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May 14, 2026

Company name:	Hibino Corporation
Representative:	Teruhisa Hibino Representative Director and President (Securities code: 2469, TSE Standard Market)
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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.

FYE March 2027–FYE March 2029 Mid-term Business Plan

Beyond 1000

May 14, 2026

Hibino Corporation

Securities code: 2469

01. Philosophy System of the Hibino Group

HIBINO

Philosophy System of the Hibino Group

Philosophy
Basic views on corporate management and spirit of foundation

Creation & Innovation

Purpose
Corporate mission and raison d'être

Creating Emotions Around the World with Sounds and Visuals

Vision
What we aim to be and management goals

For a Global Hibino

The Hibino Group engages in business in Asia, North America and Europe, leveraging its unique business model that combines sales, installation and services focused on sound and visual images, and aims to be one of the world's top AV & IT groups.

Value
Value and mental attitude

Hibino's 10 Creeds

- **Quality** is our top priority.
- **Safety First**. Zero accidents on-site and zero traffic accidents.
- **On-site Management** through bottom-up solutions.
- **Working Professionals** who are committed to high standards.
- Always be the **Forerunner** through pioneering products and services.
- Be the **Most-Trusted Group**, appreciated by our clients.
- Be the **One and Only** Hibino Group pursuing things that only we can create.
- Take on new challenges for large-scale business, aiming to be **No. 1 in the World**.
- Continuously evolving through **Innovation**.
- **Health management because** a healthy mind and body are the most important.

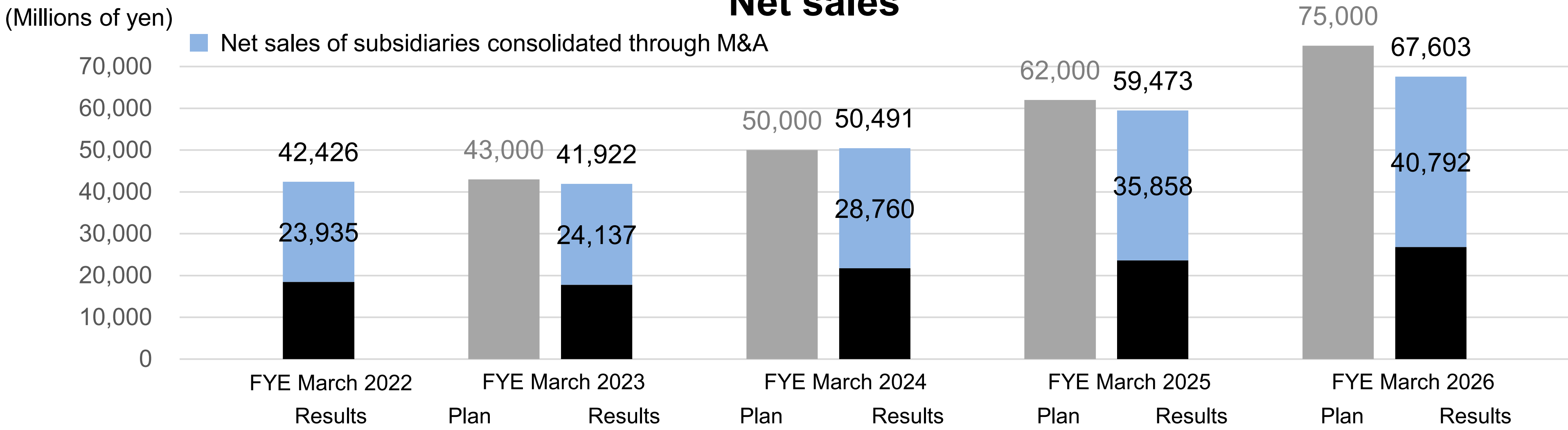
02. Review of the Previous Mid-term Business Plan “Vision 2025”

- Tracking Major Indicators
- Initiatives and Results for Key Management Issues

Tracking Major Indicators (1)

Expanded business scale through a balance of autonomous growth and M&A, substantially increasing overseas sales

Net sales



	FYE March 2022	FYE March 2023		FYE March 2024		FYE March 2025		FYE March 2026	
	Results	Plan	Results	Plan	Results	Plan	Results	Plan	Results
Overseas sales	5,226		6,597		7,355		8,116		12,033
Overseas sales ratio	12.3%	15.0%	15.7%	18.0%	14.6%	24.0%	13.6%	30.0%	17.8%

Key points

- Although we did not reach the target, net sales increased by ¥25.17 billion compared to FYE March 2022, including contributions from M&A.
  Achieved growth at a CAGR of 12.4% over four years, expanded business scale 1.6x
- Non-consolidated net sales increased to ¥26.15 billion (+¥7.78 billion from ¥18.37 billion, 1.4x)
- Overseas sales increased to ¥12.03 billion in FYE March 2026 (+¥6.80 billion from ¥5.22 billion in FYE March 2022).
  Although we did not achieve the target overseas sales ratio of 30%, we made steady progress on global expansion

M&A contribution to net sales

Number of M&A deals during the period
6 deals
(21 companies)
Domestic: 13 companies
Overseas: 8 companies

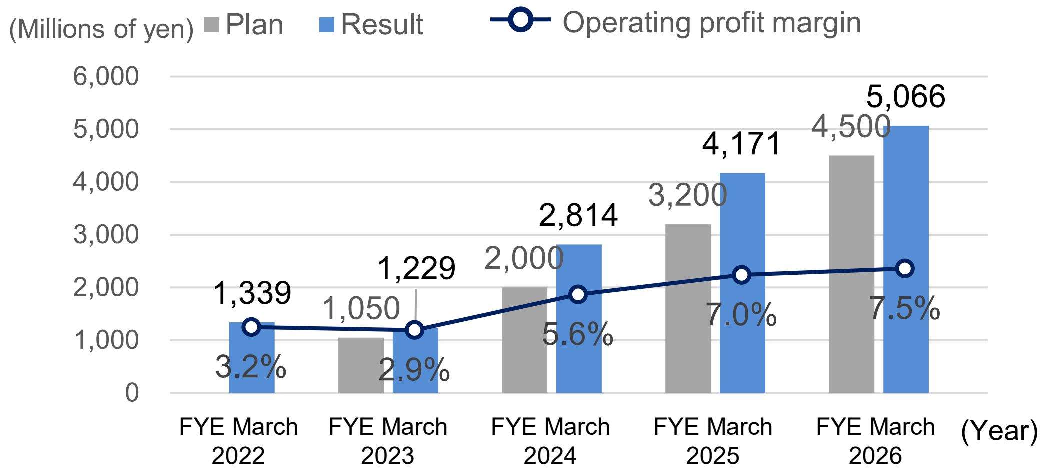
Net sales of subsidiaries consolidated through M&A
FYE March 2022 **¥23.93 billion** → FYE March 2026 **¥40.79 billion**
+¥16.85 billion, 1.7x

Share of net sales of subsidiaries consolidated through M&A
FYE March 2022 **56.4%** → FYE March 2026 **60.3%**
+3.9 pt

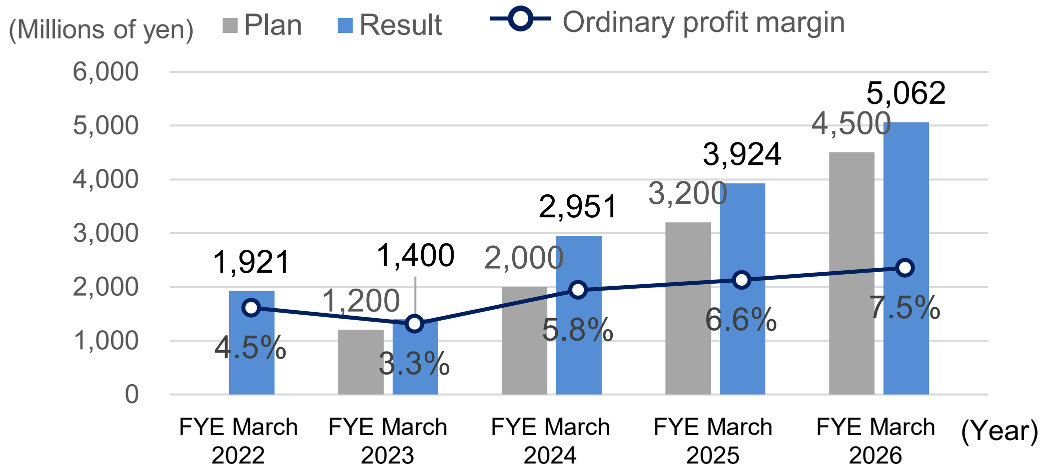
Tracking Major Indicators (2)

Improved profit margins, achieving targets and setting new record highs for each type of profit. Achieved business growth associated with improved profitability

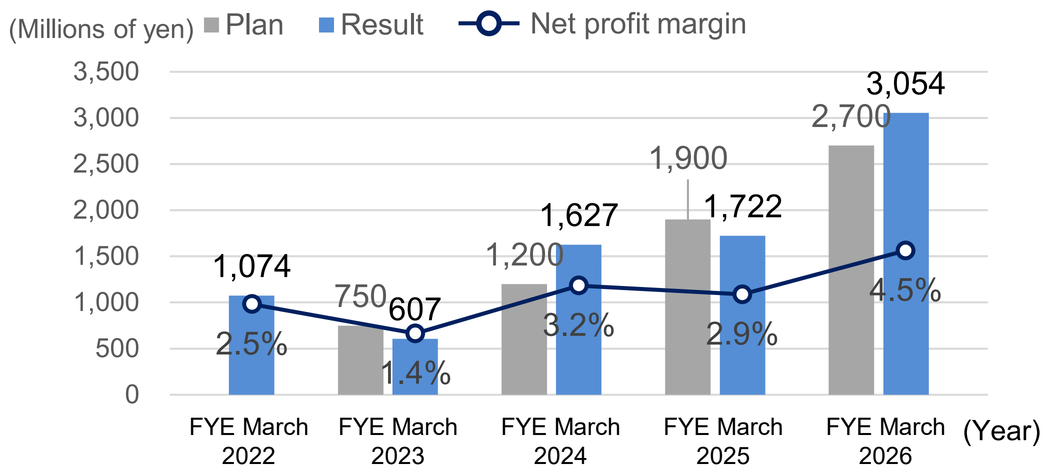
Operating profit



Ordinary profit



Profit attributable to owners of parent



	FYE March 2022	FYE March 2023	FYE March 2024	FYE March 2025	FYE March 2026
Equity ratio (results)	27.9%	24.7%	25.5%	25.9%	31.6%

Key points

- Operating profit and ordinary profit each exceeded the target of ¥4.5 billion by ¥0.56 billion, setting new record highs
- Profitability improved, with operating profit margin rising 4.3 points compared to FYE March 2022, and ordinary profit margin rising 3.0 points
- Profit attributable to owners of parent exceeded the plan with a new record high of ¥3.05 billion. Equity ratio increased to 31.6%, exceeding the target of 30%

HIBINO

Initiatives and Results for Key Management Issues

Group collaboration progressed, and we demonstrated the Group’s overall strength in major projects, including Expo 2025 and Nagasaki Stadium City
We also expanded into new businesses and the Asia-Oceania region over the 4 years

Key management issues/ priority measures	Qualitative effects	Quantitative effects
Transforming into a High-Profit Structure • Improve profitability of all sectors • Boost the Group’s overall strength • Capture special demand projects	• Leveraged the Group’s overall strength to boost our integrated order-receiving system • Acquired major projects, including Nagasaki Stadium City and Expo 2025 • Partnered with Azusa Sekkei Co., Ltd. to establish a system for participating from the early stages	See tables below
Creating Future Businesses • Launch and build new businesses • Boost global expansion	• Strengthened Sales and Installation Business foundation through M&A in Australia and Singapore • Entered the office furniture and office space sectors as well as video production sector to expand our business portfolio • Developed noise control and virtual production businesses	See tables below
Advancing DX • Advance business DX/business process DX	• Used AI/digital technologies to improve expressive capacity in video production and streamline production workflows • Strengthened IT infrastructure and promoted utilization of data within the Group	See table below
Advancing Sustainability Management • Advance SDG initiatives	• Promoted measures consistent with the four categories of materiality and 15 themes for action, disclosed progress on indicators and targets	* Disclosed details about indicators, targets, and results in the annual securities report

Profit margin in three major business segments	FYE March 2022	FYE March 2026	Change
Sales and Installation Business	0.8%	3.4%	+2.6 pt
Architectural Acoustics Installation Business	6.7%	8.8%	+2.1 pt
Concert and Event Services Business	11.9%	19.8%	+7.9 pt

Ordinary profit per capita baseline: Achieved in 12 of 21 sectors (FYE March 2026)

Overseas sales and overseas sales ratio	FYE March 2022	FYE March 2026	Change
Overseas sales	¥5.22 billion	¥12.03 billion	+¥6.80 billion
Overseas sales ratio	12.3%	17.8%	+5.5 pt

Net sales in new businesses	FYE March 2022	FYE March 2026	Change
Office furniture/office space	-	¥1.94 billion	+¥1.94 billion

Noteworthy progress on advancing DX	Results
Business DX	• Deployment at three virtual production locations • Engaged in AI-related external collaboration, established a new company
Business process DX	• Promoted generative AI utilization • Developed sales infrastructure • Prepared to migrate to new core systems

Under the next Mid-term Business Plan, we will further advance honeycomb-type management and accelerate our establishment of a business structure resilient to environmental changes

03. New Mid-term Business Plan “Beyond 1000”

- Awareness of the Business Environment
- Our Medium- and Long-Term Vision and Positioning of the New Mid-term Business Plan “Beyond 1000”
- Overview of Mid-term Business Plan “Beyond 1000”
- Numerical Targets
- Mid-term Management Policy
- Growth Strategy
- Key Management Issues
- Ideal Business Portfolio and Key Development Business Domains
- Sustainability
- Business Strategies

HIBINO

Awareness of the Business Environment

As the external environment grows increasingly uncertain and complex, new demand and growth domains are expanding, necessitating an accurate appraisal of the business environment in terms of both opportunities and risks

	Policy & international affairs	Economy & market	Society & values	Technology & innovation
Major changes in the external environment	• Uncertainty surrounding U.S. trade policy • Intensifying international conflicts, heightened geopolitical risks • Progress on stadium and arena development, urban redevelopment • Progress on major policy matters, including Osaka IR, attracting MICE, the International Horticultural Expo 2027	• Economic growth in Asia-Oceania region • Volatile foreign exchange markets, rising prices domestically and internationally • Increased investment in construction, facilities, advertising and publicity • Data center development, increased investment in media and content sectors	• Intensifying competition for human resources, sustained wage increases • Expectations for experiential value offered by physical places • Rising demand for safety, security, and comfort	• Progress in digitalization, advancement/integration of AV & IT systems • Utilization of AI, progress of generative AI • Progress of personalization
Opportunities	• Expanded demand associated with major policy-driven development and facility development • Expanded demand originating from international events	• Increased investment in AV & IT in Asia-Oceania region • More opportunities for projects for AV & IT, architectural acoustics, large-scale video services • Expanded demand for noise control, electromagnetic shielding, and storage for data centers	• Expanded demand for producing high value-added spaces and experiences • Expanded demand for noise control, acoustic environment development, and more advanced information transmission	• More business opportunities from leveraging collective capabilities to handle increasingly major/complex projects • Creation of new businesses using AI • Growth of e-commerce market
Risks	• Increasing instability in procurement/supply of goods due to supply chain disruptions • Fluctuations in demand due to delays/plan changes for major policy matters	• Declining demand and profitability for imported goods due to weak yen • Increasing cost of materials, labor, outsourcing	• Supply restrictions and declining quality of services due to labor shortages	• Declining competitiveness due to lack of digitally skilled personnel • Threats to business continuity and declining credibility due to system failures, information leaks, cyberattacks

Response policy

- Strengthening growth potential and profitability
- Financial stability
- Employee well-being and human capital development

HIBINO

Our Medium- and Long-Term Vision and Positioning of the New Mid-term Business Plan “Beyond 1000”

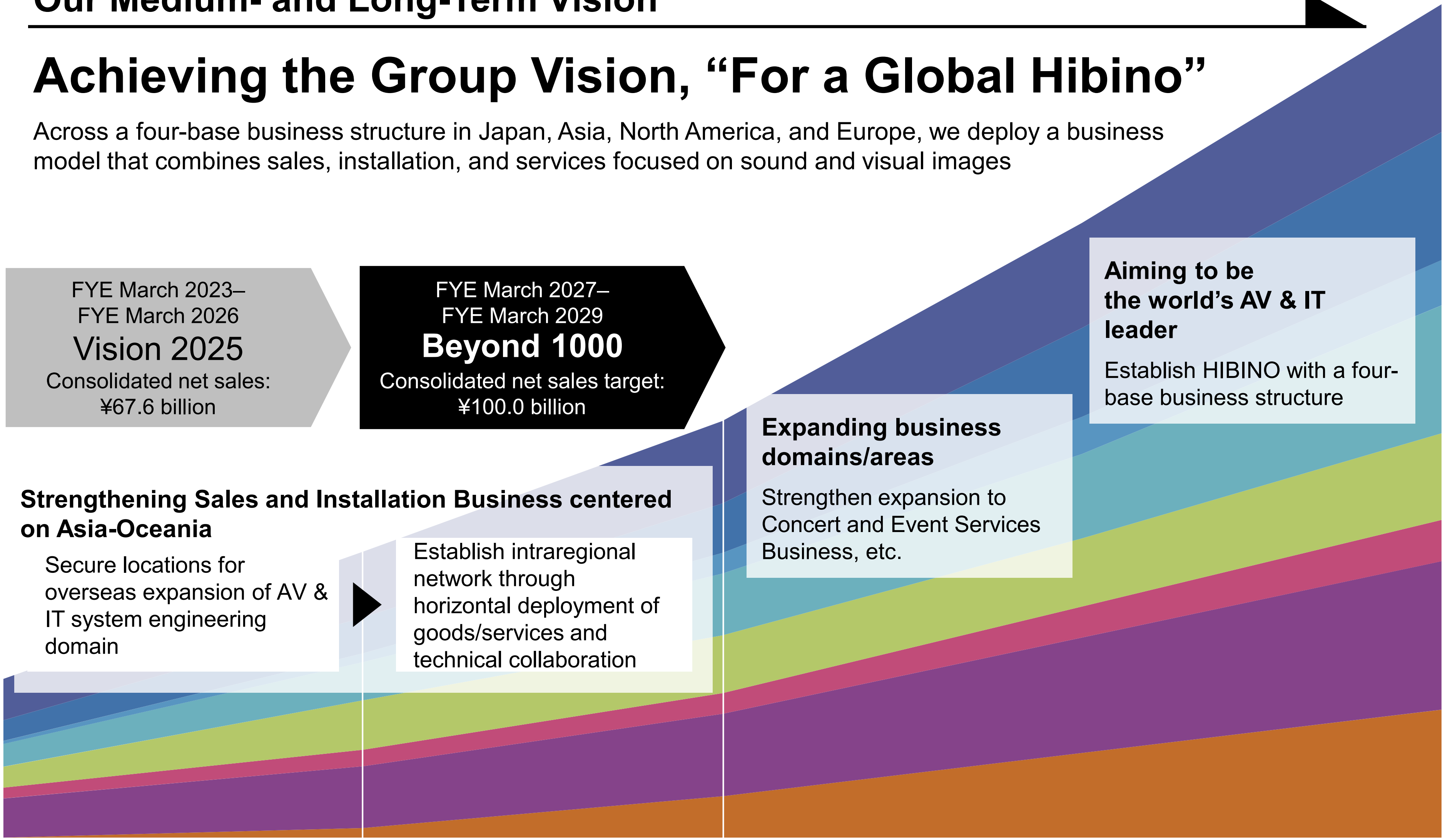
Our Medium- and Long-Term Vision

Achieving the Group Vision, “For a Global Hibino”

Across a four-base business structure in Japan, Asia, North America, and Europe, we deploy a business model that combines sales, installation, and services focused on sound and visual images

FYE March 2023–
FYE March 2026
Vision 2025
Consolidated net sales:
¥67.6 billion

FYE March 2027–
FYE March 2029
Beyond 1000
Consolidated net sales target:
¥100.0 billion



Strengthening Sales and Installation Business centered on Asia-Oceania

Secure locations for overseas expansion of AV & IT system engineering domain

Establish intraregional network through horizontal deployment of goods/services and technical collaboration

Expanding business domains/areas

Strengthen expansion to Concert and Event Services Business, etc.

Aiming to be the world’s AV & IT leader

Establish HIBINO with a four-base business structure

HIBINO

Overview of Mid-term Business Plan “Beyond 1000”

Beyond 1000
FYE March 2027–FYE March 2029

Financial targets: **Net sales: ¥100.0 billion (Overseas sales ratio: 30%)** | **Ordinary profit: ¥7.0 billion**

Mid-term management policy

Achieving sustainable growth through Sound Management 2.0

Achieve sustainable growth by establishing a robust management foundation based on a virtuous cycle consisting of strengthening growth potential and profitability, financial stability, and employee well-being and human capital development

Growth strategy

Creating and innovating businesses by advancing honeycomb-type management

Use M&A as part of our efforts to build a business portfolio resilient to changes in the external environment

Create a collection of businesses offering number one and one-of-a-kind proprietary products, third-party products and services

Key management issues

Strengthen existing business domains

(1) Strive to become the industry leader
(2) Expand key development areas

Expand new business domains

(1) Enter into new domains in an effort to strengthen our business portfolio
(2) Strengthen global expansion centered on Asia-Oceania

Create value through Group collaboration

(1) Acquire major projects by participating from the early stages
(2) Advance total AV & IT solutions

Promote business reform

(1) Promote innovation initiatives
(2) Utilize AI/digital technologies

Deepen sustainability management

(1) Resolve social issues and achieve sustainable growth through business

HIBINO

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%)
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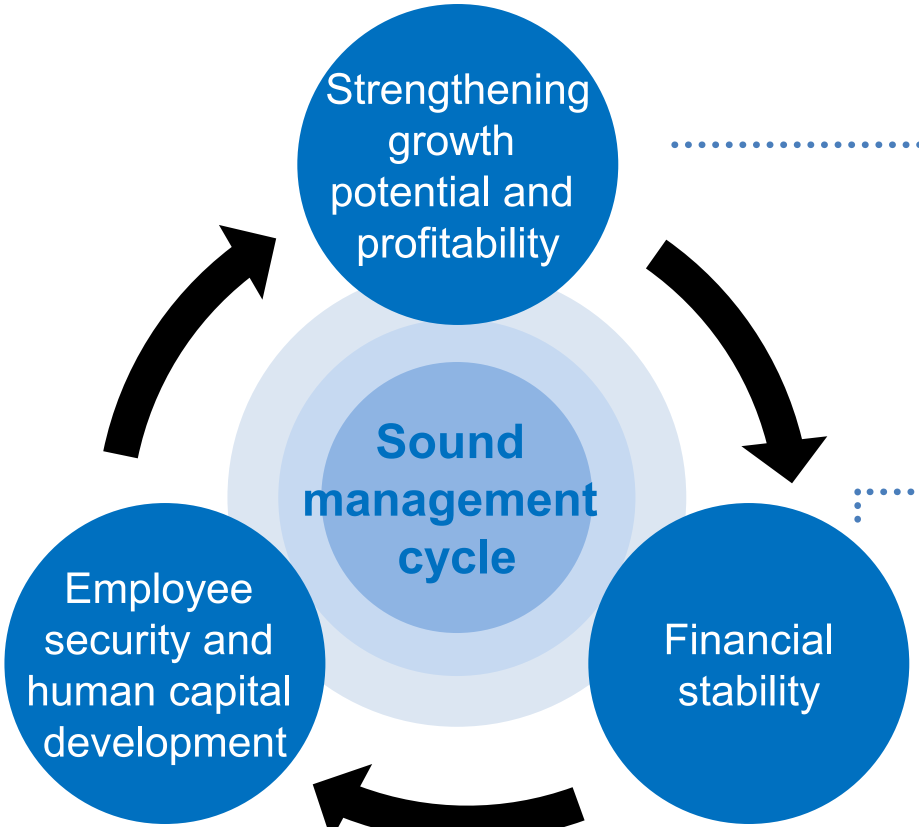
Other Businesses (new businesses)	1,942	2,000	2,500	3,000	+1,057	(+54.5%)
Overseas sales ratio	17.8%	20.0%	25.0%	30.0%	+12.2 pt	
Operating profit	5,066	4,600	5,600	7,200	+2,133	(+42.1%)
Operating profit margin	7.5%	6.1%	6.6%	7.2%	-0.3pt	
Ordinary profit	5,062	4,500	5,500	7,000	+1,937	(+38.3%)
Ordinary profit margin	7.5%	6.0%	6.5%	7.0%	-0.5pt	
Profit attributable to owners of parent	3,054	2,600	3,300	4,200	+1,145	(+37.5%)

Mid-term Management Policy

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

Achieving sustainable growth through Sound Management 2.0

Advancing management of each sector by focusing on ordinary profit per capita and incorporating pursuit of growth, profitability, and break-even points



Strengthening growth potential and profitability

We will strive to improve the profitability of each business, establish a business structure resilient to environmental changes, and maximize the Group’s overall strength.

Indicators
- Net sales growth rate
- Gross profit margin
- Ordinary profit per capita
- Margin of safety ratio *

* Margin of safety ratio (%) = (Net sales – Break-even sales) ÷ Net sales × 100

Financial stability

We will strive to balance growth investments with shareholder returns while maintaining a stable financial foundation.

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

Employee well-being and human capital development

We will promote human capital management to enhance our personnel system and measures to adapt to environmental changes with the aim of improving employee satisfaction and creating more comfortable work environments.

Indicator ● Employee engagement : 70% or more

HIBINO

Growth Strategy

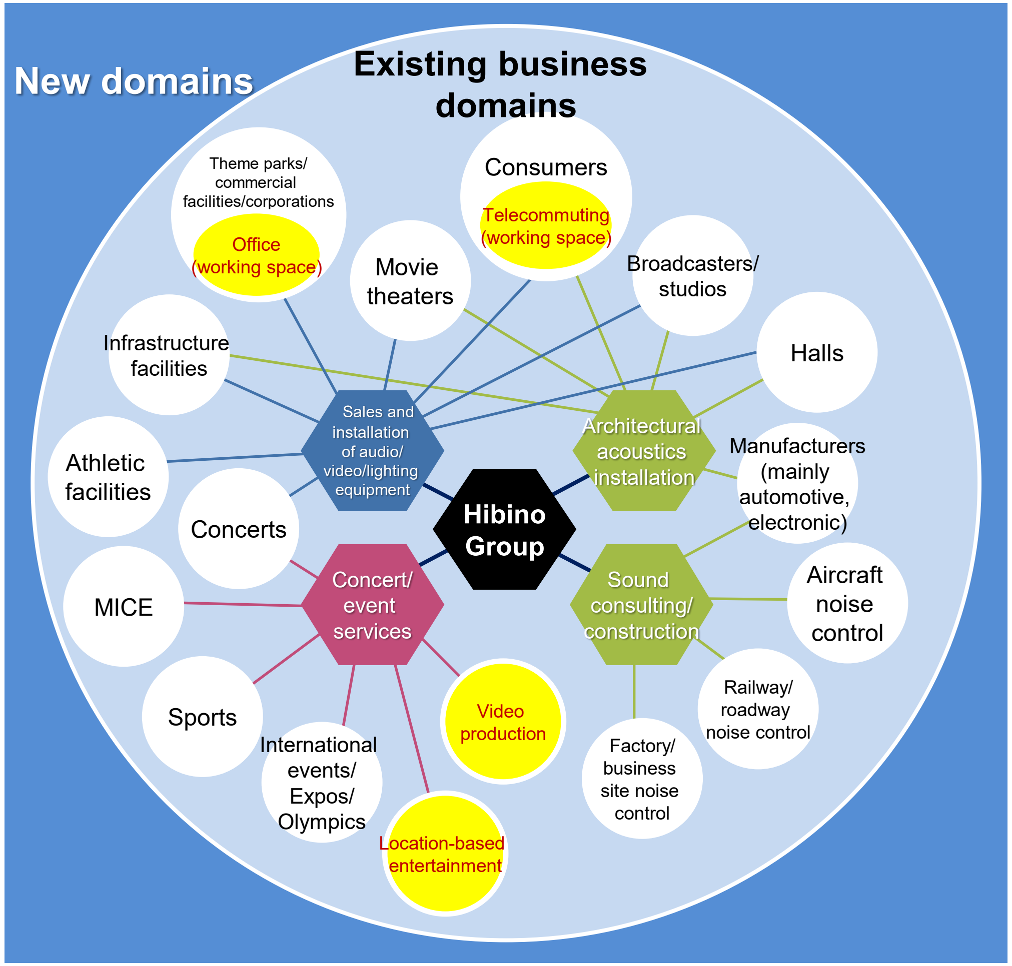
Use M&A as part of our efforts to build a business portfolio resilient to changes in the external environment

Create a collection of businesses offering number one and one-of-a-kind proprietary products, third-party products and services

Creating and innovating businesses by advancing honeycomb-type management

Hibino Group markets (as of FYE March 2026)

Red text ➡ Domains entered into since the COVID-19 pandemic (FYE March 2021)



Estimated impact of the pandemic on the market, and markets to strengthen

Market to strengthen

	Markets likely impacted	Markets likely not impacted	Markets not impacted
Sales and installation	● Theme parks ● Movie theaters ● Concerts ◆ Athletic facilities ● Hotels	● Commercial facilities ◆ Public facilities/schools ◆ Broadcasters/studios (streaming system strengthening) ● Halls ● Corporations	◆ Consumers ◆ Medical ◆ Corporations (storage)
		◆ Operations	◆ Maintenance
Architectural acoustics installation	● Movie theaters	● Manufacturers (automotive, electronic, etc.) ◆ Halls ◆ Broadcasters/studios ◆ Factory/business site noise ◆ Public facilities/schools	◆ Railway/roadway noise ◆ Aircraft noise ◆ Consumers
Concert and event services	● Concerts ● Academic conferences/exhibitions/corporate events ◆ Sports ◆ Location-based entertainment	◆ International events	◆ Video production ◆ Live-streamed events
Other		◆ Office	◆ Telecommuting
All businesses	➢ Entry into new markets		

Key Management Issues

01 Strengthen existing business domains

Priority measures

(1) Strive to become the industry leader

- Establish competitive advantages aimed at capturing a 30% market share

(2) Expand key development areas

- Strengthen sales of video equipment, system engineering, and architectural acoustics installation (noise control, etc.)
- Expand e-commerce and online business centered on Hibino.com
- Reinforce business foundation in Osaka and the rest of the Kansai region

02 Expand new business domains

(1) Enter into new domains in an effort to strengthen our business portfolio

- Promote M&A aimed at entry into business domains that extend beyond sound and visuals

(2) Strengthen global expansion centered on Asia-Oceania

- Use M&A to expand network of offices
- Promote mutual development in sales, technology, and commercial products through collaboration among locations

Key Management Issues

03 Create value through Group collaboration

Priority measures

(1) Acquire major projects by participating from the early stages

- Strengthen business development structure
- Collaborate with Azusa Sekkei Co., Ltd. and others to expand involvement from the planning and design stages

Priority projects

- Stadiums/arenas
- Urban redevelopment
- Osaka IR
- International Horticultural Expo 2027

(2) Advance total AV & IT solutions

- Enhance lineup of proprietary products, third-party products and services
- Strengthen lifecycle management of AV & IT systems
- Promote integrated proposals combining our strength in hardware and our technical expertise

04 Promote business reform

(1) Promote innovation initiatives

- Promote proposals driven by front-line staff members and customers
- Strengthen human resources and organizational capabilities required to drive business reform

(2) Utilize AI/digital technologies

- Enhance utilization toward business creation
- Enhance IT infrastructure that underpins operational reform

05 Deepen sustainability management

(1) Resolve social issues and achieve sustainable growth through business

- Promote measures consistent with the four categories of materiality and 15 themes for action, disclose progress on indicators and targets

HIBINO

Ideal Business Portfolio and Key Development Business Domains

Aim to establish new businesses while striving to become the industry leader in the seven existing business domains

Hibino Group’s business domains, and key development business domains in Beyond 1000

High-share business domains

01 Sales of audio equipment
From the professional sector to the equipment market, maintain and strengthen our leading position by leveraging our extensive product lineup and high level of trust

02 Audio services
Leverage extensive array of equipment, advanced operational technology, and responsiveness in the field to establish a solid foothold in the concert market and maintain high profitability

03 Video services
Leverage extensive array of equipment, advanced operational technology, and responsiveness in the field for everything from concerts to global events to maintain high profitability. Aim to evolve into a production company that combines our strength in hardware and our technical expertise

Key development business domains

05 Sales of video equipment
Achieve growth by maintaining a high level of trust and share in the LED display market, and expand our video systems and storage infrastructure

Expand our lineup and domains to strengthen business foundations

06 System engineering
The highest-priority business for overseas expansion, and the core of Group collaboration, providing total solutions combining audio, video, lighting, control, and networks

Strengthen installation system, enhance technological and solution-proposing capabilities

04 Architectural acoustics installation
Leverage our core technologies in sound and acoustics and responsible construction system that integrates planning, design, and construction to expand into the noise control field with a focus on architectural acoustics

Strengthen integrated proposals and manufacturing to accelerate growth

Architectural acoustics | Noise control measures

Business domains to be developed next

07 Sales/ services of lighting equipment
Expand product lineup, target markets, and service coverage to provide total solutions for lighting

08 New business
Aim to establish new businesses in new and peripheral domains

Strengthen sales of video equipment, system engineering, and architectural acoustics installation as key development business domains to accelerate growth

HIBINO

Ideal Business Portfolio and Key Development Business Domains
(1) Sales of video equipment, (2) System engineering

Add Photron Planning Inc. and Ascent Co., Ltd. as subsidiaries to expand the scale of our sales of video equipment and strengthen our system engineering structure in an effort to advance total AV & IT solutions

Key development business domain (1)

Sales of video equipment

Expand our lineup and domains to strengthen business foundations

Add Photron Planning Inc. as a subsidiary
(scheduled for July 2026)

A video systems integrator specializing in equipment and systems for broadcasters and post-production studios, providing services from design, building, and deployment to operational support and maintenance

Performance (FYE March 2025)

Net sales ¥4,982 million Operating profit ¥177 million

Points to strengthen

- Enhance lineup of video products
- Strengthen abilities to design, build, deploy, provide operational support for, and maintain video systems

Growth strategies

- Expand dealings and strengthen position in the broadcasting market
- Deploy technology cultivated in broadcasting/video production in stadiums/arenas, urban redevelopment, medical/education, etc.

Key development business domain (2)

System engineering

Strengthen installation system, enhance technological and solution-proposing capabilities

Added Ascent Co., Ltd. as a subsidiary (April 2026)

An engineering firm principally providing sports facilities with integrated services from system design and installation to post-deployment maintenance for large LED displays, audio systems and digital signage

Performance (FYE May 2025)

Net sales ¥2,363 million Operating profit ¥119 million

Points to strengthen

- Strengthen supply system to minimize lost opportunities and increase in-house production rate
- Acquire expertise on video systems and sports facilities
- Reinforce business foundation in Osaka and the rest of the Kansai area

Growth strategies

- Promote total solutions combining audio, video, lighting, control, and networks
- Acquire major projects, including stadiums/arenas, urban redevelopment, Osaka IR, etc.

Ideal Business Portfolio and Key Development Business Domains
(1) Sales of video equipment, (2) System engineering

Strengthen sales structure and expand participation from the early stages to promote acquisition of major projects
Provide support/maintenance services even after construction with the aim of generating long-term revenue throughout entire lifecycles

Efforts to acquire major projects

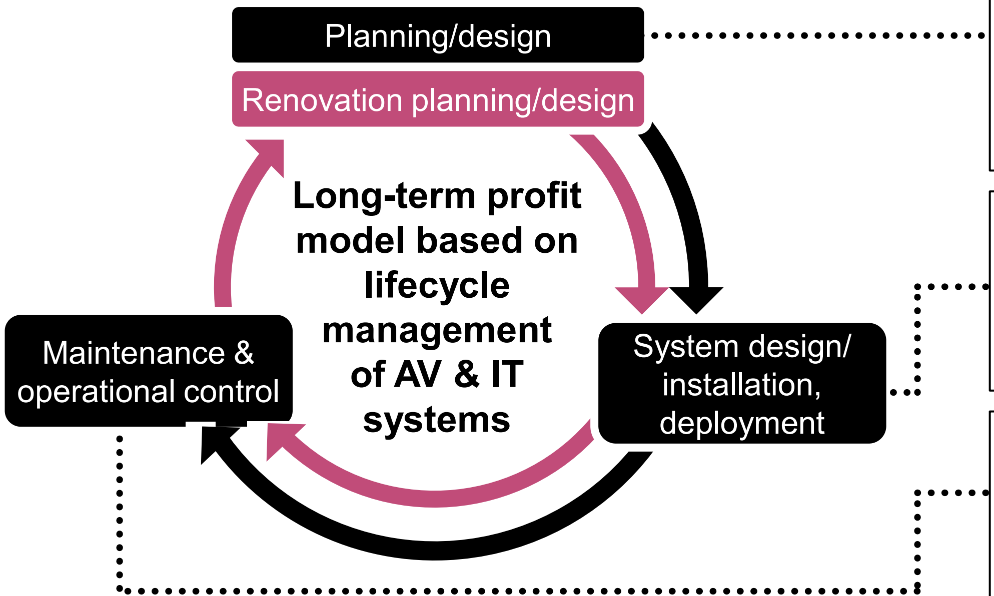
Strengthen business development structure
Establish a new sales division to find new customers and promote Group collaboration

Participate in projects from the early stages (planning/design)
Collaborate with Azusa Sekkei Co., Ltd. and others to establish a planning and design system based on integrated construction/AV & IT technologies

Integrated order-receiving
Use M&A to enhance abilities in sales of video equipment and system engineering to enhance our capacity to be a one-stop solutions provider

Provide high-quality AV & IT systems optimized for overall performance

Hibino Group’s total AV & IT solutions



Consulting
Provide AV & IT systems including operation and maintenance in scope, optimized to customer/market needs and facility characteristics

System engineering
Combine hardware engineering technology for audio, video, lighting, control, and networks with software development capabilities to provide optimal customer experiences with AV & IT systems through full lifecycle management

Managed service
Comprehensive post-deployment support for operational control, maintenance, and troubleshooting
Use longstanding relationships with customers to create demand for renovation

Ideal Business Portfolio and Key Development Business Domains
(3) Architectural acoustics installation

Key development business domain (3)

Architectural acoustics installation

Strengthen integrated proposals and manufacturing to accelerate growth

Add Sonora Technology Co., Ltd. as a subsidiary
(scheduled for May 2026)

A manufacturer specializing in modular anechoic chambers and anechoic boxes for acoustic measurement, evaluation, and development, and modular soundproof rooms for industrial noise control

Performance (FYE June 2025)

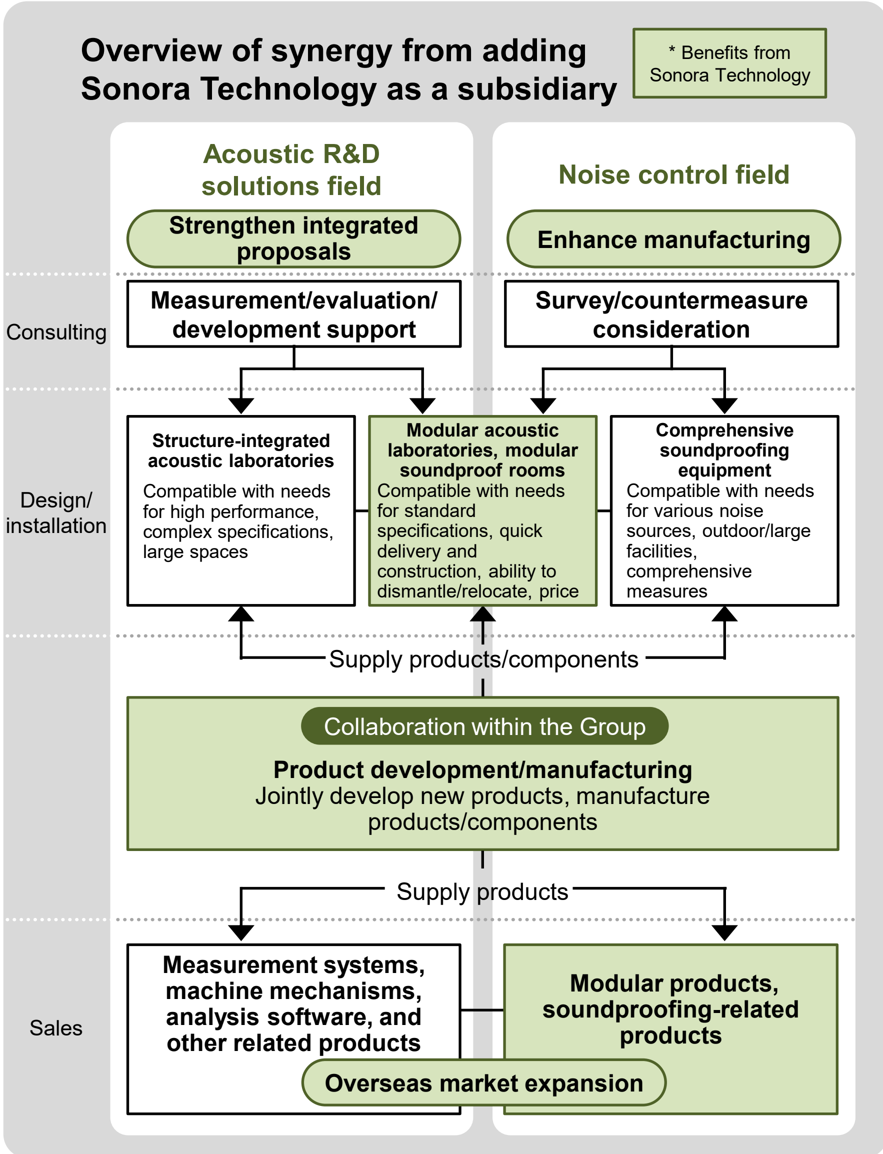
Net sales ¥746 million   Operating profit ¥118 million

Points to strengthen

- Acquire modular products to expand range of proposals
- Acquire product development capabilities (including modularization)
- Acquire overseas expansion foundation

Growth strategies

- Strengthen integrated proposals by combining consulting, laboratory design/construction, and sales of systems
- Promote development of new products and strengthen sales of products in the noise control field
- Overseas expansion with modular products and jointly developed products



HIBINO

Sustainability (1)

Materiality (1) Delivering sound and visual images around the world

Themes for action	Detailed approach	Indicators (KPIs)/Targets in Mid-term Business Plan "Beyond 1000" (FYE March 2029) (●: Quantitative, ➢: Qualitative)
Deliver sound and visual images to everyone	● Expand business domains, regions, and customer segments to expand provision of sound/visual images	● Consolidated net sales : ¥100.0 billion ● Overseas sales ratio : 30.0%
Create innovations related to sound and visual images	● Continue "I Project" Hibino innovation promotion initiative ● Use cutting-edge technology and co-creation with external partners to develop new proprietary products, third-party products and services	● Employee participation rate in "I Project" Hibino innovation promotion initiative : 20.0% ➢ Create innovative audio/video proprietary products, third-party products and services
Contribute to the development of the audio, video, and music industry	● Establish/maintain standing as a market leader ● Participate in industry group activities	● Overseas sales in Sales and Installation Business : ¥18.0 billion ● Net sales of noise control measures in Architectural Acoustics Installation Business : ¥5.0 billion ● Concert market net sales in Concert and Event Services Business : ¥9.0 billion
Contribute to community development using sound and visual images in partnership with the local community	● Promote co-creation with local communities and external partners ● Use sound/visual images to create bustle in town	➢ Achieve results in community development using sound/visual images
Communicate sound and visual image technology	● Pass down and develop technology within the Group	● Number of Hibino Academy students : 400 ➢ Implement standardization/training ➢ Create/utilize technology development locations
	● Conduct training/public education activities for outsiders	➢ Hold seminars/events for outsiders

Materiality (2) Contributing to a decarbonized society

Themes for action	Detailed approach	Indicators (KPIs)/Targets in Mid-term Business Plan "Beyond 1000" (FYE March 2029) (●: Quantitative, ➢: Qualitative)
Realize eco-concerts	● Develop/implement eco-concerts/events	➢ Realize eco-concerts/events
Advance waste reduction in business operations	● Reduce waste discharge ● Reuse waste	● Virtual production net sales : ¥0.64 billion ● Environmental training participation rate : 80.0%
Advance labor saving in business operations	● Reduce energy associated with transport ● Promote energy-saving ● Use renewable energy	● Virtual production net sales : ¥0.64 billion ● Environmental training participation rate : 80.0%

HIBINO

Sustainability (2)

Materiality (3) Building a healthy and rewarding work environment

Themes for action	Detailed approach	Indicators (KPIs)/Targets in Mid-term Business Plan “Beyond 1000” (FYE March 2029) (●: Quantitative, ➤: Qualitative)	
Create job satisfaction	● Create/maintain satisfying jobs ● Personnel system reform ● Capacity development	● Employee engagement	: 70.0%
Create a more comfortable work environment	● Promote diversity & inclusion ● Promote work-life balance and diverse working styles ● Support employees with childcare/elderly care responsibilities ● Enhance welfare	● D&I training participation rate	: 80.0%
		● Percentage of male employees taking childcare leave	: 80.0%
		● Employee shareholding association enrollment rate	: 20.0%
Promote health management	● Promote health management	● Certification as an Outstanding Organization of KENKO Investment for Health	: Maintain certification
Achieve a gender-free workplace	● Promote active participation by women ● Prevent sexual harassment	● Percentage of management positions held by women	: 15.0%
		● Percentage of female hires	: 40.0%

Materiality (4) Realizing a safe and secure society

Themes for action	Detailed approach	Indicators (KPIs)/Targets in Mid-term Business Plan “Beyond 1000” (FYE March 2029) (●: Quantitative, ➤: Qualitative)	
Improve community safety and security using sound and visual image technology	● Develop acoustic environments in local communities ● Promote universal design (conveying information equally to everyone) using sound/visual image technology ● Other initiatives for safety and security using sound and visual image technology	● Net sales of noise control measures	: ¥5.0 billion
Enhance health and safety measures	● Prevent accidents on-site ● Prevent traffic accidents	● Number of major accidents on-site	: 0
		● Traffic safety training participation rate by target employees	: 100.0%
Enhance disaster prevention and mitigation measures	● Enhance disaster prevention and mitigation measures	● Number of disaster prevention and mitigation training sessions	: 3

HIBINO

Business Strategy for Sales and Installation Business

Business strategy **Advance total AV & IT solutions and accelerate e-commerce and global expansion**

---Business environment---

Opportunities

- Progress of stadium/arena development, urban redevelopment, Osaka IR project, etc.
- Dynamic concert/event market
- Expansion of digital signage market, progress of digitalization at corporations and educational and medical facilities
- Growth of e-commerce market
- Increased investment in AV & IT in Asia-Oceania region

Risks

- Shortage of expert technicians/partner companies
- Exchange rate fluctuation, rising cost of procurement/installation
- Delays in accommodating cutting-edge technologies/customer needs

---Strengths of the business---

- Import products from 116 select brands from around the world, with a focus on audio equipment
- Brand strength of our high-quality, high-resolution LED display systems
- Technical, product procurement, customer service and support capabilities developed in the professional field
- Ability to leverage the Group’s overall strength to provide total solutions for audio, video, lighting, control, and networks

---Priority measures---

Acquire major projects by participating from the early stages

- Strengthen business development structure
- Collaborate with Azusa Sekkei Co., Ltd. and others to expand involvement from the planning and design stages
- Acquire projects for stadiums/arenas, urban redevelopment, Osaka IR

Advance total AV & IT solutions

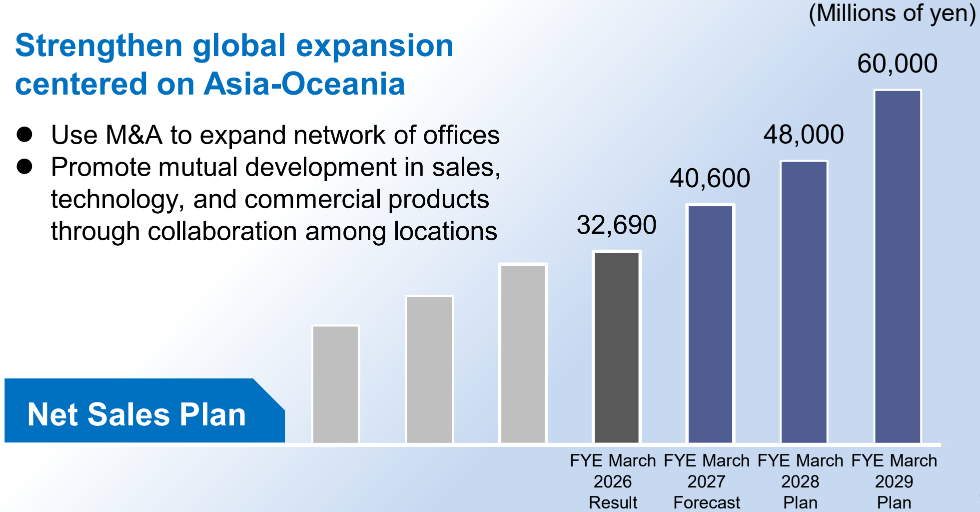
- Enhance lineup of proprietary products, third-party products and services
- Strengthen lifecycle management of AV & IT systems
- Promote integrated proposals combining our strength in hardware and our technical expertise

Expand e-commerce and online business centered on Hibino.com

- Develop original products, enhance new brands/categories
- Diversify sales models, including rental/reuse
- Establish the Hibino.com brand

Strengthen global expansion centered on Asia-Oceania

- Use M&A to expand network of offices
- Promote mutual development in sales, technology, and commercial products through collaboration among locations



HIBINO

Business Strategy for Architectural Acoustics Installation Business

Business strategy **Build on our leading position in the field of architectural acoustics as a springboard to accelerate growth in the field of noise control**

---Business environment---

Opportunities

- Progress of urban redevelopment
- Growth of content industry, advancement of production environment
- Expansion of investment in acoustic R&D in manufacturing and other sectors
- More construction and heightened environmental considerations for data centers
- Increasing importance of electromagnetic environment countermeasures underpinning information security/quality of communications

Risks

- Shortage of expert technicians/partner companies
- Increasing cost of materials, labor, outsourcing
- Changes in plans/delays in major projects

---Strengths of the business---

Ability to use core technologies related to sound and acoustics to expand into architectural acoustics, noise control measures, electromagnetic shielding, etc.

Brand strength built on a team of experts leading the field of architectural acoustics in Japan and an extensive track record

Responsible construction system that involves us from the architectural planning stage and integrates everything from acoustic design and construction to acoustic tuning and measurement

Ability to make technical proposals by combining acoustic measurement/evaluation, simulation, visualization, and monitoring

---Priority measures---

Strive to become the industry leader in the field of architectural acoustics

- Acquire content production studio projects for broadcasting, music, movies, anime, video games, streaming, etc.
- Acquire projects for cultural facilities associated with urban redevelopment
- Promote spec inclusion through design collaboration

Expand in the fields of noise control measures and electromagnetic shielding

- Noise control measures: Acquire projects for data centers, waste treatment plants, logistics facilities, and battery energy storage facilities, strengthen sales of our products
- Electromagnetic shielding: Leverage track record in specific fields with high confidentiality requirements and portfolio of our products to expand our customer base

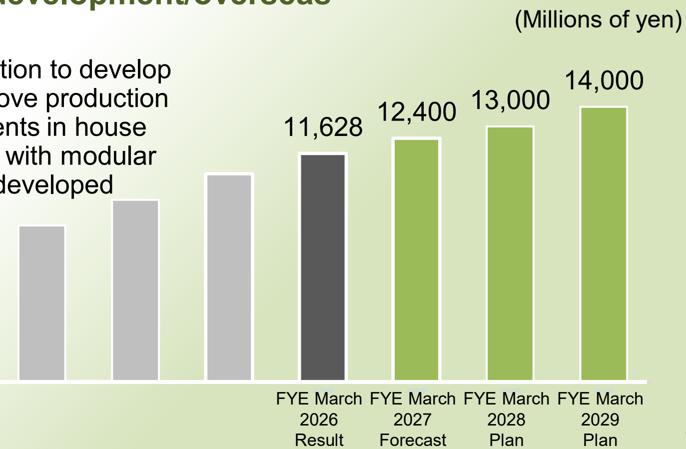
Strengthen integrated proposals in the acoustic R&D solutions field

- Strengthen integrated proposals by combining consulting, laboratory design/construction, and sales of systems

Promote product development/overseas expansion

- Use Group collaboration to develop new products and move production of products/components in house
- Overseas expansion with modular products and jointly developed products

Net Sales Plan



HIBINO

Business Strategy for Concert and Event Services Business

Business strategy — **Evolve into a production company that combines our strength in hardware and our technical expertise**

---Business environment---

Opportunities

- Expansion of concert market
- Progress of stadium/arena development and multipurpose use
- Expansion of need to improve experiential value of real-world events, including sporting events
- Expansion of video content production demand, advancement of production methods
- Expansion of efforts to attract international events/MICE

Risks

- Shortage of field management personnel/expert technicians
- Rising personnel, logistics, and material procurement costs
- Delays in accommodating cutting-edge technologies/customer needs

---Strengths of the business---

- Technology and expertise in audio and large-scale video operations developed through experience at a vast number of sites
- One of the world’s most extensive ranges of available equipment, engineers with advanced expertise
- Business foundations built as a pioneer in concert sound/large-scale video services in Japan
- Partnership framework with the world’s leading video/audio equipment manufacturers
- Human resources, technology, customer base, and network of offices acquired through M&A, partnerships, and international expansion

---Priority measures---

Strive to become the industry leader in acoustic/large-scale video services

- Establish competitive advantages aimed at capturing a 30% share level in the concert/corporate event markets
- Establish the sports market as the third pillar
- Maintain/strengthen brand strength by expanding experience with international events

Expand business in virtual production/video production

- Promote integrated services from filming to video content production

Strengthen proposals for producing immersive spaces

- Use Immersive LED System and expand lighting services to promote spatial design that enhances experiential value
- Strengthen expansion into location-based entertainment market

Maximize deployment of assets within/outside the Group

- Combine diverse assets with existing services to create new value propositions

Net Sales Plan

(Millions of yen)