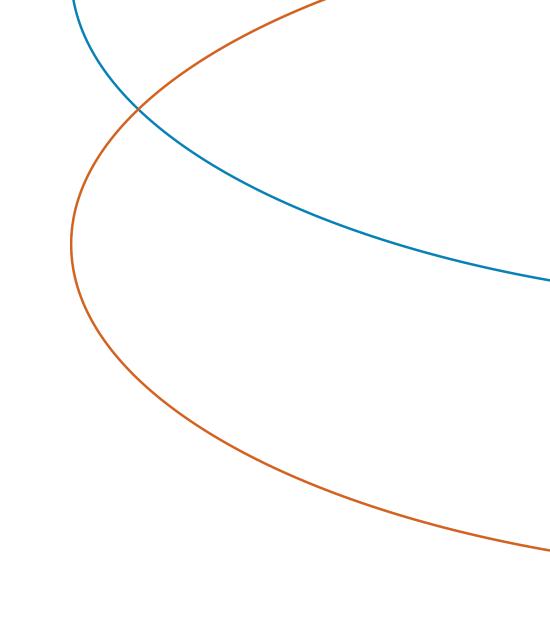
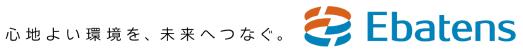
Year Ended December 31, 2024

# **Supplementary Materials** for Financial Results

February 10, 2025





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## **Executive Summary**



#### **Market Condition**

- · Demand for renewal and development of public water infrastructure facilities, as well as for disaster prevention and mitigation, remains strong
- Demand remains strong in the private sector due to domestic plant construction and renewal of facilities
- Price pass-through of higher material and equipment prices progresses
- Demand related to infectious diseases control decreased

#### **Financial Highlights for FY2024**

- While SG&A expenses increased, especially labor costs, both operating profit and ordinary profit reached new highs due to net sales growth
- · Boosted by the strong market condition, orders received and orders backlog reached new highs

#### **FY2025 Business Plan**

- Market conditions remains strong in both the public and private sectors, and net sales are expected to increase on the back of the high-level orders backlog at the beginning of the period (up 2.3 bn yen from the previous period)
- Plan to increase orders received and net sales, especially in disaster prevention and mitigation, storage batteries, and fisheries, which are focus areas that will drive business growth
- Plan to increase SG&A expenses in response to rising labor costs and higher R&D expenses stemming from active development investment

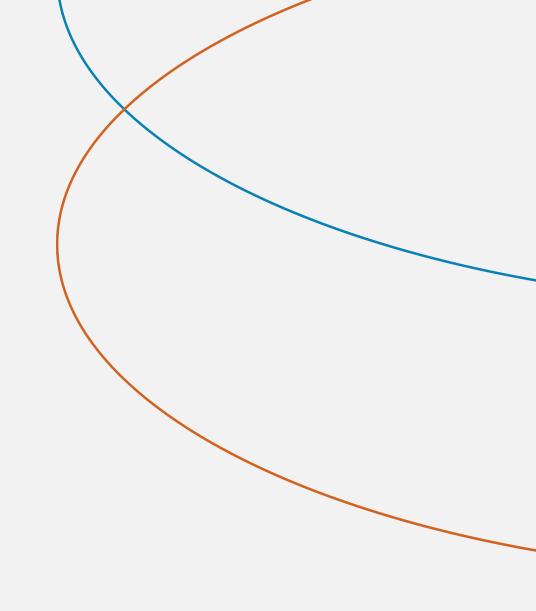
#### **Shareholder Returns**

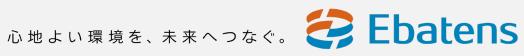
- Dividend of 95 yen per share is planned for FY2024
- Dividend of 120 yen per share (increase of 25 yen), including a company anniversary commemorative dividend of 20 yen per share, is planned for FY2025
- Continue to consider share buybacks as part of shareholder returns

#### **Medium-term Management Plan**

Please see the document published separately on February 10, 2025.

# FY2024 **Financial Results Overview**





## **FY2024 Results Highlights**



Market Condition

- · Demand for renewal and development of public water infrastructure facilities, as well as for disaster prevention and mitigation, remains strong
- Demand remains strong in the private sector due to domestic plant construction and renewal of facilities
- Price pass-through of higher material and equipment prices progresses
- Demand related to infectious diseases control decreased

#### Orders received, net sales, operating profit, and ordinary profit all reached new highs

\*All comparisons are year-on-year

#### **Net Sales**

37.50bn yen

(1.22bn yen $\uparrow/3.4\%\uparrow)$ 

- In Manufacturing business, net sales of storage batteries and infectious diseases control equipment decreased
- Net sales increased in Engineering and Trading businesses

### **Orders Received**

**39.83**bn yen

(1.38bn yen $\uparrow/3.6\%\uparrow)$ 

- Orders received increased in Manufacturing and Trading businesses
- · They decreased slightly in Engineering business

#### **Gross Profit**

**11.72**<sub>bn yen</sub>

(0.58bn yen $\uparrow$ /5.2% $\uparrow$ )

- In Engineering and Trading businesses, sales and profit margin increased
- Price pass-through of higher material and equipment prices progresses

## **Orders Backlog**

33.75bn yen

 $(2.32 \text{bn yen} \uparrow / 7.4\% \uparrow)$ 

• The orders backlog increased in all segments

### **Operating Profit**

**4.25**bn yen

(0.22bn yen $\uparrow$ /5.6% $\uparrow$ )

 Increase in gross profit exceeded increase in SG&A expenses, mainly labor costs and R&D expenses

#### **Ordinary Profit**

**4.44**<sub>bn yen</sub>

(0.27bn yen $\uparrow$ / $6.7\%\uparrow$ )

#### **Profit**

3.15<sub>bn yen</sub>

(0.01bn yen $\uparrow$ / $0.5\%\uparrow$ )

# **FY2024 Performance**



	FY2	2022	22 FY202		FY2024		Year-on-Year	
(Unit: mn yen)		Ratio (%)		Ratio (%)		Ratio (%)	Change (%)	Change
Net Sales	30,229	100.0	36,280	100.0	37,503	100.0	+ 3.4	+ 1,222
Gross Profit	9,282	30.7	11,142	30.7	11,727	31.3	+ 5.2	+ 584
SG&A Expenses	6,525	21.6	7,117	19.6	7,475	19.9	+ 5.0	+ 358
Operating Profit	2,756	9.1	4,025	11.1	4,251	11.3	+ 5.6	+ 226
Ordinary Profit	2,929	9.7	4,164	11.5	4,443	11.8	+ 6.7	+ 279
Profit	2,169	7.2	3,141	8.7	3,157	8.4	+ 0.5	+ 16
Orders Received	34,643	-	38,452	-	39,833	-	+ 3.6	+ 1,381
Orders Backlog	29,250	-	31,421	-	33,750	-	+ 7.4	+ 2,329

# **FY2024 Results Trends by Segment**

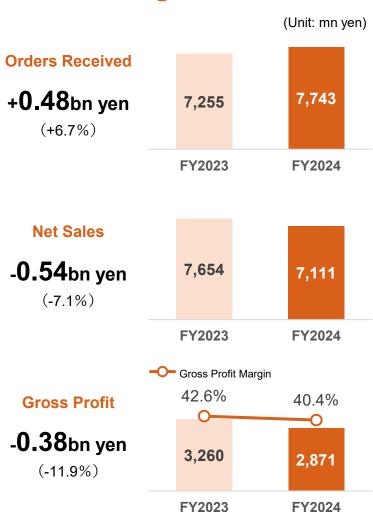


		2022/12	2023/12	2024/12	Year-or	n-Year
	(Unit: mn yen)	2022/12	2023/12	2024/12	Change (%)	Change
	Orders Received	7,626	7,255	7,743	+ 6.7	+ 487
Manufacturing	Net Sales	6,288	7,654	7,111	- 7.1	- 543
	Gross Profit	2,580	3,260	2,871	- 11.9	- 389
	Orders Received	16,349	20,835	20,500	- 1.6	- 335
Engineering	Net Sales	14,408	17,671	18,872	+ 6.8	+ 1,200
	Gross Profit	4,234	5,201	5,682	+ 9.3	+ 481
	Orders Received	10,667	10,360	11,589	+ 11.9	+ 1,229
Trading	Net Sales	9,532	10,954	11,520	+ 5.2	+ 565
	Gross Profit	2,467	2,680	3,173	+ 18.4	+ 492

# FY2024 Results by Segment (Year-on-Year)



## **Manufacturing**



#### **Orders Received**

(Unit: mn yen)

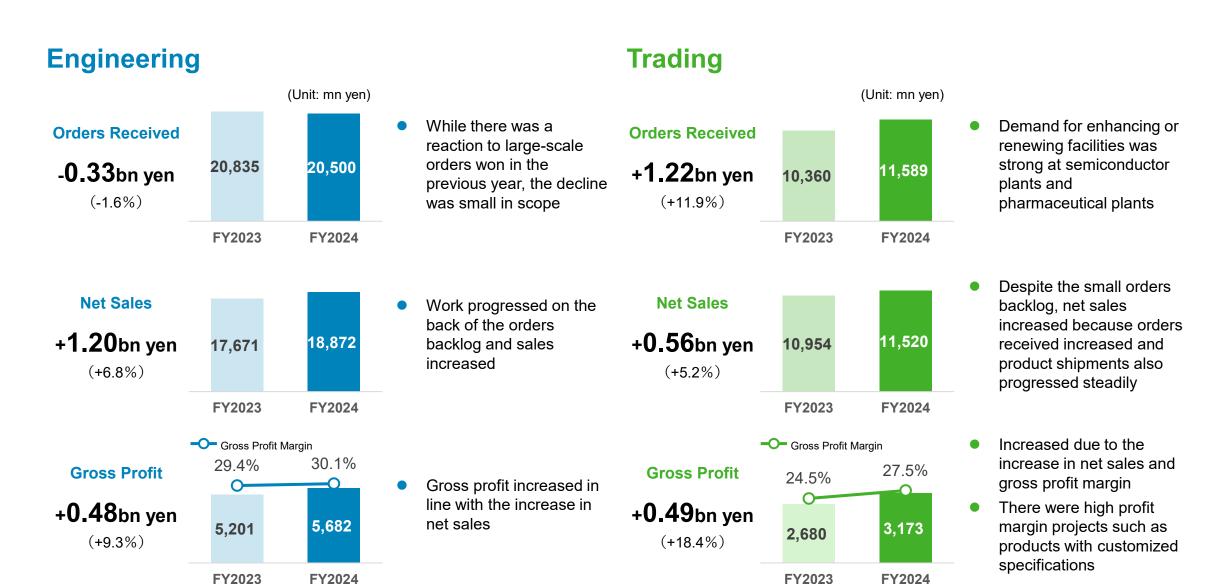
Field	Change factors	Change
Measuring	Decreased due to stagnant demand for the semiconductor sector	- 393
Energy- saving/creating	While orders for industrial-related storage batteries decreased, orders for desiccant dehumidifiers increased	- 96
Deodorizing	Orders increased as demand for replacement of deodorizers and filters overlapped	+ 286
Water treatment plants	Orders increased due to large-scale waterscape facility projects	+ 953
Medical	Demand for infectious diseases control equipment decreased	- 262
Net Sales		(Unit: mn yen)
		(Onit. Init yen)
Field	Change factors	Change
Field Measuring	Change factors  • Decreased due to stagnant demand for the semiconductor sector	
		Change
Measuring Energy-	Decreased due to stagnant demand for the semiconductor sector	Change - 99
Measuring Energy- saving/creating	Decreased due to stagnant demand for the semiconductor sector     Sales in storage batteries for industry use decreased	- 99 - 498

#### **Gross Profit**

- Gross profit decreased in line with a decrease in net sales
- Gross profit margin declined in line with decreased net sales in the medical field

# FY2024 Results by Segment (Year-on-Year)

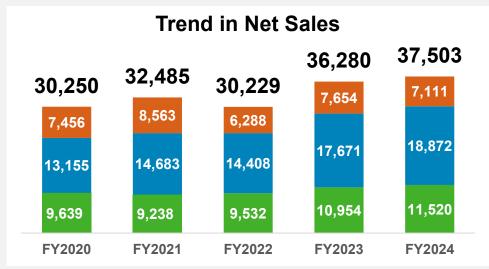


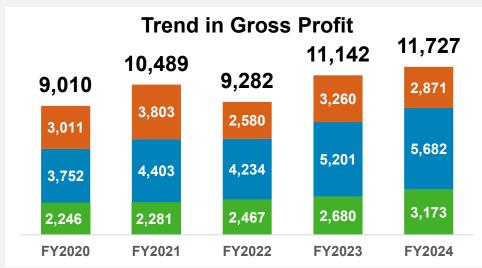


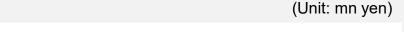
## Trends in Net Sales, Gross Profit, Orders Received, and Orders Backlog

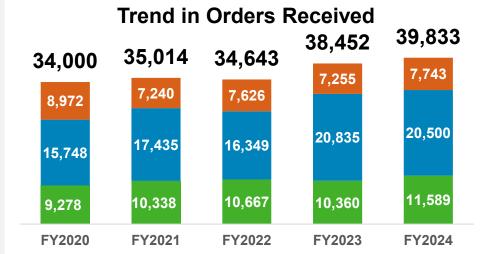


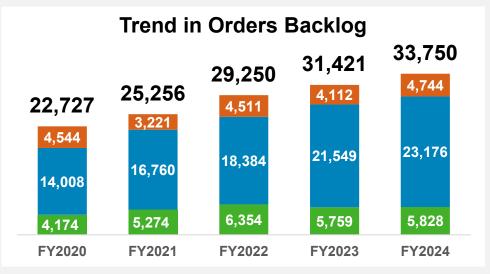




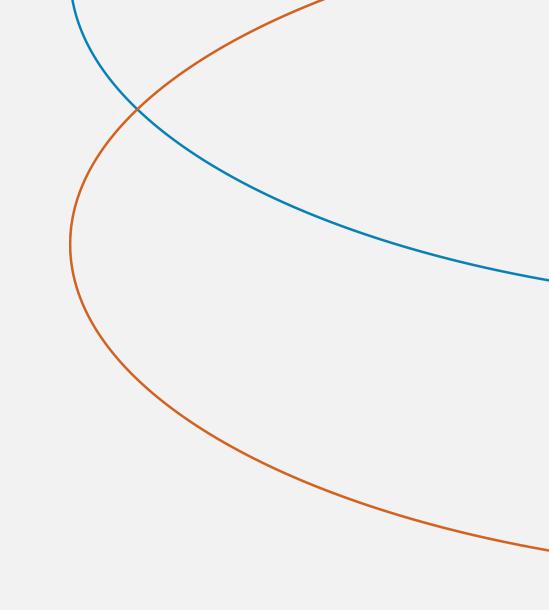


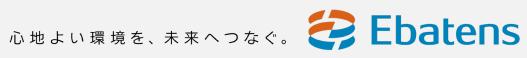






# **FY2025 Business Plan**





## **FY2025 Business Plan**



- Market conditions remains strong in both the public and private sectors, and net sales are expected to increase on the back of the high-level orders backlog (up 2.3 bn yen from the previous period)
- Plan to increase orders received and net sales, especially in disaster prevention and mitigation, storage batteries, and fisheries, which are focus areas that will drive business growth
- Plan to increase SG&A expenses in response to rising labor costs and higher R&D expenses stemming from active development investment

	FY2023 Results		FY2024	FY2024 Results		FY2025 Plan		Year-on-Year	
(Unit: mn yen)		Ratio (%)		Ratio (%)		Ratio (%)	Change (%)	Change	
Net Sales	36,280	100.0	37,503	100.0	40,000	100.0	+ 6.7	+ 2,497	
Gross Profit	11,142	30.7	11,727	31.3	12,400	31.0	+ 5.7	+ 673	
SG&A Expenses	7,117	19.6	7,475	19.9	7,900	19.7	+ 5.7	+ 425	
Operating Profit	4,025	11.1	4,251	11.3	4,500	11.2	+ 5.8	+ 249	
Ordinary Profit	4,164	11.5	4,443	11.8	4,650	11.6	+ 4.7	+ 207	
Profit	3,141	8.7	3,157	8.4	3,300	8.3	+ 4.5	+ 143	
Orders Received	38,452	-	39,833	-	42,000	-	+ 5.4	+ 2,167	
Orders Backlog	31,421	-	33,750	-	35,750	-	+ 5.9	+ 2,000	

# **FY2025 Business Plan by Segment**



		FY2024	FY202	25 Plan	Year-o	n-Year
	(Unit: mn yen)	F12024		Ratio (%)	Change (%)	Change
	Orders Received	7,743	8,300	-	+ 7.2	+ 557
Manufacturing	Net Sales	7,111	8,000	100.0	+ 12.5	+ 889
	Gross Profit	2,871	3,200	40.0	+ 11.5	+ 329
	Orders Received	20,500	21,200	-	+ 3.4	+ 700
Engineering	Net Sales	18,872	20,000	100.0	+ 6.0	+ 1,128
	Gross Profit	5,682	6,000	30.0	+ 5.6	+ 318
	Orders Received	11,589	12,500	-	+ 7.9	+ 911
Trading	Net Sales	11,520	12,000	100.0	+ 4.2	+ 480
	Gross Profit	3,173	3,200	26.7	+ 0.9	+ 27

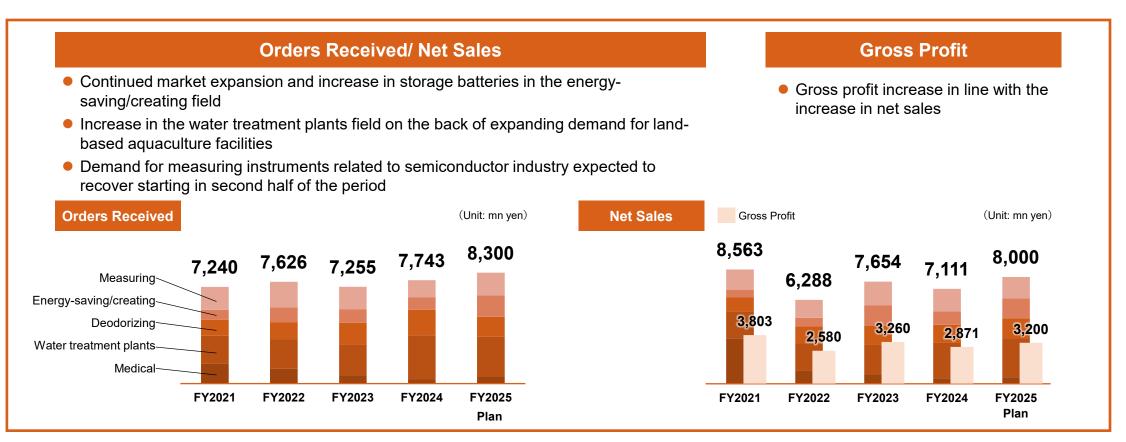
# Highlights of FY2025 Business Plan: Manufacturing



## Advance niche strategies and expansion of business domains to be the core of growth



- Increase in demand for energy-saving/ creating facilities in anticipation of a decarbonized society
- Increase in private-sector investment in land-based aquaculture, along with increase in demand for renewal of facilities such as fisheries research institutes
- Demand expansion for the semiconductor industry



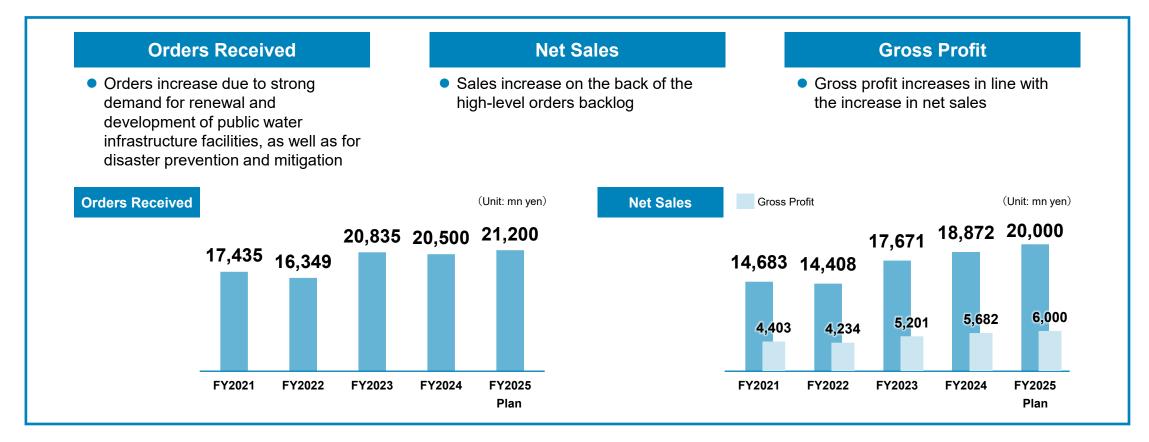
# Highlights of FY2025 Business Plan: Engineering



### Develop business domains based on both the customer and product axes



- Demand for renewal and development of public water infrastructure facilities remains strong
- Disaster prevention and mitigation-related demand, such as strengthening rainwater drainage functions, remains at a high level
- Price pass-through of higher material and equipment prices progresses



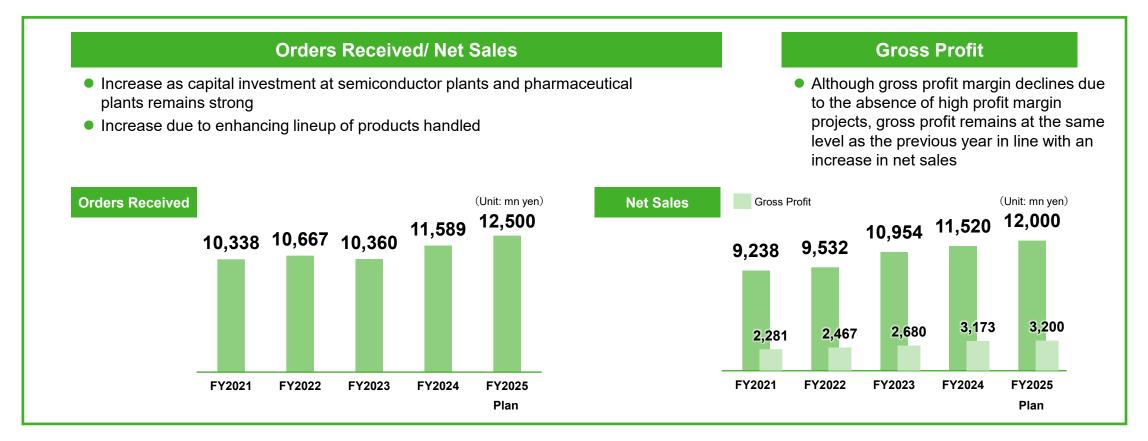
# Highlights of FY2025 Business Plan: Trading



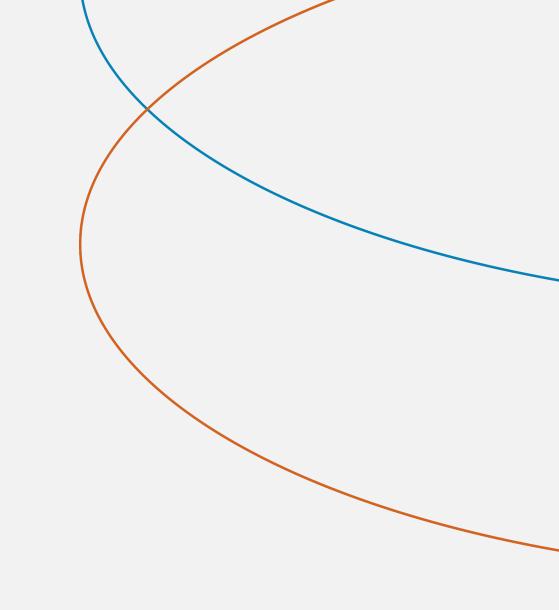
## Steadily reinforce the revenue base that has been a foundation since the company's establishment

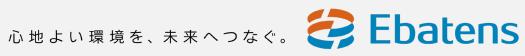


- Capital investment remains strong, including demand for enhancing or renewing facilities in private plants
- Price pass-through of higher material and equipment prices progresses



# **Shareholder Returns**





## **Dividends**



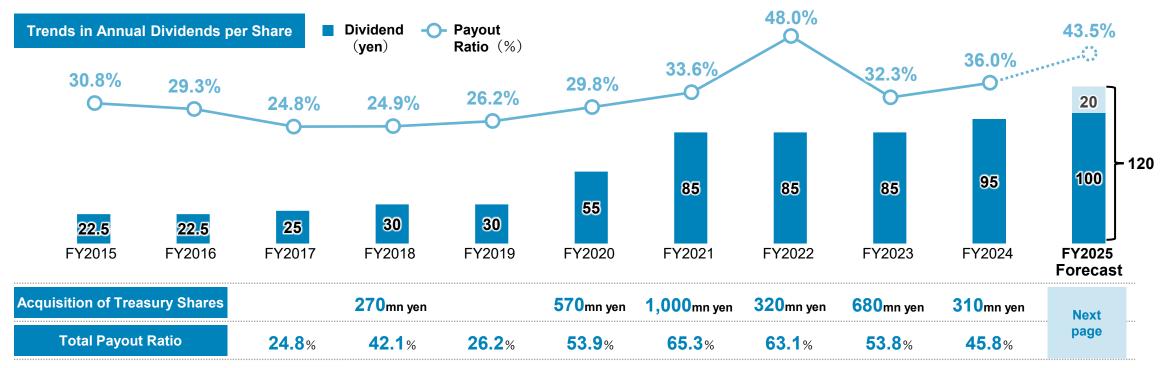
**Basic Policy** 

Maintain stable and continuous profit distribution with a target payout ratio of 35%

a dividend of <b>120</b> yen per share is planned						
Ordinary dividend 100 yen (to be increased by 5 yen)	+	Commemorative dividend for 80th anniversary of founding <b>20</b> yen				

		FY2023 Result	FY2024 Plan	FY2025 Forecast
Dividende	Annual	85.0 yen	95.0 yen	Ordinary dividend: 100.0 yen Commemorative dividend: 20.0 yen
Dividends	Interim	42.5 yen	42.5 yen 47.5 yen	60.0 yen
	Year-end	42.5 yen	47.5 yen	60.0 yen
Payout Ratio		32.3%	36.0%	43.5%

%FY2024 Year-end Dividend will be proposed to the Annual General Meeting of Shareholders to be held in March 2025



# **Share Buybacks**



#### **Basic Policy**

As one way of returning profits to shareholders, flexibly implement share buybacks, taking into account capital needs and stock price levels

#### **Acquisition of Treasury Shares**

1. Description of the resolution adopted by the Board of Directors in September 2024

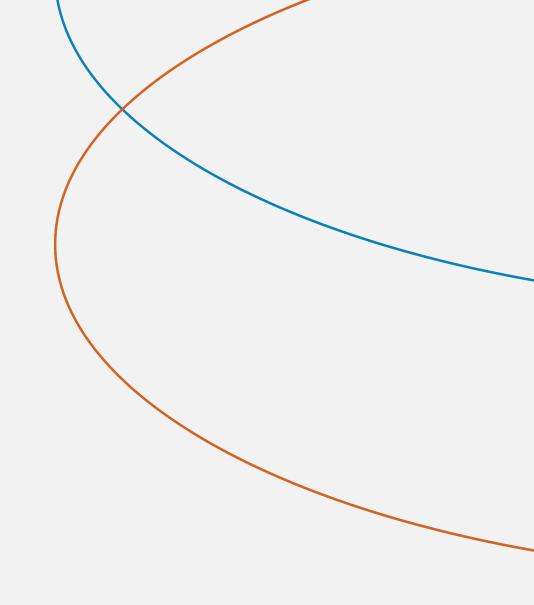
Total acquisition cost	500million yen (maximum)					
Total number of shares to be acquired	170,000 shares (maximum) Percentage of total number of shares issued (excluding treasury shares) 1.4%					
Acquisition period	September 2024 to March 2025					

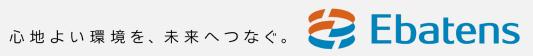
2. Treasury shares acquired in FY2024 based on the above resolution

Total acquisition cost	310million yen
Total number of shares acquired	72,800 shares

3. For FY2025, in addition to planning to acquire around 190mn yen of treasury shares, which is the difference indicated above, consideration is being given to ongoing acquisition of treasury shares under the basic policy.

# **Topics**





## Formulating Purpose and Refreshing Corporate Brand



In 2025, we will celebrate the 80th anniversary of our founding. For this milestone year, we took a new look at the purpose of our business in relation to the environment and society, and on October 1, 2024, we formulated our purpose and refreshed our brand in order to achieve further growth.

#### **▼**Purpose

## 心地よい環境を、未来へつなぐ。

: Creating a comfortable environment for the future.

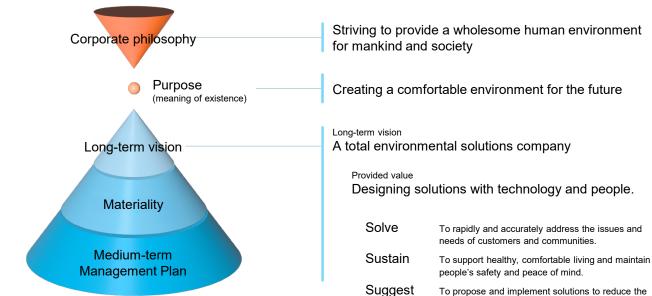
Ebara Jitsugyo has consistently provided and will continue to provide solutions that support human health, enable comfortable, convenient, and safe living, and promote harmony with nature. This idea is summed up in the phrase "a comfortable environment." It expresses the distinctive nature of Ebara Jitsugyo by combining the notions of "comfort," which is a value that matters greatly to us, and the "environment," which has long been a focus of our activities.

In light of natural disasters caused by climate change, earthquake risks, energy issues, aging facilities, etc., it is vitally important to maintain "a comfortable environment" and pass it on to the people of tomorrow, without necessarily keeping things as they are now. That's why we pursue our business, and these words reflect that mindset. As a company with a long history that plays a role in social infrastructure, we chose the word "future" to emphasize the scale of our business in terms of both time and reach.

#### **▼**Brand logo



## **▼**Diagram of Value System



**Brand name: Ebatens** 

Name that combines the following: <u>EBARAJITSUGYO Total En</u>vironmental <u>Solutions</u>

burden on the natural environment.

### Water PPP Level 3.5 Contract



In August 2024, a group of companies in which we are involved signed a contract for "Fujisan Industrial Waterworks Project: Comprehensive Private Sector Consignment Project Including Development of New Pumping Station (Renewal Support Type)" with Public Enterprise Bureau, Shizuoka Prefectural Government. This project is the first industrial waterworks project in Japan to be carried out as a water PPP Level 3.5 project.

Fujisan Industrial Waterworks Project is the one with the largest industrial water supply capacity and plays a key role in supporting industrial activities in Shizuoka Prefecture. However, in recent years, it is facing issues such as increased maintenance costs relating to operation and management and taking steps to address aging facilities and pipelines.

To resolve these issues, a public-private partnership was introduced using the DB\* + comprehensive private sector consignment contract method, which will enable design and construction of a new pumping station and operation and maintenance of existing facilities to be carried out in an integrated manner.

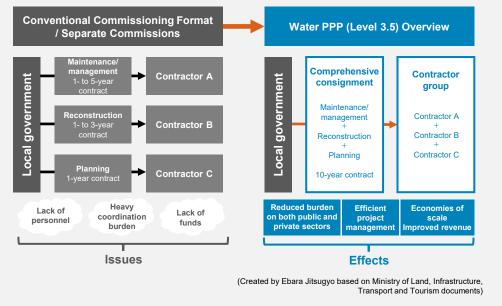
\*DB: This stands for Design Build and refers to a method of commissioning projects in which the design and construction of facilities are handled under one contract.



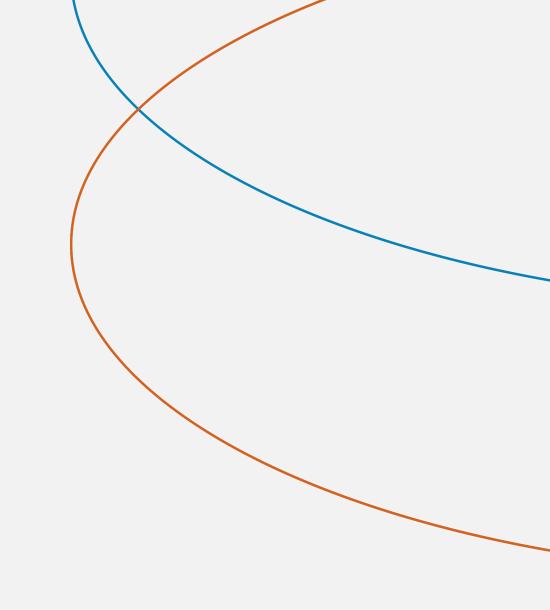
Group companies: Daiho Corporation (representative company), Water Agency Inc., CTI Engineering Co., Ltd., Tokura Corporation, Ishiigumi Corporation, Meidensha Corporation, Ebara Jitsugyo

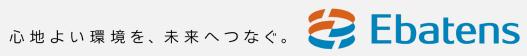
# Water PPP This refers to a public

This refers to a public-private partnership in which government and the private sector collaborate on construction, maintenance, management, operation, etc. of facilities such as water infrastructure with the aim of leveraging the creativity and ingenuity of the private sector, making efficient use of public funds, and improving the efficiency of government. Water PPP Level 3.5 is an approach in which private-sector operators are commissioned to handle management and renewal of facilities together.



# **Reference Materials**





## **Our Business**





The three business segments

### Manufacturing

The development, manufacture, and sales of environmentrerated products and facilities

- Highest-focus business with our own products
- Employs fabless approach that focuses on R&D

## **Engineering**

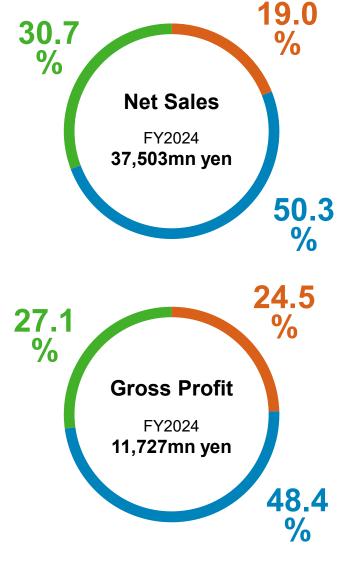
The design, construction, and maintenance of public water infrastructure facilities

- Steady demand for renewal and development, as well as disaster prevention and mitigation
- Business domains are being explored and expanded

## **Trading**

Sales of pumps, blowers, air conditioners etc., mostly Ebara products, as an agent

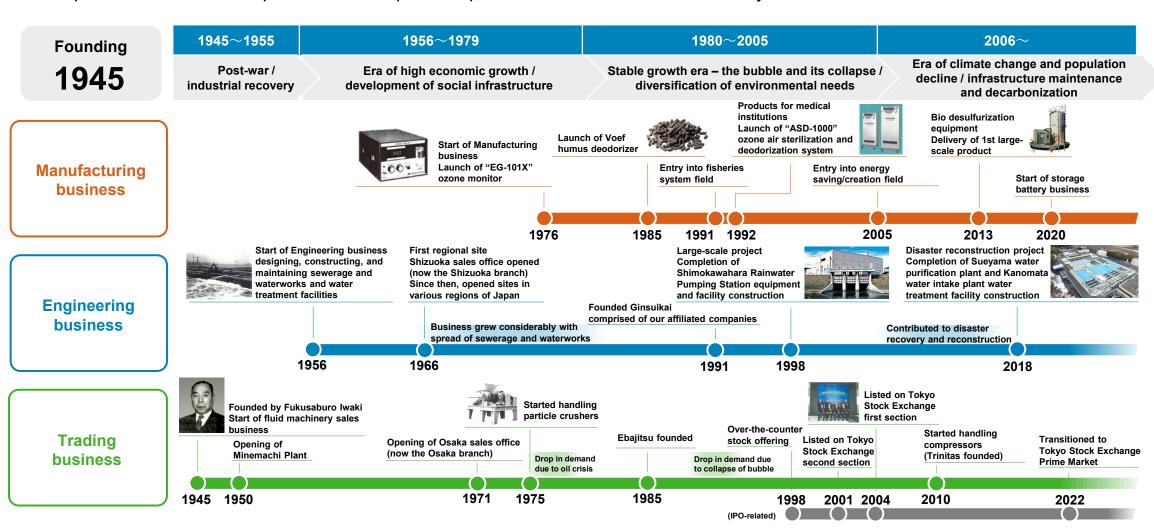
- Focuses on sales of new products, as well as pumps, a major product
- Expands business area nationwide



## **History**



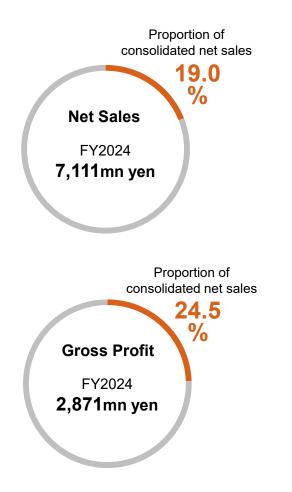
Ebara Jitsugyo Group started out as an agent selling fluid machinery during Japan's post-war recovery. Since then, it has grown in tandem with Japan's economic development and the spread of public water infrastructure in society.

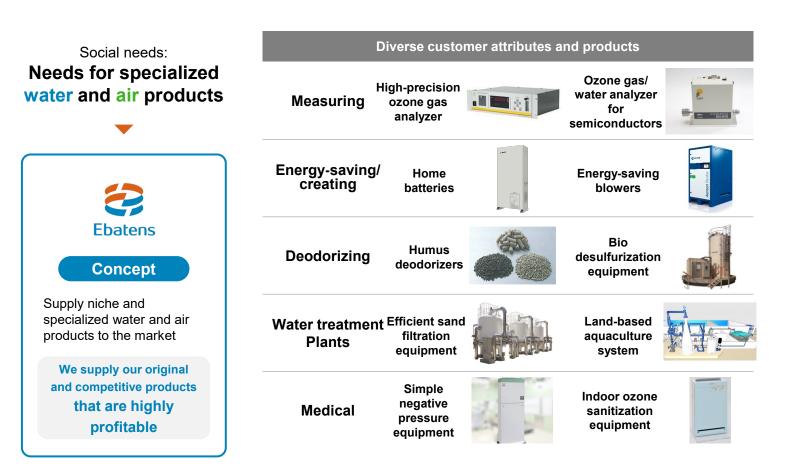


# **Business Overview by Segment: Manufacturing**



## The development, manufacture, and sales of environment-related products and facilities





# **Business Overview by Segment: Manufacturing**

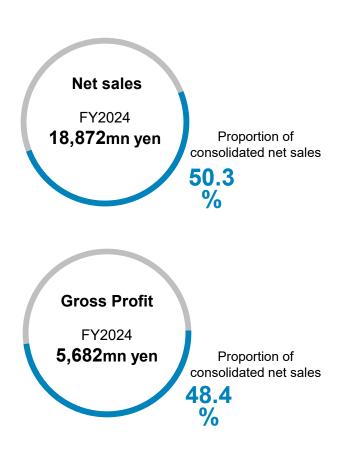


Field	Business	Main customers	Product	examples
Fleid	Busilless	Mail Customers	Flouuci	examples
Measuring	<ul> <li>Manufacture and sales of measuring equipment used mainly for water treatment</li> <li>Manufacture and sales of measuring equipment for semiconductors</li> </ul>	<ul> <li>Public facilities         (advanced waterworks and sewerage facilities)</li> <li>Private sector plants         (including semiconductors, LCD, and food)</li> </ul>	High-precision ozone gas analyzer	Ozone gas/ water analyzer for semiconductors
Energy-saving/ creating	<ul> <li>Development, design, construction and sales of ZEB/ZEH-related products</li> <li>Manufacture and sales of blowers, especially energy-saving blowers</li> </ul>	<ul> <li>Private companies         <ul> <li>(air conditioner manufacturers, office buildings, etc.)</li> </ul> </li> <li>Private sector plants         <ul> <li>(including food, drinks, paper, and chemicals)</li> </ul> </li> </ul>	Home batteries	Energy-saving blowers
Deodorizing	<ul> <li>Manufacture and sales of deodorizers and deodorizing equipment, especially industrial deodorizers</li> <li>Design, construction and sales of bio- deodorizing and desulfurization equipment</li> </ul>	<ul> <li>Public facilities         (sewerage, and sewerage for agricultural communities)</li> <li>Private sector plants (including for food and drinks)</li> <li>Shopping centers (grease and sludge trapping systems)</li> </ul>	Humus deodorizers	Bio desulfurization equipment
Water treatment plants	<ul> <li>Design and construction of industrial waterworks and wastewater facilities</li> <li>Engineering for aquacultures, fish farms and waterscape facilities</li> </ul>	<ul> <li>Private sector plants         (including food, drinks, paper, and chemicals)</li> <li>Public facilities (including fisheries research institutes)</li> </ul>	Efficient sand filtration equipment	Land-based aquaculture system
Medical	<ul> <li>Development and sales of medical equipment including for preventing infectious diseases and for emergency disaster measures</li> <li>Others</li> </ul>	<ul> <li>Medical institutions, municipalities, central government, and others</li> <li>Private sector companies, plants, etc.</li> </ul>	Simple negative pressure equipment	Indoor ozone sanitization equipment

# **Business Overview by Segment: Engineering**



## The design, construction, and maintenance of public water infrastructure facilities







We handle design, construction and maintenance work for all equipment and devices to take in water from rivers, lakes and groundwater, from various water treatment equipment through to equipment to supply water to homes and business sites.

**Sewerage** 



We handle design, construction, and maintenance work for all types of facilities, equipment and devices including for interim pumping stations that collect contaminated water and send it to sewerage stations, various sewerage stations, and water treatment stations that send clean, treated water back to rivers etc.

Rainwater draining facilities



These facilities are rolled out nationwide to protect the lives of people in areas prone to serious damages from river flooding due to torrential rain from typhoons. We handle the design, construction, and maintenance of rainwater draining pumps and electricity systems for target facilities.

Manhole pump facilities



These facilities are being used nationwide as a new armor for small-scale contaminated-water-transferring pumping stations, which are essential to spread the use of sewerage systems. The facilities are compact, with a tank to collect contaminated water (manhole) set with an underwater pump and employed in places with insufficient space for other facilities.

Cloud monitoring system E-Qias Cloud

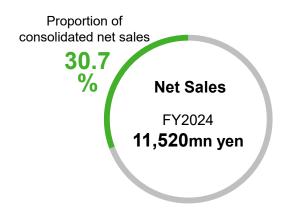


We offer a system to remotely monitor waterworks and sewerage stations.

# **Business Overview by Segment: Trading**



## Sales of pumps, blowers, air conditioners etc., mostly Ebara products, as an agent



Pumps/ blowers/air conditioning, cooling and heating/energy/other

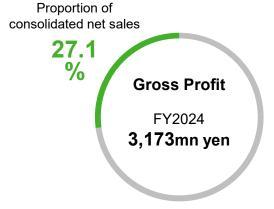
We sell industrial machines such as pumps, blowers, air conditioners, coolers and heaters, for buildings including shopping centers and factories











The manufacture and installation of steel scaffolding for construction sites and plant facility stands (steel structures)

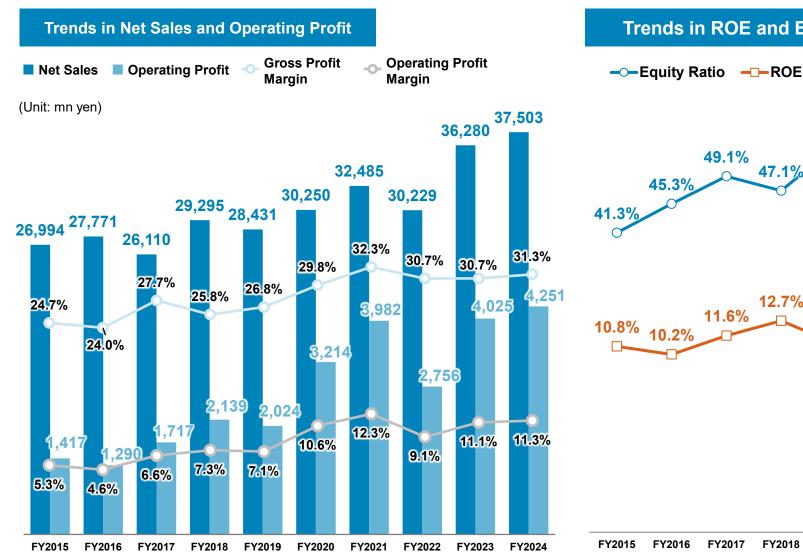




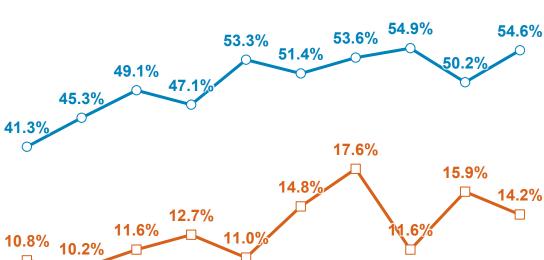


# **Results Trends in the past 10 years**





#### **Trends in ROE and Equity Ratio**



# **Results Trends by Segment**



		FY20	21	FY20:	22	FY20	23	FY20	Y2024 FY20		25
	(Unit: mn yen)	Result	YoY	Result	YoY	Result	YoY	Result	YoY	Plan	YoY
	Measuring	1,717	+13.0%	1,908	+11.1%	1,682	-11.8%	1,289	-23.4%	1,700	+31.9%
_	Energy-saving/ creating	739	+15.1%	1,120	+51.6%	1,018	-9.1%	922	-9.4%	1,600	+73.5%
Orders received	Deodorizing	1,197	+21.3%	1,264	+5.6%	1,622	+28.3%	1,908	+17.6%	1,500	-21.4%
Ö.	Water treatment plants	2,110	+0.8%	2,228	+5.6%	2,328	+4.5%	3,281	+40.9%	3,000	-8.6%
ē	Medical	1,476	-60.4%	1,106	-25.1%	605	-45.3%	343	-43.3%	500	+45.8%
Sign	Manufacturing	7,240	-19.3%	7,626	+5.3%	7,255	-4.9%	7,743	+6.7%	8,300	+7.2%
ğ	Engineering	17,435	+10.7%	16,349	-6.2%	20,835	+27.4%	20,500	-1.6%	21,200	+3.4%
0	Trading	10,338	+11.4%	10,667	+3.2%	10,360	-2.9%	11,589	+11.9%	12,500	+7.9%
	Total	35,014	+3.0%	34,643	-1.1%	38,452	+11.0%	39,833	+3.6%	42,000	+5.4%
	Measuring	1,514	+9.1%	1,350	-10.8%	1,792	+32.7%	1,693	-5.5%	1,600	-5.5%
	Energy-saving/ creating	590	-14.4%	637	+8.0%	1,503	+135.9%	1,005	-33.1%	1,500	+49.3%
	Deodorizing	1,023	+0.7%	1,252	+22.4%	1,403	+12.1%	1,350	-3.7%	1,500	+11.1%
es	Water treatment plants	2,033	-22.7%	2,060	+1.3%	2,251	+9.3%	2,676	+18.9%	2,900	+8.4%
sa	Medical	3,402	+96.3%	989	-70.9%	705	-28.7%	385	-45.4%	500	+29.9%
Net sales	Manufacturing	8,563	+14.9%	6,288	-26.6%	7,654	+21.7%	7,111	-7.1%	8,000	+12.5%
_	Engineering	14,683	+11.6%	14,408	-1.9%	17,671	+22.6%	18,872	+6.8%	20,000	+6.0%
	Trading	9,238	-4.2%	9,532	+3.2%	10,954	+14.9%	11,520	+5.2%	12,000	+4.2%
	Total	32,485	+7.4%	30,229	-6.9%	36,280	+20.0%	37,503	+3.4%	40,000	+6.7%
)Ęį	Manufacturing	3,803	+26.3%	2,580	-32.2%	3,260	+26.4%	2,871	-11.9%	3,200	+11.5%
pro	Engineering	4,403	+17.4%	4,234	-3.8%	5,201	+22.8%	5,682	+9.3%	6,000	+5.6%
Gross profit	Trading	2,281	+1.6%	2,467	+8.1%	2,680	+8.6%	3,173	+18.4%	3,200	+0.9%
Gr.	Total	10,489	+16.4%	9,282	-11.5%	11,142	+20.0%	11,727	+5.2%	12,400	+5.7%
Sellir	ng, general and administrative expenses	6,507	+12.3%	6,525	+0.3%	7,117	+9.1%	7,475	+5.0%	7,900	+5.7%
Ope	rating profit	3,982	+23.9%	2,756	-30.8%	4,025	+46.0%	4,251	+5.6%	4,500	+5.8%
Non-	operating profit	230		241		241		255		200	
Non-	operating expenses	102		68		103		63		50	
Ordi	nary profit	4,110	+22.2%	2,929	-28.7%	4,164	+42.1%	4,443	+6.7%	4,650	+4.7%
Extra	ordinary income	338		140		201		116		100	
Extra	aordinary losses	57		21		0		20		-	
	it before income taxes	4,392	+31.5%	3,048	-30.6%	4,365	+43.2%	4,539	+4.0%	4,750	+4.6%
Prof	it	3,159	+34.9%	2,169	+31.3%	3,141	+44.8%	3,157	+0.5%	3,300	+4.5%

October 1, 2024. EBARA JITSUGYO CO.,LTD. has launched the corporate brand "Ebatens" aiming for further evolution.

## 心地よい環境を、未来へつなぐ。



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