

Our mission is to contribute to society by providing products and services that support society, industry, and daily life. Our mission begins with the spirit of “*Netsu to Makoto*” (Passion and Dedication).

EBARA Corporation was founded in 1912 by Issey Hatakeyama with the aim of spreading the use of the Inokuty-type volute pump. Applying the world-renowned volute pump research of Dr. Ariya Inokuty, EBARA sought to contribute to the modernization of Japan by producing the first domestically manufactured waterworks pumps, installing water infrastructure to prepare for natural disasters, and developing the first water purifiers for waterworks manufactured in Japan. Driven by the spirit of “*Netsu to Makoto*” (Passion and Dedication) to support the modernization of Japan and solve the problems facing society, EBARA has determined its mission is to contribute to society by providing products and services that support society, industry, and our daily lives. Inspired by “*Netsu to Makoto*,” our employees seek to continuously cultivate our technological capabilities and reliability, which are the sources of our growth.

熱と誠



Issey Hatakeyama
EBARA Founder

Founding Spirit of “*Netsu to Makoto*” (Passion and Dedication)

It was not long after the founding of EBARA that the Company completed a pump of record size, a painstaking task that took place in a small factory with no crane facilities in the Nippori area of Tokyo. Founder of EBARA, Issey Hatakeyama, acted in accordance with his philosophy of approaching daily tasks with passion, dedication, integrity, and ingenuity in order to spur personal and corporate growth, and encouraged employees to adopt the same approach. The founding spirit of “*Netsu to Makoto*,” or Passion and Dedication, has continued to drive EBARA in our efforts to hone our technological prowess and achieve greater levels of reliability. EBARA's growth into a global industrial machinery manufacturer with three core businesses—the Fluid Machinery & Systems Business, Environmental Plants Business, and Precision Machinery Business—is a result of the ongoing commitment to this spirit.

Founding Spirit and Strengths Underpinning Competitiveness



History of Growing While Addressing the Social Issues of Every Era with Technologies and Reliability

Over the years, the EBARA Group has continued to grow by responding to the needs of society through businesses supporting social and industrial infrastructure. Behind this growth has been the constant enhancement of the Group's technologies and reliability through the exercise of its Founding Spirit of "Netsu to Makoto." By applying, evolving, and combining the core technologies that originate from the Inokuty-type volute pump, we have developed products and services that meet the needs of every era. Going forward, we will pursue future growth by further honing our technological prowess to deliver new products and solutions.

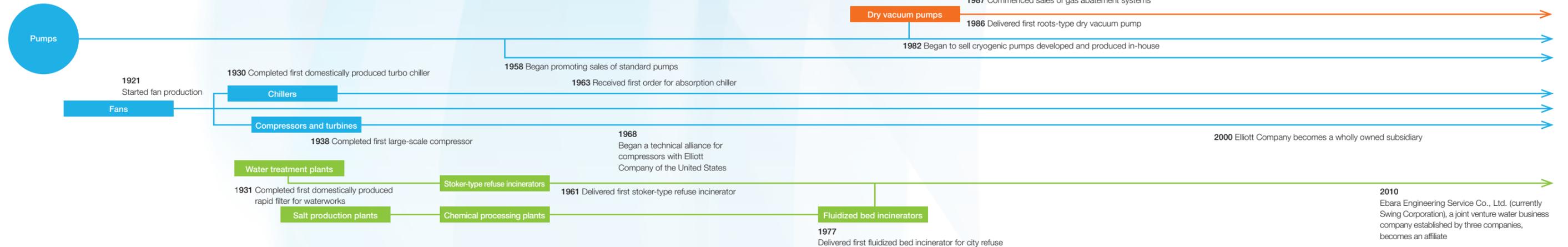


Note :The above graph indicates changes in net sales.

As FY2017 was an irregular nine-month accounting period due to the change in settlement date, figures for this period have been restated to encompass the period from January to December 2017.

Changes in Business and Business Structure

1912 Founded as Inokuty Type Machinery Office



1912- Development of the EBARA Group's Foundations

EBARA was founded by Issey Hatakeyama with the goal of supplying products based on Dr. Ariya Inokuty's world-renowned volute pump research. In the years that followed, EBARA continued to contribute to the modernization of Japan by producing the first domestically manufactured waterworks pumps, installing water infrastructure to prepare for natural disasters, developing the first water purifiers for waterworks manufactured in Japan, and undertaking other initiatives ahead of its time.



Modernization of Japan

- Installation of water infrastructure
- Lack of arable land
- Reconstruction after the Great Kanto Earthquake
- Widespread industrialization

1945- EBARA Technologies Responding to Social Demand

EBARA contributed to the stabilization of the lives of people in Japan after World War II by mass producing pumps for increasing food production and for farmland reclamation. In addition, we delivered the first domestically manufactured feed water pump for supercritical pressure power plants to help 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.

Post-World War II Reconstruction and Japanese Postwar Economic Miracle

- Lack of food and other basic necessities for people of Japan
- Power shortages
- Advancement of heavy and chemical industries
- Increased construction of plants overseas

1980- EBARA Technologies Permeating Society

It was during this time that the Group succeeded in developing and realizing practical application of 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.

Development of the Information Society

- Ozone depletion, desertification, and advancement of climate change
- Lack of waste disposal sites
- Need to realize recycling-oriented society
- Growth of semiconductor market and increased semiconductor demand

2000- Frameworks for Future Growth

Energy-efficient, high-efficiency pumps and chillers were developed to help reduce environmental impacts while pump technologies were created for urban rainwater drainage systems. The Group also developed sophisticated, ultra-precise, high productivity CMP and plating systems.

Search for Path to Sustainability

- Increased concern for environmental issues and acceleration of global warming countermeasures
- Rising demand for energy-saving and highly efficient technologies
- Extreme rain resulting from urban heat island phenomenon
- Development of information and communication technologies (ICT) and accelerated advancement of semiconductor technologies

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 Internet of Things (IoT) and artificial intelligence (AI) technologies, and other environmental, social, and governance (ESG) management initiatives.

Toward a More Diverse and Inclusive Society

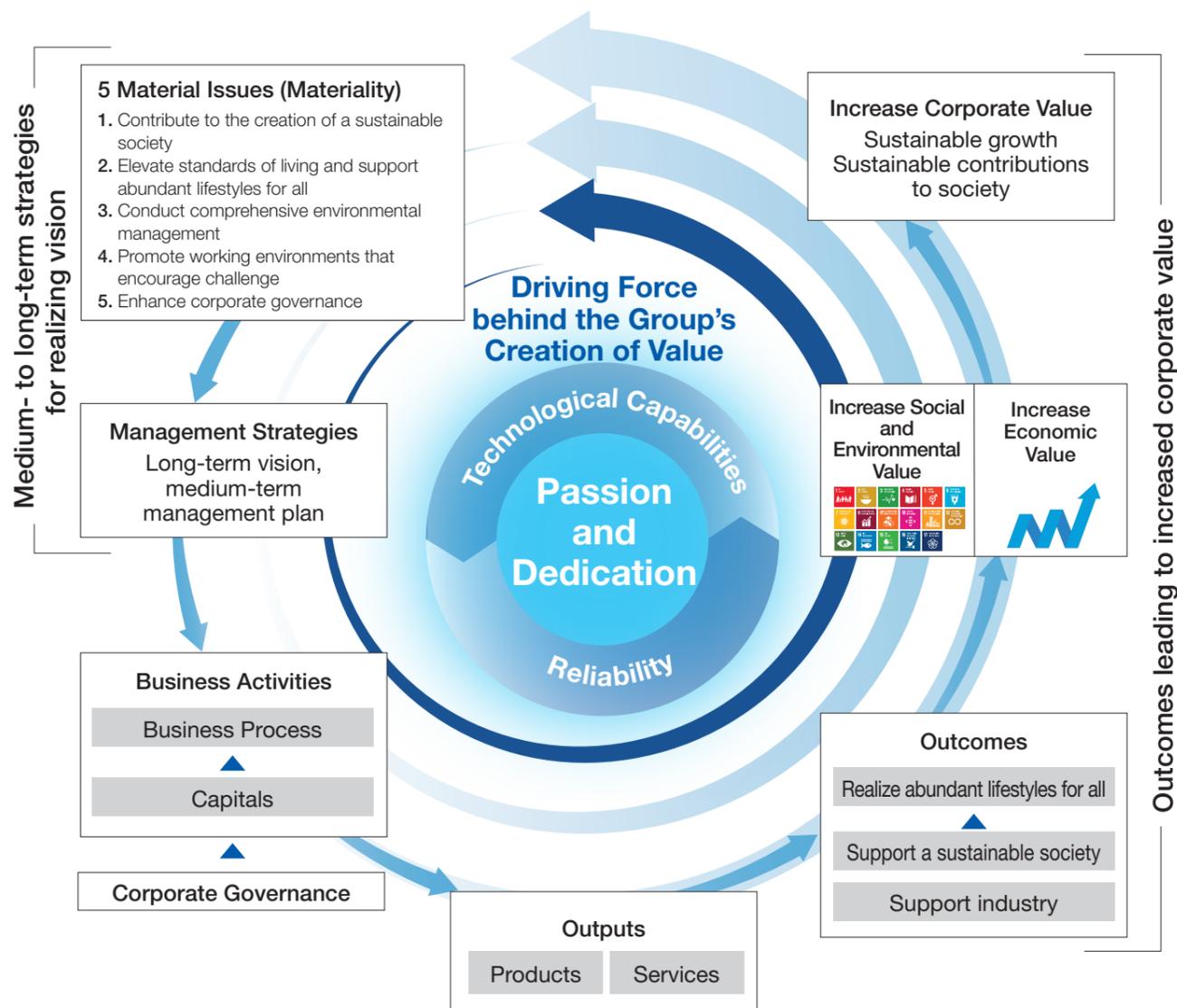
- Digitization driven by proliferation of the IoT and AI
- Social pressure for work style reform
- Increasing expectation for companies to contribute to realizing a sustainable society due to rising interest in climate change and ESG issues and the adoption of the United Nations Sustainable Development Goals
- Raising awareness of climate change measures and ESG issues
- Growing demand for social and economic change during and after the COVID-19 pandemic

“Technology. Passion. Support Our Globe.”—A Mission to Be Fulfilled Based on the “EBARA Way”

Guided by the core of the “EBARA Way” and the Founding Spirit of “*Netsu to Makoto*” (Passion and Dedication), the EBARA Group has continued to contribute to the resolution of social issues with the strengths of its technological capabilities and reliability throughout its 109-year history. We will further build on these strengths while advancing business activities based on our desired vision for EBARA. This is the approach we will take in supporting the globe into the future and ensuring that EBARA can continue to grow over the next century.

EBARA’s Vision

“Technology. Passion. Support Our Globe.”



Key Points of the EBARA Group’s Value Creation Story

Medium- to Long-Term Strategies for Realizing Vision

Looking ahead to the next 100 years of human society and the changing global environment, lifestyles are expected to undergo profound transformations. Factors driving this transformation will include more severe weather abnormalities and natural disasters stemming from global warming; depletion of food, water, and other resources; and the evolution of the information society. Given this operating environment outlook, our long-term vision, E-Vision 2030, was created based on the belief that meeting this moment in an effective way requires a clear vision for the future with straightforward policies and strategies for realizing that vision. Based on the

slogan “Technology. Passion. Support Our Globe,” E-Vision 2030 is oriented around augmenting and leveraging the EBARA Group’s strengths to address five issues determined to be material to our business.

Meanwhile, E-Plan 2022 is a medium-term management plan formulated through the identification of issues remaining from the previous medium-term management plan in addition to backcasting from E-Vision 2030. We aim to generate a cycle of improvement in social, environmental, and economic value and ultimately achieve greater corporate value through the implementation of the basic policies laid out in this plan.

Driving Force behind the Group’s Creation of Value

“*Netsu to Makoto*”

“*Netsu to Makoto*” (Passion and Dedication) was the motto of EBARA founder Issey Hatakeyama, who was constantly advocating these principles to employees. This spirit lives on in the EBARA Group of today, forming the foundation for attitudes toward the work ethic and behavior of our people. When we go about our work with passion, exercise originality and ingenuity, and maintain a dedication to completing the tasks at hand, our technological capabilities and reliability grow stronger.

Technological Capabilities

For more than a century since its founding, the EBARA Group has continued to provide the products and services desired by customers and society, accumulating the technologies necessary to offer support across the entirety of our product life cycles. Currently, our technological capabilities lie in our diverse accretion of core product technologies from our five main business segments.

We aim to make our fluid technologies, numerical analysis techniques, materials, analysis, and other foundational technologies the very best in the world. By incorporating advanced techniques and methodologies based on these technologies, we will work to further enhance the core technologies that go into our products while developing the technologies for the future.

Reliability

The passion and dedication all employees exercise in their work and the tenacity they exhibit in the face of adversity have won EBARA a strong reputation for reliability among its customers. We continue to build upon this reputation of being a reliable and steadfast partner by remaining true to our spirit of passion and dedication and by proactively solving issues customers may be facing. Strengthening our trust-based relationships with customers and other stakeholders will unlock new possibilities for EBARA.



Social Value Created by EBARA

EBARA products are used under a variety of circumstances, supporting social infrastructure around the world and contributing to safe, secure, and fulfilling lifestyles.

1 Water Supply Units
 Supplying water for everyday use to buildings and condominiums

Water supply units are a crucial element of the facilities of buildings, condominiums, factories, and other structures for realizing a stable supply of water for everyday use.

2 Agricultural Pumps
 Watering crops in fields

Agricultural pumps reliably supply water for agricultural purposes as an important component of irrigation equipment. These pumps are also used to drain water to prevent damage from flooding due to heavy rains.

3 Water Drainage Pumps
 Protecting against typhoons and concentrated heavy rains

Water drainage pumps are used to protect residential areas, agricultural land, and other areas against flood damage from heavy rains by redirecting rainwater into rivers with less risk of flooding or the ocean.

4 Seawater Circulation Pumps
 Efficiently transporting seawater

Equipped with thermosetting resins, EBARA's seawater circulation pumps boast superior anti-erosive properties, enabling them to be used with fluids that would even erode stainless steel articles, such as acid and seawater. They are thus ideal for circulating seawater inside of aquarium tanks. Our seawater circulation pumps can also be used for transporting and circulating hot spring water and chemicals.

5 Fans
 Ventilating tunnels

EBARA fans are delivered for installation in tunnel ventilation equipment. By achieving highly precise ventilation control, these fans help appropriately maintain the air environments of tunnels while securing evacuation routes in the event of a tunnel fire.

Water

Wide-ranging support for society and infrastructure ensuring stable water supplies and preventing water damage

Air

Creation of Comfortable Environments while combating climate change

6 Chillers
 Maintaining comfortable temperatures in buildings, large-scale commercial facilities, and factories

Our chillers supply cold water for use in the air-conditioning equipment of large-scale commercial facilities and factories to be utilized for cooling or heating entire structures. Other benefits of our chillers include reduced costs through optimization of cooling and heating equipment as well as lower energy consumption and CO₂ emissions.

7 Gas Abatement Systems
 Detoxifying hazardous gases

Gas abatement systems prevent pollution by detoxifying the hazardous gases used in semiconductor manufacturing and other processes.



Environment

Contributions to a sustainable society by promoting effective energy and resource usage

9 Compressors
 Playing a central role in power plants and oil refineries worldwide

Compressors play a central role in oil refineries and petrochemical plants by compressing the gases produced from crude oil and natural gas.

10 Cryogenic Pumps
 Safely transporting LNG

Cryogenic pumps are used to transport and store LNG at temperatures of -162°C and thus require superior technologies and impeccable safety.

11 Waste Treatment Plants
 Supporting safe and reliable plant operation

We provide one-stop service for waste treatment plants ranging from engineering to construction, operation, management, and maintenance to support reliable operation. We also contribute to the local production and consumption of energy by returning the power generated through waste incineration to the surrounding communities.

12 Biomass Power Generation Plants
 Generating power using woody biomass fuel

We offer construction, operation, and management services for biomass power generation plants that leverage the characteristics of internally circulating fluidized-bed boilers designed to use woody biomass as fuel and capable of achieving reliable combustion of a diverse range of fuel sources. Through these services, we are contributing to the popularization of renewable energy and the prevention of climate change.

13 Dry Vacuum Pumps
 Realizing the optimal clean environments necessary for semiconductor production

Dry vacuum pumps are used to create the vacuums needed in the semiconductor production process.

14 CMP Systems
 Supporting semiconductor production with nano-level precision polishing technologies

CMP systems polish the surface of semiconductor wafers with nano-level precision using polishing solutions.

Digital Technologies

Support for the evolution of lifestyles with cutting-edge technologies