



**EBARA Corporation**

IR Day 2025

November 18, 2025

## Event Summary

<b>[Company Name]</b>	EBARA Corporation	
<b>[Company ID]</b>	6361	
<b>[Event Language]</b>	Japanese	
<b>[Event Type]</b>	Investor Conference	
<b>[Event Name]</b>	IR Day 2025	
<b>[Date]</b>	November 18, 2025	
<b>[Number of Pages]</b>	70	
<b>[Time]</b>	10:00 – 12:31 (Total: 151 minutes, Presentation: 63 minutes, Q&A: 88 minutes)	
<b>[Venue]</b>	Webcast	
<b>[Number of Speakers]</b>	4	
	Tetsuya Fuchida	Executive Officer, CFO
	Shu Nagata	Executive Officer, President of Building Service & Industrial Company
	Isao Nambu	Executive Officer, President, Precision Machinery Company
	Koki Ochiai	Division Executive, Investor Relations and Public Relations Division

# Presentation

## 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



**Tetsuya Fuchida**  
Executive Officer  
CFO (In charge of Corporate Strategic Planning / Finance / Accounting / Tax Affairs)



**Isao Nambu**  
Executive Officer  
President, Precision Machinery Company



**Shu Nagata**  
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

**Ochiai:** Thank you very much for joining us today at EBARA IR Day 2025. We will now begin the meeting.

Today's materials are posted on our website, and we invite you to participate while viewing them.

Let me now introduce our attendees. We have Mr. Isao Nambu, President, Precision Machinery Company; Mr. Shu Nagata, President, Building Service & Industrial Company; Mr. Tetsuya Fuchida, CFO, and the Executive Officer in charge of IR. And as moderator, I am Ochiai from the Investor Relations and Public Relations Division. Thank you very much.

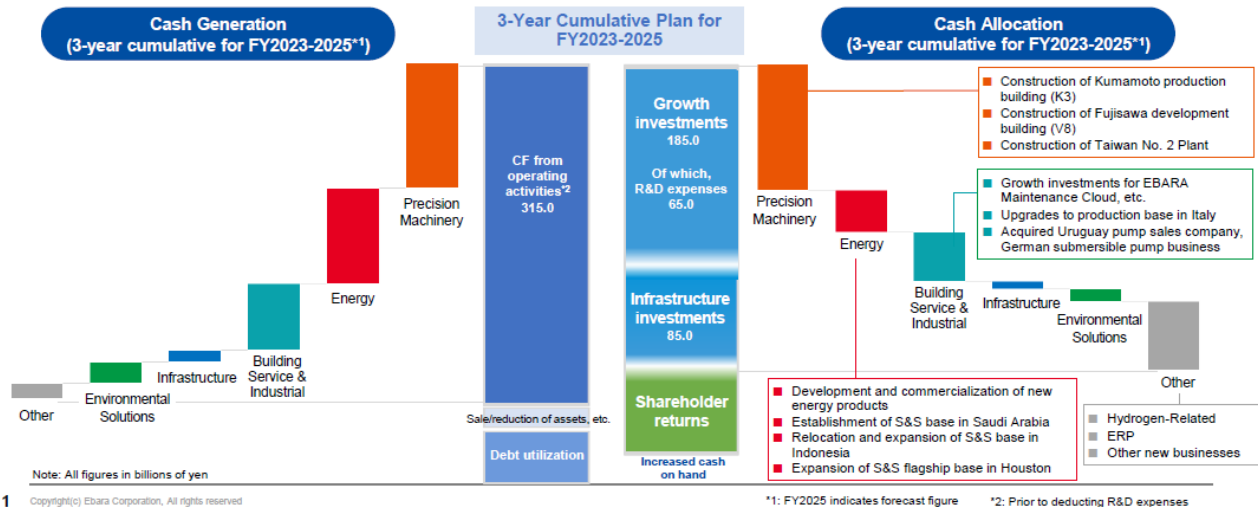
Let me go to today's schedule. Today's meeting will consist of two sessions, with Q&As to follow each session. After a brief greeting from Mr. Fuchida, Session 1 will begin. The meeting is scheduled to end at 12:30 PM.

First of all, Mr. Fuchida, Executive Officer in charge of IR, would like to make a few remarks.

# 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



**Fuchida:** I am Fuchida, CFO. Thank you for joining us today for EBARA IR Day 2025. We would also like to thank you again for your continued interest in the business activities of the Group.

This will be our fifth IR Day since the first one in 2021. Today, we will focus on the Precision Machinery and Building Service & Industrial businesses, which are identified as growth businesses in our current medium-term management plan, E-Plan 2025. The heads of each business will explain their respective business strategies.

Prior to the two sessions, I will provide a brief overview of our 2035 vision for EBARA’s business portfolio.

First, let me explain our investment strategy. This slide shows an illustration of the three-year cash allocation and cash generation by segment under E-Plan 2025.

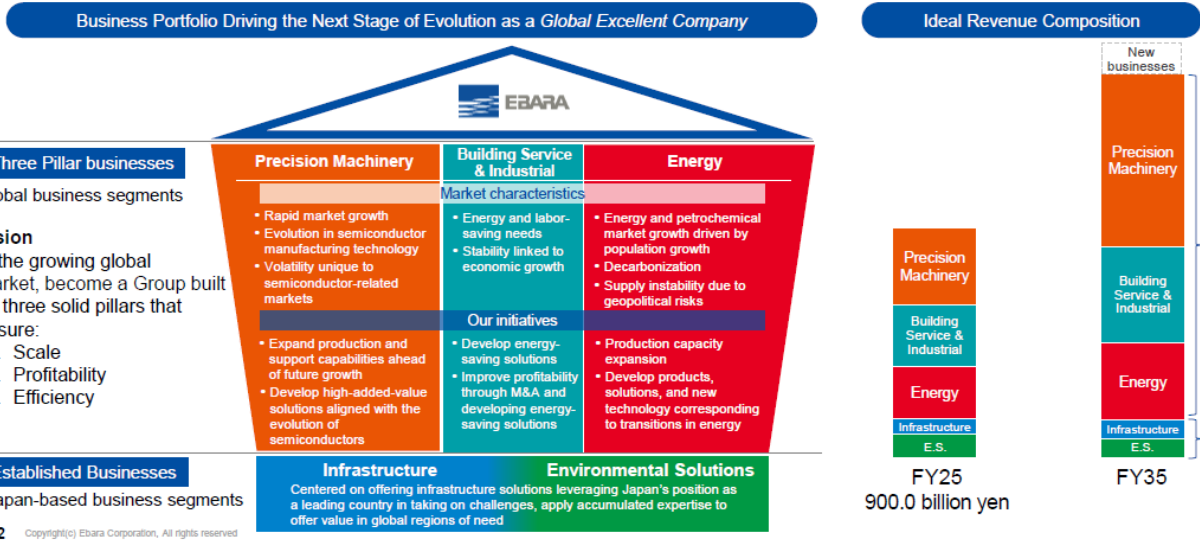
Under E-Plan 2025, we have prioritized strategic investments to drive future growth. In particular, within our five business segments, we have focused on Precision Machinery, where we see the strongest growth potential, by expanding production capacity and accelerating R&D for next-generation semiconductor manufacturing. These investments position us to meet rising demand and strengthen our long-term competitiveness.

Going forward, we feel that we are at the stage where we will continue to invest in growth as well as start to reap the returns on investments made in the past.

# 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



2 Copyright(c) Ebara Corporation, All rights reserved

As we explained at the recent earnings briefing, this slide shows our 2035 vision for our business portfolio, looking 10 years ahead as we continue to invest in high-growth areas.

The bar graph on the right shows the revenue composition ratio. At present, revenue from our five business segments total about JPY900 billion, but we aim to increase that to 1.5 to 2 times that size in 10 years.

Three of our segments are the main drivers of this growth, namely, the Precision Machinery segment, which is developing globally, and the Building Service and Industrial, and Energy segments. We envision that these segments will become the three solid pillars of our business in the future.

The pentagon on the left shows our business portfolio. Today, we will talk about two of the three pillars, specifically, Precision Machinery and Building Service & Industrial segments.

The Precision Machinery segment is manifesting rapid market growth, and semiconductor manufacturing technology is evolving at a remarkable pace. However, the volatility inherent in semiconductors remains, despite having become less severe than it was in the past. In this context, we are working to strengthen our production system with a view to outpacing future market capacity growth and to develop and enhance high-value-added solutions that keep pace with the evolution of semiconductors.

The market for the Building Service & Industrial segment is growing steadily, and ongoing needs include energy conservation and labor savings. While its profitability and efficiency are slightly lower than those of the Precision Machinery and Energy segments, we will work to stabilize this business as the third pillar of our portfolio through increasing our added value by developing energy-saving solutions, M&A, and other measures.

We hope that you will gain a better understanding of the growth roadmaps of both businesses as you listen to the heads of both segments explain their respective business strategies.

That is all for my explanation. Thank you very much.

**Ochiai:** We will now begin Session 1. Mr. Isao Nambu, President of Precision Machinery Company, will explain the medium- to long-term business strategy of the Precision Machinery Company.

**EBARA IR Day 2025**

- Session 1 -



## Precision Machinery Company Medium- and Long-term Business Strategies

November 18, 2025

Isao Nambu  
Executive Officer,  
President, Precision Machinery Company

Looking ahead,  
going beyond expectations  
*Ahead > Beyond*

株式会社 荏原製作所

**Nambu:** I am Nambu from the Precision Machinery Company. Thank you all very much for your attendance today.

### AGENDA

---



**01**

**Precision Machinery Company Overview**

**02**

**Overview of Each Business**

**03**

**Semiconductor Manufacturing Technology  
Roadmap and our Strategies**

01

## Precision Machinery Company Overview

02

## Overview of Each Business

03

## Semiconductor Manufacturing Technology Roadmap and our Strategies

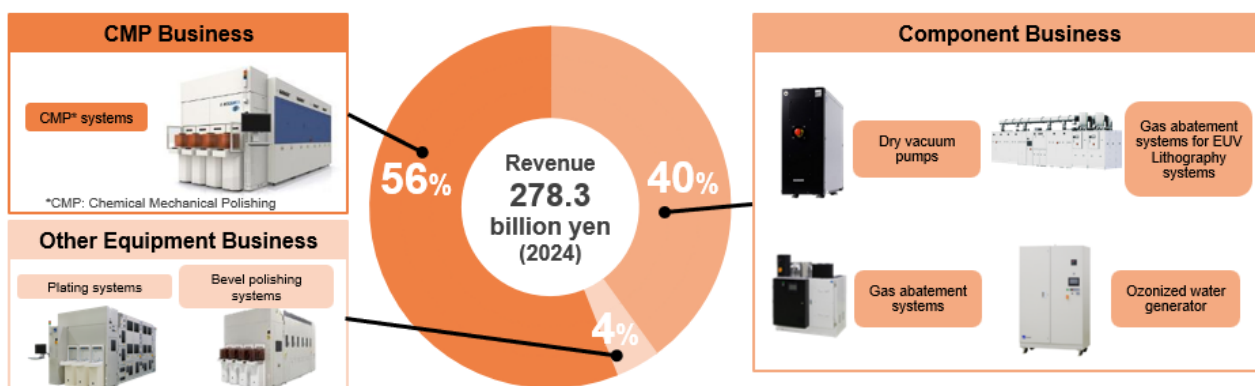
I will now explain the medium- to long-term business strategy of the Precision Machinery Company.

In this session, I will first give an overall overview of the Precision Machinery Company, followed by an overview of the three business divisions in our company. Finally, I would like to explain the technology roadmap for the semiconductor production equipment market and our company's strategy for how it will promote its business and expand its scale of operations in response to this roadmap.

### Precision Machinery Company Overview

#### Basic Policy of our Company

Contribute to customer quality and efficiency improvements, drive evolution in semiconductors, and support a decarbonized society.



3 Copyright(c) Ebara Corporation, All rights reserved

First, let me give you an overview. Our company's fundamental policy is to support the evolution of semiconductors and a decarbonized society by helping customers improve quality and efficiency.

As you know, semiconductors are essential to the current and future evolution of various industries, and their market is expected to continue to grow.

In semiconductor manufacturing, in addition to the demand for higher density, improved supply capacity, and greater stability in semiconductor manufacturing, there is also a growing need to reduce the environmental impact of semiconductor manufacturing by reducing power consumption and promoting decarbonization. To meet these needs, manufacturing equipment and component devices continue to evolve.

Precision Machinery Company has three business divisions: CMP, other equipment, and components.

First, I present you with a pie chart of revenue in 2024. CMP systems used for wafer planarization account for 56%. Next, we have our plating systems and bevel polishing systems as part of our other equipment business, although the percentage of their revenue is small at this point.

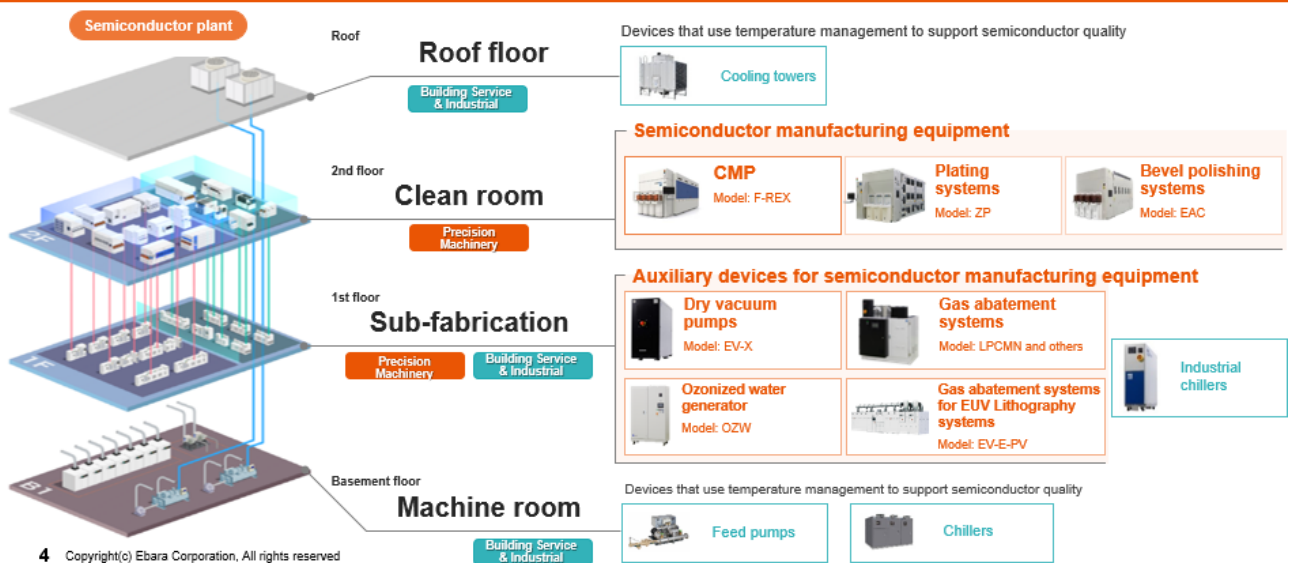
Last is the component business that accounts for the remaining 40% of our revenue. We offer products such as our mainstay dry vacuum pumps, as well as gas abatement systems, ozonized water generators, and gas abatement systems for extreme ultraviolet (EUV) lithography systems.

Through these three businesses, we provide our customers in the semiconductor field with reliable technology and meticulous support, which are our strengths.

## EBARA Products Widely used in Semiconductor Plants



The world's only manufacturer providing a wide range of products that contribute to the manufacturing and evolution of semiconductors



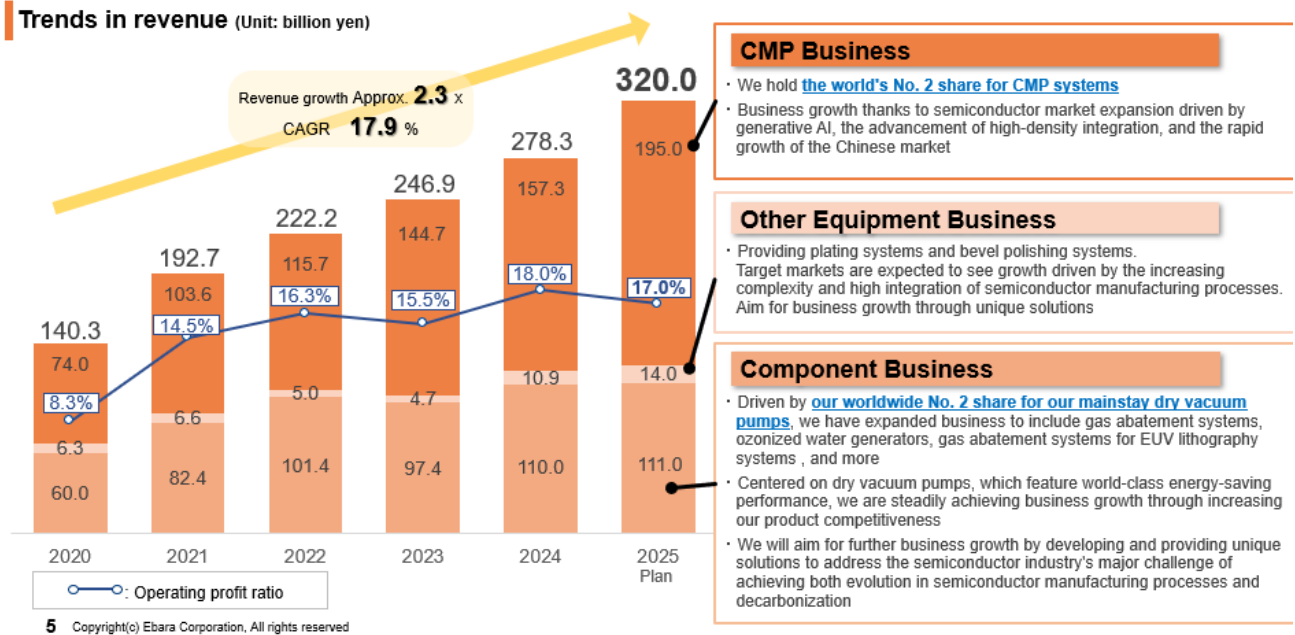
This slide shows an example of the use of EBARA Group products, including the Precision Machinery Company's, in semiconductor factories.

Our company provides components and devices for the equipment directly responsible for semiconductor manufacturing in the clean rooms of semiconductor factories, such as CMPs, plating systems, and bevel polishing systems I mentioned earlier, as well as for the sub-fab area below the clean room, where auxiliary equipment supporting the main equipment is located.

The EBARA Group as a whole has a lineup of equipment that supports the operation of semiconductor factories, such as water supply pumps in the machine room further down in the sub-fab, and cooling towers on the rooftop. We provide solutions for every layer of semiconductor factories.

With this wide range of products, from process equipment to sub-fabs and utilities, we hope to support our customers in achieving both stable operation and reduced environmental impact.

## Trends in Precision Machinery Company Results (Consolidated)



This slide shows the trend in our business results. Our company's business results have been climbing steadily since 2020, driven by lifestyle changes triggered by the COVID-19 pandemic and the subsequent surge in demand for semiconductors, especially for AI.

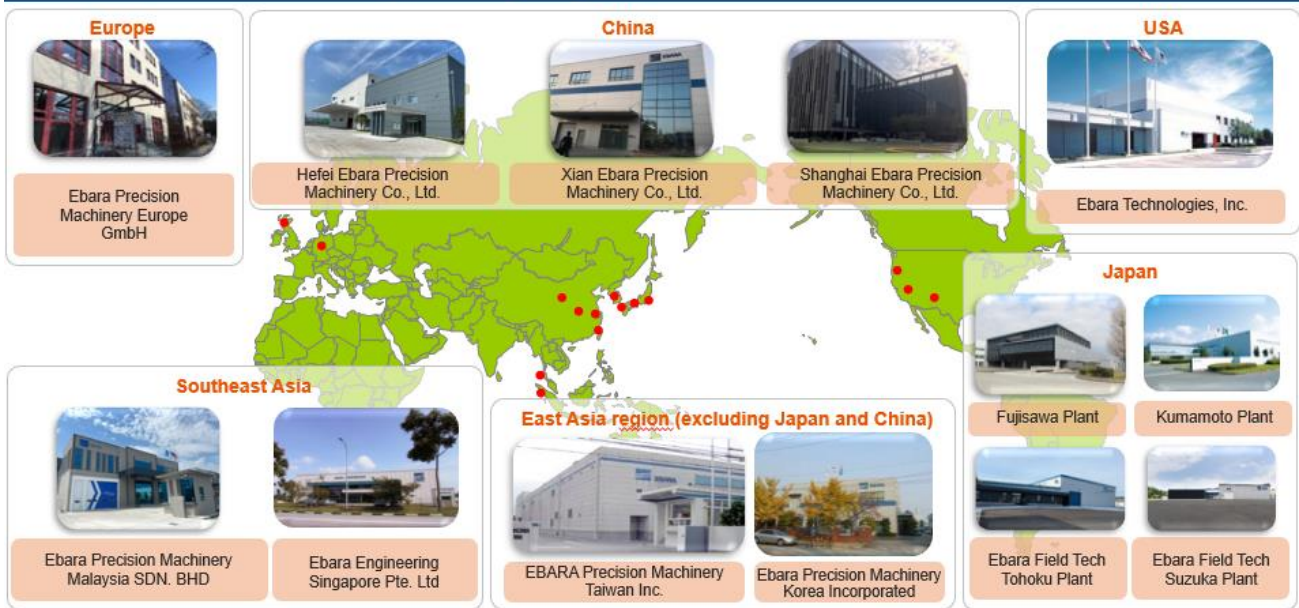
We expect that our revenue will expand to more than double the amount at the end of this fiscal year compared to 2020. During this period, our CMP business has grown significantly against the backdrop of the expansion of the semiconductor market due to generative AI and other factors, the progress of high integration, and the rapid growth of the Chinese market.

In the other equipment business, the business scale of plating systems and bevel polishing systems is also expanding in light of the expansion of the advanced packaging market.

The components business is also growing as we hone the competitiveness of our products, particularly dry vacuum pumps, which boast industry-leading energy-saving performance.

We are aiming to grow our business by developing and providing unique solutions to the semiconductor industry's great challenge, which is to achieve both high efficiency and decarbonization in the evolving semiconductor manufacturing process.

# Precision Machinery Company Global Network



6 Copyright(c) Ebara Corporation, All rights reserved

This slide shows our global network. We establish bases where our customers are located, and at each base, we provide support for the equipment we deliver and overhaul dry vacuum pumps.

In Japan, our Fujisawa Plant is the headquarters of the Precision Machinery Company and serves as the main hub for component production and product development; meanwhile, our Kumamoto Plant functions as a mass production factory for equipment systems.

We are steadily shipping devices and equipment at the moment, and as a result, our after-sales business is expanding. To meet this demand, we have overhaul plants in the Tohoku and Suzuka regions in Japan, in addition to our two strongholds, the Fujisawa and Kumamoto plants.

# E-Plan 2025 Business Strategy Overview and Progress



## Business Goals

Operating profit ratio	<b>17% or higher</b>	FY25 Forecast 17.0%
Revenue CAGR	<b>15% or higher</b>	FY22-25 Forecast 12.9%

## Basic Policy

- Beyond providing products and services, we will provide unique value by solving problems in customer processes and utilities
- We will shift from a regional strategy to a global account strategy as we aim to expand market share by developing strategies tailored to customer global expansion efforts and optimizing our overall global operations

## Basic Strategies

<b>1</b> Strengthen product and solution development capabilities	<ul style="list-style-type: none"> <li>• Commenced sales of new gas abatement systems</li> <li>• Started sales of electroplating system for advanced packaging applications</li> <li>• Constructed a new building (Building V8) to develop new semiconductor manufacturing equipment (completed in June 2025)</li> </ul>
<b>2</b> Increase production capacity	<ul style="list-style-type: none"> <li>• Operations began at the new Kumamoto production building (Building K3) in May 2025</li> <li>• Construction of the second Taiwan plant started</li> <li>• Began operations at Ebara Field Tech Tohoku Plant, a new overhaul plant for dry vacuum pumps</li> </ul>
<b>3</b> Reconstruct global business infrastructure to accommodate expansion of business scale	<ul style="list-style-type: none"> <li>• Strengthen account strategy planning and execution functions</li> <li>• Strengthen our global supply chain</li> <li>• Promote ERP implementation at bases in Japan and overseas</li> </ul>

7 Copyright(c) Ebara Corporation, All rights reserved

## New products



New gas abatement system Model LPCMN

Electroplating system Model ZP

## New facilities



Fujisawa Plant  
New building for the development of semiconductor manufacturing equipment

Kumamoto Plant  
New production building (K3)

Continuing on, I will give an overview of our company's business strategies and our progress under the medium-term management plan, E-Plan 2025.

Under our current medium-term business plan, our company has set our business objectives on the finance side to be an operating profit ratio of at least 17% and a revenue CAGR of at least 15% for the period from 2022 to 2025.

These are the two basic policies of our company in this medium-term management plan. To provide value not only by offering products and services, but also by solving problems rooted in an understanding of the customers' processes and utilities. And to support customers' global strategies by shifting from a region-specific strategy to a global account strategy, and through this, to expand the market share of EBARA products.

In line with these two policies, we have three basic strategies. The first is to strengthen product and solution development capabilities. In the components business, we launched a new miniaturized gas abatement system that is approximately half the size of conventional systems. We are currently expanding sales of this new system as a new solution that can be flexibly combined with dry vacuum pumps.

In the equipment business, including CMP, we are strengthening our solution development system to meet the needs for further integration of semiconductors, which are becoming more diverse in terms of advanced packaging and so on, in addition to scale miniaturization. As part of these efforts, we completed a new R&D facility within the Fujisawa Plant in June of this year.

Last year, we also began selling a new type of plating system to meet the growing needs related to advanced packaging technology.

Our second basic strategy is to increase production capacity. At the Kumamoto Plant, which is responsible for the mass production of equipment products, a new production building was completed at the end of last year and began operations last May. In addition, at our Fujisawa V7 Plant, which is our main dry vacuum pump production base, we are further advancing automation, and as laid out in our medium-term plan, we have started the construction of our second plant, a dry vacuum pump production plant, in Taiwan.

We continue to improve our service and support systems, which are located close to our customers, and this year, as I mentioned earlier, we have kicked off operations at the Tohoku Plant as a new overhaul plant for dry vacuum pumps.

Our third basic strategy is to rebuild our business infrastructure on a global scale. As part of our basic policy, we are proactively strengthening our functions to plan, execute, and promote account strategies, and with regard to supply chains, we are actively boosting our global business infrastructure through such means as reinforcing our overseas procurement bases.

We are also moving forward with the implementation of ERP across the Group. As for our company, we have begun to use it at several domestic and overseas locations.

As a result of the progress of these growth strategies, when it comes to our business goal on the finance side of a three-year revenue CAGR of at least 15%, as explained earlier, we believe we have come close to achieving that, albeit slightly short, even though the market growth has been below our expectations.

As you know, the semiconductor industry is highly volatile, and we believe that our single-year business results will continue to be affected by this volatility in the future. However, the consensus is that the market will grow over the medium to long term, and we will continue to steadily make upfront investments and promote our business to achieve growth that exceeds the market.

## E-Plan 2025 Business Strategy Overview and Progress



### Non-financial goals and results

Material Issues	2025 Outcome Goals	Key Performance Indicators	December 2025 Targets	Measures & Future Initiatives
<p>For people and society</p> <p>1. Contribute to the creation of a sustainable society</p> <p>For industry</p> <p>2. Elevate standards of living and support abundant lifestyles for all</p>	Reduce GHG emissions	Amount of GHG emissions that can be reduced by gas abatement systems in semiconductor manufacturing processes that use GHGs	20% increase from FY2022	Development of gas abatement systems that do not use fossil fuels
		Reduction of GHG emissions from dry vacuum pump manufacturing	10% reduction from FY2022	Reducing environmental impact through lighter weight
	Reduce water usage and discharge	Reduction of Ultra Pure Water use by CMP systems	30% reduction from FY2022	Continuing to develop cleaning methods that consume less pure water
	Develop foundational technologies for semiconductor miniaturization	Rate of the development of foundational technology for 14Å semiconductor manufacturing	100%	Promoting the development of constituent technologies for CMP to support technology for the manufacture of the 14Å generation of semiconductors

8 Copyright(c) Ebara Corporation, All rights reserved

Here is a list of our non-financial targets under our business strategy in E-Plan 2025. Of the materiality set forth in the long-term vision E-Vision 2030, the Precision Machinery Company contributes to the creation of a sustainable society and the elevation of standards of living and support of abundant lifestyles for all.

In the area of contributing to the creation of a sustainable society, amid the growing need for more advanced environmental performance in the area of semiconductor manufacturing processes, we have set such targets as reducing GHG emissions in terms of usage and product manufacturing and reducing water consumption.

With regard to elevating standards of living and supporting abundant lifestyles for all, we continue to work toward achieving our KPI of developing elemental technologies compatible with 14-angstrom generation semiconductor manufacturing technologies.



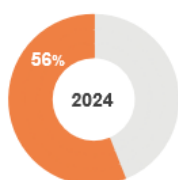
- 01 Precision Machinery Company Overview
- 02 Overview of Each Business
- 03 Semiconductor Manufacturing Technology Roadmap and our Strategies

Continuing on, this is an overview of the three business divisions in the Precision Machinery Company.

## Overview of the CMP System Business



### Revenue ratio

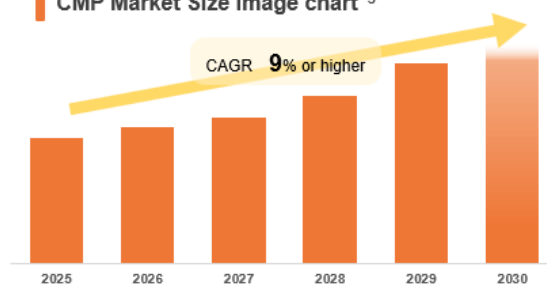


### About Chemical Mechanical Polishing (CMP)

- A process for chemically and mechanically polishing wafers (semiconductor substrates) to achieve the nanometer-level<sup>1</sup> flatness required in the semiconductor manufacturing process
- In the semiconductor manufacturing process, where microscopic particles can affect performance, a CMP device is a unique entity that rubs a foreign substance, an abrasive liquid, onto the device surface to polish the device
- As the industry's first platform for conducting polishing and cleaning on the same device, this system has since become an indispensable part of the semiconductor manufacturing process
- The application of CMP to the semiconductor manufacturing process was praised by Dr. Moore, the father of semiconductors, as the biggest surprise.

<sup>1</sup> 1 nanometer is one millionth of a millimeter

### CMP Market Size image chart<sup>2,3</sup>



<sup>2,3</sup> Market size estimate based on EBARA research

### CMP Business product line



Model F-REX300XA<sup>2</sup>



Model F-REX300X<sup>2</sup>

<sup>2</sup> Model indicates our company model number

- CMP demand growing significantly with the trend of high-density integration in semiconductors
- Projecting market **growth at a CAGR of 9% or higher** through 2030
- We hold the **No. 2** share of the global market, recording total shipments of **over 4,000 units**
- We possess vast know-how rooted in 30 years of experience and a patent portfolio comprised of distinctive technology
- We have strengths in metal layer CMP technology

First, let me give an overview of the CMP business. We have been in the CMP business since 1992, and since then, we have been contributing to the evolution of semiconductor manufacturing technology.

CMP, or Chemical Mechanical Polishing, is a wafer planarization technology that uses an abrasive solution to polish semiconductor device surfaces to achieve flatness and uniform film thickness. The degree of flatness is high enough to achieve a few nanometers on a wafer with a diameter of 300 millimeters.

In the early years of our business, back in the 90s, we were the first in the industry to integrate polishing and cleaning with our dry-in and dry-out concept. We are proud to say that CMP has greatly improved the productivity of semiconductor device planarization, pushing it to become an indispensable process in semiconductor manufacturing.

Furthermore, today, as an important process for achieving high integration, the number of processes adopting it has been increasing with each successive generation. And in the ever-advancing miniaturization and high integration of semiconductors in the future, the CMP system is expected to be an important process in the adoption of new manufacturing technologies and new materials.

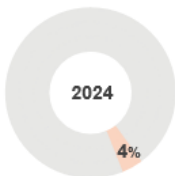
We anticipate that the CMP market will continue to grow at a high CAGR of 9% or more through 2030. To date, we have shipped more than 4,000 CMP systems and currently hold the second largest share in the global market.

Going forward, we will continue to aim for growth through our differentiation strategy that leverages our accumulation of over 30 years of technological development and patents, among others.

## Overview of Other Equipment Businesses



### Revenue ratio



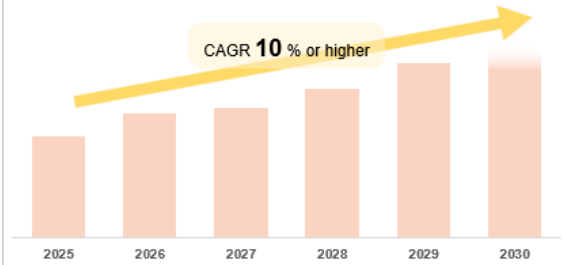
#### About plating systems

- Machines that use an electroplating process to deposit the metal film essential for semiconductors. Our products are designed for the wiring used in advanced packaging applications
- As multi-chip integration expands to support applications like generative AI, demand for electroplating processes for chip interconnects continues to grow

#### About bevel polishing systems

- This machine polishes the edges of wafers (semiconductor substrates) to remove unwanted film and scratches, and to conduct shaping for the next process. Smoothing the edges prevents problems in downstream processes. While there are various possible applications, the importance of this device in the bonding process has recently increased

### Plating Equipment Market Size image chart<sup>2</sup>



<sup>2</sup> Market size estimate based on EBARA research

### Product lines for other equipment



Plating systems  
Model UFP600AS<sup>\*1</sup>



Plating systems  
Model ZP300A<sup>\*1</sup>



Bevel polishing systems  
Model EAC300bi-hv<sup>\*1</sup>

<sup>\*1</sup> Model indicates our company model number.

- Demand for plating systems and bevel polishing systems is expected to grow with the projected rise of advanced packaging technologies enabling high-density integration and intermediate processes such as wafer bonding being driven by future demand for HPC, including generative AI

- Projecting plating systems market **growth at a CAGR of 10% or higher** through 2030

11 Copyright(c) Ebara Corporation, All rights reserved

Next, I will discuss the other equipment business. Aside from CMPs, we operate a business of electroplating systems and bevel polishing systems for semiconductor manufacturing systems.

The plating system is used to form a film by performing the electroplating process onto a wafer, which is essential for semiconductors. Our products are targeted for wiring applications in the advanced packaging area. The bevel polishing system polishes the edges of wafers, called bevels, to remove unwanted films and contamination sources, and to shape the wafers for the next process.

In recent years, bonding and other processes have been increasing, and such systems have begun to be used for purposes such as adjusting the wafer edges and bevels. In the future, we expect it to be used for various applications.

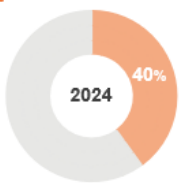
Demand for both plating and bevel polishing systems is expected to grow in line with the expansion of the market for advanced packaging technologies, driven by data centers and HPC, including generative AI.

With regard to the plating system market, we anticipate that the market will grow at a CAGR of 10% or more by 2030, and with that, we intend to promote business expansion.

## Overview of the Components Business

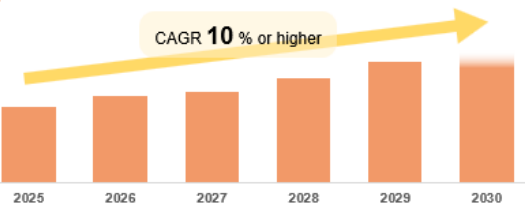


### Revenue ratio



- We provide high-performance products, including dry vacuum pumps, to the "Sub-fab" area below clean rooms in semiconductor plants
- We boast the world's **No. 2** market share for dry vacuum pumps, with cumulative shipments of over **250,000 units**
- We offer unparalleled environmental value, from energy savings for individual equipment to the comprehensive integration of Gas abatement systems

### Dry vacuum pump Market Size image chart\*



### Components Business product line

**Dry vacuum pumps**  
Model EV-X, and others

A non-contact vacuum pump that does not use oil or liquid for sealing. Achieves a clean vacuum without backflow or the diffusion of water or oil. Featuring world-class energy savings and footprint-saving performance.

**Gas abatement systems**  
Model LPCMN

Equipment that detoxifies and safely abates gases used in manufacturing processes. Last year, we released a new model that is approximately half the height of the previous model. We aim to provide innovative solutions for overcrowded sub-fabs.

**Ozonized water generator**  
Model OZW

Equipment that manufactures ozonized water used for wafer cleaning and etching. In recent years, the use of ozonized water is expected to increase as a means of reducing the burden caused by waste chemical treatment.

**Gas abatement systems for EUV Lithography systems**  
Model EV-E-PV

Vacuum abatement system attached to EUV Lithography device. Achieves energy savings and a smaller footprint while maintaining the ability to exhaust the large flow of hydrogen required for the EUV Lithography process.

**Industrial chillers**  
\*Building Service & Industrial Company product

Device for controlling process temperatures in semiconductor manufacturing equipment. Achieves market-leading energy conservation performance. This system uses environmentally friendly refrigerants to help move toward carbon-neutral operations.

12 Copyright(c) Ebara Corporation, All rights reserved

Finally, I will discuss the overview of our components business. As I mentioned earlier, this business provides products and solutions for use in the sub-fab area below the clean room floor in semiconductor factories.

This is EBARA's original business, and we have expanded and cultivated significant demand armed with dry vacuum pumps, which apply our strengths in rotating machinery and pump technology, as well as our world-class energy-saving and footprint-saving features. Our cumulative shipments exceed 250,000 units, giving our company the second largest share in the global market.

In addition to dry vacuum pumps, this business also offers a lineup of gas abatement systems, ozonized water generators, and gas abatement systems for EUV lithography systems, all of which contribute to the semiconductor manufacturing of our customers.

In the semiconductor manufacturing process, the need for enhanced environmental performance has risen sharply. We are aiming to provide overwhelming environmental value not only through energy savings in individual systems or equipment, but also through abatement system integration.

# 01

## Precision Machinery Company Overview

# 02

## Overview of Each Business

# 03

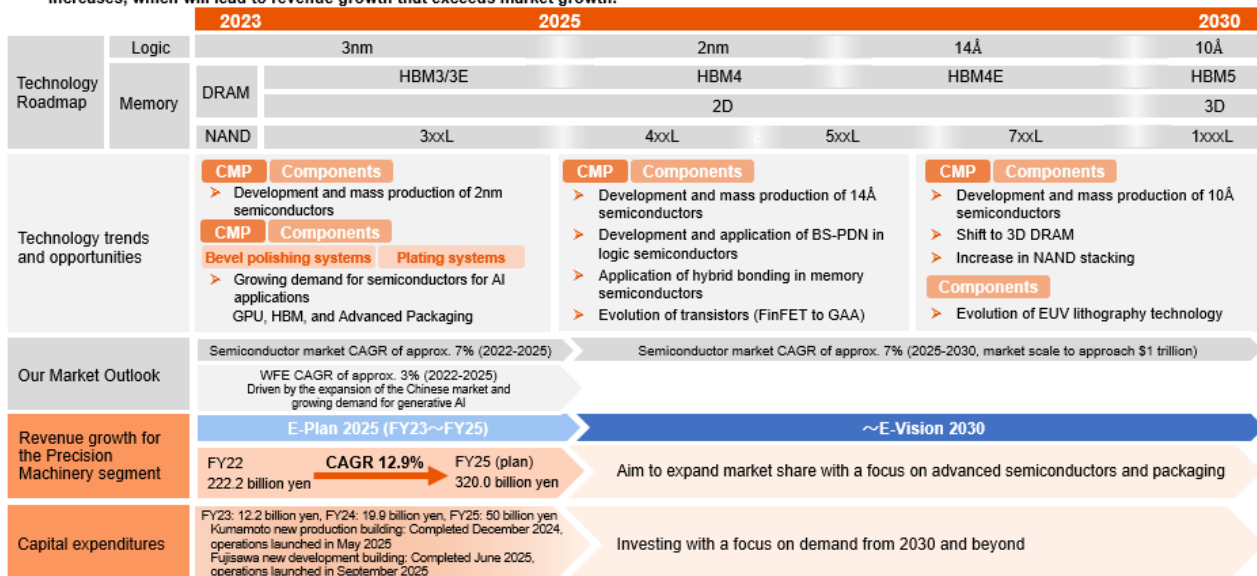
## Semiconductor Manufacturing Technology Roadmap and our Strategies

I will now explain the specific strategies for the future business expansion of the Precision Machinery Company in line with the roadmap for semiconductor manufacturing technology.

### Semiconductor Market Technology Roadmap and Growth Opportunities in the Precision Machinery Segment



- Opportunities to use our products will increase as semiconductors become more miniaturized and stacked, and as the need for environmental performance increases, which will lead to revenue growth that exceeds market growth.



This page explains the technological evolution of the semiconductor market and how our growth strategy aligns with these changes.

Over the past few years, miniaturization of semiconductor technology has moved from 3-nanometer to the mass production of 2-nanometer generation. On the demand side, especially in the last three years, generative AI has been the main growth driver behind the significant expansion in the market.

Up until now, we have been expanding our business domain by applying plating systems and bevel polishing systems to the advanced packaging area, as well as increasing sales of our mainstay products such as CMP and components.

As a result, we expect a revenue CAGR of 12.9% during the period under E-Plan 2025, which is significantly higher than the Wafer Fab Equipment market's CAGR of around 3%.

Looking ahead, the semiconductor market is expected to continue to grow over the medium to long term, becoming a USD1 trillion market by 2030.

Accordingly, we expect the Wafer Fab Equipment market to continue to expand as well. Future technology trends will move toward multilayer and advanced packaging technologies in addition to conventional miniaturization. In parallel with these, we also believe that the advancement and increased sophistication of environmental performance is an inevitable direction for the industry as a whole.

We believe that the evolution of these trends will boost the importance of our business domains and lead to growth in our businesses as the number of processes increases in all of our product lines, including plating systems, bevel polishing systems, and gas abatement systems, in addition to our core products such as CMP and dry vacuum pumps.

Specifically, in the trend toward miniaturization and multilayering, the demand for high-precision planarization will increase, while the need for CMP will grow as the number of polishing processes rises due to multilayering and 3D stacking.

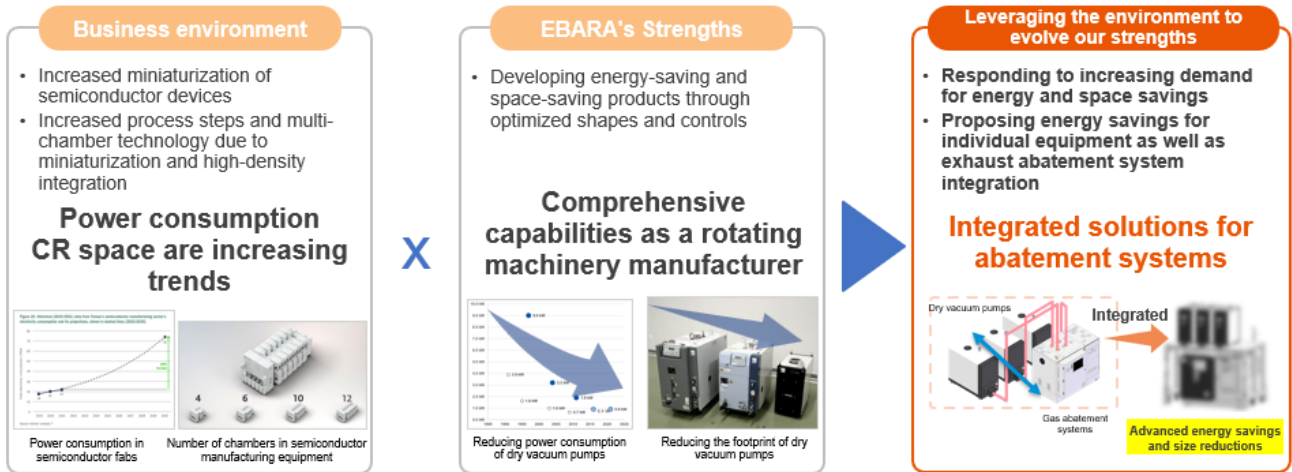
With the spread of EUV lithography, which is essential for miniaturization, and the increasing sophistication of many vacuum processes, the demand for new vacuum pumping and gas abatement processes will grow, leading to more demand for vacuum pumping solutions with our component products.

In the area of advanced packaging, in addition to CMP, the utilization area of plating systems will expand, and bevel polishing systems will also become an important growth opportunity for yield improvement.

As we move toward carbon neutrality in semiconductor manufacturing, requirements for enhanced environmental performance will also increase. The energy-saving performance required for dry vacuum pumps, various components, and equipment is an area of strength for our company, and we see this as an important growth opportunity.

We aim to grow faster than the market and expand our market share by leveraging our product capabilities and ability to provide solutions as a manufacturer of rotating equipment, as well as our comprehensive strengths as the EBARA Group.

## Providing overwhelming environmental value through energy savings, a small footprint, and integration



Source: OurWorldinData.org, Greenpeace energy consumption report, Tokyo Electron, etc.

15 Copyright(c) Ebara Corporation, All rights reserved

From this page and beyond, I will explain the specific technical fields where our strengths can be utilized.

First, let me explain our components business. In this business, we aim to provide overwhelming value based on the keywords of energy efficiency, footprint reduction, and integration.

As semiconductors become increasingly miniaturized and highly integrated, the number of process steps and application of multi-chamber systems in manufacturing equipment will rise, and along with that, power consumption and installation space will tend to grow. In response to that, we leverage our long experience and comprehensive capabilities as a manufacturer of rotating machinery to solve these challenges.

Specifically, we will optimize the shape and control of pumps to save energy and reduce footprint.

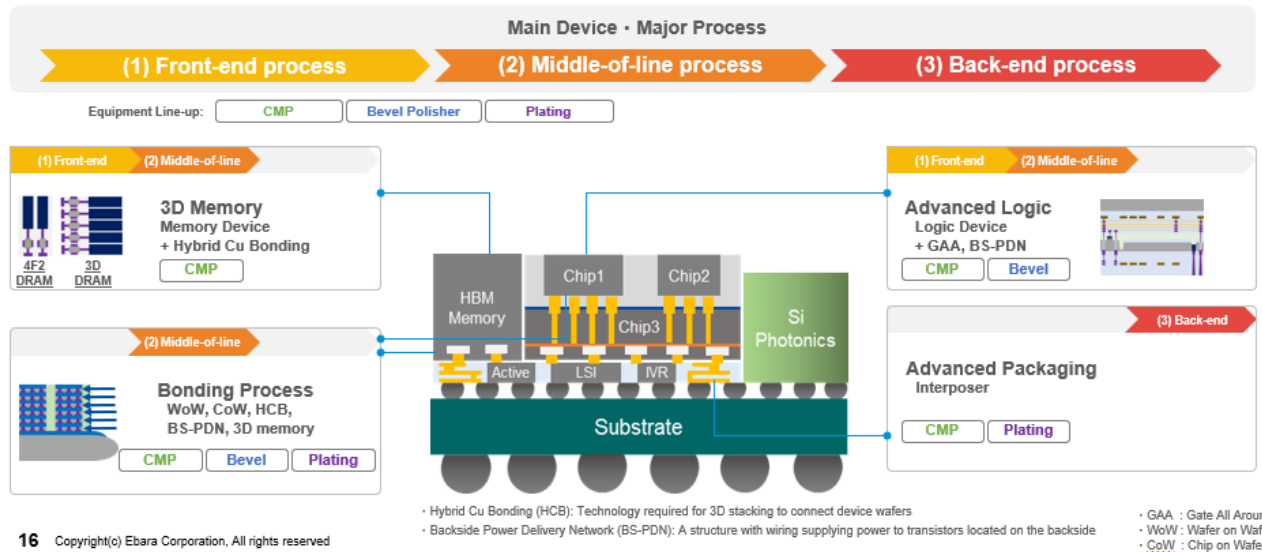
One example is the gas abatement system launched last year that is half the height of conventional products. By integrating this product with a dry vacuum pump into a single unit, we are able to realize overwhelming space savings in sub-fab areas that support manufacturing systems.

Many customers have now come to regard it as a solution that can also provide considerable energy-saving effects by significantly shortening the piping lengths.

# Growth Strategies for Major Processes in the Equipment Business



Increased use of middle-of-line processes such as wafer bonding and advanced packaging that integrates multiple chips in the semiconductor manufacturing process will capture further demand for CMP, plating, and bevel polishing systems



Next, I will explain the strategy for the equipment business. The semiconductor manufacturing processes have traditionally been recognized in terms of front-end and back-end processes. However, with the recent evolution of semiconductors, new processes called the middle-of-line processes, such as wafer bonding, have emerged.

In addition, demand for advanced packaging that integrates multiple chips has been growing in the back-end processes, particularly for AI semiconductors.

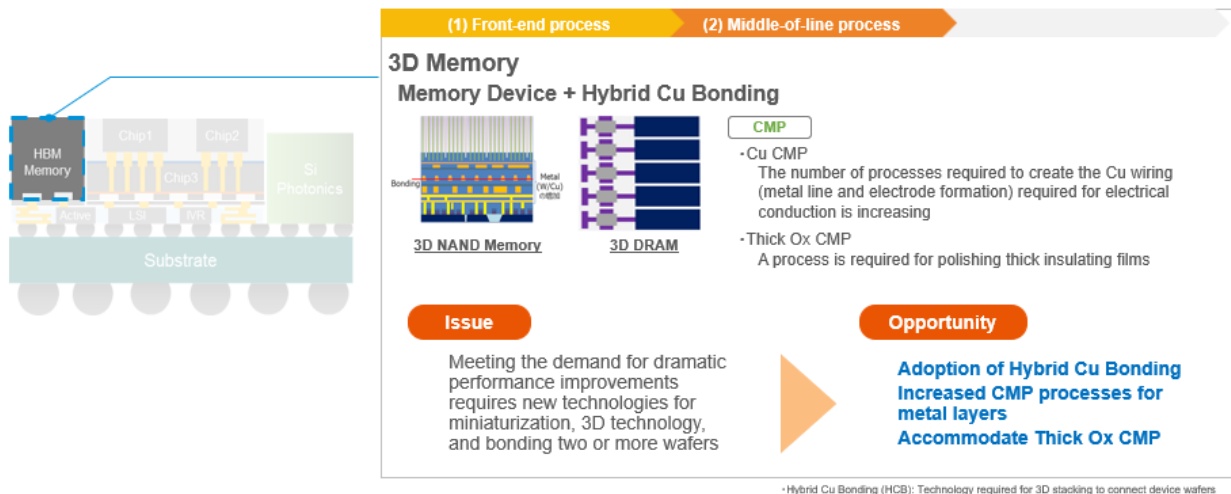
We see these two major trends as important opportunities for further business growth in CMP, and plating and bevel polishing systems.

The following four are the key processes for the expansion of our business. Details are explained on the next page and beyond.

The first is CMP for 3D stacking of memory devices using hybrid bonding technology in the front-end and middle-of-line processes, and the second is CMP and bevel polishing systems to meet the new demand, especially for backside PDN in the so-called area of advanced logic in the front-end and middle-of-line processes.

The third is CMP, bevel polishing systems, and plating systems for the middle processes, especially for the process of bonding and stacking wafers, and the fourth is CMP and plating systems for advanced packaging in the back-end processes.

## 3D stacking of memory



17 Copyright(c) Ebara Corporation, All rights reserved

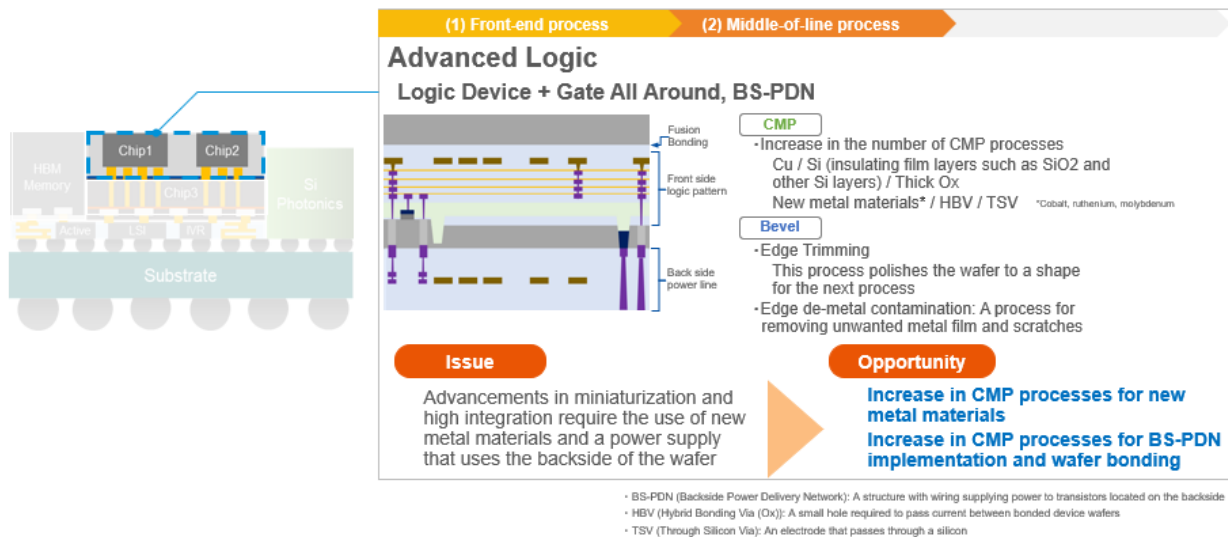
First, I will explain the opportunities for CMP business expansion in 3D stacking of memory.

AI demand is not only increasing the volume of memory in data centers but also requiring dramatically improved performance. In response, memory semiconductors now also require a shift to 3D, that is, technology for bonding two or more wafers, in addition to conventional miniaturization.

Because Hybrid Cu Bonding is used to stack multiple devices with fine circuits, the CMP planarization processes for the copper layers will increase.

As wiring layers and electrode-formation steps increase, additional planarization of metal-layer oxide films is required, resulting in higher CMP demand.

## Higher logic performance



18 Copyright(c) Ebara Corporation, All rights reserved

Second is the growth opportunity in the advancement of the performance of logic semiconductors. As logic performance improves and miniaturization progresses, conventional wiring materials, such as copper, are facing issues such as process effects and reduced resistance to electromigration.

To address these issues, the application of new metal materials such as cobalt, ruthenium, and molybdenum is being considered, and this trend will directly lead to an increase in CMP processes for new metal materials.

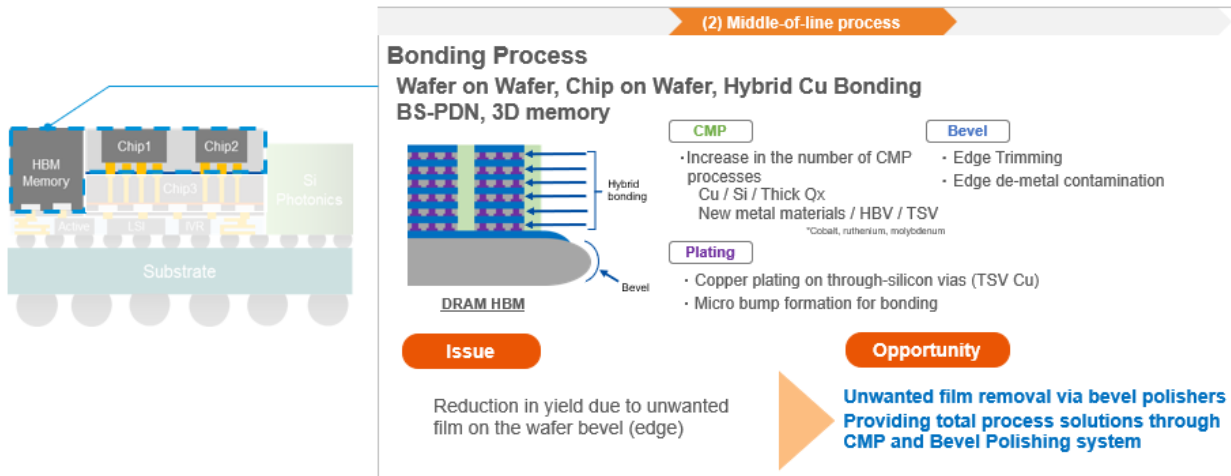
With regard to the adoption of Backside PDN, as semiconductor miniaturization progresses, signal lines and power lines will be integrated on the wafer surface. That is causing a serious reduction in wiring space and a significant drop in efficiency, which is known as operational interference.

To solve this problem, the next generation of state-of-the-art semiconductors uses a technology called Backside PDN. This is an innovative approach in which signal lines are formed on the wafer surface and power lines on the back of the wafer.

The adoption of Backside PDN and subsequent high integration through multiple device bonding will provide significant growth opportunities for our company.

First, in terms of CMP, the number of processes for creating wirings and through-hole electrodes on the backside increases, so the need for planarization will also grow. For bevel polishing systems, approaches such as removing unwanted films and contamination sources remaining near the wafer edge and bonding them together in advance are being considered, and we believe that these will contribute significantly to yield improvement in such areas.

## High performance through layering



· BS-PDN (Backside Power Delivery Network): A structure with wiring supplying power to transistors located on the backside  
 · HBV (Hybrid Bonding Via (Ox)): A small hole required to pass current between bonded device wafers  
 · TSV (Through Silicon Via): An electrode that passes through a silicon

19 Copyright(c) Ebara Corporation, All rights reserved

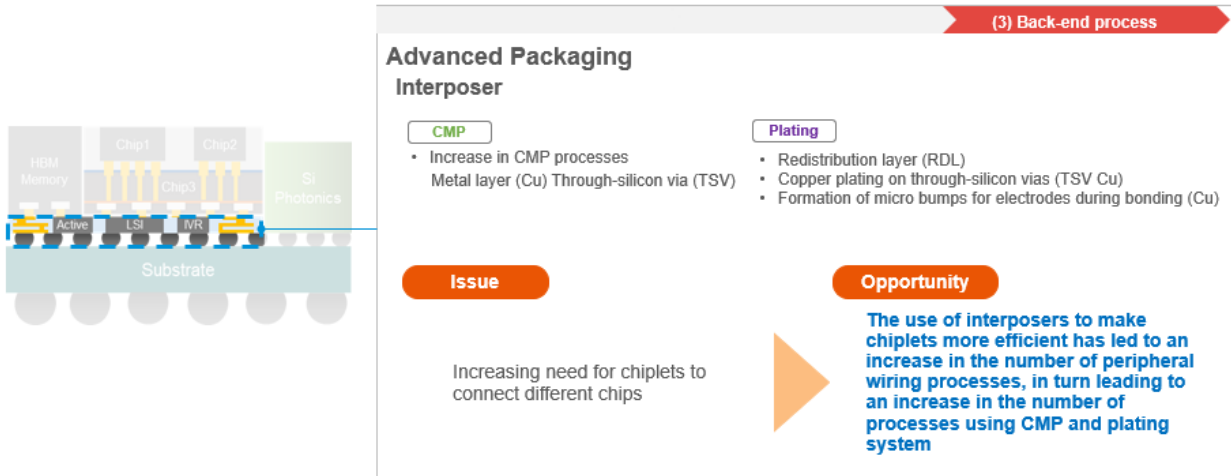
The third is higher performance through layering. There are two methods of layering. One is to stack wafers and then cut them into chips, and the other is to stack chips on top of wafers.

In both layering methods, opportunities for application of our equipment lineup will expand. The formation of the wiring layer required for Hybrid Cu Bonding and the precision planarization process of the bonded surfaces increase the need for CMP.

In plating systems, opportunities grow in electrode formation, which is essential for layering. In bevel polishing systems, we believe that there is potential to improve yields in the layering process by removing unwanted film near wafer edges and on bevels just before layering.

As a manufacturer of both CMP and bevel polishing systems, we aim to combine these two technologies to provide solutions that only we can offer.

## Higher performance through chiplet fabrication



Finally, I will discuss performance enhancement through chiplet fabrication, citing interposers in advanced packaging as a particular example. With the spread of generative AI in recent years, we have seen major advancements in technology to connect heterogeneous chips via interposers and other means. Even in this domain, there are opportunities for business expansion for our CMP and plating systems for making wiring layers.

In particular, with regard to CMPs, although it has been mainly used in the front-end processes, in this advanced packaging area, we believe that the range of applications of front-end process technology will expand to the back-end, creating new opportunities.

# Summary: Growth Strategies for Major Processes in the Equipment Business



Generative AI products are moving toward higher integration and efficiency, and beyond miniaturization, bonding technologies for 3D stacking, such as BS-PDN, HBM, and HCB, continue to evolve

- BS-PDN: Backside Power Delivery Network
- HBM : High Bandwidth Memory
- HCB : Hybrid Cu Bonding

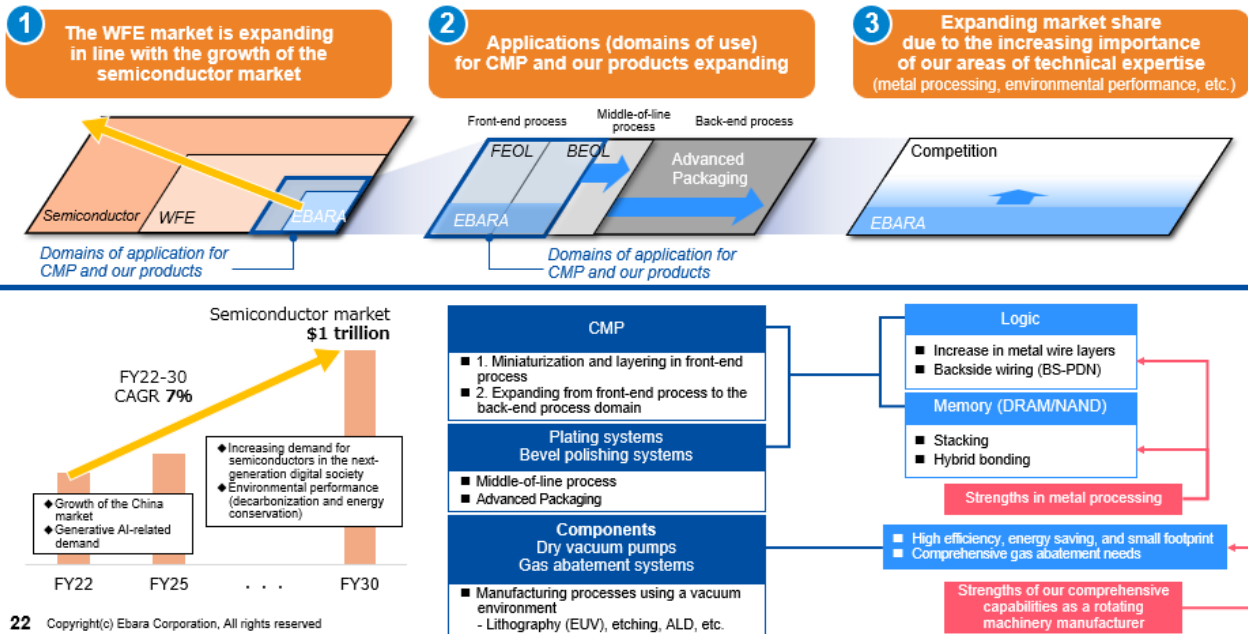
	Market Status	EBARA Status & Strategy
CMP	The <b>increasing use of CMP</b> relative to traditional integration is expected to drive unprecedented growth	In both <b>miniaturization and bonding</b> , key drivers of market growth, the metal layer represents the most significant opportunity. By leveraging <b>our strength in metal-layer CMP processes</b> , we aim <b>to secure additional layers and expand our market share</b>
Plating systems	As the generative AI and data center markets expand, <b>demand for advanced packaging is increasing, leading to an increase in interposer peripheral plating processes</b>	With AI driving the trend towards <b>large-scale packages</b> and the <b>expansion of the advanced packaging market</b> , there are increased expectations for plating systems. <b>We will aim to expand market share by releasing new Electroplating systems</b> with excellent process performance, productivity, and maintainability
Bevel polishing systems	Process solutions <b>supporting the evolution of bonding technology</b> are needed	We will aim to expand market share by providing process solutions tailored to market needs for <b>edge formation</b> and <b>pre-removal of defect-causing areas</b> in the growing field of bonding technology

21 Copyright(c) Ebara Corporation, All rights reserved

This slide summarizes the previous five pages. Moves toward higher integration and enhanced efficiency are progressing, especially for products designed for generative AI. In addition to miniaturization, we are seeing major trends in 3D stacking and bonding technologies such as Backside PDN, Hybrid Bonding Memory, and HCB.

As I have explained, we believe that there are opportunities for expansion in each of these areas, and we intend to focus on these areas in the future.

# Precision Machinery Business | Three Growth Drivers



22 Copyright(c) Ebara Corporation, All rights reserved

Finally, I would like to conclude my explanation by reiterating the three growth drivers of the Precision Machinery business.

The first growth driver will be that the overall volume of the semiconductor market will grow over the medium to long term, and that growth is predicted to lead to significant expansion of the semiconductor production equipment market.

The second growth driver will be the growing importance of the systems and equipment we handle in the overall process, such as CMP, plating systems, dry vacuum pumps, and gas abatement systems, as well as the rise in the number of processes in which they are used.

Regarding CMP, in addition to conventional miniaturization, I have already explained layering, advanced packaging, and back-end processes. We believe that there will be an increasing need for plating systems for advanced packaging and bevel polishing systems for the middle-of-line process and advanced packaging.

In the components business, we believe that demand will continue to grow as the number of manufacturing processes that use a vacuum environment will increase due to the growing demand for layering, on top of miniaturization.

The third growth driver will be the abundance of technological areas where we can take advantage of our strengths, especially in metal CMP and environmental performance, which I have explained so far.

We believe that these are the decisive growth opportunities for our company and the factors that will make it possible for us to expand our market share.

This ends my lengthy explanation of the Precision Machinery Company's medium- to long-term business strategy.

## 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.



# Building Service & Industrial Company Overview and Growth Strategies

November 18, 2025

Shu Nagata  
Executive Officer,  
President, Building Service & Industrial Company

Looking ahead,  
going beyond expectations  
*Ahead*  *Beyond*

EBARA CORPORATION

**Ochiai:** We will now begin Session 2. Mr. Shu Nagata, President of the Building Service & Industrial Company, will give an overview of the Building & Industrial Company and its growth strategies.

## AGENDA

---



01

**Transition to a target market-based organization**

02

**Building Service & Industrial Company Overview**

03

**E-Plan 2025 Progress**

# AGENDA



- 01** Transition to a target market-based organization
- 02** Building Service & Industrial Company Overview
- 03** E-Plan 2025 Progress

2 | Copyright(c) Ebara Corporation, All rights reserved

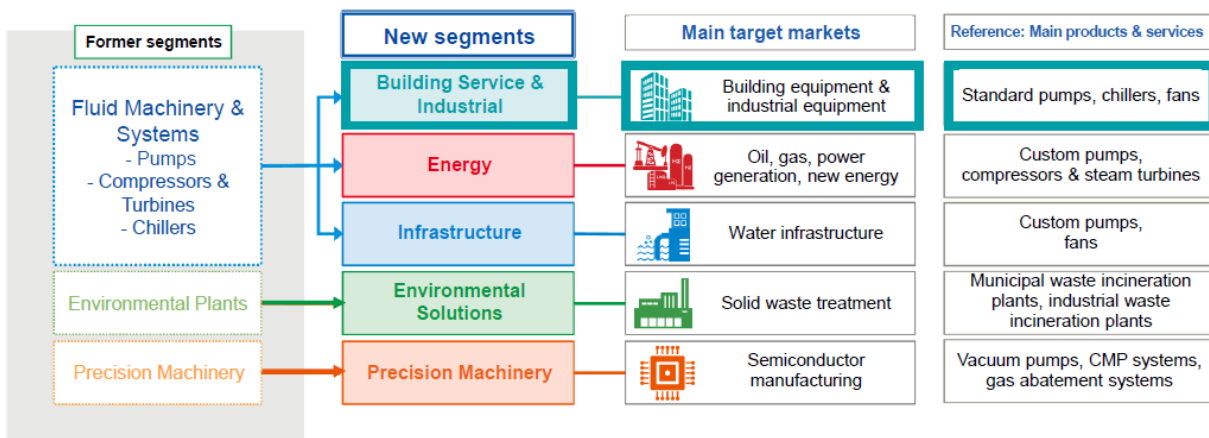
**Nagata:** Hello, everyone. I am Nagata of the Building Service & Industrial Company. Thank you for joining us today. This meeting has been quite long, but please bear with us a little longer.

I would like to give an overview of the Building Service & Industrial Company and its growth strategy. I will discuss in accordance with this agenda.

## Transition to a target market-based organization



- To achieve customer-oriented value creation, in 2023 we transitioned from a product-based structure to a target market-based structure.
- We consolidated our existing standard pump business, chiller business, and fan & blower business to newly create the Building Service & Industrial Company.



3 | Copyright(c) Ebara Corporation, All rights reserved

First, let me explain a little about how our Building Service & Industrial Company was formed, although I believe many of you already know.

Before 2023, there was a company called the Fluid Machinery & Systems Company, but starting in 2023, we shifted from a conventional product-based organization to a target market-based organization. As a result, the Fluid Machinery & Systems Company was divided into three companies, comprising the Building Service & Industrial Company, the Energy Company, and the Infrastructure Company.

Our Building Service & Industrial Company's target markets include building equipment and general industrial facilities and equipment. In terms of conventional products, these include standard pumps, heating and cooling equipment, and blowers and fans.



01

Transition to a target market-based organization

02

**Building Service & Industrial Company Overview**

03

E-Plan 2025 Progress

From here, I will discuss the overview of the Building Service & Industrial Company.

# Target Markets

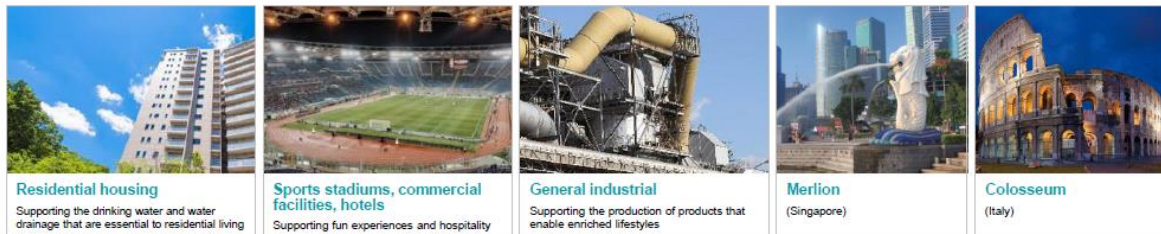


## Building equipment market

Water supply and drainage systems and air conditioning systems for residences, offices, commercial facilities, etc. (Supply clean water, drain dirty water, heating, cooling, ventilation, etc.)

## Industrial equipment market

Pumps and chillers used in the production process equipment and utility equipment in factories for electronic devices, chemicals, food and beverages, etc. (transfer of special liquids, cooling and drying of products and equipment, etc.)



The Building Service & Industrial Company provides pumps used for water supply and drainage and the transport of various liquids, chillers and cooling towers for temperature control and cooling, and fans for ventilation to support comfortable and safe living environments and industrial development.

5 | Copyright(c) Ebara Corporation, All rights reserved

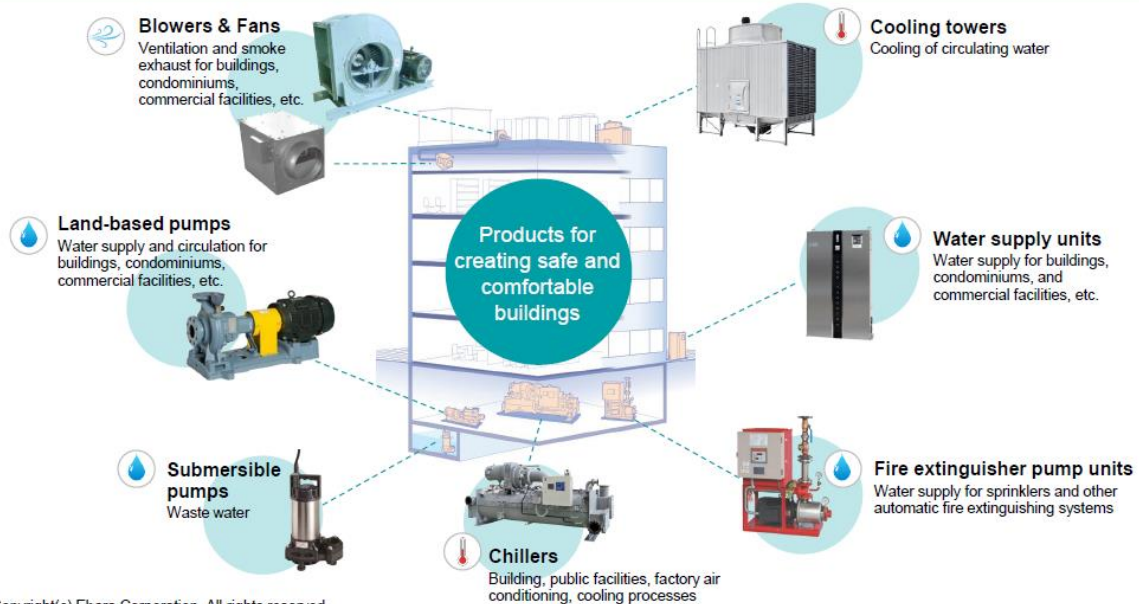
Our target markets, as mentioned earlier, include the building equipment market, which includes things like condominiums, offices, and commercial buildings, and the industrial market, which includes manufacturing equipment for all industries and utilities used in buildings, and so on.

And as said earlier, we deal with pumps, cooling and heating equipment, and blowers. Let us take the case of residential buildings such as condominiums, for example. In the case of condominiums, in particular, almost all condominiums with four or more floors require pumps, so our water supply pump units are used in such places.

In terms of industrial applications, there are many processes that involve transporting liquids in industrial manufacturing processes, and our industrial pumps are used in those areas. In addition, there are many manufacturing and industrial processes that require cooling, and our cooling and heating systems are used in many of these processes.

In this way, our business supports comfortable living in society and the development of industry behind the scenes.

## Main Products and Applications for the Building Equipment Market



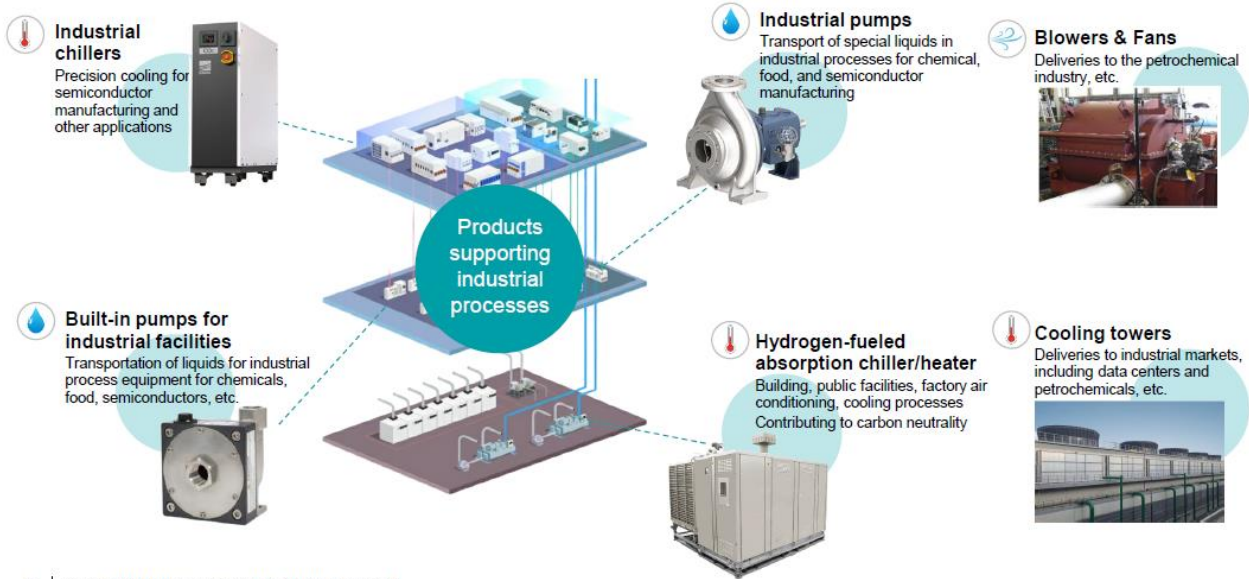
6 | Copyright(c) Ebara Corporation, All rights reserved

This is the most representative example of the building equipment market, illustrating commercial and office buildings, among others. This is an example of how our various products are used in these places.

Broadly speaking, we have components for air conditioning, such as chillers for building air conditioning, cooling towers, and cooling pumps. Then there are blowers and fans for supplying air, and water supply pumps that are always needed when the water pressure of the water supply is insufficient.

In addition, buildings generate wastewater that must be discharged, and that requires drainage pumps, so such equipment, as well as fire extinguishing systems are mandatory for buildings of a certain size. We sell the pump units for the purpose of extinguishing fire. These are the main uses of general building equipment.

# Main Products and Applications for the Industrial Equipment Market



7 | Copyright(c) Ebara Corporation, All rights reserved

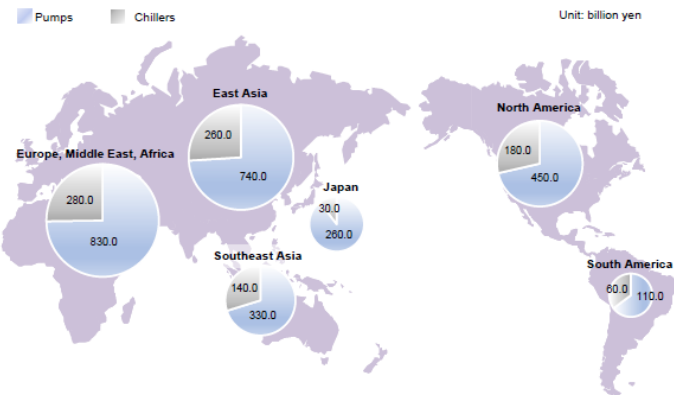
Next is the industrial market. This category is very broad and not tied to any specific industry, but generally includes industrial pumps used for transporting liquids in industrial processes. It also includes more specialized applications, such as industrial chillers and cooling towers used to cool entire factories.

In addition, some machinery and equipment require built-in pumps, and we also offer pumps designed to be integrated into such systems as part of our industrial lineup.

## Market Scale and GDP Growth Rate



### Market scale for standard pumps and chillers in 2025



#### Overall global sales

Pumps **2,720.0** billion yen  
Chillers **950.0** billion yen

EBARA's market share is currently in the 6% range  
↓  
Aim to double share in the next 10 years

Region	GDP Growth Rate Forecast	Business Environment
Japan	→	<ul style="list-style-type: none"> <li>➢ The number of new building projects started in the building equipment market is stagnating, but the service market demand is on an upward trend</li> <li>➢ Continued demand for capital expenditures in the industrial equipment market</li> </ul>
East Asia	↗	<ul style="list-style-type: none"> <li>➢ In China, the building equipment market is stagnant due to real estate investment restraint, but certain industries and public sector markets are firm, due to government investment</li> </ul>
Southeast Asia	↗	<ul style="list-style-type: none"> <li>➢ Projecting growth supported by construction investments in the transport and infrastructure, commercial and residential sectors</li> </ul>
Europe, Middle East, Africa	→	<ul style="list-style-type: none"> <li>➢ Europe is expected to see restrained new investments due to rising inflation, interest rates, and rising raw material costs</li> <li>➢ Geopolitical conflict in the Middle East is on a mild downward trend, but supply chain disruptions continue</li> </ul>
North America	→	<ul style="list-style-type: none"> <li>➢ Market is stagnant due to continued high interest rates, rising construction costs, and labor shortages</li> </ul>
South America	→	<ul style="list-style-type: none"> <li>➢ While some countries are curbing spending on construction projects, we project firm growth overall</li> </ul>

8 | Copyright(c) Ebara Corporation, All rights reserved

Here is the scale of the markets we target. Globally, we market for pumps is approximately JPY2.7 trillion, and the market for chillers is approximately JPY1 trillion.

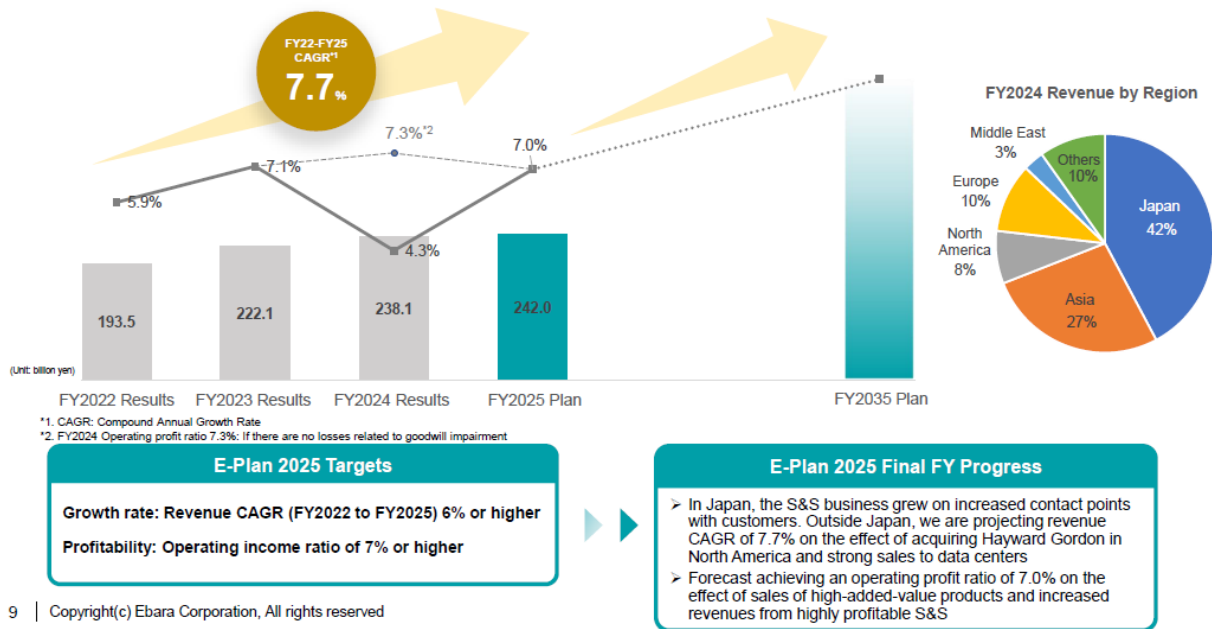
The market size by region is as shown here, and as you can see, Europe and North America have very large markets, and East Asia, especially China, has a fairly large market.

Our current market share is in the 6% range, and our goal is to double this share over the next 10 years.

To the right of this, we have included GDP forecasts by region. Our target markets tend to be linked to GDP growth and population changes, so we have also included the GDP growth rates.

As you know, growth is flat in developed countries while developing countries are still growing, and this is the overall market sentiment.

## Financial Performance



9 | Copyright(c) Ebara Corporation, All rights reserved

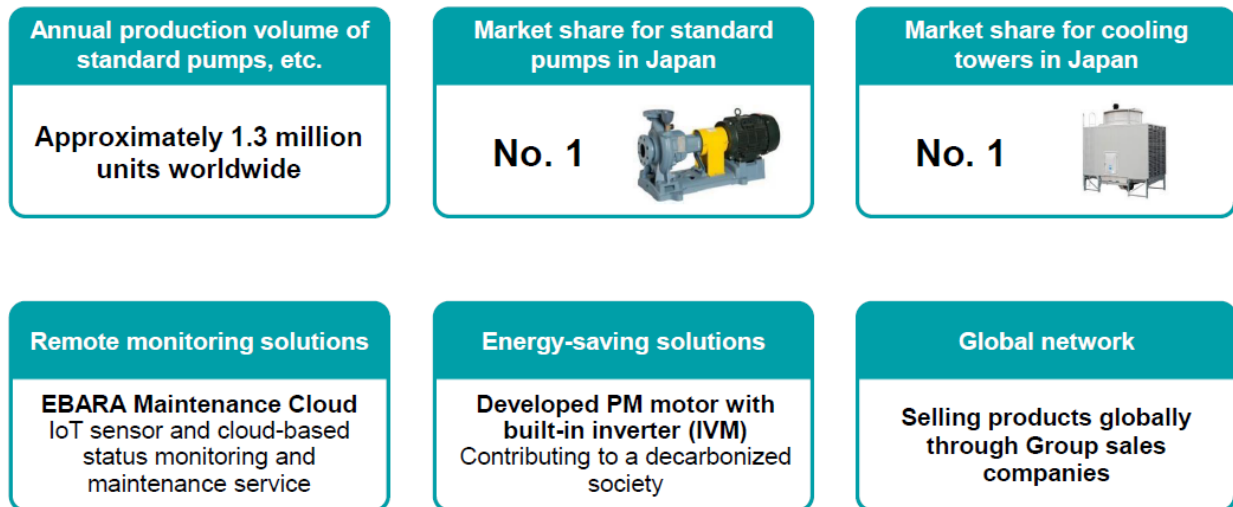
These are the business results of our Building Service & Industrial Company. Our forecast for the current fiscal year is sales of JPY242 billion. As you can see here, sales have been growing at a CAGR of about 7.7% over the past four years.

By region, Japan accounts for about 40% of sales, and the rest of the world for about 60%, with Asia, including China, accounting for a significant share.

Under E-Plan 2025, our business targets are a revenue CAGR of 6% or more and an operating profit ratio of 7% or more. We expect a CAGR of around 7% and an operating profit ratio of 7%, so we are developing our business in line with these targets.

Here is the progress made in the final year of the E-Plan. We have been venturing into quite a bit of M&A recently. We are in the process of expanding our product portfolio and sales channels through M&A, which is contributing to the growth of our business.

## Current Status and Future Outlook



10 | Copyright(c) Ebara Corporation, All rights reserved

Here is the current status of our business and our prospects. We currently manufacture and sell approximately 1.3 million pumps worldwide. These are the products with an extremely high volume within the EBARA Group.

In terms of market share, we have the largest share in the domestic market for standard pumps, with approximately 30% of the market, and the largest share in the domestic market for cooling towers.

On the other hand, as mentioned earlier, our global market share is in the mid-6% range, so I think it is fair to say that there is still considerable room for growth in markets other than Japan.

Below you will find a list of activities that we have recently been focusing on. First of all, in terms of remote monitoring solutions, the business of remote monitoring has become much stronger in recent years in light of our customers' labor shortages.

In response, we have developed a system called EBARA Maintenance Cloud, which I will explain later, that enables remote monitoring of equipment.

Another area we have been focusing on is energy-saving solutions that address our customers' energy-saving needs. One such example is the development of high-efficiency motors with built-in inverters.

In addition, as I explained earlier, we are expanding our global network. And through M&A and other means, we are building a network that will enable us to sell our products worldwide.

# Global Bases



**Number of Group Companies:**  
32 companies (as of February 2025)

**By region**

In Japan	3 companies
Overseas	29 companies
China	4 companies
Other parts of Asia	9 companies
Europe	5 companies
North America	2 companies
Latin America	4 companies
Middle East	2 companies
Africa	3 companies



11 | Copyright(c) Ebara Corporation, All rights reserved

These are the global bases of our company. We have a total of 32, of which 29 are overseas. We have established affiliated companies in charge of manufacturing and companies responsible for sales in each region, such as China.

As mentioned earlier, we have been doing more M&A in recent years to expand our sales and manufacturing networks, and as a result, our global network has reached its current state.



- 01 Transition to a target market-based organization
- 02 Building Service & Industrial Company Overview
- 03 E-Plan 2025 Progress

12 | Copyright(c) Ebara Corporation, All rights reserved

I would now like to explain the progress of the E-Plan and the direction we are heading toward.

<b>Basic Policy</b>	<ul style="list-style-type: none"> <li>■ In the building service and industrial equipment markets, aim for further business growth by providing new, customer-oriented solutions that combine pumps, chillers, and services</li> <li>■ Utilize DX to enhance and optimize workflow and business management</li> </ul>
<b>Basic Strategies</b>	<ol style="list-style-type: none"> <li><b>1. Strengthen solutions business</b> <ul style="list-style-type: none"> <li>● Shift from selling products to selling services by offering solutions to customers</li> <li>● Create and implement new business model</li> <li>● Strengthen contact points with customers</li> </ul> </li> <li><b>2. Capture growth markets</b> <ul style="list-style-type: none"> <li>● Global expansion of products from M&amp;A bases (Vansan, Hayward Gordon)</li> <li>● Develop new markets by injecting high-value-added products such as ultra-compact, leak-free pumps and industrial chillers</li> <li>● Engage in industrial utility markets in developed countries (food and semiconductor markets)</li> <li>● Expand sales channels in Africa and strengthen irrigation products</li> <li>● Establish new bases: Africa, South America, Asia, and Northern Europe</li> </ul> </li> <li><b>3. Rebuild global business infrastructure</b> <ul style="list-style-type: none"> <li>● Expand production bases to support overseas sales growth</li> <li>● Reevaluate global procurement and production allocation from the perspective of geopolitical risks</li> </ul> </li> </ol>

13 | Copyright(c) Ebara Corporation, All rights reserved

Under E-Plan 2025, based on the company-wide theme of customer-oriented value creation, we have implemented three basic strategies, strengthening our solutions business, capturing growth markets, and rebuilding our global business infrastructure.

Specifically, with regard to solutions, we are moving away from the conventional product-by-product sales activities for pumps, chillers, cooling towers, and so on, and are now working to solve customers' problems with solutions that combine equipment, rather than selling single pieces of equipment.

Then, as explained earlier, we have begun to develop new business by attaching sensors to equipment for remote monitoring.

With regard to capturing growth markets, we will provide our equipment to growing industries. Specifically, we are expanding sales to the semiconductor market through data centers and industrial chillers, while also working to seize growth opportunities in growing markets.

In addition, we are in the process of acquiring sales channels for our product lineup in emerging countries such as Africa, thereby gaining a foothold in businesses with growth potential in the future.

# Initiatives to Strengthen Solutions Business

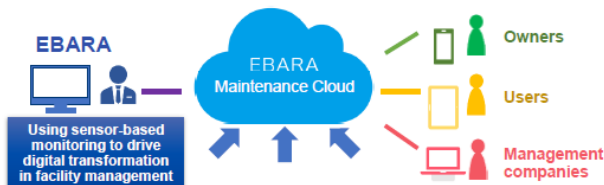
## Remote monitoring solutions



### What is the "EBARA Maintenance Cloud"?

- Real-time status monitoring for equipment and facilities in factories, buildings, and commercial facilities
- Monitor valuable equipment with IoT sensors and the cloud

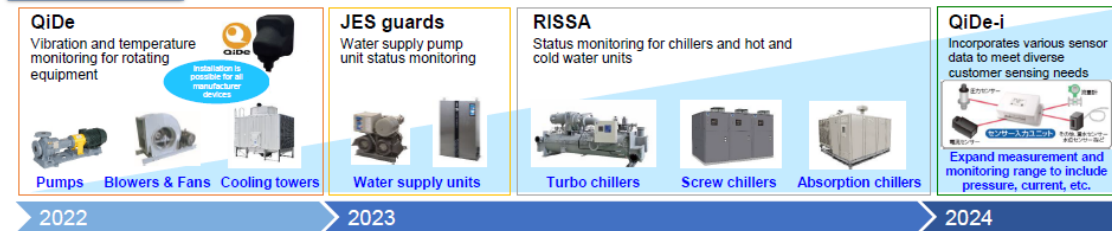
Steady provision of S&S to connected customers



Connecting with customers and markets through "pumps that link users to Ebara"

- Provides remote monitoring of device operating status to enable worker reduction and labor savings for customers and partner companies
- Analyzing accumulated operating data and establishing predictive maintenance technology will reduce emergency repairs and facility downtime
- Expand service business by capturing maintenance and management services for competitor products as well

Target sensor installations for 2025 (cumulative): 10,000 units  
Target markets: Condominiums, commercial buildings, factories, transportation facilities



14 | Copyright(c) Ebara Corporation, All rights reserved

From here, I would like to elaborate on the solutions I have just described.

First, let me explain the premise, or why we are doing this. As some of you may know, our company's business is primarily distributor sales. Around 70% to 80% of our sales are made through distributors.

Of course, sales through distributors are important, but at the same time, when we sell through distributors, it is quite difficult to know where our equipment is being delivered. This makes it difficult for us to take an active role in S&S and other areas. For this reason, we believe it is very important to connect with customers.

As a tool for establishing that connection, we have developed a sensor called QiDe. By attaching this QiDe sensor to the equipment, we can see how the equipment we sell to our customers is operating, and we can take an active approach to S&S. This is the purpose of using the QiDe sensor.

Specifically, we attach a sensor called QiDe, which measures vibration and temperature, to the equipment. In addition, systems such as chillers already use our remote monitoring platform, RISSA. We are integrating the data from these solutions into a single cloud platform, the EBARA Maintenance Cloud, so that we can monitor the data ourselves and also provide an environment where owners and users can view the same information.

Through this, we can monitor the condition of the equipment, which enables us to detect signs of potential failure. By replacing the daily inspections that are manually performed by customers on a daily basis, this remote monitoring system can achieve considerable standardization and labor savings for our customers.

Moreover, since data has value, we have the advantage of being able to absorb a lot of this data to develop new proposals and business models in the future.

Specifically, more than 8,000 QiDe sensors have been installed in the market, including in our own equipment and other companies' devices.

While 8,000 units may sound like a lot, I think there are more than 10 million of our pumps in the market, so we are considering attaching these sensors sequentially, collecting more data, and developing new business models.

### EBARA Maintenance Cloud adoption case study

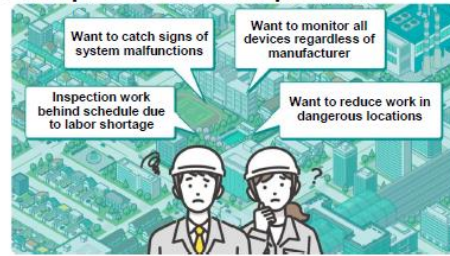
Adoption by Keio Corporation  
(below referred to as Keio)



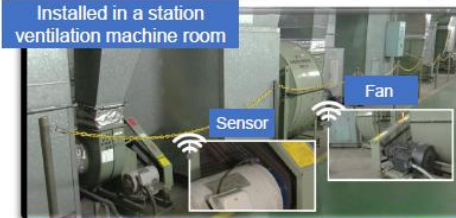
Source: YouTube The EBARA Channel  
<https://www.youtube.com/watch?v=C6xxZTZZ1hM>  
\*With permission from Keio Corporation  
\*YouTube is a registered trademark or trademark of Google LLC

15 | Copyright(c) Ebara Corporation, All rights reserved

### Examples of customer problems



Allows continuous monitoring of equipment status from a dashboard → Centralized management, including for competitor products



Please allow me to introduce an example of this system implementation at Keio Corporation. Of course, Keio Corporation is not the only one, but as I mentioned earlier, Keio Corporation has given us positive feedback, including how they have been able to standardize periodic inspection work, avoid unexpected problems, and reduce work in hazardous locations.

At the bottom right, there is a photo of a specific sensor that has been attached. This is a system in which QiDe sensors are attached to the motors and pumps of our equipment or other companies' equipment, and the data from these sensors is integrated into the EBARA Maintenance Cloud that I mentioned earlier, enabling centralized management.

### Background of IVM development

#### Addressing global warming

Motors account for more than 50% of the world's electricity consumption, and pumps account for approximately 20% of that consumption.

EBARA's mission is to contribute to reducing global power consumption by improving the energy efficiency of pumps, fans, and other equipment mainly offered by the Building Services & Industrial Company

#### Differentiation through integrated pump, motor, and control systems

As standard pump products increasingly become commodities, fierce price competition is expected to continue. New business expansion requires differentiating products that propose new added value and help solve customer problems.

Since there are limits to differentiation in the pump sector, we will strive for differentiation through motors and control systems

Developed an IVM capable of operating in an energy-saving state by incorporating an integrated inverter that can adjust the rotation speed of the pump drive motor

**IVM: Intelligent Variable-speed Motor**



16 | Copyright(c) Ebara Corporation, All rights reserved

Next, I would like to discuss the motor called IVM, which is an example of an energy-saving solution. Of course, as you all know, motors consume a great deal of power, and it is said that more than 50% of the world's power consumption is consumed by motors.

Motors for pumps are said to account for 20% of those motors, and we believe that reducing the power consumption of these motors will contribute to reducing the power consumption of society as a whole.

Of course, energy costs have risen considerably in recent years, so we believe that if we can continue to offer these energy savings, it will create a great economic benefit for our customers.

To give you an idea of what kind of product it is, there is a picture of pumps and other products in the lower right corner, which at first glance appear to be ordinary motors. However, this product is a PM motor, a highly efficient motor with an inverter built into it, so by replacing conventional pumps with this product, energy-saving operation is immediately possible.

There are certainly pumps with good or bad performance, but it has become difficult to differentiate pumps by themselves. Therefore, we aim to integrate that pump with control, thereby creating a point of differentiation. This is what this motor, IVM, is designed to achieve.

# Initiatives to Strengthen Solutions Business

## Energy-saving solutions



### IVM energy savings case study

- Achieves energy savings rate of 24.5% to 78%
- Initial costs are high compared to products with no IVM, but this difference can be recovered within two years

Model / Pump Output	Equipment Name	Energy Savings Rate*	Reduction in carbon dioxide emissions (t-CO2)	Price difference recovery compared to products with no integrated IVM (annual)
LPDV-type / 2.2kW	Cooling tower irrigation pump for high-pressure compressors	41.5%	3.8	1.1
FDPV-type / 1.5kW	Circulator pump for boiler tanks	78.0%	3.0	1.3
LPDV-type / 2.2kW	Feed pump for cooling towers	24.5%	2.1	1.9
LPDV-type / 3.7kW	Feed pump for screw hoppers	70.2%	5.5	0.6

\*Energy savings rate: A product's rate of achievement for energy savings standards set by the government indicated as a percentage

17 | Copyright(c) Ebara Corporation, All rights reserved

This is an example of the energy savings rate of a pump using this IVM. As shown here, we can achieve very high energy savings rates that range from 20% to 70%, which, as I mentioned earlier, we believe can contribute to decarbonization and bring economic benefits to our customers.

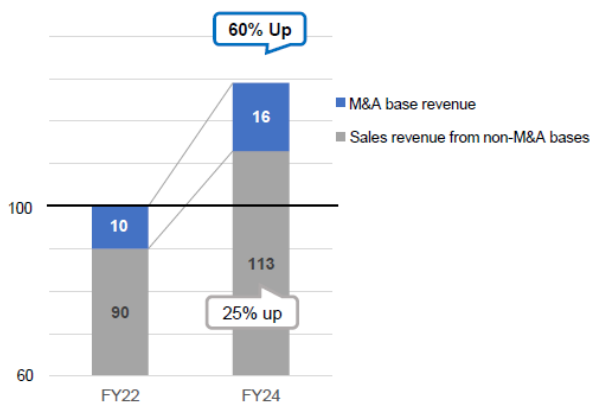
# Initiatives in Growth Markets



### Trends in overseas sales revenue

- Continuously evaluate and implement M&A to expand sales channels and product lineup
- M&A bases\* have achieved relatively high revenue growth rates, contributing to the growth of overseas business

Sales Revenue Growth from M&A (FY2022 set to 100)



18 | Copyright(c) Ebara Corporation, All rights reserved

\*M&A bases: Here, this refers to bases acquired or for which operations were taken over in 2020 or later (Vansan, Hayward Gordon, Spandau Pumpen, Asanvil)

#### Our M&A-related activities

- 2021: Acquired pump manufacturer Vansan (Turkey)
- 2022: Acquired pump and mixer manufacturer Hayward Gordon (Canada and the US)
- 2023: Took over operations of the submersible pump business Spandau Pumpen
- 2024: Acquired pump distributor Asanvil (Uruguay)

#### Factors behind changes in non-M&A revenue

- Revenue increased primarily in North and South America
- Particularly strong performance from products for data centers in North America
- Although the building equipment market in China was stagnant due to real estate investment restraint, orders received for products to industrial and public sector markets were favorable through FY2024
- Through FY2024, foreign exchange fluctuations contributed to overall revenue growth

Next, in terms of our initiatives aimed at growth markets, here is a comparison of overseas sales trends between 2022 and 2024.

We are in the process of increasing overall overseas sales by expanding sales outside of our existing M&A bases and at the same time, expanding the businesses we acquired through M&A.

As shown here, revenue at each of our bases that have been put up through M&A has grown 1.6 times from 2022 to 2024, so we believe that we will be able to continue to grow our overseas sales, mainly through M&A.

Here is a list of companies we have acquired in the last five years or so in terms of our M&A-related activities. For example, we have recently acquired a Turkish pump manufacturer, a Canadian pump and mixer manufacturer, a German manufacturer, and a Uruguayan sales company.

Of course, apart from M&A, we have also been boosting sales, especially in South America and North America. In particular, sales to data centers in North America have grown considerably due to the recent increase in demand for data centers.

On the other hand, the building equipment market in China is in a rather difficult situation, and this caused sales in China to decline by a small margin. However, such a drop has been offset by an increase in sales in North America and other regions.

## Initiatives in Growth Markets



### M&A results in 2025

#### Acquisition of Mitsubishi Electric's Three-Phase Motor Business

On November 12, 2025, EBARA and Mitsubishi Electric announced an agreement to transfer the three-phase motor and Interior Permanent Magnet (IPM) motor businesses operated domestically by Mitsubishi Electric's FA Systems Division, as well as the motor, pump, and die casting<sup>\*1</sup> businesses operated by Mitsubishi Electric's Thai subsidiary, Mitsubishi Electric Automation (Thailand) Co., Ltd., to EBARA

<b>Businesses Subject to Transfer</b>	Design, manufacture, sales and services of three-phase motors <sup>*2</sup> , IPM <sup>*3</sup> motors, pumps, and die-casting
<b>Expected Completion Date</b>	In 2026
<b>Objective</b>	By acquiring motor design and development capabilities and technical know-how, we will offer dramatic energy-saving solutions through the integration of our products with motor and rotation control technology. Accelerate growth in global markets by acquiring and expanding production systems in Japan and Thailand

#### Equity Transfer Agreement for Brazilian pump unit manufacturing and sales company Gernek

Through our Brazilian subsidiary, EBARA BOMBAS AMÉRICA DO SUL LTDA., on October 31, 2025, we concluded an equity transfer agreement with the equity holder of GEMINI GERMEK HIDROMECAÂNICA LTDA.

<b>Businesses Subject to Transfer</b>	GEMINI GERMEK HIDROMECAÂNICA LTDA. (Design, manufacturing, sales and service of pump units for the firefighting and agricultural sectors)
<b>Expected Completion Date</b>	Scheduled for the end of January 2026
<b>Objective</b>	By leveraging Gernek's advanced design and engineering capabilities, in addition to offering stand-alone pump products, we will strengthen our structure for providing customized solutions for optimal pump units that are tailored to the diverse needs of customers in Brazil and other regions.

19 | Copyright(c) Ebara Corporation, All rights reserved

\*1. A casting technology that mass-produces castings by forcing molten metal into a mold at high speeds and high pressure

\*2. Motor units that use three alternating currents as power sources

\*3. Interior Permanent Magnet: Models featuring permanent embedded magnets

In terms of M&A, we have recently announced two. Those two M&As are the acquisition of Mitsubishi Electric's three-phase motor business and the acquisition of a stake in a Brazilian pump unit manufacturing company.

I will explain more about Mitsubishi Electric later, but this Brazilian company that manufactures and sells pump units is a company that specializes not just in individual pumps, but also in units that can be used for fire pumps, agriculture, and so on. We are aiming to increase added value through unitization, and this acquisition is in line with that objective.

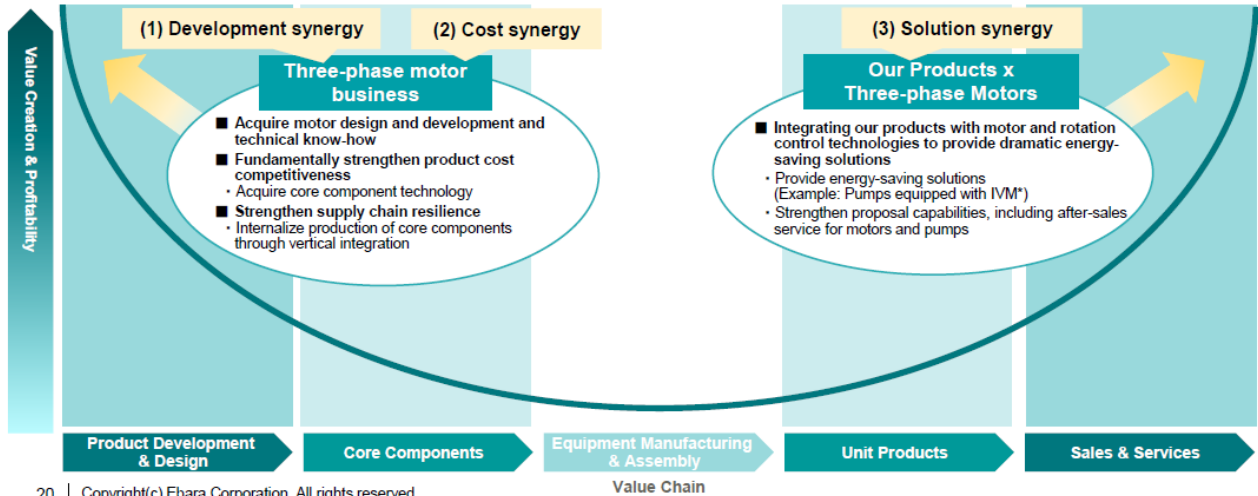
# Initiatives in Growth Markets



Amid increasing global demand for energy efficiency in industrial machinery, we are strengthening both ends of the smile curve in our high-value-added business to strengthen and accelerate our ability to propose energy-saving solutions.



(Motor image)  
EBARA FSDV-type  
IVM\* pump



20 | Copyright(c) Ebara Corporation, All rights reserved

\*IVM: PM (permanent magnet) motor with integrated inverter

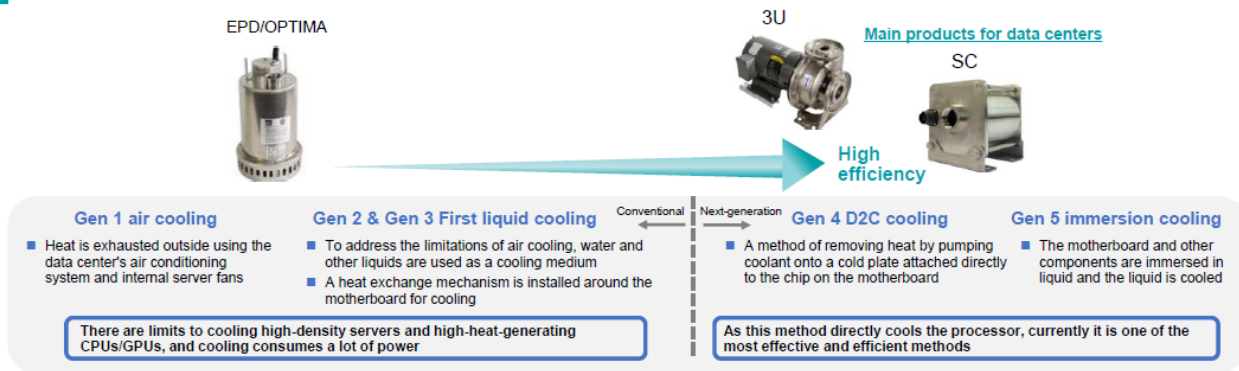
The next page is about Mitsubishi Electric. As I explained earlier, it is becoming increasingly difficult to differentiate pumps by themselves, and we have entered a price war. In order to differentiate ourselves from our competitors, we believe it is necessary to develop high-value-added products that integrate motors and control systems, and the acquisition of Mitsubishi Electric's three-phase motor business is in line with that objective.

At present, we have some motors made in-house, but the majority of our motors are purchased from outside suppliers.

By bringing this in-house, vertical integration will, of course, generate cost synergies, but on top of that, by acquiring this kind of technology, we hope to develop a future [inaudible] combination of pump control and motor control, thereby adding value. It is for that purpose that we ventured into this acquisition.

## Strategy for the data center market

- The data center cooling market is expected to grow at a CAGR of approximately 16% from FY22 to FY30 due to increased demand, including the expanding use of AI
- Cooling methods are shifting from traditional air cooling to high-efficiency, next-generation liquid cooling and immersion cooling, which is changing the types of pumps in demand
- We provide compact, highly efficient pumps to address customer problems related to reducing electricity costs and saving space
- EBARA PUMPS AMERICAS CORPORATION quickly identified demand and introduced products tailored to customer needs



21 | Copyright(c) Ebara Corporation, All rights reserved

Next, as part of our initiatives in growth markets, I would like to explain our efforts in the data center market, which has attracted significant attention in recent years.

At the bottom, you will find the evolution in data center cooling. Traditionally, entire buildings have been cooled through air cooling. However, with the increase in the number of AI servers and other systems that generate a great deal of heat, the conventional methods are no longer sufficient. As a result, liquid cooling technology, which cools the servers themselves, has become mainstream in the market.

In such cases, liquid must be transported, so our products and pumps are always used. We are focusing on this data center market to capture such demand.

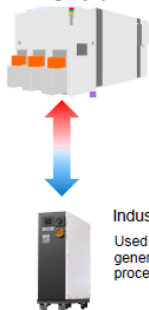
In this roadmap, the section labeled 'next-generation' refers to direct-to-chip cooling, where the chip is cooled directly. This area requires products that are both highly efficient and compact, and we believe our technologies can make a significant contribution.

Currently, the largest markets are the United States and China, but adoption is gradually expanding in other countries as well. Including Japan, we aim to supply competitive products and contribute to the data center market.

## Industrial chillers

- Chillers are used in the manufacturing process for cooling semiconductor manufacturing equipment and FPD manufacturing equipment, and require highly accurate temperature stability
- With advancements in the information society, load demands on semiconductor manufacturing processes are increasing, leading to higher numbers of machines and associated equipment, including chillers
- There is growing demand for compact, high-output chillers that utilize space efficiently as a measure to combat global warming
- By combining our proprietary pump and refrigeration technologies, we offer products with greater energy-efficiency and space-savings compared to competitor products
- Sales are conducted through the Precision Machinery Company's distribution channels

Etching equipment



Chillers account for 44% of the power consumption  
 ↓  
**Energy conservation is essential**

Industrial chillers  
 Used to cool the heat generated during the etching process

### Significant energy and space savings achieved through EBARA's proprietary technology

1. Developed a compact, energy-saving pump specifically for chillers
  - Inverter control
  - Seal-less, leak-free
  - High efficiency
  - Compact design
2. Developed proprietary refrigeration cycle and control technology
  - Extremely low temperatures and high loads
  - Energy saving
  - Temperature tracking and stability



Another one of our initiatives for growing companies is our current effort to develop and finally sell this product called an industrial chiller. This is a product for the semiconductor market, as explained earlier by Mr. Nambu, and it is designed to cool the heat generated in the etching process of semiconductors.

As shown in the pie chart at the bottom, more than 40% of the power consumption of etching equipment is consumed by the chiller, and improving energy efficiency here is very important for our customers.

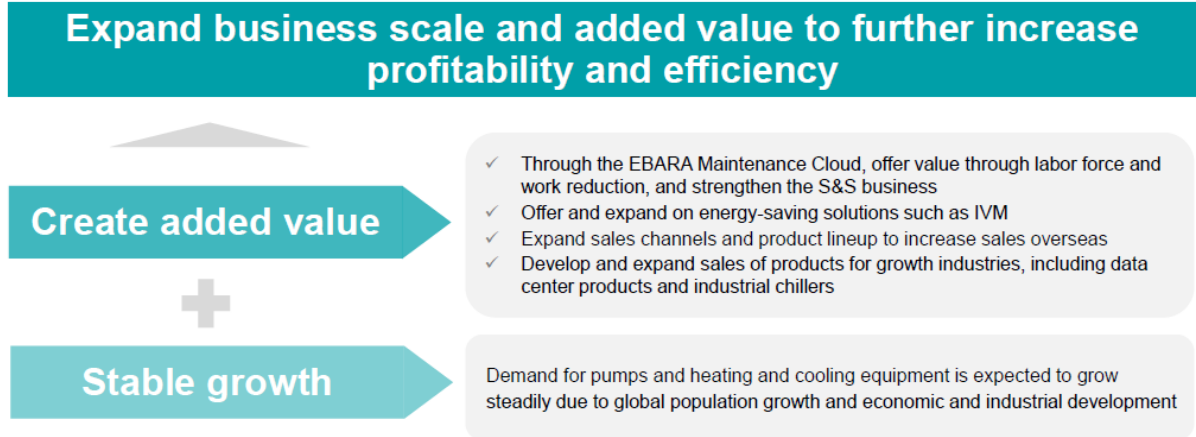
As a manufacturer of both pumps and chillers, we have developed an industrial chiller that combines both, and it is extremely energy-efficient compared to other companies' products. We have been able to achieve considerable energy savings, and this is something that is highly appreciated by our customers.

While this product has yet to actually contribute to our sales, we hope to win orders and generate sales in the coming year and beyond.

Of course, customer contact and presence in the semiconductor market that the Precision Machinery Company has cultivated and built up have been extremely helpful, and we believe this is a good example of the synergy between our companies.

## Future direction of the business

In the building and industrial equipment markets, we will aim for further business growth by providing new, customer-oriented solutions that combine standard pumps, chillers, and services



Finally, let me conclude. We will continue to address the building equipment market, which is expected to deliver stable growth driven by increases in GDP and population.

In addition, by entering higher value-added domains, such as providing new services like maintenance cloud solutions and condition monitoring, as well as supplying products for growth industries centered on data centers, we aim to further enhance the value we deliver.

Through these efforts, we intend not only to expand our scale but also to improve our profit margins.

We will continue working to ensure that this business remains a core pillar supporting the EBARA Group, and we appreciate your continued support.

This concludes my explanation. We welcome all your questions.

## 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.

**END**