Note : This document has been translated from a part of 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.

July 14, 2026

Company name:	ERI Holdings Co., Ltd.
Name of representative:	Toshihiko Umano, Representative Director and President (Securities code: 6083; Standard Market)
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Notice Concerning Update to the Mid-Term Business Plan

ERI Holdings Co., Ltd. (hereafter, "the Company") hereby announces that it has resolved, at a meeting of the Board of Directors held on July 14, 2026, Targets in ERI Group Mid-Term Business Plan (FY5/2026 – FY5/2028) released July 8, 2025. The details are described below.

1. Details of revision

FY5/2028 Target Plan

	Targets (Initial)	Targets (Revised)
Sales	JPY 28bn	JPY 30bn
Operating profit	JPY 4bn	JPY 5.5bn
Operating profit margin	14.3%	18.3%
ROE	20%～30%	20%～30%
Dividend	Stable dividend (Dividend payout ratio 30%, JPY 33/share per year※)	Stable dividend (Dividend payout ratio 30%, JPY 48/share per year※)

※ After the 3-for-1 stock split on June 1, 2026.

Long-term Goals towards FY5/2030

	Targets (Initial)	Targets (Revised)
Sales	JPY 30bn	JPY 35bn～JPY40bn
Market Capitalization	JPY 30bn	JPY 40bn～JPY45bn

2. Reason

Emphasizing sustainability in our corporate philosophy, our group is dedicated to fortifying our existing core operations while proactively expanding into new business fields. During the initial fiscal year of our mid-term business plan, we successfully and steadily advanced business expansion in the infrastructure and stock environmental fields through M&A, in conjunction with enhancing the earnings power of our core businesses. As a result, with the announcement of the May 2026 financial results today, we have achieved our operating profit target for the final year of our medium-term management plan ahead of schedule. Accordingly, we have decided to raise the final-year numerical targets and the long-term business scale vision mentioned above.
In addition, except for the numerical targets, there have been no changes to the basic policies and other details of the Medium-Term Management Plan announced on July 8, 2025.

Note: The data and future forecasts described in this document are based on information currently available and judgments made by the Company, and involve potential risks and uncertainties. Therefore, these forecasts are subject to change due to various factors, and the Company does not guarantee the achievement of the stated targets and forecasts, nor does it guarantee future performance.

End

ERI Group
Mid-Term Management Plan

（from FY5/2026 to FY5/2028）

（Target Updated）

July 14, 2026

ERI Holdings Co., Ltd.

（TSE Standard Market：6083）

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

ERI Group Long Term Goal

▶ Picture of the Group Future

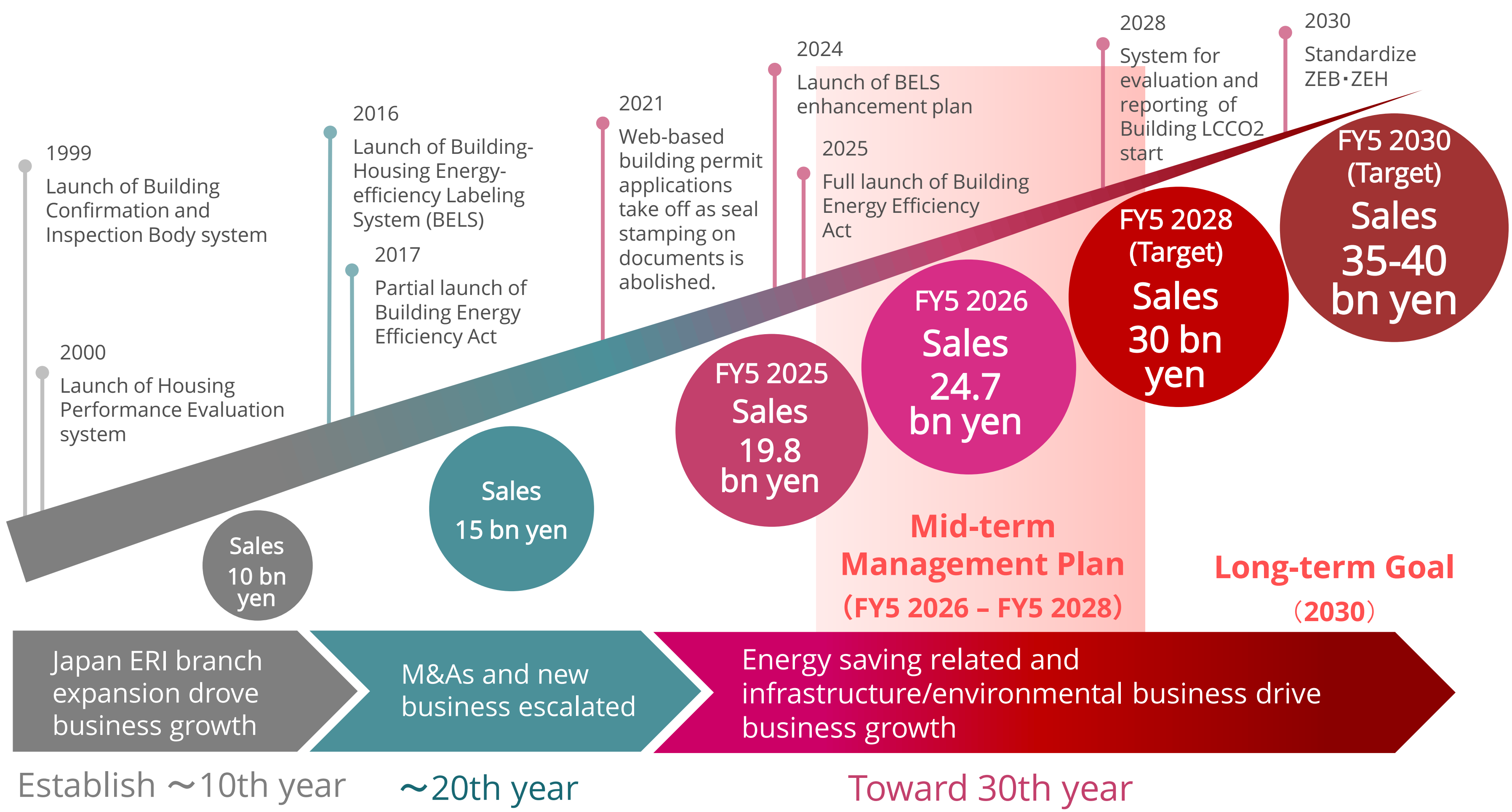
Responding to any transformation of the business environment and together with all stakeholders, we aim to be an infrastructure company that solves social issues and sustainably fulfill the social responsibilities expected of us.

▶ Business Growth Target

Our long-term growth strategy targets sales of 35 to 40 billion yen and a market capitalization of 40 to 45 billion yen by FY5 2030.

History of the Company and Mid-term Management Plan

Toward the realization of a sustainable society, the ERI Group will drive growth by expanding services that contribute to solving social issues, with long-term FY5 2030 targets of net sales of JPY 35–40 billion and market capitalization of JPY 40–45 billion.



Core of the Mid-term Management Plan

Based on our sustainability-oriented management philosophy, we will pursue sustainable growth by strengthening our core business and expanding our business domains.

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

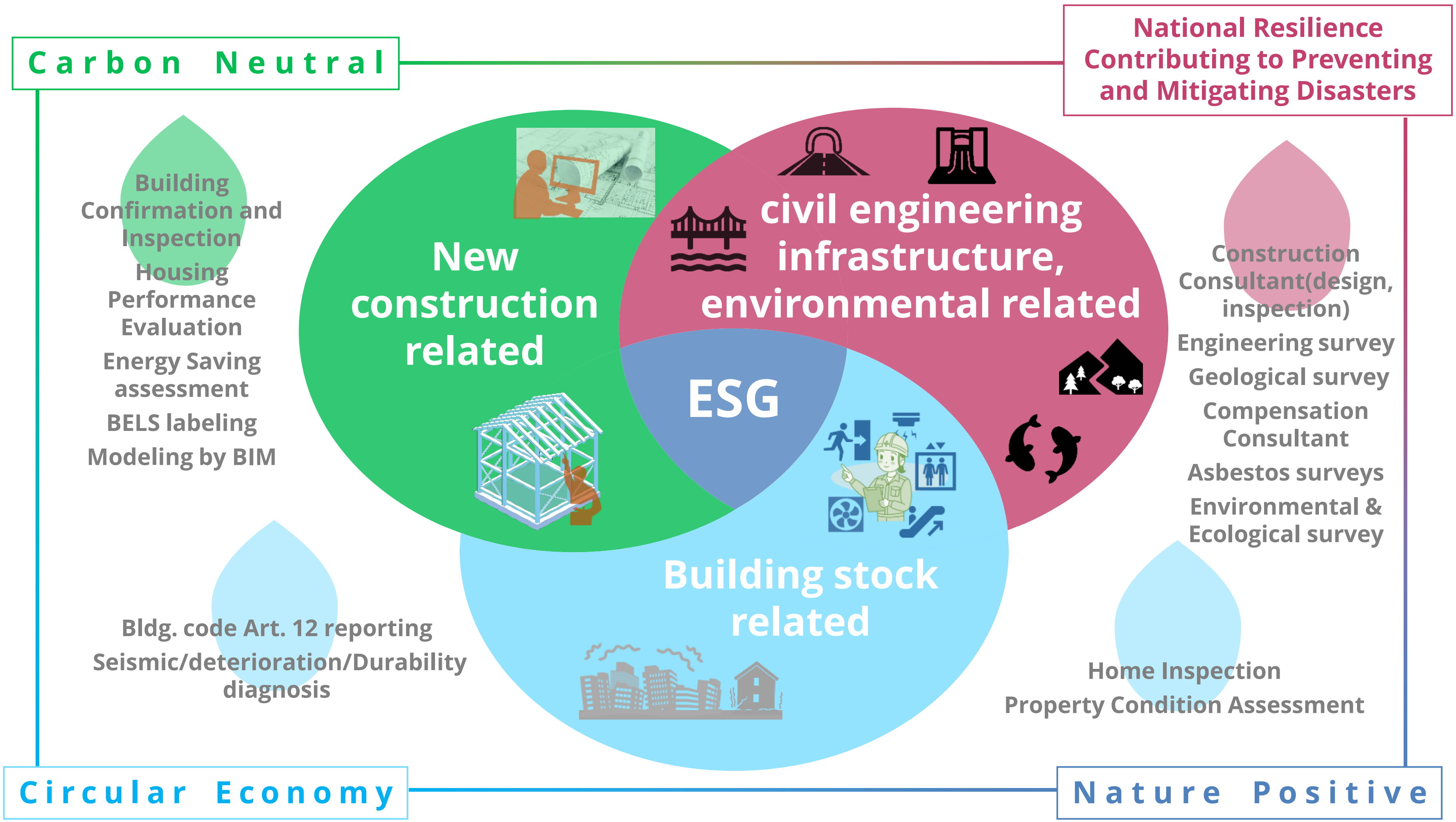
Promotion of services for civil engineering, building stock, etc.

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 businesses related to civil infrastructure, the environment, and building stock, etc. to 30%.



Targets for the Final Year of the Mid-Term Management Plan

	FY5 2028 Targets (Initial)	FY5 2028 Targets (Revised)
Sales	JPY 28 bn	JPY <u>30</u> bn
Operating profit	JPY 4 bn	JPY <u>5.5</u> bn
Operating profit margin	14.3％	<u>18.3</u>％
ROE	20～30％	20％～30％
Dividend	Stable dividend (Dividend payout ratio 30%, JPY 33/share per year※)	Stable dividend (Dividend payout ratio 30%, JPY <u>48</u>/share per year※)

※The Company executed a 3-for-1 stock split of its common stock effective June 1, 2026. The target dividends for the fiscal year ending May 31, 2028 are presented, reflecting the impact of the stock split.