

Results Presentation for FY2019 Ended December 31, 2019

EBARA (6361)

February 12, 2020

Looking ahead, going beyond expectations Ahead > Beyond

EBARA CORPORATION

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Looking ahead, going beyond expectations

^{*1.} Fluid Machinery & Systems Business / *2. Environmental Plants Business / *3. Precision Machinery Business

' "Net Sales by Region" shown in this document indicates sales on the basis of the geographical location where the goods are sold.

Abbreviations

FY: fiscal year (FY2019: fiscal year ending December 31, 2019) / 1Q: 1Q figures / 1-2Q, 1-3Q, 1-4Q: cumulative total from 1Q to each quarter

Compa	nywide	<u> </u>		
FY19 1-4Q Resu	ılts			Overview
(in billion yen)	FY18 1-4Q Results	FY19 1-4Q Results	Change	Markets ✓ Oil and gas (O&G) In the downstream sector, capex continue
Orders	575.5	552.2	- 23.3	to maintain a certain level ✓ Semiconductor
Net Sales	509.1	522.4	+ 13.2	Though memory manufacturers' capital investment remains stagnant, some customers are expanding their investmen
Operating Income	32.4	35.2	+ 2.8	 ✓ Concerns over US-China trade dispute an geopolitical risks remain
Ol Ratio	6.4%	6.8%	+ 0.4pts	Results ✓ FMS Sales and profit increased
Ordinary Income	31.2	35.5	+ 4.2	✓ EP Sales and profit increased
Net Income Attributable to Owners of Parent	18.2	23.3	+ 5.0	✓ PM Sales and profit decreased

1. Summary of Results – Companywide:

<Business Environment>

- ➤ In the FMS business, capital investments recovered on the downstream sector of the oil and gas market, a key sector, as investments transitioned at stable levels.
- > Semiconductor market capital investments remain stagnant but we saw some customers resume capital investments.

<Earnings results>

- > Orders: JPY 552.2 billion (YoY -JPY 23.3 billion)
- ➤ Sales: JPY 522.4 billion (YoY +JPY 13.2 billion)
- ➤ Operating Income: JPY 35.2 billion (YoY +JPY 2.8 billion)
- ➤ Net Income Attributable to Owners of Parent: JPY 23.3 billion (YoY +JPY 5.0 billion)

Segmei				
(in billion yen)		FY18 1-4Q	FY19 1-4Q	Change
		Results	Results	
	Orders	575.5	552.2	- 23.3
Total	Net Sales	509.1	522.4	+ 13.2
	Operating Income	32.4	35.2	+ 2.8
	OI Ratio	6.4%	6.8%	+ 0.4pts
	Orders	326.2	331.6	+ 5.3
FMS Business	Net Sales	308.9	323.1	+ 14.1
TIVIS DUSTITESS	Operating Income	8.7	17.2	+ 8.5
	OI Ratio	2.8%	5.3%	+ 2.5pts
	Orders	106.9	91.4	- 15.5
EP Business	Net Sales	62.8	69.5	+ 6.6
EP business	Operating Income	4.9	7.4	+ 2.5
	OI Ratio	7.8%	10.8%	+ 3.0pts
	Orders	140.6	127.6	- 13.0
PM Business	Net Sales	135.7	128.2	- 7.4
rivi busiliess	Operating Income	18.5	10.3	- 8.1
	OI Ratio	13.7%	8.1%	- 5.6pts
	Orders	1.6	1.5	- 0.1
O41	Net Sales	1.6	1.5	- 0.1
Others, Adjustment	Operating Income	0.2	0.1	- 0.0
	OI Ratio	15.8%	10.9%	- 4.9pts

1. Summary of Results – Segment:

<Orders>

- > The decline in EP business orders was due to higher-than-normal orders received the previous fiscal year.
- > The PM business decline in orders is due to the impact of a slowdown in semiconductor capital investments.

<Sales/Operating income>

> FMS and EP businesses both recorded increased sales and operating income to cover the decrease in PM business.

in billion yen)	FY18	1-4Q	FY19		
	Results Composition of Net Sales		Results	Composition of Net Sales	Change
Total	509.1	100.0%	522.4	100.0%	+ 13.2
In domestic market (Japan)	228.9	45.0%	233.3	44.7%	+ 4.3
In overseas market	280.2	55.0%	289.0	55.3%	+ 8.8
China	74.5	14.6%	80.6	15.4%	+ 6.0
Asia(excl. China)	92.8	18.2%	87.8	16.8%	- 4.9
North America	47.3	9.3%	55.3	10.6%	+ 8.0
Europe	32.0	6.3%	28.3	5.4%	- 3.7
Middle East	19.6	3.9%	24.3	4.7%	+ 4.6
Others	13.7	2.7%	12.5	2.4%	- 1.2

1. Summary of Results – Net Sales by Region:

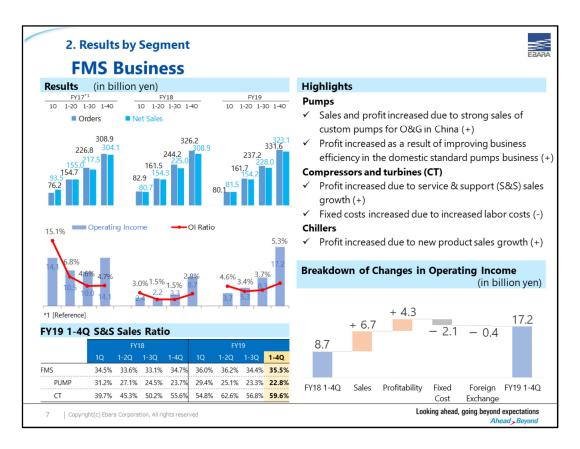
Domestic and overseas net sales compositions were largely unchanged from previous fiscal year.

- > Japan: Net sales increased mainly for the EP business
- > North America/China: Sales increased in the FMS business
- > Asia (excluding China): Decreased due to decline in demand for semiconductor capital investments since the beginning of the year

	FY18 1-4Q	FY19 1-4Q	
Management Indicators			
ROIC	4.9%	6.5%	
ROE	6.6%	8.3%	
Debt-to-equity Ratio	0.28	0.29	
Working Capital Turnover			
Receivable turnover period	129 days	131 days	
Inventory turnover period	83 days	85 days	
Shareholder Returns			
Annual dividends per share	60 JPY	60 JPY	
Annual dividend	6.0 billion yen	5.7 billion yen	
Total repurchased amount	5.0 billion yen	15.0 billion yen	
Total return ratio	60.5%	88.8%	

1. Summary of Results – Management Indicators:

ROIC, one of our KPI, outperformed the previous fiscal year but did not reach the goal level of 8% or higher that we set for 2019, the final year of E-Plan 2019.



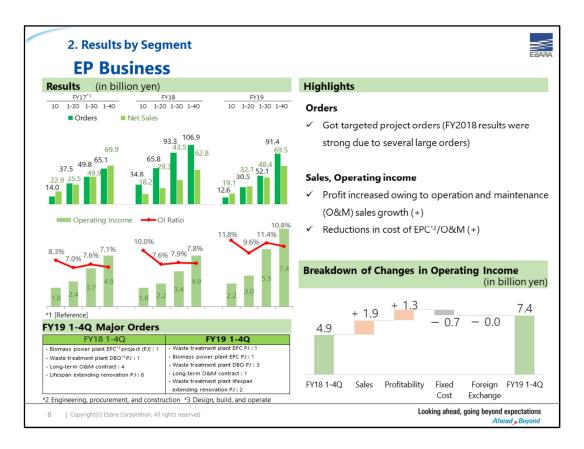
2. By Segment – FMS:

Orders: JPY 331.6 billion (YoY +JPY 5.3 billion)

Sales: JPY 323.1 billion (YoY +JPY 14.1 billion)

Operating Income: JPY 17.2 billion (YoY +JPY 8.5 billion)

- Pumps Business: Increased net sales and operating income
- ➤ The custom pumps business saw strong demand in China from the oil and gas market.
- ➤ Domestic standard pumps business recorded increased income thanks to business optimization and the effects of pricing revisions.
- Compressors & Turbines (CT) Business: Increased net sales and operating income
- ➤ Service & Support (S&S) business and cryogenic pumps business were favorable, resulting in increased net sales and operating income.
- Chillers Business: Increased net sales and operating income
- ➤ Increased net sales and operating income on injection of new products into Chinese markets and steadily capturing facility upgrade demand in Japan.



2. By Segment - EP:

Orders: JPY 91.4 billion (YoY -JPY 15.5 billion)

Sales: JPY 69.5 billion (YoY +JPY 6.6 billion)

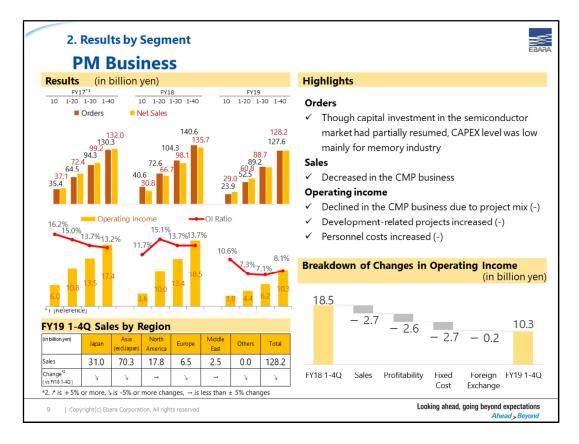
Operating Income: JPY 7.4 billion (YoY +JPY 2.5 billion)

<Orders>

- ➤ In 2018, we received multiple orders for large-scale products to achieve strong order levels exceeding 100.0 billion yen.
- ➤ In 2019, we received orders for three DBO projects and orders received are exceeding 90.0 billion yen, representing strong levels for two consecutive years.

<Sales/Operating Income>

- ➤ Life-extension construction and other Operation and Maintenance (O&M) sales increased.
- > Income increased thanks to cost reductions.



2. By Segment – PM:

Orders: JPY 127.6 billion (YoY -JPY 13.0 billion)

Sales: JPY 128.2 billion (YoY -JPY 7.4 billion)

Operating Income: JPY 10.3 billion (YoY -JPY 8.1 billion)

<Orders/Sales>

- > For the full-year, customer investments were stagnant, particularly among memory manufacturers.
- From the latter half of 3Q, a resumption of capital investments was seen among certain customers as orders and requests for early delivery increased.

<Operating Income>

- ➤ In addition to decreased revenues, the CMP business saw a decline in profitability related to its project mix.
- > Due to increased development projects and labor costs, the decrease in income exceeded the decrease in sales.

n billion yen)	FY19 1-2Q	FY20 1-2Q	Characa	FY19 1-4Q	FY20 1-4Q	Change	
	Results	Plan	Change	Results	Plan	Change	
	a	b	b-a	с	d	d-c	
Announced date(m/d/y)		Feb/12/20			Feb/12/20		
orders	245.6	275.0	29.3	552.2	550.0	-2.2	
let Sales	248.0	265.0	16.9	522.4	526.0	+3.5	
perating Income	12.9	9.5	-3.4	35.2	27.0	-8.2	
I Ratio	5.2%	3.6%	-1.6%	6.8%	5.1%	- 1.7pts	
ordinary Income	13.3	9.5	-3.8	35.5	25.5	-10.0	
let Income ttributable to Owners of Parent	8.0	5.5	-2.5	23.3	16.0	-7.3	
OIC	-	-	-	6.5%	4.3%	- 2.2pts	

3. Forecast – Companywide:

<Market Environment Outlook>

(Global economy) Concern of impact on earnings due to US-China trade friction problem, unstable conditions in the Middle East, and other uncertainties.

(Japanese economy) While social infrastructure deterioration countermeasures are being promoted, there is concern of a slowdown in private capital investments due to downward adjustments following demand driven by the Olympic and Paralympic Games.

➤ There are economic growth overseas and signs of a semiconductor investments recovery. We will implement a dynamic business strategy that adapts to the market environment.

<Earnings Projections>

Orders: JPY 550.0 billion (YoY -JPY 2.2 billion) Sales: JPY 526.0 billion (YoY +JPY 3.5 billion)

Operating Income: JPY 27.0 billion (YoY -JPY 8.2 billion) *

* We revised our financial results forecast on February 26, 2020, and we changed the operating income forecast to JPY 30.6 billion (YoY –JPY 4.6 billion)

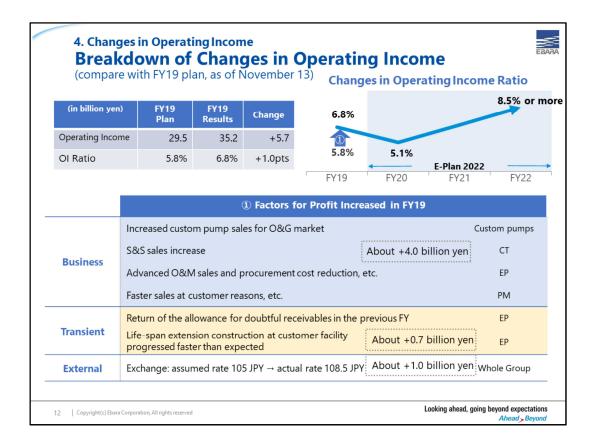
<Impact of Expanding Coronavirus Epidemic>

- ➤ While we have not reflected the impact of an expanding coronavirus epidemic into our earnings forecasts, there is concern of an impact should conditions be prolonged.
 - We have 11 bases in China, including nonconsolidated, which represent approximately 10% of total sales (China bases: Majority are in Shandong, others in Zhejiang, Jiangsu, Shanghai, etc.).
 - As of Feb. 10, certain bases have resumed partial operations but the majority are expected to resume operations from next week onward.

Con	npanywid	le					
(in billion yen)		FY19 1-2Q	FY19 1-2Q	Change	FY19 1-4Q	FY20 1-4Q	Change
		Results	Plan	b-a	Results	Plan d	d-c
	Announced date(m/d/y)	a	Feb/12/20	D-a	c	Feb/12/20	G-C
	Orders	245.6	275.0	+ 29.3	552.2	550.0	- 2.2
	Net Sales	248.0	265.0	+ 16.9	522.4	526.0	+ 3.5
Total	Operating Income	12.9	9.5	- 3.4	35.2	27.0	- 8.2
	OI Ratio	5.2%	3.6%	- 1.6pts	6.8%	5.1%	- 1.7pts
	Orders	161.7	163.0	+ 1.2	331.6	324.0	- 7.6
FMS Business	Net Sales	154.2	163.0	+ 8.7	323.1	318.0	- 5.1
	Operating Income	5.3	6.5	+ 1.1	17.2	15.0	- 2.2
	OI Ratio	3.4%	4.0%	+ 0.6pts	5.3%	4.7%	- 0.6pts
	Orders	30.5	42.0	+ 11.4	91.4	84.0	-7.4
	Net Sales	32.1	30.0	- 2.1	69.5	67.0	- 2.5
EP Business	Operating Income	3.0	2.0	- 1.0	7.4	5.5	- 1.9
	OI Ratio	9.6%	6.7%	- 2.9pts	10.8%	8.2%	- 2.6pts
	Orders	52.5	69.0	+ 16.4	127.6	140.0	+ 12.3
	Net Sales	60.8	71.0	+ 10.1	128.2	139.0	+ 10.7
PM Business	Operating Income	4.4	5.0	+ 0.5	10.3	10.5	+ 0.1
	OI Ratio	7.3%	7.0%	- 0.3pts	8.1%	7.6%	- 0.5pts
	Orders	0.7	1.0	+ 0.2	1.5	2.0	+ 0.4
Others Adheses	Net Sales	0.7	1.0	+ 0.2	1.5	2.0	+ 0.4
Others, Adjustment	Operating Income	0.1	-4.0	- 4.1	0.1	-4.0	- 4.1
	OI Ratio	13.5%	-400.0%	- 413.5pts	10.9%	-200.0%	- 210.9pts

3. Forecast – Segment:

- FMS Business: Decreased net sales and operating income
- ➤ Forecasts above include impact of downward adjustments in the domestic pumps business, following demand driven by the Olympic and Paralympic Games.
- ➤ Conduct upfront investments for automated line construction and the adoption of ICT to promote administrative reforms towards strengthening our structure.
- EP Business: Decreased net sales and operating income
- ➤ Decreased net sales and operating income due to EPC project construction progress being in a lull and shifting to the new revenue recognition standard.
- PM Business: Increased net sales, operating income largely unchanged
- ➤ To strengthen ability to capture growing semiconductor demand, we will conduct upfront investments in preparation to launch an automated plant for dry vacuum pumps.
- > Strengthen service and support structure to expand market share.

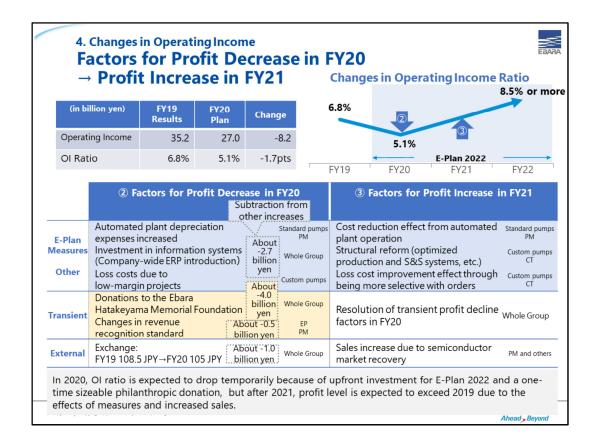


4. Operating Income Change Factors

- Factors of FY2019 Increased Operating Income (vs. FY19 plan, as of Nov. 13)

<FY2019 Earnings – Operating Income Increase Factors>

In addition to improved profitability thanks to sales activities and improvements to business administration, income also increased on the acceleration of shipments based on client requests as well as temporary factors and the impact of foreign currency.



- 4. Operating Income Change Factors Factors of FY2020 Decreased Operating Income → FY21 Increased Operating Income
- <Factors of FY2020 Earnings Forecast of Decreased Operating Income>
- ➤ Largely the impact of measures in our new Medium-Term Management Plan and temporary factors related to resulting in decreased income.

(E-Plan measures, etc.: -JPY 2.7 billion)

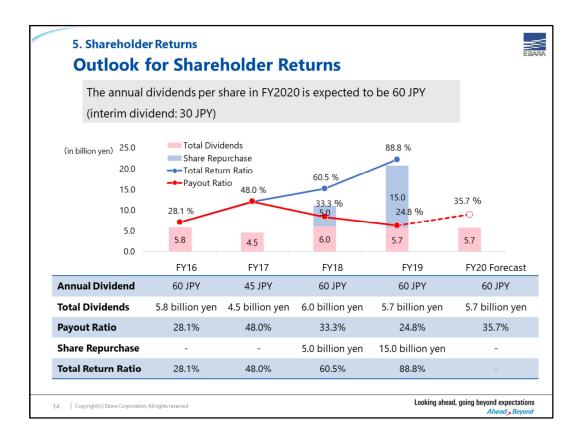
- Increased depreciation and amortization incidental to operations launch of standard pumps business automated line and PM business automated plant.
- Incurred startup costs related to PM business automated plant operations launch.
- Company-wide adoption of ERP to strengthen management infrastructure.
- Response measures to address low profitability projects related to orders received in the custom pumps business.

(Temporary factors: -JPY 4.5 billion) *

- Recorded donation of 4.0 billion yen* to THE EBARA HATAKEYAMA MEMORIAL FOUNDATION as part of our social contribution activities, etc.
- * We revised our financial results forecast on February 26, 2020, since we changed the amount of our donation to the Ebara Hatakeyama Memorial Foundation to JPY 0.4 billion, and the temporary factors changed from –JPY 4.5 billion to –JPY 0.9 billion.

(External factors: -JPY 1.0 billion)

- Foreign currency (forecasting yen appreciation compared to previous FY)
- <Factors of FY2021 Earnings Forecast of Increased Operating Income>
- ➤ Forecasting FY2021 income levels will exceed FY2019
 - Elimination of FY2020 temporary factors resulting in decreased income.
 - Will see benefits of new Medium-Term Management Plan measures
 - Recovery of semiconductor market, sales growth overseas and in growth markets.



5. Plan of Shareholder Returns:

- <Plan of Shareholder Returns for FY2020>
- > Annual dividends per share: 60 yen (projected)
- <Change in Policy for Shareholder Returns>
- From this fiscal year, we changed from the previous policy of a consolidated total shareholder return ratio of 30% or higher to a consolidated dividend payout ratio of 35% or higher.

Orders



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Net Sales



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Others

0.7

1.0

+ 0.2

1.6

1.5

- 0.1

Looking ahead, going beyond expectations Ahead Beyond

+ 0.4

2.0



Operating Income

(in billion yen)		1-2Q		1-4Q				
	FY19 Results	FY20 Plan	Change	FY18 Results	FY19 Results	Change	FY20 Plan	Change
	а	b	b-a	С	d	d-c	e	e-d
Announced date(m/d/y)		Feb/12/20					Feb/12/20	
Total	12.9	9.5	- 3.4	32.4	35.2	+ 2.8	27.0	- 8.
FMS Business	5.3	6.5	+ 1.1	8.7	17.2	+ 8.5	15.0	- 2.
Pumps	5.6	4.0	- 1.6	5.9	11.0	+ 5.0	8.5	- 2.
СТ	- 0.1	1.0	+ 1.1	1.9	4.8	+ 2.8	4.5	- 0.
Chillers	0.8	1.0	+ 0.1	0.4	1.8	+ 1.4	1.5	- 0.
Others	- 0.9	0.5	+ 1.4	0.4	- 0.4	- 0.8	0.5	+ 0.
EP Business	3.0	2.0	- 1.0	4.9	7.4	+ 2.5	5.5	- 1.
PM Business	4.4	5.0	+ 0.5	18.5	10.3	- 8.1	10.5	+ 0.
Others, Adjustment	0.1	- 4.0	- 4.1	0.2	0.1	- 0.0	- 4.0	- 4.

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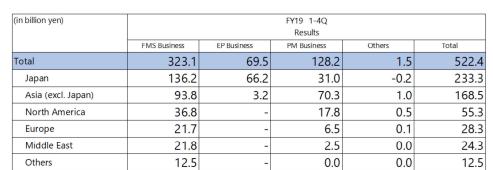


Backlog of Orders

(in billion yen)		1-2Q	1-2Q 1-4Q					
	FY19 Results	FY20 Plan	Change	FY18 Results	FY19 Results	Change	FY20 Plan	Change
	a	b	b-a	С	d	d-c	e	e-d
Announced date(m/d/y)		Feb/12/20					Feb/12/20	
Total	453.9	497.4	+ 43.5	459.0	487.4	+ 28.3	511.4	+ 23.9
FMS Business	214.7	216.7	+ 1.9	209.3	216.7	+ 7.3	222.7	+ 5.9
Pumps	96.7	93.0	- 3.6	100.1	98.0	- 2.1	102.0	+ 3.9
ст	92.1	98.3	+ 6.2	84.3	93.3	+ 9.0	95.3	+ 1.9
Chillers	17.8	17.8	+ 0.0	16.7	16.8	+ 0.1	17.8	+ 0.9
Others	8.0	7.3	- 0.6	8.1	8.3	+ 0.1	7.3	- 1.0
EP Business	212.5	248.1	+ 35.5	214.3	236.1	+ 21.8	253.1	+ 16.9
PM Business	26.5	32.5	+ 6.0	35.3	34.5	- 0.7	35.5	+ 0.9
Others	0.0	0.0	+ 0.0	0.0	0.0	+ 0.0	0.0	- 0.0

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6. Appendix: Summary **Balance Sheets**

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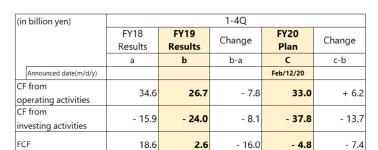


(in billion yen)	FY18 4Q	FY19 4Q	Change
	Results	Results	
	a	b	b-a
Total Assets	591.5	595.2	+ 3.6
Current Assets	430.2	421.9	- 8.
Cash and deposits, Securities	112.2	95.1	- 17.
Notes and Accounts Receivable-trade	183.8	192.1	+ 8.
Inventories	122.6	121.1	- 1.
Other Current Assets	11.4	13.5	+ 2.
Fixed Assets	161.3	173.3	+ 11.
Total Liabilities	304.8	303.4	- 1.
Notes and Accounts Payable-trade	126.1	120.4	- 5.
Interest-bearing Debt	79.1	80.9	+ 1.
Other Liabilities	99.4	101.9	+ 2.
Total Net Assets	286.7	291.8	+ 5.
Shareholders' Equity	279.6	283.6	+ 4.
Other Net Assets	7.1	8.1	+ 1.
Equity Ratio	47.3%	47.7%	+ 0.4pt



CF from

financing activities



- 20.1

+ 26.2

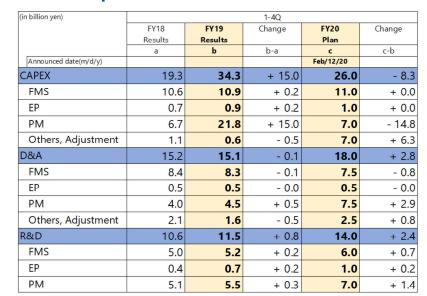
- 8.4

+ 11.7

- 46.4

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