

Materialities / Action Plans / KPIs

Progress Legend ◇: Target achieved and KPI updated ◎100% or more: 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	Action Plan	Target (products/technologies)	KPI	Period	Progress	Reference
01 Creating innovation through unique, original technologies	Evolution of unique, original technologies that generate new value	Strengthen development of new products and technologies in growth areas, by utilizing unique, original technologies = "Analog Core Technologies" (integration of companywide technologies, optimization of development resources, preparation of next-generation development technologies)	Number of patents related to next-generation development technologies: 1.5 times in five years	Medium	◎	p.39
	Strengthen marketing for efficient R&D	Promote adoption of priority products in growth areas by utilizing "Analog Core Technologies," and accelerate the realization of synergy effects • Strengthen global marketing in four regions (Japan, Asia, Americas and Europe) • Strengthen cross-sales	Sales proportion of highly profitable A and B businesses: Over 50% (FY2023)	Short	△	p.18
	Strengthen partnerships to create new businesses	Obtain co-creation partners for key products in growth fields utilizing "Analog Core Technologies"	Sales proportion of new businesses: Over 15% (FY2030)	Long	△	p.35
02 Solving social issues through growth businesses	Contribution to the advanced information society through 5G/IoT-related businesses	Extend battery life and expand uses of cylindrical-type lithium batteries • Semiconductor-related embedded systems • Tape for semiconductor manufacturing processes, tape for industrial processes				
	Contribution to advanced medical and health areas through healthcare-related businesses	Widespread use of products and technologies for improving housing waterproofing and airtightness in high- and low-temperature environments around the world Strengthen new healthcare products • High reliability coin type lithium batteries	Overall sales growth ratio of 13 growth businesses in three focus areas: 10% (FY2023 vs FY2021)	Short	◎	p.14
	Contribute to a safe and secure society brought by highly-reliable sensing through mobility-related businesses	• Heat-resistant coin-type lithium batteries • LED headlamp lenses Develop in-car camera next-generation hybrid lens units				
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)	Build a framework for talent management that strives to maximize the performance of individuals and organizations as a whole	Talent management system: Introduced FY2022	Short	◇	p.41
		Maintain and continue appropriate communication between managers and staffs in order to maximize the abilities and skills of human resources	Career interview implementation ratio: 100%	Short	△	p.41
	Establishment of a system for human resource development and evaluation that creates proactive human assets capable of creating something out of nothing	Establishment of a recruitment system that clarifies the human resources we seek, and an allocation system that allows proactive human resources to play active roles	Formulate human resources portfolio	Medium	◎	p.41
		Setting challenging targets, and improvement of management ability to evaluate challenges appropriately	Education for personnel evaluators: 2 times/year	Short	◎	p.41
	Promoting diversity and inclusion (utilize diverse human resources and accept different values)	Improve employee satisfaction by fostering a workplace culture in which each and every diverse human resource can play an active role	Improve overall satisfaction in employee awareness survey: 90% or higher (FY2026)	Medium	○	p.42
		Maintenance and continuation of recruitment and promotion without being swayed by attributes such as gender or nationality	Recruitment ratio of new female graduates: 50% or higher for administrative jobs, 25% or higher for engineering jobs	Medium	◎	p.42
	Improve productivity and promote the transmission of skills through the standardization of business processes	Continuously improve productivity by enhancing the job satisfaction of each and every employee (continue holding employee awareness survey)	Improve job satisfaction ratio in employee awareness survey: 90% or higher (FY2026)	Medium	○	p.43
		Implementation of re-skilling education to improve productivity and promote skill transfer	Implementation of basic digital literacy education program: Implement for all employees	Short	◇	p.43

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04 Maximization of customer value	Transformation to manufacturing that solves the social issues ahead of customer issues	Assume that the social issues that lie ahead of customer issues = issues that remain unresolved, and envision them as "unknown manufacturing" from Maxell's standpoint Promoting manufacturing by incorporating new policies while leveraging conventional manufacturing knowhow	Sales proportion of highly profitable A and B businesses: Over 50% (FY2023)	Short	△	p.18
	Establishment of a system that prioritizes quality and product safety based on integrity	Building a foundation for quality assurance activities that incorporate new measures within the context of high awareness	Promote SQM (Super Quality Management for Maxell Group) and zero* new recall cases	Short	◎	↗
	Enhancing the value of the Maxell brand's core products and services	Aiming to enhance the value of products and services that "maximize customer value" by incorporating new measures while making use of conventional manufacturing	Continuous improvement of format unification with regard to customer feedback	Ongoing	◎	p.38
05 Creation of economic value through environmental activities	Strengthen environmental technologies and environmentally conscious products	Target: Maxell products and services Activity: Establish framework of new evaluation standards and evaluation formatting by FY2023: 1. Reduction 2. Long-term usability 3. Reuse and recycling 4. Ease of decomposition and treatment 5. Environmental conservation 6. Energy-saving 7. Contribution to the SDGs etc.	Define standards to show the degree of contribution to social and environmental issues, and visualize the progress of sustainability. Incorporate specific measures in the next medium-term management plan	Short	◎	p.46
	Conserving resources and energy, and promoting the introduction of renewable energy	Target: CO ₂ emissions (Scope 1 & 2 for domestic business sites) Activity: 1. Promote energy-conservation activities at business sites 2. Promote renewable energy (in-house consumption)	Domestic CO ₂ emissions: Reduce by 50% by FY2030 (compared to FY2013)	Long	◎	p.47, p.51
		Target: Waste plastic (domestic business sites) Activity: Determine targets and initiatives by FY2023 1. Recycling if chemical materials 2. Reducing waste by improving productivity	Renewable energy ratio (= Volume of renewable energy used/total electricity): 10% in FY2030	Long	◇	
06 Strengthening business portfolio management	Continuously improve the business portfolio through the two axes of market growth and business earnings (ABC-XYZ control)	Target: All businesses Activity: Monitor ABC-XYZ operation by rotating PDCA cycle every quarter, formulate measures for upgrading the classification of each business, follow-up actions, determine new classifications for the next fiscal year, etc.	Sales proportion of highly profitable A and B businesses: Over 50% (FY2023)	Short	△	p.18
	Implementing portfolio strategies that anticipate market changes	Target: New businesses Activity: 1. Identifying new businesses based on "Analog Core Technologies" 2. Monthly monitoring	Sales proportion of new businesses: Over 15% (FY2030)	Long	△	p.35
	Promoting efficiency at global production bases	Target: All businesses Activity: 1. Senior management and the Corporate Strategy Division play a core role in determining the direction for improving production efficiency 2. Pursue optimal manufacturing sites in Maxell Group from the perspective of opportunities and risks	Hold discussions on current issues and future possibilities from the perspective of production area optimization as well as portfolio optimization, and incorporate concrete measures in the next medium- to long-term management plan	Long	—	—
07 Strengthening group governance	Build effective governance in group management (deepen management)	Target: Management Activity: 1. Share the objectives and measures across the Group (participation of general managers) 2. Risk reduction activities: Promote activities through information security management and the Risk Management Committee 3. Strengthen diversity and work-life management	Further strengthen group governance by enhancing activities across the company, and by strengthening the operation of an appropriate management system, etc.	Medium	◎	p.52
	Implementing governance to maximize group synergies (technology, information, marketing)	Target: Technology, information, marketing Activity: 1. Sharing of strategies (regular meetings at each domestic group company) 2. Maximize synergies through Maxell Innovation (MI) activities (companywide initiatives to create innovation) (1) New development themes (2) Creation of integrated technologies and products through new production technologies (3) Joint application of intellectual property through cross-divisional IP activities	Create attractive value for the future by sharing information on markets and customers on a group-wide basis and by integrating technologies within the group. Integrate group-wide IT basis for basic business operation (FY2027)	Medium	◎	p.52

*Revised "zero PS accidents" to "zero new recall cases" (clarification of definition)