HIOKI

HIOKI E.E. CORPORATION
Financial Results Briefing for the Second Quarter of the Fiscal Year Ending December 31, 2026

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AGENDA

The Second Quarter of the Fiscal Year Ending December 2026

1. Company Overview
2. Financial Summary
3. 2026 Financial Forecast
4. Achieving Vision 2030 Medium-term Business Plan
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1. Company Overview

HIOKI

HIOKI

Our company is a manufacturer of electrical measuring instruments that consistently handles everything from development, production, to sales and service in-house. Electrical measuring instruments are called the "mother tools of industry" as they form the foundation of all industries, playing an important role in a wide range of fields such as maintenance of essential electrical infrastructure, inspection on production lines, and even research and development of products. Since our founding in 1935, we have pursued unique electrical measurement technologies and contributed to solving social issues through "measuring."

- All production sites are concentrated in Nagano Prefecture
- All 10 sales offices are in Japan
- Overseas group subsidiaries are all operated with independent capital

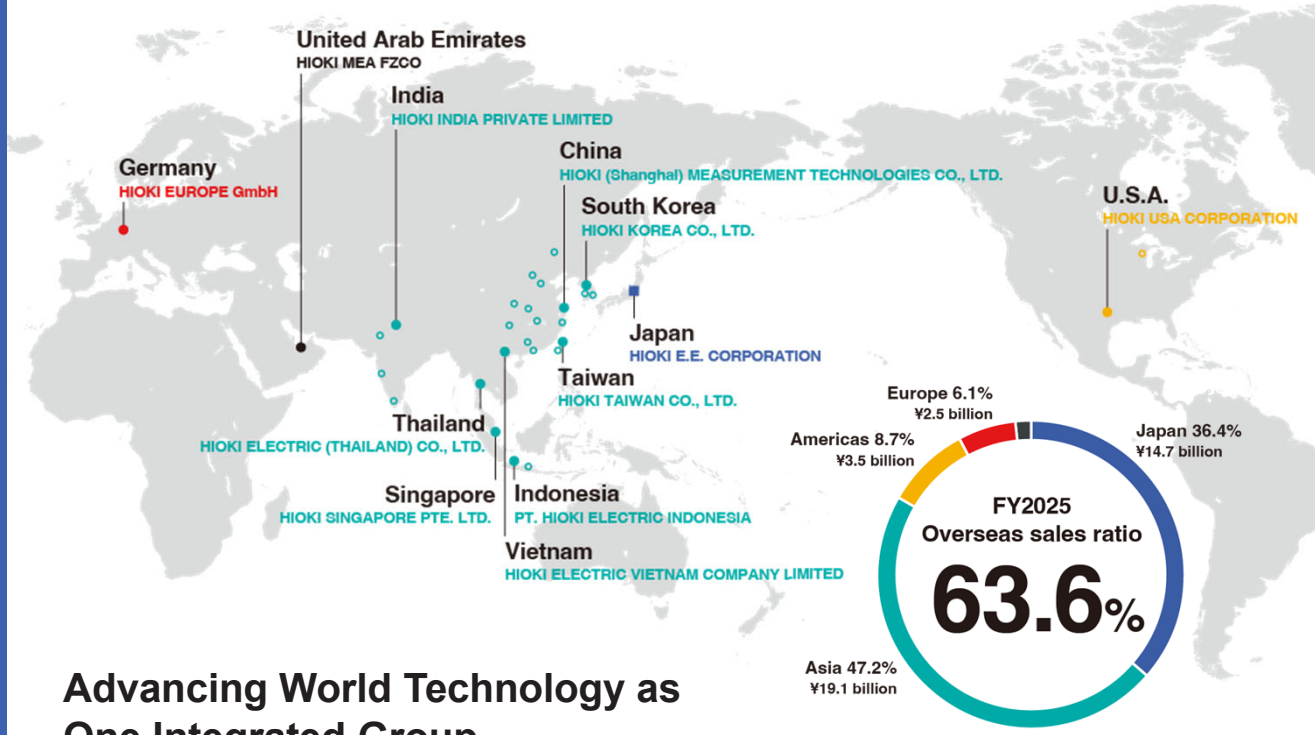
Company Name	HIOKI E.E. CORPORATION
Founded	June 1935
Established	January 1952
Capital	3,299 Million yen
Number of Employees	1,153 employees*
Business Description	Development, production, sales, and service of electrical measuring instruments
Net Sales	40,531.81 million yen*
Operating Profit	6,791.60 million yen (Operating profit margin 16.8%)*
Head Office	81 Koizumi, Ueda-shi, Nagano
Business Locations	Production sites: 3 locations (all in Nagano Prefecture) Sales offices: 10 locations (within Japan) Group companies: 12 companies (Japan, 11 countries overseas)

* As of December 31, 2025, HIOKI Group total

Overseas Business Locations

- Established: 1998
  HIOKI USA CORPORATION
- 2007
  HIOKI (Shanghai) MEASUREMENT TECHNOLOGIES CO., LTD.
- 2010
  HIOKI SINGAPORE PTE. LTD.
- 2012
  HIOKI KOREA CO.,LTD.
- 2016
  HIOKI INDIA PRIVATE LIMITED
- 2017
  HIOKI EUROPE GmbH
- 2018
  HIOKI TAIWAN CO., LTD.
- 2018
  PT. HIOKI ELECTRIC INDONESIA
- 2020
  HIOKI (Shanghai) TECHNOLOGY DEVELOPMENT CO., LTD.*
- 2021
  HIOKI (Shanghai) MEASURING INSTRUMENTS CO., LTD. *
- 2024
  HIOKI ELECTRIC (THAILAND) CO., LTD.
- 2024
  HIOKI MEA FZCO
- 2025
  HIOKI ELECTRIC VIETNAM COMPANY LIMITED

*In 2026, the company was integrated into HIOKI (Shanghai) MEASUREMENT TECHNOLOGIES CO., LTD.



Advancing World Technology as One Integrated Group

Since establishing its first overseas facility in 1998, Hioki has sought to develop products and build sales networks from a global perspective. We have now expanded our network of sales facilities to include 11 countries and established dealers in over 30 countries. Our current overseas sales ratio exceeds 60% and is continuing to grow. We aim to achieve an overseas sales ratio of 75% by 2030.

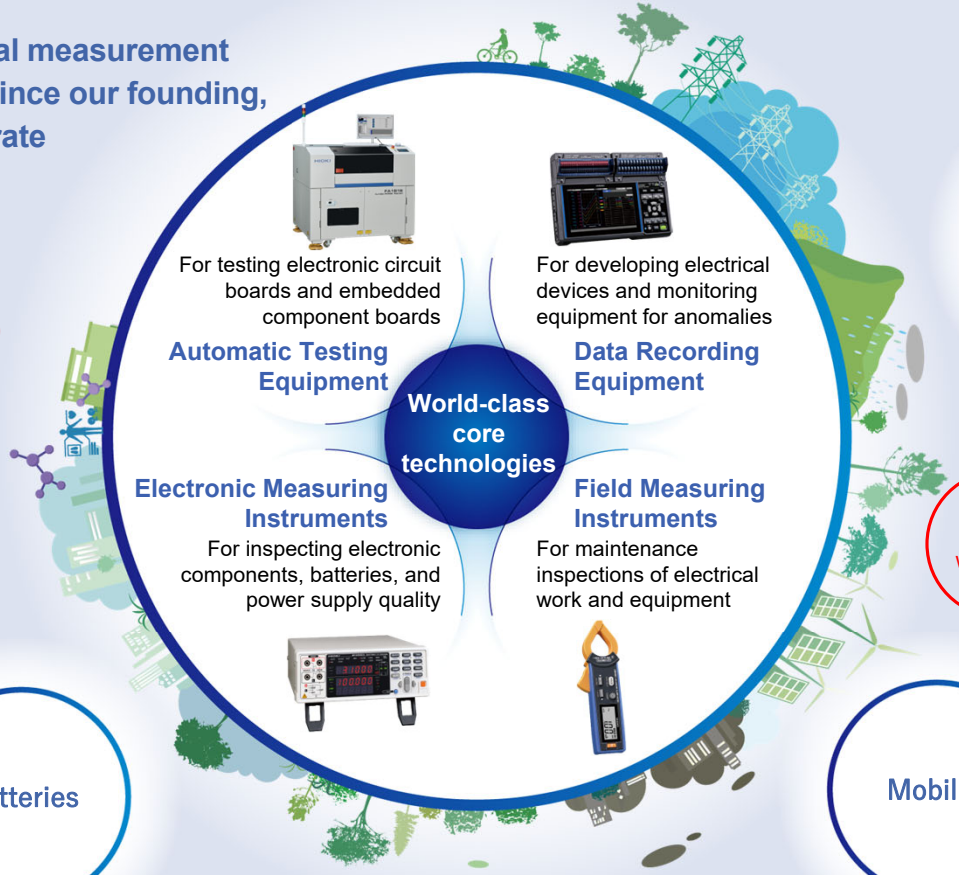
● Group company headquarters ○ Principal facility operated by a group company

Vision 2030 (Long-term Management Policy)

Mission **How can we contribute to society?**	Promote safe and effective use of energy for customers, and contribute to social development and stability through electrical measurement.
Vision **Where we want to be 5 years from now**	Beyond Measure As a business front-runner, HIOKI continues to evolve what it means to “measure” and develops into a solution creator that works with customers around the world to ensure a sustainable society.

Companywide course of action	Provide competitive, high value-added electrical measurement solutions to customers across the globe as a solution creator through continuous company-wide innovation.

Building on the core electrical measurement technologies we've refined since our founding, we offer solutions that integrate the latest innovations.



Fossil fuel dependence

Components

Air pollution

Aging infrastructure

Batteries

Energy

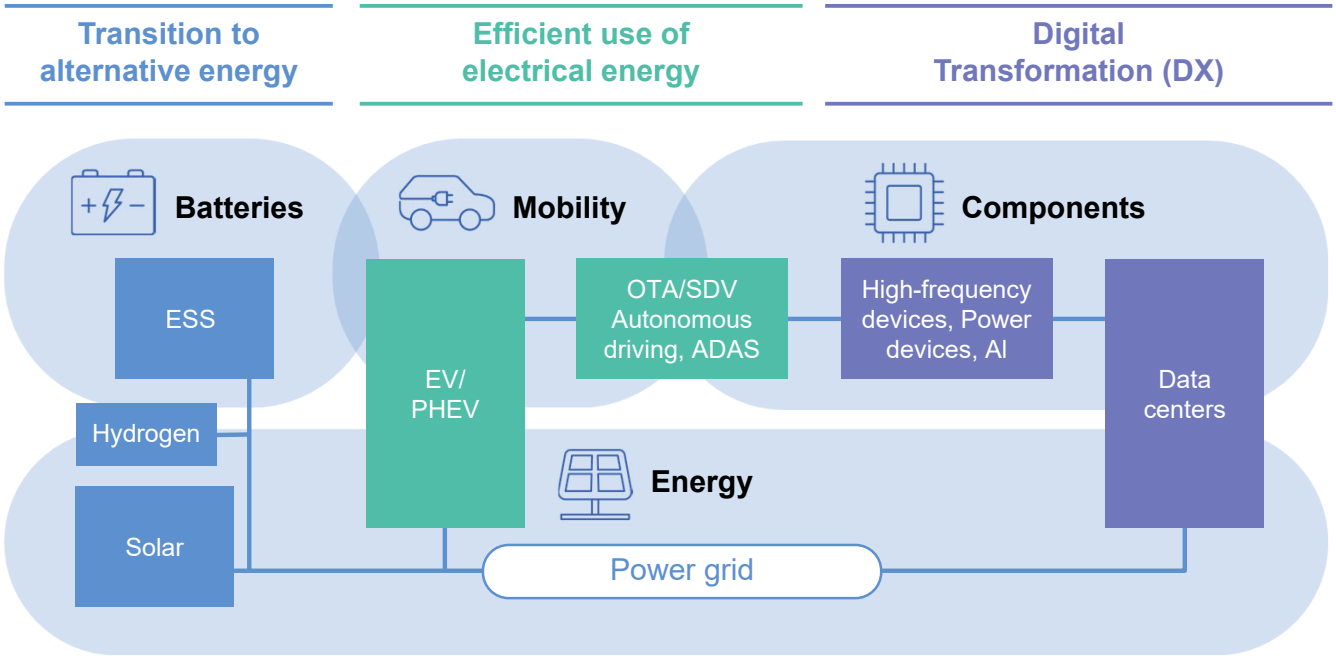
Power shortage

Global warming

Rising volume of e-waste

Mobility

Key markets that comprise a new social system



Four markets of focus

2. Financial Summary

Overview of First Half Results and Full-Year Outlook

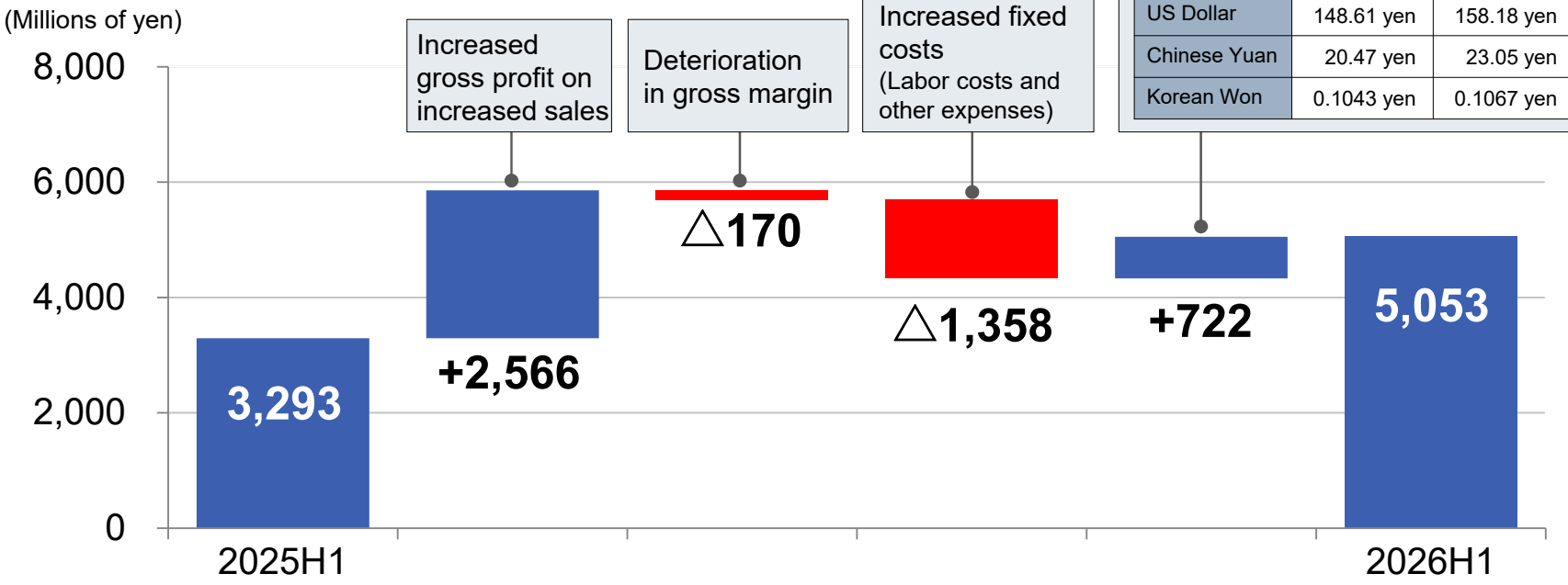
FY26 First Half Results	• First half net sales reached a record high of 24.1 billion yen • Data center demand spread to component, battery, and energy markets • Strong domestic component and Chinese battery sales drove growth • Yen depreciation also contributed to increased sales and profits
Full-Year Outlook	• We expect continued high demand for batteries for data center expansion, EVs, and ESS • Although there are many automatic test equipment in the order backlog, due to long delivery lead times, the contribution of new orders to second half sales will be limited

FY2026 First Half Results Overview

Achieved record-high half-year net sales
— also benefited from foreign exchange gains due to yen depreciation

	2025H1		2026H1		
	Results (millions of yen)	Percent of sales %	Results (millions of yen)	Percent of sales %	Year-on-year %
Orders Received	19,673	100.7	27,250	112.9	+38.5
Net Sales	19,538		24,129		+23.5
Cost of Sales	9,495	48.6	11,528	47.8	+21.4
Selling, General, and Administrative Expenses	6,750	34.6	7,547	31.3	+11.8
Operating Profit	3,293	16.9	5,053	21.0	+53.5
Recurring Profit	3,273	16.8	5,283	21.9	+61.4
Interim Net Profit	2,297	11.8	3,990	16.5	+73.7
Earnings per Share	169.74 yen		296.82 yen		+74.9

FY2026 First Half Operating Profit Increase Factors



Foreign Exchange Impact — Average Rate During Period

	First Half 2025	First Half 2026
US Dollar	148.61 yen	158.18 yen
Chinese Yuan	20.47 yen	23.05 yen
Korean Won	0.1043 yen	0.1067 yen

Market-by-market comparison of increases and decreases in top sales regions

— First Half 2025 vs First Half 2026 —

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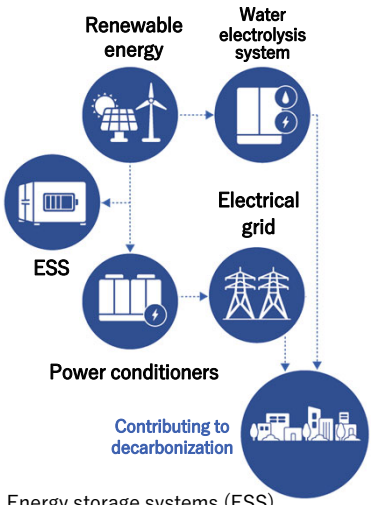
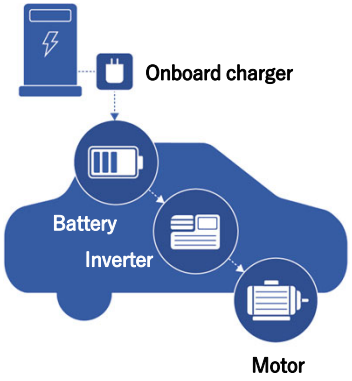
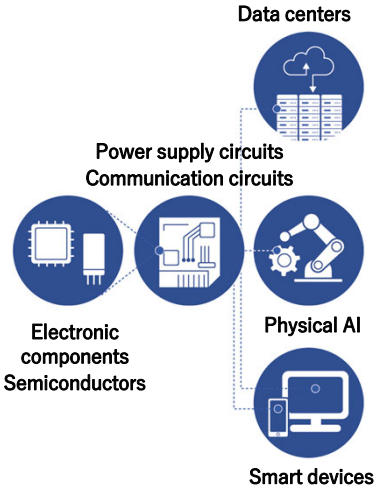
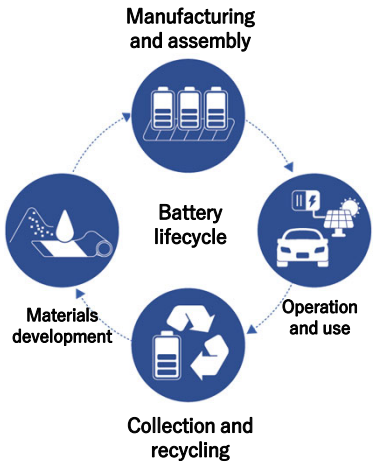
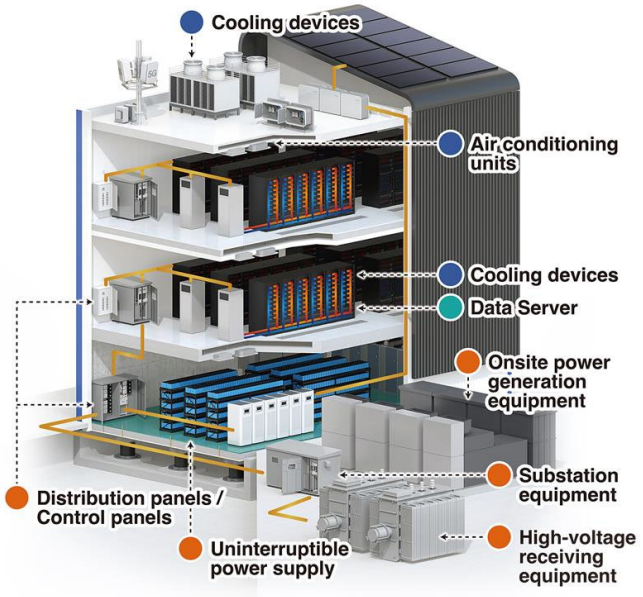
	Energy	Mobility	Components	Batteries
	 Energy storage systems (ESS)			
Domestic	7%	9%	108%	12%
China	15%	12%	29%	53%
Korea	63%	13%	71%	26%
America	22%	18%	54%	-14%
Europe	34%	29%	39%	58%
Taiwan	34%	36%	117%	43%
India	45%	46%	57%	58%

(Note 1) Comparison based on yen conversion (Note 2) Excluding repair, calibration, and other costs

Electrical Measurement Solutions for Data Centers



Cooling systems

- Designing and testing advanced cooling systems to dissipate the intense heat produced by high-performance servers
- Pursuing R&D in efficient thermal management, as cooling systems themselves are major power consumers

Server equipment

- Developing cutting-edge power electronics capable of supplying the enormous power demands of GPUs
- Improving the performance of key GPU components—MLCCs, power inductors, and large-capacity capacitors —through development and evaluation, along with rigorous quality inspection for mass production

Power supply systems

- Conducting commissioning tests and maintenance inspections for systems that ensure stable power delivery to server processing and cooling operations
- Verifying the performance of backup power sources uninterruptible power supplies and onsite generators —to prevent downtime and data loss

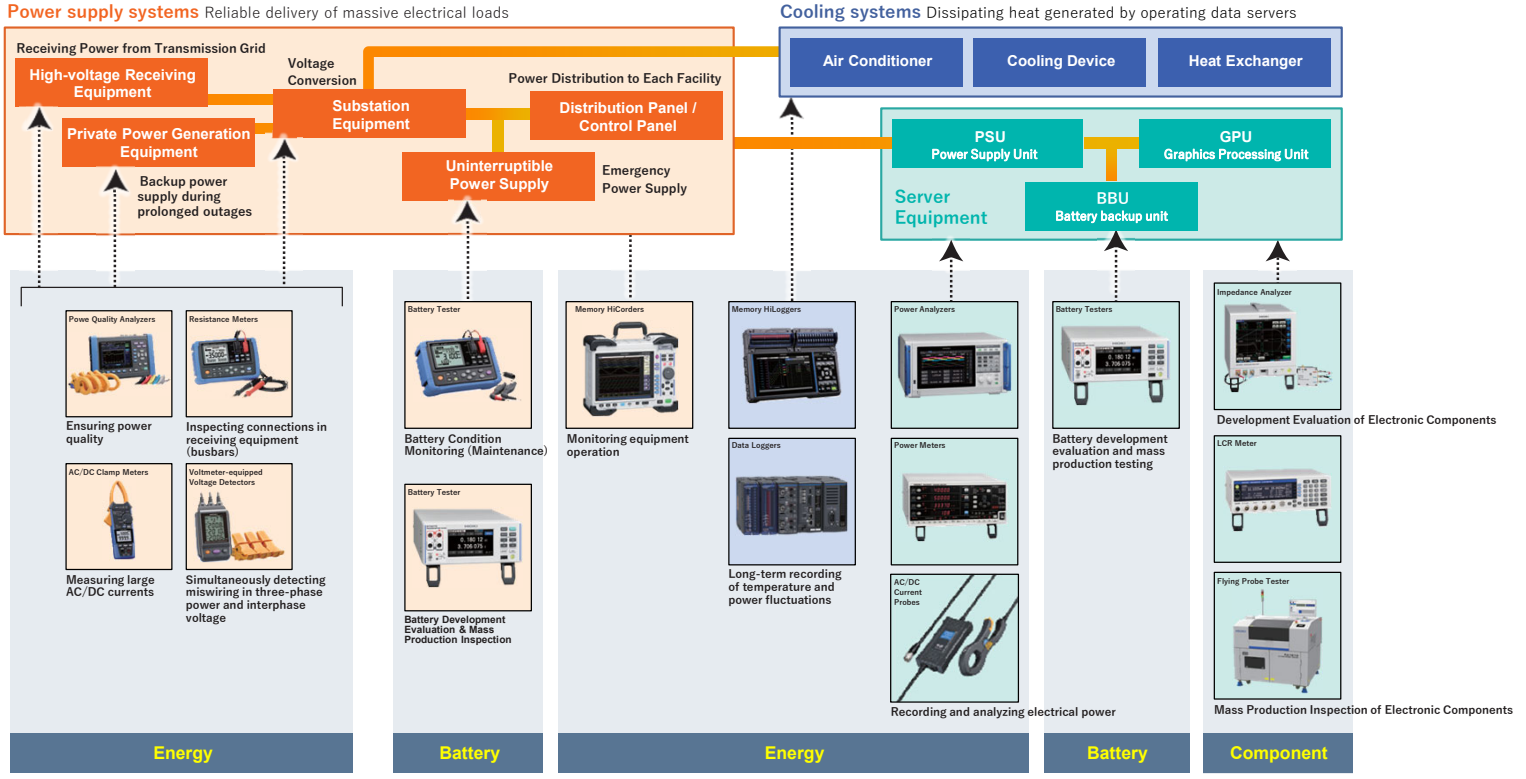
Data Center Owners

- Monitoring overall power quality and energy consumption across the data center, making informed decisions on facility efficiency improvements and energy-saving investments
- Managing the risk of failures in key infrastructure such as UPS units and power distribution boards, driving stable operations and maximizing asset value

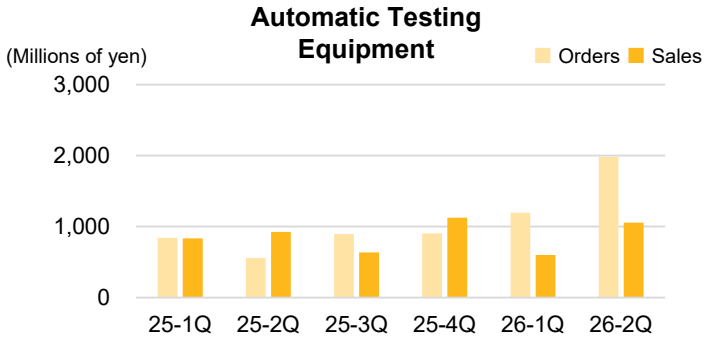
Commissioning Companies

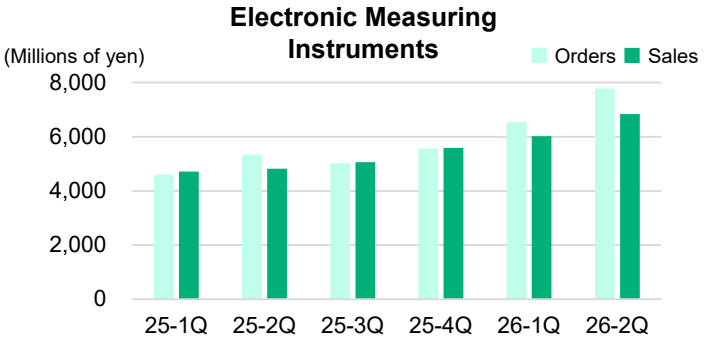
- Conducting comprehensive commissioning tests and performance verification of power and cooling infrastructure during new data center construction or expansion
- Inspecting the safety of wiring and power systems, as well as the operational status of equipment, to ensure that the facility operates in accordance with specifications

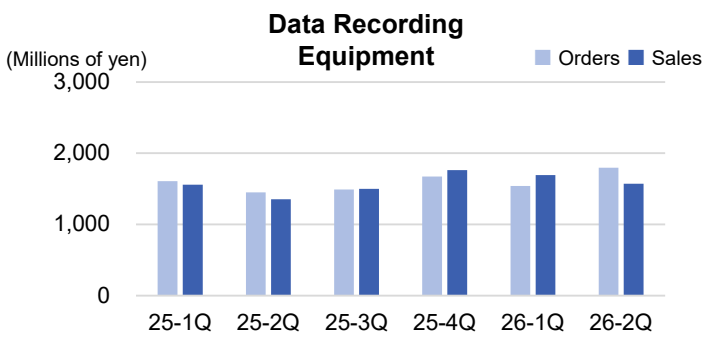
Electrical Measurement Applications in Data Centers

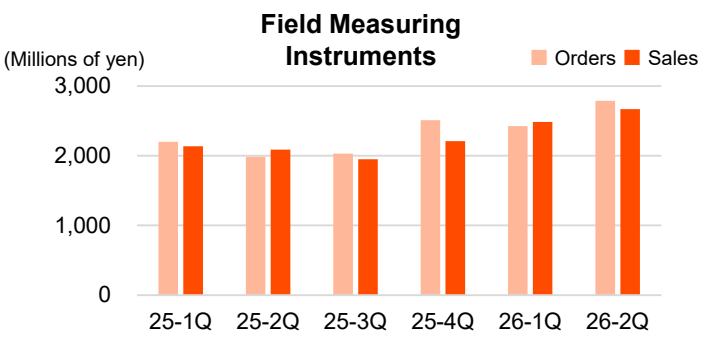


Trends in Orders and Net Sales by Product Group from 2025 Onward









3. 2026 Financial Forecast

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Full-Year Performance Forecast for 2026

- Stable market environment outlook backed by continued demand for data centers and EV/ESS batteries and a high level of order backlog.
- Full-year performance forecast fully incorporates the strong first-half results exceeding initial expectations and the rapid yen depreciation since the beginning of the year.
- Current forecast maintained to carefully assess uncertainties in the second half and the risk of persistently high material prices.

	Results for 2025		Initial Forecast for 2026		Revised Forecast for 2026		
	Cumulative (million yen)	Ratio to Sales (%)	Cumulative (million yen)	Ratio to Sales (%)	Cumulative (million yen)	Ratio to Sales (%)	Year-on-Year (%)
Net Sales	40,531		43,000		47,700		+17.7%
Cost of Sales	20,120	49.6%	21,100	49.1%	23,220	48.7%	+15.4%
Selling, General and Administrative Expenses	13,619	33.6%	14,220	33.1%	14,980	31.4%	+10.0%
Operating Profit	6,791	16.8%	7,680	17.9%	9,500	19.9%	+39.9%
Ordinary Profit	7,106	17.5%	7,800	18.1%	9,840	20.6%	+38.5%
Net Profit Attributable to Owners of Parent	5,457	13.5%	6,000	14.0%	7,540	15.8%	+38.2%
Earnings per Share	403.18 yen		443.25 yen		560.80 yen		+39.1%
Dividend per Share	200 yen		200 yen		240 yen		+20.0%

Exchange rate assumptions: Start of 2026 - USD 151.0 yen, RMB 21.0 yen; Revised 2026 - USD 157.66 yen, RMB 22.90 yen

Impact of rising procurement and material costs is limited

Current status of parts procurement

- Lead times for major components (such as semiconductors) are increasing
- Delays and delivery date change risks for some parts and packaging materials (e.g., naphtha shortage due to Middle East situation)

Response policy

- Continue advance procurement of long-lead-time parts up to 1 to 1.5 years ahead
- Strengthen coordination with suppliers on delivery and inventory status, review safety stock levels

Impact of rising material costs

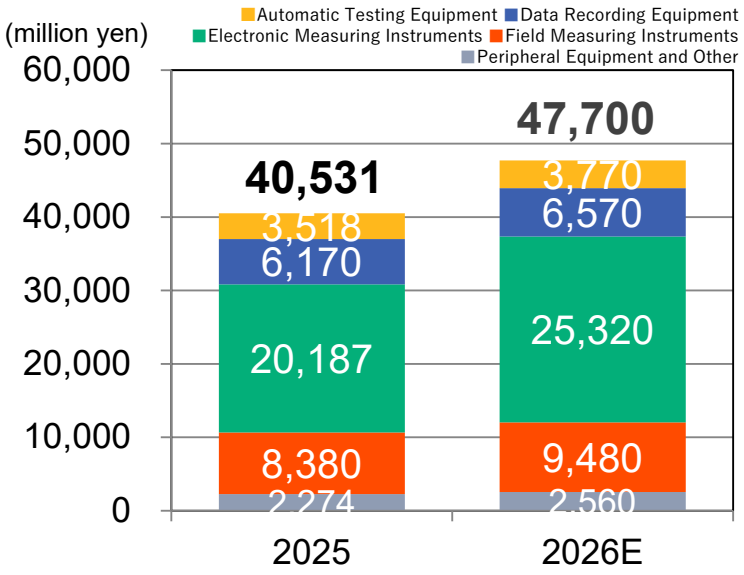
- Price increases across semiconductors, mechanical parts, and auxiliary materials (expected to be about 5 times higher year-on-year, especially notable for memory components)
- Background: rising raw material, labor, and shipping costs

Maintaining supply responsibility through cooperation with suppliers; at present, the impact on business performance is limited

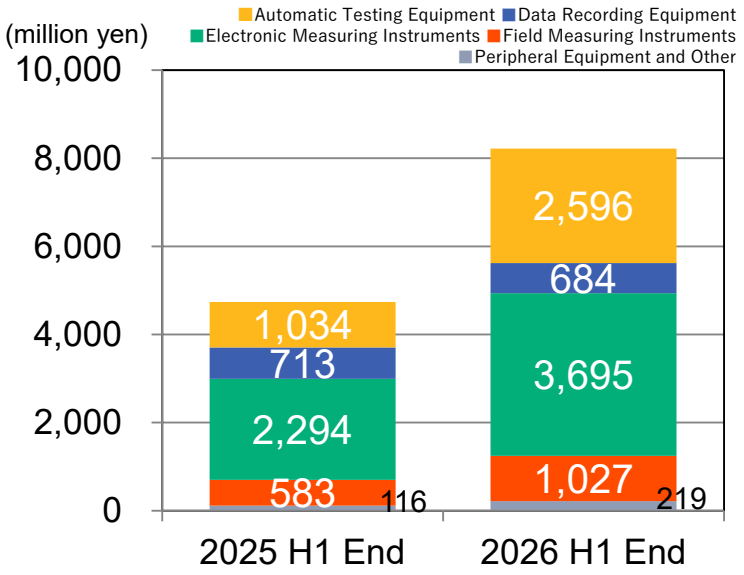
Sales by Product Group (Actual & Full-Year Forecast) and Order Backlog (Year-on-Year Comparison)

For automatic test equipment, due to long delivery lead times, the contribution of new orders to second-half sales is limited

Sales by Product Group



Comparison of Order Backlog at End of First Half



2026 Market Outlook and Growth Strategy

Japan	Expect expanded adoption of AI servers, further densification and higher voltages in server equipment, and continued R&D investment in automotive batteries. Strengthen sales capabilities through key account strategies and advanced sales processes.
China	Growing demand for energy storage systems (ESS) for renewable energy (solar, wind), data centers, and railways. Enhance initiatives in battery fields for the low-altitude economy and robotics, as well as in medical, new energy, and AI sectors where the Chinese government will focus investment over the next five years.
India	Ongoing demand in power, UPS, and energy storage systems driven by the acceleration of the Make in India policy and government-led EV and renewable energy initiatives. Enhance proposals and engagement with local manufacturers.
Taiwan	Sustained demand centered on AI servers, electronic components, and semiconductors. Further strengthen engagement with electronic component manufacturers and AI server-related markets.

4. Commitment to Vision 2030

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Vision 2030 (Long-term Management Policy)

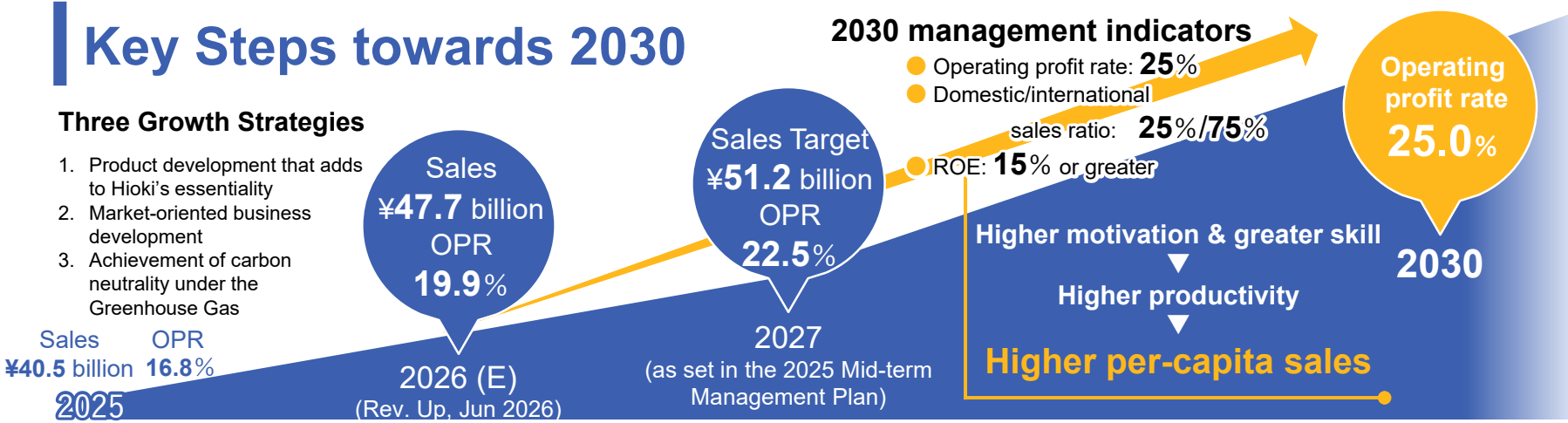
Mission **How can we contribute to society?**	Promote safe and effective use of energy for customers, and contribute to social development and stability through electrical measurement.
Vision **Where we want to be 5 years from now**	Beyond Measure As a business front-runner, HIOKI continues to evolve what it means to “measure” and develops into a solution creator that works with customers around the world to ensure a sustainable society.

Companywide course of action	Provide competitive, high value-added electrical measurement solutions to customers across the globe as a solution creator through continuous company-wide innovation.

Key Steps towards 2030

Three Growth Strategies

1. Product development that adds to Hioki's essentiality
2. Market-oriented business development
3. Achievement of carbon neutrality under the Greenhouse Gas



Innovative new products	Market competitiveness	Elemental technologies	New products / New fields
Highlighting existing products	Global After-Sales Service		
	Initiatives for Carbon Neutrality & Circular Economy		
Foundation building	Sales and production processes		Establishment of global systems
	Global HR System		
	IT platforms		

Quickly collect and respond to customer needs worldwide

With technological transformation, demand for immediate response is increasing

Strengthen customer touchpoints globally and enhance ability to respond to social changes

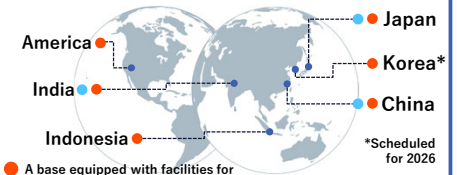
Unprecedented speed from inquiry to order

Sudden large orders also occur; even customers themselves find demand forecasting difficult

Technology

Ongoing Initiatives from 2023

Expand co-creation bases with customers



- A base equipped with facilities for jointly measuring customers' DUTs.
- A base for conducting technology development and product design according to local needs.

Marketing

Ongoing Initiatives from 2024

Strengthening marketing functions

Technology Development Product Design

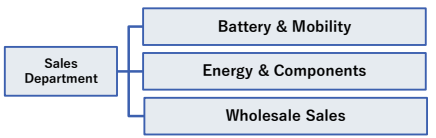
Market Analysis Product Planning

Relocation of P&M Headquarters to Singapore

Sales

Ongoing Initiatives from 2024

Shift the sales structure from a regional to a market-based approach

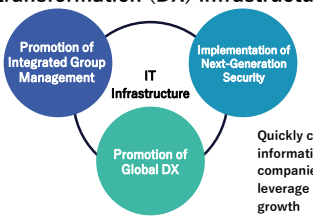


Assign responsibilities by market segment to deepen our understanding of DUTs (Devices Under Test) and further enhance our solution proposal capabilities.

DX

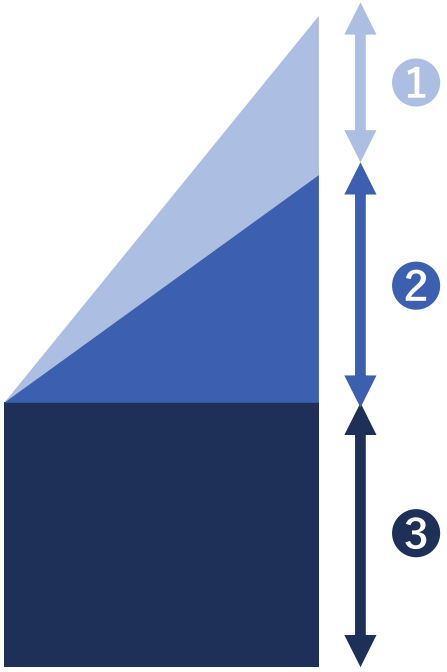
Ongoing Initiatives from 2025

Continuous investment in digital transformation (DX) infrastructure



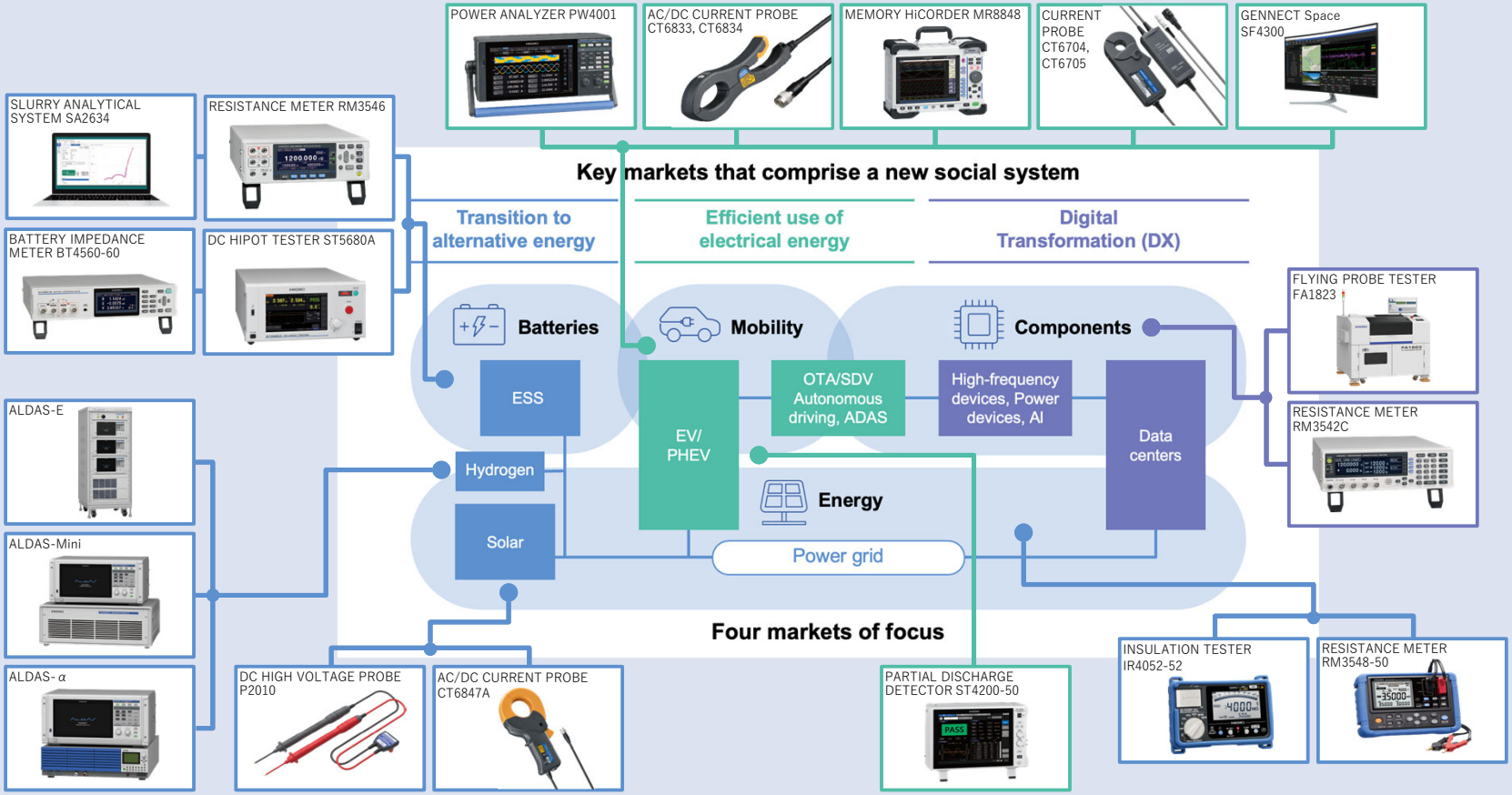
Quickly consolidate information from group companies worldwide and leverage it to drive business growth

Preliminary Analysis of Sales Growth Factors and Future Directions

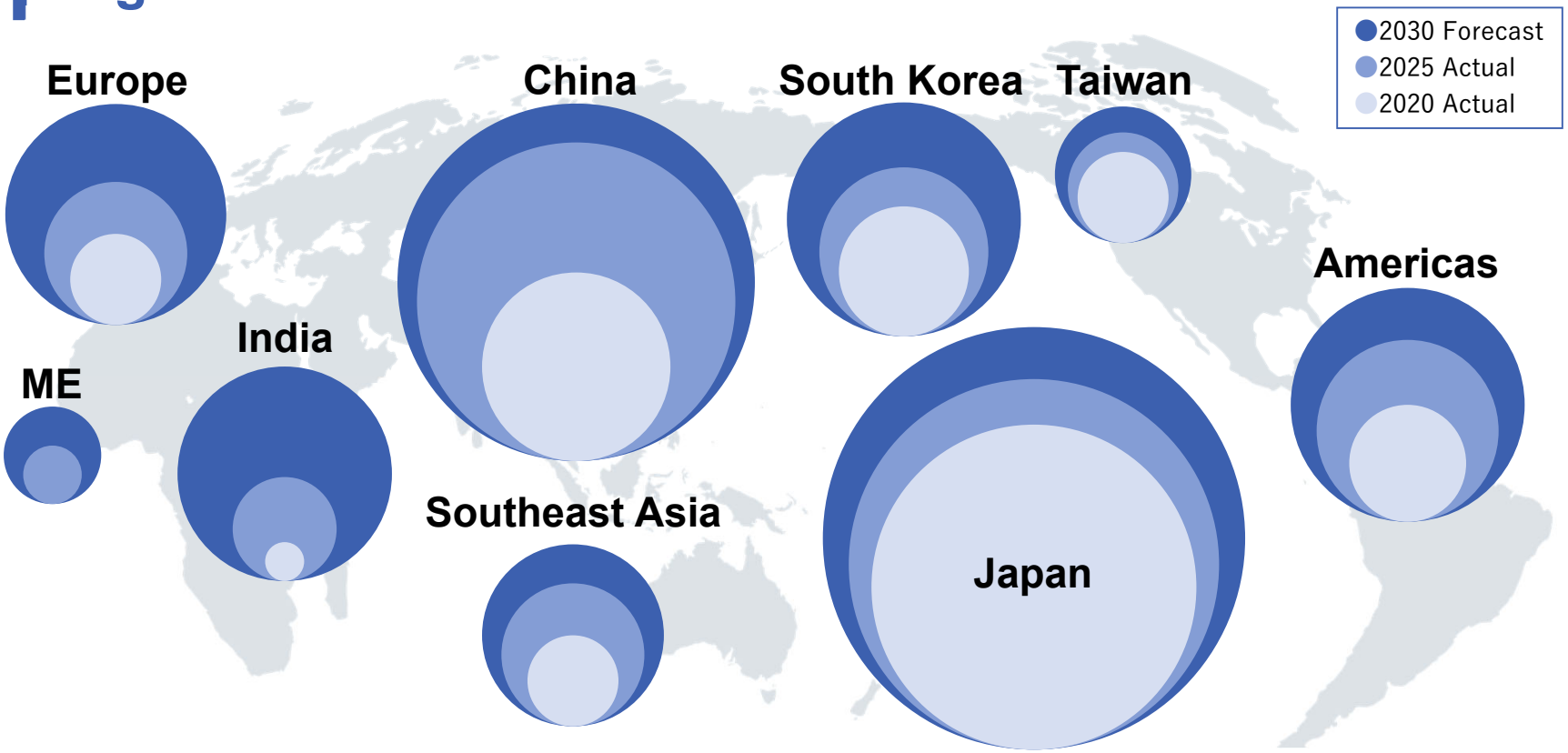


❶ New Products New Fields	Strengthening investment in research and development, enhancing the number of new product development themes, and promoting co-creation with related organizations and companies
❷ Market Expansion & Essentialization	Expanding market potential through global development, creating value rooted in local communities
❸ Existing Products: approx. ¥40B	Measuring instruments that meet diverse on-site needs, proven track record of adoption in a wide range of fields for existing products

2025-2026 first half new products

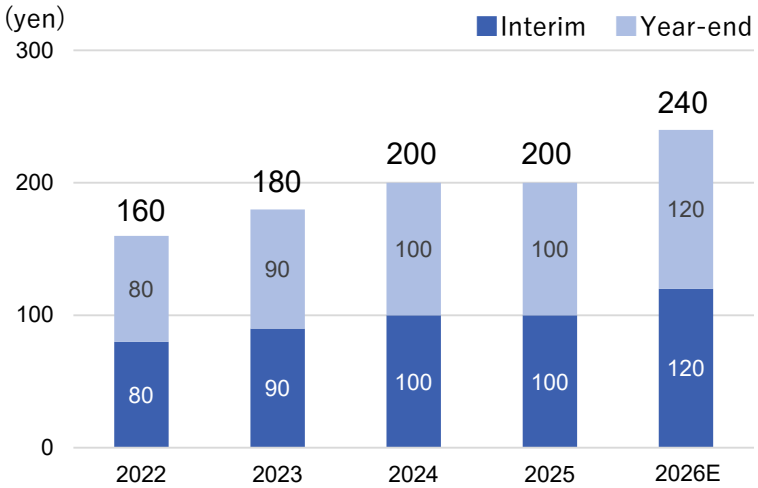


Regional Sales Forecast



Shareholder Return: 40 yen Dividend Increase, Approx. 1.07 Billion Yen in share repurchases

Transition of Dividend per Share (2022–2026)



Share Repurchase Activities (Feb-Jul 2026)

	Resolution in February 2026	Resolution in June 2026
Maximum Shares Authorized	300,000 shares	400,000 shares
Maximum Repurchase Amount	1.5 billion yen	3.0 billion yen
Repurchase Results	144,500 shares Approx. 1.07 billion yen	0 shares 0 yen
Current Status	Completed	In Progress

Summary

- In the first half of 2026, both sales and profits exceeded the revised forecast. Demand for domestic components and Chinese batteries expanded, and favorable exchange rates also contributed.
- The full-year forecast remains unchanged. This reflects a stable market environment supported by ongoing demand for data center and EV/ESS batteries, strong first-half results, and the impact of yen depreciation. Risks for the second half will continue to be carefully monitored.
- Growth was mainly driven by domestic and Chinese markets, with expectations for further growth in Taiwan and India.
- Changes in raw material prices, logistics, and procurement trends—driven by exchange rates and the situation in the Middle East—are impacting the business environment. We will continue to carefully monitor and respond to these developments.
- Lead times from project initiation to order receipt have shortened, and order volumes are experiencing greater volatility. We will continue to rapidly collect primary customer information in this unpredictable environment.

Going forward, we will contribute to the realization of a sustainable society by providing high-quality products and services for use in customers' decarbonization initiatives as we strive to realize Vision 2030.

5. Reference Materials

HIOKI

Uses of Electrical Measuring Instruments

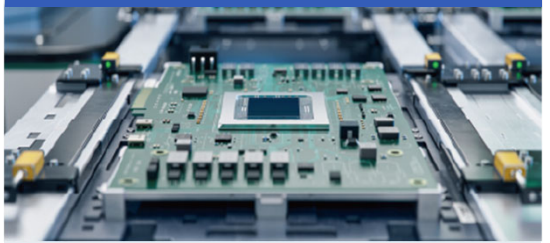
Electrical measuring instruments are the "measuring stick" for electricity, making invisible electrical phenomena visible.

Development Evaluation Reduction of Energy Loss

Evaluation of next-generation technologies such as e-Axle and all-solid-state batteries

Technological innovation supporting the electrification of society, such as electric vehicles (EVs) and next-generation batteries, is indispensable. To create more efficient and environmentally friendly products, we precisely measure and evaluate the state of electricity, becoming the "eyes" of engineers and accelerating the speed of research and development.

Mass Production Inspection Safe Manufacturing



Quality inspection during mass production of electronic circuit boards and batteries

In the manufacturing process, we ensure that products such as electronic circuit boards and batteries operate safely and accurately. By quantifying and inspecting even the slightest defects, we prevent product accidents and support trust in quality in manufacturing worldwide.

Safety Inspection Stable Power Supply

Inspection of power supply equipment such as renewable energy (solar power) and energy storage (ESS)

Electrical measuring instruments are essential for maintaining safety in power facilities—from power plants to homes—as well as in distribution systems in factories and buildings. By detecting invisible electrical anomalies, they help prevent power outages and fire accidents. With the growing adoption of renewable energy and energy storage systems, these instruments also play a vital role in ensuring the stable operation of new power networks.

▶ **As demand for electrical energy increases, demand for electrical measurement also expands**

History

1935	Mizo Hioki begins manufacturing electrical indicating meters in Minato Ward, Tokyo.
1945	Factory relocates to the town of Sakaki in Nagano Prefecture after World War II.
1946	Launched the first tester
1952	HIOKI E.E. CORPORATION is incorporated
1978	Launched Japan's first clamp-on power meter.
1983	Launched Japan's first waveform recorder.
1986	Launched a board inspection system.
1990	HIOKI Forest Hills completed in Ueda, Nagano Prefecture.
1991	Hioki stock is listed on Japan's over-the-counter market.
1996	Launched a battery tester for UPS maintenance.
1998	HIOKI USA CORPORATION is founded as a subsidiary in the United States.
2003	Hioki is listed with "1st Section" of the Tokyo Stock Exchange.
2014	Launched the world's first non-contact metallic power measuring instrument.
2015	Construction of the Hioki Innovation Center, the company’s new R&D facility, is completed.
2019	Launched an electrode sheet evaluation system.
2021	The Sakaki Factory is established.
2022	Transitions to the "Prime Market" of the Tokyo Stock Exchange.
2024	Ueda Factory II is established.
2025	Launched a water electrolyzer evaluation system.


Electrical Indicating Meters


First Tester


Clamp-on Power Meter


Waveform Recorder


Board Inspection System

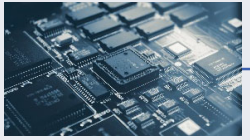

Battery Tester


Non-Contact Metallic Power Measuring Instrument


Electrode Sheet Evaluation System


Water Electrolyzer Evaluation System

Four Focus Markets



Components

Achieving high-speed production through precision measurement

Hioki's renowned precision measurement technology contributes to the high-speed production of electronic components such as resistors and capacitors, as well as components used in electric vehicles and office equipment.

Batteries

Pursuing sustainability

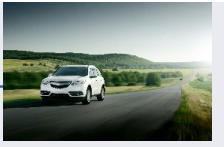
Contributing to the realization of a decarbonized society, CO_2 emission reductions, high-quality battery development and production, and life cycle assessment through electrical measurement

Energy

Embracing the challenges of environmental change

Contributing through electrical measurement to the stable, efficient, and highly reliable supply of energy amid a period of significant transformation in the energy landscape

Mobility



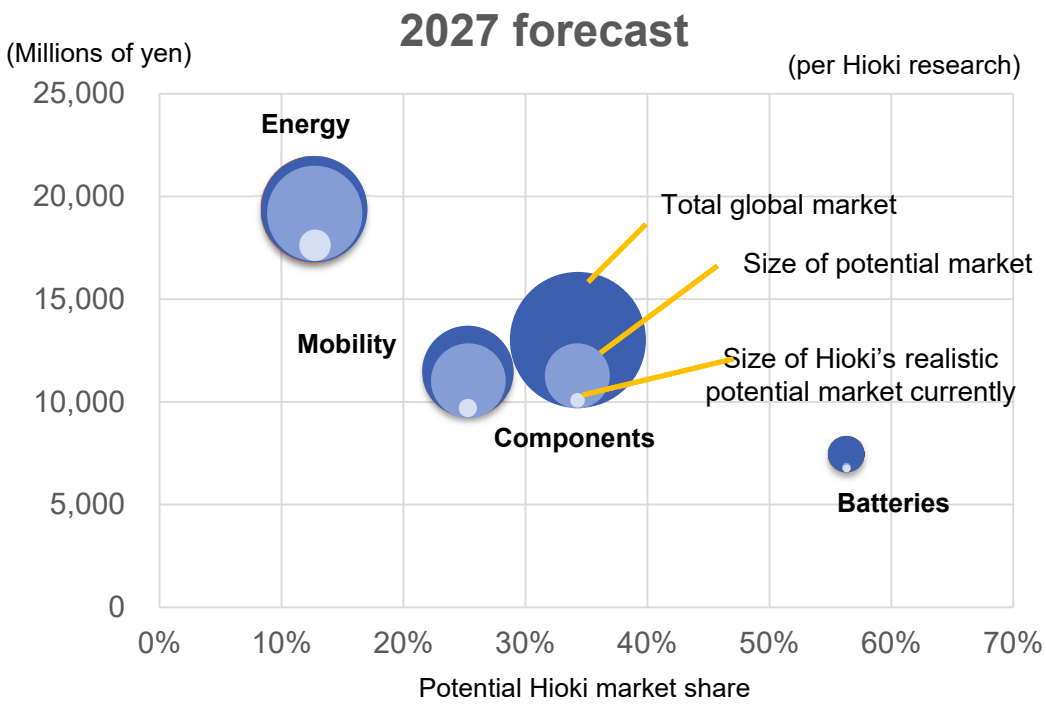
Resolving electrification issues

Contributing to the development challenges of accelerating mobility electrification for carbon neutrality with innovative solutions

Four Focus Markets

	Market growth rate (Pre-revision)	Target sales growth rate for Hioki products (Pre-revision)
Components	10.4%	14.0%
Batteries	7.3%	6.2%
Energy	4.4%	10.2%
Mobility	3.9%	7.1%

Striving to realize product sales that exceed the market's own growth



Note: The market growth rates are our own estimates.

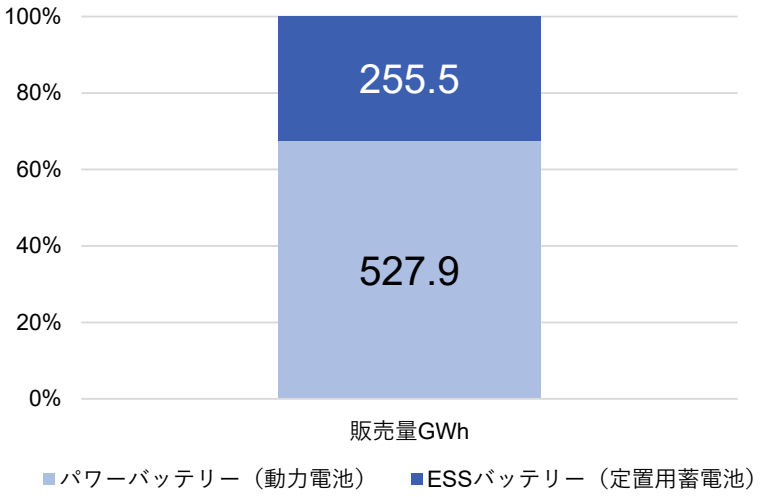
Outlook for the Four Markets from the Second Half of 2026 Onward

	Components	Batteries	Energy	Mobility
Main Customer Attributes	• Electronic component manufacturers (MLCC, coils, etc.), • electronic component inspection equipment, electronic component distribution companies, • board inspection equipment, motors, materials	• Battery material research institutions • Cell, pack, module manufacturers • System Integrators (SIers) specializing in manufacturing line construction	• Solar-related (maintenance, inverter manufacturing) • Hydrogen research institutions • Electrical equipment-related (power companies, safety management associations, building maintenance, energy-saving measures) • Data center-related (owners, power supply, servers, commissioning companies)	• Automotive OEMs (Tier 1–4) • Evaluation test equipment • xEV maintenance • Railways • Aviation • Aerospace • Humanoid robot manufacturers • Unmanned vehicle manufacturers
Overview and Outlook	• AI server investment → Increased demand for MLCC, inductors, and power components • Strong orders for MLCC inspection equipment • Increased demand for impedance analysis equipment (for power supply use)	• Expansion of investment in quality control and next-generation battery development • Strengthening of inspection infrastructure • Introduction of new evaluation methods (powder impedance, slurry analysis, self-discharge) • Expansion of research into sodium-ion batteries, EDLC (electric double-layer capacitors), etc.	• Growth in data centers and renewable energy • Standardization of power quality verification solutions • Investment in solar, ESS, and power grids → Increased demand for power analyzers	• Expansion of electrification across sectors beyond automobiles—including aerospace, robotics, defense, and industrial equipment. • Broader use of high-precision inverter and motor evaluation equipment. • Emerging demand for EV maintenance and aftermarket services.

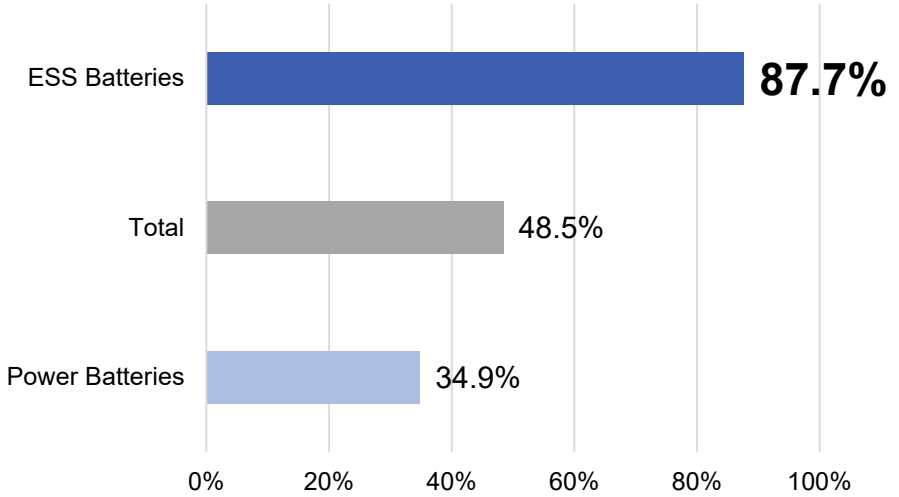
Growth driver of the Chinese battery market is shifting to ESS

Expectations for Increased Demand for Our ESS Product Lineup

Cumulative Battery Sales in China (Jan–May 2026)



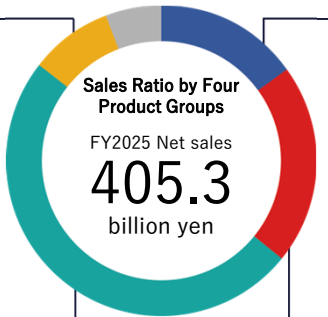
Sales growth rate comparison（year-on-year）



Source: China Automotive Battery Innovation Alliance (CABIA), Monthly Statistics

Four Product Groups

One of our company's outstanding features is our extensive lineup of electrical measuring instruments. The uses of electrical measuring instruments are diverse, including evaluation of advanced technologies, quality inspection of mass-produced products, and maintenance inspections of existing equipment. Generally, manufacturers differ by application or elemental technology. Our company offers a lineup that spans a wide range of fields, providing optimal equipment tailored to customers' purposes and needs. Currently, **our product groups are broadly classified into the following four categories.**



8.7%

Inspection Solutions Supporting the Quality and Productivity of Electronic Circuit Boards

Automatic Testing Equipment

These instruments inspect the quality of electronic boards incorporated into smartphones, battery electric vehicles (BEVs), hybrid electric vehicles (HEVs), AI servers, and other products, and are primarily used for quality inspection during mass production. As boards become increasingly miniaturized and multilayered, inspection processes become more challenging. These processes are automated through high-speed, high-precision probe (needle) control technology. This helps prevent defective products from slipping through inspection and contributes to improved yields at manufacturing sites.

Quality inspection of printed circuit boards
FLYING PROBE TESTER FA1816

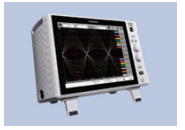
Quality inspection of mounted circuit boards
FLYING PROBE TESTER FA1240

15.2%

A Measurement Platform That Visualizes Physical Phenomena

Data Recording Equipment

These instruments simultaneously record and visualize electrical and physical changes such as voltage, current, temperature, and strain. In design verification and fault analysis applications, they accurately visualize signal changes that are otherwise invisible to the naked eye. By recording everything from instantaneous anomalous events to long-term fluctuations, they enable analysis based on objective evidence.



Recording sudden, instantaneous changes
MEMORY HiCORDER MR6000

Recording long-term fluctuations
MEMORY HiLOGGER LR8450

49.8%

High-Precision Measurement Supporting the Advancement of a Decarbonized Society

Electronic Measuring Instruments

These are high-precision instruments for evaluating the performance of devices that are key to electrification, including lithium-ion batteries, motors, and inverters. In the development of electrification technologies for the realization of carbon neutrality, they provide highly accurate measurement data to support customers in improving product performance and enhancing development efficiency.

Performance evaluation of motors and inverters
POWER ANALYZER PW8001

Performance evaluation of batteries
PRECISION BATTERY TESTER BT6075

Performance evaluation of water electrolysis systems
IMPEDANCE ANALYZER IM758xA

20.7%

Supporting the Safety and Stable Operation of Electrical Infrastructure

Field Measuring Instruments

These tools are used for on-site measurement and diagnosis of voltage, current, insulation condition, and other parameters in the maintenance and management of factories, buildings, power generation facilities, and similar infrastructure. Proprietary technologies, including non-contact metal measurement technology, support reliable inspections while reducing the risk of electric shock and short circuits. They contribute to the stable operation of equipment in response to the growing adoption of renewable energy facilities and efforts to address aging infrastructure.

Connection inspection of electrical wiring
DIGITAL PHASE DETECTOR PD3259-50

Completion inspections and periodic maintenance of electrical infrastructure
AC/DC CLAMP METER CM4375-50

Application Areas of HIOKI Products

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

Overall organization	R&D	Production lines	Field maintenance
Automatic Test Equipment	Mass Production Inspection  Package boards, printed circuit boards, mounted boards (boards with electronic components mounted)		
Data Recording Equipment	Development Evaluation 	Mass Production Inspection Power supply equipment (including solar power generation equipment and ESS), production equipment (including robots), transportation equipment (including xEV)	Maintenance Inspection 
Electronic Measuring Instruments	Development Evaluation 	Mass Production Inspection Passive components, batteries, inverters, motors 	Maintenance Inspection Power Supply Equipment* 
Field measuring instrument	Development Evaluation Electronic Devices 	Maintenance Inspection Power supply equipment (including solar power generation equipment and ESS), production equipment (including robots), transportation equipment (including xEV)	
Peripheral Equipment, Others	Accessories related to the above products		

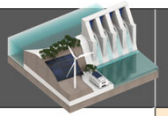
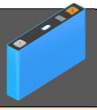
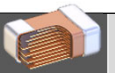
*Width represents the scale of net sales.

Overview of Net Sales by Product Group for the First Half of 2026

Product Group	Main Product Category	Overview
Automatic Testing Equipment	In-circuit Board Tester	● Supports mass production inspection of electronic boards for smartphones, EVs, and AI servers, offering automated inspection technology suitable for fine-pitch and multilayer boards. ● Orders for board testers for the semiconductor industry and electronic component manufacturing have grown significantly due to increased demand for high-performance servers and network equipment driven by the spread of data centers.
Recording Equipment	Recorder / Logger	● Simultaneously records voltage, current, temperature, strain, etc. with high precision, utilized for design verification and failure analysis. ● Stable demand in fields such as electrical equipment, batteries, automobiles, renewable energy, and EV evaluation. ● The expansion of data centers has increased the importance of facility maintenance, evaluation, and inspection, contributing to sales growth.
Electronic Measuring Instruments	LCR Meter, Battery Tester, Resistance Meter, Power Meter for Equipment, Power Meter for Power Systems	● Performs high-precision evaluation of lithium-ion batteries, motors, inverters, etc., and is used in the development of electrification technologies. ● Sales of various measuring instruments remain strong, backed by increased production of electronic components related to xEVs and data centers, expansion of ESS investment, and rising safety requirements for batteries. ● Adoption is also progressing in power companies and renewable energy power plants for monitoring and analysis of power systems.
Field Measuring Instruments (Maintenance)	Clamp Meter, Insulation Resistance Tester, Earth Resistance Tester	● Quickly measures and diagnoses voltage, current, and insulation status at sites such as factories, buildings, and power generation facilities. ● Adoption is progressing in the maintenance and inspection of the power and energy sectors, data centers, and infrastructure/public works, resulting in strong sales of clamp meters and insulation/earth resistance testers.

Contributing to Solving Social Issues for the Realization of a Decarbonized Society

Main Measurement Applications in Key Markets

	Energy 	Battery 	Mobility (Electrification) 	Component (Semiconductor Electronic Components) 	Data Center DX Infrastructure 
Automatic Testing Equipment		Module Welding Inspection	ECU Board Inspection	Package Board Inspection Interposer Inspection	
Data Recording Equipment	Distribution System Maintenance Temperature Recording Management	Charge/Discharge Measurement Temperature Management	Thermal Management Model-based Development	Temperature Characteristic Test Predictive Maintenance in Factories	Predictive Maintenance Cooling System
Electronic Measuring Instruments (Battery)	ESS Development Maintenance	Battery Material Development Cell Mass Production Inspection Module Inspection	Battery Degradation Diagnosis		UPS Maintenance
Electronic Measuring Instruments (Device)	Solar Panel Insulation	Connection Quality Inspection	Motor Insulation Inspection Path Resistance Inspection	MLCC Large-capacity Capacitor Mass Production Inspection	Hybrid Capacitor High-frequency Inductor
Electronic Measuring Instruments (Energy)	Power Quality Management Efficiency Performance Improvement	Electrolytic Cell Research Fuel Cell Development	Motor/Inverter Performance Energy Management	Material Performance Evaluation	Power Grasping, CO_2 Reduction In-house Power Generation Equipment
Field measuring instrument	Distribution System Maintenance		EV Maintenance		Construction Inspection Maintenance Inspection

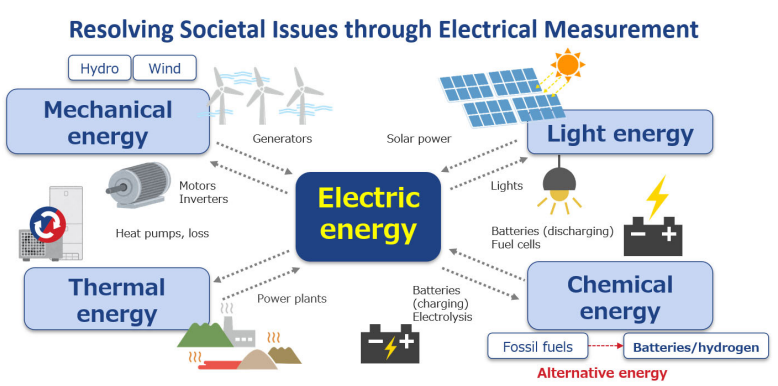
Medium- to Long-Term Business Growth Through New Product Launches

Using energy efficiently

- Thanks to progress in power semiconductors, high-voltage, high-current, high-frequency switching technologies are advancing.
- Hioki provides advanced measurement technologies in the form of products like current sensors.

Thermal management: An increasingly important priority

- Thanks to progress in power semiconductors, high-voltage, high-current, high-frequency switching technologies are advancing.
- Hioki provides advanced measurement technologies in the form of products like current sensors.



Expanding volume production applications for solar power

- Manufacturers are working to engineer higher-voltage designs while boosting power conversion efficiency to ensure limited energy resources can be used effectively.
- Hioki provides high-performance power measurement technologies.

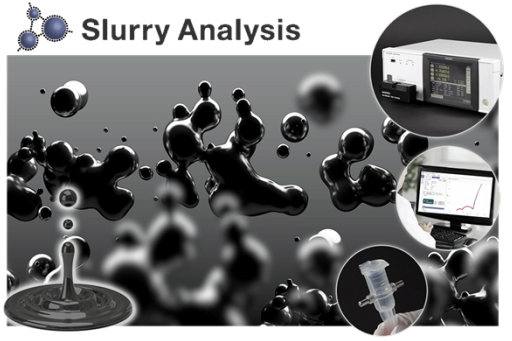
Ensuring a stable supply of renewable energy

- Improving battery performance, converting energy to hydrogen for storage and transport… R&D will continue in the future.
- Hioki provides measurement technologies that accommodate new technologies.

Contributing to Advanced Technology Development with Highly Indispensable Measurement Solutions

ALDAS Series

Evaluates the performance of **water electrolysis equipment and fuel cells**, supporting the development of new energy technologies for a decarbonized society.



Slurry Analysis System

Provides rapid, quantitative evaluation of the electronic conductivity (ease of electron movement) in slurry, the material used for **lithium-ion battery (LIB)** electrodes.

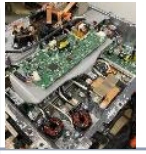
Powder Impedance Measurement System

An all-in-one solution for evaluating powder materials and dry processes for **all-solid-state batteries** within a glove box environment.

Leading Innovation Through Transitions in Key Power Electronics Markets

1. 1990s

The adoption of inverters in Japanese air conditioners and refrigerators progressed, and mass production of IGBTs expanded, driven by energy-saving demand.




2. 2000

As HEVs gained widespread adoption demand grew for higher performance and reliability. Advanced motor control technologies significantly improved system performance.


3. 2010

As solar and wind power deployment expanded, grid interconnection technologies advanced. High-efficiency power conditioners and power quality solutions became increasingly important.



4. 2020

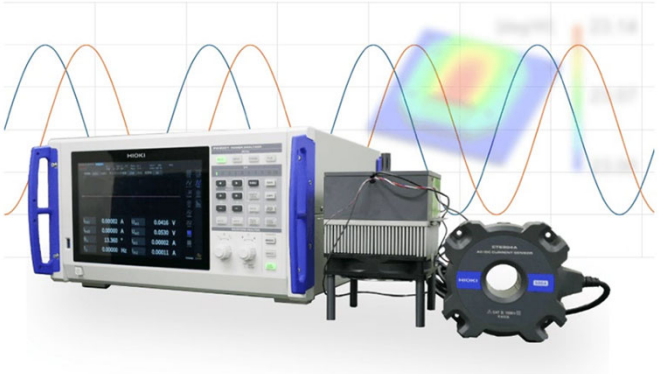
The acceleration of EV adoption in Europe and China drove rapid market growth, accelerating the commercialization of SiC devices and the transition to higher-voltage systems.



5. 2025

The widespread adoption of SiC and GaN technologies is expected, while the growing power demands of AI data centers are driving innovation in power conversion technologies and devices.

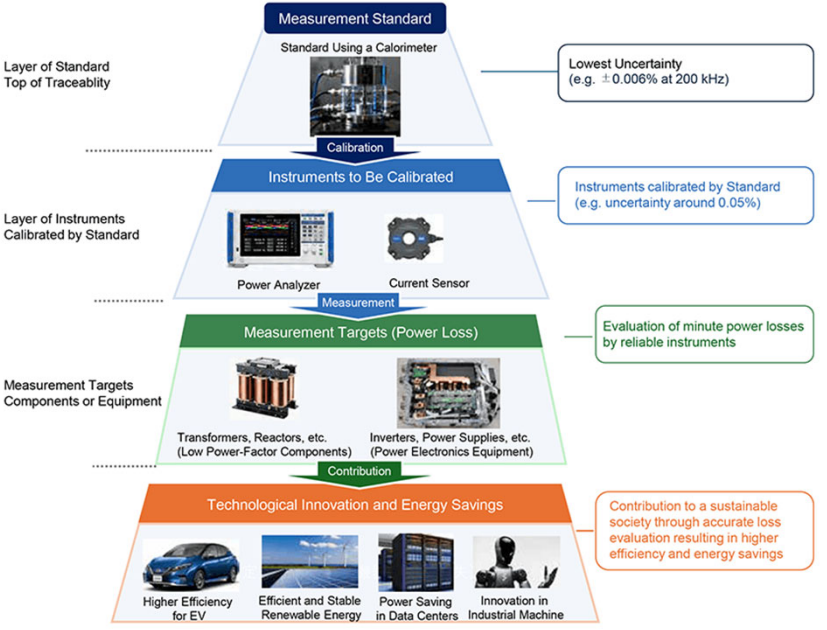
Calibration Technology as the Foundation of High-precision Power Measurement



Center: Proprietary calorimeter developed in-house.
Left and right: Power analyzer and current sensor to be calibrated.

The accuracy and frequency range of high-frequency power calibration have been improved tenfold compared to conventional methods.

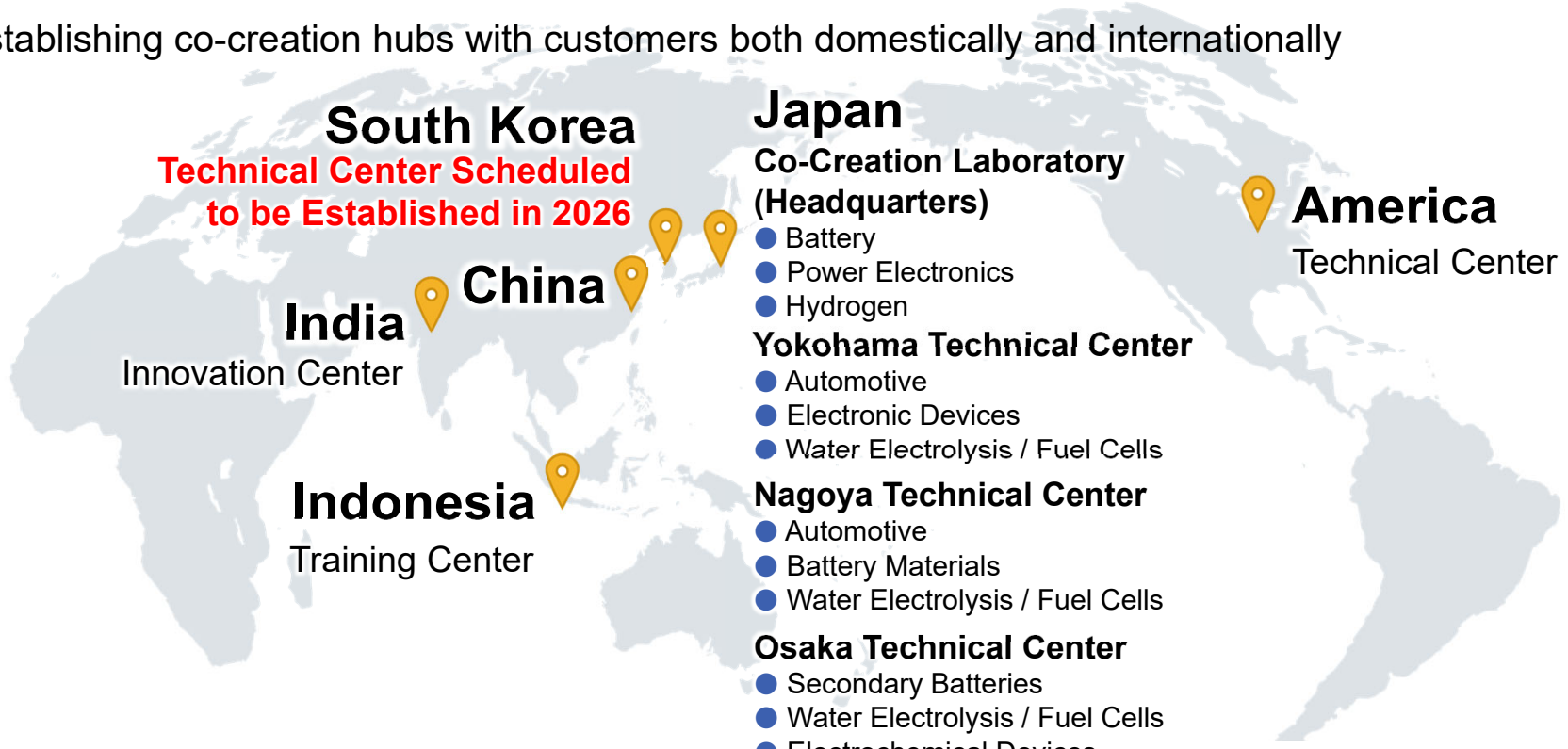
Not only the intrinsic measurement accuracy of the instrument itself, but also calibration to verify this accuracy is important. We have developed a new measurement standard for evaluating the high-frequency power measurement accuracy of power analyze



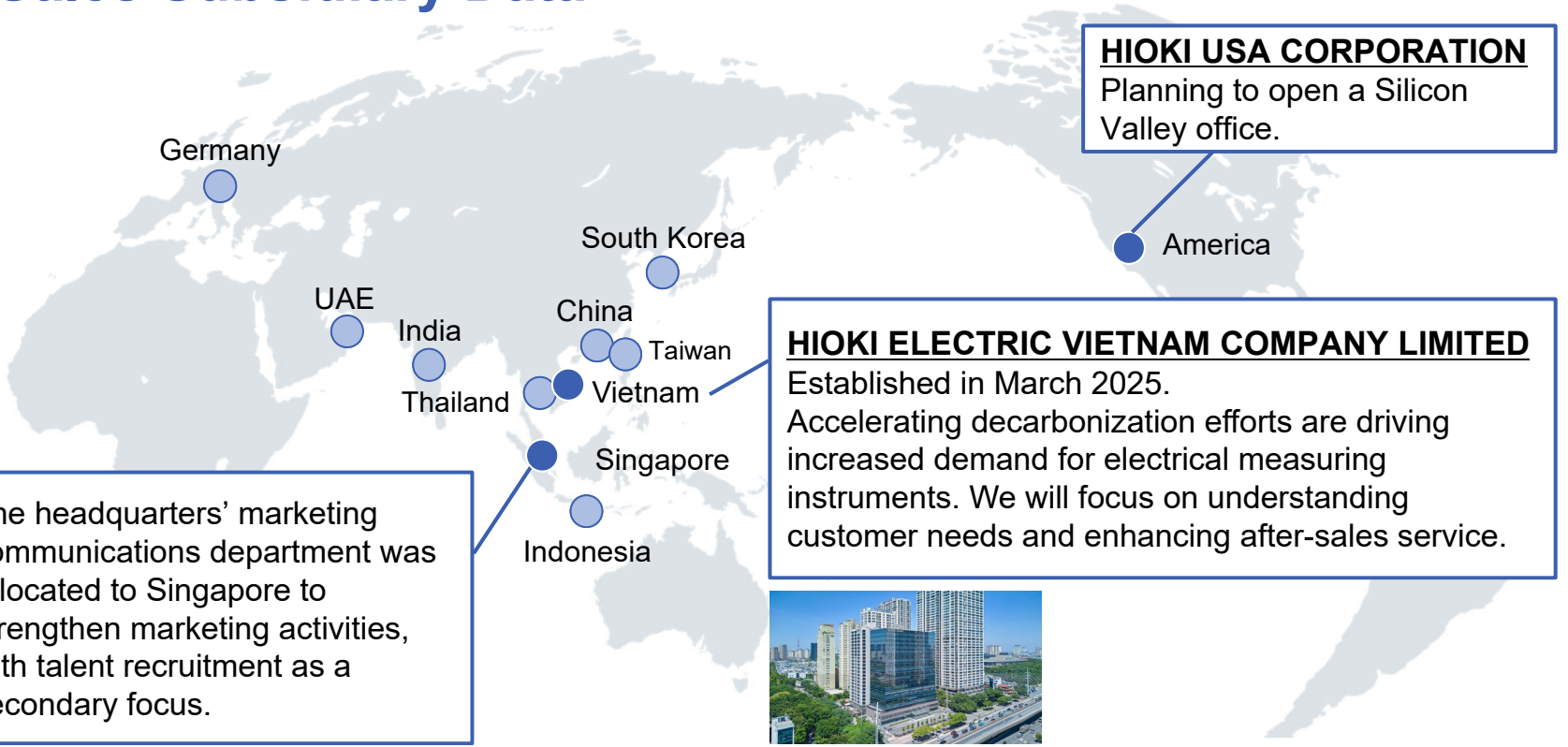
Hioki's contribution to the power electronics field

Creating Innovation Together with Customers

Establishing co-creation hubs with customers both domestically and internationally



Market-Driven Product Development Using Sales Subsidiary Data



HIOKI USA CORPORATION
Planning to open a Silicon Valley office.

HIOKI ELECTRIC VIETNAM COMPANY LIMITED
Established in March 2025.
Accelerating decarbonization efforts are driving increased demand for electrical measuring instruments. We will focus on understanding customer needs and enhancing after-sales service.

The headquarters' marketing communications department was relocated to Singapore to strengthen marketing activities, with talent recruitment as a secondary focus.

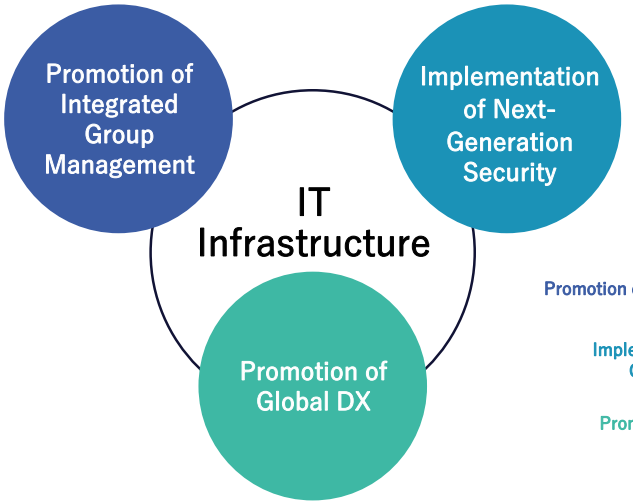
Driving Medium- and Long-term Growth through a Global DX Strategy

Establishing the Global DX Planning Department

Integrating internal and external DX initiatives

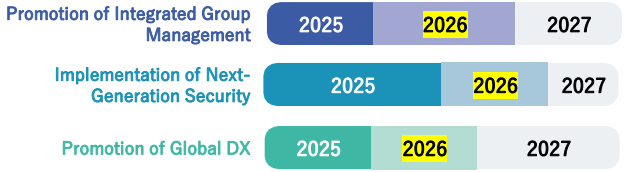
Sharing global knowledge

Enhancing global data management (ERP/CRM)



Implementing a zero-trust security model

Evaluating and strengthening measures with security companies on an ongoing basis



"Implementation of next-generation security" is progressing ahead of schedule

Hiring DX experts from IT hubs such as Singapore and India

Global integration and centralized management of customer information (CRM being implemented)

Strengthening partnerships with companies with advanced technologies and human resources as well as subject-matter experts

Building next-generation infrastructure
Expansion of the GENNECT series (connecting measuring instruments and PCs via LAN)

Personnel System "HI Career System"

The new system started in 2025, abolishing regular salary increases (except for age-based pay).

Objectives

- Help individuals build their careers and achieve continuous growth while fulfilling their purpose (what they want to do, achieve, challenge, and contribute) through Hioki's business
- Develop and implement medium- to long-term growth strategies
- Establish framework to increase the overseas sales ratio to 75%

Measures

We will align all employees' purpose with the Company's management policies at a high level, enabling them to achieve their goals while enhancing job satisfaction (great workplace environment and fulfilling work duties).

Great workplace environment

[Innovative working arrangements]
- Long-term work from home
- Discretionary work

[Remuneration system]
- Benefits
- Return home allowance
- Temporary return-home allowance

Fulfilling work duties

[Selection]
- Career course
- Area of work
- Self-recommended promotion

[Remuneration system]
- Role allowance
- Global incentives
- Promotion and salary increase

Hioki Philosophy | **Business Principles** | **Ideal Candidates** | **Long-term Management Policy Vision 2030**

Sustainability Timeline

Under the "HIOKI philosophy," we have been engaged in sustainability initiatives.
We will further promote initiatives toward realizing Vision 2030.

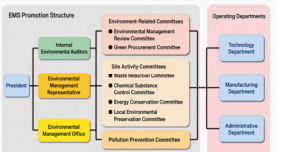
"HIOKI Philosophy"
Respect for Humanity
Contribution to Society

1995 : The 1st Conference of the Parties to the United Nations Framework Convention on Climate Change (COP1)

ISO14001 Certification

1997 : Establishment of the Kyoto Protocol (COP3)

Establishment of EMS Organizational Structure



2000 : Launch of CDP and MDGs

"Vision 2030"
Sustainability Policies

2015 : Adoption of the SDGs / Paris Agreement (COP21)

Issuance of Integrated Reports

- Set Targets for Circular Economy
- Start Product Trade-In Service
- Adopt Bio-Polyethylene for Packaging Materials
- Start Using Recycled Plastics in Products
- Disclose in Accordance with TNFD
- Purchase of VCS-certified carbon credits
- Scope 1 and 2 investment-compatible carbon Achieving Neutrality

1986 | 1990 | 1995 | 2000 | 2005 | 2010 | 2015 | 2020 | 2025 | 2030 | 2035

Environmental Resources

- Hioki Forest Hills
- Local Reforestation Initiative
- Zero Waste Plan
- Establishment of the HIOKI Scholarship and Greening Fund
- Kenya Vegetation Project
- Green Points

- Food Waste Reduction
- Solar Panel Installation
- Reforestation Initiatives by Subsidiaries
- Switch to CO2-Free Electricity
- Start Demonstration of Off-Grid EV Charging System
- Plan to Introduce 2MW Solar Power Generation Facility
- Purchase of Carbon-Neutral Gas
- Purchase of J-Credits Derived from Nagano Prefecture Forests
- Participation in the United Nations Global Compact
- 30by30 Initiative for Nature Symbiosis Sites

Human Resources (Health & Human Rights)

- Basic Policy for Procurement of Materials
- Health Promotion Center
- Platinum Kurumin Eruboshi
- GPTW "Certified Great Place to Work"
- Certified Health and Productivity Management Organization

Simultaneous operation of three sustainability (environmental) axes


Global Compact Network Japan

JOIN DATE 2024/5/23

CERTIFICATE OF JOINING THE UN GLOBAL COMPACT

is given to

HIOKI E.E.CORPORATION

for committing to respect the ten principles of the United Nations Global Compact, to take action in support of Sustainable Development Goals and to submit annually a Communication on Progress

HUMAN RIGHTS

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.

LABOUR

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labour;
5. the effective abolition of child labour; and
6. the elimination of discrimination in respect of employment and occupation.

ENVIRONMENT

7. Businesses should support a precautionary approach to environmental challenges,
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION

10. Businesses should work against corruption in all its forms, including extortion and bribery.

For information on what participation in the UN Global Compact means and for the current standing of participants, visit www.unglobalcompact.org.

WE SUPPORT

Human Rights

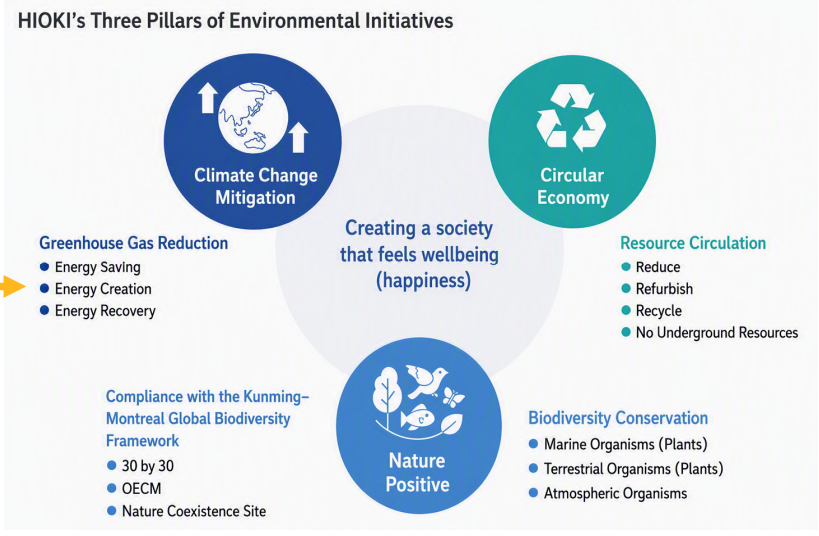
Labor

Environment

Anti-Corruption

UN GLOBAL COMPACT

United Nations Global Compact
Adhere to the 10 Principles in 4 Areas



Human rights, labor, and anti-corruption are addressed through HIOKI Group policies.
https://www.hioki.com/ja/corporate/vision/group-policy.html

2025 Nature Symbiosis Site Certification
TNFD disclosure in February 2026 securities report

Strengthening Corporate Governance Structures

■ Past steps to strengthen structures

2001: Listing of shares on the Second Section of the Tokyo Stock Exchange
Introduction of executive officer system

2002: Creation of Management Advisory Committee
•Masaru Masujima (former executive director at TDK)
•Invitation of Junjiro Tomosawa
(former deputy chairman at Asahi Glass)

2003: Listing of shares on the First Section of the Tokyo Stock Exchange

2009: Replacement of members of the Management Advisory Committee
•Ken'ichi Mori (former managing director at Toshiba)
•Invitation of Takao Isoyama
(former vice president at Tokio Marine & Nichido Fire Insurance)

2013 Elimination of the Management Advisory Committee and introduction of outside director positions
•Appointment of Yasuo Nakagami (former managing director at Mitsubishi Heavy Industries)

2015: Addition of 1 outside director position
•Appointment of Sakuzo Nakatani
(former president of Nissin Kogyo)

2016: Reestablishment of the Management Advisory Committee
Membership: 5 members, including 2 outside directors

2021: Elimination of the Management Advisory Committee
Creation of the Nomination and Compensation Committees
Membership: 3 members, including 2 outside directors

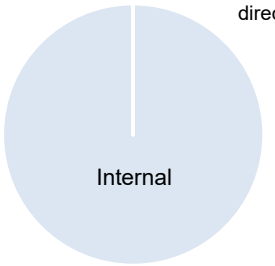
2022: Listing of shares on Prime Market of the Tokyo Stock Exchange

2023: Addition of 2 outside director positions
(With 1 female member and 3 male members)

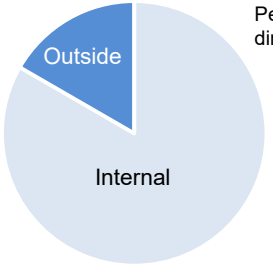
2025
Outside directors in more than half of all seats

■ Changes in director makeup

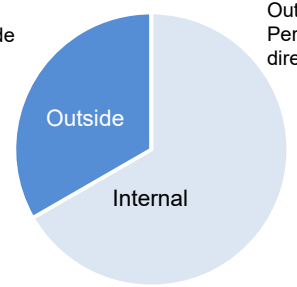
February 2001
Internal: 7
Percentage of outside directors: 0%



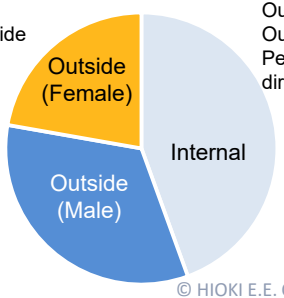
February 2013
Internal: 5
Outside 1
Percentage of outside directors: 17%



February 2015
Internal: 4
Outside 2
Percentage of outside directors: 33%



February 2026
Internal (male): 4
Outside (male): 3
Outside (female): 2
Percentage of outside directors: 56%



Guidelines on Consolidated Balance Sheets (B/S)

In order to enhance corporate value through improved capital profitability, we will manage the B/S based on the following guidelines for the period up to the fiscal year ending December 2030.

Guidelines Regarding the Consolidated Balance Sheet (B/S)

- We aim to keep the ratio of "Cash and Deposits" on the consolidated balance sheet within 20%. For the time being, we will manage it so that the annual average remains within 25% to 30%.
- Considering our optimal capital structure and to minimize the Weighted Average Cost of Capital (WACC), we aim for a consolidated equity ratio of around 60%. For the time being, we will manage it so that it remains around 70%.

Note: Disclosed on September 9, 2025.

Cash Allocation for 2025–2027

Cash-In

3-year cumulative CF
+
Research and Development Expenses
+
Cash and Deposits Discipline

Approximately 40 billion yen

Cash Out

Research and Development Expenses 1/3

- Original products centered on elemental technologies
- Ratio of R&D expenses to sales: 10% or more (including research and development facilities)

Capital Investment 1/3

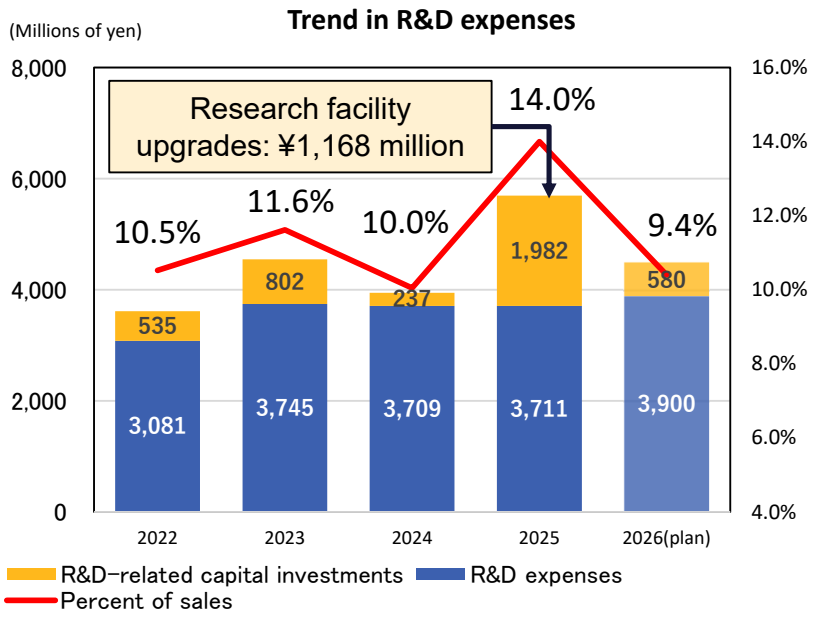
- Research and development facilities
- Production (new products + automation & rationalization)
- Sales (strengthening after-sales service, samples, establishing new bases)
- DX & infrastructure: IT infrastructure development including security, building maintenance and renewal
- Achieving Scope 3 as a growth strategy
  ZEB conversion through building renewal (sustainability investment)

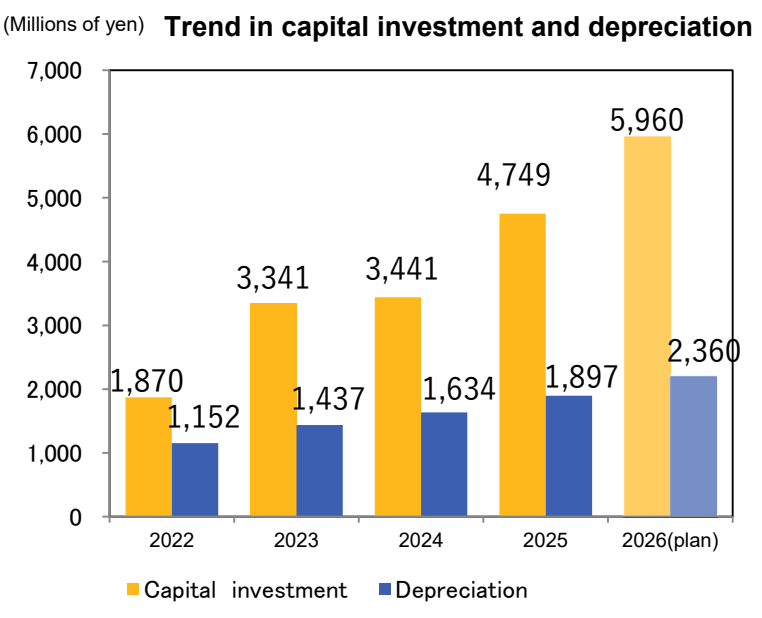
Strategic Investment Shareholder Returns 1/3

- Cash and deposit discipline, share buybacks to enhance shareholder value / M&A as a growth strategy
- Targeting a consolidated dividend payout ratio of 40%, with dividends linked to performance

Strengthening Competitiveness through Active R&D Investment and Capital Investment

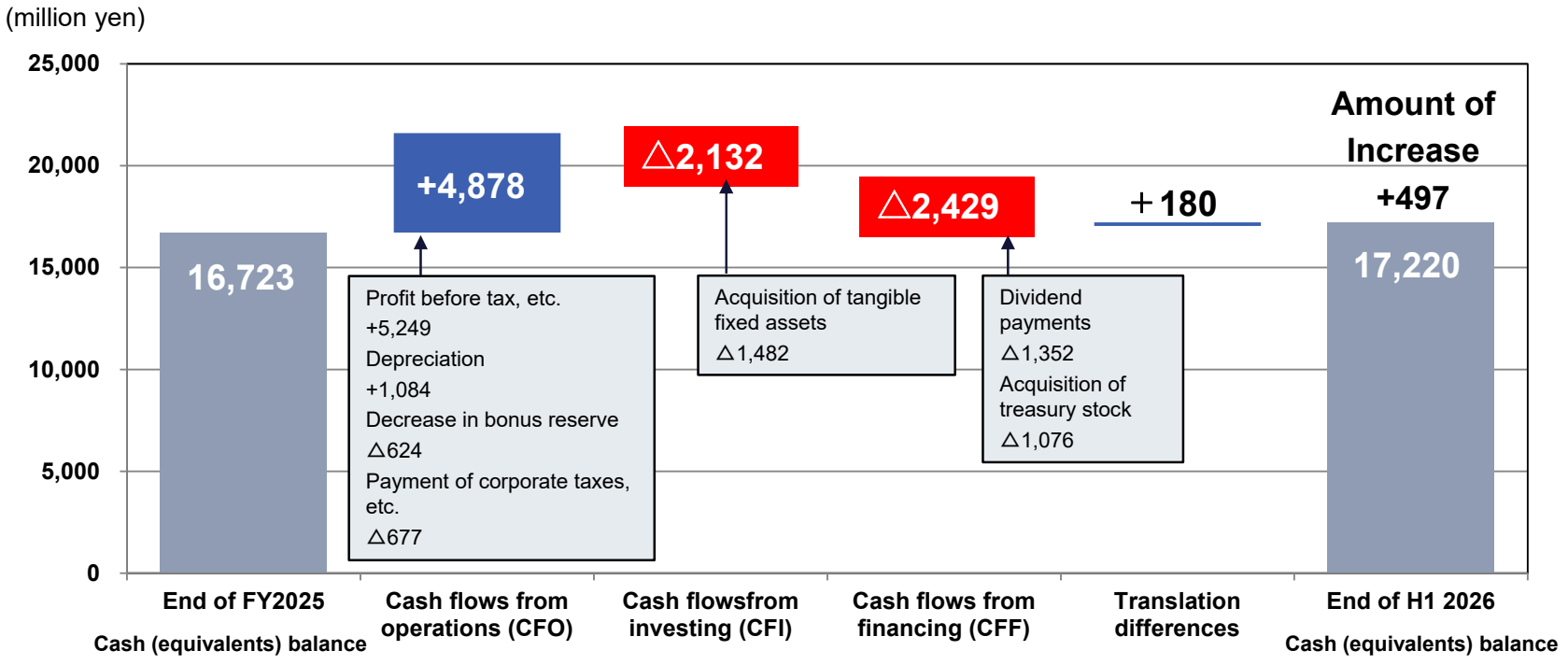
Boosting R&D spending as a percentage of sales to at least 10%





Note: The projected sales for 2026 were revised upward in June 2026. The R&D expenses use the values published in February 2026 (subject to future changes).
Depreciation expenses were updated in June 2026.

Cash Flow



Quarterly Financial and Business Performance Overview

(Million yen)

	25-1Q	25-2Q	25-3Q	25-4Q	26-1Q	26-2Q
Net Sales	9,816	9,722	9,681	11,312	11,386	12,743
Cost of Sales	4,775	4,720	4,867	5,758	5,446	6,082
Cost of Sales Ratio	48.6%	48.5%	50.3%	50.9%	47.8%	47.7%
Gross Profit	5,041	5,002	4,814	5,554	5,939	6,662
Gross Profit Margin	51.4%	51.5%	49.7%	49.1%	52.2%	52.3%
SG&A	3,236	3,514	3,345	3,524	3,632	3,915
SG&A Ratio	33.0%	36.1%	34.6%	31.2%	31.9%	30.7%
Operating Profit	1,804	1,489	1,468	2,030	2,306	2,747
Operating Profit Margin	18.4%	15.3%	15.2%	17.9%	20.3%	21.6%
Ordinary Profit	1,697	1,576	1,593	2,240	2,357	2,926
Ordinary Profit Margin	17.3%	16.2%	16.5%	19.8%	20.7%	23.0%
Net Profit	1,171	1,126	1,264	1,896	1,653	2,337
Earnings Per Share (EPS)	87	83	93	140	123	174

Quarterly Sales and Orders Received

Sales by Product Group

	25-1Q	25-2Q	25-3Q	25-4Q	26-1Q	26-2Q
Automatic Testing Equipment	834	925	634	1,125	598	1,055
Recording Equipment	1,557	1,352	1,499	1,762	1,691	1,571
Electronic Measuring Instruments	4,715	4,820	5,063	5,589	6,023	6,840
Field Measuring Instruments	2,135	2,087	1,949	2,209	2,486	2,670
Peripheral Devices, Others	573	538	535	628	586	607
Total	9,816	9,722	9,681	11,312	11,384	12,743

Sales by Region

		25-1Q	25-2Q	25-3Q	25-4Q	26-1Q	26-2Q
Japan		3,943	3,292	3,593	3,909	4,393	3,983
Asia		4,285	4,828	4,471	5,549	5,170	6,726
America		771	829	890	1,039	934	917
Europe		690	587	537	657	701	859
Other Regions		125	186	190	159	186	258
(Breakdown within Asia)	China	2,455	2,879	2,726	3,288	3,049	3,891
	South Korea	673	824	667	896	884	1,169
	Taiwan	368	323	278	333	301	696
	India	311	286	293	303	388	308
	Singapore	44	41	49	53	59	53
	Other Asia	434	475	458	676	489	609
Overseas Order Volume		5,873	6,430	6,088	7,403	6,992	8,760
Overseas Order Ration		59.8%	66.1%	62.9%	65.4%	61.4%	68.7%
Total		9,816	9,722	9,681	11,312	11,386	12,743

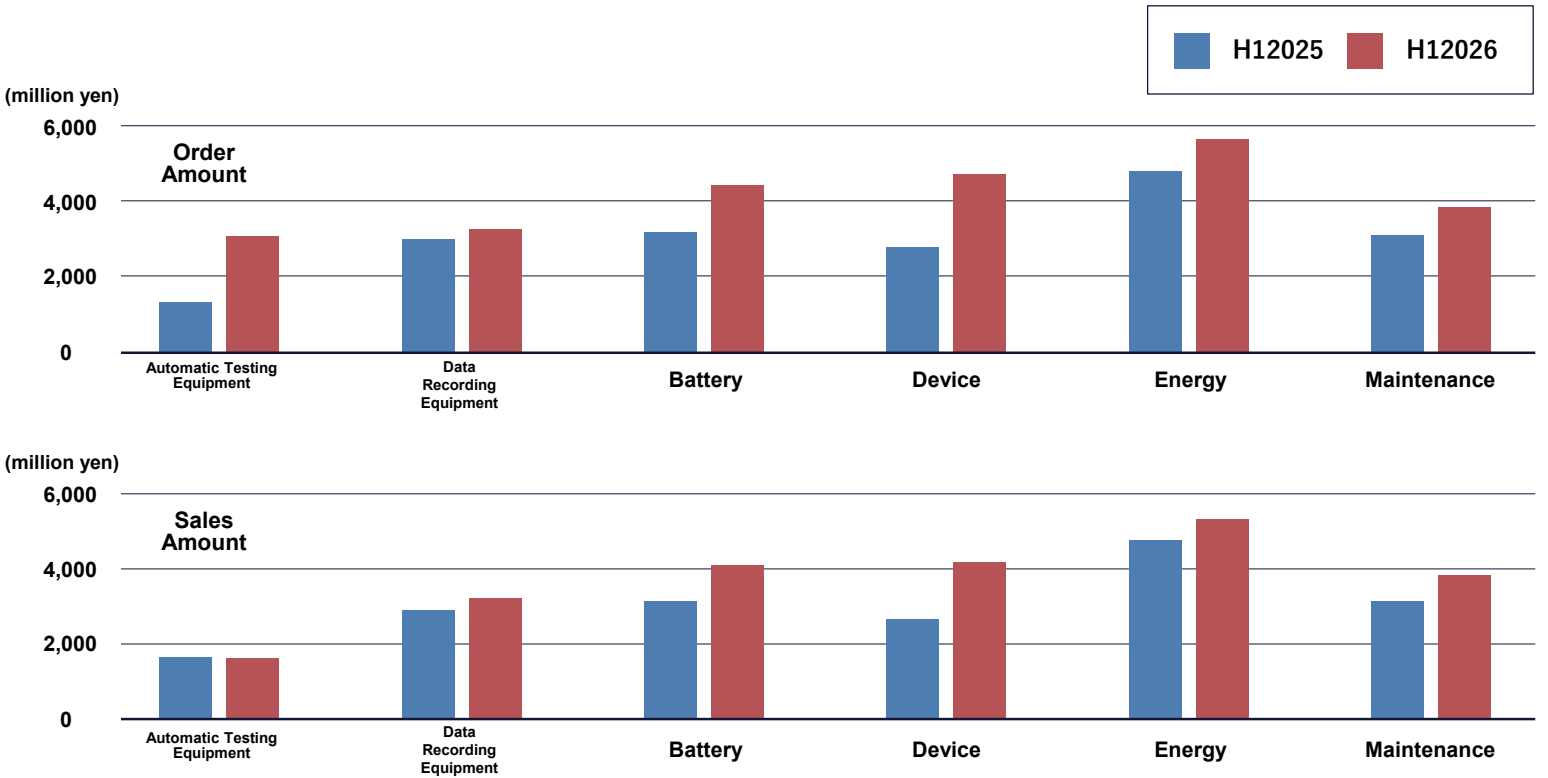
Order Volume by Product Group

	25-1Q	25-2Q	25-3Q	25-4Q	26-1Q	26-2Q
Automatic Testing Equipment	841	556	895	903	1,194	1,982
Recording Equipment	1,606	1,449	1,490	1,672	1,539	1,795
Electronic Measuring Instruments	4,611	5,341	5,022	5,569	6,546	7,778
Field Measuring Instruments	2,200	1,985	2,030	2,511	2,427	2,789
Peripheral Devices, Others	540	542	637	625	572	625
Total	9,800	9,873	10,074	11,279	12,278	14,969

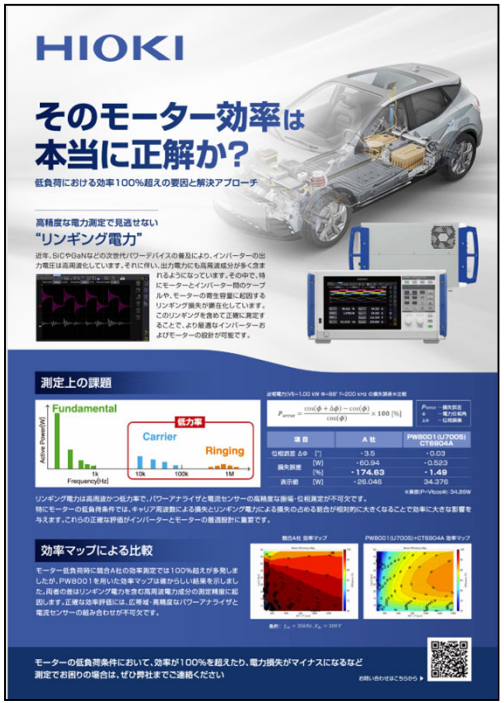
Order Volume by Region

		25-1Q	25-2Q	25-3Q	25-4Q	26-1Q	26-2Q
Japan		3,701	3,639	3,696	4,102	4,345	4,515
Asia		4,479	4,558	4,919	5,134	6,160	8,400
America		803	880	823	1,068	813	870
Europe		646	558	498	739	744	734
Other Regions		168	238	140	235	215	217
(Breakdown within Asia)	China	2,533	2,821	3,022	2,674	3,613	4,894
	South Korea	840	627	732	1,203	742	1,303
	Taiwan	338	260	311	307	850	972
	India	287	235	266	364	367	346
	Singapore	49	37	56	46	67	44
	Other Asia	432	578	532	540	521	841
Overseas Order Volume		6,099	6,233	6,378	7,178	7,934	10,456
Overseas Order Ration		62.2%	63.1%	63.3%	63.6%	64.6%	69.8%
Total		9,800	9,873	10,074	11,279	12,279	14,971

Sales and order results by market application



Exhibited at trade show



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H2&FC EXPO
Hydrogen & Fuel Cell Expo 2026
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Yokohama Venue
May 27 - May 29, 2026
Nagoya Venue
June 17 - June 19, 2026

Techno-Frontier 2026
Power Electronics Technology Expo
July 15 - July 17, 2026

Notes on this material

The plans, forecasts, strategies, etc. regarding future performance described in this material are based on information currently available and include risks and uncertainties. Please be aware that actual results may differ significantly due to various important factors.

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