



“Road to Tunisia” seminar

## Experience (Success Story) in Tunisia

December 21, 2021  
Masao HIRAI  
GM, Fibers & Industrial div.  
Toray Industries, Inc.

# Corporate Profile

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<b>Company Name:</b>	<b>Toray Industries, Inc.</b>
<b>Established:</b>	<b>January 1926</b>
<b>Capital Stock:</b>	<b>147.9 billion Yen</b>
<b>Revenue:</b>	<b>1,883.6 billion Yen</b> (FY Mar/21)
<b>Consolidated companies:</b>	<b>283</b> (Japan: 103, Overseas: 180)
<b>Employees:</b>	<b>Toray 7,420</b>
	<b>Japanese Consolidated Subsidiaries 10,246</b>
	<b>Overseas Consolidated Subsidiaries 28,601</b>
	<b>Total 46,267</b>

(as of Mar 31, 2021)

## Main Business Activities:



Fibers and Textiles



Performance  
Chemicals



Carbon Fiber  
Composite Materials



Environment and  
Engineering



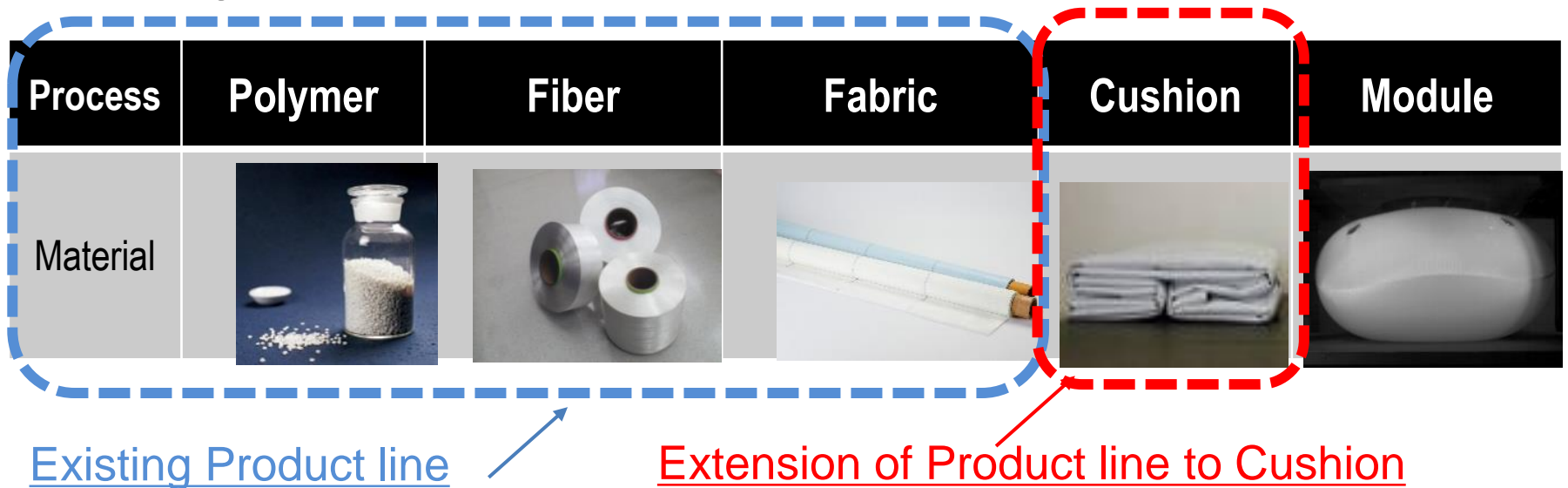
Life Science and Others

# Revenue and Core Operating Income by Segment

Segments	Revenue (Mar/2021)	Core Operating Income(Mar/2021)
<b>Fibers &amp; Textiles</b>	(Billion Yen) <b>719.2 (38%)</b>	(Billion Yen) <b>36.6</b>
<b>Performance Chemicals</b>	<b>720.4 (38%)</b>	<b>67.0</b>
<b>Carbon Fiber Composite Materials</b>	<b>182.9 (10%)</b>	<b>▲ 7.5</b>
<b>Environment &amp; Engineering</b>	<b>193.5 (10%)</b>	<b>14.5</b>
<b>Life Science</b>	<b>53.0 (3%)</b>	<b>1.3</b>
<b>Others</b>	<b>14.6</b>	<b>2.9</b>
<b>Adjustment</b>		<b>▲ 24.6</b>
<b>Total</b>	<b>1,883.6</b>	<b>90.3</b>

# Toray Group Air Bag business Operation

## Air Bag Product line in Toray-G



Why extension of Product line in Tunisia?

- ◆ Synergy of vertical integration to add Cushion product on our line-up
- ◆ Possibility to accelerate outsourcing of Cushion by module maker in Europe

# Operation in Tunisia

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2020 Jan

Toray acquired 100% share of Alva-G

2020 Mar

Decided to build New factory

2022 Mar

New factory Opening

## II. Alva Tunisia

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# New investment in Tunisia

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## II. Alva Tunisia

### Transition of construction

Number of new job created by 2022 : 500



04 December 2020  
The groundbreaking ceremony



16 December 2020  
Start of construction work



10 August 2021  
Installation of the first cutting machine



15 August 2021  
Installation of the first assembly lines



Date of the end of the  
project : December 2021

# Success in Tunisia

## Advantage of Tunisia

### Foreseeable

- **Easy Access to Europe**
- **Well experienced managers and skilled workers** in the country known as export base to Europe
- Diligent working attitude

### Learned on site

- **Ease of hiring operators** with a certain level of education background, at competitive
- **Competitive HR costs**, compared to Morocco of automotive hub.
- Open to foreign countries, **excellent language ability**
- **Relatively safe living environment** with comfortable climate, compared to other countries in Africa

## Expectation

- **Shortening customs clearance**

*Notes: Construction delay was occurred in Alva due to customs clearance. It is effective as investment promotion if listing up to shorten customs clearance in the Government level.*