

# INTEGRATED REPORT

Fiscal year ended June 30, 2023



# NIPPON KOEI GROUP Becomes ID&E HOLDINGS

On July 3, 2023, Nippon Koei Co., Ltd. transitioned to a new structure by launching a new holding company under the new name, Integrated Design & Engineering Holdings Co., Ltd.

In our Medium- and Long-Term Management Strategies focusing on 2030, we have positioned “Consulting,” “Urban & Spatial Development,” and “Energy” as the three core businesses and aim for our further growth. By spinning off each business and placing it under the umbrella of ID&E Holdings, we will promote autonomous operations and strive to achieve growth and further increase corporate value.





#### **About the new company name**

The name of the new holding company is "Integrated Design & Engineering Holdings Co., Ltd." When abbreviated or in Japanese notation, the company name will be "ID&E," which is an acronym. The "Design" & "Engineering" express the company as a comprehensive consulting and engineering company that includes the energy business in addition to the "civil engineering and construction" advocated in the previous long-term management strategy. It also expresses that the Group will integrate diverse fields and promote one-stop business in the future.

### **Management Philosophy**

#### **Act with integrity and contribute to society through technology and engineering.**

The Nippon Koei Group has been building infrastructure for society in Japan and overseas since our establishment in 1946.

Nippon Koei founder Yutaka Kubota proclaimed, "Tackle your problems with sincerity and the road ahead shall be clear," and dedicated his technical expertise and passion to building infrastructure that is safe and reliable.

Our Management Philosophy remains the same despite transforming into the ID&E Group. All of our employees today remain dedicated to our fundamental conviction that our business is to contribute to society.

The world is full of people who desire better living standards.

The Nippon Koei Group is committed to acting with integrity as we help construct the infrastructure for societies and nations around the world.

# Strengths of ID&E Group

## A sustainable business model that evolves with progress in society

ID&E Group has been building infrastructure that helps solve social issues since the establishment of Nippon Koei. The Group evolves as the needs of society change while continuing to expand our business and improve our profitability.

### Society

Society's needs are constantly evolving



### ID&E Group

Commercialize solutions for social issues  
Changes to meet new needs

## Japan's leading engineering consulting firm

ID&E Group is Japan's leading civil engineering consulting firm\* and has participated in infrastructure development projects improving safety and security for people around the world. For more than 70 years since the establishment of Nippon Koei in 1946, the Group has developed projects that have become foundations for the advancement of nations and people in over 160 countries and regions.

\*Source: "Sales ranking of civil engineering consulting firms in Japan," Nikkei Construction, April 20, 2024

### Integrated Capabilities

We deploy the integrated capabilities of experts in various fields to meet the increasingly sophisticated and complex needs of our age.

#### Human Resources

We are top in the industry, having over 1,700 professional engineers who hold the required qualifications to perform engineering consulting work.

#### Technology

We carry out advanced basic and applied research at our R&D Center, the largest in the industry in Japan.



## Editorial Policy

### Positioning of Various Reports and Information Disclosed

The ID&E Group Integrated Report is published as a comprehensive communication tool for delivering corporate information to our stakeholders. By publishing this report, we aim to provide readers with a deep understanding about our corporate stance from the time of our establishment to today and our efforts for further increasing corporate value. The International Integrated Reporting Framework by the IFRS Foundation was used as a reference during the editing of this report.

- In the Japanese version of this report, we use the term “人財 (human assets)” instead of “人材 (human resources)” because we believe that all people working for the Group are valuable assets.

Period covered: Fiscal year ended June 30, 2023 (July 2022 to June 2023). However, some information from July 2023 onward has been included.

Business strategies and financial information	Sustainability information
<b>Integrated Report</b> (this document) <a href="https://www.id-and-e-hd.co.jp/english/ir/library/integrated-report/">https://www.id-and-e-hd.co.jp/english/ir/library/integrated-report/</a>	
<b>Website / Investor relations</b> • Management policies • Materials for individual investors (Presentation materials for financial results, shareholder newsletter) • Financial and business performance data • IR Library • IR Calendar • Stock information <a href="https://www.id-and-e-hd.co.jp/english/ir/">https://www.id-and-e-hd.co.jp/english/ir/</a>	<b>Website / Sustainability</b> • Sustainability data • Sustainability Management Basic Policies • Materiality <a href="https://www.id-and-e-hd.co.jp/english/sustainability/">https://www.id-and-e-hd.co.jp/english/sustainability/</a>
<b>Annual Securities Report</b> <a href="https://www.id-and-e-hd.co.jp/english/ir/library/financial-results/">https://www.id-and-e-hd.co.jp/english/ir/library/financial-results/</a>	<b>Corporate Governance Report</b> <a href="https://www.id-and-e-hd.co.jp/english/sustainability/governance/">https://www.id-and-e-hd.co.jp/english/sustainability/governance/</a>
<b>Notice of Convocation of General Meeting of Shareholders</b> <a href="https://www.id-and-e-hd.co.jp/english/ir/shareholders-meeting/">https://www.id-and-e-hd.co.jp/english/ir/shareholders-meeting/</a>	

### Scope of This Report

In addition to Integrated Design & Engineering Holdings Co., Ltd., this Integrated Report covers Nippon Koei Co., Ltd., Nippon Koei Urban Space Co., Ltd., UK-based architectural design company BDP Holdings Limited, Nippon Koei Energy Solutions Co., Ltd., Nippon Koei Business Partners Co., Ltd., and other Group companies. The names of the companies covered and their abbreviated names used in this report are as follows.

Company name	Name used in this publication
Integrated Design & Engineering Holdings Co., Ltd.	ID&E
Nippon Koei Co., Ltd.	Nippon Koei
Nippon Koei Urban Space Co., Ltd.	Nippon Koei Urban Space
BDP Holdings LTD.	BDP
Nippon Koei Energy Solutions Co., Ltd.	Nippon Koei Energy Solutions
Nippon Koei Business Partners Co., Ltd.	Nippon Koei Business Partners

Other Group companies

Main Group companies

### Forward-Looking Statements

This Integrated Report contains forward-looking statements regarding the future performance of ID&E Group and other matters. However, since they are based on the judgment of the Company's management obtained from currently available information, forward-looking statements are subject to change due to a variety of factors and are not guarantees of future performance.

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### Business Overview

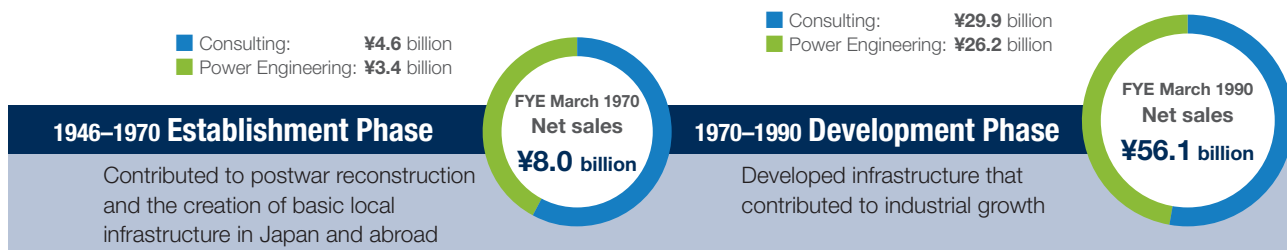
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# History of ID&E Group

Inheriting the “business mindset” and “integrity” that our founder, Yutaka Kubota, valued, we have taken on the challenge of pioneering initiatives since our establishment in 1946. For nearly 80 years, our efforts to find optimal solutions to ever-changing social issues and needs and to commercialize them have led to our current strengths. We will continue to grow with an eye on the future.



Domestic Consulting	<b>1946</b> Surveying for Kasumigaura and Hachirogata reclamation <b>1949</b> Basic survey for the Yakushima comprehensive development Project 	<b>1961</b> Landslide survey in the Yui district 	<b>1973</b> New Akita Airport <b>1976</b> Arakawa Dam 	<b>1986</b> Japan: Akashi-Kaikyo Bridge Anchorage Environmental assessment for the Tokyo Metropolitan Government's new office building 
	<b>1954</b> Batu Chaung Hydroelectric Power in Burma <b>1955</b> Da Nhim Hydroelectric Power in South Vietnam 	<b>1966</b> Nam Ngum Dam in Laos <b>1969</b> Soyang River Dam in South Korea 	<b>1978</b> Asahan No. 2 Hydroelectric Power in Indonesia <b>1982</b> Mahaweli Irrigation Project in Sri Lanka 	<b>1985</b> East Meskene Irrigation in Syria Tianshengqiao Second Hydroelectric Power in China Choluteca Basin Agricultural Development in Honduras 
International Consulting	<b>1947</b> Development of our first blocking coils (Line trap) <b>1949</b> Installation of water turbine generator at Akazawa Power Station Provision of simple automation equipment at Mukaze Power Station <b>1957</b> Water turbines at Nagashino Power Station 	<b>1960</b> Kawasaki Substation (150kV) <b>1964</b> Transmission line (132kV) in Batang Padang, Malaysia <b>1968</b> Azumi Trunk Line and Fukushima Trunk Line (500kV) 	<b>1972</b> Shin-Tochigi Substation (500kV) <b>1976</b> Water turbine generator, Tenjin Power Station (exceeding 10MW) Jintsu River basin Dam monitoring and control system <b>1983</b> Transition type for new control system, Shimousa Substation 	<b>1985</b> Transmission & Substation Network (230kV) in Chile <b>1991</b> Telecontrol system for large-capacity substations, Shin-Fuji Substation <b>1992</b> S-type tubular water turbine, Sekiyama Power Station 
Power Engineering				



## Nippon Koei's Origins Founder Yutaka Kubota

### Postwar reconstruction in Japan and abroad

From the 1930s until the end of WWII in 1945, the Company's founder Yutaka Kubota participated in engineering power generation facilities and dams on the Korean peninsula, which contributed to the economic development of the region. After the War ended, he decided to establish the Company to carry out his strong determination to rebuild his homeland. He brought together the repatriated specialists in civil engineering, geology, electricity, and machinery and focused their talents on reestablishing the country's national foundation and electric power infrastructure. He also saw the need for reconstruction in other countries destroyed by war and the 1954 project to build a power generation in Burma (now Myanmar) marked the first step in the globalization of the ID&E Group.

### Origin as a “engineering consultant”

Kubota used his expertise as an engineer to establish a business process that is the prototype for today's construction consulting firms: preliminary surveys, evaluation, and proposals for infrastructure projects. He also created our business style, which involves approaching projects with a broad perspective by gathering engineers with areas of specialty beyond electrical and civil engineering technology so a project can contribute to resolving greater social issues. Today, engineering consulting firms are expected to fulfill the role that Yutaka Kubota defined more than half a century ago.

■ Consulting: ¥50.0 billion  
■ Power Engineering: ¥13.2 billion

FYE March 2010  
Net sales  
¥65.0 billion

## 1990–2010 Maturity Phase

Focused on renovating and maintaining infrastructure to support comfortable lives and to respond to environmental change

■ Consulting: ¥81.8 billion  
■ Urban & Spatial Development: ¥38.0 billion  
■ Energy: ¥20.8 billion

## 2010–present Innovation Phase

Contributing to the creation of societies that are sustainable and resilient

FYE June 2023  
Revenue  
¥141.5 billion

**1996**  
Nationwide road inspection for disaster control  
Tokyo International (Haneda) Airport Runway B



**2007**  
Tsuruta Dam redevelopment



**2011**  
Response to the Great East Japan Earthquake Earthquake

**2013**  
Construction Management (CMR) for Otsuchi Town, Iwate Prefecture

**2014**  
Yanba Dam



**2021**  
Integration of our Domestic Consulting and International Consulting businesses

**1995**  
Sindhuli Road, Nepal



**2005**  
Gulf of Panama purification project



**1998**  
Hai Van Tunnel, Vietnam

**2013**  
Dhaka MRT Line 6 in Bangladesh  
Lach Huyen Port Infrastructure in Vietnam

**2014**  
Thilawa Area Infrastructure Development in Myanmar



**2003**  
5th generation (improved distribution) system, Yokohama-Naka Control Center  
**2008**  
230kV power line/substation in Bangladesh



**2009**  
Shin-Keiyo Substation service tunnel  
**2011**  
Shin-Sogi Hydropower Station



**2014**  
Komata River No. 4 Power Station and three other power stations  
**2016**  
Obora No. 1 Power Station

**2021**  
Integration of Power Engineering and Energy Business domains

Energy Business

**2018**  
Launch of the Energy Business Investment in EU energy storage projects



### Market Trends

#### Launch of the Business Segment

Nippon Koei entered the energy business to capture demand from the global increase in renewable energy and to capture the demand associated with power system reforms

### Market Trends

#### Launch of the Business Segment

As demand for urban development increased worldwide, Nippon Koei entered the architecture and urban development fields by acquiring BDP to strengthen its Architecture Dept., which was small at the time.

Urban & Spatial Development Business

**2016**  
Acquired BDP  
Launched Urban & Spatial Development Business

**2017**  
Palace of Westminster Restoration and Renewal Project - BDP

**2022**  
Launched Nippon Koei Urban Space Co., Ltd.



Consulting Business

### NIPPON KOEI

#### Business Fields

- Water resources and waterways
- Agriculture and rural development
- Dams and power generation
- Urban and regional development
- Transportation
- Environment
- Management
- Disaster prevention and mitigation

Energy Business

### NIPPON KOEI ENERGY SOLUTIONS

#### Business Fields

- Manufacture of equipment and devices
- Construction of electrical facilities
- Mechanical and electrical consulting
- Geotechnical surveying, sale of civil engineering measurement devices
- Manufacture of safety gear and equipment
- Energy management

Urban & Spatial Development Business

### NIPPON KOEI URBAN SPACE

#### Business Fields

- Urban development
- Infrastructure
- Comprehensive research
- Architecture

July 2023 Integrated Design & Engineering Holdings Co., Ltd. established



# Business Areas of ID&E Group

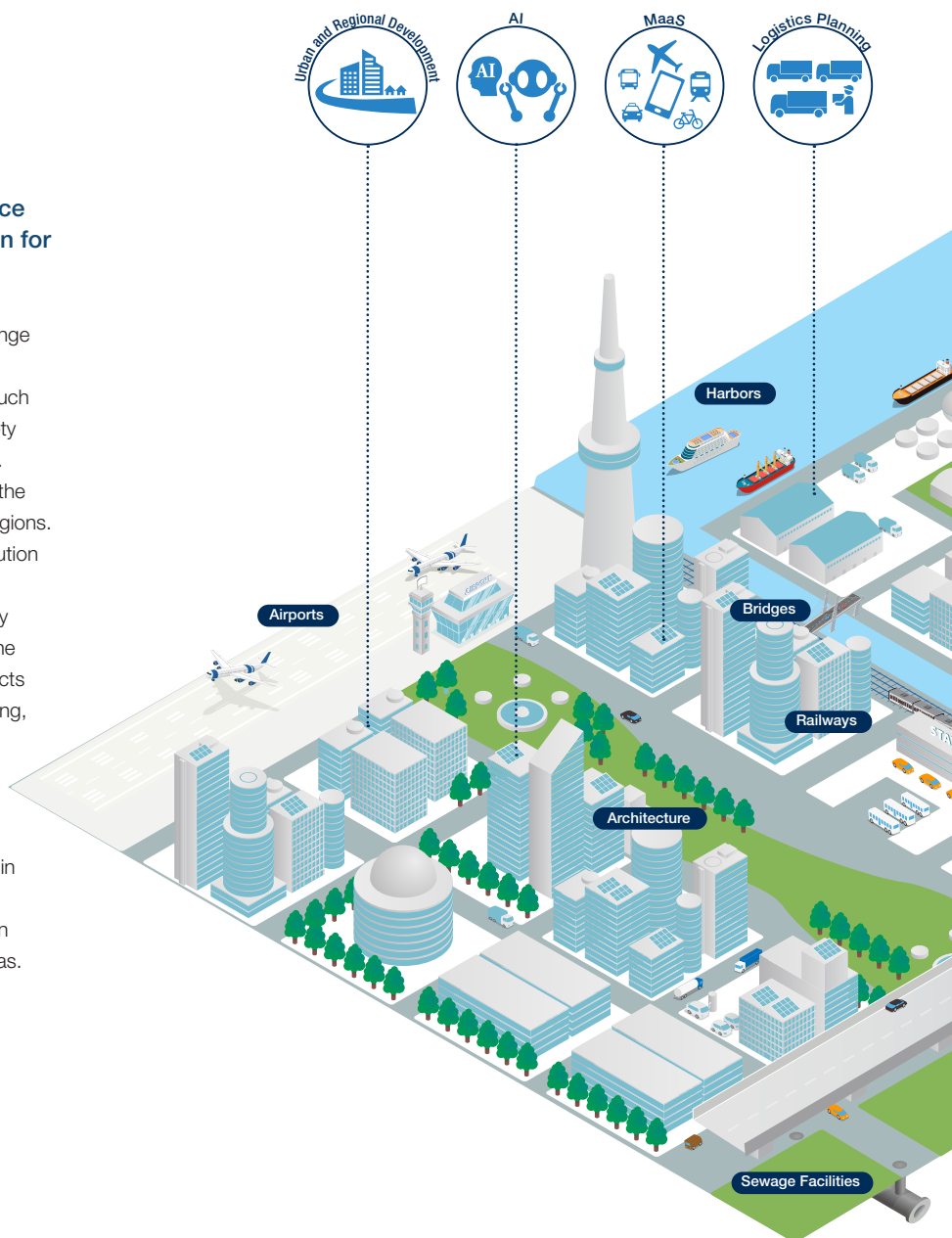
ID&E Group has positioned “Consulting,” “Urban & Spatial Development,” and “Energy” as the three core businesses and aims for their further growth and continues to follow the path of innovation and challenge that have been in our DNA since our establishment.

## Consulting Business

**Infrastructure construction and maintenance and various projects providing a foundation for comfortable lifestyles**

In Japan, the Consulting Business provides a full range of civil engineering consultation, in terms of proposals and designs, related to social development projects such as infrastructure development, maintenance, and safety measures for local and national government agencies. Overseas, we are expanding business in Asia, Africa, the Middle East, Central and South America, and other regions. The Group is active on the front lines of social contribution and humanitarian aid across borders.

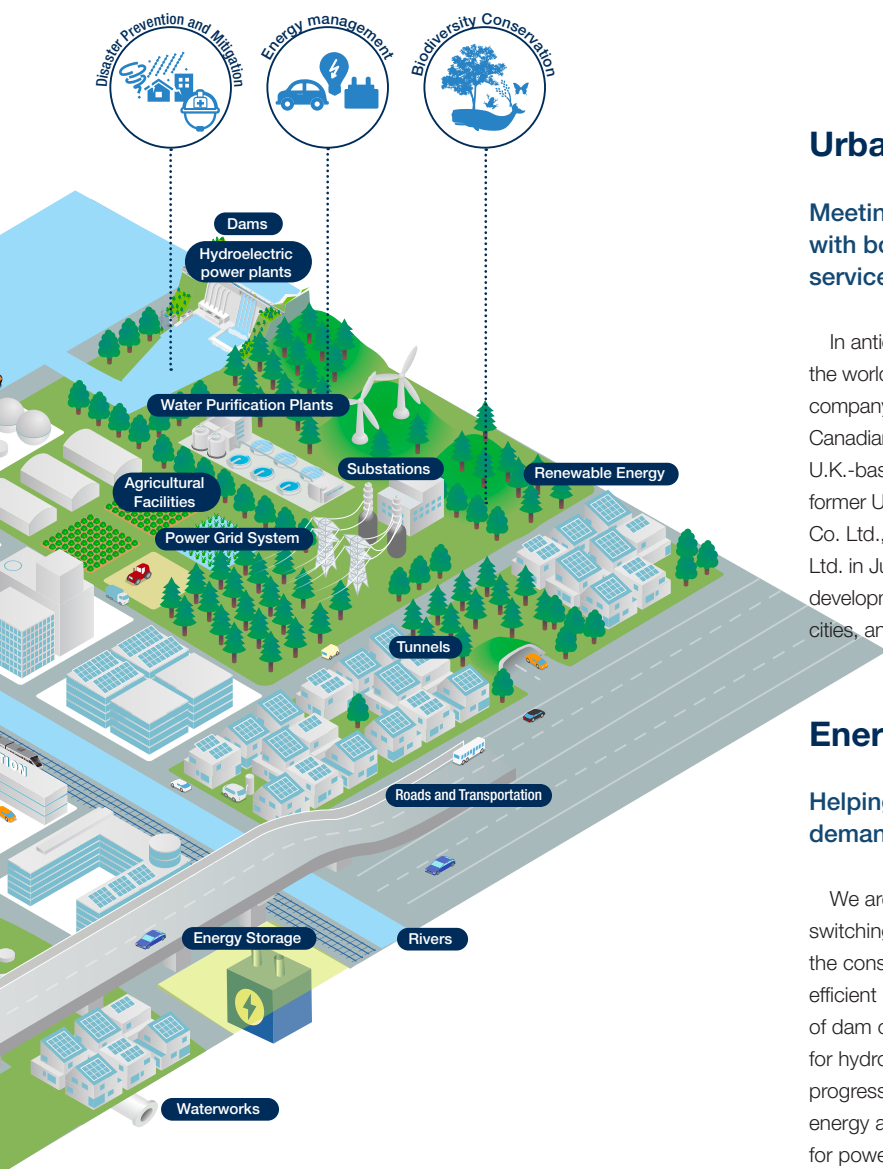
In Japan and overseas, projects can vary immensely in terms of scale and the type of contract. In Japan, the government conceives and generally supervises projects with consultants mainly performing the studies, planning, and design operations. Overseas, consultants can carry out the consulting for the initial conception stages, construction supervision, and project management. In Japan, we receive 3,500 consulting orders annually and most projects are completed within the same fiscal year or within a few years in Japan. In contrast, the International Consulting Business often engages in long-term and large-scale projects overseas.



## Engineering Consulting Work Process

	Planning, Studies	Design	Construction			Operation, Management	Maintenance
Japan	Consulting		Construction (general contractor)			Consulting	
Overseas	Consulting		Construction (general contractor) Construction supervision (consultant)			Consulting	
Engineering Consulting Roles	Conception, Proposal/ Planning Feasibility studies	Basic design/Detailed design	Project tender Assistance/ Document preparation	Support bid evaluation and selection	Contract management/ Construction supervision	Operation instruction/ Management consulting	Monitoring/ Countermeasure proposals





## Urban & Spatial Development Business

Meeting urban development demand around the world with both architectural design and civil engineering services

In anticipation of growing needs in the architectural field around the world, the Company brought the U.K.-based architectural design company BDP Holdings into the Group in March 2016, followed by the Canadian firm Quadrangle Architects Limited in February 2019, and U.K.-based Pattern Design Limited in July 2021. In Japan, we merged former Urban & Spatial Development Business with Tamano Consultants, Co. Ltd., a Group company, to launch Nippon Koei Urban Space Co., Ltd. in July 2022. We are working to develop new markets for urban development and redevelopment, public-private partnerships, and smart cities, and to create urban spaces that meet the needs of a new era.

## Energy Business

Helping Japan and other countries meet electric power demand

We are involved in the construction and renovation of substations, switching stations, and power plants operated in Japan and overseas, the construction of centralized monitoring and control systems for efficient monitoring and control of power systems, the construction of dam control systems, and the manufacture of related equipment for hydroelectric power plants. In addition, as decarbonization progresses around the world and businesses related to renewable energy are undergoing major changes, we are focusing on services for power distribution networks that stably manage and control energy provided by various power sources through storage batteries as well as businesses related to virtual power plants (VPPs). The Power Engineering Business proposes optimal solutions for electric power companies to support electric power development and meet electric power needs in Japan and emerging countries.

### ID&E Group Structure

