



Results Presentation for Three Months Ended March 31, 2026

EBARA (6361)

May 15, 2026

Looking ahead,
going beyond expectations

Ahead > *Beyond*

EBARA CORPORATION

Key Points of Results

1. FY26 1Q Summary of Results

- Consolidated
- Segment
- Breakdown of Changes in Operating Profit
- Revenue by Region

2. FY26 1Q Results by Segment

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- Energy
- Building Service & Industrial
- Infrastructure
- Environmental Solutions

3. FY26 Forecast

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- Breakdown of Changes in Operating Profit
- Impact of the Situation in the Middle East

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- Abbreviations: FY (Fiscal year, e.g., FY26: fiscal year ending December 31, 2026)/ 1Q: first quarter figures/1-2Q, 1-3Q, 1-4Q: cumulative total of each quarter indicated
- Figures in this document are based on IFRS

Key Points of Results



FY26 1Q Results

	Results	YoY
Orders	¥324.9 B.	¥125.0 B. +62.6% ↗
Revenue	¥246.3 B.	¥33.6 B. +15.8% ↗
Operating Profit	¥26.7 B.	¥4.1 B. +18.4% ↗
OP Ratio	10.9%	+0.3pts
Profit Attributable to Owners of Parent	¥18.3 B.	¥2.5 B. +16.0% ↗

↗ +5% change or more ↘ -5% change or more → less than ±5% change

FY26 Forecast

	Current Plan	YoY	Change vs. Prior Plan*
Orders	¥1.07 T.	¥120.3 B. +12.7% ↗	- →
Revenue	¥1.02 T.	¥61.7 B. +6.4% ↗	- →
Operating Profit	¥125.0 B.	¥11.1 B. +9.8% ↗	- →
OP Ratio	12.3%	+0.4pts	-
Profit Attributable to Owners of Parent	¥99.5 B.	¥22.8 B. +29.8% ↗	¥12.9 B. +14.9% ↗

*Prior plan announced Feb. 14, 2026

Topics

FY26 1Q Results (YoY comparison)

- Orders, revenue, operating profit, and profit attributable to owners of parent all reached record highs for a first quarter
- Orders increased overall, driven by a significant rise in the Precision Machinery segment. Revenue and operating profit also rose overall, with declines in the Energy segment offset by other segments

FY26 Forecast

- The full-year forecast for profit attributable to owners of parent has been raised, reflecting a gain on the sale of shares in Swing Corporation, an equity-method associate (scheduled to be transferred to INFRONEER Holdings Inc. on July 1, 2026)
- Impact from the situation in the Middle East on business performance is expected to be limited

1. FY26 1Q Summary of Results

2. FY26 1Q Results by Segment

3. FY26 Forecast

4. Appendix

Consolidated



(Bln Yen)	FY25 1Q Results a	FY26 1Q Results b	YoY	
			Change b-a	Change % (b-a)/a
Orders	199.8	324.9	+125.0	+62.6%
Revenue	212.6	246.3	+33.6	+15.8%
Operating Profit	22.6	26.7	+4.1	+18.4%
OP Ratio	10.6%	10.9%	+0.3pts	
Profit Attributable to Owners of Parent	15.7	18.3	+2.5	+16.0%
Basic Earnings per Share (JPY)	34.18	40.13	+5.95	+17.4%
Exchange Rate*				
Vs. USD (JPY)	152.60	156.86	+4.26	
Vs. EUR (JPY)	160.47	183.58	+23.11	
Vs. CNY (JPY)	20.98	22.65	+1.67	

* Exchange rates are simple averages of the average rate of each quarter.

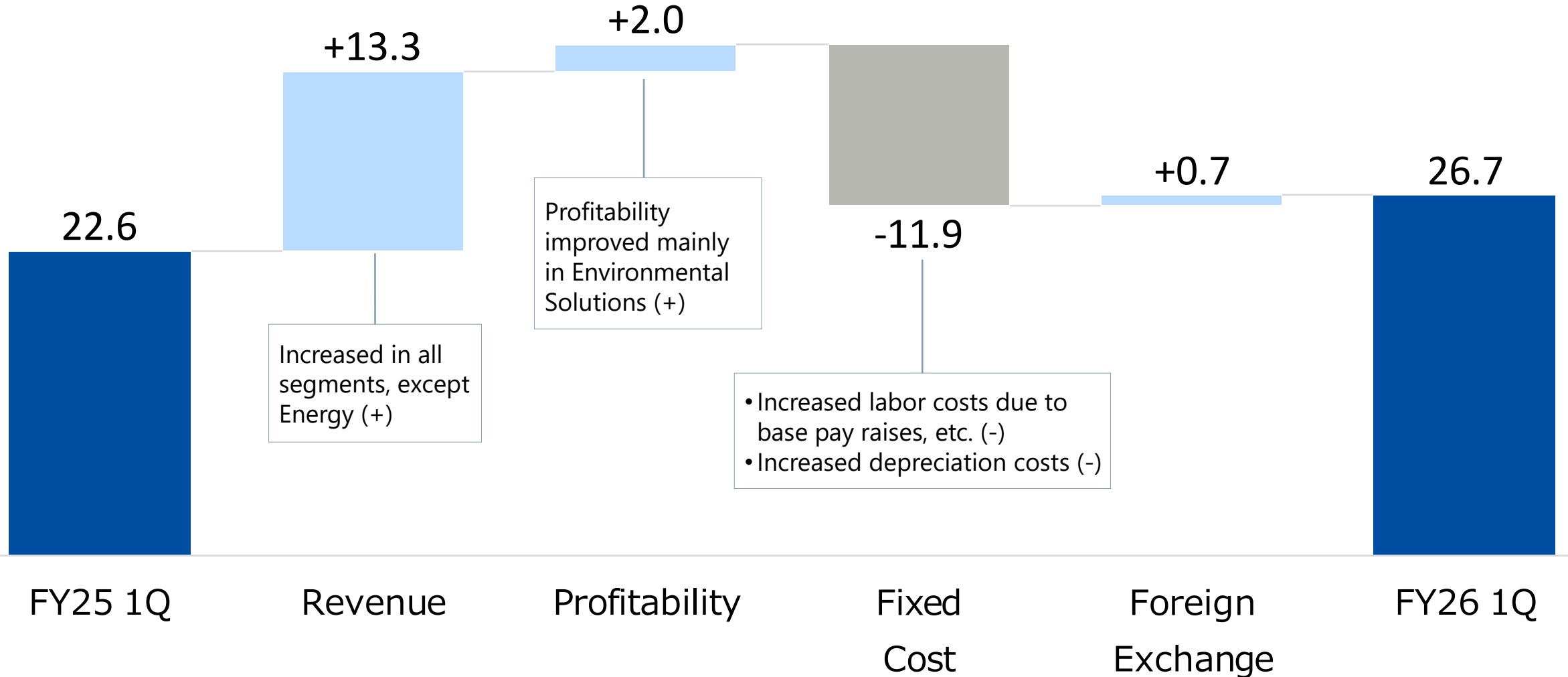
Segment

		FY25 1Q Results	FY26 1Q Results	YoY	
				Change	Change %
(Bln Yen)		a	b	b-a	(b-a)/a
Precision Machinery	Orders	73.9	151.2	+77.2	+104.4%
	Revenue	62.4	82.9	+20.5	+32.9%
	Operating Profit	8.2	13.5	+5.2	+63.9%
	OP Ratio	13.2%	16.3%	+3.1pts	
Energy*	Orders	42.3	55.7	+13.4	+31.7%
	Revenue	48.6	46.5	-2.0	-4.2%
	Operating Profit	1.9	-1.6	-3.6	-
	OP Ratio	4.1%	-3.6%	-7.7pts	
Building Service & Industrial	Orders	59.7	70.3	+10.5	+17.7%
	Revenue	56.3	63.0	+6.7	+12.0%
	Operating Profit	4.3	4.4	+0.0	+1.8%
	OP Ratio	7.7%	7.0%	-0.7pts	
Infrastructure	Orders	20.0	14.7	-5.2	-26.4%
	Revenue	21.5	23.2	+1.7	+8.1%
	Operating Profit	5.5	6.1	+0.5	+9.4%
	OP Ratio	26.0%	26.3%	+0.3pts	
Environmental Solutions	Orders	3.3	32.4	+29.1	+860.7%
	Revenue	23.4	30.1	+6.6	+28.4%
	Operating Profit	3.0	6.1	+3.1	+103.2%
	OP Ratio	12.9%	20.5%	+7.6pts	

Breakdown of Changes in Operating Profit

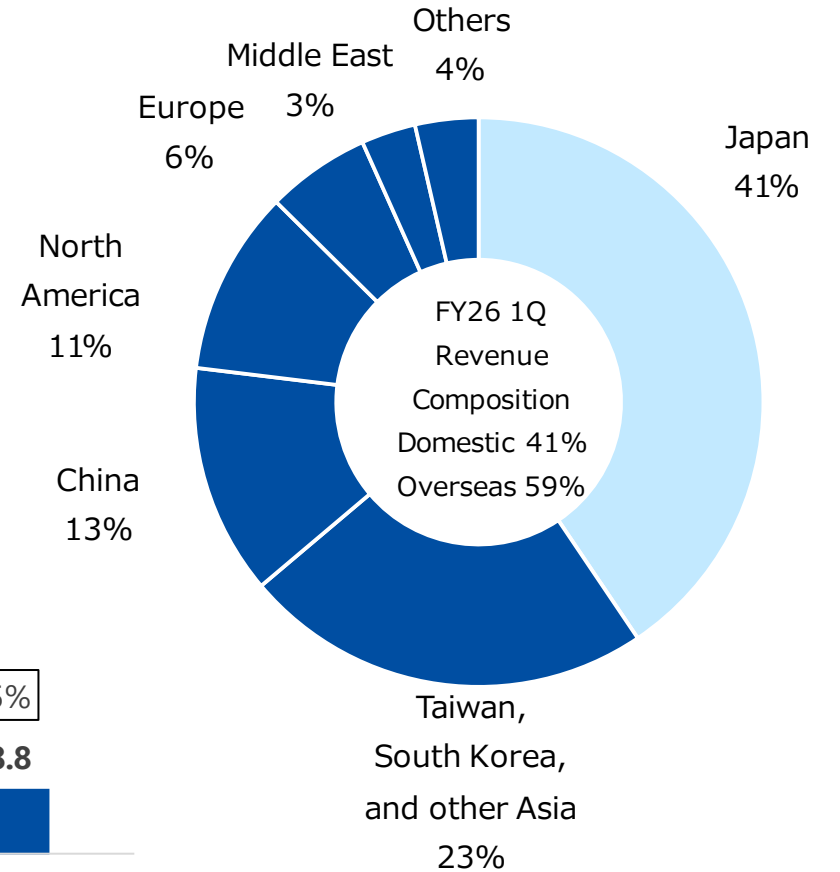
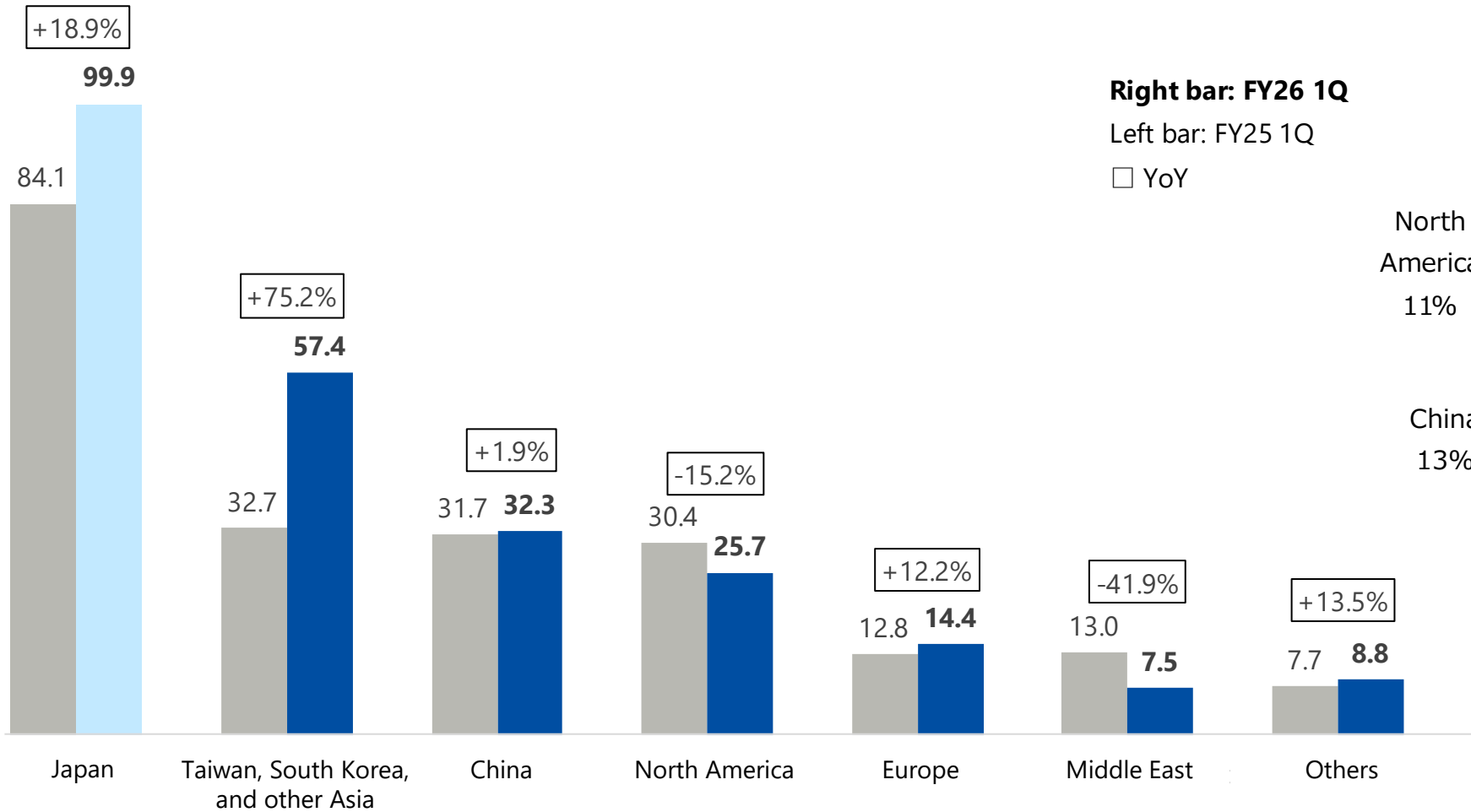
Revenue growth outpaced increases in fixed costs, resulting in higher operating profit

(Bln Yen)



Revenue by Region

(Bln Yen)



"Revenue by Region" indicates revenue on the basis of the geographical location where the goods are sold

1. FY26 1Q Summary of Results

2. FY26 1Q Results by Segment

3. FY26 Forecast

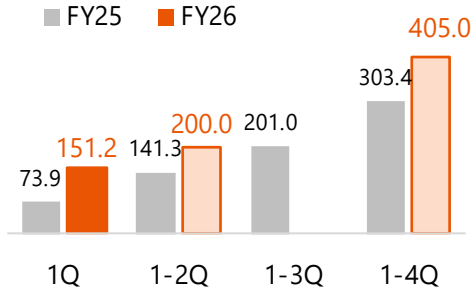
4. Appendix

Precision Machinery

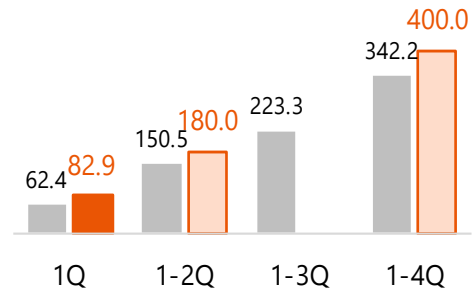


Results (Bln Yen)

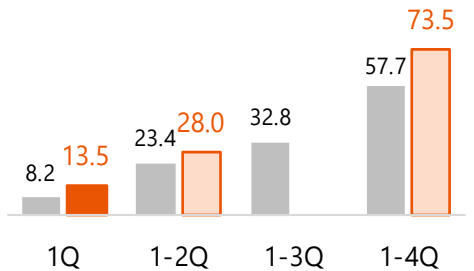
Orders



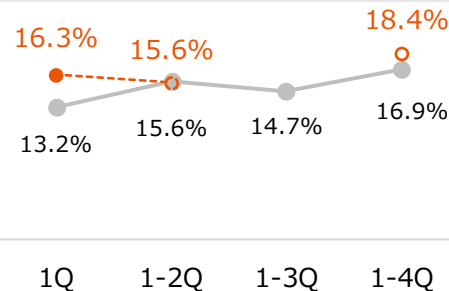
Revenue



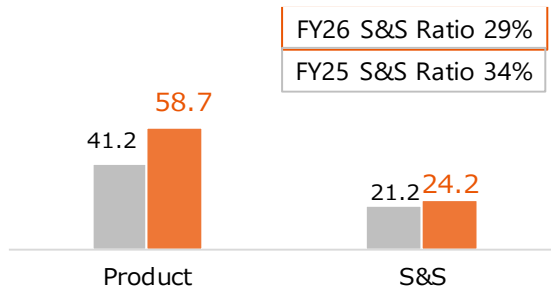
Operating Profit



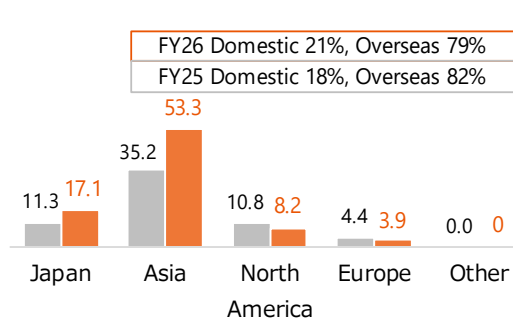
OP Ratio



Product & S&S Revenue



Revenue by Region



Key Changes (vs. FY25 1Q)

Market Environment

- AI-related demand is driving the market, with customer factory utilization rates trending upward. Customers are also increasing production capacity investments
- In China, momentum has stabilized, and the market continues to maintain a certain scale

Orders

- Solid growth in both equipment and components, across products and S&S
- CMP saw a significant increase in product sales, partly due to front-loaded demand. Demand for both logic/foundry and memory markets increased, supported by AI-related demand

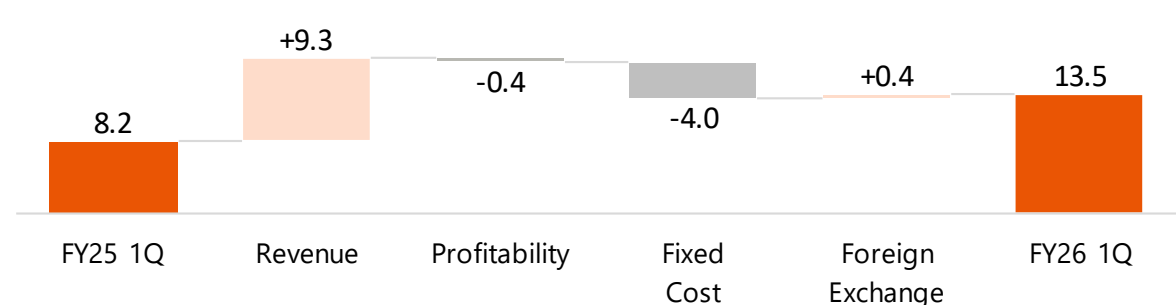
Revenue

- Increased due to solid performance for equipment and components in both product and S&S

Operating Profit

- Revenue increased (+)
- Profitability declined due to project mix and lower S&S ratio (-)
- Higher labor, depreciation, and R&D expenses (-)

Breakdown of Changes in Operating Profit (Bln Yen)

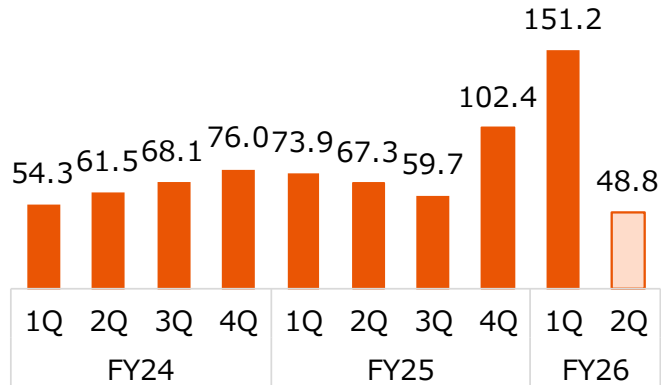


Precision Machinery Quarterly Trends

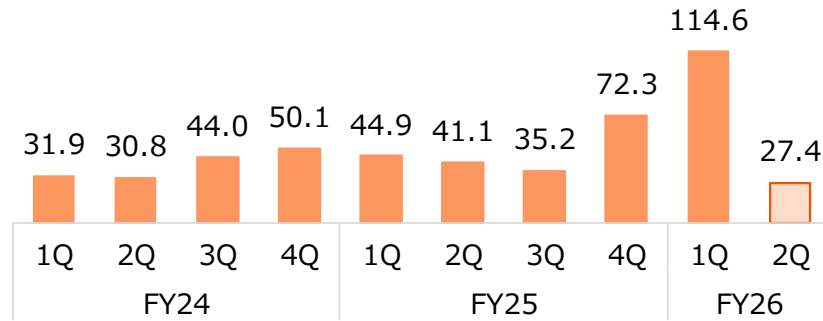
What were previously disclosed as "CMP" and "Others" have been integrated into "Equipment"

Orders (Bln Yen)

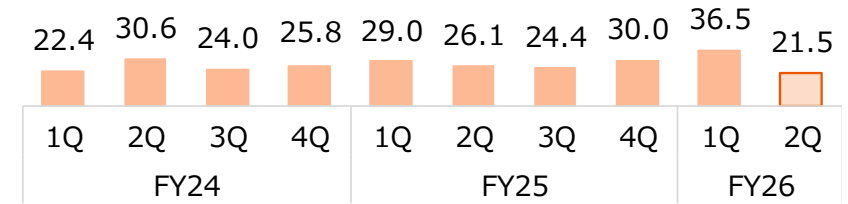
Precision Machinery



Equipment

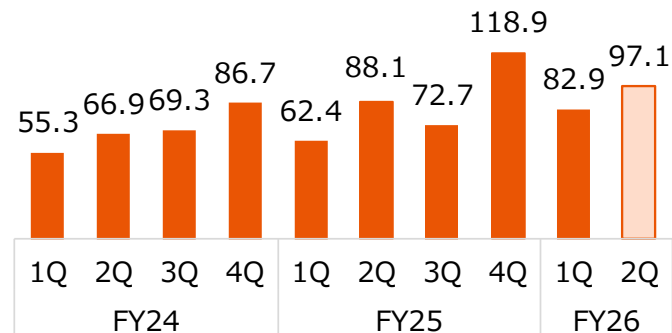


Components

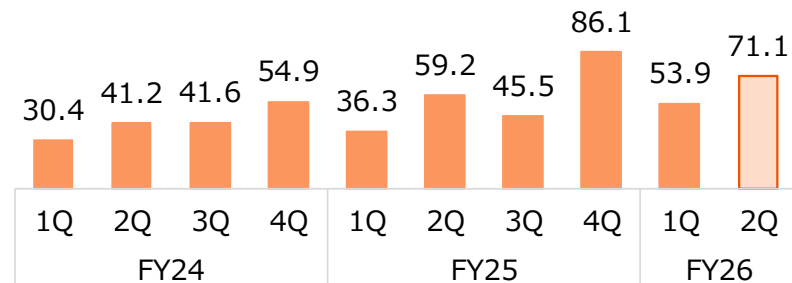


Revenue (Bln Yen)

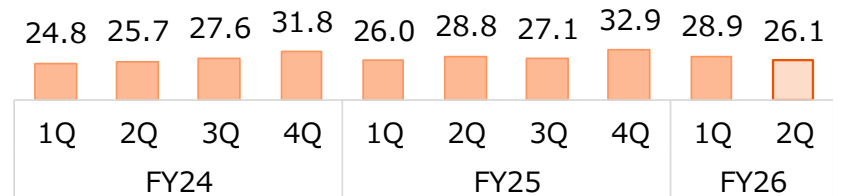
Precision Machinery



Equipment

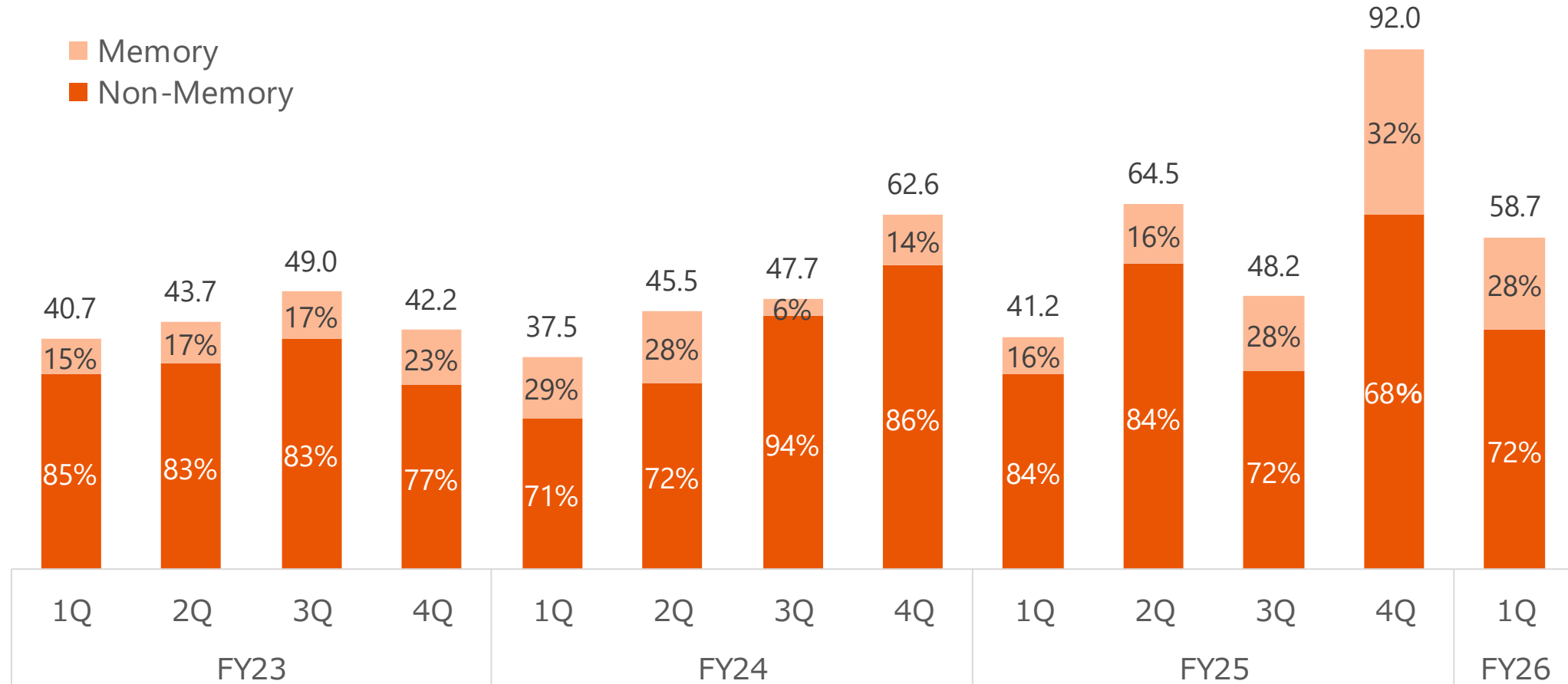


Components



Precision Machinery Quarterly Product Revenue Trends by Application

Revenue (Bln Yen)

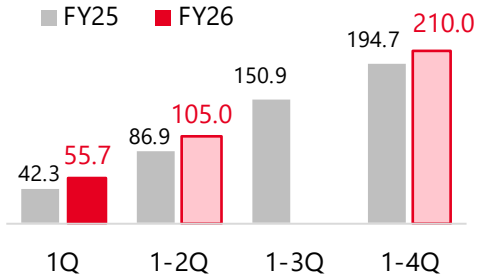


*Memory and non-memory classifications are based on internal definitions

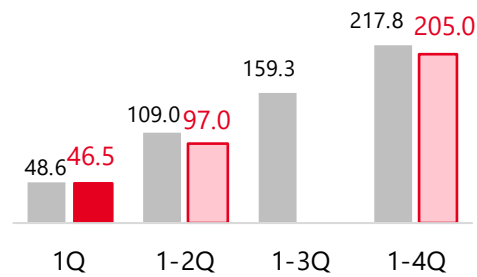
Energy

Results (Bln Yen)

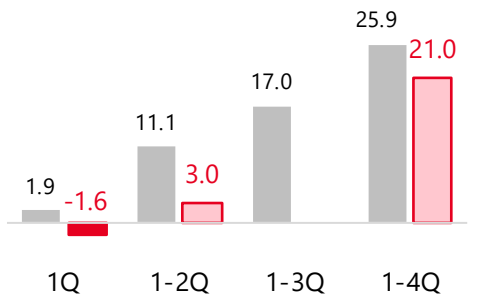
Orders



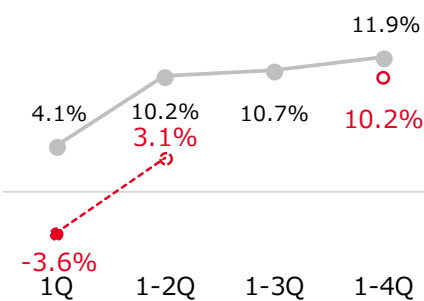
Revenue



Operating Profit

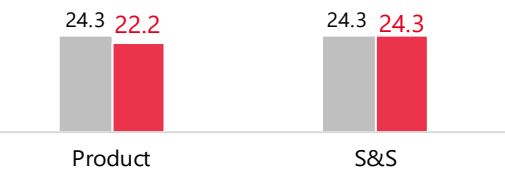


OP Ratio



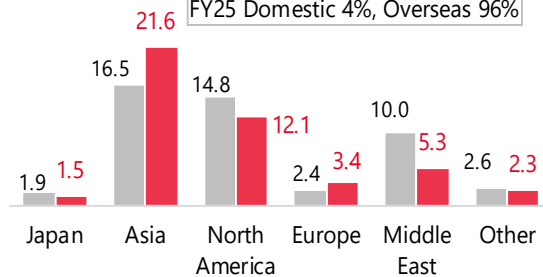
Product & S&S Revenue

FY26 S&S Ratio 52%
FY25 S&S Ratio 50%



Revenue by Region

FY26 Domestic 3%, Overseas 97%
FY25 Domestic 4%, Overseas 96%



Key Changes (vs. FY25 1Q)

Market Environment

- Oil & gas market: Demand is showing a recovery trend, while the petrochemical market in China remains weak. Some project delays have been observed in the Middle East due to the regional situation
- LNG Market: Customer investment sentiment in North America is showing signs of recovery.

Orders

- Products: Increased YoY, driven by large project orders, mainly in the oil & gas market. Petrochemical-related demand in China declined
- S&S: Down YoY; some uncertainty remains due to the situation in the Middle East

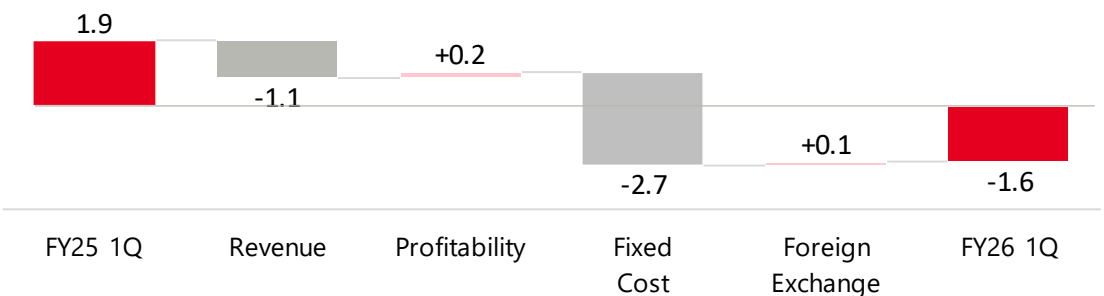
Revenue

- Products: Decreased due to a decline in order backlog at the beginning of the period
- S&S: Flat YoY. Delays in parts shipments and dispatch of field engineers in the Middle East impacted performance

Operating Profit

- Revenue declined (-)
- Delays in parts shipments due to the situation in the Middle East (-)
- Higher labor costs (-)
- Higher fixed costs due to expenses related to the hydrogen business (-)

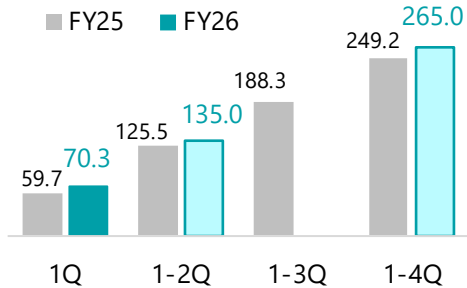
Breakdown of Changes in Operating Profit (Bln Yen)



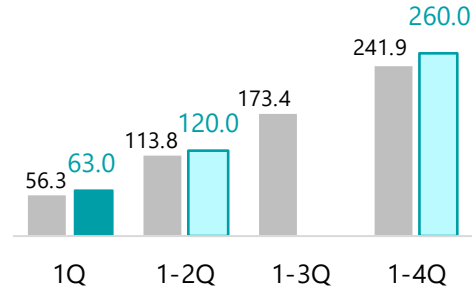
Building Service & Industrial

Results (Bln Yen)

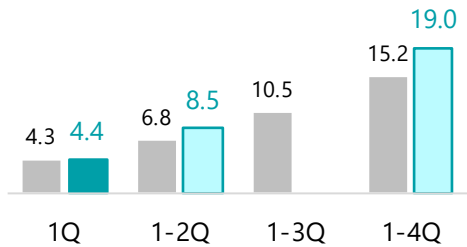
Orders



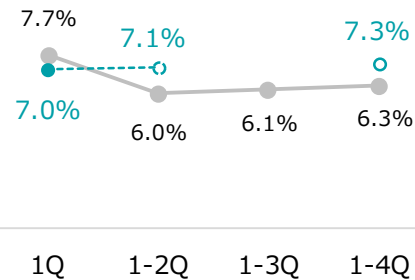
Revenue



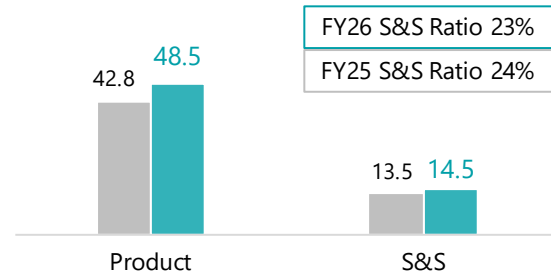
Operating Profit



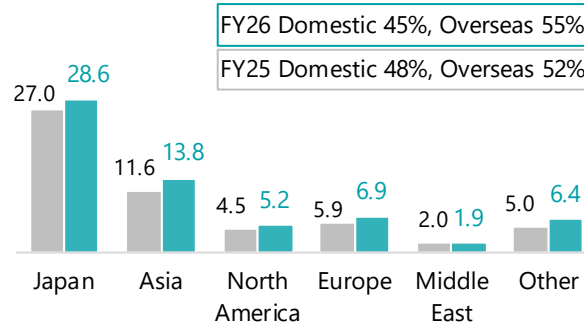
OP Ratio



Product & S&S Revenue



Revenue by Region



Key Changes (vs. FY25 1Q)

Market Environment

- GDP growth is recovering in North America, while other regions remain weak
- China's building equipment market remains sluggish due to restrained real estate investment

Orders

- Japan: Strong product and S&S performance
- North America: Continued solid performance for data center-related products
- China: demand related to the building equipment market remained weak

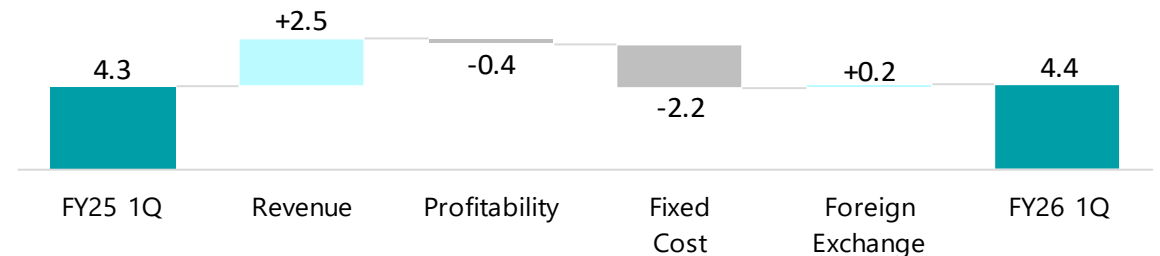
Revenue

- Japan: Increased
- Overseas: Increased across all regions, except the Middle East, with strong demand from data centers in North America

Operating Profit

- Revenue increased (+)
- Profitability declined due to rising material costs (-)
- Higher labor costs (-)

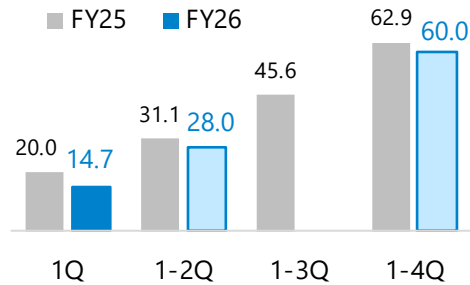
Breakdown of Changes in Operating Profit (Bln Yen)



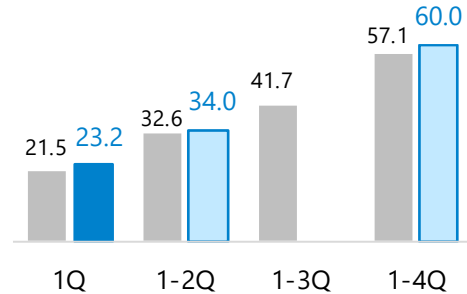
Infrastructure

Results (Bln Yen)

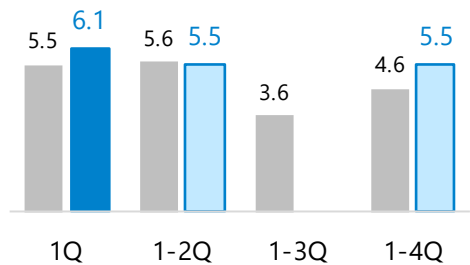
Orders



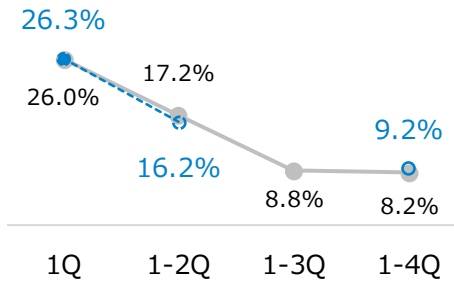
Revenue



Operating Profit



OP Ratio



Product & S&S Revenue

FY26 S&S Ratio 54%

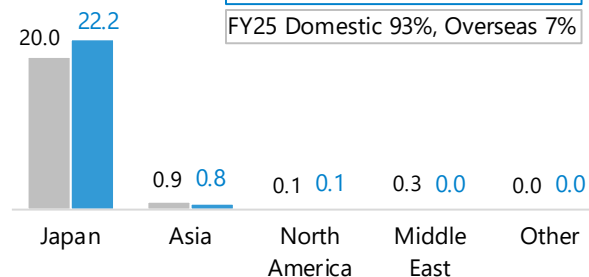
FY25 S&S Ratio 55%



Revenue by Region

FY26 Domestic 96%, Overseas 4%

FY25 Domestic 93%, Overseas 7%



Key Changes (vs. FY25 1Q)

Market Environment

- Japanese public pump market remains steady
- Investment in advanced disaster prevention, and aging measures in line with the "Five-Year Acceleration of National Land Resilience Measures" remains steady

Orders

- Japan: Public sector fell YoY, due to delays in some projects and the absence of multiple large-scale orders recorded in the previous year
- Overseas: Fell YoY, due to delays in certain projects

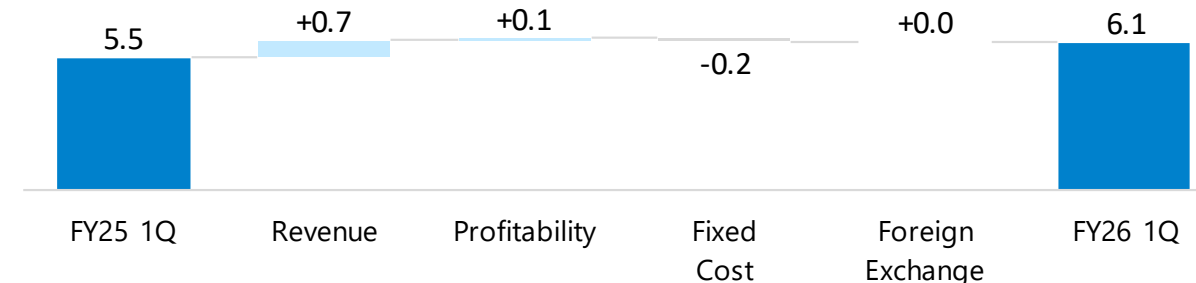
Revenue

- Increased, driven by steady execution of order backlog, mainly in the domestic public sector

Operating Profit

- Revenue increased (+)
- Profitability improved due to more completed projects (+)

Breakdown of Changes in Operating Profit (Bln Yen)

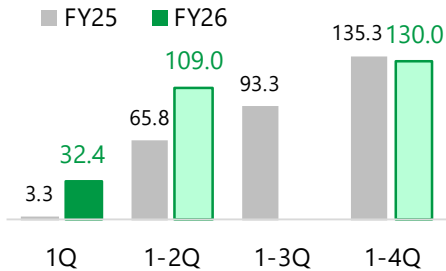


Environmental Solutions

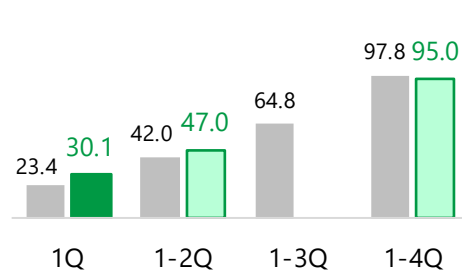


Results (Bln Yen)

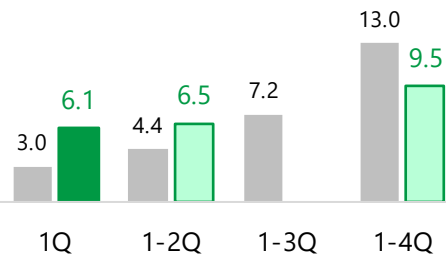
Orders



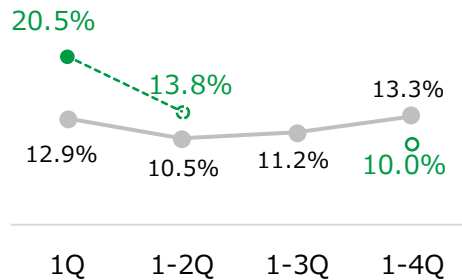
Revenue



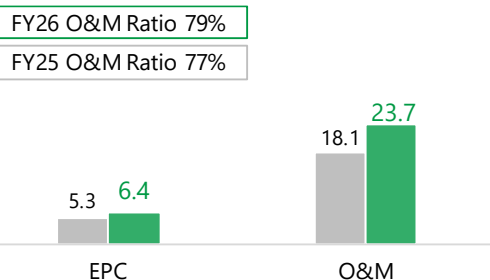
Operating Profit



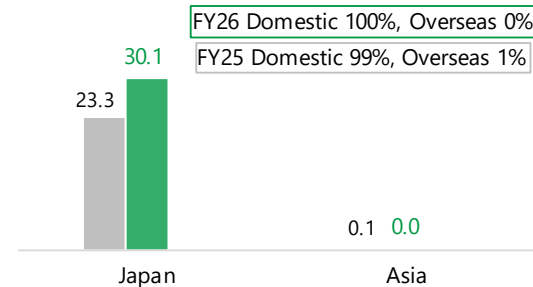
OP Ratio



EPC & O&M Revenue



Revenue by Region



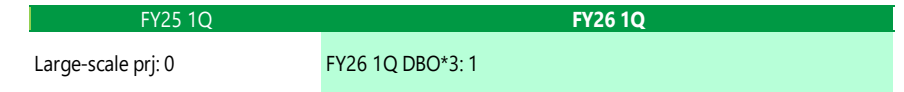
Key Changes (vs. FY25 1Q)

Market Environment

- EPC*1: Demand for new waste treatment facilities in the domestic public sector remains stable in line with prior years.
- O&M*2: Order volume for O&M of existing facilities remains consistent with prior years.

Orders

- Secured one large-scale project



*3 DBO: Design, build and operate. In addition to plant design, procurement, and construction, operation and maintenance after completion are contracted for a specified period

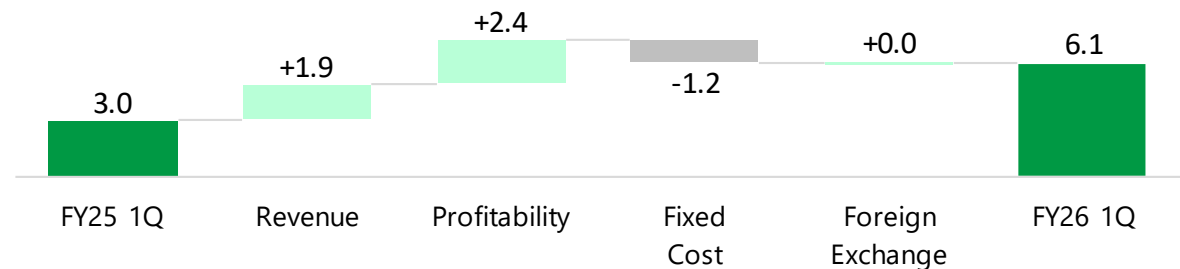
Revenue

- O&M increased, driven by life extension and maintenance activities

Operating Profit

- Revenue increased (+)
- Profitability improved due to O&M mix change (+)
- Profitability also benefited from the reversal of contingencies on completed EPC projects (+)

Breakdown of Changes in Operating Profit (Bln Yen)



*1 EPC: Engineering, procurement and construction of plants

*2 O&M: Operation and maintenance

1. FY26 1Q Summary of Results

2. FY26 1Q Results by Segment

3. FY26 Forecast

4. Appendix

Business Environment Overview by Segment

Segment	Primary Target Markets	Market and Regional Trends	EBARA's Market Outlook FY26 (1-year period*)
Precision Machinery	Semiconductor manufacturing	<ul style="list-style-type: none"> Overall, the market expansion trend is expected to continue, driven primarily by AI-related demand Investments in logic/foundry and memory will increase Customers' factory utilization rates remain strong, particularly for advanced devices 	 Global Wafer Fab Equipment: More than 10% growth
Energy	Oil and gas New energy Power facilities	<ul style="list-style-type: none"> Products: Demand in both the petrochemical and LNG markets is expected to remain firm, although the impact of the situation in the Middle East continues to be closely monitored Services: Maintenance demand is expected to return to normal levels, while uncertainty remains regarding parts shipments and service provision to the Middle East Decarbonization-related Markets: Commercialization will continue progressing, particularly in areas such as ammonia, hydrogen, and CCUS, etc. 	 Global LNG: Growth in 6%-range Ethylene: Growth in 3%-range
Building Service & Industrial	Building and industrial equipment	<ul style="list-style-type: none"> Europe: Capital investment will remain sluggish due to rising construction and labor costs China: Building equipment and industrial markets will remain sluggish United States: Investment will remain cautious due to uncertainty around interest rates, although data center demand is expected to grow Middle East: Logistics disruptions and impacts on material prices may materialize 	 Overseas Growth in 2%-range
		<ul style="list-style-type: none"> Building Equipment Market: Continued project delays due to persistently high construction costs and labor shortages Industrial Market: Demand for capital investment will remain steady 	 Japan Remain stable
Infrastructure	Water-related infrastructure Ventilation	<ul style="list-style-type: none"> Water demand in Asia will continue to rise along with population growth, and the refurbishment of aging facilities in North America will continue Flood damage is rising globally due to climate change, supporting strong demand for drainage pumps, particularly in Southeast Asia and the Middle East In the Middle East, continued uncertainty raises concerns about potential project delays and plan changes 	 Overseas Growth in 4%-range
		<ul style="list-style-type: none"> Stable outlook due to the national land resiliency plan and other factors 	 Japan Remain stable
Environmental Solutions	Solid waste treatment	<ul style="list-style-type: none"> Demand for new construction for public waste treatment facilities will remain roughly in line with typical annual levels Rising demand for life extension projects for aging plants 	 Japan Remain stable

Consolidated



For the full year, profit attributable to owners of parent has been revised upward, reflecting the expected gain on the sale of shares in an equity-method associate. For 1-2Q, revisions have been made mainly to orders.

(Bln Yen) Announced date (mm/dd/yy)	1-4Q						
	FY25 Results a	FY26 P.Plan Feb/13/26 b	FY26 Plan May/15/26 c	YoY		Change from prior plan	
				Change c-a	Change % (c-a)/a	Change c-b	Change % (c-b)/b
Orders	949.6	1,070.0	1,070.0	+120.3	+12.7%	-	-
Revenue	958.2	1,020.0	1,020.0	+61.7	+6.4%	-	-
Operating Profit	113.8	125.0	125.0	+11.1	+9.8%	-	-
OP Ratio	11.9%	12.3%	12.3%	+0.4pts	-	-	-
Profit Attributable to Owners of Parent	76.6	86.6	99.5	+22.8	+29.8%	+12.9	+14.9%
ROIC	11.9%	12.0%	11.8%	-0.1pts		-0.2pts	
ROE	15.6%	16.5%	18.8%	+3.2pts		+2.3pts	
Basic Earnings per Share (JPY)	166.31	189.67	217.91	+51.60	+31.0%	+28.24	+13.0%
Annual Dividend per share (JPY)	59.0	66.0	66.0	+7.00	+11.9%	-	
Exchange Rate*							
Vs. USD (JPY)	149.63	145.00	145.00			-	
Vs. EUR (JPY)	168.94	175.00	175.00			-	
Vs. CNY (JPY)	20.83	20.00	20.00			-	

1-2Q						
FY25 Results d	FY26 P.Plan Feb/13/26 e	FY26 Plan May/15/26 f	YoY Change		Change from prior plan	
			Change f-d	Change % (f-d)/d	Change f-e	Change % (f-e)/e
451.3	518.0	577.0	+125.6	+27.8%	+59.0	+11.4%
448.7	478.0	478.0	+29.2	+6.5%	-	-
50.0	50.5	49.5	-0.5	-1.1%	-1.0	-2.0%
11.2%	10.6%	10.4%	-0.8pts	-	-0.2pts	-
31.3	31.8	33.5	+2.1	+6.9%	+1.7	+5.3%
148.57	145.00	145.00			-	
162.12	175.00	175.00			-	
20.49	20.00	20.00			-	

* Exchange Rate: FY26 exchange rates are based on the simple average of quarterly in-period average rates. FY26 Plan figures are the assumed exchange rate for the full year.

Segment



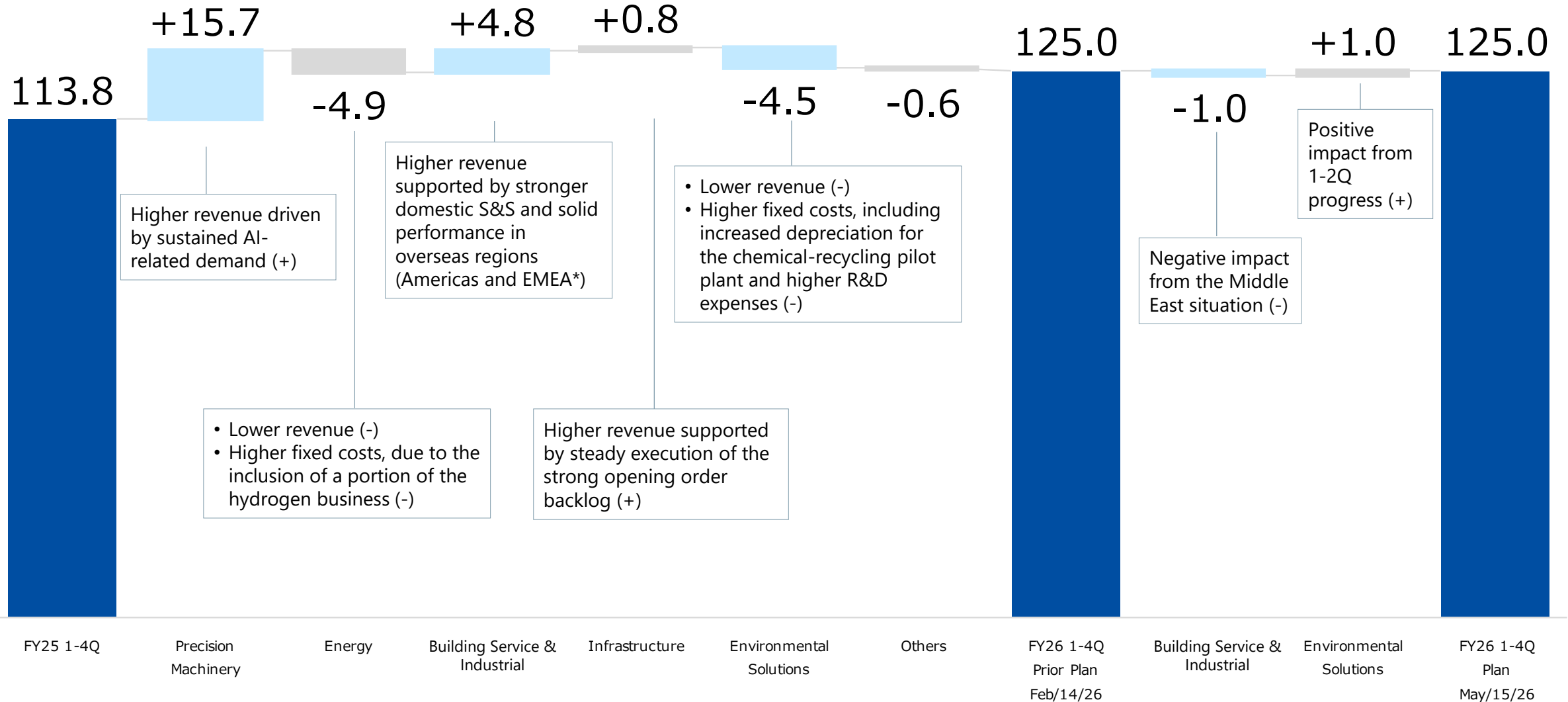
(Bln Yen) Announced date (mm/dd/yy)		1-4Q							1-2Q						
		FY25 Results a	FY26 P.Plan Feb/13/26 b	FY26 Plan May/15/26 c	YoY		Change from prior plan		FY25 Results d	FY26 P.Plan Feb/13/26 e	FY26 Plan May/15/26 f	YoY Change		Change from prior plan	
					Change c-a	Change % (c-a)/a	Change c-b	Change % (c-b)/b				Change f-d	Change % (f-d)/d	Change f-e	Change % (f-e)/e
Precision Machinery	Orders	303.4	405.0	405.0	+101.5	+33.5%	-	-	141.3	190.0	200.0	+58.6	+41.5%	+10.0	+5.3%
	Revenue	342.2	400.0	400.0	+57.7	+16.9%	-	-	150.5	180.0	180.0	+29.4	+19.6%	-	-
	Operating Profit	57.7	73.5	73.5	+15.7	+27.2%	-	-	23.4	28.0	28.0	+4.5	+19.4%	-	-
	OP Ratio	16.9%	18.4%	18.4%	+1.5pts		-	-	15.6%	15.6%	15.6%	-		-	-
Energy*	Orders	194.7	210.0	210.0	+15.2	+7.8%	-	-	86.9	90.0	105.0	+18.0	+20.8%	+15.0	+16.7%
	Revenue	217.8	205.0	205.0	-12.8	-5.9%	-	-	109.0	100.0	97.0	-12.0	-11.0%	-3.0	-3.0%
	Operating Profit	25.9	21.0	21.0	-4.9	-19.1%	-	-	11.1	6.0	3.0	-8.1	-73.2%	-3.0	-50.0%
	OP Ratio	11.9%	10.2%	10.2%	-1.7pts		-	-	10.2%	6.0%	3.1%	-7.1pts		-2.9pts	
Building Service & Industrial	Orders	249.2	265.0	265.0	+15.7	+6.3%	-	-	125.5	130.0	135.0	+9.4	+7.5%	+5.0	+3.8%
	Revenue	241.9	260.0	260.0	+18.0	+7.5%	-	-	113.8	120.0	120.0	+6.1	+5.4%	-	-
	Operating Profit	15.2	20.0	19.0	+3.7	+24.6%	-1.0	-5.0%	6.8	9.0	8.5	+1.6	+23.8%	-0.5	-5.6%
	OP Ratio	6.3%	7.7%	7.3%	+1.0pts		-0.4pts		6.0%	7.5%	7.1%	+1.1pts		-0.4pts	
Infrastructure	Orders	62.9	60.0	60.0	-2.9	-4.7%	-	-	31.1	28.0	28.0	-3.1	-10.2%	-	-
	Revenue	57.1	60.0	60.0	+2.8	+5.0%	-	-	32.6	33.0	34.0	+1.3	+4.2%	+1.0	+3.0%
	Operating Profit	4.6	5.5	5.5	+0.8	+17.5%	-	-	5.6	5.0	5.5	-0.1	-1.9%	+0.5	+10.0%
	OP Ratio	8.2%	9.2%	9.2%	+1.0pts		-	-	17.2%	15.2%	16.2%	-1.0pts		+1.0pts	
Environmental Solutions	Orders	135.3	130.0	130.0	-5.3	-4.0%	-	-	65.8	80.0	109.0	+43.1	+65.6%	+29.0	+36.3%
	Revenue	97.8	95.0	95.0	-2.8	-2.9%	-	-	42.0	45.0	47.0	+4.9	+11.7%	+2.0	+4.4%
	Operating Profit	13.0	8.5	9.5	-3.5	-26.9%	+1.0	+11.8%	4.4	4.5	6.5	+2.0	+46.8%	+2.0	+44.4%
	OP Ratio	13.3%	8.9%	10.0%	-3.3pts		+1.1pts		10.5%	10.0%	13.8%	+3.3pts		+3.8pts	

* From FY26 1Q, part of the hydrogen business P&L will be included in the Energy Segment

Breakdown of Changes in Operating Profit

We expect to achieve record-high operating profit while continuing to make strategic investments in growth and infrastructure

(Bln Yen)



Impact of the Situation in the Middle East (As of End of April 2026)

- Some impact has been observed in the Energy and Building Service & Industrial segments; overall impact on business remains limited
- It is assumed that the current level of geopolitical tension and logistical constraints will continue through the end of June 2026; the anticipated direct impact has already been factored into the forecast
- Depending on future developments, additional impacts may arise, and we will continue to closely monitor the situation

Segment	Key Impacts	Direct Impact on OP (Bln Yen)	
		FY26 1H	FY26 Full
Precision Machinery	- Increase in material and logistics costs	-0.1	-0.3
Energy	- Delays in S&S revenue in the Middle East (expected to recover in 2H) - Logistics disruptions and increased logistics costs	-1.4	-0.0
Building Service & Industrial	- Higher raw material and energy costs - Revenue delays due to longer lead times	-0.5	-1.0
Infrastructure	- Postponement of project deals in the Middle East	-0.1	-0.0
Environmental Solutions	- Construction delays due to shortages of materials (resins, etc.) at construction sites	-0.0	-0.1
	Total	-2.1	-1.4

1. FY26 1Q Summary of Results

2. FY26 1Q Results by Segment

3. FY26 Forecast

4. Appendix

Segment Forecast (FY26 Half-Year Breakdown)

(Bln Yen) Announced date (mm/dd/yy)		FY24		FY25		FY26	
		1-2Q	3-4Q	1-2Q	3-4Q	1-2Q Plan May/15/26	3-4Q Plan May/15/26
Total	Orders	399.6	460.9	451.3	498.3	577.0	493.0
	Revenue	394.5	472.1	448.7	509.5	478.0	542.0
	Operating Profit	39.9	58.0	50.0	63.8	49.5	75.5
	OP Ratio	10.1%	12.3%	11.2%	12.5%	10.4%	13.9%
Precision Machinery	Orders	115.9	144.1	141.3	162.1	200.0	205.0
	Revenue	122.2	156.1	150.5	191.7	180.0	220.0
	Operating Profit	19.2	30.9	23.4	34.3	28.0	45.5
	OP Ratio	15.8%	19.8%	15.6%	17.9%	15.6%	20.7%
Energy	Orders	95.5	127.2	86.9	107.8	105.0	105.0
	Revenue	92.6	117.8	109.0	108.8	97.0	108.0
	Operating Profit	7.5	20.5	11.1	14.8	3.0	18.0
	OP Ratio	8.1%	17.4%	10.2%	13.6%	3.1%	16.7%
Building Service & Industrial	Orders	123.6	120.8	125.5	123.7	135.0	130.0
	Revenue	114.7	123.4	113.8	128.1	120.0	140.0
	Operating Profit	7.8	2.5	6.8	8.4	8.5	10.5
	OP Ratio	6.8%	2.0%	6.0%	6.6%	7.1%	0.8%
Infrastructure	Orders	28.7	31.8	31.1	31.8	28.0	32.0
	Revenue	25.8	25.3	32.6	24.5	34.0	26.0
	Operating Profit	3.0	0.6	5.6	-1.0	5.5	-
	OP Ratio	11.9%	2.4%	17.2%	-4.1%	16.2%	-
Environmental Solutions	Orders	35.2	36.3	65.8	69.5	109.0	21.0
	Revenue	38.3	49.1	42.0	55.8	47.0	48.0
	Operating Profit	3.6	4.8	4.4	8.6	6.5	3.0
	OP Ratio	9.4%	9.8%	10.5%	15.4%	13.8%	6.3%
Others, Adjustment	Orders	0.5	0.7	0.5	3.3	-	-
	Revenue	0.5	0.6	0.5	0.7	-	-
	Operating Profit	-1.3	-1.3	-1.4	-1.4	-2.0	-1.5
	OP Ratio						

Orders

(Bln Yen) Announced date (mm/dd/yy)	FY25				FY26			
	1Q	1-2Q	1-3Q	1-4Q	1Q	1-2Q Plan May/15/26	3-4Q Plan May/15/26	1-4Q Plan May/15/26
Total	199.8	451.3	680.1	949.6	324.9	577.0	493.0	1,070.0
Precision Machinery	73.9	141.3	201.0	303.4	151.2	200.0	205.0	405.0
Equipment	44.9	86.1	121.4	193.7	114.6	142.0	141.0	283.0
Components	29.0	55.1	79.6	109.6	36.5	58.0	64.0	122.0
Energy	42.3	86.9	150.9	194.7	55.7	105.0	105.0	210.0
Building Service & Industrial	59.7	125.5	188.3	249.2	70.3	135.0	130.0	265.0
Infrastructure	20.0	31.1	45.6	62.9	14.7	28.0	32.0	60.0
Environmental Solutions	3.3	65.8	93.3	135.3	32.4	109.0	21.0	130.0
Others	0.2	0.5	0.8	3.8	0.3	-	-	-

Revenue

(Bln Yen) Announced date (mm/dd/yy)	FY25				FY26			
	1Q	1-2Q	1-3Q	1-4Q	1Q	1-2Q Plan May/15/26	3-4Q Plan May/15/26	1-4Q Plan May/15/26
Total	212.6	448.7	663.5	958.2	246.3	478.0	542.0	1,020.0
Precision Machinery	62.4	150.5	223.3	342.2	82.9	180.0	220.0	400.0
Equipment	36.3	95.6	141.2	227.3	53.9	125.0	154.0	279.0
Components	26.0	54.8	82.0	114.9	28.9	55.0	66.0	121.0
Energy	48.6	109.0	159.3	217.8	46.5	97.0	108.0	205.0
Building Service & Industrial	56.3	113.8	173.4	241.9	63.0	120.0	140.0	260.0
Infrastructure	21.5	32.6	41.7	57.1	23.2	34.0	26.0	60.0
Environmental Solutions	23.4	42.0	64.8	97.8	30.1	47.0	48.0	95.0
Others	0.3	0.5	0.9	1.2	0.3	-	-	-

Operating Profit



(Bln Yen) Announced date (mm/dd/yy)	FY25				FY26			
	1Q	1-2Q	1-3Q	1-4Q	1Q	1-2Q Plan May/15/26	3-4Q Plan May/15/26	1-4Q Plan May/15/26
Total	22.6	50.0	69.5	113.8	26.7	49.5	75.5	125.0
Precision Machinery	8.2	23.4	32.8	57.7	13.5	28.0	45.5	73.5
Energy	1.9	11.1	17.0	25.9	-1.6	3.0	18.0	21.0
Building Service & Industrial	4.3	6.8	10.5	15.2	4.4	8.5	10.5	19.0
Infrastructure	5.5	5.6	3.6	4.6	6.1	5.5	-	5.5
Environmental Solutions	3.0	4.4	7.2	13.0	6.1	6.5	3.0	9.5
Others	-0.6	-1.4	-1.9	-2.8	-1.8	-2.0	-1.5	-3.5

Backlog of Orders



(Bln Yen) Announced date (mm/dd/yy)	FY25				FY26		
	1Q	2Q	3Q	4Q	1Q	2Q Plan May/15/26	4Q Plan May/15/26
Total	886.8	900.5	919.6	912.0	993.3	1,011.0	962.0
Precision Machinery	195.5	177.5	165.1	151.5	217.6	171.5	156.5
Energy	222.0	200.8	220.8	213.7	229.9	221.7	218.7
Building Service & Industrial	69.9	76.4	80.8	75.7	83.9	90.7	80.7
Infrastructure	75.0	74.8	80.7	83.4	74.5	77.4	83.4
Environmental Solutions	324.1	370.7	372.0	384.6	387.2	446.6	419.6
Others	0.1	0.1	0.0	2.7	0.1	2.7	2.7

Revenue by Region

(Bln Yen)	FY25				FY26	
	1Q	1-2Q	1-3Q	1-4Q	1Q	Composition
Precision Machinery	62.4	150.5	223.3	342.2	82.9	100%
Japan	11.3	27.4	43.6	62.6	17.1	21%
Asia (excl. Japan)	35.2	93.1	140.7	226.8	53.3	64%
North America	10.8	21.2	26.8	37.7	8.2	10%
Europe	4.4	7.1	11.0	13.8	3.9	5%
Others	-	-	-	-	-	0%
Energy	48.6	109.0	159.3	217.8	46.5	100%
Japan	1.9	4.9	6.8	8.5	1.5	3%
Asia (excl. Japan)	16.5	37.7	56.4	79.7	21.6	47%
North America	14.8	32.8	48.7	58.9	12.1	26%
Europe	2.4	7.3	10.9	17.8	3.4	7%
Middle East	10.0	20.6	28.6	40.8	5.3	12%
Others	2.6	5.3	7.6	11.7	2.3	5%
Building Service & Industrial	56.3	113.8	173.4	241.9	63.0	100%
Japan	27.0	50.0	73.9	104.9	28.6	45%
Asia (excl. Japan)	11.6	26.8	42.6	58.7	13.8	22%
North America	4.5	8.5	13.2	18.2	5.2	8%
Europe	5.9	13.0	19.7	26.2	6.9	11%
Middle East	2.0	4.8	7.0	9.6	1.9	3%
Others	5.0	10.4	16.6	23.9	6.4	10%
Infrastructure	21.5	32.6	41.7	57.1	23.2	100%
Japan	20.0	28.0	34.2	46.8	22.2	96%
Asia (excl. Japan)	0.9	3.4	5.9	7.6	0.8	3%
North America	0.1	0.3	0.6	1.6	0.1	1%
Middle East	0.3	0.7	0.9	1.0	0.0	0%
Environmental Solutions	23.4	42.0	64.8	97.8	30.1	100%
Japan	23.3	41.8	64.2	96.1	30.1	100%
Asia (excl. Japan)	0.1	0.2	0.5	1.7	0.0	0%

Service & Support (S&S) Revenue

(Bln Yen)

		FY25				FY26
		1Q	1-2Q	1-3Q	1-4Q	1Q
Precision Machinery	S&S Revenue	21.2	44.9	69.5	97.0	24.2
	S&S Ratio	34%	30%	31%	28%	29%
Energy	S&S Revenue	24.3	55.1	82.5	117.3	24.3
	S&S Ratio	50%	51%	52%	54%	52%
Building Service & Industrial	S&S Revenue	13.5	25.8	37.5	54.6	14.5
	S&S Ratio	24%	23%	22%	23%	23%
Infrastructure	S&S Revenue	11.8	17.1	20.4	26.8	12.5
	S&S Ratio	55%	53%	49%	47%	54%
Environmental Solutions	O&M Revenue	18.1	32.1	49.8	75.3	23.7
	O&M Ratio	77%	76%	77%	77%	79%

Balance Sheet

(Bln Yen)	FY25 1Q a	FY25 4Q b	FY26 1Q c	Change c-a
Total Assets	1,001.2	1,082.2	1,108.5	+107.2
Current Assets	695.5	717.3	729.4	+33.8
Cash and cash equivalents	167.2	143.4	146.3	-20.8
Trade receivables	287.8	332.4	339.9	+52.1
Inventories	213.0	197.6	200.9	-12.1
Other Current Assets	27.4	43.7	42.1	+14.7
Non-current Assets	305.6	364.8	379.0	+73.4
Total Liabilities	525.1	560.5	578.8	+53.7
Trade payables	120.2	125.2	133.1	+12.9
Interest-bearing debt	183.5	224.7	239.1	+55.5
Other Liabilities	221.2	210.5	206.5	-14.7
Total Equity	476.1	521.6	529.6	+53.4
Total equity attributable to owners of parent	465.8	508.8	518.4	+52.5
Other Equity	10.2	12.7	11.1	+0.9
Equity Ratio	46.5%	47.0%	46.8%	+0.3pts
Debt-to-Equity Ratio	0.39	0.44	0.46	+0.07

Cash Flows

(Bln Yen) Announced date (mm/dd/yy)	1Q			1-4Q				
	FY25	FY26	YoY	FY25	FY26 P.Plan	FY26 Plan	YoY	Change from Prior Plan
	a	b	Change b-a	c	Feb/13/26 d	May/15/26 e	Change c	Change e-c
CF from operating activities	-1.5	25.7	27.2	40.7	100.0	100.0	+59.2	-
CF from investing activities	-17.0	-19.6	-2.6	-91.2	-80.0	-55.0	+36.2	+25.0
FCF	-18.5	6.0	24.6	-50.4	20.0	45.0	+95.4	+25.0
CF from financing activities	17.0	-4.9	-21.9	16.8	-35.0	-35.0	-51.8	-

CAPEX, Depreciation and Amortization, R&D Expenses

(Bln Yen) Announced date (mm/dd/yy)	1Q			1-4Q		
	FY25	FY26	YoY	FY25	FY26 Plan	YoY
	a	b	Change b-a		May/15/26 d	Change d-c
CAPEX	17.0	21.5	+4.5	100.7	99.0	-1.7
Precision Machinery	3.6	5.0	+1.4	34.0	18.0	-16.0
Energy	3.9	5.3	+1.4	14.5	26.0	+11.4
Building Service & Industrial	2.8	3.7	+0.9	15.0	16.0	+0.9
Infrastructure	0.1	0.2	+0.0	1.5	2.0	+0.4
Environmental Solutions	0.6	0.7	+0.0	2.1	2.0	-0.1
Others	5.7	6.4	+0.7	33.3	35.0	+1.6
D&A	8.1	9.9	+1.8	34.8	42.0	+7.1
Precision Machinery	2.3	2.9	+0.6	9.9	12.0	+2.0
Energy	1.4	1.6	+0.2	5.5	6.0	+0.4
Building Service & Industrial	1.8	1.9	+0.1	7.5	8.0	+0.4
Infrastructure	0.2	0.5	+0.2	1.4	1.0	-0.4
Environmental Solutions	0.2	0.3	+0.0	1.2	1.0	-0.2
Others	2.0	2.5	+0.4	9.0	14.0	+4.9
R&D	4.8	5.2	+0.4	23.2	25.0	+1.7
Precision Machinery	2.6	2.8	+0.2	12.0	11.0	-1.0
Energy	0.3	0.4	+0.0	2.6	6.0	+3.3
Building Service & Industrial	1.2	1.1	-0.0	5.5	4.0	-1.5
Infrastructure	0.0	0.1	+0.0	0.7	1.0	+0.2
Environmental Solutions	0.4	0.6	+0.1	2.2	3.0	+0.7

Press Release
Month

**Recognized as a “2026 Outstanding Organization of KENKO Investment for Health Program”
(Large Enterprise Category (White 500))**

2026/3
(Japanese
language only)

**EBARA and Meidensha Corporation Jointly Conduct “Women’s Leadership Development Program”
— Promoting career development for female employees and fostering next-generation leaders beyond company boundaries —**

2026/3
(Japanese
language only)

**Ebara Densan Co., Ltd. Receives Kanto Regional Agricultural Administration Office Director’s Award for Excellence
in Agricultural and Rural Development Projects**

2026/3
(Japanese
language only)

Recognized as a 2026 Outstanding Organization for Excellence in Food and Nutrition Education (Shokuiku)

2026/4

"EBARA Group Integrated Report 2025" Wins Award for Excellence at "The 5th Nikkei Integrated Report Award"

2026/3
(Japanese
language only)

**Selected by GPIF’s Domestic Equity Managers for “Outstanding Sustainability Disclosure from a Materiality
Perspective”**

2026/4

Recipient of the “13th IR Good Visual Award” organized by the IR Good Visual Award Executive Committee

2026/4
(Japanese
language only)

Social

External Evaluations

Disclaimer

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