

Results Presentation for Fiscal Year Ended March 31, 2013

EBARA (6361)

May 10, 2013



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Senior Managing Executive Officer
Responsible for Finance &
Accounting

Tetsuji Fujimoto

2. Projection and Management Strategy

President and
Representative Director

Toichi Maeda

1. Summary of Results

Senior Managing Executive Officer
Responsible for Finance &
Accounting

Tetsuji Fujimoto

2. Projection and Management Strategy

President and
Representative Director

Toichi Maeda

1. Summary of Results

Consolidated Results for Fiscal Year Ended March 31, 2013 (1/2)

(unit : ¥bn)

	Fiscal Year ended March 31, 2012 (Results)	Fiscal Year ended March 31, 2013 (Results)	Change
Orders	394.9	428.5	+33.6
Net Sales	412.0	426.3	+14.2
Operating Income	23.2	25.0	+1.8
Ordinary Income	21.0	25.6	+4.5
Net Income	2.8	15.3	+12.4

Average Exchange Rate	1USD = 79.1JPY	1USD = 84.4JPY	—
Assumed Exchange Rate	(1 st Half) 1USD = 80JPY (2 nd Half) 1USD = 75JPY	1USD = 75JPY	—

1. Summary of Results

Segmental Results for Fiscal Year Ended March 31, 2013

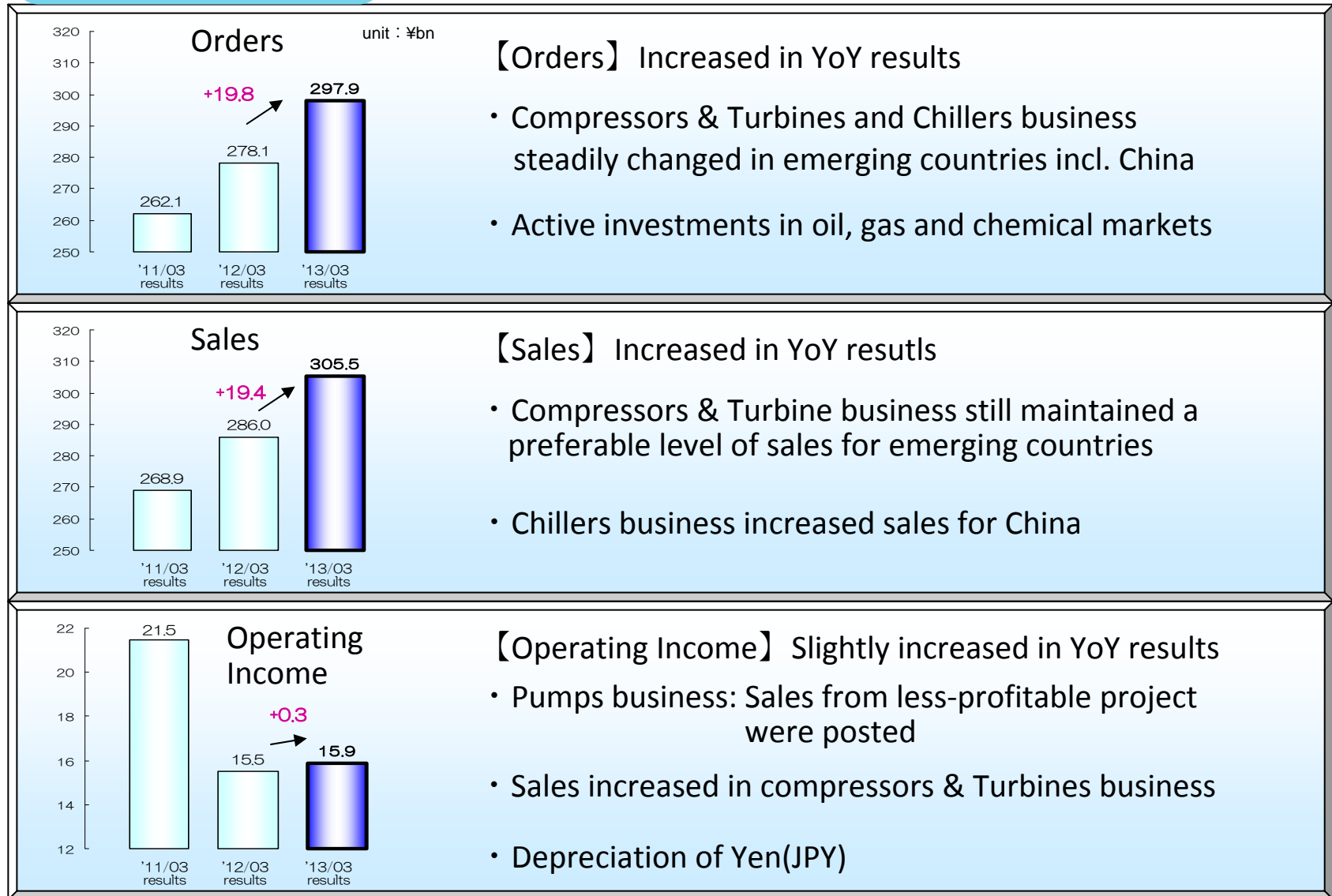
(2/2)

(unit : ¥bn)

		Orders			Net Sales			Operating Income		
		FY ended Mar 31, 2012	FY ended Mar 31, 2013	Change	FY ended Mar 31, 2012	FY ended Mar 31, 2013	Change	FY ended Mar 31, 2012	FY ended Mar 31, 2013	Change
Reportable Segment	FMS Business	278.1	297.9	+19.8	286.0	305.5	+19.4	15.5	15.9	+0.3
	EE Business	51.2	66.6	+15.3	50.1	52.4	+2.3	0.3	5.1	+4.8
	PM Business	61.7	62.2	+0.4	68.3	66.5	-1.8	6.5	3.3	-3.2
Others		3.7	1.6	-2.0	7.4	1.7	-5.7	0.6	0.5	-0
Adjustment		—	—	—	—	—	—	0.1	0.1	-0
Total		394.9	428.5	+33.6	412.0	426.3	+14.2	23.2	25.0	+1.8

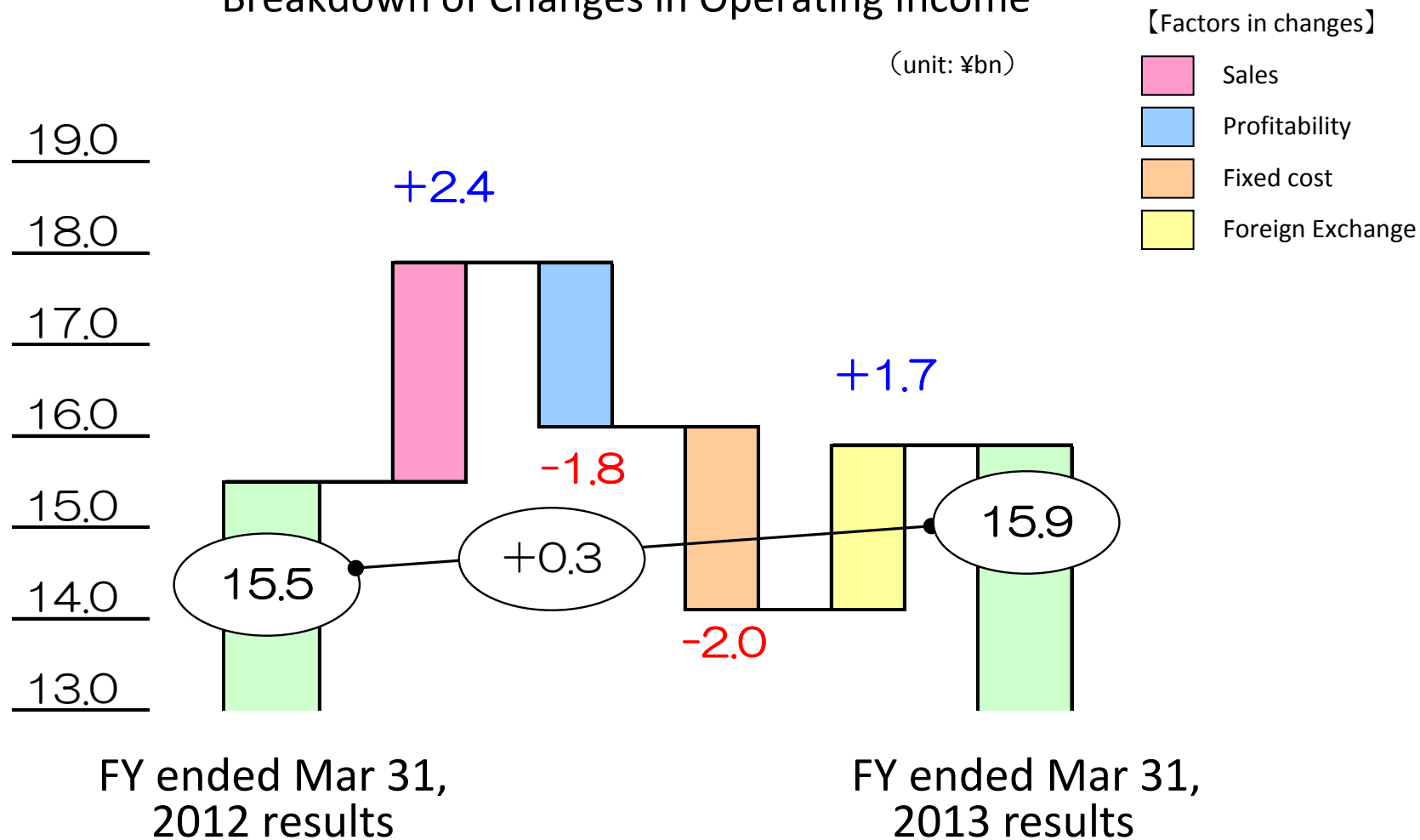
FMS business

··· Fluid Machinery & Systems business



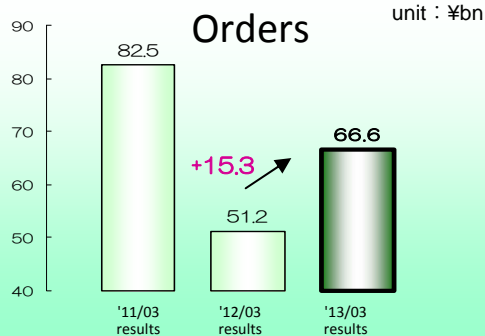
Breakdown of Changes in Operating Income

(unit: ¥bn)



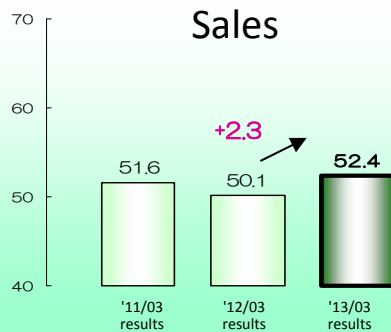
EE business

... Environmental Engineering business



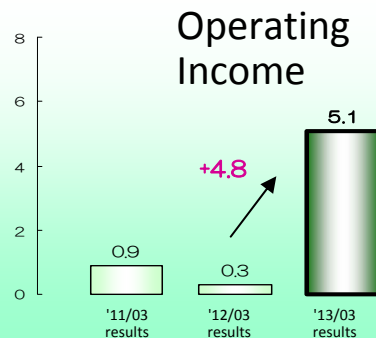
【Orders】 Increased in YoY results

- EPC: some projects were posted incl. DBO-projects (DBO: Design-Build-Operate)
- Some projects before official contracts seen to be posted (projected in FY ending Mar 31, 2014)



【Sales】 Slightly increased in YoY results

- O&M: increased in Life-term prolongation projects or others

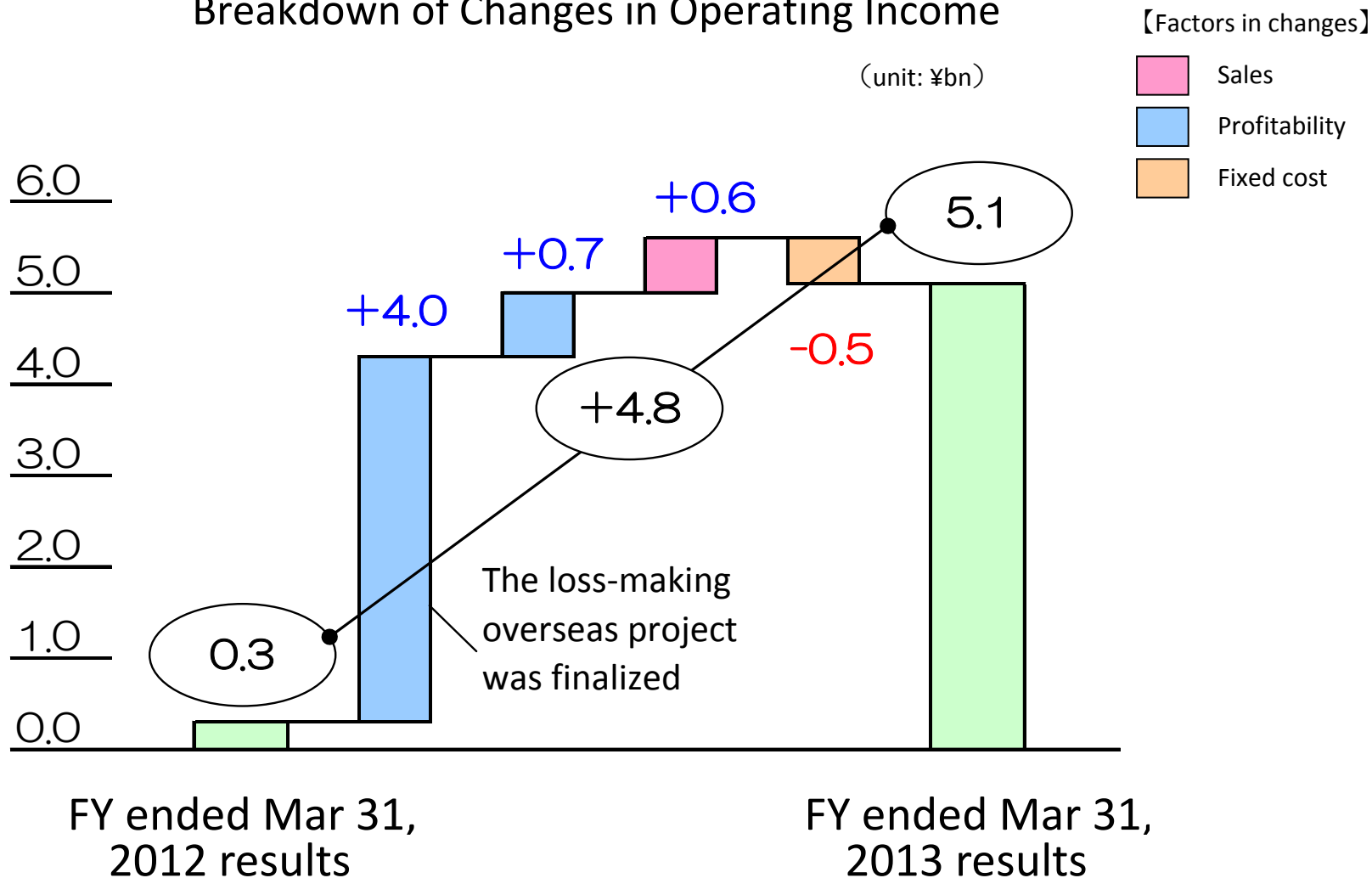


【Operating Income】 Shifted to a stable earning-structure

- The loss-making overseas project was finalized in the previous FY
- O&M: making stable earnings

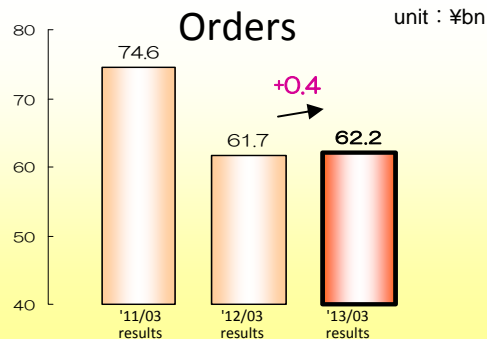
Breakdown of Changes in Operating Income

(unit: ¥bn)



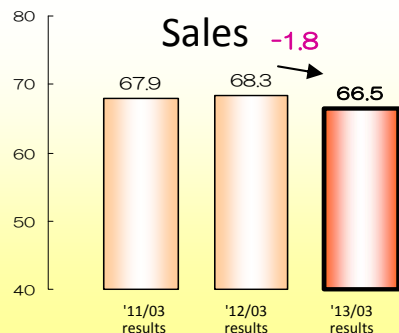
PM business

... Precision Machinery business



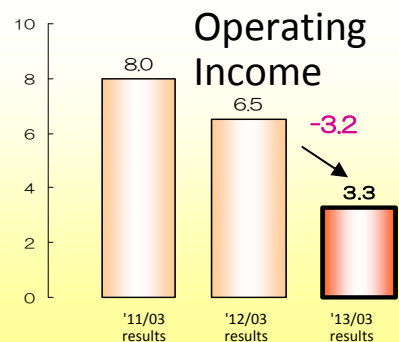
【Orders】 Comparable to YoY results

- Demands from the semiconductor industries still remained low due to the worsened business sentiment across the world
- Semiconductor manufacturers, except some foundries, successively postponed capital expenditure plans



【Sales】 Decreased from YoY results

- Sales decreased due to the low level of orders received
- Some customers steadily invested in miniaturization



【Operating Income】 Decreased in YoY results

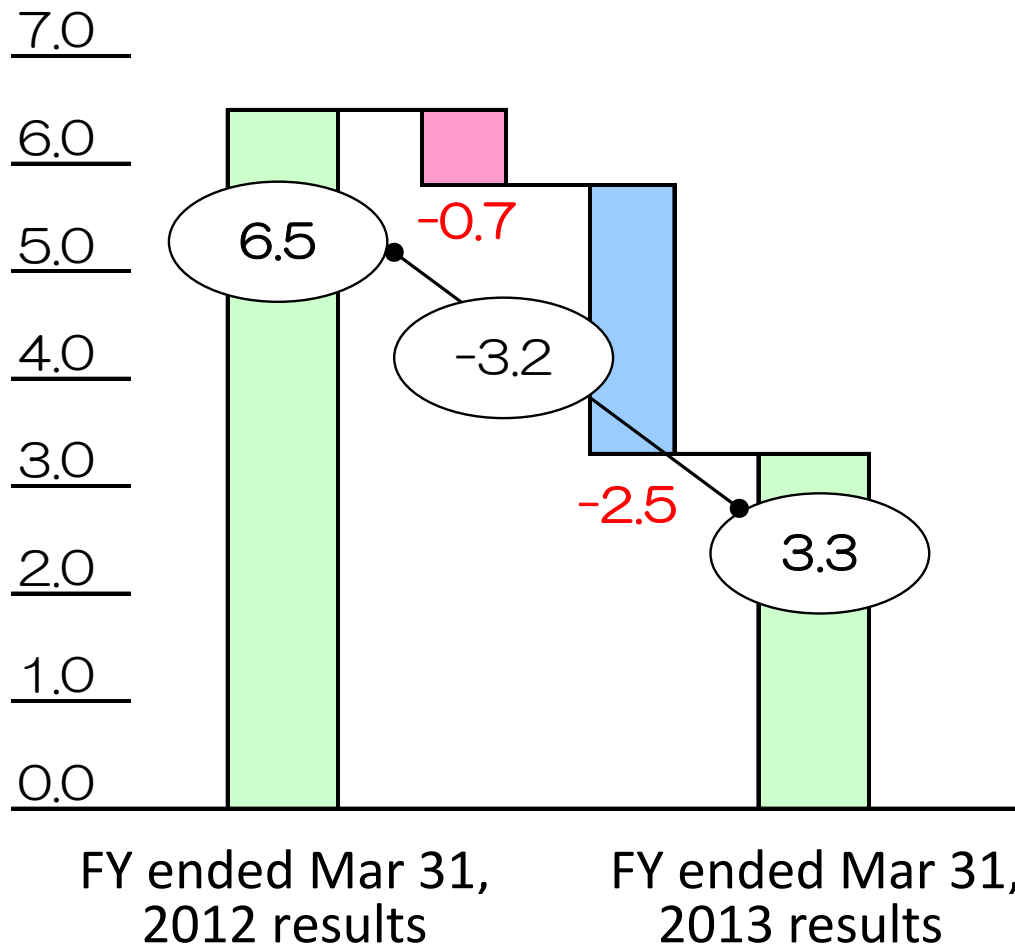
- Sales decreased
- Deterioration of profitability due to the sales posted from the less-profitable projects

Breakdown of Changes in Operating Income

(unit: ¥bn)

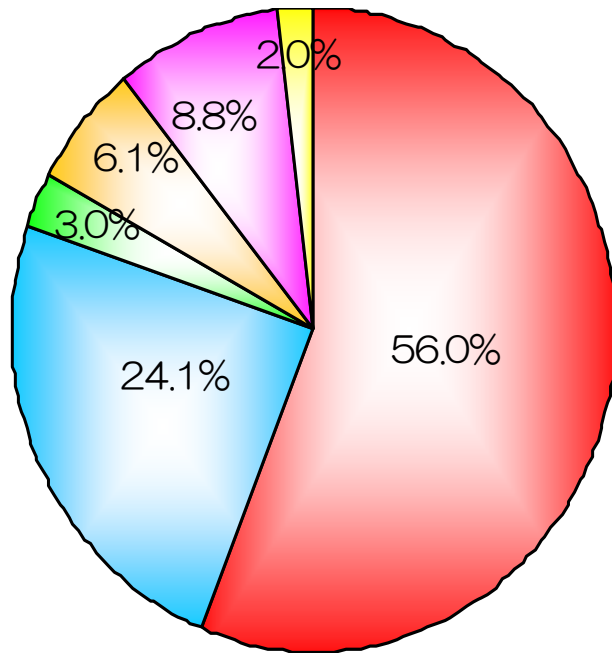
【Factors in changes】

- Sales
- Profitability



FY ended
Mar 31, 2012

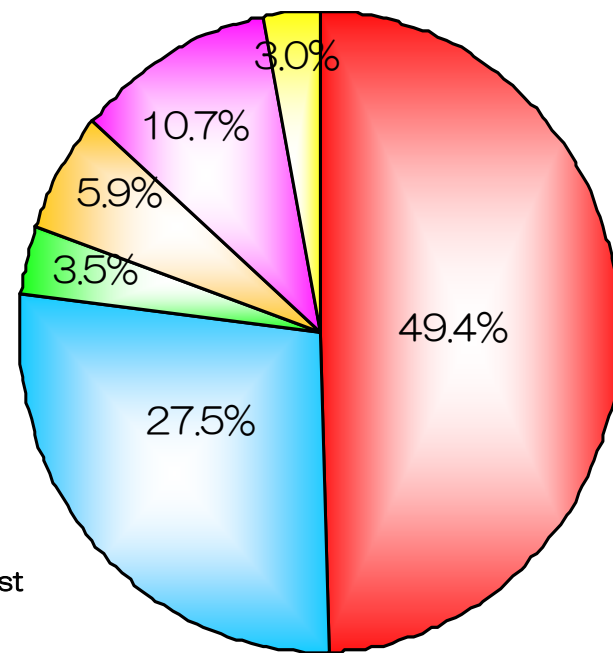
Sales ¥412.0bn



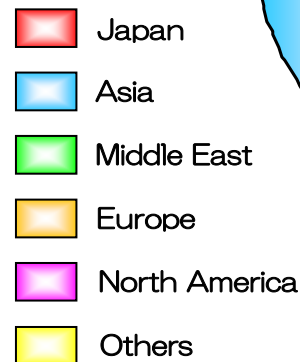
Percentage of
Overseas Sales
to Sales
44.0%

FY ended
Mar 31, 2013

Sales ¥426.3bn



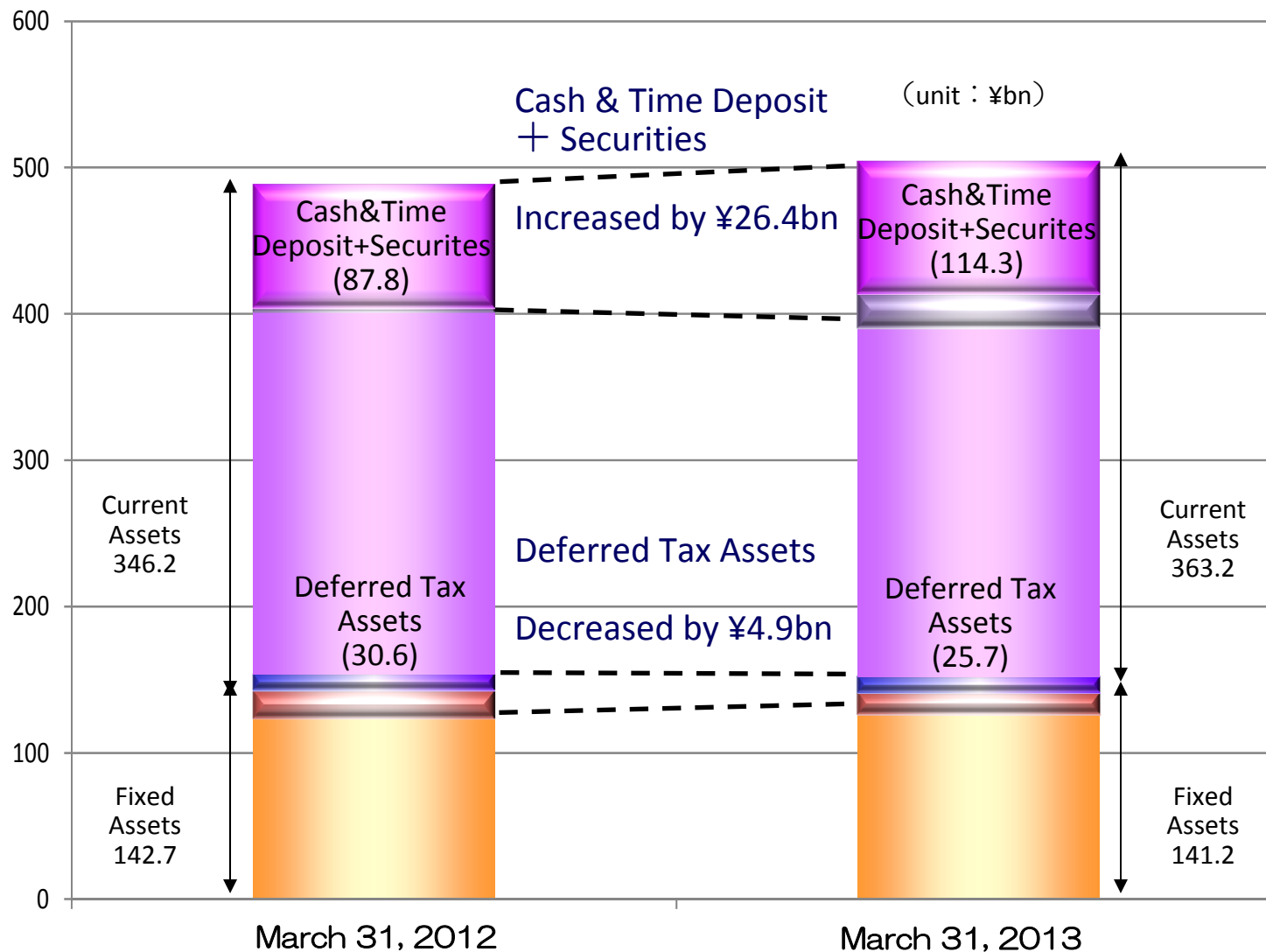
Percentage of
Overseas Sales
to Sales
50.6%



1. Summary of Results

Balance Sheet for Fiscal Year Ended March 31, 2013

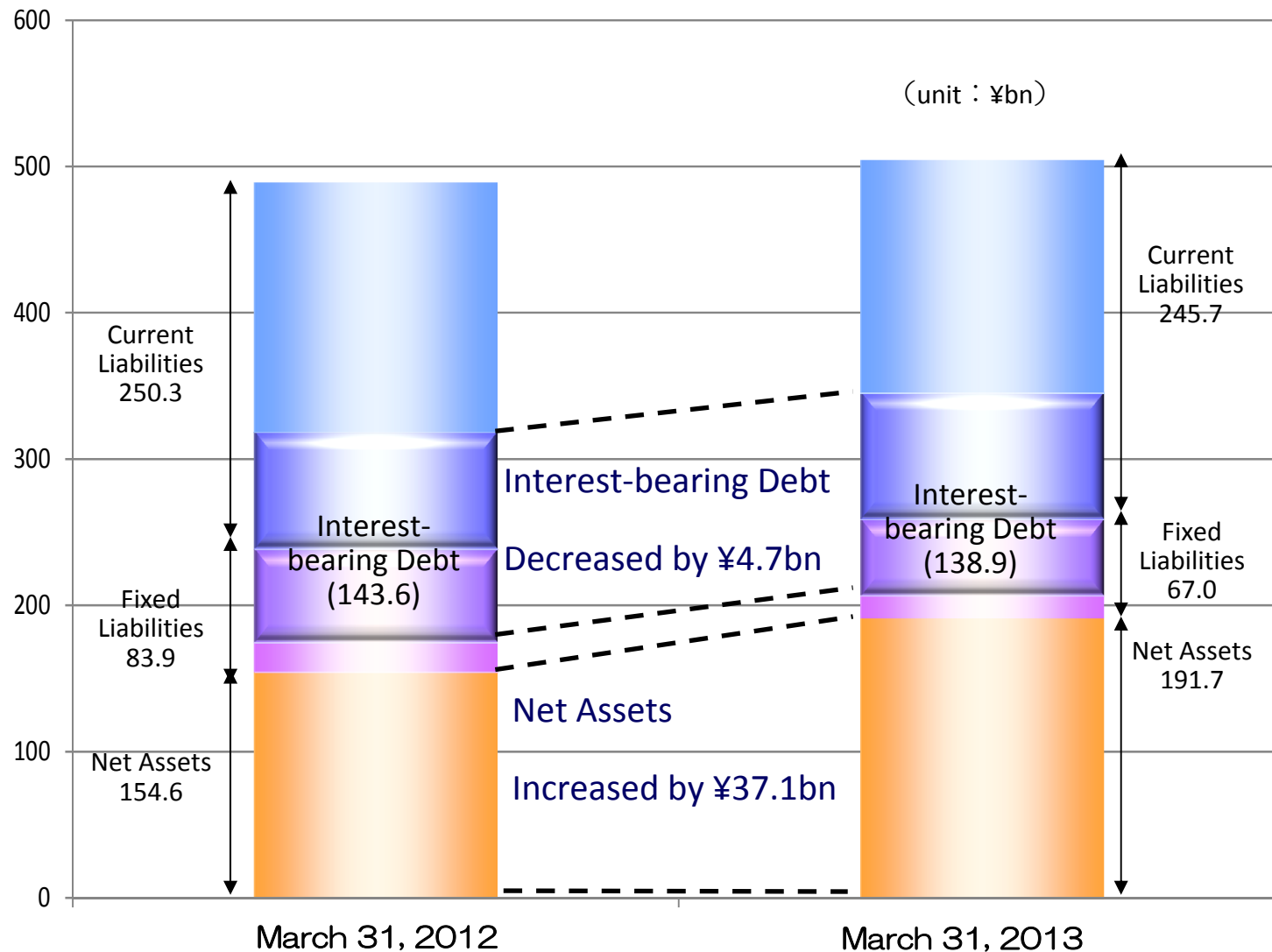
(1/2)



1. Summary of Results

Balance Sheet for Fiscal Year Ended March 31, 2013

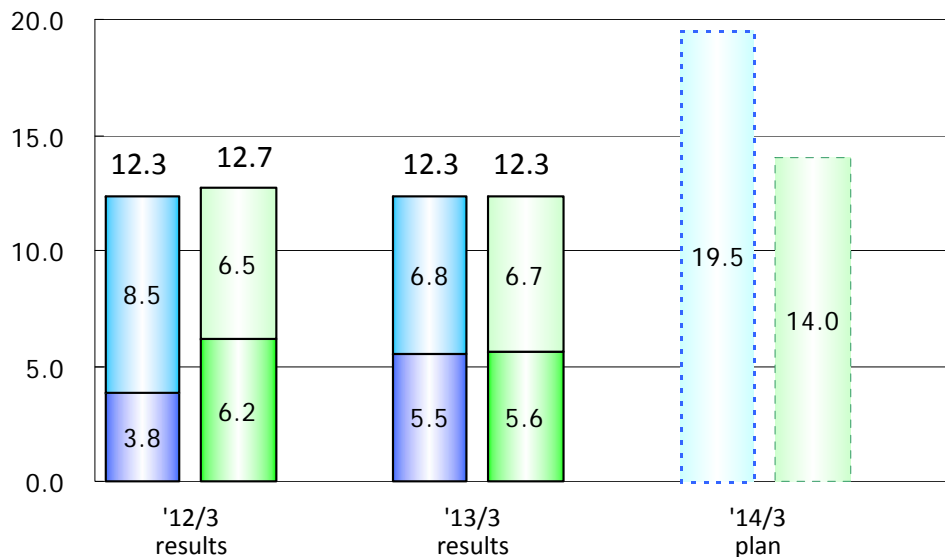
(2/2)



Capital Expenditure / Depreciation & Amortization Expenses

- Capital Expenditure (1st Half)
- Capital Expenditure (2nd Half)
- Depreciation & Amortization (1st Half)
- Depreciation & Amortization (2nd Half)

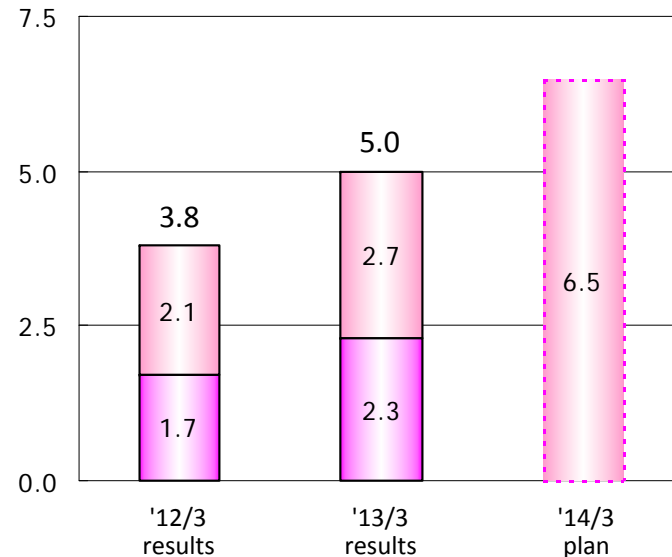
(unit : ¥bn)



Research and Development Expenses

- R&D Investment (1st Half)
- R&D Investment (2nd Half)

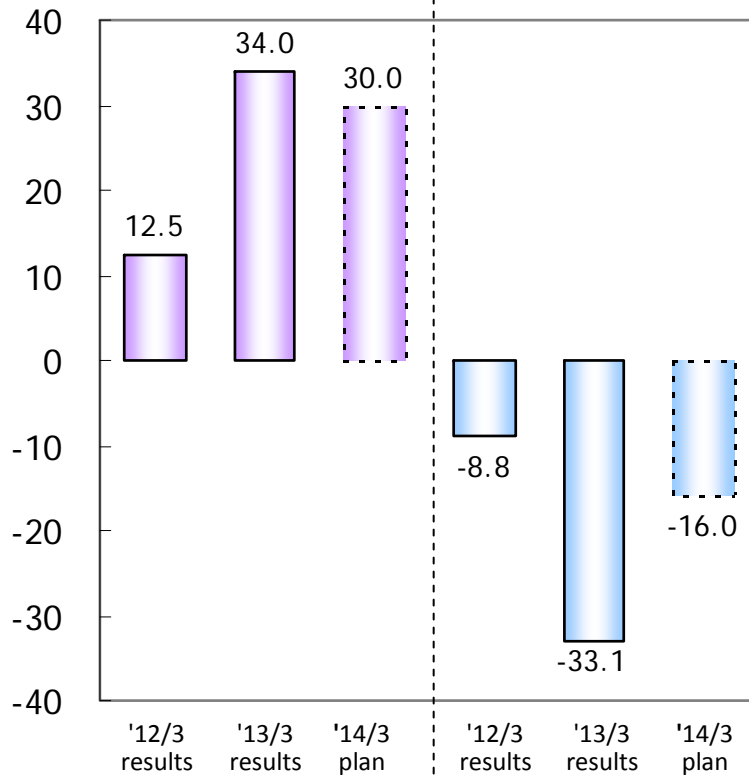
(unit : ¥bn)



Cash Flows

- Cash Flow from operating activities
- Cash Flow from investing activities

(unit : ¥bn)

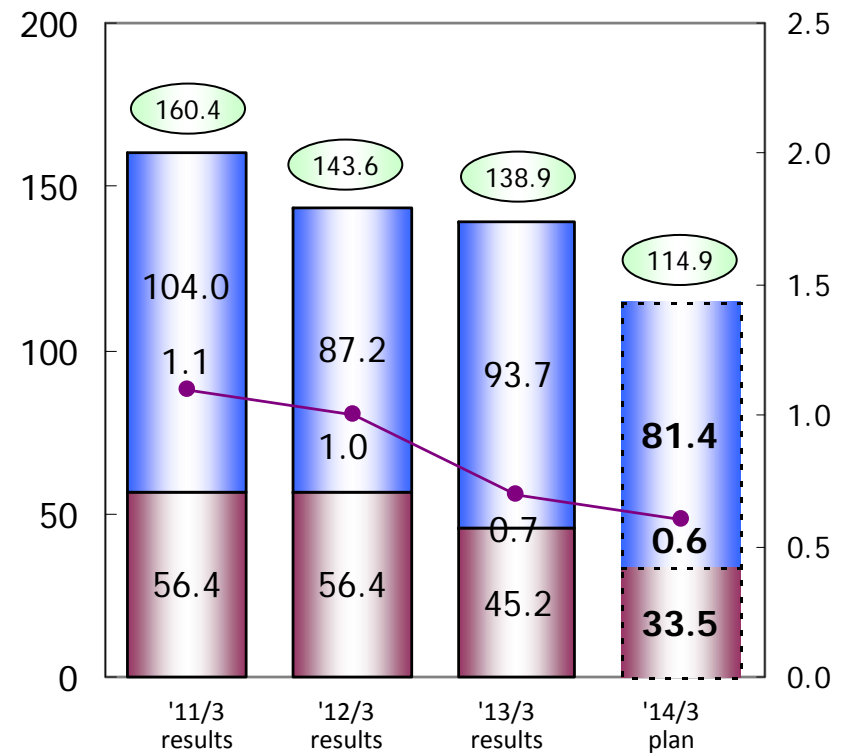


Interest-bearing Debt

- Interest-bearing Debt
- Cash and cash equivalents
- Net Interest-bearing Debt
- D/E-Ratio

(unit : ¥bn)

(unit : fold)



1. Summary of Results

Senior Managing Executive Officer
Responsible for Finance &
Accounting

Tetsuji Fujimoto

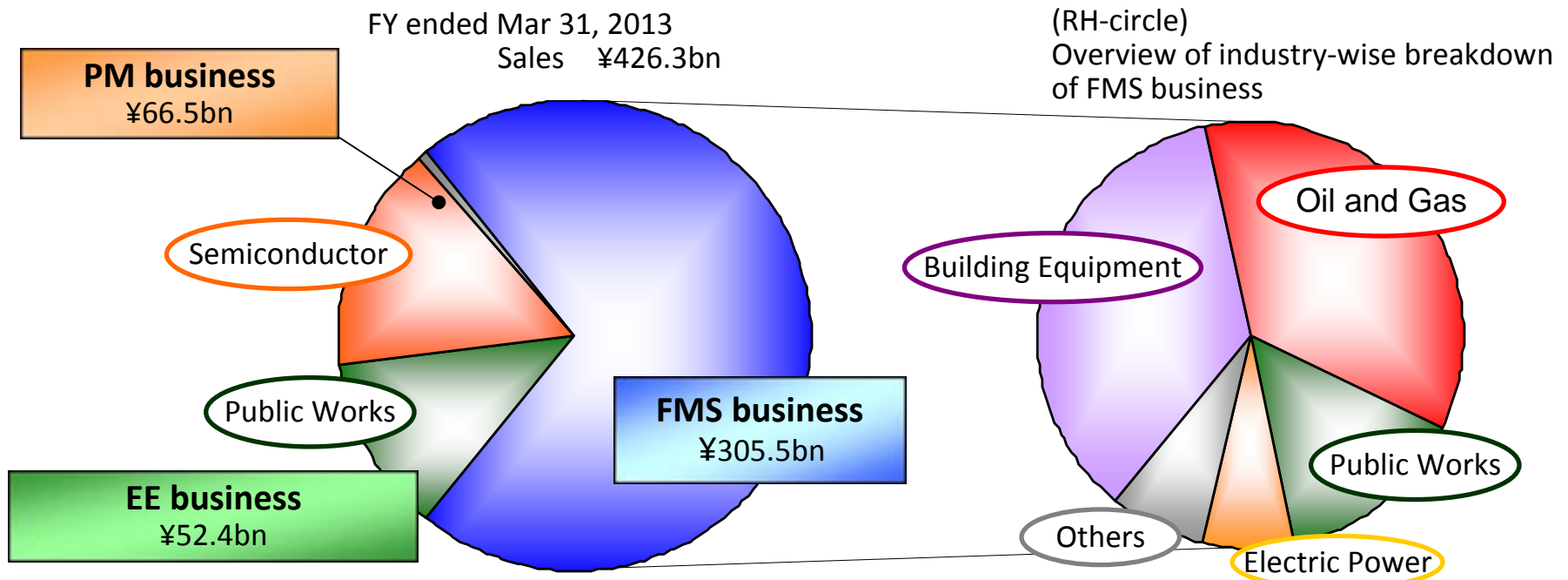
2. Projection and Management Strategy

President and
Representative Director

Toichi Maeda

2. Projection and Strategy

Business Environment of Fiscal Year Ending March 31, 2014 (1/1)



Main Business Environment

- Oil and Gas
→ Constant growth in energy-related market will keep the tendency of continuous scale expansion of the market
- Public Works
→ Depending on the results of budget implementation for “Building National Resilience” plan, the situation will stabilize in this fiscal year
- Building Equipment
→ Stable mainly in the domestic markets
- Semiconductor
→ As the market environment still deteriorates from the previous FY, capital expenditure plans are likely postponed by half a year

2. Projection and Strategy

Summary of Projection for Fiscal Year Ending March 31, 2014 (1/2)

(unit : ¥bn)

	Fiscal Year ended March 31, 2013 (Results)	Fiscal Year ending March 31, 2014 (Plans)	Change
Orders	428.5	497.0	+68.4
Net Sales	426.3	422.0	-4.3
Operating Income	25.0	29.0	+3.9
Ordinary Income	25.6	28.0	+2.3
Net Income	15.3	15.0	-0.3

Average Exchange Rate	1USD = 84.4JPY	—	—
Assumed Exchange Rate	1USD = 75JPY	1USD = 90JPY	—

2. Projection and Strategy

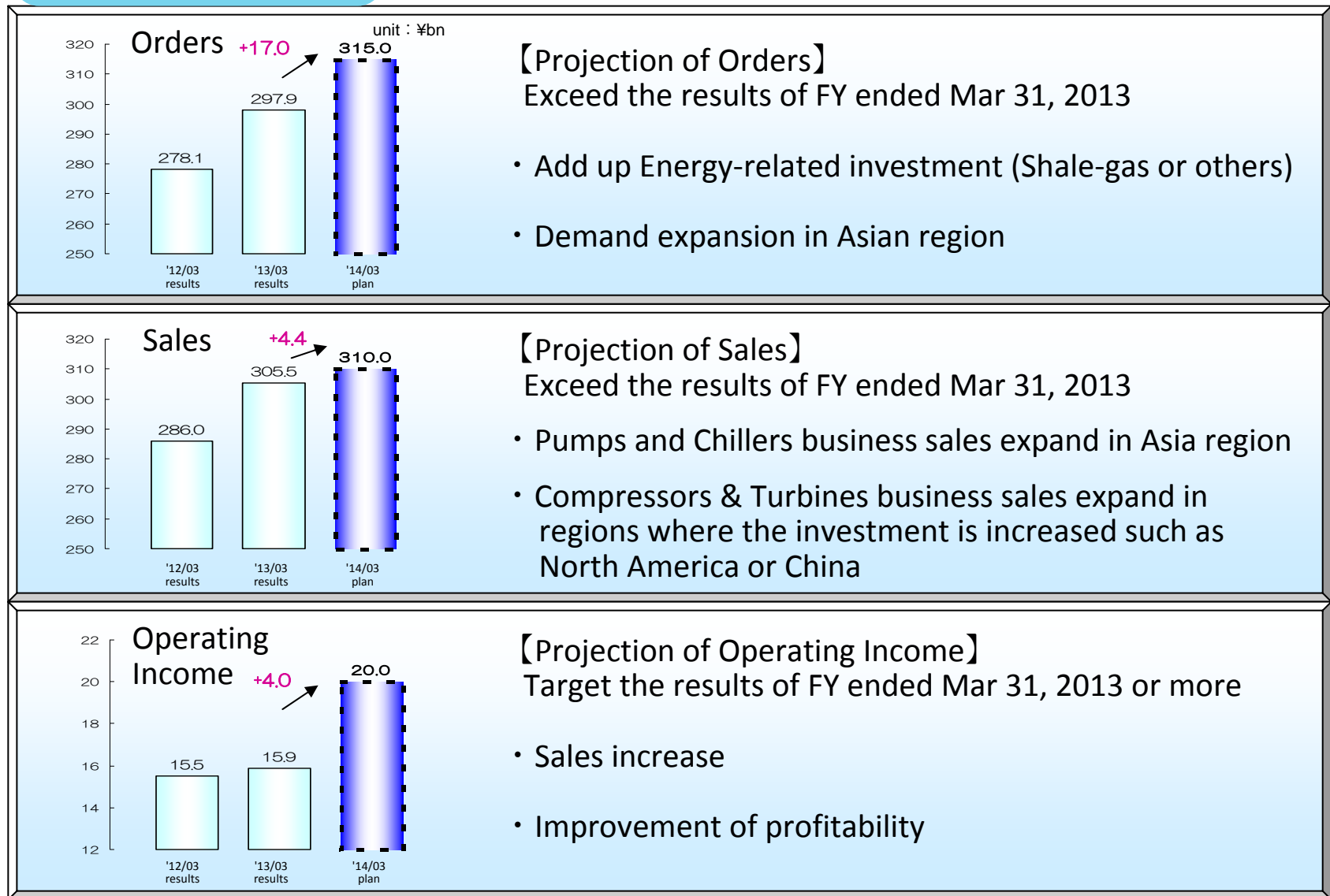
Segmental Projection for Fiscal Year Ending March 31, 2014 (2/2)

(unit : ¥bn)

		Orders			Net Sales			Operating Income		
		FY ended March 31, 2013 (Results)	FY ending March 31, 2014 (Plans)	Change	FY ended March 31, 2013 (Results)	FY ending March 31, 2014 (Plans)	Change	FY ended March 31, 2013 (Results)	FY ending March 31, 2014 (Plans)	Change
Reportable Segment	FMS Business	297.9	315.0	+17.0	305.5	310.0	+4.4	15.9	20.0	+4.0
	EE Business	66.6	118.0	+51.3	52.4	48.0	-4.4	5.1	5.0	-0.1
	PM Business	62.2	62.0	-0.2	66.5	62.0	-4.5	3.3	4.0	+0.6
	Others	1.6	2.0	+0.3	1.7	2.0	+0.2	0.5	0.0	-0.5
Adjustment		—	—	—	—	—	—	0.1	—	-0.1
Total		428.5	497.0	+68.4	426.3	422.0	-4.3	25.0	29.0	+3.9

FMS business

··· Fluid Machinery & Systems business



【Projection of Orders】

Exceed the results of FY ended Mar 31, 2013

- Add up Energy-related investment (Shale-gas or others)
- Demand expansion in Asian region

【Projection of Sales】

Exceed the results of FY ended Mar 31, 2013

- Pumps and Chillers business sales expand in Asia region
- Compressors & Turbines business sales expand in regions where the investment is increased such as North America or China

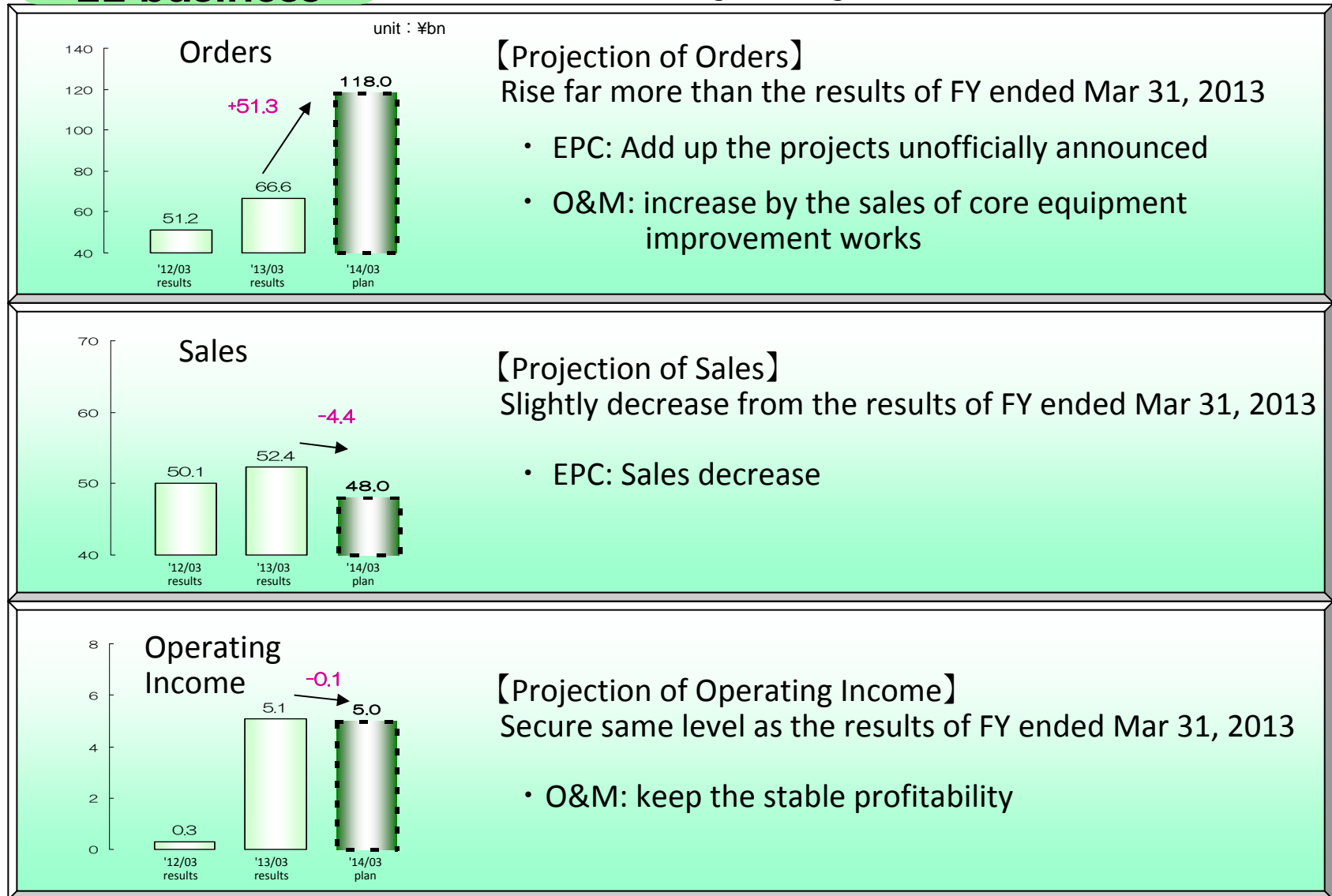
【Projection of Operating Income】

Target the results of FY ended Mar 31, 2013 or more

- Sales increase
- Improvement of profitability

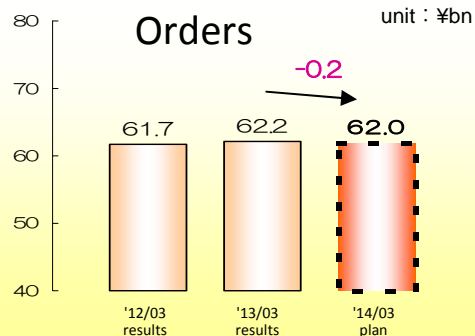
EE business

... Environmental Engineering business



PM business

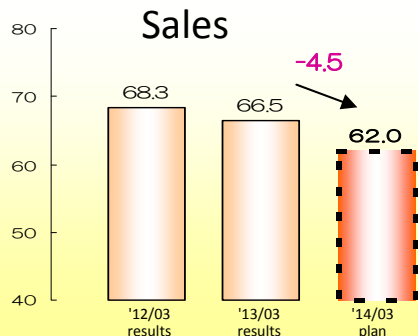
... Precision Machinery business



【Projection of Orders】

Same as the results of FY ended Mar 31, 2013

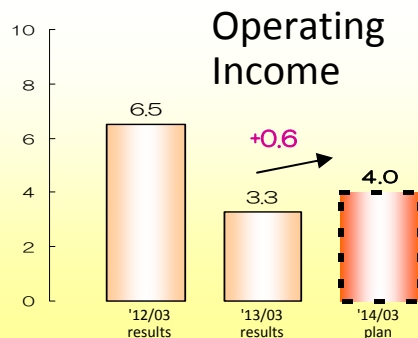
- Demands from the semiconductor industry still remain low across the world
- Some of our major customers continue investing in minimization



【Projection of Sales】

Fall below the results of FY ended Mar 31, 2013

- Sales are sluggish due to less back orders in FY ended Mar 31, 2013



【Projection of Operating Income】

Target the results of FY ended Mar 31, 2013 or more

- Improve the profitability caused by the less-profitable products
- Development on minimization will continue within limited range

(1) Management Policy

Continuity

Taking over the basic policy of the present Midterm Plan 『E-Plan2013』

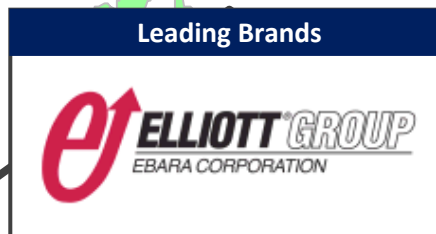
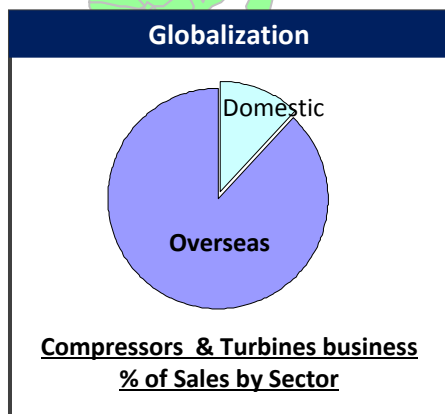
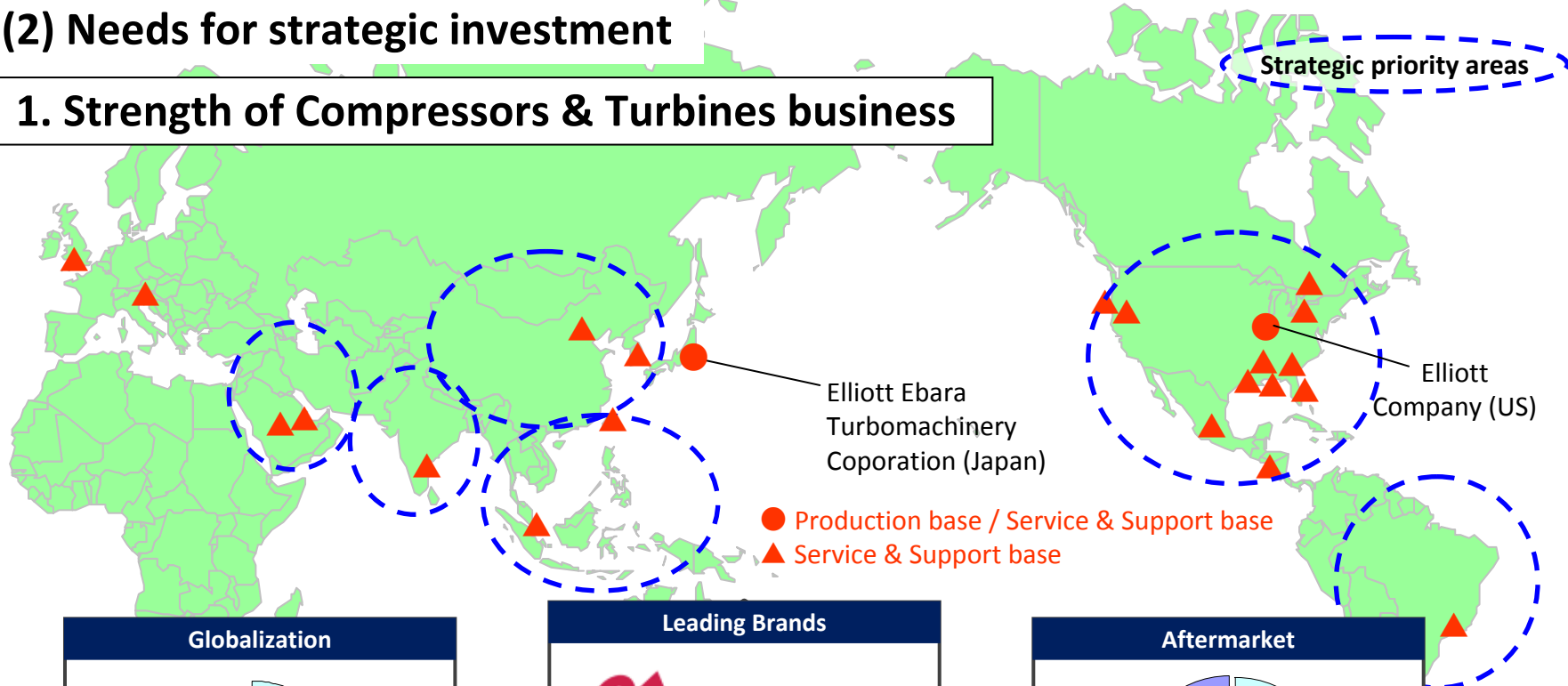
1. Promoting “Regional production for regional supply” in priority areas and establishing an optimally located production and supply system from global perspective
2. Working to enter new markets by expanding core business domains
3. Aiming to optimize “monozukuri” (manufacturing) processes through scientific approaches
4. Expanding the functions of the corporate headquarters in keeping with the globalization of business domains

Change

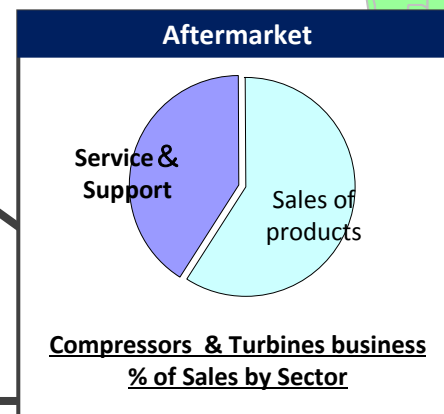
Evolving the business setup with awareness that Ebara’s business domain should be in manufacturing and also service business

(2) Needs for strategic investment

1. Strength of Compressors & Turbines business



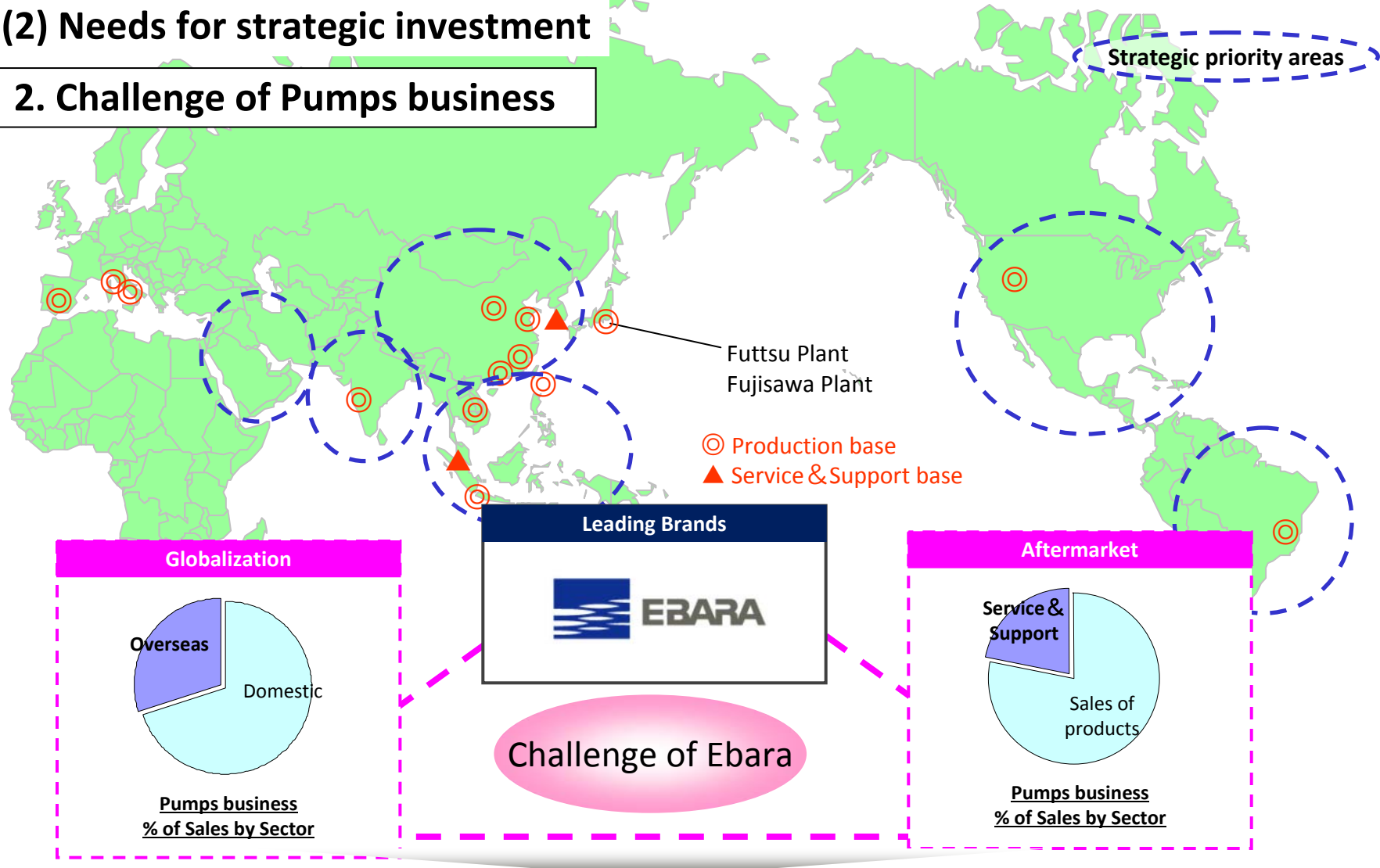
Strength of Ebara



Achieve high growth and stable profitability through expanding overseas business and Capturing aftermarket demand

(2) Needs for strategic investment

2. Challenge of Pumps business



(3) Plan of strategic investment in the pump business

Ebara to reinforce Service and Support business swiftly by;

- Allocating appropriate areas for the service & support bases
 - Assign the areas with many delivery records as priority
- Enforcing high technology and capability of facility that can provide customers with optimum solutions for improvement, optimization or upgrade of performance required
 - “Rerate Project” (means optimization by revamping) to be a target model
- Offers including Service & Support in Products Sales
 - Introduce a new business mechanism in conjunction with the needs of customers

This release contains forward-looking statements which involve certain risks and uncertainties that could cause actual results to differ materially from those projected. Readers are cautioned not to place undue reliance on these forward-looking statements which are valid only as of the date thereof. EBARA undertakes no obligation to republish revised forward-looking statements to reflect events or circumstances after the date thereof or to reflect the occurrence of unanticipated events.