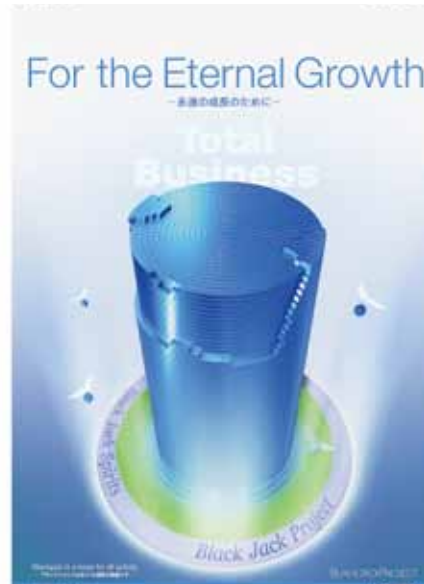


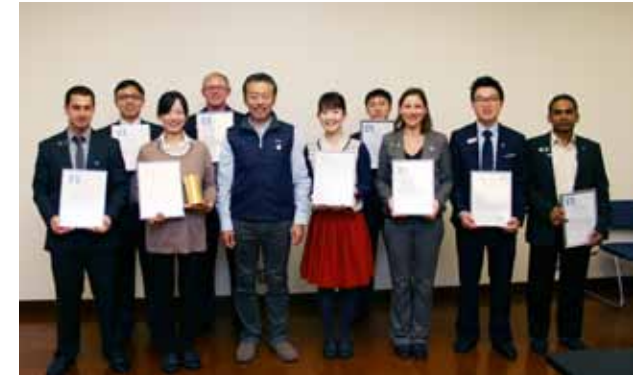
B-a-2 Blackjack Initiatives

Blackjack Initiatives Aimed at Improving Employee Awareness and Behavior

Blackjack initiatives, which are aimed at improving employee awareness and behavior, cover a wide range of activities, from greeting campaigns for 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. Fourteen 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 2011, which recognizes the best initiative for the year.