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MEX23

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Foundation for Sustainable Growth

In conjunction with the establishment of MVVSS, we have defined our Corporate Sustainability Vision stating our aim to increase corporate value over the long term with an emphasis on the relationships with a diverse range of stakeholders. In 2021, we newly identified the priority issues (materiality) to be addressed by Maxell based on this concept. Going forward, we will take concrete actions to resolve these priority issues.

Establishment of **MVVSS**

Formulation of Sustainability Vision

Materiality Identification

Jul. 2020

We will work to resolve social issues in a unique way of Maxell Group toward our new vision "Create Maximum Excellence for employees, customers and society by leveraging unique Analog CoreTechnologies."

Aug. 2020

We have stated that we will contribute to the long-term improvement of corporate value and the achievement of SDGs with an emphasis on the relationships with a diverse range of stakeholders.

Aug. 2021

In order to realize our vision of "Create Maximum Excellence for employees, customers and society," we have identified priority issues that Maxell should focus on.

2020





Seven Materialities for Realizing the Corporate Sustainability Vision Creating Innovation through Unique, Original Technologies 17 Na Tree Cont. Solving Social lissues through **Growth Businesses** Creating Human Resources and Organizations that Generate Value Maximization of Customer Value Creation of Economic Value through Environmental Activities Strengthen of Business Portfolio Management Strengthen Group Governance Please refer to pages 30-1 for details.

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Maxell Group's Value Creation Model

Resources we deploy

Starting Points for

• Declining birthrate and

Value Creation

aging population

diseases

• Labor shortage

Abnormal weather

• Responding to natural

resource shortages

artificial intelligenceShift to renewable

Aging infrastructure

• Natural disasters

Coexistence with

Medical cost increase

• Fight against infectious

(Social Issues)

Financial capital P61
Sound equity capital

Intellectual capital P25-27

Manufacturing capital P65

Globally expanding production

Human capital P4 P40

Social capital P3 P28-29

Trust from society and the brand power cultivated

Natural capital P47-50
Environmental resources

related to business

Global and diverse human

R&D and technological

capabilities

resources

over history

activities

Maxell Group views society issues as the starting point for value creation. Our employees will make MVVSS, our corporate philosophy, our backbone and will commit strongly to provide value in the medium-term management plan MEX23 by leveraging our advantage of Analog Core Technologies. We will also continue to be an indispensable company for realizing a sustainable society by strengthening sustainability management.

Shareholders MVVSS PS **Employees** Seven Materialities P8 P30-31 Creating Innovation Solving Social Issues through Growth Creating Human Resources through Unique, Origina Technologies and Organizations that Customers Generate Value Sustainability Vision Analog Core Technologies 💌 Accelerate business replacement **Management Targets** Segment Growth Strengthen sales and profitability for Fiscal 2023 of growth businesses Strategy Net sales Operating profit Concentrate on three Focus Areas ¥125 billion ¥12.5 billion MEX23 Management Promote portfolio management Operating profit Foundation Cross-divisional operation of ROIC margin P7 P11-29 development and sales **Enhancement** 10% Over 7% • Enhance financial discipline Strategy Strengthen Group Maximization of **Business partners** Governance Customer Value Creation of Economic Strengthen of Business Portfolio Management Local communities Environmental Activities Global environment 13 and 15 dias 17 historials (Section 13)

Continuous enhancement of corporate value throught the value creation cycle

Value Provided to Stakeholders

Implementation

of the feature

to be realized

in 2030:

Maximum

Excellence