



HIOKI
HIOKI E.E. CORPORATION

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HIOKI

CORPORATE PROFILE 2021



Vision 2030 Beyond Measure

Hioki is committed to pushing the boundaries of measurement as an industry front-runner, and to becoming a solution creator that works with customers worldwide to realize a sustainable society.



Message from the President

We will continue to advance value in the form of measurement solutions so that we can provide even greater value to customers while furthering the drive to realize a sustainable society.

Since Hioki's founding in 1935, we have developed, manufactured, sold, and serviced electrical measuring instruments in order to contribute to the development of both customers' businesses and society with electrical measurement solutions. Our philosophy is founded on two principles: Respect for Humanity and Contribution to Society. Going forward, we will continue to operate our businesses in a spirit of honesty and sincerity so that we can live up to those principles.

Hioki built Hioki Forest Hills in Ueda, Nagano Prefecture, and relocated its Head Office there in 1990. It's said that "business is people," and that's why Hioki located its campus in a rich, natural setting that would foster free thinking and the accumulation of wisdom and in doing so provide a foundation for products and services that make a contribution to society. Ahead of the move, all of Hioki's employees joined together to plant some 40 species of indigenous trees, and those seedlings grew into today's expansive forest. Hioki also opened its social welfare facilities, which accommodate events such as sports to cultivate sound body and mind, to members of the local community so that the site would facilitate the development of children with a promising future.

Hioki Forest Hills has evolved with the times to fuel growth in the company's businesses, adding the Solution Factory in 2006, the Health & Fitness Center in 2013, the Innovation Center in 2015, and Hioki Lodge No. 2 in 2017. Here at Forest Hills we continue to develop close relationships with customers as we refine a three-in-one approach that integrates manufacturing, sales, and service. Our proposal-based style of doing business seeks to resolve problems and issues together with customers. Thanks to the support of stakeholders over the years, we now operate 10 branches and two offices in Japan, as well as eight sales companies and three satellite offices in major countries worldwide, allowing us to supply products to a global customer base.

Today, we're in the midst of a revolution spurred by digital technology. We're also seeing a revolutionary shift from fossil fuels to renewable energy in the drive to realize a sustainable society. Our mission at Hioki is to contribute to society's peace of mind and development by promoting safe, effective use of energy through electrical measurement. The electrical measurement solutions that we provide underpin these revolutions. I look forward to your continued support and encouragement going forward.

Beyond Measure

Vision 2030 declares Hioki's intention to continue to advance measurement as one of the industry's leading companies and to become a solution creator that works with customers worldwide to realize a sustainable society. Going forward, all group employees will continue to provide value to customers in an effort to achieve that vision.

President
HIOKI E.E. Corporation *Takahiro Okazawa*

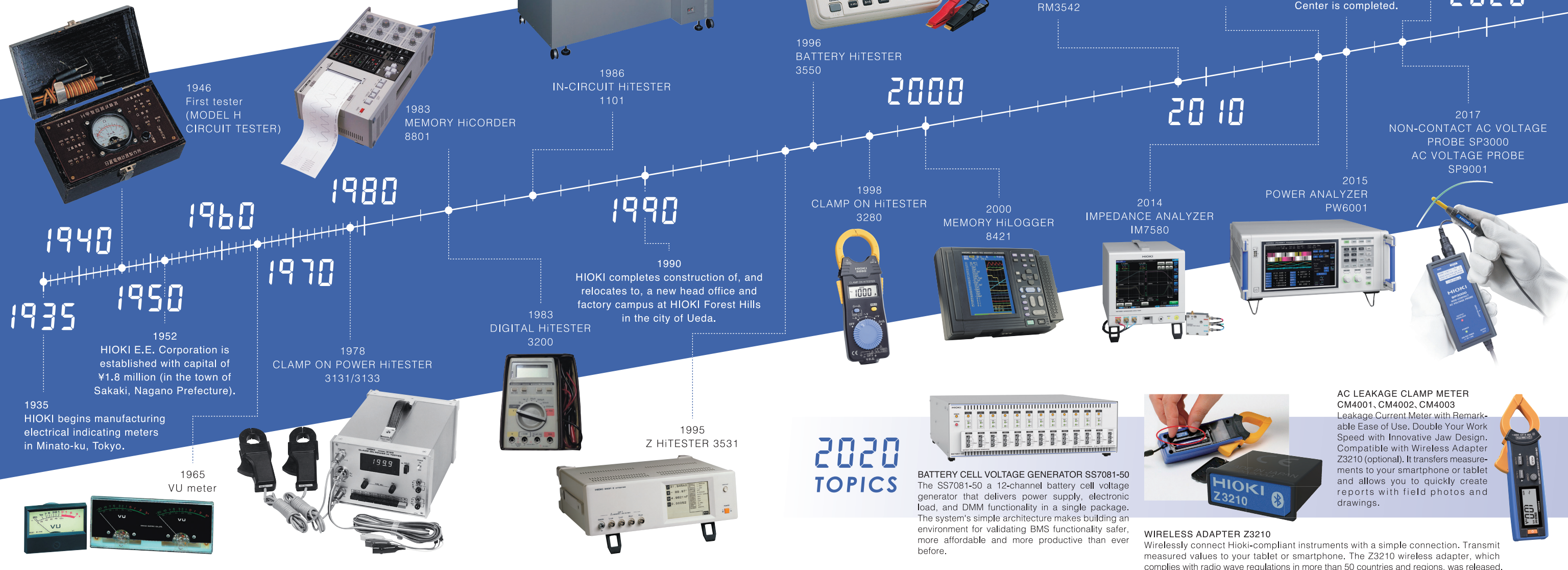


Hioki Forest Hills

Hioki Forest Hills is home to Hioki's Head Office, Solution Factory (a manufacturing facility), Innovation Center (a research facility), and Hioki Lodge (dormitory for single employees and training facility).

Over 80 Years of Legacy

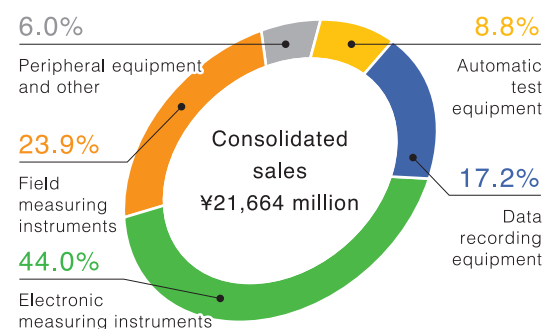
HIOKI has focused exclusively on electrical measuring instruments since its founding in 1935. We've dedicated ourselves to pursuing proprietary technologies and developing new products so that we can provide new value to customers through high-quality instruments. Even as the times have changed, that approach has remained constant.



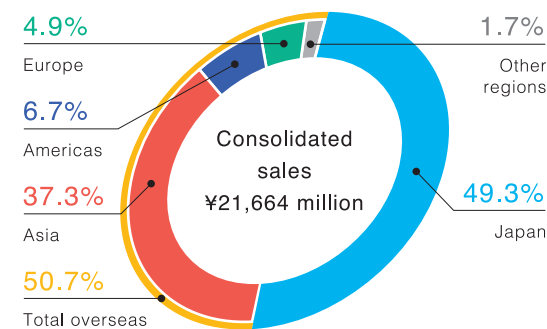
Corporate Profile (as of December 31, 2020)

Trade name	HIOKI E.E. CORPORATION
Founded	June 1935
Incorporated	January 1952
Listed market	First Section, Tokyo Stock Exchange
Trademark	HIOKI
Capital	¥3,299.46 million
Employees	980 (including all HIOKI Group companies) Development, manufacture, sale, and service of electrical measuring instruments
Businesses	81 Koizumi, Ueda, Nagano
Headquarters and plant	HIOKI FOREST PLAZA CORPORATION; HIOKI USA CORPORATION;
Group companies	HIOKI (Shanghai) SALES & TRADING CO., LTD.; HIOKI (Shanghai) Technology Development Co., LTD.; HIOKI SINGAPORE PTE. LTD.; HIOKI KOREA CO., LTD.; HIOKI INDIA PRIVATE LIMITED; HIOKI EUROPE GmbH; HIOKI TAIWAN CO., LTD.; PT. HIOKI ELECTRIC INSTRUMENT

Sales by product category (fiscal year ended December 2020)



Sales by geographic area (fiscal year ended December 2020)



Management (as of February 25, 2021)

President	Takahiro Okazawa	Standing Auditor	Shigehiro Takeuchi
Director	Yoshikazu Suyama	Standing Auditor	Masayuki Takaki
Director	Kunihisa Kubota	External Auditor	Naoki Ogawa
Director	Yasunao Takano	External Auditor	Akira Yuba
Outside Director	Shigeru Tanaka		
Outside Director	Sumio Ohtsuji		

A Manufacturer of Electrical Measuring Instruments Supporting the Development of Industry

Electrical measuring instruments, known as the “mother tools” of industry, play an essential role in research and development, manufacturing, maintenance, and service. They also continue to contribute to social progress, mirroring developments in technology as their designers anticipate the changing needs of the times.

Businesses

Supporting applications ranging from R&D to maintenance and service with four product groups

HIOKI offers four product groups: automatic test equipment, data recording equipment, electronic measuring instruments, and field measuring instruments. Collectively, these products are used in an extensive range of industries and fields, from research and development to facility and equipment maintenance and service.

Automatic test equipment

Testing of electronic circuit boards and boards with embedded active and passive devices

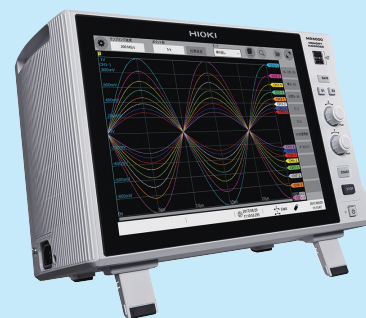
Quality control testing of electronic circuit boards used in smartphones, computers, and other high-tech products



Data recording equipment

Development of electrical devices and monitoring to detect equipment malfunctions

Analysis of electrical signal waveforms to verify that various devices and systems are being controlled properly



Electronic measuring instruments

Testing of electronic components and batteries, energy conservation, and evaluation of power supply quality

Evaluation of the efficiency of motors and inverters; evaluation of the frequency characteristics of coils and capacitors



Field measuring instruments

Electrical work and maintenance and inspection of electrical equipment

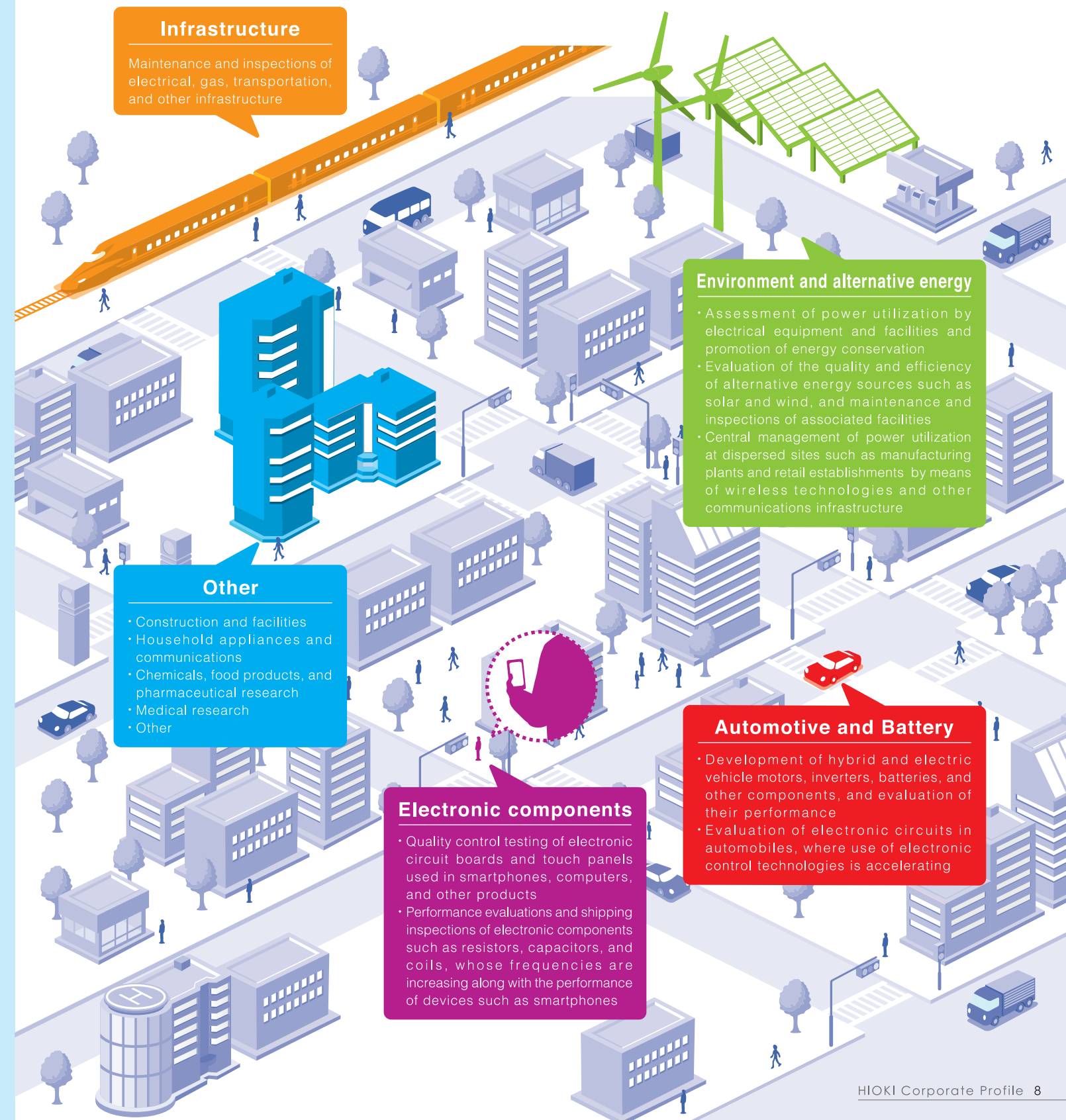
Measurement of voltage, current, and insulation resistance in order to maintain equipment at sites such as power receiving and distribution facilities



Applications

Our products are hard at work in a variety of fields to ensure safe, comfortable lifestyles

HIOKI products are used in an extensive array of industries and fields in applications such as electrical work and equipment maintenance and inspections, testing of electronic components used in smartphones and computers, development of electric vehicles, and maintenance and inspections of solar power equipment.





Technology,
Research, and Development

Creating Innovative Technologies

You won't find any walls in our Innovation Center, a spacious facility overlooking our headquarters' lush surroundings. It's designed to bring people, technologies, and information together in a setting where they can interact freely to create the innovative technologies of tomorrow.

The moment you see it, it looks right.
The moment you touch it, it feels right.
The moment you use it, you know it's right.

COGNITIVE DESIGN
The right design in every measure.

Before you know it, it feels like a
natural extension of your hand.
A trusted partner wherever you go.

Research and Development Structures

HIOKI's R&D departments create new products by balancing development of basic technologies needed for future products with design and development of the products demanded by the market today. We have a history of developing proprietary technologies and supplying revolutionary products that address customers' challenges based on them, including the world's first technology for no-metal-contact voltage measurement, high-precision current sensing technology, high-frequency measurement technology and laser measurement technology, and micron-level probing technology. To ensure our ability to appropriately forecast future market trends and plan the necessary technologies and products in response, all engineers emphasize communication with customers and work to create products from customers' perspective, not only for measurement functionality, but also for safety and overall design.

HIOKI Innovation Center “A platform to the future”

The HIOKI Innovation Center was created to serve as a platform to a future where people and information gather so that innovation can arise from natural interactions, giving rise to new value for customers.

The Center brings together HIOKI's engineers, about 300 strong, in a floor plan measuring 108 meters by 36 meters. This workplace, which is integrated seamlessly into its natural setting, also provides a range of laboratories and development facilities. Engineers leverage the expertise that has been brought together at the Center to embrace the challenge of developing innovative technologies for the future and pioneering a new generation of measurement solutions.

Design policy: “COGNITIVE”

Developing closer relationships with customers, prioritizing richness in terms of sensibility and time in design, and increasing product value: That's our “COGNITIVE” approach.

In the design process, HIOKI takes into full consideration the sense of excitement that customers feel when they interact with our products. Our goal is to create value for customers, by resolving customer issues, through product design.

2020 Good Design Awards



The Good Design Awards were founded more than 50 years ago to evaluate overall design and encourage excellence in its pursuit. Hioiki has received a total of 76 of the awards since 1985, including two Long Life Design Awards.

Highlight

Intellectual property strategy

Obtaining and maintaining rights to intellectual property is a key priority, and the fact that the Intellectual Property Office reports directly to the president and CEO reflects this approach. Our intellectual property strategy connects organically with our business and development strategies to form a strategic triad, and our domestic and international patent applications reflect intensive investments in core businesses in response to the judgment of management.



Japan Manual Awards 2020

LR8450 and LR8450-01 MEMORY HILOGGER Quick Start Manual was named Manual of the Year 2020 at the Japan Manual Awards 2020, which was hosted by the Japan Technical Communicators Association.





Manufacturing
and Quality Assurance

Pursuing Rock-solid Quality

HIOKI's commitment to unsurpassed quality is constant, regardless of how market requirements change over time. Our manufacturing departments are constantly evolving so that they can continue to deliver world-class quality.

Production system

We use an efficient small-lot, multi-model, variable-volume production system with the flexibility to accommodate fluctuations in demand so that we can deliver high-quality products to customers in a timely manner. More than just the sum of its parts, this system is augmented by a personal commitment on the part of each and every Hioiki manufacturing employee to serve customers by taking responsibility for, and pride in, quality. This commitment ensures that the products we manufacture meet customers' expectations.

Manufacturing capabilities

In order to ensure that we can produce the high-quality products our customers demand in the most economic manner possible and supply them in a stable manner, we strive to standardize production processes and manufacturing technologies through efficient, environmentally friendly manufacturing. Due to their nature, electrical measuring instruments are called upon to provide high quality and reliability. We strive to ensure high quality and precision while eliminating variability in our manufacturing operations, including by pursuing automation in a way that creates harmony between human workers and machines.

Quality assurance

HIOKI strives to improve product dependability by earning certification under applicable standards, thereby ensuring customers' ability to use our products with confidence and peace of mind over the long term.

We've earned JCSS certification (including MRA certification), an important qualification for instrument manufacturers, and we continue to improve our measurement technologies in order to better meet customer needs. We're also working to train employees at overseas sales subsidiaries in the same calibration skills as their Japanese counterparts.

Additionally, we extended the warranty coverage of about 300 more product models to three years in April 2018 thanks to improvements in performance made after the launch of those models. As a result, some 650 product models now enjoy three-year warranty coverage.

Industry certification

- 1993 HIOKI earns certification under the ISO 9001 international standard on quality management.
- 1997 HIOKI earns certification under the ISO 14001 international standard on environmental management.
- 2005 HIOKI earns certification as a JCSS calibration provider that meets the ISO/IEC 17025 standard.
- 2008 HIOKI becomes the first company in the measuring instrument industry to earn certification under the new JIS mark labeling program (for its insulation resistance testers).
- 2008 HIOKI begins supporting JCSS international MRAs.
- 2016 HIOKI integrates quality and environmental management to comply with the revised standard issued in 2015.

Highlights

Continuous skill improvement

The manufacturing department has developed a four-part training curriculum consisting of manufacturing awareness training, vocational skill training, official certification acquisition, and participation in the National Skills Competition. Curriculum development and training are overseen by a specialist who was named in 2010 as a Shinshu Expert Craftsmen, an award bestowed by the governor of Nagano Prefecture in recognition of exceptional vocational skill. In this way, employees with proven skills foster the development of younger colleagues.



After-sales service at overseas sales subsidiaries

To ensure customers' ability to use HIOKI products with peace of mind around the globe, our overseas sales subsidiaries operate after-sales service facilities. By offering comprehensive service in the form of repairs to address product issues, adjustment to correct for discrepancies in measured values over time, and calibration to confirm and determine the accuracy of measured values, we strive to minimize customer downtime.



Individual Employees in the Driver's Seat

Corporate growth is the foundation on which individual employees grow and achieve happiness. Based on our philosophy of "Respect for Humanity," we strive to foster the development of all personnel so that they can pursue dynamic professional and personal lives.

Educational and training programs

In order to deliver products and services of the highest quality to customers, it is essential to continuously enhance employees' skills. Programs such as new-hire training, individual training during employees' first two years at the company, and rank-specific training when employees are promoted serve to build not only specialized skills, but also sensibility, creativity, and general educational level with a focus on enhancement of individual ability. We also offer support for self-study by employees via an in-house e-learning website and as well as assistance for distance learning and English study to further globalization. In 2021, we launched a career training program in which participants examine their own workstyles and future lifestyles.

Programs and workplace environment

We strive to provide an organizational culture based on the HIOKI Philosophy's core tenet of "Respect for Humanity" so that employees can take pride and joy in work while embracing challenges in an active and autonomous manner. Providing a workplace environment in which employees can make the most of their skills with peace of mind while valuing time with their families is an essential part of ensuring the company's ability to grow on an ongoing basis. Many employees make use of childcare leave, nursing care leave, and "brain development" leave programs, the last of which offers employees one week of leave. In addition, we make continuous improvements to employee workspaces in order to create ideal environments that value efficiency and communication in a way that accommodates the specific tasks performed in each.

Creating an employee-friendly workplace environment



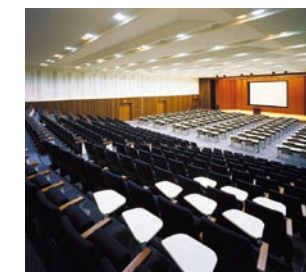
HioKI has earned Platinum Kurumin certification from the Minister of Health, Labour and Welfare in recognition of its exceptional support of parenting.



We've also earned the highest level of Eroboshi certification from the Minister of Health, Labour and Welfare in recognition of our initiatives to promote female participation.

Employee welfare facilities

HIOKI Forest Hills, where our headquarters is located, was created based on a vision of the ideal manufacturing plant in a park-like setting. Seedlings planted by HIOKI employees in 1988 have flourished, enveloping the area in rich greenery. The site incorporates a variety of recreational facilities that are open to local residents, and these are used for the pursuit of health and fitness, refreshment, sports practices, and other activities.



HIOKI Hall

The HIOKI Hall is used to host shareholder meetings, public lectures, concerts, and other events.



Japanese tea room

Our tea room is used to offer hospitality to international customers and to host recreational events (tea ceremonies) for employees.



HIOKI Lodge

HIOKI Lodge serves as a dormitory for single employees and as an overnight educational and training facility, in addition to providing accommodations for customers.



Athletic Center

HIOKI's Athletic Center includes training rooms, a studio, and an indoor baseball practice area, among other facilities. The studio is used to hold various sports-related classes.



Environmental
Protection and Community Service

A Corporate Citizen with Deep Local Roots

In addition to contributing to global society through electrical measuring instruments, we work actively to give back to society in terms of environmental protection, culture and education as a member of the local community.

Serving as a member of the local community

Based on our corporate philosophy of "Respect for Humanity" and "Contribution to Society," we help better society not only through our electrical measuring instruments, but also through active support of programs that further environmental conservation and regional culture and education as a member of the local community.

Local Afforestation program

Our overseas sales subsidiaries have been participating in tree-planting activities since 2014. To date, HIOKI employees have worked with local residents and student volunteers to plant trees and raise awareness of the need to protect the environment in Thailand, China, the U.S., Indonesia, and South Korea. In this way, a Local Afforestation program launched by HIOKI in 1995 has expanded to include tree-planting activities overseas.



Recitals and open talks

Every year, we hold a recital to coincide with the HIOKI festival featuring one or more noteworthy Japanese performers. Since 2006, we've also hosted open talks by guest lecturers from a variety of backgrounds in business and education. These events are enjoyed by local residents as well as employees.



HIOKI Festival

HIOKI employees have planned and hosted the HIOKI festival every year since 2000. On the day of the festival, all employees participate as hosts to welcome local residents.



Youth programs

HIOKI created the Ueda Minami League in 1991 as a means of encouraging the development of wholesome youth and deepening interactions with local residents.

Employees volunteer to provide instruction as team managers and coaches.



Scholarships for science and engineering students

HIOKI established the Forest Hills Scholarship Fund in 1989 to award scholarships to students enrolling in science and engineering faculties at four-year colleges as a way to help train engineers to underpin Japan's status as one of the world's most technologically advanced country while simultaneously contributing to the local community. Our goal is both to help train young engineers to serve as future leaders in Japan and to spark growth in regional cities.

*The HIOKI Scholarship and Greening Foundation took over this program in 2005 and continues to administer it today. Scholarships are available to undergraduate and graduate students from Nagano who attend science and engineering colleges and universities.



Highlight

Disaster recovery assistance*

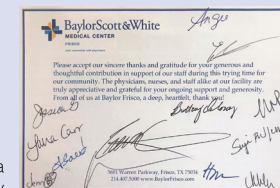
As a way to aid in recovery efforts in the aftermath of the Great East Japan Earthquake and more recent earthquakes in Kumamoto, HIOKI is offering free inspection service to customers whose HIOKI products were adversely affected by the disasters. In addition, we've donated electrical measuring instruments to technical high schools and similar institutions in disaster-affected areas and offered workshops on how to use those products as well as electrical measuring instruments in general since 2014.



Preventing the Spread of New Coronaviruses

Initiatives to prevent the spread of the COVID-19 pandemic During the mask shortage at the beginning of the pandemic, we donated 20,000 medical masks to nearby social welfare facilities, and our sales company in the U.S. donated masks to nearby medical facilities and volunteer organizations.

Photograph:
Letter of gratitude from a
medical facility



*Hioiki canceled various events during 2020 due to the pandemic.

HIOKI's Worldwide Sales and Service Network

A network with global reach

As we work to build a sales network with global reach and deepen partnerships with local distributorships, the focus is on sales subsidiaries in eight countries and the facilities they operate.



Network

Headquarters	81 Koizumi, Ueda, Nagano 386-1192 TEL 0268-28-0555 FAX 0268-28-0559 https://www.hioki.co.jp/
Tohoku Sales Branch	2nd floor, Saiki Center Building, 8-1 Rokuchonome Nishi-machi, Wakabayashi-ku, Sendai 984-0011 TEL 022-288-1931 FAX 022-288-1934
Nagano Sales Branch	81 Koizumi, Ueda, Nagano 386-1192 TEL 0268-28-0561 FAX 0268-28-0569
Kanazawa Sales Branch	1st floor, Assorti Kanazawa Hikoso, 1-2-1 Hikoso-machi, Kanazawa-shi, Ishikawa 920-0901 TEL 076-293-1838 FAX 0268-28-0569 (shared with the Nagano Sales Branch)
Kita-Kanto Sales Branch	2-23-24 Shibanakada, Kawaguchi, Saitama 333-0847 TEL 048-266-8161 FAX 048-269-3842
Greater Tokyo Sales Branch	13th floor, Akihabara Dai Building, 1-18-13 Sotokanda, Chiyoda-ku, Tokyo 101-0021 TEL 03-5256-2731 FAX 03-5256-2732
Yokohama Sales Branch	7th floor, Fuji Building, 2-7-4 Shin'yokohama, Kohoku-ku, Yokohama 222-0033 TEL 045-470-2400 FAX 045-470-2420
Atsugi Satellite Office	8th floor, Sun 25 Building, 3-13-8 Naka-cho, Atsugi, Kanagawa 243-0018 TEL 046-223-6211 FAX 046-223-6212
Shizuoka Sales Branch	5th floor, Hikari Building, 3-1-9 Nakada, Suruga-ku, Shizuoka 422-8041 TEL 054-280-2220 FAX 054-280-2221
Nagoya Sales Branch	24th floor, Nagoya International Center, 1-47-1 Nagono, Nakamura-ku, Nagoya 450-0001 TEL 052-462-8011 FAX 052-462-8083
Osaka Sales Branch	2nd floor, Esaka Building Esprit, 1-17-26 Esaka-cho, Suita-shi, Osaka 564-0063 TEL 06-6380-3000 FAX 06-6380-3010
Hiroshima Satellite Office	3rd floor, Nakasuji Ekimae Building, 3-28-13 Nakasuji, Asaminami-ku, Hiroshima 731-0122 TEL 082-879-2251 FAX 082-879-2253
Fukuoka Sales Branch	1st floor, Minami Building, 3-8-19 Kamimuta, Hakata-ku, Fukuoka 812-0006 TEL 092-482-3271 FAX 092-482-3275

Group companies

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