**Business Strategies**

At a Glance

**Net Sales Ratio (Fiscal year ended December 31, 2018)**

**Precision Machinery Business**
- Components: ¥93.8 billion (26%)
- CMP Systems: ¥9.8 billion
- Others: ¥6.5 billion

**Environmental Plants Business**
- Environmental Plants: ¥62.8 billion (12%)

**Consolidated Net Sales**
- ¥509.1 billion

**Fluid Machinery & Systems Business**
- Pumps: ¥172.0 billion (60%)
- Compressors and Turbines: ¥87.6 billion
- Chillers: ¥35.8 billion
- Others: ¥13.4 billion

**Chillers**
- Chillers, cooling towers, etc.

**Pumps**
- Custom pumps, standard pumps, pumping stations, etc.

**Compressors and Turbines**
- Compressors, steam turbines (primarily for use as drivers), etc.

**Chillers**
- Chillers, cooling towers, etc.

**Service and Support (S&S) Operations**
- Generated approximately 40% of total net sales, contributing to the stability of the EBARA Group's profit foundation. Measures will be advanced in all businesses going forward in order to capitalize on demand to grow S&S operations.

**Net Sales by Industry**
- Electric power
- Building equipment
- Service and support
- Public infrastructure
- Oil and gas*

**Net Sales by Region**
- Asia (excluding Japan)
- North America
- Other
- Overseas
- Japan

**S&S Sales Ratio**
- S&S (O&M)

**At a Glance**

- Over 50% of total net sales came from overseas, with Asia being the largest region. In the fiscal year ended December 31, 2018, there was an increase in sales to Asia and North America in the Fluid Machinery & Systems Business. The EBARA Group will continue efforts to incorporate the growth of overseas markets into its business.

**Net Sales by Industry**
- Electric power
- Building equipment
- Other
- Public infrastructure
- Oil and gas*

**Net Sales by Region**
- Asia (excluding Japan)
- North America
- Other
- Overseas
- Japan

**S&S Sales Ratio**
- S&S (O&M)

**At a Glance**

- Net sales were not overly concentrated on any one industry, but were rather distributed between industries in a balanced manner. This indicates that EBARA Group products are used in various areas of social and industrial infrastructure and support the creation of a safe, secure, and comfortable society.

**Fluid Machinery & Systems Business**
- Pumps: ¥172.0 billion
- Compressors and Turbines: ¥87.6 billion
- Chillers: ¥35.8 billion
- Others: ¥13.4 billion

**Components**
- Dry vacuum pumps, gas abatement systems, CMP systems, and others (plating systems, etc.)

**Environmental Plants Business**
- Waste incineration facilities, biomass power generation plants

**Public infrastructure**
- Operation and maintenance

**Oil and gas**
- Mostly downstream businesses

**Overseas**
- Japan

**Precision Machinery Business**
- Components: ¥93.8 billion
- CMP Systems: ¥9.8 billion
- Others: ¥6.5 billion

**At a Glance**

- Component dry vacuum pumps, gas abatement systems, CMP systems, and others (plating systems, etc.)
Fluid Machinery & Systems Business

In the fiscal year ended December 31, 2018, net sales in the Fluid Machinery & Systems (FMS) Business were up in comparison to the previous full-year period, even though conditions in building equipment and other principal markets were relatively unchanged. This was largely due to the recovery in the investment appetite of the oil and gas market. However, operating income was down due to the continuation of fierce price competition and the incurring of one-time costs for the purpose of addressing defective products.

Throughout the year, we continued to advance various initiatives in accordance with the basic policies of the medium-term management plan, E-Plan 2019, to improve our profitability and market share in Japan and expand the scale of our operations overseas. Initiatives for improving profitability in Japan included commencing operations of an automated standard pump assembly line on schedule as part of our broader efforts to optimize our production systems. In addition, steady progress was made in the consolidation and standardization of product lineups and in work process reforms spanning from sales to production. To improve market shares and expand operations in Japan and overseas, we endeavored to develop new high-efficiency products and augment service and support (S&S) systems. These efforts were geared toward achieving our targets for reducing electricity consumption during product use and for expanding S&S operations to help maximize product lifespans and minimize equipment downtimes, both Action Policy KPIs which address our material ESG issues. We are committed to making steady progress toward the accomplishment of ESG-related and other management targets and to completing the measures prescribed for the final year of E-Plan 2019.

Aspiring to deliver greater benefits to customers, we endeavored to develop new high-efficiency products and to augment our S&S systems.

Nobuharu Noji
Senior Managing Executive Officer
President, Fluid Machinery & Systems Company

*SDGs Highly Relevant to Business Activities

**Business Model of the Fluid Machinery & Systems Business**

**Strategies**

- Planning
- Consultation
- Proposals

**Business processes**

- Development
- Design
- Manufacturing
- Operation
- Inspection
- Repair
- Modification

**Principal measures of E-Plan 2019**

- R&D investment: Increase the number of pump products (Pumps, Chillers, Compressors & Turbines)

**Value Created through Customers’ Business Activities**

**Outcomes**

- Pump Business
- Stable operation of plants
- Reliable water management
- Accurate measurements

- Compressors and Turbines Business
- Stable operation of plants
- Reliable water management
- Accurate measurements

- Chillers Business
- Dependable temperature control of buildings

**Risks and Opportunities**

**Risks**

- Curtailment of capital investment by customers (entire FMS Business)
- Fierce price competition fueled by contraction of domestic market (Pumps, Chillers)
- Economic slowdown in China (entire FMS Business)
- Ginning prices of raw materials (entire FMS Business)

**Opportunities**

- Increased infrastructure investment in emerging countries (Pumps)
- Improvement of productivity and innovation in production processes (entire FMS Business)
- Rising environmental awareness resulting in increased interest in energy-efficiency/renewable energy technologies (entire FMS Business)
- Growing demand for advanced water infrastructure in emerging countries (Pumps)

**Strengths**

- Fundamental technologies cultivated over the years such as fluid numerical/parametric analyses, etc. (entire FMS Business)
- Proficiency at developing highly efficient, high-quality, and highly reliable products (entire FMS Business)
- Diversified global employee base (entire FMS Business)
- Global sales and S&S network (Pumps, Compressors & Turbines)
- Strong, enduring partnerships with business partners (entire FMS Business)
Fluid Machinery & Systems Business

Progress of E-Plan 2019 and Material ESG Issues

<table>
<thead>
<tr>
<th>Fluid Machinery &amp; Systems Business</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Standard Pumps</strong></td>
<td><strong>Custom Pumps</strong></td>
</tr>
<tr>
<td>Principal Measures</td>
<td>Principal Measures</td>
</tr>
<tr>
<td>1. Consolidate existing models to reduce management costs, shorten product lead times, and lower manufacturing costs.</td>
<td>1. Revise domestic production systems to implement reforms aimed at enabling flexible response to production increases, product life, and minimize any product downtime.</td>
</tr>
<tr>
<td>2. Fundamentally reconstruct production system by building automated assembly lines utilizing IoT, AI, and robotics technology and boost product competitiveness through shorter product lead times and lower manufacturing costs.</td>
<td>2. Shorten product lead times and reduce manufacturing costs by revising production systems and standardizing products.</td>
</tr>
<tr>
<td>3. Improve work efficiency through reinvention of production and sales operation systems.</td>
<td>3. Expand overseas S&amp;S operations and bolster overseas sales and technical support systems to place bases closer to local customers.</td>
</tr>
<tr>
<td>4. Continue to launch products for the global market in addition to products that meet region-specific needs.</td>
<td></td>
</tr>
</tbody>
</table>

**Material ESG Issues**

- **Reduce electricity consumption of certain products in comparison to prior offerings**: 2%–15%
- **Reduce the weight of certain products in comparison to prior offerings**: 8%–40%
- **Increase S&S sales**: 44% (compared to nine-month period ended December 31, 2018)
- **Reduce standard pump on-call processing time**: 4.5 minutes
- **Increase number of countries with custom pump S&S bases**: 14

**Action Policy**

- **Provide products and services that minimize the use of energy and resources**
  - **Progress toward applicable products’ electricity consumption reduction target** Delivered products only 97.5%
  - **Progress toward applicable products’ weight reduction target** Delivered products only 79.8%
- **Expand the service and support (S&S) business, maximize product life, and minimize any product downtime**
  - **Progress toward S&S sales target** 94.6%
  - **Progress toward standard pump on-call processing time** target 87.4%
- **Consolidate existing models to reduce management costs, shorten product lead times, and lower manufacturing costs**
  - **Number of countries with custom pump S&S bases** 13

**E-Plan**

- **Commencement of Operations for Automated Pump Assembly Line**
  - Operation of an automated assembly line for horizontal multi-stage pumps commenced at the Fujisawa District in September 2018. The installation of this line entails replacing the production processes from assembly to inspection with four robots. The result is a production system that requires less human labor and is able to respond flexibly to changes in demand. In the fiscal year ending December 31, 2019, we plan to construct a new automated submersed pump assembly line and to commence mass production of these pumps thereafter. Additionally, the number of models handled by the existing automated horizontal multi-stage pump assembly line will be expanded from one to four. Going forward, further improvements to productivity will be pursued through fully automated assembly lines as the Group endeavors to establish systems for supplying products that are more easily matched to customer needs.

**Custom Pumps Business**

**Reinforcement of Custom Pump S&S Network**

The EBARA Group has a robust track record of delivering custom pumps to oil and gas, water infrastructure, electricity, and other markets around the world. An important initiative in E-Plan 2019 and for our material ESG issues is to reinforce our S&S systems to ensure that delivered products can operate reliably with little to no downtime, and we are taking action to accomplish this objective. One example would be the service shop in Saudi Arabia we established in the nine-month period ended December 31, 2017. We are also moving forward with efforts to develop service systems that are more closely connected to customers at existing overseas service bases. At these bases sales staff and engineers perform proposal-based sales activities while local field service engineers supply parts and conduct overhaul services. Going forward, we will continue to respond to customer needs for parts supply, repairs, and maintenance as we seek to enhance S&S offerings throughout all areas of product lifecycle.
Progress of E-Plan 2019 and Material ESG Issues

Compressors and Turbines

<table>
<thead>
<tr>
<th>Principal Measures</th>
<th>Strategies Underway</th>
<th>Accomplishments in Fiscal Year Ended December 31, 2018</th>
</tr>
</thead>
</table>
| Increase S&S sales 11.0% or more | Operating income to sales ratio 2.2% | Nearly all targets set for KPIs have been accomplished.
| Reduce electricity consumption of certain products 5% | Operating income to sales ratio 1.2% | Closer communication with customers will continue to be pursued in the future in order to enable timely parts supply.
| Reduce the weight of certain products in comparison to prior offerings 9% | Operating income to sales ratio 1.2% | The EBARA Group is moving ahead with the development of new eco-friendly product in the Japanese market in the fiscal year ended December 31, 2018.
| Increase S&S sales 17% (compared to nine-month period ended December 31, 2017) | Operating income to sales ratio 1.2% | Provide products and services that minimize the use of energy and resources.
| Increase number of countries with S&S bases to 18 | Operating income to sales ratio 1.2% | Provide products and services that minimize the use of energy and resources.

E-Plan 2019

1. Increase S&S sales 11.0% or more
2. Reduce electricity consumption of certain products 5%
3. Reduce the weight of certain products in comparison to prior offerings 9%
4. Increase S&S sales 17% (compared to nine-month period ended December 31, 2017)
5. Increase number of countries with S&S bases to 18

Material ESG Issues

<table>
<thead>
<tr>
<th>Action Policy</th>
<th>Strategy Underway</th>
<th>Accomplishments in Fiscal Year Ended December 31, 2018</th>
</tr>
</thead>
</table>
| Action Policy 1 | Provide products and services that minimize the use of energy and resources | Provide products and services that minimize the use of energy and resources.
| Action Policy 2 | Provide products and services that minimize the use of energy and resources | Provide products and services that minimize the use of energy and resources.
| Action Policy 3 | Provide products and services that minimize the use of energy and resources | Provide products and services that minimize the use of energy and resources.

EPLAN 2019

1. Increase S&S sales 11.0% or more
2. Reduce electricity consumption of certain products 5%
3. Reduce the weight of certain products in comparison to prior offerings 9%
4. Increase S&S sales 17% (compared to nine-month period ended December 31, 2017)
5. Increase number of countries with S&S bases to 18

Examples of Initiatives Pertaining to E-Plan 2019 and Material ESG Issues

**Compressors and Turbines Business**

**Construction of New Factory in Bangalore, India**

A new factory was constructed in February 2019 at a service center for large-scale compressors and steam turbines, established in Bangalore, India in 2015, with the goal of bolstering production of small and medium-sized steam turbines and enhancing after-sales services. Small and medium-sized steam turbines are used as drivers and for power generation applications in a wide range of industries, including the petrochemical, food, general chemical, and biomass power industries. The new factory in India has made it possible to respond swiftly to the growing demand for these turbines in India and in East Asia.

Moreover, the factory is equipped with design, sales, and service divisions as well as a training center to be utilized in enhancing after-sales services in response to the diversification of energy supply systems and the growth of energy demand.

**Chillers Business**

**Launch of New Model RHD Absorption Chiller Heater**

We launched the model RHD absorption chiller heater, a new eco-friendly product in the Japanese market in the fiscal year ended December 31, 2018. This new product was designed with thorough consideration paid to energy efficiency and to customer needs. Features include quick start-up, an energy consumption mode, a wide range of operation variations, reduced use of refrigerants (fluorocarbons), and other superior capabilities to contribute to lower energy use and environmental impact. In particular, this model’s quick start-up unlocks new possibilities for the applications of absorption chiller heaters. This makes it an ideal solution for environmentally conscious customers while also having the potential to make large contributions to addressing material ESG issues (specifically, Action Policy 1: provide products and services that minimize the use of energy and resources).
Environmental Plants Business

In recent years, there has been a rise in the need for municipal solid waste (MSW) treatment facilities to create additional value for their communities, such as acting as environments for environmental education, effectively utilizing heat energy generated from incinerating waste, or by being resilient infrastructure able to withstand natural disasters. This new value is required on top of fulfilling the primary function of safe and reliable MSW treatment. In response to these diversifying expectations, we are expanding the scope and improving the quality of the services we provide to create safer, more secure, and invigorated communities. We are doing this by promoting local production and consumption of electricity through waste-to-energy generation, offering remote operation support, stockpiling disaster response items on-site, conducting community environmental education activities, and providing other services.

In addition, we are embracing automation using AI and IoT technologies in order to bolster the functionality and reliability of our facilities. As a result of these efforts, we were able to complete the development of the industry’s first automated waste crane system equipped with AI-powered waste identification features in 2018, and we have begun offering this service to our customers. Going forward, we will continue to coordinate closely with our customers in order to contribute to the realization of a sustainable society together with them.

Atsuo Ohi
Senior Managing Executive Officer
President, Environmental Engineering Company

BUSINESS STRATEGIES
Environmental Plants Business

Risks and Opportunities

Risks
• Facility accidents (adverse impacts on surrounding communities)
• Consolidation and abolition of facilities due to population decline in Japan
• Lack of operation staff

Growth Opportunities
• Reconstruction and upgrade demand stemming from aging of MSW treatment facilities
• Increase in outsourcing of facility operation to private-sector companies
• Increased demand for renewable energy
• Growing need for waste plastic processing

Strengths
• Technologies for realizing performance in line with customer requests
• High-efficiency facility operation technologies
• Operational expertise based on industry-leading operation contracting track record
• Maintenance expertise for minimizing equipment burden and maximizing facility performance
• Customer- and community-assisted support capabilities
• Robust insight as a pioneer in offering comprehensive, long-term service contracts
• Electric power management enabling the local production and consumption of surplus energy
• Technologies for complete recycling of ash from incinerated MSW

Business Model of the Environmental Plants Business

Strategies

Planning support
Design support
O&M
Waste-to-energy generation
Remote support
Inspection
Reconstruction
Lifespans extending renovations

Details of strategies and progress → Pages 58–59

Business processes

Value Created through Customers’ Business Activities

Outputs

Waste incineration plants
Biomass power generation plants
DAM
New energy
Ash recycling

Outcomes

Appropriate MSW treatment
Maintenance of regional hygiene
Stable operation of facilities through maintenance and repairs
Extension of lifespans of aged facilities through massive overhauls
Creation of measures to ensure use in major natural disasters
Community environmental education activities
Highly efficient renewable energy generation (particulate matters)
Local production and consumption of electricity (supply of power to local government facilities)
Material recycling (processing of ash as stone materials, collection of rare metals)

SDGs Highly Relevant to Business Activities

Creation of Sustainable Recycling-Oriented Cities
Environmental Value
Economic Value
Social Value

Risk and Opportunities

Strengths
**TOPICS**

Example of Initiatives Pertaining to E-Plan 2019 and Material ESG Issues

**Receipt of Order for Construction of Woody Biomass Power Generation Plant**

EBARA has received an order for the construction of a woody biomass power generation plant from Soyano Wood Power Co., Ltd. The woody biomass power generation plant will be fueled using previously unutilized timber produced through thinning, which was often abandoned in mountain forests, as well as wood scraps left over after construction of wood structures and will boast one of Nagano Prefecture’s highest generation capacities of 14,500 kW. Going forward, EBARA will seek to construct high-quality woody biomass power generation plants that capitalize on the characteristics of internally circulating fluidized-bed boilers, namely the ability to realize stable combustion using diverse fuel sources, and to deliver impeccable services related to these facilities. We can thereby help to fight global warming through spreading the use of renewable energy.

**Specifications of Woody Biomass Power Generation Plant**

- **Location:** Shiojiri City, Nagano Prefecture
- **Fuel source:** Domestically produced woody biomass (unused timber, wood scraps)
- **Boiler type:** Internally circulating fluidized-bed boiler
- **Generation capacity:** 14,500 kW
- **Scheduled start of operation:** October 2020

**Reinforcement of Waste-to-Energy Operations through Partnership Agreement**

EBARA Environmental Plant Co., Ltd. has concluded an agreement with MARTIN GmbH für Umwelt- und Energietechnik to engage in a cooperative partnership in the Japanese waste-to-energy market. MARTIN has a long history of nearly 100 years in the waste-to-energy business field and has made great achievements worldwide with proven technologies and a strong dedication to research and development. Under this agreement, we will have exclusive distributor rights to MARTIN reverse-acting grate stoker-type refuse incinerators for use in new projects and in upgrades to existing large-scale facilities. These rights will make it possible for us to respond to a wide range of diversifying needs in the waste-to-energy market, posing us to reinforce our position and portfolio in the Japanese market.
Precision Machinery Business

The Precision Machinery Business has proceeded to seize growth opportunities by fostering a reputation as a reliable partner through swift proposals that incorporate customer feedback and exhaustive support. In the fiscal year ending December 31, 2018, we responded to the brisk capital investment in Asia by catering to customer needs through increased coordination with suppliers. The result was record-breaking income. Market slowdown is being seen in the fiscal year ending December 31, 2019, due to factors such as the trade dispute between the United States and China. Nevertheless, we look to make steady progress in initiatives for addressing EBARA’s material ESG issues and for achieving the targets of E-Plan 2019.

Eying the future growth of the semiconductor market, we built a new semiconductor manufacturing equipment factory in 2016 and plan to complete construction of an automated dry vacuum pump assembly line by the end of 2019. This will help us reinforce our production and work processes to realize increased product competitiveness and improved profitability. However, given the growth in demand, we realize that it will not be enough to simply boost our own production capacity; we will need to advance initiatives with a view of the entire supply chain. For this reason, we plan to pursue greater coordination with suppliers and construct ideal procurement systems. Looking ahead, we will augment our lineup of products along with our S&S offerings to match customer needs and contribute to the ongoing growth and development of both the Group and its stakeholders.

We will increase our product competitiveness and improve profitability through the completion of an automated dry vacuum pump assembly line and greater coordination with suppliers.

Tetsuji Togawa
Senior Managing Executive Officer
President, Precision Machinery Company

Risks and Opportunities

<table>
<thead>
<tr>
<th>Risks</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Fluctuations in semiconductor demand and slowing pace of semiconductor capital investment</td>
<td>• De minimis of market share due to supply chain issues or other factors leading to insufficient production capacity</td>
</tr>
<tr>
<td>• Impact of trade disputes between the United States and China</td>
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</tr>
</tbody>
</table>

Growth Opportunities

• Increased semiconductor demand stemming from spread and advancement of 5G, AI, and automated driving technologies
• Aggressive semiconductor investment in China
• Consistent capital investment demand in Taiwan, South Korea, and Japan

Strengths

• Robust machinery, fluid equipment, and control systems, gas decomposition and abatement, and energy conservation technologies
• Sophisticated manufacturing technologies that contribute to resource conservation
• Ebara positioned near customers worldwide
• Flexible, high-quality customer support capabilities
• Long-term employee retention contributing to technology accumulation and transfer
• Diverse base of technically skilled employees around the world
• Robust supply chain

Business Model of the Precision Machinery Business

<table>
<thead>
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<th>Strategies</th>
<th>Business processes</th>
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<td>Principal Measures of E-Plan 2019</td>
<td>Development Design</td>
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<tr>
<td>Action Policies for Addressing Material ESG Issues</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>Details of strategies and progress — S&amp;S sales</td>
<td>Inspection, Upgradation, Repair</td>
</tr>
</tbody>
</table>

Value Created through Customers’ Business Activities

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dry vacuum pumps</td>
<td>Semiconductor production</td>
</tr>
<tr>
<td>Gas abatement systems</td>
<td>Display panel production</td>
</tr>
<tr>
<td>CMP systems</td>
<td>Solar cell production</td>
</tr>
<tr>
<td>Plating systems</td>
<td>Environmental preservation</td>
</tr>
<tr>
<td>Bevel polishing systems</td>
<td>Through gas abatement</td>
</tr>
<tr>
<td>Ozonized water generators</td>
<td>Creation of high-capacity, high-transmission-speed devices</td>
</tr>
</tbody>
</table>

Economic Value

Reduction of Physical and Time-Based Distance

Environmental Value

Social Value
Progress of E-Plan 2019 and Material ESG Issues

In the fiscal year ended December 31, 2018, the Precision Machinery Business was able to achieve growth in net sales due to its system that enabled it to supply products in a timely manner through flexible responses to the robust demand for semiconductor-related capital investment. We thereby accomplished the target of an operating income to sales ratio of 12.0% or more set for the final year of E-Plan 2019 for the second consecutive year. In regard to material ESG issues, the targets for reducing the weight of and the number of parts in CMP systems were accomplished, and the greenhouse gas emission reduction target was achieved ahead of schedule through increased sales of large-treatment-capacity gas abatement systems. Our efforts to bolster S&S operations resulted in S&S sales that grew in conjunction with the growth in semiconductor demand. Going forward, the development of products that contribute to energy and resource conservation will be pursued in this business as we also construct overhaul systems to accommodate higher demand and proactively address material ESG initiatives.

Revised E-Plan 2019 and Material ESG Issues

E-Plan 2019

Operating income to sales ratio: 12.0% or more

Material ESG Issues

Reduce electricity consumption (in comparison to 2017 CMP and system offerings) 10%-20%
Reduce product weight (in comparison to 2017 CMP system offerings) 10%
Reduce number of parts (in comparison to 2017 CMP system offerings) 20%
Reduce greenhouse gas emissions from gas abatement systems by amount of 200 (2017 values indexed to 100)
Increase S&S sales 15% (compared to 2017 values indexed to 100)
Increase number of overhauls performed 20% (compared to 2017 values indexed to 100)
Increase overhaul delivery periods by 20% (compared to 2017 values indexed to 100)

E-Plan Accomplishments

In comparison to 2017:
• Operating income to sales ratio: 13.7%
• In comparison to products from 2017:
  • Reduced electricity consumption 1-2%
  • Reduced product weight 10%
  • Reduced number of parts used 20%
  • Reduced greenhouse gas emissions from products by value of 200
• We will continue to develop dry vacuum pumps boasting both durability and energy efficiency in addition to large-scale and light-weight dry vacuum pumps. Reductions to the weight of CMP systems will be targeted through improvements to the energy efficiency and functionality of the parts that comprise these systems. We will also work to increase the volume of greenhouse gas emissions treated through EBARA's gas abatement systems by boosting sales of these systems.
• Increased S&S sales by 10%
• Increased S&S sales by 10%

Examples of Initiatives Pertaining to E-Plan 2019 and Material ESG Issues

Recognition from Customers

TSMC for Seven Consecutive Years

EBARA has received the Excellent Performance in CMP Equipment award from Taiwan Semiconductor Manufacturing Co., Ltd. (TSMC) for seven consecutive years for a total of nine times overall. At the award ceremony held during the 18th Annual Supply Chain Management Forum on December 6, 2018, nine companies were presented with awards from among the more than 700 suppliers in attendance.

Each year, TSMC presents select suppliers that have achieved outstanding performance through the provision of service and support with an Excellent Performance award. Three achievements were cited as reasons for EBARA winning the most recent award: remarkable support for research and development, comprehensive and thorough planning for mass production using state-of-the-art technologies, and a dedicated executive task force specializing in production yield improvement.

EBARA remains committed to supplying customers with products and services that contribute to improvements in productivity and reductions in total costs for customers.