational testing using water has been completed through joint research with the Japan Aerospace Exploration Agency (JAXA).

Attitude control using Thruster Pumps

(3) Development of pumps for next-generation satellite heat rejection systems Step 2

To address thermal challenges associated with the increasing performance of satellites, we have commenced prototype development of highly efficient pumps for heat rejection systems.

Expand the Group Management Foundation to Achieve Overall Optimization

To realize E-Vision 2035, we aim to create sustainable value by pursuing business expansion and strengthening our management foundation in parallel. At the core of these efforts is Basic Policy 1 of E-Plan 2028: “Expand the Group Management Foundation to Achieve Overall Optimization.” We will promote initiatives from three perspectives: enhancing corporate functions, establishing common platforms, and strengthening business-level command center functions and global integration.

In addition to strengthening the Ebara Group’s management capital from multiple perspectives, we will enhance organizational capabilities by mobilizing and combining human and organizational capabilities, technologies, and know-how, thereby maximizing corporate value.

Maximization of corporate value for the Group over the medium- to long-term

Strengthening corporate functions that lead the Group

- Strengthening pure headquarters functions to set the direction of Group management and drive Groupwide optimization
- Clarification of investment priorities based on investment discipline and agile resource allocation
- Enhancement of Group governance through appropriate involvement in the management of Group companies

Building common business platforms

- Establishment of Groupwide common platforms, including ERP and human capital management systems
- Groupwide sharing of market and product data (including operational data) to build data assets
- Continued investment in AI-, IT-, and digital platforms that support future growth

Strengthening business-level command center functions and global integration

- Optimizing resource allocation, supply chain management, and decision-making through a high-level, enterprise-wide perspective
- Driving business operations and strategy execution from a global perspective grounded in regional and customer needs
- Achieving sustainable group growth by enhancing profitability and efficiency, built on the competitiveness of each business

Section 2

Foundations for Value Creation

— Ebara’s Management Foundation —

Human Resources Strategy

Message from Chief Human Resources Officer

Connecting individual growth to business growth, pursuing overall optimization through a virtuous cycle of people and business growth

Akihiro Osaki Executive Officer, CHRO

To date, as part of our efforts to advance human capital management and build a global talent management foundation, we have worked on making human capital data visible across the organization, promoting optimal talent placement, and establishing frameworks that support employee well-being and safety. As a result, we have made steady progress, including improvements in engagement scores, an increase in the ratio of women in management, and achieving a 100% childcare leave rate among male employees.

At the same time, we face ongoing challenges in talent activation, measuring who is creating value, where, and how. Key areas for improvement include enhancing diversity in Global Key Positions (GKPs) and strengthening employee engagement in Japan. While individual growth and training initiatives are advancing, we must optimize our assignment and opportunity structures to ensure this development translates directly into real-world value creation. We envision "a virtuous cycle of mutual growth between individuals and the Company," a dynamic partnership in which individuals and the Company choose and empower one another. As employees take the initiative to tackle new challenges and innovate, Ebara will create the systems and opportunities that sustain their value creation and support further growth. Executing this cycle is our clear priority.

Under E-Plan 2028, we aim to take the first steps toward making this cycle a reality. Specifically, we will define a talent portfolio closely aligned with our business strategies, connecting individuals to optimal roles and opportunities across the Group based on their unique strengths and career aspirations. To support this initiative, we are building a management platform that integrates talent data to provide organization-wide visibility. By sharing experience, expertise, and future potential across the Group, we will ensure talent placement and development are defined by transparency and trust.

Going forward, we will place particular emphasis on evolving our reward systems to ensure that challenge and growth are properly recognized. We define challenge broadly, not just as promotions or lateral transfers, but as daily operational improvements, new value creation, deepening expertise, and the transfer of technical skills. By accurately evaluating these diverse contributions and linking them to future opportunities, we will simultaneously drive individual fulfillment and organizational value. Through these initiatives, the HR department will support a relationship where individuals and the company mutually choose each other and continue to grow, thereby promoting the practice of human capital management.

Human Resources Strategy Overview

Our Vision for E-Vision 2035

A virtuous cycle of mutual growth between individuals and the Company

E-Plan 2028 Human Resources Policy

Advancing human capital management | **Developing a global talent management platform**

Key Issues to Address

1. Establish career ownership as a common behavioral principle for all employees (expand, empower, and fairly evaluate)
2. Integration of human resource strategy and business strategy
3. Clarification of our talent portfolio
4. Advancement of optimal talent placement through the integration and visualization of human resource information
5. Development of a health foundation that supports vibrant work styles and high engagement

Initiatives to Realize our Vision

- **Embed career ownership** through cultural transformation (A mindset and behavior of proactively continuing to create value)
- Remove barriers to individual initiative **and develop an environment in which employees can feel and experience their own growth**
- **Achieve optimal talent placement** through enhanced global mobility

E-Plan 2028 Non-financial KPIs and Targets (CHRO)

Related Materiality	Social and Environmental Value Provided (2035)	KPIs		2025 Results	2028 Targets
4 **Promote working environments that encourage challenge**	Promote the active participation of diverse global talent	Diversity in Global Key Positions (GKPs)	Ratio of women	8.0%	11.0%
			Nationality diversity indicator	—	Level in line with global peers
	Promote a secure, safe, and healthy workplace environment	Global Engagement Survey Score		81	85
		Certification as a Health & Productivity Management Outstanding Organization (Japan)*		Obtained certification	Obtain certification

*Maintenance of certification as a Health & Productivity Management Outstanding Organization (White 500), jointly administered by the Ministry of Economy, Trade and Industry and the Health & Productivity Management Alliance, and selection as a Health & Productivity Stock.

Human Resources Strategy

E-Plan 2028 Human Resources Policy and Key Measures

To achieve E-Plan 2028, the Ebara Group will drive a virtuous cycle of human capital and business growth powered by high engagement and proactive employee action. To realize this, we will embed career ownership as a common behavioral principle for all employees, remove factors that hinder individual challenges, and develop an environment in which employees can experience growth. We will clearly define the positions and capabilities required to execute our business strategies, while establishing global mobility to ensure the optimal placement of talent across the Group. Supporting these initiatives as our core management infrastructure, we will centralize and visualize global talent data. Practicing strategic, data-driven assignments will allow us to move away from subjective talent management and ensure fair, objective placement. The HR division supports business decision-making by anchoring itself in both data analytics and our strategic vision.

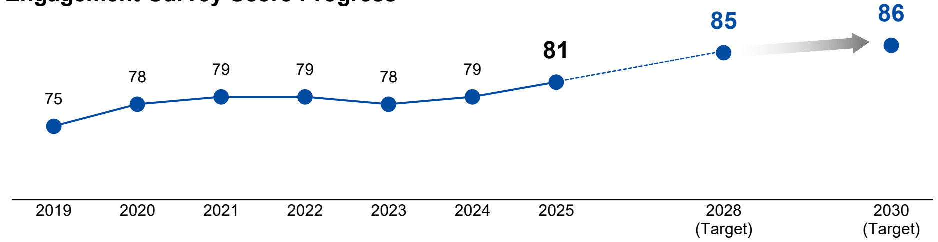
Under E-Plan 2028, we track our progress using two key performance indicators: our Global Engagement Survey (GES) and Human Capital ROI. Our ultimate goal for human capital management is to simultaneously drive individual growth and business value creation. Relying solely on Human Capital ROI can skew focus toward short-term efficiency, while tracking only GES scores can obscure the link to actual business results. By utilizing these indicators to complement one another, we can accurately visualize sustainable, balanced growth for both our people and the organization, safeguarding the quality of our human capital management. In 2026, reflecting these analytical results, we will further enhance the PDCA cycle with a focus on strengthening the involvement of management-level employees, while identifying bottlenecks in each organization and promoting highly effective improvement activities.

Increasing Global Engagement

Since 2019, the Group has conducted a global engagement survey targeting all employees in the global Group. In 2025, the Group achieved a high response rate of 91% overall (89% in the previous year). With a focus on improving engagement in Japan, where scores were relatively low, Corporate HR and in-house Company HR divisions collaborated under the leadership of the Work Style Reform Committee, which consists of all Executive Officers, to identify target organizations and implement initiatives. During the implementation process, timely adjustments were made based on employee awareness surveys, and after the main survey, effectiveness was measured through verification surveys, with the results shared across the Group to drive a continuous improvement cycle. As a result of these initiatives, the engagement score improved from 79 in 2024 to 81 in 2025. In particular, the score for items related to actions taken based on the survey increased by six points, confirming the effectiveness of the initiatives. Meanwhile, although scores related to talent management and performance management are trending upward, the Group recognizes that challenges remain and that further improvements are necessary.

In addition, correlation analysis of monitoring data and survey results quantitatively confirmed that the quality of day-to-day involvement and dialogue by middle management has a significant impact on improving engagement. In 2026, reflecting these analytical findings, the Group will further enhance the PDCA cycle with a focus on strengthening the involvement of management-level employees, while identifying bottlenecks within each organization and promoting highly effective improvement activities.

Engagement Survey Score Progress

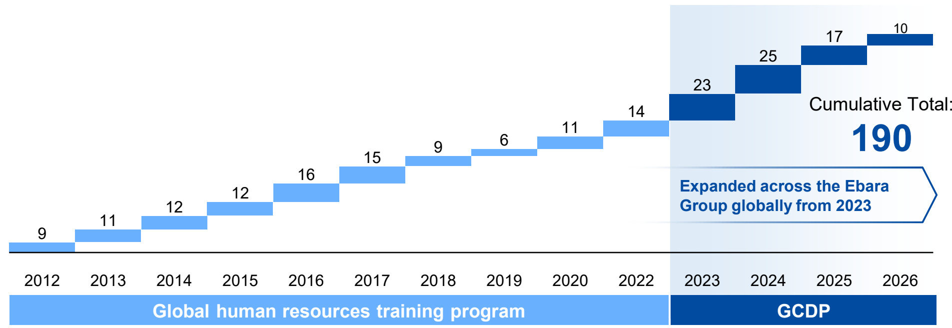


Advancing Human Capital Management

Building and Continuously Strengthening the Global Talent Pipeline

Our Global Career Development Program (GCDP) has had a cumulative total of 190 participants, with these individuals playing key roles across the Group to drive our global growth. The program has evolved from one centered on fostering a global mindset and cross-cultural understanding to a development program that aligns individual career aspirations with organizational needs to create synergies. Although the number of selected participants decreased compared with previous years as a result of the matching process, the program has evolved into one that provides high-quality growth opportunities directly linked to business strategies. Going forward, we will continue pursuing the optimal balance between quantity and quality and strongly promote the early development of talent who will lead global management in the future.

Cumulative Number of GCDP Participants



Note: The data before 2021 indicates the number of participants in the Global Career Development Program, an overseas-oriented trainee program originating from Japan, prior to 2021. Excludes 2021, when the program was not conducted due to the COVID-19 pandemic.

Human Resources Strategy

Key Issues and Countermeasures

In the Career Awareness Survey conducted for employees in Japan in 2025, the majority of respondents answered “do not feel so” or “do not know” when asked whether they felt they were demonstrating career ownership or were aware of being in such a state. These results indicate not only insufficient penetration of HR policies, but also that mechanisms to translate understanding into concrete actions have not yet been sufficiently established.

To address this issue, we will first ensure that the concepts of human capital management and career ownership are fully communicated to all employees by reinforcing common understanding through measures such as mandatory training utilizing videos and our learning management systems. To support this shift, we are expanding our career management programs, empowering employees to independently map out and pursue their professional paths.

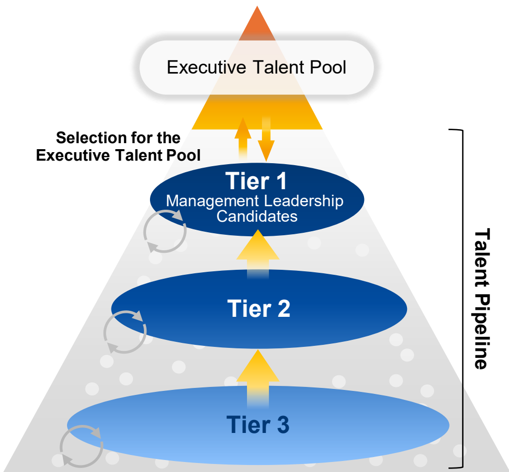
Our immediate focus centers on giving talent the autonomy to seize new opportunities. We will enhance communication regarding departmental roles and ideal candidate profiles, while continuously optimizing existing frameworks like the GCDP and our internal job posting system. Concurrently, we are reviewing our performance metrics and compensation structures to cultivate an HR ecosystem that fundamentally incentivizes personal challenge and corporate growth.

Development of Executive Talent and Highly Skilled Professionals

We are strengthening our systems for developing executive talent, highly specialized professionals, and future leaders who will drive management and business operations, enabling us to cultivate and appoint diverse talent to optimal roles across the Group and establish a framework for their systematic development and advancement.

A major milestone occurred in 2025, when we rolled out this succession framework across all GKPs. Going forward, we will further advance the development of our talent pipeline through strategic development, assignment, and appointment initiatives. When it comes to future executives, we immerse high-potential candidates in selective training and multi-divisional roles to build an enterprise-wide perspective and the agility to navigate uncertainty. Meanwhile, our highly skilled professionals serve as crucial drivers of scale, leveraging their expertise while actively training the next generation, continuously expanding our global talent pool.

Executive Talent Pipeline



Note: represent the circulation of talent through development, assignment, and promotion.

Development of a Global Talent Management Platform

To realize E-Plan 2028 and E-Vision 2035, we are building a global human resource management platform mapped directly to our business strategies. Central to this framework is a globally integrated HCM system that centralizes data on employee skills, experience, and career aspirations across the Group. This visibility enables data-driven talent management, optimizing personnel assignments, succession planning, and the strategic cultivation of global and specialized professionals.

Concurrently, as our business portfolio evolves and our global operations expand, we are cultivating an inclusive workplace where diverse talent can maximize their potential, irrespective of background. Guided by the core principle of career ownership, we champion proactive employee growth while strengthening engagement through a firm commitment to health, safety, and diversity. Ultimately, these combined efforts unlock a virtuous cycle of shared growth between our people and the business, driving the sustainable enhancement of corporate value.

Foundations Supporting Talent Activation

The physical and mental well-being of each employee is essential for maintaining high engagement and continuing to take on challenges proactively. The Group positions the well-being of employees and their families as an important management theme and is working to create an environment that sustainably supports challenge and growth. Specific initiatives include mental health measures and the reduction of presenteeism through improvements in sleep quality and lifestyle habits, as well as preventive measures against lifestyle-related diseases from a young age and support for women's health issues. By creating an environment that facilitates access to health checkups and promoting the maintenance and improvement of health, including that of employees’ families, we will foster health awareness among employees and encourage voluntary behavioral change.

With respect to the promotion framework, Ebara and its domestic Group companies will address their respective issues and promote support tailored to individual circumstances, including balancing treatment and work, as well as childcare and nursing care responsibilities. Through these initiatives, we will establish an environment in which each employee can continue working in good health and, as an outcome of these efforts, aim to obtain certification as a Health and Productivity Management Outstanding Organization across the Group while enhancing organizational vitality and productivity.

On the website, we introduce explanations of each elemental technology and specific examples of how the technologies in the strategic table of technological capabilities are utilized.

▶ Web Reference: The Ebara Group's Strategic Table of Technological Capabilities

Special Feature The Ebara Group's Strategic Table of Technological Capabilities

Technological Capabilities, Human Resources, and Organizational Capabilities Contributing to Strengthening Competitiveness

Strategy Linking the Enhancement of Technological Capabilities and the Utilization of Human Resources

The Ebara Group is aiming for even greater heights by linking the Strategic Table of Technological Capabilities to human resource and organizational data and by designing technologies and organizations based on data in order to optimize technological development, personnel management, and co-creation activities, including collaboration between industry and academia and M&A.

To achieve this goal, we are developing a system to manage technological, human resource, and organizational data in an integrated manner and to visually depict that data. The system will lead to more advanced technological and business strategies and facilitate data-driven decision-making for the organization as a whole.

We will continuously increase corporate value by aiding in decision-making based on objective data and by demonstrating a competitive advantage in a rapidly changing market environment.

The Ebara Group's Strategic Table of Technological Capabilities

	Infrastructure Company		Energy Company		Building Service & Industrial Company			Precision Machinery Company					Environmental Solutions Company	
	Ma	Ms											In	Py
	Cm	Ei	Rc		Fm	Hi							Bl	Eg
	Pj	Pu	Cr	St	Mm	Rc	So	Tg	Po	Vt	Pl	Ce	Mh	Fr
	Pr	Pt	Ch	Sm	Mw	Fi	Pu	Ml	Cl	Ep	Oz	Eg	Md	Ca
	Qa	Ft	Mt	Am	Ea	Sm	Es	Mo	Mc	Tr	Eb	Pz	Mt	Na
Common Basic Technologies	Sd	Fd	De	Mn	Ds	Ca	We	Ts	Am	Re	Nd	Rb	Pm	Xr
	Mt	Fl	Na	Bt	Va	Ch	Ht	Cs	Mc	Pw	As	Ps	Ie	

▶ Web Reference: The Ebara Group's Strategic Table of Technological Capabilities

The next page introduces examples of the technologies highlighted in blue.

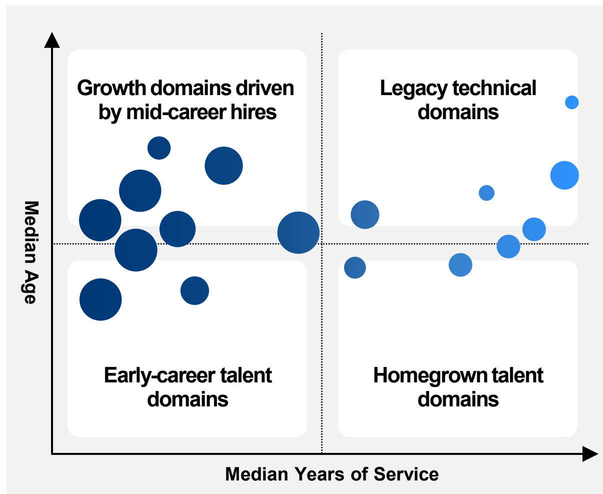
Visualization of the Engineer Portfolio

We conducted an analysis using human resource data linked to the strategic table of technological capabilities and calculated the number of engineers, years of service, and median age for each technological element. Based on these indicators, we mapped and visualized each technology into four quadrants: "Early-career talent domains," "Homegrown talent domains," "Legacy technical domains," and "Growth domains driven by mid-career hires." This enables us to gain a comprehensive overview of the Ebara Group's engineer portfolio and utilize it in formulating technology strategies.

Four-Quadrant Mapping of the Technology Portfolio

(Years of Service × Median Age × Number of Technology Holders)

- Each bubble represents a technological element.
- Bubble size indicates the number of technology holders.
- For example, the lower left of the graph suggests that "human resource development is required," while the upper right suggests "concerns regarding a shortage of successors."



The Ebara Group's Strategic Table of Technological Capabilities

Control and Monitoring Systems Driving Growth, Advancing DX and Enhancing Corporate Value through All-EBARA Technologies

Among the assets systematized in the Ebara Group's Strategic Table of Technological Capabilities, the evolution of control and monitoring system-related technologies is key to addressing the diverse challenges faced by each business and maximizing product value. These systems are built by highly integrating and coordinating core technological elements such as control technologies, software development technologies, and vibration technologies in accordance with the characteristics of each business.

Under the "All-EBARA" framework, the Group is promoting solutions tailored to the needs of each business, including improving manufacturing throughput using AI, predictive fault diagnosis through vibration analysis, and energy savings through advanced operational control. Through an optimized development framework based on the systemic mapping of technologies, the Group provides solutions that directly reflect feedback from operational sites and maximize value throughout the entire product lifecycle.

Examples of the Implementation of Control and Monitoring System-related Technologies

Precision Machinery — Improving Semiconductor Manufacturing Equipment Throughput (Tr)

In semiconductor manufacturing, superior throughput is the ultimate driver of equipment competitiveness and lower plant costs. Ebara's CMP and plating systems outperform competitors through a combination of robust hardware and advanced software, including highly optimized parallel processing control and real-time optimization. Moving forward, we are further enhancing these control algorithms using AI.

Jimpei Hashizume
Precision Machinery Company

Building Service & Industrial — EBARA Maintenance Cloud (So, Va)

This IoT-enabled service connects with our equipment, such as standard pumps, to streamline customer operations. By collecting real-time data on vibration, temperature, pressure, and flow rate via simple sensors, the platform significantly reduces the time and labor required for maintenance and routine inspections. Complete with user-friendly email alerts and performance reports, the service ensures operational stability. Our next step is to unlock further value by integrating tools for comprehensive power consumption tracking.

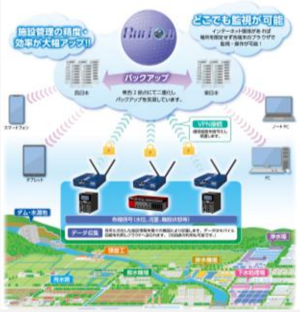
Takuma Uchida
Building Service & Industrial Company

Energy — Rotating Machinery Fault and Performance Diagnosis (Va, Ds)

Leveraging our deep engineering expertise, we analyze vibration and operational data to detect anomalies, diagnose root causes, and propose targeted solutions. This supports the stable, long-term operation of critical rotating machinery in petrochemical plants. In collaboration with our customers, we are continuously refining this service through AI and digital technologies to expand our commercial offerings and address evolving customer and societal challenges.

Left: **Kazuhiko Sugiyama**
Ebara Elliott Energy
Right: **Yusuke Watanabe**
Technologies, R&D Division

Infrastructure — Water Management System Cloud Service "Rurion" (Ms)



Conventional management of water facilities required the installation of dedicated equipment and personnel deployment on-site, resulting in significant maintenance and management burdens. To address these issues, we developed and launched the water management cloud service "Rurion." The system aggregates data from dispersed facilities and enables remote monitoring and operation via smartphones and other devices, facilitating labor-saving management. The service has also obtained international security certifications (including ISO 27001) and contributes to a safe and sustainable society.

Left: **Toshimichi Miyasaka** Right: **Tsuyoshi Makimoto**
EBARA DENSAN

Environmental Solutions — Remote Support System (Md, Ds)

To ensure the stable operation of waste incineration facilities amid a shrinking labor workforce, we are leveraging AI and ICT to advance remote support and labor-saving technologies. Operating from two real-time support centers in Fujisawa and Haneda, we established our Advanced Automatic Combustion Control System. By embedding the expertise of skilled operators directly into the software, we achieved a groundbreaking 122 consecutive days of fully autonomous operation at a commercial plant. We will deploy this proven technology to facilities across Japan, leading the future of infrastructure operations.

Kohei Ishii
Ebara Environmental Plant

R&D, Intellectual Property, and Quality Assurance Strategy

Message from Chief Technology Officer

Leading value creation beyond business boundaries as a hub for integrating the Group's technologies and intellectual property

Norihisa Miyoshi Executive Officer, CTO

In E-Vision 2035, the Group has set forth the goal of creating corporate value that exceeds the sum of its businesses. To support this from the perspectives of technology and intellectual property, we envision the ideal state of the CTO organization as one in which development themes that support the sustainable growth of society and the Group are continuously generated, multiple innovation opportunities are constantly being cultivated, and technology and intellectual property serve as a central hub that maximizes synergies across the Group while continuously applying R&D achievements into businesses.

Under E-Plan 2025, we established and institutionalized mechanisms for identifying medium- to long-term R&D themes and linking intellectual property activities with business strategy. In addition, steady progress was made in converting the tacit knowledge of skilled engineers into shared organizational knowledge, including the launch of the EBARA Development Navi, while the establishment of a CPS promotion organization advanced the development of digital twins and AI agents leveraging cyberspace.

Based on these initiatives, under E-Plan 2028, we will strengthen the creation of synergies among businesses through the cross-functional deployment of technologies. For example, based on our vision for a "sustainable semiconductor factory" and the technologies and products required to bring that vision to life, we will take a Groupwide perspective to strengthen the technologies possessed by each business and acquire new technologies.

In addition, through the organizational restructuring implemented in 2026, we established a system under the CTO that integrates activities spanning R&D, production, and quality assurance. We will deploy production innovation and quality assurance activities based on globally standardized practices and create a virtuous cycle that directly links operational challenges to R&D and design. We will also continue optimizing Innovative Production ROIC and Intellectual Property ROIC, which are becoming increasingly embedded throughout the organization, while utilizing them to evaluate return on investment.

Developing technical and manufacturing talent to support these initiatives is also essential. We will establish talent development frameworks through job rotations and cross-functional projects, while also advancing the transfer of know-how through the systematization of expertise and expanding knowledge through the Cyber Lab, a platform for co-creation with internal and external stakeholders. Under the frameworks established through E-Plan 2028, we are convinced that experienced personnel will serve as the driving force for realizing the vision we seek to achieve over the next decade.

R&D and Intellectual Property Strategy Overview

Our Vision for E-Vision 2035

Supporting management decision-making through intellectual property and technology analysis, while continuously implementing innovative value in society through the visualization of owned technologies and the promotion of internal and external co-creation

Strategic Pillars and Key Measures

Pursuit of Overall Optimization from a Technological Perspective and Creation of New Value

Strategic Proposals through Proactive Intellectual Property Activities	• Provide timely and accurate analyses based on intellectual property and technology information in the formulation of business and R&D strategies
Organization of the Technology Portfolio and Formulation of a Grand Design	• Visualization of owned intangible technology assets • Formulation of a grand design for the business portfolio envisioned for 2035
Contribution to Business Growth through Activities Integrating Technology, R&D, Intellectual Property, Production Innovation and Quality Assurance	• Capture support needs faced by each business division • Review roadmaps by target market and key technology field • Promote the conversion of implicit knowledge into explicit knowledge and knowledge sharing utilizing AI • Support the utilization of R&D results in businesses • Advance companywide production innovation and quality assurance activities and manage them through indicators • Support solutions to manufacturing technology issues in business divisions, including acceleration of prototyping • Develop personnel in quality, IE (Industrial Engineering), and manufacturing
Exploration and Development of New Businesses	• Formulate strategic scenarios and establish action plans • Strengthen internal and external collaboration from marketing and business perspectives • Strengthen support capabilities for new business projects • Strengthen intellectual property clearance related to new businesses
Strengthening the R&D Foundation	• Further enhance and fully utilize the AI utilization platform • Acquire, strengthen and develop technologies and personnel in the precision processing technology field • Develop and advance the utilization of technology and organizational capability maps • Implement personnel rotations from a long-term human resource development perspective

Verification of Investment Results

Utilization of Intellectual Property ROIC	• Improve the contribution and efficiency of intellectual property activities to business earnings
Penetration of Innovative Production ROIC	• Monitor the contribution of production innovation activities to ROIC

Indicators and Targets Related to R&D and Intellectual Property

Related Materiality	Social and Environmental Value Provided (2035)	KPIs	2025 Results	2028 Targets
1 Contribute to the creation of a sustainable society 2 Elevate standards of living and support abundant lifestyles for all	Grand design for the desired technology portfolio	Visualization of owned technology assets and development of a technology portfolio	•Established a strategic process driven by proactive intellectual property activities •Optimized allocation of R&D resources based on technology strategy	
	Promotion of AI utilization and conversion of technical know-how into Intangible assets (digitalization)	Number of digitized know-how assets and expert agents	Number of know-how assets: 2 Number of agents: 0	Number of know-how assets: 4 or more Number of agents: 6 or more
	Establishment of the cyber lab	—	Internal PoC	Establishment of a production environment
	Lighthouse certification indicators	Number of advanced use cases introduced	0 cases	1 case

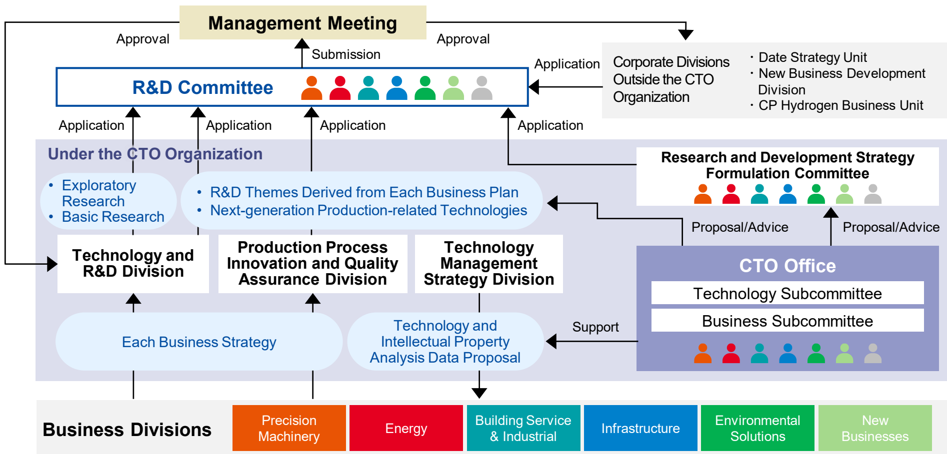
R&D, Intellectual Property, and Quality Assurance Strategy

▶ Web Reference: Research and Development

Pursuit of "Overall Optimization" Through EBARA's Manufacturing Process

The technologies supporting each of the Group's businesses have many common elements. To accumulate these as foundational technologies, we formulate and update research roadmaps in key fields and support business growth in a timely manner through planned research activities. In addition, from 2026, the Production Innovation and Quality Assurance divisions were integrated under the CTO organization. Product quality is built into the integrated process of development, design and production; however, conventionally, the development and design processes and the production process were separated at the point at which drawings were handed over, and the overall process was not sufficiently visible. Through integration under the CTO organization, we will seamlessly promote activities from R&D to production and quality assurance under a consistent strategy, aiming to achieve overall optimization and improve return on investment. We will also strengthen mechanisms to rapidly feed issues from production sites back to upstream development and design processes when quality issues arise.

Technology and R&D Planning and Decision-making Process Linked Closely with Businesses



Verifying Investment Results

Monitoring Production Innovation Activity Results through Innovative Production ROIC

The Company is promoting production innovation activities with the objectives of "shortening lead times, reducing inventories, and improving productivity." In addition to the monetary effects generated through these activities, we calculate Innovative Production ROIC for each Group company and district as a globally common quantitative evaluation indicator. Since its introduction in 2022, Innovative Production ROIC has functioned as a guiding indicator for activities and has contributed to raising employee awareness regarding inventory reduction and lowering manufacturing cost ratios. As a result of these initiatives, the consolidated Innovative Production ROIC improved by approximately 0.5 points in 2024 and approximately 0.4 points in 2025. Going forward, we will continue utilizing Innovative Production ROIC to create business value through improved productivity.

Definition of Innovative Production ROIC

$$\text{Innovative Production ROIC} = \frac{\text{After-tax operating profit}}{\text{Fixed asset + Working asset}}$$

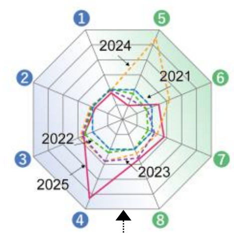
Estimated Definition of Innovative Production ROIC (pt) = Innovative Production ROIC after improvement − Innovative Production ROIC before improvement

Monitoring Intellectual Property Activity Results through Intellectual Property ROIC

Using the Intellectual Property ROIC tree, we organize the relationship between intellectual property activities and increases in business profits and turnover ratios, and quantify the results of intellectual property activities by causal factor. In 2025, "analysis and proposals, etc." increased due to the advancement of proactive intellectual property activities. "Optimization of intellectual property expenses" returned to its previous level following the large-scale review conducted in 2024. "Competitive advantage through differentiation" and "reduction of intellectual property risks" declined. The primary factor was a decrease in the number of newly registered patents; however, as the registration rate has not declined, we believe this reflects fluctuations in the number of patent applications in previous years.

IP ROIC and Quantification of Activities

$$\text{IP ROIC:} \ \frac{\text{Results of IP activities}}{\text{Investment (IP costs and labor)}} = \frac{\text{Results of IP activities}}{\text{IP activities}} \times \frac{\text{IP activities}}{\text{Investment (IP costs and labor)}}$$



Components	Effects on Business	Causal Factors	Relevant IP Activities and Elements
Increased profit (ratio)	Consistency (i.e., in existing business areas)	1 Competitive advantage from differentiation	Evaluating inventions for use in-house, acquiring patent application rights, branding, IP strategies, etc.
		2 Stabilization through mitigation of IP-related risks	Evaluating inventions and acquiring patent application rights in terms of research, appraisal, contracts, and markets served by other companies
		3 Strategy and brand enhancements	Applying for trademarks, branding, IP strategies, etc.
	Expansion (i.e., into new business areas)	4 Business development from analysis, recommendations, etc.	Proactive IP activities, in-licensing, etc.
Improved capital turnover ratio	Improved profit margin and operational efficiency with unchanged funds	5 Decreased IP expenses	Maintaining and managing rights, halting the acquisition of rights, etc.
		6 Improved efficiency and quality through new skills	Participation in IP training and external training, etc.
		7 Improved quality and efficiency from developed IP infrastructure	Management systems, contract policies, business manuals, research and analysis tools, etc.
		8 Returns gained through licensing	Out-licensing, transferring rights, etc.

R&D, Intellectual Property, and Quality Assurance Strategy

Contributing to Business Growth

Contributing to Business Growth through Technology and R&D

We will promote the review of roadmaps by target market and key technology field and support the utilization of R&D results in businesses. In addition, based on the needs of each business division, we will work on rapid prototyping of development components, support solutions to manufacturing technology issues, and convert tacit knowledge into explicit knowledge. Through companywide production innovation and quality assurance activities and the development of specialized personnel aimed at realizing One EBARA Factory, we will strengthen on-site capabilities.

Using AI to convert tacit knowledge into explicit knowledge

We are promoting the deployment of EBARA Development Navi, which converts tacit knowledge such as the experience and know-how of skilled engineers into explicit knowledge and directly links it to practical design and development operations. Based on the Digital Triplet (D3) concept, which adds a knowledge layer to the digital twin, this system realizes a "circulation of knowledge" in which knowledge is accumulated, shared, and evolves through continued use. Specifically, the system analyzes the complex decision-making logic used by skilled engineers in development and design operations, systematically organizes the underlying rationale together with the engineers' expertise, and presents it to younger engineers as a navigation tool. This is expected to help prevent omissions in review processes and rework while accelerating engineer development; however, the prerequisite work of "converting tacit knowledge into explicit knowledge" requires substantial effort, and despite recognition of its importance, progress had been limited.

Accordingly, from 2026, we launched the Knowledge-driven DX Project, which utilizes internally developed AI agents to expand the scope of explicit knowledge conversion to business processes across Ebara. Through this project, we aim to more than double the efficiency of targeted operations.

Contribution to the Exploration and Development of New Businesses

The intellectual property division is positioned not only as a department that supports patent applications by the R&D division, but also as a department that supports upstream management functions such as business strategies and R&D strategies through proactive intellectual property activities. Beginning this fiscal year, the newly established Technology Management Strategy Division will serve as the command center to promote Management of Technology (MOT) by maximizing the utilization of important intangible assets such as intellectual property, technical personnel, and explicit knowledge.

In the exploration and development of new businesses, we will continue identifying research themes based on megatrends and support new business development activities and the entire commercialization process conducted within the Group through strengthened internal and external collaboration and intellectual property clearance.

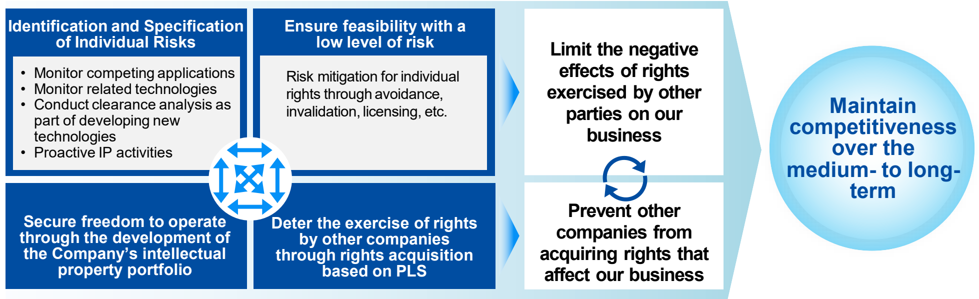
▶ Web Reference: EBARA Launches "Development Navi" to Drive Knowledge-Driven DX (January 1, 2026 News Release) (Japanese only)

Risk Management for Maintaining Competitiveness

Management of Intellectual Property Risks

In intellectual property risk management, we place emphasis on minimizing the impact of third-party rights on our businesses. We identify risks at an early stage through monitoring patent filing trends and conducting clearance analyses, and mitigate risks through avoidance, invalidation and licensing. In addition, an intellectual property portfolio centered on core technologies, together with strategic patenting that takes competitors into account (PLS), helps reduce the likelihood of third-party enforcement. Furthermore, in order to address cross-border patent infringement risks, we continuously review our intellectual property strategies in collaboration with experts in each country.

Intellectual Property ROIC and Quantification of Activity Results



Establishment of a Companywide Quality Governance Structure and Realization of Quality Management

Based on EBARA Global Quality, we have established a quality governance structure. Under this structure, with the CEO serving as the chief executive responsible, regular reports are made to Audit Committee members, Executive Officers, and the RMP. Each production site has obtained ISO 9001 (Quality Management System) certification, and a 100% certification rate has been maintained through 2025. To promote Groupwide quality assurance activities, we have set achievement targets for quality standards at each manufacturing site and are monitoring their improvement status through on-site inspections (EGQ Surveys). In addition, we have introduced Cost of Quality (COQ) as an indicator to quantitatively measure the results of these activities, evaluating it in connection with the business performance of each in-house Company. Through these initiatives, the level of quality assurance operations at each in-house Company is improving year by year.

Aiming for global top-level quality management, the Corporate Quality Assurance Division has established a quality management policy (including legal compliance and supplier management), and will contribute to the achievement of quality targets and roadmaps established by back casting from the medium-term management plans of each in-house Company.

DX Strategy

Message from Chief Information Officer

Driving the advancement of the global management infrastructure and the evolution of group governance through digital transformation

Hiroyuki Kowase Executive Officer, CIO

In aiming to become an "excellent global company" that is essential to the realization of a sustainable society, it is indispensable to advance the global management infrastructure that supports overall optimization. To achieve this goal, the digital division plays a critical role in initiatives such as strengthening Group governance, enhancing supply chain resilience, and implementing ERP systems.

Since 2019, we have positioned the advancement of the global management infrastructure as a top management priority and have pursued related initiatives intensively. The ERP systems have been introduced at more than 25 locations in Japan and overseas. Including the five sites where implementation is currently underway, the total will reach 30 locations. As a result, by January 2027, ERP systems are expected to be introduced across Group companies accounting for more than half of consolidated revenue. In addition, beyond ERP, we are actively deploying standardized systems such as CRM[*1], PLM[*2], and MES[*3] not only in Japan but also across overseas Group companies in collaboration with each business company.

As part of strengthening Group governance, the Company has also been working for many years to strengthen cybersecurity. In particular, in response to the full-scale implementation of the Cyber Resilience Act in Europe in 2026, we are advancing compliance efforts not only within the digital division but also in collaboration with the quality assurance division and personnel at each Company. To further strengthen these efforts, in 2025 we established a PSIRT[*4] under the CIO organization to reinforce cybersecurity frameworks for products and production sites in Europe. In addition, our cybersecurity initiatives and information-sharing efforts were recognized in the Cyber Index Corporate Survey 2025 (conducted by the Japan IT Association Federation in January 2026), in which we were selected as an outstanding company. This recognition represents the culmination of the steady efforts made by our members over several years, which have now been recognized through external evaluation. Without becoming complacent about these results, we will continue strengthening our cybersecurity measures going forward.

*1. CRM: Customer relationship management (a system for centrally managing customer information and interaction histories)
*2. PLM: Product lifecycle management (a system for managing product-related information throughout the entire product lifecycle)
*3. MES: Manufacturing execution system (a system for managing production progress and quality at manufacturing sites)
*4. PSIRT: Product Security Incident Response Team (a specialized team responsible for ensuring the security of products and services developed, manufactured, and sold by the Company)

DX Strategy Overview

Our Vision for E-Vision 2035

Based on a robust global IT infrastructure and data-driven management, we will create new value through advanced technologies and significantly enhance corporate value

Strategic Pillars and Key Measures

Offensive DX

1. DX using AI	• Utilization of generative AI and application of AI image analysis for operational efficiency improvement and creation of new value • Transformation of communications through creative initiatives utilizing generative AI
2. DX using 3D digital and XR (virtual and augmented reality) technologies	• Using digital twins & digital triplets to revolutionize design and production • Expanding the customer base through providing new experiential value integrating physical and virtual environments
3. DX using data	• Using data for human capital management • Creating added value by promoting the IoT and data mining • Automating operational processes and optimizing decision-making through the use of data science

Defensive DX

1. Implement PDCA cycle at the global management level	• Realization of the PDCA cycle at the global management level • Centralized management information and increased transparency • Groupwide easy KPI comparison
2. Standardization of global Group operations	• Utilize the right people in the right places • Rapid adoption of best practices Groupwide • Easy migration to shared service centers and BPO
3. Flexible, versatile, and scalable information systems	• Easily implement external best practices • Fast response to rapid changes in business and M&As • Significant cost reduction in development and operation of new structures

Indicators and Targets Related to DX

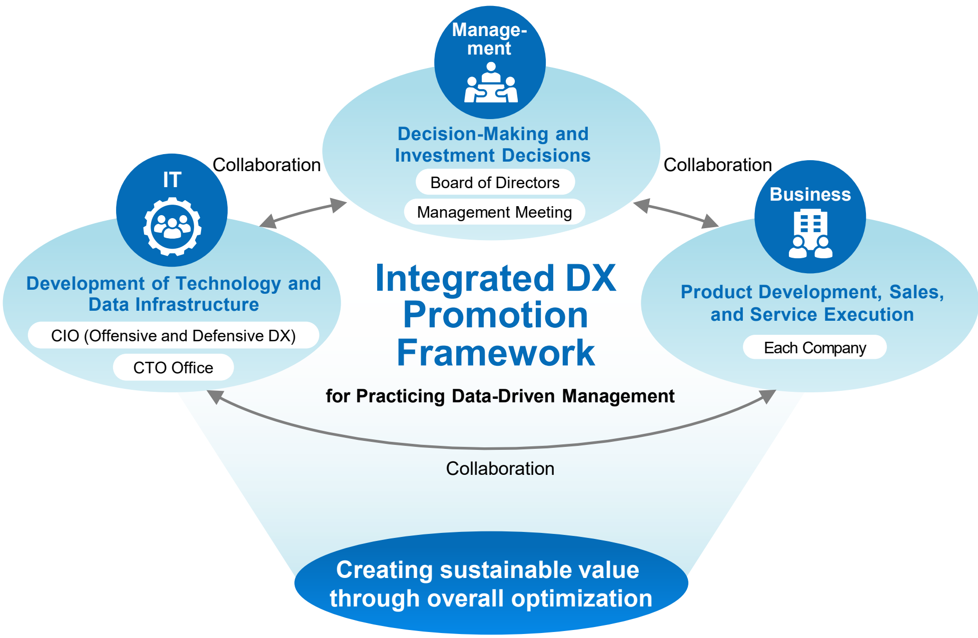
Related Materiality	Social and Environmental Value Provided (2035)	KPIs	2025 Results	2028 Targets
1 Contribute to the creation of a sustainable society 2 Elevate standards of living and support abundant lifestyles for all 4 Promote working environments that encourage challenge	Expand ERP project across the Group	Number of ERP Operating Sites	22 sites	41 sites
	Strengthen information security and comply with NIST (US) and CIS Controls	ISO 27001 Compliance • Continued implementation of SOA[*5] presentation and monitoring across all sites • Implementation of monitoring following the application of CIS Controls[*6] IG2[*7]	100%	100%

*5. SOA: Statement of Applicability (a declaration statement based on the ISO/IEC 27001 standard that lists the information security measures implemented by the Company and demonstrates that such measures have been appropriately selected and implemented)
*6. CIS Controls: Devised by the CIS, a US nonprofit organization specializing in cybersecurity, this is a framework encompassing the cybersecurity measures that companies should implement.
*7. IG: Implementation Group (guidelines that define three levels of priority for security measures according to company size and risk profile)

DX Strategy

A System to Unify Three Entities —Management, the Businesses, and IT Departments

Based on the Groupwide management strategy, we will align IT strategies with each Company, further accelerate the globalization of IT organizational management, and optimize IT investments and costs.



Offensive DX

Company-wide Utilization of Generative AI

We positioned the utilization of generative AI as an important strategy supporting "offensive DX," launched the project in 2023, and expanded it into a company-wide project in January 2024.

To enable secure, multilingual use of internal data and knowledge, we internally developed EBARA AI Chat with access controls, deployed it across all domestic operations in 2024, and integrated it with the company-wide inquiry platform. Furthermore, in 2025, we internally developed an API (Application Programming Interface) enabling these functions to be used from other applications and implemented AI agent functions in EBARA AI Chat. Through these initiatives, we are driving integration into core business workflows while also advancing utilization in creative fields.

In addition, we are advancing operational efficiency improvements globally through the use of generative AI tools such as Google Gemini, NotebookLM, Microsoft Copilot, and GitHub. Through the sharing of prompts and case studies on the internally developed EBARA AI Community Site launched in 2025, updates to AI guidelines, various study sessions, generative AI competitions, and executive interviews regarding AI utilization, we are actively fostering company-wide adoption. Furthermore, we are proactively pursuing external collaboration through external communications, including participation in forums hosted by Generative AI Japan and the Japan Society for the Promotion of Machine Industry, as well as speaking engagements at various conferences.

Promotion of Manufacturing DX Based on the Digital Triplet Concept

EBARA-D3™ is a human-centered DX project optimized for Japanese manufacturing based on the concept of the Digital Triplet (D3). D3 is a concept that further advances the digital twin by linking the three layers of the physical world, digital world, and knowledge base to enable continuous learning and evolution. This project aims to systematize the knowledge and skills accumulated at manufacturing sites and rebuild them into a manufacturing foundation that can be passed on to future generations.

Beyondverse™, which serves as the core platform of this initiative, integrates all manufacturing information—including products, processes, equipment, and worker movements—into a 3D environment and serves as a platform seamlessly connecting the "digital (virtual)" and "physical (onsite)" worlds. By visualizing and analyzing processes from design to manufacturing, maintenance, and improvement in an integrated manner, and by accumulating and utilizing onsite events and decisions as data, the platform integrates previously fragmented information and enables more advanced and faster decision-making.

Furthermore, by creating a cycle of analysis and simulation in the digital world and feedback into the physical world, we are establishing a structure in which the "digital" and "physical" environments continuously evolve together. Based on the philosophy of human-centered DX, where transformation is the objective and digital technologies are the means, this initiative goes beyond mere efficiency improvements and presents a new approach to manufacturing in which manufacturing sites and technologies evolve together. By establishing a transformation model linked not only to quality, cost, and delivery but also to indicators such as safety, risk, and learning, we will build a management foundation that supports sustainable growth. EBARA-D3™ aims to redefine manufacturing at Ebara while envisioning expansion across the broader industry as a manufacturing transformation model originating in Japan.

*Beyondverse™: Our own knowledge database covering a wide range of areas using AI

DX Strategy

Promotion DX

By utilizing advanced XR technologies to create 3DCG representations of products, we are building digital touchpoints that help customers intuitively understand value of products and solutions. By expanding the use of these assets beyond sales settings to advanced simulation training for employees and partner companies, we aim to enhance expertise across the organization and improve the quality and reliability of the services we provide.

In addition, by creating a consistent brand experience across all touchpoints and deepening both emotional and functional connections with customers, we will build a strong customer base and enhance medium- to long-term profitability and corporate value.

Development and Organizational Integration of a Data Utilization Platform Supporting Data-Driven Management

To convert data assets into corporate value, the Group is strengthening its groupwide data management framework. Since 2024, we have introduced a data virtualization platform to establish an environment in which data dispersed across departments in silos can be referenced without physical data movement. We have gradually begun operating common workflows that balance governance and convenience at each in-house Company.

To maximize execution capabilities, we sequentially consolidated data platform functions into the Data Management Office in August 2025 and BI teams in January 2026. As a result, we have established a one-stop framework covering “policies, infrastructure, and utilization,” enabling rapid responses to onsite needs and faster decision-making.

Going forward, we will progressively expand this framework to domestic Group companies while evolving it into an AI-ready information infrastructure capable of supplying the high-quality and comprehensive data essential for AI to realize its full potential. We will accelerate predictive detection at manufacturing sites and more advanced management decision-making to establish overwhelming competitive advantages.

Defensive DX

ERP System Implementation —Visualizing Management Resources Globally

We are introducing an enterprise resource planning (ERP) system across the entire Group. The system has been introduced at 25 locations in 19 countries globally (as of April 2026). Alongside the implementation of ERP, we have realized centralized management and visualization of management information through the use of BI tools. We will continue expanding and implementing these systems across the Ebara Group.

Expanding Customer Relationship Management Globally

To support growth in global markets, we are strengthening our customer relationship management (CRM) capabilities. Salesforce* has been deployed as a company-wide front-end order management platform, enabling centralized management of sales information and the establishment of globally standardized sales processes aligned with the global rollout of our ERP system. We are also leveraging BI tools integrated with ERP data to improve the visibility of management information. Looking ahead, we will extend CRM capabilities beyond order management to after-sales services, delivering greater value through an enhanced customer experience.

*Salesforce is a registered trademark of Salesforce, Inc.

Promoting System Utilization through the Use of Digital Adoption Tools

As business applications become increasingly standardized as packaged solutions, we have introduced the digital adoption tool “WalkMe*,” which enables manual-free operation. The tool is currently operating across 52 systems (as of the end of December 2025), and deployment is being expanded progressively. By promoting usage and ensuring adoption, we are achieving labor savings through reduced inquiries and improving operational efficiency through visualization of usage conditions. These initiatives were highly recognized globally, and the Company became the first Japanese company to be selected as a finalist in the “Transformational Business Impact” category at the “WalkMe Realizer Awards 2026,” a global award in the digital adoption field.

▶ Web Reference: WalkMe K.K. Press Release (March 16, 2026 / PR TIMES) (Japanese only)

*WalkMe is a registered trademark of WalkMe Ltd.

Strengthening Cybersecurity

As cyberattacks targeting companies become increasingly commonplace, the Group is strengthening measures with a focus on security responses required across the entire supply chain. To secure market trust, we position compliance with internationally recognized standards and frameworks as a key initiative, promoting compliance with ISO 27001 for information security and CIS Controls for cybersecurity.

In addition, with the aim of strengthening global security governance, we have established a Global CSIRT* framework including overseas Group companies and continue its operation and improvement on an ongoing basis. With respect to ISO 27001, we established a PDCA cycle by 2024 and commenced operation under the latest version in January 2026. For CIS Controls as well, we have commenced operation of IG1 and IG2 and are conducting continuous monitoring to ensure appropriate maintenance and management.

*CSIRT：Computer Security Incident Response Team

Risk Management

Message from the Chief Risk Officer

Striving toward risk management that globally strengthens shared foundations and supports decision-making based on overall optimization

Toru Nakayama Executive Officer, CRO

Through E-Plan 2025, we enhanced our framework to promote risk management activities, which had previously been conducted independently by each in-house company and Group company, in an integrated manner under the CRO through risk officers (ROs). By strengthening the CxO functions, we established a mechanism through which risk information from other divisions is also shared with the CRO, enabling the Group to establish global policies on various issues through the Group CRO Liaison Meeting. Meanwhile, as risks become increasingly complex, we must continue enhancing the capabilities of the CRO Office and strengthening collaboration among CxOs.

Based on these developments, under E-Plan 2028 we will further enhance risk management, which is essential to management decision-making, to realize overall optimization. We will rebuild mechanisms to continuously prevent regulations and rules from becoming mere formalities, while establishing management approaches from the perspective of economic security in response to geopolitical and geoeconomic risks. In addition, under the shared purpose of “protecting people’s lives, health, and livelihoods,” we will establish a framework for the integrated management of the environment, health and safety (EHS) to promote the efficient utilization of management resources and mitigate business continuity risks. Furthermore, following our assessment conducted in line with the TNFD recommendations, we recognize Ebara’s nature-related risks as limited at present, and we will continue to promote reductions in environmental impact at each site and harmonious coexistence with local ecosystems.

With regard to compliance, in light of multiple incidents that occurred in 2025, we recognize the need to reassess our approach across the Group. As the Group continues to expand and respond to changes in the external environment, we will strengthen internal controls and clarify standards of conduct, while fostering a culture in which every employee acts in accordance with those standards. At the same time, we will place greater emphasis on the early identification of and response to risks.

2025 marked the latest cycle of our risk assessment process, which is conducted every three years. Through a renewed review of both the external and internal environment, we once again recognized that a more timely understanding of evolving conditions is essential in responding to an era of rapid change. Going forward, we will conduct assessments annually and continuously reflect the latest risks in management decisions, thereby strengthening our management foundation and supporting sustainable value creation.

Risk Management Strategy Overview

Our Vision for E-Vision 2035

A resilient management foundation built through swift response to changes in the business environment and legal/regulatory revisions and enhancement of internal control systems

Strategic Pillars and Priority Measures

Implementing proactive risk management

1. Addressing emerging risks	• Respond to geopolitical and generative AI-related risks • Conduct scenario-based risk analysis • Strengthen responsiveness to evolving societal expectations
2. Promotion of EHS	• Formulation of the EHS promotion roadmap and action plans • Establishment of an integrated EHS management framework • Formulation and implementation of global EHS basic rules (standards) • Reconstruction of management system certifications
3. Advancing risk response capabilities	• Review the risk inventory and risk assessment • Enhance IMPs*1 according to the type of crisis • Switch to an all-hazards BCP*2 • Introduction of global insurance
4. Reinforcing compliance framework	• Promote shared values of the Ebara Way and the Code of Conduct • Reinforce measures against cartels, bid-rigging, and corruption • Ensure robust security trade controls • Improve internal reporting systems
5. Enhancing the organizational structure for risk management	• Collaboration between the Risk Management Panel (RMP) and the Risk Management Committee (RMC) • Enhancement of CRO Office functions and utilization of the Group CRO Liaison Meeting • Enhance risk management structures at in-house company level

*1. IMP: Incident Management Plan
*2. BCP: Business Continuity Plan

E-Plan 2028 Non-financial Indicators and Targets (CRO)

Related Materiality	Social and Environmental Value Provided (2035)	KPIs	2025 Results	2028 Targets
3 Conduct comprehensive environmental management	Minimization of environmental impact associated with business activities	Water consumption intensity	0.106 ML/¥100 million (revenue)	Continuous improvement
		Waste recycling rate in Japan	95.1%	Maintain 95% or higher
4 Promote working environments that encourage challenge	Promote a secure, safe, and healthy workplace environment	Zero fatal and serious incidents	0	0

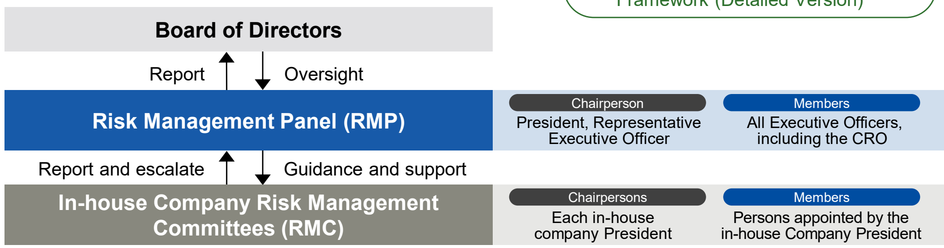
Risk Management

Enhancing the Organizational Structure for Risk Management

To minimize risks that could hinder the sound continuity and development of the Ebara Group, we systematically identify and assess risks and implement measures to mitigate them. In addition, we have established a Group-wide risk management framework that enables cross-organizational responses to risks.

Risk Management Framework (Excerpt)

▶ Web Reference: Risk Management Framework (Detailed Version)

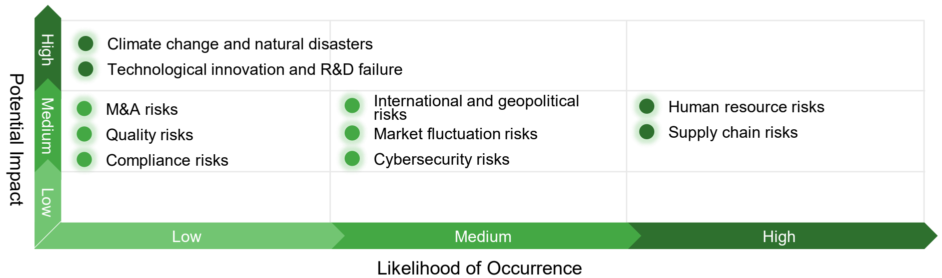


Advancing Risk Response Capabilities

Identification of Material Group Risks

In 2025, we conducted a risk assessment across the entire Group. Based on the vision set forth in E-Vision 2035 and the strategies of E-Plan 2028, we reviewed approximately 110 risk items related to the Group's business operations by referring not only to the previous risk inventory but also to external standards such as ISO 26000 and the GRI Standards. After evaluating impact, likelihood of occurrence, and the status of countermeasures, we conducted questionnaires and interviews with all Executive Officers and the heads of each planning division and identified 10 material Group risks. Based on these results, we reorganized the risk response framework, including responsible departments and reporting bodies, and reported the outcomes to the RMP.

Risk Map (Assessment Conducted in 2025)



Risk Management Initiatives

(1) Response to international and geopolitical risks

Insufficient frameworks for collecting and utilizing strategic information on political and geopolitical developments may adversely affect our business operations. In addition, rising regional conflicts amid weakening international mediation could impact the safety of Group sites worldwide.

To address these risks, we will strengthen our capabilities to analyze developments using specialized expertise and assess their business impact from an economic security perspective. We will also develop contingency scenarios based on multiple geopolitical assumptions and implement measures to ensure safety, enabling prompt and appropriate decision-making even under uncertain conditions and supporting a stable global management foundation.

(2) Response to supply chain risks

We recognize as significant risks restrictions on market access due to rising protectionism and regional conflicts, disruptions, and instability in supply chains, as well as supply instability caused by supplier business succession risks and insufficient consideration of human rights issues.

To address these risks, we are strategically implementing geopolitical diversification and multi-sourcing of suppliers and advancing the development of a resilient supply network over the medium to long term. In addition, we will strengthen responses to human rights due diligence and enhance internal education to fulfill our social responsibilities throughout the value chain. By establishing a framework capable of responding swiftly to unpredictable environmental changes, we will work to stabilize product supply. ▶ P65 (Value Co-creation with Suppliers)

(3) Response to compliance risks

We regard as a significant risk the possibility that serious legal violations caused by a decline in compliance awareness could result in financial losses, deterioration of social credibility, and loss of business opportunities. To prevent such risks before they materialize, we have clarified the departments responsible for laws and regulations affecting the Group and initiated processes for identifying signs of legal and regulatory changes, assessing their impact, and responding at an early stage. In particular, we have strengthened monitoring to ensure compliance with the Act on the Promotion of Proper Transactions for SMEs and Subcontractors (formerly the Subcontract Act) and related regulations.

In addition, we are promoting the optimization of organizational structures that enable appropriate guidance and supervision, as well as fostering a psychologically safe organizational culture in which employees can report and consult with confidence. By positioning compliance as a cornerstone of management, we will reinforce and sustain strong relationships of trust with society.

▶ Web Reference: Risk Management

▶ Web Reference : Annual Securities Report (Details of Each Risk and the Company's Countermeasures)

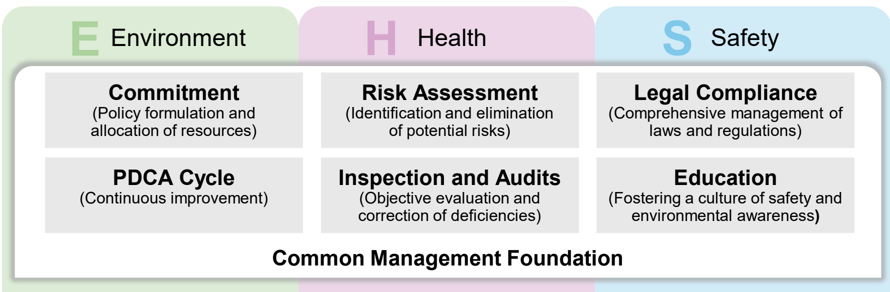
Risk Management

Promotion of Environment, Health & Safety (EHS)

In the Group's sustainability-oriented management, EHS is positioned as a foundation for putting the CSR Policy into practice. As we expand our businesses globally, compliance with EHS standards established by international initiatives such as the United Nations Global Compact, the RBA Code of Conduct, and EcoVadis is essential. To this end, we have established a new organization to promote EHS in an integrated manner.

This integration aims to standardize management approaches across environmental and occupational health and safety areas. While hazards vary widely across our businesses, including work at heights, heavy objects, and chemical substances, the underlying approach of identifying risks and implementing protective measures is common to all. Centralized management also helps eliminate potential blind spots, such as those that arise when responsibility for chemical substance management is split between environmental and occupational safety perspectives, while improving efficiency by reducing overlap. By integrating specialized expertise and addressing issues from multiple perspectives, we will close gaps in risk identification and responses to regulatory compliance issues and further strengthen the Group's EHS foundation.

Ebara Group EHS Management Framework



Contribution to a Circular Economy and Nature-Positive Outcomes

The Group conducts its activities in accordance with its Environmental Policy to support the sustainable development of countries around the world, improve the global environment, and realize a safe, secure, and prosperous society by providing outstanding technologies, products, and the best services in the fields of water, air, and the environment.

Not only within our own operations but throughout the entire value chain, we are working to reduce GHG emissions and maximize the use of renewable energy, thereby accelerating business activities toward decarbonization. In addition, by thoroughly promoting the efficient use of resources and energy and reducing waste generation, as well as advancing the conversion of waste into valuable materials and the discharge of waste in forms suitable for recycling, we will practice manufacturing based on resource conservation and resource circulation. Furthermore, with an awareness of our relationship with natural capital, including water, throughout product life cycles, we are developing business activities that contribute to biodiversity conservation and nature-positive outcomes through initiatives such as identifying water-related risks, implementing appropriate wastewater management, and conducting conservation activities in collaboration with local communities.

Activities in Accordance with the Environmental Policy

	Environmental Policy (Summary)	Location of Disclosure
1	Contribute to the creation of a decarbonized society	▶ P13 (Decarbonized Society)
2	Contribute to the creation of a circular society	▶ Web Reference: Environmental Management
3	Contribute to the creation of a society in harmony with nature	▶ Web Reference: Environmental Management
4	Actively disclose information and communicate with stakeholders	▶ Web Reference: Relationships with Stakeholders
5	Continuous improvement of environmental performance	▶ Web Reference: Environmental Data
6	Compliance with laws, regulations, standards, and responding to the demands of society	▶ Web Reference: Environmental Data

Strengthening Measures Against Heatstroke and Workforce Aging

In response to increasingly severe summer heat in recent years, we formulated guidelines for heatstroke prevention in 2025 and successfully prevented the occurrence of serious heatstroke cases during the year. Furthermore, in light of the aging workforce, in 2026 we rolled out new guidelines across the Group aimed at creating age-friendly workplaces. We will strongly promote the development of sustainable, safe, and comfortable working environments in which all employees can maintain good health and fully demonstrate their motivation and capabilities.

Realization of a Safe and Sustainable Workplace Environment and Elimination of Occupational Accidents

During the E-Plan 2025 period, the Group established safety targets covering all operations, including overseas sites, and each business division took the lead in promoting occupational safety and health activities. As a result, the Total Recordable Injury Rate (TRIR) in 2025 achieved the target level. Although the Lost Time Injury Rate (LTIR) did not reach the target of zero, it was significantly reduced by approximately 60% compared with 2022, and zero serious accidents occurred.

For occupational accidents that did occur, in addition to deliberations by safety and health committees at each site, we have thoroughly implemented cross-organizational recurrence prevention measures and oversight through company-wide safety and health promotion councils and safety promotion projects involving management.

Under the newly established Global EHS Promotion Department in 2026, corporate functions, in-house companies, offices, and operational sites will work together to strongly promote the realization of safe and sustainable workplace environments and the eradication of occupational accidents.

Risk Management

Promotion of Compliance

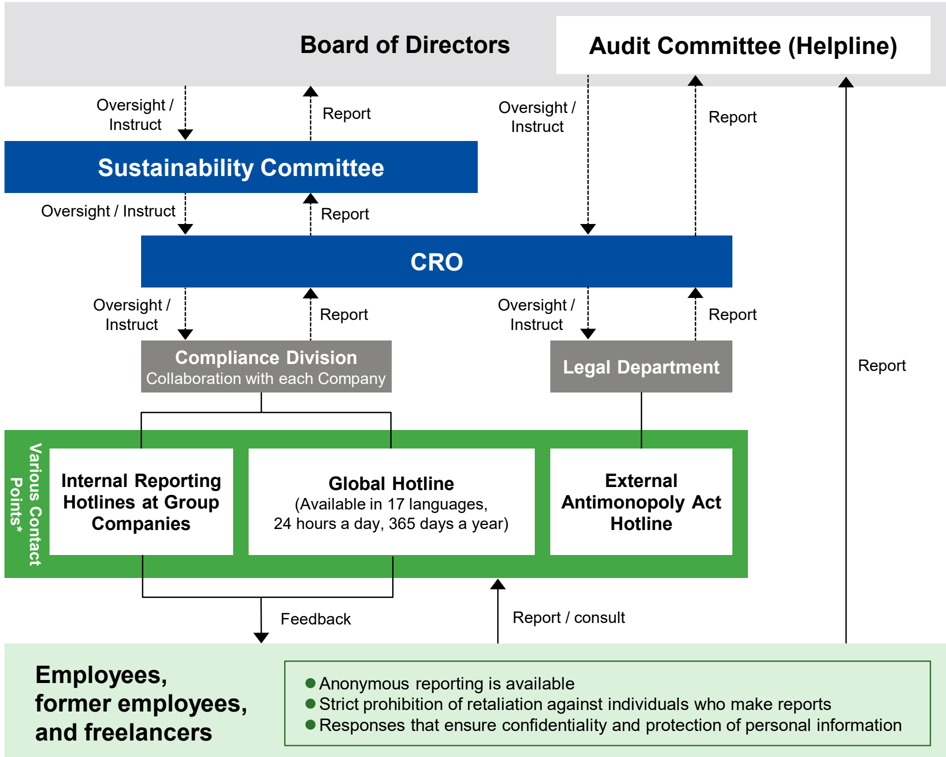
The Ebara Group strives to act as a good corporate citizen that earns the trust of stakeholders. For this reason, the Ebara Way and the Ebara Group Code of Conduct are shared among all employees to form a common identity and set of values.

▶ Web Reference: Ebara Group Compliance Structure

Compliance Consultation Framework

Through the operation of compliance consultation hotlines and related measures, we strive to identify various risk information as quickly as possible, prevent harm from occurring or escalating, and correct unlawful conduct internally.

Compliance Consultation Framework for Officers and Employees of the Ebara Group



*Separate contact points are available for business partners and customers.

(1) Global hotline

The Group has established a Global Hotline as a consultation channel for officers, employees, and their family members, temporary staff working within the Group, and freelancers. As of March 31, 2026, the hotline was available to employees and other personnel across 78 companies in 34 countries.

Among consultations received through the Global Hotline, consultations concerning serious legal violations and misconduct by management are handled by the Internal Control and Compliance Department of the head office. Other matters are handled by the administrative divisions of each business segment at the head office. Regardless of the nature of the consultation, all cases are shared with the Audit Committee and reported to the Executive Officer CRO, who serves as the person responsible for corporate ethics across the Ebara Group, and appropriate actions are taken under the direction of the CRO.

(2) Other compliance consultation channels

The Group has established the following channels to receive compliance consultations from various stakeholders other than officers and employees.

Consultation Channels Outside the Global Hotline	Activities
Reporting Hotline for Responsible Business Conduct	Accepts reports from all stakeholders regarding specific concerns and risks related to human rights and other responsible business conduct associated with business activities.
Reporting Hotline for Business and Human Rights	Accepts complaints from all stakeholders regarding business and human rights. Operation of the hotline is outsourced to the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER).
Supplier Hotline	Accepts reports from the Group's business partners regarding potential violations by the Group of laws and regulations or its Code of Conduct.
Antimonopoly Act Reporting Hotline	Accepts consultations from officers and employees of the Company and domestic Group companies regarding the Antimonopoly Act. Operation of the consultation hotline is outsourced to an external law firm.
Job Applicant Hotline	Accepts reports from job applicants and others regarding sexual harassment as required under the Comprehensive Promotion of Labor Policies Act.

Respect for Human Rights

▶ Web Reference: Respect for Human Rights

Basic Approach to Human Rights

The Ebara Group sets forth the Ebara Group Human Rights Policy based on the provision in the Universal Declaration of Human Rights that “all human beings are born free and equal in dignity and rights,” and publicizes it both internally and externally.

The Ebara Group Human Rights Policy respects the principles of the International Labour Organization Declaration on Fundamental Principles and Rights at Work and the UN Guiding Principles on Business and Human Rights.

▶ Web Reference: Ebara Group Human Rights Policy
▶ Web Reference: Framework for Human Rights

Human Rights Due Diligence

In accordance with the human rights due diligence (HRDD) process, the Group conducts HRDD for employees of the Group and business partners.

▶ P65 (Value Co-creation with Suppliers)

The Group’s Human Rights Committee and human resources divisions work closely together to conduct annual HRDD for all employees working globally.

Investigation and Analysis: Objective Assessment of Current Conditions Using External Indicators

To facilitate the early identification and objective assessment of human rights risks, the Group utilizes the Global Engagement Survey conducted by an external organization.

Responses relating to human rights-related items, including workplace fairness, harassment and discrimination, respect for diversity, and occupational health and safety, are extracted and analyzed by organizational unit (company, subsidiary, department, etc.) for all global employees.

Remediation and Improvement: PDCA Through Human Rights Action Plans

For organizations whose survey scores fall below the global standard level, the Group promotes steady improvement through the following cycle.

1. Formulation of Improvement Plans	The applicable organizations formulate annual Human Rights Action Plans.
2. Monitoring	The Human Rights Committee conducts mid-term and year-end hearings.
3. Verification of Effectiveness	Progress is verified through comparison with survey results in the following year.

Results of Initiatives and Future Outlook

In the 2024 survey, four organizations fell below the target level; however, through the implementation of action plans, scores improved in all applicable organizations in 2025, exceeding the target level.

In addition, all organizations subject to the survey exceeded the target level, achieving favorable results across the Group.

Going forward, the Group aims to further enhance its culture of respect for human rights by strengthening analysis of factors affecting significant score fluctuations, conducting hearings regarding improvement processes for applicable organizations, and by rolling out the resulting best practices across the Group.

Grievance Mechanisms

The Group has established a Global Hotline as a point of contact for receiving human rights-related complaints and consultations from officers and employees and their family members, as well as temporary staff and freelancers working for the Group. As of March 31, 2026, the hotline is available to officers and employees of 78 companies in 34 countries and supports 17 languages, contributing to the early identification of risks that may be difficult to detect through workplace reporting channels.

In December 2025, the Group also established a Supplier Hotline for business partners to receive and respond to complaints and consultations from suppliers of the Group. Furthermore, in April 2024, the Group joined the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), enabling all stakeholders to submit reports through the organization’s “Engagement and Remedy Platform.”

Complaints and consultations received are handled by the compliance division in cooperation with relevant divisions. As of March 31, 2026, no human rights-related reports had been received through any of these channels. The Group will continue to respond sincerely to any future reports concerning human rights.

Dialogue with External Experts

Through dialogue with external experts, the Group gathers insights on the evolving business and human rights landscape and exchanges views on key corporate challenges. In 2025, the Group invited a lawyer with deep expertise in human rights and global trends to its Human Rights Committee. Discussions covered emerging issues such as corporate human rights due diligence, supply chain challenges, European sustainability disclosure and due diligence regulations, and the human rights impacts of conflict-affected areas and AI adoption.

These discussions reaffirmed the importance of identifying and addressing risks in line with the UN Guiding Principles, as well as the need to move beyond a formulaic approach by ensuring all officers and employees understand and internalize human rights as part of the Group’s culture. The Group will continue to incorporate these insights into each stage of its human rights due diligence and strengthen the effectiveness of its initiatives.

Value Co-Creation with Suppliers

▶ Web Reference: Supply Chain Management

Approach

In accordance with the Ebara Group Business Ethics Framework, we work to foster trust with our suppliers and engage in fair and equitable transactions, in line with our procurement policy.

The Group sets forth its procurement policy with the aim of fulfilling its responsibilities throughout our supply chain in cooperation not only with its employees Groupwide but also with its suppliers. We are promoting fair and equitable business activities by implementing the Ebara CSR Procurement Guidelines with our suppliers.

Overview

The Group's supply chain is structured according to the technological and market characteristics of its five businesses and is supported through collaboration with diverse suppliers in Japan and overseas. Although procurement structures differ by business, the Group seeks to enhance transparency and sustainability throughout the supply chain and reduce risks through our Procurement Policy, EBARA CSR Procurement Guidelines, and EBARA Green Procurement Guidelines.

The Group conducts CSR procurement surveys targeting major suppliers in order to confirm the status of CSR initiatives throughout the supply chain. Based on the CSR Procurement Guidelines, the surveys confirm the status of initiatives related to respect for human rights, including human rights due diligence, as well as the level of understanding and implementation of such initiatives.

▶ Web Reference: Procurement Policy
▶ Web Reference: EBARA CSR Procurement Guidelines
▶ Web Reference: EBARA Green Procurement Guidelines

Indicators and Targets

As a non-financial target under E-Plan 2028, the Group aims to achieve a 75% CSR procurement compliance rate among key suppliers.

In the CSR procurement surveys, the Group assesses suppliers' CSR initiatives, including human rights efforts such as the prevention of child labor, forced labor, and discrimination, as well as the maintenance of appropriate working conditions. Human rights-related items are reviewed as part of our human right's due diligence process. Suppliers whose responses meet or exceed the benchmark criteria, or whose compliance with our standards has been confirmed through engagement, are classified as compliant.

CSR Procurement Survey Status as of March 2026

Number of companies surveyed	1,879 (936 domestic and 943 overseas) (Representing the top 95% by order amount in 2024 among primary suppliers for direct materials)
Number of respondent companies	1,579 (877 domestic and 702 overseas; Global response rate: 84%)
Domestic compliance rate*	65.5% (613 companies)

*Compliance rate: Ratio of suppliers whose responses met or exceeded the benchmark values, or whose compliance with our standards was confirmed through engagement

CSR Procurement Survey Results and Future Initiatives

As of March 2026, the compliance rate with the Group's CSR procurement requirements among domestic suppliers included in the initial phase reached 65.5%. The Group believes that compliance with its standards is essential not only for legal compliance and the preservation of brand value, but also for ensuring respect for human rights and sustainability throughout the supply chain.

Going forward, the Group will continue encouraging non-responding suppliers to participate and will work toward achieving the targets of E-Plan 2028. To support these efforts, the Group will continue providing information and guidance on CSR initiatives and advancing improvement activities in collaboration with suppliers in Japan and overseas, including through on-site engagement.

Building Global Procurement Systems

Overall Optimization of the Global Procurement Structure

The Group is promoting the visualization and standardization of procurement activities conducted separately across businesses in Japan and overseas, with the aim of achieving overall optimization. By establishing a common platform to share procurement status and issues across businesses and strengthening procurement governance from a global perspective, the Group seeks to reduce risks and build a resilient and sustainable procurement structure capable of withstanding an increasingly uncertain business environment.

Response to Legislation Related to Fair Transactions

In 2026, several fair trade–related laws were enacted in Japan. In response, the Group is strengthening its management framework to ensure compliance and is committed to fair and equitable business practices. We rigorously fulfill our obligations regarding the issuance of documents such as purchase orders and appropriately manage payment terms. In addition, we are promoting the development of working environments in which all business partners, including freelancers, are treated with respect.

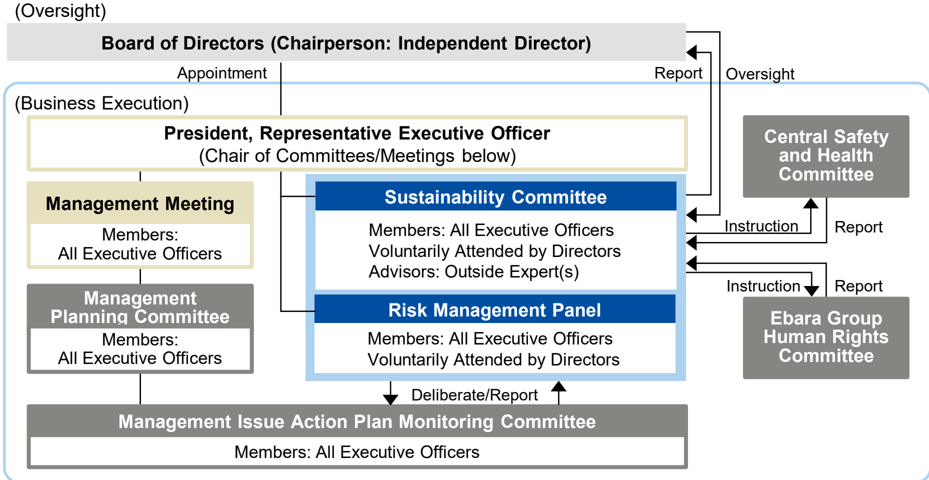
▶ Web Reference: Climate-related Disclosures (TCFD Recommendations)
▶ Web Reference: Carbon Neutrality Efforts by the EBARA Group

Climate-Related Initiatives

Climate-Related Governance

Under a governance structure centered on the Board of Directors and the Sustainability Committee, the Group ensures and promotes the effectiveness of sustainability-oriented management from both oversight and business execution perspectives. Climate-related initiatives are promoted through this governance structure. The Board of Directors incorporates sustainability-related topics, including the impacts of climate change, into its annual agenda, regularly discusses them from various perspectives, and provides feedback on the results to the Sustainability Committee, chaired by the CEO & COO, President, Representative Executive Officer. The Board discusses ways to promote businesses related to the transition to a decarbonized society and adaptation to flood risks associated with climate change, thereby contributing to the development of a sustainable society and environment while continuously enhancing corporate value.

Sustainability Governance Structure



Environment-Related Deliberations and Reports

	Overview	Main Agenda Items on Environment (2025)
Sustainability Committee	Met in March, June, September, and December. Each meeting included climate-related agenda items. Reports regarding matters discussed are made at the next Board of Directors meeting following each committee session	• Promotion of carbon neutrality (including consideration of ICP) • Climate-related disclosures • Deliberation on avoided emissions and Scope 1, 2, 3 reductions • Deliberation on environmental management targets for water and waste

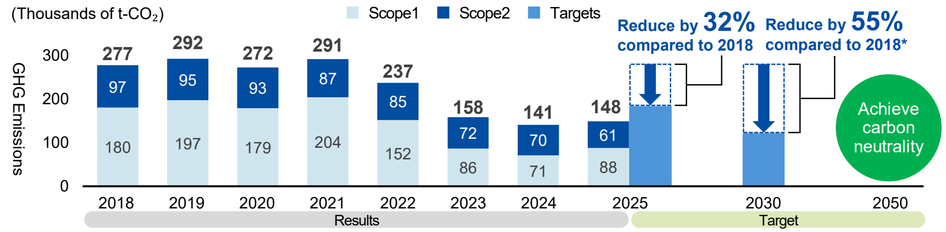
▶ P75 (Main Matters Deliberated by the Board of Directors)

GHG Reduction Targets Across the Value Chain (Scope 1, 2, 3)

Reduction of GHG Emissions from the Group's Business Activities (Scope 1 and 2)

For Scope 1 and 2, the Group aims to reduce GHG emissions by 55% by 2030 compared with 2018 levels. In 2025, we achieved a 46% reduction, exceeding the interim target of 32%. This progress was mainly driven by more efficient operations through the addition of smaller boilers at manufacturing sites using large boilers, as well as the continued supply of electricity with a low GHG emission factor from Ebara Environmental Plant. To achieve the 2030 target, the Group will further strengthen energy-saving initiatives at production sites and steadily transition to alternatives to fluorocarbons with lower global warming potential used in product testing and other applications. In addition, the Group applies an internal carbon price (¥17,000/t-CO_2) in capital investment and renewable energy procurement decisions.

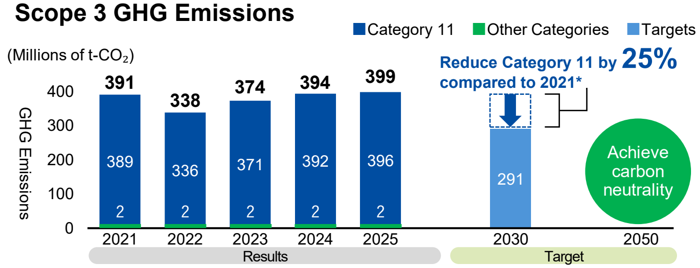
Scope 1 and 2 GHG Emissions



Reduction of GHG Emissions from the Value Chain (Excluding Scope 1 and 2)

We believe that reducing Scope 3 Category 11 emissions (use of sold products), which account for more than 90% of our emissions, is important. We have set a target to reduce these emissions by 25% by 2030 compared with 2021 levels. In addition to improving product efficiency, we will work on reductions through collaboration with customers. We will also work on reducing Scope 3 emissions other than Category 11, including through collaboration with suppliers.

Scope 3 GHG Emissions



*The 2030 targets for Scope 1, 2, and 3 have been certified by the Science Based Targets initiative (SBTi), a joint initiative by WWF, CDP, the World Resources Institute (WRI), and the United Nations Global Compact, as short-term goals grounded in scientific evidence.

Section
3

Governance to Value

— Ebara's Governance —

Directors (As of March 26, 2026)

Special Feature

Governance Dialogue

Practicing "Governance to Value"

Evolving Governance through the Dual Engines of Oversight and Execution

We are focused on enhancing the effectiveness of our corporate governance and ensuring these efforts contribute to the sustainable enhancement of corporate value. Here, Chairman of the Board Oeda and President Hosoda engage in a governance dialogue, focusing on three key themes: CEO succession, medium- to long-term discussions at the Board of Directors, and the evaluation of Board effectiveness. The discussion was facilitated by CFO Fuchida, who oversees the secretariats of both the Board of Directors and the Management Meeting, serving as the bridge between oversight and execution. This dialogue provides insight into the Company's current governance framework, its future direction, and ongoing efforts to further strengthen it.

Q1 Looking Back on the First Year of the New Management Structure

Fuchida: One year has passed since President Hosoda assumed office. Chairman Oeda, what do you see as the strengths of the new management structure? Also, President Hosoda, what changes have you experienced in your engagement with the Board of Directors?

Oeda: Listening to President Hosoda speak at meetings of the Board of Directors and the Management Meeting, I feel that he possesses the qualities and talent to view matters from a broad and strategic perspective and to think deeply while remaining focused on the core of each issue. In addition, although he gives a gentle and calm impression, he also has a positive kind of stubbornness in that he does not change his convictions or fundamental way of thinking, regardless of what others may say. As he advances transformation as President going forward, it will be important for him to maintain his convictions without wavering in the face of opinions favoring maintaining the status quo. President Hosoda also has a natural sense of composure, and I believe he has provided employees with a strong sense of reassurance through his calm and appropriate responses to geopolitical risks and compliance issues that have arisen since assuming office.

Hosoda: Thank you very much. What you highlighted is the result of my consciously trying to act in line with how I believe a president should act, though it doesn't yet come completely natural to me. I will continue working toward this, with the belief that the position shapes the person, until it becomes second nature.

Oeda: As a member of the Nomination Committee, I was involved in the selection of President Hosoda, and he has demonstrated leadership exactly as expected, reaffirming my belief that the right decision was made. Under the Company's CEO succession process, the incumbent president is not involved in the selection of the next president. Instead, the Nomination Committee formulates a six-year CEO selection program and systematically develops and selects CEO candidates. Candidates are selected based on the ideal image of the president established by the Nomination Committee. In Japanese companies, there are many cases in which the incumbent president effectively designates their successor. Based on my own experience as a member of the Nomination Committee involved in the selection of both President Asami and President Hosoda, I believe that Ebara's CEO succession process represents a compelling alternative. In addition, our approach offers significant advantages: it avoids creating a culture of undue deference and enables Ebara to break from past management practices when necessary.

Hosoda: I believe a major characteristic of our CEO selection process is that it not only selects the next president, but also broadly contributes to building the next-generation management team through the process. Candidates engage in repeated discussions about future management from an early stage. Because they deepen mutual understanding in advance, discussions can proceed smoothly once each candidate becomes a member of the management team, which I believe ultimately contributes to improving organizational effectiveness.

In my role of reporting to the Board of Directors on behalf of the executive team, I focus on going beyond a detailed explanation of individual items to present the broader picture. Rather than simply describing the contents of each material, I clearly communicate how I interpret them and the thinking behind the decisions I make as an executive. Instead of addressing each issue in isolation, I organize and present its underlying significance and then seek new perspectives and insights from the Board. I believe this approach is very important.

Special Feature: Governance Dialogue

Q2 Medium- to Long-term Discussions Led by the Board of Directors

Fuchida: Over the past year, active discussions from a medium- to long-term perspective were held at the Board of Directors in formulating the new long-term vision (E-Vision 2035) and medium-term management plan (E-Plan 2028). What perspectives did each of you bring to these discussions?

Oeda: The Board of Directors has long regarded medium- to long-term strategic direction as one of the most important matters for Board discussion. As a result of these deliberations, a number of key themes have been translated into concrete management strategies and initiatives. For example, discussions highlighting the importance of strengthening customer touchpoints, gaining a deeper understanding of customer needs, and shifting Ebara's focus from commodity products to high-value-added offerings led to the introduction of an organizational structure based on customer-facing segments. Similarly, discussions pointing to the need to strengthen corporate functions, both in terms of authority and talent, as well as concerns over insufficient cross-functional coordination, resulted in the introduction of the CxO system.

Hosoda: Discussions at the Board of Directors serve not only as a forum for approving plans formulated by management, but also as a place to refine those plans together. In the formulation of the new long-term vision and medium-term management plan as well, the substantive discussions held at the Board formed the foundation for the final plans, and my impression is that we were able to reach a level that could not have been achieved through discussions within the execution side alone.

Oeda: Throughout 2025, the Board of Directors devoted substantial time almost every month to discussions regarding the new long-term vision and medium-term management plan. I will touch on the three main topics of discussion. First, as the share of profits generated by the Precision Machinery business has increased year by year, we discussed the optimal business portfolio from a medium- to long-term perspective, taking into account the Group's core technologies as well as the profitability and capital efficiency of each business. Second, we discussed cash allocation, including whether priority should be given to growth investments or shareholder returns. Third, we held discussions from the perspective of linking the Company's sustainability initiatives to the enhancement of corporate value and profitability. We will continue discussions regarding specific approaches to these initiatives.

Hosoda: Business portfolio and cash allocation are themes that investors continually raise, and from the execution side, I felt the need to demonstrate a path for how these would lead to the enhancement of corporate value over the medium- to long-term.

Regarding the business portfolio, the execution side had already emphasized risk diversification through business diversity and the sharing of core technologies. The Board of Directors built on this by highlighting additional areas of focus, including the sharing of customer bases and the strengthening of information infrastructure. This expanded how we think about synergies across our businesses and sharpened our approach to creating value as a conglomerate. In considering cash allocation, we moved beyond short-term thinking, such as simple capital allocation or measures aimed at supporting the share price, and instead focused on more fundamental discussions aimed at achieving sustainable growth and improving capital efficiency. Specifically, this included clarifying investment priorities based on business portfolio management and assessing the balance between investment and shareholder returns based on an optimal capital structure that enables both higher ROE and financial soundness. Through these discussions, we were able to redefine cash not merely as a means of profit distribution, but as a strategic management tool for enhancing corporate value.

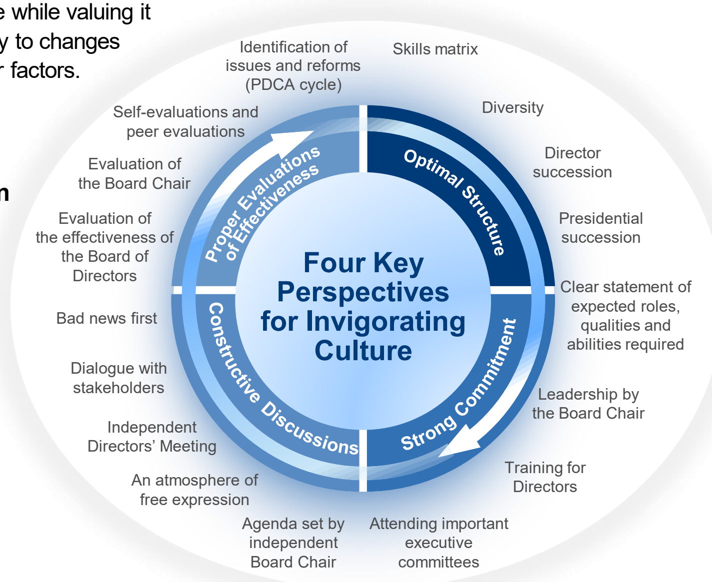
Through these discussions, we were able to refine our strategy, and the thinking process itself proved highly valuable to management.

Q3 The Current State and Challenges of Ebara's Governance

Fuchida: As a backdrop to these active discussions from a medium- to long-term perspective, how do you evaluate the current state of the Board of Directors and governance?

Oeda: The Board of Directors has a healthy and strong culture that welcomes constructive discussion and evaluation and allows each director to express opinions openly and candidly, and this culture forms the foundation supporting the reform of the Board of Directors. This culture has been cultivated through the well-balanced functioning of four elements: optimal structure, strong commitment, constructive discussions, and proper evaluations of effectiveness. I intend to continue evolving this culture while valuing it and responding appropriately to changes in the environment and other factors.

A Healthy and Strong Culture that Welcomes Constructive Discussion and Evaluation



Special Feature: Governance Dialogue

Among these elements, what I consider to be one of Ebara's strengths is an optimal Board composition with diverse expertise and perspectives. The current composition of the seven Independent Directors consists of four former presidents, one academic expert, one attorney, and one certified public accountant. All seven are deeply committed to their duties as Independent Directors, and the Board functions smoothly through timely decision-making on necessary matters.

On the other hand, as Ebara's businesses continue to rapidly expand globally, the development of management talent is indispensable. In addition, considering the occurrence of compliance issues and safety and quality issues, strengthening the Group governance framework is also an urgent priority. The Board will continue to oversee and support both the securing and development of management talent and the strengthening of Group governance.

Hosoda: I share Chairman Oeda's sense of the issues. I believe that sustainable growth cannot be achieved unless both corporate governance and Group governance are strengthened at this stage. Regarding the current state of governance, I feel that the relationship between execution and oversight is maintained at an appropriately balanced distance. However, it cannot be denied that improvements in governance quality have, if anything, been led primarily by the oversight side. One of the objectives when Ebara transitioned to a Company with a Nomination Committee, etc. in 2015 was to realize faster decision-making through the expansion of executive authority. However, the current execution side has not yet fully utilized the discretion granted to it, and as a result, there is a tendency to focus excessively on being appropriately supervised, which has emerged as an issue. Going forward, the execution side, including myself, must further elevate its capabilities, be more proactive, and engage with the Board of Directors as true counterparts. We must evolve from a management team dependent on oversight to one that engages in deep discussions with oversight. Through such evolution, I hope to elevate Ebara's governance to the next stage.

Q4 Evolution through Evaluations of Board Effectiveness

Fuchida: As a mechanism for continuously evolving governance, the Company conducts an evaluation of Board effectiveness every year. How do you feel these effectiveness evaluations contribute to the evolution of governance?

Oeda: I believe the Company's evaluation of Board effectiveness represents an advanced initiative among Japanese companies. Rather than outsourcing individual interviews with directors to external consultants, I personally conduct them as Chairman. I believe that having the Chairman, who understands the actual circumstances of the Board of Directors, conduct the interviews directly enables more candid opinions that better reflect actual conditions to emerge. In addition, peer reviews (mutual evaluations) are conducted as part of the individual interviews. Based on the expected roles of the Directors and required qualifications and competencies established in 2021, we ask how each director contributes to the Board of Directors. The key findings from these evaluations are shared with the Nomination Committee, which uses them as a reference when considering the reappointment of directors.

In addition to these initiatives, we have also introduced new measures to further enhance effectiveness. In 2025, for the first time, some Executive Officers were included in the evaluation process; they responded to questionnaires and were interviewed by the Chairman. This enabled us to gain a new perspective on how the Board of Directors is viewed from the execution side.

Hosoda: Participating in interviews with the Chairman served as a valuable opportunity for reflection for the Executive Officers involved. Corporate governance is often seen as something that concerns only the Board of Directors, but I feel this experience helped shift that perception, highlighting that governance is strengthened when the two wheels of oversight and execution work in tandem. On this occasion, I provided feedback to the execution side regarding how the Board evaluates its overall effectiveness. This served as a basis for each Executive Officer to consider how they can contribute to strengthening oversight, particularly in terms of reporting to the Board and improving the quality of materials submitted to the Board, both of which directly affect the quality of Board discussions.

Q5 The Future of the Board of Directors and Management

Fuchida: Toward the realization of the Company's vision, how do you view the ideal relationship between oversight and execution?

Oeda: Regarding the relationship between the two, I believe the basic principle is that the Board of Directors should function as an oversight-focused board, while the execution side should focus on execution with substantial authority. First and foremost, both sides need to maintain smooth communication. On that basis, I believe it is important for each side to fulfill its respective mission while maintaining a healthy degree of constructive tension. For the past several years, Ebara has adopted "Governance to Value" as its slogan and aims to contribute to enhancing corporate value and delivering tangible results through governance reform.

My mission is to continue evolving Ebara's governance reforms, which have steadily progressed to date, without losing momentum.

Hosoda: As I mentioned earlier, I recognize the issue that the execution side has not yet fully utilized the discretion granted to it. Rather than taking the stance of "being supervised," each Executive Officer must have the resolve and pride necessary to bear responsibility for business operations and be able to logically explain to the Board of Directors why this decision is the best one. On top of that, I would like to build a constructive relationship in which we further refine our decisions by receiving comments and advice from directors based on their diverse and broad perspectives. Only when the execution side strengthens its capabilities in this manner and functions together with oversight as one of the two driving forces of governance can the effectiveness of governance continue to improve. To achieve this, each executive officer must always be prepared to respond to questions on any issue, having deeply thought through their own views. I will begin by taking the lead in demonstrating this mindset myself.

Directors (As of March 26, 2026)

▶ P73 (Areas of Expertise Expected of Directors [Independent and Non-Executive])

▶ Web Reference: Leadership (Directors)

Classification/ Committee positions:

- Outside: Independent Director
- Executive: Executive Director
- Non-Executive: Non-Executive Inside Director
- Independent: Independent Director with notification submitted to Tokyo Stock Exchange
- Nomination: Member of the Nomination Committee
- Compensation: Member of the Compensation Committee
- Audit: Member of the Audit Committee

Masao Asami

Non-Executive / Nomination

Position	Director, Chairman of the Company
Total years in office	7 years
Attendance at Board of Directors' meetings*1	100% (16/16)
Attendance at committee meetings*1	100% (13/13)*2
Attendance at Independent Directors' Meetings*1	—
Number of shares held	269,944

Shugo Hosoda

Executive

Position	Director, CEO & COO President, Representative Executive Officer
Total years in office	1 year
Attendance at Board of Directors' meetings*1	100% (11/11)*3
Attendance at committee meetings*1	—
Attendance at Independent Directors' Meetings*1	—
Number of shares held	72,612

Hiroshi Oeda

Outside / Independent / Nomination

Position	Independent Director Chairman of the Board of Directors
Total years in office	8 years
Attendance at Board of Directors' meetings*1	100% (16/16)
Attendance at committee meetings*1	100% (18/18)
Attendance at Independent Directors' Meetings*1	100% (12/12)
Number of shares held	18,506

Mie Fujimoto

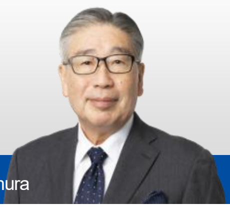
Outside / Independent / Compensation / Audit*4

Position	Independent Director Chairperson of the Compensation Committee
Total years in office	6 years
Attendance at Board of Directors' meetings*1	100% (16/16)
Attendance at committee meetings*1	100% (15/15)
Attendance at Independent Directors' Meetings*1	100% (12/12)
Number of shares held	15,506

Akihiko Nagamine

Non-Executive / Audit

Position	Director
Total years in office	5 years
Attendance at Board of Directors' meetings*1	100% (16/16)
Attendance at committee meetings*1	100% (17/17)
Attendance at Independent Directors' Meetings*1	—
Number of shares held	99,579



Takuya Shimamura

Outside / Independent / Compensation

Position	Independent Director
Total years in office	4 years
Attendance at Board of Directors' meetings*1	88% (14/16)
Attendance at committee meetings*1	100% (15/15)
Attendance at Independent Directors' Meetings*1	100% (12/12)
Number of shares held	9,406

Teiji Koge

Outside / Independent / Nomination

Position	Independent Director Lead Independent Director Chairperson of the Nomination Committee
Total years in office	3 years
Attendance at Board of Directors' meetings*1	100% (16/16)
Attendance at committee meetings*1	100% (18/18)
Attendance at Independent Directors' Meetings*1	100% (12/12)
Number of shares held	6,411

Tsuyoshi Numagami

Outside / Independent / Compensation

Position	Independent Director
Total years in office	3 years
Attendance at Board of Directors' meetings*1	100% (16/16)
Attendance at committee meetings*1	100% (15/15)
Attendance at Independent Directors' Meetings*1	100% (12/12)
Number of shares held	6,411

Kaeko Kitamoto

Outside / Independent / Audit

Position	Independent Director Chairperson of the Audit Committee
Total years in office	1 year
Attendance at Board of Directors' meetings*1	100% (11/11)*5
Attendance at committee meetings*1	100% (11/11)*5
Attendance at Independent Directors' Meetings*1	100% (10/10)*5
Number of shares held	2,001

Takayo Hasegawa

Outside / Independent / Nomination

Position	Independent Director
Total years in office	—
Attendance at Board of Directors' meetings*1	—
Attendance at committee meetings*1	—
Attendance at Independent Directors' Meetings*1	—
Number of shares held	500

*1. Attendance indicates the attendance status at Board and committee meetings for the fiscal year ended December 31, 2025
*2. As he was newly appointed as a member of the Nomination Committee at the Board of Directors meeting held on March 26, 2025, attendance reflects participation in Nomination Committee meetings held on or after that date.
*3. As he was newly elected and appointed as a Director at the 160th Annual General Meeting of Shareholders held on March 26, 2025, attendance reflects participation in Board of Directors meetings held on or after that date.
*4. Newly appointed as a member of the Audit Committee at the Board of Directors meeting held on March 26, 2026.
*5. As she was newly elected and appointed as a Director and member of the Audit Committee at the 160th Annual General Meeting of Shareholders and the Board of Directors meeting held on March 26, 2025, attendance reflects participation in Board of Directors meetings and other meetings held on or after that date.

Roles and Composition of the Board of Directors

Roles of the Board of Directors

The Company believes that the Board of Directors can fulfill its role as a monitoring board by clearly separating oversight and execution in management. Furthermore, we will realize continuous improvement of corporate value entrusted to us by our shareholders through the implementation of efficient, effective corporate governance.

The Board of Directors recognizes the following three points as its main roles and responsibilities and considers the perspectives of all stakeholders:

- Support proactive risk-taking for growth and appropriate defensive risk management in order to continuously enhance corporate value
- Determining the major direction for items such as corporate strategy and sustainability-oriented management from a medium- to long-term perspective
- Providing highly effective oversight of business execution from an independent, objective standpoint

▶ Web Reference: EBARA Corporate Governance Basic Policy

Composition of the Board of Directors (As of March 26, 2026)

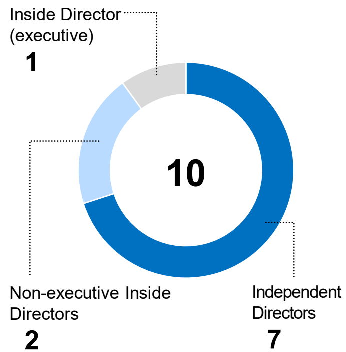
Overview of the Board of Directors

Term of Directors	1 year
Number of meetings held	16
Average duration of meetings	Approx. 3 hours per meeting
Chairman	Independent Director
Evaluation of Effectiveness	Once a year

Committee Composition Overview

	Nomination Committee	Compensation Committee	Audit Committee
Number of members	4	3	3
Of whom are Independent Directors	3	3	2
Of whom are Inside Directors	1	0	1

Composition of the Board of Directors

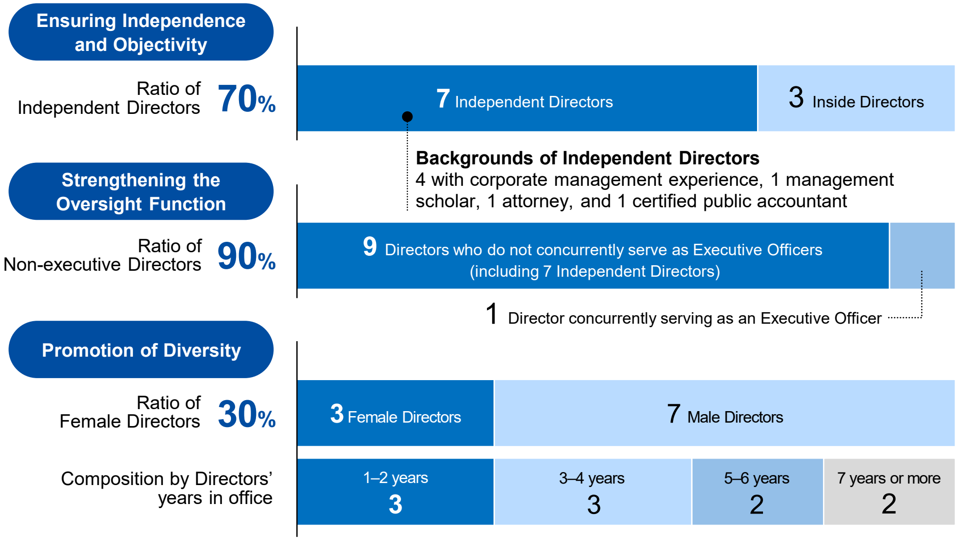


Hiroshi Oeda

Independent Director,
Chairman of the Board of Directors

Reasons for electing the Chairman

Because he has a wealth of insight and experience as an executive at listed companies, he is well-versed in global business, and he has extensive experience as an Independent Director at other listed companies. The Company has judged that he is able to draw on his experience and to lead the operation of the Board of Directors as Chairman, including setting the agenda and evaluating the Board's effectiveness.



The Company sets forth its policy regarding diversity in the composition of the Board of Directors, including gender, international experience, internal and external career backgrounds, age, and years in office, in the EBARA Corporate Governance Basic Policy.

▶ Web Reference: EBARA Corporate Governance Basic Policy (Chapter 5)

Roles and Composition of the Board of Directors

Roles, Qualities, and Capabilities Required of Directors and Areas of Expertise Expected

To ensure the Board of Directors effectively fulfills its roles and responsibilities, the Company shall make up the Board with directors of sufficient knowledge and experience inside and outside the Company in areas related to business management. To this end, the Company's Corporate Governance Basic Policy clearly defines the roles and qualifications required of directors by attribute and position. Moreover, the Company defines the following areas it considers important from the perspective of corporate management, and it requires individual directors to have sufficient knowledge and experience in several specified areas: legal affairs and risk management, personnel and human resource development, finance, accounting, and capital policy, auditing, corporate management and management strategy, technology R&D and innovation, the environment, social, and internal control and governance. We expect our directors to possess sufficient knowledge and experience in multiple of these areas, which we refer to as their "expected areas of expertise" (see table below).

▶ Web Reference: EBARA Corporate Governance Basic Policy (Chapter 6)

Areas in Which the Company Expects Its Directors (Outside and Non-Executive) to Have Expertise

Name	Classification/ Committee positions	Legal affairs and risk management	Personnel and human resource development	Finance, accounting, and capital policy	Auditing	Corporate management and management strategy	Technology R&D and innovation	The environment	Social	Internal control and governance
Masao Asami	Non-Executive, Nomination		●			●	●	●	●	●
Shugo Hosoda	Executive	—	—	—	—	—	—	—	—	—
Hiroshi Oeda	Outside, Independent, Nomination		●	●		●			●	●
Mie Fujimoto	Outside, Independent, Compensation, Audit	●	●		●				●	●
Akihiko Nagamine	Non-Executive, Audit	●		●	●				●	●
Takuya Shimamura	Outside, Independent, Compensation		●	●		●			●	●
Teiji Koge	Outside, Independent, Nomination		●	●		●		●	●	●
Tsuyoshi Numagami	Outside, Independent, Compensation			●	●	●			●	●
Kaeko Kitamoto	Outside, Independent, Audit	●		●	●				●	●
Takayo Hasegawa	Outside, Independent, Nomination		●	●		●	●		●	●

Note: The above table does not represent all of the areas in which Directors possess expertise.

Roles, Qualifications, and Competencies Required for Directors (Excerpt)

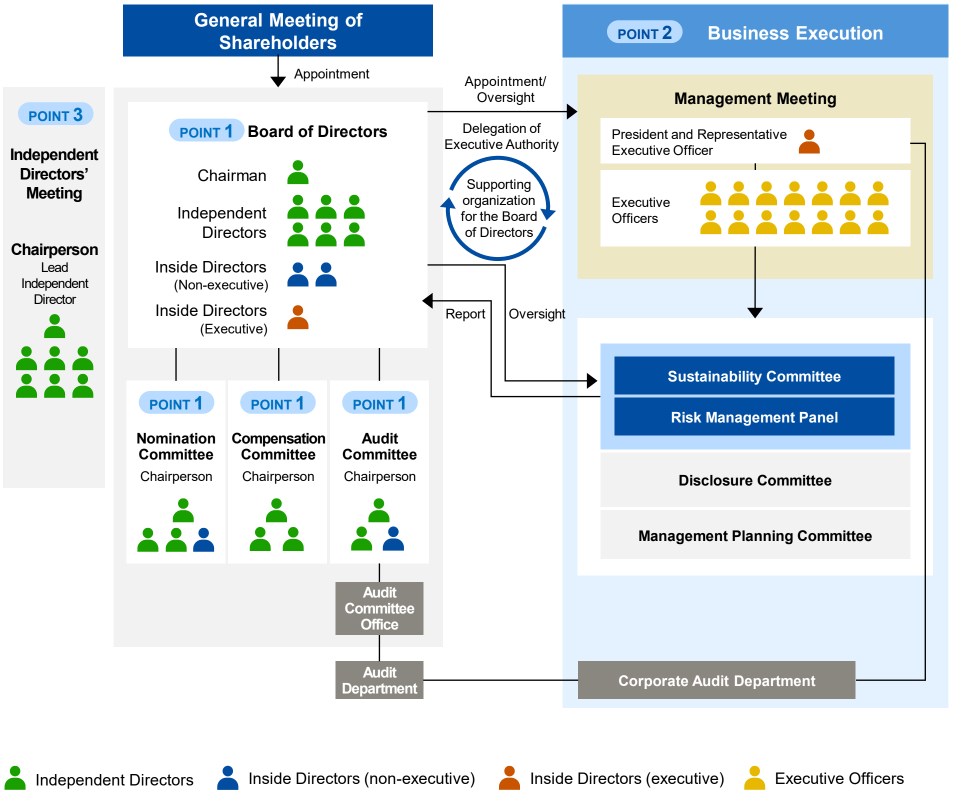
	Roles	Qualifications and Competencies
Directors	• Make best efforts in Board discussions and monitoring of business execution for the Board of Directors to present major directions such as corporate strategy, establish an environment supporting appropriate risk-taking in business execution, and conduct highly effective oversight of business execution from an independent and objective standpoint • Make wise decisions with broad insight and logical thinking based on his/her expertise in specific fields, while taking into account opinions of other Directors and information from inside and outside the Company • Express not only approval or disapproval on issues, but also present new issues for the growth of the Company during deliberations	• Has outstanding personality, high ethical standards, a spirit of exploration, and a spirit of independence • Has demonstrated outstanding results, has excellent knowledge in corporate management, and experience in decision-making from a responsible position, or has demonstrated professional skills • Motivation to possess or acquire the latest information regarding the Company's industry and related fields • Has insight and logical-thinking ability to make judgments by referring to the opinions of other Directors and new information from inside and outside the Company, rather than solely relying on his/her own past experience and knowledge • Committed to the governance reform of the Company and motivated to develop himself/herself by contributing to the process of its evolution
Chairman of the Board of Directors	• Set board meeting agendas, facilitate effective decision-making, and promote solution-oriented discussions • Ensure smooth operation of the Board of Directors and promote the implementation of decisions into business execution • Demonstrate leadership in implementing the PDCA cycle of the Board of Directors, including leading the evaluation of the effectiveness of the Board of Directors as a whole, each Committee, and Director, and taking the initiative in improving governance at all times • Demonstrate leadership in disseminating information to the stock market and gathering necessary information	• Lead the Board of Directors sincerely with fairness, objectivity, and self-discipline at all times • Awareness and leadership as the person responsible for the Company's highest decision-making body • Interested in the Company's business execution and management personnel, and is willing to deepen the understanding of the same by having dialogues with the execution side
Independent Directors	• Enhance the quality of deliberations at the Board of Directors meetings by providing opinions and recommendations for problem-solving thinking from an objective and diverse perspective • At the Independent Directors' Meetings*, strive to determine the true nature of the issue by actively making efforts to understand the Company and its business as its background • Assume the duties as a member of the Nomination Committee, Compensation Committee, and/or Audit Committee • Participate in the Board of Directors meetings and other meeting structures on management, independently from the Executive Officers, when deemed necessary, and provide supervision and advice on the Company's operations by expressing his/her views and other means • Be involved in matters such as the Company's compliance requiring independent evaluation and judgment from executive officers • Continuously supervise and evaluate the performance of executive officers in light of the management strategies and management plans determined by the Board of Directors, and provide candid opinions and recommendations from an objective standpoint regarding the appropriateness of entrusting management to the current executive officers • Provide appropriate opinions and recommendations from the standpoint of stakeholders * Independent Directors' Meeting: A meeting body that solely consists of Independent Directors, held a few days prior to the Board of Directors meeting	Independent Directors are expected to have superior knowledge and experience in one or more of the following Domains: • Experience in demonstrating leadership in corporate management and transformation • Leadership in implementing ESG management • Leadership in human resources, talent development, and corporate culture reform • Expertise in finance, accounting, and capital policy • Has intimate knowledge of auditing • Has intimate knowledge of legal affairs, internal control, and governance reforms • Expertise in technology development and research and development • Has intimate knowledge of the global environment • Knowledge regarding corporate social issues such as human rights and diversity, health and labor environments, and supply chain management (SCM) • Has knowledge in fields expected to evolve in the future, such as digitalization and AI technology

Corporate Governance

Basic View on Corporate Governance

The Ebara Group has established the Ebara Way, composed of its Founding Spirit, Corporate Philosophy, and CSR Policy, as the Ebara Group's identity and set of values to be shared across the Group. Under the Ebara Way, the enhancement of corporate value through sustainable business development and sharing the results with our various stakeholders, including shareholders, are Ebara's most important management objectives. To achieve such objectives, we constantly seek the best possible corporate governance systems and strive toward further enhancement.

Corporate Governance Framework (As of March 26, 2026)



Main Points of the Corporate Governance Framework

POINT 1: Enhancing Oversight and Ensuring Transparency

Independent Directors play a significant role, and the Board of Directors is composed primarily of non-executive Directors, including Independent Directors. This enhances management oversight from an independent and objective perspective and ensures transparency. Under the current structure, a majority of Directors and individual committee members are Independent Directors. The Chairman of the Board of Directors and the Chairs of the Nomination Committee, the Compensation Committee, and the Audit Committee are Independent Directors as well.

Note: In order to clearly separate oversight and execution, we transitioned to a Company with a Nomination Committee, etc. in 2015.

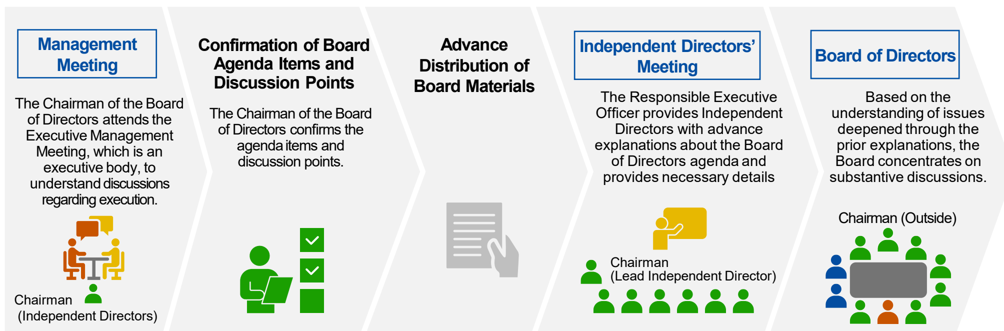
POINT 2: Expanding Business Execution Authority and Increasing Competitiveness

By clearly separating the roles and responsibilities of oversight and business execution and by delegating extensive business execution authority to executives, we are promoting agile management and creating an environment that supports appropriate risk-taking in order to increase competitiveness.

POINT 3: Holding of Independent Directors' Meetings

The Company has established an Independent Directors' Meeting, comprising only Independent Directors, which is held monthly prior to each Board of Directors meeting. At these meetings, Executive Officers provide advance explanations of agenda items and additional briefings on business operations, enabling Independent Directors to gain a deeper understanding of the relevant background and issues. The insights and perspectives developed through these discussions support more substantive participation in Board deliberations and contribute to enhancing the overall quality and effectiveness of Board discussions.

Meeting Operation Flow to Enhance the Quality of Board Discussions



Corporate Governance

Major Initiatives for the Board of Directors in 2025

2025 marked an important milestone as the midpoint of the long-term vision E-Vision 2030 and the final year of the medium-term management plan E-Plan 2025. After reviewing progress to date, the Board of Directors secured sufficient time for discussion over approximately one year and engaged in substantive and multifaceted discussions regarding the formulation of the new long-term vision E-Vision 2035 and the medium-term management plan, E-Plan 2028, looking ahead to the next decade. In addition, the Board systematically addressed medium- to long-term sustainability-related issues as agenda items, confirmed progress, and conducted discussions.

Status of Major Deliberations by the Board of Directors

Jan.	Management strategy	• Discussion regarding the formulation of E-Vision 2035 and E-Plan 2028 (4) ((1) to (3) of the same agenda item were discussed in 2024) • Status of the development of new businesses and marketing activities (1)
	Governance	• Finalized the evaluation of the effectiveness of the Board of Directors
	Sustainability	• IR activity report (1)
Feb.	Management strategy	• Set KPIs for 2025 (financial and non-financial)
	Governance	• Verification of the legal compliance framework (1) • Determined which aspects of the evaluation of the effectiveness of the Board of Directors to disclose
Apr.	Sustainability	• Discussed sustainability issues (1) • Initiatives related to quality assurance efforts Company-wide • IR activity report (2)
May.	Management strategy	• Discussion regarding the formulation of E-Vision 2035 and E-Plan 2028 (5)
Jun.	Governance	• Verification of the legal compliance framework (2)
	Management strategy	• Status of the development of new businesses and marketing activities (2)
July	Management strategy	• Discussion regarding the formulation of E-Vision 2035 and E-Plan 2028 (6) • Initiatives regarding R&D and intellectual property strategy
	Governance	• Verification of the legal compliance framework (3)
	Sustainability	• Initiatives related to occupational safety and health • IR activity report (3)
Sept.	Management strategy	• Discussion regarding the formulation of E-Vision 2035 and E-Plan 2028 (7)
	Governance	• Director succession plan
Oct.	Management strategy	• Discussion regarding the formulation of E-Vision 2035 and E-Plan 2028 (8)
	Sustainability	• Discussed sustainability issues (2) • IR activity report (4)
	Governance	• Verification of the legal compliance framework (4)
Nov.	Management strategy	• Discussion regarding the formulation of E-Vision 2035 and E-Plan 2028 (9)
Dec.	Management strategy	• Discussion regarding the formulation of E-Vision 2035 and E-Plan 2028 (10)
	Governance	• Examined the results of the evaluation of the effectiveness of the Board of Directors

Major Discussion Themes of the Board of Directors in Formulating E-Vision 2035 and E-Plan 2028

- Value creation story and slogan
- Vision and business portfolio
- Materiality for realizing the vision
- Growth investments and resource allocation policy
- Financial policy including shareholder return policy

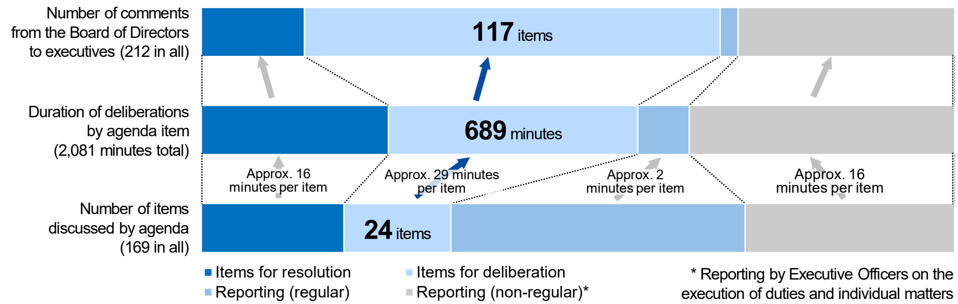
etc.

Deliberation Status under E-Plan 2025

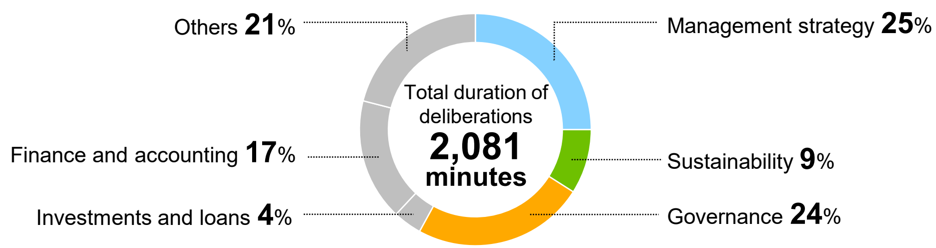
	E-Plan 2025		
	2023	2024	**2025**
Number of comments from the Board of Directors to executives	134	139	**212**
Duration of deliberations by agenda item	1,911	1,900	**2,081**
Number of items discussed by agenda	180	183	**169**

Deliberation Status for 2025 (Details)

Annual Duration of Deliberations by Agenda Item and Number of Comments from the Board of Directors to Executives



Duration of Board Deliberations by Agenda Item



Quality and Trends of Discussions as Seen from the Data

- In 2025, during which deliberations regarding the formulation of E-Vision 2035 and E-Plan 2028 were conducted, the number of reporting matters decreased, and the total number of agenda items submitted, at 169, was the lowest during the E-Plan 2025 period.
- On the other hand, as "focused deliberations," in which significant time was devoted to in-depth discussions on important matters such as management strategy and governance, became established, deliberation time reached 2,081 minutes and the number of opinions reached 212, both the highest levels during the E-Plan 2025 period.
- The three categories of "Management strategy," "Sustainability" and "Governance" accounted for approximately 60% of total deliberation time, and substantive discussions deepened in both future growth strategies (offense) and strengthening of management foundations (defense).

Corporate Governance

Dialogue with Stakeholders

The Board of Directors places importance on constructive dialogue with stakeholders, including shareholders and investors, toward sustainable growth and the enhancement of medium- to long-term corporate value. In addition to routine IR activities conducted by the CEO and CFO, Independent Directors, including the Chairman of the Board of Directors, actively participate in dialogue opportunities and engage in direct exchanges of opinions with shareholders and investors. In addition, the Board of Directors regularly receives reports regarding IR activities (once each quarter) and conducts discussions concerning matters of market interest and the content of dialogues. By incorporating market perspectives and expectations obtained through these activities into Board discussions, the Company enhances the effectiveness of its oversight functions.

Dialogue Activities in 2025

Independent Directors Small Meeting

Date	April 23, 2025
Speakers	Hiroshi Oeda, Independent Director and Chairman of the Board of Directors Teiji Koge, Independent Director and Chairperson of the Nomination Committee (together with one Executive Officer)
Themes	● Ebara's Corporate Governance — Practicing Governance to Value with an Emphasis on Sustainability-oriented Management ● Ebara's Nomination Committee
Dialogue Topics	● Background to the appointment of the new President, review of the previous management structure and future expectations ● Director succession planning ● Characteristics of the Company from the perspective of Independent Directors ▶ Web Reference: Integrated Report 2025 — "Dialogue with Stakeholders"

ESG Small Meeting 2025

Date	October 17, 2025
Speakers	Hiroshi Oeda, Independent Director and Chairman of the Board of Directors (together with three Executive Officers)
Themes	Direction of Human Capital Management in the Next Long-term Vision and Medium-term Management Plan
Dialogue Topics	● How the Board of Directors engages in human capital matters ● Expectations for human capital initiatives in the next long-term vision and medium-term management plan ● Involvement of the Nomination Committee in the development of next-generation management leaders

Training for Directors

Training Policy for Directors

The Company believes that, for each Director to fully leverage his or her expertise and experience and appropriately fulfill his or her roles and responsibilities, understanding and knowledge of the Group's business activities, management issues and governance are indispensable. Based on the recognition that the continuous enhancement of such understanding and knowledge leads to improvements in the quality and effectiveness of Board discussions, the Company provides various opportunities for training and development.

Newly appointed Directors are provided with opportunities before and after assuming office to acquire the necessary knowledge and expertise regarding finance, legal affairs and corporate governance. In particular, Independent Directors, who constitute a majority of the Board of Directors and play important roles, receive focused briefings to enable them to understand the Group's management strategies, financial conditions and other important matters. Even after assuming their post, Directors are continuously given opportunities to better understand the Group's businesses, the key topics addressed by the Board of Directors, and issues identified in the evaluation of the Board's effectiveness through visits to business sites and lectures from outside experts.

Major Training Activities in 2025

May 2025	Visits to major domestic sites (Precision Machinery Company and Building Service & Industrial Company)
October 2025	Visits to major domestic sites (Infrastructure Company and hydrogen-related businesses)
November 2025	Study session on Group governance with invited external experts

Site visits focused on major domestic locations were conducted. During discussions with Executive Officers and site managers, multifaceted questions closely related to actual operations were raised, leading to active discussions. Enhancing understanding of the businesses through these site visits has contributed to further deepening discussions at the Board of Directors meetings.


Discussions with Executive Officers and others at the Fujisawa Plant


Visit to the Futtsu Plant

Corporate Governance

Evaluation of the Effectiveness

In order to maintain and enhance the effectiveness of corporate governance, the Board of Directors conducts an annual effectiveness evaluation of the Board as a whole (including the Nomination, Compensation and Audit Committees). In this evaluation, the Board verifies the status of improvements regarding issues identified in the previous year and identifies subsequent issues based on the results. By systematically reflecting these issues in the agenda of the Board of Directors, the Company operates a continuous PDCA cycle for governance reform and seeks to further enhance effectiveness.

2025 Evaluation of Effectiveness

(1) Analysis and assessment process

With the support of an external independent expert, the Board of Directors prepared questionnaires for all Directors, and based on the responses, the Chairman of the Board of Directors, who is an Independent Director, personally conducted individual interviews with all Directors. During the interviews, self-evaluations and peer reviews of individual Directors were also conducted. In addition, this fiscal year, questionnaires and individual interviews were also conducted with certain Executive Officers with the aim of achieving a more multifaceted and objective evaluation by appropriately incorporating the perspective of execution.

The Board of Directors analyzed the results obtained through the above questionnaires and individual interviews, and based on those results, discussed the effectiveness of the Board of Directors at Board meetings held in December 2025 and January 2026, and confirmed the evaluation results and future responses. In addition, in order to ensure transparency, a Chairman Evaluation by all Directors other than the Chairman of the Board of Directors was conducted.

Note: Since 2019, the Company has adopted a structure in which an Independent Director serves as Chairman of the Board of Directors. In order to verify the effectiveness of this structure, the Chairman Evaluation has been incorporated into the effectiveness evaluation framework and is reviewed annually by the Board of Directors.

(2) Questionnaires and individual interviews

Questionnaires are used to identify overarching trends in important matters regarding the effectiveness of the Board of Directors and the committees, while particularly important matters are delved into through individual interviews.

Major questionnaire items

- Roles and functions of the Board of Directors
- Size and composition of the Board of Directors
- Status of operation of the Board of Directors
- Composition and roles of the three committees
- Status of operation of the three committees
- Relationships with investors and shareholders
- Self-evaluation

Note: Questions for Executive Officers were limited to the "roles and functions of the Board of Directors," and sub-items were prepared in consideration of the degree of involvement of Executive Officers.

(3) Summary of the results of analysis and evaluation

Directors highly evaluated the current status of the Board of Directors and the three committees, confirming that the Board of Directors, the Chairman of the Board of Directors, and the Independent and Inside Directors are appropriately fulfilling their respective roles and responsibilities, that the relationship between oversight and execution is appropriate, that the Board of Directors and the three committees are being smoothly operated with sufficient discussions under appropriate agenda-setting, and that initiatives regarding issues identified in the previous year are progressing.

With respect to self-evaluations and peer reviews of individual Directors, it was confirmed that each Director appropriately fulfills his or her roles and responsibilities and contributes to Board discussions based on the roles, qualities and capabilities of Directors set forth in the "Corporate Governance Basic Policy." In addition, a summary of the peer review results is shared with the Nomination Committee and referenced in the selection of candidates for the next term of Directors.

(4) Actions to be taken

The Board will continue with existing reforms, and also engage in discussion of the following matters to enhance its effectiveness.

Enhancing strategic discussions on medium- to long-term growth

The Board will identify priority themes (business portfolio, growth investments, human capital investments, human resource strategy, group management structure, etc.) based on management issues from a medium- to long-term perspective, and intensify discussions aimed at driving corporate value.

Deepening discussions on sustainability

The Board will clarify the linkage between sustainability initiatives and corporate value/profitability within our company, and deepen discussions from that perspective.

Discussing and monitoring the further strengthening of the governance system

The Board will continuously monitor and promote initiatives and structural enhancements aimed at improving the effectiveness of internal controls and internal audit functions.

▶ Web Reference: FY2025 Evaluation of the Effectiveness of the Board of Directors

Topic Secretariat Functions Supporting the Effectiveness of the Board of Directors

The Company believes that, under its structure in which Independent Directors constitute a majority (7 out of 10 Directors) and serve as Chairman, the role of the secretariat in supporting the effectiveness of discussions is also correspondingly important. The secretariat not only supports smooth meeting operations, but also serves as a connecting point between oversight and execution by supporting the Chairperson's strategic agenda-setting, including annual planning. In addition, the secretariat supports substantive discussions at the Board of Directors through continuous information input to Independent Directors (including Independent Directors' Meetings, site visits and study sessions), issue improvement through effectiveness evaluations, and support for dialogue with stakeholders.

Separation of Oversight and Execution

Corporate Governance

Board Reforms Initiated through Effectiveness Evaluations

Recognizing the strong need to independently assess and discipline the "effectiveness" of the Board of Directors, the Company began conducting effectiveness evaluations at the same time as its transition to a Company with a Nomination Committee, etc. To date, effectiveness evaluations have led to deeper recognition by the Board of Directors and have resulted in a wide range of reforms. Going forward, the Company will continue and deepen these reforms and further enhance the effectiveness of the Board of Directors.

	2015–2018	2019–2021	2022–
Phase of Reform	Reform of the governance structure	Further improving transparency and effectiveness	Implementing Governance to Value with an emphasis on sustainability-oriented management
	Evaluation Led by External Experts **Verification of the effectiveness of the Board of Directors from independent and objective perspectives** **Establishment of a governance foundation (oversight functions)**		**Evaluation Led by the Chairman** **Verification by the Chairman with an understanding of the actual conditions of the Board of Directors** **Advancement toward substantive and in-depth deliberations and discussions** *Interviews by external experts are conducted once every few years.
Evaluation Method	**2015-** Evaluation by questionnaire started **2015-** Commencement of benchmark analysis • Comparison of the governance framework with overseas standards / leading companies (-2021) • Comparison with effectiveness enhancement measures implemented by leading overseas companies (2020, 2021) **2016-** Individual interviews started	**2019-** Evaluation of the Chairman started (following the appointment of an Independent Director as Chairman) **2021-** Peer evaluations of Directors started	**2022-** Individual interviews by the Chairman, who is an Independent Director, started **2024** Benchmark analysis • Comparison of the governance framework with overseas standards / leading companies • Comparison with effectiveness enhancement measures implemented by leading overseas companies **2025-** Participation of certain Executive Officers in evaluations
Selected Reform Examples	1 Improvement of the quality of and more in-depth discussions (2015–) 2 Enhancing discussion of medium- and long-term issues	3 Appointment of an Independent Director as Chairman (2019–) 4 Clarification of the Roles, Qualities and Capabilities of Directors (2021–) 5 Appointment of Independent Directors as Chairpersons of the Three Committees (2021–)	6 More in-depth discussion of sustainability (2022–) 7 Enhancement of transparency and objectivity in the executive appointment process (2023–) 8 Operation of the Board of Directors (2024–)

Reform Examples (Details)	Recognition of Issues / Responses and Improvement Measures	Effects and Outcomes of Reforms
1 Improvement of the quality of and more in-depth discussions	• The Company decided to hold Independent Directors Meetings several days prior to Board meetings with the aim of enabling Independent Directors to recognize necessary issues and deepen their understanding.	• By enabling Independent Directors to make statements based on their own perspectives and responsibilities after recognizing the issues, the quality of Board discussions improved.
2 Enhancing discussion of medium- and long-term issues	• Based on the recognition that the weight of medium- to long-term discussions should be increased, the Company systematically incorporated the long-term management vision, medium-term management plan, strategies for each business, organizational structures and human resource strategies into the annual agenda and secured sufficient time for discussion.	• Discussions on medium- to long-term issues increased.
3 Appointment of an Independent Director as Chairman	• With the aim of ensuring fairness and transparency and achieving agenda-setting from the shareholders' perspective, the Company changed its structure in 2019 so that an Independent Director serves as Chairman of the Board of Directors.	• Board agenda-setting incorporating objective perspectives and more active Board discussions were realized.
4 Clarification of the Roles, Qualities and Capabilities of Directors	• From the perspective of enhancing effectiveness through improvements in the capabilities of the Board of Directors and individual Directors, and based on the recognition that evaluations based on the clarification and mutual confirmation of the roles, qualities and capabilities of Directors are important, the Company has, since 2021, clearly specified these items by attribute and position in the Corporate Governance Basic Policy and conducted evaluations based on them.	• Self-assessments and peer reviews came to be conducted in earnest using the clarified roles, qualities and capabilities as indicators, thereby promoting the fulfillment of each Director's role.
5 Appointment of Independent Directors as Chairpersons of the Three Committees	• In addition to the Nomination and Compensation Committees, the Company changed its structure in 2021 so that Independent Directors also serve as chairpersons of the Audit Committee.	• Committee operations with enhanced independence and objectivity were achieved, further increasing the effectiveness of management oversight functions.
6 More in-depth discussion of sustainability	• In order to enhance discussions on ESG and sustainability, the Company decided in 2022 to establish these topics as regular Board agenda items twice a year.	• Discussions on sustainability at the Board of Directors were enhanced and deepened.
	• In order to further practice Governance to Value with an emphasis on sustainability-oriented management, the Company specified the role and stance of the Board of Directors regarding sustainability in the Corporate Governance Basic Policy from 2024.	• The role and stance of the Board of Directors regarding sustainability were clearly communicated internally and externally.
7 Enhancement of Transparency and Objectivity in the Executive Appointment Process	• In order to improve the transparency of selection criteria and processes relating to the succession of the President and Directors, the Company enhanced the reporting content of the Nomination Committee and organized and shared the relevant processes.	• A shared recognition was established that the concepts, policies and future initiatives regarding succession of the President and Directors had been organized and that the Nomination Committee was being appropriately operated based on them.
8 Operation of the Board of Directors	• In order to narrow agenda items and enhance interactive discussions, the Company revised reporting standards (thresholds) and simplified reporting methods for regular reporting items from 2024.	• Time allocation was enhanced toward medium- to long-term agenda items.

Corporate Governance

Nomination Committee

Overview of the Nomination Committee (As of March 26, 2026)

Composition (4 members)	Chairperson	Teiji Koge (Independent Director, Lead Independent Director)
	Member	Hiroshi Oeda (Independent Director, Chairman of the Board of Directors)
	Member	Masao Asami (Director, Chairman of the Company)
	Member	Takayo Hasegawa (Independent Director)

2025 Results

Number of Meetings Held	18
Average duration of meetings	Approx. 1 hour and 30 minutes per meeting

Teiji Koge
Chairperson of the Nomination Committee
Independent Director
Lead Independent Director

Reason for Appointment of Chairperson

He possesses a wealth of experience and considerable insight as a corporate executive, and he is also well-versed in corporate governance and Environmental, Social, and Governance (ESG) management. He has been chosen to draw on that vast experience and knowledge and to display leadership in selecting management personnel and fostering management candidates as the Chairperson of the Nomination Committee.

Message from the Chairperson of the Nomination Committee

The Nomination Committee positions the selection of the next President as its most important responsibility. Rather than limiting this process to the selection of a single successor to the President, the Committee has approached it from the broader perspective of building the next management team and has pursued it in a planned manner through the selection process. In 2025, following a review of the previous presidential succession plan, the Company formulated the overall framework and implementation schedule for a new six-year presidential succession program and commenced its operation.

In addition, the Nomination Committee has long positioned the succession plan for Directors as an important medium- to long-term issue. Last year, the Committee reviewed its initiatives to date, organized the issues identified, and continued discussions aimed at ensuring greater transparency and objectivity in the executive nomination process.

To realize E-Vision 2035 and E-Plan 2028, announced in February of this year, the Nomination Committee will steadily advance the development and selection of management talent responsible for the sustainable creation of corporate value under a disciplined process while taking into account the changing business environment.

Roles of the Nomination Committee

The Nomination Committee is primarily responsible for determining proposals to be submitted to the General Meeting of Shareholders regarding the appointment and dismissal of the President, Representative Executive Officer, Executive Officers, and Directors with specific titles; the selection and removal of the Chair of the Board and the Non-Executive Inside Directors who support the Chair; and making recommendations to the Board of Directors on the appointment and dismissal of members and chairs of the Nomination, Compensation, and Audit Committees. In addition, the Committee plays a key role in establishing policies and succession plans for the appointment and dismissal of the President, Representative Executive Officer.

Revision of Corporate Governance Basic Policy and Clarification of Roles

In 2021, Ebara revised its Corporate Governance Basic Policy to clarify the roles and qualification requirements for Directors, including those by classification and position. This serves as an important guideline for the activities of the Board of Directors, committees, and individual Directors. Taking into account the results of evaluations of the effectiveness of the Board of Directors as a whole, each committee, and each Director, as well as evaluations of the Chairman of the Board of Directors, the Nomination Committee is responsible for organizing and updating the roles and requirements expected of Directors, selecting candidates who will contribute to enhancing the effectiveness of the Board of Directors, and making recommendations to the Board of Directors.

Director Succession

The Company's Board of Directors places emphasis on functioning as a "monitoring board" that enhances management transparency and rigorously supervises prompt decision-making in order to drive the Group's sustainable growth and medium- to long-term enhancement of corporate value. From the perspective of ensuring such effectiveness, the Company's basic policy for the composition of the Board of Directors is to secure an appropriate balance and diversity of the required qualities and capabilities.

Based on the above policies and qualification requirements, the Nomination Committee prioritizes "independence, objectivity, and advanced management oversight capabilities" in selecting Director candidates and appoints the most suitable individuals in light of the Company's management strategy. In addition, the Committee positions Director succession as an important medium- to long-term issue and continuously examines, from an early stage, the ideal profile and skill composition of future Directors, while working to establish a planned succession structure.

The current composition of the Board of Directors is considered well balanced from the perspective of the skills matrix and appropriately structured to contribute to the sustainable enhancement of corporate value.

Succession Plan for the President, Representative Executive Officer

The establishment and implementation of a succession plan for the President, Representative Executive Officer, is among the most important tasks for the Nomination Committee. The Company's succession plan has two major characteristics. The first is that it is formulated by the

Corporate Governance

Nomination Committee, of which the current President is not a member. The second characteristic is when selecting the next President, the Nomination Committee coordinates with the executive team to systematically cultivate candidates and select the successor over an extended period of time. The Nomination Committee is composed of four Non-Executive Directors, including three Independent Directors and the Chairman of the Company. This membership ensures the objective selection of ideal candidates. In addition, the Company has established a policy that “top management should not remain in office for an extended period and should be replaced after a certain period.” The maximum term of office for the President is six years, and this year the succession plan for the President scheduled to assume office in March 2031 commenced.

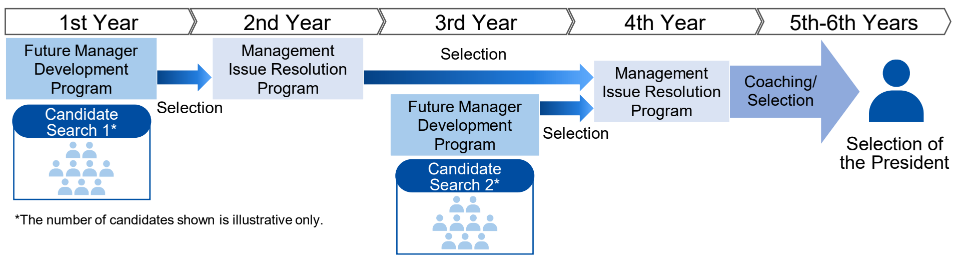
In addition, we have developed a business continuity plan in case of unforeseen circumstances affecting the President, Representative Executive Officer, and have clarified the process for selecting candidates to replace him in an emergency.

Cultivation and Selection Process

Under the previous six-year presidential succession plan launched in 2019 and led by the Nomination Committee, the Company operated the process from identifying and developing next-generation management talent through to selection in a planned and rigorous manner. As a result, in 2024, the next President, Representative Executive Officer was selected following multifaceted deliberations by the Nomination Committee. From 2025, the Company transitioned to a new succession plan based on a review of the results achieved under the previous program. The new plan begins with identifying “promising future management talent” who will lead the next generation. For selected candidates, the Company implements development programs designed to encourage self-transformation through coaching by external experts and dialogue with diverse leaders, while refining their resolve and qualities as management executives. In the subsequent stage, the Company multifacetedly evaluates candidates’ decision-making and execution capabilities in uncertain environments through challenges involving important management issues beyond their areas of expertise (“tough assignments”).

In the final selection process, in addition to direct dialogue with the Nomination Committee, objective assessments by external professional organizations are utilized to rigorously evaluate candidates’ suitability for the talent requirements demanded by the management environment at the time, as well as their future growth potential. The Nomination Committee will proactively engage in each of these processes and continuously operate the succession plan in an effort to realize the sustainable enhancement of corporate value.

Six-Year Cultivation and Selection Process (Conceptual Image)



*The number of candidates shown is illustrative only.

Compensation Committee

Overview of the Compensation Committee (As of March 26, 2026)

Composition (3 members)	Chairperson	Mie Fujimoto (Independent Director)
	Member	Takuya Shimamura (Independent Director)
	Member	Tsuyoshi Numagami (Independent Director)

2025 Results

Number of Meetings Held	15
Average duration of meetings	Approx. 1 hour per meeting

Mie Fujimoto
Chairperson of the Compensation Committee
Independent Director

Reason for Appointment as Chairperson

As an attorney, she is well-versed in corporate legal affairs with a focus on labor-related laws and regulations and brings experience as an outside officer of a listed company. As chairperson of the Compensation Committee, she will provide leadership in reviewing the compensation system and the level of compensation for the Company’s Directors and Executive Officers based on her abundant experience, deep insight, and expertise.

Message from the Chairperson of the Compensation Committee

The role of the Compensation Committee is to ensure sustainable growth of the Company and enhancement of corporate value over the medium- to long-term by encouraging Executive Officers, through the design of the compensation system and determination of individual compensation, to execute operations in line with the management philosophy and management strategy, while ensuring that Directors appropriately fulfill their responsibility to supervise such execution.

In 2025, in accordance with the policy for revising Executive Officer compensation established in the previous year, the Company implemented revisions to compensation, revised regulations to enable appropriate compensation payments according to the responsibilities and roles of Directors and introduced malus and clawback provisions.*

This year, toward the realization of the long-term vision E-Vision 2035, the Committee will work to appropriately select evaluation indicators and establish standards for compensation from the perspective of contributing to the achievement of the financial and non-financial targets set forth in E-Plan 2028, which commenced this year.

*A malus provision refers to the cancellation of some or all of the monetary compensation or stock compensation planned to be paid to Directors, etc., in the future. The clawback clause requires the return of compensation already paid to Directors, etc.

Corporate Governance

Role of the Compensation Committee

The Compensation Committee decides on policies and amounts of compensation for individual Directors and Executive Officers, in addition to making recommendations to the Board of Directors concerning officer compensation systems at subsidiaries and affiliates.

Main Items Deliberated in 2025

- Compensation system for Directors and Executive Officers
- Total individual compensation for Directors and Executive Officers
- Amount of short-term performance-linked compensation based on Executive Officer performance evaluation results
- Review and revision of Directors' allowance amounts
- Review and revision of ESG evaluation indicators for short-term performance-linked compensation
- Introduction of malus and clawback provisions

Introduction of Malus and Clawback Provisions

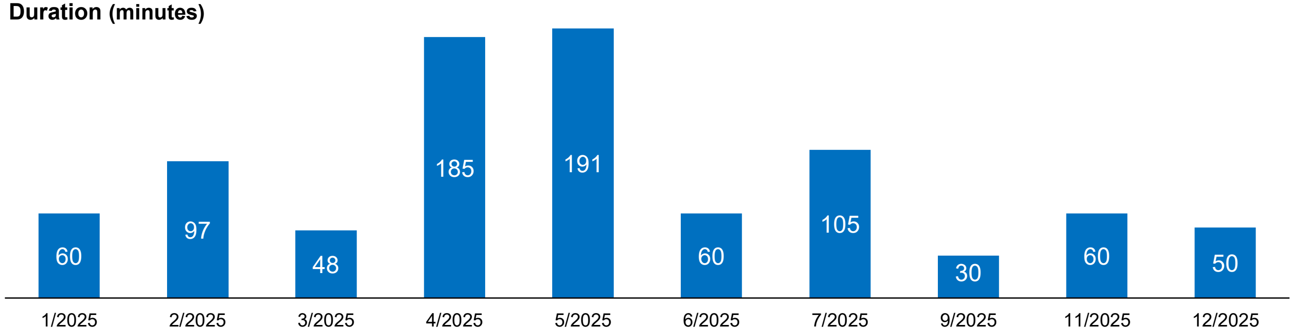
In order to deter inappropriate incidents such as violations of laws and regulations and serious misconduct by Directors and Executive Officers, ensure the soundness of compensation, and maintain the trust of stakeholders, including shareholders, the Company introduced malus and clawback provisions in 2025. Under these provisions, if an inappropriate incident occurs, the Compensation Committee may, at its discretion, take measures including cancellation of compensation and demands for repayment.

Summary of Key Deliberation Topics and Time

Key Topics of Deliberation

Date	Duration (minutes)	Key Topics of Deliberation	
January 2025	60	• Confirmation of disclosure materials	• Consideration of introducing malus and clawback provisions
February	97	• Determination of performance evaluations for Executive Officers for 2024	• Determination of the short-term performance-linked remuneration for individual Executive Officers
March	48	• Determination of individual compensation for Directors and Executive Officers for 2025 • Selection of the acting chairperson, the member authorized to convene meetings of the Board of Directors, and the member responsible for reporting the status of the Committee's execution of duties to the Board of Directors	• Annual schedule and agenda of the Compensation Committee for 2025
April	185	• Performance targets for eight Executive Officers • Long-term incentives & granting/allocation of stock compensation	• Determination of performance targets for Executive Officers for 2025
May	191	• Performance targets for six Executive Officers • Introduction of malus and clawback provisions	• Approach to the consideration of revisions to compensation for Directors and Executive Officers
June	60	• Determination of Executive Officer target setting for 2025 • Revision of Director compensation	• Resolution on the introduction of malus and clawback provisions • Determination of compensation for Executive Officers assigned overseas
July	105	• Consideration toward the introduction of ESG evaluation indicators to replace CDP • External disclosure regarding the malus and clawback provisions	• Revision of Director compensation
September	30	• Revision of compensation for Independent Directors (allowance amount for Audit Committee members)	
November	60	• Introduction of ESG evaluation indicators to replace CDP • Confirmation of compensation benchmarks and proposed revisions to Executive Officer compensation	• Consideration of related regulations associated with revisions to Director compensation (allowance amounts)
December	50	• Revision of the Executive Officer performance evaluation system manual • Revision of the basic policy on executive compensation	• Feedback on the evaluation of Board of Directors effectiveness

Duration (minutes)



Corporate Governance

Total Amounts of Compensation for Directors and Executive Officers

Position	Total Compensation (Millions of Yen)	Total Compensation by Type (Millions of Yen)				Number of Persons
		Basic Compensation	Short-term Performance-linked Compensation	Restricted Stock Compensation Performance-linked Stock	Performance-linked Stock Compensation	
Directors of the Board (excluding Independent Directors)	221	114	—	35	71	3
Independent Directors	129	105	—	24	—	8
Executive Officers	1,481	388	277	103	711	18

Notes:
1. The above shows the compensation paid to Directors and Executive Officers as of December 31, 2025 according to their term of office for the fiscal year under review, the compensation paid to one Director and one Independent Director who retired at the conclusion of the 160th Ordinary General Meeting of Shareholders held on March 26, 2025 and one Executive Officer who retired at the conclusion of the meeting of the Board of Directors held on the same day, from January 2025 to the time of their retirement and the performance-linked stock compensation planned to be paid for two Executive Officers who retired at the conclusion of the 159th meeting of the Board of Directors held on March 27, 2024.
2. Compensation paid to the Representative Executive Officer concurrently serving as Director is shown in the column for Executive Officers.
3. Amount of compensation paid to Executive Officers includes ¥180 million (Base pay: ¥59 million, Short-term performance-linked compensation: ¥47 million, and Performance-linked stock compensation: ¥72 million) as compensation that subsidiaries paid to Executive Officers who served concurrently as the Corporate Officers of the subsidiaries.
4. Short-term performance-linked compensation for Executive Officers is linked to company-wide or business level performance, in addition to which individual targets are set, the level of achievement against these targets is evaluated, and an amount for the individual is determined after deliberation by the Compensation Committee.
5. Short-term performance-linked compensation shown is the total amount of short-term performance-linked compensation to be paid (scheduled for March 2026), in relation to Executive Officers serving in those roles as of December 31, 2025, for the fiscal year under review.
6. Restricted stock compensation shown is the restricted stock compensation paid in the current fiscal year and the amount of restricted stock compensation paid in the past fiscal years to be recorded as an expense in the fiscal year under review.
7. Performance-linked stock compensation shown is the amount planned to be paid in May 2026 of performance-linked stock compensation to be recorded as an expense in the fiscal year under review. In calculating the amount for the fiscal year under review, the Company used the most recent price of the Company's stock and the estimate of the consolidated return on invested capital (ROIC) in the management plan for the period ended December 31, 2025, which is the final year of the Medium-term Management Plan, E-Plan 2025. The difference compared to the amounts recorded for the previous fiscal year is also calculated and added.

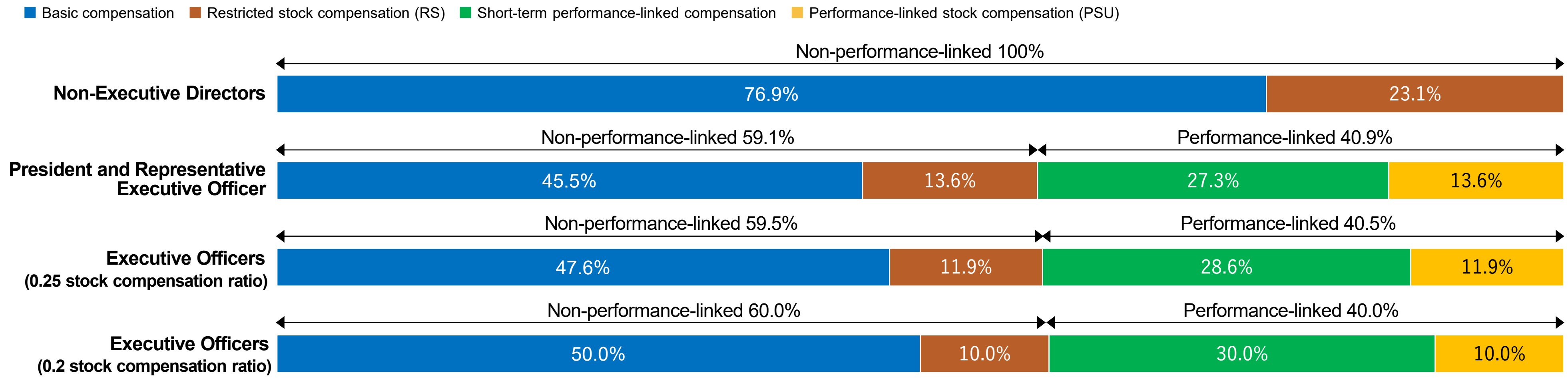
Amounts of Compensation for Directors and Executive Officers Exceeding ¥100 Million

Position		Total Compensation (Millions of Yen)	Company Classification	Total Compensation by Type (Millions of Yen)			
				Basic Compensation	Short-term Performance-linked Compensation	Restricted Stock Compensation	Performance-linked Stock Compensation
Chairman of the Company	**Masao Asami**	155	The Company	64	—	19	71
President, Representative Executive Officer	**Shugo Hosoda**	189	The Company	48	35	13	92
Executive Officer	**Shu Nagata**	128	The Company	31	17	7	72
Executive Officer	**Takanobu Miyaki**	45	The Company	1	—	8	36
		86	Ebara Elliott Energy Holdings, Inc.	30	20	—	36
Executive Officer	**Hideki Yamada**	45	The Company	1	—	7	36
		93	Ebara Environmental Plant Co., Ltd.	29	27	—	36
Executive Officer	**Isao Nambu**	117	The Company	29	20	6	59

Notes:
1. Short-term performance-linked compensation shown is the total amount of short-term performance-linked compensation to be paid (scheduled for March 2026) for the fiscal year under review.
2. Restricted stock compensation shown is the restricted stock compensation paid in the current fiscal year and in the past fiscal years (including phantom stock) to be recorded as an expense in the fiscal year under review (excluding amounts included in total provisions up until the previous fiscal year).
3. Performance-linked stock compensation shown is the amount planned to be paid in May 2026 of performance-linked stock compensation to be recorded as an expense in the fiscal year under review. In calculating the amount for the fiscal year under review, the Company used the most recent price of the Company's stock and the estimate of the consolidated return on invested capital (ROIC) in the management plan for the period ended December 31, 2025, which is the final year of the Medium-term Management Plan, E-Plan 2025. The difference compared to the amounts recorded for the previous fiscal year is also calculated and added.
4. Amounts for Executive Officers concurrently serving as officers at subsidiaries are shown inclusive of compensation received from subsidiaries.

Corporate Governance

Composition of Compensation Paid to Directors and Executive Officers (If 100% of the Target for Performance-linked Compensation Is Achieved)



Type of Compensation

Type of Compensation	Monetary Compensation			Stock Compensation	
	Basic Compensation	Short-term Performance-linked Compensation		Restricted Stock Compensation (RS)	Performance-linked Stock Compensation (PSU)
Overview	Basic compensation based on role	Paid per companywide business performance and achievement of objectives by the individual (MBO)		Shares with restrictions on transfer for a specific period are granted each year, and those restrictions are lifted upon retirement	Shares are granted every three years, depending on the extent to which the goals of the medium-term management plan have been achieved
Indicators	–	Performance indicators (45%)	Consolidated ROIC	–	ROIC (Fiscal year ended December 31, 2025)
			Consolidated operating profit		
		MBO (45%)	Set based on KPIs for each business overseen		
		ESG indicators (10%)	“E” (Environment): CDP*1 (climate change), GHG emissions (emissions intensity) *2		
			“S” (Social): Global Engagement Survey*3		

*1. An ESG rating agency that evaluates strategies to address climate change and efforts to reduce GHG emissions, among others
*2. Reduction targets against the 2018 emissions intensity for Scope 1 and 2. Selected as an indicator from 2026.
*3. A survey that measures and analyzes the current status of organizational and employee engagement contributing to the achievement of medium- to long-term targets, targeting employees of Group companies in Japan and overseas.

Corporate Governance

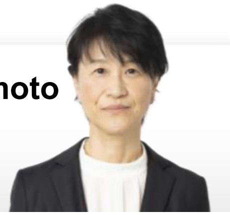
Audit Committee

Overview of the Audit Committee (As of March 26, 2026)

Composition (3 members)	Committee Chair	Kaeko Kitamoto (Independent Director)
	Member	Mie Fujimoto (Independent Director)
	Member	Akihiko Nagamine (Non-executive Inside Director)

2025 Results

Number of Meetings Held	17
Average Meeting Duration	Approximately 3 hours per meeting



Kaeko Kitamoto
Chairperson of the Audit Committee
Independent Director

Reason for Appointment of Chairperson

As a certified public accountant, she has extensive experience in a wide range of audits at a major audit firm over many years, as well as extensive knowledge and expertise in corporate accounting and auditing. The Company appointed her as Chairperson of the Audit Committee in order to leverage her extensive experience in overseeing the management of the Company and the Group and to demonstrate leadership in the activities of the Audit Committee.

Message from the Chairperson of the Audit Committee

To ensure the independence of audits, a majority of the members of the Company's Audit Committee are Independent Directors. In fiscal 2025, the enhancement of the Group governance framework was identified as a key priority. In particular, in light of the recommendation issued by the Japan Fair Trade Commission regarding violations of the Subcontract Act, the Audit Committee verified the status of implementation of recurrence prevention measures under the "Groupwide Fair Procurement Promotion Program" aimed at ensuring compliance with laws and regulations. With respect to the development and operation of the internal control system, the Audit Committee focused on rebuilding internal controls associated with the introduction of SAP, as well as verifying the effectiveness of internal audits and the global whistleblowing system.

Specifically, Audit Committee members attended important meetings such as management meetings to directly confirm important decision-making processes, while the full-time Audit Committee member, who is an non-executive inside director, and members of the Audit Committee Office collected high-quality information throughout the Group and shared it with the Independent Audit Committee members. In addition, the Audit Committee strengthened dialogue with the President, Executive Officers serving as Company Presidents, departments responsible for governance, and the Independent Auditor.

The Audit Committee will continue to strengthen the management foundation through these initiatives and strive to maintain and enhance a highly transparent governance framework toward the sustainable enhancement of corporate value.

Role of the Audit Committee

The Audit Committee is responsible for conducting audits to assess whether or not Directors, Executive Officers, and employees of the Company and its subsidiaries are in compliance with legal obligations and internal regulations. In addition, the Audit Committee endeavors to monitor Executive Officers and verify whether they execute their duties in a sound, fair, appropriate, and efficient manner in accordance with basic policies for management and medium- and long-term management plans established by the Board of Directors, such as the E-Vision 2035 long-term vision and the medium-term management plan, E-Plan 2028. The role of the Audit Committee is to report the status and results of audits to the Board of Directors and to provide advice or recommendations to the Executive Officers as necessary.

Systems Supporting the Audit Committee

We are working to establish and enhance a system focused on monitoring in order to ensure the effectiveness of Groupwide auditing and to further increase the independence of the Audit Committee from business execution. In concrete terms, the Audit Committee is chaired by an Independent Director, and its members consist of two outside members and one full-time inside member to ensure independence. To ensure effective auditing, the following organizations are under the control of the Audit Committee.

(1) The Audit Committee Office has been established under the control of the Audit Committee, and six full-time staff members are responsible for operating the Audit Committee, planning audit policies and plans, communicating and coordinating with the Independent Auditor, and assisting the Audit Committee members in conducting audits and observing on-site inspections.

(2) The Audit Department was established under the Audit Committee in order to strengthen on-site inspection organizations under the Audit Committee and to strengthen collaboration with the Internal Audit Division. The head of the Internal Audit Division and its members are concurrently serving in the Audit Department (10 members).

(3) To ensure closer cooperation between the Audit Committee and the auditors of Group companies, four full-time auditors of major subsidiaries and affiliates (Elliott Ebara Turbomachinery Corporation, Ebara Environmental Plant Co., Ltd., EBARA FIELD TECH. CORPORATION, and Swing Corporation) are concurrently serving the Company's Audit Committee Office.

(4) Due to the importance of monitoring and supervising the internal control of the Ebara Group, comprising the Company and its subsidiaries, decisions on candidates for auditors of affiliated companies are made only after obtaining the consent of the Audit Committee.

Enhancement of the Three-Pillar Audit System

Coordination with and evaluation of the Independent Auditor

- Throughout the course of collaboration with the Independent Auditor, the Audit Committee confirms that the Independent Auditor maintains independence and conducts appropriate audits and receives reports as needed from the Independent Auditor on the execution of duties and the results. Furthermore, the Audit Committee conducts efficient audits by holding regular meetings with the Independent Auditor, as needed, for the mutual exchange of information and opinions.

Corporate Governance

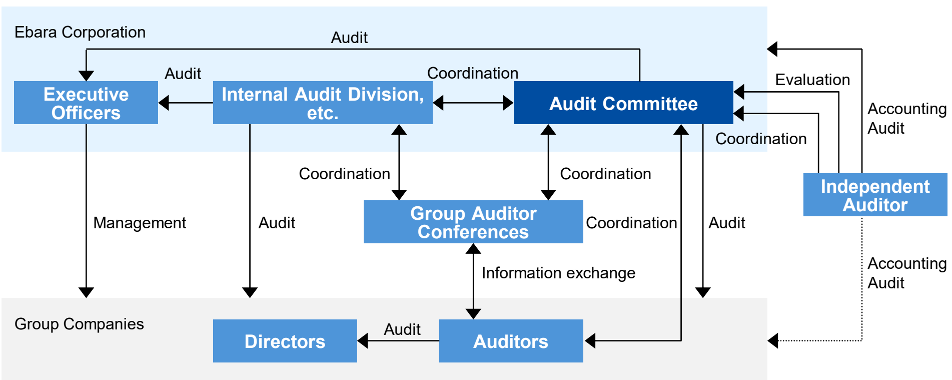
- If the Independent Auditor holds that office for 10 consecutive years (denoted here as a "reappointed Independent Auditor"), regardless of its annual evaluation, the Audit Committee will conduct a bidding process to select candidates for the next year's auditor. The bidding process shall not preclude a reappointed Independent Auditor from participating in the bidding process, even if that reappointed Independent Auditor will remain in office for an additional five consecutive years. However, the maximum period for which an Independent Auditor may serve consecutively is 20 years. The fiscal year ending December 31, 2026, is the fourth fiscal year that Deloitte Touche Tohmatsu LLC has been appointed as our Independent Auditor.

Coordination with the Internal Audit Division

The Audit Committee coordinates with the internal audit division, departments responsible for internal controls, compliance and risk management, and auditors of affiliated companies, as well as with the auditors of Group companies.

- The Audit Committee conducts regular and ad hoc information exchanges, including discussions on internal audit plans formulated by the internal audit division, and provides advice to the executive divisions as needed.
- The Audit Committee conducts regular and ad hoc exchanges of information with departments responsible for internal audit, internal controls, compliance, and risk management, and provides advice and other support to executive divisions as necessary.
- Group Auditor Conferences are held twice a year and attended by the auditors of affiliated companies. Other attendees include Audit Committee members, CRO, and CFO, who meet to share necessary information and receive business reports from the auditors of subsidiaries.

Ebara Group Auditing Organizational Diagram



Status of Activities of the Audit Committee

(1) Discussions with members of executive management

Members of the Audit Committee hold regular and as-needed meetings with the President and Representative Executive Officer, Company Presidents, other Executive Officers, and general managers to exchange information and opinions on the progress of management plans, risk management, and other matters.

(2) Attendance at important meetings

Members of the Audit Committee attend meetings of the Management Meeting, the Sustainability Committee, the Risk Management Panel, and other important meetings to improve the effectiveness and efficiency of audits and maintain an accurate and up-to-date understanding of relevant information. Advice is also provided to the executive team as necessary.

(3) On-site audits

On-site audits (including witnessing internal audits by executive departments and audits by independent auditors) are performed at domestic and overseas offices, operating sites, and subsidiaries to confirm that internal control systems are functioning effectively at the Company and across the Group.

(4) Major areas assessed by the Audit Committee in 2025

- Audit of the execution of duties and legal compliance system of Executive Officers and others
- Audits of the design and operation of the Group's internal controls in relation to the Companies Act and the Financial Instruments and Exchange Act, and status of compliance with the revised internal control reporting system
- Status of implementation of recurrence prevention measures under the Groupwide Fair Procurement Promotion Program aimed at ensuring compliance with laws and regulations in light of the recommendation issued by the Japan Fair Trade Commission regarding violations of the Subcontract Act
- Status of consideration by the corporate internal audit division regarding the establishment of the Group internal audit framework and the status of operational audits conducted for overseas subsidiaries and other entities
- Status of the development of the Group governance framework under the five-company structure by market segment and the CxO system
- Confirmed the effectiveness of the design and operation of internal whistle-blowing hotlines and responses to reported incidents
- Appropriateness of internal controls related to the new management accounting and cost accounting systems associated with the introduction of SAP and significant IFRS accounting matters, and the status of responses to the quarterly disclosure system

Executive Officers (As of April 1, 2026)

▶ Web Reference: Leadership (Executive Officers)

Shugo Hosoda

Director, CEO & COO
President, Representative Executive Officer

Isao Nambu

Executive Officer
President, Precision Machinery Company
Division Executive, Equipment Division

Seiichi Tsuyuki

Executive Officer
Division Executive, Components Business Division, Precision Machinery Company (in charge of Components Business / Safety, Environment & Quality)
Chairman, Ebara Precision Machinery Taiwan Incorporated
Chairman, HEFEI EBARA PRECISION MACHINERY CO., LTD.

Seungyong Lee

Executive Officer
Division Executive, Management Strategy Control Division, Precision Machinery Company

Takanobu Miyaki

Executive Officer
President, Energy Company CEO, Elliott Company
Chairman, EBARA GREAT PUMPS CO., LTD.,
Chairman & CEO, Ebara Elliott Energy Holdings, Inc.

Shu Nagata

Executive Officer
President, Building Service & Industrial Company
Chairman, Ebara Pumps Europe S.p.A.

Masayuki Kai

Executive Officer
President, Infrastructure Company

Teruyuki Ota

Executive Officer
President, Environmental Solutions Company
Representative Director of Ebara Environmental Plant Co., Ltd.

Tetsuya Fuchida

Executive Officer
CFO (in charge of Corporate Strategic Planning, Finance, Accounting and Tax Affairs)
Chairman, EBARA (CHINA) CO., LTD.

Akihiro Osaki

Executive Officer
CHRO (in charge of Human Resources, Labor Affairs, Human Resource Development and Well-being)
Division Executive, Human Resources Division

Toru Nakayama

Executive Officer
CRO (in charge of Risk Management, Legal, Internal Control and EHS)

Hiroyuki Kowase

Executive Officer
CIO (in charge of Information & Communication System)
Division Executive, Information & Communication System Division

Norihisa Miyoshi

Executive Officer
CTO (in charge of Technologies, R&D, Intellectual Property, Innovative Production Engineering and Quality Assurance)
Division Executive, Technology Management Strategy Division

Kazunori Suda

Executive Officer
Division Executive, New Business Development Division

Miwa Tachiyama

Executive Officer
Division Executive, Global Supply Chain Strategy Division

10-Year Financial Data

▶ Web Reference: Fact Book

(Millions of yen)

	Japanese GAAP					IFRS					
	2017/3	2017/12*1	2018/12	2019/12	2020/12	2020/12	2021/12	2022/12	2023/12	2024/12	2025/12
Financial Results											
Orders Received	477,956	413,569	575,576	552,225	511,921	511,221	771,483	815,218	820,598	860,579	**949,683**
Revenue (Net sales)	476,104	381,993	509,175	522,424	523,727	522,478	603,213	680,870	759,328	866,668	**958,285**
Operating income/Operating profit	29,995	18,115	32,482	35,298	37,879	37,566	61,372	70,572	86,025	97,953	**113,802**
Operating income to sales ratio/ Operating profit on revenue ratio (%)	6.3	4.7	6.4	6.8	7.2	7.2	10.2	10.4	11.3	11.3	**11.9**
Profit attributable to owners of parent	20,587	9,531	18,262	23,349	24,473	24,236	43,616	50,488	60,283	71,401	**76,633**
Profit attributable to owners of parent on sales ratio (%)	4.3	2.5	3.6	4.5	4.7	4.6	7.2	7.4	7.9	8.2	**8.0**
Capital expenditures	22,675	12,386	19,364	34,369	32,295	35,047	22,758	27,597	40,699	58,630	**100,735**
Depreciation and amortization	13,739	11,923	15,266	15,132	15,963	19,872	21,435	24,067	26,590	30,011	**34,804**
R&D expenses	8,758	7,218	10,698	11,530	12,514	12,507	13,575	15,264	18,281	20,524	**23,233**
Financial Position*2, Cash Flows											
Assets	588,457	612,919	591,592	595,239	621,578	644,771	719,736	828,049	913,900	1,005,085	**1,082,201**
Total net assets (Total equity)	277,509	284,788	286,778	291,827	304,470	296,877	321,655	369,725	421,572	485,336	**521,666**
Equity attributable to owners of parent (Shareholders' equity*3)	271,356	277,955	279,640	283,651	296,232	289,564	312,310	359,966	409,875	473,277	**508,875**
Interest-bearing debt	96,531	114,592	79,137	80,986	76,143	98,350	112,046	119,333	145,249	150,433	**224,736**
Retained earnings	117,883	121,321	135,715	141,675	156,486	136,629	171,720	184,995	224,267	272,382	**319,262**
Cash flows from operating activities	33,816	44,157	34,610	26,720	64,234	68,848	72,858	37,070	70,012	100,940	**40,755**
Cash flows from investing activities	(18,563)	(7,906)	(15,927)	(24,077)	(29,071)	(29,200)	(31,361)	(38,324)	(35,625)	(48,554)	**(91,232)**
Cash flows from financing activities	(15,102)	11,296	(46,412)	(20,188)	(9,628)	(14,389)	(29,489)	(23,749)	(4,658)	(31,915)	**16,836**
Free cash flow	15,252	36,250	18,682	2,643	35,163	39,647	41,497	(1,254)	34,387	52,386	**(50,476)**
Cash and cash equivalents at end of period	90,683	139,102	110,556	93,351	120,544	120,544	136,488	116,137	148,059	171,031	**143,485**

*1. At the 152nd Ordinary General Meeting of Shareholders held on June 23, 2017, it was resolved to change the Company's settlement date from March 31 to December 31. As a result, 2017/12 represents an irregular nine-month period aggregating performance from April 1 to December 31, 2017, for EBARA CORPORATION and consolidated subsidiaries that previously had a settlement date of March 31, and from January 1 to December 31, 2017, for consolidated subsidiaries that previously had a settlement date of December 31.
*2. Effective January 1, 2019, the Company adopted "Partial Amendments to Accounting Standard for Tax Effect Accounting" (Accounting Standards Board of Japan (ASBJ) Statement No. 28, revised on February 16, 2018). Accordingly, figures for the fiscal year ended December 31, 2018, have been restated to reflect the adoption of this standard.
*3. Shareholders' equity: Total net assets – (Subscription rights to shares + Non-controlling interests)

10-Year Financial Data

▶ Web Reference: Fact Book

(Millions of yen)

	Japanese GAAP					IFRS					
	2017/3	2017/12*1	2018/12	2019/12	2020/12	2020/12	2021/12	2022/12	2023/12	2024/12	2025/12
Share Data*2 *3											
Number of issued shares (1,000 shares)	508,680	508,916	509,785	475,645	481,955	481,955	477,565	460,460	461,745	462,055	**462,199**
Cash dividends (yen)	12.0	9.0	12.0	12.0	18.0	18.0	32.6	38.6	45.8	55.0	**59.0**
Dividend yield (%)	1.7	1.0	2.4	1.8	2.7	2.7	2.5	4.1	2.7	2.2	**1.6**
Consolidated payout ratio (%)	28.1	48.0	33.3	24.8	35.0	35.4	35.2	35.2	35.0	35.6	**35.5**
Share buybacks	4	—	4,999	14,999	—	—	19,999	—	—	—	**19,999**
Total return ratio (%)	28.4	48.0	60.5	88.8	35.0	35.4	80.5	35.2	35.0	35.6	**61.4**
EPS: Basic earnings per share (Earnings per share) (yen)*4	42.74	18.77	35.99	48.36	51.37	50.87	92.69	109.72	130.73	154.62	**166.31**
BPS: Equity attributable to owners of parent per share (Book value per share) (yen)*5	534.44	547.19	559.14	596.38	621.22	607.23	679.10	782.01	887.92	1,024.60	**1,114.52**
Financial Indicators											
Return on invested capital (ROIC) (%)*6	5.6	2.5	4.9	6.5	6.6	6.4	10.7	11.2	12.2	12.2	**11.9**
Return on equity (ROE) (%)*7	8.0	3.5	6.6	8.3	8.4	8.6	14.5	15.0	15.7	16.2	**15.6**
Debt-to-equity ratio (times)	0.36	0.41	0.28	0.29	0.26	0.34	0.36	0.33	0.35	0.32	**0.44**
Equity attributable to owners of the parent (Equity ratio) (%)	46.1	45.3	47.3	47.7	47.7	44.9	43.4	43.5	44.8	47.1	**47.0**
Overseas revenue ratio (Overseas sales ratio) (%)	52.7	60.1	55.0	55.3	55.0	54.8	59.0	62.7	64.3	66.5	**66.6**
Days sales outstanding	158	126	131	134	138	139	132	135	126	121	**126**
Days inventory outstanding	74	78	87	84	71	71	73	97	96	86	**75**
Day accounts payable turnover	92	86	90	84	90	90	90	93	73	61	**47**
Days cash conversion cycle	140	118	128	134	119	120	115	139	149	146	**154**

*1. At the 152nd Ordinary General Meeting of Shareholders held on June 23, 2017, it was resolved to change the Company's settlement date from March 31 to December 31. As a result, 2017/12 represents an irregular nine-month period aggregating performance from April 1 to December 31, 2017, for EBARA CORPORATION and consolidated subsidiaries that previously had a settlement date of March 31, and from January 1 to December 31, 2017, for consolidated subsidiaries that previously had a settlement date of December 31.
*2. EBARA CORPORATION conducted a consolidation of common shares at a rate of one share for every five shares with an effective date of October 1, 2016.
*3. Figures have been restated to reflect the impact of the stock split of common shares at a rate of five shares for every one share conducted with an effective date of July 1, 2024.
*4. EPS: Profit attributable to owners of parent / Average number of shares issued during the period
*5. BPS: Equity attributable to owners of parent / (Number of shares outstanding as of the end of the period – Number of treasury stock as at the end of the period)
*6. ROIC: (from 2023) NOPLAT (Net Operating Profit Less Adjusted Taxes)/ [Interest-bearing debt (Average amount of the beginning and end of the period) + Equity attributable to owners of parent (Average between beginning and end of period)] (Until 2022) Profit attributable to owners of parent / [Interest-bearing debt (average between beginning and end of period) + Equity attributable to owners of parent (Average between beginning and end of period)]
*7. ROE: Profit attributable to owners of parent / Shareholders' equity (Average between beginning and end of period)

8-Year ESG Data

▶ Web Reference: ESG Data

	Data Coverage	2018/12	2019/12	2020/12	2021/12	2022/12	2023/12	2024/12	2025/12
Environment									
CDP score (climate change)	Ebara Group	C	B	C	D	B	B	A-	**A-**
CDP score (water security)	Ebara Group	D	D	C	C	C	B	A-	**A-**
GHG (Scope 1, 2) emissions (CO_2 equivalent) (thousand t)	Ebara Group	277	292	271	292	237	157	141	**148**
GHG (Scope 1, 2) emissions per revenue from major businesses (emission intensity) (CO_2 equivalent) (t-CO_2/JPY 100 million)	Ebara Group	28.9	33.2	31.3	26.8	22.1	16.8	14.6	**14.1**
GHG (Scope 3) category 11 emissions (CO_2 equivalent) (thousand t)	Ebara Group	–	–	–	388,516	335,842	371,426	391,699	**396,493**
Water use intensity per revenue (ML/JPY 100 million)	Ebara Group	0.195	0.202	0.221	0.180	0.159	0.134	0.108	**0.106**
Waste recycling rate in Japan (%)	Domestic Group	96.7	97.9	97.5	97.1	97.5	97.1	97.7	**95.1**
Electricity consumption (MWh)	Ebara Group	193,461	206,113	214,036	219,432	218,058	219,996	225,288	**238,325**
Ratio of renewable energy used (%)	Ebara Group	–	–	1.5	2.0	2.1	20.4	26.3	**33.6**
Society									
Number of employees	Consolidated	16,556	17,080	17,480	18,372	19,095	19,629	20,510	**21,148**
Global engagement survey (score)	Ebara Group	–	75	78	79	79	78	79	**81**
Diversity ratio in Global Key Positions*1 (%)	Ebara Group	–	19	20	22	23	23	25	**26**
Ratio of women in Global Key Positions (%)	Ebara Group	–	–	5	5	7	8	8	**8**
Ratio of female managers (%)	Non-consolidated	5.6	6.2	6.1	6.4	6.5	7.2	7.5	**8.6**
Childcare leave acquisition rate for men (%)	Non-consolidated	–	–	76.7	81.3	79.6	90.8	90.8	**100**
Proportion of employees with special needs (%)	Domestic Group (Non-consolidated + Applicable Domestic Group Companies)	2.45	2.27	2.58	2.56	2.37	2.54	2.68	**2.57**
Number of fatal accidents and serious disasters	Ebara Group*2	1	0	0	0	0	1	2	**0**
Governance									
Number of Directors and ratio of Independent Outside Directors (persons (%))		13 (53.8%)	11 (63.6%)	10 (70.0%)	10 (70.0%)	10 (70.0%)	11 (72.7%)	10 (70.0%)	**10 (70.0%)**
Female director ratio (%)		7.7	9.1	20.0	30.0	30.0	27.3	30.0	**30.0**
Ratio of Independent Directors on the Nomination Committee (%)		66.7	66.7	66.7	66.7	66.7	75.0	66.7	**80.0**
Ratio of Independent Directors on the Compensation Committee (%)		100.0	100.0	100.0	100.0	100.0	100.0	100.0	**100.0**
Ratio of Independent Directors on the Audit Committee (%)		60.0	60.0	75.0	66.7	66.7	66.7	66.7	**66.7**

*1. Ratio of employees with non-Japanese nationality among Global Key Positions in the Ebara Group
*2. Includes non-regular employees from the fiscal year ended December 31, 2023

Corporate Profile & Stock Information (As of December 31, 2025)

Corporate Information

Company Name	EBARA CORPORATION
Foundation	November 1912
Head Office	11-1, Haneda Asahi-cho, Ota-ku, Tokyo 144-8510, Japan
Phone	+81-3-3743-6111
Website	https://www.ebara.com/global-en/
Paid-in Capital	¥80,751 million
Number of Employees (Consolidated)	21,148

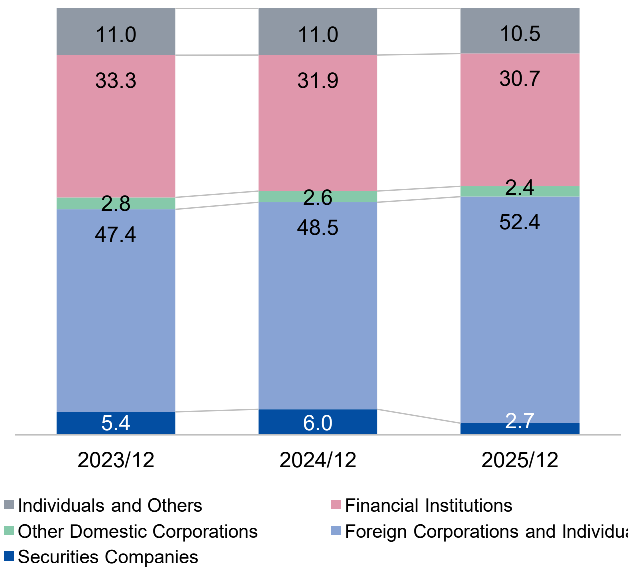
Stock Information

Securities Code	6361 (Japan)
Number of Shares Issued	462,199,185 (Common shares) (of issued shares, number of treasury shares: 5,612,828 shares)
Number of Shareholders	43,928
Stock Listing	Tokyo Stock Exchange Prime
Minimum Trading Unit	100 shares
Transfer Agent and Registrar	Sumitomo Mitsui Trust Bank, Limited, 1-4-1, Marunouchi, Chiyoda-ku, Tokyo 100-8233, Japan
Accounting Auditor	Deloitte Touche Tohmatsu LLC
Major Indices	Nikkei Stock Average (Nikkei 225) TOPIX (Tokyo Stock Price Index) JPX-Nikkei Index 400 MSCI All Country World Index

Major Shareholders

Name of Shareholders	Shareholding Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	17.1
Custody Bank of Japan, Ltd. (Trust Account)	7.6
ICHIGO TRUST PTE. LTD.	5.2
BNYM AS AGT/CLTS NON TREATY JASDEC	2.4
STATE STREET BANK AND TRUST COMPANY 505001	2.4
STATE STREET BANK AND TRUST COMPANY 505301	1.5
JP MORGAN CHASE BANK 385781	1.5
BNYM AS AGT/CLTS 10 PERCENT	1.4
JAPAN SECURITIES FINANCE CO., LTD.	1.1
Nippon Life Insurance Company	1.1

Changes in Shareholder Distribution (Holding Ratio) (%)



History of Ebara

1912– Development of the Ebara Group's Foundations

From its founding, the Ebara Group has sought to contribute to Japan's modernization by producing the first domestically manufactured waterworks pumps, installing water infrastructure to prepare for natural disasters, and developing the first water purifiers for use in Japan's waterworks.

1945– Ebara Technologies Responding to Social Demand

Ebara contributed to the stabilization of people's lives in Japan after World War II by mass-producing pumps to increase food production and facilitate farmland reclamation. Additionally, we delivered the first domestically manufactured feedwater pump for supercritical pressure power plants, helping to address power shortages. At the same time, the Group began exporting plant equipment and establishing overseas bases to lay the groundwork for its overseas expansion.

1980– Ebara Technologies Permeating Society

Over this period, the Group successfully developed and implemented a gasification and ash melting furnace for use as a next-generation waste treatment facility, capable of completely decomposing dioxins and recycling residue. In addition, technologies accumulated thus far were applied to the development of dry vacuum pumps, resulting in the start of the Precision Machinery business.

2000– Creating a New Governance-Oriented Structure

Despite steady business expansion and global growth, the Company faced a management crisis stemming from its withdrawal from an overseas business and compliance-related scandals. To restructure the Company's management, a series of governance reforms was implemented beginning in 2002, laying the foundation for the strong governance system in place today.

2010– Centennial Anniversary and Pursuit of Future Growth

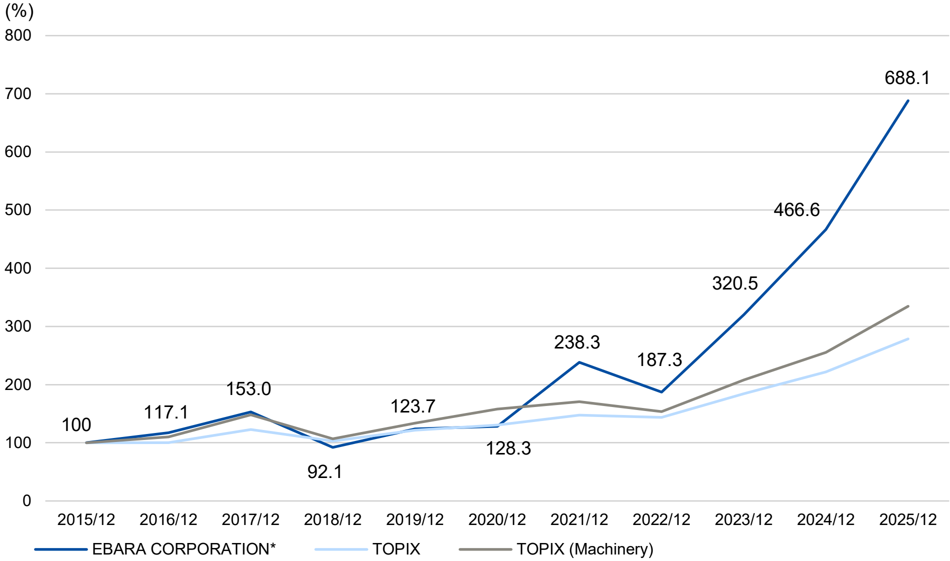
The Group began investing in its global competitiveness, following its success in improving its financial base through the selection and concentration of businesses. These investments include strengthening corporate governance, implementing new human resource systems, bolstering our overseas service and support (S&S) bases, introducing automated assembly lines powered by the Internet of Things (IoT) and artificial intelligence (AI) technologies, as well as other environmental, social, and governance (ESG) management initiatives.

2020– Continue to Contribute to Society and Become an Excellent Global Company

Under the slogan of "Technology. Passion. Support Our Globe," we are enhancing our corporate value by simultaneously improving social and environmental value. In 2023, we accelerated our efforts to achieve our long-term vision by moving from a product-based structure to one based on new segments by target market.

Corporate Profile & Stock Information

10-Year Total Shareholder Return Data



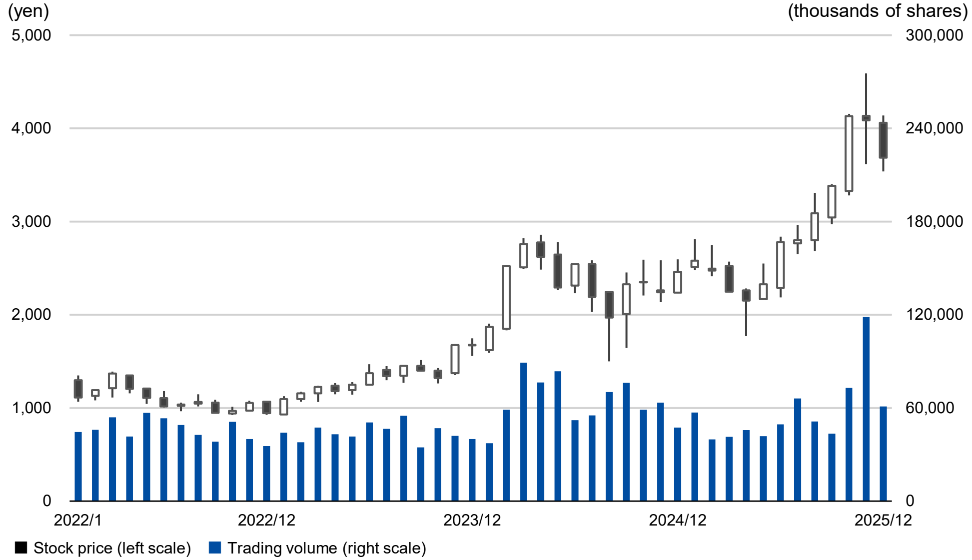
Note: The above graph displays total shareholder return reflecting dividends and stock price gains for investments commenced on December 31, 2015, over the period ending with December 31, 2025. For investment performance accounting for dividends and stock price gains from EBARA CORPORATION, investment amount on December 31, 2015, is indexed to 100. For indexes displayed for comparison (TOPIX dividends and TOPIX (Machinery), projected dividend data is used and the same indexing method is employed.

*Figures have been restated to reflect the effects of the stock split (a 5-for-1 stock split) conducted on July 1, 2024.

10-Year Total Shareholder Return Data

Stock/Index	1 Year		3 Years		5 Years		10 Years	
	Cumulative total	Annual	Cumulative total	Annual	Cumulative total	Annual	Cumulative total	Annual
EBARA CORPORATION	152.1%	+52.1%	407.2%	+59.7%	580.9%	+42.2%	688.1%	+21.3%
TOPIX	125.5%	+25.5%	193.8%	+24.7%	213.2%	+16.3%	278.6%	+10.8%
TOPIX (Machinery)	131.0%	+31.0%	218.2%	+29.7%	212.0%	+16.2%	334.7%	+12.8%

Trends in Stock Price and Trading Volume



	2022/12	2023/12	2024/12	2025/12
Stock price at end of fiscal year (Yen)	944	1,669.6	2,460.5	3,684
High	1,390	1,747	2,859	4,590
Low	923	924	1,498.5	1,770
Trading volume (thousands of shares)	553,177	529,839	768,720	688,091

Stock-Related Data

	2022/12	2023/12	2024/12	2025/12
Price-earnings ratio (times)	8.60	12.77	15.92	22.15
Price-to-book ratio (times)	1.21	1.88	2.40	3.31
Number of issued shares (thousands of shares)	460,460	461,745	462,055	462,199
Market capitalization at end of fiscal year (billions of yen)	434.6	770.9	1,136.7	1,702.7

IR Communication

▶ Web Reference: Stakeholder Communication

▶ Web Reference: External Evaluations

Dialogue with Shareholders and Investors

The Company has created various opportunities for dialogue so that stakeholders can understand the Company's measures to increase corporate value. The valuable opinions, requests, and insights we gain through constructive dialogue with all stakeholders are shared with management and business divisions, and are used to enhance information disclosure and improve management. We will continue to promote stakeholder engagement processes and further increase corporate value.

The Company's Stakeholder Engagement Process

1 Dialogue with Shareholders and Other Investors

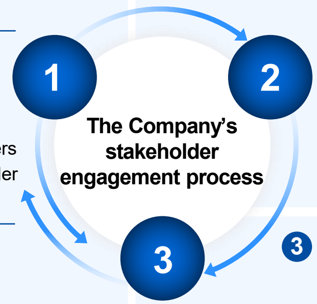
To enhance the reliability of our management, we are enhancing opportunities for dialogue with shareholders and investors through the measures listed on the right.

Matters of concern

- Growth strategy under the new medium-term management plan
- Technological advantages and growth potential of CMP systems
- Order trends for solutions for AI and data centers
- Initiatives to maintain and improve margins under an inflationary environment

Ongoing discussions

- Optimization of the business portfolio
- Improvement of capital efficiency and shareholder return measures
- Strategic positioning of each segment
- Growth through M&A and creation of synergies among businesses
- Progress in new businesses, including the hydrogen field



2 Feedback to Management Meetings and the Board of Directors

The valuable opinions and concerns received from our shareholders and investors are provided as feedback to the key management team and the Board of Directors, and are utilized to improve our business activities.

Feedback to management

- Report to the Board of Directors (quarterly)
- Reporting of results after financial results briefings (as necessary)

Feedback to the Company

- IR Information Sharing Meeting (quarterly) (Sharing and discussion of summary of results after announcement of financial results)

3 Expansion of Information Disclosures

Management and IR collaborate and strive for prompt and sincere disclosure.

Examples of disclosure

- General Meeting of Shareholders, financial results briefings
- Timely disclosure of information through integrated reports, financial results briefings, websites, etc.
- Plant tours, IR Days, and ESG briefings for shareholders and investors

IR/SR Activities in 2025

Scope	Activities	2023	2024	2025
Securities analysts & institutional investors Holding direct dialogues through various briefings and individual meetings	Individual IR interviews	321	447	463
		426	682	631
	Conferences and interviews sponsored by securities companies	36	34	49
	Financial results briefings	4	4	4
	Management meetings	3	4	1
	IR Day	2	1	1
	ESG briefings and small meetings	1	1	1
	Tours	1	1	0
Individual shareholders & individual investors Direct explanations of results trends, business strategies, and other matters by IR officers and IR supervisors	Briefings for individual investors	2	6	5
	Tours/briefings for individual shareholders	1	—	1

External Evaluations of IR Activities

Received the 13th IR Good Visual Award presented by the IR Good Visual Award Executive Committee (organized by Value Create Inc. and the Japan Investor Relations Association)

Received the Gold Award (Excellent Company Award) for the first time in the WICI Japan Integrated Report Award 2025 selected by WICI Japan

Received the Grand Prize for Excellence in Investor Relations in the IR Awards 2025 organized by the Japan Investor Relations Association

Ranked first for the first time in the Machinery Sector in the Securities Analysts Association of Japan's FY2024 Awards for Excellence in Corporate Disclosure

Selected as a company with "Excellent Sustainability Disclosure from a Materiality Perspective" by domestic equity managers of the Government Pension Investment Fund (GPIF)

Received the Excellence Award in the 5th Nikkei Integrated Report Awards organized by Nikkei Inc.

Listed as a Reference Company for Disclosure Examples

- Featured in the appendix to the Ministry of the Environment's "Recommendations for Formulating Management Strategies Utilizing Sustainability (Climate- and Nature-related) Information Disclosure" (April 2025)

▶ Web Reference: Ministry of the Environment website (Japanese only)

- Featured as Case Study 18 in "Management Conscious of Cost of Capital and Stock Price" (revised edition issued in November 2024) published by the Tokyo Stock Exchange

▶ Web Reference: Tokyo Stock Exchange website (Japanese only)

- Featured in the Financial Services Agency's "Collection of Good Practices for Narrative Information Disclosure 2024" (February 2025)

▶ Web Reference: Financial Services Agency website (Japanese only)

EBARA CORPORATION

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11-1, Haneda Asahi-cho, Ota-ku, Tokyo 144-8510, Japan
https://www.ebara.com/global-en/