

Founding Spirit of



Netsu to Makoto **(Passion and Dedication)**

Our mission is to contribute to society by providing products and services that support society, industry, and daily life.

Our mission begins with the spirit of *Netsu to Makoto* (Passion and Dedication).

Ebara Corporation was founded in 1912 by Issey Hatakeyama with the aim of spreading the use of the Inokuty-type volute pump. Applying the world-renowned volute pump research of Dr. Ariya Inokuty, Ebara sought to contribute to the modernization of Japan by producing the first domestically manufactured waterworks pumps, installing water infrastructure to prepare for natural disasters, and developing the first water purifiers for waterworks manufactured in Japan. Driven by the spirit of “Netsu to Makoto” (Passion and Dedication) to support the modernization of Japan and solve the problems facing society, Ebara has determined its mission is to contribute to society by providing products and services that support society, industry, and our daily lives. The spirit of “Passion and Dedication” that fuels our mission to contribute to society through our products and services remains alive in our employees today.

1912-

Development of the Ebara Group's Foundations

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

1945-

Ebara Technologies Responding to Social Demand

Ebara contributed to the stabilization of the lives of people in Japan after World War II by mass producing pumps for increasing food production and for farmland reclamation. In addition, we delivered the first domestically manufactured feed water pump for supercritical pressure power plants to help address power shortages. At the same time, the Group began exporting plant equipment and establishing overseas bases to lay the groundwork for its overseas expansion.

1980-

Ebara Technologies Permeating Society

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

2000-

Creating a New Governance-Oriented Structure

Despite steady business expansion and global expansion, the Company had a management crisis caused by withdrawal from a business overseas and compliance-related scandals. In order to restructure the Company's management, a series of governance reforms were implemented beginning in 2002, laying the foundation for the strong governance system in place today.

→ P97 Increasing corporate value through robust oversight and business execution

2010-

Centennial Anniversary and Pursuit of Future Growth

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

2020-

Continue to Contribute to Society and Become a Globally Excellent Company

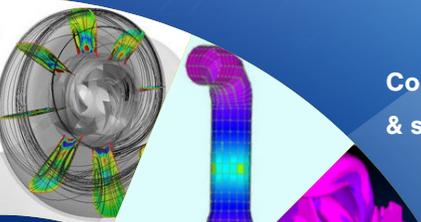
Under the slogan of “Technology. Passion. Support Our Globe,” we are enhancing our corporate value by simultaneously improving social and environmental value. In 2023, we are accelerating our efforts to achieve our long-term vision by moving from a product-based structure to one based on new segments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

Technology. Passion.

Expanding Business Domains

Ebara was founded over 110 years ago. Over that time, the Group has developed a unique line of products by combining core technologies that originated with the Inokuty-type centrifugal pump. We use these capabilities to support social infrastructure around the world and provide safe, comfortable, and affluent lifestyles.

Fluid analysis & control



Corrosion resistance
& structural strength

Vibration
& acoustics

Ebara's Core Technologies

Engineering

System control

Surface control

**Building
Service &
Industrial
Company**



Water Supply Units



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

Fans



Fans move gas and are essential for circulating fresh air and ventilating spaces like buildings and condominiums.

Chillers



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

**Energy
Company**



Boiler Feed Pumps



Thermal power plants generate electricity through generators directly attached to turbines, which are rotated using high-pressure steam. Boiler feed pumps supply high-temperature water to boilers to create this high-pressure steam.

Compressors and Steam Turbines



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

Cryogenic Products



Advanced technology and safety are crucial for pumps used in the transportation and storage of ultralow temperature liquefied natural gas (LNG), as well as for expanders used in the liquefaction process.

**Infrastructure
Company**



Agricultural Pumps



Essential equipment for transporting water in agricultural irrigation facilities, these pumps help provide a stable supply of water for agriculture.

Water Drainage Pumps



During incidences of heavy rains, rainwater is pumped to drain into rivers or the ocean to prevent flood damage to residential and agricultural areas.

Fans



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

**Environmental
Solutions
Company**



Waste Treatment Plants



Ebara supports the entire process of waste treatment plant operation starting from design and construction to operation, management, and maintenance, providing stable, safe, and secure facilities to support daily hygiene.

Biomass Power Generation Plants



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

**Precision
Machinery
Company**



Dry Vacuum Pumps



Used to create the vacuum environments needed in the semiconductor production process.

Gas Abatement Systems



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

CMP Systems



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

Precision Chillers



Used to control the temperature of semiconductor manufacturing equipment.

Support Our Globe.

Ebara's Presence

The Ebara Group has achieved growth and established its global position by continuing to meet society's needs. With the spirit of "Passion and Dedication" and our mission to support the world, we will continue to grow.

Top Global Share

Cryogenic pumps and expanders

The primary role of cryogenic products is to transport ultralow-temperature liquefied natural gas (LNG) at LNG liquefaction plants, which require exceptional technological prowess. Ebara boasts a distinguished global delivery track record in this field and has earned a position as a recognized global leader.



No.1

Domestic Share

Standard pumps and cooling towers

To date, Ebara's domestic factories have produced more than 19 million standard pumps. Through the widespread provision of pumps that address diverse needs, such as those pertaining to the supply of the water that is indispensable to our daily lives, we are supporting the development of industry and of comfortable living environments. We also supply equipment for air conditioning in buildings and public facilities and propose optimal solutions to customers through a system integrating everything from manufacturing to maintenance.



Waste treatment facilities we have been commissioned to operate and manage

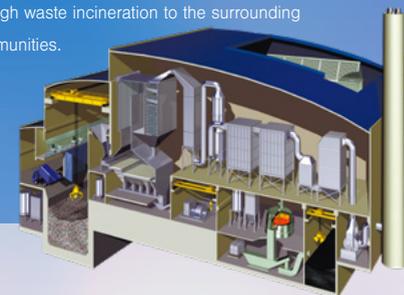
More than **80**

We have been commissioned to operate and manage more than 80 waste treatment facilities, and we are amassing operational and management know-how on a daily basis. Drawing on this expertise, the Remote Support Center checks the operational status of waste treatment facilities in real time and it provides technical assistance with operations and assistance with optimization.

Waste treatment facilities delivered worldwide

More than **500**

We have delivered more than 500 waste treatment facilities as a one-stop service for the design, construction, operation, and maintenance of waste treatment facilities. In addition, we contribute to the local production and consumption of energy by returning the power generated through waste incineration to the surrounding communities.



More than **3,000** CMP systems shipped to date

We manufacture CMP systems, which are indispensable for the miniaturization and stacking of semiconductors. These systems are used to polish semiconductor wafers with nano-level precision, thereby helping meet the high-level demands of semiconductor manufacturing processes while supporting the evolution of semiconductors by accommodating constant technological progress.



Top Global Share

Compressors for downstream oil and gas plants



Our compressors are a central component of oil refineries and petrochemical plants and are used to compress the gases emitted during crude oil and natural gas production. We offer a wide lineup of compressors matched to various customer needs and processes.

Drainage pump stations in Japan where drainage pumps are utilized

More than **1,000** sites

We deliver large drainage pumps to drainage pump stations throughout Japan. These pumps discharge rainwater from torrential downpours and typhoons into rivers and the sea, protecting urban areas from flooding. The importance of drainage pump stations has increased over the past few years due to the effects of increasingly extreme weather, and our drainage pumps are allowing people to live in safety and security.

Ebara's Strengths



(Passion and Dedication)

Ebara's unique human resources and organizations

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

Business Creation

→ P18



Technological Capabilities

Advanced and highly reliable

Strategic Table of Technological Capabilities

Map of Technical and Organizational Capabilities

→ P34



Ability to Solve Social Issues

Contributing to a sustainable society

5 Companies by Target Market

New Businesses

→ P63



Profitability & Efficiency

Achieving a high level of sound growth

ROIC Management

Maximize TSR

→ P26



Transparency

Conscientious management starting with stakeholders

Continuous Governance Reforms

Governance to Value

→ P97



Dialogue

Creating value with society

Enhancing ESG management

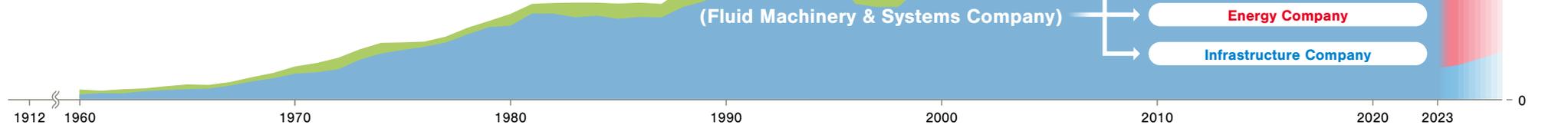
Focusing on IR activities

→ P118

Developing earning power by “facilitating lifestyles and industry” and via the Ebara Way

The Ebara Group has built trust with industry and the capital markets by honing its core technologies. E-Plan 2022 is our medium-term management plan that sought to reconstruct the foundations of growth. We achieved the goals of E-Plan 2022 one year ahead of schedule, and we are now moving forward with E-Plan 2025, which seeks to create value from customers' perspectives. With the passion and dedication that is typical of Ebara, we will engage in sincere dialogue with stakeholders and continue to take on the challenge of increasing corporate value.

Revenue



Ebara Group Business Ethics Framework

Founding Spirit of Passion and Dedication

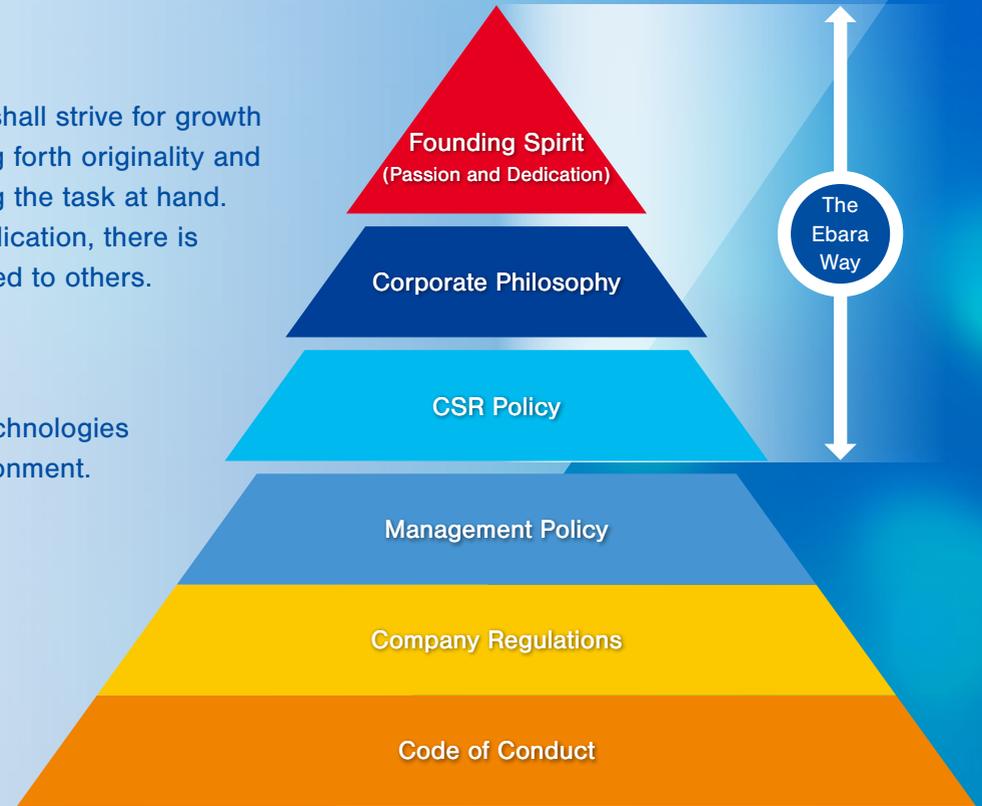
Both employees and the Company shall strive for growth with passion and dedication to bring forth originality and ingenuity, rather than simply fulfilling the task at hand. When working with passion and dedication, there is nothing that cannot be communicated to others.

Corporate Philosophy

We contribute to society through high-quality technologies and services relating to water, air, and the environment.

CSR Policy

We seek to foster trust with our valued stakeholders by conducting our business with a strong sense of ethics.





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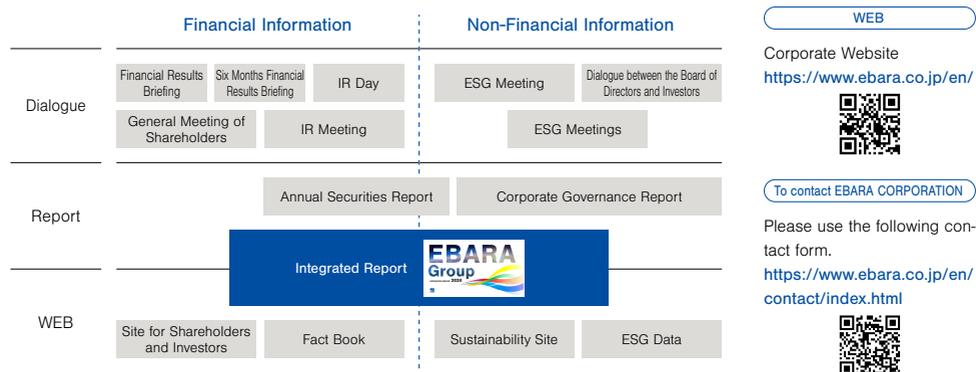
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Editorial Policy

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

Overview of Disclosures by Communication Medium



- Company References** “Ebara” and “the Company” refer to EBARA CORPORATION while “the Ebara Group,” “the Group,” or “we” refer to EBARA CORPORATION and its domestic and overseas subsidiaries and affiliates.
- Target Readers** All stakeholders of the Ebara Group
- Reporting Period** The fiscal year ended December 31, 2023 (January 1, 2023 to December 31, 2023)
 Notice will be provided when it differs from the period covered.
- Scope of Reporting** EBARA CORPORATION and its subsidiaries (of which 113 are consolidated), three affiliates, and one jointly controlled company that collectively comprise the Ebara Group (as of December 31, 2023). Notice will be provided when the scope of data collection differs from the above.
- Japanese Publication Date** June 28, 2024

Cautionary Statement with Regard to Forward-Looking Statements

Certain of the statements made in this integrated report are forward-looking statements, which involve certain risks and uncertainties that could cause actual results to differ materially from those projected. Readers are cautioned not to place undue reliance on these forward-looking statements, which are valid only as of the date thereof. Ebara undertakes no obligation to republish revised forward-looking statements to reflect events or circumstances after the date hereof or to reflect the occurrence of unanticipated events.

Stakeholder Engagement

In corporate management, creating value with diverse stakeholders, including customers, shareholders/investors, business partners, local communities, and employees, is important. We believe that a strong partnership with all stakeholders is essential for the sustainable growth of the Ebara Group. We will continue to work on creating new value by collaborating with and engaging in dialogue with our stakeholders.

| Multi-stakeholder Policy | | |
|---|---|--|
| https://www.ebara.co.jp/en/sustainability/think/information/stakeholders.html | | |
| Stakeholders | Engagement Venues | Outcomes |
| Customers | <ul style="list-style-type: none"> Daily communication through sales divisions Information Provision via catalogs and websites Responses to questions and feedback through call centers | <ul style="list-style-type: none"> Supply of products that match customers' needs through provision of finely tuned solutions Contribution to the resolution of social issues through effective water resources usage and efficient energy use as customers utilize Ebara products |
| Shareholders and Investors | <ul style="list-style-type: none"> Information disclosure and communication through the General Meeting of Shareholders and financial results presentation meetings Timely disclosure via integrated reports, financial reports, websites, and other venues Factory tours, IR Days and ESG presentation meetings | <ul style="list-style-type: none"> Increased trust in management Diligent communication of feedback to management for improving business activities <div style="text-align: center; background-color: #0056b3; color: white; padding: 5px; border-radius: 10px;"> → P118 IR Communication </div> |
| Business Partners | <ul style="list-style-type: none"> Daily communication with product component, material, and service suppliers through procurement divisions and requests for adherence to CSR Procurement Guidelines Response to questions and input from partners Support for training at partner locations | <ul style="list-style-type: none"> Superior product quality and safety Competitive prices Stable supply of products and services with reliable delivery periods Enhanced collaborative value creation partnerships |
| Local Communities | <ul style="list-style-type: none"> Coordination with community members and local companies Joint research with universities Open innovation with local groups through EOL (EBARA Open Laboratory) | <ul style="list-style-type: none"> Strong relationships with residents of areas surrounding business sites Development of technologies and higher-quality products and services Wider pool of human resource candidates Enhanced collaborative value creation partnerships |
| Employees | <ul style="list-style-type: none"> Opportunities for dialogue with management through President Dialogue Meetings, educational lectures, and other programs Regular communications with labor unions | <ul style="list-style-type: none"> Corporate culture encouraging competition and embracing challenge Improved employee motivation and performance Workplace supporting employee physical and mental health |