Analog Core Technologies

maxell

Within, the Future

# Integrated Report 2025

## Maxell, Ltd.

# Prologue / Corporate History

## Introduction

We would like to express our sincere appreciation for taking the time to read Maxell, Ltd.'s Integrated Report.

Our company was founded in 1961 when the dry battery and magnetic tape divisions were spun off from Nitto Electric Industrial Co., Ltd. (now Nitto Denko Corporation). From the 1960s to the 1980s, we sold consumer magnetic recording media such as audio cassette tapes, video tapes, and floppy disks in Japan and overseas, establishing the "Maxell" brand worldwide. Since the 1990s, we have shifted our business focus to industrial components and expanded applications to automotive and medical devices.

In terms of management, we came under the Hitachi Group in 1964 and became a wholly owned subsidiary of Hitachi, Ltd. in 2010; however, we were relisted in 2014 and achieved independence from the Hitachi Group in 2017. We are now pursuing independent and autonomous management.

Since 2017, we have focused on expanding our business scale through M&A. While our number of businesses increased, unprofitable businesses also grew, which made it necessary to further strengthen unity across the Group. In response, to restore cohesion within the Group, in July 2020 we established "MVVSS (Mission, Vision, Value, Spirit, Slogan)" as the core of our new basic management policy, and we redefined our Analog Core Technologies ("mixing," "coating," and "forming") as Maxell's strengths, clarifying the direction our Group should take.

Since fiscal 2020, we have been carrying out continuous business structure reforms, and from fiscal 2024 we have been moving forward toward achieving the goals of the current Mid-Term Management Plan "MEX26."

In this report, we hope that you will see and understand how "Maxell, the cassette tape company," continues to leverage its Analog Core Technologies, which have been our core competence since our founding, while also advancing portfolio reform and, as a BtoB company, taking on the challenge of "maximizing corporate value."

## Corporate History

**History of the Group, including Overseas Expansion and Subsidiaries**

**1961**
The dry battery and magnetic tape divisions were spun off from Nitto Electric Industrial Co., Ltd. (currently Nitto Denko Corporation), and set up as Maxell Electric Industrial Co., Ltd.

**1964**
Changed company name to Hitachi Maxell, Ltd.

**1969**
Established sales company "Maxell Corporation of America" in the U.S.

**1976**
Established sales company "Maxell Europe GmbH" in Germany

**1977**
Listed on the 2nd sections of the Tokyo Stock Exchange (TSE) and the Osaka Securities Exchange (OSE)

**1980**
Listed on the 1st sections of the TSE and the OSE

**1987**
Established sales company "Maxell Asia, Ltd." in Hong Kong

**1989**
Made Tohshin Seiko Co. Ltd. a consolidated subsidiary
Established manufacturing company "Maxell Electronics (Malaysia) Sdn. Bhd."

**1999**
Made Nagano Optics Laboratory Corporation a consolidated subsidiary

**2007**
Made Sliontec Corporation a consolidated subsidiary

**2010**
Became a wholly owned subsidiary of Hitachi, Ltd. after delisting at Tokyo and Osaka Stock Exchange first section

**2013**
Made Hitachi Joei Tech Co., Ltd. and Hitachi Digital Products China Co., Ltd. consolidated subsidiaries

**2014**
Listed on the Tokyo Stock Exchange first section

**2017**
Due to changes in the capital relationship with Hitachi, Ltd., Maxell ceased to be accounted for as an equity-method affiliate of the company.

**2017**
Made Maxell System Tech Co., Ltd. a consolidated subsidiary by acquisition of part of the business of Renesas Semiconductor Package & Test Solutions Co., Ltd.

**2018**
Acquired specialty business within industrial batteries and power sources business of GS Yuasa International Ltd.
Made Izumi Products Company a consolidated subsidiary
Established Ube Maxell Kyoto Co., Ltd. as a joint venture with Ube Industries, Ltd. (now UBE Corporation).

**2019**
Made Kureha Elastomer Co., Ltd. a consolidated subsidiary

**2020**
Formulated Maxell Group MVVSS (Mission, Vision, Value, Spirit, Slogan)

**2023**
Transferred functions related to the sales business for consumer products in Japan (sales, product planning, etc.) to DENKYOSHA CO., LTD.

**2024**
Announced the Mid-Term Management Plan "MEX26"

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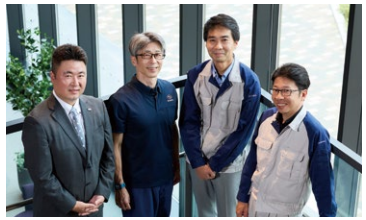




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## Editorial Policy

**Value Creation Story**
Conveys the President's commitment to achieve our vision, and, as a special feature, revisits the evolution of our battery business since our founding while also introducing recent adoption cases of all-solid-state batteries, one of our future growth engines.

**Growth Strategy Report**
Reports on financial strategy and cash allocation from the Financial and HR Director, and on the progress of strategy execution from each business segment leader. Also shares our outlook for creating new businesses.

**Management Foundation Enhancement**
Covers how we have strengthened our non-financial capital to maximize medium- to long-term growth opportunities and minimize risks.

**Period Covered by this Report**
FY2024 (April 2024 to March 2025)
*Some items from FY2025 are also included.

**Reference Guidelines**
IFRS Foundation "The International Integrated Reporting Framework" / GRI "GRI Sustainability Reporting Standard"* / Ministry of the Environment "Environmental Reporting Guidelines (2018 Version)" / Ministry of the Environment "Guidelines for Environmental Reporting (3rd Edition) (May 2014)" / Environmental Consideration Law / "ISO 26000:2010" / Ministry of Economy, Trade and Industry "Guidance for Collaborative Value Creation"

*International sustainability reporting guidelines compiled by the Global Reporting Initiative


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September 2025

# 01

# Value Creation Story

## Basic Management Policy: The Maxell Group's MVVSS

### Mission

The "Mission" Maxell must carry out

"Contribute to a sustainable society by innovating unique, original technologies"

### Vision

The "Future" Maxell wants to realize

"Create Maximum Excellence for employees, customers, and society by leveraging unique analog core technologies"

### Value

The "Value" and "Strengths" Maxell commits to provide

Maxell commits to maximizing corporate value for all stakeholders through three key sources of value

- Technological Value — Create new value through the sincere pursuit of originality and technological excellence
- Customer Value — Respond to customer needs with safe and secure products created by Monozukuri (Manufacturing) above and beyond customer expectations
- Social Value — Take on the many challenges of a changing world to create a prosperous and sustainable society

### Spirit

The "Spirit" Maxell must cherish

Corporate Creed:

"Harmony and cooperation, working with heart and soul, and contributing to society"

### Slogan

The "Shared Slogan" of Maxell Group

Brand Slogan:

"Within, the Future" -The future is within-

Refer to page 04 for Analog Core Technologies

# Analog Core Technologies: The Source of Maxell's Value Creation

## Analog Core Technologies

The core of Maxell, the element without which we cannot be who we are, is our Analog Core Technologies.
Human senses, such as seeing, hearing and touching traverse the border between digital and analog, and lie beyond it. We believe the analog world has the ability to stimulate these senses and express them without limit.
Analog Core Technologies connect the analog to the digital, and play an indispensable role in realizing Monozukuri (Manufacturing) in complex and delicate fields that cannot be achieved by digital technology alone.

## 3 Elements of Our Analog Core Technologies

**Mixing & Dispersion (Mixing)**
Technology for mixing materials uniformly, regardless of their size, hardness, and viscosity

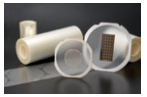
**Fine Coating (Coating)**
Technology for coating materials and adhesives onto wide areas with uniform thickness, regardless of their viscosity

**High Precision Molding & Forming (Forming)**
Technology for producing precision molding dies and forming cultivated through manufacturing of optical discs and lenses

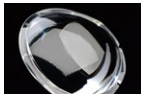
## Application Examples



Realized high-capacity, high-/low-temperature-resistant coin-type lithium batteries with technologies for mixing and processing materials with high precision and at high speed according to their properties



Realized tapes for semiconductor manufacturing processes that combine both high adhesion and excellent peeling characteristics with technologies for thinning dissolved and mixed adhesives to tens of microns



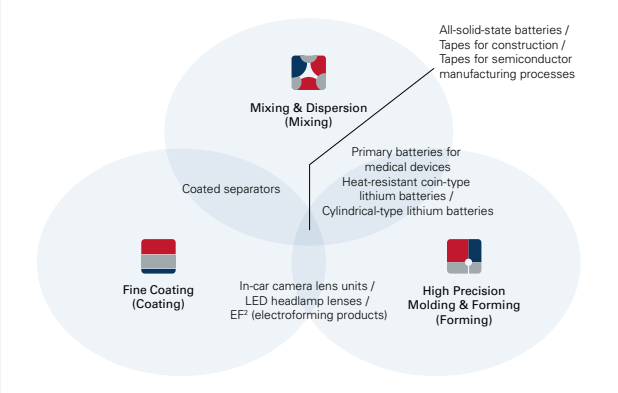
Realized LED headlamp lenses compatible with complex geometries and advanced technologies such as ADB* with shape-correction technologies that handle free-form surfaces

*Adaptive Driving Beam headlamps

## Passing on and advancing Analog Core Technologies

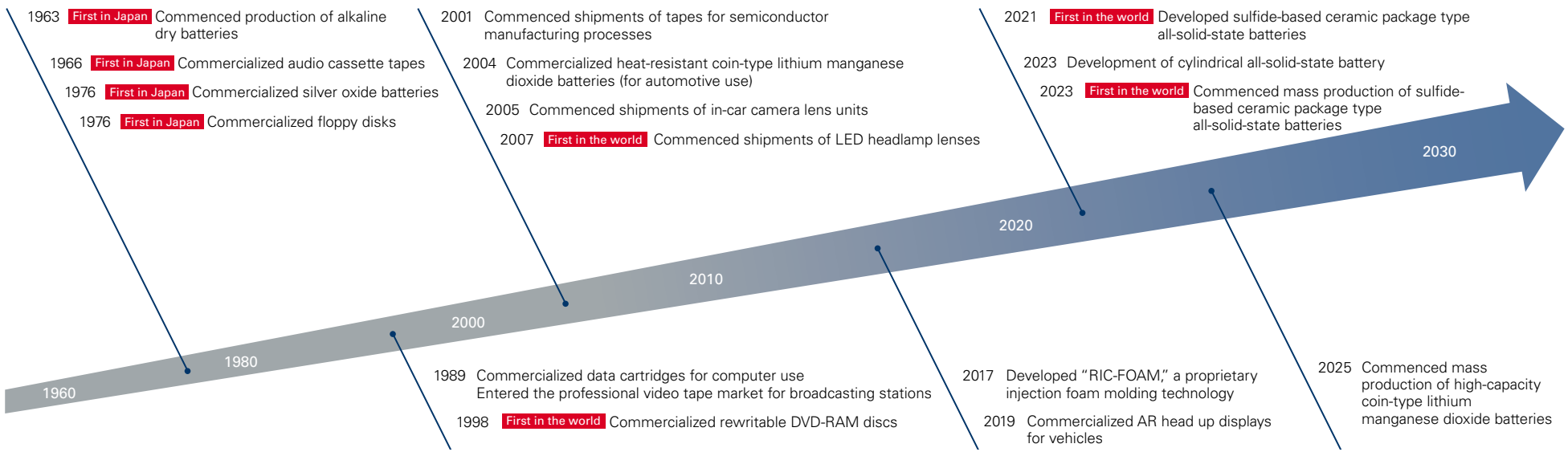
Provide optimal products and services by aligning technologies at a high level in repose to the complex and delicate demands of each customer

| Products in the formative period | | Current main businesses |
|---|---|---|
|  |  | |
| 1963 Dry batteries | 1966 Magnetic tapes | |
| Mixing & Dispersion (Mixing) | Mixing & Dispersion (Mixing) | Energy: All-solid-state batteries, primary batteries for medical devices, heat-resistant coin-type lithium batteries, cylindrical-type lithium batteries |
| High Precision Molding & Forming (Forming) | Fine Coating (Coating) | Functional Materials: Tapes for construction, tapes for semiconductor manufacturing processes, coated separators |
| | High Precision Molding & Forming (Forming) | Optics & Systems: LED headlamp lenses, in-car camera lens units, semiconductor DMS*, EF² (electroforming products) |




*DMS: Design & Manufacturing Service

# History of Innovation




[1960s-1980s]

## Developed and launched a succession of consumer products

Maxell led the world in creating new value, commercializing the first audio cassette tape in Japan in 1966 with the Maxell brand, the first floppy disk produced in Japan and the first silver oxide battery in Japan in 1976, and the world's smallest-diameter silver oxide battery in 1987.

The cassette tape in particular achieved extensive sales in Japan and overseas, establishing the Maxell brand around the world. In addition to the "Mixing & Dispersion" technology that we cultivated through the development of dry batteries, our founding product, we further refined the magnetic powder-coating technology and technology for forming housings that we cultivated with our cassette tapes, and they are now being used in a variety of products as our "Fine Coating" technology and "High Precision Molding & Forming" technology.

[1990s-2010s]

## Shifted from consumer products to industrial components

The market for cassette tapes, video tapes, and floppy disks, which had its heyday in the 1980s, shrank on the one hand, while PCs, mobile phones, smartphones, and other products rapidly gained popularity on the other. Against this backdrop, we shifted the mainstay of our business from consumer products to industrial components, while supporting the transformation from the analog era to the digital era.

By applying the technologies that we cultivated in magnetic tapes, we entered the market for data cartridges for computers and professional video tapes. In 2004, we also commercialized heat-resistant coin-type lithium batteries for tire pressure monitoring system (TPMS) modules, and in 2005, we commenced shipments of in-car camera lens units, which served as the foothold for our business in the automotive market subsequently.

[2020s]

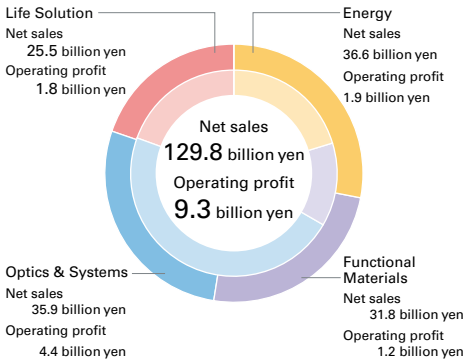
## Further evolving our unique Analog Core Technologies

In the 2020s, we are supplying products that capitalize on the Analog Core Technologies that the Company has cultivated, including tapes for semiconductor manufacturing processes, highly reliable coin-type lithium batteries for medical devices, and LED headlamp lenses. Alongside this, in light of the growing global awareness for a sustainable society, we are also focusing on developing and commercializing all-solid-state batteries, which are being counted on as permanent power sources, and commenced mass production shipments for FA equipment in June 2023.

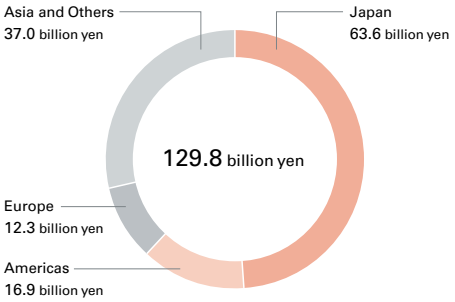
In 2025, we made the decision to acquire the micro primary battery business from Murata Manufacturing Co., Ltd. and are enhancing our businesses in fields where Maxell can demonstrate our technological capabilities, such as in vehicles, infrastructure, and medical devices. Going forward, we will continue to create new value that contributes to a sustainable society by leveraging our unique Analog Core Technologies.

# At a Glance

## Composition of Sales (FY2024)




## Net sales by region (FY2024)




| | Total Group | Energy | Functional Materials | Optics & Systems | Life Solution |
|---|---|---|---|---|---|
| | |  |  |  |  |
| | | **Major Products** | **Major Products** | **Major Products** | **Major Products** |
| | | Lithium-ion batteries for consumer use, electrodes for lithium-ion batteries, coin-type lithium-ion rechargeable batteries, lithium primary batteries, silver oxide batteries, chargers and battery packs, electrode application products, solar power generation | Adhesive tapes, functional materials, coated separators, industrial rubber products | Optical components, electroforming and precision components, semiconductor-related embedded systems, molding dies and plastic moldings, RFID* systems, IC cards, imaging equipment<br>* Radio Frequency Identification | Health & beauty care equipment, small electric equipment, audio equipment, optical discs, charging equipment, accessories, dry batteries, hydraulic tools |
| | | **Growth Businesses** | **Growth Businesses** | **Growth Businesses** | Starting from FY2025, Life Solution was reclassified as the Value Co-Creation Business. |
| | | • Heat-resistant coin-type lithium batteries<br>• Cylindrical-type lithium batteries<br>• Primary batteries for medical devices | • Tapes for construction<br>• Tapes for semiconductor manufacturing processes<br>• Coated separators | • LED headlamp lenses<br>• In-car camera lens units<br>• Semiconductor-related embedded systems<br>• Electroforming and precision components | |
| Number of Major Subsidiaries (as of March 31, 2025) | 19 (affiliated companies: 2) | 1 | 3 | 3 | 2 |
| Number of Employees (as of March 31, 2025) | 3,797 | 587 | 807 | 1,294 | 823 |
| Capital Investment (FY2024) | 6,368 million yen | 1,949 million yen | 1,408 million yen | 1,874 million yen | 1,137 million yen |

- The number of subsidiaries shown in each segment only covers manufacturing companies (the Total Group number includes non-manufacturing companies)
- The Total Group's number of employees includes 286 employees of administrative divisions, etc., that cannot be categorized into specific segments

## Message from the President

# We will continue to make changes together as a group to achieve the MEX26 targets and medium- to long-term growth

### Foster a culture that pursues total optimization for the Group as a whole based on the penetration of MVVSS

In July 2020, directly after I became president, we formulated MVVSS (Mission, Vision, Value, Spirit, Slogan) as the core principle of our basic management policy, and clarified Maxell's direction. Since then, I have continued to visit our major domestic bases, including Group companies, and engaged in town hall meetings in which I have communicated directly with employees to help ensure the penetration of MVVSS. Until fiscal 2023, I was mostly talking to young employees, but in fiscal 2024 I spoke mainly to management personnel at more than 10 bases regarding the aims and initiatives of the newly begun Mid-Term Management Plan MEX26 (Maximum Excellence 2026). There were many questions from people at each of these bases, and we engaged in deep discussions about providing value to customers through Monozukuri (Manufacturing) that leverages Analog Core Technologies.

In the five years since the formulation of MVVSS, it has continued to penetrate: information sharing and exchanges that transcend departments have increased thanks to the group-wide cross-divisional organization changes, and I feel that we are fostering a sense of unity as a Group. However, when it comes to pursuing performance, there is still a tendency at business departments and Group companies to think about sectional optimization. I hope to shift to a culture that pursues total optimization for the Group as a whole, including overseas bases.



Keiji Nakamura
President and Representative Director

## Review of the first fiscal year of MEX26

In fiscal 2026, the final fiscal year of MEX26, we are aiming to reach net sales of 150.0 billion yen, an operating profit of 12.0 billion yen, and an ROE of 10%. In fiscal 2024, the first year, we exceeded initial expectations with net sales at 129.8 billion yen and an operating profit of 9.3 billion yen. This was mainly thanks to the increased sales of primary batteries for automotive and medical devices, for which we have made investments for production capacity expansion, along with the favorable impact of the weak yen.

Meanwhile, based on portfolio reform promoted since the previous Mid-Term Management Plan MEX23, we have discontinued the production of prismatic lithium-ion batteries as we observed that we cannot expect future business expansion or improved profitability due to a market shift to laminated batteries. Taking into account the operating expenses and extraordinary losses accompanying this decision, our net profit attributable to owners of parent was 4.1 billion yen—lower than initial expectations—and our ROE dropped to 4.4%. However, this was a necessary response for the enhancement of Maxell's future corporate value.

In fiscal 2025, the second year of MEX26, we must achieve net sales of 136.5 billion yen and an operating profit of 10 billion yen, gradually stepping up to reach the targets for the final year.

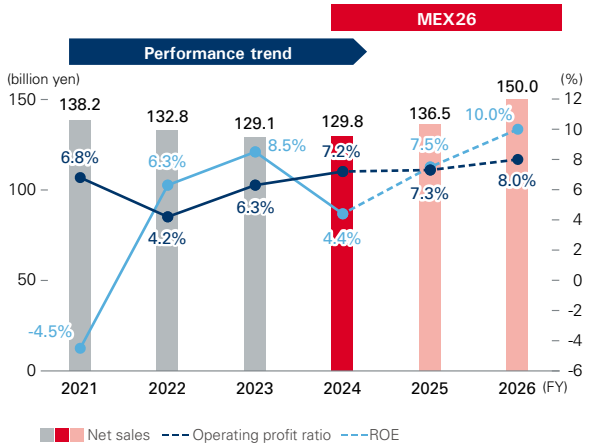
## Working to achieve the MEX26 targets

**Promoting proactive investment in growth businesses and business portfolio reform**

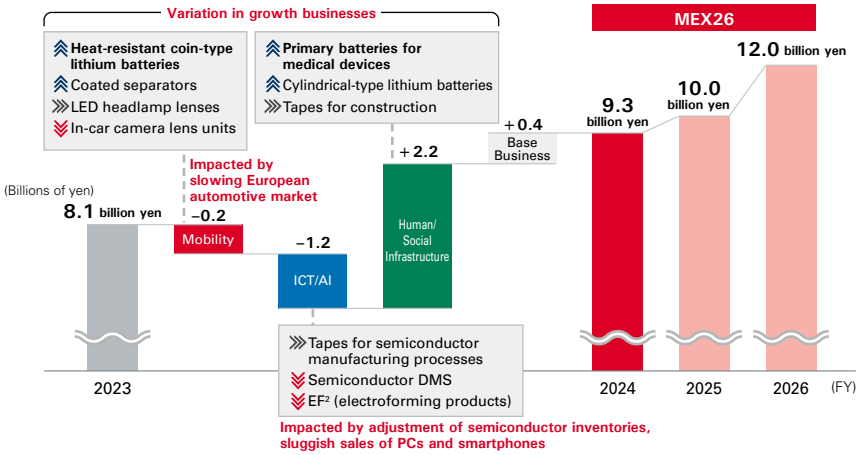
As we work toward the fiscal 2026 targets, our focus is on proactive investment in growth businesses and reforming our business portfolio.

MEX26 plans for approximately 35.0 billion yen in growth investments over three years; we especially expect an increase in demand for primary batteries for automotive and medical devices in the medium to long term, and are actively investing to expand sales and significantly reinforcing our production systems. Moreover, when it comes to growth in our 3 focus areas, we are increasing our production capacity in the Mobility area, which will enable us to expand our supply of heat-resistant coin-type lithium batteries in response to the demand for miniaturization of TPMS modules. Furthermore, to respond to inquiries we are receiving with the increased demand for xEVs, we have introduced facilities to increase coated separator production. In the ICT/AI area, we are working to increase production capacity to respond to increased demand for our semiconductor DMS in line with the increase in semiconductor manufacturing equipment. In the Human/Social Infrastructure area, we are advancing the development and production investment of primary batteries for medical devices such as blood glucose meters, where demand is increasing in North America and China. We will also advance production investment in tapes for construction to capture global demand, aiming to expand sales in North America and Southeast Asia.

### Progress in the first year of MEX26




### Operating profit trend




**Action Plan**

Transformation to manufacturing that solves the social issues ahead of customer issues

**KPI**

Operating profit ratio of 10 growth businesses: 15% or higher (FY2026)

**Action Plan**

- Contribute to a safe and secure society through Mobility-related businesses
- Contribute to an advanced information society through ICT/AI-related businesses
- Contribute to Human/Social Infrastructure

**KPI**

Sales growth ratio of 10 growth businesses: 20% or higher (FY2026, compared to FY2023)

## Message from the President

When it comes to reforming our business portfolio, we aim for growth in our 3 focus areas; on the other hand, we are pursuing the downsizing and withdrawal of businesses with low growth/low profitability and redistributing resources distinctively. As noted above, we have discontinued the production of prismatic lithium-ion batteries, which faced issues with profitability. Meanwhile, we have decided to acquire the micro primary battery business from Murata Manufacturing Co., Ltd., where we can leverage our technology. We expect to close the transfer within fiscal 2025, following necessary clearance arrangements. Murata Manufacturing has judged that Maxell will be the best owner to facilitate their business expansion, so I want to utilize the full efforts of the Maxell Group to ensure the development of the micro primary battery business. When it comes to batteries, the materials they use and their design and equipment concepts can be completely different, even if the batteries are of the same specification. Therefore, I anticipate synergy in product development as we incorporate each other's strengths.

**Accelerating innovation to establish new businesses**

In the second half of fiscal 2024, we moved to the full-scale mass production phase for all-solid-state batteries. At the moment, our aim is to expand the scope of their application to industrial equipment and small devices, and fiscal 2024 saw all-solid-state batteries used in an image recognition unit, the development of modules for backing-up industrial equipment, all-solid-state batteries adopted in a wireless cooking temperature sensor device, and their use in a data logger that monitors the process of cleaning medical devices.

All-solid-state batteries were originally developed by a small number of people within a business division, but in fiscal 2021 we established the New Business Producing Division by integrating the development teams from each business division and concentrated our resources. Initially, we did not expect to move to the mass production phase in three years, but the strengthening of our organizational capabilities accelerated development, and I strongly feel that this will contribute to new product development in the future. One of the strengths of all-solid-state batteries is their usability across a wide range of temperatures, and there is a significant need for use in high-temperature environments in particular. Proposals for battery units require time for customer performance assessments, so we have changed our approach to create our samples in line with the customer's purpose of use, allowing for quicker assessments. By shipping these samples and accumulating achievements in the markets, we will develop a wide range of applications including encoders for industrial robots and medical devices, and will steadily expand sales and production toward full-fledged contribution to our profit in the next mid-term management plan.

I actually joined Maxell with a longing for cassette tapes and video tapes but was one of just two people of my cohort of 40 people to be assigned to the battery division. Now I am glad to have been assigned to the battery division, but back then I was disappointed. My senior encouraged me by saying, "Batteries are part of the energy industry, and definitely won't disappear," and so I worked on development. Batteries only function as voltage and electric current, but they generate new value by changing conditions in accordance with their use, including temperature, humidity, lifespan, and size. Through batteries, Maxell's foundation business, we will realize new innovation.

We are promoting development in product fields other than batteries through the New Business Producing Division. For example, EMC* countermeasure components, which absorb electromagnetic waves, are products that utilize magnetic powder used in magnetic tape. They are primarily expected to serve applications in the automotive sector, and we are working to expand sales. Moreover, our low-pressure foam molding technology (RIC-FOAM), which is under development, enables us to realize foams of engineering plastics and super engineering plastics, which had been difficult to use in foam molding. It can make components lighter, enable the creation of metal parts in plastic, and contribute to reducing the environmental burden. We will continue to steadily advance initiatives for commercialization.

*EMC: Electromagnetic Compatibility



**Focusing on caravan activities that will increase our technological contact with customers**

In response to customer issues and demands in all fields, we are focusing our efforts on providing optimal solutions through technical sales capabilities that align technologies at a high level, and through our Monozukuri capabilities using our unique Analog Core Technologies. The mobility, social infrastructure, medical, and industrial fields in particular require high levels of safety, so careful alignment is needed, and this means that these are the fields likely to acknowledge Maxell's value. We have strengthened our caravan activities with engineers to increase technological contact with customers—we tripled the number of activities in fiscal 2024 compared with the previous year.

When we visit customers, they raise themes that are very challenging—this is something I also experienced as an engineer. In response to these, I often created a way forward by making proposals such as "could we do it this way?" and "what about changing the conditions like this?" It is important to communicate and discuss ideas with customers, rather than saying something cannot be done, so we will take care to ensure a steadfast approach.

## Working to strengthen human capital and organizational capabilities

We are focusing our efforts on developing and recruiting human resources to strengthen human capital and enhancing our organizational capabilities. With regard to human resource development, we are working to strengthen educational programs linked to management strategies and to foster a culture in which people are understanding of and cooperative with colleagues who spare some of their working time to undertake training. For recruitment, the Human Resources & General Affairs Department is strengthening acquisition of talented personnel by adding personnel who has experience in career recruitment. We are also promoting the recruitment of overseas personnel who have connections to the local market.

In terms of strengthening our organizational capabilities, in fiscal 2021 we integrated the development teams of each business division to create the New Business Producing Division and combined the sales teams of each BtoB business division to form the Marketing & Sales Division; this ensured a shift to a company-wide cross-divisional organization and strengthened initiatives, but the effects have not yet become apparent in our sales performance. It takes time to launch new products, which involves acquiring customers and technical elements, so we will accelerate our growth strategies based on group-wide cross-divisional organization while managing progress using the number of customer contact points and customers to be acquired, as well as predictions of future sales.

## Providing value to the world through products that solve social issues

Our customers are all working to solve social issues, so we provide optimal products in a form that aligns with their efforts. In the mobility area, we contribute to our customers' solutions to social issues through our products—for example, our coated separators, used in batteries for greening and the electrification of vehicles, and our ultrasonic cleaning lens unit, which works for autonomous driving even in bad weather. In the medical field, too, there is an increased need for primary batteries for blood glucose meters, as mentioned above. If a person cannot treat high blood glucose quickly, their condition may become serious, so the power source of a monitor is a product directly connected to human life—and Maxell's products, which combine high safety and energy density, are well regarded. Moreover, our all-solid-state batteries, which help make devices maintenance free, have a significant impact on society. If our customers can fully understand the strengths of these products, I believe that we can contribute to society and also increase our profits.

We formulated MEX26's measures to achieve quantitative targets after numerous discussions, based on reflections on the previous mid-term management plan. In fiscal 2024, the first year of MEX26, we were able to increase our operating profit despite taking into account the losses from our business portfolio reforms, thanks to our suppression of the profit volatility of our existing businesses.

Fiscal 2025 is a key year that will lead into the final year of the plan. There are concerns about a global economic slowdown due to the effects of reciprocal tariffs in the United States, but we will steadily implement what we have prepared to date and do our best to make sure we achieve our operating profit target of 10.0 billion yen.

We hope that you hold expectations for the future of the Maxell Group, and look forward to your continued understanding and support.

**Keiji Nakamura**

**President and Representative Director**

September 2025

# President × Analysts Roundtable Discussion




## Progress and Challenges in Portfolio Reform

In July 2025, President Nakamura held a three-way discussion with Mr. Nakayama of Nissay Asset Management Corporation and Mr. Watanabe of SMBC Nikko Securities Inc. They exchanged views on a review of the past five years of portfolio reform and on initiatives for future growth.

## On portfolio reform over the past five years

Watanabe Over the five years since President Nakamura assumed his position, I have highly evaluated Maxell for steadily addressing its challenges, such as withdrawing from the domestic BtoC sales business, and for concentrating on niche, differentiable fields with a focus on profitability.

The acquisition of the micro primary battery business from Murata Manufacturing Co., Ltd., announced in June 2025, is, in my view, an excellent outcome. It not only provides expansion in a business where Maxell is strong on its own, but also brings a competitor's business into the fold to grow the overall business while securing necessary talent.

Nakayama The reasons I became interested in Maxell include: having a product portfolio that, in a market with few surprises, earns stable sales and profits with high market share; holding the No. 1 share in optical products and battery products; and having a strong presence in primary batteries, which are in a stable market, generating high share and high profitability with products such as micro batteries for TPMS (tire pressure monitoring system) sensor, while also possessing latent growth potential in new areas.

I regarded the profit expansion in Maxell's BtoC business as riding a temporary boom, so I was closely watching to see how you would allocate management resources. Looking back on how you ultimately reached the management decision to withdraw, what do you see as the issues?

Nakamura We carried out our reform of the BtoC business from 2022 to 2023. Since the 2000s, overseas companies' BtoC products have become more competitive, making it difficult to differentiate on performance alone, and in Japan today BtoC superiority is determined more by a company's ability to supply to distribution channels than by product performance. Amid this, during the COVID-19 pandemic in 2020, sales of anti-bacterial deodorizers expanded and market interest in health products was extremely high, so, hoping to make another strong showing, we took on the challenge of developing higher value-added products. We believed there was an opportunity, but in the end cost competitiveness proved challenging, so we switched to a scheme to transfer the business to the best owner. I regret that we should have made the management decision earlier.

Nakayama Many companies talk about "structural reform," yet fundamental reforms are not carried out, and a few years later they once again incur losses and are forced to restructure. I evaluate Maxell as having seen structural reform through to completion in the following respects:

- Sequentially executing portfolio reform under the ABC-XYZ operations (profit and loss control by business)
- Deciding to withdraw from the prismatic lithium-ion battery business following the BtoC business
- Making an early management decision on the projector business and currently generating earnings from patents

If reforms continue to be carried out in a timely manner under the discipline of ABC-XYZ, then I think it will be recognized that portfolio reform has taken root at Maxell.

Nakamura In the prismatic lithium-ion battery business, while operating profit and capital efficiency were low, there was a certain level of sales that covered fixed costs. However, in the medium to long term it was necessary to shift our footing and connect to new businesses, and as we reached a certain outlook for shifting to all-solid-state batteries, we decided on withdrawal in fiscal 2024.

## Challenges and Expectations for Future Growth

Watanabe When I look at the balance between sowing the seeds of growth and overall company profits, I feel like it is too heavily weighted toward profits. Not every seed will lead to high profitability and high growth, so I believe more seeds need to be sown. Planting seeds while advancing structural reform is difficult, but even if all-solid-state batteries do not proceed as assumed, it is desirable to have a portfolio with multiple alternatives.

Nakamura That point is indeed crucial for Maxell's growth. We were relisted in 2014, and pursued a growth strategy through M&A; however, we had the bitter experience of doing too much too quickly. When I became president, I strongly felt the need to build businesses starting from in-house technology development. Therefore, in 2021, when we launched the previous Mid-Term Management Plan MEX23, we integrated the development of new products and new businesses that had been conducted within each of the four business divisions using their own resources into the New Business Producing Division, thereby strengthening the framework for launching new businesses.

Currently, all-solid-state batteries are about to get off the ground, and we have many other seeds with growth potential. We intend to allocate sufficient resources and move forward with commercialization in an organized manner.

Watanabe It is important to move forward with portfolio reform and to raise profit margins. I think it is best to allocate a certain share of profits to R&D as seed funding, and then to methodically build mechanisms to increase the success rate of development.

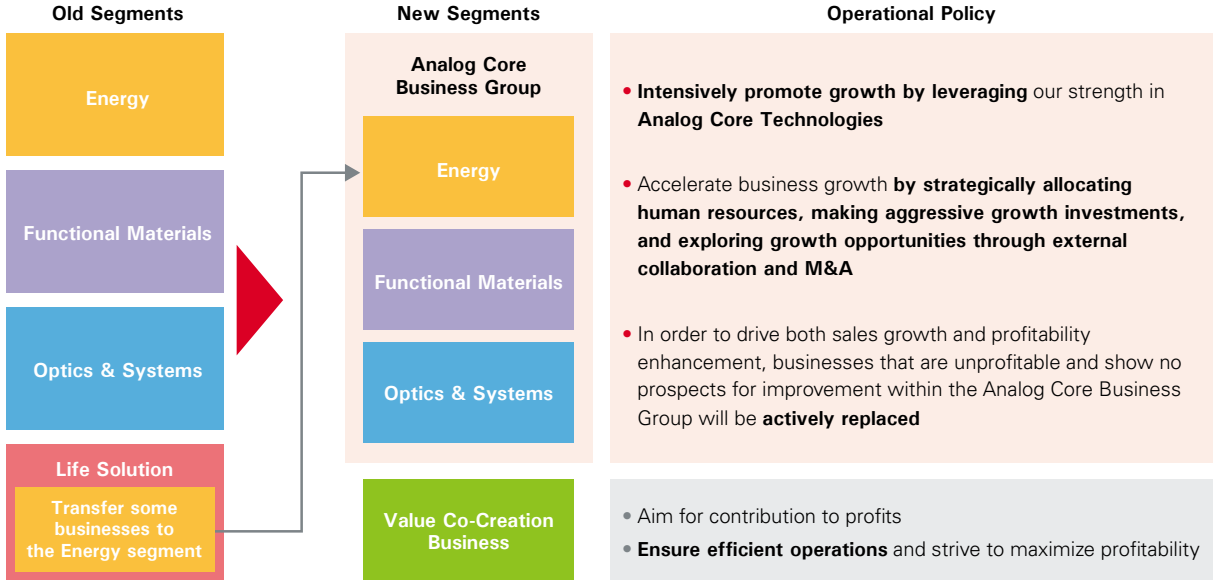
Nakayama I highly regard the move to consolidate new-business development functions that had been carried out in each department and to pursue overall optimization. What concerns me is whether, while allocating resources to all-solid-state batteries, Maxell's seeding for initiatives still at the early development stage might be receiving short shrift. It is also important to concentrate resources on marketing, sales, and commercial capabilities, which are areas that remain a challenge, and to change the organizational structure and systems accordingly.

Nakamura Although volumes are still small, production of all-solid-state batteries on mass-production equipment has begun, and we are entering a phase of shifting them into a business segment. Following that, EMC countermeasure



**Changed reporting segments to focus resources on the growth of the Analog Core Business Group**

Define Energy, Functional Materials, and Optics & Systems as the "Analog Core Business Group" which should be grown intensively, concentrate management resources, invest aggressively for growth, and also explore growth opportunities through M&A to accelerate business growth



components* and foam molding are now one or two steps before commercialization, and we are increasing resources to advance their development.

Starting in fiscal 2025, customer development for new technology development is being handled by the marketing team within the New Business Producing Division, and we have shifted to a framework that thoroughly captures customers' issues. Going forward, we will strengthen these activities and will also consider collaborating with trading companies and others to accelerate our efforts.

Nakayama Many technology-oriented companies in Japan struggle with this, and solving it is not easy, but if it can be solved, then the stock market's evaluation could dramatically change. I hope internal discussions will progress going forward.

Watanabe When I visited Maxell's factories, I was once again convinced of the strengths of micro batteries. The longstanding work under stringent conditions to ensure absolutely no leakage matches the needs of the medical device market. I believe that leading with strong products to draw out customer needs will be the first phase toward expansion.

Nakamura Marketing and sales for the battery business are being strengthened on a global scale. We need to capture needs broadly, and I want our front-line sales teams to keep a strong focus on that. If we concentrate only on batteries, then we can dig deeper into the battery business, but our breadth will not expand; therefore, we are building new mechanisms to address this. While major results will not come immediately, the New Business Producing Division will accelerate the search for new customers and products.

Nakayama I believe efforts to probe customers' latent needs are also moving forward, but how is this in practice?

Nakamura In marketing and technology development within the New Business Producing Division, we have set up phase gates, with the condition that customers request samples on a paid basis. For foam molding and EMC countermeasure components, we are able to provide paid samples to customers. For products that have not yet reached that stage, we are strengthening marketing so they can move to the next gate.

Watanabe It is clear that Japan will face talent shortages over the next 5 to 10 years, and that operations will become difficult unless companies amicably leverage resources by hiring overseas personnel as well as collaborating with one another. Shouldn't you accelerate the pace of bringing in external personnel?

Nakamura The average age of Maxell's workers is high, so we recognize this as a very important point. Owing to issues of business succession, there are also M&A opportunities involving capable small and mid-sized companies, and if we find companies that can create synergies with Maxell's core technologies, then we would like to actively consider them.

Watanabe I think the business transfer from Murata Manufacturing was very positive in terms of consolidating industry resources.

Nakamura When we formulated the current mid-term management plan, we generated M&A ideas across all segments, and this one had the highest affinity. Although finished battery products may look the same, the manufacturing methods, materials, equipment, and underlying technologies differ. By leveraging each other's strengths, we expect to create broad and significant synergies, including in product design and equipment design.

*EMC: Electromagnetic Compatibility





Nakayama By the way, your PBR has remained below 1 for some time. How do you view this internally?

Nakamura While we have set out a management approach focused on capital efficiency, we believe the lack of share-price appreciation largely reflects volatility, including in growth potential and profitability, and the fact that contributions to performance from new products such as all-solid-state batteries, which are aimed at future growth, are still ahead. If we firmly achieve the targets of the mid-term management plan and are able to communicate more concrete initiatives for expanding the all-solid-state battery business, then I believe the market's trust and expectations will rise, and that our share price will follow.

Thank you very much for your valuable opinions today.

# The Progress of the Mid-Term Management Plan MEX26

## "Commit to Value" Implementing management focused on corporate value and profit growth

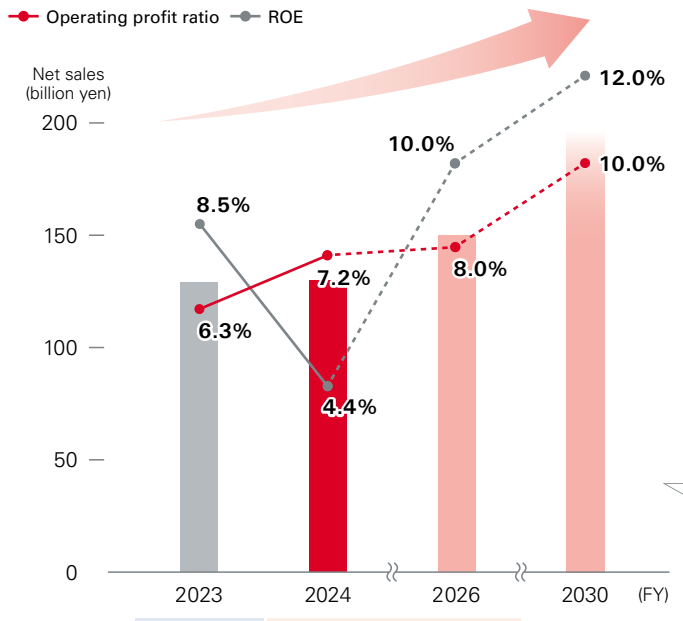
**Enhancing our management foundation in line with the progress of the Mid-Term Management Plan MEX26**

- In fiscal 2024, the first fiscal year of MEX26, we promoted portfolio reform based on the distinction of existing businesses and steadily enhanced our sales and management foundation.
- In fiscal 2025, the second year, we will continue to enhance our management foundation with a view to long-term growth, while ensuring the achievement of MEX26 targets as a priority.
- We will continue to implement reform and growth initiatives with clear distinction.

### Business strategy and financial strategy

| | | | |
|---|---|---|---|
| Business strategy | Existing businesses (portfolio) | • Change reporting segments and concentrate resources for the growth of our Analog Core Business Group<br>• Drive business growth with products in 3 focus areas | P. 07– |
| | New businesses | • Expand applications for all-solid-state batteries such as industrial equipment and small devices | P. 15– |
| | Sales | • Strengthen technical sales team to realize solutions to customer issues | P. 43– |
| | Management foundation | • Implement measures for shared business foundation that enhance competitiveness | P. 27 |
| Financial strategy | Growth investments | • Steadily implement growth investments, based on relations with customers | P. 25 |
| | Shareholder returns | • Ensure share buybacks, in addition to dividends, and improve capital efficiency | P. 27 |

### Financial targets




| Item | FY2023 | FY2024 | FY2026 | FY2030 |
|---|---|---|---|---|
| Net sales | 129.1 billion yen | 129.8 billion yen | 150.0 billion yen | TBD |
| Operating profit | 8.1 billion yen | 9.3 billion yen | 12.0 billion yen | TBD |
| Operating profit ratio | 6.3% | 7.2% | 8.0% | 10.0% |
| ROIC | 5.0% | 5.8% | 7.5% | TBD |
| ROE | 8.5% | 4.4% | 10.0% | 12.0% |

Ideal feature to be realized in 2030

**Vision**

Create Maximum Excellence for employees, customers, and society by leveraging unique Analog Core Technologies

VVSS

Achieve further growth acceleration from FY2027 onwards, after full-scale launch of new businesses such as all-solid-state batteries

## The Strengths of Monozukuri (Manufacturing)

Unique Analog Core Technologies

**Mixing & Dispersion (Mixing)**
Technology for mixing more uniformly

**Fine Coating (Coating)**
Technology for coating at more uniform thicknesses

**High Precision Molding & Forming (Forming)**
Technology for forming

## [Advantages of all-solid-state batteries]

### Wide range of discharge temperatures

Possible to discharge at a range of discharge temperatures impossible for conventional lithium-ion batteries—from -50˚C to +125˚C

### Higher reliability than conventional batteries*1

Contributes to infrastructure monitoring in harsh environments and measures against decline of work force, by reducing maintenance frequency, such as battery replacements




### High capacity and high output*2

Realizes IoT devices, including real-time monitoring through low-power-consumption wireless communications such as Bluetooth® Low Energy and LPWA

### No leakage, explosion, or ignition

No concerns of leakage, explosion, or ignition, enable effective usage not only in harsh environments, but also in medical and healthcare fields that require safety*3 of batteries

*1 In acceleration tests at 60˚C storage, all-solid-state batteries can maintain 90% capacity for 100 days, compared with 10 days for Maxell's conventional coin-type lithium-ion rechargeable batteries (927 size)
*2 Characteristics equivalent to the rated capacity and maximum discharge current of Maxell's conventional coin-type lithium-ion rechargeable batteries (927 size)
*3 No ignition or smoke in various safety tests, including application of 350˚C heat, nail penetration, and external short circuits.
Bluetooth is a registered trademark of Bluetooth SIG, Inc.

## Expanding into various fields and applications



**Factory automation (FA)**
Reducing maintenance man-hours for encoders in robots/servo motors for industrial use, helping improve productivity



**PLC (Programable Logic Controller) data back-ups**
Reducing risk of data loss



**High-temperature data logger for sterilization**
Realizing loggers for sterilization with rechargeable batteries that can be used in high-temperature environments such as high-pressure steam sterilizers



**Equipment monitoring**
Constructing sensor systems with stand-alone power sources combined with energy harvesting



**Food management**
Reducing quality variation and enabling management of temperature data records using IoT



**Infrastructure structural monitoring**
Realizing sensor systems with outside stand-alone power sources combined with energy harvesting

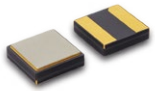


**Pipeline monitoring**
Realizing pressure monitoring systems with long-term operation through a combination of all-solid-state batteries and energy harvesting technology



**Real-time clocks (RTC)**
All-solid-state batteries, which operate in a wide range of temperatures, contribute to back-ups of RTCs in harsh conditions

## Offer value to society through diverse batteries from consumer to industrial use based on our Analog Core Technologies

| | 1963 | 1976 | 1996 | 2004 | 2005 | 2018 | 2023 |
|---|---|---|---|---|---|---|---|
| Applications | Industrial use<br>Remote controls<br><br>Consumer use | Wristwatches<br> | Mobile phones<br> | **Automotive**<br>TPMS<br>(Tire pressure monitoring system)<br> | Main power source<br> | **Infrastructure**<br>Water and gas meters<br> | **Healthcare**<br>Healthcare patches<br> | **Expanding into various fields and applications** |
| History of Maxell's product development | **[ Maxell ]**<br>**Max**imum Capacity Dry **Cell**<br> | Commercialization of Japan's first silver oxide batteries<br> | Commenced production of lithium-ion battery for consumer use<br> | Commercialization of heat-resistant coin-type lithium dioxide batteries<br> | Commenced production of electrodes for lithium-ion batteries for vehicles<br><br>Image provided by:<br>Vehicle Energy Japan Inc. | Commercialization of cylindrical-type lithium manganese dioxide batteries<br> | Air Patch Battery development (ongoing)<br> | Commercialization of small-size sulfide based all-solid-state batteries<br> |
| Technology | **Technology to prevent leakage**<br>Ensuring uniformity of powder size<br>Reduces gas generation after over-discharge, **prevents fires due to explosions** | **Leak-resistant sealing technology**<br>Application of original sealing technology<br>Suppresses the characteristic phenomenon of alkaline electrolyte rising up and seeping out, and **prevents harm to humans due to leakage** | **Uniform dispersion technology**<br>High-precision, uniform dispersion of main cathode materials<br>Ensures smooth flow of ions and electrons and **realizes high-density filling** | **Heat-resistant sealing technology**<br>Materials with excellent heat resistance and unique sealing technology<br>**Ensures safety** even in high temperatures and under acceleration conditions by excellent **leak-resistant characteristics** | **Precise coating technology**<br>Coating paints and adhesives of all viscosities uniformly over a wide area with consistent thickness<br>**Improves stability of vehicle drive** | **Original electrode structure**<br>Achieved both high current and high energy density with the unique winding electrode that optimizes electrode thickness and number of coils<br>Enables **long-term operation, stable discharging, and more** | **Flexible**<br>Lightweight, thin-sheet flexible construction<br>**Can be used in thin devices and curved parts** | **Fusion with Analog Core Technologies**<br>Adding technologies from corporate collaborations and newly developed process technologies to our Analog Core Technologies<br>**Development of all-solid-state batteries with a variety of applications** |
| Analog Core Technologies |  |  |  |  |  |  |  |  |

**Analog Core Technologies**

**Mixing & Dispersion (Mixing)**
Technology for mixing more uniformly

**Fine Coating (Coating)**
Technology for coating at more uniform thicknesses

**High Precision Molding & Forming Forming)**
Technology for forming

Roundtable Discussion

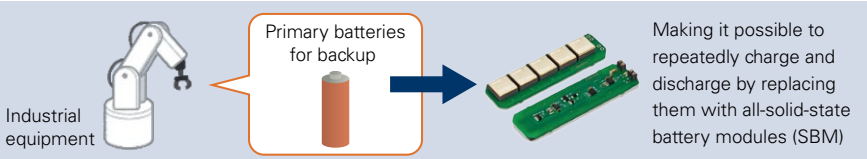
# Contributing to smart transformation of new factory with all-solid-state battery modules




Collaborative theme

SUBARU × maxell Within, the Future

SUBARU Corporation is currently constructing a new vehicle plant in Gunma Prefecture. While considering smart transformation of the factory, SUBARU took note of the environmental resistance, wide discharge temperature range, long life, and safety of Maxell's all-solid-state batteries.
Currently, we are aiming to install FA robot backup power supplies with all-solid-state battery modules (SBMs), and our engineers are also being seconded to SUBARU to work on solving additional challenges.




## Background to the adoption of all-solid-state batteries

Seo In 2021, Maxell announced a high-output coin type all-solid-state battery that offers long life, high safety, and the ability to operate across a wide range of temperature environments. Following this release, we were approached by SUBARU.
Tsuchiya SUBARU was planning to build a new vehicle plant on a 600,000 m² site adjacent to our Oizumi Plant in Gunma Prefecture. In exploring options to make this a smart factory, we became interested in Maxell's all-solid-state batteries. Currently, many backup batteries are used in the plant for FA robots and other equipment, but, because they are primary batteries, they reach the end of their life in about one year and must be discarded. By using all-solid-state batteries, the lifespan can be extended to around 10 years, which significantly reduces waste and greatly contributes to conserving the environment and reducing replacement work.
Jin We are replacing the ER (lithium thionyl chloride) batteries currently used for backup power in the existing FA robots with SBMs. Demonstration testing was conducted at SUBARU's plant, and in August 2025, we successfully completed testing with the final SBM specifications installed. We will now begin considering mass production of SBMs at Maxell.

## Evaluation of all-solid-state batteries

Tsuchiya Winters at the plant in Gunma Prefecture can be cold, with temperatures dropping to between -10°C and -15°C. On the other hand, some of our manufacturing processes reach temperatures as high as 120°C. Therefore, the all-solid-state batteries are being tuned to suit this demanding operating environment.
Seo To create a product that meets SUBARU's required specifications, we have repeatedly gone through a process of design, evaluation, and verification, overcoming a variety of challenges. The environment in which the batteries will be used

proved to be far harsher than we expected, but over the course of about two years we have been proceeding according to plan, from the initial proof-of-concept prototype to the performance prototype, and now to the mass-production prototype.

Jin The greatest challenge was to miniaturize the SBM so that it could be installed in the limited space available in existing robots, while still ensuring performance, reliability, and safety under harsh conditions. The FA robot manufacturer has adapted the robots so that charging power can be supplied from the completed SBM.

Tsuchiya The specifications match our requirements. Once again, batteries that do not burn are truly groundbreaking. They will contribute to improving safety in the factory, and I believe they are a product that will also make broad contributions to people's lives.

Ohba I am also looking forward to future improvements in recyclability.



**Yoshiho Seo**
Senior Manager
Innovative Product Creation Department, New Business Producing Division
Maxell, Ltd.

Leads the technical departments of the New Business Producing Division. Seconded to SUBARU in April 2025.

**Riguo Jin**
Engineer
Innovative Product Creation Department, New Business Producing Division
Maxell, Ltd.

Joined the project in 2023 and is responsible for the design of the SBM.



Jin Maxell's all-solid-state batteries are made only of metal and ceramic, so they have very high recyclability. Additionally, because there is no risk of combustion, packaging and transportation can be made more efficient, which also leads to reduced logistics costs. The challenge will be to create a system for collection through to reuse.

## Expectations for Maxell going forward

Tsuchiya An automobile plant encompasses a variety of processes such as painting, assembly, and welding, each of which is as large-scale as what one might envision for an entire company. Therefore, in the future of automobile manufacturing, it will be essential to connect these processes, each of which tends to become siloed, through DX under a unified concept. In order to collect and utilize detailed information as data, there will be an even greater need for compact batteries that can be used in a wide range of environments.

I hope Maxell will further deepen and develop its unparalleled ability to propose solutions tailored to customers, so that we can grow together. For example, if all-solid-state batteries are made larger in the future, then their range of applications could be expanded even further to include Automated Guided Vehicles (AGVs) and Autonomous Mobile Robots (AMRs).

Seo Regarding larger formats, we would like to identify areas within SUBARU where all-solid-state batteries can demonstrate their advantages and work toward them within the scope of Maxell's strengths. In addition, we will continue making proposals that address SUBARU's specific needs, such as applications that combine batteries with sensors.

By being seconded to SUBARU, I have been able to experience its design philosophy and approach to manufacturing, and I have once again realized the depth of "thinking about the customer's challenges together." If we can understand not just what the challenges are, but also how they are affecting operations, then we can make proposals that enhance strengths of SUBARU. Also, in being involved with initiatives for DX at the new plant, I have noticed a commonality with Maxell in that SUBARU also places people at the center of its thinking.

Ohba I also work at the plant, and I believe that promoting DX should not be driven solely by digital technology, but rather by how we can improve operations to be better and more people-friendly. From the perspective of leveraging the know-how accumulated by people, we aim to enhance the value of the plant. While some may call this approach unrefined, that is precisely our strength.

Tsuchiya DX is merely a means, and our shared perspective with Maxell is in keeping people at the center. Through technical, organizational, and human collaboration that transcends corporate boundaries, we aim to create value for society while also helping to raise the overall level of manufacturing in Japan.

**Takamasa Tsuchiya**
General Manager
Manufacturing Engineering Office for New Plant Project
SUBARU CORPORATION

Promoting initiatives for smart transformation in preparation for the launch of the new Oizumi Plant.





**Suguru Ohba**
Manager
Manufacturing Engineering Office for New Plant Project
SUBARU CORPORATION

Involved with the new plant project, while overseeing the promotion of DX within SUBURU's plants.

## All-solid-state battery "PSB401010H" adopted into wireless cooking temperature sensor device "NICK"





Food temperature management is directly connected to food quality and safety. However, when using manual management methods, which are conventionally dependent on experience and the environment, it is difficult to respond to temperature changes in real time and to create accurate records. The variation in quality caused by temperature changes leads to issues in maintaining consistent taste and texture, and record management of manual cooking processes involves labor, time, and the risk of human error.

The wireless cooking temperature sensor device "NICK," jointly developed by CO-WORKS Co., Ltd., and YOSHINOYA CO., LTD., aims to ensure uniform taste by measuring and communicating temperatures up to 100˚C, visualizing the food's cooking data. Most conventional temperature sensing devices feature a design where the sensor is separated from the main body because the batteries are vulnerable to high temperatures, but here, the use of Maxell's all-solid-state batteries with high heat resistance has enabled the creation of an integrated device, allowing more flexibility in installation locations.

Installing a wireless communication device that uses all-solid-state batteries with high heat resistance in cookware means that users can measure and record temperatures and cooking times in real time, achieve more stable quality and more efficient data management, ensure the traceability of cooking records, and aiming to prevent food poisoning. YOSHINOYA has now started demonstration experiments of the device at selected restaurants, which will contribute to increased convenience for restaurant staff and food safety through an easy-to-install device.





(Left) Wireless cooking temperature sensor device "NICK" with all-solid-state batteries

(Right) All-solid-state batteries "PSB401010H" mounted on a circuit board (enlarged view)

## Thin and flexible batteries with high levels of safety and consideration for environmental impact (Air Patch Battery)




Aiming to enhance safety and reduce environmental impact, Maxell has developed the Air Patch Battery, a thin and flexible battery that does not use hazardous or dangerous materials. We have achieved materials development to ensure satisfactory battery performance while considering the environment and safety, with a view to using these batteries in the medical and healthcare fields, such as medical sensing patches for body temperature and transdermal medication patches. We offer a lineup of two different series based on purpose of use.

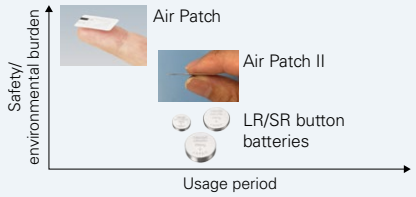
**Features**

| | |
|---|---|
| • Does not use hazardous or dangerous materials | Next-generation batteries made with high safety and consideration for environmental impact, without the use of hazardous and dangerous materials such as mercury, lead, cadmium, lithium metal, potassium hydroxide (strong alkali), and flammable organic solvents |
| • Lightweight/thin and flexible | The patch can be adhered to the human body with minimal discomfort, and is suitable for thin devices and curved surfaces |
| • High capacity/high energy density | 2–5 times or more than manganese-zinc sheet batteries with typical aqueous electrolyte* |
| • Disposable (can be disposed after use) | |

*Volumetric energy density (dependent on battery size) Maxell's research in June 2023

**Lineup**

- More environment- and safety-conscious type
  Air Patch Battery (AP) series
- High-power type that can be used for long periods of time
  Air Patch Battery II (AP II) series




(Diagram on right) Technology portfolio of Air Patch Battery series

# Aiming to commercialize “permanent power sources” in 2030

## Business strategy

### Active investment toward net sales of 30 billion yen

Maxell Group aims to contribute to the realization of a sustainable society by commercializing “permanent power sources” through all-solid-state batteries. We will advance the development of applications while evolving lifespan, heat resistance, and capacity.

During MEX26, we will expand the applications for FA and various sensor uses while focusing on the modularization of small cells and the development of medium-sized cells. We are implementing phased capital investments with the aim of achieving net sales of 30 billion yen in fiscal 2030, and began full-scale shipments of all-solid-state batteries in the latter half of fiscal 2024 after receiving official customer approval.

We plan to continue making successive improvements in line with new developments and order volume.

### Business strategy

| | MEX26 | To achieve net sales of 30 billion yen in FY2030, make investments on a scale of 10 billion yen by FY2030 | |
|---|---|---|---|
| **Phase 1** (FY2021– FY2023) | **Phase 2** (FY2024– FY2026) | **Phase 3** (FY2027– FY2029) | **Ideal feature to be realized in FY2030** |
| Product development and capital investment | Expand orders and consider investment<br>Development of next-generation technologies | Consideration of large-scale capital investment<br>Full-fledged business contribution | Commercialization of “permanent power sources”<br>Contribute to the realization of a sustainable society |
| • Commercialization of ceramic package type all-solid-state batteries<br>• Investment and start of mass production lines<br>• Approach to the multi-axis robot market | • Develop application of ceramic package type all-solid-state batteries<br>• Expand applications of all-solid-state battery modules<br>• Commercialize medium-sized all-solid-state batteries (larger capacity)<br>• Improve heat-resistant long-life characteristics | • Invest in mass production of next-generation technology products<br>• Realize complete maintenance-free products by combining with optimal harvesters | • A broad lineup of heat-resistant, long-life all-solid-state batteries<br>• To be used in diverse applications as power sources that are necessary to solve social issues |

## Development Status and Plans

### Announcements of developments by applications and collaborations with customers during FY2024

**All-solid-state battery modules for industrial equipment**

Capable of replacing primary batteries for backup use



**Temperature sensors for the food service industry**

Installed in wireless temperature devices for high-temperature cooking



**Data loggers for medical devices**

Installed in data loggers that monitor cleaning processes in medical devices



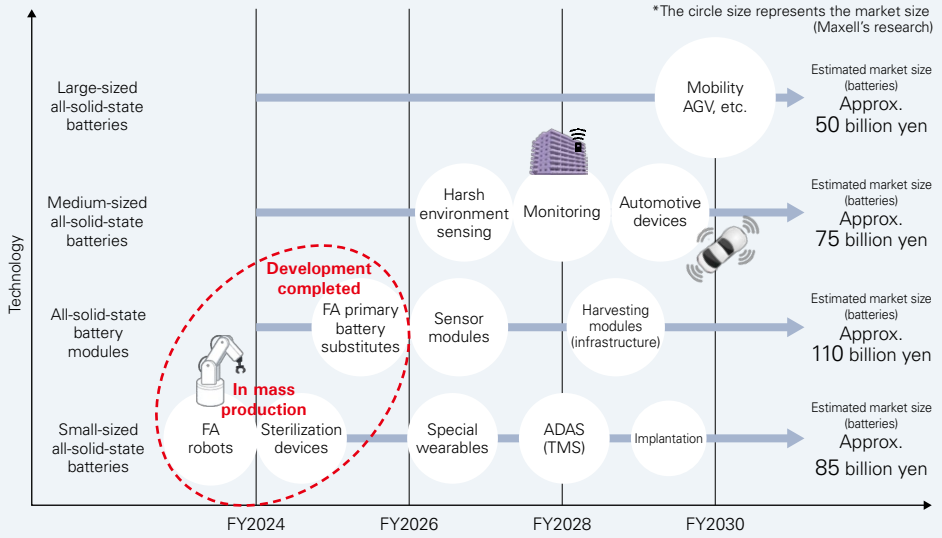
**Backup applications for surveillance image recognition units**

Leveraging high heat resistance, used for real-time clock backup applications



### Estimated markets and development roadmap

MEX26 is a period for ensuring a track record in the market and reliability as a new technology



# Value Creation Process

**Vision** Ideal feature to be realized in 2030

Create Maximum Excellence for employees, customers, and society by leveraging unique Analog Core Technologies

MEX26 Key growth strategy initiatives in the Mid-Term Management Plan MEX26

Capital to be particularly strengthened under MEX26

## 1 INPUT <Invested Capital>

Materialities 03 Creating Human Resources and Organizations that Generate Value / 07 Strengthening Group Governance

MEX26 Active investment in growth areas: 35.0 billion yen, more than double the amount compared to MEX23
Focus on business efficiency and talent development through the standardization of core systems

### [Financial Capital]

FY2024
Net Sales .... 129.8 billion yen
Operating Profit ..... 9.3 billion yen
Operating Profit Ratio ... 7.2%
ROIC ..... 5.8%

FY2025 Targets
Net Sales .... 136.5 billion yen
Operating Profit ..... 10.0 billion yen
Operating Profit Ratio ... 7.3%
ROIC ..... 6.2%

### [Manufacturing Capital]

FY2024
Capital Investment ..... 6.4 billion yen
Depreciation ..... 5.3 billion yen

FY2025
Capital Investment ..... 8.5 billion yen
Depreciation ..... 5.6 billion yen

### [Intellectual Capital]

FY2024
R&D expenses ..... 5.7 billion yen

Strengthening DX

Implementing intellectual property strategies

FY2026 Target
Number of Patents related to Next-Generation Development Technologies 1.5x in five years (FY2022-FY2026)

### [Human Capital]

FY2024
Consolidated Number of Employees ..... 3,797
Ratio of Overseas Employees ..... 37%

Strengthening human capital

FY2026 Target
Employee Awareness Survey
Improve job satisfaction level: 90% or higher
Create skill maps for desired talent

### [Social Capital]

FY2024
Number of Bases..... 48
Number of Countries in which Maxell Operates Businesses ..... 15

Build sincere and close relationships with customers and partner companies in various industry and business categories, and create product value, services, and new markets

### [Natural Capital]

FY2024
$CO_2$ Emissions (Scope 1 and 2)
Global..... 86.5kt- $CO_2$
Domestic ..... 53.7kt- $CO_2$
Total Waste Emissions..... 5,564t

FY2030 Targets
Domestic $CO_2$ emissions (Scope 1 and 2): 50% reduction (compared to FY2013)
Renewable energy ratio (= Volume of renewable energy used/total electricity): 15%

## 2 BUSINESS PROCESS <Business Approach>

Materialities 01 Creating Innovation through Unique, Original Technologies

MEX26 Strengthen technical sales personnel and expand sales through global sales organization

### Customers

— Resolving technical issues together with Maxell —

Mobility / ICT / AI / Human / Social Infrastructure

CUSTOMER IN

Provide optimal products and services by aligning technologies at a high level in response to the complex and delicate demands of each customer

OPTIMIZATION

### maxell

Technical sales capabilities

Monozukuri (manufacturing) capabilities

Development capabilities / Mass production capabilities

Analog Core Technologies

## 3 OUTPUT <Products / Technologies / Business outcomes>

**Materialities**
04 Maximization of Customer Value /
05 Creation of Economic Value through Environmental Activities /
06 Strengthening Business Portfolio Management

**MEX26**
Expand our business in 3 focus areas while continuing business distinction based on our Analog Core Technologies
While focusing on commercializing all-solid-state batteries, we will launch subsequent themes

Continue portfolio reform centered around the Analog Core Business Group

New Businesses

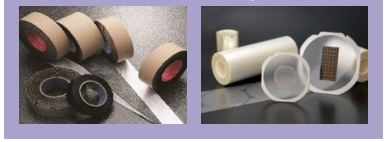
Transfer to the Analog Core Business Group (evolving and improving the technologies)

Analog Core Business Group

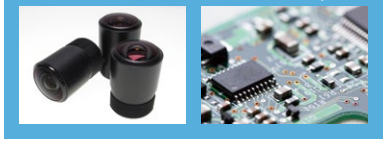
**Energy**
Developing batteries that are safe, and have high capacities and long lives



**Functional Materials**
Evolving converting products, such as adhesive tapes



**Optics & Systems**
Developing products that support the evolution of automotive and information society



Synergies with Analog Core Businesses (exploring new markets)

**Value Co-Creation Business**
Cultivating infrastructure and healthcare channels



## 4 OUTCOME <Value Created>

**Materialities** 02 Solving Social Issues through Growth Businesses

Creating social and economic value centered around 3 focus areas

**Mobility**
Contributing to ever-increasing "safety and security"

**ICT / AI**
Contributing to the expansion of people, society, and industry that continually create new value

**Human / Social Infrastructure**
Contributing to the realization of a sustainable and comfortable way of life for people and society

**Value for customers and society**
Address social issues through co-creation with customers

Interaction

**Value for employees**
Fostering a corporate culture of taking on challenges through successful experiences

**Value for shareholders and investors**
Shareholder returns based on enhancement of corporate value

Flows back from OUTCOME

# Materialities / Action Plans / KPIs

Fiscal 2023 was the target year for half (12) of the total KPIs set for the Mid-Term Management Plan MEX23; of these, 8 were achieved. With the start of the current Mid-Term Management Plan MEX26, we have established KGIs for our materialities and revised our KPIs to show Maxell Group's ideal feature to be realized in 2030 to a wide range of stakeholders and deepen their understanding.

**KGIs for 2030**

| | |
|---|---|
| Management | Operating profit ratio: 10% |
| Society | Ratio of female managers: 10% / Employee satisfaction rate: 90% |
| Environment | $CO_2$ reduction: 50% |

Results Legend ◎100% or higher: Numerical values or items achieved ○90-99%: Generally in line with plans with regard to medium- to long-term targets △89% or lower: Unachieved / Challenges exist toward targeted fiscal year of achievement

| Materiality | MEX26 | | | | | Reference |
|---|---|---|---|---|---|---|
| | Action Plan | KPI | FY2024 Results | Deadline | Progress Status | |
| 01 Creating innovation through unique, original technologies | **Evolution of unique, original technologies that generate new value** | Number of patents related to next-generation development technologies: 1.5 times in 5 years (FY2022-FY2026) | — | FY2026 | Progressing smoothly toward achievement by the end of FY2026. | P. 42 |
| | **Strengthen partnerships to create new businesses** | Create 3 new products led by the New Business Producing Division (during MEX26) | — | FY2026 | Advancing 5 business themes toward commercialization in FY2026. | P. 38 |
| 02 Solving social issues through growth businesses | • **Contribute to a safe and secure society through mobility-related businesses**<br>• **Contribute to an advanced information society through ICT/AI-related businesses**<br>• **Contribute to human/social infrastructure** | Sales growth ratio of 10 growth businesses*: 20% or higher (FY2026, compared to FY2023) | — | FY2026 | Overall progressing smoothly; responses are being considered for a few underperforming businesses. | P. 08 |
| 03 Creating human resources and organizations that generate value | **Strengthen management that leverages human resources (build a human resources strategy, promote the right person in the right place and talent management)** | Talent management system: Introduce to the Group companies by FY2026 | — | FY2026 | Underway at Group companies toward introduction in FY2026. | P. 46 |
| | | Career interview implementation ratio: 100% | ◎ | Annual basis | Achieved a 100% implementation ratio for career interviews. | P. 46 |
| | | Education for personnel evaluators: 2 times/year | ◎ | Annual basis | Conducted training twice a year for personnel evaluators. | P. 46 |
| | | Improve job satisfaction ratio in employee awareness survey: 90% or higher (FY2026) | — | FY2026 | Improved from the survey in the prior year, and action plans are being formulated for further improvement. | P. 46 |
| | **Establishment of a system for human resource development and evaluation that creates proactive talent capable of creating something out of nothing** | Creation of skill maps for desired talent (FY2026) | — | FY2026 | Model under verification; proceeding toward company-wide rollout in FY2026. | P. 46 |
| | **Promoting diversity and inclusion (utilize diverse human resources and accept different values)** | Encouragement for males to use childcare leave: 100% usage rate (FY2024) | △ | Annual basis | Improved from the previous year, but did not achieve the target (83%). Working on further improvements. | P. 46 |
| | | Recruitment ratio of new female graduates: 50% or higher for administrative jobs, 25% or higher for engineering jobs | ◎ | Annual basis | Achieved new female graduate hiring ratios for April 2025 entrants of 50% in administrative jobs and 25% or higher in technical jobs. | P. 45 |
| | **Improve productivity and promote the transmission of skills through the standardization of business processes** | Reduce the total annual working hours of employees: 2.5% reduction compared to FY2023 1,850 hours (FY2026) | — | FY2026 | Conducted trend analysis for FY2024; considering measures to achieve targets in FY2026. | P. 47 |
| | | Achievement of the company-wide education plan: 100%, ongoing | ◎ | Annual basis | Completed each education program in FY2024. | P. 47 |

*Reviewed growth businesses following the change in reporting segments from FY2025

# Materialities / Action Plans / KPIs

Results Legend ◎100% or higher: Numerical values or items achieved ○90-99%: Generally in line with plans with regard to medium- to long-term targets △89% or lower: Unachieved / Challenges exist toward targeted fiscal year of achievement

| Materiality | MEX26 | | | | | Reference |
|---|---|---|---|---|---|---|
| | Action Plan | KPI | FY2024 Results | Deadline | Progress Status | |
| 04 Maximization of customer value | **Transformation to manufacturing that solves the social issues ahead of customer issues** | Operating profit ratio of 10 growth businesses: 15% or higher (FY2026) | — | FY2026 | Overall progressing smoothly; responses for a few underperforming businesses are being considered. | P. 08 |
| | **Establishment of a system that prioritizes quality and product safety based on integrity** | Promote SQM (Super Quality Management for Maxell Group) activities and zero new recall cases | ◎ | Annual basis | No recall cases. | P. 41 |
| | **Enhancing the value of the Maxell brand's core products and services** | Conduct customer surveys and improve low ratings. Improvement target: 50% or higher (during MEX26) | — | FY2026 | Progressing smoothly toward resolving low ratings. | P. 41 |
| 05 Creation of economic value through environmental activities | **Strengthen environmental technologies and environmentally conscious products** | Define standards to show the degree of contribution to social and environmental issues, and approve products that exceed these standards as "Eco Excellence." Eco Excellence approval: 10 products or more (during MEX26) | — | FY2026 | Progressing smoothly toward achievement by the end of FY2026. | P. 50 |
| | **Conserving resources and energy, and promoting the introduction of renewable energy** | Domestic $CO_2$ emissions: 50% reduction or more (FY2030, compared to FY2013) | — | FY2030 | Progressing smoothly toward achievement by the end of FY2030. | P. 50 |
| | | Domestic renewable energy ratio (= Renewable energy used/total electricity): 15% (FY2030) | — | FY2030 | Progressing smoothly toward achievement by the end of FY2030. | P. 50 |
| | | Waste intensity per production: 0.0500 tons/million yen or less (FY2026) | — | FY2026 | Although there were temporary adverse factors in FY2024 due to business withdrawal, progressing smoothly from FY2025 onward. | P. 51 |
| 06 Strengthening business portfolio management | **Continuously improve the business portfolio through the two axes of market growth and business earnings (ABC-XYZ control)** | AB Business* ratio: 75% or higher (FY2026) | — | FY2026 | Overall progressing smoothly; responses are being considered for a few underperforming businesses. | P. 26 |
| | **Promoting efficiency at global production bases** | Hold discussions on the current issues and the future possibilities of each base from the perspective of optimal production placement and portfolio optimization. Incorporate concrete measures in the medium- to long-term management strategy | — | — | Not disclosed as it includes contracts. | — |
| 07 Strengthening group governance | **Build effective governance in group management (deepen management)** | Integration of IT basis for basic business operation within the Maxell Group (FY2027) | — | FY2027 | Progressing smoothly toward achievement by the end of FY2027. | P. 55 |
| | **Implementing governance to maximize group synergies (technology, marketing)** | Marketing: Creation of at least 3 new business development themes per year, reviewed across the Maxell Group | ◎ | Annual basis | Achieved in FY2024; aiming to create 3 or more in FY2025 as well. | P. 55 |
| | | Technology: Creation of at least 3 patents per year relating to synergies across the Maxell Group | ◎ | Annual basis | Achieved in FY2024; aiming to create 3 or more in FY2025 as well. | P. 55 |

* "Resource Concentration Businesses" with high profitability and growth based on profit & loss control by business

# 02

# Growth Strategy Report

## Cash allocation for growth during MEX26

- Following alignment with customers, sequentially investing in mass production in the 3 focus areas
- Allocate funds to capital investment and M&A for business growth, without slowing our pace

**[Proactive investment for profit growth]**

Growth investments
**Approx. 35 billion yen**
(Over **twice** that of MEX23)

Capital investment in existing businesses
**20 billion yen**

Development of new businesses, M&A, alliances
**10 billion yen**

Enhancing management foundation, including HR/DX
**5 billion yen**

**Heat-resistant coin-type lithium batteries**
Respond to increased demand accompanying market growth **(approx. 500 million yen)**



**Coated separators**
Respond to increased demand for BEVs
**(approx. 2.7 billion yen*)**



**Semiconductor DMS**
Respond to increased semiconductor demand
**(approx. 2 billion yen)**



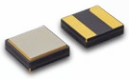
**Primary batteries for medical devices**
Respond to increased demand for CGM devices
**(approx. 5 billion yen)**



**Tapes for construction**
Respond to growing global demand
**(approx. 2.2 billion yen)**



**All-solid-state batteries**
Develop new applications
**(consider investments one at a time)**



**Acquisition of primary battery business from Murata Manufacturing**
Strengthen Energy business through synergy with existing businesses
**(Acquisition price: approx. 8 billion yen)**

muRata

Creation of **talent management system**
**Digitalization** of a wide range of work, promotion of **AI utilization**

*Subject to a Ministry of Economy, Trade and Industry subsidy

## Message from the Financial and HR Director

# We will focus on building a strong business portfolio and enhancing our management foundation to support innovation



Noritoshi Masuda
Director

### Looking back at performance in fiscal 2024

Fiscal 2024 was the first year of the Mid-Term Management Plan MEX26 (Maximum Excellence 2026), and our net sales increased 0.5% compared to the previous fiscal year to 129.8 billion yen, while our operating profit increased by 15.3% year-on-year to 9.3 billion yen thanks to growing sales of primary batteries, coated separators, and health and beauty care products, as well as the influence of foreign exchange rates. However, we recorded extraordinary losses of 2.6 billion yen in net profit (loss) attributable to owners of parent, resulting from the discontinuation of prismatic lithium-ion battery production as part of our business reform efforts, causing a 45.8% decrease year-on-year to 4.1 billion yen. The fact that we were able to achieve our operating profit target was due to the realization of an enhanced management foundation through our business portfolio reform activities to date.

Having reviewed our calculation standards for ABC-XYZ operations (profit and loss control by business), fiscal 2024's ratio of "resource concentration businesses (A, B)" with high profitability and growth was 58%. Deviation from the plan is being monitored on a quarterly basis, and we take prompt measures whenever a problem arises. Moreover, we are implementing PIPJ (profit and loss improvement by model project) in each business division and affiliated company, and, in fiscal 2023, we transitioned to management standards based on gross profit margins rather than operating profit margins to make this easier to understand for workers; through rapid analysis, we are aiming to further improve the profitability of profitable models while reducing unprofitable models, which is contributing to the accumulation of profits. To secure an operating profit ratio of at least 10%, our goal is a gross profit margin of at least 30%, assuming a selling, general and administrative expenses ratio of 10%–20%.

Our ROIC (return on invested capital) rose by 0.8 points compared to the previous fiscal year to 5.8%. In fiscal 2026, our target is to achieve 7.5%, which exceeds our cost of invested capital (WACC: weighted average cost of capital) of 6%.

| Action Plan |
|---|
| Continuously improve the business portfolio through the two axes of market growth and business earnings (ABC-XYZ control) |
| **KPI** |
| AB business*1 ratio: 75% or higher (FY2026) |

**Performance in the first year of MEX26 and forecast for fiscal 2025**

| Unit: billion yen | | FY2024 Result | | FY2025 Forecast | | Increase/decrease |
|---|---|---|---|---|---|---|
| Net Sales | | 129.8 | | 136.5 | | 6.7 |
| Operating Profit | Profit Ratio | 9.3 | 7.2% | 10.0 | 7.3% | 0.7 |
| Net Profit*2 | Profit Ratio | 4.1 | 3.2% | 7.0 | 5.1% | 2.9 |
| ROIC | | 5.8% | | 6.2% | | +0.4pt. |
| ROE | | 4.4% | | 7.5% | | +3.1pt. |
| Exchange Rate (yen) | (against the dollar) | 153 | | 145 | | Strong yen |
| Capital Investment | | 6.4 | | 8.5 | | 2.1 |
| Depreciation | | 5.3 | | 5.6 | | 0.3 |
| R&D Expenses | | 5.7 | | 6.3 | | 0.6 |

*1 "Resource concentration business" with high profitability and growth
*2 Net profit (loss) attributable to owners of parent

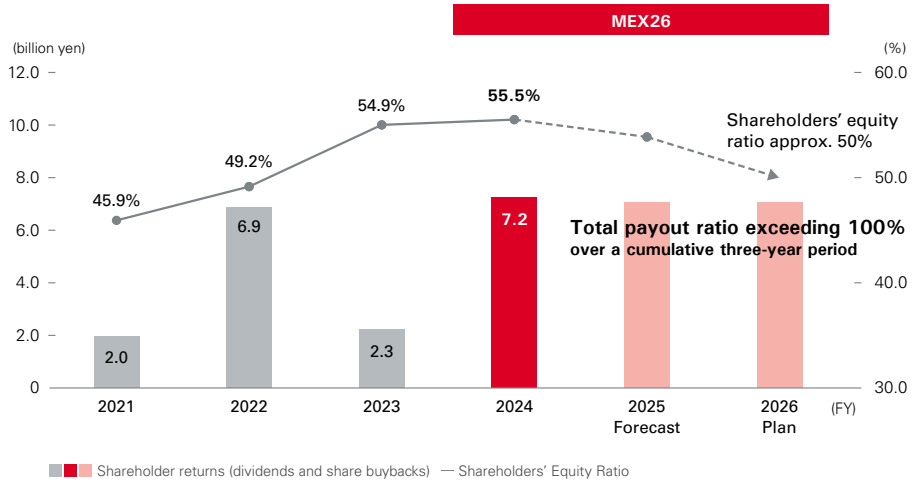
## Progress of MEX26 financial strategy

Operating profits have continued to increase for two successive years since fiscal 2023, and we plan to achieve operating profits of 10 billion yen in fiscal 2025 and 12 billion yen in 2026. We are taking steady steps toward profit growth, but our PBR in fiscal 2024 was below 1.0, so we believe there is a need to increase the probability of growth. We aim to realize profit growth through aggressive growth investments, and a PBR over 1.0 by improving capital efficiency through strengthening shareholder returns.

Regarding growth investments during the period of MEX26, we plan to invest approximately 20 billion yen in capital investment, approximately 10 billion yen in the development of new businesses, with a view to forming alliances and M&A, and approximately 5 billion yen toward our management foundation, including enhancing human resources and DX, totaling approximately 35 billion yen. We made capital investments of 6.4 billion yen in fiscal 2024 and expect 8.5 billion yen in fiscal 2025. Furthermore, we have decided in fiscal 2025 to acquire the primary battery business from Murata Manufacturing Co., Ltd. for approximately 8 billion yen, which is progressing according to plan.

During the MEX26 period, we plan to achieve a total payout ratio of over 100% for shareholder returns, aiming to maximize our capital efficiency. In fiscal 2024, we paid 2.2 billion yen in dividends and share buybacks of 5 billion yen, which combined gave a total payout ratio of 180%.

**Trends in shareholder returns and shareholders' equity ratio**




## Progress of initiatives to enhance our management foundation

**Strengthening human capital:** In recent years, our personnel hiring has been especially focused on hiring experienced professionals mid-career. I believe we are fostering an excellent workplace culture in which there are no barriers between regular employees and mid-career hires and their integration is progressing. We are also proactively hiring foreign employees and female employees to ensure we have diverse personnel. When it comes to new graduate hires, we have exceeded the targets for female recruitment: 25% or higher for engineering jobs and 50% or higher for administrative and sales jobs. We will also increase our pay levels as a whole to obtain excellent personnel and increase employee motivation.

In addition to this, we have constructed a talent management system to appropriately allocate personnel and started to create engineer skill maps that will help personnel with various technological skills to exercise their full potential as they work toward the development of new areas. Utilizing these skill maps, we will continue to optimize allocation and rotation of personnel.

One of our KGI for 2030 is the lofty target of increasing the level of job satisfaction ratio to 90% or higher, a goal which shows the strong desires of management after discussions on the matter at Board of Directors meetings. Satisfaction levels rose in surveys in fiscal 2024, and we believe the main cause was communication and deeper mutual understanding resulting from a 100% career interview implementation ratio.

**Key initiatives for common business foundation**

| Common business foundation | Key initiatives to enhance the competitiveness of all businesses |
|---|---|
| Human capital | ✓ Enhancing the planned experienced recruitment process to acquire diverse personnel<br>✓ Building a talent management system to improve team capabilities through appropriate placement, including the start of creating a skills map for engineers |
| DX | ✓ Implementing final phase toward the completion of the integrated management foundation (core system)<br>✓ Promoting the digitalization of a wide range of operations, including administrative operations, sales operations and manufacturing management |
| Intellectual property | ✓ Significantly strengthening the personnel that forms the foundation for intellectual property creation and utilization<br>✓ Steadily building portfolio of patents to secure profit in the medium to long term |
| Sustainability management | ✓ Submitted a commitment letter for SBT (Science Based Targets) certification, aiming to achieve a carbon-free society. |

## Message from the Financial and HR Director

Meanwhile, our improved target ratio of female managers is 10% in fiscal 2030. Although it has gradually increased, reaching 5.6% at the end of March 2025, further measures will be needed to reach our goal. We aim to promote diversity and inclusion and further enrich our systems, including childcare leave and shorter working hours for childcare.

**Strengthening DX:** We expect to complete our ongoing efforts to integrate our management foundation (core system) with a system update in one domestic Group company in fiscal 2025. We plan to enhance governance based on the integrated system.

In fiscal 2025, we will focus our efforts on advancing the digitalization of a wide range of work and promoting the use of generative AI, as well as enhancing the IT literacy of each employee, based on the work of the IT Management Department, in order to accelerate workstyle reforms and increase labor productivity. Promoting examples of the use of generative AI in each division and developing this will enable more employees to learn about and use this technology.

**Toward strengthening IP:** As we strive to achieve "Creating Innovation through Unique, Original Technologies," one of our materialities, we are aiming to increase the number of patents related to next-generation development technologies by 1.5 times in five years by fiscal 2026. The number of patents submitted has increased since fiscal 2021. The number of employees in the IP Innovation Division has significantly increased, and we will evolve and deepen our initiatives as we work to build a patent group that can contribute to our medium- to long-term revenue.



**Strengthening sustainability management:** Interest in sustainability initiatives is growing in society and among our suppliers, so as part of MEX26, we are steadily implementing action plans for each materiality, with a view to balancing economic value and social value. For example, one of our fiscal 2024 initiatives was to first revise the "Maxell Group Human Rights Policy" in October 2024. The revised policy includes content such as respecting human rights across supply chains, based on opinions within Maxell and advice from outside experts.

When it comes to decarbonization, we aim to reduce $CO_2$ emissions by at least 50% by fiscal 2030 (compared with fiscal 2013) and to achieve carbon neutrality in fiscal 2050. In March 2025, we submitted a commitment letter to receive SBT (Science Based Targets) certification. We will promote our initiatives, aiming to obtain SBT certification within two years.

In the group governance area, we have established a system in which executive officers supervise each business division, and reforms are now moving forward in unison across the whole Group. Moreover, the Board of Directors is composed of seven members, three of whom are outside directors, a ratio of 42.9%.

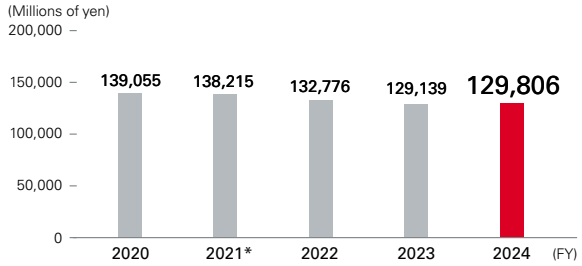
With regard to the reciprocal tariffs with the US, we anticipate our sales in the US that may be directly affected to be approximately 15% of our total sales, and it is conceivable that there will be temporary adjustments to shipping as the tariffs go into effect on products that are manufactured in China and then exported to America. Going forward, we will keep watch carefully for any impact on performance based on the status of our competitors and indirect influence. We will consider reflecting this in the selling price of the affected products after offering a careful explanation to customers, and if the situation drags on, we will also consider rebuilding our supply chain with the cooperation of customers.

As we work to achieve the goals set out in MEX26, we will steadily implement growth investment, portfolio reform, and shareholder returns. We will gradually put strategies into practice to achieve Maxell's Vision, building relationships of trust with all our stakeholders by continually sharing our efforts and challenges in a timely manner to meet their expectations.

**Noritoshi Masuda**
**Director**
September 2025

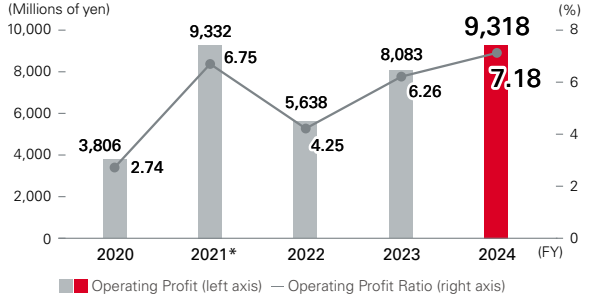
# Financial Highlights

## Net Sales



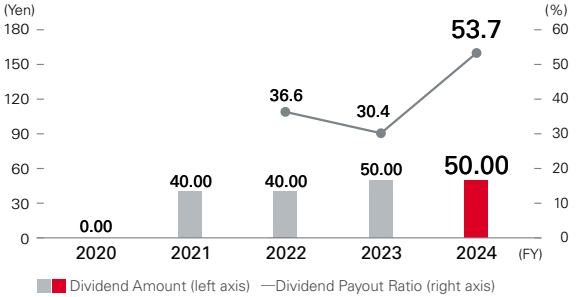

Net sales had been on a declining trend due to a review of the business portfolio. However, in fiscal 2024, despite decreased sales of rechargeable batteries, automotive optical components, semiconductor-related products, and licensing revenues, increased sales of primary batteries, adhesive tapes, coated separators, and health and beauty care products resulted in a 0.5% increase compared to the previous fiscal year.

## Operating Profit/Operating Profit Ratio



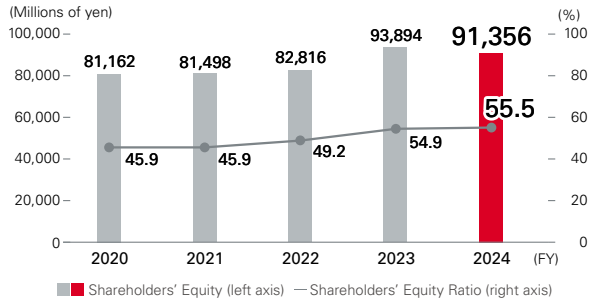

In fiscal 2024, operating profit rose by 15.3% compared to the previous fiscal year due to increased profits from primary batteries, coated separators, and health and beauty care products, as well as the impact of the weaker yen. The operating profit ratio improved to 7.18%

## Dividend Amount/Dividend Payout Ratio



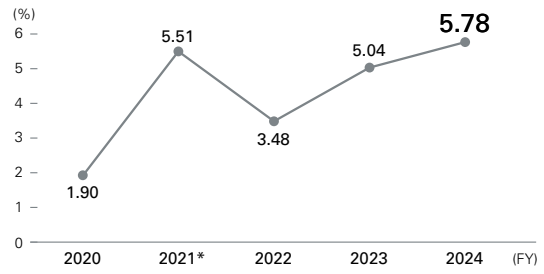

Maxell's basic policy is to continue to return profits to shareholders stably and appropriately, while taking into consideration current capital investment funding and investment funds focused on future business development. As for dividends, Maxell adopts a dividend payout ratio of 30-40% as a guide when paying dividends. Additionally, during the period of the Mid-Term Management Plan MEX26, Maxell is enhancing shareholder returns with a total payout ratio of 100% or more as a guide.

## Shareholders' Equity/Shareholders' Equity Ratio



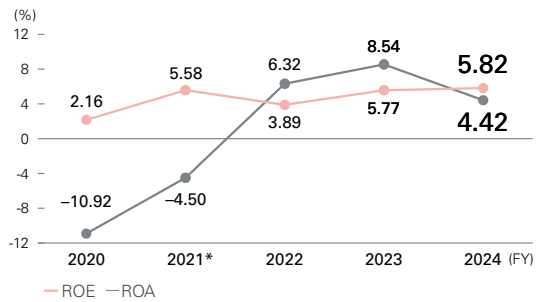

Maxell views around 50% as an appropriate shareholders' equity ratio from the standpoint of capital structure optimization. It aims to ensure a robust financial structure by utilizing borrowing while providing stable and continuous shareholder returns.

## ROIC




Maxell has been employing ROIC as an important, groupwide management benchmark since fiscal 2019, as an indicator that demonstrates profitability with regard to invested capital. In fiscal 2024, ROIC improved to 5.78% due to factors such as an increase in operating profit.

## ROE • ROA

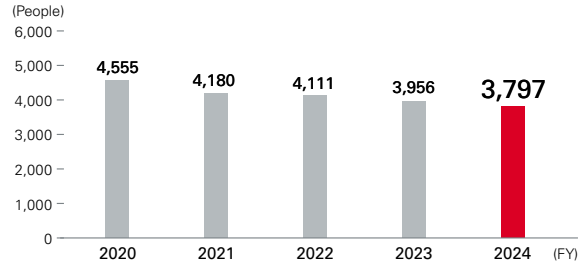



In fiscal 2024, ROE decreased to 4.42% due to a decrease in net profit resulting from the recording of operating expenses and extraordinary losses associated with the production discontinuation of prismatic lithium-ion batteries. However, ROA increased to 5.82% due to an increase in operating profit.

*1 From the beginning of FY2021, the Company has applied the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29 of March 31, 2020), etc. The numbers relating to FY2021 onwards are after application of the accounting standards, etc.

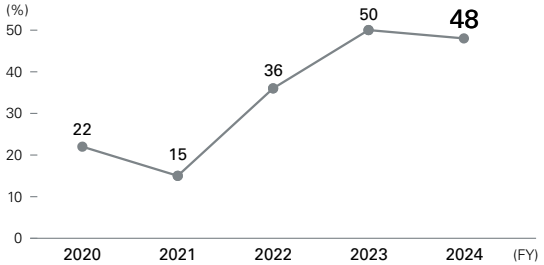
# Non-Financial Highlights

## Number of Employees



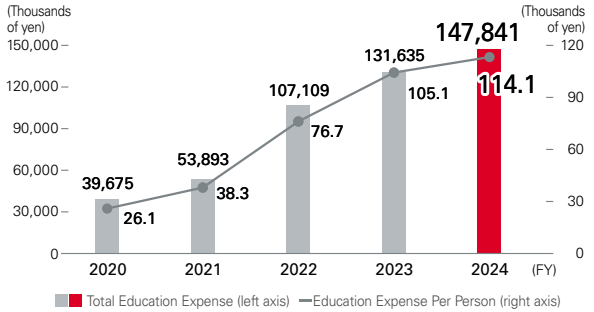

At the end of fiscal 2024, the number of employees decreased from the previous fiscal year, mainly as a result of headcount reductions at overseas manufacturing subsidiaries in connection with the discontinuation of prismatic lithium-ion rechargeable battery production.

## Ratio of Female Hires among New Graduates (University graduates or higher)



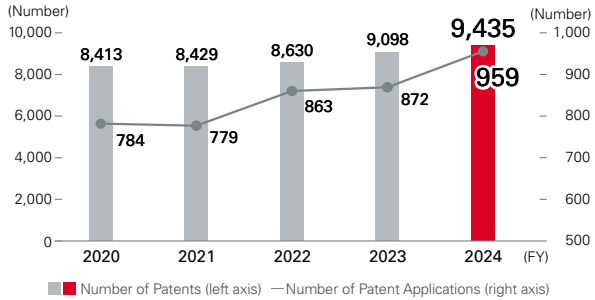

In fiscal 2024, the ratio of new female graduates was 88% for administrative/sales positions (target: 50%) and 27% for engineering positions (target: 25%), so the targets were achieved in both cases. The overall ratio was 48%.

## Education Expenses



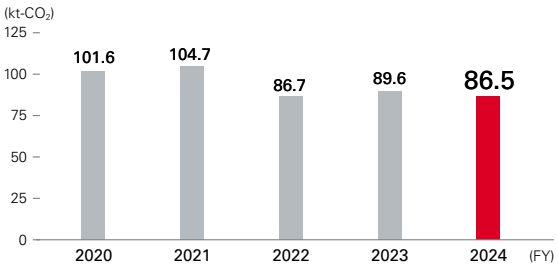

Education expense per person fell temporarily in fiscal 2020 due to business restructuring, etc., but investment was bolstered from fiscal 2022, and in fiscal 2024 education expense per person reached its highest level in 5 years due to increased investments in education, including education for the Sales Department and overseas training.

## Number of Patents*1/Number of Patent Applications



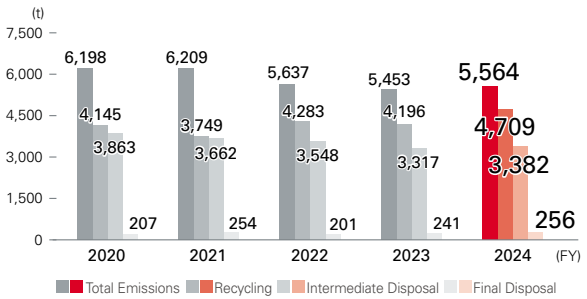

The number of patent applications has continued to trend upward since fiscal 2021. In fiscal 2024, continuing to focus invention and creation resources into new businesses centered around all-solid-state batteries resulted in more patent applications than in the previous fiscal year. As a result, the number of patents increased by 4% compared to the previous fiscal year.

## $CO_2$ Emissions (Scope 1, 2*2)




Domestically, Maxell's $CO_2$ emissions decreased by 2% in fiscal 2024 compared to the previous fiscal year, and decreased by 6% overseas, leading to a 3% decrease in $CO_2$ emissions across Maxell Group as a whole. Despite higher production volumes, emissions decreased due to the promotion of energy-saving activities, the introduction of solar power purchase agreements (PPAs), and an increase in the ratio of non-fossil fuel certificates.

## Waste Emissions




Domestically, Maxell's total waste emissions increased by 1% in fiscal 2024 compared to the previous fiscal year, and by 4% overseas, leading to a 2% increase in waste emissions across the Maxell Group as a whole. The increase was due to higher production volumes and greater disposal of equipment.

*1 Number of patents: the number of patents and utility models pending with, and registered at, national patent offices in various countries.
*2 Scope 1: Direct emissions due to fuel incineration, etc. at business sites. Scope 2: Indirect emissions from purchased electricity, etc.

# Value Creation Process and Strategy by Business Segment <Energy Segment>



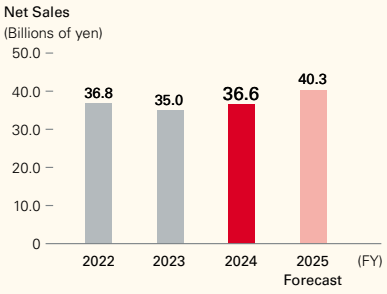
Leveraging the technological strengths cultivated since our foundation, we are striving to grow our micro battery business and establish a market for all-solid-state batteries

**Takashi Kimura**
**General Manager, Energy Division**

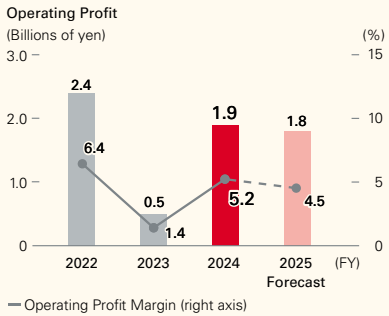
## Fiscal 2024 Performance and Future Strategies

Net sales in fiscal 2024 increased due to strong performance in primary batteries for automotive applications and growing demand in the medical device market. Our operating profit also increased due to strong performance in primary batteries centered on growth businesses. As the first fiscal year of MEX26, we have strengthened our production investment and enhanced our global supply system for primary batteries due to the expansion of the TPMS*1 market and the CGM*2 market. We are developing global applications for all-solid-state batteries in industrial equipment and small devices. As we proceed with selection and concentration, we have discontinued production of prismatic lithium-ion batteries. We will concentrate our resources on small batteries, expanding sales of high-value-added products in diverse fields such as medical care, automotive, and infrastructure.

### Net Sales Trend




### Operating Profit/ Operating Profit Margin Trend




* Fiscal 2025 (Forecast) reflects the transfer of some businesses from the Life Solution segment.

## Value Creation Process by Business Segment (Business Strategy from FY2025)

**INPUT**
Invest capital in growth businesses

FY2024 Result

| Financial Capital | Manufacturing Capital | Intellectual Capital | Human Capital |
|---|---|---|---|
| Net sales... 36.6 billion yen | Capital investment ..... 1.9 billion yen<br>Depreciation ..... 1.7 billion yen | R & D expenses ..... 1.6 billion yen | Consolidated number of employees..... 587 people |

**BUSINESS PROCESS**
Business growth strategy

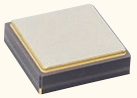
### Target Markets and Strategies

| CGM market | TPMS market | Smart meter market | Creating new markets |
|---|---|---|---|
| Increase medical care-related partners in preparation for market expansion | Maintain top global share, develop applications other than TPMS | Accelerate the exploration of the IoT communication device market | Contribute to solving social issues (FA, wearables, automotive, medical, etc.) |

- Strengthen and expand small-sized batteries in the Mobility, ICT/AI, and Human/Social Infrastructure areas
- Expand market applications of all-solid-state batteries based on the four axes of long life, high heat resistance, high output, and high capacity

**OUTPUT**
Products & Services

### Products and Services to be Created

| Primary batteries for medical devices | Heat-resistant coin-type lithium batteries | Cylindrical-type lithium batteries | All-solid-state batteries |
|---|---|---|---|
|  |  |  |  |
| Enhance safety and reliability<br>**Responding to the increase in diabetes patients** | Enhance safety and reliability<br>**Contribute to traffic safety worldwide** | Higher capacities, longer operating life<br>**Respond to IoT environment**<br>**Improve labor productivity** | **Support applications that prioritize high heat resistance, long life, safety, and reliability** |

**OUTCOME**
Results & Impact

### Business Value

| Productivity | Profitability |
|---|---|
| Reduce costs by improving production process for each battery | Improve through increased production + expansion in sales channels & market share<br>Optimize selling prices |



**Ensuring safety in society through the effective utilization of small, high-capacity batteries**

| | |
|---|---|
| Social Value | Contribute to a comfortable & safe society, to an extension in healthy lifespan, and to medical care |
| Environmental Value | Maximize energy efficiency |

*1 TPMS: Tire Pressure Monitoring System
*2 CGM: Continuous Glucose Monitoring

PICKUP

## Heat-resistant coin-type lithium batteries

Operating temperature ranges have dramatically improved thanks to materials with excellent heat resistance and Maxell's original sealing technologies. These batteries are well-suited for automotive use, for example as power sources for TPMS sensors. Their applications are also increasing, such as in IoT sensors, which need wide operating temperature ranges, and HACCP*1 temperature loggers.

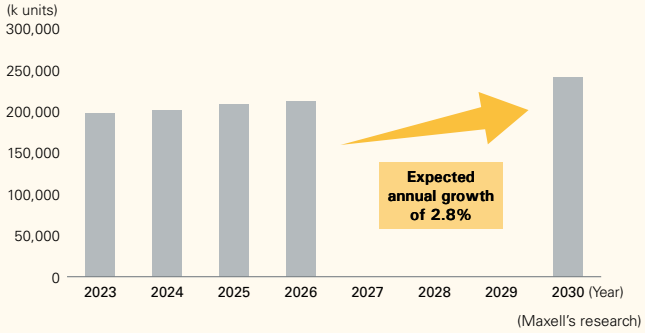


**Global share** FY2024 Approx. 70% No. 1 (Maxell's research)

**Strengths**

- Demonstrate reliable performance even in harsh in-vehicle conditions, such as in high-temperature environments and under vibration and acceleration, through Analog Core Technologies as well as simulations and evaluation testing based on knowledge accumulated from more than 20 years of market success
- Achieve longer operating life needed for TPMS applications

**Global market forecast for direct type TPMS**




(Maxell's research)

TPMS has been made mandatory in developed countries other than Japan.
This will provide an impetus for rapid growth.

*1 Hazard Analysis and Critical Control Point

| Product strategy | Production strategy | Sales strategy |
|---|---|---|
| Accelerate development of advanced technologies that match future needs<br>• Improve products that match market needs<br>• Understand trends surrounding vehicle devices, such as electrification and sustainability, and develop technology | Continue holding the top global share in the TPMS market<br>• Engage in sequential investment based on market trends and demand forecasts and maximize production efficiency<br>• Improve product competitiveness through rationalization of manufacturing processes | Maintain strong customer partnerships backed by a top market share<br>• Strengthen relationships with existing customers as a pioneer of the TPMS market<br>• Maintain partnerships with major players and safeguard a stable market position<br>• Strengthen customer support through prompt responses to laws and regulations in different countries and regions |

## Supporting the safety of vehicles with highly reliable heat-resistant coin-type lithium batteries

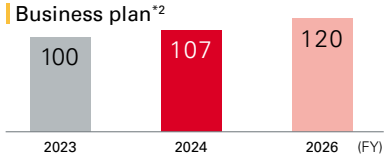


Kunihiko Koyama
Design Dept.



Michael Ibeh
Sales Div.
Maxell Europe Ltd.

**Business plan*2**




*2 Assuming the sales figures for FY2023 are set as 100

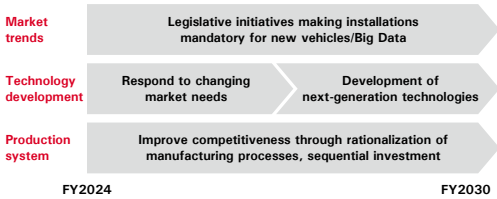
TPMS, which monitors the pressure of tires, needs a highly reliable power source that can provide a stable supply of electricity over a long period of time. In particular, it requires batteries that are small, durable, and can withstand harsh environmental conditions and frequent temperature changes.

We focus on such challenges through partnerships with our customers, providing products that meet their needs and future expectations. Maxell's heat-resistant coin-type lithium batteries are widely used as the main power source for TPMS around the world, proving their excellent reliability. In the pursuit of stable operation under high-temperature conditions, we accumulated detailed innovations in material selection and structure from the design stage. We take pride in our work regarding this battery's contribution to the prevention of traffic accidents caused by tire blowout since the early days of the TPMS market.

### Features of Maxell's heat-resistant coin-type lithium batteries




### Business roadmap



# Value Creation Process and Strategy by Business Segment <Functional Materials Segment>



We will continue to promote and accelerate the development of new products and technologies, the development of new customers and applications, and the creation of new markets and businesses.

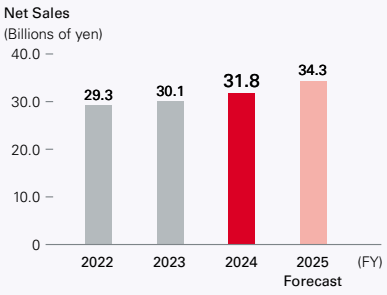
**Takahiro Sakai**
**General Manager, Functional Materials Division**

## Fiscal 2024 Performance and Future Strategies

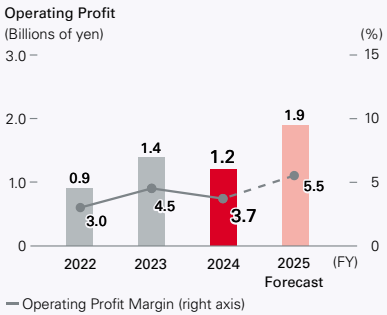
In fiscal 2024, although growth businesses such as adhesive tapes and coated separators remained steady, temporary increases in development costs and difficulties in industrial rubber products resulted in higher sales but lower profits.

Toward achieving MEX26, we are promoting the introduction of tapes for semiconductor manufacturing processes, as well as materials for construction applications overseas. Our tapes for semiconductor manufacturing processes are used in new semiconductor packages, while our materials for construction are being used in new markets in North America and Southeast Asia. We will continue not only to further expand their application areas, but also to strengthen our production technology and manufacturing capacity.

### Net Sales Trend




### Operating Profit/ Operating Profit Margin Trend




## Value Creation Process by Business Segment (Business Strategy from FY2025)

**INPUT**
Invest capital in growth businesses

FY2024 Result

| Financial Capital | Manufacturing Capital | Intellectual Capital | Human Capital |
|---|---|---|---|
| Net sales... 31.8 billion yen | Capital investment ..... 1.4 billion yen<br>Depreciation ..... 900 million yen | R & D expenses ..... 1.6 billion yen | Consolidated number of employees..... 807 people |

**BUSINESS PROCESS**
Business growth strategy

### Target Markets and Strategies

**North America and Southeast Asia markets**
Promote adoption of airtight materials (North America)
Promote adoption of waterproof materials (Southeast Asia)

**Semiconductor market (China and Taiwan)**
Quality enhancement through thin and smooth coating technologies

**Global hybrid and electric vehicle market**
Excellent safety suitable for automotive lithium-ion batteries

- Develop competitive technology in response to the needs of each market and strengthen sales force
- Continue cost reduction activities that are committed to cost and quality
- Create new products toward boosting future profits

**OUTPUT**
Products & Services

### Products and Services to be Created

**Tapes for construction**



Expand the range of customized products tailored to each country's living environment
**Foster a culture that emphasizes airtightness**

**Tapes for semiconductor manufacturing processes**



High adhesive strength and excellent peeling characteristics
**Respond to demand for data centers**

**Coated separators**



Improve vehicle safety
**Contribute to highly heat-resistant and durable batteries**

**OUTCOME**
Results & Impact

### Business Value

**Productivity**
High-efficiency production by stimulating new demand in the market

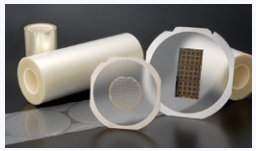
**Profitability**
Enhance through market creation and share expansion



**Contribute to health and economic development through the effective utilization of highly functional adhesive materials in everyday life and industries around the world**

| | |
|---|---|
| Social Value | Effective use of the functions of adhesive materials to life and to industry |
| Environmental Value | Energy-saving in housings and buildings |

PICKUP　Tapes for semiconductor manufacturing processes



These adhesive tapes are used in semiconductor manufacturing processes to temporarily protect the wafer surface. Semiconductor manufacturing processes are mainly divided into (1) design, (2) front-end processes, and (3) back-end processes. We are manufacturing and selling semiconductor process tapes mainly for back-end processes, such as for back grinding,*1 wafer dicing,*2 and package dicing.*3

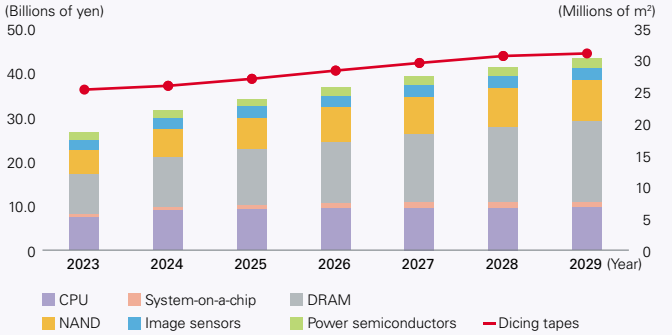
**Global share** 2023 Result 14 % ⇒ 2026 Target 16 %

(Maxell's research)

**Strengths**

- Manufacturing capabilities of stable and high-quality products that leverage our Analog Core Technologies (thin and smooth coatings)
- Design technology for specialized adhesives with strong adhesion, excellent peelability, and minimal contamination on wafer and package surfaces

**Forecast for major semiconductor sales values and dicing tape shipment volumes**




(Maxell's research)

- Priority regions: China, Taiwan, Southeast Asia
- As power device demand expands, there is also growing need for dicing tapes suitable for compound wafers.

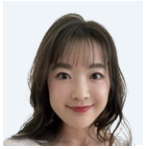
*1 Grinding the back surface of a silicon wafer while protecting the front (circuit-formed) surface
*2 Singulating thinned wafers into chips and cutting into squares like dice
*3 The process of singulating the package after the chips, that are fixed to the substrate, are encapsulated (packaged) in resin

| Product strategy | Production strategy | Sales strategy |
|---|---|---|
| Promote development of new products, improvements to characteristics, and higher quality in response to market needs and customer requests | Produce a wide variety of process tapes, such as dicing tapes, BG tapes, and tapes for advanced semiconductors including 3D-ICs, with highly efficient, high-quality mass production equipment | Carry out customer-focused marketing activities<br>• Hold regular information exchange meetings with existing customers to maintain and strengthen trust<br>• Deepen our collaboration with new customers through joint projects to develop new markets |

## Realize customer needs and contribute to improving the productivity and performance of semiconductor products



Tomonori Kinoshita
Domestic Sales Department



Menglu Zheng
Domestic Sales Department

**Business plan***

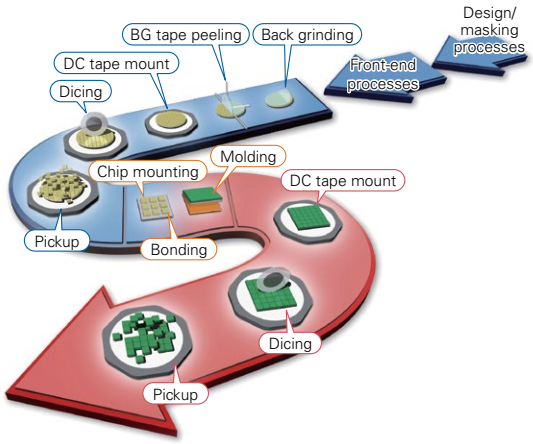



* Assuming the sales figures for FY2023 are set as 100

Back grinding tape and dicing tape, which are primarily used in back-end processes during semiconductor manufacturing, have a significant impact on the productivity and performance of semiconductor products. They also require a variety of properties; for example, thickness accuracy of the adhesive tapes is an area where our Analog Core Technologies can be effectively leveraged. It is also necessary to continuously provide adhesive tapes that respond to trends in semiconductor products (such as the increase in power devices, miniaturization, and thinning of semiconductor products) and to new manufacturing processes. In our development department, we are working to propose products and services that translate customer needs into specific performance.

Furthermore, semiconductor manufacturing involves more transactions at overseas sites than in Japan, requiring fast and responsive support. End-users of semiconductors never directly handle our adhesive tapes. However, we are fully aware that our products influence semiconductor manufacturing, and we are committed to providing high-quality adhesive tapes through an integrated effort between development and sales.

**Semiconductor manufacturing process flow**



# Value Creation Process and Strategy by Business Segment <Optics & Systems Segment>



We will contribute to a safe and secure automotive and information society through our core technologies of optical design, micro- and high-precision processing, and security.

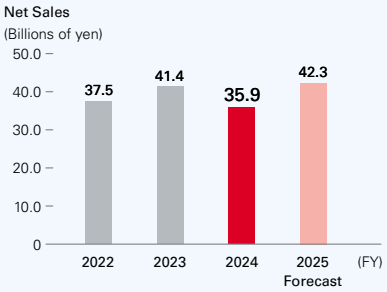
**Noriyoshi Bito**
**General Manager, Optics & Systems Division**

## Fiscal 2024 Performance and Future Strategies

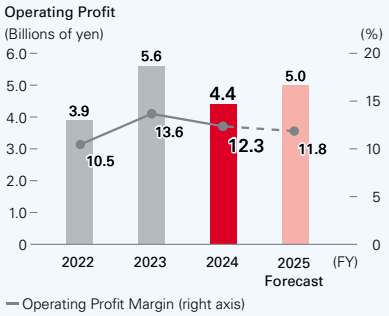
In fiscal 2024, Chinese market sales of in-car camera lens units fell and there were more delays than expected in selling customer inventories of semiconductor-related products, leading to reduced sales and profit.

As we work toward achieving MEX26, we will continue to accelerate the development of environmentally resistant products for in-car camera lens units and promote customer acquisition through the introduction of standard lenses. As for LED headlamp lenses, we are working to support production of next-generation lenses and expand sales in collaboration with our customers' overseas bases. We will also aim to expand our semiconductor-related business by forming customer acquisition teams and proposing solutions to customer issues through technology. Each of these measures will contribute to a safe and secure automotive and information society.

### Net Sales Trend




### Operating Profit/ Operating Profit Margin Trend




## Value Creation Process by Business Segment (Business Strategy from FY2025)

**INPUT**
Invest capital in growth businesses

FY2024 Result

| Financial Capital | Manufacturing Capital | Intellectual Capital | Human Capital |
|---|---|---|---|
| Net sales... 35.9 billion yen | Capital investment ..... 1.9 billion yen<br>Depreciation ..... 2.0 billion yen | R & D expenses ..... 2.2 billion yen | Consolidated number of employees.... 1,294 people |

**BUSINESS PROCESS**
Business growth strategy

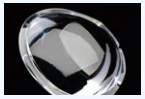
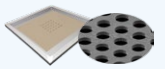
Target Markets and Strategies

| Market for high-precision plastic lenses | China/ASEAN/ India markets | Semiconductor manufacturing equipment market | Miniaturizing and increasingly complex semiconductor packaging market |
|---|---|---|---|
| Maintain and enhance competitiveness as a key Japanese manufacturer | Expand from individual headlamp lenses to lens units | Strengthen relationships with semiconductor manufacturing equipment manufacturers | Leveraging precision electroforming technologies to respond to increasing complexity, greater miniaturization, and higher refinement |

- Technology development and sales channel expansion tailored to the needs of each market
- Expand businesses through stronger relationships with existing customers (enhancement of product competitiveness and trust relationships)
- Expand business area by promoting new development (acquire new customers and increase sales)

**OUTPUT**
Products & Services

Products and Services to be Created

| In-car camera lens units | LED headlamp lenses | Semiconductor DMS | Precision electroforming products, metal masks, electronics components |
|---|---|---|---|
|  |  |  | <br>Masks for solder ball bumping |
| Unitization of hybrid lens<br>**High precision, high durability, low cost** | Evolution and diversification of headlamps<br>**Free-form surface designs, cost responsiveness** | Utilize production bases in Japan<br>**Support multiple models production and high-quality manufacturing** | Utilize precision electroforming technologies<br>**Support multiple models, miniaturization, and high performance** |

**OUTCOME**
Results & Impact

Business Value

| Productivity | Profitability |
|---|---|
| Enhance added value by expanding from individual components to modules | Improve profitability by providing unique value |

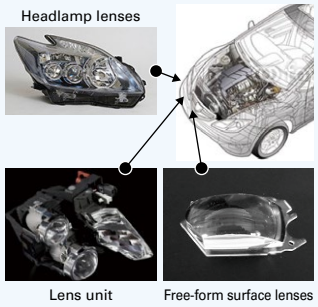


**Contribute to mobility diversification and energy-saving with high-precision plastic lenses and support for semiconductor development**

| | |
|---|---|
| Social Value | Improve the safety of mobility, contribute to next-generation semiconductors |
| Environmental Value | Energy-saving through automotive products and semiconductor-related embedded products |

## PICKUP　LED headlamp lenses

We started lens production in May 2007, beginning with the development of molds for the world's first LED headlamp lenses. We make products that suit a wide range of needs, from small-diameter lenses for image formation, to large-diameter, thick lenses for lighting, by utilizing various measuring machines.

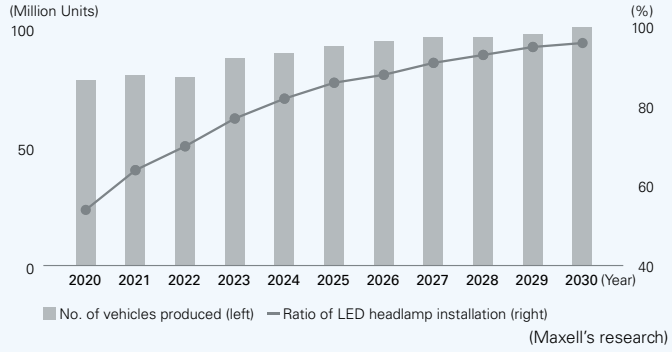



**Global share** FY2024　Approx. 20 % No. 1 (Maxell's research)

**Strengths**

- Respond to diversifying designs, including ADB headlamps, by utilizing free-form surface lens design enabled by high precision molding & forming (forming), one of our Analog Core Technologies, and ultra-precision molds
- Achieve high quality and low cost through integrated production, from mold design to molding

**No. of vehicles produced and rate of LED headlamp installation**




(Maxell's research)

- The rate of LED headlamp installation is increasing
- Move to high performance and high function, including light distribution control functions and inclusion of sensors

| Product strategy | Production strategy | Sales strategy |
|---|---|---|
| Roll out diverse designs that meet the needs of each region around the world through free-form surface lens design and high precision molding & forming technology | • Further evolve the strengths such as multi-cavity and high-cycle molding for lenses with ultra-precision molding technologies<br>• Diversify risks and improve productivity by using 3 production bases (Japan, China, Malaysia) | • Expand lineup, including lens units for North America<br>• Expand sales in Chinese/ASEAN/Indian markets |

### The development and sales promotion of LED headlamp lenses

Precision Business Division, Maxell Frontier Co., Ltd.



Mikinori Itazu
Design Department

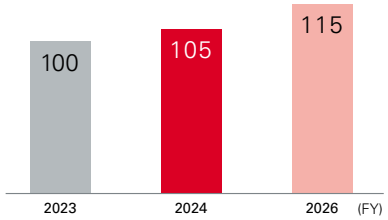


Kiyomoto Imai
Production Department



Yuto Tsuchida
Sales Department

**Business plan***

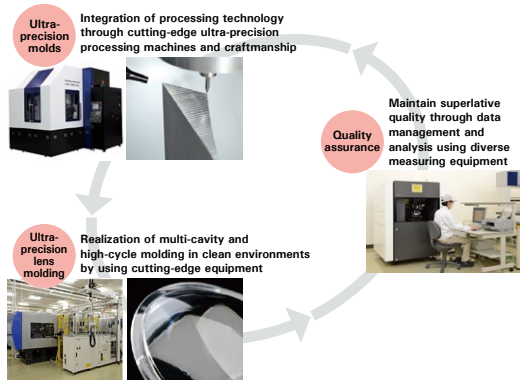



*Assuming the sales figures for FY2023 are set as 100

In terms of design, lens shapes are becoming increasingly complex year by year. To enable mold design in a short time, we have introduced a 3D scanner-based three-dimensional measuring machine, allowing us to pursue precise mold design that meets a wide range of needs in a quick timeframe. In the mass production process, to ensure stable product manufacturing, we frequently check for even the smallest differences in conditions or equipment to ensure stable product manufacturing. We strive to make the most of the intuition and experience we have cultivated while working on-site to quickly identify abnormalities and make improvements.

The demand for headlamp lenses is expanding with the move to LEDs. We offer the most suitable products, making the most of Maxell's strengths in ultra-precision mold design and manufacturing and molding know-how. Development projects led by overseas bases have increased, and while we sometimes struggle to coordinate these efforts both internally and externally, we are working collaboratively toward acquiring new business through our world-wide network.

**High-cycle ultra-precision molds and high precision molding & forming from our Analog Core Technologies**



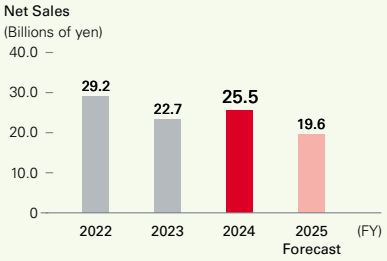
# Value Creation Process and Strategy by Business Segment <Value Co-Creation Business Segment>

We will work to maximize profits by thoroughly implementing efficient operations that contribute to profits.

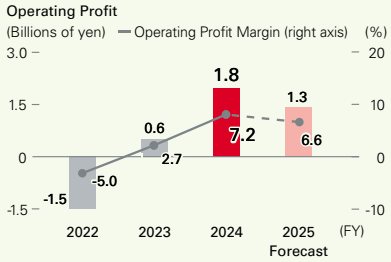
## Fiscal 2024 Performance and Future Strategies

In fiscal 2024, the Life Solutions segment continued to see strong sales of health and beauty care products, including shavers, resulting in increased sales and profits. From fiscal 2025, businesses other than the Analog Core Business Group (Energy, Functional Materials, and Optics & Systems) will be defined as the Value Co-Creation Business. To achieve MEX26, we will maintain and expand our No. 1 domestic market share in hydraulic tools and expand our global market share through domestic and overseas ODM. We will also expand our shaver product lineup to meet diverse customer needs.

### Net Sales Trend*




### Operating Profit/ Operating Profit Margin Trend




*Results until fiscal 2024 are reported as Life Solution segment. Some businesses will be transferred to the Energy segment in fiscal 2025 (forecast).

## PICKUP Shavers

By using robust stainless steel and high-precision manufacturing/ processing technology, we have achieved a five-year long-term warranty. This shaver is designed with user-friendliness in mind, featuring AI-controlled automatic cutting speed control, and six blades to reduce missed spots and minimize skin burden. Unit sales in fiscal 2024 were 116% of the previous year's level (Maxell's research). This shaver also contributes to the realization of a sustainable society through long-life blades.




## Value Creation Process by Business Segment (Business Strategy from FY2025)

**INPUT**
Invest capital in growth businesses

FY2024 Result

| Financial Capital | Manufacturing Capital | Intellectual Capital | Human Capital |
|---|---|---|---|
| Net sales... 25.5 billion yen | Capital investment ..... 1.1 billion yen<br>Depreciation ..... 800 million yen | R & D expenses ..... 200 million yen | Consolidated number of employees..... 823 people |

**BUSINESS PROCESS**
Business growth strategy

Target Markets and Strategies

| Global market for hydraulic tools | Global market for shavers and other beauty care products |
|---|---|
| Build robust relationships with partners worldwide, including North America | Enhance the Company's brand strength<br>Expand market by developing ODM/OEM businesses |

- Introduce products that prioritize user convenience and functionality for the markets of electrical wiring tools, power distribution tools, and tools for other industries
- Develop shavers fitted with new mechanisms for overseas markets
- Utilize medical care device certification, and develop products that meet customers' needs with an eye to a global expansion of health and beauty care products

**OUTPUT**
Products & Services

Products and Services to be Created

Hydraulic tools



Left: With proprietary battery pack
Center/right: With universal battery packs

Integrated operation for hydraulic tools, from design and development through to production
**Rolling out of products that respond to customers' needs and compatibility with universal battery packs**

Health and beauty care products (shavers)



ODM/OEM for cosmetics and beauty appliance manufacturers
**Flexible production in Japan and China**

**OUTCOME**
Results & Impact

Business Value

| Productivity | Profitability |
|---|---|
| Strengthen production capacity, operate an efficient business | Introduce new products, expand market share<br>Promote initiatives such as introduction to other industries |



*Electric Power Transmission Line infrastructure

**Contribute to rich and comfortable daily lives through electricity-related Monozukuri (manufacturing)**

| | |
|---|---|
| Social Value | Support living together with electricity |
| Environmental Value | Support energy-saving lifestyles |

# Toward the Creation of New Businesses

While focusing on the commercialization of all-solid-state batteries, we will create new business themes based on customer challenges by leveraging group synergies

| Action Plan | KPI |
|---|---|
| Strengthen partnerships to create new businesses | Create 3 new products led by the New Business Producing Division (during MEX26) |



**Kenichi Sano**
**General Manager, New Business Producing Division**

## MEX26 policies

The New Business Producing Division has set our sights on the ideal feature to be realized in 2030. In order to achieve this, we will promote early development and commercialization of themes that solve customer issues as well as the creation of new development themes through lean canvas, which is the basic policy of MEX26.

### Development of all-solid-state batteries utilizing materials informatics (MI)



Yuko Sawaki
Senior Manager
New Business Producing Division

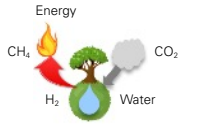
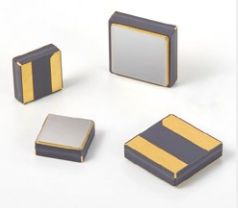
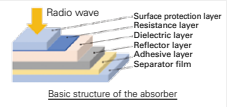
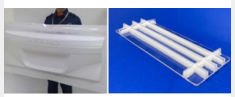
At Maxell, the New Business Producing Division is taking the lead in promoting the use of MI.

MI can be applied not only to the development of material compositions, but also to formulation prediction, process prediction, and many other fields. We are currently considering the use of "process informatics" to predict changes in characteristics based on the mixing process and composition ratios of electrodes for all-solid-state batteries. The aim is to efficiently derive the intended process while minimizing experimentation. To achieve this, "data acquisition with MI in mind" is crucial, so we strive to understand the MI framework and accumulate accurate data from the early stages of development.

In addition, with job rotation now commonplace, we are working on creating MI models from data handled by experienced engineers to ensure technology transfer. This will enable less experienced engineers to reproduce the "intuition" of veterans.

**Status of activities for new business creation**

- Implement phase management in accordance with each development stage (business development → product development → commercialization)
- Aim to commercialize new businesses in product development phase (customer validation stage) during MEX26

| Phase 1<br>Business development | Phase 2<br>Product development | Phase 3<br>Commercialization |
|---|---|---|
| [Realizing growth strategies]<br>Creating new markets leveraging core technologies | [Business development verification]<br>Verifying value through co-creation with customers | [Business perspective execution]<br>Utilizing technological seeds matched to market needs |
| <br>$CO_2$ recycling system | <br>All-solid-state battery backup power modules for FA applications | <br>Ceramic package type all-solid-state battery |
| <br>Terahertz compliant electromagnetic wave absorber | <br>Foam molding | |

# 03

## Management Foundation Enhancement

## Correlations between materialities and strategies to strengthen management capital in MEX26

We have compiled the ways that non-financial capitals influence the seven materialities. We have also gained an understanding of how non-financial capitals complement each other, and contribute to increased corporate value in the long term. As we strive to implement strategies with an awareness of strengthening capital, we will regularly review our current status and propose and carry out effective measures for areas that require reinforcement.

Non-financial capital with particularly high relevance

| | Manufacturing Capital<br>Physical assets and infrastructure, needed for providing products and services | Intellectual Capital<br>Intellectual property and organizational know-how, brands, systems, etc. | Human Capital<br>The capabilities, experiences, motivation, education, etc. of employees | Social Capital<br>Relationships, trust and social networks with stakeholders | Natural Capital<br>Environmental resources, ecosystems, and the natural environment that affects corporate activities |
|---|---|---|---|---|---|
| Themes/targets for strengthening each capital | Realize optimal production locations and maximize the outcomes of investment in growth businesses | Implement IP utilization strategy and strengthen BtoB branding | Strengthen recruitment and training, talent management across the whole Group, improve engagement | Strengthen relationships with customers and suppliers around the world, build relationships with local communities at sites | Obtain EMS* SBT certification, improve environmental performance of customer products and infrastructure, increase life span |
| 01 Creating innovation through unique, original technologies | | ■ | | | |
| 02 Solving social issues through growth businesses | | ■ | | | |
| 03 Creating human resources and organizations that generate value | | | ■ | | |
| 04 Maximization of customer value | | | | ■ | |
| 05 Creation of economic value through environmental activities | | | | | ■ |
| 06 Strengthening business portfolio management | ■ | | | | |
| 07 Strengthening group governance | ■ | ■ | ■ | ■ | ■ |

*Environmental Management System for reduction of environmental burden, efficient use of resources, energy management, etc.

## Strengthening Manufacturing Technology Capabilities

### Contribute to society through our customers with “Monozukuri (Manufacturing) that creates value only Maxell can deliver” by adding new technologies to our Analog Core Technologies

In addition to the variable-volume, variable-variety production demanded in the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) era, the environment and challenges surrounding monozukuri (manufacturing) are becoming increasingly complex, such as Japan’s declining birthrate, the 2024 logistics issue, reducing $CO_2$ emissions, and achieving carbon neutrality. Amidst this, Maxell aims to deliver “value in Monozukuri (Manufacturing)” that is chosen by customers.

### Strengths of Maxell’s manufacturing technology

#### Distinctively differentiated technologies (Production equipment)

We develop production equipment capable of manufacturing high-quality products with high speed and precision, meeting the demands of medical device and automotive applications.

#### Addressing labor shortages (Automation)

We actively utilize robots, AI, and IoT to automate tasks that require significant human effort.

#### Developing engineers who take on challenges

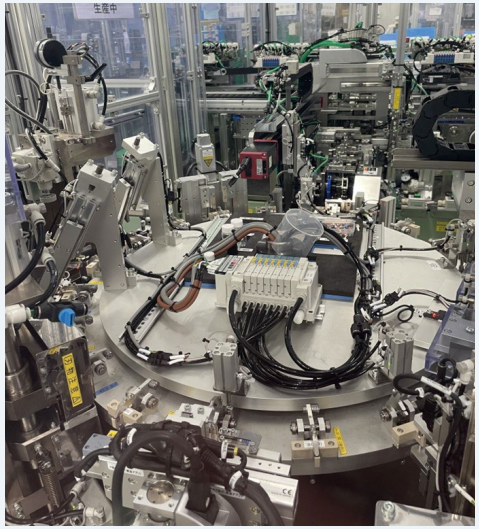
We provide company-wide technical training to develop manufacturing technology and production engineers who are eager to take on new challenges.

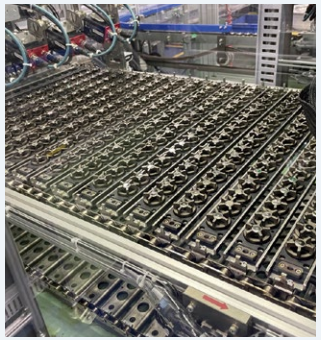


*CR1216 (12mm diameter)

A 2D code is printed on the battery surface to manage traceability on a unit-by-unit basis.

## Establishing a mass production system for primary batteries for medical devices













**Tsuyoshi Shiiba**
Manager, Manufacturing Technology Section
MD Production Dept.
**Energy Division**

### Guided by our motto of “High Quality x Productivity x Timeliness,” we create value through our technologies and manufacturing capabilities and meet customer expectations

Our batteries are used in a wide range of fields, including automotive, infrastructure, and medical care, and have earned a high level of trust by meeting strict quality standards. Leveraging our strengths of the ability to cope with compact and high-density designs, as well as special specifications, and of integrated production systems, we provide solutions that meet our customers’ diverse needs.

To meet the growing demand for batteries for medical devices, starting in 2025 we are embarking on a large-scale expansion project to approximately double our current production capacity. With a total investment of approximately 5.0 billion yen, we will be introducing new production lines and are aiming for completion in October 2027 and full operation by March 2028. By increasing production of small batteries for CGMs and endoscopes, we will be bolstering both our supply system and our competitiveness.

Our dedicated automated mass production lines enable precise control and 100% inspections at each process, thereby ensuring consistent quality and long battery life.

## Quality Assurance Activities

### Aiming to achieve the world's highest quality to meet global competition through the highest quality products and services

In providing products and services, Maxell Group promotes quality assurance activities to gain customer satisfaction and trust, based on our corporate creed of "harmony and cooperation, working with heart and soul, and contributing to society."

We also conduct satisfaction surveys of our major customers in Japan and overseas to enhance the value of the Maxell brand's core products and services.

| Action Plan | KPI |
|---|---|
| Establishment of a system that prioritizes quality and product safety based on integrity | Promote SQM* activities and zero new recall cases |

*Super Quality Management for Maxell Group

### Maxell's systems for quality and safety

#### Customer needs = attractive product development

Maxell Group's framework for assuring quality and safety of the products extends beyond the production stage. We aim for products that are safe and defect-free from the product development stage by understanding customer needs.

#### Continuing stable production and responding to emergencies

We take great care to prevent accidents by detecting their possible causes, enabling us to continue stable production. In an emergency situation, we work rapidly to find the underlying cause and develop measures to prevent a recurrence, spreading these across the group.

#### Human resources development

We continuously work to foster human resources who can manage the framework mentioned above, and are continuing education, communication, and transfer of knowledge.

### Coexistence of the latest technology and the eyes of experts

**Tests using the latest technology**



Environmental change test



Battery life test

**Inspections by the human eye**




Appearance inspection



Shape measurement



Battery characteristics inspection



**Takahiro Fujisaki**
Manager
Ono Works Quality Assurance Section
Quality Assurance Department
**Energy Division**

#### Implementing product certification and reliability testing that go beyond customer requirement, taking into account expectations for improved quality performance

Maxell offers a wide range of products, including primary batteries for automotive and medical device applications, optical components, and tapes for semiconductor manufacturing processes. Because of this, we have created cross-divisional teams for each business division and product, and are developing quality assurance activities based on the idea that "the next process is the customer," a Japanese maxim that refers to the concept that each downstream process is the "customer" of the previous process, whose demands must therefore be satisfied.

Our quality inspections include inspections of the exterior of the product, which cannot be accomplished with machines alone—we also use the eyes of experts to provide heartfelt products and services of the highest quality that will delight our customers.

The batteries I am responsible for are used in products that require stringent quality standards, such as in automotive, infrastructure, and medical fields. As various changes occur on the production floor every day, we maintain the quality required by our customers by detecting abnormalities, identifying their causes through both analog and digital methods, and taking appropriate measures.

# Intellectual Property that Supports our Businesses

We aim to build intellectual property (IP) that is conducive to Value Creation, and to contribute to our businesses through IP utilization

| Action Plan | KPI |
|---|---|
| Evolution of unique, original technologies that generate new value | Number of patents related to next-generation development technologies: 1.5 times in 5 years (FY2022-FY2026) |



**Tatsuya Yamamoto**
**General Manager, IP Innovation Division**

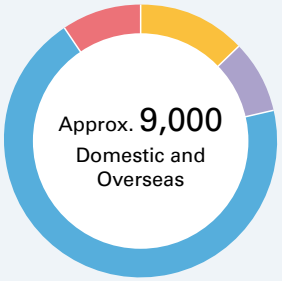
## Basic Policy

Maxell strives to maximize the value of IP through the basic operations of creating, nurturing, and managing rights for the purpose of appropriate protection of IP; through pursuing innovation in unique, original technologies; and through actively utilizing IP.

Additionally, we are also working on business activities that integrate our technology strategies and IP strategies, with a focus on our unique Analog Core Technologies. Furthermore, in order to utilize IP for sustainable growth in value creation, we are promoting IP investment and utilization strategies based on reporting to the Board of Directors and governance. At the same time, we are maintaining an attitude of respecting the IP of other companies in order to build a fair business environment, such as by carefully checking other companies' patents from the early stages of research and development.

**Patent Status**
(As of March 2025)

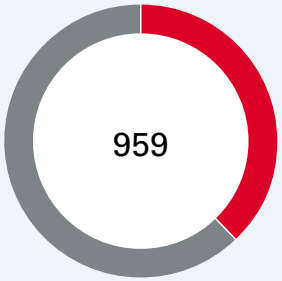
Continuously maintain the same number of patents




Energy
Functional Materials
Optics & Systems
Life Solution

**Number of worldwide patent applications**
(FY2024)

More than 40% of all patent applications are new business-related




New Business Producing Division
Other

**IP Strategy**

We aim to maximize the contribution of IP to our business based on business environments, business strategies, and IP information analysis. We will steadily build an IP portfolio that will come to life in 5 to 10 years' time. This will be achieved through IP grand design activities, whereby we plan IP activities by "backcasting"—casting an eye back from the future utilization of IP envisioned in each business, to the present—and through strategic invention activities that prioritize fostering IP rights with a focus on important technologies.

**Company-wide innovation activities from an IP perspective**

Through collaborations with the IP Innovation Division, the New Business Producing Division and the Marketing & Sales Division, as well as the Group companies, we will comprehensively explore the intellectual and human assets related to the technologies owned by Maxell Group, and drive innovation activities with the premise of creating new businesses across business segments by leveraging these assets.

Our newly established Cross-link Department has strengthened and promoted integrated cross-divisional activities, and in fiscal 2024 the resulting ideas for new businesses were used for patent applications and proposed at the in-house pitch contest.

**IP education**

We are gathering IP-related know-how from each member of the IP Department and implementing hierarchical training with the aim of enhancing the quality of education for each target employee group, including training for new employees and for employees in design departments.



**Preventing technology leakage**

There are occasions when we prevent the leakage of our unique Analog Core Technologies by ensuring they remain confidential without obtaining a patent. In Maxell, we use our unique know-how judgement flow and promote open/close strategies for technology.

## Consolidation and Enhancement of Global Sales

We will deepen our relationships with major customers around the world, strengthen our technical sales organization to solve customer issues, and expand sales through our global sales structure.

| Action Plan | KPI |
|---|---|
| Enhancing the value of the Maxell brand's core products and services | Conduct customer surveys and improve low ratings. Improvement target: 50% or higher (during MEX26) |



**Shinichiro Takao**
**General Manager, Marketing & Sales Division**

## MEX26 Policy

In MEX26, we are strengthening market targeting, digging up customer needs, and digital marketing. To those ends, we will be investing in human resources development in order to further strengthen our technical sales organization. Additionally, in expanding our businesses in the 3 focus areas "Mobility," "ICT / AI" and "Human / Social Infrastructure," we will strengthen relationships with customers who are major players around the world, solve their problems and issues together, and aim to expand our businesses.

In fiscal 2024, in line with the MEX26 policy, we strengthened our technical sales structure and increased technical touchpoints with customers, which resulted in increased sales and profits. We also already achieved the MEX26 target for the overseas sales ratio, and will strive to further expand sales.

### Overseas Sales Ratio

| FY2024 result | FY2026 target |
|---|---|
| 51% | 50% or higher |

Execute sales reinforcement activities to increase technical touchpoints with customers

| Proposal activities to existing customers through strengthening (development of and investment in) technical sales personnel | Develop new customers by strengthening (development of and investment in) marketing and business development personnel |
|---|---|
| • Actively hold technical exchange meetings with key customers<br>• Conduct caravan activities* in our 3 focus areas | • Secure and strengthen personnel through mid-career hiring and resource transfers<br>• Actively exhibit at trade shows relating to the 3 focus areas |

*Activities to engage with customers face to face across global regions to grasp market trends and solve technical issues by forming teams of engineers and sales personnel

### For business expansion in the 3 focus areas

| | |
|---|---|
| **Europe** × **Mobility** | **In-car camera lens units:** Actively hold technical exchange meetings with European automotive customers and pursue advanced development<br>**Heat-resistant coin-type lithium batteries:** Maintain top share globally, primarily in Europe |
| **Asia/Japan** × **ICT/AI** | **Tapes for semiconductor manufacturing processes:** Expand orders by developing new customers<br>**Semiconductor DMS:** Maintain and strengthen ties with top domestic customers |
| **Americas** × **Human/Social Infrastructure** | **Primary batteries for medical devices:** Further strengthen ties with key customers and expand sales<br>**Cylindrical-type lithium batteries:** Maintain strong relationships with key customers and secure a high share |

# Consolidation and Enhancement of Global Sales

## Implementation of exhibitions and caravan activities related to 3 focus areas

In fiscal 2024, focusing on our 3 focus areas, we exhibited at a total of 32 exhibitions in Japan and overseas. In the ICT / AI field, at SEMICON TAIWAN, SEMICON INDIA, and iMaps Boston we introduced tapes for semiconductor manufacturing processes and precision electroforming products, and worked to expand touchpoints with customers in Asia and the Americas. In the Mobility field, we introduced heat-resistant coin-type lithium batteries and in-car camera lens units, and in the Human / Social Infrastructure field we presented cylindrical-type lithium batteries and tapes for construction at exhibitions in Japan and overseas, thereby promoting wider adoption of our products. In fiscal 2025 as well, we will continue to focus on our 3 focus areas and actively exhibit in Japan and overseas, aiming to acquire new customers and expand our markets.

Caravan activities were also conducted a total of 61 times across the Americas, Europe, and Asia in fiscal 2024. We will continue proactive expansion in fiscal 2025 and work to strengthen technical touchpoints with customers.

### Sales growth rate of 3 focus areas

| | <FY2026 Target> (Compared to FY2023 results) |
|---|---|
| Mobility | + Approx. 20% |
| ICT / AI | + Approx. 30% |
| Human / Social Infrastructure | + Approx. 30% |

### Asia/Japan

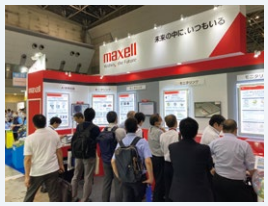

Employees of Maxell Asia Ltd.


Big 5 Global 2024

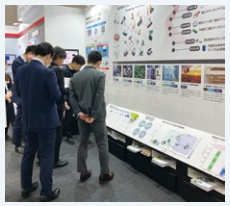

India International Watch & Clock Fair



Japan IT Week (Autumn) 2024



Smart Sensing 2024


NEPCON JAPAN 2025

### Europe

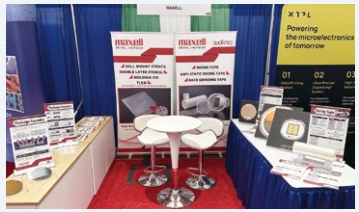

Employees of Maxell Europe Ltd.


Business meeting at sales company in Europe

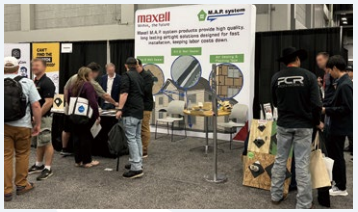
### Americas



Employees of Maxell Corporation of America

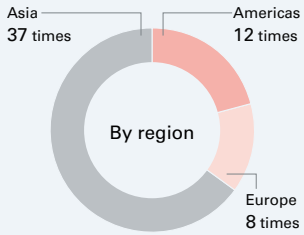


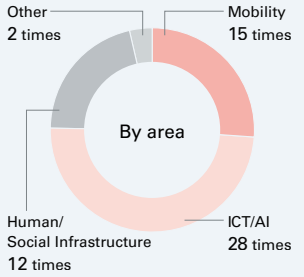
iMAPS Symposium 2024 (Semiconductor-related)



Build Show Live 2024 (Construction materials-related)

### FY2024 Overseas Caravan Activities



# Creating Human Resources and Organizations that Generate Value

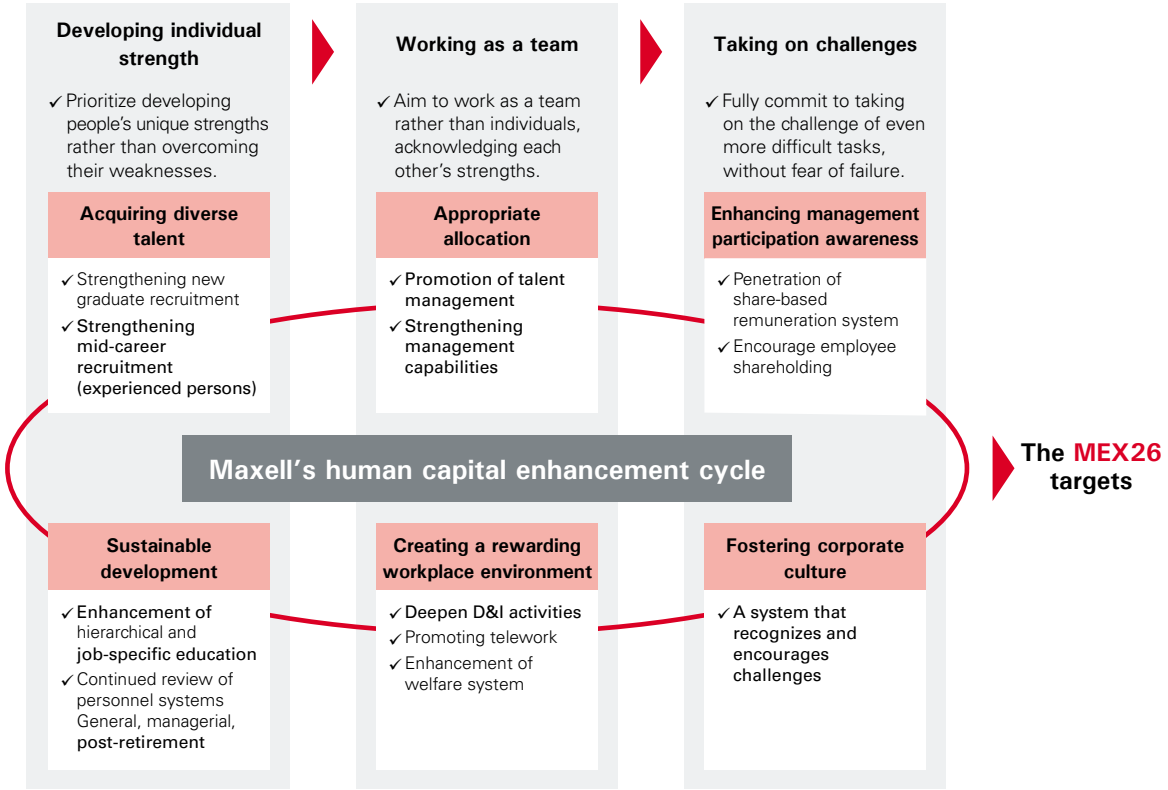
Maxell Group has created a human capital enhancement cycle as we work toward achieving the targets of MEX26.
We will work together as a group by realizing the securing and development of diverse talent, talent management, and a rewarding workplace.

## Strengthening human capital

We have been working to strengthen our human capital by implementing various measures based on "acquiring diverse talent," "sustainable development," "appropriate allocation," "creating a rewarding workplace environment," "enhancing management participation awareness," and "fostering corporate culture."

During MEX26, we will provide priority investment for implementing various measures to "develop individual strengths," "work as a team," and "take on challenges."

**The path to achieving the MEX26 targets**




## Acquiring diverse talent

To further enhance trust in the Maxell brand and achieve sustainable growth, it is essential to have personnel who can identify issues, think independently, and take action in response to various changes to customer needs and market environments.

We have identified three key words for the Maxell Group's desired talent profile: self-driven employees, innovative employees, and energetic and positive employees. We will redouble our efforts to recruit and nurture exceptional talent, enabling a diverse range of individuals to bring together and coordinate their expertise, take on the challenge of creating new value, and work together on helping to create the future.

Moreover, in consideration of the importance of diversity, the Group is also proactively hiring diverse talent, including foreign nationals, females, and mid-career hires with various skills and experiences, regardless of their original industry and position. Our aim is to strengthen our organizational capabilities by making the most of talent with different values, sensibilities, and experiences.

**Gender ratio* of new graduate recruits of Maxell, Ltd.**

| | | Female | Male |
|---|---|---|---|
| **FY2024 cohort** | | 50.0% | 50.0% |
| | Engineering jobs | 42.9% | 57.1% |
| | Administrative/sales jobs | 66.7% | 33.3% |
| **FY2025 cohort** | | 47.8% | 52.2% |
| | Engineering jobs | 26.7% | 73.3% |
| | Administrative/sales jobs | 87.5% | 12.5% |

* Gender ratio among recruits with university degrees or higher

| Action Plan |
| --- |
| Establishment of a system for human resource development and evaluation that creates proactive talent capable of creating something out of nothing |
| **KPI** |
| Creation of skill maps for desired talent (FY2026) |

| Action Plan |
| --- |
| Strengthen management that leverages human resources (build a human resources strategy, promote the right person in the right place and talent management) |
| **KPI** |
| (1) Talent management system: Introduce to the Group companies by FY2026<br>(2) Career interview implementation ratio: 100%<br>(3) Education for personnel evaluators: 2 times/year<br>(4) Improve job satisfaction ratio in employee awareness survey: 90% or higher (FY2026) |

## Sustainable development and appropriate allocation

Maxell provides education based on our education policies, with the goals of "Strengthening the linkage between Maxell's business and talent development by involving executive and management layers" and "Creating new 'awareness' through practical and experiential programs in various fields" as key initiatives.

In hierarchical education, we provide practical and experiential programs designed to fulfill the roles required at each level in the workplace. In job-specific education, we implement talent development initiatives across three areas: "Global," "Sales & Marketing," and "Technology." For successor development, we have redefined the qualities, abilities, and experiences required of Maxell's executives and select and educate candidates for next and following management executives through our talent council.

In fiscal 2024, we started working to create skill maps for engineering positions that will help us develop and acquire our desired talent.

**Renewal of the talent management system**

In fiscal 2024, we revamped our talent management system with the aim of supporting the growth of each individual employee and maximizing the power of the entire organization. The new system has expanded the scope of coverage, which was previously limited to certain areas, to enable centralized visualization and management of human resource information such as employee skills, work experience, and career aspirations. Going forward, we will establish a system that will enable more appropriate human resource allocation, support for career development, and advancement of training measures.

By fiscal 2026, this system will be rolled out in phases to all Group companies to strengthen the coordination of human resource information and training capabilities across the entire Group.

**Implementing career interviews**

Maxell offers career interviews to all employees as part of our initiatives to support the career formation of each and every employee. By utilizing the e-learning function of the talent management system in fiscal 2024, we ensured that both evaluators and those being evaluated could reaffirm the significance and objectives of the interviews, thereby raising awareness of their importance. Furthermore, through monitoring using the system's questionnaire function, we assessed the status and quality of the interviews and worked on continuous improvement.

As a result of these initiatives, we successfully achieved a 100% implementation rate for career interviews across all employees. Moving forward, we will continue to enhance this framework and promote human resource development through dialogue.

**Enhancing engagement through employee awareness surveys**

At Maxell we conduct an employee awareness survey once a year.

We established seven new elements for engagement: enthusiasm, immersion, dynamism, positive feeling in the workplace, a sense of future engagement, a unified direction, and satisfaction with the current situation. We achieved a score of 66% in fiscal 2024 compared with our target score of 90% or higher of positive respondents. To reach our goal, we will implement policies as a company, including initiatives such as talent management to enable individuals to build their careers and acquire the skills they need, organizational invigoration through communication initiatives, and management enhancement. In addition, the awareness survey report includes countermeasures for each department, and we are working on improvements at the workplace level.

**Engagement score (percentage of positive respondents)**

| FY2022 | FY2023 | FY2024 |
| --- | --- | --- |
| 55% | 63% | 66% |

* Overall satisfaction score for company life until FY2022

| Action Plan |
| --- |
| Promoting diversity and inclusion (utilize diverse human resources and accept different values) |
| **KPI** |
| (1) Encouragement for males to use childcare leave: 100% usage rate (FY2024)<br>(2) Recruitment ratio of female graduates: 50% or higher for administrative jobs, 25% or higher for engineering jobs |

## Establishing a rewarding workplace environment

At Maxell, we aim to enhance awareness of diversity, particularly among management and leadership, and review company policies to enable flexible working styles. We actively promote the recruitment and advancement of women while fostering role models.

In fiscal 2025, we reached our targets for the female ratio among our new employees: 50% or higher for administrative jobs, and 25% or higher for engineering jobs. Moreover, in fiscal 2024 the usage rate of childcare leave by males was 83%.

**Employees taking childcare and/or nursing care leave**

| | FY2023 | FY2024 |
|---|---|---|
| **Childcare leave, etc.*** | 16 employees (12 male, 4 female) | 13 employees (10 male, 3 female) |
| **Nursing care leave** | 1 employee | 0 employees |

* Includes the number of people taking childcare leave for a child's birth

**Roundtable discussion on paternity leave and interviews with female managers**

In fiscal 2024, we held a roundtable discussion on paternity leave and carried out interviews with female managers through our diversity promotion project "M-Wing." The roundtable discussion was attended by male employees who had actually taken childcare leave and their supervisors, and also included group discussions between young employees and newly appointed managers. During the interviews with female managers, we interviewed Maxell's first female senior manager, and shared this with our employees on the company intranet to provide insights into the career perspectives of female managers.

Through M-Wing, we are redefining our activity policy, shifting to "creating a workplace and organization where diverse challenges are mutually supported." From fiscal 2025 onward, we will foster a culture of diversity by sharing stories of employees' challenges through a relay column on female managers and continuing to create workplaces where employees support each other through round-table discussions.



Interview with a female manager

| Action Plan |
|---|
| Improve productivity and promote the transmission of skills through the standardization of business processes |
| **KPI** |
| (1) Reduce the total annual working hours of employees: 2.5% reduction compared to FY2023 1,850 hours (FY2026)<br>(2) Achievement of the company-wide education plan: 100%, ongoing |

**Promoting digitalization and offering education**

Maxell is proactively promoting digitalization as a key measure in strengthening its management foundation and advancing work style reforms. To strengthen our management foundation, we are carrying out business reforms and revamping our core systems to standardize operations, moving away from the current form of management in which each domestic and overseas site establishes its own operational foundation individually. In this way, we are working toward lower operation costs, stronger corporate governance, and optimized utilization of human resources. Additionally, to enhance the IT literacy of each employee, we have created an environment in which employees can continue to learn, including the preparation of a platform where they can learn basic computer skills and Office operation skills that are useful in the workplace. With the goal of passing down skills, we are also offering all kinds of courses in our hierarchical education and job-specific education, and in fiscal 2024 we achieved 100% of the company-wide education plan, including the above. We will continue to offer education and training in accordance with the plan in fiscal 2025.

## Enhancing management participation awareness

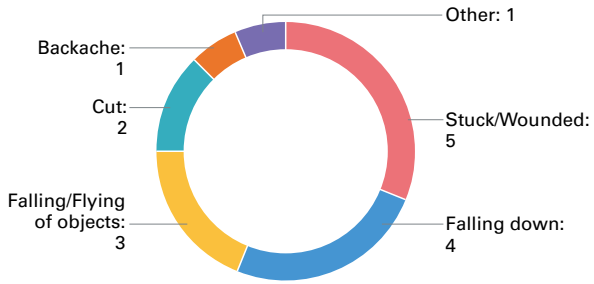
Maxell Group aims to increase management participation awareness and continue raising our corporate value through employees holding company shares, as well as furthering value-sharing with shareholders. With these goals in mind, we have introduced a share-based remuneration system to deliver restricted stock to managerial level employees and an employee shareholding association system for employees and post-retirement employees of the Company and the Group companies.

## Occupational health and safety

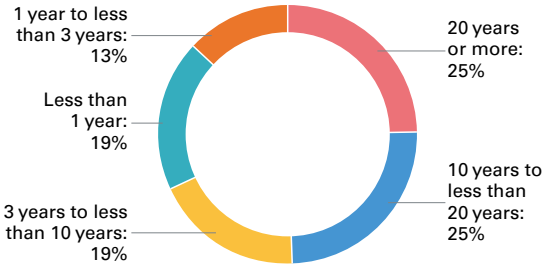
Maxell Group recognizes that ensuring the safety and health of employees is an inseparable part of its business activities, and makes ensuring a safe and comfortable working environment the basis of its activities.

We aim for zero fatal and serious accidents, and, as of 2024, Maxell, Ltd. has had no instances of fatal accidents or serious industrial accidents (including fatal disaster) that resulted in permanent disabilities (for company employees, post-retirement employees, regional employees, fixed-term regional employees, and temporary workers) for five consecutive years from 2020. We will strive to prevent serious work-related accidents by thoroughly implementing measures to stop work-related accidents, including risk reduction measures based on risk assessments, Safety and Health Committee meetings, and internal safety patrols. We will also work to grasp data from the whole Group and disclose information.

**2024 work-related injuries by category (cases)**




**2024 work-related accident occurrence rates (by years of work experience)**



# Roundtable Discussion: Overseas Job Trainees




## Leveraging experience from different organizations in current duties

At Maxell we send two employees selected from each business division to our overseas group companies for a year, with the aim of fostering next-generation talents who can play active roles on the global stage. While this was suspended during the COVID-19 pandemic, it resumed in 2022, and since then seven employees have participated. We asked three employees who participated in training in fiscal 2022 and 2023 about subsequent changes in their work and the outcomes of their training.

## The impact of the training experience on work and changes in perspectives

**Han** I'm involved in the design of all-solid-state batteries. When I was training in the US, I had the opportunity to put technical sales into practice. Based on my experience of striving to get information such as product applications, usage, and key points for aligning with customer needs, I am exploring how to make proposals tailored to the customer's specific applications.

**Mimura** I am responsible for technical sales, aiming to expand sales of EF² products (electroforming products). In the past, I was working more on the factory side of things, but now that I'm in the Global Sales Department, my role involves connecting information from the sales side to the factory side, and I engage in three-way exchanges between sales, designers, and customers. During my training in Taiwan, I learned an approach that considers matters from diverse perspectives—those of the client, sales, and factory, which has been helpful. It is difficult for sales persons to grasp the real situation in the factory and to have an in-depth understanding of the technology, so my role is to support them. Taiwan is at the cutting edge of the world of semiconductors, so a large number of people are interested in my career history. The way customers look at me as an engineer changes when I say I was responsible for technical sales in Taiwan for a year, offering opportunities for me to gain more detailed information.

**Oguni** The outcome of my training was discovering that the local area also has a need for legal work. I was told that "Being close means you can engage in casual communication, which makes it easier to progress to the next action." Therefore, I feel that there is the potential for engaging in close communication in legal discussions overseas, similar to what we have in Japan.

## Current issues and future challenges

**Han** The market for all-solid-state batteries is still immature, and there are issues such as collaboration between sales and design. As a designer, I want to first understand the characteristics of all-solid-state batteries and challenge myself to create a system as a team that allows us to make proposals to customers with confidence while collaborating with each department, including sales. The original culture of the design department is "let's try lots of things," which has strengthened my motivation to tackle challenges, especially because they are difficult.

**Mimura** As a bridge between sales and plants, I want to find good compromises. Utilizing opportunities to interact with people in many different positions as a technical sales person, I would like to connect individuals effectively. Since Maxell products have high technological capabilities, it is important to find customers that meet specific pinpoint needs. I am challenging myself to create successful case studies.

**Oguni** I would like to design and build a global legal system. The legal risks differ in each country, and each company has different functions and scales, so being able to select the most effective system would also enhance Group governance. For example, for an organization like Maxell Shanghai*, with around 10 employees and limited resources, applying rules on the same level as in Japan would result in a significant burden, and could negatively impact sales activities. I want to think of a system that fits each location.



The overseas job training did not only help Mr. Oguni's personal growth, but it was also a huge upfront investment in the advancing globalization of the Legal Department. I sincerely appreciate how the remaining members worked together to cover Mr. Oguni's work while he was away, understanding that talent development is a key mission for our department. This experience strengthened the members' sense of unity, and I feel that it led to the growth of the department overall.

Akihiro Yoshikawa
Senior Manager, Legal Department

*Maxell (Shanghai) Trading Co., Ltd.

# Creating Economic Value through Environmental Activities

At Maxell Group, we recognize that addressing global environmental issues, including global warming, is an urgent priority.
To help address such issues, we have introduced an environmental management system and are advancing group-wide efforts.

## Environmental management

The Maxell Group has been working to reduce the environmental impact of its manufacturing activities, and has identified "Creating Economic Value through Environmental Activities" as a key management issue (Materiality); we are conducting business operations with the target of reducing $CO_2$ emissions.

In 2020, the government of Japan set the objective of achieving carbon neutrality by 2050, requiring more $CO_2$ reduction, and in this context, we determined the targets of our environmental activities in July 2023. To achieve these targets, we will continue to conduct energy-conservation activities at our plants, to introduce renewable energy, and to utilize non-fossil certificates, and, via the societal implementation of decarbonization technologies such as "electrolysis reactors (used in the electrolytic reduction of $CO_2$)" to be developed by the Maxell Group, we will also contribute to realizing a sustainable society. In March 2025, we submitted a commitment letter to obtain SBT certification for our targets for fiscal 2030 onward.

To contribute to achieving a recycling-oriented society, our initial focus will be on promoting waste-free design and manufacturing throughout the entire Group and reducing loss resulting from manufacturing errors. Furthermore, given the issue of plastics in the ocean, our recent focus has been on measures for waste plastic, and we are investigating chemical/materials recycling of complex plastic waste generated by our business sites.

### Environmental activity targets

| | |
|---|---|
| **Initiatives toward achieving a carbon-free society** | |
| FY2050<br>**Achieve carbon neutrality** | Subject: Scope 1 and 2 emissions (global) |
| FY2030<br>**Reduce $CO_2$ emissions by 50% or more (vs FY2013)** | Subject: Scope 1 and 2 emissions (domestic) |
| **Initiatives toward achieving a recycling-oriented society (Resource saving and resource recycling of plastics, etc.)** | |
| FY2030<br>- Achieve waste intensity per production*1 of 0.0450 (tons/million yen) or less (reduction by 19% vs FY2021)<br>- Commence chemical/material recycling of composite plastic waste | Subject: Global |

*1 Waste intensity per production is an index for generated waste amount. Waste amount (t) / production amount (million yen)

**Environmental Action Plan for Fiscal 2024**

Based on the belief that environmental activities and contribution to business performance should be managed in an integrated manner, the Maxell Group aims to motivate its workforce through the management of yearly indicators (on intensity per production basis: amount consumed/amount

### Environmental Action Plan for FY2024*2

Evaluation: ☆☆☆ Achieved ☆☆ Achievement rate 95% or higher ☆ Achievement rate less than 95%

| NO. | Action targets | | Classification*3 | FY2024 Targets | FY2024 Results | FY2024 Evaluation | FY2025 Targets |
|---|---|---|---|---|---|---|---|
| 1 | Net sales ratio of environmentally and CSR/CSV conscious products*4 (%) | | Domestic/overseas | 100 | 100 | ☆☆☆ | 100 |
| 2 | Registration ratio of environmentally and CSR/CSV conscious products using new assessment approach (%) | | Domestic/overseas | 100 | 100 | ☆☆☆ | 100 |
| 3 | Market introduction ratio of environmentally and CSR/CSV conscious products (%) | | Domestic/overseas | 100 | 100 | ☆☆☆ | 100 |
| 4 | "Eco Mind" education participation ratio (%) | | Domestic/overseas | 100 | 100 | ☆☆☆ | 100 |
| 5 | Continuation of zero emissions (years) (target: manufacturing facilities) (Final disposal volume: less than 5t, final disposal ratio: less than 1%) | | Domestic | 24 | 24 | ☆☆☆ | 25 |
| 6 | Energy | Intensity per production x $10^{-3}$ (kL/million yen) | Domestic/ overseas plants | 425 | 410 | ☆☆☆ | 380 |
| | | | Domestic plants | 361 | 345 | ☆☆☆ | 315 |
| | | Intensity per personnel and floor space (kL/person + $km^2$) | Domestic/ overseas offices | 16 | 16 | ☆☆☆ | 16 |
| 7 | Waste | Intensity per production x $10^{-4}$ (t/million yen) | Domestic/ overseas plants | 538 | 586 | ☆ | 528 |
| | | Recycling ratio (%) | Domestic/ overseas plants | 70 | 91 | ☆☆☆ | 70 |
| 8 | Water | Intensity per production x $10^{-2}$ ($m^3$/million yen) | Overseas plants | 800 | 841 | ☆☆ | 904 |

*2 Value of in-house production amount at overseas plants converted to yen at fixed exchange rates.
*3 Overseas plants: Maxell Digital Products China Co., Ltd., Maxell Tohshin (Malaysia) Sdn. Bhd., PT. Sliontec Ekadharma Indonesia, Gangquan Precision (Shenzhen) Co., Ltd., Wuxi Maxell Energy Co., Ltd.
*4 Environmentally and CSR/CSV conscious products are products that meet either the criteria for environmentally conscious products or CSR/CSV conscious products.

produced) that help to visualize efforts for improvement.

In fiscal 2024, we were able to reach our target of energy consumption intensity per production unit. The clearance of non-operational equipment was the primary factor affecting the waste generation intensity per production unit; when it came to water usage intensity per production unit, although we had reduced production volume overseas, we were not able to achieve consistent reduction of usage, and so fell short of our targets. We will continue making improvements as we strive to save water and reduce waste.

In fiscal 2024, the Group experienced no significant environmental incidents, and was subject to no environmental fines or complaints. Additionally, with the enforcement of the Fluorocarbon Emissions Control Act, we conducted both simplified inspections (quarterly) and statutory inspections. These inspections showed an annual leakage of 149 tons of fluorocarbons, a volume that is below the reporting threshold.

**Establishment of the Maxell Group Environmental Policy**

In May 2025, we established the "Maxell Group Environmental Policy" with the aim of concisely and clearly communicating the "Environmental Conservation Action Guidelines," established in June 1996, and the "Environmental Vision," established in July 2023, to stakeholders in an integrated way.

### Maxell Group Environmental Policy

The Maxell Group is committed to conserving the global environment through pursuing innovations and contributing to a sustainable society where everyone can live safely.

1. **Environmental conservation**
2. **Legal compliance**
3. **Providing environmentally conscious products and services**
4. **Employee education and raising of awareness**

| Action Plan |
| --- |
| Strengthen environmental technologies and environmentally conscious products |
| **KPI** |
| Define standards to show the degree of contribution to social and environmental issues, and approve products that exceed these standards as "Eco Excellence"<br>Eco Excellence approval: 10 products or more (during MEX26) |

## Developing environmentally and CSR/CSV conscious products

At Maxell Group, we evaluate the quantitative environmental impact of new products at each stage of their life cycle in accordance with environmentally conscious design assessment criteria at the design and development stages, and register those that meet certain standards as "environmentally conscious products." When a product does not meet the standards for "environmentally conscious products," we conduct CSR/CSV conscious product assessments. Products deemed to meet certain criteria through this assessment are registered as CSR/CSV conscious products that contribute to the achievement of the SDGs.

We are currently upholding a 100% registration ratio of environmentally and CSR/CSV conscious products; with the goal of increasing awareness and motivation among product designers and developers and initiatives to demonstrate the degree of contribution to environmental issues, a subject of heightened importance around the world, we decided to establish new certification standards that pick out excellent products and initiatives from among environmentally conscious products, and acknowledged and awarded these in fiscal 2024.

These excellent products and initiatives are named and approved as "Eco Excellence," if they exceed certain standards when compared to existing products or products from other companies, based on five criteria: (1) $CO_2$ reduction, (2) weight reduction, (3) use of recycled materials/materials with a low burden on the environment (alternative materials), (4) long life, and (5) recycling when the product is to be disposed of; or if there are new environmentally conscious products and initiatives that do not fall under 1) to 5).

**Eco Excellence approval in fiscal 2024: 10 products**

**＜Approved examples＞**

**Lead-free galvanic cell-type oxygen sensors**
Achieved lead-free product



**Recycled PET masking tape**
Uses recycled materials, including cardboard tubes



| Action Plan |
| --- |
| Conserving resources and energy, and promoting the introduction of renewable energy |
| **KPI** |
| (1) Domestic $CO_2$ emissions: 50% reduction or more (FY2030, compared to FY2013)<br>(2) Domestic renewable energy ratio (= Renewable energy used/ total electricity): 15% (FY2030)<br>(3) Waste intensity per production: 0.0500 tons/million yen or less (FY2026) |

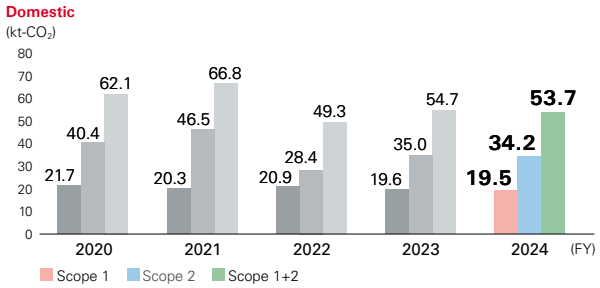
## Helping to prevent global warming

As part of our plant electricity-saving measures, the Maxell Group is working to conserve electricity by visualizing electricity consumption patterns to reduce wasteful electricity usage, improving operational efficiency through demand management at facilities, updating air conditioning systems, switching to LED lighting, and planting green walls. In fiscal 2024 we updated our boilers and air conditioning facilities, contributing to energy saving. We also started purchasing non-fossil certificates in fiscal 2022, and these measures have enabled us to achieve a renewable energy ratio of 13.5%.

In fiscal 2024, our domestic $CO_2$ emissions decreased by 2% from the previous year, while overseas emissions decreased by 6%, leading to an overall decrease of 3% across the Group as a whole (Domestic: decreased by 43% compared to fiscal 2013). Regardless of our increased output, we achieved a reduction by promoting energy-saving activities, introducing solar PPA, improving our non-fossil certificate ratio and more.

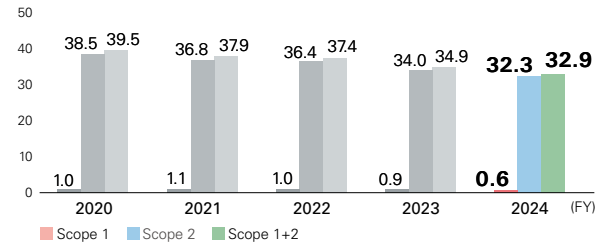
## $CO_2$ emissions (Scope 1 and 2*1)

**Domestic**




*1 Scope 1: Direct emissions due to fuel combustion, etc. at business sites
Scope 2: Indirect emissions from purchased electricity, etc.

**Overseas*2**

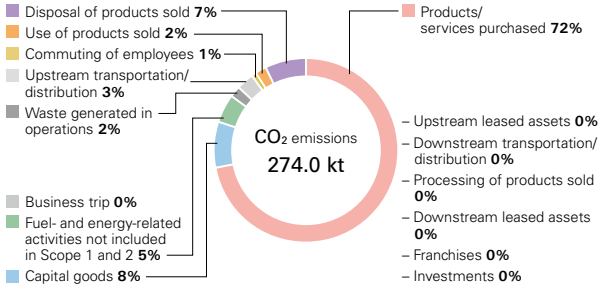



*2 Electricity/$CO_2$ conversion coefficient: Malaysia: 0.63, China: 0.59, Indonesia: 0.79 (unit is t-CO2/MWh for all countries)

### Scope 3

Maxell Group calculates total $CO_2$ emissions across the entire supply chain, including Scope 3 emissions. Since fiscal 2018, we have aggregated and disclosed performance data about emissions, calculating in accordance with the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain" issued by the Ministry of the Environment and the Ministry of Economy, Trade and Industry.

### Breakdown of Scope 3 $CO_2$ emissions by category




## Waste reduction and recycling

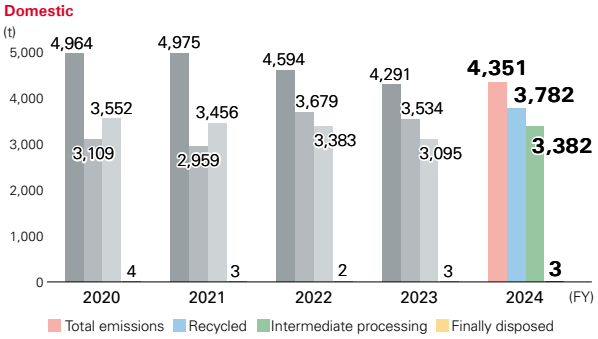
With regard to conserving resources as part of our materiality action plan, our recent focus has been on measures for waste plastic as an environmental issue, and we are investigating chemical/materials recycling.

Furthermore, at Maxell Group, we are working toward "Zero emissions"*3 by ensuring thorough waste separation, promoting the monetization of valuable waste through information sharing at each business site, and expanding and enhancing in-house intermediate processing. For example, during our lithium-ion battery manufacturing process, we separate the residual materials generated in each process and use a recycling company to recycle cobalt (a rare metal), copper, aluminum, and other metals (31 tons in fiscal 2024). At the Ono Works, we also recycle silver oxide (2.1 tons in fiscal 2024). The amount of valuable waste generated domestically in fiscal 2024 was down 9% compared to the previous fiscal year. As a result of our intensified recycling efforts, domestic manufacturing bases achieved zero emissions for 24 consecutive years.

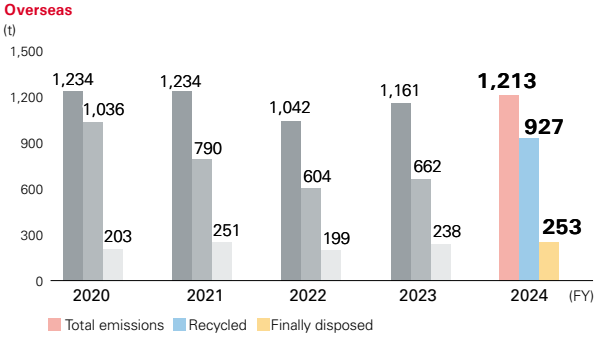
*3 Criteria for zero emissions (criteria for each business site): Final waste disposal volume less than 5 tons/year and final disposal ratio less than 1%/year

### Situation of wastes, etc.

**Domestic**




**Overseas**

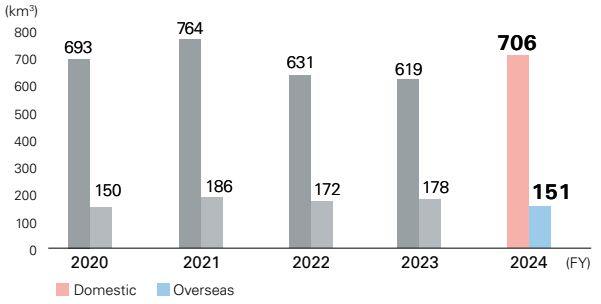



## Water consumption reduction initiatives

Maxell Group strives to reduce water consumption in manufacturing processes and conserve water resources through reutilization and other practices.

Our water consumption in fiscal 2024 was up 14% from the previous year in domestic Group business sites, but fell 16% in overseas Group business sites, which are subject to particularly high water risks. Water consumption in the Maxell Group as a whole increased by 7% from the previous year.

### Water consumption



# Climate-related Financial Information Analysis of climate change risks and opportunities for Maxell Group

Maxell announced its endorsement of the recommendations made by the Task Force on Climate-related Financial Disclosure (TCFD) in October 2021.
We carry out scenario analysis in line with the guidance set out by the TCFD, and will work to disclose information related to governance and strategies.

## Governance

The Board of Directors is responsible for Maxell's decisions related to climate change. The president and representative director is in charge of climate change-related issues. The president also serves as the head of the Environmental Committee, and is responsible for ensuring that all environment-related issues are incorporated into our management strategy and targets.

The Environmental Committee's role is to draft Maxell Group's overall strategy for climate change and manage the progress of the Group as a whole toward achieving its climate change-related targets.

**Board of Directors decisions on climate change-related initiatives in fiscal 2024**

Submitted a commitment letter to obtain SBT certification (March 2025)

**Climate-change related matters that were confirmed and decided by the Environmental Committee in fiscal 2024**

1. Conducted reviews related to SBT certification (commitment letter)
2. Drafted an action plan to reduce $CO_2$ emissions by 50% or more by fiscal 2030 (compared to fiscal 2013), and conducted progress reviews
3. Drafted our Environmental Action Plan and conducted progress reviews
4. Conducted reviews related to Eco-Excellence approval system

## Strategy

In May 2025, Maxell Group integrated Environmental Conservation Action Guidelines, established in June 1996, and Environmental Vision, established in July 2023, to form the new Maxell Group Environmental Policy with the aim of simple and clear communication with stakeholders. Through this, we protect the global environment, uphold the laws and regulations, provide environmentally conscious products and services, and engage in initiatives to educate employees and improve their awareness, as well as incorporating content such as biodiversity, a recent environmental issue and subject of growing interest.

In fiscal 2023, we rolled out our climate-change scenario analysis to Group companies and completed analysis of the entire Group. We focused on production sectors where Maxell Group is likely to be the most affected by climate change, and envisioned society with a temperature rise of 1.5°C and 4°C, identifying risks and opportunities while also considering ways to address them.

**Response to climate change-related risks and opportunities based on climate change scenarios**

We have considered our response to the risks in the 1.5°C temperature rise scenario from the impact of an increased tax burden due to the introduction of carbon taxes on business activities. By systematically reducing Scope 1 and 2 emissions, we will reduce the burden from a future carbon tax and will be prepared to reliably meet customer demands for decarbonization. In addition, by reducing the amount of raw materials we use and shifting to recycled materials, we will lower our Scope 3 emissions, thereby reducing future business risks and leading to the acquisition and expansion of business opportunities.
To mitigate risks associated with the potential impact on our business by changing consumer behavior, we will continue to provide products and services that help to resolve societal issues through the introduction of "environmentally conscious products" based on the new standard, which we have set as an action plan.

In the 4°C temperature rise scenario, we anticipate impact from intensified abnormal weather events such as severe storms. To address this risk, we will enhance our business continuity plan to minimize damage and strengthen our resilience against disruptions in our own operations and in our supply chain.

Based on the climate change scenarios, we believe that many opportunities will arise with products developed by utilizing the Analog Core Technologies of each business division of Maxell.

## Risk management

Climate change risks are managed by the Environmental Committee. Significant risks and opportunities are discussed and approved by the Board of Directors.

## Metrics and targets

**Initiatives for achieving a carbon-free society**

- FY2050 target: Achieve carbon neutrality (global Scope 1 and 2)
- FY2030 target: Reduce $CO_2$ emissions by 50% or more (domestic Scope 1 and 2; compared to FY2013)

**Initiatives for renewable energy**

- Renewable energy ratio: 15% in FY2030 (= Renewable energy used/total electricity) domestic

**Initiatives to achieve a recycling-oriented society**

- FY2030 Waste intensity per production*: 0.0450 (tons/million yen) or less (19% reduction compared to FY2021)
- Start of chemical and material recycling of composite plastic waste

* Waste intensity per production: An indicator of the amount of waste generated, expressed as waste mass (tons) / production amount (millions of yen)

## Scenario Analysis / Risks and Opportunities

Maxell's analysis:

Scenario aiming to limit temperature increase to 1.5°C: Regarding the transition risks, it is assumed that governmental regulations will be tightened and that net zero $CO_2$ emissions will be achieved by 2050 through the implementation of countermeasures.

Scenario with temperature increase of 4°C: Regarding physical risks, abnormal weather events would be expected to intensify if additional policies are not implemented and no progress is made with climate change countermeasures.

Financial impact:
- Large: 1 billion yen or more
- Medium: 100 million yen to less than 1 billion yen
- Small: less than 100 million yen

| Risks | | | Major risks | Time frame | Degree of business impact | | | | | | | | Major opportunities | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Energy business | | Functional Materials business | | Optics & Systems business | | Life Solution business | | Time frame | Energy business | Functional Materials business | Optics & Systems business | Life Solution business |
| Categories | | Sub-categories | | | 1.5°C | 4°C | 1.5°C | 4°C | 1.5°C | 4°C | 1.5°C | 4°C | | | | | |
| Transition risks | Policies/ regulation | Carbon tax increases | Introduction of carbon tax will have broad impact on raw materials, containers, and packaging materials, and result in increased costs | Medium- to long-term | | | | | | | | | Short- to medium-term | Cost reductions through installation of energy-saving equipment and improvements to energy-saving processes | | | Lessening environmental impact with low-carbon alternative materials |
| | | $CO_2$ emissions of each country | Need to switch to high-efficiency manufacturing equipment due to strengthened energy-saving policies | Medium- to long-term | | | | | | | | | | $CO_2$ monitoring advances and batteries integrated into infrastructural facilities, leading to increased sales | Growing demand for renewable energy in semiconductor and housing-related businesses | Growing demand for $CO_2$ monitoring leads to increased sales in semiconductor-related businesses | Growing recognition of value of environmentally conscious products, leading to increased sales |
| | | Strengthening of emissions reduction policies | | Medium- to long-term | | | | | | | | | | — | — | — | |
| | Market | Price increases/decreases for important products | Profitability improvement accompanying growing market recognition of environmental value of carbon-neutral environmentally compliant products | Short- to medium-term | | | | | | | | | | Increased sales with growing recognition of value of environmentally conscious products | | Acceleration of CASE and transition to Smart Cities<br>- Increased sales of semiconductor manufacturing equipment by expansion of IoT/AI<br>- Increased sales by growth in installation number of automotive sensing cameras | |
| | Reputation | Changes to consumer behavior | Growth of environmentally conscious purchasing by consumers in response to climate change | Short- to medium-term | | | | | | | | | | | | | |
| | | Changes to reputation among investors | Deterioration of reputation among investors and difficulty in procuring funds if climate change countermeasures deemed inadequate | Short- to medium-term | | | | | | | | | | — | — | — | — |
| Physical risks | Chronic | Rise of average temperatures | Increase in expenses due to increase in electricity consumption | Medium- to long-term | | | | | | | | | | Increased sales of batteries used as disaster/emergency power sources | Demand for airtight housing increases due to rising temperatures, leading to increased sales of airtight tape | - Increased market share and sales with environmentally resistant in-car camera lens units<br>- Increased sales of systems such as disaster surveillance sensors, surveillance cameras, disaster monitoring systems, and others | Increased sales of sterilization/ deodorization products due to mold growth |
| | | Changes to precipitation/ weather patterns | Frequent damage to business sites due to increased precipitation and flooding | Short- to medium-term | | | | | | | | | | | Increased demand for waterproofing tape and increased waterproofing technology-related sales | | |
| | | Rising sea levels | Increasing chronic damage to business sites at low altitudes | Short- to medium-term | | | | | | | | | | — | — | — | — |
| | Acute | Intensification of abnormal weather | Frequent abnormal weather events such as storms cause repeated damage | Short- to medium-term | | | | | | | | | | Increased sales of batteries used as disaster/emergency power sources | Increased sales of masking tape and glass protection (anti-shatter) tape for use in disasters | - Increased market share and sales with environmentally resistant in-car camera lens units<br>- Increased sales of systems such as disaster surveillance sensors, surveillance cameras, disaster monitoring systems, and others | Increased disaster-preparedness-related demand |

Due to changes in reporting segments, from fiscal 2025 the Life Solution Business will be redefined as the Value Co-Creation Business.

Overall scenario analysis, including Maxell Group companies

# Supply Chain Management

Maxell Group aims to contribute to the realization of a sustainable society through sincere and fair procurement activities.
Together with our suppliers, we will work to create a responsible supply chain that emphasizes respect for human rights, protecting the environment, and upholding the laws and regulations.

## Establishment of Maxell Group's procurement policy

In addition to establishing the "Procurement Policy" below, Maxell Group engages in whole-group collaboration and activities based on the "Three pillars of procurement activities."

1. **Maintaining fair relationships with suppliers, partnerships:** We uphold the laws and regulations, and engage in impartial, fair, and transparent trading. We value relationships of trust with our partners, and pursue optimal procurement from the perspectives of quality, value, delivery times, technological capabilities and CSR.
2. **Open door:** We offer all of our suppliers, in Japan and overseas, opportunities for procurement trading, and proactively consider procurement from new suppliers.
3. **Sustainability:** We promote procurement activities that consider sustainability so we can fulfill our social responsibilities. We will engage in procurement from suppliers that respect their social responsibilities (respect for human rights, reduced environmental burden, etc.)

**Three pillars of procurement activities**

| 1<br>Promoting procurement activities linked to ROIC management | 2<br>Enhancing product competitiveness through material cost management | 3<br>Promoting sustainable procurement |
|---|---|---|
| Cost planning<br>Centralized purchasing<br>Global procurement | Cost planning<br>Partnership | Partnership<br>CSR procurement and BCP<br>Compliance |

**Building partnerships with suppliers**

## Responsible mineral procurement

Maxell ensures transparency in supply chains and carries out risk assessments for minerals mined in conflict regions and high-risk regions (3TG: tin, tantalum, tungsten, and gold, as well as cobalt and mica), based on OECD Due Diligence Guidance and RMI*1 survey methods.

In fiscal 2024, we expanded the scope of surveys in all business sites and received responses for 83% of 3TG and 81% of cobalt and mica. Based on these responses, in cases where respondents are using smelters that are uncertified, we have requested a switch to smelters that have obtained certification, and are recommending the avoidance of high-risk smelters. In cases where there were inadequacies in responses, we gave individual feedback and asked them to resubmit their responses. Through such initiatives, we aim to increase the efficiency of responsible mineral procurement across all supply chains and improve the usage rate of certified smelters.

**Responsible mineral procurement survey results [FY2024]**

| Classification | Tin | Tantalum | Tungsten | Gold | Cobalt | Mica |
|---|---|---|---|---|---|---|
| No. of specific smelters | 279 | 83 | 111 | 297 | 313 | 25 |
| No. of CFS-certified smelters*2 | 71 | 39 | 35 | 92 | 50 | 3 |
| No. of active smelters | 0 | 0 | 0 | 2 | 4 | 3 |

*1 Responsible Minerals Initiative
*2 Smelters that a third-party organization has certified as not using conflict minerals

## Promoting sustainable procurement

Based on the "Supply Chain CSR Procurement Guidelines," Maxell Group conducts CSR self-assessments*3 on major suppliers in Japan and overseas, working to understand and improve compliance. In fiscal 2024, the final year of the three-year plan, we received responses from 199 companies (168 direct materials companies, 31 equipment-related companies). No company received a D grade in the assessment results, and C grades only accounted for 5% of companies (9 direct materials companies). We provided individual feedback to each company, and have asked them to create and implement plans for improvement.

We will further strengthen collaboration with suppliers in the future, aiming to create even more responsible procurement systems from the perspectives of human rights, environment, and ethics. We will also expand the Maxell Group's human rights due diligence initiatives across the supply chain as a whole, and realize sustainable and responsible procurement with the cooperation of our suppliers.

**CSR self-assessment survey results [FY2024, 3-year cumulative total]**

| | FY2024 | | 3-year performance (2022-2024) | |
|---|---|---|---|---|
| A | 113 | 57% | 527 | 58% |
| B | 77 | 39% | 335 | 37% |
| C | 9 | 5% | 49 | 5% |
| D | 0 | 0% | 0 | 0% |
| Total | 199 | — | 911 | — |

*3 See the Maxell corporate website for the CSR self-assessment evaluation rank

For details about SCM (supply chain management)

# Strengthening Group Governance

At Maxell, we are working proactively to generate synergies within the Group through cross-organizational collaboration between business divisions and operating companies. In MEX26, we aim to unify IT infrastructure throughout the entire Group to improve efficiency, while also creating development themes and acquiring patents across the Group.

## Conducting Group internal audits

As of March 31, 2025, Maxell Group has 4 domestic and 14 overseas consolidated subsidiaries, and internal audits of all Group companies are conducted every other year. In fiscal 2024, internal audits were conducted at 11 of these companies. Improvement plans based on PDCA cycles were created in response to the issues identified during these internal audits with the aim of making necessary improvement plans to be implemented within 1 year.

**Number of Maxell Group's consolidated subsidiary companies**

| Business category | Domestic | China | Asia | Europe and Americas |
|---|---|---|---|---|
| **Manufacturing** | 1 | 3 | 2 | - |
| **Sales/services** | - | 4 | 3 | 2 |
| **Manufacturing/sales** | 3 | - | - | - |

| Action Plan |
|---|
| Build effective governance in group management (deepen management) |
| **KPI** |
| Integration of IT basis for basic business operation within the Maxell Group (FY2027) |

## Toward a unified IT infrastructure

In order to achieve our action plan, we are promoting the integration of IT infrastructure for our core operations in each business and Group company. This will enable the establishment of a system for centrally collecting and managing management information such as sales, procurement, production, and accounting.

We are steadily working toward the goal of completing the integration of our core business IT platforms by fiscal 2027, and in fiscal 2024 we are making steady progress in updating the systems at one domestic Group company that has not yet done so.

| Action Plan |
|---|
| Implementing governance to maximize group synergies (technology, marketing) |
| **KPI** |
| • Marketing: Creation of at least 3 new business development themes per year, reviewed across the Maxell Group<br>• Technology: Creation of at least 3 patents per year relating to synergies across the Maxell Group |

## Utilizing Group-wide cross-functional organization

Maxell Group is advancing development projects through company-wide cross-functional organization that transcends organizational boundaries in order to generate group-wide synergies and expedite the launch of new businesses. During the Mid-Term Management Plan MEX26 period, we will prepare new businesses and achieve sustainable growth with a focus on the feature to be realized in 2030. During fiscal 2024, several themes leading to the development of new businesses were generated, and KPIs were achieved by pursuing related patent applications.

**Group synergy networking events**

Led by the New Business Producing Division, Maxell's various business divisions and Group companies continuously engage in intragroup exchanges to share their core technologies, development themes, and challenges, which promotes collaborative development and leads to the creation of new businesses.

Seven such events were held in fiscal 2024, and approximately 30 problem-solving initiatives, including the use of analysis in design, were launched. By sharing issues related to each product and working together to resolve them, we are contributing to business expansion and the creation of new business.

**Maximize synergies through MI (Maxell Innovation) activities (company-wide initiatives to create innovation)**

Since fiscal 2019, Maxell has been implementing a project called "MI (Maxell Innovation) activities," which is aimed at sustained creation of new businesses. The project involves soliciting ideas and business proposals from employees, subjecting them to an evaluation and selection process, and promoting the creation of new businesses.

In fiscal 2024, with the participation of external judges we held a new-business-proposal contest (Pitch Contest) that involved various internal and external training and activity program teams.

**＜4th Pitch Contest (March 2025)＞**

Through our activities to date, we have gathered several hundred themes. Going forward, we will work in collaboration with external stakeholders to pursue commercialization for the top winning proposals.

**Objectives**

- Develop human resources capable of discovering new business themes and foster a corporate culture that supports this
- Create new business themes by combining and integrating our core technologies
- Explore fundamental themes that can lead to commercialization by 2030

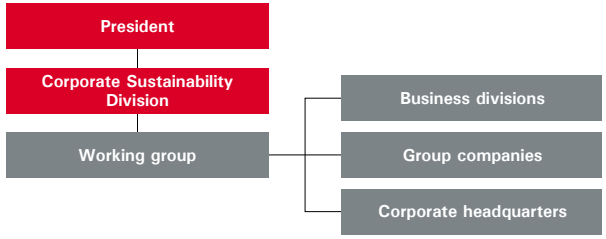
# Sustainability Management

Through innovating unique, original technologies and through its business activities, Maxell is committed to contributing to "the Earth 100 years from now," where people, society and nature can prosperously coexist.
Maxell continues to develop products and services globally, resolving challenges in people's lives and society in order to create social, environmental and economic value.

## Sustainability promotion organization

The Corporate Sustainability Division works in collaboration with representatives of each business division, group companies and corporate headquarters by establishing a working group. Liaison meetings are held regularly to promote sustainability measures while sharing direction.

**Sustainability Promotion Organization**




**Key initiatives in fiscal 2024**

- Endorsed the Ministry of the Environment's "National Movement for New and Prosperous Lifestyles toward Decarbonization" (commonly known by the Japanese abbreviation "Decokatsu") and declared our participation in Decokatsu
- Participated in the "Keidanren Initiative for Biodiversity Conservation"
- Revised the Maxell Group Human Rights Policy
- Implemented financing based on "DBJ Sustainability Linked Loan with Engagement Dialogue"
- Submitted a commitment letter to obtain Science-Based Target (SBT) certification, with the aim of achieving a decarbonized society

## Addressing important management issues through materialities, action plans, and KPIs

In fiscal 2024, with the start of the current Mid-Term Management Plan MEX26, we have established KGIs for our materialities and revised our KPIs to show our ideal feature for the Maxell Group to be realized in 2030 to a wide range of stakeholders and deepen their understanding. Going forward, we will implement concrete activities to resolve these important issues, with the aim of further enhancing our corporate value.

**August 2021**
Identification of Materialities

**August 2022**
Formulation of KPIs

**Fiscal 2024 onwards～**
Established KGIs and revised KPIs in line with MEX26

**Vision**
**The "Future" Maxell wants to realize**
**Create Maximum Excellence for employees, customers, and society by leveraging unique Analog Core Technologies**

**Materiality Analysis Process**

| | |
|---|---|
| STEP 1 | **Extracting Social Issues and Recognizing Company Direction**<br>Identified and listed global social issues from various guidelines, aligning with the medium-term management plan and extracted 33 items as our ideal features in 10-20 years ahead, expectations from society as well as company issues. |
| STEP 2 | **Analyzing and Identifying Importance**<br>Conducted surveys and interviews with stakeholders, executives, and employees of the Maxell Group to analyze the importance of the 33 items and narrowed them down further. |
| STEP 3 | **Evaluating from Stakeholder Perspectives**<br>Collected feedback from investors, experts, and knowledgeable individuals to objectively evaluate important items for the company. |
| STEP 4 | **Selecting Importance at the Management Level and Deciding Action Plans**<br>Selected 14 items that were important to both stakeholders and the company through discussions with directors, and narrowed them down to 7 items. Simultaneously, decided on 18 action plans necessary to solve the issues. |
| STEP 5 | **Internal Approval**<br>The Board of Directors approved the 7 items and 18 action plans, determining them as key issues for Maxell. |

# Corporate Governance

Maxell Group aims for medium- to long-term enhancement of corporate value by implementing management measures from the perspective of all stakeholders. Under this policy, we are striving to strengthen corporate governance by accelerating management decision-making and business execution, and by enhancing our monitoring system.

## Corporate governance system

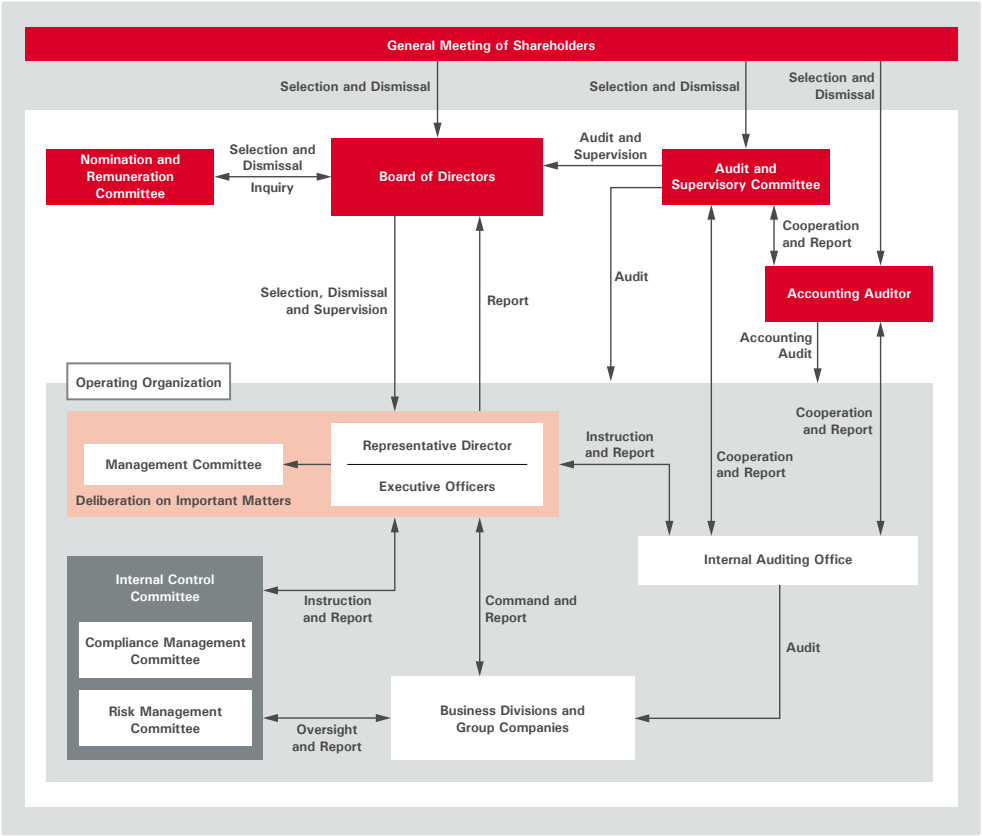
The Board of Directors of the Company is responsible for establishing group-wide management policies and medium- to long-term business strategies. It is also responsible for supervising the execution of duties by directors and executive officers and the execution of operations by operating companies. The Board of Directors is chaired by the President and Representative Director, and consists of 7 members, including 3 outside directors.

As a "Company with an Audit and Supervisory Committee," since June 2016, we have been working to strengthen the audit and supervisory functions of the Board of Directors through the independent Audit and Supervisory Committee. In addition, the "Nomination and Remuneration Committee," the majority of whose members and the chairperson are independent outside directors, has been established as an advisory body to the Board of Directors with the aim of ensuring objectivity and transparency in the determination of matters related to the nomination and compensation of directors, and working to improve the effectiveness of the Board of Directors' supervisory functions.

We also adopt an executive officer system to facilitate prompt decision-making and more efficient management with regard to business execution.

**Corporate governance guidelines**

In order to achieve sustainable growth and increase the corporate value of Maxell Group over the medium to long term, we have established "Corporate Governance Guidelines," which define our basic approach and basic policies on corporate governance. We will strive to ensure appropriate information disclosure and transparency, appropriately fulfill the roles and responsibilities of the Board of Directors, and further invigorate constructive dialogue (engagement) with shareholders and investors.



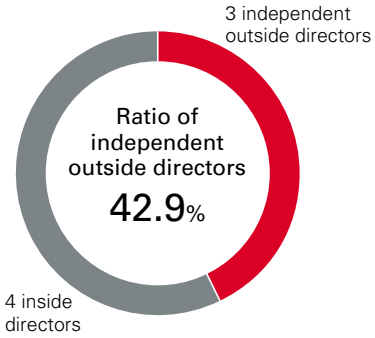
# Corporate Governance

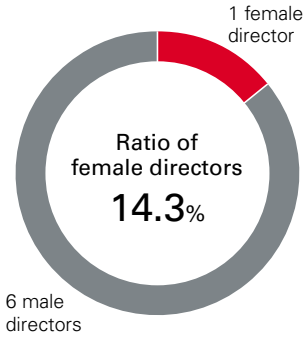
## Board of Directors Composition and Skills Matrix

| Name | Position | Tenure | Attendance in FY2024 (meetings attended / total meetings held) | | | Experience and Expertise | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Board of Directors | Audit and Supervisory Committee | Nomination and Remuneration Committee | Business Portfolio Management | Global Business | Sales & Marketing | New Technology Creation | Production Improvement | Finance | Legal Affairs & Compliance | ESG |
| Keiji Nakamura | President and Representative Director | 7 years | ◎ 14 / 14 | — | — | ○ | | | ○ | ○ | | | ○ |
| Shinichiro Takao | Director | 2 years | 14 / 14 | — | — | | ○ | ○ | | | | | ○ |
| Noritoshi Masuda | Director | 6 years | 14 / 14 | — | — | | ○ | | | | ○ | ○ | ○ |
| Sachiko Murase | Outside Director | 5 years | 14 / 14 | — | — | | | | | | | ○ | ○ |
| Hiroyuki Suzuki | Director (Full-time Audit and Supervisory Committee member) | 5 years | 14 / 14 | ◎ 14 / 14 | 4 / 4 | | ○ | | | | ○ | ○ | ○ |
| Kazuhiro Aigami | Outside Director (Audit and Supervisory Committee member) | 3 years | 14 / 14 | 14 / 14 | ◎ 4 / 4 | ○ | ○ | ○ | | | | | ○ |
| Kazuyoshi Hata | Outside Director (Audit and Supervisory Committee member) | 3 years | 14 / 14 | 14 / 14 | 4 / 4 | ○ | | | ○ | ○ | | | ○ |

Notes: 1. ◎ indicates the chairperson.
2. "Experience and Expertise" does not represent all the knowledge, experience, etc. possessed by each director.

## Composition Ratios of the Board of Directors




## Definition of "Experience and Expertise"

| | |
|---|---|
| Business Portfolio Management | Business management experience at a domestic listed company with multiple businesses or at a global company |
| Global Business | Experience in overseas business management and extensive knowledge of overseas culture and business environments |
| Sales & Marketing | Extensive knowledge in the area of sales and marketing, and experience as a leader in the area |
| New Technology Creation | Management experience and extensive technological knowledge as a leader in charge of promoting new technology creation (innovation) |
| Production Improvement | Extensive knowledge in the area of manufacturing, including productivity improvement and cost reduction, and experience as a leader in the area |
| Finance | Extensive knowledge in the area of corporate finance, and experience as a leader in the area |
| Legal Affairs & Compliance | Extensive knowledge in the area of legal affairs and compliance, and experience as a leader in the area |
| ESG | Extensive knowledge in the area of ESG, and experience as a leader in the area |

## Assessment of the effectiveness of the Board of Directors

Based on the Corporate Governance Guidelines, the Company regularly evaluates the effectiveness of the Board of Directors, with the aim of increasing the effectiveness of the Board of Directors and enhancing corporate value.

For fiscal 2024 as well, we analyzed and assessed the effectiveness of the Board of Directors as follows.

**Methods of analysis and assessment related to the effectiveness of the Board of Directors**

With the assistance of an external consultant, an anonymous questionnaire for all directors was conducted, discussions were held among the outside directors, and the results were analyzed.

Based on the outcomes, the effectiveness of the Board of Directors was analyzed and assessed, and the future responses were considered at the Board of Directors.

[Questionnaire contents (major items)]

(1) Structure of the Board of Directors and other committees
(2) Recognition sharing among directors
(3) Discussion and involvement relating to important themes
(4) Monitoring of business execution status
(5) Compliance and audits
(6) Nomination and remuneration
(7) Relationship with shareholders and other stakeholders
(8) System relating to operation, support and cooperation for outside directors
(9) Self-assessment

**Outline of analysis and assessment results related to the effectiveness of the Board of Directors, and responses going forward**

The Board of Directors of the Company is constructing an appropriate system for the monitoring of key management decision-making and business execution, and recognizes that the effectiveness of the Board of Directors as a whole has been ensured.

Regarding the deepening of medium- to long-term strategic discussions, which had been identified as an issue in fiscal 2023, the Board of Directors has steadily advanced discussions on important themes, including by creating forums outside the Board of Directors, and the evaluation in fiscal 2024 showed improvement on this point.

For fiscal 2025, the Board of Directors has recognized the need to continue strategic discussions aimed at further enhancing corporate value from the perspectives of our Group's ideal feature and growth strategy.

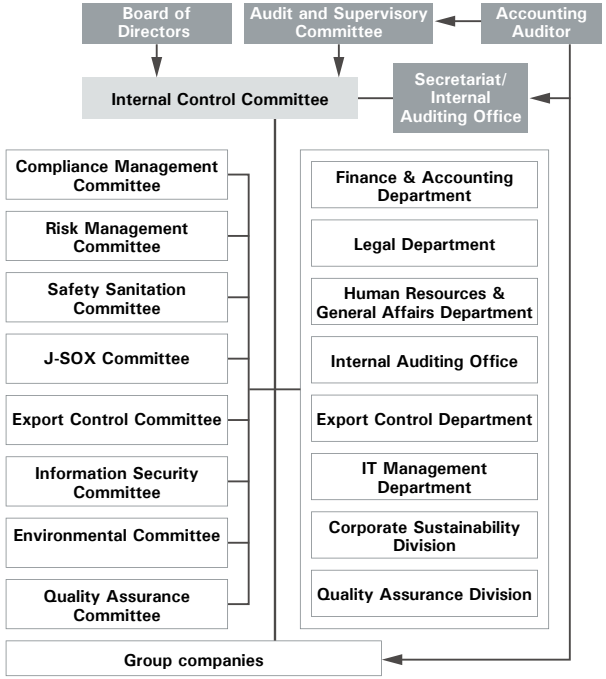
Based on the analysis and assessment results, the Board of Directors of the Company will concentrate on addressing the above-mentioned issues, and will strive to further improve its effectiveness.

## Enhancing internal control systems

Maxell Group has established the Internal Control Committee to ensure and strengthen the effectiveness of corporate governance, toward enhancing the corporate value of the Group as a whole and achieving management objectives.

Through the Committee's activities, we are striving to improve the management system and to strengthen the functions of the Group as a whole, including compliance and risk management, thereby enhancing our internal control systems.

**Organizational Structure of Maxell Group's Internal Control Systems**



## Remuneration for directors, etc.

The appropriateness of the policy for determining remuneration for directors, etc. is discussed at the Nomination and Remuneration Committee, an advisory body to the Board of Directors, in which the majority of members is composed of independent outside directors and which is chaired by an independent outside director, and the policy is decided at the Board of Directors based on the Committee's recommendations.

Remuneration for directors (excluding outside directors and directors who serve as Audit and Supervisory Committee members) consists of a fixed monthly "Basic remuneration (monthly salary)" (monetary reward), "Bonus" (monetary reward) linked to achievement level of business performance of a single fiscal year and distributed as short-term incentive, and "Share-based remuneration" linked to achievement level of business performance defined in the mid-term management plan and distributed as medium- to long-term incentive.

### Directors' Remuneration for FY2024

| Classification | Number of Directors to be Paid | Total Remuneration (million yen) |
|---|---|---|
| Directors (excluding outside directors and directors who serve as Audit and Supervisory Committee members) | 4 | 168 |
| Directors who serve as Audit and Supervisory Committee members (excluding outside directors) | 1 | 20 |
| Outside directors | 3 | 27 |

### Remuneration System

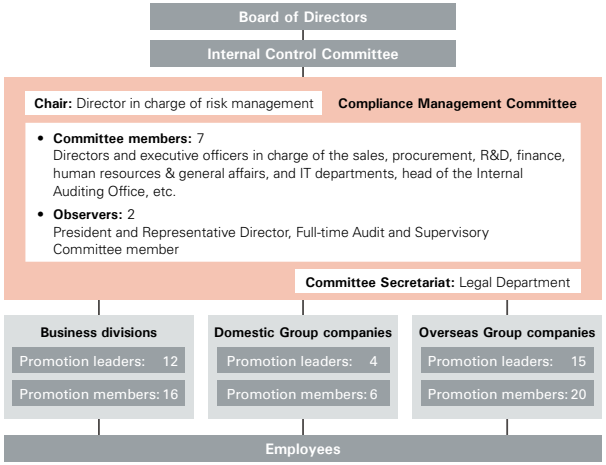
| Classification | Type of Remuneration | Summary |
|---|---|---|
| Directors (excluding outside directors and directors who serve as Audit and Supervisory Committee members) | Basic remuneration | A fixed amount is paid monthly in accordance with the position and responsibilities. |
| | Performance-linked remuneration | **Short-term incentives (bonus)**<br>In the interest of achieving single-fiscal-year performance targets, bonuses will be paid in June or July of the following fiscal year in an amount calculated in the range of 0% to 200% of the standard amount for each position, according to the degree of achievement of company-wide performance (operating profit, ROIC, and ROE) and individual performance (track record in addressing management issues), for the relevant fiscal year. |
| | | **Medium- to long-term incentives (share-based remuneration)**<br>As a performance-linked stock grant trust system aimed at sustainable performance improvement in the medium to long term and maximizing corporate value, points will be granted in June or July of the following fiscal year, which will be calculated in the range of 0% to 200% according to the degree of achievement of performance (ROIC) during the term of office, and the shares will be granted at the time of retirement, according to the relevant points. |
| Outside directors/directors who serve as Audit and Supervisory Committee members | Basic remuneration | As their position is independent from business execution, their base remuneration consists only of the monthly fixed base remuneration. |

## Compliance promotion system

Maxell Group has established the "Maxell Group Code of Conduct," which is shared and applied throughout the Group, to realize the Group's fundamental philosophy of "ensuring fair and transparent corporate activities" as well as to protect corporate ethics and prevent corruption, and is constantly working to strengthen our compliance system.

We have established a Compliance Management Committee, which is chaired by the director in charge of risk management and meets regularly (2 times or more per year). In addition to its members, it is always attended by the president and representative director, and the director who serves as a full-time Audit and Supervisory Committee member, who act as observers. The Compliance Management Committee deliberates and decides on policies for responding to issues such as those related to compliance promotion activities including education, corporate ethics, and corruption prevention activities, as well as matters related to compliance violations. It reports on the outcomes of its activities.

### Compliance Promotion System



The Compliance Management Committee also sets out a compliance program that employees should engage in on a daily basis, mainly from the standpoints of "preventing violations of competition laws," "preventing bribery," and "preventing anti-social trading," and works to make sure this is thoroughly implemented across the Maxell Group.

The Committee also carries out regular audit to check that the ethical standards set out in the "Maxell Group Code of Conduct" and the compliance program are being correctly implemented, and to confirm their status. The Committee carries out audits of each business division and Group company within Japan once a year and Group companies overseas once every two years by making on-site visits to confirm various ledgers; interviews are also held with employees to ask about the content of work-related emails and to confirm the presence or absence of contact with rival companies, which could be a violation of competition laws. It also works to improve employees' awareness of compliance.

Meanwhile, since 2016 the general managers of each business division and the presidents of each Group company have been designated as their respective division and company's compliance promotion leaders (31 persons), and simultaneously, the compliance promotion members assigned to each business division and each Group company (42 persons in total) have been positioned as secretariats. The compliance promotion leaders are responsible for making known and implementing decisions pertaining to compliance made by the Compliance Management Committee, at the respective business divisions and Group companies they are in charge of, and also have a duty to take appropriate steps, such as by setting out business procedures for preventing compliance violations by disseminating compliance awareness among employees.

The status of these Compliance Management Committee activities is reported every year at a Board of Directors' meeting through the Internal Control Committee, which supervises all committee activities across the Maxell Group.

**Establishment of an internal reporting desk independent from the management**

Maxell Group has established the "Maxell Compliance Helpline" as an internal reporting system that can be utilized by employees of the Group, and is enhancing its capacity for in-house "self-cleansing" by ensuring that it becomes aware of any illegal and fraudulent activities promptly. In addition, in order to promote compliance management, we have established a whistle-blowing hotline to an external attorney who is independent of the management, as a contact point for cases that are difficult to investigate internally. We have also established a dedicated contact point that allows employees of overseas Group companies to report directly to the headquarters of the Company in Japan in different languages (English, Chinese, Indonesian, Malaysian, Korean, German, Hungarian, and Japanese), and are ensuring that the internal reporting system spreads throughout the Group. When setting up the internal reporting desk, we used e-learning and posters to repeatedly make it known that reporters will not be disadvantaged because they made a report and that reports will be accepted anonymously.

Incidentally, there were 8 cases of internal reports in fiscal 2024, but no reports concerning major legal violations, etc.

**Implementing compliance and ethics education**

Within the Maxell Group, we distribute a Compliance Card to all Group employees that includes a QR code linking to the whistleblowing contact point and to multilingual versions of the Maxell Group Code of Conduct.

Since 2009, we have designated October of each year as Corporate Ethics Compliance Month. We carry out global awareness-raising activities in order to become a model company that is trusted by society in all its corporate activities as a result of Maxell Group employees executing sincere and fair business practices, protecting the environment, ensuring sound relationships with society, civil servants, etc., respecting human rights, and ensuring good workplace environments that are free from power harassment and sexual harassment. More specifically, we distribute the President's compliance message in the local language of each country, and we also hold e-learning courses, "workplace discussion meetings" that bring together employees to hold discussions on an individual workplace basis, and "compliance lectures" to which external lecturers are invited, on themes such as "preventing violations of competition laws," "preventing bribery," "preventing anti-social trading," and "preventing insider trading," and attendance records are kept.

As part of our hierarchical training, compliance education tailored to employment posts is held for new employees, for newly-appointed managers taking on a managerial position, and for all managers/senior managers. Additionally, compliance education that involves direct lectures by attorneys or other external experts is held for executive officers, who are the Company's top management.

**Number of employees who participated in compliance education and activities held in Japan over the past 3 years (cumulative number of participants)**

| | FY2022 | FY2023 | FY2024 |
|---|---|---|---|
| e-learning | 7,344 | 6,931 | 9,484 |
| Ethics Month "workplace discussions" | 3,158 | 3,240 | 3,226 |
| Hierarchical training (managers/senior managers, newly appointed managers, new employees, others) | 305 | 557 | 434 |
| Training for executives | 33 | 12 | 12 |
| **Total** | **10,840** | **10,740** | **13,156** |

**Number of employees who participated in compliance education and activities held overseas over the past three years (cumulative number of participants)**

| | FY2022 | FY2023 | FY2024 |
|---|---|---|---|
| Americas | 74 | 121 | 125 |
| Europe | 104 | 167 | 156 |
| Asia | 1,716 | 3,090 | 3,650 |
| **Total** | **1,894** | **3,378** | **3,931** |

## Respect for human rights

Maxell Group believes that we are a member of society and can contribute to the creation of an environment where human rights are respected. We have established the "Maxell Group Human Rights Policy" and will support the realization of a society where human rights are respected while contributing to a sustainable society through innovating unique, original technologies.

Maxell Group also understands that fulfilling its responsibility to respect human rights is essential to its business activities, and that it should naturally be expected of all companies. In line with this, we will comply with the Maxell Group Codes of Conduct and each member of Maxell Group will fulfill its responsibility to respect human rights.

In order to foster a sense of respecting human rights, Maxell Group provides education on human rights during new employee training. Furthermore, to continuously raise awareness of human rights even after joining the company, we provide e-learning once a year to conduct human rights training for all employees. In addition, we disseminate the elimination of harassment in the workplace through a message from the president, and labor and management have worked together to establish a "Harassment Consultation Desk" to create a bright, caring and comfortable workplace.

**Revision of Maxell Group Human Rights Policy**

Taking human rights-related initiatives in society is becoming increasingly important. In the business activities of Maxell Group, we must clarify the guidelines for respecting human rights throughout the supply chain, and apply them to all members of the board, officers and employees of Maxell Group. In addition, we also need to ask our business partners to understand and support these initiatives.

In October 2024, we revised the existing Maxell Group Human Rights Policy to be more understandable and published it in order to share it with our stakeholders.

## Human rights due diligence

Maxell has begun strengthening global human rights risk management across the entire Maxell Group, and is working on measures to promote human rights due diligence for the Maxell Group and for procurement partners, including by developing manuals for implementation.

**Human rights risk assessment**

In fiscal 2024, with support from external specialists in human rights, Maxell conducted a human rights risk assessment for its business divisions and group companies. The assessment prioritized the battery and automotive-related businesses, which are subject to high customer demand for human rights considerations.

Specifically, the process involved: Identifying human rights issues relevant to each rights-holder through interviews and surveys (Step 1); Assessing the severity and likelihood of human rights issues by four grades (Step 2); Reviewing human rights issues positioned in the matrix (Step 3). This process enabled the identification of high-priority human rights issues.

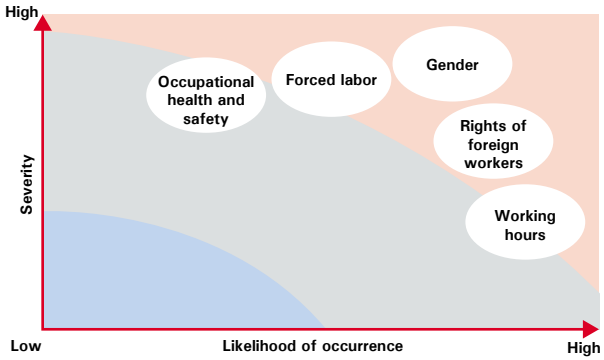
**Flow of risk assessment review**

1. Planning interviews with key internal business divisions and group companies
2. Conducting interviews
3. Investigating sector (industry) risks and country risks for the company and its suppliers
4. Investigating consumer risks (e.g., recall data analysis), key material (mineral) risks, and analyzing interview results
5. Risk assessment and identification using impact assessment matrix analysis - (1)
6. Risk assessment and identification using impact assessment matrix analysis - (2) (issue analysis)
7. Risk assessment and identification using impact assessment matrix analysis - (3) (final identification)

**Identified high-priority human rights issues**

**Gender:** Continued efforts are needed in Japan to promote female managers and improve workplace environments.
**Rights of foreign workers:** Verification of actual rights violations among foreign workers at overseas sites is necessary.
**Occupational health and safety:** Continue mental health care in Japan and apply high safety standards from Japan to overseas operations.
**Working hours:** Consideration should be given to management systems that exceed local legal requirements for overseas long working hours.
**Forced labor:** Verification of potential forced labor involving some foreign workers at overseas sites is required.

**Human rights risk map**




Going forward, we will advance investigations within the Maxell Group, focusing on the identified issues.

## Risk management

Maxell and Maxell Group companies have identified four risks (strategic risk, financial risk, hazard risk, and operation risk) that the Group faces, or could face in the future, and are systematically taking appropriate precautionary measures in response to these risks.

The Risk Management Committee determines the important matters related to risk management, recognizes the four risks outlined in policies, and, if necessary, carries out reviews. After this, the Committee directs each business division and headquarters to implement measures to address and manage these risks.

The Risk Management Committee meets regularly once a year, when it compiles activity reports from the people responsible for each headquarter and business division, and from the person in charge of risk analysis. These are then reported to the Internal Control Committee.

### Maintaining information security

Maxell Group has set out an "Information Security Policy" and is thoroughly implementing rules, systems, and safety measures related to security. We are also conducting thorough employee education to raise the security awareness of each and every employee. In addition to annual education on information security and personal information protection, we also regularly conduct "targeted e-mail drills" as training for cyberattacks. We also acquired "PrivacyMark" certification as a way of thoroughly protecting personal information, and continue to keep that certification updated and current.

With cyberattacks growing more diverse recently, we are also working on strengthening our security measures.

### Risk Management System

**Internal Control Committee**

↑ Report

| Risk Management Committee | |
|---|---|
| Chairperson/Person responsible for risk management | Directors |
| Committee members | Directors/ executive officers |
| Strategic risk | Respective person responsible |
| Financial risk | |
| Hazard risk | |
| Operation risk | |
| Internal Auditing Office | |
| Secretariat | |

**Directs implementation of measures** ↓ ↑ **Directs results of implementation of measures**

| Business Divisions and Headquarters | | |
|---|---|---|
| Corporate Strategy Division | Person responsible | Person in charge of promoting risk analysis |
| Corporate Sustainability Division | | |
| Corporate Communications Division | | |
| China Strategy Division | | |
| Monozukuri Division | | |
| Quality Assurance Division | | |
| Procurement & SCM Division | | |
| IP Innovation Division | | |
| Marketing & Sales Division | | |
| New Business Producing Division | | |
| Energy Division | | |
| Functional Materials Division | | |
| Optics & Systems Division | | |
| IT Management Department | | |
| Asset Facilities Department | | |
| Finance & Accounting Department | | |
| Human Resources & General Affairs Department | | |
| Export Control Department | | |
| Legal Department | | |
| Internal Auditing Office | | |
| Life Solution Department | | |

### Promoting the Business Continuity Plan (BCP)

Maxell Group is working to strengthen its business continuity plan in order to reduce the risk of business interruptions arising from large-scale disasters, such as earthquakes, and accidents. In addition to establishing an employee safety confirmation system, we have formulated initial action plans and business recovery plans for emergencies, and in order to ensure the execution of these plans, we conduct training at each business site in anticipation of large-scale disasters. Furthermore, in order to respond to contingencies at our business partners, we are making steady progress in developing a database that includes information on the locations of our primary to secondary suppliers. At the Group's overseas sales and manufacturing sites, we formulate overseas crisis management manuals to ensure thorough crisis management, including with regard to terrorism and other unstable situations.

Going forward, the Group will work to minimize all risks facing its entire workforce while also making improvements, including in its responses when emergencies strike.

### Minimizing tax risks

As a global company, Maxell Group believes paying tax correctly is an important part of its contribution to society and local communities overseas.

Maxell Group publishes its "Global Tax Policy," which covers "Governance and risk management," "Compliance and reporting," and "Arranging our taxes," in the interests of enhancing the transparency of the Group's governance regarding its tax affairs.

The Global Tax Policy's content satisfies the disclosure requirements in the countries in which Maxell Group operates businesses.

# Board of Directors (as of September 1, 2025)

## Directors

*Refers to the operating company "Maxell, Ltd." under the holding company structure in place from October 1, 2017, to September 30, 2021.



**Keiji Nakamura**
President and Representative Director

Apr. 1990 Joined the Company
Jan. 2013 Deputy General Manager, Energy Division of the Company
Jul. 2014 Executive Officer of the Company
Oct. 2017 Executive Officer of Maxell, Ltd.*
Apr. 2018 President and Representative Director of Maxell, Ltd.*
Jun. 2018 Director of the Company
Jun. 2020 President and Representative Director of the Company
Apr. 2024 President and Representative Director, and Chief Executive Officer of the Company (incumbent)



**Sachiko Murase**
Outside Director

Apr. 1995 Joined NICHIHA Corporation
Sep. 2008 Registered as lawyer
Joined SEIWA MEITETSU LAW OFFICE
Nov. 2015 Outside Audit & Supervisory Board member of BUNKYODO GROUP HOLDINGS CO., LTD. (incumbent)
Sep. 2018 Joined Kudanzakaue Law Office (incumbent)
Jun. 2019 Outside Audit & Supervisory Board member of NICHIAS Corporation (incumbent)
Jun. 2020 Director of the Company (incumbent)
Mar. 2021 Outside Director of Roland Corporation
Jun. 2024 Outside Director of NIPPON CHUZO K.K. (incumbent)



**Shinichiro Takao**
Director

Apr. 1991 Joined the Company
Dec. 2006 BtoB Sales & Marketing Manager, Maxell Corporation of America
Apr. 2014 General Manager, Micro Battery Sales Department, Energy Division of the Company
Apr. 2016 Managing Director and General Manager, Maxell Taiwan, Ltd.
Oct. 2018 President, Maxell Asia, Ltd.
Apr. 2021 General Manager, Energy Division of Maxell, Ltd.*
Oct. 2021 General Manager, Energy Division of the Company
Apr. 2023 Executive Officer of the Company
Jun. 2023 Director of the Company
Apr. 2024 Director, Executive Officer and General Manager, Marketing & Sales Division of the Company (incumbent)



**Noritoshi Masuda**
Director

Apr. 1987 Joined the Company
Oct. 2017 General Manager, Finance Department of the Company
Deputy General Manager and Senior Manager, Finance & Accounting Department of Maxell, Ltd.*
Apr. 2019 Executive Officer, General Manager, Finance Department of the Company
Director, Senior Manager, Finance & Accounting Department of Maxell, Ltd.*
Jun. 2019 Director, General Manager, Finance Department of the Company
Oct. 2019 Director of the Company
Director of Maxell, Ltd.*
Apr. 2024 Director, Managing Executive Officer of the Company (incumbent)

## Directors who serve as Audit and Supervisory Committee members



**Hiroyuki Suzuki**
Director

Apr. 1983 Joined the Company
Jun. 2008 Deputy General Manager, Finance & Accounting Division of the Company
Apr. 2018 Executive Officer of the Company, Director of Maxell, Ltd.*
Apr. 2019 Auditor of Maxell, Ltd.*
Jun. 2020 Director (Full-time Audit and Supervisory Committee member) of the Company (incumbent)



**Kazuhiro Aigami**
Outside Director

Apr. 1981 Joined CEMEDINE CO., LTD.
Apr. 1990 Joined Kenwood Corporation
Apr. 2007 General Manager, Communications Division of Kenwood Corporation
Jun. 2007 Managing Operating Officer of Kenwood Corporation
Jun. 2008 Director of the Board of Kenwood Corporation
Jun. 2009 President and Representative Director of the Board of Kenwood Corporation
Director of the Board of JVCKENWOOD Holdings, Inc. (currently JVCKENWOOD Corporation)
Oct. 2011 Director of the Board of JVCKENWOOD Corporation
May 2014 Representative Director of the Board of JVCKENWOOD Corporation
Oct. 2014 Representative Director of the Board of JVCKENWOOD Corporation, President of JVCKENWOOD USA Corporation
Jun. 2016 Representative Director of the Board and Executive Vice President of JVCKENWOOD Corporation
Jun. 2022 Director (Audit and Supervisory Committee member) of the Company (incumbent)
Jun. 2025 Outside Director of Nihon Dempa Kogyo (incumbent)



**Kazuyoshi Hata**
Outside Director

Apr. 1981 Joined Minolta Camera Co., Ltd.
Apr. 2009 Executive Officer and General Manager, Corporate Strategy Division of Konica Minolta Holdings, Inc. (currently Konica Minolta, Inc.)
Apr. 2011 Managing Director and General Manager, Planning and Administration Headquarters of Konica Minolta Medical & Graphic, Inc.
Apr. 2013 Executive Officer and President, Healthcare Company of Konica Minolta, Inc.
Apr. 2016 Executive Officer, Responsible for Alliance, of Konica Minolta, Inc.
Apr. 2018 Senior Executive Officer, General Manager of Management Planning Division, and Head of Kansai Branch, Responsible for Investor and Public Relations, of Konica Minolta, Inc.
Apr. 2020 Advisor of Konica Minolta, Inc.
Jun. 2022 Director (Audit and Supervisory Committee member) of the Company (incumbent)

## Executive Officers

**Keiji Nakamura**
Chief Executive Officer

**Noritoshi Masuda**
Managing Executive Officer
Procurement & SCM Supervisory, Finance Supervisory, Export Control, IT Supervisory, Human Resources & General Affairs Supervisory, Legal Affairs Supervisory, Asset Supervisory and Risk Management

**Kenichi Sano**
Executive Officer
New Business Supervisory and R&D Supervisory

**Naoto Sugimune**
Executive Officer
Manufacturing Technology Supervisory, Energy Business Supervisory, Functional Materials Business Supervisory and Life Solution Business Supervisory

**Shinichiro Takao**
Executive Officer
Sales Supervisory

**Noriyoshi Bito**
Executive Officer
Optics & Systems Business Supervisory and QA Supervisory

**Tatsuya Yamamoto**
Executive Officer
Intellectual Property Supervisory

# Roundtable Discussion of Outside Directors




## We expect the Maxell Group to demonstrate its comprehensive strengths by advancing the integration of personnel toward growth

### On the effectiveness of the Board of Directors

Aigami As an outside director at Maxell, I bear responsibility to the company as well as to third parties. I approach Board of Directors meetings with considerable resolve, and, drawing on my own experience, I make a point of firmly stating my views if I find anything questionable in management's decision-making. If there are matters that should be deliberated by the Board of Directors, then, as an outside director, I do not hesitate to propose them.

To maintain this stance, it is essential to have a firm grasp of the latest situation on the ground. In my capacity as an Audit and Supervisory Committee member, I regularly meet with the heads, senior managers, and managers of Maxell's business divisions and Group companies to hear views from the front line while checking whether internal controls are properly functioning.

Within the Board of Directors, the inside directors are also increasingly voicing their opinions, making the discussions even more active. In addition, there are forums for open discussion at the Steering Committee and after Board meetings, where I exchange views with division heads. I intend to continue sharing issues with the executive side and engaging in repeated discussions to resolve them as Maxell continues to evolve.

Hata From the perspective of governance as seen by investors, some may be concerned that outside directors do not make up a majority of the Board of Directors of Maxell. However, we established a Nomination and Remuneration

**Fiscal 2024 topics deliberated at the Board of Directors**

At the Board of Directors, outside directors have focused on deepening of medium- to long-term strategic discussions, and mainly addressed important matters related to business strategy (such as portfolio strategy), matters related to capital policy (such as actions to implement management that is conscious of cost of capital and stock price, share buybacks, dividends of retained earnings), and matters related to sustainability.

In addition, through reports on the status of executive directors' execution of duties, the status of the internal control system, the status of dialogue with stakeholders such as shareholders, and the status of succession planning implementation, outside directors have appropriately supervised the execution of duties.

**Fiscal 2024 topics deliberated at the Nomination and Remuneration Committee**

Based on consultations from the Board of Directors, at the Nomination and Remuneration Committee outside directors have deliberated on matters related to nomination and remuneration of directors.

In fiscal 2024, with respect to nominations, in addition to the selection of director candidates, the Committee reviewed the executive structure in light of the appropriate balance of oversight and execution, successor development policy, and the skills that the Board of Directors should possess. With respect to remuneration, the Committee deliberated on revisions to the composition ratios of each component (basic remuneration, short-term incentives (bonuses), and medium- to long-term incentives (share-based remuneration)) as well as the amounts of remuneration for fiscal 2025.



Committee in which outside directors form the majority, and we have been making progress in delegating authority related to nominations and remuneration.

We conduct an annual questionnaire-based evaluation of the Board's effectiveness and run the PDCA cycle based on the results. What is most important for enhancing effectiveness, however, is not formality but having an environment where free discussion is possible. Maxell provides us, the outside directors, with information without concealment, and President Nakamura, as chairperson, fosters an atmosphere in which it is easy to speak up, including to voice opposing views. As a result, substantive discussions are increasing. There are matters, such as business continuity, on which the inside directors alone may find it difficult to reach a conclusion, but I believe it is also necessary for us to apply pressure so that the company takes on risk in pursuit of growth.

**Murase** On the point of business continuity that Mr. Hata mentioned, after the previous Mid-Term Management Plan MEX23, under which we withdrew from businesses where future growth would be difficult and worked to transform into a leaner organization, with MEX26 we have shifted to a stage of actively investing in growth fields. Toward 2030, we are at a critical juncture for shifting gears, clearly distinguishing between areas where we will go on the offense and areas where we will hold firm. As the launch of new businesses moves into full swing, I recognize that the role of outside directors will become increasingly important. From an outside standpoint and with a multifaceted bird's-eye view, I intend to offer opinions from both short- and long-term perspectives.

In the past, it was difficult for the Board to discuss medium- to long-term themes, but the Directors' Strategy Meeting is now being held, providing time to discuss how we will leverage our strengths to generate value over the medium to long term.

## Maxell's challenges and expectations for growth

**Aigami** For Maxell to grow, the success or failure of the portfolio reform set forth in MEX26 will be a critical factor. To create new products and services, it is important to actively promote personnel exchanges between business divisions and to collaborate with other companies. When employees integrate through inter-division transfers, it can generate a "chemical reaction"; for this reason, I have proposed to management that Maxell introduce an FA (Free Agent) system to encourage personnel rotations. While collaborations with other companies are gradually producing results, I believe that the marketing department and business divisions need to approach other companies even more proactively and explore greater numbers of business opportunities.

**Hata** With respect to personnel rotations, each and every employee needs to recognize that simply continuing to diligently and steadily do the same work will not lead to growth. In addition to this, I would like Maxell's top management and business leaders to broadly communicate within the company the importance of self-improvement, of increasing output, and of acquiring new skills and knowledge through personal effort and rotation.

The Marketing & Sales Division that spans our core businesses was newly established in 2021, but sufficient synergies have not yet been realized. As Mr. Aigami noted, synergies through external collaborations are necessary, and by engaging with other companies we can recognize our own strengths, reexamine where our value lies, and sense the speed at which the world is moving so that we do not fall behind. In that sense, I expect that the acquisition of the primary battery business from Murata Manufacturing Co., Ltd., announced in June 2025, will lead to growth in our core Energy business. In our past M&A deals, it took time for us to enhance corporate value, but this time I hope we will be able to realize synergies and build on our strengths as early as possible.



**Murase** In formulating MEX26, we spent considerable time discussing where in the global market Maxell's strengths and technological capabilities can be brought to bear, and understanding where there is growth potential. One of the areas identified as growth fields was the small-sized primary battery business, and I expect the M&A with Murata Manufacturing to serve as a catalyst for us to shift gears and accelerate our growth.

Maxell is currently in an offensive phase and is actively investing in growth. To meet customer needs without missing the right timing, we must advance development while communicating with customers from an early stage, and must make prompt decisions with a sense of urgency on matters such as launching new businesses and expanding production lines.



**Hata** Group integration is still only halfway complete. We also need to review the relationship between Maxell itself and its Group companies.

**Aigami** That's right. It is important for the Group as a whole, for each company, and for each and every employee to think about and work on how to enhance the Group's overall strength. To strengthen our personnel across the Group as a whole, we need to create opportunities for the responsible executives to explain to employees what the company expects of them and the aims of our personnel and training systems, thereby raising employee awareness and encouraging proactive engagement. I would also like to see a greater focus on developing female leaders and on creating an atmosphere where prospective leaders feel, "If I take the initiative, those around me will support me."

**Murase** With regard to initiatives for developing personnel, in addition to in-house training we also provide training by external instructors, and are increasing company-wide opportunities for younger employees to gain diverse experiences. When I visited SEMICON Taiwan (a semiconductor trade fair) held in Taiwan, I saw many employees, including younger staff, working hard to engage with customers. Through these kinds of on-site experiences, I feel that our policy of personnel development is beginning to take root. As we promote investment in growth fields and the launch of new businesses, I expect employee motivation to rise further and to become a driving force for enhancing corporate value.

**Hata** The various initiatives under MEX26 are steadily progressing, but to enable a bold portfolio reform, it is urgent that we build a management framework that cultivates and leverages personnel. We must avoid the "bureaucratization caused by an excessively earnest corporate culture" that has befallen many large companies in the past, and to prevent this we must maintain a culture that welcomes people from outside the Group.

**Murase** Maxell's businesses are connected via our Analog Core Technologies, but because our products and technologies are applied in diverse ways and we serve a broad range of customers, there is a risk that sufficient synergies may not readily arise. To turn this into a "One Maxell" strength, it is important for our business divisions to deepen their understanding of one another's businesses, linked by our Analog Core Technologies, and to foster a culture in which business divisions can openly exchange views. For example, if, at management meetings, participants not only report on their own divisions but also offer opinions on other divisions' businesses, then both sides can gain new insights. By strengthening proposals to customers that leverage each business's technological strengths and further enhancing synergies, I believe this will lead to profit growth.

**Aigami** The atmosphere is improving. To further develop Maxell, we need to deepen the discussions on each of the points we have talked about so far and translate them into action, one by one. Our performance has improved, and our financial strength is increasing, but, in a positive sense, we should retain a healthy sense of urgency that "we cannot remain as we are," and provide employees with more opportunities to demonstrate their high motivation.

Data Section

# Consolidated Financial Information

## Key Financial Data

(Millions of yen)

| (FY) | 2020 | 2021*1 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| Net sales | 139,055 | 138,215 | 132,776 | 129,139 | **129,806** |
| Operating profit | 3,806 | 9,332 | 5,638 | 8,083 | **9,318** |
| Operating profit to net sales (%) | 2.74 | 6.75 | 4.25 | 6.26 | **7.18** |
| EBITDA*2 | 9,252 | 13,874 | 10,375 | 12,886 | **14,662** |
| EBITDA margin (%)*3 | 6.65 | 10.04 | 7.81 | 9.98 | **11.30** |
| Profit (loss) attributable to owners of parent | (9,373) | (3,659) | 5,193 | 7,544 | **4,090** |
| Profit (loss) to net sales (%) | (6.74) | (2.65) | 3.91 | 5.84 | **3.15** |
| Depreciation | 5,446 | 4,542 | 4,737 | 4,803 | **5,344** |
| Capital investment | 8,092 | 3,960 | 3,825 | 6,828 | **6,368** |
| R&D expenses | 7,934 | 6,379 | 6,397 | 5,480 | **5,679** |
| Profit (loss) per share (yen)*4 | (189.51) | (73.98) | 109.33 | 164.59 | **93.12** |
| Net assets per share (yen)*4 | 1,640.98 | 1,647.78 | 1,807.25 | 2,048.15 | **2,118.37** |
| Annual dividend per share (yen) | 0.00 | 40.00 | 40.00 | 50.00 | **50.00** |
| Dividend payout ratio (%) | — | — | 36.6 | 30.4 | **53.7** |
| Average number of shares during the term (excluding treasury shares) (thousand shares) | 49,459 | 49,459 | 47,500 | 45,836 | **43,924** |
| Number of shares issued at the end of period (including treasury shares) (thousand shares) | 53,341 | 53,341 | 49,695 | 49,695 | **46,956** |
| ROE (%) | (10.92) | (4.50) | 6.32 | 8.54 | **4.42** |
| ROA (%)*5 | 2.16 | 5.58 | 3.89 | 5.77 | **5.82** |
| ROIC (%)*6 | 1.90 | 5.51 | 3.48 | 5.04 | **5.78** |
| Receivables turnover (times)*7 | 4.59 | 4.57 | 4.38 | 4.24 | **4.41** |
| Inventory turnover (times)*8 | 5.82 | 6.02 | 5.03 | 4.69 | **4.98** |
| Shareholders' equity ratio (%) | 45.9 | 45.9 | 49.2 | 54.9 | **55.5** |
| D/E ratio (times)*9 | 0.51 | 0.51 | 0.34 | 0.23 | **0.22** |
| Current ratio (%) | 174.3 | 172.3 | 170.9 | 155.5 | **189.7** |
| Working capital*10 | 8,809 | 5,105 | 10,992 | 6,854 | **8,365** |

## Net Sales by Region

(Millions of yen)

| (FY) | 2020 | 2021*1 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| Americas | 11,778 | 13,890 | 14,075 | 16,843 | **16,868** |
| Europe | 9,507 | 11,500 | 12,577 | 15,844 | **12,319** |
| Asia and other | 30,692 | 33,057 | 29,367 | 29,493 | **37,016** |
| Japan | 87,078 | 79,768 | 76,757 | 66,959 | **63,603** |
| **Average foreign exchange rate over the year** | | | | | |
| JPY/USD (yen) | 106 | 112 | 135 | 145 | **153** |

## Year-end Stock Price Indicators

| (FY) | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| EV/EBITDA (times)*11 | 8.6 | 3.9 | 6.4 | 4.6 | **4.9** |
| Year-end stock price (yen) | 1,399 | 1,202 | 1,539 | 1,593 | **1,823** |
| Year-end market capitalization (millions of yen) | 74,625 | 64,116 | 76,482 | 79,165 | **85,601** |
| Year's high (yen) | 1,516 | 1,531 | 1,691 | 1,803 | **2,035** |
| Year's low (yen) | 836 | 1,055 | 1,110 | 1,434 | **1,380** |

*1 From the beginning of FY2021, the Company has applied the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29 of March 31, 2020), etc. The numbers relating to FY2021 onwards are after application of the accounting standard, etc.
*2 Operating profit + depreciation
*3 EBITDA / Net Sales x 100
*4 The Company has introduced the "performance-linked share-based remuneration system." The shares of the Company held by the trust are included in the treasury shares deducted in the calculation of the average number of shares during the term used in the calculation of "Profit (loss) per share," and are included in the treasury shares deduced in the calculation of the number of shares issued at the end of the period used in the calculation of "Net assets per share."
*5 Ordinary profit / Average total assets (average of the beginning and end of the period) x 100
*6 Net operating profit after income tax / Average invested capital (average of the beginning and end of the period)
Net operating profit after income tax = Operating profit x (1 - 0.31), Invested capital = Net assets – Non-controlling interests + Short-term and Long-term borrowings (excluding interest-free borrowings) + Lease obligations + Other interest-bearing debts
*7 Net sales / Average accounts receivable-trade (average of the beginning and end of the period)
*8 Cost of sales / Average inventories (average of the beginning and end of the period)
*9 Interest-bearing debts (Short-term and Long-term borrowings + Lease obligations) / Year-end shareholders' equity (Year-end market capitalization)
*10 (Current assets – Cash and cash equivalents) – (Current liabilities – Short-term interest-bearing debts)
*11 (Year-end market capitalization + Interest-bearing debts – Cash and cash equivalents) / EBITDA

# Consolidated Financial Information

## Segment Information

(Millions of yen)

| (FY) | 2020 |
|---|---|
| **Net sales** | **139,055** |
| Energy | 37,811 |
| Industrial Materials | 50,843 |
| Electronic Appliances & Consumer Products | 50,401 |
| **Operating profit (loss)** | **3,806** |
| Energy | 3,309 |
| Industrial Materials | 1,432 |
| Electronic Appliances & Consumer Products | (935) |
| **Operating profit (loss) to net sales (%)** | **2.74** |
| Energy | 8.75 |
| Industrial Materials | 2.82 |
| Electronic Appliances & Consumer Products | (1.86) |
| **Total assets** | **176,807** |
| Energy | 33,269 |
| Industrial Materials | 52,888 |
| Electronic Appliances & Consumer Products | 42,555 |
| Other | 48,095 |
| **Capital expenditure** | **8,343** |
| Energy | 1,506 |
| Industrial Materials | 2,843 |
| Electronic Appliances & Consumer Products | 3,994 |
| **Depreciation** | **5,446** |
| Energy | 1,428 |
| Industrial Materials | 2,579 |
| Electronic Appliances & Consumer Products | 1,439 |
| **R&D expenses** | **7,934** |
| Energy | 1,473 |
| Industrial Materials | 2,638 |
| Electronic Appliances & Consumer Products | 3,823 |
| **Year-end number of employees** | **4,555** |
| Energy | 862 |
| Industrial Materials | 1,980 |
| Electronic Appliances & Consumer Products | 1,477 |
| Other (employees who cannot be categorized into specific segments) | 236 |

| (FY) | 2021* | 2022 | 2023 | 2024 |
|---|---|---|---|---|
| **Net sales** | **138,215** | **132,776** | **129,139** | **129,806** |
| Energy | 38,631 | 36,774 | 34,971 | 36,630 |
| Functional Materials | 28,018 | 29,286 | 30,144 | 31,790 |
| Optics & Systems | 39,540 | 37,476 | 41,369 | 35,932 |
| Life Solution | 32,026 | 29,240 | 22,655 | 25,454 |
| **Operating profit (loss)** | **9,332** | **5,638** | **8,083** | **9,318** |
| Energy | 4,050 | 2,359 | 504 | 1,911 |
| Functional Materials | 1,861 | 863 | 1,350 | 1,166 |
| Optics & Systems | 3,338 | 3,889 | 5,606 | 4,419 |
| Life Solution | 83 | (1,473) | 623 | 1,822 |
| **Operating profit (loss) to net sales (%)** | **6.75** | **4.25** | **6.26** | **7.18** |
| Energy | 10.48 | 6.41 | 1.44 | 5.22 |
| Functional Materials | 6.64 | 2.95 | 4.48 | 3.67 |
| Optics & Systems | 8.44 | 10.38 | 13.55 | 12.30 |
| Life Solution | 0.26 | (5.04) | 2.75 | 7.16 |
| **Total assets** | **177,535** | **168,177** | **171,100** | **164,514** |
| Energy | 34,923 | 37,594 | 37,063 | 37,838 |
| Functional Materials | 31,471 | 32,996 | 35,427 | 37,076 |
| Optics & Systems | 35,662 | 37,384 | 42,582 | 35,533 |
| Life Solution | 29,955 | 22,529 | 20,087 | 21,301 |
| Other | 45,524 | 37,674 | 35,941 | 32,766 |
| **Capital expenditure** | **4,183** | **5,131** | **6,940** | **7,210** |
| Energy | 845 | 1,883 | 2,320 | 2,159 |
| Functional Materials | 889 | 635 | 713 | 1,625 |
| Optics & Systems | 1,867 | 1,928 | 3,041 | 2,109 |
| Life Solution | 582 | 685 | 866 | 1,317 |
| **Depreciation** | **4,542** | **4,737** | **4,803** | **5,344** |
| Energy | 1,376 | 1,459 | 1,583 | 1,714 |
| Functional Materials | 723 | 745 | 790 | 850 |
| Optics & Systems | 1,710 | 1,758 | 1,731 | 1,958 |
| Life Solution | 733 | 775 | 699 | 822 |
| **R&D expenses** | **6,379** | **6,397** | **5,480** | **5,679** |
| Energy | 1,173 | 1,412 | 1,478 | 1,626 |
| Functional Materials | 1,527 | 1,310 | 1,379 | 1,634 |
| Optics & Systems | 2,961 | 2,797 | 2,419 | 2,192 |
| Life Solution | 718 | 878 | 204 | 227 |
| **Year-end number of employees** | **4,180** | **4,111** | **3,956** | **3,797** |
| Energy | 793 | 785 | 756 | 587 |
| Functional Materials | 786 | 803 | 799 | 807 |
| Optics & Systems | 1,280 | 1,333 | 1,299 | 1,294 |
| Life Solution | 1,021 | 945 | 838 | 823 |
| Other (employees who cannot be categorized into specific segments) | 300 | 245 | 264 | 286 |

* From the beginning of FY2021, the Company has applied the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29 of March 31, 2020), etc. The numbers relating to FY2021 onwards are after application of the accounting standard, etc.

**Business segments have been changed from fiscal 2021**

**[Segments and major products from FY2021 to FY2024]**

| | |
|---|---|
| Energy | Lithium-ion batteries, micro batteries |
| Functional Materials | Adhesive tapes, coated separators |
| Optics & Systems | Optical components, semiconductor-related embedded systems |
| Life Solution | Consumer products, health and beauty care products, hydraulic tools |

**[Segments and major products through FY2020]**

| | |
|---|---|
| Energy | Lithium-ion batteries, micro batteries |
| Industrial Materials | Adhesive tapes, optical components, semiconductor-related embedded systems, coated separators |
| Electronic Appliances & Consumer Products | Consumer products, projectors, health and beauty care products, hydraulic tools |

# Consolidated Financial Information

## Consolidated Balance Sheets (Summary)

(Millions of yen)

| (FY) | 2020 | 2021* | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **Total current assets** | **85,369** | **99,469** | **94,837** | **92,166** | **84,191** |
| Principal items included in the above: | | | | | |
| Cash and deposits | 33,016 | 45,552 | 38,170 | 38,665 | 33,072 |
| Notes and accounts receivable – trade | 30,295 | 30,160 | 30,439 | 30,446 | 28,446 |
| Inventories | 16,034 | 18,378 | 22,476 | 19,617 | 19,190 |
| **Total non-current assets** | **91,438** | **78,066** | **73,340** | **78,934** | **80,323** |
| Total property, plant and equipment | 55,280 | 55,507 | 51,544 | 54,413 | 54,988 |
| Total intangible assets | 5,359 | 5,031 | 4,697 | 4,778 | 4,367 |
| Total investments and other assets | 30,799 | 17,528 | 17,099 | 19,743 | 20,968 |
| Principal items included in the above: | | | | | |
| Investment securities | 24,168 | 9,672 | 9,503 | 9,568 | 9,667 |
| Net defined benefit assets | 3,861 | 4,550 | 4,881 | 7,706 | 9,479 |
| Deferred tax assets | 1,732 | 2,152 | 1,780 | 1,564 | 1,163 |
| **Total assets** | **176,807** | **177,535** | **168,177** | **171,100** | **164,514** |
| **Total current liabilities** | **48,975** | **57,719** | **55,494** | **59,258** | **44,380** |
| Principal items included in the above: | | | | | |
| Notes and accounts payable – trade | 17,851 | 19,606 | 18,421 | 17,168 | 16,942 |
| Accounts payable – other, and accrued expenses | 21,527 | 13,403 | 13,178 | 14,497 | 12,759 |
| Short-term borrowings, current portion of long-term borrowings and lease obligations | 5,210 | 6,692 | 8,218 | 12,611 | 1,626 |
| **Total non-current liabilities** | **44,235** | **35,200** | **26,743** | **14,535** | **25,963** |
| Principal items included in the above: | | | | | |
| Long-term borrowings and lease obligations | 32,856 | 26,170 | 17,776 | 5,733 | 17,210 |
| Deferred tax liabilities | 4,175 | 2,512 | 2,849 | 2,682 | 3,347 |
| Net defined benefit liabilities | 6,700 | 5,705 | 5,372 | 5,445 | 4,902 |
| **Total liabilities** | **93,210** | **92,919** | **82,237** | **73,793** | **70,343** |
| **Total shareholders' equity** | **88,864** | **84,215** | **82,487** | **88,229** | **84,905** |
| Total accumulated other comprehensive income | (7,702) | (2,717) | 329 | 5,665 | 6,451 |
| Non-controlling interests | 2,435 | 3,118 | 3,124 | 3,413 | 2,815 |
| **Total net assets** | **83,597** | **84,616** | **85,940** | **97,307** | **94,171** |
| **Total liabilities and net assets** | **176,807** | **177,535** | **168,177** | **171,100** | **164,514** |

* From the beginning of FY2021, the Company has applied the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29 of March 31, 2020), etc. The numbers relating to FY2021 onwards are after application of the accounting standard, etc.

## Consolidated Statements of Income (Summary)

(Millions of yen)

| (FY) | 2020 | 2021* | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **Net sales** | **139,055** | **138,215** | **132,776** | **129,139** | **129,806** |
| Gross profit | 30,063 | 34,602 | 30,098 | 30,496 | 33,167 |
| Total selling, general, and administrative expenses | 26,257 | 25,270 | 24,460 | 22,413 | 23,849 |
| **Operating profit** | **3,806** | **9,332** | **5,638** | **8,083** | **9,318** |
| Total non-operating income/expenses (net) | 40 | 556 | 1,089 | 1,703 | 452 |
| Principal items included in the above: | | | | | |
| Interest income and dividend expenses | 461 | 280 | 327 | 726 | 769 |
| Interest expenses and sales discounts | (285) | (153) | (126) | (83) | (152) |
| Foreign exchange gains/losses | (230) | 164 | 778 | 1,016 | (305) |
| Share of profit/loss of entities accounted for using equity method | (30) | 138 | (152) | (46) | 78 |
| **Ordinary profit** | **3,846** | **9,888** | **6,727** | **9,786** | **9,770** |
| Extraordinary income /loss (net) | (11,544) | (11,437) | 538 | (653) | (3,602) |
| Principal items included in the above: | | | | | |
| Gains on sale of non-current assets | 6,610 | 13 | 1,625 | 24 | 15 |
| Compensation for forced relocation | 1,339 | — | — | — | — |
| Losses on sale and retirement of non-current assets | (271) | (446) | (228) | (242) | (431) |
| Impairment losses | (4,742) | (131) | (461) | — | (1,335) |
| Extra retirement payments | — | (635) | (407) | (435) | (1,886) |
| Losses on valuations of investment securities | — | (10,312) | — | — | — |
| Business restructuring expenses | (7,319) | — | — | — | — |
| Litigation expenses | (7,067) | — | — | — | — |
| **Profit (loss) before income taxes** | **(7,698)** | **(1,549)** | **7,265** | **9,133** | **6,168** |
| Total income taxes | 1,799 | 1,718 | 2,009 | 1,482 | 1,972 |
| Profit (loss) attributable to non-controlling interests | (124) | 392 | 63 | 107 | 106 |
| **Profit (loss) attributable to owners of parent** | **(9,373)** | **(3,659)** | **5,193** | **7,544** | **4,090** |

Data Section

# Consolidated Financial Information

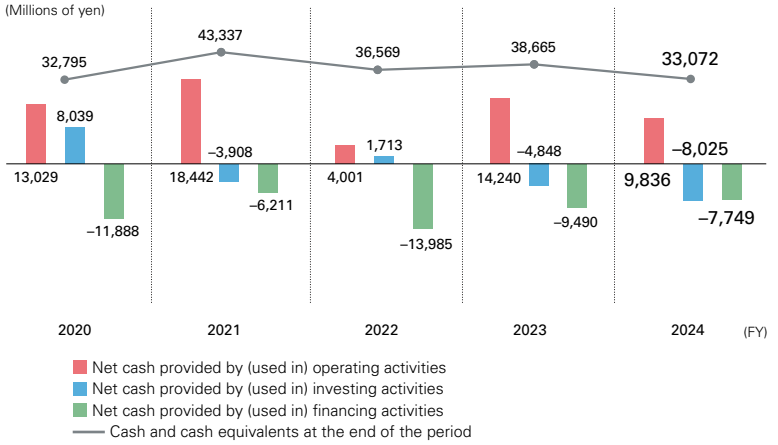
## Consolidated Statement of Cash Flows (Summary)

(Millions of yen)

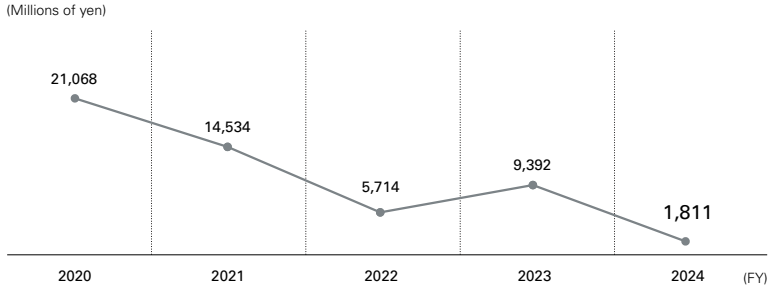
| (FY) | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **Net cash provided by (used in) operating activities** | **13,029** | **18,442** | **4,001** | **14,240** | **9,836** |
| Principal items included in the above: | | | | | |
| Profit (loss) before income taxes | (7,698) | (1,549) | 7,265 | 9,133 | 6,168 |
| Depreciation | 5,446 | 4,542 | 4,737 | 4,803 | 5,344 |
| Impairment loss | 4,742 | 131 | 461 | — | 1,335 |
| Extra retirement payments | — | 635 | 407 | 435 | 1,886 |
| Amortization of goodwill | 590 | 590 | 48 | — | — |
| Loss (gain) on sale and retirement of non-current assets | (6,339) | 433 | (1,397) | 218 | 416 |
| Decrease (increase) in trade receivables | 464 | 1,004 | 384 | 1,020 | 1,930 |
| Decrease (increase) in inventories | 4,530 | (1,338) | (3,868) | 3,750 | 333 |
| Increase (decrease) in trade payables | 852 | 1,251 | (1,320) | (1,467) | (242) |
| **Net cash provided by (used in) investing activities** | **8,039** | **(3,908)** | **1,713** | **(4,848)** | **(8,025)** |
| Principal items included in the above: | | | | | |
| Purchase of investment securities | (31) | (7) | (6) | (72) | (5) |
| Proceeds from sale of investment securities | 37 | 2,403 | 985 | — | 130 |
| Purchase of property, plant and equipment | (6,268) | (4,030) | (4,931) | (6,027) | (7,850) |
| Proceeds from sale of property, plant and equipment | 14,784 | 832 | 5,649 | 29 | 35 |
| **Net cash provided by (used in) financial activities** | **(11,888)** | **(6,211)** | **(13,985)** | **(9,490)** | **(7,749)** |
| Principal items included in the above: | | | | | |
| Net increase (decrease) in borrowings | (6,388) | (5,098) | (6,844) | (7,563) | 437 |
| Purchase of treasury shares | — | — | (5,000) | — | (5,000) |
| Purchase of shares of subsidiaries not resulting in change in scope of consolidation | (5,335) | — | — | — | — |
| Dividends paid to non-controlling interests | (64) | (9) | (128) | (62) | (683) |
| Dividends paid | — | (990) | (1,938) | (1,834) | (2,454) |
| Repayments of lease liabilities | (101) | (114) | (92) | (63) | (49) |
| Effect of exchange rate changes on cash and cash equivalents | 1,197 | 2,219 | 1,503 | 2,194 | 345 |
| Net increase (decrease) in cash and cash equivalents | 10,377 | 10,542 | (6,768) | 2,096 | (5,593) |
| Cash and cash equivalents at the beginning of the period | 22,418 | 32,795 | 43,337 | 36,569 | 38,665 |
| Cash and cash equivalents at the end of the period | 32,795 | 43,337 | 36,569 | 38,665 | 33,072 |
| **Free cash flow*** | **21,068** | **14,534** | **5,714** | **9,392** | **1,811** |

* Net cash flow provided by (used in) operating activities + Net cash provided by (used in) investing activities

## Cash Flow Changes




## Free Cash Flow



Data Section

# Maxell Group Network (as of September 1, 2025)

Maxell has been actively expanding its overseas operations since 1969.
From here on also, Maxell will work to further enhance its competitiveness within the rapidly changing global market, based on its quality, and the trust customers place in that quality.




## Japan

| Maxell, Ltd. | |
|---|---|
| Tokyo Headquarters, Tokyo Office | Minato-ku, Tokyo |
| Registered Head Office, Kyoto Headquarters, Kyoto Office/Works | Oyamazaki-cho, Otokuni-gun, Kyoto Pref. |
| Miyagi Works | Watari-cho, Watari-gun, Miyagi Pref. |
| Kawasaki Office/Works | Kawasaki-shi, Kanagawa Pref. |
| Yokohama Office | Yokohama-shi, Kanagawa Pref. |
| Kobuchizawa Works | Hokuto-shi, Yamanashi Pref. |
| Ono Works | Ono-shi, Hyogo Pref. |
| Kyushu Works | Fukuchi-machi, Tagawa-gun, Fukuoka Pref. |
| Kanto and Tohoku Sales Office | Kasukabe-shi, Saitama Pref. |
| Nagoya Sales Office | Nagoya-shi, Aichi Pref. |
| Kansai Office | Osaka-shi, Osaka Pref. |
| Kyushu Sales Office | Fukuoka-shi, Fukuoka Pref. |

| Maxell Frontier Co., Ltd. | |
|---|---|
| Head Office, Yokohama Works | Yokohama-shi, Kanagawa Pref. |
| Tokyo Sales Office | Minato-ku, Tokyo |
| Gifu Works | Minokamo-shi, Gifu Pref. |
| Yonezawa Works | Yonezawa-shi, Yamagata Pref. |
| Miyagi Works | Watari-cho, Watari-gun, Miyagi Pref. |

| Maxell Izumi Co., Ltd. | |
|---|---|
| Head Office | Matsumoto-shi, Nagano Pref. |
| Kyushu Works | Fukuchi-machi, Tagawa-gun, Fukuoka Pref. |
| Tokyo Sales Office | Shibuya-ku, Tokyo |
| Osaka Sales Office | Osaka-shi, Osaka Pref. |
| Nagoya Sales Office | Nagoya-shi, Aichi Pref. |
| Fukuoka Sales Office | Fukuoka-shi, Fukuoka Pref. |
| Sendai Sales Office | Sendai-shi, Miyagi Pref. |

| Ube Maxell Kyoto Co., Ltd. | |
|---|---|
| Head Office | Oyamazaki-cho, Otokuni-gun, Kyoto Pref. |

| Maxell Kureha Co., Ltd. | |
|---|---|
| Head Office, Osaka Branch | Osaka-shi, Osaka Pref. |
| Tokyo Branch | Taito-ku, Tokyo |
| Nagoya Branch | Nagoya-shi, Aichi Pref. |
| Kyushu Sales Office | Kitakyushu-shi, Fukuoka Pref. |
| Tsu Plant | Tsu-shi, Mie Pref. |
| Kameyama Plant | Kameyama-shi, Mie Pref. |

## Overseas

| | |
|---|---|
| Maxell Corporation of America | USA |
| Maxell Corporation of America, Canada Branch | Canada |
| Maxell Research and Development America, LLC | USA |
| Maxell Latin America, S.A. | Panama |
| Maxell Europe Ltd. | UK |
| Maxell Europe Ltd. German Branch | Germany |
| Maxell Europe Ltd. Munich Office | Germany |
| Maxell Europe Ltd. Hungarian Branch | Hungary |
| Maxell Asia, Ltd. | Hong Kong, China |
| Maxell Asia, Ltd. Chennai Office | India |
| Maxell Asia, Ltd. Bangkok Office | Thailand |
| Maxell Asia, Ltd. Vietnam Office | Vietnam |
| Maxell (Shanghai) Trading Co., Ltd. | Shanghai, China |
| Maxell (Shenzhen) Trading Co., Ltd. | Shenzhen, China |
| Maxell Taiwan, Ltd. | Taiwan |
| Maxell Asia (Singapore) Pte. Ltd. | Singapore |
| Maxell Joei Tech (Thailand) Co., Ltd. | Thailand |
| Maxell Tohshin (Malaysia) Sdn. Bhd. | Malaysia |
| PT. Sliontec Ekadharma Indonesia | Indonesia |
| Maxell Digital Products China Co., Ltd. | Fuzhou, China |
| Izumi Products HK Limited | Hong Kong, China |
| Gangquan Precision (Shenzhen) Co., Ltd. | Shenzhen, China |

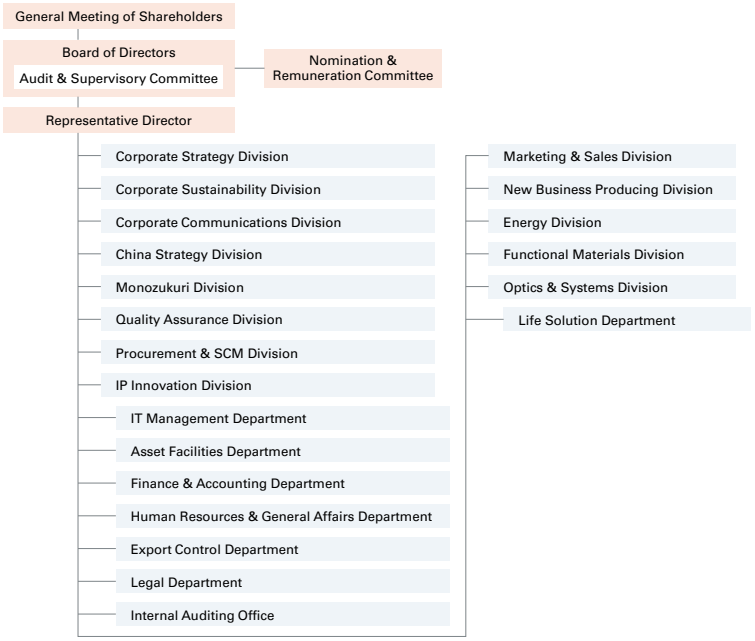
# Corporate Data (As of September 1, 2025)

## Corporate Data

| | |
|---|---|
| Company Name | Maxell, Ltd. https://www2.maxell.co.jp/ |
| Tokyo Headquarters | 21F, Taiyo Life Shinagawa Building, 2-16-2 Konan, Minato-ku, Tokyo 108-8248, Japan |
| Kyoto Headquarters | 1 Koizumi, Oyamazaki, Oyamazaki-cho, Otokuni-gun, Kyoto 618-8525, Japan |
| Established | September 1960 |
| Capital | 12.203 billion yen |
| President and Representative Director | Keiji Nakamura |
| Number of Employees | Consolidated: 3,797* |
| Shareholder Registry Administrator | Mitsubishi UFJ Trust and Banking Corporation |
| Accounting Auditor | Ernst & Young ShinNihon LLC |

*As of March 31, 2025

## Organization Chart of Maxell, Ltd. (As of September 1, 2025)



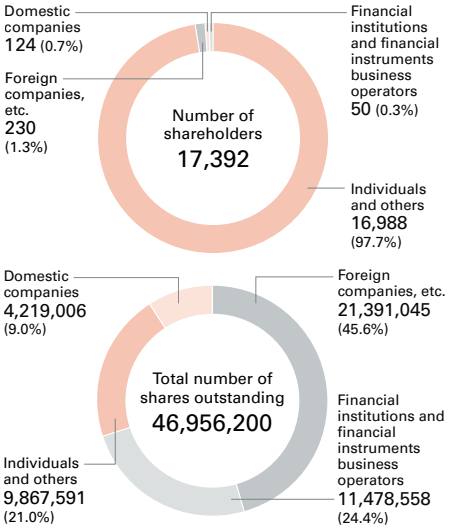

# Stock Information (As of March 31, 2025)

## Status of Major Shareholders

| | Name of Shareholder | Number of Shares Held (Thousand Shares) | Shareholding Ratio (%) |
|---|---|---|---|
| 1 | The Master Trust Bank of Japan, Ltd. | 6,447 | 14.95 |
| 2 | STATE STREET BANK AND TRUST COMPANY 505001 | 3,889 | 9.02 |
| 3 | Custody Bank of Japan, Ltd. | 3,350 | 7.77 |
| 4 | STATE STREET BANK AND TRUST COMPANY 505227 | 3,041 | 7.05 |
| 5 | TAIYO FUND, L.P. | 2,644 | 6.13 |
| 6 | Nichia Corporation | 2,001 | 4.64 |
| 7 | Zeon Corporation | 1,311 | 3.04 |
| 8 | STATE STREET BANK AND TRUST COMPANY 505301 | 991 | 2.30 |
| 9 | STATE STREET BANK AND TRUST COMPANY 505103 | 774 | 1.80 |
| 10 | STATE STREET BANK WEST CLIENT – TREATY 505234 | 748 | 1.74 |

Notes: 1. The numbers for the shares held by The Master Trust Bank of Japan, Ltd. and Custody Bank of Japan, Ltd. represent the numbers of shares they hold in connection to their trust duties.
2. When calculating the shareholding ratios, treasury shares (3,814,906 shares) are excluded.

## Breakdown of Shares




## Major External Recognition

### Continuously selected as a constituent of the ESG Investment Index "FTSE Blossom Japan Sector Relative Index"

The Maxell Group's ESG initiatives have been recognized and Maxell, Ltd. has been continuously selected as a constituent of the "FTSE Blossom Japan Sector Relative Index" since 2022.

FTSE Blossom Japan Sector Relative Index

### Selected as a constituent of the "Sompo Sustainability Index" for nine consecutive years

In recognition of the Maxell Group's ESG efforts, Maxell, Ltd. has been selected as a constituent of "Sompo Sustainability Index" managed by Sompo Asset Management Co., Ltd. for nine consecutive years since 2017.

2025 Sompo Sustainability Index

### Obtained an "AA" rating in the MSCI ESG Ratings for two consecutive years

The "MSCI ESG Ratings," a global ESG evaluation index, acknowledged Maxell, Ltd.'s various activities and disclosures in the areas of "Social" and "Governance", and we received an "AA" rating for two consecutive years.

MSCI ESG RATINGS AA

### Obtained a "B" rating in CDP's Climate Change 2024

Maxell, Ltd. obtained a "B" rating in both the "Climate Change 2024" and "Water Security 2024" assessments conducted by CDP, an international environmental not-for-profit organization that runs an environmental information disclosure system for companies and local governments.

CDP Discloser 2024

### Recognized as "2025 Outstanding Organizations of KENKO Investment for Health"

Under the Recognition Program for the Outstanding Organizations of KENKO Investment for Health conducted by Japan's Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, Maxell, Ltd. and Maxell Frontier Co., Ltd. were certified in the large enterprise category as "2025 Outstanding Organizations of KENKO Investment for Health."

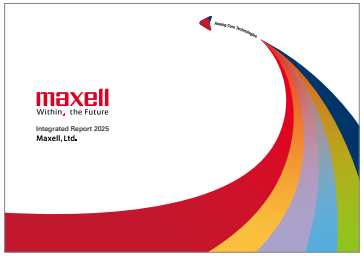
2025 健康経営優良法人 KENKO Investment for Health 大規模法人部門

### Obtained "Advanced" certification in the "D&I AWARD 2024"

In the "D&I AWARD 2024," Japan's largest award recognizing companies committed to diversity and inclusion (D&I), Maxell, Ltd. obtained the "Advanced" certification. This recognition honors companies that are taking a pioneering approach to advancing D&I initiatives, leading D&I promotion in Japan as a role model, and fostering and transforming corporate culture where every employee respects D&I.

D&I AWARD ADVANCED 2024 in diversity & inclusion

External recognition




## Information about the cover

Maxell has defined the 3 businesses of Energy, Functional Materials and Optics & Systems as the Analog Core Business Group, through which we can maximize the strengths of our unique Analog Core Technologies. We will concentrate our management resources here to strongly drive profit growth across the whole Group.
On top of this, in our Value Co-Creation Business, we will aim to create stable profit contributions from efficient operations and synergies with the Analog Core Business Group. The cover of this Integrated Report expresses these businesses moving forward together toward the future, with the focus on our Analog Core Technologies.

Notes about Statements about the Future

Statements made in this report with respect to our performance outlook, plans, strategies, and other statements that are not historical facts are our predictions based on information available to the Company as of March 31, 2025 and are subject to risks and uncertainties. Accordingly, please do not rely solely on these predictions in making investment decisions.

maxell
Within, the Future

**Maxell, Ltd.**
https://www2.maxell.co.jp/