ID&E
A member of Tokio Marine Group

Six-Month Financial Results for the Period Ended September 30, 2025

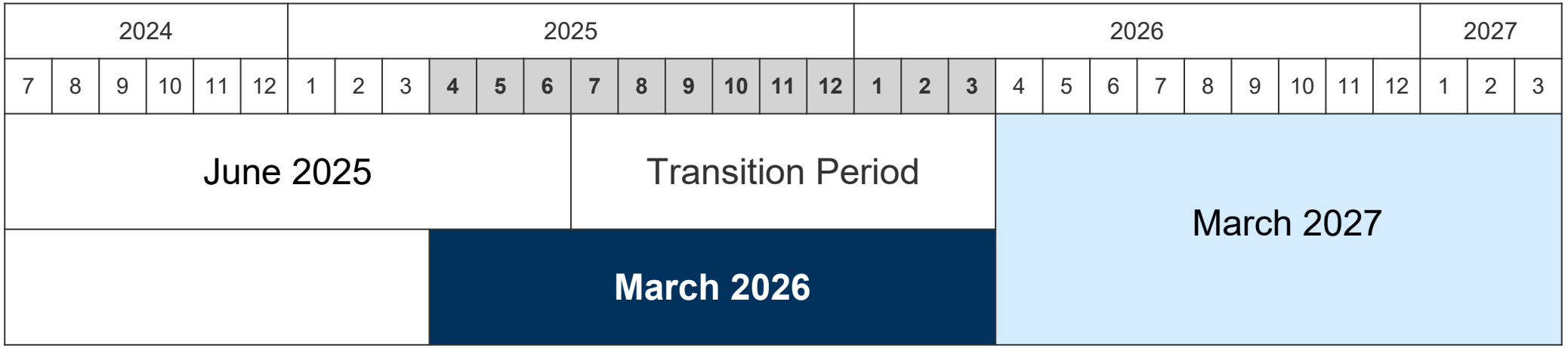
November 28, 2025

Integrated Design & Engineering Holdings Co., Ltd.

Change in FYE

FYE March 2026

- Starting from the current fiscal year (FY2025), the Company has changed its fiscal year end to align with the fiscal year end of its shareholder, Tokio Marine Holdings, Inc. The fiscal year end has been moved from the last day of June to the last day of March.
- **The current fiscal year (FY2025), which serves as the transition period for this change, will cover the nine months from July 1, 2025 to March 31, 2026.**
- In this material, the current fiscal year (FY2025) refers to the 12-month period (April 1, 2025 to March 31, 2026) after this change. April to September 2024 and April to September 2025 are presented as the periods for comparison.



FYE March 2026 Apr-Sep Results

Orders increased thanks to large-scale orders in the Energy Business, while revenue and profit decreased year-on-year due to changes in the market environment for the construction and battery storage businesses in Europe, which had performed strongly in the same period of the previous fiscal year.

Consolidated results

- Orders increased as we secured orders of large-scale projects (EPC) in the Energy Business.
- Revenue decreased year-on-year due to the absence of orders from BDP Group and the domestic Consulting Business, both of which had recorded high levels in the same period of the previous fiscal year.
- Operating profit and profit increased due to the absence of loss on valuation of securities that were recorded in the same period of the previous fiscal year.
- Core operating profit transitioned to a normal level due to changes in the market environment for the European battery storage business (in Belgium), which had performed strongly in the same period of the previous fiscal year.

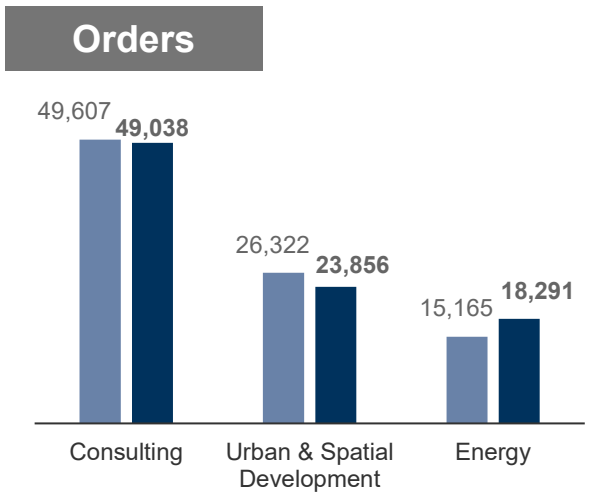
(Million yen)	2024, Apr - Sep Results	2025, Apr - Sep Results	YoY Comparison		FYE2025/6 1Q Results
			Amount	%	
Orders	91,396	91,634	238	100.3%	29,758
Revenue	76,843	71,436	-5,407	93.0%	30,718
Gross profit	23,351	20,634	-2,716	88.4%	8,159
Operating profit	78	391	313	498.1%	-1,937
Core operating profit	2,686	-94	-2,780	–	-2,037
Profit before tax or loss	-1,058	637	1,696	–	-1,647
Profit or loss attributable to owners of parent	-1,588	27	1,616	–	-2,105

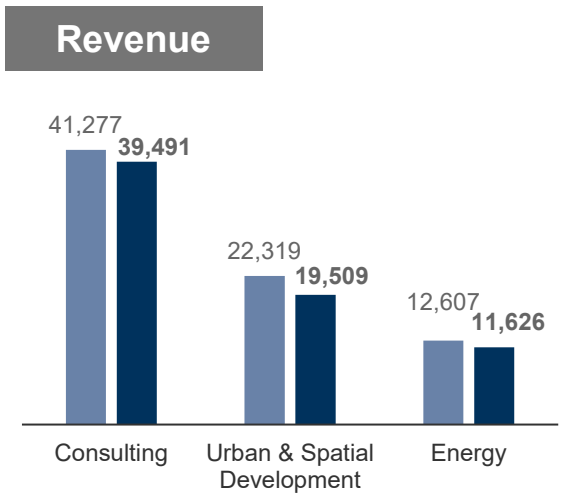
*1 From the current fiscal year, gains and losses on securities are recorded in net assets (previously recorded in operating profit).
*2 Core operating profit is calculated from operating profit (or loss) after IFRS, excluding gains and losses arising from non-recurring factors.

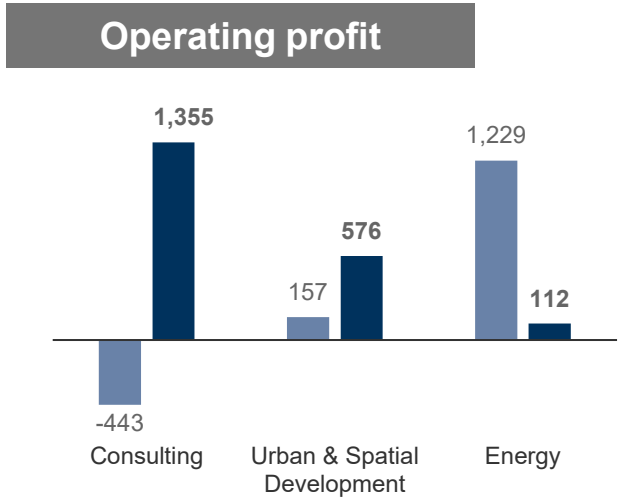
Results by Business Segment

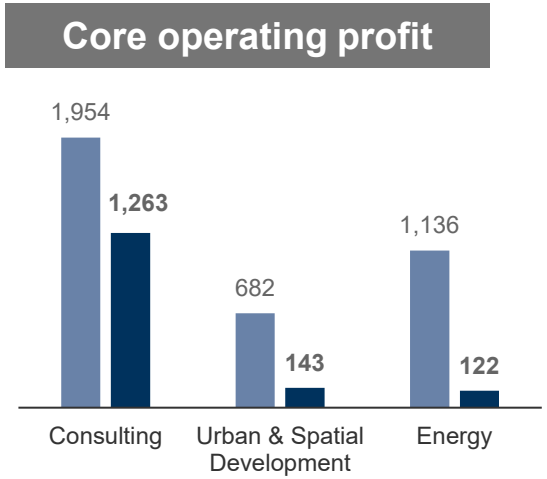
(Million yen)	2024, Apr – Sep Results	2025, Apr-Sep Results	YoY Comparison Amount	YoY Comparison %	FYE2025/6 1Q Results
Orders	91,396	91,634	238	100.3%	29,758
Consulting	49,607	49,038	-569	98.9%	15,302
Urban & Spatial Development	26,322	23,856	-2,465	90.6%	9,788
Energy	15,165	18,291	3,125	120.6%	4,411
Other	300	447	147	149.1%	255
Revenue	76,843	71,436	-5,407	93.0%	30,718
Consulting	41,277	39,491	-1,785	95.7%	16,285
Urban & Spatial Development	22,319	19,509	-2,810	87.4%	8,944
Energy	12,607	11,626	-980	92.2%	5,054
Other	640	809	169	126.4%	434
Operating profit*	78	391	313	498.1%	-1,937
Consulting	-443	1,355	1,799	—	-1,271
Urban & Spatial Development	157	576	418	365.7%	-252
Energy	1,229	112	-1,117	9.1%	-192
Other	-864	-1,652	-787	—	-220
Core operating profit*	2,686	-94	-2,780	—	-2,037
Consulting	1,954	1,263	-690	64.7%	-1,319
Urban & Spatial Development	682	143	-538	21.1%	-310
Energy	1,136	122	-1,014	10.8%	-196
Other	-1,087	-1,624	-537	—	-210

2024, Apr-Sep 2025, Apr-Sep (Million yen)









*1 From the current fiscal year, gains and losses on securities are recorded in net assets (previously recorded in operating profit).
*2 Core operating profit is calculated from operating profit (or loss) after IFRS, excluding gains and losses arising from non-recurring factors.

Performance Outline by Business Segment

Consulting Business

■ Orders : Orders decreased due to the absence of contributions from domestic defense-related work and those related to the 2024 Noto Peninsula Earthquake in the same period of the previous fiscal year. Orders for overseas increased year-on-year, and large orders are expected to be received in the second half.

■ Revenue : Revenue decreased due to the absence of domestic orders, although the overseas group company in India continued to make steady progress.

■ Operating profit : Operating profit increased due to the absence of loss on valuation of securities that were recorded in the same period of the previous fiscal year.

Urban & Spatial Development Business

■ Orders : Orders decreased compared with the same period of the previous fiscal year, when BDP Group in UK received large-scale projects.

■ Revenue : Revenue increased at NKUrban, but the decrease at the BDP Group resulted in an overall decrease.

■ Operating profit : Operating profit increased due to the absence of other expenses related to non-recurring factors recorded in the previous fiscal year.

*The actual exchange rate in Apr to Sep/2025: £ 1=196.62 yen (the actual exchange rate in Apr to Sep, 2024, assumed exchange rate for FYE March 30, 2026 £ 1= 193.40 yen)

Energy Business

■ Orders : Orders increased substantially year-on-year as we secured large-scale projects (EPC) in battery storage and dam systems.

■ Revenue : Revenue for NKES remained at the same level as the same period of the previous fiscal year. However, revenue from the European battery storage business (in Belgium) decreased due to changes in the market environment.

■ Operating profit : Core operating profit transitioned to a normal level due to changes in the market environment for the European battery storage business (in Belgium).

FYE March 2026 Plan

We are aiming to achieve a record-high core operating profit, while striving to enhance profitability and improve efficiency across our overseas operations.

(Million yen)	FYE 2025/6 Results	FYE 2026/3 Plan	YoY Comparison	
			Amount	%
Orders	165,316	187,000	21,683	113.1%
Consulting	92,949	105,000	12,050	113.0%
Urban & Spatial Development	40,811	46,000	5,188	112.7%
Energy	30,949	34,000	3,050	109.9%
Revenue	160,898	173,000	12,101	107.5%
Consulting	89,024	98,000	8,975	110.1%
Urban & Spatial Development	42,402	46,000	3,597	108.5%
Energy	28,147	28,000	-147	99.5%
Other	1,325	1,000	-325	75.5%
Operating profit	10,897	13,800	2,902	126.6%
Consulting	8,372	9,100	727	108.7%
Urban & Spatial Development	2,007	2,600	592	129.5%
Energy	2,359	3,000	640	127.2%
Other	-1,842	-900	942	—
Profit or loss attributable to owners of parent	4,753	8,900	4,146	187.2%

Comparison of core operating profit

Below is a comparison on a core operating profit basis to show the earnings trend of our core business.

▼ Analysis of change in core operating profit for FYE June 2025 results and FYE 2025 plan

(Million yen)	FYE 2025/6 Results	FYE 2025 Plan	YoY Comparison
Core operating profit	11,102	13,500	2,397
Consulting	8,191	9,100	908
Urban & Spatial Development	1,366	2,500	1,133
Energy	3,495	2,900	-595
Others	-1,951	-1,000	951

*Core operating profit is calculated from operating profit (or loss) after IFRS, excluding gains and losses arising from non-recurring factors.
*With the change to the fiscal year end, the FY2025 plan will be presented as a 12-month figure, including the period from April to June 2025.

Project Highlights (Consulting Business)

National Route No. 107 Oishi Area Road Disaster Recovery Project

Overview

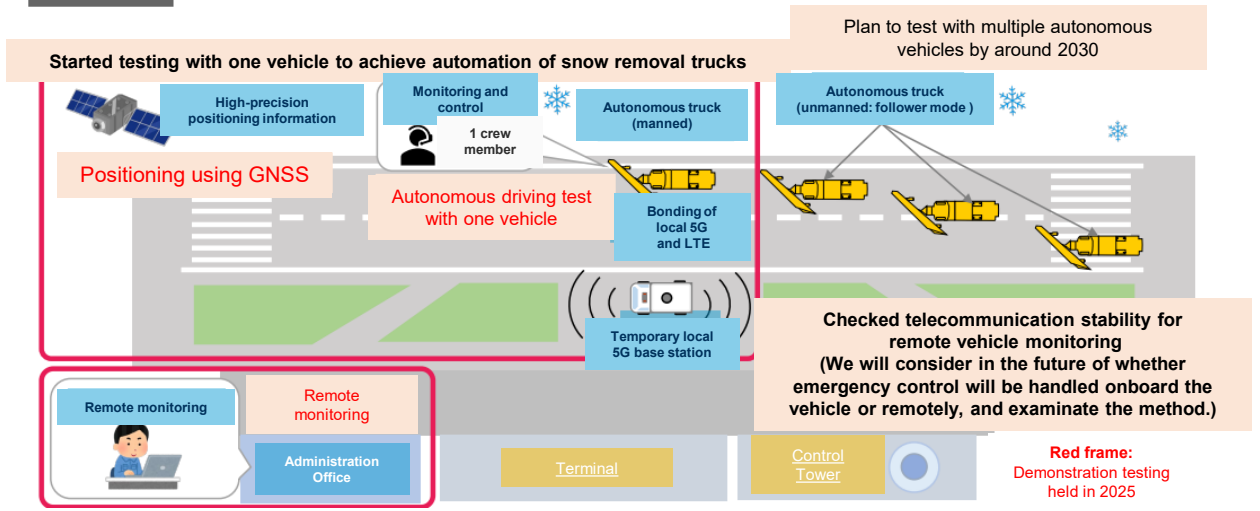
- A major landslide occurred in May 2021 in the Oishi area of Nishiwaga Town in Iwate Prefecture following an earthquake. The road became impassable, causing significant impact on local residents.
- NK handled a wide range of tasks, including evaluating recovery route options for National Route No. 107, proposing a tunnel plan, conducting traffic surveys in the surrounding area, and providing construction management services. NKES handled the design of the tunnel lighting system.
- The route opened as the Oishi Tunnel on November 30, 2025.

View of the Oishi Tunnel from the Nishiwaga Town side (Source: Iwate Prefecture website)

Demonstration Testing to Achieve Labor-Saving and Automation of Snow Removal Trucks at Wakkanai Airport

Overview

- As the labor shortage worsens, airports in snowy regions are seeking to implement labor-saving and automated snow removal operations to ensure stable airport management and on-time flights during winter.
- Following the selection of six companies*, including NK, for the Ministry of Internal Affairs and Communications project (2025 "Regional Community DX Promotion Package Project"), demonstration testing of autonomous driving for snow removal trucks has begun at Wakkanai Airport.
- NK has extensive expertise on introducing autonomous driving technology within airport restricted areas and supporting demonstration testing. In this initiative, NK provides support for planning and execution, as well as technical advice based on operational conditions specifically for airports.



*NTT DOCOMO BUSINESS, Inc., Hokkaido Airports Co.,Ltd., PERSOL AVC TECHNOLOGY CO., LTD., PERSOL CROSS TECHNOLOGY CO., LTD., DOCOMO Technology, Inc., Nippon Koei Co., Ltd.

Project Highlights (Consulting Business)

Republic of Peru, Majes-Siguas I Renovation Project

Operating Company	Ministry of Agricultural Development and Irrigation (MIDAGRI)
Overview	■ Condoroma Dam, located in the Majes-Siguas region of Arequipa, southern Peru, has been in operation for over 40 years, and ensuring a stable supply of agricultural water has become a challenge. ■ NKLAC and NK secured this project under the second Government-to-Government (G2G) agreement between Japan and the Republic of Peru. ■ This project involves the assessment, design, and construction supervision of renovations to existing facilities at the Condoroma Dam, including its intake and water channels. Modernizing these facilities aims to support future agricultural expansion and the export of agricultural products in the Majes-Siguas region, contributing to the revitalization of the local economy.

Target area

Condoroma Dam (as of January 2025)

Asahan No. 3 Hydroelectric Power Plant Design and Construction Supervision Project

Client	PT PLN (Indonesian State-owned electricity company)
Overview	■ Asahan No. 3 Hydroelectric Power Project is a yen loan project supported by the Japan International Cooperation Agency (JICA). It utilizes the water of the Asahan River, which flows from Lake Toba, the world's largest caldera lake with an elevation of 905 meters, to construct a run-of-river hydroelectric power plant (with a capacity of 174 MW) in North Sumatra, Indonesia. ■ Development in the Asahan area was initiated by Yutaka Kubota, the founder of NK, and to date, approximately 15,000 engineers and staff from both Japan and Indonesia have participated in this project. ■ In North Sumatra, electricity supply and demand is tight. This project will contribute to the development of the local economy by ensuring stable power supply and improving the investment environment. It also will contribute to reducing environmental burden through the use of renewable energy, and promote the utilization of on-site materials and proper treatment of construction wastewater.

Construction of the Power Plant

Project Highlights (Urban & Spatial Development Business)

Malaysia, Ipoh City Urban Planning Master Plan

Client	Malaysian Resources Corporation Berhad (MRCB)
Overview	■ The ongoing “Ipoh Sentral” development in central Ipoh, Malaysia, is a large-scale 27-hectare project for which BDP is responsible for the master plan. ■ This development combines commercial, residential and cultural facilities while maintaining the existing station. It also introduces a pedestrian-friendly city, green spaces, community plazas, and a sustainable infrastructure, while preserving cultural heritage. ■ Connections to transportation networks, along with pedestrian bridges and traffic zones, help reduce congestion at street level. Through collaboration between BDP, NK, and NK Mobility, this project aims to enhance livability and economic vitality in the city, creating long-term urban value.

Expected completion image

A Series of Urban Development Initiatives Centered by the Izu City Tsunami Evacuation Complex: Terrasse Orange Toi

Client	Izu City, Shizuoka Prefecture
Overview	■ NK Urban and NK have been supporting the Toi area of Izu City in Shizuoka Prefecture for ten years, from formulating disaster prevention urban planning to the design and construction supervision of the tsunami evacuation complex. The area is expected to face severe tsunami damage in the event of a Nankai megathrust earthquake, and the goal has been to create a community where residents can continue to live safely. ■ Building seawalls would block the coastal scenery, so a new approach to urban development was pursued together with the local community, combining tourism with disaster prevention. ■ This evacuation complex functions as a tourism facility under normal conditions. In case of an emergency, it can serve as an evacuation space for up to 1,200 people. The design incorporates various features, including wide stairways and clearly visible evacuation routes that can be understood immediately, even by visitors unfamiliar with the area.

Izu City Tsunami Evacuation Complex: Terrasse Orange Toi

Project Highlights (Energy Business)

Kubonai Power Station Major Equipment Upgrade

Client

HOKUDEN ECO-ENERGY CO.,LTD.

Overview

- Kubonai Power Station is a run-of-river hydroelectric plant located in Sobetsu Town, Hokkaido, and began operations in 1951. Due to aging equipment, replacement work on the water wheel, generator, etc., started in March 2023.
- Delivered the water wheel, inlet valve, synchronous generator, governor, and excitation system. The generator, supplied by INDAR of Spain, combined with the high efficiency of the water wheel has increased the output by 700kW. Major equipment and the governor were converted to electric operation, contributing to reducing the environmental impact.
- After successfully completing various tests, commercial operation started in July 2025. Moving forward, we will continue to support stable hydroelectric power supply through the transfer of technical expertise and the introduction of new technologies.

Synchronous generator

Control unit

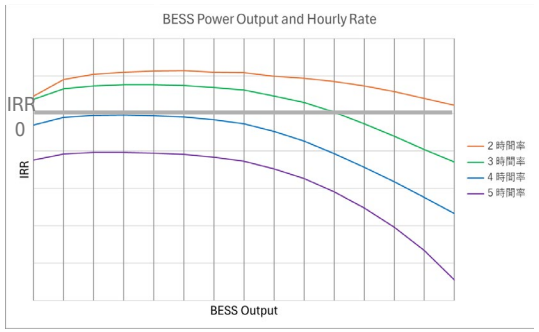
Introduction of New Storage Batteries at Industrial Parks in Vietnam

Client

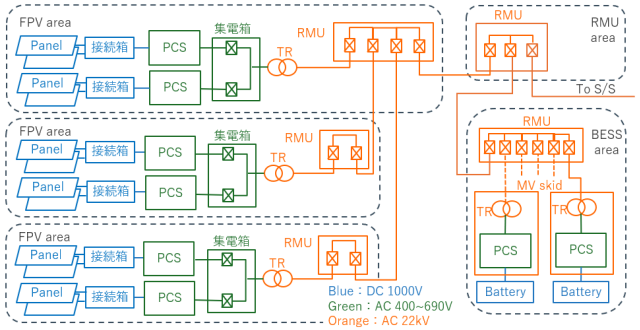
Sumitomo Corporation

Overview

- We conducted a study on the introduction of new storage batteries to industrial parks operated by Sumitomo Corporation in Vietnam.
- For this project, profit and loss simulations were conducted for a configuration combining newly installed and existing solar power generation systems within the industrial parks with a planned storage battery, assuming operations such as peak shifting and PV shifting. The simulations compared initial costs based on storage battery capacity, substation location, storage battery operation cycles, and the method of connecting storage batteries to solar power generation systems, ultimately evaluating this project's economic feasibility. In addition, the storage battery layout and voltage fluctuations were analyzed based on the results.
- We created graphs showing IRR results by battery capacity and hourly rate, and produced materials that allow clear and easy comparison and evaluation. These materials have been highly evaluated by our customers.



Relationship between the storage battery capacity and IRR by hourly rate (Horizontal axis: Battery capacity, Vertical axis: IRR)



System Configuration Diagram (Storage batteries and solar power systems)

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