



# ESG Information

**Masao Okawa**  
**Managing Director**  
**HORIBA, Ltd.**

October, 2021

# Corporate Motto “Joy and Fun”

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The founder  
**Dr. Masao Horiba**



If we take on new challenges and have pride in the work that occupies most of the active time in our lives, in the place where we spend a large part of each day, then the result will be a more fulfilling life, and we will be able to enjoy our lives even more. Taking on new challenges and having pride in our work leads us to “Joy and Fun.”

# HORIBA's Management Policy

Omoshiro-okashiku  
Joy and Fun



## Corporate Motto “Joy and Fun”

### HORIBA Corporate Philosophy

#### HORIBA's mission in society

##### <Four Main Themes>

- ✓ Business operations
- ✓ Customer responsiveness
- ✓ Responsibility to shareholders and investors
- ✓ Employees

### Code of Ethics

#### Guide to conduct business honestly with integrity

##### <Eight Main Themes>

- ✓ Good corporate citizen
- ✓ Excellent products and services
- ✓ Sound and normal relationships with governments
- ✓ Rewarding and comfortable workplace
- ✓ Respect for human rights
- ✓ Disclose information appropriately
- ✓ Environmental issues
- ✓ Enforce crisis control

# Omoi: Five Pillars to Phrase the HORIBA Way

✓ We encourage our employees to have the following “Omoi,” which is the essence of acting on “Joy and Fun” through their work

- To be a part of a collaborative community, at the forefront of new ideas and creations.
- To achieve goals and make life memorable by fostering the highest intellectual potential.
- To reach across the globe to expand learning that captures key business developments, wherever they occur.
- To be proud of sharing what I do and what HORIBA delivers.
- To be helpful to the world and its people.



The Japanese word “omoi” is used to share HORIBA way among global employees.

# Governance Structure

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- ✓ HORIBA has adopted the governance structure “Corporation with Audit and Supervisory Board”

## Corporation with Audit and Supervisory Board

- ✓ Japanese unique governance structure which consists of Shareholders Meeting, Board of Directors and Audit and Supervisory Board
- ✓ Audit and Supervisory Board audits Board of Directors
- ✓ Audit and Supervisory Board members are appointed at a General Shareholders Meeting and their term of office is four years
- ✓ More than half of its members must be from outside the company

# Management Members

## Board of Directors



Juichi Saito  
Executive Vice  
Chairman & Group COO



Atsushi Horiba  
Chairman &  
Group CEO



Masayuki Adachi  
(Doctor of Engineering)  
President

## Non-executive and Independent Directors



Masao Okawa  
Managing Director



Takashi Nagano  
Director



Sawako Takeuchi  
(Doctor of Engineering,  
Doctor of Economics)



Haruyuki Toyama



Fumihiko Matsuda  
(Doctor of Medicine)

## Audit & Supervisory Board



Atsushi Nakamine  
Standing Auditor



Keiji Yamada

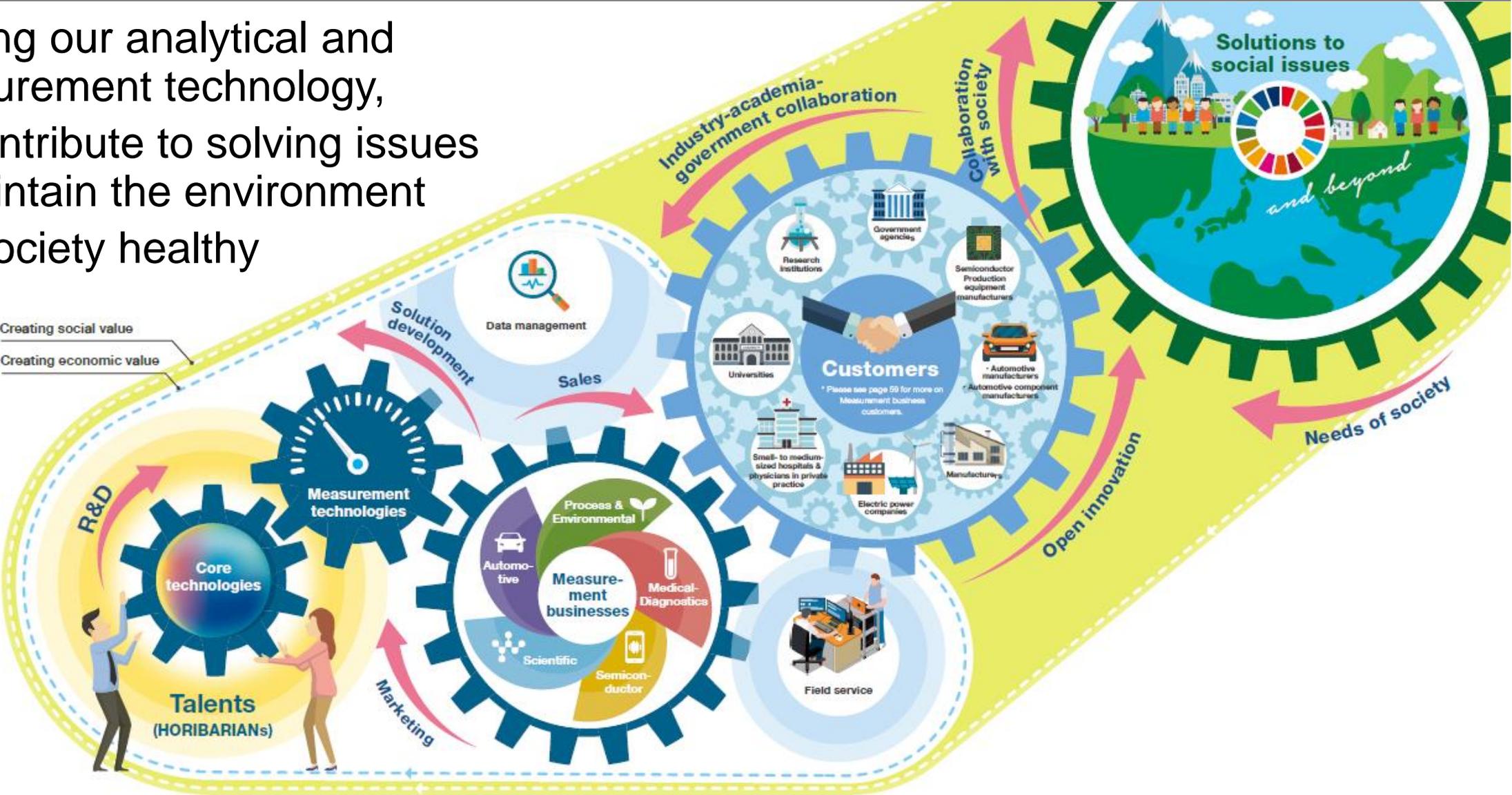


Tomoko Tanabe

## Outside and Independent Auditors

# HORIBA's Contribution to Social and Environmental Issues

■ Utilizing our analytical and measurement technology, we contribute to solving issues to maintain the environment and society healthy



# MLMAP2023 - HORIBA's Contribution to Social Issues

## Mid-Long Term Management Plan "MLMAP2023"

### 1. Market Oriented Business

- ✓ To develop analysis and measurement solutions, utilizing HORIBA's core technologies, in the leading three business fields of the mega trend



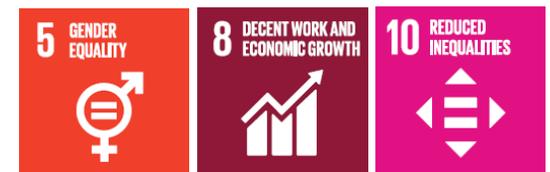
### 2. Solution Provider Beyond Life Cycle Management

- ✓ To support customers' core businesses from all aspects – from product introduction to replacement



### 3. HORIBA Core Values "The Next Stage of Super Dream Team"

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



# Vehicle Electrification and HORIBA

Provide Total Solution for the Vehicle Development – from Internal Combustion Engine to Electrification

	Vehicle type	Powertrain	R&D Technology requirement			
			Vehicle	Drivetrain	Engine	Batty/Fuel cell
<div style="border: 1px solid black; border-radius: 15px; padding: 5px; display: inline-block; background-color: #e91e63; color: white;">                     Electrified Vehicle                 </div>	(ICE) Internal Combustion Engine Vehicle	Engine	✓	✓	✓	
	(HEV) Hybrid Electric Vehicle	Engine + Motor	✓	✓	✓	✓
	(PHEV) Plug-in Hybrid Electric Vehicle	Motor + Engine	✓	✓	✓	✓
	(FCEV) Fuel Cell Electric Vehicle	Motor	✓	✓		✓
	(BEV) Battery Electric vehicle	Motor	✓	✓		✓

	Vehicle	Drivetrain	Engine	Battery/Fuel Cell
Measurement Analyzer				
Testing Procedures				
Engineering				

HORIBA's Technologies

# Hydrogen Energy Society and HORIBA

Hydrogen Energy: "Clean," "Storable and Transportable," and "Inexhaustible"

## Hydrogen Smartly

### ✓ Production



Water Electrolysis Cell  
Performance Evaluation

### ✓ Storage



Hydrogen Embrittlement  
Evaluation

### ✓ Use



Evaluation of performance  
efficiency of water electrolysis cell

A wide range of coverage  
from demonstration experiments to practical use

Please see the link to the website for other products (Japanese only).  
<https://www.horiba.com/jp/corporate-news/events/horiba-showcase/wsew/2020/corner/fc-expo/>

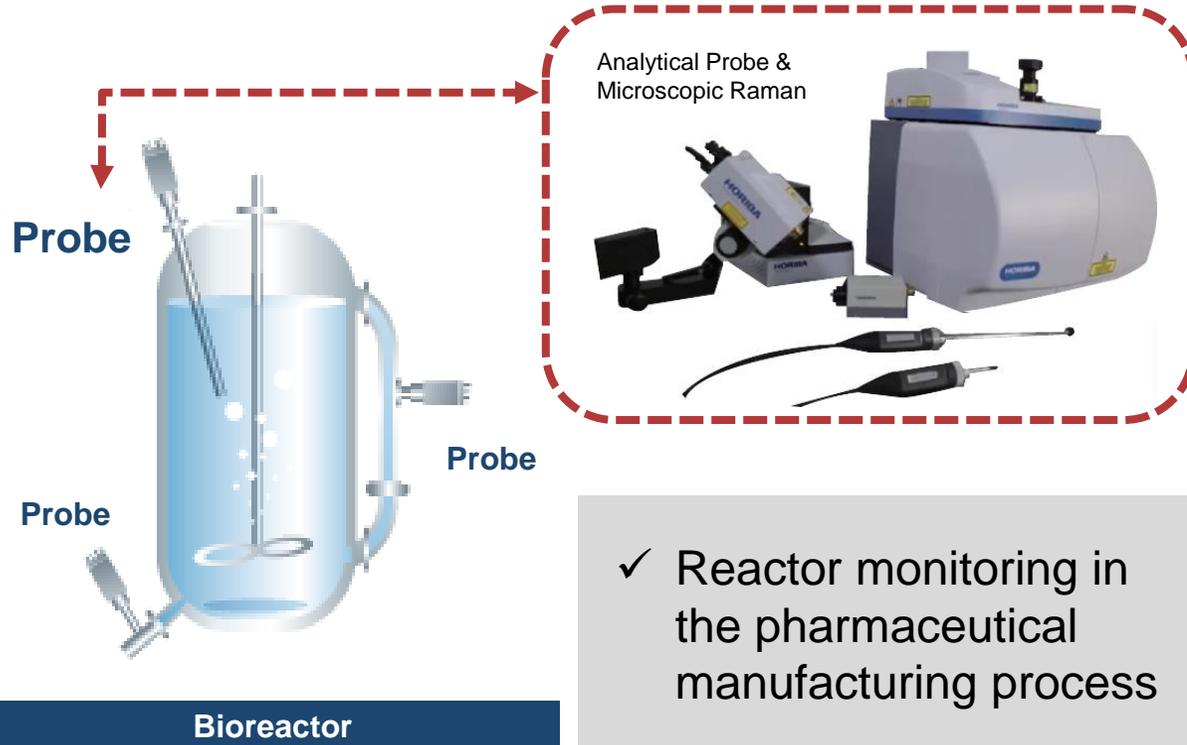
Established the Hydrogen Energy Project

# Business Expansion in the Pharmaceutical Industry

Contribution in a Wide Range, from R&D to Production Processes

## Pharmaceutical process evaluation

### Process Raman System



## Analysis of exosomes<sup>1</sup> in blood

### Nanoparticle Measurement Instrument



ViewSizer™  
3000

1: Exosomes: Granular materials, diameter 50-150nm, secreted by various cells

## Inspection for vaccine shipping

### Fluorescence Analyzer



Aqualog

## Highly-sensitive and rapid microbial contamination inspection

### Microbial Rapid Inspection Device



Rapica

## Quantitative analysis of medicinal ingredients in tablets

### Transmission Raman Spectrometer



# High value-added solutions for semiconductor manufacturing processes

Various applications that contribute to semiconductor manufacturing

## Driving Growth in the Semi Market

### Mass Flow Controllers



- ✓ Perform precise control of gas and liquid supply lines in semiconductor manufacturing processes

60% of Global Market share\*

### Chemical Concentration Monitors



- ✓ Measure concentrations of chemicals used in processes and in cleaning in semiconductor manufacturing

80% of Global Market share\*

Creating a  
third  
cornerstone  
of the  
business

## Development of Sensing Technologies

### Optical Smart Sensing Technology (OSS)



Particle detection systems

#### PR-PD3EP

High-accuracy detection of foreign substances on EUV-process pellicles

Process gas monitors



End-point monitors



X-ray Fluorescence Analyzers



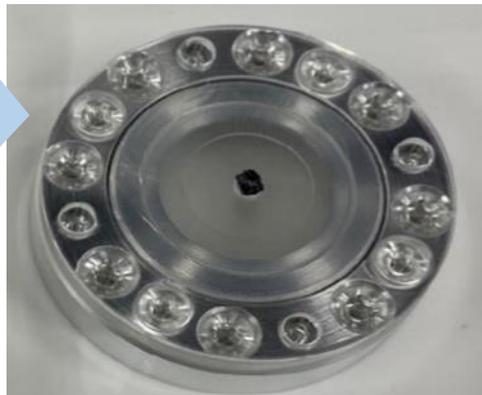
# Participation in the HAYABUSA2 Sample Analysis Project

## HORIBA's core technology for the future



- ✓ Implemented non-destructive, non-contact analysis of elements contained in samples of asteroid Ryugu
- ✓ HORIBA Techno Service, which specializes in high-precision microanalysis, participates

Analyzing the sample with our X-ray fluorescence



Development of a container (cell) dedicated to samples of Ryugu to perform advanced sample handling

## Analytical Solution Plaza has been established to broaden service business



Established in a new building of HORIBA Techno Service



### Analytical Solution Plaza

- ✓ A new "place" for exchange analysis
- ✓ Providing analytical technology through contracted analysis and joint research by analytical engineers

Results of the analysis to be announced by JAXA in December 2021. Check it up!

# Variety of People-Oriented Measures

## BlackJack Project



- Original business improvement activities aimed at changing employee awareness and actions.
- An internal world cup competition is held every year to select the grand prize from the themes represented by region.

## HORIBA Stained Glass Project



- Started with the mission to create new value on an ongoing basis by allowing various personalities and talents to shine.
- HORIBA is awarded Nadeshiko Brands Stock Selection Program by METI and Tokyo Stock Exchange

# Published “HORIBA Report 2020-2021” (Eng. ver.)

An Integrated Report that conveys HORIBA's "diversity" and "uniqueness"!

**technology and diversity of human resources**

HORIBA supplies products with analytical and measurement technologies, which provide solutions to social issues. Technology and human resources support business. HORIBA will be a partner of customers to contribute to building a better society and generating greater social value.

Creating social value  
Creating economic value

**Customers**

Process & Environmental  
Automotive  
Medical/Diagnostics

**Develop as a new business**

**HORIBA supports the supply of semiconductors**

HORIBA develops diverse applications for semiconductor manufacturing processes (dry process, wet process, lithography), R&D, quality control, water quality measurement for the pure water used in processes and wastewater treatment, and more. As miniaturization and 3D integration progress in semiconductors, more precise measurement and control are required in manufacturing processes. We utilize fluid control, liquid analysis, spectroscopic analysis, and other core technologies to provide chemical concentration monitors, particle detector systems, and mass flow controllers that achieve high-speed, high-precision gas supply.

**HORIBA's balanced management that has nurtured the Semiconductor segment**

Even when the business environment is tough in one segment, HORIBA has been able to utilize resources in management resources to continue investing in each segment and achieve sustainable growth in the semiconductor industry. With its solid market, we have continuously maintained and strengthened our commitments to create, develop and improve products in our greatest source of profits.

**R&D expenses by segment**

Segment	2021	2020
Semiconductor	3.5 billion yen (6.3%)	2.6 billion yen (3.2%)
Automotive	5.3 billion yen (8.4%)	5.3 billion yen (6.4%)
Medical/Diagnostics	1.4 billion yen (2.1%)	1.4 billion yen (1.7%)
Process & Environmental	2.5 billion yen (4.1%)	2.5 billion yen (3.1%)

**History of business in the semiconductor market**

Year	Event
1974	Research Center Technology Co., Ltd. (now HORIBA STEC Co., Ltd.)
1980	Market Technology Center of mass the semiconductor market
1984	Opening of sales office for semiconductor business
1988	Opening of HORIBA STEC Asia region
1992	Completion of the financial and operational review
2003	Introduction of the financial and operational review
2005	Introduction of the financial and operational review

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**HORIBA Report**  
2020-2021

Year ended December 31, 2020



[https://static.horiba.com/fileadmin/Horiba/Company/Investor\\_Relations/IR\\_Library/HORIBA\\_Report/20210812\\_HR\\_en\\_01.pdf](https://static.horiba.com/fileadmin/Horiba/Company/Investor_Relations/IR_Library/HORIBA_Report/20210812_HR_en_01.pdf)

Omoshiro-okashiku  
Joy and Fun



**THANK YOU**

Terima kasih  
谢谢  
Gracias  
Σας ευχαριστώ πάρα πολύ  
धन्यवाद  
شُكْرًا  
Danke  
Tack ska du ha  
Grazie  
ขอบคุณครับ  
Обольшое спасибо  
ありがとうございました  
Dziękuję  
Cảm ơn  
Merci  
감사합니다