

October 24, 2017  
HORIBA, Ltd.

### Notice Concerning Change of Representative Directors

At the meeting of its Board of Directors held on October 24, 2017, HORIBA, Ltd. decided on a change of the Company's Representative Directors as follows.

#### 1. Changes in Representative Directors

Name	New title	Current title
Atsushi Horiba	Chairman & Group CEO	Chairman, President and CEO
Juichi Saito	Executive Vice Chairman & Group COO	Executive Vice President
Masayuki Adachi	President & COO	Senior Managing Director

#### 2. Brief Personal Record etc. of Newly-Appointed Representative Directors

Name (Date of birth)	Brief personal record, position, business in charge and important concurrent posts	Number of the Company's shares held
Masayuki Adachi (November 1, 1962)	March 1985	11,597(*)
	March 1999	
	March 2003	
	September 2005	
	June 2006	
	January 2007	
	April 2010	
	January 2011	
	March 2014	
	April 2014	
January 2016	Chairman of supervisory board of HORIBA Jobin Yvon SAS. (present HORIBA FRANCE SAS) (to present)	
March 2016	Senior Managing Director of the Company (to present)	

Name (Date of birth)	Brief personal record, position, business in charge and important concurrent posts	Number of the Company's shares held	
Atsushi Horiba (February 5, 1948)	September 1972 December 1977	Entered the Company General Manager of Overseas Technology Department of the Company	1,128,900 (*)
	March 1981	General Manager of Overseas Headquarters	
	June 1982	Director of the Company	
	June 1988	Senior Managing Director of the Company	
	June 1989	Director of STEC Co., Ltd. (present HORIBA STEC, Co., Ltd.)	
	January 1992	President of the Company	
	June 1995	President of STEC Co., Ltd. (present HORIBA STEC, Co., Ltd.)	
	August 2002	Chairman of HORIBA INSTRUMENTS (SHANGHAI) Co., Ltd.	
June 2005	Chairman, President & CEO of the Company (to present)		
April 2016	Chairman of HORIBA STEC, Co., Ltd. (to present)		

Name (Date of birth)	Brief personal record, position, business in charge and important concurrent posts	Number of the Company's shares held	
Juichi Saito (February 10, 1958)	March 1982 March 1997	Entered the Company General Manager of the Engine Measurement Planning & Development Department of the Company	16,363 (*)
	February 2002	President of HORIBA Instruments Incorporated	
	June 2002	Corporate Officer of the Company	
	June 2004	Director of STEC, Co., Ltd. (present HORIBA STEC Co., Ltd.)	
	June 2005	Director of the Company (to present) Managing Director of HORIBA STEC Co., Ltd.	
	June 2008	Executive Vice President of HORIBA STEC, Co., Ltd.	
	January 2011	General Manager of Corporate & Segment Strategy Division of the Company (to present)	
	March 2013	Executive Vice President of the Company	
March 2016	Executive Vice President and Representative Director of the Company (to present)		

(\*) As of December 31, 2016

3. Effective date  
January 1, 2018