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July 8, 2025

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 (Securities code: 6083; Standard Market)
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Notice Concerning Formulation of the Medium-term Business Plan

ERI Holdings Co., Ltd. (hereafter, “the Company”) hereby announces that our Board of Directors has formulated 3-years of Medium-term Business Plan that start from June 2025, as follows.

Medium-Term Business Plan

Former Medium-term Business Plan has expired May 2025 and, incorporating current business environment surrounding our group companies, we formulated “ERI Group Medium-term Business Plan (FY2025 – FY2027).”

FY2027 Target Plan	
	Targets
Sales	JPY 28bn
Ordinary profit	JPY 4bn
Ordinary profit margin	14.3%
ROE	20~30%
Dividend	Stable dividend (Dividend payout ratio 30%, JPY 100/share per year)

For the detail, please refer to the attached file “ERI Group Medium-term Business Plan (FY2025 – FY2027).”

End

ERI Group Mid-Term Management Plan (from FY2025 to FY2027)

July 8, 2025

ERI Holdings Co., Ltd.

(TSE : 6083)

<https://www.h-eri.co.jp/>

▶ Picture of the Group Future

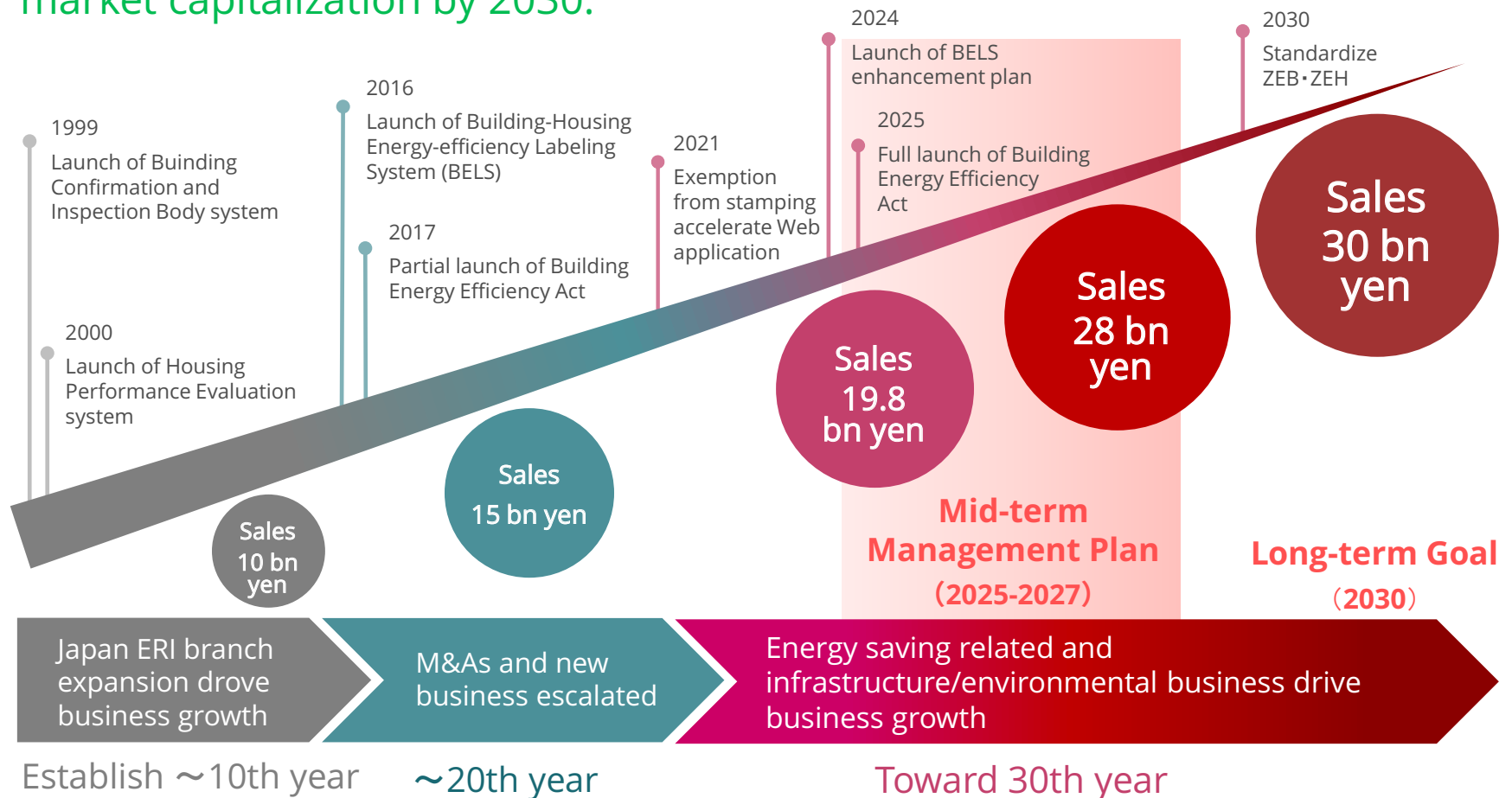
Responding to any transformation of the business environment and together with all stakeholders, we aim to be an infrastructure company that solves social issues and sustainably fulfill the social responsibilities expected of us.

▶ Business Growth Target

As a long-term growth goal, we increase sales to 30 billion yen by 2030 and advance from 30 billion yen of market capitalization, i.e. microcap companies.

History of the Company and Mid-term Management Plan

Toward Establishing a Sustainable Society, our role – contribution of solving social issues regarding sustainability – is our vital growth engine. As a long-term growth goal, we increase sales to 30 billion yen and 30 billion yen of market capitalization by 2030.



Core of the Mid-term Management Plan

Loyally grounded in sustainability-oriented policy, pursuing sustainable growing by core business reinforcement and business field expansion

Sustainability oriented

Action on sustainability policy

Seven Principles



Social contribution



ESG

Our business role for safety and security of housings and buildings is an important part of implementing social sustainability policy. Public benefit-oriented policy is our corporate philosophy and business opportunity.

Core business reinforcement

Adaptation to regulation reform, scarcity of resource, etc.

Human capital investment



Technical skills



DX

Due to a significant workload increase by the coming crucial regulation reforms in 2025, we anticipate a big challenge against human resources in our sector. Advance investment in our human resource and promotion of DX can be our competitive edge in the marketplace.

Business field enhancement

Promotion of services for civil engineering, building stock, etc.

Human capital investment



M&A

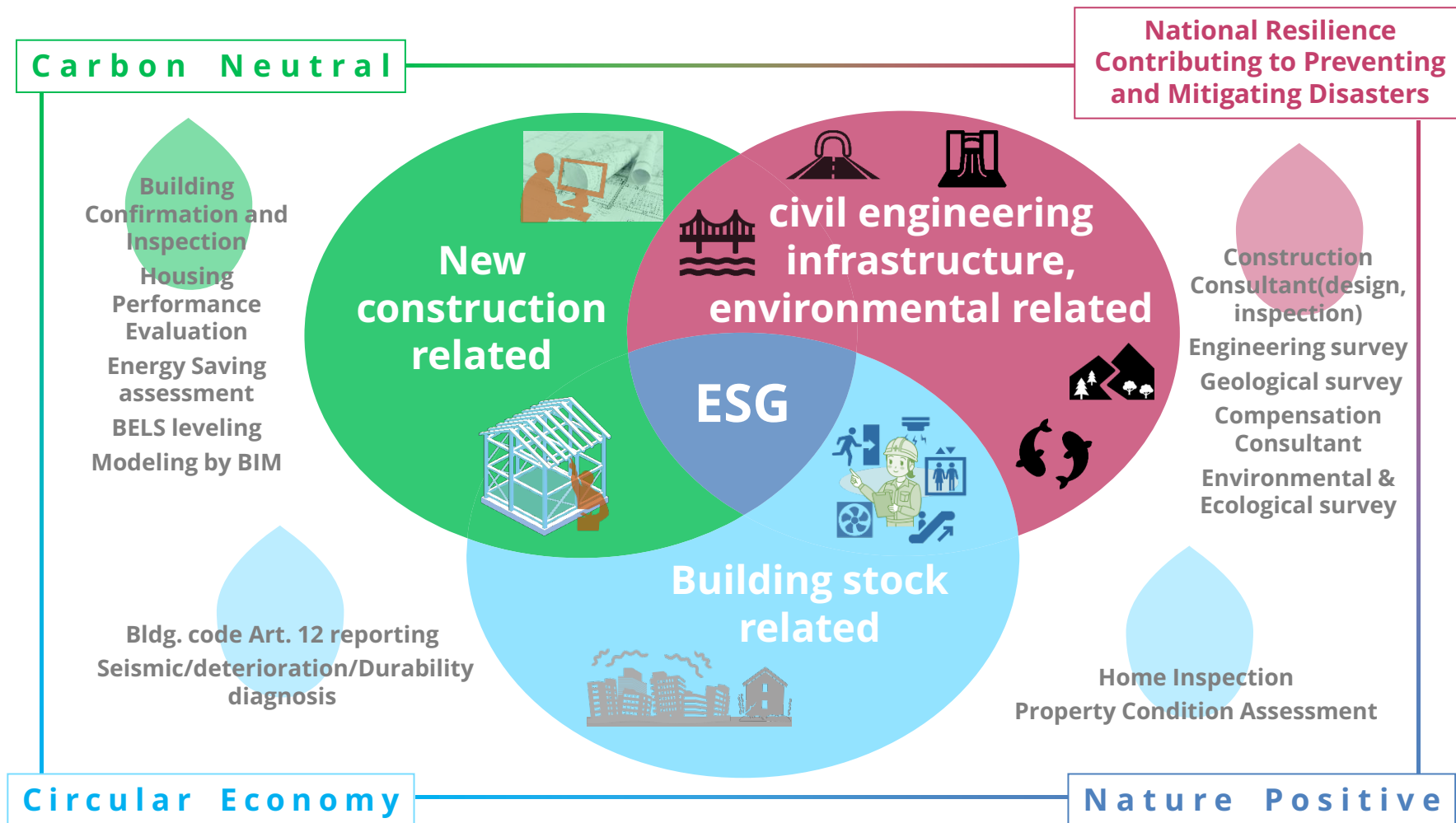


i-construction

We will continue to challenge to expand our business toward civil and environmental engineering field. M&A can be a solution to enhance our human capital quickly and efficiently.

Purpose of ERI Group and Business Area

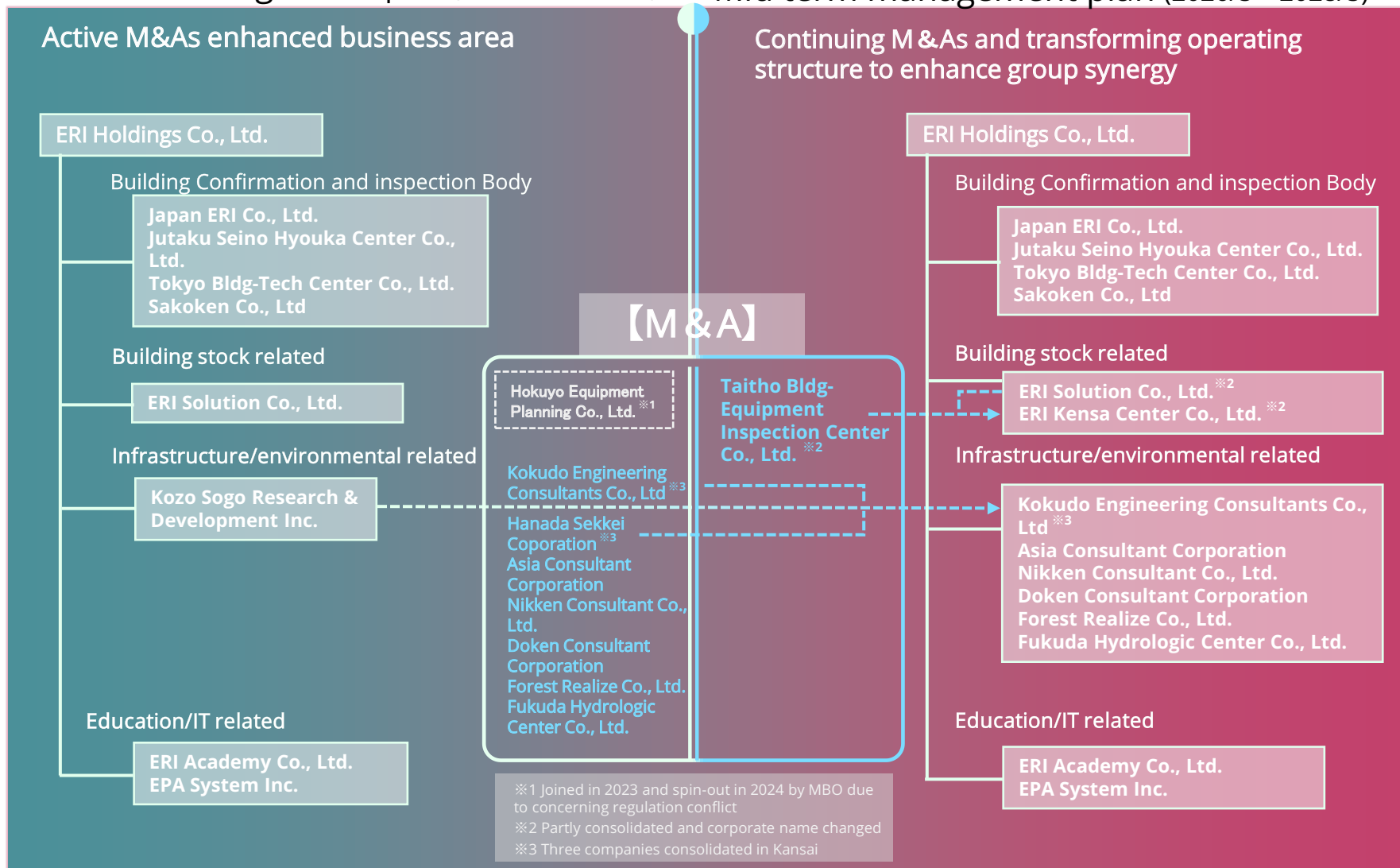
Contributing to various measures to solve social issues related to sustainability, collective strengths of the group continue to drive our business growth. We will enhance the share of the complementary business relating to building stock, infrastructure, environmental, etc. to 30%.



Transformation for Enhancing Group's Power by accelerating PMI

Mid term management plan (2023/5 - 2025/5)

Mid term management plan (2026/5 - 2028/5)



Target of Mid-Term Management Plan

	FY2024 (Result)	FY2027 (Target)
Sales	JPY 19.7 bn	JPY 28 bn
Ordinary profit	JPY 2.07 bn	JPY 4 bn
Ordinary profit margin	10.5%	14.3%
R O E	21.4%	20%～30%
Dividend	JPY 60/share	Stable dividend (Dividend payout ratio 30%, JPY 100/share per year)