



Financial Information

HORIBA, Ltd.



70th Anniversary

November, 2023

Contents

- 2023 3Q (Jan.- Sep.) Results & 2023 Forecasts
- Topics – Accelerate initiatives in focus markets
- Shareholder Return
- Financial Data
- Corporate Profile

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2023 3Q (Jan.-Sep.) Results

Increased in sales in the Automotive segment.
Decreased in profit mainly caused by a change in the Scientific product sales mix.

	2022	2023	vs 2022	
	9 Months Results (Jan.-Sep.)	9 Months Results (Jan.-Sep.)	Changes	%
Sales	185.1	★ 200.6	+15.5	+8.4%
Operating profit	28.5	28.4	- 0.0	-0.3%
O.P.%	15.4%	14.2%	-1.2p	-
Ordinary profit	29.5	29.0	- 0.4	-1.4%
Net income attributable to owners of parent	20.7	★ 26.9	+6.2	+30.3%
USD/JPY	128.30	138.24	+9.94	
EUR/JPY	136.05	149.77	+13.72	

★: Record-high

2023 3Q (Jan.-Sep.) Results by Segment



	Sales				Operating profit				(Billions of yen)
	2022	2023	vs 2022		2022	2023	vs 2022		
	9 Months Results (Jan.-Sep.)	9 Months Results (Jan.-Sep.)	Changes	%	9 Months Results (Jan.-Sep.)	9 Months Results (Jan.-Sep.)	Changes	%	
Auto	41.3	48.1	+6.8	+16.6%	-3.2	-2.7	+0.5	-	
P&E	15.4	★ 17.2	+1.8	+11.9%	0.9	1.4	+0.4	+44.9%	
Medical	21.5	★ 23.4	+1.8	+8.4%	-0.0	0.2	+0.2	-	
Semi	81.4	★ 84.5	+3.1	+3.9%	29.2	28.8	-0.4	-1.5%	
Scientific	25.3	★ 27.2	+1.9	+7.6%	1.6	0.7	-0.8	-53.9%	
Total	185.1	★ 200.6	+15.5	+8.4%	28.5	28.4	-0.0	-0.3%	

★: Record-high

- <Auto> Increased in sales of emission measurement systems in Asia and Americas, and the MCT* business in Europe. Operating loss was recorded owing factors including an increase in expenses driven by expanded investment in the growth areas such as hydrogen related field
- <P&E> Increased in sales and profit of air pollution analyzers in Europe, the process measurement and water quality in Americas
- <Medical> Increased in sales and profit mainly due to an increase in sales of hematology analyzers in Asia and Americas as well as clinical chemistry analyzers and reagents in Europe and Americas
- <Semi> Sales to semiconductor production equipment manufacturers increased due to the high-level of order backlogs by the previous year, while the adjustment phase continued in the semiconductor market. Operating income decreased mainly to a temporary change in the product sales mix
- <Scientific> Increased in sales of Raman spectrometers in Asia. Operating income decreased mainly to a change in the product sales mix

2023 Forecasts

Upward revision on forecasts for net sales and all profits

	2022	2023		Changes	
	Results	Previous Forecasts (as of Aug. 9)	Forecasts (as of Nov. 13)	vs 2022	vs Previous Forecasts
Sales	270.1	281.0	★ 284.0	+13.8	+3.0
Operating profit	45.8	41.0	43.0	- 2.8	+2.0
O.P.%	17.0%	14.6%	15.1%	-1.9p	+0.5p
Ordinary profit	46.8	41.0	43.0	- 3.8	+2.0
Net income attributable to owners of parent	34.0	35.5	★ 36.0	+1.9	+0.5
USD/JPY	131.62	137.00	141.00	+9.38	+4.00
EUR/JPY	138.14	148.00	151.00	+12.86	+3.00

2023 Forecasts by Segment

(Billions of yen)

	Sales					Operating profit				
	2022	2023		Changes		2022	2023		Changes	
	Results	Previous Forecasts (as of Aug. 9)	Forecasts (as of Nov. 13)	vs 2022	vs Previous Forecasts	Results	Previous Forecasts (as of Aug. 9)	Forecasts (as of Nov. 13)	vs 2022	vs Previous Forecasts
Auto	67.5	79.0	79.0	+11.4	-	-0.6	0.5	0.5	+1.1	-
P&E	22.5	25.0	★ 25.0	+2.4	-	2.1	2.5	2.5	+0.3	-
Medical	29.7	31.0	★ 31.0	+1.2	-	-0.0	0.5	0.5	+0.5	-
Semi	114.0	107.0	110.0	-4.0	+3.0	42.0	34.5	36.5	-5.5	+2.0
Scientific	36.2	39.0	★ 39.0	+2.7	-	2.5	3.0	★ 3.0	+0.4	-
Total	270.1	281.0	★ 284.0	+13.8	+3.0	45.8	41.0	43.0	-2.8	+2.0

★ : Record-high

<Semi> Upward revision done on sales and operating profit thanks to exchange rate trends.

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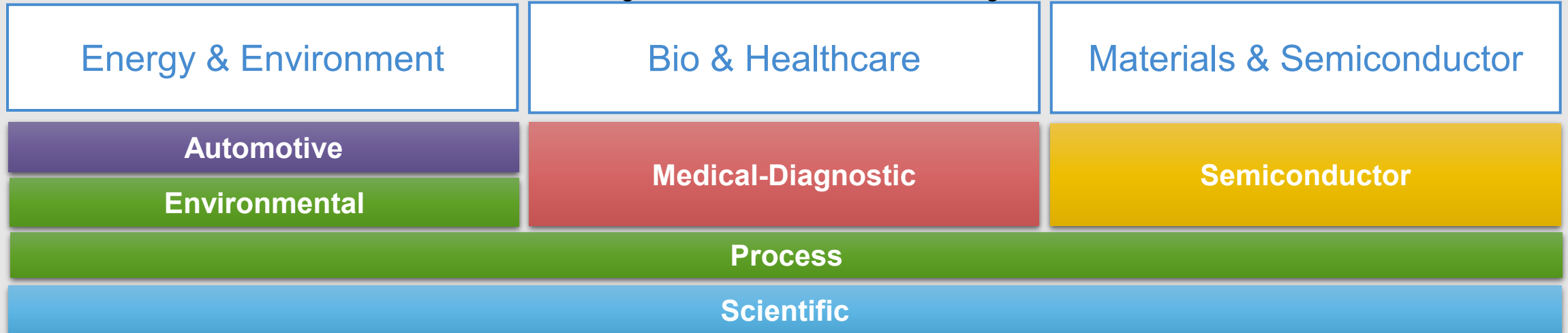
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Accelerate initiatives in focus markets

Mid-Long Term Management Plan "MLMAP2023"

Market Oriented Business

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



Solution Provider Beyond "Life Cycle Management"

To support customers' core businesses from all aspects – from product introduction to replacement

Three concepts of
Automotive Business

Service Lifecycle
Management

Mobility Solution
Business

Alternative Energy
Conversion

[Energy & Environment] Hydrogen Business

Production tweaking to meet growing needs

Started mass production in Europe of water electrolyzers that produce hydrogen by using renewable energy

Growing demand for evaluation systems and production inspection systems for the development of electrolyzers

The HORIBA Group responds to growing needs

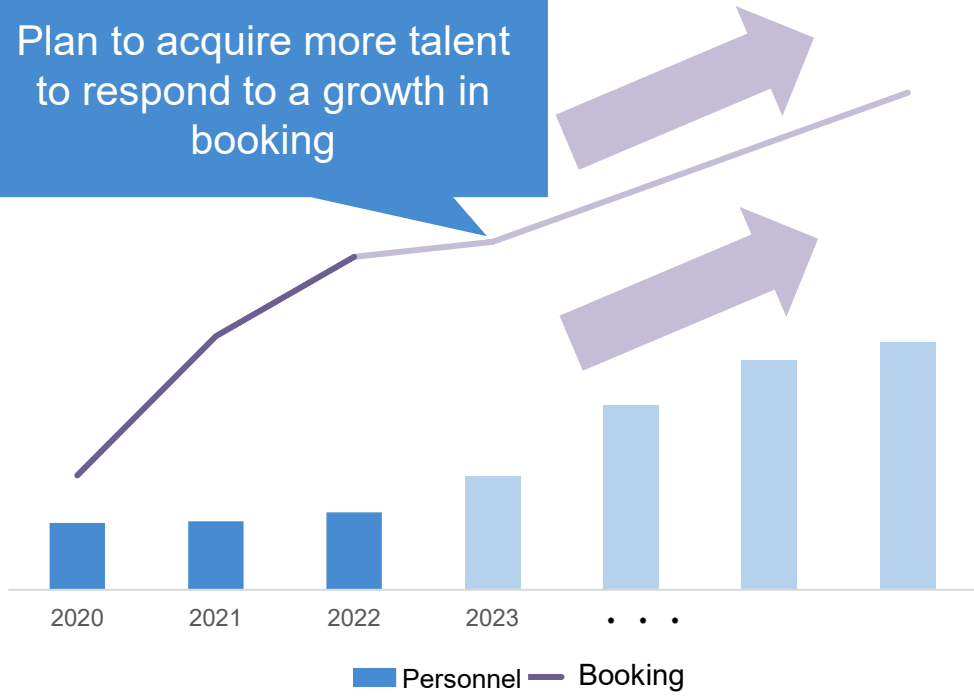


Optimization of the production floor

- ✓ Increase production lines
- ✓ Improve production processes
- ✓ Effectively use outsourcing

FuelCon: Booking and personnel

Plan to acquire more talent to respond to a growth in booking



Build a production system that can meet increasing demand by strengthening personnel and production facilities



HORIBA FuelCon in Germany [HORIBA eHUB]

[Energy & Environment]

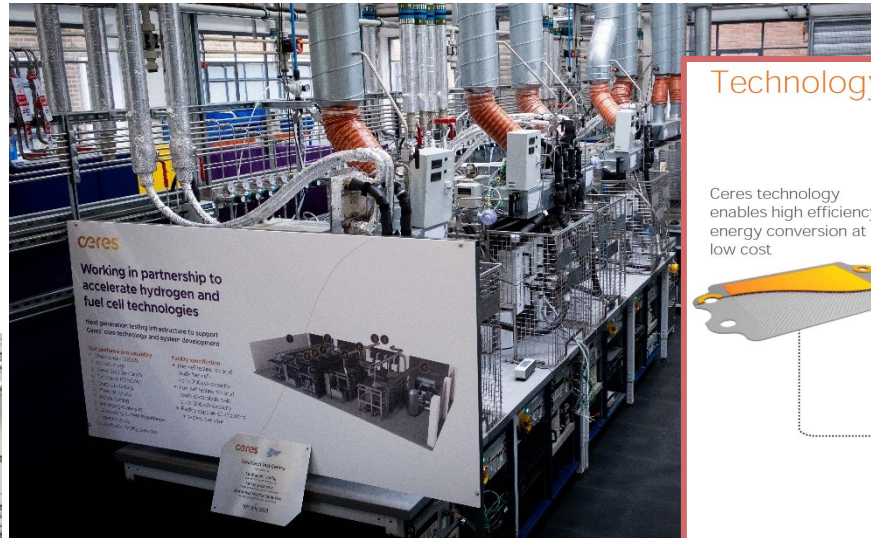
Accelerated Global Partnership in Hydrogen Business



Contributing to efficient use of hydrogen energy, i.e., fuel cells and electrolyzers

Established a test facility center at HORIBA MIRA in partnership with Ceres Power

- ✓ Provide various testing, required for developing SOFC & SOEC
- ✓ Conduct a range of tests, from 24-hour mapping to endurance tests for thousands of hours



Technology platform to address decarbonisation



- ✓ Deliver fuel cell technology to global partners
- ✓ Contribute to systems and product development for climate change such as power production, transportation, and data centers.

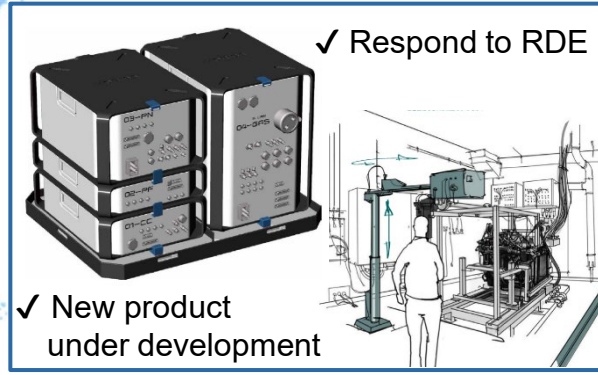
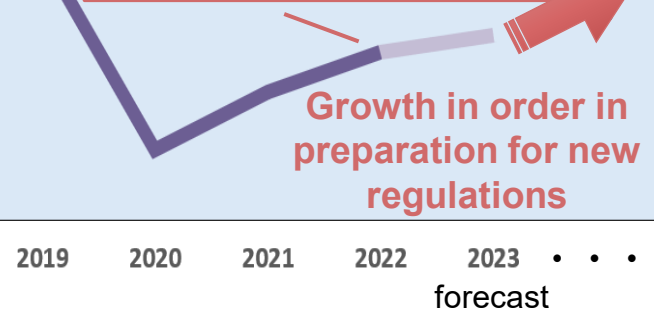
[Energy & Environment] Conventional Energy

"HORIBA Will Always Be Involved in Combustion Measurement"

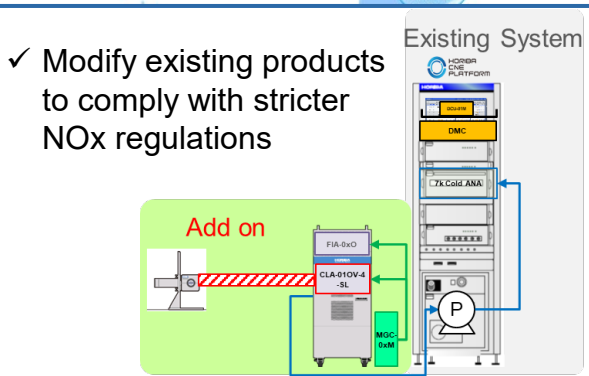
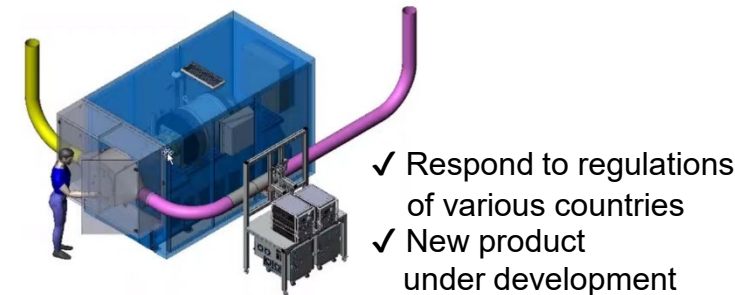
Trends in various countries toward the introduction of new emission regulations and HORIBA's application

Emission measurement business order trend

Nov. 2022: EU's announcement of the Euro 7 emission regulations



Respond to brake dust






Wide coverage from gas measurement (i.e., ammonia, nitrogen compounds, and hydrogen) to particulate matter measurement (i.e., brake dust)

[Energy & Environment] Water Quality Measurement System: Strengthening Technology and Lineup

Globalizing the water business and accelerating the market share growth in Asia



- Strengthen the ability to propose solutions for water measurement system
- Accelerate business development in emerging countries
- Promote new product development by synergy effects in technologies

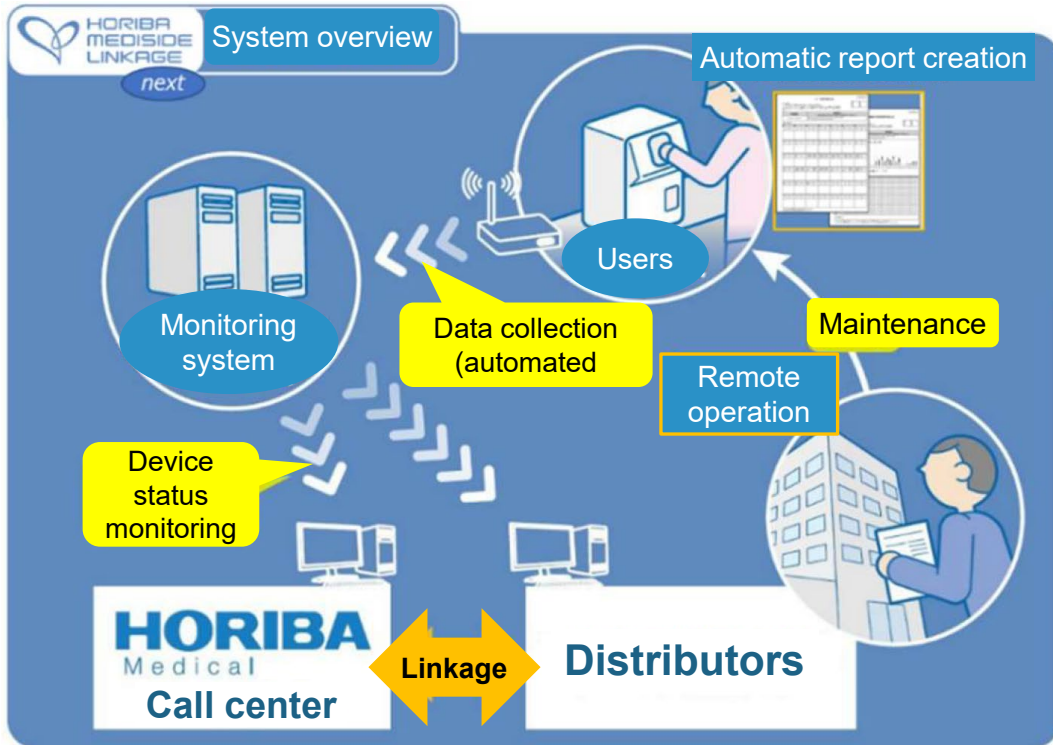
TOCADERO (DE)	Tethys (FR)	HORIBA Advanced Techno (Asia)
 <p data-bbox="861 806 955 863">TOC</p>	 <p data-bbox="1286 813 1363 863">UV</p>	 <p data-bbox="1643 813 1745 863">TP/TN</p> <p data-bbox="1872 813 1949 863">UV</p> <p data-bbox="1643 885 1745 935">COD</p> <div data-bbox="2242 549 2484 785"> <p>ION</p> <p>pH F⁻ NH₄⁺</p> <p>COND ORP DO</p> </div>
<p data-bbox="802 978 1031 1063">NDIR+ combustion</p>	<p data-bbox="1210 978 1465 1063">UV-VIS spectroscopy</p>	<p data-bbox="1617 971 2458 1063">Electrochemical + Pretreatment, sample handling, anti fouling</p>
<ul style="list-style-type: none"> ✓ Contribute to improving efficiency in drainage control ✓ Develop business from Germany 	<ul style="list-style-type: none"> ✓ Measurement technology based on ultraviolet-visible spectroscopy ✓ Sales network in India and other developing countries 	<ul style="list-style-type: none"> ✓ Water quality analysis and examination systems that use electrochemistry and the Non-dispersive Infrared Absorption Method (NDIR) ✓ Develop businesses mainly in the Japanese market

[Bio & Healthcare] "New" Integrated Remote Monitoring Support Services for Medical Equipment

Automatic report creation and remote functions: Contribute to medical workplace reform

Launched "HORIBA MEDISIDE LINKAGE next"

Strengthened "HORIBA MEDISIDE LINKAGE" service, launched in 2016



Background: Amended Labor Standards Act (scheduled to be enforced in April 2024) to put cap of doctors' overtime work
→ Challenge for the whole healthcare industry to reform its working practices

HORIBA's proposals (improved points)

- Automatically create reports required by the amended Medical Service Act (2018)
- Remotely control device settings and perform cleaning operations

Started offering the services for automatic hematology and CRP analyzer Yumizen H330 CRP (bestselling model). Plan to support other models one by one.

Reducing the workload in medical workplaces
Contributing to provision of safe, secure medical services

[Bio & Healthcare] Increase in Production of Micro Reagent Chips for Multi-assay Blood Analyzers

Multi-assay blood analyzer “Banalyst” for POCT of Hemoglobin A1C and CRP

Visualized production lines to realize increased production efficiency

M-FRONTIER

Micro Reagent Chip Production Area

Nickname of an area dedicated to manufacturing of micro reagent chips for Banalyst located in HORIBA’s headquarters.

M-FRONTIER naming concept:

- MICRO &
- MACHINE
- MANUFACTURE
- MUGEN (infinite)
- MIRAI (future)
- FRONTIER

Meaning to “infinitely explore the frontiers of future market by manufacturing machines for micro reagent chips”

After taking over the business of microblood analysis system from ROHM Co., Ltd. in 2018, micro reagent chips for multi-assay POCT blood analyzer Banalyst had continuously been produced at a factory located outside of HORIBA’s head office in Kyoto. The production has been moved to M-FRONTIER when its construction was completed at the headquarters.

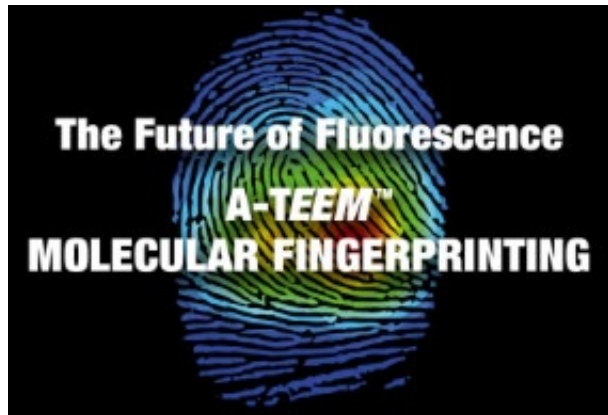


Aqualog using HORIBA's unique A-TEEM* technology adopted for pharmaceutical testing

Shortening time to examine pharmaceuticals

Pharmaceutical testing has many inspection items and some testing takes a long time. Three-dimensional fluorescence measurement analyzer Aqualog, which uses HORIBA's unique A-TEEM technology, has been adopted as a quality control item and obtained the local certification.

- ◆ Enable sample measurement, which used to take a long time by using a liquid chromatography method, to be completed in a few minutes
- ◆ Also applicable to bio-sample measurement



- *HORIBA A-TEEM technology
- ✓ Technology to simultaneously measure absorption and fluorescence of liquid samples
- ✓ Combines the unique analysis with own optical measurement technology to accurately measure samples with complex composition in a short time

3D fluorescence measurement analyzer
Aqualog



[Materials & Semiconductors] Contributing to Realizing High-quality Continuous Production

Introducing high-end tabletop analysis technology into production process innovation

Constant monitoring of production lines for thin metal films

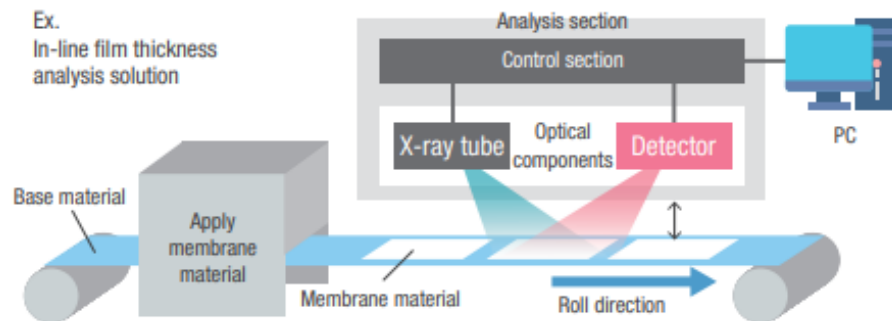
【What to measure】

Measuring brush and switches for motor, and metal sheets with a thick silver film (clad material) used for relay contacts

【Purposes for introducing the technology】

- Reduce use of silver (Cost reduction)
- Reduce the control operator's man-hours on production lines

In-line solutions for industrial processes



Introducing HORIBA's X-ray analysis technology into production lines

In conjunction with automation of production lines, HORIBA's unique measurement method has enabled measurement of thick films with thicknesses exceeding 100um, which cannot be measured by normal X-ray analysis.



The analysis part of the X-ray analyzer being installed in the production line

[Materials & Semiconductors]

Aggressive Investment in the Semiconductor Field

Continuous investment to cope with the further growth of the semiconductor market

Strengthening the production and development system for Reticle/mask particle detection equipment

- ✓ Plans to expand the production area for the equipment at Horiba's HQ factory and increase production capacity by 1.5
- ✓ Improve efficiency by dedicating the existing area only for development. And advance development aimed at expanding the functionality of the equipment.

- Enables efficient inspection of particles, from legacy to EUV and other cutting-edge processes
- Enables detailed inspection by being combined with spectroscopic instruments

Fast measurement of particles on reticles* and blanks used in the lithography process

*Surface of pattern/glass/pellicle

Reticle/mask particle detection system PD Xpation



Launched a local MFC production line in India



Contributing to the production of solar panels and artificial diamonds

- ✓ Started production of general-industrial MFC
- ✓ Many major customers participated in the opening event. High expectations for HORIBA were evidenced.

Booking for general-industrial MFCs



HORIBA India Private Limited (Pune)

Academic-government Collaboration Leads the Creation of Next-generation Ecosystems

HORIBA's top executives were appointed chairmen of industrial associations

JEMIMA

(Japan Electric Measuring Instruments Manufacturers' Association)



Chairman Juichi Saito



JEMIMA's new top team: From left: Vice Chairman Nara, Vice Chairman Sone, Advisor Nishijima and Chairman Saito

Japan's largest industrial association in the fields of "measurement" and "control"

Operates the largest exhibition in the field of industrial measurement

The only entity representing the electrical measuring instrument industry

JAIMA

(Japan Analytical Instruments Manufacturers' Association)



Chairman Masayuki Adachi



JAIMA President Inaugural Speech: Chairman Adachi

Japan's largest industrial association in the field of "analysis"

Operates JASIS, the largest exhibition in the field of scientific instruments

By leveraging HORIBA's unique position to contribute to the development of a sustainable society, HORIBA is helping to revitalize the activities of both associations and contribute to the development of science and industry around the world

Enhancing Industrial Process Monitoring Technology

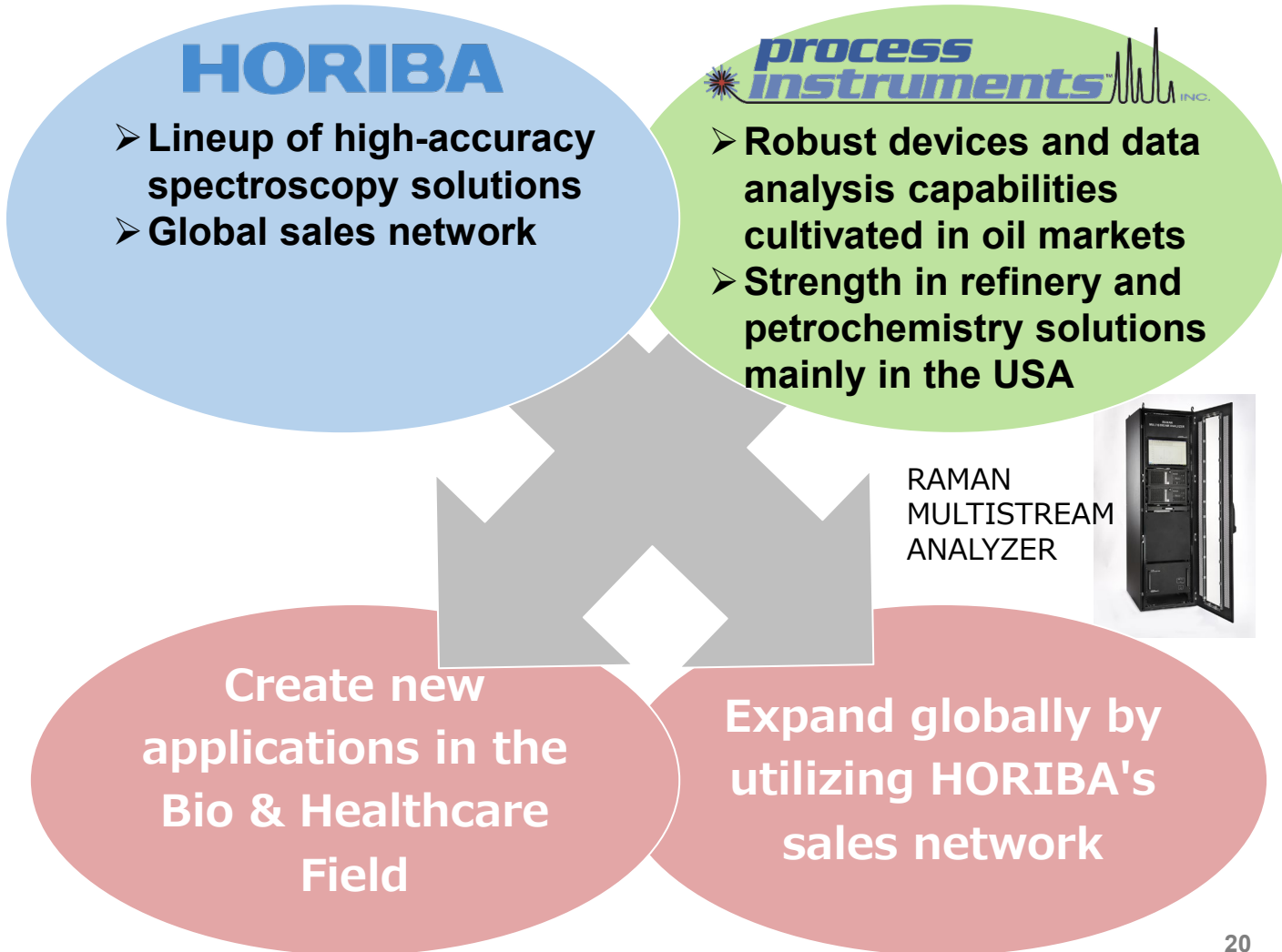
Acquisition of Process Instruments, Inc. in the United States



Left: Jai Hakhu, HORIBA Instruments Incorporated
 Right: Lee M Smith, Process Instruments, Inc.

Process Instruments, Inc.
 (Salt Lake City, Utah, USA)

Company name:	Process Instruments, Inc.
Established :	1994
Sales :	Approx. 0.5 Billion yen (2022)
Employees :	14
Acquisition agreement date :	October 2, 2023



Expanding R&D base for semiconductor business

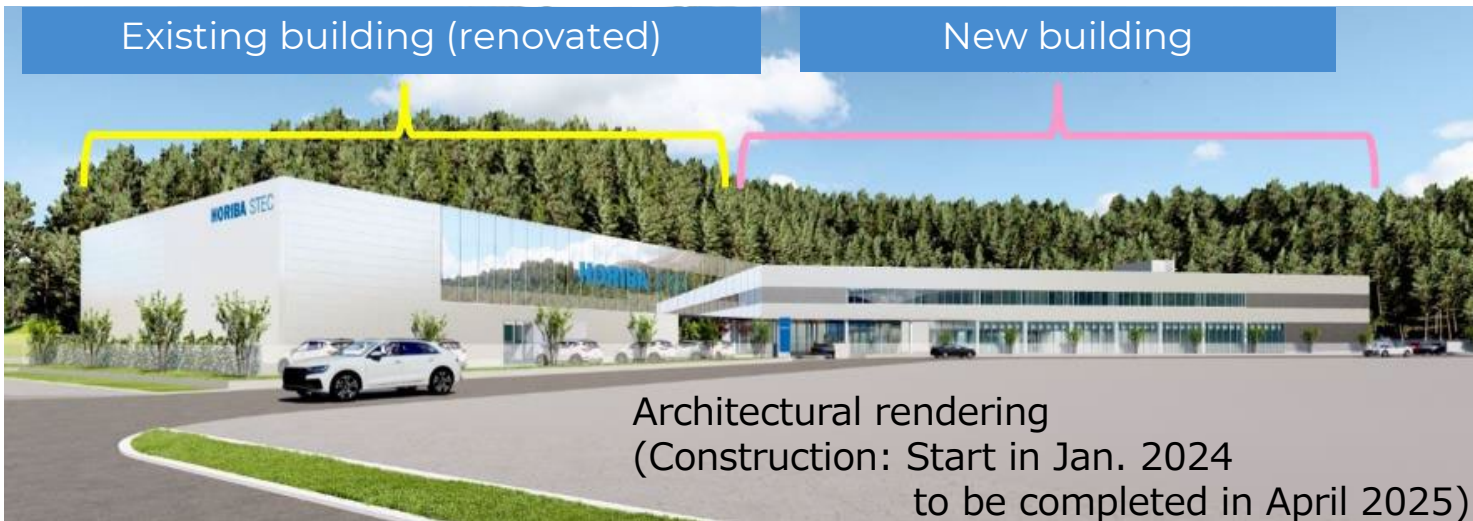


Strengthen R&D capabilities in both core and next-generation technologies

Add a new building in the “Kyoto Fukuchiyama Technology Center” (R&D base)

- ✓ Expand a space for R&D and experiments for standard flow technologies to enhance R&D for core technologies
- ✓ Newly build a lab space for industry-academia collaboration to strengthen next-generation technologies

Disseminate standard flow technology worldwide



Location : Fukuchiyama,
Kyoto
Total floor space : 5,642m²
(two floors)
(4 times bigger than the
current space)
Headcount : 22 (Sep.2023)
Construction cost : Approx. 3
billion yen (plan)



Mass Flow Controllers

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Shareholder Return



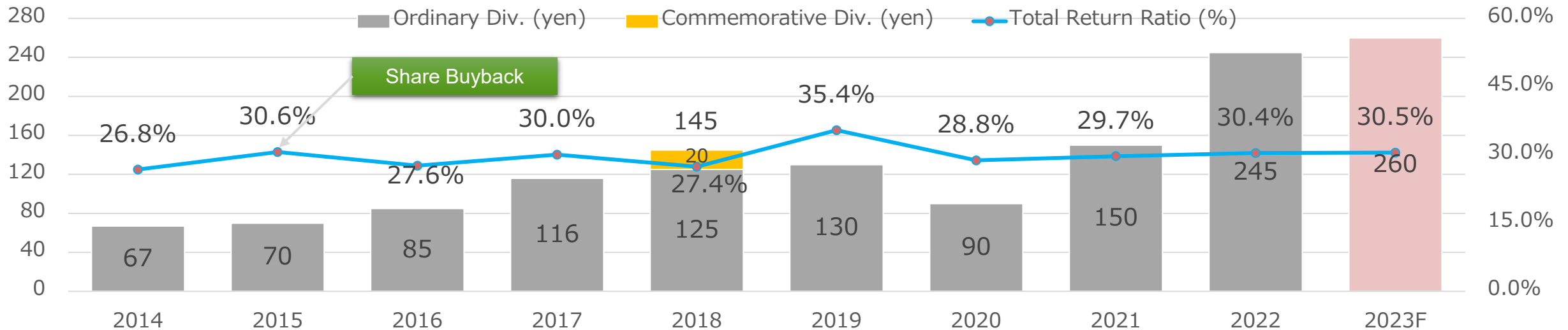
Basic policy

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

- 2021 Results 150yen [Interim 50yen/Year-end 100yen]
- 2022 Results 245yen [Interim 65yen/Year-end 180yen]
- 2023 Forecast 260yen [Interim 80yen/Year-end 180yen]

Per-share dividend



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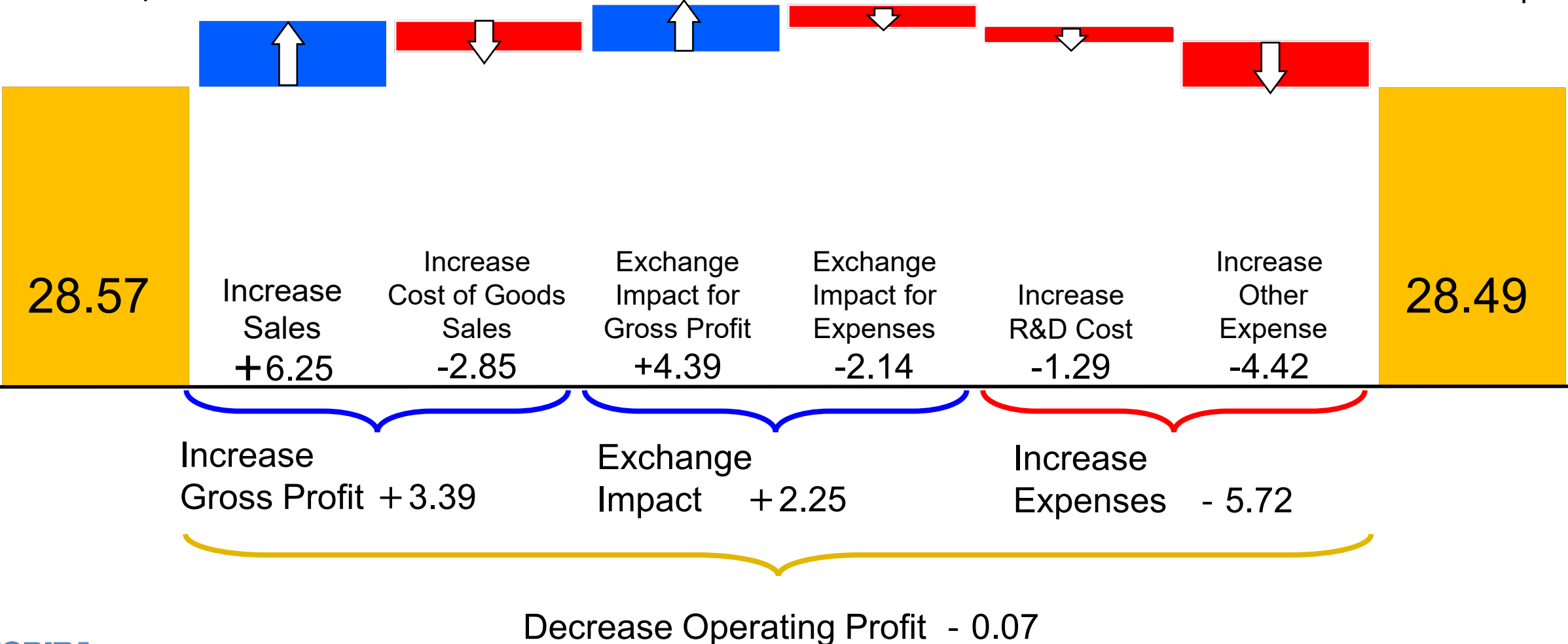
Operating Profit Analysis (vs 2022 Jan. – Sep.)



(Billions of yen)

2022
Jan. – Sep.

2023
Jan. – Sep.



Exchange Rate Trend / Forecasts / Impacts



	2022	2023				vs 2022 (Annual)
	Annual	Previous Forecasts (as of Aug. 9)	Actual	Forecasts		
			Jan. - Sep.	Oct. - Dec.	Annual	
USD	131.62	137	138.24	149.28	141	+9.38
EUR	138.14	148	149.77	154.69	151	+12.86

Exchange rate impact for 2023 Jan. – Sep. (vs 2022 Jan. – Sep.)

	(Billions of yen)
Increase sales	+9.30
Increase cost of goods sales	-4.90
Impact to gross profit	+4.39
Increase expenses	-2.14
Impact to operating profit	+2.25

Exchange rate impact for 2023 Forecasts 1 yen impact of Sales and O.P. (Weak yen)

	(Billions of yen)	
	Sales	Operating profit
USD	+0.61	+0.40
EUR	+0.36	+0.00

Capital Investment, Depreciation, R&D



(Billions of Yen)

	2022	2023			2023
	Actual	Previous Forecasts (as of Aug. 9)	Forecasts (as of Nov. 13)	vs Previous Forecasts	Actual Jan. - Sep.
Capex	12.5	14.0	11.5	-2.5	6.0
Depreciation and amortization	11.3	12.0	12.0	-	9.3
R&D expenses	18.5	22.0	21.0	-1.0	15.0
to net sales(%)	6.9%	7.8%	7.4%	-0.4p	7.5%

2023 Topics

PP&E:

investment in semi and automotive-related facilities, enhancement of global bases

[Consider urgency and priority and make investment decisions](#)

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Five Business Segments & Major Products



Figures are the sales composition ratio for FY 2022

**Automotive
(25%)**



**Emission Measurement
Systems**



**Process &
Environmental
(8%)**



Stack Gas Analyzers



**Medical
(11%)**



**Automatic Blood Cell
Counters plus CRP**




**Semiconductor
(42%)**




Mass Flow Controllers



**Scientific
(14%)**



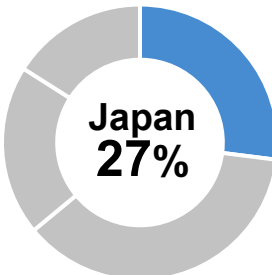
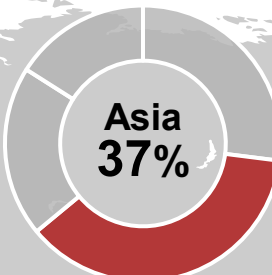
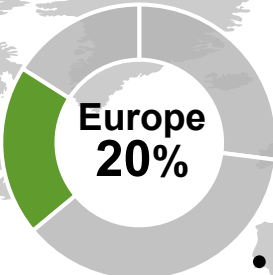
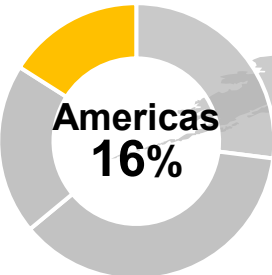
Raman Imaging Device



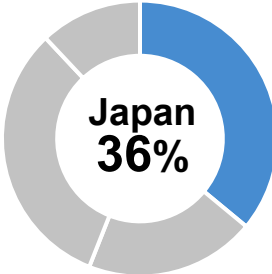
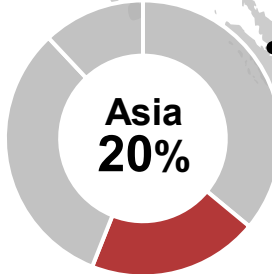
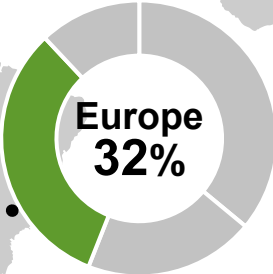
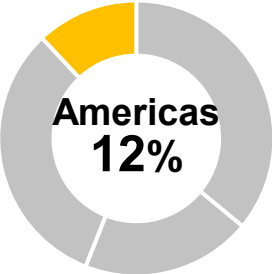
Global Network

Sales by region (as of Dec 2022)

● : Major business hubs



Employee headcount by region (as of Dec 2022)



Number of companies
(as of Dec 31, 2022)

49



Overseas sales ratio
(as of Dec 2022)

73%



Foreign employee ratio
(as of Dec 31, 2022)

64%

Achieving Sustainable Growth through M&A

Major M&As

1996
ABX (France)
【Medical】



1997
Jobin Yvon (France)
【Scientific】



2005
SCHENCK DTS (Germany)
【Automotive】



2015
MIRA(UK)
【Automotive】

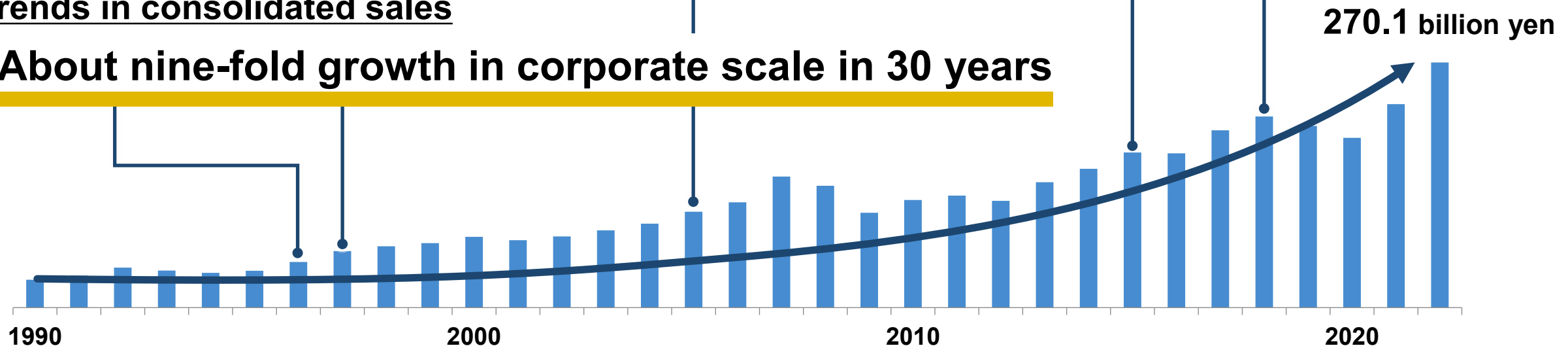


2018
FuelCon (Germany)
【Automotive】

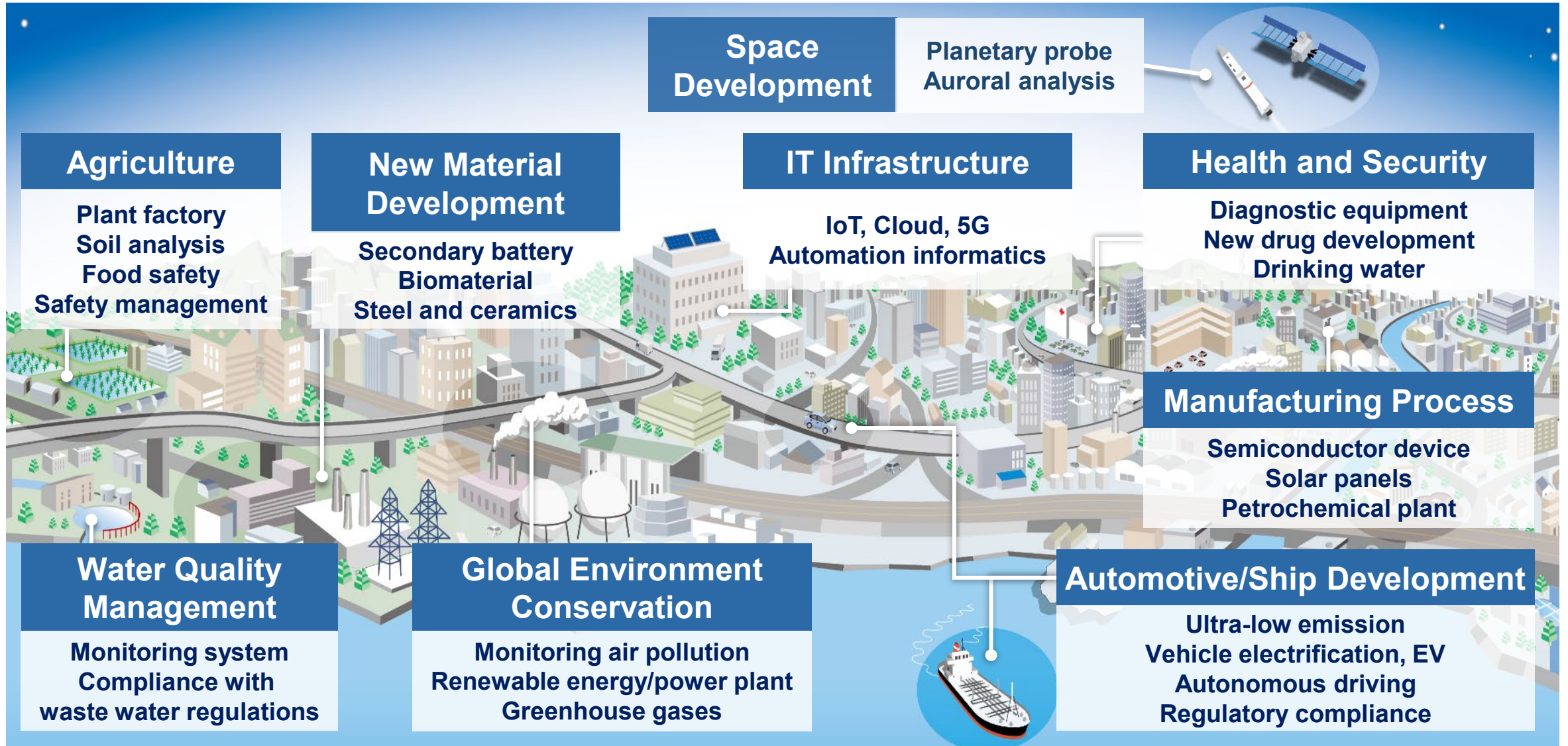


Trends in consolidated sales

About nine-fold growth in corporate scale in 30 years



HORIBA's Business Domain





70th Anniversary

HORIBA celebrates its 70th anniversary in 2023.

Omoshiro-okashiku
Joy and Fun



Terima kasih
谢谢
Gracias
Σας ευχαριστώ πάρα πολύ
धन्यवाद
شُكْرًا
Danke
Tack ska du ha
Grazie
THANK YOU
Obbrigado
Большое спасибо
Cảm ơn
Merci
감사합니다
ขอบคุณครับ
ありがとうございました
Dziękuję