



Financial Results of FYE June 2024 & Medium-Term Management Plan, “Building Growth 2027”

September 6, 2024

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Representative Director and President

Integrated Design & Engineering Holdings CO.,LTD.

1. Results for FYE June 2024
2. Plans for FYE June 2025
3. Long-Term Management Strategy, “ID&E Global Strategy 2030”
4. Review of the Previous Medium-Term Management Plan, “Building Resilience 2024”
5. New Medium-Term Management Plan, “Building Growth 2027”

Company name abbreviations: (Words in parentheses indicate the segment)

NK:	Nippon Koei Co., Ltd. (Consulting)
NKUrban:	Nippon Koei Urban Space Co., Ltd. (Urban & Spatial Development)
BDP:	BDP Holdings Limited (Urban & Spatial Development)
NKES:	Nippon Koei Energy Solutions Co., Ltd. (Energy)
NKEE:	NIPPON KOEI ENERGY EUROPE B.V. (Energy)

1. Results for FYE June 2024

(From July 1, 2023 to June 30, 2024)

Orders, revenue, and operating profit increased steadily to the highest level ever.

Consolidated results

- Orders increased year on year because of strong performance in all three segments (Consulting, Urban & Spatial Development, and Energy).
- Revenue increased year on year owing to steady growth in all three segments.
- The earning power of the core businesses of Consulting and Energy contributed to a year-on-year increase in operating profit. Core operating profit* excluding extraordinary factors also achieved the target.

*Core operating profit is calculated by deducting gains and losses arising from non-recurring factors from operating profit (loss) under IFRS.

(Million yen)	FYE 2023/6 Results	FYE 2024/6 Results	YoY Comparison		Initial Plan	Plan Comparison	
			Amount	%		Amount	%
Orders	139,265	161,357	22,092	115.9%	155,000	6,357	104.1%
Revenue	141,527	158,983	17,455	112.3%	156,000	2,983	101.9%
Gross profit	42,346	50,415	8,069	119.1%	45,000	5,415	112.0%
Operating profit	6,080	14,124	8,043	232.3%	11,100	3,024	127.2%
Operating profit margin	4.3%	8.9%	4.6pt	-	7.0%	1.9pt	-
Core operating profit	7,831	12,031	4,199	153.6%	11,100	931	108.4%
Core operating profit margin	5.5%	7.6%	2.0pt	-	7.0%	0.6pt	-
Profit before tax	6,373	15,264	8,890	239.5%	11,100	4,164	137.5%
Profit attributable to owners of parent	3,093	9,677	6,584	312.8%	7,100	2,577	136.3%

※Integrated Design & Engineering Holdings Co., Ltd was established as the sole parent company of Nippon Koei Co., Ltd. through a share transfer on July 3, 2023, and has newly prepared the condensed consolidated quarterly financial statements from the first three months ended September 30, 2023. Since there has been no substantial change in the scope of Nippon Koei's consolidated group, Nippon Koei's consolidated results for the FYE 2023/6, have been used as comparative information. For comparison, the Company made an adjustment of reclassifying its group company EI Koei Co., Ltd. from the Consulting business segment to the others.

Performance Trends (Core Operating Profit*)

Core operating profit increased 53.6% year on year, also marking record high.

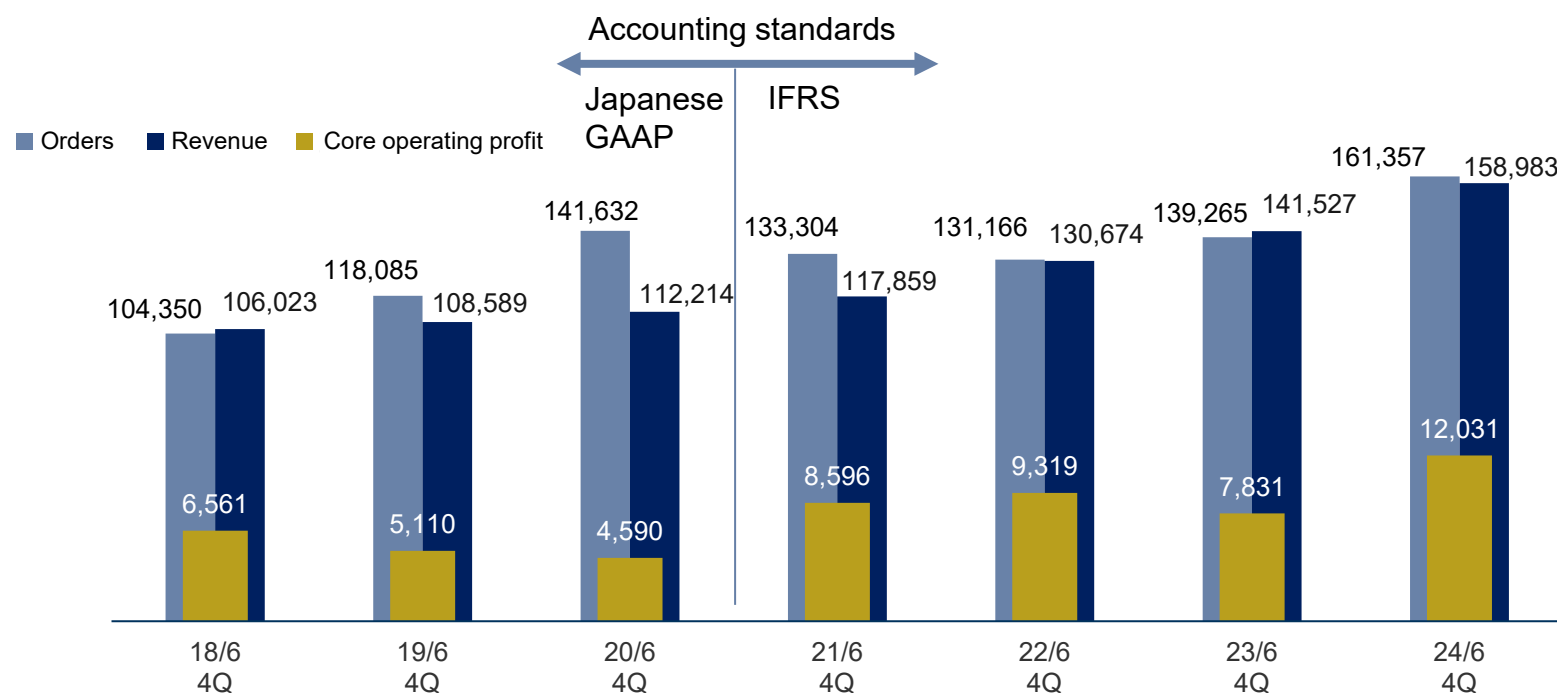
*Core operating profit is calculated from operating profit (or loss) after IFRS, excluding gains and losses arising from non-recurring factors.

■ Breakdown of other income and expenses

(Billion yen)

FYE 2024/6	
Gain on valuation of securities, etc.	+1.86
Gain on sale of non-current assets	+0.44
Impairment losses	- 0.58
Other	+0.37
Total	+2.09
FYE 2023/6	
Gain on sale of shares of associates, gain on investment in securities, etc.	+1.73
Impairment losses	- 3.94
Provisions	- 0.93
Other	+1.39
Total	- 1.75

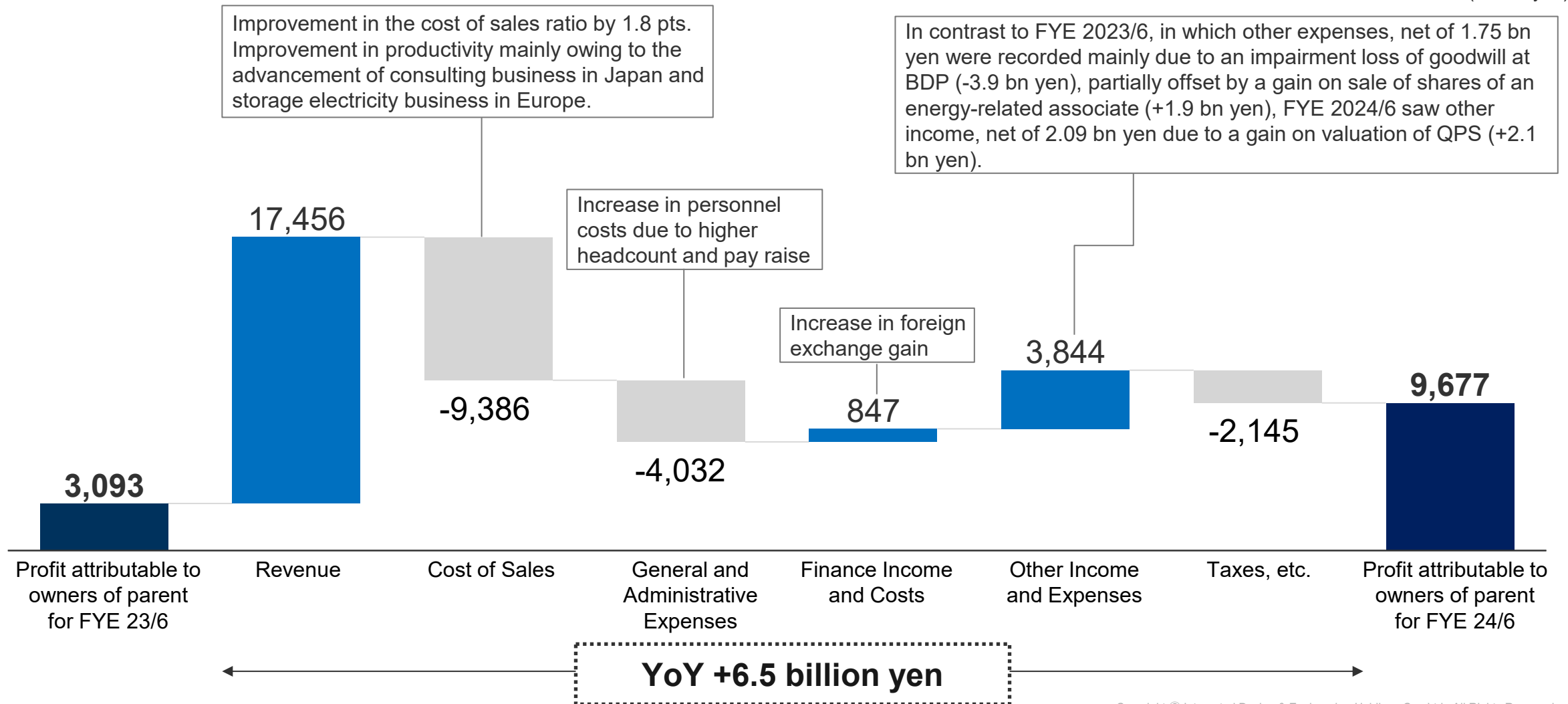
■ Performance trend (Million yen)



Profit/Loss Analysis

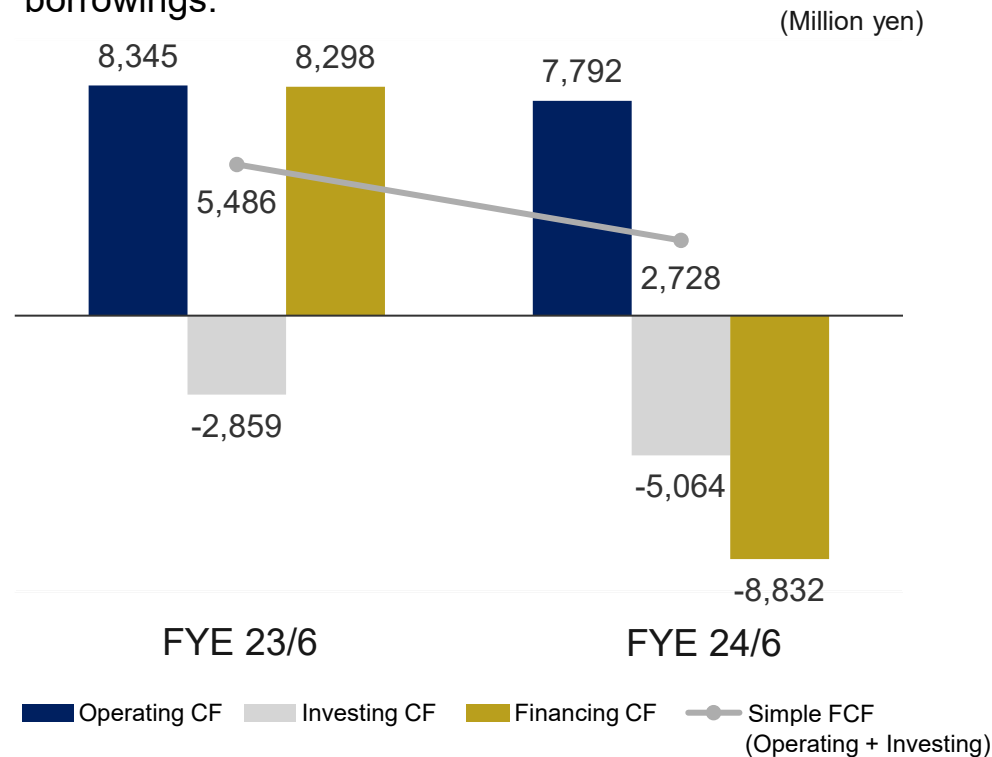
Profit increased by 212.8% year on year due to revenue increase and special factors.

■ Profit factor ■ Loss factor
(Million yen)



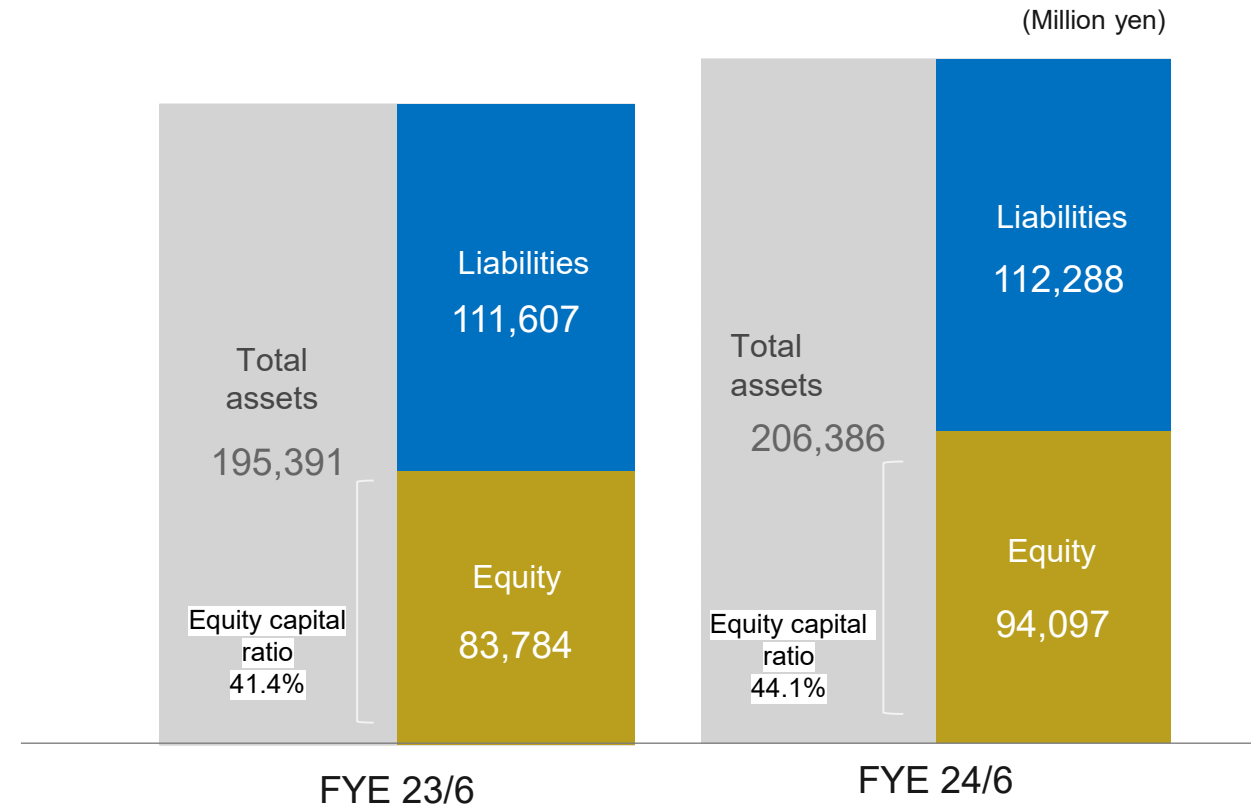
Cash Flows

- Operating cash inflow decreased mainly due to an increase in payments of trade receivables.
- Investing cash outflow increased due to purchases of PP&E, etc. and the absence of special factors such as previous year's sale of shares of subsidiaries and associates recorded in the previous fiscal year.
- Financing cash outflow increased due to repayments of borrowings.



Balance Sheet

- Assets increased mainly due to an increase in trade receivables resulting from revenue increase.
- Equity increased due to an increase in retained earnings.

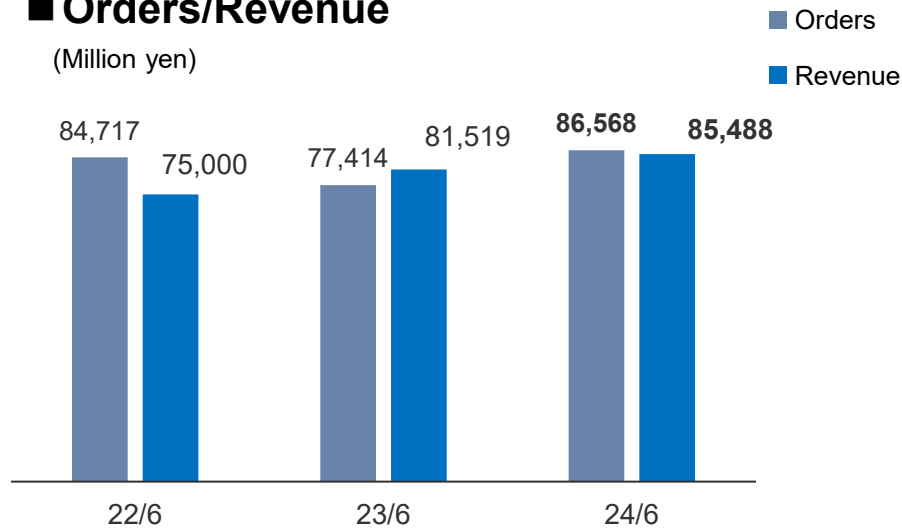


Equity capital: Equity attributable to owners of parent

Results by Business Segment: Consulting Business

Orders/Revenue

(Million yen)



Performance

Orders

- Orders increased year on year contributed by those for work related to Japan's national land resilience and defense.

Revenue

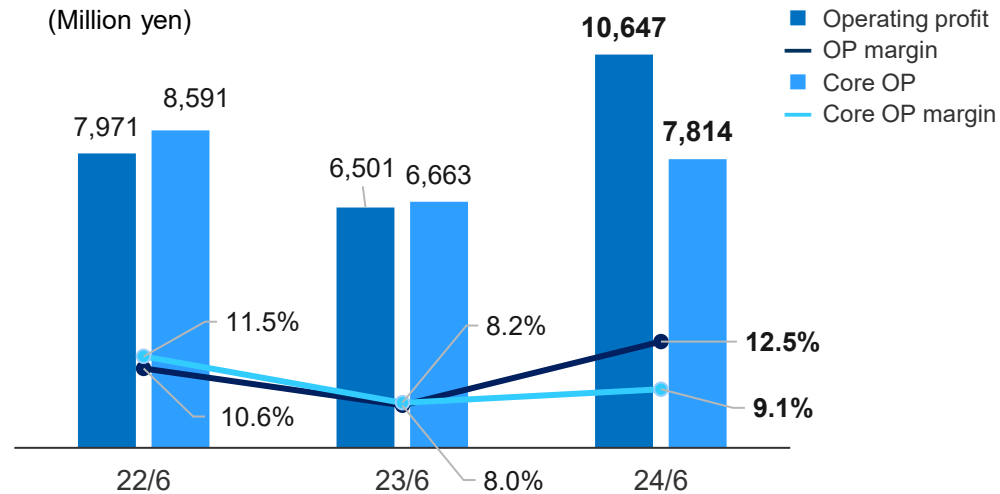
- Revenue increased owing to steady progress in ongoing projects both in Japan and overseas.

Operating profit

- Operating profit increased as the NK domestic and overseas group companies more than offset the downward pressure on profits NK overseas mainly due to increase in outsourcing costs caused by the weaker yen and inflation.
- Valuation gains (approx. 2.1 billion yen) were recorded resulting from the listing of shares of a company to which ID&E made capital contribution.

Operating profit/Core operating profit

(Million yen)



Received the Minister of the Environment Award at the 51st Environmental Awards

A joint project* undertaken by Nippon Koei for "Implementation of nature restoration technology that utilizes soil algae" received the Minister of the Environment Award, the highest award at the 51st Environmental Awards.



* Jointly developed by Tokyo University of Agriculture and Nikken Sohonsa Corporation

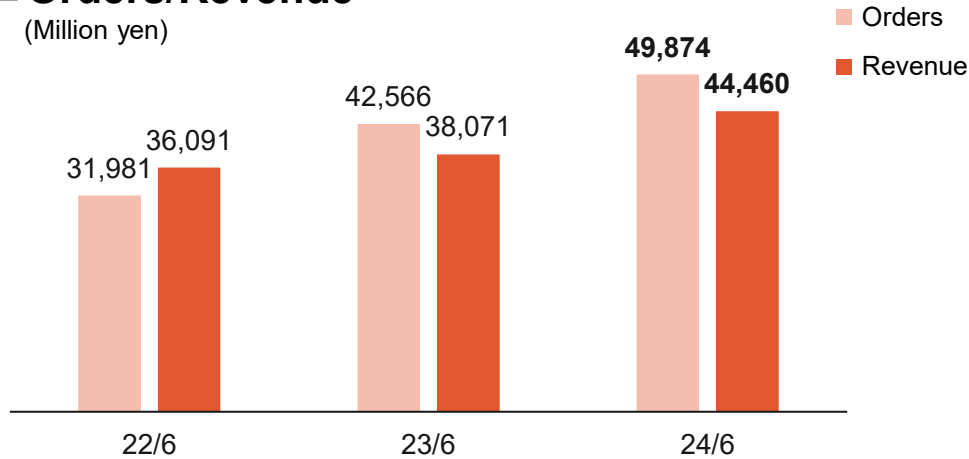
Road Improvement Project in Amazonas Department, Peru

A joint venture of NK & NKLAC signed a Government-to-Government (G2G) Contract, which involved managing a 214 km-long road construction project for the first time that Japan participated in a project under the G2G contract scheme in Peru.



Orders/Revenue

(Million yen)



Performance

Orders

- Orders increased year on year owing to the contribution of large-scale orders in the U.K., Canada, and India won by the BDP Group.

Revenue

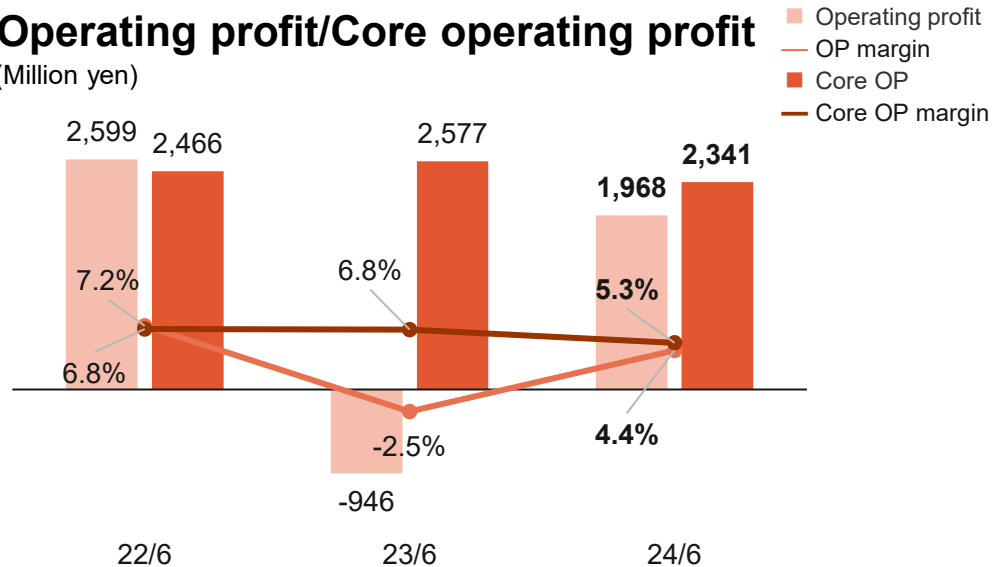
- Revenue increased mainly owing to steady progress in ongoing projects of the BDP Group.

Operating profit

- Operating profit increased thanks to the increase in BDP Group revenue
- NKUrban's performance was weak due to intensifying price competition given decline in public works spending by the national and local governments and cost increase accompanying the strengthening of management foundation.

Operating profit/Core operating profit

(Million yen)



Assessment on expanding the Chinggis Khaan International Airport in Mongolia

A joint venture company of NK and NKUrban was awarded the information gathering and verification survey project of Mongolia's international airport. NKUrban will propose a vision of a desirable airport leveraging its past business experiences in Mongolia and achievements in urban planning and development.



Restore of History Faculty Building in University of Cambridge

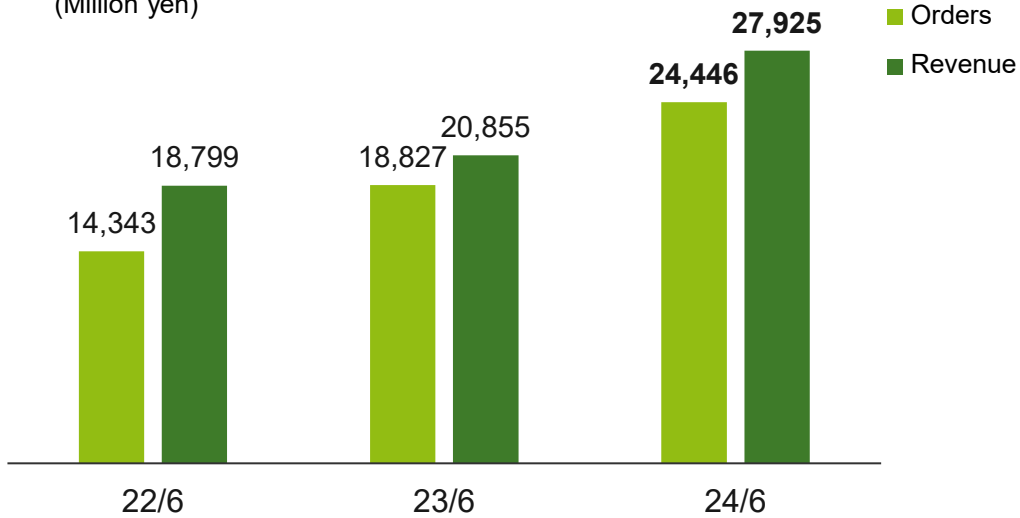
BDP has announced plans to restore the History Faculty Building. This project will restore and revitalize one of the iconic 'Red Trilogy' – the triumvirate of highly significant university buildings designed in the 1960s by architect James Stirling.



Results by Business Segment: Energy Business

Orders/Revenue

(Million yen)



Performance

Orders

Orders increased year on year due to demand related to the renewal of electric power facilities under the revenue cap framework* and additional orders related to project on hand.

Revenue

Revenue increased due to steady progress in large-scale power plant/transmission projects on hand.

Operating profit

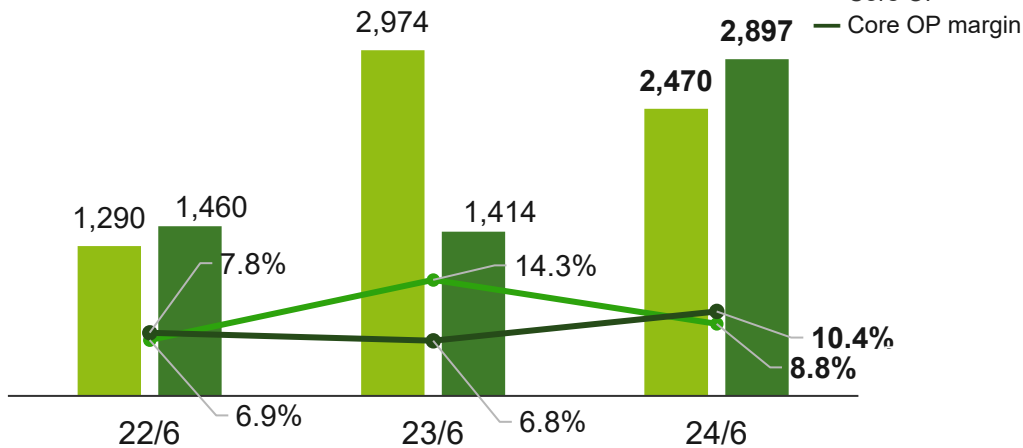
Operating profit progressed steadily by leveraging scale advantages from increased revenue and improving our structure to generate profits, through it decreased year on year due to the absence of gains on the sale of shares of PT ARKORA HYDRO (a former affiliate) and gains on investments in securities (approximately 1.9 billion yen) recorded in FYE 2023/6.

* The development plans with forecast of investment and expenses for grid transmission and distribution network are reviewed and approved by the government, and then wheeling charges are set.

Operating profit/Core operating profit

(Million yen)

Operating profit
OP margin
Core OP
Core OP margin



ESCO business at Kakizaki River Dam, Niigata Prefecture

NKES joined the ESCO project for implementing hydroelectricity at dams and promoting energy saving at existing facilities. Expected annual power output is approximately 1 million kWh. Construction will begin in 2025.



A Project to make Akita Rinki Processing Center an energy supply base

We will build a microgrid based at Rinkai Processing Center. The project aims to supply power from diverse renewable energies directly to groups of public facilities by balancing demand and supply through energy management system (EMS) and storage batteries.



2. Plans for FYE June 2025

(From July 1, 2024 to June 30, 2025)

Plans for FYE June 2025

Aiming for record-high orders, revenue, and core operating profit, while planning to make upfront investment in digital transformation and human resources.

(Million yen)	FYE 2024/6 Results	FYE 2025/6 Plan	YoY Comparison	
			Amount	%
Orders	161,357	168,000	6,642	104.1%
Consulting Business	86,568	94,000	7,431	108.6%
Urban & Spatial Development Business	49,874	47,000	-2,874	94.2%
Energy Business	24,446	27,000	2,553	110.4%
Revenue	158,983	165,000	6,016	103.8%
Consulting Business	85,488	90,000	4,511	105.3%
Urban & Spatial Development Business	44,460	47,000	2,539	105.7%
Energy Business	27,925	27,000	-925	96.7%
Other	1,109	1,000	-109	90.1%
Operating profit	14,124	12,200	-1,924	86.4%
Consulting Business	10,647	8,100	-2,547	76.1%
Urban & Spatial Development Business	1,968	3,000	1,031	152.4%
Energy Business	2,470	2,400	-70	97.2%
Other	-961	-1,300	-338	-
Profit attributable to owners of parent	9,677	7,300	-2,377	75.4%
ROE	11.3%	8.0%	-3.3pt	-

Core operating profit

Below is a comparison on a core operating profit basis to show the earnings trend of our core business. (No special factors are incorporated in the FYE 2025/6 Plan.)

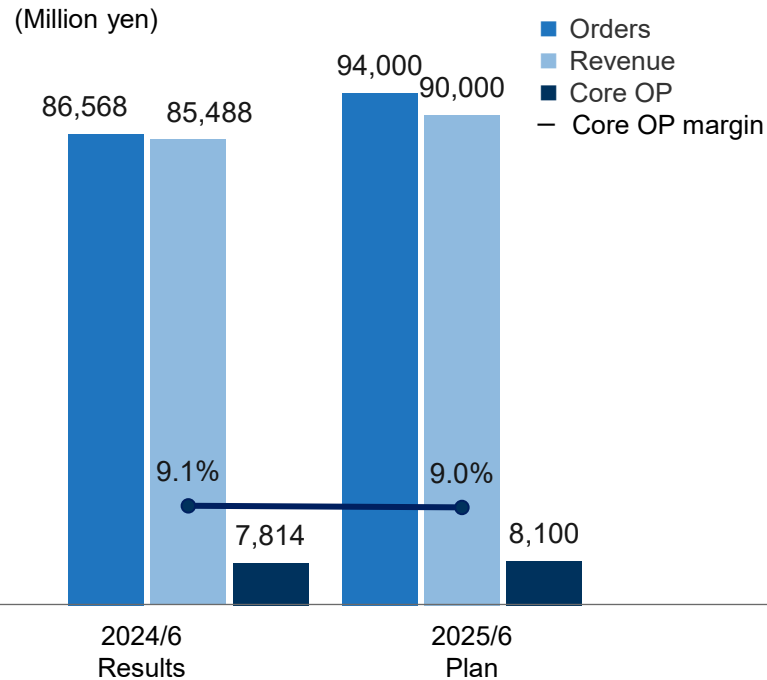
Core operating profit for FYE 2025/6 is planned to achieve a year-on-year increase.

▼ Analysis of change in core operating profit for FYE 2024/6 results and FYE 2025/6 plan

	FYE 2024/6 Results	FYE 2025/6 Plan	YoY Comparison
Core operating profit	12,031	12,200	168
Consulting Business	7,814	8,100	285
Urban & Spatial Development Business	2,341	3,000	658
Energy Business	2,897	2,400	-497
Other	-1,022	-1,300	-277

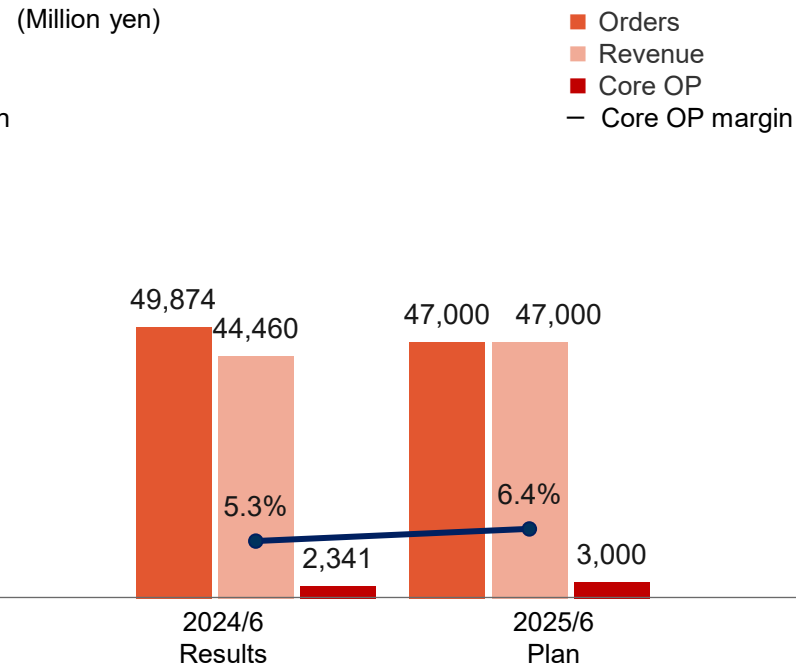
Plans by Business Segment

Consulting Business



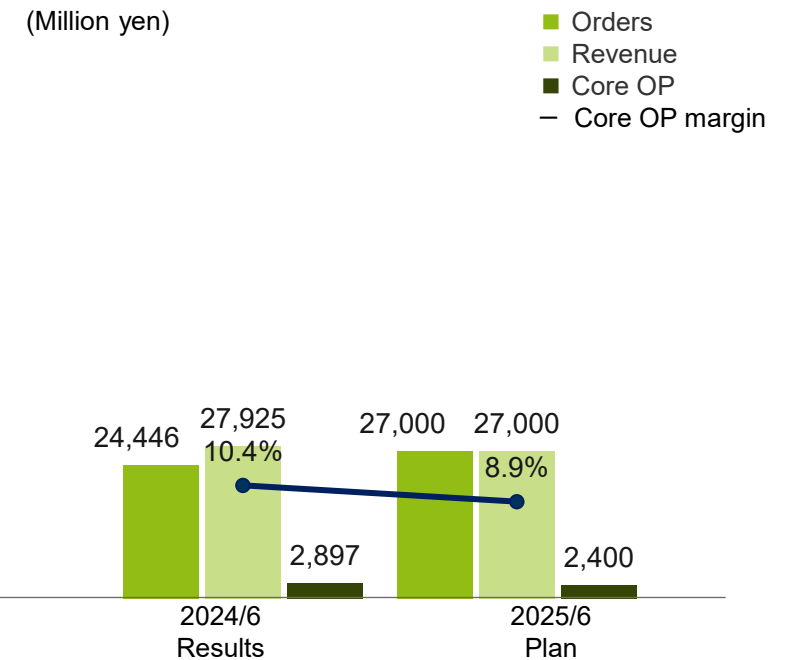
- Plan to increase orders by winning large-scale projects at NK overseas section
- Plan to increase revenue by steadily proceeding the projects on hand in and outside Japan
- Operating profit margin will briefly remain at the same level due to the impact of depreciation of yen and inflation at the overseas offices, in addition to **IT investments including digital product development**

Urban & Spatial Development Business



- Expecting orders to briefly decrease as we prepare for strategic order reception to respond to the **new urban spatial development needs**
- Plan to increase both revenue and operating profit for BDP and NKUrban
- Strengthen profitability by **expanding order lot**, enhancing corporate value to attract workers, and streamlining production of NKUrban

Energy Business

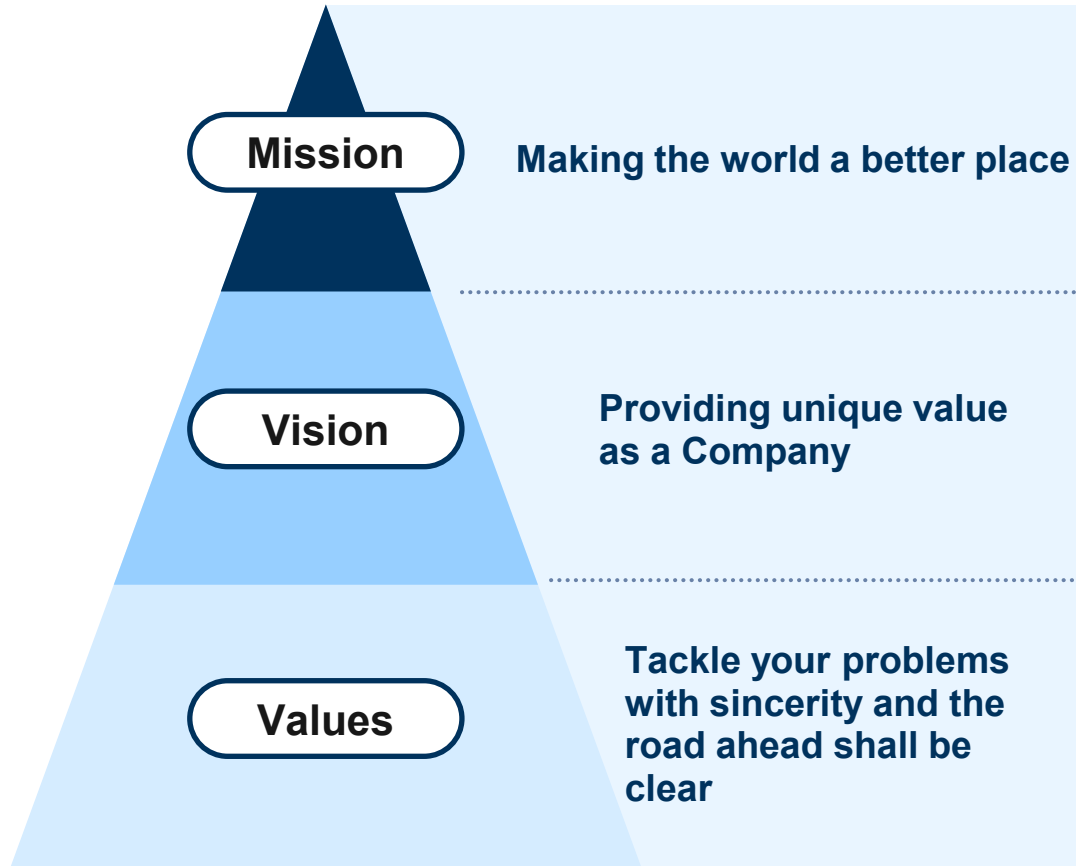


- New orders for power storage station EPC and microgrid will make up for the absence of large-scale orders seen in the previous fiscal year
- Expect revenue to decline as **many of the large-scale EPC projects are at the design stage**
- Operating profit will briefly decrease as we plan to **increase personnel** to respond to the abundant demand

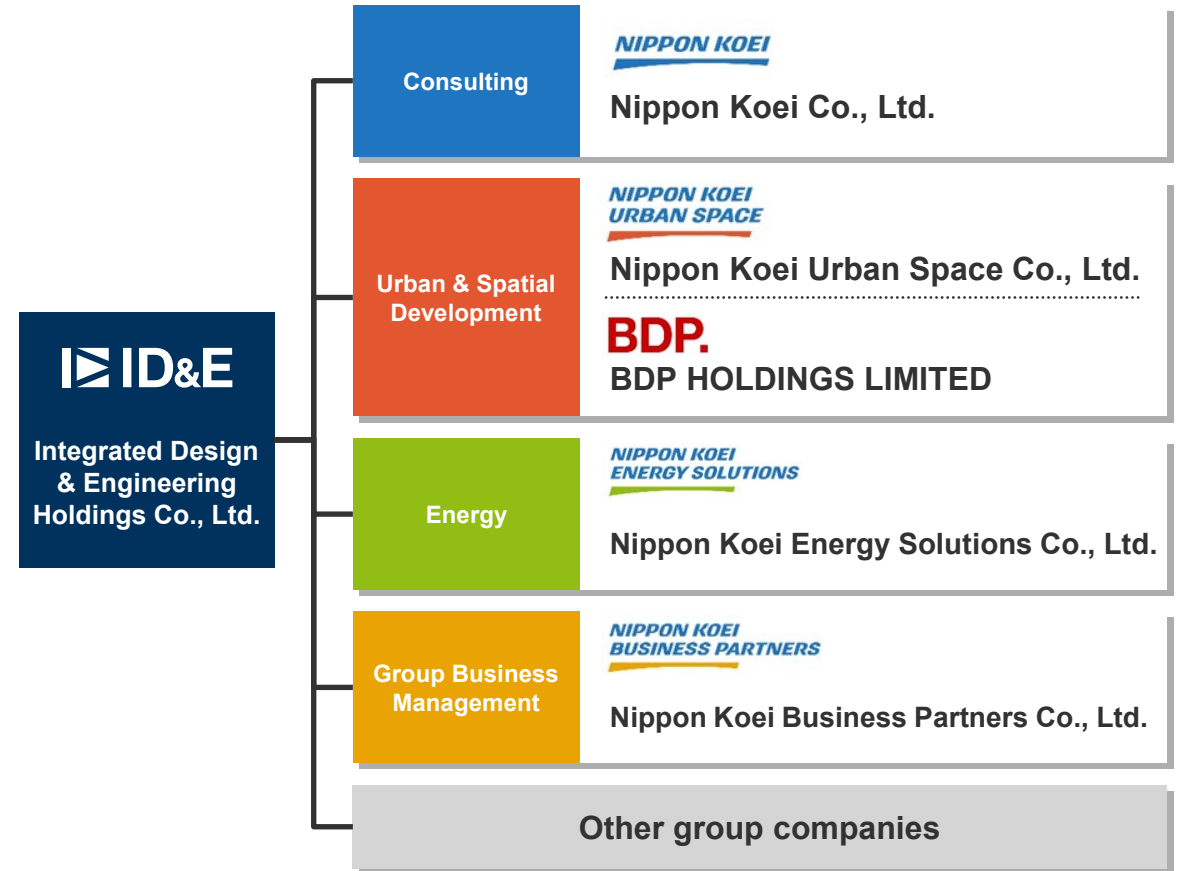
3. Long-Term Management Strategy

- ID&E Global Strategy 2030 -

ID&E Group's Mission, Vision, Values



ID&E Group Structure



ID&E brand fostered since the establishment of Nippon Koei

Society

Society's needs are constantly evolving



Commercialize solutions for social issues

Changes to meet new needs

Strengths of ID&E

Integrated Capabilities

We pool together specialists from range of fields who can address the increasingly sophisticated and complex social issues

Human Resources

Across the globe, we have around 6,700 experts from range of fields

Technology

We conduct the state-of-the-art basic and applied research at our R&D Center, the largest in the industry in Japan

Vision Providing unique value as a Company

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



Mission Making the world a better place

To achieve this mission, we have identified five materiality topics that we should prioritize by leveraging our strengths.

An IDEAL world, built with integrity

<p>Business activities</p> <ul style="list-style-type: none"> Building a more equitable society Cultivating a beautiful and habitable planet 	<p>Capital & infrastructure to support business activities</p> <ul style="list-style-type: none"> Innovating to address the challenges of the modern world Building a global team with diverse perspectives Leadership based on integrity & technology
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Sustainability Management

Promote sustainability management with a perspective focused on contributing to the creation of social value through business

Previous Materiality Topics ... **New Materiality Topics**

Updated in August 2024

Main numerical targets for 2023

Disaster prevention and mitigation related revenue (including revenue of recovery and reconstruction-related businesses) **¥16 bn**

Contribution to GHG reduction through business activities

Direct contribution: **36,000 tCo2**

Indirect contribution: **1,000,000 tCo2**

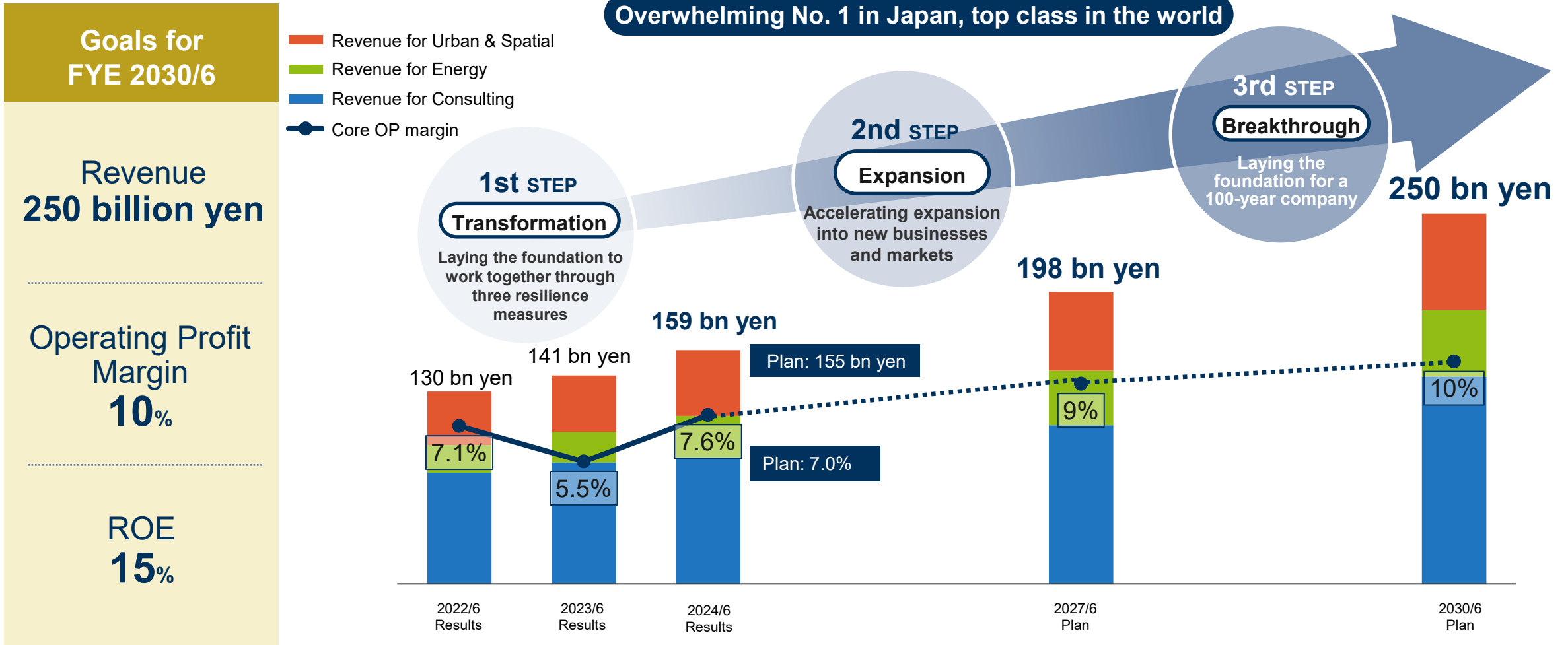
Main numerical targets for 2023

R&D expenditures and investments **¥1 bn**

Female at managerial positions **15%**

Number of Professional Engineers **2,400**

ID&E Global Strategy 2030 - Working together toward a future without boundaries -



4. Review of the Previous Medium-Term Management Plan

“Building Resilience 2024” (July 2021–June 2024)

Previous Medium-Term Management Plan

Building Resilience 2024 (July 2021–June 2024)

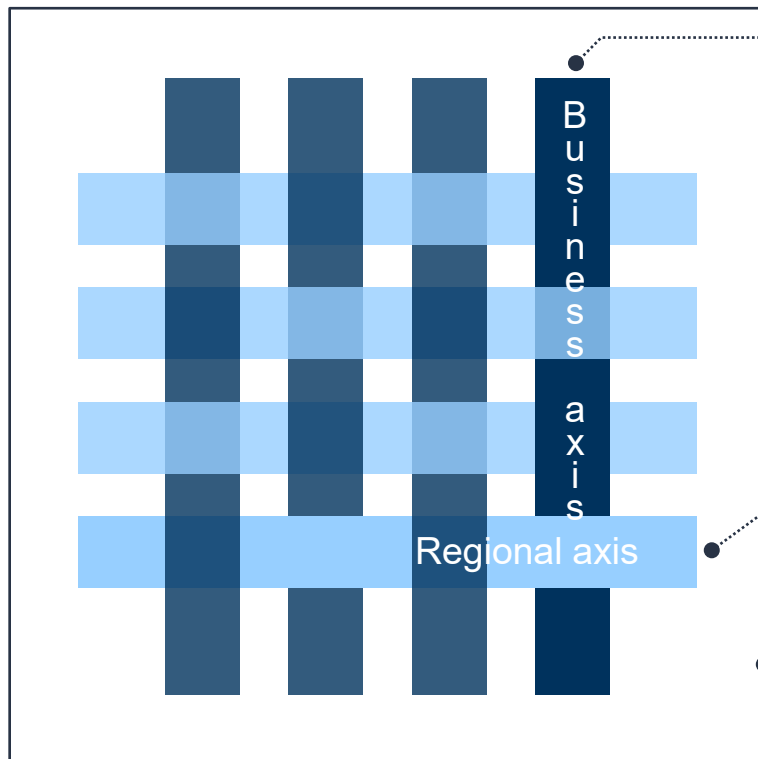


Key Point Enhancing resilience of the ID&E Group (Building Resilience 2024)

Basic policy Sustainable growth in three core businesses and expansion of business fields through working together

Numerical targets for the Fiscal Year Ended June 2024

Consolidated Revenue: 155 billion yen	Operating profit: 11.1 billion yen
Operating Profit Margin: 7%	ROE: 9%



Resilience policy 1
Enhance the resilience of vertical threads
Boosting business through three independent domains

Resilience policy 2
Enhance the resilience of horizontal threads

Organizational Strategy	Create a group management structure to establish foundation for further growth
Sales Strategy	Create a regional management structure (realize one-stop sales; support the autonomous regional management)

Resilience policy 3
Enhance the quality of vertical and horizontal threads

Human Resource & Technology Strategy	Create strong technological foundation and foster the world's top class human resources
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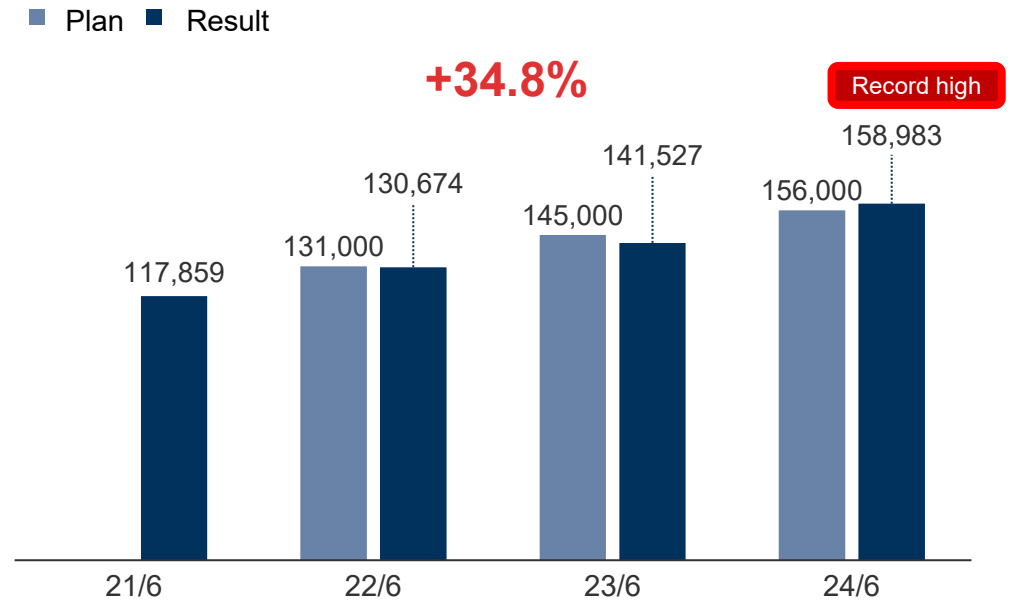
Summary of Achievements of the Previous MTMP

Achieved the targets of revenue, operating profit and ROE.

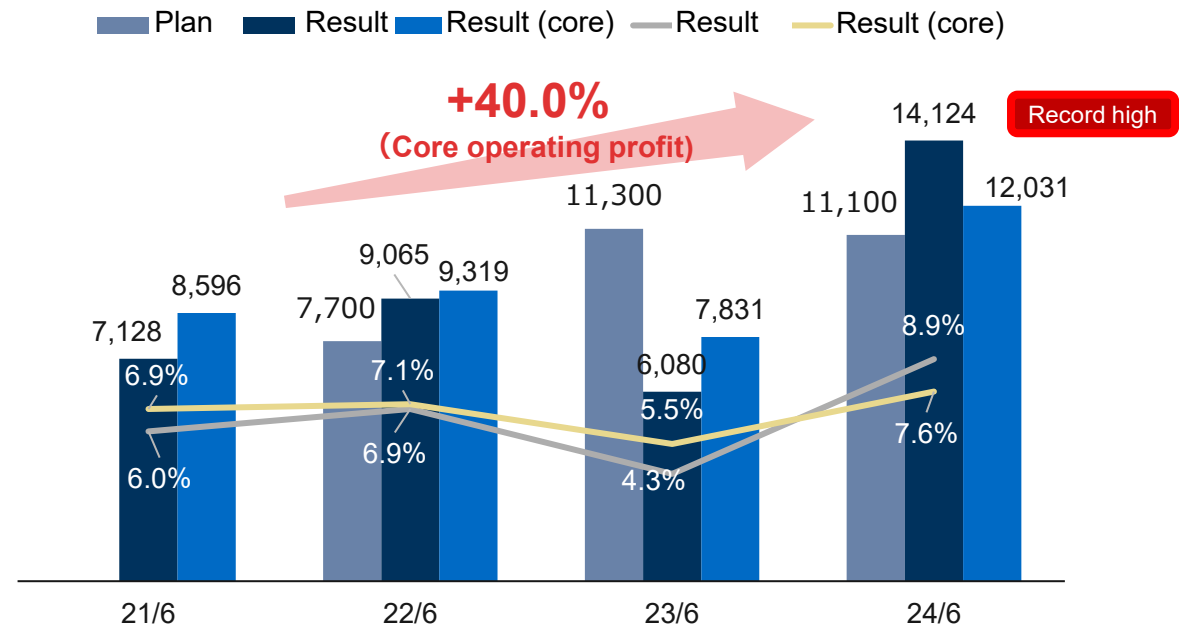
Realized steady growth over the past three years, with revenue increased by 34.8% and core operating profit by 40% from FYE 2021/6.

Final year (FYE 2024/6) Results	<u>Revenue</u>	<u>Operating Profit / Core OP</u>	<u>OP Margin / Core OP Margin</u>	<u>ROE</u>
	158.9 billion yen Plan achievement rate (+1.9%)	14.1 bn. yen/12.0 bn. yen (+27.2%/+8.3%)	8.9%/7.6% (+1.9pts/+0.6pts)	11.3% (+2.3pts)

Revenue



Operating Profit / Operating Profit Margin




Summary of Achievement of the Previous MTMP (Resilience Policy 1)

Resilience policy 1: Boosting business through three independent domains

- Consulting
- Urban & Spatial
- Energy



Steadily achieved the business strategy. Responding to market changes such as exchange rate fluctuation and inflation remains as an issue. NKUrban needs to improve profitability and productivity. BDP is performing well in England, but business development outside of England is still underway.

Succeeded in strengthening the one-stop service provision structure. Storage electricity business in Europe has entered the investment recovery phase, with partial delay.

	Key Strategies	Goals	Results	Evaluation
Consulting segment	Developing and updating infrastructure to protect people's lives	(i) Dam restoration projects and new dam business (KGI: 17 projects) (ii) Defense Facility Resilience Project (KGI: Orders: 3.91 billion yen), etc.	(i) 20 projects (ii) Total orders of approximately 5.0 billion yen	
	Autonomous management of overseas group companies	Training regional engineers (collaboration with RE, KGI :1 case/year), etc.	Collaborating with RE on JICA and ADB projects (NKI, NKV, PKII)	
Urban & Spatial Development segment	Participation in domestic and international urban infrastructure projects	Participation in urban redevelopment projects, public-private partnership projects, and private projects	Won a large-scale project in Japan; Profitability and productivity needs to be improved	
	Expand business into new domains and regions	Expand business into new domains such as designing stadiums, win new orders in the US market, and enter into new sector in the Canadian market	Won projects in a new sector, such as sports stadium; won a new project in Canada involving education and medical service; behind schedule in NY market	
Energy segment	Promoting one-stop energy management business	Strengthening company structure and taking orders in earnest	Established Construction Engineering & Management Operations, won orders for large projects such as ENEOS	
	Promoting the energy storage business in Europe	Early start of operations, profitability, and securing cash flow	Grid storage plants have begun operation in Belgium, however issues remain, such as construction delays in UK and cash flow stabilization.	



Resilience policy 2: Group management structure that realizes matrix management across business and regions

Completed the reorganization. Challenge for regional management is proposing business based on market analysis. There has been achievements in the promotion of sustainability.

	Key Strategies	Results	Evaluation
Reorganization	Strengthening Group Governance System	Completed the reorganization and transitioned to a company with a nominating committee, etc. We will continue to develop and notify unified group rules including group management rule.	
Region strategy	Planning and execution of regional strategies, strengthening marketing functions	Established a position of regional controller and conducted regional market analysis. We achieved the order target on a consolidated basis, but there is a regional imbalance (target not achieved particularly in Southeast Asia).	
Sustainability	Forming a foundation for promoting sustainability management	Announced our endorsement for TCFD and TNFD. Monetizing and deploying sustainability related services within and outside the Group is a standing issue.	

Resilience policy 3: Embodying the ID&E brand and ID&E quality

Established Global Academy as planned. Steadily proceeded the human resources development, diversity management, and work style reform.

	Key Strategies	Results	Evaluation
Human resources development	Establishment of Global Academy	Established in July 2024. Attended by major affiliates in Japan and some of the overseas affiliates as a trial.	
Technological strategy	Develop systems and human resources to drive digital transformation	Promoted digital literacy improvement measures (digital transformation-focused human resources development program; holding DX-DAY). Company-wide operation reform and building data platform are yet to be undertaken.	

5. New Medium-Term Management Plan

“Building Growth 2027” (July 2024–June 2027)

Internal Environment

- Transition to a holding company to speed up decision-making and allow each company to operate autonomously
- Decline in recognition due to newly established holding company

External Environment

- The growing importance and attention of sustainability management
- Increasing risks & opportunities of climate change
- Changes in market conditions due to inflation/weak yen, etc. (rising material prices, increase in inbound investment to Japan, etc.)
- Difficulty in securing human resources due to a decline in the workforce and rising labor costs
- Diversification and complexity of service needs in developing and emerging countries according to their stage of development
- TSE's call for action against a PBR below 1



Group Management Policy

1

Manifestation of the ID&E brand based on the management policy

Continue efforts to **maintain/improve the ID&E Group brand and quality**, based on the management philosophy of "acting with integrity."

2

Further development of sustainability management

For the ID&E Group, which has been dedicated to addressing social issues, **sustainability is essential for its corporate management and business operations.**

3

Full-scale entry into the private market

Start preparing for **full-scale entry into the private market, where further growth is expected**, now that the public market is solid.

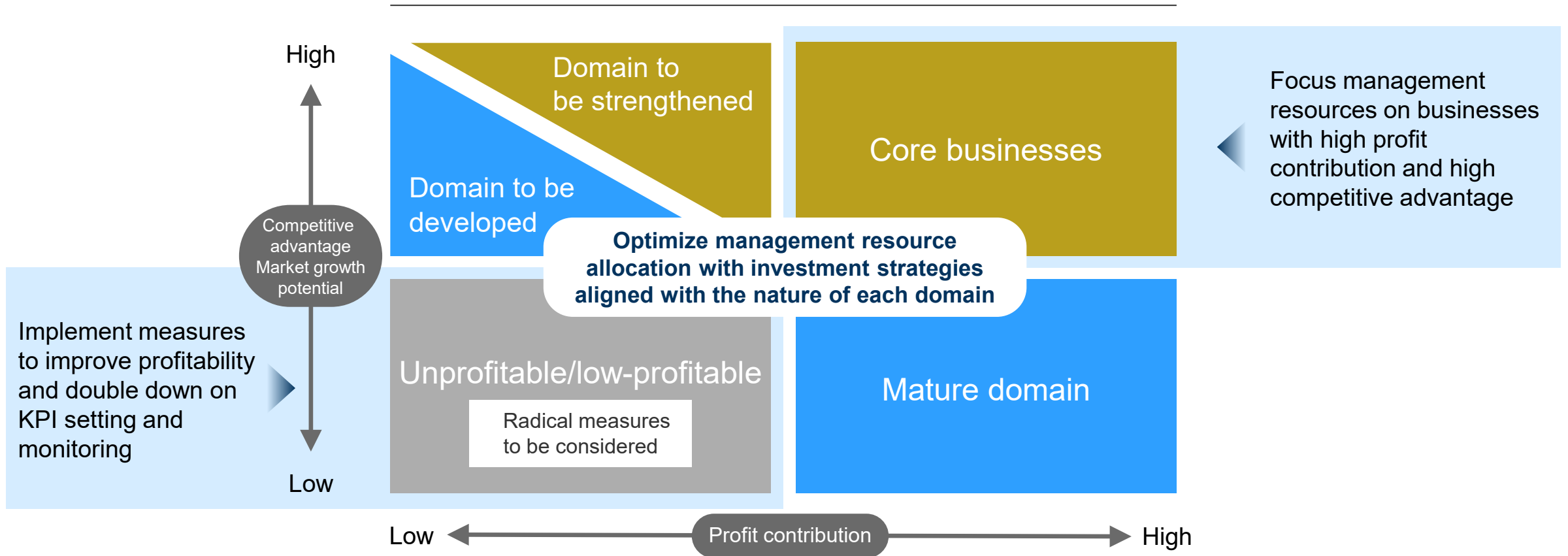
<p>Name</p>	<p>Medium-Term Management Plan (July 2024–June 2027) “Building Growth 2027”</p>						
<p>Basic Policy</p>	<p>Sustainable growth in three core businesses and expansion of business fields through working together</p>						
<p>Numerical targets</p>	<table border="1"> <tr> <td data-bbox="504 601 871 811"> <p>Targets for FYE 2027/6</p> </td> <td data-bbox="871 601 1327 811"> <p>Consolidated revenue 198 billion yen</p> </td> <td data-bbox="1327 601 1727 811"> <p>Operating profit 18 billion yen</p> </td> <td data-bbox="1727 601 2058 811"> <p>OP margin 9%</p> </td> <td data-bbox="2058 601 2446 811"> <p>ROE 12%</p> </td> </tr> </table>	<p>Targets for FYE 2027/6</p>	<p>Consolidated revenue 198 billion yen</p>	<p>Operating profit 18 billion yen</p>	<p>OP margin 9%</p>	<p>ROE 12%</p>	
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<p>Growth Policy</p>	<table border="1"> <tr> <td data-bbox="504 886 1009 1015"> <p>1 Reforms for growth</p> </td> <td data-bbox="1009 886 1872 1015"> <p>Active portfolio management in the three businesses to increase profitability</p> </td> </tr> <tr> <td data-bbox="504 1036 1009 1165"> <p>2 Deployment of matrix management</p> </td> <td data-bbox="1009 1036 1872 1165"> <p>Matrix management according to the ID&E system</p> </td> </tr> <tr> <td data-bbox="504 1186 1009 1315"> <p>3 Advancements in human resources and technology</p> </td> <td data-bbox="1009 1186 1872 1315"> <p>Leveraging the strong ID&E brand through development of human resources, development of leading-edge technologies and strengthening of quality control</p> </td> </tr> </table> <div data-bbox="1977 886 2446 1315" style="margin-left: 20px;"> <ul style="list-style-type: none"> ■ Sustainability management strategy ■ Governance ■ Financial strategy </div>	<p>1 Reforms for growth</p>	<p>Active portfolio management in the three businesses to increase profitability</p>	<p>2 Deployment of matrix management</p>	<p>Matrix management according to the ID&E system</p>	<p>3 Advancements in human resources and technology</p>	<p>Leveraging the strong ID&E brand through development of human resources, development of leading-edge technologies and strengthening of quality control</p>
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<p>2 Deployment of matrix management</p>	<p>Matrix management according to the ID&E system</p>						
<p>3 Advancements in human resources and technology</p>	<p>Leveraging the strong ID&E brand through development of human resources, development of leading-edge technologies and strengthening of quality control</p>						

Growth Policy 1: Reforms for Growth

Portfolio Management

Activating business portfolio management as ID&E Group's management method.

Assessment of business domains



Growth Policy 1: Reform for Growth

Consulting Business

Orders	Maintain/improve market share and scale of existing businesses in Japan and abroad and promote entry into the private market.
Revenue	Expect growth, especially overseas. Strengthen the partnership between major overseas group companies and NK.
Operating profit	Increase the operating rate by securing sales, improve profitability by enforcing foreign exchange and accounts receivables measures, and increase overall segment profitability by reviewing and optimizing the production structure including that of Group companies.

Key Strategies

- 1 Entry into private and new businesses
- 2 Promotion of technological development related to automated design
- 3 Improve profitability of overseas businesses, including Group Companies

Efforts

Actively develop private business, public-private partnership business, digital business, and management business in Japan and abroad.

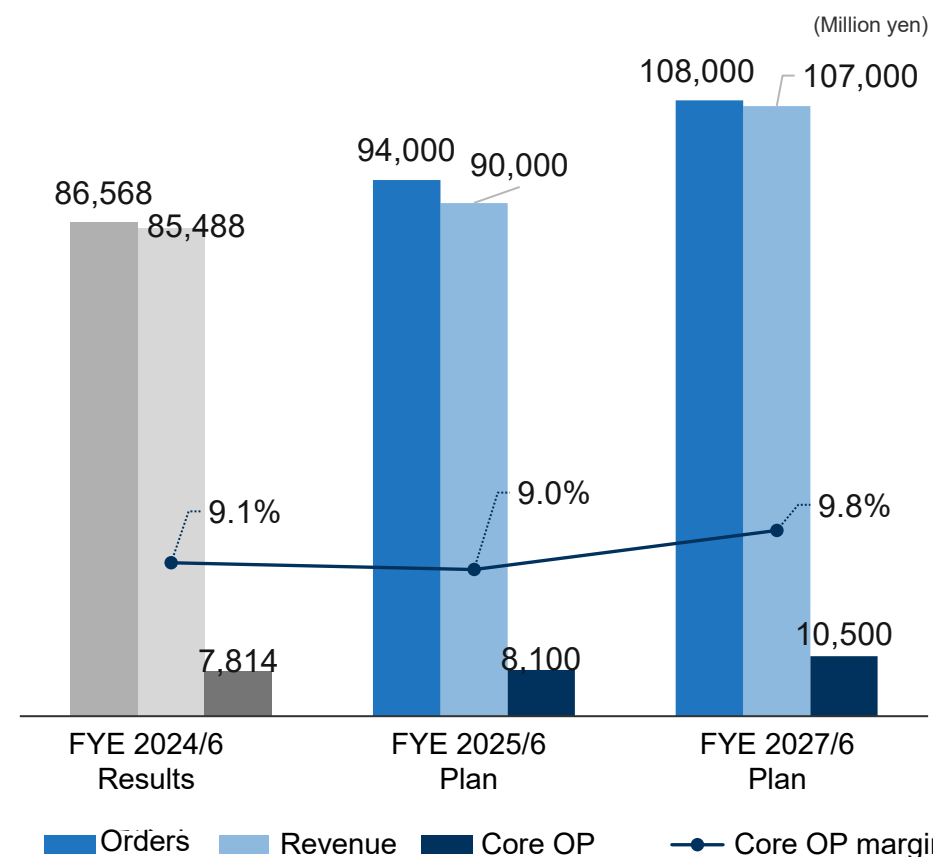
Radically reform the production structure and increase productivity through the development and implementation of advanced digital technology. (Target: 800 BIM/CIM operations/year)

Improve profitability by eliminating contract/currency payment mismatches, enforcing accounts receivable monitoring, and shortening CCCs, etc.

Planned changes

3-year growth rate

Orders ↑ +24.8%	Revenue ↑ +25.2%	Core operating profit ↑ +34.4%
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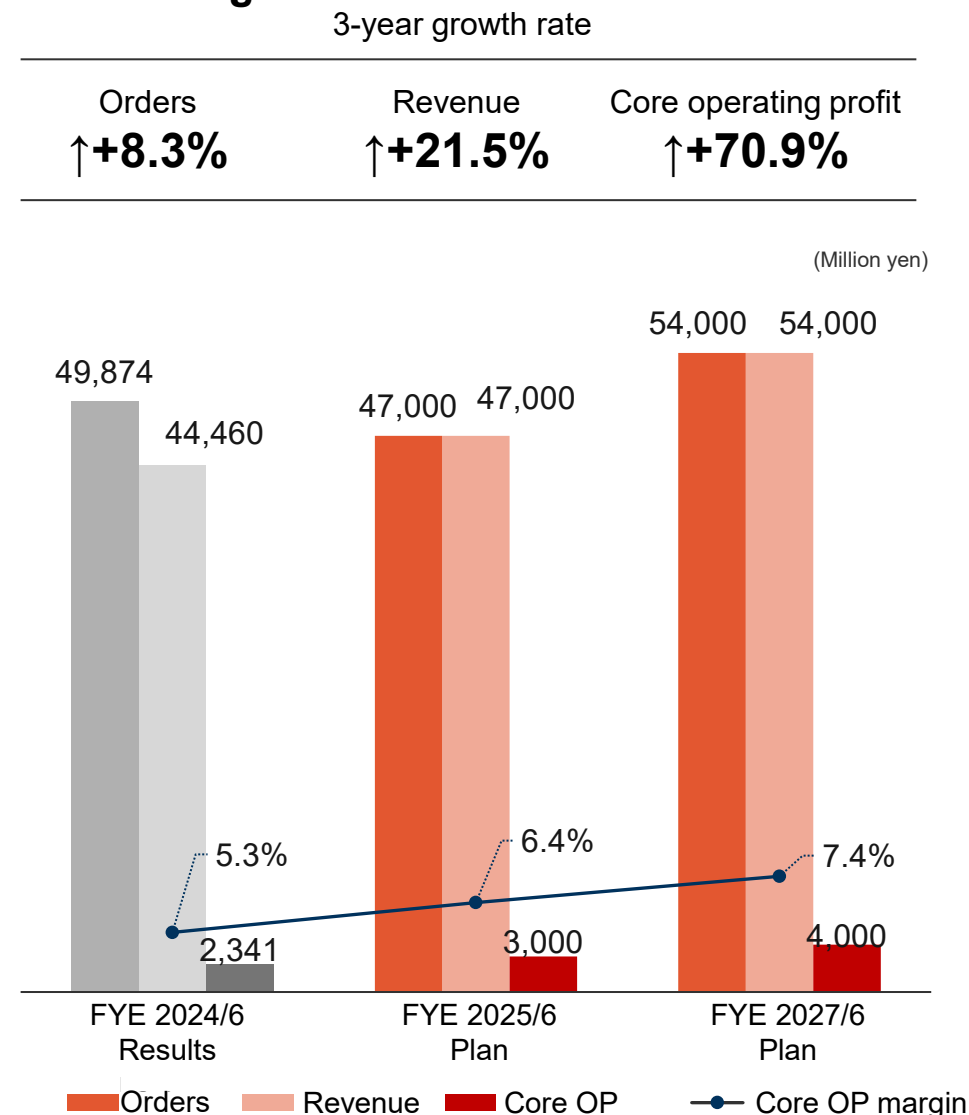


Urban & Spatial Development Business

Orders	<p>NKUrban will maintain/improve its top market share in urban planning and development through selection and concentration of existing and new businesses.</p> <p>Uncover new urban/space development needs of global customers through increased collaboration within the segment.</p>
Revenue	In order to grow, NKUrban will reorganize its production system and BDP will expand its business in North America and Southeast Asia.
Operating profit	To increase profitability, NKUrban will strengthen its technical competitiveness and increase batch orders, and BDP will increase productivity through AI/technology utilization and acquire profitable projects through branding.

Key Strategies	Efforts
1 Clarification of focus markets and businesses	Strengthen market development capability, increase productivity, and add value by leveraging its advantageous technology in large-scale development businesses.
2 Expanding business in APAC and North America	Strengthen the APAC development by leveraging the regional design and hub functions in India and collaborating with ID&E Group companies. (Sales in North America: 4.7 billion yen ⇒ 6.0 billion yen)
3 Strength financial management and profitability	Thoroughly review cost structure to improve productivity.

Planned changes



Growth Policy 1: Reform for Growth

Energy Business

Orders	Aim to increase orders with higher orders for base business and new orders for battery storage EPC business and microgrid projects.
Revenue	Plan for solid growth in base business and expansion of energy management business. Expect significant revenue growth in year 3 through expansion of battery storage energy management and renewable energy aggregation businesses, and further launch of European battery storage business.
Operating profit	Plan for higher profit due to higher sales and higher work efficiency in year 2 after lower profit due to more personnel and upfront investment in year 1.

Key Strategies

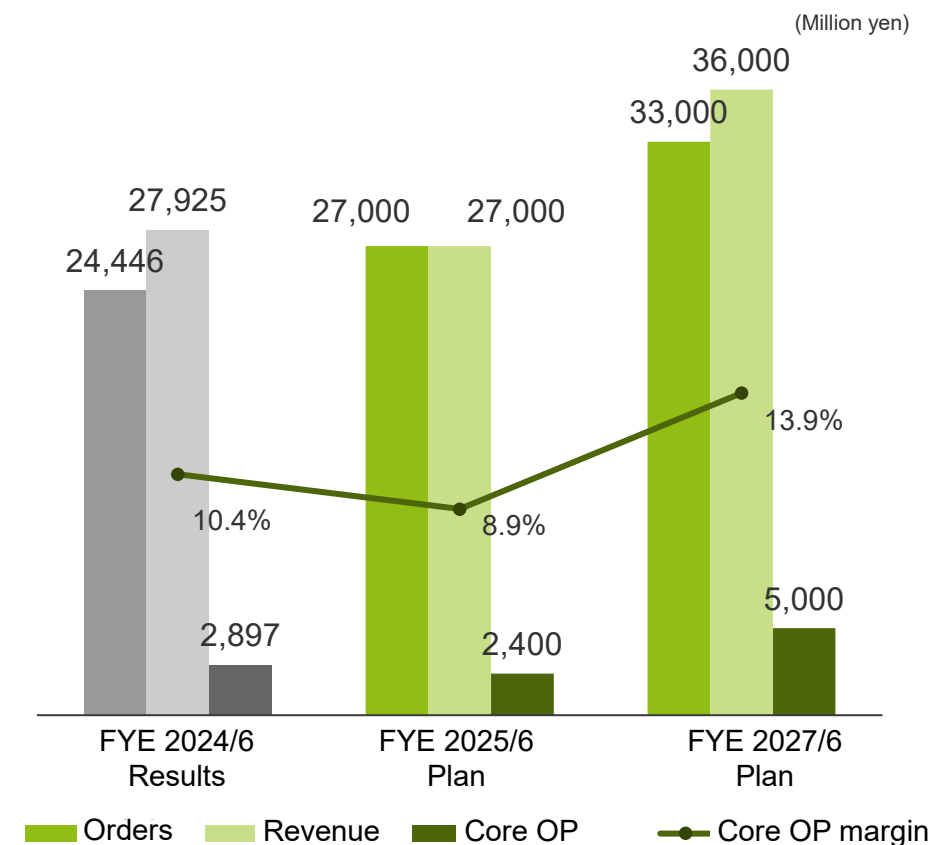
Efforts

- | | |
|--|--|
| 1 Normalization of hydroelectric power business in Manufacturing division | Increase the value added of the manufacturing business by changing the organizational structure (integration of hydroelectric power related functions.) |
| 2 Full-scale energy management business | Expand the battery storage EPC-based business and establish a management system according to the business form. (Sales of renewable energy EPC division: 1.37 billion yen ⇒ 4.0 billion yen) |
| 3 Expanding knowledge of European business to Asia | Apply expertise gained in European business to Japan, and accelerate application and technology transfer to Southeast Asia by assigning personnel to the Asia energy team. |

Planned changes

3-year growth rate

Orders ↑ +35.0%	Revenue ↑ +28.9%	Core operating profit ↑ +72.6%
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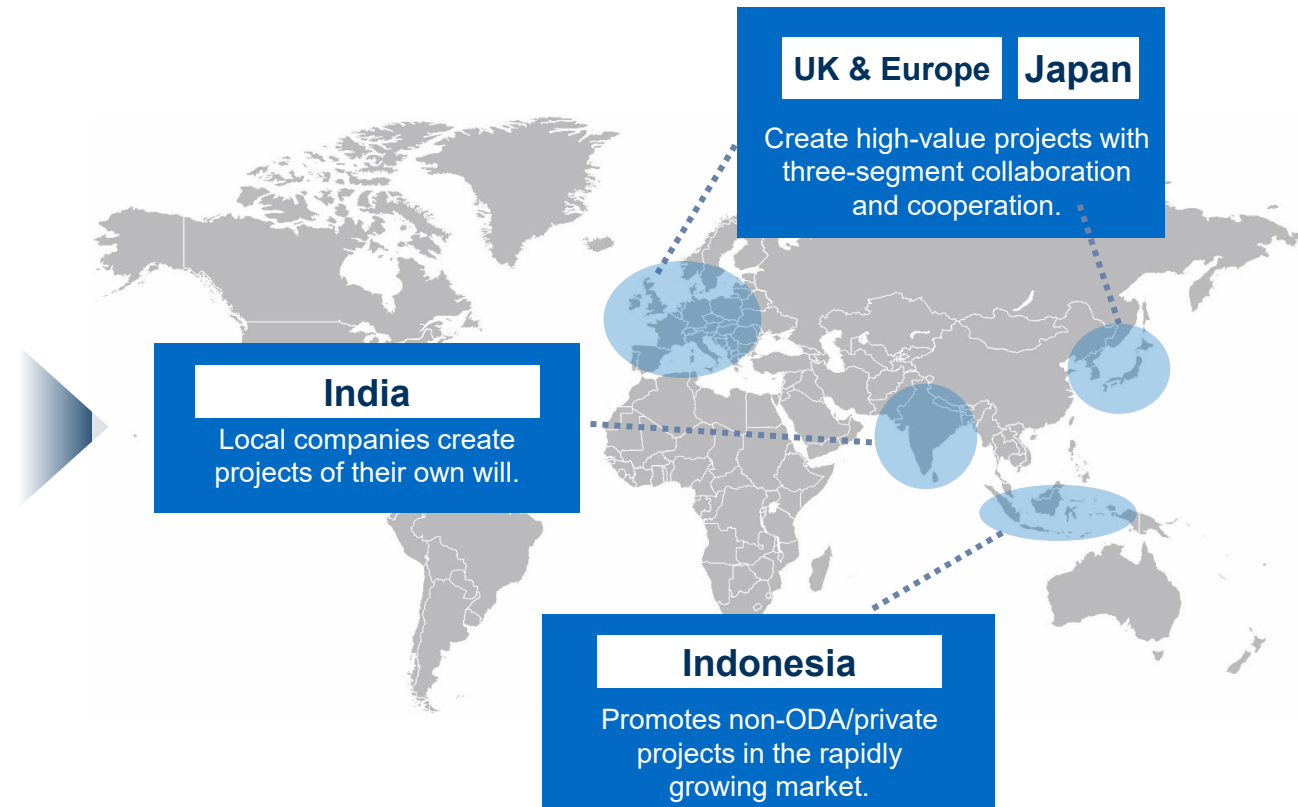
Marketing & Regional Strategy

Select priority areas for the ID&E Group under the leadership of general area managers by analyzing and forecasting market trends for individual regions and also by taking into account the size of the business

Market forecasts

Region	Overview of market environment & Market forecasts
Japan	<ul style="list-style-type: none"> Increased domestic investment by foreign companies (inbound investment) Total public and private GX investment of ¥150 trillion over 10 years Significant increase in budget for development of defense facilities
Southeast Asia, East Asia, Oceania	<ul style="list-style-type: none"> Indonesia accounts for about 1/3 of the total economy of the 10 ASEAN members. Indonesia will need ¥50 trillion in infrastructure investment between 2025 and 2029 (according to the country's own calculations).
South Asia	<ul style="list-style-type: none"> With the world's largest population, India will overtake Japan to become the world's fourth-largest GDP by 2032 and will need \$4.5 trillion in infrastructure investment between 2026 and 2030 (according to the country's own calculations).
UK & Europe	<ul style="list-style-type: none"> European countries are accelerating their emission reduction initiatives to meet the 2030 targets.
EECAMENA (Eastern Europe, Central Asia, the Middle East, North Africa)	<ul style="list-style-type: none"> Ukraine will need more than \$400 billion over the next 10 years to recover from the war. The Japanese government has announced that it will provide more than \$8.5 billion in financial assistance.
Sub-Saharan Africa	<ul style="list-style-type: none"> The U.N. predicts that the world's 30 cities with the fastest population growth between 2020 and 2035 will be in Sub-Saharan Africa. This region will require large amounts of urban infrastructure due to a population explosion.
North America	<ul style="list-style-type: none"> The Canadian government will continue its active policy of welcoming immigrants (with an increased budget for government investment in housing).
Central and South America	<ul style="list-style-type: none"> The World Bank predicts that the countries of Central and South America and the Caribbean will enjoy economic recovery and continued growth after the Corona crisis.

Priority areas in regional strategies



Growth Policy 2: Deployment of Matrix Management

Regional strategies

Establish regional strategies according to market needs and the status of the three-segment business structure. Create projects and businesses through segment collaboration and cooperation in rapidly growing markets to achieve differentiation.

Create added Value by leveraging Integrated capabilities

Group 3
Integrated capabilities with a 3-segment business structure

Group 2
Multi-segment business opportunities

Group 1
Single-segment business development

Region	FY2024 orders	FY2027 target orders (growth rate)	Key actions for the Medium-Term Management Plan period
Japan	¥93.8 billion	¥110 billion (+17.2%)	<ul style="list-style-type: none"> Establish a system to respond to inbound investment needs (renewable energy, resorts, data centers). Promote energy management business in response to increased public and private investment in GX. Increase defense orders through cross-segment project proposals and market development.
Southeast Asia, East Asia, Oceania	¥23.4 billion	¥36 billion (+53.8%)	<ul style="list-style-type: none"> Develop a system to implement urban development/renovation (infrastructure x buildings) mainly in Indonesia and India, which are growing rapidly. Promote renewable energy consulting business, including hydropower investment and eco-industrial parks, to meet decarbonization needs. Strengthen its marketing and production capabilities for the consulting business including those of local companies.
South Asia			
UK & Europe	¥25.5 billion	¥27 billion (+5.6%)	<ul style="list-style-type: none"> Propose decarbonization/renewable energy utilization business leveraging NKEE expertise to existing BDP customers. Create projects to support Ukraine for recovery (rebuilding of infrastructure and energy facilities, reconstruction of buildings) Participate in the urban development project in Saudi Arabia with BDP, which has a proven track record in the Middle East, as the core operator.
EECAMENA (Eastern Europe, Central Asia, the Middle East, North Africa)			
Sub-Saharan Africa	¥17.7 billion	¥21 billion (+18.0%)	<ul style="list-style-type: none"> Expand the BDP Group in North America (with more fields to respond to and expanded areas in the U.S. and other countries). Deepen the consulting business in Central and South America (disaster prevention & management and digital-related business).
North America			
Central and South America			

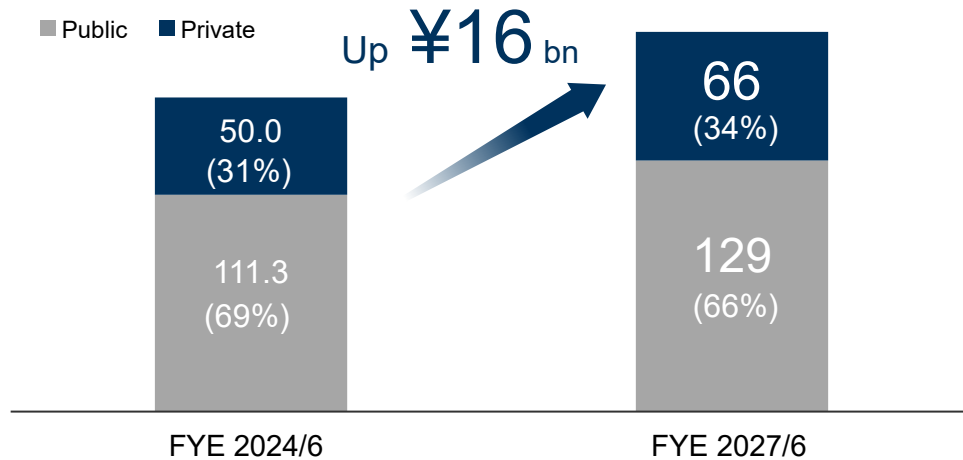
Growth Policy 2: Deployment of Matrix Management

Developing and expanding private business

Aim to grow both public and private, while planning to gradually increase the private share. Create/promote large complex and high-value projects to win new customers.

Orders(public-private ratio)

(Billion yen)



Project examples leveraging integrated capabilities

The Good City intragroup initiative

- The ID&E Group launched The Good City initiative to create good cities in many countries.
- Has partnered with 10 cities through a best practice survey and launched workshops on future urban ideas in Southeast Asia.



Large-scale battery storage business in Japan by a foreign company

- Gurin Energy, a Singapore-based company with renewable energy operations throughout Asia, has entered the Japanese market.
- Having been selected by NKES as its partner, Gurin Energy offers technical consulting and brokerage services for EPC (Engineering, Procurement and Construction).



Initiatives to expand private market

- Enhance business proposals with keywords of "urban" and "decarbonization" that have high market demand.
- Leverage **high technical capabilities** honed in Japan and Europe and personal contacts and network with private clients through **overseas offices and local companies**.
- With the brisk **inbound investment** by foreign investors, ID&E Business Promotion & Regional Marketing Operations designates and notifies inbound client marketing managers to Group representatives and major Group companies and sets up a negotiation team.

Human Resources

Promote three elements that enhance engagement (HR development, DE&I, and well-being)

1 HR Development

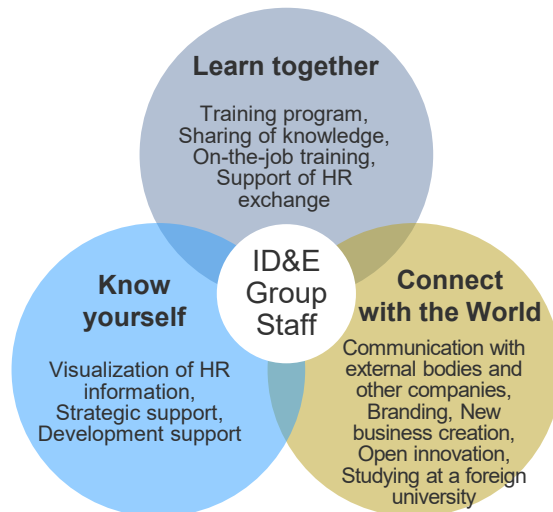
- Establishment and operation of ID&E Global Academy

Purpose of the Academy

The Academy was established as a co-learning ecosystem for the entire ID&E Group to develop "human resources with excellent expertise, high ethics, and profound perspective" so that all Group employees can improve together.

Three features

The Academy is a place where employees from different hierarchical levels and positions can learn necessary skills beyond the boundaries of Group companies, improve themselves, and solve global social problems.



2 Diversity, Equity & Inclusion

- Building sustainable corporate growth and competitive advantage through the utilization of diverse human resources
- Creating an inclusive environment

Main goals for FYE 2027

Female @ managerial positions

10.0% or more

Employment rate of non-Japanese staff

2.5% or more

Non-Japanese @ managerial position

1% or more

3 Well-being

- Improving productivity through diverse work style reforms
- Creating a workplace environment that supports mental and physical health
- Creating an environment that stimulates communication



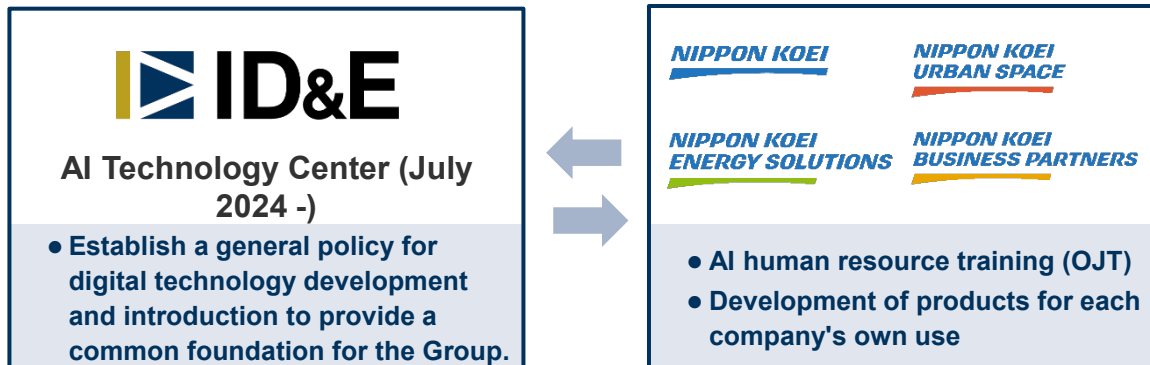
Technology

Promote technological development to leverage our strengths, achieve differentiation, and meet sustainability needs. Establish a general policy for digital technology development/introduction to develop the common base of the Group.

1 Leading-edge Technology Development

- Continued active investment in R&D to improve technology and productivity
- Technology development through cooperation
- Promoting the use of digital technologies including generative AI

Establishment of a new AI Technology Center

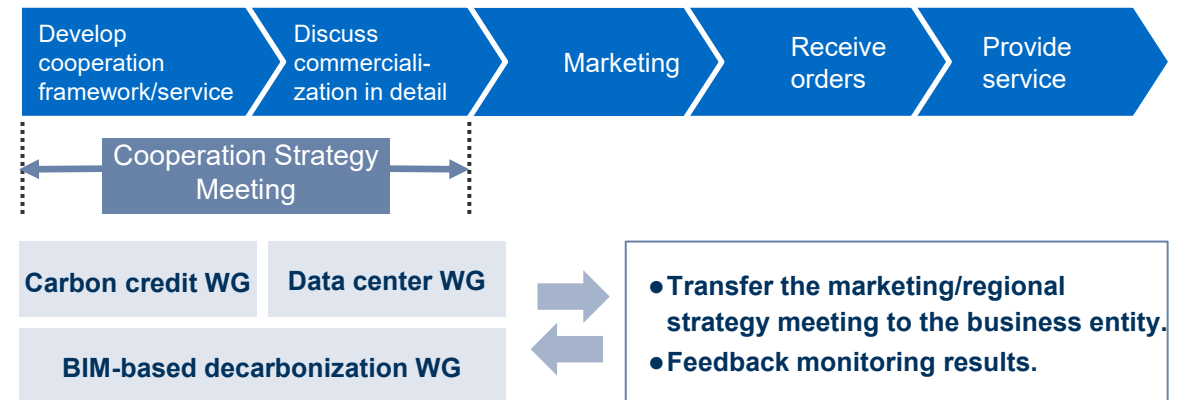


Higher work efficiency, new business opportunities, and improved customer satisfaction

2 Group-wide Technology and Business Development

- Implementing efficient/effective technology development and promoting cooperative projects by sharing technical information among Group companies at Cooperation Strategy Meeting

Cooperation Strategy Meeting



3 Quality Management

- We established Technical Management Office as a tool for ensuring and improving technical quality of the whole Group and supporting technological strategies

For the ID&E Group, which has been dedicated to addressing social issues, sustainability is essential for its corporate management.

The Group will implement the key business and management strategies to achieve its mission.

Key Strategies

Gain credibility by ensuring that **sustainability management is integrated and implemented**, which is what ID&E is aiming for, and achieve **full-scale entry into the sustainability business**.

Management

- Establish a Sustainability Management Framework to **provide a systematic set of sustainability management metrics** for the entire Group and **accelerate initiatives as a single entity**.
- Establish Sustainability Goals that set out what we want to achieve by 2045, with Sustainability Commitment/Targets as milestones for achieving the goals, and Policies and Action Guidelines for each challenge.

Business

- Full-scale entry into **the sustainability business** (Target for FYE 2030/6: Sales of ¥44.0 billion)



Establish the Group Risk Management Plan based on the Basic Policies for Internal Control set forth by the Board of Directors and promote risk management systematically led by the Risk Management Council.

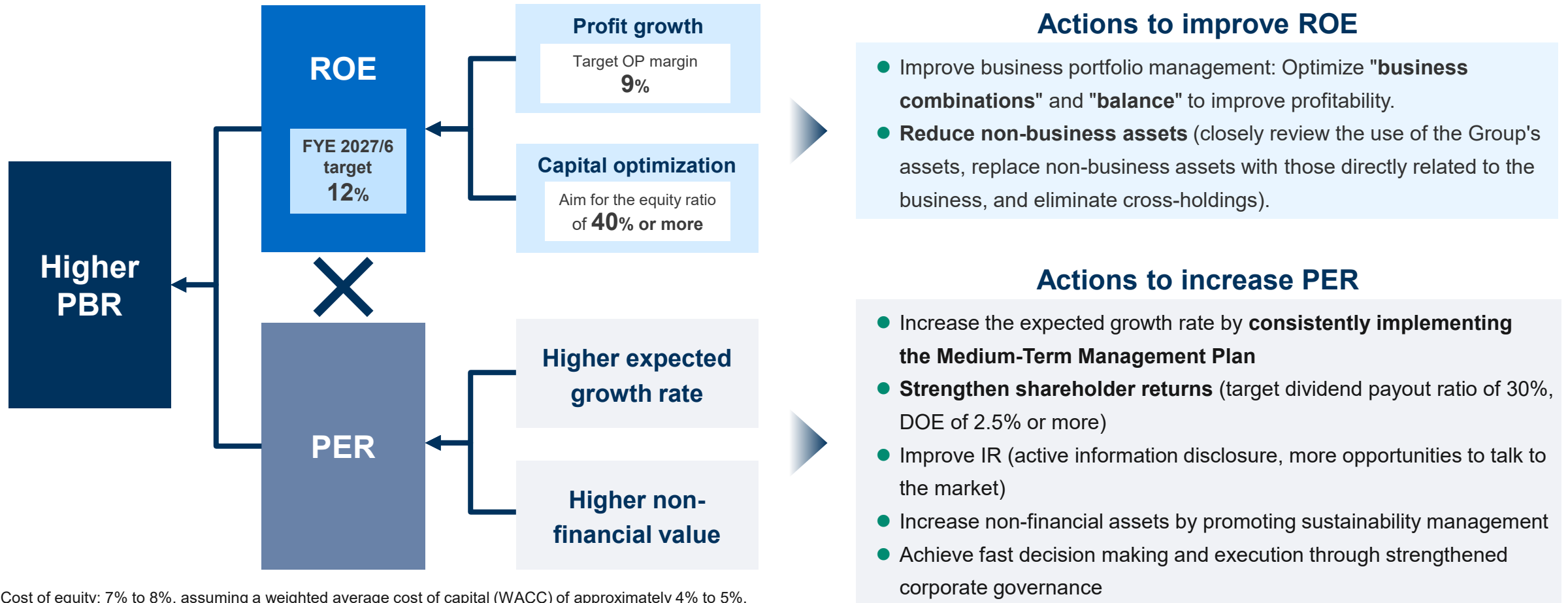
Expected major business risks during the MTMP period

Category	Expected major risks
Economic/ market trends	Consulting business: [Japan] Public investment trends [Abroad] ODA budget trends Energy business: Development of TEPCO Power Grid Urban & Space Development business: Trends in UK construction market
Technology trends	Significant responsibility for the quality of social infrastructure
Geopolitical risk	Reduced demand for services due to conflict/political upheaval
Financial risk	Lower asset valuation due to currency/interest rate fluctuations
Legal and regulatory risk	Occurrence of an event that violates laws and regulations



Initiatives for Higher PBR

Aim to achieve ROE of 12% above cost of equity* and improve PBR through consistent implementation of the Medium-Term Management Plan, including portfolio management, and capital optimization.

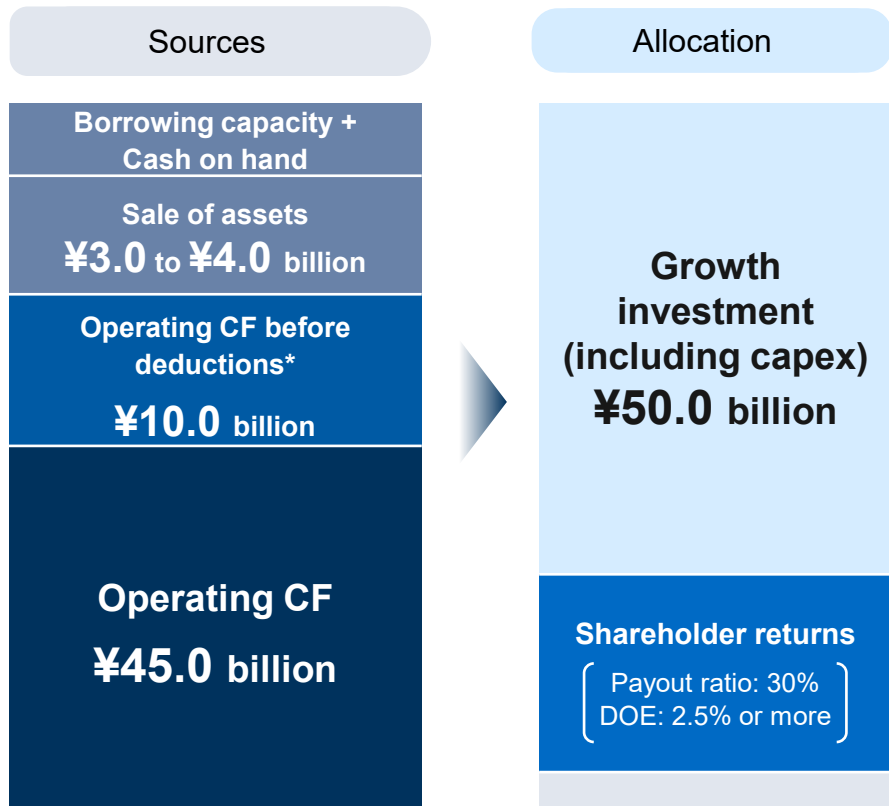


* Cost of equity: 7% to 8%, assuming a weighted average cost of capital (WACC) of approximately 4% to 5%.

Cash Allocation and Growth Investment

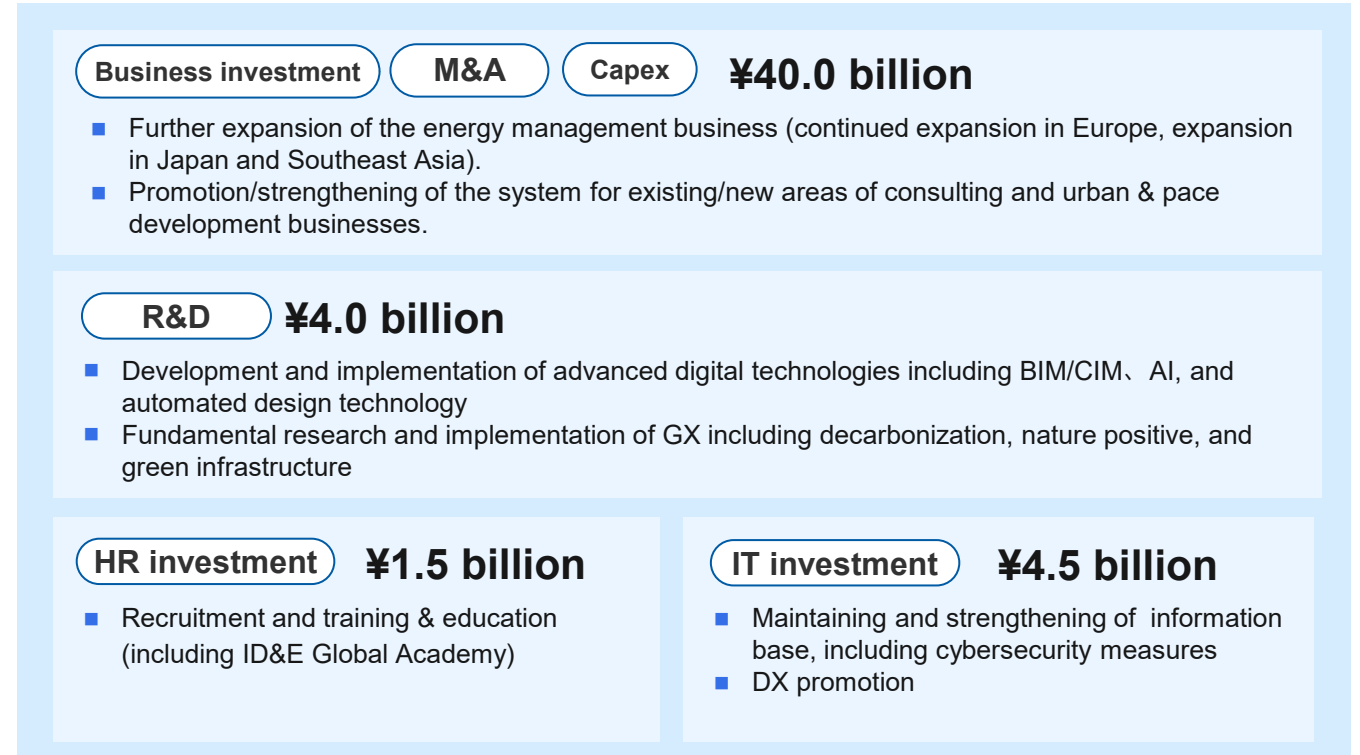
Strategically allocate cash from operating activities and asset sales to growth investments and shareholder returns, with the aim of expanding operations and increasing capital gains.

Achieve ROE of 12% and improve PBR



* Partial expenditure of operating CF

Growth investment plan for the MTMP period



Maintain a basic policy of returning profits to shareholders through dividends while striking a balance between business growth and financial discipline.

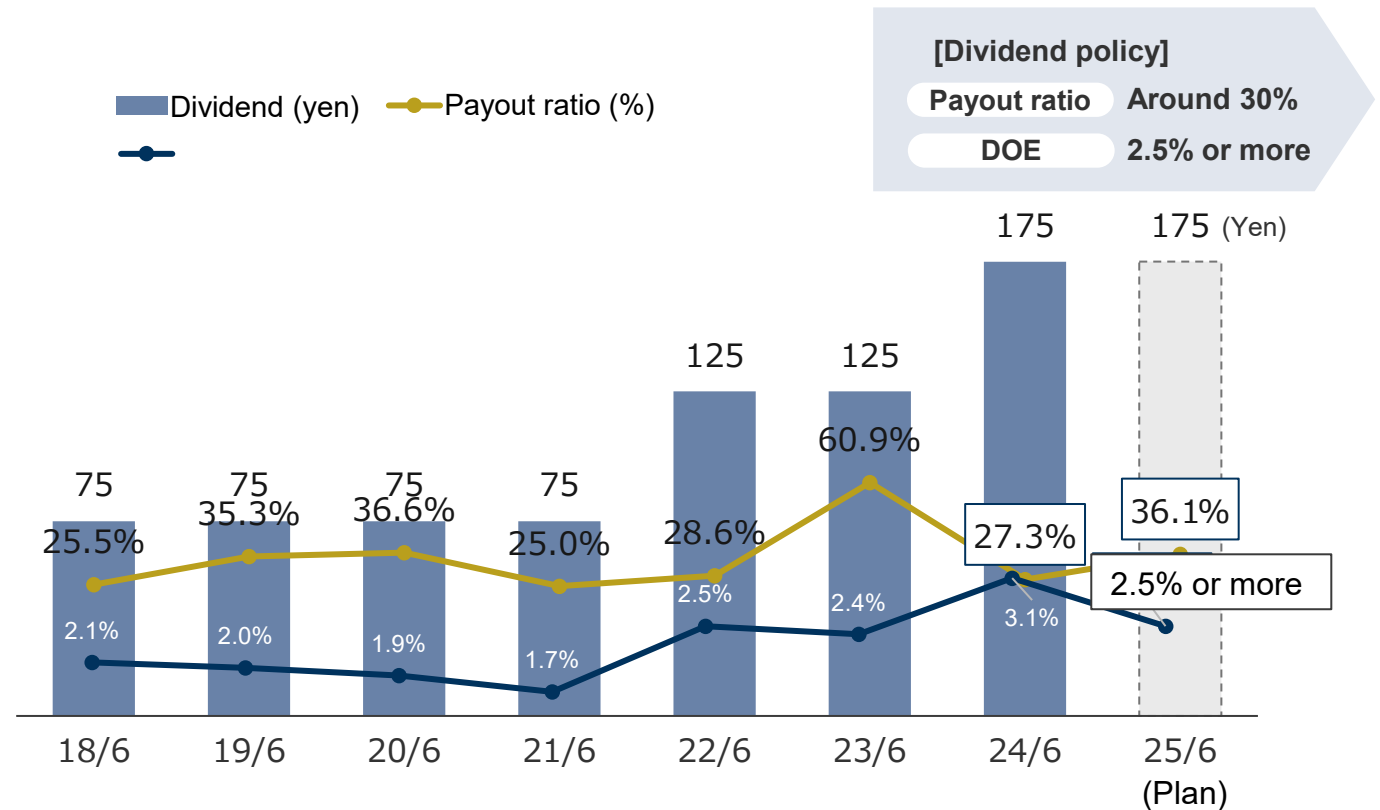
In addition to maintaining a payout ratio of around 30% based on a stable dividend policy, DOE (dividend on equity ratio) will be introduced as a new indicator.

Key Strategies

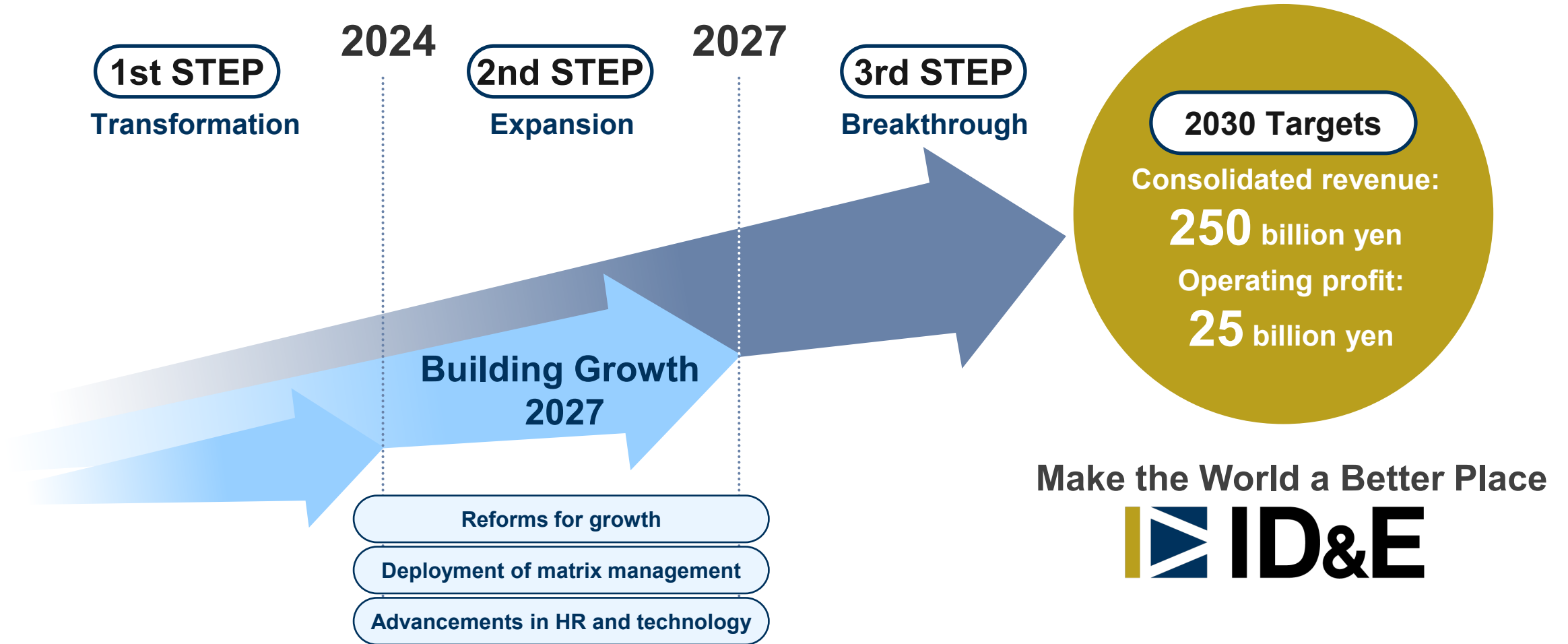
Implement shareholder returns based on an appropriate dividend policy

- **Strike a balance** between business growth and financial discipline.
- Provide **stable dividends** based on a basic policy of returning profits to shareholders through dividends.
- Maintain a **payout ratio of around 30%**.
- Introduce a **DOE (dividend on equity ratio) of 2.5% or more** as a new indicator based on equity.

Changes in dividend per share/ Payout ratio / DOE



ID&E Global Strategy 2030 Working Together Toward a Future Without Boundaries



Appendix

Corporate Profile (As of July 2024)

- Corporate name: Integrated Design & Engineering Holdings Co., Ltd.
- Established: July 3, 2023
- Capital: 7,546 million yen ※As of August 16, 2024
- Staff number: 6,648 (consolidated)
- Number of subsidiaries: 88
- Institutional design: Company with a nominating committee, etc.
- Stock market: TSE Prime Market (Sec. code: 9161)

■ Founder: Yutaka Kubota (1890–1986)

Before WWII, Yutaka Kubota was engaged in developing hydropower resources (Sup'ung Dam 700 MW) in the Korean Peninsula, one of the largest projects at the time.

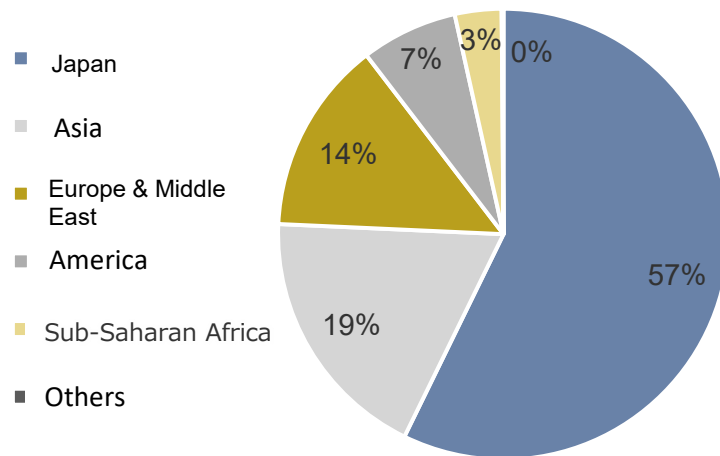
After the war, at the age of 56, he founded the Company in a bid to work toward the restoration of Japan and the reconstruction of countries damaged by the war.

Known as the “Father of Overseas Engineering Cooperation,” he was awarded the Grand Cordon of the Order of the Rising Sun in 1985.

He directed projects worldwide until he was 90 and contributed to developing countries' development.

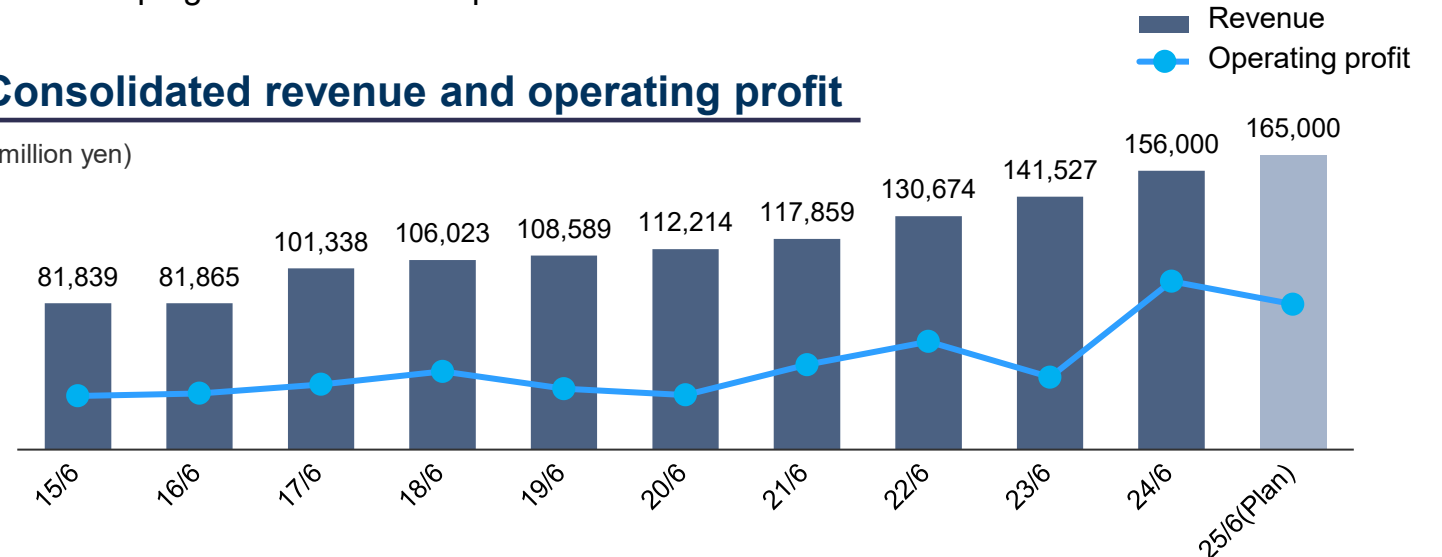


Sales by region (FYE 2024/6)



Consolidated revenue and operating profit

(million yen)



Consulting Business



With expertise in civil engineering and other professional technologies, we engage in the consulting business, such as planning and design associated with the development and maintenance of infrastructure and safety measures, for the state, local governments, overseas government institutions, private firms and others. In response to increasingly complex social issues, construction consultants are required more than ever to demonstrate their high level of expertise, technical capabilities, and comprehensive abilities. Nippon Koei supports social infrastructure by undertaking various roles as a comprehensive partner to business operators.

Urban & Spatial Development Business



One of the growing areas that account for a large percentage of the sales of the world's construction companies is architecture. With a view to pursuing business development by integrating architecture and civil engineering in response to the massive demand for urban development in many locations around the world, the Company made BDP, a UK-based architectural design company, a subsidiary in March 2016 and made Quadrangle, a Canadian firm, a subsidiary in February 2019. By incorporating the architectural know-how of both firms, we are engaging to create urban & spatial development that accommodates the needs of the new era.

Energy Business



We provide services for power and electric facilities in Japan and abroad in all phases from planning and research to design, construction, manufacturing of equipment and maintenance. In addition, the world is advancing toward decarbonization, and the renewable energy-related businesses are going through major changes. Accordingly, we are focusing on services for electric power distribution networks to stably manage and control energy provided from various power sources with the use of battery storage as well as on virtual power plant (VPP)-related businesses.

* Effective FYE 2022/6, we are managing our businesses under a three-segment structure consisting of the "Consulting Business" formed by integrating the conventional domestic consulting and international consulting businesses, the "Energy Business" encompassing the power engineering and energy businesses, and the "Urban & Spatial Development Business."

(1) Sustainable business model
that grows with society
(Win-win relationship between society and ID&E)

Transforming to meet market demands



Commercializing solutions to social problems

(2) Japan's leading engineering consulting firm
(Business domains, technologies, and human
resources)

Comprehensive strength Capable of solving sophisticated & complex issues

Human Resources Largest number of professional engineers in the industry

Technology In-house R&D facilities and patents

**Consolidated revenue:
158.9 billion yen**

**Business over
160 countries**

**9,000 orders
per year**

**More than
85 patents**

**1,786
Professional engineers**

*As of June 2024

Coping with changing times, achieving sustainable business expansion and profitability growth.

Position in the Industry

Nippon Koei, which is a subsidiary of ID&E Group, is Japan's leading civil engineering consultant.

Ranking	Corporate name	Sales (Million yen/Non-consolidated)	
		Engineering consultant division	Corporate Total
1	Nippon Koei	63,895	85,728
2	CTI Engineering Co., Ltd.	54,003	57,439
3	Pacific Consultants Co., Ltd.	51,292	54,787
4	Oriental Consultants Co., Ltd.	30,856	30,956
5	Dia Nippon Engineering Consultants Co., Ltd.	28,149	32,304
6	Oriental Consultants Global Co., Ltd.	27,358	27,358
7	Yachiyo Engineering Co., Ltd.	26,186	26,774
8	Eight-Japan Engineering Consultants Inc.	23,837	26,322
9	PASCO CORPORATION	22,069	56,342
10	Idea Consultants, Inc.	20,995	21,701
20	Nippon Koei Urban Space Co., Ltd. (Integrated with Tamano Consultants Co., Ltd. in July 2022)	13,853	15,735

*Source: Nikkei Construction, April 20, 2024, edition. Ranking by engineering consultant division sales (according to published financial results)

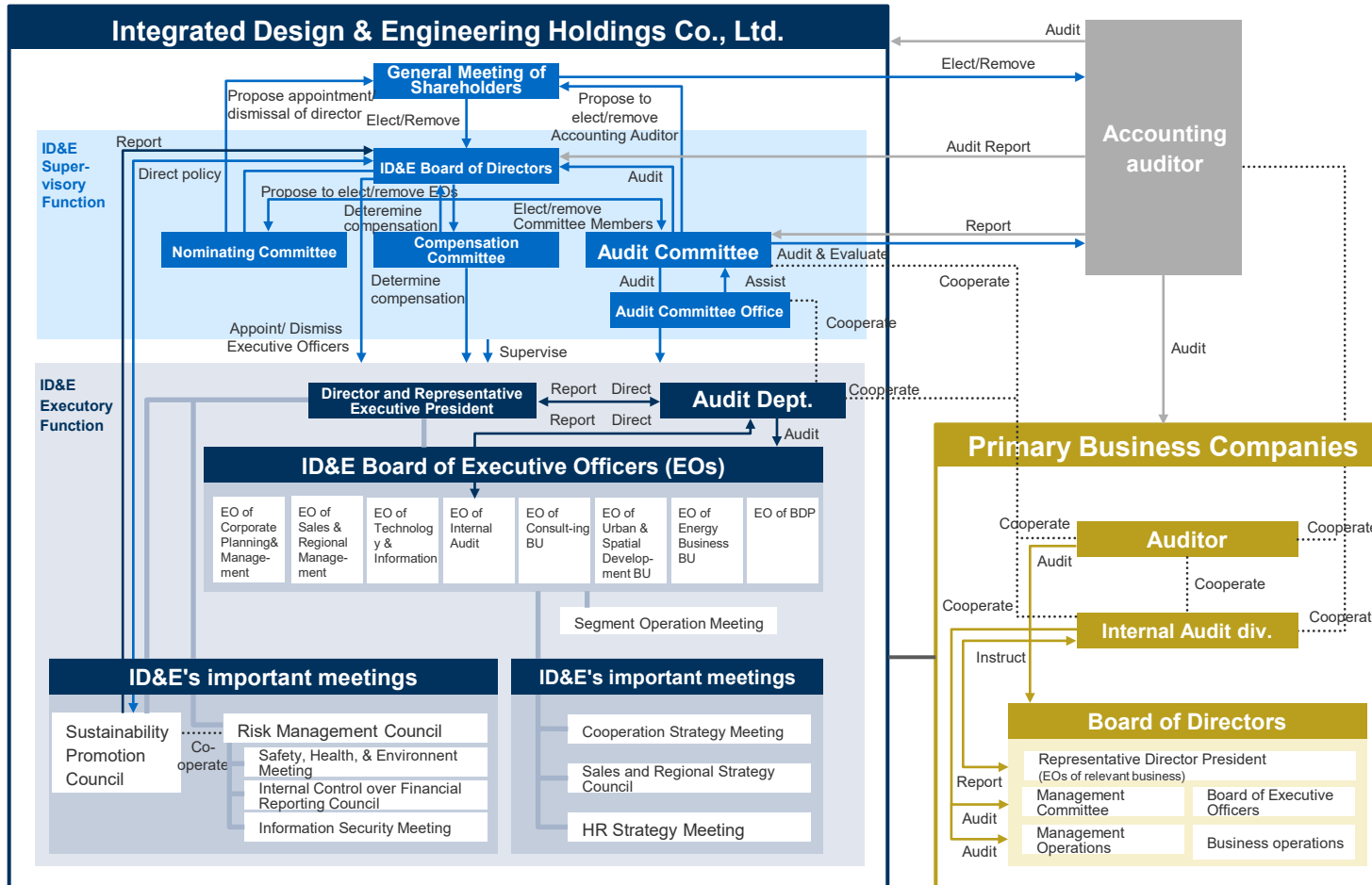
Results and Challenges of Company Reorganization

In accordance with the original schedule, company reorganization was completed. We need to address remaining issues such as review of various regulations and organizational procedures in order to make the operations more efficient.

The goal of transition to a holding company	Results	Further challenges
<p>1 Stronger governance, speedier decision-making</p>	<ul style="list-style-type: none"> Transitioned to a Company with a nominating committee, etc. to separate management supervision from business execution. Strengthened the Board's supervisory function and significantly delegated authority to executive departments, resulting in faster execution of work. 	<ul style="list-style-type: none"> After the formal completion of the reorganization, we will continue to review various regulations and make improvements to make the operation more efficient. We will strengthen the Group-wide governance system to improve its effectiveness.
<p>2 To promote "autonomy" and "collaboration"</p>	<ul style="list-style-type: none"> Established a structure of major business units through spin-offs to streamline management responsibilities. Developed a system to achieve group synergy (by holding Cooperation Strategy Meeting). 	<ul style="list-style-type: none"> ID&E Holdings will establish Corporate Strategy Operations to strengthen the Group's management and Group-wide strategy functions.
<p>3 Securing diversity</p>	<ul style="list-style-type: none"> Developed an organizational system suitable for matrix management and introduced a regional management system to meet a variety of needs that vary from region to region. Implemented alliances and M&A. 	<ul style="list-style-type: none"> We will develop the Group-wide growth strategy measures through business portfolio management and implement M&A.

Strengthening the Governance System

Pursue organizational management that enables cooperation among business segments and strong management of the entire Group.



Supervisory features

Holding company system (2023-)

Ratio of Outside Directors 50% (4 out of 8)

Company with a nominating committee, etc. (2023-)

Chairs of the three committees are all outside directors.

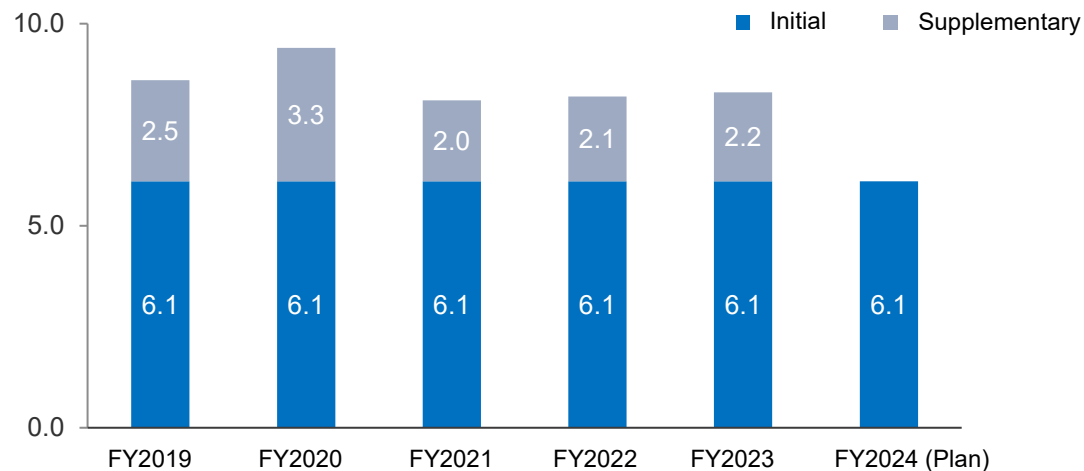
Executory features

Important meetings with high expertise and Group-wide functions

Consulting Business: Market Trends and Operating Results

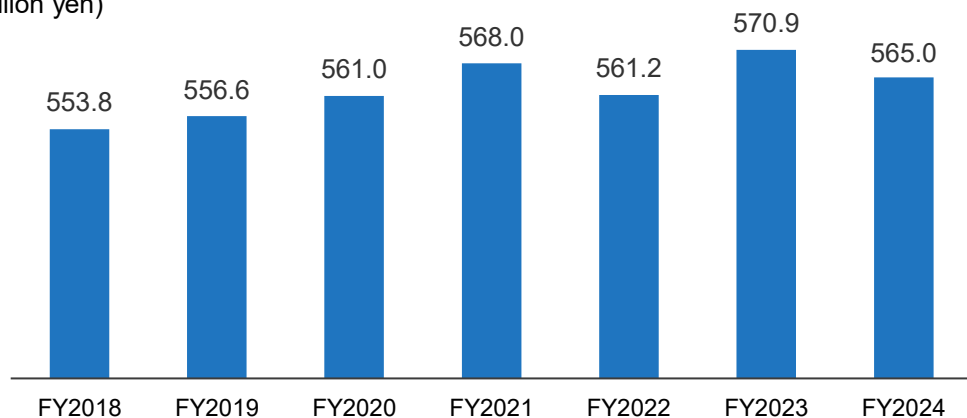
Public Works Expenditures

(Trillion yen)



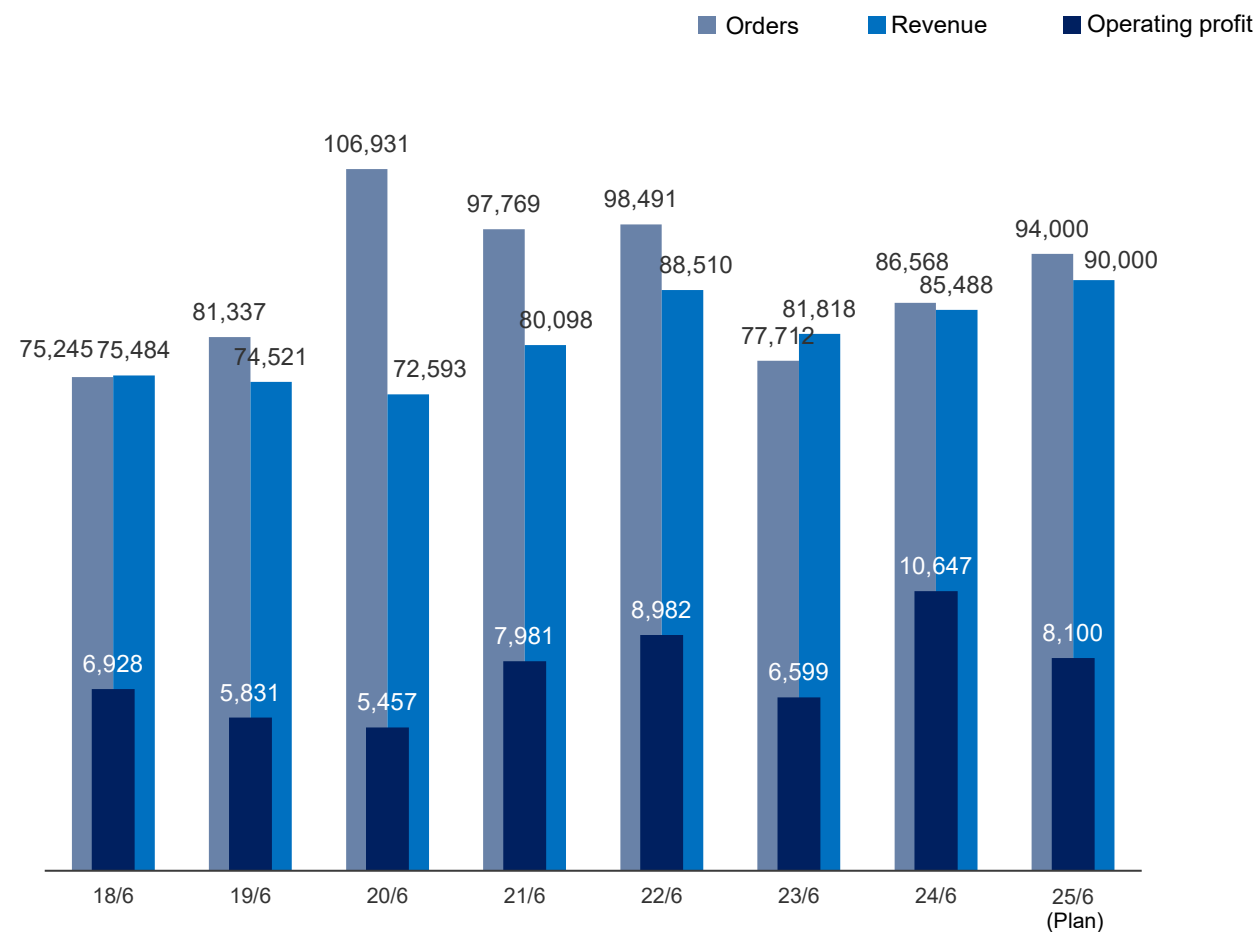
Initial ODA Budget in the General Account

(Billion yen)



ID&E (Nippon Koei) Consulting Business: Operating Results

(Million yen)



* The figures of operating results for FYE 2016/6 through FYE 2020/6 are simple aggregations of the figures for Domestic Consulting Business and International Consulting Business before intercompany eliminations.

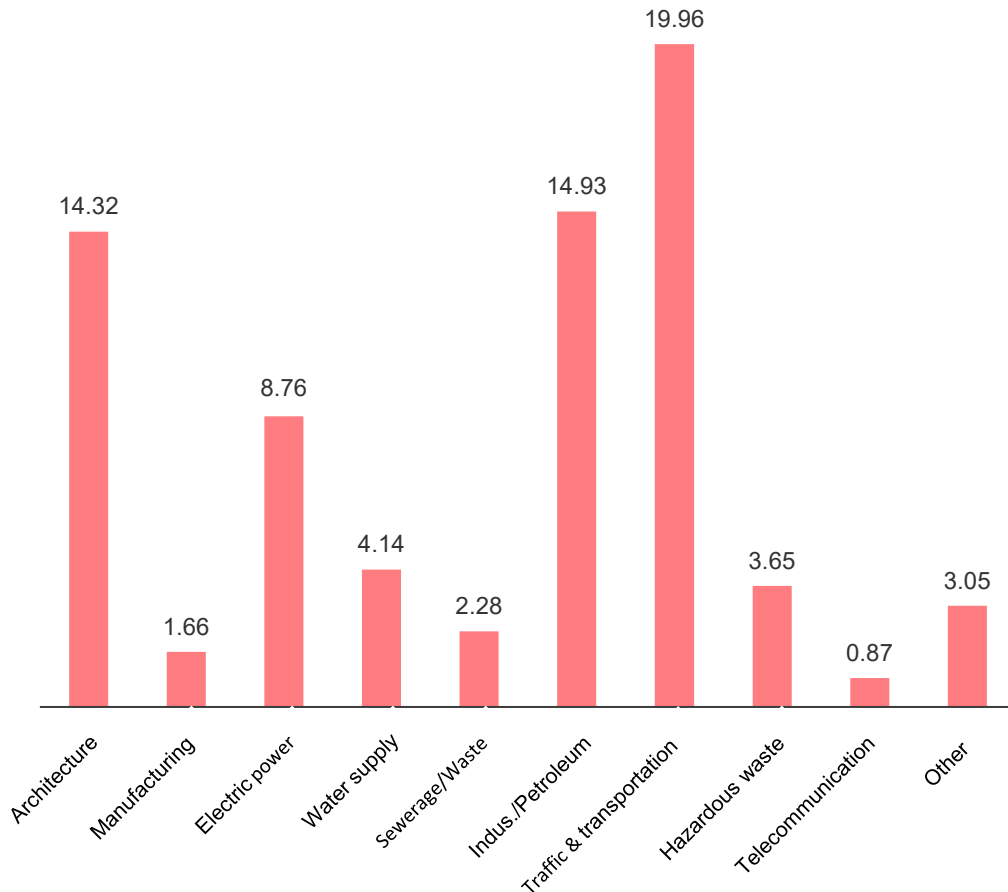
* Operating results for FYE 2016/6 through FYE 2020/6 are under Japanese GAAP while those for FYE 2021/6 and onward are under IFRS.

* Operating results for FYE 2022/6 and onward reflect the portion transferred from former Tamano Consultants Co., Ltd. to the Urban & Spatial Development Business segment.

Urban & Spatial Development Business: Market Trends and Operating Results

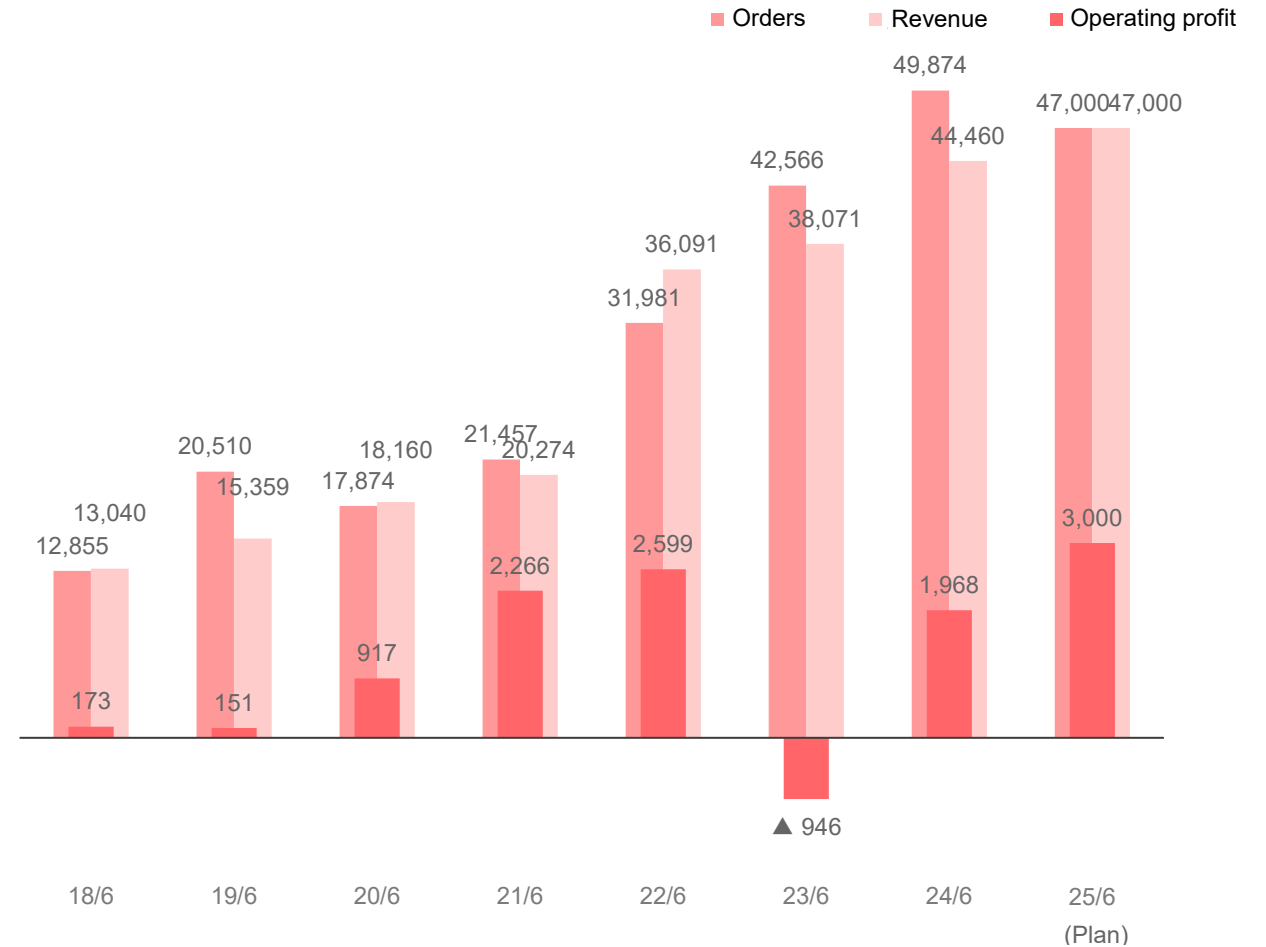
Sales of Top 225 Firms in FY2022 by Sector

(Billion US dollars)



ID&E (Nippon Koei's) Operating Results in Urban & Spatial Development Business

(Million yen)



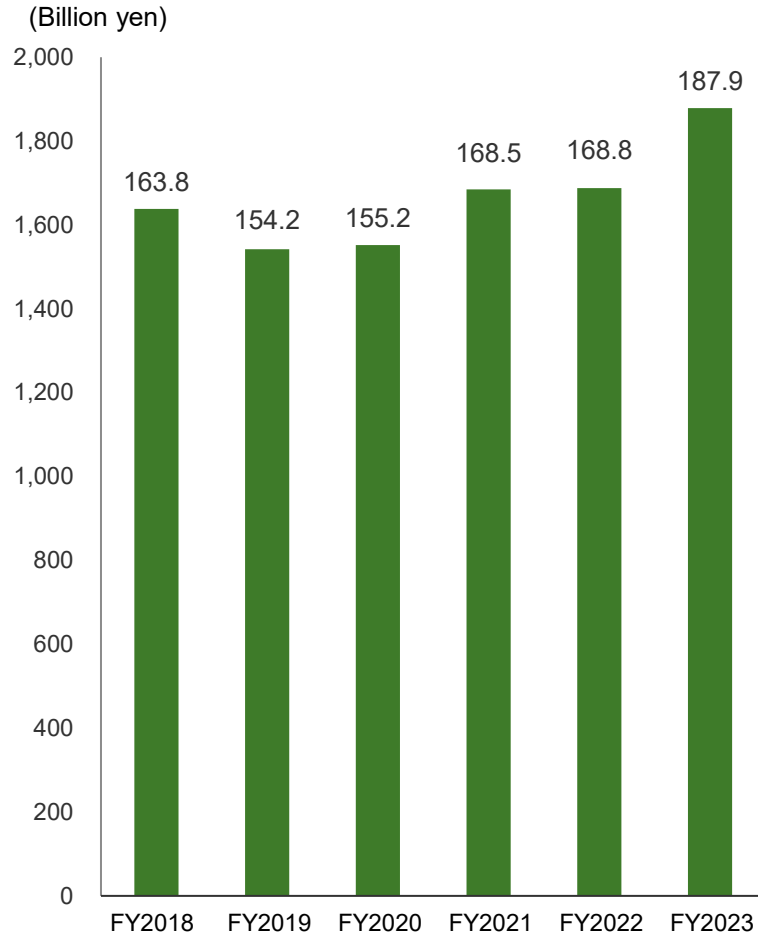
* Source: Compiled by the Company based on information available in the ENR magazine (issued in August 2022)

* Operating results for FYE 2016/6 through FYE 2020/6 are under Japanese GAAP while those for FYE 2021/6 and onward are under IFRS.

* Operating results for FYE 2022/6 and onward reflect the portion transferred from former Tamano Consultants Co., Ltd. to the Urban & Spatial Development Business segment.

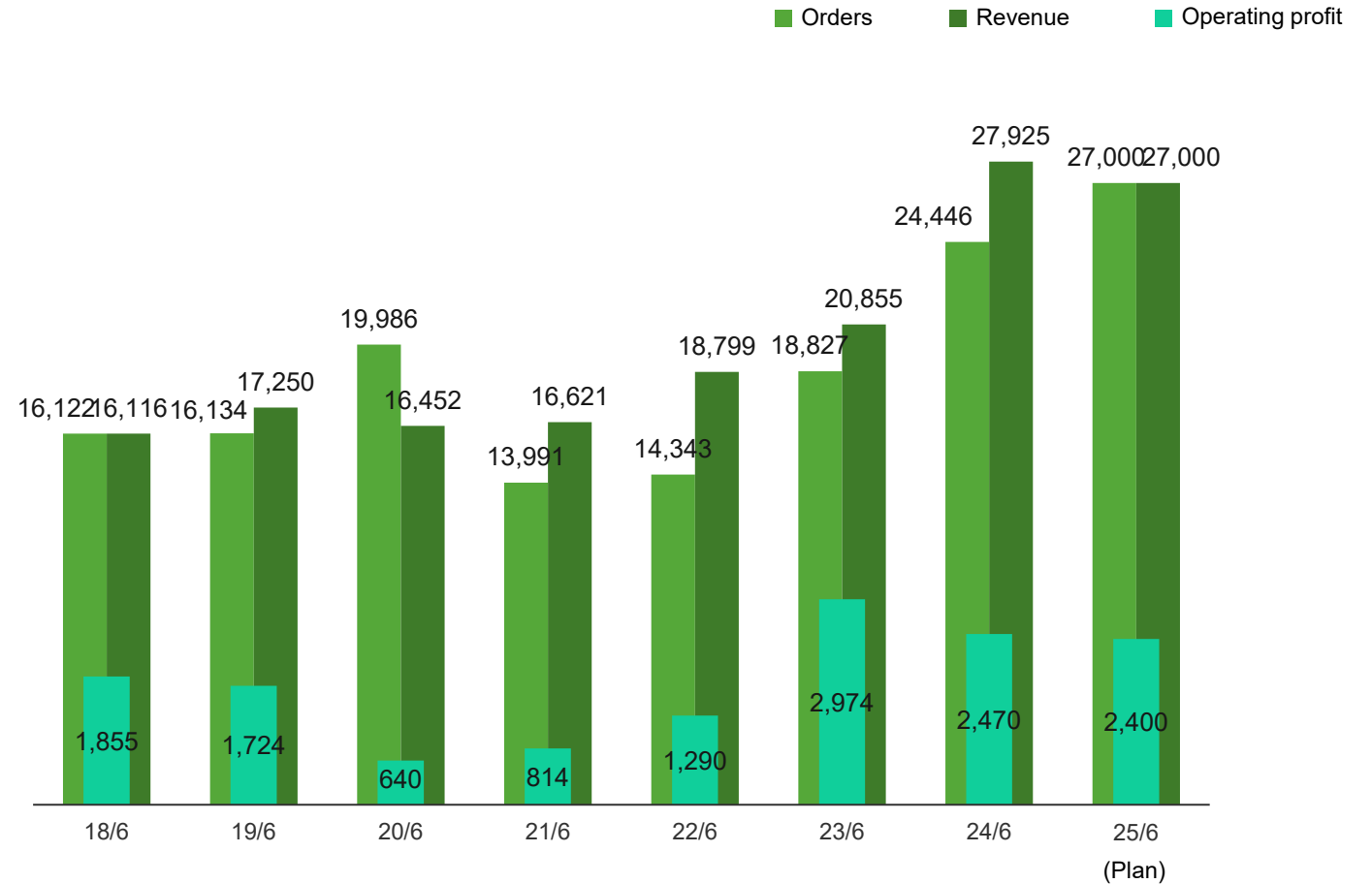
Energy Business: Market Trends and Operating Results

Repair Expenses for Tokyo Electric Power Company Holdings, Inc.



ID&E (Nippon Koei's) Operating Results in Energy Business

(Million yen)



* The figures of operating results for FYE 2016/6 through FYE 2020/6 are simple aggregations of the figures for the Power Engineering and Energy Businesses before inter-company eliminations.

* Operating results for FYE 2016/6 through FYE 2020/6 are under Japanese GAAP while those for FYE 2021/6 and onward are under IFRS.

Results by Business Segment (FYE 2024/6)



(Million yen)	FYE 2023/6 Results		FYE 2024/6 Results		YoY Change		Initial Plan FYE 2024/6	Comparison to Plan		
					Amount	%		Amount	%	
Consulting Business	Orders	77,414	Sale ratio	86,568	Sale ratio	9,154	111.8%	86,000	568	100.7%
	Revenue	81,519	100.0%	85,488	100.0%	3,968	104.9%	88,000	-2,511	97.1%
	Cost of expenses	59,447	72.9%	60,479	70.7%	1,031	101.7%	62,000	-1,520	97.5%
	Gross profit	22,071	27.1%	25,008	29.3%	2,936	113.3%	26,000	-991	96.2%
	SG&A, etc	15,407	18.9%	17,193	20.1%	1,785	111.6%	18,600	-1,406	92.4%
	Other profit & loss	-162	-	2,832	3.3%	2,994	-	0	2,832	-
	Operating profit	6,501	8.0%	10,647	12.5%	4,145	163.8%	7,400	3,247	143.9%
	Core operating profit	6,663	8.2%	7,814	9.1%	1,150	117.3%	7,400	414	105.6%
Urban & Spatial Development Business	Orders	42,566	Sale ratio	49,874	Sale ratio	7,308	117.2%	43,000	6,874	116.0%
	Revenue	38,071	100.0%	44,460	100.0%	6,388	116.8%	42,000	2,460	105.9%
	Cost of expenses	23,375	61.4%	27,171	61.1%	3,795	116.2%	26,000	1,171	104.5%
	Gross profit	14,695	38.6%	17,288	38.9%	2,592	117.6%	16,000	1,288	108.1%
	SG&A, etc	12,118	31.8%	14,947	33.6%	2,828	123.3%	13,300	1,647	112.4%
	Other profit & loss	-3,523	-	-373	-	3,150	-	0	-373	-
	Operating profit	-946	-	1,968	4.4%	2,914	-	2,700	-731	72.9%
	Core operating profit	2,577	6.8%	2,341	5.3%	-235	90.8%	2,700	-358	86.7%
Energy Business	Orders	18,827	Sale ratio	24,446	Sale ratio	5,619	129.8%	26,000	-1,553	94.0%
	Revenue	20,855	100.0%	27,925	100.0%	7,070	133.9%	25,000	2,925	111.7%
	Cost of expenses	15,346	73.6%	19,992	71.6%	4,646	130.3%	17,400	2,592	114.9%
	Gross profit	5,509	26.4%	7,933	28.4%	2,423	144.0%	7,600	333	104.4%
	SG&A, etc	4,094	19.6%	5,035	18.0%	941	123.0%	5,400	-364	93.3%
	Other profit & loss	1,559	7.5%	-426	-	-1,986	-	0	-426	-
	Operating profit	2,974	14.3%	2,470	8.8%	-504	83.0%	2,200	270	112.3%
	Core operating profit	1,414	6.8%	2,897	10.4%	1,482	204.8%	2,200	697	131.7%

* Due to reorganization and spin-offs, each company's head office business management expenses, previously borne by "Other," became borne by each segment since FYE 2024/6.

* Core operating profit is calculated from operating profit (or loss) after IFRS, excluding gains and losses arising from non-recurring factors.

Previous Medium-Term Management Plan Overview (Consolidated P&L)



(Million yen)	FYE 2021/6	FYE 2022/6	FYE 2023/6	FYE 2024/6	FYE 2022/6	FYE 2023/6	FYE 2024/6
	Results	Plan	Plan	Plan	Results	Results	Results
Orders	133,304	130,000	140,000	155,000	131,166	139,265	161,357
Revenue	117,859	131,000	145,000	156,000	130,674	141,527	158,983
Gross profit	7,128	7,700	11,300	11,100	9,065	6,080	14,124
Operating profit	6.0%	5.9%	7.8%	7.1%	6.9%	4.3%	8.9%
Operating profit margin	8,596	-	-	-	9,319	7,831	12,031
Core operating profit	7.3%	-	-	-	7.1%	5.5%	7.6%
Core operating profit margin	4,531	4,700	6,700	7,100	6,579	3,093	9,677

Numerical Targets of Medium-Term Management Plan

“Building Growth 2027”

(Million yen)	FYE 2024/6 Results	FYE 2027/6 Plan	Amount	%
Orders	161,357	195,000	33,643	120.8%
Revenue	158,983	198,000	39,016	124.5%
Operating profit	14,124	18,000	3,875	127.4%
Core operating profit	12,031	18,000	5,968	149.6%
Operating profit margin *Number in the () means core operating profit margin	8.9% (7.6%)	9.0% (9.0%)	0.1pt (1.4pt)	-
Profit attributable to owners of parent	9,677	12,000	2,322	124.0%
ROE	11.3%	12.0%	0.7pt	-

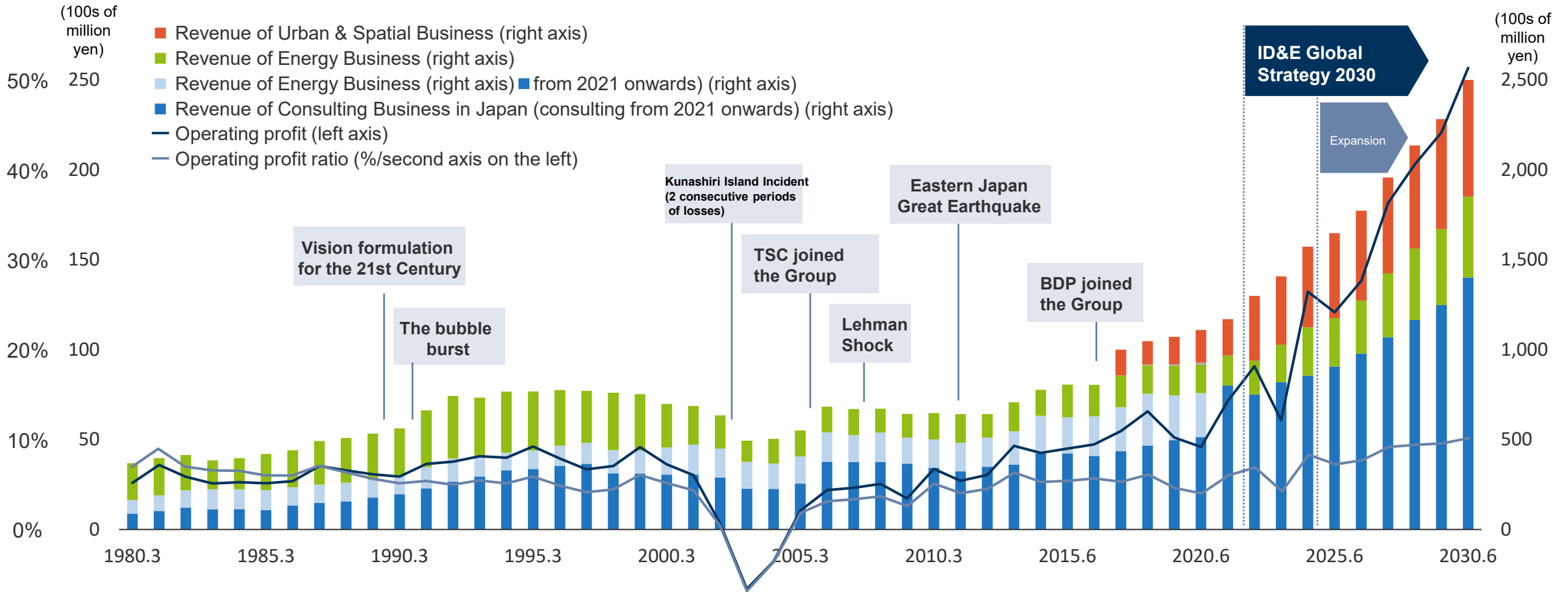
Numerical Targets by Segment of Medium-Term Management Plan “Building Growth 2027”



(Million yen)	FYE 2024/6 Results	FYE 2027/6 Plan	Amount	%
Orders	161,357	195,000	33,643	120.8%
Consulting Business	86,568	108,000	21,431	124.8%
Urban & Spatial Development Business	49,874	54,000	4,125	108.3%
Energy Business	24,446	33,000	8,553	135.0%
Revenue	158,983	198,000	39,016	124.5%
Consulting Business	85,488	107,000	21,511	125.2%
Urban & Spatial Development Business	44,460	54,000	9,539	121.5%
Energy Business	27,925	36,000	8,074	128.9%
Other	1,109	1,000	-109	90.1%
Operating profit	14,124	18,000	3,875	127.4%
Consulting Business	10,647	10,500	-147	98.6%
Urban & Spatial Development Business	1,968	4,000	2,031	203.2%
Energy Business	2,470	5,000	2,529	202.4%
Other	-961	-1,500	-538	-
Core operating profit	12,031	18,000	5,968	149.6%
Consulting Business	7,814	10,500	2,685	134.4%
Urban & Spatial Development Business	2,341	4,000	1,658	170.8%
Energy Business	2,897	5,000	2,102	172.6%
Other	-1,022	-1,500	-477	-

Vision for 2030

Fiscal Year Ending June 2030 Numerical goal (IFRS)	Revenue 250 billion yen	Operating profit 25 billion yen	Operating Profit Margin 10%	ROE 15%
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