HORIBA

Joy and Fun for All

HORIBA, Ltd.

HORIBA website www.horiba.com

Website



HORIBA Report (Integrated report)



Our Future Special Site



HORIBA Group social media accounts

YouTube



LinkedIn



Group companies in Japan

HORIBA STEC, Co., Ltd.

11-5 Hokotate-cho, Kamitoba, Minami-ku, Kyoto, 601-8116, Japan

https://www.horiba.com/int/ semiconductor/

HRE-2024A



HORIBA Advanced Techno, Co., Ltd.

2 Miyanohigashi-cho, Kisshoin, Minami-ku, Kyoto, 601-8551, Japan

https://www.horiba.com/int/ water-liquid/



HORIBA TECHNO SERVICE, Co., Ltd.

2 Miyanohigashi-cho, Kisshoin, Minami-ku, Kyoto, 601-8305, Japan

https://www.horiba.com/int/service/



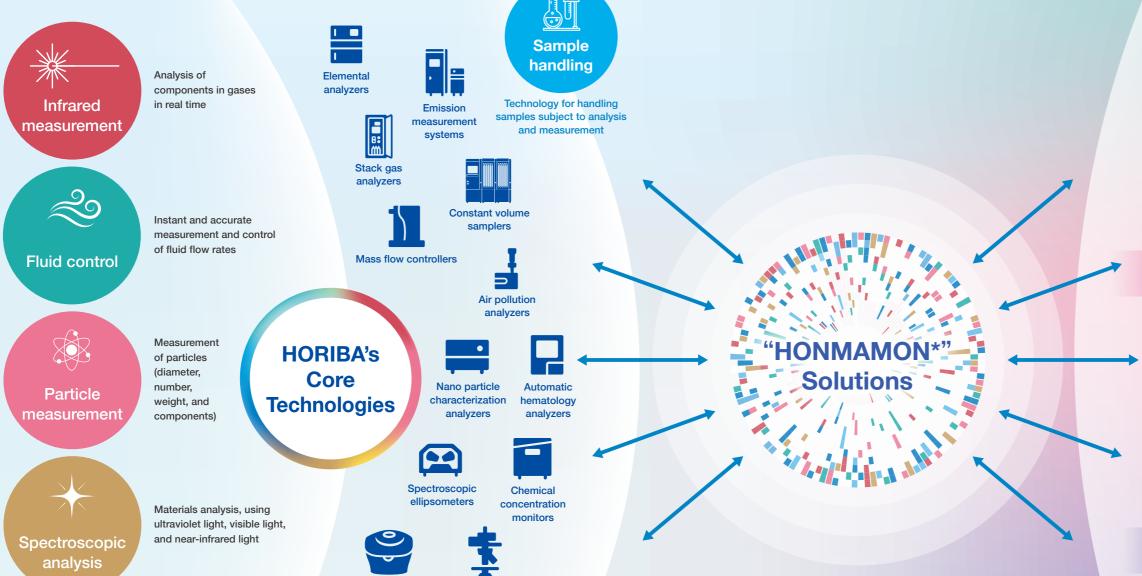
Corporate Profile 2024
HORIBA, Ltd.

printed in Japan 2405SM23

Sharing the joy of understanding through meas urement and analysis.

Since the foundation, the HORIBA Group (hereinafter, HORIBA) have been committed to contributing to social progress and the realization of a sustainable future for all through the development of technologies.

Measurement and analysis are fundamental to the advancement of science and technology. Our mission is to explore cutting-edge measurement and analysis solutions that lead to significant discoveries and enable breakthroughs for the realization of a sustainable society. Let HORIBA be your trusted partner throughout this journey.



Liquid

analysis

Measurement of liquid components and parameters of liquids, such as pH, sodium, acids, alkalis, and glucose

examination systems

Water quality analysis and

Fluorescence and absorbance

spectrometers

Blood glucose analyzers

spectrometers

Data science

Digitalization technology for analyzing the results of analysis and measurement

Creating original solutions by organically combining our core technologies and customer needs.

*"HONMAMON", derived from the Japanese word "Honmono" (authentic), means the eternal pursuit of creating something from the heart that is one-of-a-kind.

HORIBA's Three Fields

Energy & Environment

Focus field

- · Exhaust gas certification processes
- Next-generation vehicle development
- Fuel cell evaluation
- · Water electrolysis system evaluation
- · Water quality monitoring
- · Air quality monitoring
- Process measurement
- · Process monitoring

Bio & Healthcare

Focus field

- Hematology testing
- · Blood glucose testing
- Immunoassav
- Clinical chemistry testing
- Hemostasis testing
- · Pharmaceutical development, manufacturing, and quality control
- Food and beverage development, manufacturing, and quality control
- Cosmetics and skin care product development, manufacturing, and qualit control

Materials & Semiconductor

Focus field

- Semiconductor manufacturing process control monitoring
- Facility management and control
- Advanced materials research and development
- Advanced recycling of materials
- Semiconductor-related materials research, development, and quality



Corporate Profile 02

HORIBA's History and Corporate Culture

Corporate motto

"Omoshiro Okashiku"-Joy and Fun

Our corporate motto incorporates our forward-looking wish that, by always engaging in work with motivation, employees themselves will bring joy and fun to everyday work at the company where they will spend the best days of their healthy, fruitful lives. "Omoshiro Okashiku," which we translate in English as "Joy and Fun," is treasured by HORIBARIANs* worldwide.



*At HORIBA, we call our employees "HORIBARIANs" and consider them as the most precious asset of our business

Our Future (Vision, Mission, Values)

HORIBA, which celebrated its 70th anniversary in 2023, established a Group-wide concept "Our Future (Vision, Mission, Values)" in 2024. We did so through discussions held with HORIBARIANs worldwide, looking 30 years ahead to our 100th anniversary to ask what kind of company we want to become, what kind of HORIBARIANs we strive to be, and what kind of contributions we can make to society. Under our corporate motto of "Joy and Fun" and through our "HONMAMON" technologies and the power of teams rich in diversity, we aim to achieve sustainable growth as a company essential to customers and society.



Venture spirit

HORIBA's journey started in 1945 with the establishment of the HORIBA Radio Laboratory by Dr. Masao Horiba. Despite the scarcities in postwar Japan, our predecessors developed original technologies through creativity and ingenuity. This spirit of challenge has been passed down to all employees throughout the decades. It is this spirit that has enabled us to create innovative technologies. products, and services to address real-life challenges and allowed us to become a leading global provider of advanced measurement technologies. At the very heart of HORIBA's success is the sense of ownership and the venture spirit which

is shared by all HORIBARIANs, who fearlessly take on challenges and constantly strive to deliver innovation. That spirit is also reflected in our merit-based (not demerit-based) performance evaluations.

> The birth of the MEXA, the global brand of motor exhaust gas analyze



Unique global management

One of our key strengths at HORIBA is our robust global network in 29 countries and regions around the world, which is supported by our people. We have achieved this by actively creating an environment based on the "Joy and Fun" spirit to enable our employees to unleash their full potential and become the driving force behind the company's success. We also drive organizational development through our global operations by building relations with our partners and various stakeholders that are based on trust and engagement, while respecting local cultures. As a result of this two-fold approach, we have succeeded in enhancing

our sense of unity as a group and creating powerful synergies that have propelled us forward

Global management meetings held twice a vear bringing together executives of all group companies



The BlackJack Project

Innovation is in our DNA and an integral part of the way we operate. The BlackJack Project, which HORIBA launched in 1997 and extended to overseas Group companies in 2006, is a powerful mechanism that encourages employees to bring their ideas forward and provides them with the essential tools to implement them. At the BlackJack Award World Cup held every December at our headquarters in Kyoto, Japan, selected representatives from sites around the world gather to present their business improvement ideas to senior management. Themes of each project span the enhancement of operational efficiency, reduction of costs

development of human resources. strengthening of organizational capabilities, and more. The BlackJack Project is a cornerstone of HORIBA's corporate culture in which employees are at the forefront of driving organizational change.

BlackJack Award World Cup 2023

Creating a diverse work environment

What sustains HORIBA, a company that makes the diversity of global businesses and markets a strength, are the individual employees in our workplaces. As the transformation of society accelerates, we believe that passing down a corporate culture in which people transcend gender, age, nationality, disability status, and other factors to demonstrate their diverse individualities and talents will lead to new value creation and the enhancement of HORIBA's strengths. Organically connecting management, employees on site, and human resources organizations, we engage in activities including workshops for considering work styles and careers, awareness reform

through exchanges with other companies and the introduction of programs to enhance flexibility in the hours and locations of work.

2023

People from diverse backgrounds are working collaboratively

The history of HORIBA

From its origin as a small factory in Kyoto, HORIBA has earnestly tackled and explored analysis and measurement technologies that contribute to the advancement of science and technology, along with the development of unique products and solutions. It is the gathering of our colleagues from around the world who identify with our corporate motto of "Joy and Fun" and the spirit of our founding that has seen HORIBA, allowing us to grow into a global company where HORIBARIANs shine in great diversity, Our "HONMAMON" analysis and measurement technologies, cultivated since the company's founding in pursuit of one-of-a-kind excellence, support technological development and manufacturing sites across a wide-ranging fields, contributing to the safety and security of people's lives and the protection of global environment. As we head into the next era, we keep our commitment to refining our unique technologies.

History of business acquisitions 1997



ABX S A France (now HORIBA ABX SAS)



Johin Yvon S.A. France (now HORIBA France SAS) Carl Schenck AG,



Mechatronics business of

2005



MIRA Ltd., UK (now HORIBA MIRA Ltd.)



FuelCon AG. Germany (now HORIBA FuelCon GmbH)



TOCADERO Analytics AG, German (now HORIBA Tocadero



MANTA Instruments, Inc., LISA (Merged into HORIBA Instruments Inc.)



MedTest Holdings, Inc. LISA (Merged into HORIBA Instruments Inc.)



BeXema GmbH. (now BeXema GmbH)

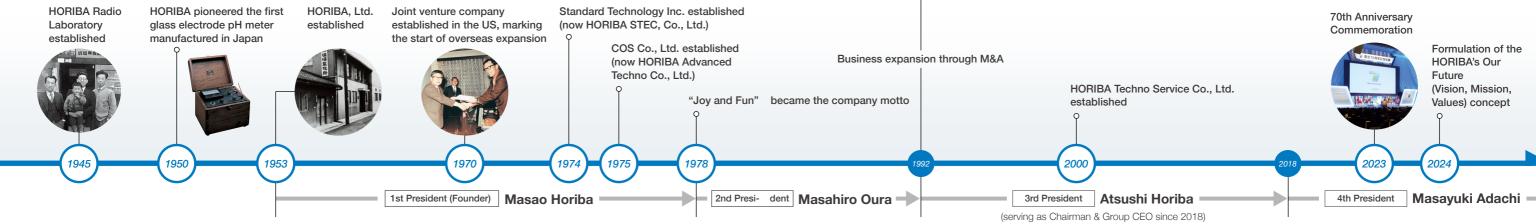


2023

Tethys Instruments SAS. France (now HORIBA Advanced Techno France SAS)



Process Instruments, Inc. (Merged into HORIBA Instruments Inc.)



Corporate Profile 04

Main development and production sites

We began our full-scale overseas expansion in 1970 with the establishment of a joint venture in the US. Since then, we have expanded our network through mergers and acquisitions to incorporate many R&D and production sites in Asia, the Americas, and Europe. Currently, the group consists of 50 companies (including 4 in Japan), with overseas companies accounting for over 70% of total sales and 64% of employees outside Japan.



HORIBA, Ltd., Biwako Factory







HORIBA Advanced Techno Co., Ltd. Kyoto Fukuchiyama Technology Center

HORIBA, Ltd., HORIBA Group Head Office

HORIBA BIWAKO E-HARBOR

Technology Center



50 group companies in 29 countries and regions worldwide

Europe



HORIBA MIRA Limited, ASSURED CAV





HORIBA France SAS HORIBA Europe Research Center



HORIBA FuelCon GmbH, HORIBA eHUB

Asia



HORIBA India Private Limited, Technical Center

HORIBA India Private Limited, Nagpur Factory



HORIBA Instruments (Shanghai) Co., Ltd., HORIBA C-CUBE

2023 results

Americas

14%

Europe

22%

Americas



HORIBA New Jersey Optical Spectroscopy Center



HORIBA Instruments Inc.



70.1 billion ven

HORIBA Instruments Brasil, Ltda.

Corporate information (as of December 31, 2023)

2 Miyanohigashi-cho, Kisshoin, Minami-ku, Kyoto, 601-8510, Japan

Representative

Atsushi Horiba Chairman & Group CEO

Founded

October 17, 1945

Incorporated

January 26, 1953

Net sales

290.5 billion yen (Consolidated)*

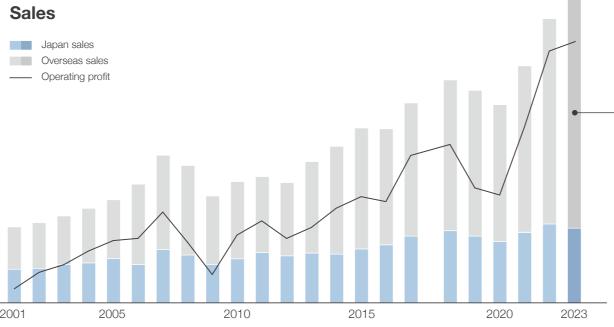
Paid-in capital

12,011 million yen (Consolidated)

Number of employees

8,665 (Consolidated)

*Year ended December 31, 2023



Net sales



Sales ratio

by region

(destination)

290.5

billion yen

Japan sales Overseas sales

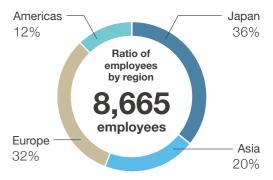
24%

Asia

40%

220.4 billion yen

47.2 billion yen Operating profit



(as of December 31, 2023)

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