Summary of climate-related (Updated June 2026)

Key climate-related achievements by 2025

Our company advocates the practice of advanced ESG management and has declared ""2050 Net Zero"" as a group. In our long-term vision E-Vision2030 announced in 2020, we set goals for 2030 toward its achievement and aim to contribute to the realization of a decarbonized society. The goals and achievements of key environmental indicators in the medium-term management plan ""E-Plan2025 (2023-2025),"" which was backcasted from our desired state in 2030, are as follows.

Indicator	Goal	Achievements by 2025
① CDP climate-related category	Maintain rating of B or higher	2024 and 2025: A-
② Scope 1 and 2 GHG emissions (CO_2 equivalent)	32% reduction compared to 2018	2025: Achieved 46% reduction compared to 2018
③ Scope 3/reduction contributions/GHG emissions in other value chains	Establish reasonable measurement methods by 2025	Establishment completed

① Among CDP evaluations, we aimed to maintain a rating of B or higher in the climate change category, and we were able to obtain an A- rating exceeding our goal in 2024 and 2025.

② For Scope 1 and 2 GHG emissions (CO_2 equivalent) in 2025, we achieved a 46% reduction against the goal of ""32% reduction compared to 2018."" The main factors include adding small boilers to manufacturing lines for efficient operation and continuously procuring electricity with low GHG emission factors from EBARA Environmental Plant.

③ For Scope 3/reduction contributions/other (value chain), we established reasonable measurement methods by 2025. As shown on page 6, we set target values for Scope 3 goals and as contribution goals for customers' GHG reduction.

As other environmental-related achievements, we were also able to obtain an A- rating in CDP's water security evaluation in 2025. CDP's Supplier Engagement Rating received an A rating in 2024 and 2025.

Summary of climate-related (Updated June 2026)

Connection between overall strategy and climate-related strategy

Our group recognizes that building a decarbonized society and responding to climate change are critical challenges facing the world. We extract significant climate-related risks and opportunities through climate-related scenario analysis and use them in formulating our group's overall strategy. The climate-related strategy has been incorporated into E-Vision2035 announced in February 2026 and the medium-term management plan E-Plan2028 for 2026 to 2028. For details, please refer to ""E-Vision2035"" and ""E-Plan2028"" announced on February 13, 2026.

In E-Vision2035, we set forth our desired state for 2035 as ""becoming an indispensable company for realizing a sustainable society as a global excellent company."" As the value our group provides to society and the environment, we aim to maximize contributions to a ""decarbonized society,"" ""safe and secure living,"" and ""evolving affluent lifestyles."" Additionally, as economic value, we aim for net sales of 2 trillion yen or more, operating profit margin of 20% or more, ROIC of 20% or more, and ROE of 25% or more.

Our group has established the following materialities and practices sustainability management that simultaneously enhances social and environmental value and economic value.

- Materiality 1 ""Contribute to the creation of a sustainable society"" contributes to solving challenges such as decarbonization, energy conservation, circular society, and response to natural disasters including flood damage.
- Materiality 2 ""Elevate standards of living and support abundant lifestyles for all"" contributes to building an affluent and highly efficient society through the provision of manufacturing equipment that can supply semiconductors—indispensable for the evolution of various technologies—with higher performance and stability while reducing environmental impact.
- Materiality 3 ""Conduct comprehensive environmental management"" will accelerate efforts toward GHG reduction across the entire value chain for carbon neutrality, conservation of biodiversity, and promotion of a circular economy. Through business activities that contribute to building a sustainable society, such as initiatives related to climate change transition and adaptation, we aim to achieve both enhancement of social and environmental value and improvement of our group's economic value.

Source: From "E-Vision2035" and "E-Plan2028"

Summary of climate-related (Updated June 2026)

Our Value Creation Story Toward 2035

We have positioned continuing to provide solutions through our core business to address the challenges society will face in the future at the center of our vision through 2035.
We will continue to take on global environmental challenges including climate-related issues such as promoting decarbonization, realizing a circular society, securing water resources, and responding to increasingly severe natural disasters through our core business.

Clarifying the process through which we aim to contribute to a sustainable society by leveraging our businesses and core technologies

Economic value, as well as social and environmental value (financial impacts)

We aim to become a global excellent company indispensable for realizing a sustainable society by achieving both enhancement of social and environmental value through activities toward solving climate-related challenges and improvement of our economic value.

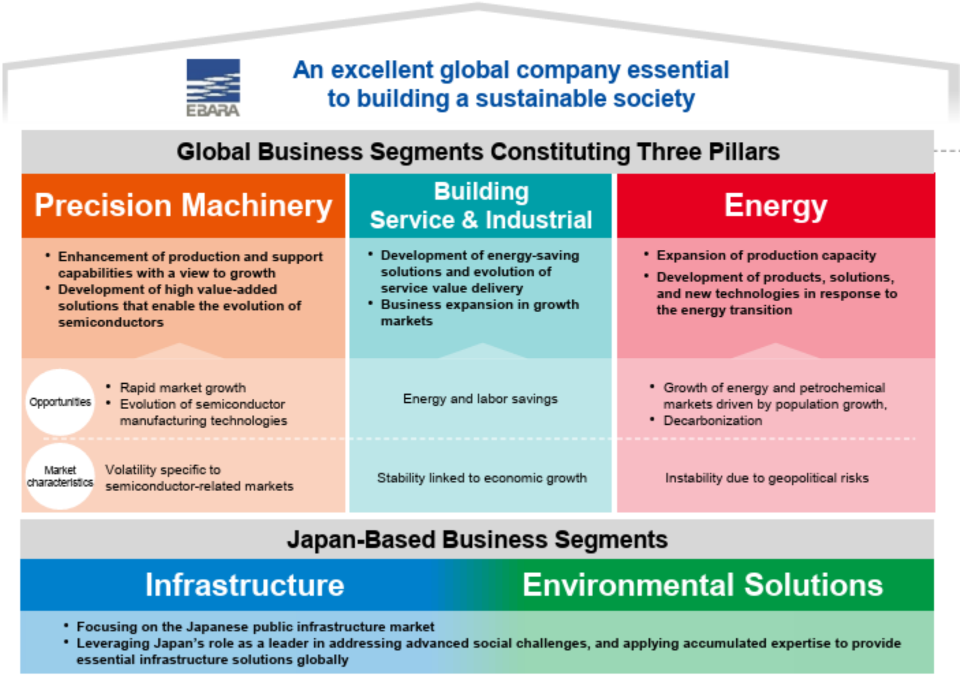
Source: From "E-Vision2035" and "E-Plan2028"

Summary of climate-related（Updated June 2026)

Business Portfolio Overview for E-Vision2035

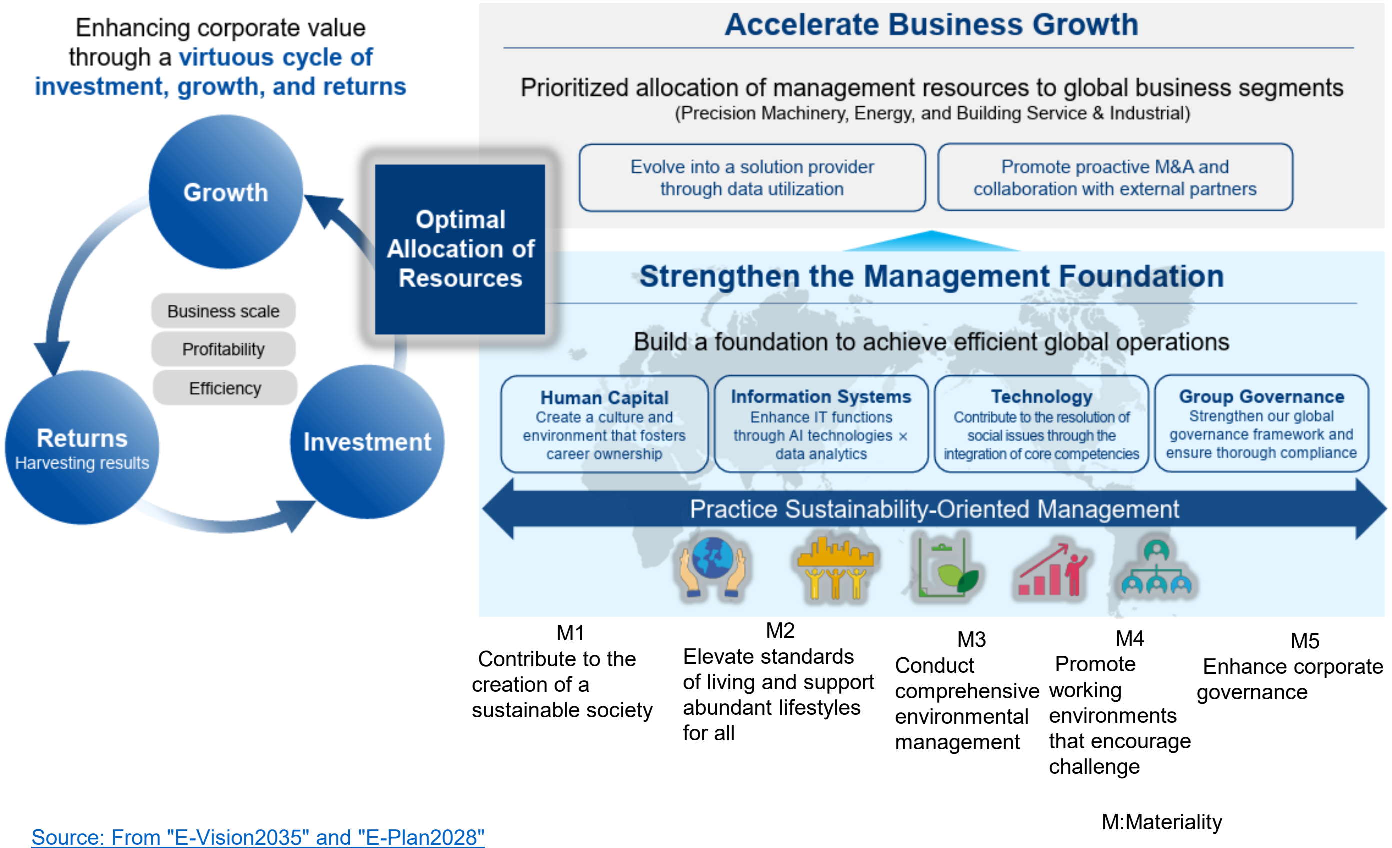
The Precision and Electronics segment with the semiconductor manufacturing market as its primary target market, the Energy segment with the energy market as its primary target market, and the Building and Industrial segment with the building and industrial equipment market as its primary target market are positioned as global business segments.

The Infrastructure segment with the water infrastructure market as its target market and the Environmental segment with the solid waste treatment market as its primary target market provide solutions to challenges in Japan such as response to natural disasters, resource conservation, and aging infrastructure.



Enhancement our management foundation

To achieve our desired state for 2035 of becoming ""an indispensable company for realizing a sustainable society as a global excellent company,"" we will prioritize the allocation of management resources to global business segments while strengthening the management foundation that supports sustainability management practices and globally efficient operations.



Source: From "E-Vision2035" and "E-Plan2028"

Summary of climate-related (Updated June 2026)

4 core contents in climate-related disclosure

Climate-related governance

Our Board of Directors recognizes the importance of practicing ""Governance to Value"" with an emphasis on sustainability management and has clearly stated this stance in the Basic Policy on Corporate Governance (hereinafter, CG Basic Policy). In accordance with the CG Basic Policy, the Board of Directors, which oversees management, formulates basic management policies with a view to the long-term business environment and supervises their continuous implementation, so that the company can sustainably contribute to solving social issues through business (enhancing social and environmental value) by practicing advanced sustainability management based on ESG, and create financial value through ROIC management and portfolio management. The Board of Directors addressed and discussed sustainability-related agenda items including climate-related, water security, and resources a total of 7 times in 2025.

The management team responsible for business execution holds the Sustainability Committee, chaired by the Representative Executive Officer and President, four times a year. The Sustainability Committee held in 2025 discussed climate-related initiatives at all meetings, confirmed the progress of activities against goals, and determined future activity policies. Climate-related strategies by market and business, including scenario analysis, are executed under the responsibility of each Company President.

Climate-related strategy

EBARA Group has set "Evolution of ESG management" as one of its desired states for 2030, and in E-Vision2035 (desired state for 2035) announced in February 2026, the promotion of advanced sustainability management centered on ESG is positioned as the fundamental concept. The fundamental concept in the E (Environment) field is to provide solutions indispensable for solving challenges of carbon neutrality, circular economy, and nature positive, and to pursue highly efficient operations that minimize environmental impact.

Additionally, the climate-related strategy in the medium-term management plan E-Plan2028 (2026-2028) announced at the same time is set based on the results of the climate-related scenario analysis review conducted in 2025. The scenario analysis review was conducted for each of our group's main target markets. In each business segment, we formulated resilient climate-related strategies while referring to the IFRS® S2 disclosure standards and the SSBJ sustainability disclosure standards and industry-specific guidance issued in March 2025, considering current and anticipated future impacts on business models and value chains.

Management of climate-related risks and opportunities

Significant risks and opportunities identified through climate-related scenario analysis are managed at the ""Management Issues Action Plan Monitoring Meeting."" This meeting is presided over by the Representative Executive Officer and President, and serves as a management system where the management team itself monitors, with each Company President reporting and discussing the progress and results of action plans for financial and non-financial indicators. Climate-related risks and opportunities are monitored as non-financial indicators, and we review the progress of activities toward achieving goals and the activities themselves. Progress on non-financial indicators and goals including climate-related ones is reported to the Sustainability Committee, and all executive officers conduct company-wide reviews.

Summary of climate-related (Updated June 2026)

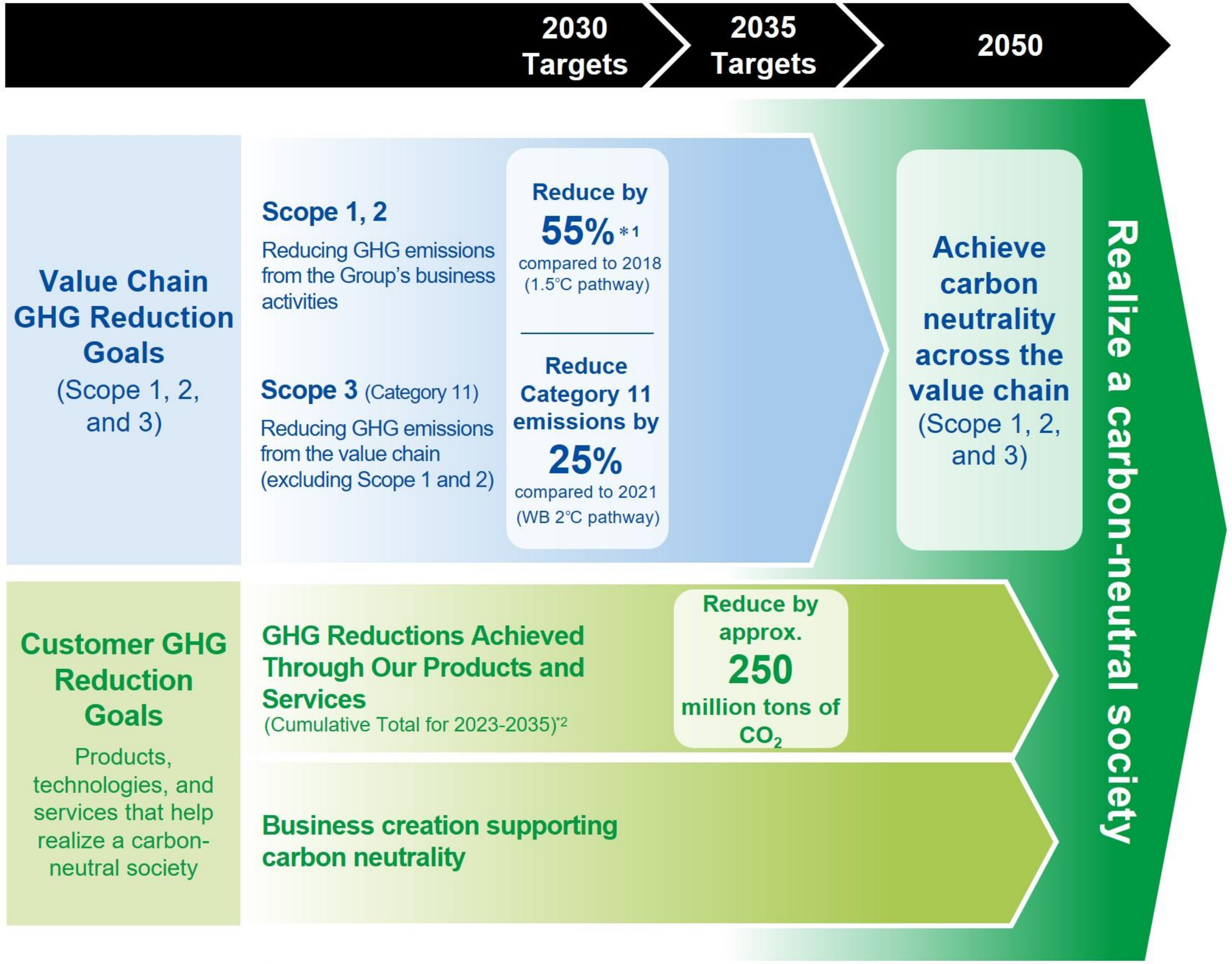
Climate-related indicators and goals

We aim for carbon neutrality by 2050 by reducing GHG (Greenhouse gas) emissions in our own operations and value chain. Toward its realization, the Sustainability Committee deliberates on our group's policies, strategies, indicators, and goals, and confirms achievements and progress.

- Regarding GHG emissions from our own activities (Scope 1 and 2), we are working on energy conservation at each site while advancing the installation of solar power generation equipment and procurement of CO2-free electricity at domestic and overseas sites.
- For GHG emissions in the value chain (Scope 3), we have set reduction targets for 2030 targeting emissions from the use of our products (Category 11), which account for the majority of these emissions. As measures to reduce Scope 3 emissions, we are advancing initiatives including improving the efficiency of our products and strengthening collaboration with suppliers.
- In May 2025, we obtained certification for SBT near-term targets. Additionally, we have received third-party assurance for our Scope 1, 2, and 3 emissions for 2025.

We established a rational measurement methodology for GHG emissions in the value chain by 2025 and organized our targets toward carbon neutrality as shown in the figure below. As targets for contributing to customers' GHG reduction, we have set goals for ""GHG reduction through our products and services"" and ""creating businesses that support the realization of a carbon-neutral society,"" and are advancing these initiatives. For ""GHG reduction through our products and services,"" we set target values for 2035 upon the formulation of E-Vision2035. These target values cover products that lead the energy transition, such as hydrogen, ammonia, and geothermal, as well as products and services that meet customers' energy-saving and decarbonization needs.

2050 Carbon Neutrality Roadmap (First issued in 2025, revised in 2026)



*1. Targets for Scope 1, 2, and 3 emissions have been validated by the Science Based Targets initiative (SBTi), a joint initiative of WWF, CDP, the World Resources Institute (WRI), and the United Nations Global Compact, as science-based near-term targets.

*2. GHG emissions reductions are calculated in CO_2-equivalent terms based on the difference in emissions before and after the adoption of our products. The figure includes avoided emissions calculated with reference to guidance from the World Business Council for Sustainable Development (WBCSD).

Carbon Neutrality Efforts by the EBARA Group

Summary of climate-related disclosures (as of June 2026)

Major Disclosures		Link destination
Governance	Overall governance	Corporate governance
	Governance bodies responsible for overseeing climate-related risks and opportunities	Climate-related Governance
Strategy	Climate-related risks and opportunities	Climate-related risk and opportunities extraction and evaluation
	Business Model and Value Chain	Business model and value-chain impact forecasting
	Financial impact	Impact of climate-related risks and opportunities on financial planning
	Impact on strategy and decision-making	Long-Term Vision and Medium-Term Management Plan
	Climate-related resilience	Strategy based on climate-related risks and opportunities
Risk Management	Overall risk management process	Risk management
	Managing climate-related risks and opportunities	Link for managing climate-related risks and opportunities
Indicators and Target	Discharge of Scope1,2,3	EBARA's Carbon Neutral
	Numerical values and percentages of assets or operations vulnerable to climate-related transition risks and physical risks	Under consideration
	Figures and percentages of trial calculations or business activities consistent with climate-related opportunities	Under consideration
	Capital investment	Under consideration
	Internal carbon price	GHG Emissions Target in the Value Chain
	Compensation	Link of Introduction of Short-term Performance-Based Compensation (STI) and ESG Indicators

Main Climate-Related Business Strategies in E-Plan2028 (1/2)

Main Locations*: Listed in order of location size. (Strategy review conducted as of June 2026.)

Main Target Markets	Company	main products	Main Functions and Value to Bring to Market	Main Locations*	Main Climate-Related Strategies in E-Plan2028
Semiconductor manufacturing equipment equipment market	Precision machinery	Vacuum-pump, CMP, Pollution abatement equipment for exhaust gas Etc.	During the semiconductor manufacturing process • Providing a clean vacuum environment • Surface processing of wafers with ultra-high precision • Detoxification of PFC gases (perfluorocarbons), which have a global warming potential over several thousand times that of CO2	Japan, Taiwan, China, Korea, The U.S., European, Singapore Malaysia	• To prepare for climate-related disaster risks, we will continuously enhance BCM, strengthen service and support systems to respond to customers' disaster recovery needs, and further strengthen supply chain resilience. • In anticipation of expanding semiconductor demand, we will expand production and service bases both domestically and internationally, while strengthening our business foundation through energy saving, low-carbon, and decarbonization initiatives. • We will promote the development of products and solutions that contribute to improving energy efficiency, reducing emissions, and improving resource utilization efficiency in semiconductor manufacturing processes, supporting customers' decarbonization and environmental impact reduction.
Energy market	Energy	Custom pumps, Compressor, Turbine Cryo product* (pump/expander) *Products that handle cryogenic fluids Etc.	• Transfer of LNG (liquefied natural gas)-related facilities and LNG • Gas processing, gas compression and pumping in petroleum refining, petrochemical manufacturing, etc. (downstream) • CO2 injection and transfer at CCS・CCUS plants • Transfer of liquid hydrogen and hydrogen gas at hydrogen-related facilities • Transfer of ammonia within the ammonia conversion thermal power plant	Japan, the United States India, China, Vietnam, Middle East	• Together with customers, we will establish sustainability-related businesses that lead decarbonization and a sustainable society. • In the short to medium term, we will provide products for the LNG market that contribute to low-carbon initiatives. • Looking at the medium to long term beyond 2025, we will develop products for CCUS, ammonia markets, hydrogen, and geothermal power generation.

Main Climate-Related Business Strategies in E-Plan2028 (2/2)

Main Locations*: Listed in order of location size.　(As of June 2026. Strategy review conducted.)

Main Target Markets	Company	main products	Main Functions and Value to Bring to Market	Main Locations*	Main Climate-Related Strategies in E-Plan2028
Building and industrial system market	Building service & Industry	Standard pump, Standard fans, Refrigerator, cooling tower etc.	• Pumping water, pumping water, drainage, ventilation, ventilation, exhaust water, pumping and pumping water for fire extinguishing in buildings, apartments, and factories in various industries • Transfer of liquids other than clean water, such as chemicals and foods • Air conditioning of large-scale facilities, cooling of industrial processes, temperature control of industrial facilities, etc.	Japan, China, Italy, Brazil	•Through pump products, we provide energy-saving solutions that integrate pump, motor, and rotation control technologies. •Furthermore, we will link condition monitoring functions implemented in each product such as pumps, refrigeration equipment, and fans through IoT technology, promoting real-time visualization of operational data. By optimizing operations according to equipment operating conditions and combining various products, we maximize energy efficiency and provide total solutions that support energy saving and GHG emission reduction throughout the entire product lifecycle.
Water infrastructure market	Infrastructure	Pumping equipment (water and sewage, rivers, irrigation), Ventilation equipment (roads), Aeration equipment (sewage), Electrical equipment Etc.	• Pumping, transporting, and draining water from water supply and sewage facilities • Intake and discharge of water from rivers, prevention and control of water damage • Road ventilation, exhaust, smoke exhaust etc.	Japan	• Contribute to the national land toughening plan against deterioration of infrastructure facilities and severe flood damage. • Provide high-value-added pumping systems through overseas bases with engineering technologies that have gained high reputation in Japan for flood damage, drought, and irrigation demand in countries and regions where sales bases are located, such as Southeast Asia.
Solid waste treatment market	Environmental solutions	General waste treatment facility Industrial waste disposal facility Woody biomass power generation facility Etc.	Solid waste treatment market	Japan, China	• Contribute to decarbonization in the customer's semiconductor manufacturing process. • Leading the decarbonization of semiconductor manufacturing as a member of the Semiconductor Climate Related Consortium. • The company aims to further reduce GHG emissions by advancing emission systems for EUV exposure equipment.