

Tokai Carbon's Sustainability

The importance and urgency of efforts to realize a sustainable society is further increasing with the emergence of social issues surrounding the global environment, such as global warming and extreme weather conditions, as well as human rights abuses and poverty.

We have set "Contribute to a sustainable society through advanced materials and solutions" as our long-term vision toward 2030, and will contribute to global environmental and social issues, as summarized in the SDGs (Sustainable Development Goals), through our corporate activities.

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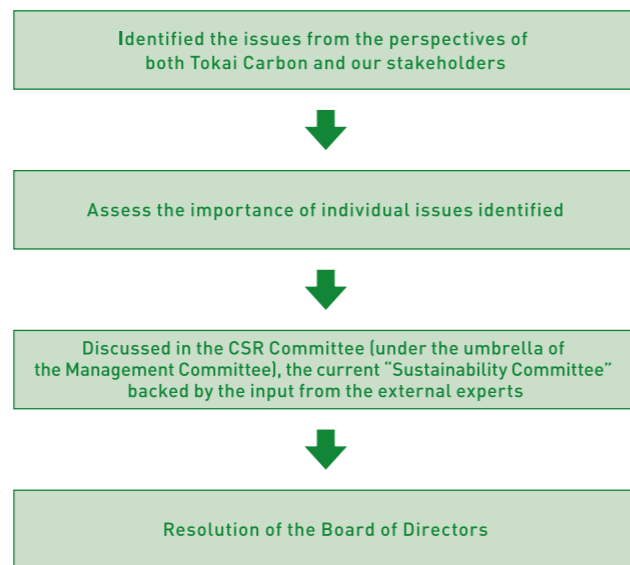
Basic Policy and Structure

Sustainability Policy

Tokai Carbon Group engages in corporate activities based on the corporate philosophy of "Ties of Reliability" with our stakeholders. Our management strategies are based on good consideration of ESG (Environmental, Social and Governance) and work to solve social issues through our business that will contribute to the sustainable society and enlarge our corporate value.

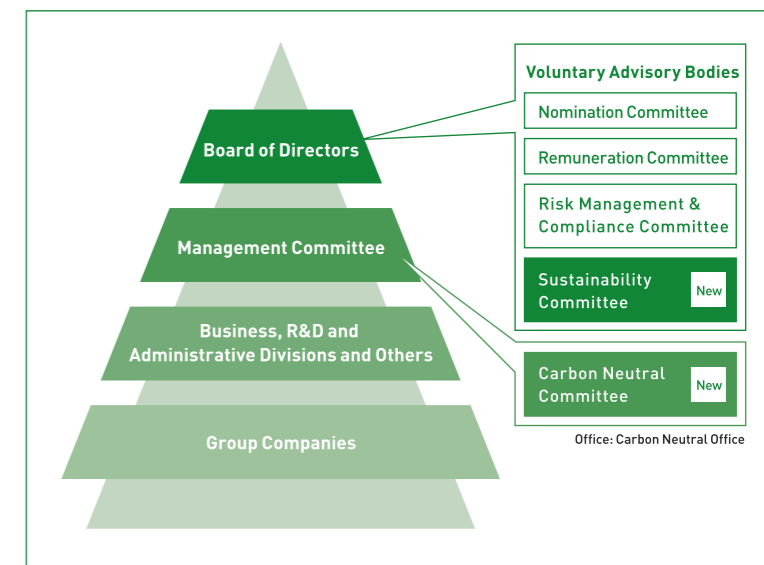
Materiality identification process

In November 2019, we specified our "Materiality" that we should focus on. We will sincerely face each materiality, contribute to the realization of a sustainable society, and appropriately disclose the status of its efforts.



Sustainability management structure

In January 2022, we set up the Sustainability Committee as a voluntary advisory body to the Board of Directors. Chaired by the President and CEO, it consists of the officer responsible for the General Affairs and Legal Affairs Department, the officer responsible for the Corporate Planning Department, the officer responsible for the Human Resources Department, the General Manager of the R&D Strategy Division, the General Manager of the Technology & Engineering Division, and General Managers of four principal business divisions. It meets on a quarterly basis, in principle, to discuss important matters related to sustainability, refer certain matters to the Board of Directors, submit reports to the Board of Directors, and supervise the disclosure of information on sustainability, including the creation of integrated reports.



Sustainability targets (KPIs) and results

Materiality		Goals	FY2021				FY2022		
Themes	Elements		Specific numerical targets	Scope*1	Results	Rating	Specific numerical targets	Scope*1	
Harmony with the global environment	Reducing environmental impact	Reduce greenhouse gas emissions	Reduce energy consumption per unit production (cut by 1% or more on an annual basis)	Domestic group	Target expected to be met through energy-saving effects, such as productivity improvements (target being met at approx. 97% YOY)	○	Reduce CO ₂ emissions by 25% (VS 2018) before 2030 and achieve carbon-neutral in 2050	Consolidated	
		Reduce pollution	Dispose of all low-concentration PCB waste by March 31, 2025		Almost on target with about 52% of low-concentration PCB waste having been disposed of	○	Dispose of all low-concentration PCB waste by March 31, 2025	Domestic group	
			Maintain zero environmental claims against the Company (contamination of air, water, etc.)		No environmental claims filed	○	Maintain zero environmental claims against the Company (contamination of air, water, etc.)	Consolidated	
	Reduce water consumption	—	—	—	—	—	Reduce water consumption (1% or more of reduction from FY2018)	TCJ*2	
Realizing a recycling-oriented society	Recycle waste	Recycle 80% or more of waste	Domestic group	85% of waste recycled	○	Recycle 80% or more of waste	Domestic group		
		Final disposal rate of 25% or lower		19% final disposal rate	○	Final disposal rate of 25% or lower			
Contributing to society through our business	Technological Innovation	Emphasize research and development	Devote 80% or more of development expenditures to reducing environmental burden	TCJ	92% of development expenditures devoted to reducing environmental burden	○	Devote 80% or more of development expenditures to reducing environmental burden	Domestic group	
			Devote 60% or more of development expenditures to reducing environmental burden	TKK	74% of development expenditures devoted to reducing environmental burden	◎	Devote 60% or more of development expenditures to reducing environmental burden	TKK*3	
			Make 80% or more of patent applications in areas related to reducing environmental burden	TCJ	92% of patent applications filed in areas related to reducing environmental burden	○	Make 80% or more of patent applications in areas related to reducing environmental burden	Domestic group	
			Make 60% or more of patent applications in areas related to reducing environmental burden	TKK	75% of patent applications filed in areas related to reducing environmental burden	◎	Make 70% or more of patent applications in areas related to reducing environmental burden	TKK*3	
	Supplying safe and secured products	Further elevate quality	Reduce electrode consumption rate*1 (3% reduction from 2019)	TCJ	Of target users to whom quality-improved products were shipped, 67% achieved a reduction of 3% or more. Although the reduction level remains the same for the remaining 33%, the overall target has been met.	○	Reduce electrode consumption rate [3% reduction from FY2021]	Consolidated	
			Supply chain management	Raise supplier awareness of CSR	Make all key suppliers in the Tokai Carbon Group aware of the Group's procurement policies	Consolidated	Report on the analysis results of a survey conducted on six key domestic suppliers in 2020 has been issued. In addition, five key suppliers at overseas bases have been selected.	○	Disseminate procurement policy to new suppliers on a consolidated basis Conduct CSR survey
	Reduce CSR risks at suppliers	Roll out CSR surveys to key suppliers in the Tokai Carbon Group		○	Conduct CSR survey of key suppliers on a consolidated basis				
	Respect for human rights	Raise employee awareness of human rights	Implement harassment training based on the results of a harassment awareness survey	TCJ	Harassment training conducted (attendance rate: 94%)	○	Revise Harassment Manual and conduct harassment training at domestic subsidiaries	Domestic group	
			Implement human rights due diligence training	Domestic group	Training on global human rights policy and human rights due diligence has been conducted. Post-training questionnaire indicates a certain level of understanding has been achieved. Target has been met.	○	Conduct annual human rights due diligence		
			Improve understanding of global human rights policy		○	Improve understanding of global human rights policy			
Contribution to community	Actively engage in community contribution activities	—	Consolidated	Total amount of donations and activity spending: approx. 21.9 million yen Community contribution activities: cleanups, forest maintenance, food donations to food banks, etc.	—	Enhance disclosure of community contribution activities	Consolidated		
Strengthening Corporate Governance	Establish a consolidated governance system	—	Consolidated	Promotion of internal controls, North American operations holding company's functional upgrading, subsidiary management, etc., have been conducted as planned	—	—	Consolidated		
Strengthening our management base	Ensuring compliance	Maintain ethical standards, regulatory compliance	Commit no serious regulatory violations	Consolidated	No serious regulatory violations	○	Commit no serious regulatory violations	Consolidated	
			Formulate a global code of conduct (tentative name) and inform subsidiaries around the world about it		Formulation of global code of conduct (tentative name) targeted for 2022	△	Formulate a global code of conduct (tentative name) and inform subsidiaries around the world about it		
	Developing diverse human resources	Increase women employees	Increase percentage of career-track female employees (Tokai Carbon Japan)	TCJ	Ratio of female career-track employees as of the end of December 2021 on a non-consolidated basis: 10.17% (10.32% as of the end of December 2020)	△	Double the number of female employees in managerial positions (by the end of 2024)	TCJ*2	
			Percentage of new female graduates hired for career-track positions: 30% on a non-consolidated basis		Percentage of new female graduates hired for career-track positions in FY2021: 66.7% on a non-consolidated basis	○	New career-track female graduate hiring ratio of 30% [Tokai Carbon Japan]		
			—		—	—	—		Increase number of non-Japanese employees in managerial positions (by the end of 2024)
	—	—	—	—	—	—	Raise the ratio of mid-career hires in managerial positions (by the end of 2024)		
Effectively implement training	Total training hours planned by head office (new-hire training / specialist training)	Domestic group	Domestic group	New-hire training in FY2021: 1,252 hours, specialist training: 1,674 hours	○	Total training hours planned by head office (New-hire training / specialist training)	Domestic group		
Promoting occupational safety and health	Reduce occupational accidents	Reduce frequency rate (0.98 or lower)	Domestic group	Frequency rate: 0.39	○	Reduce frequency rate of occupational accidents (1.8 or lower)	Consolidated		
		Reduce severity rate (0.007 or lower)		Severity rate: 0.002					

*1 Domestic group: Tokai Carbon Japan + major domestic subsidiaries (Tokai Konetsu Kogyo, Tokai Fine Carbon, Tokai Material) *2 TCJ: Tokai Carbon Japan *3 TKK: Tokai Konetsu Kogyo

Environmental Management

The Tokai Carbon Group treats the protection of the global environment as one of its highest management priorities. To harmonize our business activities with environmental needs, we have implemented an environmental management system based on the ISO 14001 international standard. In order to achieve harmony between corporate activities and the environment and to realize a sustainable society, we are working to understand and evaluate the impact of our various business activities on the earth qualitatively and quantitatively, and are making various efforts to reduce such impact.

Environmental Philosophy

The Tokai Carbon Group views the protection of the global environment as one of its highest-priority management issues. We work to achieve harmony between business activities and the environment, and conduct activities towards the realization of a sustainable society.

Environmental Policy

1. Comply with environment-related laws and regulation

In consideration of the impact of corporate activities on ecosystems and biodiversity, we will strive to protect the environment by ensuring compliance with environmental laws, ordinances, and agreements, as well as by establishing self-management standards as necessary.

2. Promote efficient use of resources and energy

We will preserve the global environment by conserving resources and energy, minimizing waste, and reducing emissions of global warming and hazardous substances. In particular, we will strive to reduce CO₂ emissions to achieve carbon neutrality, as well as to use water efficiently and manage wastewater appropriately.

3. Enhance environment management system

We will maintain and improve our environmental management system and develop our corporate activities in consideration of the global environment within the framework of appropriate governance.

4. Promote environmental awareness and social contribution activities

We will raise the environmental awareness of each and every employee and make group-wide efforts to preserve the global environment.

5. Disclosure of environmental information

We will disclose environment-related information related to our corporate activities in a timely and appropriate manner to fulfill our accountability to our stakeholders.

Environmental objectives

In advancing its environmental activities, Tokai Carbon undertakes initiatives focused on the following four targets.

1. Legal compliance

We carefully confirm the requirements of relevant laws, ordinances, community treaties, and agreements and properly comply with them. In 2021, we had no business locations in violation of key regulatory limits or standards, and we had no cases of environmental lawsuits or penalties.

2. Zero environmental claims

Even when within standards outlined in relevant laws, ordinances, community treaties, and agreements, we appropriately respond to any incidents that could cause trouble for the local community. No significant environmental claims were made against Tokai Carbon in 2021.

3. Reduction of energy consumption per unit

Tokai Carbon works to cut its emissions of CO₂ and other greenhouse gases by reducing its energy consumption per unit production. As a mid-term target, we aim to achieve an S-class rating by reducing the annual energy consumption by 1%, following the standards of the Energy Conservation Law.

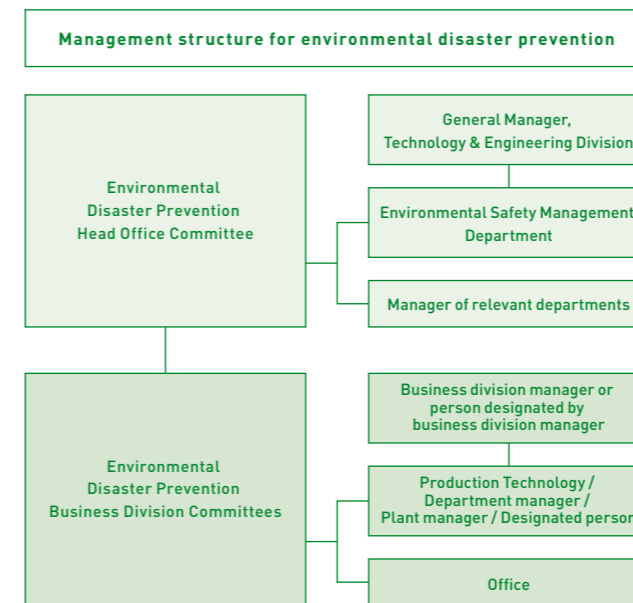
4. Reduction of industrial waste

In 2021, Tokai Carbon furthered its recycling efforts by searching for and hiring a new company to process valuable waste items and as a result, a reduction in the volumes of industrial waste sent out for consigned treatment or final disposal has been achieved. Having targeted a recycling rate of 80% or higher and final disposal rate of 25% or less, we achieved a recycling rate of 85% and final disposal rate of 19%. We will continue targeting a recycling rate of 80% or higher and final disposal rate of 25% or less for 2022. Going forward, we will redouble our efforts to separate waste by category and recycle whenever possible to further reduce the amounts of waste handled through consigned treatment or final disposal.

Management structure for advancing environmental disaster prevention

Tokai Carbon has established an environmental management structure consisting of the Environmental Disaster Prevention Head Office Committee and the Environmental Disaster Prevention Business Division Committees, through which Group companies participate.

The Environmental Disaster Prevention Head Office Committee establishes major strategies and policies, and each business division pursues activities in line with the ISO14001 international standard for environmental management. Moving forward, we aim to take on challenges, the achievement of which will have progressively greater benefits for the environment.



ISO 14001-based environmental management system

The ISO 14001 international standard is critical for pursuing business activities in an environmentally friendly manner. Tokai Carbon has obtained ISO 14001 certifications for all of its plants in Japan. As of October 2020, 80.7% of Tokai Carbon Group's major manufacturing sites, including those overseas, have the certification.

We are striving to enhance the effectiveness of our environmental protection activities through regular audits internal audits performed by designated Company auditors and external audits performed by independent certification bodies. There were no material findings from the external audits conducted.

Basic ideas for water resource

Water is essential for Tokai Carbon's business activities, and we are also aware that it is a vital resource in the local communities where our company's plants, etc. are located. Because of that, we are promoting efficient use of water companywide through water recycling and manufacturing process improvements.

Water consumption reduction target

From 2022, the Company is targeting an annual reduction in water consumption of 1% or more per year from FY2018 levels by firmly grasping water consumption required for its production and suppressing excessive water use.

*Scope: Tokai Carbon Co., Ltd.

Water risk assessment

At Tokai Carbon, we use WRI Aqueduct to identify water-stressed regions. In 2019, we conducted a survey that targeted all 45 of our domestic and international bases^{*1}, including our Head Office, branches, and group companies. Among these targets, one base was determined to have high water stress^{*2}, but after conducting a detailed survey of the conditions that led to the occurrence of floods and droughts in the past as well as water usage^{*3}, we have confirmed the risk to be low.

*1 As of July 2019

*2 A region that comes under "Overall Water Risk," one of the WRI Aqueduct risk categories.

*3 This base does not take water from underground and river sources, but uses a monthly average of approximately thirty thousand tons of industrial water, which is within the water-use rights concluded with local government agencies.

Activities for reducing environmental burden based on voluntary standards

To reduce our environmental burden at Tokai Carbon, we not only take measures required by various laws but also strive to reduce environmental pollutants based on our voluntary standards that are stricter than current laws. As for low-density PCB waste, we have set a target of disposing of all low-density PCB waste owned by the end of March 2025, two years ahead of the legally specified deadline. We have disposed of 52% by volume as of 2021 and the remainder (48%) will be continuously disposed of to achieve the target. As for industrial waste, we will focus on further reduction of consignment disposal volume and overall disposal volume, by thoroughly separating waste and recycling.

Environmental education and awareness

To promote the Company's environmental initiatives, it is important for each employee to increase their understanding of environmental issues and act with environmental awareness. Tokai Carbon outlines environmental education and awareness activities in our environmental policy and proactively conducts various education and awareness activities related to the environment.

Under our environmental management system, we have established structures and procedures to identify the potential for an environmental pollution accident, engage in environmental pollution prevention and, in the event of an emergency, minimize the environmental impact.

We also systematically conduct educational activities to ensure the development of credentialed environmental engineers, including the pollution prevention managers and energy management technicians, required for our business activities.

Respect for Human Rights

At Tokai Carbon, we believe that consideration for human rights is important in order to realize our corporate philosophy of “Ties of Reliability”. The Universal Declaration of Human Rights declares the “common standards that all peoples and all countries must achieve” in order to respect and ensure human rights and freedoms, and we support this declaration.

Global Policy on Human Rights

In order to fulfill our corporate responsibility to respect human rights, we conduct business activities with a high sense of ethics based on the Guiding Principles for Business and Human Rights. In July 2020, based on these international regulations on human rights, we established the Tokai Carbon Group Global Policy on Human Rights. Under this policy, we will further promote to respect human rights as Tokai Carbon Group. The Tokai Carbon Group Human Rights Promotion Committee plays a central role in promoting this global policy and the concept of respect for human rights.

We support the “Children’s Rights and Business Principles”, too, because we believe that special consideration is needed regarding children’s human rights since they are vulnerable to violations of their rights. We are also engaged in social contribution activities to avoid violations of children’s rights in our business and to realize children’s rights.

Provisions of Tokai Carbon Group Global Policy on Human Rights

- 1) Compliance with laws and regulations
- 2) Prohibition of discrimination
- 3) Prevention of child labor and slave labor
- 4) Support for basic labor rights
- 5) Reduction of excessive working hours and securing right to wages
- 6) Health and safety standards
- 7) Prohibition of harassment
- 8) Respect of privacy
- 9) Prevention and mitigation of negative impacts on human rights
- 10) Response to human rights violations



WEB Tokai Carbon Group Global Policy on Human Rights
https://www.tokaicarbon.co.jp/en/sustainability/pdf/human_rights.pdf

Human rights due diligence

The Tokai Carbon Group conducts human rights due diligence to ensure corporate respect for human rights in order to identify and assess, as well as prevent and address, potential human rights risk arising from the entire value chain and corporate-related human rights-issues. Such issues shall be identified based on the engagement with our stakeholders including employees, suppliers and business partners.



Initiatives for human rights awareness

Tokai Carbon conducts group-wide and division-specific training to instill an awareness of human rights in its employees.

Based on the Global Human Rights Policy of the Tokai Carbon Group, training focuses on reinforcing an understanding of the basic way of thinking about Respecting Human Rights. In doing so, it uses present-day examples, including ones addressing discrimination, harassment, violations of the rights of people with disabilities, and violations of the rights of people from other countries.

Human rights training is conducted for employees who have been newly hired or promoted to management. Particularly when promoted to management, they are educated on human rights issues such as bullying and harassment, including incident numbers and examples of measures taken in each case.

In 2021, human rights training was conducted for management personnel, with the participation of 121 employees at Tokai Carbon and 111 employees at Group companies in Japan. Based on our awareness that human rights are the foundation of sustainability, we have joined human rights organizations for businesses in Tokyo, Osaka, and Nagoya. We use our memberships in these organizations to share information on and expand our understanding of human rights to ensure that respect for human rights remains a key aspect of our corporate culture.

Human Resource Development

Tokai Carbon guarantees fair employment opportunities for all individuals and considers only aptitudes and strengths in making hiring decisions. We make no distinctions based on race, geographic origin, nationality, age, gender, sexual orientation, or disability. In hiring recent college graduates, we seek goal-oriented, self-directed individuals who welcome challenges, are problem solvers, and will cooperate with others. When it comes to mid-career hires, we look for people who have skills that respond to our overseas business development, technical development, and other business needs.

Initiatives for Human resource development

Certification and ranking system

Tokai Carbon operates a certification and ranking system that differs depending on the career development track, as defined by responsibilities, department assignment, and rotation. This system allows career development tracks to be changed based on Company needs or employee preferences and opens the door to the rapid promotion of outstanding individuals.

Evaluation system

We employ a goal management system that outlines performance goals and topics to clarify target goals for each employee. Each employee participates in a meeting during which they set specific goals and are given progress evaluations to increase individual motivation, promote personnel development, and ensure performance management. To promote understanding of the personnel evaluation system and goal management system and to eliminate inconsistency in evaluations, we provide training for employees who become new evaluators to ensure the effective implementation of the system.

Self-assessment

Tokai Carbon has a system under which employees — mainly general career-track employees whose professional education includes position rotations — annually assess the volume and quality of their work and express desires for current and future positions and locations. This information is communicated to the Human Resources Department by employees in personal interviews. It is used by the department as basic input for making career development and training decisions, and for assessing individual positions and workplace environments.

Education and training

1. Specialized training

Training to study languages abroad, for next-generation leadership and for executive management based on selection, was introduced as specialized training in 2017 to secure future management candidates. In 2021, an executive management training course was conducted over a period of six months to managerial staff members selected from each business department. However, the two-month study abroad language training was called off due to the COVID-19 crisis and was replaced by programs that could be attended in Japan for candidates for an overseas posting selected from the younger staff of each business department. In 2022, we will be conducting six-month next-generation-leader training for medium-level staff selected from each business department. Note that study abroad language training will be conducted after a style of training compatible with living with COVID-19 is developed. The training participants will conduct presentations on their achievements for the president and business division leaders.

2. Stratified training

In terms of stratified training, training for general managers, managers, management leaders, and senior staff is conducted as training courses

for managerial staff, while leadership training, cafeteria training (where the participants freely select a program for skills that are useful for their work), global training, career design training, step-up training, second-year training, and new hire training are conducted for the younger generation. Training for managerial staff accepts trainees from group companies if so requested. New hire training has been enhanced from 2019, with on-site training at plants, in addition to head office introductory training for approximately three months, in order to provide new hires with basic knowledge regarding safety and production management, etc. required of employees of a manufacturing company.

Work-life balance

Tokai Carbon allows employees to take childcare leave for up to two years following the birth of a child, and nursing care leave for a total of 93 days per family. Employees may also work shortened hours up to the time their children complete the third grade of elementary school. These benefits exceed statutory standards and give employees a relatively high level of flexibility in meeting family needs.

Opportunities for women

In our general employer action plans based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace for promoting the careers of women formulated in 2022, we set our goals over a three-year period beginning April 2022 to increase the hiring of female new graduates to at least 30% of people taken on for career-track positions, to increase the number of females in managerial positions to six by the end of 2024, and to attain a 70% or higher acquisition rate of annual paid holidays. The percentage of females to the total number of new graduates taken on for career-track positions hired in 2022 reached 66%.

Expanding hiring of people with disabilities

Based on our stance of providing job opportunities for people with disabilities and helping to build an inclusive society, we will continue our efforts to provide worker-friendly environments and actively employ people with disabilities. As of June 1, 2021, employees with disabilities made up 2.55% of our workforce, above the legally mandated level.

TOPICS

Employing persons with disabilities in TOKAI farm



We began working to cultivate vegetables with special needs individual using a corporate farm. Two farm managers and six staff members are engaged in a hydroponics facility in an indoor farm. We can harvest leafy vegetables, such as pine and vegetables, in about one month after sowing. The harvested vegetables are distributed to employees.

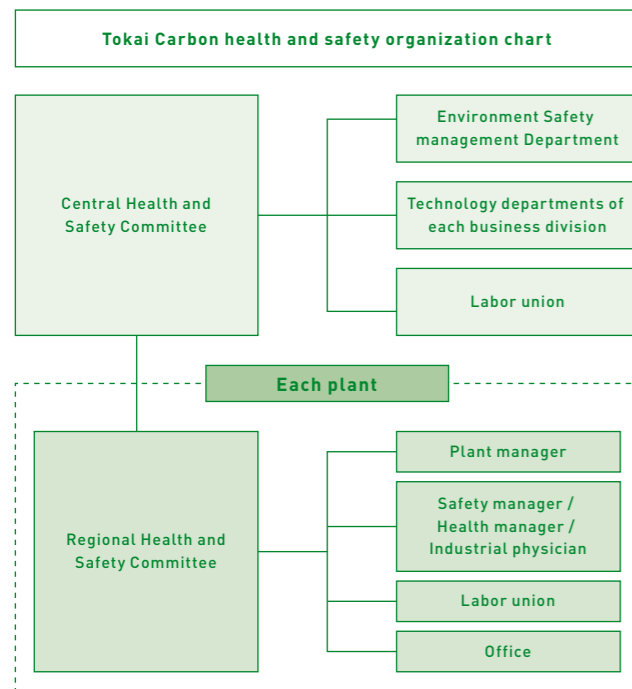
Occupational Safety and Health

Occupational safety and health are one of our highest priorities and a key concern of management. Aiming to keep our operations free of occupational accidents, we strive to ensure that everyone working in our facilities is aware of potential dangers.

Health and safety management structure

We believe a united front between labor and management is vital to eliminating labor accidents. To confirm the status of health and safety activities at each plant and to deliberate and outline core initiatives related to health and safety, we convene Central Health and Safety Committee meetings attended by labor and management representatives, including executives responsible for occupational safety. Every year, we set policies for enhancing occupational safety and health at Central Health and Safety Committee meetings in order to keep improving occupational safety and health going forward. From 2022, the scope will be expanded to cover consolidated companies with the frequency rate management value set to 1.8 or less.

At Tokai Carbon, the Board of Directors supervise occupational safety and health risk, and the board member in charge of risk reports important matters such as occupational accidents to the Board of Directors as necessary.



Improving occupational safety and health

At Tokai Carbon, we continually engage in full-participation safety management and regularly conduct accident-prevention activities, give presentations of near misses, and hold KYT (hazard prediction training). When new production facilities are installed or expanded, risk assessment is conducted from the facility design phase, and if disaster risk is considered high, we

eliminate the factor in advance to reduce the risk. We conduct the risk assessments from the designing phase of installing a new or additional production facility. Any high disaster risk is removed at this stage by improving the design.

In 2021, there were no accidents resulting in lost workdays. When an accident resulting in lost workdays occurs, we first analyze the situation with on-site verification, thoroughly understand the root cause through further analysis, and then develop recurrence prevention plans. Moreover, we not only draw up those countermeasures, but also visit plants to do safety inspections and check the effectiveness of the recurrence prevention plans. We also encourage the information sharing among all our workplaces to prevent similar accidents from occurring and strive to strengthen the foundations of our safety through a workplace system of safety measure inspections.

In addition to these initiatives, we conduct safety education to enhance safety awareness. To motivate workers to have higher alertness to danger, we have introduced training given by an external organization. In 2021, 79 workers, including new hires, participated in this training. Furthermore, we have conducted safety training to put safety rules in the workplace and to thoroughly instill prevention plans to avoid the recurrence of occupational accidents that happened in the past. In 2021, 79 employees who have joined the company within the 5 years have taken this training course.

Labor relations

The Tokai Carbon Group respects the rights of employees, including the freedom of association and the right to collective bargaining. Tokai Carbon has signed a union shop agreement with the Tokai Carbon Labor Union. Union membership includes 79.4% of Tokai Carbon employees (as of the end of December 2021.)

Labor and management discuss matters concerning labor relations and business activities in meetings of the Labor Committee, Work Committee, and Expert Committee on Human Resources Systems. Working from a foundation of trust and cooperation, labor and management fulfill their respective responsibilities and strive to implement policies that promote positive interaction.

When it seeks to implement organizational and employment policy changes, management consults with the union before finalizing decisions.

Working hours and wages

With regard to working hours, we comply with all labor-related laws. We also aim to restrict overtime and reduce it in consideration of the work-life balance of our employees and the maintenance and improvement of their health.

We comply with all labor-related laws as they pertain to wages, too. After considering factors such as a living wage, we set a basic policy of paying employees the minimum wage or higher.

Reliable Supplies of Products / CSR Procurement

Serving a customer base spanning a wide array of industries and sectors, the Tokai Carbon Group's products are used in a broad range of fields related to automobiles, steel, electronic components, agricultural and industrial machinery, lithium-ion batteries, and other sectors. We are aware that our basic duty is to maintain a stable supply of high-quality products. As a company that forms part of the supply chains of our customers, we comply with numerous laws, regulations, and social norms and also make continuous efforts to minimize the environmental impact of our manufacturing operations.

Diversified Plant Location, Local Production

The Tokai Carbon Group used to center on production in Asia, and in the 1990s, we began expanding our operations to the global market. In 2004, we launched a carbon black plant in China, which was sold off in February 2022. Then, in 2005, we acquired TOKAI ERFTCARBON GmbH, a German graphite electrode manufacturer. In 2014, we acquired Cancarb Limited, a carbon black manufacturer based in Canada. We have thus created production bases in multiple locations. In 2017 and 2018, we acquired North American bases for the graphite electrode and carbon black businesses, enabling us to produce and sell products close to high-demand areas and reliably supply quality products to customers as a global player in both businesses.

Stable Procurement of Raw Materials

We procure principal raw materials for our carbon black products and electrode products from tar distillers and oil refiners. Suppliers are limited around the world, but we build close relationships with our suppliers to constantly procure raw materials and supply products and fulfill our duty to customers and all other stakeholders. We aspire to prosper and attain good results together with our suppliers while striving to build a sustainable society.

The supply of raw material oil for carbon black and needle coke as one of the key raw materials for electrodes is becoming tighter as demand for these products grows. We select suppliers of the raw material oil for carbon black with careful consideration of the balance between the quantity required, price and types. Needle coke is currently procured separately by our plants in Japan, the United States, and Europe. For stable procurement, we will explore the future possibility of integrated purchases for the three bases, aiming to develop an optimal procurement system for the whole Group.

CSR Procurement Policy

In order to face global environmental and social issues as a concerned party, we will contribute to the realization of a sustainable society together with our suppliers through the "Tokai Carbon Group Procurement Policy".

WEB Tokai Carbon Group Procurement Policy
https://www.tokaicarbon.co.jp/en/sustainability/pdf/pdf_procurement.pdf

Implementation of CSR procurement survey for our business partners

For our new and priority business partners, we request they agree with our Group Procurement Policy and respond to the CSR Procurement Survey to confirm their compliance status. Its major survey items are determined in accordance with the Procurement Policy.

Major survey items in the CSR Procurement Survey	
1) Corporate responsibility	Availability of policies and educational training on corporate social responsibility, and the number of violations of compliance for the last three years, etc.
2) Transparency	The status of how suppliers monitor environmental and social problems
3) Respect for human rights	International covenants on human rights they support, and the status of measures to prevent human rights abuses and human rights seminars
4) Employment and labor	Policies and frameworks for the prevention of work-related human rights violations including forced labor, child labor, slave labor, human trafficking, and various other harassments; and the number of legal violations
5) Environment	Policies and frameworks for the prevention of environmental pollution, effective use of resources, climate change, and the number of legal violations concerning environmental issues
6) Quality and safety	Policies and frameworks for securing quality and safety, and the number of legal violations
7) Fair business operations	Policies and frameworks for ensuring sound and fair operations, including prevention of corruption and bribery, prevention of violations of the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade, compliance with export administration-related laws and regulations, and the number of legal violations

The process is characterized by assessing business partners based on the survey result and requesting them to take necessary improvement actions.

In fiscal 2020, we conducted a survey on our priority six raw material suppliers located in Japan to assess the status of existing business partners. The survey found a company that had committed employment, labor, and environmental legal violations during the past three years. We will promptly verify the improvement plan, etc. of the company in question and urge them to prevent recurrence by taking necessary measures, including inspection visits.

Community Contribution Activities

Through our community contribution activities, we aim for partnerships and harmony with our local communities. We strive to fulfill our responsibilities as a member of local society and we work to strengthen Ties of Reliability and relationships with local communities through domestic and international communication.



Hofu Plant

Participating in Hands-on Activities for Forest Development to protect water

As members of the Hofu Area Industrial Water Users Council, 11 people participated in "hands-on activities for forestation to protect water" (organized by the Yamaguchi Prefecture Agriculture, Forestry and Fisheries Office) and worked on forest maintenance.



Participation in cleanup activities of a fishing cooperative

A total of 18 employees from the Tanoura Plant participate in cleanup activities organized by the Tanoura Fishery Cooperative Association to beautify the environment around the plant.



Tanoura Plant



Tanoura Plant

Plant tour for elementary school students

We invited 28 students from Tanoura Elementary School for a plant tour. As a part of social education, we provide a learning opportunity for children.

Visiting lecturers

Our staff participated as lectures in the Science Talk organized by NPO Taketoyo. We shared the fun of chemistry with local children through experiments.



Chita Laboratory



Tokai COBEX

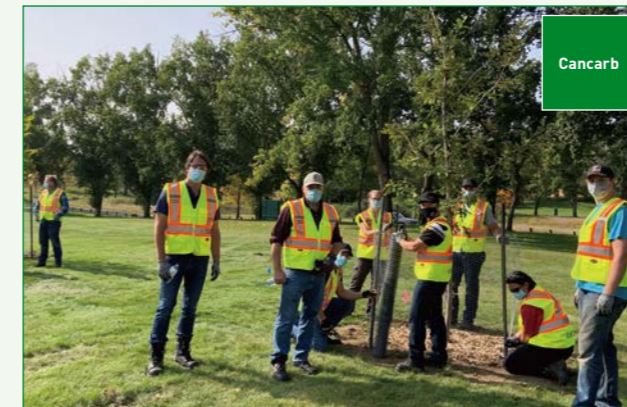


Children's participation in safety activities

We asked employees' children to appear on Safe Plant Children, a video project to increase safety awareness at workplaces.

Tree planting

Twenty trees were donated to the City of Medicine Hat (Alberta, Canada) and were voluntarily planted by Cancarb staff.



Cancarb



Cancarb

Food bank project

Cancarb staff working from home during the COVID-19 pandemic drove their own cars to deliver food to households in need, in collaboration with the local food bank. They delivered more than 1,000 packages of food.

Donating vegetables grown on the premises to the food bank

Cancarb set a greenhouse on free space within its plant premises, and volunteer staff grew nearly 300 kilograms of tomatoes to the local food bank.



Cancarb

Corporate Governance

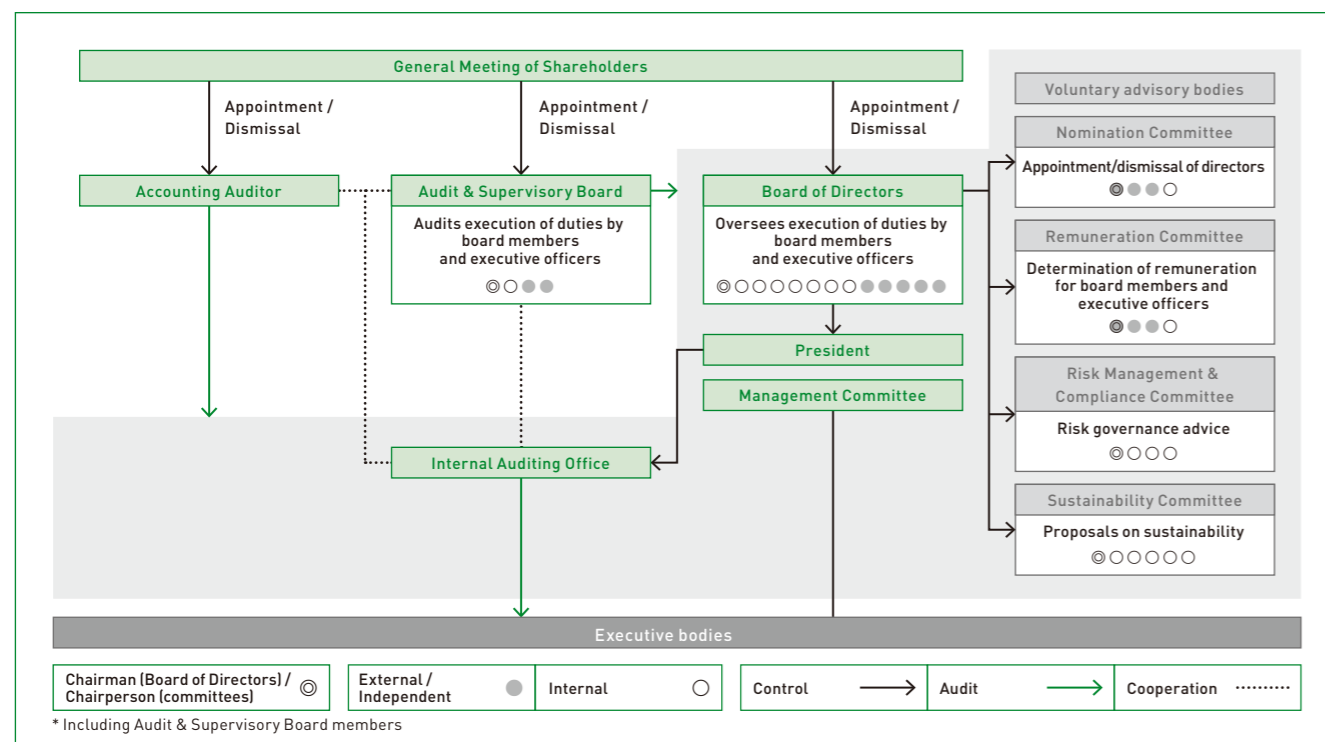
Tokai Carbon recognizes that enhancing medium- to long-term corporate value is the most important management objective. We believe that responding to the expectations of all stakeholders, including customers and shareholders, and building favorable relationships, is essential in achieving this objective. To this end, we embrace the corporate philosophy of Strength in Trust. Through this philosophy and the policies and values outlined in our Guidelines and Corporate Code of Ethics, we are working to develop an effective corporate governance structure.

Corporate governance system

As a company with an Audit & Supervisory Board, Tokai Carbon focuses on enhancing the effectiveness of audits by Audit & Supervisory Board members and our internal audit functions. At the same time, we work to strengthen the management supervision functions of the Board of Directors by appointing

multiple external directors and establishing voluntary committees to realize an appropriate corporate governance structure. Furthermore, to clarify the functions and responsibilities of corporate officers engaged in business execution, we have adopted an executive officer system and established a Managing Executives Meeting to enhance and strengthen the business execution functions of the organization.

Corporate governance system



Board of Directors

The Board of Directors is responsible for making decisions on important management matters and overseeing business execution. In principle, the Board meets monthly. As of April 1, 2022, there are eight directors, including three external directors. We have set up four voluntary advisory bodies to the Board of Directors. On the Nomination Committee and the Remuneration Committee, outside directors hold a majority. The Risk Management & Compliance Committee and the Sustainability Committee each comprise chiefly internal officers.

Audit & Supervisory Board members and the Audit & Supervisory Board

As a general rule, the Audit & Supervisory Board of the Company meets monthly. As of April 1, 2022, there are four Audit & Supervisory Board members, of whom two are External Audit & Supervisory Board members. Audit & Supervisory Board members perform audits based on the auditing policies and audit plan adopted

by the Audit & Supervisory Board. Audit & Supervisory Board members attend Board of Directors' meetings and other important meetings and investigate the status of business operations and assets to confirm the status of business execution by directors.

Management Committee

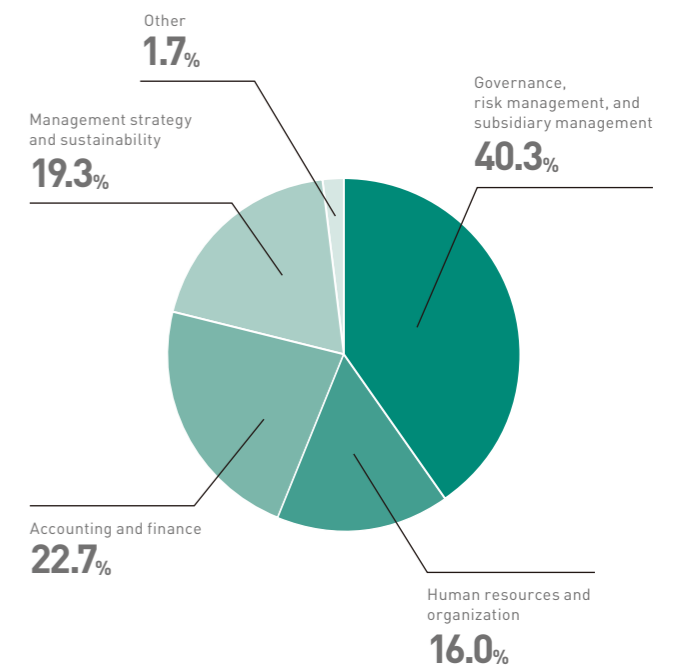
The Company has established the Management Committee under the Board of Directors. This committee deliberates and makes decisions on important management matters per basic policies adopted by the Board of Directors. The Management Committee meets once a week, in principle, with participation from executive officers and Audit & Supervisory Board members, etc. To assist the Management Committee with its work, we have also established committees to deliberate certain matters and report their findings to the Management Committee for higher-level consideration.

 **WEB** Corporate governance report (as of March 30, 2022)
<https://contents.xj-storage.jp/xcontents/AS04435/e9adce76/9217/4377/81c1/993fda338794/20220722104726954s.pdf>

Subjects discussed at the Board of Directors in fiscal 2021

Subject category	Topic
Governance, risk management, and subsidiary management	Analysis and evaluation of the effectiveness of the Board of Directors
	Reports on financing, investments, and market risk management
	Reports on the state of internal control and internal audits
	Risk Management & Compliance Committee reports
	Transfer of shares of specified subsidiaries
Human resources and organization	Board member and executive officer candidates
	Revision to regulations
Accounting and finance	Financial statements
	Annual budget plans
Management strategy and sustainability	Formulation of medium-term management plans
	Formulation of the Business Portfolio Management Policy
	Decision on the Climate and Decarbonization Action Policy and reports on progress
	Formulation of the Sustainability Policy and reports on ESG activities and sustainability targets

Subject category



Strengthening the effectiveness of the Board of Directors

In 2016, Tokai Carbon established the Nomination Committee, Remuneration Committee, Management Committee, and Risk Management & Compliance Committee to ensure strong governance led by the Board of Directors. Specifically, our three outside directors actively attend important meetings other than meetings of the Board of Directors to deepen their understanding of significant subjects. The effectiveness evaluation reported that the outside director's impartial and objective comments were of great assistance in improving the supervisory functions of the Board of Directors.

The new governance structure has largely been established. Evaluations show that its initial results are positive and that the effectiveness has increased.

Establishing an internal control system

To ensure that Tokai Carbon Group properly executes business operations per relevant laws, regulations, and the Articles of Incorporation, the Company continuously improves its internal control system. Improvements are undertaken following the "Basic Policy for Establishing an Internal Control System," which was adopted at the May 2006 meeting of the Board of Directors and revised as necessary.

Management Appointment Process

The appointment of Directors, Audit & Supervisory Board Members and Executive Officers begins with the formulation of recommendations by the Nomination Committee, which is an advisory body to the Board of Directors and consists of one

internal board member and three external board members. The Nomination Committee prepares its recommendations by comprehensively considering the experience, knowledge, expertise, and other qualities of internal and external candidates. After approval by the Board of Directors, candidates for Director and Audit & Supervisory Board positions are submitted to the General Meeting of Shareholders for approval.

The Company discloses the reasons for nominating internal and external candidates for Director and Audit & Supervisory Board positions in reference materials provided for the General Meeting of Shareholders.

Executive remuneration

At Tokai Carbon, executive remuneration is composed of basic remuneration, which is a fixed amount, and performance-based remuneration, which varies depending on performance. For directors with executive responsibilities, the proportion of total remuneration is variable and designed to rise with executive rank. Consideration is therefore given to the significance of a manager's responsibilities.

Revisions and decisions regarding the executive remuneration system and the performance evaluations and remuneration for individual executives, are based on deliberations by the Remuneration Committee, which is chaired by an external director and includes external officers as members. In addition, at the March 2020 Annual Meeting of Shareholders, a proposal was approved for the payment of compensation to targeted directors, none of whom are external directors. This compensation is part of a plan to provide the targeted directors with restricted stock as a form of remuneration separate from the existing total remuneration approved at a previous Annual Meeting of Shareholders.

Corporate Governance

Skills matrix

Name	Gender	Term of office (years)	Knowledge and experience expected									
			Corporate management	Finance and accounting	Legal affairs and compliance	Overseas business	Manufacturing and technology	Sales and marketing	Personnel and HR development	Governance and risk management	ESG and sustainability	
President and CEO Hajime Nagasaka	Male	16	●			●				●	●	●
Member of the Board/ Executive Officer Yuji Serizawa	Male	9	●		●					●	●	●
Member of the Board/ Executive Officer Masafumi Tsuji	Male	5	●				●		●	●	●	
Member of the Board/ Executive Officer Katsuyuki Yamaguchi	Male	3						●				●
Member of the Board/ Executive Officer Shunji Yamamoto	Male	3					●	●				
Member of the Board (external/independent) Nobumitsu Kambayashi	Male	6	●				●		●	●	●	
Member of the Board (external/independent) Mayumi Asada	Female	1			●					●		●
Member of the Board (external/independent) Toshiro Miyazaki	Male	—	●	●						●		
Audit & Supervisory Board Member (full-time) Masanao Hosoya	Male	3		●	●		●				●	
Audit & Supervisory Board Member (full-time) Kazuyuki Kakehashi	Male	6			●			●				●
Audit & Supervisory Board Member (external/independent) Kaoru Ogashiwa	Male	2		●	●							
Audit & Supervisory Board Member (external/independent) Motokazu Hiura	Male	1		●	●							

Attendance at meetings of the Board of Directors, Audit & Supervisory Board, and committees (attendance/meetings) in FY2021

* Positions as of end-December 2021
* The (◎) symbol denotes chair or chairperson

Position	Name	Board of Directors	Audit & Supervisory Board	Nomination Committee	Remuneration Committee	Risk Management & Compliance Committee
Member of the Board	Hajime Nagasaka	◎ (15/15)	—	○ (3/3)	○ (2/2)	
	Yuji Serizawa	○ (15/15)	—	—	—	◎ (4/4)
	Masafumi Tsuji	○ (15/15)	—	—	—	○ (4/4)
	Katsuyuki Yamaguchi	○ (15/15)	—	—	—	○ (1/1)
	Shunji Yamamoto	○ (15/15)	—	—	—	
	Hirofumi Masuda	○ (15/15)	—	—	—	
	external/independent Nobumitsu Kambayashi	○ (15/15)	—	◎ (3/3)	◎ (2/2)	
	external/independent Junichi Tanahashi	○ (15/15)	—	○ (3/3)	○ (2/2)	
external/independent Mayumi Asada	○ (11/11)	—	○ (3/3)	○ (1/1)		
Audit & Supervisory Board members	Masanao Hosoya	○ (15/15)	◎ (11/11)	—	—	○ (4/4)
	Kazuyuki Kakehashi	○ (15/15)	○ (11/11)	—	—	○ (4/4)
	external/independent Kaoru Ogashiwa	○ (15/15)	○ (11/11)	—	—	
	external/independent Motokazu Hiura	○ (15/15)	○ (11/11)	—	—	

Compliance

In line with our Basic Policy of “Ties of Reliability” and our Guidelines of “ability to create value,” “fairness,” “ecology,” and “internationalism,” we have drawn up the Corporate Code of Ethics and other regulations for implementing fair business activities. We are working to conduct corporate activities with a high sense of ethics while also complying with the relevant laws, rules, and regulations.

Management Structure

The Risk Management and Compliance Committee, an advisory body, discuss important matters concerning risk and compliance, such as risk countermeasures for the entire company. At the same time, it advises to relevant departments and sections based on the outcome of the discussion, reports the progress, and proposes, for example, countermeasures to the Board of Directors.

In addition, we have created a Compliance Manual based on our Corporate Code of Ethics and our Ethical and Compliance Conduct Standards. This guidebook provides for behavioral standards required by all our officers and employees in conducting their day-to-day duties. It is of some help to entrench the strict practice of compliance in the company.

Internal reporting system

We have introduced an internal reporting system for receiving reports from employees who have found out about legal violations or fraud (or signs thereof), including any acts linked to corruption such as bribery, etc., by executive officers or employees. We have established in-house contact points (Legal Affairs Department, Audit & Supervisory Board Member) and external contact points (legal advisors) to receive reports or requests for advice by phone, fax, email, letter, etc. Reports can also be made anonymously. In addition, we also have a system allowing us to respond to reports from external third parties, reports received in a foreign language, and those received by persons other than the prescribed points of contact.

The Company’s Guidelines on Handling Internal Reports clearly state that, apart from cases when the system is deliberately misused, informants will not be dismissed or subjected to unfair treatment under this system, thereby ensuring the appropriate implementation of the system. Specifically, our company’s Legal Affairs Department Manager is responsible for investigating facts reported by an informant while strictly maintaining the confidentiality of the informant. If it becomes clear after an investigation that an illegal act was committed, we will take corrective action and recurrence-prevention actions and impose punishment under the employment regulations. At the same time, we have a system whereby all our employees and stakeholders can report to an external point of contact without worries. We are making efforts to increase everyone’s awareness of this system by including it in the Compliance Manual and internal rules and announcing it using various tools, including in-house seminars, an in-house message board, and in-house newsletters.

Prevention of corruption

Prevention of bribery and other corrupt behavior

Our Code of Ethics states that we will conduct business activities through fair competition and maintain sound and normal relations with politicians, government officials, suppliers, etc. It also states that we will comply with all laws and conduct business activities based on social norms and common sense. Because of this, we prohibit and strive to prevent acts of bribery or acts that could arouse suspicion of bribery, such as proposing or delivering benefits as compensation for others and demanding or receiving benefits such as cash, excessive business entertainment, amusement, or other services. We also prohibit corruption in the form of conspiracy to embezzle company funds or commit money laundering.

In FY2021, there was no exposure of corrupt behavior and no fines or monetary penalties paid. There was no disciplinary action taken against any employee due to corrupt behavior. We did not offer any political donations.

Supervision of the Board of Directors against corruption

The Board of Directors oversees initiatives on compliance, including the prevention of bribery and other corruption, and receives reports from the Risk Management & Compliance Committee.

Education and Enlightenment

To raise awareness of our comprehensive ban on corruption, including bribery, we make our anti-corruption policy known to employees in training. We continually provide compliance training for officers, personnel in managerial positions, and new employees, with both internal and external instructors. We also distribute compliance message videos internally and publish related articles in our in-house magazine to improve compliance awareness among our officers and employees.

Management (As of April 1, 2022)

Member of the Board



Hajime Nagasaka
President & Chief Executive Officer

Date of Birth January 9, 1950

Career Summary

April 1972 Joined Tokai Electrode Mfg. Co., Ltd. (currently the Company)
March 2006 Member of the Board/Executive Officer
Deputy General Manager, Carbon Black Division
March 2008 Member of the Board/Managing Executive Officer
Deputy General Manager, Carbon Black Division
March 2010 Member of the Board/Managing Executive Officer
General Manager, Carbon Black Division
March 2011 Member of the Board/Senior Managing Executive Officer
General Manager, Carbon Black Division
March 2012 Member of the Board/Senior Managing Executive Officer in charge of Carbon Black Division and Graphite Electrode Division
March 2013 Representative Member of the Board/Senior Managing Executive Officer in charge of Carbon Black Division and Graphite Electrode Division
March 2014 Representative Member of the Board/Executive Vice President in charge of Carbon Black Division, Graphite Electrode Division, and Raw Material Procurement Department
February 2015 Representative Member of the Board/President & Chief Executive Officer (incumbent)



Yuji Serizawa
Member of the Board
Executive Officer

Date of Birth December 27, 1959

Career Summary

April 1984 Joined the Company
March 2006 Executive Officer
Deputy General Manager, Fine Carbon Division
March 2009 Executive Officer
General Manager, Fine Carbon Division
March 2012 Executive Officer in charge of Fine Carbon Division
General Manager, Fine Carbon Division
March 2013 Director
Executive Officer
General Manager, Tanoura Laboratory
General Manager, Tanoura Plant
March 2014 Executive Officer
General Manager, Graphite Electrode Division
March 2015 Director
Executive Officer
General Manager, Graphite Electrode Division
January 2016 Executive Officer
General Manager, Corporate Planning Division
March 2017 Director
Executive Officer responsible for Human Resources Department, General Affairs Department, and Legal Affairs Department (incumbent)



Masafumi Tsuji
Member of the Board
Executive Officer

Date of Birth January 10, 1963

Career Summary

April 1984 Joined the Company
March 2014 Business Director
General Manager, Carbon Black Division
Executive Officer
General Manager, Carbon Black Division
January 2016 Executive Officer
General Manager, Graphite Electrode Division
January 2017 Executive Officer
General Manager, Fine Carbon Division
March 2017 Director
Executive Officer
General Manager, Fine Carbon Division
January 2020 Director
Executive Officer
Deputy Chairman, Corporate Planning Department, Strategic Investment Department, and Sales Research & Planning Department
General Manager, Corporate Planning Department
February 2020 Director
Executive Officer
Deputy Chairman, Corporate Planning Department, Strategic Investment Department, and Sales Research & Planning Department
General Manager, Corporate Planning Department
April 2020 Director
Executive Officer responsible for Corporate Planning Department, Strategic Investment Department, and Sales Research & Planning Department
General Manager, Corporate Planning Department (incumbent)



Katsuyuki Yamaguchi
Member of the Board
Executive Officer

Date of Birth March 29, 1964

Career Summary

April 1988 Joined the Company
September 2015 General Manager, Engineering Department, Technology & Engineering Division
December 2016 Business Director
General Manager, Technology & Engineering Division
Executive Officer
General Manager, Technology & Engineering Division
March 2019 Director
Executive Officer
General Manager, Technology & Engineering Division
June 2019 Director
Executive Officer
General Manager, Technology & Engineering Division
March 2020 Director
Executive Officer
General Manager, Technology & Engineering Division
March 2021 Director
Executive Officer
General Manager, R&D Strategy Division
General Manager, Intellectual Property Department (incumbent)



Shunji Yamamoto
Member of the Board
Executive Officer

Date of Birth March 8, 1962

Career Summary

April 1985 Joined the Company
March 2013 General Manager, Kyushu-Wakamatsu Plant
June 2015 General Manager, Production & Technology Department, Carbon Black Division
March 2016 Director, Managing Director, Thai Tokai Carbon Product Co., Ltd.
March 2018 Executive Officer, the Company
Director, Managing Director, Thai Tokai Carbon Product Co., Ltd.
March 2019 Director
Executive Officer
Director, Tokai Carbon CB Genpar LLC (incumbent)



Nobumitsu Kambayashi
Member of the Board

Date of Birth May 28, 1948

Career Summary

April 1971 Joined Kawasaki Heavy Industries, Ltd.
October 2002 Director, Kawasaki Shipbuilding Corporation
June 2005 Managing Director, Kawasaki Shipbuilding Corporation
April 2008 Managing Executive Officer, Kawasaki Heavy Industries, Ltd.
Director/Senior Vice President, Kawasaki Shipbuilding Corporation
June 2009 Senior Vice President, Kawasaki Heavy Industries, Ltd.
April 2010 President & Representative Director, Kawasaki Shipbuilding Corporation
Senior Vice President (part-time), Kawasaki Heavy Industries, Ltd.
October 2010 Senior Vice President (Representative Director), Kawasaki Heavy Industries, Ltd.
President, Ship & Offshore Structure Company
April 2013 Director, Kawasaki Heavy Industries, Ltd.
June 2013 Senior Advisor, Kawasaki Heavy Industries, Ltd.
June 2015 Chairman, Japan Ship Technology Research Association (incumbent)
March 2016 External Director, the Company (incumbent)
June 2017 Outside Director, Inui Global Logistics Co., Ltd. (incumbent)



Mayumi Asada
Member of the Board

Date of Birth February 5, 1968

Career Summary

October 2002 Registered as an attorney-at-law and joined Hiranuma Takasaki Law Office
July 2013 Member of the committee for medical dispute settlement, the Tokyo Metropolitan Medical Association (incumbent)
January 2014 Representative, Marunouchi Building Aoi Law Office (incumbent)
March 2014 Acquired Doctor's degree in Medicine at the Juntendo University Graduate School of Medicine
April 2015 Member of the council for disclosure and personal information protection, Meguro-ku (incumbent)
June 2017 Member of the external audit committee for medical safety at Juntendo University Hospital
April 2018 Reconciliation officer at Tokyo Family Court (incumbent)
April 2020 Business Director, Incorporated Educational Institution Nikaido Gakuen (incumbent)
March 2021 External Director, the Company (incumbent)
July 2021 Assistant Professor, part-time, Juntendo University (incumbent)



Toshiro Miyazaki
Member of the Board

Date of Birth August 21, 1949

Career Summary

April 1972 Joined Mitsui Shipbuilding & Engineering Co., Ltd. (currently Mitsui E&S Holdings Co., Ltd.)
October 2002 General Manager, Corporate Planning Dept., Mitsui Shipbuilding & Engineering Co., Ltd.
March 2005 Corporate Auditor (part-time), MODEC, Inc.
June 2005 Associate Officer, General Manager, Corporate Planning Dept., Head of Asset Management Project Office, Mitsui Shipbuilding & Engineering Co., Ltd.
June 2007 Director, Finance, Accounting, and Investor Relations and Communications, Mitsui Shipbuilding & Engineering Co., Ltd.
March 2008 Director, MODEC, Inc.
March 2011 Representative Director, President, MODEC, Inc.
March 2019 Director, Chairman of the Board, MODEC, Inc.
March 2020 Executive Advisor, MODEC, Inc. (incumbent)
March 2022 External Director, the Company (incumbent)

Audit & Supervisory Board Members



Masanao Hosoya
Audit & Supervisory Board Member (full-time)

Date of Birth August 27, 1955

Career Summary

April 1979 Joined The Mitsubishi Bank, Ltd. (currently The Bank of Tokyo-Mitsubishi UFJ, Ltd.)
Executive Officer
March 2008 Executive Officer
March 2009 Executive Officer
General Manager, Corporate Administration Division
March 2010 Member of the Board/Executive Officer in charge of Corporate Administration Division
General Manager, Corporate Administration Division
March 2015 Member of the Board/Managing Executive Officer
General Manager, Corporate Administration Division
March 2017 Member of the Board/Managing Executive Officer
Responsible for Accounting & Finance Department and Information System Department
January 2019 Member of the Board/Managing Executive Officer
Responsible for Accounting & Finance Department and Information System Department
March 2019 Audit & Supervisory Board Member (full-time) (incumbent)



Kazuyuki Kakehashi
Audit & Supervisory Board Member (full-time)

Date of Birth December 7, 1951

Career Summary

April 1975 Joined Toyo Carbon Co., Ltd. (currently the Company)
March 2001 General Manager, Production & Technology Department, Fine Carbon Division
March 2004 General Manager, Tanoura Plant
March 2009 General Manager, Shinan Office
General Manager, Chigasaki Plant
Industrialization Group Manager, R&D Strategy Division
August 2009 Assistant to General Manager, Fine Carbon Division
September 2009 Assistant to General Manager, R&D Strategy Division
March 2010 General Manager, R&D Planning Department, R&D Strategy Division
August 2010 Member of the Board, Tokai Konetsu Kogyo Co., Ltd.
March 2015 Managing Executive Officer, Tokai Konetsu Kogyo Co., Ltd.
March 2016 Audit & Supervisory Board Member
November 2018 Audit & Supervisory Board Member (full-time)
March 2019 Audit & Supervisory Board Member
May 2019 Audit & Supervisory Board Member (full-time) (incumbent)



Kaoru Ogashiwa
Audit & Supervisory Board Member

Date of Birth January 7, 1967

Career Summary

October 1990 Joined Research Center Management Consulting Institute, New Japan Securities Co., Ltd. (currently Japan Investor Relations and Investor Support, Inc.)
December 1992 Registered as a Certified Tax Accountant
Representative, Ogashiwa Kaoru Certified Tax Accountant Office (incumbent)
June 2005 Corporate Auditor, Senkon Logistics Co., Ltd.
June 2017 External Director and Audit and Supervisory Committee Member, Senkon Logistics Co., Ltd. (incumbent)
May 2019 External Auditor, the Company (incumbent)



Motokazu Hiura
Audit & Supervisory Board Member

Date of Birth February 15, 1955

Career Summary

April 1977 Joined Daichiseika Color & Chemicals Mfg. Co., Ltd.
April 2014 Manager, Corporate Finance & Accounting Department, Daichiseika Color & Chemicals Mfg. Co., Ltd.
April 2015 General Manager, Corporate Finance & Accounting Division, Daichiseika Color & Chemicals Mfg. Co., Ltd.
March 2019 Retired Daichiseika Color & Chemicals Mfg. Co., Ltd.
April 2020 Audit & Supervisory Board Member, the Company (incumbent)

Executive Officers

Hirofumi Masuda

Executive Officer
General Manager, Friction Materials Division
President & Chief Executive Officer, Tokai Noshiro Seiko Co., Ltd.
General Manager, Tokai Carbon (Suzhou) Co., Ltd.

Hiroshi Takahashi

Executive Officer
CEO & Chairman of the Board, Tokai Carbon Korea Co., Ltd.

Takashi Masaki

Executive Officer
General Manager, Smelting & Lining Division
Member of the Board, Tokai COBEX HoldCo GmbH
Chairman of the Board, Tokai COBEX Savoie SAS

Kazuhiro Kataoka

Executive Officer
General Manager, Japan Operations of Graphite Electrodes

Kouji Miura

Executive Officer
General Manager, Chita Laboratory

Kenji Enokidani

Executive Officer
General Manager, Graphite Electrode Division
Member of the Board, Tokai ErftCarbon GmbH
Chairman of the Board, Tokai Carbon GE LLC

Takeshi Nakashima

Executive Officer
Strategic Integration Officer, Tokai COBEX GmbH

Akira Yamada

Executive Officer
General Manager, General Affairs Department
General Manager, Legal Affairs Department

Akihiko Satoh

Executive Officer
Responsible for Accounting & Finance and Information System Department
General Manager, Accounting & Finance Department

Kazuyoshi Haino

Executive Officer
General Manager, Production & Technology Department, Graphite Electrode Division

Keiichiro Machihara

Executive Officer
General Manager, Technology & Engineering Division