

# A-d Results of IMS Initiatives for 2011 (2)

HORIBA Gaiareport 2012

## IMS Policy, items, Objectives and Results for 2011

| Group IMS Policy   | Group IMS Items   | Group IMS Objectives  | IMS Objectives for HORIBA, Ltd.   | IMS Targets for HORIBA, Ltd.   | Results  | Self-evaluation              |
|--|---|---|---|--|--|------------------------------|
| <p><b>1</b>At the HORIBA Group, we meet customer needs through our first class quality products and services in countries all around the world.</p> <p><b>2</b>We use our skills for the development of science and technology and for the conservation of health, energy, and the environment. At the same time, we comply with laws, regulations, and social norms, promote harmony with stakeholders and actively contribute to society.</p> <p><b>3</b>We formulate plans based on the HORIBA Group management policy to increase the enterprise value of our group and we continually work to improve them.</p> | <p>HORIBA Group Policy for 2011: "HORIBA PREMIUM—Create First Class Value for MLMAP</p> <p>IMS Items</p> <p><b>1</b> Create corporate value</p> <p>1) Promote the construction of the Group IMS</p> <p><b>2</b> Enhance the HORIBA brand (Manufacturing aimed at increasing customer satisfaction)</p> <p>2) Improve overall quality</p> <p>3) Respond to customer demands quickly</p> <p>4) Observe rules and codes of ethics both inside and outside the company</p> <p><b>3</b> Promote creation of safe and efficient Clean Factories (Prevent corporate losses)</p> <p>5) Contribute to environmental protection</p> <p>6) Improve production/ administrative efficiency</p> <p>7) Strive for no employment and commuting injuries</p> | <p>Reduce quality costs (prevention, assessment and loss)</p> <p>Increase rates of costs for prevention and assessment and decrease the rate of cost for loss . (Reduce warranty cost by 10% compared with last year)</p> <p>Conserve energy and resource (Reduce CO<sub>2</sub> basic unit by 1% or more compared with last year to comply with the revised Energy Conservation Act)</p> <p>CO<sub>2</sub> emissions: 70 [t-CO<sub>2</sub>]<br/>CO<sub>2</sub> basic unit: 0.1 [t-CO<sub>2</sub>] per JPY100 million</p> | Provide security and ensure safety for customers  | Reduce the number of customer offers not yet completed by 20% or more (compared to that of 2010)             | We accelerated handling customer offers using the Web.   | Improvements are being made. |
|  |   |   | Comply with delivery deadlines to fulfill our obligations to customers                    | Increase the delivery deadline compliance rate to 93% or more  | We have made improvements by enhancing coordination of sales, production plans and manufacturing processes and by making necessary design changes.   | Objective achieved           |
|  |   |   | Complete repairs on time  | Reduce the number of repairs not yet completed to zero   | We have analyzed the causes of unfinished specifications to resolve problems and achieved our objective for the most part.   | Objective achieved           |
|  |   |   | Provide all customers with products with high and consistent quality                      | Respond 100% to suppliers' requests for changes  | - We newly established a section of change order control.<br>- Each division improved it by analyzing required processing time.  | Improvements are being made. |
|  |   |   | Improve design quality  | Reduce the number of design changes due to design errors by 10% or more (compared to that of 2010)           | - We helped designers improve their skills.<br>- We conducted face-to-face design verification.<br>- We enhanced our design reviews.   | Objective achieved           |
|  |   |   | Improve production quality  | Reduce the percentage of faulty products by 10% or more (compared to that of 2010)                           | - We carried out factor analysis.<br>- We always gave feedback on design factors to the design sections. These sections changed the original designs as necessary.<br>- We improved manufacturing factors in faulty products by analyzing their causes with the Five Whys Technique. | Improvements are being made. |
|  |   |   | Ensure stable supplies of key parts   | Obtain multiple suppliers to disperse risk   | - We completed area surveys for suppliers by industry.<br>- We began to obtain alternatives of key parts suppliers.  | Continue implementation      |
|  |   |   | Develop new eco-friendly products   | Apply eco-friendly design standards 100% to new products   | We continued to incorporate eco-friendly design as an essential condition for design review.   | Objective achieved           |
|  |   |   | Improve the levels of energy and resource conservation: Effective use of energy           | Improve energy efficiency by 1% or more<br>Reduce CO <sub>2</sub> emissions by 1% or more (compared to 2010) | We exceeded our objectives for both total CO <sub>2</sub> emissions and CO <sub>2</sub> basic unit by replacing old equipment with high-efficient models, promoting in-house energy conservation efforts, and reforming our business processes.                                      | Objective achieved           |
|  |   |   | Reduce CO <sub>2</sub> emissions: Effective use of chemicals                              | Create a system for the effective use of chemicals   | - We completed identification of actual conditions.<br>- We completed company-wide inventory-taking of chemical reagents.<br>- We completed inventory-taking of chemicals in storage at each group company.  | Continue implementation      |
| Eliminate employment injuries  | Eliminate work-related accidents: Decrease the number of risk III level accidents   | Eliminate employment injuries   | We used risk assessment for eliminating temporary absence from work to zero, but had two. | We had two.  |  |                              |
| Increase customer satisfaction   | Increase customer satisfaction: effective use of questionnaire  | Raise the evaluation based on questionnaire   | We developed a method for collecting data through questionnaire.                          | Continue implementation  |  |                              |

**KEYWORDS**

Integrated Management System | Results of IMS Initiatives | Action Plan | Priority Measures