

The anticipation of a new start in Europe and the world.

An interview with the managing Director of TOMA tools

ACICE: How do you feel about Portugal lifting most remaining COVID-19 curbs as of October 1st?

Patrick Graf: First of all, it is with great pleasure that we are all able to pursue our jobs and our lives again without restriction. Many compulsory regulations were a very uncomfortable experience for all of us. Today Portugal is marching away from the rest of the world. According to „Our world Data“, Portugal ranks first internationally. The feeling of having mastered a crisis is a very strong emotion and gives me the strength to protect and develop what already exists. I am particularly looking forward to the intensive collaboration and personal meetings with our global teams, customers and suppliers.

ACICE: Which strengths and values of TOMA tools have been proven to be sustainable during the COVID-19 crisis?

Patrick Graf: Certainly the virtues of the prudent businessman. On the one hand, our company has a high equity ratio, and on the other hand, our cost structures are very lean. In the years of strong growth we have never taken the greatest risks and that pays off in a crisis. Above all, our corporate values of appreciation, fairness and commitment are essential. And I would say that I am very proud of the commitment of our employees.

As an owner-managed family company, we can react without complex coordination processes. This adaptability is enormously important in times when no-one knows what the next three months will bring. The fact that we renamed our forecasts in „nocastst“ is just a small detail.

ACICE: How have you changed your strategic corporate goals?

Patrick Graf: We have made the strategic decision to continue growing worldwide. With our very well trained and linguistically excellent educated employees, we work with a very sharp focus, avoiding geographical self-restrictions. However, there will be no aggressive growth. Sometimes less is more.

ACICE: Which motto is more essential than ever for you as a manager?

Patrick Graf: Leading by compassion.

ACICE: Leadership in the digital age - what are your learnings?

Patrick Graf: First of all, the realization that leadership in digital times also needs proximity. In normal times you meet your team, your customers and suppliers in person. That is why the many video conferences must offer room, not only for work, but there must also be a small space for personal exchange. But the

good old telephone call has not had its day either. It's good to just give your customers or your suppliers a call and ask: How are you today?

On the other hand, we also understood how efficient the virtual exchange can be.

The time savings are sometimes enormous. As we all know, this realization will change our (leadership-) behavior permanently even after the pandemic. A good- analog- leader remains a good leader even in the digital age if he makes use of the new technologies. If you didn't understand it beforehand, Zoom and Co. are of no use either.

ACICE: How do you deal with worries about the future of your employees?

Patrick Graf: We try to meet future concerns with the best possible transparency. We answer our employees' questions about the company in monthly meetings. We also talk specifically about new projects through which we can develop better. Involving our employees is the heart of our culture and shaping the future together always feels good.

ACICE: How can you make a job in your branch attractive to young people?

Patrick Graf: We are always on the lookout

works for fame and honour alone. Acting sustainably is a prerequisite for attracting (young) employees. And that's good.

ACICE: What did the crisis teach you personally?

Patrick Graf: That we humans are much more resilient than we might have thought. That you have to process the information that affects us in such a crisis very carefully. That good self-management is essential in order to be able to give strength to others. That I love my job more than anything and that I absolutely want to live in a pluralistic society in which respectful interaction with others is the rule and not the exception. That I took exactly the right step into entrepreneurship and that my parents are the right partners by my side.

ACICE: Where will TOMA tools be in 5 years?

Patrick Graf: I don't have a crystal ball and we have been living in a fast-paced world for a long time. However, I am confident that we will grow successfully in the coming years. Sustainable and environmentally conscious production will accompany us and we want TOMA tools to become a brand that everyone in our industry knows. –

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for talent - just as we were before the pandemic. It is the opportunity to work with customers all over the world, to take on responsibility early on and to create a high technology product in a modern working environment. In addition to personal growth, adequate payment is essential. No one

