

10-Year Financial Summary

REFERENCE Fact Book <https://ebaracorp.com/global-en/ir/library/factbook/>

(Millions of yen)

| | JGAAP | | | | | | IFRS | | | | |
|---|-----------|----------|-----------|----------|----------|----------|----------|----------|----------|----------|------------------|
| | 2016/3 | 2017/3 | 2017/12*1 | 2018/12 | 2019/12 | 2020/12 | 2020/12 | 2021/12 | 2022/12 | 2023/12 | 2024/12 |
| Financial Results | | | | | | | | | | | |
| Orders | 491,280 | 477,956 | 413,569 | 575,576 | 552,225 | 511,921 | 511,221 | 771,483 | 815,218 | 820,598 | 860,579 |
| Revenue (Net sales) | 486,235 | 476,104 | 381,993 | 509,175 | 522,424 | 523,727 | 522,478 | 603,213 | 680,870 | 759,328 | 866,668 |
| Operating income/Operating profit | 38,011 | 29,995 | 18,115 | 32,482 | 35,298 | 37,879 | 37,566 | 61,372 | 70,572 | 86,025 | 97,953 |
| Operating income to sales ratio/Operating profit on revenue ratio (%) | 7.8 | 6.3 | 4.7 | 6.4 | 6.8 | 7.2 | 7.2 | 10.2 | 10.4 | 11.3 | 11.3 |
| Profit attributable to owners of parent | 17,254 | 20,587 | 9,531 | 18,262 | 23,349 | 24,473 | 24,236 | 43,616 | 50,488 | 60,283 | 71,401 |
| Profit attributable to owners of parent on sales ratio (%) | 3.5 | 4.3 | 2.5 | 3.6 | 4.5 | 4.7 | 4.6 | 7.2 | 7.4 | 7.9 | 8.2 |
| Capital expenditures | 15,729 | 22,675 | 12,386 | 19,364 | 34,369 | 32,295 | 35,047 | 22,758 | 27,597 | 40,699 | 58,630 |
| Depreciation and amortization | 11,610 | 13,739 | 11,923 | 15,266 | 15,132 | 15,963 | 19,872 | 21,435 | 24,067 | 26,590 | 30,011 |
| R&D expenses | 7,632 | 8,758 | 7,218 | 10,698 | 11,530 | 12,514 | 12,507 | 13,575 | 15,264 | 18,281 | 20,524 |
| Financial Position*2, Cash Flows | | | | | | | | | | | |
| Assets | 579,860*3 | 588,457 | 612,919 | 591,592 | 595,239 | 621,578 | 644,711 | 719,736 | 828,049 | 913,900 | 1,005,085 |
| Total net assets (Total equity) | 250,444 | 277,509 | 284,788 | 286,778 | 291,827 | 304,470 | 296,877 | 321,655 | 369,725 | 421,572 | 485,336 |
| Equity attributable to owners of parent (Shareholders' equity *4) | 241,016 | 271,356 | 277,955 | 279,640 | 283,651 | 296,232 | 289,564 | 312,310 | 359,966 | 409,875 | 473,277 |
| Interest-bearing debt | 120,126 | 96,531 | 114,592 | 79,137 | 80,986 | 76,143 | 98,350 | 112,046 | 119,333 | 145,249 | 150,433 |
| Retained earnings | 102,446 | 117,883 | 121,321 | 135,715 | 141,675 | 156,486 | 136,629 | 171,720 | 184,995 | 224,267 | 272,382 |
| Cash flows from operating activities | 21,528 | 33,816 | 44,157 | 34,610 | 26,720 | 64,234 | 68,848 | 72,858 | 37,070 | 70,012 | 100,940 |
| Cash flows from investing activities | (14,344) | (18,563) | (7,906) | (15,927) | (24,077) | (29,071) | (29,200) | (31,361) | (38,324) | (35,625) | (48,554) |
| Cash flows from financing activities | (9,655) | (15,102) | 11,296 | (46,412) | (20,188) | (9,628) | (14,389) | (29,489) | (23,749) | (4,658) | (31,915) |
| Free cash flow | 7,184 | 15,252 | 36,250 | 18,682 | 2,643 | 35,163 | 39,647 | 41,497 | (1,254) | 34,387 | 52,386 |
| Cash and cash equivalents at end of period | 91,185 | 90,683 | 139,102 | 110,556 | 93,351 | 120,544 | 120,544 | 136,488 | 116,137 | 148,059 | 171,031 |

*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 | | | | |
|--|---------|---------|-----------|---------|---------|---------|---------|---------|---------|---------|-----------------|
| | 2016/3 | 2017/3 | 2017/12*1 | 2018/12 | 2019/12 | 2020/12 | 2020/12 | 2021/12 | 2022/12 | 2023/12 | 2024/12 |
| Share Data*2 *3 | | | | | | | | | | | |
| Number of issued shares (1,000 shares) | 466,044 | 508,680 | 508,916 | 509,785 | 475,645 | 481,955 | 481,955 | 477,565 | 460,460 | 461,745 | 462,055 |
| Cash dividends (yen) | 12.0 | 12.0 | 9.0 | 12.0 | 12.0 | 18.0 | 18.0 | 32.6 | 38.6 | 45.8 | 55.0 |
| Dividend yield (%) | 2.6 | 1.7 | 1.0 | 2.4 | 1.8 | 2.7 | 2.7 | 2.5 | 4.1 | 2.7 | 2.2 |
| Consolidated payout ratio (%) | 32.3 | 28.1 | 48.0 | 33.3 | 24.8 | 35.0 | 35.4 | 35.2 | 35.2 | 35.0 | 35.6 |
| Share buybacks | — | 4 | — | 4,999 | 14,999 | — | — | 19,999 | — | — | — |
| Total return ratio (%) | 32.3 | 28.4 | 48.0 | 60.5 | 88.8 | 35.0 | 35.4 | 80.5 | 35.2 | 35.0 | 35.6 |
| EPS: Basic earnings per share (Earnings per share) (yen)*4 | 37.12 | 42.74 | 18.77 | 35.99 | 48.36 | 51.37 | 50.87 | 92.69 | 109.72 | 130.73 | 154.62 |
| BPS: Equity attributable to owners of parent per share (Book value per share) (yen)*5 | 518.17 | 534.44 | 547.19 | 559.14 | 596.38 | 621.22 | 607.23 | 679.10 | 782.01 | 887.92 | 1,024.60 |
| Financial Indicators | | | | | | | | | | | |
| Return on invested capital (ROIC) (%)*6 | 4.8 | 5.6 | 2.5 | 4.9 | 6.5 | 6.6 | 6.4 | 10.7 | 11.2 | 12.2 | 12.2 |
| Return on equity (ROE) (%)*7 | 7.2 | 8.0 | 3.5 | 6.6 | 8.3 | 8.4 | 8.6 | 14.5 | 15.0 | 15.7 | 16.2 |
| Debt-to-equity ratio (times) | 0.50 | 0.36 | 0.41 | 0.28 | 0.29 | 0.26 | 0.34 | 0.36 | 0.33 | 0.35 | 0.32 |
| Equity attributable to owners of the parent (Equity ratio) (%) | 41.6 | 46.1 | 45.3 | 47.3 | 47.7 | 47.7 | 44.9 | 43.4 | 43.5 | 44.8 | 47.1 |
| Overseas revenue ratio (Overseas sales ratio) (%) | 52.2 | 52.7 | 60.1 | 55.0 | 55.3 | 55.0 | 54.8 | 59.0 | 62.7 | 64.3 | 66.5 |
| Days sales outstanding | 162 | 158 | 126 | 131 | 134 | 138 | 139 | 132 | 135 | 126 | 121 |
| Days inventory outstanding | 66 | 74 | 78 | 87 | 84 | 71 | 71 | 73 | 97 | 96 | 86 |
| Day accounts payable turnover | 87 | 92 | 86 | 90 | 84 | 90 | 90 | 90 | 93 | 73 | 61 |
| Days cash conversion cycle | 141 | 140 | 118 | 128 | 134 | 119 | 120 | 115 | 139 | 149 | 146 |

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*2. 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.

*3. Figures have been restated to reflect the impact of the stock split of common shares at a rate of five shares for every one share conducted with an effective date of July 1, 2024.

*4. EPS: Profit attributable to owners of parent / Average number of shares issued during the period

*5. BPS: Equity attributable to owners of parent / (Number of shares outstanding as of the end of the period – Number of treasury stock as at the end of the period)

*6. ROIC: (from 2023) NOPLAT (Net Operating Profit Less Adjusted Taxes)/ [Interest-bearing debt (Average amount of the beginning and end of the period) + Equity attributable to owners of parent (Average between beginning and end of period)] (Until 2022) 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)]

*7. ROE: Profit attributable to owners of parent / Equity attributable to owners of parent (Average between beginning and end of period)

10-Year Financial Summary by Segment

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(Millions of yen)

| | JGAAP | | | | | | IFRS | | | | |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 2016/3 | 2017/3 | 2017/12*1 | 2018/12 | 2019/12 | 2020/12 | 2020/12 | 2021/12 | 2022/12 | 2023/12*2 | 2024/12 |
| Orders | | | | | | | | | | | |
| Fluid Machinery & Systems | 307,624 | 288,532 | 251,985 | 326,278 | 331,607 | 300,987 | 301,163 | 354,810 | 406,488 | — | — |
| Building Service & Industrial | — | — | — | — | — | — | — | — | — | 221,351 | 244,401 |
| Energy | — | — | — | — | — | — | — | — | — | 222,776 | 222,743 |
| Infrastructure | — | — | — | — | — | — | — | — | — | 56,658 | 60,559 |
| Environmental Solutions | 80,095 | 64,605 | 51,513 | 106,987 | 91,479 | 62,035 | 61,913 | 129,496 | 105,810 | 100,854 | 71,594 |
| Precision Machinery | 101,870 | 123,144 | 108,858 | 140,654 | 127,611 | 147,411 | 146,657 | 285,401 | 301,551 | 217,791 | 260,059 |
| Others | 1,690 | 1,673 | 1,210 | 1,655 | 1,527 | 1,487 | 1,487 | 1,775 | 1,368 | 1,165 | 1,220 |
| Total | 491,280 | 477,956 | 413,569 | 575,576 | 552,225 | 511,921 | 511,221 | 771,483 | 815,218 | 820,598 | 860,579 |
| Net sales [Revenue] | | | | | | | | | | | |
| Fluid Machinery & Systems | 320,829 | 292,246 | 225,796 | 308,999 | 323,139 | 313,581 | 313,218 | 336,980 | 383,393 | — | — |
| Building Service & Industrial | — | — | — | — | — | — | — | — | — | 222,181 | 238,182 |
| Energy | — | — | — | — | — | — | — | — | — | 167,229 | 210,434 |
| Infrastructure | — | — | — | — | — | — | — | — | — | 50,178 | 51,118 |
| Environmental Solutions | 70,381 | 68,064 | 47,616 | 62,812 | 69,505 | 67,536 | 67,418 | 71,824 | 73,738 | 71,540 | 87,438 |
| Precision Machinery | 93,328 | 114,120 | 107,368 | 135,709 | 128,255 | 141,119 | 140,352 | 192,791 | 222,259 | 246,998 | 278,378 |
| Others | 1,696 | 1,672 | 1,212 | 1,655 | 1,524 | 1,489 | 1,489 | 1,617 | 1,478 | 1,199 | 1,115 |
| Total | 486,235 | 476,104 | 381,993 | 509,175 | 522,424 | 523,727 | 522,478 | 603,213 | 680,870 | 759,328 | 866,668 |

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*2 Effective FY2023, we have reorganized our business segments from conventional product-based segments to segments based around target markets.

10-Year Financial Summary by Segment

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(Millions of yen)

| | JGAAP | | | | | | IFRS | | | | |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2016/3 | 2017/3 | 2017/12*1 | 2018/12 | 2019/12 | 2020/12 | 2020/12 | 2021/12 | 2022/12 | 2023/12*2 | 2024/12 |
| Operating income [Operating Profit] | | | | | | | | | | | |
| Fluid Machinery & Systems | 19,335 | 9,476 | 1,262 | 8,747 | 17,274 | 19,789 | 19,801 | 24,793 | 32,038 | — | — |
| Building Service & Industrial | — | — | — | — | — | — | — | — | — | 15,737 | 10,341 |
| Energy | — | — | — | — | — | — | — | — | — | 22,347 | 28,008 |
| Infrastructure | — | — | — | — | — | — | — | — | — | 4,604 | 3,697 |
| Environmental Solutions | 6,431 | 5,760 | 3,148 | 4,904 | 7,486 | 7,146 | 6,869 | 5,632 | 3,669 | 6,933 | 8,445 |
| Precision Machinery | 11,697 | 14,115 | 13,667 | 18,567 | 10,371 | 11,448 | 11,626 | 28,035 | 36,183 | 38,285 | 50,133 |
| Others | 545 | 643 | 37 | 262 | 166 | (505) | (730) | 2,911 | (1,318) | (1,882) | (2,672) |
| Total | 38,011 | 29,995 | 18,115 | 32,482 | 35,298 | 37,879 | 37,566 | 61,372 | 70,572 | 86,025 | 97,953 |
| Operating Income [Operating Profit] on Sales [Revenue] ratio (%) | | | | | | | | | | | |
| Fluid Machinery & Systems | 6.0 | 3.2 | 0.6 | 2.8 | 5.3 | 6.3 | 6.3 | 7.4 | 8.4 | — | — |
| Building Service & Industrial | — | — | — | — | — | — | — | — | — | 7.1 | 4.3 |
| Energy | — | — | — | — | — | — | — | — | — | 13.4 | 13.3 |
| Infrastructure | — | — | — | — | — | — | — | — | — | 9.2 | 7.2 |
| Environmental Solutions | 9.1 | 8.5 | 6.6 | 7.8 | 10.8 | 10.6 | 10.2 | 7.8 | 5.0 | 9.7 | 9.7 |
| Precision Machinery | 12.5 | 12.4 | 12.7 | 13.7 | 8.1 | 8.1 | 8.3 | 14.5 | 16.3 | 15.5 | 18.0 |
| Others | 30.4 | 37.8 | 3.1 | 15.8 | 10.9 | (34.0) | (49.1) | 180.1 | (89.2) | (156.9) | (239.5) |
| Total | 7.8 | 6.3 | 4.7 | 6.4 | 6.8 | 7.2 | 7.2 | 10.2 | 10.4 | 11.3 | 11.3 |

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*2 Effective FY2023, we have reorganized our business segments from conventional product-based segments to segments based around target markets.

7-Year ESG Data

REFERENCE ESG Data <https://www.ebara.com/global-en/sustainability/data/esg/>

| | Data Coverage | 2018/12 | 2019/12 | 2020/12 | 2021/12 | 2022/12 | 2023/12 | 2024/12 |
|---|---|---------|---------|---------|---------|---------|----------------|------------------|
| Environment | | | | | | | | |
| Electricity consumption (MWh) | Consolidated | 193,461 | 206,113 | 214,036 | 219,432 | 218,058 | 219,996 | 225,288 |
| Ratio of renewable energy used (%) | Consolidated | — | — | 1.5 | 2.0 | 2.1 | 20.4 | 26.3 |
| GHG emissions (Scope 1, 2) (thousand tons-CO ₂ e) | Consolidated | 277 | 292 | 271 | 292 | 237 | 157 | 141 |
| GHG emissions (Scope 3) (thousand tons-CO ₂ e) | Consolidated | — | — | — | 390,938 | 338,281 | 373,822 | 391,699*3 |
| Water usage (km ³) | Ebara Group*1 | 992 | 1,053 | 1,153 | 1,088 | 1,085 | 1,020 | 932 |
| Total waste emissions (t) | Ebara Group | 19,854 | 18,901 | 17,975 | 17,608 | 18,351 | 19,459 | 18,578 |
| Recycling rate (%) | EBARA CORPORATION and domestic Group*2 | 96.7 | 97.9 | 97.5 | 97.1 | 97.5 | 97.1 | 97.7 |
| Final landfill disposal rate (%) | EBARA CORPORATION and domestic Group*2 | 2.8 | 1.7 | 1.9 | 2.6 | 2.1 | 2.3 | 2.0 |
| Governance | | | | | | | | |
| Number of Directors | EBARA CORPORATION | 13 | 11 | 10 | 10 | 10 | 11 | 10 |
| Ratio of independent outside directors (%) | EBARA CORPORATION | 53.8 | 63.6 | 70.0 | 70.0 | 70.0 | 72.7 | 70.0 |
| Female director ratio (%) | EBARA CORPORATION | 7.7 | 9.1 | 20.0 | 30.0 | 30.0 | 27.3 | 30.0 |
| Ratio of Independent Directors on the Nomination Committee (%) | EBARA CORPORATION | 66.7 | 66.7 | 66.7 | 66.7 | 66.7 | 75.0 | 66.7 |
| Ratio of Independent Directors on the Compensation Committee (%) | EBARA CORPORATION | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Ratio of Independent Directors on the Audit Committee (%) | EBARA CORPORATION | 60.0 | 60.0 | 75.0 | 66.7 | 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 | 42 | 49 | 44 | 38 | 39 | 93 | 57 |
| ISO 19000 Certification Ratio (%) | Domestic manufacturing bases | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| ISO 19000 Certification Ratio (%) | Overseas manufacturing bases | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

*1. Total figures for EBARA CORPORATION, the domestic Group*2, and overseas Group companies with a large environmental impact, such as those with manufacturing sites.

*2. Total figures for companies numbers 2 to 4 and 6 to 8, as found on our list of ISO 14001 certifications, as well as Ebara Byron Jackson Co., Ltd., Ebara Agency Co., Ltd., and Ebara Shonnan Sports Center Inc.

*3. Preliminary figures (as of June 2025). The final figures will be released on our website at a later date.

7-Year ESG Data

REFERENCE ESG Data <https://www.ebara.com/global-en/sustainability/data/esg/>

| | Data Coverage | 2018/12 | 2019/12 | 2020/12 | 2021/12 | 2022/12 | 2023/12 | 2024/12 |
|---|--|---------|---------|---------|---------|---------|---------------|---------------|
| Society | | | | | | | | |
| Number of employees | Consolidated | 16,556 | 17,080 | 17,480 | 18,372 | 19,095 | 19,629 | 20,510 |
| Number of overseas employees | Overseas consolidated subsidiaries | 8,678 | 9,148 | 9,404 | 10,332 | 10,769 | 10,928 | 11,271 |
| Proportion of overseas employees (%) | Consolidated | 52.4 | 53.6 | 53.8 | 56.2 | 56.4 | 55.7 | 55.0 |
| Proportion of female employees (%) | EBARA CORPORATION + Domestic Group*1 | — | — | 16.7 | 16.7 | 16.5 | 16.7 | 16.8 |
| Proportion of women in managerial positions (%) | EBARA CORPORATION + Domestic Group | 4.7 | 5.4 | 5.4 | 5.6 | 5.6 | 6.0 | 6.5 |
| Proportion of non-Japanese employees (%) | Consolidated | 2.7 | 2.7 | 2.1 | 2.5 | 2.7 | 3.2 | 3.8 |
| Proportion of non-Japanese employees in Global Key Positions outside of Japan (%) | Overseas consolidated subsidiaries | — | 19 | 20 | 22 | 23 | 23 | 25 |
| Proportion of women in Global Key Positions outside of Japan (%) | Overseas consolidated subsidiaries | — | — | 5 | 5 | 7 | 8 | 8 |
| Proportion of employees with special needs (%) | EBARA CORPORATION and applicable Group companies | 2.45 | 2.27 | 2.58 | 2.56 | 2.37 | 2.54 | 2.68 |
| Number of new hires (including new graduate & mid-career) | EBARA CORPORATION | 198 | 218 | 189 | 239 | 373 | 481 | 558 |
| Proportion of female new graduate hires (%) | EBARA CORPORATION | 17.5 | 14.4 | 25.6 | 18.0 | 16.5 | 13.1 | 16.7 |
| Proportion of non-Japanese new graduate hires (%) | EBARA CORPORATION | 12.3 | 11.7 | 15.4 | 4.5 | 17.5 | 6.6 | 16.7 |
| Proportion of female mid-career hires (%) | EBARA CORPORATION | 13.1 | 10.3 | 13.9 | 14.1 | 13.8 | 21.2 | 15.1 |
| Proportion of non-Japanese mid-career hires (%) | EBARA CORPORATION | 1.1 | 0.9 | 6.9 | 6.3 | 5.1 | 6.7 | 9.3 |
| Average years of service | EBARA CORPORATION | 17.3 | 17.7 | 16.8 | 17.0 | 16.5 | 15.8 | 15.0 |
| Global Engagement Survey Score | Ebara Group*2 | — | 75 | 78 | 79 | 79 | 78 | 79 |
| Paid holiday usage rate (%) | EBARA CORPORATION | 72.6 | 81.3 | 70.7 | 75.9 | 81.0 | 85.1 | 84.7 |
| Childcare leave acquisition rate for men (%) | EBARA CORPORATION | 72.2 | 85.4 | 76.7 | 81.3 | 79.6 | 90.8 | 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 | 68.4 |
| Average cost per participant (yen) | EBARA CORPORATION | 54,944 | 45,259 | 23,639 | 41,799 | 30,179 | 31,023 | 30,388 |
| Average number of days of training per employee | EBARA CORPORATION | 1.5 | 1.6 | 0.9 | 1.1 | 0.8 | 0.9 | 0.8 |
| Total recordable incident rate (TRIR) (%) | Ebara Group | 4.14 | 3.92 | 3.98 | 6.95 | 6.74 | 5.45 | 3.96 |

*1. Domestic consolidated subsidiaries with more than 100 employees (accounts for approximately 98% of employees of domestic consolidated subsidiaries)

*2. Total for EBARA CORPORATION (non-consolidated), Domestic Group*1, and major consolidated subsidiaries overseas (accounts for approximately 99% of employees of consolidated subsidiaries overseas)

External Evaluations

ESG Ratings and Index Inclusions

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

As of 2024, EBARA received an MSCI ESG Rating of AAA



| | | | | | | |
|-----|---|----|-----|---|----|-----|
| CCC | B | BB | BBB | A | AA | AAA |
|-----|---|----|-----|---|----|-----|

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**2025 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)**

**2025 CONSTITUENT MSCI NIKKONKABU
ESG SELECT LEADERS INDEX**

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Received our first A- rating in two areas, Climate Change and Water Security, from CDP.



Recognition and Awards

Environment



Ministry of the Environment
Eco-First Company



Headquarters for Water Cycle
Policy, Cabinet Secretariat
Water Cycle ACTIVE Company

Social



D&I AWARD 2024
Best Workplace



Ministry of Economy, Trade and Industry
Excellent Health and Productivity
Management Corporation 2024
(Large Corporate Division - White 500)



JAPAN HR DX AWARDS
Special Award



PRIDE Index 2024
Silver



Ministry of Health, Labour
and Welfare
Eruboshi (3-Star)



13th Japan HR Challenge Awards
Encouragement Award

Participation in Initiatives



The UN Global Compact



Human Capital
Management Consortium



GX League



Semiconductor Climate Consortium
(SCC)



Women's empowerment
principles (WEPs)



International Corporate
Governance Network

IR Communication

Dialogue with Shareholders and Investors

The Company has created various opportunities for dialogue so that stakeholders can understand the Company's measures to increase corporate value. The valuable opinions, requests, and insights we gain through constructive dialogue with all stakeholders are shared with management and business divisions, and are used to enhance information disclosure and improve management. We will continue to promote stakeholder engagement processes and further increase corporate value.

The Company's Stakeholder Engagement Process

1 Dialogue with Shareholders and Other Investors

To enhance the reliability of our management, we are enhancing opportunities for dialogue with shareholders and investors through the measures listed on the right.

Matters of concern

- Growth potential of the Precision Machinery Segment
- Growth drivers for the Building Service & Industrial Segment
- Impact of U.S. tariff policies

Ongoing discussions

- Progress of growth investments under E-Plan 2025
- Transition period to the top-line growth stage
- Future cash allocation
- Balance sheet strategy
- Strategic positioning of each Segment
- Levels of ROIC by segment
- Synergy between segments
- Progress in new businesses such as the hydrogen field



The Company's stakeholder engagement process

2 Feedback to Management Meetings and the Board of Directors

The valuable opinions and concerns received from our shareholders and investors are provided as feedback to the key management team and the Board of Directors, and are utilized to improve our business activities.

Feedback to Management

- Report to the Board of Directors (quarterly)
- Reporting of results after financial results briefings (as necessary)

Feedback to the Company

- IR Information Sharing Meeting (quarterly) (Sharing and discussion of summary of results after announcement of financial results)

3 Expansion of information disclosures

Management and IR collaborate and strive for prompt and sincere disclosure.

Examples of disclosure

- General Meeting of Shareholders, financial results briefings
- Timely disclosure of information through integrated reports, financial results briefings, websites, etc.
- Plant tours, IR Days, and ESG briefings for shareholders and investors

IR/SR Activities in 2024

| Scope | Activities | 2022/12 | 2023/12 | 2024/12 |
|--|--|---------|---------|---------|
| Securities analysts & institutional investors | Individual IR interviews | 322 | 321 | 447 |
| | | 370 | 426 | 682 |
| | Conferences and interviews sponsored by securities companies | 44 | 36 | 34 |
| | Financial results briefings | 4 | 4 | 4 |
| | Management meetings | 1 | 3 | 4 |
| | IR Day | 1 | 2 | 1 |
| | ESG briefing | 1 | 1 | 1 |
| Individual shareholders & individual investors | Tours | 1 | 1 | 1 |
| | Briefings for individual investors | 5 | 2 | 6 |
| | Tours/briefings for individual shareholders | 1 | 1 | — |

Listed as a Reference Company for Disclosure Examples

- Listed in the Appendix of the Ministry of the Environment's "Recommendations for Formulating Management Strategies Utilizing Sustainability (Climate and Nature-Related) Information Disclosure"

Reference Ministry of the Environment website (Japanese only)
https://www.env.go.jp/press/press_04802.html

- Listed in Example 14 of "Management that is Conscious of Cost of Capital and Stock Price" (revised in November 2024) published by the Tokyo Stock Exchange

Reference Tokyo Stock Exchange website (Japanese only)
<https://www.jpx.co.jp/news/1020/mklp77000000lw4e-att/mklp77000000lyh0.pdf#page=53>

- Listed in the Financial Services Agency's "Best Practices for Disclosure of Descriptive Information 2024" (February 3, 2025)

Reference Financial Services Agency's website (Japanese only)
<https://www.fsa.go.jp/news/r6/singi/20250203/01.pdf>

External Evaluations of IR Activities



Won first place in the machinery section for the first time in the Japan Securities Analysts Association "Excellent Disclosure Companies by The Securities Analysts Association of Japan"

Selected as one of the "Excellent Integrated Reports" by domestic equity managers of GPIF

Selected as one of the "Excellent TCFD disclosures" by domestic equity managers of GPIF



Received the Excellence Award in Daiwa IR's 2024 Internet IR Award and in the Sustainability Category



Awarded the Silver Prize in the Gomez IR Site Ranking 2024

Ranked Best Overall and Industry-Specific Website in Nikko Investor Relation's 2024 Comprehensive Website Ranking for All Listed Companies

Corporate Profile & Stock Information (As of December 31, 2024)

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 | https://www.ebara.com/global-en/ |
| Paid-in Capital | ¥80,639 million |
| Number of Employees (Consolidated) | 20,510 |

Number of Locations by Region

| | |
|---------------------------|--------------|
| Japan | 41 companies |
| Asia | 32 companies |
| North America | 9 companies |
| Central and South America | 8 companies |
| Europe | 9 companies |
| Middle East | 7 companies |
| Oceania | 2 companies |
| Africa | 3 companies |

Total: 111 companies

Shareholder Benefit Program

We have introduced a shareholder benefit program to increase the appeal of investing in our shares, and to encourage more shareholders to hold our shares over the medium to long term.

| | |
|-----------------------|--|
| Eligible Shareholders | Shareholders holding one unit (100 shares) or more of the Company's stock who are listed or recorded in the Company's shareholder registry as of December 31 of each year Note: The last date to trade shares in order to be entitled to the shareholder benefit is three business days prior to the aforementioned date. |
| Benefit | A complimentary ticket to the Ebara Hatakeyama Museum of Art, which is associated with our Company, will be presented Note: A complimentary ticket allows admission for up to two people. |
| Date Presented | To be sent after the General Meeting of Shareholders to be held in March each year (scheduled) |
| Valid Period | Until the end of March of the following year |

Stock Information

| | |
|---|---|
| Securities Code | 6361 (Japan) |
| Number of Shares Issued (of issued shares, number of treasury shares: 140,410 shares*) | 462,055,735 (Common shares) |
| Number of Shareholders | 36,539 |
| Stock Listing | Tokyo Stock Exchange Prime |
| Minimum Trading Unit (Shares) | 100 |
| Transfer Agent and Registrar | Sumitomo Mitsui Trust Bank, Limited, 1-4-1, Marunouchi, Chiyoda-ku, Tokyo 100-8233, Japan |
| Accounting Auditor | Deloitte Touche Tohmatsu LLC |
| Major Indices | Nikkei Stock Average (Nikkei 225), JPX-Nikkei400, TOPIX |

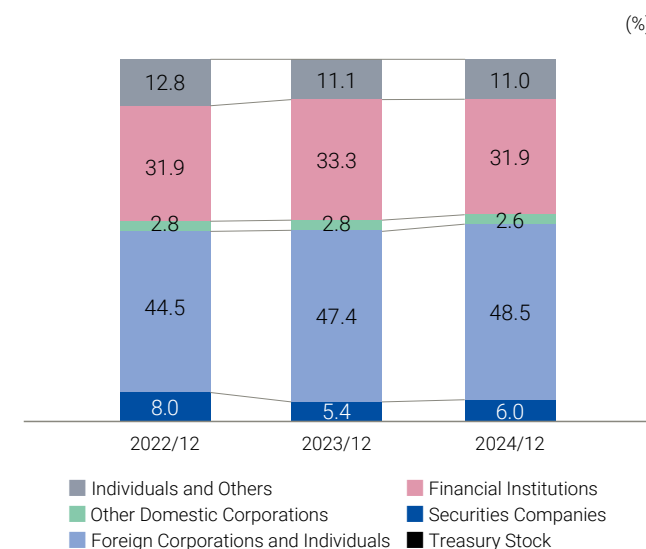
* Due to the stock split implemented on July 1, 2024 (a 5-for-1 split), the number of shares increased by 369,599,788 compared to the end of the previous fiscal year.

Major Shareholders

| Name of Shareholders | Shareholding Ratio (%) |
|--|------------------------|
| The Master Trust Bank of Japan, Ltd. (Trust Account) | 17.4 |
| ICHIGO TRUST PTE. LTD. | 10.3 |
| Custody Bank of Japan, Ltd. (Trust Account) | 7.9 |
| BNYM AS AGT/CLTS NON TREATY JASDEC | 3.7 |
| STATE STREET BANK AND TRUST COMPANY 505001 | 2.0 |
| JPMorgan Securities Japan Co., Ltd. | 1.9 |
| STATE STREET BANK AND TRUST COMPANY 505301 | 1.6 |
| JP MORGAN CHASE BANK 385781 | 1.4 |
| UBS AG LONDON A/C IPB SEGREGATED CLIENT ACCOUNT | 1.2 |
| STATE STREET BANK WEST CLIENT – TREATY 505234 | 1.2 |

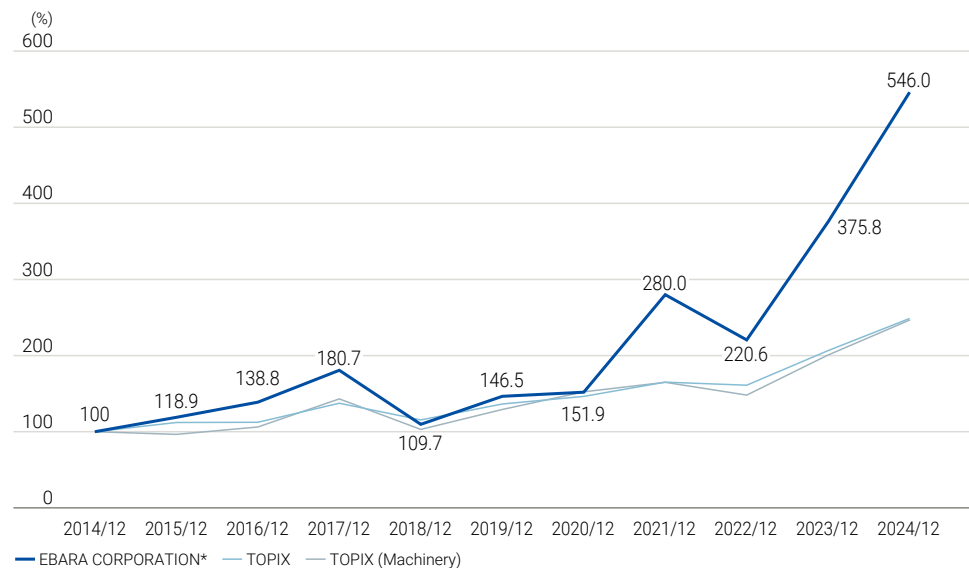
Note: Treasury stock has been excluded from the total number of shares issued in calculating the shareholding ratio.

Changes in Shareholder Distribution (Holding Ratio)



Corporate Profile & Stock Information

10-Year Total Shareholder Return Data



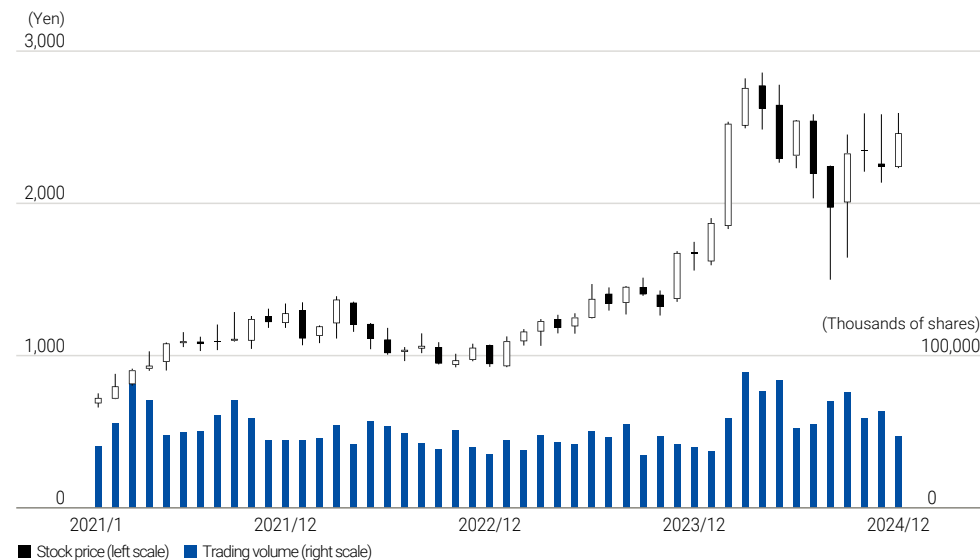
Note: The above graph displays total shareholder return reflecting dividends and stock price gains for investments commenced on December 31, 2014, over the period ending with December 31, 2024. For investment performance accounting for dividends and stock price gains from EBARA CORPORATION, investment amount on December 31, 2014, 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 the effects of the stock split (a 5-for-1 stock split) conducted on July 1, 2024.

10-Year Total Shareholder Return Data

| Stock / Index | 1 year | | 3 years | | 5 years | | 10 years | |
|-------------------|------------------|--------|------------------|--------|------------------|--------|------------------|--------|
| | Cumulative total | Annual | Cumulative total | Annual | Cumulative total | Annual | Cumulative total | Annual |
| EBARA CORPORATION | 150.7% | +50.7% | 203.4% | +26.7% | 398.6% | +31.9% | 546.0% | +18.5% |
| TOPIX | 120.5% | +20.5% | 150.7% | +14.6% | 182.5% | +12.8% | 248.8% | +9.5% |
| TOPIX (Machinery) | 122.8% | +22.8% | 149.6% | +14.4% | 191.0% | +13.8% | 246.7% | +9.4% |

Stock Price and Trading Volume



| | 2021/12 | 2022/12 | 2023/12 | 2024/12 |
|---|---------|---------|---------|---------|
| Stock price at end of fiscal year (Yen) | 1,278 | 944 | 1,669.6 | 2,460.5 |
| High | 1,342 | 1,390 | 1,747 | 2,859 |
| Low | 659 | 923 | 924 | 1,498.5 |
| Trading volume (thousands of shares) | 680,689 | 553,177 | 529,839 | 768,720 |

Stock-Related Data

| | 2021/12 | 2022/12 | 2023/12 | 2024/12 |
|---|---------|---------|---------|---------|
| Price-earnings ratio (times) | 13.79 | 8.60 | 12.77 | 15.92 |
| Price-to-book ratio (times) | 1.88 | 1.21 | 1.88 | 2.40 |
| Number of issued shares (thousands of shares) | 477,565 | 460,460 | 461,745 | 462,055 |
| Market capitalization at end of fiscal year (billions of yen) | 610.3 | 434.6 | 770.9 | 1,136.7 |

Note: Figures have been restated to reflect the effects of the stock split (a 5-for-1 stock split) conducted on July 1, 2024.