



EBARA CORPORATION

New Long-Term Vision E-Vision 2035 and New Medium-Term Management Plan E-Plan 2028
Briefing

February 13, 2026

Event Summary

| | | |
|-----------------------------|---|---|
| [Company Name] | EBARA CORPORATION | |
| [Company ID] | 6361 | |
| [Event Language] | Japanese | |
| [Event Name] | New Long-Term Vision E-Vision 2035 and New Medium-Term Management Plan E-Plan 2028 Briefing | |
| [Fiscal Period] | FY2025 Q4 | |
| [Date] | February 13, 2026 | |
| [Venue] | Webcast | |
| [Number of Speakers] | 8 | |
| | Shugo Hosoda | Director, CEO & COO President, Representative Executive Officer |
| | Isao Nambu | Executive Officer, President, Precision Machinery Company, Division Executive, Equipment Division |
| | Takanobu Miyaki | Executive Officer, President, Energy Company CEO, Elliott Company Chairman, EBARA GREAT PUMPS CO., LTD., Chairman & CEO, Ebara Elliott Energy Holdings, Inc. |
| | Shu Nagata | Executive Officer, President, Building Service & Industrial Company |
| | Teruyuki Ota | Executive Officer, President of Infrastructure Company |
| | Hideki Yamada | Executive Officer, President, Environmental Solutions Company, Chairman and Representative Director of Ebara Environmental Plant Co., Ltd. |
| | Tetsuya Fuchida | Executive Officer, CFO Chairman, EBARA (CHINA) CO., LTD. |
| | Koki Ochiai | Division Executive, Investor Relations and Public Relations Division |



Long-term Vision E-Vision 2035

Medium-term Management Plan E-Plan 2028

EBARA (6361)

February 13, 2026

Looking ahead,
going beyond expectations
Ahead > Beyond

EBARA CORPORATION

Ochiai: Next, President Hosoda will explain our long-term vision and new medium-term management plan.

Executive Summary



Enhancing profitability and capital efficiency through strategic resource allocation to growth businesses

— Continuing our evolution as a global excellent company —

E-Vision 2035 — Our 10-Year Vision

| | | | | | | | | | | | | | | | | | | |
|--|--|---|------|---------------|-----|---------------|---------|-----------------------|------------------------|---------------|-----------------------|--------------------|--|---------------------|-------------------------------|--------|----------------|-------------------------|
| <p>Our Vision To be an excellent global company essential to building a sustainable society</p> <p>Slogan Essential EBARA. Everywhere.</p> <p style="text-align: center;">p. 6</p> | <p>Social and Environmental Value</p> <ul style="list-style-type: none"> Decarbonized society Safe and reliable living An evolving, prosperous way of life <p style="text-align: center;">p. 7</p> | <p>Economic Value</p> <table border="1"> <tr><td>ROIC</td><td>20% or higher</td></tr> <tr><td>RCE</td><td>25% or higher</td></tr> <tr><td>Revenue</td><td>¥2 trillion or higher</td></tr> <tr><td>Operating Profit Ratio</td><td>20% or higher</td></tr> <tr><td>Market Capitalization</td><td>Around ¥6 trillion</td></tr> </table> <p style="text-align: center;">p. 7</p> | ROIC | 20% or higher | RCE | 25% or higher | Revenue | ¥2 trillion or higher | Operating Profit Ratio | 20% or higher | Market Capitalization | Around ¥6 trillion | <p>Business Portfolio Global Business Segments Constituting Three Pillars</p> <table border="1"> <tr> <td>Precision Machinery</td> <td>Building Service & Industrial</td> <td>Energy</td> </tr> </table> <p>Japan-based Business Segments</p> <table border="1"> <tr> <td>Infrastructure</td> <td>Environmental Solutions</td> </tr> </table> <p style="text-align: center;">p. 9</p> | Precision Machinery | Building Service & Industrial | Energy | Infrastructure | Environmental Solutions |
| ROIC | 20% or higher | | | | | | | | | | | | | | | | | |
| RCE | 25% or higher | | | | | | | | | | | | | | | | | |
| Revenue | ¥2 trillion or higher | | | | | | | | | | | | | | | | | |
| Operating Profit Ratio | 20% or higher | | | | | | | | | | | | | | | | | |
| Market Capitalization | Around ¥6 trillion | | | | | | | | | | | | | | | | | |
| Precision Machinery | Building Service & Industrial | Energy | | | | | | | | | | | | | | | | |
| Infrastructure | Environmental Solutions | | | | | | | | | | | | | | | | | |

E-Plan 2028 — The First Three-Year Management Plan Toward E-Vision 2035

| | | | | | | | | | | | | | | | | | | | | | | |
|---|--|---|-----------------|-----|-----------------|------------------------|-----------------|---------|----------------------|---|------------|-------------------|--------------|---------------------------|-------------|---------------------|-----------|--|-------------------|---|---|--|
| <p>Basic Policy Creating sustainable value through overall optimization</p> <p style="text-align: center;">p. 18</p> | <p>FY2028 Financial Targets (Key Metrics)</p> <table border="1"> <tr><td>ROIC</td><td>13.0% or higher</td></tr> <tr><td>RCE</td><td>18.0% or higher</td></tr> <tr><td>Operating Profit Ratio</td><td>14.5% or higher</td></tr> <tr><td>Revenue</td><td>Around ¥1.2 trillion</td></tr> </table> <p style="text-align: center;">p. 19</p> | ROIC | 13.0% or higher | RCE | 18.0% or higher | Operating Profit Ratio | 14.5% or higher | Revenue | Around ¥1.2 trillion | <p>Cash Allocation (Three-year Cumulative)</p> <table border="1"> <tr><td rowspan="2">Investment</td><td>Growth Investment</td><td>¥280 billion</td></tr> <tr><td>Infrastructure Investment</td><td>¥60 billion</td></tr> <tr><td rowspan="3">Shareholder Returns</td><td>Dividends</td><td>Consolidated payout ratio of 35% or higher</td></tr> <tr><td>Share Repurchases</td><td>Continuously adjust equity levels to an appropriate level</td></tr> <tr><td colspan="2">Shareholder returns of 100% or more of cumulative free cash flow over three years</td></tr> </table> <p style="text-align: center;">p. 24</p> | Investment | Growth Investment | ¥280 billion | Infrastructure Investment | ¥60 billion | Shareholder Returns | Dividends | Consolidated payout ratio of 35% or higher | Share Repurchases | Continuously adjust equity levels to an appropriate level | Shareholder returns of 100% or more of cumulative free cash flow over three years | |
| ROIC | 13.0% or higher | | | | | | | | | | | | | | | | | | | | | |
| RCE | 18.0% or higher | | | | | | | | | | | | | | | | | | | | | |
| Operating Profit Ratio | 14.5% or higher | | | | | | | | | | | | | | | | | | | | | |
| Revenue | Around ¥1.2 trillion | | | | | | | | | | | | | | | | | | | | | |
| Investment | Growth Investment | ¥280 billion | | | | | | | | | | | | | | | | | | | | |
| | Infrastructure Investment | ¥60 billion | | | | | | | | | | | | | | | | | | | | |
| Shareholder Returns | Dividends | Consolidated payout ratio of 35% or higher | | | | | | | | | | | | | | | | | | | | |
| | Share Repurchases | Continuously adjust equity levels to an appropriate level | | | | | | | | | | | | | | | | | | | | |
| | Shareholder returns of 100% or more of cumulative free cash flow over three years | | | | | | | | | | | | | | | | | | | | | |



- 1. Long-term Vision E-Vision 2035**
- 2. Reflecting on Medium-term Management Plan E-Plan 2025**
- 3. Medium-term Management Plan E-Plan 2028**
- 4. Appendix**

- FY: Fiscal year (e.g., FY25: fiscal year ending December 31, 2025)
- Figures in this document are based on IFRS

3 Copyright © E.ON Energy Research Center, Inc. All rights reserved.



- 1. Long-term Vision E-Vision 2035**
2. Reflecting on Medium-term Management Plan E-Plan 2025
3. Medium-term Management Plan E-Plan 2028
4. Appendix

4 Copyright © E.ON Energy Research Center, Inc. All rights reserved.

Background to the Formulation of E-Vision 2035



We have set a new 10-year vision, reflecting the environmental changes that have emerged since E-Vision 2030 (announced in 2020)

EBARA's current position (at the end of FY2025)

- Surpassed the economic value benchmark set out in E-Vision 2030
- Achieved sustained improvements in profitability, efficiency, and growth
- Steady social and environmental value progress



5 Copyright © Ebara Corporation. All rights reserved.

Hosoda: First, let me talk about our long-term vision. We have worked up to this point on our existing long-term vision, E-Vision 2030, and we have made good progress to date toward the year 2030.

We created E-Vision 2030 in 2020, detailing our vision for where we wanted to be in 10 years. At present, having completed the period up to 2025, we have achieved various economic value levels well in advance of 2030, and have now reached a level of corporate value in excess of our guideline of approximately JPY1 trillion in market capitalization.

6 years have passed since E-Vision 2030 was formulated, and as the target year of 2030 approaches, we have redefined our vision for the year 2035, 10 years from now: E-Vision 2035.

Clarifying the process through which we aim to contribute to a sustainable society by leveraging our businesses and core technologies



6 Copyright © Ebara Corporation. All rights reserved.

Throughout our history, we have been supporting lives around the world and solving social issues of the times with our core technologies, such as flow and rotating machinery technologies. This basic stance will continue unchanged in the future. On top of that, I believe that sustainability is a major issue the world must tackle, and our vision is to continue to provide solutions for global sustainability challenges through our core businesses.

Our vision is to be an excellent global company essential to building a sustainable society.

Our Vision for 2035

To be an excellent global company essential to building a sustainable society

We aspire to be a company that, grounded in its advanced technological capabilities (core competencies) and trusted reliability (spirit of passion and dedication), supports social and industrial infrastructure around the world, achieves sustainable growth and high profitability, and continues contributing to the resolution of challenges facing society

EBARA's Aspirations as an Excellent Global Company

- 1** **Becoming an indispensable presence in solving social challenges worldwide**
- 2** **Continuously refining our business portfolio to sustain high profitability and capital efficiency**
- 3** **Building strong, globally competitive positions in key markets**

Maximization of economic value, as well as social and environmental value

| Social and Environmental Value | | Economic Value | |
|--------------------------------|---|---|-----------------------|
| | Decarbonized society • Lead the energy transition • Reduce GHG by an amount equivalent to approximately 250 million tons of CO ₂ | Revenue | ¥2 trillion or higher |
| | Safe and reliable living • Protect people's lives from flood risks associated with climate change • Deliver water to 850 million people | Operating profit ratio | 20% or higher |
| | An evolving, prosperous way of life Support higher integration and sustainability in semiconductor manufacturing, and contribute to the advancement of an AI-empowered society. | ROIC | 20% or higher |
| | | RCE | 25% or higher |
| | | Benchmark for enhancing corporate value | _____ |
| | | Market Capitalization | Around ¥6 trillion |

7 Copyright © Ebara Corporation. All rights reserved.

In E-Vision 2035, our vision is to be an excellent global company that is essential to building a sustainable society. While providing social and environmental value to the world, we also aim to maximize our economic value as a company.

In the next 10 years, we aim to achieve the business size, profitability, and efficiency levels described here under economic value. We would like to set a goal of reaching a market capitalization level of JPY6 trillion. Since the current market capitalization is around JPY2.5 trillion, we would like to aim for a market capitalization of JPY6 trillion in 10 years, taking into account PER and other factors.

E-Vision 2035 Materiality



We reconfirmed that the materiality disclosed in 2020 remains universally relevant and strategically important, and we will continue to focus on the five material issues that constitute our materiality



8 Copyright © E.ON Energy Research Center, 2022. All rights reserved.

Based on the above, our materiality, the material issues we must address are the five seen here on this slide. Our core business areas are directly related to sustainability. Through our efforts to address these material issues, we will simultaneously increase the social and environmental value we provide and the economic value we obtain because of our efforts. That is what we consider the practice of sustainability-oriented management.

E-Vision 2035 Business Portfolio



We have structured our business portfolio around global business segments and Japan-based business segments, building a portfolio aimed at enhancing the Group's medium- to long-term corporate value



9 Copyright © E.ON Energy Research Center, 2022. All rights reserved.

Based on this, we have created an image of the business portfolio that we will aim for to realize our ideal state. In the past, we have often treated and explained the five businesses in parallel, for better or worse. Each of the five businesses has various characteristics, and we will clearly position them according to these characteristics and conduct management differently.

First, by characteristics, we will reposition the five segments as three global business segments and two Japan-based business segments.

By "global," we mean that we consider the entire global market, regardless of whether it is in or outside of Japan, and we aim to expand business in these three segments on a global basis. The three segments that will drive top-line growth are precision machinery, building service & industrial, and energy.

Each of these three will become three solid pillars by achieving a certain level of scale, profitability, and efficiency. While aiming for such a form, we will respond to the unique characteristics of each market and the challenges they currently face.

I will speak broadly in terms of the characteristics each segment has. The characteristics of the precision machinery segment, centered on the semiconductor market, include the volatility inherent in the semiconductor market, the speed of market changes such as market expansion and contraction, and hence the need for upfront investment. Necessary upfront investments include investments in the scale of production, as well as investments in development. One of the characteristics of this segment is the need for upfront investment in this sense, as it is too late to invest after the market has begun to expand. Another feature is geopolitical uncertainty.

The energy segment is also susceptible to geopolitical influences, so there are uncertainties in that aspect. In addition, the business faces a major industry-wide challenge in addressing the energy transition in terms of carbon neutrality. The urgent need to address this is a characteristic of the energy segment.

Finally, the characteristics of the building service & industrial segment of the global segment are that it is relatively stable compared to the energy and precision machinery segments, due to the aspect that the market expands in tandem with economic and GDP growth in each region and country. On the other hand, the building service & industrial business is somewhat less profitable and efficient than energy and precision machinery.

The challenges are clear in each of the three global business segments. So, how can we overcome them and get closer to where we want to be in 10 years with the three pillars as a solid foundation? Pursuing this is what we will be aiming for over the next 10 years.

On the other hand, the remaining two segments are ones where being Japan-based and primarily tied to the Japanese market actually carries significance. Earlier, we were talking about the global segments, where Japan and overseas are equally important; these two segments are positioned as segments in which their starting point in Japan is itself a meaningful attribute.

We position the infrastructure and environmental solutions segments as businesses whose value lies in being rooted in Japan. Japan is often described as a "front-runner in social challenges," and indeed issues such as frequent natural disasters, responses to labor shortages, constraints stemming from being a resource-poor country, and, when viewed from the perspective of waste incineration, the limited availability of final disposal sites due to the country's land area, as well as aging infrastructure pipelines, all exemplify this. By providing solutions to these challenges domestically, we have accumulated know-how that can be delivered to regions around the world where similar needs are emerging.

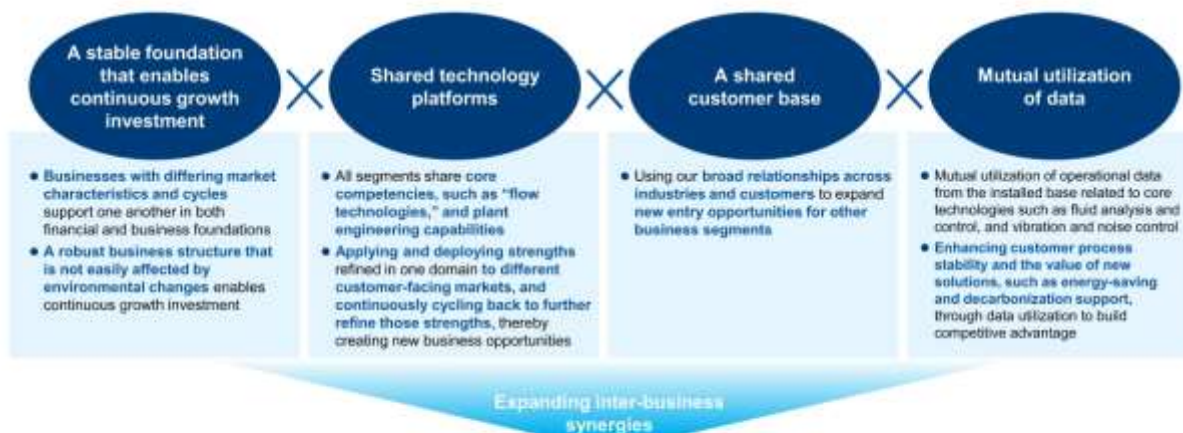
Compared with the three global business segments, the two Japan-based segments may have more limited top-line growth potential. However, because they are centered on domestic public infrastructure, they offer relative stability and operate in areas of high social significance. With both the infrastructure and environmental solutions segments positioned as Japan-based businesses within our Group, we see clear value in pursuing synergies between them as part of our near-term direction.

While our business portfolio is never fixed and we continuously evaluate opportunities for renewal, our current view is that a portfolio in which all five business segments support one another and generate mutual synergies represents the most rational path to maximizing our ultra-long-term corporate value.

Rationale for Our Desired Business Portfolio



By creating business synergies through our unique portfolio, we will create corporate value that exceeds the sum of our individual businesses:



Creating corporate value that exceeds the sum of our individual businesses

10 Copyright © E.ON Energy Research Center, All rights reserved.

To supplement why the business portfolio shown on the previous page represents a rational configuration for maximizing corporate value over the mid- to long-term, we look at it from four perspectives:

First, as I mentioned earlier, the five segments have distinct characteristics: high-growth and high-volatility segments such as precision machinery and energy in the midst of an energy-transition shift; relatively stable global business in building service and industrial; and infrastructure and environmental solutions, which generate steady domestic public-sector earnings. By supporting one another financially and operationally, these segments complement cash flows and enable continued investment in growth regardless of external conditions.

Second, by leveraging shared core competencies across the Group, such as “flow technologies” and plant engineering capabilities, we can further strengthen our technological base and create new business opportunities and competitive advantages.

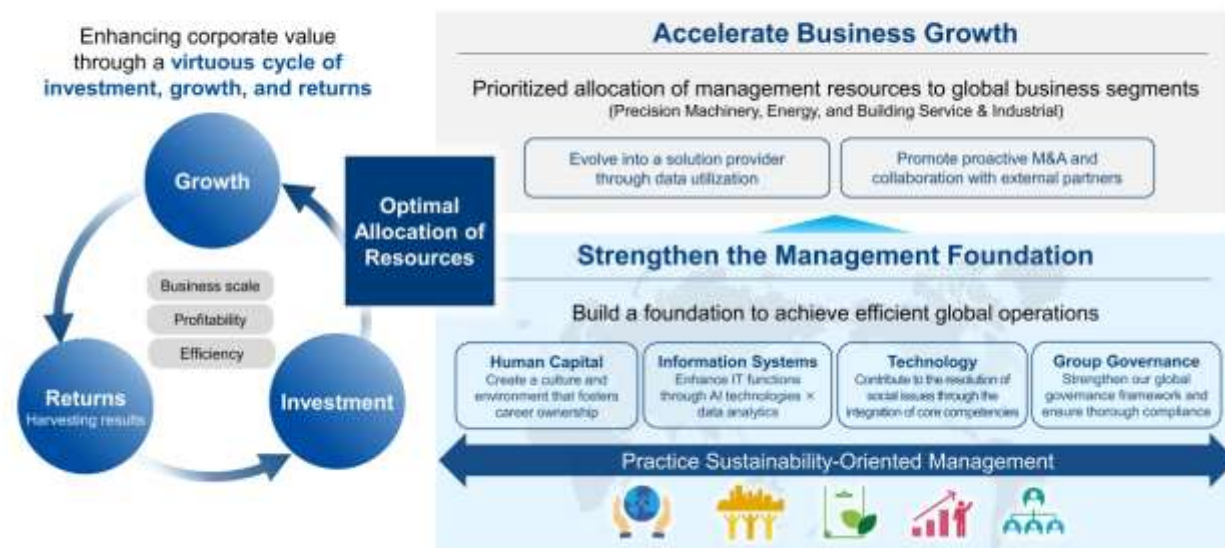
Third, by utilizing our broad customer base spanning diverse industries and regions, we can pursue solution proposals and market entry that transcend individual segments.

Fourth, by mutually utilizing operational data obtained from our installed base, we can build competitive advantages through the development of new solution offerings.

Establishment of a Global Management Foundation



To realize our vision, we will enhance our management foundation on a global basis



11 Copyright © EAGPA Corporation. All rights reserved.

Through these efforts, our immediate direction is to maximize the corporate value of the Group as a whole, beyond the simple aggregation of our businesses.



1. Long-term Vision E-Vision 2035
- 2. Reflecting on Medium-term Management Plan E-Plan 2025**
3. Medium-term Management Plan E-Plan 2028
4. Appendix

12 Copyright © EAGPA Corporation. All rights reserved.

The above is a brief explanation of the long-term vision. I will now discuss our medium-term management plan, E-Plan 2028, which outlines what we will do in the first three years to achieve our long-term vision for 2035. As a premise for this, I would like to begin with a summary of the current medium-term management plan, E-Plan 2025.

E-Plan 2025 Management Indicators: Targets and Results



We achieved our targets and maintained high levels of ROIC, ROE, and operating profit ratio every year during the period of the medium-term plan, while steadily advancing growth investments

| | Indicators | E-Plan 2025 Targets | FY2025 Results |
|-------------------------------------|--|--|--|
| Efficiency | ROIC | 10% or higher | 11.9% |
| | ROE | 15% or higher | 15.6% |
| Profitability | Operating profit ratio | 10% or higher | 11.9% |
| Growth Potential | Consolidated Revenue CAGR (FY2022-2025) | 7% or higher | 12.1% |
| | Precision Machinery Revenue CAGR (FY2022-2025) | 15% or higher | 15.5% |
| | Building Service & Industrial Revenue CAGR (FY2022-2025) | 6% or higher | 7.7% |
| Financial Health | Debt-to-equity ratio (times) | 0.3-0.5 (management guideline) | 0.44 |
| Growth Investment (3 years) | Growth investment | ¥180.0-225.0 billion | ¥174.8 billion |
| | R&D investment (included in growth investment) | ¥65.0 billion | ¥61.9 billion |
| Infrastructure Investment (3 years) | | ¥50.0-80.0 billion | ¥81.8 billion |
| Shareholder Returns (3 years) | | Consolidated dividend payout ratio 35% | Maintained consolidated dividend payout ratio of 35% |
| | | Flexible stance on share repurchases | ¥20.0 billion in share repurchases |



| | E-Plan 2025 Targets | FY2023 | FY2024 | FY2025 |
|-------------------------------|---------------------|--------|--------|--------|
| Precision Machinery | 17.0% or higher | 15.5% | 16.0% | 16.9% |
| Energy | 12.0% or higher | 13.4% | 13.3% | 11.9% |
| Building Service & Industrial | 7.0% or higher | 7.1% | 4.3% | 6.3% |
| Infrastructure | 6.0% or higher | 9.2% | 7.2% | 8.2% |
| Environmental Solutions | 7.0% or higher | 9.7% | 9.7% | 13.3% |

13 Copyright © 2025, All rights reserved.

We evaluate the three years from 2023 to 2025 as making good progress. As shown here, we exceeded our targets for efficiency, profitability, and growth in all management indicators.

We have achieved our ROIC and ROE targets for the past three years while executing higher growth investments than historical levels, particularly in the precision machinery segment. In a nutshell, we can sum up the period as one in which performance, investment, and shareholder returns were largely in line with our plans.

E-Plan 2025 Non-Financial Indicators: Targets and Results



| | Metric | E-Plan 2025 Targets | FY2025 Results (Preliminary Figures) |
|------------------|--|---|---|
| E Environment | CDP score (climate change) | Maintain B or above | A- |
| | Scope 1 and 2 GHG emissions (CO ₂ -e) | Reduce by 32% compared to 2018 | 153 thousand tons (44.9% reduction from FY2018) |
| | Scope 3/avoided emissions/Others (Across Value Chain)* | Establish a practical measurement method for GHG emissions in the value chain | Established practical methodologies for measuring GHG emissions across the value chain and set targets for each indicator |
| S Social | Transform into a culture of competition and challenge, and strive to create an environment where diverse employees can comfortably work and perform well - Engagement Survey Score | 83 or higher | 81 |
| | Aim for global mobility improvement - Percentage of non-Japanese employees in Global Key Positions (GKP) (consolidated) | 30% or higher | 26% |
| | Resolve gender pay gap (1) Percentage of female employees in GKP (consolidated) (2) Percentage of female employees in key positions (non-consolidated) | (1) 8% or higher (2) 8% or higher | (1) 8% (2) 8.6% |
| | Cultivate a company culture where employees can work and raise children at the same time regardless of gender - Percentage of male employees taking parental leave (non-consolidated) | 100% (Target announced in November 2023) | 100% |
| | Promote inclusion of employees with special needs - Percentage of employees with special needs (non-consolidated + 4 group affiliates) | 2.60% or higher | 2.57% |
| G Governance | Implement necessary measures based on the results of human rights due diligence for suppliers | | Minimized business continuity risks by promoting human rights due diligence through CSR surveys, training, and on-site improvement initiatives for domestic and overseas suppliers |
| | Deepen the performance of the Board of Directors and contributions to Governance to Value | | Board of Directors' Effectiveness Evaluation: Process ² implemented at a rate of 100% Support activities for Independent Directors: 12 meetings / 2 site visits Dialogue between Independent Directors and stakeholders: 2 cases |

*1 Notation revised in November 2023

*2 Evaluation process: Questionnaires, individual interviews conducted by the Chairperson, self-evaluations and peer evaluations by Directors, evaluation by the Chairperson, identification of issues, and disclosure of results

14 Copyright © 2025, All rights reserved.

This slide shows the non-financial targets of E-Plan 2025. While we were able to achieve solid results across each indicator, areas requiring further improvement have also become apparent. With respect to non-financial indicators, we will continue to address them as ongoing priorities.

E-Plan 2025 Achievements and Remaining Challenges



While synergies have begun to materialize with the establishment of a customer-facing market-based organization, building a global management foundation to support rapid business expansion remains a challenge

| Five Priority Areas in E-Plan 2025 | Progress during the E-Plan 2025 Period | Assessment | Remaining Challenges |
|--|--|------------------|--|
| 1. Target Markets and Customer Orientation | <ul style="list-style-type: none"> Our customer-facing market-based organization took root Cross-product order intake increased, and integrated synergies have emerged Began developing customer-centric solution businesses | Very good | <ul style="list-style-type: none"> Continued execution of initiatives and harvesting of results |
| 2. New Value Creation | <ul style="list-style-type: none"> Emerging creation of new value embedded with customers, such as the EBARA Maintenance Cloud for Building Service & Industrial | Good | <ul style="list-style-type: none"> Promotion of initiatives to deepen co-creation with customers |
| 3. Global Expansion | <ul style="list-style-type: none"> Established new sites and consolidated and reorganized existing sites Promoted optimization of global manufacturing and service structures | Good | <ul style="list-style-type: none"> Construction of a company-wide data utilization environment |
| 4. Advanced Management Infrastructure | <ul style="list-style-type: none"> ROIC-based management has been further embedded, including rigorous investment discipline with an awareness of the cost of capital Completed the introduction of function-based management under the CxO system | Fair | <ul style="list-style-type: none"> ERP implementation is behind schedule Creation of results from function-based management under the CxO system |
| 5. Advance ESG-Focused Management | <p>E Environment</p> <ul style="list-style-type: none"> Met GHG reduction targets Increased focus on contributing to customers' GHG reductions through products and services | Good | <ul style="list-style-type: none"> Development of products that contribute to customers' GHG reductions |
| | <p>S Society</p> <ul style="list-style-type: none"> Promoted business development aimed at solving social issues Promoted higher female and non-Japanese representation in Global Key Positions, the introduction of human capital management, and the rebuilding of succession plans Implemented human rights due diligence across the supply chain | | <ul style="list-style-type: none"> Visualization, appropriate allocation, and development of human resources necessary for the execution of global business strategies |
| | <p>G Governance</p> <ul style="list-style-type: none"> Enhanced governance sophistication and contributed to increased corporate value through the continued implementation and reform of effectiveness evaluations, support for Independent Directors, and dialogue with investors <p><small>Award received: Corporate Governance of the Year (Grand Prize) Award in 2023</small></p> | | <ul style="list-style-type: none"> Further strengthening of future-oriented discussions by the Board of Directors, with a focus on sustainability-oriented management Rebuilding of the Group governance framework in line with business expansion |

15 Copyright © Ebara Corporation. All rights reserved.

Continuing, we have summarized our achievements and remaining challenges regarding the five priority areas of E-Plan 2025. We started off with a major structural reform to a customer-facing market-based organization. The organizational structure has been firmly established for the priority areas of target markets and customer orientation, and cross-business synergies from a customer-driven rather than a product-driven perspective are beginning to emerge.

In this sense, we summarize it as a meaningful three years. On the other hand, while our business is growing rapidly on a global scale, we are beginning to see in some areas that the management infrastructure that supports this growth is not fully developed.

1. Long-term Vision E-Vision 2035
2. Reflecting on Medium-term Management Plan E-Plan 2025
- 3. Medium-term Management Plan E-Plan 2028**
 - **Basic Policies / Financial Targets / Non-Financial Targets**
 - Initiatives Based on the Basic Policies
 - Strategies by Business Segment
4. Appendix

Positioning of E-Plan 2028

We are positioning the next three years as a phase to enhance our global presence through group-wide optimization and increased global competitiveness and profitability, on the way to realizing our vision for 2035



Based on this, I would now like to talk about the next medium-term management plan, E-Plan 2028, and what we will be doing for the next three years from 2026 to 2028.

Theme of E-Plan 2028

Creating sustainable value through overall optimization

| Basic Policies of E-Plan 2028 | | Summary |
|-------------------------------|---|---|
| 1 | Expand the Group management foundation needed to achieve overall optimization | <ul style="list-style-type: none"> Build robust management platforms that support group-wide optimization through the strengthening of Group governance, the enhancement of supply chain resilience, and the implementation of ERP Establish a stronger management infrastructure based on overall optimization by improving the quality of resource allocation and decision-making |
| 2 | Balance the harvest of past investment returns with investment for future growth | <ul style="list-style-type: none"> Strengthen cash generation capability through the steady harvesting of growth investments Promote focused investments in future growth areas (including M&A) under disciplined investment decision-making |
| 3 | Execute strategies tailored to the characteristics of each business segment | <ul style="list-style-type: none"> Improve business scale, profitability, and efficiency in global business segments targeting growth markets Secure stable earnings and strengthen the business foundation in Japan-based business segments |
| 4 | Establish and further enhance human capital management for the EBARA Group | <ul style="list-style-type: none"> Promote business strategy-linked development, allocation, and evaluation of talent, positioning human capital as the source of value creation Strengthen human capital management by visualizing the quality and sustainability of talent through utilization of common Group platforms |
| 5 | Continuously create new customer-centric value | <ul style="list-style-type: none"> Provide new solutions by addressing customer issues Maximize group-wide value through collaboration across businesses |

18 Copyright © Ebara Corporation. All rights reserved.

There are 5 basic policies in E-Plan 2028. I will explain each individually in the slides that follow.

E-Plan 2028 Financial Targets

E-Plan 2028 Financial Targets (Consolidated)

| | Indicators | FY2025 Results | | FY2028 Targets | |
|------------------------------|------------------------|----------------|----------|--|---------------------|
| | | ROIC | WACC | ROIC | WACC (Assumptions)* |
| Profitability and Efficiency | ROIC | 11.9% | 5.0–6.0% | 13.0% or higher | 8.0–9.0% |
| | ROE | 15.6% | | 18.0% or higher | |
| | Operating Profit Ratio | 11.9% | | 14.5% or higher | |
| Scale and Growth Potential | Revenue | ¥958.2 billion | | Around ¥1.2 trillion | |
| Financial Health | Debt-to-equity Ratio | 0.44 | | 0.4–0.5 (management guideline) | |

*WACC is not a target value, but rather an assumed condition (set value) used in formulating the three-year plan for FY2025–FY2028.

*ROIC: NOP/PLAT (Net Operating Profit Less Adjusted Taxes) ÷ Invested capital (Interest-bearing debt (average amount of the beginning and end of fiscal year) + Equity attributable to owners of parent (average amount of the beginning and end of fiscal year))

19 Copyright © Ebara Corporation. All rights reserved.

Our financial targets for FY2028, the final year of this medium-term management plan period, are as seen on the slide. The weighted average cost of capital (WACC), which is the premise for setting ROIC targets, is reviewed each period of the medium-term management plan. The WACC value has increased from the previous medium-term management plan period to the current medium-term management plan period. Please understand that the figures are higher in light of the recent changes in the business environment, including the interest rate situation. On top of that, we also set ROIC targets.

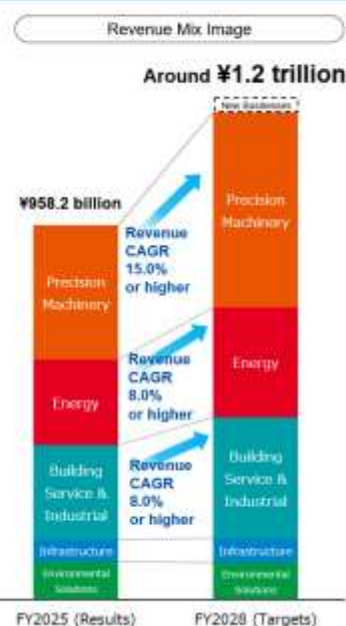
With regard to financial health, we would like to maintain a D/E ratio of 0.4 to 0.5 as a management guideline. The average for the previous medium-term management plan period was about 0.37, so we intend to manage with a slightly more leveraged financial discipline than that. Other target figures, such as ROE, operating profit ratio, and revenue are shown in this table.

E-Plan 2028 Financial Targets by Segments



| | Indicators | FY2025 Results | | FY2028 Targets | | |
|------------------------------|----------------------------|-------------------------------|-------|----------------|------------------------|-----------|
| | | ROIC | WACC | ROIC | WACC Assumption* | |
| Profitability and Efficiency | ROIC | Precision Machinery | 21.0% | 7.0–8.0% | 25.0% or higher | 9.5–10.0% |
| | | Energy | 12.2% | 4.5–5.0% | 15.0% or higher | 8.0–8.5% |
| | | Building Service & Industrial | 5.5% | 4.5–5.0% | 8.5% or higher | 6.0–6.5% |
| | | Infrastructure | 10.3% | 4.0–4.5% | 12.5% or higher | 6.0–6.5% |
| | | Environmental Solutions | 19.1% | 4.7–5.2% | 13.0% or higher | 6.5–7.0% |
| | Operating Profit Ratio | Precision Machinery | 16.9% | | 20.0% or higher | |
| | | Energy | 11.9% | | 14.5% or higher | |
| | | Building Service & Industrial | 6.3% | | 9.0% or higher | |
| | | Infrastructure | 8.2% | | 9.0% or higher | |
| | | Environmental Solutions | 13.3% | | 8.5% or higher | |
| Scale and Growth Potential | Revenue CAGR (FY2025-2028) | FY2022-2025 | | FY2025-2028 | | |
| | | Precision Machinery | 15.5% | | 15.0% or higher | |
| | | Energy | 14.9% | | 8.0% or higher | |
| | | Building Service & Industrial | 7.7% | | 8.0% or higher | |

*WACC is not a target value, but rather an assumed condition (set value) used in formulating the three-year plan for FY2025–FY2028.



These are the overall numerical targets and the targets for each segment, including the ROIC targets. We would like to disclose this along with the WACC by segment on which it is based.

For the new medium-term management plan period of 2028, we have also revised the WACC by segment. Each of them rose.





With respect to the profitability of each business segment, we will continue to set targets for the operating profit ratio. We have set a goal of achieving values in 2028 that are higher than the 2025 results in all segments except the environmental solutions segment, which had uniquely high profitability in the period that ended.

In the three global business segments that drive top-line growth, precision machinery, energy, and building service and industrial, we have set these revenue CAGR targets for our businesses, taking into account market growth rates.

E-Plan 2028 Non-Financial Targets (Excerpt)

Full list of non-financial KPIs → pp.44→



| Material Issues | KPIs (FY2028) | Targets | |
|--|--|--|--|
|  M1. Contribute to the creation of a sustainable society | CSR procurement compliance rate among key suppliers | 75% | |
| | GHG (CO ₂ -e) reductions enabled by our products and services | 65 million t-CO₂ (Cumulative total for 2023–2028) | |
|  M3. Conduct comprehensive environmental management | CDP score (climate change) | Maintain a Leadership level rating (A, A-) | |
| | GHG emissions Scope 1 and 2 (CO ₂ -e) | 46% reduction (vs. 2018) | |
| | GHG emissions Scope 1 and 2 (CO ₂ -e) per unit of revenue (emissions intensity) for major businesses | 66% reduction (vs. 2018) | |
|  M4. Promote working environments that encourage challenge | Global Engagement Survey Score | 85 | |
| | Diversity in Global Key Positions (GKPs) | Ratio of women (consolidated) | 11.0% |
| | | Nationality diversity indicator (consolidated) | Level in line with global peers |
| | Number of fatalities and serious incidents | 0 events | |
|  M5. Enhance corporate governance | Implementation of Board effectiveness evaluations, support for Independent Directors, and dialogue with stakeholders | Ongoing dialogue | |

Note: Targets for contributions by business to M1 "Contribute to the creation of a sustainable society" and M2 "Elevate standards of living and support abundant lifestyles for all" are shown on each segment's page.

21 | © 2023 E.ON Energy Group. All rights reserved.

Up to now, we have been talking about financial targets for the new medium-term management plan period, and this page is an excerpt of non-financial targets. Details are described in the appendix. Please confirm later at your leisure.

I will not discuss non-financial targets in detail at today's briefing. We will continue to report on our progress as needed at ESG briefings and other IR events this year.

1. Long-term Vision E-Vision 2035
2. Reflecting on Medium-term Management Plan E-Plan 2025
- 3. Medium-term Management Plan E-Plan 2028**
 - Basic Policies / Financial Targets / Non-Financial Targets
 - **Initiatives Based on the Basic Policies**
 - Strategies by Business Segment
4. Appendix

From this point forward, please allow me to explain the measures we plan to take based on each of the basic policies.

Basic Policies of E-Plan 2028

1 Expand the Group Management Foundation Needed to Achieve Overall Optimization

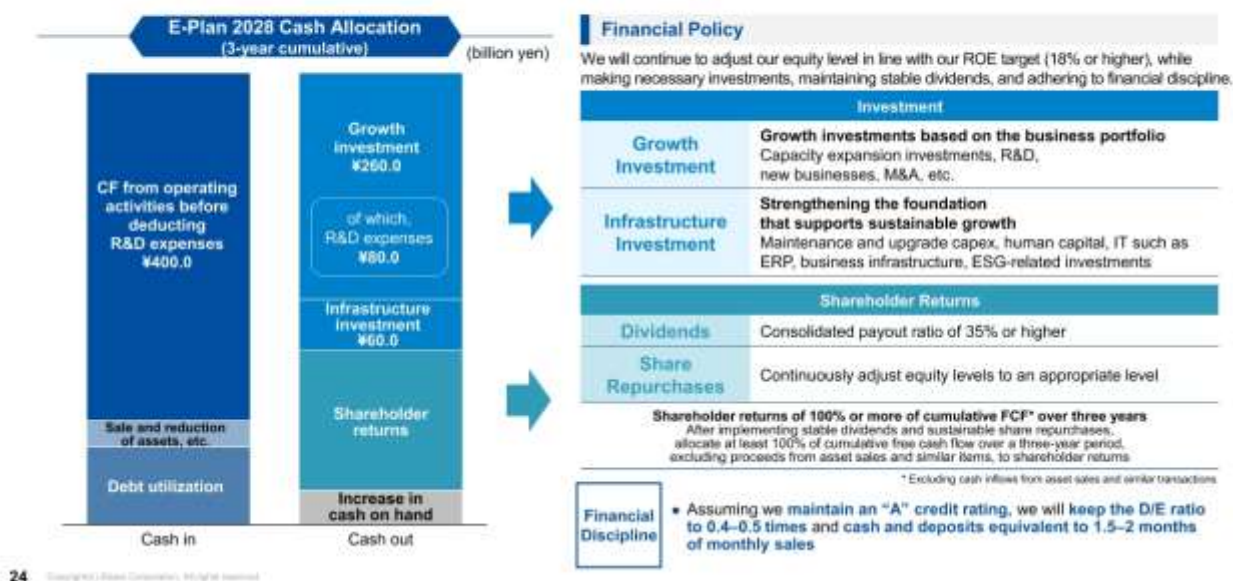
Pursuing business expansion alongside the expansion of our management foundation through holistic optimization, enabling sustained value creation



First, I will discuss the first basic policy; expand the Group management foundation needed to achieve overall optimization. We intend to take measures to strengthen corporate functions that lead the Group, build common business platforms, and strengthen business-level command center functions to provide a bird's eye view of global business.

2 Balance the Harvest of Past Investment Returns with Investment for Future Growth

Prioritize investment for further growth, with remaining cash directed to shareholder returns to maintain an optimal cash structure



24 Copyright © EPCOR Corporation. All rights reserved.

The second basic policy is to balance the harvest of past investment returns with investment for future growth.

In our new long-term vision, E-Vision, we outlined the business portfolio we aim to have ten years from now. To realize that portfolio, each of our businesses, particularly the global business segments, will continue to require sustained growth investment. The next three years will also be a period in which infrastructure investments are necessary, and that is an important premise for our plan.

At the same time, our approach is not to invest endlessly. We will continue harvesting the returns from past investments, and we intend to allocate surplus capital appropriately to shareholder returns. That balance between disciplined investment and disciplined returns is a core principle for us.

In terms of growth investment, we are planning a cumulative total of JPY260 billion over the next three years. For infrastructure investments, we expect an additional JPY60 billion. Taken together, this means that over the coming three years we will continue investing at a level that exceeds the previous medium-term management plan.

Turning to shareholder returns, our baseline remains a consolidated dividend payout ratio of 35% or higher. In addition, we are targeting ROE of at least 18% in FY2028. To maintain an optimal level of equity in line with that target, we are also considering ongoing share repurchases. Historically, we adjusted our equity level through relatively large buybacks every three to four years. However, given the increased stability of our earnings today, we believe we are entering a stage where it is more appropriate to maintain our capital level through more frequent, continuous repurchases. This thinking is reflected in the JPY10 billion share repurchase authorization we announced for this fiscal year.

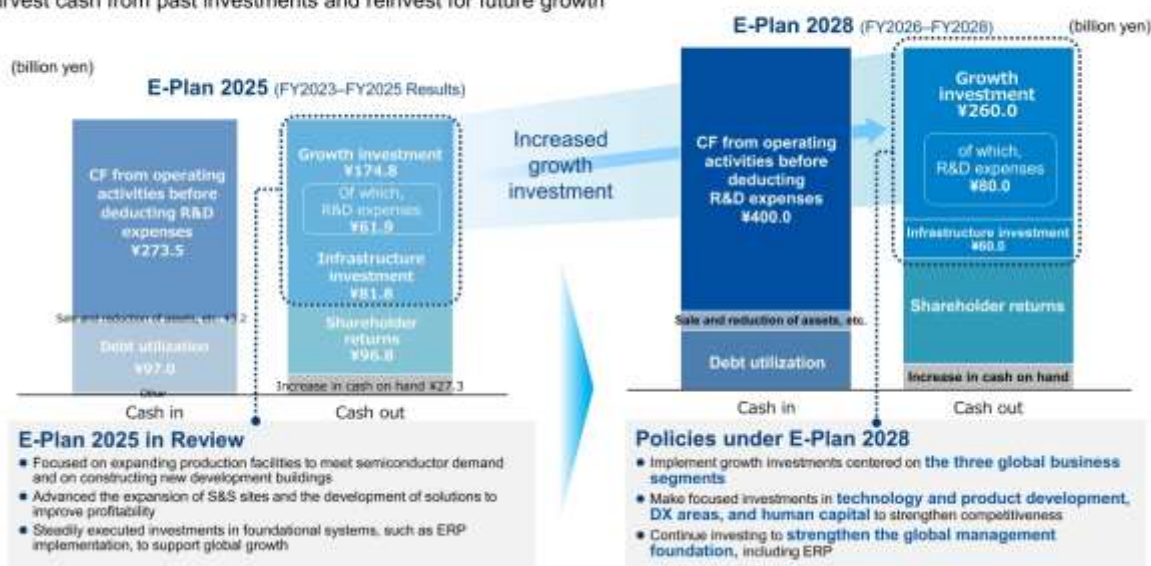
Based on these principles, we intend to allocate more than 100% of our free cash flow over the next three years to shareholder returns. When we refer to free cash flow here, we exclude large, one-off inflows such as proceeds from asset sales, as those funds are earmarked for potential portfolio reshaping. Excluding such items, our commitment is to return over 100% of free cash flow to shareholders.

From a financial discipline standpoint, we aim to maintain an A credit rating, hold cash and equivalents equivalent to 1.5 to 2 months of revenue, and manage our D/E ratio within the range of 0.4 to 0.5 times. Finally, as shown in our cash allocation framework, consistent with the previous medium-term management plan, we treat R&D as a strategic investment for future growth, and therefore explicitly incorporate R&D spending into our cash-in and cash-out planning.

2 Balance the Harvest of Past Investment Returns with Investment for Future Growth



Harvest cash from past investments and reinvest for future growth

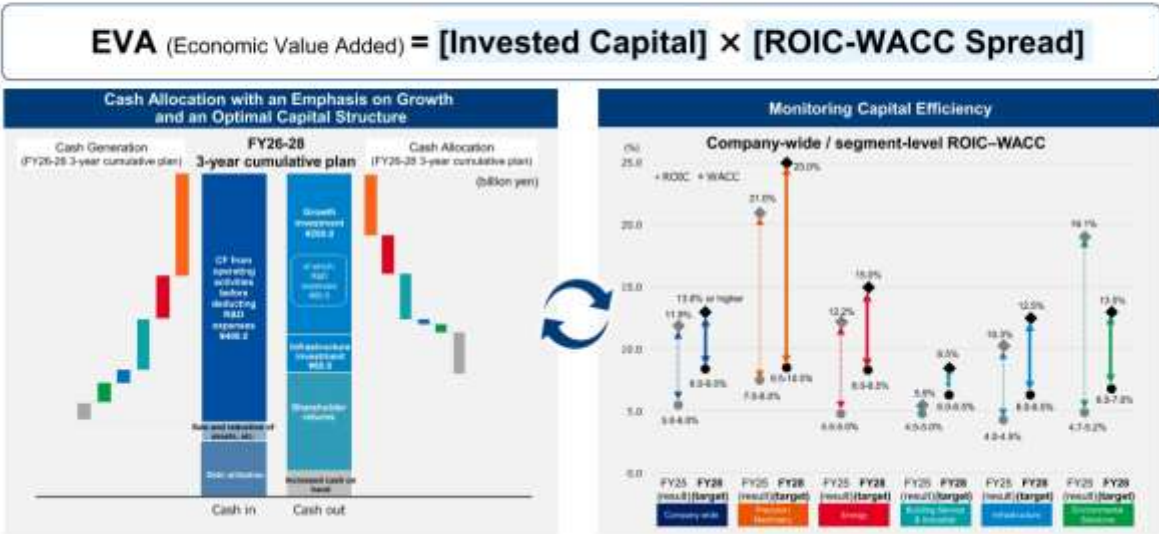


I will continue to discuss investments. Here is the cash flow balance for the current medium-term management plan period compared to the previous period. Cash flow has expanded over the previous period as a result of past investments. The total amount of investment will be increased from JPY180 billion in the previous medium-term management plan to JPY260 billion, and the weight of investment for growth will be increased. In particular, we will strengthen our investments in the three global business segments: precision machinery, energy, and building service and industrial.

In terms of infrastructure investment, we plan to invest JPY60 billion to build an infrastructure to support global management, including the introduction of an ERP system, which is currently underway.

2 Balance the Harvest of Past Investment Returns with Investment for Future Growth

Aim to maximize EVA over the medium to long term through improving the profitability and capital efficiency of each business and reducing the cost of capital



26 Copyright © Ebara Corporation, FY2024 Internal

Here you see the cash-in and cash-out plan by business segment. We will allocate cash mainly to the global business segments, placing the highest priority on growth investment in precision machinery. The ROIC-WACC spread varies from business to business, as shown in the figure on the right. In segments where spreads are still large enough at this time, we will invest further capital to expand the scale of our business.

Concerning the businesses where the spreads are relatively small, we plan to invest with the objective of increasing the spread. That is the general direction we are considering.

3 Execute Strategies Tailored to the Characteristics of Each Business Segment



Design of business segment-specific strategies tailored to market conditions and growth characteristics

| E-Plan 2028 Market Environment Outlook | Global Business Segments | | | Japan-based Business Segments | |
|---|--|---|---|--|---|
| | Precision Machinery | Energy | Building Service & Industrial | Infrastructure | Environmental Solutions |
| Market Environment | Market CAGR 8.0% (WFE) | Market CAGR 6.0% (LNG) 3.0% (Ethylene) | Market CAGR 3.5% | Flat market | Flat market |
| Core Technologies/ Services | CMP systems, dry vacuum pumps | Compressors, turbines, energy-sector pumps, and cryogenic products | Pumps and thermal equipment for building and industrial applications | Pumps for infrastructure applications | Municipal waste incineration facilities (EPC+O&M) |
| Assumptions for the External Environment during FY2025-FY2028 | <ul style="list-style-type: none"> Acceleration of the implementation of AI (accelerating investment in advanced logic and memory for AI servers, and increasing importance of advanced packaging technologies) Supply chain bifurcation driven by U.S.-China tensions, and the rise of emerging markets Growing needs for energy efficiency and environmental measures at semiconductor manufacturing facilities | <ul style="list-style-type: none"> Steady LNG demand (continued demand across the full value chain, from liquefaction to transport and regasification, as a low-carbon fuel) Expansion of decarbonization markets (new markets such as hydrogen, ammonia, and CCUS taking shape in earnest) Rising labor-saving needs (growing demand for preventive maintenance and remote monitoring driven by aging facilities and labor shortages) | <ul style="list-style-type: none"> Rising labor-saving needs (IoT-enabled equipment and maintenance efficiency driven by labor shortages in Japan) Gradual global growth, while the China market remains sluggish Rapid increase in data center cooling demand due to the spread of generative AI Increase in demand for energy-efficient solutions | <ul style="list-style-type: none"> With challenges such as aging domestic infrastructure and increasingly severe weather disasters, the First National Resilience Implementation Medium-term Plan has begun, and replacement demand is expected to remain steady In infrastructure asset management, automation and labor-saving using AI, IoT, etc. are advancing | <ul style="list-style-type: none"> While life-extension measures for aging facilities are progressing, rebuild projects are expected to gradually decline over the long term due to factors such as wider-area consolidation In the waste treatment field, the shift from conventional disposal to resource circulation is accelerating |

That concludes basic policy two. Basic policy three is to execute strategies tailored to the characteristics of each business segment. This is a page detailing the market environment on which the strategies of each business are premised.

3 Execute Strategies Tailored to the Characteristics of Each Business Segment

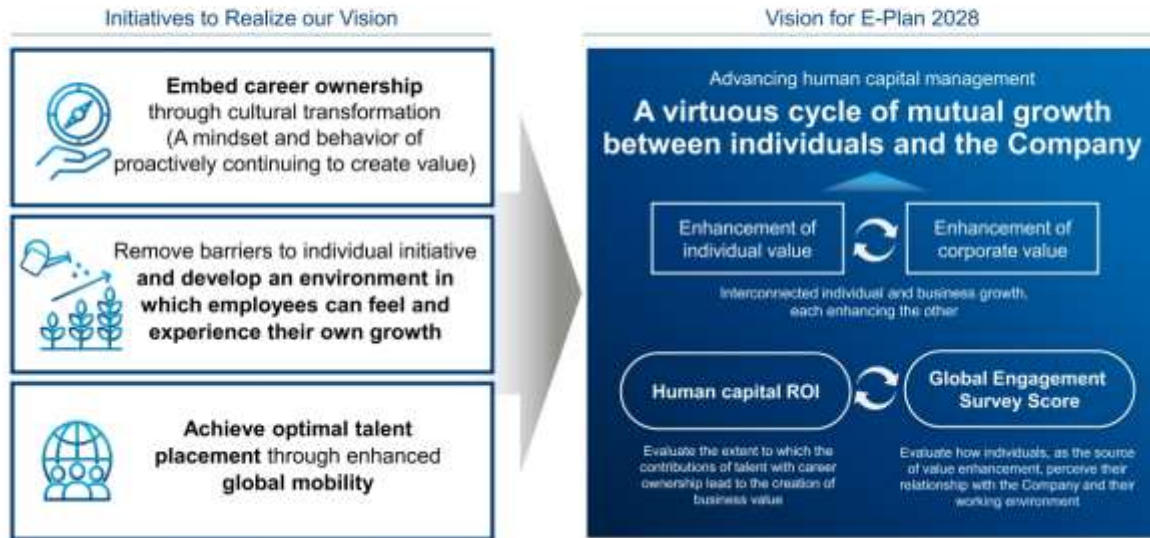


| Business Strategies under E-Plan 2028 | Global Business Segments | | | Japan-based Business Segments | |
|--|---|---|--|---|--|
| | Precision Machinery | Energy | Building Service & Industrial | Infrastructure | Environmental Solutions |
| E-Plan 2028 Targets | Revenue CAGR 15.0% or higher Operating profit ratio 20.0% or higher ROIC 25.0% or higher | Revenue CAGR 8.0% or higher Operating profit ratio 14.5% or higher ROIC 15.0% or higher | Revenue CAGR 8.0% or higher Operating profit ratio 9.0% or higher ROIC 8.5% or higher | Operating profit ratio 9.0% or higher ROIC 12.5% or higher | Operating profit ratio 8.5% or higher ROIC 13.0% or higher |
| E-Plan 2028 Overview of Strategies by Segment Strategies by segment → pp.32 | <p>Expand market share through solutions and enhance capabilities for growth</p> <ul style="list-style-type: none"> Accelerate solution development to expand share in core products and create new businesses Enhance capabilities to support rapid growth and further evolve integrated global management Differentiate through proposals of solutions focused on energy efficiency and decarbonization | <p>Develop products and solutions to lead the energy transition</p> <ul style="list-style-type: none"> Establish a solid position in existing markets such as LNG and ethylene, etc. Introduce products in new areas such as hydrogen, ammonia, and CCUS, etc. Expand global S&S sites and leverage DX solutions such as remote monitoring to maximize customer maintenance-related value | <p>Provide solutions and services and capture growth markets</p> <ul style="list-style-type: none"> Provide IoT-based labor-saving and energy-saving solutions Expand business in the data center and electronic device markets Enlarge business in global markets through a market-in approach, M&A, etc. | <p>Maintain top share in Japan and expand overseas</p> <ul style="list-style-type: none"> Strengthen development of products and services that respond to social needs Maximize productivity and improve profitability through DX-driven operational efficiency and local cost reduction Develop stable earnings markets and expand business through collaboration among overseas sites | <p>Improve profitability of existing businesses and expand into the resource-circulation business</p> <ul style="list-style-type: none"> Secure stable orders for public-private DBO/EPC projects Reduce labor requirements and costs through AI and automation technologies Establish new domains through investments in resource circulation and decarbonization |

The following page contains strategies tailored to the characteristics of each business. This will be explained later for each business, so I will not explain it here.

4 Establish and Further Enhance Human Capital Management Across the Ebara Group

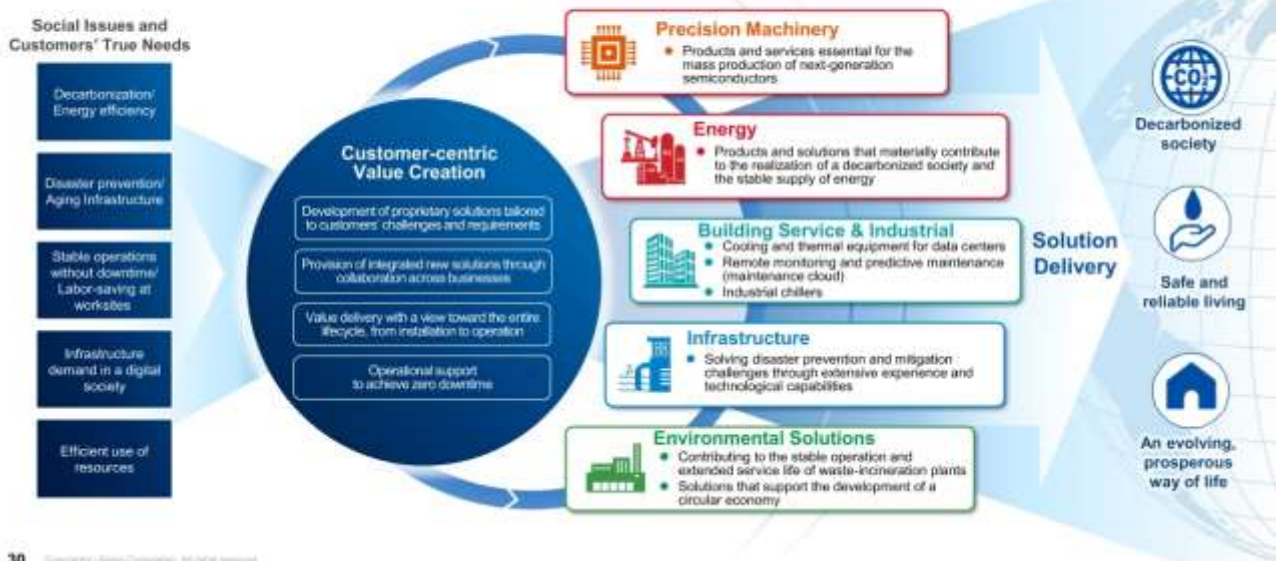
Position human capital as the driving force of value creation and build a global foundation for placing the right people in the right roles, where diverse talent exercising career ownership can thrive



29 Copyright © Ebara Corporation. All rights reserved.

5 Continuously Create New Value from a Customer-Centric Perspective

Providing unique, customer-centric solutions that contribute to solving social issues



30 Copyright © Ebara Corporation. All rights reserved.

The fourth basic policy, human capital management, and the fifth basic policy, customer-centric value creation, are areas that we will continue to focus on from the previous medium-term management plan. These are further expanding and developing our efforts. These have been mentioned in various places in the past, so I will not discuss them in detail today. We would rather spend our time on business-specific strategies.

1. Long-term Vision E-Vision 2035
2. Reflecting on Medium-term Management Plan E-Plan 2025
- 3. Medium-term Management Plan E-Plan 2028**
 - Basic Policies / Financial Targets / Non-Financial Targets
 - Initiatives Based on the Basic Policy
 - **Strategies by Business Segment**
4. Appendix

From this point forward, we will discuss specific business strategies for each segment. The three global business segments, precision machinery, energy, and building service and industrial, will be explained by their respective executives.

First, Nambu of the precision machinery segment will explain.

E-Plan 2028 Strategies by Business Segment



Global Business Segments

Precision Machinery

E-Vision 2035 Business Vision

- By empowering rapid innovation and efficient production in the semiconductor industry, we will help advance cutting-edge technologies, support customers' energy savings and decarbonization, and become a truly unique player that underpins a sustainably evolving, AI-empowered society

Core Policies under E-Plan 2028

| | |
|-------------------------------|--|
| Market share expansion | <ul style="list-style-type: none"> Expand market share in dry vacuum pumps, gas abatement systems, CMP, packaging plating, and bevel polishing systems, while exploring the establishment of further new businesses Enhance capabilities to support rapid growth and drive business expansion |
| Higher value creation | <ul style="list-style-type: none"> Advance technologies and deliver value that supports energy efficiency and decarbonization Provide diverse process solutions to enable and accelerate water-level integration Create new value by leveraging core technologies beyond the Precision Machinery business |
| Improve profitability | <ul style="list-style-type: none"> Evolve integrated global management through core system renewal and the strengthening of a global consolidated management structure Enhance and stabilize earnings power through expansion of gross margins and the S&S business |

E-Plan 2028 Financial Targets

| Year | Operating Profit (billion yen) / Operating Profit Ratio | Revenue (billion yen) |
|-----------------|---|-----------------------|
| FY2023 | 15.5% | 38.2 |
| FY2024 | 18.0% | 50.1 |
| FY2025 | 18.0% | 57.7 |
| FY2028 (Target) | 20.0% or higher | 342.2 |

Revenue CAGR (FY25-28): **15.0% or higher**
Market CAGR (WPE): **8.0%**

E-Vision 2035 Social & Environmental Value Provided

An evolving, prosperous way of life

Support higher integration and sustainability in semiconductor manufacturing, and contribute to the advancement of an AI-empowered society

E-Plan 2028 Non-Financial Targets

Semiconductor miniaturization

Development progress rate of elemental technologies compatible with 7A-generation semiconductor manufacturing technologies: **75%***

* Based on a 2030 target scenario in which the development of 7A-generation semiconductor manufacturing technologies has been completed and commercialized and is supporting ambient lives in society

Nambu: I would like to explain the precision machinery segment. The vision of the precision machinery business is to be a unique presence in the industry, supporting the rapid development and efficient production

of semiconductor customers and contributing to the advancement of a sustainably evolving AI-empowered society.

Against the backdrop of accelerated social implementation of AI, the demand for further performance improvement of semiconductors is expanding, and technological innovation in both logic and memory is accelerating. In particular, the evolution of back-end processes such as 3D stacking of chips and films, chiplet technology, and what is known as packaging, has made CMP, plating, and bevel polishing systems, in which we have strengths, more important than ever before.

In this market environment, we aim to grow based on three business policies: expanding market share, adding high value, and improving profitability.

E-Plan 2028 Strategies by Business Segment

Precision Machinery

Energy

Building Services & Industrial

Infrastructure

Environmental Solutions

Market Share Expansion

Market Growth Outlook

Market CAGR (FY25—FY28)

WFE
(Semiconductor Front-End Manufacturing Equipment Market)

8.0%

Illustrative view of the Company's revenue growth by process (products)

*Mid-process: Processes such as wafer bonding that bridge front-end and back-end processes

Growth Drivers

| Technology Keywords | Process Steps |
|--|---|
| <p>3D stacking of memory</p> <ul style="list-style-type: none"> • Advanced Memory • HBM • Bonding (joining) processes, including hybrid bonding • 3D Memory | <div style="display: flex; justify-content: space-around; font-weight: bold; color: #f4a460; font-size: 0.8em;"> Front-end Mid </div> <ul style="list-style-type: none"> • Increase in CMP steps due to higher planarization requirements associated with increased structural complexity • Increase in CMP steps for metal layers • Increase in CMP steps for bonding technologies |
| <p>Higher performance logic</p> <ul style="list-style-type: none"> • Evolution of advanced logic, including next-generation transistor architectures (GAA) • BS-PDN | <div style="display: flex; justify-content: space-around; font-weight: bold; color: #f4a460; font-size: 0.8em;"> Front-end Mid </div> <ul style="list-style-type: none"> • Increase in CMP steps due to higher planarization requirements associated with increased structural complexity • Increase in CMP steps for new metal materials • Increase in CMP steps for wafer thinning and backside planarization for BS-PDN |
| <p>Higher performance through stacking</p> <ul style="list-style-type: none"> • Bonding (joining) processes, including hybrid bonding • BS-PDN | <div style="display: flex; justify-content: center; font-weight: bold; color: #f4a460; font-size: 0.8em;"> Mid </div> <ul style="list-style-type: none"> • Increased wiring and planarization requirements associated with multilayer stacking and bonding, leading to an increase in CMP and plating process steps • Increased need to remove unnecessary film at wafer edges and bevel areas for yield improvement |
| <p>Higher performance through chiplet architectures</p> <ul style="list-style-type: none"> • Advanced Packaging • Interposer • Panel Level Packaging (PLP) | <div style="display: flex; justify-content: center; font-weight: bold; color: #f4a460; font-size: 0.8em;"> Back-end </div> <ul style="list-style-type: none"> • Increased wiring layers due to the adoption of interposers in advanced packages, leading to an increase in CMP and plating process steps • High-density wiring formation on large-area panels, resulting in an increase in panel CMP and plating process steps |

Opportunities to Expand Our Product Share

| Opportunities by Product | Action Plans |
|--|--|
| <p>CMP</p> <p>Increase in CMP application steps in both device scaling and bonding (hybrid bonding)</p> | <p>Focus on metal-layer CMP processes, which are the Company's strength, to increase adoption steps and expand market share</p> |
| <p>Plating systems</p> <p>Rapid expansion of the packaging market driven by growing demand for AI-related products</p> | <p>Launch new electrolytic plating systems with superior process performance, productivity, and maintainability to expand market share</p> |
| <p>Bevel polishing systems</p> <p>Growing market demand for wafer edge and bevel processing associated with the expansion of bonding processes and increasing complexity of semiconductor processes</p> | <p>Provide process solutions aligned with market requirements to expand market share</p> |
| <p>Components</p> <p>Increasing demand for energy saving and space saving</p> | <p>Propose integrated exhaust system solutions, ranging from energy saving at individual equipment level to system-level exhaust integration, to expand market share</p> |

33

Reference: EBARA IR Day 2025, Session 1 "Medium- to Long-Term Business Strategy of the Precision Machinery Company" (held on November 18, 2025)

The first is to expand market share. In addition to our mainstay CMP systems and dry vacuum pumps, we will continue to expand our market share in the areas of plating systems, bevel polishing systems, gas abatement systems, and exhaust systems for EUV lithography equipment.

Especially in CMP, we will establish an unrivaled position in new technology areas such as hybrid bonding, bonding technology, in addition to the increase in the number of processes associated with miniaturization. We also aim to establish new markets in areas such as plating equipment and bevel polishing equipment, and to achieve sales growth of more than 1.5 times in front-end process and more than two times in mid- and back-end processes by FY2028.

Second, going back to the previous slide, is high added value. Technology has become more challenging, the manufacturing process more complex, and the importance of energy conservation and decarbonization has increased enormously. Under such circumstances, we will realize high added value by promptly providing solutions that resolve customers' problems. We will also accelerate the development of unique high-value-added solutions through One Ebara by integrating core technologies other than precision machinery.



Precision Machinery

Improve Profitability



Profitability Growth Drivers

| | Growth Investment | Expected Effects |
|---|---|---|
| CMP Other Equipment - Plating systems - Dental polishing systems | Start of operations at the new equipment development building (Fujisawa) Expansion of equipment production capacity (Kumamoto) Increased demand for other equipment | <ul style="list-style-type: none"> Products: Increased revenue through the development and expansion of sales of new value-based functions; Improved profitability through higher product gross margins, driven by production efficiency improvements, shorter lead times, and expanded business scale; Business growth and profitability gains driven by expanded sales of new equipment (other devices) S&S: Expanded value-oriented components and services business; Increased S&S demand driven by an expanding field-installed base |
| | Launch of new products - Dry vacuum pumps - Gas abatement systems | <ul style="list-style-type: none"> Products: Increased sales through the development and expansion of new value-based functions; Expanded business scale and improved profitability through provision of solutions that meet energy-saving and space-saving demand S&S: Win orders by proposing new services tailored to customers' solution needs |
| Components | Increase production capacity for component products (Fujisawa, Taiwan) | <ul style="list-style-type: none"> Products: Increased operating rate and improved efficiency in dry vacuum pump production; Enhancement of production capacity for non-pump component products; Promotion of regional production for regional consumption of component products through localization of manufacturing S&S: Growing S&S demand driven by an expanding field-installed base |
| | Start of operations at new overhaul (OH) plants (Tohoku, South Korea, Taiwan) | <ul style="list-style-type: none"> S&S: Improved profitability through shorter OH lead times and higher productivity; Stronger proactive service-proposal capabilities |

The third is to improve profitability. We are firmly committed to expanding sales of high-value-added product solutions by increasing our development and production capacity, which we have been promoting to date. In addition, we will ensure that the service and support business, which is building up as the number of units delivered increases, is linked to earnings. In FY2028, we plan to expand our S&S business to more than 1.4 times its current size.

To support this, in addition to increasing production capacity in Kumamoto and Fujisawa, we have newly established and started operation of overhaul factories in Tohoku, Korea, Taiwan, and other regions, thereby solidifying our global support system. By steadily implementing these business policies, we aim to achieve an operating margin of 20% or more in 2028.

This concludes my explanation of the precision machinery business.

Hosoda: Next, Miyaki, who is responsible for the energy segment, will explain the energy segment.

Global Business Segments

Energy

E-Vision 2035 Business Vision

- To become a technology-oriented solution provider built on our core strengths in fluid compression and transfer technologies, after-sales services, and global operations
- In existing markets, we will enhance our presence and profitability to support the stable supply of energy and basic materials essential to human progress
- In new energy and sustainability fields, we will actively develop technologies and solutions that lead decarbonization trends and cultivate these businesses into a core pillar of our earnings base

Core Policies under E-Plan 2028

| | |
|---|--|
| Lead the realization of a decarbonized society | <ul style="list-style-type: none"> • Promote initiatives in sustainability domains, including ammonia, CCUS, hydrogen, SAF (sustainable aviation fuel), geothermal energy, and sustainability solutions such as remote monitoring and failure prediction for energy markets |
| Support a stable energy supply | <ul style="list-style-type: none"> • Establish a leading position in existing oil and gas markets centered on LNG, and in the petrochemical market centered on ethylene |
| Invest to strengthen competitiveness | <ul style="list-style-type: none"> • Technology and product development, sustainability domains, DX domains, and talent development |

E-Plan 2028 Financial Targets



E-Vision 2035 Social & Environmental Value Provided

Decarbonized society
Lead the energy transition toward decarbonization

E-Plan 2028 Non-Financial Targets

Share of orders for sustainability-related* projects (products business) **20%**

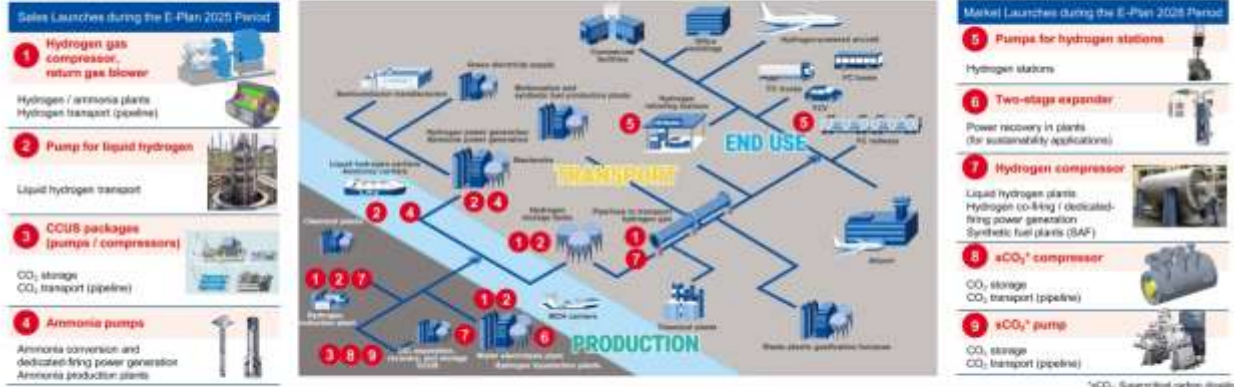
35 *CO₂, ammonia, hydrogen, SAF, etc.

Miyaki: In this business, we have three core policies as shown on the left. One is to lead the way in achieving a decarbonized society. Second, support a stable supply of energy. The implication of the second point is that we will firmly support our customers and the market not only for new energy, but also for existing energy. Third, to achieve these goals, we will make investments to strengthen our competitiveness. We will proceed with these three core policies.

As you can see on the right, we are targeting a revenue CAGR of 8% or more and an operating profit ratio of 14.5% or more. In addition, as a non-financial target, we aim to achieve at least 20% share of orders to be for sustainability-related products.

Lead the Realization of a Decarbonized Society: Product Development and Market Launch in Sustainability Domains

- With a view to achieving carbon neutrality, we are steadily expanding our product lineup to build a decarbonized supply chain.
- Leveraging our proprietary special-fluid transfer and cryogenic technologies cultivated through pumps and compressor/turbine businesses, we are developing products and steadily executing initiatives to establish new business models in sustainability fields.



- Sales Launches during the E-Plan 2025 Period**
- Hydrogen gas compressor, return gas blower**
Hydrogen / ammonia plants
Hydrogen transport (pipeline)
 - Pump for liquid hydrogen**
Liquid hydrogen transport
 - CCUS packages (pumps / compressors)**
CO₂ storage
CO₂ transport (pipeline)
 - Ammonia pumps**
Ammonia conversion and dedicated-firing power generation
Ammonia production plants

- Market Launches during the E-Plan 2028 Period**
- Pumps for hydrogen stations**
Hydrogen stations
 - Two-stage expander**
Power recovery in plants (for sustainability applications)
 - Hydrogen compressor**
Liquid hydrogen plants
Hydrogen-to-liquid / dedicated-firing power generation
Synthetic fuel plants (SAF)
 - eCO₂ compressor**
CO₂ storage
CO₂ transport (pipeline)
 - eCO₂ pump**
CO₂ storage
CO₂ transport (pipeline)

Lead the Realization of a Decarbonized Society / Support a Stable Energy Supply: Expansion of Production and Testing Facilities

- In October 2025, we completed a major electrical equipment overhaul at the Joazeiro plant in the U.S., achieving one of the world's largest large rotating machinery testing capabilities. This will contribute to expanding our share in the LNG market.
- In December 2025, we installed a new "high-speed balancer facility" at the Siegen plant for rotor testing of compressors and steam turbines, accelerating our response to larger products and expansion of manufacturing capacity.
- In the second half of 2026, we plan to complete the construction of a commercial product testing and development center (for hydrogen) in Fujitsu, Chile Prefecture.
- In the first half of 2028, we plan to complete the modernization and automation of production facilities at the Joazeiro plant in the U.S. Note: Details of automation are provided on the next page.

We aim to play a leading role in realizing a decarbonized society. One part of that is continuing to capture the growing demand for LNG, which is expanding rapidly due to its role as a bridge fuel in the energy transition and its importance for energy security. We will continue to treat LNG as a priority segment and provide reliable solutions in this area.

In addition, in next-generation decarbonized energy fields such as hydrogen, ammonia, and CCUS, we have already begun product development, capital investment, and order intake during the E-Plan 2025 period. Under E-Plan 2028, we intend to further accelerate these development and investment activities, to ultimately build this area into a new pillar of our earnings base.

S&S Strategies

Harvesting returns from investments implemented under E-Plan 2025

- Accelerate capture of S&S demand by expanding the Saudi Arabia base and establishing a new base in Indonesia
- Expand opportunities to capture S&S demand by building maintenance capabilities for compressor/turbine and custom pump products at each S&S base

Growth investments under E-Plan 2028

- Enhance S&S capabilities by expanding the Houston flagship S&S base
- Expand S&S demand by launching a new S&S base in Abu Dhabi, leveraging our extensive installed base/delivery track record
- Upgrade functions by introducing high-speed balancing test equipment and packaging facilities at the Saudi Arabia base

Enhancing the global support structure by strengthening parts delivery functions worldwide

Expanding the S&S Base Network



Invest to Strengthen Competitiveness

DX Domain Investments

Remote monitoring and predictive maintenance at customer sites

- Develop services that leverage customer site data and EBARA's diagnostic technologies for rotating machinery to contribute to long-term, stable plant operation and support customers in maximizing profitability
- Conduct proofs of concept (POCs) toward commercialization

Modernization / automation / labor saving at manufacturing sites

- Further improve productivity by introducing factory automation equipment and unmanned processes



Human Capital Investments

Establish strategic training and education functions

- A strategic training function responsible for providing consistent training and education linked to business strategies and for developing next generation leaders
- Build a "central hub for learning" that consolidates learning resources and growth opportunities to support skill development and autonomous career formation

Provide business-specific training to strengthen sales capabilities

- Shift mindsets to solve issues together with customers through a customer-first approach amid transformation in energy markets driven by decarbonization
- Systematize and convert organizational know-how into accumulated knowledge (knowledge capture/knowledge management)



Next, let me turn to how we support the stable supply of energy. Strengthening our service and support capabilities is essential to achieving this. Under E-Plan 2028, one priority is completing the enhancement of our service shop in Houston—an extremely important hub often referred to as the energy capital of the world.

Another key region is the Middle East. We are currently constructing a new service shop in Abu Dhabi, which will begin operations during this period. In Saudi Arabia, we already have an existing service shop, and we plan to upgrade its capabilities so that we can provide faster and more comprehensive support, closer to our customers.

As mentioned earlier, we are also focusing on the modification and upgrading of existing equipment, including products from other manufacturers. This is both an expansion of our service and support offerings and an important contribution to the realization of a decarbonized society.

On the digital side, we are advancing the use of remote monitoring and predictive maintenance through DX. These initiatives will help ensure the long-term, stable operation of our customers' energy plants.

Supporting all of this is our commitment to talent development. Given the major structural changes underway in the industry due to the energy transition, it is increasingly important that we deeply understand the challenges our customers face and provide tailored, high-value solutions. To that end, we will continue strengthening our commercial capabilities and investing in strategic employee training and development.

That concludes the overview of the energy segment.

Hosoda: I would now like to hand it over to Nagata, who leads our building service & industrial segment, the third of our global business segments.

Global Business Segments
Building Service & Industrial

E-Vision 2035 Business Vision

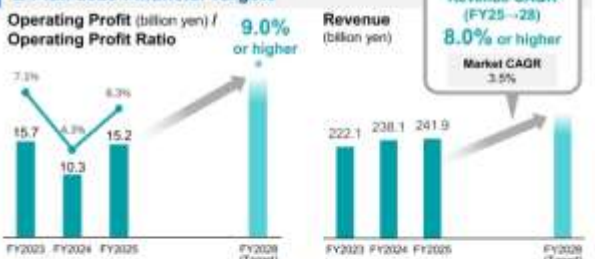
- Aim to embody three identities: a "new-function manufacturer" that delivers industry-first equipment and units; an energy- and labor-saving manufacturer that proposes industry-first value for customer facilities, including existing installations; and a manufacturer that enables stable operations by providing industry-first services that transcend equipment and technology boundaries
- Secure leading positions in growth markets such as data centers and electronic devices
- Increase added value by providing solutions combining pumps/thermal products with IoT, and evolve into a high-profit lifetime-value service business
- Improve overall business efficiency by continuously streamlining and consolidating businesses and sites, and by shifting management resources toward high-profit fields and business models

Core Policies under E-Plan 2028

| | |
|--|---|
| Provide solutions and services | <ul style="list-style-type: none"> • Combine pumps, thermal equipment, fans, and other products with IoT technologies to provide energy-saving, labor-saving, and decarbonization solutions • Proactively expand the service business, going beyond simply selling equipment and delivering value across the entire product lifecycle |
| Meet the needs of growth markets (overseas) | <ul style="list-style-type: none"> • Provide products and services to face-to-face markets in each region worldwide from a market-in perspective, and reliably meet demand in each region |
| Meet the needs of growth markets (new markets / data centers, etc.) | <ul style="list-style-type: none"> • Address challenges of new market development in growth industries expected to expand significantly along with societal development, and rapidly establish supply capabilities in promising markets (e.g., data centers and electronic device markets) |

38 Copyright © 2023 Hitachi, Ltd. All rights reserved.

E-Plan 2028 Financial Targets



E-Vision 2035 Social & Environmental Value Provided

- Safe and reliable living
Deliver water to 800 million people around the world
- An evolving, prosperous way of life
Achieve zero downtime to ensure the uninterrupted flow of comfortable living worldwide

E-Plan 2028 Non-Financial Targets

| | |
|--|--------------------|
| Water supply status (Achievement rate against the value to be delivered in FY2038) | 75% |
| Growth rate of the number of units connected to remote monitoring services (FY25-28) | 50% or more |

Nagata: I would like to explain the building service and industrial segment.

The business aims to provide solutions that contribute to solving the problems of each customer, with the keywords of energy saving, labor saving, and stable operation. By doing so, we will increase our presence in growth markets such as data centers and electronic devices, and achieve annual growth in excess of 8%, while simultaneously improving profitability.

The first of E-Plan 2028's core policies is to always connect with customers through solutions and services that realize energy and labor savings, combined with DX technology. By doing so, we aim to maximize lifetime earnings by continuing to provide value throughout the product lifecycle.

Second, we will aim to increase our presence in growing markets by providing products and services from a market-in perspective, focusing on markets with growth potential. Through this basic policy, we aim to achieve a revenue CAGR of at least 8% during the period of E-Plan 2028 and an operating profit ratio of 9% in the final year of the plan.

Provide Solutions and Services

Expand solutions and service businesses, including the EBARA Maintenance Cloud



Connect with customers and the market through "connected pumps, blowers, and chillers"

- Enable remote monitoring of equipment operating status, reducing labor and workload for customers related to inspections
- Reduce equipment downtime by establishing predictive maintenance technologies through analysis of accumulated operating data
- Expand the service business by incorporating maintenance management for other companies' products as well
- Sensors installed in condominiums, commercial buildings, factories, and transportation-related facilities, with further expansion of S&S capture

Strengthen proposal capabilities for energy-saving solutions

- Standard pump products are increasingly commoditized; as new added value, we will pursue differentiation in motors and control systems
- Acquired Mitsubishi Electric's three-phase motor business. By leveraging synergies in development and cost, and integrating pump, motor, and rotational control technologies, we will provide energy-saving solutions



Our FSDV-type pump equipped with iVNF^{*}
*iVNF (inverter-integrated PM (permanent magnet) motor)

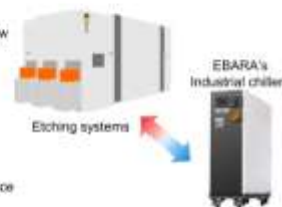
Meet the Needs of Growth Markets

Pumps for the data center market

- The data center cooling market is expected to grow at a CAGR of approximately 16% from FY22 to FY30
- To address customers' challenges of reducing electricity costs and saving space, we provide compact, high-efficiency pumps

Industrial chillers

- The industrial chiller market is expected to grow to a ¥100 billion market by FY2030
- Chillers are used for cooling in manufacturing processes, including auxiliary equipment for semiconductor manufacturing equipment, like etching systems and FPD manufacturing equipment
- By combining EBARA's proprietary pump technologies and thermal technologies, we provide products with superior energy and space efficiency compared with competitors



Continue to consider and execute M&A to expand sales channels and product lineup

| | Acquisition | Objective |
|------|---|---|
| 2023 | • Acquired Spandau Pumpen (Germany), a submerged pump business | • To enter the global machine tool market and provide new products and services |
| 2024 | • Acquired pump distributor Asenil (Uruguay) | • To expand sales bases in South America |
| 2025 | • Acquired shares in Gernek (Brazil), a pump unit manufacturing/sales company (closure planned for 1H FY2026) | • To expand share in and outside Brazil and strengthen solution capabilities |
| | • Acquired Mitsubishi Electric's three-phase motor business (Japan/Thailand) (closure planned for 2026) | • To achieve development and cost synergies • To provide energy-saving solutions integrating motor and rotational control technologies |

Specific measures are as follows: In the provision of solutions and services, we will utilize the maintenance cloud, which already has approximately 10,000 sensors connected to it, to evolve into a business model that does not end with the sale of products, but always connects with customers to provide value throughout their lifecycle and achieve high profitability.

In addition to this, as announced last November; by incorporating Mitsubishi Electric's three-phase motor business, we will combine pumps, motors, and controls to create new, more differentiated added value. Through these efforts, we hope to provide solutions that realize energy and manpower savings.

With regard to growth market initiatives, we are focusing on the data center market and the electronic device market. With the proliferation of generative AI, the data center cooling market is expected to grow at a high average rate of 16% over time. We intend to build a strong position in this rapidly growing market by offering turbo chillers with high cooling efficiency and pumps for energy- and space-saving cooling.

In the electronic device market, where energy-saving requirements are particularly strong, we hope to capture a share of this market by offering industrial chillers with higher energy-saving performance by combining our technologies for both chillers and pumps.

M&A has been conducted during the previous medium-term management plan period. We will continue to utilize M&A with the aim of acquiring sales channels in growing overseas markets and expanding our product lineup.

This concludes the description of the building service and industrial segment.

Hosoda: These are the explanations of the global business services segments from the respective executives.

Japan-based Business Segments

Infrastructure

E-Vision 2035 Business Vision

- "Together with water," we support people, livelihoods, and society, and create the future
- Through innovation in products and services, we will make social and industrial infrastructure more efficient and resilient
- In Japan, we will play a central role in national resilience, contribute to measures addressing aging domestic infrastructure, and respond to urgent social issues and needs, such as watershed-based flood management, regional consolidation, infrastructure DX, and decarbonization, thereby securing stable earnings and establishing unweaving brand value
- Overseas, we will improve efficiency across the entire global supply chain and leverage our integration technologies in peripheral product areas and advanced manufacturing technologies at the Futtsu plant to stabilize earnings and enhance global brand value

Core Policies under E-Plan 2028

| | |
|------------------------------------|--|
| Strengthen competitiveness | <ul style="list-style-type: none"> • Maintain the top domestic market share in pumps for drainage pump stations • Strengthen product/service development capabilities and accelerate market launch to meet social needs such as aging infrastructure, weather-related disasters, and infrastructure DX |
| Bolster overseas operations | <ul style="list-style-type: none"> • Expand business scale by deepening collaboration with overseas sites and expanding access to stable earnings markets |
| Improve profitability | <ul style="list-style-type: none"> • Maximize productivity and improve earnings power through operational efficiency and reduction in costs due to losses, enabled by internal DX |

E-Plan 2028 Financial Targets



E-Vision 2035 Social & Environmental Value Provided

Safe and reliable living
Protect people's lives and livelihoods from flood risks caused by climate change

E-Plan 2028 Non-Financial Targets

Equivalent watershed area for inundation avoidance
Approx. 7,800ha*
(2026-2028 cumulative)

40 Copyright © EPCOR Corporation. All rights reserved.

*Estimated area in which flooding can be suppressed to below the underfloor inundation standard (50 cm) during 24-hour continuous operation, calculated based on the total capacity of drainage pumps targeted for new and renewal orders in 2026-2028 (equivalent to approximately 13% of the area of Tokyo's 23 wards)

I will now speak about the two Japan-based business segments. Starting with the infrastructure segment, our core market is domestic initiatives related to national resilience and aging infrastructure. As Japan faces increasing water-related risks, such as the recent rise in severe, localized downpours, we see a clear role for ourselves, as the country's leading manufacturer of drainage pumps, in protecting the safety and security of communities.

At the same time, we are advancing infrastructure DX by leveraging AI and IoT. In a society with a declining population, there is a growing need for unmanned and automated facility operations and responding to that need forms the fundamental direction of the infrastructure segment.

Japan-based Business Segments

Environmental Solutions

E-Vision 2035 Business Vision

- Lead the transition from a linear economy to a circular economy as an “upcycler” that transforms waste into high-value-added resources
- Further enhance the profitability of our core businesses
- Establish technologies and business models in the resource-circulation domain, including chemical recycling (ICFG® technology)

Core Policies under E-Plan 2028

| | |
|--|---|
| <p>Improve profitability of existing businesses</p> | <ul style="list-style-type: none"> • Stable order intake for public-private DBO/EPC projects • Labor reduction and cost savings enabled by AI and automation technologies • Establish next-generation technologies and businesses through investment in resource circulation and decarbonization |
| <p>Expand resource-circulation business</p> | <ul style="list-style-type: none"> • Development and sales activities toward social implementation of ICFG® technology • Invest in technologies and services that contribute to resource circulation and decarbonization |

E-Plan 2028 Financial Targets



E-Vision 2035 Social & Environmental Value Provided

Decarbonized society
 Implement technologies in society that contribute to CO₂ reduction and the circular use of carbon resources

E-Plan 2028 Non-Financial Targets

- Establish ICFG® oil conversion technology
- Orders received for ICFG®/EUP® (gasification)

Next, for the environmental solutions segment, as Yamada mentioned earlier, our aim is not simply to handle waste, but to act as an upcycler, a business that transforms waste into new resources. This segment is positioned to move beyond conventional waste treatment and focus on creating value through resource recovery.

We will continue to secure stable orders for the construction and operation of waste-to-energy facilities, which remains the foundation of the business. At the same time, we intend to make chemical recycling a next-generation pillar. Specifically, we are working to commercialize our ICFG technology, which extracts chemical feedstocks from waste, and to build a new business model that contributes to a circular economy.

For both the infrastructure and environmental solution segments, our strategy is to expand internationally in countries and regions where the know-how we have accumulated in Japan is needed and can be effectively applied.

Trajectory of Growth and Roadmap toward the Future



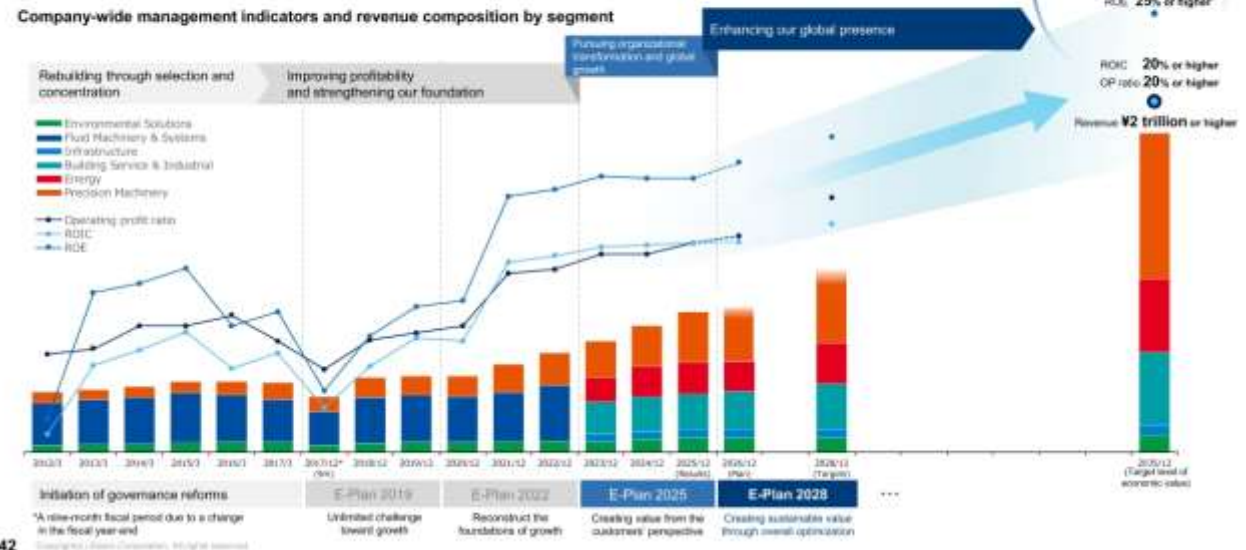
Over many years, we have refined our competitiveness and enhanced profitability and efficiency. Toward 2035, we will continue to pursue transformation and evolve into an excellent global company

E-Vision 2035
To be an excellent global company essential to building a sustainable society

ROIC: **25% or higher**

ROIC: **20% or higher**
OP rate: **20% or higher**

Revenue: **¥2 trillion or higher**



42 Copyright © E-CORP Corporation. All rights reserved.


These are the strategies for each segment. Based on those strategies, we have drawn an image of business expansion over the next 10 years in this diagram toward the desired vision of E-Vision 2035.

We would like to achieve sustainable business expansion while putting in place a management foundation and achieve another step forward as an excellent global company to maximize our corporate value in the mid-to long-term. We hope to move step by step toward this vision of ours.

That's all from me.

1. Long-term Vision E-Vision 2035
2. Reflecting on Medium-term Management Plan E-Plan 2025
3. Medium-term Management Plan E-Plan 2028
- 4. Appendix**
 - E-Plan 2028 Non-Financial Targets (Full List)**

E-Plan 2028 Non-Financial Targets (Full List) 1/3

| Material Issues | Social and Environmental Value Provided (FY2035) | KPIs (FY2028) | Targets |
|--|--|---|--|
|  M1. Contribute to the creation of a sustainable society | Deliver water to 800 million people ¹⁾ | (Building Service & Industrial Company) Water supply status | 75% (Achievement rate against the value to be delivered in FY2035) |
| | Protect people's lives and livelihoods from flood risks caused by climate change | (Infrastructure Company) Equivalent watershed area for inundation avoidance | Approx. 7,800ha²⁾ (2026-2028 cumulative) |
| | Lead the energy transition toward decarbonization | (Energy Company) Share of orders for sustainability-related³⁾ projects (products business) | 20% |
| | Implement technologies in society that contribute to CO ₂ reduction and the circular use of carbon resources | (Environmental Solutions Company) Orders received for ICFG[®]/EUP[®] (gasification) | 1 order or more |
| | Reduce greenhouse gas by an amount equivalent to approximately 250 million tons of CO ₂ (total for 2023-2035) ⁴⁾ | (Environmental Solutions Company) Progress in the development and social implementation of ICFG[®] technology (oil conversion) | Establishment of oil conversion technology |
| | Responsible procurement | GHG (CO₂-e) reductions enabled by our products and services⁵⁾ | 65 million t-CO₂ (Total for 2023-2028) |
| | | CSR procurement compliance rate among key suppliers | 75% |

¹⁾ Updated the value provision targeted under E-Vision 2030. "Deliver water to 600 million people."

²⁾ An estimate based on the total capacity of drainage pumps targeted for new and replacement orders between 2026 and 2028, indicating the area that could be kept below the floor-level flooding threshold (90 cm) during 24-hour continuous operation (equivalent to approximately 12% of Tokyo's 23 wards).



³⁾ CO₂, ammonia, hydrogen, SAF, etc.

⁴⁾ Updated the value provision targeted under E-Vision 2030. "Reduce GHG emissions by an amount equivalent to approximately 190 million tons of CO₂ equivalents"

⁵⁾ Calculated as the amount of GHG emissions that can be reduced before and after installation of our products, converted to CO₂ equivalents. Includes certain contributions to emissions reductions calculated with reference to WBCSD guidance.

E-Plan 2028 Non-Financial Targets (Full List) 2/3



| Material Issues | Social and Environmental Value Provided (FY2035) | KPIs (FY2028) | Targets |
|--|---|---|---|
|  M2. Elevate standards of living and support abundant lifestyles for all | Achieve zero downtime to ensure the uninterrupted flow of comfortable living worldwide Support higher integration and sustainability in semiconductor manufacturing, and contribute to the advancement of an AI-empowered society ⁶ | (Building Service & Industrial Company) Growth rate of the number of unites connected to remote monitoring services (EBARA Maintenance Cloud, RISSA, RISS, JES) | 50% or more (CAGR FY2025-2028) |
| | | (Precision Machinery Company) Semiconductor miniaturization: Development progress rate of elemental technologies compatible with 7A-generation semiconductor manufacturing technologies | 75%⁷ |
|  M3. Conduct comprehensive environmental management | Minimize the environmental impact of our business activities | CDP score (climate change) | Maintain a Leadership level rating (A, A-) |
| | | GHG emissions Scope 1 & 2 (CO₂-e) | 46% reduction (vs. 2018) |
| | | GHG emissions Scope 1 & 2 (CO₂-e) per unit of revenue (emissions intensity) for major businesses | 66% reduction (vs. 2018) |
| | | GHG emissions Scope 3, Category 11 (CO₂-e) | 20% reduction (vs. 2021) |
| | | Water consumption intensity | Ongoing improvement |
| | | Rate of waste recycling in Japan | Maintain 95% or higher |

⁶ Update to "Challenge 14A," the value provision targeted under E-Vision 2030

⁷ Based on a 2025 target scenario in which the development of 7A-generation semiconductor manufacturing technologies has been completed and commercialized and is supporting enriched lives in society

45 Copyright © Ebara Corporation. All rights reserved.

E-Plan 2028 Non-Financial Targets (Full List) 3/3



| Material Issues | Social and Environmental Value Provided (FY2035) | KPIs (FY2028) | Targets |
|--|---|--|---|
|  M4. Promote working environments that encourage challenge | Promote the active participation of diverse global talent | Diversity in Global Key Positions (GKPs) | Ratio of women (consolidated) 11.0% |
| | | | Nationality diversity indicator (consolidated) Level in line with global peers |
| | | Percentage of women in management positions (Japan) | 11.0% |
| | | Percentage of men taking childcare leave (Japan) | 100% |
| | | Percentage of employees with special needs (Japan non-consolidated + 4 Group companies) | 2.80% |
| |  M5. Enhance corporate governance | Promote a safe, secure, and healthy workplace environment Strong corporate governance | Global Engagement Survey Score |
| Number of fatalities and serious incidents | | | 0 events |
| Certification as a Health & Productivity Management Outstanding Organization⁹ (Japan) | | | Obtain certification |
| | Conduct Board effectiveness evaluations and address identified issues | Chair interviews; self- and peer evaluations; Chair evaluations; identification of issues and reforms, etc. | |
| | Provide support activities for Independent Directors | Independent Directors' meetings; site visits; study sessions, etc. | |
| | Facilitate dialogue between Independent Directors and stakeholders | Ongoing dialogue | |

⁹ Merit designation as a "White 500" Certified Health & Productivity Management Outstanding Organization, organized by Japan's Ministry of Economy, Trade and Industry (METI) and the Health & Productivity Management Council, and obtain recognition as a Health & Productivity Stock Selection.

46 Copyright © Ebara Corporation. All rights reserved.



Disclaimer

This release contains 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 thereof or to reflect the occurrence of unanticipated events.

This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

The Company assumes no responsibility for this translation or for direct, indirect or any other forms of damages arising from the translation.