Integrated Report 2026

Maxell, Ltd.

maxell

Within, the Future

Micro batteries.

Maximum impact.

Connecting to the future through 65 years of technologies and challenges

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). Ever since, we have contributed to the development of society through the power of technology while responding to the changing times. During the period of rapid economic growth, we expanded sales of consumer magnetic recording media such as cassette tapes, video tapes, and floppy disks in Japan and overseas, establishing the "Maxell" brand worldwide. Since the 1990s, anticipating changes in the market environment, we have shifted our business focus to industrial components, extending our reach into new fields such as automotive and medical devices while continuing to refine the products and technologies that support society.

In terms of management, we came under the Hitachi Group in 1964 and became a wholly owned subsidiary of Hitachi, Ltd. in 2010. We were then relisted in 2014, and in 2017 we became independent from the Hitachi Group, taking a new step toward autonomous management.

Since 2017, we have expanded our business scale through M&A, while the need to build a stronger sense of unity as a Group has also grown. Against this backdrop, in 2020 we established "MVVSS (Mission, Vision, Value, Spirit, Slogan)" as the core of our basic management policy. At the same time, we redefined our Analog Core Technologies, represented by "mixing," "coating," and "forming," as Maxell's strength, revisiting the technologies and spirit we have inherited since our founding to clarify the direction our Group should take. Since 2020, we have continued to drive business structure reform, accelerating our progress toward sustainable growth and enhanced corporate value.

And in 2026, we established a new corporate byline, "Micro batteries. Maximum impact." Small batteries create great value. This is not simply about small batteries. It represents Maxell's technology, products, human resources, and our unwavering will to keep taking on new challenges.

In this report, we share how Maxell, fondly known as "the cassette tape company," continues to carry forward the DNA of technology and challenge cultivated since our founding, while advancing portfolio reform and taking on the challenge of creating new corporate value. We invite you to see Maxell's journey toward the future.

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. (now 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 from the 1st sections of the TSE and the OSE

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

2014
Relisted on the 1st Section of the TSE

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, marking a new step toward independent and autonomous management

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"

2026
Established the corporate byline "Micro batteries. Maximum impact."

2026
Made Maxell Sakura Co., Ltd. a consolidated subsidiary in connection with the acquisition of the primary battery business from Murata Manufacturing Co., Ltd.
Transferred EF2 (electro fine forming) business to SONOCOM CO., LTD.

Describes the progress of Maxell's value creation story: leveraging our strengths to deliver value to customers and society while achieving sustainable growth.

Core Competence:

What are Maxell's strengths?

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How to put our strengths to work?

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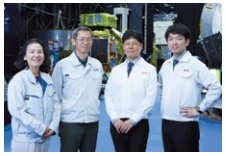

The President and the Financial and HR Director report on the progress and challenges of MEX26.

Business Report:

What we offer to which customers

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Strengthening Monozukuri (Manufacturing) Capabilities and 4-Region Global Sales Structure ····· 21
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The strategy in the small battery sector, as indicated in the corporate byline, is presented as a special feature.

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The report covers how mid-career hires perceive Maxell's corporate culture, including the sense of growth they experience at Maxell.

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Aiming for highly transparent management

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A Note from the Editorial Team

While this report is intended primarily for institutional investors, we have kept a broad range of stakeholders in mind, including students, and have worked to make it easy to understand for those encountering Maxell for the first time, conveying clearly what kind of company we are and where we are heading. We have also strived to show clearly how our various initiatives contribute to enhancing corporate value. The report was edited by a team drawn from our Corporate Communications, Corporate Strategy, Sustainability, and Human Resources & General Affairs departments, and was structured around the theme of our "front-runner strategy in the highly-reliable small battery sector."



Period Covered by this Report
FY2025 (April 2025 to March 2026)
*Some items from FY2026 are also included.
Published September 2026

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

2020: Established MVVSS

MVVSS sets out the mission Maxell Group must carry out, the future we want to realize, and the value we commit to provide, both now and in the future, and declares our commitment to meeting the expectations of our stakeholders. It forms the core of our basic management policy. We established MVVSS in July 2020 with the aim of uniting all employees toward a common direction and pursuing management that places importance on corporate value and profit growth.
By actively communicating MVVSS both within and outside the Company, we are deepening understanding of Maxell's direction and identity as a company.

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 -

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.

Video introducing "Analog Core Technologies"

Corporate Byline

Micro batteries.
Maximum impact.

This phrase embodies both the spirit behind Maxell's company name, the belief that small batteries can create great value, and the role we aim to fulfill in the society of the future. Micro-sized batteries generate a major impact that supports industries around the world: this phrase symbolizes the battery business at the core of Maxell.

Corporate Byline

Analog Core Technologies of "Mixing," "Coating," and "Forming," cultivated over time, are applied to a wide range of products.

3 Elements of Analog Core Technologies

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

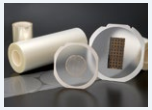
Fine Coating (Coating)
Technology for coating materials and adhesives onto wide areas with uniform thickness, regardless of their viscosity

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

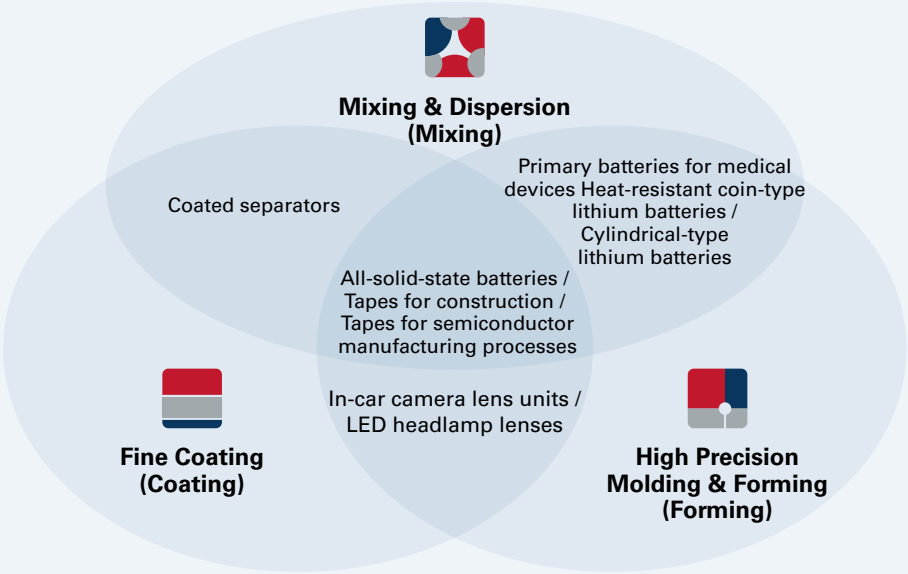


Realized tapes for semiconductor manufacturing processes that combine both high adhesion and excellent peeling characteristics with technologies for thinning dissolved and mixed adhesives to tens of microns



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 response to the complex and delicate demands of each customer

Products in the founding period



1963 Dry batteries

- Mixing & Dispersion (Mixing)
- High Precision Molding & Forming (Forming)



1966 Magnetic tapes

- Mixing & Dispersion (Mixing)
- Fine Coating (Coating)
- High Precision Molding & Forming (Forming)

Current main businesses

Energy
All-solid-state batteries, primary batteries for medical devices, heat-resistant coin-type lithium batteries, cylindrical-type lithium batteries

Functional Materials
Tapes for construction, tapes for semiconductor manufacturing processes, coated separators

Optics & Systems
LED headlamp lenses, in-car camera lens units, semiconductor DMS*
*DMS: Design & Manufacturing Service

From dry batteries to all-solid-state batteries—we continue to deliver new value to society through a lineup of products centered on small batteries

Battery-related businesses

1963 **First in Japan** Commenced production of alkaline dry batteries
1976 **First in Japan** Commercialized silver oxide batteries
1983 **First in Japan** Commenced production of thionyl chloride lithium batteries (ER) for memory backup
1996 Commenced production of lithium-ion batteries
2004 Commercialized heat-resistant coin-type lithium manganese dioxide batteries (for automotive use)
2010 Commenced production of electrodes for automotive lithium-ion batteries
2021 **First in the world** Developed sulfide-based ceramic package type all-solid-state batteries
2023 Developed cylindrical all-solid-state batteries
2023 **First in the world** Commenced mass production of sulfide-based ceramic package type all-solid-state batteries
2025 Commenced mass production of high-capacity coin-type lithium manganese dioxide batteries



Maximum Capacity Dry Cell
The dry battery with the highest performance



Commercialization of Japan's first silver oxide batteries



Commenced production of lithium-ion batteries for consumer use



Commercialization of heat-resistant coin-type lithium manganese dioxide batteries



Commercialization of cylindrical-type lithium manganese dioxide batteries



All-solid-state battery power module

1960 **1980** **2000** **2010** **2020** **2030**

Other businesses

1966 **First in Japan** Commercialized audio cassette tapes
1976 **First in Japan** Commercialized floppy disks
1989 Commercialized data cartridges for computer use
Entered the professional video tape market for broadcasting stations
1998 **First in the world** Commercialized rewritable DVD-RAM discs
2001 Commenced shipments of tapes for semiconductor manufacturing processes
2005 Commenced shipments of in-car camera lens units
2007 **First in the world** Commenced shipments of LED headlamp lenses
2017 Developed "RIC-FOAM," a proprietary injection foam molding technology
2019 Commercialized AR head up displays for vehicles

[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 manganese dioxide lithium batteries for tire pressure monitoring system (TPMS) modules, and in 2005, we commenced shipments of in-car camera lens units, which later served as a foothold for our business in the automotive market.

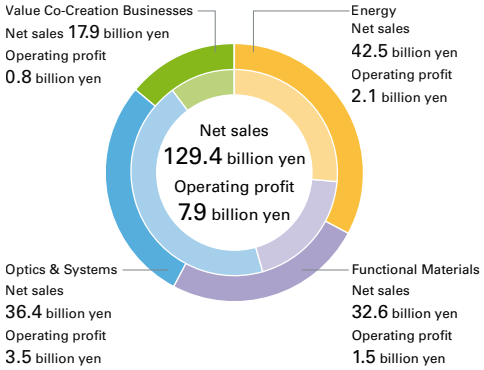
[2020s]

Further evolving our unique Analog Core Technologies

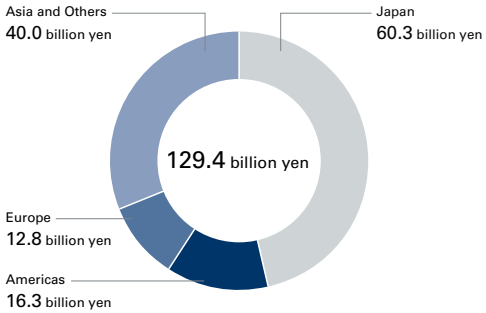
In the 2020s, we are supplying products that capitalize on the Analog Core Technologies that Maxell has cultivated, including tapes for semiconductor manufacturing processes, highly-reliable coin-type lithium batteries for medical devices, and LED headlamp lenses. Alongside this, in light of the growing global awareness of the need 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 acquired the micro primary battery business from Murata Manufacturing Co., Ltd. and are enhancing our businesses in fields where Maxell can demonstrate its 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.

Net sales by segment (FY2025)



Net sales by region (FY2025)



Analog Core Business Group

Energy



Major Products

Heat-resistant coin-type lithium batteries, coin-type lithium batteries, cylindrical-type lithium batteries, silver oxide batteries, dry batteries, prismatic lithium-ion batteries, coin-type lithium-ion rechargeable batteries, all-solid-state batteries, electrodes for lithium-ion batteries, chargers and battery packs, electrode application products, solar power generation

Growth Businesses

- Heat-resistant coin-type lithium batteries
- Cylindrical-type lithium batteries
- Primary batteries for medical devices

Functional Materials



Major Products

Tapes for construction, tapes for semiconductor manufacturing processes, tapes for industrial processes, industrial rubber products, coated separators, functional materials

Growth Businesses

- Tapes for construction
- Tapes for semiconductor manufacturing processes
- Coated separators

Optics & Systems



Major Products

In-car camera lens units, LED headlamp lenses, semiconductor DMS, electroforming products, molding dies and plastic moldings, RFID* systems, IC cards, imaging equipment

*Radio Frequency Identification

Growth Businesses

- In-car camera lens units
- LED headlamp lenses
- Semiconductor DMS

Value Co-Creation Businesses



Major Products

Health & beauty care equipment, small electric equipment, audio equipment, optical discs, charging equipment, accessories, hydraulic tools

In the Value Co-Creation Businesses, we will work to create stable profit contributions through efficient operations, as well as synergies with the Analog Core Business Group.

	Total Group	Energy	Functional Materials	Optics & Systems	Value Co-Creation Businesses
Number of Major Subsidiaries (as of March 31, 2026)	19 (affiliated companies: 2)	1	3	3	2
Number of Employees (as of March 31, 2026)	3,765	629	809	1,232	801
Capital Investment (FY2025)	5,044 million yen	1,111 million yen	1,769 million yen	1,391 million yen	773 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 294 employees of administrative divisions, etc., that cannot be categorized into specific segments

We evolve our unique, original technologies together with our customers to create value sustainably

The "Mission" Maxell must carry out: Contribute to a sustainable society by innovating unique, original technologies

INPUT
Capital utilized for value creation

FY2025 Results

Financial

Financial Capital

Net Sales — 129.4 billion yen
Operating Profit — 7.9 billion yen
Operating Profit Margin — 6.1%
ROIC — 4.6%

Non-Financial

Manufacturing Capital

Capital Investment — 5.0 billion yen
Depreciation — 5.3 billion yen

Intellectual Capital

R&D expenses — 6.1 billion yen

Human Capital

Consolidated Number of Employees — 3,765
Ratio of Overseas Employees — 32%

Social and Relationship Capital

Number of Bases — 54
Number of Countries in which Maxell Operates Businesses — 14

Natural Capital

CO_2 Emissions (Scope 1 and 2)
Global — 69.4 kt- CO_2
Of which: Domestic — 48.4 kt- CO_2
Total Waste Emissions — 6,320t

Business Model / Output
Focus areas and business process

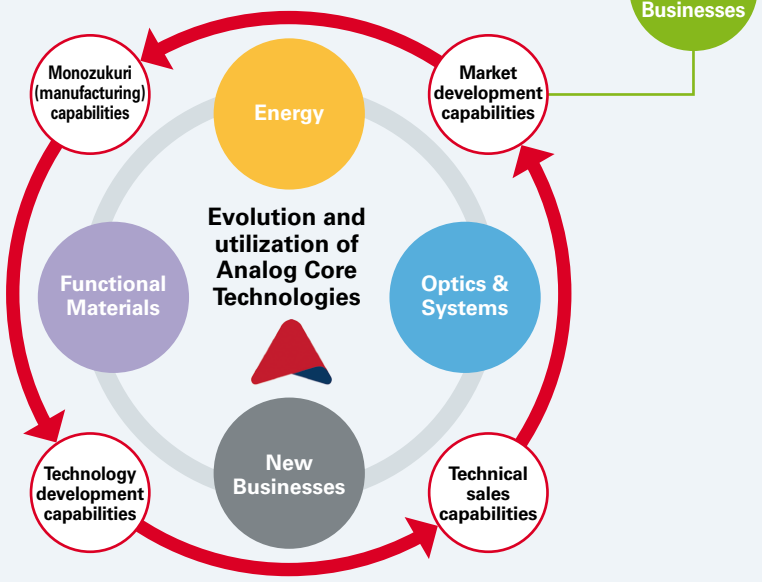
3 Focus Areas

MARKET IN

Mobility | ICT / AI | Human / Social Infrastructure

Value creation cycle centered on the Analog Core Business Group

CUSTOMER IN



OPTIMIZATION

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

OUTCOME
Value Created

Impact on customers and society

Mobility	Contributing to ever-increasing "safety and security"
ICT / AI	Contributing to innovation that creates a new society
Human / Social Infrastructure	Contributing to the realization of a society where diverse people can live comfortably

FY2030 targets for financial and non-financial capital to bring about the above outcomes

Financial

Realize and sustain management that is conscious of the cost of capital
Operating profit margin — 10%
ROE — 12%

Non-Financial

Foster a corporate culture of taking on challenges through successful experiences, and improve employee engagement

Human Capital

Employee engagement score — 90% or higher

Toward achieving zero emissions by 2050

Natural Capital

CO_2 emissions — 50% reduction or more (compared to FY2013)
Renewable energy ratio — 15%

The seven materialities (key issues) to be addressed through this process ▶ See pages 9 and 10

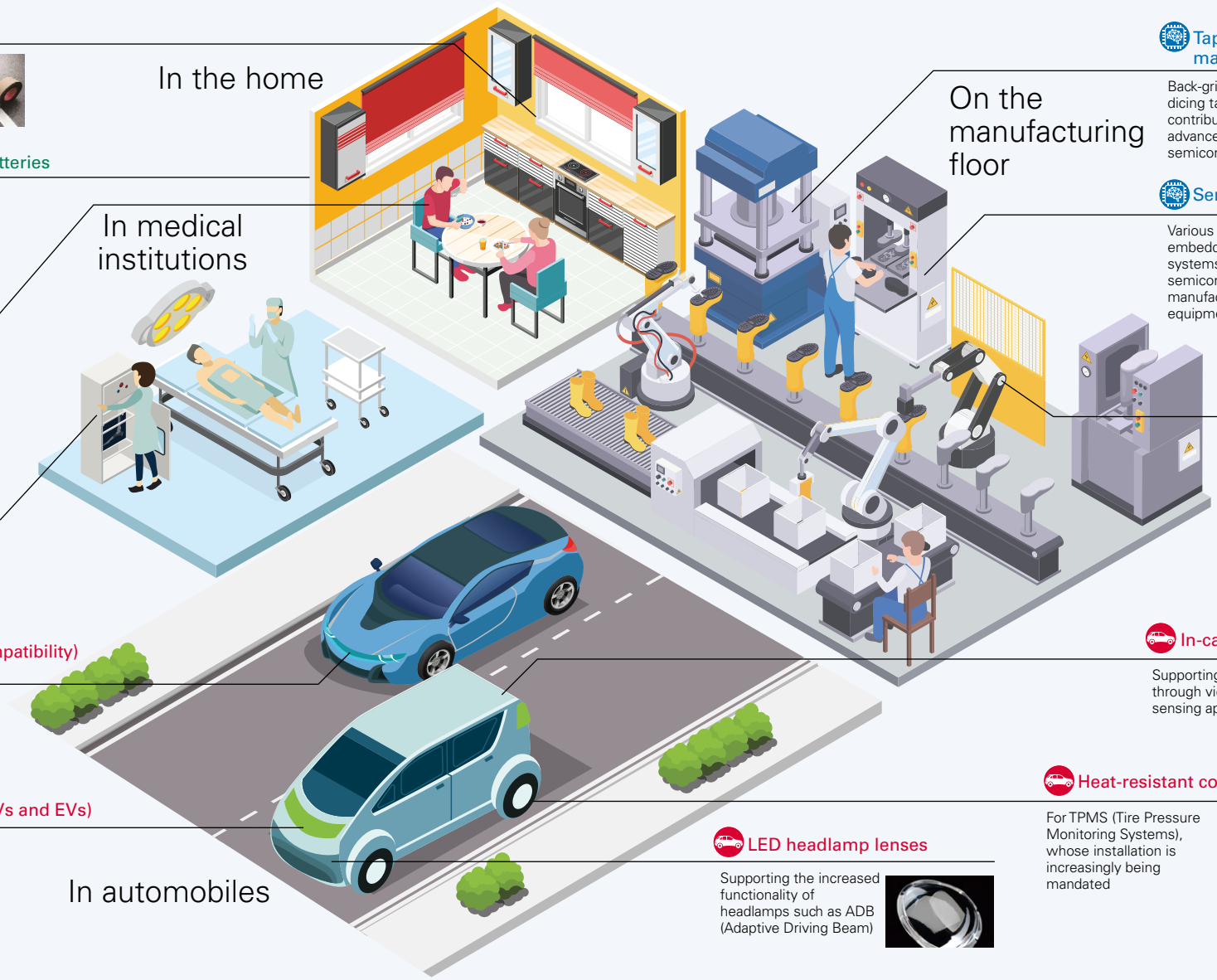
Examples of Outputs continue on the next page

We provide value that enriches daily life through a wide range of products, centered on the Mobility, ICT / AI, and Human / Social Infrastructure areas

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

ICT / AI — Contributing to innovation that creates a new society

Human / Social Infrastructure — Contributing to the realization of a society where diverse people can live comfortably



In the home

Tapes for construction
Butyl tape for waterproofing and airtightness around building window sashes



Cylindrical-type lithium batteries
For smart meters with automatic, communication-based meter reading

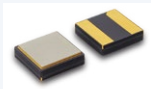


In medical institutions

Highly-reliable coin-type lithium batteries
For medical devices requiring high reliability, such as CGM (continuous glucose monitoring)

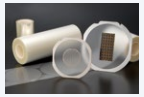


All-solid-state batteries
For data loggers used in high-temperature environments, such as autoclaves



On the manufacturing floor

Tapes for semiconductor manufacturing processes
Back-grind tape and dicing tape, contributing to the advancement of semiconductors



Semiconductor DMS
Various industrial embedded systems, including semiconductor manufacturing equipment



All-solid-state batteries
Battery modules for backup power in industrial robots



In automobiles

EMC* (electromagnetic compatibility) countermeasure materials
Contribute to the aiming (position and angle calibration) of in-vehicle sensors



Coated separators (for HEVs and EVs)
Insulating material used in automotive lithium-ion batteries



In-car camera lens units
Supporting safe driving through viewing and sensing applications



Heat-resistant coin-type lithium batteries
For TPMS (Tire Pressure Monitoring Systems), whose installation is increasingly being mandated



LED headlamp lenses
Supporting the increased functionality of headlamps such as ADB (Adaptive Driving Beam)

*EMC: Electromagnetic Compatibility

We are working to sustainably enhance corporate value by visualizing our progress through 7 materialities and their KPIs.

Among the KPIs established under the Mid-Term Management Plan MEX26, 8 had fiscal 2025 as their target year, and all 8 were achieved. With the start of the current Mid-Term Management Plan, we established KGIs for our materialities and revised our KPIs to show a wide range of stakeholders the future Maxell Group aims to realize by 2030, and to deepen their understanding of this vision.

KGIs for 2030		
	Management	Operating profit margin: 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	Deadline	FY2025 Results	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 steadily toward achievement by the end of FY2026.	P. 43
	Strengthen partnerships to create new businesses	Create 3 new products led by the New Business Producing Division (during MEX26)	FY2026	—	Advancing 6 business themes toward commercialization in FY2026.	P. 34
02 Solving social issues through growth businesses	• **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**	Sales growth ratio of 10 growth businesses*: 20% or higher (FY2026, compared to FY2023)	FY2026	—	Overall progressing steadily, while efforts are being strengthened in some challenging businesses.	P. 13
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. 39
		Career interview implementation ratio: 100%	Annual basis	◎	Achieved a 100% implementation ratio for career interviews in FY2025.	P. 39
		Education for personnel evaluators: 2 times/year	Annual basis	◎	Conducted training twice in FY2025 for personnel evaluators.	P. 39
		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. 39
	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. 39
	Promoting diversity and inclusion (utilize diverse human resources and accept different values)	Encouraging males to use childcare leave: 100% usage rate (FY2025)	Annual basis	◎	Achieved a 100% usage rate in FY2025.	P. 40
		Recruitment ratio of new female graduates: 50% or higher for administrative jobs, 25% or higher for engineering jobs	Annual basis	◎	Achieved a female ratio of 50% or higher in administrative/ sales positions and 25% or higher in technical positions among new graduate hires joining from 2024 through April 2026.	P. 40
	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 FY2025; considering measures to achieve targets in FY2026.	P. 40
		Achievement of the company-wide education plan: 100%, ongoing	Annual basis	◎	Completed each education program in FY2025.	P. 40

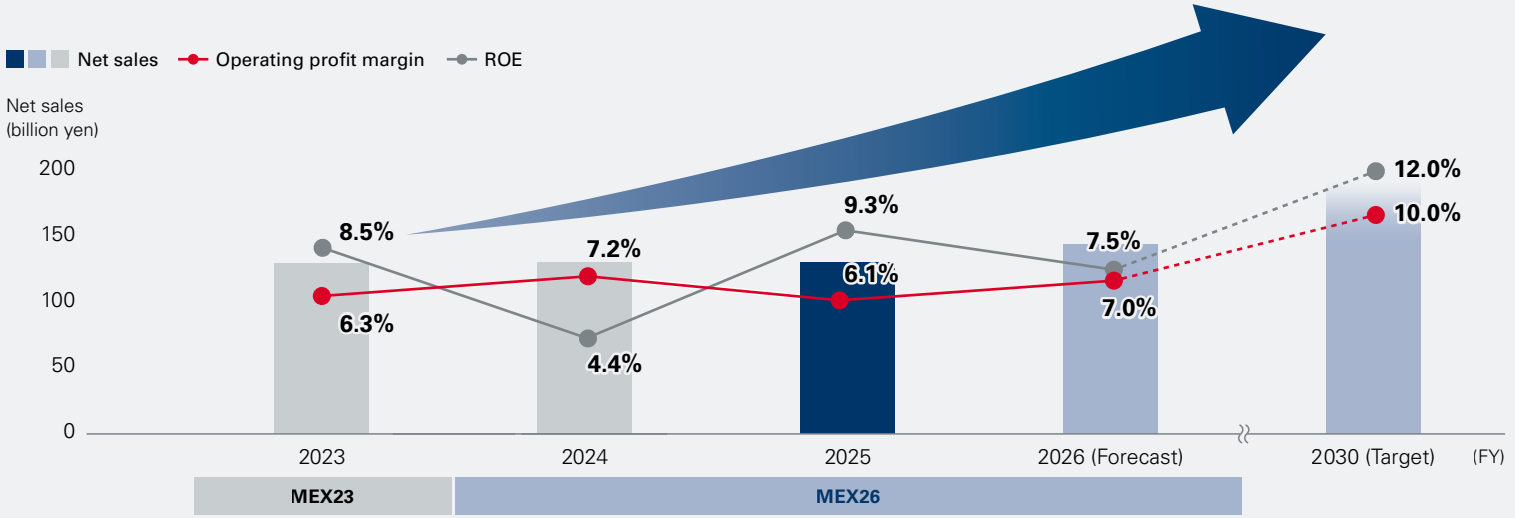
*Reviewed growth businesses following the change in reporting segments from FY2025

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	Deadline	FY2025 Results	Progress Status	
04 Maximization of customer value	**Transformation to manufacturing that solves social issues ahead of customer issues**	Operating profit margin of 10 growth businesses: 15% or higher (FY2026)	FY2026	—	Overall progressing steadily, while efforts are being strengthened in some challenging businesses.	P. 13
	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 in FY2025.	—
	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 steadily toward resolving low ratings.	P. 36
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 steadily toward achievement by the end of FY2026.	P. 45, 46
	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 steadily toward achievement by the end of FY2030.	P. 45, 47
		Domestic renewable energy ratio (= Renewable energy used/total electricity): 15% (FY2030)	FY2030	—	Progressing steadily toward achievement by the end of FY2030.	P. 45
		Waste intensity per production: 0.0500 tons/million yen or less (FY2026)	FY2026	—	Temporary increase in waste generation due to business structure reform. We are separating routine and non-routine waste generation, and revising the definition to better reflect actual conditions.	P. 45
06 Strengthening business portfolio management	**Continuously improve the business portfolio through the 2 axes of market growth and business earnings (ABC-XYZ control)**	AB Business* ratio: 75% or higher (FY2026)	FY2026	—	Overall progressing steadily, while efforts are being strengthened in some challenging businesses.	P. 16
	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 due to contractual reasons.	—
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	—	Integration was completed ahead of schedule in FY2025.	P. 51
	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 FY2025; aiming to create 3 or more in FY2026 as well.	P. 51
		Technology: Creation of at least 3 patents per year relating to synergies across the Maxell Group	Annual basis	◎	Achieved in FY2025; aiming to create 3 or more in FY2026 as well.	P. 51

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

How to put our strengths to work?



Item	FY2023	FY2024	FY2025	FY2026 (Forecast)	FY2030 (Target)
Net sales	129.1 billion yen	129.8 billion yen	129.4 billion yen	143.0 billion yen	—
Operating profit	8.1 billion yen	9.3 billion yen	7.9 billion yen	10.0 billion yen	—
Operating profit margin	6.3%	7.2%	6.1%	7.0%	10.0%
ROIC	5.0%	5.8%	4.6%	5.5%	—
ROE	8.5%	4.4%	9.3%	7.5%	12.0%

Quantitative targets	△ Partially delayed	● Decline in both net sales and operating profit in fiscal 2025 due to the sharp rise in silver prices, the delayed recovery of the semiconductor market, and the impact of U.S. tariffs, etc. ● Both net sales and operating profit expected to increase in fiscal 2026, driven by price pass-through and cost reductions, as well as synergies from the primary battery business transferred from Murata Manufacturing
Business strategy	○ On track	● Advanced the growth strategy for the energy business, improved efficiency in the optical lens business, and transferred the EF2 (electro fine forming) business ● Made progress in the development and application expansion of all-solid-state batteries ● From fiscal 2026 onward, the small battery business will serve as the main driver of overall growth
Financial strategy	○ On track	● Implemented distinctive growth investments centered on the small battery business ● Achieved a total payout ratio of 100% or more as planned, improving capital efficiency ● Will continue growth investments and proactive shareholder returns from fiscal 2026 onward

We aim to become global No. 1 in the highly-reliable small battery sector, in both scale and advanced technology



Keiji Nakamura
President and
Representative Director

Review of the second year of MEX26

In fiscal 2025, the second year of MEX26 (Maximum Excellence 2026), net sales came to 129.4 billion yen and operating profit to 7.9 billion yen, both falling short of our initial plan. Our outlook for fiscal 2026 also points to net sales of 143.0 billion yen and operating profit of 10.0 billion yen, again short of the MEX26 targets. We take seriously our failure to meet the expectations of our stakeholders.

Looking back on fiscal 2025, the first major factor behind the shortfall against our profits plan was the underperformance of our semiconductor DMS business. When formulating the plan, we had expected the market to recover, but shipment volumes of semiconductor manufacturing equipment, primarily the general-purpose models that account for the bulk of our business, deviated sharply from our initial assumptions, resulting in a substantial decline in revenue. Going forward, we will further enhance our scrutiny of customer forecasts and our gathering of market intelligence under our new management structure. The second major factor was a sharp, larger-than-expected rise in the price of silver, the key material in the micro batteries used in medical devices and watches. This impact exceeded what we could absorb through our own efforts alone, and we have been working to reflect it in our selling prices with the understanding of our customers. However, the recent sharp swings in precious metal prices have led us to reflect cost changes in our prices even sooner than before, so as to minimize the impact on our profits for the period.

At the same time, our growth businesses, such as primary batteries for medical devices, heat-resistant coin-type lithium batteries for TPMS, and coated separators, have progressed largely as planned, and the businesses we are making deliberate efforts to grow continue to deliver steady results.

In addition, we made significant progress in reforming our portfolio, in line with our strategy of becoming a front-runner in the highly-reliable small battery sector that will drive Maxell's future growth. For example, we transferred our EF2 (electro fine forming) business, which had been struggling to grow sales, to a partner company, in light of its performance and future market trends, while also acquiring the primary battery business from Murata Manufacturing.

Established the new corporate byline "Micro batteries. Maximum impact."

Maxell has long provided value to a wide range of industries that demand precision and high reliability, drawing on technologies that support society behind the scenes centered on small batteries. Even so, many stakeholders still associate us with cassette tapes and video tapes, a perception that has grown out of step with what we actually do today in our B-to-B businesses.

We have now established a new corporate byline to clearly communicate what kind of company Maxell is: "Micro batteries. Maximum impact." The idea that "micro-sized batteries generate a major impact that supports industries around the world" reflects our public declaration that we are transforming ourselves into a

value-providing company with batteries as our main growth driver.

This corporate byline is not meant to apply only to our battery business. Our functional materials and optics & systems businesses adhere to the same concept: small components and materials that deliver great value to our customers' products. Every one of our businesses shares the spirit of "Maximum impact" and is building a stronger presence in its respective field.

Batteries are our founding product as well as the origin of our company name, and this is a field where technological innovation will continue to create new needs. In the highly-reliable small battery sector, including all-solid-state batteries, Maxell aims to become the global No. 1 in both scale and advanced technology.

Advancing our growth strategy for small batteries

To expand our global share in the small battery sector, we will focus on strengthening our highly-reliable primary batteries and all-solid-state batteries.

Primary batteries: Expanding scale and strengthening competitiveness through M&A

In March 2026, we acquired the primary battery business from Murata Manufacturing Co., Ltd. and established Maxell Sakura Co., Ltd. This has expanded our small battery production network, adding Maxell Sakura's plant in Koriyama, Fukushima Prefecture, alongside our existing Ono Works in Ono, Hyogo Prefecture. We plan to maximize production efficiency across these two sites, drawing on Koriyama Works' strength in silver oxide batteries and Ono Works' strength in coin-type and cylindrical-type manganese dioxide lithium batteries.

We will seek to generate synergies in both the short term and the medium- to long-term. In the short term, we will make use of Koriyama Works' production capacity to strengthen supply of products such as batteries for medical devices, where we cannot fully meet demand even at full production. In the medium- to long-term, we will raise our product development capabilities through technical exchange among engineers, laying the groundwork for a big step in our next mid-term management plan. For fiscal 2026, we plan to achieve net sales of 53.0 billion yen and an operating profit margin of 5.8% in the Energy segment, setting the stage for further significant growth beyond that.

All-solid-state batteries: Moving into the mass-production phase and market expansion

Our all-solid-state battery business moved into the full-scale mass-production phase in the second half of fiscal 2024. In addition to selling battery units on their own, mainly for applications in environments where conventional batteries could not be used, we are now also offering power modules that integrate the surrounding circuitry, with the aim of promoting the replacement, in existing robots and PLCs* used for backup purposes, of primary batteries with all-solid-state batteries. We are seeing encouraging results.

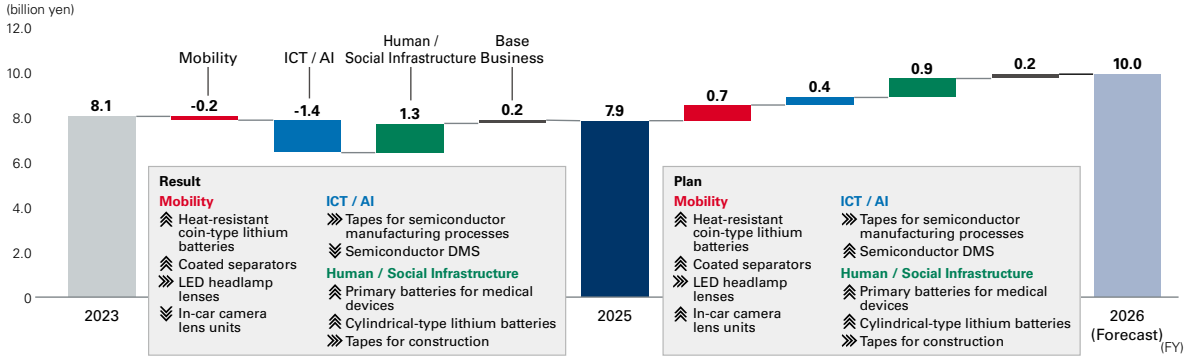
Sales of all-solid-state batteries in fiscal 2026 will remain in the range of several hundred million yen, but this is consistent with our priorities at this stage, namely "accumulating a track record in

*Programmable Logic Controller (PLC): An industrial computer that automatically controls machinery and equipment according to a pre-set program.

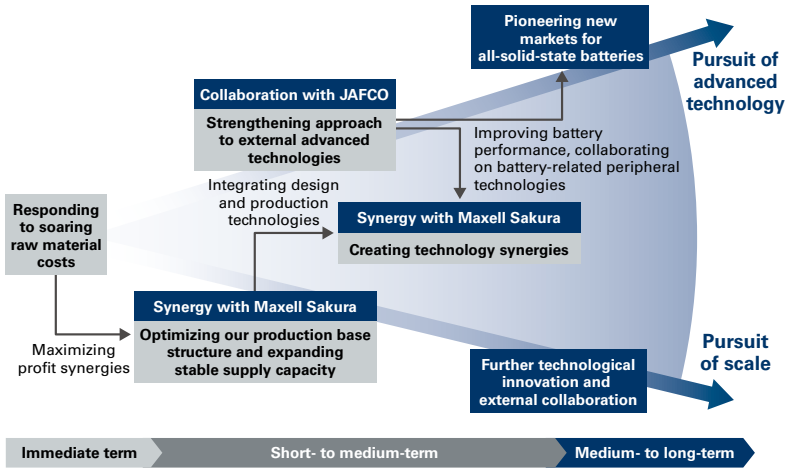
Action Plan	Transformation to manufacturing that solves the social issues ahead of customer issues
KPI	Operating profit margin of 10 growth businesses: 15% or higher (FY2026)

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)

Operating profit trend



Front-runner strategy in the highly-reliable small battery sector



mass production" and "building our customer base." We completed development of a general-purpose module for FA applications in June 2026, and going forward, we will focus our development mainly on increasing battery size, with the aim of expanding from backup applications to main power source applications. We will steadily expand sales and production toward making a full-scale contribution to profits under our next mid-term management plan.

Working to strengthen our business portfolio

With regard to reforming our business portfolio, we will maintain strict financial discipline and optimize the allocation of management resources to achieve stable growth.

During the MEX26 period, we decided to withdraw from two businesses: we discontinued production of prismatic lithium-ion batteries and transferred our EF2 business. These were not simply a matter of cleaning up unprofitable businesses; they were deliberate choices aimed at concentrating our management resources on the small battery sector. We are taking the resources freed up by these withdrawals and reallocating them to our growth businesses, further reinforcing efforts to make distinctive investments.

In Functional Materials, we invested more than 2.0 billion yen at our Kobuchizawa Works to increase production of butyl tape for construction. This product is used in high-value-added applications such as airtight housing, and we plan for it to contribute to sales and profit from fiscal 2026 onward. In our adhesive tape business, whereas the high-value-added segment continues to grow, general-purpose products face intense price competition and pose challenges for profitability. We are therefore shifting toward high-value-added applications while implementing projects to reduce costs and strengthen sales.

In our optical lens business, we have consolidated operations at Maxell Frontier, establishing an integrated structure that handles everything from design through manufacturing and sales. We will use this to create technological synergies, accelerate development speed, and improve business efficiency.

EMC countermeasure components, which are under development at the New Business Producing Division, are products that absorb electromagnetic waves using films and other products containing magnetic powder, an application of technology that was originally used in products such as cassette tapes. The growing number of communication devices has led to a surge in data traffic, while the shift to higher frequencies to improve communication speeds has increased electromagnetic interference issues. This has heightened the need for electromagnetic shielding and noise countermeasures that prevent devices from being affected by outside interference and also from affecting other devices. We began shipping samples for customers' final products in April 2026 and are working to achieve commercialization as soon as possible, while leveraging existing facilities to hold down initial investment.

Actively pursuing M&A and partnerships to accelerate growth

To accelerate our growth, we are also actively pursuing growth opportunities through M&A, partnerships, and joint development.

As part of this effort, in March 2026, we invested in a fund managed by JAFCO Group Co., Ltd., a leading venture capital firm in Japan. By collaborating with the startups in which JAFCO invests, we aim to incorporate technologies we do not have in-house and broaden the scope of our technology development. Our technical teams have already initiated contact with several companies.

To accelerate growth, we have planned approximately 35.0 billion yen in growth investment during the MEX26 period, with a particular focus on the Energy segment.

For details of our financial strategy for balancing investment and shareholder returns
Message from the Financial and HR Director (see P. 16)

Strengthening our management foundation and governance

We will work to integrate Maxell Sakura Co., Ltd., which has newly joined our Group, and ensure that it shares our MVVSS and moves toward the same goals with us. We sense the youthfulness of its employees and the vitality of its organization, and we believe there is significant potential for synergy in human resources as well.

We will also strengthen our structure in overseas markets, which account for half of our Group's net sales. To understand and solve our customers' issues, it is important to communicate with local stakeholders at our front-line sales and production bases, and our overseas bases play an extremely important role in this regard. As market change accelerates, we need to shift from "technology-driven" sales to "market-driven" sales that take customer feedback and market trends as the starting point and feed them back into product development. Strengthening our marketing and sales activities is part of this effort, but beyond making sales visits to customers accompanied by engineers, we are also building a framework to systematically collect and analyze market information in each region.

Solving our customers' problems is not easy, and we must keep taking on these challenges, however difficult they may be. I tell our younger employees that continuing to take on difficult challenges leads to their own growth and to the creation of new value. We want to continue fostering a culture in which people can take on challenges even if they may fail.

To strengthen governance, we are shifting to a monitoring model in which the Board of Directors focuses on oversight while authority for execution is delegated to executive officers. This is



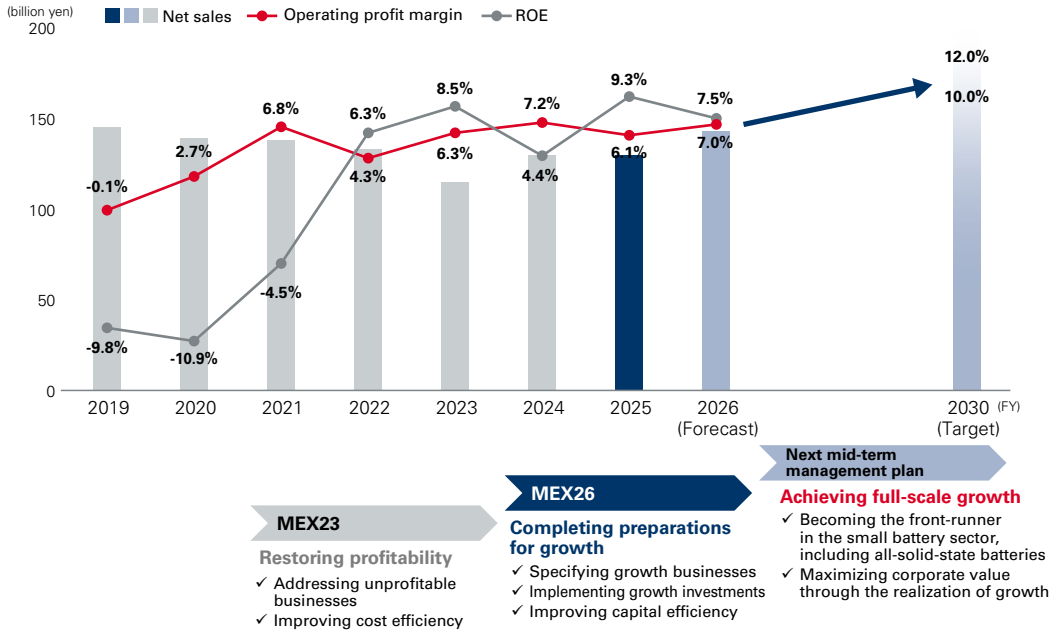
speeding up decision-making and enabling us to respond quickly to changes in the external environment. To enhance the effectiveness of this monitoring model, we have put in place a framework in which the responsible executive officers attend Board meetings as needed, enabling discussions that reflect an on-the-ground understanding of the business. We have also made site visits by outside directors a regular practice, further strengthening the mechanism for reflecting front-line voices in management. In addition, as of June 2026, 4 of our 7 directors are outside directors, bringing the ratio of outside directors to 57.1%.

Steady progress in our sustainability initiatives

In terms of environmental measures, to reduce CO_2 emissions, we are focusing on improving energy efficiency, utilizing renewable energy, and introducing solar power purchase agreements (PPAs) and non-fossil fuel electricity, among other initiatives. We have set a target of more than 50% reduction by fiscal 2030 compared to fiscal 2013, and we are progressing steadily toward this goal, having achieved a 43% reduction in fiscal 2024, and a 48% reduction in fiscal 2025. In addition, as a sign of management's commitment, we are aiming to obtain SBTi (Science Based Targets initiative) validation on target for reducing greenhouse gas emissions during fiscal 2026.



Preparing for the full-scale growth phase under our next mid-term management plan



MEX23
Restoring profitability
- ✓ Addressing unprofitable businesses
- ✓ Improving cost efficiency

MEX26
Completing preparations for growth
- ✓ Specifying growth businesses
- ✓ Implementing growth investments
- ✓ Improving capital efficiency

Next mid-term management plan
Achieving full-scale growth
- ✓ Becoming the front-runner in the small battery sector, including all-solid-state batteries
- ✓ Maximizing corporate value through the realization of growth

Ideal feature to be realized in 2030

Vision

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

VVSS

Internally, we have also established a program to recognize and award outstanding environmentally conscious products and initiatives as Eco Excellence. We are currently revising the criteria to also evaluate the orientation and potential of the technologies involved, in order to further energize these activities.

To our stakeholders

Over the past two years, we have been clear in our focus on the Analog Core Business Group, where we can make the most of our strengths. Within this, we have set a goal of becoming the front-runner in the small battery sector, and we are streamlining unprofitable businesses, expanding our scale through M&A, generating profit from all-solid-state batteries, and transforming our sales approach to be market-driven. Our growth businesses are progressing largely as planned, and with an eye toward achieving growth under our next mid-term management plan, we will further accelerate our initiatives under MEX26. In particular, we will continue to invest proactively in small batteries, where the potential for growth is greatest, while also delivering returns to our shareholders, with the aim of enhancing our corporate value.

We ask for your continued understanding and support for the Maxell Group.

September 2026

Keiji Nakamura
President and Representative Director

We will enhance corporate value through proactive growth investment and the pursuit of capital efficiency



Noritoshi Masuda
Director

Review of performance in fiscal 2025

Fiscal 2025 was the second year of the Mid-Term Management Plan MEX26 (Maximum Excellence 2026). Net sales decreased by 0.3% year on year to 129.4 billion yen, while operating profit fell by 15.3% to 7.9 billion yen. Although net sales remained at roughly the same level as the previous fiscal year, their composition changed. Sales of prismatic lithium-ion batteries, whose production we discontinued in May 2025 due to persistently low profitability, declined, while sales of primary batteries, adhesive tapes, and coated separators, among growth businesses, increased. The decline in operating profit was largely attributable to soaring prices of raw materials such as silver, a key material used in our mainstay battery products, which alone reduced profit by 1.1 billion yen.

Net profit attributable to owners of parent, on the other hand, rose by 102.0% year on year to 8.3 billion yen, driven by gains on the sale of our prismatic lithium-ion battery factory in China, marking our highest profit since our relisting in 2014. This reflects how the results of our business portfolio reform have translated into concrete financial performance, demonstrating that streamlining unprofitable businesses leads directly to an improved profit structure.

ROIC declined by 1.2 points year on year to 4.6%, while ROE improved by 4.9 points to 9.3%. Further efforts are needed to achieve the final-year targets under MEX26 of an ROIC of 7.5% and an ROE of 10%, and we will continue to pursue both profit growth and improved capital efficiency simultaneously.

Operations for performance management

To strengthen profitability, we continue to implement ABC-XYZ control (profit and loss control by business) and PIPJ (profit and loss improvement by model project).

Under ABC-XYZ control, we assess each business category along the two axes of growth potential and profitability to determine which businesses to expand, which to scale back, and where to allocate resources for the future. Decisions such as acquiring the primary battery business from Murata Manufacturing Co., Ltd. to expand our battery business, discontinuing production of prismatic lithium-ion batteries due to low profitability, and transferring the EF2 (electro fine forming) business were all made based on this operation.

Action Plan	Continuously improve the business portfolio through the two axes of market growth and business earnings (ABC-XYZ control)
KPI	AB business* ratio: 75% or higher (FY2026) *"Resource concentration business" with high profitability and growth

Under PIPJ, we manage profit and loss at an even more

Performance up to the second year of MEX26 and forecast for fiscal 2026

Unit: billion yen Indicator	FY2024 (Result)	FY2025 (Result)	YoY Change	FY2026 (Forecast)	YoY Change	FY2026 (Initial Plan)
Net Sales	129.8	129.4	(0.4)	143.0	+13.6	150.0
Operating Profit	9.3	7.9	(1.4)	10.0	+2.1	12.0
Operating Profit Margin	7.2%	6.1%	(1.1)pt	7.0%	+0.9pt	8.0%
ROIC	5.8%	4.6%	(1.2)pt	5.5%	+0.9pt	7.5%
ROE	4.4%	9.3%	+4.9pt	7.5%	(1.8)pt	10.0%

granular, model-by-model level, generating profit by expanding profitable models and reducing unprofitable ones. In fiscal 2025, our systems advanced significantly, enabling us to calculate profit and loss by model on a timely basis. We can now instantly see what is working and what is not, including whether rising raw material costs are being reflected in selling prices, which has dramatically accelerated the speed of our PDCA cycle. This advancement was one of our greatest achievements in fiscal 2025.

The price of silver, an important raw material for our Group, has risen sharply. While our priority is to secure the volumes that we need for production, we are also seeking to procure this material at appropriate prices. Silver prices are highly subject to market conditions, and our customers understand this. By using data from PIPJ to monitor, model by model, our progress in reflecting these cost increases in our selling prices, we are steadily recovering the impact of rising costs.

Progress of our financial strategy

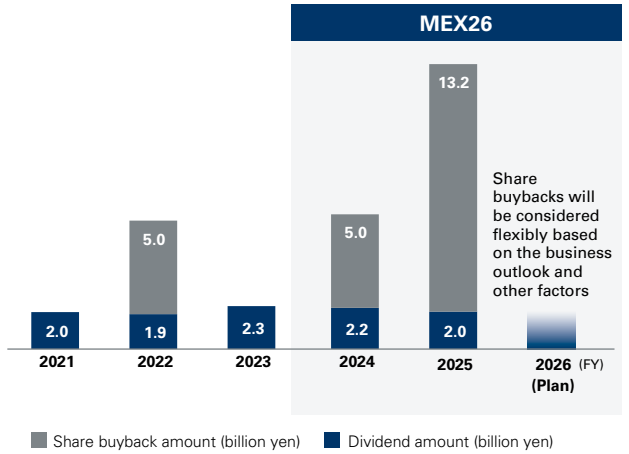
As director in charge of finance, what I consider most important is achieving high levels of both growth investment and shareholder returns simultaneously.

We plan to invest approximately 35.0 billion yen in growth during the MEX26 period, more than double the scale of the previous mid-term management plan. Of this, we are concentrating over 20.0 billion yen in the Energy segment, while also advancing investment in other growth businesses, including Functional Materials. Of the 14.5 billion yen in investing cash flow in fiscal 2025, 7.4 billion yen was allocated to the acquisition of the primary battery business from Murata Manufacturing.

Regarding the recovery of these investments, we expect an early return on our investment in expanding primary battery production, as the start of operation of the production lines is directly linked to sales and profit. Investment in all-solid-state batteries, meanwhile, is expected to make a full-fledged contribution to profit during the period of our next mid-term management plan. While the scale of this development investment is large, we will continue to invest proactively with a clear timeline for recovery.

As for shareholder returns, we are aiming for a total payout ratio of 100% or higher over the MEX26 period to maximize capital efficiency. In fiscal 2025, we acquired 13.2 billion yen of treasury

Trends in shareholder returns



Cash In

Initial Plan

Operating cash flow generated from business activities (MEX26 cumulative total)
40.0 billion yen

Utilization of cash on hand

Procurement of interest-bearing debt
as needed, based on an optimal capital structure

Revised Plan

Operating cash flow generated from business activities (MEX26 cumulative total)
27.0 billion yen or more

Utilization of cash on hand

Procurement of interest-bearing debt
as needed, based on an optimal capital structure
20.0 billion yen or more

Cash Out

As per Initial Plan

Profit Growth

Growth Investment
Approx. **35.0 billion yen**
(more than double the previous mid-term management plan)
- Capital investment and M&A in growth businesses
- Investment in strengthening the management foundation, including human capital development and DX

Capital Efficiency Improvement

Shareholder Returns
Total payout ratio of 100% or higher
- Share buybacks
- Stable dividends

Main driver of growth

Energy Segment
Over 20.0 billion yen

■ **Continuing to invest aggressively in expanding production in the small battery sector**
: Primary batteries for medical devices (approx. 5.0 billion yen), **with additional investment planned**
: Heat-resistant coin-type lithium batteries (approx. 0.5 billion yen)

■ **Considering M&A, including battery peripherals**
: Primary battery business from Murata Manufacturing (approx. 7.4 billion yen), with further opportunities being explored

Other Segments
Over 10.0 billion yen

Investing based on future growth potential and financial discipline
: Semiconductor DMS (approx. 2.0 billion yen), Tapes for construction (approx. 2.2 billion yen)

Strategic R&D, Human Capital, and DX
Over 5.0 billion yen

Strategic investment in new development, as well as investment to strengthen our management foundation

shares, and subsequently cancelled all the treasury shares in May 2026. Rather than accumulating internal reserves, our basic capital policy is to use funds decisively and proactively for growth investment and shareholder returns.

On the cash inflow side, we plan to secure funding through operating cash flow of 27.0 billion yen or more, supplemented by borrowings of more than 20.0 billion yen. Since the cost of debt is lower than the cost of shareholders' equity, we aim to reduce our overall cost of capital by applying appropriate financial leverage. By constantly monitoring this balance, we are achieving both financial soundness and growth investment at the same time.

Progress of initiatives to strengthen our management foundation

Strengthening human capital

In the employee awareness survey conducted in fiscal 2025, our engagement score rose from 66% in the previous year to 69%. External experts have described this three-point improvement as considerable, confirming that our organization responds when we take action. Achieving a 100% career interview implementation ratio has helped convey management's thinking to employees, and we believe mutual understanding has deepened as a result. Going forward, we want to focus on improving the quality of these dialogues.

We have also improved compensation under our re-employment system for senior employees, which has contributed to higher performance and engagement. Employee satisfaction with our benefits programs has risen as well.

In our recruitment activities, we are strengthening mid-career recruitment: we hired approximately 80 people through this route in fiscal 2025 and plan to hire around 50 people in fiscal 2026. We are recruiting talent capable of contributing immediately in every area, placing emphasis on specialized expertise for engineering roles and on experience for administrative roles. Mid-career recruitment, which now exceeds the scale of our new graduate recruitment, is a key initiative supporting the speed of our transformation.

In our DE&I activities, we continue to work toward our target of increasing the ratio of female managers to 10% by fiscal 2030. Our childcare leave usage rate among male employees in fiscal 2025 has reached 100%. This achievement is only possible with the understanding of the people around them, and we take it as a sign that organizational understanding has progressed.



Progress in DX

We have completed the integration of our core systems in Japan, including at Group companies. Maxell Sakura, which recently joined the Group, will also be integrated into the same system going forward. Overseas, China operates on a separate package system for institutional reasons, but systems in other regions have been unified, strengthening Group governance.

The use of generative AI is also expanding, and as operations become more efficient, employees are able to devote more time to thinking and creative work. Compared to before we introduced it, the time savings have been substantial, which has also contributed to improved quality of work.

Strengthening our intellectual property

We continue to expand our portfolio of patent assets related to next-generation development technologies, aimed at "creating innovation through unique, original technologies," one of our materialities. With a strengthened organizational structure at the IP Innovation Division, we are building a portfolio of patents capable of contributing to profit over the medium to long term, and the number of patent applications continues to trend upward.

To our shareholders and investors

Our PBR currently stands at around 1.0 times. To consistently achieve a PBR above 1.0 times and maximize corporate value, we will continue working to grow profit and improve capital efficiency. The drivers for improving our PBR are clear: first, expanding profit through growth investment centered on our small battery business; second, improving ROIC through portfolio realignment and greater capital efficiency; and third, continuing shareholder returns through our commitment to a total payout ratio of 100% or higher. By reliably executing these three drivers, we will earn greater recognition from the market.

As MEX26 enters its final year, we will continue to advance our initiatives across the 3 pillars of portfolio reform, financial strategy, and governance. On governance, we will raise the ratio of outside directors, shift the Board of Directors toward a monitoring model, and further strengthen its effectiveness.

As shown by the improved engagement scores in our fiscal 2025 employee awareness survey, ours is an organization with the capacity to respond when we take action. Leveraging this "ability to adapt to change" as our strength, we will achieve the goals of MEX26 and realize sustainable corporate value growth beyond it.

September 2026

Noritoshi Masuda
Director

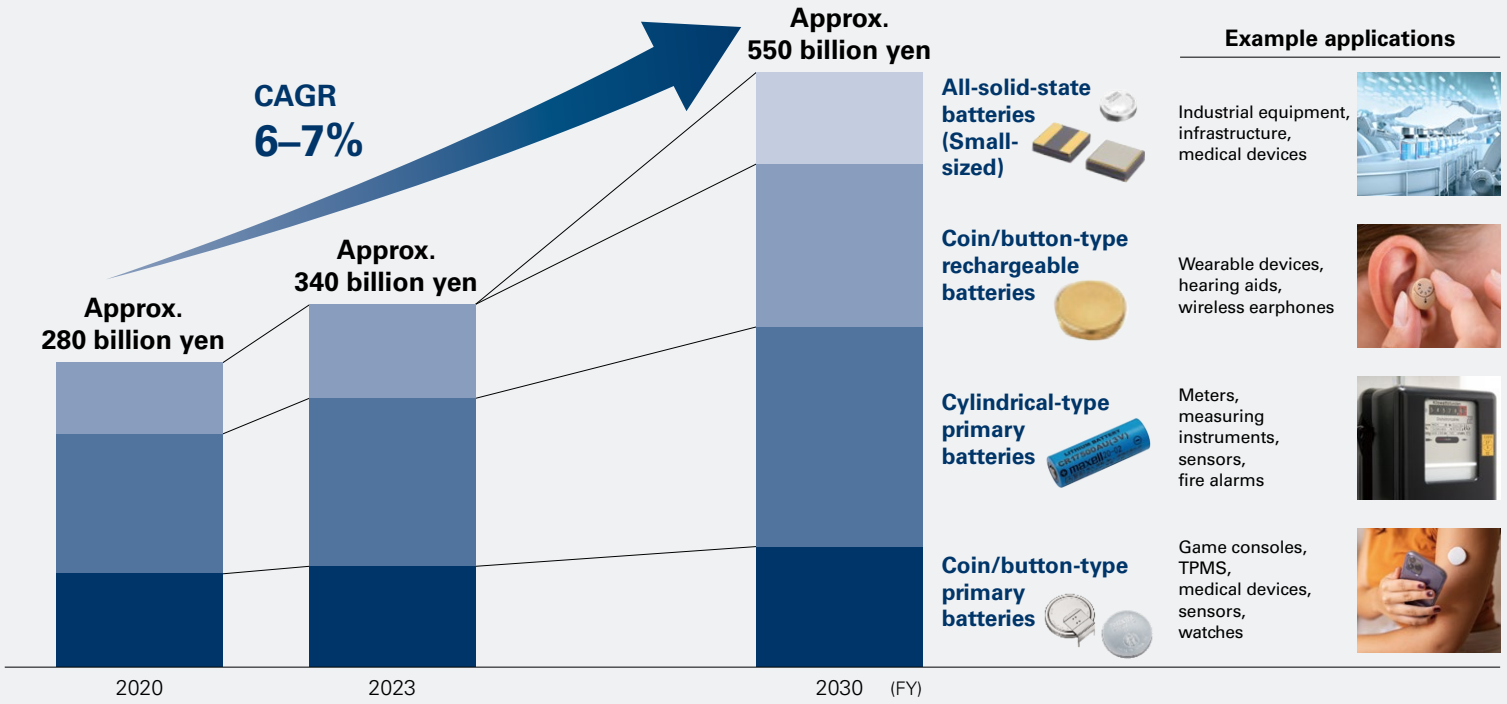
What we offer to which customers

Becoming the Front-runner in the Highly-Reliable Small Battery Sector

With our refined technological expertise and know-how,
Maxell will aim to become Global No. 1 in both scale and advanced technology
in the highly-reliable small battery sector, including all-solid-state batteries

Trends in the small battery market (Maxell's research)

Creating new markets through the development of higher value-added batteries, including all-solid-state batteries



Expansion of scale

Acquired the primary battery business from Murata Manufacturing and established "Maxell Sakura Co., Ltd."
Expanding global share by enhancing competitiveness in quality, cost, and delivery (QCD)*1 and accelerating development themes

In March 2026, we acquired the primary battery business from Murata Manufacturing Co., Ltd., and established Maxell Sakura Co., Ltd. In the near term, we aim to build a flexible production system across the two sites, including Maxell Ono Works, to quickly expand supply capacity and sales. Over the medium term, we aim to generate technological synergies by integrating our respective design philosophies and quality control approaches and create novel products and production technologies that are not merely an extension of existing approaches. We will bring about significant synergies that go beyond the simple sum of the capabilities of the two sites to capture growth opportunities in the market.

Maxell Ono Works
Strength in manganese dioxide lithium batteries (CR batteries*2)


Coin-type CR (heat-resistant)


Cylindrical-type CR

×

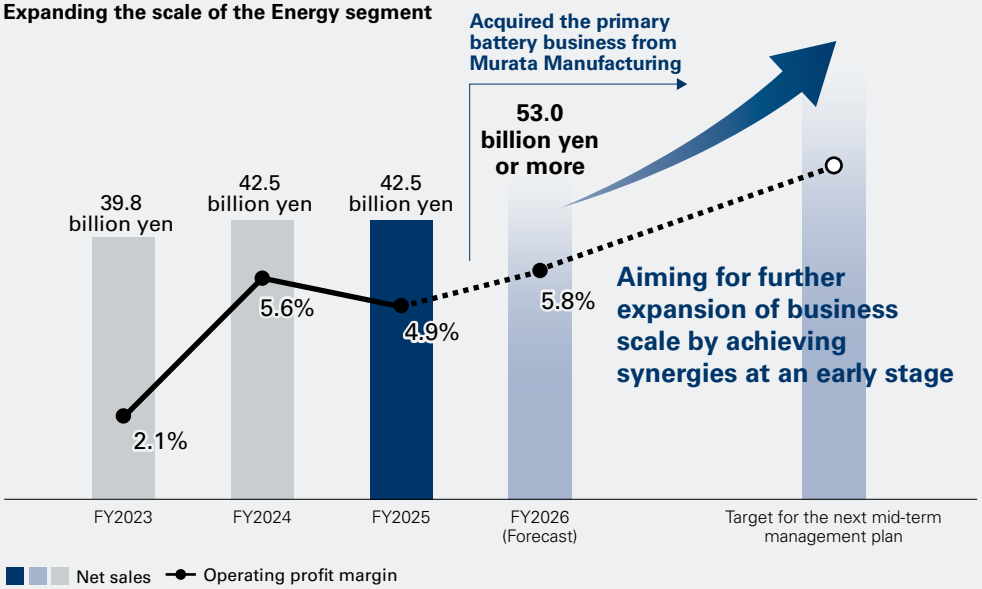
Murata Manufacturing
Koriyama Works (micro primary battery business)

Maxell Sakura
Strength in silver oxide batteries (SR)


Button-type SR

*1 QCD: An acronym for the criteria used to evaluate products, namely quality, cost, and delivery
*2 CR batteries: Compact, lightweight batteries with an operating voltage of 3V and a wide operating temperature range. They are widely used as a power source in various electronic devices, including IoT sensors and medical equipment.

Expanding the scale of the Energy segment



Pursuit of advanced technologies

Collaborating with JAFCO to strengthen access to external advanced technologies
Actively incorporating necessary technologies to accelerate the evolution of small batteries

In March 2026, we decided to invest a total of 1.0 billion yen over 10 years in a venture capital fund managed by JAFCO Group Co., Ltd. JAFCO's cumulative number of companies it has helped bring public is among the largest in Japan. JAFCO also excels at supporting the management of startups and facilitating collaboration between them and its investors. By tapping into JAFCO's network, Maxell will engage in co-creation with startups that possess a wide range of advanced technologies, accelerating our acquisition of innovative technologies in the small battery sector, the creation of new products and businesses, and the optimization of QCD.

JAFCO

- Collaborating with JAFCO, a leading Japanese venture capital firm
- Extensively exploring collaboration opportunities with more than 4,000 advanced technology startups through JAFCO's network

Accelerating the evolution of small batteries by actively incorporating external advanced technologies, rather than relying solely on in-house development

1 Improving battery performance

Advancing new materials and structural technologies to improve the QCD of existing products and deliver next-generation batteries with unprecedented performance

2 Collaboration with peripheral battery technologies

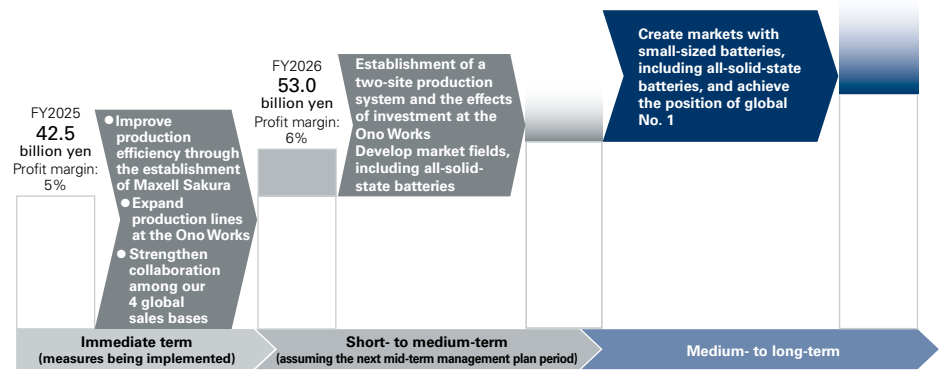
Collaborating with peripheral technologies such as sensing, communications, energy harvesting, and BMS*3 to provide solutions and services that use highly-reliable small batteries

*3 BMS: Battery Management System

Strengthening Monozukuri (Manufacturing) Capabilities and 4-Region Global Sales Structure
– Addressing Customer Challenges around the World



Growth image of the Energy segment through the front-runner strategy



Naoto Sugimune, Manufacturing Technology Supervisory, and Kenichi Sano, Sales Supervisory, sat down together to discuss the key points of Maxell's Front-runner strategy, exchanging views on the growth strategy for the Energy segment from both the manufacturing and sales perspectives.

Strengths as the front-runner in the small battery sector

Sugimune Maxell holds the world's top share of small heat-resistant CR batteries. We have built relationships of trust with our customers by clearing numerous high hurdles together on the path to commercialization, and we intend to keep strengthening our technical capabilities in production, product development, and quality control so that we can continue solving our customers' challenges.

For CR batteries, we need to pursue mass production technology for high-efficiency, high-quality small batteries (micro batteries). The key going forward is "how fast we can manufacture small products." Automobiles used to be the main market for Maxell's CR batteries, but demand has now spread into the medical field as well, particularly for CGM (continuous glucose monitoring) devices. Customers value the added benefits of safety, reliability, and long service life, and demand has grown so much that we plan to expand our production lines starting in the second half of fiscal 2026. The medical field calls for more advanced design, closer technological collaboration with customers, material development involving suppliers, and process design for mass production, and we are drawing on Maxell's strengths to meet these demanding customer requirements.

Sano Batteries are Maxell's founding product, and we have continued to make high-performance batteries, offering heat resistance, long service life, and high reliability, in response to changing needs in the market. With the addition of Maxell Sakura, we have expanded our Group's market share even further, and we now have more solutions to offer for solving customer challenges.

Even with a long service life, primary batteries still need to be replaced every few years. That is why we are focusing on all-solid-state batteries, which are maintenance-free and require no replacement. We are currently proposing these batteries in module form to make them easier for customers to use, and demand is steadily increasing. To expand their range of applications, we are also developing fields where all-solid-state batteries are a must. In the space sector, for example, in June 2026, we announced the start of joint research with JAXA to develop all-solid-state batteries for satellites. We intend to keep developing high-spec products that meet these kinds of needs.

Sugimune To expand the applications of all-solid-state batteries, we need to compete on world-class technology. The key to manufacturing all-solid-state batteries is molding technology. When we moved into the mass production phase, we built molds through trial and error, accumulated know-how in controlling various conditions such as thickness, pressure, and time, and cleared one challenge after another through continuous improvement. Because all-solid-state batteries use highly specialized materials, ensuring safety is also critical. Having overcome these hurdles, we believe Maxell has established a clear technological advantage.

Sano Our mass production molding process is something that we can genuinely be proud of, both internally and externally. Improving our monozukuri (manufacturing) capabilities is also essential from the standpoint of improving capital efficiency. We have used ROIC as a management indicator since fiscal 2019, and as a monozukuri (manufacturing)-related indicator correlated with ROIC, we have introduced Profit Potential (PP), calculated as operating profit divided by inventory value. We are pursuing



technology development and investment to raise operating profit, and timely manufacturing to reduce inventory.

Sales offices in 4 regions work together to drive our global business

Sano Maxell has sales offices in 4 regions around the world: Japan, North America, Europe, and Asia. Under this structure, our sales staff identify customer needs worldwide, and the technology seeds we cultivate by solving their challenges become the foundation for creating Maxell's unique value and allow us to develop competitive, high-quality products. We then roll these products back out across our 4 regions, targeting the top 3 companies in various industries, to expand sales. The 4 regions work together, and we actually discuss sales opportunities in an eastward direction: products that sell well in Japan are proposed in North America, products that sell well in North America are proposed in Europe, and products that sell well in Europe are proposed in Asia. As for emerging markets, we are currently focusing our sales efforts on India.

Sugimune When engaging with customers, we've made sure our engineers accompany the sales team on visits, and that's how we've built relationships of trust.

Sano That's right. The key is talking directly with the engineers on the customer side, which is why it's so important for our own engineers to visit customers and engage in in-depth discussions about solutions. At Maxell, it's part of our corporate culture for engineers to visit customers from early in their careers. This sometimes leads to heated debate between sales staff, who push for "faster and cheaper" from the customer's perspective, and engineers, who want to build "good products." I feel we see less of this kind of exchange these days, but I believe that such active debate helps sales and engineering staff to enhance each other's abilities.

Maxell Group's 4 global business regions



Future outlook for the Energy business, the driving force behind Maxell's growth

Sugimune Our resources are limited, so we want to focus people and capital on businesses with strong growth potential, such as small batteries, while also strengthening our ability to work across the organization. We plan to do this by increasing the mobility of our people through cross-functional organization and by setting up teams that handle a range of different technologies.

We also believe that, in the mass production phase of all-solid-state batteries, we need to make use of AI technologies to advance our production processes, and we have begun discussions with partner companies that are ahead of us in this field.

Looking ahead, we need to aim for a world where monozukuri (manufacturing) can be carried out without human intervention. While we devote resources to running our current business, we are also looking to the future and taking steps to evolve our manufacturing. President Nakamura, Sano, and I have talked about wanting to become a company that can propose solutions even faster than our customers ask for them, exceeding their expectations.



Murata Manufacturing, the predecessor of Maxell Sakura, which became a subsidiary through M&A, was once our rival in the battery business. Now, however, we are part of the same group, and exchanges between our respective engineers are unlocking new perspectives. Our expectations for the future are very high. We would like to increase personnel rotations between our Ono Works and the newly added Koriyama Works to further energize the organization and drive technology development.

▶ See the Business Integration through M&A: Toward the Maxell that Stands for Micro Batteries (P23)

Sano To create more of the unique monozukuri (manufacturing) that only Maxell can offer, our sales staff need to look beyond Japan's small market and go out into the world to gather more information. We want to give employees more opportunities to experience overseas markets, including overseas assignments, and grow the number of people who can thrive across our 4 global regions.

Business Integration through M&A: Toward the Maxell that Stands for Micro Batteries



Takashi Kimura
Executive Officer, General Manager, Energy Division, Maxell, Ltd.
Director, Maxell Sakura Co., Ltd.

Kosei Hasegawa
President,
Maxell Sakura Co., Ltd.

Yasuhiro Kuwana
Director,
Maxell Sakura Co., Ltd.
(formerly of Murata Manufacturing Co., Ltd.)

Expand supply capacity and sales by building a flexible production system leveraging Maxell Sakura and the Ono Works

Example: Actual supply capacity of coin-type CR batteries*

STEP 1: Flexible dual-site production system [FY2026] → **Approx. 2% increase (vs. current level)**

*Actual supply capacity: supply capacity backed by actual demand

STEP 2: Capacity enhancement at the Ono Works [from 2H FY2026] → **Approx. 20% increase**

STEP 3: Utilization of the Indonesian site [FY2026 and beyond] → **Approx. 10% increase**

Maximize actual supply capacity at existing facilities and sites worldwide by making full-scale use of partner factory in Indonesia

Cumulative increase of approx. 32%

In March 2026, Maxell acquired the primary battery business operated by Murata Manufacturing Co., Ltd. and Tohoku Murata Manufacturing Co., Ltd., establishing a new subsidiary company, Maxell Sakura Co., Ltd., to commence operations. We held a roundtable discussion with Kosei Hasegawa, Yasuhiro Kuwana, and Takashi Kimura, who have taken up the roles of President and Directors of the new company, to talk about the background and current status of this M&A, as well as its future prospects.

Background to this M&A and expected synergies

Kimura Maxell and Tohoku Murata Manufacturing had been operating in the same battery market, but with different design philosophies and different strengths. We believed that by combining our respective technologies and know-how through this M&A, we could offer our customers value that neither company could have achieved alone. Another deciding factor was that integration would accelerate our growth and enable us to reliably capture the market's growth opportunities.

Hasegawa At the first morning meeting on the very first day after the company's establishment in March 2026, we projected a single slide with the words "From rivals to the strongest," and it drew a strong response from our employees. The 2 companies had long been rivals, but that rivalry pushed each of us to become world-class in our respective fields. I believe it was this message, that we would now grow even stronger as a single team, that resonated so deeply with so many employees. I'm genuinely excited to see what kind of chemistry will emerge from here.

We defined Maxell Sakura's vision as "Taking on the challenge of creating value by bringing together technology, people, and expertise." Since we launched as a new company, what has surprised me most is that constructive dialogue is taking place every day, and mutual understanding is deepening faster than I expected. It is precisely because we spent so many years competing with and pushing each other that our discussions about what we should become as we aim to be the front-runner in the highly-reliable small battery sector, grounded in the experience, expertise, and pride in manufacturing that each side has built up, never seem to run dry.

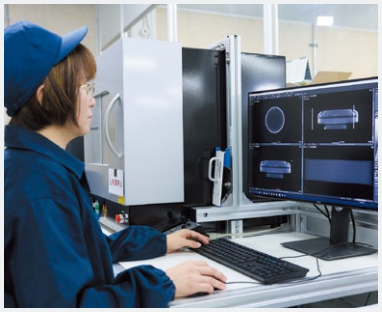
Both companies also have a high proportion of overseas sales, and one major advantage was that there was relatively little overlap in the customer accounts we inherited, and few cases where they competed with our existing sales channels. One of Maxell's strengths is that we have battery engineers stationed at each of our overseas sites, giving our local sales staff deep expertise in batteries. With our sales channels now further expanded, I believe that by making the most of this synergy, we can offer solutions that address an even broader range of customer challenges than before. I expect the 2 companies will be able to move even more quickly in capturing these synergies at an early stage.

Kuwana A defining feature of Tohoku Murata Manufacturing's approach to manufacturing is what we call "diverse products, variable volumes," and our strength lies in being able to move faster than other companies when it comes to introducing new equipment or switching production items with agility. If this strength is carried over to Maxell as well, I believe it will enhance the flexibility of the entire group.



Going forward, the most important thing is to generate synergies over the long term. By







bringing together our people, expertise, and technologies, and by drawing on the diversity of perspectives and ways of thinking in manufacturing at both companies, I want us to merge the ideas each side had been pursuing independently, spark innovation, and strengthen our competitiveness.

Many of us learned firsthand what matters when it comes to integration during the M&A that brought this business from Sony to Murata Manufacturing, and I believe we can put that experience to good use.

Accelerating exchange between the 2 sites to bring our people together and create synergies

Kimura Because this is the second integration for the people at the Koriyama Works, they're taking a calm, big-picture view of the situation. On the other hand, this is a first-time experience for the people at the Ono Works, so they seem to be caught up in a range of concerns, including immediate issues.



Kuwana On the first day of the briefing sessions on the M&A, I had the chance to talk with everyone at Maxell, and I feel we've gotten off to a very good start, with mutual respect on both sides and no one pushing their own way of doing things onto the other. Bringing our technologies together depends on bringing our people together, and I'd like to see us accelerate that exchange in earnest.

Kimura I was originally an engineer myself, and I believe that by bringing together 2 companies with such high levels of technological capability on a global scale, we will be able to create truly one-of-a-kind products going forward. I hope that what our engineers are beginning to work on today will grow into the technologies and products that lead to next-generation product development for our customers.

Hasegawa When engineers talk to each other, the conversation inevitably tends to center on seeds, and while that's very important in itself, increasing opportunities for value creation based on needs drawn from the market could open up a wider range of options. Going forward, under a single vision, we will work to strengthen collaboration among our people, pool our expertise, and reinforce our technologies, while also taking a market-driven approach to product development that solves the issues and challenges we identify in the market. Our plants have a very significant role to play here. With the Ono and Koriyama Works both contributing, the number of possible solutions will double, the pace of our initiatives will accelerate, and we'll be able to bring more proposals to our customers, giving us a strength that I think will be immeasurable.

By leveraging our strength in being able to respond comprehensively across our existing fields, the all-solid-state battery field, and beyond, we also want to expand into markets we have not yet entered, such as the space sector development we have just newly announced. This is also raising motivation among our sales staff.

Kimura I think a major factor behind this M&A was the thorough preparation we carried out in advance, and the fact that Mr. Kuwana brought everyone at the Koriyama Works together around a shared direction in the end. Now that things are underway, I have the impression that our 2 companies were already reasonably well aligned to begin with, that both sides share a serious approach and attitude toward manufacturing, and that our corporate cultures are quite similar.

Kuwana Until now, micro batteries had been positioned as just one business, not our parent company's core business, but at Maxell they will become a core business. That comes with greater responsibility, but all of our employees are genuinely delighted that our success will directly contribute to Maxell's growth, and that has raised morale considerably.

Hasegawa In this integration, we retained 99.3% of our employees, an exceptionally high proportion. In terms of tangible synergies, since the 2 companies serve different customer bases, we can expect new business to develop from this. But even more than that, I believe the synergies that will come from the "human connections" on the intangible side will be extremely significant, and that's something I'm truly looking forward to. As President of Maxell Sakura, I want to emphasize this point in particular.



All-Solid-State Batteries Supporting Spacecraft Missions:
Taking on the Challenge of Harsh Space Environments through Joint Research with JAXA



Chisa Yamada
Associate Senior Researcher
Research Unit I, Research and Development Directorate
Japan Aerospace Exploration Agency (JAXA)

Makoto Kawase
Manager for Power Domain
Research Unit I, Research and Development Directorate
Japan Aerospace Exploration Agency (JAXA)

Haruki Kamizori
Senior Manager
Marketing Department, Marketing & Sales Division
Maxell, Ltd.

Shota Taniguchi
Section 1, Design Department, New Business Producing Division
Maxell, Ltd.

In 2026, Maxell's proposed theme, "Development and Demonstration of High-Heat-Resistant All-Solid-State Batteries to Maximize Spacecraft Missions," was selected for the Japan Aerospace Exploration Agency (JAXA)'s public-private co-creation program, "JAXA-STEPS*." Maxell and JAXA have begun joint research aimed at using all-solid-state batteries to reduce the overall weight of small satellites and enhance design flexibility, even in the harsh environment of space. A small battery can have a major impact on the design and operation of an entire spacecraft. This is the start of collaboration that truly embodies Maxell's corporate byline, "Micro batteries. Maximum impact."

*A program that accelerates research and development by using small satellites to conduct quick, timely demonstrations of future missions and technologies needed by both the public and private sectors. In its inaugural fiscal 2025 call for proposals, 7 of 24 proposals were selected, with Maxell chosen in the "Feasibility Study (FS) Phase / Miniaturization and Modularization-Related Technologies" category.

JAXA × maxell Within, the Future

All-solid-state batteries excel under constraints: A project launched targeting space use

Kamizori As we worked to expand the market for all-solid-state batteries, I became convinced that their performance truly comes into its own in environments with constraints, such as temperature and maintenance. That conviction led us to focus on space, the harshest environment of all, and in August 2025 we gave a presentation to Mr. Kawase's team. That's how this project began.

Yamada I really felt Maxell's strong enthusiasm. Many manufacturers hesitate when it comes to space, so this was a truly welcome proposal.

Kawase For our part, we had recognized for about 10 years that the wide operating temperature range and high level of safety of all-solid-state batteries could be put to good use in space, and we had been evaluating samples from several manufacturers.

Kamizori Then, as it happened, JAXA-STEPS was newly established in October 2025, giving us the opportunity to submit a proposal for all-solid-state batteries.

Kawase JAXA-STEPS is a program designed to move public-private collaboration forward more quickly. One major factor behind the selection of Maxell's project was that Maxell already had a track record of mass-producing all-solid-state batteries.

Yamada At the symposium held after the selection, I heard Mr. Kamizori explain that all-solid-state batteries can have their characteristics refined to fit a given market, opening up uses that were never possible before. Hearing that, I got excited about the possibility of a battery built specifically for space.

Kamizori With all-solid-state batteries, we can focus development on whatever characteristics a customer needs, whether that's extending the usable temperature range or increasing flame resistance. I'm looking forward to seeing just how much value the battery we develop this time can deliver in space.

Taniguchi The main mission of this project is to develop a large all-solid-state battery that can serve as a primary power source in space. The characteristics required include high energy density, heat resistance, and low-temperature performance. We're starting by selecting, procuring, and evaluating battery materials to find the optimal combination. Some of the requirements and design considerations for a space-grade battery are still not fully clear, so this project lets us receive design guidance from JAXA while working together on evaluations specific to the space environment, such as radiation exposure.

Kawase We want Maxell to fully demonstrate its technical capabilities, while we align our requirements for the battery with the experience and knowledge we've built up through our own development work. Our first goal is to use it as the primary power source for small satellites.

From a "sheltered life" to a battery built to survive harsh environments: Aiming for demonstration in space by 2029

Yamada Right now, satellite batteries are carefully kept inside boxes held at around 20°C ± 10°C. That requires dedicated equipment to maintain the temperature, which in turn consumes a great deal of power. If we can create a battery that doesn't need this kind of "sheltered life" and can survive in harsh conditions instead, temperature-control equipment can be simplified, and the design effort that goes into managing heat can be reduced as well. That also translates directly into weight savings. Launching a payload into space costs about 1 million yen per kilogram, and getting it to the Moon costs about 100 million yen. The lighter the battery and equipment, the better, and all-solid-state batteries could lead to a major reduction in the overall weight of the spacecraft.

Kamizori Right now we're working to triple that 20°C ± 10°C range, while still preserving the inherent safety that is one of the defining characteristics of all-solid-state batteries.

Kawase If we can achieve that, it will substantially increase the design flexibility of the satellite itself.

Yamada Down the road, our thermal design work might disappear altogether (laughs). Also, once a satellite is in space, there's no way to perform maintenance on it, so being maintenance-free matters just as much.

Kawase A wider standard operating temperature range also makes the battery easier to handle during ground operations before launch. Under the JAXA-STEPS framework, we'll spend a year on a feasibility study covering both battery development and the value it can deliver, and if that looks achievable, the space demonstration stage will follow over roughly the next two years.

Kamizori Yes. We plan to complete technical verification in the first year, then increase the battery's capacity over years two and three.

Taniguchi The materials Maxell uses offer very high levels of safety, which I think makes them well suited to the space environment. At the same time, energy density is not yet on par with lithium-ion batteries, so we need to revisit our materials to raise energy density per unit weight. There are trade-offs involved, since changing the materials can reduce heat resistance, so we'll be working to increase capacity while balancing heat resistance against energy density.

Two or three steps ahead of the times: Batteries built for space, and for extreme environments on Earth

Kawase When I visited Maxell's technology gallery, I learned that Maxell had released a portable cassette tape recorder and player, the Gemphon, back in 1958, earlier than the famous Walkman. That left a real impression on me: this is a company whose culture puts it not just one step ahead of its time, but two or three. I'm hoping all-solid-state batteries will be out in front in the same way.

Yamada Everyone at Maxell has a personality that really makes me feel that I'm dealing with people who develop truly refined batteries. They're highly motivated, and easy to communicate with.

Kamizori We've been able to speak frankly with each other about whatever's on our minds.

Kawase Once this battery is completed, I'm hoping we can build on its durability and put it to use in extreme environments here on Earth as well.

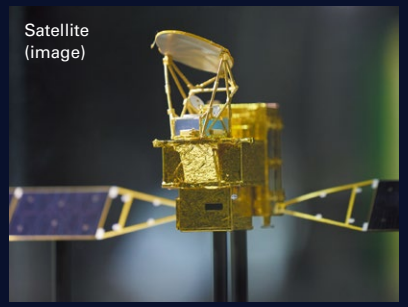
Yamada I went to Canada in March, and in the snow, at around minus 20°C, I didn't see any electric vehicles running. If we can develop a battery that works even in conditions like that, I imagine the range of applications would expand considerably.

Kamizori Space is a field full of possibility, and I can feel that it's raising the motivation of Maxell employees. I see this JAXA-STEPS project as a clear signal that Maxell intends to enter the space industry. Looking ahead, I'd be glad to see us contribute to the growing space industry through Maxell technologies beyond batteries as well. And beyond that, I want to take the technology we establish in space and apply it to extreme environments here on Earth, opening up new business opportunities.

Taniguchi The cooperation of our suppliers has also been essential to this joint development. Working together has strengthened these relationships and helped us grow as engineers. There have been difficult moments in the development process, times when it's easy to feel discouraged, but everyone at JAXA stays positive even in the toughest situations. I want to follow their example and see this project through to success.







Satellite (image)





Energy



Aiming to become the global No. 1 in small-sized batteries through proactive capital investment

In fiscal 2025, we expanded sales of primary batteries and explored new applications, while also working to build a mass production system for all-solid-state batteries. However, profit declined due to soaring silver prices and rising development costs for all-solid-state batteries. In fiscal 2026, we will aim to become the global No. 1 in small-sized batteries. While continuing to maximize profits through proactive investment in growth businesses, we will drive business growth by enhancing the reliability and capacity of primary batteries and expanding their applications. At the same time, we will improve productivity through automation and standardization, strengthen our stable supply system, and accelerate the stable production and market development of all-solid-state batteries.

Takashi Kimura
Executive Officer
General Manager, Energy Division

Market Environment

Mobility: TPMS*1 demand remains firm in line with the vehicle sales, with our largest customer continuing to lead the industry.

Human/Social Infrastructure: CGM market: Market growth continues, driven by the rising number of diabetes patients and expanding insurance coverage, with further expansion expected following OTC*2 approval in the United States. Smart meter market: Amid the ongoing smartification of infrastructure, steady growth continues in both the water and gas sectors.

*1 TPMS: Tire Pressure Monitoring System
*2 OTC: A system that allows medicines to be purchased without a doctor's prescription

FY2025 Results

Investment Amount

Capital investment
1.1 billion yen

Depreciation
1.6 billion yen

R&D expenses
1.9 billion yen

Human capital
629 employees

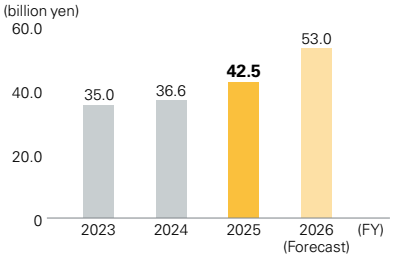
Measures for Growth Businesses

	Initiatives in fiscal 2025	Plans for fiscal 2026
Primary batteries for medical devices 	● Mass production of small-sized models for CGM devices ● Cost reduction through lower silver usage, and the start of development of high-capacity products ● Expansion of sales channels for CGM batteries	Net sales: 135% year on year (including the introduction of mass production equipment in response to increasing demand for CGM devices, etc.)
Heat-resistant coin-type lithium batteries 	● Mass production of products with improved low-temperature characteristics ● Expand sales of products for TMS*3 applications ● Formulate cost reduction measures and expand proposals to customers	Net sales: 125% year on year (including the introduction of mass production equipment to meet increasing global demand, etc.)
Cylindrical-type lithium batteries 	● Advance the development of highly-reliable, high-capacity cells ● Reduce processing costs through automation of the production process ● Build on our track record in the meter market to develop new applications such as sensing and communication devices	Improve productivity and strengthen a stable supply structure through automation and standardization
All-solid-state batteries 	● Build a mass production system that emphasizes stable production and quality ● Enter the FA and sensor markets	Enter new markets and expand sales of modules

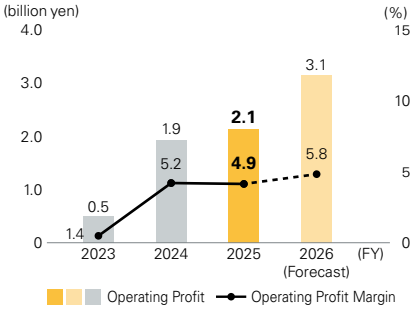
*3 TMS: Tire Monitoring System (a comprehensive tire monitoring system covering factors such as temperature and wear)

Performance

Net Sales Trend



Operating Profit/Operating Profit Margin Trend



*Transfer of some businesses from the Value Co-Creation Businesses is reflected from FY2025 onward.

PICK UP Cylindrical-type lithium batteries

Our unique airtight sealing structure, conductivity-enhancing structure, and anode material achieve stable discharge characteristics. With excellent long-term reliability, these batteries are well suited as power sources for industrial applications such as smart meters and IoT communication devices.





Smart meter (image)

Global share

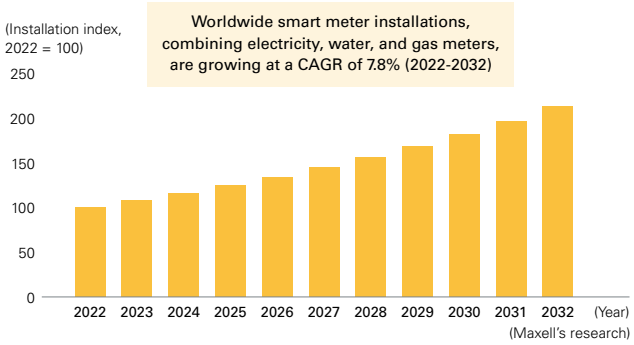
Target: **7%** or more (Maxell's research)

Strengths

- Achieve high capacity through our unique electrode technology
- Long-life technology cultivated through heat-resistant coin-type lithium batteries
- Maintain a high operating voltage through to the final stage of discharge, thanks to our unique electrodes
- Reliability that meets customer requirements

Global market forecast

Global smart meter market size



Product strategy

- Development of highly-reliable, high-capacity cells: Respond to the long-term use of smart meters and increasing communication volumes
- Strengthen capabilities in battery pack assembly and connector processing: Respond to diverse customer requirements by enhancing flexible solution proposals

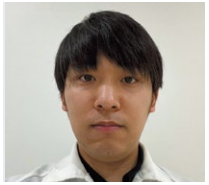
Production strategy

- Promote automation: Strengthen cost competitiveness by reducing processing costs, while achieving a stable supply through more sophisticated quality control
- Strengthen the production system: Respond to expanding global demand and changes in the external environment

Sales strategy

- Strengthen our existing customer base and expand applications: Build on our track record in the existing meter market to strengthen our proposal capabilities by accurately capturing the needs and demand trends of each market, while promoting the development of new applications such as sensing and communication devices, and pursue mid- to long-term growth by expanding our business portfolio

Driving growth through efficient production and customer-oriented, proposal-based sales to accelerate sales expansion



Hirotaka Torii
Design Dept.
Energy Division

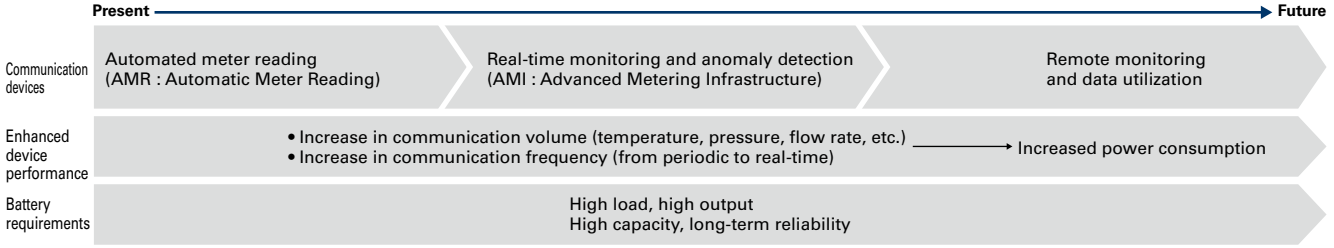
We are promoting the automation of production equipment to suppress quality variation, improve production efficiency, and strengthen our stable supply system.
In implementing this, we faced difficulties in quantifying items that had previously been managed manually. By working with the manufacturing and quality assurance departments to repeatedly extract, collect, and verify the necessary data, we were able to establish optimal standards and firmly embed them into our operations.



Josie Leone
Senior Sales Support Specialist
OEM Operations
Maxell Corporation of America

During the CR cylindrical growth strategy, we faced challenges related to tariff issues and supply stability. Through regular meetings with the customer, we enhanced communication and aligned expectations.
We also worked closely with Maxell's head office to manage risks and improve responsiveness. These efforts strengthened trust and performance, leading to recognition as a Supplier of the Year and supporting steady progress.

Market trends for smart meters



Functional Materials



Securing high profitability through the continuous launch of new products and expanded production capacity

In fiscal 2025, adhesive tapes achieved higher sales and profits, led by tapes for construction and tapes for semiconductor manufacturing processes. Among industrial materials, coated separators for HEVs also performed well. In fiscal 2026, we aim to increase orders from major customers for tapes for construction as our new production line comes online. We will also expand sales of tapes for semiconductor manufacturing processes, particularly for cutting-edge AI applications, and continue to achieve higher sales and profits for coated separators by responding to ongoing demand growth.

Takahiro Sakai
General Manager,
Functional Materials Division

Market Environment

Mobility: As policies promoting a full shift to BEVs*1 lose momentum in various countries, mainly in Europe and the United States, demand for HEVs*2/PHEVs*3 is expanding. Increased production by Japanese battery manufacturers, particularly those affiliated with Toyota, is expected to drive further demand for coated separators.

ICT/AI: As mobile devices increase in capacity and data centers continue to expand, demand for tapes for semiconductor manufacturing processes is expected to keep growing.

Human/Social Infrastructure: In Japan, demand for tapes for energy-saving airtight sheets and external insulation construction is rising, while in North America and Southeast Asia, demand is increasing for airtight and waterproof construction materials.

*1 BEV: Battery Electric Vehicle *2 HEV: Hybrid Electric Vehicle
*3 PHEV: Plug-in Hybrid Electric Vehicle

FY2025 Results

Investment Amount

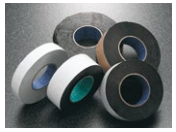
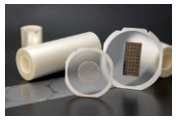
Capital investment
1.8 billion yen

Depreciation
1.0 billion yen

R&D expenses
1.6 billion yen

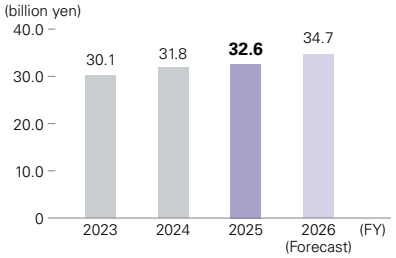
Human capital
809 employees

Measures for Growth Businesses

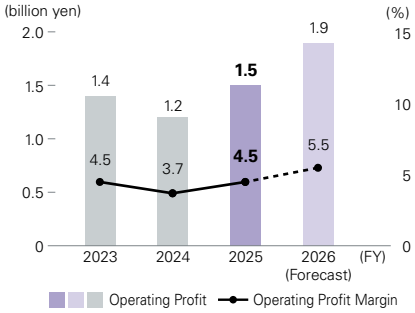
	Initiatives in fiscal 2025	Plans for fiscal 2026
Tapes for construction 	● Launch new products to drive growth in the North American market for airtight materials ● Deploy personnel to strengthen marketing in the Southeast Asian market, where waterproof materials are widely used ● Invest in increased production in response to rising domestic demand	Net sales: 120% year on year (including the introduction of mass production equipment in response to increasing global demand, etc.)
Tapes for semiconductor manufacturing processes 	● Strengthen differentiation from competitors' products through joint development with material manufacturers ● Propose products that meet customers' quality control requirements ● Expand the product lineup by rolling out existing domestic products overseas	Net sales: 105% year on year (including sales expansion focused primarily on cutting-edge AI applications, etc.)
Coated separators 	● Invest in increased production for domestic lithium-ion batteries used in xEVs ● Expand our customer base for HEV applications	Net sales: 135% year on year (including the introduction of mass production equipment in response to increasing demand for HEVs/PHEVs, etc.)

Performance

Net Sales Trend



Operating Profit/Operating Profit Margin Trend



PICK UP Tapes for construction

These are tapes coated with a thick layer of high-viscosity adhesive material blended and kneaded with butyl rubber and other ingredients. Leveraging their waterproofing, airtightness, adhesion, heat and cold resistance, and solvent resistance, we are expanding their applications beyond housing and automobiles into areas such as cold storage warehouses and LNG*1 vessels.



*1 LNG: Liquefied Natural Gas

Global share (Maxell's research)

Japan share: **35%** or more

2030 target
North America share **10%**

2030 target
Southeast Asia share **5%**

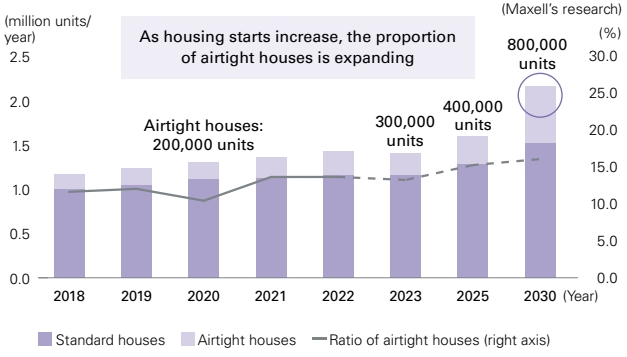
Strengths

Providing customized products tailored to each country's living environment

- Airtight and waterproof materials that solve potential issues across a variety of construction environments
- Able to propose highly insulating, highly airtight tapes suited to compliance with energy-saving standards

Global market forecast

Trends and forecast in North American housing starts



Product strategy

- Strengthen our lineup of customized products tailored to customer needs and applications by leveraging Maxell's strengths and technologies

Production strategy

- Plan increased production investment in line with the fiscal 2026 sales target: Investment in equipment, personnel, and advertising Approx. 700 million yen (FY2024–FY2026)

Sales strategy

- Strengthen activities to secure OEM business, with entry into major housebuilders as a core approach
- Focus on expanding overseas sales channels
- North American market (airtight materials): Awareness of the need for airtight materials is spreading in the market, and our brand is becoming established. We will also drive sales expansion by introducing materials for new applications
- Southeast Asia (waterproof materials): Efforts to change conventional thinking in the market (the concept of secondary waterproofing*2) are gradually gaining traction. We will drive sales expansion by increasing adoption in large-scale projects

*2 Secondary waterproofing refers to waterproofing work that fills the gaps between the primary waterproofing layer and the building, connecting through to the building's interior.

Expanding sales through the growing penetration of the Maxell brand in North America and Southeast Asia



Yohei Kawada
Marketing and Development Business Planning & Development Dept.



Shunka Shimizu
Development Business Planning & Development Dept.



Motoyuki Ozaki
Development Business Planning & Development Dept.

In our focus markets of North America and Southeast Asia, we are continuously carrying out development and sales activities while constantly paying attention to how value is perceived in the market, focusing not on the uniqueness of the product itself, but on the uniqueness of the value we provide. The effects of our branding efforts as a provider of airtight and waterproof materials, appealing to our track record, certifications, quality, case studies, and technical and on-site support capabilities, have gradually taken hold, leading to a growing number of cases in which we have been adopted by major housebuilders and for large-scale projects.
We will continue to carry out activities with a strong focus on the value we provide in our target markets, in order to raise our market value and expand sales.

Airtight materials



For piping



Foundations

Waterproof materials



Apply to infrastructure



Rooftops

Overseas expansion plan

FY	2023	2024	2025	2026	2027–
	Phase 1	Phase 2			Phase 3
Airtight materials for North America	Market entry	Expand the lineup of airtight materials (auxiliary materials)			Launch structural materials
Waterproof materials for Southeast Asia	Housing market	Enter the housing market as well as the non-residential (infrastructure) and automotive markets			Market expansion

Optics & Systems



Committed to being "indispensable," aiming to become a niche market leader through precision technology

In fiscal 2025, automotive optical components achieved higher sales and profits despite being in a transitional period between new product developments, while semiconductor-related products saw lower sales and profits as the market recovery of the general-purpose segment was slower than expected.
In fiscal 2026, we will accelerate the market launch of next-generation lenses and the technological development of ultrasonic cleaning lens units for automotive optical components. We will also promote the development of new applications outside the automotive sector. For semiconductor DMS, we aim to recover through a rebound in orders, including from semiconductor manufacturing equipment makers.

Shinichiro Takao
Executive Officer, General Manager,
Optics & Systems Division

Market Environment

Mobility: As the shift toward automated control systems and multi-functionality driven by CASE*1 and ADAS*2 continues, the value of safety and security is increasing, requiring optical components with greater variety, higher precision, and greater durability.

ICT/AI: In response to market trends such as generative AI and the growing sophistication of devices, semiconductor manufacturing must keep pace with the higher performance and faster processing speeds demanded of semiconductors.

Human/Social Infrastructure: In Japan, the widespread adoption of the "My Number Card" and "My Number Driver's License" is creating demand for the effective use of the information linked to them.

*1 CASE: Connected, Autonomous, Shared & Service, Electric
*2 ADAS: Advanced Driver Assistance Systems

FY2025 Results

Investment Amount

Capital investment
1.4 billion yen

Depreciation
1.9 billion yen

R&D expenses
2.0 billion yen

Human capital
1,232 employees

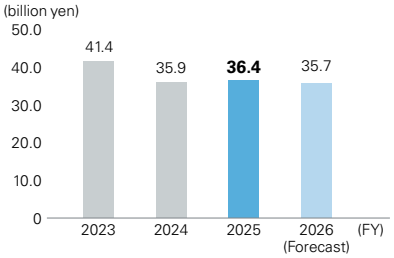
Measures for Growth Businesses

	Initiatives in fiscal 2025	Plans for fiscal 2026
In-car camera lens units 	• Continue development of the ultrasonic cleaning lens unit (UCLU), which features a new function • Develop and commercialize standard lenses • Promote the establishment of a mother line at Maxell Frontier Co., Ltd.'s Miyagi Works, etc.	Net sales: 105% year on year (including the development of applications outside the automotive sector, etc.)
LED headlamp lenses 	• Strengthen collaboration with key customers • Expand headlight assembly business into North America, and develop the market in India and Southeast Asia, including for two-wheeled vehicles, etc. • Development of next-generation standard lenses and new materials (silicone)	Net sales: 125% year on year (including the development of partner companies to support local production for local consumption worldwide, etc.)
Semiconductor DMS 	• Develop platform boards in collaboration with key customers • Shift from the conventional provision of boards to the provision of unit products	Net sales: 125% year on year (including increased production investment in response to rising demand for semiconductor manufacturing equipment, etc.)

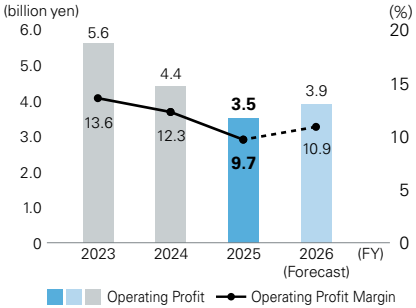
*EF2 business was transferred to SONOCOM CO., LTD. (effective July 1, 2026)

Performance

Net Sales Trend

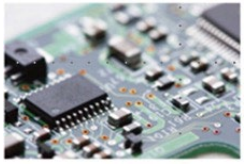


Operating Profit/Operating Profit Margin Trend



PICK UP DMS Embedded systems for industrial equipment

We offer a wide range of capabilities for industrial equipment (such as semiconductor manufacturing equipment), from large control boards, thick-copper power supply boards, and image processing boards, to small switch boards and even unit assembly. We also design and manufacture image recognition systems and IoT solutions.



Global share

FY2025: **No. 1** share among major manufacturers in the semiconductor manufacturing equipment industry (Maxell's research)

Strengths

A long track record with major industry players

- Long-standing trust and technical responsiveness earned from semiconductor manufacturing equipment makers with high global market share

Customized support for embedded IoT solutions

- Integrated support from design and development through production, assembly, and quality assurance
- High-quality, multi-model production capability

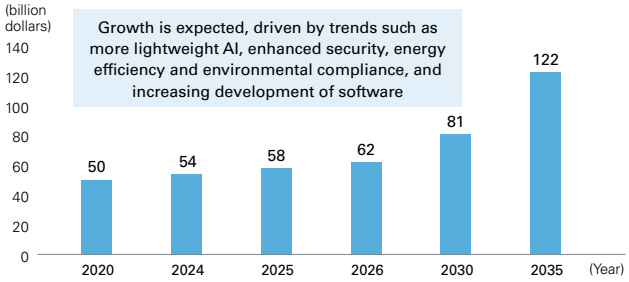
Strong technological capabilities backed by in-house product development

- Development of image recognition systems, IoT, embedded OS, and communication software

Global market forecast

Embedded systems market trends

(Maxell's research)



Product strategy

- Propose hybrid technologies that combine our own technologies, such as image recognition and IoT
- Differentiate through the development of custom products that address niche applications and individual customer challenges, providing high-value-added BtoB solutions

Production strategy

- High-mix, variable-volume production
  Accommodate small-lot and custom products
- Smart factory
  Automated, labor-saving production lines

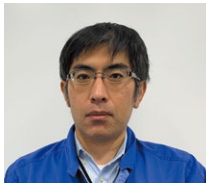
Sales strategy

- Pursue contract manufacturing with niche-leading equipment makers
  Reaching out to a variety of industries beyond the semiconductor sector
- Undertake contract manufacturing that leverages the technologies behind our own products
- Build long-term, relationship-based business in which delivery is not the end

Realizing new proposal-based development through a platform for industrial equipment



Tsuyoshi Kato
Hardware Design Section, Design Dept.
DMS Business Division
Maxell Frontier Co., Ltd.



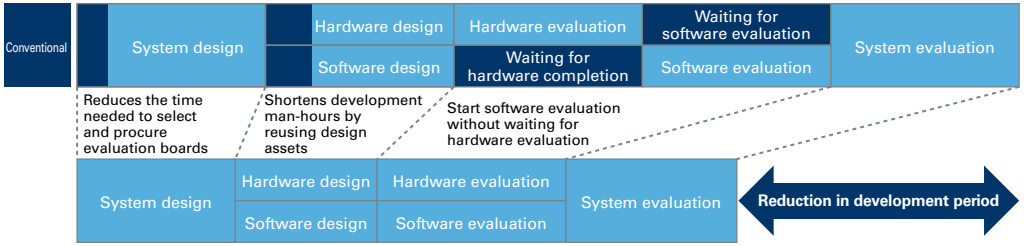
Taku Kurashige
Software Design Section, Design Dept.
DMS Business Division
Maxell Frontier Co., Ltd.

Our newly developed platform for industrial equipment (hereafter, the "platform") was created in response to customer requests, with the aim of shortening development periods, reducing costs, and ensuring future scalability. Built around a high-performance processor and compatible with both the Linux and RTOS operating systems, it comes standard with industrial communication capabilities and a range of interfaces, giving it a configuration that can be applied to a wide variety of applications.
This has allowed us to shift from a passive development style, in which we simply responded to customer requests, to a more proposal-based approach. Using this platform as a foundation, we have been able to draw out new needs from customers, such as ideas for additional uses or applications in different fields, leading to the acquisition of new projects and expanded adoption. It has also created new proposal opportunities with existing customers, such as for component replacement and system upgrades. Through this kind of proposal-based development, we aim to deepen our relationships with customers and build a foundation that will support the creation of new business in the future.

Customer requirements

- Shorter development periods
- Lower development costs
- Common parts
  → Cost reduction
- Support for continued product supply
- Stable quality

Comparison with a conventional development timeline



Value Co-Creation Businesses

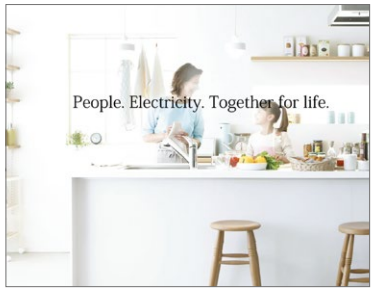


Pursuing customer satisfaction and driving a transformation toward higher sales and profits

In fiscal 2025, sales of hydraulic tools performed well both in Japan and overseas, resulting in higher sales and profits. Health & beauty care products, however, saw lower sales and profits due to the impact of U.S. tariffs introduced in the first half of the year. In fiscal 2026, the tools business aims to expand its market share by launching a new series, expanding into other industries, and broadening its sales channels through large-scale ODM collaborations. We will also strengthen our production system to ensure stable supply and shorter delivery times. In the home appliances business, we aim to improve profitability by launching new products and securing new projects.

Naoto Sugimune
Director, Managing Executive Officer,
Life Solution Business Supervisory

In the Value Co-Creation Businesses, we will aim to generate stable profit contributions through efficient operations and create synergies with our Analog Core Business Group.



Maxell Izumi Co., Ltd.
Website

FY2025 Results

Investment Amount

Capital investment
800 million yen

Depreciation
900 million yen

R&D expenses
600 million yen

Human capital
801 employees

Measures for Growth Businesses

		Initiatives in fiscal 2025	Plans for fiscal 2026
Health & Beauty Care Products		● Pursue efforts to secure new projects ● Build a foundation for improving profitability	Aim to secure new projects
Hydraulic tools		● Pursue the launch of a new series, expansion into other industries, and ODM collaborations ● Expand sales channels and improve market share	Continue to expand sales channels Aim to expand market share both in Japan and overseas

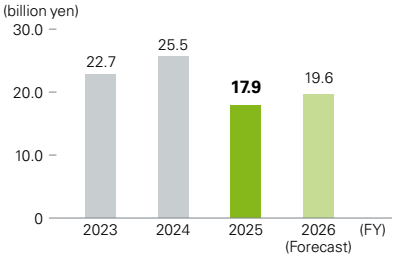
PICK UP Hydraulic tools

Hydraulic tools are widely used at electrical and facility construction sites, as well as at various power generation infrastructure sites, including renewable energy facilities, supporting safety and peace of mind in society. Stable demand is expected, driven by tailwinds such as greater consideration for workers' health and safety and the expansion of construction in the clean energy field. Going forward, in addition to further expanding our domestic market share, we will pursue expansion into overseas markets and into other industries, such as railways and bridges.

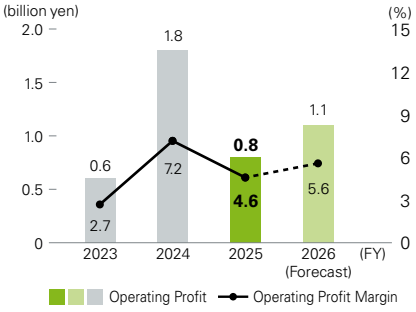


Performance

Net Sales Trend



Operating Profit/Operating Profit Margin Trend



*Some businesses were transferred to the Energy segment from FY2025 onward.

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	Strengthen partnerships to create new businesses
KPI	Create 3 new products led by the New Business Producing Division (during MEX26) (Progress to date: As of the end of March 2025, 6 projects underway)



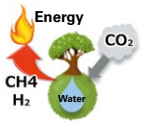
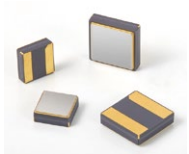
Masayuki Yamada
Executive Officer,
General Manager,
New Business Producing Division

MEX26 policy and progress

Under the mission of "creating new businesses that spread across the world," the New Business Producing Division aims to achieve net sales of 30 billion yen for all-solid-state batteries by fiscal 2030. As a basic policy, we are shifting from a product-out approach to "issue-solving development," and are promoting early commercialization by utilizing a stage-gate system and companywide synergies. Through initiatives such as our "Renso-Rensei 10%" free research program* and the strengthening of diversity, we are fostering an organizational culture that is unafraid to take on challenges, even at the risk of failure. A diverse range of talent drives innovation through our core technologies, leading to an enhancement of the Maxell brand's value and to the Company's growth.

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 the product development phase during MEX26

Phase 1: Business development	Phase 2: Product development	Phase 3: Commercialization
[Realizing growth strategies] Creating new markets by leveraging core technologies	**[Verifying business development]** Verifying value through co-creation with customers	**[Executing from a business perspective]** Leveraging technological seeds matched to market needs
● CO_2 recycling system 	● All-solid-state battery backup power modules for FA applications 	● Ceramic package type all-solid-state batteries  Enabling cable-free encoders and servo motors for FA applications
● Coin-type all-solid-state batteries for medical device data loggers 	● Magnetic noise suppression film for high-frequency bands → see right	
	● Foam molding	

We have also set the resolution of social issues as our "ideal feature to be realized (vision)," and, in line with the basic policy of MEX26, we are prioritizing the early product development and commercialization of themes directly linked to solving customer issues.

Specifically, by utilizing the stage-gate system, we are accelerating the process from the creation of new development themes through to their launch in the market, aiming to achieve both the realization of a sustainable society and business growth. We are currently advancing development on 6 themes.

*"Renso-Rensei 10%" free research program: An initiative that aims for a 10% success rate in commercialization by repeating a cycle of "Renso" (turning ideas into form one after another) and "Rensei" (refining the learnings gained through that process)

Started sample shipments of a magnetic noise suppression film built around our Analog Core Technologies

This product reduces noise and contributes to the safe operation of equipment in high-speed communication environments, such as those found in vehicles with advanced ADAS and in infrastructure systems. We began sample shipments in April 2026. By effectively leveraging the Analog Core Technology assets we have cultivated through magnetic tape and electrode manufacturing, we aim to bring this product to commercialization at an early stage.





Magnetic noise suppression film (EMC Countermeasure Components)

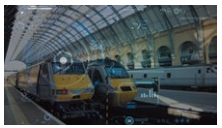
Analog Core Technologies
Magnetic material development + fine particle dispersion + high-precision coating + lamination process

Features
- A thin, flexible sheet achieved through highly dispersed, densely filled fine particles formed into a thin film
- A lineup that supports the recent shift to higher frequencies (in the GHz range)

Target markets


Smart factories


Automotive


Infrastructure

Development status and plans for all-solid-state batteries

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 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 from the latter half of fiscal 2024, following official customer approval. Going forward, we will continue to invest successively, primarily in small-sized batteries, in line with new developments and order volume.

Business strategy

	MEX26	Aiming for net sales of 30 billion yen in FY2030, making 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 Development of next-generation technologies	Consideration of large-scale capital investment Full-fledged business contribution	Commercialization as "permanent power sources" Contribute to the realization of a sustainable society

Deployment by application and collaboration with customers from fiscal 2025 onward

Data loggers for medical devices

Coin-type all-solid-state batteries achieving 4 times the capacity of conventional products are used in data loggers to monitor the cleaning process of medical devices



Temperature loggers for the food industry

Installed in temperature loggers used in high-temperature sterilization process



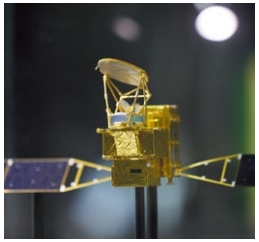
All-solid-state battery equipped module　Wireless charger

Realizing a fully sealed temperature logger with wireless charging module

Began joint research with JAXA

Demonstrating use in spacecraft through JAXA's space technology demonstration acceleration program

▶ See p. 25



Progress in the social implementation of all-solid-state battery modules

Starting with backup power modules for industrial robots, we are expanding toward maintenance-free operation across a wide range of sites. By providing a power module that integrates the battery with its peripheral circuitry, we make it easier to replace conventional products, which accelerates both the construction of backup systems that eliminate the need for battery replacement and the verification of their effect in reducing environmental impact.
As of September 2026, we are conducting demonstration tests at 10 companies in Japan.



Test operation launched at customer factories

SUBARU CORPORATION, Gunma Manufacturing Facility, Oizumi Plant
(From August 2025)
Installed in industrial robots and controllers at the Oizumi Plant of the Gunma Manufacturing Facility, a production site for engines and transmissions

KYOCERA Corporation, Kagoshima Sendai Plant
(From December 2025)
Installed in industrial robots and controllers at the Kagoshima Sendai Plant, a production site for semiconductor ceramic packages

Toward market expansion

Going forward, we aim to further integrate energy harvesting (power generation elements), communication modules, and other components, in order to develop module products that can be installed at any site without the need to consider power connections.



Providing optimal solution modules tailored to each application





Medical (high-temperature, high-pressure environments)

Infrastructure monitoring





Factory DX

Leveraging the strengths of our 4-region structure (Japan, North America, Europe, and Asia), we will increase technical touchpoints with customers around the world and contribute to solving the challenges facing society and our customers

Action Plan	Enhancing the value of the Maxell brand's core products and services
KPI	Conduct customer surveys and improve low ratings Improvement target: 50% or higher (during MEX26) (Progress as of the end of FY2025: improvement exceeded the 50% target)



Kenichi Sano
Executive Officer,
General Manager,
Marketing & Sales Division

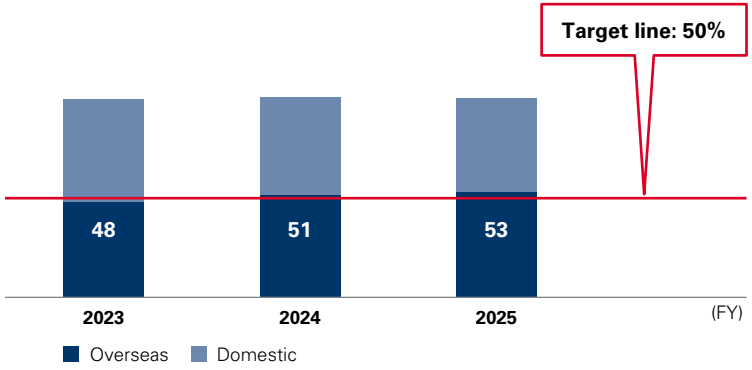
MEX26 policy and progress

In fiscal 2025, although sales of rechargeable batteries and semiconductor-related products struggled, an increase in sales of primary batteries kept overall net sales on par with the previous year, and the overseas sales ratio rose.

In fiscal 2026, to strengthen our global technical sales organization towards further sales expansion, we will increase the frequency with which engineers accompany sales staff on customer visits in Japan and overseas, and actively participate in exhibitions and seminars around the world. By listening directly to customer requests and swiftly developing and delivering products that solve their issues, we will earn their trust and drive business growth.

We are also conducting customer surveys in Japan and overseas, and we have been making steady progress in improving items that received low ratings as of the end of fiscal 2025.

Overseas Sales Ratio Trend



Activity example: 2026 Exhibitions and seminar presentations in the USA

March 4-5

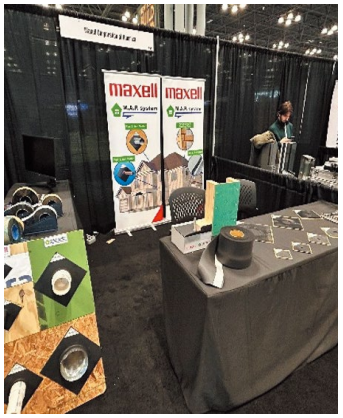
IMAPS Device Packaging Conference 2026 (DPC)



Introduced tapes for semiconductor manufacturing processes, precision electroforming technology, and package foundry services

March 18-19

New York Build 2026 EXPO



Introduced the M.A.P. system airtight material and butyl tape for construction

March 26

43RD ANNUAL International Battery SEMINAR & EXHIBIT



Genyo Kaneko, Chief Engineer at Maxell Corporation of America, spoke at a seminar titled "Recent Advances in Degradation Mechanism Research and Sample Development for All-Solid-State Batteries"



Initiatives for Growth

We have compiled the ways that non-financial capitals influence the 7 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 develop and carry out effective measures for areas that require reinforcement.

■ Non-financial capital with particularly high relevance

	Manufacturing Capital	Intellectual Capital	Human Capital	Social and Relationship Capital	Natural Capital
	Physical assets and infrastructure, needed for providing products and services	Intellectual property and organizational know-how, brands, systems, etc.	The capabilities, experiences, motivation, education, etc. of employees	Relationships, trust, and social networks with stakeholders	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 around our sites	Obtain SBTi validation for EMS*, 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. Reduction of environmental burden, efficient use of resources, energy management, etc.

Through innovating unique, original technologies and through our business activities, we are committed to contributing to "the Earth 100 years from now," where people, society and nature can prosperously coexist.

Basic policy for human resources strategy

Maxell Group's human resources strategy aims to ensure the diversity needed to drive innovation; build evaluation and development systems that cultivate proactive employees; and acquire, deploy, and develop the specialized talent that supports our business portfolio management.

1. Ensuring the diversity that drives innovation

Achieving the Maxell Group's vision of "creating maximum value (Maximum Excellence) for our employees, customers, and society through our unique analog core technologies" requires diverse perspectives. We are working to generate new kinds of innovation that help solve social issues by recruiting people of diverse attributes, values, and experience, and by promoting diversity and inclusion that draws on each individual's unique strengths.

2. Building evaluation and development systems that cultivate proactive talent

To put into practice the pillars of our human resources strategy under MEX26 "leveraging individual strengths," "working as a team," and "taking on challenging goals" we are focusing on developing talent who act proactively and autonomously. In addition to pursuing "sustainable development" through structured training programs that begin early in employees' careers, we are building systems that fairly evaluate both the willingness to take on challenges without fear of failure and the process behind those efforts, fostering a dynamic culture that embraces challenge.

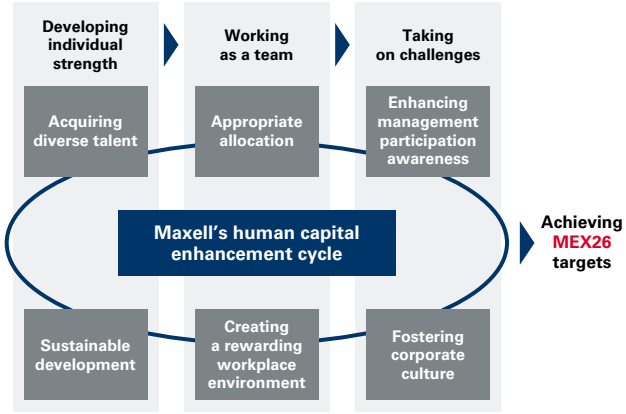
3. Acquiring, deploying, and developing the specialized talent that supports our business portfolio management

Expanding our 3 focus areas under the MEX26 growth strategy (Mobility, ICT / AI, and Human / Social Infrastructure) and driving new businesses such as all-solid-state batteries requires highly specialized personnel who can deepen and apply the Analog Core Technologies (mixing, coating, and forming) that are our core strength. To this end, we are using our talent management system to ensure the "appropriate deployment" of personnel, while also pursuing planned recruitment and development aligned with our business transformation, shifting human resources toward growth areas as a priority.

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 3 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, Maxell Group is also proactively hiring diverse talent with various skills and experiences, regardless of their nationality, gender, original industry and position. Our aim is to strengthen our organizational capabilities by making the most of talent with different values, sensibilities, and experiences. In fiscal 2025, Maxell hired 53 experienced professionals, of whom 30.2% were women. Against the backdrop of a roughly fivefold increase in mid-career hires over the past two to three years, we held a networking lunch for mid-career hires in fiscal 2025. As they shared a meal together in the company cafeteria, participants discussed their reasons for joining Maxell, their future outlook, and the company's unique internal rules and other topics common to mid-career hires, providing a valuable opportunity to deepen mutual understanding and build camaraderie.

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 (2) Career interview implementation ratio: 100% (3) Education for personnel evaluators: 2 times/year (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 3 areas: "Global," "Sales & Marketing," and "Technology."

In fiscal 2025, we provided group training to a total of approximately 400 participants, achieving a 100% completion rate for our company-wide education plan. Regarding skill mapping, we will continue developing skill maps for technical positions, with a view to using them for the future development and deployment of engineers.

Developing AI/DX engineers to drive innovation and boost productivity

Through educational opportunities in AI and DX, we aim to develop engineers who can drive innovation and improve productivity.

Specifically, we have provided "generative AI utilization training" aimed at on-the-job application, in which participants learn prompt engineering techniques and share real-world examples from the workplace. A total of approximately 110 employees have taken part. By steadily carrying out initiatives such as this, we aim to strengthen our ability to create new businesses that leverage AI and DX technologies.

We will continue to provide education and training in line with our plans in fiscal 2026 as well.

Embedding the talent management system

In fiscal 2024, we renewed our talent management system and expanded its scope, which had previously been limited to certain areas. This has made it possible to visualize and centrally manage human resources information such as employees' skills, work experience, and career aspirations.

In fiscal 2025, with the aim of rolling out this system to Group companies by fiscal 2026, we provided support tailored to each company's circumstances to help visualize human resources information and put the system to effective use.

Implementing career interviews

As part of our efforts to support each employee's career development, Maxell conducts career interviews for all employees. Using the e-learning function of our talent management system, we help both evaluators and employees being evaluated reaffirm the significance and purpose of these interviews, raising awareness of their importance. In addition, we monitor the status and quality of the interviews through a survey function, working toward continuous improvement.

As a result of these efforts, we achieved a 100% implementation rate for career interviews across all employees again in fiscal 2025. Going forward, we will continue to improve this framework and promote human resources development through dialogue.

Enhancing engagement through employee awareness surveys

At Maxell, we conduct an employee awareness survey once a year. We established 7 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 69% in fiscal 2025 compared with our target score of 90% or higher of positive respondents.

To reach our goal, we will implement company-wide 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)

FY2023	FY2024	FY2025
63%	66%	69%

Action Plan	Promoting diversity and inclusion (utilize diverse human resources and accept different values)
KPI	(1) Encouraging males to use childcare leave:100% usage rate (FY2025) (2) Recruitment ratio of new 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 again conducted interviews with women in management positions, speaking with one of Maxell's female senior managers about topics such as what changed and what stayed the same before and after becoming a manager, her career and goals as a young employee, and how she maintains a balance between work and personal life, etc. These insights into the career perspectives of women in management were shared with employees via the company intranet.

In new graduate recruitment, we have actively promoted the introduction of women employees' careers and company programs through our recruitment website, as well as recruiting activities led by women employees in technical fields. As a result, the average proportion of women among new graduate hires over the 3 years from fiscal 2024 through those joining in April 2026 was 66.7% in administrative positions and 30.2% in technical positions. The rate of paternity leave taken by male employees in fiscal 2025 reached 100%.

Proportion of women among new graduate hires

	FY2024	FY2025	FY2026
Technical	42.9%	26.7%	25.0%
Administrative	66.7%	87.5%	42.9%

*Ratio among hires with a bachelor's degree or higher

Rate of childcare leave taken

	FY2023	FY2024	FY2025
Male	43%	83%	100%
Female	100%	100%	73%

*Denominator is the number of female employees who gave birth and male employees whose spouses gave birth during the relevant fiscal year. Numerator is the number of female and male employees who took childcare leave at the time of childbirth, childcare leave, or other leave under childcare-related leave system during the relevant fiscal year.

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) (2) Achievement of the company-wide education plan: 100%, ongoing

Promoting workplace use of AI and DX to support work style reform

At Maxell, we are improving productivity by using generative AI and DX tools in the workplace to streamline routine tasks.

These efforts are also helping to reduce overtime hours, and we are advancing work style reform, including ensuring employees can properly take their annual paid leave, with the goal of achieving 1,850 total actual working hours per year by fiscal 2026.

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.

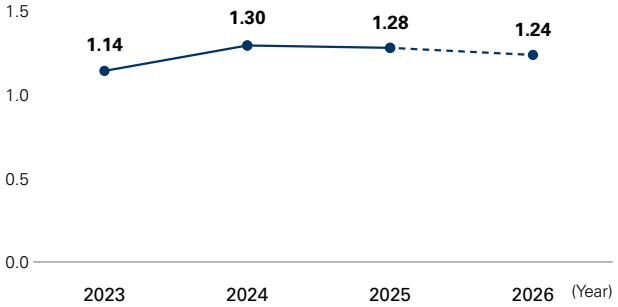
Occupational health and safety

Under the safety slogan "protecting safety and health takes priority over everything else," Maxell Group has promoted health and safety activities across all Group companies. As the organization responsible for overseeing health and safety across the Group as a whole, we have established a Company-wide Health and Safety Committee under the Risk Management Committee to drive these activities. At each business site, the site manager heads the organization, and the site's health and safety secretariat promotes health and safety activities under the direction of the site's health and safety committee chair.

Maxell has recorded zero serious occupational accidents resulting in death or lasting disability (including fatal accidents) for 6 consecutive years since fiscal 2020 (covering employees, post-retirement employees, regional contract employees, fixed-term regional contract employees, and temporary staff).

Going forward, we will continue to thoroughly implement measures to prevent occupational accidents, including risk reduction measures based on risk assessments and the operation of health and safety committees and internal safety patrols, striving to prevent serious occupational accidents before they occur.

5-year moving average total injury frequency rate



*The figure for 2026 is a target value.

Maxell Group Basic Policy on Occupational Health and Safety

Diverse Talent as an Engine for Transformation:
Maxell through the Eyes of Mid-Career Talent, and Their Outlook for the Future



In recent years, Maxell has brought in diverse mid-career talent at a scale exceeding that of new graduate recruitment. 4 employees active in different departments discussed Maxell's strengths as seen from an outsider's perspective, its personnel initiatives, and the challenges they hope to take on going forward.

A flat, open culture where even mid-career talent can speak candidly

Gosho Maxell is my third company. My previous job was also in the lithium-ion battery industry, and I joined Maxell because I felt I could put that experience to good use. Since joining, what has struck me most is the culture here, where even new employees feel free to speak their minds without hesitation.

Ishida I feel that same culture. At Maxell, everyone addresses each other with "san," regardless of rank, which keeps even senior staff approachable and makes it easy to speak up. In my previous job, I worked in quality assurance at a raw materials manufacturer, responding to inquiries and requests from customers. I moved to Maxell wanting to put that experience to use in a new way, connecting our procurement partners with the Company from the inside and helping build and improve our procurement systems. The Procurement department in particular has been actively recruiting mid-career talent, and both regularly hired employees and mid-career hires exchange opinions candidly, with good proposals quickly adopted.

Gosho I believe it's precisely this culture that made it possible to achieve mass production of all-solid-state batteries, a project I led. When we handed the technology over from the New Business Producing Division, where it was developed, to the business division, things didn't go smoothly at first. But by exchanging opinions and meeting each other halfway, we were able to steadily make improvements. In a company with a strong top-down culture, a project as time-consuming as all-solid-state battery development might well have been cancelled partway through. I think we only got there because everyone on the ground pulled together and stayed patient.

Adachi From my perspective in HR, I can really feel that "once a decision is made, it's carried out quickly." In my previous job, I also worked in HR and general affairs at a manufacturing company, and even something like revising a personnel system moves from decision to implementation much faster at Maxell. I changed jobs because I wanted to be involved in HR planning and coordination, on the side that designs the systems. Reading Maxell's integrated report, I got the sense that this is a company that genuinely values its people, and I was drawn to its focus on career recruitment, its robust rank-based and selective training programs, and its progress on work-style reform. Maxell has a diverse workforce that's easy to talk to; I can speak my mind without hesitation and know it will be heard. I currently handle labor relations, and we have a healthy relationship with the labor union, where we can discuss issues together with a shared mindset of working to make things better.

Ishida I feel the ease of speaking up that Adachi mentioned in my own work every day. The Procurement team is eager to learn: on top of keeping up with evolving regulations such as the EU Battery Regulation and Japan's Act on Preventing Delay in Payment to Small and Medium-Sized Entrusted Business Operators in Relation to Manufacturing Consignment, everyone is also proactively studying sustainability issues like the environment, human rights, and responsible mineral sourcing. We have lively discussions while being mindful of risk management as we work to build win-win relationships with our procurement partners.

Fukuyama From my position in sales, I also sense this "culture of not shooting ideas down." When I was job-hunting, I wanted to stay in sales, as I had been in my previous job, and I was looking for a company committed to new product development and opening up new markets. Maxell's website gave me the impression that the company was serious about developing new products, and what sealed the decision was hearing, during my interview, that Maxell wanted to "create unique, world-first products that no one else has." I'm now in charge of cross-selling within the Marketing &

Sales Division, and I've found that no one shoots down a sales strategy I've put together; instead, the culture here encourages giving it a go first.

Gosho The Marketing & Sales Division handles a really wide range of products, doesn't it?

Fukuyama That's right. We cover a wide range of products, from batteries and adhesive tapes to IC cards and lens units, and I can use my own judgment in making proposals to all kinds of customers. Sometimes I'll approach a customer to develop new business in batteries, and they end up expressing interest in our adhesive products instead. Many of our products require technical explanation, so I put together strategies that include things like holding private exhibitions and product briefings on a regular basis at customer sites.

Robust systems that support the growth and challenges of diverse talent

Fukuyama On the topic of talent development, Maxell operates globally, and there's a solid framework in place for mid-career and younger employees to take on global challenges too. Milestone training programs such as career training, chief-level training, and section-manager training also give people the chance to interact with many colleagues across division lines. I try to make the most of these programs while thinking independently and taking the initiative in whatever work I'm assigned.

Adachi From an HR perspective too, rank-based training and selective training programs are systematically structured and firmly institutionalized. You can really feel the philosophy of "supporting employees' growth" at work day to day. As for performance evaluation, I've only been here a little over a year, but I've never felt at a disadvantage for being a mid-career hire. Regardless of background or attributes, we have a system and culture that properly evaluates each person's results and contributions.

Gosho The nature of training has changed, too. In the past, most programs were aimed at bringing younger employees together, but in recent years, learning has increasingly been expected of people the higher they rise. At Maxell as well, management training now takes a discussion-based format, where participants learn what it means to be a leader and how to communicate with subordinates, and can apply these lessons to things like evaluating their team members.

Ishida When it comes to development, one big appeal is the support Maxell offers for obtaining outside qualifications and attending external seminars. There are programs that specifically encourage learning in highly specialized fields such as export-related work, and as a mid-career talent, I'd like to draw on my own experience while building up new skills. Going forward, I hope to see education tailored to specific areas of expertise become even more robust, creating an environment where each employee's specialization can flourish.

Strengthening cross-functional collaboration to drive growth across the group

Gosho In terms of challenges, many Maxell employees are kind-hearted people, and that can lead to a tendency to proceed on the basis of good faith. However, in design work, we are implementing improvements to examine potential risks more objectively and in greater depth. These improvements include expanding our analytical methods and adding more detailed analysis materials to design reviews. We've also brought in DX and AI, but human judgment is still essential for identifying the things that can't be assessed mechanically.

Fukuyama From my position in sales, I often think about the balance between "making a good product" and "making something that sells." The drive to "make a good product" is very strong in the R&D, design, and manufacturing departments, but there are times when, from a sales perspective, I find myself wondering, "will this really sell?" That's exactly why it's important for the sales department to properly share customer feedback with each of these departments.

Another challenge is that know-how tends to remain with individuals rather than being documented, and I'd like to shift sales away from an individual based approach toward a model where the team can work together.

Gosho The sales team's willingness to convey customer feedback is a real help to those of us on the manufacturing side, too. I'd like to draw on my own experience to date and contribute wherever I can be of use.

Ishida Cross-functional collaboration is something that resonates with the challenges I see in my own work. The environment surrounding procurement is growing more complex, with geopolitical risks and fluctuations in raw material supply. There have been real cases where developments overseas required us to check the impact on raw material supply, and this reaffirmed for me how important it is to share information with related departments early and quickly grasp the impact on our business. BCP and sustainability initiatives aren't something Procurement can handle on its own. I want to work with other departments to strengthen risk management across the entire supply chain and contribute to sustainability management for the company as a whole.

Adachi Company-wide collaboration also matters when it comes to embedding HR systems. While we're fast at creating new systems, each business division and Group company has a different history and organizational background, so how well these systems take root varies. I want to keep building frameworks that consider how a system will actually be used once it's in place, and in doing so, contribute to the growth of the Group as a whole.



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

Action Plan	Evolution of unique, original technologies that generate new value
KPI	Number of patents related to next-generation development technologies: 1.5 times in 5 years (FY2022-FY2026) (Interim progress: 1.8 times as of the end of FY2025)



Tatsuya Yamamoto
Executive Officer
General Manager,
IP Innovation Division

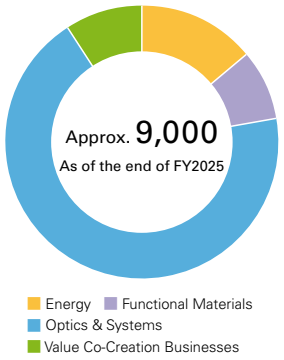
Basic policy

Maxell strives to maximize the value of IP through 3 pillars: "IP fundamental operations," which are the creation, nurturing, and management of rights for the purpose of appropriate IP protection; "innovation activities" with unique, original technologies; and active "IP utilization."

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.

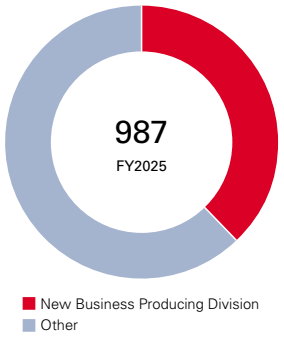
At the same time, we are maintaining an attitude of respecting the IP of other companies in order to build a fair business environment, such as by carefully checking other companies' patents from the early stages of research and development.

Domestic and International Patent Status



Continuously maintain the same number of patents

Number of Domestic and International Patent Applications



40% of all patent applications are new business-related

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.

Improving the efficiency of IP operations

Promoting visualization

By introducing automation technologies such as Robotic Process Automation (RPA), we are able to monitor internal and external KPIs and other IP activities in real time. This allows us to make faster operational decisions on IP activities in line with the latest developments in technology within each business.

Improving productivity

Leveraging the software development expertise we have cultivated through video equipment development, we are promoting the in-house development and use of software for various IP-related functions. Through this, we are automating, speeding up, and reducing the workload of operations, thereby improving the productivity of IP activities that contribute to our businesses.

TOPICS: Selected for "Asia IP Elite" for the sixth consecutive time

Maxell was once again selected for "Asia IP Elite 2025" by IAM*, an international IP media outlet, in fiscal 2025. This award recognizes companies that take an active role in utilizing IP and adopt innovative approaches to drawing value from it. In 2025, 101 companies were selected (including 25 Japanese companies), marking Maxell's sixth consecutive selection since 2018 (the awards were suspended in 2020 and 2021 due to the COVID-19 pandemic). We will continue to promote our IP activities through excellent technology development.

*Intellectual Asset Management



We regard addressing global environmental issues as an urgent priority, and have introduced an environmental management system to advance group-wide efforts.

Environmental management

Under the Maxell Group Environmental Policy established in 2025, Maxell Group works to reduce the environmental impact of its manufacturing activities. We have identified "Creating Economic Value through Environmental Activities" as a key management issue (Materiality) and are conducting business operations with the goal of reducing overall CO_2 emissions.

In 2023, we determined the targets of our environmental activities. To achieve a carbon-free society, we will continue to conduct energy-conservation activities at our plants, introduce renewable energy, and utilize non-fossil certificates. We will also contribute to realizing a sustainable society through the societal implementation of decarbonization technologies developed by Maxell Group, such as the "electrolysis reactor" used in the electrolytic reduction of CO_2. In March 2025, we submitted a commitment letter to obtain SBTi validation 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.

Maxell Group Environmental Policy

Environmental Action Plan for fiscal 2025

Based on the belief that environmental activities and contribution to business performance should be managed in an integrated manner, Maxell Group aims to motivate its workforce by managing annual indicators based on production intensity (amount consumed/amount produced), which make improvement efforts visible.

In fiscal 2025, we achieved our targets for energy consumption intensity per production and water consumption intensity per production. Regarding waste generation intensity per production, however, we fell short of our target, mainly due to non-recurring disposal of equipment. We will continue our efforts to reduce waste generation and drive further improvement.

Environmental activity targets

Initiatives toward achieving a carbon-free society	
FY2050 Achieve carbon neutrality	Subject: Scope 1 and 2 emissions (global)
FY2030 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 - Achieve waste intensity per production*1 of 0.0450 (tons/million yen) or less (19% reduction vs FY2021) - 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 FY2025*2

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

NO.	Action targets		Classification*3	FY2025 Targets	FY2025 Results	FY2025 Evaluation	FY2026 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	25	25	☆☆☆	26
6	Energy	Intensity per production x 10^{-3} (kL/million yen)	Domestic/overseas plants	380	355	☆☆☆	359
			Domestic plants	315	319	☆☆	317
		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	528	641	☆	607
		Recycling ratio (%)	Domestic/overseas plants	70	93	☆☆☆	70
8	Water	Intensity per production x 10^{-2} (m^3/million yen)	Overseas plants	904	850	☆☆	820

*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.
*4 Environmentally and CSR/CSV conscious products are products that meet either the criteria for environmentally conscious products or CSR/CSV conscious products.

In fiscal 2025, 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 202 tons of fluorocarbons, a volume that is below the reporting threshold.

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" 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 as 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 have been certifying and honoring these since 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 approvals

In fiscal 2025, we approved 8 products as Eco Excellence. Examples include the FeliCa* Lite-S IC card, which uses recycled PET bottle material, and MX Foam, a foamed polycarbonate sheet that helps reduce CO_2 emissions by cutting plastic usage.

*FeliCa is a registered trademark of Sony Corporation.

See the column on the next page for details.

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) (2) Domestic renewable energy ratio (= Renewable energy used/total electricity): 15% (FY2030) (3) Waste intensity per production: 0.0500 tons/million yen or less (FY2026)

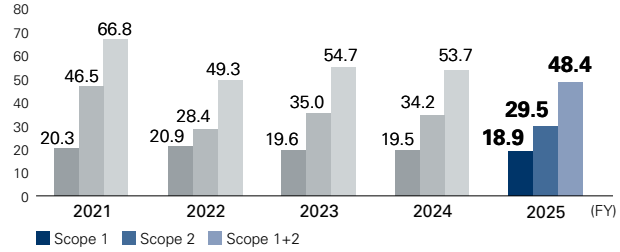
Prevention of global warming

As part of our plant electricity-saving measures, 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 2025 we updated our boilers and air conditioning facilities, etc., 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 22.2%.

In fiscal 2025, our domestic CO_2 emissions decreased by 10% from the previous year, while overseas emissions decreased by 36%, leading to an overall decrease of 20% across the Group as a whole (Domestic: decreased by 48% compared to fiscal 2013). We achieved this reduction through the promotion of energy-saving activities, the introduction of solar PPA, and an improved non-fossil certificate ratio domestically, and, overseas, through factors such as the discontinuation of lithium-ion battery production at our China plant.

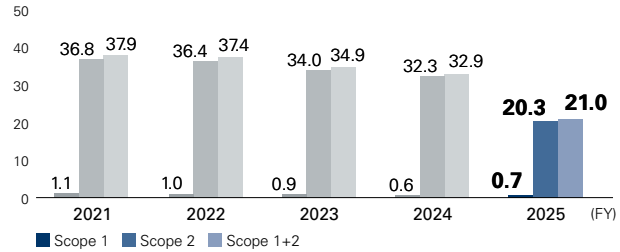
CO_2 emissions (Scope 1 and 2*1)

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-CO_2/MWh for all countries)

FY2025 Eco Excellence award-winning products

MX Foam (polycarbonate foam sheet)

Achieves weight reduction while maintaining strength, contributing to a lower environmental burden across a wide range of automotive and industrial applications.



Satoki Taniguchi
Technical Marketing Section
Marketing Strategy Department
Marketing & Sales Division

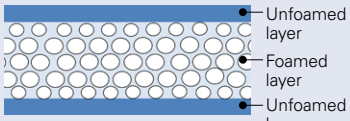
Evaluation criteria

(1) CO_2 reduction (2) Weight reduction (5) Recyclability at disposal

MX Foam (polycarbonate foam sheet) was developed in response to growing demand for replacing metal parts with resin and reducing the amount of resin used in the process. Applying our proprietary foam molding technology, RICFOAM, the product uses a 3-layer structure with unfoamed surface layers and a foamed core layer, reducing resin usage by approximately 27% while maintaining the same rigidity as non-foamed sheets. It also helps reduce CO_2 emissions during raw material production and reduces the environmental impact of logistics.

Another key feature of this product is that it uses nitrogen gas rather than chemical agents as the foaming agent. Since the foaming agent contains no impurities, the material is easy to recycle back into polycarbonate raw material after use, and this was recognized as a contribution to realizing a recycling-oriented society. The product is currently offered in large-format sizes of 1,000 mm x 2,000 mm for applications that require both strength and light weight, such as large automotive parts, industrial transport trays, and communication equipment housings.

This was the first development project I was assigned after joining the company, and I have been involved from material and sheet design all the way through to launching the production line. Having gone through so much trial and error to select the optimal materials for foaming and establish the manufacturing conditions, receiving this Eco Excellence approval is an especially rewarding and proud moment for me. Balancing environmental performance with product specifications is never easy, but I will continue to treat environmental performance as an essential requirement, looking deeply into the markets' and customers' underlying challenges, and keep evolving this product into one that is truly needed by society.



Sheet structure


Automotive tailgate mock sample

Main target applications

- Automobiles, motorcycles
- Communication equipment, antennas
- Large home appliances, robots
- Industrial trays, cases

Environmentally conscious FeliCa*1 Lite-S card

An IC card made from used PET bottles that makes a company's environmental commitment visible



Yoshikazu Kameda
ID System Design Section
ID & Security Business
Development Department
Optics & Systems Division

Evaluation criteria

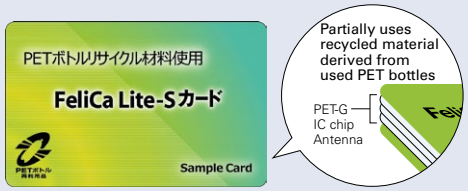
(3) Use of recycled materials / materials with low environmental burden (alternative materials)

The environmentally conscious FeliCa Lite-S card is a contactless IC card with an embedded IC chip that uses PET-G*2 along with recycled material derived from used PET bottles consumed and collected within Japan as part of its base material. It can be used for a wide range of applications, including employee ID badges, entry and exit management, and electronic tickets. Because the PET Bottle Recycling Recommendation Mark can be printed directly on the card, customers who adopt it can visibly demonstrate their environmental commitment, helping to raise environmental awareness among users as well.

This product was born out of a need to leverage our technology to create an environmentally conscious IC card, against a social backdrop demanding responses to the plastic waste problem and global warming. During development, we set a goal of maximizing the proportion of recycled PET bottle material used, and took on the technical challenge of incorporating recycled material into more than 50% of the card's total thickness. One of this product's major distinguishing features is that we ultimately obtained the recycling recommendation mark from the Council for PET Bottle Recycling.

Encouraged by this award, we will continue our environmentally conscious efforts and work to further popularize and expand sales of our IC card products. As a presence supporting social infrastructure, we will keep providing IC card products that help solve challenges for both companies and society.

*1 FeliCa is a registered trademark of Sony Corporation.
*2 Glycol-modified polyethylene terephthalate that emits fewer harmful gases when incinerated compared to polyvinyl chloride (PVC)

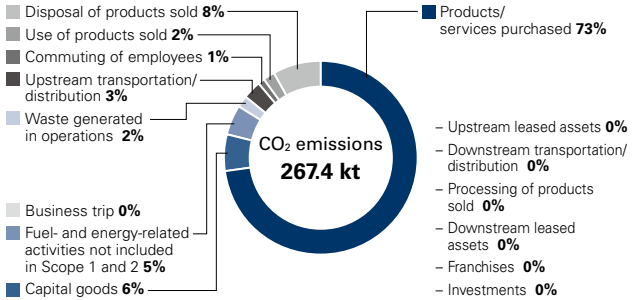


Recycled material used in more than 50% of the card's total thickness, earning the PET bottle recycling recommendation mark

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.

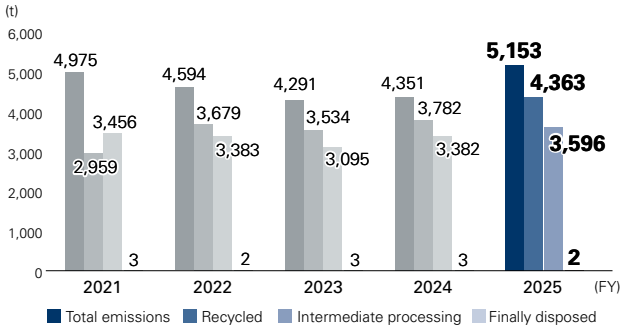
Furthermore, at Maxell Group, we are working toward "Zero emissions"*1 by ensuring thorough waste separation, promoting the monetization of valuable waste through information sharing at each business site, and expanding and enhancing in-house intermediate processing. For example, during our lithium-ion 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 (102 tons in fiscal 2025). In our primary battery manufacturing process, in addition to the silver oxide that we always recover (2.3 tons in fiscal 2025), we began recovering zinc (0.5 tons) and copper (0.02 tons) as well starting in fiscal 2025, further strengthening our resource circulation efforts.

The amount of waste and valuable materials generated domestically in fiscal 2025 was up 35% compared to the previous fiscal year. As a result of our intensified recycling efforts, domestic manufacturing bases achieved zero emissions for 25 consecutive years.

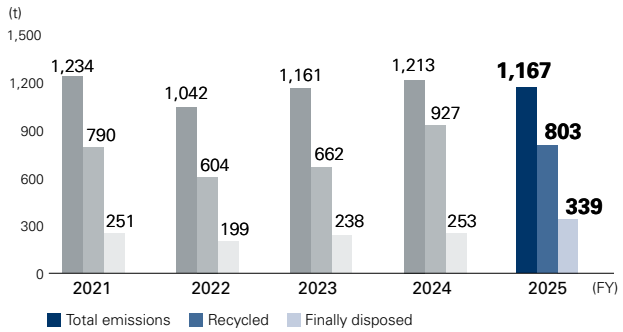
*1 Criteria for zero emissions (criteria for each business site): Final waste disposal volume less than 5 tons/year and final disposal ratio less than 1%/year

Situation of waste, etc.

Domestic



Overseas



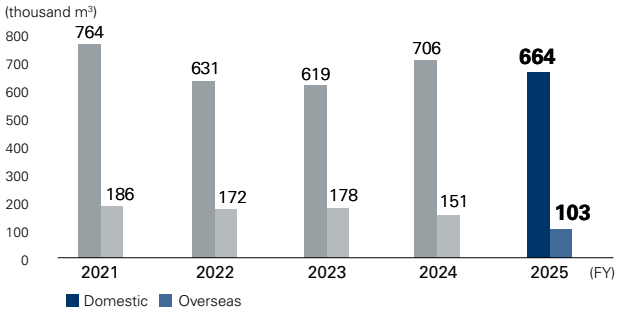
Water consumption reduction initiatives

Maxell Group works to conserve water resources by reducing water consumption in its manufacturing processes and reusing water once it has been used.

In fiscal 2025, water usage decreased by 6% year on year at domestic Group business sites and by 32% at overseas Group business sites in high water-risk areas*2 (mainly due to the discontinuation of prismatic lithium-ion battery production at our plant in China), resulting in an overall Group-wide decrease of 10%. 4 overseas business sites in high water-risk areas (located in China, Malaysia, and Indonesia) set annual intensity targets and work to reduce their water usage.

*2 Identified through the WRI Aqueduct water risk assessment

Water consumption



We carry out scenario analysis in line with the guidance set out by the Task Force on Climate-related Financial Disclosures (TCFD), and work to disclose information related to risks and opportunities.

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.

Climate-change related matters that were confirmed and decided by the Environmental Committee in fiscal 2025

1. Conducted reviews related to the establishment of the "Maxell Group Environmental Policy"
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. Approved Eco Excellence products

Strategy

In May 2025, Maxell Group integrated its Environmental Conservation Action Guidelines, established in June 1996, and its Environmental Vision, established in July 2023, to form the new "Maxell Group Environmental Policy." The aim was to communicate our environmental commitments to stakeholders simply and clearly. Through this policy, we protect the global environment, uphold laws and regulations, provide environmentally conscious products and services, and engage in initiatives to educate employees and raise their awareness, while also incorporating content on biodiversity, an environmental issue that has drawn growing attention in recent years.

Our climate-change scenario analysis for the entire Group was completed in fiscal 2023. We focused on the production sectors where Maxell Group is likely to be most affected by climate change, and envisioned society under temperature rise scenarios of 1.5°C and 4°C, identifying risks and opportunities while also considering our response to 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 address the business impact of changing consumer behavior, we have established an initiative to demonstrate our "environmental contribution," a concept that is drawing growing attention in society. Under this initiative, we certify products and initiatives as "Eco Excellence" when they achieve a certain level of improvement over conventional products or competitors' products in at least 1 of 5 areas: 1) CO_2 reduction, 2) weight and volume reduction, 3) use of recycled or low-environmental-impact materials (alternative materials), 4) extended product life, and 5) recyclability when disposed of. We also certify products or initiatives that are innovative and environmentally conscious, even when they do not fall under any of these 5 areas. We will continue to reduce risk by promoting products and services that help solve social issues.

For the risks under the 4°C temperature rise scenario, we consider our response in 2 phases: a disaster prevention phase aimed at protecting human life and reducing physical damage, and a business continuity phase aimed at minimizing business damage and ensuring the continuity and early recovery of critical operations. We will strengthen our resilience against business interruption risks, including consideration of our own operations and our supply chain, in order to minimize damage from the perspective of our business continuity plan.

Based on our climate-change related scenarios, we believe that products developed by utilizing the Analog Core Technologies held by each of Maxell's business divisions will create significant business opportunities.

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)

Overview of scenario analysis

Working together with our procurement partners, we respond flexibly to every kind of risk as we build a robust supply chain and achieve sustainable growth together.

Procurement growing together with partners

Maxell Group regards its procurement partners not merely as trading partners, but as important partners with whom we create value and achieve sustainable growth together. Amid changes in market conditions, geopolitical risk, fluctuations in raw material prices, and growing demands for sustainability, we are building mutual trust through fair and transparent transactions, and working to achieve a robust supply chain.

Guided by our open-door philosophy, we place great importance on dialogue with a wide range of procurement partners in Japan and overseas, and pursue co-creation from multiple perspectives that go beyond quality, cost, and delivery times to include technological capabilities and initiatives on the environment and human rights. Through sustainable procurement, human rights due diligence, and responsible mineral sourcing, we aim to fulfill our social responsibilities while enhancing corporate value.

Through these initiatives, we will deepen our collaboration with procurement partners, drawing on each other's strengths to contribute to stable supply, stronger competitiveness, and the realization of a sustainable society. Even in an era of rapid change, we aim to build a supply chain in which we overcome challenges and continue to grow together.

Maxell Group

Procurement Policy

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

3 pillars of procurement activities

1 Promoting procurement activities linked to ROIC management	2 Enhancing product competitiveness through material cost management	3 Promoting sustainable procurement
Cost planning Integrated procurement Global procurement	Cost planning Value Analysis/Value Engineering (VA/VE)	CSR procurement BCP Compliance

Building sustainable partnerships with our procurement partners

Sustainable procurement management structure

To fulfill our social responsibilities across the entire supply chain, the entire Maxell Group collaborates on sustainable procurement. Targets and activity plans are discussed by the group-wide Procurement Risk Management Subcommittee, made up of procurement department members from Group companies, and are then communicated and firmly instilled throughout the Group, ensuring reliable implementation.

Procurement Risk Management Subcommittee

Maxell Procurement & SCM Department	Maxell Frontier Procurement Department	Maxell Izumi Procurement Department
Maxell Kureha Procurement Department	Ube Maxell Kyoto Procurement Department	Maxell Sakura Procurement Department

Efforts on procurement BCP

The entire Maxell Group is working to strengthen procurement BCP, with the aim of continuing procurement operations even in the event of a crisis*, and minimizing the impact on the Group's business and on society.

To minimize the impact when such an event occurs, we are promoting measures such as standardizing and using generic parts, adopting multi-vendor sourcing, diversifying and creating mutual backup among production sites, securing inventories, and securing alternative products. In addition, we are compiling supply chain information covering not only our primary suppliers but, wherever possible, secondary and further-tier suppliers as well, so that we can identify supply bottlenecks involving key components or materials sourced from a single company, and thereby maintain a state of readiness for emergencies.

*Events that create a risk of business interruption, such as natural disasters or infrastructure failures.

CSR procurement self-assessment

Maxell Group works to understand and improve compliance with the Maxell Group Supply Chain CSR Procurement Guidelines among its procurement partners, using a Self-Assessment Questionnaire (SAQ) that evaluates "labor (human rights)," "health and safety," "environment," "ethics," and "management systems," in line with the Responsible Business Alliance (RBA) Code of Conduct, as well as "quality and information security," a category unique to Maxell Group. For procurement partners graded D or C in the SAQ results, we clarify the issues through audits and the issuance of improvement request letters, and follow up to support their improvement. At the same time, we continuously check on the status of corrective actions and reflect the results in subsequent SAQs and evaluations, helping to raise the level of CSR compliance across the entire supply chain.

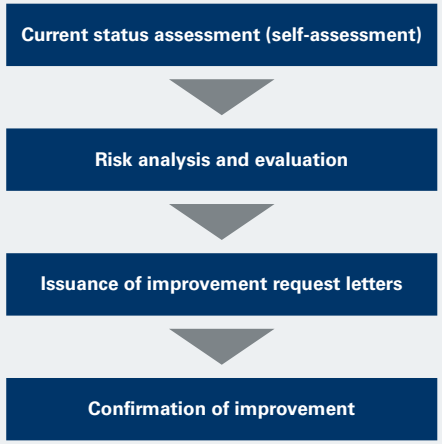
In fiscal 2025, we received responses from 381 companies. No company received a D grade in the assessment results, while 69 companies received a C grade. We provided individual feedback to each company, and have asked them to create and implement plans for improvement. Going forward, we will expand Maxell Group's human rights due diligence initiatives across the supply chain as a whole, and realize sustainable and responsible procurement in collaboration with our procurement partners.

CSR procurement self-assessment survey results (FY2025)

Grade	Number of companies
A	201
B	111
C	69
D	0
Total	381

CSR Procurement Self-Assessment Grades

CSR procurement self-assessment process



SAQ scope

- **Direct materials**

Raw materials, procurement partners accounting for 80% of the Group's procurement value

- **Other*1**

Procurement partners with a permanent presence at production sites

Procurement partners with regular transactions, such as for equipment and machinery

SAQ question structure

	Category	Number of questions
1	Labor	23
2	Health and safety	22
3	Environment	18
4	Ethics	15
5	Quality and information security	9
6	Management system*2	19
	Total	106

*1 Selected based on procurement value, including Group companies
*2 Includes questions on management system evaluation and the protection of indigenous peoples

Responsible mineral procurement

Maxell Group conducts investigations on minerals (3TG: tin, tantalum, tungsten, and gold, as well as cobalt and mica) mined in conflict-affected and high-risk areas based on the OECD Due Diligence Guidance, using the CMRT and EMRT reporting templates provided by the RMI, to ensure supply chain transparency and assess risk.

Based on the survey results, when an uncertified smelter is found to be in use, we request that it be switched to a certified smelter, and recommend avoiding the use of high-risk smelters. Through such initiatives, we aim to increase the effectiveness of responsible mineral procurement across all supply chains and improve the usage rate of certified smelters.

Responsible mineral procurement survey results (FY2025)

Category	Tin	Tantalum	Tungsten	Gold	Cobalt	Mica
Number of identified smelters	70	34	48	173	90	31
Number of CFS-certified smelters*3	51	32	32	91	52	7
Number of Active smelters	1	0	1	2	2	0

*3 Smelters/refiners certified under the Responsible Minerals Assurance Process (RMAP)

Supply Chain Management (SCM) details

Maxell Group is actively promoting cross-functional collaboration among business divisions and Group companies to create synergies across the Group.

Conducting Group internal audits

As of March 31, 2026, Maxell Group has 5 domestic and 13 overseas consolidated subsidiaries, and internal audits of all Group companies are conducted every other year. In fiscal 2025, internal audits were conducted at 6 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 subsidiaries

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

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 platform

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

We are making steady progress toward our goal of completing the integration of an IT platform for basic business operations by fiscal 2027. In fiscal 2025, we completed the rollout to the one remaining domestic Group company that had not yet been integrated. In fiscal 2026, we are proceeding with implementation at a company newly added to the Group through M&A.

Action Plan	Implementing governance to maximize group synergies (technology, marketing)
KPI	(1) Marketing: Creation of at least 3 new business development themes per year, reviewed across the Maxell Group (2) Technology: Creation of at least 3 patents per year relating to synergies across the Maxell Group

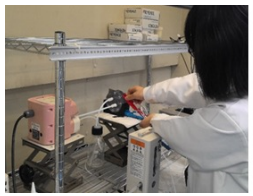
Utilizing Group-wide cross-functional organization

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 ideal feature to be realized in 2030.

In fiscal 2025, we achieved our KPIs by promoting both the newly launched new business development themes in addition to the themes continuing from the previous fiscal year, and pursuit of 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.




Networking event

In fiscal 2025, we held 4 networking events for senior manager-level staff and 5 for working-level staff, identifying approximately 28 issues across the Group and discussing the mutual use of technologies. We are working to protect and grow business value by broadly leveraging the technologies held by each Group company across the entire Group, while preventing the leakage of technology to other companies through in-house production and patent applications.

Maximize synergies through the company-wide initiative MI (Maxell Innovation) activities to create innovation

Since fiscal 2019, Maxell has been implementing a project called "MI (Maxell Innovation) activities," which aims for the 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 2025, we again held a pitch contest in the form of new business proposals by internal and external training and activity program teams, with external judges also taking part. Through these activities to date, hundreds of themes have been collected, and some of these, such as an application using adhesives, have advanced as far as the PoC* stage.

*PoC: Proof of Concept. A process for verifying the feasibility and expected effects of a new idea or technology before full-scale development



Pitch contest

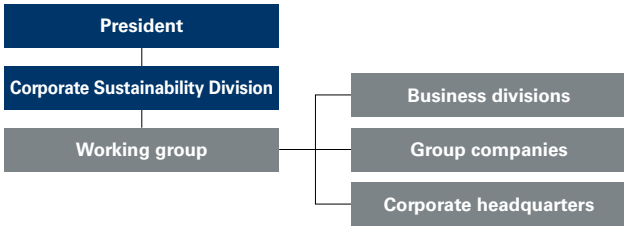
Through pursuing innovation in unique, original technologies and the related business activities, contributing to "the Earth 100 years from now," where people, society and nature can prosperously coexist

Sustainability promotion organization

Based on the Corporate Sustainability Vision, Maxell Group develops products and businesses globally that address challenges in people's lives and in society, and continues to create social, environmental and economic value. To realize this vision, we are implementing sustainability management guided by 2 concepts as our compass: "thinking and evaluating from a medium- to long-term perspective" and "balancing the creation of social and environmental value with economic value."

The Corporate Sustainability Division, which serves as the driving force behind these efforts, has formed a working group made up of sustainability promotion officers from each business division, Group company and corporate headquarters. The division holds regular liaison meetings to share directions and promote sustainability measures, and it has established a system for reporting important matters to the President on a regular basis, as well as for deliberation as needed.

Sustainability Promotion Organization



Key initiatives in fiscal 2025

- Launched the "Maxell Group Environmental Policy"
- Announced the "Declaration of Partnership Building," aiming for collaboration and mutual prosperity with our business partners
- Began full-scale operation of solar power generation facilities at Maxell Tohshin (Malaysia) Sdn. Bhd.
- Accelerated efforts toward obtaining SBTi validation (aiming to obtain validation during FY2026)
- Reviewed the operational criteria for the Eco Excellence system to promote more active use

Corporate Sustainability Vision

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 Maxell Group to be realized in 2030 to a wide range of stakeholders and deepen their understanding.

In fiscal 2025, we moved into a full-scale operational phase, integrating this framework with the business strategy of our Mid-Term Management Plan MEX26. We will continue to translate our 7 materialities and their related action plans into concrete activities aimed at resolving these important issues, while reviewing and updating them in line with our next Mid-Term Management Plan, with the aim of further enhancing corporate value.

August 2021 Identification of Materialities

▼

August 2022 Established KPIs for materialities

▼

August 2024 Newly established KGIs and revised KPIs

▼

From FY2026 Review of materialities in line with the next Mid-Term Management Plan

Materiality Analysis Process

STEP 1	**Extracting Social Issues and Recognizing Company Direction** Identified and listed global social issues from various guidelines, aligning with the mid-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** 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** Collected feedback from investors, specialists, and experts to objectively evaluate important items for the company.
STEP 4	**Selecting Importance at the Management Level and Deciding Action Plans** Selected 14 items that were important to both stakeholders and the company from the 33 items identified through STEP 1 to 3. Through discussions with directors, narrowed them down to 7 items. Simultaneously, decided on 18 action plans necessary to solve the issues.
STEP 5	**Internal Approval** The Board of Directors approved the 7 items and 18 action plans, determining them as key issues for Maxell.

Aiming for highly transparent management

Alongside its Group-wide transformation, Maxell has continuously strengthened its governance, such as through enhancing the independence of the Board of Directors and the Nomination and Remuneration Committee, and reforming its remuneration system. Going forward, we will continue to further strengthen governance in order to achieve sustainable growth and enhance corporate value over the medium- to long-term.

	Mid-Term Management Plan			
	NMI17 (FY2015 to FY2017)	MG20/MG20R (FY2018 to FY2020)	MEX23 (FY2021 to FY2023)	MEX26 (FY2024 to FY2026)
Clarification of management policy	**October 2017** Established the brand slogan "Within, the Future" with the aim of clarifying the identity of Maxell brand and re-establishing the corporate brand	**August 2020** Established "MVVSS (Mission, Vision, Value, Spirit, Slogan)," which defines the mission Maxell Group should carry out, the future it aims to realize, and the value it commits to provide		**April 2026** Established the corporate byline "Micro batteries. Maximum impact." to clarify the business areas on which the Group is focusing
Enhancement of the oversight function	**June 2016** Established a voluntary Nomination and Remuneration Committee to enhance the transparency of nominations and remuneration			**June 2026** To enhance the oversight function, made independent outside directors a majority of the Board of Directors, and composed both the Nomination and Remuneration Committee and the Audit and Supervisory Committee entirely of independent outside directors
Composition of the Board of Directors *After approval at the General Meeting of Shareholders	**June 2017** Outside directors 2 / 7 (including 0 women)	**June 2020** Outside directors 4 / 9 (including 1 woman)	**June 2023** Outside directors 3 / 8 (including 1 woman)	**June 2026** Outside directors 4 / 7 (including 2 women)
Ensuring the effectiveness of the Board of Directors	**October 2015** Established the Corporate Governance Guidelines as the basic policy on corporate governance **2016** Began evaluating the effectiveness of the Board of Directors			
Director remuneration system (sharing interests with shareholders)		**June 2018** Introduced performance-linked share-based remuneration as a medium- to long-term incentive	**April 2021** Changed the remuneration KPI to ROIC to promote management with a focus on ROIC	**April 2024** Increased the ratio of performance-linked share-based remuneration to strengthen incentives for enhancing corporate value



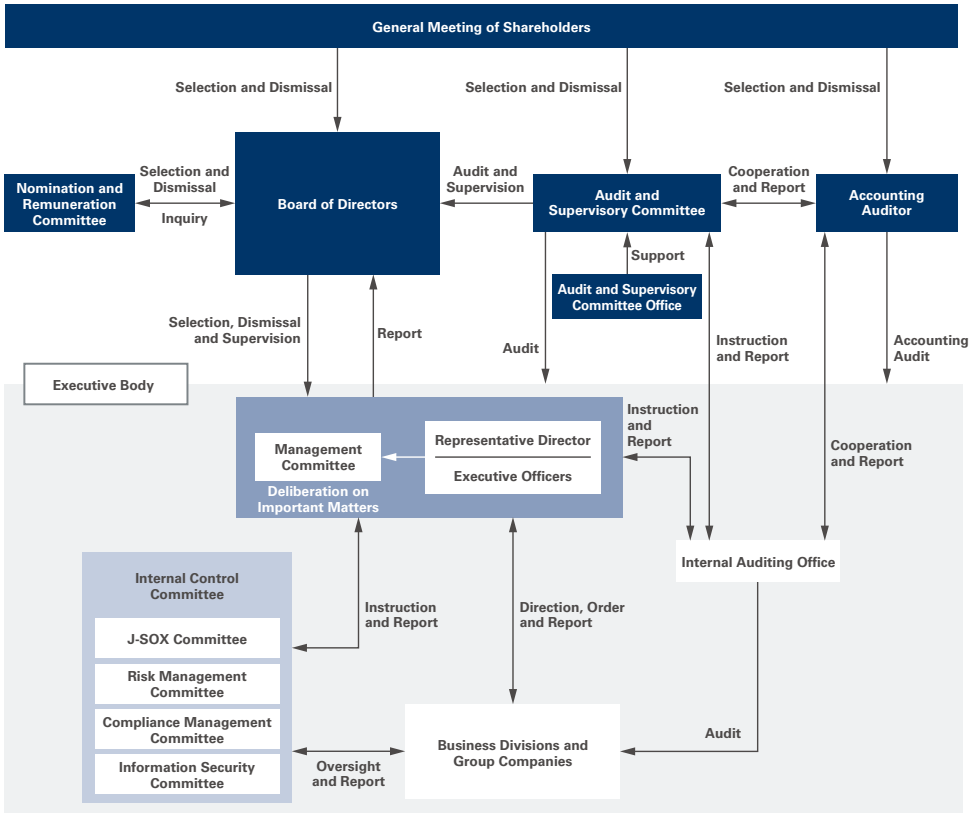
Corporate governance system

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 4 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. Furthermore, from June 2026, the committee's members are composed entirely of independent outside directors.

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.



Board of Directors Composition and Skills Matrix

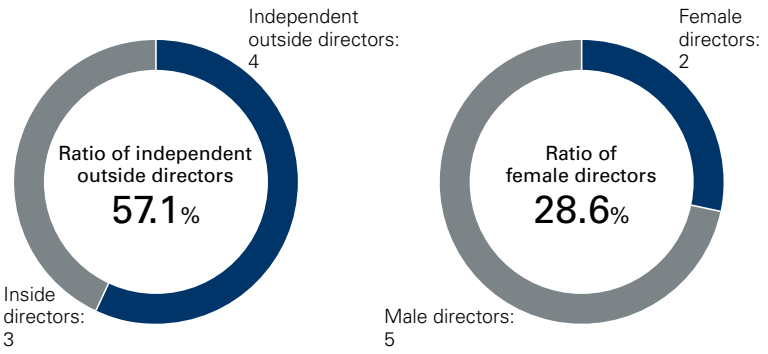
Name	Position	Tenure	Attendance in FY2025 (meetings attended / total meetings held)			Experience and Expertise							
			Board of Directors	Audit and Supervisory Committee	Nomination and Remuneration Committee	Business Portfolio Management	Global Business	Sales & Marketing	New Technology Creation	Production Improvement	Finance	Legal Affairs & Compliance	ESG
Keiji Nakamura	President and Representative Director	8 years	◎ 17 / 17	—	—	○			○	○			○
Naoto Sugimune	Director	New appointment	—	—	—	○			○	○			○
Noritoshi Masuda	Director	7 years	17 / 17	—	—		○				○	○	○
Sachiko Murase	Outside Director	6 years	17 / 17	—	—							○	○
Kazuhiro Aigami	Outside Director (Audit and Supervisory Committee member)	4 years	17 / 17	14 / 14	◎ 4 / 4	○	○	○					○
Nobuko Aoki	Outside Director (Audit and Supervisory Committee member)	New appointment	—	—	—		○				○	○	○
Kazuyoshi Hata	Outside Director (Audit and Supervisory Committee member)	4 years	17 / 17	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.

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

Composition Ratios of the Board of Directors



Matters discussed at the Board of Directors in fiscal 2025

The Board of Directors discussed matters relating primarily to important business strategies (such as portfolio strategy), progress on the Mid-Term Management Plan, and capital policy (including actions to implement management that is conscious of cost of capital and stock price, share buybacks, and dividends from retained earnings).

In addition, the Board of Directors appropriately supervised the execution of duties through reports on the status of the execution of duties by directors responsible for business execution, the status of the internal control system, dialogue with shareholders and other stakeholders, and the implementation of the succession plan.

Matters discussed at the Nomination and Remuneration Committee in fiscal 2025

The Nomination and Remuneration Committee deliberated on matters relating to the nomination and remuneration of directors from July 2026 onward, and submitted its recommendations to the Board of Directors. On the nomination side, the Committee discussed the management structure with a view to the desired balance of oversight and execution, as well as deliberating on the policy for developing successors and the skill items the Board of Directors should possess.

On the remuneration side, the Committee deliberated on the composition ratio of each type of remuneration (basic remuneration, short-term incentive (bonus), and medium- to long-term incentive (share-based remuneration)) as well as the evaluation criteria.

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 2025 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 survey was conducted for all directors, 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.

[Survey content (main 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

Summary of analysis and assessment results related to the effectiveness of the Board of Directors, and measures for the future

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.

With regard to the strategic discussions identified as a challenge in fiscal 2024, we have continued to hold discussions aimed at enhancing corporate value, making use of opportunities outside the Board of Directors as well, and we recognize that these discussions have become more substantive.

For fiscal 2026, we recognize that it will be important to continuously identify changes in the assumptions underlying our business plans as well as potential risks, and to further strengthen monitoring.

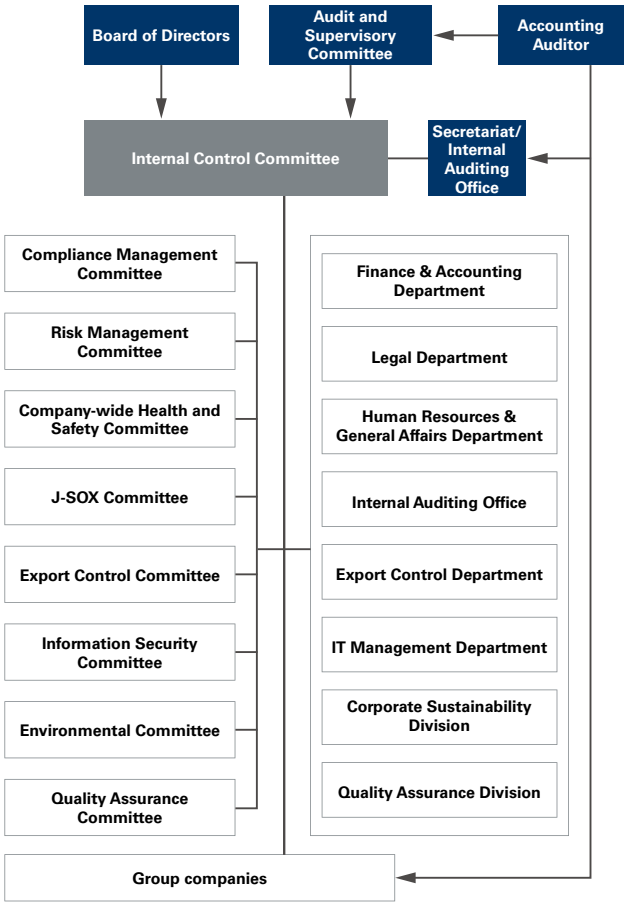
Based on these results, the Board of Directors will expand opportunities to share awareness and discuss strategic matters with the executive side, in addition to discussions at the Board of Directors itself, and will strengthen monitoring of key risks, thereby improving the effectiveness of the Board's oversight function.

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 FY2025

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	136
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)	Base remuneration	A fixed amount is paid monthly in accordance with the position and responsibilities.
	Performance-linked remuneration	**Short-term incentive (bonus)** 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 incentive (share-based remuneration) 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	Base remuneration	As their position is independent from business execution, their base remuneration consists only of the monthly fixed base remuneration.

Succession plan

Maxell Group positions the development of successors for top management and other key positions as one of its most important management priorities, in order to ensure sustainable enhancement of corporate value and the transformation of its business structure.

We operate an integrated framework that covers everything from defining the leadership competencies required to navigate the future business environment to the selection, development, and evaluation of leadership candidates.

1. Talent requirements for management leaders

Maxell defines the requirements for leaders who will drive the company's next generation from 3 perspectives, namely "capabilities," "experience," and "attributes," as shown below, and uses these as guidelines for selection and development.

Capabilities	(1) Talent development capability (2) Issue-based approach (3) Emphasis on process (4) Mutual trust (5) Decision-making (6) Willingness to take on challenges (7) Commitment
Experience	(1) Experience across a wide range of businesses and operational areas (2) Global experience (3) Experience overcoming difficult situations (4) Experience underpinning specialized expertise in a specific field
Attributes	(1) Character and fortitude (2) Decisiveness and communication skills (3) Ability to see the big picture (4) Willingness to challenge the status quo and drive reform

2. Successor selection and development process

Through a process that ensures transparency and objectivity, we have built a "leadership pipeline" of next-generation leaders.

Rigorous talent review

We review succession candidates every year based on personnel evaluations, and continue to operate this process appropriately, including the turnover of candidates.

Strategic assignment of experience

To fulfill the "experience" requirements expected of leaders, we assign candidates to challenging missions, such as transfers between business segments, positions as heads of overseas locations, and leadership roles in company-wide projects.

Regular training and repeated practice

We have introduced thematic training sessions led by external instructors, together with 1 on 1 sessions, to help candidates organize their thinking and build conviction in making management decisions.

3. Training and evaluation of next-generation leaders

Through a continuous, multi-year program, we rigorously assess candidates' potential for promotion to management positions.

Phased, continuous development program

Selective training is conducted each year on a different theme. The training spans roughly 6 months, repeatedly combining classroom learning, on-the-job practice, and 1 on 1 sessions, with the aim of embedding learning into daily work and driving behavioral change.

Developing multifaceted perspectives

Based on key themes set each year, such as "strategic capability" and "people and organizational management capability," we help candidates develop the perspective of a business leader while cultivating the habits of thought needed to produce results even in unfamiliar areas.

<Examples of training themes>

Training themes for improving management capabilities related to People

- People management capability
- Organizational management capability

Training themes for improving management capabilities related to objectives

- Issue-setting capability
- Strategic capability

4. Nomination governance flow

The Nomination and Remuneration Committee, composed of independent outside directors, oversees the effectiveness of the succession plan through the following process.

- **Candidate selection and monitoring:**

Based on personnel evaluations, the head of each department selects and reviews candidates, and reports on this together with the progress of their development plans to the Nomination and Remuneration Committee.

- **Feedback on selective training progress:**

Candidates' growth and challenges observed through training, including detailed impressions from external instructors gained through 1 on 1 sessions and other means, are reported to the Nomination and Remuneration Committee. By sharing objective external evaluations with the committee members, we are working to achieve highly transparent nomination governance.

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

Directors



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, Chief Executive Officer of the Company (incumbent)



Naoto Sugimune
Director

Mar. 1999 Joined the Company
Apr. 2014 Senior Manager, Purchasing Department, Energy Division of the Company
Apr. 2018 Deputy General Manager, Battery Business Unit, Energy Division of Maxell, Ltd.*
Apr. 2019 General Manager, Battery Business Unit, Energy Division of Maxell, Ltd.*
Apr. 2021 President and Representative Director of Maxell Izumi Co., Ltd.
Apr. 2023 President and Representative Director of Maxell Izumi Co., Ltd. General Manager, Life Solution Division of the Company
Apr. 2025 Executive Officer of the Company
Apr. 2026 Managing Executive Officer of the Company
Jun. 2026 Director, Managing Executive Officer 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)



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)

Directors who serve as Audit and Supervisory Committee members



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 CO., LTD. (incumbent)



Nobuko Aoki
Outside Director

Apr. 1987 Joined The Bank of Tokyo, Ltd. (currently MUFG Bank, Ltd.)
Jul. 1995 Joined the Inter-American Development Bank
Jul. 1996 Joined Congrès Inc.
Apr. 2002 Joined IBM Japan, Ltd.
Jun. 2015 Director of Finance, Systems Hardware of IBM Japan, Ltd.
Jun. 2018 Director of Finance, Global Technology Services of IBM Japan, Ltd.
Sep. 2021 Managing Executive Officer, Finance and Administration, Kyndryl Japan LLC
Feb. 2022 Director, Managing Executive Officer, CFO of Kyndryl Japan KK
Jun. 2025 Audit and Supervisory Board Member of IBM Japan, Ltd. (incumbent)
Jun. 2025 Audit and Supervisory Board Member of KOBELCO SYSTEMS CORPORATION (incumbent)
Jun. 2026 Director (Audit and Supervisory Committee member) of the Company (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

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

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

Takashi Kimura
Executive Officer
Energy Business Supervisory

Kenichi Sano
Executive Officer
Sales Supervisory

Shinichiro Takao
Executive Officer
Optics & Systems Business Supervisory

Masayuki Yamada
Executive Officer
New Business Supervisory and R&D Supervisory

Tatsuya Yamamoto
Executive Officer
Intellectual Property Supervisory



Responding swiftly to changes in the business environment and strengthening our communication capabilities

Sachiko Murase
Outside Director

I draw on the balanced sense of offense and defense I have cultivated as a corporate lawyer to take a broad, bird's-eye view of the company and offer my recommendations accordingly. I am also keenly aware of the importance shareholders place on long-term corporate value enhancement, and I speak up on this point as well. To keep pace with a business environment that is constantly changing, I believe it is essential for management to steadily execute what needs to be done and to communicate it, with a strong sense of speed.

Although Maxell's results for fiscal 2025 were challenging, the company is making steady progress along a broader trajectory: having shifted its management focus in the previous Mid-Term Management Plan MEX23 from an emphasis on sales scale to one on profitability and capital efficiency, it is now sowing the seeds of growth businesses under MEX26, advancing portfolio reform, and positioning itself for a leap forward from there. Going forward, we will need to become more sensitive to changes in the assumptions underlying our business plans and potential risks, and respond swiftly at an earlier stage. For the sake of fulfilling my role as an outside director, I recognize the importance of actively gathering information, both inside and outside the company, to sharpen understanding of changes in the business environment. In addition, to raise employee motivation, one of the sources of corporate value, and draw out the full potential of each individual, it is important for employees to feel that Maxell is taking on new challenges and growing. I see real value in the fact that the company provides opportunities where employees can speak up and propose new business ideas.

Maxell has technological capabilities that it has built up over its long history, along with the strength to compete on the global stage. On the long-standing challenge of converting this technological strength into earning power, the New Business Producing Division's promotion of issue-driven development and the Marketing & Sales Division's strengthening of the global technical sales structure are beginning to work in tandem, which is combining Maxell's high level of technological capability with its ability to propose solutions for societal needs, and this combination is becoming a driving force for enhancing corporate value. Looking ahead, as we work to raise corporate value over the long term, I believe it is important to stay focused on what needs to be done now, act with a strong sense of speed, and strengthen our communication of this growth story.



Every business division must take ownership of the Company's growth with both pride and commitment

Kazuhiro Aigami
Outside Director, Audit and Supervisory Committee Chairperson
Nomination and Remuneration Committee Member

At each meeting of the Board of Directors, I always keep the shareholders' perspective in mind and engage in discussions with a sense of urgency. Whether the level of net profit is one that stakeholders can accept as reasonable is an important matter in my oversight role. Drawing on my own business experience in Japan and overseas, I also offer concrete advice at the Board of Directors' meetings, at times sharing stories of my own failures or blunt words of caution, and I make a point of following through until my recommendations bear results. As an Audit and Supervisory Committee member, I also consider it an important responsibility to visit our various sites, hear concerns and requests directly from the front line, and bring these back as recommendations to management.

As a business strategy, I rate Maxell's acquisition of the primary battery business from Murata Manufacturing highly and consider it a step forward in our growth strategy. At the same time, I feel that one of our challenges is the need to further strengthen our marketing capabilities so that we can accurately capture market feedback and reflect it in our business strategy and product development. My first request to management is to increase, more than ever before, the opportunities for both themselves and their staff to visit customers directly, and to use what is learned there to energize internal discussion and drive manufacturing that meets customer needs. My second request, for the sake of sustainable growth, is for every business division, including corporate functions, to be mindful of the issues we face and promote growth strategies that could also include collaboration with other companies. Maxell must never forget that it possesses outstanding core technologies, and I want every business division, with Energy as our core, as well as Functional Materials and Optics & Systems, to move forward with the pride and commitment to carry the company's growth on its own shoulders. To that end, I hope to see a framework that promotes further personnel exchanges between divisions, so that the corporate functions and business divisions steadily absorb each other's strengths and eliminate each other's weaknesses.

Finally, given the recent renewal of the directors and executive officers, closer collaboration between directors and executive officers will be essential to raising the effectiveness of our governance. In particular, I hope the newly appointed, younger executive officers will actively speak up and help promote robust discussions.

Activities of Outside Directors



Strengthen risk and talent management, and improve profitability through the creation of new value

Kazuyoshi Hata

Outside Director, Audit and Supervisory Committee Member
Nomination and Remuneration Committee Chairperson

My guiding principle when engaging with the Board of Directors is "management oversight from the shareholders' perspective." Specifically, I press hard on whether our targets exceed the level shareholders expect, focusing in particular on operating profit margin and ROIC. Loss-making businesses need to return to profitability quickly, but this should not mean settling for a margin of just a few percent simply so that the business will be in the black. Unless individual businesses aim for an operating profit margin of around 15%, the company-wide target of "10% or higher" cannot be achieved. I expect Maxell, by offering products that are indispensable to customers and that embody Maxell's own differentiated value, to create a virtuous cycle for achieving this margin target.

The Board of Directors has begun discussions on shifting toward a monitoring-oriented structure, and we have recently increased the number of outside directors while reducing the number of inside directors. We have appointed younger directors and executive officers, building a structure capable of conducting management discussions with an eye toward creating a new future.

In portfolio management, it is important to concentrate human resources in priority fields. I have argued for several years now that Maxell needs a systematic mechanism for rotating personnel from an early stage in their careers, so that employees can experience firsthand what value they are able to provide in different businesses, but this remains a work in progress. I hope such a mechanism will be established and put into practice under the next Mid-Term Management Plan.

Fiscal 2025 results fell short of plan, and fiscal 2026 is also forecast to fall short of MEX26's original plan, which calls for serious reflection. While Maxell is making steady progress on individual measures, it seems to be taking too long to respond to changes in the operating environment. I want to fundamentally reexamine our approach to risk management and put in place a structure where risks with a major impact on the business environment, and the countermeasures for them, are discussed routinely at the management level.



Keeping a close watch on group management, with an emphasis on co-creating value with customers

Nobuko Aoki

Outside Director, Audit and Supervisory Committee Member
Nomination and Remuneration Committee Member

I have long been involved in the management of foreign-affiliated companies, and I was appointed as an outside director of Maxell in June 2026. I understand that shareholders and management expect me to bring diverse perspectives to the company's management, ones that are not constrained by internal thinking.

Maxell operates a range of businesses and Group companies in Japan and overseas, and it needs group management that generates innovation through interaction between these businesses and Group companies and leverages the Group's combined strengths for growth. Group governance, including that of overseas subsidiaries, is also essential to enhancing corporate value, and as an Audit and Supervisory Committee member, I intend to work with the relevant departments to confirm that internal controls are functioning properly across the Group as a whole.

Under MEX26, Maxell is advancing its growth strategy and financial strategy in lockstep, while also promoting portfolio reform, but going forward, it will also need to open up new markets, including new businesses and overseas markets. I intend to calmly weigh risk against return, and to lend my support at moments that call for Maxell to take on challenges. I will also continue to put forward recommendations on further improving capital efficiency.

At a time when AI is considered essential across every field, I see further growth potential in Maxell's Analog Core Technologies, which enables manufacturing in complex and delicate domains beyond the reach of digital technology alone. For Maxell to achieve medium- to long-term development, it will need to draw on this technological strength and work with customers to co-create new value that contributes to their business transformation and growth. I believe the key to this lies in a corporate culture and set of mechanisms in which management and every single employee continue to take on challenges in uncharted territory.

Reason for appointment: Ms. Aoki has served as a corporate auditor at IBM Japan, Ltd. and KOBELCO SYSTEMS CORPORATION, among other positions, and has many years of extensive experience and deep knowledge in finance, accounting, and corporate management. She was appointed with the expectation that she will supervise the company's management from an independent standpoint and offer appropriate advice and recommendations.

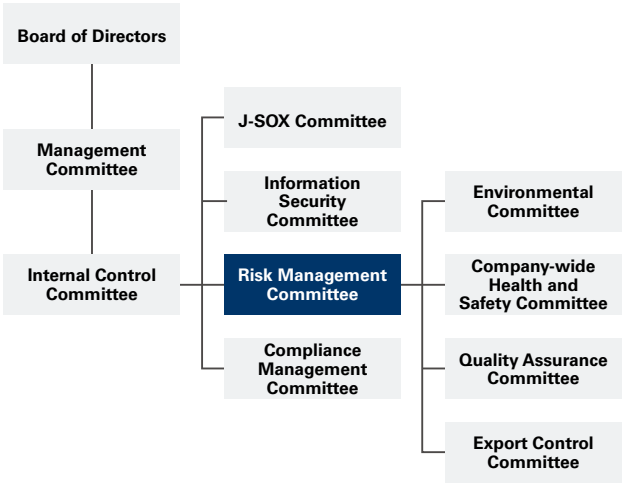
We identify and evaluate material risks across the entire Group, supporting sustainable enhancement of corporate value.

Basic approach and promotion structure

Maxell and Maxell Group companies have identified 4 risks (strategic risk, financial risk, hazard risk, and operational 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 4 risks outlined in policies, and, if necessary, carries out reviews. After this, the Committee directs business divisions and headquarters divisions 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 heads of headquarters divisions and business divisions, and from the person in charge of risk analysis. These are then reported to the Internal Control Committee.

Risk Management System



Identification and assessment of Key Risks

Risks identified by each committee and head office department are assessed for significance based on their frequency (likelihood) and impact, and are mapped in a risk classification chart, enabling a company-wide, comprehensive understanding and management of risks.

Among the risks assessed by each committee and head office department, the Risk Management Committee selects those risks of particularly high-priority as "Key Risks," and each committee and headquarters divisions implement countermeasures as necessary.

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. In addition, to ensure thorough protection of personal information, we have acquired "PrivacyMark" certification, which we continue to renew.

In addition, we have established a CSIRT (Computer Security Incident Response Team) to respond quickly and appropriately in the event of an information security incident, and we are working to strengthen our response structure. In response to the increasing diversity of cyberattacks in recent years, we are strengthening our cybersecurity measures.

Information Security Policy

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.

Global Tax Policy

Through ongoing education, we practice fair and transparent corporate activities across the entire Group.

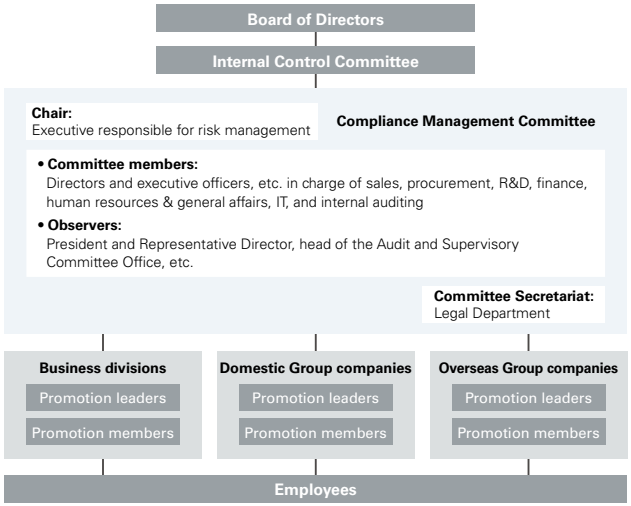
Compliance promotion structure

Based on its fundamental philosophy of "ensuring fair and transparent corporate activities," Maxell Group has established the Group-wide "Maxell Group Codes of Conduct" and continues to strengthen its compliance system.

The Compliance Management Committee, chaired by the executive responsible for risk management, meets at least twice a year, with the president and representative director and other members also attending as observers. The Committee deliberates on and determines the content of the compliance program—centered on "prevention of competition law violations," "prevention of bribery and corruption," and "prevention of transactions with antisocial forces,"—as well as on compliance education content and policies for responding to cases of violation, and it reports on the outcomes of these activities. In addition, the general manager of each business division and the president of each Group company are designated as promotion leaders, ensuring that the measures decided by the Committee are thoroughly implemented across the entire Group. We verify the implementation status of these measures by conducting regular audits of Group companies in Japan and overseas, including through employee interviews, and in doing so work to raise employees' awareness of compliance.

The status of the Committee's activities as described above is reported every year at the Board of Directors meeting, through the Internal Control Committee, which oversees all committee activities across the Group.

Compliance Promotion Structure



Establishment of internal reporting desk independent from 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 lawyer 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 the local language, 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.

There were 7 cases of internal reports in fiscal 2025, but no reports concerning major legal violations, etc.

Compliance and ethics education

Within 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 Codes of Conduct. In addition, we have designated October of each year as "Corporate Ethics Compliance Month," during which we distribute the President's compliance message in the local language of each country and hold e-learning courses, workplace discussion meetings, and compliance lectures, with attendance records kept for each.

As part of our hierarchical training, compliance training tailored to positions 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 lawyers 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)

	FY2023	FY2024	FY2025
e-learning	6,931	9,484	11,692
Ethics Month "workplace discussions"	3,240	3,226	3,555
Hierarchical training (managers/senior managers, newly appointed managers, new employees, others)	557	434	446
Training for executives	12	12	10
Total	**10,740**	**13,156**	**15,703**

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

	FY2023	FY2024	FY2025
Americas	121	125	163
Europe	167	156	186
Asia	3,090	3,650	3,949
Total	**3,378**	**3,931**	**4,298**

Through human rights due diligence, we are strengthening our efforts to respect human rights across the entire Group.

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.

Maxell Group Human Rights Policy

Human rights due diligence

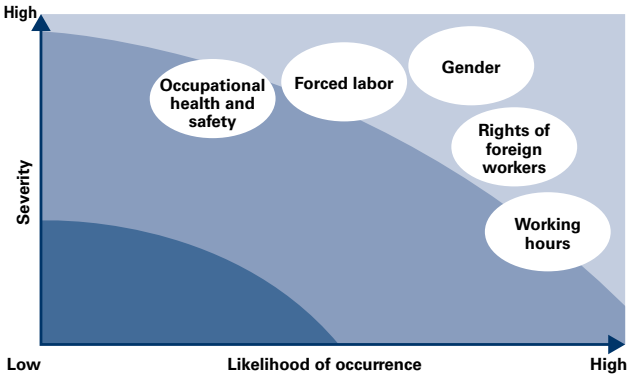
To strengthen our global initiatives for respecting human rights, Maxell Group promotes group-wide human rights due diligence.

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 4 grades (Step 2); Reviewing human rights issues positioned in the matrix (Step 3). This process enabled the identification of high-priority human rights issues.

Human rights risk map



Identified high-priority human rights issues

Gender: Continued efforts are needed mainly 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.

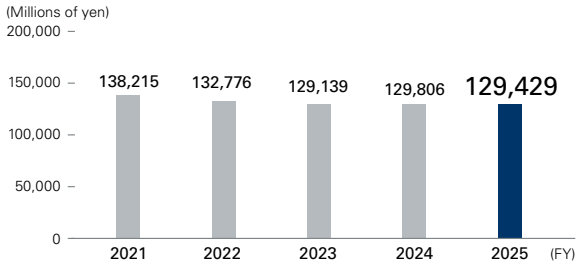
Implementation of monitoring

In fiscal 2025, based on the results of the human rights risk assessment, Maxell conducted self-assessments using its proprietary SAQ (Self-Assessment Questionnaire) at all 23 sites (8 business divisions and 15 group companies) in Japan and overseas. This initiative enabled us to gain a detailed understanding of, and assess, the management level of respect for human rights across the entire Group.

To gain a deeper understanding of the actual situation, we also conducted on-site surveys and interviews at 9 sites (4 business divisions, 1 domestic group company, and 4 overseas group companies in China, Europe, Indonesia, and Taiwan). In addition to verifying the SAQ responses, these activities allowed us to uncover potential human rights risks.

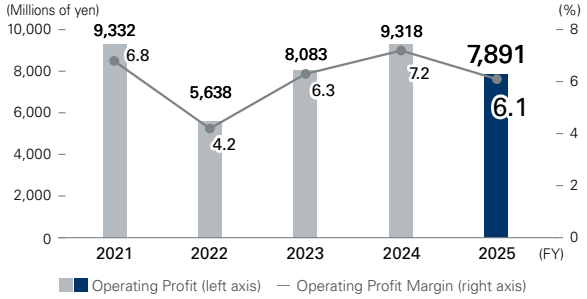
Going forward, we will use the insights gained from these surveys to improve the accuracy of the SAQ and expand its application to assessments across the entire supply chain. At the same time, we will continue to conduct on-site surveys and interviews at sites within Maxell Group that have not yet been covered, further strengthening our processes for identifying and remediating human rights risks.

Net Sales



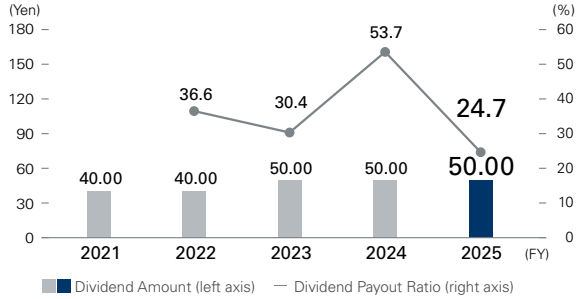
Net sales declined 0.3% year on year in fiscal 2025. While primary batteries, coated separators, and licensing revenue increased, this was offset by decreased sales of rechargeable batteries, semiconductor-related products, and health and beauty care products.

Operating Profit/Operating Profit Margin



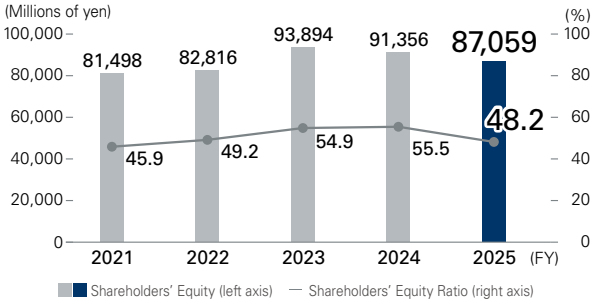
Operating profit declined 15.3% year on year in fiscal 2025, due to decreased sales of semiconductor-related products and health and beauty care products, as well as the impact of rising raw material costs. Operating profit margin declined to 6.1% as well.

Dividend Amount/Dividend Payout Ratio



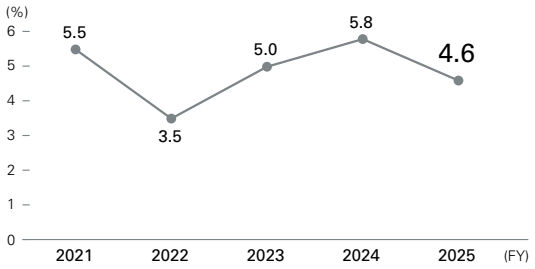
Maxell's basic policy is to continue to return profits to shareholders stably and appropriately, while taking into consideration current capital investment funding and investment funds focused on future business development. As for dividends, Maxell adopts a dividend payout ratio of 30-40% as a guide. In addition, 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. In addition to dividends, a share buyback totaling 13.2 billion yen was conducted in fiscal 2025.

Shareholders' Equity/Shareholders' Equity Ratio



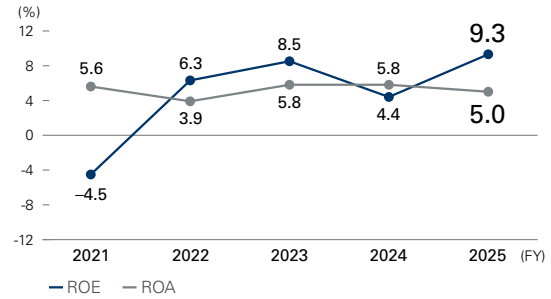
Maxell views around 50% as an appropriate shareholders' equity ratio from the standpoint of capital structure optimization. It aims to ensure a robust financial structure by utilizing borrowings while providing stable and continuous shareholder returns.

ROIC



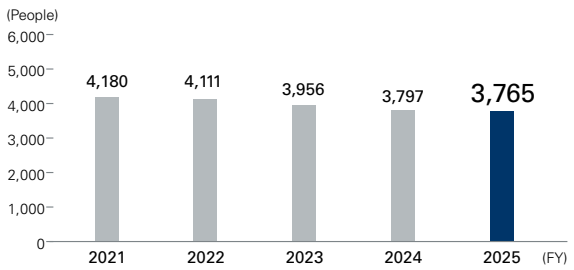
Maxell has been employing ROIC as an important, groupwide management benchmark since fiscal 2019, as an indicator that demonstrates profitability with regard to invested capital. In fiscal 2025, ROIC declined to 4.6%, due to factors such as a decrease in operating profit.

ROE • ROA



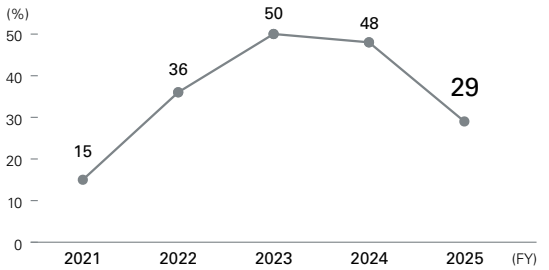
In fiscal 2025, ROE improved to 9.3%, as net profit increased due to the recording of extraordinary income associated with the transfer of equity interests in a consolidated subsidiary. However, ROA declined to 5.0%, due to a decrease in operating profit.

Number of Employees



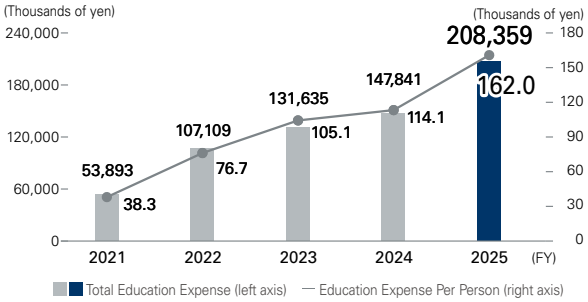
The number of employees declined slightly compared to the end of the previous fiscal year. This was mainly due to the decrease in headcount following transfer of Wuxi Maxell Energy Co., Ltd. in connection with the discontinuation of prismatic lithium-ion battery production, which was partially offset by an increase in headcount associated with the acquisition of Maxell Sakura Co., Ltd. as a subsidiary.

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



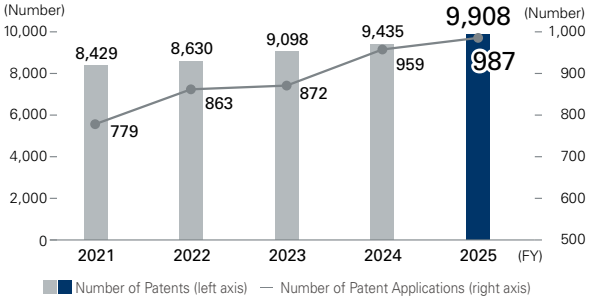
In fiscal 2025, the ratio of female new graduate hires was 43% for administrative/sales positions (target: 50%) and 25% for engineering positions (target: 25%), for an overall ratio of 29%.

Education Expenses



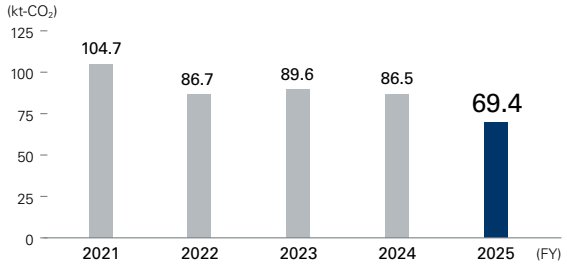
In fiscal 2025, education expense per person reached its highest level in five years as a result of increased education opportunities for managers aimed at organizational development, primarily in leadership coaching.

Number of Patents*1/ Number of Patent Applications



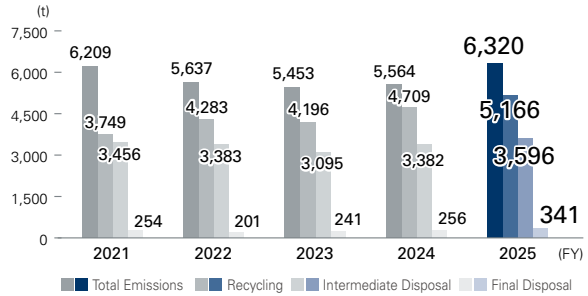
The number of patent applications has continued to trend upward since fiscal 2021. In fiscal 2025, continuing to concentrate invention and creation resources on the Analog Core businesses, centered around all-solid-state batteries, resulted in more patent applications than in the previous fiscal year. As a result, the number of patents increased by 5% compared to the previous fiscal year.

CO_2 Emissions (Scope 1, 2*2)



Domestically, Maxell's CO_2 emissions decreased by 10% in fiscal 2025 compared to the previous fiscal year, and decreased by 36% overseas, leading to a 23% decrease in CO_2 emissions across the Maxell Group as a whole. The main factors were an improved non-fossil fuel certificate ratio domestically, and overseas, the discontinuation of prismatic lithium-ion battery production at our plant in China.

Waste Emissions



Domestically, Maxell's total waste emissions increased by 18% in fiscal 2025 compared to the previous fiscal year, and decreased by 4% overseas, leading to a 14% increase in waste emissions across the Maxell Group as a whole. The increase was mainly due to non-recurring disposal of equipment associated with the discontinuation of prismatic lithium-ion battery production.

*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.

Key Financial Data

(Millions of yen)

(FY)	2021	2022	2023	2024	2025
Net sales	138,215	132,776	129,139	129,806	**129,429**
Operating profit	9,332	5,638	8,083	9,318	**7,891**
Operating profit margin (%)	6.8	4.2	6.3	7.2	**6.1**
EBITDA*1	13,874	10,375	12,886	14,662	**13,190**
EBITDA margin (%)*2	10.04	7.81	9.98	11.30	**10.19**
Profit (loss) attributable to owners of parent	(3,659)	5,193	7,544	4,090	**8,260**
Net profit (loss) margin (%)	(2.6)	3.9	5.8	3.2	**6.4**
Depreciation	4,542	4,737	4,803	5,344	**5,299**
Capital investment	3,960	3,825	6,828	6,368	**5,044**
R&D expenses	6,379	6,397	5,480	5,679	**6,058**
Profit (loss) per share (yen)*3	(73.98)	109.33	164.59	93.12	**202.03**
Net assets per share (yen)*3	1,647.78	1,807.25	2,048.15	2,118.37	**2,361.80**
Annual dividend per share (yen)	40.00	40.00	50.00	50.00	**50.00**
Dividend payout ratio (%)	—	36.6	30.4	53.7	**24.7**
Average number of shares during the period (excluding treasury shares) (thousand shares)	49,459	47,500	45,836	43,924	**40,885**
Number of shares issued at the end of period (including treasury shares) (thousand shares)	53,341	49,695	49,695	46,956	**46,956**
ROE (%)	(4.5)	6.3	8.5	4.4	**9.3**
ROA (%)*4	5.6	3.9	5.8	5.8	**5.0**
ROIC (%)*5	5.5	3.5	5.0	5.8	**4.6**
Receivables turnover (times)*6	4.57	4.38	4.24	4.41	**4.58**
Inventory turnover (times)*7	6.02	5.03	4.69	4.98	**4.96**
Shareholders' equity ratio (%)	45.9	49.2	54.9	55.5	**48.2**
D/E ratio (times)*8	0.51	0.34	0.23	0.22	**0.39**
Current ratio (%)	172.3	170.9	155.5	189.7	**183.7**
Working capital*9	5,105	10,992	6,854	8,365	**10,035**

Net Sales by Region

(Millions of yen)

(FY)	2021	2022	2023	2024	2025
Americas	13,890	14,075	16,843	16,868	**16,274**
Europe	11,500	12,577	15,844	12,319	**12,817**
Asia and other	33,057	29,367	29,493	37,016	**39,998**
Japan	79,768	76,757	66,959	63,603	**60,340**
Average foreign exchange rate over the year					
JPY/USD (yen)	112	135	145	153	**151**

Year-end Stock Price Indicators

(FY)	2021	2022	2023	2024	2025
EV/EBITDA (times)*10	3.9	6.4	4.6	4.9	**7.8**
Year-end stock price (yen)	1,202	1,539	1,593	1,823	**2,058**
Year-end market capitalization (millions of yen)	64,116	76,482	79,165	85,601	**96,636**
Year's high (yen)	1,531	1,691	1,803	2,035	**2,548**
Year's low (yen)	1,055	1,110	1,434	1,380	**1,476**

*1 Operating profit + depreciation
*2 EBITDA / Net Sales x 100
*3 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 period used in the calculation of "Profit (loss) per share," and are included in the treasury shares deducted in the calculation of the number of shares issued at the end of the period used in the calculation of "Net assets per share."
*4 Ordinary profit / Average total assets (average of the beginning and end of the period) x 100
*5 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
*6 Net sales / Average accounts receivable-trade (average of the beginning and end of the period)
*7 Cost of sales / Average inventories (average of the beginning and end of the period)
*8 Interest-bearing debts (Short-term and Long-term borrowings + Lease obligations) / Year-end shareholders' equity (Year-end market capitalization)
*9 (Current assets – Cash and cash equivalents) – (Current liabilities – Short-term interest-bearing debts)
*10 (Year-end market capitalization + Interest-bearing debts – Cash and cash equivalents) / EBITDA

Segment Information

(Millions of yen)

(FY)	2021	2022	2023	2024	2025
Net sales	**138,215**	**132,776**	**129,139**	**129,806**	**129,429**
Energy	38,631	36,774	34,971	36,630	42,458
Functional Materials	28,018	29,286	30,144	31,790	32,614
Optics & Systems	39,540	37,476	41,369	35,932	36,413
Life Solution	32,026	29,240	22,655	25,454	
Value Co-Creation Businesses					17,944
Operating profit (loss)	**9,332**	**5,638**	**8,083**	**9,318**	**7,891**
Energy	4,050	2,359	504	1,911	2,065
Functional Materials	1,861	863	1,350	1,166	1,467
Optics & Systems	3,338	3,889	5,606	4,419	3,540
Life Solution	83	(1,473)	623	1,822	
Value Co-Creation Businesses					819
Operating profit (loss) margin (%)	**6.8**	**4.2**	**6.3**	**7.2**	**6.1**
Energy	10.5	6.4	1.4	5.2	4.9
Functional Materials	6.6	2.9	4.5	3.7	4.5
Optics & Systems	8.4	10.4	13.6	12.3	9.7
Life Solution	0.3	(5.0)	2.7	7.2	
Value Co-Creation Businesses					4.6
Total assets	**177,535**	**168,177**	**171,100**	**164,514**	**180,467**
Energy	34,923	37,594	37,063	37,838	42,514
Functional Materials	31,471	32,996	35,427	37,076	40,732
Optics & Systems	35,662	37,384	42,582	35,533	34,789
Life Solution	29,955	22,529	20,087	21,301	
Value Co-Creation Businesses					19,693
Other	45,524	37,674	35,941	32,766	42,739
Capital expenditure	**4,183**	**5,131**	**6,940**	**7,210**	**12,094**
Energy	845	1,883	2,320	2,159	8,021
Functional Materials	889	635	713	1,625	1,810
Optics & Systems	1,867	1,928	3,041	2,109	1,448
Life Solution	582	685	866	1,317	
Value Co-Creation Businesses					815
Depreciation	**4,542**	**4,737**	**4,803**	**5,344**	**5,299**
Energy	1,376	1,459	1,583	1,714	1,550
Functional Materials	723	745	790	850	976
Optics & Systems	1,710	1,758	1,731	1,958	1,893
Life Solution	733	775	699	822	
Value Co-Creation Businesses					880
R&D expenses	**6,379**	**6,397**	**5,480**	**5,679**	**6,058**
Energy	1,173	1,412	1,478	1,626	1,865
Functional Materials	1,527	1,310	1,379	1,634	1,620
Optics & Systems	2,961	2,797	2,419	2,192	1,972
Life Solution	718	878	204	227	
Value Co-Creation Businesses					601
Year-end number of employees	**4,180**	**4,111**	**3,956**	**3,797**	**3,765**
Energy	793	785	756	587	629
Functional Materials	786	803	799	807	809
Optics & Systems	1,280	1,333	1,299	1,294	1,232
Life Solution	1,021	945	838	823	
Value Co-Creation Businesses					801
Other (employees who cannot be categorized into specific segments)	300	245	264	286	294

*The classification of business segments has been changed from fiscal 2025, and some businesses that were included in the Life Solution segment through fiscal 2024 have been transferred to the Energy segment.

Consolidated Balance Sheets (Summary)

(Millions of yen)

(FY)	2021	2022	2023	2024	2025
Total current assets	**99,469**	**94,837**	**92,166**	**84,191**	**85,474**
Principal items included in the above:					
Cash and deposits	45,552	38,170	38,665	33,072	31,557
Notes and accounts receivable – trade	30,160	30,439	30,446	28,446	28,064
Inventories	18,378	22,476	19,617	19,190	20,137
Total non-current assets	**78,066**	**73,340**	**78,934**	**80,323**	**94,993**
Total property, plant and equipment	55,507	51,544	54,413	54,988	60,871
Total intangible assets	5,031	4,697	4,778	4,367	10,161
Total investments and other assets	17,528	17,099	19,743	20,968	23,961
Principal items included in the above:					
Investment securities	9,672	9,503	9,568	9,667	10,803
Net defined benefit assets	4,550	4,881	7,706	9,479	11,656
Deferred tax assets	2,152	1,780	1,564	1,163	929
Total assets	**177,535**	**168,177**	**171,100**	**164,514**	**180,467**
Total current liabilities	**57,719**	**55,494**	**59,258**	**44,380**	**46,522**
Principal items included in the above:					
Notes and accounts payable – trade	19,606	18,421	17,168	16,942	15,942
Accounts payable – other, and accrued expenses	13,403	13,178	14,497	12,759	15,394
Short-term borrowings, current portion of long-term borrowings and lease obligations	6,692	8,218	12,611	1,626	2,640
Total non-current liabilities	**35,200**	**26,743**	**14,535**	**25,963**	**43,762**
Principal items included in the above:					
Long-term borrowings and lease obligations	26,170	17,776	5,733	17,210	34,728
Deferred tax liabilities	2,512	2,849	2,682	3,347	3,502
Net defined benefit liabilities	5,705	5,372	5,445	4,902	5,051
Total liabilities	**92,919**	**82,237**	**73,793**	**70,343**	**90,284**
Total shareholders' equity	**84,215**	**82,487**	**88,229**	**84,905**	**77,832**
Total accumulated other comprehensive income	(2,717)	329	5,665	6,451	9,227
Non-controlling interests	3,118	3,124	3,413	2,815	3,124
Total net assets	**84,616**	**85,940**	**97,307**	**94,171**	**90,183**
Total liabilities and net assets	**177,535**	**168,177**	**171,100**	**164,514**	**180,467**

Consolidated Statements of Income (Summary)

(Millions of yen)

(FY)	2021	2022	2023	2024	2025
Net sales	**138,215**	**132,776**	**129,139**	**129,806**	**129,429**
Gross profit	34,602	30,098	30,496	33,167	31,828
Total selling, general, and administrative expenses	25,270	24,460	22,413	23,849	23,937
Operating profit	**9,332**	**5,638**	**8,083**	**9,318**	**7,891**
Total non-operating income/expenses (net)	556	1,089	1,703	452	710
Principal items included in the above:					
Interest income and dividend expenses	280	327	726	769	509
Interest expenses and sales discounts	(153)	(126)	(83)	(152)	(254)
Foreign exchange gains/losses	164	778	1,016	(305)	212
Share of profit/loss of entities accounted for using equity method	138	(152)	(46)	78	398
Ordinary profit	**9,888**	**6,727**	**9,786**	**9,770**	**8,601**
Extraordinary income /loss (net)	(11,437)	538	(653)	(3,602)	1,517
Principal items included in the above:					
Gain on sale of non-current assets	13	1,625	24	15	18
Gain on sale of investments in capital of subsidiaries and associates	—	—	—	—	2,857
Loss on sale and retirement of non-current assets	(446)	(228)	(242)	(431)	(363)
Impairment losses	(131)	(461)	—	(1,335)	(612)
Extra retirement payments	(635)	(407)	(435)	(1,886)	(378)
Loss on valuation of investment securities	(10,312)	—	—	—	—
Profit (loss) before income taxes	**(1,549)**	**7,265**	**9,133**	**6,168**	**10,118**
Total income taxes	1,718	2,009	1,482	1,972	1,725
Profit attributable to non-controlling interests	392	63	107	106	133
Profit (loss) attributable to owners of parent	**(3,659)**	**5,193**	**7,544**	**4,090**	**8,260**

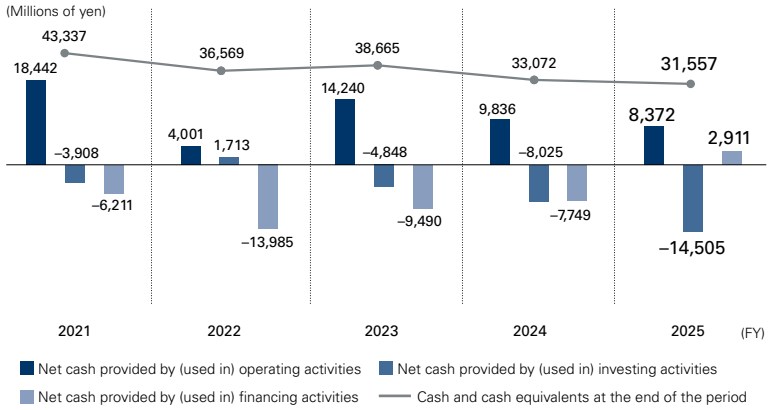
Consolidated Statement of Cash Flows (Summary)

(Millions of yen)

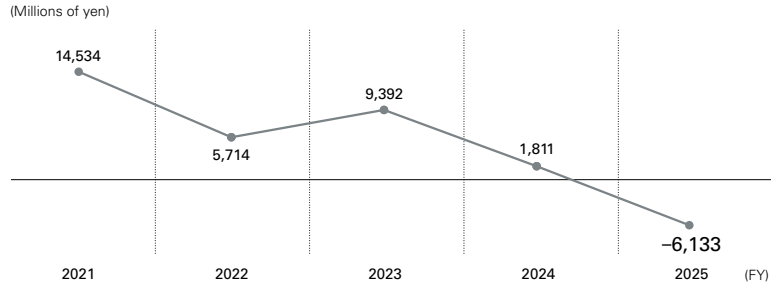
(FY)	2021	2022	2023	2024	2025
Net cash provided by (used in) operating activities	**18,442**	**4,001**	**14,240**	**9,836**	**8,372**
Principal items included in the above:					
Profit (loss) before income taxes	(1,549)	7,265	9,133	6,168	10,118
Depreciation	4,542	4,737	4,803	5,344	5,299
Impairment loss	131	461	—	1,335	612
Loss (gain) on sale of investments in capital of subsidiaries and affiliates	—	—	—	—	(2,857)
Extra retirement payments	635	407	435	1,886	378
Amortization of goodwill	590	48	—	—	—
Loss (gain) on sale and retirement of non-current assets	433	(1,397)	218	416	345
Decrease (increase) in trade receivables	1,004	384	1,020	1,930	1,247
Decrease (increase) in inventories	(1,338)	(3,868)	3,750	333	1,953
Increase (decrease) in trade payables	1,251	(1,320)	(1,467)	(242)	(2,418)
Net cash provided by (used in) investing activities	**(3,908)**	**1,713**	**(4,848)**	**(8,025)**	**(14,505)**
Principal items included in the above:					
Proceeds from sale of investment securities	2,403	985	—	130	63
Purchase of property, plant and equipment	(4,030)	(4,931)	(6,027)	(7,850)	(7,840)
Proceeds from sale of property, plant and equipment	832	5,649	29	35	77
Purchase of shares of subsidiaries resulting in change in scope of consolidation	—	—	—	—	(7,402)
Proceeds from sale of investments in capital of subsidiaries and associates resulting in change in scope of consolidation	—	—	—	—	998
Net cash provided by (used in) financial activities	**(6,211)**	**(13,985)**	**(9,490)**	**(7,749)**	**2,911**
Principal items included in the above:					
Net increase (decrease) in borrowings	(5,098)	(6,844)	(7,563)	437	18,437
Purchase of treasury shares	—	(5,000)	—	(5,000)	(13,232)
Dividends paid to non-controlling interests	(9)	(128)	(62)	(683)	(75)
Dividends paid	(990)	(1,938)	(1,834)	(2,454)	(2,158)
Repayments of lease liabilities	(114)	(92)	(63)	(49)	(61)
Effect of exchange rate change on cash and cash equivalents	2,219	1,503	2,194	345	1,707
Net increase (decrease) in cash and cash equivalents	10,542	(6,768)	2,096	(5,593)	(1,515)
Cash and cash equivalents at beginning of period	32,795	43,337	36,569	38,665	33,072
Cash and cash equivalents at end of period	43,337	36,569	38,665	33,072	31,557
Free cash flow*	**14,534**	**5,714**	**9,392**	**1,811**	**(6,133)**

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

Cash Flow Changes



Free Cash Flow



Maxell Group Network (as of September 1, 2026)

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
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, Sales Office, Yokohama Works	Yokohama-shi, Kanagawa Pref.
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.

Maxell Sakura Co., Ltd.	
Head Office	Koriyama-shi, Fukushima 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. German 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 (Shanghai) Trading Co., Ltd. Shenzhen Branch	Guangdong, 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.	Fujian, China
Izumi Products HK Limited	Hong Kong, China
Gangquan Precision (Shenzhen) Co., Ltd.	Guangdong, China

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	Consolidated: 3,765*
Shareholder Registry Administrator	Mitsubishi UFJ Trust and Banking Corporation
Accounting Auditor	Ernst & Young ShinNihon LLC

*As of March 31, 2026

Organization Chart of Maxell, Ltd. (As of September 1, 2026)

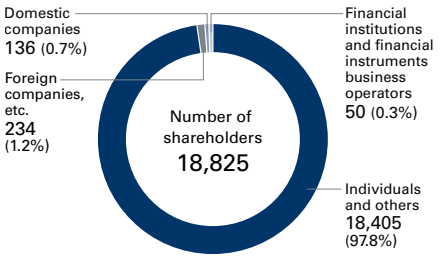


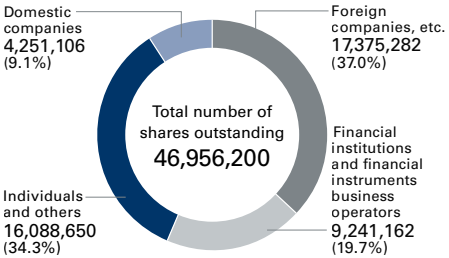
Status of Major Shareholders

	Name of Shareholder	Number of Shares Held (Thousand Shares)	Shareholding Ratio (%)
1	The Master Trust Bank of Japan, Ltd.	5,762	15.63
2	STATE STREET BANK AND TRUST COMPANY 505001	3,929	10.66
3	Custody Bank of Japan, Ltd.	2,533	6.87
4	Nichia Corporation	2,001	5.43
5	Zeon Corporation	1,311	3.56
6	THE BANK OF NEW YORK MELLON 140044	958	2.60
7	STATE STREET BANK AND TRUST COMPANY 505103	934	2.54
8	STATE STREET BANK AND TRUST COMPANY 505301	827	2.24
9	JP MORGAN CHASE BANK 385781	598	1.62
10	iShares Core MSCI EAFE ETF	505	1.37

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 (10,081,813 shares) are excluded.

Breakdown of Shares





Major External Recognition

Selected as a constituent of the "FTSE JPX Blossom Japan Index" and the "FTSE JPX Blossom Japan Sector Relative Index"

In recognition of Maxell Group's ESG initiatives, we have been selected as a constituent of the "FTSE JPX Blossom Japan Index" for the first time, and of the "FTSE JPX Blossom Japan Sector Relative Index" for 5 consecutive years.

FTSE JPX Blossom Japan Index

FTSE JPX Blossom Japan Sector Relative Index

Obtained a "B" rating in CDP's "Climate Change 2025"

Maxell, Ltd. obtained a management-level "B" rating in both the "Climate Change 2025" and "Water Security 2025" 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 2025

Selected as a constituent of the "Sompo Sustainability Index" for 10 consecutive years

In recognition of 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 10 consecutive years since 2017.

2026 Sompo Sustainability Index

3 Maxell Group companies certified as "Health & Productivity Management Outstanding Organizations 2026"

Under the Certified Health & Productivity Management Outstanding Organizations Recognition Program sponsored by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, Maxell, Ltd., Maxell Frontier Co., Ltd., and Maxell Izumi Co., Ltd. were certified as "Health & Productivity Management Outstanding Organizations 2026" in the large enterprise category, in recognition of their strategic approach to managing employee health from a management perspective.

2026 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 2025"

In the "D&I AWARD 2025," 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 2025 in diversity & inclusion

Rated 3 stars in the "Nikkei Sustainability Comprehensive Survey: SDGs Management Edition"

We were rated 3 stars in the fiscal 2025 "Nikkei Sustainability Comprehensive Survey: SDGs Management Edition," which evaluates companies that address social, economic, and environmental challenges through their business activities and translate these efforts into enhanced corporate value.

NIKKEI SDGs 経営調査 2025 ★★★

External Recognition



Information about the cover

In 2026, we established a new corporate byline, “Micro batteries. Maximum impact.” “Micro batteries.” reflects our aim to become the front-runner in the highly-reliable small battery sector, a core pillar of our growth strategy. “Maximum impact.” expresses the shared strength that defines our company, “small products generating maximum impact.” To convey this resolve with strength, the byline is set in a bold, powerful font with a thicker line beneath it.

maxell
Within, the Future

Maxell, Ltd.

https://www2.maxell.co.jp/

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, 2026 and are subject to risks and uncertainties. Accordingly, please do not rely solely on these predictions in making investment decisions.