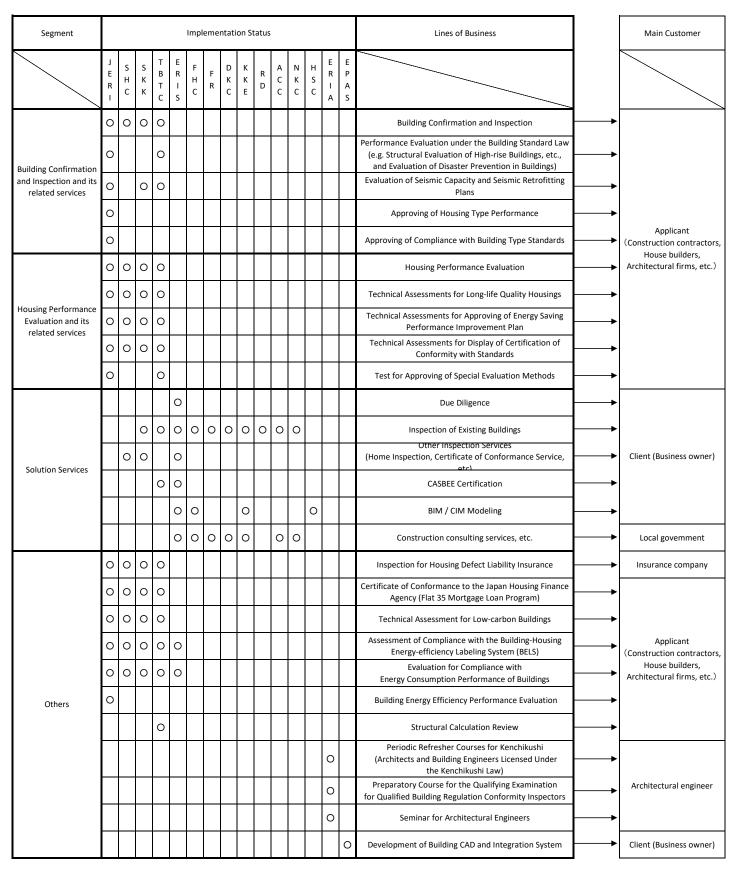
Distribution Diagram of ERI Group (May 2025)



Abbreviation of group subsidiaries;

JERI: Japan ERI Co., Ltd. SHC: Jyutaku Seinou Hyouka Center Co., Ltd. SKK: Sakoken Co., Ltd. TBTC: Tokyo Bldg-Tech Center Co., Ltd.

ERIS: ERI Solution Co., Ltd. FHC: Fukuda Hydrologic Center Co., Ltd. FR: Forest Realize Co., Ltd. DKC: DOUKEN Consultant Corporation. KKE: Kokudo Engineering Consultants. Co., Ltd. RD: Kozo Sogo Research and Development Inc. ACC: Asia Consultant Corporation. NKC: Nikken Consultant Co., Ltd. HSC:Hanada Sekkei Corporation

ERIA: ERI Academy Co., Ltd. EPAS: EPA System Co., Ltd.