

EBARA IR Day 2022

Thursday, July 8 from 9:30 a.m. to 11:30 a.m.

EBARA's Energy Business and Initiatives toward Decarbonized Society



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[Schedule]

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| 9:30 | Opening |
| 9:45 | Session 1: Initiatives for Decarbonization in the Compressor & Turbine Business
Q&A |
| 10:30 | Break (10 minutes) |
| 10:40 | Session 2: EBARA Group-wide Co-Creation Initiatives for Hydrogen Supply Chain
Q&A |
| 11:30 | Closing |

Long-term Vision: E-Vision 2030

— The Status We Aspire for in 2030

5 Material Issues (Materiality)



1. Contribute to the creation of a sustainable society



2. Elevate standards of living and support abundant lifestyles for all



3. Conduct comprehensive environmental management



4. Promote working environments that encourage challenge



5. Enhance corporate governance

Outcomes



The Status We Aspire for in 2030

Social/Environmental Value

Solve social issues through our business:

- Reduce GHG emissions equivalent to around 100 million tons of CO₂

- Deliver water to 600 million people

- Contribute to development of ICAC5...Challenge 14 Å

Economic Value

- ROIC over 10.0%
- Roughly 1 trillion yen in Revenue

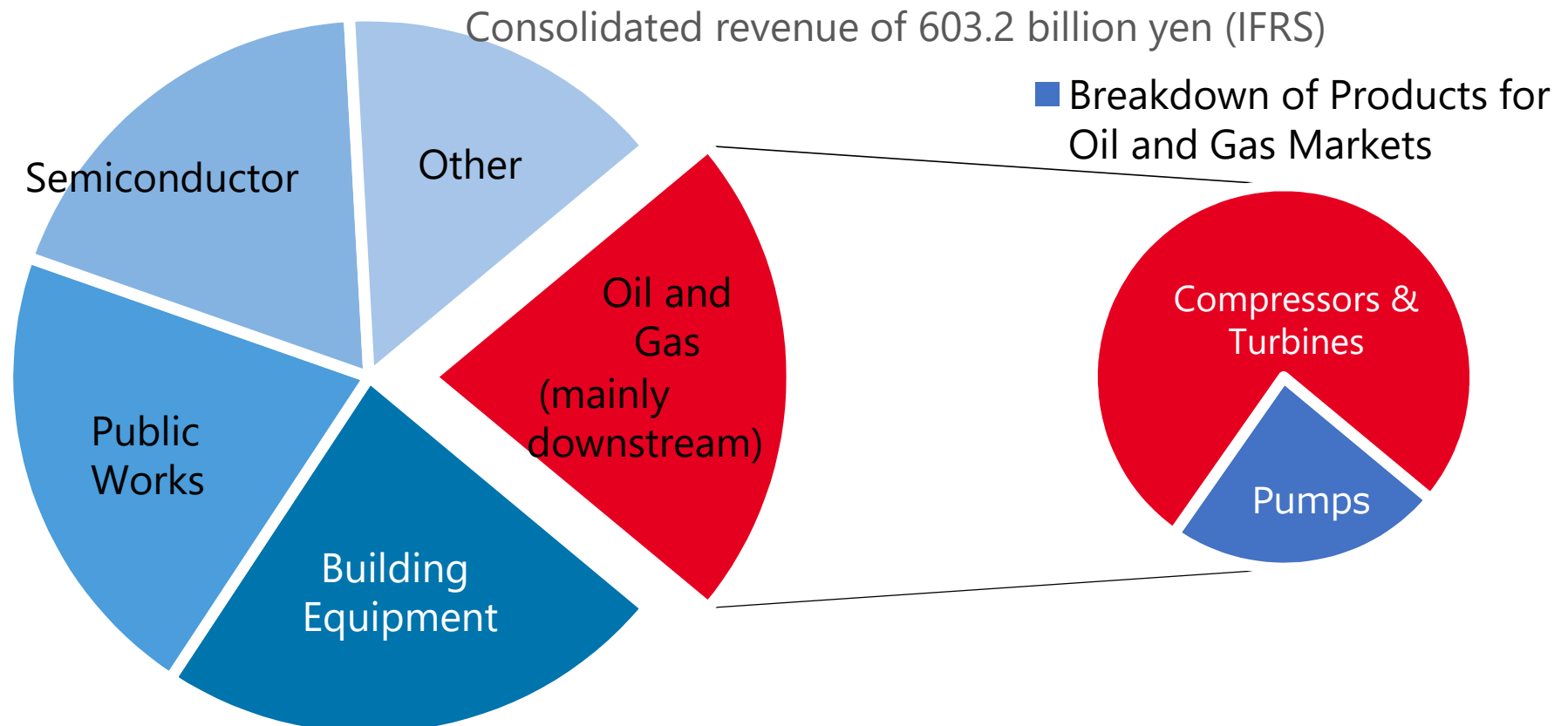
Indicator of Corporate Value

- 1 trillion yen in market capitalization

Composition of Revenue by Industry

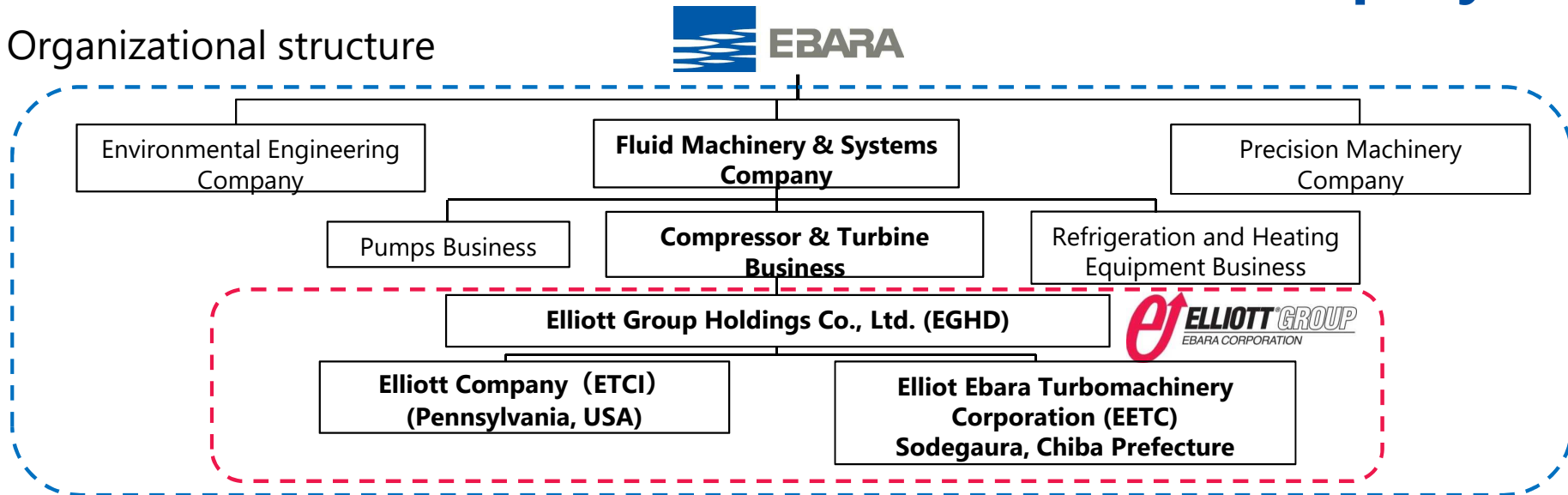
- Revenue generated in the oil and gas markets accounts for about 20% of overall revenue on a consolidated basis.
- The popularization of new energies toward decarbonization and changes to the oil and gas markets can provide EBARA with new growth opportunities through the special fluids (gas/liquid) high-pressure send-out technology and expertise, in which EBARA excels.

■ FY2021: Composition of Revenue by Industry



Introduction of Session 1: EBARA and Elliot Company

Organizational structure



History

1912: Founded. Inokuty Type Machinery Office was established.

1920: Establishment of Ebara Corporation

1968: Entry into technical cooperation with Elliott Company for compressors and steam turbines

2002: Establishment of Elliot Ebara Turbomachinery Corporation (EETC)



1910: Founded by W.S. Elliott. Elliott Company was established in Pittsburgh, USA.

1957–1987: Placed under the ownership of Carrier Corporation. Became a global leader in compression technology for LNG and ethylene plants thanks to the refrigeration technology of Carrier Corporation.

2000: Acquisition of Elliott Company of the USA as a wholly-owned company

2011: Establishment of Elliott Group Holdings Co., Ltd. (EGHD). Integration of management of business in the USA and Japan. Integration of management of Compressor & Turbine Business run in the two countries.

2018: Transfer of the cryopump business to the Elliott Group.



Introduction of Session 2: Hydrogen Business Project

- A project under the direct control of the President was launched in August.

Production

Endeavor to produce carbon-neutral hydrogen



Transport

Provide technologies that are indispensable to all modes of transportation



Use

From large, centralized systems to decentralized use

◆ Hydrogen production by gasification from waste plastic

- EUP (Ebara Ube Process)
- ICFG (Internally circulating fluidized-bed gasification system)



◆ Technology for compress and transport hydrogen

- Compressors

◆ Technology for carrying cryogenic liquid

- Pumps



Participating in NEDO's Development of Technologies for Realizing a Hydrogen Society project; demonstration of technology planned in 2022

◆ Technology for large hydrogen power generation facilities

- ◆ Technology for hydrogen stations
- ◆ Technology for turbo pumps for rockets
- Pumps, etc.



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