

FY2019–2021

Corporate Business Plan “Transformation KOEI”

Bringing 100 years of technology
and trust, now and to the future



KOEI 2021

~ Tradition and Challenge ~

Koei Chemical Company, Limited

Basic Policy

Bringing 100 years of technology
and trust, now and to the future



1. Accelerate development of next-generation products
2. Strengthen competitiveness in existing businesses
3. Rennovate the business process, shift to high-value-added activities, and transform work style
4. Ensure full and strict compliance and maintain safe and stable operations
5. Make investments proactively to expand businesses
6. Vitalize human resources for business expansion

Basic Policy

Bringing 100 years of technology
and trust, now and to the future



Proactive
investment

Expansion of business/
Acceleration of
development of next-
generation products

Expansion of business and profit

Strengthening of
competitiveness
in existing business

Expansion of business and profit

Creating the future
of KOEI Chemical

Renovation of
the business process

Shift to high-Value-added activities

Safe and stable operations, Full and strict compliance, and Vitalization of human resources

Performance Targets

Bringing 100 years of technology
and trust, now and to the future



Performance Targets in FY2021

Sales **20 billion yen**

Operating profit **2 billion yen**

Operating profit rate **10%**

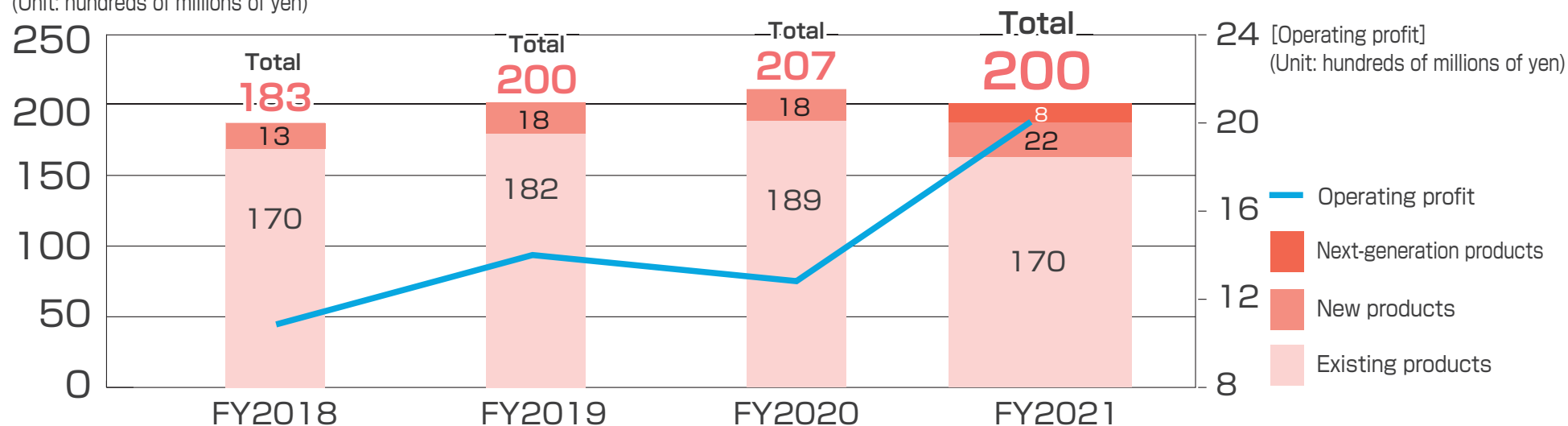
Assumptions

Exchange rates : ¥110/US\$, ¥130/EURO
Naphtha : ¥43,000/KL

Capital expenditure

15 billion yen in total

[Sales] (Unit: hundreds of millions of yen)



EBITDA

2.5 billion yen

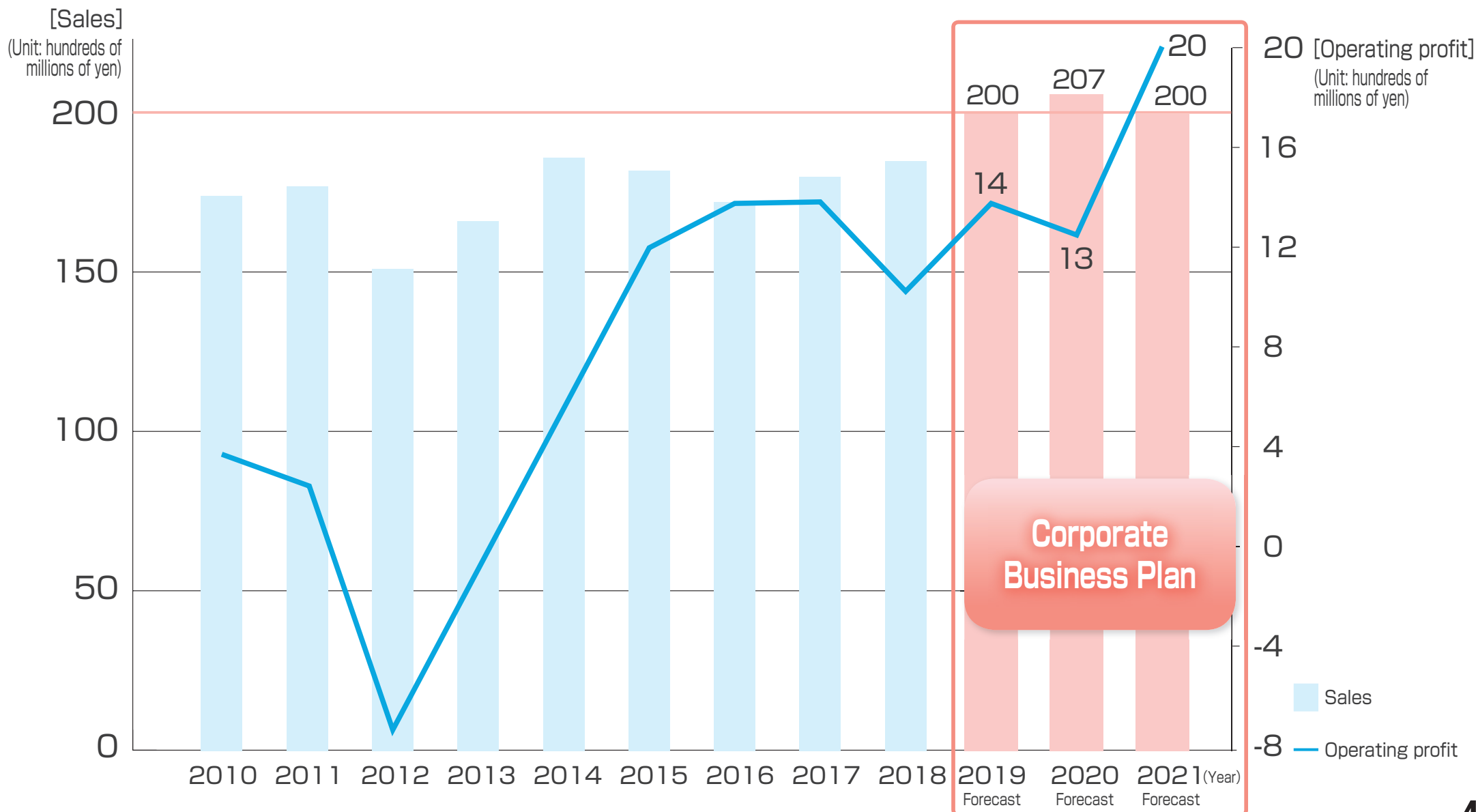
3.0 billion yen

3.4 billion yen

4.0 billion yen

Sales and Operating profit / Trends and Targets

Bringing 100 years of technology and trust, now and to the future



Main Capital Investment Plans

Bringing 100 years of technology
and trust, now and to the future



New Multi-purpose Plant (CMⅣ) Plan

- Demand has been continueing to expand for the products manufactured at the multi-purpose plant (CM series).
- CM plants are expected to continue operating at full capacity for the foreseeable future.



New multi-purpose plant(CMⅣ) is necessary for the demand expansion and next-generation products.

Completion by the end of FY2021

Reconstruction Plan of Amine Plant (SA) facilities

- Nearly 50 years have passed since the construction of SA plant.
- We need to reconstruct the entire SA plant facilities excluding the reaction area in order to stay in the Amine business in the long term.



Reconstruction and modernization of SA plant leads to more competitive of Amine business

Completion in FY2024

Rennovation of the business process

Bringing 100 years of technology
and trust, now and to the future



Improvement through cross-functional approaches as well as by each individual functional efforts.

Rules and
Systems

Organizations

Conference
operation

Digitization
Promotion of advanced use of data
CRM introduction
RPA introduction • Plant digitization



Target of Rennovation of the business process

**Increase in business efficiency and
shift to high-value-added activities**

Transform the Work-style to enhance the motivation