# Results Presentation for Six Months Ended June 30, 2026

# EBARA (6361)

August 14, 2026

Looking ahead,
going beyond expectations
Ahead > Beyond

EBARA CORPORATION

# Table of Contents



- 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 1-2Q Results

| | Results | YoY | | Change vs. Plan | |
|---|---|---|---|---|---|
| Orders | ¥636.2 B. | ¥184.9 B.<br>+41.0% | ↗ | ¥59.2 B.<br>+10.3% | ↗ |
| Revenue | ¥490.7 B. | ¥41.9 B.<br>+9.4% | ↗ | ¥12.7 B.<br>+2.7% | → |
| Operating Profit | ¥50.6 B. | ¥0.6 B.<br>+1.2% | → | ¥1.1 B.<br>+2.4% | → |
| OP Ratio | 10.3% | -0.9pts | | -0.1pts | |
| Profit Attributable to Owners of Parent | ¥33.5 B. | ¥2.2 B.<br>+7.1% | ↗ | ¥0.0 B.<br>+0.2% | → |

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

## FY26 Forecast

| | Current Plan | YoY | | Change vs. Prior Plan* | |
|---|---|---|---|---|---|
| Orders | ¥1.245 T. | ¥295.3 B.<br>+31.1% | ↗ | ¥175.0 B.<br>+16.4% | ↗ |
| Revenue | ¥1.053 T. | ¥94.7 B.<br>+9.9% | ↗ | ¥33.0 B.<br>+3.2% | → |
| Operating Profit | ¥125.0 B. | ¥11.1 B.<br>+9.8% | ↗ | -<br>- | → |
| OP Ratio | 11.9% | - | | -0.4pts | |
| Profit Attributable to Owners of Parent | ¥99.5 B. | ¥22.8 B.<br>+29.8% | ↗ | -<br>- | → |

*Prior plan announced May 15, 2026

## Topics

**FY26 1-2Q Results (YoY comparison)**

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

**FY26 Forecast**

- Consolidated orders revised upward significantly, driven by strong demand in Precision Machinery and steady growth in Energy and Building Service & Industrial. Revenue also revised upward.
- Revenue forecast raised; operating profit maintained. Lower Energy operating profit expected to be offset by other segments (including a projected settlement loss related to pension plan revisions)
- Overall impact from the situation in the Middle East is expected to be limited and is already reflected in the forecast
- No major damage from the Kumamoto earthquake. Potential supply chain impacts are under assessment

# Consolidated

| (Bln Yen)<br>Announced date (mm/dd/yy) | FY25 1-2Q Results<br>a | FY26 1-2Q Results<br>b | YoY<br>Change<br>b-a | YoY<br>Change %<br>(b-a)/a | FY26 1-2Q Plan<br>May/15/26<br>c | Results vs. Plan<br>Deviation<br>b-c | Results vs. Plan<br>Deviation %<br>(b-c)/c |
|---|---|---|---|---|---|---|---|
| Orders | 451.3 | **636.2** | +184.9 | +41.0% | 577.0 | +59.2 | +10.3% |
| Revenue | 448.7 | **490.7** | +41.9 | +9.4% | 478.0 | +12.7 | +2.7% |
| Operating Profit | 50.0 | **50.6** | +0.6 | +1.2% | 49.5 | +1.1 | +2.4% |
| OP Ratio | 11.2% | **10.3%** | -0.9pts | | 10.4% | -0.1pts | |
| Profit Attributable to Owners of Parent | 31.3 | **33.5** | +2.2 | +7.1% | 33.5 | +0.0 | +0.2% |
| Basic Earnings per Share (JPY) | 67.84 | **73.54** | +5.69 | +8.4% | 70.08 | +3.46 | +4.9% |
| Exchange Rate* | | | | | | | |
| Vs. USD (JPY) | 148.57 | 159.30 | +10.73 | | 145.00 | | |
| Vs. EUR (JPY) | 162.12 | 185.30 | +23.18 | | 175.00 | | |
| Vs. CNY (JPY) | 20.49 | 23.42 | +2.93 | | 20.00 | | |

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

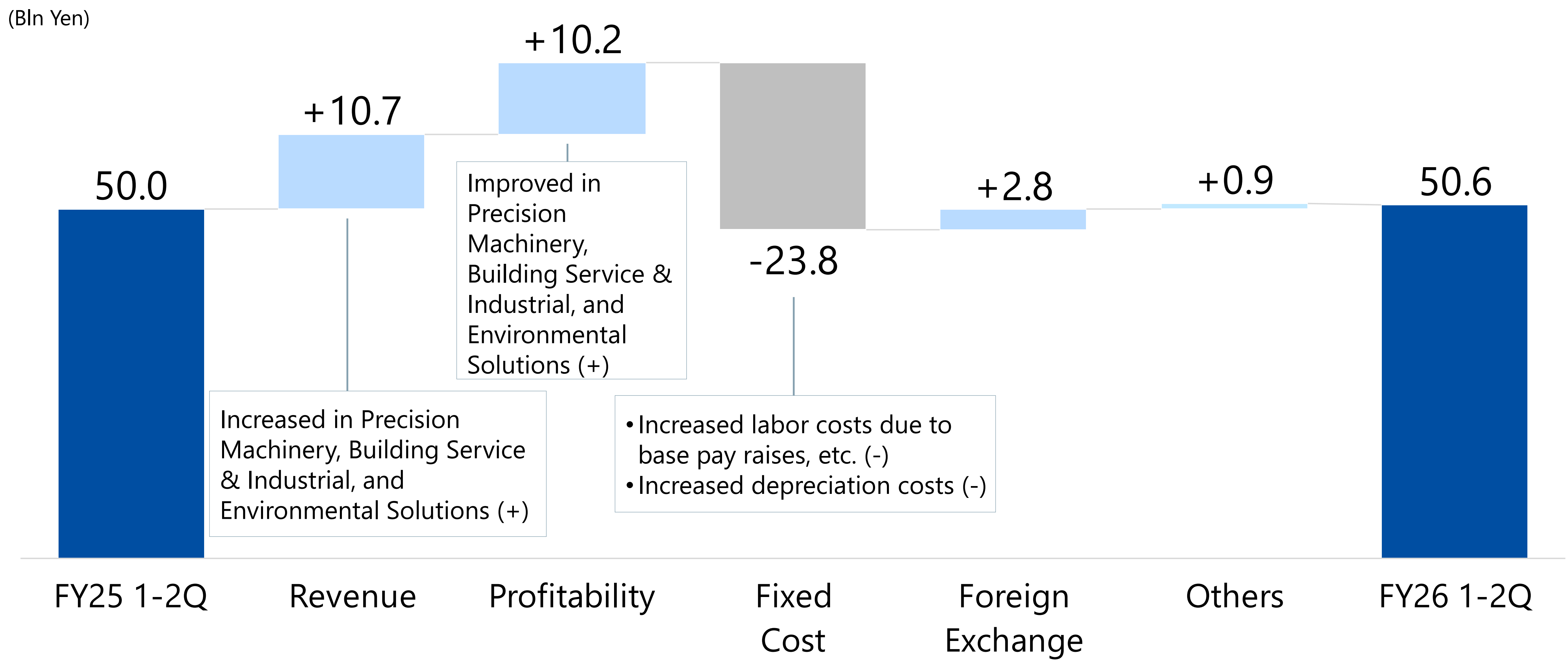
# Segment

| (Bln Yen)<br>Announced date (mm/dd/yy) | | FY25 1-2Q Results<br>a | FY26 1-2Q Results<br>b | YoY Change<br>b-a | YoY Change %<br>(b-a)/a | FY26 1-2Q Plan May/15/26<br>c | Results vs. Plan Deviation<br>b-c | Results vs. Plan Deviation %<br>(b-c)/c |
|---|---|---|---|---|---|---|---|---|
| Precision Machinery | Orders | 141.3 | **267.4** | +126.1 | +89.3% | 200.0 | +67.4 | +33.7% |
| | Revenue | 150.5 | **183.6** | +33.1 | +22.0% | 180.0 | +3.6 | +2.1% |
| | Operating Profit | 23.4 | **32.5** | +9.0 | +38.7% | 28.0 | +4.5 | +16.2% |
| | OP Ratio | 15.6% | **17.7%** | +2.1pts | | 15.6% | +2.1pts | |
| Energy* | Orders | 86.9 | **112.5** | +25.6 | +29.6% | 105.0 | +7.5 | +7.2% |
| | Revenue | 109.0 | **96.7** | -12.3 | -11.3% | 97.0 | -0.2 | -0.3% |
| | Operating Profit | 11.1 | **-0.7** | -11.9 | - | 3.0 | -3.7 | - |
| | OP Ratio | 10.2% | **-0.8%** | -11.0pts | | 3.1% | -3.9pts | |
| Building Service & Industrial | Orders | 125.5 | **148.4** | +22.9 | +18.3% | 135.0 | +13.4 | +10.0% |
| | Revenue | 113.8 | **129.5** | +15.7 | +13.8% | 120.0 | +9.5 | +8.0% |
| | Operating Profit | 6.8 | **8.3** | +1.4 | +20.9% | 8.5 | -0.1 | -2.3% |
| | OP Ratio | 6.0% | **6.4%** | +0.4pts | | 7.1% | -0.7pts | |
| Infrastructure | Orders | 31.1 | **26.3** | -4.8 | -15.6% | 28.0 | -1.6 | -6.0% |
| | Revenue | 32.6 | **32.1** | -0.4 | -1.4% | 34.0 | -1.8 | -5.3% |
| | Operating Profit | 5.6 | **5.6** | -0.0 | -0.1% | 5.5 | +0.1 | +1.8% |
| | OP Ratio | 17.2% | **17.4%** | +0.2pts | | 16.2% | +1.2pts | |
| Environmental Solutions | Orders | 65.8 | **80.8** | +14.9 | +22.8% | 109.0 | -28.1 | -25.9% |
| | Revenue | 42.0 | **47.9** | +5.8 | +13.9% | 47.0 | +0.9 | +2.0% |
| | Operating Profit | 4.4 | **6.6** | +2.2 | +51.2% | 6.5 | +0.1 | +3.0% |
| | OP Ratio | 10.5% | **14.0%** | +3.5pts | | 13.8% | +0.2pts | |
| Others, Adjustment | Orders | 0.5 | **0.6** | +0.1 | | - | +0.6 | |
| | Revenue | 0.5 | **0.6** | +0.0 | | - | +0.6 | |
| | Operating Profit | -1.4 | **-1.6** | -0.1 | | -2.0 | +0.3 | |

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

# Breakdown of Changes in Operating Profit

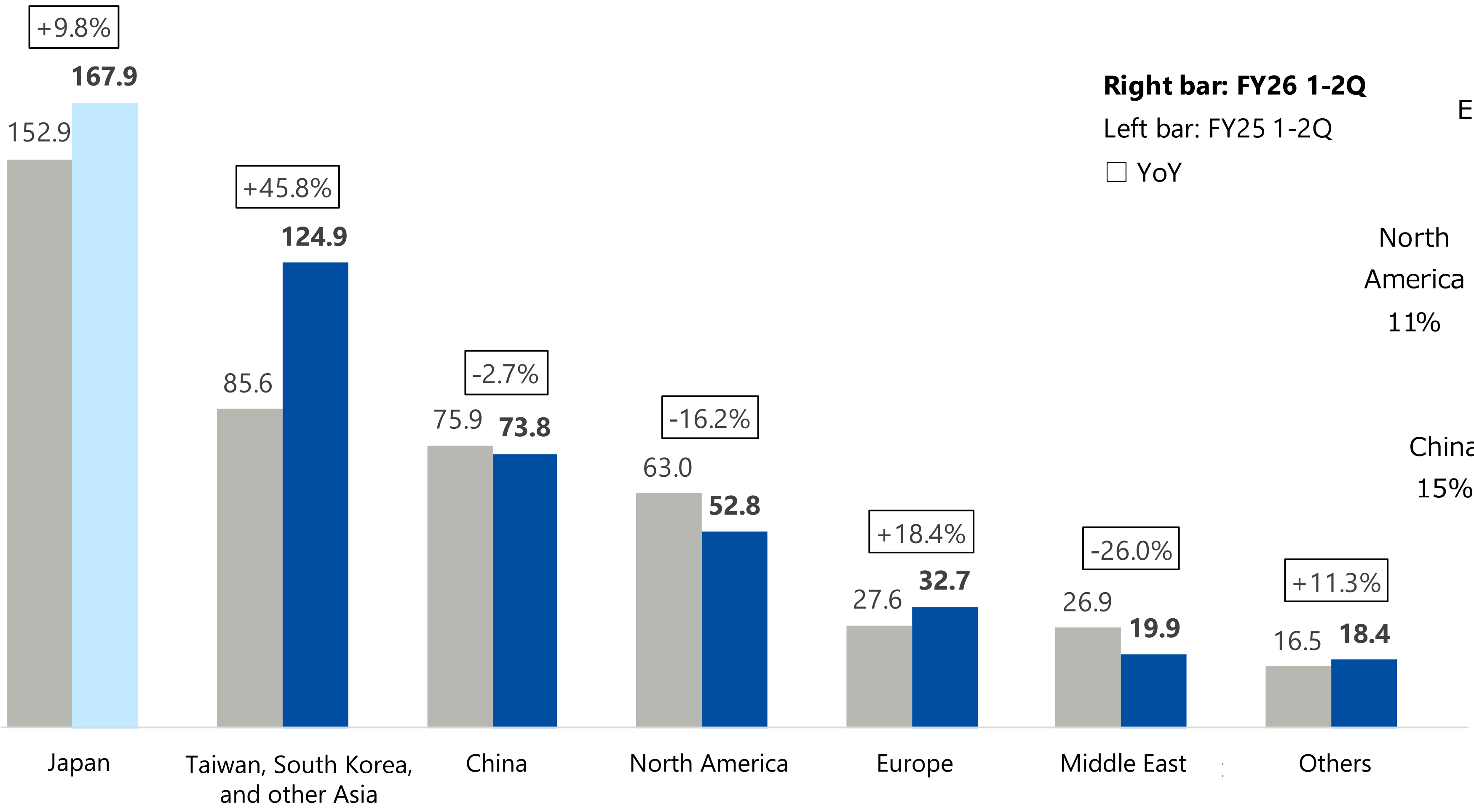
## Higher revenue and improved profitability drove profit growth

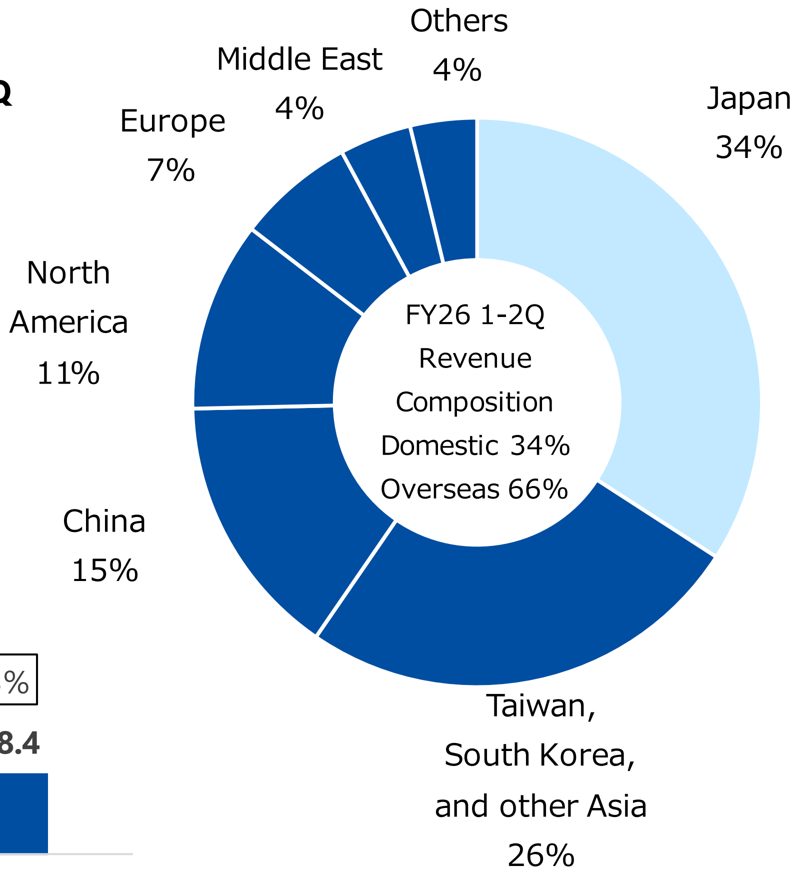


# Revenue by Region

(Bln Yen)



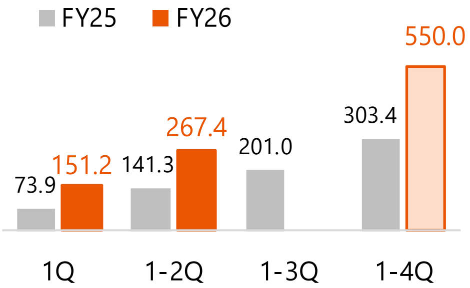




"Revenue by Region" indicates revenue on the basis of the geographical location where the goods are sold

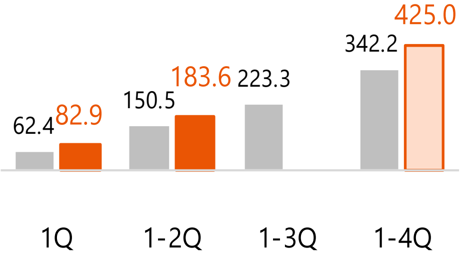
# Precision Machinery

## Results (Bln Yen)

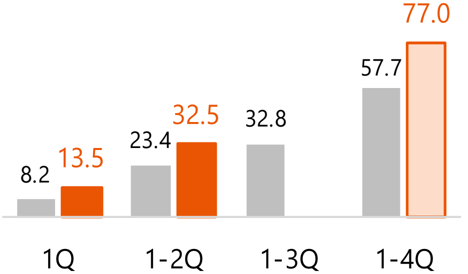
### Orders



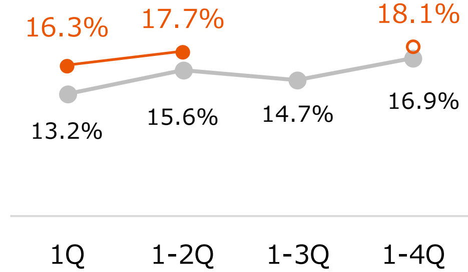

### Revenue




### Operating Profit




### OP Ratio




## Key Changes (vs. FY25 1-2Q)

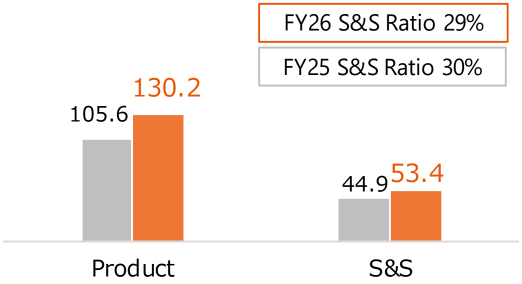
**Market Environment**
- AI-related demand is driving the market, with continuing high customer factory utilization rates. Customers are also increasing production capacity investments
- The China market remained stable year on year

**Orders**
- Solid growth in both equipment and components, across products and S&S
- CMP products performed well above plan, driven by growing AI demand from logic/foundry and memory customers

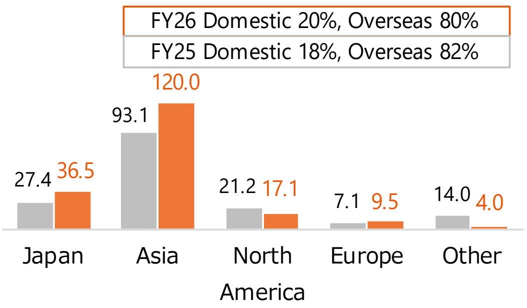
**Revenue**
- Increased due to solid performance for equipment and components in both product and S&S

**Operating Profit**
- Revenue increased (+)
- Profitability improved due to favorable project mix (+)
- Higher labor, depreciation, and R&D expenses (-)

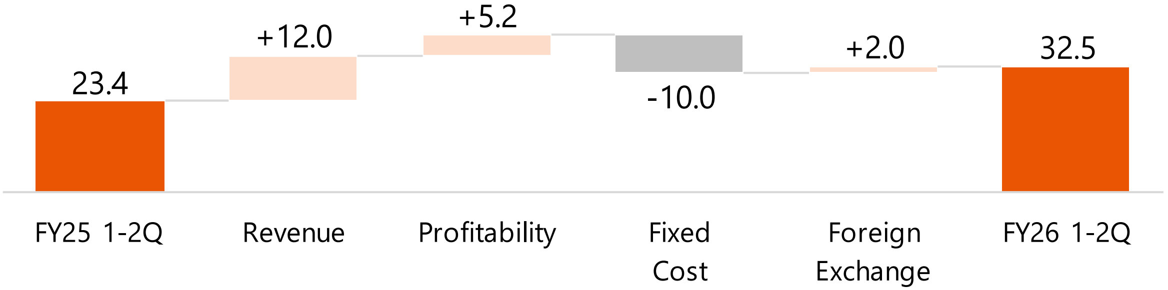
## Product & S&S Revenue




## Revenue by Region




## Breakdown of Changes in Operating Profit (Bln Yen)

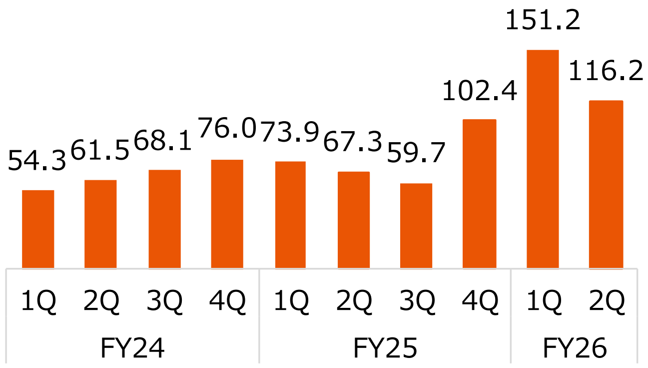


# Precision Machinery Quarterly Trends

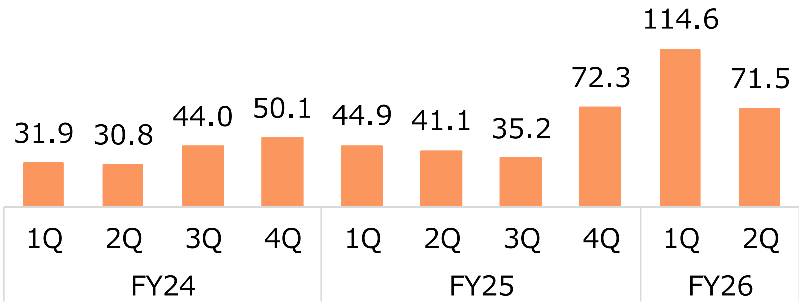
What were previously disclosed as “CMP” and “Others” have been integrated into “Equipment”

## Orders (Bln Yen)

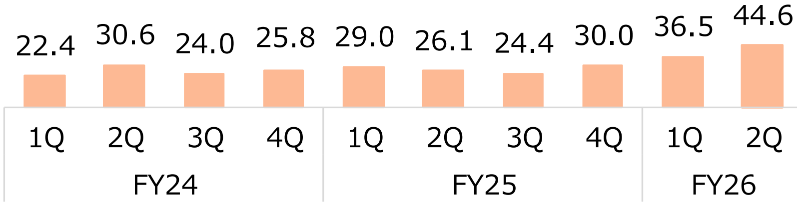
### Precision Machinery




### Equipment

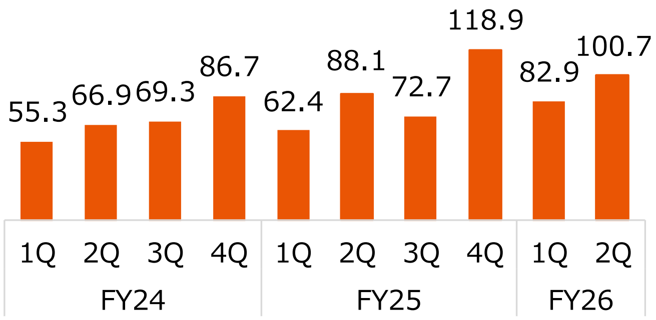



### Components

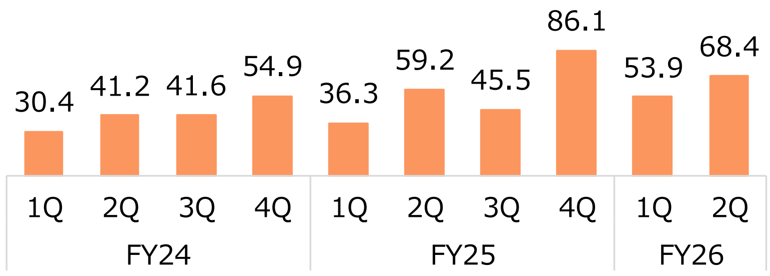



## Revenue (Bln Yen)

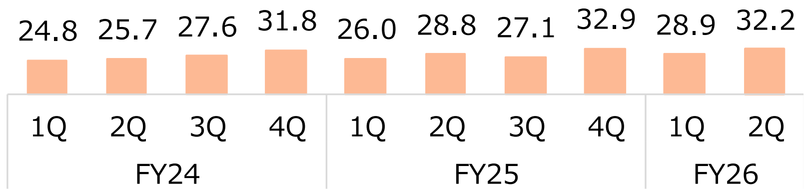
### Precision Machinery




### Equipment

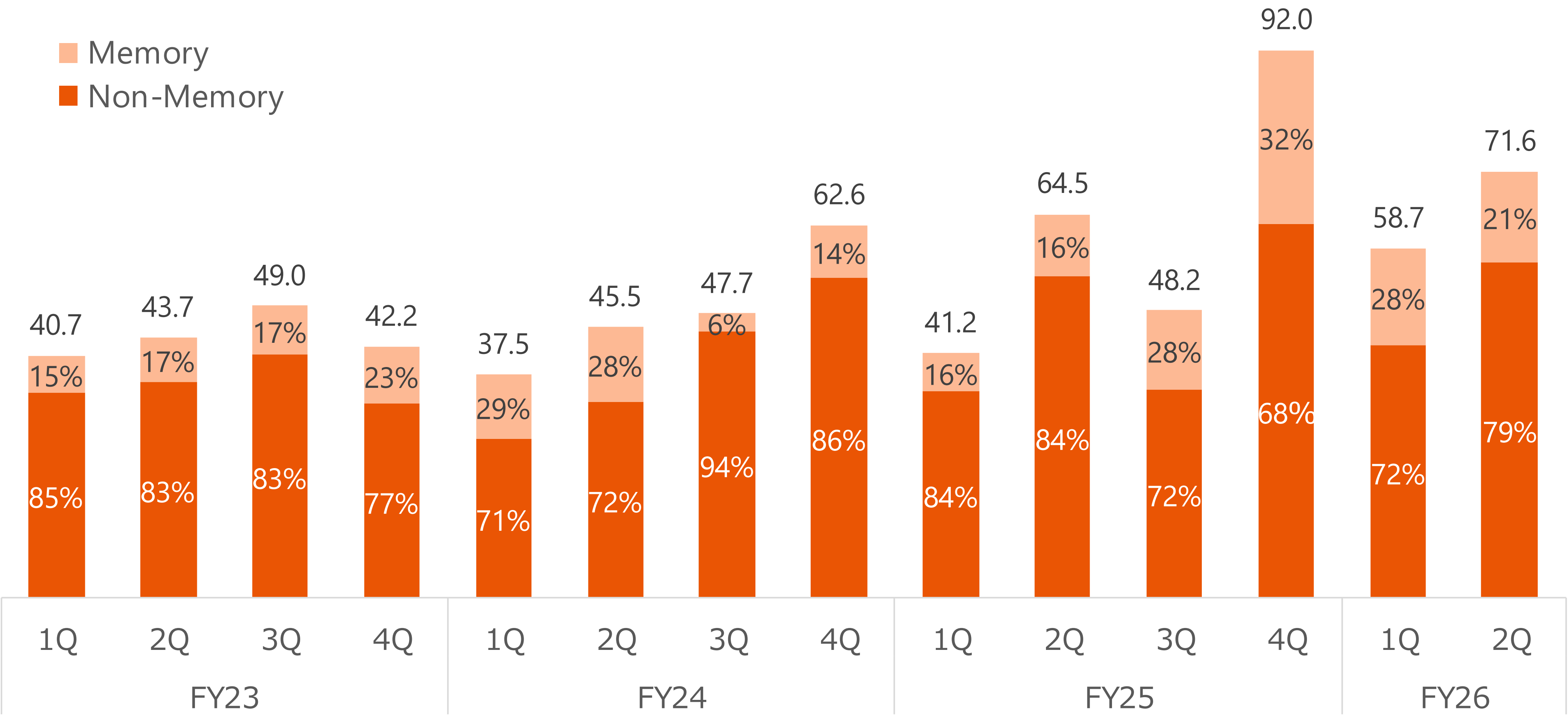



### Components



# Precision Machinery Quarterly Product Revenue Trends by Application

## Revenue (Bln Yen)

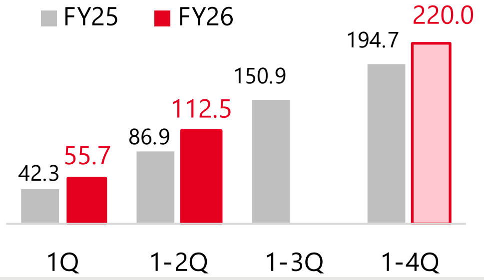



*Memory and non-memory classifications are based on internal definitions

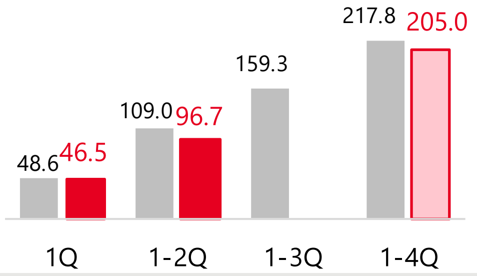
# Energy

## Results (Bln Yen)

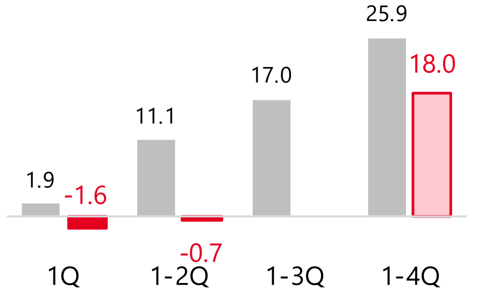
### Orders



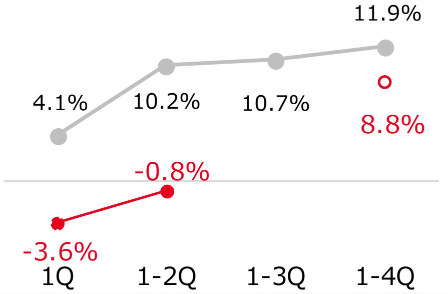

### Revenue




### Operating Profit



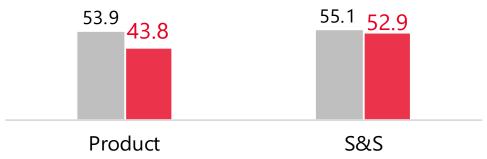

### OP Ratio




## Product & S&S Revenue

FY26 S&S Ratio 55%

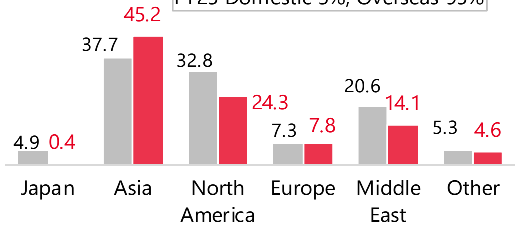
FY25 S&S Ratio 51%




## Revenue by Region

FY26 Domestic 1%, Overseas 99%

FY25 Domestic 5%, Overseas 95%




## Key Changes (vs. FY25 1-2Q)

**Market Environment**

- Oil & Gas: Demand continues to recover. The Chinese petrochemical market has slowed, while geopolitical developments in the Middle East are creating some uncertainty
- LNG: Customer investment sentiment is improving in North America
- Power: Conditions remain solid in China

**Orders**

- Products: Increased YoY, driven by large Oil & Gas orders. Declined in Chinese petrochemical sector
- S&S: Exceeded the prior-year level

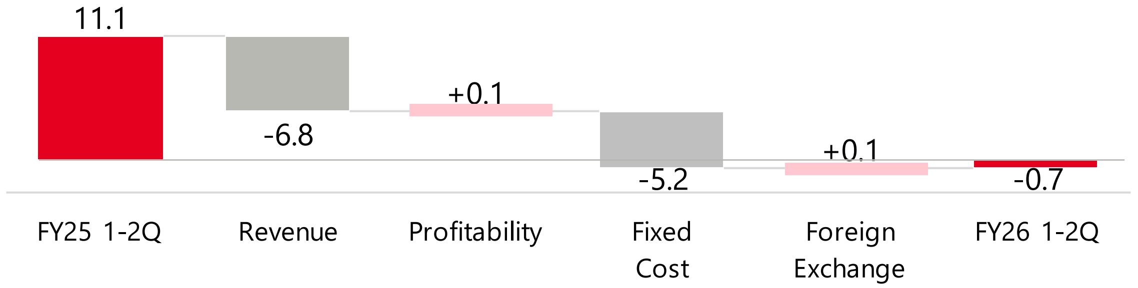
**Revenue**

- Products: Declined due to a lower opening order backlog
- S&S: Slightly lower, reflecting delays in parts shipments and field engineer dispatches to the Middle East due to regional geopolitical developments

**Operating Profit**

- Revenue declined (-)
- Delays in parts shipments due to the situation in the Middle East (-)
- Higher fixed costs due to expenses related to the hydrogen business (-)
- Operational loss costs incurred at the Jeannette Plant in the U.S. (-)

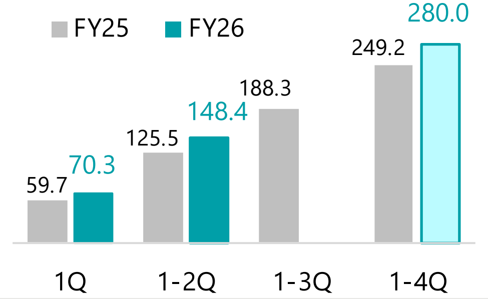
## Breakdown of Changes in Operating Profit (Bln Yen)



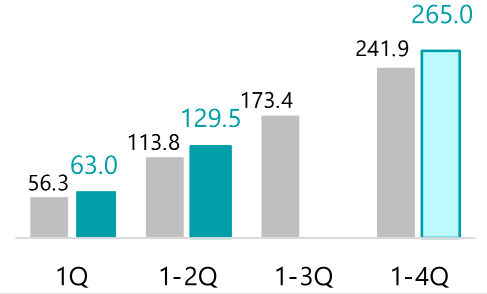
# Building Service & Industrial

## Results (Bln Yen)

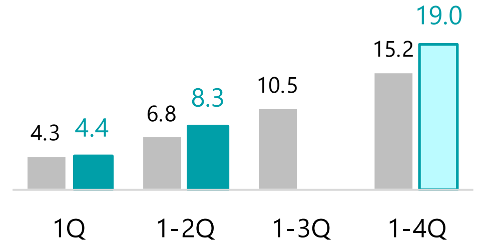
### Orders



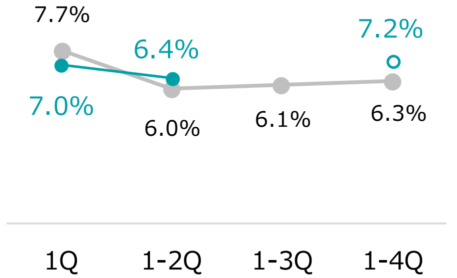

### Revenue




### Operating Profit



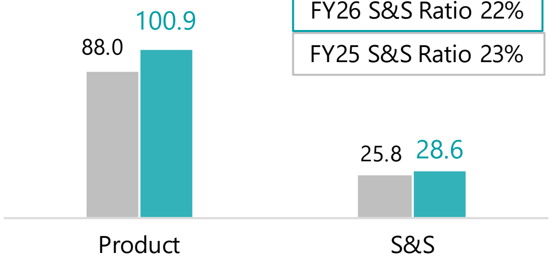

### OP Ratio




## Product & S&S Revenue

FY26 S&S Ratio 22%

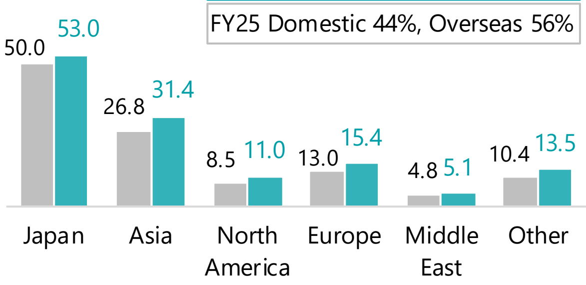
FY25 S&S Ratio 23%




## Revenue by Region

FY26 Domestic 41%, Overseas 59%

FY25 Domestic 44%, Overseas 56%




## Key Changes (vs. FY25 1-2Q)

**Market Environment**

- Strong demand in Japan's data center and semiconductor markets
- GDP growth is recovering in North America, while remaining weak in other regions
- China's building systems market remained sluggish due to continued weakness in real estate investment

**Orders**

- Japan: Increased for both products and S&S
- North America: Strong demand from the data center market
- China: The building equipment market remained sluggish. Meanwhile, investment related to data centers and semiconductors in the industrial market remained solid

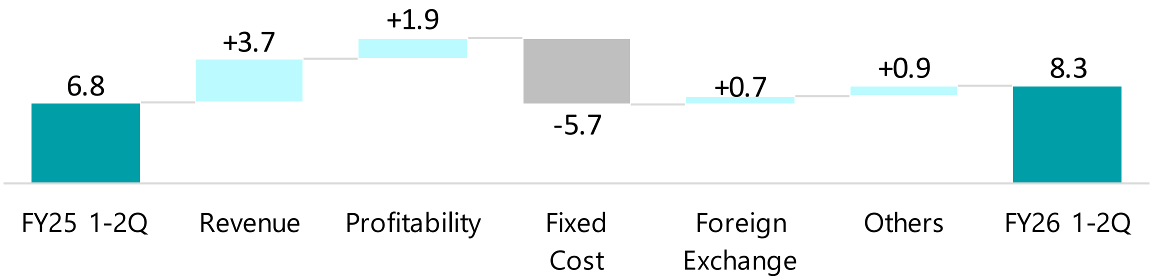
**Revenue**

- Japan: Increased
- Overseas: Increased across all regions, led by strong data center-related demand in North America

**Operating Profit**

- Revenue increased (+)
- Profitability improved through productivity enhancements and price revisions, partially offset by rising material costs (-)
- In the prior year, an allowance for doubtful accounts was recorded following a U.S. customer bankruptcy (Others, +)
- Higher labor and depreciation costs (-)

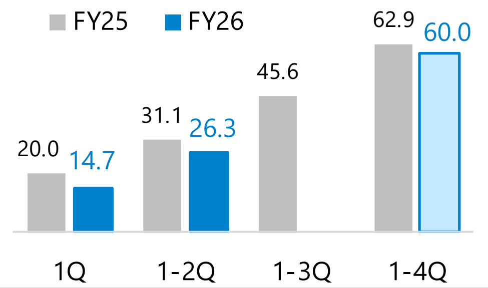
## Breakdown of Changes in Operating Profit (Bln Yen)



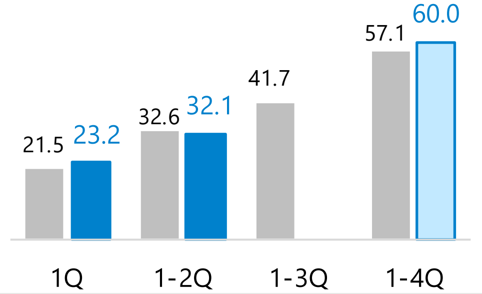
# Infrastructure

## Results (Bln Yen)

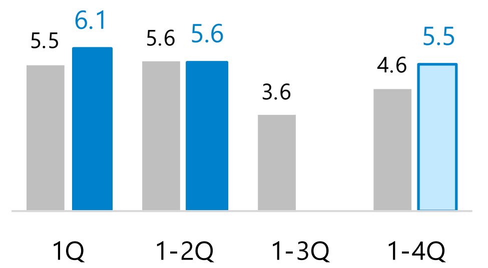
### Orders



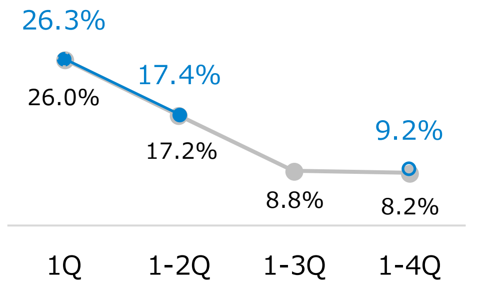

### Revenue




### Operating Profit




### OP Ratio




## Key Changes (vs. FY25 1-2Q)

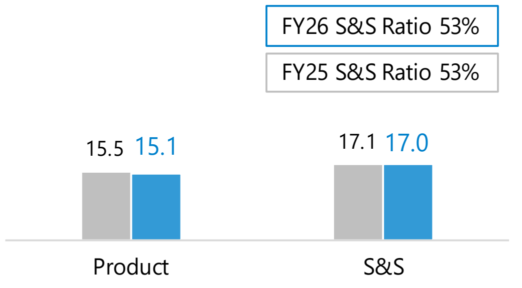
**Market Environment**
- Japanese public pump market remains steady
- Investment in advanced disaster prevention, and aging measures in line with the "Five-Year Acceleration of National Land Resilience Measures" remains steady

**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: Flat YoY

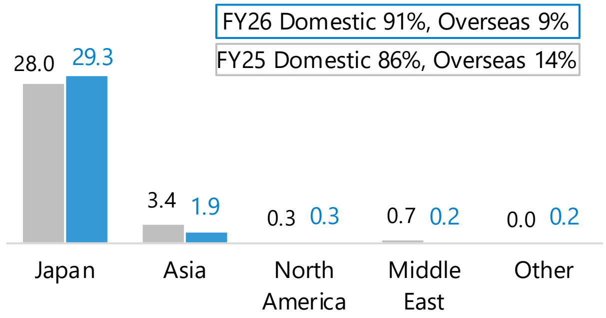
**Revenue**
- Remained in line with the prior year, supported by the execution of backlog orders, primarily for domestic public-sector projects

**Operating Profit**
- Profitability improved due to more completed projects (+)

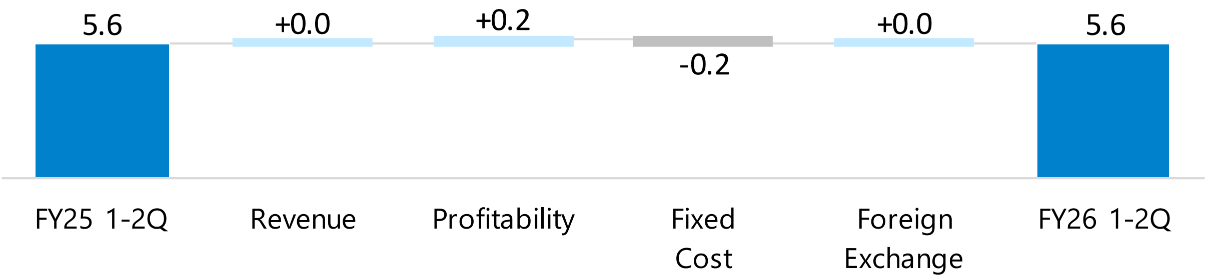
## Product & S&S Revenue




## Revenue by Region




## Breakdown of Changes in Operating Profit (Bln Yen)

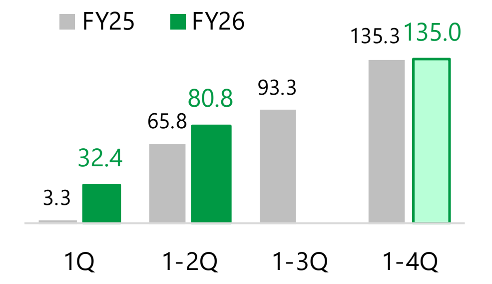


# Environmental Solutions

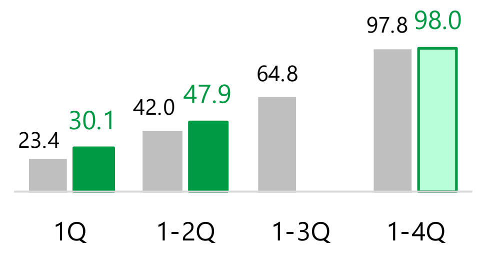
*1 EPC: Engineering, procurement and construction of plants
*2 O&M: Operation and maintenance

## Results (Bln Yen)

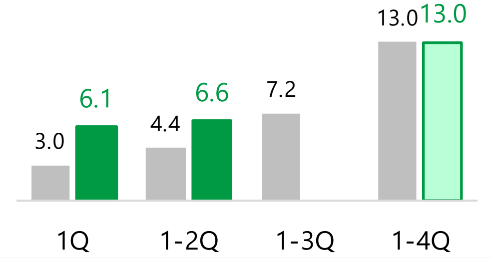
### Orders



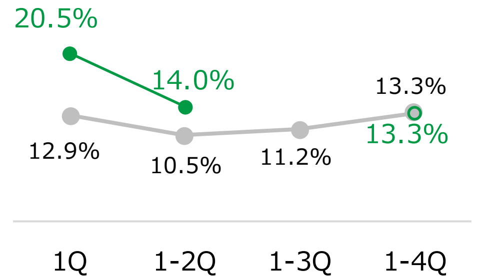

### Revenue



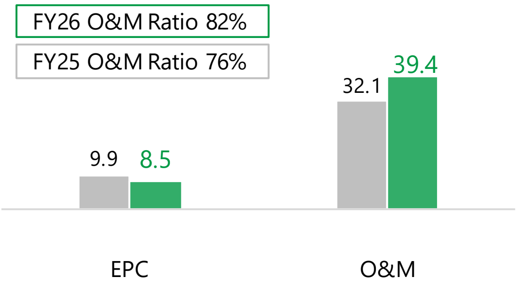

### Operating Profit



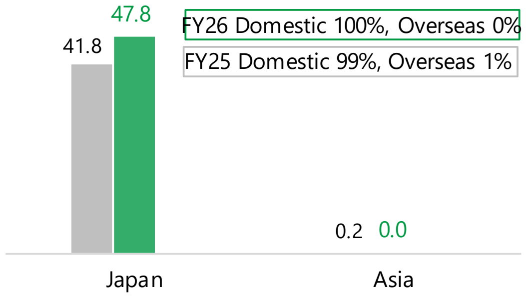

### OP Ratio




### EPC & O&M Revenue




### Revenue by Region




## Key Changes (vs. FY25 1-2Q)

**Market Environment**

- EPC*1: Demand for new waste treatment facilities in Japan's public sector remained stable
- O&M*2: Order volume for O&M services at existing facilities remained consistent with historical levels

**Orders**

- Secured two large-scale projects

| FY25 1-2Q | FY26 1-2Q |
|---|---|
| ・Waste treatment plant lifespan extension PJ: 1<br>・Waste treatment plant renovation & long-term O&M contract: 1 | ・Waste treatment plant DBO*3 PJ: 1<br>・Waste treatment plant lifespan extension PJ: 1 |

*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

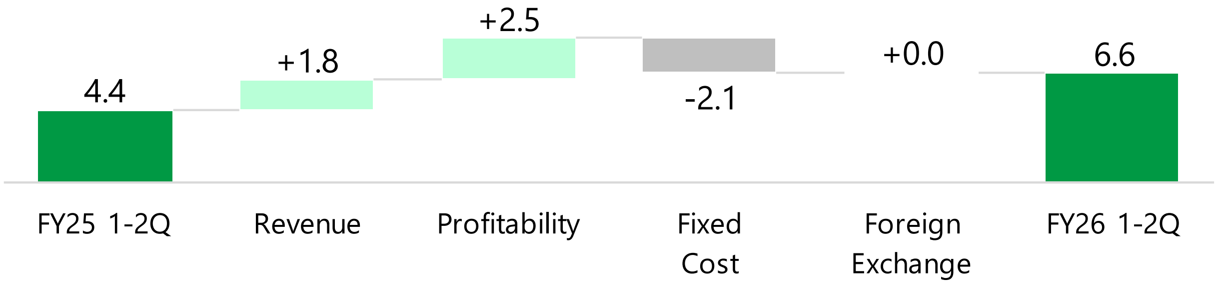
**Revenue**

- 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. FY26 1-2Q Summary of Results

2. FY26 1-2Q Results by Segment

# 3. FY26 Forecast

4. Topics

5. 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 | • Overall, the market expansion trend is expected to continue, driven primarily by AI-related demand<br>• Investments in logic/foundry and memory will increase<br>• Customer factory utilization rates remain strong, particularly for advanced devices | Global | Wafer Fab Equipment:<br>More than 18% growth |
| **Energy** | Oil and gas<br>New energy<br>Power facilities | • Products: Demand in both the Oil & Gas and LNG markets is expected to remain firm, although the impact of the situation in the Middle East continues to be closely monitored<br>• Services: Maintenance demand is expected to return to normal levels, while uncertainty remains regarding parts shipments and service provision to the Middle East<br>• Decarbonization-related Markets: Commercialization will continue progressing, particularly in areas such as ammonia, hydrogen, and CCUS, etc. | Global | LNG: Growth in 6%-range<br>Ethylene: Growth in 3%-range |
| **Building Service & Industrial** | Building and industrial equipment | • Europe: Capital investment will remain sluggish due to rising construction, labor, and energy costs<br>• China: Building equipment and industrial markets (excluding data centers and semiconductors) will remain sluggish<br>• United States: Investment will remain cautious due to uncertainty around interest rates, although data center demand is expected to grow<br>• Middle East: While geopolitical developments continue to cause some logistics disruptions and impact material costs, the overall effects will remain limited | Overseas | Growth in 2%-range |
| | | • Building Equipment Market: Continued project delays due to persistently high construction costs and labor shortages<br>• Industrial Market: Demand for capital investment will remain steady | Japan | Remain stable |
| **Infrastructure** | Water-related infrastructure<br>Ventilation | • Water demand in Asia will continue to rise along with population growth, and the refurbishment of aging facilities in North America will continue<br>• Flood damage is rising globally due to climate change, supporting strong demand for drainage pumps, particularly in Southeast Asia and the Middle East | Overseas | Growth in 4%-range |
| | | • Stable outlook due to the national land resiliency plan and other factors | Japan | Remain stable |
| **Environmental Solutions** | Solid waste treatment | • Demand for new construction for public waste treatment facilities will remain roughly in line with typical annual levels<br>• Rising demand for life extension projects for aging plants | Japan | Remain stable |

*As of August 2026

# Consolidated

## Orders and revenue forecasts revised upward; operating profit and profit attributable to owners of parent maintained

| (Bln Yen) | 1-4Q | | | | | | |
|---|---|---|---|---|---|---|---|
| | FY25 Results | FY26 P.Plan | FY26 Plan | YoY | | Change from Prior Plan | |
| Announced date (mm/dd/yy) | | May/15/26 | Aug/14/26 | Change | Change % | Change | Change % |
| | a | b | c | c-a | (c-a)/a | c-b | (c-b)/b |
| Orders | 949.6 | 1,070.0 | 1,245.0 | +295.3 | +31.1% | +175.0 | +16.4% |
| Revenue | 958.2 | 1,020.0 | 1,053.0 | +94.7 | +9.9% | +33.0 | +3.2% |
| Operating Profit | 113.8 | 125.0 | 125.0 | +11.1 | +9.8% | - | - |
| OP Ratio | 11.9% | 12.3% | 11.9% | - | - | -0.4pts | - |
| Profit Attributable to Owners of Parent | 76.6 | 99.5 | 99.5 | +22.8 | +29.8% | - | - |
| ROIC | 11.9% | 11.8% | 11.8% | - | | - | |
| ROE | 15.6% | 18.8% | 18.8% | - | | - | |
| Basic Earnings per Share (JPY) | 166.31 | 217.91 | 217.93 | +51.62 | +31.0% | +0.02 | +0.01% |
| 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 | | | - | |

*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)<br>Announced date (mm/dd/yy) | | 1-4Q FY25 Results<br>a | FY26 P.Plan<br>May/15/26<br>b | FY26 Plan<br>Aug/14/26<br>c | YoY Change<br>c-a | YoY Change %<br>(c-a)/a | Change from Prior Plan Change<br>c-b | Change from Prior Plan Change %<br>(c-b)/b |
|---|---|---|---|---|---|---|---|---|
| Precision Machinery | Orders | 303.4 | 405.0 | 550.0 | +246.5 | +81.3% | +145.0 | +35.8% |
| | Revenue | 342.2 | 400.0 | 425.0 | +82.7 | +24.2% | +25.0 | +6.3% |
| | Operating Profit | 57.7 | 73.5 | 77.0 | +19.2 | +33.3% | +3.5 | +4.8% |
| | OP Ratio | 16.9% | 18.4% | 18.1% | +1.2pts | | -0.3pts | |
| Energy* | Orders | 194.7 | 210.0 | 220.0 | +25.2 | +12.9% | +10.0 | +4.8% |
| | Revenue | 217.8 | 205.0 | 205.0 | -12.8 | -5.9% | - | - |
| | Operating Profit | 25.9 | 21.0 | 18.0 | -7.9 | -30.6% | -3.0 | -14.3% |
| | OP Ratio | 11.9% | 10.2% | 8.8% | -3.1pts | | -1.4pts | |
| Building Service & Industrial | Orders | 249.2 | 265.0 | 280.0 | +30.7 | +12.3% | +15.0 | +5.7% |
| | Revenue | 241.9 | 260.0 | 265.0 | +23.0 | +9.5% | +5.0 | +1.9% |
| | Operating Profit | 15.2 | 19.0 | 19.0 | +3.7 | +24.6% | - | - |
| | OP Ratio | 6.3% | 7.3% | 7.2% | +0.9pts | | -0.1pts | |
| Infrastructure | Orders | 62.9 | 60.0 | 60.0 | -2.9 | -4.7% | - | - |
| | Revenue | 57.1 | 60.0 | 60.0 | +2.8 | +5.0% | - | - |
| | Operating Profit | 4.6 | 5.5 | 5.5 | +0.8 | +17.5% | - | - |
| | OP Ratio | 8.2% | 9.2% | 9.2% | +1.0pts | | - | |
| Environmental Solutions | Orders | 135.3 | 130.0 | 135.0 | -0.3 | -0.3% | +5.0 | +3.8% |
| | Revenue | 97.8 | 95.0 | 98.0 | +0.1 | +0.1% | +3.0 | +3.2% |
| | Operating Profit | 13.0 | 9.5 | 13.0 | -0.0 | - | +3.5 | +36.8% |
| | OP Ratio | 13.3% | 10.0% | 13.3% | - | | +3.3pts | |
| Others, Adjustment | Orders | 3.8 | 0.0 | 0.0 | -3.8 | -100.0% | - | |
| | Revenue | 1.2 | 0.0 | 0.0 | -1.2 | -100.0% | - | |
| | Operating Profit | -2.8 | -3.5 | -7.5 | -4.6 | - | -4.0 | |

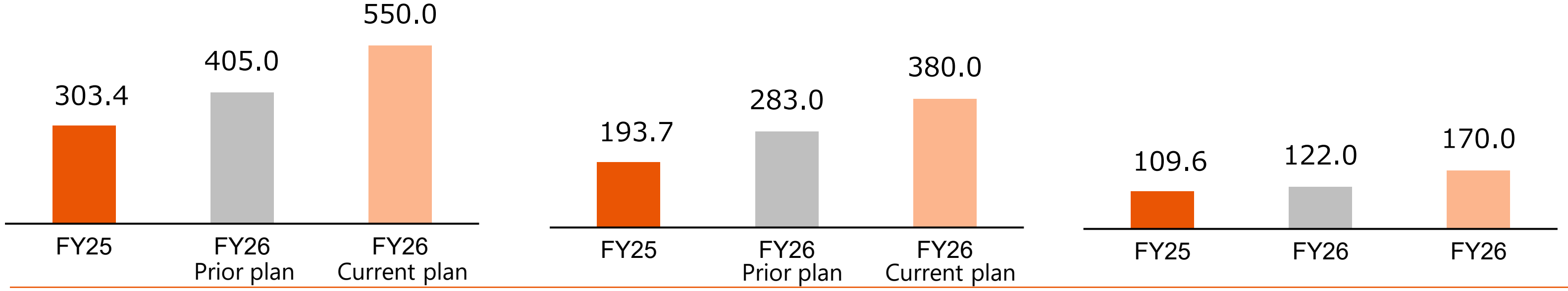
* From FY26 1Q, part of the hydrogen business P&L will be included in the Energy Segment

# Segment (Precision Machinery)

(Bln yen)

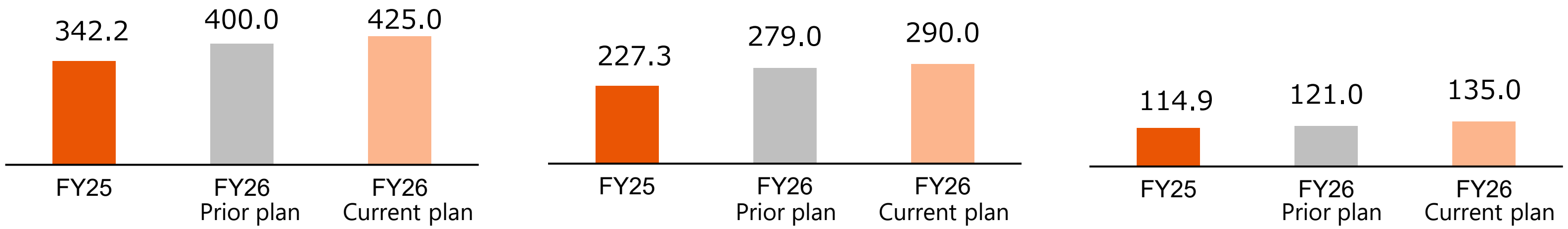
## Orders

Precision Machinery | Equipment | Components




- Customer factory utilization rates remain at high levels, and continued investment is expected in both logic/foundry and memory
- The FY26 market growth forecast (WFE) has been revised upward from over 10% to over 18%
- The full-year plan has increased from ¥405.0 bln to ¥550.0 bln

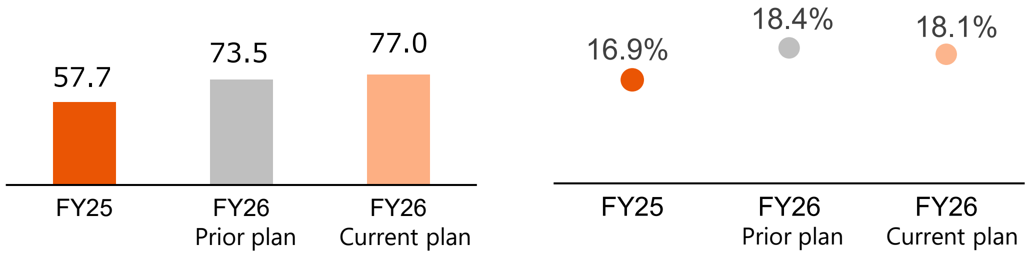
## Revenue




- The full-year forecast has been revised upward from ¥400.0 bln to ¥425.0 bln
- Demand increased for both logic/foundry and memory applications

## Operating Profit

Precision Machinery

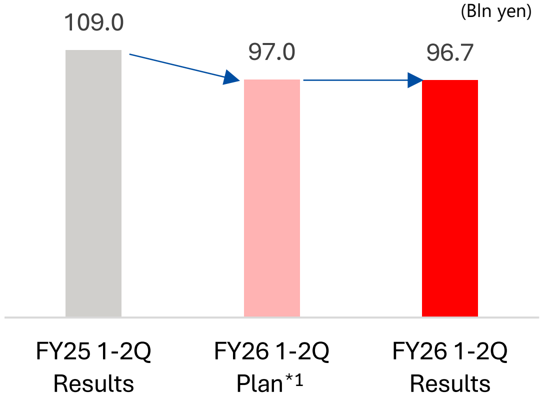



- Operating profit forecast raised from ¥73.5 bln to ¥77.0 bln
- Operating profit revised upward following the increase in revenue forecast
- Operating profit ratio expected to decrease from 18.4% to 18.1% due to changes in project mix
- Impact of the Kumamoto earthquake on the supply chain is under assessment

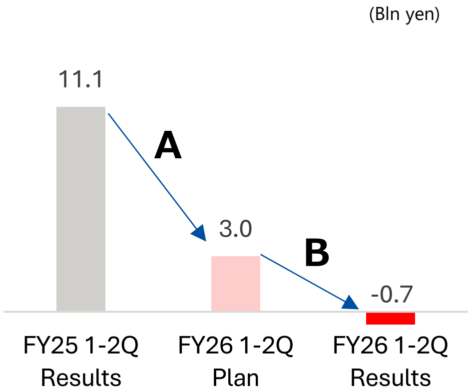
Note) The prior plan was announced on May 15, 2026, while the current plan was announced on August 14, 2026

# Segment (Energy)

## 1-2Q Revenue




## 1-2Q Operating Profit




## Factors Behind the Profit Decline in 1H vs. Prior-Year Period and vs. Plan

**A. Factors vs. FY25 1-2Q**

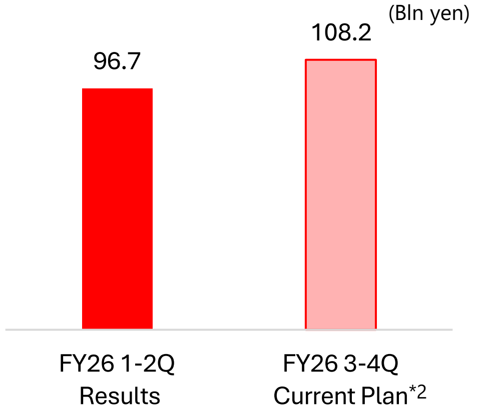
- Revenue decline
- Increase in fixed costs due to expenses associated with the hydrogen business
- No high-margin S&S field service projects this year
- Delays in component shipments due to the situation in the Middle East

**B. Factors vs. FY26 1-2Q Plan**

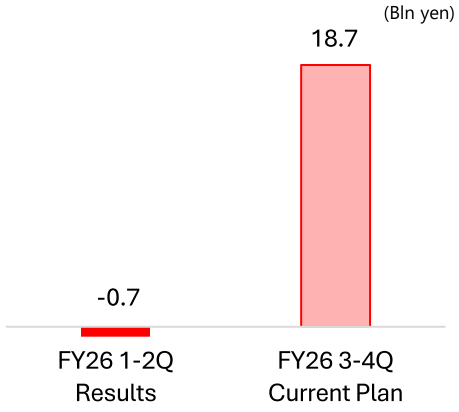
- Operational losses incurred at the U.S. Jeannette Plant
- Additional impact from the situation in the Middle East

## 3-4Q Forecast

### Revenue




### Operating Profit



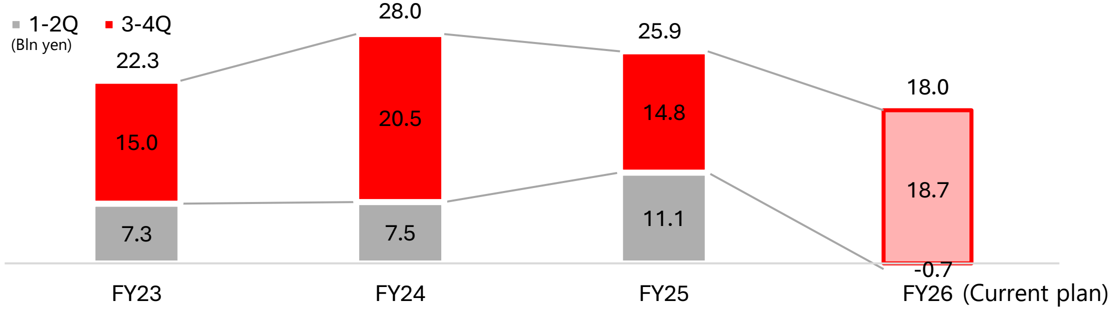

## 3-4Q Forecast vs. 1-2Q Results

- Operating profit is generally weighted toward the 2H, and a similar trend is expected this year
- The proportion of S&S revenue typically increases in the 2H

**Profit Growth Drivers Unique to FY26 3-4Q**

- Order backlog has accumulated as of the end of 2Q, and higher sales and profits are expected in the 2H compared with the 1H
- Operational losses at the U.S. Jeannette Plant are expected to be resolved in 1H
- S&S projects in the Middle East that were delayed are expected to be recognized progressively in the 2H

Operating profit 1-2Q & 3-4Q

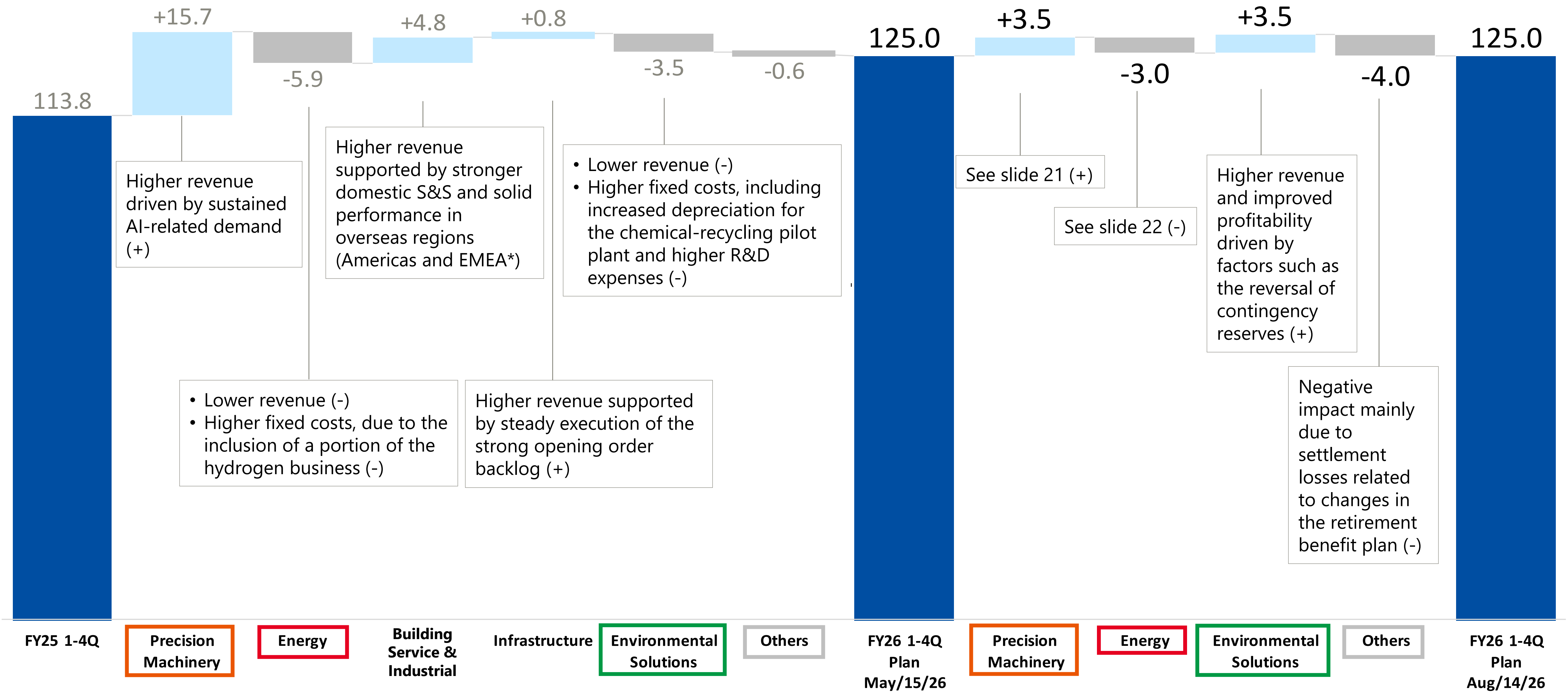



*1 Announced date May 15, 2026 *2 Announced date Aug 14, 2026

# Breakdown of Changes in Operating Profit

## Growth and foundational investments will continue strategically, while operating profit is expected to reach an all-time high

(Bln Yen)




*Europe, the Middle East, Africa

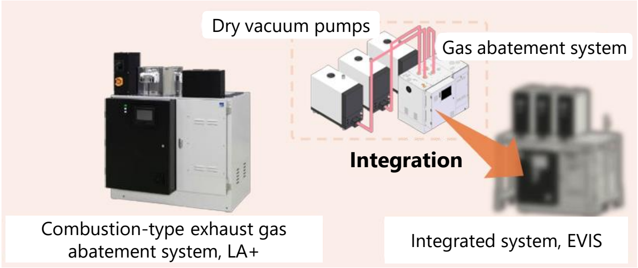
# Segment Highlights (Precision Machinery)

## Precision Machinery

### ■ High Value-Added Solutions

**Addressing Sub-Fab Space Constraints and Power Consumption Challenges**

Deployment of LA+, a gas abatement system with a 50% reduction in equipment height compared with conventional models, and EVIS, an integrated system combining LA+ with a dry vacuum pump *(Recipient of the 2025 Vacuum Component Award)*




**Solutions for Panel Level Packaging (PLP)**

Providing solutions for panel CMP and plating processes for large-area panels with high-density interconnect formation, supporting the advanced packaging market, which is expected to see continued growth

*Panel-level Packaging CMP System: Model EAPI*

A CMP system for panel-level packaging that leverages our conventional front-end CMP technologies to achieve a high degree of surface planarity

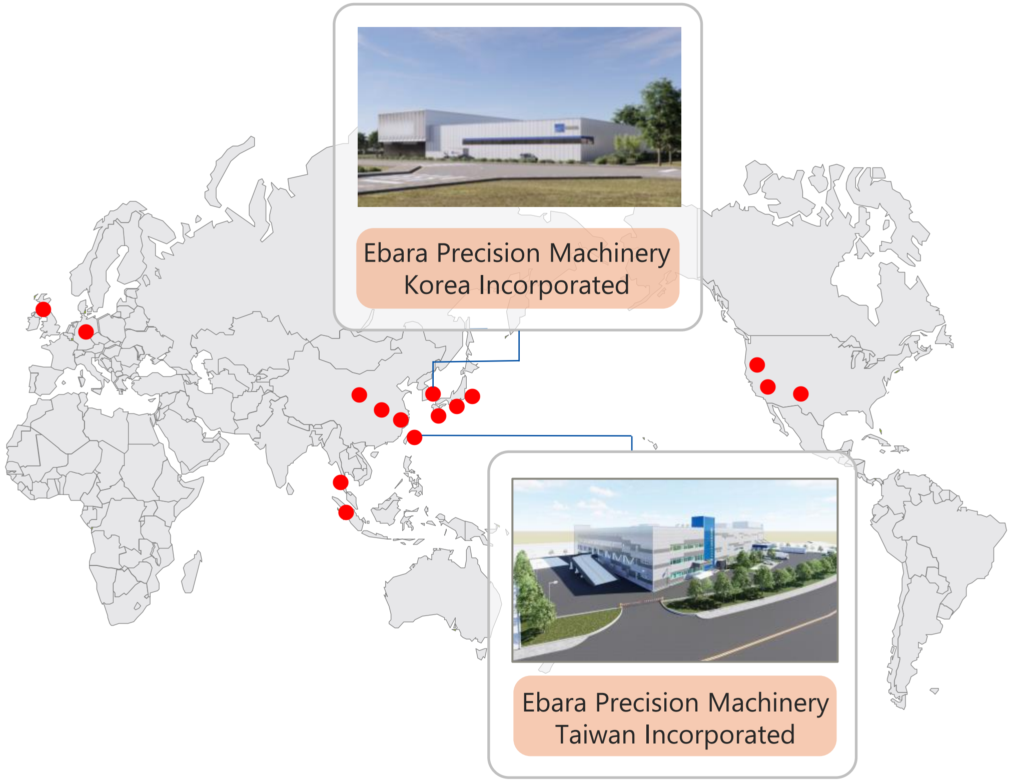
*Panel Plating System: Model UFP*

An electroplating system that forms fine patterns, including bumps, redistribution layers (RDLs), and vias, on square panel substrates

### ■ Improve Profitability

**Expansion of the S&S Business**

Supported by an increasing installed base, the S&S business continues to grow. The Company plans to expand its dry vacuum pump overhaul service network in Taiwan and South Korea in 2026.







Note) The “XXX Model” notation used in this document indicates our company’s model designation.

# Segment Highlights (Energy)

## Energy

### ■ Support a Stable Energy Supply

- Capitalizing on demand for large electric motor-driven compressors (e-LNG), supported by growing global LNG demand
- Ongoing modernization and automation of manufacturing facilities at the U.S. Jeannette plant

Expansion of Large-Scale Power Infrastructure

Automation of Production Processes

- Secured a major upstream project order in the first half of FY26 and expanded order intake in the Middle East and gas process markets by responding to customers' increasing localization needs and the electrification of drive systems

### ■ Leading the Realization of a Decarbonized Society (Hydrogen)

- Received orders for liquid hydrogen booster pumps and hydrogen gas transfer blowers for liquid hydrogen receiving terminals
- Obtained the world's first* type approval for a cargo pump for a liquefied hydrogen carrier
- Received an order for a liquid hydrogen pump for airport infrastructure applications
- Commercial Product Testing & Development Center scheduled for completion in 2026

### ■ Strengthen Competitiveness (S&S Expansion)

- Expanding the flagship S&S service hub in Houston, U.S., to strengthen support for customers in the LNG, petrochemical, and refining industries across the Americas while also advancing sustainability-related initiatives
- Constructing a new S&S service center in Abu Dhabi, UAE, to capture growing S&S demand in the Middle East, where we have an extensive installed base of custom pumps and compressor/turbine systems


*Based on the Company's research

1. FY26 1-2Q Summary of Results
2. FY26 1-2Q Results by Segment
3. FY26 Forecast
4. Topics
5. **Appendix**

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

- Impacts are expected mainly in the Energy and Building Service & Industrial segments; however, the impact on earnings is currently limited
- Assumes current geopolitical tensions and logistics constraints remain in place through December 2026. Direct impacts have been factored into the earnings forecast
- The situation continues to be monitored closely, as further impacts may arise depending on future developments

| Segments | Key Impacts | Direct Impact on Operating Profit (Bln Yen) | | | |
|---|---|---|---|---|---|
| | | FY26 1-2Q | | FY26 Full | |
| | Announced Date (mm/dd/yy) | Forecast (May/15/26) | Results | Forecast (May/15/26) | Forecast (Aug/14/26) |
| Precision Machinery | - Increase in material and logistics costs | -0.1 | **-0.1** | -0.3 | **-0.2** |
| Energy | - Delayed S&S revenue in the Middle East (expected to recover in 2H)<br>- Logistics disruptions and increased logistics costs<br>- Delayed revenue from S&S projects scheduled for the 2H in the Middle East | -1.4 | **-1.6** | 0.0 | **-1.0** |
| Building Service & Industrial | - Higher raw material and energy costs<br>- Revenue delays due to longer lead times | -0.5 | **-0.5** | -1.0 | **-1.0** |
| Infrastructure | - None | -0.1 | **0** | 0 | **0** |
| Environmental Solutions | - Construction delays due to shortages of materials (resins, etc.) at construction sites | 0 | **0** | -0.1 | **-0.1** |
| | Consolidated Total | -2.1 | **-2.2** | -1.4 | **-2.3** |

# Segment Forecast (FY26 Half-Year Breakdown)

| (Bln Yen) Announced date (mm/dd/yy) | | FY24 1-2Q | FY24 3-4Q | FY25 1-2Q | FY25 3-4Q | FY26 1-2Q | FY26 3-4Q Plan Aug/14/26 |
|---|---|---|---|---|---|---|---|
| Total | Orders | 399.6 | 460.9 | 451.3 | 498.3 | **636.2** | 608.7 |
| | Revenue | 394.5 | 472.1 | 448.7 | 509.5 | **490.7** | 562.2 |
| | Operating Profit | 39.9 | 58.0 | 50.0 | 63.8 | **50.6** | 74.3 |
| | OP Ratio | 10.1% | 12.3% | 11.2% | 12.5% | **10.3%** | 13.2% |
| Precision Machinery | Orders | 115.9 | 144.1 | 141.3 | 162.1 | **267.4** | 282.5 |
| | Revenue | 122.2 | 156.1 | 150.5 | 191.7 | **183.6** | 241.3 |
| | Operating Profit | 19.2 | 30.9 | 23.4 | 34.3 | **32.5** | 44.4 |
| | OP Ratio | 15.8% | 19.8% | 15.6% | 17.9% | **17.7%** | 18.4% |
| Energy | Orders | 95.5 | 127.2 | 86.9 | 107.8 | **112.5** | 107.4 |
| | Revenue | 92.6 | 117.8 | 109.0 | 108.8 | **96.7** | 108.2 |
| | Operating Profit | 7.5 | 20.5 | 11.1 | 14.8 | **-0.7** | 18.7 |
| | OP Ratio | 8.1% | 17.4% | 10.2% | 13.6% | **-0.8%** | 17.4% |
| Building Service & Industrial | Orders | 123.6 | 120.8 | 125.5 | 123.7 | **148.4** | 131.5 |
| | Revenue | 114.7 | 123.4 | 113.8 | 128.1 | **129.5** | 135.4 |
| | Operating Profit | 7.8 | 2.5 | 6.8 | 8.4 | **8.3** | 10.6 |
| | OP Ratio | 6.8% | 2.0% | 6.0% | 6.6% | **6.4%** | 7.9% |
| Infrastructure | Orders | 28.7 | 31.8 | 31.1 | 31.8 | **26.3** | 33.6 |
| | Revenue | 25.8 | 25.3 | 32.6 | 24.5 | **32.1** | 27.8 |
| | Operating Profit | 3.0 | 0.6 | 5.6 | -1.0 | **5.6** | -0.1 |
| | OP Ratio | 11.9% | 2.4% | 17.2% | -4.1% | **17.4%** | -0.4% |
| Environmental Solutions | Orders | 35.2 | 36.3 | 65.8 | 69.5 | **80.8** | 54.1 |
| | Revenue | 38.3 | 49.1 | 42.0 | 55.8 | **47.9** | 50.0 |
| | Operating Profit | 3.6 | 4.8 | 4.4 | 8.6 | **6.6** | 6.3 |
| | OP Ratio | 9.4% | 9.8% | 10.5% | 15.4% | **14.0%** | 12.6% |
| Others, Adjustment | Orders | 0.5 | 0.7 | 0.5 | 3.3 | **0.6** | -0.6 |
| | Revenue | 0.5 | 0.6 | 0.5 | 0.7 | **0.6** | -0.6 |
| | Operating Profit | -1.3 | -1.3 | -1.4 | -1.4 | **-1.6** | -5.8 |

# Orders

| (Bln Yen)<br>Announced date (mm/dd/yy) | FY25 | | | | FY26 | | | |
|---|---|---|---|---|---|---|---|---|
| | 1Q | 1-2Q | 1-3Q | 1-4Q | 1Q | 1-2Q | 3-4Q Plan<br>Aug/14/26 | 1-4Q Plan<br>Aug/14/26 |
| Total | 199.8 | 451.3 | 680.1 | 949.6 | 324.9 | **636.2** | 608.7 | 1,245.0 |
| Precision Machinery | 73.9 | 141.3 | 201.0 | 303.4 | 151.2 | **267.4** | 282.5 | 550.0 |
| Equipment | 44.9 | 86.1 | 121.4 | 193.7 | 114.6 | **186.2** | 193.7 | 380.0 |
| Components | 29.0 | 55.1 | 79.6 | 109.6 | 36.5 | **81.1** | 88.8 | 170.0 |
| Energy | 42.3 | 86.9 | 150.9 | 194.7 | 55.7 | **112.5** | 107.4 | 220.0 |
| Building Service & Industrial | 59.7 | 125.5 | 188.3 | 249.2 | 70.3 | **148.4** | 131.5 | 280.0 |
| Infrastructure | 20.0 | 31.1 | 45.6 | 62.9 | 14.7 | **26.3** | 33.6 | 60.0 |
| Environmental Solutions | 3.3 | 65.8 | 93.3 | 135.3 | 32.4 | **80.8** | 54.1 | 135.0 |
| Others | 0.2 | 0.5 | 0.8 | 3.8 | 0.3 | **0.6** | -0.6 | - |

# Revenue

| (Bln Yen)<br>Announced date (mm/dd/yy) | FY25 | | | | FY26 | | | |
|---|---|---|---|---|---|---|---|---|
| | 1Q | 1-2Q | 1-3Q | 1-4Q | 1Q | 1-2Q | 3-4Q Plan<br>Aug/14/26 | 1-4Q Plan<br>Aug/14/26 |
| Total | 212.6 | 448.7 | 663.5 | 958.2 | 246.3 | **490.7** | 562.2 | 1,053.0 |
| Precision Machinery | 62.4 | 150.5 | 223.3 | 342.2 | 82.9 | **183.6** | 241.3 | 425.0 |
| Equipment | 36.3 | 95.6 | 141.2 | 227.3 | 53.9 | **122.4** | 167.5 | 290.0 |
| Components | 26.0 | 54.8 | 82.0 | 114.9 | 28.9 | **61.2** | 73.7 | 135.0 |
| Energy | 48.6 | 109.0 | 159.3 | 217.8 | 46.5 | **96.7** | 108.2 | 205.0 |
| Building Service & Industrial | 56.3 | 113.8 | 173.4 | 241.9 | 63.0 | **129.5** | 135.4 | 265.0 |
| Infrastructure | 21.5 | 32.6 | 41.7 | 57.1 | 23.2 | **32.1** | 27.8 | 60.0 |
| Environmental Solutions | 23.4 | 42.0 | 64.8 | 97.8 | 30.1 | **47.9** | 50.0 | 98.0 |
| Others | 0.3 | 0.5 | 0.9 | 1.2 | 0.3 | **0.6** | -0.6 | - |

# Operating Profit

| (Bln Yen)<br>Announced date (mm/dd/yy) | FY25 | | | | FY26 | | | |
|---|---|---|---|---|---|---|---|---|
| | 1Q | 1-2Q | 1-3Q | 1-4Q | 1Q | 1-2Q | 3-4Q Plan<br>Aug/14/26 | 1-4Q Plan<br>Aug/14/26 |
| Total | 22.6 | 50.0 | 69.5 | 113.8 | 26.7 | **50.6** | 74.3 | 125.0 |
| Precision Machinery | 8.2 | 23.4 | 32.8 | 57.7 | 13.5 | **32.5** | 44.4 | 77.0 |
| Energy | 1.9 | 11.1 | 17.0 | 25.9 | -1.6 | **-0.7** | 18.7 | 18.0 |
| Building Service & Industrial | 4.3 | 6.8 | 10.5 | 15.2 | 4.4 | **8.3** | 10.6 | 19.0 |
| Infrastructure | 5.5 | 5.6 | 3.6 | 4.6 | 6.1 | **5.6** | -0.1 | 5.5 |
| Environmental Solutions | 3.0 | 4.4 | 7.2 | 13.0 | 6.1 | **6.6** | 6.3 | 13.0 |
| Others | -0.6 | -1.4 | -1.9 | -2.8 | -1.8 | **-1.6** | -5.8 | -7.5 |

# Backlog of Orders

| (Bln Yen)<br>Announced date (mm/dd/yy) | FY24 | FY25 | | | | FY26 | | |
|---|---|---|---|---|---|---|---|---|
| | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 4Q Plan<br>Aug/14/26 |
| Total | 917.1 | 886.8 | 900.5 | 919.6 | 912.0 | 993.3 | **1,059.2** | 1,104.0 |
| Precision Machinery | 187.9 | 195.5 | 177.5 | 165.1 | 151.5 | 217.6 | **233.5** | 276.5 |
| Energy | 239.0 | 222.0 | 200.8 | 220.8 | 213.7 | 229.9 | **236.3** | 231.3 |
| Building Service & Industrial | 68.7 | 69.9 | 76.4 | 80.8 | 75.7 | 83.9 | **95.5** | 90.7 |
| Infrastructure | 76.9 | 75.0 | 74.8 | 80.7 | 83.4 | 74.5 | **76.9** | 83.4 |
| Environmental Solutions | 344.4 | 324.1 | 370.7 | 372.0 | 384.6 | 387.2 | **416.7** | 421.6 |
| Others | 0.1 | 0.1 | 0.1 | 0.0 | 2.7 | 0.1 | **0.1** | 0.1 |

# Revenue by Region

| (Bln Yen) | FY25 1Q | FY25 1-2Q | FY25 1-3Q | FY25 1-4Q | FY26 1Q | FY26 1Q Composition | FY26 1-2Q | FY26 1-2Q Composition |
|---|---|---|---|---|---|---|---|---|
| Precision Machinery | 62.4 | 150.5 | 223.3 | 342.2 | 82.9 | 100% | **183.6** | 100% |
| Japan | 11.3 | 27.4 | 43.6 | 62.6 | 17.1 | 21% | **36.5** | 20% |
| Asia (excl. Japan) | 35.2 | 93.1 | 140.7 | 226.8 | 53.3 | 64% | **120.0** | 65% |
| North America | 10.8 | 21.2 | 26.8 | 37.7 | 8.2 | 10% | **17.1** | 9% |
| Europe | 4.4 | 7.1 | 11.0 | 13.8 | 3.9 | 5% | **9.5** | 5% |
| Others | 0.5 | 1.4 | 0.9 | 1.2 | 0.1 | 0% | **0.4** | 0% |
| Energy | 48.6 | 109.0 | 159.3 | 217.8 | 46.5 | 100% | **96.7** | 100% |
| Japan | 1.9 | 4.9 | 6.8 | 8.5 | 1.5 | 3% | **0.4** | 1% |
| Asia (excl. Japan) | 16.5 | 37.7 | 56.4 | 79.7 | 21.6 | 47% | **45.2** | 47% |
| North America | 14.8 | 32.8 | 48.7 | 58.9 | 12.1 | 26% | **24.3** | 25% |
| Europe | 2.4 | 7.3 | 10.9 | 17.8 | 3.4 | 7% | **7.8** | 8% |
| Middle East | 10.0 | 20.6 | 28.6 | 40.8 | 5.3 | 12% | **14.1** | 15% |
| Others | 2.6 | 5.3 | 7.6 | 11.7 | 2.3 | 5% | **4.6** | 5% |
| Building Service & Industrial | 56.3 | 113.8 | 173.4 | 241.9 | 63.0 | 100% | **129.5** | 100% |
| Japan | 27.0 | 50.0 | 73.9 | 104.9 | 28.6 | 45% | **53.0** | 41% |
| Asia (excl. Japan) | 11.6 | 26.8 | 42.6 | 58.7 | 13.8 | 22% | **31.4** | 24% |
| North America | 4.5 | 8.5 | 13.2 | 18.2 | 5.2 | 8% | **11.0** | 9% |
| Europe | 5.9 | 13.0 | 19.7 | 26.2 | 6.9 | 11% | **15.4** | 12% |
| Middle East | 2.0 | 4.8 | 7.0 | 9.6 | 1.9 | 3% | **5.1** | 4% |
| Others | 5.0 | 10.4 | 16.6 | 23.9 | 6.4 | 10% | **13.5** | 10% |
| Infrastructure | 21.5 | 32.6 | 41.7 | 57.1 | 23.2 | 100% | **32.1** | 100% |
| Japan | 20.0 | 28.0 | 34.2 | 46.8 | 22.2 | 96% | **29.3** | 91% |
| Asia (excl. Japan) | 0.9 | 3.4 | 5.9 | 7.6 | 0.8 | 3% | **1.9** | 6% |
| North America | 0.1 | 0.3 | 0.6 | 1.6 | 0.1 | 1% | **0.3** | 1% |
| Middle East | 0.3 | 0.7 | 0.9 | 1.0 | 0.0 | 0% | **0.2** | 1% |
| Environmental Solutions | 23.4 | 42.0 | 64.8 | 97.8 | 30.1 | 100% | **47.9** | 100% |
| Japan | 23.3 | 41.8 | 64.2 | 96.1 | 30.1 | 100% | **47.8** | 100% |
| Asia (excl. Japan) | 0.1 | 0.2 | 0.5 | 1.7 | 0.0 | 0% | **0.0** | 0% |

# Service & Support (S&S) Revenue

| (Bln Yen) | | FY25 | | | | FY26 | |
|---|---|---|---|---|---|---|---|
| | | 1Q | 1-2Q | 1-3Q | 1-4Q | 1Q | 1-2Q |
| Precision Machinery | S&S Revenue | 21.2 | 44.9 | 69.5 | 97.0 | 24.2 | **53.4** |
| | S&S Ratio | 34% | 30% | 31% | 28% | 29% | **29%** |
| Energy | S&S Revenue | 24.3 | 55.1 | 82.5 | 117.3 | 24.3 | **52.9** |
| | S&S Ratio | 50% | 51% | 52% | 54% | 52% | **55%** |
| Building Service & Industrial | S&S Revenue | 13.5 | 25.8 | 37.5 | 54.6 | 14.5 | **28.6** |
| | S&S Ratio | 24% | 23% | 22% | 23% | 23% | **22%** |
| Infrastructure | S&S Revenue | 11.8 | 17.1 | 20.4 | 26.8 | 12.5 | **17.0** |
| | S&S Ratio | 55% | 53% | 49% | 47% | 54% | **53%** |
| Environmental Solutions | O&M Revenue | 18.1 | 32.1 | 49.8 | 75.3 | 23.7 | **39.4** |
| | O&M Ratio | 77% | 76% | 77% | 77% | 79% | **82%** |

# Balance Sheet

| (Bln Yen) | FY25 2Q<br>a | FY25 4Q<br>b | FY26 2Q<br>c | Change<br>c-a |
|---|---|---|---|---|
| Total Assets | 991.8 | 1,082.2 | **1,102.0** | +110.1 |
| Current Assets | 658.0 | 717.3 | **720.7** | +62.7 |
| Cash and cash equivalents | 163.7 | 143.4 | **153.0** | -10.7 |
| Trade receivables | 249.3 | 332.4 | **308.4** | +59.0 |
| Inventories | 209.3 | 197.6 | **210.4** | +1.0 |
| Other Current Assets | 35.5 | 43.7 | **48.8** | +13.3 |
| Non-current Assets | 333.7 | 364.8 | **381.2** | +47.4 |
| Total Liabilities | 501.0 | 560.5 | **558.2** | +57.1 |
| Trade payables | 137.1 | 125.2 | **124.5** | -12.6 |
| Interest-bearing debt | 148.3 | 224.7 | **228.2** | +79.9 |
| Other Liabilities | 215.5 | 210.5 | **205.3** | -10.1 |
| Total Equity | 490.7 | 521.6 | **543.7** | +52.9 |
| Total equity attributable to owners of parent | 479.5 | 508.8 | **531.9** | +52.3 |
| Other Equity | 11.2 | 12.7 | **11.8** | +0.6 |
| Equity Ratio | 48.4% | 47.0% | **48.3%** | -0.1pts |
| Debt-to-Equity Ratio | 0.31 | 0.44 | **0.43** | +0.12 |

# Cash Flows

| (Bln Yen)<br>Announced date (mm/dd/yy) | 1-2Q | | | 1-4Q | | |
|---|---|---|---|---|---|---|
| | FY25<br>a | FY26<br>b | YoY<br>Change<br>b-a | FY25<br>c | FY26 Plan<br>Aug/14/26<br>d | YoY<br>Change<br>d-c |
| CF from operating activities | 54.7 | **75.4** | 20.7 | 40.7 | 100.0 | +59.2 |
| CF from investing activities | -44.4 | **-44.7** | -0.2 | -91.2 | -55.0 | +36.2 |
| FCF | 10.2 | **30.7** | 20.5 | -50.4 | 45.0 | +95.4 |
| CF from financing activities | -17.3 | **-24.2** | -6.9 | 16.8 | -35.0 | -51.8 |

# CAPEX, Depreciation and Amortization, R&D Expenses

| (Bln Yen) | 1-2Q | | | 1-4Q | | | | |
|---|---|---|---|---|---|---|---|---|
| | FY25 | FY26 | YoY | FY25 | FY26 Prior Plan | FY26 Plan | YoY | Change from Prior Plan |
| Announced date (mm/dd/yy) | | | Change | | May/15/26 | Aug/14/26 | Change | Change |
| | a | b | b-a | c | d | e | e-c | e-d |
| CAPEX | 58.9 | **40.8** | -18.1 | 100.7 | 99.0 | 99.0 | -1.7 | - |
| Precision Machinery | 24.7 | **12.3** | -12.4 | 34.0 | 18.0 | 21.0 | -13.0 | +3.0 |
| Energy | 7.1 | **9.6** | +2.4 | 14.5 | 26.0 | 26.0 | +11.4 | - |
| Building Service & Industrial | 5.8 | **6.2** | +0.3 | 15.0 | 16.0 | 16.0 | +0.9 | +0.0 |
| Infrastructure | 0.4 | **0.3** | -0.1 | 1.5 | 2.0 | 1.0 | -0.5 | -1.0 |
| Environmental Solutions | 1.6 | **1.1** | -0.5 | 2.1 | 2.0 | 2.0 | -0.1 | - |
| Others | 19.0 | **11.2** | -7.8 | 33.3 | 35.0 | 33.0 | -0.3 | -2.0 |
| D&A | 16.0 | **20.4** | +4.4 | 34.8 | 42.0 | 42.0 | +7.1 | - |
| Precision Machinery | 4.5 | **6.0** | +1.4 | 9.9 | 12.0 | 12.0 | +2.0 | - |
| Energy | 2.7 | **3.5** | +0.8 | 5.5 | 6.0 | 7.0 | +1.4 | +1.0 |
| Building Service & Industrial | 3.5 | **4.1** | +0.5 | 7.5 | 8.0 | 8.0 | +0.4 | - |
| Infrastructure | 0.5 | **0.9** | +0.4 | 1.4 | 1.0 | 1.5 | +0.0 | +0.5 |
| Environmental Solutions | 0.3 | **0.7** | +0.3 | 1.2 | 1.0 | 1.5 | +0.2 | +0.5 |
| Others | 4.2 | **5.0** | +0.7 | 9.0 | 14.0 | 12.0 | +2.9 | -2.0 |
| R&D | 10.4 | **12.0** | +1.6 | 23.2 | 25.0 | 25.0 | +1.7 | - |
| Precision Machinery | 5.5 | **5.8** | +0.3 | 12.0 | 11.0 | 11.0 | -1.0 | - |
| Energy | 1.0 | **1.8** | +0.7 | 2.6 | 6.0 | 6.0 | +3.3 | - |
| Building Service & Industrial | 2.5 | **2.5** | -0.0 | 5.5 | 4.0 | 4.0 | -1.5 | - |
| Infrastructure | 0.3 | **0.2** | -0.0 | 0.7 | 1.0 | 1.0 | +0.2 | - |
| Environmental Solutions | 0.9 | **1.6** | +0.6 | 2.2 | 3.0 | 3.0 | +0.7 | - |

# ESG Topics

| | | Press Release Month |
|---|---|---|
| Environmental | EBARA earns CDP 2025 Supplier Engagement Assessment “A” Rating for Second Consecutive Year | 2026/5 |
| | EBARA Group Achieves World’s First Type Approval for Liquid Hydrogen Cargo Pumps | 2026/7 |
| Social | Conducted a Drainage Pump Package Demonstration in Nagomi Town, Kumamoto Prefecture<br>*Contributing to Disaster Prevention and Mitigation Measures to Protect Local Communities from Flood Damage* | 2026/6<br>(Japanese language only) |
| IR Communication | Held a Management Meeting for Securities Analysts | 2026/5<br>(Japanese language only) |
| | Published the *EBARA Group Integrated Report 2026* | 2026/6<br>(Japanese Released)<br>2026/7<br>(English Released) |
| | Conducted Fujisawa Plant Tours for Individual Shareholders in 2026 | 2026/7<br>(Japanese language only) |
| | Held EBARA IR Day 2026 | 2026/7<br>(Japanese language only) |

# Other Disclosure Materials

| Materials | Date (mm/dd/yy) | Highlights |
|---|---|---|
| **Integrated Report 2026**<br>Business Segment Pages | JP: Jun/30/26<br>EN: Jul/31/26 | Financial & non-financial targets, management strategies, products, key end markets, end products, market share and key achievements, locations of production/manufacturing sites, competitors, regional revenue breakdown and S&S ratio, business flow, strengths, market environment |
| **Long-term vision E-Vision 2035 / Medium-term management plan E-Plan 2028** | Feb/13/26 | Financial & non-financial targets, business portfolio, cash allocation, value creation story, other related topics |
| IR Day 2026<br>**The Precision Machinery Company's Vision and Medium- to Long-term Strategy** | Jul/14/26 | Growth opportunities aligned with the semiconductor industry's technology roadmap<br>CMP Systems: Key drivers of demand growth, response to hybrid Cu bonding and BS-PDN technologies, and profitability expansion drivers<br>Components: Energy efficiency, reduced footprint and integration |
| IR Day 2026<br>**The Energy Company's Medium- to Long-term Strategy and Sustainability Market Initiatives** | Jul/14/26 | Strengthening the LNG business; expanding S&S; development and commercialization of products for hydrogen, ammonia, and CCUS applications<br>Capital investment trends |
| IR Day 2026<br>**The Building Service & Industrial Company's Vision and Medium- to Long-term Strategy** | Jul/14/26 | Business portfolio transformation (improving efficiency in existing businesses while incorporating growth businesses)<br>Regional and market-specific strategies (including industrial chillers for the semiconductor market and cooling pumps for data centers) |
| **Acquisition of Mitsubishi Electric's three-phase motor business** | Nov/13/25 | Amid growing demand for energy-efficient industrial machinery, strengthening the high value-added areas of product development and design, as well as sales and service |

# Disclaimer

This release contains forward-looking statements that 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.