



Ebara Corporation was founded in 1912 by Issey Hatakeyama to promote the adoption of the Inokuty-type volute pump. Together with Professor Ariya Inokuty of the University of Tokyo, the Ebara Group worked on 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 as a university-launched venture company.

Driven by the spirit of *Netsu to Makoto* (passion and dedication) to support the modernization of Japan and solve the problems facing society, Ebara's mission is to contribute to society by providing products and services that support society, industry, and everyday life.

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.

Founding Spirit of

熱と誠

Netsu to Makoto
(Passion and Dedication)

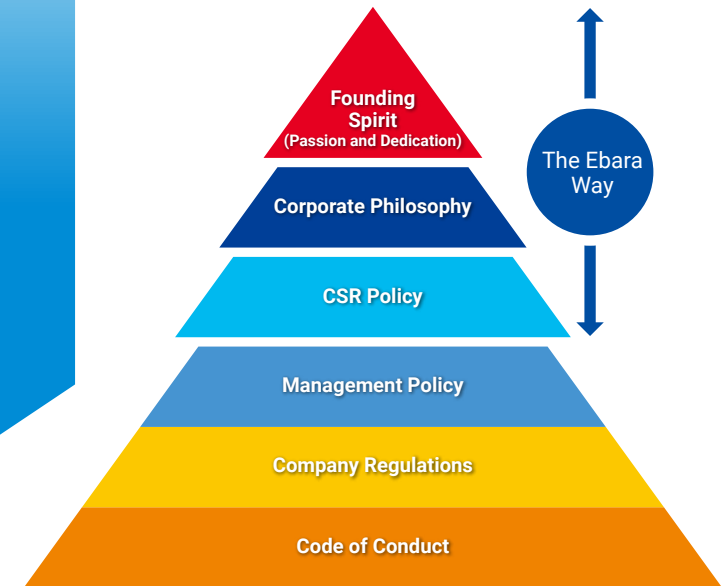
Our Mission

To contribute to society by providing products and services that support society, industry, and everyday life

**At the heart of this mission
lies our founding spirit:
*Netsu to Makoto***

(Passion and Dedication)

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.

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.

Expanding Business Domains

We have developed a unique line of products by combining core technologies originating with the Inokuty-type centrifugal pump. We support social infrastructure worldwide, providing safe, comfortable, and affluent lifestyles through our products and services.

Fluid Analysis & Control

Analyzing and regulating the flow of liquids and air to maintain optimal conditions

Corrosion Resistance & Structural Strength

Enhancing corrosion resistance and structural strength by analyzing metal corrosion mechanisms and stress on products, and optimizing material composition and structure

Vibration & Noise Control

Analyzing and reducing vibration and noise generated during machinery operation to improve stability and performance

Engineering

Designing and managing large-scale projects and complex systems—such as waste and water treatment facilities, and infrastructure plants—tailored to meet specific customer needs

System Control

Automatically controlling equipment and facilities to ensure proper operation

Surface Control

Analyzing and controlling phenomena occurring at interfaces to achieve optimal conditions

Building
Service &
Industrial
Company
»

Booster Pump Units



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

Fans



Essential for circulating fresh air and ventilating spaces like buildings and condominiums.

Chillers



Supply chilled water for air conditioning in large commercial facilities and factories, helping to cool or heat entire buildings. They contribute to cost savings, energy efficiency, and CO₂ reduction by optimizing thermal environments.

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 Cryogenic Products



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



Advanced technology and safety are crucial for pumps used in the transportation and storage of ultralow temperature of minus 162°C 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 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 utilize the characteristics of internally circulating fluidized-bed boilers, designed to use woody biomass as fuel and capable of achieving reliable combustion with 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 vacuum environments needed in the semiconductor production process.

Gas Abatement Systems



Detoxifies hazardous gases used in semiconductor manufacturing and related industrial operations.

CMP Systems



Polish semiconductor wafer surfaces with nano-level precision using specialized chemical solutions.

Plating Systems



Used to uniformly plate a metal film along fine patterns on the wafer surface.

New
Businesses

Hydrogen/
Aerospace

Marine

Bio

GX

Life

Ebara's Strengths and Journey of Reliability

The Ebara Group's mission is to support the development of countries around the world and the realization of safe and affluent societies by providing products, services, and support that meet customer needs and solve social issues.

Ebara's Strengths



Advanced and highly reliable



Contributing to a sustainable society



Achieving a high level of sound growth



Ebara's unique human resources and organizations



Creating value with society



Conscientious management starting with stakeholders

1912-

Development of the Ebara Group's Foundations

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

1945-

Ebara Technologies Responding to Social Demand

Ebara contributed to the stabilization of people's lives in Japan after World War II by mass-producing pumps to increase food production and facilitate farmland reclamation. Additionally, we delivered the first domestically manufactured feedwater pump for supercritical pressure power plants, helping to 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 successfully developed and implemented 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 growth, the Company faced a management crisis stemming from its withdrawal from an overseas business and compliance-related scandals. To restructure the Company's management, a series of governance reforms was implemented beginning in 2002, laying the foundation for the strong governance system in place today.

[▶ P102](#) Ten Years of Governance Reforms

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, as well as other environmental, social, and governance (ESG) management initiatives.

2020-

Continue to Contribute to Society and Become an Excellent Global 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 accelerated our efforts to achieve our long-term vision by moving from a product-based structure to one based on new segments by target market.

Ebara's Presence

The Ebara Group has established its global presence and sustained growth by responding to society's needs.

Top Global Share

In cryogenic products

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.



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 water that is indispensable to our daily lives, we are supporting the

development of industry and 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.

No. 1

Domestic share in
standard pumps &
cooling towers

Top Global Share

In compressors for downstream oil and gas plants

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



More than 80

Waste treatment facilities under our operation and management

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

No. 2

Global Share

In CMP Systems & Dry Vacuum Pumps

We manufacture CMP equipment, which is essential for the miniaturization and stacking of semiconductors, as well as dry vacuum pumps that create clean vacuum environments in semiconductor manufacturing processes.

By meeting high standards and keeping pace with rapid technological innovation, we continue to support the advancement of semiconductors.



More than 500

Waste treatment facilities delivered worldwide

We have delivered over 500 waste treatment facilities as a one-stop service, encompassing design, construction, operation, and maintenance of these 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 1,000

Drainage pump stations in Japan with Ebara pumps

We provide large drainage pumps to facilities across Japan that release rainwater into rivers and the ocean during heavy storms and typhoons, helping protect cities from flooding. With the increasing impact of extreme weather in recent years, the importance of these pump stations has grown, and the drainage pumps continue to safeguard the safety and security of people's lives.

Key Points of the *Integrated Report 2025*

1

Appointment of Shugo Hosoda as Director, CEO & COO, President, Representative Executive Officer

Shugo Hosoda, who was newly appointed Director, CEO & COO, President, Representative Executive Officer in March 2025, shares the Ebara Group's vision, initiatives in areas of focus, and thoughts on enhancing corporate value.

▶ P11 Message from the President

2

Four consecutive years of record-high performance

The Ebara Group's performance for 2024 reached a record high for the fourth consecutive year. We will introduce the progress of E-Plan 2025 and outline measures for further business growth and capital efficiency improvement.

▶ P32 Message from the CFO

▶ P24 Five Priority Areas and Progress in E-Plan 2025

3

Driving innovation through core technologies and business synergies

We illustrate some specific examples of synergies of our cycle of innovation, showing how we leverage our core technologies to create new products, services, and synergies with our customers and between our businesses.

▶ P16 Cycle of Developing Core Technologies and Encouraging Business Synergy

4

Update on decarbonization targets

We have revised our roadmap for achieving carbon neutrality by 2050 and set new targets, including Scope 3 reduction targets.

▶ P58 Roadmap to Achieve Carbon Neutrality by 2050

5

Ten years after governance reform, the Board of Directors aims for further evolution

Since 2015, Ebara has promoted governance reforms based on a policy of "clear separation of oversight and business execution" and has made significant progress. We will introduce our measures and achievements.

▶ P102 Ten Years of Governance Reforms

▶ P104 Ten Years of Reforms to the Board of Directors Based on Evaluations of Effectiveness

Regarding the publication of the *Ebara Group Integrated Report 2025*

Tetsuya Fuchida

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



The Company has published integrated reports since 2015 to provide investors and other stakeholders with a deeper understanding of the measures we are taking to sustainably increase corporate value.



The *Ebara Group Integrated Report 2025* aims to provide readers with an understanding of how the Company will create social, environmental, and economic value by leveraging and combining each of its management capitals based on the Ebara Way.

As the Executive Officer in charge of issuing this report, I hereby declare that the process of preparing this report was appropriate and that the statements contained within are accurate. We will reflect the dialogue and opinions of our stakeholders in our management and work to continuously increase corporate value.

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 website.

Overview of Disclosures by Communication Medium

	Financial Information	Non-Financial Information	
Dialogue	Financial Results Briefing Six Months Financial Results Briefing IR Day General Meeting of Shareholders IR Meeting	ESG Meeting Dialogue between the Board of Directors and Investors ESG Meetings	WEB Corporate Website https://www.ebara.com/global-en/ 
Report	Annual Securities Report Corporate Governance Report		To contact EBARA CORPORATION, please use the following contact form. https://www.ebara.com/global-en/contact/ 
WEB	Site for Shareholders and Investors Fact Book	Sustainability Site ESG Data	


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, 2024 (January 1, 2024 to December 31, 2024) Notice will be provided when it differs from the period covered.
Scope of Reporting	This report covers the Ebara Group, which consists of EBARA CORPORATION, 107 consolidated subsidiaries, 3 affiliated companies, and 1 jointly controlled entity (as of December 31, 2024). Where the scope of data aggregation differs, it is clearly indicated in each instance.
Japanese Publication Date	June 30, 2025

Cautionary Statement with Regard to Forward-Looking Statements

Certain statements in this integrated report are forward-looking in nature. These statements involve risks and uncertainties that may cause actual results to differ materially from those anticipated. Readers are advised not to place undue reliance on these forward-looking statements, which are valid only as of the date of publication. Ebara assumes no obligation to update or revise any forward-looking statements to reflect subsequent events, circumstances, or the occurrence of unforeseen developments.

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 all stakeholders.

Stakeholders	Engagement Venues	Outcomes
Customers	<ul style="list-style-type: none">Daily communication through sales divisionsInformation provision via catalogs and websitesResponses 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 solutionsContribution 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 meetingsTimely disclosure via integrated reports, financial reports, websites, and other venuesFactory tours, IR Days, and ESG meetings	<ul style="list-style-type: none">Increased trust in managementDiligent communication of feedback to management for improving business activities <div> 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 the CSR Procurement GuidelinesResponse to questions and input from partnersSupport for training at partner locations	<ul style="list-style-type: none">Superior product quality and safetyCompetitive pricesStable supply of products and services with reliable delivery periodsEnhanced collaborative value creation partnerships
Local Communities	<ul style="list-style-type: none">Coordination with community members and local companiesJoint research with universitiesOpen innovation with local groups through EBARA Open Laboratory (EOL)	<ul style="list-style-type: none">Strong relationships with residents of areas surrounding business sitesDevelopment of technologies and higher-quality products and servicesWider pool of human resource candidatesEnhanced collaborative value creation partnerships
Employees	<ul style="list-style-type: none">Opportunities for dialogue with management through President Dialogue Meetings, educational lectures, and other programsRegular communications with labor unions	<ul style="list-style-type: none">Effective global utilization of technologies and human resources through the visualization of the correlation between owned technologies, core competencies, and technical talent using the Strategic Table of Technological Capabilities.

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