EBARA Corporation

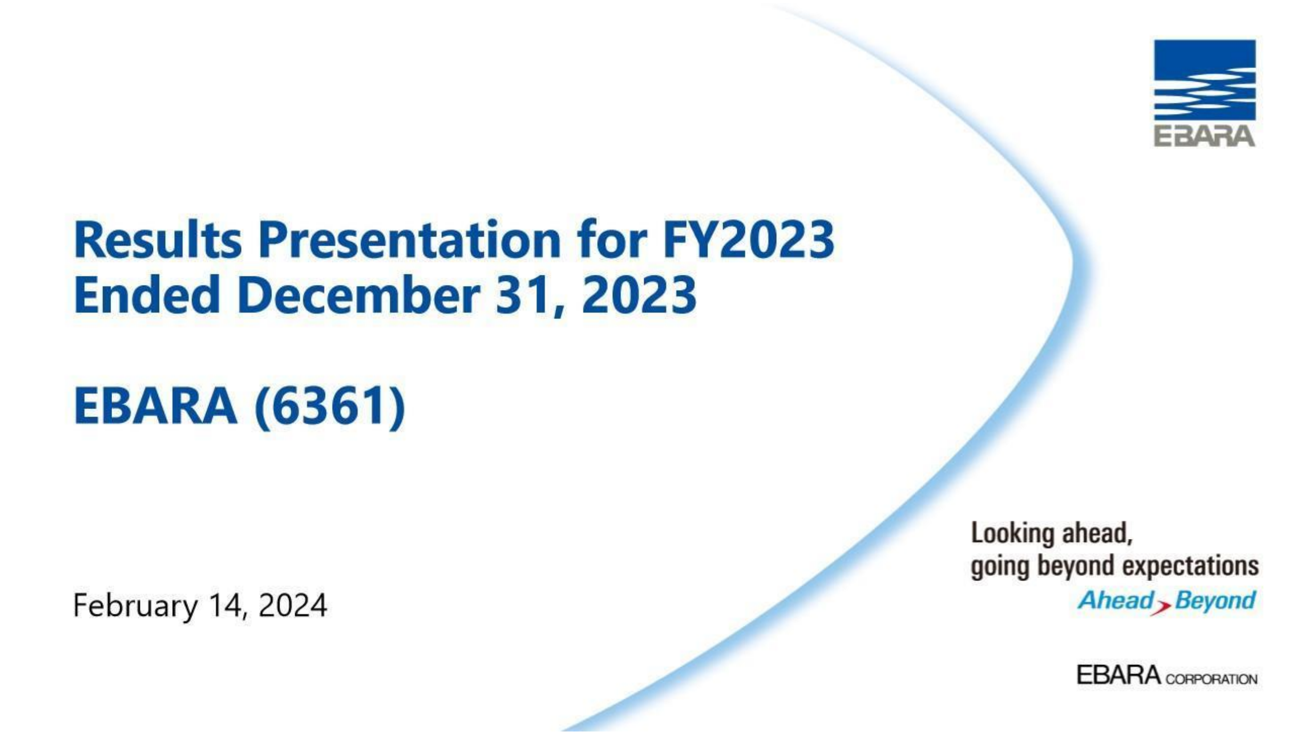
Results Presentation for FY2023 Ended December 31, 2023

February 14, 2024

Event Summary

[Company Name]	EBARA Corporation	
[Company ID]	6361	
[Event Language]	JPN	
[Event Type]	Earnings Announcement	
[Event Name]	Results Presentation for FY2023 Ended December 31, 2023	
[Fiscal Period]	FY2023 Annual	
[Date]	February 14, 2024	
[Time]	17:30 – 18:57 (Total: 87 minutes, Presentation: 35 minutes, Q&A: 52 minutes)	
[Venue]	Webcast	
[Number of Speakers]	8	
	Masao Asami	Director, President, Representative Executive Officer, CEO & COO, President of Precision Machinery Company
	Shu Nagata	Executive Officer, President of Building Service & Industrial Company
	Takanobu Miyaki	Executive Officer, President of Energy Company
	Teruyuki Ota	Executive Officer, President of Infrastructure Company
	Hideki Yamada	Executive Officer, President of Environmental Solutions Company
	Masao Hodai	Executive Officer, Chief Operating Officer of Precision Machinery Company
	Shugo Hosoda	Executive Officer, CFO
	Akihiro Osaki	Division Executive of Corporate Strategic Planning Division

Presentation



Osaki: Thank you for waiting and for taking time out of your busy schedules to join us today for the financial results briefing of EBARA Corporation for the fiscal year ended December 2023. It is time for us to start the presentation.

At 3:00 PM today, we disclosed the results for the fiscal year ended December 2023 on the TSE platform as well as on our website. We hope that you will join us while looking at the documents.

I will now introduce our presenters.

First, Masao Asami, Director, President, and Representative Executive Officer.

Asami: Hello, everyone. Thank you for your attendance.

Osaki: Next is Shu Nagata, Executive Officer, and President of Building Service & Industrial Company.

Nagata: I am Nagata. Thank you.

Osaki: Next is Takanobu Miyaki, Executive Officer, and President of Energy Company.

Miyaki: My name is Miyaki. Thank you.

Osaki: Next is Teruyuki Ota, Executive Officer and President of Infrastructure Company.

Ota: My name is Ota. Thank you.

Osaki: Next is Hideki Yamada, Executive Officer, and President of Environmental Solutions Company.

Yamada: My name is Yamada. Thank you for your attendance.

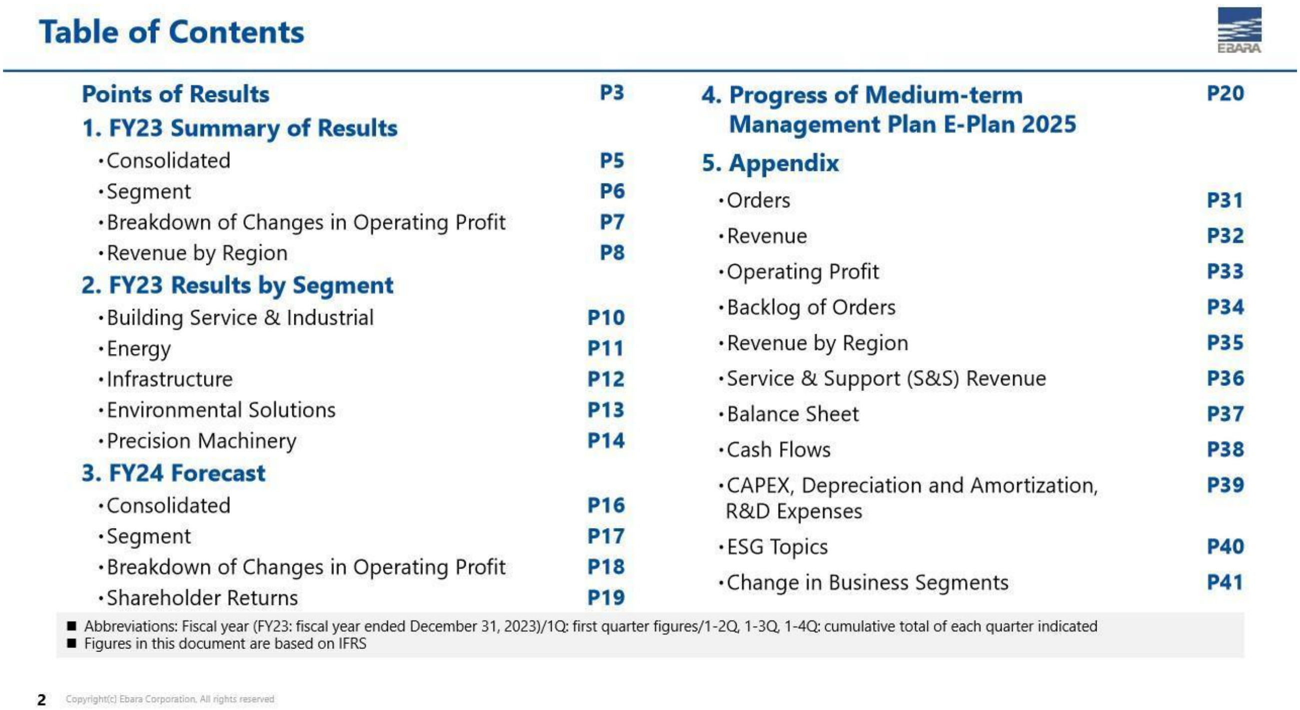
Osaki: Next is Masao Hodai, Executive Officer, and Chief Operating Officer of Precision Machinery Company.

Hodai: My name is Hodai. Thank you.

Osaki: Next is Shugo Hosoda, CFO and Executive Officer responsible for Investor Relations.

Hosoda: I am Hosoda. Thank you for your attendance.

Osaki: I, Osaki from Corporate Strategic Planning Division, will act as moderator. Thank you.



Today's schedule is as follows: CFO Hosoda will give an overview of the financial results, followed by a presentation of the forecast for FY2024 by President Asami. Afterwards, we will take questions from the participants. The meeting is scheduled to end at 7:00 PM.

Now, Hosoda will begin the explanation.

Points of Results

FY23 Results

		YoY*	Change Vs. Plan*
Orders	¥820.5 B.	¥5.3 B. +0.7% →	¥30.5 B. +3.9% →
Revenue	¥759.3 B.	¥78.4 B. +11.5% ↗	¥12.3 B. +1.7% →
Operating Profit	¥86.0 B.	¥15.4 B. +21.9% ↗	¥15.0 B. +21.2% ↗
OP Ratio	11.3%	+0.9pts	+1.8pts

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

FY24 Forecast

		YoY*
Orders	¥834.0 B.	¥13.4 B. +1.6% →
Revenue	¥827.0 B.	¥67.6 B. +8.9% ↗
Operating Profit	¥87.0 B.	¥0.9 B. +1.1% →
OP Ratio	10.5%	-0.8pts

Topics

FY23 Results

- Achieved record high results because of continued sales growth and ongoing measures to improve profitability, despite sluggish semiconductor market and heightened geopolitical risks; operating profit particularly increased
- Orders, revenue and operating profit all recorded higher than planned

FY24 Forecast

- High levels of profit will be maintained, however due to accelerated investment in growth, focused on the Precision Machinery Segment, especially in human capital, through measures such as aggressive recruitment, etc., we expect operating profit ratio to decline

Other

- FY23, annual dividend per share raised to ¥229 (vs. plan of ¥195)
- FY24, planned annual dividend of ¥230 per share (interim: ¥115/year-end: ¥115)

3

Hosoda: Let me start with the consolidated financial results for the fiscal year ended December 2023. There are three main points.

First, I think we can say that the financial results for this fiscal year were generally good. In terms of the business and management environment, the semiconductor market was sluggish, the geopolitical situation remained uncertain, and business conditions were not necessarily favorable. Despite these circumstances, the Group's business performance was up YoY in all five segments, and the Group's business performance reached a new record high.

The second point is that although the Precision Machinery Segment has been the driving force behind our growth for the past few years, benefiting from the extraordinary growth of the semiconductor market, for FY2023 other segments, especially Building Service & Industrial and Energy, drove the growth in profit. We believe this shows the benefits of the Group’s unique business portfolio.

Third, orders, revenue, and operating profit all exceeded our most recently disclosed forecast. Orders and revenue were slightly higher, but operating profit was particularly high. Some may call our forecasting capabilities into doubt, but the background to this is the transitory aspect of a positive event that could not have been anticipated in Q3. In addition, the profitability of each business segment improved more than expected as a result of the profitability improvement measures that we have been steadily implementing.

Regarding our forecast for FY2024, we plan to achieve a profit level higher than that of 2023, while continuing to make solid investments in growth and infrastructure for the future.

With respect to shareholder returns, our plan for FY2023 was initially an annual dividend of JPY195 per share linked to business performance based on the policy of a dividend payout ratio of 35% or more, however we have decided to raise the dividend to JPY229 per share.

1. FY23 1-4Q Summary of Results

I will continue with the details.

1. FY23 1-4Q Summary of Results

Consolidated

(billions of yen) Announced date (m/d/y)	FY22 1-4Q a	FY23 1-4Q b	Change b-a	Change % (b-a)/a	FY23 Plan 23/11/14 c	Change b-c	Change % (b-c)/c
Orders	815.2	**820.5**	+5.3	+0.7%	790.0	+30.5	+3.9%
Revenue	680.8	**759.3**	+78.4	+11.5%	747.0	+12.3	+1.7%
Operating Profit	70.5	**86.0**	+15.4	+21.9%	71.0	+15.0	+21.2%
OP Ratio	10.4%	**11.3%**	+0.9pts		9.5%	+1.8pts	
Profit Attributable to Owners of Parent	50.4	**60.2**	+9.7	+19.4%	52.3	+7.9	+15.3%
ROIC*1	11.6%	**12.2%**	+0.6pts		10.4%	+1.8pts	
ROE	15.0%	**15.7%**	+0.7pts		13.9%	+1.8pts	
Exchange Rate*2							
Vs. USD (JPY)	131.37	140.50	+9.13		130.00	+10.50	
Vs. EUR (JPY)	137.97	151.90	+13.93		137.00	+14.90	
Vs. CNY (JPY)	19.50	19.83	+0.33		19.50	+0.33	

*1. ROIC: As of FY23, the numerator in the ROIC calculation formula has been changed from "income attributable to owners of the parent" to "NOPLAT (Net Operating Profit Less Adjusted Taxes)" as follows.
New ROIC Formula: NOPLAT (Net Operating Profit Less Adjusted Taxes)/{interest-bearing debt (average between beginning and end of period)+equity attributable to owners of the parent (average between beginning and end of period)}
FY22 ROIC is also calculated using the new formula for comparison. (11.2% in former ROIC calculation)
*2. Exchange Rate: FY23 rates are simple averages of quarterly average rates

Please see page five. These are the consolidated results for the full FY2023.

I will explain the YoY comparison.

Orders were almost on par with the previous year, with a slight increase. Revenue increased by JPY78.4 billion to JPY759.3 billion, operating profit increased by JPY15.4 billion to JPY86 billion, and the operating profit ratio was 11.3%, 0.9 percentage points higher than last year. Profit attributable to owners of the parent company was JPY60.2 billion, reaching the JPY60 billion level for the first time.

The results were higher in all categories than our plan disclosed in November shown on the right side of the table in blue.

1. FY23 1-4Q Summary of Results

Segment

(billions of yen) Announced date (m/d/y)		FY22 1-4Q a	FY23 1-4Q b	Change b-a	Change % (b-a)/a	FY23 Plan Nov/14/23 c	Change b-c	Change % (b-c)/c
Total	Orders	815.2	**820.5**	+5.3	+0.7%	790.0	+30.5	+3.9%
	Revenue	680.8	**759.3**	+78.4	+11.5%	747.0	+12.3	+1.7%
	Operating Profit	70.5	**86.0**	+15.4	+21.9%	71.0	+15.0	+21.2%
	OP Ratio	10.4%	**11.3%**	+0.9pts		9.5%	+1.8pts	
Building Service & Industrial	Orders	204.8	**221.3**	+16.4	+8.0%	220.0	+1.3	+0.6%
	Revenue	193.5	**222.1**	+28.6	+14.8%	210.0	+12.1	+5.8%
	Operating Profit	11.4	**15.7**	+4.3	+38.0%	13.0	+2.7	+21.1%
	OP Ratio	5.9%	**7.1%**	+1.2pts		6.2%	+0.9pts	
Energy	Orders	148.0	**222.7**	+74.7	+50.5%	217.0	+5.7	+2.7%
	Revenue	143.6	**167.2**	+23.6	+16.5%	165.0	+2.2	+1.4%
	Operating Profit	16.9	**22.3**	+5.4	+31.9%	14.5	+7.8	+54.1%
	OP Ratio	11.8%	**13.4%**	+1.6pts		8.8%	+4.6pts	
Infrastructure	Orders	53.5	**56.6**	+3.0	+5.7%	49.0	+7.6	+15.6%
	Revenue	46.2	**50.1**	+3.9	+8.5%	50.0	+0.1	+0.4%
	Operating Profit	3.9	**4.6**	+0.6	+17.3%	3.0	+1.6	+53.5%
	OP Ratio	8.5%	**9.2%**	+0.7pts		6.0%	+3.2pts	
Environmental Solutions	Orders	105.8	**100.8**	-4.9	-4.7%	90.0	+10.8	+12.1%
	Revenue	73.7	**71.5**	-2.1	-3.0%	71.0	+0.5	+0.8%
	Operating Profit	3.6	**6.9**	+3.2	+89.0%	5.0	+1.9	+38.7%
	OP Ratio	5.0%	**9.7%**	+4.7pts		7.0%	+2.7pts	
Precision Machinery	Orders	301.5	**217.7**	-83.7	-27.8%	213.0	+4.7	+2.2%
	Revenue	222.2	**246.9**	+24.7	+11.1%	250.0	-3.0	-1.2%
	Operating Profit	36.1	**38.2**	+2.1	+5.8%	36.0	+2.2	+6.3%
	OP Ratio	16.3%	**15.5%**	-0.8pts		14.4%	+1.1pts	
Others, Adjustment	Orders	1.3	**1.1**	-0.2	-14.9%	1.0	+0.1	+16.6%
	Revenue	1.4	**1.1**	-0.2	-18.8%	1.0	+0.1	+20.0%
	Operating Profit	-1.5	**-1.8**	-0.3	-	-0.5	-1.3	-
	OP Ratio	-104.3%	**-156.9%**	-52.6pts		-50.0%	-106.9pts	

6

I will now compare each the YoY results of each segment. The left-hand side of the table shows the comparison with the previous year, while the right shows the comparison to the plan disclosed in November 2023.

In the Energy Segment, multiple large-scale orders in excess of JPY10 billion pushed orders up 50% from the previous year.

Both the Building Service & Industrial and Infrastructure Segments also increased over the previous year. Environmental Solutions remained mostly unchanged, but orders decreased significantly in the Precision Machinery Segment, affected by the sluggish semiconductor market.

Although there were favorable and unfavorable results among segments, overall consolidated revenue was slightly above last year's level.

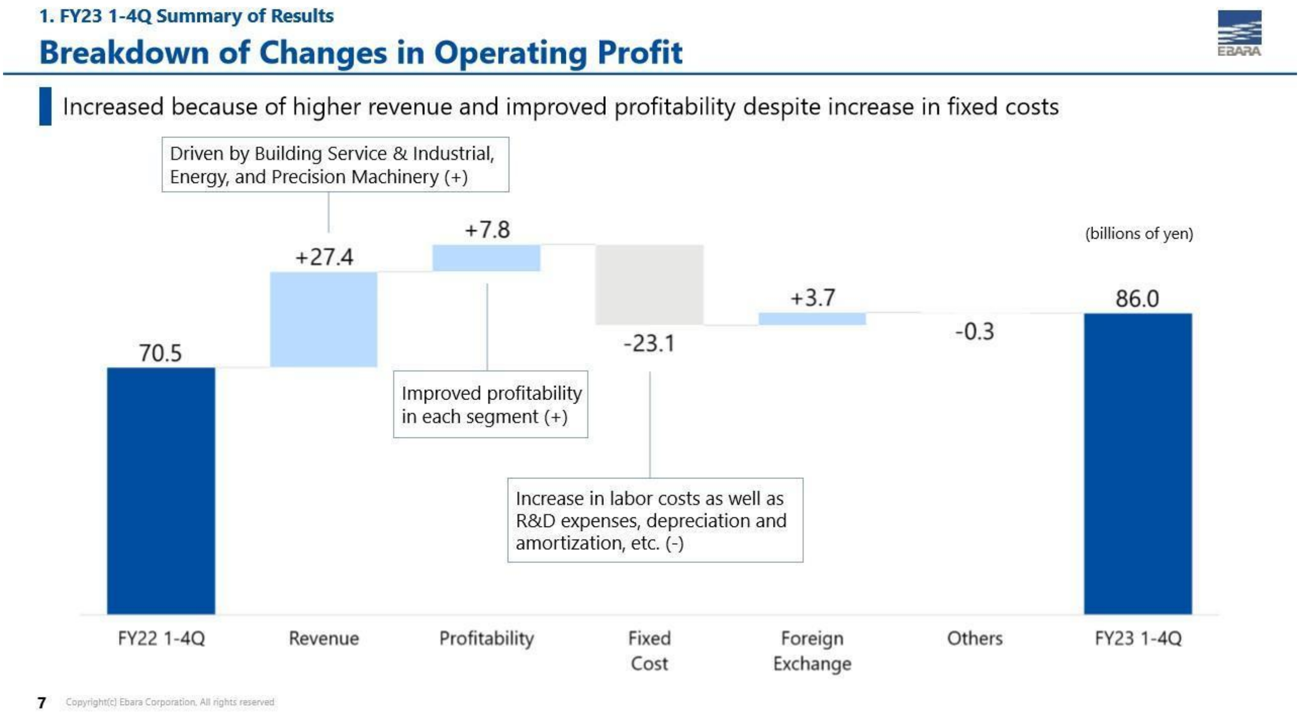
Revenue was slightly lower in Environmental Solutions but increased in every other segment. Operating profit in all five segments improved from the previous year, especially Energy and Building Service & Industrial.

Next, regarding the difference from the FY23 plan figures released November 14 on the right-hand side, orders were higher at the end of the year than at the time of the Q3 announcement due to additional orders for relatively large after-sales projects in the Environmental Solutions Segment.

As for revenue, this time, Building Service & Industrial is up significantly. The upward swing is mainly due to higher-than-expected sales growth in the domestic and Chinese markets toward the end of the period.

Operating profit was boosted by unexpected year-end sales of relatively high-margin after-sales services in the Energy Segment, including emergency response services for customers, and by better-than-expected results from cost reductions and other measures to improve profitability in other segments.

The results of each of the various segments are up from the plans disclosed November 14, 2023.



Page seven, please.

Operating profit increased from JPY70.5 billion in FY2022 to JPY86 billion in FY2023, making for an increase of JPY15.4 billion.

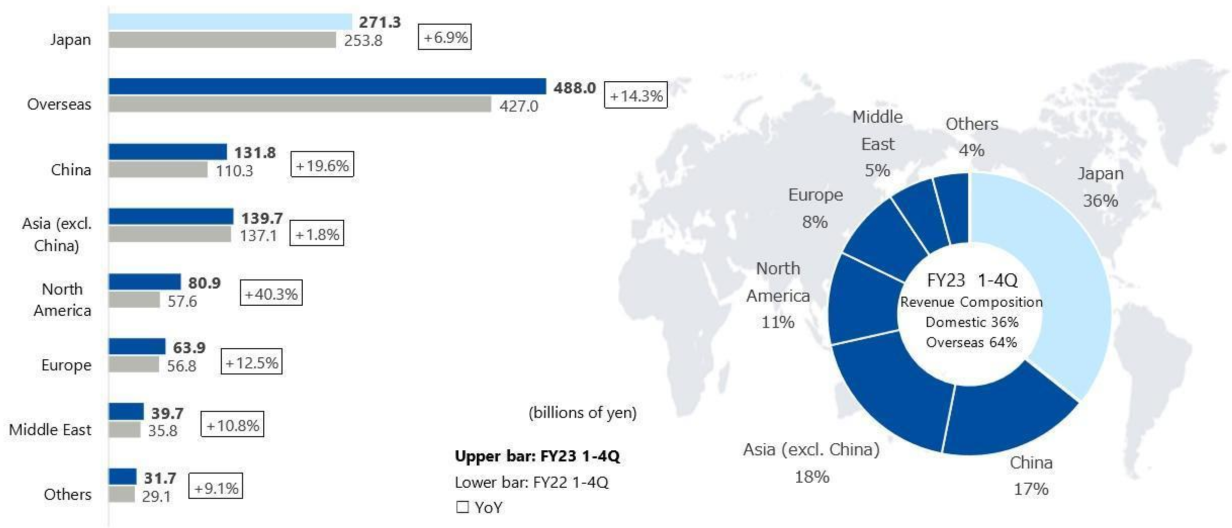
In FY2023, fixed costs increased overall to JPY23.1 billion, including a significant increase in labor costs due to the impact of performance-linked bonuses and efforts to ensure we can acquire necessary human resources, as well as R&D expenses, which had a negative impact on profits.

However, profitability improved by JPY7.8 billion. There was a slight deterioration of profitability in the Precision Machinery Segment due to project mix and other factors, but there was steady improvement in all other segments, contributing to the increase.

Foreign exchange factors contributed JPY3.7 billion, with a slight contribution from the impact of the yen's depreciation. As a result of the above factors, we ended the year with operating profit at JPY86 billion.

1. FY23 1-4Q Summary of Results

Revenue by Region



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

8

Page eight shows revenue composition by region.

The dark blue area of the pie chart on the right shows the composition of revenue outside of Japan. 64% of sales in FY2023 were overseas, a high level that has been increasing year by year.

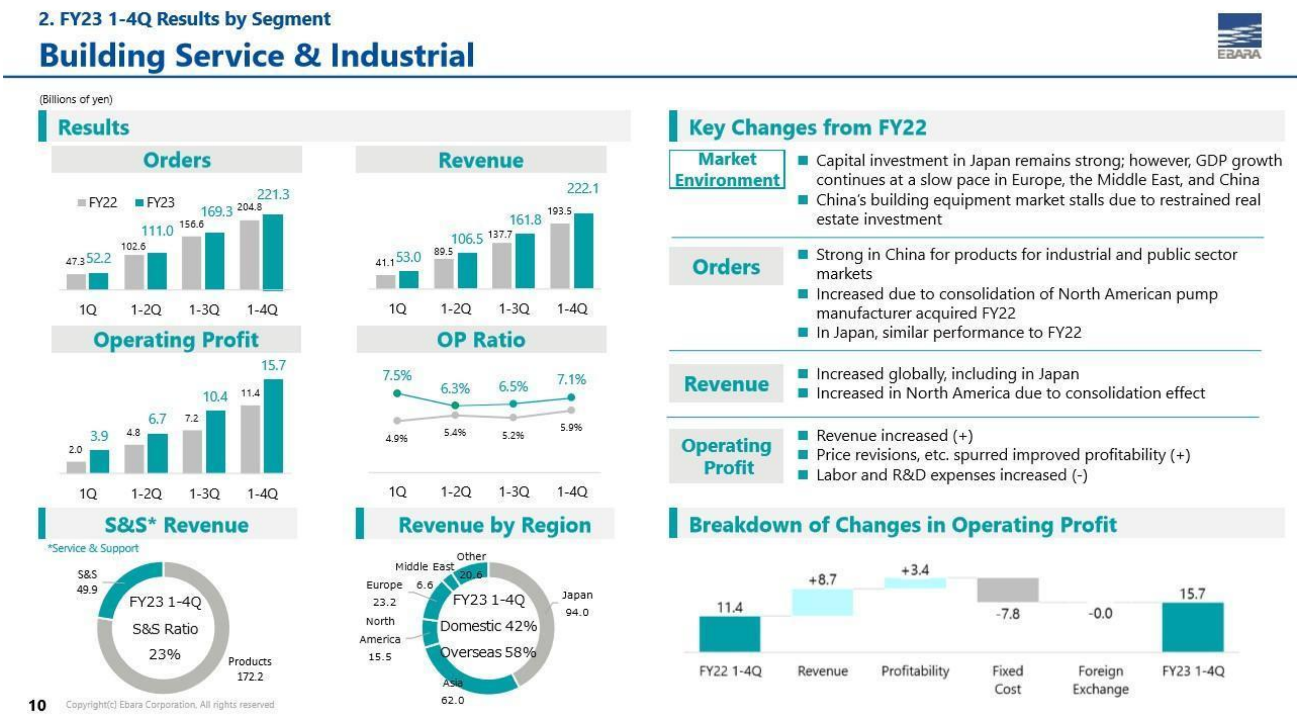
In the bar graph on the left, the upper row shows FY2023 results, and the lower row shows the preceding fiscal year, FY2022. As you can see, the upper row indicates we have grown in all regions YoY.

By region, in China, although there was a slowdown in the construction market, customer investments remained firm in the industrial market, public infrastructure market, petrochemical, electric power, and semiconductor-related markets, and other markets our business faces, resulting in YoY sales growth.

Sales in North America and the Middle East were also strong, especially for the Energy Segment. Particularly in North America, in the Building and Industrial Segment, the increase from the consolidation of Hayward Gordon, a Canadian company acquired in Q3 of 2022, is contributing to inorganic sales growth.

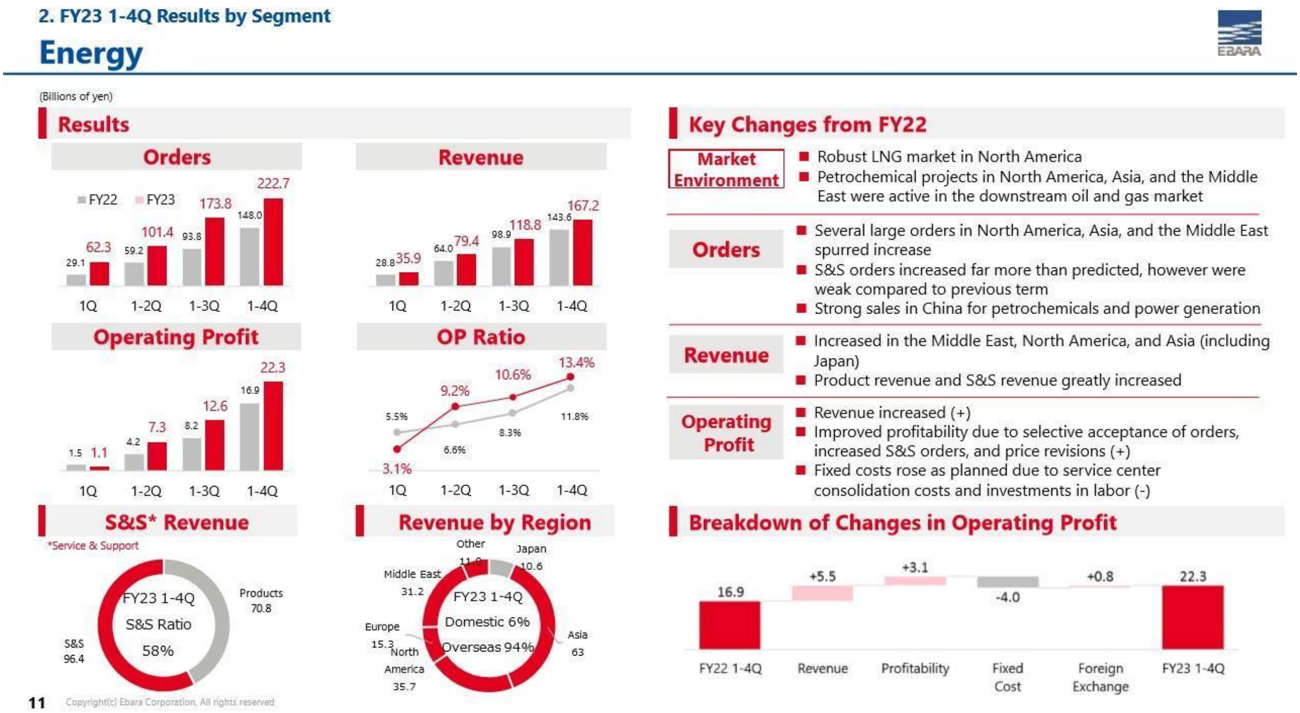
Please also refer to page 35 for detailed information on regional trends by segment over time.

We will now move on to the details of each segment's performance.



On page 10, we start with the Building Service & Industrial Segment. Orders, revenue, and operating profit all exceeded FY2022 results. In general, the building equipment market saw a slight slowdown overseas, while domestic capital investment remained strong. In China, although real estate markets conditions are sluggish, there is increased demand for energy-efficient products and increasing investment in public infrastructure, which spurred increased orders.

Revenue increased over the same period of FY2022 due to increased orders and the effect of price revisions. Operating profit increased due to increased revenue, improved profitability from product price revisions, as well as inorganic growth from the Hayward Gordon acquisition.

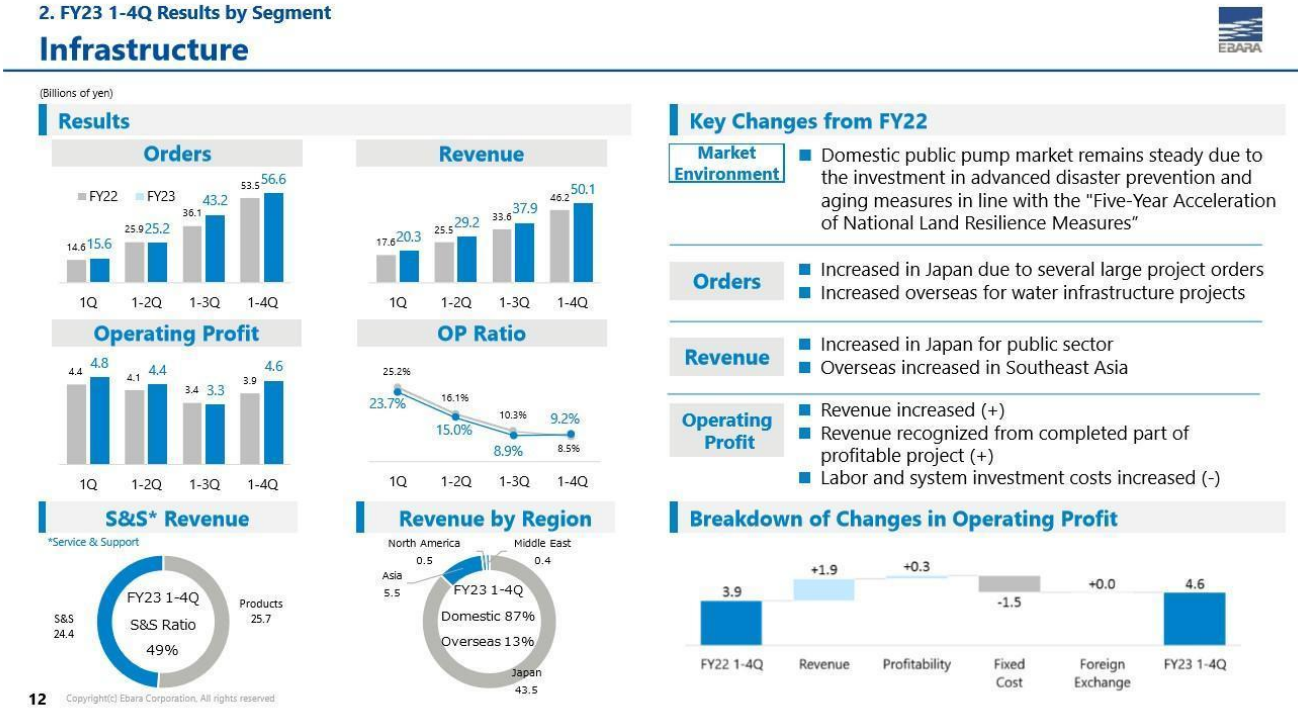


Next is the Energy Segment. Orders, revenue, and operating profit all exceeded those of FY2022. A robust LNG market mainly in North America, and petrochemical projects in North America, Asia, and the Middle East, resulted in strong orders for the Group in these regions.

Orders for petrochemicals and electric power are particularly strong in China, and the level of orders for service and support has remained high since 2022, exceeding our initial forecast. However, a slight downward trend in 2H of the fiscal year can be seen in the status of service and support in the energy business.

Revenue in North America, the Middle East, and Asia, including China, increased due to strong orders for products, while sales in the service and support business also remained strong.

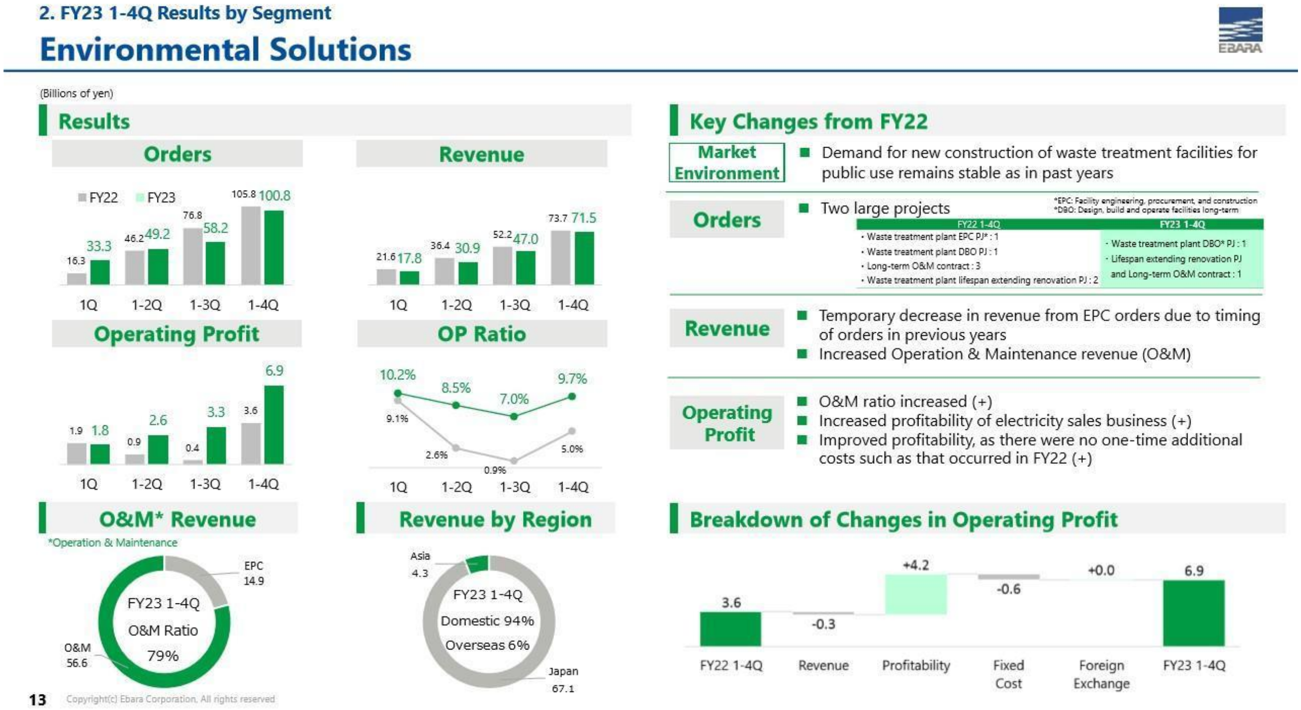
Operating profit increased due to the effect of increased revenue, improved profitability of product sales, and the effect of price revisions.



Next is the Infrastructure Segment.

Orders, revenue, and operating profit all exceeded those of FY2022. In Japan, demand for renewal and repair of pump facilities was strong, and orders exceeded those of FY2022, partly due to the receipt of several large orders in 2H of FY2023. Orders for overseas water infrastructure projects also increased.

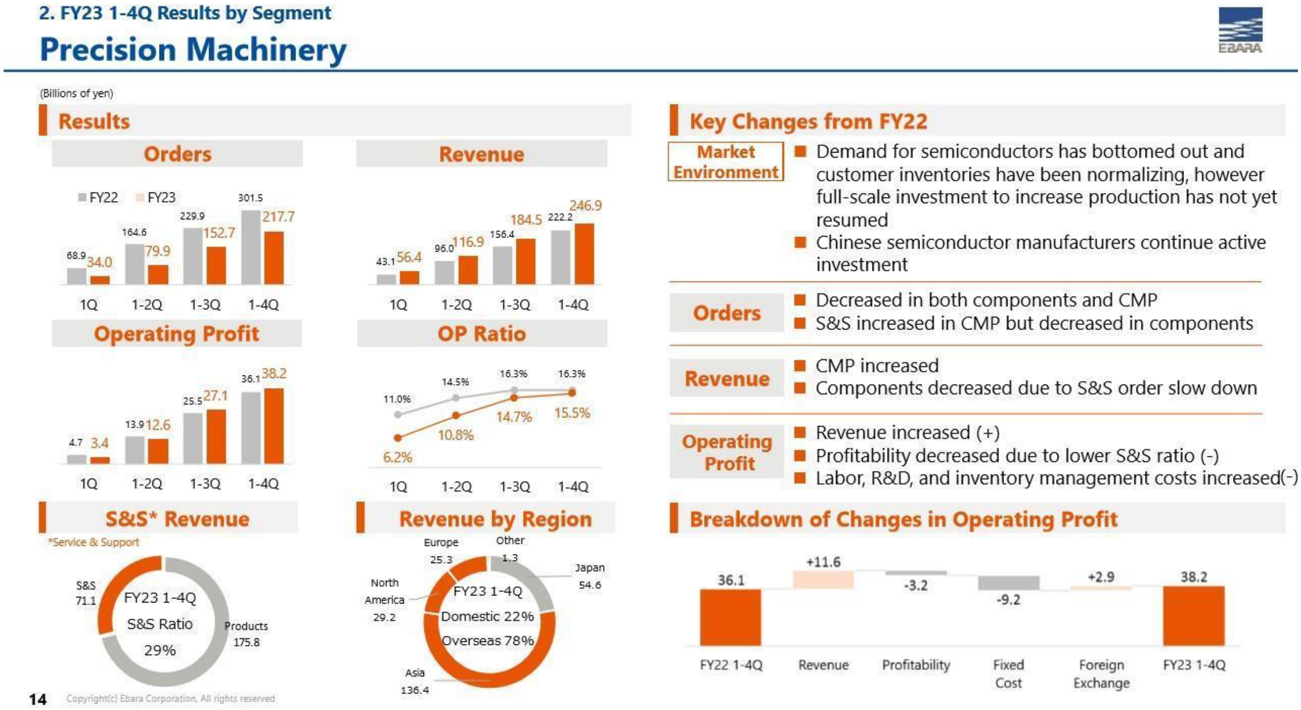
Operating profit increased from FY2022 due to the effect of increased revenue from sales growth both in Japan and overseas and recognized revenue from completed part of a profitable project.



Continuing on, in the Environmental Solutions Segment, orders and revenue declined slightly from FY2022, but operating profit increased significantly.

Orders decreased compared to FY2022, when we received four large orders, but we did receive two orders in FY2023, one for a large DBO project and another for a long-term comprehensive project. As a result, although orders decreased, they remained at a high level exceeding JPY100 billion.

Revenue was affected by the small number of orders received for EPC projects in previous years. However, Operation & Maintenance revenue remains stable. Operating profit increased due to an increase in the ratio of O&M sales to total sales, improved profitability in the electricity sales business, and the absence of one-time expenses that occurred in FY2022.



Finally, it is the Precision Machinery Segment. Orders were significantly lower than in fiscal year 2022, but both revenue and operating profit ended higher. While investment continues to be active in China, globally the semiconductor market is not in a full-fledged recovery yet, with capital investments being postponed or partially cancelled.

In response to this, our orders were down JPY83.7 billion from FY2022 to JPY217.7 billion, despite an increase in orders from Chinese customers. As for sales, CMP sales increased due to the steady progress in the backlog of orders received at the beginning of the period. However, overall sales also decreased due to a decline in service and support sales such as the overhaul of components, which were affected by the low utilization rates of customer plants.

Operating profit increased from FY2022, despite a decrease in service and support sales and an increase in fixed costs, because of increased revenue and the large impact of foreign exchange rates on this segment.

That concludes the explanation of the financial results for FY2023.

1. FY23 1-4Q Summary of Results
2. FY23 1-4Q Results by Segment
3. FY24 Forecast
4. Progress of Medium-term Management Plan E-Plan 2025
5. Appendix

15

Asami: Now, I will explain our full year forecast for 2024.

3. FY24 Forecast

Consolidated

(billions of yen) Announced date (m/d/y)	1-4Q FY23 Results a	1-4Q FY24 Plan Feb/14/24 b	1-4Q Change b-a	1-4Q Change % (b-a)/a	1-2Q FY23 Results c	1-2Q FY24 Plan Feb/14/24 d	1-2Q Change d-c	1-2Q Change % (d-c)/c
Orders	820.5	834.0	+13.4	+1.6%	367.6	384.5	+16.8	+4.6%
Revenue	759.3	827.0	+67.6	+8.9%	363.8	402.5	+38.6	+10.6%
Operating Profit	86.0	87.0	+0.9	+1.1%	33.7	38.5	+4.7	+14.0%
OP Ratio	11.3%	10.5%	-0.8pts	-	9.3%	9.6%	+0.3pts	-
Profit Attributable to Owners of Parent	60.2	60.8	+0.5	+0.9%	20.5	25.3	+4.7	+22.9%
ROIC	12.2%	11.0%	-1.2pts					
ROE	15.7%	14.2%	-1.5pts					
Annual Dividend per share	229	230	+1					
Exchange Rate*								
Vs. USD (JPY)	140.50	140.00	-0.50		134.79	140.00	+5.21	
Vs. EUR (JPY)	151.90	150.00	-1.90		145.66	150.00	+4.34	
Vs. CNY (JPY)	19.83	19.50	-0.33		19.46	19.50	+0.04	

* Exchange Rate: FY23 exchange rates are simple averages of quarterly average rates; FY24 rates are assumed exchange rates the year

16

Please refer to page 16.

Regarding the business environment in 2024, we recognize that geopolitical risks are increasing, including the protracted situation in Ukraine, ongoing global inflation, concerns about economic recession mainly in China, Europe, and the United States, and the tightening of semiconductor export control regulations due to the conflict between the United States and China. The markets we serve also continue to require close monitoring of the impact of these factors.

We also see that the slump in semiconductor demand has bottomed out, but although customers are making progress in normalizing product inventories, we have yet to see a full-fledged resumption of investment in increased production.

Under these circumstances, for 2024, we expect orders to increase by JPY13.4 billion to JPY834 billion, revenue to increase by JPY67.6 billion to JPY827 billion, and operating profit to increase by JPY1 billion to JPY87 billion, resulting in an operating profit margin of 10.5%, ROIC of 11%, and ROE of 14.2%, with an annual dividend per share of JPY230.

We are assuming the exchange rate to be as shown on the slide.

3. FY24 Forecast

Segment

(billions of yen) Announced date (m/d/y)		1-4Q				1-2Q			
		FY23 実績 a	FY24 Plan Feb/14/24 b	Change b-a	Change % (b-a)/a	FY23 実績 c	FY24 Plan Feb/14/24 d	Change d-c	Change % (d-c)/c
Total	Orders	820.5	834.0	+13.4	+1.6%	367.6	384.5	+16.8	+4.6%
	Revenue	759.3	827.0	+67.6	+8.9%	363.8	402.5	+38.6	+10.6%
	Operating Profit	86.0	87.0	+0.9	+1.1%	33.7	38.5	+4.7	+14.0%
	OP Ratio	11.3%	10.5%	-0.8pts		9.3%	9.6%	+0.3pts	
Building Service & Industrial	Orders	221.3	230.0	+8.6	+3.9%	111.0	117.0	+5.9	+5.3%
	Revenue	222.1	230.0	+7.8	+3.5%	106.5	113.0	+6.4	+6.1%
	Operating Profit	15.7	16.5	+0.7	+4.8%	6.7	6.5	-0.2	-3.5%
	OP Ratio	7.1%	7.2%	+0.1pts		6.3%	5.8%	-0.5pts	
Energy	Orders	222.7	200.0	-22.7	-10.2%	101.4	84.0	-17.4	-17.2%
	Revenue	167.2	200.0	+32.7	+19.6%	79.4	96.5	+17.0	+21.4%
	Operating Profit	22.3	20.0	-2.3	-10.5%	7.3	9.0	+1.6	+22.9%
	OP Ratio	13.4%	10.0%	-3.4pts		9.2%	9.3%	+0.1pts	
Infrastructure	Orders	56.6	55.0	-1.6	-2.9%	25.2	25.0	-0.2	-1.1%
	Revenue	50.1	51.0	+0.8	+1.6%	29.2	30.5	+1.2	+4.2%
	Operating Profit	4.6	4.0	-0.6	-13.1%	4.4	4.0	-0.4	-9.1%
	OP Ratio	9.2%	7.8%	-1.4pts		15.0%	13.1%	-1.9pts	
Environmental Solutions	Orders	100.8	68.0	-32.8	-32.6%	49.2	24.0	-25.2	-51.3%
	Revenue	71.5	80.0	+8.4	+11.8%	30.9	38.5	+7.5	+24.3%
	Operating Profit	6.9	6.0	-0.9	-13.5%	2.6	3.5	+0.8	+33.0%
	OP Ratio	9.7%	7.5%	-2.2pts		8.5%	9.1%	+0.6pts	
Precision Machinery	Orders	217.7	280.0	+62.2	+28.6%	79.9	134.0	+54.0	+67.6%
	Revenue	246.9	265.0	+18.0	+7.3%	116.9	123.5	+6.5	+5.6%
	Operating Profit	38.2	41.5	+3.2	+8.4%	12.6	16.0	+3.3	+26.8%
	OP Ratio	15.5%	15.7%	+0.2pts		10.8%	13.0%	+2.2pts	
Others, Adjustment	Orders	1.1	1.0	-0.1	-14.2%	0.5	0.5	-0.0	-15.4%
	Revenue	1.1	1.0	-0.1	-16.7%	0.6	0.5	-0.1	-19.5%
	Operating Profit	-1.8	-1.0	+0.8	-	0.0	-0.5	-0.5	-
	OP Ratio	-156.9%	-100.0%	+56.9pts		9.1%	-100.0%	-109.1pts	

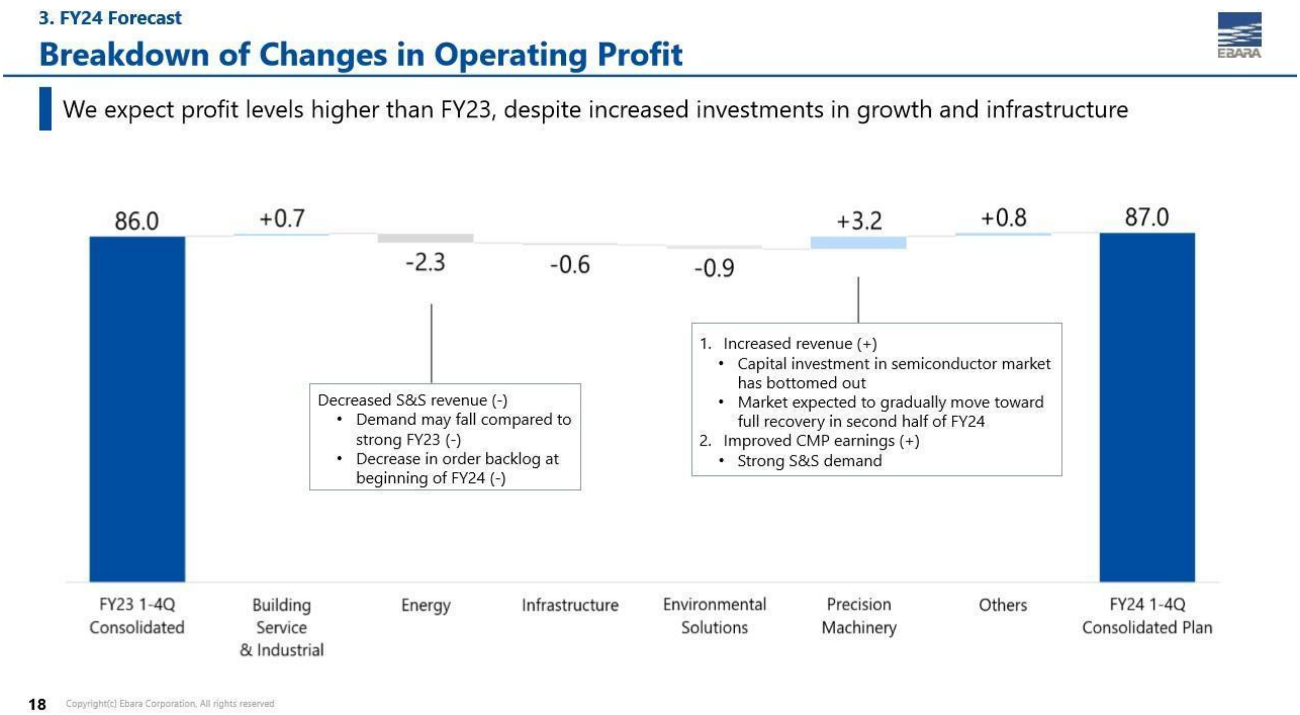
17

Please turn to page 17. I would like to explain the main points of the forecast by segment.

Orders are expected to return to Precision Machinery in 2H of the fiscal year due to the anticipated recovery of the semiconductor market. We expect to increase this amount by JPY62.2 billion to JPY280 billion.

In the Energy Segment, revenue is expected to be JPY200 billion, an increase of JPY32.7 billion from FY2022, due to some large orders and sales recorded in FY2023.

I will explain the breakdown of operating profit on the next page.



Please turn to page 18.

Operating profit for 2024 is expected to be JPY87 billion, an increase of JPY1 billion from the previous year of JPY86 billion. I would like to explain the reasons for the increase in profit.

For FY2024, we expect an improvement in earnings due to an increase in sales and a mix of CMP projects. We plan to increase profits compared to FY2023, as larger contribution to profits from Precision Machinery will offset the decrease in profits from the Energy Segment, where we expect demand for service and support to settle down.

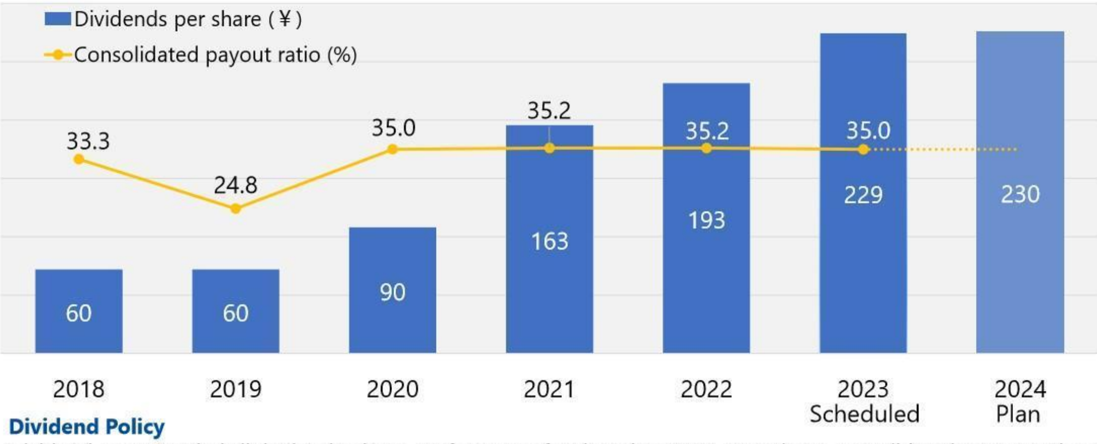
We are also planning to make capital investments to increase the production capacity of the Precision Machinery Segment. In addition to this, it is necessary to secure human resources and invest in human capital. In addition, we will continue to aggressively pursue the enhancement of our management infrastructure, including the introduction of ERP for the Group, as well as research and development for new energy markets, such as hydrogen and ammonia, necessary for the energy transition.

As for the operating profit margin, we plan for it to decrease from the previous year, but we will continue to aim to achieve a high profit level.

3. FY24 Forecast

Shareholder Returns

- FY23, annual dividend per share scheduled to be ¥229 (+¥36 compared to FY22)
- FY24, annual dividend per share planned to be ¥230 (+¥1 compared to FY23)



Dividend Policy
Dividend payout ratio is linked to business performance for the relevant FY, targeting a consolidated payout ratio of 35% or more

19

Regarding shareholder returns, we aim to achieve a consolidated dividend payout ratio of 35% or more.

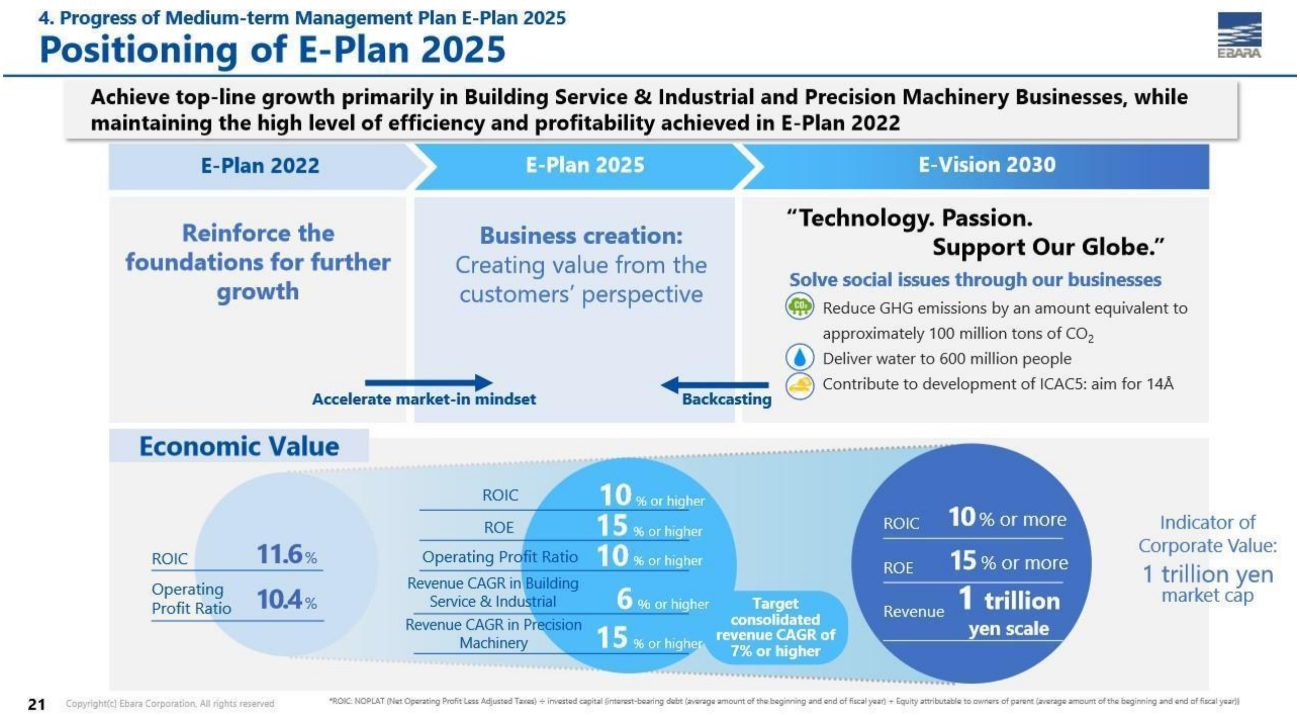
In FY2023, the annual dividend per share is scheduled to be revised to JPY229. This is an increase of JPY36 from FY2022, and the consolidated dividend payout ratio is expected to be 35%.

For FY2024, we plan to raise the dividend to JPY230 per share.

1. FY23 1-4Q Summary of Results
2. FY23 1-4Q Results by Segment
3. FY24 Forecast
4. **Progress of Medium-term Management Plan E-Plan 2025**
5. Appendix

20

Next, I would like to explain the progress of our medium-term management plan, E-Plan 2025, which we announced in February 2023.



E-Plan 2025 was formulated by backcasting from the long-term vision, E-Vision 2030, of where we want to be in 2030, and by addressing issues that emerged from the summary of E-Plan 2022.

To accelerate our efforts to transform from product-out to a market-in perspective, we are further strengthening our competitiveness in each of our businesses under the theme of customer-driven value creation. The target indicators for economic value are as shown here.

4. Progress of Medium-term Management Plan E-Plan 2025

E-Plan 2025 Financial Targets

- In FY23, we achieved greater results than FY22 for each indicator and improved each segment's operating profit ratio more than planned, despite also pursuing aggressive investments in product and system development to upgrade management infrastructure and expand the solutions business
- In FY24, we aim to maintain high levels of efficiency and profitability, despite aggressive investment to ensure achievement of FY25 targets

			E-Plan 2025		
	Indicators	FY22 Results	FY23 Results	FY24 Plan	FY25 Targets
Efficiency	ROIC*	11.6%	12.2%	11.0%	**10%** or higher
	ROE	15.0%	15.7%	14.2%	**15%** or higher
Profitability	Operating Profit Ratio	10.4%	11.3%	10.5%	**10%** or higher
Growth	Revenue CAGR (Revenue)	(¥680.8 B.)	11.5% <FY22-23> (¥759.3 B.)	10.2% <FY22-24> (¥827.0 B.)	**7%** or higher <FY22-25>

*ROIC Formula: NOPLAT (Net Operating Profit Less Adjusted Taxes)/(interest-bearing debt (average between beginning and end of period)+equity attributable to owners of the parent (average between beginning and end of period))

22

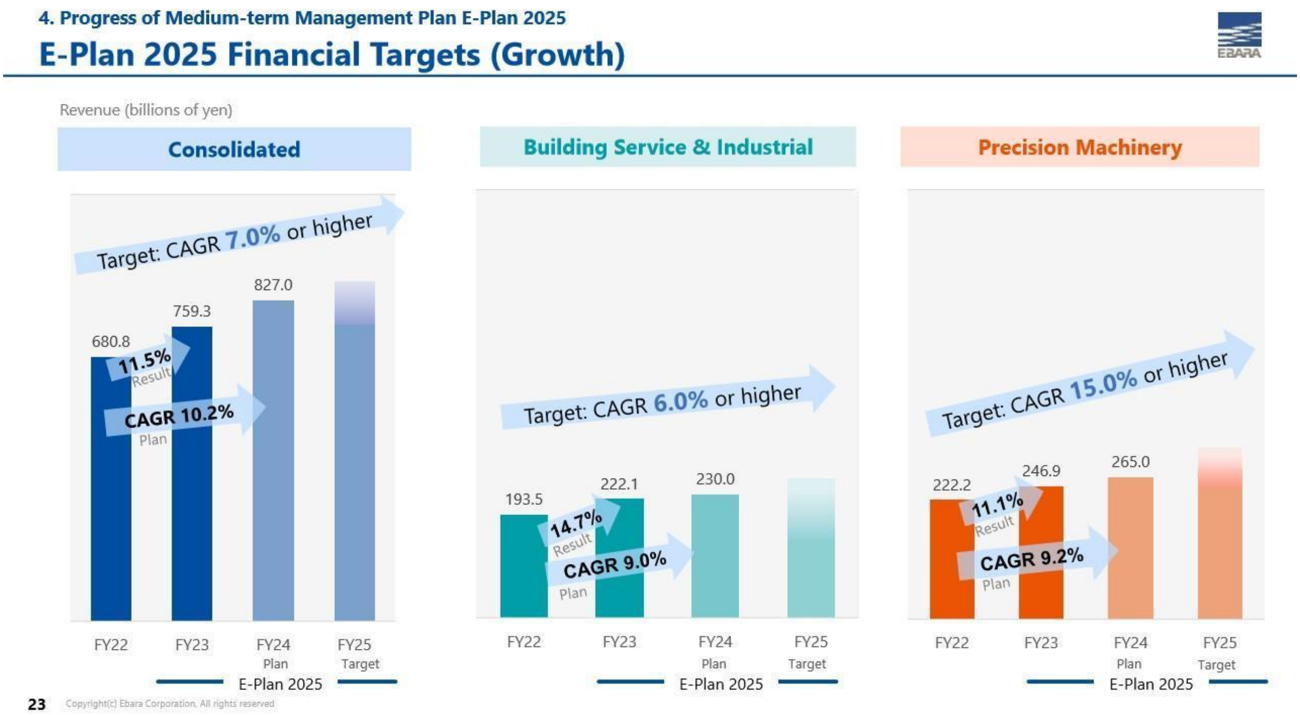
First, let me explain the progress of our financial targets.

As shown here, our results for FY2023 were 12.2% ROIC, 15.7% ROE, 11.3% operating profit ratio, and 11.5% revenue CAGR, all of which were higher than in FY2022.

During the period of E-Plan 2025, the plan emphasizes investments for growth and infrastructure investments to strengthen the competitiveness of each business in order to achieve the vision of what we want to be in 2030. At the same time, we aim to exceed the high levels of efficiency and profitability indicators we have built up to date.

In 2023, we made sure to execute our investments, while we steadily improving the earning power in each of our segments. All indicators ended higher than in 2022.

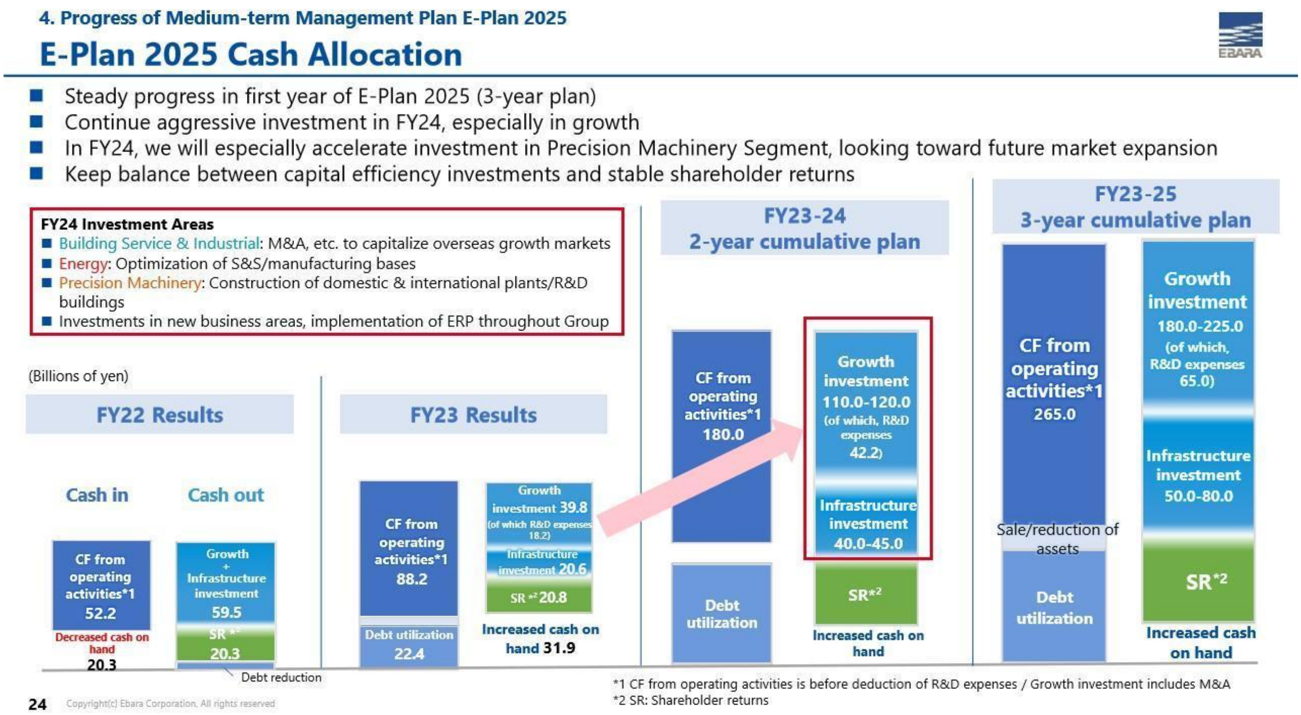
In 2024, we plan to invest more in growth and infrastructure than in 2023. At the same time, we plan to maintain high levels of efficiency, profitability, and growth, however at a slightly lower level than in 2023.



As growth indicators, we have set a revenue CAGR of at least 7% for the entire company, at least 6% for Building Service & Industrial, which we have positioned as a growth business, and at least 15% for Precision Machinery.

As shown in the graphs here, the progress of the entire company and Building Service & Industrial is on track, while the progress of Precision Machinery is slightly delayed due to the current ongoing slump in capital investment in the semiconductor market.

We expect the market to recover from 2H of 2024, and we will steadily implement measures to catch up to achieve our 2025 target by putting in place a solid structure for this recovery.



This is the change in cash allocation for the E-Plan 2025 period.

The rightmost column shows the three-year cumulative plan at the time of the announcement.

In 2022, there was a large acquisition of over JPY10 billion, but compared to that, there were no large acquisitions in 2023. However, growth investment and infrastructure investment were generally on par with 2022.

In 2024, as indicated in the red box, we plan to expand and continue our growth investments, including M&A investments in Building Service & Industrial, optimization of service and support bases in Energy, expansion of the CMP production plant in Precision Machinery, and construction of a development building in Fujisawa.

In addition to this, we will strengthen our competitiveness by investing in new business areas, such as hydrogen, and introducing group-wide ERP, not only to strengthen the competitiveness of each business, but also to launch businesses that will become new earnings pillars and develop the management infrastructure that will support these businesses to steadily implement investments to reach our 2025 target.

4. Progress of Medium-term Management Plan E-Plan 2025

E-Plan 2025 Progress & Achievements

- In line with E-Plan 2025's Basic Policy, we have reorganized our business into segments based on target market and introduced the CxO system, we continue to pursue advanced and efficient management infrastructure and advances in ESG-focused management

Target Markets & Customer Orientation

- Reorganized into segments based on target market
- Promoted cross-segment functions to create synergies such that customers can order products from different segments seamlessly
- Promoted investment to increase production, R&D, and established new bases
- Established new overseas bases including through M&A

Future Initiatives

- Launch new products in each segment and strengthen various customer-oriented measures in S&S market
  - BS&I: Strengthen solution sales, strengthen cooperation with overseas production bases
  - Energy: Optimize S&S bases, full-scale operation of integrated target market segment organization
  - Infra.: Strengthen support for engineering technology in Southeast Asia
  - ES: - Prepare operation of pilot test facility for chemical recycling
    - Stable EPC/DBO orders
  - PM: Continue investment in development and global production capabilities

New Value Creation

- Promoted development of high value-added solutions
- Received orders for compressors for new energy projects
- Developed world-first hydrogen product
- Launched pot type canned motor pump for liquid ammonia

Liquid hydrogen booster pump

Hydrogen-fired absorption chiller-heater

Pot type canned motor pump for liquid ammonia

Future Initiatives

- Accelerate development of solutions business
- Promote businesses that contribute to carbon neutrality and the shift to renewable energy, such as hydrogen, ammonia, CCUS, etc.
- Continue to invest in new businesses such as land-based aquaculture, structural protein, and cultured-meat

25

Here is a summary of the progress and results of E-Plan 2025 in its first year of implementation, FY2023, in the priority areas.

First of all, we consider our major achievements to be the transition from a product-based organization to a target market-based organization and the introduction of the CxO system, effective January 2023.

This shift to a target market-based organization has enabled the Building Service & Industrial Segment to begin integrated management of its existing standard pumps, chillers, and blower businesses.

In the Energy Segment, the Elliott Group, which handles compressors and turbines, and EBARA, which handles custom pumps, have united as an organization to begin providing sales, service, and support to common customers.

As for future initiatives, in order to promote value creation from the customer's point of view, in Precision Machinery, we will invest in global production and R&D.

In Infrastructure, we will strengthen our engineering services mainly in Southeast Asia.

In the Environmental Solutions Segment, we will work to realize chemical recycling and will construct pilot plants for chemical recycling using ICFG, incinerator technology using fluidized bed technology, and chemical recycling of waste plastics.

As for the creation of new value, we have made the most of the multiple products and know-how we have accumulated through the shift from a product-oriented organization to a market-oriented organization and developed customer-driven solutions and products for new energy sources, including the world's first hydrogen-related products and canned motor pumps for liquid ammonia.

In the future, we intend to expand our maintenance cloud services in Building Service & Industrial, sell products for hydrogen and ammonia, and further promote the growth of new businesses, such as land-based aquaculture, structural protein, and cultured meat.

E-Plan 2025 Progress & Achievements

Advanced and Efficient Management Infrastructure

- Expanded Group Governance through introduction of CxO system
- Commenced operation of ERP system at Domestic/Overseas Group companies
- Strengthened business by leveraging DX (e.g., productivity improvement through design automation)

Future Initiatives

- Implement ERP system throughout the Group
- Further deepen ROIC management
  - Pursue efficient utilization of IP assets through IP ROIC
  - Improve production site profitability through Production Innovation ROIC
- Establish global human resource management infrastructure

Advance ESG-Focused Management

- Considered GHG[*1] emission reduction measures, including avoided emissions, to achieve carbon neutrality by 2050
  - Revised target indicator for goal to reduce 100 million tons of CO_2 equivalent through value chain
- Created Diversity, Equity & Inclusion (DE&I) Department
- Implemented measures to improve human capital management

Future Initiatives

- Introduce measures to contribute to carbon neutrality
  - Expand efforts to switch to renewable energy (e.g., installing solar power generation facilities at domestic/overseas bases)
  - Expand sales of products that break down greenhouse gases, such as gas abatement systems
  - Develop products in new energy fields (e.g., hydrogen/ammonia)
- Realize Governance to Value (e.g., promotion of Succession Plan by the Board of Directors/Board supervision and advice regarding sustainability issues, etc.)

*1 GHG: Greenhouse gases

Next, as for upgrading and streamlining the management infrastructure, in addition to the introduction of the CxO system as explained earlier, we have introduced ERP to some group companies and started its operation in anticipation of group-wide operation by 2025.

In the future, we will continue to introduce ERP throughout the Group and further deepen ROIC management, including the use of intellectual property ROIC and production innovation ROIC.

In addition, as part of our efforts to advance ESG-focused management, we will continue to study measures to reduce greenhouse gas emissions, including avoided emissions, with the aim of achieving carbon neutrality by 2050.

We have also established a department for diversity, equity, and inclusion and are working to promote initiatives within the Company.

We will continue to implement measures that contribute to carbon neutrality, such as switching to green electricity. We will also continue to reduce greenhouse gas emissions through our business operations, including the decomposition of gases with high global warming potential using gas abatement equipment, used in semiconductor manufacturing, and the introduction of new products in hydrogen and ammonia.

In governance, we will continue to enhance the effectiveness of the Board of Directors and promote “Governance to Value” throughout the Company.

4. Progress of Medium-term Management Plan E-Plan 2025

E-Plan 2025 Progress by Segment

- Various investments/initiatives were conducted in FY23. Profit growth in Building Service & Industrial and Precision Machinery progressed mostly according to plan. In FY24, OP will decrease in Energy, Infrastructure, and Environmental Solutions as we move forward as planned to achieve FY25 targets

Positioning	Segments	FY23 Achievements	E-Plan 2025 Financial Indicator (OP ratio) FY23 Results	FY24 Plan	FY25 Targets
Growth Business	Building Service & Industrial	■ Established Swedish base, absorbed SKF's business ■ Integrated remote monitoring system that enables EBARA maintenance to monitor various equipment status via the cloud	7.1%	7.2%	7.0% or higher
	Precision Machinery	■ Started operation of overhaul plant in Malaysia ■ Started construction of development building (Fujisawa), production site (Kumamoto), and overhaul plant (Tohoku region) in Japan	15.5%	15.7%	17.0% or higher
Transform into Growth Business	Energy	■ Increased orders by leveraging integrated strength of multiple products for LNG market ■ Increased profitability due to increased S&S orders ■ Steady development of decarbonization-related products/orders for compressors for new energy projects	13.4%	10.0%	12.0% or higher
Core Business (Stable revenue)	Infrastructure	■ Increased orders received due to high construction capabilities and technical proposals, and expanded market share of pumps for rainwater control in Japan	9.2%	7.8%	6.0% or higher
	Environmental Solutions	■ Increased O&M revenue and improved profitability	9.7%	7.5%	7.0% or higher

27

This last slide summarizes, by segment, the main results of E-Plan 2025 and the projected operating profit ratio for the coming years.

In each segment, we not only steadily made necessary investments, but also achieved solid results from the first year, including the establishment of bases, progress in developing new solutions, increased orders, increased market share, and improved profitability through increased production and development investments, and synergy creation in the new organization.

Investments to strengthen competitiveness are steadily underway. In 2024, we will further accelerate this trend, while maintaining a high level of operating profit ratio and implementing measures to achieve our final year targets.

That concludes my explanation. Thank you very much for listening.

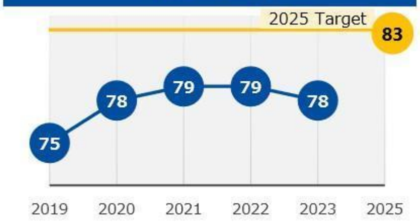
Appendix: E-Plan 2025 Market Environment by Segment

Segment	Target Markets	Trends by Market and Region		EBARA's Market Prospects FY23-25 (3-year period)
Building Service & Industrial	Building and industry equipment	• Increase in housing complexes and buildings due to population concentration in cities • Increased demand for irrigation and drainage systems due to climate change, tighter environmental regulations • Growth of cutting-edge industries, such as semiconductors, etc.	Overseas Japan	Projected CAGR growth of 3.8%
Energy	Oil and gas Power facility New energy	• Long-term demand for fossil fuels will decrease due to push for carbon neutrality, while demand for LNG will increase in the short and medium-term (2030) • Population increase in developing countries will spur increase in petrochemical demand • Expansion of new and renewable energy markets such as CCUS, hydrogen, geothermal, and ammonia • S&S service demand is expected to emerge due to personnel shortages and aging and outdated equipment at customer plants	Global	LNG: projected CAGR growth of 5.9% Ethylene: projected CAGR growth of 4.5%
Infrastructure	Water-related infrastructure Ventilation	• Stable outlook due to the national land resiliency plan and other factors	Japan	Remain stable
		• The global market for centrifugal pumps related to water and infrastructure expected to grow at a high rate in the Asia-Pacific region (including Japan and China)	Overseas	Projected global CAGR growth of 4.9%
Environmental Solutions	Solid waste treatment	• Market transition from a linear economy represented by mass production, mass consumption, and mass disposal to a circular economy (from disposal to resource circulation) and carbon neutrality ■ Number of waste incineration facilities slotted for construction and core improvement works to remain stable ■ Market size of maintenance and management to grow due to accelerated outsourcing from the public to the private sector	Japan	Remain stable
Precision Machinery	Semiconductor manufacturing	• Medium- to long-term expansion trend of semiconductor demand based on the growing penetration of ICAC5*, while temporary adjustments are expected in the short-term, the trend will be expansionary by 2025	Global	Projected CAGR growth of 2.2%

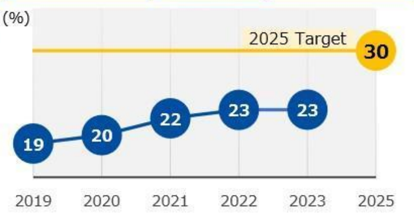
*Stands for IoT, Cloud, AI, Car (Automated Driving), 5G

Appendix: E-Plan 2025 Non-Financial Targets (Human Capital)

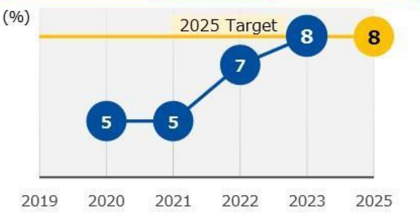
Global Engagement Survey score (consolidated)



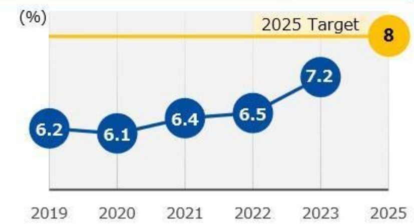
Percentage of non-Japanese employees in GKP* (consolidated)



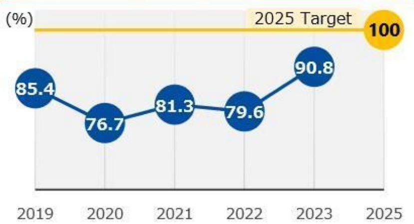
Percentage of female employees in GKP* (consolidated)



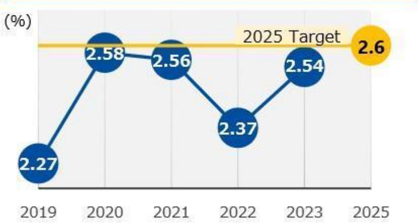
Percentage of female employees in key positions (non-consolidated)



Percentage of male employees taking parental leave (non-consolidated)



Percentage of employees with special needs (non-consolidated + 4 group affiliates)



*Global Key Position

1. FY23 1-4Q Summary of Results
2. FY23 1-4Q Results by Segment
3. FY24 Forecast
4. Progress of Medium-term Management Plan E-Plan 2025

5. Appendix

5. Appendix

Orders

(billions of yen) Announced date (m/d/y)	FY22				FY23				FY24	
	1Q	1-2Q	1-3Q	1-4Q	1Q	1-2Q	1-3Q	1-4Q	1-2Q Plan Feb/14/24	1-4Q Plan Feb/14/24
Total	177.0	399.4	594.5	815.2	197.9	367.6	598.3	820.5	384.5	834.0
Building Service & Industrial	47.3	102.6	156.6	204.8	52.2	111.0	169.3	221.3	117.0	230.0
Energy	29.1	59.2	93.8	148.0	62.3	101.4	173.8	222.7	84.0	200.0
Infrastructure	14.6	25.9	36.1	53.5	15.6	25.2	43.2	56.6	25.0	55.0
Environmental Solutions	16.3	46.2	76.8	105.8	33.3	49.2	58.2	100.8	24.0	68.0
Precision Machinery	68.9	164.6	229.9	301.5	34.0	79.9	152.7	217.7	134.0	280.0
Components	31.2	63.1	92.0	116.2	24.1	42.3	69.3	89.9	45.0	101.0
CMP Systems	35.7	97.7	133.0	179.2	9.0	34.9	76.9	117.9	83.0	169.0
Others	2.0	3.7	4.8	6.0	0.7	2.6	6.4	9.8	6.0	10.0
Others	0.4	0.7	1.0	1.3	0.2	0.5	0.8	1.1	0.5	1.0

5. Appendix

Revenue

(billions of yen) Announced date (m/d/y)	FY22				FY23				FY24	
	1Q	1-2Q	1-3Q	1-4Q	1Q	1-2Q	1-3Q	1-4Q	1-2Q Plan Feb/14/24	1-4Q Plan Feb/14/24
Total	152.8	312.4	480.0	680.8	184.0	363.8	551.2	759.3	402.5	827.0
Building Service & Industrial	41.1	89.5	137.7	193.5	53.0	106.5	161.8	222.1	113.0	230.0
Energy	28.8	64.0	98.9	143.6	35.9	79.4	118.8	167.2	96.5	200.0
Infrastructure	17.6	25.5	33.6	46.2	20.3	29.2	37.9	50.1	30.5	51.0
Environmental Solutions	21.6	36.4	52.2	73.7	17.8	30.9	47.0	71.5	38.5	80.0
Precision Machinery	43.1	96.0	156.4	222.2	56.4	116.9	184.5	246.9	123.5	265.0
Components	21.9	45.8	73.1	101.4	23.8	47.7	71.9	97.4	45.0	101.0
CMP Systems	19.5	47.0	79.0	115.7	31.7	67.6	109.3	144.7	76.0	154.0
Others	1.6	3.0	4.2	5.0	0.8	1.5	3.2	4.7	2.5	10.0
Others	0.3	0.6	1.0	1.4	0.3	0.6	0.9	1.1	0.5	1.0

5. Appendix

Operating Profit

(billions of yen) Announced date (m/d/y)	FY22				FY23				FY24	
	1Q	1-2Q	1-3Q	1-4Q	1Q	1-2Q	1-3Q	1-4Q	1-2Q Plan Feb/14/24	1-4Q Plan Feb/14/24
Total	14.1	27.1	42.6	70.5	15.2	33.7	56.9	86.0	38.5	87.0
Building Service & Industrial	2.0	4.8	7.2	11.4	3.9	6.7	10.4	15.7	6.5	16.5
Energy	1.5	4.2	8.2	16.9	1.1	7.3	12.6	22.3	9.0	20.0
Infrastructure	4.4	4.1	3.4	3.9	4.8	4.4	3.3	4.6	4.0	4.0
Environmental Solutions	1.9	0.9	0.4	3.6	1.8	2.6	3.3	6.9	3.5	6.0
Precision Machinery	4.7	13.9	25.5	36.1	3.4	12.6	27.1	38.2	16.0	41.5
Others, Adjustment	-0.6	-0.8	-2.3	-1.5	0.0	0.0	0.0	-1.8	-0.5	-1.0

Backlog of Orders

(billions of yen) Announced date (m/d/y)	FY22 1Q	FY22 1-2Q	FY22 1-3Q	FY22 1-4Q	FY23 1Q	FY23 1-2Q	FY23 1-3Q	FY23 1-4Q	FY24 1-2Q Plan Feb/14/24	FY24 1-4Q Plan Feb/14/24
Total	689.5	774.9	813.2	818.1	827.2	836.8	892.5	890.7	872.7	897.7
Building Service & Industrial	53.6	62.9	72.5	62.7	61.7	74.6	70.1	60.6	64.6	60.6
Energy	136.6	144.0	147.7	147.5	173.6	182.0	220.4	210.1	197.6	210.1
Infrastructure	48.3	51.1	54.1	59.5	51.3	52.5	67.3	67.4	61.9	71.4
Environmental Solutions	279.8	296.0	310.4	317.4	332.9	329.1	330.6	346.9	332.4	334.9
Precision Machinery	170.6	220.5	228.1	230.8	207.5	198.4	203.9	205.4	215.9	220.4
Others	0.2	0.2	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Revenue by Region

Former Segments

(billions of yen)	FY22 1Q	FY22 1-2Q	FY22 1-3Q	FY22 1-4Q	FY23 1Q	FY23 1-2Q	FY23 1-3Q	FY23 1-4Q
FMS Business	87.6	179.2	270.2	383.3	*109.4*	*215.2*	*318.6*	*439.5*
Japan	38.5	67.4	93.2	132.2	*44.7*	*76.6*	*106.2*	-
Asia (excl. Japan)	22.1	51.3	81.1	113.1	*26.2*	*63.3*	*96.4*	-
North America	6.4	13.1	23.4	34.3	*17.4*	*23.0*	*37.4*	-
Europe	8.1	19.0	30.2	40.1	*7.4*	*18.9*	*28.6*	-
Middle East	6.2	13.8	21.1	34.3	*7.7*	*19.6*	*28.5*	-
Others	6.0	14.2	21.0	29.1	*5.8*	*13.6*	*21.3*	-
EP Business	21.6	36.4	52.2	73.7	17.8	30.9	47.0	71.5
Japan	21.1	34.3	49.9	70.1	17.8	29.8	45.0	67.1
Asia (excl. Japan)	0.4	2.0	2.3	3.5	0.0	1.1	2.0	4.3
PM Business	43.1	96.0	156.4	222.2	56.4	116.9	184.5	246.9
Japan	10.5	21.3	34.3	49.9	10.2	22.3	39.3	54.6
Asia (excl. Japan)	22.8	54.8	90.5	130.7	34.0	68.5	103.9	136.4
North America	5.1	11.1	18.0	23.3	6.0	12.9	20.6	29.2
Europe	4.3	8.2	12.8	16.7	5.4	12.1	19.5	25.3
Others	0.2	0.4	0.6	1.5	0.6	0.8	1.0	1.3

*FY23 1Q FMS figures are for reference as the former segment

New Segments

(billions of yen)	FY23 1Q	FY23 1-2Q	FY23 1-3Q	FY23 1-4Q
Building Service & Industrial	53.0	106.5	161.8	222.1
Japan	23.6	45.2	66.3	94.0
Asia (excl. Japan)	13.5	29.0	46.4	62.0
North America	3.6	7.8	11.8	15.5
Europe	5.9	12.3	17.7	23.2
Middle East	2.0	3.2	5.4	6.6
Others	4.2	8.7	14.0	20.6
Energy	35.9	79.4	118.8	167.2
Japan	1.8	4.9	7.0	10.6
Asia (excl. Japan)	11.7	31.9	45.6	63.0
North America	13.7	14.9	25.2	35.7
Europe	1.5	6.6	10.8	15.3
Middle East	5.5	16.1	22.8	31.2
Others	1.4	4.8	7.2	11.0
Infrastructure	20.3	29.2	37.9	50.1
Japan	19.1	26.5	32.8	43.5
Asia (excl. Japan)	0.9	2.3	4.4	5.5
North America	0.0	0.1	0.3	0.5
Middle East	0.0	0.1	0.2	0.4
Others	0.0	0.0	0.0	0.0

5. Appendix

Service & Support (S&S) Revenue

Former Segments

(billions of yen)		FY22				FY23			
		1Q	1-2Q	1-3Q	1-4Q	1Q	1-2Q	1-3Q	1-4Q
FMS Business	S&S Revenue	33.7	64.0	91.8	136.4	*43.9*	*83.4*	*118.6*	*170.7*
	S&S Ratio	39%	36%	34%	36%	*40%*	*39%*	*37%*	*39%*
Pumps	S&S Revenue	15.8	25.2	33.9	48.2				
	S&S Ratio	31%	26%	23%	23%				
C&T	S&S Revenue	13.7	30.6	46.6	70.5				
	S&S Ratio	62%	61%	61%	63%				
Chillers	S&S Revenue	3.5	7.1	9.8	15.4				
	S&S Ratio	35%	29%	27%	32%				
EP Business	O&M Revenue	15.4	24.7	35.5	50.9	15.0	25.5	37.6	56.6
	O&M Ratio	71%	68%	68%	69%	84%	82%	80%	79%
PM Business	S&S Revenue	17.0	34.9	55.6	75.2	15.6	32.4	50.9	71.1
	S&S Ratio	: former segment 39%	36%	36%	34%	28%	28%	28%	29%

New Segments

(billions of yen)		FY23			
		1Q	1-2Q	1-3Q	1-4Q
Building Service & Industrial	S&S Revenue	10.8	21.7	31.5	49.9
	S&S Ratio	21%	20%	20%	23%
Energy	S&S Revenue	21.4	46.2	67.8	96.4
	S&S Ratio	60%	58%	57%	58%
Infrastructure	S&S Revenue	11.6	15.4	19.2	24.4
	S&S Ratio	57%	53%	51%	49%

5. Appendix

Balance Sheet

(billions of yen)	FY22 4Q a	FY23 4Q b	Change b -a
Total Assets	828.0	913.9	+85.8
Current Assets	580.6	648.3	+67.6
Cash and cash equivalents	116.1	148.0	+31.9
Trade receivables	253.0	263.2	+10.2
Inventories	181.3	200.6	+19.2
Other Current Assets	30.2	36.3	+6.1
Non-current Assets	247.3	265.5	+18.2
Total Liabilities	458.3	492.3	+34.0
Trade payables	174.6	153.2	-21.4
Interest-bearing Debt	119.3	145.2	+25.9
Other Liabilities	164.3	193.8	+29.5
Total Equity	369.7	421.5	+51.8
Total equity attributable to owners of paren	359.9	409.8	+49.9
Other Equity	9.7	11.6	+1.9
Equity Ratio	43.5%	44.8%	+1.3pts
Debt-to-Equity Ratio	0.33	0.35	+0.02

5. Appendix

Cash Flows

(billions of yen) Announced date (m/d/y)	1-4Q FY22 a	 FY23 b	 Change b-a	 FY24 Plan Feb/14/24 c	 Change c-b
CF from operating activities	37.0	70.0	32.9	70.0	-0.0
CF from investing activities	-38.3	-35.6	2.6	-73.0	-37.3
FCF	-1.2	34.3	35.6	-3.0	-37.3
CF from financing activities	-23.7	-4.6	19.0	-8.0	-3.3

5. Appendix

CAPEX, Depreciation and Amortization, R&D Expenses

(billions of yen) Announced date (m/d/y)	1-4Q FY22 a
CAPEX	27.5
FMS Business	10.9
EP Business	2.0
PM Business	6.3
Others, Adjustment	8.1
D&A	24.0
FMS Business	11.9
EP Business	0.8
PM Business	7.3
Others, Adjustment	3.8
R&D	15.2
FMS Business	7.4
EP Business	1.1
PM Business	6.6

	1-4Q FY23 b	 Change b-a	1-4Q FY24 Plan Feb/14/24 c	 Change c-b
CAPEX	40.6	+13.1	72.0	+31.3
Building Service & Industrial	9.5		14.0	+4.4
Energy	6.5		17.0	+10.4
Infrastructure	0.5		2.0	+1.4
Environmental Solutions	2.7	+0.7	3.0	+0.2
Precision Machinery	12.2	+5.9	26.0	+13.7
Others	9.1	+0.9	10.0	+0.8
D&A	26.5	+2.5	29.0	+2.4
Building Service & Industrial	6.7		7.0	+0.2
Energy	4.9		5.0	+0.0
Infrastructure	0.9		1.0	+0.0
Environmental Solutions	0.7	-0.0	1.0	+0.2
Precision Machinery	7.6	+0.2	8.0	+0.3
Others	5.5	+1.6	7.0	+1.4
R&D	18.2	+3.0	24.0	+5.7
Building Service & Industrial	4.5		5.0	+0.4
Energy	3.4		4.0	+0.5
Infrastructure	0.6		1.0	+0.3
Environmental Solutions	1.4	+0.3	2.0	+0.5
Precision Machinery	8.0	+1.4	12.0	+3.9

ESG Topics

E Environment	**2023 CDP Scores: Maintained B for Climate Change, Raised Water Security from C to B**
S Social	**Received 2023 Minister of Health, Labour and Welfare Award for Human Resource Development** 2023/12 News release
G Governance	**Received Grand Prize Company at the "Corporate Governance of the Year 2023"** 2024/1 News release
External Evaluations	**Received MSCI ESG AAA Rating for the First Time** 2023/12 News release
	Received "Best IR Award" and "Greatest IR Improvement Premium Companies" from Japan Investor Relations Association 2023/11 News release

Change in Business Segments

- Effective January 1, 2023, we have reorganized our business segments from conventional product-based segments to segments based around target markets

Former Segments	New Segments	Target Markets	(Reference) Main Products & Services
Fluid Machinery & Systems Company -- Product Range -- Pumps, Compressors and turbines, chillers	Building Service & Industrial	Building and industrial equipment	Standard pumps, chillers, blowers and fans
	Energy	Oil and gas, electric power, new energy	Custom pumps, compressors and turbines
	Infrastructure	Water infrastructure	Custom pumps, blowers and fans
Environmental Plants Company	Environmental Solutions	Solid waste treatment	Municipal/industrial waste incineration plants
Precision Machinery Company	Precision Machinery	Semiconductor manufacturing	Dry vacuum pumps, CMP systems, gas abatement systems

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.