ID&E

A member of Tokio Marine Group

Integrated Design & Engineering Holdings CO.,LTD.

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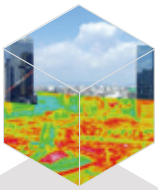
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A member of Tokio Marine Group













Integrated Design & Engineering Holdings Co., Ltd.

ID&E Group Report 2026



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 7,000 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 the ID&E Group’s mission of “Make the World a Better Place,” we will harness the expertise we have developed over many years and our integrated capabilities to create a more effective and resilient society.

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ID&E Group Network

Network 21

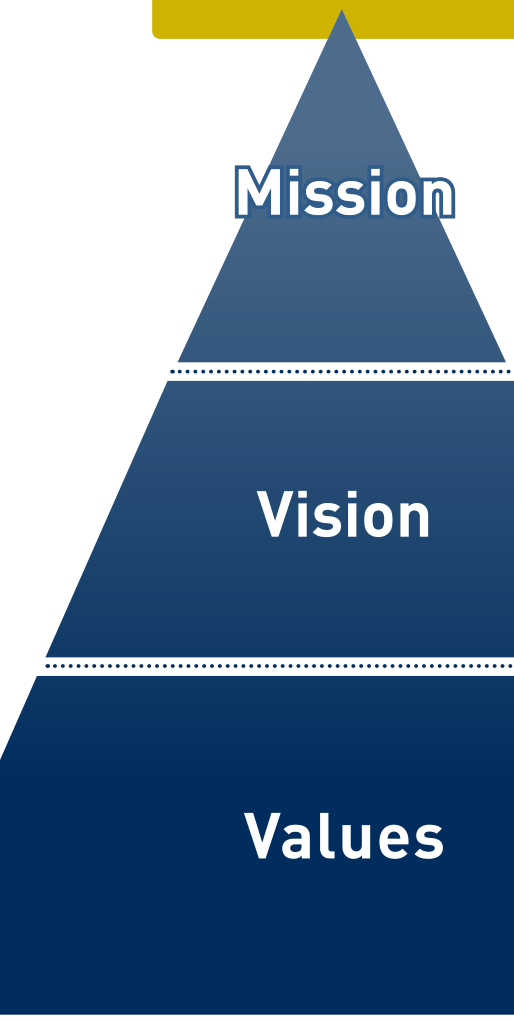
ID&E Group Management Philosophy

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



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.

Providing Unique Value as a Company

Evolving into a cohesive global corporate group
Top class worldwide by 2030

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.

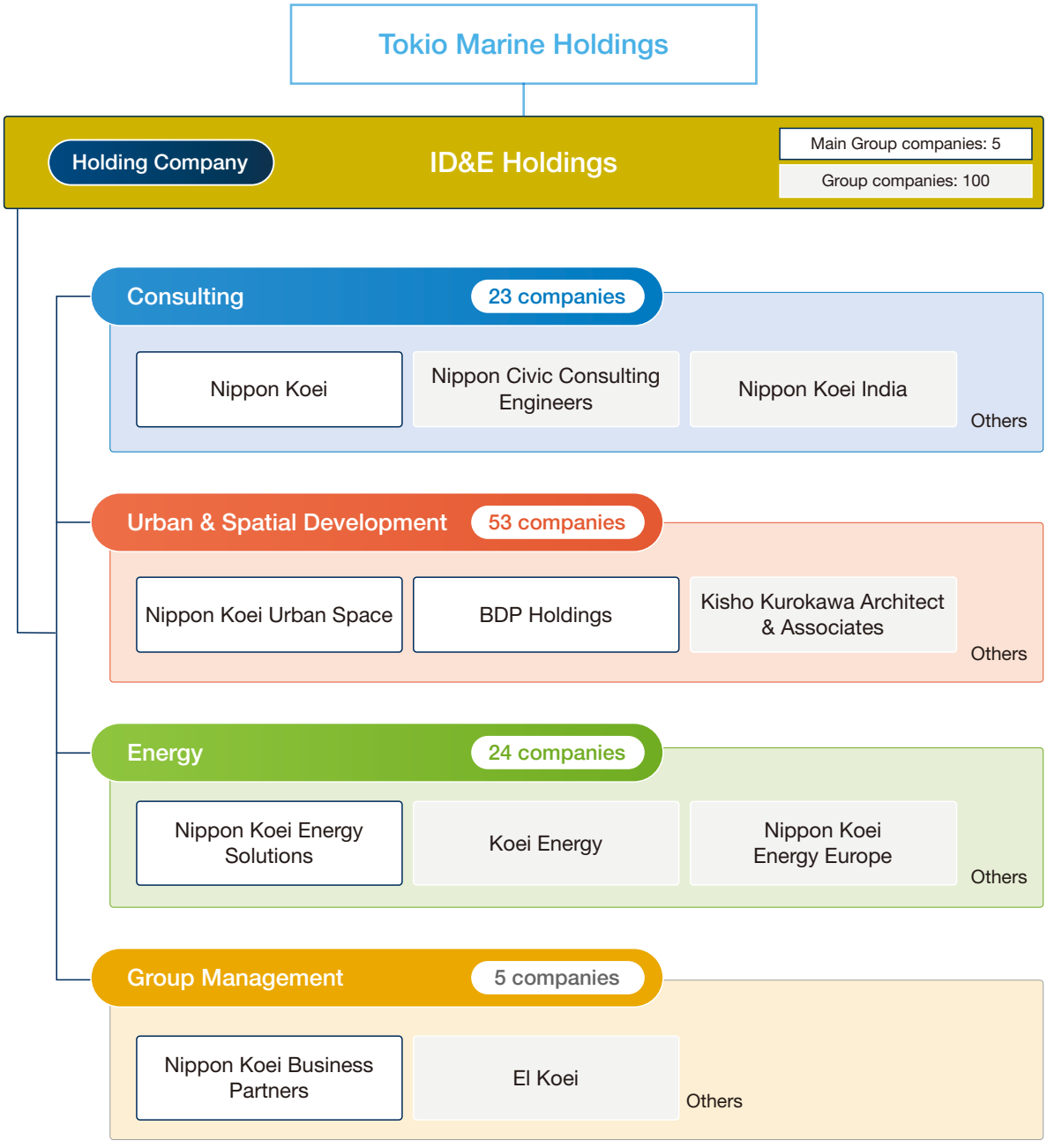
- Building a more equitable society
- Cultivating a beautiful and habitable planet
- Innovating to address the challenges of the modern world
- Building a global team with diverse perspectives
- Leadership based on integrity and technology

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.

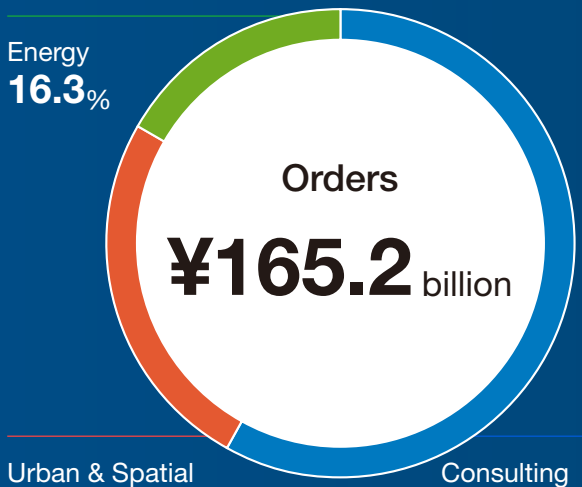
By combining our technologies with the Tokio Marine Group's expertise in the insurance business, we will deliver solutions in four categories: "assessment," "preparedness," "financial compensation" and "recovery/reconstruction." (See pages 9-10 for details)

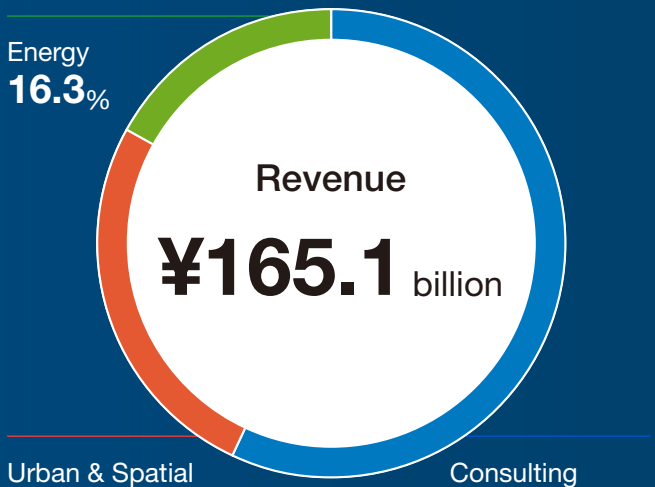
Management Structure



(March 31, 2026)

ID&E Group at a Glance





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

6,763

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.

Group Companies

105 companies

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

2,338

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

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 2026

Industry Leader in Number of Certified Professional Engineers

1,834

The number of certified professional engineers is as of June 30, 2026

PIVOT | The Unseen World of Infrastructure: How Do Engineering Consultants Support the Infrastructure of Society?
https://youtu.be/7KyYxU41Qh4?si=oDEK4pUQAC_RqZEK (Japanese only)

Note: Orders, revenue, the number of staff and the number of domestic bases are as of March 31, 2026.
The number of overseas bases is as of August 31, 2026.

Projects per Year

Approx. **10,000**

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.

Overseas Sales Ratio

Approx. **40**%

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

Overseas Bases

32 countries
43 regions

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

ID&E Group Strengths and Businesses

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

Business Overview

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.

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.

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.

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 32 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

Strengths of the ID&E Group

Market Evaluation

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 **¥94.0** billion　Core Operating Profit **¥10.3** 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

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.

Revenue **¥42.5** billion　Core Operating Profit **¥1.4** 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 organization in the UK to have achieved BIM Level 2 certification)

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 **¥26.9** billion　Core Operating Profit **¥1.1** billion

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

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

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

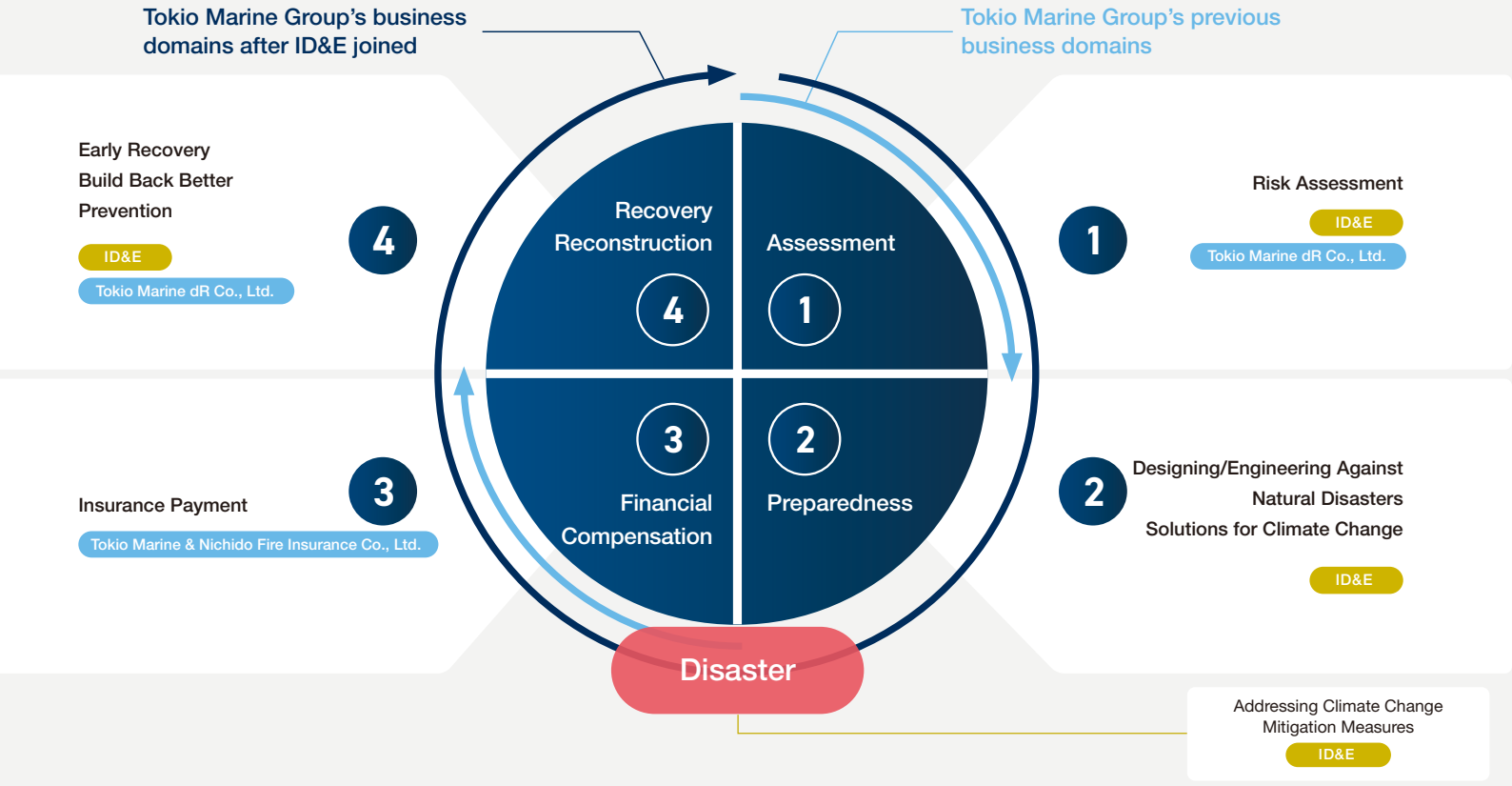
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ID&E Group

Make the World a Better Place

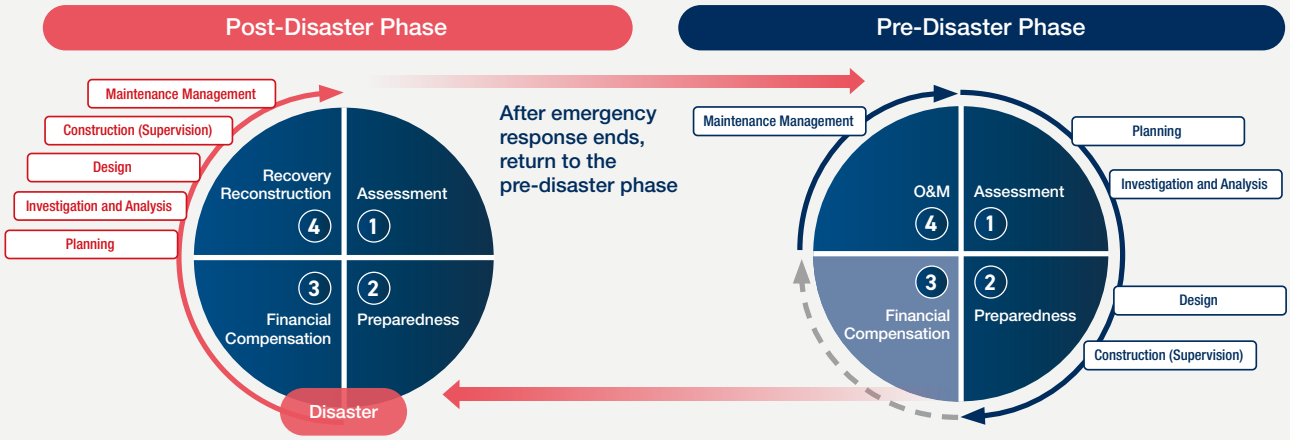
In the pre-disaster phase (normal times), we start by assessing disaster risks and then help prevent and mitigate damage through disaster prevention design, physical and operational measures, and the development of inspection and maintenance plans. In the event of a disaster, in addition to financial compensation from insurance, we conduct a rapid assessment of the damage, formulate a recovery plan, and provide comprehensive support all the way to early recovery and recurrence prevention. By creating a continuous cycle across the four areas of disaster resilience—assessment, preparedness, financial compensation, and recovery/reconstruction—we are able to contribute to disaster-resilient business activities and social infrastructure development.

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.



If appropriate risk countermeasures are not taken…

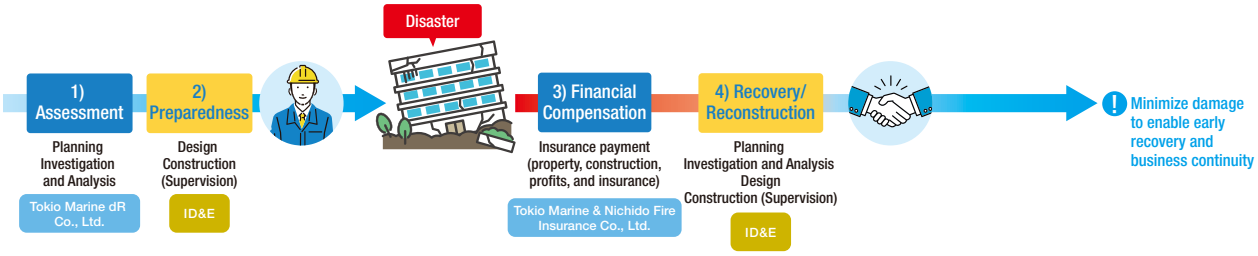
If companies have not adequately assessed and addressed the disaster risks they face, assessing damage, repairing buildings, procuring materials, and placing orders can take considerable time in the event of a disaster. This may prolong recovery, disrupt supply chains, or suspend business operations. From a business continuity perspective, strengthening a company's resilience involves not only recovering after a disaster but also identifying risks beforehand, taking preventive measures (disaster prevention design and physical and operational measures), and establishing systems for early recovery.



If comprehensive risk management is implemented…

By combining the Tokio Marine Group's expertise in risk assessment and related fields with the advanced disaster prevention and mitigation technologies developed by the ID&E Group, we can identify each customer's disaster risks and help them make informed decisions.

We help customers reduce damage and resume operations sooner by providing support throughout the process, from advance measures such as disaster prevention design and physical and operational measures to claiming financial compensation when a disaster occurs, followed by early recovery and measures to prevent recurrence. As a result, we help strengthen business continuity and enhance the resilience of society as a whole.



Insurance × Technology
Improve the resilience of society as a whole



Solution Examples

❶ Liquefaction Solutions

Support for liquefaction risk measures associated with major earthquakes and other events, from risk visualization to countermeasures and recovery

❷ Flood Damage Risk Assessment and Countermeasures

Assess flood risk, develop and evaluate countermeasures, and propose the optimal solutions

❸ Landslide Resilience

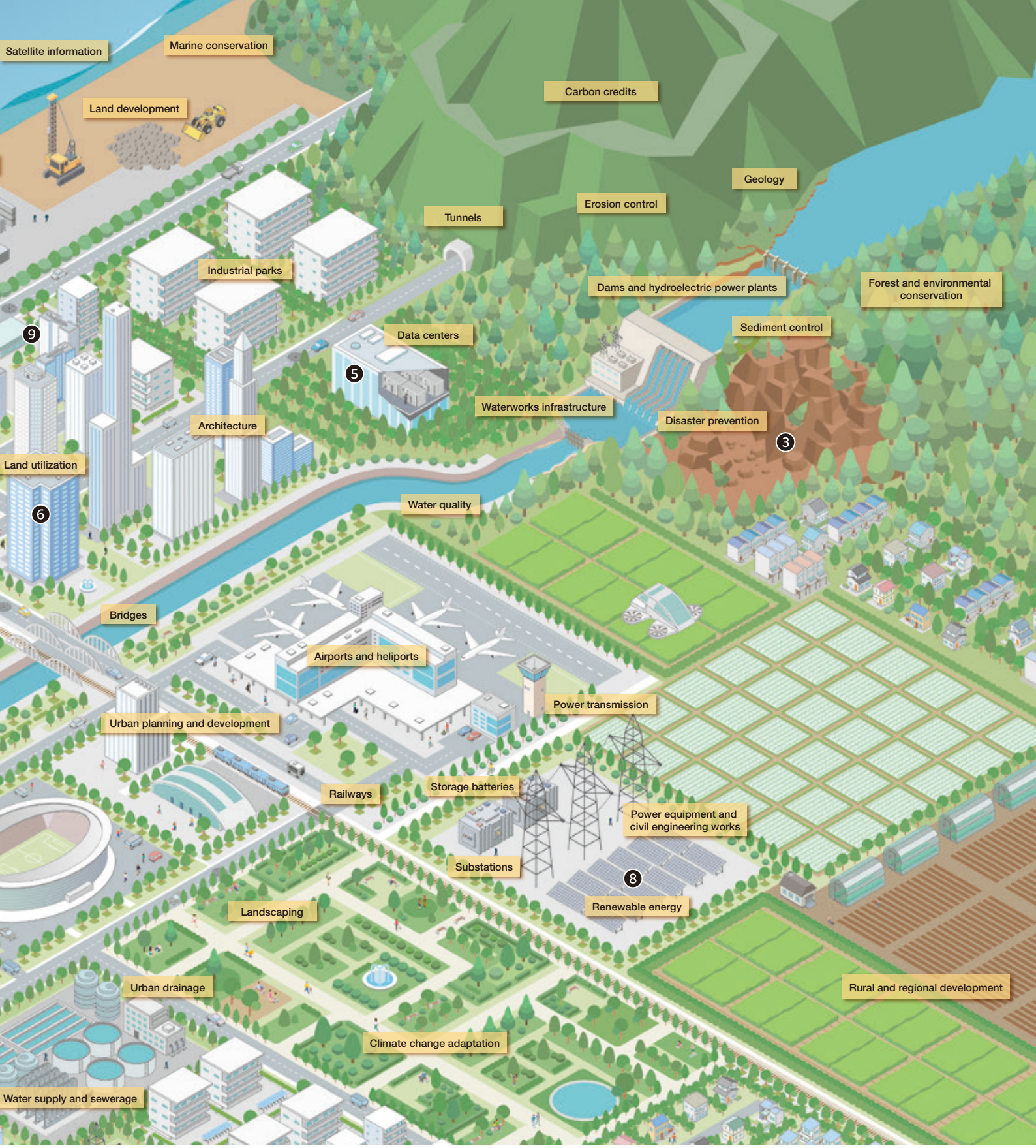
Comprehensive support from risk visualization to countermeasures, recovery/reconstruction, and operation and maintenance (O&M) to reduce major losses from landslides

❹ Utilization of Satellite Data

Assess the situation and quickly respond when a disaster occurs, starting with ground and infrastructure deformation monitoring in the pre-disaster phase

❺ Data Center Development Support

Site selection taking disaster risks into account, development of related infrastructure such as power and water supply, architectural and landscape design, obtaining permits and approvals, and comprehensive support for project development



6 Asset Strategy One-Stop Service

Visualize facilities, land, and equipment to enable optimal reorganization in response to disaster risks and aging assets

7 Traffic Management Service

Use big data to address challenges in road transportation, including traffic accident prevention, congestion mitigation, public transportation planning, and road maintenance and management

8 Renewable Energy Introduction and Utilization Support (Storage Battery Introduction and Utilization)

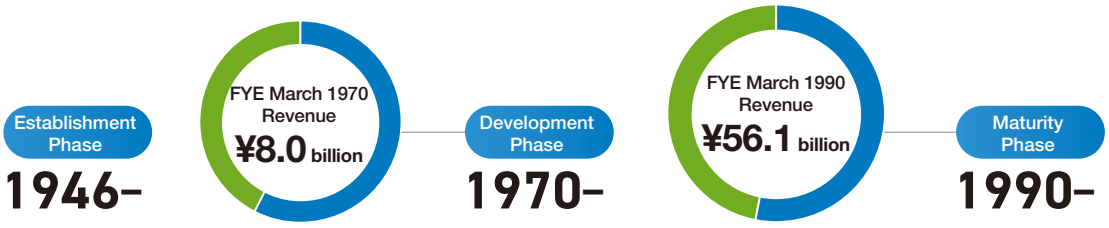
Comprehensive decarbonization support for local production/local consumption systems from locally generated renewable energy

9 Sustainable Design

Incorporate decarbonization and nature-positive approaches to help enhance the value of local communities and businesses through regenerative community development

ID&E Group History

Inheriting the integrity and business mindset 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 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
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

Domestic Consulting

1946
Survey for the Kasumigaura and Hachirogata Reclamation Project

1949
Basic survey for the Yakushima Development Project

1961
Landslide survey in the Yui district

1973
New Akita Airport

1976
Arakawa Dam

1986
Akashi-Kaikyo Bridge Anchorage Project

Environmental assessment for the Tokyo Metropolitan Government's new office building

1996
Nationwide road inspection for disaster management

Haneda Airport Runway B Project

International Consulting

1954
Balu Chaung Hydroelectric Power, Burma



1955
Da Nhim Hydroelectric Power Plant, South Vietnam

1966
Nam Ngum Dam, Laos

1969
Soyang River Dam, South Korea

1978
Asahan Tangga Dam, Indonesia

1982
Mahaweli Irrigation Project, Sri Lanka

1985
East Meskene Irrigation Project, Syria

Tianshengqiao Second Hydroelectric Power, China

Choluteca Basin Agricultural Development Project, Honduras

1995
Sindhuli Road, Nepal

1998
Hai Van Tunnel, Vietnam

Power Engineering

1947
Development of our first blocking coils

1949
Installation of water turbine generator, Akazawa Power Station

Provision of simple automation equipment, Mukaze Power Station

1957
Water turbines, Nagashino Power Station

1960
Kawasaki Substation (150 kV)

1964
Transmission line (132 kV), Batang Padang, Malaysia

1968
Azumi Trunk Line and Fukushima Trunk Line (500 kV)

1972
Shin-Tochigi Substation (500 kV)

1976
Water turbine generator, Tenjin Power Station (exceeding 10 MW)

Jintsu River Basin dam monitoring and control system

1983
Transition type for new control system, Shimousa Substation

1985
Transmission and substation network (230 kV), Chile

1991
Telecontrol system for large-capacity substations, Shin-Fuji Substation

1992
S-type tubular water turbine, Sekiyama Power Station

2003
5th generation (improved distribution) system, Yokohama-Naka Control Center

2008
Power line/substation (230 kV), Bangladesh

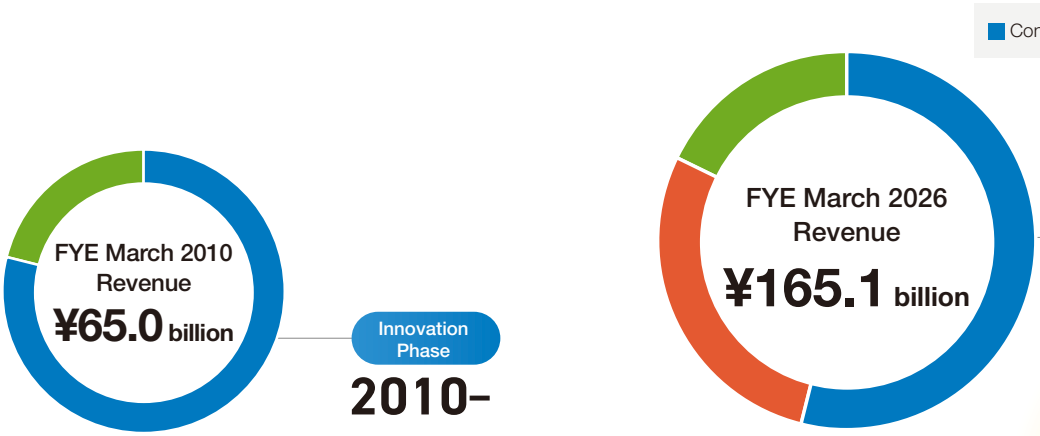
Urban & Spatial Development

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 devastated 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.

ID&E Group Solutions

Consulting Business

Sengosawa Dam Redevelopment Project

Public and Private Sector Collaboration in a Dam Redevelopment Project

As disasters caused by heavy rainfall become more severe and frequent, there is a growing need to strengthen the flood control capacity of dams. Measures include raising existing dams to increase their storage capacity and upgrading their discharge facilities. The Sengosawa Dam Redevelopment Project involves upgrading the existing agricultural dam to increase the discharge capacity of its spillway (a facility to discharge excess water). Nippon Koei was one of the engineering firms involved in the project.

A labyrinth-type spillway was adopted based on considerations for safety, reliability, maintenance, and cost-effectiveness. A labyrinth-type spillway uses a maze-shaped crest to increase the effective overflow crest length* and provide high discharge capacity within a limited space. Through the use of this design, we were able to construct a compact spillway without changing the height of the existing dam. In planning the spillway's placement, we made full use of the topography upstream of the existing spillway and incorporated findings from the design, construction planning, and hydraulic model tests. The completed spillway is the first large-scale labyrinth-type spillway in Japan. In addition to ensuring high discharge capacity, the simple design blends in with the surrounding topography and environment.

This project has received recognition for its technological value and innovation, including the ZENKEN Award from the KenKan Consultants, the Outstanding Dam Engineering Achievement Award from the Japan Society of Dam Engineers, the Outstanding Structure Award from the Japan Concrete Institute, and the Outstanding Civil Engineering Achievement Award (Group I) from the Japan Society of Civil Engineers. The design was recognized for making full use of the local topography and for close coordination with construction planning to minimize the impact on the existing earthfill dam. The construction work was recognized for advancing the project through collaboration between the public and private sectors.



Overhead view of the Sengosawa Dam



Design arranged in a radial pattern

* Length of spillway crest: The length of the section where water flows over the crest. The longer the crest is, the more water can flow over it.

Dalton Pass East Alignment Road Project

Building a Highly Disaster-Resistant Alternative Road to Enhance Regional Connectivity and Economic Vitality

The Pan-Philippine Highway, the longest north-south road network in the Philippines, is a major artery in northern Luzon. The approximately 60-km mountainous stretch of the existing national highway that crosses Dalton Pass is a key transportation and logistics route connecting northern Luzon with Metro Manila. However, this area is susceptible to natural disasters, and the road was closed for about six months after the 1990 Luzon Earthquake. The series of steep slopes and sharp curves has also made it difficult to ensure safe travel at reasonable speeds. Consequently, an alternative route is needed to ensure a reliable and efficient transport and logistics network.

This official development assistance (ODA) project supported by the Japan International Cooperation Agency (JICA) will construct a new bypass road, including a tunnel, to the east of the existing mountain national highway that crosses Dalton Pass. Nippon Koei and its joint venture partners will provide detailed design and construction supervisory services for the expressway, bridges, and tunnels, as well as transaction advisory services for introducing a public–private partnership (PPP) for its operation and maintenance. Nippon Koei Energy Solutions will provide basic design and construction supervision services for electrical, mechanical, and information and communications systems, including the road traffic control center, as well as services related to their operation and maintenance. Philippine-based subsidiary, Philkoei International will assign Filipino engineers familiar with local natural conditions and design standards. After completion, traffic volume per day is projected to increase by approximately 1.7 times and average travel speed will roughly double.



Conceptual drawing at completion
(North entrance of north tunnel and steel truss bridge)



Site survey of bridge construction site

NewsPicks | Build a Tunnel in 2 Weeks: What Matters More Than a Government Request—The Incredible Spirit of Japanese Companies That Shaped Asia
https://youtu.be/k8wL-bXLsxo?si=jZE0g0YTrS5nu9Ha (Japanese only)

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

Examples of New Value Creation Leveraging Our Extensive Infrastructure Development Experience

Technological Strengths

Expert Knowledge of the Natural Environment and Structures

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

Integrated Capabilities

Cross-Disciplinary Technologies Related to Different Kinds of Infrastructure

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

Ability to Execute

Extensive Experience from Planning to the Construction Stage

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

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



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



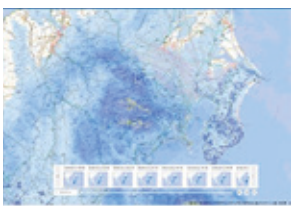
Public-Private Partnerships in Disaster Mitigation

- 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



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



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



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

Initiatives Related to Expo 2025 Osaka, Kansai

Promoting Smooth Construction of International Pavilions and Innovative Barrier-Free Design Measures for the Expo

Supervision of Indonesia Pavilion Construction
At Expo 2025 Osaka, Kansai, Nippon Koei Urban Space participated in the Indonesia Pavilion construction project ordered by the Indonesian government's Ministry of National Development Planning (BAPPENAS), and was responsible for construction supervision as the Japanese partner in the local joint venture for consulting. In addition to providing technical advice on design and construction and support for quality control, Nippon Koei Urban Space helped move the project forward through close communication with relevant parties. While many international pavilions remained under construction around the clock until just before the opening, the company contributed to the project's completion on schedule.



Indonesia Pavilion at Expo 2025 Osaka, Kansai

Supporting Barrier-Free Design Measures That Became a Legacy of the Expo
At Expo 2025 Osaka, Kansai, efforts to create an environment accessible to everyone included adopting advanced barrier-free standards. The views of seniors and people with disabilities were incorporated from the planning stage. Nippon Koei Urban Space organized these best practices, and assisted in the revision to the Guidelines for the Osaka Prefectural Ordinance on Welfare Communities. Through on-site assessments and interviews with stakeholders, we identified issues from users' perspectives and reorganized the guidelines to make them easier to use in practice. This work is helping to establish a framework for promoting accessibility throughout Osaka Prefecture as it builds on the achievements of Expo 2025.


On-site survey

Design of New Wing of the National Gallery in London

Joint Proposal Wins International Competition

BDP, the ID&E Group's UK-based architectural firm, was selected as part of a team with Kengo Kuma & Associates and the UK architectural firm MICA to design the new wing of the National Gallery in London.

This plan represents the largest transformation project in the history of the National Gallery as it marks its 200th anniversary. By expanding its display of modern and contemporary paintings from 1900 onward, the Gallery aims to become the world's only museum where visitors can explore the history of Western painting as a continuous narrative.

The team's design proposal was highly praised for integrating the project into the urban landscape through a public space linking Leicester Square and Trafalgar Square and a rooftop garden, while maintaining harmony with the historic architecture. In addition, BDP proposed a Climate & Social Action Design Framework that integrated social value and environmental value from the design stage, and will play a central role in the urban design, sustainability, technical design, and project promotion.


Rendering of the completed new wing


Rendering of the rooftop


Rendering of the completed entrance

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

Technological Strengths

Expert Knowledge of Architecture and Spatial Design

- Planning and proposals based on expert knowledge and extensive experience

Integrated Capabilities

Integration of Civil Engineering and Architecture in Urban Development

- Proposal of land utilization options that combine civil engineering and architecture
- Provision of consistent services from planning to the implementation stage

Ability to Execute

Understanding of Administrative Procedures

- Coordination capabilities to promote consensus-building among stakeholders (An unparalleled track record in Japan in land readjustment projects (30,000 ha nationwide))

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



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



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



Facility Management Services

- On-site facility surveys (deterioration assessments), review of facility management and operating conditions, and facility performance assessments
- Leverage information on fixed assets owned by companies, such as facilities, equipment, and infrastructure, to support more advanced facility management and reduce accident and disaster risks



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



Legal Compliance

- Support for administrative consultations and applications, and assistance with environmental measures in accordance with laws and regulations



Energy Business

Shin-Keiyo Substation

Enhancing Substation Functions to Support Growing Power Demand

Electricity demand is increasing, driven by local governments' efforts to attract data centers and rapid regional development. As industrial development progresses, peak electricity demand is expected to continue rising.

The electricity produced at power plants cannot be transmitted or used as-is. To minimize energy loss during transmission, electricity is stepped up to a high voltage and then stepped down to an appropriate voltage for use in homes and factories. This role is fulfilled by the substation. A substation not only transforms voltage but also distributes electricity to different destinations and isolates affected sections of the grid when a fault occurs in transmission equipment or elsewhere. These functions help prevent widespread outages and support a stable power supply.

The Shin-Keiyo Substation is an important substation for supplying power to the Tokyo Metropolitan Area and Chiba Prefecture. The ID&E Group undertook construction of the new No. 5 and No. 8 transformers at this substation in 2018. Later, it began work to expand the No. 6 transformer in Phase 2 of the project in 2022, which was completed in August 2023. The Group is also engaged in the expansion of a 154 kV outlet and a transformer expansion project to respond to increasing electricity demand in Chiba New Town and Inzai City, where industrial parks are being developed.

Nippon Koei Energy Solutions' advantage lies in its ability to handle everything from the design, construction and maintenance of power equipment to the provision of consulting services. Building on this expertise, we apply rigorous safety management to ensure accident-free construction and high-quality worksite management. Through the development of power infrastructure, we contribute to the region's sustainable development and a stable power supply.



No. 6 transformer (275 kV/154 kV, 450 MVA)

Overseas Development of Storage Battery Business

Unlocking the Power of Renewable Energy with Storage Batteries

Solar, wind, and other natural forms of energy fluctuate depending on weather conditions and other factors, so reducing swings in power generation and ensuring stable power supply has been a challenge. As the share of renewable energy increases, storage batteries will take on an even greater role in stabilizing the power grid.

Nippon Koei Energy Solutions has established a system for handling the whole process from development to operation of energy storage facilities.

In December 2021, it commenced construction of a storage battery facility in Belgium, and in March 2023 it began providing supply and demand adjustment services in that country. As part of efforts to expand this business, the company has been constructing two new battery storage facilities for the power grid in Belgium since April 2026, aiming to begin operation in the second half of 2027. This will be one of the largest battery storage networks in Belgium, with a total output of 125 MW/350 MWh. We are also constructing battery storage facilities for the power grid in two locations in the United Kingdom, and are providing supply and demand adjustment services at one of them.

Armed with the knowledge gained in Europe, Nippon Koei Energy Solutions is participating in the Akita Coastal Treatment Centre Energy Supply Base Project in Japan. We have also established two new companies, Nippon Koei Energy Thailand and Nippon Koei Energy Indonesia, to accelerate renewable energy adoption, the development of power transmission and distribution infrastructure, and the hydropower business in Southeast Asia.



Ruien Energy Storage currently operating in Belgium



Groundbreaking ceremony of the RES 2 and RES 3 battery storage facilities currently under construction in Belgium

Project Movie | Battery Energy Storage System Construction and Operation Project in Europe
https://youtu.be/PSMT5tjsYEw?si=FD0CMSlO7AwFp23i

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

Examples of New Value Creation Leveraging Our Extensive Infrastructure Development Experience

Technological Strengths

Expertise in Decarbonization Technology

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

Integrated Capabilities

Providing Services from Start to Finish

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

Ability to Execute

Understanding of the Electricity Market and Systems

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

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



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

License Acquisition and Use of Subsidies

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



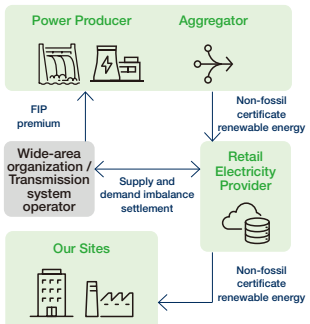
Storage Battery Installation

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



Energy Management

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



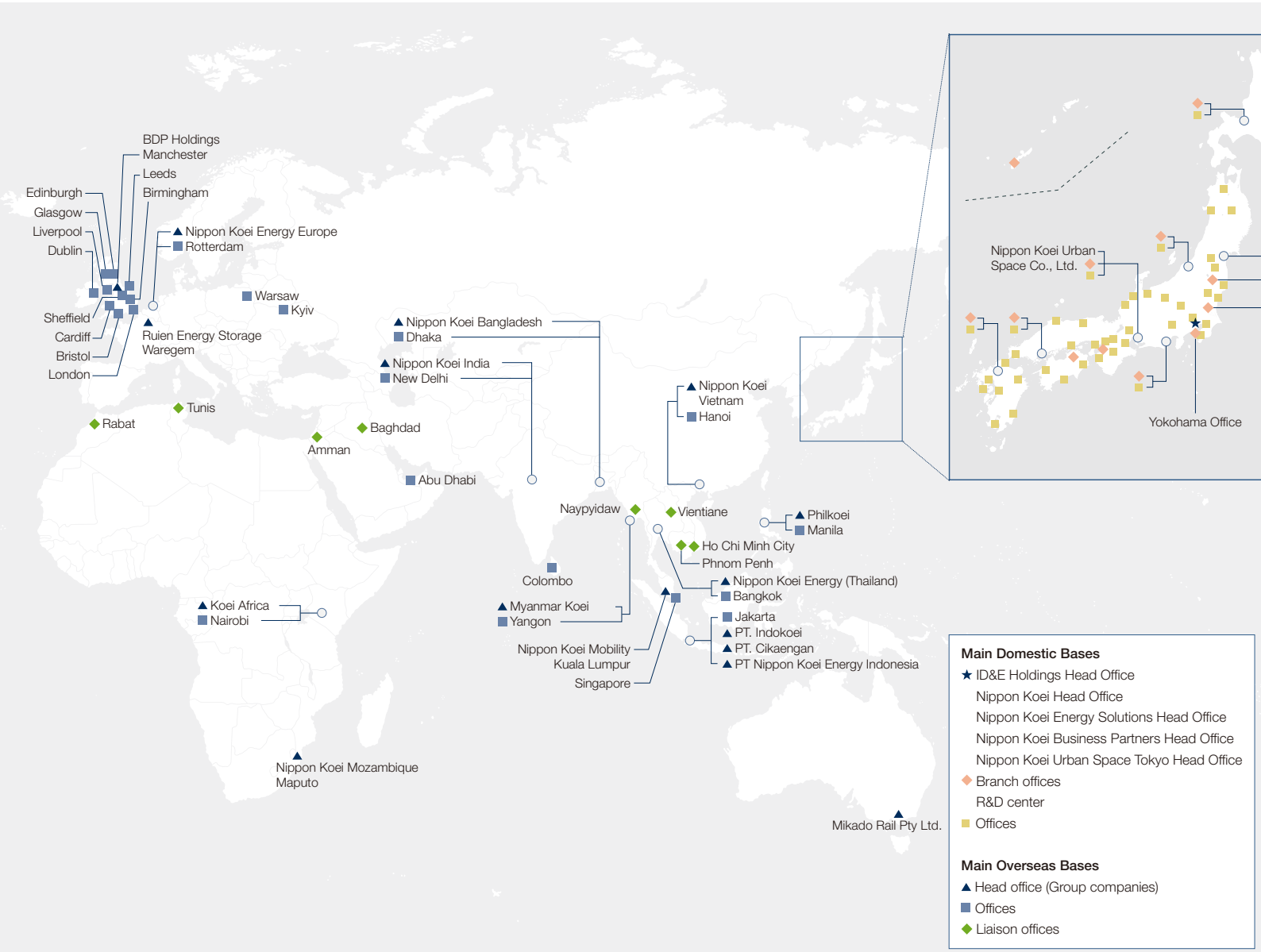
Conceptual drawing of RE100 implementation

Aggregation (Trading Agency)

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



Network (As of August 31, 2026)



Main Group Companies (Consolidated Subsidiaries)

Consulting

- 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, Mexico S. de R.L. de C.V.
- Nippon Koei LAC do Brasil Ltda.
- Nippon Koei Mozambique Ltda.
- Nippon Koei India Pvt. Ltd.
- Philkoei International, Inc.
- Koei Africa Company Limited
- Nippon Koei Mobility Sdn. Bhd.
- Nippon Koei Bangladesh Ltd.
- Nippon Koei Vietnam Co., Ltd.
- PT. Indokoei International
- Myanmar Koei International Ltd.
- PT. Cikaengan Tirta Energi
- Mikado Rail Pty Ltd
- Nippon Koei LAC Colombia Ingenieros Consultores SAS

Urban & Spatial Development

- Nippon Koei Urban Space Co., Ltd.
- Tamano Ecost Co., Ltd.
- Kisho Kurokawa Architect & Associates Co., Ltd.
- BDP Holdings Limited
- Building Design Partnership Limited
- Quadrangle Architects Limited



Energy

- Nippon Koei Energy Solutions Co., Ltd.
- Nippon Koei System Inc.
- Koei Energy Co., Ltd.
- Nippon Koei Energy Europe B.V.
- Ruien Energy Storage NV
- Nippon Koei Energy (Thailand) Co., Ltd.
- PT Nippon Koei Energy Indonesia

Others

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

History

1946	Nippon Koei established in Chiyoda-ku, Tokyo
1954	Received order for planning of Baluchaung Hydropower Plant in Burma (first overseas project)
1958	Acquired Nikki Manufacturing Co., Ltd. (name changed to Nikki Corporation in July 1982, currently a consolidated subsidiary)
1963	Shares listed on the Second Section of the Tokyo Stock Exchange
1978	New head office building completed in Kojimachi, Tokyo (relocation of head office) Listing moved to the First Section of the Tokyo Stock Exchange
1986	Koei System Inc. established (currently a consolidated subsidiary)
1989	Philkoei International, Inc. established in the Philippines (currently a consolidated subsidiary)
1992	PT. Indokoei International established in Indonesia (currently a consolidated subsidiary) El Koei Co., Ltd. established (currently a consolidated subsidiary)
1995	KRI International Corp. established
2003	Nippon Koei Latin America-Caribbean Co., Ltd. established (currently a consolidated subsidiary) Nippon Civic Consulting Engineers Co., Ltd. becomes a subsidiary (currently a consolidated subsidiary)
2005	Tamano Consultants Co., Ltd. becomes a subsidiary (name changed to Nippon Koei Urban Space Co., Ltd. in July 2022, currently a consolidated subsidiary)
2007	Nippon Koei LAC do Brasil Ltda. established in Brazil (currently a consolidated subsidiary)
2008	Nippon Koei India Pvt. Ltd. established in India (currently a consolidated subsidiary)
2010	NKLAC, Inc. established in Panama (name changed to Nippon Koei LAC, Inc. in September 2011, currently a consolidated subsidiary)
2012	Nippon Koei Vietnam International Co., Ltd. established in Vietnam (name changed to Nippon Koei Vietnam Co., Ltd. in November 2025, currently a consolidated subsidiary)
2013	Myanmar Koei International Ltd. established in Myanmar (currently a consolidated subsidiary)
2015	KOEI Energy Co., Ltd. established (currently a consolidated subsidiary)
2016	UK-based architectural design company BDP Holdings Limited becomes a subsidiary (currently a consolidated subsidiary)
2017	Koei Research & Consulting Inc. established (KRI International Corp. and System Science Consultants Co., Ltd. merged, currently a consolidated subsidiary)
2018	Nippon Koei Bangladesh Ltd. established in Bangladesh
2019	Canadian architectural design company Quadrangle Architects Limited becomes a subsidiary (currently a consolidated subsidiary)
2020	New head office building completed in Kojimachi, Tokyo (reconstruction)
2021	75th Anniversary Project implemented
2022	Nippon Koei Urban Space Co., Ltd. launched
2023	Established Integrated Design & Engineering Holdings Co., Ltd. and transitioned to a holding company structure
2025	Delisted from the Prime Market of the Tokyo Stock Exchange and became a wholly owned subsidiary of Tokio Marine Holdings, Inc.