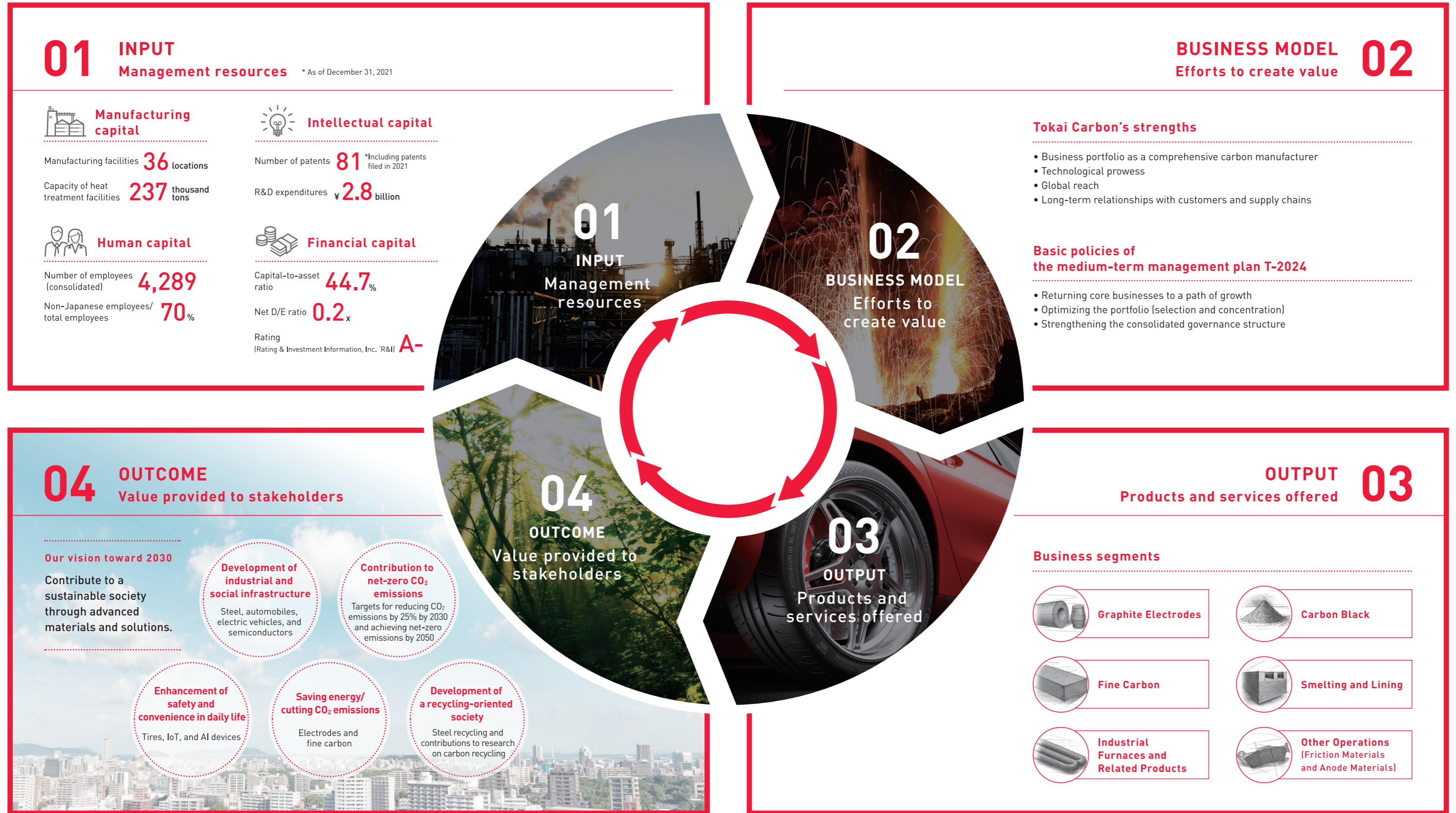


Value creation process

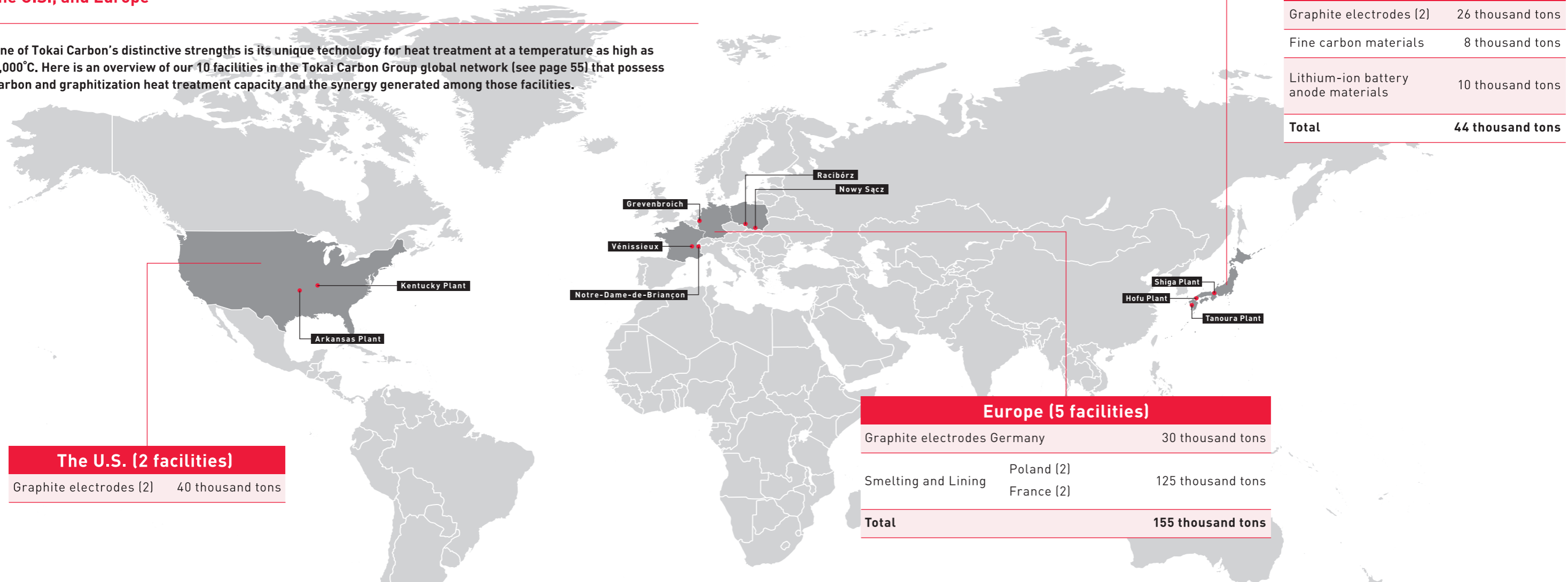
We consider the major changes we are experiencing in the external environment—life with COVID-19, acceleration of digital transformation (DX), the movement toward carbon neutrality, increasing geopolitical risks, respect for human rights, and diversity—as paradigm shifts to which we must pay special attention. Under these circumstances, we will strive to create various forms of value that contribute to a sustainable society by leveraging our management resources, which constitute the source of our competitive advantage, and build stronger ties of reliability.



Tokai Carbon's carbon and graphitization heat treatment facilities across the globe

Precisely meeting the growing global demand from our three regional operations in Japan, the U.S., and Europe

One of Tokai Carbon's distinctive strengths is its unique technology for heat treatment at a temperature as high as 3,000°C. Here is an overview of our 10 facilities in the Tokai Carbon Group global network (see page 55) that possess carbon and graphitization heat treatment capacity and the synergy generated among those facilities.



Synergy at heat treatment facilities

The Graphite Electrodes, Fine Carbon, and Smelting and Lining businesses are different from one another in terms of both products and target industries but have one thing in common: the heat treatment process. This enables us to generate technological synergy within the Group and flexibly adapt our production operations to changes in the business environment and social conditions in the future. Recently, as locally produced EV batteries are increasingly used in Europe, we have transferred our anode materials production technology from Japan to our heat treatment facilities in France to start local production of anode materials and generate synergy.

Outline of the heat treatment process

