

# 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 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.

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.

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## Strengths of Nippon Koei Group

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

From its inception, Nippon Koei has been building infrastructure that helps solve social issues. 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



#### Nippon Koei

Commercialize solutions for social issues  
Changes to meet new needs

### Japan's leading engineering consulting firm

The Nippon Koei 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. 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 engineering consulting firms in Japan," Nikkei Construction, April 20, 2022

#### 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 lead the industry with over 1,700 professional engineers who provide expert consulting in countries around the world.

#### Technology

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

## Status of the Company

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## Editorial Policy

The Nippon Koei 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 founding to today and our efforts for further increasing corporate value. The disclosure framework of the International Integrated Reporting Council (IIRC) was used as a reference during the editing of this report.

Organizations Covered: Nippon Koei Co., Ltd. (the "Company") and its consolidated subsidiaries

Period Covered: Fiscal year ended June 30, 2022 (July 2021 to June 2022). However, some information from July 2022 onward has been included.

## Forward-Looking Statements

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

# History of the Nippon Koei Group

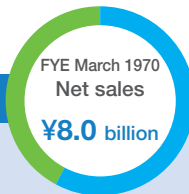
Inheriting the “business mindset” and “integrity” that our founder, Yutaka Kubota, valued, we have taken on the challenge of pioneering initiatives since our founding in 1946. Over the past 75 years, our efforts to find optimal solutions to ever-changing social issues and needs and to commercialize them have led to our current strengths. We will continue to grow with an eye on the future.

■ Consulting: ¥4.6 billion  
■ Power Engineering: ¥3.4 billion

■ Consulting: ¥29.9 billion  
■ Power Engineering: ¥26.2 billion

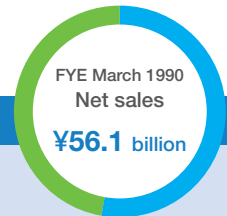
## 1946-1970 Establishment Phase












Contributed to postwar reconstruction and the creation of basic local infrastructure in Japan and abroad



## 1970-1990 Development Phase

Developed infrastructure that contributed to industrial growth



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



### Nippon Koei's Origins Founder Yutaka Kubota

#### Postwar reconstruction in Japan and abroad

From the 1930s until the end of WWII in 1945, Nippon Koei'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 Nippon Koei Group.

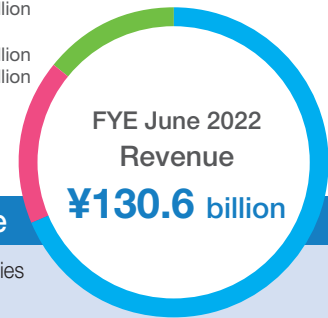
#### Origin as a “construction consultant”

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

■ Consulting: ¥88.5 billion  
 ■ Urban & Spatial Development: ¥22.5 billion  
 ■ Energy: ¥18.7 billion



**1990-2010 Maturity Phase**

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

**2010-2020 Innovation Phase**

Contributed to the creation of societies that are sustainable and resilient

**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

**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

**1998**  
 Hai Van Tunnel, Vietnam



**2005**  
 Gulf of Panama purification project

**2006**  
 Asahan No. 3 hydroelectric power in Indonesia



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

**2014**  
 Thilawa Area Infrastructure Development in Myanmar



Consulting Business

**Business Fields**

- Water resources and waterways
- Agricultural and rural planning & design
- Dams and power generation
- Urban and regional development
- Transportation
- Environmental management
- Management
- Disaster prevention

**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

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



Energy Business

Energy Business

**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

**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 UK-based architectural design company BDP Holdings Limited  
 Launched Urban & Spatial Development Business

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

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



Urban & Spatial Development Business

**Business Fields**

- Urban development
- Infrastructure
- Comprehensive research
- Architecture

# Business Areas of Nippon Koei Group

Each of the three business segments of the Nippon Koei Group develops specialized services and products in line with our founding mission to pursue innovation and new challenges.

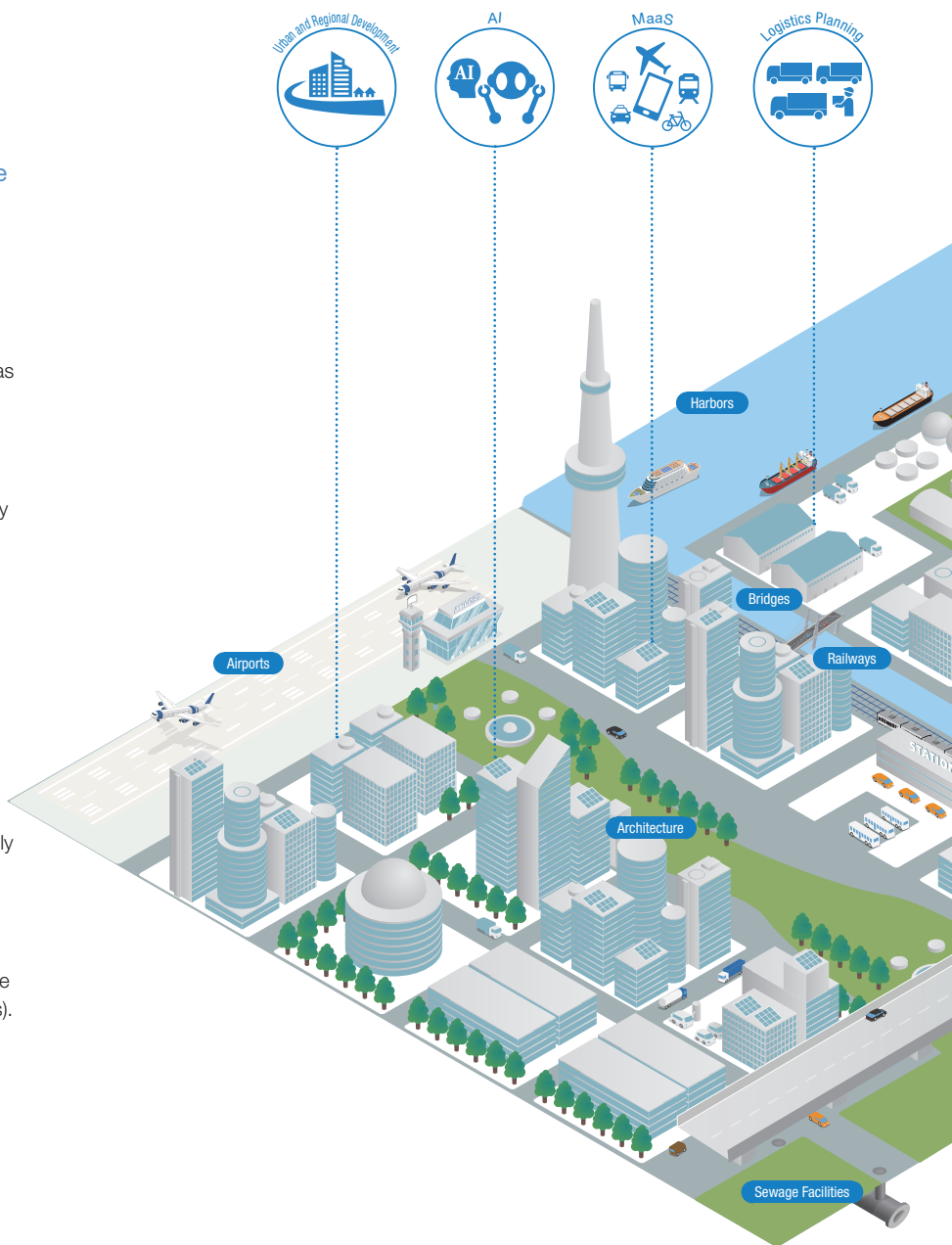
## Consulting Business

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

Engineering consultants use their specialized civil engineering and architecture technology to prepare, examine, and propose technologies for national, local, and city infrastructure projects to national (preliminary government agencies) and local governments, overseas governmental institutions, and private companies. Consultants also conduct studies and environmental assessments, design projects, and supervise the project construction, management, and maintenance.

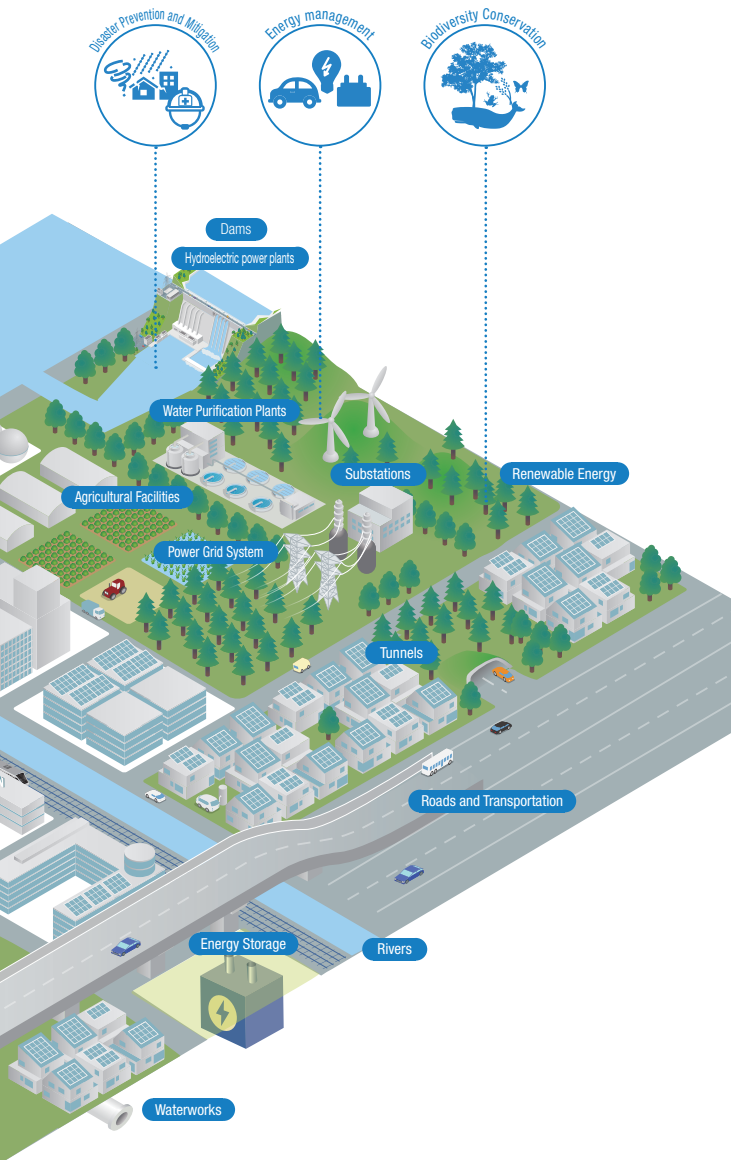
In Japan and overseas, projects can vary immensely in terms of scale and the type of contract. In Japan, the government conceives and generally supervises projects with consultants mainly performing the studies, planning, and design operations. Overseas, consultants can carry out the overall supervision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

Our range of business has been growing substantially in recent years, particularly related to the increase in disaster restoration projects, risk management for disaster prevention and mitigation, improving and upgrading the existing infrastructure, and for management advisory and monitoring for public-private partnerships (PPPs) and private finance initiatives (PFIs). For social issues that are becoming increasingly complex, engineering consultants must have comprehensive abilities with higher levels of expertise and technical capabilities incorporating various technologies. The Nippon Koei Group is taking on an ever-expanding role as a comprehensive business partner in the development of social infrastructure.



### 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 with architectural design services worldwide

Architecture makes up a significant percentage of the worldwide sales of construction design companies. With demand for urban and spatial development soaring worldwide, Nippon Koei brought the U.K.-based architectural design company BDP Holdings into the Group in March 2016, followed by the Canadian firm Quadrangle in February 2019, and U.K.-based Pattern in July 2021. In Japan, we merged our former Urban & Spatial Development Business, one of our business segments, with Tamano Consultants, a Group company, to launch Nippon Koei Urban Space in July 2022. Together with the new company and Kisho Kurokawa architect & associates, 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

The Company is involved in the construction and renovation of substations and power plant facilities, the provision of comprehensive consulting services related to electric power and electrical facilities in Japan and overseas, and the manufacture of power-related equipment and devices, such as centralized monitoring and control systems for power systems and dam management systems for hydroelectric power plants. The operations of these divisions give the Power Engineering Business the formidable advantage of offering services covering every stage of development and operation from planning, studying, and designing to building facilities, manufacturing equipment, and providing operation maintenance for electric power generation and electrical equipment in Japan and overseas.

In addition, amidst the drastic changes occurring around the world in businesses related to renewable energy, we have implemented energy management services in Europe for hydroelectric power plant operations and power distribution networks that stably manage and control energy provided by various power sources through storage batteries with the aim of expanding these services to power generation, transmission, and distribution businesses in Japan.

### Energy Business domain

- Nippon Koei Services (for other companies)
- Asset Maintenance Business (operations provided by Nippon Koei)

	Power generation		Power transmission	Power Transformation	Distribution	Storage/Electric Power Use	
<b>Facilities</b>	Hydroelectric power plants Plants where power is generated using solar power, wind power, and other energy sources			Substations		Energy Storage For plants, commercial facilities, households (consumers)	
<b>Services Provided by Nippon Koei</b>	Hydroelectric Power Generation Facilities (generators, dam management systems, and turbines)	Other Types of Power Generation Facilities		Substation Facilities (central monitoring and control systems)		Power Storage Facilities	Consumer Power Facilities
	<ul style="list-style-type: none"> <li>● Study and design</li> <li>● Equipment manufacturing and procurement</li> <li>● Construction and civil engineering</li> <li>● Operation and maintenance</li> <li>● Monitoring systems</li> <li>● Hydroelectric power generation</li> </ul>	<ul style="list-style-type: none"> <li>● Study and design</li> <li>● Equipment procurement</li> <li>● Construction and civil engineering</li> <li>● Monitoring systems</li> </ul>		<ul style="list-style-type: none"> <li>● Study and design</li> <li>● Equipment procurement</li> <li>● Construction and civil engineering</li> <li>● Provision of power transformation systems</li> </ul>		<ul style="list-style-type: none"> <li>● Study and design</li> <li>● Equipment procurement</li> <li>● Construction and civil engineering</li> <li>● Provision of power transformation systems</li> <li>● Energy management systems</li> <li>● Virtual Power Plant (VPP) business*</li> </ul>	<ul style="list-style-type: none"> <li>● Energy conservation consulting</li> <li>● Provision of Energy Management Systems (EMS)</li> <li>● Energy Service Company (ESCO) business</li> </ul>