

1. Introduction

1.1 ID&E Group Management Philosophy and Mission

Mission, Vision, and Values

Our Mission, Vision, and Values (MVV) define the foundation of our identity and strategic direction.

Mission **Make the World a Better Place**

Always maintaining high aspirations, we will work hard to improve our skills, and provide services based on our accumulated technological capabilities.

Vision **Providing Unique Value as a Company**

Evolving into a unified, global corporate group
Top class worldwide by 2030.

Values **Tackle your problems with sincerity and the road ahead shall be clear**

Performance Drivers : Embracing to try, Valuing Speed, Entrepreneurial Mindset, Stakeholder Satisfaction

"Act with integrity and contribute to society through technology and engineering."

Since the founding of Nippon Koei in 1946, we the ID&E Group have consistently positioned our management philosophy—"Act with integrity and contribute to society through technology and engineering"—as the foundation of its business activities.

In 2023, we transitioned to a holding company structure to strengthen group-wide governance, strategic planning, and risk management. This structure enables each operating company to execute its business autonomously while maintaining alignment with shared strategic objectives at the Group level.

In 2025, we joined the Tokio Marine Group. This integration expanded the Group's operational framework by combining consulting and engineering expertise with insurance and financial services, enabling the development of more comprehensive solutions that address a wider range of societal and infrastructure-related challenges.

Today, we operate globally across three business segments: Consulting, Urban & Spatial Development, and Energy. Through these segments, we deliver a wide range of projects addressing infrastructure development, urban space design, and energy systems in diverse regional and market contexts.

Guided by our mission to "Make the World a Better Place," we seek to contribute to sustainable development by applying its technical expertise, accumulated experience, and stakeholder-oriented approaches in each area of its operations.



Disaster Response Activities for the Noto Peninsula Earthquake

1.2 ID&E Group's Business Segments

Our Group strategically positions "Consulting," "Urban & Spatial Development," and "Energy" as our three core business segments. Across all fields of infrastructure planning, investigation, and development essential for nation-building and urban development, we deploy comprehensive capabilities generated through "human capital" and "technology" excellence on a global scale.

Consulting Business:

Infrastructure development and maintenance projects that form the foundation for comfortable living



Main Subsidiaries

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, CO. LTD. MEXICO S. DE R.L.DE C.V. / NIPPON KOEI LAC DO BRASIL LTD. / NIPPON KOEI MOZAMBIQUE, LTD. / NIPPON KOEI INDIA PVT, LTD. / NIPPON KOEI BANGLADESH LTD. / NIPPON KOEI VIETNAM INTERNATIONAL CO., LTD. / PHILKOEI INTERNATIONAL, INC. / PT. INDOKOEI INTERNATIONAL / MYANMAR KOEI INTERNATIONAL LTD. / KOEI AFRICA CO., LTD. / PT. CIKAENGAN TIRTA ENERGI / NIPPON KOEI MOBILITY SDN. BHD. / NIPPON KOEI MOBILITY INDIA PVT, LTD.

Business

• In Japan, we provide consultancy services for infrastructure development and maintenance, safety measures, and other social infrastructure projects commissioned by government ministries such as the Ministry of Land, Infrastructure, Transport and Tourism, as well as local authorities. In recent years, we have harnessed proven technologies through diverse approaches, delivering comprehensive consultancy that extends beyond infrastructure development to include maintenance management. We are involved in numerous projects that support the essential infrastructure underpinning the lives of people in Japan.

• Centred on Japanese government ODA projects, our international operations have expanded across Asia, Africa, the Middle East, and Latin America. We are engaged in a wide range of infrastructure projects that drive regional and national development in sectors such as water resources and river management, energy, urban and regional planning, transportation, agriculture and rural development, environmental protection and disaster risk reduction. In addition, we play an active role in cross-border social contribution and humanitarian assistance, including environmental initiatives addressing climate change, large-scale transport infrastructure development in rapidly growing emerging economies, and reconstruction support for areas affected by conflicts, earthquakes, and tsunamis.

Urban & Spatial Development Business:

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



Main Subsidiaries

Nippon Koei Urban Space Co., Ltd./ Tamano Ecost Co., Ltd. / Kisho Kurokawa Architect & Associates Co., Ltd./ BDP HOLDINGS LIMITED. and its subsidiaries (Total of 50 companies including Holdings)

Business

• Anticipating rising demands in the architectural domain amid global urban development progress, we welcomed UK-based architectural design company BDP into our Group in 2016, launching our Urban & Spatial Development Business. Through our collaboration with BDP, we engage in urban space design that integrates civil and architectural technologies, primarily across Asia. We have also diversified our business domains by incorporating the Canadian company QUADRANGLE, specialising in high-rise architecture (2019), and UK-based company PATTERN, specialising in sports facility architecture (2021).

• Amid growing demand in Japan for projects requiring both civil engineering and architectural expertise—such as urban development and redevelopment—we integrated the Urban & Spatial Development Business, formerly a division of Nippon Koei, with Group company Tamano Sogo Consultant Co., Ltd., establishing Nippon Koei Urban Space in July 2022. This integration combines technical capabilities and functions, enabling us to strengthen our ability to propose and deliver solutions for urban and regional revitalisation, public-private partnership initiatives, and smart city development. Through three efforts, we aim to expand into domestic and international urban infrastructure markets and contribute to sustainable urban development.

1.2 ID&E Group's Business Segments

Energy Business:

Helping Japan and other countries meet electric power demand



Main Subsidiaries

Nippon Koei Energy Solutions Co., Ltd. / KOEI SYSTEM INC. / Koei Energy Co., Ltd. / Flexess Co., Ltd. / Nakatsugawa Power Storage LLC / NIPPON KOEI ENERGY EUROPE B.V. / RUIEN ENERGY STORAGE NV / RUIEN ENERGY STORAGE 2 B.V. / RUIEN ENERGY STORAGE 3 B.V. / SCHELLE ENERGY STORAGE B.V. / PACIFIC RIM ENERGY INC.

Business

- We undertake the construction and renovation of substations, switching stations, and power plants operated by electric utilities, construction of centralised monitoring and control systems for efficient power system monitoring and control, construction of dam management systems at hydropower plants, and manufacturing of related equipment. Beyond Japanese domestic operations, to support emerging countries' power source development and electricity demand, we respond to customer needs from power operators and present optimal solutions.
- As a new initiative we are responding to the recent expansion of domestic and international renewable energy markets and power system reform movements. We engage in investigation, development, design, construction, management and operational support, and system and technology development for energy management businesses utilising distributed energy resources. We have developed our technical expertise in Europe, where electricity unbundling and introduction of renewable energy are highly developed, with the vision for future expansion into Japan and Asia.
- We operate hydropower plants including the sale of renewable electricity. We install small hydropower plants in existing dams not originally intended for power generation, providing clean and economically viable small scale hydropower generation.

Group Business Management:

Achieving the mission and enhancing corporate value of the entire ID&E Group



Main Subsidiaries

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

Business

- Within our holding company structure, the Business Management team is responsible for Group-wide governance and service provision functions to realise the entire ID&E Group's mission and enhance corporate value.
- Our role is to "oversee the entire Group to achieve overall optimisation and enhance corporate value," demonstrating our capabilities as a professional collective with expertise.

1.2 ID&E Group's Business Segments

Group Organisational Structure



Recent Representative Projects Completed by the ID&E Group



Asahan No. 3 Hydropower Plant (Indonesia)



Miwa Power Plant (Japan)



Fukui Prefectural Dinosaur Museum
– New Building, Fossil Research Experience (Japan)
(Photo: Nacasa & Partners Inc., Masato Kawano)



National Children's Hospital, Dublin (Ireland)

1.3 ID&E Group's Journey from Sustainability Perspectives

Since our founding, our Group has confronted societal challenges head-on, leveraging the technology and expertise we have cultivated to continue contributing to the creation of a sustainable society. We have continuously evolved and broadened our business domains from foundational living infrastructure to urban space, energy, disaster recovery, and initiatives in Green Transition (GX)/Digital Transformation (DX), responding to each era's societal challenges. From 2025, we are also embarking on new value creation through integration with the insurance domain of our business.

