

EBARA IR Day 2025

Tuesday, November 18, 2025 10:00 to 12:30

Growth Strategies for the Precision Machinery Company and the Building Service & Industrial Company



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Executive Officer

CFO (In charge of Corporate Strategic Planning / Finance / Accounting / Tax Affairs)



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Executive Officer

President, Precision Machinery Company



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Executive Officer

President, Building Service & Industrial Company

Schedule

10:00

Session Open

10:15

Session 1 | Precision Machinery Company Medium- and Long-term Business Strategies
Q&A

11:30

Session 2 | Building Service & Industrial Company Overview and Growth Strategies
Q&A

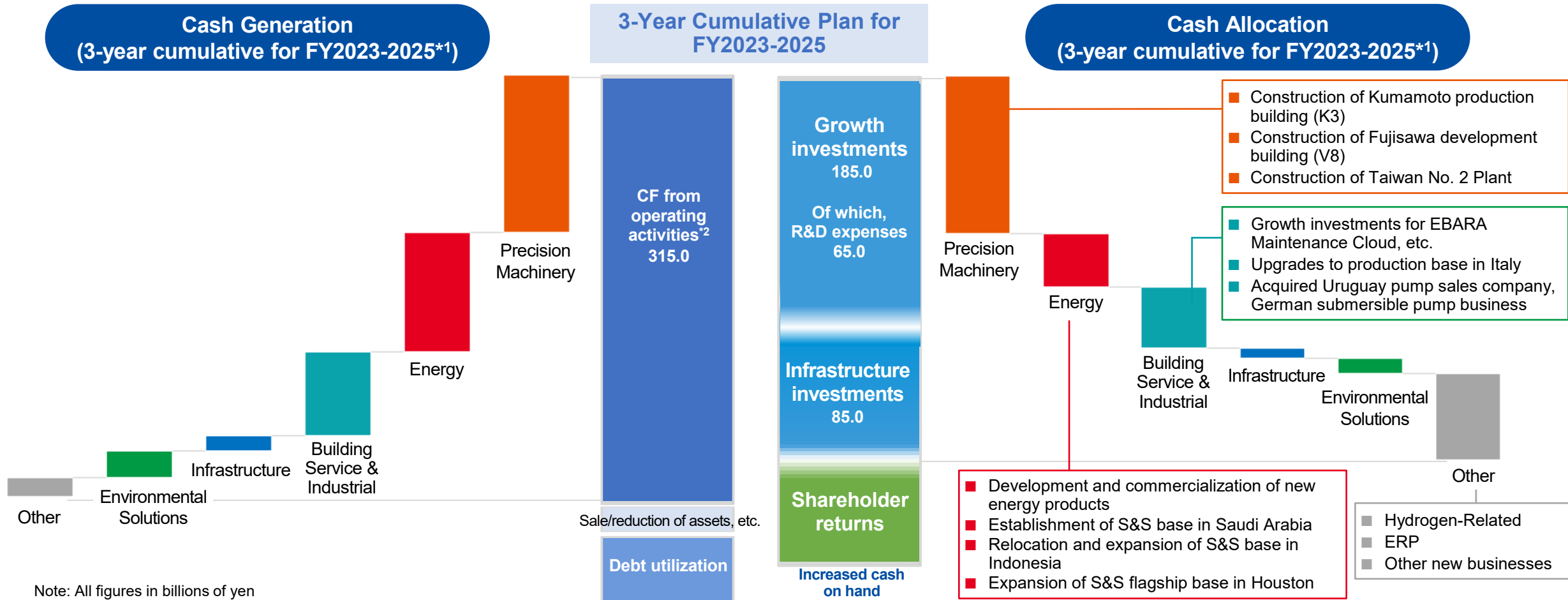
12:30

Session Close

EBARA Group Medium-term Investment Strategy



- Under E-Plan 2025, for the Precision Machinery Company, which is expected to see particularly strong growth even among our growth businesses, we are actively expanding production capacity and aggressively engaging in R&D and forward-looking capital expenditures related to advanced semiconductor manufacturing
- For the Energy Company, we are enhancing the capacity of our S&S bases and optimizing assignments. We have developed and commercialized H2 compressors and ammonia canned motor pumps for use in new energy fields
- For the Building Service & Industrial Company, we have been conducting M&A and investing in our solutions businesses aimed at improving product value, profitability, and operational efficiency



Note: All figures in billions of yen

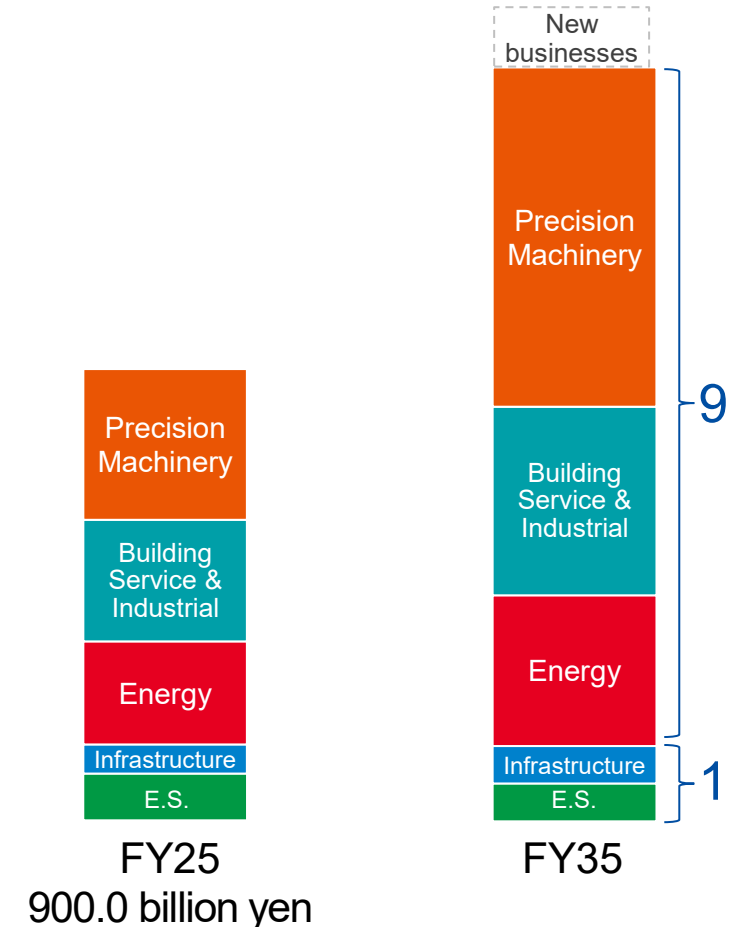
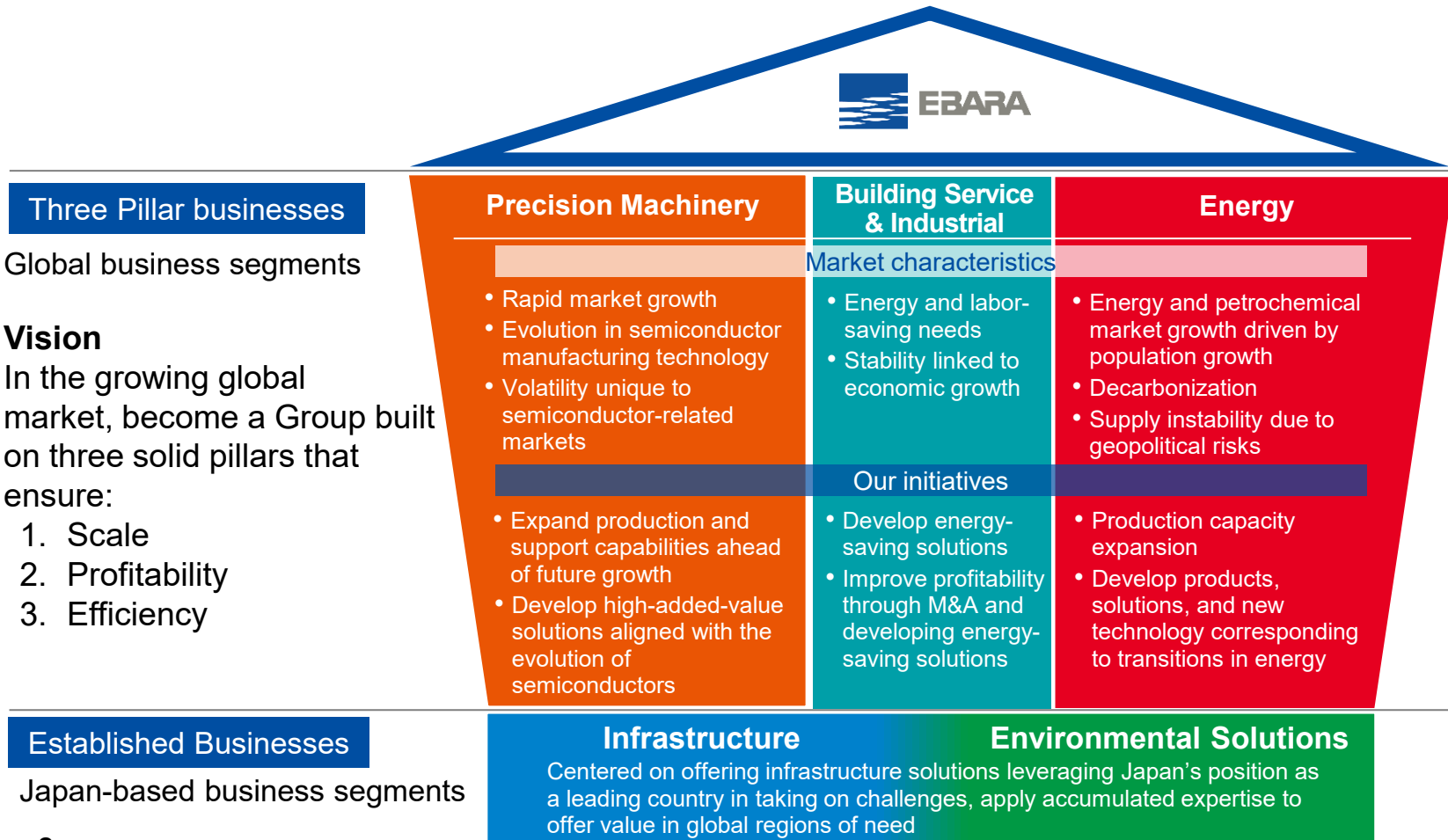
Vision for EBARA's Business Portfolio in 2035



- EBARA envisions its business portfolio in 2035 as being made up of three robust pillars that ensure scale, profitability, and efficiency to realize EBARA's next stage of evolution as a *Global Excellent Company* while continuously adapting to emerging challenges and needs
- We aim to develop Building Service & Industrial into a solid third pillar by pursuing M&A focused on improving profitability and operational efficiency

Business Portfolio Driving the Next Stage of Evolution as a *Global Excellent Company*

Ideal Revenue Composition



Disclaimer

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