

## 10-Year Financial Summary

Note: When two items are in the blue column, the left-hand side is the JGAAP term and the right-hand side is the IFRS term.

(Millions of yen)

	JGAAP						IFRS				
	2015/3	2016/3	2017/3	2017/12*1	2018/12	2019/12	2020/12	2020/12	2021/12	2022/12	2023/12
<b>Financial Results:</b>											
Orders	¥487,553	¥491,280	¥ 477,956	¥ 413,569	¥ 575,576	¥ 552,225	¥ 511,921	¥ 511,221	¥ 771,483	¥ 815,218	¥ 820,598
Net sales/Revenue	482,699	486,235	476,104	381,993	509,175	522,424	523,727	522,478	603,213	680,870	759,328
Operating income/Operating profit	34,567	38,011	29,995	18,115	32,482	35,298	37,879	37,566	61,372	70,572	86,025
Operating income to sales ratio/Operating profit to revenue ratio (%)	7.2	7.8	6.3	4.7	6.4	6.8	7.2	7.2	10.2	10.4	11.3
Profit attributable to owners of parent	23,580	17,254	20,587	9,531	18,262	23,349	24,473	24,236	43,616	50,488	60,283
Profit attributable to owners of parent on sales ratio (%)	4.9	3.5	4.3	2.5	3.6	4.5	4.7	4.6	7.2	7.4	7.9
Capital expenditures	15,846	15,729	22,675	12,386	19,364	34,369	32,295	35,047	22,758	27,597	40,699
Depreciation and amortization	13,038	11,610	13,739	11,923	15,266	15,132	15,963	19,872	21,435	24,067	26,590
R&D expenses	6,754	7,632	8,758	7,218	10,698	11,530	12,514	12,507	13,575	15,264	18,281
<b>Financial Position, Cash Flows*2:</b>											
Total assets*2, *3	¥570,392	¥579,860	¥ 588,457	¥ 612,919	¥ 591,592	¥ 595,239	¥ 621,578	¥ 644,711	¥ 719,736	¥ 828,049	¥ 913,900
Total net assets/Total equity	247,553	250,444	277,509	284,788	286,778	291,827	304,470	296,877	321,655	369,725	421,572
Shareholders' equity/Equity attributable to owners of parent*2,*4	239,058	241,016	271,356	277,955	279,640	283,651	296,232	289,564	312,310	359,966	409,875
Interest-bearing debt*2	121,500	120,126	96,531	114,592	79,137	80,986	76,143	98,350	112,046	119,333	145,249
Retained earnings*2	91,815	102,446	117,883	121,321	135,715	141,675	156,486	136,629	171,720	184,995	224,267
Cash flows from operating activities	11,296	21,528	33,816	44,157	34,610	26,720	64,234	68,848	72,858	37,070	70,012
Cash flows from investing activities	(15,894)	(14,344)	(18,563)	(7,906)	(15,927)	(24,077)	(29,071)	(29,200)	(31,361)	(38,324)	(35,625)
Cash flows from financing activities	(7,044)	(9,655)	(15,102)	11,296	(46,412)	(20,188)	(9,628)	(14,389)	(29,489)	(23,749)	(4,658)
Free cash flow	(4,597)	7,184	15,252	36,250	18,682	2,643	35,163	39,647	41,497	(1,254)	34,387
Cash and cash equivalents at end of period	95,604	91,185	90,683	139,102	110,556	93,351	120,544	120,544	136,488	116,137	148,059

\*1. At the 152nd Ordinary General Meeting of Shareholders held on June 23, 2017, it was resolved to change the Company's settlement date from March 31 to December 31. As a result, 2017/12 represents an irregular nine-month period aggregating performance from April 1 to December 31, 2017, for EBARA CORPORATION and consolidated subsidiaries that previously had a settlement date of March 31, and from January 1 to December 31, 2017, for consolidated subsidiaries that previously had a settlement date of December 31.

\*2. Effective January 1, 2019, the Company adopted "Partial Amendments to Accounting Standard for Tax Effect Accounting" (Accounting Standards Board of Japan (ASBJ) Statement No. 28, revised on February 16, 2018). Accordingly, figures for the fiscal year ended December 31, 2018, have been restated to reflect the adoption of this standard.

\*3. The provisional accounting treatment concerning business combinations implemented in the fiscal year ended March 31, 2016, was finalized in the fiscal year ended March 31, 2017, and the finalized details of the provisional accounting treatment have been reflected in total assets for the fiscal year ended March 31, 2016.

\*4. Shareholders' equity: Total net assets - (Subscription rights to shares + Non-controlling interests)

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(Millions of yen)

	JGAAP						IFRS				
	2015/3	2016/3	2017/3	2017/12*1	2018/12	2019/12	2020/12	2020/12	2021/12	2022/12	2023/12
<b>Stock Information*5,*6:</b>											
Number of issued shares (1,000 shares)	465,644	466,044	101,736	101,783	101,957	95,129	95,391	95,391	95,513	92,086	92,349
Cash dividends (yen)	¥ 12.00	¥ 12.00	¥ 36.00	¥ 45.00	¥ 60.00	¥ 60.00	¥ 90.00	¥ 90.00	¥ 163.00	¥ 193.00	¥ 229.00
Dividend yield (%)	2.4	2.6	1.7	1.0	2.4	1.8	2.7	2.7	2.5	4.1	2.7
Total return ratio (%)*7	23.6	32.3	28.1	48.0	33.3	24.8	35.0	35.4	35.2	35.2	35.0
Share buybacks	—	—	4	—	4,999	14,999	—	—	19,999	—	—
Total return ratio (%)	23.6	32.3	28.4	48.0	60.5	88.8	35.0	35.0	80.5	35.2	35.0
Earnings per share (EPS)/ Basic earnings per share (yen)*8	¥ 50.77	¥ 37.12	¥ 213.71	¥ 93.84	¥ 179.94	¥ 241.79	¥ 256.85	¥ 254.36	¥ 463.44	¥ 548.61	¥ 653.64
Book value per share (BPS)/ Equity attributable to owners of parent per share (yen)*9	514.38	518.16	2,672.19	2,735.94	2,795.72	2,981.91	3,106.10	3,036.19	3,395.50	3,910.07	4,439.60
<b>Financial Indicators:</b>											
Return on invested capital (ROIC) (%)*9	6.9	4.8	5.6	2.5	4.9	6.5	6.6	6.4	10.7	11.2	12.2
Return on equity (ROE) (%)*10	10.5	7.2	8.0	3.5	6.6	8.3	8.4	8.6	14.5	15.0	15.7
Debt-to-equity ratio (times)	0.51	0.50	0.36	0.41	0.28	0.29	0.26	0.34	0.36	0.33	0.35
Equity ratio/Equity attributable to owners of the parent (%)	41.9	41.6	46.1	45.3	47.3	47.7	47.7	44.9	43.4	43.5	44.8
Overseas sales ratio/Overseas revenue ratio (%)	53.6	52.2	52.7	60.1	55.0	55.3	55.0	54.8	59.0	62.7	64.3
Number of employees (persons)	16,030	16,270	16,317	16,219	16,556	17,080	17,480	18,372	19,095	19,629	19,629
Days sales outstanding (Days)	158	162	158	126	131	134	138	139	132	135	126
Days inventory outstanding (Days)	60	66	74	78	87	84	71	71	73	97	96
Day accounts payable turnover (Days)	83	87	92	86	90	84	90	90	90	93	73
Days cash conversion cycle (Days)	135	141	140	118	128	134	119	120	115	139	149

\*1. At the 152nd Ordinary General Meeting of Shareholders held on June 23, 2017, it was resolved to change the Company's settlement date from March 31 to December 31. As a result, 2017/12 represents an irregular nine-month period aggregating performance from April 1 to December 31, 2017, for EBARA CORPORATION and consolidated subsidiaries that previously had a settlement date of March 31, and from January 1 to December 31, 2017, for consolidated subsidiaries that previously had a settlement date of December 31.

\*5. EBARA CORPORATION conducted a consolidation of common shares at a rate of one share for every five shares with an effective date of October 1, 2016.

\*6. The Company carried out a 5-for-1 stock split of the common stock of the Company with a record date of June 30, 2024. The share price and per-share information are based on a pre-split basis.

\*7. When the annual dividend of ¥36 for the fiscal year ended March 31, 2017 (including an interim dividend of ¥6), is converted after the consolidation of shares, it is equivalent to ¥60 per share, consisting of an interim dividend of ¥30 and a year-end dividend of ¥30. Accordingly, the total return ratio is calculated based on an annual dividend of ¥60 per share.

\*8. EPS is based on the average number of shares outstanding (excluding treasury stock) during the fiscal year. BPS is calculated using the number of shares outstanding (excluding treasury stock) as of the end of the fiscal year.

\*9. ROIC: IFRS: Profit attributable to owners of parent / [(Interest-bearing debt (Average between beginning and end of period) + Equity attributable to owners of parent (Average between beginning and end of period))]

JGAAP: Profit attributable to owners of parent / [(Interest-bearing debt (Average between beginning and end of period) + Shareholders' equity (Average between beginning and end of period))]

\*10. ROE: IFRS: Profit attributable to owners of parent / Shareholders' equity (Average between beginning and end of period)

JGAAP: Profit attributable to owners of parent / Equity attributable to owners of parent (Average between beginning and end of period)

## Six-Year ESG Data

### Environment

	Data Coverage*1, 2, 3	2018/12	2019/12	2020/12	2021/12	2022/12	2023/12
Electricity consumption (MWh)**4	Ebara Group	193,461	206,113	214,036	219,432	218,058	219,996
Proportion of renewable energy used (%)**4	Ebara Group	—	—	1.5	2.0	2.1	20.4
GHG emissions (Scope 1, 2) (thousand tons)**4	Ebara Group	277	292	271	292	237	157
Water consumption (km <sup>3</sup> )	Ebara Group	992	1,053	1,153	1,088	1,085	1,020
Total waste (t)	Ebara Group	19,854	18,901	17,975	17,608	18,351	19,459
Material recycling rate (%)	EBARA CORPORATION and domestic Group	96.7	97.9	97.5	97.1	97.5	97.1
Landfill disposal rate (%)	Ebara Group	2.8	1.7	1.9	2.6	2.1	2.3
NOx emissions (t)	Ebara Group	16	9	18	16	18	20
SOx emissions (t)	Ebara Group	0.5	0.3	0.7	0.6	0.5	1.5

### Governance

Number of Directors	EBARA CORPORATION	13	11	10	10	10	11
Proportion of Independent Directors (%)	EBARA CORPORATION	54	63	70	70	70	72.7
Proportion of female Directors (%)	EBARA CORPORATION	7	9	20	30	30	27.3
Proportion of Independent Directors on the Nomination Committee (%)	EBARA CORPORATION	66.7	66.7	66.7	66.7	66.7	75
Proportion of Independent Directors on the Compensation Committee (%)	EBARA CORPORATION	100	100	100	100	100	100
Proportion of Independent Directors on the Audit Committee (%)	EBARA CORPORATION	60.0	60.0	75.0	66.7	66.7	66.7
Number of compliance consultations to hotlines (reports of suspected ethical/legal wrongdoing, possible human rights violations, etc.)	EBARA CORPORATION and domestic consolidated companies (excluding affiliates not accounted for by the equity method)	42	49	44	38	39	93
Number of compliance consultations to Ebara Group Hotlines (accepts reports of suspected ethical/legal wrongdoing, possible human rights violations, etc.)	22 overseas groups with hotlines in place	—	0	1	0	2	0

\*1. Ebara Group: Total figures for EBARA CORPORATION, domestic Group, and overseas Group.

\*2. Domestic Group: Companies numbers 2 to 4 and 6 to 8 in the ISO 14001 registration status details, as well as Ebara Byron Jackson Co., Ltd. and Ebara Shohnan Sports Center Inc.

\*3. Overseas Group: Data for sites with large environmental impacts, such as manufacturing

\*4. The scope of emissions data was adjusted to be in-line with fiscal reporting and previously excluded Group companies have been added to the data back to 2018.

## Six-Year ESG Data

Society	Data Coverage*1, 2, 3	2018/12	2019/12	2020/12	2021/12	2022/12	2023/12
Number of employees	Ebara Group	16,556	17,080	17,480	18,372	19,095	19,629
Number of Overseas employees	Overseas consolidated subsidiaries	8,678	9,148	9,404	10,332	10,769	10,928
Proportion of overseas employees (%)	Overseas consolidated subsidiaries	52	54	54	56	56	56
Proportion of female employees (%)	Ebara Group	16.4	16.5	16.3	15.6	16.2	16.4
Proportion of women in managerial positions (%)	Ebara Group	4.7	5.4	8.8	9.5	9.5	7.2
Proportion of non-Japanese employees (%)	EBARA CORPORATION	2.7	2.7	2.1	2.5	2.7	3.2
Proportion of employees with special needs (%)	EBARA CORPORATION and applicable Group companies	2.45	2.27	2.58	2.56	2.37	2.54
Proportion of locally hired staff in key positions outside of Japan (%)	Overseas consolidated subsidiaries	—	19	20	22	23	23
Proportion of locally hired female staff in key positions outside of Japan (%)	Overseas consolidated subsidiaries	—	—	5	5	7	8
Number of New hires (including new graduate & mid-career)	EBARA CORPORATION	198	218	189	239	373	481
Proportion of female new graduate hires (%)	EBARA CORPORATION	17.5	14.4	25.6	18.0	16.5	13.1
Proportion of non-Japanese new graduate hires (%)	EBARA CORPORATION	12.3	11.7	15.4	4.5	17.5	6.6
Proportion of female mid-career hires (%)	EBARA CORPORATION	13.1	10.3	13.9	14.1	13.8	21.2
Proportion of non-Japanese mid-career hires (%)	EBARA CORPORATION	1.1	0.9	6.9	6.3	5.1	6.7
Average years of service	EBARA CORPORATION, average for men and women	17.3	17.7	16.8	17.0	16.0	15.8
Global Engagement Survey Score (%)	Ebara Group	—	75	78	79	79	78
Paid holiday usage rate (%)	EBARA CORPORATION	72.60	81.35	70.70	75.85	80.95	85.09
Childcare leave acquisition rate for men (%)	EBARA CORPORATION	72.2	85.4	76.7	81.3	79.6	90.8
Proportion of employees that participated in a HRD program (%)	EBARA CORPORATION	80.5	72.1	70.5	64.8	60.6	71.1
Average cost per participant (\$)	EBARA CORPORATION	497.95	415.18	221.42	363.17	228.86	220.04
Average time spent in training per employee (days)	EBARA CORPORATION	1.5	1.6	0.9	1.1	0.8	0.9
Total recordable incident rate (TRIR) (%)	EBARA CORPORATION and domestic consolidated companies	3.69	3.53	3.13	3.09	2.62	2.84

\*1. Ebara Group: Total figures for EBARA CORPORATION, domestic Group, and overseas Group.

\*2. Domestic Group: Major domestic consolidated subsidiaries (approx. 97% of all domestic employees, excluding affiliates not accounted for by the equity method). Does not include data for EBARA CORPORATION.

\*3. Overseas Group: Major overseas consolidated subsidiaries (approx. 99% of all overseas employees, excluding affiliates not accounted for by the equity method). Some data may have a higher or lower coverage ratio due to exclusion of some companies for incomplete data entry.

## Corporate Profile / Stock Information (As of December 31, 2023)

### Corporate Profile

Company Name:	EBARA CORPORATION
Foundation:	November 1912
Head Office:	11-1, Haneda Asahi-cho, Ota-ku, Tokyo 144-8510, Japan
Phone:	+ 81-3-3743-6111
URL:	<a href="https://www.ebara.co.jp/en/">https://www.ebara.co.jp/en/</a>
Paid-in Capital:	¥80,489 million
Number of Employees (Consolidated):	19,629

### Stock Information

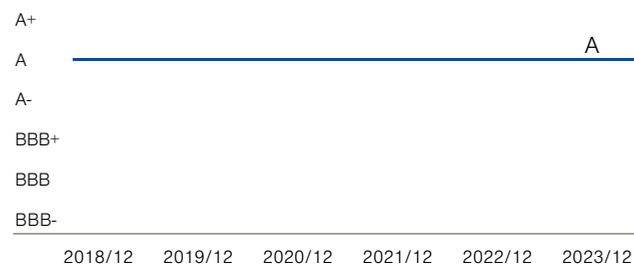
Securities Code:	6361 (Japan)
Number of Shares Issued:	92,349,082 (Common shares)*
Number of Shareholders:	23,819
Stock Listing:	Tokyo Stock Exchange Prime
Number of Shares Trading Unit:	100
Transfer Agent and Registrar:	Sumitomo Mitsui Trust Bank, Limited, 1-4-1, Marunouchi, Chiyoda-ku, Tokyo 100-8233, Japan
Accounting Auditor:	Ernst & Young ShinNihon LLC
Major Indices:	Nikkei Stock Average (Nikkei 225), JPX-Nikkei400, TOPIX

\* The Company carried out a 5-for-1 stock split of the common stock of the Company with a record date of June 30, 2024. The share price and per-share information are based on a pre-split basis.

### Credit Rating

R&I Issuer Rating:	A (as of December 2023)
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### Changes in Credit Rating

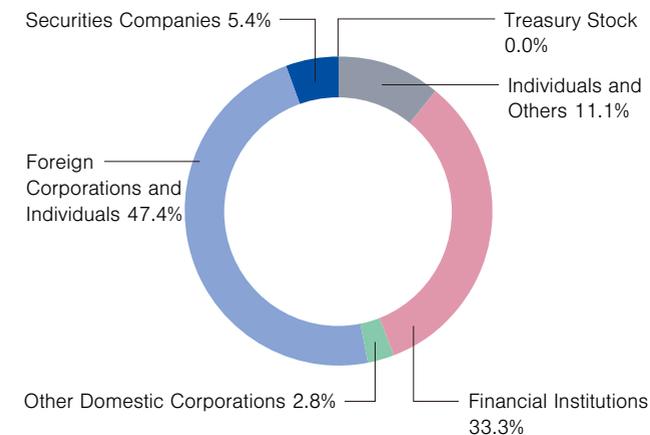


### Major Shareholder

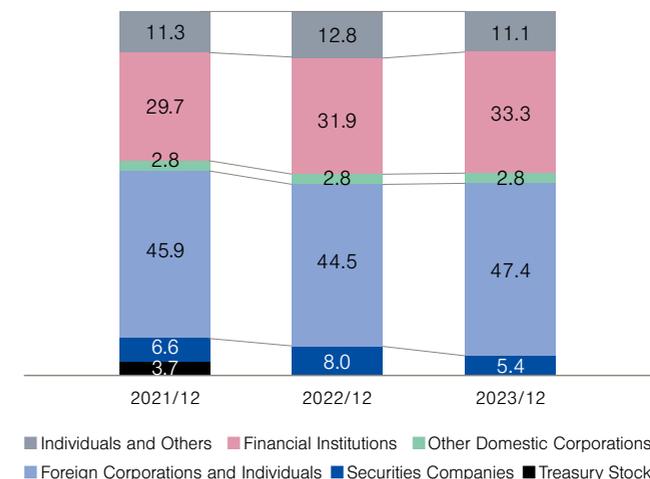
Shareholders' name	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	18.5
ICHIGO TRUST PTE. LTD.	10.7
Custody Bank of Japan, Ltd. (Trust Account)	7.8
BNYM AS AGT/CLTS NON TREATY JASDEC	3.3
JP MORGAN CHASE BANK 385781	1.7
SMBC Nikko Securities Inc.	1.5
SSBTC CLIENT OMNIBUS ACCOUNT	1.4
STATE STREET BANK WEST CLIENT - TREATY 505234	1.2
Nippon Life Insurance Company	1.1
THE EBARA HATAKEYAMA MEMORIAL FOUNDATION	1.1

Note: Treasury stock has been eliminated from the total number of shares issued in calculating the shareholding ratio.

### Composition of Shareholders



### Changes in Shareholder Distribution (Holding Ratio) (%)



## Corporate Profile / Stock Information

### 10-Year Total Shareholder Return Data



Note: The above graph displays total shareholder return reflecting dividends and stock price gains for investments commenced on December 31, 2013, over the period ending with December 31, 2023. For investment performance accounting for dividends and stock price gains from EBARA CORPORATION, investment amount on December 31, 2013, is indexed to 100. For indexes displayed for comparison (TOPIX dividends and TOPIX (Machinery)), projected dividend data is used and the same indexing method is employed.

\* Figures have been restated to reflect a consolidation of common shares at a rate of one share for every five shares conducted with an effective date of October 1, 2016

### 10-Year Total Shareholder Return Data

Stock / Index	1 year		3 years		5 years		10 years	
	Cumulative total	Annual						
EBARA CORPORATION	+81.7%	+81.7%	+165.1%	+38.4%	+267.6%	+29.7%	+177.9%	+10.8%
TOPIX	+28.3%	+28.3%	+41.1%	+12.1%	+78.9%	+12.3%	+127.8%	+8.6%
TOPIX (Machinery)	+35.6%	+35.6%	+31.8%	+9.6%	+95.0%	+14.3%	+125.6%	+8.5%

### Stock Price and Trading Volume



	2020/12	2021/12	2022/12	2023/12
Stock price at end of fiscal year (Yen)	3,370	6,390	4,720	8,348
High	3,570	6,710	6,950	8,735
Low	1,715	3,295	4,615	4,620
Trading volume (millions of shares)	117	136	110	105

### Stock-Related Data

	2020/12 IFRS	2021/12 IFRS	2022/12 IFRS	2023/12 IFRS
Price-earnings ratio (times)	13.25	13.79	8.60	12.77
Price-to-book ratio (times)	1.11	1.88	1.21	1.88
Number of issued shares (thousands of shares)	95,391	95,513	92,086	92,349
Market capitalization at end of fiscal year (billions of yen)	321.5	610.3	434.6	770.9

\* The Company carried out a 5-for-1 stock split of the common stock of the Company with a record date of June 30, 2024. The share price and per-share information are based on a pre-split basis.

## External Evaluations

### External Recognition Based on ESG Factors

Ebara has been selected for multiple ESG indices in Japan and overseas by various ESG rating agencies.

As of 2023, EBARA received an MSCI ESG Rating of AAA



THE USE BY EBARA CORPORATION OF ANY MSCI ESG RESEARCH LLC OR ITS AFFILIATES ("MSCI") DATA, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, RECOMMENDATION, OR PROMOTION OF EBARA CORPORATION BY MSCI. MSCI SERVICES AND DATA ARE THE PROPERTY OF MSCI OR ITS INFORMATION PROVIDERS, AND ARE PROVIDED 'AS-IS' AND WITHOUT WARRANTY. MSCI NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI.

**2023 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)**

**2023 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX**

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Certified as 3.5 stars in the 7th Nikkei Smart Work Management Survey



Certified as 3.5 Stars in the Fifth Nikkei SDGs Management Survey



Selected for the iSTOXX MUTB Japan Platinum Career 150 Index

### Recognition and Awards



Corporate Governance of The Year

Grand Prize Company for Corporate Governance of the Year 2023 from the Japan Association of Corporate Directors

Awarded fourth place in the 2023 JCGIndex Survey from the Japan Corporate Governance Research Institute

President Asami was awarded the Outstanding Leadership Award in Corporate Communications from the 38th Corporate Communications Awards (2022)



Awarded Rank 3 in the "Eruboshi" certification mark program



Certified as a 2024 Certified Health & Productivity Management Outstanding Organization (White 500) in the large enterprise category



Certified as a "Sports Yell Company 2024" by the Japan Sports Agency

### Participation in Initiatives



Human Capital Management Consortium



GX League



In support of



Established by UN Women and the UN Global Compact Office

## IR Communication

### Dialogue with Shareholders and Other Investors

Since 2015, we have published an integrated report to encourage further understanding of and to share our corporate value through dialogue with our stakeholders. Through the Ebara Group Integrated Report 2024, we intend to communicate to our shareholders, investors, and other readers our strengths and uniqueness, how we will grow to achieve our vision for 2030, what sort of economic value and social and environmental value we will create, and how we will become a corporate group as further demanded by society. We hope our readers can gain an even deeper understanding of the Ebara Group.

To that end, we have reorganized and repositioned some content that was previously disclosed within the context of our value creation story. First, we have revised the wording of our value creation story so that it is easier to understand, and we have explained how the three driving forces of synergy between core technologies and products, human resources and organizational culture, and internal and external collaboration and joint development are the sources of our capacity to create value. In addition, we attempted to visually depict the mechanism of creating a conglomerate premium. Our core technologies are refined and developed by providing solutions to our customers and receiving feedback from them, and those technologies are refined to improve existing business and create new businesses. We operate in multiple markets, so we can widely deliver value through the synergistic effects of those businesses. This is a distinctive strength of the Ebara Group.

Our report also focuses on efforts that integrate financial and non-financial aspects, such as ROIC management of innovative production and intellectual property. You will also find extensive information on how the Board of Directors is monitoring those efforts and dialogues they have had with the stock market.

As the Executive Officer in charge of the publication of this report, I hereby state that the processes for its preparation were properly conducted and that the statements contained within are accurate. We aim to use this report to enhance Ebara's corporate value by implementing the dialogue and opinions of our stakeholders into our management.



**Shugo Hosoda**

Responsible for the Publication of the Integrated Report, Executive Officer, CFO

### IR/SR Activities in 2023

Scope	Activities	Type	Times held
Analysts & institutional investors	Direct dialogue through briefings and individual meetings	Individual IR interviews	321
		Conferences and interviews sponsored by securities companies	36
		Financial results briefings	4
		Management meetings	3
		IR Days	2
		ESG briefing	1
Individual shareholders & individual investors	Direct explanations of business performance trends and business strategies by the head of the Public Relations Department, the Division Executive of the Finance and Accounting Division, or Company Executives	Briefings for individual investors sponsored by securities companies	2
		Briefings for individual shareholders	1

### External Evaluations of IR activities



Received the 2023 Best IR Award from and recognized as a Greatest IR Improvement Premium Company by the Japan Investor Relations Association



Daiwa Investor Relations  
Received a Commendation Award as part of the 2023 Internet IR Awards and a Commendation Award in the Sustainability category from Daiwa Investor Relations

A Company with Significant Improvements in Disclosure as part of the 28th (FY2022) Award for Excellence in Corporate Disclosure from the Securities Analysts Association of Japan



Awarded the Silver Prize, Ranked 2nd in Industry in the Gomez IR Site Ranking 2023

Our website was selected as an AAA Website in the All Markets Ranking of the 2023 All Japanese Listed Companies' Website Ranking by Nikko Investor Relations