



Corporate Profile 2021





From the time of its founding, the HORIBA group has supported social progress with its **measurement** technologies. **Measurement** fulfills people's desire to know more and leads them to **discovery**. **Discovery** then sheds light on unknown phenomena or substances to shape a better future. Tirelessly exploring **measurement** technology to realize a sustainable society is, and always will be, our mission.

In these times of momentous societal changes, let us walk you through our goals and how we will reach them.

To Measure Is to Discover the New: The Joy of “Discovery” for All



HORIBA's 3 Business Fields

Today, we are living through a time of great change, and this is nowhere more evident than in the three domains of "Energy & Environment," "Materials & Semiconductor," and "Bio & Healthcare." Innovations in these key domains are essential to the creation of a sustainable society where public safety and security are ensured.

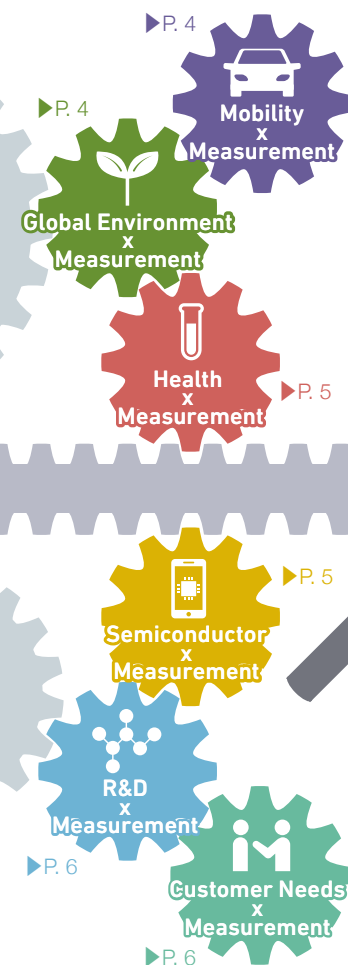
Measurement technology and the joy of discovery are the keys to innovations that can resolve social issues, including:

- Transformation into a safer, cleaner mobility society of the next generation;
- Advancement of energy efficiency (from generation, storage, to consumption) that facilitates future mobility;
- Progression in miniaturization and other technologies in the semiconductor fabrication process, which is essential for an advanced information infrastructure to make our lives more comfortable and convenient; and
- Technological innovation in everything that safeguards our health (e.g., supply of clean and safe water; diffusion of laboratory tests for early diagnosis of infectious diseases; regenerative medicine; and genetic research).

Through the provision of many years of technological competence and know-how, HORIBA remains committed to the realization of a sustainable society.

HORIBA's Strengths

Business Segments & Service Solutions



Core Technologies

Infrared measurement
Gas flow control
Particle analysis
Spectroscopic analysis
Liquid analysis

Original know-how

Analytical data
Applications
Customer support

Domains for Future Contributions

3 Fields

Energy & Environment
Mobility Water
Environmental improvement
Power generation

Material & Semiconductor
Advanced materials
Semiconductors

Bio & Healthcare
Laboratory testing
Drug discovery/manufacturing
Cells Genes

Mobility × Measurement

Keeps pace with fast-changing mobility and the energy process.
Provides diverse solutions to usher in the next-generation mobility society.



Automotive



The automotive industry is witnessing rapid progress in technological innovation, accelerating the development of cleaner engines in line with tighter global environmental regulations and the build-out of next-generation vehicles for a safer society.

HORIBA has developed its market-leading motor exhaust gas analyzers and many other proprietary technologies, including those for vehicle engineering and fuel-cell/battery testing. We provide high-level solutions not only for improving total energy efficiency from power sources to finished vehicles, but also for developing connected autonomous vehicles.

Emission Measurement System

- Measures each component of engine exhaust gas
- Complies with emission regulations around the world

Fuel-Cell/Battery Test System

- Evaluates every performance of fuel-cell and battery from single cell to stack.

Vehicle Development/Testing Engineering

- Supports vehicle development with proven engineering and test facilities

Global Environment × Measurement

Facilitates innovation for the global environment, public safety, security, and health.
Monitors all kinds of gas and water to create a sustainable society.

Process & Environmental



People throughout the world are increasingly aware of the pressing need to preserve the global environment. In emerging countries, environmental regulations are being tightened, and in developed countries, energy efficiency at manufacturing or power plants is attracting much attention.

HORIBA delivers air and water quality analyzers to the global market, supporting public safety, security, and health, as well as preserving the global environment. Our technology for gas and water quality monitoring helps to enhance safety and productivity at industrial processes.

Stack Gas Analyzer

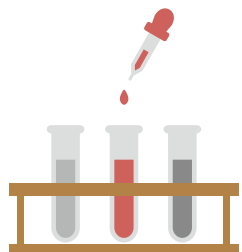
- Measures multiple constituents in gases emitted from thermal power stations and waste incineration facilities both simultaneously and continuously

Continuous Particulate Monitor with X-ray Fluorescence

- Simultaneously measures the mass concentration and components of particulates
- Practically used for air quality monitoring and pollutant source estimation

Water Quality Analyzer

- Continuously monitors water quality for treatment processes of any type of water, from drinking water to wastewater



Health × Measurement

Helps discover infectious diseases and determine health conditions promptly.
Contributes to a healthy life through the supply of in-vitro testing equipment.

Medical

The life science or healthcare market is expanding by leaps and bounds amid rapid economic growth in emerging and developing countries, the world population explosion, and aging populations in some countries.

HORIBA has delivered in-vitro testing equipment and systems for medical institutions for more than 40 years. Via our global networks, we support medical professionals around the world with our "measurement and analysis" technologies, delivering safety, security, and good health.



Centrifugal Blood Analyzer

- Supports the diagnosis of diabetes and infectious diseases with a small amount of blood



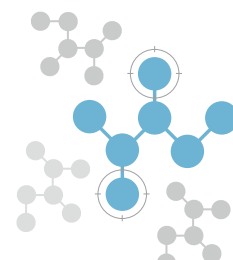
Hematology and CRP Analyzer

- Supports early diagnosis of diseases, infectious, and otherwise, in clinical settings



Hematology Analyzer

- Supports the early diagnosis of various diseases
- Enhances efficiency in testing routines



R&D × Measurement

Responds to every need of researchers/engineers over the world.
Delivers technology for R&D and quality control to various fields: materials, life sciences.

Scientific

At the hands of the world's most inquisitive researchers and engineers "measurement and analysis" technology has brought about countless innovations.

HORIBA has cultivated its diverse core technologies by expanding the scope of its services, from the first liquid pH measurement to infrared gas analysis and X-ray elemental analysis of solids, which in turn has given birth to a variety of analyzers and measurement equipment. These instruments are being put to widespread use, from research into state-of-the-art materials and life sciences to particle detection and defect analysis for quality control.



Raman Microscope

- Achieves faster imaging, advanced auto adjustment, and an intuitive interface.



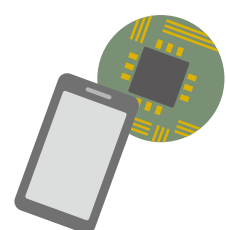
pH/Water Quality Meter

- Supports water quality analysis in various settings from state-of-the-art labs to the outdoors.



Nanoparticle Tracking Analysis System

- Quickly visualizes nanoparticles
- Heavily used within the life sciences and many other fields



Semiconductor Industry × Measurement

Supports innovation for the future of the information society.
Achieves higher semiconductor yields and greater miniaturization with our fluid control technology.

Semiconductor

Rapid progress in autonomous driving, AI and IoT is accelerating the advancement of the information society. The bedrock of this is semiconductors, whose development and fabrication are undergoing a series of technological breakthroughs, including improvements in miniaturization and multi-layering technologies.

HORIBA delivers fluid control technology and diverse monitoring systems to semiconductor fabrication processes, thereby contributing to the stable production of higher-performing semiconductors.



Mass Flow Controller

- Measures mass flow of fluids at the semiconductor deposition process
- Precisely regulates such flow rates



Chemical Concentration Monitor

- Monitors the concentration of fluids used in the cleaning portion of the semiconductor manufacturing process



Reticle/Mask Particle Detection System

- Detects particles on the reticle/mask
- Increases semiconductor yields



Customer Needs × Measurement

Fulfills customer needs with measurement technologies.
Offers world-class services that provide all-around solutions.

Service

Tapping into its many years of know-how on analysis and measurement, HORIBA not only offers field services to ensure that its products perform at their peak, but also high-value-added support services that fulfill any customer request, such as contract analysis, joint development, calibration, and testing of cutting-edge equipment. More recently, we have taken a further step forward to create new values, including an analytical-technology consulting service where HORIBA analyses customers' measurement data to come up with solutions to their problems in a bid to increase the operational efficiency of their testing facilities.



Analysis consulting

Contract analysis

Calibration

Field service

Always with you

Maintenance

Support

"ONE STOP SERVICE" fulfilling the analytical and measurement needs of the world

Corporate Culture

Corporate Motto

“Joy and Fun (Omoshiro-okashiku)”

We believe that if we take interest and pride in the work that occupies so much of our lives, and in the workplaces where many of us spend a large part of each day, then our satisfaction with life will increase, and we will be able to enjoy our lives even more as a result.

The Code of Ethics for the HORIBA Group

The HORIBA Group has established the Code of Ethics to resonate with our Corporate Motto “Joy and Fun (Omoshiro-Okashiku)” and serves as an ethical norm for all HORIBA workers worldwide. By Encouraging this Code of Ethics to all workers, we think the company will achieve sustainable growth.

Bringing employees and management together:
Reaching high with growth mindsets

BlackJack Project

Under the banner of “Changing the awareness and activities of employees,” the BlackJack Project was kicked off in 1997. In 2006, its activities were extended to include overseas group companies. Since 2007, the internal World Cup convention has been held to select the best candidate proposals from each region in which we operate in front of members of the HORIBA’s top management. Their projects have covered a wide range of themes, including human resource development and corporate resilience enhancement, in addition to work efficiency improvement and cost reduction. This annual celebration helps to give shape to HORIBA’s corporate culture, which encourages its employees to take the initiative in working toward reform.



At the convention, representatives from each country make a presentation

Photo taken in 2019

Omoshiro-okashiku
Joy and Fun



Promoting diversity in the workplace:
Pursuing the best work-life balance

Stained Glass Project

In 2014, we launched the Stained Glass Project. Its mission is to make HORIBA stronger by the continual creation of new value through diverse human resources and skillsets, regardless of their gender, age, nationality, disability, or other differences. True to this mission, the project has organized workshops on work styles and careers as well as networking opportunities with people from other companies for a change of awareness among employees, and introduced programs designed to increase flexibility in hours and places of work. Through the pursuit of higher job satisfaction and comfortable working environments, both of which allow diverse employees to showcase their full set of talents, the project aims to enhance productivity and corporate competitiveness.

**The stained glass, as part of the project name, symbolizes its activities: pieces of glass of different colors, shapes, and sizes gathering together to form one beautiful picture.*



Gathering at the “Stage Up” training session to discuss careers over the long term

Photo taken in 2019

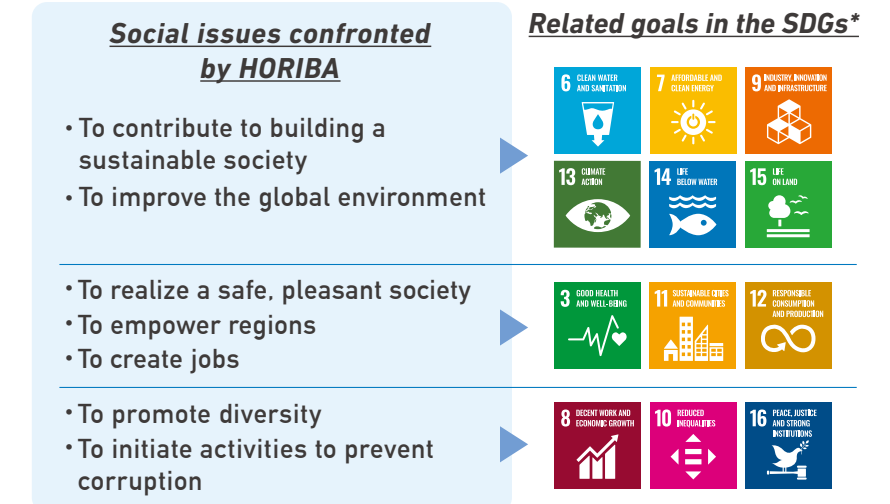
Creating Social Value

Based on its commitments to energy, human health, the environment and safety, HORIBA will pursue corporate initiatives to contribute to the realization of “a life of content for all.”

At HORIBA, we consider it our social responsibility to continually think of how we can empower society through our business growth and act accordingly.

The solutions to many social issues begin with measurement. HORIBA makes full use of its diverse analytical and measurement technologies to deliver products that help solve such problems. We believe that providing high-quality “Measurement Technologies” as a true partner to our customers is precisely how we will contribute to society moving forward.

While creating economic and social values, HORIBA addresses various social issues to attain the SDGs*.



*“SDGs” refers to the Sustainable Development Goals unanimously adopted by the United Nations General Assembly in 2015.

Education for next generations

Sharing the Joy of Measurement with Children

“Wouldn’t it be nice if we could share the importance of measurement and the joy of science with children of future generations?” It was from this idea that HORIBA started hands-on classes using its products at schools and events. It is our hope that, through the experience of measuring something familiar to them, children will become interested in manufacturing and science and take the lead in shaping a sustainable future.



HORIBA eco-class at elementary school

External Evaluations

Backed by its unique corporate culture, HORIBA’s pioneering initiatives have been met with high regard in society. Of particular note is that HORIBA has been selected for inclusion in the “Nadeshiko Brand” (jointly sponsored by Japan’s Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, Inc.) for three straight years (2019, 2020, and 2021).

Nadeshiko Brand

Our inclusion in the Nadeshiko Brand was awarded out of recognition for our initiatives promoting diversity, primarily our Stained Glass Project.



Signatory to International Initiatives:
United Nations Global Compact (UNGC)
HORIBA, Ltd. supports the initiatives of the United Nations Global Compact since we became a signatory in 2012 through the agreement of top management.

HORIBA Global Networks

HORIBA made a full-scale entry into overseas markets with the 1970 establishment of its first company in the U.S. Since then, its network of development and production bases has grown in Asia, the Americas, and Europe through a series of M&As. As of today, there is a total of 49 group companies, with the overseas sales ratio reaching nearly 70% of the total, and 62% of its employees are working outside of Japan.

Key Development / Production Bases



HORIBA, Ltd.
(Head Office)

Japan



HORIBA BIWAKO E-HARBOR
(Biwako Factory, HORIBA, Ltd.)



HORIBA STEC, Co., Ltd. (Head Office)

Americas



HORIBA Instruments Incorporated



HORIBA STEC, Co., Ltd. (Aso Factory)



HORIBA TECHNO SERVICE Co., Ltd.
(Head Office)
HORIBA Advanced Techno Co., Ltd.
(Head Office)



HORIBA STEC, Co., Ltd.
Fukuchiyama Technology Center



HORIBA New Jersey Optical
Spectroscopy Center



HORIBA Instruments Incorporated
(Reno Office) /
HORIBA Reno Technology Center

Europe



HORIBA Europe GmbH



HORIBA UK Limited



HORIBA FRANCE SAS/
HORIBA Europe Research Center



HORIBA ABX SAS



HORIBA MIRA Limited



HORIBA FuelCon GmbH
*New base scheduled to be completed in 2021

**Total of 49 Group Companies
around the World**

Asia



HORIBA INSTRUMENTS (SHANGHAI) CO., LTD.
*A new site to become fully operational in the
spring of 2022



HORIBA Instruments (Singapore) Pte Ltd.



HORIBA India Private Limited
(Technical Center)



HORIBA KOREA Ltd.



HORIBA Instruments Incorporated
(Houston Office)



HORIBA Instruments Brasil, Ltda.

History

- 1945** Masao Horiba establishes HORIBA RADIO LABORATORY
- 1950** Pioneers the first made-in-Japan glass electrode pH meters
- 1953** HORIBA, Ltd. incorporated
- 1964** MEXA, a global brand for automotive exhaust gas analyzers, launched
- 1970** OLSON-HORIBA INCORPORATED, a joint venture company, established in the U.S.
HORIBA begins full-fledged overseas expansion
- 1974** Standard Technology Co., Ltd. (now HORIBA STEC, Co., Ltd.) (Japan) established
- 1975** COS Co., Ltd. (now HORIBA Advanced Techno Co., Ltd.) (Japan) established
Emission gas analyzers installed in the U.S. Environmental Protection Agency (EPA)
- 1987** Alliance formed with hematology analyzer manufacturer, ABX S.A. (France)
- 1996** ABX S.A. (now HORIBA ABX SAS) (France) acquired
- 1997** Jobin Yvon S.A.S (now HORIBA France SAS) acquired
- 2000** HORIBA TECHNO SERVICE Co., Ltd. (Japan) established
- 2005** Mechatronics (MCT) business acquired from Carl Schenck AG (Germany)
- 2013** HORIBA Advanced Technology Center (Japan) established at HORIBA STEC headquarters
- 2015** MIRA, Ltd. (now HORIBA MIRA Limited) (UK) acquired
- 2016** HORIBA BIWAKO E-HARBOR, a development and production base, goes into operation
- 2018** FuelCon AG (now HORIBA FuelCon GmbH) (Germany) acquired
- 2019** Jobin Yvon S.A.S (now HORIBA France SAS) celebrates the 200th anniversary of its foundation

Overview

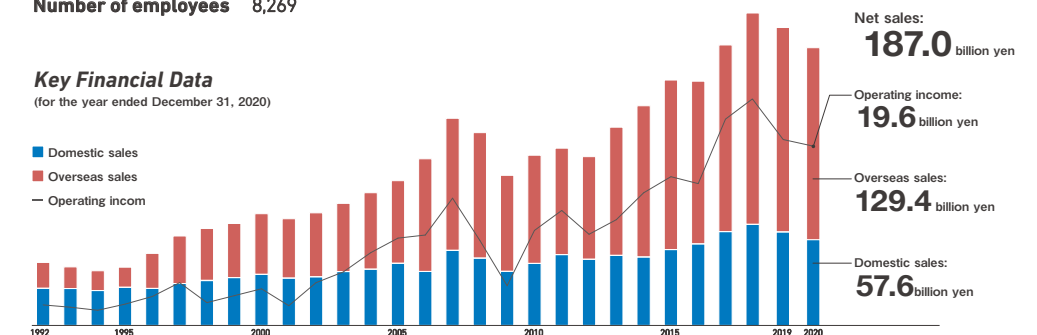
HORIBA, Ltd.

Head office 2 Miyanoigashi-cho, Kisshoin, Minami-ku, Kyoto, 601-8510, Japan
Chairman & Group CEO Atsushi Horiba
Paid-in capital 12,011 million yen (As of December 31, 2020)
Consolidated net sales 187,080 million yen (for the year ended December 31, 2020)
Number of employees 8,269

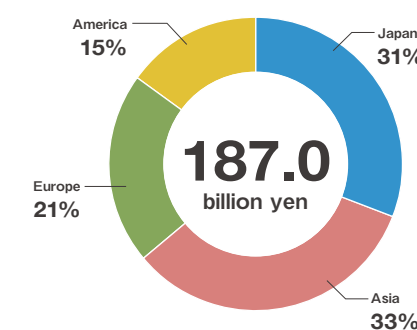
Key Financial Data

(for the year ended December 31, 2020)

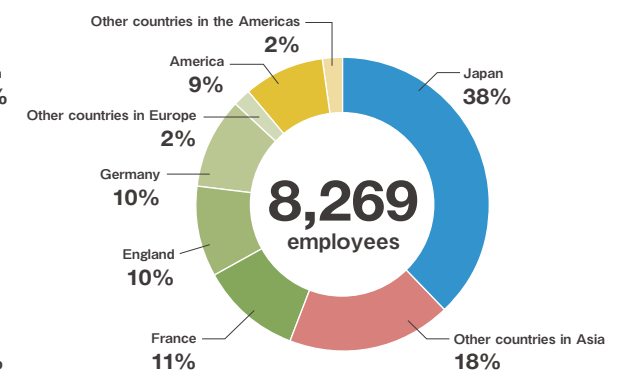
■ Domestic sales
■ Overseas sales
— Operating income



Sales by region (destination)



Employee headcount by region



(as of December 31, 2020)