

# Horiba Highly Values China, a Vital Market

## 中国市场对于堀场集团至关重要

—— Interview with Mr. Tadao Nakamura, CEO of Horiba Instruments (Shanghai) Co., Ltd.

—— 访堀场仪器（上海）有限公司总经理中村忠生先生

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2018年，是中国改革开放40周年，亦适逢中日和平友好条约缔结40周年。为进一步了解日本堀场公司在中国的发展和取得的成就，记者采访了堀场仪器（上海）有限公司总经理中村忠生先生。

**记者：**请您介绍一下贵公司的发展概况和目前在中国以及全球的规模。

**中村忠生先生：**HORIBA集团始建于1953年，今年即将迎来创立65周年。我们一直把分析和测量作为核心技术，在全球27个国家的五个市场领域开展我们的业务。我们整个集团的销售规模达到了2000亿日元（官方公开数据位2120亿日元），中国的销售额仅次于日本、美国、位居第三，占总比的约15%。我们的五大领域涉及汽车产业、环境、半导体、医疗和科学仪器领域。下面我简单介绍一下我们每个领域的业务内容。

在汽车产业领域，我们提供测量和分析技术，为汽车公司的技术研发和提高生产品质提供各类专业的分析仪器，目前我们主要针对电动汽车、自动驾驶，燃料电池汽车等领域进行产品和应用技术的完善，提供更加全面的测试和验证解决的方案。HORIBA在这一领域中的发动机尾气测试系统更是占据了全球市场份额的80%。

在环境领域（主要涉及气体、水和土壤），我们把符合各国政府规定的测量仪器销售给排气或排水的运营商。我们的测量以环境改善为目的，从发电站排放的气体，到大气中的PM2.5、再到VOC（挥发性有机化合物），排水、河流的水质测量等等。

在半导体领域中，我们涉及向IC设备、太阳能电池、FPD（平板显示器）和OLED（有机发光二极管）、光纤、



堀场仪器（上海）有限公司总经理中村忠生先生  
Mr. Tadao Nakamura, CEO of Horiba Instruments (Shanghai) Co., Ltd.

玻璃涂层等范围广泛的电子产业提供气体和液体流量控制的技术支持。

在医疗领域中，我们以血液分析为核心，向医院和私人诊所提供体外诊断设备，帮助他们快速完成诊断。

在科学仪器领域，我们以创立200年之久的法国JY公司的技术为核心，向大学和研究机构提供顶尖的分析仪。科学仪器与中国的首次合作是在1958年，PH计是当时的首个产品。

HORIBA集团与中国的渊源可以追溯到上世纪50年代末。时值1957年，HORIBA集团首次海外PH分

析计的出口便是中国市场。近20年来，HORIBA集团不断加快在中国市场的投资与建设，从2002年起，先后在中国设立了堀场仪器（上海）有限公司、堀场（中国）贸易有限公司、北京堀场汇博隆



精密仪器有限公司、以及堀场米拉车辆工程技术（上海）有限公司。同时，HORIBA集团在中国的各个分公司、事务所更是遍布了中国的大江南北。中国市场对于HORIBA集团来说至关重要。

**记者：**贵公司自进入中国以来，主要开展了哪些业务？与哪些公司达成了合作伙伴关系？能否就在中国的发展业绩，具体阐述并综合评价一下？

**中村忠生先生：**我司自2002年正式进入中国市场以来，同样以集团5大市场领域为中心，提供现地化分析测量的解决方案。近年来，尤其是汽车产业以及半导体产业正不断在中国市场蓬勃发展。顺应时事，我们制造的分析计量仪器也不断致力于满足中国政府出台的相应法律法规的要求，并且我们与中国内地的大学研究机构以及相关中国企业都有密切的合作与技术层面的互助。同时，我们也期待我们的合作伙伴提供销售、系统化的技术整合以及优质的服务。我对我们所拥有的最尖端的技术、产品的提供以及相应的技术能力培训充满了信心。目前，虽然我们以每年约15%的比例不断扩大，但我始终认为，就目前中国市场的规模而言，尚有很大潜力等待我们去挖掘。

**记者：**中国是一个拥有13亿人口的最大的发展中国家，市场潜力巨大，直面激烈的市场竞争，贵公司有哪些竞争优势？

**中村忠生先生：**一般来说人口较多的国家国内市场一般也比较大。不过我认为，既有和人口成正比的情况，也有不和人口成正比的情况。就医疗相关产业而言，就医和人口都是成正比的，因此医疗市场应该潜力无限。在汽车和半导体领域，在中国有很多业务范围遍布全球的集团公司，但是我们凭借着在欧美的实际业绩，使得我们的品牌在业界中获得了广泛的认可。国内市场虽然很大，但可以预见，今后随着出口的增多，我们的市场还会再进一步的拓展。而紧贴“一带一路”的国策进行海外业务的拓展也将会是未来我们的工作方向。

不过，环境和医疗方面，中国本土企业的飞速成长亦是有目共睹。如果我们的现地化产品在性能、价格以及服务等整体上不能取胜，客户就不会选择我们。因此，推动中国国内的设计开发，是在中国本土生产必不可缺的要素。

**记者：**出色的商业智慧和管理才能是企业核心竞争力的重要内容，能否结合多年的管理实践，叙述一下您自己的经验和看法？

**中村忠生先生：**首先，我们公司的企业文化是：新奇有趣。其次，我们非常注重我们的经营理念——公平公开、精于交流、勇于挑战。我们的创始人也号令我们要力争唯一、力争世界第一，我们五大事业领域都有一款享有全球市场占有率NO.1的产品，以及它们核心技术的独特性。此外，我们不拘泥于当前，着眼于未来的投资也是我们一大优势。我们的开发投资、人才培养、销售网的扩大以及工厂的建设等等都是最好的体现。

**记者：**中国正在发展为全世界最具魅力的投资目的地，投资环境优异，市场潜力巨大，将来贵公司在中国有什么发展计划和战略调整呢？

**中村忠生先生：**虽然包括总经理在内的经营高层中有日本人，但是各事业部门的干部都是中国人，他们管理着各个事业和部门。我们不断地培养着优秀的中国人才。今后我们也将积极地充分利用作为外资企业在全球的成功事例和成功经验，不断加强在中国的新技术开发、



扩大生产、提供高附加价值的服务。

另一个重要事宜是与政府、行政、学术间的合作。中国有很多世界知名的大学，更有着众多优秀的学生和研究人员。与大学的共同研究和合作会带来可观的价值。

另外，我司于2002年成立的工厂位于嘉定区安亭镇，目前我们正在苏州太仓建设新的工厂。工厂所在地的政府部门提供的企业服务也是相当优异，对此我们时刻感激在怀。

我强烈地感受到，我们在不断壮大我司事业的同时，必须为中国产业发展做出我们应有的贡献。



This year, the 40th anniversary of China's reform and opening-up, just witnesses the 40th anniversary of the normalization of China-Japan diplomatic relations. To know more about Horiba Instruments' development and achievements in China, the journalist interviewed with Mr. Tadao Nakamura, CEO of Horiba Instruments (Shanghai) Co., Ltd.

**Journalist: Mr. Nakamura, would you share something about the development of your company, especially your business scales in China and the globe?**

**Mr. Nakamura:** Horiba, established in 1953, just approaches its 65th anniversary this year. Concentrating on the core technologies in analyzing and measurement, we have operated the business in the five major fields in 27 countries. The sale of the whole group reaches 200bn JPY (212bn JPY disclosed officially) and that in China ranks the third, only next to that in Japan and USA, with a share ratio of about 15%. Our businesses are mainly distributed in such five major fields, automotive test systems, process & environment, semiconductor, medical, and scientific. Now I make some details on the businesses in these fields.

In automotive test field, we are engaged in delivering varied analytical instruments to vehicle and engine firms, aiming to help them facilitate research and improve quality. Our all-around testing and verification solutions are satisfying well these firms' demands in the product and technology improvement of E-cars, battery driven cars, auto-drive cars others. Remarkably, our engine emission test system possesses about 80% of the global market share in this field.

In environment field (gas, water and soil), we provide the measuring instruments conforming to the requirements of the countries to the companies that have emission of waste



gases and water. In favor of environment improvement, the measurement with our products are conducted on power plant gas, PM2.5, VOC, waste water, river water and other items.

In semi-conductor field, we offer the technical support of gas and flow rate control to the production of electronic devices such as IC device, solar cells, FPD (flat panel display) and OLED (organic light emitting diode), optical fibers and glass coatings.

In medical field, we focus on the business of hem analysis and provide hospitals and clinics with IVD devices, helping them get testing results faster.

In scientific instrument field, we integrate the art-of-the-state technologies from HORIBA Jobin Yvon S.A.S, a company with a history of over 200 years, to our top-end analyzers, which are wildly applied in colleges and research firms. Early in 1957, China was the first overseas introduction of our PH meter products. And in 1958, we made the first tie with China, which also involved PH meter.

From then on, such cooperation tie had been maintained. Horiba Group has been accelerating the investment and expansion in the Chinese market in 20 years. Since 2002, it has built Horiba Instruments (Shanghai) Co., Ltd., Horiba Investment (China) Co., Ltd., Beijing Horiba Metron Instruments Co., Ltd. and Horiba MIRA Vehicle Engineering (Shanghai) Co., Ltd successively. Additionally, our branches and offices are scattered across China. It follows that Horiba values the Chinese market highly.

**Journalist: What business has Horiba extended since the entrance into China? which partners have you made cooperative relation with? Could you give us a comprehensive rating on Horiba's performance in China?**

**Mr. Nakamura:** Since 2002, we have provided onsite analysis and measurement solutions in our five



major business fields. In recent years, automotive test and semiconductor industries have been booming in China. Keeping pace of the times, we design more analytical and measuring instruments that conform to the laws and regulations of China, and make more and closer technical cooperation with Chinese universities, research firms and enterprises. Also we expect our partners to provide sale channels and systematic technologies to integrate quality services. We are of full confidence in the cutting-edge technologies, perfect products and considerate training service we provide. We believe that China is a great potential market to be explored by us although we grow at a rate of about 15% every year.

**Journalist: China, the world's biggest developing country with the 1.3 bn population, contains huge market to share. What advantages do you have in front of fierce competition?**

**Mr. Nakamura:** A country with a huge population would have a huge market, generally. But in my opinion, the market potential may be directly proportional with the population, but sometimes not. In medical market, the number of the patients will be directly proportional with the population, so there is infinite market potential. In automotive test and semi-conductor fields, supported by our performance in the western market, our brand has been widely prized in the industry. There are so many competitors in China, whose business has been extended over the world. As the export increases in future, our opportunities also increase.



We also focus on the overseas business along the Belt and Road.

However, we also see the rise of Chinese domestic competitors in environment protection and health fields. We may loss customers if our localized products have less dominance in quality, price or service. Therefore, we should stress the local design and development in China, which is a vital part of our local production.

**Journalist: Excellent business wisdom and top management**

**function as the core competitiveness of a company. Based on your management practice, what views do you have in this aspect?**

**Mr. Nakamura:** We adhere to our corporate culture "Joy and Fun" while we follow the business philosophy- open and fair, communicative and dare to challenge. The firm founder inspires us to become a leader and enable each of the five



major business categories to raise No. 1 in the global markets. We see further and extend our advantages by investment. For example, we make better records in investment, talent training, sale network expansion and plant construction.

**Journalist: China is becoming the most attractive investment destination and provides better investment environment. Seeing such great potential market, what planning and strategy will your company hold?**

**Mr. Nakamura:** Our management is composed of both Japanese and Chinese. We also pay attention to shaping excellent Chinese managers. In the future, we will actively take full advantage of the successful stories and successful experiences of Horiba, as a globally foreign-invested enterprise, and continuously strengthen the development of new technologies in China, expand production and provide high value-added solutions.

Moreover, we also make the closer relation with governments, and academics. Many famous universities in China are cultivating and delivering excellent students and researchers to us. So the cooperation with school means impressive values.

In 2002, we built a plant in Anting Town, Jiading District, Shanghai, and now we are embarking on a new plant in Taicang, Suzhou. The local government agencies give us fine service. We appreciate this so much.

We can see our contribution to the development of the industries while we grow faster in China.