

Our Flexible Challenge to Rapidly Transforming Market Incorporating Various Core Technologies



A handwritten signature in black ink, appearing to read 'M. Adachi'.

Masayuki ADACHI, Dr.Eng.

President & COO, HORIBA, Ltd.

In the corporate structure started this year, I am strengthening our ongoing mid-term and long-term Management Action Plan. In order to take advantage of the diversity within the HORIBA Groups, the action plan of “Cross Segment” meaning the fusion of our five business segments; Automotive Test Systems, Process and Environment, Medical, Semiconductor, and Scientific needs to be used whenever possible. For example, one of our major products, the motor exhaust gas analyzer, originates from the customization a of human expiration analyzer. Additionally, the mass flow controller for the semiconductor manufacturing system originates from a concentration calibration unit of a process gas analyzer. Both instances are excellent examples of our business expansion resulting from flexible management that is non-biased by ready-made ideas. Our five globally operated business segments tap into a great variety of business resources such as core technologies, connection with customers, and production or service organizations. The concept of “Cross Segment” optimizes the advantage of the HORIBA Group resources beyond the segment category and provides new values in rapidly changing our business markets.

Human lives and industries are changing enormously with the explosive innovation in digital technology. Considering the social shift with the theme: “Low Carbon Society and Environmental Improvement”, the hybridization of the transmission and storage of electric power between homes, factories, and offices is progressing and connecting battery management is expanding steadily.

While coal-fired power is expanding in developing countries, the energy conversion by combustion seems to be reducing in advanced countries. In the field of power generation, the instrumentation and control technologies of the Process and Environment business of HORIBA Group are fulfilling important roles. Power generation is one part of the equation

and power storage is another half. The advanced analysis instruments of our Scientific segment are contributing greatly to the progress of battery technologies. Moreover, in the field of vehicle electrification, HORIBA MIRA merged into the HORIBA Group in 2015 and has been widely promoting technologies of battery management or cyber security as well as powertrain or automobile engineering.

HORIBA Group is emerging as a vital player in the energy management field from present fossil-fuel combustion to next-gen various source conversion, to electricity. Not just in the environmental and energy field, our mission will be to correspond quickly, and remain flexible when following changes in the global market. Focusing on miniaturization and verticalization in the semiconductor manufacturing process, AI technology introduction in the automotive, medical, and various industrial processes, or IoT (Internet of Things) expansion will directly impact the HORIBA Group enterprise. I shall review every HORIBA Group potential from higher viewpoint and charge into the next stage.