



Results Presentation for Six Months Ended June 30, 2025

EBARA (6361)

August 14, 2025

Looking ahead,
going beyond expectations

Ahead > *Beyond*

EBARA CORPORATION

Key Points of Results

1. FY25 1-2Q Summary of Results

- Consolidated
- Segment
- Breakdown of Changes in Operating Profit
- Revenue by Region

2. FY25 1-2Q Results by Segment

- Building Service & Industrial
- Energy
- Infrastructure
- Environmental Solutions
- Precision Machinery

3. FY25 Forecast

- Segment-Specific Business Environment Overview
- Consolidated
- Segment
- Breakdown of Changes in Operating Profit
- Impact of U.S. Tariff Policies

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4. Topics

- Growth Opportunities of Precision Machinery Aligned with the Semiconductor Industry's Technology Roadmap

- Share Repurchase

5. Appendix

- Consolidated Forecast

- Orders

- Revenue

- Operating Profit

- Backlog of Orders

- Revenue by Region

- Service & Support (S&S) Revenue

- Balance Sheet

- Cash Flows

- CAPEX, Depreciation and Amortization, R&D Expenses

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■ Abbreviations: FY (Fiscal year, e.g., FY25: fiscal year ending December 31, 2025)/
Q1: first quarter figures/Q1-2, Q1-3, Q1-4: cumulative total of each quarter indicated
■ Figures in this document are based on IFRS

Key Points of Results



FY25 1-2Q Results

	Results	YoY	Change vs. Plan*
Orders	¥451.3 B.	¥51.6 B. +12.9% ↗	¥-5.6 B. -1.2% →
Revenue	¥448.7 B.	¥54.2 B. +13.7% ↗	¥16.7 B. +3.9% →
Operating Profit	¥50.0 B.	¥10.1 B. +25.3% ↗	¥8.0 B. +19.2% ↗
OP Ratio	11.2%	+1.1pts	+1.5pts
Profit Attributable to Owners of Parent	¥31.3 B.	¥2.1 B. +7.3% ↗	¥1.4 B. +4.8% →

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

FY25 Forecast

	Current Plan	YoY	Change vs. Prior Plan*
Orders	¥940.0 B.	¥79.4 B. +9.2% ↗	- →
Revenue	¥900.0 B.	¥33.3 B. +3.8% →	- →
Operating Profit	¥102.5 B.	¥4.5 B. +4.6% →	¥1.0 B. +1.0% →
OP Ratio	11.4%	+0.1pts	+0.1pts
Profit Attributable to Owners of Parent	¥72.4 B.	¥0.9 B. +1.4% →	- →

* Plan disclosed May/15/25

Topics

FY25 1-2Q Results (YoY comparison)

- Orders, revenue, operating profit, and profit attributable to owners of parent all reached record highs for 2Q
- Orders increased overall, driven by strong performance in Precision Machinery and Environmental Solutions, which offset a decline in Energy
- Despite signs of a slowdown in China, the Energy, Infrastructure, Environmental Solutions, and Precision Machinery segments all contributed to higher revenue and profit

FY25 Forecast

- The full-year consolidated forecast has been revised upward, reflecting increased operating profit in the Environmental Solutions and other segments
- Limited impact from US tariff policies on overall performance

Shareholder Returns

- Decided to acquire treasury shares with an upper limit of ¥20 billion during the current fiscal year

1. FY25 1-2Q Summary of Results

2. FY25 1-2Q Results by Segment

3. FY25 Forecast

4. Topix

5. Appendix

Consolidated



(billions of yen)	FY24 1-2Q Results a	FY25 1-2Q Results b	YoY		FY25 1-2Q Plan May/15/25 c	Results vs. Plan	
			Change b-a	Change % (b-a)/a		Deviation b-c	Deviation % (b-c)/c
Orders	399.6	451.3	+51.6	+12.9%	457.0	-5.6	-1.2%
Revenue	394.5	448.7	+54.2	+13.7%	432.0	+16.7	+3.9%
Operating Profit	39.9	50.0	+10.1	+25.3%	42.0	+8.0	+19.2%
OP Ratio	10.1%	11.2%	+1.1pts		9.7%	+1.5pts	
Basic Earnings per Share (Yen)	29.2	31.3	+2.1	+7.3%	29.9	+1.4	+4.8%
EPS (JPY)* ¹	63.28	67.84	+4.57	+7.2%	64.73	+3.11	+4.8%
Exchange Rate* ²							
Vs. USD (JPY)	151.97	148.57	-3.40		145.00		
Vs. EUR (JPY)	164.30	162.12	-2.18		160.00		
Vs. CNY (JPY)	21.07	20.49	-0.58		20.00		

*¹ Figures reflect the 5-for-1 stock split executed July 1, 2024.

*² Exchange rates are simple averages of the average rates for each quarter.

1. FY25 1-2Q Summary of Results

Segment

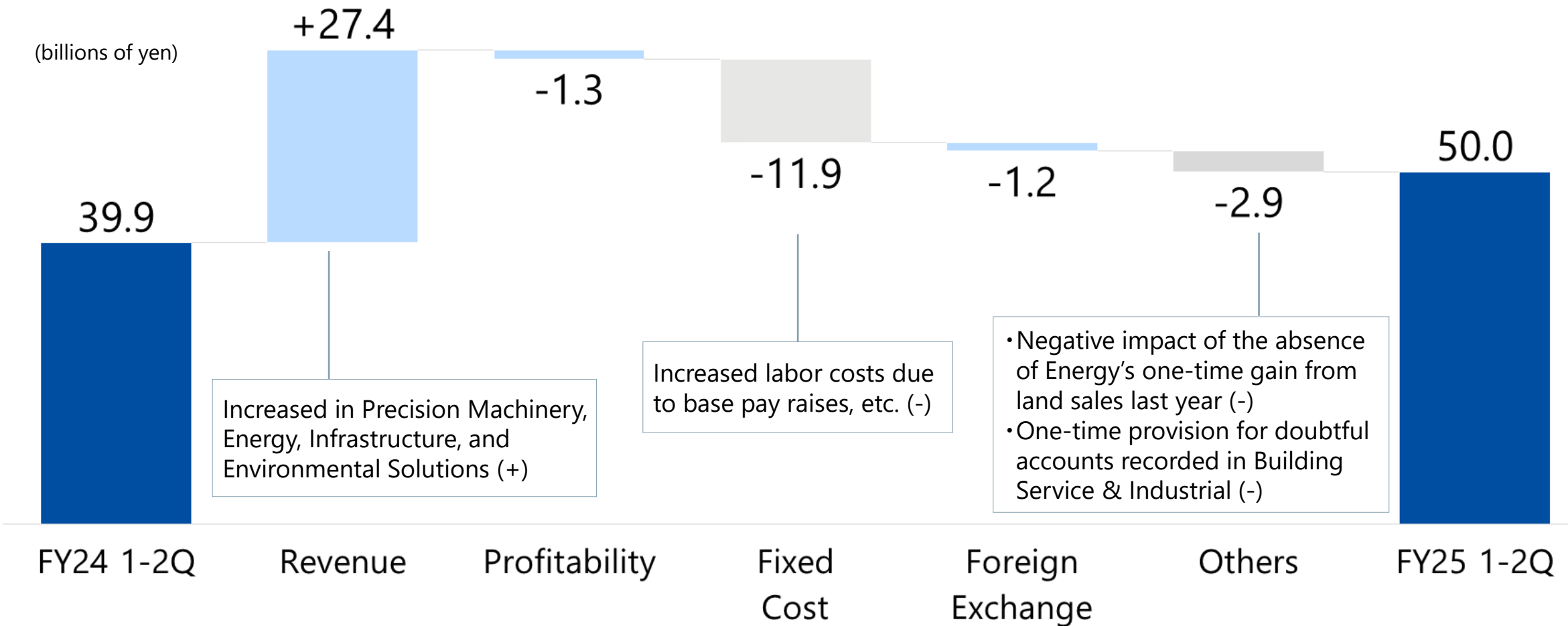


(billions of yen)

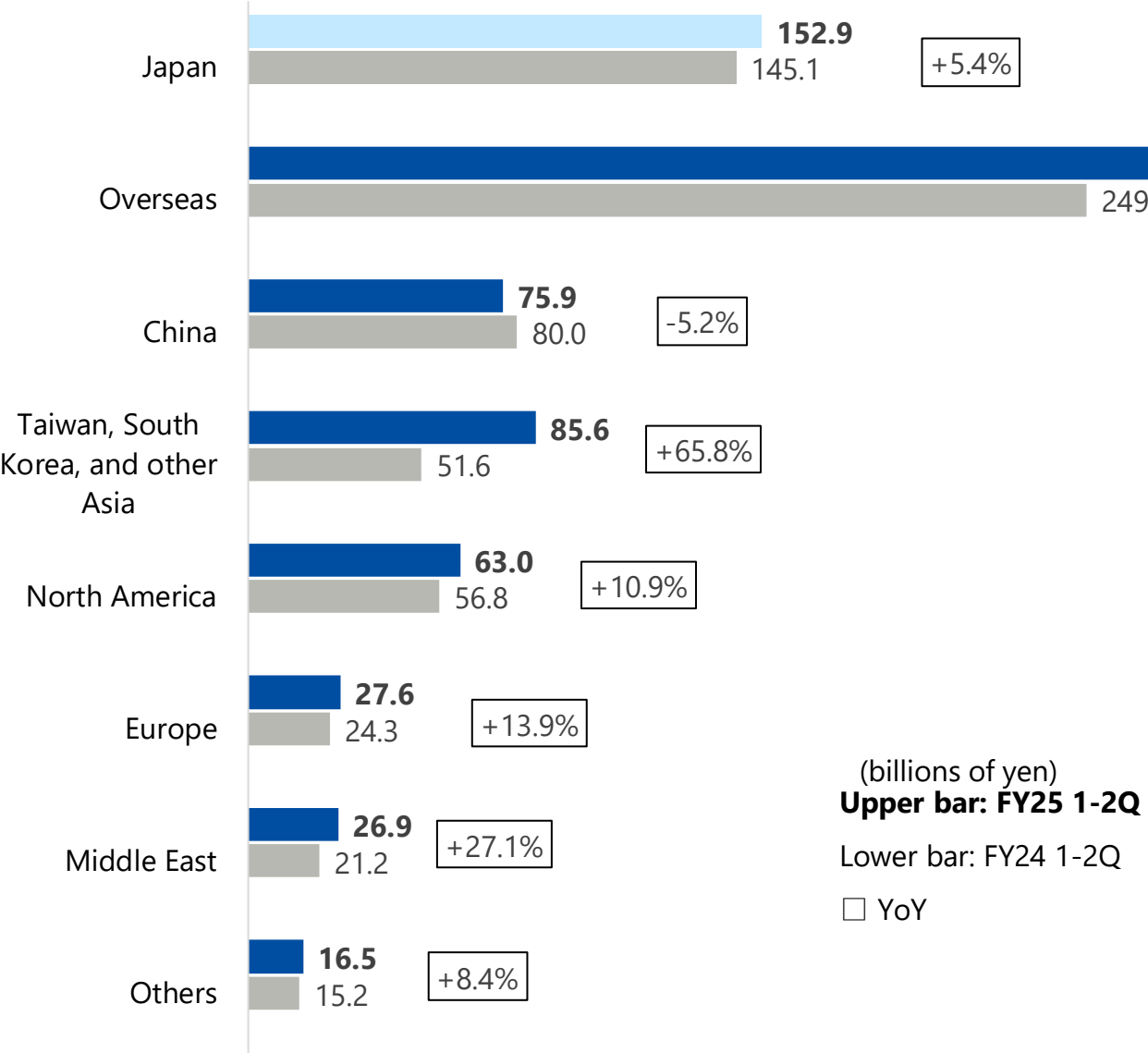
		FY24 1-2Q Results	FY25 1-2Q Results	YoY		FY25 1-2Q Plan May/15/25	Results vs. Plan	
				Change	Change %		Deviation	Deviation %
		a	b	b-a	(b-a)/a	c	b-c	(b-c)/c
Total	Orders	399.6	451.3	+51.6	+12.9%	457.0	-5.6	-1.2%
	Revenue	394.5	448.7	+54.2	+13.7%	432.0	+16.7	+3.9%
	Operating Profit	39.9	50.0	+10.1	+25.3%	42.0	+8.0	+19.2%
	OP Ratio	10.1%	11.2%	+1.1pts		9.7%	+1.5pts	
Building Service & Industrial	Orders	123.6	125.5	+1.8	+1.5%	123.0	+2.5	+2.1%
	Revenue	114.7	113.8	-0.9	-0.8%	120.0	-6.1	-5.1%
	Operating Profit	7.8	6.8	-0.9	-12.0%	7.5	-0.6	-8.5%
	OP Ratio	6.8%	6.0%	-0.8pts		6.3%	-0.3pts	
Energy	Orders	95.5	86.9	-8.6	-9.1%	100.0	-13.0	-13.1%
	Revenue	92.6	109.0	+16.3	+17.7%	97.0	+12.0	+12.4%
	Operating Profit	7.5	11.1	+3.6	+48.9%	8.5	+2.6	+31.5%
	OP Ratio	8.1%	10.2%	+2.1pts		8.8%	+1.4pts	
Infrastructure	Orders	28.7	31.1	+2.4	+8.5%	30.0	+1.1	+3.9%
	Revenue	25.8	32.6	+6.8	+26.3%	32.0	+0.6	+2.0%
	Operating Profit	3.0	5.6	+2.5	+81.9%	4.5	+1.1	+24.6%
	OP Ratio	11.9%	17.2%	+5.3pts		14.1%	+3.1pts	
Environmental Solutions	Orders	35.2	65.8	+30.6	+86.9%	63.0	+2.8	+4.5%
	Revenue	38.3	42.0	+3.6	+9.6%	42.0	+0.0	+0.2%
	Operating Profit	3.6	4.4	+0.8	+22.7%	3.5	+0.9	+26.5%
	OP Ratio	9.4%	10.5%	+1.1pts		8.3%	+2.2pts	
Precision Machinery	Orders	115.9	141.3	+25.3	+21.9%	140.0	+1.3	+0.9%
	Revenue	122.2	150.5	+28.2	+23.1%	140.0	+10.5	+7.5%
	Operating Profit	19.2	23.4	+4.1	+21.5%	20.0	+3.4	+17.3%
	OP Ratio	15.8%	15.6%	-0.2pts		14.3%	+1.3pts	
Others, Adjustment	Orders	0.5	0.5	-0.0		1.0	-0.4	
	Revenue	0.5	0.5	-0.0		1.0	-0.4	
	Operating Profit	-1.3	-1.4	-0.1		-2.0	+0.5	
	OP Ratio	-227.6%	-252.1%	-24.5pts		-200.0%	-52.1pts	

Breakdown of Changes in Operating Profit

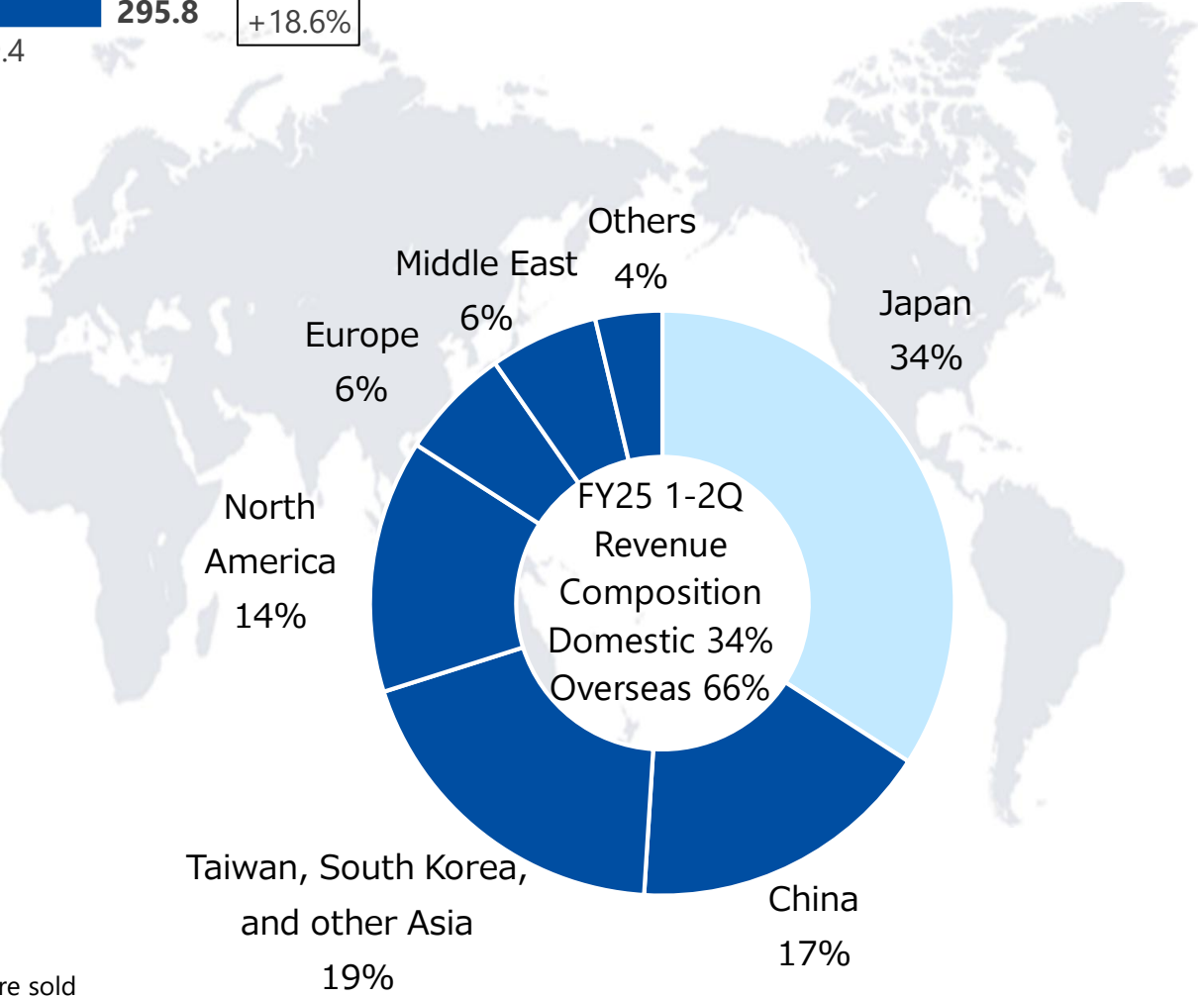
Revenue growth outpaced increases in fixed costs, resulting in higher profits



Revenue by Region



(billions of yen)
Upper bar: FY25 1-2Q
Lower bar: FY24 1-2Q
□ YoY



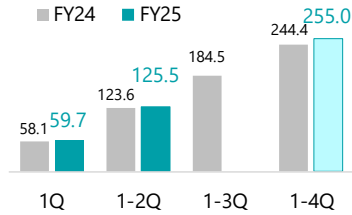
“Revenue by Region” indicates revenue on the basis of the geographical location where the goods are sold

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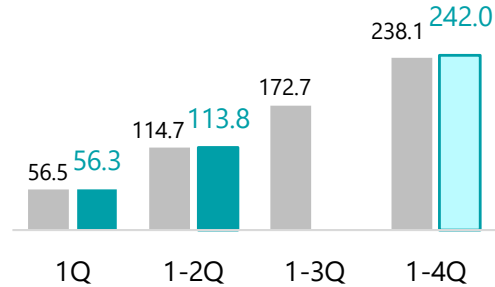
Building Service & Industrial

Results (Billions of yen)

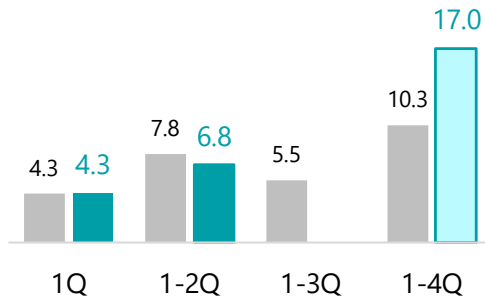
Orders



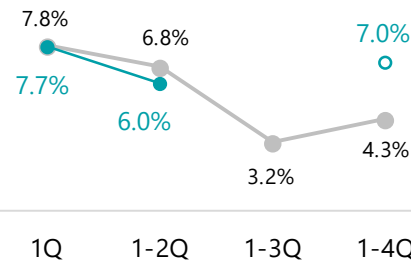
Revenue



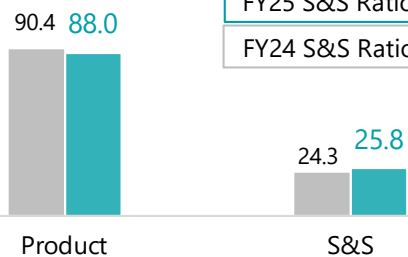
Operating Profit



OP Ratio

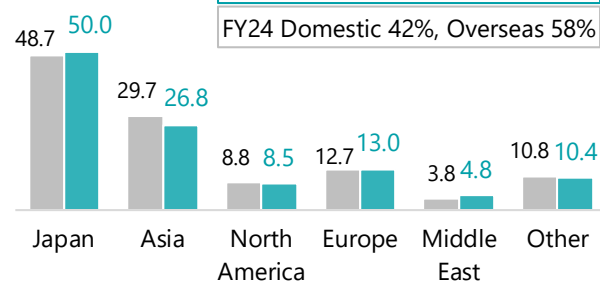


Product & S&S Revenue



FY25 S&S Ratio 23%
FY24 S&S Ratio 21%

Revenue by Region



FY25 Domestic 44%, Overseas 56%
FY24 Domestic 42%, Overseas 58%

Key Changes (vs. FY24 1-2Q)

Market Environment

- GDP growth is showing signs of recovery in the Middle East, Japan, and Europe; however, other regions remain sluggish
- China's building equipment market remains sluggish due to restrained real estate investment

Orders

- Strong S&S performance in Japan, Product orders increased as well
- Continued solid performance in North America for data center-related products
- Declined in China due to weak demand in building and industrial equipment markets

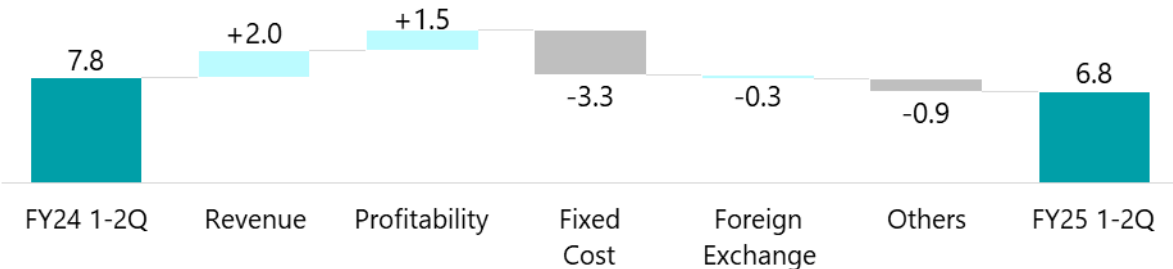
Revenue

- Increased due to strong S&S performance in Japan
- Continued solid performance in North America for data center-related products
- Stable in the Middle East and Europe, but overall decline due to forex and soft demand in China

Operating Profit

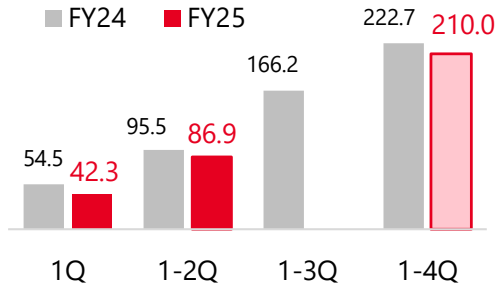
- Profit up on higher revenue in Japan (+)
- Improved profitability from higher S&S ratio (+)
- Higher labor costs (-)
- One-time provision for doubtful accounts due to U.S. customer bankruptcy (Others) (-)

Breakdown of Changes in Operating Profit (Billions of yen)

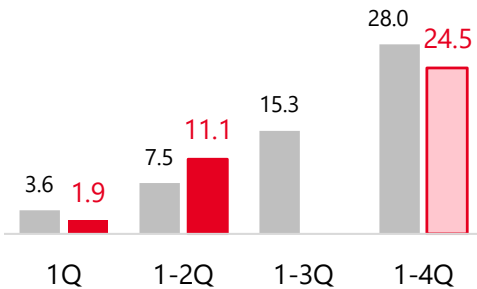


Results (Billions of yen)

Orders

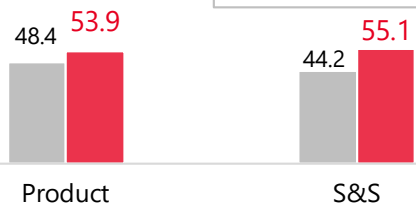


Operating Profit

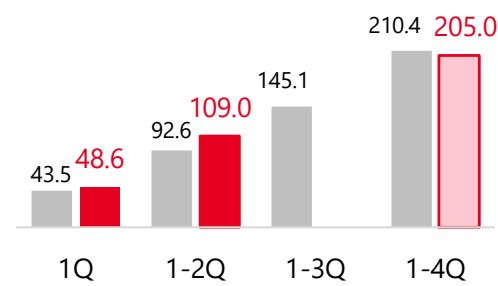


Product & S&S Revenue

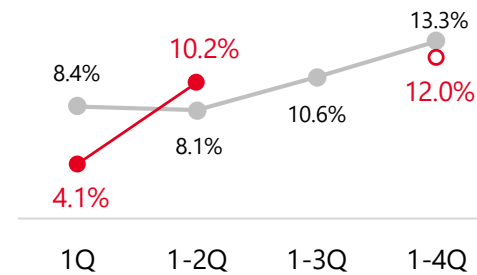
FY25 S&S Ratio 51%
FY24 S&S Ratio 48%



Revenue

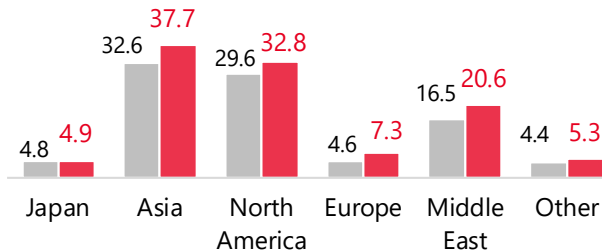


OP Ratio



Revenue by Region

FY25 Domestic 5%, Overseas 95%
FY24 Domestic 5%, Overseas 95%



Key Changes (vs. FY24 1-2Q)

Market Environment

- Project activity continues in North America and Asia, though some customers are postponing investment decisions
- Signs of softening in China's Oil & Gas market

Orders

- Products: Declined due to large projects being pushed to Q3 and beyond. In China, Oil & Gas demand fell, but Power sector remained firm
- S&S: Flat YoY

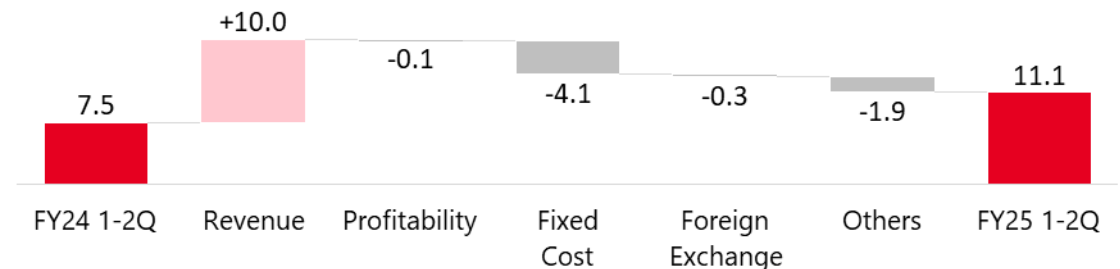
Revenue

- Products: Increased in North America
- S&S: Increased in North America & Asia

Operating Profit

- Revenue increased (+)
- Absence of the one-time gain from land sales and other factors recorded in the previous year (-)
- Higher labor costs (-)

Breakdown of Changes in Operating Profit (Billions of yen)

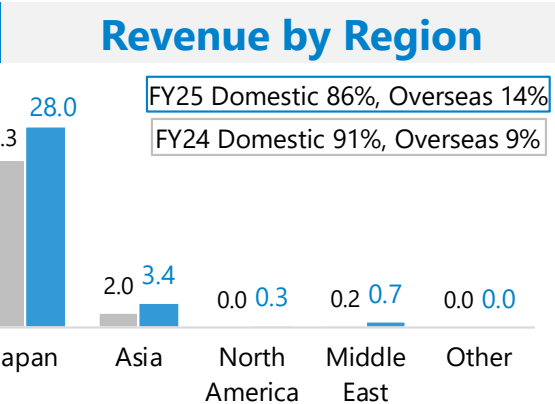
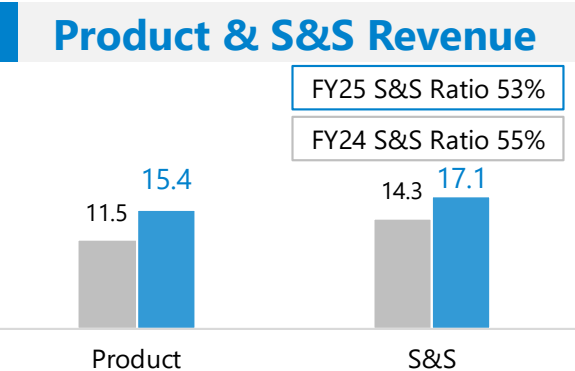
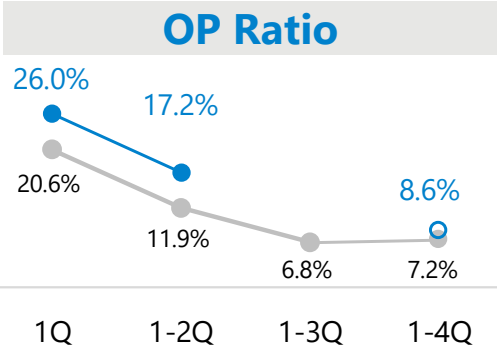
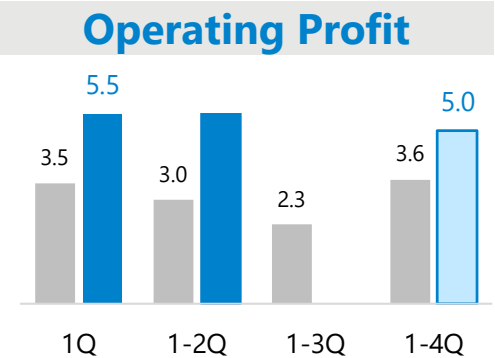
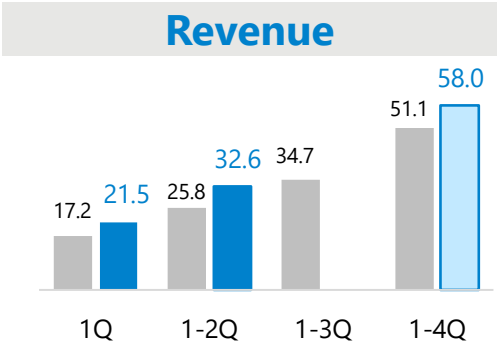
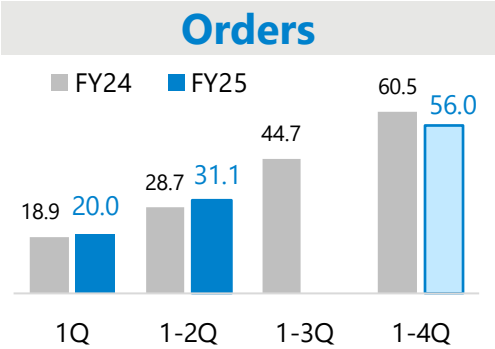


2. FY25 1-2Q Results by Segment

Infrastructure



Results (Billions of yen)



Key Changes (vs. FY24 1-2Q)

- #### Market Environment

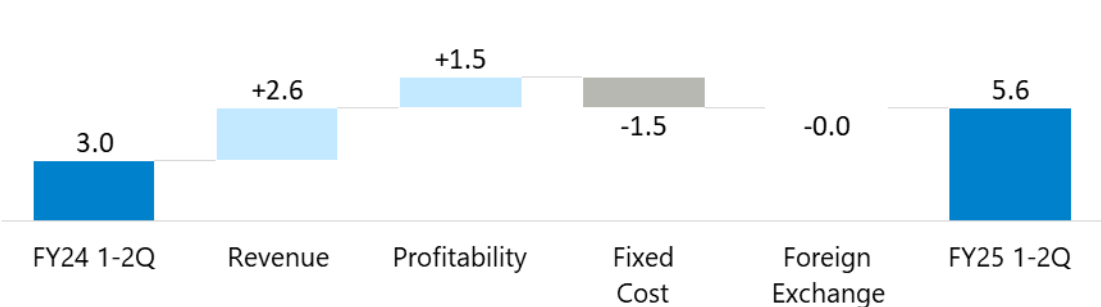
 - Domestic public pump market remains steady
 - Investment in advanced disaster prevention, and aging measures in line with the "Five-Year Acceleration of National Land Resilience Measures" remains steady
- #### Orders

 - Increased due to steady demand in the Japanese public sector
 - Secured major water infrastructure projects in South and North America
- #### Revenue

 - Increased as backlogged public sector orders were steadily fulfilled
- #### Operating Profit

 - Revenue increased (+)
 - Profitability improved due to more completed projects (+)
 - Increased labor and system implementation costs (-)

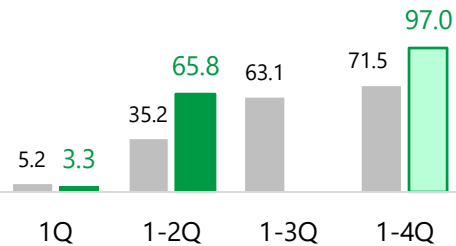
Breakdown of Changes in Operating Profit (Billions of yen)



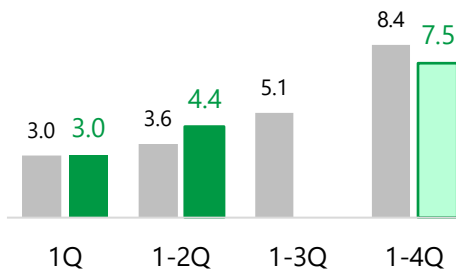
Results (Billions of yen)

Orders

■ FY24 ■ FY25



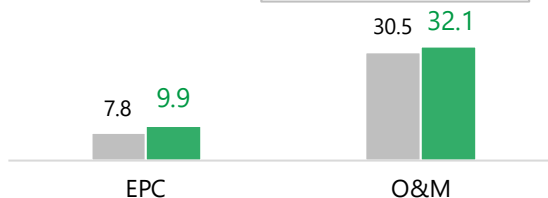
Operating Profit



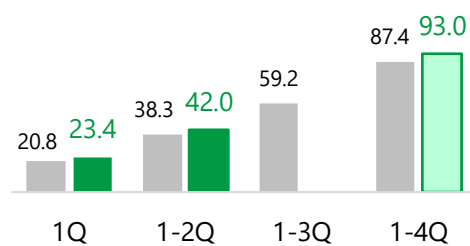
EPC & O&M Revenue

FY25 O&M Ratio 76%

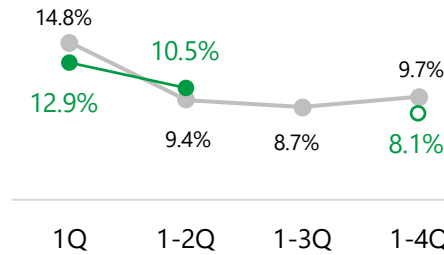
FY24 O&M Ratio 80%



Revenue



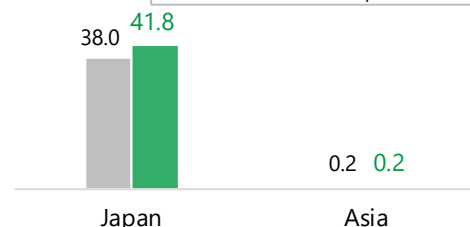
OP Ratio



Revenue by Region

FY25 Domestic 99%, Overseas 1%

FY24 Domestic 99%, Overseas 1%



Key Changes (vs. FY24 1-2Q)

Market Environment

- Demand in Japan for new construction of waste treatment plants for public use remains stable

Orders

- Secured two large-scale projects

FY24 1-2Q	FY25 1-2Q
<ul style="list-style-type: none"> •Waste treatment plant lifespan extension: 1 	<ul style="list-style-type: none"> •Project for extending life of waste treatment plant: 1 •Project for waste treatment plant renovation under a long-term comprehensive contract: 1

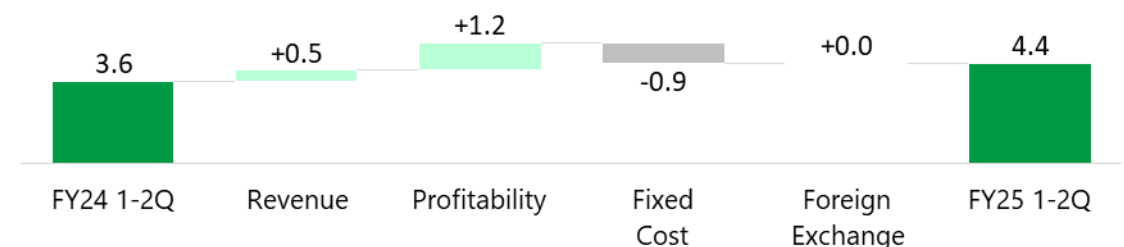
Revenue

- Increased orders for both Operation & Maintenance (O&M) and Engineering, Procurement, and Construction (EPC)

Operating Profit

- Revenue increased (+)
- EPC profitability improved (+)

Breakdown of Changes in Operating Profit (Billions of yen)



2. FY25 1-2Q Results by Segment

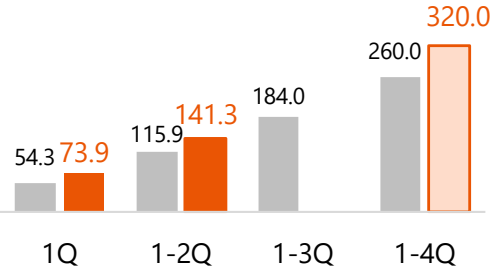
Precision Machinery



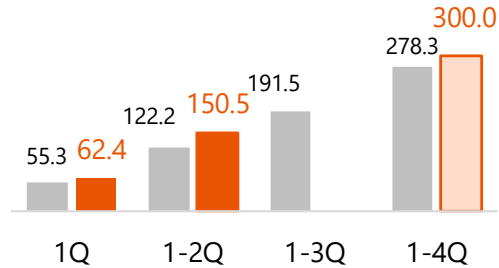
Results (Billions of yen)

Orders

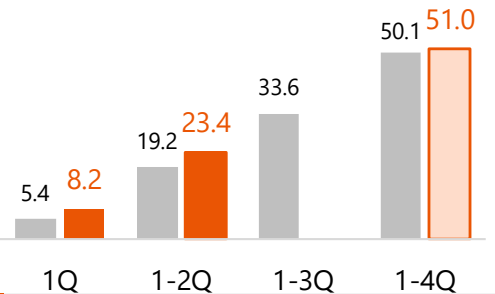
■ FY24 ■ FY25



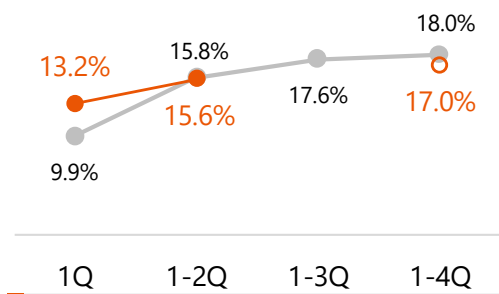
Revenue



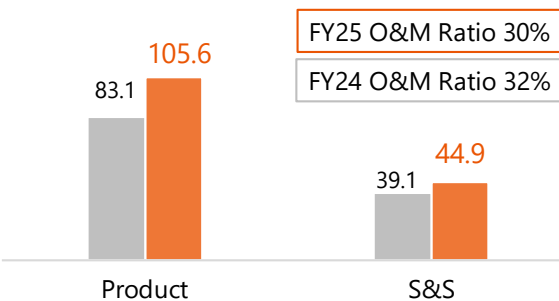
Operating Profit



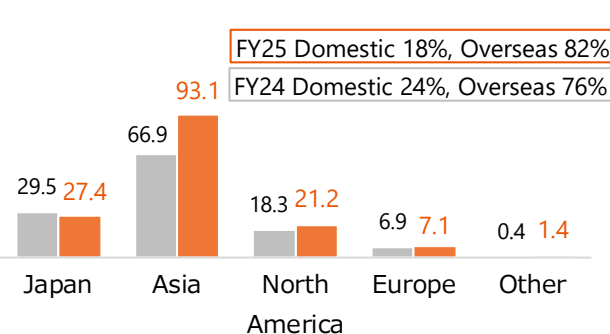
OP Ratio



Product & S&S Revenue



Revenue by Region



Key Changes (vs. FY24 1-2Q)

Market Environment

- Demand related to generative AI continues to grow, and customer factory utilization rates are showing signs of recovery. However, the pace of resuming full-scale capital investment varies by customer
- Chinese market has cooled from previous momentum, but investment remained steady

Orders

- Increased for both products and S&S, due to recovery in demand for CMP and Components

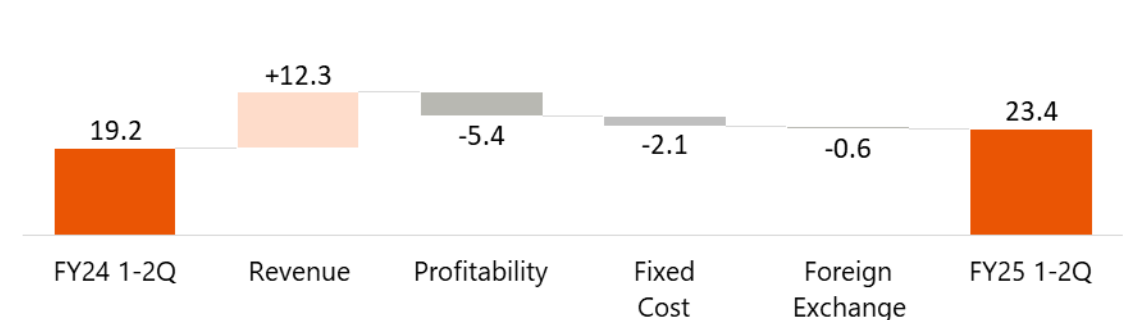
Revenue

- Both CMP and Components saw solid growth in products and S&S

Operating Profit

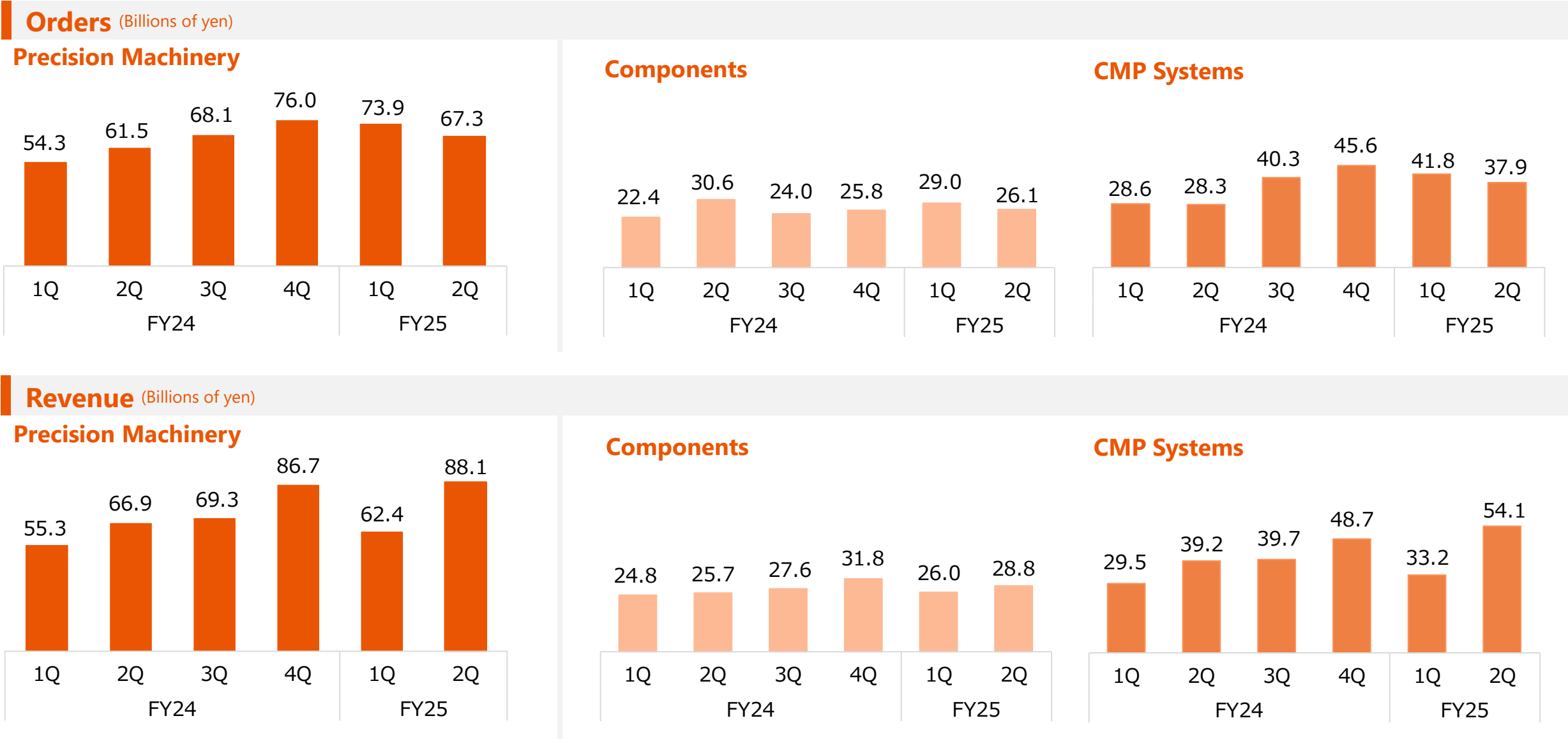
- Revenue increased (+)
- Profitability declined due to project mix and lower S&S ratio (-)
- Higher labor and R&D costs (-)

Breakdown of Changes in Operating Profit (Billions of yen)



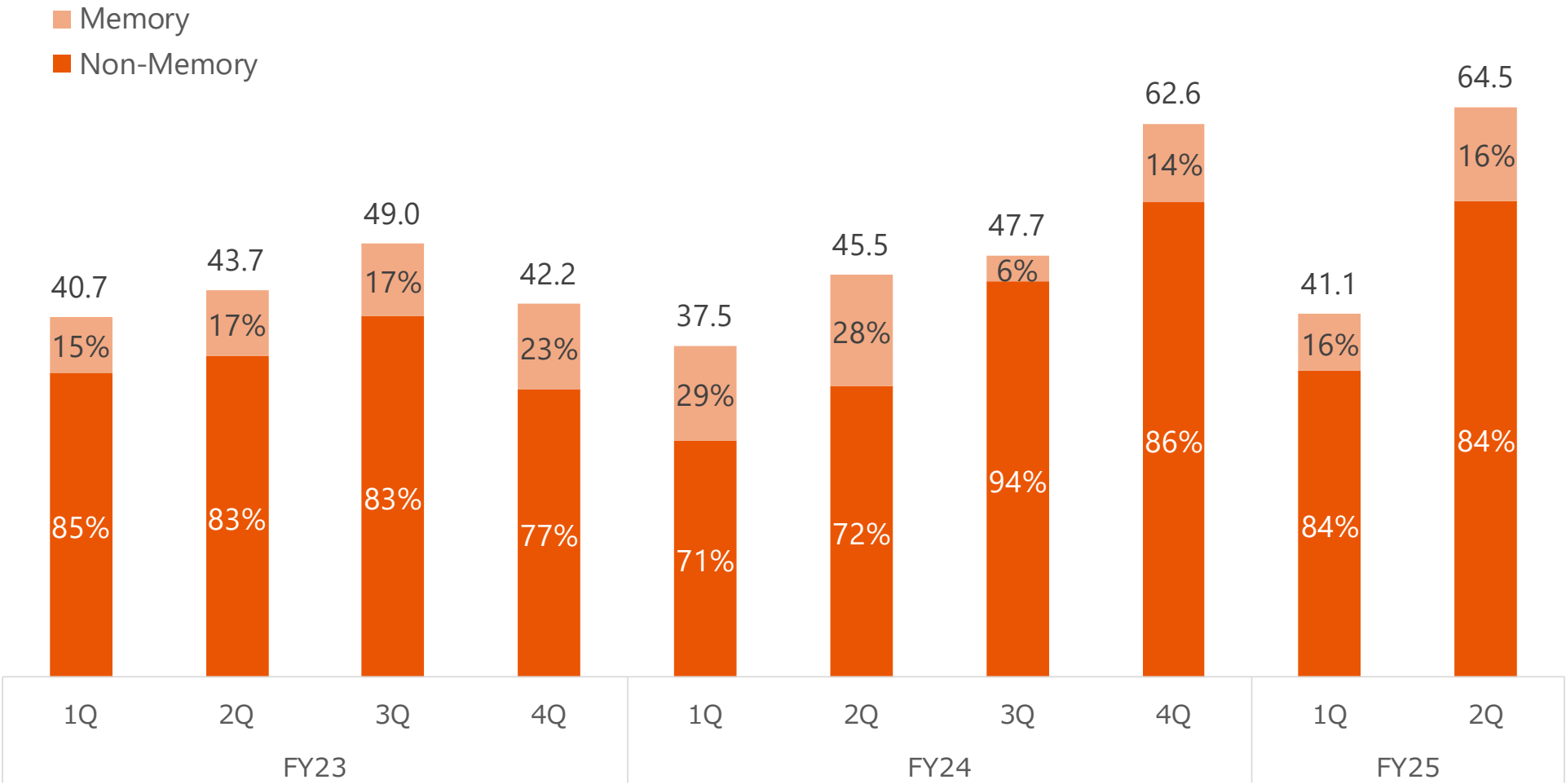


Precision Machinery Quarterly Trends



Precision Machinery Quarterly Product Revenue Trends by Application

Revenue (Billions of yen)



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

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2. FY25 1-2Q Results by Segment
- 3. FY25 Forecast**
4. Topics
5. Appendix

Segment-Specific Business Environment Overview

Segment	Primary Target Markets	Trends by Market and Region		EBARA's Market Outlook FY25 (1-year period)
Building Service & Industrial	Building and industrial equipment	<ul style="list-style-type: none"> Europe: Capital investment will remain sluggish due to rising construction and labor costs China: Stagnant building equipment and industrial markets United States: Although tariff policies may have some impact, we anticipate increased demand from data centers 	Overseas 	Growth in 2%-range
		<ul style="list-style-type: none"> Building Equipment Market: Continued project delays due to persistently high construction costs and labor shortages Industrial Market: Demand for capital investment will remain steady 	Japan 	Remain stable
Energy	Oil and gas Power facilities New energy	<ul style="list-style-type: none"> New Product Segments: Steady demand in the petrochemical and LNG markets, particularly in North America, Asia, and the Middle East (Some delays in customer investment and execution decisions because of tariff policies) Service: Maintenance demand is expected to return to normal levels Decarbonization-related markets are expected to see growing demand, especially in ammonia and CCUS Power Market: Increasing number of ammonia conversion project plans, mainly in Japan and across Asia 	Global 	LNG: Growth in 5%-range Ethylene: Growth in 4%-range
Infrastructure	Water-related infrastructure Ventilation	<ul style="list-style-type: none"> Stable outlook due to the national land resiliency plan and other factors 	Japan 	Remain stable
		<ul style="list-style-type: none"> Steady growth in water demand, particularly in Asia, driven by population increases Demand for river drainage pumps will remain consistent due to increasing flood damage around the world caused by extreme weather/global warming 	Overseas 	Growth in 4%-range
Environmental Solutions	Solid waste treatment	<ul style="list-style-type: none"> Demand for new construction for public waste treatment facilities will remain roughly in line with typical annual levels Rising demand for life extension projects for aging facilities 	Japan 	Remain stable
Precision Machinery	Semiconductor manufacturing	<ul style="list-style-type: none"> Overall, the expansion trend will continue, especially in generative AI-related markets. Production investment limited; outlook for full recovery remains unclear 	Global 	WFE: Growth in 3%-range

Full-year consolidated forecast revised upward for operating profit

(billions of yen) Announced date (m/d/y)	1-4Q						
	FY24 Results a	FY25 Prior Plan May/15/25 b	FY25 Plan Aug/14/25 c	YoY		Change vs. Prior Plan	
				Change c-a	Change % (c-a)/a	Change c-b	Change % (c-b)/b
Orders	860.5	940.0	940.0	+79.4	+9.2%	-	-
Revenue	866.6	900.0	900.0	+33.3	+3.8%	-	-
Operating Profit	97.9	101.5	102.5	+4.5	+4.6%	+1.0	+1.0%
OP Ratio	11.3%	11.3%	11.4%	+0.1pts	-	+0.1pts	-
Profit Attributable to Owners of Parent	71.4	72.4	72.4	+0.9	+1.4%	-	-
ROIC	12.2%	11.6%	11.6%	-0.6pts		-	
ROE	16.2%	15.0%	15.1%	-1.1pts		+0.1pts	
EPS (JPY)* ¹	154.62	156.73	156.72	+2.10	+1.4%	-	
Annual Dividend per share (JPY)* ¹	55.0	56.0	56.0	+1.0		-	
Exchange Rate* ²							
Vs. USD (JPY)	151.41	145.00	145.00			-	
Vs. EUR (JPY)	163.80	160.00	160.00			-	
Vs. CNY (JPY)	21.04	20.00	20.00			-	

*¹ Figures reflect the 5-for-1 stock split executed July 1, 2024.

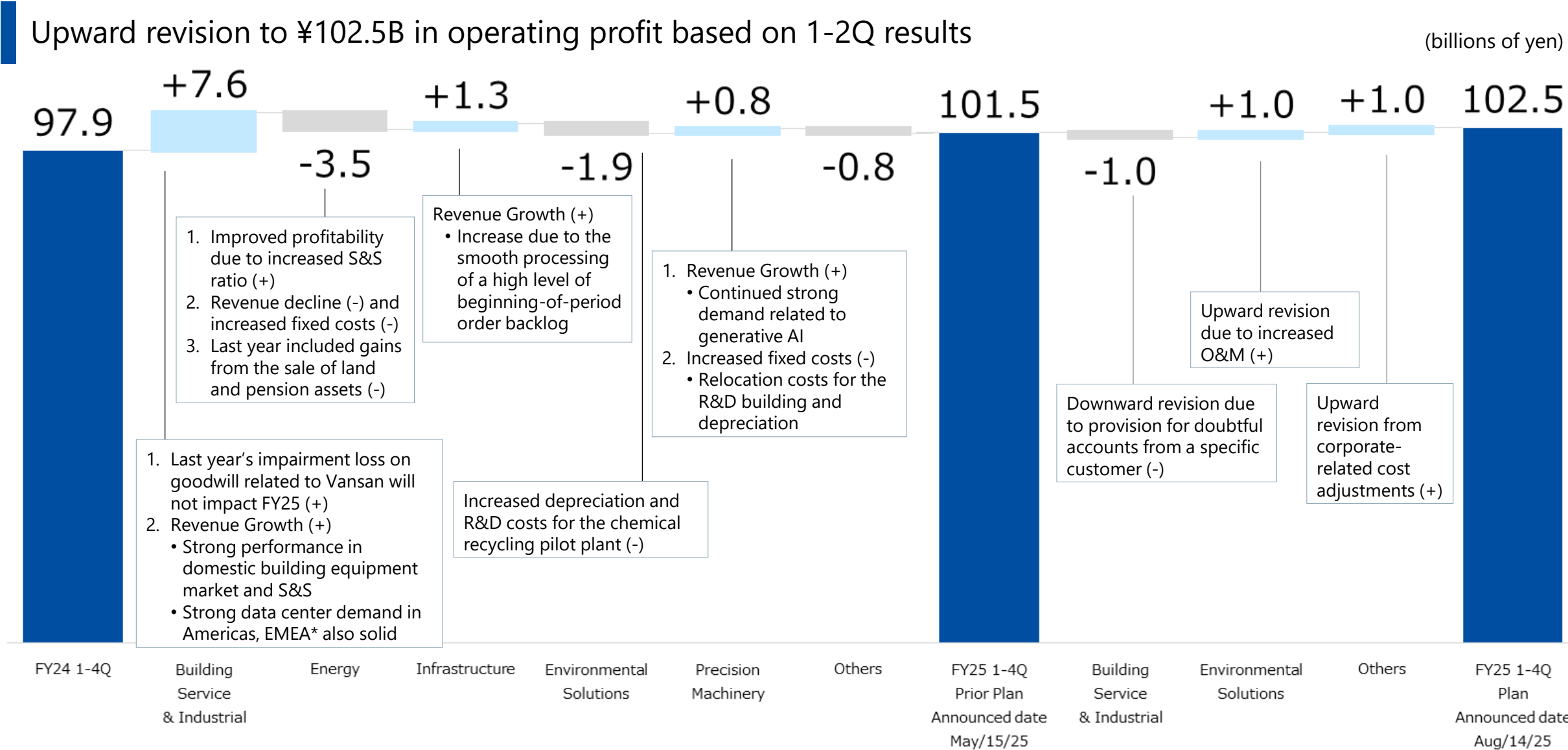
*² Exchange Rate: FY24 exchange rates are simple averages of quarterly average. FY25 rates are the assumed exchange rate for the year.

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Segment

(billions of yen) Announced date (m/d/y)			1-4Q						
			FY24 Results	FY25 Prior Plan May/15/25	FY25 Plan Aug/14/25	YoY		Change from prior plan	
						Change c-a	Change % (c-a)/a	Change c-b	Change % (c-b)/b
			a	b	c				
Total	Orders		860.5	940.0	940.0	+79.4	+9.2%	-	-
	Revenue		866.6	900.0	900.0	+33.3	+3.8%	-	-
	Operating Profit		97.9	101.5	102.5	+4.5	+4.6%	+1.0	+1.0%
	OP Ratio		11.3%	11.3%	11.4%	+0.1pts		+0.1pts	
Building Service & Industrial	Orders		244.4	255.0	255.0	+10.5	+4.3%	-	-
	Revenue		238.1	250.0	242.0	+3.8	+1.6%	-8.0	-3.2%
	Operating Profit		10.3	18.0	17.0	+6.6	+64.4%	-1.0	-5.6%
	OP Ratio		4.3%	7.2%	7.0%	+2.7pts		-0.2pts	
Energy	Orders		222.7	210.0	210.0	-12.7	-5.7%	-	-
	Revenue		210.4	200.0	205.0	-5.4	-2.6%	+5.0	+2.5%
	Operating Profit		28.0	24.5	24.5	-3.5	-12.5%	-	-
	OP Ratio		13.3%	12.3%	12.0%	-1.3pts		-0.3pts	
Infrastructure	Orders		60.5	56.0	56.0	-4.5	-7.5%	-	-
	Revenue		51.1	58.0	58.0	+6.8	+13.5%	-	-
	Operating Profit		3.6	5.0	5.0	+1.3	+35.2%	-	-
	OP Ratio		7.2%	8.6%	8.6%	+1.4pts		-	
Environmental Solutions	Orders		71.5	97.0	97.0	+25.4	+35.5%	-	-
	Revenue		87.4	90.0	93.0	+5.5	+6.4%	+3.0	+3.3%
	Operating Profit		8.4	6.5	7.5	-0.9	-11.2%	+1.0	+15.4%
	OP Ratio		9.7%	7.2%	8.1%	-1.6pts		+0.9pts	
Precision Machinery	Orders		260.0	320.0	320.0	+59.9	+23.0%	-	-
	Revenue		278.3	300.0	300.0	+21.6	+7.8%	-	-
	Operating Profit		50.1	51.0	51.0	+0.8	+1.7%	-	-
	OP Ratio		18.0%	17.0%	17.0%	-1.0pts		-	
Others, Adjustment	Orders		1.2	2.0	2.0	+0.7	+63.9%	-	-
	Revenue		1.1	2.0	2.0	+0.8	+79.2%	-	-
	Operating Profit		-2.6	-3.5	-2.5	+0.1	-	+1.0	
	OP Ratio		-239.5%	-175.0%	-125.0%	+114.5pts		+50.0pts	

Breakdown of Changes in Operating Profit



Impact of U.S. Tariff Policies (as of End of July 2025)

- Overall impact on the company is minor, however certain segments have experienced delays in receiving large orders and revenue, as well as some negative effects on operating profit due to rising material costs
- Compared to the forecast announced in May, there has been no significant change. The impact is expected to remain minimal, with a maximum projected effect of ¥1.8B. Going forward, we aim to minimize the impact through appropriate pricing strategies and by enhancing the added value of our products and services.

Impacted Segments	Business Flow: To/From US		Key Impacts	Impact on FY25 Operating Profit	
	To U.S.	From U.S.		1-2Q (Results)	3-4Q (Outlook)
Building Service & Industrial	Yes	Yes	<ul style="list-style-type: none"> • Increase in import prices of components • Sales delays (due to customs clearance procedures) 	-¥0.2 billion	-¥0.2 billion
Energy	Yes	Yes	<ul style="list-style-type: none"> • Increase in import prices of components • Postponement of final investment decisions (FID) for major project(s) (China) 	-¥0.2 billion	-¥0.4 billion
Infrastructure	Yes	No	<ul style="list-style-type: none"> • Increase in import prices of components • Risk of project delays in the U.S. 	-	-¥0.3 billion
Precision Machinery	Yes	No	<ul style="list-style-type: none"> • Increase in import prices of components • Future tariffs not yet reflected 	-¥0.2 billion	-¥0.3 billion
Total				-¥0.6 billion	-¥1.2 billion

*The impact amount is based on the tariff rates announced by the U.S. government as of the end of July 2025.

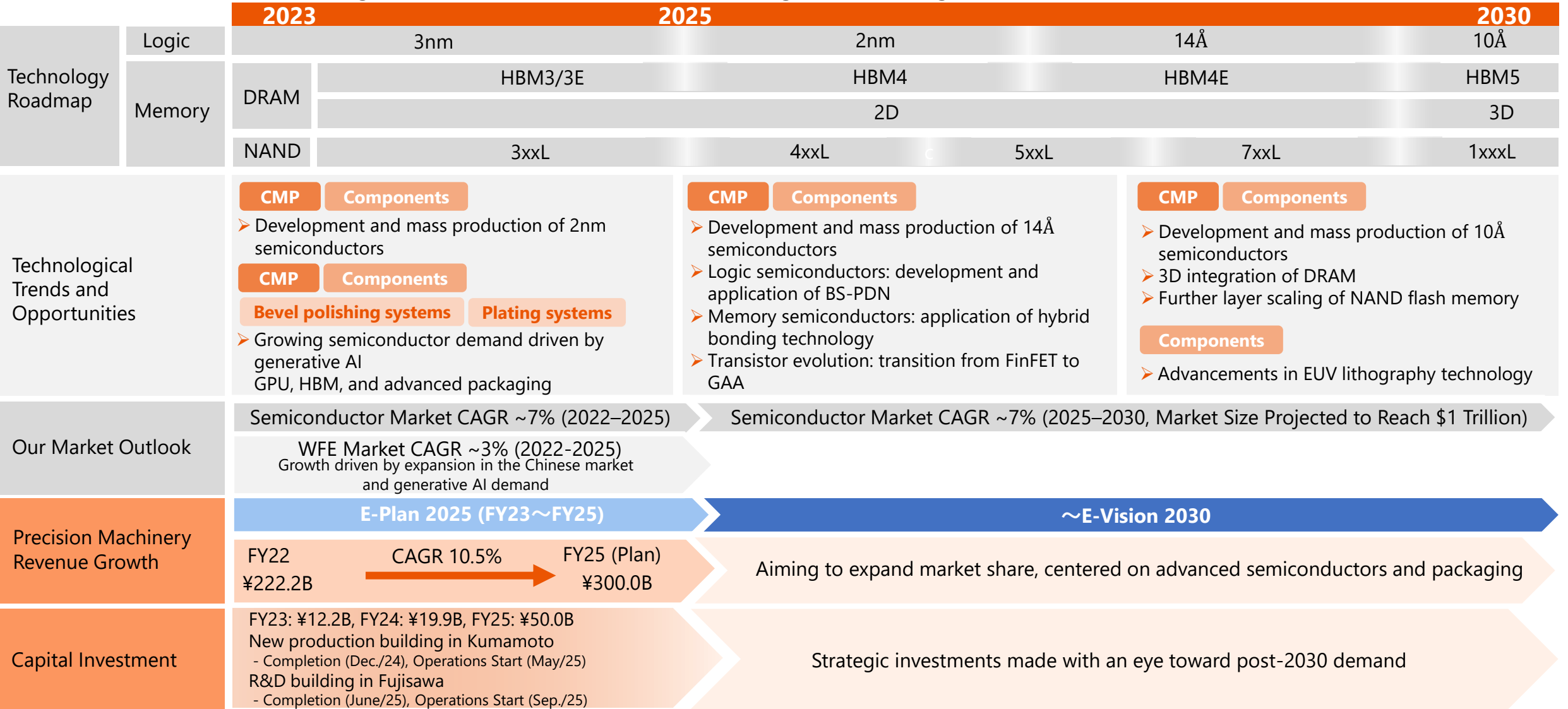
1. FY25 1-2Q Summary of Results
2. FY25 1-2Q Results by Segment
3. FY25 Forecast
- 4. Topics**
5. Appendix

4. Topics

Growth Opportunities of Precision Machinery Aligned with the Semiconductor Industry's Technology Roadmap



■ Driven by the miniaturization and stacking of semiconductors, as well as growing demand for environmental performance, we aim to achieve revenue growth that exceeds overall market growth through increased opportunities for the use of our products





Overview

Types of Shares to be Acquired	Common shares of the Company
Total Number of Shares to be Acquired	Up to 9,090,909 shares (Equivalent to 1.97% of the total number of outstanding shares, excluding treasury shares)
Total Acquisition Value	Up to ¥20 billion
Period of Repurchase	August 20, 2025 – December 23, 2025
Reason for Repurchase	Enhancing long-term shareholder value and optimizing equity capital levels

1. FY25 1-2Q Summary of Results
2. FY25 1-2Q Results by Segment
3. FY25 Forecast
4. Topics
- 5. Appendix**

Consolidated Forecast (FY25 3-4Q)

(billions of yen) Announced date (m/d/y)		FY23		FY24		FY25	
		1-2Q	3-4Q	1-2Q	3-4Q	1-2Q	3-4Q Plan Aug/14/25
Total	Orders	367.6	452.9	399.6	460.9	451.3	488.6
	Revenue	363.8	395.5	394.5	472.1	448.7	451.2
	Operating Profit	33.7	52.3	39.9	58.0	50.0	52.4
	OP Ratio	9.3%	13.2%	10.1%	12.3%	11.2%	11.6%
Building Service & Industrial	Orders	111.0	110.3	123.6	120.8	125.5	129.4
	Revenue	106.5	115.6	114.7	123.4	113.8	128.1
	Operating Profit	6.7	9.0	7.8	2.5	6.8	10.1
	OP Ratio	6.3%	7.8%	6.8%	2.0%	6.0%	7.9%
Energy	Orders	101.4	121.3	95.5	127.2	86.9	123.0
	Revenue	79.4	87.8	92.6	117.8	109.0	95.9
	Operating Profit	7.3	15.0	7.5	20.5	11.1	13.3
	OP Ratio	9.2%	17.1%	8.1%	17.4%	10.2%	13.9%
Infrastructure	Orders	367.6	31.4	367.6	31.8	31.1	24.8
	Revenue	363.8	20.9	363.8	25.3	32.6	25.3
	Operating Profit	33.7	0.2	33.7	0.6	5.6	-0.6
	OP Ratio	9.3%	1.0%	9.3%	2.4%	17.2%	-2.4%
Environmental Solutions	Orders	49.2	51.6	35.2	36.3	65.8	31.1
	Revenue	30.9	40.6	38.3	49.1	42.0	50.9
	Operating Profit	2.6	4.3	3.6	4.8	4.4	3.0
	OP Ratio	8.5%	10.6%	9.4%	9.8%	10.5%	6.0%
Precision Machinery	Orders	79.9	137.8	115.9	144.1	141.3	178.6
	Revenue	116.9	130.0	122.2	156.1	150.5	149.4
	Operating Profit	12.6	25.6	19.2	30.9	23.4	27.5
	OP Ratio	10.8%	19.7%	15.8%	19.8%	15.6%	18.4%
Others, Adjustment	Orders	0.5	0.6	0.5	0.7	0.5	1.4
	Revenue	0.6	0.5	0.5	0.6	0.5	1.4
	Operating Profit	0.0	-1.8	-1.3	-1.3	-1.4	-1.0
	OP Ratio	9.1%	-360.2%	-227.6%	-216.7%	-252.1%	-72.9%

5. Appendix

Orders



(billions of yen) Announced date (m/d/y)	FY24				FY25			
	1Q	1-2Q	1-3Q	1-4Q	1Q	1-2Q	3-4Q Plan Aug/14/25	1-4Q Plan Aug/14/25
Total	191.6	399.6	643.6	860.5	199.8	451.3	488.6	940.0
Building Service & Industrial	58.1	123.6	184.5	244.4	59.7	125.5	129.4	255.0
Energy	54.5	95.5	166.2	222.7	42.3	86.9	123.0	210.0
Infrastructure	18.9	28.7	44.7	60.5	20.0	31.1	24.8	56.0
Environmental Solutions	5.2	35.2	63.1	71.5	3.3	65.8	31.1	97.0
Precision Machinery	54.3	115.9	184.0	260.0	73.9	141.3	178.6	320.0
Components	22.4	53.1	77.1	102.9	29.0	55.1	55.8	111.0
CMP Systems	28.6	56.9	97.3	143.0	41.8	79.7	107.2	187.0
Others	3.3	5.8	9.5	14.0	3.1	6.3	15.6	22.0
Others	0.2	0.5	0.8	1.2	0.2	0.5	1.4	2.0

5. Appendix

Revenue



(billions of yen) Announced date (m/d/y)	FY24				FY25			
	1Q	1-2Q	1-3Q	1-4Q	1Q	1-2Q	3-4Q Plan Aug/14/25	1-4Q Plan Aug/14/25
Total	193.8	394.5	604.3	866.6	212.6	448.7	451.2	900.0
Building Service & Industrial	56.5	114.7	172.7	238.1	56.3	113.8	128.1	242.0
Energy	43.5	92.6	145.1	210.4	48.6	109.0	95.9	205.0
Infrastructure	17.2	25.8	34.7	51.1	21.5	32.6	25.3	58.0
Environmental Solutions	20.8	38.3	59.2	87.4	23.4	42.0	50.9	93.0
Precision Machinery	55.3	122.2	191.5	278.3	62.4	150.5	149.4	300.0
Components	24.8	50.6	78.2	110.0	26.0	54.8	56.1	111.0
CMP Systems	29.5	68.8	108.5	157.3	33.2	87.3	81.1	168.5
Others	0.8	2.8	4.8	10.9	3.1	8.2	12.2	20.5
Others	0.2	0.5	0.8	1.1	0.3	0.5	1.4	2.0

Operating Profit

(billions of yen) Announced date (m/d/y)	FY24				FY25			
	1Q	1-2Q	1-3Q	1-4Q	1Q	1-2Q	3-4Q Plan Aug/14/25	1-4Q Plan Aug/14/25
Total	19.2	39.9	59.8	97.9	22.6	50.0	52.4	102.5
Building Service & Industrial	4.3	7.8	5.5	10.3	4.3	6.8	10.1	17.0
Energy	3.6	7.5	15.3	28.0	1.9	11.1	13.3	24.5
Infrastructure	3.5	3.0	2.3	3.6	5.5	5.6	-0.6	5.0
Environmental Solutions	3.0	3.6	5.1	8.4	3.0	4.4	3.0	7.5
Precision Machinery	5.4	19.2	33.6	50.1	8.2	23.4	27.5	51.0
Others, Adjustment	-0.8	-1.3	-2.2	-2.6	-0.6	-1.4	-1.0	-2.5

Backlog of Orders



(billions of yen) Announced date (m/d/y)	FY24				FY25		
	1Q	2Q	3Q	4Q	1Q	2Q	4Q Plan Aug/14/25
Total	909.1	938.0	938.7	917.1	886.8	900.5	957.1
Building Service & Industrial	65.0	73.2	72.4	68.7	69.9	76.4	81.7
Energy	232.9	235.3	232.3	239.0	222.0	200.8	244.0
Infrastructure	69.6	70.8	77.4	76.9	75.0	74.8	74.9
Environmental Solutions	332.1	357.2	363.8	344.4	324.1	370.7	348.4
Precision Machinery	209.4	201.3	192.6	187.9	195.5	177.5	207.9
Others	0.0	0.0	0.0	0.1	0.1	0.1	0.1

Revenue by Region

(billions of yen)	FY24				FY25	
	1Q	1-2Q	1-3Q	1-4Q	1Q	1-2Q
Building Service & Industrial	56.5	114.7	172.7	238.1	56.3	113.8
Japan	26.1	48.7	71.0	100.4	27.0	50.0
Asia (excl. Japan)	12.8	29.7	46.6	63.8	11.6	26.8
North America	4.0	8.8	14.2	18.5	4.5	8.5
Europe	6.0	12.7	18.6	24.4	5.9	13.0
Middle East	2.3	3.8	5.2	7.3	2.0	4.8
Others	5.2	10.8	16.8	23.4	5.0	10.4
Energy	43.5	92.6	145.1	210.4	48.6	109.0
Japan	2.3	4.8	8.7	11.4	1.9	4.9
Asia (excl. Japan)	14.4	32.6	54.0	76.3	16.5	37.7
North America	12.3	29.6	44.8	66.5	14.8	32.8
Europe	2.3	4.6	8.5	10.1	2.4	7.3
Middle East	10.3	16.5	22.0	36.1	10.0	20.6
Others	1.8	4.4	6.9	9.8	2.6	5.3
Infrastructure	17.2	25.8	34.7	51.1	21.5	32.6
Japan	16.2	23.3	29.6	42.1	20.0	28.0
Asia (excl. Japan)	0.7	2.0	3.5	6.7	0.9	3.4
North America	0.0	0.0	0.6	1.0	0.1	0.3
Middle East	0.1	0.2	0.8	1.1	0.3	0.7
Others	-	-	0.0	0.0	-	0.0
Environmental Solutions	20.8	38.3	59.2	87.4	23.4	42.0
Japan	20.8	38.0	58.0	83.7	23.3	41.8
Asia (excl. Japan)	0.0	0.2	1.2	3.6	0.1	0.2
Precision Machinery	55.3	122.2	191.5	278.3	62.4	150.5
Japan	14.0	29.5	39.2	51.7	11.3	27.4
Asia (excl. Japan)	29.1	66.9	110.5	168.7	35.2	93.1
North America	8.3	18.3	28.1	37.4	10.8	21.2
Europe	3.4	6.9	12.8	19.4	4.4	7.1
Others	0.2	0.4	0.6	0.9	0.5	1.4

Service & Support (S&S) Revenue



(billions of yen)

		FY24				FY25	
		1Q	1-2Q	1-3Q	1-4Q	1Q	1-2Q
Building Service & Industrial	S&S Revenue	13.0	24.3	35.3	50.2	13.5	25.8
	S&S Ratio	23%	21%	20%	21%	24%	23%
Energy	S&S Revenue	22.1	44.2	69.7	100.9	24.3	55.1
	S&S Ratio	51%	48%	48%	48%	50%	51%
Infrastructure	S&S Revenue	10.0	14.3	17.7	24.7	11.8	17.1
	S&S Ratio	58%	55%	51%	48%	55%	53%
Environmental Solutions	O&M Revenue	17.2	30.5	44.8	63.8	18.1	32.1
	O&M Ratio	83%	80%	76%	73%	77%	76%
Precision Machinery	S&S Revenue	17.7	39.1	60.7	84.8	21.2	44.9
	S&S Ratio	32%	32%	32%	31%	34%	30%

Balance Sheet



(billions of yen)	FY24 2Q a	FY24 4Q b	FY25 2Q c	Change c-a	Change c-b
Total Assets	968.8	1,005.0	991.8	+22.9	-13.2
Current Assets	677.2	705.3	658.0	-19.1	-47.2
Cash and cash equivalents	178.4	171.0	163.7	-14.7	-7.2
Trade receivables	246.8	287.9	249.3	+2.5	-38.5
Inventories	216.2	205.9	209.3	-6.9	+3.4
Other Current Assets	35.6	40.3	35.5	-0.0	-4.7
Non-current Assets	291.6	299.7	333.7	+42.0	+33.9
Total Liabilities	508.1	519.7	501.0	-7.1	-18.6
Trade payables	136.4	144.9	137.1	+0.7	-7.7
Interest-bearing debt	144.1	150.4	148.3	+4.1	-2.0
Other Liabilities	227.5	224.3	215.5	-11.9	-8.8
Total Equity	460.7	485.3	490.7	+30.0	+5.4
Total equity attributable to owners of parent	449.3	473.2	479.5	+30.2	+6.2
Other Equity	11.3	12.0	11.2	-0.1	-0.8
Equity Ratio	46.4%	47.1%	48.4%	+2.0pts	+1.3pts
Debt-to-Equity Ratio	0.32	0.32	0.31	-0.01	-0.01

Cash Flows

(billions of yen) Announced date (m/d/y)	1-2Q			1-4Q				
	FY24	FY25	Change	FY24	FY25 Plan May/15/25	FY25 Plan Aug/14/25	YoY	Change vs. Prior Plan
	a	b	b-a	c	d	e	Change e-c	Change e-d
CF from operating activities	64.2	54.7	-9.5	+100.9	+80.0	80.0	-20.9	-
CF from investing activities	-16.8	-44.4	-27.6	-48.5	-100.0	-100.0	-51.4	-
FCF	47.4	10.2	-37.1	+52.3	-20.0	-20.0	-72.3	-
CF from financing activities	-23.6	-17.3	6.3	-31.9	-10.0	-31.0	0.9	-21.0

CAPEX, Depreciation and Amortization, R&D Expenses

(billions of yen) Announced date (m/d/y)	1-2Q			1-4Q				
	FY24	FY25	Change	FY24	FY25 Prior Plan May/15/25	FY25 Plan Aug/14/25	YoY	Change vs. Prior Plan
	a	b	b-a	c	d	e	Change e-c	Change e-d
CAPEX	27.4	58.9	+31.5	58.6	105.0	122.0	+0.1	+17.0
Building Service & Industrial	3.5	5.8	+2.2	8.8	10.0	16.0	+0.1	+6.0
Energy	4.0	7.1	+3.1	7.6	15.0	15.0	+0.1	-
Infrastructure	0.8	0.4	-0.3	1.3	3.0	3.0	+0.1	-
Environmental Solutions	1.6	1.6	+0.0	4.2	2.0	2.0	-0.1	-
Precision Machinery	10.5	24.7	+14.2	19.9	50.0	50.0	+0.2	-
Others	6.8	19.0	+12.2	16.4	25.0	36.0	+0.1	+11.0
D&A	14.8	16.0	+1.1	30.0	34.0	34.0	+0.0	-
Building Service & Industrial	3.9	3.5	-0.3	7.9	7.0	7.0	-0.0	-
Energy	2.6	2.7	+0.0	5.1	5.0	5.0	-0.0	-
Infrastructure	0.4	0.5	+0.0	0.9	1.0	1.0	+0.0	-
Environmental Solutions	0.4	0.3	-0.0	0.8	2.0	2.0	+0.1	-
Precision Machinery	4.1	4.5	+0.4	8.3	10.0	10.0	+0.0	-
Others	3.2	4.2	+1.0	6.6	9.0	9.0	+0.0	-
R&D	9.2	10.4	+1.1	20.5	26.0	26.0	+0.0	-
Building Service & Industrial	2.3	2.5	+0.2	5.2	6.0	6.0	+0.0	-
Energy	1.1	1.0	-0.0	2.7	3.0	3.0	+0.0	-
Infrastructure	0.3	0.3	-0.0	0.7	1.0	1.0	+0.0	-
Environmental Solutions	0.8	0.9	+0.0	1.8	2.0	2.0	+0.0	-
Precision Machinery	4.5	5.5	+0.9	9.9	14.0	14.0	+0.0	-

Integrated Report

Integrated Report 2025 Release (Japanese Language)

2025/6 News release (Japanese language only) – English coming soon!

<Key Points>

- Appointment of Shugo Hosoda as Director, CEO & COO, President, Representative Executive Officer – Four consecutive years of record-high performance – Driving innovation through core technologies and business synergies – Update on decarbonization targets – Ten years after governance reform, the Board of Directors aims for further evolution

E Environment

Launch of the first ecoCSV initiative: Soliciting proposals from business partners that contribute to the reduction of greenhouse gases

2025/5 News release (Japanese language only)

Selected for the First Time as a “Climate Change Leader Company in the Asia-Pacific Region”

2025/7 News release (Japanese language only)

S Social

2025 Pride Month: Initiatives Implemented to Promote Understanding of Diversity within the Company

2025/6 News release (Japanese language only)

Held Summer Break Short-Term Childcare Program “Eba Land” — Supporting Employees in Balancing Parenting and Careers, and Promoting Community Engagement

2025/7 News release (Japanese language only)

Contributing to the Development of Vacuum Technology in the Academic Field with the “IUVSTA EBARA Award”

2025/7 News release

External Evaluations

Received “Prime” Rating for the First Time in the ESG Corporate Rating by ISS ESG

2025/5 News release (Japanese language only)



Received the Encouragement Award for the First Time at the 14th Japan HR Challenge Awards

2025/6 News release (Japanese language only)



Continued Selection in ESG Indices

2025/7 News release

Certified as an SDGs Ota Sky Partner

2025/7 News release (Japanese language only)

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