

# Board of Directors, Executive Officers and Audit & Supervisory Board Members (as of September 29, 2022)

Newly appointed Outside Independent

Note: Each work history section only list the most important events in the individual's work history.

## Director



Director and Chairman

### Ryuichi Arimoto

1977 Joined the Company  
 2009 Director and Executive Officer  
 Director General of Corporate Headquarters and  
 General Manager of Corporate Planning  
 Department  
 2011 Director General of Corporate Headquarters and  
 General Manager of Personnel Personnel &  
 General Affairs Department  
 2014 Representative Director and President  
 2021 Director and Chairman (current position)



Representative Director and President

### Hiroaki Shinya

1985 Joined the Company  
 2017 Director and Executive Officer  
 Director General of Domestic Consulting  
 Operations  
 2018 Director and Managing Executive Officer  
 2020 Director and Senior Managing Executive Officer  
 Director General of Consulting Operations  
 Headquarters Executive Officer in charge of Urban  
 & Spatial Development  
 2021 Representative Director and President  
 (current position)



Director and Vice President/In charge of Sustainability, NKG  
 Global Expansion, and Health and Productivity Management

### Takayasu Tsuyusaki

1979 Joined the Company  
 2017 Director and Managing Executive Officer  
 Director General of Global Strategy Headquarters,  
 General Manager of Business Development Office,  
 and General Manager of Singapore Office  
 2019 Director and Senior Managing Executive Officer  
 2020 Director General of Business Promotion Headquarters  
 Director and Executive Vice President  
 2021 Director and Vice President (current position)  
 In charge of Sustainability, NKG Global Expansion,  
 and Health and Productivity Management  
 (current position)



Representative Director and Senior Managing Executive Officer/  
 Director General of Consulting Operations Headquarters

### Haruhiko Kanai

1982 Joined the Company  
 2017 Director and Managing Executive Officer  
 Director General of International Consulting  
 Operations  
 2019 Director and Managing Executive Officer  
 In charge of Technology Headquarters and Director  
 General of International Consulting Operations  
 2020 Acting Director General of Consulting Operations  
 Headquarters  
 2021 Representative Director and Senior Managing  
 Executive Officer (current position)  
 Director General of Consulting Operations  
 Headquarters (current position)



Representative Director and Senior Managing Executive Officer/  
 Director General of Urban & Spatial Development Headquarters/  
 Representative Director and President of Nippon Koei Urban Space Co., Ltd.

### Noriaki Yoshida

1980 Joined the Company  
 2014 Executive Officer  
 Director General of Domestic Consulting  
 Operations and General Manager of Infrastructure  
 Management Department  
 2018 Deputy Director General of Domestic Consulting Operations  
 2019 Managing Executive Officer  
 General Manager of Urban & Spatial Development Business  
 Director General of Urban & Spatial Development  
 Headquarters (current position)  
 2020 Director and Managing Executive Officer  
 2021 Representative Director and Senior Managing  
 Executive Officer (current position)  
 2022 Representative Director and President of Nippon Koei  
 Urban Space Co., Ltd. (current position)



Director and Managing Executive Officer/In charge of IR and  
 Director General of Corporate Management Headquarters

### Yasushi Hirusaki

1985 Joined the Company  
 2017 Director and Executive Officer  
 In charge of IR and Director General of Corporate  
 Headquarters  
 2018 General Manager of the 75th Anniversary  
 Secretarial Office  
 2020 Director and Managing Executive Officer  
 (current position)  
 Director General of Corporate Headquarters  
 (current position)



Director and Managing Executive Officer/  
 Acting Director General of Consulting Operations Headquarters

### Tomohisa Fukuoka

1988 Joined the Company  
 2018 Executive Officer  
 General Manager of Infrastructure Engineering Operations,  
 Domestic Consulting Operations  
 2020 Managing Executive Officers  
 Deputy Director General of Consulting Operations Headquarters and  
 Director General of Infrastructure Engineering Operations  
 2021 Director and Managing Executive Officer (current position)  
 2022 Acting Director General of Consulting Operations  
 Headquarters (current position)



Director and Managing Executive Officer/  
 Director General of Energy Headquarters **Newly appointed**

### Hiroshi Yokota

1982 Joined the Company  
 2016 Executive Officer  
 Deputy Director General of Domestic Consulting Operations  
 2018 General Manager of Energy Business  
 2020 Managing Executive Officer  
 Director General of Solution Operations, Energy Headquarters and  
 General Manager of Development & Operation Division  
 2022 Director and Managing Executive Officer (current position)  
 Director General of Energy Headquarters (current position)



Director **Outside Independent**

### Hiizu Ichikawa

1970 Joined The Mitsubishi Bank, Ltd.  
 1993 General Manager of Singapore Branch of The Mitsubishi Bank, Ltd.  
 1996 General Manager of Industrial Research Department of The Bank of Tokyo-Mitsubishi, Ltd.  
 1997 General Manager of Sales Screening Department of The Bank of Tokyo-Mitsubishi, Ltd.  
 1999 Senior Executive Director of The Resolution and Collection Corporation  
 2001 Senior Executive Director of Chiyoda Corporation  
 2004 Representative Director and Managing Director of Mitsubishi Motors Corporation  
 2010 Representative Director and Executive Vice President of Mitsubishi Motors Corporation  
 2014 Outside Corporate Auditor of The Hyakugo Bank, Ltd. Outside Director of the Company (current position)



Director **Outside Independent**

### Kazumasa Kusaka

1970 Joined Ministry of International Trade and Industry (MITI)  
 1984 MITI Energy Minister of the International Energy Agency (IEA) of the Organization for Economic Co-operation and Development (OECD)  
 2001 Director-General, Industrial Science and Technology Policy and Environment Bureau, Ministry of Economy, Trade and Industry (METI)  
 2002 Director-General, Trade Policy Bureau, METI  
 2003 Commissioner of Agency for Natural Resources and Energy, METI  
 2004 Vice-Minister for International Affairs, METI  
 2006 Adviser, Dentsu Inc.  
 2007 President of Japan Cooperation Center for the Middle East  
 2008 Special Advisor to the Cabinet  
 2009 Senior Vice President of Mitsubishi Electric Corporation  
 2011 Visiting Professor of Graduate School of Public Policy, The University of Tokyo  
 2013 President of the Foundation for International Trade and Industrial Co-operation  
 Chairman of Japan Economic Foundation  
 2015 Outside Director of the Company (current position)  
 2021 Adviser, Japan Economic Foundation (current position)  
 President of the Institute for International Trade and Investment (current position)



Director **Outside Independent**

### Yoko Ishida

1991 Head of Corporate Planning Department, System Science Consultants Co., Ltd.  
 1997 Head of Project Department No. 2, KRI International Corp.  
 2006 Head of Evaluation Business Department, International Development Center of Japan  
 2010 Executive Director, International Development Center of Japan  
 Head of Evaluation Business Department, International Development Center of Japan  
 Director, The Japan Nepal Society (current position)  
 2015 Director, International Development Center of Japan (current position)  
 Professor, Center for the Study of International Cooperation in Education, Hiroshima University  
 Cooperating Faculty, Education Culture Course, Graduate School for International Development and Cooperation, Hiroshima University  
 2016 Deputy Executive Director, Hiroshima University (current position)  
 2017 Director, The Japan Society for International Development  
 Vice President and Executive Director, The Japan Evaluation Society (current position)  
 2018 Director, International Education Development Program, Division of Educational Sciences, Graduate School of Humanities and Social Sciences, Hiroshima University (current position)  
 Outside Director of the Company (current position)  
 Auditor, The Japan Society for International Development (current position)  
 2021 Director, Center for the Study of International Cooperation in Education, Hiroshima University  
 2022 Professor, Center for the Study of International Cooperation in Education, the IDEC Institute, Hiroshima University (current position)

## Audit & Supervisory Board Member



Full-time Audit & Supervisory Board Member

### Yoshizo Goto

1982 Joined the Company  
 2011 General Manager of Revenue Management Office and General Manager of Compliance Office, International Consulting Operations  
 2013 General Manager of Corporate Auditing Office  
 2014 General Manager of Internal Auditing Office  
 2015 Deputy Director General of International Consulting Operations  
 2018 Audit & Supervisory Board Member (current position)



Full-time Audit & Supervisory Board Member **Outside Independent**

### Kunio Okamura

1979 Joined Overseas Economic Cooperation Fund  
 2008 Director General of Operations Strategy Department, Japan International Cooperation Agency  
 2012 Senior Special Advisor of the Japan International Cooperation Agency  
 2015 Ambassador Extraordinary and Plenipotentiary of Japan to the Republic of Cameroon and Republic of Chad, Ministry of Foreign Affairs of Japan (MOFA)  
 2016 Ambassador Extraordinary and Plenipotentiary of Japan to Central African Republic  
 2019 Outside Audit & Supervisory Board Member of the Company (current position)



Audit & Supervisory Board Member

### Naoki Honjo

1978 Joined the Company  
 2011 Executive Officer  
 Deputy Director General of Corporate Management Headquarters and General Manager of Finance & Accounting Department  
 2014 Director and Executive Officer  
 Acting Director General of Corporate Management Headquarters and General Manager of Finance & Accounting Department  
 Acting Director General of Corporate Headquarters  
 2015 Director General of Corporate Headquarters  
 2017 Special Adviser  
 2018 Audit & Supervisory Board Member (current position)



Audit & Supervisory Board Member **Outside Independent**

### Yoshiko Koizumi

1972 Registered in bar association (The Daini Tokyo Bar Association)  
 Joined Kikuchi Law and Patent Office  
 1980 Partner at Masuda & Ejiri Law Office (current Nishimura & Asahi)  
 2000 Chair of Women Business Lawyers Committee, Inter-Pacific Bar Association (IPBA)  
 2003 Expert member of Food Safety Commission of Japan  
 2007 Auditor at Bosch Corporation  
 2008 Counsel at Nishimura & Asahi  
 2009 Partner at City-Yuwa Partners (current position)  
 2012 Deputy Chair of the Government Procurement Review Board  
 2013 Director of the Japan Bar Association (current position)  
 2015 Outside Director of Taiheiyō Cement Corporation (current position)  
 Outside Director of Dowa Holdings Co., Ltd. (current position)  
 2016 Outside Auditor of Sumitomo Bakelite Co., Ltd.  
 2017 Outside Audit & Supervisory Board Member of the Company (current position)

## Executive Vice President

Yuichi Ishikawa

## Managing Executive Officers

Ken Nishino Hiroshi Matsuda Yasusuke Kurosaki Hideo Tamura

## Executive Officers

Kevin Tynes Hiroyuki Yamate Noriyuki Nakashima Toru Nakagawa Michio Hasegawa Takuro Hamanaka Katsuya Fukasaku Masaru Onodera Osamu Katsuyama Yoshikazu Takahashi  
 Tadahisa Matsunaga Shinichi Mizokuchi Shinji Ishikawa Kazuhiro Ibayashi Naoki Kudo Minoru Uemoto Tomoo Tomoda Nobuyuki Shibasaki Shinichi Suetake Keita Lee

# Consolidated Financial Data

Japanese GAAP						
	FYE March 2013	FYE June 2014	FYE June 2015	FYE June 2016	FYE June 2017	
<b>Profit and Loss Statement</b>						
Orders	71,134	92,485	87,573	104,019	117,442	
Net sales	72,411	79,193	81,839	81,865	101,338	
Cost of sales	52,741	59,253	60,054	59,505	70,400	
Gross profit	19,669	19,939	21,785	22,359	30,937	
Selling, general and administrative expenses	15,027	15,683	17,283	17,636	25,472	
Operating profit	4,642	4,256	4,502	4,723	5,464	
Non-operating income (loss)	443	286	975	(357)	493	
Ordinary income	5,086	4,542	5,477	4,365	5,958	
Extraordinary income/loss	—	19	2,086	(333)	(764)	
Income taxes	2,201	1,530	3,266	2,178	1,870	
Profit attributable to owners of parent	2,849	2,998	4,261	1,823	3,288	
<b>Consolidated Balance Sheet (end of period)</b>						
Total assets	84,795	76,144	84,110	100,989	113,865	
Current assets	50,431	36,749	44,820	46,153	54,798	
Cash and deposits	6,661	8,967	12,148	11,174	19,593	
Non-current assets	34,363	39,394	39,289	54,836	59,067	
Property, plant and equipment	23,248	26,588	24,525	24,561	24,535	
Intangible assets	1,189	787	570	16,620	13,900	
Goodwill	618	232	—	10,312	8,685	
Investments and other assets	9,925	12,019	14,193	13,654	20,630	
Investment securities	8,106	9,210	9,861	8,285	10,491	
Total liabilities	37,866	28,309	31,128	49,529	58,991	
Current liabilities	31,313	20,528	24,466	43,107	30,341	
Short-term loans payable	9,000	100	—	16,000	—	
Non-current liabilities	6,553	7,780	6,662	6,421	28,650	
Long-term loans payable	520	1,690	1,526	1,260	21,413	
Total net assets	46,928	47,835	52,981	51,460	54,874	
<b>Consolidated Statement of Cash Flows</b>						
Cash flows from operating activities	3,372	1,340	881	379	6,376	
Cash flows from investing activities	236	(4,559)	2,702	(17,705)	(4,172)	
Cash flows from financing activities	(3,084)	62	(745)	15,199	4,846	
Effect of exchange rate change on cash and cash equivalents	93	8	103	(146)	(124)	
Net increase (decrease) in cash and cash equivalents	618	(3,148)	2,942	(2,272)	6,925	
Cash and cash equivalents at beginning of period	5,922	11,613	8,465	11,673	9,400	
Cash and cash equivalents at end of period	6,578	8,465	11,673	9,400	17,083	
<b>Segment information</b>						
Orders	Domestic Consulting Business	38,423	46,617	45,057	44,109	48,265
	International Consulting Business	20,146	30,023	28,889	25,936	41,573
	Power Engineering Business	12,541	15,831	13,595	14,716	14,087
	Urban & Spatial Development Business	—	—	—	16,251	13,460
	Energy Business	—	—	—	—	—
	Other	23	13	30	64	55
Net sales	Domestic Consulting Business	35,547	41,817	41,845	40,778	43,516
	International Consulting Business	18,638	20,947	20,174	22,070	24,491
	Power Engineering Business	15,929	14,169	17,857	17,522	17,577
	Urban & Spatial Development Business	—	—	—	—	14,347
	Energy Business	—	—	—	—	—
	Real Estate Business	1,130	1,125	821	514	473
Other	1,165	1,133	1,141	979	931	
Operating profit	Domestic Consulting Business	1,165	2,502	2,723	2,956	3,298
	International Consulting Business	1,340	658	285	1,156	1,887
	Power Engineering Business	1,979	1,267	2,834	3,048	2,683
	Urban & Spatial Development Business	—	—	—	—	81
	Energy Business	—	—	—	—	—
	Real Estate Business	846	818	584	386	401
Other	(689)	(991)	(1,925)	(2,824)	(2,886)	

\* The fiscal year ending June 30, 2013 is an irregular fiscal year (3 months) due to a change in the fiscal year end, so this information has been omitted.

\* Orders for the 4th quarter of the fiscal year ended June 30, 2016 include BDP's outstanding orders (16,251 billion yen) as of April 1, 2016.

\* Effective from the fiscal year ending June 30, 2017, the basis for calculating orders received was changed to a method that excludes differences due to foreign currency calculation.

\* Due to the change in BDP's fiscal year end for the fiscal year ending June 30, 2017, BDP's results for the 15-month period from April 2016 to June 2017 have been consolidated.

\* In the fiscal year ended June 2018, the Nippon Koei Group changed its basis for recording sales from the completed-contract method to the percentage-of-completion method.

\* For the fiscal year ending June 30, 2020, the correction dated December 14, 2020 has already been reflected.

\* International Financial Reporting Standards (IFRS) have been applied from the end of the fiscal year ended June 30, 2021.

(Millions of yen)

		IFRS			
FYE June 2018	FYE June 2019	FYE June 2020	FYE June 2021	FYE June 2022	
104,350	118,085	Orders	144,871	133,304	131,166
106,023	108,589	Revenue	108,441	117,859	130,674
73,664	75,627	Cost of sales	(75,202)	(80,124)	(89,975)
32,359	32,962	Gross profit	33,238	37,735	40,699
25,797	27,851	Selling, general and administrative expenses	(28,436)	(29,173)	(31,610)
6,561	5,110	Operating profit	5,245	7,128	9,065
159	473	Financial profit (loss)	(216)	48	1,734
6,721	5,584	Profit before tax	5,029	7,176	10,800
443	—	Profit attributable to owners of parent	3,246	4,518	6,704
2,556	2,180				
4,555	3,318				
113,890	113,175	Total assets	147,408	156,137	173,926
54,263	52,446	Current assets	62,027	68,570	83,535
16,392	13,147	Cash and cash equivalents	15,472	17,838	17,971
59,626	60,728	Non-current assets	85,380	87,566	90,390
27,624	29,882	Property, plant and equipment	42,039	40,832	41,403
12,964	13,501	Goodwill	7,964	9,182	10,207
8,185	8,193	Intangible assets	5,480	6,502	7,025
19,037	17,345	Other financial assets	6,721	7,434	6,423
9,176	7,228	Investments accounted for using equity method	1,974	2,077	2,434
54,440	52,969	Total liabilities	81,687	83,843	91,956
28,441	28,082	Current liabilities	49,963	48,889	55,840
—	—	Borrowing	15,778	8,320	13,148
25,999	24,886	Non-current liabilities	31,723	34,953	36,116
18,934	17,639	Borrowing	14,923	18,712	19,288
59,449	60,205	Total equity	65,721	72,294	81,969
(602)	3,109	Cash flows from operating activities	4,365	12,073	4,820
977	(3,504)	Cash flows from investing activities	(7,129)	(2,750)	(6,949)
(3,062)	(1,936)	Cash flows from financing activities	4,529	(7,928)	1,892
(22)	(309)	Net increase (decrease) in cash and cash equivalents	1,765	1,395	(235)
(2,709)	(2,641)	Effect of exchange rate change on cash and cash equivalents	465	970	369
17,083	15,233	Cash and cash equivalents at beginning of period	12,663	15,472	17,838
15,233	12,663	Cash and cash equivalents at end of period	15,472	17,838	17,971
48,529	52,855	Orders			
26,716	28,482	Consulting Business	106,931	97,769	98,491
15,943	15,411	Urban & Spatial Development Business	17,874	21,457	18,207
12,855	20,510	Energy Business	19,986	13,991	14,343
179	723	Other	79	86	123
126	100	Revenue			
46,595	49,593	Consulting Business	72,594	80,098	88,510
28,889	24,928	Urban & Spatial Development Business	18,142	20,274	22,580
15,762	16,531	Energy Business	16,452	16,621	18,799
13,040	15,359	Other	1,251	865	783
354	719	Operating profit			
440	439	Consulting Business	5,457	6,126	8,982
940	1,016	Urban & Spatial Development Business	1,759	2,266	1,588
4,279	4,990	Energy Business	640	814	1,290
2,649	841	Other	(2,611)	(2,079)	(2,796)
1,873	2,089				
173	151				
(18)	(365)				
403	409				
(2,799)	(3,006)				

\* The Company has been conducting business in three business segments since FYE June 2022. For the Consulting Business, we combined our domestic and overseas consulting businesses and combined our former Power Engineering and Energy Business to form our current Energy Business. Since Real Estate Leasing is no longer a company business segment, it has been included in "Other".

\* Consulting Business figures for the fiscal year ended June 30, 2020 are simple totals for the Domestic Consulting/International Consulting businesses before elimination of internal transactions.

\* Energy Business figures for the year ended June 30, 2020 are simple totals of the Power Engineering Business and Energy Businesses before elimination of internal transactions.

\* PT. Cikaangan Tirta Energi was reclassified from an Energy Business segment company to a Consulting Business segment company, and Aichi Tamano Information System Co., Ltd. was reclassified from a Consulting Business segment company to listed under the "Other" segment in the fiscal year ended June 30, 2022. The figures for the fiscal year ended June 30, 2021 are also prepared based on the new reportable segment classification.

# Corporate Data (as of June 30, 2022)

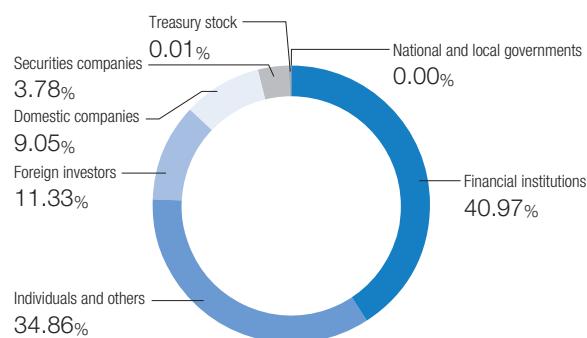
## Corporate Data

Corporate name	Nippon Koei Co., Ltd.
Registered address	5-4 Kojimachi, Chiyoda-ku, Tokyo 102-0083, Japan
Phone	03-3238-8030
Representative	Hiroaki Shinya, Representative Director and President
Established	June 7, 1946
Capital stock	¥7,517,131,641 (As of October 28, 2022)
Business areas	Domestic Consulting, International Consulting, Power Engineering, Urban & Spatial Development, Energy
Number of employees	6,163 (consolidated), 2,663 (non-consolidated)

## Stock Information

Number of shares authorized	38,000,000
Number of shares issued	15,060,314
Number of shareholders	6,832
Fiscal year-end	June 30
Stock listing	Tokyo Stock Exchange (Prime Market)
Securities code	1954
Transfer agent	Mizuho Trust & Banking Co., Ltd.

## Shareholder Distribution

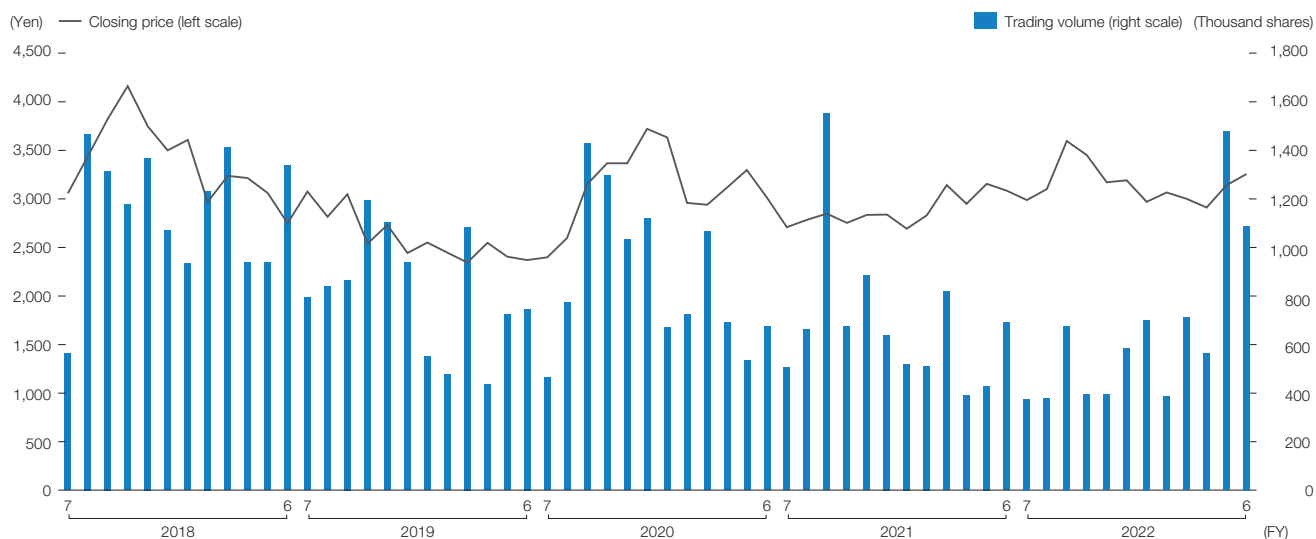


## Major Shareholders (Top 10 by Shares Owned)

Major Shareholders (Top 10 by Shares Owned)	Shares Owned (Thousand shares)	Percentage of Total Shares Owned
1 The Master Trust Bank of Japan, Ltd. (Trust Account)	2151	14.3
2 Custody Bank of Japan, Ltd. (Trust Account)	1054	7.0
3 The Koei Employees' Stockholders Association	1018	6.8
4 MUFG Bank, Ltd.	739	4.9
5 Meiji Yasuda Life Insurance Company	564	3.8
6 GOVERNMENT OF NORWAY	387	2.6
7 Mizuho Bank, Ltd.	382	2.5
8 Custody Bank of Japan, Ltd. (Pension Trust Account)	368	2.4
9 Mizuho Securities Co., Ltd.	305	2.0
10 Oyo Corporation	220	1.5

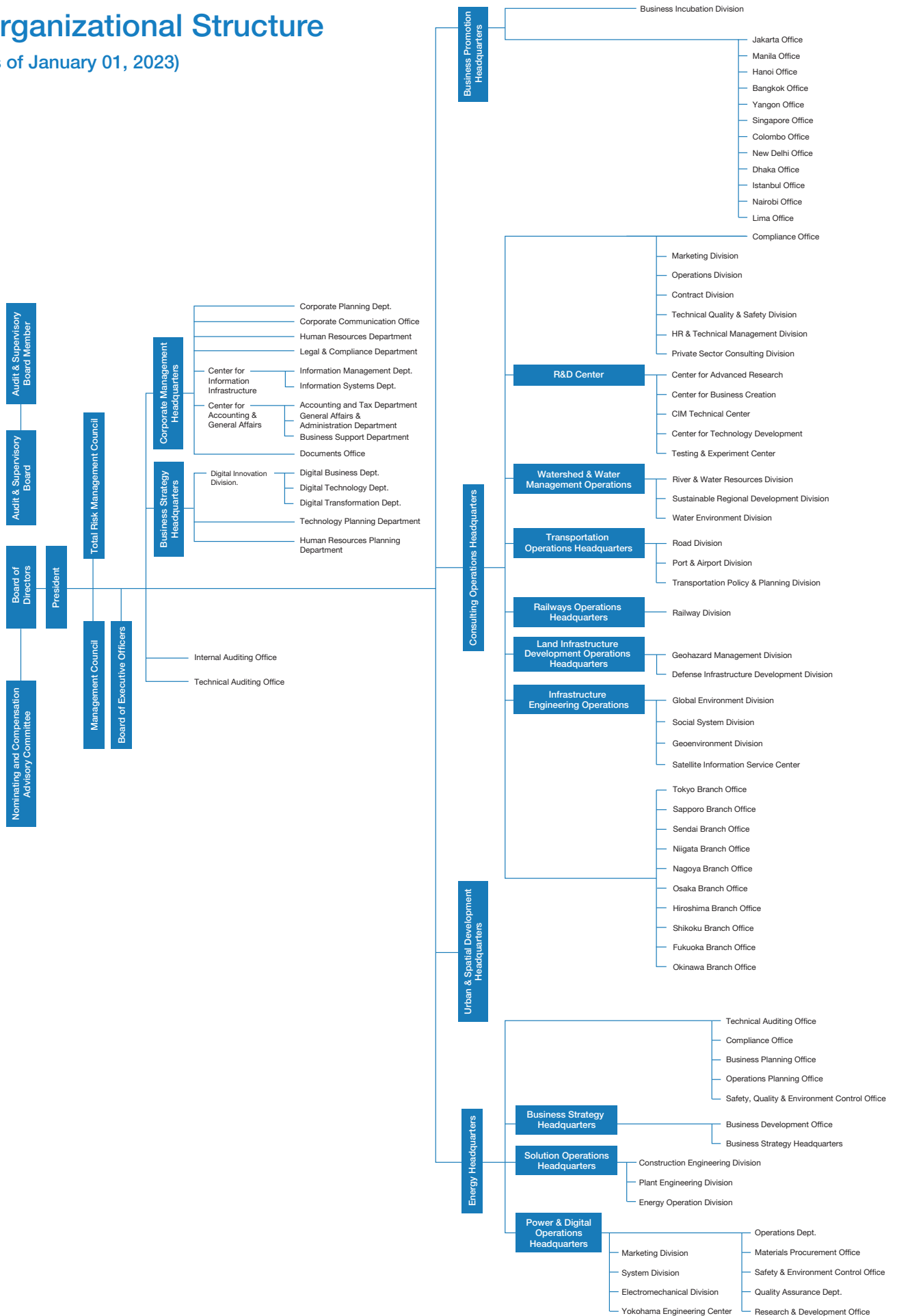
Note: The percentage of total shares owned is calculated using 15,058,503 shares as the denominator, which is the total number of shares issued (15,060,314 shares) less treasury stock.

## Stock Price

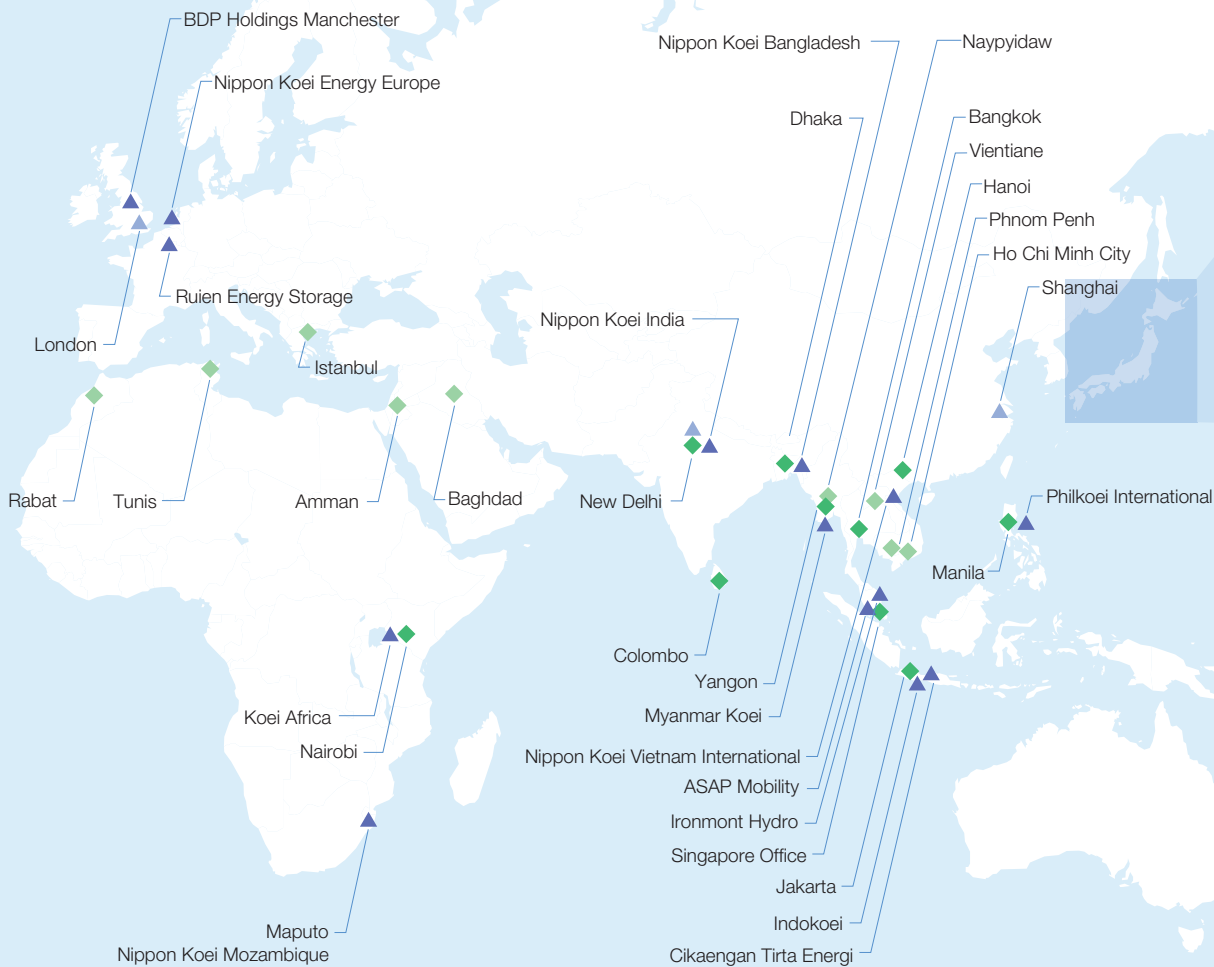


# Organizational Structure

(as of January 01, 2023)



## Network (as of December 31, 2022)



## Major Group Companies (Consolidated Subsidiaries)

### Consulting Business

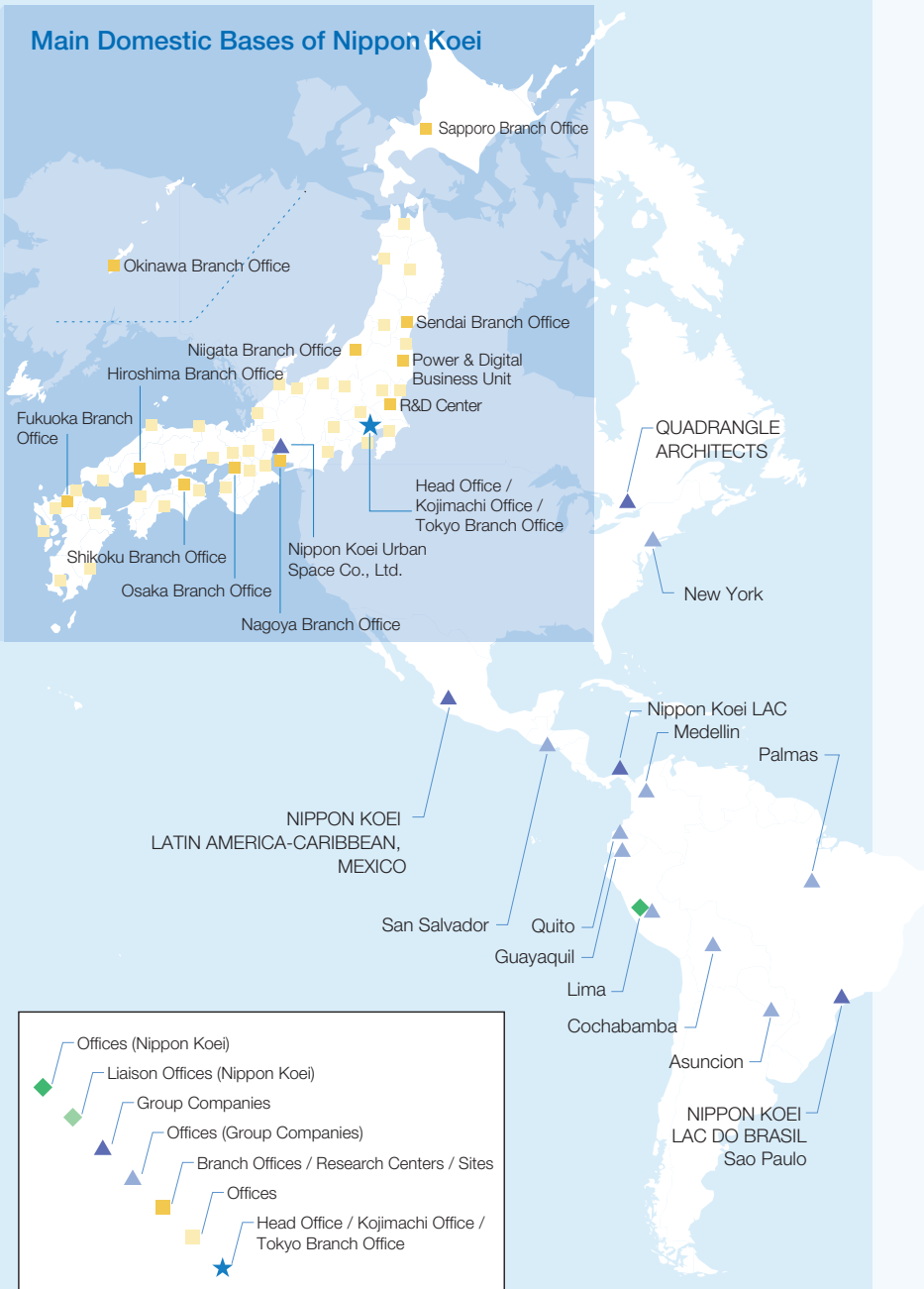
- Nippon Civic Consulting Engineers Co., Ltd.
- EI Koei Co., Ltd.
- Geoplan Namtech Inc.
- Koei Research & Consulting Inc.
- Nippon Koei Latin America-Caribbean Co., Ltd.
- Nippon Koei Lac, Inc.
- Nippon Koei Latin America - Caribbean, Mexico S. De R.I. De C.V.
- Nippon Koei Lac Do Brasil Ltda.
- Nippon Koei Mozambique, Ltda.
- Nippon Koei India Pvt. Ltd.

- Nippon Koei Bangladesh Ltd.
- Nippon Koei Vietnam International Co., Ltd.
- Philkoei International, Inc.
- Pt. Indokoei International
- Myanmar Koei International Ltd.
- Koei Africa Company Limited
- Pt. Cikaengan Tirta Energi
- Asap Mobility Sdn. Bhd.
- Pt. Iki-Toyo

### Urban & Spatial Development Business

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

## Main Domestic Bases of Nippon Koei



## Energy Business

- Koei System Inc.
- Koei Energy Co., Ltd.
- Nippon Koei Energy Europe B.V.
- Rnk Uk Investments Limited
- Tollcux Investments Limited
- Tollcux Finance Limited
- Tollgate Energy Storage Limited
- Cuxton Energy Storage Limited
- Ruien Energy Storage NV

## Other

- Nikki Corporation
- Aichi Tamano Information System Co., Ltd.
- Nippon Koei Australia Pty. Ltd.

## History

- 1946** Nippon Koei established in Chiyoda-ku, Tokyo
- 1954** Received order for planning of Baluchang Hydropower Plant in Burma (Company's first overseas project)
- 1958** Acquired Nikki Manufacturing Co., Ltd. (name changed to Nikki Corporation in July 1982, currently a consolidated subsidiary)
- 1963** Tokyo Stock Exchange Shares listed in the Second Section of the Tokyo Stock Exchange
- 1978** New head office building completed in Kojimachi, Tokyo; relocated head office; listing moved to the First Section of the Tokyo Stock Exchange 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) Tamano Consultants Co., Ltd. becomes a subsidiary (currently a consolidated subsidiary)
- 2005** Tamano Consultants Co., Ltd. becomes a subsidiary (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)
- 2012** Nippon Koei Vietnam International Co., Ltd. established (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 (Koei Research Institute International Corp. and System Science Consultants Co., Ltd. merged)
- 2018** Nippon Koei Bangladesh Ltd. Established in Bangladesh
- 2019** Canada 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