

SEPTEMBER 27 DAILY BRIEFING

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Tuesday, Sept. 27 TOKYO - BEIJING

All Meetings at the Imperial Hotel, "Momo" Conference Room, 4th Floor

7:30 – 7:50 am Meeting with Mr. Kagatani, Managing Director of Nippon-Refine
"Momo" Conference Room, 4th Floor

Nippon Refine is a global leader in battery recycle/reuse business. Their financial partner is Itochu. As a vital role in the Li-ion Battery business, the presence of a world class recycling company is a must in Michigan now that Michigan is the leader in battery manufacturing for use in the areas of EV, Hb and PHb applications and others. For their manufacturing project, the MEDC has submitted a proposal to attract them to Michigan. We are competing with Indiana for this project.

Participants: Governor Rick Snyder
Mike Finney, President MEDC
Doug Smith, VP MEDC
Ken Masumoto BDM MEDC

Mr. Tadashi Kagatani, Senior Managing Director, Nippon Refine
Mr. Masayoshi Tanaka, General Manager, Chemical Projects
Coordination Team, Chemical Division, Itochu
Mr. Toshiyuki Fukai, Assistant Project Manager, Chemical
Project Team, Chemical Division, Itochu

8:00-8:45 am Meeting with Mr. Kobayashi, Chairman of Itochu
"Momo" Conference Room, 4th Floor

As Itochu is an investor company to Toda America in Battle Creek, and to Nippon Refine, this meeting is to have a dialog with the Chairman of Itochu to discuss potential for partnerships with Michigan companies in the areas of battery and agriculture/food stuff; and to particularly encourage his support of Nippon Refine and Toda America.

Participants: Governor Rick Snyder
Michael Finney, Pres, MEDC
Ken Masumoto, Manager, MEDC
Doug Smith, Sr VP, MEDC
Keith Creagh, Director, Agriculture
Maureen Krauss, Director, Oakland County
Sandy Barauh, Pres, Detroit Chamber
Karl Dehn, Pres, Battle Creek Unlimited
Bob Ficano, Wayne County Executive
Carole Miller, Manager, Midland Tomorrow

Eizo Kobayashi, Chairman
Masaya Tanaka, General Manager, Chemical Projects
Coordination Team, Chemicals Division
Takashi Sunada, Senior Project Manager, Chemical
Projects Coordination Team, Chemicals Division
Toshiyuki Fukai, Project Manager, Chemical Projects
Coordination Team, Chemicals Division
Kenji Inoue, Food Company Planning & Administration

Department Food Company

9:00-9:25 am

Meeting with ERI- New JV with MMI

"Momo" Conference Room, 4th Floor

Meeting the officials of Eco Research Institute which has reached an agreement to set up a JV with MMI-Michigan Monocular Institute in Midland. This JV is to produce pellets with an ERI developed recycle technology mixing paper shredded and liquid plastic liquid to reproduce recyclable paper made disposable products like coffee cups, dishes and utensils. There will be large market potential worldwide and this venture gets started in Michigan as a model plant in Midland to be operated by handicapped workforce possibly utilizing woodchips and waste paper materials abundant in our state and may expand to other locations in Michigan as well as other states and countries like Canada.

ASK: Thank Mr. Enomoto for establishing a new JV with MMI (Michigan Molecular Institute) in Midland for manufacturing using recycled paper and pallets.

Participants:

Governor Rick Snyder
Michael Finney, Pres, MEDC
Ken Masumoto, Manager, MEDC
Doug Smith, Sr VP, MEDC

Takamichi Matsushita, President
Hiroyuki Miyake, Chief Executive, International Office
Kenichi Toguchi, International Project Manager
Tomonori Hayashi, President & CEO, Funai Electric Co., Ltd.
Tatsuhiko Shindo, Chief Executive Director, JETRO Chicago Office
Kuninori Matsuda, Consulate General of Japan in Detroit

Carol Miller, Economic Development Manager, Midland Tomorrow

9:30-9:55 am

Meeting with Mr. Toda, CEO of Toda Industry

Participants:

Governor Rick Snyder
Michael Finney, Pres, MEDC
Ken Masumoto, Manager, MEDC
Doug Smith, Sr VP, MEDC

Karl Dehn, President Battle Creek Unlimited
Doug Voshell, Vice President Battle Creek Unlimited

Toshiyuki Toda, President
Tadashi Kubota, Managing Director, Member of the Board
Hiromu Inoue, Senior Managing Director
Junichi Nakano, General Manager

ASK: Thank Mr. Toda for the recent investment in a manufacturing facility for cathode materials for Li-ion battery makers -further expansion is expected

10:00-10:30 am

PRESS AVAIL

10:30 – 10:45

Attend the start of Director Creagh's meeting with MSU and Tokyo University to discuss their partnership.

Governor Rick Snyder
Keith Creagh, Director, Mich. Dept. of Ag. & Rural Develop.
Michael Finney, Pres, MEDC
Ken Masumoto, Manager, MEDC
Doug Smith, Sr VP, MEDC

Members of MSU-TUA delegates include:
Tokyo University of Agriculture President Prof. Dr. OSHAWA, Kanju
Director of TUA International Programs Prof. Dr. Akimi Fujimoto
MSU College of Agriculture and Natural Resources: Senior Associate
Dean Dr. Frank Fear
MSU's College of Agriculture and Natural Resources: Prof. Dr. Murari
Suvedi
MSU College of Agriculture and Natural Resources: Specialist Dr.
Joseph Cousins

10:45 – 11:30

Unscheduled

11:30-1:00 pm

Lunch meeting with representatives of Tokyo Rope

Katsura Room, 4th floor

A meeting with Tokyo Rope to encourage their choice of Michigan to manufacture Carbon Fiber Composite Cable. The MEDC has been actively working to convince Tokyo Rope to locate in Michigan. Tokyo Rope will then host the participants for buffet lunch.

Participants:

Governor Rick Snyder
Michael Finney, Pres, MEDC
Ken Masumoto, Manager, MEDC
Doug Smith, Sr VP, MEDC

Mr. Shigeto Tanaka, Chairman, Tokyo Rope
Mr. Michio Inose, President, Tokyo Rope
Mr. Shinji Kurashige, Senior Managing Director & General
Manager, TCT Division, Tokyo Rope
Mr. Kazunori Satoh, General Manager, General Affairs
Division, Tokyo Rope
Mr. Yoichi Shuto, Vice Director, TCT Division, Tokyo Rope
Mr. Yoshiaki Yamamoto, Vice Director, TCT Division &
General Manager, North American Project, Tokyo Rope
Mr. Atsushi Yunokizaki, General Manager, Corporate Planning Overseas
Operation, IT Planning, & TCT Business Planning, Tokyo Rope
Mr. Eiiji Chiura, Senior Operation Officer, TCT Division, Tokyo Rope
Dr. Nabil Grace, Professor, Lawrence Tech Univ, Advisor to Tokyo Rope
Mr. Shotaro Nakahama, Tokyo Rope Novi Office
Masahika Kowamura, Chairman, Toray Industries
Moriyuki Onishi, Senior VP, Toray Industries

Agenda:

11:30 – 12:00 Meeting with Tokyo Rope in Katsura Room, including
signing of MOU

- TR Chairman, greetings and introduction of attendees from
TR – 5 minutes

- Governor Snyder – greeting and introduction of attendees from the State of Michigan and MEDC – 5 minutes
- Signing of MOU and Confidentiality Agreement between TR and MEDC President Finney and Mr. Inos, President of Tokyo Rope
- Remarks by Dr. Nabil Grace – 5 minutes
- Introduction of CFCC by Mr. Chiura – 10 minutes

12:00 – 1:00 All will move to Matsu Room for lunch

- Toast by Chairman or President of Tokyo Rope
- Buffet lunch

Note that a video of CFCC will be projected during lunch time introducing various applications and usages.

1:00 Adjourn

1:30 pm

Depart to Narita Airport

Transportation provided by MK North America Inc. for the delegation and their luggage. A representative from ANA will meet the delegation at the departure gate after luggage has been checked.

Governor Rick Snyder
Keith Creagh
Michael Finney
Doug Smith
Bridget Beckman
Joe Gasper
Geraldyn Lasher
Mike Shore

5:20 pm

Depart Narita Airport for Beijing on ANA Flight 955

ANA will be providing VIP service to the official delegation in Narita airport and in Beijing airport

8:10 pm

Arrive in Beijing

Met at airport by Therese Thill, MEDC, Tim Sholander (security) and Shusheng Wang, Principal at Miller Canfield who will be acting as interpreter.

Expedited customs and security clearance to be provided by our Chinese host agency CCPIT.

Travel to Park Hyatt Hotel

9:00 pm

Park Hyatt Beijing
2 Jianguomenwai Street,
Chaoyang District, Beijing 100022,
People's Republic of China
telephone +86 10 8567 1234
facsimile +86 10 8567 1000
email beijing.park@hyatt.com

Transportation provided by Park Hyatt Hotel

9:30 – 10:00 pm

Briefing by Shusheng Wang of Miller Canfield (bar or separate room)
(open to local partners)

10:00-11:00 pm Call time

Meeting with Nippon Refine

September 27, 2011

EVENT

ORGANIZER/POC:

Ken Masumoto – 269-209-4161

TIME:

7:30 – 7:50 am

LOCATION:

Conference Room Momo

PURPOSE:

Nippon Refine is a global leader in battery recycle/reuse business. Their parent company is Itochu. As a vital role in the Li-ion Battery business, the presence of a world class recycling company is a must in Michigan now that Michigan is the leader in battery manufacturing for use in the areas of EV, HV and PHV applications and others. For their manufacturing project, the MEDC has submitted a proposal to attract them to Michigan. We are competing with Indiana for this project.

PRESS:

Confidential project. Not included

GOV ATTIRE:

Suit and tie

MEETING

PARTICIPANTS:

Governor Rick Snyder
Mike Finney, President MEDC
Doug Smith, VP MEDC
Ken Masumoto BDM MEDC

Mr. Tadashi Kagotani, Senior Managing Director, Nippon Refine

Mr. Masayoshi Tanaka, General Manager, Chemical Projects Coordination Team, Chemical Division, Itochu

Mr. Toshiyuki Fukai, Assistant Project Manager, Chemical Project Team, Chemical Division, Itochu

THANK YOUS:

Bridget Beckman/Ken Masumoto

AGENDA:

A continental breakfast will be available. There will be an exchange of business cards at the beginning of the meeting. At the end of the discussion, an exchange of gifts.

NOTES:

Talking points for this meeting are:

- Appreciate their interest in MI to locate their world class recycling operation.
- Stress how important the battery sector is to Michigan, including the successes we have had.
- Mention specifically Toda who recently broke ground in Battle Creek, as Itochu is an investor in Toda and Nippon Refine.
- Let Nippon Refine realize it fits well in Michigan as ever growing value chain.

BACKGROUND:

Company website: http://www.n-refine.co.jp/index.php/eng/node_186

An area of strategic importance in building out the battery value chain is in the recycling of not only cells, but also the materials used in their manufacture. Nippon Refine brings state-of-the-art recycling/reclamation capability for the solvent NMP used in most cell manufacturing processes. The ability to reclaim, recycle and reuse NMP not only represents a cost savings to cell manufacturers, but it also curtails the need for new sources of the solvent whose use is coming under more strict regulatory measures.

As Nippon Refine's process depends on feedstock from cell manufacturers, location is important. Their main investor, Itochu, has a significant stake in Indiana-based EnerDel, and the threat to locate this facility in Indiana is real.

This project will have a total investment of \$11.8 million in five years, with 55 employees. The timeline is for site location in the 3rd of 4th quarter of 2010, construction in 2011, and a spring production launch in 2012. This projection has been delayed due to still unclear market situation for the battery use.

Nippon Refine was formed in 1966 to established to recycle waste solvents and has expanded to include the recycling of Li-ion batteries.

- Capital: \$70 million.
 - * Established on June 22, 1966. (Over 44 years in business.)
 - * Number of employees: 265

Nippon Refine covers most of major Japanese OEMs who use batteries for vehicles, including key tier one suppliers for Toyota, Mitsubishi, Nissan, Honda; as well as Automotive Energy Supply Co (NEC and Nissan), Hitachi Vehicle Energy, Toshiba and Sanyo, and in the U.S. Johnson Controls and EneDel (acquired by Itochu in Indiana).

Nippon Refine is now getting active in China mainland (with BYD) and Taiwan (plant under construction) as well as Europe and USA, all with strict

environmental standards. Nippon Refine partners with several trading partners like Itochu for US and European markets and Sumitomo Trading for China.

Nippon Refine Co., Ltd. utilizes its distillation technology to provide refinement and recycling services, along with environmental engineering services. With a base of over 40 years of experience and knowledge with the recycling of solvents, the company is now moving into other fields, such as discharge water processing, water quality, and the atmosphere.

Nippon R Nippon Refine's Business Model For Li-ion Battery to be made up of two elements;

- (1) Recovery system of NMP* from exhaust gases
- (2) Recycle system of recovered NMP
 - _ Saving valuable resources
 - _ Saving costs
 - _ Cut in CO2 emission

*NMP stands for Non-Methyl Pyrrolidone, which is an organic solvent. If the percent in a product exceeds 5%, it is regarded toxic material. Nippon Refine has technology to refine NMP with eleven nine purity grade (99.9999 ~%) and even its remaining residues will be recycled or reused.

Production of Li-ion Batteries for the US auto industry will be greatly expanded over the next several years. Nippon Refine's business model is based on its competitive position within the Japanese Li-ion battery market in terms of environmental friendliness and cost efficiency; its technology is relied upon by most Japanese Li-ion battery manufacturers.

Nippon Refine expects to expand its business model to the U.S. Li-ion battery industry in order not only to secure this business chance but also to contribute to USA's sustainability efforts by saving valuable resources using eco-friendly technology.

NR wants to start SMALL and grow BIG to contribute to the community where they locate.

Meeting with Itochu Corporation

September 27, 2011

EVENT

ORGANIZER/POC:

Ken Masumoto – 269-209-4161

TIME:

8:00-8:45 am

LOCATION:

Conference Room Momo

PURPOSE:

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PRESS:

Confidential project. Not included

GOV ATTIRE:

Suit and tie

MEETING

PARTICIPANTS:

Governor Rick Snyder
Mike Finney, President MEDC
Doug Smith, VP MEDC
Ken Masumoto BDM MEDC

Mr. Tadashi Kagotani, Senior Managing Director, Nippon Refine

Mr. Masayoshi Tanaka, General Manager, Chemical Projects Coordination Team, Chemical Division, Itochu

Mr. Toshiyuki Fukai, Assistant Project Manager, Chemical Project Team, Chemical Division, Itochu

THANK YOUS:

Bridget Beckman/Ken Masumoto

AGENDA:

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NOTES:

Talking points for this meeting are:

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- Stress how important the battery sector is to Michigan, including the successes we have had.
- Mention specifically Toda who recently broke ground in Battle Creek, as Itochu is an investor in Toda and Nippon Refine.
- Let Nippon Refine realize it fits well in Michigan as ever growing value chain.

BACKGROUND:

Company website: http://www.n-refine.co.jp/index.php/eng/node_186

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Nippon Refine expects to expand its business model to the U.S. Li-ion battery industry in order not only to secure this business chance but also to contribute to USA's sustainability efforts by saving valuable resources using eco-friendly technology.

NR wants to start SMALL and grow BIG to contribute to the community where they locate.

Meeting with ERI
September 27, 2011

EVENT

ORGANIZER/POC:

Ken Masumoto – 269-209-4161

TIME:

9:00-9:25 am

LOCATION:

Conference Room Momo

PURPOSE:

Nippon Refine is a global leader in battery recycle/reuse business. Their parent company is Itochu. As a vital role in the Li-ion Battery business, the presence of a world class recycling company is a must in Michigan now that Michigan is the leader in battery manufacturing for use in the areas of EV, HV and PHV applications and others. For their manufacturing project, the MEDC has submitted a proposal to attract them to Michigan. We are competing with Indiana for this project.

PRESS:

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GOV ATTIRE:

Suit and tie

MEETING

PARTICIPANTS:

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Mike Finney, President MEDC
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Mr. Toshiyuki Fukai, Assistant Project Manager, Chemical Project Team, Chemical Division, Itochu

THANK YOUS:

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AGENDA:

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NOTES:

Talking points for this meeting are:

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- Stress how important the battery sector is to Michigan, including the successes we have had.
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- Let Nippon Refine realize it fits well in Michigan as ever growing value chain.

BACKGROUND:

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Meeting with Toda Kogyo

September 27, 2011

EVENT

ORGANIZER/POC:

Ken Masumoto – 269-209-4161

TIME:

9:30-9:55 am

LOCATION:

Conference Room Momo

PURPOSE:

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GOV ATTIRE:

Suit and tie

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**Meeting regarding Michigan State University and Tokyo University of Agriculture
Partnership**

September 27, 2011

EVENT: Attend the state of a meeting with Director Creagh and members of Michigan State University and Tokyo University to discuss their Agriculture Partnership

EVENT ORGANIZER/POC: Jamie Zmetko-Somers, Dept. of Ag.

ATTENDEES: **Members of MSU-TUA delegates include:**
Tokyo University of Agriculture President **Prof. Dr. OSHAWA, Kanju**
Director of TUA International Programs **Prof. Dr. Akimi Fujimoto**
MSU College of Agriculture and Natural Resources: **Senior Associate Dean Dr. Frank Fear**
MSU's College of Agriculture and Natural Resources: **Prof. Dr. Murari Suvedi**
MSU College of Agriculture and Natural Resources: **Specialist Dr. Joseph Cousins**

TIME: 10:30 - 10:45 (meeting goes from 10:30 – 11:00)

LOCATION: Momo Conference Room, 4th Floor, Imperial Hotel

PRESS: None

GOV ATTIRE: Coat and Tie

THANK YOUS: Bridget Beckman

AGENDA: Business meeting

NOTES: See below

Specific notes for this meeting are:

- MSU's College of Agriculture and Natural Resources is the oldest partner of Tokyo University of Agriculture (TUA). The partnership has been active since 1966. MSU is the only partner university of TUA in the United States.
- Every year, Tokyo University of Agriculture sends exchange students to MSU. TUA students spend one year at MSU taking academic courses, English language

classes, and learning about American culture. All credits are transferred to TUA towards graduation.

- Tokyo University of Agriculture students attend the Summer Study Program at MSU. In this program, TUA students learn about Michigan agriculture and natural resources. They attend classes, visit farms, State Parks, County Fairs, and participate in a variety of educational activities.
- Tokyo University of Agriculture faculty members have spent time at MSU working in various laboratories and departments. We support joint research and exchange of scientists/researchers.
- MSU faculty members have taught classes/workshops at Tokyo University of Agriculture. They have collaborated with University of Agriculture faculty in joint research projects.
- Since 2001, some 25 MSU students have participated in the International Student Summit organized by Tokyo University of Agriculture. MSU students have also attended the Comprehensive International Education Program and Summer Field Experience in TUA's Joetsu Farm.
- MSU and TUA partnership has sustained for over 45 years. Both sides have benefitted from the partnerships. Both are committed to strengthen and deepen the partnership. **In October, 2012, MSU will be hosting the International Summit on Higher Education in Food, Agriculture and Environment in partnership with Tokyo University of Agriculture. We expect to invite academic leaders and student representatives from approximately 35 major agricultural universities from around the world. This will be a joint activity between MSU and Tokyo University of Agriculture.**

Meeting and lunch with Tokyo Rope

September 27, 2011

EVENT

ORGANIZER/POC:

Ken Masumoto – 269-209-4161

TIME:

11:30 a.m. – 1:00 p.m.

LOCATION:

Meeting in Conference Room “Katsura” 4th Floor
Followed by buffet lunch in the "Matasu" room on the 4th Floor.

PURPOSE/ASK:

A meeting with Tokyo Rope to encourage their choice of Michigan to manufacture Carbon Fiber Composite Cable. The MEDC has been actively working to convince Tokyo Rope to locate in Michigan. Tokyo Rope will then host the participants for buffet lunch in a private room at one of the hotel restaurants.

PRESS:

Not included

GOV ATTIRE:

Suit and tie

MEETING

PARTICIPANTS:

Governor Rick Snyder
Michael Finney, MEDC
Ken Masumoto, MEDC
Doug Smith, MEDC

Dr. Nabil Grace, Lawrence Tech

Mr. Shigeto Tanaka, Chairman, Tokyo Rope
Mr. Michio Inose, President, Tokyo Rope
Mr. Shinji Kurashige, Senior Managing Director & General Manager, TCT Division, Tokyo Rope
Mr. Kazunori Satoh, General Manager, General Affairs Division, Tokyo Rope
Mr. Yoichi Shuto, Vice Director, TCT Division, Tokyo Rope
Mr. Yoshiaki Yamamoto, Vice Director, TCT Division & General Manager, North American Project, Tokyo Rope

Mr. Atsushi Yunokizaki, General Manager, Corporate Planning Overseas Operation, IT Planning, & TCT

Business Planning, Tokyo Rope
Mr. Eiji Chiura, Senior Operation Officer, TCT Division,
Tokyo Rope

Mr. Shotaro Nakahama, Tokyo Rope Novi Office

(Please note that you have met Mr. Nakahama, as he used to be the head of the Japan Business Society of Detroit) JBSD does not know yet that he is joining Tokyo Rope.)

Masahika Kowamura, Chairman, Toray Industries
Moriyuki Onishi, Senior VP, Toray Industries

THANK YOUS:

Bridget Beckman/Ken Masumoto

AGENDA:

- 11:30 – 12:00 Meeting with Tokyo Rope in Katsura Room,
including signing of MOU
- TR Chairman, greetings and introduction of attendees from TR – 5 minutes
 - Governor Snyder – greeting and introduction of attendees from the State of Michigan and MEDC – 5 minutes
 - Signing of MOU and Confidentiality Agreement between TR and MEDC President Finney and Mr. Inos, President of Tokyo Rope
 - Remarks by Dr. Nabil Grace – 5 minutes
 - Introduction of CFCC by Mr. Chiura – 10 minutes
- 12:00 – 1:00 All will move to Matsu Room for lunch
- Toast by Chairman or President of Tokyo Rope
 - Buffet lunch
- Note that a video of CFCC will be projected during lunch time introducing various applications and usages.
- 1:00 Adjourn

NOTES:

Talking points for this meeting are:

- Introduction of the Governor and MEDC management to Tokyo Rope
- Discuss the possibility of manufacturing CFCC (Carbon Fiber Composite Cable) in Michigan. Express strong interest in having Tokyo Rope to Michigan for investment in setting up a manufacturing plant of CFCC.
- Update of the Feasibility Study of the CFCC project which was briefed to the MEDC at their last visit to Lansing in July.
- MOU and NDA agreement - MOU to be signed by MEDC (Mike Finney) and Tokyo Rope Chairman during this meeting
- As the company for the background of the CFCC project and possible investment and job creation by establishing their sales/engineering office and production facility in the US.

- Expression of positive support for the project by the State of Michigan and MEDC including marketing support such as introduction of ITC and other potential users plus MDOT and supply chain which will be needed for justification of their investment in Michigan.

BACKGROUND:

Company website: <http://www.tokyorope.co.jp/english/>

Mr. Tanaka has been President of the company since 2002 through 2010, he is now Chairman of the Board and acting as Chief Executive of the company.

Mr. Inose is President of the company since June, 2010. Previously he was responsible for consolidated corporate administration including human resources, general affairs, financing & accounting and planning.

Mr. Kurashige, a board member, has been with our company for 40 years with engineering background, responsible for technology, R&D and engineering. Now as general manager of TCT division (Total Cable Technology = from steel to fiber, including software and hardware, //manufacturing, maintenance, inspection and solution), he is responsible for directing corporate strategic business development.

Mr.Satoh, also a board member, has been with our company for 40 years and is responsible for corporate administration including general affairs and human resource.

Mr.Shuto, joined TCT division in 2009, previously was with our fiber rope division. Having technical background, he conducts fiber rope and cable business including carbon fiber.

Mr.Yamamoto, just joined our company in July this year, was with global IT business for five years. Now he belongs to TCT division and responsible for business development of North America.

Mr.Yunokizaki has been in corporate strategic planning for 5 years.

Mr.Chiura has been conducting executive TCT activities, responsible for global strategic planning and operations

Established in 1887, Tokyo Rope (TR) is a leading rope manufacturer and well-respected manufacturing company. Currently, TR also serves as a supplier of cutting-edge materials which are essential for the development of solar power generation and deep ocean energy, as well as the reconstruction of urban infrastructure.

TR is dedicated to growing as a company that provides "total cable technology" by making full use of its unique strengths, combining a variety of materials (steel, fiber and carbon fiber) with great technological depth (cable manufacturing, end processing, life assessment, engineering, etc.).

In the company's new Medium-Term Management Plan, launched in fiscal 2010, we have raised the goals to achieve 100 billion yen in consolidated sales and 10% consolidated recurring profit as a percentage of sales in four years. With these goals in mind, TR has named the first two years "TCT-I," as Phase I of their pursuit of total cable technology. Under TCT-I, TR will seek to expand our field of activity in global markets by proactively devoting management resources to overseas growth areas, such as solar power generation, oil and mine development materials and infrastructure development, while working to fundamentally strengthen our competitiveness in domestic businesses.

Strategy: TR is aggressively working to meet the needs arising from areas of road, bridge and ports. In doing so, TR makes rational use of the characteristics of rope and net. TR is paying great attention to the environment with consideration for environmental protection in the processes of design, production, and installation. TR sells various kinds of materials for civil and architectural works, general equipment and machines related to wire products. Also we sell steel fibers for friction materials of automobile brakes, wire saw devices to slice inorganic compound materials such as silicon crystal and crystal.

Corporate Name	Tokyo Rope Manufacturing Co., Ltd.
Date of Establishment	April 1, 1887
Head Office	3-6-2 Nihonbashi Chuo-ku, Tokyo 103-8306
Capital	15,074 million yen
Representative	President Michio Inose
Number of Employees	2,184 on a consolidate base as of March 2011
Description of Business	Manufacturing and sales of wire rope, steel cord, Carbon Fiber Composite Cable (CFCC): design and construction of road safety devices such as rock fall prevention net, environment protection products such as sound insulation walls, and bridges and cable-suspended bridges: manufacturing and sales of various industrial machinery and metal fiber
Offices and Facilities	Osaka Branch, Nagoya Branch, Kyushu Branch, Sapporo Branch, Sendai Branch Tsuchiura Plant, Sakai Plant, Kitakami Plant, Kitakami Machinery Works

Shanghai Office, Hong Kong office, Kazakhstan office, Moscow office

Stock Listing Tokyo Stock Exchange 1st Section, Osaka Stock Exchange 1st Section

Sales 71,887 million yen (FY2010, Consolidated)

Profit 3,054 million yen (FY2010, Consolidated)

Current Net Income 765 million yen (FY2010, Consolidated)