

**From:** Priester, Nicole <NicolePriester@gov.sc.gov>  
**Required:** Webb, Beth <BethWebb@gov.sc.gov>  
Symmes, Brian <BrianSymmes@gov.sc.gov>  
Godfrey, Rob <RobGodfrey@gov.sc.gov>  
Adams, Chaney <ChaneyAdams@gov.sc.gov>  
Pippin, Zach <ZachPippin@gov.sc.gov>  
**Subject:** Economic Development Groundbreaking: Toray Carbon Fibers America  
**Location:** Toray Carbon Fibers America, 2202 Moore-Duncan Highway, Moore, S.C.  
**When:** 1/19/2016 10:00:00 AM - 11:00:00 AM  
**Attachments:** ATT73619  
ATT47581  
ATT79395  
ATT24389  
ATT78087  
ATT40862  
ATT34309  
ATT85706  
ATT85895  
ATT28759

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## **COMMERCE EVENT**

**EVENT:** Toray Groundbreaking

**DATE:** January 19, 2016

**TIME:** 10:00 AM

**LOCATION:** Toray Carbon Fibers America, 2202 Moore-Duncan Highway, Moore, S.C.

**PARKING:** Park in the posted "Reserved" spot. Yasuo Ueda [U-way-da San], Senior Vice President, Toray Carbon Fibers America will be there to greet Gov. Haley.

**PURPOSE:** To thank the company for choosing Spartanburg County for their \$1 billion investment.

**LOCATION SET-UP:** Event will be conducted in two climate controlled tents. The VIP tent will be used upon arrival, tables and chairs will be provided. The Governor will then move to the main tent for the event. The stage in the main tent is two feet high, the Governor will be seated on the stage. After the ceremony the VIP tent will be used for media coverage.

**ON-SITE LOCATION CONTACT:** Ueda [U-way-da] San, 864-436-0889 or Robin Riddle – 864-979-4301

**PROJECT NAME:** Project Firebird

**COMPANY NAME:** Toray Carbon Fibers America, Inc.

**PROJECT MANAGER:** Wayne Fritz was the project manager (contact Mandy Brawley with questions).

**CITY AND COUNTY:** Moore / Spartanburg County

**JOBS NUMBER AND INVESTMENT NUMBER:** 500 jobs / \$1 billion investment

- Toray has hired seven employees and they are working on establishing a timeline for additional hires. They hope to have hired 11 more employees by late February. Hiring will continue to be ongoing throughout 2016 and 2017.

**SEATED ON STAGE/AT TABLE:** See attached diagram. If looking at the stage, Gov. Haley will be seated to the left of the stage, in the seat closest to the stage on the first row. From L to R (on left of the podium), the seating order is Takashi Shinozuka, Carter Smith, David Britt, Bobby Hitt and Gov. Haley.

**KEY COMPANY PERSONS:**

- Mr. Nikkaku, [Ni-Kah-ku San] President and CEO of Toray Industries
- Mr. Onishi, [O-knee-she San] Senior Vice President, General Manager of Torayca & Advanced Composites Division
- Mr. Okuda, [O-Kuda] Senior Vice President, General Manager of Information Systems Division, Purchasing & Logistics Division and General Manager of Engineering Division
- Mr. Deguchi, [De-guchi] Senior Vice President, General Manager of Corporate Strategic Planning Division and General Manager of Electronics & Information Technologies Business
- Mr. Umeda, [You-may-da] Senior Vice President, General Manager of Product Safety & Quality Assurance Planning Departments and General Manager of Manufacturing Division
- Mr. Suga, [Sue-ga] Vice President and Deputy General Manager of Torayca & Advanced Composites Division and General Manager of Advanced Composites Division
- Mr. Kondo, [Condo San] General Manager of the Manufacturing Division and ACM Technology & Production
- Mr. Yoshinaga, [Yo-shin-aga] Chief Executive Representative for Toray Americas, President and CEO, Toray Industries (America), Inc.

**NOTABLE CONFIRMED ATTENDEES:**

- Bev Wyse- VP, General Manager, Boeing South Carolina
- Lynn Good, President and CEO, Duke Energy
- Honorable Takashi Shinozuka - Consulate-General of Japan in Atlanta
- Lynn Good- President and CEO of Duke Energy
- David Britt- Spartanburg County Council
- Justin Bradley- Spartanburg County Council
- Jane Hall- Spartanburg County Council
- Bob Walker- Spartanburg County Council
- Susan Pretulak- ReadySC
- Rep. Mike Forrester

**GIFT:** The gift (hand blown glass bowl) will go to Nikkaku San during the gift exchange around 10:33 AM.

**PRESS:** Yes, including Japanese press

**PUBLIC:** Yes

**ACCESS TO EMPLOYEES:** Toray executives from around the world will be attending.

**INTRODUCED BY:** Greg Clemmons, Senior Vice President of Toray Carbon Fibers America

**LENGTH OF SPEAKING:** 5 minutes

**LINE-BY-LINE:**

10:00 – 10:05      Opening and introduction of special guests by Greg Clemons

10:05 – 10:12      Comments from Nikkaku San

10:12 – 10:17      Comments from Governor Haley

10:17 – 10:22      Comments from Shinozuka San – Consulate General of Japan

- 10:22 – 10:27            Comments from Dr. John Tracy, Chief Technology Officer – Boeing
- 10:27 – 10:32            Comments from Lynn Good, President and CEO of Duke Energy
- 10:33 – 10:37            Gift Exchange
- 10:37 – 10:40            Donation presentation ceremony
- 10:40 – 10:50            Groundbreaking ceremony
- The Honorable Nikki Haley
  - The Honorable David Britt
  - The Honorable Takashi Shinozuka
  - Ms. Lynn Good, President and CEO
  - Mr. Kevin Foti, Praxair
  - Nohata San - Tokyo Gas Co., Ltd.
  - Nikkaku San
  - Onishi San- Toray Industries, Inc.
  - Okuda San - Toray Industries, Inc.
  - The Boeing Company
- 10:50                      Conclusion to ceremony
- 10:50 – 11:00            Interview from Japanese Press  
(The Nikkei, Jiji Press, Yomiuri and NHK)

#### **HISTORY OF COMMUNICATION:**

The Governor met with Kishio Miwa, President, Toray Carbon Fiber of America; Yasuo Ueda, General Manager-South Carolina Project, Toray Carbon Fibers; Les Roberts, Plant Engineer, Toray Carbon Fibers of America in her office on May 1, 2013

She also met with Mr. Nikkaku, Mr. Miwa, Mr. Fujikawa, Mr. Suzui, Mr. Onishi, Mr. Morimoto, Mr. Goto, Mr. Ueda, Mr. Kagao, Mr. Clemmons and Mr. Kondo in Spartanburg at a dinner at the Piedmont Club on October 9, 2013.

**COMPANY OVERVIEW:** Toray Industries, Inc. (Toray) was founded in Japan in 1926 as a manufacturer of rayon.

#### **FINANCIALS**

- Toray had sales of \$17.14 billion for the year ending March 31, 2015.

#### **DESCRIPTION OF BUSINESS**

- Toray is engaged in the production of chemicals, plastics, synthetic fibers and textiles. It manufactures carbon fiber composite materials, IT-related products, and life sciences products. The group also provides products and services to the engineering and environment sector.
- The group operates through six business segments: fibers and textiles, plastics and chemicals, IT-related products, environment and engineering, carbon fiber composite materials, and life science. Toray is the world's largest producer of polyacrylonitrile (PAN)-based carbon fiber.
- Toray is the sole-source supplier for toughened carbon fiber prepreg used in structural applications of the Boeing 787 Dreamliner. Toray Composites (America) in Tacoma, Washington, and a Toray plant in Japan, manufacture these materials to Boeing's specifications. Carbon fiber prepreg is a tape-like material composed of carbon fibers embedded in a polymer. Prepreg is layered and hardened by autoclave to form products.
- Toray has a joint venture with Daimler AG to mass produce carbon fiber based auto parts in Germany. Earlier this year, Toray and Daimler Trucks North America built a Freightliner concept truck using carbon fiber.

#### **SOUTH CAROLINA OPERATIONS**

- In February 2014, Toray announced its plans to invest \$1 billion to build a manufacturing plant on 400 acres near the intersection of highways 290 and 221 in Moore and create 500 jobs.
- Toray also has a location in Fort Mill - Toray Ultrasuede, that markets ultrasuede® and related

- products. Toray purchased the Ultrasuede® brand name from Springs Industries in 1998 and employs 7 people at the Fort Mill location.

## **EMPLOYEES**

The company employs more than 45,700 people worldwide.

## **LOCATIONS**

- Toray is headquartered in Tokyo, Japan and operates in Asia, North America, and Europe. The company has more than 200 facilities in 21 countries.

**COMPANY BRAGGING POINTS:** In November of 2015, Toray extended its comprehensive agreement with Boeing to supply carbon fiber.

## **SUGGESTED TALKING POINTS:** **SUGGESTED TALKING POINTS:**

- It is another great day in South Carolina!
- Today, we come together to celebrate a fantastic member of the South Carolina family – Toray Industries.
- We were excited in 2014 when this great company announced that it would establish operations within our borders, and we're even more excited today to see this facility begin to come to fruition.
- Toray's \$1 billion investment is one of the largest initial capital investments in South Carolina history.
- More important than a tremendous economic impact, however, is that this facility is expected to create 500 new jobs here in Spartanburg. That means 500 more South Carolina families will be supported by Toray's exceptional commitment to our state.
- And we do not take that commitment lightly.
- When this announcement was made two years ago, we promised to support Toray.
- As we always do when we bring companies to South Carolina, we committed to having their back. That does not end today.
- I want to reaffirm our commitment to Nikkaku San and all of the leadership of Toray. We couldn't be happier that you put your faith in us, and I promise that the people of South Carolina will live up to every expectation you have of them.
- From cars, to planes, to advanced materials, such as carbon fiber, South Carolinians have proven to the world that we can make all kinds of things – and we make them well.
- This is an important milestone.
- Thank you, again, for placing your trust in us, and I personally look forward to continuing this tremendously successful partnership with you.

## **BIOS**

**Akihiro Nikkaku,**  
**President, CEO, COO & Representative Member of the Board, Toray Industries, Inc.**

- Toray Industries, Inc., Tokyo, Japan
- City of Current Residence: Tokyo area
- Business or Personal Ties to South Carolina: Toray has a facility in Fort Mill, Toray International

- America Inc., that markets Ultrasuede® and related products. Toray purchased the Ultrasuede® brand name from Springs Industries in 1998.
- Nikkaku has been president, CEO and COO since June 2010. He previously held a number of management positions including executive vice president from 2007 to 2010. He joined the company in 1973 and has a degree in engineering from the University of Tokyo.

**Moriuki Onishi,**

**Senior Vice President & Member of the Executive Committee, Toray Industries, Inc.**

- Toray Industries, Inc., Tokyo, Japan
- City of Current Residence: Tokyo area
- Business or Personal Ties to South Carolina: Onishi visited Spartanburg in August 2013.
- History of Communications with the Governor: The Governor met Onishi at the SEUS-Japan conference in Tokyo in September 2012 and in Spartanburg at the Toray dinner in October 2013.
- Onishi has been a senior vice president and member of the executive committee of Toray Industries since 2010. He was named a vice president in 2007 and at one time held the position of president of Toray Composites (America), Inc. in Tacoma, Washington, which was established in 1992. He joined the company in 1972.

**Shinichi Okuda**

**Senior Vice President, Member of the Board, General Manager of Information Systems Division, Purchasing & Logistics Division, and General Manager of Engineering Division**

- Toray Industries, Inc., Tokyo, Japan
- City of Current Residence: Shika, Japan
- History of Communications with the Governor: Okuda has never met the Governor before.
- Masters in Engineering from Yamagata University in Japan
- Joined Toray Industries in 1974

**Yukichi Deguchi**

**Senior Vice President, Member of the Board & Executive Committee, General Manager of Corporate Strategic Planning Division**

- Toray Industries, Inc., Tokyo, Japan
- City of Current Residence: Tokyo area
- History of Communications with the Governor: Deguchi has never met the Governor before.
- Master of Science from Kyoto University
- Joined Toray Industries in 1973

**Akira Umeda**

**Senior Vice President, Member of the Board & Executive Committee, General Manager of Product Safety & Quality Assurance Planning Departments, and General Manager of Manufacturing Division**

- Toray Industries, Inc., Tokyo, Japan
- City of Current Residence: Shiga, Japan
- History of Communications with the Governor: Umeda has never met the Governor before.
- Master of Science from Osaka University
- Joined Toray Industries in 1975

**Yasuo Suga**

**Vice President, Member of the Board, Deputy General Manager of Torayca & Advanced Composites Division and General Manager of Advanced Composites Division**

- Toray Industries, Inc., Tokyo, Japan
- City of Current Residence: Tokyo area
- History of Communications with the Governor: Suga has never met the Governor before.
- Masters of Marine Engineering from The University of Tokyo
- Joined Toray Industries in 1980

**Toshiyuki Kondo**

**General Manager of the Manufacturing Division, ACM Technology & Production**

- Toray Composites (America), Inc., New York, NY
- City of Current Residence: Yokohama, Japan
- Business or Personal Ties to South Carolina: Kondo has visited Spartanburg and other areas of South Carolina.
- History of Communications with the Governor: The Governor met Kondo at the Paris Air Show in 2011 and at the Toray dinner in Spartanburg in October 2013. He also was her guest at her 2015 State of the State address.
- Kondo has been president and CEO of Toray Composites (America), Inc. in Tacoma since 2009. He is very experienced in the development of carbon fiber composites, and his work with Toray has ranged from R&D of large scale structures to managing product planning and production.
- Kondo joined Toray Industries in 1985 and has a master's degree in synthetic chemistry from Kyoto University in Japan.

**Minoru Yoshinaga**

**Chief Executive Representative for Toray Americas, President & CEO of Toray Industries America, Inc.**

- Toray Composites (America), Inc., New York, NY
- City of Current Residence: New York, NY
- History of Communications with the Governor: The Governor has never met Yoshinaga.
- Minoru Yoshinaga was named Chief Executive Representative for Toray Americas in June of 2015.
- Yoshinaga had been serving as Executive Director in TORAY INDUSTRIES, INC. since June 2011.
- He was in charge of Main Production Unit (Composite Material Technology & Production and ACM Technology Unit) of the Company.
- Yoshinaga has a Master Degree of Chemistry from Osaka University
- He joined Toray Industries in April 1979.

**Yasuo Ueda**

**General Manager of the South Carolina Project for Toray Industries**

- Toray Composites (America), Inc., New York, NY
- City of Current Residence: Duncan, South Carolina
- History of Communications with the Governor: The Governor met Ueda at the SEUS-Japan conference in Tokyo in September 2012 and met with him in her office in May 2013, and at the Toray dinner in Spartanburg in October 2013. Also, Governor Haley gave Ueda an award at the manufacturing conference in Greenville in April 2015.
- Ueda is working as the General Manager of the South Carolina project.
- In December of 2015, Ueda was named Senior Vice President of Toray Carbon Fibers America.

**SEATING:**

**ATTENDEES:**

	Title English	Mr./ Ms.
Toray Industries, Inc.	President	Mr.
Toray Industries, Inc.	Senior Vice President	Mr.
Toray Industries, Inc.	Senior Vice President	Mr.
Toray Industries, Inc.	Senior Vice President	Mr.
Toray Industries, Inc.	Senior Vice President	Mr.
Toray Industries, Inc.	Vice President	Mr.
Toray Industries, Inc.	Senior Director	Mr.
Toray Industries, Inc.	General Manager	Mr.
Toray Industries, Inc.	Manager, Secretary	Mr.
Toray Industries, Inc.	Manager	Mr.
Toray Industries, Inc.	General Manager	Mr.
Toray Industries, Inc.	General Manager	Mr.
Toray Industries, Inc.	Senior Staff, 2nd Engineering Dept.	Mr.
Toray Industries, Inc.	2nd Engineering Dept.	Mr.
Toray Industries, Inc.	2nd Engineering Dept.	Mr.
ChubuTEK Co., Ltd.	Mechanical Engineer	Mr.
Toray Construction Co., Ltd.	Building/Civil Engineer	Mr.
Toray Industries America, Inc.	Chief Executive Representative for the Americas	Mr.
Toray Industries America, Inc.	Senior Vice President	Mr.
Toray Industries America, Inc.	Senior Vice President	Mr.
Toray Composites (America), Inc.	President & CEO	Mr.
Toray Composites (America), Inc.	Executive Vice President	Mr.
Toray Composites (America), Inc.	Executive Vice President	Mr.
Toray Composites (America), Inc.		Mr.
Toray Carbon Fibers America, Inc.	President & CEO	Mr.
Toray Carbon Fibers America, Inc.	Senior Vice President	Mr.
Toray Carbon Fibers America, Inc.	Senior Vice President	Mr.
Toray Carbon Fibers America, Inc.	Senior Vice President	Mr.
Toray Carbon Fibers America, Inc.	Vice President	Mr.
Toray Carbon Fibers America, Inc.	Director	Mr.
Toray Carbon Fibers America, Inc.	Manager	Mr.
Toray Carbon Fibers America, Inc.	Director	Mr.
Toray Carbon Fibers America, Inc.	General Manager	Mr.
Toray Carbon Fibers America, Inc.	Executive Assistant	Ms.
Toray Carbon Fibers America, Inc.	Executive Assistant	Ms.

Toray Carbon Fibers America, Inc.	Manager	Mr.
Toray Carbon Fibers America, Inc.	Senior Vice President	Mr.
Toray Carbon Fibers America, Inc.	Executive Director	Mr.
Toray Carbon Fibers America, Inc.	Director of Mechanical Engineering	Mr.
Toray Carbon Fibers America, Inc.	Senior Director of Prepreg Technical production	Mr.
Toray Carbon Fibers America, Inc.	Director of CF Technical Production	Mr.
Toray Carbon Fibers America, Inc.	Senior Director of System Engineering	Mr.
Toray Carbon Fibers America, Inc.	Director of Instrumental Engineering	Mr.
Toray Carbon Fibers America, Inc.	Director of Electrical Engineering	Mr.
Toray Carbon Fibers America, Inc.	Director of Manufacturing	Mr.
Toray Carbon Fibers America, Inc.	EHS Manager	Mr.
Toray Carbon Fibers America, Inc.	Human Resources manager	Ms.
Toray Carbon Fibers America, Inc.	IT Manager	Mr.
Toray Carbon Fibers America, Inc.	Senior Manufacturing Manager	Mr.
Toray Carbon Fibers America, Inc.	Senior Manufacturing Manager	Mr.
Toray Carbon Fibers America, Inc.	Manufacturing Manager	Mr.
The Boeing Company	Chief Technology Officer	Dr.
The Boeing Company	Vice President, BCA SM Aircraft Materials and Structures	Mr.
The Boeing Company	Director, BCA PD Advanced Materials	Dr.
The Boeing Company	Director, BCA SM Raw Materials and Standards	Mr.
The Boeing Company	VP, General Manager Boeing South Carolina	Ms.
The Boeing Company	Senior Director, National Strategy and Engagement	Ms.
The Boeing Company	Vice President, BR&T MMT	Mr.
KOBELCO Construction Machinery U.S.A. Inc.	President & CEO	Mr.
KOBELCO Construction Machinery U.S.A. Inc.	Vice President	Mr.
KOBELCO Construction Machinery U.S.A. Inc.	General Manager	Mr.
America Fujikura Ltd.	Chairman	Mr.
America Fujikura Ltd.	Counsel to the Chairman	Mr.
SUN-WA TECHNOS AMERICA, INC.	VP&Sales MGR	Mr.
FUKOKU AMERICA, INC.	President	Mr.



Suminoe Textile of America	President & CEO	Mr.
Kimura, Inc.	President	Mr.
Associated Fuel Pump Systems Corporation	President	Mr.
JAPAN AMERICA ASSOCIATION OF SOUTH CAROLINA	Co-chairman	Mr.
JAPAN AMERICA ASSOCIATION OF SOUTH CAROLINA	Advisory Committee	Mr.
State of South Carolina	Governor	Honoral
South Carolina Department of Commerce	Secretary of Commerce	Honoral
South Carolina Department of Commerce	Deputy Secretary	Honoral
South Carolina Aerospace	Senior Project Manager	Honoral
South Carolina Department of Commerce	Business Liaison	Honoral
South Carolina Coordinating Council for Economic Development	Executive Director	Honoral
Spartanburg County Council	Chairman Economic Development Committee, District 3	Honoral
Spartanburg County Council	Council Member District 2	Honoral
Spartanburg County Council	Council Member District 4	Honoral
Spartanburg County Council	Council Member District 5	Honoral
Spartanburg County	County Administrator	Ms.
Economic Futures Group	Executive Vice President	Mr.
Economic Futures Group	Director of Business Development	Mr.
Spartanburg Area Chamber of Commerce	President & CEO	Mr.
Spartanburg Area Chamber of Commerce	Chairman	Mr.
Spartanburg County Planning Department	Planning Director	Mr.
County of Spartanburg Building Codes Department	Director	Mr.
Pacolet Milliken	Vice President	Mr.
Pacolet Milliken	Research Director	Ms.
Spartanburg Community College	President	Mr.
Spartanburg Community College	Director, Economic Development	Mr.
Spartanburg Community College	Executive Director	Dr.
Spartanburg Community College	Administrative Assistant	Ms.
Ready SC	Area Director	Ms.
Ready SC	Vice President	Ms.
Spartanburg County Sheriff	Sheriff	Sherif
Poplas Springs Fire Department	Chief	Mr.
Duke Energy Carolinas	President	Mr.
Duke Energy Carolinas	Director	Ms.
Duke Energy Carolinas	Manager	Mr.

Duke Energy Corporation	President & CEO	Ms.
WRWD	General Manager	Mr.
WRWD		Ms.
SJWD	Executive Director	Mr.
SJWD	Chief Operating Officer	Mr.
Spartanburg Sanitary Sewer District	General Manager, CEO	Ms.
Spartanburg Sanitary Sewer District	Chief Operating Officer	Ms.
Consulate General of Japan in Atlanta	Consul General	Honoral
Consulate General of Japan in Atlanta	Consul	Ms.
JETRO New York	President	Mr.
JETRO Atlanta	Chief Executive Director	Mr.
MSIG Holdings (Americas), Inc.	Chairman	Mr.
Mitsui Sumitomo Marine Management (U.S.A.), Inc.	Senior Vice President	Mr.
Praxair	President of U.S. Industrial Gases	Mr.
Praxair	Vice President of East Region	Mr.
Praxair	Onsite Business Manager	Mr.
Tokyo Gas Co., Ltd.	Senior Executive Officer	Mr.
Tokyo Gas America Ltd.	President & CEO	Mr.
TGES America Ltd.	Director	Mr.
NORESCO, LLC	Senior Vice President & General Manager	Mr.
CLAYCO	Executive Vice President	Mr.
CLAYCO	Vice President	Mr.
Forum	Associate Principal	Mr.
Clary Hood, Inc.	CEO	Mr.
Clary Hood, Inc.	President	Mr.
Clary Hood, Inc.	Project Manager	Mr.
Clary Hood, Inc.	Project Manager	Mr.
Alliance Consulting Engineers	Regional Manager	Mr.
Alliance Consulting Engineers	Engineering Associate	Mr.
Tate Metalworks, Inc.	President	Mr.
Tate Metalworks, Inc.	VP, Business Development	Mr.
WNC Japan Culture Center	President	Mr.
WNC Japan Culture Center	Wife)	Mrs.
InSpec Group	President	Mr.
InSpec Group	President, Engineering	Mr.
InSpec Group	Vice President of Operations	Mr.
The Chapman Cultural Center	TBD	TBD
Hope Center for Children	TBD	TBD
Mobile Meals	TBD	TBD
St. Luke's Free Medical Clinic	TBD	TBD
Yomiuri News	Press	Mr.
Jiji Press	Press	Mr.
The Nikkei	Press	Mr.
-	Camera	TBD
NHK	Press	TBD

NHK	Camera	TBD
NHK	Assistant Press	TBD