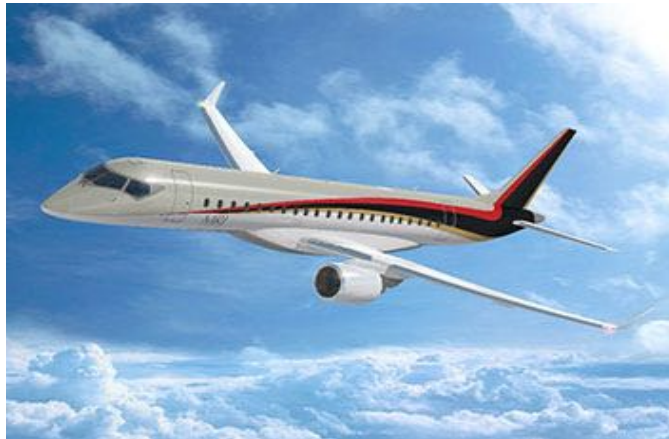


# 'TORAY'

Innovation by Chemistry

Confidential



**28<sup>th</sup> IJBG General Assembly**  
**Milano, November 25, 2016**

**Masanori Kumada**  
**President**  
**Composite Materials (Italy) s.r.l.**



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**2,104**

billion JPY  
consolidated  
revenue  
FY2015

**2,278**

billion JPY  
consolidated  
total assets  
2016/March



Fibers and Textiles  
Plastics and Chemicals  
IT-related Products  
Carbon Fiber Composite Materials  
Environment and Engineering  
Life Science

**26**

countries/regions  
in operation

**45,839**

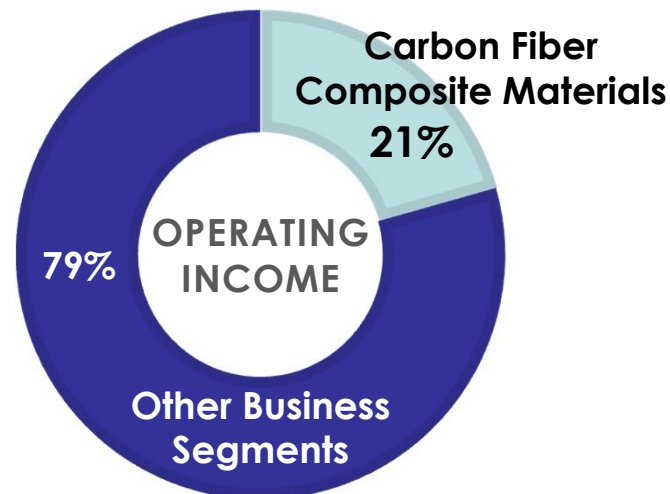
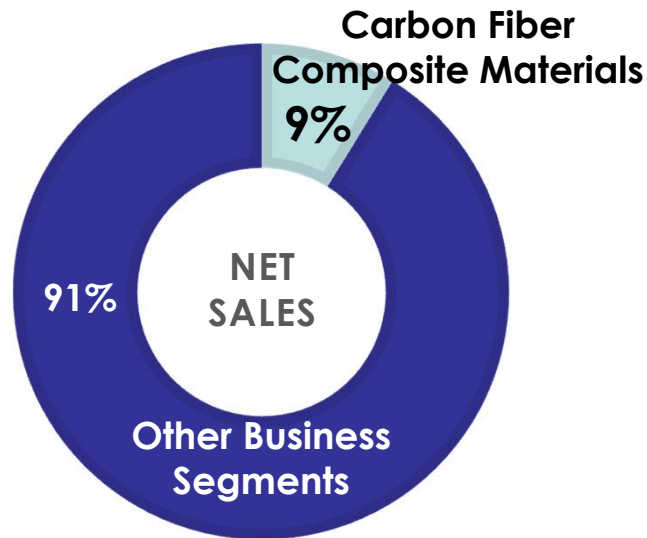
total  
employees



# Position of Carbon Fiber Composite Materials Business

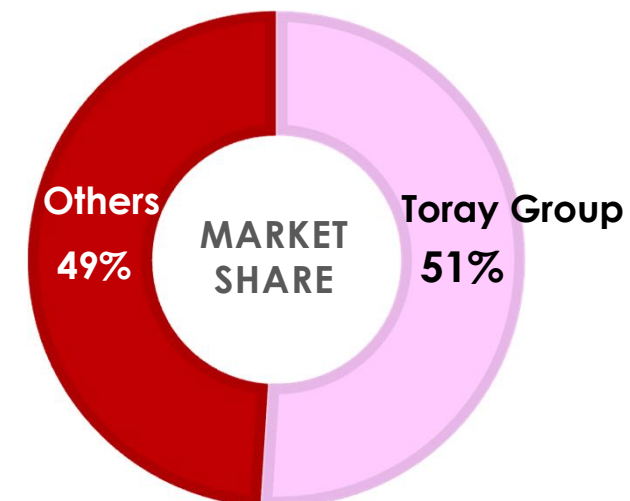
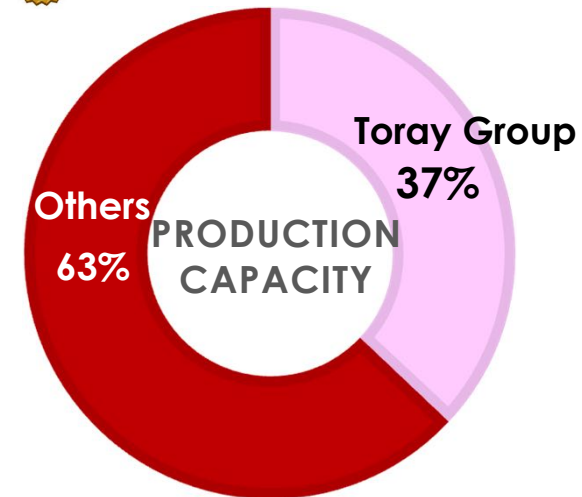


## Position in 'TORAY'



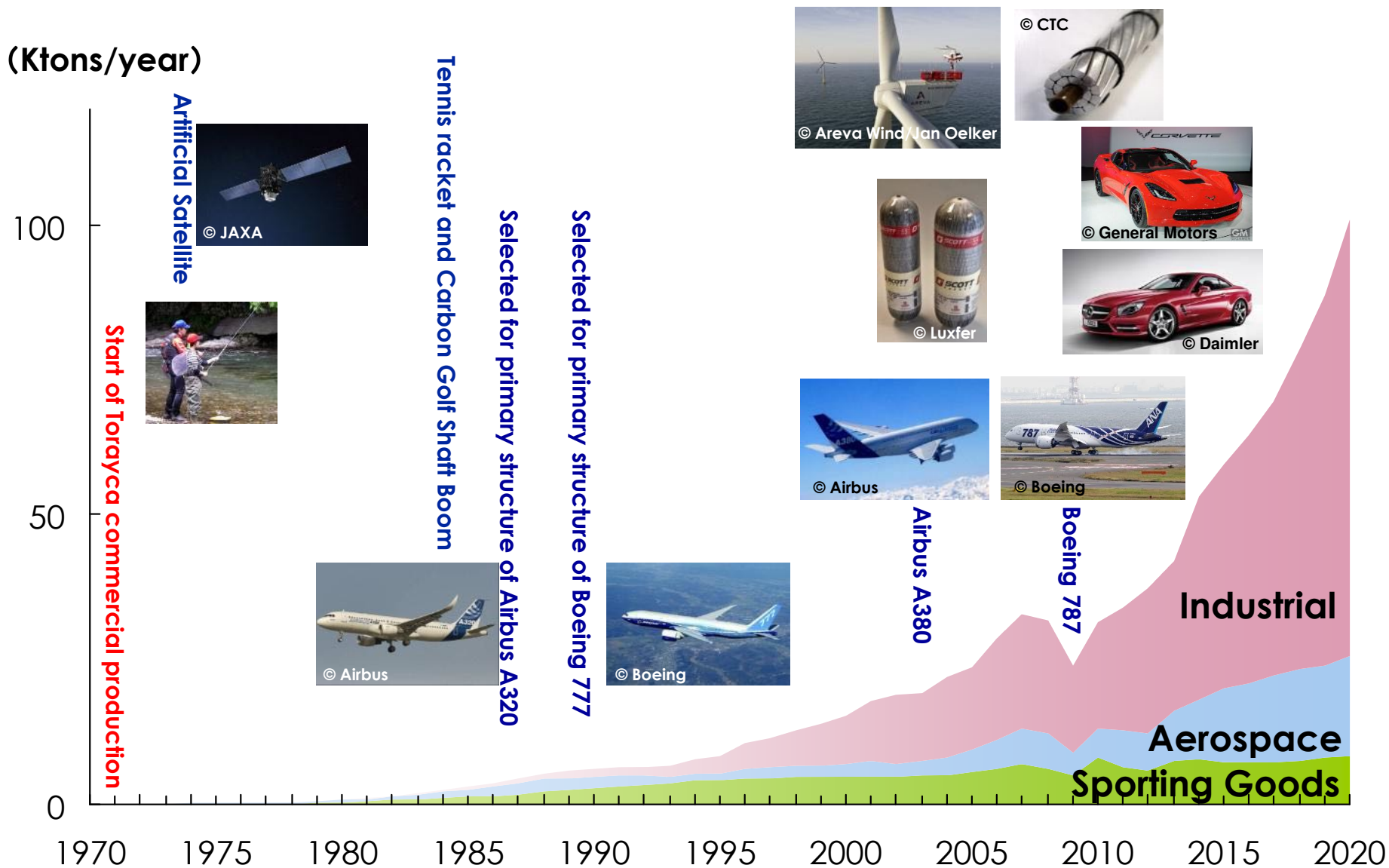
## Position in Market

 **World No.1 Player**





# Carbon Fiber Market Revolution

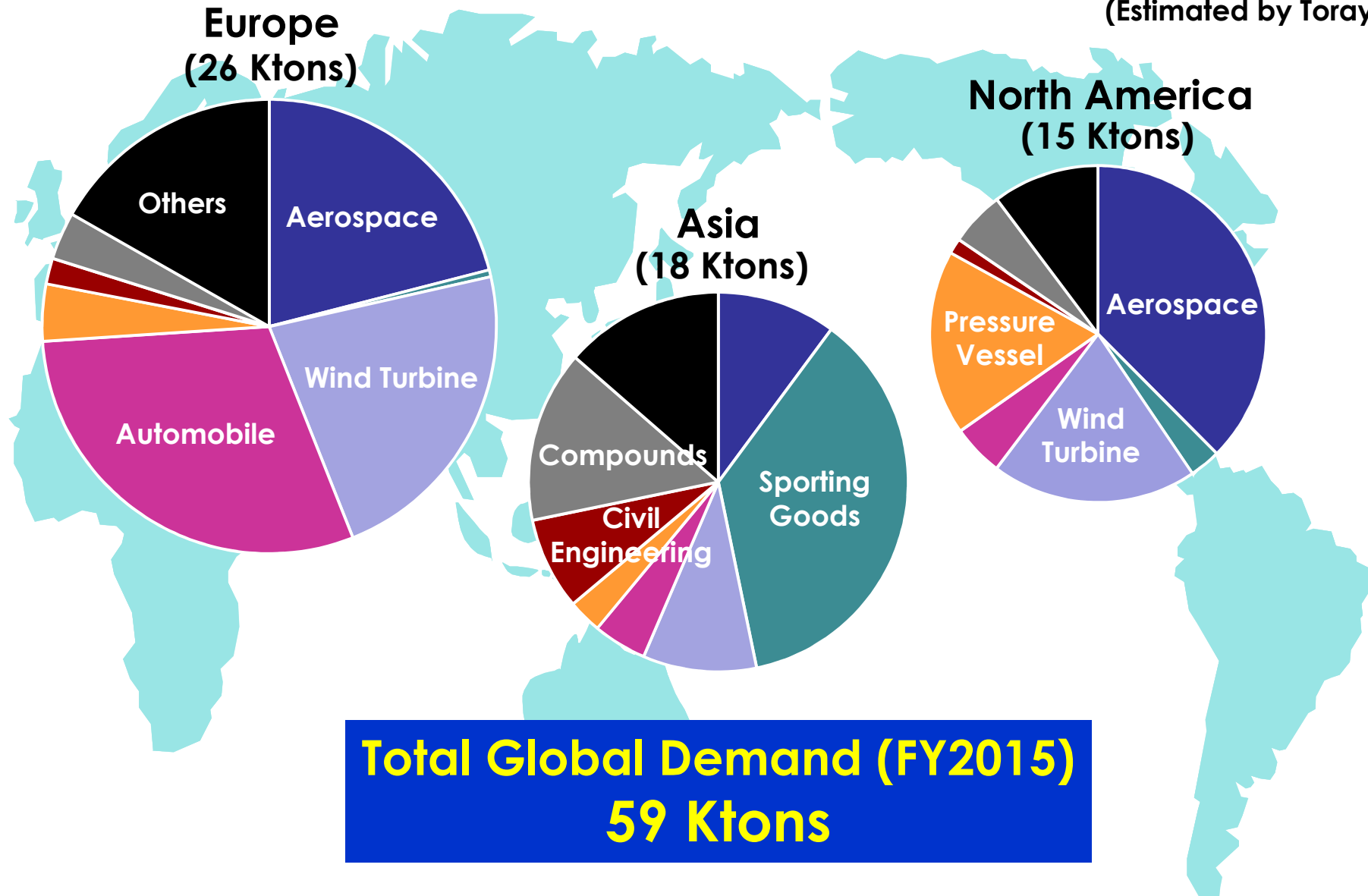




# Carbon Fiber Demand by Region

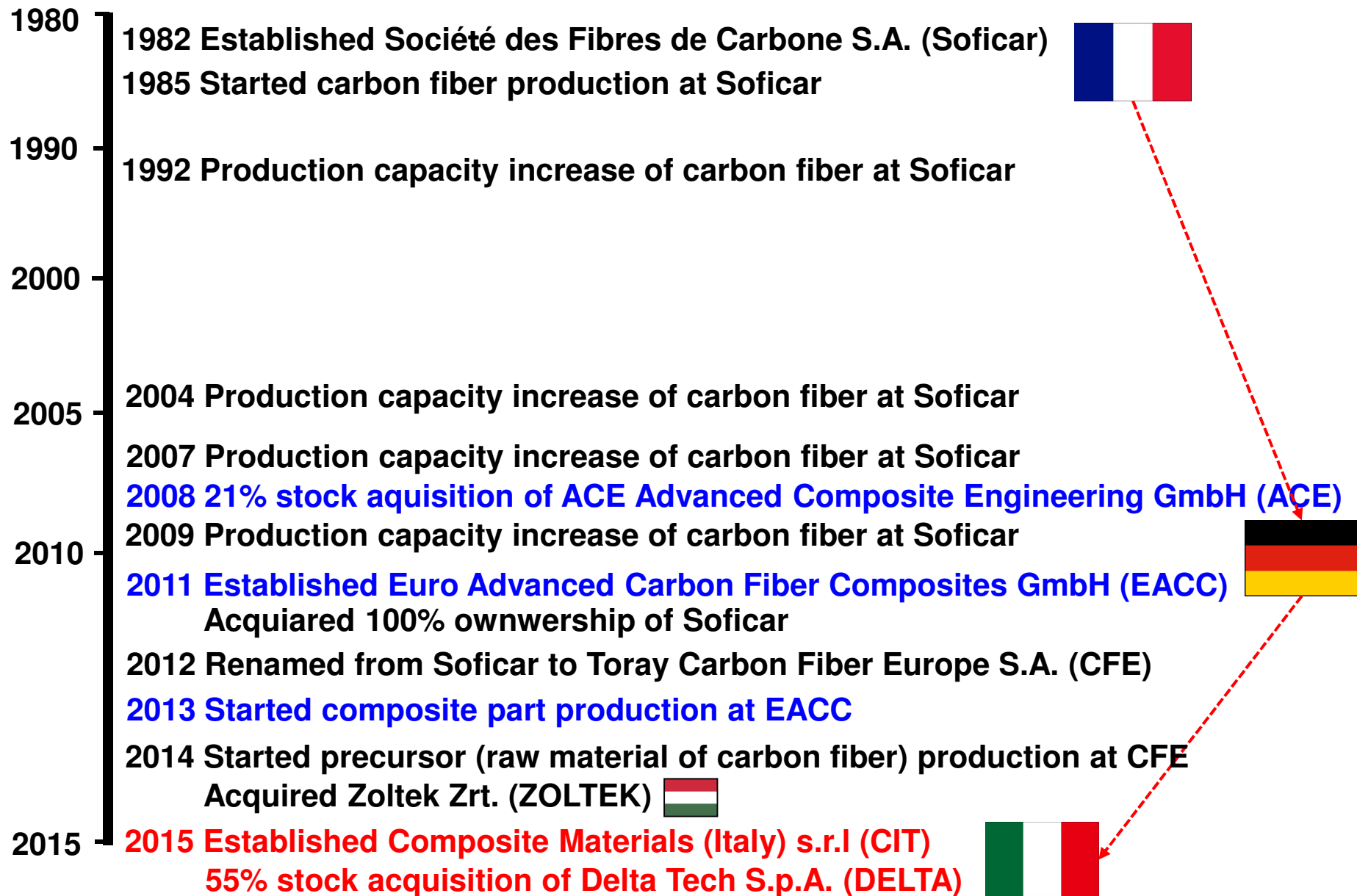


(Estimated by Toray)





# Business Evolution in Europe

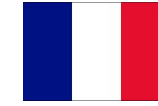
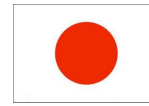




# Business Base & Supply Chain



**'Made in Italy'**



**Carbon Fiber**



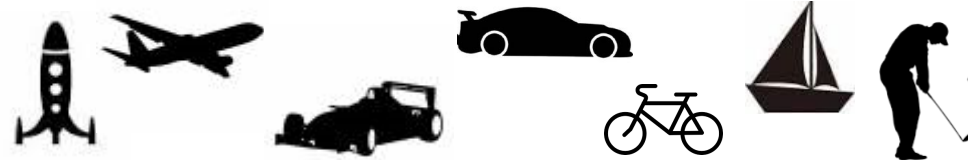
**Woven Fabric**



**Prepreg**

**Part Molders**

**End Users**





# Why Italy?

## Market

- Premium market such as luxury cars and aerospace with excellent supply chains
- Easy access to German market where is also important for composite industry



## Environment

- ‘Monozukuri’ pride as ‘Made in Italy’ in quality and value, same as ‘Made in Japan’
- Innovative mind and design capability
- Diligent national identity

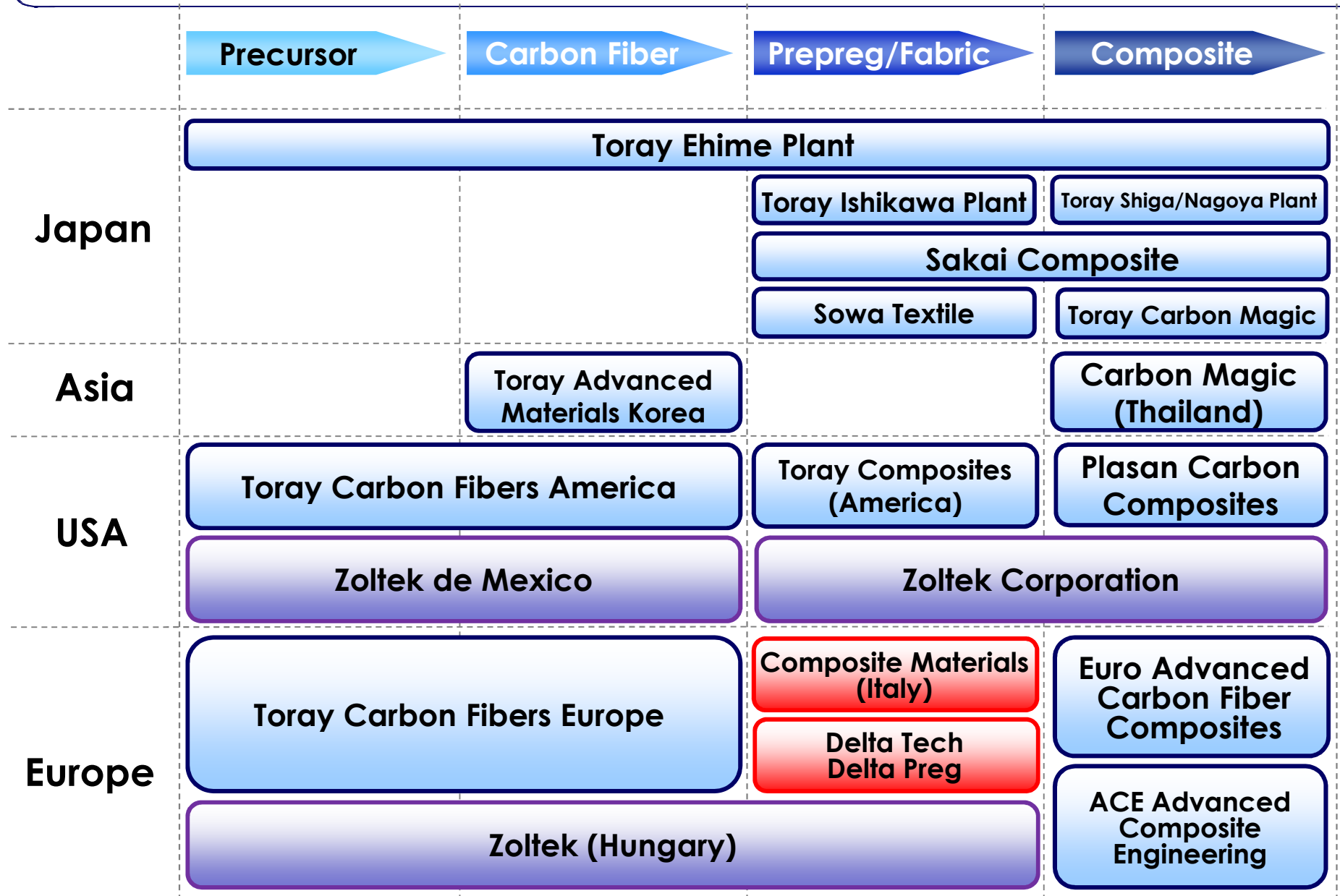
## ‘TORAY’

Innovation by Chemistry

- To establish its integrated supply chain to enhance business operation in Europe
- To introduce its advanced technology to bring added value to the market



# Toray Group Global Supply Chain





**Grazie per la vostra cortese attenzione.  
ご清聴ありがとうございました。**

**'TORAY'**

**Innovation by Chemistry**