

# **Financial Information**

**HORIBA, Ltd.**

**June, 2020**

**(This material was prepared for the 2020Q1 financial results briefing performed on the 25<sup>th</sup> Jun., 2020)**

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- 2019 Results
- 2020 Forecasts
- Progress of MLMAP2023
- Shareholder Return
- Other Topics
  - Financial Data
  - Corporate Profile

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- 2019 Results
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# Review of 2019

## External Events

- ◆ The rise of protectionism (the US-China trade conflict, the deteriorating Japan-South Korea relationship)
- ◆ BREXIT
- ◆ Slowdown in capital spending on semiconductors
- ◆ The accelerating automotive electrification trend and tighter emission regulations globally

## Internal Events

- ◆ Formulation of the Mid-Long Term Management Plan “MLMAP2023”
- ◆ Continual enhancement of R&D bases on a global scale
- ◆ Aggressive launch of new products
- ◆ Selected as a “Nadeshiko Brand” and for the “Health & Productivity Stock Selection Program” by METI and the Tokyo Stock Exchange

# Summary of 2019 Results

## Year-on year decrease in sales and profit due to slowdown of the semiconductor segment

### P&L

- ◆ Year-on-year decrease in sales and profit of the Semiconductor segment due to impacts of the market
- ◆ Due to a change in geographical sales mix and other factors, decline in profitability of the Automotive segment though the sales increased

### B/S

- ◆ Total assets were ¥315.1bn, increase ¥37.7bn, mainly due to increase in cash caused by issuing corporate debts
- ◆ Equity ratio: 54.3% (-3.9%) (compared to the end of Dec. 2018)

### CF

- ◆ Operating CF: Cash in ¥26.6bn due to operating profit
  - ◆ Investing CF: Cash out ¥12.3bn due to acquisition of tangible fixed assets
  - ◆ Financial CF: Cash in ¥19.2bn due to issue of corporate debts
- } Free CF: +14.2bn

# 2019 Results

(Billions of Yen)

	2018	2019			
	Results	Forecast (as of Nov. 11)	Results	vs 2018	vs Forecast (as of Nov. 11)
Sales	210.5	207.0	200.2	-10.3	-6.7
Operating Profit	28.8	23.0	20.9	-7.9	-2.0
O.P.%	13.7%	11.1%	10.4%	-3.3p	-0.7p
Ordinary Profit	28.3	22.5	20.5	-7.7	-1.9
Net Income attributable to Owners of Parent	22.3	16.0	15.4	-6.8	-0.5
USD/JPY	110.44	110.00	109.03	-1.41	-0.97
EUR/JPY	130.35	122.00	122.03	-8.32	+0.03

# 2019 Results by Segment

(Billions of Yen)

	Sales					Operating profit				
	2018	2019				2018	2019			
	Results	Forecast (as of Nov. 11)	Results	vs 2018	vs Forecast (as of Nov. 11)	Results	Forecast (as of Nov. 11)	Results	vs 2018	vs Forecast (as of Nov. 11)
★:Record-high										
Auto	79.6	83.0	★ 81.0	+1.3	-1.9	7.7	7.0	6.4	-1.2	-0.5
P&E	19.3	20.0	★ 19.5	+0.1	-0.4	2.0	2.0	1.6	-0.3	-0.3
Medical	26.0	26.0	25.3	-0.6	-0.6	1.8	1.5	1.3	-0.5	-0.1
Semi	57.7	50.0	47.1	-10.5	-2.8	17.0	12.0	10.7	-6.3	-1.2
Scientific	27.7	28.0	27.1	-0.5	-0.8	0.2	0.5	0.7	+0.5	+0.2
Total	210.5	207.0	200.2	-10.3	-6.7	28.8	23.0	20.9	-7.9	-2.0

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# Background of the Announcement of Earnings Forecasts and Dividend Forecasts

- 14<sup>th</sup> Feb. Disclosed Earnings Forecasts and Dividend Forecasts
- 16<sup>th</sup> Apr. Withdrew Earnings Forecasts and Dividend Forecasts  
(First Half / Full-year / Dividend)
- 20<sup>th</sup> May Announcement of 1Q Financial Results
- 9<sup>th</sup> Jun. Re-disclosed Earnings Forecasts and Dividend Forecasts

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- 11<sup>th</sup> Aug. Announcement of the First Half of Financial Results

- In response to the relaxation of restriction of the public's movements in various countries and other factors, compiled data regarding potential impacts and forecasts of each Group company
- Disclose forecasts based on the currently-available information and projections

# 2020 Forecasts

(Billions of Yen)

	2019 Results	2020					
		Forecast (as of Feb. 14)	Forecast			vs 2019	
			First Half	Second Half	Full year	Yen	%
Sales	200.2	215.0	84.0	103.0	187.0	-13.2	-7%
Operating Profit	20.9	25.0	5.5	9.5	15.0	-5.9	-28%
<i>O.P. %</i>	10.4%	11.6%	6.5%	9.2%	8.0%	-2.4p	
Ordinary Profit	20.5	24.5	5.5	9.0	14.5	-6.0	-29%
Neto Income attributable to Owners of Parent	15.4	17.5	4.0	6.5	10.5	-4.9	-32%
Net Profit per Share (yen)	367	414			248	-118	
ROE	9.3%	9.9%			6.1%	-3.2p	

# 2020 Forecasts by Segments

(Billions of Yen)

		2019 Results	2020			
			Forecast (as of Fec. 14)	Forecast Full year	vs 2019	
					Yen	%
Sales	Auto	81.0	85.0	68.0	-13.0	-16%
	P&E	19.5	21.5	17.5	-2.0	-10%
	Medical	25.3	27.0	23.0	-2.3	-9%
	Semi	47.1	52.5	52.5	5.3	11%
	Scientific	27.1	29.0	26.0	-1.1	-4%
	Total	200.2	215.0	187.0	-13.2	-7%
Operating Profit	Auto	6.4	7.5	0.5	-5.9	-92%
	P&E	1.6	1.5	0.5	-1.1	-71%
	Medical	1.3	1.5	0.2	-1.1	-85%
	Semi	10.7	13.5	13.5	2.7	26%
	Scientific	0.7	1.0	0.3	-0.4	-59%
	Total	20.9	25.0	15.0	-5.9	-28%

## [Topics by segments]

### <Auto, Process & Environment, Scientific>

- Product shipment and acceptance may be delayed because of measures to restrict the movements of people and goods by various countries and regions.
- Sales are expected to decline owing to impacts caused by the downturn in the automobile industry, energy industry and other markets.

### <Medical>

- Sales are projected to decrease due to a decrease in the number of tests performed at hospitals as a result of a decrease in the number of general patients because of the spread of COVID-19.

### <Semi>

- Recovery in capital expenditure by semiconductor manufacturers
- Sales to semiconductor production equipment manufacturers are expected to remain firm.
- An increase in demand for semiconductors are expected owing to the expansion of telework, digital business, and others

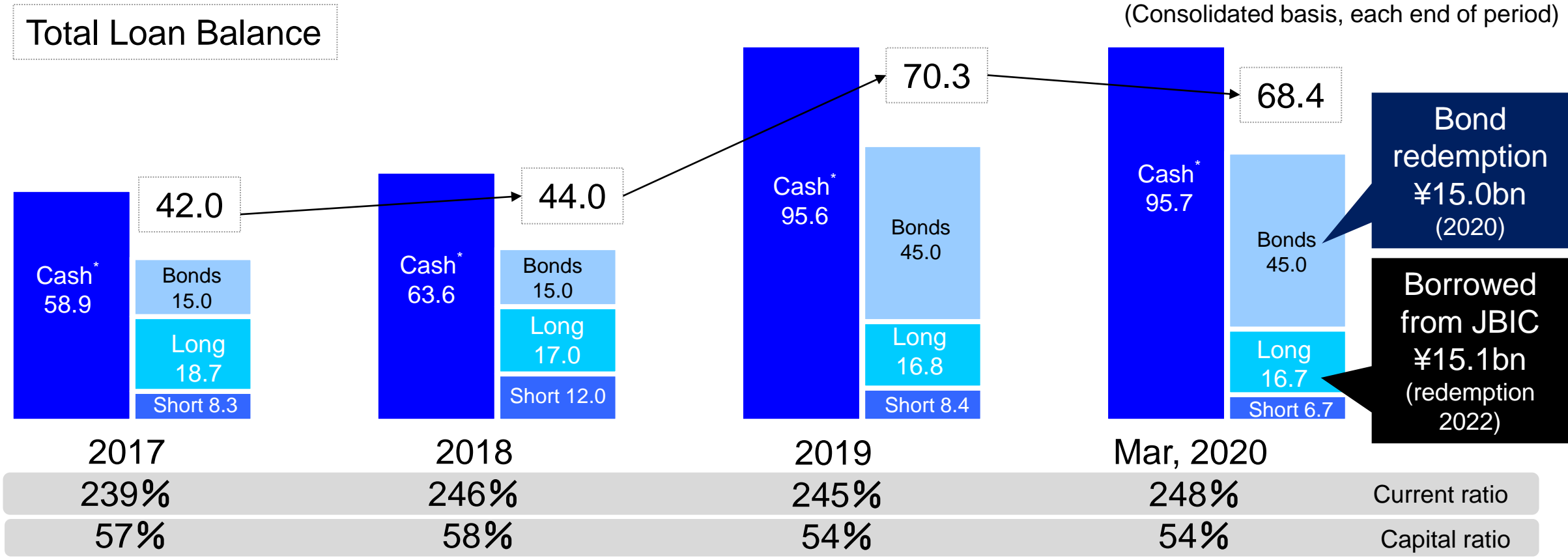
# Market Assumptions by Regions and HORIBA Group's Status

Market Assumption in response to the spread of COVID-19		HORIBA Group's Status		
		Procurement	Production	Promotion/Sales
<p><b>Japan</b></p>	<ul style="list-style-type: none"> <li>Recovery of sales are expected along with full-scale recovery of economic activities after the state of emergency was lifted.</li> </ul>			
<p><b>China/Asia</b></p>	<ul style="list-style-type: none"> <li>Recovery of sales are expected as the situation in East Asian such as China was settle down a bit earlier.</li> <li>Keep an eye on the prospects of US-China trade friction.</li> </ul>			
<p><b>Americas</b></p>	<ul style="list-style-type: none"> <li>Economic activities were resumed and are promoted, but heightening concerns about the situation.</li> </ul>			
<p><b>Europe</b></p>	<ul style="list-style-type: none"> <li>Economic activities were resumed after the state of emergency was lifted.</li> </ul>			

(As of 9<sup>th</sup> June, 2020)

# Cash Balance

(Billions of Yen)



- Reduction of external borrowing through intra-group lending
- Recent issuer rating: R&I “A” (Oct. 2019), JCR “A+” (Oct. 2019)

\*Cash...Cash and bank deposit at end of period

# Approach to Capital Investments and R&D

## ■ Capital investment

- Continue strategic investment from a long-term perspective
  - ✓ Continue large-scale capital investment such as construction of new facility in China; scrutinizing the schedule
- Scrutinize renewal investment and others and implement from the most urgent

## ■ R&D investment

- Continue investment, looking ahead of demand recovery period
- Consider priority of investment

- ✓ Forecasts has not been determined
- ✓ To be announced when the second quarter financial results are announced

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# Priority Measures of MLMAP2023

## MLMAP2023 Slogan “ONE STAGE AHEAD”

### 1. Market Oriented Business

- ✓ To develop analysis and measurement solutions, utilizing HORIBA’s core technologies, in the leading three business fields of the mega trend

### 2. Solution Provider Beyond Life Cycle Management

- ✓ To support customers’ core businesses from all aspects – from product introduction to replacement

### 3. HORIBA Core Values “The Next Stage of Super Dream Team”

- ✓ To enhance the organizational structure that fosters resilient human resources, which are the driving force of all businesses
  - BlackJack Project/Stained Glass Project/HORIBA Premium Value

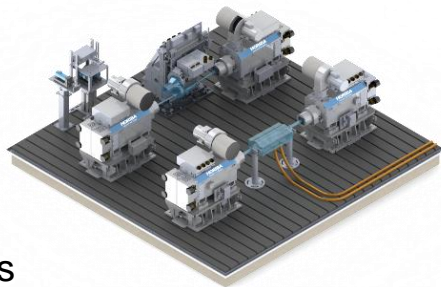


# Accelerate Business in Electrification Area

Global increase in demand for electrified vehicles

Enhance the field of evaluation of fuel cell and power-train systems

MCT business



Technologies of HORIBA FuelCon

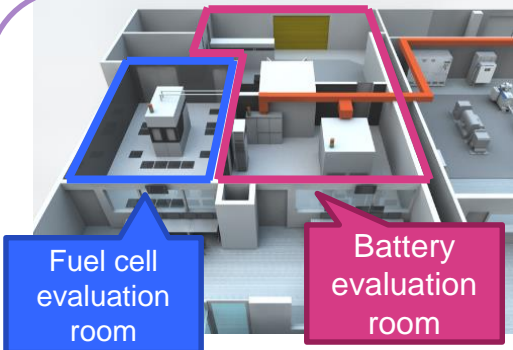
Establish a production system that responds to demand

HORIBA FuelCon's new facility



Magdeburg in Germany (architectural rendering)  
Construction to be completed at the end of 2021  
Total cost: approx. 3.5 billion yen

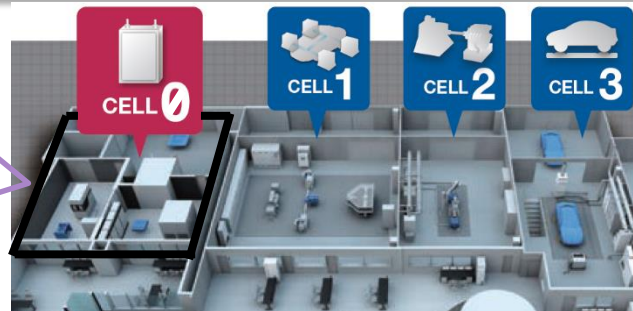
Open the test facility for evaluation of batteries for electrified vehicles "CELL 0"



Fuel cell evaluation room

Battery evaluation room

Useful in evaluating electrified vehicles and fuel cells



- Enable connection from CELL0 up to CELL3
- ◆ Total evaluation system "Test in the Loop"
- ◆ Offer value-added measurement solutions

Expand production capacity  
Shorten lead times with strategic facilities  
**Become a center of excellence for electrification business**

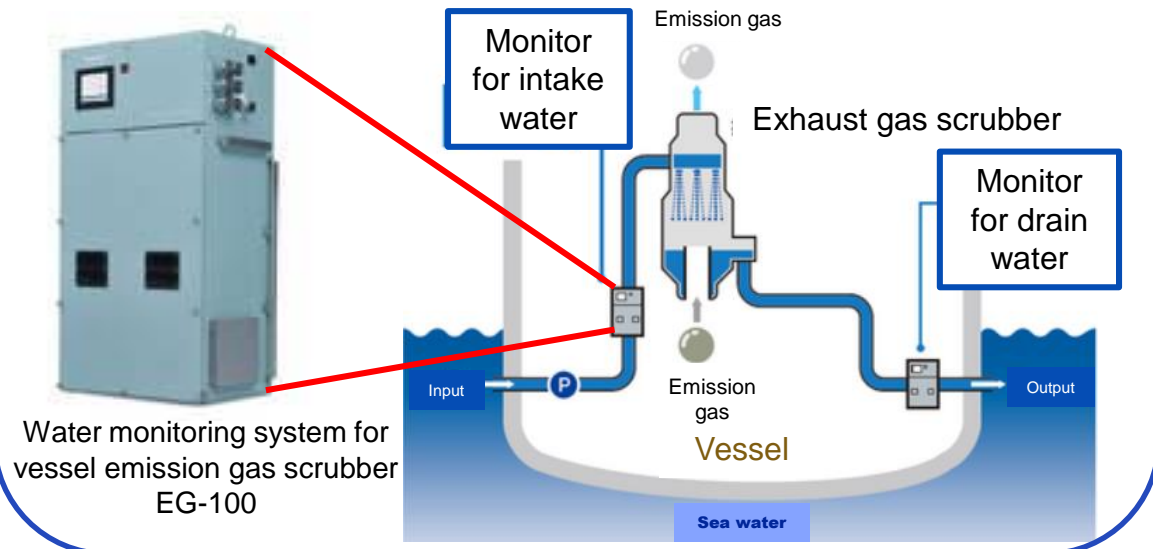
# Growing Needs for Environmental Measures

## 【Water monitoring】

Water monitoring system for vessel emission gas scrubber

Emission gas regulations targeting vessels (SOx Regulation)

Monitor intake- and drain-water from exhaust gas scrubbers



## 【Gas monitoring】

Air pollution monitoring system

Air pollution such as PM2.5 is a global-wide issue

Specify the air pollution source  
Identify the causal mechanism



Implement corrective measures promptly and appropriately

【U.S.】

- ✓ Air monitoring at several points, using PX-375 installed on a vehicle,



PM2.5 analyzer with automatic sampling PX-375

# Respond to globally expanding environmental regulations

# Contribute to the entire semiconductor manufacturing process



Diverse product line-up contributing to the overall semicon manufacturing process

\*Typical product example

## Material assessment

## Manufacturing process

## Quality control & waste water treatment

Materials Analysis    Device Analysis



Raman spectrometer

Device Analysis



Cathodoluminescence measurement system

Lithography

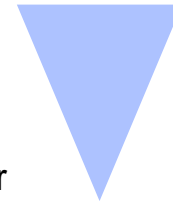


Reticle/mask particle detection systems

Dry Process    Wet Process



End-point monitor



Utility/Wastewater



pH meter



Industrial water quality analyzer

## Ultra-thin Mass Flow Controller (MFC)

Gas flow conditions used in a chamber are becoming more complex as semiconductor devices become increasingly miniaturized and highly integrated

Increase in the number of MFCs installed in a chamber

Gas box size is limited



Ultra-thin Mass Flow Controller "DZ-100" is 3 times thinner than existing models

## New chemical concentration monitor

The issue: chemical leakage in the chemical treatment process



Non-Contact Chemical Concentration Monitor "CS-900"

Enable measurement of chemicals delivered through piping without touching them

Exclude factors causing leaks or contamination

# Medical: Expand and Maintain Production Bases

## Japan

Renovate the production line at Aso Plant, HORIBA STEC

Reinforce adaptation to the global standard



## France

Purchase of the land adjacent to HORIBA ABX

- ✓ Establish a base for production, storage and logistics
- ✓ Respond to an increase in production under the partnership agreement with Siemens Healthcare Diagnostics Inc.



## Emerging countries

Prepare for the expanding Medical business

### India, China

- ✓ Strengthen the reagent supply system
- ✓ Enhance local production



Strengthen the structure globally to expand business in the focus market

# Contribute to Research in Life Sciences



## Analyzers for life sciences

### Transmission Raman



- ✓ 2D analysis of medicinal elements in pills  
⇒ Analyze therapeutic drugs for Parkinson's disease

### Confocal Raman Microscope



LabRAM HR Evolution

- ✓ Label-free cell analysis  
⇒ Evaluate differentiation of ES cells and iPS cells

### Nanoparticle measurement instrument



ViewSizer™ 3000

- ✓ Particle distribution analysis of exosomes\*  
\*Granular materials, diameter 50-150nm, secreted by various cells

### Fluorescence analyzer



DUETTA

- ✓ Analyze interaction between molecules
- ✓ Simultaneous measurement for absorption and fluorescence spectra  
⇒ Effective in quality control of vaccines

## 2020 Masao Horiba Awards



### 【Theme】

Research in the field of life sciences, notably state-of-the-art optical/spectroscopic measurement technologies

Support technology development in the field of cutting-edge drug discovery and medicine manufacture



# To Change to a Solution-proposal Style Business

Always with You  
Support customers in all ways



Architectural Rendering

In the same premises as HORIBA HQ, Kyoto  
Construction to be completed in Nov. 2020  
Total cost: approx. 3.8 billion yen

## Building a new HQ for HORIBA TECHNO SERVICE

- ✓ Integrate functions and enhance abilities to gather/transmit information
- ✓ Expand the analysis lab, the maintenance facility and the training space

MLMAP2023

Maintenance services using  
operating data

Consulting using  
measurement data

Integrate equipment sales with high-value-added support

Aim to create a new business to provide data and solutions based on analysis technologies



# Start construction of a new facility in China

Integrate strengths of all businesses and R&D/production/service functions

Architectural rendering



Jiading, Shanghai

Construction to be completed in April 2021

Total cost: approx. 9.0 billion yen

## Automotive testing labs

- ✓ Install battery/fuel cell test systems, chassis dynamo, and drive test systems
- ✓ Enable tests that combine vehicles/real machines and simulation

## Scientific analysis application center

- ✓ Profit from being based in China's new energy development area
- ✓ Collaborate with academia and companies in application development

## Manufacturing

- ✓ Enhance local engineering and supply capacity for gas and water monitoring systems
- ✓ Establish a production system to supply the semiconductor market in China

## Technical center

- ✓ Provide services according to the product life cycle, from installation to after-sales service

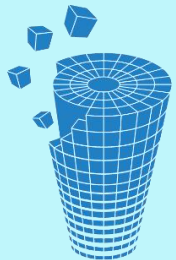
Aim to further expand business in the Chinese market

# A "Super Dream Team" to Embody "Joy and Fun"

Activities to create new value and realize a strong HORIBA

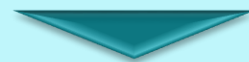
## BlackJack Project

Basis for multi-product low-volume manufacturing and a global business



BLACKJACK

Expand across the entire group



Close contact between the front-line and top management

【BlackJack Project】

HORIBA's unique operational improvement initiative began in 1997 with the objective of changing the awareness and activities of employees

Aim to be a truly flat organization

## Stained Glass Project

Promote diversity as a management strategy

Encourage change in awareness and action to achieve both "job satisfaction" and a "comfortable working environment"

Think about employees' healthcare from the management perspective

Issued the "Physical and Mental Health Promotion Declaration" by top management and carried out various activities



【Example】  
Promote health management activities through meals

Improve productivity and enhance competitiveness

Highly evaluated from the ESG investment perspective



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# Shareholder Return

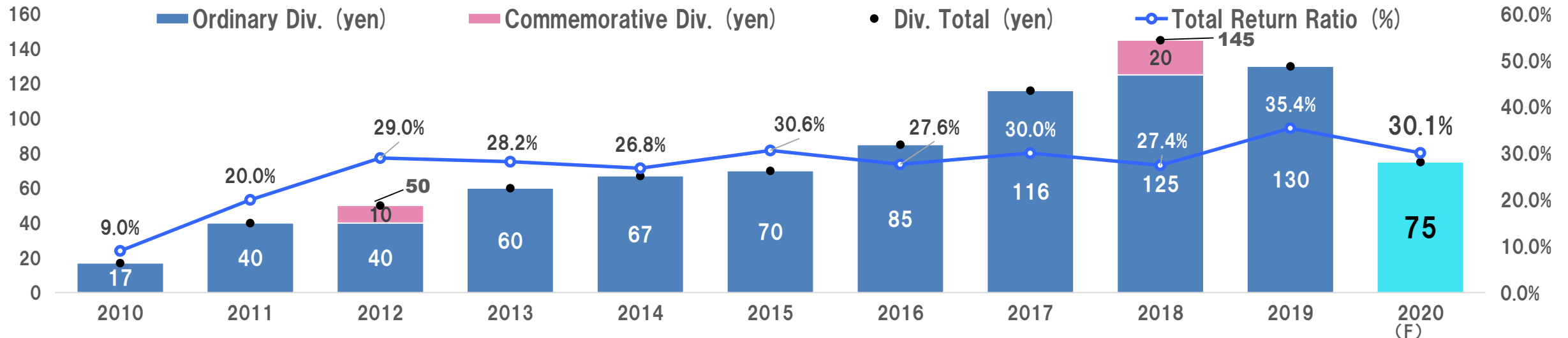
## Basic policy

- Dividend payment + Share buyback = 30% of Consolidated net profit to be targeted
- Remaining earnings are retained internally for strategic investment (i.e. facilities, M&A)

## Dividends per share and Share buybacks

- 2018 Results: 145yen [Interim 50yen/Year-end 95yen (inc. Commemorative dividend 20 yen)]
- 2019 Results: 130yen [Interim 50yen/Year-end 80yen]
- 2020 Forecasts: 75yen [Interim 30yen/Year-end 45yen]

Per-share dividend (from 2005 to 2020)



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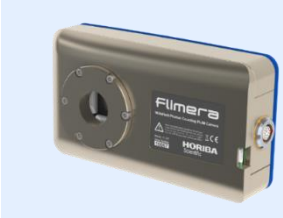
# Expand Core Technologies and Contribute to Society

HORIBA Jobin Yvon IBH received the Business Innovation Award from the Institute of Physics in the UK



- Award theme: Development of FLIMERA, fluorescence lifetime microscope camera
- Joint development project members: Prof. Henderson, University of Edinburgh (back row, third from left), Prof. Burch, University of Strathclyde (front row, third from left), and others

**Institute of Physics Business Innovation Award**  
 Awarding companies which realize successful innovation utilizing physics



Fluorescence lifetime microscope camera, **FLIMERA**

- ✓ Applicable technology in observation of living cells in the bio and life-science field

Montajir Rahman, HORIBA Instruments (US), received the SAE/InterRegs Standards & Regulations Award 2020



- Montajir Rahman (center) obtained a doctorate degree from a university in Japan
- Awarded for his work and involvement in numerous regulations and industry standards related to emissions reduction

**SAE/InterRegs Standards & Regulations Award**  
 Rewards and encourages engineers' participation in standards and regulations

- SAE (Society of Automotive Engineers): A US non-profit organization with members who are experts in the mobility field
- InterRegs: A UK organization which collects information related to vehicle safety and emission regulations and provides such information online

# Awarded Nadeshiko Brands and Health & Productivity Stock Selection Program by METI and Tokyo Stock Exchange

Activities aimed at realizing a better working environment  
highly evaluated from the stock market  
Selected for two consecutive years following 2019



Evaluated our activities based on the  
“Health promotion activities of mind and body”,  
the policy declared by the management



Evaluated the engagement based on our  
Diversity promotion activities  
“HORIBA Stained Glass Project”

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# 2020 Jan.-Mar. Results

(Billions of Yen)

Decreased in sales and profits due to a decline in sales all business segments except the semiconductor segment

	2019	2020	vs 2019	
	1Q Results (Jan-Mar)	1Q Results (Jan-Mar)	Changes	%
Sales	45.3	44.9	-0.3	-1%
Operating Profit	4.4	3.8	-0.5	-12%
O.P.%	9.8%	8.7%	-1.1p	
Ordinary Profit	4.3	3.9	-0.3	-9%
Net income attributable to Owners or Parent	2.5	2.2	-0.2	-11%
USD/JPY	110.22	108.86	-1.36	
EUR/JPY	125.16	120.08	-5.08	

# 2020 Jan.-Mar. Results by Segments

(Billions of Yen)

	Sales			
	2019	2020		
	1Q Results (Jan-Mar)	1Q Results (Jan-Mar)	vs 2019	%
Auto	16.2	14.8	-1.3	-8%
P&E	4.7	4.5	-0.1	-4%
Medical	6.3	5.7	-0.5	-9%
Semi	11.5	13.8	2.2	+20%
Scientific	6.4	5.9	-0.4	-8%
Total	45.3	44.9	-0.3	-1%

	Operating Profit			
	2019	2020		
	1Q Results (Jan-Mar)	1Q Results (Jan-Mar)	vs 2019	%
Auto	0.9	0.3	-0.5	-64%
P&E	0.4	0.2	-0.2	-47%
Medical	0.2	0.1	-0.0	-25%
Semi	2.7	3.2	0.4	+18%
Scientific	0.0	-0.0	-0.1	-
Total	4.4	3.8	-0.5	-12%

## <Auto>

- Affected by stagnation of corporate activities owing to the spread of COVID-19
  - EMS: Decline in sales in Europe and Americas while increased in Japan
  - MCT: Sales decrease owing to stagnation of projects mainly in China

## <P&E>

- Affected by stagnation of corporate activities owing to the spread of COVID-19
  - Sales of stack gas analyzers and water quality analyzers declined in Asia

## <Medical>

- Decline in sales of blood cell testing instruments in the Americas, Asia and Japan

## <Semi>

- Increase in sales in response to a gradual recovery of semiconductor manufactures' capital expenditure

## <Scientific>

- Sluggish R&D investment by companies and others due to the spread of COVID-19
  - Sales of Raman Spectrometers and others declined in Japan and Asia



# Impact of Fluctuation in Foreign exchange

(Billions of Yen)

## Exchange rate impact (2020 Jan.-Mar. results)

2020 Jan.-Mar. results	vs 2019
Decrease Sales	- 0.68
Decrease Cost of Goods Sales	+ 0.39
Decrease Expense	+ 0.21
Impact to Operatinf Profit	- 0.07

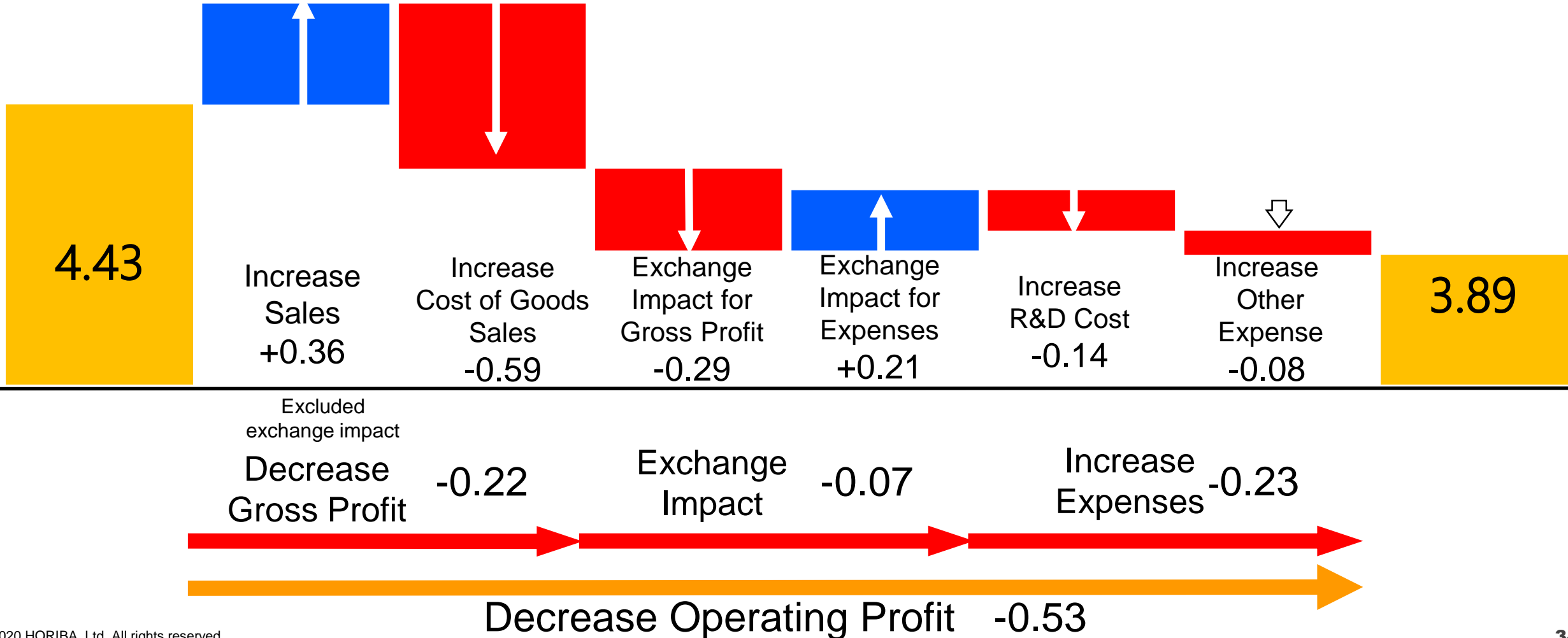
(Yen)	2019 Jan.-Mar.	2020 Jan.-Mar.	Deiff.
USD	110.22	108.86	- 1.36
EUR	125.16	120.08	- 5.08

# Operating Profit Analysis (vs 2019)

(Billions of Yen)

2019  
Jan. – Mar.

2020  
Jan. - Mar.



# Capital Investment, Depreciation, R&D

(Billions of Yen)

Increase in capital expenditures due to enhancement of business sites  
 Forecasts will be disclosed as soon as they become available.

	2019	2019	2020
	Results	1Q Results (Jan.-Mar.)	1Q Results (Jan.-Mar.)
Capital Investment	12.8	2.3	3.4
Depreciation	8.7	2.0	2.3
R&D	16.2	4.0	4.1
(To Net Sales)	8.1%	8.9%	9.1%

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# Business Segments

**Automotive Test Systems**



**Process & Environmental**



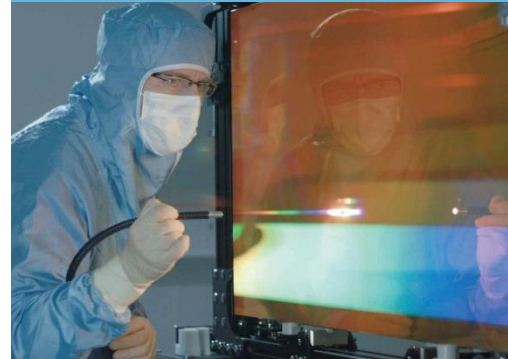
**Medical**



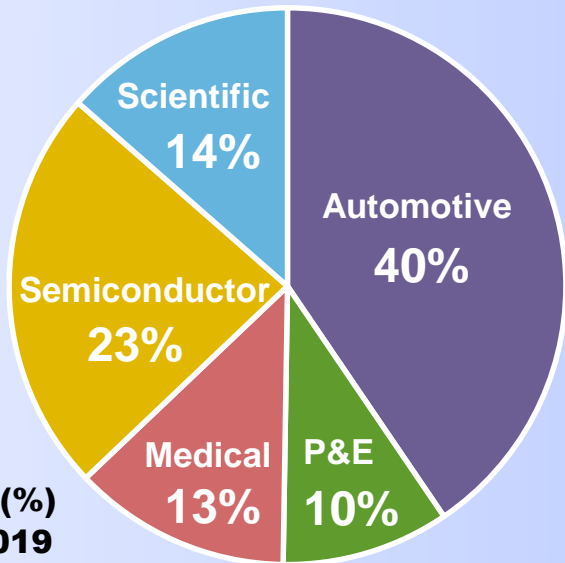
**Semiconductor**



**Scientific**



**Net Sales  
200.2 billion yen**

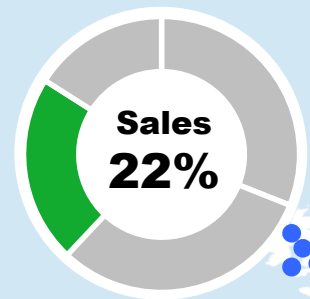


**Sales by business segment (%)  
Fiscal 2019**

**Expanding in New Domains and Moving onto a New Stage**

# Global Network

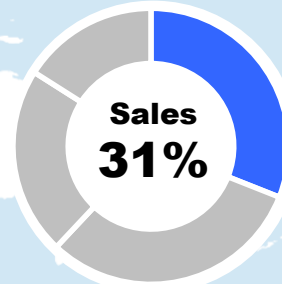
(as of Dec 2019)



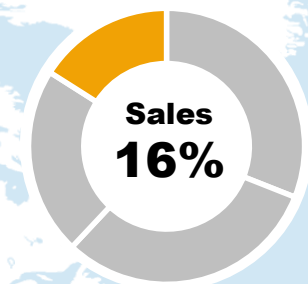
**Europe**



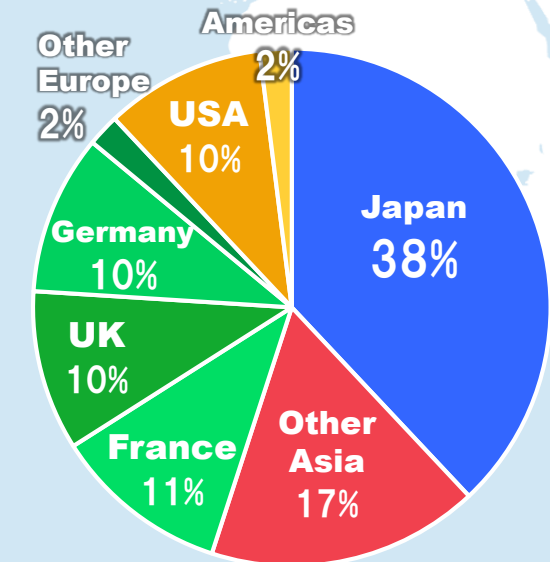
**Asia**



**Japan**



**Americas**

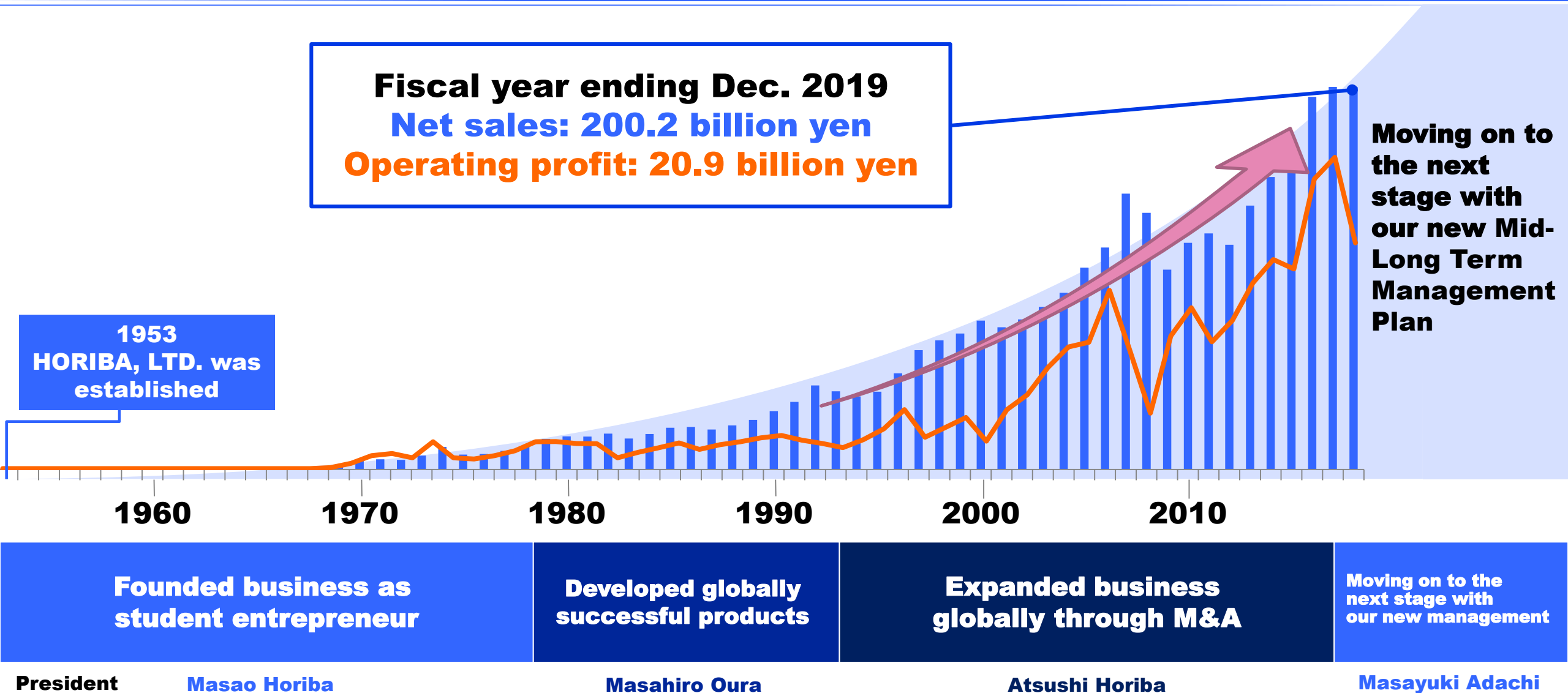


**Employees by Region**

**The number of companies**

<b>Americas</b>	<b>993 (12%)</b>	<b>7</b>
<b>Europe</b>	<b>2,771 (33%)</b>	<b>23</b>
<b>Asia</b>	<b>4,524 (55%)</b>	<b>19 (4 in Japan, Including HORIBA, Ltd.)</b>
<b>Total</b>	<b>8,288</b>	<b>49</b>

# HORIBA's Steady Growth



- ◆ HORIBA MIRA Ltd.
- ◆ HORIBA BIWAKO E-HARBOR



# HORIBA MIRA Ltd.

**Providing Engineering Service with World Leading Mobility Development Capability and R&D Location with Dedicated Facilities and Proving Ground**

## **Business Offering**

1. Vehicle development engineering
2. Test engineering
3. MIRA Technology Park  
(Providing Unique R&D Location)

## **Established**

1946

## **Head office**

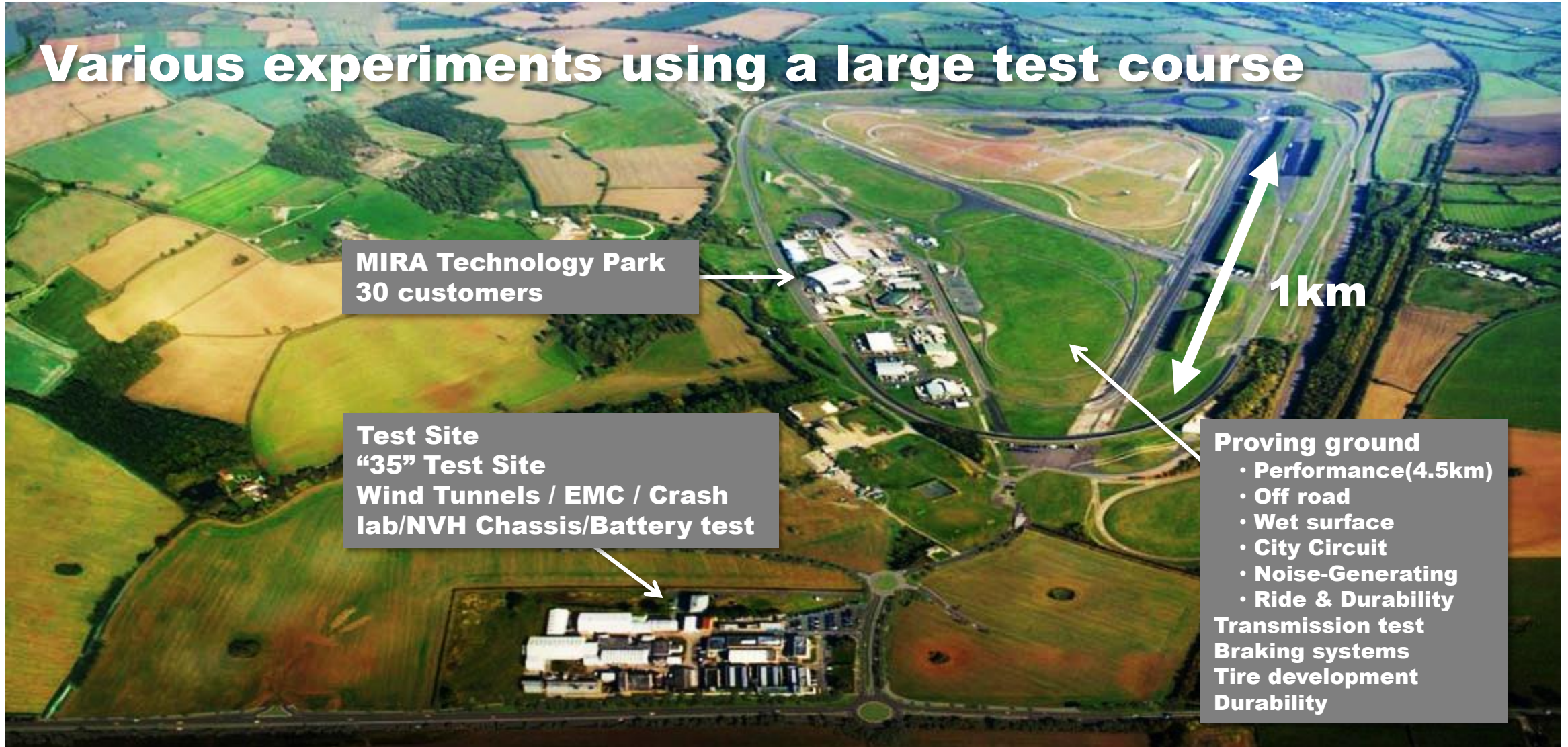
Nuneaton, Warwickshire, UK

## **Major locations**

U.K., China, and India



# MIRA Technology Park



# HORIBA BIWAKO E-HARBOR

- **Consolidating development, design, and production operations of gas measurement equipment at a single location**
- **Doubling of production capability and shortening delivery time to one-third by using a new production methodology**
- **Comprehensive engineering services from sales to development, production, and maintenance in the Automotive testing laboratory**

- 
- **Profitability improvement of exhaust gas analyzers**
  - **Presenting cutting edge automotive development technology**



**Total investment: 10.0 billion yen, Location: Otsu City, Shiga Prefecture, Full operation : May 2016**

# HORIBA BIWAKO E-HARBOR



Thank you

Omoshiro-okashiku  
Joy and Fun



Danke

Grazie

Tack ska du ha

ありがとうございました

Dziękuję

Gracias

Σας ευχαριστώ πάρα πολύ

**THANK YOU**

ขอบคุณครับ

Obrigado

Большое спасибо

Cảm ơn

Merci

감사합니다

நன்றி

Terima kasih

谢谢

धन्यवाद

شُكْرًا

# 2020 Forecasts

## Status of each segment following the spread of COVID-19

Auto



The reduction in R&D investment by automotive manufacturers, given a decline in automobile sales, will have an impact.  
Product shipment and delivery may be delayed because of measures to restrict the public's movements by various countries and regions.

P&E



It is highly possible that the introduction of environmental regulations will slow down, especially in emerging countries, and sales may decline.

Medical



Continuing production in order to keep providing medical equipment and reagents even in areas where the public's movements have been restricted.  
Trends of medical policy vary by country and region, which makes it difficult to project the demand outlook.

Semi



An increase in demand for semiconductors is expected due to rapid expansion of telecommuting and digital business.

Bookings and sales to semiconductor production equipment manufacturers are expected to remain firm along with a gradual recovery of capital expenditures of semiconductor manufacturers.

Scientific



Sales is likely to decrease due to sluggish R&D investments by companies

# Response to the spread of COVID-19

## HORIBA Group's response and status

(As of May 20<sup>th</sup>, 2020)

- The production/distribution situation varies depending on the country/region and business.
- While service and maintenance are impacted due to restriction of people's movement, HORIBA continues business activities as much as possible.
- Procurement is generally on schedule but with some delay.
  - [Japan] There is no significant impact.
  - [Europe] In France the medical base is in operation and the scientific base has restarted.  
In Germany and the UK the bases are in operation as much as possible.
  - [U.S.] Continuing production but some bases are closed.
  - [China] Normal operation resumed in late March.
- Following government policies of each country, many group companies in Japan and overseas have adopted teleworking as appropriate case by case.