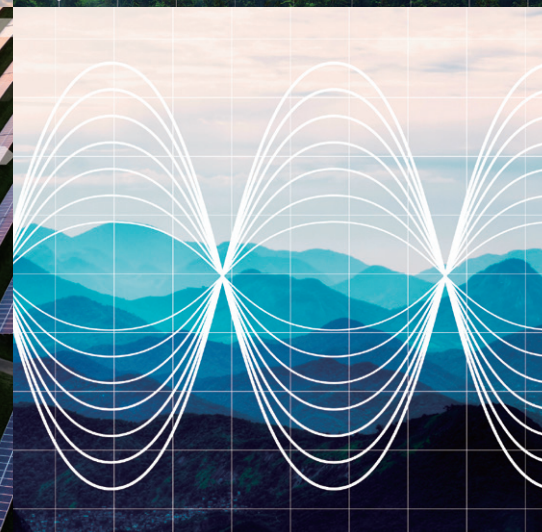
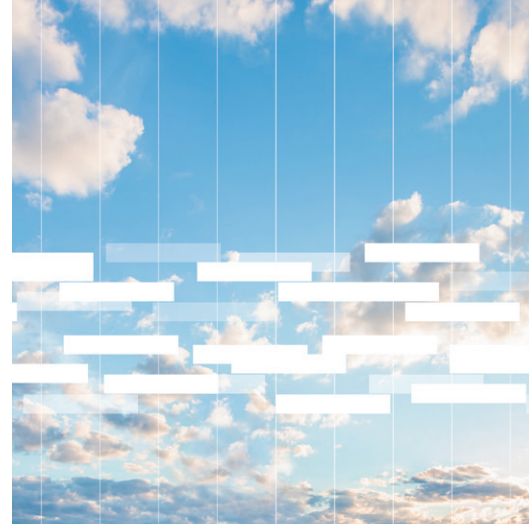


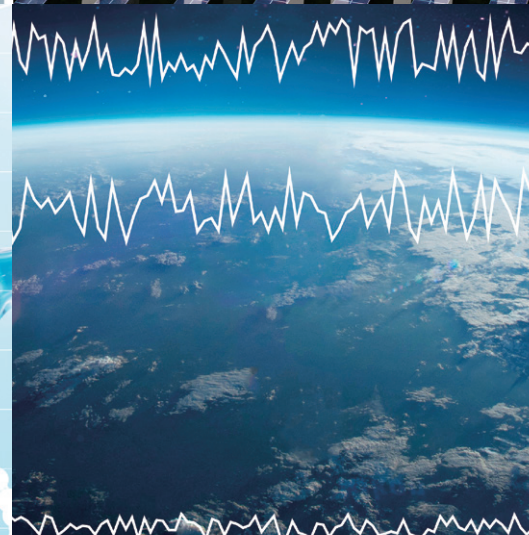
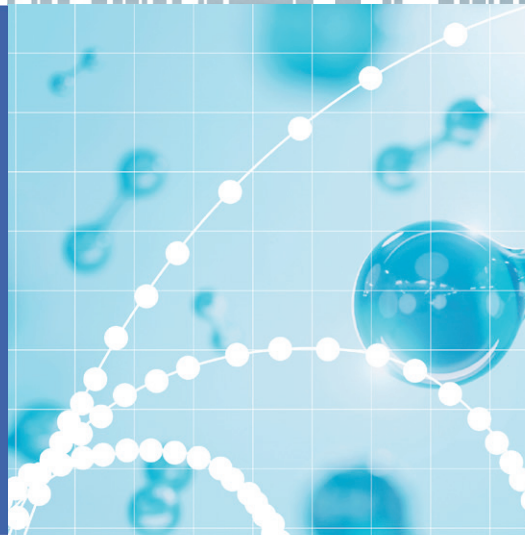
# HIOKI

CORPORATE PROFILE



Lead the Future

HIOKI 90th Anniversary



# HIOKI

Flexibly meeting needs of countries,  
collaborating as the Hioki group  
to resolve challenges, and striving  
to realize a sustainable society

President and CEO  
HIOKI E.E. CORPORATION

Takahiro Okazawa



In 1985, when Hioki celebrated its 50th anniversary, we commissioned the statue "Pursuit of Dreams", depicting a person standing on the Earth and shooting an arrow. This statue represented our aspirations for Hioki, which was primarily focused on the domestic market at the time, to expand and thrive on a global scale. Now, in 2025, as we celebrate our 90th anniversary, Hioki has established sales subsidiaries in 11 countries worldwide. Through the development, production, sale, and service of electric measuring instruments, Hioki's solutions contribute to society's progress and help improve people's lives on a global scale.

In 2019, we formulated our long-term vision "Vision 2030" based on our corporate philosophy of "Respect for Humanity" and "Contribution to Society," clearly defining our com-

mitment to solving the challenge of realizing a sustainable society. Efforts toward realizing a decarbonized society vary by country and region, each with its own policies. To respond quickly to these diverse needs, it is essential to build strong relationships with customers, ensuring they feel comfortable consulting us whenever they face challenges. Understanding local cultures requires direct engagement, which is why we actively urge staff in Japan to travel and work overseas.

At the same time, our production facilities remain concentrated in Japan. Japan's strength in manufacturing is well known, and by keeping our production centralized, we can efficiently handle high-mix, variable-volume production, ranging from just a few units to several thousand per month

across hundreds of product variations. This approach also helps us move closer to achieving carbon neutrality in Scope 3 by 2035, which we have identified as a goal. However, we must remain flexible in response to the needs of our global sales offices in China, India, Europe, and beyond. To address this imperative, we will start a "Group Integrated Management" strategy from 2025 to ensure that all Hioki Group sales offices can work together to provide the best possible service worldwide.

In 2035, Hioki will mark the 100th anniversary of its founding. As we move toward the realization of Vision 2030, we remain committed to forging an even brighter future beyond. We will strive to embrace the challenge of realizing a sustainable society together with all those who support Hioki's



As we approach our 100th anniversary, we aim to accelerate societal innovation through electric measuring instruments, the “Mother of Innovation” of industry.



Hioki's activities are rooted in its corporate philosophy of “Respect for Humanity” and “Contribution to Society,” as recognized and declared in 1986. This values-driven approach has been deeply instilled among all employees across the Hioki Group.

Vision 2030 sets forth Hioki's vision for the value it will provide in the future. Hioki is committed to accurately understanding the electrical measurement needs of customers who are striving to realize a decarbonized society and to driving innovation in response.

To achieve these goals, every Hioki employee is expected to think and act as a “solution creator,” always looking ahead to the future. Hioki has developed a wide range of products to meet diverse needs across various industries. As an “Alps-type” company, where our product lines stand like mountain peaks, we will continue to pursue niche market leadership and drive sustained growth in each specialized field.

## ► Hioki Philosophy

### Respect for Humanity

Hioki will build a free and open environment where employees can maximize their potential and abilities. Our aim is to foster the creativity and individuality of all persons and help them become the best version of themselves. To ensure that personal development is the driving force behind Hioki's evolution and achieve lasting growth and development, management demonstrates “Respect for Humanity” to achieve a high degree of harmony between individual potential and organizational goals.

### Contribution to Society

As a manufacturer, Hioki contributes to the security and advancement of society and the happiness of people by providing high-quality products and unparalleled services.

As a member of the communities we serve, we work actively to support the development of local youth and protect the local environment to make an educational, cultural, and environmental contribution.

## ► Vision 2030 (long-term management policies)

### Our Mission

To contribute to stability and development of society by promoting customers' safe and effective use of energy through electrical measurement

### Our Vision (Hioki in 10 years)

“Beyond Measure”

As an industry front runner, Hioki will become a solution creator that helps forge a sustainable society together with customers worldwide by continuing to evolve what it means to “measure.”



## Five innovations for achieving Vision 2030

Creating new customer value

Building new production systems

Building relationships for creative collaboration with customers to forge a new society

Building new supply chains

Realizing new internal structures

# Evolving Together with Measurement: Hioki's Journey

Since its founding in 1935, Hioki has built a history of harnessing creativity and embracing challenges. Focusing exclusively on electrical measurement, we have continuously pursued proprietary technologies and developed new products to create value that exceeds our customers' expectations. We will carry this fundamental philosophy forward as we approach our 100th anniversary and beyond.

**1945**

Hioki relocated to the town of Sakaki in Nagano Prefecture following the destruction of World War II



**1952**

HIOKI E.E. CORPORATION was incorporated



**1978**

Clamp On Power Meter 3133: The first instrument of its kind in Japan, and one that contributed to energy conservation during the oil crisis



During the oil crisis of the 1970s, Hioki developed Japan's first clamp-on power meter to promote energy conservation. This innovation made power measurement safe and easy for all, leading to reduced electricity costs in factories and gaining overwhelming support from the industrial sector.

**1985**

Hioki celebrated the 50th anniversary of its founding



The company commissions the commemorative statue "Pursuit of dreams" (1984).

**1993**

Hioki Lodge building for guests and employees accommodation was completed



1935

1950

1970

1990

Expanding manufacturing capacity by building on its core indicating instrument business



Foundation 1935-51

Hioki's origins trace back to 1935, when Mr. Mizo Hioki began manufacturing indicating instruments (meters) in Minato Ward, Tokyo. Later, he established Hioki Electrical Instrument Works. Then in 1945, the company relocated to the town of Sakaki in Nagano Prefecture to escape the devastation of World War II. The following year, the new company released its first circuit tester, and steadily expanded its manufacturing capacity against the backdrop of Japan's postwar recovery, laying the groundwork for its formal incorporation.

Following the company's incorporation, mass production technology becomes the foundation for expanding exports.



Mass Production 1952-72

In 1952, HIOKI E.E. CORPORATION was incorporated and secured a large order for multi-testers that met U.S. MIL standards. While continuing to focus on the mass production of testers and indicating instruments using proprietary technology, the company also explored new business opportunities. Subsequently, with the rise of the audio boom, Hioki began mass-producing VU meters. From its founding, Hioki has sought opportunities in overseas markets, placing export promotion and mass production at the core of its business.

Building a foundation through the development of in-house brand products



Expansion 1973-1990

Shifting from a mass-production-focused approach, Hioki aimed to transform its business by establishing proprietary technologies and modernizing management, with the goal of creating high-value-added products through its own capabilities. In the 1980s, the company introduced waveform recording devices and automatic testing equipment, establishing product categories that form the foundation of the company's current operations. Additionally, in 1990, the new headquarters and factory complex, "Hioki Forest Hills," was completed, marking the company's relocation to the city of Ueda in Nagano Prefecture.



## Our History

1996

**Battery HiTester 3550: A battery tester for buildings and facilities**



With the increasing demand for uninterruptible power supply (UPS) systems in buildings and facilities, the importance of battery maintenance rose sharply. In response to customers' need, Hioki developed a tester that could instantly assess battery deterioration without shutting down the UPS.

2007

**HIOKI (Shanghai) SALES & TRADING CO., LTD., was established in China**



2015

**Construction of the Hioki Innovation Center was completed**



2019

**RM2610 Electrode Resistance Measurement System: Helping realize a decarbonized society**



Hioki succeeded in quantifying resistance characteristics of electrode sheets used inside Lithium-ion batteries in a way that had previously been difficult. This advancement made it easier to analyze sheet characteristics and quality trends, improving the quality and development efficiency of lithium-ion batteries and contributing to the realization of a decarbonized society.

2024

**Production capacity expanded with the opening of the Ueda Factory II**



1998

**HIOKI USA CORPORATION was established in the U.S.**



2006

**Construction of a new factory (Solution Factory) next to the headquarters was completed**



2014

**World's first! Clamp On Power Logger PW3365: A sensor for safe, non-contact power measurement of metal conductors**



In response to the growing demand for safer measurement, Hioki developed the Clamp On Power Logger PW3365, which uses a sensor that lets users accurately measure voltage by simply clamping it around wiring. This innovation has significantly improved measurement safety by eliminating concerns about short circuits and electric shock hazards.

2020

**Hioki announced Vision 2030, a series of long-term management policies**



2025

**Hioki celebrated the 90th anniversary of its founding**



2000

2010

2020

2025

**Breaking into the stock market with unique, one-of-a-kind products**

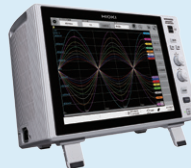
**Strengthening 1991-2004**



Hioki went public on the over-the-counter stock market in 1991 and was listed on the First Section of the Tokyo Stock Exchange in 2003. During this period, the company launched a series of unique, industry-leading products, including the Memory HiCorder, ultra-high-speed flying probe testers, and battery testers. To strengthen sales in the U.S. market, Hioki established a local subsidiary in the United States and actively expanded its sales efforts. The company also contributed to the local community by hosting the first-ever Hioki Festival.

**Declaring a new "founding era" and accelerating global expansion**

**Challenge 2005-2019**



Under the slogan "Aiming to Become a High-Value-Added Company," Hioki implemented unique initiatives across all of its departments, including engineering, manufacturing, sales, and administration, in a concerted effort to strengthen the foundations of its businesses. To drive global business expansion, the company established sales subsidiaries in China, India, Singapore, and South Korea starting in 2007. Additionally, the construction of the Hioki Innovation Center further enhanced Hioki's technological capabilities and product competitiveness.

**Entering an era of transformation toward the realization of Vision 2030**

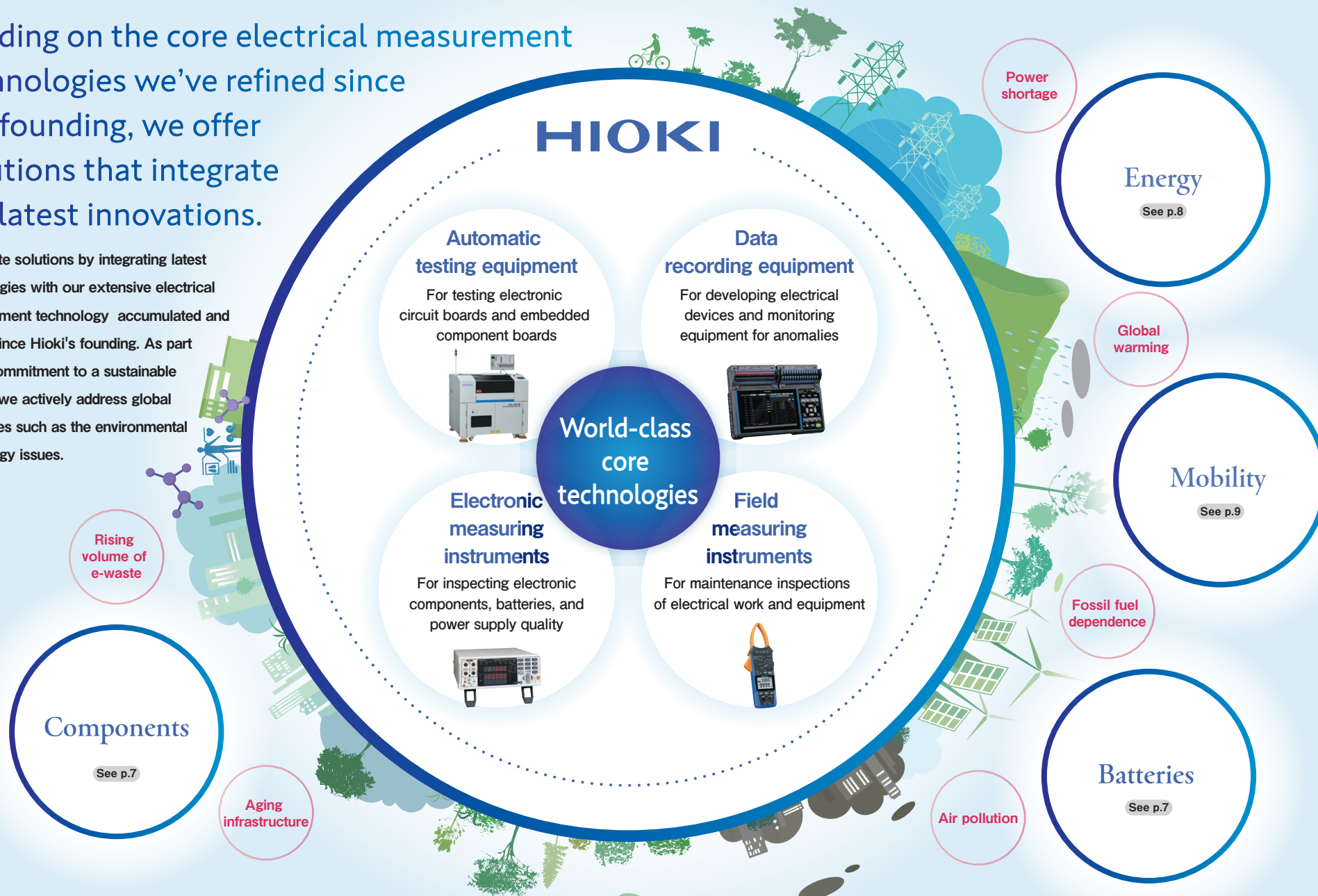
**Evolution 2020-**



To remain a company valued by society in an era characterized by volatility, uncertainty, complexity, and ambiguity, Hioki adopted Vision 2030 as its long-term management policy and is advancing integrated group management. The opening of a new factory enhanced production capacity. In 2024, the company established a new organizational structure and undertook a reorganization to further strengthen global operations. Additionally, Hioki has built new facilities to accelerate co-creation with customers, continuing its pursuit of innovation and embrace of new challenges.

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

We create solutions by integrating latest technologies with our extensive electrical measurement technology accumulated and refined since Hioki's founding. As part of our commitment to a sustainable society, we actively address global challenges such as the environmental and energy issues.



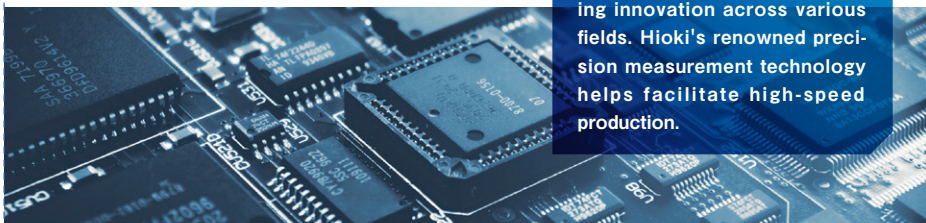


# Hioki's core markets, built on measurement

Hioki has made significant contributions and cultivated the advancement of research and development across a wide range of fields by applying measurement technologies. Hioki's market continues to expand significantly to align with growing societal needs.

Achieving high-speed production  
through precision measurement

## Components



Electronic components, such as resistors, capacitors, and motors used in electric vehicles and office equipment, are driving innovation across various fields. Hioki's renowned precision measurement technology helps facilitate high-speed production.

Achieving high-speed production  
testing without compromising quality

Smart devices like PCs and smartphones contain hundreds to even thousands of electronic components. Speed and accuracy are essential for inspections conducted on the production line. Hioki's impedance analyzers offer high-volume production testing without compromising quality.



Impedance Analyzer IM3570

Ensuring the quality and reliability  
of motor-equipped products

Motors are essential components in many of today's products, including electric vehicles and office equipment like PCs and copiers. Hioki's partial discharge detector can predict and detect potential future failures, ensuring the reliability and durability of motor-equipped products.



Partial Discharge Detector ST4200

Pursuing sustainability

## Batteries



Achieving a carbon-neutral society requires the development and production of high-quality batteries and life cycle assessment (environmental impact assessment from production to disposal). Hioki will contribute to these efforts through our electrical measurement approach.

Accelerating next-generation  
battery development

The development of high-quality next-generation batteries is driven by the growth of the electric vehicle market. Hioki's electric measuring instrument evaluates the electrical properties of battery materials by applying electric current to powders, slurries, and electrode sheets. This capability facilitates research aimed at reducing charging times and improving the life of the next generation of batteries.



Powder Impedance Measurement System

Enabling mass production with  
high-speed and high-accuracy testing

There is significant demand for inspection equipment for battery mass production that provides both speed and accuracy. Hioki offers such high-accuracy, industry-standard battery testers for mass production lines and insulation resistance testers. They detect potential defects to guarantee safety and quality in batteries used for solar power storage, EVs, and more.



Battery Tester BT6075

Resolving issues with  
high-voltage systems

The rising market of electric vehicles demands high-voltage batteries. Hioki provides battery testers specializing in testing these high-voltage systems. By measuring the electrical resistance of battery pack welds with a resistance meter, Hioki helps manufacturers reduce energy loss and heat generation of battery packs in the manufacturing stage.



Resistance Meter RM3545

## Embracing the challenges of environmental change

# Energy



The energy landscape is undergoing a major transformation driven by progress in renewable energy, smart grids, and electrification. Hioki offers a wide range of measurement tools that will help ensure a stable, efficient, and highly reliable energy future.

## Ensuring stable operation of solar power systems

The global transition toward a decarbonized society drives the increase in demand for solar power generation. To support large-scale installations and enhance efficiency, solar power systems are increasingly moving to higher voltage applications. Hioki's field measurement instruments, such as the P2010 DC High Voltage Probe and IR5051 High Voltage Insulation Tester, play an important role in identifying faulty solar panels and ensuring the safe maintenance and inspection of these high-voltage solar power systems.



## Identifying power quality issues

Fluctuations and anomalies in power sources can cause equipment malfunctions and energy waste. Hioki's power quality analyzers provide a detailed analysis of these issues, identifying their root causes. This analysis enables customers to optimize power performance and minimize the risk of an unstable power supply. These power analyzers are useful for maintenance and inspection to ensure the safe use of electricity in factories and homes.



Power Quality Analyzer PQ3198

## Supporting advances in hydrogen production technology

Hydrogen is gaining attention as a next-generation energy, with demand expected to grow significantly in the future. However, electrical analysis of medium- and large-scale hydrogen production equipment remains a challenge in current research and development programs. Hioki's ALDAS offers impedance measurement for the system, contributing to the advancement of hydrogen energy technology.

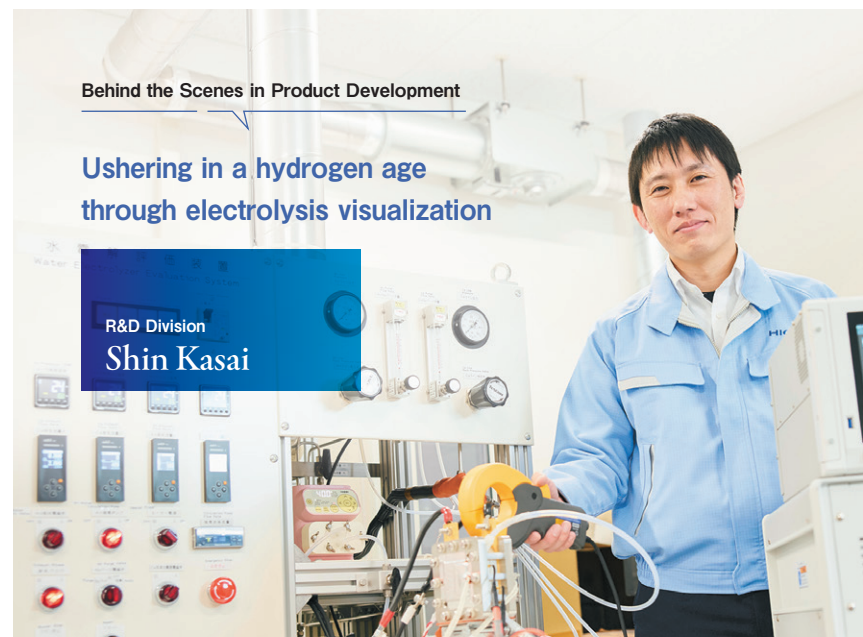


ALDAS-Mini

## Behind the Scenes in Product Development

## Ushering in a hydrogen age through electrolysis visualization

R&D Division  
Shin Kasai



Although hydrogen's popularity as a next-generation energy fuel is growing, widespread adoption is slowed down due to high production costs. In 2022, we launched a dedicated four-person team focusing on hydrogen-related businesses under Hioki's in-house venture program. This initiative was driven by customer feedback, which highlighted a key challenge in the hydrogen energy sector: to address the high cost of producing hydrogen from the water electrolysis method. Hence, significant research and development efforts are directed towards improving the cell's performance. However, customers face difficulties in scaling up this technology due to a lack of measurement equipment capable of accurately evaluating performance at a large scale. As engineers, we recognized the need to "turn the impossible into a possibility."

This realization led to the development of ALDAS (Active Line Device Analysis System), a

measurement system that combines Hioki's core expertise in impedance measurement with our capabilities in handling high voltage and large current. Despite having no prior experience in the hydrogen field, we proactively engaged with customers, visiting their facilities and collaborating directly to find solutions.

The ALDAS technology enabled the visualization of large-scale water electrolysis cell performance, which has been met with encouraging responses and increased inquiries. This success led to the official establishment of the Hydrogen Energy Solution (H2ES) Section in May 2024. We believe that our measurement technology can accelerate progress in hydrogen energy research and development. From the outset, our team has shared a clear vision: lead the hydrogen energy sector through its real-world implementation challenges by providing solutions using electrical measurement. We remain committed to making this vision a reality.



## Resolving electrification issues

# Mobility



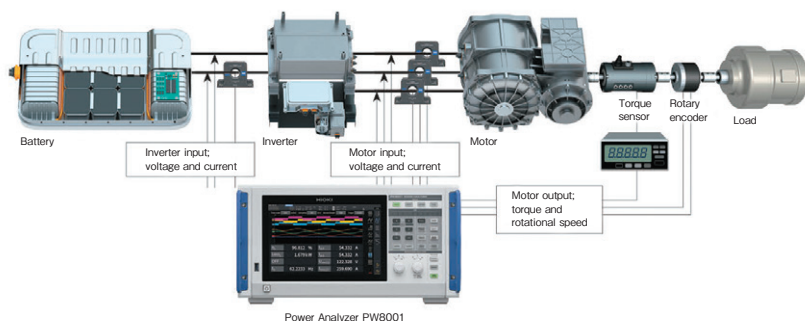
The electrification of transportation, including automobiles, motorcycles, agricultural machinery, and ships, is accelerating as society pursues carbon neutrality. In response, Hioki is deploying innovative solutions to address the new challenges that engineers face during development.

## Optimizing the performance of electric motors

Motors and inverters used in electric mobility applications undergo performance testing by manufacturers in their effort to develop more efficient and reliable products. Hioki's high-accuracy power analyzers boast world-class measurement precision. This ability in assessing the power conversion efficiency of motors and inverters make them an indispensable tool for development.

## Contributing to the development of exceptional motors

Simulations are used in motor development to evaluate performance without producing physical motors, significantly improving efficiency. However, highly accurate measurement data of hardware are essential to create such an accurate representation. Power analyzers from Hioki provide this accurate data, contributing to the development of exceptional motors.



## Accurately measuring energy consumption

Energy efficiency standards for electric vehicles are becoming increasingly demanding with each passing year. It is necessary to accurately measure energy consumption to comply with these standards. We provide measurement solutions with our high-accuracy clamp-type current sensors and power analyzers.



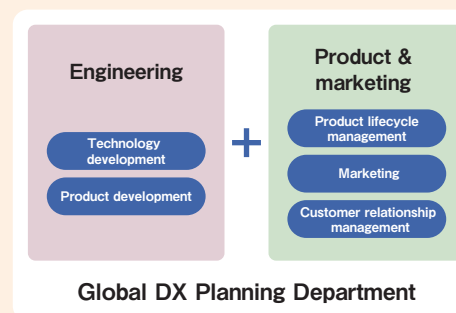
Power Analyzer PW3390

# Identifying the needs of society and developing new markets

Hioki has developed new products and pioneered new markets in response to an ever-changing array of social issues. As the movement towards a decarbonized society and sustainability accelerates, Hioki must evolve in order to ride this wave of change. We will continue to quickly identify future market trends and will be an industry frontrunner by leading in innovation.

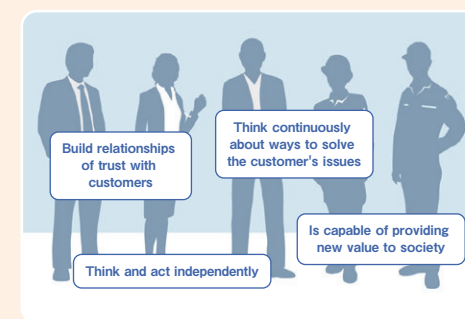
## Restructuring the organization for timely response with up-to-date information

In May 2024, we restructured the organization and reorganized the Marketing Division as the Product & Marketing Division. By strengthening collaboration between product planning, development, and marketing communication, we are now able to respond promptly to the latest information obtained from our customers. By further promoting DX both internally and externally, we strive to accelerate the speed of decision-making.



## Empowering every employee to serve as a solution creator

In Vision 2030, we have set the goal of becoming a solution creator so that we can build a sustainable society together with our customers over the next ten years. In other words, all employees should build relationships of trust with customers and be able to think and act independently to solve the challenges they face. By doing so, they'll ensure Hioki's ability to continue meeting the ever-increasing expectations of its customers and consistently generate innovation.



# Contributing to global technological development through Hioki's high-quality brand

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%.

- Group company head office
- Principal facility operated by a group company

EUROPE

## Europe

Sales: **¥2.5 billion**

**Hioki EUROPE GmbH**  
(established in 2017)

- We will work to promote the indispensability of HIOKI solutions, focusing on the battery market and decarbonized energy-related fields.

## India

**Hioki India Private Limited** (established in 2016)

- The acceleration of the "Make in India" policy is anticipated to result in an increase in investment in the manufacturing sector. Growth expectations are particularly high in the automotive and battery segments of the EV market.

## United Arab Emirates

**Hioki MEA FZCO** (established in 2024)

- The renewable energy generation business is rapidly expanding. We anticipate active investment in the decarbonization sector, and rising demand for measurement instruments in energy efficiency fields.

## Asia

Sales: **¥17.9 billion**

## China

**Hioki (Shanghai) Measurement Technologies Co., Ltd.**  
(established in 2007)

- Battery manufacturers are shifting operations overseas, and the sector is seeing progress in the development of all-solid-state batteries and other new technologies.
- In addition to the EV sector, we are delving deeper into growth industries such as renewable energy and semiconductors.

## South Korea

**Hioki Korea Co., Ltd.** (established in 2012)

- Decarbonization is driving up demand in electrification-related industries.

## Japan

Sales revenue: **¥14.5 billion**

For information on our Japanese offices, please see page 12.

## Taiwan

**Taiwan Hioki Co., Ltd.** (established in 2018)

- We are expanding our presence in Taiwan, home to many electronic component manufacturers.

## Southeast Asia

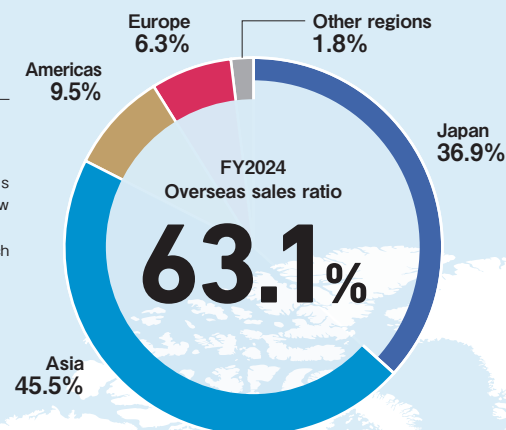
**Hioki Singapore Pte. Ltd.** (established in 2010)

**PT. Hioki Electric Indonesia** (established in 2023)

**Hioki Electric (Thailand) Co., Ltd.** (established in 2024)

**HIOKI ELECTRIC VIETNAM COMPANY LIMITED** (established in 2025)

- We are focusing on battery and EV-related markets. We have made progress in generating projects for key customers and related organizations and in promoting Hioki brand.
- Accelerating efforts to cultivate potential markets such as infrastructure, educational institutions, and the component industry.



AMERICAS

## U.S.A.

Sales Revenue: **¥3.7 billion**

**Hioki USA Corporation**  
(established in 1998)

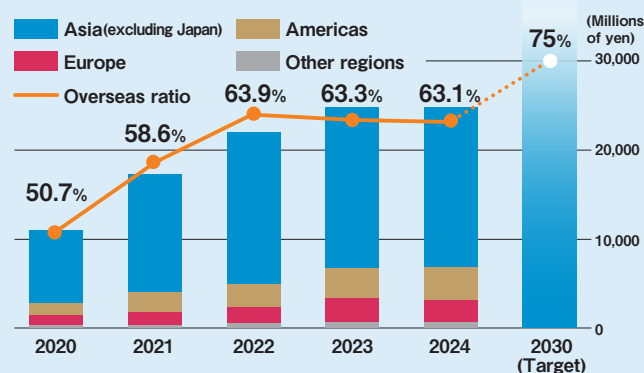
- Investment in new energy-related industries is gaining momentum as we move towards decarbonization.



# Addressing Region-Specific Measurement Needs: Initiatives Across Countries

At Hioki, we collaborate closely with local employees in local markets to understand a diverse range of measurement needs in real time, region by region. By providing feedback on new product development, we enable the delivery of more precisely tailored solutions.

## Overseas sales and overseas sales ratio



## Three initiatives for global enhancement

- Establishment of the Product & Marketing Division
- Redefinition of the role of the R&D Division
- Establishment of the Global DX Planning Department

To achieve an overseas sales ratio of at least 70%, we have simultaneously implemented three major organizational changes. By doing so, we will enhance our ability to explore and conceptualize the diverse needs of global customers while strengthening a development framework specializing in the development of not only products, but also on underlying technologies. Furthermore, by promoting DX (Digital Transformation), we aim to quickly capture the movements of each region that are not visible from Japan, thereby accelerating the realization of needs.

## CHINA

### Hioki China: A new sales structure dedicated to enabling high-precision strategy and investment

Since opening its first overseas development facility in 2020, the Hioki China Group has been actively engaged in timely product development in the rapidly growing Chinese market, where engineers listen directly to customers for researching and planning products. At the same time, we have revamped our sales structures to transition from a regional approach to a market-driven approach as a way to implement more precise strategies and action. This lets us see industry-specific data in greater detail, making it possible to invest strategically in growth industries in the Chinese market like natural energy, semiconductors, battery recycling, and EVs. We provide indispensable, customer-focused measurement solutions by drawing on technological capabilities that allow us to satisfy demand as quickly as possible and new sales structures that are calibrated not to overlook niche needs in each industry.



## INDIA

### Contributing to the development of India's major industries and growing EV market

India, now the world's most populous nation (surpassing 1.4 billion), is focusing significant resources on the promotion of major sectors such as the automotive, aerospace, and electronics, and on the development of the infrastructure that will support these sectors. These initiatives are being carried out under the country's "Make in India" campaign, which was initiated by the government in 2014. The EV market in particular is expected to experience significant growth due to factors including continued government policy support in 2025, the introduction of new EV models by major automakers, and the establishment of new battery production facilities. To respond more effectively to these opportunities, Hioki India plans to increase its sales team headcount in key areas and establish multiple new branches in the important region of southern India. Through these efforts, Hioki will contribute to the development of India's manufacturing industry.



## AMERICAS

### Responding to all needs in North and South America through dialog with customers

North America is a region of diverse needs. The automotive industry is thriving around the Great Lakes, while EV and battery-related industries, along with local industries, are developing on the East and West Coasts. At the same time, the entire continent is witnessing growth in demand for energy-related maintenance service. By contrast, the maintenance demand in Central and South America has centered around general infrastructure for many years. For each of these cases, we have established sales structures to accommodate the varying demands of each region with a high level of quality. What is essential in this context is the ongoing dialog with customers. For example, in the U.S., we are strengthening direct sales without intermediaries, allowing us to listen more closely to customers and provide optimal solutions. In order to generate more opportunities for customer visits and meetings, we are planning to implement a number of organizational changes—including efforts to strengthen regional sales—by January 2025. In these ways and much more, we continue to reinforce our customer-focused approach.



# Delivering solutions that deliver indispensability and value via customer-focused locations

Hioki's strength lies in delivering high-quality products that meet customer needs. The key to this lies in Hioki's network, extending from our headquarters in Ueda City, Nagano Prefecture. Reflecting our commitment to listen directly to customer feedback in each region we serve, we strive to serve as an indispensable partner in solving challenges by aligning closely with our customers.

## Chubu area

Principal areas of focus: various industries, primarily electronic components (production)

## Chugoku area

Principal areas of focus: capacitors (production) and automotive (development, production)

## Kyushu area

Principal areas of focus: capacitors and semiconductor packaging (production); automotive (production)

## Kansai area

Principal areas of focus: electronic components (development, production) and batteries (development, production)

## Tohoku area

Principal areas of focus: electronic components (development, production)

## Kanto area

Principal areas of focus: research and development across various industries (including power electronics and water electrolysis)

## Tokai area

Principal areas of focus: automotive (development, production) and power electronics (development, production)

■ Headquarters  
■ Sakaki Factory  
■ Ueda Factory II  
● Nagano HQ SSH

○ Tohoku SEO

○ Kitakanto SEO  
○ Tokyo SEO  
● East Japan SSH

● Tokai SSH

○ Shizuoka SEO

● West Japan SSH

○ Hiroshima SEO

○ Fukuoka SEO

● ...SSH (Sales & Solution Hub)

These market-focused technical centers provide technical support and sales support closely tailored to the markets they serve.

○ ...SEO (Sales Expert Office)

These facilities provide sales support with a high level of customer satisfaction by building close relationships with customers.



Empower employees to embrace challenges in a lush, green environment

## Hioki Forest Hills

Forest Hills is where all departments responsible for development, production, sales, and service are brought together. We are fostering an environment that will enable us to deliver advanced measurement technology to the world. The grounds also include various sports facilities and the HIOKI Lodge (employee dormitory), creating an environment that allows individuals to maximize their potential, not only at work but also by pursuing their hobbies and personal lives.

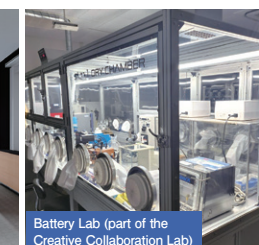
Fostering creative collaboration with customers

## Creative Collaboration Lab (Headquarters)

## Yokohama Technical Center (East Japan SSH)

## Osaka Technical Center (West Japan SSH)

Responding to societal changes and the drive to develop innovative measurement solutions, we established collaborative creation facilities. The purpose of these facilities is to promote the discovery and resolution of new challenges alongside our customers and partner companies. Within our Technical Center, there is an open laboratory equipped with various measurement equipment, and the Creative Collaborative Laboratory is located in the research building.





# Respecting employees' sense of purpose and contributing to the realization of Vision 2030 through Hioki-style human development

Hioki has adhered to its philosophy of “Respect for Humanity” and “Contribution to Society,” which was adopted in 1986, by consistently and unhesitatingly investing in its people. Since 2020, we have been working to achieve Vision 2030, which defines a series of long-term management policies, by fostering a workplace where employees can fully realize their potential and abilities. This effort entails respecting each individual employee's purpose and aspirations—what employees want to do and accomplish, the challenges they wish to embrace, and the contributions they wish to make through Hioki.

## Launching the Hi-Career program

Hioki has always embraced a people-centered management approach based on a belief that investing in human capital enhances the company's competitiveness. As part of this initiative, we launched an initiative we call the “Hi-Career program” during FY2025 to support employees enhancing their individual strengths. We will continue to engage in various initiatives aimed at realizing individual purpose and enhancing work satisfaction (boosting employees' sense of fulfillment through a worker-friendly environment).

### Measures

#### Worker-friendly Compensation System

##### New workstyles

- Long-term remote work
- Results-driven flexible hours with fixed overtime pay

##### Compensation system

- Financial compensation for mandatory relocation from chosen location
- Allowance for domestic home visits
- Allowance for international home visits

#### Fulfillment

##### Options

- Career course
- Work location proclamation
- Transparent promotion criteria

##### Compensation System

- Temporary role-specific allowances
- Global deployment allowances

**Empowering all employees to become proactive solution creators and making Hioki an indispensable organization for society**

## Training and self-development support

We offer a variety of training programs to support employee growth, including Group and one-on-one training for new employees, Managerial training, Global deployment training, General and specialized lectures, and Elective training.

To encourage continuous self-study, we provide Correspondence learning opportunities, Subsidies for earning professional credentials and qualifications, and Language study support.

Furthermore, we are focusing on the development of global talent and managerial personnel to cultivate the leaders who will guide the next chapter in Hioki's history. Interested employees will have access to various opportunities from an early stage after joining the company, allowing them to acquire the experience and skills necessary to become leaders in the future.



## Helping employees embrace new challenges

We have been advancing initiatives that involve taking on new roles and addressing challenges, such as internal job changes, projects, and internal ventures. In pursuit of Vision 2030, we are promoting opportunities to take on challenges across a range of departments and divisions.



## Earning certification as a “Best Workplace” for the first time

Hioki earned certification as a “Best Workplace,” the highest level of recognition under the D&I Award 2024, which recognizes companies pursuing Diversity and Inclusion (D&I) initiatives. Going forward, Hioki will continue to enhance support and improve programs to create a pleasant and productive workplace environment for all.



# Pursuing sustainability to embody “Respect for Humanity” and “Contribution to Society”

In keeping with the Basic Policy on Sustainability we adopted in 2022, we formulated the Hioki Sustainability Declaration. We are actively engaged in environmental conservation and community service through a multifaceted approach, including use of renewable energy, adoption of next-generation mobility, and promotion of local tree-planting initiatives. In May 2024, we joined the United Nations Global Compact. We will continue to work alongside stakeholders to realize a sustainable future.

## Basic Sustainability Policy

The Hioki Group will contribute to the realization of a sustainable society through business activities based on the principles of “Respect for Humanity” and “Contribution to Society.”



▶ **The Hioki Group will contribute to the security and development of society by promoting customers’ safe and efficient use of energy through electrical measurement.**



▶ **We will build relationships of trust with all stakeholders through active communication.**



▶ **As a member of society, we will engage in activities that contribute to the development of society and preservation of the environment.**

## Hioki Sustainability Declaration

We will continue efforts to decarbonize our business based on the following targets:

2025 (90th anniversary of founding)

**Achieve carbon neutrality  
in Scope 1 and Scope 2**

2035 (100th anniversary)

**Achieve Scope 3  
carbon neutrality**

The policy for Scope 3 emissions is to achieve the 2035 target without resorting to carbon emissions trading to the extent possible.



## Pursuing decarbonization at Hioki Forest Hills

Since our first tree-planting initiative in 1988, employees have planted approximately 93,000 trees at our Hioki Forest Hills campus. We are working to realize decarbonization in this park-like setting, including the transition from standard gas energy to carbon-neutral gas and the electrification of company vehicles. Furthermore, we are in the process of studying how to transform the headquarters building into a net zero energy building (ZEB) and constructing a number of solar carports, which we anticipate completion in FY2025. The installation, which utilizes a lithium energy storage system, will provide approximately half of the electricity used at the headquarters and significantly reduce greenhouse gas emissions.



## Transitioning products that use dry cells to rechargeable batteries



We are transitioning our battery-powered products to nickel-metal hydride batteries, which can be used and charged repeatedly. Use of these batteries will significantly reduce the quantity of batteries that are disposed of, contributing to the reduction of CO2 emissions associated with battery manufacture and disposal. Furthermore, using nickel-metal hydride rechargeable batteries in products with high power consumption can result in longer continuous operating times compared to conventional alkaline batteries, thereby reducing the frequency of battery replacement.



## Revamping Hioki's Basic Policy on Procurement

We revised our Basic Policy on Procurement in 2022 to facilitate more sound and ethical purchasing. The new policy clearly outlines our commitment to fair and impartial transactions based on legal compliance and proper information management as well as the establishment of mutually beneficial relationships with our partners in our business dealings. We have also established a series of Green Procurement Guidelines and are working to implement purchasing activities in a way that protects the Earth's irreplaceable environment.



A briefing on the Hioki's purchasing policy

## Local Forest Creation program

Since 1995, we have been donating saplings to schools and public facilities while working with children and local residents to promote greening activities. In addition to planting saplings, the initiative provides opportunities for environmental education to the next generation, allowing us to contribute to the local community. The program, which began in the area of Ueda where our headquarters is located. It was expanded in 2005 with the establishment of the Hioki Scholarship and Greening Foundation, a public interest incorporated foundation, to broaden the scope of reforestation activities. It later extended across Nagano Prefecture, and the total number of saplings planted has surpassed 70,000.



## Earning certification as a Nature Symbiosis Site

In October 2024, Hioki Forest Hills was certified by Japan's Ministry of the Environment as a Nature Symbiosis Site (OECM). OECM is an international framework that designates areas where natural environments are protected and managed with the aim of conserving biodiversity. Hioki's conservation efforts recognized as part of the certification included

- Tree planting
- Maintenance of wooded areas
- Preservation activities focused on habitats for rare plant species
- Providing nature experiences for employees and visitors



## Hioki Festival



At the 2023 event, visitors also enjoyed a return appearance by the mechanical creations Panda Yukimura and Spider Majin, which were featured on NHK's popular show "Makaizo no Yoru." Both inspired excitement among attendees.

## Scholarships for students at science-oriented colleges

The Forest Hills Scholarship Fund was established as a charitable trust in 1989. Designed to support the development of engineers and contribute to the local community, the program began offering scholarships to students entering four-year university programs in science and engineering. Today, the initiative is being carried on by the Hioki Scholarship and Greening Foundation, which continues to support the development of young engineers while serving as a catalyst for the growth and development of cities throughout the region.



## Implementing a pilot program focusing on an autonomous EV bus and encouraging use of public transportation



In 2023, Hioki conducted a pilot program using an autonomous EV bus in collaboration with the City of Ueda and other partners. From June to August 2024, we also participated in a joint trial with other companies under a Nagano Prefecture initiative to promote a shift away from private-vehicle use, encouraging employees to commute by public transportation once a week. These efforts not only contribute to reducing CO<sub>2</sub> emissions, but also help revitalize the region's public transportation system.



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Please visit Hioki's official website for the latest  
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