

Environmental Initiatives

The EBARA Group is united in its efforts to advance environmental initiatives aimed at minimizing energy consumption and industrial waste emissions.



Toru Nakayama
Executive Officer
Division Executive, Legal, Internal Control and Risk Management and General Affairs Division
Chairman, Environmental Control Committee

Until recently, the EBARA Group has been conducting environmental management with a strong focus on domestic Group companies. However, with more than 50% of our net sales coming from overseas, the time has come to shift to a more global stance, and we are taking measures to enhance environmental management globally.

In July 2019, the EBARA Group Environmental Policy was revised to be applicable to the entire Group and further emphasize the importance of improving environmental performance. In accordance with this policy, we are implementing measures to minimize the environmental impacts of business activities at domestic and overseas operating sites, increase the environmental performance of our products, and reduce emissions of GHGs. Additionally, E-Vision 2030 defines a long-term CO₂ emissions reduction target to be accomplished by December 31, 2030. In the fiscal year ending December 31, 2020, we estimated medium-term targets for reducing non-CO₂-related environmental impacts and identified initiatives to accomplish these targets.

REFERENCE Environmental Management

<https://ebara.co.jp/en/about/csr/environment/management/index.html>

REFERENCE FY2020 Environmental Targets and FY2019 Results

https://www.ebara.co.jp/en/about/csr/environment/targets_data/index.html

Targets of E-Vision 2030 and Strategies

Targets of E-Vision 2030

Address E-Vision 2030 Material Issues 1. Contribute to the creation of a sustainable society, 2. Elevate standards of living and support abundant lifestyles for all, and 3. Conduct comprehensive environmental management

Targets for the Fiscal Year Ending December 31, 2030

Contribute to the reduction of GHG emissions equaling approx. **100 million tons of CO₂** through use of EBARA Group products
(target corresponds with projected sales of products for FY2030)

Reduce GHG emissions from EBARA Group business activities **26%**
(compared with Scope 1 and 2 emissions from FY2018)

Major Strategies

Targets	Measures
Contribute to the reduction of GHG emissions equaling approx. 100 million tons of CO ₂ through EBARA Group products	<ul style="list-style-type: none"> Improve energy efficiency of products and systems Increase maintenance proposals aimed at facilitating energy-efficient operation (in conjunction with global expansion of S&S operations) Utilize renewable energy and refine power generation technologies Increase volume of GHGs from semiconductor production that is treated with EBARA products
Reduce GHG emissions from EBARA Group business activities 26%	<ul style="list-style-type: none"> Perform timely upgrades, operation, and maintenance of equipment with heavy energy consumption Increase solar power generation capabilities of EBARA facilities Procure power from low-CO₂ emission sources Practice extensive global environmental management Reduce environmental impacts from domestic and overseas operating sites

Climate Change Response Measures

As one facet of its climate change response measures, EBARA announced its endorsement of the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in May 2019. We have since joined Japan's TCFD Consortium with the aim of sharing information with various industries.



The Company adopts a framework in which climate change response measures are first discussed by the Sustainability Committee and then reviewed by the Board of Directors.

In addition, the Environmental Control Committee, which is chaired by the executive officer responsible for risk management, promotes ongoing improvements to climate change response and other environmental management activities on a Groupwide basis.

Climate Change Governance

The Sustainability Committee, which is chaired by the President and Representative Executive Officer, is responsible for promoting awareness among all members of management of the fact that responding to climate change is a material issue defined by E-Vision 2030 and therefore an important task for management. This committee also formulates activity policies and action plans and manages their progress.

Climate Change-Related Risks and Opportunities

In formulating E-Vision 2030, EBARA performed a macroeconomic analysis in relation to climate change. We will continue to examine the circumstances pertaining to climate change by referencing the framework recommended by the TCFD to develop a more detailed understanding of the risks and opportunities that climate change may create for the EBARA Group.

Examples of Climate Change-Related Risks

Category	Major Phenomena	Impact on the EBARA Group	
Transition risks	Policy and legal	New and rising carbon costs	<ul style="list-style-type: none"> Reduced opportunities to sell products and services to the oil and gas market amid decreasing use of fossil fuels
	Market	Higher electricity prices due to climate change	<ul style="list-style-type: none"> Higher production costs due to increases in electricity prices Reduced demand for semiconductor manufacturing equipment with low energy efficiency
		Divestment from businesses with high GHG emissions	<ul style="list-style-type: none"> Reduced opportunities to sell products and services to the oil and gas market amid decreasing use of fossil fuels
Physical risks	Acute	Damage to production equipment and halts to factory operations due to flood damages	<ul style="list-style-type: none"> Increased maintenance costs associated with flood and structure damage Decrease in productivity due to damages to suppliers

Examples of Climate Change-Related Opportunities

Category	Major Phenomena	Impact on the EBARA Group	
Opportunities	Energy source	Evolution of energy conservation technologies	<ul style="list-style-type: none"> Increased demand for energy-saving products Improved reputation in public works projects
	Products and services	Popularization of electric vehicles (EVs)	<ul style="list-style-type: none"> Increased demand for semiconductor manufacturing equipment in conjunction with growth in demand for automotive semiconductors
		Increased need for disaster preparedness items	<ul style="list-style-type: none"> Higher demand for products with disaster preparedness benefits Rise in demand for semiconductor manufacturing equipment following increased demand for sensors for disaster preparedness purposes
		Advancement of automation using IoT and M2M* technologies	<ul style="list-style-type: none"> Higher demand for semiconductor manufacturing equipment due to rise in demand for IoT and M2M devices

* Machine to Machine (M2M): Framework for network communications and data exchange between machines

Future Initiatives

Going forward, EBARA will perform more detailed assessments of these risks and opportunities together with climate change scenario analyses to evaluate the financial impact of the risks and opportunities, revise management systems, and define indicators and management targets to be used in Group management strategies.

Social Initiatives

In its quest to contribute to the realization of a sustainable society, the EBARA Group will strengthen its ties with society through the co-creation of value with its stakeholders.



Targets of E-Vision 2030 and Strategies of E-Plan 2022

Targets of E-Vision 2030

Address E-Vision 2030 Material Issues 1. Contribute to the creation of a sustainable society, 2. Elevate standards of living and support abundant lifestyles for all, and 4. Promote working environments that encourage challenge

Strategies of E-Plan 2022

Strengthening of Social Ties in Pursuit of Ongoing Business Growth

The EBARA Group CSR Policy defines our commitment to foster trust with our valued stakeholders by conducting our business with a strong sense of ethics. This policy delineates a dedication to creating and delivering social value by co-creating value with stakeholders for society, industry, and everyday life and supplying safe, reliable, and convenient products and services through our business activities. We also recognize the importance of contributions to community development, respect for human rights, and other ties with society in our business activities.

REFERENCE Stakeholders

<http://ebaraco.jp/en/about/csr/ethics/stakeholders/index.html>

Collaborative Value Creation Partnerships with Suppliers

Procurement Policy

The EBARA Group's Procurement Policy encourages partnerships with suppliers of products, materials, and services to pursue the mutual improvement of value through the creation of high-value products and services. In addition, we request that suppliers understand and adhere to the CSR Procurement Guidelines.

REFERENCE Procurement Policy & CSR Procurement Guidelines

<https://www.ebara.co.jp/en/about/csr/social/commitment/index.html#anc119696>

COVID-19 Pandemic Response Measures and Impacts
 Seeking to fulfill its social responsibility as a provider of social and industrial infrastructure, the EBARA Group is committed to preventing the spread of COVID-19 with the health and safety of its stakeholders as its top priority. As part of our response to the pandemic, we set up a response headquarters in February 2020 to confirm the status of operations across the supply chain. Although factory operation was halted in certain countries based on government instructions, business activities at the EBARA Group and its suppliers were ongoing as of the end of April 2020. However, we cannot become complacent with regard to the potential impacts of the COVID-19 pandemic on our business. Efforts to maintain business continuity together with suppliers will thus be ongoing.

Major Measures under E-Plan 2022

Under E-Plan 2020, we intend to promote inter-business synergies through collaboration between Groupwide procurement divisions and the S&S divisions of multiple businesses. In the fiscal year ended December 31, 2019, we implemented various measures to this end, including the administration of CSR procurement surveys and the introduction of supplier certification systems, thereby strengthening Groupwide supply chain management. We will continue to advance our current initiatives throughout the period of E-Plan 2022 while also formulating strategies and developing frameworks for optimizing procurement systems and operating economically on a global scale.

Material ESG Issue Action Policy and Major KPI Progress

Action Policy 4

Fulfill social responsibilities to supply chain, deliver reliable product quality throughout the product's life cycle, and achieve responsible customer engagement

CSR procurement survey response rate:	99%
Awareness of CSR Procurement Guidelines (self-reporting basis):	99%

Respect for Human Rights

The EBARA Group exercises respect for the human rights and diversity of stakeholders as stipulated in the EBARA Group CSR Policy. We have declared our support for and become a signatory of the United Nations Global Compact, and we observe the principles of the International Bill of Human Rights, the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and the UN Guiding Principles on Business and Human Rights.

EBARA Group Human Rights Policy

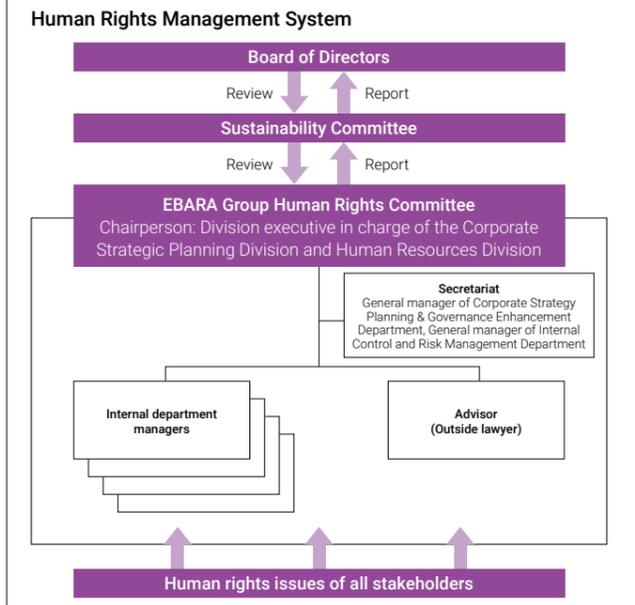
The EBARA Group Human Rights Policy, unveiled in December 2019, puts forth three core policies along with response policies for enacting these core policies. In addition, the EBARA Group Human Rights Committee has been established to encourage action based on the policy, and we are implementing ongoing improvements to human rights management frameworks pertaining to such areas as human rights due diligence and remediation.

Core Policies

- The EBARA Group respects human rights throughout all business activities.
 - We respect and support the United Nations International Bill of Human Rights, the Guiding Principles on Business and Human Rights, and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.
 - We act in compliance with all local laws and regulations and respect and support internationally recognized human rights for all stakeholders when conducting business activities anywhere in the world.
 - We expect all directors, officers, and employees of the Group, as well as stakeholders directly linked to the Group's business operations, products, or services, to respect internationally recognized human rights.
- The EBARA Group conducts human rights due diligence.
 - We conduct a series of procedures to identify, prevent, detect, mitigate, and correct adverse human rights impacts linked to our business activities, products, or services.
- The EBARA Group addresses and corrects any adverse human rights impacts of our business activities.
 - We implement mechanisms to enable early response to complaints and direct remediation.
 - We resolve complaints through dialogue with those affected.

REFERENCE EBARA Group Human Rights Policy
https://ebaraco.jp/en/about/csr/social/human_rights/1209153_3116.html

Control and Risk Management and General Affairs Division as its vice chair. Committee members include the heads of divisions related to human resources, procurement, general affairs, legal affairs, whistleblowing systems, risk management, and internal control. In addition, outside lawyers with specialties in human rights and risk management are invited to participate as advisors with the aim of incorporating objective, outside opinions. Reports on the activities of the EBARA Group Human Rights Committee are submitted to the Board of Directors via the Sustainability Committee so that directors can review these activities to drive ongoing improvements in human rights management frameworks.



Frameworks for Addressing Human Rights Issues

The EBARA Group Human Rights Committee promotes ongoing improvements to the human rights management frameworks based on the EBARA Group Human Rights Policy. This committee is chaired by the division executive in charge of the Corporate Strategic Planning Division and Human Resources Division and has the division executive in charge of the Legal, Internal

Priority Measures under E-Plan 2022

- Identification of human rights management issues
- Ongoing tracking of human rights risks using existing tools
- Improvement of human rights due diligence

Dialogue with Shareholders and Other Investors

The EBARA Group recognizes the development of long-term trusting relationships with shareholders and other investors as one of its most important management tasks. The EBARA Group appropriately discloses corporate information necessary for shareholders and other investors to make investment decisions and strives to further strengthen its trusting relationships with these stakeholders on a continuous basis by engaging in IR activities for enhancing its corporate value through constructive dialogue.

REFERENCE IR Basic Policy

https://www.ebara.co.jp/en/about/ir/information/ir_basic_policy/index.html



Role of the Board of Directors in Response to the COVID-19 Pandemic

Sakon Uda
Chairman of the Board of Directors

E-Vision 2030 and E-Plan 2022

EBARA CORPORATION formulates three-year medium-term management plans, called "E-Plans," which detail Companywide and business segment-specific policies and targets. In 2019, the final year of E-Plan 2019, we recognized the need for new frameworks to establish effective strategies for the increasingly unpredictable business environment. This resulted in the creation of E-Vision 2030, a framework that details the vision and aspirations of EBARA's management, and defines five material issues the Group will address in the coming decade. We considered many major global trends in the formulation of E-Vision 2030, including anticipated technological progress and resulting volatility surrounding customers and markets; new possibilities for the Group's business given the worldwide trend toward ESG issues; and the increasing demands for infrastructure in emerging nations, as well as others. The five material issues defined by E-Vision 2030 are contribute to the creation of a sustainable society, elevate standards of living and support abundant lifestyles for all, conduct comprehensive environmental management, promote working environments that encourage challenge, and enhance corporate governance. E-Vision 2030 illustrates the EBARA Group's commitment to addressing these issues, while retaining the flexibility to respond to the unpredictable business environment. Announced at the same time as E-Vision 2030,

E-Plan 2022 is a strategic medium-term management plan to realize this vision, covering the first three-year period.

Role of the Board of Directors in Identifying and Resolving Medium- to Long-Term Issues

The Board of Directors took particular care to ensure sufficient time for rigorous discussion in the formulation of E-Vision 2030 and E-Plan 2022, in pursuit of the primary purpose of the Board of Directors to address medium- to long-term issues. Of course, rigorous discussion requires more than just time, it requires the frank exchange of high-quality comments and opinions from the Board. An important role of the seven Independent Directors, out of the 11 Directors at the time, was to facilitate discussion by posing questions and offering advice from a diverse range of perspectives, thereby preventing discussions from becoming too focused on internal circumstances or viewpoints. The discussions held while formulating E-Vision 2030 and E-Plan 2022 examined the appropriateness of EBARA's business structure, and its three core businesses, the transformations these structures require to remain relevant, and specific changes necessary to enhance S&S operations. We also discussed our options to provide new value to customers in light of the worldwide shift toward ESG management. The uncertain times we live in will

continue to transform the role of the Board of Directors in contributing to the environment and society and to ensuring corporate sustainability.

New Uncertainty Stemming from the COVID-19 Pandemic

The spread of COVID-19 began escalating around the world just as the rollout of our vision and plan to achieve sustainability began. As of early May 2020, as I write this message, the pandemic has evolved into a public health crisis with more than 3.5 million people infected by the virus and 250,000 people losing their lives. I would like to offer my sincere condolences to everyone who has been impacted by this pandemic.

While the scale of the pandemic in Japan has paled in comparison to overseas, we have still had 15,000 cases and more than 520 reported deaths (as of May 5, 2020). In April, the Japanese government declared a state of emergency, and extended it by another month in early May. It seems ever clearer that COVID-19 will not be a passing threat, but will continue to be a long-term disruption to everyday life. The impacts to the global economy, as well, will be substantial. Many companies have already lowered their performance forecasts or delayed the announcement of forecasts all together, calling into question the true value of these companies and their sustainability.

The global COVID-19 pandemic is transforming corporate management on a fundamental level, not just how we conduct work; it is also forcing us to change how we think about management itself. The management strategies and business plans formulated in the world before COVID-19 may not be an appropriate compass to guide us in a post-COVID-19 world. As we assess the differences between pre-COVID-19 plans and the post-COVID-19 reality, simply contemplating the situation and implementing ad hoc solutions to bridge the gap will not be enough. We must answer the question of what the role of the Board of Directors is in this unprecedented crisis and reconsider the role of management free of preconceived notions.

Roles of Executive Team and Board of Directors in the Face of Unprecedented Crisis

It has been especially important that the executive team obtain current and accurate information in order to take swift responsive action as the Group has major bases in China, Italy, and the United States, all regions impacted heavily by the pandemic. Regarding specific impacts on the Group, in the beginning of 2020, operations at major factories in China were suspended, which disrupted the flow of logistics for a time. In Italy, pump factories had some stoppages, but there was not any significant impact on the supply of EBARA products in Europe. In the United States, Precision Machinery Business subsidiaries and compressor and turbine manufacturer Elliott saw some impacts from the pandemic and ensuing lockdowns. Overall, the Group was successful in limiting damage to business by taking measures to protect employee safety, maintain job security, and continue business activities. In these extreme circumstances, I believe the Board of Directors must prepare and implement business continuity response measures with the worst-case scenario in mind. There is also a need to evaluate the post-COVID-19 world, and promote necessary business transformation or investment.

Corporate Governance in the Post-COVID-19 World

The discussions that led up to the formulation of E-Vision 2030 have put us in a better position to think about management in the post-COVID-19 world. The situation may have changed but the Group's commitment to addressing the five material issues defined in E-Vision 2030 is unwavering. I anticipate that investors will be placing additional weight on social meaningfulness when assessing the value of companies going forward. At the same time, the expectations for business strategies, organizational operation, human resource development, and corporate governance will likely undergo substantial changes.

Looking ahead, this new normal brought on by the pandemic and subsequent restrictions on the movement of people will clearly have considerable impact on not only service industries but also industries related to transportation such as automobile and aircraft. Eventually making its way down to the crude oil market, the fuel that powers these modes of transportation. It is likely that these conditions will prolong the global economic recession. We must also pay heed to the impacts of geopolitical uncertainty and growing international tensions on global supply chains. Especially in the case of worsening relations between the United States and China, with the origin of the COVID-19 virus being a point of contention. In the meantime, the experience gained with internet venues, contactless options, and automation in our daily lives will transform not only work styles at companies but also social and industrial structures. I project a rapid increase in demand pertaining to digital transformation. The current conditions are casting light on unnecessary work processes and redundant organizational elements, which will further make the divide between companies with superior efficiency and productivity and those lagging behind even clearer. Moreover, the need for human resources capable of autonomous thought and problem solving has certainly increased, simultaneously prompting a reexamination of the meaning of leadership.

It is crucial that EBARA's Board of Directors reactivate the potential for massive changes to the business environment. More than ever, Independent Directors must have problem-solving skills and the ability to cultivate collective understanding emphasizing multiple perspectives in addition to specialized insight and experience. We will need to maintain a sense of crisis in operational execution, envisioning the worst-case scenario, while evaluating the changes to be seen in the post-COVID-19 society and the meaning of these changes. EBARA is committed to seeking out corporate governance approaches that will enable it to achieve its performance goals in spite of the projected protracted economic recession and emerge as a leader in the post-COVID-19 business environment. This undertaking will include promoting forward-looking digital transformation investments, global management that accounts for geopolitical risks, drastic work style reforms prefaced on online and remote operations, the cultivation of human resources capable of exercising leadership, and other radical transformations.

Composition of the Board of Directors

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. Knowledge and experience important to the Company are defined as the areas of "legal affairs and risk management," "personnel and human resource development," "finance, accounting, and capital policy," "auditing," "management of

individual businesses (in the Company)," "corporate management and management strategy," "research and development," "the environment," "social," and "internal control and governance." In addition to having appropriate knowledge in all of these areas, the Company appoints nominees for Director positions by specifying areas in which the Company particularly expects them to contribute.

The chart below details the areas in which the Company

expects the Directors appointed for the fiscal year ending December 31, 2020, to contribute based on these policies. In the fiscal year ended December 31, 2019, the number of Directors that serve concurrently as Executive Officers was reduced to one, and an Independent Director was appointed as the

Chairman of the Board of Directors. These changes were implemented to bring the Board of Directors to an ideal size and better clarify execution and oversight functions.

REFERENCE Reasons for the selection of individual Directors can be found in the proposal for the election of Directors contained in the Notice of the 155th Ordinary General Meeting of Shareholders

https://www.ebara.co.jp/en/about/ir/stock/shareholdersmeeting/_icsFiles/afieldfile/2020/03/25/E6361_155r1.pdf

Basic Policies

- Appoint less than 15 Directors of whom one-third or more and at least five are Independent Directors
- Maintain a majority of Independent Directors and Non-Executive Inside Directors
- Assign an Independent Director or Non-Executive Inside Director as the Chairman of the Board of Directors

Corporate Governance System at a Glance (As of March 27, 2020)

Format	Company with Three Committees
Chairman of Board of Directors	Independent Director
Number of Directors	10
Of whom are Independent Directors	7
Number of Independent Directors*1	7
Term of Directors	1 year

Ratio of Independent Directors to Total Directors

Independent Directors	7
Inside Directors	3



Ratio of Non-Executive Directors to Total Directors

Directors not concurrently serving as Executive Officers	9
Of whom are Independent Directors	7
Directors concurrently serving as Executive Officers	1



Number of Female Directors

Female Directors	2
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Composition of Three Committees

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

*1 Independent Directors as designated under the Tokyo Stock Exchange (TSE) listing rules.

Overview of the Board of Directors (As of March 27, 2020)

Name	Classification	Committee positions	Attendance at Board of Directors' and committee meetings in FY2019 (Meetings attended / Total meetings)				Areas in which Directors (Non-Executive Directors) are expected to contribute**										
			Board of Directors	Nomination Committee	Compensation Committee	Audit Committee	Legal affairs and risk management	Personnel and human resource development	Finance, accounting, and capital policy	Auditing	Corporate management and management strategy	Research and development	The environment	Social	Internal control and governance		
Toichi Maeda	Non-Executive	Nomination Committee	14/14	13/13*3													
Masao Asami			10/10*4														
Sakon Uda	Independent	Nomination Committee	14/14	16/16	1/1*5												
Hajime Sawabe	Independent	Compensation Committee	14/14		10/10												
Shozo Yamazaki	Independent	Audit Committee	14/14			14/14											
Hiroshi Oeda	Independent	Nomination Committee	14/14	16/16													
Masahiro Hashimoto	Independent	Compensation Committee, Audit Committee	14/14		9/9*3	14/14											
Junko Nishiyama	Independent	Audit Committee	10/10*4			10/10*3											
NEW Mie Fujimoto	Independent	Compensation Committee	Appointed in March 2020		Appointed in March 2020												
Tetsuji Fujimoto	Non-Executive	Audit Committee	14/14			14/14											

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

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

*3 At the meeting of the Board of Directors convened on March 28, 2019, the individual in question was newly appointed to the given committee. Accordingly, attendance figures pertain to committee meetings held after this date.

*4 At the 154th Ordinary General Meeting of Shareholders held on March 28, 2019, the individual in question was newly appointed to the position of Director. Accordingly, attendance figures pertain to Board of Directors meetings held after this date.

*5 Following the conclusion of the meeting of the Board of Directors convened on March 28, 2019, the individuals in question resigned from their position on the given committee. Accordingly, attendance figures pertain to committee meetings held prior to this date.

Board of Directors

(As of March 27, 2020)



Hiroshi Oeda ●
Lead Independent Director
Chairperson of
the Nomination Committee

Masahiro Hashimoto ●
Member of the Compensation
Committee and
the Audit Committee

Sakon Uda ●
Chairman of the Board of
Directors
Member of the Nomination
Committee

Mie Fujimoto ●
Member of the Compensation
Committee

Toichi Maeda
Chairman of the Company
Member of the Nomination
Committee

Hajime Sawabe ●
Chairperson of the Compensation
Committee

Masao Asami
President and Representative
Executive Officer

Shozo Yamazaki ●
Member of the Audit Committee

Junko Nishiyama ●
Member of the Audit Committee

Tetsuji Fujimoto
Chairperson of the Audit
Committee

● Independent Director

Brief Personal History of Directors

(As of March 27, 2020)



Toichi Maeda

Chairman of the Company,
Member of the Nomination
Committee

- Apr. 1981 Joined the Company
- Apr. 2007 Executive Officer
- Apr. 2010 Managing Executive Officer
- Apr. 2011 Head of Business Unit, Custom Pump Business Unit, Fluid Machinery & Systems Company
- Jun. 2011 Director
- Apr. 2012 President, Fluid Machinery & Systems Company
- Apr. 2013 President and Representative Director
- Jun. 2015 President and Representative Executive Officer*
- Mar. 2019 Chairman & Director (to present)
Member of the Nomination Committee (to present)



Masao Asami

Director, President and
Representative Executive
Officer

- Apr. 1986 Joined the Company
- Apr. 2010 Executive Officer
- Apr. 2011 Division Executive, Sales and Marketing Division, Precision Machinery Company
- Apr. 2014 Managing Executive Officer
- Jun. 2015 Managing Executive Officer*
- Apr. 2016 President, Precision Machinery Company
- Mar. 2019 Director (to present)
President and Representative Executive Officer (to present)



Shozo Yamazaki

Independent Director,
Member of the Audit
Committee

- Nov. 1970 Entered Tohatsu Awoki & Co. (currently Deloitte Touche Tohmatsu LLC)
- Sep. 1974 Registered as a certified public accountant (to present)
- Jul. 1991 Representative Partner, Tohatsu & Co. (currently Deloitte Touche Tohmatsu LLC)
- Jul. 2010 Chairman and President, The Japanese Institute of Certified Public Accountants
- Jul. 2013 Advisor, The Japanese Institute of Certified Public Accountants (to present)
- Apr. 2014 Professor, Tohoku University Accounting School
- Feb. 2015 Outside Audit & Supervisory Board Member, Tohoku University Venture Partners Co., Ltd. (to present)
- Jun. 2015 Director (to present)
Member of the Audit Committee (to present)
Outside Audit & Supervisory Board Member, Regional Economy Vitalization Corporation of Japan (to present)
- Jun. 2017 Outside Director, Sumitomo Mitsui Financial Group, Inc. (to present)



Hiroshi Oeda

Lead Independent Director,
Chairperson of the
Nomination Committee

- Apr. 1980 Joined Nisshin Flour Milling Inc. (currently Nisshin Seifun Group Inc.)
- Jun. 2009 Director, Nisshin Seifun Group Inc.
- Apr. 2011 Director and President, Nisshin Seifun Group Inc.
- Apr. 2015 Member of Management Council, Hitotsubashi University (to present)
- Apr. 2017 Director and Executive Advisor, Nisshin Seifun Group Inc.
- Jun. 2017 Corporate Special Advisor, Nisshin Seifun Group Inc. (to present)
President, Seifun Kaikan Inc. (to present)
- Dec. 2017 Member of the Japanese National Commission for UNESCO (to present)
- Mar. 2018 Director (to present)
Member of the Nomination Committee
- Jun. 2018 Outside Director, SEKISUI CHEMICAL CO., LTD. (to present)
- Mar. 2019 Chairperson of the Nomination Committee (to present)
- Jun. 2019 President, Hitotsubashi University Koenkai (to present)
- Mar. 2020 Lead Independent Director (to present)



Sakon Uda

Independent Director,
Chairman of the Board of
Directors, Member of the
Nomination Committee

- Apr. 1981 Joined Nippon Kokan K.K. (currently JFE Holdings, Inc.)
- Aug. 1989 Joined McKinsey & Company
- Feb. 2006 Executive Officer, Japan Post Holdings Co., Ltd.
- Oct. 2007 Senior Managing Executive Officer, Japan Post Holdings Co., Ltd.
First Executive Officer, Japan Post Service Co., Ltd. (currently Japan Post Co., Ltd.)
- May 2010 Professor, Kenichi Ohmae Graduate School of Business (to present)
- Jul. 2010 Executive Officer, Chief Operating Officer, The Tokyo Star Bank, Limited
- Jun. 2011 Director (to present)
- Sep. 2012 Counselor, Nuclear Damage Liability Facilitation Fund (currently Nuclear Damage Compensation and Decommissioning Facilitation Corporation)
- Apr. 2014 Dean, Faculty of Business Administration Professor, Business Breakthrough University (to present)
- Jun. 2014 Director, Business Breakthrough, Inc. (to present)
- Jun. 2015 Director, Public Utility Fund Japan-North America Medical Exchange Foundation
Chairperson of the Nomination Committee
- Jul. 2015 Lead Independent Director
- Apr. 2016 Vice President, Business Breakthrough University (to present)
- Sep. 2016 Advisor to Tokyo Metropolitan Government
Special advisor to the Tokyo Metropolitan Government Political Reform Headquarters
- Jun. 2017 Member of the Compensation Committee
- Jul. 2017 Executive Director, Public Utility Fund Japan-North America Medical Exchange Foundation (to present)
- Mar. 2019 Chairman of the Board of Directors (to present)
Member of the Nomination Committee (to present)



Hajime Sawabe

Independent Director,
Chairperson of the
Compensation Committee

- Apr. 1964 Joined Tokyo Denki Kagaku Kogyo K.K. (currently TDK Corporation)
- Jun. 1996 Director, Executive Vice President of Recording Device Business, TDK Corporation
- Jun. 1998 President & Representative Director, TDK Corporation
- Jun. 2006 Chairman & Representative Director, TDK Corporation
- Mar. 2008 Outside Director, Asahi Glass Co., Ltd. (currently AGC Inc.)
- Jun. 2008 Outside Director, TEIJIN LIMITED
Outside Director, Nomura Securities Co., Ltd.
- Jun. 2009 Outside Director, Nomura Holdings, Inc.
- Mar. 2011 Outside Audit & Supervisory Board Member, Nikkei Inc. (to present)
- Jun. 2011 Director, Chairman of the Board & Directors, TDK Corporation
- Oct. 2011 Councilor, Waseda University
- Apr. 2012 Executive Advisor, Japan Management Association
- Jun. 2012 Executive Advisor, TDK Corporation
- Jul. 2014 Vice President, Board of Trustees, Waseda University
- Jun. 2015 Outside Director, Japan Display Inc.
Director (to present)
Member of the Compensation Committee
- Jul. 2018 President, Board of Trustees, Waseda University (to present)
- Apr. 2019 Adviser of the Executive Board, Value Creation 21 (to present)
- Mar. 2020 Chairperson of the Compensation Committee (to present)



Masahiro Hashimoto

Independent Director,
Member of the
Compensation Committee
and the Audit Committee

- Apr. 1972 Joined The Daiwa Bank, Limited (currently Resona Bank, Limited)
- Nov. 1998 President, Bank Daiwa Perdana (Indonesia)
- Jul. 1999 General Manager of International Division, The Daiwa Bank, Ltd.
- Jun. 2001 Managing Director and General Manager of Financial Department, Dainippon Screen Mfg. Co., Ltd. (currently SCREEN Holdings Co., Ltd.)
- Jun. 2004 Senior Managing Director, Dainippon Screen Mfg. Co., Ltd.
- Jun. 2005 Representative Director, President and Chief Operating Officer, Dainippon Screen Mfg Co., Ltd.
- Apr. 2014 Vice Chairman, Dainippon Screen Mfg. Co., Ltd.
- Jun. 2015 Senior Advisor (part-time), Dainippon Screen Mfg. Co., Ltd.
- Apr. 2016 Industrial promotion advisor, Kumamoto Prefecture (to present)
- Mar. 2018 Director (to present)
Member of the Audit Committee (to present)
- Mar. 2019 Member of the Compensation Committee (to present)



Junko Nishiyama

Independent Director,
Member of the Audit
Committee

- Apr. 1979 Joined Lion Fat & Oil Co., Ltd. (currently Lion Corporation)
- Mar. 2006 Director, Finished Product Department, Purchasing Headquarters, Lion Corporation
- Mar. 2007 Director, Finished Product Purchasing, Production Coordinating Department No. 2, Production Headquarters, Lion Corporation
- Jan. 2009 Director, Packaging Engineering Research Laboratories, Research & Development, Headquarters, Lion Corporation
- Jan. 2014 Director, CSR Promotion Department, Lion Corporation
- Mar. 2015 Standing Corporate Auditor, Lion Corporation
- Mar. 2019 Advisor, Lion Corporation (to present)
Director (to present)
Member of the Audit Committee (to present)
- Jun. 2019 Outside Director, JACCS CO., LTD. (to present)



Mie Fujimoto

Independent Director,
Member of the
Compensation Committee

- Apr. 1993 Registered as an attorney (to present)
Joined New Tokyo Sogoh Law Office
- Jun. 2009 Outside Corporate Auditor, Kuraray Co., Ltd.
- Apr. 2015 Joined TMI Associates (to present)
- Jun. 2015 Outside Audit & Supervisory Board Member, SEIKAGAKU CORPORATION (to present)
- Jun. 2016 Outside Audit & Supervisory Board Member, Tokyo Broadcasting System Holdings, Inc. (Outside Audit & Supervisory Board Member, Tokyo Broadcasting System Television, Inc.) (to present)
- Mar. 2019 Outside Director, Kuraray Co., Ltd
- Mar. 2020 Director (to present)
Member of the Compensation Committee (to present)



Tetsuji Fujimoto

Director,
Chairperson of the Audit
Committee

- Apr. 1976 Joined the Company
- Apr. 2004 Executive Officer
Division Executive, Financing & Corporate Accounting, Corporate Group
- Jun. 2007 Director (to present)
- Apr. 2008 Managing Executive Officer
- Apr. 2011 Responsible for Group Management, Finance & Accounting and Internal Control
- Apr. 2012 President and Representative Director of EBARA Environmental Plant Co., Ltd.
Senior Managing Executive Officer
- Apr. 2013 President, Environmental Engineering Company
- Jun. 2015 Chairperson of the Audit Committee (to present)

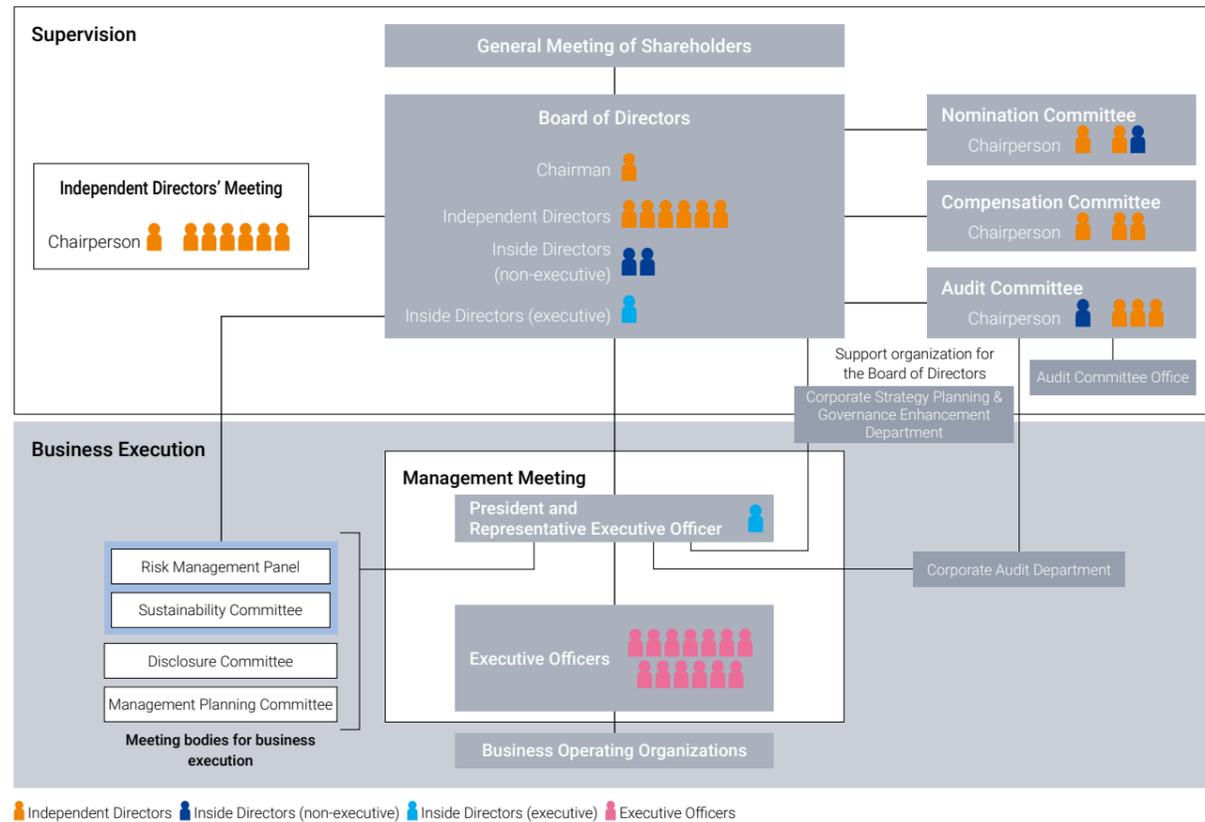
* Indicates *shikkou-yaku*, a Japanese legal term which refers to executive officers who are appointed by the Board of Directors to execute company policy and strategy. The role and legal title of such executive officers are described in the Companies Act of Japan, and as such they bear fiduciary duties to the Company.

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 all 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.

Based on this policy, Independent Directors play an important role in the corporate governance system of the Company, and the corporate governance system is centered on Independent Directors and Non-Executive Inside Directors. In addition, the Company incorporates the Company with Nominating Committee, etc., structure described in the Companies Act of Japan to ensure the clear separation between supervision and business execution.

Corporate Governance Systems (As of March 27, 2020)



Legend: ■ Independent Directors ■ Inside Directors (non-executive) ■ Inside Directors (executive) ■ Executive Officers

Major Initiatives Taken in the Fiscal Year Ended December 31, 2019

Important matters put to deliberation by the Board of Directors in the fiscal year ended December 31, 2019, included the establishment of a long-term vision and a new medium-term management plan. A significant amount of time was devoted to thorough discussion of the directives for the Company to follow over the next decade and the medium-term management

policies and strategies to be implemented over the first three years of this decade. As a result, the Board of Directors was able to engage in effective discussion based on an increased recognition of the important management issues for the Company over the medium to long term.

Major Items Discussed by the Board of Directors in the Fiscal Year Ended December 31, 2019	
<ul style="list-style-type: none"> ■ Formulation of long-term vision and new medium-term management plan ■ Establishment of annual management plan and KPIs for business segments ■ Monitoring of and follow-up on management plan progress of individual businesses 	<ul style="list-style-type: none"> ■ Medium- to long-term financial strategies and environmental targets ■ Cross-shareholdings policies ■ IR activity policies ■ Evaluation of the effectiveness of the Board of Directors and follow-up

Initiatives for Strengthening Corporate Governance

Around the turn of the century, the Company reacknowledged the importance and necessity of corporate governance systems. Since then, we have been introducing improvements to our governance systems in phases to facilitate the Company's sustainable growth and fulfill its social responsibilities. We will continue to improve our governance systems as necessary to achieve further improvements and move them toward the ideal state in which the Board of Directors can fully exercise its functions.

Evolution of EBARA's Corporate Governance System

	Start of corporate governance initiatives April 2002–March 2007	Commencement of governance reforms April 2007–March 2015	Development of frameworks to improve effectiveness April 2015–December 2018	Pursuit of further transparency and impartiality January 2019–
Governance				
Organizational format	Company with Board of Company Auditors	Company with Board of Company Auditors	06/15: Company with Three Committees	03/20: Membership of: • Appointment of Independent Director to Chairman of the Board of Directors • Reduction of number of Executive Inside Directors to 1 (President, Representative Executive Officer)
Committees		08/08: Voluntary establishment of Nomination / Compensation Advisory Committee 02/09: Membership of: • Nomination Advisory Committee: 2 Inside, 2 Independent • Compensation Advisory Committee: 2 Inside, 2 Independent	06/15: Establishment of Nomination / Compensation / Audit Committee as statutory committees under the Board of Directors 06/17: Membership of: • Nomination Committee: 2 Independent, 1 Inside • Compensation Committee: 3 Independent • Audit Committee: 3 Independent, 2 Inside	03/20: Membership of: • Nomination Committee: 2 Independent, 1 Inside • Compensation Committee: 3 Independent • Audit Committee: 3 Independent, 1 Inside
Chairman of the Board of Directors	President of the Company	06/13: Director, Chairman (Non-Executive Inside Director)		03/19: Independent Director
Separation of supervision and business execution	05/02: Introduction of Executive Officer System 06/02: Reduction of the number of Directors stipulated in the Articles of Incorporation (35 → 20) 06/05: Reduction of the number of Directors stipulated in the Articles of Incorporation (20 → 12)		06/15: Revision of rules of the Board of Directors to delegate greater authority to the business executive team	03/19: Reduction of the number of Executive Inside Directors (3 → 1)
Number of Members of the Board of Directors				
Directors	06/02: 20 → 06/05: 12	06/08: 12 → 06/11: 12	06/15: 14 → 06/17: 13	03/19: 11 → 03/20: 10
Independent Directors (of which, female)		06/08: 2 → 06/11: 4	06/15: 7 (2) → 06/17: 7 (1)	03/19: 7 (1) → 03/20: 7 (2)
Outside Audit & Supervisory Board members	06/01: 2	06/07: 3		
Directors' and Executive Officers' nomination	06/02: Shortening of term of directors from two years to one year	03/08: • Establishment of standards for evaluating independence of Independent Directors • Establishment of basic policies for Directors' and Executive Officers' nominations • Set of tenure limit of Directors and Executive Officers		10/19: Establishment of standards for average Board meeting attendance and number of concurrent positions at other companies held by Directors
Directors' and Executive Officers' compensation		05/09: • Establishment of Basic Policy on Directors' and Executive Officers' Compensation • Abolition of officer retirement benefit system • Introduction of share-based payment stock options	03/18: • Abolition of stock option system • Introduction of restricted stock compensation plan and performance-linked stock compensation plan	
Advisors			06/15: Abolition of the provision regarding advisors in Articles of Incorporation	
Evaluation of Board of Directors' effectiveness			06/16: Start of evaluations of the effectiveness of the Board of Directors 06/17: Addition of individual interviews into procedures for evaluating the effectiveness of the Board of Directors	
EBARA Corporate Governance Basic Policy			11/15: Establishment 11/18: Revision (addition of regulations regarding non-reappointment of President, etc.)	

Evaluation of the Board of Directors' Effectiveness

The Company believes it is necessary to work toward the best possible corporate governance systems and strive for improvement at all times. Since the fiscal year ended March 31, 2016, annual evaluations of the contributions and effectiveness of the

Board of Directors have been conducted and the results have been disclosed. The Company simultaneously works to resolve any issues that come to light.

Evaluation of the Board of Directors' Effectiveness in the Fiscal Year Ended December 31, 2019

Analysis and Evaluation Process

With the cooperation of an independent third-party, the Company had each Director complete a questionnaire and then held individual interviews with all of the Directors based on their responses to the questionnaire. The state and effectiveness of the Board of Directors was analyzed based on the results, and meetings were held in February and March 2020 to confirm the evaluation and future action items. The Company adopted a structure in which an Independent Director serves as the Chairman of the Board of Directors in March 2019. In Japan, it is still rare for Independent Directors to act in the position of Chairman, because of this and the importance of the position, the Company took particular care in performing an in-depth and multifaceted evaluation of the Chairman of the Board of Directors.

Questionnaires and Individual Interviews

Questionnaires are used to identify overarching trends pertaining to important matters concerning the effectiveness of the Board of Directors and the committees, and more in-depth evaluations of particularly important matters are performed through individual interviews.

Major Questionnaire Items	
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Status of operation of the three committees Support systems for Independent Directors Relationships with investors and shareholders Self-evaluations

Major Topics of Individual Interviews
<ul style="list-style-type: none"> View of businesses and management (business portfolio transformations, corporate functions) Opinions regarding the Board of Directors (discussions, Chairman of the Board of Directors, number and composition of Directors)

Summary of the Results of Analysis and Evaluation

It was found that the evaluation of the current state of operation of the Board of Directors and the Company's committees was generally high and that adequate discussion is being carried out on important issues at meetings of the Board of Directors and the committees, indicating that they are being operated appropriately. It was judged that recognition is rising with regard to

important medium- to long-term management issues for the Company and that effective discussions are taking place. Grounds for this judgment included initiatives for addressing and improving issues identified in the evaluation conducted in the fiscal year ended December 31, 2018, and the sufficient level of discussion regarding the long-term vision and new medium-term management plan at meetings of the Board of Directors. It was also confirmed that the Board of Directors was of an ideal scale and that the executive and oversight functions were clear. Factors contributing to this result included the decrease in the number of Inside Directors and the reduction of the number of Directors that serve concurrently as Executive Officers to one, namely the President. Furthermore, Independent Directors were determined to have an ideal mix of backgrounds, including corporate managers and legal and accounting specialists, and meetings attended solely by Independent Directors (the Independent Directors' Meeting) were identified as making large contributions to the facilitation of frank, open, and highly meaningful discussions at meetings of the Board of Directors. A high evaluation was also received with regard to the approach of operation of the Board of Directors with an Independent Director appointed as the Chairman of the Board of Directors.

Conversely, improvement was deemed necessary with regard to efforts to address long-term issues and respond to important issues in medium-term management plans. In addition, a need was identified for regular verification and ongoing follow-up of the status of the positioning and development of human resources and of internal systems for responding to the aforementioned issues along with proactive implementation of related measures. There was also a need for more extensive discussion of succession plans for Independent Directors.

Action to Be Taken

The evaluation of the Board of Directors conducted in the fiscal year ended December 31, 2019, identified a need for ongoing action in the following four areas in order to improve Board effectiveness.

<ul style="list-style-type: none"> Redoubling of support for ongoing verification, follow-up, and implementation of measures for addressing long-term issues contributing to the improvement of corporate value and important issues in the medium-term management plan Confirmation and verification of status of positioning and development of human resources and of internal systems for the purpose of responding to the aforementioned issues Enhancement of discussion on succession plans for Directors Periodic reviews of the size and composition of the Board of Directors

Nomination Committee



Members	3 (2 Independent Directors 1 Non-Executive Inside Director
Reason for appointment of chairperson	Hiroshi Oeda possesses a wealth of general corporate management experience, and he was appointed as chairperson of the Nomination Committee so that his substantial insight can be utilized.
Meetings in FY2019	16

Hiroshi Oeda Lead Independent Director, Chairperson of the Nomination Committee

The Nomination Committee is mainly responsible for deciding on the proposals to be submitted to the General Meeting of Shareholders concerning the appointment and dismissal of Directors, appointment and dismissal of the Chairman of the Board of Directors and committee members, recommendations to the Board of Directors concerning the appointment and dismissal of Executive Officers, and recommendations to the Board of Directors concerning the appointment and dismissal of Directors with special titles and Executive Officers with special titles (the President and the Chairman of the Company), in addition to succession planning for the President and Representative Executive Officer.

Succession Plan for the President and Representative Executive Officer

The establishment and implementation of the succession plan for the President and Representative Executive Officer is one of the most important tasks for the Nomination Committee. The Company's succession plan has two major characteristics. The first characteristic is that this plan is formulated primarily by the Nomination Committee, of which the current President is not a member. The second characteristic is that, 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 comprised of three Non-Executive Directors, including two Independent Directors and the Chairman of the Company. This membership ensures the objective selection of ideal candidates. The Company has a policy stating that excessive terms should be avoided for members of senior management (the President and the Chairman of the Company) and that individuals in these positions should be changed periodically. The upper limit for the term of the President is six years. The current President, who was appointed in March 2019,

was selected through a process of cultivating, evaluating, and narrowing down candidates that began three years prior.

Cultivation and Selection Process

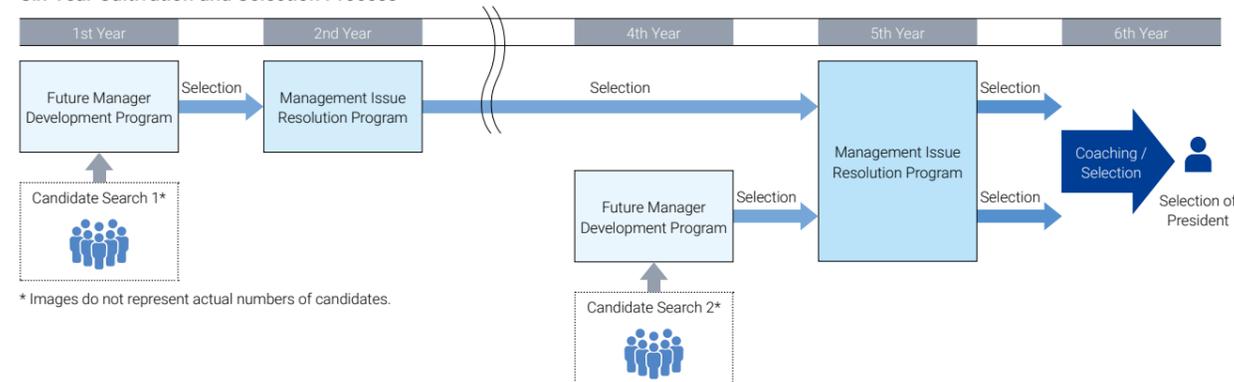
The Nomination Committee has formulated a new six-year succession plan for selecting the next President, and training on the cultivation and selection process for this plan commenced in 2019.

EBARA's succession plan begins with searching for candidates with the potential to fill the position of President in the future. A development program is then conducted to instill in candidates the basic skills expected of executives. This future manager development program includes discussions with managers from Japan and from overseas, coaching from external specialists on introspective thinking, and other provisions designed to cultivate the sense of commitment required of an executive while improving the viability of candidates. During this process, the individuals that will be advanced to the next step are chosen.

The next step of the plan is to have candidates address specific business issues via the management issue resolution program. Candidates who proceed to this stage are placed in positions that take them out of the area in which they have experience or have previously been responsible for through means such as transfer to another division. They are then expected to work to address actual management issues while experiencing various new aspects of business.

The candidates to be submitted to final consideration are selected from among the individuals that have excelled at this step. Final consideration candidates receive coaching on the mindset and thought processes necessary of the President from a professional executive coach and are expected to apply what they learn accordingly. Candidates are evaluated during the coaching process, and the results of these evaluations are reported to the Nomination Committee.

Six-Year Cultivation and Selection Process



The qualities required in the President include perseverance and passion in addition to other qualities expected of executives. Additional requirements are also defined based on the management circumstances at a given time. The final decision of who will become the next President is made by the Nomination Committee based on the degree to which the required qualities are possessed as well as on qualities such as flexibility and growth potential as decided based on the extent to which the candidate grew before and after receiving coaching.

In the fiscal year ended December 31, 2019, the future manager development program was implemented to foster basic executive skills among candidates as part of the first-year curriculum of the six-year succession plan. The next phase of activities in 2020 will entail a more practical program focused around problem-solving in business settings. The Nomination Committee will take part in and monitor the implementation of this program while offering advice on relocations and other measures for stimulating the growth of participants.

Compensation Committee



Members	3 (3 Independent Directors )
Reason for appointment of chairperson	Hajime Sawabe possesses an abundance of experience pertaining to general corporate management, is well versed in corporate planning, and has a rich background of serving as an outside director at other listed companies. He was appointed as chairperson of the Compensation Committee so that he can utilize his wide-ranging insight into various industries as he exercises leadership in the development of the Company's compensation systems.
Meetings in FY2019	10

Hajime Sawabe Independent Director, Chairperson 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 affiliates and other companies.

Revision of Compensation Systems

As one facet of its efforts to develop frameworks for pursuing its E-Vision 2030 long-term vision and implementing its E-Plan 2022 new medium-term management plan, the Company abolished positions such as Executive Officers with special titles, e.g., Managing Executive Officers and Senior Managing Executive Officers, in the fiscal year ending December 31, 2020. This move was designed to facilitate a consistent approach toward positioning and compensating employees based on their merits, instead of length of service or status, throughout the Company. We were thereby able to construct Executive Officer compensation systems attuned to the different roles of the President and Executive Officers comprised of basic compensation, short-term performance-linked compensation, restricted stock compensation, and performance-linked stock compensation.

Stock Compensation Plan Revision

In the fiscal year ended December 31, 2018, the Company replaced prior stock option plans with a restricted stock compensation plan and a performance-linked stock compensation plan to provide long-term incentives for Directors, Executive Officers, and certain employees of the Company as well as for certain directors and employees of subsidiaries. The restricted stock compensation plan was revised in the fiscal year ending December 31, 2020, to remove the transfer restrictions on applicable shares of stock the moment an individual ceases to hold their position as a director or an officer. This change was designed to encourage directors and officers to hold shares of the Company's stock and increase the degree to which they share the value of shareholders.

Total Amounts of Compensation for Directors and Executive Officers for the Fiscal Year Ended December 31, 2019

Position	Total compensation (Millions of yen)	Total compensation by type (Millions of yen)									
		Basic compensation		Short-term performance-linked compensation		Stock options		RS		PLS	
		Recipients	Amount	Recipients	Amount	Recipients	Amount	Recipients	Amount	Recipients	Amount
Directors of the Board (excluding Independent Directors)	208	4	114	4	26	4	16	4	45	4	5
Independent Directors	108	8	99	—	—	5	1	8	7	—	—
Executive Officers	749	16	349	14	220	15	30	16	76	16	72
Total	1,065	28	563	18	246	24	48	28	129	20	77

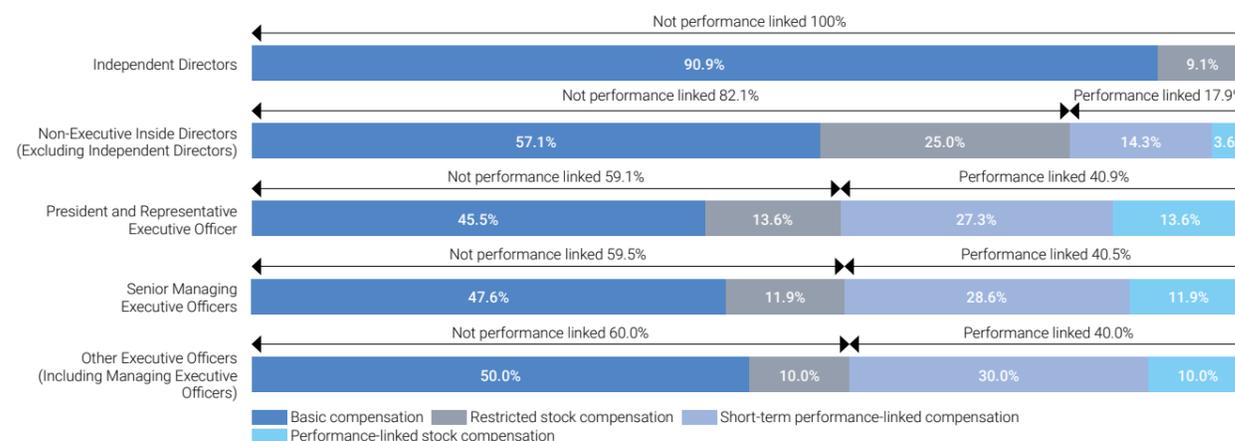
- Notes:
1. Compensation shown is the amount of compensation paid to Directors and Executive Officers in office as of December 31, 2019, for the term of office of each Director and Executive Officer for the fiscal year ended December 31, 2019, and compensation paid to the two Non-Executive Directors among the four Directors who retired at the conclusion of the 154th Ordinary General Meeting of Shareholders held on March 28, 2019, and the two Executive Officers who retired at the conclusion of the meeting of the Board of Directors held on the same day according to their terms of office over the period from January 2019 to the date of their resignation.
 2. Compensation paid to Executive Inside Directors is included in the Executive Officers compensation column.
 3. The amount of compensation paid to Executive Officers includes ¥103 million in compensation paid by subsidiaries to Executive Officers that serve concurrently as officers at subsidiaries.
 4. The basic compensation (limited to the performance-linked portion) of Non-Executive Inside Directors and bonuses of Executive Officers are calculated based on the performance of the EBARA Group, the performance of the relevant division, and an evaluation of the individual's performance in the fiscal year ended December 31, 2019, and amounts are determined individually after deliberation by the Compensation Committee.
 5. Short-term performance-linked compensation shown is the total amount of bonuses paid in March 2020 to Executive Officers in office as of December 31, 2019, for the fiscal year ended December 31, 2019.
 6. The stock option system was abolished in the nine-month period ended December 31, 2017, and a restricted stock compensation (RS) plan and a performance-linked stock compensation (PLS) plan were introduced in the fiscal year ended December 31, 2018.
 7. No new stock options were issued in the fiscal year ended December 31, 2019. However, the amount recorded as expenses during the fiscal year ended December 31, 2019, in association with stock options issued in previous fiscal years is listed.
 8. Restricted stock compensation shown combines the amount of restricted stock compensation paid in the fiscal year ended December 31, 2019, and the amount recorded as expenses during the fiscal year ended December 31, 2019, in association with restricted stock compensation paid in previous fiscal years.
 9. Performance-linked stock compensation shown is the amount of performance-linked stock compensation paid in May 2020 attributable to the fiscal year ended December 31, 2019.

Amounts of Compensation for Directors and Executive Officers Receiving Compensation Exceeding ¥100 Million for the Fiscal Year Ended December 31, 2019

Name	Total compensation (Millions of yen)	Total compensation by type (Millions of yen)				
		Basic compensation	Short-term performance-linked compensation	Stock options	RS	PLS
President and Representative Executive Officer Masao Asami	103	46	30	2	12	11

- Notes:
1. Short-term performance-linked compensation shown is the total amount of bonuses paid in March 2020 for the fiscal year ended December 31, 2019.
 2. No new stock options were issued in the fiscal year ended December 31, 2019. However, the amount recorded as expenses during the fiscal year ended December 31, 2019, in association with stock options issued in previous fiscal years is listed.
 3. RS shown combines the amount of restricted stock compensation paid in the fiscal year ended December 31, 2019, and the amount recorded as expenses during the fiscal year ended December 31, 2019, in association with restricted stock compensation paid in previous fiscal years.
 4. PLS shown is the amount of performance-linked stock compensation paid in May 2020 attributable to the fiscal year ended December 31, 2019.

Composition of Compensation Paid to Directors and Executive Officers (If 100% of the target for performance-linked compensation is achieved)



Audit Committee



Members	4 (3 Independent Directors 1 Non-Executive Inside Director
Reason for appointment of chairperson	Tetsuji Fujimoto has been appointed as the chairperson and a full-time member of the Audit Committee with the expectation that he will be able to utilize the experience he gained in positions at the Company in accounting, finance, and business divisions as he maintains an up-to-date and accurate understanding of the circumstances within the Company and quickly reflects changes in the operating environment in the audit activities of the Company to heighten their effectiveness.
Meetings in FY2019	14

Tetsuji Fujimoto Chairperson of the Audit Committee (Full-Time Non-Executive Inside Director)

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 2030 long-term vision and the E-Plan 2022 medium-term management plan.

Activities of the Audit Committee

- Discussions with Members of Executive Management
Members of the Audit Committee hold regular meetings with the President and Representative Executive Officer and with representatives of business units and corporate divisions to discuss and share recognition and information pertaining management issues and business risks with the executive branch.

■ 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.

■ On-Site Audits

On-site audits are performed at domestic and overseas offices, operating sites, and subsidiaries, and members of the Audit Committee observe audits by the Independent Auditor and internal audit divisions as necessary to confirm that internal control systems are functioning effectively at the Company and across the Group.

■ Major Areas Assessed by the Audit Committee in the Fiscal Year Ended December 31, 2019

Annual audit plans define items requiring intensive auditing alongside items audited every fiscal year. Major areas assessed by the Audit Committee in the fiscal year ended December 31, 2019, include the following.

- Evaluation of results of audits of operational execution by Executive Officers and others
- Evaluation of appropriateness of accounting procedures pertaining to important accounting items
- Identification of issues and confirmation of progress of the medium-term management plan
- Auditing of status of internal control system implementation and operation by the Company and Group companies

Collaborative Audits by Different Auditing Bodies

- Coordination with and Evaluation of Independent Auditor
Members of the Audit Committee coordinate with and confirm that the Independent Auditor is maintaining an independent position and performing effective audits. In addition, Audit Committee members receive reports from the Independent Auditor on the execution and findings of its audits. Furthermore, the Audit Committee conducts efficient audits by holding meetings with the Independent Auditor regularly and as needed for the mutual exchange of information and opinions.

Based on the judgment of the eligibility, independence, and overall capabilities of the Independent Auditor founded on the results of annual assessments of whether or not to reappoint the Independent Auditor, the Audit Committee proposed the reappointment of Ernst & Young ShinNihon LLC as the Independent Auditor for the fiscal year ending December 31, 2020, and examined the appropriate level of compensation.

■ Coordination with Internal Audit Division

The Audit Committee coordinates with the Internal Audit Division and divisions responsible for internal control, risk management, and compliance as well as with the auditors of Group companies.

Specifically, the Audit Committee holds meetings on a regular and as-needed basis to discuss the internal audit plans of the Internal Audit Division and arranges exchanges of information with risk management and compliance divisions. In addition, advice is offered to the executive branch as necessary.

Furthermore, Group Auditor Conferences, which are attended by auditors of subsidiaries, are held twice a year. At these conferences, full-time Audit Committee members and the heads of the Internal Audit Division as well as of internal control, risk management, compliance, and finance and accounting divisions attend to share information and receive business reports from the auditors of subsidiaries when necessary.

Operational Execution System

Executive Officers are appointed through resolutions by the Board of Directors. Executives are responsible for decisions and duties in the operational execution area assigned to them by the Board of Directors in accordance with the management policies established by the Board of Directors, such as the E-Vision 2030 long-term vision and the E-Plan 2022 medium-term management plan. In the fiscal year ending December 31, 2020, the Company has 14 Executive Officers, all of which are male, with one of them being of non-Japanese nationality. However, the Company is examining the possibility of appointing a female Executive Officer in the future from the perspective of diversity.

Process for the Appointment and Dismissal of Executive Officers

The Nomination Committee deliberates whether Executive Officer candidates selected by the President and Representative Executive Officer have suitable qualities and capabilities as Executive Officers and present the results of deliberation to the Board of Directors based on the Executive Officer appointment criteria and appointment procedures formulated through discussion by the Nomination Committee and approved by the Board of Directors. The Board of Directors makes decisions after receiving the deliberation results from the Nomination Committee.

Furthermore, in the event the performance of an Executive Officer (other than the President, Representative Executive Officer) does not meet the criteria specified in the Company's regulations, the Nomination Committee will propose to the Board of Directors not to reappoint the current Executive Officer until a specific reason is cited for this lack of performance.

Cross-Shareholdings

In principle, the Company does not hold cross-shareholdings. However, it is possible that the Company will hold shares of other companies only in cases in which it is determined that partnerships with investees through shareholding will contribute to the enhancement of the Group's corporate value. The rationale for cross-shareholding relationships is subject to regular examination by the Board of Directors based on the following items, and shareholdings deemed by the Board of Directors to no longer be rational shall be dissolved when appropriate by disposal or other means.

Matters Confirmed in Examination of Shareholding Rationale

- Importance of partnership with investee and necessity of continuation of relationship
- Appropriateness of returns and risks associated with the shareholding in comparison to cost of capital

Meeting Bodies for Business Execution

1. Management Meeting
The Management Meeting is comprised of all Executive Officers and tasked with performing the deliberation necessary for facilitating decision-making by the President, Representative Executive Officer with regard to important matters concerning the execution of business.
2. Management Planning Committee
In order to give form to the measures of the medium-term management plan in each fiscal year, the Management Planning Committee, which is chaired by the President, Representative Executive Officer and made up of all Executive Officers, deliberates, determines, and follows up on the budgets and management issue action plans of each organization on a quarterly basis.
3. Risk Management Panel
The Risk Management Panel, which is chaired by the President, Representative Executive Officer and membered by all Executive Officers, is responsible for overseeing risk management activities and performing deliberations and offering improvement instruction and support for this purpose.
4. Sustainability Committee*
The Sustainability Committee conducts deliberations on action policies for business and related support activities, sets KPIs and targets, and confirms results to guide the EBARA Group in contributing the sustainability of society and the environment and thereby improving corporate value through its business activities.
5. Disclosure Committee
The Disclosure Committee is a cross-organizational committee tasked with facilitating the impartial, timely, and accurate disclosure of corporate information, such as that pertaining to Groupwide occurrences, decisions, and financial information.

* In April 2020, the name of the CSR Committee was changed to the Sustainability Committee.

REFERENCE Cross-Shareholdings

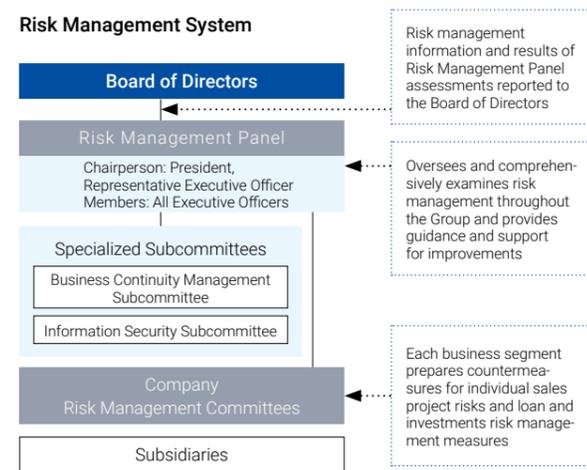
<https://www.ebara.co.jp/en/about/ir/Governance/cross-shareholdings/index.html>

Risk Management

Basic Approach

The EBARA Group systematically identifies and assesses risks that may arise from its business operations and implements measures to minimize negative impacts that may impact the ongoing survival and development of the Group. We are shifting from a system that focused on responding ad hoc to individual risks that emerge in the course of business to a more systematic approach that emphasizes continuous implementation of improvements to the system parallel to enacting risk control measures.

REFERENCE Basic Policy on Risk Management
https://www.ebara.co.jp/en/about/csr/social/risk_management/index.html



Major Risks and Countermeasures

When establishing the E-Vision 2030 long-term vision and the E-Plan 2022 medium-term management plan, the EBARA Group performed analyses of the risks that may occur during the course of its business through a scenario planning approach accounting for medium- to long term changes in social trends and operating environment conditions. In addition, regular Groupwide risk assessments are carried out with regard to the risks currently facing the Group. Through these assessments, we analyze the potential of materialization, degree of impact, and lingering risks likely to remain after the implementation of countermeasures for risks that can be judged to threaten the

Group when considering the characteristics of its business activities. The projected risks compiled through assessments are clearly reflected into the operations of the divisions with which these risks are associated after reevaluating risk response systems through surveys and interviews with the individuals responsible for relevant businesses. The major risks for the EBARA Group and the countermeasures being implemented are shown in the tables below organized by short-term and long-term risks and by market.

Short-Term Volatile Risks

Trends	Risks	Countermeasures
Political factors	• Unexpected restrictions and expenses in business activities due to impacts on economic and trade conditions stemming from intensification of trade friction between the United States and China, conflict in the Middle East, and the United Kingdom's decision to withdraw from the European Union	• Development of global supply chains and value chains accounting for risks
Sudden natural disasters and pandemics	Risks of adverse impacts to lives of employees and others, business continuity, or profit due to the following: • Earthquakes, volcanic eruptions, and other natural disasters • Fast-spreading pandemics	• Pre-assessment and preparation of BCPs by utilizing global network • Promotion of efficient and flexible work styles • Implementation measures to combat pandemics and prevent infection through coordination with industrial physicians
Foreign exchange rate fluctuations	• Increased costs as result of foreign exchange rate fluctuations diverging from forecasts	• Appropriate foreign exchange risk hedging measures including exchange contracts and foreign currency borrowings

Risks by Major Markets and Businesses

Trends	Risks	Countermeasures
Oil and gas markets: Fluid Machinery & Systems Business (pumps business, compressors and turbines business)	• Rapid impacts on profits due to demand fluctuations stemming from market condition changes or to large movements in prices brought about by monopolies • Pressure on earnings arising from surplus production capacity or other factors attributable to drops in order volumes or sales prices amid recessions	• Highly accurate resource management made possible through confirmation of leading indicators • Reduction of break-even point through lead time shortening, design and manufacturing automation, and other streamlining measures
Semiconductor market: Precision Machinery Business	• Risk of diminished market share due to lack of production capacity at EBARA and across the supply chain in times of strong economic conditions	
Domestic construction equipment market: Fluid Machinery & Systems Business (pumps business, chillers business)	• Deterioration of earnings following demand reductions and accompanying market contraction after the end of the Tokyo 2020 Olympic and Paralympic Games	• Competitive edge maintenance through differentiation of product development, focus on S&S operations, and cost reductions by means of operational streamlining • Shifting of resources toward global markets • Ongoing compliance education and internal audits
Domestic public infrastructure market: Environmental Plants Business	• Reduced orders attributable to consolidation of public facilities among domestic population decline • Lack of plant operation staff due to workforce contraction • Compliance issues including involvement in government-initiated bid collusion	

Long-Term Fluctuating Risks

Trends	Risks	Countermeasures
Global environmental and climate change	Operating environment changes due to phenomena such as the following: • Changes in economic conditions due to global warming • Intensification of typhoons, forest fires, and other natural disasters	• Projection of risks and opportunities and formulation of countermeasures based on diverse, long-term scenario analyses • Preparation of BCPs and implementation of drills for responding to natural disasters
Accelerated globalization	• Unexpected losses and reputation damages stemming from a lack of management insight and expertise pertaining to overseas transactions and bases	• Exhaustive Group governance and internal control measures • Global human resource development programs
Shrinking workforce in Japan	• Lack of human resources for continuing manufacturing operations and other supply chain risks • Product defect risks resulting from an inability to effectively transmit techniques and expertise to new employees	• Global human resource recruitment and supply chain optimization • Translation of expertise into explicit knowledge stored within organizations rather than solely in the minds of people



COVID-19 Response Measures and BCP Initiatives

In response to the global COVID-19 pandemic and the global emergency declaration by the World Health Organization, EBARA established a response headquarters in February 2020. Setting up frameworks to allow management to swiftly gather information, we proceeded to implement measures for halting the advance of the pandemic, such as promoting telework and others. These efforts were based on the instructions of relevant government authorities and had the health and safety of our employees and other stakeholders as their top priority.

When a member of the EBARA Group is found to have been infected with COVID-19, they are requested to comply with the local authorities and to quarantine at home or be hospitalized

for 14 days, in principle, while those deemed to have been in close contact with them are requested to quarantine at home for 14 days, in principle. If the infected member had been working at an EBARA facility, work may only begin again at that location after disinfection and other precautionary measures have been completed.

In the beginning of the pandemic, certain Group companies were forced to temporarily halt operation of their facilities in response to local government orders. However, operations at all facilities have been restarted in compliance with local government orders.

Global COVID-19 Pandemic Response Measures

Overseas Group Companies and Supply Chains	Domestic Businesses and Supply Chains	Organizations (Governance, Human Resource Divisions, etc.)
<ul style="list-style-type: none"> • Development of working frameworks for countries heavily impacted by the pandemic • Halting of operations in countries subject to lockdowns (operations resumed at all factories following alleviation of lockdowns) 	<ul style="list-style-type: none"> • Entrenchment of pandemic response measure awareness • Staggered workhours and other measures at factories 	<ul style="list-style-type: none"> • Introduction of staggered workhour systems • Rigorous management of daily employee health and pandemic response measures (encouragement of handwashing and disinfection and mask wearing, etc.) • Complete prohibition of domestic and overseas business trips except under special circumstances • Promotion of teleworking to the greatest degree possible
<ul style="list-style-type: none"> • Exhaustive supplier and process management • Securing of local resources to address restrictions on movement of people and employment of third-party inspection firms to perform on-site inspections • Project progress tracking and delivery negotiations performed on non-face-to-face basis 		

Compliance

Basic Approach

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. With this as the foundation, it is our basic policy to practice legal compliance along with faithful adherence to internal rules, social norms, and common sense and to act with good intentions and integrity.

Our company policies, rules, and regulations relating to risk management, which are based on the principle of spreading compliance awareness, guide us in creating systems for

detecting risks and preventing their realization and in establishing comfortable and open workplace environments.

REFERENCE EBARA Group Code of Conduct

https://www.ebara.co.jp/en/about/csr/ethics/corporate_ethics/index.html

REFERENCE Compliance System

<https://www.ebara.co.jp/en/about/ir/Governance/governance/index.html>

Priority Strategies and Progress

Measures implemented leading up to December 2019 included initiatives at domestic Group companies as well as anti-corruption precautions at overseas Group companies, such as

the expansion of external whistleblowing venues and the extension of anti-corruption e-learning programs to all overseas subsidiaries.

Priority Strategies	Principal Measures	FY2019 Progress
Establish frameworks and implement measures for ensuring compliance	• Implement Anti-Corruption Program across the Group	<ul style="list-style-type: none"> • Monitored status of relevant regulations at Group companies and provided guidance • Introduced comprehensive anti-corruption e-learning programs at 36 overseas Group companies • Instituted new guidelines at Group companies that incorporated policies for managing third-party entities from the perspective of anti-corruption
	• Establish overseas EBARA Group hotlines	<ul style="list-style-type: none"> • Expanded application of whistleblowing hotlines to overseas Group companies lacking external consultation venues (Total: 17 companies) China: 9 companies Vietnam: 1 company Indonesia: 2 companies Thailand: 2 companies Philippines: 1 company Brazil: 1 company (New) Colombia: 1 company (New) • Processed 2 reports
	• Entrench compliance awareness throughout the Group	<ul style="list-style-type: none"> • Transmitted and shared information through EBARA Group Compliance Network (domestic and Chinese subsidiaries) • Conducted trainings sessions for all employees on the "EBARA Way" and the EBARA Group Code of Conduct (participation rates of 99.0% at domestic Group companies and 82.0% at overseas Group companies)
Implement ongoing initiatives for improving capability of Group companies to independently manage and improve compliance and risk mitigation activities	• Prevent and quickly detect and address improper activities through swift response to consultations	<ul style="list-style-type: none"> • Processed 49 reports • Addressed an increased number of miscellaneous consultations that do not constitute official reports
	• Enhance compliance liaison member system to provide familiar workplace consultation venues	<ul style="list-style-type: none"> • Trained 96 compliance liaison members (52 at EBARA CORPORATION, 44 at domestic Group companies) • Stepped up communication with compliance liaison members 1. Integrated responses to consultation issues (8 in FY2019) 2. Upward trend of resolutions for consultation issues spearheaded by liaison members
Foster comfortable workplace environments founded on respect for human rights and diversity	• Promote respect for human rights and diversity in workplaces through activities of specialized divisions and compliance liaison members	<ul style="list-style-type: none"> • Unveiled EBARA Group Human Rights Policy and established EBARA Group Human Rights Committee • Posted human rights-related educational content on Company intranet (regarding Human Rights Week, requests for human rights slogans, educational materials, etc.) • Continued to participate in Global Compact Network Japan, the Industrial Federation for Human Rights, Tokyo, and other external organizations

Priority Strategies and Progress

Respect for Human Rights

■ Harassment Prevention Measures

The Company is establishing consultation hotlines and spreading understanding regarding these hotlines and their use in order to foster comfortable workplace environments and to heighten its in-house capacity for addressing issues.

REFERENCE EBARA Group Human Rights Policy and Human Rights System

https://www.ebara.co.jp/en/about/csr/social/human_rights/1209153_3116.html

In Japan, compliance consultation hotlines have been installed at Group companies, and consultations are addressed by the site at which the consultation is received (head office, Group company).

At overseas Group companies, we continue to reinforce overseas EBARA Group hotlines, which are designed to contribute to increasing transparency across Group companies, to bolster the internal whistleblowing hotlines of these companies, and to support healthy and autonomous operations.

Compliance Consultation Hotline Policies

1. Prevent improper activity from occurring
2. Quickly detect improper activity that may have occurred
3. Create comfortable workplace environments
4. Foster internal capabilities for resolving issues
5. Maintain the confidentiality of and protect those who consult

Consultations can be made by a wide range of stakeholders, including officers, employees and their family members, and business partners. After consultations are received, investigations are performed by internal compliance divisions, and the appropriate response is taken based on these investigations. Matters pertaining to the operation of consultation hotlines are reported to the Sustainability Committee, which sees participation by Directors, on an annual basis to facilitate appropriate oversight. In the fiscal year ended December 31, 2019, a total of two consultations were processed through overseas EBARA Group hotlines, while 49 consultations were processed in Japan, compared with 42 consultations in the fiscal year ended December 31, 2018.

In addition, 45 investigations were completed in the fiscal year ended December 31, 2019, of which 38 pertained to consultations regarding the workplace environment or other issues, 4 related to harassment claims, and 3 were for miscellaneous consultations. More than 80% of all consultations were related to workplace environment or other issues with the potential to lead to compliance risks.

Reports Processed through Domestic Compliance Consultation Hotlines in the Fiscal Year Ended December 31, 2019

	Reports processed in FY2019
New consultations	49
Consultations continuing from the previous fiscal year	9

■ Issues to continue being investigated in next fiscal year	13
■ Issues closed in FY2019	45



Going forward, the Group will continue its efforts to track risk information as promptly as possible and to prevent the occurrence or spread of damages. Particularly, we will focus on internally correcting potential legal violations.

Anti-Corruption

■ Implementation of Anti-Corruption Program across the Group
From the perspective of preventing corruption issues, the Anti-Corruption Program is being advanced primarily through the deployment and implementation of anti-corruption measures at Group companies.

In the fiscal year ended December 31, 2019, the anti-corruption e-learning programs that previously only targeted overseas subsidiaries in areas with high corruption risks were extended to all overseas subsidiaries in order to provide anti-corruption training tailored to specific corruption risks. These programs comprehensively targeted the members of management and employees of sales and other divisions to which corruption risk awareness was most pertinent and offered education on risks, such as those associated with interactions with government officials. We look to complete training for all applicable employees within the fiscal year ending December 31, 2020.

Anti-Corruption Training Statistics

	2018/12	2019/12
Applicable companies	21	36*1
Applicable employees	1,645	1,946
Rate of participation	98.9%	86.0%*2

*1 Number of companies at which training is to be completed within the fiscal year ending December 31, 2020
*2 Rate of participation as of December 31, 2020, training not yet completed as of May 31, 2020

REFERENCE Anti-Corruption Programs and Other Activities Concerning Anti-Corruption

<https://www.ebara.co.jp/en/about/csr/social/commitment/index.html>

■ Expansion of Overseas EBARA Group Hotlines

The number of companies with access to overseas EBARA Group hotlines increased to 17 in the fiscal year ended December 31, 2019, and we intend to expand the scope of applicable areas and enhance the operational status of these hotlines going forward.

Number of Overseas EBARA Group Hotlines

	2016/3	2017/3	2017/12	2018/12	2019/12
Total number of companies with hotline access	3	7	10	15	17

Executive Officers

(As of March 27, 2020)

Executive Officers



1
Masao Asami
 President and Representative Executive Officer

- Apr. 1986 Joined the Company
- Apr. 2010 Executive Officer
- Apr. 2011 Division Executive, Sales and Marketing Division, Precision Machinery Company
- Apr. 2014 Managing Executive Officer
- Jun. 2015 Managing Executive Officer*
- Apr. 2016 President, Precision Machinery Company
- Mar. 2019 Director (to present)
President and Representative Executive Officer (to present)

2
Nobuharu Noji
 Executive Officer,
 President, Fluid Machinery & Systems Company,
 Responsible for Chillers Business, Fluid Machinery & Systems Company

- Apr. 1984 Joined the Company
- Apr. 2006 Division Executive, Components Division, Precision Machinery Company
- Apr. 2008 Executive Officer
- Apr. 2011 Managing Executive Officer
- Apr. 2013 Division Executive, Standard Pump Business Division, Operations of Technology and Production, Fluid Machinery & Systems Company
- Jun. 2013 Director
- Apr. 2014 Division Executive, Standard Pump Business Division, Fluid Machinery & Systems Company
- Jun. 2015 Managing Executive Officer
Responsible for Chillers Business, Fluid Machinery & Systems Company (to present)
- Apr. 2017 Division Executive, Standard Pump Business Unit, Fluid Machinery & Systems Company
- Mar. 2018 Director
Senior Managing Executive Officer
President, Fluid Machinery & Systems Company (to present)
- Mar. 2020 Executive Officer* (to present)

3
Yoshiaki Okiyama
 Executive Officer,
 Division Executive, Standard Pump Business Division,
 Fluid Machinery & Systems Company,
 Chairman, Ebara Machinery (China) Co., Ltd.

- Apr. 1983 Joined the Company
- Apr. 2011 Executive Officer
- Apr. 2017 Division Executive, Strategy and Technology Management Division, Fluid Machinery & Systems Company
- Mar. 2018 Executive Officer
Division Executive, Standard Pump Business Division, Fluid Machinery & Systems Company (to present)
Chairman, Ebara Machinery (China) Co., Ltd. (to present)
- Mar. 2019 Managing Executive Officer
- Mar. 2020 Executive Officer* (to present)

4
Hideki Yamada
 Executive Officer,
 Division Executive, Custom Pump Division,
 Fluid Machinery & Systems Company,
 Chairman, EBARA MACHINERY ZIBO CO., LTD.

- Apr. 1985 Joined the Company
- Apr. 2008 General Manager, Global Sourcing Department, Custom Pump Business Division, Fluid Machinery & Systems Company
- Apr. 2011 General Manager, Procurement Control Department, Custom Pump Business Division, Fluid Machinery & Systems Company
- Apr. 2013 Executive Officer
- Apr. 2015 Deputy Division Executive, China and East Asia Department, Strategy and Technology Management Division, Fluid Machinery & Systems Company
Chairman, EBARA GREAT PUMPS CO., LTD.
- Apr. 2016 Division Executive, China and East Asia Department, Strategy and Technology Management Division, Fluid Machinery & Systems Company
- Jan. 2019 Division Executive, Industrial Pump Division, Fluid Machinery & Systems Company
- Oct. 2019 Managing Executive Officer
Division Executive, Custom Pump Division, Fluid Machinery & Systems Company (to present)
- Jan. 2020 Chairman, EBARA MACHINERY ZIBO CO., LTD. (to present)
- Mar. 2020 Executive Officer* (to present)

5
Akihiro Kida
 Executive Officer,
 Division Executive, System Business Division,
 Fluid Machinery & Systems Company

- Apr. 1984 Joined the Company
- Apr. 2011 Executive Officer
Deputy Head of Domestic Sales, Marketing & Service Business Unit, Fluid Machinery & Systems Company
- Jun. 2016 Executive Officer* (to present)
Head of Domestic Sales, Marketing & Service Business Unit, Fluid Machinery & Systems Company
- Apr. 2017 Division Executive, System Business Division, Fluid Machinery & Systems Company (to present)

6
Michael T. Lordi
 Executive Officer,
 Responsible for Compressors and Turbines Business,
 Fluid Machinery & Systems Company,
 Director CEO, Elliott Group Holdings, Inc.,
 CEO, Elliott Company

- Apr. 2016 COO, Elliott Group Holdings, Inc.
COO, Elliott Company
- Jan. 2019 Director CEO, Elliott Group Holdings, Inc. (to present)
CEO, Elliott Company (to present)
- Mar. 2020 Executive Officer* (to present)
Responsible for Compressors and Turbines Business, Fluid Machinery & Systems Company (to present)

* Indicates *shikkou-yaku*, a Japanese legal term which refers to executive officers who are appointed by the Board of Directors to execute company policy and strategy. The role and legal title of such executive officers are described in the Companies Act of Japan, and as such they bear fiduciary duties to the Company.

7
Atsuo Ohi
 Executive Officer,
 President, Environmental Engineering Company,
 Chairman and Representative Director of EBARA
 Environmental Plant Co., Ltd.

- Apr. 1981 Joined the Company
- Apr. 2008 Executive Officer
- Oct. 2008 Division Executive, Corporate Strategy Planning Division
- Apr. 2010 Managing Executive Officer
- Apr. 2011 Head of Business Unit, Global Marketing & Sales Business Unit, Fluid Machinery & Systems Company
- Apr. 2012 Vice President, Fluid Machinery & Systems Company,
Head of Business Unit, Global Pump Business Unit,
Fluid Machinery & Systems Company
- Jun. 2012 Director (to present)
- Apr. 2013 President, Fluid Machinery & Systems Company
- Apr. 2014 Senior Managing Executive Officer
- Jun. 2015 Senior Managing Executive Officer
- Mar. 2018 President, Environmental Engineering Company (to present)
President and Representative Director of EBARA Environmental Plant Co., Ltd.
- Jan. 2019 Chairman and Representative Director of EBARA Environmental Plant Co., Ltd. (to present)
- Mar. 2020 Executive Officer* (to present)

8
Tetsuji Togawa
 Executive Officer,
 President, Precision Machinery Company

- Apr. 1986 Joined the Company
- Apr. 2013 New Business Development Department, Precision Machinery Company
- Apr. 2014 Executive Officer
- Mar. 2019 Senior Managing Executive Officer
President, Precision Machinery Company (to present)
- Mar. 2020 Executive Officer* (to present)

9
Seiji Katsuoka
 Executive Officer,
 Division Executive, Equipment Division,
 Precision Machinery Company

- Apr. 1994 Joined the Company
- Apr. 2009 Executive Officer
- Apr. 2011 Division Executive, CMP Division, Precision Machinery Company (to present)
- Jun. 2016 Executive Officer* (to present)
- Jan. 2020 Division Executive, Equipment Division, Precision Machinery Company (to present)

10
Shu Nagata
 Executive Officer,
 Division Executive, Corporate Strategic Planning and
 Human Resources Division

- Apr. 1990 Joined the Company
- Oct. 2008 Managing Director of Ebara Pumps Europe S.p.A
- Apr. 2017 General Manager, Global Sales and Marketing Department, Standard Pump Business Division, Fluid Machinery & Systems Company
- Mar. 2018 Executive Officer* (to present)
Division Executive, Corporate Strategic Planning Division (to present)
- Mar. 2019 Division Executive, Human Resources Division
- Jan. 2020 Division Executive, Corporate Strategic Planning and Human Resources Division (to present)

11
Toru Nakayama
 Executive Officer,
 Division Executive, Legal, Internal Control and Risk
 Management and General Affairs Division

- Sep. 2014 Joined the Company
- Jan. 2018 Division Executive, Internal Control and Risk Management Division
- Mar. 2018 Executive Officer* (to present)
Division Executive, Legal, Internal Control and Risk Management and General Affairs Division (to present)

12
Akihiko Nagamine
 Executive Officer,
 Division Executive, Finance & Accounting Division

- Apr. 1982 Joined EBARA DENSAN LTD.
- Jun. 2006 Director of EBARA DENSAN LTD.
- Jul. 2010 Joined the Company General Manager, Investment and Affiliates Supervision Department, Finance & Corporate Accounting Division
- Apr. 2014 Division Executive, Finance & Accounting Division (to present)
- Apr. 2015 Executive Officer
- Jun. 2015 Executive Officer* (to present)
Responsible for Finance & Accounting, Group Management, and Internal Control

13
Hiroyuki Kowase
 Executive Officer,
 Division Executive, Information & Communication
 System Division

- Apr. 2014 Executive Officer and CIO General Manager, IT Promotion Headquarters, LIXIL Corporation
- Dec. 2015 Senior Managing Executive Officer and CIO General Manager, Information Systems Headquarters, LIXIL Corporation
- Jul. 2018 Deputy Chief Global Information Technology Officer, Department Director, ICT Strategy & Platform Department, Shiseido Company, Limited
- Dec. 2018 Joined the Company
- Apr. 2019 Division Executive, Information & Communication System Division (to present)
- Mar. 2020 Executive Officer* (to present)

14
Hiroshi Sobukawa
 Executive Officer,
 Responsible for Technologies, R&D & Intellectual
 Property, Division Executive, Advanced Technology
 Division, Precision Machinery Company

- Apr. 1987 Joined the Company
- Apr. 2015 Executive Officer
Division Executive, Advanced Technology Division, Precision Machinery Company (to present)
- Apr. 2017 Division Executive of Technologies, R&D Division
- Mar. 2019 Executive Officer* (to present)
Responsible for Technologies, R&D & Intellectual Property (to present)