Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

May 14, 2026

Company name: Hibino Corporation
Representative: Teruhisa Hibino
Representative Director and President
(Securities code: 2469, TSE Standard Market)
Inquiries: Yasushi Ohzeki
Executive Officer in charge of hibino GMC Corporate Planning Group
(TEL: 03-3740-4391)

Hibino Group Formulates Mid-term Business Plan “Beyond 1000”

Hibino Corporation (Headquarters: Minato-ku, Tokyo; Representative Director and President: Teruhisa Hibino) has formulated a new Mid-term Business Plan “Beyond 1000” for the three-year period from FYE March 2027 to FYE March 2029. The details are as follows.

I. Philosophy System of the Hibino Group

The Philosophy System of the Hibino Group clearly states the views, direction we should follow, and values that serve as the basis for all corporate activities.

II. Review of the Previous Mid-term Business Plan “Vision 2025” (FYE March 2023–FYE March 2026)

Under Mid-term Business Plan “Vision 2025,” we engaged in efforts to achieve the Group Vision, “For a Global Hibino.” The plan set out two mid-term management policies: “Establish a management structure enabling sustainable growth” and “Establish sound management.” The core of our growth strategy comprised honeycomb-type management and innovation. We leveraged M&A to enter into new fields while also aiming to establish a virtuous cycle of reasonable profit, financial stability, and improvement of human capital.

During the period of this Mid-term Business Plan, we executed six M&A deals (involving 21 companies) to strengthen our domestic and international business foundations, and demonstrated the Group’s overall strength in major projects, including Expo 2025 and Nagasaki Stadium City. We expanded our business scale through a balance of autonomous growth and M&A, increasing net sales by ¥25,177 million compared to FYE March 2022. As for global expansion, through M&A in Australia and Singapore, we accelerated the development of our Sales and Installation Business in the Asia-Oceania region, achieving overseas sales of ¥12,033 million, representing 17.8% of total sales and a ¥6,807 million increase compared to FYE March 2022. As for new businesses, we entered the office furniture and office space sectors as well as the video production sector in an effort to expand our business portfolio. In terms of profit, profitability continued to improve, and we achieved our targets with record highs in operating profit, ordinary profit, and profit attributable to owners of the parent. Additionally, our equity ratio reached 31.6%, achieving our target of 30% and improving our financial soundness.

(Millions of yen)

	FYE March 2022 results	FYE March 2026 initial plan	FYE March 2026 results	Comparison between FYE March 2022 and FYE March 2026
Net sales	42,426	75,000	67,603	+25,177 (+59.3%)
Overseas sales ratio	12.3%	30.0%	17.8%	+5.5 pt
Operating profit	1,339	4,500	5,066	+3,726 (+278.1%)
Ordinary profit	1,921	4,500	5,062	+3,141 (+163.5%)
Profit attributable to owners of parent	1,074	2,700	3,054	+1,980 (+184.3%)

III. Overview of the New Mid-term Business Plan “Beyond 1000” (FYE March 2027–FYE March 2029)

1. Awareness of the Business Environment

The business environment surrounding the Group is becoming increasingly complex due to factors such as uncertainty regarding U.S. trade policy, intensifying international conflicts, heightened geopolitical risks, economic growth in the Asia-Oceania region, exchange rate fluctuations, rising prices, and progress in digitalization and AI utilization. At the same time, business opportunities for the Group are expanding, including stadium and arena development, urban redevelopment, progress on the Osaka IR project, major international events hosted in Japan, data center development, increased investment in the media and content sectors, growing interest in comfortable acoustic environments, and expectations for the experiential value offered by physical places.

2. Mid-term Management Policy

Achieving sustainable growth through Sound Management 2.0

We will achieve sustainable growth by establishing a robust management foundation based on a sound management cycle consisting of strengthening growth potential and profitability, financial stability, and employee well-being and human capital development.

3. Growth Strategy

Creating and innovating businesses by advancing honeycomb-type management

We will use M&A as part of our efforts to build a business portfolio resilient to changes in the external environment and create a collection of businesses offering number one and one-of-a-kind proprietary products, third-party products and services.

4. Key Management Issues

(1) Strengthen existing business domains

We will establish competitive advantages aimed at capturing a 30% market share and strive to become the industry leader. We will also strengthen our key development areas—system engineering, sales of video equipment, and architectural acoustics installation (noise control, etc.)—while expanding our e-commerce and online business centered on Hibino.com and reinforcing our business foundation in Osaka and the rest of the Kansai region.

(2) Expand new business domains

We will enter into new domains that extend beyond sound and visuals in an effort to strengthen our business portfolio. Additionally, to strengthen global expansion with a focus on the Asia-Oceania region, we will use M&A to expand our network of offices and promote mutual development in sales, technology, and commercial products through collaboration among our locations.

(3) Create value through Group collaboration

By strengthening our business development structure and collaborating with Azusa Sekkei Co., Ltd. and other external partners, we will expand our involvement from the planning and design stages in an effort to secure major projects, such as stadiums, arenas, urban redevelopment, the Osaka IR project, and the International Horticultural Expo 2027. We will also enhance our lineup of proprietary products, third-party products and services, strengthen the lifecycle management of AV and IT systems, and promote integrated proposals combining our strength in hardware and our technical expertise to further advance our total solutions for AV and IT.

(4) Promote business reform

Through innovation initiatives, we will promote proposals driven by front-line staff members and customers and strengthen the human resources and organizational capabilities required to drive business reform. We will also utilize AI and digital technologies to enhance the IT infrastructure that underpins business creation and operational reform.

(5) Deepen sustainability management

Based on the four categories of materiality—"Delivering sound and visual images around the world," "Contributing to a decarbonized society," "Building a healthy and rewarding work environment," and "Realizing a safe and secure society"—we will resolve social issues and achieve sustainable growth through our businesses.

5. Financial Targets

Net sales: ¥100.0 billion (overseas sales ratio of 30%)

Ordinary profit: ¥7.0 billion

Equity ratio: 35% or more, target of 40%

Numerical targets (Millions of yen)

	FYE March 2026 (results)	FYE March 2027 (forecast)	FYE March 2028 (plan)	FYE March 2029 (plan)	Comparison between FYE March 2026 and final year of plan
Net sales	67,603	75,000	85,000	100,000	+32,396 (+47.9%)
Sales and Installation Business	32,690	40,600	48,000	60,000	+27,309 (+83.5%)
Architectural Acoustics Installation Business	11,628	12,400	13,000	14,000	+2,371 (+20.4%)
Concert and Event Services Business	21,342	20,000	21,500	23,000	+1,657 (+7.8%)
Other Businesses (new businesses)	1,942	2,000	2,500	3,000	+1,057 (+54.5%)
Overseas sales ratio	17.8%	20.0%	25.0%	30.0%	+12.2 pt
Operating profit	5,066	4,600	5,600	7,200	+2,133 (+42.1%)
Ordinary profit	5,062	4,500	5,500	7,000	+1,937 (+38.3%)
Profit attributable to owners of parent	3,054	2,600	3,300	4,200	+1,145 (+37.5%)

For details about Mid-term Business Plan "Beyond 1000," please refer to the attached document.