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HORIBA Formulates New Mid-Long Term Management Plan “MLMAP2023”
“ONE STAGE AHEAD” to be achieved by
expansion of business fields and establishment of a new business models
Targeting 300 billion yen in net sales and 40 billion yen in operating income

HORIBA, Ltd. has formulated a new Mid-Long Term Management Plan, MLMAP2023*¹, for the five-year period from 2019 to 2023. By accomplishing the following three priority measures, HORIBA aims to advance into the next stage.

● **Priority Measure 1: “Market-Oriented Business”**

To develop analysis and measurement solutions, utilizing HORIBA’s core technologies, in the leading three business fields of megatrends: Energy and Environment; Materials and Semiconductors; and Bio and Healthcare

● **Priority Measure 2: “A Solution Provider Beyond Life Cycle Management”**

To support customers’ businesses from all aspects, from installation to replacement

● **Priority Measure 3: “HORIBA Core Values” - The Next Stage of a Super Dream Team -**

To enhance the organizational structure that fosters resilient human resources, which are the driving force of all business operations

Numerical targets (for 2023):

Net sales of 300 billion yen, operating income of 40 billion yen, and ROE (Return on Equity) of 10% or more

In keeping with the management principle of the “HORIBA Group is One Company.” and its corporate motto “Joy and Fun,” HORIBA has pursued integrated group management by enhancing matrix management of the five business segments (Automotive Test Systems, Process & Environmental, Medical-Diagnostic, Semiconductor, and Scientific) and three regions (Asia, Americas, and Europe), and has achieved business growth.

Recently the business environment surrounding HORIBA has been drastically changing. For example, the automotive industry has experienced a significant turning point in technology and is making tremendous progress in next-generation technologies such as electrification and autonomous vehicles. The semiconductor, bio, healthcare, and other markets has been also experiencing fundamental changes as the dissemination of AI, IoT, and other advanced technologies has been promoted. Moreover, Asian countries, including China and India, have grown with the momentum that has brought them closer to the level of developed countries, and the global market structure itself has begun to change significantly.

Under such circumstances, HORIBA has made numerous decisions that accompanied changes in its business model: the enhancement of the Automotive Test Systems segment with the acquisition of MIRA Ltd. (UK) in 2015 and FuelCon AG (Germany) in 2018; the expansion of alliances in the Medical-Diagnostic segment; and the expansion of production capacity in the Semiconductor segment. These actions have contributed to the generation of net sales of 210.5 billion yen and operating income of 28.8 billion yen in 2018, which has enabled HORIBA to come closer to the level of the numerical targets set in the previous Mid-Long Term Management Plan for 2020, MLMAP2020.

HORIBA has now decided to launch a new Mid-Long Term Management Plan, MLMAP 2023, with the slogan “ONE STAGE AHEAD,” to speedily respond to the accelerating changes of the business environment, and to further grow business and increase corporate value. By accomplishing the three priority measures, HORIBA aims to achieve net sales of 300 billion yen and operating income of 40 billion yen in the target year of 2023.

● **Priority Measure 1: “Market-Oriented Business”**

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

By combining technologies, sales channels, production facilities, and customer networks that HORIBA’s five business segments possess globally, HORIBA intends to provide analysis and measurement solutions that respond to customers’ needs. Through its strengths in “measurement” technologies, HORIBA aims to transform itself into an entity that accelerates innovation in the leading three business fields of megatrends.

[Policies and Measures in the Three Fields]

Energy and Environment

- By utilizing resources in the Automotive Test Systems segment, which maximized synergies with HORIBA MIRA Limited. and HORIBA FuelCon GmbH, and in the Scientific segment, HORIBA aims to expand business related to next-generation vehicle technologies, such as electrification and autonomous vehicles, which are anticipated to help improve energy efficiency. HORIBA also aims to establish its position as a vital partner in automotive development by providing optimal applications that achieve front-loading (reduction in man-hours resulting from a shorter development process) in automotive research and development activities.
- In the Process & Environmental segment, HORIBA aims to contribute to the preservation and improvement of the global environment by utilizing its diverse product lineups in the gas, water, ambient, and petrochemical fields, with applications that range from addressing regulations in emerging countries to productivity enhancement in developed countries.

Materials and Semiconductor

- In the Semiconductor segment, HORIBA aims to gain further market shares for its core products of mass flow controllers and chemical concentration monitors, based on its solid, globally-established R&D and supply networks. HORIBA also aims to provide customers with the environment enabling the use of diverse data from its measurement and control equipment that has been installed on the periphery of semiconductor production equipment (SPE). Thereby, HORIBA contributes to improving SPE manufacturing processes.
- HORIBA aims to achieve business expansion by providing cutting-edge analysis and measurement equipment and systems owned by the Scientific segment to a wide range of customers in academia and the automotive and semiconductor industries across the world. Areas of application include development demand for secondary batteries, which is increasing due to the accelerated electrification of vehicles, and analysis of semiconductor materials and organic materials.

Bio and Healthcare

- In the Medical-Diagnostic segment, HORIBA aims to further expand its active business in the in-vitro diagnostics market. Specifically, HORIBA will expand its target market to mid- to large-scale hospitals under the long-term partnership agreement with Siemens Healthcare Diagnostics Inc. (US), and thereby accelerate its global business growth. In addition, HORIBA will strive to expand its product lineup by utilizing the micro-blood analysis system technologies acquired from ROHM Co., Ltd. (Japan).
- In the area of pharmaceutical and drug discovery, HORIBA will provide unique solutions by utilizing the know-how possessed by the Scientific segment and applying its particle analysis and spectroscopic analysis technologies.

The Scientific segment, which has possessed original technologies since its corporate foundation, plays a role in leading other business segments in terms of developing HORIBA's core technologies and maximizing group synergies while collaborating with the resources of other business segments in the three business fields.

● **Priority Measure 2: “A Solution Provider Beyond Life Cycle Management”**

To support customers' businesses from all aspects – from installation to replacement

HORIBA has built a business model that comprehensively supports customers by offering optimal applications chosen from a wide variety of product groups. HORIBA will expand business into the data management field, contributing to solving customers' issues by quantifying information that has been invisible. In addition to supporting the efficient customers' operation by utilizing operational data from facilities, HORIBA will integrate sales of equipment with high-value-added support, by offering new value via analysis of measured data. HORIBA is always on the customers' side and provides the best solutions to them, based on the keyword, “Always with you.”

● **Priority Measure 3: “HORIBA Core Values” - The Next Stage of a Super Dream Team -**

To enhance the organizational structure that fosters resilient human resources, which are the driving force of all businesses

The driving force to carry out Priority Measures 1 and 2 is human resources. HORIBA has undertaken various initiatives in the development of human resources as well. The BlackJack Project*² has functioned as a system where the frontline information has been shared with top management and have become rooted as HORIBA's new corporate culture. HORIBA will enhance the BlackJack Project in the rapidly-growing Asian regions, further disseminate them across the entire HORIBA Group, and promote activities to connect the management goals to the frontline.

The Stained Glass Project*³, HORIBA's diversity promotion project, is also expanding its activities through human resource exchanges among group companies. HORIBA continues to create a working environment where HORIBARIANS*⁴ can work comfortably and feel worthwhile. HORIBA will thereby achieve a “Super Dream Team” of diverse human resources and accelerate both the transformation of existing businesses and the creation of new businesses.

HORIBA has introduced “HORIBA Premium Value,” an indicator aimed at maximizing the value of its assets. Utilizing this indicator, HORIBA will accelerate activities to optimize the asset efficiency of the entire HORIBA Group including each business segment and group company. HORIBA will promptly make management decisions in order to flexibly invest resources and bring balanced growth of profit and continuous investments into reality.

The numerical targets of the Mid- to Long-Term Management Plan by Business Segment are as follows.

(Billions of yen)

Segment	2018 Results		2023 Plan	
	Net sales	Operating income	Net sales	Operating income
Automotive	79.6	7.7	120.0	12.0
Process & Environmental	19.3	2.0	28.0	2.8
Medical	26.0	1.8	40.0	4.0
Semiconductor	57.7	17.0	77.0	17.7
Scientific	27.7	0.2	35.0	3.5
Total	210.5	28.8	300.0	40.0
ROE	14.3%		10% or more	

[Notes]

- *1: MLMAP: This stands for Mid-Long Term Management Plan, and is a term that is well-known and understood within the HORIBA Group.
- *2: BlackJack Project: HORIBA's unique operational improvement initiative which began in 1997 with the objective of changing the awareness and activities of employees. From the outset, a dedicated internal team has worked to promote this initiative, which fulfills a vital role in providing opportunities for sharing experiences and knowledge globally and in communicating between management and the front-line of operation. They also represent one of our most important initiatives aimed at establishing the Super Dream Team.
- *3: Stained Glass Project: HORIBA's project whose mission is to make HORIBA stronger through the continual creation of new value, based on diverse human resources and skillsets, regardless of gender, age, nationality, disability, or other differences. The project was launched in 2014.
- *4: HORIBARIAN: All HORIBA workers are regarded as a family and called HORIBARIANs.