



Results Presentation for Nine Months Ended September 30, 2025

EBARA (6361)

November 13, 2025

Looking ahead,
going beyond expectations

Ahead > *Beyond*

EBARA CORPORATION

Key Points of Results

1. FY25 1-3Q Summary of Results

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- Revenue by Region

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- Segment
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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 1-3Q Results

	Results	YoY
Orders	¥680.1 B.	¥36.5 B. +5.7% ↗
Revenue	¥663.5 B.	¥59.2 B. +9.8% ↗
Operating Profit	¥69.5 B.	¥9.7 B. +16.2% ↗
OP Ratio	10.5%	+0.6pts
Profit Attributable to Owners of Parent	¥44.6 B.	¥3.6 B. +8.9% ↗

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

FY25 Forecast

	Current Plan	YoY	Change vs. Prior Plan*
Orders	¥944.0 B.	¥83.4 B. +9.7% ↗	¥4.0 B. +0.4% →
Revenue	¥927.0 B.	¥60.3 B. +7.0% ↗	¥27.0 B. +3.0% →
Operating Profit	¥110.0 B.	¥12.0 B. +12.3% ↗	¥7.5 B. +7.3% ↗
OP Ratio	11.9%	+0.6pts	+0.5pts
Profit Attributable to Owners of Parent	¥74.0 B.	¥2.5 B. +3.6% →	¥1.6 B. +2.2% →

*Plan disclosed Aug/14/25

Topics

FY25 1-3Q Results (YoY comparison)

- Orders, revenue, operating profit, and profit attributable to owners of parent all reached record highs for 3Q
- Despite signs of a slowdown in China, revenue increased in all segments. Operating profit increased overall, due to both contributions from the Environmental Solutions, Energy, and Infrastructure segments, and the absence of the goodwill impairment loss recorded last year by Building Service & Industrial

FY25 Forecast

- The full-year consolidated forecast has been revised upward for orders, revenue, operating profit, and profit attributable to owners of parent. Orders have been revised upward for Environmental Solutions and Infrastructure and downward for Precision Machinery and Building Service & Industrial
- Limited impact from US tariff policies on overall performance, essentially unchanged from 2Q

Others

- As of October 31, 2025, EBARA has repurchased ¥10.2 billion of treasury shares under the previously announced ¥20 billion share buyback program (August 20 to December 23, 2025)

1. FY25 1-3Q Summary of Results

2. FY25 1-3Q Results by Segment

3. FY25 Forecast

4. Topics

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Consolidated



(billions of yen)	FY24 1-3Q Results a	FY25 1-3Q Results b	YoY	
			Change b-a	Change % (b-a)/a
Orders	643.6	680.1	+36.5	+5.7%
Revenue	604.3	663.5	+59.2	+9.8%
Operating Profit	59.8	69.5	+9.7	+16.2%
OP Ratio	9.9%	10.5%	+0.6pts	
Basic Earnings per Share (Yen)	41.0	44.6	+3.6	+8.9%
EPS (JPY)* ¹	88.87	96.76	+7.90	+8.9%
Exchange Rate* ²				
Vs. USD (JPY)	151.14	148.18	-2.96	
Vs. EUR (JPY)	164.22	165.50	+1.28	
Vs. CNY (JPY)	20.99	20.53	-0.46	

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

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

1. FY25 1-3Q Summary of Results

Segment

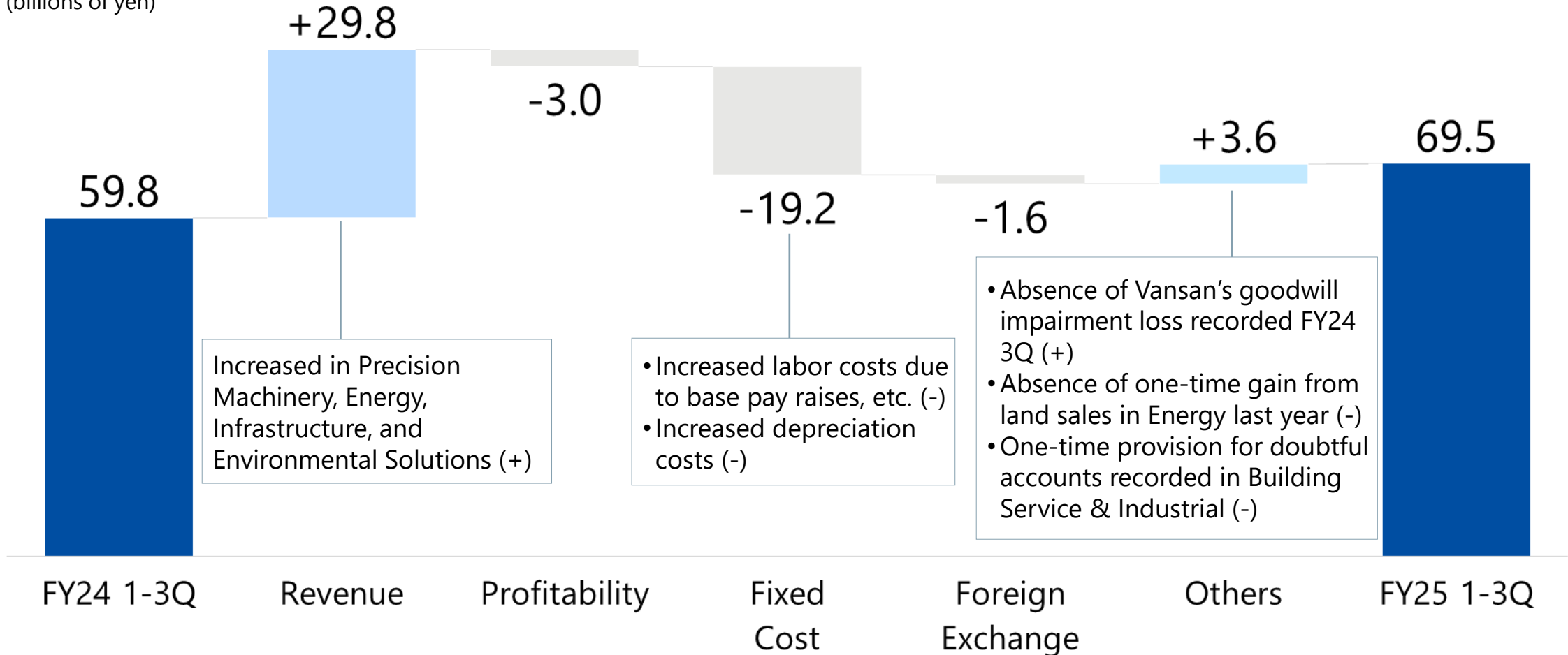


(billions of yen)		FY24 1-3Q Results	FY25 1-3Q Results	YoY	
				Change	Change %
		a	b	b-a	(b-a)/a
Total	Orders	643.6	680.1	+36.5	+5.7%
	Revenue	604.3	663.5	+59.2	+9.8%
	Operating Profit	59.8	69.5	+9.7	+16.2%
	OP Ratio	9.9%	10.5%	+0.6pts	
Building Service & Industrial	Orders	184.5	188.3	+3.7	+2.0%
	Revenue	172.7	173.4	+0.6	+0.4%
	Operating Profit	5.5	10.5	+5.0	+90.9%
	OP Ratio	3.2%	6.1%	+2.9pts	
Energy	Orders	166.2	150.9	-15.2	-9.2%
	Revenue	145.1	159.3	+14.1	+9.8%
	Operating Profit	15.3	17.0	+1.7	+11.4%
	OP Ratio	10.6%	10.7%	+0.1pts	
Infrastructure	Orders	44.7	45.6	+0.8	+1.9%
	Revenue	34.7	41.7	+7.0	+20.2%
	Operating Profit	2.3	3.6	+1.3	+55.9%
	OP Ratio	6.8%	8.8%	+2.0pts	
Environmental Solutions	Orders	63.1	93.3	+30.2	+47.8%
	Revenue	59.2	64.8	+5.6	+9.5%
	Operating Profit	5.1	7.2	+2.0	+40.5%
	OP Ratio	8.7%	11.2%	+2.5pts	
Precision Machinery	Orders	184.0	201.0	+17.0	+9.3%
	Revenue	191.5	223.3	+31.7	+16.6%
	Operating Profit	33.6	32.8	-0.7	-2.2%
	OP Ratio	17.6%	14.7%	-2.9pts	
Others, Adjustment	Orders	0.8	0.8	-0.0	
	Revenue	0.8	0.9	+0.0	
	Operating Profit	-2.2	-1.9	+0.2	
	OP Ratio	-258.5%	-206.8%	+51.7pts	

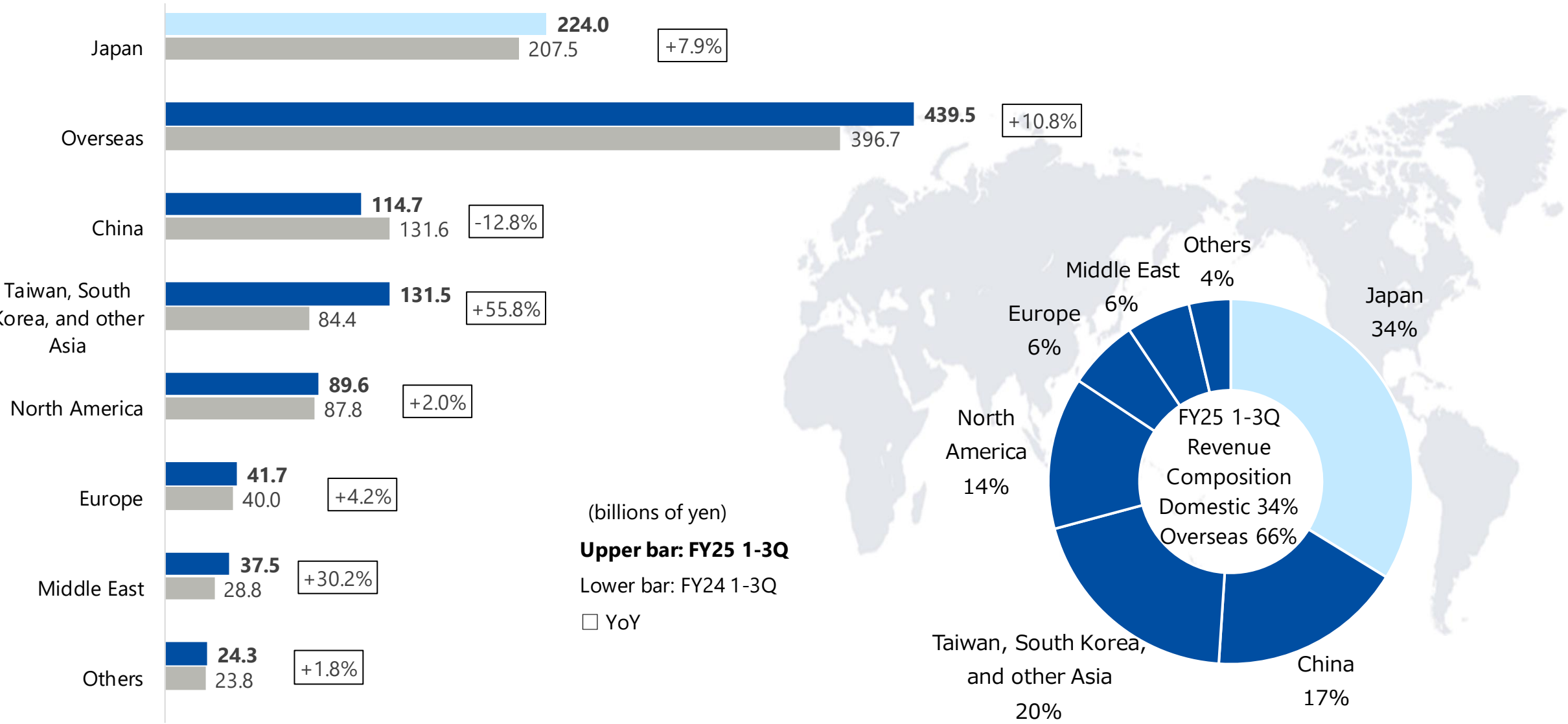
Breakdown of Changes in Operating Profit

Revenue growth outpaced increases in fixed costs, resulting in higher operating profit

(billions of yen)



Revenue by Region



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

1. FY25 1-3Q Summary of Results

2. FY25 1-3Q Results by Segment

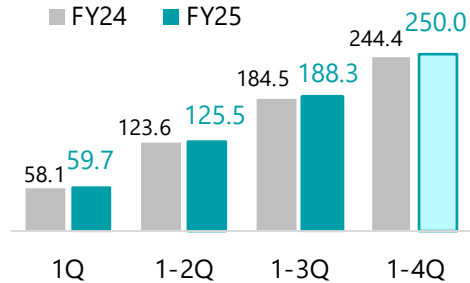
3. FY25 Forecast

4. Topics

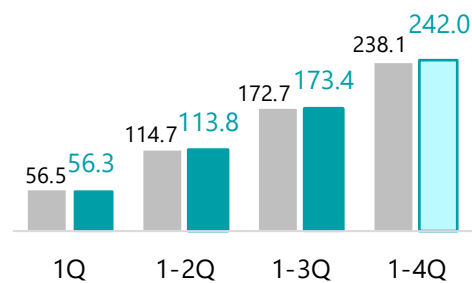
5. Appendix

Results (Billions of yen)

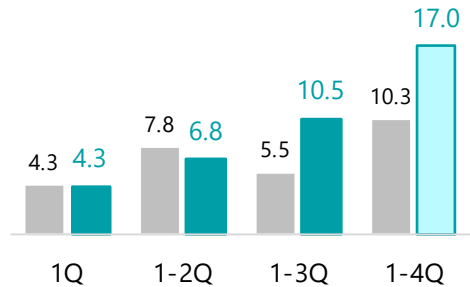
Orders



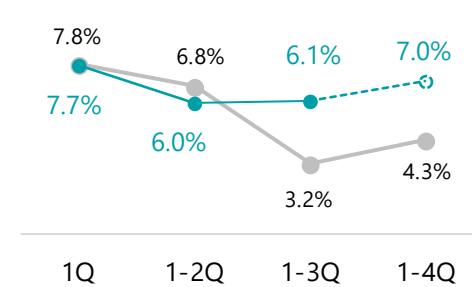
Revenue



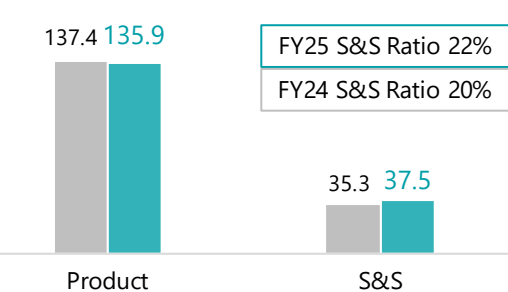
Operating Profit



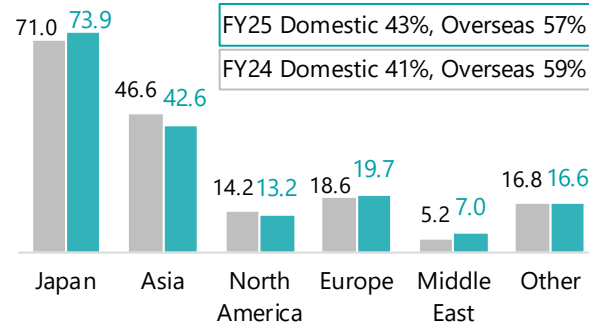
OP Ratio



Product & S&S Revenue



Revenue by Region



Key Changes (vs. FY24 1-3Q)

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
- In China, both the building equipment and industrial equipment markets remain sluggish

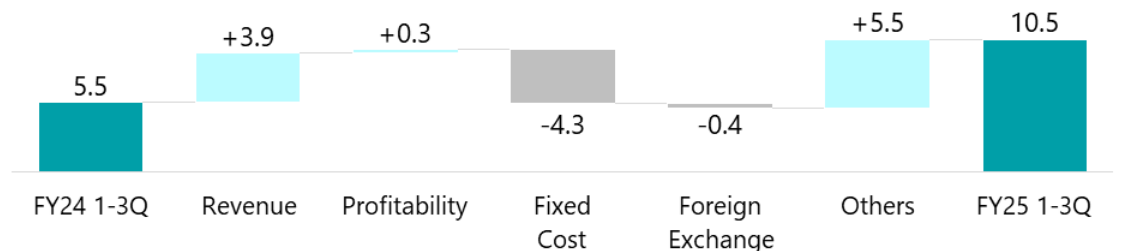
Revenue

- Increased due to strong S&S performance in Japan
- Continued solid performance in North America for data center-related products
- Overseas markets faced headwinds from China's slowdown and currency effects, but demand in the Middle East and Europe remained solid

Operating Profit

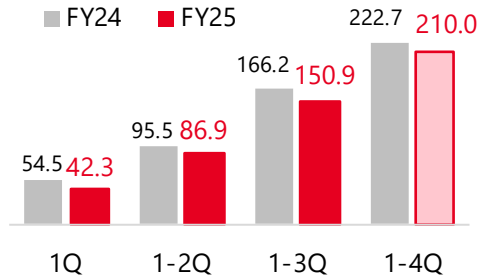
- Higher S&S revenue in Japan offset decline in China (+)
- Higher labor costs (-)
- One-time provision for doubtful accounts due to U.S. customer bankruptcy (Others) in FY25 2Q (-)
- Absence of goodwill impairment from Turkish subsidiary Vansan recorded FY24 3Q (Others) (+)

Breakdown of Changes in Operating Profit (Billions of yen)

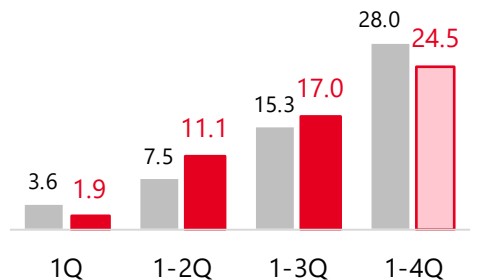


Results (Billions of yen)

Orders

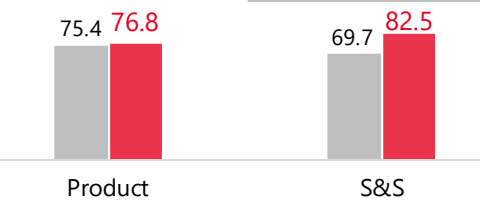


Operating Profit

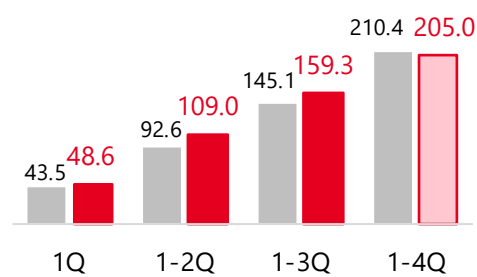


Product & S&S Revenue

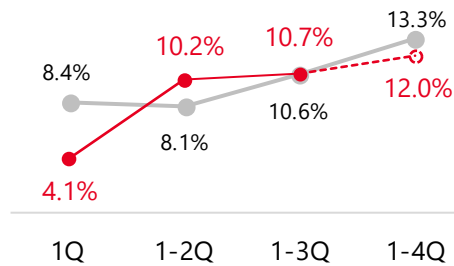
FY25 S&S Ratio 52%
FY24 S&S Ratio 48%



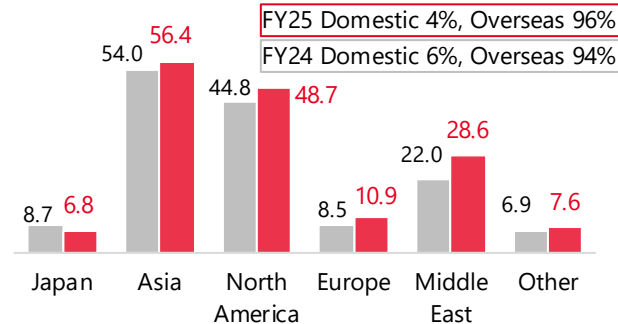
Revenue



OP Ratio



Revenue by Region



Key Changes (vs. FY24 1-3Q)

Market Environment

- Project activity remains steady in North America and Asia, with a trend of recovery in investment sentiment among previously cautious customers
- Signs of softening in China's Oil & Gas market

Orders

- Products: Declined YoY due to fewer petrochemical projects. Demand from China's Oil & Gas sector declined, however power-related demand remained solid
- S&S: Declined YoY due to lower field service and parts sales

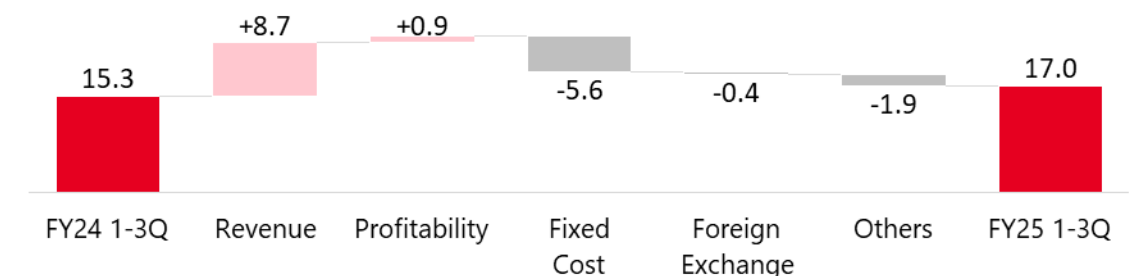
Revenue

- Products: Increased in North America
- S&S: Increased in North America, the Middle East, and Asia

Operating Profit

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

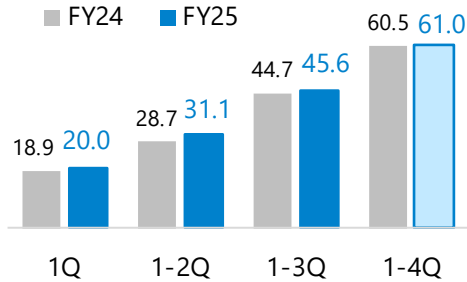
Breakdown of Changes in Operating Profit (Billions of yen)



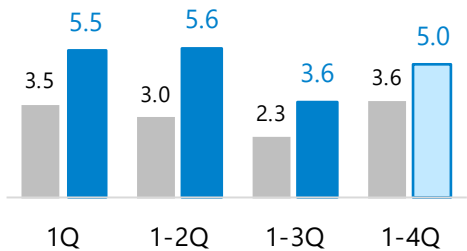
Infrastructure

Results (Billions of yen)

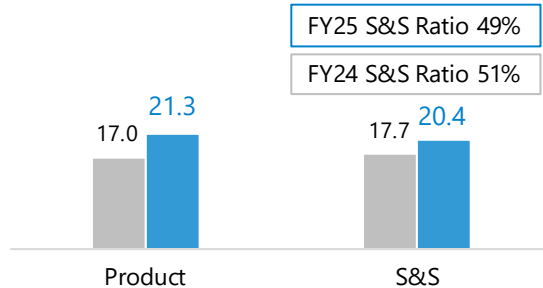
Orders



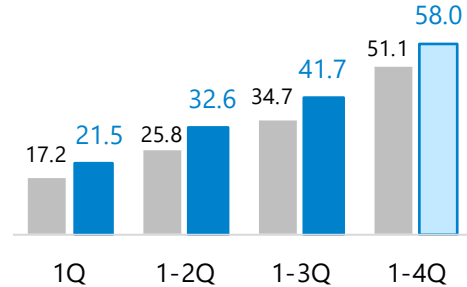
Operating Profit



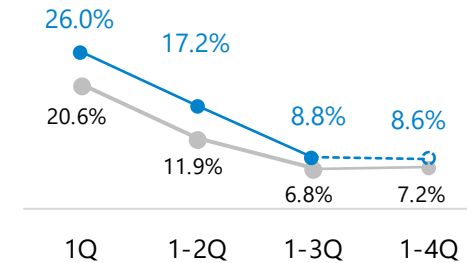
Product & S&S Revenue



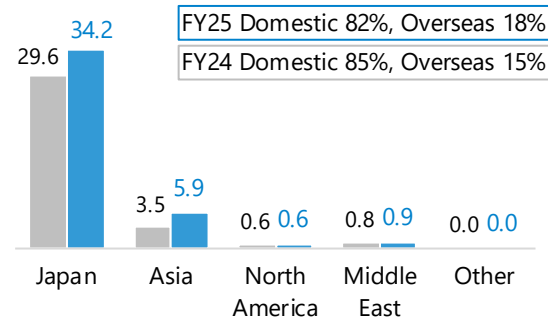
Revenue



OP Ratio



Revenue by Region



Key Changes (vs. FY24 1-3Q)

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

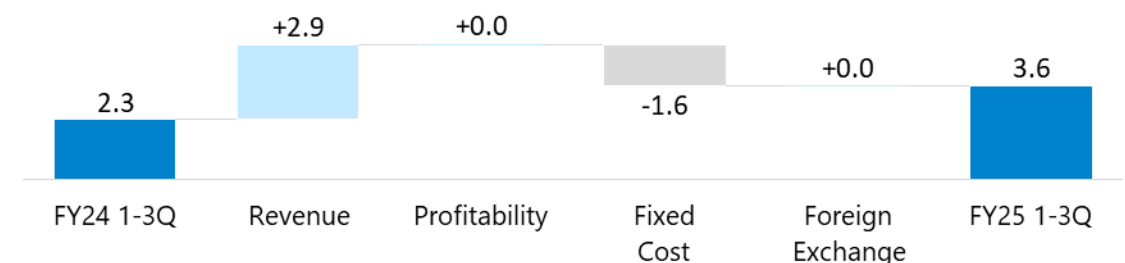
Revenue

- Increased as backlogged public sector orders and overseas orders were steadily fulfilled

Operating Profit

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

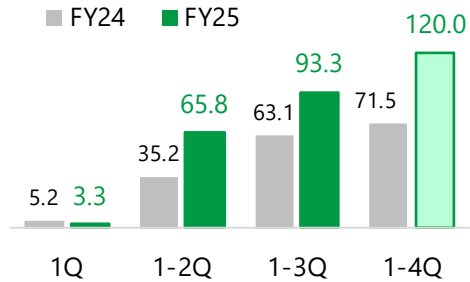
Breakdown of Changes in Operating Profit (Billions of yen)



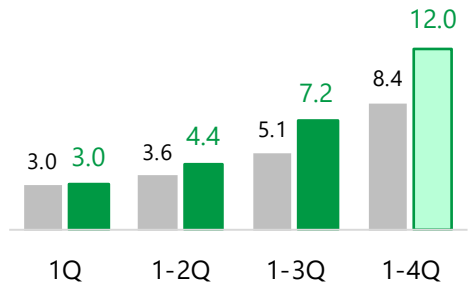
Environmental Solutions

Results (Billions of yen)

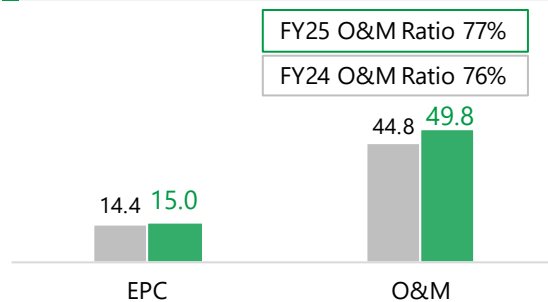
Orders



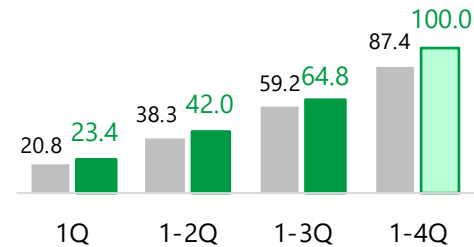
Operating Profit



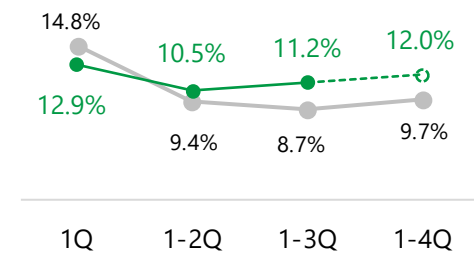
EPC & O&M Revenue



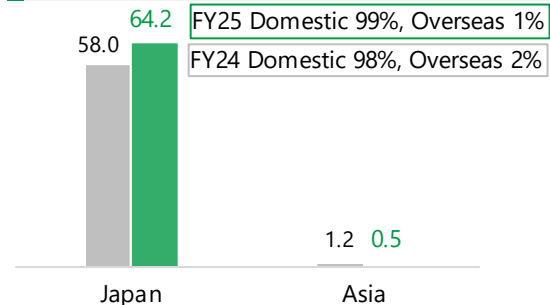
Revenue



OP Ratio



Revenue by Region



Key Changes (vs. FY24 1-3Q)

Market Environment

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

Orders

- Secured three large-scale projects

FY24 1-3Q

- Waste treatment plant lifespan extending renovation PJ: 2

FY25 1-3Q

- Waste treatment plant lifespan extending renovation PJ: 2
- Lifespan extending renovation PJ and Long-term O&M contract : 1

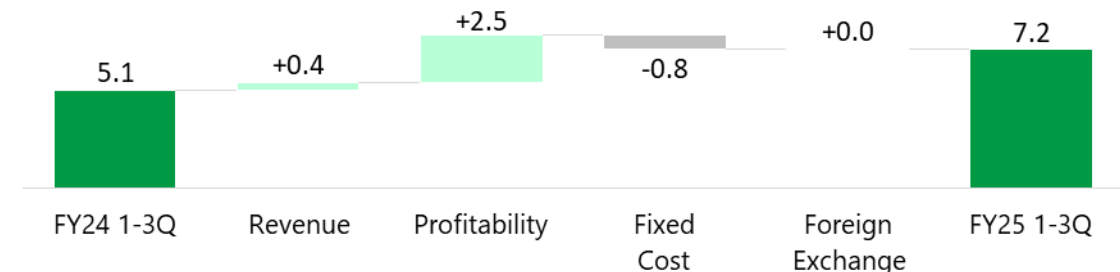
Revenue

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

Operating Profit

- Revenue increased (+)
- EPC and O&M profitability improved (+)

Breakdown of Changes in Operating Profit (Billions of yen)



2. FY25 1-3Q Results by Segment

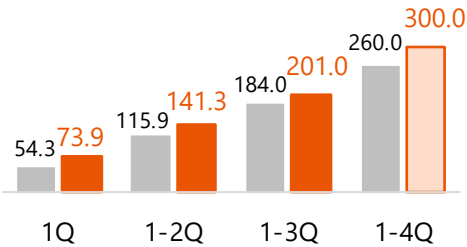
Precision Machinery



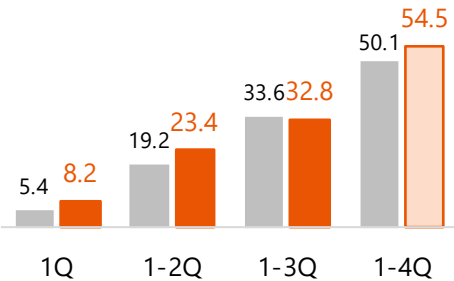
Results (Billions of yen)

Orders

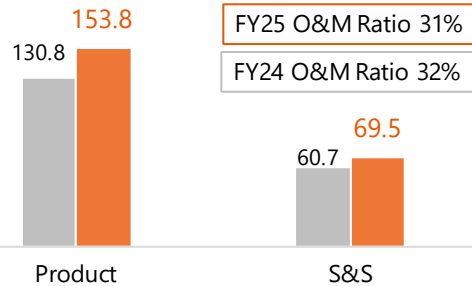
■ FY24 ■ FY25



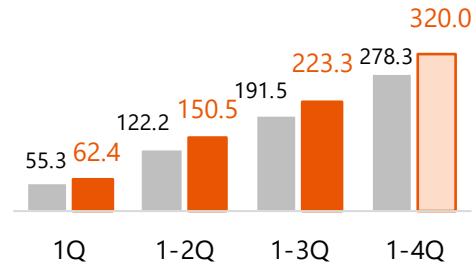
Operating Profit



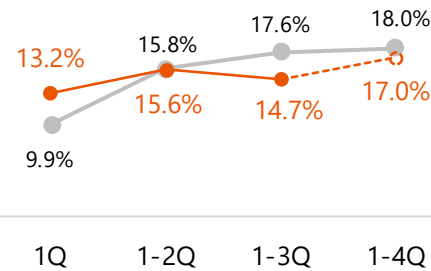
Product & S&S Revenue



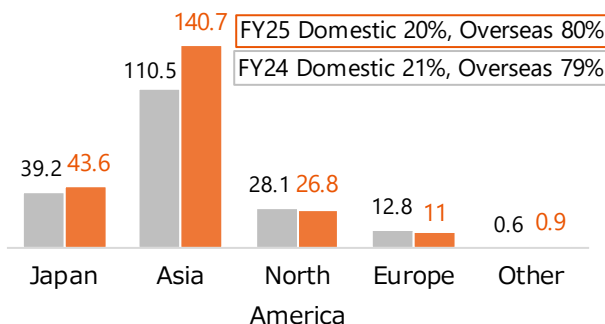
Revenue



OP Ratio



Revenue by Region



Key Changes (vs. FY24 1-3Q)

Market Environment

- Demand related to generative AI continues to grow, and customer factory utilization rates are showing signs of recovery. However, the full-scale resumption of capacity investment is lagging initial expectations
- The China market has moderated from previous high growth but continues to maintain a solid scale

Orders

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

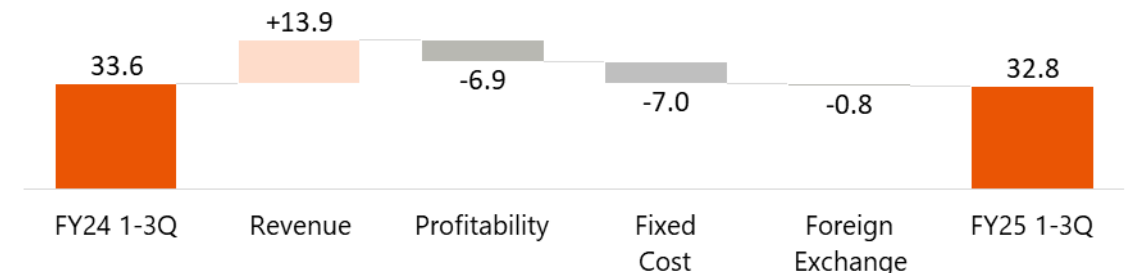
Revenue

- Solid growth in products and S&S for both CMP and Components

Operating Profit

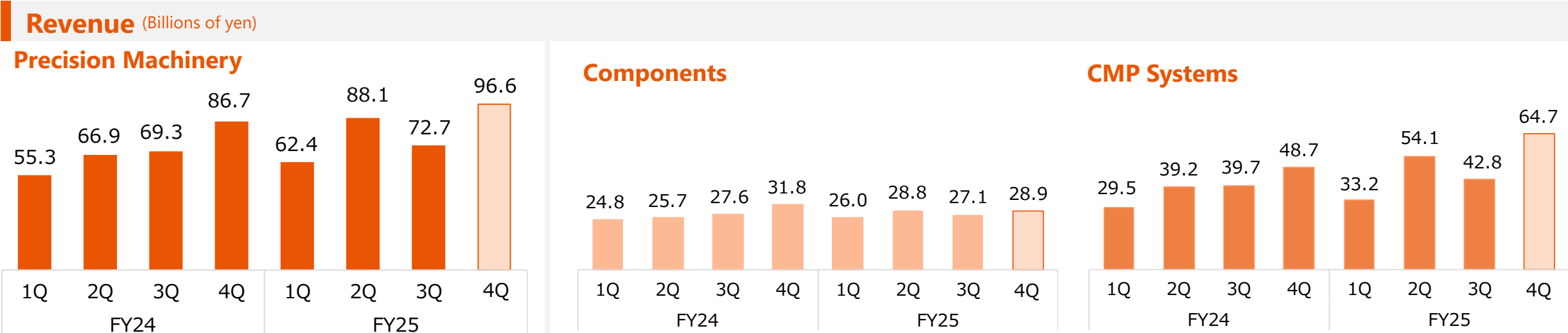
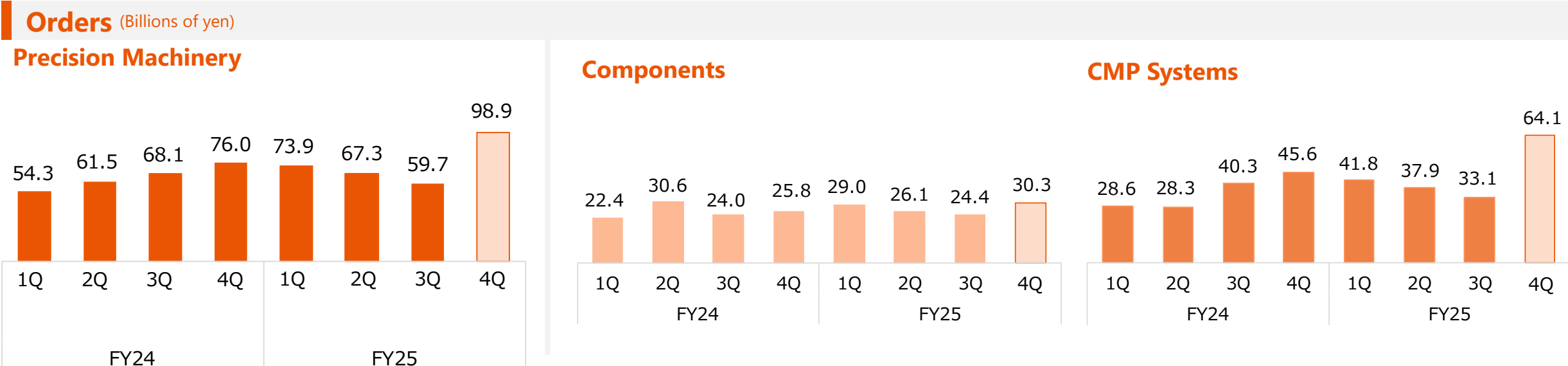
- Revenue increased (+)
- Profitability declined due to project mix and lower S&S ratio (-)
- Higher labor and R&D costs (-)

Breakdown of Changes in Operating Profit (Billions of yen)

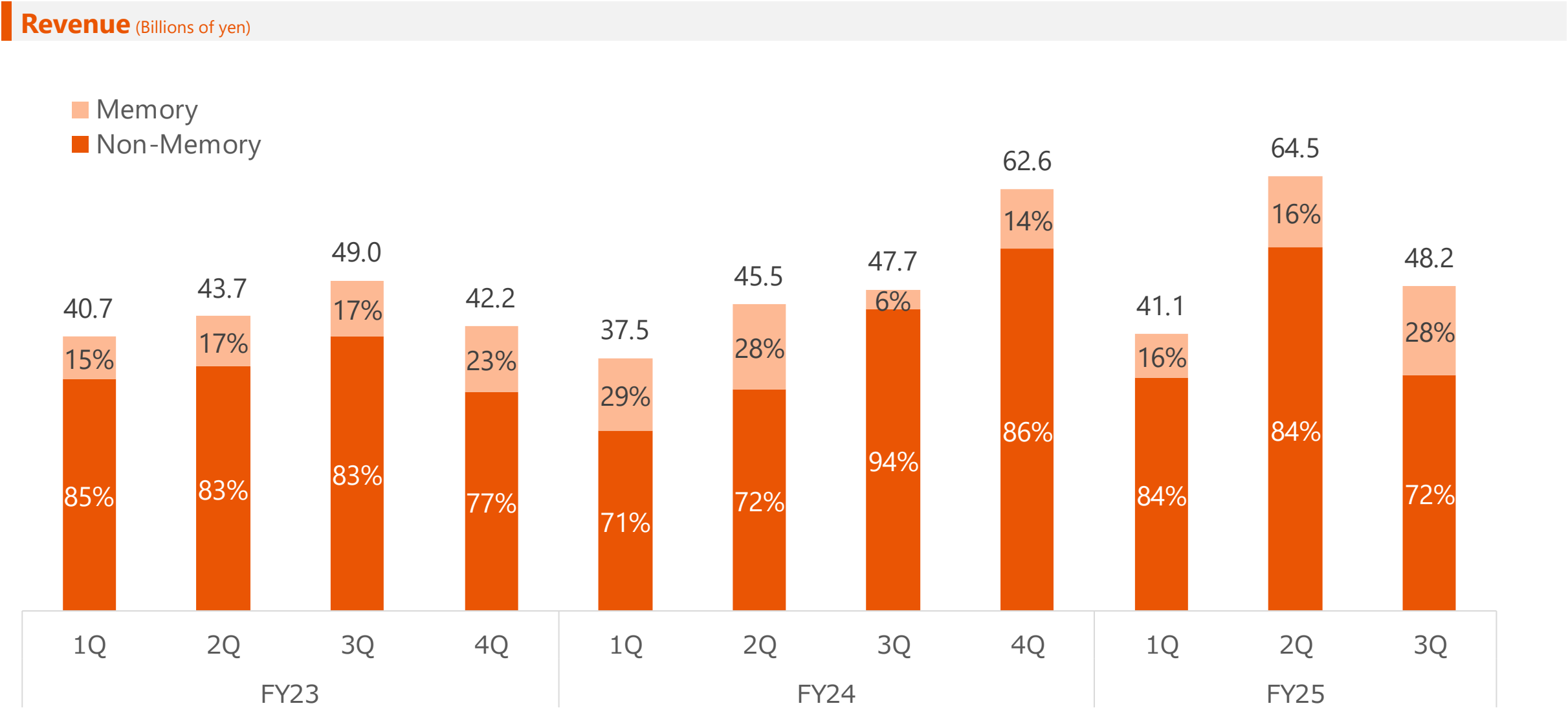




Precision Machinery Quarterly Trends



Precision Machinery Quarterly Product Revenue Trends by Application



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

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- 3. FY25 Forecast**
4. Topics
5. Appendix

Business Environment Overview by Segment

Segment	Primary Target Markets	Market and Regional Trends	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: Building equipment and industrial markets will remain sluggish 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"> Products: Although petrochemical demand has stayed firm in North America, Asia, and the Middle East, China shows signs of slowing. LNG demand, especially in North America, is expected to grow as investment sentiment improves Service: Maintenance demand is expected to return to normal levels Decarbonization-related Markets: Demand is expected to grow, 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 plants 	 Japan Remain stable
Precision Machinery	Semiconductor manufacturing	<ul style="list-style-type: none"> Overall, the expansion trend is expected to continue, driven primarily by generative AI-related demand Customer investments vary depending on device type and business conditions 	 Global Wafer Fab Equipment (WFE): Growth in 4%-range

Full-year consolidated forecast revised upward

(billions of yen) Announced date (m/d/y)	1-4Q						
	FY24 Results a	FY25 Prior Plan Aug/14/25 b	FY25 Plan Nov/13/25 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	944.0	+83.4	+9.7%	+4.0	+0.4%
Revenue	866.6	900.0	927.0	+60.3	+7.0%	+27.0	+3.0%
Operating Profit	97.9	102.5	110.0	+12.0	+12.3%	+7.5	+7.3%
OP Ratio	11.3%	11.4%	11.9%	+0.6pts	-	+0.5pts	-
Profit Attributable to Owners of Parent	71.4	72.4	74.0	+2.5	+3.6%	+1.6	+2.2%
ROIC	12.2%	11.6%	12.4%	+0.2pts		+0.8pts	
ROE	16.2%	15.1%	15.4%	-0.8pts		+0.3pts	
EPS (JPY)* ¹	154.62	156.72	160.25	+5.63	+1.4%	+3.53	+2.2%
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 based on the simple average of quarterly in-period average rates. FY25 Plan (announced Nov/13/25), figures reflect the assumed exchange rate for 4Q.

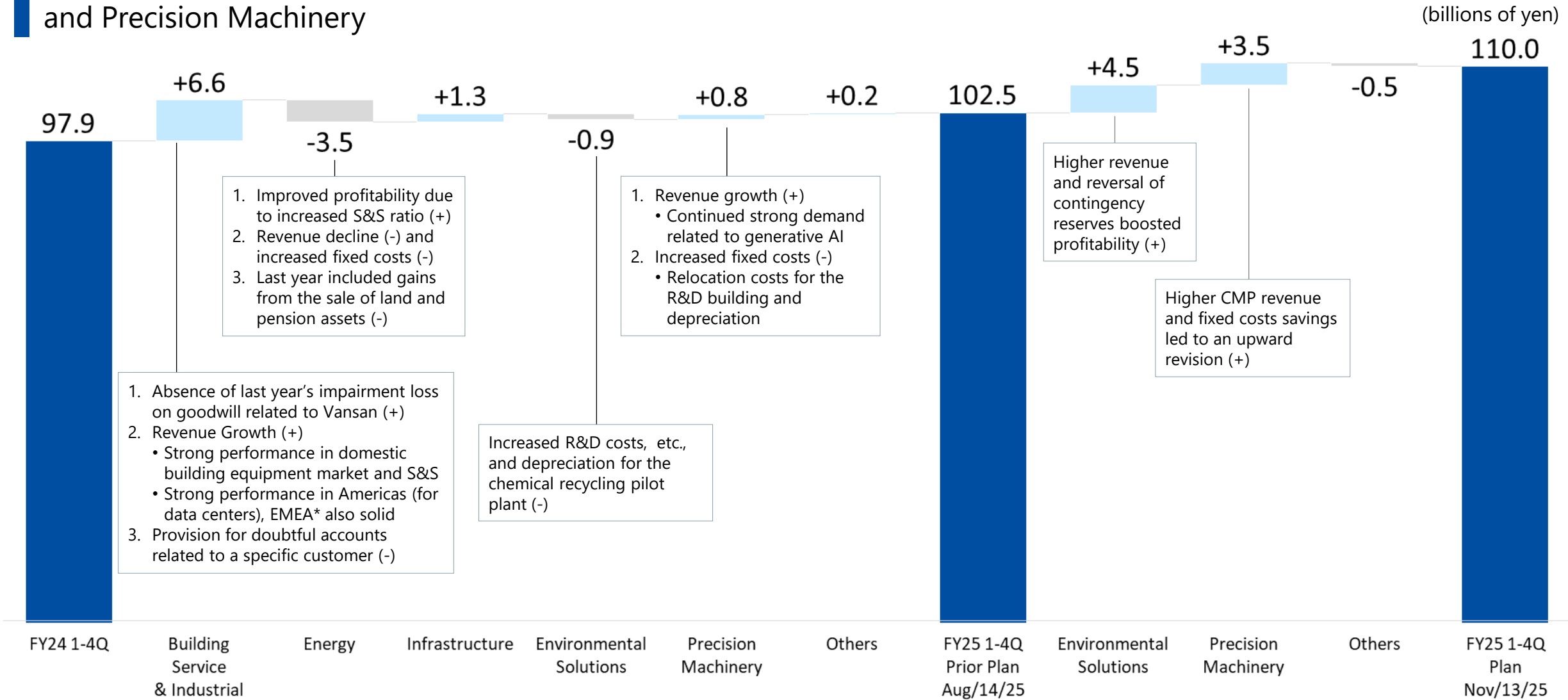
Segment



(billions of yen) Announced date (m/d/y)		1-4Q						
		FY24 Results a	FY25 Prior Plan Aug/14/25 b	FY25 Plan Nov/13/25 c	YoY		Change from prior plan	
					Change c-a	Change % (c-a)/a	Change c-b	Change % (c-b)/b
Total	Orders	860.5	940.0	944.0	+83.4	+9.7%	+4.0	+0.4%
	Revenue	866.6	900.0	927.0	+60.3	+7.0%	+27.0	+3.0%
	Operating Profit	97.9	102.5	110.0	+12.0	+12.3%	+7.5	+7.3%
	OP Ratio	11.3%	11.4%	11.9%	+0.6pts		+0.5pts	
Building Service & Industrial	Orders	244.4	255.0	250.0	+5.5	+2.3%	-5.0	-2.0%
	Revenue	238.1	242.0	242.0	+3.8	+1.6%	-	-
	Operating Profit	10.3	17.0	17.0	+6.6	+64.4%	-	-
	OP Ratio	4.3%	7.0%	7.0%	+2.7pts		-	
Energy	Orders	222.7	210.0	210.0	-12.7	-5.7%	-	-
	Revenue	210.4	205.0	205.0	-5.4	-2.6%	-	-
	Operating Profit	28.0	24.5	24.5	-3.5	-12.5%	-	-
	OP Ratio	13.3%	12.0%	12.0%	-1.3pts		-	
Infrastructure	Orders	60.5	56.0	61.0	+0.4	+0.7%	+5.0	+8.9%
	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	120.0	+48.4	+67.6%	+23.0	+23.7%
	Revenue	87.4	93.0	100.0	+12.5	+14.4%	+7.0	+7.5%
	Operating Profit	8.4	7.5	12.0	+3.5	+42.1%	+4.5	+60.0%
	OP Ratio	9.7%	8.1%	12.0%	+2.3pts		+3.9pts	
Precision Machinery	Orders	260.0	320.0	300.0	+39.9	+15.4%	-20.0	-6.3%
	Revenue	278.3	300.0	320.0	+41.6	+15.0%	+20.0	+6.7%
	Operating Profit	50.1	51.0	54.5	+4.3	+8.7%	+3.5	+6.9%
	OP Ratio	18.0%	17.0%	17.0%	-1.0pts		-	
Others, Adjustment	Orders	1.2	2.0	3.0	+1.7	+145.9%	+1.0	
	Revenue	1.1	2.0	2.0	+0.8	+79.2%	-	
	Operating Profit	-2.6	-2.5	-3.0	-0.3	-	-0.5	
	OP Ratio	-239.5%	-125.0%	-150.0%	+89.5pts		-25.0pts	

Breakdown of Changes in Operating Profit

Raised operating profit forecast to ¥110.0 billion, driven by increased profits in Environmental Solutions and Precision Machinery

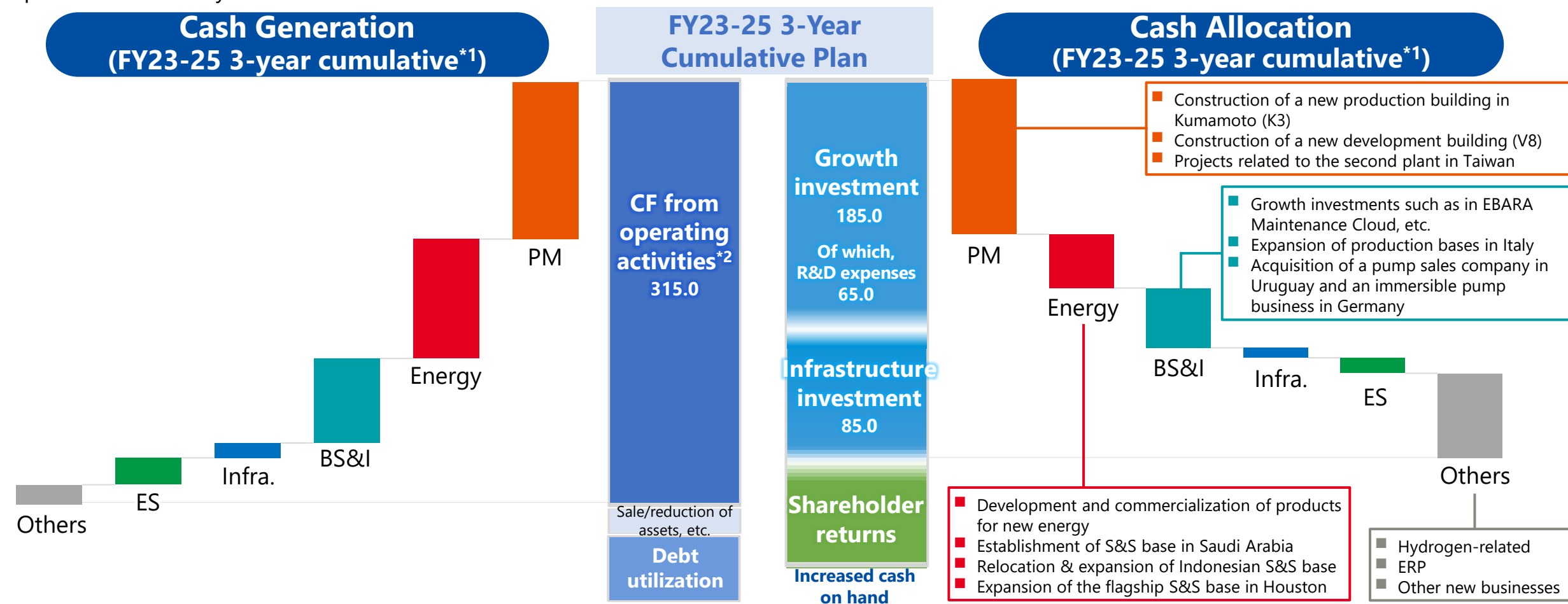


*Europe, the Middle East, Africa

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

EBARA Group Medium-Term Investment Strategy

- Under E-Plan 2025, in Precision Machinery (PM), which is expected to see the most significant growth among our growth businesses, we are actively expanding production capacity, advancing R&D for next-generation semiconductor manufacturing, and making proactive upfront investments in equipment
- In Energy, we are enhancing the capacity of S&S bases and optimizing their placement. For new energy, we are developing and commercializing H₂ compressors and ammonia canned motor pumps
- In Building Service & Industrial (BS&I), we are pursuing M&A and investments in solution businesses aimed at improving product value, profitability, and operational efficiency



Vision for EBARA's Business Portfolio in 2035

- EBARA envisions its business portfolio in 2035 as being made up of three robust pillars that ensure scale, profitability, and efficiency, driving EBARA's next stage of evolution as a *Global Excellent Company* while continuously adapting to emerging challenges and needs
- We aim to develop the Building Service & Industrial segment into a solid third pillar by pursuing M&A focused on improving profitability and operational efficiency

Business Portfolio Driving the Next Stage of Evolution as a *Global Excellent Company*

Revenue Composition Image

Three Pillar Businesses

Global business segments

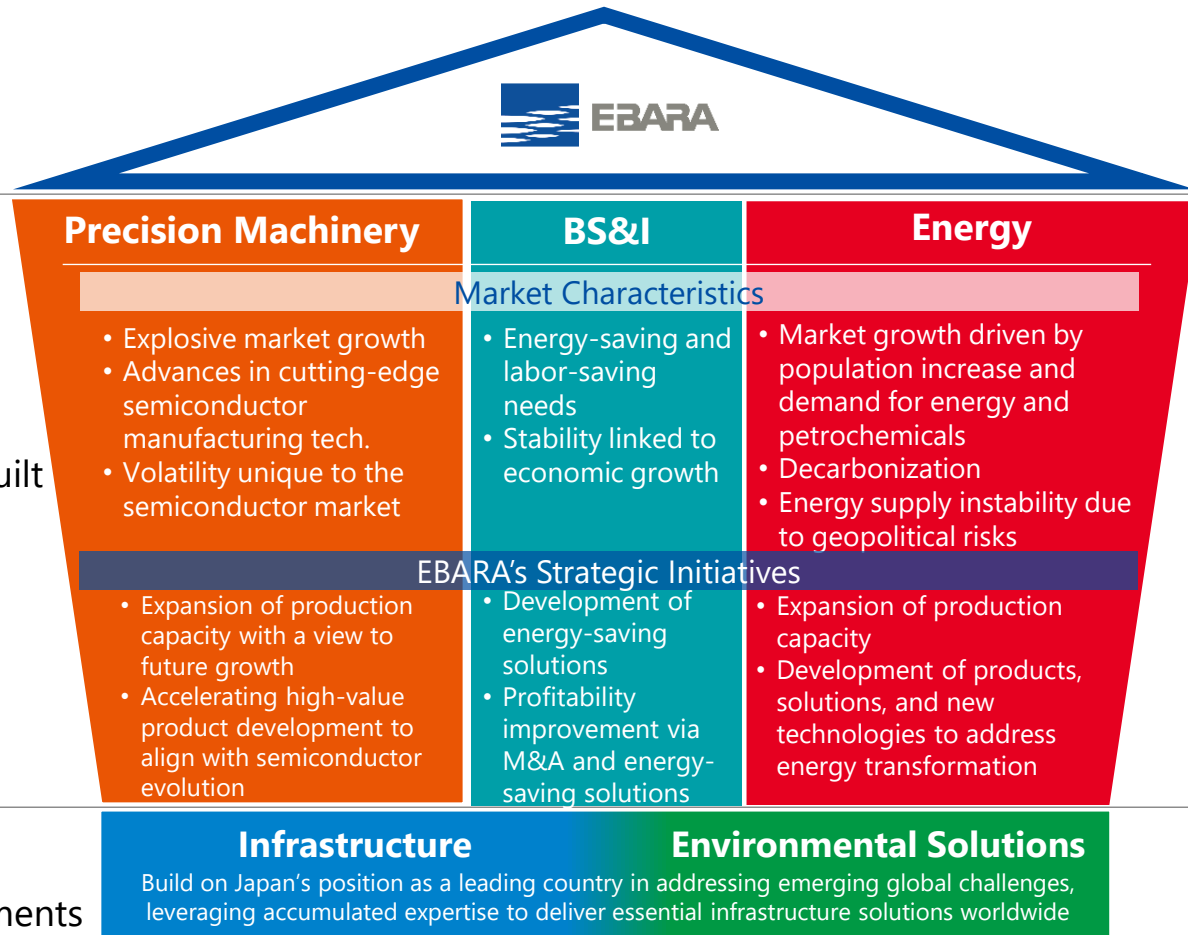
Vision

In the growing global market, become a Group built on three solid pillars that ensure:

1. Scale
2. Profitability
3. Efficiency

Established Businesses

Japan-based business segments



FY25
¥900.0 B.



FY35

Building Service & Industrial M&A Strategy

Acquisition of Mitsubishi Electric's Three-Phase Motor Business

On November 12, 2025, EBARA and Mitsubishi Electric announced an agreement to transfer the three-phase and Interior Permanent Magnet (IPM) motor businesses operated domestically by Mitsubishi Electric's FA Systems Division, as well as the motor, pump, and die casting^{*1} businesses operated by Mitsubishi Electric's Thai subsidiary, Mitsubishi Electric Automation (Thailand) Co., Ltd. to EBARA

Businesses Subject to Transfer	Design, manufacture, sales and service of three-phase motors ^{*2} , IPM motors, pumps and die-casting
Expected Completion Date	In 2026
Objective	<ul style="list-style-type: none">■ By acquiring design and development capabilities and technical expertise in motors, we will deliver significant energy-saving solutions that integrate our products with motor and rotational control technologies■ By securing and expanding production systems in Japan and Thailand, we will accelerate growth in the global market

^{*1} A casting technology that enables mass production of castings by injecting molten metal into a mold at high speed and high pressure

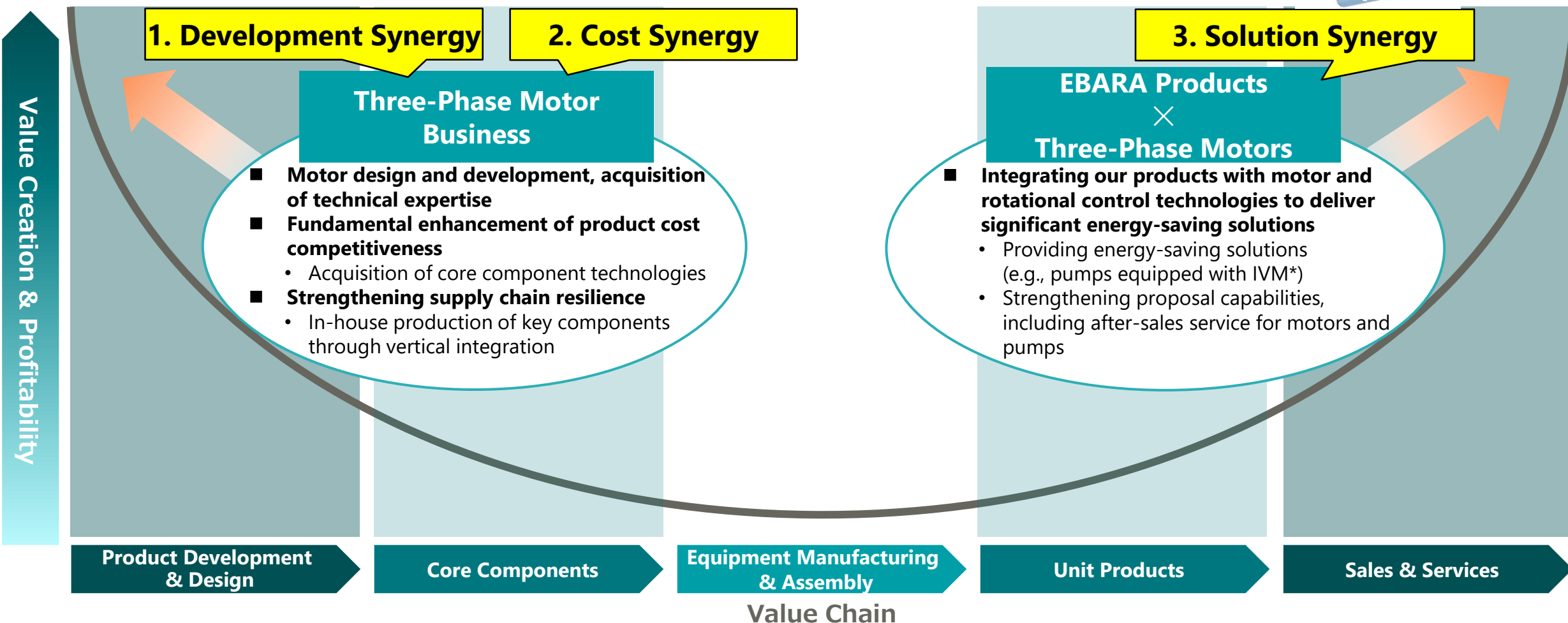
^{*2} An electric motor powered by three alternating currents

Building Service & Industrial M&A Strategy

- As global demand for energy-saving industrial machinery continues to rise, we are strengthening and accelerating our ability to propose energy-saving solutions by reinforcing both ends of the value chain, the high-value-added areas of the smile curve



(Motor Image)
Pump (Model FSDV)
equipped with our
IVM*



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

Consolidated Forecast (FY25 3-4Q)

		FY23		FY24		FY25	
(billions of yen)		1-2Q	3-4Q	1-2Q	3-4Q	1-2Q	3-4Q Plan
Announced date (m/d/y)							Nov/13/25
Total	Orders	367.6	452.9	399.6	460.9	451.3	492.6
	Revenue	363.8	395.5	394.5	472.1	448.7	478.2
	Operating Profit	33.7	52.3	39.9	58.0	50.0	59.9
	OP Ratio	9.3%	13.2%	10.1%	12.3%	11.2%	12.5%
Building Service & Industrial	Orders	111.0	110.3	123.6	120.8	125.5	124.4
	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	25.2	31.4	28.7	31.8	31.1	29.8
	Revenue	29.2	20.9	25.8	25.3	32.6	25.3
	Operating Profit	4.4	0.2	3.0	0.6	5.6	-0.6
	OP Ratio	15.0%	1.0%	11.9%	2.4%	17.2%	-2.4%
Environmental Solutions	Orders	49.2	51.6	35.2	36.3	65.8	54.1
	Revenue	30.9	40.6	38.3	49.1	42.0	57.9
	Operating Profit	2.6	4.3	3.6	4.8	4.4	7.5
	OP Ratio	8.5%	10.6%	9.4%	9.8%	10.5%	13.1%
Precision Machinery	Orders	79.9	137.8	115.9	144.1	141.3	158.6
	Revenue	116.9	130.0	122.2	156.1	150.5	169.4
	Operating Profit	12.6	25.6	19.2	30.9	23.4	31.0
	OP Ratio	10.8%	19.7%	15.8%	19.8%	15.6%	18.3%
Others, Adjustment	Orders	0.5	0.6	0.5	0.7	0.5	2.4
	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	-1.5
	OP Ratio	9.1%	-360.2%	-227.6%	-216.7%	-252.1%	-108.1%

(billions of yen) Announced date (m/d/y)	FY24				FY25			
	1Q	1-2Q	1-3Q	1-4Q	1Q	1-2Q	1-3Q	1-4Q Plan Nov/13/25
Total	191.6	399.6	643.6	860.5	199.8	451.3	680.1	944.0
Building Service & Industrial	58.1	123.6	184.5	244.4	59.7	125.5	188.3	250.0
Energy	54.5	95.5	166.2	222.7	42.3	86.9	150.9	210.0
Infrastructure	18.9	28.7	44.7	60.5	20.0	31.1	45.6	61.0
Environmental Solutions	5.2	35.2	63.1	71.5	3.3	65.8	93.3	120.0
Precision Machinery	54.3	115.9	184.0	260.0	73.9	141.3	201.0	300.0
Components	22.4	53.1	77.1	102.9	29.0	55.1	79.6	110.0
CMP Systems	28.6	56.9	97.3	143.0	41.8	79.7	112.8	177.0
Others	3.3	5.8	9.5	14.0	3.1	6.3	8.5	13.0
Others	0.2	0.5	0.8	1.2	0.2	0.5	0.8	3.0

5. Appendix

Revenue



(billions of yen) Announced date (m/d/y)	FY24				FY25			
	1Q	1-2Q	1-3Q	1-4Q	1Q	1-2Q	1-3Q	1-4Q Plan Nov/13/25
Total	193.8	394.5	604.3	866.6	212.6	448.7	663.5	927.0
Building Service & Industrial	56.5	114.7	172.7	238.1	56.3	113.8	173.4	242.0
Energy	43.5	92.6	145.1	210.4	48.6	109.0	159.3	205.0
Infrastructure	17.2	25.8	34.7	51.1	21.5	32.6	41.7	58.0
Environmental Solutions	20.8	38.3	59.2	87.4	23.4	42.0	64.8	100.0
Precision Machinery	55.3	122.2	191.5	278.3	62.4	150.5	223.3	320.0
Components	24.8	50.6	78.2	110.0	26.0	54.8	82.0	111.0
CMP Systems	29.5	68.8	108.5	157.3	33.2	87.3	130.2	195.0
Others	0.8	2.8	4.8	10.9	3.1	8.2	10.9	14.0
Others	0.2	0.5	0.8	1.1	0.3	0.5	0.9	2.0

Operating Profit

(billions of yen) Announced date (m/d/y)	FY24				FY25			
	1Q	1-2Q	1-3Q	1-4Q	1Q	1-2Q	1-3Q	1-4Q Plan Nov/13/25
Total	19.2	39.9	59.8	97.9	22.6	50.0	69.5	110.0
Building Service & Industrial	4.3	7.8	5.5	10.3	4.3	6.8	10.5	17.0
Energy	3.6	7.5	15.3	28.0	1.9	11.1	17.0	24.5
Infrastructure	3.5	3.0	2.3	3.6	5.5	5.6	3.6	5.0
Environmental Solutions	3.0	3.6	5.1	8.4	3.0	4.4	7.2	12.0
Precision Machinery	5.4	19.2	33.6	50.1	8.2	23.4	32.8	54.5
Others, Adjustment	-0.8	-1.3	-2.2	-2.6	-0.6	-1.4	-1.9	-3.0

Backlog of Orders



(billions of yen) Announced date (m/d/y)	FY24				FY25			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	1-4Q Plan Nov/13/25
Total	909.1	938.0	938.7	917.1	886.8	900.5	919.6	934.1
Building Service & Industrial	65.0	73.2	72.4	68.7	69.9	76.4	80.8	76.7
Energy	232.9	235.3	232.3	239.0	222.0	200.8	220.8	244.0
Infrastructure	69.6	70.8	77.4	76.9	75.0	74.8	80.7	79.9
Environmental Solutions	332.1	357.2	363.8	344.4	324.1	370.7	372.0	364.4
Precision Machinery	209.4	201.3	192.6	187.9	195.5	177.5	165.1	167.9
Others	0.0	0.0	0.0	0.1	0.1	0.1	0.0	1.1

Revenue by Region

(billions of yen)	FY24				FY25		
	1Q	1-2Q	1-3Q	1-4Q	1Q	1-2Q	1-3Q
Building Service & Industrial	56.5	114.7	172.7	238.1	56.3	113.8	173.4
Japan	26.1	48.7	71.0	100.4	27.0	50.0	73.9
Asia (excl. Japan)	12.8	29.7	46.6	63.8	11.6	26.8	42.6
North America	4.0	8.8	14.2	18.5	4.5	8.5	13.2
Europe	6.0	12.7	18.6	24.4	5.9	13.0	19.7
Middle East	2.3	3.8	5.2	7.3	2.0	4.8	7.0
Others	5.2	10.8	16.8	23.4	5.0	10.4	16.6
Energy	43.5	92.6	145.1	210.4	48.6	109.0	159.3
Japan	2.3	4.8	8.7	11.4	1.9	4.9	6.8
Asia (excl. Japan)	14.4	32.6	54.0	76.3	16.5	37.7	56.4
North America	12.3	29.6	44.8	66.5	14.8	32.8	48.7
Europe	2.3	4.6	8.5	10.1	2.4	7.3	10.9
Middle East	10.3	16.5	22.0	36.1	10.0	20.6	28.6
Others	1.8	4.4	6.9	9.8	2.6	5.3	7.6
Infrastructure	17.2	25.8	34.7	51.1	21.5	32.6	41.7
Japan	16.2	23.3	29.6	42.1	20.0	28.0	34.2
Asia (excl. Japan)	0.7	2.0	3.5	6.7	0.9	3.4	5.9
North America	0.0	0.0	0.6	1.0	0.1	0.3	0.6
Middle East	0.1	0.2	0.8	1.1	0.3	0.7	0.9
Others	-	-	0.0	0.0	-	0.0	0.0
Environmental Solutions	20.8	38.3	59.2	87.4	23.4	42.0	64.8
Japan	20.8	38.0	58.0	83.7	23.3	41.8	64.2
Asia (excl. Japan)	0.0	0.2	1.2	3.6	0.1	0.2	0.5
Precision Machinery	55.3	122.2	191.5	278.3	62.4	150.5	223.3
Japan	14.0	29.5	39.2	51.7	11.3	27.4	43.6
Asia (excl. Japan)	29.1	66.9	110.5	168.7	35.2	93.1	140.7
North America	8.3	18.3	28.1	37.4	10.8	21.2	26.8
Europe	3.4	6.9	12.8	19.4	4.4	7.1	11.0
Others	0.2	0.4	0.6	0.9	0.5	1.4	0.9

Service & Support (S&S) Revenue

(billions of yen)

		FY24				FY25		
		1Q	1-2Q	1-3Q	1-4Q	1Q	1-2Q	1-3Q
Building Service & Industrial	S&S Revenue	13.0	24.3	35.3	50.2	13.5	25.8	37.5
	S&S Ratio	23%	21%	20%	21%	24%	23%	22%
Energy	S&S Revenue	22.1	44.2	69.7	100.9	24.3	55.1	82.5
	S&S Ratio	51%	48%	48%	48%	50%	51%	52%
Infrastructure	S&S Revenue	10.0	14.3	17.7	24.7	11.8	17.1	20.4
	S&S Ratio	58%	55%	51%	48%	55%	53%	49%
Environmental Solutions	O&M Revenue	17.2	30.5	44.8	63.8	18.1	32.1	49.8
	O&M Ratio	83%	80%	76%	73%	77%	76%	77%
Precision Machinery	S&S Revenue	17.7	39.1	60.7	84.8	21.2	44.9	69.5
	S&S Ratio	32%	32%	32%	31%	34%	30%	31%

Balance Sheet

(billions of yen)	FY24 3Q a	FY24 4Q b	FY25 3Q c	Change c-a	Change c-b
Total Assets	948.4	1,005.0	1,048.2	+99.8	+43.2
Current Assets	667.0	705.3	703.1	+36.1	-2.1
Cash and cash equivalents	183.7	171.0	173.9	-9.7	+2.9
Trade receivables	238.5	287.9	261.4	+22.9	-26.4
Inventories	206.3	205.9	220.2	+13.8	+14.2
Other Current Assets	38.4	40.3	47.5	+9.1	+7.1
Non-current Assets	281.4	299.7	345.0	+63.6	+45.3
Total Liabilities	506.5	519.7	555.8	+49.3	+36.1
Trade payables	128.7	144.9	132.0	+3.2	-12.9
Interest-bearing debt	149.2	150.4	207.1	+57.8	+56.7
Other Liabilities	228.5	224.3	216.7	-11.7	-7.6
Total Equity	441.9	485.3	492.3	+50.4	+7.0
Total equity attributable to owners of parent	430.8	473.2	479.8	+49.0	+6.6
Other Equity	11.0	12.0	12.4	+1.3	+0.4
Equity Ratio	45.4%	47.1%	45.8%	+0.4pts	-1.3pts
Debt-to-Equity Ratio	0.35	0.32	0.43	+0.08	+0.11

Cash Flows

(billions of yen) Announced date (m/d/y)	1-3Q			1-4Q				
	FY24	FY25	Change	FY24	FY25 Plan Aug/14/25	FY25 Plan Nov/13/25	YoY	Change vs. Prior Plan
	a	b	b-a	c	d	e	Change e-c	Change e-d
CF from operating activities	92.6	44.1	-48.5	100.9	80.0	70.0	-30.9	-10.0
CF from investing activities	-30.7	-60.5	-29.7	-48.5	-100.0	-90.0	-41.4	+10.0
FCF	61.8	-16.4	-78.2	52.3	-20.0	-20.0	-72.3	-
CF from financing activities	-26.5	18.1	+44.6	-31.9	-31.0	-31.0	+0.9	-

CAPEX, Depreciation and Amortization, R&D Expenses

(billions of yen) Announced date (m/d/y)	1-3Q			1-4Q		
	FY24	FY25	Change	FY24	FY25 Plan Nov/13/25	YoY
	a	b	b-a	c	d	d-c
CAPEX	42.0	77.2	+35.2	58.6	122.0	+63.3
Building Service & Industrial	5.8	11.5	+5.6	8.8	16.0	+7.1
Energy	5.4	10.1	+4.7	7.6	15.0	+7.3
Infrastructure	1.3	0.7	-0.6	1.3	3.0	+1.6
Environmental Solutions	2.5	1.7	-0.8	4.2	2.0	-2.2
Precision Machinery	15.4	29.8	+14.4	19.9	50.0	+30.0
Others	11.3	23.1	+11.8	16.4	36.0	+19.5
D&A	22.2	24.9	+2.6	30.0	34.0	+3.9
Building Service & Industrial	5.9	5.5	-0.3	7.9	7.0	-0.9
Energy	3.9	3.9	+0.0	5.1	5.0	-0.1
Infrastructure	0.6	0.8	+0.1	0.9	1.0	+0.0
Environmental Solutions	0.6	0.8	+0.1	0.8	2.0	+1.1
Precision Machinery	6.2	7.1	+0.9	8.3	10.0	+1.6
Others	4.9	6.5	+1.6	6.6	9.0	+2.3
R&D	14.4	16.1	+1.7	20.5	26.0	+5.4
Building Service & Industrial	3.6	3.8	+0.1	5.2	6.0	+0.7
Energy	1.7	1.7	-0.0	2.7	3.0	+0.2
Infrastructure	0.4	0.5	+0.0	0.7	1.0	+0.2
Environmental Solutions	1.3	1.5	+0.2	1.8	2.0	+0.1
Precision Machinery	7.1	8.5	+1.3	9.9	14.0	+4.0



		Date of News Release
ESG	EBARA Hosts ESG Small Meeting 2025	2025/10
E Environment	EBARA Environmental Plant Updates ISMS Certification (ISO/IEC 27001) for Remote Monitoring Operations at Waste Incineration Facilities	2025/10
	EBARA Environmental Plant Collaborates on the Ministry of the Environment’s Demonstration Project for Collecting Used Lithium-Ion Batteries – Achieving Safe Collection Through IoT Technology	2025/10
S Social	EBARA Announces the Recipient of the 3rd IUVSTA EBARA Award	2025/10
External Evaluations	EBARA Recognized for ESG Website Excellence in the Gomez ESG Web Awards 2025	2025/10
Others	EBARA was Included in the MSCI All Country World Index	2025/11
	EBARA Receives the “IR Grand Prize” at the Japan Investor Relations Association’s “IR Excellence Awards 2025”	Announcement by the Japan Investor Relations Association

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