ID&E Group Report 2025

Integrated Design & Engineering Holdings Co., Ltd.

ID&E

A member of Tokio Marine Group

Since its founding as Nippon Koei in 1946, the ID&E Group has contributed to national and urban development around the world through its Consulting Business, Urban & Spatial Development Business and Energy Business under its mission to “Make the World a Better Place” as a leader in the construction consulting industry in Japan. Today, the Group includes more than 6,000 specialists globally who possess the various skills and expertise required in national and urban development.

In 2025, the ID&E Group made a new start as a member of the Tokio Marine Group. Founded in 1879, the Tokio Marine Group provides insurance products and services worldwide, driven by its purpose: “To Be There for Our Customers and Society in Times of Need.” The Tokio Marine Group and the ID&E Group until now have conducted business in their respective areas of expertise with different approaches. However, they both share the same commitment to solving the challenges facing society.

By combining the Tokio Marine Group’s insurance business with the ID&E Group’s consulting and engineering services, private-sector companies will be able to significantly enhance their ability to implement effective disaster risk management measures. After a disaster, insurance payouts can be allocated to recurrence prevention measures to help mitigate future risks and minimize damage from subsequent disasters.

As we work to further advance our mission to “Make the World a Better Place,” we will harness the ID&E Group’s expertise and integrated capabilities to realize a more effective and resilient society.

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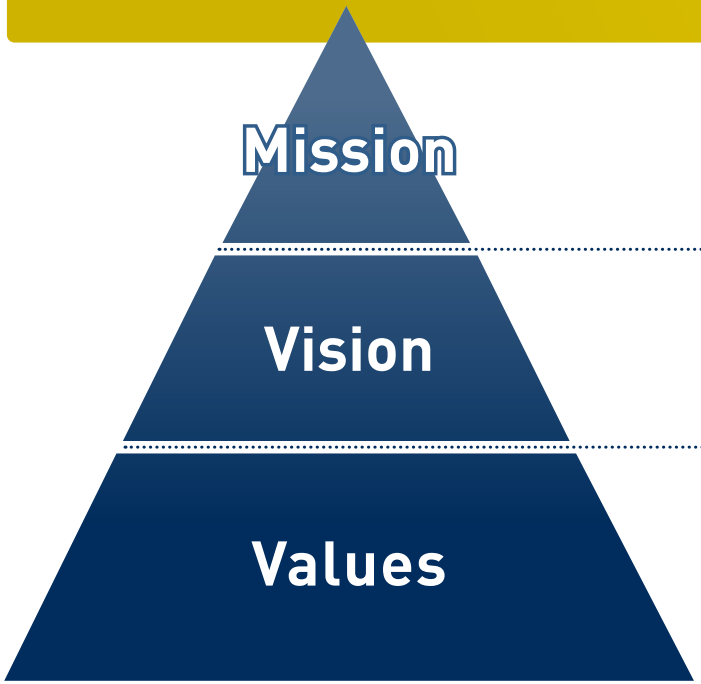
ID&E Group Management Philosophy

The entrepreneurial spirit of Nippon Koei's founder is carried on through our management philosophy, "Act with integrity and contribute to society through technology and engineering."

Management Philosophy — **Act with integrity and contribute to society through technology and engineering.**

Mission, Vision and Values



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 cohesive global corporate group
Top class worldwide by 2030

Values — **Tackle Your Problems with Sincerity and the Road Ahead Shall Be Clear**

"Willingness to Try"
"Valuing Speed"
"Entrepreneurial Mindset"
"Stakeholder Satisfaction"

Materiality

We have identified five material issues to help realize "An IDEAL world, built with integrity" through our business operations.

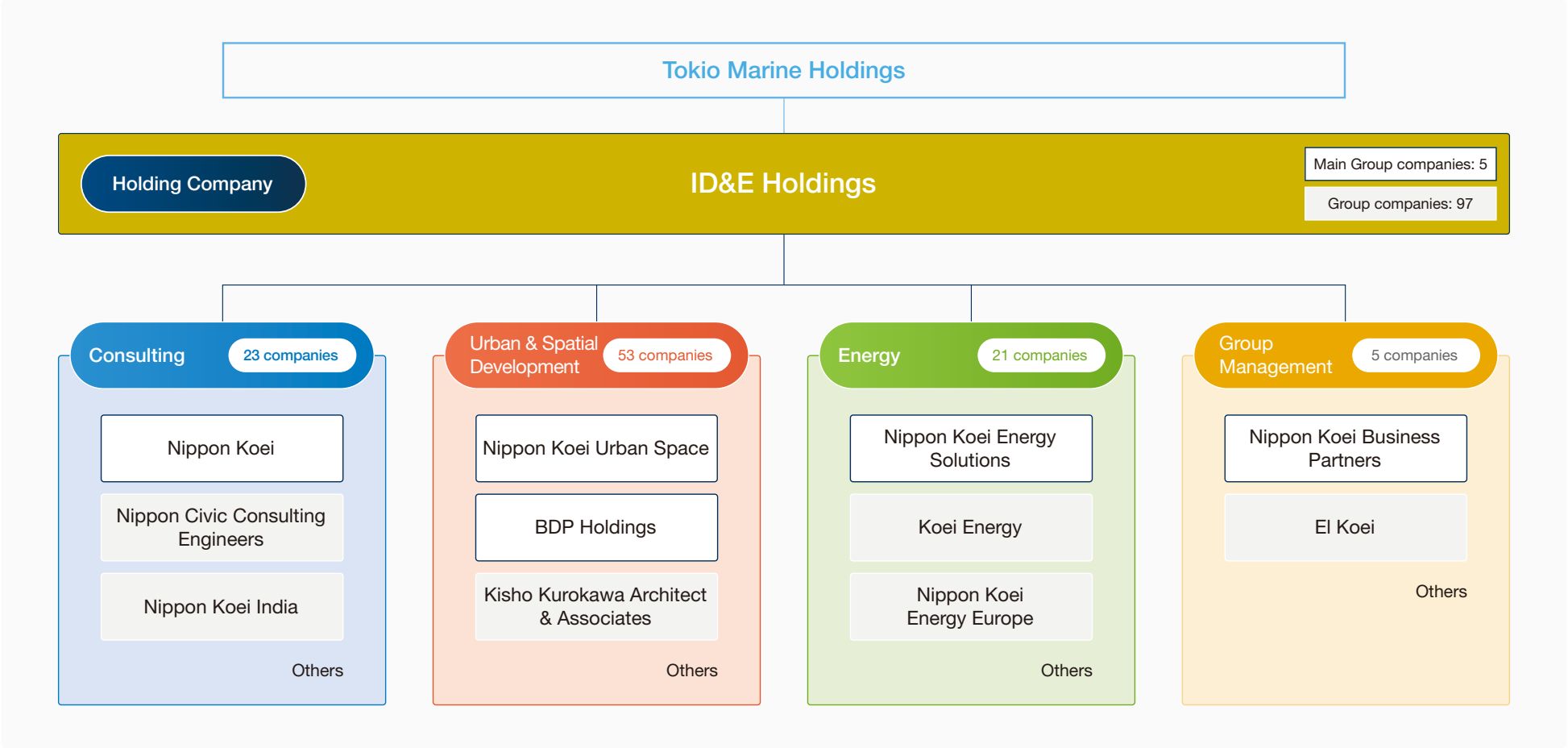
- Building a more equitable society
- Cultivating a beautiful and habitable planet
- Innovating to address the challenges of the modern world
- Building a global team with diverse perspectives
- Leadership based on integrity and technology

ID&E Group Management Structure

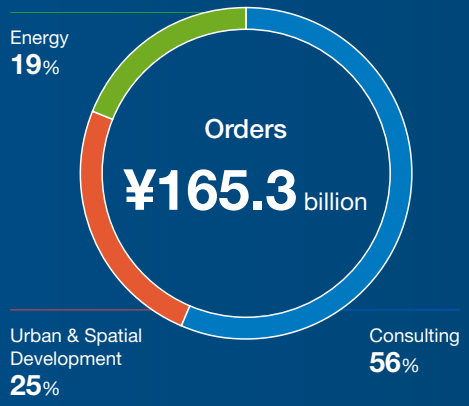
The ID&E Group transitioned to a holding company structure in 2023, and operates the Group through segments organized by business domain. Each operating company conducts its business with autonomy and agility, and responds flexibly to the rapidly changing environment. Since becoming part of the Tokio Marine Group in 2025, we have been working to create new value through the fusion of insurance and technology.

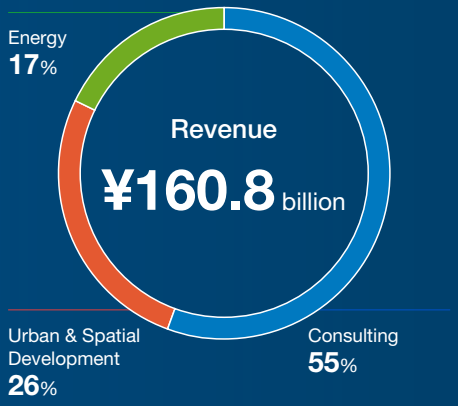
By combining our technologies with the Tokio Marine Group's expertise in the insurance business, we will deliver solutions in four categories: "Assessing the situation," "implementing response measures," "financial compensation (insurance claims payment)" and "recovery, maintenance and management." (See page 8 for details).

Management Structure



ID&E Group at a Glance





What Is an Engineering Consultant?

An engineering consultant is a partner that provides technical expertise throughout the entire process of social infrastructure development, from planning and design to operation and maintenance.

Infrastructure development projects are mainly commissioned by national and local governments. As a partner to clients, an engineering consultant provides technical support in specific areas such as planning, survey implementation, design, construction supervision, and operation and maintenance.

"Professional Engineer" is a national certification system in Japan. It is recognized as one of the qualification requirements for supervising engineers and reviewing engineers, and is also highly regarded in technical evaluations for proposals and similar selection processes.

Ranking in the Engineering Consulting Industry in Japan

No. 1*

* Source: *Nikkei Construction*, April 2025

Industry Leader in Number of Certified Professional Engineers

1,806

Note: Orders, revenue, number of people and number of locations are as of June 30, 2025.

Established

1946*

The Company was established in 1946 by founder Yutaka Kubota, with the aim of supporting postwar reconstruction. Some 80 years later, the founding spirit has been carried forward in our Management Philosophy and continues to resonate deeply within us today.

* Nippon Koei's founding year

Number of Group Staff

6,762

Aiming to solve social issues, all of our staff in Japan and overseas continue to take on challenges and play an active role. We will continue to discover and develop professional talent.

Projects per Year

Approx. **9,000**

We continue to embrace the challenge of solving national, regional and everyday problems through various projects.

Domestic Bases

47 prefectures

Our network extends across all of Japan. It includes a research base, the Research & Development Center in Tsukuba, Ibaraki Prefecture.

Group Companies

102

Group companies work together to solve problems and create value. We will continue to expand our network and pursue further growth.

Number of Group Staff Overseas

2,290

Approximately one-third of the Group's staff are based overseas, delivering our services around the world.

Overseas Sales Ratio

Approx. **45%**

We aim to increase our overseas sales ratio by meeting the needs of people in each region using our world-class technology.

Overseas Bases

31 countries

42 regions

Since the Company's founding, we have developed social capital overseas, providing various Japanese technologies abroad.

ID&E Group Overview

	Business Overview	Strengths of the ID&E Group	Market Evaluation

Consulting Business

In Japan, the Consulting Business provides a wide range of engineering consulting services related to infrastructure development, maintenance and safety for local and national government agencies, such as the Ministry of Land, Infrastructure, Transport and Tourism.

Overseas, we undertake many infrastructure projects that support regional and national development, with a particular focus on the Japanese government's ODA projects.

We take on large-scale, complex infrastructure projects where we can draw on our extensive track record of infrastructure development in public works. We are able to deliver our expertise worldwide through professional engineers well-versed in fields such as rivers, geology, disaster prevention and transportation and urban planning, supported by an extensive track record in more than 160 countries and regions.

Our research center (the Research & Development Center), includes various experimental facilities and ensures the quality of services through the verification of numerical analysis.

Revenue ¥89.0 billion

Operating Profit ¥8.3 billion

Main Clients Central government agencies, local governments, JICA, private-sector companies, etc.

Rank in Japan's Engineering Consulting Industry No. 1

- Our research center (the Research & Development Center) is one of the largest in the industry.

Urban & Spatial Development Business

In Japan, our services include urban management, regional revitalization, urban development and industrial site development, and urban infrastructure improvement. Leveraging our experience working with local governments, we provide support in collaboration with private-sector companies and government agencies, and are responsible for land parcel improvement and development projects.

Overseas, the BDP Group provides services in a wide range of fields, including urban and spatial development, architectural design, structural design and facility design.

In urban development and redevelopment, we provide one-stop services from the planning and concept stage to design, operation and maintenance. We are able to undertake urban development and rejuvenation projects from both civil engineering and architectural perspectives, with strong capabilities in stakeholder coordination and consensus building cultivated through land readjustment projects. In addition, we have broad engineering and design capabilities to handle everything from historical buildings to state-of-the-art carbon-neutral facilities that curb greenhouse gas emissions.

Revenue ¥42.4 billion

Operating Profit ¥2.0 billion

Main Clients Central government agencies, local governments, private-sector companies, etc.

- An unparalleled track record in Japan in land readjustment projects (30,000 ha nationwide)
- BDP is the leading architectural firm in the UK (First in the UK to acquire BIM Level 2 certification)

Energy Business

We are engaged in the construction and upgrading of substations, switching stations and power plants operated by power companies; the development of centralized monitoring and control systems designed to improve the operating efficiency of power grids; the construction of dam control systems for hydropower plants; and the manufacture of related equipment. In recent years, we have expanded our energy management business in response to the growth of the renewable energy market and power system reforms.

We provide services across the entire power supply chain, from consulting to development, operation and manufacturing. We have enhanced our technical capabilities through the delivery of high-quality contracted work and product supply for power companies in Japan.

Drawing on our expertise in hydroelectric power and storage batteries developed in Europe, as well as our extensive experience in power trading markets, we contribute to climate change mitigation through the introduction and expansion of renewable energy.

Revenue ¥28.1 billion

Operating Profit ¥2.3 billion

Main Clients Power companies, local governments, private-sector companies, etc.

- Operation of the largest energy storage facility in Belgium
- Manufacturing plant (Fukushima Works)

ID&E Group Businesses and Strengths

ID&E Group Capabilities

The ID&E Group's capabilities are broadly divided into the four categories below. Drawing on technological capabilities developed in public works projects in Japan and overseas over many years, the Group provides solutions that directly enhance societal resilience, and going forward will deliver new solutions through the Tokio Marine Group's strong customer base and network.

Technological Capabilities That Support Our Sustainable Competitive Advantage

- Approximately 80% of Group staff are technology and engineering professionals
- Engineers assigned across all 21 registered categories of engineering consultants (designated by the Minister of Land, Infrastructure, Transport and Tourism)
- One of the largest research centers in the industry

Wide Range of Engineering and Technical Fields

- Adaptability and collective strength to comprehensively cover large-scale infrastructure improvement projects, including building smart cities that require complex technologies spanning civil engineering, architecture and energy

Overall Coverage to Handle the Entire Development Phase Seamlessly

- Ability to handle projects from start to finish, from the concept and planning stage to surveys, analysis, design, construction supervision, operation and maintenance in our three businesses

Strong Relationships and Networks with Clients

- Network of branches and offices in Japan, and local offices in 31 countries overseas
- Rapid on-site response in the event of disaster
- Trust built over many years with national and local governments, partner-country governments and partner companies in public works and ODA projects

Research & Development Center Initiatives

The Research & Development Center, established in 1992, is Nippon Koei's core base in the fields of civil engineering, the environment and social sciences.

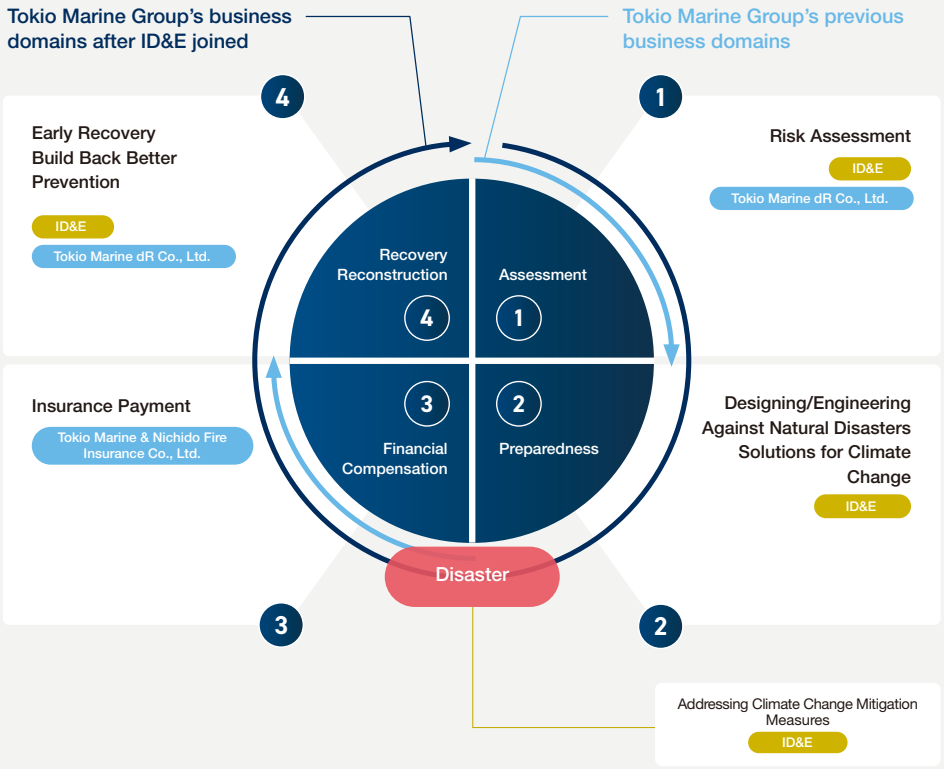
It is one of the largest research facilities among private consulting companies in Japan, and is equipped with hydraulic testing, soil testing and environmental analysis facilities. By physically verifying the input parameters and analysis outputs through various experiments, we ensure the quality of our services.

Solutions Provided by the Tokio Marine Group and the ID&E Group

By providing services that combine the ID&E Group's expertise in disaster prevention and mitigation measures for public infrastructure with the Tokio Marine Group's insurance services for private-sector customers, we will make it possible to eliminate protection gaps (losses not covered by insurance) and achieve a more resilient society.

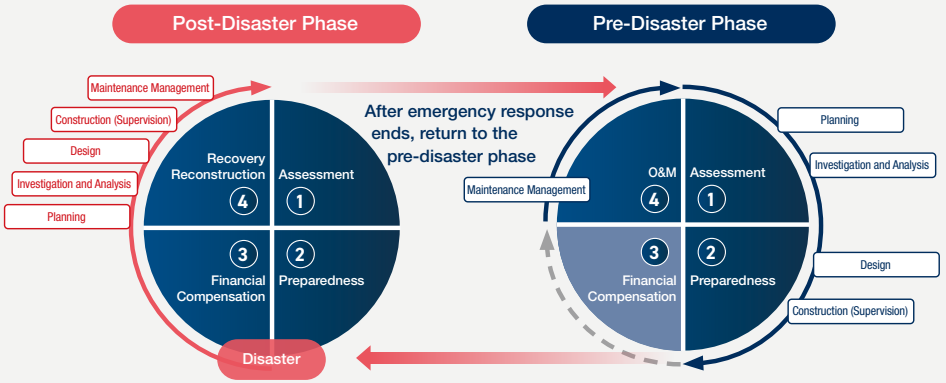
Tokio Marine Group — To Be There for Our Customers and Society in Times of Need × Make the World a Better Place — ID&E Group

The Four Areas of Disaster Resilience



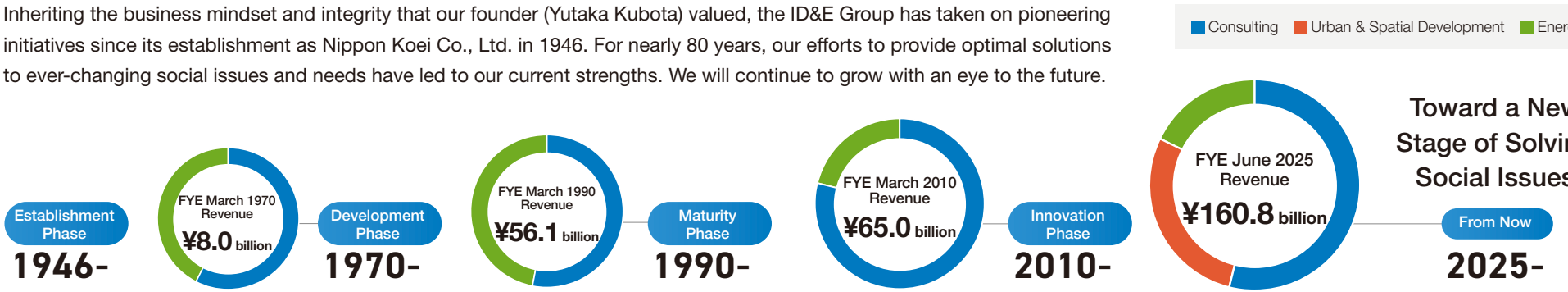
Role of ID&E in Pre-Disaster and Post-Disaster Phases

During the pre-disaster phase, we handle everything from planning to operation and maintenance for various infrastructures. By accumulating this expertise during the pre-disaster phase, we are able to accurately identify truly essential needs and rapidly implement emergency responses when disasters occur. A significant amount of labor and time is required to conduct surveys to assess the damage, restore the damaged facilities, procure materials and place orders. By incorporating rapid disaster assessment and formulation of recovery plans into the cycle of implementing the four areas of disaster resilience, and providing these in combination with insurance, we will significantly improve the speed and level of recovery.



ID&E Group History

Inheriting the business mindset and integrity that our founder (Yutaka Kubota) valued, the ID&E Group has taken on pioneering initiatives since its establishment as Nippon Koei Co., Ltd. in 1946. For nearly 80 years, our efforts to provide optimal solutions to ever-changing social issues and needs have led to our current strengths. We will continue to grow with an eye to the future.



Changing Issues and Needs	• Postwar reconstruction and rapid economic growth in Japan and abroad	• 1970s energy crisis • Increasing and diversifying ODA projects	• Collapse of Japan's asset bubble / Cuts in public works and ODA spending / Growing concern about environmental issues	• Population decline in Japan / Intensifying disasters / SDGs and moving toward a decarbonized era
ID&E's Value Creation	• Contributed to postwar reconstruction and the creation of basic local infrastructure in Japan and overseas	• Rapid development of social and economic infrastructure in step with economic growth	• Renovation and development of infrastructure that takes nature and the social environment into account	• Development of resilient, sustainable and safe social infrastructure

Aiming for new value creation and expansion of the private-sector market through the fusion of insurance and technology

1946 Establishment of Nippon Koei
Establishment of an engineering firm with a mission to address social challenges

2005 Tamano Sogo Consultant Co., Ltd. Joins the Group
Enhancing competitiveness in the Chubu region. Integration of expertise in urban and regional development projects.

2016 BDP Joins the Group. Launch of Urban & Spatial Development Business.
Strengthening the global urban space business. Integration of diverse values and expertise.

2021 Integration of Electric Power Engineering Business and Energy Business
Expansion of business domains to meet diverse social needs worldwide

2023 Transition to a Holding Company Structure
Maximizing our ability to address social challenges by bringing together diverse businesses and people

2025 Joined the Tokio Marine Group
Aiming to make a greater social impact through the integration of insurance and technology

Carrying on the Spirit of Our Founder

Postwar Reconstruction in Japan and Abroad

From the 1930s until the end of World War II in 1945, Nippon Koei's founder Yutaka Kubota participated in the engineering of dams and development of power generation facilities on the Korean peninsula, which contributed to the economic development of the region. Following World War II, 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 foundation and electric power infrastructure. He also saw the need for reconstruction in other countries devasted by war, and the 1954 project to build a power generation facility in Burma (now Myanmar) marked the first step in the globalization of the ID&E Group.

Establishment of the Prototype for the Engineering Consulting Business in Japan

Mr. Kubota established a business process that is the prototype for today's engineering consulting firms in Japan: Preliminary surveys, evaluation, design and construction supervision for infrastructure projects. This led to the creation of the Group's 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 broader social issues. Today, engineering consulting firms are still expected to fulfill the role that Yutaka Kubota defined more than half a century ago.

Please see our website for more details.
https://www.n-koei.co.jp/consulting/english/aboutus/history/outline/

ID&E Group Solutions

Consulting Business

Support for Recovery and Reconstruction Following the 2024 Noto Peninsula Earthquake

On-Site Visits by Staff After the Earthquake to Aid in the Recovery Efforts

A powerful magnitude 7.6 earthquake shook the Noto region of Ishikawa Prefecture on January 1, 2024. After confirming the safety of staff, Nippon Koei responded on January 2 by dispatching staff from all over Japan to aid in emergency road inspections and disaster waste management. The ID&E Group provides support for recovery and reconstruction across multiple fields, including rivers, disaster prevention, soil erosion management, ports, airports, roads and defense.

National Route 249, which is key transportation infrastructure that runs along the coast of Noto Peninsula, was closed to traffic due to landslides and road collapses and uplift. Nippon Koei is examining restoration measures for the coastal section (approximately 10.5 km) of a 53 km bypass route that was cut off by landslides.

A disaster map was created by overlaying geographic data, including highly precise topographic and geological maps, to get a clear picture of the damage. Through field surveys, we gained a detailed understanding of the damage and identified challenges faced in the recovery effort. We then analyzed the mechanisms of the landslides and slope failures using geologic surveys, various measurement surveys and satellite analysis.

In the Senmaida construction area, there was a spot where a roadside slope collapsed, burying the road under a thick layer of soil, and a 1 km section that became impassable when the road itself collapsed. It was estimated that restoring these sections to their original condition would take several years. To quickly enable passage, Nippon Koei proposed a plan that would allow passage over an emergency road on the coastal uplift.

Field survey after the earthquake

National Route 249 after emergency repairs

ID&E Group 180-second commercial number 2, Consulting Business edition | Noto Peninsula Earthquake Reconstruction
https://www.youtube.com/watch?v=nTlUuSGay54/ (Japanese only)

First Subway in Vietnam: HCMC Metro Line 1

A Subway That Will Transform the City and Change People's Lifestyles

In Ho Chi Minh City, rapid population growth and economic development have led to an increase in motorcycles and four-wheeled vehicles in the city. This has created problems such as severe traffic congestion, an increase in traffic accidents and worsening air pollution. Metro Line 1, the top-priority line for solving these problems, was developed starting in 2008 as a yen loan project by the Japan International Cooperation Agency (JICA).

Nippon Koei as the lead consultant in the joint venture has provided consulting services for the entire project, covering basic design, detailed design (one station), bid support, construction supervision during construction, and pre-opening training across all fields, including civil engineering, architecture, electrical systems, track, signaling, communications and rolling stock since the start of preparations in 2008.

As the line passes through a district with a number of historical structures, including an opera house, we conducted preliminary surveys from various perspectives to mitigate risks such as ground settlement and vibration transmission, enabling the project to be completed without significant impact. Line 1 was named one of "The World's Greatest Places of 2025" by *Time* magazine for transforming an urban environment choked with motorcycles and severe traffic congestion, and embodying a future where residents and tourists can navigate the city comfortably. Currently, Nippon Koei is providing advisory services to Ho Chi Minh City Urban Railway Company No.1 (HURC 1), which operates the metro line, as well as support for enhancing the skills of the operating company's staff and for safe and sound operation and maintenance. It will build on the experience gained through this project to contribute to the development of public transportation in Vietnam and other countries around the world.

HCMC Metro Line 1, Ben Thanh station

Project movie | HCMC Metro Line 1
https://www.youtube.com/watch?v=M1wQJbyjlTk/ (Jp)
https://www.youtube.com/watch?v=41b1wGvDvFM (En)

We are able to provide seamless support from planning to design, operation and maintenance for large-scale and complex infrastructure development projects or recovery and reconstruction projects following disasters.

Strengths Cultivated in Existing Businesses

Expert Knowledge of the Natural Environment and Structures
Technological Strengths

- Use of advanced analysis, simulations and forecasting to uncover natural mechanisms and optimize disaster preparedness

Cross-Disciplinary Technologies Related to Different Kinds of Infrastructure
Integrated Capabilities

- An 80-year track record of developing infrastructure throughout Japan and teams of experts in a wide range of fields

Extensive Experience from Planning to the Construction Stage
Ability to Execute

- Rapid emergency response during a disaster, and close collaboration with customers from planning all the way to the construction stage

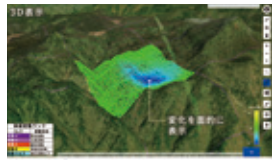
Examples of New Value Creation Leveraging Our Extensive Infrastructure Development Experience

Infrastructure Inspection and Diagnosis Using Digital Technology

- Use of advanced technology (AI and RPA) to boost the efficiency and sophistication of maintenance operations
- Assessment of damaged areas using 3D scanning and other technologies, and diagnosis of soundness using AI

Forecasting and Providing Disaster Information

- Analysis of rainfall totals and water levels to provide flood information in real time
- Use of satellite data to visualize the risk of slope movement



Infrastructure Planning and Design

- Ability to bring together experts in various fields and provide effective solutions through our integrated capabilities in response to increasingly diverse societal needs

Optimized Infrastructure Management

- Project management for the entire project, leveraging expertise in not only civil engineering, but also in geology, architecture, mechanical engineering, electrical engineering, communications, and environmental engineering

Public-Private Partnerships in Disaster Mitigation

- Development of disaster response measures that take government plans in the region into account
- Examination of multiple options and formulation of optimal plans based on demonstrated cost-effectiveness

Infrastructure Development Overseas

- Outside Japan, implementation of infrastructure projects that support regional and national development in a wide range of fields
- Handling of all aspects of projects from start to finish, from basic design and detailed design to bid support, construction supervision and staff training

Urban & Spatial Development Business

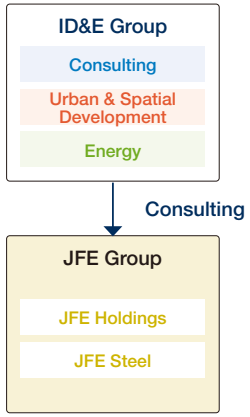
JFE Group: Large-Scale Land-Use Conversion Project

Comprehensive Technical Services as an In-House Consultant for Developing Corporate Idle Land into Valuable Assets

Rapid changes in the global economy and the acceleration of decarbonization efforts have led to profound shifts in industrial structures. As a result, private-sector manufacturing bases and other sites have become idle, leading to an increasing number of cases where large-scale land-use realignment is required. For more than a century since its founding in 1912 as Nippon Kokan in Minami-Watarida, JFE Steel Corporation's East Japan Works in the Keihin District has played a key role in the development of the Keihin Industrial Zone. In response to structural changes taking place in both the Japanese and international steel industries, JFE Steel announced in March 2020 that it will transition from an eight-blast furnace system to a seven-blast furnace system. In September 2023, it suspended its blast furnace and other upstream processes in the Keihin District of Kawasaki City, Kanagawa Prefecture. As a result, approximately 400 ha of land will become available for development in the Kawasaki Waterfront Area, which includes Ohgishima. The JFE Group is currently collaborating with Kawasaki City on developing this land. Nippon Koei Urban Space is serving as an in-house consultant to support the study of large-scale land-use conversion and utilization.

The consultation support provided to stakeholders includes surveys of current issues (such as laws and regulations and buried utilities), case studies, and baseline studies to analyze potential uses through company interviews and other methods, as well as the development and review of land-use concepts and plans, design and coordination of public-private roles.

Project Structure



Schedule

Conceptual drawing of Ohgishima after land-use conversion

Izu City Tsunami Evacuation Complex: Terrasse Orange toi

Japan's First Urban Development Project Combining Tourism with Disaster Prevention

July 2024 marked the opening of "Terrasse Orange toi," Japan's first tsunami evacuation complex in which sightseeing and disaster prevention are seamlessly integrated. Located in the Toi area of Izu City, Shizuoka Prefecture, it is used as a restaurant and observation platform under normal conditions, and can serve as an evacuation space for up to 1,200 people in the event of a disaster.

Experts estimate that a tsunami up to 10 meters high could reach this area in just six minutes in the event of a Nankai megathrust earthquake. In the town development of Toi, which features hot springs and swimming beaches, a seawall would be a conspicuous barrier separating the town from the ocean, so there was ongoing debate over whether scenery or safety should take priority. The discussion then expanded through public-private collaboration with experts, who explored the idea of a new, integrated approach to the town's development that would combine both tourism and disaster prevention, rather than choosing one or the other. One of their conclusions was to build this facility. Nippon Koei and Nippon Koei Urban Space provided support over a 10-year period, from disaster-resilience town planning to the design and construction supervision of the tsunami evacuation complex.

In the advanced planning stage, Nippon Koei assisted in the formulation of the Izu City Tsunami Resilience Local Development Promotion Plan and the Basic Plan for Key Area Countermeasures for Tourism and Disaster Resilience Town Development. In addition, it used various means to build momentum for the plan, including workshops, citizens' assemblies and newsletters, and is instilling awareness of disaster risk among residents and creating the groundwork for resident-led initiatives.

This facility was completed after a careful consensus-building process with residents. It has contributed to the region by ensuring safety at beaches and serving as a temporary evacuation center when the Nankai Trough Earthquake Provisional Information (Megaquake Advisory) was released in August 2024, and when a tsunami warning was issued following an earthquake centered near the Kamchatka Peninsula in July 2025. In addition, it is attracting more guests each year as a facility where people can enjoy gourmet food and local specialties in a space overlooking the magnificent scenery of Suruga Bay. These everyday activities themselves can serve as evacuation drills that raise awareness of disaster preparedness, and are also the core of the Tourism and Disaster Preparedness Town Development Plan, which strengthens both local industry and disaster resilience.

Tsunami evacuation complex
Terrasse Orange toi

In urban development and redevelopment, we provide one-stop services in a series of processes from the planning and concept stage to design, operation and maintenance.

Strengths Cultivated in Existing Businesses	Examples of New Value Creation Leveraging Our Extensive Infrastructure Development Experience	
Expert Knowledge of Architecture and Spatial Design **Technological Strengths** ● Planning and proposals based on expert knowledge and extensive experience	**Architectural Design** ● Conduct construction-related surveys, planning, design, construction supervision and management throughout the entire construction process, for both public and private clients ● Design of zero-emission buildings that promote decarbonization 	**Support for Redevelopment and Revitalization** ● Ability to carry out highly specialized tasks such as floor area ratio relaxation, rezoning and land acquisition compensation 
Integration of Civil Engineering and Architecture in Urban Development **Integrated Capabilities** ● Proposal of land utilization options that combine civil engineering and architecture ● Provision of consistent services from planning to the implementation stage	**Land Use Efficiency Assessment** ● Support for optimizing the real estate value of manufacturing bases and other sites impacted by business consolidation ● Coordination of stakeholders in large-scale projects 	**Architecture Construction Management** ● Technical support in each stage of construction projects ● Support for civil engineering and architectural engineering of data centers and other key facilities 
Understanding of Administrative Procedures **Ability to Execute** ● Adaptability to facilitate consensus-building among parties concerned (Track record in land readjustment projects unmatched in Japan (30,000 ha nationwide))	**Consensus-Building** ● Support for consensus-building with local governments, residents and others regarding construction projects, including assistance with briefing sessions and preparation of consultation materials 	**Legal Compliance** ● Support for administrative consultations and applications, and assistance with environmental measures in accordance with laws and regulations 

Energy Business

Project to Make the Akita Rinkai Treatment Center of Akita Prefecture an Energy Supply Base

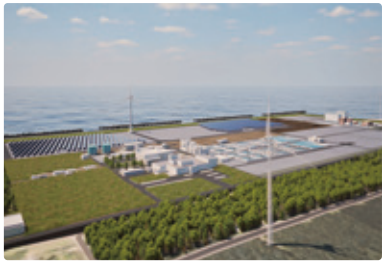
Reducing the Operating Costs and CO_2 Emissions of Public Facilities Through Local Production and Consumption of Renewable Energy

A consortium of companies[1] with Nippon Koei Energy Solutions as the leader received an order for a project in which new renewable energy generation equipment and a microgrid will be installed mainly at a sewage treatment facility in Akita Prefecture, with the goal of reducing the operating costs and CO_2 emissions of public facilities. Renewable energy generation equipment, battery storage systems and other equipment will be installed at the Akita Rinkai Treatment Center (which consumes more electricity than any other public facility in Akita Prefecture) in the Mukaihama district of Akita City. A microgrid is a system of power transmission and distribution in which renewable energy is used efficiently under normal conditions, and operates independently from the power transmission and distribution network during an emergency, enabling it to achieve energy self-sufficiency in the area. It is able to supply power even during a power outage in an emergency, and since renewable energy in the area can be produced and consumed locally, it offers advantages during both emergencies and normal conditions.

Nippon Koei Energy Solutions Co., Ltd. is entering the aggregation business and large-scale battery storage business in Europe, where the market is well-developed, and is also developing its energy management business in Japan. In this project, it is utilizing the renewable energy, storage battery and energy management system (EMS) know-how gained in its business in Europe and Japan.

Renewable electricity generated from biogas, wind power and solar power will be supplied to 10 public facilities in the Mukaihama district, with adjustments made to the supply and demand balance using storage batteries, hydrogen production and utilization equipment and the EMS. Through this project, more than 70% of the approximately 22,000 MWh of electricity consumed by the facility annually will be supplied by renewable energy. By purchasing the remaining 30% of electricity from renewable sources, the facility expects to reduce its CO_2 emissions by around 10,000 t-CO_2 per year, achieving zero CO_2 emissions from electricity consumption.

1. Nippon Koei Energy Solutions Co., Ltd., Sawakigumi Co., Ltd., Local Denki Co., Ltd., Tokyo Densetsu Service Co., Ltd., Tsukishima JFE Aqua Solution Co., Ltd., and Choshu Industry Co., Ltd.



Conceptual drawing of the construction at Akita Rinkai Treatment Center

Large-Scale Renovation of Miwa Power Plant

Renewal of the First Hydropower Plant Run by Nagano Prefecture: Major Upgrade of the Seismic Resistance and Power Generating Efficiency of the More than 65 Year-Old Facility

More than 65 years have passed since the Miwa Power Plant began operation in 1958 as the first hydropower plant in Nagano Prefecture. The deterioration and seismic resistance of the aging equipment have become serious concerns. Reinforcement of flood control functions as part of the Miwa Dam Redevelopment Project required modifications to reflect changes from previous operating practices. For this, the first significant large-scale renovation project since the dam went into operation, Nippon Koei Energy Solutions made proposals based on its strengths: Proven results and experience, introduction of new technologies in power generation and EPC,[2] and one-stop service. The proposals were well received, and Nippon Koei Energy Solutions has been handling the project since 2020.

2. EPC: A type of project construction contract that includes engineering, procurement and construction work

In addition to the power plant, this large-scale modification also included improvement and repair of the sluice gate, discharge channel and transmission lines. Nippon Koei Energy Solutions took on all of the work from design through construction, which lessened the burden on the client and reduced costs as well as shortened the construction period and power generation shutdown period (operation stopped in February 2022 and resumed in May 2025). For the power generation equipment, water intake facilities and discharge channel, a new type of feed-in tariff (FIT) for renewable energy is being used. This renovation has enabled long-term operation while improving generating efficiency, increasing its maximum output by 800 kW to 13,000 kW using the same amount of water as before the modification. Before the project, it supplied enough electricity to power approximately 12,500 households, but after the improvements, it can supply enough for about 13,200 households. This covers nearly half (47%) of the power used by Ina City, where the Miwa Power Plant is located. During the design and construction phases, a long-life design with future operations in mind and ecosystem conservation were taken into account. In addition, augmented reality (AR) technology was adopted, enabling operating status to be checked simply by holding a tablet up to the on-site equipment, thereby reducing maintenance workloads.

Miwa Dam and Miwa Power Plant

ID&E Group 180-second commercial number 4: Energy Business | Nagano Miwa Power Plant
https://www.youtube.com/watch?v=pFiLbQid0vY/ (Japanese only)

We offer a full range of services in the electricity supply chain, from energy-related consulting, development and operation to manufacturing.

Strengths Cultivated in Existing Businesses

Expertise in Decarbonization Technology
Technological Strengths

- Specialized knowledge on hydroelectric power generation accumulated since the Company's founding, and on storage batteries cultivated through business in Europe

Providing Services from Start to Finish
Integrated Capabilities

- One-stop services from planning to manufacturing, construction and operation

Understanding of the Electricity Market and Systems
Ability to Execute

- Proven track record in providing energy management services, including electricity market transaction support, adjustment of power output and storage battery systems

Examples of New Value Creation Leveraging Our Extensive Infrastructure Development Experience

Hydropower Development and O&M Services

- Involvement in hydropower generation in Japan and overseas since the Company was established, and provision of site surveys, hydrological analysis, civil engineering, power generation and control equipment, and operation and maintenance (O&M) services

Storage Battery Installation

- Technical support for battery storage installation aimed at reducing environmental impact and increasing the renewable energy usage rate

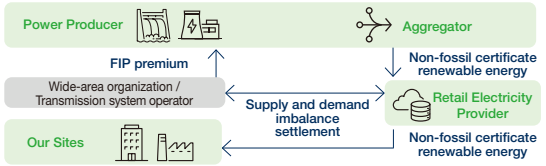
Planning, Design, Construction and Operation

- End-to-end support, from plan formulation in the planning stage to design, construction, manufacturing and installation and operation
- Order-made manufacturing of machinery and systems at the Fukushima Office

Fukushima Office

Energy Management

- Provide energy management services for optimal management of power supply and demand



Conceptual drawing of RE100 implementation

License Acquisition and Use of Subsidies

- Support for obtaining licenses and using subsidies for installation of renewable energy equipment

Aggregation (Trading Agency)

- Support for renewable energy procurement and sale of surplus renewable energy electricity through trading agency services

ID&E Group Sustainability Around the World

ID&E Group Sustainability Policy and Basic Approach

The ID&E Group's vision of sustainability management and its direction remain unchanged. However, as we have become a member of the Tokio Marine Group, we have set the following as our core policies for sustainability management in FY2025.

FY2025 Basic Operating Policies

Policy 1

Sustainability management that contributes to the ID&E Group's business growth

We strive to maximize the economic and social value generated by sustainability-related businesses.

Policy 2

Sustainability management as a member of the Tokio Marine Group

We will strengthen coordination and consistency with the Tokio Marine Group's sustainability management policy and framework, and respond in a timely and appropriate manner to disclosure requirements as part of the Tokio Marine Group.

See below for details.

Sustainability Report 2025
https://www.id-and-e-hd.co.jp/english/sustainability/sustainability-management/report/

TNFD Report 2025
https://www.id-and-e-hd.co.jp/english/news/document.html?relyear=2025&id=20251001-60e0b50d

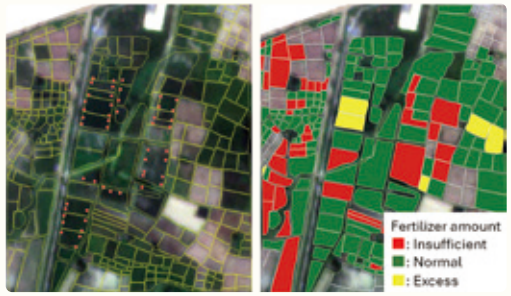
The People Supporting Our Business

Yutaka Kubota, the founder of the ID&E Group's predecessor Nippon Koei, described consultants as those who embody the uniquely human power to create. In addition to the technological strengths we have accumulated, our people who have guided projects to completion amid various difficulties are the source of our corporate value. We leverage our integrated capabilities through staff with highly specialized knowledge, skills and determination, and through collaboration among professionals across a diverse range of fields.

Highlight

Use of Satellite Data in Times of Disaster and in Normal Conditions

In response to natural disasters, which are increasing due in part to global warming, we utilize satellite data to efficiently assess damage and formulate disaster recovery plans, even in areas that are inaccessible to people during disasters. In addition, we are conducting demonstrations and research and development aimed at the practical application of these technologies to broaden their use not only during disasters but also in normal times. Potential applications include routine infrastructure inspections, vegetation management, agricultural production management and the development of defense infrastructure such as remote bases and airfields. In obtaining the satellite data necessary for analysis, we have formed capital alliances with iQPS Inc., Satellite Data Services Co., Ltd. and other organizations to enable a rapid and efficient response.



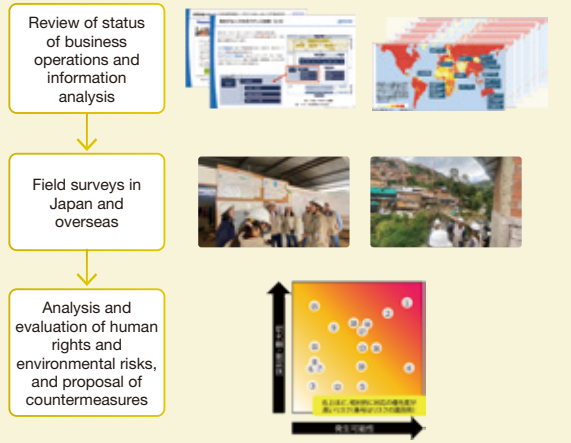
Source: *R&D, Estimating Crop Growth Conditions by Combining Field Surveys and Satellite Data* (2025; MKI, RESTEC, NK)

Human Rights and Environmental Due Diligence

Building on our wealth of experience in ODA projects, we identify and assess potential human rights and environmental risks in overseas projects and the supply chain. We perform risk identification and assessments to analyze a project's impact on local residents and workers using studies conducted in light of the local social conditions and legal system, past cases of human rights violations and other factors. In addition, we provide support for building relationships with stakeholders while proposing effective measures for preventing and mitigating risks and meeting international standards. For companies that wish to do on-site surveys, we draw upon our global network to interview government officials, local residents and frontline workers, gather information through site surveys, and ensure compliance with international standards (the UN Guiding Principles on Business and Human Rights, the FPIC* declaration and others).

* Free, Prior, and Informed Consent (FPIC): An international principle used to protect the rights of indigenous peoples and local communities.

Human Rights and Environmental Due Diligence Support Process



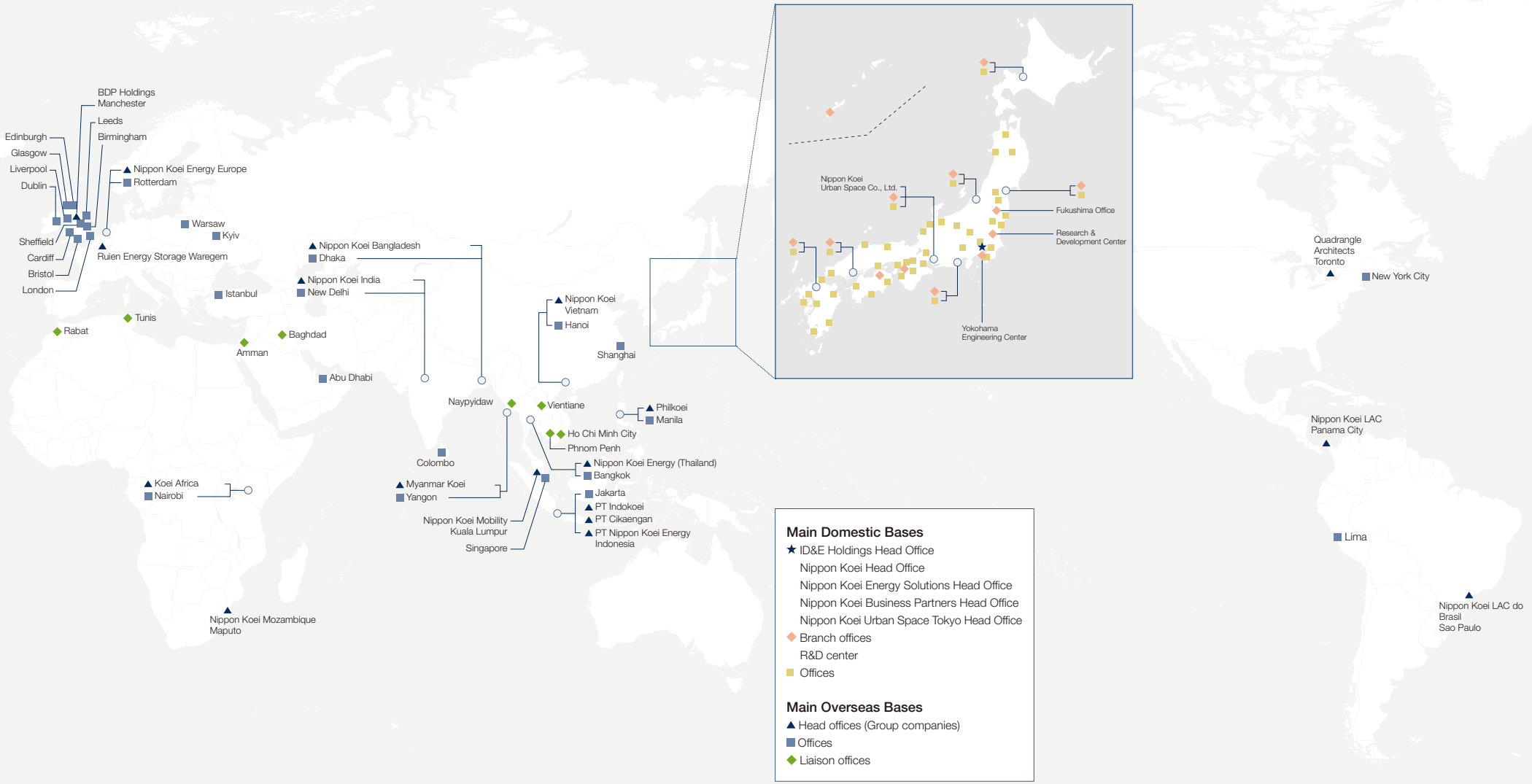
Use of the BSC Method to Protect Slopes from Landslides and Soil Erosion

The Biological Soil Control (BSC) method, developed mainly by Nippon Koei, is an environmentally friendly slope protection technology that uses soil algae. This approach applies algal materials to slopes, enabling it to rapidly form biological soil crusts—key to initiating vegetation growth in natural environments—thereby preventing surface erosion while promoting healthy vegetation growth. In addition to easy application using conventional spray equipment, the method also enables aerial seeding by helicopters or drones. Native species are used, so there is no risk of invasive species introduction. We have extensive experience in application in national parks and disaster recovery areas. This method has also won a number of awards, including an Environment Minister's Award and selection as a NETIS recommended technology by the Ministry of Land, Infrastructure and Transport. It is gaining recognition as a sustainable, nature-positive technology that both reduces costs and helps prevent disasters.

Spraying onto the slope face

Example of work on a slope where vegetation did not recover after the slope collapsed due to heavy rain

Network (As of December 31, 2025)



Main Domestic Bases

- ★ ID&E Holdings Head Office
- Nippon Koei Head Office
- Nippon Koei Energy Solutions Head Office
- Nippon Koei Business Partners Head Office
- Nippon Koei Urban Space Tokyo Head Office
- ◆ Branch offices
- R&D center
- ■ Offices

Main Overseas Bases

- ▲ Head offices (Group companies)
- ■ Offices
- ◆ Liaison offices

Please see our website for more details.
https://www.id-and-e-hd.co.jp/english/aboutus/group/

Integrated Design & Engineering Holdings CO.,LTD.

5-4 Kojimachi, Chiyoda-ku, Tokyo 102-8539, Japan
https://www.id-and-e-hd.co.jp/english/