

Towards execution of management that fulfills our responsibility as a social institution



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Initiatives to boost employees' sense of reward and pride through our social contribution of surface modification technologies

It is about four years since I was appointed outside director, during which time we have raised the profile of ESG management and clarified our material issues. I believe that the monitoring of this progress through KPIs is one of TOCALO's strengths. In particular, I admire that the company has turned its attention to the environmental impact of its business, and its approach of contributing to society by further enhancing its surface modification technologies. Meanwhile, because the company is a social institution, I hope it will bolster initiatives from the viewpoint of how to contribute to society not only through improved results, but also through measures for quality and productivity, nurturing of diversity and human resources, and global strategies.

Due to segmentation of the front-line work of parts surface processing at TOCALO, the reality is that employees have few opportunities to directly come into contact with the finished product or equipment. However, those technologies are most certainly contributing to society, and recent developments of semiconductors can be attributed to TOCALO's technologies. Unfortunately, I feel that this fact is still not widely known within the company. By externally communicating how we have become the cornerstone of building a new future, and the company's approach of further focusing on new fields, this message will also be shared in-house, which I believe will lead to a greater sense of reward for employees.

In regards to corporate governance, admirable measures are in place, including the regular meetings held by the Compliance Committee and the Risk Management Committee. Continued efforts to promote understanding of our Corporate Code of Conduct are also important. We outside directors will also affirm this, from the same perspective of our stakeholders, including shareholders, customers, and business partners.

Exercising proper management for TOCALO with an awareness of society's expectations

When I was at Matsushita Electric Industrial (now called Panasonic), I often heard the management philosophy of the company's founder Konosuke Matsushita concerning "The virtuous way, the domineering way, and the corrupt way." The righteous way is to operate in line with basic management policy, taking into account society's expectations of the company. I believe that following this righteous way is indispensable to the realization of continuous growth.

For TOCALO, the righteous way of management must be to focus on material issues in line with our Vision of "Contributing to a bright future for people and nature," while driving efforts towards the achievement of our KPIs. Companies that are accomplishing continuous growth have an unshakable, clear management policy, underpinned by a firmly rooted organizational culture. In spite of the significant societal and environmental changes taking place, it is important to not be distracted by present events, but rather to steadily continue business operations with our eyes on our future ideal form.

When I visited our R&D business division, I found many things of great interest, and felt their eagerness to tackle challenges without fearing failure. A workplace culture that accepts mistakes gives birth to the next technological innovations, which I believe is the cornerstone for forging the future. I hope that TOCALO will value its culture of continuing to tackle challenges going forward.

Through my interaction with plant managers and employees, my desire for TOCALO's further growth has become stronger. Going forward, I will monitor operations from a standpoint which is independent from the management who execute business, and frankly communicate my points of concern. I also hope to share my stance of aiming for continuous growth.