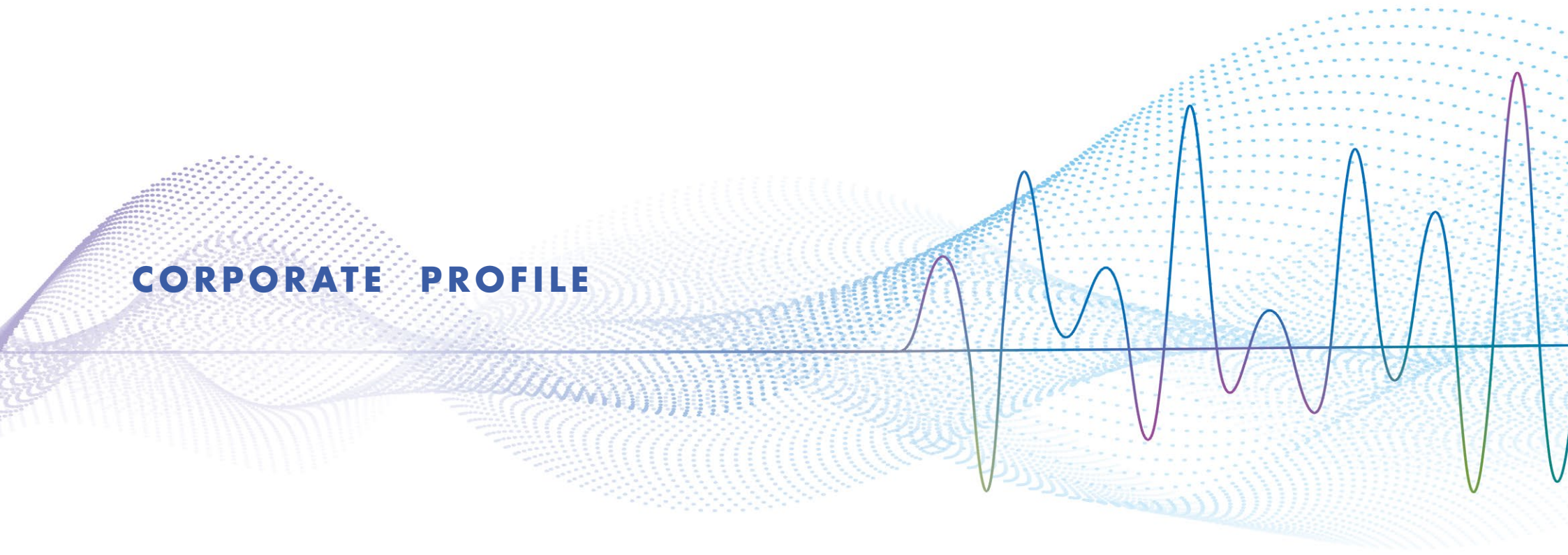


CORPORATE PROFILE



Connecting Global Expertise to Accelerate Unified Group Management — Advancing Measurement Intelligence for a Decarbonized Society

President
HIOKI E.E. CORPORATION
**Takahiro
Okazawa**



In 2025, Hioki marked the 90th Anniversary of its founding - an important milestone and an opportunity to reflect on the people who have shaped our journey. Under the theme “Gratitude and the Future,” we celebrated with customers, partners, employees, and the families who have supported our global teams. Their trust reminds us that Hioki’s mission goes beyond manufacturing instruments; it is about enabling the technologies that power modern society.

As the world accelerates toward electrification and decarbonization, the role of precision measurement is becoming increasingly critical. From next-generation batteries and renewable energy to electric mobility and advanced electronic components, reliable measurement forms the foundation for innovation, safety, and efficiency. In response, we are evolving from a company centred on Hioki E.E. Corporation into a truly integrated Hioki Group, connecting global expertise to support the industries shaping the future.

To guide this transformation, we established the Hioki Group Policy as a common compass for all operations worldwide. Our network now spans 11 countries, enabling closer engagement with customers across key innovation hubs such as China, Singapore, and the Americas. Beyond expansion, we are strengthening collaboration across regions so that knowledge, insights, and technological expertise flow throughout the Group, allowing us to respond faster to industry needs and deliver greater value.

These initiatives align with our long-term strategy, Vision 2030, which is now entering its decisive phase. Over the next five years, we will maximize customer value through advanced measurement solutions while preparing for the next generation of innovation. From 2028 onward, we aim to achieve a major leap by integrating new technologies and digital capabilities that transform measurement into a powerful enabler of energy systems intelligence.

Our focus is centered on four key markets-Batteries, Components, Energy, and Mobility-all essential to building a sustainable electrified society. By advancing measurement technologies that support the safe and efficient use of electrical energy, Hioki will continue contributing to global decarbonization.

Sustainability is both a responsibility and a commitment. In 2025, we achieved carbon neutrality for Scope 1 and Scope 2 emissions through investment initiatives. Building on this milestone, we are advancing toward our next goal: Scope 3 carbon neutrality by 2035 in collaboration with partners across the value chain.

Looking ahead, our aspiration is clear: to strengthen the unity of the Hioki Group and harness the collective expertise of our global teams. Together, we will continue advancing measurement technologies that empower innovation, accelerate the energy transition, and contribute to a more sustainable world.

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 grounded in our corporate philosophy of "Respect for Humanity" and "Contribution to Society," established in 1986. This philosophy is not merely a statement, it is a living foundation that shapes the mindset, actions, and decisions of every member of the Hioki Group. It continues to guide us as we grow, innovate, and deepen our role in society.

Our long-term management policy, Vision 2030, defines the value we strive to deliver and the future we aim to help create. At its core is our mission: to accurately understand the electrical measurement challenges faced by customers working toward a decarbonized society, and to generate the innovations that empower their progress.

Fulfilling this mission requires each employee to think and act proactively as a "solution creator," always anticipating what comes next. Over the years, Hioki has built a diverse portfolio of products to meet evolving needs. As an "Alps-type" company—with product lines rising like a series of mountain peaks—we will continue to lead in each niche field while pursuing sustainable, long-term growth.

▶ 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 (What We Want to Be)

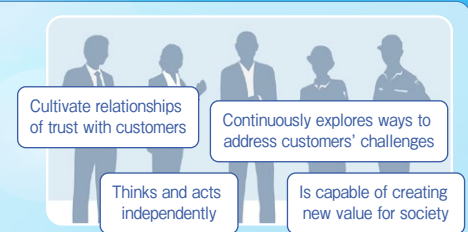
"Beyond Measure"

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."



Empowering Every Employee to Become a Solution Creator

Vision 2030 sets forth our commitment to becoming "solution creators" who work together with customers to build a sustainable society. We strive for every employee to cultivate relationships of trust with customers and to think and act independently in addressing their challenges. Through these efforts, we will continue to meet rising expectations year after year and generate the innovations that advance both our customers and society.



Evolving together with measurement: Hioki's journey

Since our founding in 1935, Hioki has built a legacy shaped by creativity and the courage to embrace new challenges. Dedicated exclusively to electrical measurement, we have relentlessly pursued proprietary technologies and advanced product development to deliver value that consistently exceeds customer expectations. This founding spirit remains central to who we are. It continues to guide the Hioki Group as we progress toward our 100th anniversary and step confidently into the future.

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 responded to Japan's urgent need for energy efficiency by developing the nation's first clamp-on power meter. This groundbreaking innovation made power measurement safe, simple, and accessible to anyone. By enabling factories to significantly reduce electricity costs, it earned widespread trust across 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 built on the technological foundation established through our legacy in indicating instruments



Foundation 1935-51

Hioki's origins date back to 1935, when Mizo Hioki began producing indicating electrical instruments (meters) in Minato Ward, Tokyo. He later founded Hioki Electrical Instrument Works, but in 1945 the company relocated to Sakaki Town in Nagano Prefecture to escape the devastation of World War II. The following year, we released our first circuit tester, and as Japan entered its postwar recovery, Hioki steadily expanded its manufacturing capabilities—laying the groundwork for the company's eventual incorporation.

Expanding mass-production capabilities and advancing export activities following incorporation



Mass Production 1952-72

In 1952, Hioki E.E. Corporation was formally established and secured a major order for multi-testers that met U.S. MIL standards. While continuing to focus on mass-producing testers and indicating instruments using proprietary technologies, the company also pursued new business opportunities. During the rise of the audio boom, Hioki began mass-producing VU meters, further strengthening its manufacturing foundation. From its earliest years, the company actively looked to overseas markets for growth, making export promotion and large-scale production key pillars of its business strategy.

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



Expansion 1973-1990

As Hioki evolved beyond a mass-production model, we focused on building proprietary technologies and modernizing management so we could create high-value products with our own strengths. In the 1980s, we launched waveform recording devices and automatic testing equipment, product categories that still anchor our business today. In 1990, we opened our new headquarters and factory complex, Hioki Forest Hills, and relocated to Ueda City, Nagano Prefecture.

Our History

1996

Battery HiTester 3550: A battery tester for buildings and facilities



As demand for UPS (uninterruptible power supply) systems grew, battery maintenance became critical. Hioki developed a tester that instantly assesses battery deterioration without shutting down the UPS, helping customers maintain safety and uptime.

2007

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



2015

Construction of the Hioki Innovation Center was completed



2019

Electrode Resistance Measurement System RM2610: Helping realize a decarbonized society



Hioki succeeded in quantifying resistance characteristics that were previously difficult to measure, making it easier to understand the properties and quality trends of electrode sheets. This improved the quality and development efficiency of lithium-ion batteries—and supports progress toward 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



To meet rising expectations for safer measurement, Hioki introduced the Clamp on Power Logger PW3365, which uses a sensor that accurately measures voltage by clamping over insulated wiring. This innovation minimizes short-circuit and electric-shock risks, dramatically improving worksite safety.

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

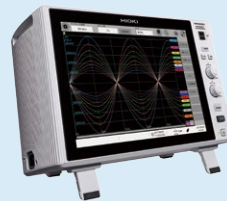
Strengthening 1991-2004



Hioki went public on the over-the-counter market in 1991 and was listed on the First Section of the Tokyo Stock Exchange in 2003. Along the way, we introduced one-of-a-kind products such as the Memory HiCorder, ultra-high-speed flying probe testers, and battery testers. To strengthen our presence in the United States, we established a local subsidiary and expanded sales activities. We also deepened ties with our communities by hosting the first Hioki Festival.

Declaring a new "founding era" and accelerating global expansion

Challenge 2005-2019



Guided by the slogan "Aiming to Become a High-Value-Added Company," we advanced unique initiatives across engineering, manufacturing, sales, and administration to strengthen our foundation. From 2007, we established sales subsidiaries in China, India, Singapore, and South Korea to accelerate global development. The Hioki Innovation Center further boosted our 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 a VUCA environment, we adopted Vision 2030 and advanced integrated Group management. A new factory increased our production capacity, and in 2024 we updated our organizational structure to enhance global operations. We also built co-creation spaces to work more closely with customers and keep innovating.

Tackling global societal challenges through measurement

Rooted in our core electrical measurement expertise, we keep integrating the latest innovations to help address environmental and energy challenges, supporting a more sustainable society.

HIOKI

World-class core technologies

Automatic testing equipment

For testing electronic circuit boards and embedded component boards



Data recording equipment

For developing electrical devices and monitoring equipment for anomalies



Electronic measuring instruments

For inspecting electronic components, batteries, and power supply quality



Field measuring instruments

For maintenance inspections of electrical work and equipment



Components

See p.7

Rising volume of e-waste

Aging infrastructure

Power shortage

Energy

See p.8

Global warming

Mobility

See p.9

Fossil fuel dependence

Batteries

See p.7

Air pollution

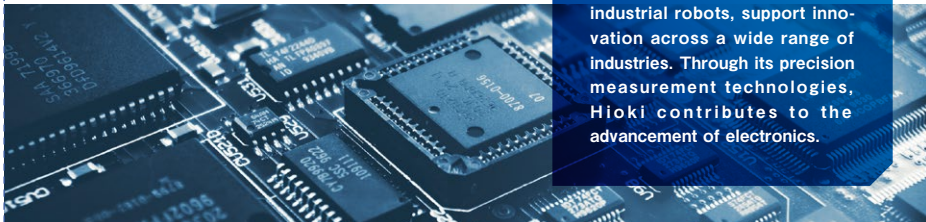
Hioki's core markets built on measurement

Hioki has contributed to the advancement of research and development across a wide range of fields by applying the measurement technologies it has cultivated over many years. As society's needs continue to evolve, Hioki's market presence is expanding significantly.

Fostering the evolution of electronics

Components

Electronic components such as resistors and capacitors, as well as motors used in electric vehicles, HVAC systems, and industrial robots, support innovation across a wide range of industries. Through its precision measurement technologies, Hioki contributes to the advancement of electronics.



Enabling fast production tests at competitive quality standards

With modern smart devices integrating thousands of components, production lines must achieve near-flawless inspection at unprecedented speeds. Hioki's impedance analyzers empower manufacturers to maintain uncompromising quality while supporting the high-throughput testing essential for global competitiveness.



Impedance Analyzer IM3570

Ensuring resolute reliability and productivity of motors

In industries where motor performance directly influences safety, efficiency, and uptime, Hioki's testing systems deliver unmatched accuracy in evaluating core electrical characteristics. By providing early detection of potential faults and ensuring consistency across large-scale production, Hioki helps manufacturers achieve higher reliability standards and optimized productivity.



Partial Discharge Detector ST4200

The driving force of innovation Batteries

Batteries are essential, from smartphones and EVs to renewable energy storage. Hioki provides end-to-end measurement solutions across the entire lifecycle, from research and development to production and maintenance, ensuring safer, more dependable performance.



Accelerating next-generation battery development

As the global transition to EVs accelerates, next-generation batteries must deliver greater safety, efficiency, and longevity. Hioki's advanced measurement platforms enable researchers to precisely analyze battery materials at every stage of development, from powders and slurries to electrode sheets, supporting breakthroughs that reduce charging times, extend lifespan, and enhance overall energy performance.



Powder Impedance Measurement System

Supporting scalable production with accurate inspection

Battery manufacturing for applications such as solar power storage requires inspection equipment that delivers both speed and high accuracy. Hioki's high-precision inspection instruments, including industry-standard battery testers for mass production lines and insulation resistance testers that detect potential defect factors, help ensure the safety and quality of batteries.



Precision Battery Tester BT6075

Supporting safe, reliable, and cost efficient maintenance

Real-world battery reliability depends not only on production quality but also on ongoing maintenance. Hioki's battery testers deliver accurate diagnostics even in challenging field environments, minimizing noise interference to ensure precise assessment. This enables customers to perform informed maintenance that prolongs product life and reduces operating costs.



Battery Tester BT3554-50

Embracing the challenges of environmental change

Energy



As renewable energy, smart grids, and electrification accelerate worldwide, the energy landscape is undergoing a profound transformation. To support a stable, efficient, and highly reliable energy future, Hioki delivers an extensive portfolio of advanced measurement solutions that underpin next-generation power infrastructure.

Ensuring stable operation of solar power systems

As the world transitions toward a decarbonized society, demand for solar power continues to grow. With the rise of large-scale installations and the push for higher generation efficiency, solar systems are increasingly operating at elevated voltages. Hioki's field measurement instruments, such as the DC High Voltage Probe P2010 for safe high-voltage inspection and the High Voltage Insulation Tester IR5051 for pinpointing faulty panels, provide essential support for the maintenance and inspection of solar power generation systems.



Identifying power quality issues

Voltage dips, harmonics, and other power quality issues can cause equipment malfunction, system failures, and in severe cases, fires. Hioki's power quality analyzers detect, record, and analyze disturbances on power lines, enabling timely maintenance and inspection that safeguard the reliable and safe use of electricity in factories and homes.



Power Quality Analyzer PQ3198

Supporting advances in hydrogen production technology

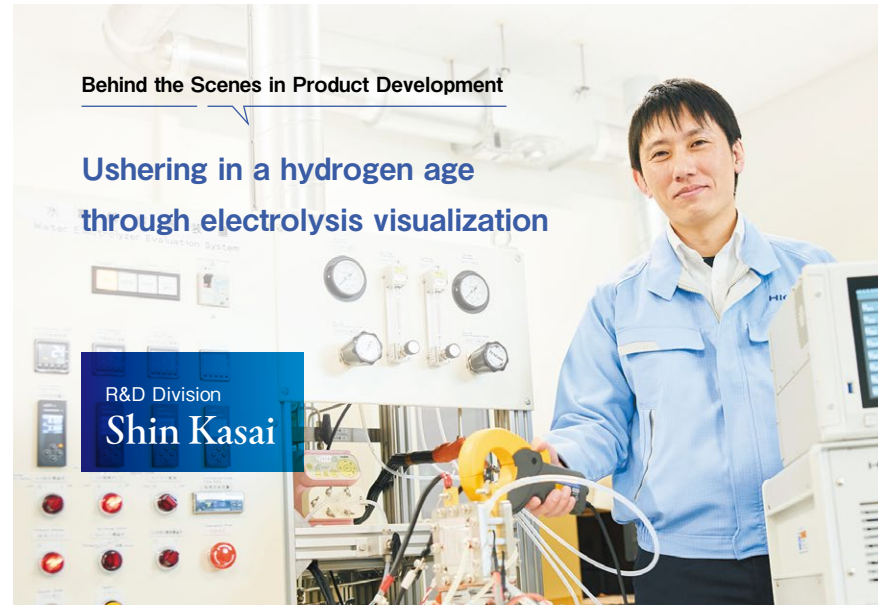
Hydrogen is gaining global attention as a carbon-free energy carrier, and improving the performance of electrolyzer cells, the core of water electrolysis, is essential for building a hydrogen-based society. Hioki's ALDAS system enables impedance measurement of large electrolyzer cells, a capability previously considered extremely difficult, contributing directly to the evolution of hydrogen production technologies.



ALDAS-Mini

Behind the Scenes in Product Development

Ushering in a hydrogen age through electrolysis visualization



R&D Division
Shin Kasai

In 2022, Hioki launched a four-member hydrogen-focused team through our in-house venture program, driven directly by customer insights. Although hydrogen is gaining prominence as a clean next-generation energy source, high production costs remain a major barrier to widespread adoption. Reducing these costs requires advances in water electrolysis technology, yet customers developing large electrolyzer systems lacked measurement tools capable of evaluating high-capacity cells. Their challenge ignited our engineering spirit to "make the impossible possible."

To meet this challenge, we integrated Hioki's long-standing expertise in impedance measurement with our advanced high-voltage and high-current technologies, resulting in the

creation of ALDAS. Starting with limited knowledge of hydrogen technology, our engineers conducted extensive independent research and frequently engaged customers directly, shaping development through real-world needs.

As ALDAS enabled visualization of performance in large-scale electrolysis systems, customers responded with strong enthusiasm and growing inquiries. In May 2024, the team was formally established as the Hydrogen Energy Solution Section. Guided by the vision of "Advancing the social implementation of hydrogen energy through electrical measurement solutions," we remain unwavering in our commitment to accelerating progress in the hydrogen field.

Resolving electrification issues

Mobility



The electrification of mobility, including automobiles, motorcycles, agricultural machinery, and marine vessels, is accelerating globally as industries pursue carbon neutrality. Hioki supports this transition by providing advanced measurement solutions that address the evolving challenges of mobility engineering and development.

Optimizing the performance of electric motors

Motors and inverters used in electric mobility undergo rigorous testing as manufacturers strive to improve efficiency and reliability. Hioki's high-accuracy power analyzers provide world-class precision in evaluating conversion efficiency, making them indispensable tools in motor and inverter development.



Power Analyzer PW8001



Power Analyzer PW4001



AC/DC Current Probe CT6834

Optimizing thermal management

As drive systems and batteries become more advanced, precise thermal management has become critical to ensuring safety and comfort. Hioki's multichannel data loggers record temperature, voltage, current, and vibration data with high accuracy and perfect synchronization, enabling engineers to gain a deep understanding of thermal characteristics and optimize cooling-system design.



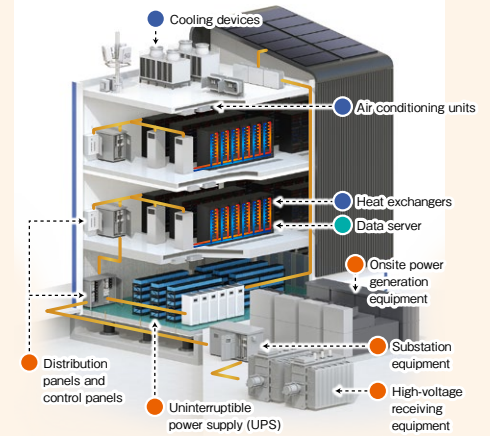
Memory HiLogger LR8450

Accurately measuring energy consumption

As regulations for EV energy efficiency become stricter, precise energy-consumption measurements are essential. Hioki's high-accuracy clamp-type current sensors and power analyzers offer the measurement fidelity required to meet evolving standards in EV development.

Hioki solutions that support data centers

Driven by global cloud expansion and rapid advances in AI, data-center construction is increasing at unprecedented speed. However, this growth has also intensified the need for efficient energy management. Hioki supports the uninterrupted, high-reliability operation of data centers, where downtime is not an option, through measurement technologies that enhance safety, reliability, and energy performance.



Power supply systems

Reliable delivery of massive electrical loads

High-voltage receiving equipment, onsite power generation equipment and substation equipment

Receiving power from the transmission grid, backup power supply during prolonged outages

Uninterruptible power supply

Emergency power supply

Distribution panels and control panels

Distributing power to facilities



Power Quality Analyzers
Ensuring power quality



Resistance Meters
Inspecting connections in receiving equipment (busbars)



AC/DC Clamp Meters
Measuring large AC/DC currents



Battery Testers
Monitoring battery condition (maintenance)



Battery Testers
Battery development evaluation and mass production testing



Memory HiCorders
Monitoring equipment operation

Cooling systems

Dissipating heat generated by operating data servers

Server equipment

Processing and storing massive amounts of data

Air conditioning units, cooling devices, and heat exchangers



Memory HiLoggers
Long-term recording of temperature and power fluctuations



Data Loggers

Data server



Battery Testers
Battery development evaluation and mass production testing



Impedance Analyzers
Electronic component development evaluation



Flying-probe Testers
Electronic component mass production testing



Power Analyzers
Recording and analyzing electrical power

Contributing to global technological development through the Group's unified management

Since establishing our first overseas base in 1998, Hioki has expanded product development and sales activities from a global perspective. Today, we operate sales offices in 11 countries and collaborate with distributors in more than 30 countries. Through this continued expansion, our overseas sales ratio has exceeded 60%.

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

EUROPE

Europe

Sales revenue: **¥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 revenue: **¥19.1 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 eVTOLs, humanoid robots, and data centers.

South Korea

HIOKI KOREA CO., LTD. (established in 2012)

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

Japan

Sales revenue: **¥14.7 billion**

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

Taiwan

HIOKI TAIWAN CO., LTD. (established in 2018)

- We are expanding our presence in Taiwan, home to many electronic component manufacturers.
- Focusing on the AI server market's growing demand for energy efficiency.

Southeast Asia

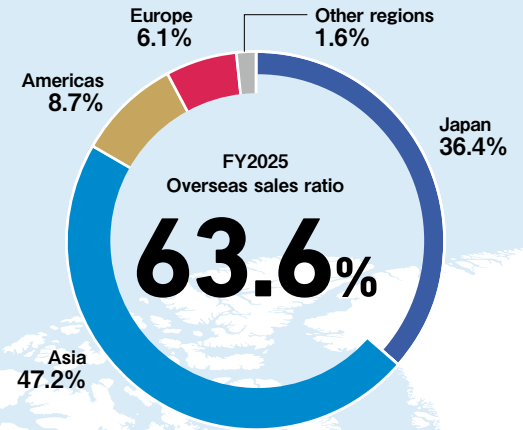
HIOKI SINGAPORE PTE. LTD. (established in 2010)

PT. HIOKI ELECTRIC INDONESIA (established in 2023)

HIOKI ELECTRIC (THAILAND) CO., LTD. (established in 2024)

HIOKI ELECTRIC VIETNAM COMPANY LIMITED (established in 2025)

- Strong market momentum in EVs and batteries is creating new opportunities for collaboration with leading customers, research institutions, and industry partners.
- Expansion in the data-center energy market is accelerating across new regions.
- We are also strengthening our presence in emerging markets such as infrastructure and electronic components.



JAPAN

AMERICAS

U.S.A.

Sales revenue: **¥3.5 billion**

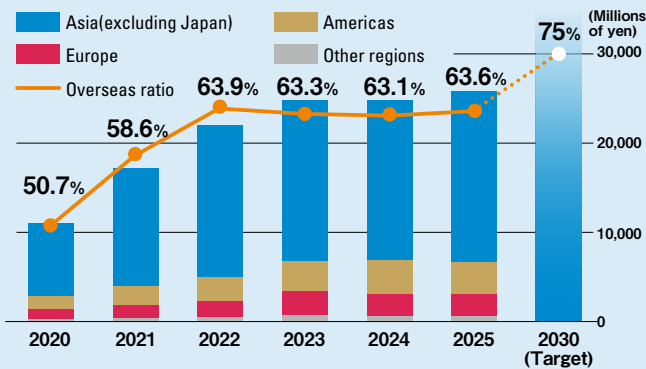
HIOKI USA CORPORATION (established in 1998)

- Growing demand in AI servers is increasing the need for highly efficient energy solutions.

Region-specific measurement initiatives across countries

Hioki works closely with local teams around the world to understand regional measurement needs in real time. These insights flow directly into product development, enabling us to deliver solutions optimized for each market's unique demands.

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 above 75%, Hioki executed three major organizational reforms. These initiatives strengthen our ability to detect and convert diverse global customer needs into new concepts and deepen our focus on developing core technologies as well as developing products. By advancing digital transformation, we can capture regional trends more accurately and accelerate the conversion of emerging needs into tangible solutions.

CHINA

Enabling high-precision strategy and investment through a new sales structure at Hioki Shanghai

Since establishing our first overseas development base in 2020, Hioki Shanghai has created an agile system for timely product development within the rapidly expanding Chinese market. Engineers conduct direct customer interviews, enabling planning and research to take place close to the market. On the sales side, a shift from regional to market-focused structures has deepened customer engagement and strengthened our ability to provide targeted solutions. With ongoing investments in growth markets, including batteries, EVs, renewable energy, humanoid robots, and data centers, and the full-scale adoption of CRM, we are enhancing both our development and sales structures to deliver indispensable solutions for China.



SINGAPORE

Strengthening our presence in Southeast Asia and advancing toward a sustainable future

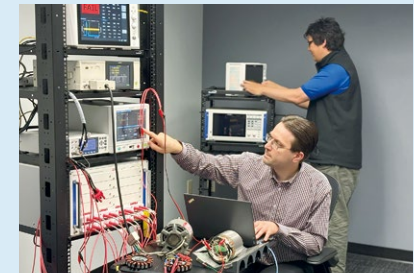
HIOKI Singapore entered a major growth phase in 2025 with the opening of a new office designed to enhance comfort and productivity. Between 2023 and 2025, our bases in Indonesia, Thailand, and Vietnam transitioned into independent subsidiaries, establishing strong local foundations. From 2026 onward, we will strengthen our integrated structure across Singapore, Malaysia, the Philippines, and Oceania. With a continued focus on renewable energy and emerging manufacturing industries, we aim to grow alongside customers and contribute to a sustainable future across the Asia-Pacific region.



AMERICAS

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

North America presents highly diverse industrial needs: automotive manufacturing around the Great Lakes, advanced technologies and EV-related industries along both coasts, and expanding demand for energy-related maintenance nationwide. Meanwhile, Central and South America remain centered on long-established infrastructure maintenance markets. To respond effectively, Hioki has built region-specific sales structures. While distributors support maintenance markets, our sales teams directly address complex technical challenges requiring deeper dialog. In 2025, we opened a Technical Center at our Michigan office, enabling closer communication with customers and expanding collaboration with leading companies across industries.



Customer-centric local operations delivering solutions that embody Hioki's indispensability

Hioki's strength lies in delivering solutions built on deep customer understanding. Supported by a network centered around our headquarters in Ueda, Nagano, we maintain close relationships with customers in every region, striving to be an indispensable partner in solving challenges and creating new value together.

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.



Innovation Center (research center)



Forest Hills Cafe



Hioki Lodge (employee dormitory)

Empowering employees to take initiative and grow in a lush, green environment

Hioki Forest Hills

Hioki Forest Hills brings together all functions, from development and production to sales and service, creating a collaborative environment that drives advanced measurement technology. The campus includes sports facilities and the Hioki Lodge employee residence, fostering a work-life environment where employees can thrive, grow, and lead initiatives to maximize their potential.

Fostering deeper co-creation with customers

Creative Collaboration Lab (Headquarters)

Yokohama Technical Center (East Japan SSH)

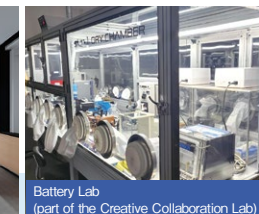
Nagoya Technical Center (Tokai SSH)

Osaka Technical Center (West Japan SSH)

To respond to rapid societal change and bring innovative measurement solutions to life, we established dedicated co-creation spaces. Our Technical Center features an open laboratory equipped with a range of measurement systems, while part of our research building serves as the Creative Collaboration Laboratory. These facilities enable us to work directly with customers to identify emerging needs and jointly develop tailored solutions.



Creative Collaboration Lab



Battery Lab (part of the Creative Collaboration Lab)



Yokohama Technical Center

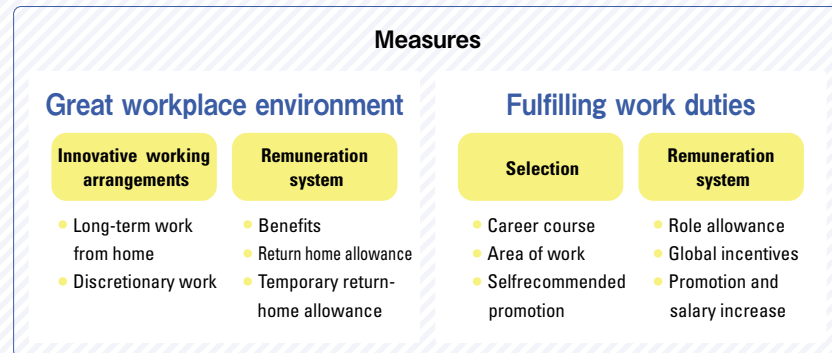


Respecting employees' personal purpose and fostering Hioki-style people development that drives Vision 2030

Since establishing our philosophy of Respect for Humanity and Contribution to Society in 1986, Hioki has consistently invested in people. Under Vision 2030, we are building a workplace where every employee can pursue self-realization through meaningful work. This approach centers on supporting each individual's purpose, what they aspire to do, achieve, and contribute, through opportunities within the company.

Launching the HI-Career System

At Hioki, we have long embraced people-centered management based on the belief that investing in human capital enhances our competitiveness. As part of this approach, we introduced the HI-Career System in FY2025 to support employees in further developing their strengths and to encourage them to take on new challenges. Through a range of initiatives, we aim to help individuals realize their personal purpose and enhance both the ease and fulfillment of work.



Becoming an organization indispensable to society by empowering all employees to act as autonomous solution creators

Training and self-development support

Hioki offers comprehensive training programs, from new-employee education to global and level-specific training, open and general lectures, and specialized developmental courses. We also support continuous self-driven growth through correspondence courses, certification subsidies, and language learning.



To cultivate next-generation leaders, we prioritize global and managerial talent development. Motivated employees are offered opportunities for selective training, overseas assignments, and higher roles early in their careers, enabling them to build the capabilities required for future leadership.

Helping employees embrace new challenges

Hioki promotes opportunities such as internal transfers, cross-functional projects, business creation initiatives, and venture programs.



In pursuit of Vision 2030, we are expanding pathways for employees to challenge themselves across departments and develop through diverse experiences.

Earning "Best Workplace" certification for the second consecutive year

Hioki earned "Best Workplace" certification for the second consecutive year under the D&I Award 2025, recognizing organizations that actively advance diversity and inclusion. We remain committed to building an environment where every individual can work comfortably and productively.



Pursuing sustainability that embodies “Respect for Humanity” and “Contribution to Society”

Guided by the Basic Policy on Sustainability (2022), Hioki has announced its Sustainability Declaration and is advancing initiatives in renewable energy, next-generation mobility, and local environmental stewardship. In May 2024, we joined the United Nations Global Compact, reinforcing our commitment to a sustainable future alongside global stakeholders.

Basic Sustainability Policy

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.”



▶ **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.

Hioki achieved investment-based carbon neutrality for Scope 1 and Scope 2 (market-based) emissions in FY2024, marking a significant milestone in our environmental efforts.

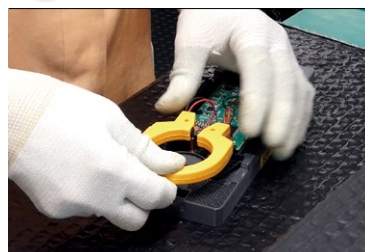


Pursuing decarbonization at Hioki Forest Hills

Since 1988, employees have planted approximately 93,000 trees at Hioki Forest Hills. Surrounded by this rich natural environment, we are advancing decarbonization through the transition to carbon-neutral gas, electrification of company vehicles, and studies toward a Net Zero Energy Building (ZEB). With on-site renewable energy and a lithium-ion storage system, we aim to supply over 40% of our headquarters’ electricity and significantly reduce emissions.



Starting the use of recycled plastics



Hioki has begun incorporating recycled materials into plastic molded components as part of our commitment to a circular economy. By 2030, we aim for half of our major plastic-using products to utilize recycled materials. In 2025, production of the Clamp Meter 3280 series, our top-selling product, began using molded parts with up to 20% recycled content, marking a major step toward greener manufacturing.

Procurement initiatives

Hioki's Basic Policy on Procurement and Green Procurement Guidelines ensure ethical, responsible sourcing. Since 2009, our procurement briefings have included sustainability seminars to deepen awareness among suppliers. Through strengthened partnerships, we aim to build a more sustainable supply chain.



Greening initiatives



Since 1995, Hioki has collaborated with local communities on greening initiatives through the Local Afforestation Program. Under the Forest Foster Parent Agreement in the "Nigiyaka Forest Project," we continue planting saplings, reaching approximately 90,800 by 2025. We view forests as vital assets connecting ecosystems with society and remain committed to harmonious coexistence with nature.

Hioki Festival

Held since 2000, the Hioki Festival strengthens connections with the local community. Employees serve as hosts, planning and managing diverse events for visitors. In 2025, Hioki's 90th anniversary, employees and residents shared messages about their hopes for the festival's future, displayed in countdown posters leading up to the event.



Watch the video here

Official YouTube Channel – Hioki E.E. Corporation

Establishing the Quality Collaboration Center



To improve component quality and strengthen technical capabilities across the supply chain, we established the Quality Collaboration Center, equipped with advanced tools such as a 3D X-ray CT analysis system. By collaborating closely with suppliers, from new-product development to mass-production troubleshooting, we aim to deliver more reliable, higher-quality products. The center will also host training programs to support shared growth with our partners.

Scholarships for science and engineering students

Established in 1989 as a public trust, the Forest Hills Scholarship Fund supported students pursuing science and engineering degrees, who were from Ueda or Sakaki. After the creation of the Hioki Scholarship and Greening Foundation in 2005, eligibility expanded to include graduate and undergraduate students across Nagano Prefecture. Through these programs, we nurture the next generation of engineers and researchers.



Overseas group company initiatives



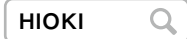
Hioki's global subsidiaries actively engage in community initiatives. Hioki Taiwan contributes to the "Old Shoes Save Lives" program, while Hioki Shanghai participates in projects that recycle plastic bottles into school uniforms for children in developing regions. As a unified group, we will continue advancing activities that support a more sustainable society.

HIOKI

HIOKI E. E. CORPORATION

[Headquarters] 81 Koizumi, Ueda, Nagano 386-1192 Japan
TEL: +81-268-28-0555 FAX: +81-268-28-0559

Please visit Hioki's official website for the latest information and product details



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