HIOKI E.E. CORPORATION Financial Results Briefing for the Fiscal Year Ending December 31, 2020

(Securities Code: 6866)

February 2021



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1. Company Overview

HIOKI

Photograph: The four seasons at HIOKI Forest Hills: Spring

Overview

■ Name HIOKI E.E. CORPORATION

■ Businesses Development, manufacture, sale, and service of electrical measuring instruments

Founded June 1935

■ Incorporated January 1952

■ Capitalization ¥3,299 million

■ Representative Takahiro Okazawa, President

■ Head Office 81 Koizumi, Ueda-shi, Nagano Prefecture

■ Group Companies HIOKI Forest Plaza Corporation; HIOKI USA CORPORATION; HIOKI (Shanghai) Sales

& Trading Co., Ltd.; HIOKI SINGAPORE PTE. LTD.; HIOKI KOREA CO.,LTD.; HIOKI

INDIA PRIVATE LIMITED; HIOKI EUROPE GmbH; HIOKI TAIWAN CO.,LTD.; PT. HIOKI

ELECTRIC INSTRUMENT; HIOKI (Shanghai) Technology Development Co., LTD.

■ Employees 1,038 (consolidated-basis, including part-time workers) (as of December 31, 2020)

HIOKI Product Organization and Fields of Use

HIOKI meets customer needs ranging from advanced R&D to production lines and on-site electrical work in every industry with 300 products.

Overall organization

R&D

Production lines

Field maintenance

Automatic testing equipment



Package and board manufacture
Electric device manufacture

Data recording equipment

Power generation and distribution

Transport equipment

Machinery Transport equipment

Power equipment inspections Elevator maintenance

Electronic measuring instruments

Alternative energy Materials, environment



Devices and batteries
Motors



Environment Energy

Field measuring instruments

Electronic devices
Transport equipment



Electrical and power equipment inspections

Communications equipment testing



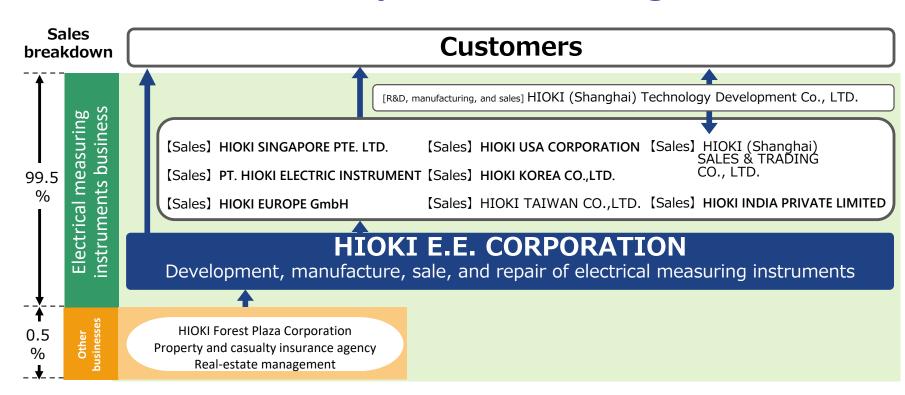
Peripheral equipment and other

Accessories for products shown above

*The width of each application category illustrates its relative contribution to HIOKI's sales.



HIOKI Group Business Diagram





2. Financial Results Overview

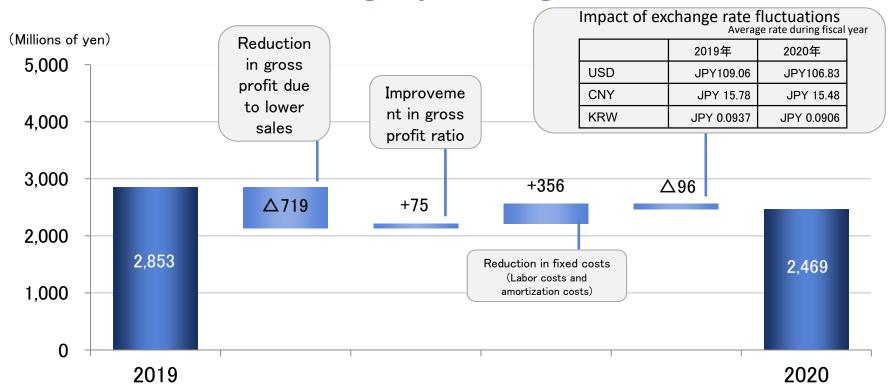
HIOKI

Photograph: The four seasons at HIOKI Forest Hills: Summer

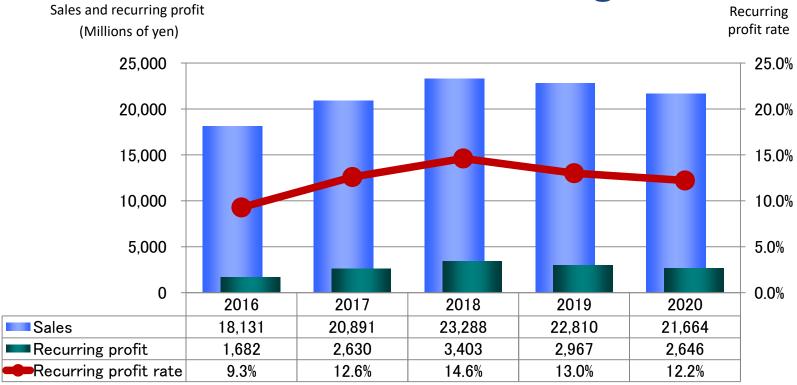
Overview of 2020 Results

	2019		2020		
	Results (millions of yen)	Percent of sales (%)	Results (millions of yen)	Percent of sales (%)	Year-on-year (%)
Sales	22,810		21,664		95.0%
Cost of sales	12,744	55.9%	12,349	57.0%	96.9%
Selling, general, and administrative expenses	7,211	31.6%	6,845	31.6%	94.9%
Operating profit	2,853	12.5%	2,469	11.4%	86.5%
Recurring profit	2,967	13.0%	2,646	12.2%	89.2%
Net income	2,197	9.6%	2,071	9.6%	94.3%
Earnings per share	¥161.27		¥151.91		

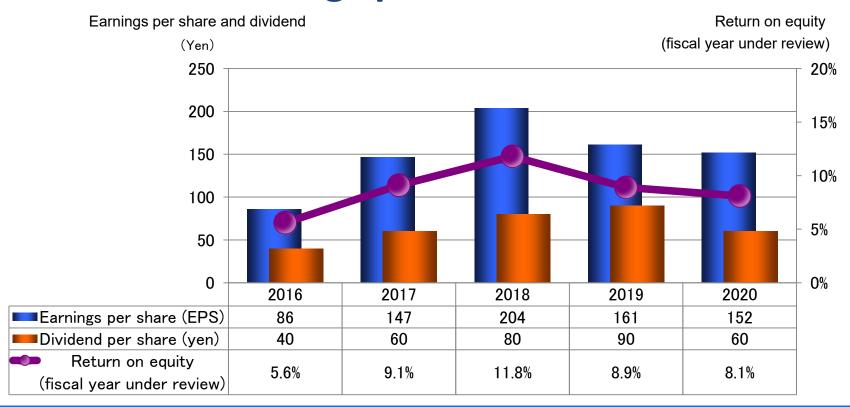
Factors Affecting Operating Profit in 2020



Trend in Sales and Recurring Profit

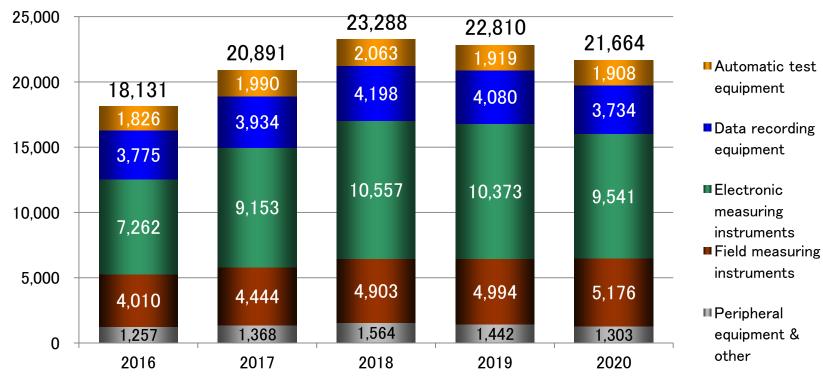


Trend in Earnings per Share and Dividend



Trend in Sales by Product Category

(Millions of yen)





2020 Overview by Product Category

Automatic test equipment

• We launched new populated board testing products in an effort to boost the productivity of board testing, an area where high reliability is required in automotive and other applications. We also launched software that uses Al to improve detection performance in bare board testing products that are used with printed circuit boards, where the trend is toward finer-pitch circuitry and more layers.

Data recording equipment

• We launched new data loggers that significantly increase measurement ranges with wireless technology, and sales grew steadily. Demand for multichannel memory recorders fell significantly, particularly in the automotive industry, as capital investment in industrial equipment lagged.

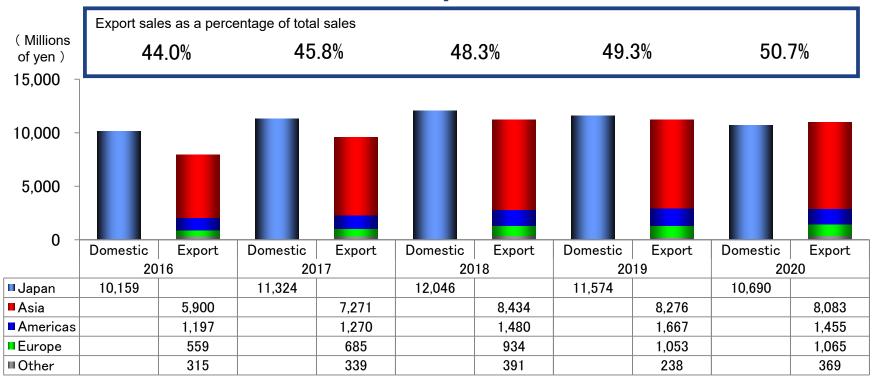
Electronic measuring instruments

• We launched multiple new products for the battery sector, which continues to enjoy brisk capital investment, including a system for evaluating battery management systems, which are used in electric vehicles. Sales grew steadily. Sales of measuring instruments used to test power conditioners and electronic components used in power conversion devices fell, reflecting lagging capital investment in industrial equipment.

Field measuring instruments

• We launched a communications adapter that brings wireless capability to Hioki instruments in line with the worldwide development of IoT technology, and we released a series of models from flagship product groups that have been redesigned to support the adapter, fueling sales growth. We also launched a new leakage clamp meter for use in managing insulation of electrical equipment, a type of infrastructure whose importance is growing. The product enjoyed increasing sales.

Trend in Export Sales



Management Indicator Targets

Recurring profit ratio: 20% or greater

Overseas sales ratio: 50% or greater

Fiscal year ended December 2020: Overseas sales ratio 50.7%

We achieved our target of 50% or greater.



3. Vision 2030 Long-term Management Policy HIOKI

Photograph: The four seasons at HIOKI Forest Hills: Autumn

Changes in the Business Environment

■ Macro changes (Politics, economics, population)

- The movement away from carbon is accelerating.
 - Global capital investment is expanding rapidly.
- The importance of improving productivity is rising.
- Developing nations are growing. The market for high-added-value products is arowina.

■ Fnvironmental issues and energy changes

- Energy users are moving from fossil energy to electricity to reduce CO₂ emissions.
- Dependence on electricity storage devices such as LiBs is growing.
- Demand for energy is growing. Energy sources are becoming more diversified and decentralized.

■ Development of **ICT** and social changes

- The value of data is growing.
- Robots, AI, and other state-of-the-art technologies are entering into widespread use.
- Progress is being made in the development of simulation technologies.



Opportunities and risks 👢 for Hioki



The revolution represented by the rapid global move away from carbon should be seen as a synergy between technological progress and changes in business models and markets.



Electrification of the automotive industry and decentralization of energy production represent major business opportunities for Hioki.



Simulation technology is driving a decline in measurement needs and demand.



The emergence of developing nations is causing the global competitive environment to intensify.



Vision 2030

Vision: Where we want to be in 10 years

Beyond measure.

Hioki is committed to continuing to advance measurement as one of the industry's leading companies and to becoming a solution creator that works with customers worldwide to realize a sustainable society.

Mission: How we will contribute to society

Hioki will contribute to society's peace of mind and development by promoting customers' safe, effective use of energy through electrical measurement.

Beyond measure



Creating new measurement and testing standards



Future Direction

Bringing products to every field that will use electric energy as infrastructure in the future



Focusing development resources on the key markets that comprise a new social system

Alternative energy

Electrification and computerization of automobiles

Infrastructure underpinning the digital transformation (DX)











Datacenters

5G base stations







4. Mid-term Business Plan and Strategy



Photograph: The four seasons at HIOKI Forest Hills: Winter

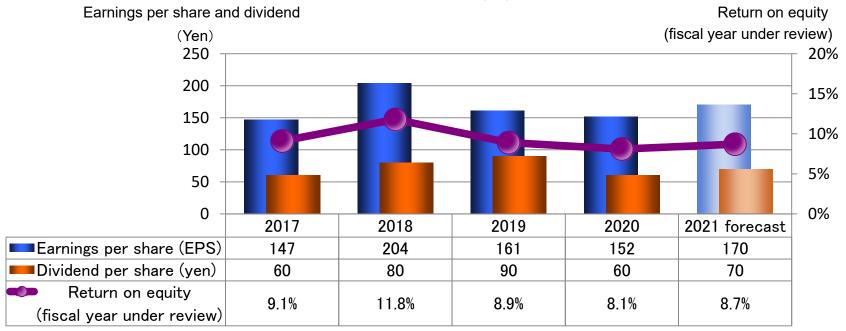
2021 Business Forecast

	2020		2021		
	Results (millions of yen)	Percent of sales (%)	Plan (millions of yen)	Percent of sales (%)	Year-on-year (%)
Sales	21,664		23,900		110.3%
Cost of sales	12,349	57.0%	13,340	55.8%	108.0%
Selling, general, and administrative expenses	6,845	31.6%	7,560	31.6%	110.4%
Operating profit	2,469	11.4%	3,000	12.6%	121.5%
Recurring profit	2,646	12.2%	3,130	13.1%	118.3%
Net income	2,071	9.6%	2,320	9.7%	112.0%
Earnings per share	¥151.91		¥170.15		

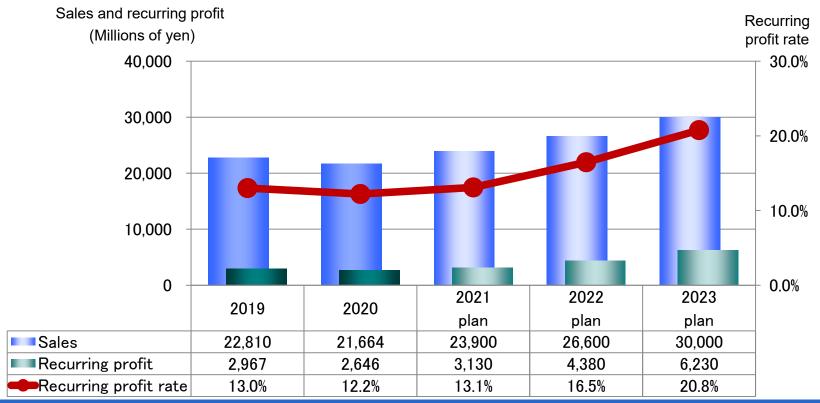
2021 Overview by Earnings per Share and Dividend

Dividend policy:

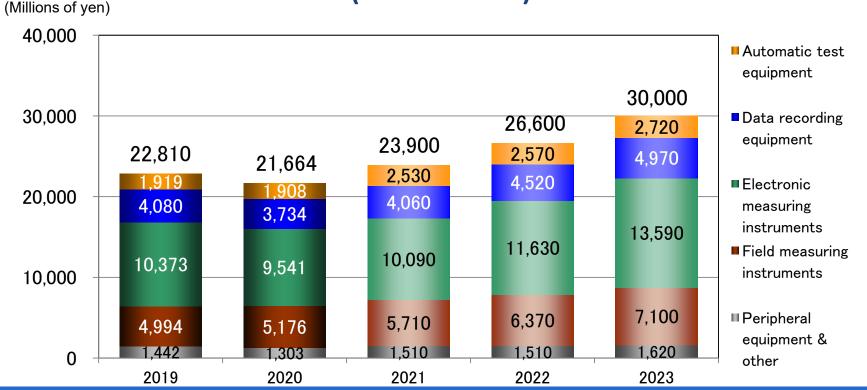
Deliver a return on shareholders' investments by adopting a stable annual dividend base of 20 yen and a target consolidated dividend payout ratio of 40%.



Mid-term Business Plan (2021 to 2023)

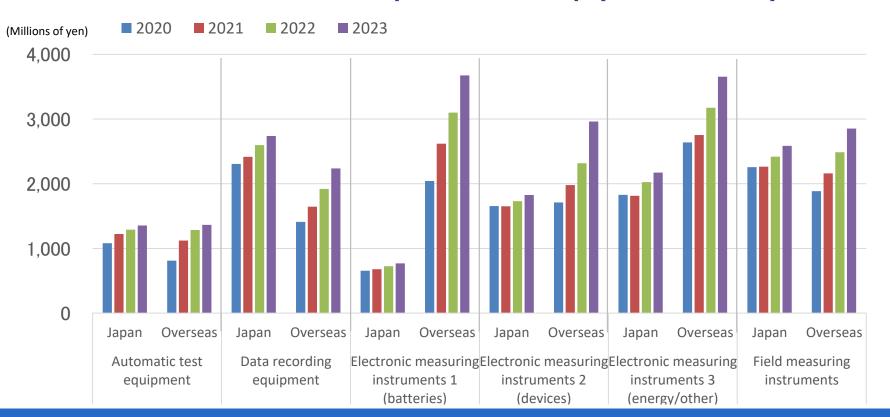


Mid-term Sales Plan by Product Category (2021 to 2023)





Mid-term Sales Plan by Product Group (2021 to 2023)



Electronic Measuring Instruments: Target Market Trends

Battery market

• As decarbonization initiatives gain momentum, investment in lithium-ion batteries and next-generation batteries (including solid-state batteries and fuel cells) is growing worldwide as associated industries develop. The drive to electrify the automotive industry is also making progress. Additionally, performance of smartphones and other devices is growing as the digital transformation (DX) gathers pace.

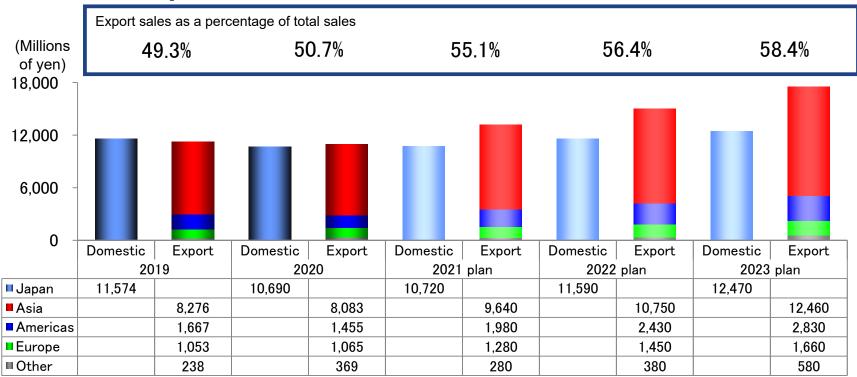
Device market

• The electrification of automobiles is spurring development of higher-voltage electronic components, and demand for withstand voltage testing is growing from the standpoint of ensuring reliability. Testing of the motors used in automobiles reflects the same trend towards higher withstand voltages due to the high level of reliability that these components must exhibit. The higher frequencies used in 5G service are creating demand for high-frequency LCR meters.

Energy/other market

• Demand for natural energy as typified by solar power generation continues to grow. Continued progress in the electrification of automobiles and demand for more efficient use of electricity are fueling demand for energy measurement. There is also growing demand for more efficient energy management.

Export Mid-term Sales Plan (2021 to 2023)

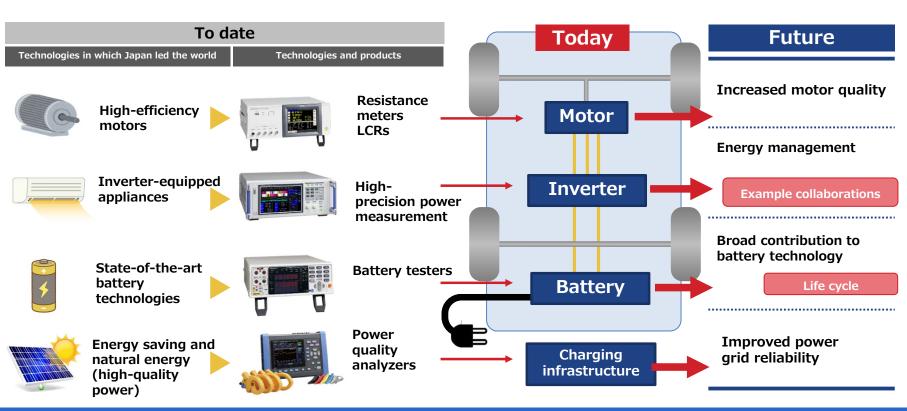


Initiatives to Achieve the Mid-term Management Plan

- 1. Initiatives targeting key markets (EVs, batteries)
- 2. Global initiatives

3. Other initiatives

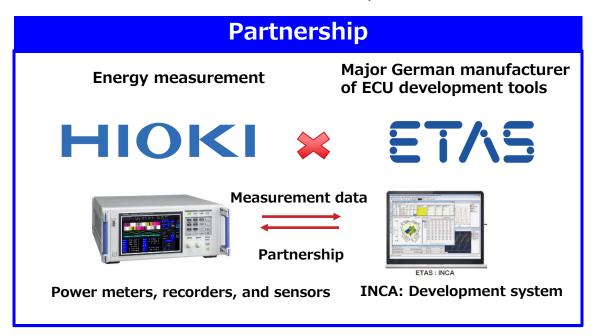
Hioki's Contribution to EVs



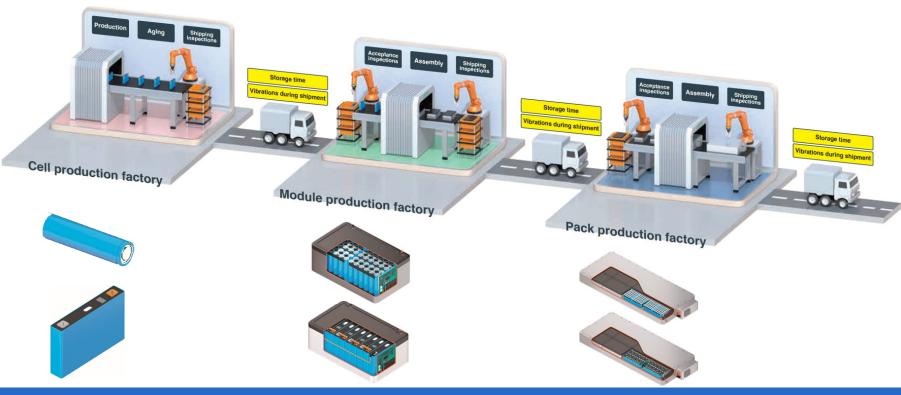


EV Energy Management

Systems that help streamline development by measuring the behavior of electricity

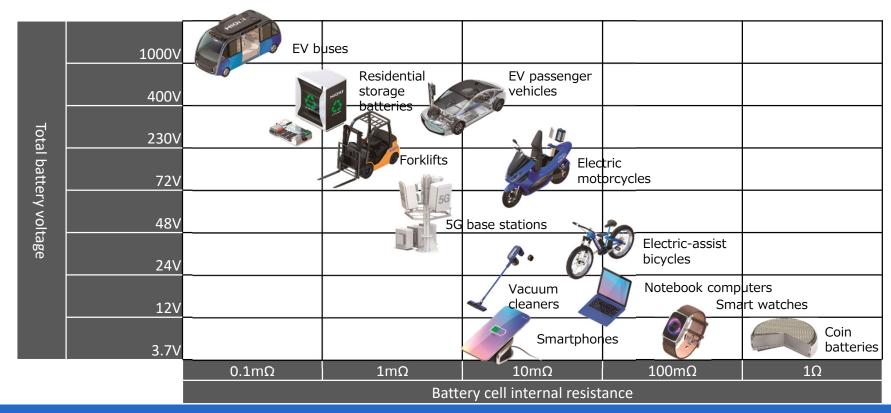


Measuring Battery Quality

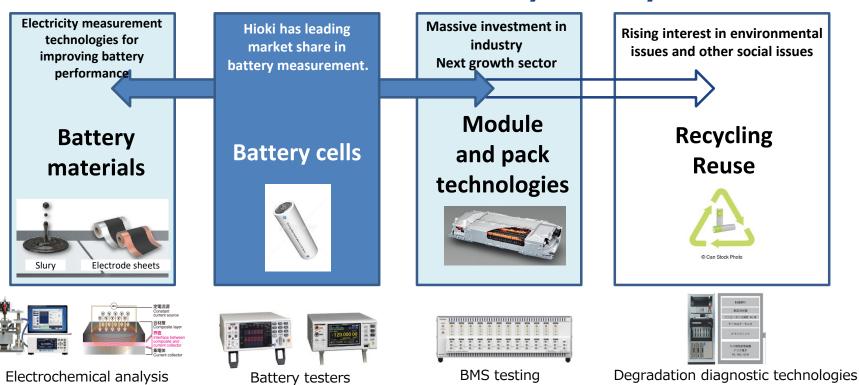


Key Markets

Battery Types and Applications



Contribution to the Battery Life Cycle

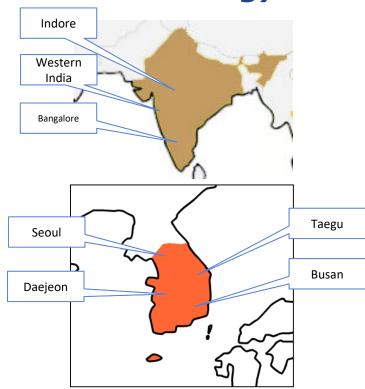




Global

Global Developments (Sales and Marketing)

- We put in place a three-base structure (with facilities in Bangalore, Indore, and Western India) to facilitate the further development of the Indian market.
- We developed our South Korean subsidiary's Daejeon office to serve as a sales facility for measurement products. We also plan to open a sales facility in Taegu.
- We launched a global sales network to leverage our customer-centric approach to develop relationships in line with market growth.
- The Group's unified management facilities sharing of information. We will pursue a global marketing program that involves cooperation among sales companies to promote sales to major overseas customers.





Global

Global Developments (Development)

We relocated the head office of our U.S. subsidiary from New Jersey on the East Coast to Texas and established a development department.



Head office in Texas

We established HIOKI (Shanghai) Technology Development Co., LTD.. The company's R&D and production functions will enable it to quickly accommodate the needs of customers in the Chinese market.



Minhang District, where HIOKI (Shanghai) Technology Development Co., LTD. is located

Strengthening Calibration and After-sales Service

A Hioki DC power measurement system became the first product of its kind in Japan to earn JCSS certification (ISO/IEC 17025). We expect the product to be used in calibration for customers in the automotive industry.



Certified DC power measurement system

We strengthened the systems that overseas sales companies use to provide calibration and repair service in an effort to reduce customer downtime.

Human Resources Strategy Initiatives

- Revamping our human resources structures to implement a change from relative evaluation to absolute evaluation
- Revamping our human resources structures for managers to reorganize positions based on roles and to transition to an annual salary
- Raising the age of retirement to 65 and implementing a continued reemployment program that extends to age 70
- Implementing motivation-inspiring workplaces where employees can enjoy lifelong productivity

Strengthening Corporate Governance

- Increasing the transparency and objectivity of management in line with the Corporate Governance Code
- Establishing a Nomination Committee and Compensation Committee (with outside directors as a majority) to serve as advisory organs to the Board of Directors (following the February 2021 General Meeting of Shareholders)

- Raising the proportion of outside directors to one-third (following the February 2021 General Meeting of Shareholders)
- Promoting the first female executive officer (manager of the Human Resources Department) and promoting internal diversity

COVID-19 Countermeasures

Hioki is taking aggressive steps so that it can fulfill delivery obligations to customers while placing top priority on the safety of customers, business partners, employees, and their families while preventing the further spread of the virus.

- Restricting use of public transportation
- Having employees, particularly those at sales facilities, work from home or on a staggered schedule
- Separating lines of movement to reduce internal transmission risk
- Utilizing IT tools (web meetings and digital marketing)

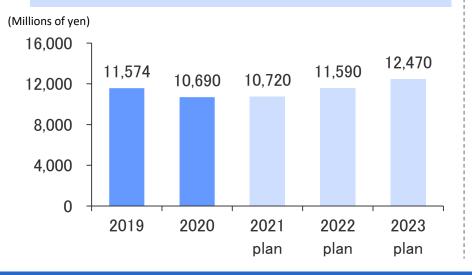
Through Vision 2030, Hioki will contribute to the realization of a sustainable society by supplying high-quality products and services to customers working to move away from reliance on carbon.

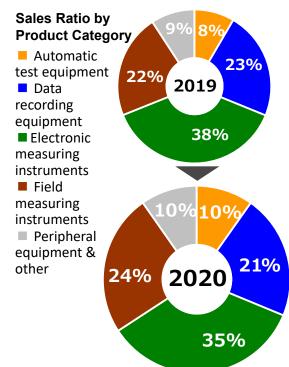




Actual and Forecasted Sales by Geographic Region: Japan

- We opened the Kanazawa Branch. We also strengthened market-specific sales and specialized sales, and we pursued more strategic marketing activities.
- The outlook calls for the electronics component market to shift to a recovery footing, and we expect demand associated with EVs to grow as the move away from carbon accelerates.

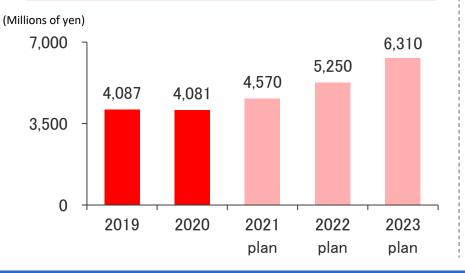


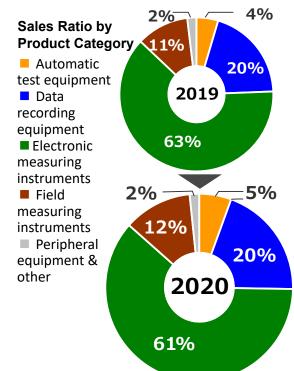




Actual and Forecasted Sales by Geographic Region: China

- Investment in the battery, energy, and device industries continues to grow.
- We will strengthen second-generation subsidiaries' R&D and production functions in an effort to accommodate customers' needs and fully tap the market's potential.

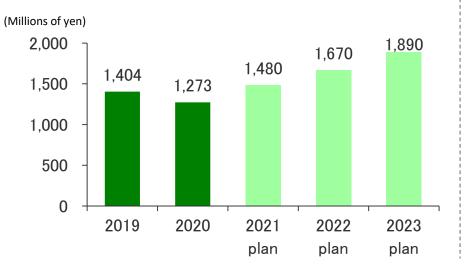


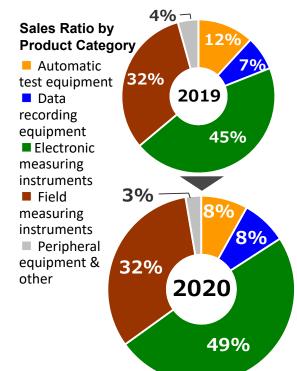




Actual and Forecasted Sales by Geographic Region: Southeast Asia (including Oceania)

• We expect to see manufacturers in the countries of Southeast Asia invest in lithium-ion battery production. We also expect to see the start of investment related to datacenters and 5G.

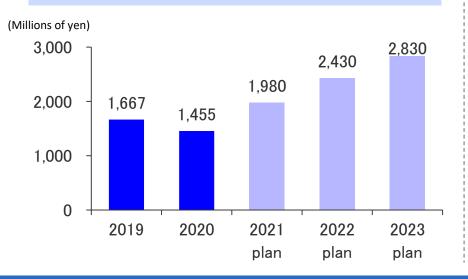


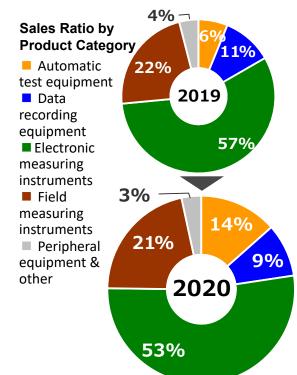




Actual and Forecasted Sales by Geographic Region: U.S.A. (North and South America)

- The new administration is accelerating decarbonization initiatives. We expect investment in the EV industry to grow further, fueling demand.
- We will work with partners to increase recognition of the Hioki brand and increase sales in target markets.

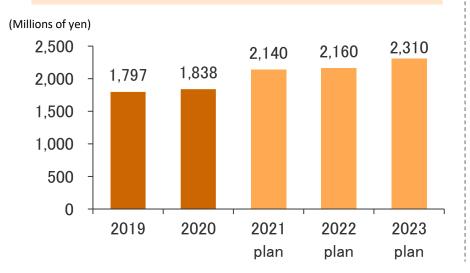


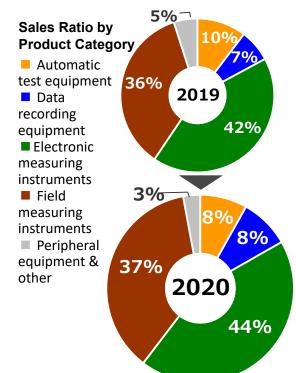




Actual and Forecasted Sales by Geographic Region: Korea

- We project active investment in EVs and FCVs. We also forecast robust capital investment in electronic components for automotive and 5G applications.
- Capital investment by battery manufacturers has been brisk.

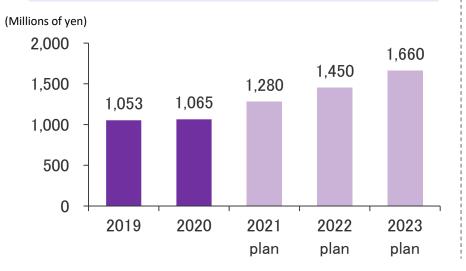


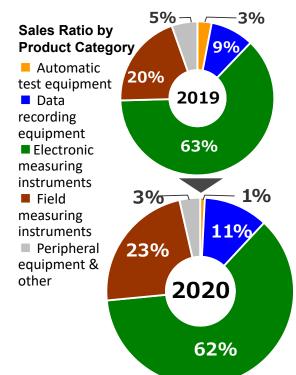




Actual and Forecasted Sales by Geographic Region: Europe

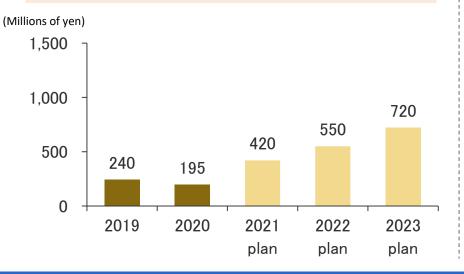
- We expect the acceleration of the transition to EVs in Europe to lead to the construction of new battery production plants and growing demand.
- We also expect demand to grow in the renewable energy market, which we will work to develop.

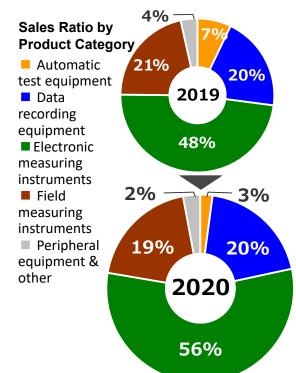




Actual and Forecasted Sales by Geographic Region: India

- The EV market remains brisk, as does datacenter investment. There has also been active investment in solar power and 5G.
- Capital investment by government-run power companies in Europe, which has been sluggish due to the COVID-19 pandemic, will trend upward.

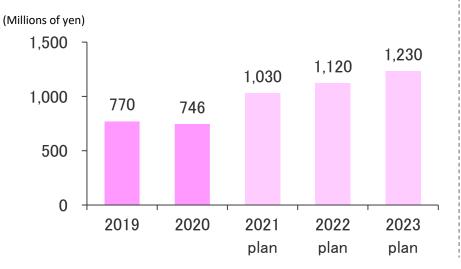


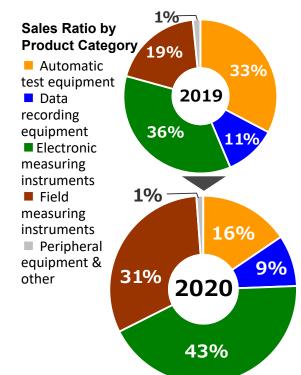




Actual and Forecasted Sales by Geographic Region: Taiwan

- We expect bullish growth in the device market.
- We also expect to see large-scale capital investment in renewable energies such as wind and solar power.





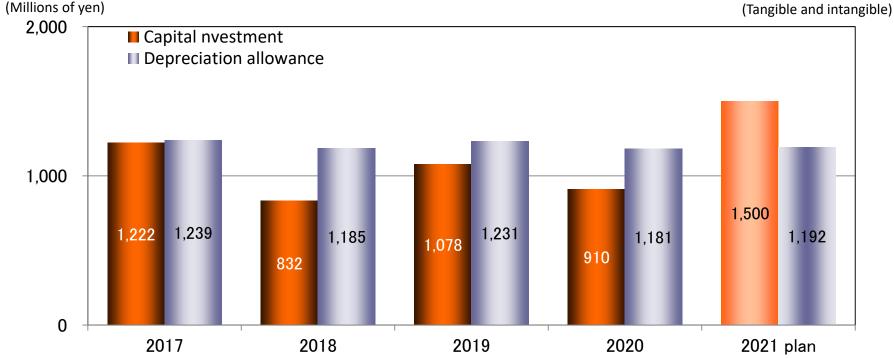
Actual and Forecasted Sales by Geographic Region: Other

Middle East

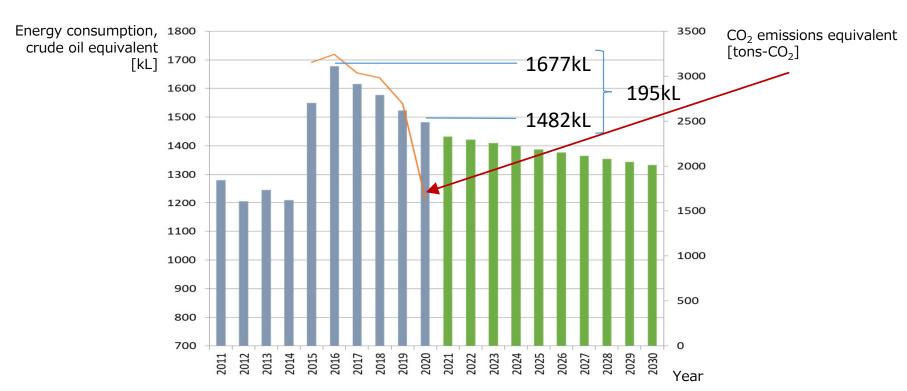
2021 plan: 190 million yen

Initiatives in various fields are proceeding in order to achieve the SDGs across the Middle East, and the transition to renewable energy is gathering momentum. Continued growth in solar power is particularly noteworthy, and we will work to increase sales to satisfy demand for measuring instruments as relates to energy efficiency and equipment maintenance.

Capital Investment and Depreciation Allowance

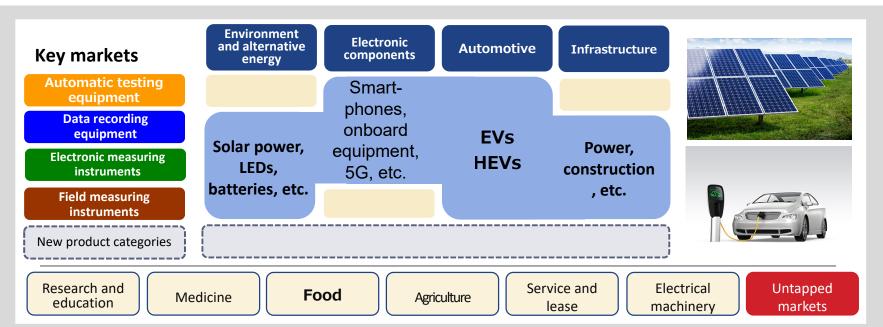


Towards a Sustainable Society: Hioki's Energy-saving Activities

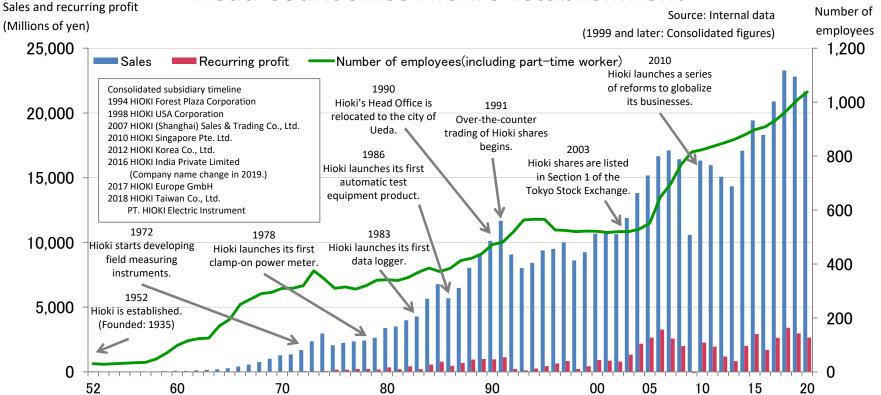


Hioki's Expanding Products and Markets

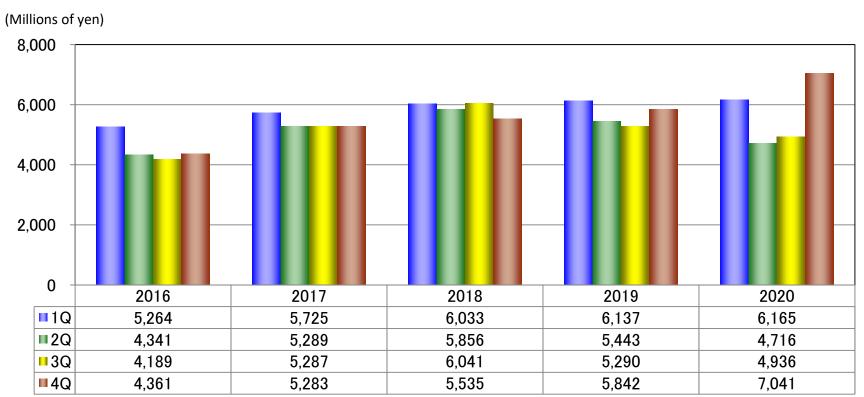
We strive to grow and develop by expanding product launches in every market and by creating new product categories.



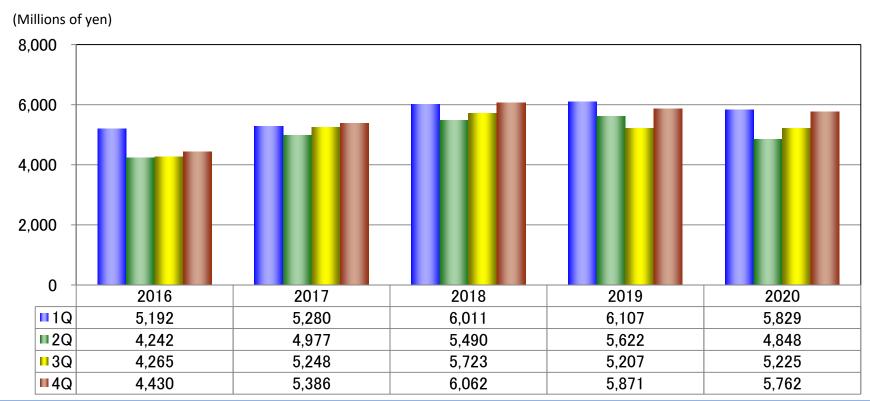
ials Performance and Employee Head Count since Hioki's Establishment



Quarterly Order Volume

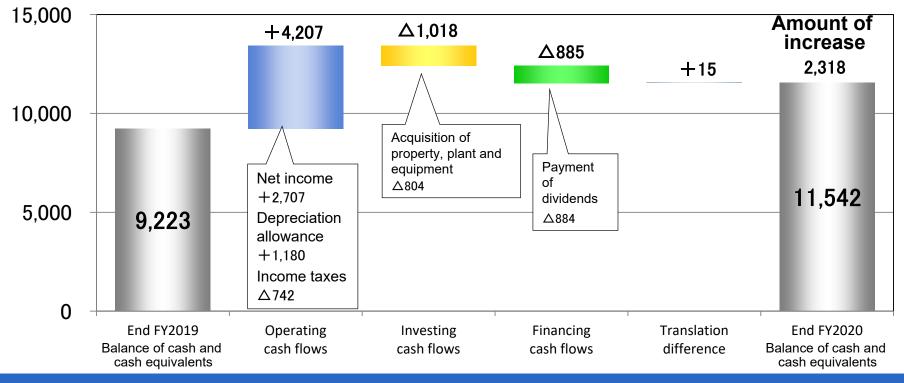


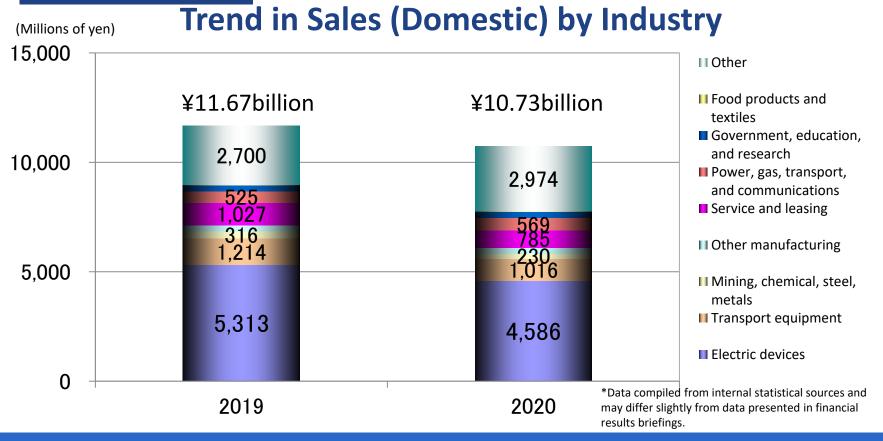
Quarterly Sales



Cash Flows

(Millions of yen)







Environmental and Alternative Energy Markets (Sales of Related Products)

Market trends

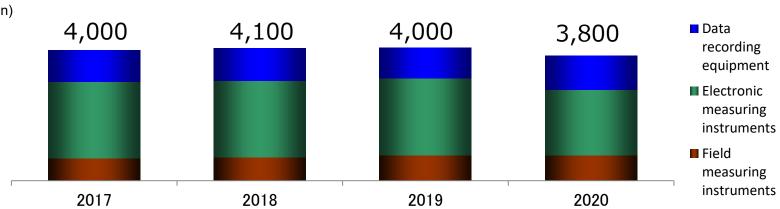
Demand for natural energy as typified by solar power generation continues to grow. Continued progress in the electrification of automobiles and demand for more efficient use of electricity are fueling demand for energy measurement.

Target products: Data loggers, Remote measurement systems

Power meters, Power quality analyzers, Current sensors

Clamp sensors, PV megohmmeters, Battery testers





Electronic Components and Automotive Markets (Sales in Related Categories)

Trends in the electronic components market

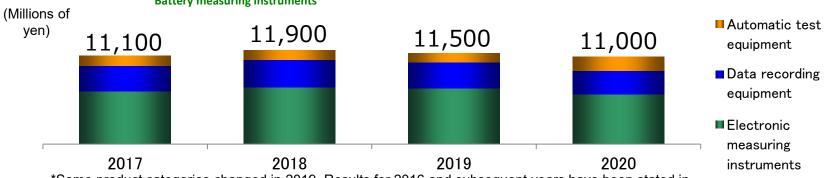
The 5G and battery sectors are attracting brisk capital investment. Capital investment related to electronic components such as resistors is recovering gradually, and demand for measuring instruments is recovering.

Target products: Automatic test equipment, Super-megohmmeters, LCR meters, Resistance meters, Battery measuring instruments

Trends in the automotive market

Demand for measuring instruments for use in EV and vehicle battery R&D is firming.

Target products: Automatic test equipment, Memory recorders, Super-megohmmeters, LCR meters, Resistance meters, Power meters, Battery measuring instruments



^{*}Some product categories changed in 2019. Results for 2016 and subsequent years have been stated in terms of the new categories.

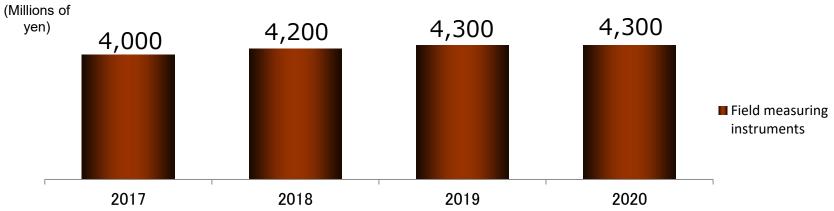


Infrastructure Market (Sales in Related Categories)

Trends in the infrastructure market

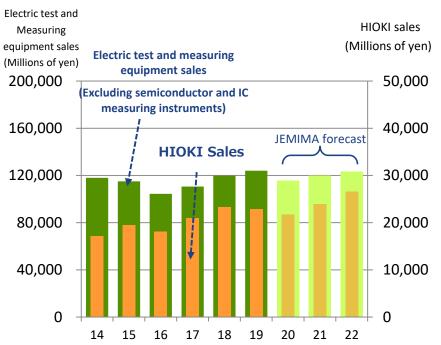
The market has declined less than other markets because it is not as influenced by economic conditions. We focused on increasing sales of products such as clamp instruments featuring an improved form factor for greater convenience and instruments designed to reduce testing manpower requirements with communications functionality. Demand firmed as a result.

Target products: Digital multimeters, Clamp-on current meters, Grounding resistance meters, Phase detectors, etc.



^{*}Some product categories changed in 2019. Results for 2016 and subsequent years have been stated in terms of the new categories.

Business Environment in the Electrical Measuring Instruments Industry and Future Outlook



*Japan Electric Measuring Instruments Manufacturers' Association (JEMIMA) forecast

The group forecasts an average annual growth rate of +2.4% from FY2020 to FY2024.

Factors: The worldwide development of 5G infrastructure is expected to lead to growth in equipment and services that use 5G technology, creating a new market.

Progress in the development of xEVs with the excellent environmental performance needed to comply with international fuel efficiency standards is expected to combine with the development of inverters and batteries as well as innovative energy management technologies to drive up demand.



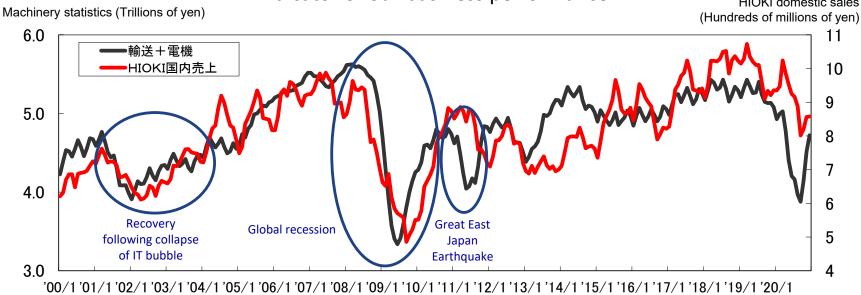
^{*} As defined by JEMIMA, electric test and measuring equipment accounts for about 30% of electricity meters. Under the JEMIMA classification scheme, HIOKI's products consist of general measuring instruments, obtained by excluding semiconductor and IC measuring instruments from the electric test and measuring equipment category.

^{*} Based on statistical data from the Japan Electric Measuring Instruments Manufacturers' Association. Sales figures for 2020 and subsequent years reflect JEMIMA forecasts (as of December 2020).

Trend in Machinery Statistics and HIOKI Performance

Machinery statistics (for transport machinery and electrical machinery) is considered a leading indicator of our business performance.

HIOKI domestic sales



^{*} Machinery statistics and HIOKI domestic monthly sales calculated as six-month moving averages. Machinery statistics reflect estimated production value based on the mining and manufacturing index.

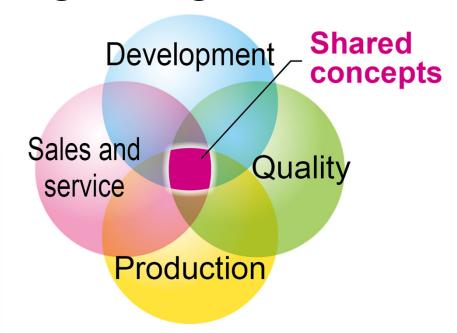


Improving Value-added Productivity

Concurrent engineering

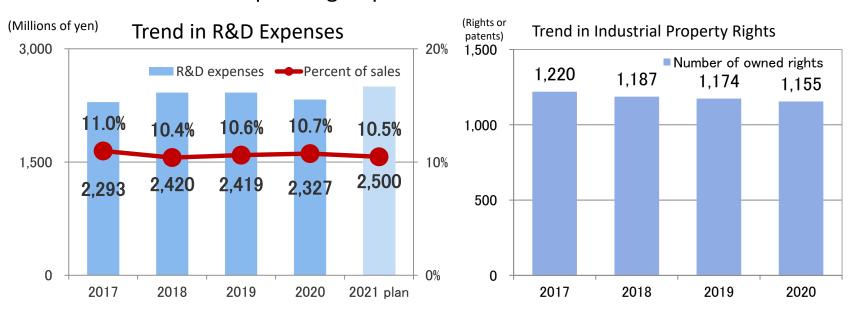
In HIOKI's approach to product development, departments come together organically with the goal of improving productivity.





Development Capability: Unique Products Built around Core Technologies

- Patent program that motivates inventors
- R&D spending as percent of sales: Greater than 10%





Production Capability: Manufacturing Calibrated to Sales Velocity



Aggressively practicing a "Quality First" approach from the standpoint of the "Sangen Principle" based on the 5S philosophy



Enhancing initiatives at the source of development
Minimizing cost through leveled production



Anticipating customer information and accommodating customer requests
Shortening delivery times for after-sales service

Sales Capability: Solutions-oriented Sales with a Customer Focus

Domestic Japanese sales

- Direct marketing targeting customers in Japan (about 60,000 companies)
- About 70 salespeople at 12 facilities in Japan
- About 19,000 sales visits per year



Global sales

- Nine group companies
- Two overseas representative offices
- Partnerships with international distributors (about 250 companies)



Assessing latent customer wishes and future needs

Automatic Test Equipment



Pass/ fail testing of electronic circuit boards

Principal products	Fields of use (applications)
Populated circuit board testing systems	Testing circuit boards on which electronic components have already been mounted
Bare board testing systems	Testing circuit boards with embedded active and passive devices or boards on which no components have been mounted (Including IC packages and flexible boards used in devices such as mobile phones)







Flying Probe Tester FA1816



Flying Probe Tester FA1817

Reliable detection of latent defects on high-density circuit boards

Data Recording Equipment

Recording and analyzing changes in electrical signals over time

Principal products

Fields of use (applications)

Memory recorders

Observing and recording waveforms for highspeed phenomena in an extensive array of applications ranging from the electric field to the machinery field



Memory HiCorder MR6000

Developed in 1983

Data loggers

Monitoring and recording long-term changes in temperature, voltage, and other characteristics across numerous channels

Capable of capturing large amounts of data over extended periods of time



Memory HiLogger LR8450

Electronic Measuring Instruments: Batteries



Battery evaluation and testing

Principal products	Fields of use (applications)
Battery testers	Battery R&D and shipping inspections; measuring internal resistance and battery voltage

Extensive product line to accommodate a variety of batteries



Measuring batteries' insulation resistance and performing withstand voltage testing

Broad product line for an array of applications



Providing high accuracy and multichannel capability that extends from R&D to the production line

Broad product line for an array of applications





Insulation Tester ST5520



PRECISION DC VOLTMETER
DM7276

Electronic Measuring Instruments: Devices

Evaluating and testing electronic components and devices

Principal products Fields of use (applications) Testing on electronic component production Circuit element lines measuring instruments Evaluating the performance of materials

Fast, high-stability measurement in a compact, lightweight package

Super megohmmeters

Accommodating embedded applications such as laminated ceramic capacitor massproduction testing

Meeting a variety of needs with an extensive product line

Resistance meters

Supports built-in automatic machines such as mass production inspection of multilayer ceramic capacitors

Broad product line for an array of applications



Impedance Analyzer IM7585



SUPER MEGOHM METER SM7110



RESISTANCE METER

RM3545

Electronic Measuring Instruments : Energy/Other

Power and power quality analysis in the environment and energy field

Principal products	Fields of use (applications)
Power meters	Evaluating and analyzing inverters and motors Reducing energy use by electrical equipment; managing power

HIOKI developed the first clamp-type meter in 1978.

Analytical devices capable of identifying the causes of power supply problems

Power Analyzer PW6001

Power quality analyzers

Current probes

Verifying the quality of dispersed power supplies such as alternative energy (solar and wind power, fuel cells, etc.) and cogeneration systems



Power Quality Analyzer PQ3198

Observing current waveforms

Current Probe CT6711

For use as oscilloscope sensors

Field Measuring Instruments

Performing maintenance and inspections of electrical wiring work and equipment

Principal products

Fields of use (applications)

Clamp ammeters

Maintenance and inspections of electrical wiring work and equipment



AC/DC Clamp Meter CM4376



A powerful brand with a long history

Insulation resistance testers

Maintenance and inspections of electrical work and equipment

A must-have instrument for electrical work

Insulation Tester for Photovoltaic Systems IR4053

Digital multimeters

Measuring characteristics from voltage to current and resistance

60005 60005

Digital Multimeter DT4254

Used in all applications

Note on the Information in This Presentation

Plans, forecasts, strategies, and other information in this presentation relating to future business performance were compiled on the basis of currently available data and by their nature incorporate a certain degree of risk and uncertainty. Actual performance will be determined by a variety of important factors and may vary significantly.



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