

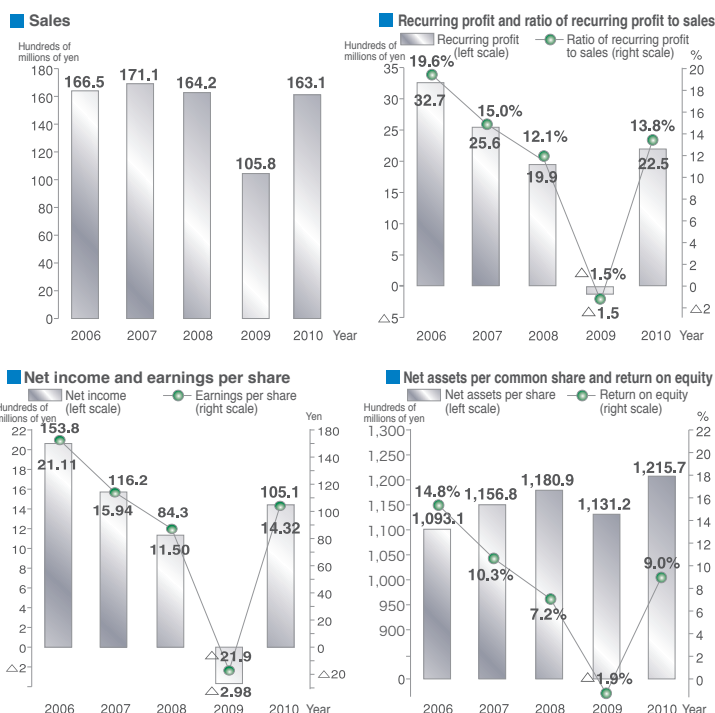
Highlights from HIOKI's Consolidated Business Results (Unit: Millions of yen)

	2006	2007	2008	2009	2010
Sales	16,659	17,113	16,422	10,584	16,316
Automatic test equipment	4,211	4,425	3,836	1,721	3,703
Electrical measuring instruments and other	12,448	12,688	12,586	8,863	12,613
(): Overseas sales	(4,975)	(5,295)	(5,945)	(3,476)	(7,266)
Recurring profit	3,270	2,569	1,990	△ 154	2,254
Net income	2,111	1,594	1,150	△ 298	1,432
Earnings per share (yen)	153.8	116.2	84.3	△ 21.9	105.1
Total assets	17,723	18,279	18,173	17,507	19,351
Net assets	15,012	15,860	16,092	15,415	16,585
Net assets per share (yen)	1,093.1	1,156.8	1,180.9	1,131.2	1,215.7

Consolidated Balance Sheet (Unit: Thousands of yen)

Account	2009 (As of Dec. 31, 2009)	2010 (As of Dec. 31, 2010)
(Assets)		
Current assets	8,580,420	10,943,833
Cash and deposits	4,674,847	5,506,008
Trade receivables	1,720,372	2,473,566
Inventories	1,652,141	2,696,370
Deferred tax assets	402,454	206,421
Others	133,220	62,050
Allowance for bad debt	△ 2,615	△ 584
Fixed assets	8,927,360	8,408,114
Tangible fixed assets	6,688,334	6,561,288
Buildings and structures	4,250,156	4,186,583
Machinery, equipment, and vehicles for transportation	156,043	105,092
Tools, furniture, and fixtures	485,114	472,591
Land	1,797,019	1,797,019
Intangible fixed assets	595,655	398,799
Goodwill	296,203	140,092
Software programs	296,210	255,465
Telephone subscription rights	3,241	3,241
Investments and other assets	1,643,370	1,448,026
Investment securities	487,957	502,951
Prepaid pension costs	987,935	780,567
Deferred tax assets	—	195
Others	167,476	165,275
Allowance for bad debt	—	△ 964
Total assets	17,507,781	19,351,947

Five-year Trends



Management (as of February 25, 2011)

Board of Directors



President & CEO **Tatsuyoshi Yoshiike*** Director **Takaaki Taguchi*** Director **Masanobu Machida** Director **Kazutoshi Hosoya** Director **Takahiro Okazawa** Director **Yoshikazu Suyama**

*Also serves on the Management Advisory Board.

(Unit: Thousands of yen)

Account	Term	
	2009 (As of Dec. 31, 2009)	2010 (As of Dec. 31, 2010)
(Liabilities)		
Current liabilities	1,033,813	1,990,775
Trade accounts payable	329,742	470,805
Accrued income and other taxes	47,405	423,825
Reserve for bonuses	208,095	336,389
Others	448,570	759,754
Long-term liabilities	1,058,798	775,417
Reserve for retirement benefits	398,304	—
Reserve for officers' retirement bonuses	299,550	300,561
Deferred tax liabilities	149,638	251,054
Others	211,305	223,801
Total liabilities	2,092,611	2,766,193
(Net assets)		
Shareholders' equity	15,503,575	16,663,069
Common stock	3,299,463	3,299,463
Capital surplus	3,936,914	3,936,881
Retained earnings	9,028,083	10,187,922
Treasury stock	△ 760,886	△ 761,197
Valuation and currency exchange adjustments	△ 88,405	△ 96,791
Net unrealized gain on available-for-sale securities	△ 9,744	24,638
Foreign currency exchange adjustments	△ 78,661	△ 121,429
Minority interest	—	19,476
Total net assets	15,415,169	16,585,754
Total liabilities and net assets	17,507,781	19,351,947

Consolidated Profit and Loss Statement (Unit: Thousands of yen)

Account	Term	
	2009 (Jan. 1, 2009, to Dec. 31, 2009)	2010 (Jan. 1, 2010, to Dec. 31, 2010)
Sales	10,584,554	16,316,438
Cost of sales	7,269,513	9,928,971
Gross profit	3,315,041	6,387,467
Selling, general, and administrative expenses	3,614,280	4,102,064
Operating profit	△299,239	2,285,402
Non-operating income	225,035	99,126
Non-operating expenses	80,145	130,500
Recurring profit	△154,349	2,254,028
Extraordinary profit	266	3,304
Extraordinary loss	92,842	51,440
Net income before taxes and other adjustments	△246,924	2,205,892
Income, resident, and business taxes	77,789	497,970
Income tax adjustment (deferred)	△26,128	274,180
Minority interest	—	1,353
Net income	△298,586	1,432,388

Consolidated Cash Flow Statement (Unit: Thousands of yen)

Account	Term	
	2009 (Jan. 1, 2009, to Dec. 31, 2009)	2010 (Jan. 1, 2010, to Dec. 31, 2010)
Cash flows from operating activities	277,413	1,674,815
Cash flows from investing activities	△476,680	△482,132
Cash flows from financing activities	△408,789	△253,656
Translation difference of cash and cash equivalents	5,478	△47,865
Net increase (decrease) in cash and cash equivalents	△602,578	891,160
Cash and cash equivalents at beginning of year	3,627,426	3,024,847
Cash and cash equivalents at end of year	3,024,847	3,916,008

Management Advisory Board



Ken'ichi Mori
Professor, Graduate School of
Management of Science and
Technology, Tokyo University of Science



Takao Isoyama
Former Executive Vice President,
Tokio Marine & Fire Insurance Co., Ltd.



Tsuneaki Hioki
Senior Advisor,
HIOKI E.E. CORPORATION

Auditors Standing Auditor
Standing Auditor
Auditor
Auditor

Masayuki Fujisawa
Takashi Yoshida
Akira Yuba
Sakuzo Nakatani

Executive Management Board

President & CEO
Senior Managing Executive Officer
Managing Executive Officer
Managing Executive Officer
Managing Executive Officer
Managing Executive Officer
Managing Executive Officer
Managing Executive Officer
Managing Executive Officer
Managing Executive Officer
Managing Executive Officer

Tatsuyoshi Yoshiike
Takaaki Taguchi
Kazutoshi Hosoya Director of New Product Development
Masanobu Machida Director of Engineering Dept. 1
Katsuhiko Takeuchi Director of Engineering Dept. 2
Toshihiko Tsuchiya Director of Engineering Dept. 3
Takahiro Okazawa Director of Manufacturing
Atsushi Mizuno Director of Quality Assurance
Masayuki Takaki Director of Sales & Marketing Department
Akira Yamazaki Director of Solution Sales Department
Yasunao Takano Director of International Sales Department
Yoshikazu Suyama Director of Administration