Financial Information

HORIBA, Ltd.
Contents

- 2023 Results
- 2024 Forecast
- Outlines by Business Segment
- MLLMAP 2023 Summary
  ➢ Financial Data
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## Review of 2023

| External Events | • Continuous depreciation of the yen (caused by the increasing interest rate gap), surge in energy prices and accelerated inflation  
• Surge in conflicts and escalation of political conflicts in the world  
• Higher expectations for growth in the semiconductor market, but capex still in an adjustment phase  
• Increased investments in hydrogen energy, ammonia and synthetic fuels  
• Growing interests in the life science field |
| Internal Events | • Accelerated cross-segment activities in the three focused fields  
• Business expansion in new markets related to hydrogen energy and life science  
• Acquisition of industrial process measurement business which accelerated expansion of applications for carbon capture and into the pharma industry |
# 2023 Results

(Billions of Yen)

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2023</th>
<th>Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Results</td>
<td>Forecasts (as of Nov. 13)</td>
<td>Results</td>
</tr>
<tr>
<td>Sales</td>
<td>270.1</td>
<td>284.0</td>
<td>290.5</td>
</tr>
<tr>
<td>Operating profit</td>
<td>45.8</td>
<td>43.0</td>
<td>47.2</td>
</tr>
<tr>
<td>O.P.%</td>
<td>17.0%</td>
<td>15.1%</td>
<td>16.3%</td>
</tr>
<tr>
<td>Ordinary profit</td>
<td>46.8</td>
<td>43.0</td>
<td>48.2</td>
</tr>
<tr>
<td>Net income attributable to owners of parent</td>
<td>34.0</td>
<td>36.0</td>
<td>40.3</td>
</tr>
</tbody>
</table>

|                  |        |        |         |
| USD/JPY          | 131.62 | 141.00 | 140.67  | +9.05   | -0.33    |
| EUR/JPY          | 138.14 | 151.00 | 152.11  | +13.97  | +1.11    |

☆: Record-high
## 2023 Results by Segment

(Billions of Yen)

<table>
<thead>
<tr>
<th></th>
<th>Sales</th>
<th>Operating profit</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2022</td>
<td>2023</td>
</tr>
<tr>
<td>Results (as of Nov. 13)</td>
<td>Results</td>
<td>VS 2022</td>
</tr>
<tr>
<td>Auto</td>
<td>67.5</td>
<td>79.0</td>
</tr>
<tr>
<td>P&amp;E</td>
<td>22.5</td>
<td>25.0</td>
</tr>
<tr>
<td>Medical</td>
<td>29.7</td>
<td>31.0</td>
</tr>
<tr>
<td>Semi</td>
<td>114.0</td>
<td>110.0</td>
</tr>
<tr>
<td>Scientific</td>
<td>36.2</td>
<td>39.0</td>
</tr>
<tr>
<td>Total</td>
<td>270.1</td>
<td>284.0</td>
</tr>
</tbody>
</table>

★: Record-high

Sales

<table>
<thead>
<tr>
<th>2023 Results by Segment</th>
<th>Auto</th>
<th>P&amp;E</th>
<th>Medical</th>
<th>Semi</th>
<th>Scientific</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
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<td>110.0</td>
<td>270.1</td>
</tr>
</tbody>
</table>

Changes

<table>
<thead>
<tr>
<th>2023 Results vs Forecasts (as of Nov. 13)</th>
<th>Sales</th>
<th>Operating profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changes</td>
<td>6.5%</td>
<td>4.2%</td>
</tr>
</tbody>
</table>
2023 Results (B/S, CF)

**B/S**
- Total assets: Up ¥32.2bn to ¥449.0bn, mainly by increasing inventory
- Equity ratio: 63.0%

(Compared to the end of Dec. 2022)

**CF**
- Operating CF: Cash in ¥16.6bn due to operating profit
- Investing CF: Cash out ¥7.3bn due to capital investments
- Financial CF: Cash out ¥20.9bn due to payment of dividend and repayment of short-term debt

Free CF: + ¥9.3bn
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<table>
<thead>
<tr>
<th>Market Area</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>Remain concerned about the inflation-induced global monetary tightening and the increasingly complicated international situation. Continuing moderate growth of economic activity thanks to the high demand for capex.</td>
</tr>
<tr>
<td>Automotive</td>
<td>Expect further acceleration in use of hydrogen energy and battery, and adoption of IT for vehicles. Expect demand for R&amp;D investment related to internal combustion engines in preparation for new emission regulation in Europe.</td>
</tr>
<tr>
<td>Process &amp; Environmental</td>
<td>Expect business expansion in the new energy market in response to the decarbonization trend. Environmental regulation-driven demand remains solid, which is expected to expand business of industrial processes, such as semiconductors.</td>
</tr>
<tr>
<td>Medical</td>
<td>Equipment sales remains firm in Japan and growing markets. Expect steady sales of test reagents driven by a recovery in demand for medical consultations.</td>
</tr>
<tr>
<td>Semiconductor</td>
<td>Expect medium-term growth in capex driven by growth by generative AI, etc. in the semiconductor market. Growth and production expansion by semiconductor production equipment makers in China.</td>
</tr>
<tr>
<td>Scientific</td>
<td>Steady sales of measurement and analytical equipment for R&amp;D and manufacturing processes in various industries. Expect demand expansion in the life science market.</td>
</tr>
</tbody>
</table>
## 2024 Forecasts

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>vs 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Results</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>270.1</td>
<td>290.5</td>
<td>321.0</td>
<td>+30.4</td>
</tr>
<tr>
<td>Operating Profit</td>
<td>45.8</td>
<td>47.2</td>
<td>52.0</td>
<td>+4.7</td>
</tr>
<tr>
<td>O.P.%</td>
<td>17.0%</td>
<td>16.3%</td>
<td>16.2%</td>
<td>-0.1p</td>
</tr>
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<td>52.7</td>
<td>+4.4</td>
</tr>
<tr>
<td>Net Income attributable to Owners of Parent</td>
<td>34.0</td>
<td>40.3</td>
<td>37.0</td>
<td>-3.3</td>
</tr>
<tr>
<td><strong>Forecasts</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>USD/JPY</strong></td>
<td>131.62</td>
<td>140.67</td>
<td>140</td>
<td>-0.67</td>
</tr>
<tr>
<td><strong>EUR/JPY</strong></td>
<td>138.14</td>
<td>152.11</td>
<td>155</td>
<td>+2.89</td>
</tr>
</tbody>
</table>

*Record-high*
## 2024 Forecasts by Segment

(Billions of Yen)

<table>
<thead>
<tr>
<th>Segment</th>
<th>2023 Sales</th>
<th>2024 Sales</th>
<th>vs 2023</th>
<th>2023 Operating Profit</th>
<th>2024 Operating Profit</th>
<th>vs 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auto</td>
<td>80.4</td>
<td>94.0</td>
<td>+13.5</td>
<td>1.2</td>
<td>3.0</td>
<td>+1.7</td>
</tr>
<tr>
<td>P&amp;E</td>
<td>24.9</td>
<td>31.5</td>
<td>+6.5</td>
<td>2.4</td>
<td>3.0</td>
<td>+0.5</td>
</tr>
<tr>
<td>Medical</td>
<td>32.6</td>
<td>34.5</td>
<td>+1.8</td>
<td>0.6</td>
<td>1.0</td>
<td>+0.3</td>
</tr>
<tr>
<td>Semi</td>
<td>112.8</td>
<td>119.0</td>
<td>+6.1</td>
<td>40.5</td>
<td>42.0</td>
<td>+1.4</td>
</tr>
<tr>
<td>Scientific</td>
<td>39.6</td>
<td>42.0</td>
<td>+2.3</td>
<td>2.4</td>
<td>3.0</td>
<td>+0.5</td>
</tr>
<tr>
<td>Total</td>
<td>290.5</td>
<td>321.0</td>
<td>+30.4</td>
<td>47.2</td>
<td>52.0</td>
<td>+4.7</td>
</tr>
</tbody>
</table>

★: Record-high
### Change in Shareholder Return Policy

#### Basic policy up to FY2023
- Dividend payment + Share buyback = 30% of Consolidated net income attributable to owners of parent to be targeted
- Remaining earnings are retained internally for strategic investments (i.e. facilities, M&A)

#### New basic policy from FY2024
- Dividend payment = 30% of Consolidated net income attributable to owners of parent to be targeted
- Execute special dividend and share buybacks timely and properly, considering investment opportunities and the cash flow situation.

#### Dividends per share and Share buybacks

<table>
<thead>
<tr>
<th>Year</th>
<th>Results</th>
<th>Interim</th>
<th>Year-end</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>245 yen</td>
<td>65 yen</td>
<td>180 yen</td>
</tr>
<tr>
<td>2023</td>
<td>290 yen</td>
<td>80 yen</td>
<td>210 yen</td>
</tr>
<tr>
<td>2024 Forecast</td>
<td>265 yen</td>
<td>80 yen</td>
<td>185 yen</td>
</tr>
</tbody>
</table>

+ Share buybacks ¥5bn

#### Improvement in capital efficiency
- Management conscious of capital cost
- Execution of the return policy
- Cash generation by implementing the business strategy

\[
\text{ROE} \times \text{PER} = \text{PBR}
\]
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2023 Results and 2024 Forecasts

2023 Results

【EMS】
- Increased demand for heavy-duty vehicles (trucks, buses).
- Captured demand for maintenance and management of emission measurement equipment.

【MCT*1 and ECT*2】
- Sales increased by capturing demand related to vehicle electrification and hydrogen energy.
- Increased investment in growth fields such as hydrogen energy and batteries.

Sales and O.P (Billions of Yen)

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales</th>
<th>O.P</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>67.5</td>
<td>-0.6</td>
</tr>
<tr>
<td>2023</td>
<td>80.4</td>
<td>1.2</td>
</tr>
<tr>
<td>2024 Fore.</td>
<td>94.0</td>
<td>3.0</td>
</tr>
</tbody>
</table>

2024 Full-Year Forecasts and Mid-Long Term Outlook

【EMS】
Increase in demand in anticipation of the introduction of new emission regulations in Europe (Euro7) and other countries.

【MCT and ECT】
- Expect sales expansion in the field of next-generation mobility development.
- Expect an increase in sales related to hydrogen energy to improve profitability.
- MCT business: Aim to improve profitability by shifting to high-value-added products for electrification.

Automotive

2024 Fore. - 2023

Sales

67.5
80.4
94.0

OP

-0.6
1.2
3.0

Solid Particle Counting System
Respond to the new regulations in Europe, which might require measurement of dust emissions generated from brake wear and tire wear.
Profitability improvement: MCT Business

MCT (w/o FC/Battery)
- Demand expansion of testing for electrification.
- Recover in testing demand along with continuous investment in internal combustion engine.
- Turnaround in 2024 by improved production efficiency and sales activity specialized in the project high value added.

MCT Sales Transition
(Billions of Yen)

<table>
<thead>
<tr>
<th>2022</th>
<th>2023</th>
<th>2024 Fore.</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.4</td>
<td>5.5</td>
<td>11.0</td>
</tr>
<tr>
<td>14.6</td>
<td>17.3</td>
<td>22.0</td>
</tr>
</tbody>
</table>

FC/Battery

<table>
<thead>
<tr>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major investment</td>
<td>Launched eHUB* in Jun. 2022&lt;br&gt;Tripled production capacity</td>
</tr>
<tr>
<td>Employees</td>
<td>Hired approx. 100 more employees</td>
</tr>
<tr>
<td>Order backlog</td>
<td>Approx. threefold</td>
</tr>
</tbody>
</table>

Started production of FC related products and strengthened engineering capabilities in Japan

*eHUB : Production base of HORIBA FuelCon in Germany
2023 Results and 2024 Forecasts

2023 Results

[Gas monitoring]
- Sales increased in Europe due to steady demand related to environmental regulations.

[Water quality monitoring]
- Increase in sales of water quality measurement equipment for manufacturing processes in the electronics and other industries.
- Sales, including those of the products of Tethys Instruments (France) acquired in 2023, increased in Asia.

2024 Full-Year Forecasts and Mid-Long Term Outlook

- Demand for process measurement related to environmental regulations and in the industrial sector is expected to increase.

[Gas monitoring]
- Demand is expected to increase in the electronic device industry
- Demand expected to increase respond to new energy sector and CCUS*
- Expand sales of the Process Instruments' products to the energy market.

[Water quality]
- Demand expect to increase in the electronic device industry due to compliance with environmental regulations

Sales and O.P (Billions of Yen)

Sales

OP

2022 2023 2024 Fore.

22.5 24.9 31.5

2.1 2.4 3.0

2024 Full-Year Forecasts and Mid-Long Term Outlook

- Sales increased in Europe due to steady demand related to environmental regulations.

[Gas monitoring]
- Demand is expected to increase in the electronic device industry
- Demand expected to increase respond to new energy sector and CCUS*
- Expand sales of the Process Instruments' products to the energy market.

[Water quality]
- Demand expect to increase in the electronic device industry due to compliance with environmental regulations

* Carbon dioxide Capture, Utilization and Storage

New product in the P&E Segment

Analyzer for a wide variety monitoring of ultra-trace gases for the electronics industry and gas production processes.

AP-380 series
- Monitoring of molecular contaminants in manufacturing areas for semiconductors, sensors, electronic components, etc.
- Monitoring of impurities in gas production processes
- Contributing to testing of air quality in car interior, etc.
2023 Results and 2024 Forecasts

2023 Results

- Sales of test reagents increased due to the recovery in the number of medical examinations after relaxation of various COVID-19 restrictions.
  - [Europe] Started to supply hematology analyzers to Siemens.
  - [Japan, Asia and Americas] New hematology analyzers contributed to sales increase.
  - Sales of analyzers and reagents increased in the clinical chemistry area.

2024 Full-Year Forecasts and Mid-Long Term Outlook

- Sales of analyzers and reagents is expected to increase in Japan and Asia by launching new product.
- Expand supply of hematology analyzers to Siemens globally from Europe, which is expected to contribute to profit for med-long term.
- Aim further business expansion in fields other than hematology, such as immunology and clinical chemistry.

Sales and O.P (Billions of Yen)

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales</th>
<th>O.P</th>
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<tbody>
<tr>
<td>2022</td>
<td>29.7</td>
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<tr>
<td>2023</td>
<td>32.6</td>
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<tr>
<td>2024 Fore.</td>
<td>34.5</td>
<td>1.0</td>
</tr>
</tbody>
</table>

New Products in the Medical-Diagnosis Segment

- Hematology Analyzer Yumizen-H500 & H550
  - Enables 5 types of analysis using 3 reagents.
  - Increased need for blood testing in veterinary clinics.
  - Quickly determine anemia, allergies, inflammation, etc., contributing to prompt treatment.

- MicrosemiLC-712
## Regional Strategy: Medical-diagnostic business

<table>
<thead>
<tr>
<th>Test category</th>
<th>Hematology</th>
<th>Clinical chemistry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitals</td>
<td>Focus on Europe, Japan and Asia</td>
<td>Focus on the North America market so as to improve profitability</td>
</tr>
<tr>
<td>Testing centers</td>
<td>Focus on clinical diagnosis by primary care doctors and expand new product line-ups.</td>
<td></td>
</tr>
<tr>
<td>Large</td>
<td>Focus on clinical diagnosis by primary care doctors and expand new product line-ups.</td>
<td></td>
</tr>
<tr>
<td>Small- and medium-sized</td>
<td>Focus on clinical diagnosis by primary care doctors and expand new product line-ups.</td>
<td></td>
</tr>
<tr>
<td>Clincis</td>
<td>Expand product line-ups.</td>
<td>Expand product line-ups.</td>
</tr>
<tr>
<td>Private practitioners</td>
<td>Establish a local production system and accelerate localization.</td>
<td></td>
</tr>
<tr>
<td>Hospital units and surgery rooms (POCT)</td>
<td>Expand product line-ups.</td>
<td>Establish a local production system and accelerate localization.</td>
</tr>
</tbody>
</table>

**Hematology**
- **Europe:**
  - Alliance with Siemens
  - Plan to increase sales in the scale of 5 billion yen.
  - Provide HELO solutions in major markets.
- **Japan:**
  - Focus on clinical diagnosis by primary care doctors and expand new product line-ups.
- **India:**
  - Expand product line-ups.
- **Indonesia:**
  - Establish a local production system and accelerate localization.

**Clinical chemistry**
- **Americas:**
  - Strengthen sales of reagents of HORIBA POINTE acquired in 2021.
  - Plan to increase sales in the scale of 4 billion yen.
- **Other regions:**
  - Develop the clinical chemistry business by globally supplying reagents from Americas.

*POCT: Point-of-care Testing*
2023 Results and 2024 Forecasts

2023 Results
- Maintained steady sales thanks to significant order backlogs, despite semiconductor manufacturers' capex being in an adjustment phase.
- Sales increased due to higher semiconductor demand in China.
- Increased in demand mass flow controllers for production of photovoltaics and artificial diamond (China, India etc.)

2024 Full-Year Forecasts and Mid-Long Term Outlook
- 2024 1H: Expect an adjustment phase to continue for capex by semiconductor manufacturers.
- 2024 2H: Expect a market recovery and demand increase.
- Find and expand new applications throughout the semiconductor manufacturing process.
- Expand the Reticle/Mask Particle Detection line-up with the aim to meet a complex mask diagnostics demand.

Sales and O.P (Billions of Yen)

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<td>112.8</td>
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<td>OP</td>
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<td>40.5</td>
<td>42.0</td>
</tr>
</tbody>
</table>

New Products in the Semiconductor Segment
The best performance pressure-insensitive mass flow module, which responds to the evolution of miniaturization and 3D structures in advanced semiconductor devices

CRITERION D700T
Realize an accurate, fast response when switching gas supply. Contribute to improving yields in advanced memory processes, etc.
Semiconductor: Establish a Stable Supply System

Enhance the Domestic Production Capacity

- Improve BCP scenarios that assume disasters, export controls, etc.
- Expand the second source and enhance procurement capacity.
- Allocate stocks and strengthen supply capacity by utilizing the global network.

Build a New Factory in Fukuchiyama, Kyoto

- The biggest investment, ¥17bn, to expand mass flow controller production capacity tripled and introduce the latest automation technology

HORIBA STEC
Kyoto Head Office Factory

HORIBA STEC
Aso Factory

HORIBA STEC
New Kyoto Fukuchiyama Factory to be completed in January 2026

Priority BCP Measures

Major Factories of Mass Flow Controller

<table>
<thead>
<tr>
<th>Country</th>
<th>Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>Kyoto, Aso and Fukuchiyama</td>
</tr>
<tr>
<td>China</td>
<td>Shanghai and Beijing</td>
</tr>
<tr>
<td>South Korea</td>
<td>Yongin-si in Gyeonggi-do</td>
</tr>
<tr>
<td>India</td>
<td>Pune</td>
</tr>
</tbody>
</table>
Sales increased in the advanced materials and life science markets (Raman Spectrometers, Particle-size distribution analyzers, X-ray fluorescence analyzers, etc.)

Decreased sales of optical components for semiconductor production equipment manufacturers due to the semiconductor market slowdown.

2024 Full-Year Forecasts and Mid-Long Term Outlook

- Expand sales related to demand in cutting-edge R&D.
- Expand the manufacturing process evaluation and monitoring business.
- Explore the life science market (i.e., pharmaceuticals) globally.
- Expect growth in demand for manufacturing processes in the semiconductor market.

Sales and O.P (Billions of Yen)

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (Billions)</th>
<th>O.P (Billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>36.2</td>
<td>2.5</td>
</tr>
<tr>
<td>2023</td>
<td>39.6</td>
<td>2.4</td>
</tr>
<tr>
<td>2024 Fore.</td>
<td>42.0</td>
<td>3.0</td>
</tr>
</tbody>
</table>

High-speed Throughput Raman Screening

Rapid Raman Plate Reader

Globally provide solutions to automate and accelerate the drug development time.
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## MMLAP2023: Five-year Review

<table>
<thead>
<tr>
<th>External Events</th>
<th>Internal Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>◆ COVID-19 pandemic and vaccine development, and IT innovations</td>
<td></td>
</tr>
<tr>
<td>◆ Automotive electrification and expansion of the carbon neutrality market</td>
<td></td>
</tr>
<tr>
<td>◆ Tense international situation, energy price increase, and global procurement difficulties</td>
<td></td>
</tr>
<tr>
<td>◆ Expansion of generative AI and the global semiconductor market</td>
<td></td>
</tr>
<tr>
<td>◆ Accelerated cross-segment activities in which the existing businesses are adapted in new fields</td>
<td></td>
</tr>
<tr>
<td>◆ Investment in facilities mainly in Japan (HORIBA Techno Service), China (C-Cube) and Europe (eHUB)</td>
<td></td>
</tr>
<tr>
<td>◆ Continued aggressive M&amp;A activities: TOCADERO (DE), MedTest (US), BeXema (DE), Tethys Instruments (FR), and Process Instruments (US)</td>
<td></td>
</tr>
</tbody>
</table>
## MLMAP2023 “ONE STAGE AHEAD” Results

<table>
<thead>
<tr>
<th></th>
<th>MLMAP2023 Targets</th>
<th>2023 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>¥300.0bn</td>
<td>¥290.5bn</td>
</tr>
<tr>
<td>Operating income</td>
<td>¥40.0bn</td>
<td>¥47.2bn</td>
</tr>
<tr>
<td>Net income</td>
<td>¥30.0bn</td>
<td>¥40.3bn</td>
</tr>
<tr>
<td>EPS (Earnings Per Share)</td>
<td>¥711</td>
<td>¥953</td>
</tr>
<tr>
<td>ROE</td>
<td>10% or more</td>
<td>15.4%</td>
</tr>
</tbody>
</table>

Achieved the targets

### Priority Measures

- Market Oriented Business
- Solution Provider Beyond Life Cycle Management
- HORIBA Core Values “The Next Stage of Super Dream Team”
Market Oriented Business

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

- **Energy & Environment**
  - Automotive
  - Environmental

- **Bio & Healthcare**
  - Medical-Diagnostic

- **Materials & Semiconductor**
  - Semiconductors

Examples of solutions developed as a result of cross-segment activities:

- Solution to support building a hydrogen energy society
- Solution for CO$_2$ reduction
- Solution for bio-pharmaceuticals
- Solution for new materials and semiconductors
Support for building a hydrogen energy society

Contribute to realization of a carbon-neutral society by combining HORIBA’s business networks and analysis measurement with a focus on hydrogen.

P&E segment’s business of strength: electricity, gas, and oil

Evaluation equipment for hydrogen station, electrolyzers, and hydrogen production

Deepening the technological capabilities of HORIBA FuelCon in Germany, acquired in 2018, and the existing applications owned by HORIBA

Evaluation equipment for fuel cells, FCV, stationary fuel cells, and engine/power-generating turbines

Automotive segment’s business of strength: automotive and heavy industry

Generation Energy conversion Utilization
Solution for CO₂ reduction

Provide essential measurement solutions for the process of separating/capturing CO₂ emitted from factories/power plants, etc. and recycle it as fuel.

Capture CO₂ in liquid form

Combine core technologies of gas and liquid analysis to realize highly efficient separation and capture of CO₂.

- Monitor exhaust gases
- Monitor impurities
- Measure CO₂ remaining in solution
- Monitor solution
- Monitor captured CO₂

Capture CO₂ in solid form

Apply Automotive technology for evaluating exhaust gas catalyst and Process & Environment continuous measurement technology for evaluation of CO₂ capture.

- Condition control
- Automated evaluation test
- Evaluation data management
- Continuous monitoring
Solution for bio-pharmaceuticals

Contribute to development, quality control and manufacturing of pharmaceuticals, based on core technologies proven in academia and R&D and through partnership with key players in the pharmaceutical industry.

Application to the pharmaceutical industry

Customized product development
Partnership with customers

Core technologies utilized in the life science field

Water quality analysis
Elemental analysis
Spectroscopic analysis
Particle analysis
Surface analysis

Vaccine quality testing
Pharmaceutical R&D
Microbial inspection
Solution for new materials and semiconductors

Develop solutions by utilizing networks with the semiconductor industry and applying industrial and spectroscopic instruments to the entire electronic component and semiconductor industry.

Contribute to R&D of advanced materials
- CMP slurry control
- Defects impurities analysis
- Thin film analysis

Support transformation to smart factory status
- Airborne molecular contamination monitor
- Wastewater treatment
- Exhaust gas emission monitor

Core technologies and business networks that have supported the semiconductor industry
- Reticle/mask particle detection
- Chemical concentration monitor
- Fluid control
Solution Provider Beyond Life Cycle Management

Be empathetic to customers troubled with “issues” and offer solutions from all aspects of the situation

Provide contract analysis and technical support at 19 Analytical Solution Plazas worldwide

Provide automated analysis to help improve customers’ on-site efficiency and productivity

A combination of “connection” and “measurement” that responds to customers’ needs for labor saving.

Service Life Cycle Management supporting the emission business

- Mindset that HORIBA’s products present options to meet customers’ demands
- Contribute to upgrading products that comply with new regulations
- Respond to diversified needs for measurement
HORIBA Core Values

“The Next Stage of Super Dream Team”

Our Future Project
Established the long-term vision “Our Future” (Vision, Mission, Values), as a guideline for all global HORIBARIANs in advancing towards the 100th anniversary of the company’s foundation.

Stained Glass Project
Diversity promotion started with the mission to create new value on an ongoing basis by allowing various personalities and talents to shine. So far, contributed to business continuity during the COVID-19 pandemic.

BlackJack Project
Original business improvement activities aimed at changing employee awareness and actions. An internal world cup competition is held every year to select the grand prize from the themes represented by region.
Contents

- 2023 Results
- 2024 Forecast
- Outlines by Business Segment
- MLMAP 2023 Summary
- Financial Data
Operating Profit Analysis (vs 2022)

(Billions of Yen)

2022

45.84

Increase Sales
+7.11

Increase COGS
-2.71

Exchange impact for Gross Profit
+6.31

Exchange impact for Expenses
-2.96

Increase R&D Expenses
-1.2

Increase Other Expenses
-5.08

2023

47.29

Increase Gross Profit
+4.39

Increase Operating Profit
+1.45

Exchange Impact
+3.35

Increase Expenses
-6.29

Exchange impact for Expenses
+6.31
## Consolidated Cash Flows

(Billions of Yen)

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2022</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flows from operating activities</td>
<td>+16.6</td>
<td>+33.9</td>
<td>-17.3</td>
</tr>
<tr>
<td>Cash flows from investing activities</td>
<td>-7.3</td>
<td>-10.7</td>
<td>+3.4</td>
</tr>
<tr>
<td>Cash flows from financing activities</td>
<td>-20.9</td>
<td>-22.4</td>
<td>+1.4</td>
</tr>
<tr>
<td>Cash and cash equivalents at end of year</td>
<td>130.5</td>
<td>138.7</td>
<td>-8.2</td>
</tr>
<tr>
<td>Free cash flows</td>
<td>+9.3</td>
<td>+23.2</td>
<td>-13.8</td>
</tr>
</tbody>
</table>
Cash Balance

(Consolidated basis, each end of period)
(Billions of Yen)

<table>
<thead>
<tr>
<th>Year</th>
<th>Cash Balance (Billion Yen)</th>
<th>Total Loan Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>114.5</td>
<td>Bonds 30.0, Long 37.5, Short 9.5</td>
</tr>
<tr>
<td>2021</td>
<td>135.0</td>
<td>Bonds 30.0, Long 25.0, Short 25.1</td>
</tr>
<tr>
<td>2022</td>
<td>139.8</td>
<td>Bonds 30.0, Long 24.8, Short 12.3</td>
</tr>
<tr>
<td>2023</td>
<td>132.7</td>
<td>Bonds 30.0, Long 24.6, Short 5.6</td>
</tr>
</tbody>
</table>

- **Current ratio**
  - 2020: 308%
  - 2021: 253%
  - 2022: 264%
  - 2023: 315%

- **Capital ratio**
  - 2020: 54%
  - 2021: 55%
  - 2022: 58%
  - 2023: 63%

- **Recent issuer rating:** R&I “A” (Sep. 2023), JCR “A+” (Sep. 2023)

- **Bond**
  - ¥15.0bn (redemption 2026)
  - ¥20.0bn (redemption 2029)
### Exchange Rate Trend / Forecasts / Impacts

#### Exchange rate impact for 2023

(vs 2022)

<table>
<thead>
<tr>
<th>Impact</th>
<th>USD 2023</th>
<th>USD 2024</th>
<th>EUR 2023</th>
<th>EUR 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase sales</td>
<td>+13.30</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase cost of goods sales</td>
<td>-6.99</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impact to gross profit</td>
<td>+6.31</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase expenses</td>
<td>-2.96</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impact to operating profit</td>
<td>+3.35</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Exchange rate impact for 2024 Forecasts

1 yen impact of Sales and O.P.

(Weak yen)

<table>
<thead>
<tr>
<th></th>
<th>Sales</th>
<th>Operating profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD</td>
<td>+0.73</td>
<td>+0.28</td>
</tr>
<tr>
<td>EUR</td>
<td>+0.40</td>
<td>+0.03</td>
</tr>
</tbody>
</table>
## Capital Investment, Depreciation, R&D

(Billions of Yen)

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>Previous Forecasts (as of Nov. 13)</th>
<th>2023</th>
<th>Actual</th>
<th>vs 2022</th>
<th>vs Previous Forecasts</th>
<th>Forecasts</th>
<th>vs 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capex</strong></td>
<td>Actual: 12.5</td>
<td>Previous: 11.5</td>
<td>Actual: 9.1</td>
<td>-3.4</td>
<td>-2.3</td>
<td>23.0</td>
<td>+13.8</td>
<td></td>
</tr>
<tr>
<td><strong>Depreciation and amortization</strong></td>
<td>Actual: 11.3</td>
<td>Previous: 12.0</td>
<td>Actual: 12.6</td>
<td>+1.2</td>
<td>+0.6</td>
<td>14.0</td>
<td>+1.3</td>
<td></td>
</tr>
<tr>
<td><strong>R&amp;D expenses</strong></td>
<td>Actual: 18.5</td>
<td>Previous: 21.0</td>
<td>Actual: 20.4</td>
<td>+1.8</td>
<td>-0.5</td>
<td>22.6</td>
<td>+2.1</td>
<td></td>
</tr>
</tbody>
</table>

### to net sales(%) table:

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>Previous</th>
<th>2023</th>
<th>Actual</th>
<th>vs 2022</th>
<th>vs Previous</th>
<th>Forecasts</th>
<th>vs 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capex</strong></td>
<td>6.9%</td>
<td>7.4%</td>
<td>7.0%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>7.0%</td>
<td>-</td>
</tr>
</tbody>
</table>

### 2024 Topics

- PP&E:
  - Kyoto Fukuchiyama Technology Center new building
  - Kyoto Fukuchiyama new factory
Omoshiro-okashiku
Joy and Fun

THANK YOU

Terima kasih
謝謝

サンクス

ありがとうございました

ボルショエ スパシビョ

감사합니다

Dziękuję

Merci

Obrigado

Cảm ơn

Grazie

Danke

Σας ευχαριστώ πάρα πολύ

가ниц

Tack ska du ha

Grazie

Danke