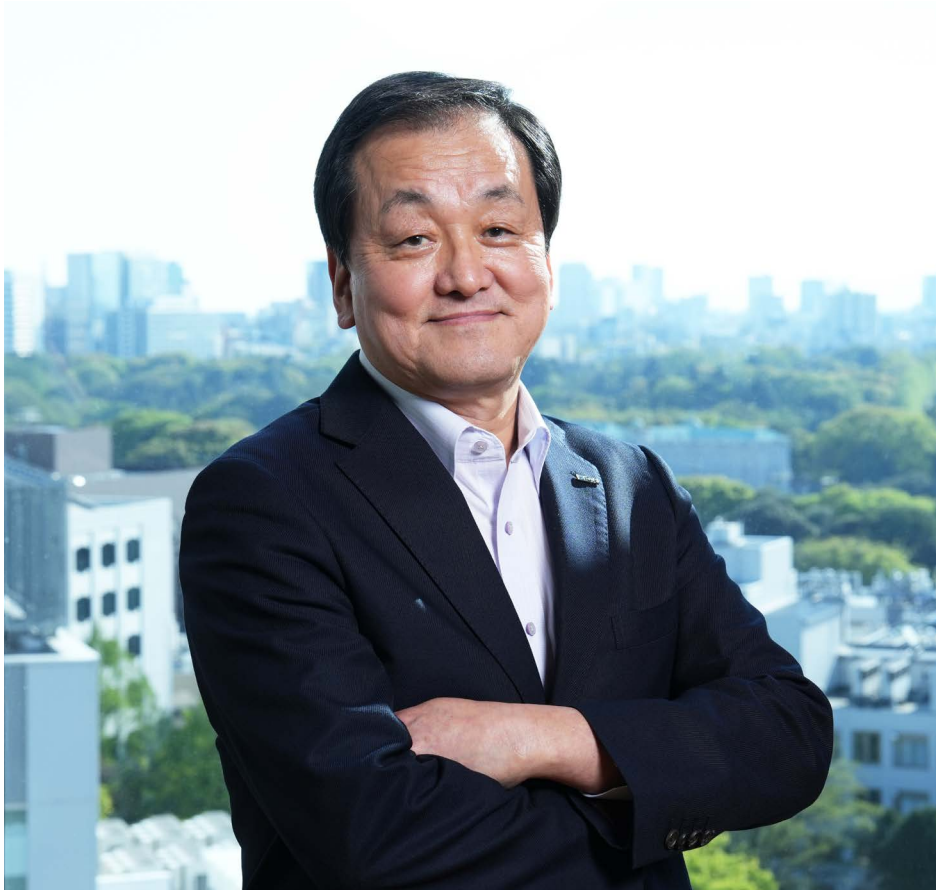


2. Top Message



Hiroaki Shinya Representative Director and President, Integrated Design & Engineering Holdings Co., Ltd.

Towards Our Vision for the Next 20 years: Co-creating a Sustainable Future

The ID&E Group has built a legacy spanning nearly 80 years since its founding. Today, we stand at a pivotal moment as we look ahead to our centennial milestone. Building on our heritage of experience and trust, we are committed to clearly defining and steadily advancing our vision for sustainability management over the next 20 years.

As numerous future projections indicate, Japanese society is entering an era of unprecedented population decline—a phenomenon unparalleled in world history. Within this context, we must address diverse sustainability challenges, including strengthening disaster resilience, achieving decarbonisation, and enhancing wellbeing.

The ID&E Group is determined to confront these challenges head-on and take a leading role in shaping a sustainable future. We aspire to remain an unwavering presence that continues to support societal safety, security, and quality of life for all.

Building upon nearly 80 years of experience and achievements in social infrastructure development, we will consolidate the collective strength of our globally operating Group companies. Through proactive co-creation with diverse stakeholders, we aim to become a world-class provider of sustainability solutions. The next 20 years is not a distant future. Whilst a gap remains between our current position and our target vision, we will systematically analyse this gap and progress strategically, step by step, starting from this very moment.

Business Domain Expansion: Evolution and Pursuit Towards a Sustainable Model

In last year's message, I emphasised the necessity of evolving ID&E's business model from the traditional "contract-based model" to a "co-creation model" where we create business value together with our clients, and further to a "sustainable model" that enhances societal sustainability.

This transformation represents an essential pathway to fulfilling our unwavering mission to "Make the World a Better Place" and achieving sustained long-term growth.

To accomplish this, we must develop and expand new businesses that contribute to improving

2. Top Message

societal sustainability in private markets, in addition to our operations in the public sector. Our strategic decision last year to integrate with the Tokio Marine Group represents a crucial step to accelerate this transition to a sustainable model and establish a new growth trajectory. We will tackle this major challenge—which could be called our "second founding"—with unified commitment across the entire company. This transformation presents significant opportunities for each employee to acquire new skills and advance their careers.

Understanding the Value of Sustainability: Making Our Societal Contributions Tangible

We consider it is essential to embed the value of sustainability— aspects that include disaster resilience, decarbonisation, and wellbeing—into all our business activities and make this value visible to society. Sustainability management cannot be achieved by a specialised department alone. Ideally, every employee should deeply understand its significance in their daily work and naturally make sustainability-conscious decisions. However, this is far from straightforward. We will drive both awareness and concrete action through comprehensive company-wide training systems and sharing success stories.

In this regard, the Tokio Marine Group's initiatives in quantifying the social value of business represent a profoundly meaningful challenge for us as well. Whilst considerable debate remains around the definition and measurement methodologies of social value, I am convinced this endeavour represents a crucial first step towards enhancing the transparency and effectiveness of sustainability management and solidifying our identity as the sustainability solutions provider we aspire to become.

Establishing Sustained Competitive Advantage in Sustainability Solutions: Human Capital, Technology, and Innovation

The source of our sustained competitive advantage lies above all in our human capital and technology.

Furthermore, innovation—which accurately identifies the essential challenges facing both society and our clients, transforming them into new business opportunities—holds the key to unlocking

our future. Creating and promoting continuous innovation requires keen sensitivity to perceive the essence of challenges and freethinking unconstrained by conventional concepts. The ID&E Group possesses abundant excellent human capital with extensive expertise and diverse backgrounds at a global level. To further nurture our human capital and maximise our capabilities, we have established the Global Academy, a new education and training platform. This provides opportunities for employees to deepen their expertise, acquire new skills, and cultivate global perspectives and diverse values.

When each employee sets their goals high for their own growth and possesses a strong will to maximise their capabilities, combined with precise management that consolidates individual strengths and maximises the collective power of our human capital and technology, I believe we will produce outstanding results and contribute to society. I have faith in the unlimited potential of my colleagues in the ID&E Group and their collective strength.

Realising Our Vision: Our Origins and Future

Finally, in realising our vision, what I consider most important is continuously refining and deepening the spirit embodied in our management philosophy—our very DNA—"Act with integrity and contribute to society through technology and engineering," adapting it to the changing times. ID&E Group's business is characterised by consistently engaging earnestly with the diverse and tangible relationships between people and nature, while delivering optimal solutions tailored to the unique relationships and contexts of each region. While we must thoroughly pursue operational efficiency and enhance the quality of our work through the advanced use of technologies such as AI, artificial intelligence cannot replace the values that arise uniquely from human involvement — deep insight, creativity, empathy, and ethical judgment. "Integrity" means approaching others with an honest heart. Through the relationships built on trust born from this integrity, we will steadily build our brand as a world-leading provider of sustainability solutions, step by step.

Hiroaki Shinya

Representative Director and President
Integrated Design & Engineering Holdings Co., Ltd.