

F-1 Respect for employees' human rights, personalities and individuality

[Objective]

We consider each employee an invaluable asset and respect their personalities and individuality. We actively maintain communication with employees and create opportunities for education to develop each individual's potential to the maximum possible extent. We also provide an open and fair working environment.

F-1 Basic Personnel Management Policies

Staying true to our company motto, “Joy and Fun,” we are making efforts to create an open and fair working environment where all HORIBA Group company employees can challenge themselves through their work.



Basic Personnel Management Policies

Open & Fair

We believe in disclosing all necessary company information and personnel rules to every employee. This policy ensures open competition and allows free communication between executives and employees, managers and staff, and among employees themselves. We also believe that all employees should have an equal chance and rewards in proportion to their contributions in a fair work environment.

Positive Evaluation System

Challenges always involve the risk of failure. If employees do not accept a challenge, they get no points in our evaluation system, even if they do not fail. If they accept a challenge, they receive a positive evaluation; and if their challenge brings them success, they will get extra points. We determine employee evaluations by how they attack their challenges.

Communication

Information is not what you report to others, but what you share with others. We have designed communication systems to allow staff to express their opinions and make proposals instead of managers passing information to their staff in one-way communications.

Birthday Parties for employees



To facilitate communication between executives and employees, buffet parties are hosted by the President and other executives for employees celebrating their birthdays each month (head office: once per month; Tokyo: four times per year; Nagoya: three times per year; Fukuoka: once per year).

Ranked among the Best Workplaces in Japan for Eight Consecutive Years

The results of the eighth survey on Best Workplaces in Japan, conducted by Great Place to Work® Institute (GPTW) Japan, showed that HORIBA, Ltd. ranked among the top 11 companies. Since the survey started in Japan, HORIBA, Ltd. has been chosen among the best workplaces for eight consecutive years. GPTW Japan defines the best companies to work for as companies where employees can trust their managers and administrators, work with a sense of pride, and enjoy camaraderie with their co-workers. The survey includes a questionnaire for company executives concerning the company system and corporate culture, as well as questions for a random sample of employees. Employee responses account for two-thirds of the survey, thereby allowing employees' opinions to be more strongly reflected in the final evaluation. The results of the questionnaire conducted among our employees showed many positive responses to survey questions, such as “Our company makes great contributions to local communities and society.”

At HORIBA, we work in line with the company motto, “Joy and Fun,” and have basic policies of “open & fair”, “positive evaluation” and “communication”. Based on these policies, we will continue to maintain a corporate culture that makes HORIBA one of the best companies to work for in Japan.

F-1 Promotion of Diversity

HORIBA considers its employees to be important assets, and we appoint personnel to different jobs based on standards for evaluating abilities, achievements, commitments, and goal achievement processes in accordance with our basic personnel management policies, which support open and fair competition.

Appointment of female managers

Against the backdrop of our global corporate activities, we will continue to employ diverse personnel using the percentage of female managers as a key indicator of diversity.

[Number and Percentage of Female Managers]

Targeted companies	No. of female managers	% of female managers
4 domestic companies	11	4.9%
15 major overseas companies*	91	12.5%

* Companies targeted for company-wide internal controls on financial reporting

Promotion of the employment of people with disabilities

In order to provide greater employment opportunities for people with disabilities, we collaborate with Job-placement offices to accept employees through on-the-job training.

In 2013, we employed four handicapped persons.

Employment of Personnel from Overseas

We employ skilled personnel irrespective of nationality in a wide range of areas, including research and development as well as administration and sales. Personnel of various nationalities (Canadian, Indian, Chinese, South Korean, Russian, etc.) are working both inside and outside our companies.

We also take the initiative in recruiting new graduates. This year, we employed graduates with foreign citizenship, including those who graduated from school in 2014, for a seven consecutive year (a total of thirteen graduates, including those from China, South Korea, Indonesia, Myanmar and Ukraine).

Launching of the Stained Glass Project

In January 2014, we launched the Stained Glass Project so that HORIBA employees with diverse abilities can work together for ongoing activities aimed at creating a more vibrant, stronger organization by accepting one another's abilities and individuality. This project is supported by our belief that unique corporate value is generated by employees having diverse experiences, values, individuality, and restrictions; such employees create new value in their efforts to play leading roles in the coming era through their diversity.

F-1 Work-life Balance

Support for Work-life Balance

In response to changes in employees' family circumstances, we have introduced the employees with shorter working hours system and the work from home system to maintain and improve employees' work-life balance. We are also working to make these systems known to all employees and to provide training for managers in order to create a work environment where employees can easily apply for our work-life balance support programs, including childcare leave.

Employees who started taking childcare leave

HORIBA Group companies in Japan

HORIBA, Ltd.; HORIBA Advanced Techno Co., Ltd. HORIBA STEC, Co., Ltd.; and HORIBA Techno Service Co., Ltd.;

(Unit: person)

		2009	2010	2011	2012	2013
Women	No. who gave birth	19	28	24	33	32
	No. on childcare leave	18	28	26	33	32
	No. of managers	0	1	0	0	0
Men	No. on childcare leave	3	3	3	5	5
	No. of managers	0	0	1	0	0

Nearly 100% of women who gave birth took childcare leave and returned to work.

HORIBA Open House

Since 2002, every year we have held a HORIBA Open House event, in which we invite employees' families to see the workplace at HORIBA.

In 2013, we organized the event for the Aso Factory in Kumamoto and it was attended by around 60 participants.



F-1 Human Resource Development

HORIBA COLLEGE

HORIBA COLLEGE offers 280 training courses designed to raise participants' levels of knowledge, skills and business literacy, and to support individual employees in building independent careers. More than 2,500 employees participated in the project in 2013.

We are developing global "human assets," i.e., personnel who are able to flexibly respond to changes in the business environment and develop different strategies.



Built in a rich natural environment, FUN HOUSE is used for various training programs and meetings, including HORIBA COLLEGE programs.

Open Application Overseas Training Program

HORIBA, Ltd. launched an open-application overseas training program in 1984 to allow our employees to develop international ways of thinking by working in HORIBA Group companies abroad. Then, in 1999, this program was made available to all employees of HORIBA Group companies. In 2013, including those on the Overseas On-the-job Training Program, we sent 15 Japanese employees to our overseas bases and we have sent 15 Japanese employees as well in 2014. A total of more than 190 employees have participated in such overseas training so far and worked on the global stage.



Employees sent to overseas business sites for training (cumulative total through February 2014)

Target: HORIBA Group companies in Japan
HORIBA, Ltd.; HORIBA STEC Co., Ltd.; HORIBA Techno Service Co., Ltd.; and HORIBA Advanced Techno Co., Ltd.

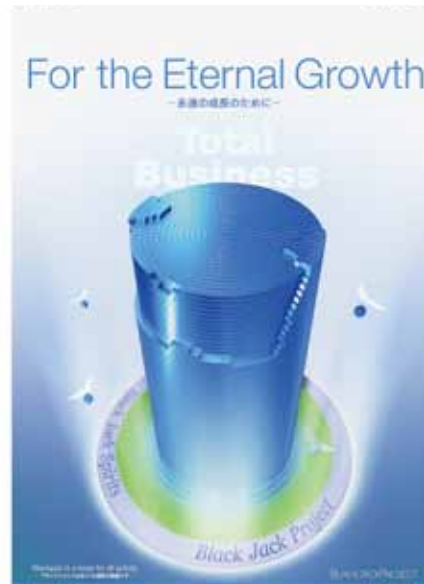
(Unit: person)

Area	Country	No. of persons
Americas	U.S.A.	78
	Brazil	4
Europe	Austria	1
	France	46
	Germany	30
	U.K.	10
Asia	China	10
	India	4
	South Korea	10
	Singapore	7
	Taiwan	3
	Vietnam	1
Total		204

F-1 Business Operation Improvement Initiatives—Blackjack Initiatives

Blackjack Initiatives Aimed at Improving Employee Awareness and Behavior

Blackjack initiatives, which are aimed at improving employees' awareness and behavior, cover a wide range of activities, from greeting campaigns by new employees to activities for improving quality, cost and delivery. Employees express their “omoi” (convictions) to all company members and strive to achieve their own ideals with the help of their supporters, regardless of affiliation or age. Fifteen years have passed since the Blackjack project was introduced and many project themes have been proposed during this time. Blackjack initiatives are developed by all HORIBA group companies around the world and form the basis of their business activities. The initiatives are an important part of HORIBA-style management for boosting quality standards, fostering corporate spirit, developing human assets and stimulating organizations.



Symbol of Blackjack initiatives, which represents the growth of the “omoi” of individual employees based on strong mutual bonds



Blackjack Award World Cup

The participants for the final presentation at the Blackjack Award World Cup, which recognizes the best initiative for the year.