



DISCLAIMER: This English document is translated using a machine translation. This document is a translation of the original Japanese version and provided for reference purposes only. In the event of any discrepancy between the Japanese original and this English translation, the Japanese original shall prevail.

August 7, 2026

To Whom It May Concern

Company name: HIOKI E. E. CORPORATION
Name of representative: Takahiro Okazawa, President
(Securities code: 6866; Tokyo Stock Exchange Prime Market)
Inquiries: Takehisa Obara, Director of Corporate
Planning Department
(Telephone: +81-268-28-0555)

Notice Regarding Organizational Changes and Personnel Transfers

At the Board of Directors meeting held on August 7, 2026, our company resolved to implement the following organizational changes and personnel transfers as described below.

Details

1. Organizational Changes (Effective October 1, 2026)

To realize Vision 2030 and achieve our medium-term management plan, our company has set forth the following growth strategies: "Product development that adds to Hioki's essentiality," "Market-oriented business development," and "Achievement of carbon neutrality."

Until now, the technology development division has worked to improve technological capabilities, while the marketing division has focused on identifying latent customer needs and deploying them into products. In order to provide necessary products and information more timely and quickly in response to changing customer and market needs, we will further strengthen collaboration from market and customer understanding to product planning, development and design, and market launch. To this end, we will reorganize our research and development, product management, and product marketing functions by market and product, and establish the "Power Electronics Business Division" and the "Components Business Division." The Power Electronics Business Division will provide value mainly to the mobility and energy markets through data acquisition (DAQ), power

meters, current sensors, etc., while the Components Business Division will provide value mainly to the component and battery markets through LCR meters, resistance meters, battery testers, etc. By having both business divisions take integrated responsibility for market strategy, product/solution strategy, and technology/development strategy, we will accelerate decision-making to maximize customer value in the four key markets we focus on. In addition, within the Power Electronics Business Division, we will establish the Power Electronics Product Development Department and the Power Electronics Marketing Department, and within the Components Business Division, we will establish the Components Product Development Department and the Components Marketing Department.

Furthermore, to strengthen product competitiveness and the growth foundation in the maintenance market, including critical infrastructure, we will establish the "Maintenance Development Department." At the same time, we will establish the "Intelligence Solutions Venture", which will be responsible for creating new customer value and businesses through the utilization of equipment and operational data, and will promote the exploration, hypothesis testing, and commercialization of customer issues in new business areas such as predictive maintenance.

Additionally, anticipating an era of maximizing the use of AI, we will reorganize the current Application Software Development Section into the "Application Design Department." In an era where much of the software development process is replaced by AI, this department will work closely with related divisions as an organization that designs solutions together with customers from a position closer to the market and customers, promoting the indispensability of our products and enhancing customer value.

The production functions of the reorganized organizations will continue to be handled by the Manufacturing Division, and the sales functions by the Global Sales Division. Each organization will collaborate with related departments to achieve business growth in the four key markets through their respective products and to create new customer value and businesses in the surrounding areas.

The Test System Department will maintain its current functions and roles of integrated planning, development, production, and sales of automatic test equipment even after this organizational restructuring. In addition, to more clearly indicate the products and business areas under its jurisdiction, the department will be renamed to "Semiconductor & Circuit Test Systems Department."

The Metrology Laboratory will also maintain its current functions and roles after this organizational restructuring. To more clearly indicate its development functions, the organization will be renamed to "Advanced Development Department."

The Legal and IP Department will be renamed to "Legal Department" to clearly indicate the policy of strengthening legal affairs to "protect and strengthen the business" while maximizing the use of intellectual property.

Furthermore, to build and operate a compliance system for the entire group and to strengthen risk management functions, we will establish a "Compliance Office."

2. Changes in Directors' Responsibilities (Effective October 1, 2026)

New Position Title	Name	Previous Position Title
President	Takahiro Okazawa	President and Director of Quality Assurance Management
Managing Director, Senior Managing Executive Officer, Chief Financial Officer	Yoshikazu Suyama	Managing Director, Senior Managing Executive Officer, Director of Administration Division and Manufacturing Management
Managing Director, Senior Managing Executive Officer, Chief Information Officer and Chief Quality Officer	Kunihisa Kubota	Managing Director, Senior Managing Executive Officer, Director of Research & Development Division, and Chief Information Officer
Managing Director, Managing Executive Officer, Chief Marketing Officer	Yasunao Takano	Managing Director, Managing Executive Officer, Director of Global Sales Division, and Director of European and American Market

3. Personnel Transfers (Effective October 1, 2026)

(1) Executive Officer Level Personnel

New Position Title	Name	Previous Position Title
Executive Officer, Director of Advanced Development Department	Koichi Yanagisawa	Executive Officer, Director of Technology Development and Manager of Metrology Laboratory, Research & Development Division
Executive Officer, Director of Power Electronics Business Division	Atsushi Kobayashi	Director of Global DX Planning Department and System Group Leader
Executive Officer, Director of Components Business Division	Chihiro Narusawa	President of HIOKI (Shanghai) MEASUREMENT TECHNOLOGIES CO., LTD.
Executive Officer, Director of Intelligence Solutions Venture	Kenneth Soh	Executive Officer, Director of Product & Marketing Division
Executive Officer, Director of Factory II, and Director of Semiconductor & Circuit Test System Department	Toshihiko Tsuchiya	Executive Officer, Director of Factory II
Executive Officer, Director of Manufacturing Division	Hisashi Shimizu	Manufacturing Division Director of Supply Chain Management Department
Executive Officer, Director of Quality Assurance Department	Yoshinori Furuhata	Managing Director of HIOKI EUROPE GmbH

Executive Officer, Director of Global Sales Division, Director of European and American Market, and Director of Domestic Sales	Tsutomu Mandai	Executive Officer, Director of Manufacturing Division
Executive Officer, Director of China Market, Global Sales Division, President of HIOKI (Shanghai) MEASUREMENT TECHNOLOGIES CO., LTD.	Keiji Sakai	HIOKI (Shanghai) MEASUREMENT TECHNOLOGIES CO., LTD. Director of R&D Department
Executive Officer, Director of Administration Division	Masayuki Yamabe	Executive Officer, Group Governance Promotion, Administration Division
Executive Officer, Director of Corporate Planning Department, Administration Division	Takehisa Obara	Administration Division Director of Corporate Planning Department
Fellow	Takayuki Terashima	Executive Officer, Director of Global Development and Manager of Source & Measure Unit, Research & Development Division
Fellow	Hajime Yoda	Executive Officer, Director of Product Development and Manager of Sensing & Storage Unit, Research & Development Division
President of HIOKI INDIA PRIVATE LIMITED	Manabu Watanabe	Executive Officer, Director of Domestic Sales, Global Sales Division

(2) Department Manager Level Personnel

New Position Title	Name	Previous Position Title
Director of Application Design Department	Masashi Sunohara	Research & Development Division Development Planning Department Manager of Application Software Development Section
Power Electronics Business Division Director of Power Electronics Product Development Department	Katsutoshi Nishijima	Research & Development Division Sensing & Storage Unit Sensing Block Leader
Power Electronics Business Division Director of Power Electronics Marketing Department	Hiroki Kobayashi	Product & Marketing Division Product Management Department Power and Sensor Senior Lead Specialist
Components Business Division Director of Components Product Development Department	Hideyuki Nagai	Research & Development Division Source & Measure Unit High Power Source Block Leader

Components Business Division Director of Components Marketing Department	Kousuke Izumi	Product & Marketing Division Senior Market Strategy Lead and Head of Component CoE
Director of Maintenance Development Department	Ryuta Saito	Research & Development Division Development Planning Department Manager of Back End Engineering Section
Manufacturing Division Director of Supply Chain Management Department	Koji Oda	President of HIOKI TAIWAN CO., LTD.
Global Sales Division Director of Marketing Communication Department	Anna Yong	Product & Marketing Division Director of Marketing Communication Department
Administration Division Director of Legal Department	Masahiko Takada	Administration Division Director of Legal and IP Department
Director of Global DX Planning Department, System Group Leader, and Network Group Leader	Ippei Funahara	Global DX Planning Department Network Group Leader
Compliance Office Manager	Naoki Nakayama	President of HIOKI MEA FZCO
Managing Director of HIOKI EUROPE GmbH	Tomohiko Iizuka	President of HIOKI INDIA PRIVATE LIMITED
President of HIOKI TAIWAN CO., LTD.	Hideto Kobayashi	Global Sales Division Global Sales Planning Department Senior Lead Specialist
President of HIOKI ELECTRIC (THAILAND) CO., LTD.	Wang Zhaocheng	Director of HIOKI ELECTRIC (THAILAND) CO., LTD.
President of HIOKI MEA FZCO	Anil Philip	Director of HIOKI MEA FZCO

End