



Mid-Long Term Management Plan - MLMAP2028

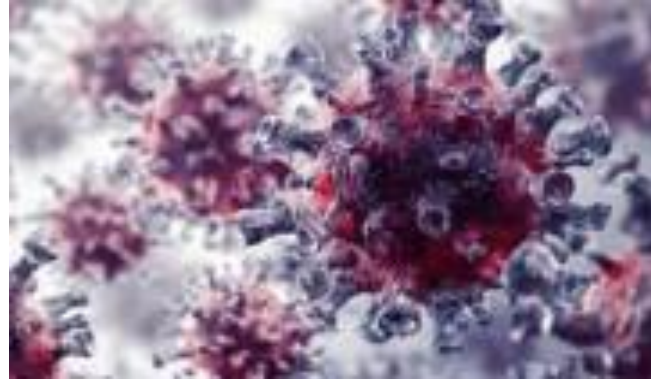
Dan Horiba
Senior Corporate Officer, HORIBA, Ltd.

February, 2024

Rapid changes in the global environment surrounding society



Trend toward a sustainable society



Increase in medical issues due to Pandemic



Technological innovation (AI, IoT)



Secure emerging business opportunities in rapidly changing times

Our Future

Vision

Joy and Fun for All



3 Fields which HORIBA focuses toward realizing Our Future

Energy & Environment

Bio & Healthcare

Materials & Semiconductor



Mission

Shape our future with solutions based on HONMAMON and Diversity



Values

Spirit of Challenge

Reliability and Trust

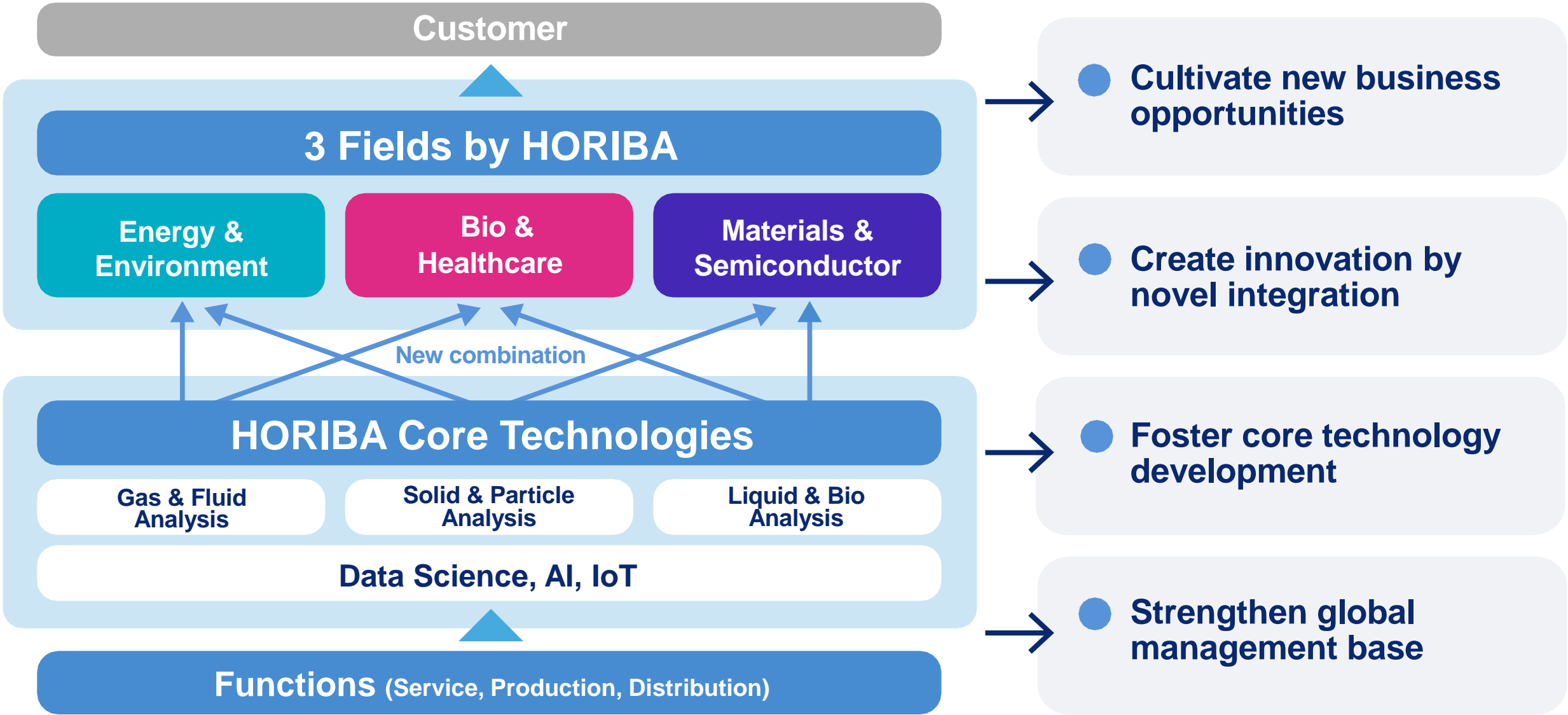
Pursuit of Excellence

Positioning of MLMAP2028

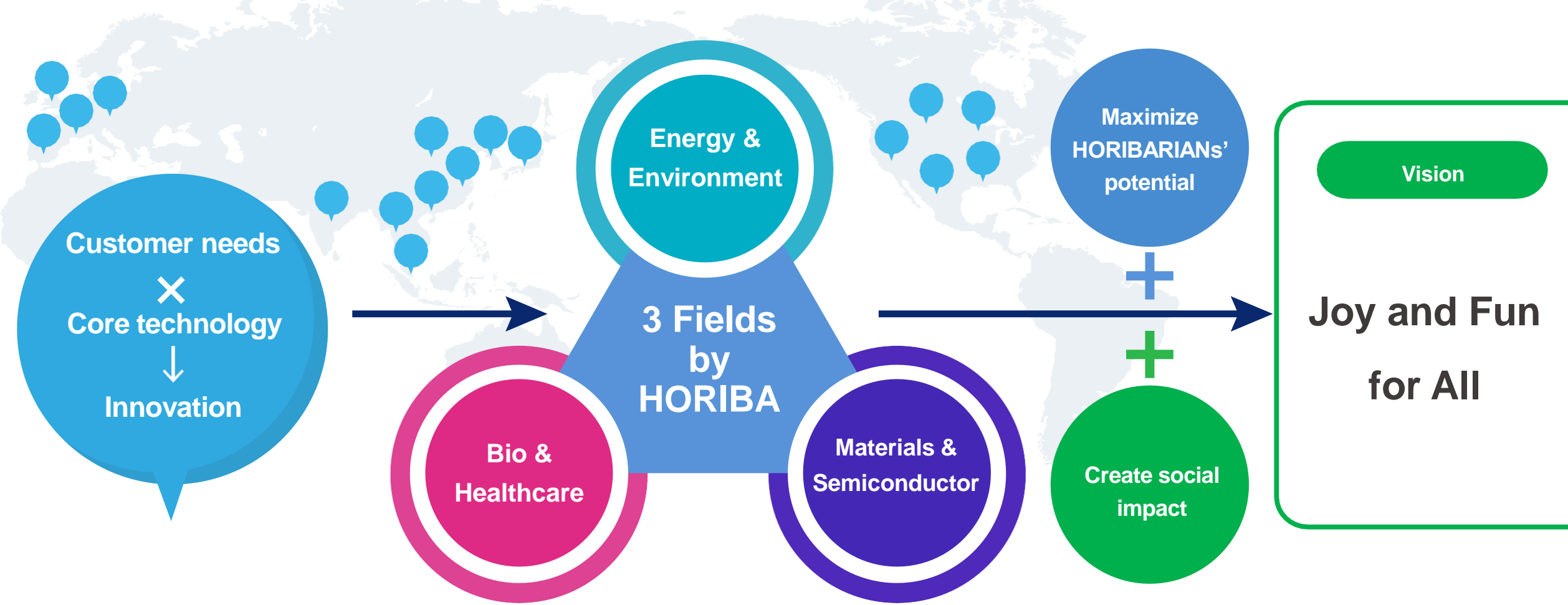


*HORIZARIAN: Naming of all employees in HORIBA Group. We call so regarding us as same family

Objective of Field Operation



HORIBA's growth model



Creating innovation and robust supply chain at global level

MLMAP2028 The team

MLMAP Leaders



**Hiroshi
Nakamura**
Technology



**Dan
Horiba**
MLMAP Leader



**Maki
Moriguchi**
HR, Sustainability

Field Officers



**George
Gillespie**
Energy &
Environment



**Masayuki
Adachi**
Bio &
Healthcare



**Hideyuki
Koishi**
Materials &
Semiconductor

MLMAP2028 Major management goals

Financial Goals

Sales

450 B.JPY

(2023 Result: 290.5 B.JPY)

Operating Income

80 B.JPY

(2023 Result: 47.2 B.JPY)

Net Income

55 B.JPY

(2023 Result: 40.3 B.JPY)

ROE > **12%**

Dividend
Payment ratio **30%**

Timely and properly return to shareholders
Special dividend, Stock Buyback

Non-Financial Goals

- ✓ Practicing values by all HORIBARIANS
- ✓ Creating values of HONMAMON

- ✓ Carbon neutrality in 2050
- ✓ 42% reduction of CO₂ emissions in 2032 (Scope 1, 2)

- ✓ Deeply foster core technologies - 60B.JPY sales from new business in 2028

Group HR strategy to maximize HORIBARIANs' potential

Vision

Create a “Stage” together where every HORIBARIAN can maximize their potential through demonstrating their abilities with Joy and Fun.

Cultivate unique culture as our “Stage” to maximize our potential

- ✓ Share and practice of Vision / Mission / Values with all HORIBARIANs

Creating value of HONMAMON

- ✓ Pursuit of HONMAMON through practice of Values
- ✓ Establishment of HONMAMON Award

Learn and collaborate with diverse HORIBARIANs

- ✓ Network building with diversified HORIBARIANs
- ✓ Promote a culture of “Mutual Learning & Collaboration”.



Sustainability strategy for creating social impact

Vision

Contributing to the realization of a sustainable society through HORIBA's unique capabilities

Realization of sustainable society by HORIBA products and solutions

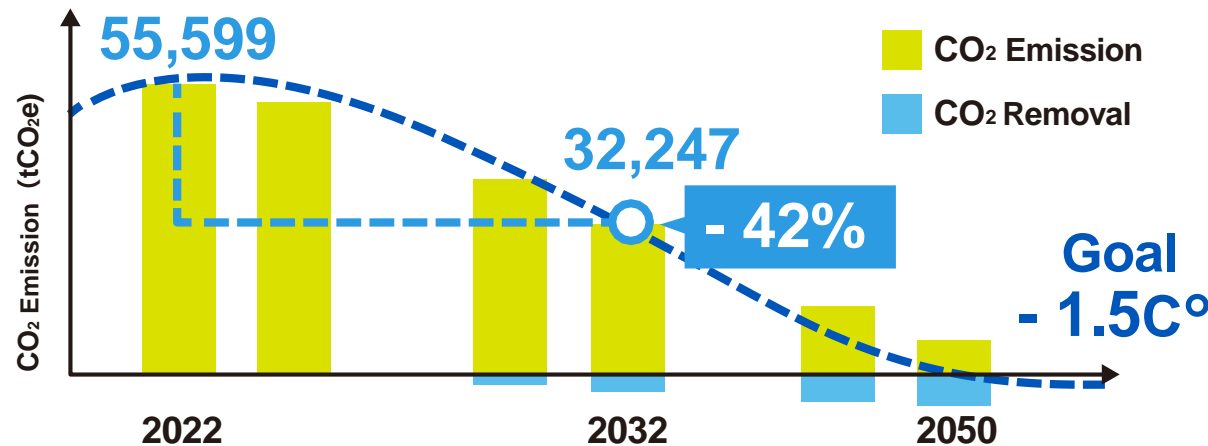
- ✓ Solving social issue through business in 3 Fields

Sustainable operation

- ✓ Carbon Neutrality in 2050
- ✓ 42% reduction of CO₂ emissions in 2032 (Scope 1, 2)

“Measurement × Education”
Inherit to next generation

- ✓ Social contribution in Science and Technology area
- ✓ More than 100 activity in 2028 with more than 4,500 participants (over 10 countries)

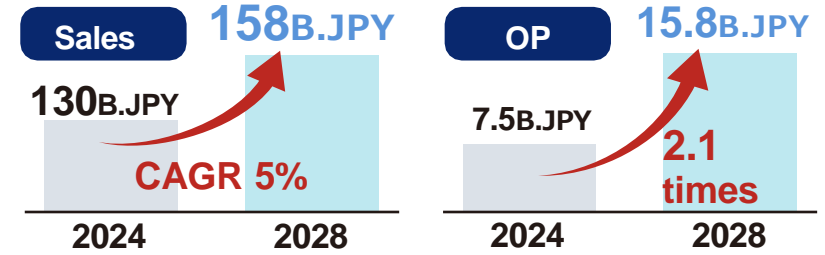


Energy & Environment

Vision

A Trusted Partner supporting our Customers on their challenges to deliver a Sustainable Environment

Sales / Operating Profit



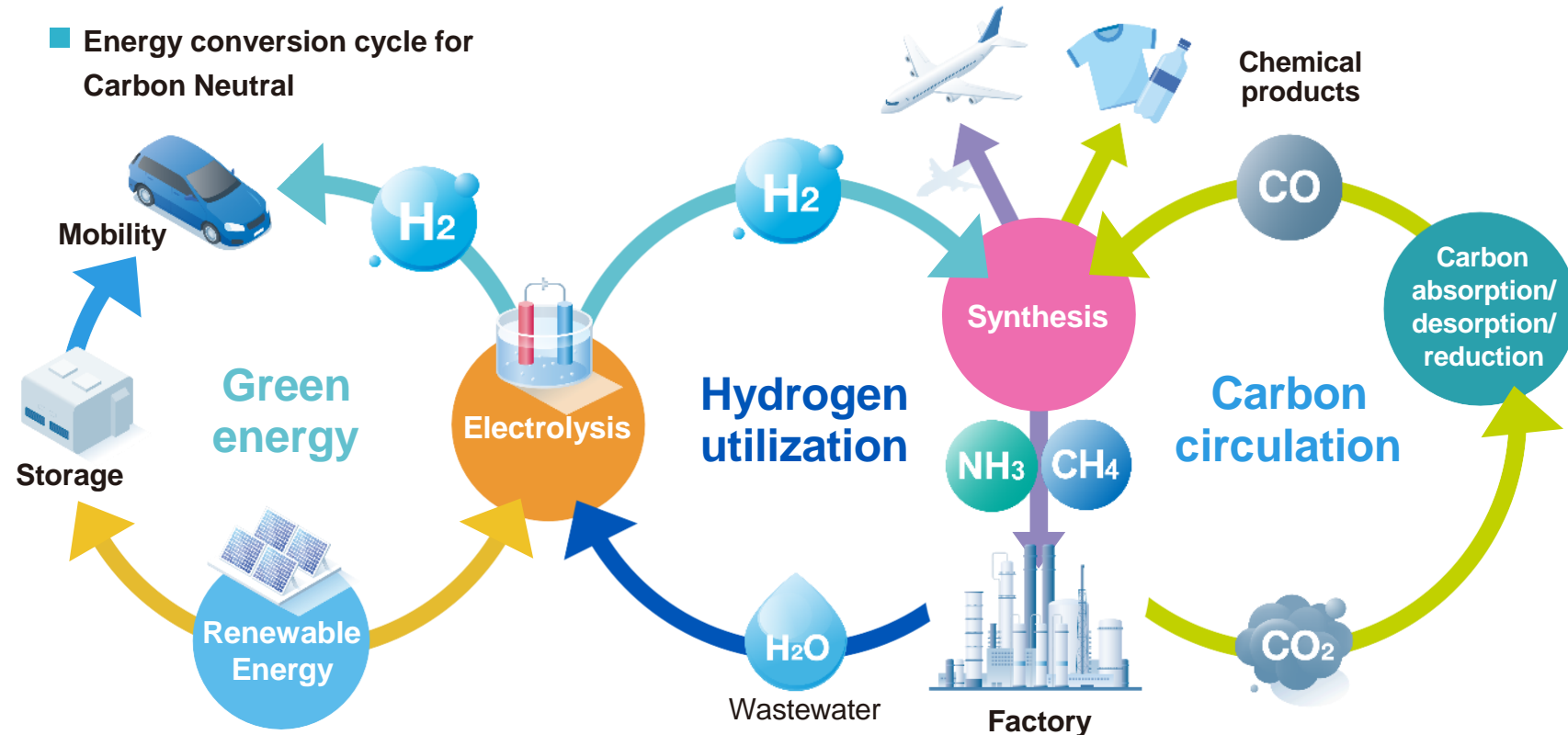
Major business domain

Contributing to **Carbon Neutrality**. Promoting best solution for customer requirement in R&D / regulation process with utilizing technology & experience which HORIBA has fostered.

Business Strategy

- Provide diversified product and solutions
- New businesses by integrating capabilities in HORIBA Group
- Total solution with system integration and consulting

Energy conversion cycle for Carbon Neutral

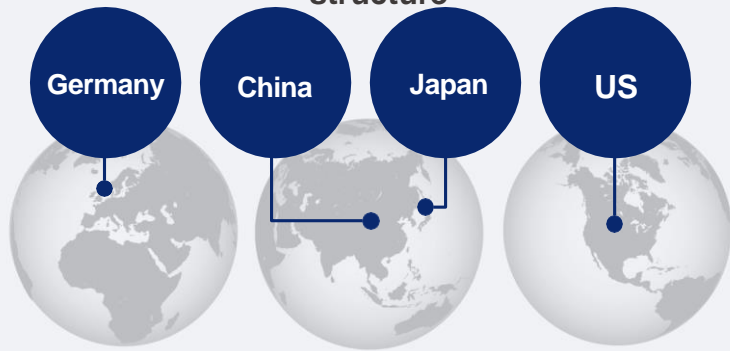


Energy & Environment

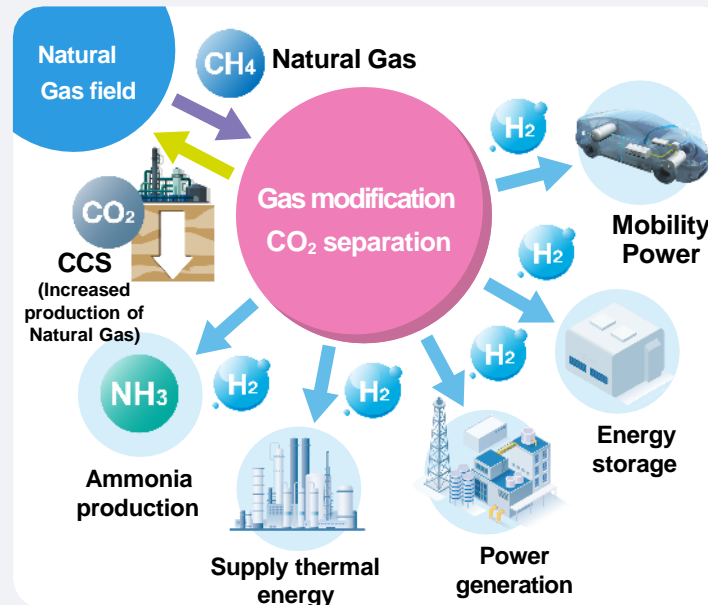
Capturing business opportunities in the Hydrogen market

Establishment of global engineering structure

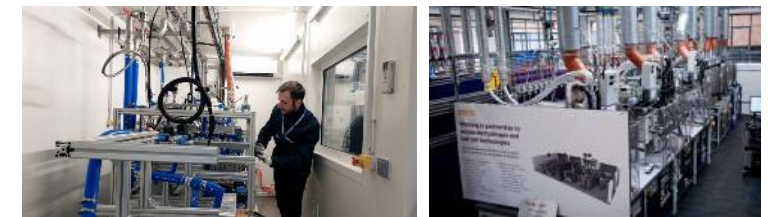
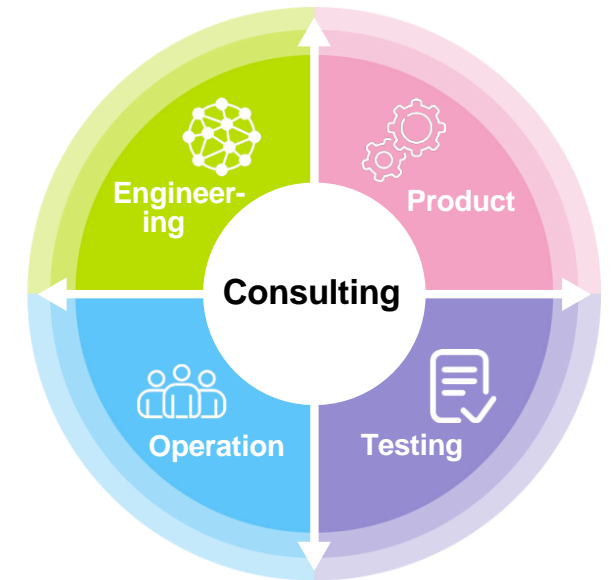
Establishment of global engineering structure



Strengthening our system proposal capability in Carbon Recycling



Maximize contribution in Mobility industry
Total solution proposals leveraging our consulting capability

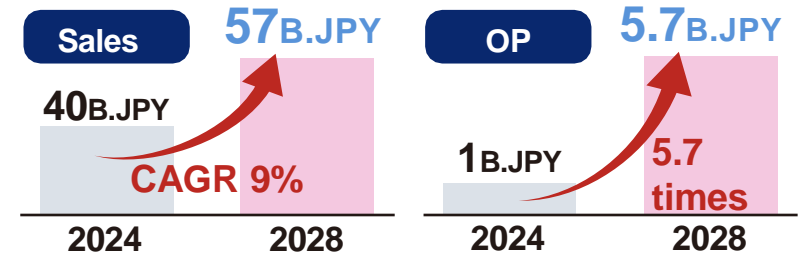


Bio & Healthcare

Vision

Provide strong social value by transforming the “Healthcare Journey” with unique solutions

Sales / Operating Profit



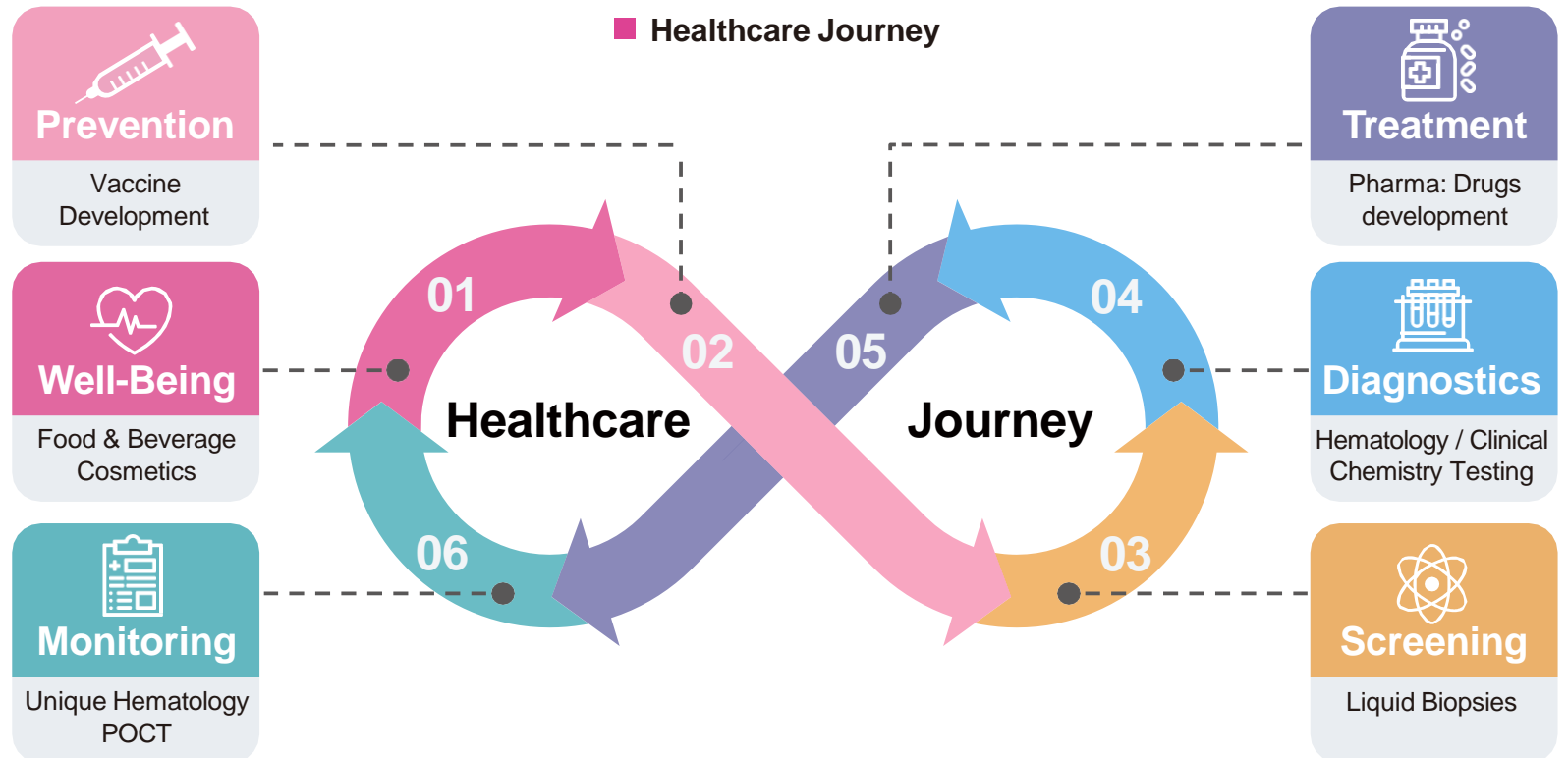
Major business domain

Contributing to transforming the **Healthcare Journey** with unique solution based on our IVD know-how, diversified core technologies, and global network. Key examples are , solving clinical issue with POCT* solutions and optimizing Bio Pharma R&D, and production process.

*POCT : Point of Care Testing

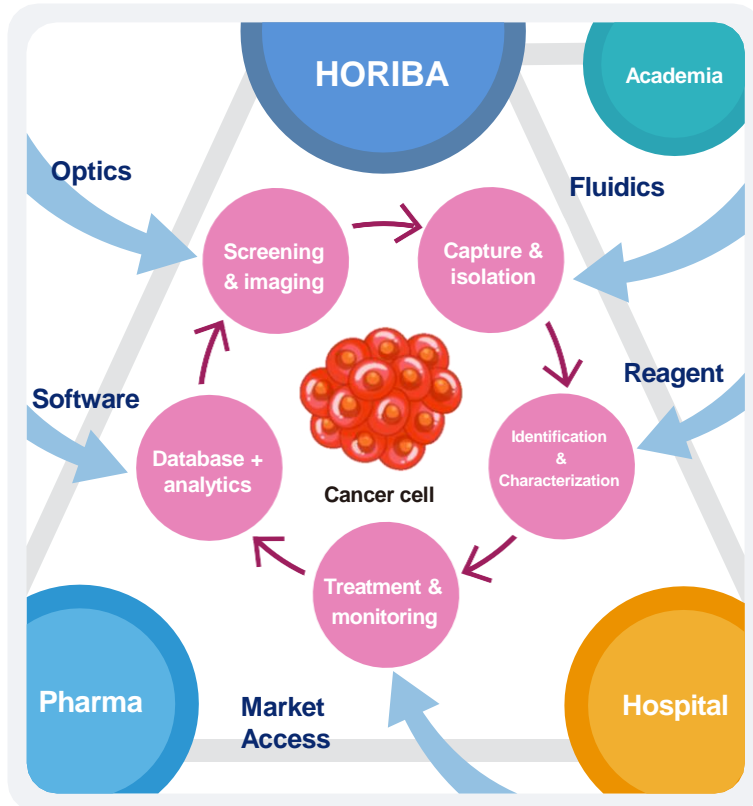
Business Strategy

- Providing unique solution for emerging new niche markets.
- Localization in IVD testing business
- Implementing HORIBA’s measurement technology and engineering capability in the Bio-pharma industry

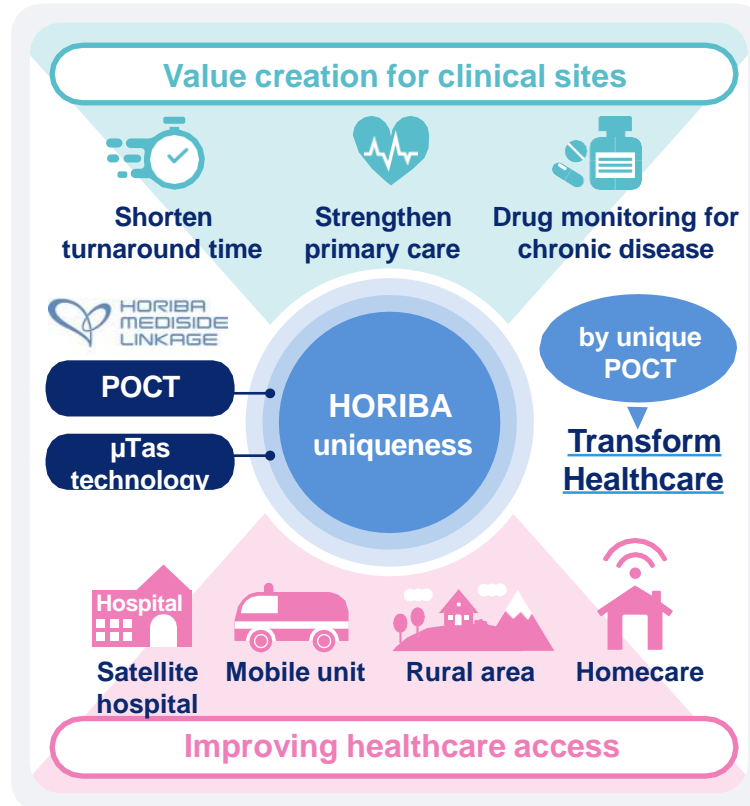


Bio & Healthcare

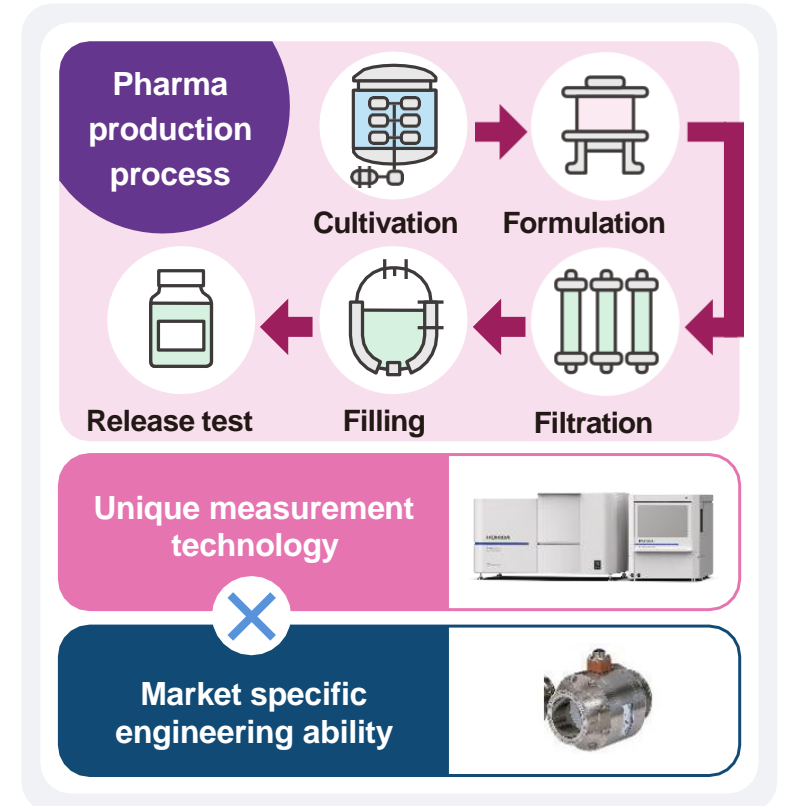
Developing new solutions by integrating HORIBA's capabilities in emerging niche markets along the Healthcare Journey



Promoting new solutions to solve issues in IVD testing field by unique POCT



Proposing process monitoring solution for Bio-pharma market from the expertise of our automotive business segment

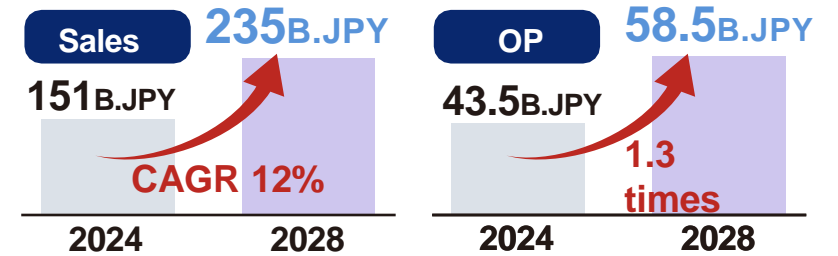


Materials & Semiconductor

Vision

Shape the market with innovative solutions in the advanced materials and semiconductor field toward achieving sustainable society

Sales / Operating Profit



Major business domain

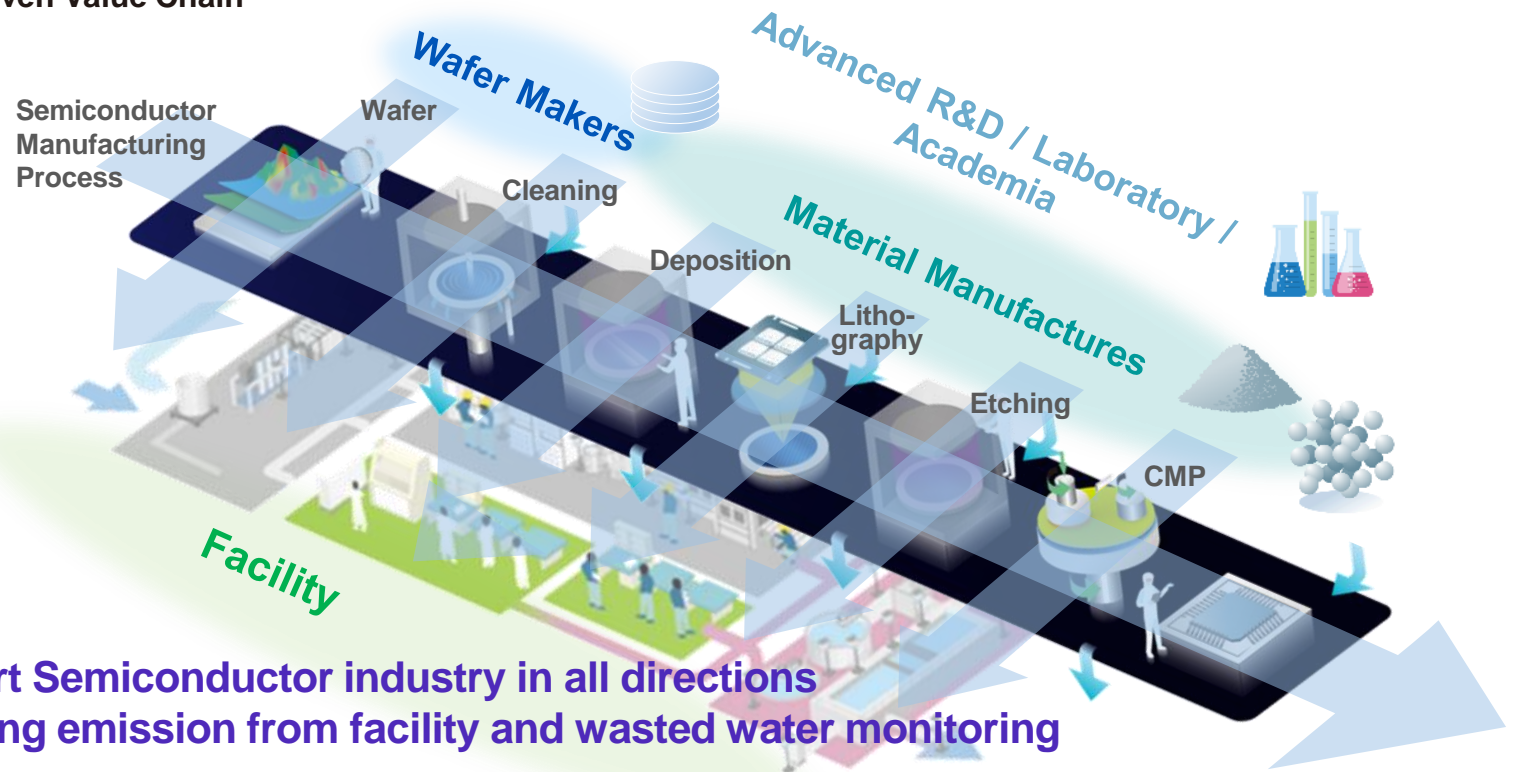
Contributing to technology innovation in “Woven Value Chain” which is value chain matrix where Semiconductor production process, advanced materials and facilities are inter-connected.

Provide cutting-edge solutions in advanced material area and supporting customer’s operations in all directions.

Business strategy

- Sustain / Increase market share by increasing production capacity
- Strengthen process monitoring in Semiconductor market
- Applying advanced measurement technology in semiconductor material
- Allocate resources on material research, production and recycling

Woven Value Chain



Support Semiconductor industry in all directions including emission from facility and wasted water monitoring

Materials & Semiconductor

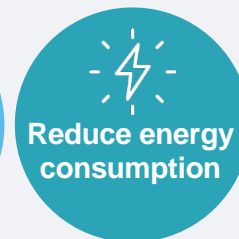
Contributing to cutting edge process in Semiconductor

Providing solutions with high-value component and module products

Semiconductor process control domain which HORIBA covers

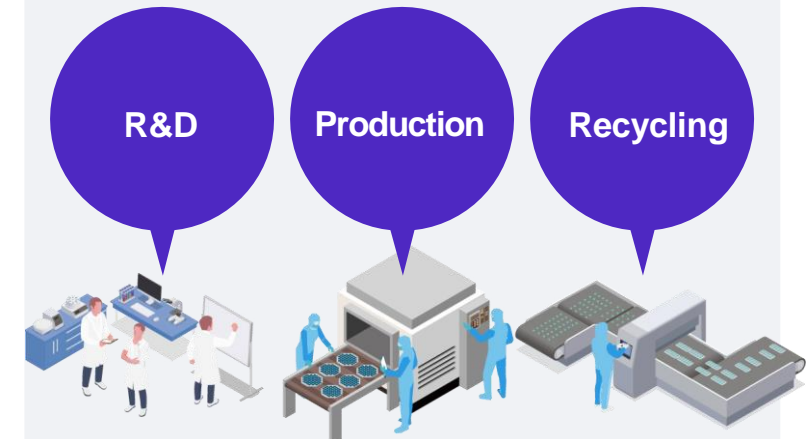
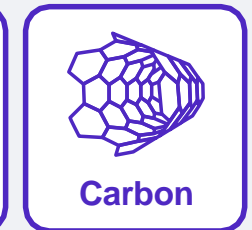
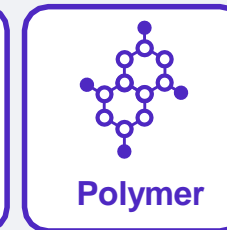
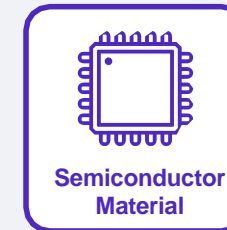
- Liquid monitoring / control
- Liquid vaporization
- Pressure control
- Vacuum monitoring
- Chemical concentration
- Plasma monitoring
- Thermal monitoring

Developing all-round solution by thin film measurement technology such as semiconductor process monitoring and facility monitoring



Contributing to process of material development and production

Providing solution through consolidating measurement technologies of HORIBA Group

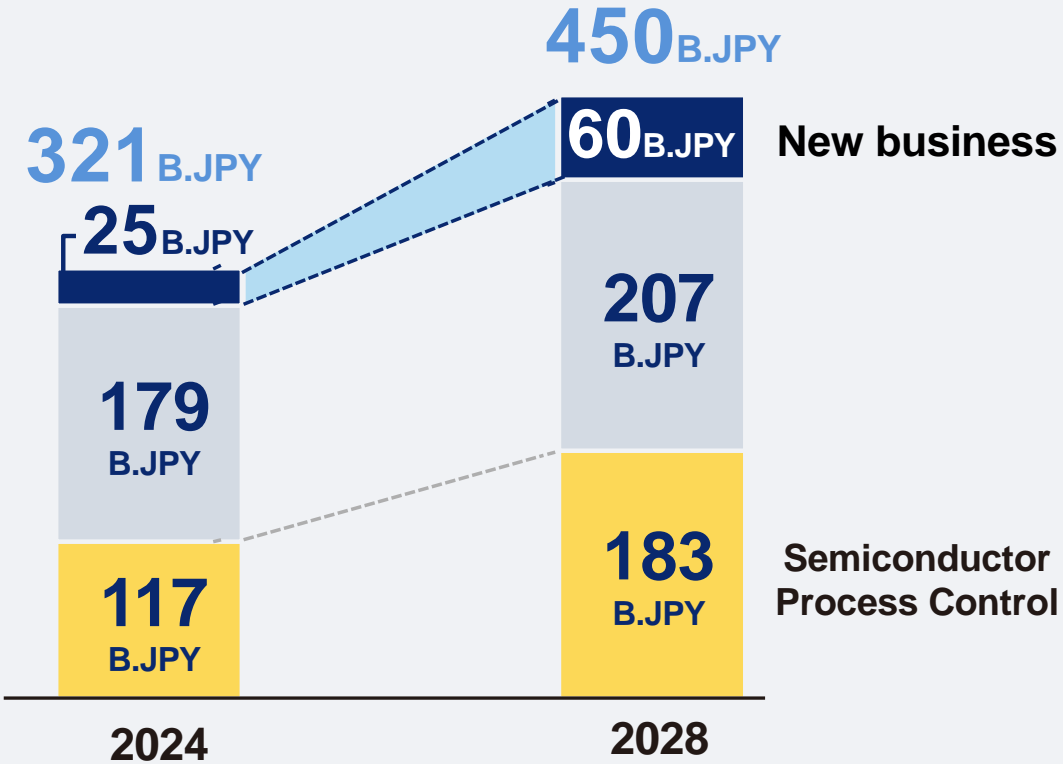


New business in MLMAP2028

Sales of New business in 2028

60 B.JPY

- Energy & Environment**
Business for new energy (i.e. Hydrogen) **31 B.JPY**
- Bio & Healthcare**
Business for Life Science **14 B.JPY**
- Materials & Semiconductor**
New business for Semiconductor industry **15 B.JPY**



Cultivating HONMAMON technology by connecting technology and talents organically

Product development closely to the customer

Customer demand × Core technology = Innovation

Sales in new business

60B.JPY
(in 2028)



Business transformation from product sales to solution business

Develop businesses across fields

Sales in Solution business incl. Automation / Data management business

25B.JPY
(in 2028)



Pursuit of HONMAMON technology

Pursuit of applications, Accelerating open innovation

Advanced R&D

More than 10% of total R&D expense
(in 2028)



Strengthening business foundation to support global operation

Service

Establish unique service model with high-quality services and analytical solutions

- Continuous investment in HR
- Provide solutions for facility optimization

Production

Stably provide high-quality products by using a sustainable value chain

- Optimization of global resources
- Passing on skills to the next generation
- Pursuit of production automation

Distribution

Expand solutions and build distribution channels that maximize customer value

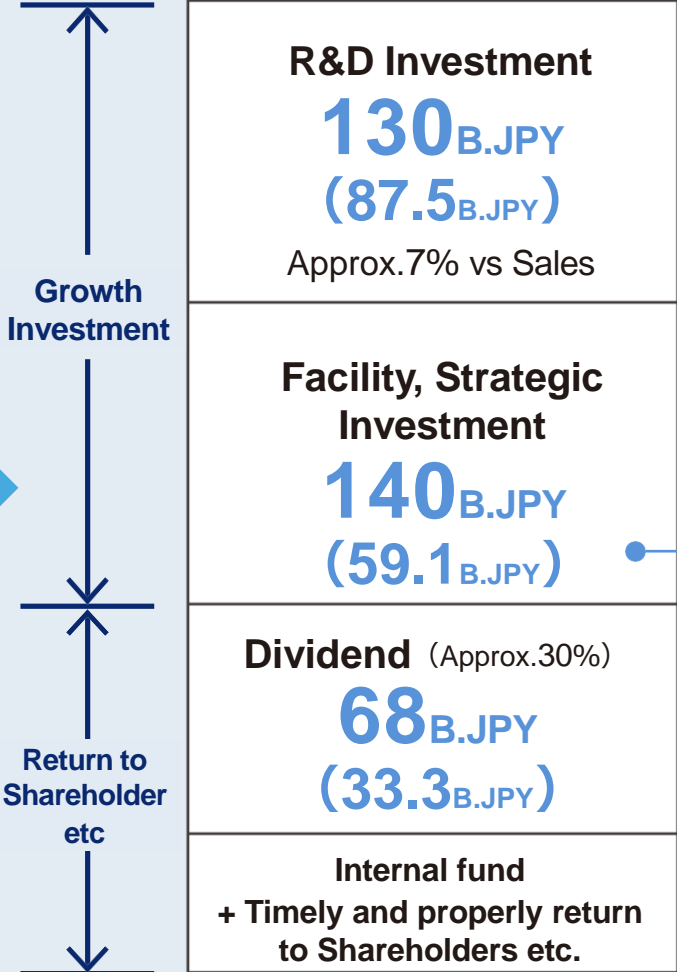
- Channel optimization based on field operation



Cash allocation during MLMAP2028

2024 - 2028
 Operating CF before
 R&D investment
400B.JPY
 (232.3B.JPY)

Cash reserves



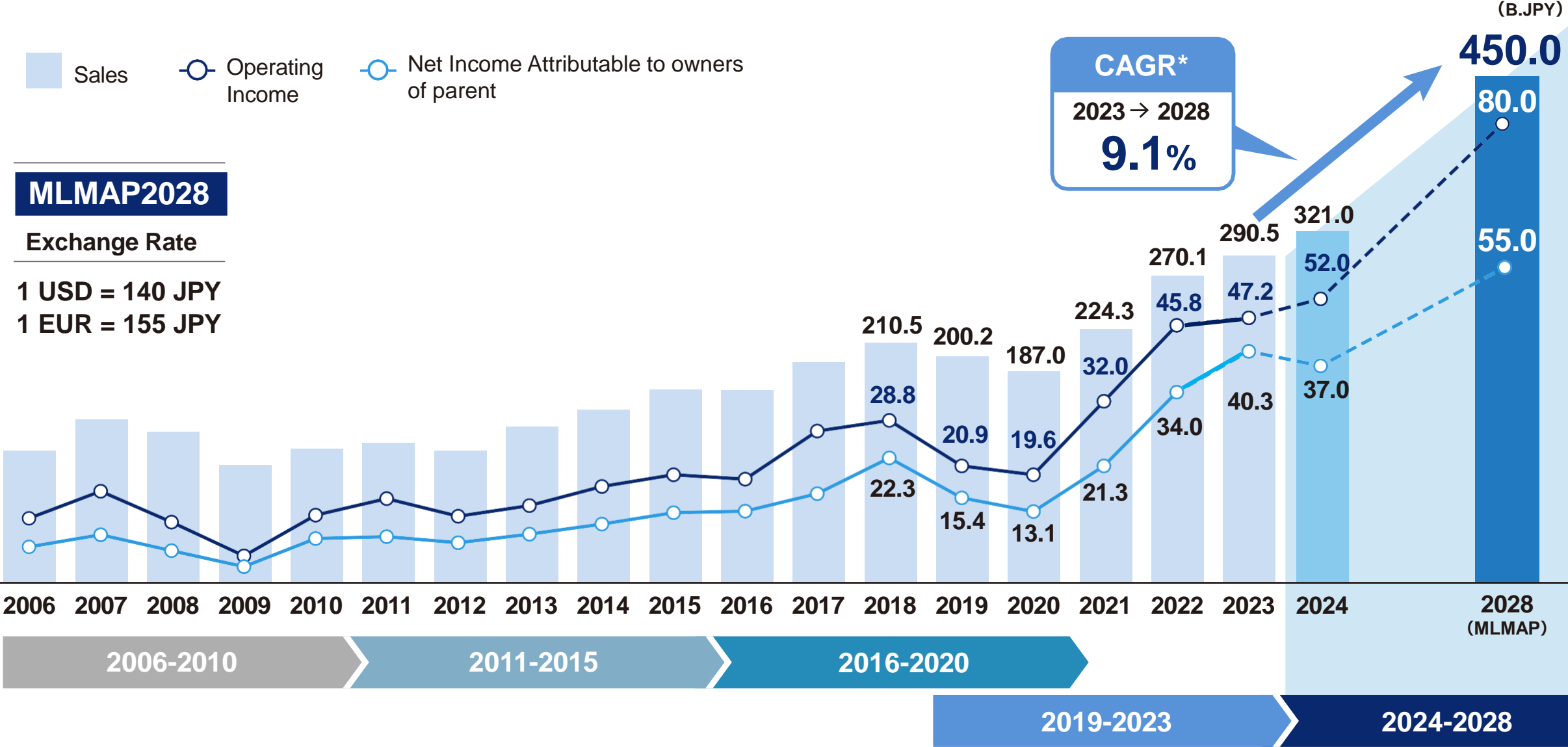
- Growth strategy, Generation of Operating CF
- Investment for future growth
- Timely and properly return to shareholders

Detail

Items	Total
Regular Investment	Approx. 60 B.JPY
Fukuchiyama Factory and Technology Center (Semiconductor)	Approx. 20 B.JPY
Strategic Investment	Approx. 60 B.JPY
Total	Approx. 140 B.JPY

(B. JPY) : MLMAP2023 (2019~23) Result

Realizing the Growth Potential Ahead 500B.JPY sales (1.5 times vs 2023)



*CAGR : Compound Annual Growth Rate

MLMAP2028 The Symbol



M L M A P
Mid-Long Term Management Plan
2024-2028

A butterfly transforms from humble beginnings to a beautiful creature dancing on the wind and spreading new life to each flower it touches. Each tiny flap of its wings may result in massive impact elsewhere. HORIBA's cutting edge analytical and measurement solutions maximize the value to society, to enable a sustainable future for all living things.

Omoshiro-okashiku
Joy and Fun



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

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