

Board of Directors (as of October 1, 2023)

Outside Independent

Note: Each work history section only list the most important events in the individual's work history.

Director



1 Director
Ryuichi Arimoto

1977 Joined Nippon Koei
2009 Director and Executive Officer
Director General of Corporate Headquarters
and General Manager of Corporate Planning
Department
2011 Director General of Corporate Headquarters and
General Manager of Personnel & General Affairs
Department
2014 Representative Director and President
2021 Director and Chairman
2023 Director of ID&E (current position)



2 Director
Hiroaki Shinya

1985 Joined Nippon Koei
2017 Director and Executive Officer
Director General of Domestic Consulting
Operations
2018 Director and Managing Executive Officer
2020 Director and Senior Managing Executive Officer
Director General of Consulting Operations
Headquarters Executive Officer in charge of
Urban & Spatial Development
2021 Representative Director and President
2023 Director of ID&E (current position)



3 Director
Takayasu Tsuyusaki

1979 Joined Nippon Koei
2017 Director and Managing Executive Officer
Director General of Global Strategy
Headquarters, General Manager of Business
Development Office, and General Manager of
Singapore Office
2019 Director and Senior Managing Executive Officer
2020 Director General of Business Promotion
Headquarters
2021 Director and Executive Vice President
2022 Director and Vice President/In charge of
Sustainability, NKG Global Expansion, and Health
and Productivity Management
2023 Director of ID&E (current position)



4 Director
Yasushi Hirusaki

1985 Joined Nippon Koei
2017 Director and Executive Officer
in charge of IR and Director General of Corporate
Headquarters
2018 General Manager of the 75th Anniversary
Secretarial Office
2020 Director and Managing Executive Officer
2023 Director of ID&E (current position)



5 Director **Outside Independent**
Hiizu Ichikawa

1970 Joined The Mitsubishi Bank, Ltd.
1993 General Manager of Singapore Branch of The
Mitsubishi Bank, Ltd.
1996 General Manager of Industrial Research
Department of The Bank of Tokyo-Mitsubishi, Ltd.
1997 General Manager of Sales Screening Department
of The Bank of Tokyo-Mitsubishi, Ltd.
1999 Senior Executive Director of The Resolution and
Collection Corporation
2001 Senior Executive Director of Chiyoda Corporation
2004 Representative Director and Managing Director
of Mitsubishi Motors Corporation
2010 Representative Director and Executive Vice
President of Mitsubishi Motors Corporation
2014 Outside Corporate Auditor of The Hyakugo
Bank, Ltd.
Outside Director of Nippon Koei
2023 Outside Director of ID&E (current position)



6 Director **Outside Independent**
Kazumasa Kusaka

1970 Joined Ministry of International Trade and
Industry (MITI)
1984 MITI Energy Minister of the International Energy
Agency (IEA) of the Organization for Economic
Co-operation and Development (OECD)
2001 Director-General, Industrial Science and
Technology Policy and Environment Bureau,
Ministry of Economy, Trade and Industry (METI)
2002 Director-General, Trade Policy Bureau, METI
2003 Commissioner of Agency for Natural Resources
and Energy, METI
2004 Vice-Minister for International Affairs, METI
2006 Adviser, Dentsu Inc.
2007 President of Japan Cooperation Center for the
Middle East
2008 Special Advisor to the Cabinet
2009 Senior Vice President of Mitsubishi Electric
Corporation
2011 Visiting Professor of Graduate School of Public
Policy, The University of Tokyo
2013 President of the Foundation for International
Trade and Industrial Co-operation
Chairman of Japan Economic Foundation
2015 Outside Director of Nippon Koei
2021 Adviser, Japan Economic Foundation
President of the Institute for International Trade
and Investment (current position)
2023 Outside Director of ID&E (current position)



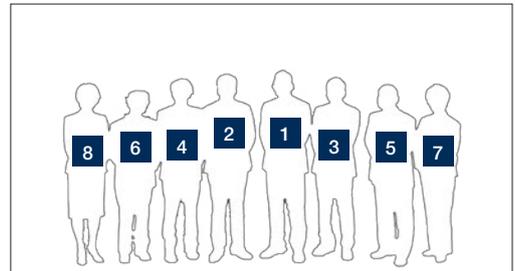
7 Director **Outside Independent**
Yoshiko Koizumi

1972 Registered in bar association
(The Daini Tokyo Bar Association)
Joined Kikuchi Law and Patent Office
1980 Partner at Masuda & Ejiri Law Office
(current Nishimura & Asahi)
2000 Chair of Women Business Lawyers Committee,
Inter-Pacific Bar Association (IPBA)
2003 Expert member of Food Safety Commission
of Japan
2007 Auditor at Bosch Corporation
2008 Counsel at Nishimura & Asahi
2009 Partner at City-Yuwa Partners (current position)
2012 Deputy Chair of the Government Procurement
Review Board
2013 Director of the Japan Bar Association
(current position)
2015 Outside Director of Taiheiyō Cement Corporation
(current position)
Outside Director of Dowa Holdings Co., Ltd.
(current position)
2016 Outside Auditor of Sumitomo Bakelite Co., Ltd.
2017 Outside Audit & Supervisory Board Member,
Nippon Koei
2023 Outside Director of ID&E (current position)



8 Director **Outside Independent**
Yoko Ishida

1991 Head of Corporate Planning Department, System
Science Consultants Co., Ltd.
1997 Head of Project Department No. 2, KRI International
Corp.
2006 Head of Evaluation Business Department, International
Development Center of Japan
2010 Executive Director, International Development Center
of Japan Head of Evaluation Business Department,
International Development Center of Japan
2015 Director, The Japan Nepal Society (current position)
Director, International Development Center of Japan
(current position) Professor, Center for the Study of
International Cooperation in Education, Hiroshima
University
2016 Cooperating Faculty, Education Culture Course, Graduate
School for International Development and Cooperation,
Hiroshima University
2017 Deputy Executive Director (in charge of gender equality)
of Hiroshima University Director, The Japan Society for
International Development
2020 Director, International Education Development Program,
Division of Educational Sciences, Graduate School of
Humanities and Social Sciences, Hiroshima University
Outside Director of Nippon Koei Auditor of The Japan
Society for International Development
2021 Director, Center for the Study of International Cooperation
in Education, Hiroshima University
2022 Professor, Center for the Study of International
Cooperation in Education, the IDEC Institute, Hiroshima
University (current position)
2022 President, The Japan Evaluation Society (current
position)
2023 Vice President (Equity, Diversity and Inclusion) and
Professor (Special Designation) of Hiroshima University
(current position)
2024 President, Asia Pacific Evaluation Association
(current position)



Representative Executive President

Hiroaki Shinya

Representative Executive Officer

Haruhiko Kanai Yasushi Hirusaki

Executive Officer

Noriaki Yoshida	Tomohisa Fukuoka	Hiroshi Yokota
Ken Nishino	Yoshizo Goto	Nicholas Fairham

Consolidated Financial Data

Japanese GAAP						
	FYE June 2014	FYE June 2015	FYE June 2016	FYE June 2017	FYE June 2018	
Profit and Loss Statement						
Orders	92,485	87,573	104,019	117,442	104,350	
Net sales	79,193	81,839	81,865	101,338	106,023	
Cost of sales	59,253	60,054	59,505	70,400	73,664	
Gross profit	19,939	21,785	22,359	30,937	32,359	
Selling, general and administrative expenses	15,683	17,283	17,636	25,472	25,797	
Operating profit	4,256	4,502	4,723	5,464	6,561	
Non-operating profit (loss)	286	975	(357)	493	159	
Ordinary income	4,542	5,477	4,365	5,958	6,721	
Extraordinary income/loss	19	2,086	(333)	(764)	443	
Income taxes	1,530	3,266	2,178	1,870	2,556	
Profit attributable to owners of parent	2,998	4,261	1,823	3,288	4,555	
Consolidated Balance Sheet (end of period)						
Total assets	76,144	84,110	100,989	113,865	113,890	
Current assets	36,749	44,820	46,153	54,798	54,263	
Cash and deposits	8,967	12,148	11,174	19,593	16,392	
Non-current assets	39,394	39,289	54,836	59,067	59,626	
Property, plant and equipment	26,588	24,525	24,561	24,535	27,624	
Intangible assets	787	570	16,620	13,900	12,964	
Goodwill	232	—	10,312	8,685	8,185	
Investments and other assets	12,019	14,193	13,654	20,630	19,037	
Investment securities	9,210	9,861	8,285	10,491	9,176	
Total liabilities	28,309	31,128	49,529	58,991	54,440	
Current liabilities	20,528	24,466	43,107	30,341	28,441	
Short-term loans payable	100	—	16,000	—	—	
Non-current liabilities	7,780	6,662	6,421	28,650	25,999	
Long-term loans payable	1,690	1,526	1,260	21,413	18,934	
Total net assets	47,835	52,981	51,460	54,874	59,449	
Consolidated Statement of Cash Flows						
Cash flows from operating activities	1,340	881	379	6,376	(602)	
Cash flows from investing activities	(4,559)	2,702	(17,705)	(4,172)	977	
Cash flows from financing activities	62	(745)	15,199	4,846	(3,062)	
Effect of exchange rate change on cash and cash equivalents	8	103	(146)	(124)	(22)	
Net increase (decrease) in cash and cash equivalents	(3,148)	2,942	(2,272)	6,925	(2,709)	
Cash and cash equivalents at beginning of period	11,613	8,465	11,673	9,400	17,083	
Cash and cash equivalents at end of period	8,465	11,673	9,400	17,083	15,233	
Segment information						
Orders	Domestic Consulting Business	46,617	45,057	44,109	48,265	48,529
	International Consulting Business	30,023	28,889	25,936	41,573	26,716
	Power Engineering Business	15,831	13,595	14,716	14,087	15,943
	Urban & Spatial Development Business	—	—	16,251	13,460	12,855
	Energy Business	—	—	—	—	179
	Other	13	30	64	55	126
Net sales	Domestic Consulting Business	41,817	41,845	40,778	43,516	46,595
	International Consulting Business	20,947	20,174	22,070	24,491	28,889
	Power Engineering Business	14,169	17,857	17,522	17,577	15,762
	Urban & Spatial Development Business	—	—	—	14,347	13,040
	Energy Business	—	—	—	—	354
	Real Estate Leasing Business	1,125	821	514	473	440
	Other	1,133	1,141	979	931	940
Operating profit	Domestic Consulting Business	2,502	2,723	2,956	3,298	4,279
	International Consulting Business	658	285	1,156	1,887	2,649
	Power Engineering Business	1,267	2,834	3,048	2,683	1,873
	Urban & Spatial Development Business	—	—	—	81	173
	Energy Business	—	—	—	—	(18)
	Real Estate Leasing Business	818	584	386	401	403
	Other	(991)	(1,925)	(2,824)	(2,886)	(2,799)

* Orders for the 4th quarter of the fiscal year ended June 30, 2016 include BDP's outstanding orders (16,251 billion yen) as of April 1, 2016.

* Effective from the fiscal year ending June 30, 2017, the basis for calculating orders received was changed to a method that excludes differences due to foreign currency calculation.

* Due to the change in BDP's fiscal year end for the fiscal year ending June 30, 2017, BDP's results for the 15-month period from April 2016 to June 2017 have been consolidated.

* In the fiscal year ending June 2018, the Nippon Koei Group changed its basis for recording sales from the completed-contract method to the percentage-of-completion method.

* For the fiscal year ending June 30, 2020, the correction dated December 14, 2020 has already been reflected.

* International Financial Reporting Standards (IFRS) have been applied from the end of the fiscal year ended June 30, 2021.

* The Company has been conducting business in three business segments since FYE June 2022. For the Consulting Business, we combined our domestic and overseas consulting businesses and combined our former Power Engineering and Energy Business to form our current Energy Business. Since Real Estate Leasing is no longer a company business segment, it has been included in "Other".

(Millions of yen)

FYE June 2019	IFRS				
	FYE June 2020	FYE June 2021	FYE June 2022	FYE June 2023	
118,085	Orders	144,871	133,304	131,166	139,265
108,589	Revenue	108,441	117,859	130,674	141,527
75,627	Cost of sales	(75,202)	(80,124)	(89,975)	(99,181)
32,962	Gross profit	33,238	37,735	40,699	42,346
27,851	Selling, general and administrative expenses	(28,436)	(29,173)	(31,610)	(34,611)
5,110	Operating profit	5,245	7,128	9,065	6,080
473	Financial profit (loss)	(216)	48	1,734	293
5,584	Pre-tax income	5,029	7,176	10,800	6,373
—	Profit attributable to owners of parent	3,246	4,518	6,579	3,093
2,180					
3,318					
113,175	Total assets	147,408	156,137	173,926	195,391
52,446	Current assets	62,027	68,570	83,535	99,147
13,147	Cash and cash equivalents	15,472	17,838	17,971	31,679
60,728	Non-current assets	85,380	87,566	90,390	96,244
29,882	Property, plant and equipment	42,039	40,832	41,403	52,718
13,501	Intangible assets	5,480	6,502	7,025	7,544
8,193	Goodwill	7,964	9,182	10,207	7,327
17,345	Other financial assets	6,721	7,434	6,423	5,106
7,228	Investments accounted for by the equity method	1,974	2,077	2,434	1,830
52,969	Total liabilities	81,687	83,843	91,956	111,607
28,082	Current liabilities	49,963	48,889	55,840	77,955
—	Loans payable	15,778	8,320	13,148	28,716
24,886	Non-current liabilities	31,723	34,953	36,116	33,652
17,639	Loans payable	14,923	18,712	19,288	17,385
60,205	Total equity	65,721	72,294	81,969	83,784
3,109	Cash flows from operating activities	4,365	12,073	4,820	8,345
(3,504)	Cash flows from investing activities	(7,129)	(2,750)	(6,949)	(2,859)
(1,936)	Cash flows from financing activities	4,529	(7,928)	1,892	8,298
(309)	Effect of exchange rate change on cash and cash equivalents	465	970	369	(77)
(2,641)	Net increase (decrease) in cash and cash equivalents	1,765	1,395	(235)	13,784
15,233	Cash and cash equivalents at beginning of period	12,663	15,472	17,838	17,971
12,663	Cash and cash equivalents at end of period	15,472	17,838	17,971	31,679
52,855	Orders Consulting Business	106,931	97,769	84,717	77,712
28,482	Urban & Spatial Development Business	17,874	21,457	31,981	42,566
15,411	Energy Business	19,986	13,991	14,343	18,827
20,510	Other	79	86	125	158
723					
100					
49,593	Revenue Consulting Business	72,594	80,098	75,000	81,818
24,928	Urban & Spatial Development Business	18,142	20,274	36,091	38,071
16,531	Energy Business	16,452	16,621	18,799	20,855
15,359	Other	1,251	865	783	782
719					
439					
1,016					
4,990	Operating profit Consulting Business	5,457	6,126	7,971	6,599
841	Urban & Spatial Development Business	1,759	2,266	2,599	(946)
2,089	Energy Business	640	814	1,290	2,974
151	Other	(2,611)	(2,079)	(2,794)	(2,546)
(365)					
409					
(3,006)					

* Consulting Business figures for the fiscal year ended June 30, 2020 are simple totals for the Domestic Consulting/International Consulting businesses before elimination of internal transactions.

* Energy Business figures for the year ended June 30, 2020 are simple totals of the Power Engineering Business and Energy Businesses before elimination of internal transactions.

* PT. Cikaengan Tirta Energi was reclassified from an Energy Business segment company to a Consulting Business segment company, and Aichi Tamano Information System Co., Ltd. was reclassified from a Consulting Business segment company to listed under the "Other" segment in the fiscal year ended June 30, 2022. The figures for the fiscal year ended June 30, 2021 are also prepared based on the new reportable segments.

* Nippon Koei Urban Space (formed from the merging of the former Tamano Consultants Co., Ltd. and Nippon Koei's Urban Space Business), its subsidiary Tamano EcoSt Co., Ltd., and its consolidated subsidiary Nakazesogen Campground Co., Ltd. changed their business segment classification from "Consulting Business" to "Urban & Spatial Development Business" the fiscal year ended June 30, 2023. Therefore, segment information the fiscal year ended June 30, 2022 is also prepared based on the new reportable segment classification.

Corporate Data (as of June 30, 2023)

Corporate Data



Corporate name	Integrated Design & Engineering Holdings Co., Ltd.
Registered address	5-4 Kojimachi, Chiyoda-ku, Tokyo 102-8539, Japan
Phone	+81-3-3238-8030
Representative	Hiroaki Shinya, Representative Executive President
Established	July 3, 2023
Capital stock	¥7,522 million (as of August 10, 2023)
Business areas	Management of the business activities of the Group companies under its control and ancillary/related operations

Main Group Companies



Nippon Koei Co., Ltd.

5-4 Kojimachi, Chiyoda-ku, Tokyo 102-8539, Japan
TEL: +81-3-3238-8030



Nippon Koei Urban Space Co., Ltd.

2-17-14, Higashisakura, Higashi-ku, Nagoya 461-0005, Japan
TEL: +81-52-979-9111



BDP Holdings Limited

11 Ducie Street Piccadilly Basin Manchester M1 2JB United Kingdom



Nippon Koei Energy Solutions Co., Ltd.

5-4 Kojimachi, Chiyoda-ku, Tokyo 102-8539, Japan
TEL: +81-3-3238-8030



Nippon Koei Business Partners

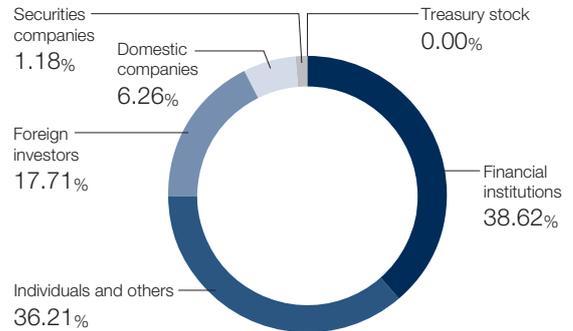
5-4 Kojimachi, Chiyoda-ku, Tokyo 102-8539, Japan
TEL: +81-3-3238-8030



Stock Information (as of December 31, 2023)

Number of shares authorized	38,000,000
Number of shares issued	15,079,625
Number of shareholders	7,666
Fiscal year-end	June 30
Stock listing	Tokyo Stock Exchange (Prime Market)
Securities code	9161
Transfer agent	Mizuho Trust & Banking Co., Ltd.

Shareholder Distribution

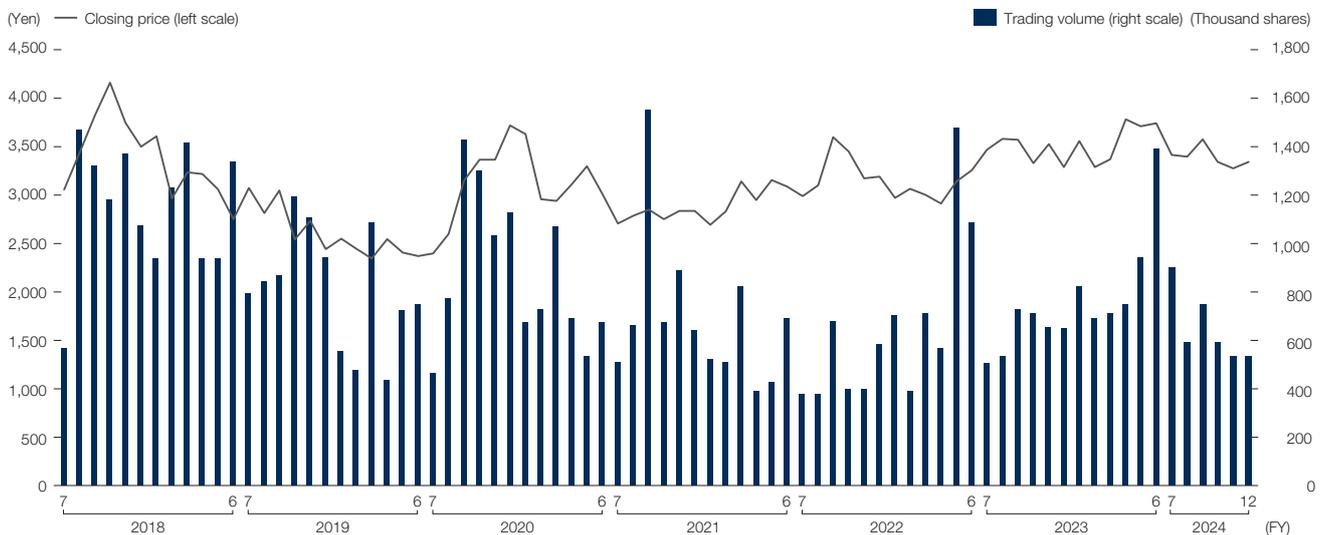


Chief Shareholders (Top 10 by Shares Owned)

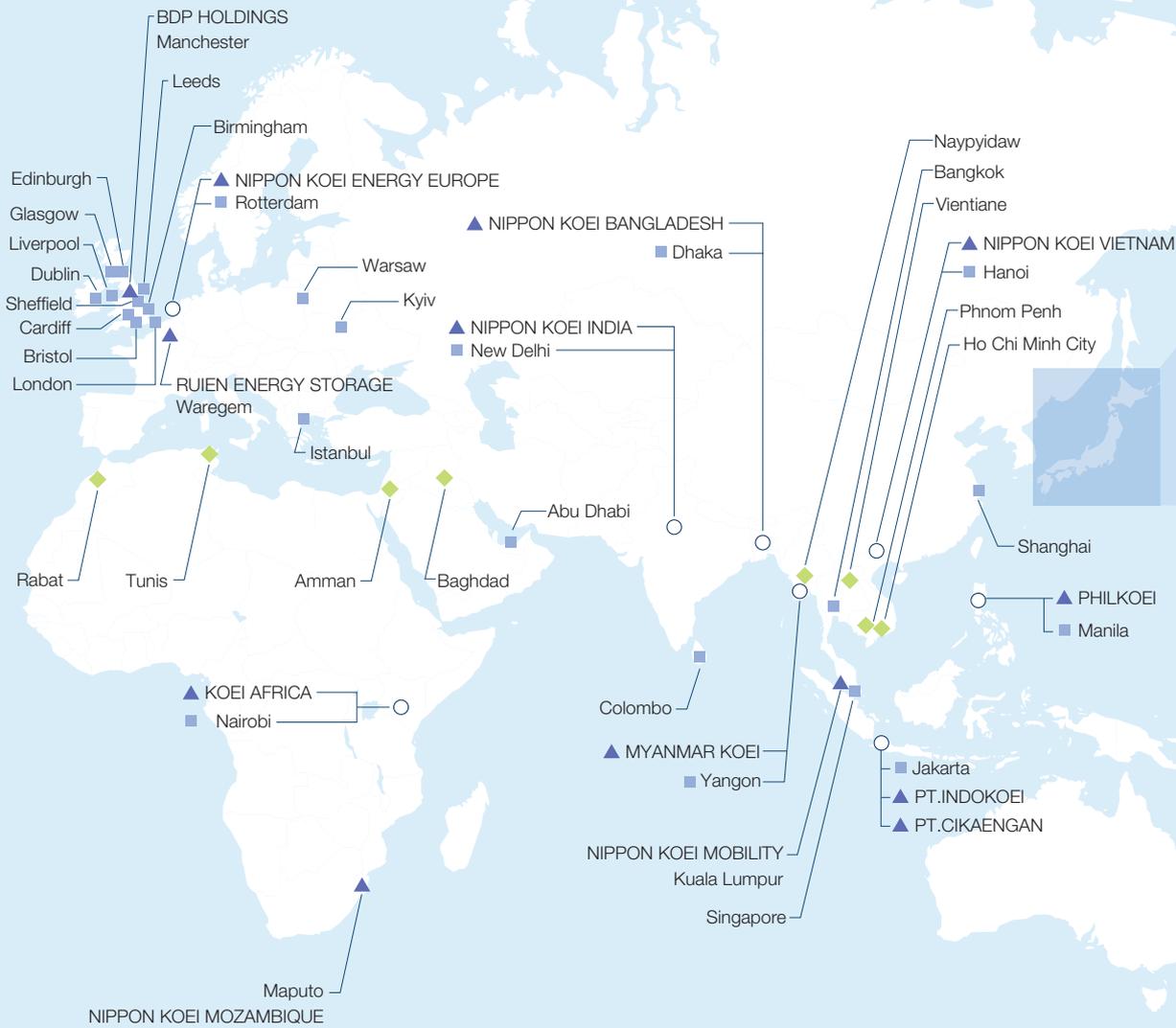
Chief Shareholders (Top 10 by Shares Owned)	Shares Owned (Thousand shares)	Percentage of Total Shares Owned (%)
1 The Master Trust Bank of Japan, Ltd. (Trust Account)	1,822	12.08
2 The ID&E Holdings Group Employee Shareholding Association	1,128	7.48
3 Custody Bank of Japan, Ltd. (Trust Account)	1,036	6.87
4 MUFG Bank, Ltd.	739	4.90
5 Meiji Yasuda Life Insurance Company	564	3.75
6 GOVERNMENT OF NORWAY	514	3.41
7 Mizuho Bank, Ltd.	382	2.53
8 Custody Bank of Japan, Ltd. (Pension Trust Account)	366	2.43
9 RE FUND 107-CLIENT AC	336	2.23
10 DFA INTL SMALL CAP VALUE PORTFOLIO	275	1.83

* Shareholding ratios are shown in the same manner as in the annual securities report (rounded to two decimal places).

Stock Price



Network (as of December 31, 2023)



Main Group Companies (Consolidated Subsidiaries)

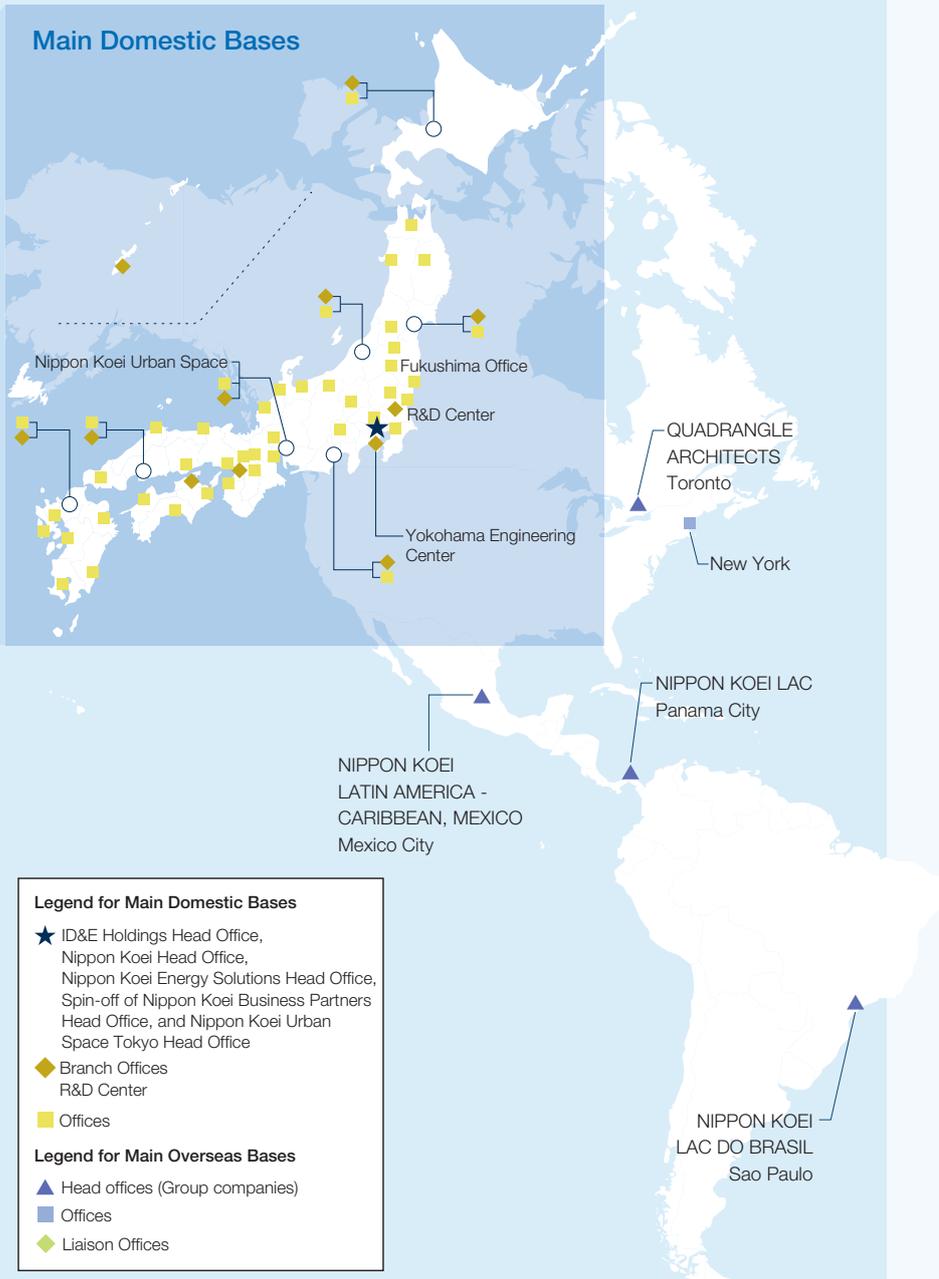
Consulting Business

- Nippon Koei Co., Ltd.
- Nippon Civic Consulting Engineers Co., Ltd.
- Geoplan Namtech Inc.
- Koei Research & Consulting Inc.
- Nippon Koei Latin America-Caribbean Co., Ltd.
- NIPPON KOEI LAC, INC.
- NIPPON KOEI LATIN AMERICA - CARIBBEAN, MEXICO S. DE R.L. DE C.V.
- NIPPON KOEI MOZAMBIQUE, LTDA.
- NIPPON KOEI LAC DO BRASIL LTDA.
- NIPPON KOEI INDIA PVT. LTD.
- PHILKOEI INTERNATIONAL, INC.
- KOEI AFRICA COMPANY LIMITED.
- NIPPON KOEI MOBILITY SDN. BHD.
- NIPPON KOEI BANGLADESH LTD.
- NIPPON KOEI VIETNAM INTERNATIONAL CO., LTD.
- PT. INDOKOEI INTERNATIONAL
- MYANMAR KOEI INTERNATIONAL LTD.
- PT. CIKAENGAN TIRTA ENERGI

Urban & Spatial Development Business

- Nippon Koei Urban Space Co., Ltd.
- Tamano Ecost Co., Ltd.
- Kisho Kurokawa architect & associates Co., Ltd.
- Nakaze Kamp Co., Ltd.
- BDP HOLDINGS LIMITED
- BUILDING DESIGN PARTNERSHIP LIMITED
- QUADRANGLE ARCHITECTS LIMITED

Main Domestic Bases



This map indicates the locations of main group companies (Nippon Koei, Nippon Koei Urban Space, BDP, Nippon Koei Energy Solutions, and Nippon Koei Business Partners).

Energy Business

- Nippon Koei Energy Solutions Co., Ltd.
- Koei System Inc.
- Koei Energy Co., Ltd.
- NIPPON KOEI ENERGY EUROPE B.V.
- RUIEN ENERGY STORAGE NV

Other

- Nippon Koei Business Partners
- Nikki Corporation
- Aichi Tamano Information System Co., Ltd.
- Ei Koei Co., Ltd.

History

- 1946 Nippon Koei established in Chiyoda-ku, Tokyo
- 1954 Received order for planning of Baluchaung Hydropower Plant in Burma (Company's first overseas project)
- 1958 Acquired Nikki Manufacturing Co., Ltd. (name changed to Nikki Corporation in July 1982, currently a consolidated subsidiary)
- 1963 Tokyo Stock Exchange Shares listed in the Second Section of the Tokyo Stock Exchange
- 1978 New head office building completed in Kojimachi, Tokyo; relocated head office; listing moved to the First Section of the Tokyo Stock Exchange Listing moved to the First Section of the Tokyo Stock Exchange
- 1986 Koei System Inc. established (currently a consolidated subsidiary)
- 1989 Philkoei International, Inc. established in the Philippines (currently a consolidated subsidiary)
- 1992 PT. Indokoei International established in Indonesia (currently a consolidated subsidiary) Ei Koei Co., Ltd. established (currently a consolidated subsidiary)
- 1995 KRI International Corp. established
- 2003 Nippon Koei Latin America-Caribbean Co., Ltd. established (currently a consolidated subsidiary) Tamano Consultants Co., Ltd. becomes a subsidiary (currently a consolidated subsidiary)
- 2005 Tamano Consultants Co., Ltd. becomes a subsidiary (name changed to Nippon Koei Urban Space in July 2022 (currently a consolidated subsidiary))
- 2007 Nippon Koei LAC do Brasil Ltda. established in Brazil (currently a consolidated subsidiary)
- 2008 Nippon Koei India Pvt. Ltd. established in India (currently a consolidated subsidiary)
- 2010 NKLAC, Inc. established in Panama (name changed to Nippon Koei LAC, Inc. in September 2011)
- 2012 Nippon Koei Vietnam International Co., Ltd. established (currently a consolidated subsidiary)
- 2013 Myanmar Koei International Ltd. established in Myanmar (currently a consolidated subsidiary)
- 2015 KOEI Energy Co., Ltd. established (currently a consolidated subsidiary)
- 2016 UK-based architectural design company BDP Holdings Limited becomes a subsidiary (currently a consolidated subsidiary)
- 2017 Koei Research & Consulting Inc. established (Koei Research Institute International Corp. and System Science Consultants Co., Ltd. merged)
- 2018 Nippon Koei Bangladesh Ltd. Established in Bangladesh
- 2019 Canada architectural design company Quadrangle Architects Limited becomes a subsidiary (currently a consolidated subsidiary)
- 2020 New head office building completed in Kojimachi, Tokyo (reconstruction)
- 2021 75th Anniversary Project Implemented
- 2022 Nippon Koei Urban Space Co., Ltd. launched
- 2023 Established Integrated Design & Engineering Holdings Co., Ltd. and transitioned to a holding company structure

Integrated Design & Engineering Holdings CO.,LTD.

5-4 Kojimachi, Chiyoda-ku, Tokyo 102-8539, Japan

<https://www.id-and-e-hd.co.jp/english/>



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