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[Schedule]

13:00 Start

13:10 EBARA Group Business Portfolio and Value Creation Story

13:30 Precision Machinery Company Medium and Long-term Business Strategy

Evolution of Semiconductor Manufacturing Technology, Trends and Medium- to Long-term Strategies for CMP Processing Technology

Component Products, Sub-fab Solutions, Green Technology

Q&A

16:00 End



EBARA Group Business Portfolio and Value Creation Story

December 4, 2023

Shugo Hosoda
CFO/Executive Officer (in charge of IR)

Looking ahead,
going beyond expectations

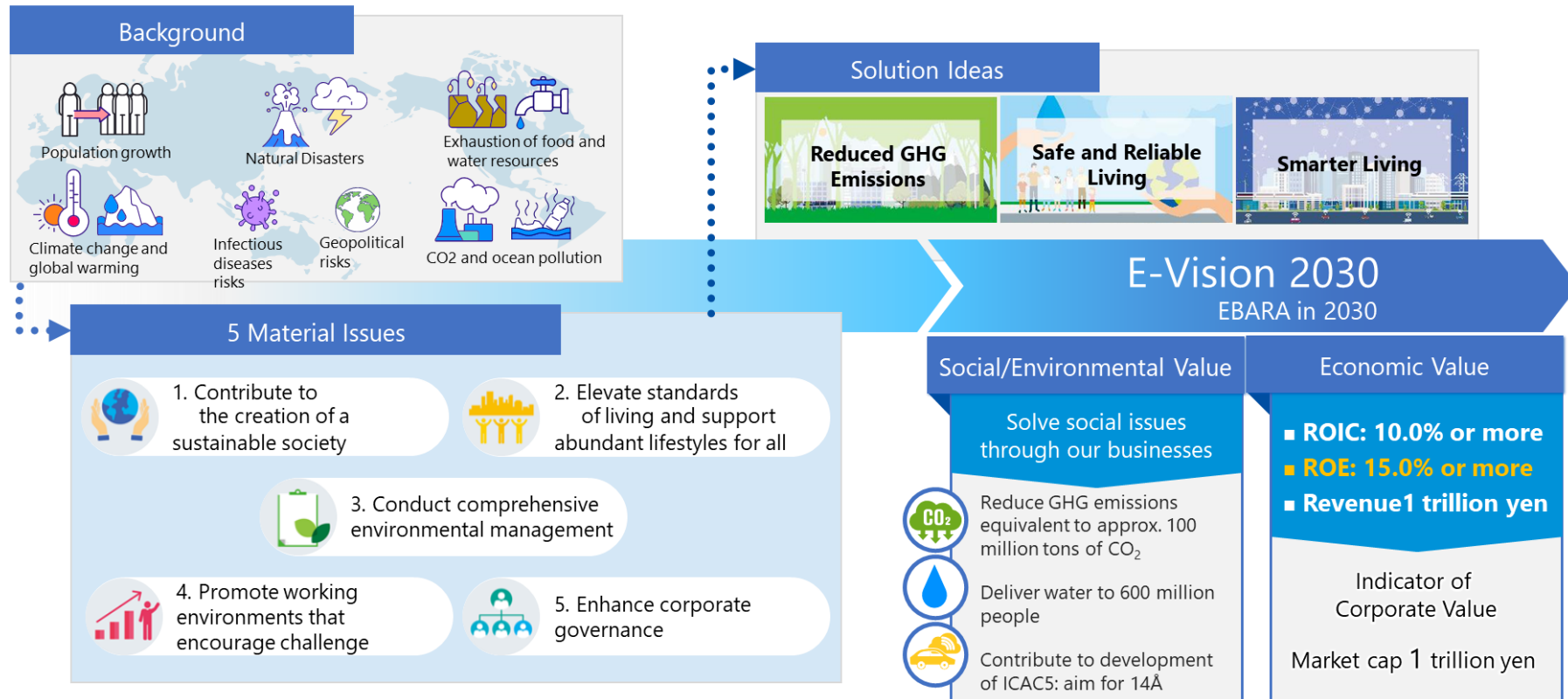
Ahead  *Beyond*

Long-term Vision of E-Vision 2030 - EBARA in 2030



Long-term vision of E-Vision 2030 :

Solve social issues through businesses with a market-in perspective toward the world in 2030



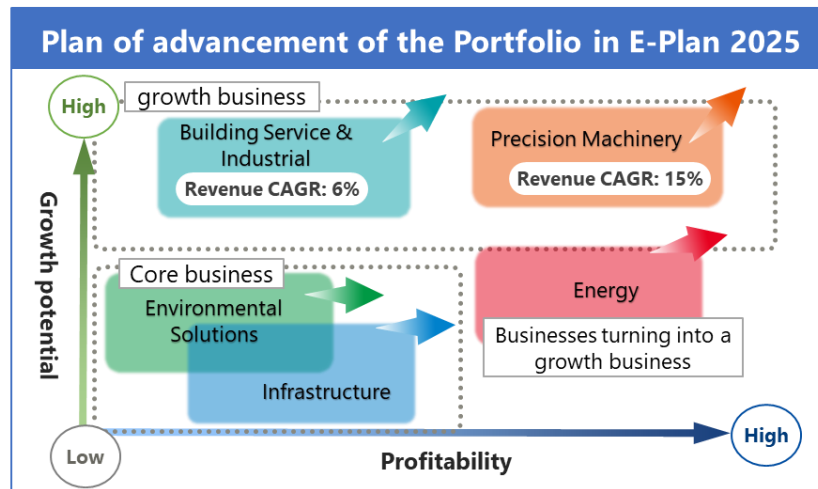
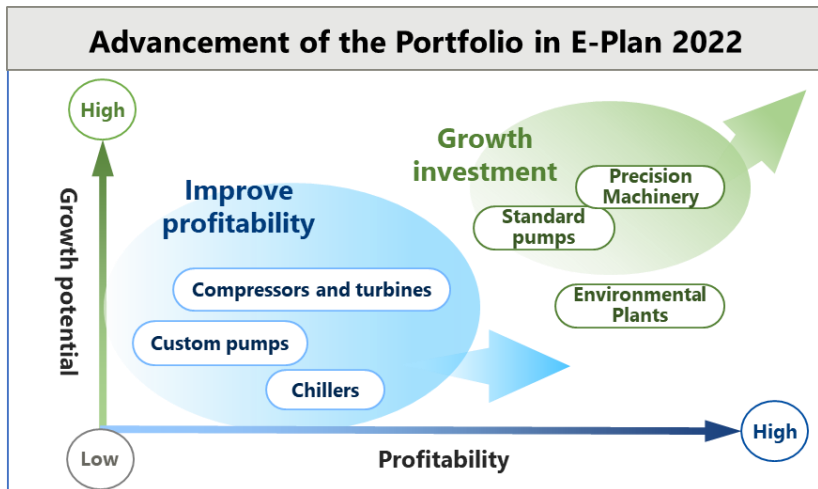
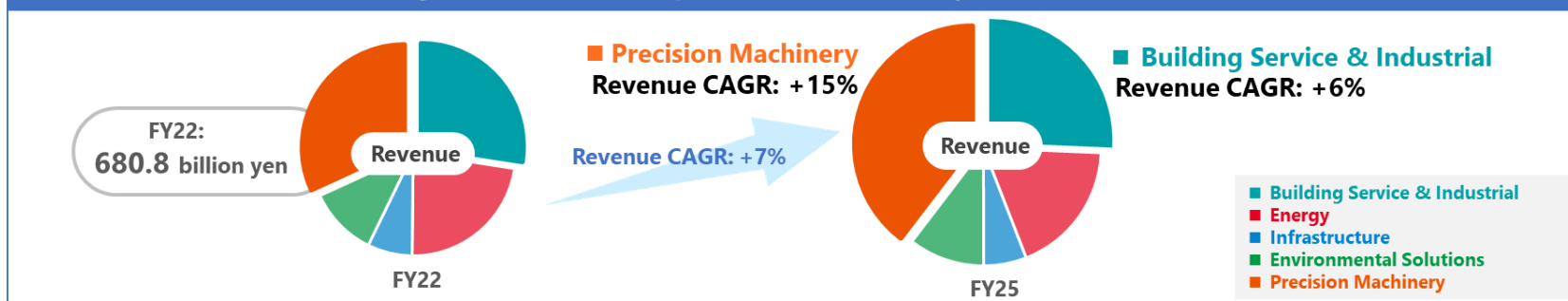


Image of revenue composition in the final year of E-Plan 2025



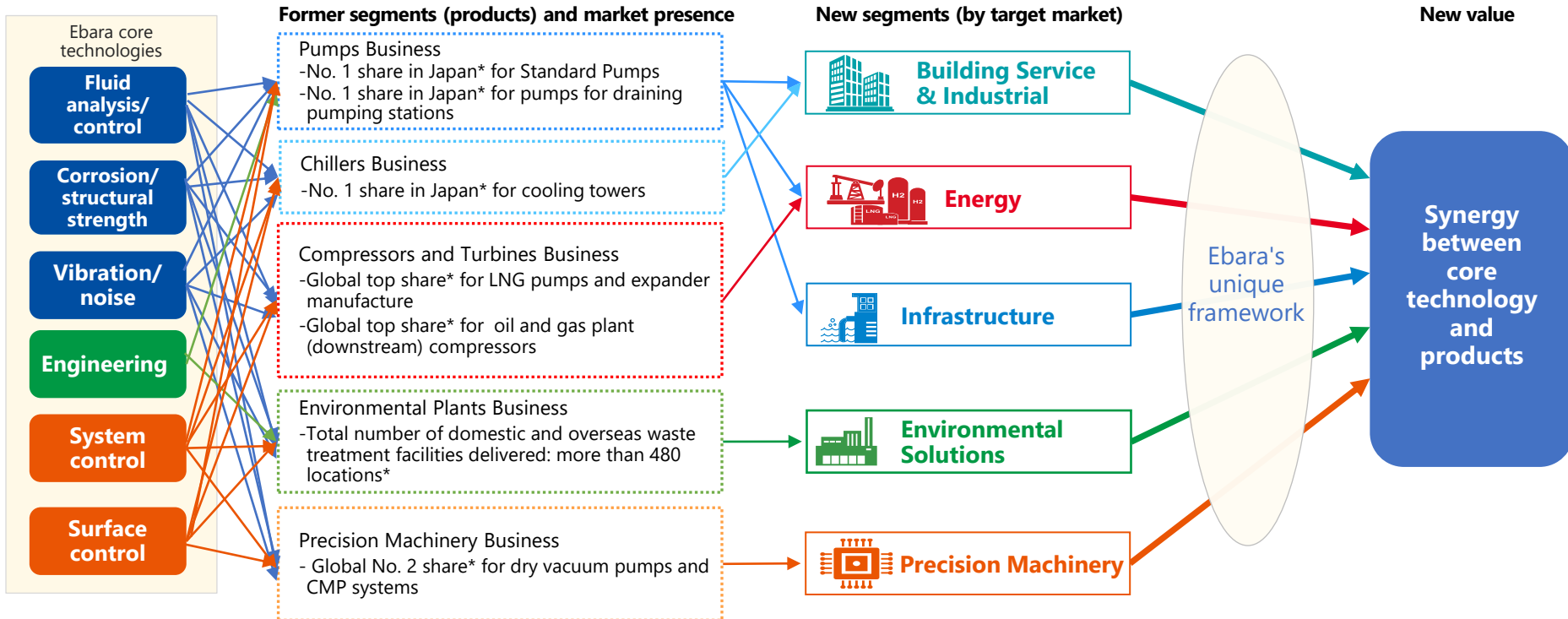
Source of Inter-business Synergy (1): Ebara's Technology and Intellectual Property



- A group of core technologies common to each product, business, and market serves as a source of synergy between businesses
- Core technology is refined through product delivery and operation results. Accumulated know-how further improves core technology and contributes to other businesses

Product development, equipment sales, accumulation of product know-how

From 2023: New value creation



Source of Inter-business Synergy (2): Ebara's Human and Organizational Assets



- Expanded business and enhanced management through the exchange and fusion of human resources, culture, and brand strength between multiple segments with different organizational cultures
- Currently, orders for the LNG market are increasing due to the PMI effect of compressors/cryopumps, an area in which we have years of experience

<Examples of value creation through synergy between human resources and organizational culture>

Building Service & Industrial

- Distributors network
- Brand strength of Japan's No. 1 market share
- Offering multiple products for buildings and plants

Energy

- Global brand strength
- Developed multiple products for oil and gas markets
- Global culture created through a cultural fusion between the Elliott Company (USA) and Ebara

Infrastructure

- Engineering technology
- We own major plants in Japan
- In business for over 100 years since our founding

Environmental Solutions

- Engineering technology
- O&M technology for the entire plant
- Use of AI technology

Ebara's unique framework

Synergy between human resources and organizational culture

Increase orders received in the LNG market (from 2023)

- CT business brand strength and sales capabilities in the oil and gas market (downstream)
- Transferred the LNG pump business from Custom Pumps Business to promote PMI

New product development: Precision chillers (released in 2022)

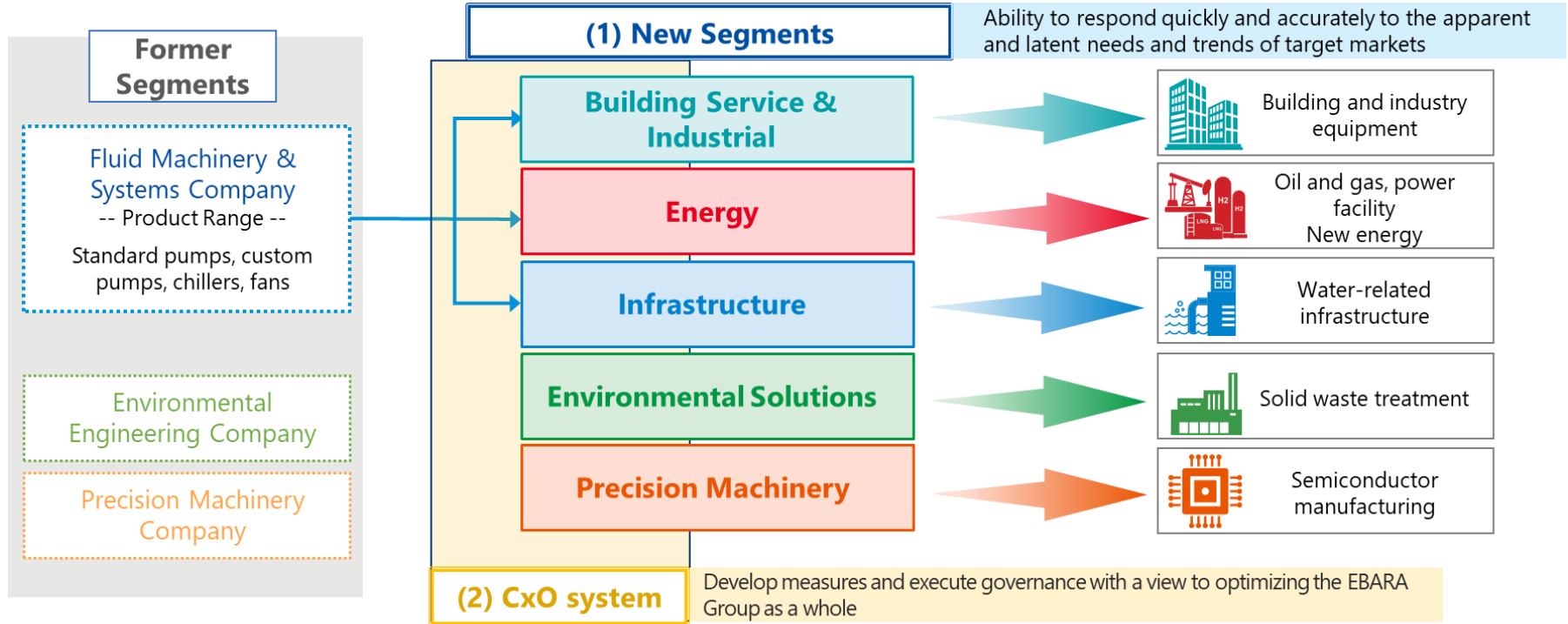
- Building Service & Industrial Company's pump manufacturing technology
- Precision Machinery Company's brand strength and equipment know-how on the semiconductor market

Improvement in the operating profit ratio for the Fluid Machinery & Systems Business
2017/3: 3.2% ⇒ 2022/12: 8.4%

- Management personnel rotation
- Cultural fusion with other businesses

Appendix: Organization by Target Market

- As a mechanism to accelerate value creation, we substantially reorganized the organization on a large scale by (1) transforming into new segments by target market and (2) establishing a new cross-segment function.
- Established new cross-segment functions, including a CxO system, in 2023 to enable businesses to focus on creating value in target markets.

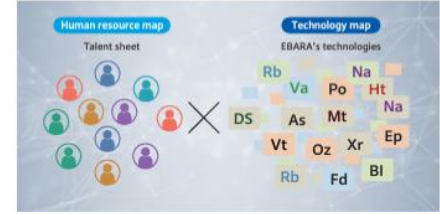


Group human resources management, system integration (ERP), global procurement, cash pooling, etc.

Ebara's Unique Framework (1): Strategic Table of Technological Capabilities



- Strategic Table of Technological Capabilities: Visualization table for linking technology and people through a technical talent map
- By understanding important technologies facing a lack of human resources, we can speed up the establishment of systems for enabling the reliable transfer and development of technology.
- This will identify proprietary technologies and insufficient important technologies, and encourage internal and external technical collaborations.



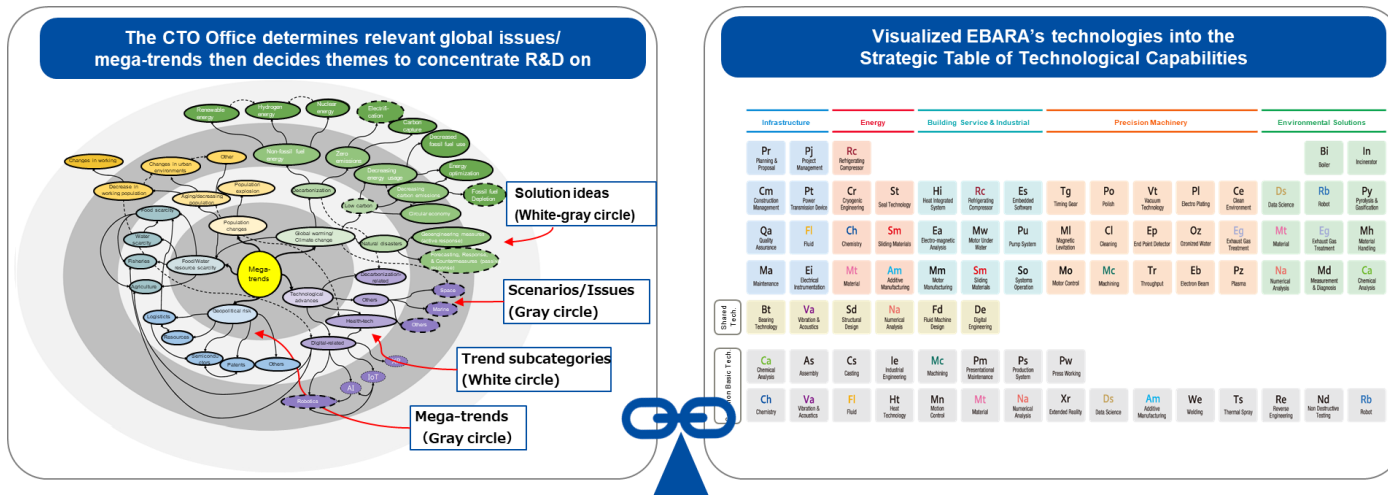
	Infrastructure		Energy	Building Service & Industrial						Precision Machinery						Environmental Solutions			
Core technologies representing the characteristics of five in-house companies	Pr Planning & Proposal	Pj Project Management	Rc Refrigerating Compressor														Bi Boiler	In Incinerator	
	Cm Construction Management	Pt Power Transmission Device	Cr Cryogenic Engineering	St Seal Technology	Hi Heat Integrated System	Rc Refrigerating Compressor	Es Embedded Software	Tg Timing Gear	Po Polish	Vt Vacuum Technology	Pl Electro Plating	Ce Clean Environment	DS Data Science	Rb Robot	Py Pyrolysis & Gasification				
	Qa Quality Assurance	Fl Fluid	Ch Chemistry	Sm Sliding Materials	Ea Electro-magnetic Analysis	Mw Motor Under Water	Pu Pump System	MI Magnetic Levitation	Cl Cleaning	Ep End Point Detector	Oz Ozonized Water	Eg Exhaust Gas Treatment	Mt Material	Eg Exhaust Gas Treatment	Mh Material Handling				
	Ma Maintenance	Ei Electrical Instrumentation	Mt Material	Am Additive Manufacturing	Mm Motor Manufacturing	Sm Sliding Materials	So Systems Operation	Mo Motor Control	Mc Machining	Tr Throughput	Eb Electron Beam	Pz Plasma	Na Numerical Analysis	Md Measurement & Diagnosis	Ca Chemical Analysis				
Common technology	Bt Bearing Technology	Va Vibration & Acoustics	Sd Structural Design	Na Numerical Analysis	Fd Fluid Machine Design	De Digital Engineering													
	Ca Chemical Analysis	As Assembly	Cs Casting	Ie Industrial Engineering	Mc Machining	Pm Presentational Maintenance	Ps Production System	Pw Press Working											
Overlapping technology supporting the core technology and common technology of the five in-house companies	Ch Chemistry	Va Vibration & Acoustics	Fl Fluid	Ht Heat Technology	Mn Motion Control	Mt Material	Na Numerical Analysis	Xr Extended Reality	DS Data Science	Am Additive Manufacturing	We Welding	Ts Thermal Spray	Re Reverse Engineering	Nd Non Destructive Testing	Rb Robot				

Ebara's Unique Framework (2): CTO Function

- CTO function: Established the CTO Office consisting of members responsible for the marketing and technology of each in-house company. Through this office, we will bundle various foundational technologies, evaluate combinations, and coordinate new value creation.

<Example of activities by the CTO Office> Collaboration between R&D themes and Strategic Table of Technological Capabilities

- Organize themes based on social issues and extract R&D themes in which EBARA should engage
- Compare target themes and the Strategic Table of Technological Capabilities to identify the human resources that will be needed in the future



Example of Leveraging Inter-business Synergy (Existing Business Areas): Solutions Services



- Using our competitive advantage of offering multiple products and services, we are working to transform into a solutions provider that provides "combined solutions" to address customers issues and requests.

(1) Manufacturer's data on various products



EBARA maintenance cloud



Building Service & Industrial

Proposal capability in a broad range of products



Environmental Solutions

50-year facility life support through a combination of operation management + life extension



Energy

Value-added services for stable operation and energy saving for different devices through functional integration, and S&S integration



Precision Machinery

Support for miniaturization and cutting-edge technology
Adaptability in the CMP and sub-fabrication areas



Infrastructure

Industry No. 1 technology and engineering capabilities in a stable market

(2) A target market-based organization with the ability to understand customer needs

(3) Promoting the collection of product operating data

- Use of sensors to collect operating data
- EBARA maintenance cloud, etc



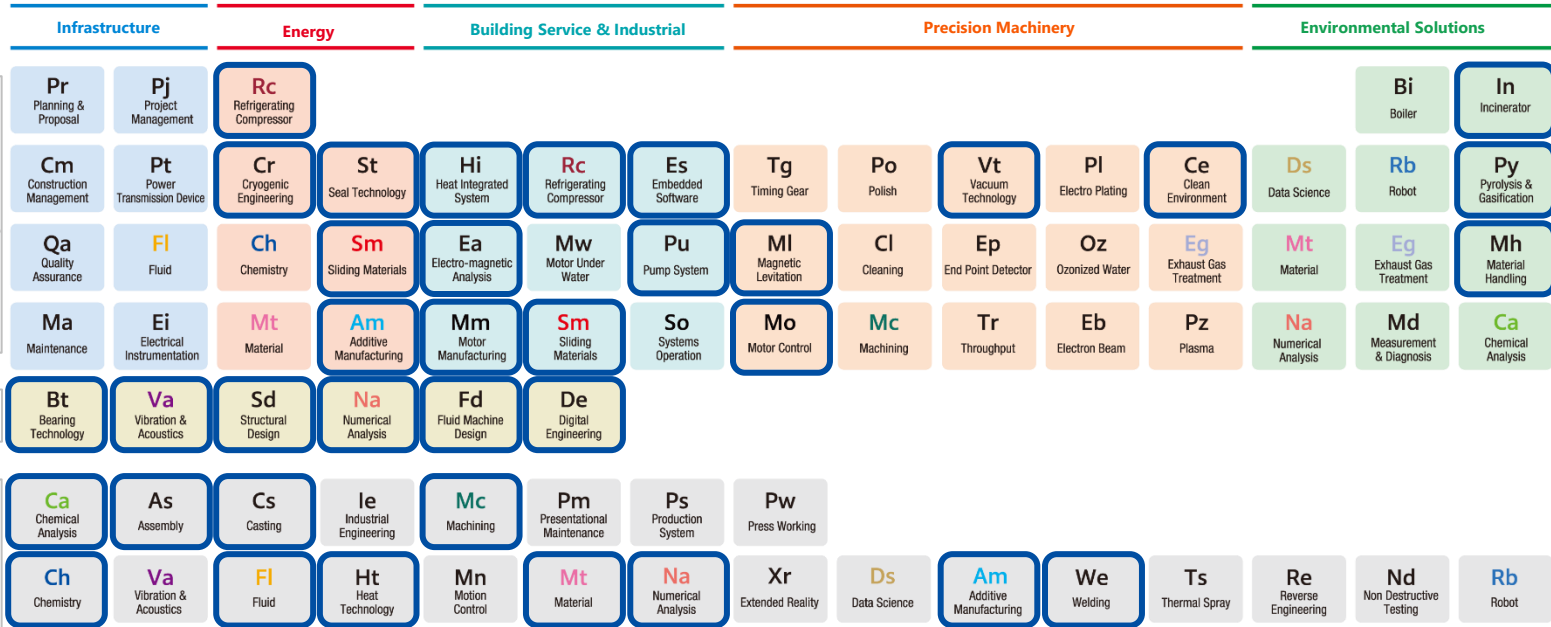
Advanced
solution services
across
multiple products

Example of Leveraging Inter-business Synergy (Future Business Areas): Hydrogen-related Business



- CP Hydrogen Business Project launched in August 2021
- We are working to create hydrogen-related businesses by fusing new technologies based on core technologies.

 : Hydrogen-related technology



Example of Leveraging Inter-Business Synergy (Future Business Areas): Progress in Hydrogen-related Business

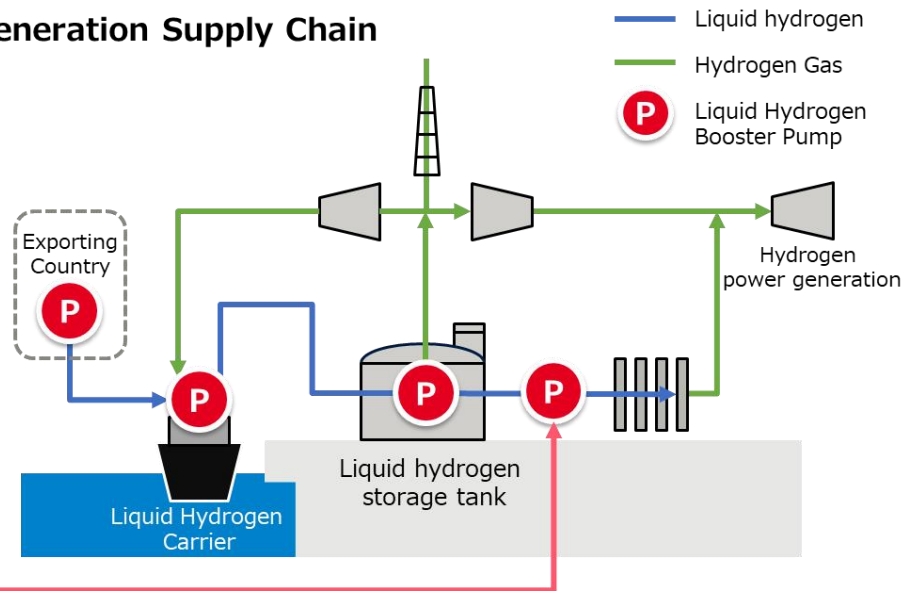
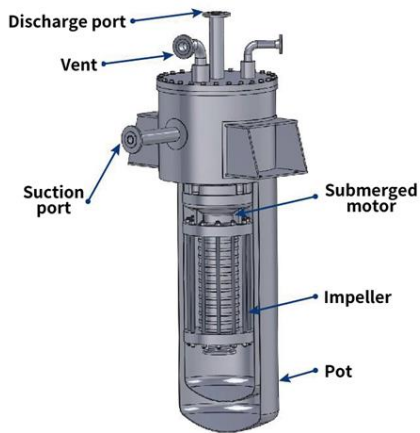


- Developed the world's first liquid hydrogen booster pump (liquid hydrogen temperature: -253°C) through actual liquid hydrogen testing
- Contributing to the realization of a hydrogen society by using pumps to connect all types of hydrogen, including large-scale supply chains from overseas

Picture of Liquid Hydrogen Booster Pump

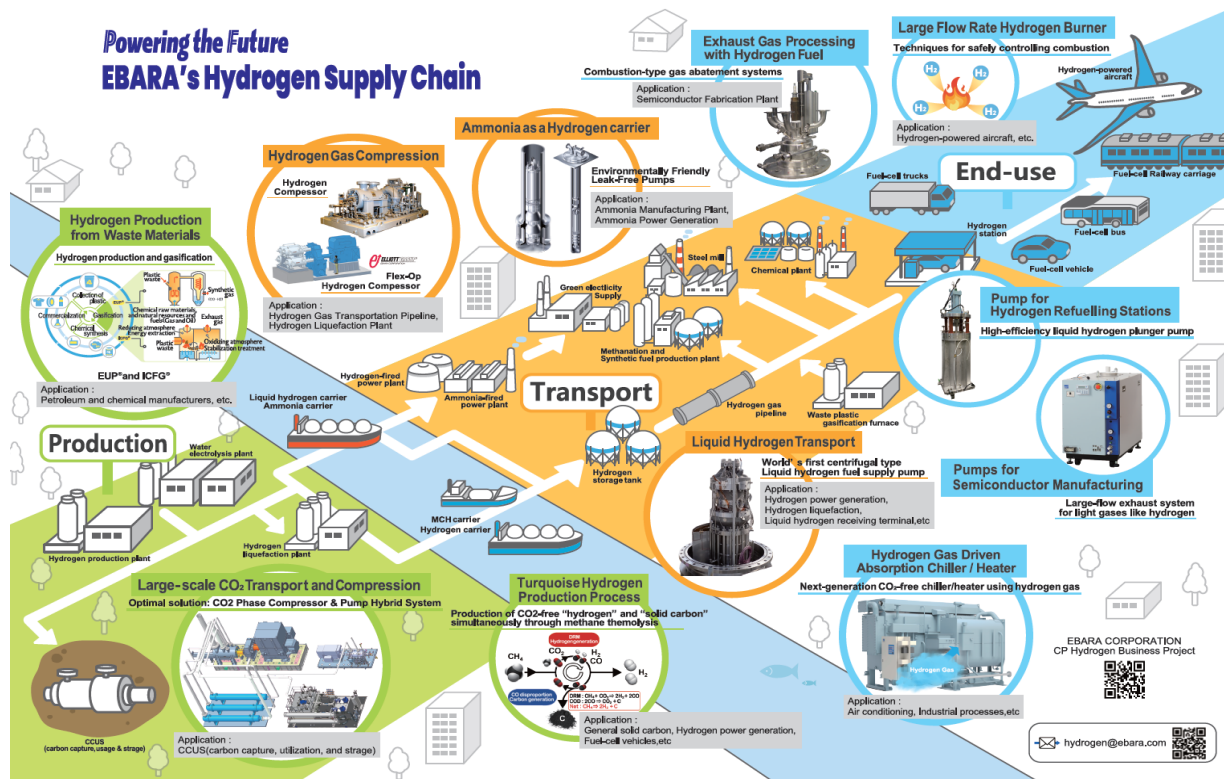


Examples of use in Power Generation Supply Chain



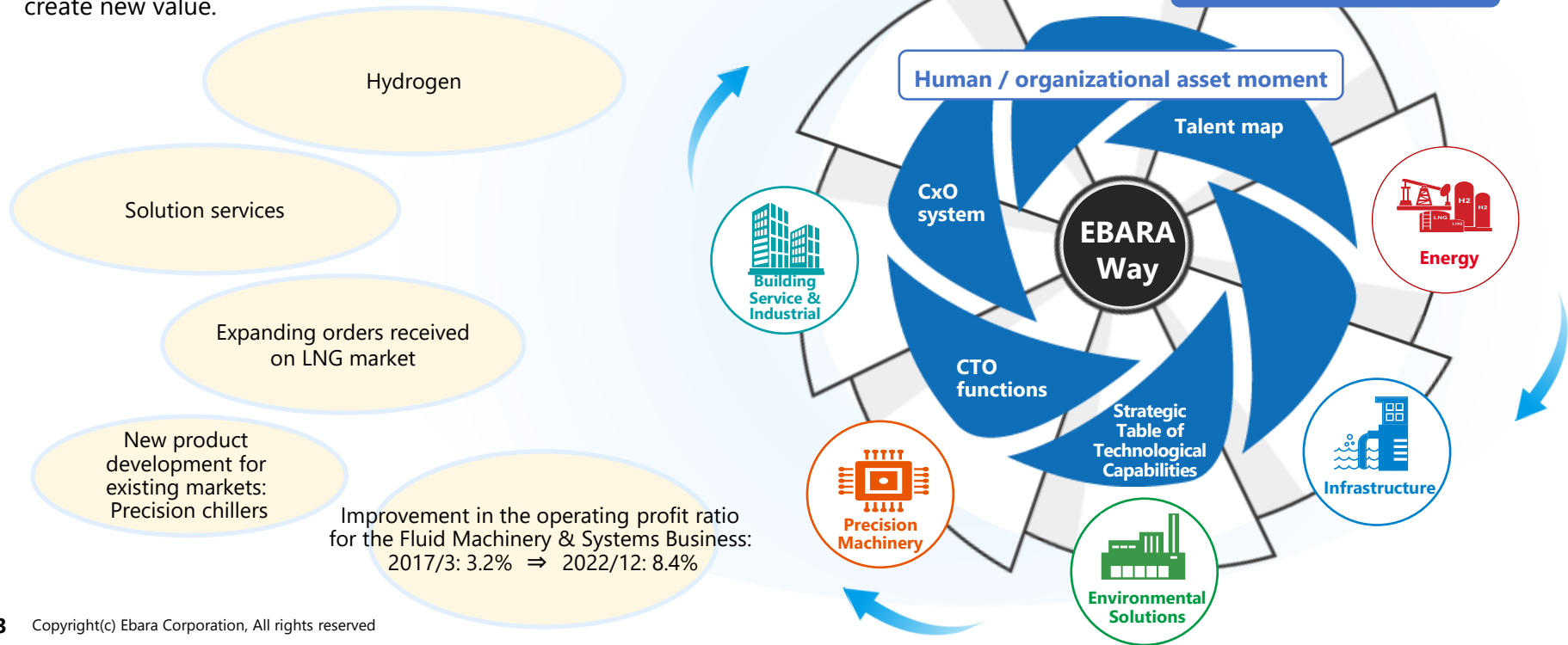
Hydrogen Supply Chain Contribution Concept

- Planning to inject new products in all domains, including power and non-power (transport, industrial, consumer use)
- Contributing to the creation of a decarbonized society by expanding Hydrogen-Related Business



Ebara Value Creation “Impellers” (Impeller Model)

- Ebara's current business portfolio is based on common core technology
- Through our unique business portfolio, we possess a wide range of technologies, intellectual assets, human assets, and organizational assets
- One of our greatest strengths is our unique framework for using these assets to generate synergy. Through past, current, and future endeavors, we continue to create new value.



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