



With Employees

The Maxell Group is taking a variety of measures focused on respecting the individuality of each employee and creating employee-friendly workplaces. Also, we are moving forward with personnel development to realize diversity, “work-life design,” and the transfer of our competitive skills to the next generation.

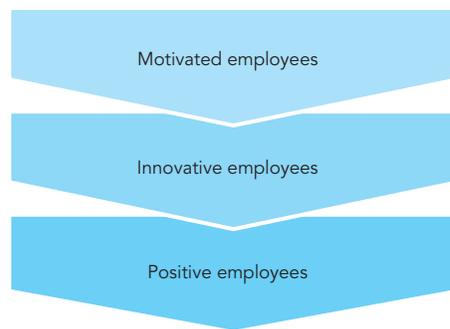
Seeking Talented Personnel

▲ Our Basic Approach

We have three keywords for required human resources: autonomous, ingenious, and positive. For Maxell to achieve sustainable growth, we need human resources who can autonomously identify issues to be addressed with regard to changes such as customer needs and the market environment, then think by themselves and take action. Our initiatives to date have brought together employees with many fields of expertise. Our task is to instill in our employees the drive to create new value by leveraging this diverse competence and by combining and coordinating their specialties. The keys to the Maxell Group’s continued growth are the increased promotion of personnel diversity, the creation of workplaces that are more employee-friendly, and the progression into a corporate culture that is conducive to realizing synergy.

We will continue focusing on hiring and developing talented personnel who will heighten trust in the Maxell brand.

The Personnel We Seek



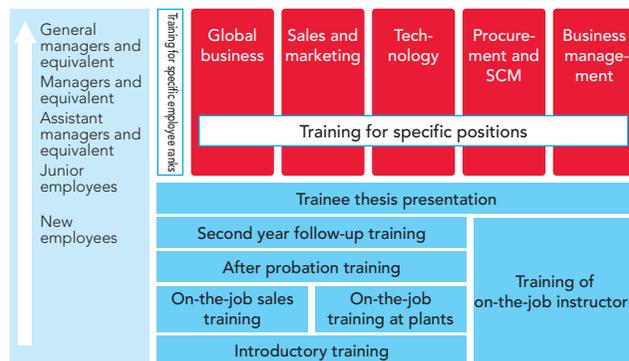
Developing Personnel

▲ Developing Personnel

Our personnel development initiatives are carried out within five segments respectively: global business, sales and marketing, technology, procurement and SCM, and business management. We conduct a broad range of training programs, including training based on employees’ rank or specialty, along with global education such as overseas training. Moreover, we regularly update the training program education themes and methods in accordance with the needs of the times. These efforts have included the introduction of an online curriculum that enables participation even for those who must care for children or other family members.

In regard to the development of our next generation of managers, we are preparing human resources for strengthening our existing businesses and creating new businesses. We select candidates who will be taking managerial positions in the near future and beyond, giving them training or rotating their positions in a planned manner.

Personnel Development System



▲ Creating Employee-Friendly Workplaces

The Maxell Group is developing diverse work systems that allow all employees to work in flexible ways that suit their lifestyle or life stage. In particular, to help employees meet work and family commitments, we have established childcare and caregiving systems that surpass legally required provisions. As a result, all employees who have taken childcare or caregiver leave have come back to work.

In fiscal 2019, we made effective use of the “Guidelines on Work and Holiday” that were implemented in 2018, helping employees in the head office divisions to cultivate the practice of taking planned annual leave, encouraging staggered work times in accordance with the regional characteristics of each business unit, and promoting understanding of business through interaction within the divisions. Partly as a result of creating this environment, as of April 1, 2020 the average consecutive years of service of our employees amounted to 20 years (20 years for males and 19 years for females).

Use of Childcare and Nursing Care Leave

	FY2017	FY2018	FY2019
Childcare leave	17	14	9
Nursing care leave	0	1	1



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Promoting Diversity Management

▲ Diversity Promotion Project: M-Wing

Realizing the importance of diversity, we have been promoting the in-house project M-Wing, which aims to leverage the different values, sensibilities, and experience of personnel to enhance our problem-solving capabilities, creativity, and flexibility.

Taking the theme, “fostering a workplace conducive to contributions by all staff,” M-Wing is comprised of selected members from each division, who have led efforts to advance diversity Groupwide by establishing a website that promotes diversity, conducting e-learning programs, and examining systems to facilitate work-life balance. In fiscal 2019, the M-Wing project activities were carried out through four working groups (WGs): the Cross-Divisional Networking WG, the Workstyle Reform WG, the External Networking WG, and the Public Relations WG. To spread the message about diversity promotion throughout internally, we use paper media such as internal newsletters and posters, as well as our internal SNS to stimulate communication and let even more people know about M-Wing activities.

For internal communications, we publish M-Wing newsletters to keep employees updated on our activities every month as well as introduce details on our WG activities and initiatives in other divisions. We put posters up in every workplace to help raise awareness of diversity promotion within the Company. The theme of these posters is “respect for diversity,” and includes the message that “a large umbrella of many vibrant colors (individuality) will always be a strength, and we are aiming to create a company that can withstand any downpour.” In addition, we have set up “Happy Life by M-Wing” on our internal SNS as a space for interactive communication to complement



our M-Wing newsletter and posters. We will continue working to increase understanding of diversity promotion among Maxell employees and to create workplaces where everyone can participate actively.

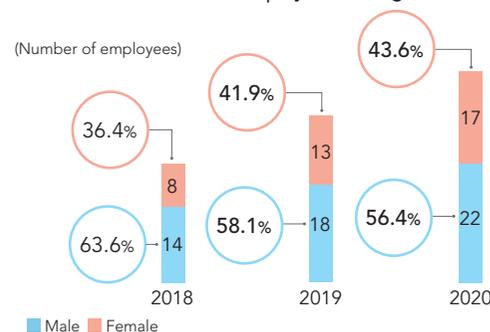
▲ Empowering Women

The Maxell Group is raising awareness and revising its regulations in relation to diversity. At the same time, we are actively hiring women with a view to developing role models.

Furthermore, in regular recruitment we are aiming for new female graduates to account for 50% of office and sales positions and 20% of technical positions. As a result, 44% of employees hired through regular recruitment in fiscal 2020 were women, compared with 42% in fiscal 2019.

Ratio of Male to Female Employees among New Graduates

(Number of employees)



Global Human Resources Working Overseas

I joined the Company to work in BtoB sales at Maxell's Singapore sales company. Since returning to Japan, I have been working in overseas sales of in-car camera lens units.

Dealing in optical components requires high-level specialist knowledge, and I need to cooperate with specialist engineers to solve customers' problems. However, rather than simply drawing a line around my own area of responsibility and ignoring the engineering side, I try to ensure that I am familiar with issues in the areas of design, manufacture, and quality, and gradually deepen my understanding of engineering so that I can solve day-to-day problems, working alongside people in and outside the Company.

To solve issues, we hold a discussion to grasp the essence of the problems and then build mutual trust to overcome them—this is the same in Japan and overseas. However, I felt a real sense of accomplishment and joy at succeeding in this task overseas, where languages, culture, and customs differ. I was also very encouraged that we received a supplier award from my customer for two consecutive years.

Since 2019, I have been posted in Germany, where I am working to develop new customers in Europe, the forefront of automotive engineering and development. By taking as many opportunities as possible to experience and absorb the outstanding negotiation techniques and presentation skills of people in Europe and their dedicated approach to work, I hope to grow further myself.



Mari Haraguchi
Business Planning Manager,
Maxell Europe Ltd.
Satellite office Munich



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Promoting Health and Safety

▲ The Maxell Group's Activities on Health and Safety

The Maxell Group makes concerted efforts to develop health and safety activities based on its Occupational Health and Safety Basic Policy, which emphasizes the importance of protecting health and safety over everything else.

In Japan, our operating bases improve health and safety by conducting cross-divisional safety patrol inspections. In fiscal 2015, we established global minimum safety standards. Using these as a template, we will prepare safety standards that are applicable to manufacturing bases outside of Japan and steadily introduce them to our bases overseas.

As our business scale increased through the Maxell Business Platform (MBP), we also saw a rise in the number of work-related accidents. In response, we have been strengthening our initiatives to eliminate the recurrence of such accidents by ensuring that all employees follow our basic conduct and applying our "5W for accidents" (a set of five "why" questions). In fiscal 2020, we will continue to forge ahead with these measures with the aim of eliminating work-related accidents.



Safety patrol inspections

Moreover, in fiscal 2019 we deployed our employee safety confirmation system to all Maxell Group companies in Japan as part of our business continuity plan (BCP) in preparation for emergencies. Moreover, we conducted initial response training and business recovery training for emergencies at our Kyoto Headquarters. We plan to address the issues that were identified through these activities in our next initiative. Our task now is to create risk control manuals and conduct other safety-related measures to advance our overseas crisis management that enable employees to continue providing services safely and with peace of mind.



BCP disaster prevention drill

Maintaining and Improving Employee Health

▲ Strengthening Health Management

We focus on maintaining and improving employee health, because the vitality of employees is essential to enhancing corporate growth and value.

Using employees' health checkup and medical receipt data, we implement prevention programs targeting employees who either have lifestyle-related diseases or are at risk of developing them. In addition, we are strengthening the health management of employees posted overseas by ensuring that they receive checkups.

With respect to the mental health of our employees, we have established an employee assistance program (EAP) that provides counseling through an outside consultation office to help employees deal with any anxieties they may be experiencing. Furthermore, to help employees who have had mental health issues return to work, we have introduced a program that makes the transition easier by engaging with them individually while drawing on the advice of specialized personnel.

Moreover, we have been conducting stress checks since June 2016 in accordance laws and regulations. In fiscal 2019, we conducted checks focused on employees' stress resilience and followed up with a seminar explaining ways to make use of the check results and offering guidance from a lecturer. Through new initiatives such as this, we advanced our activities to help people avoid high levels of stress.

Health and Productivity Management

Maxell acquired a designation as a 2020 Certified Health & Productivity Management Outstanding Organization (large enterprise category).* We will encourage newly added Group companies to acquire this recognition as well, and aim to attain a designation as a White 500 company. To this end, we are enhancing our welfare program and promoting a range of initiatives aimed at creating a company where all Group employees can take care of their health and productivity while they work.



* Maxell, Ltd. and the former Maxell Joiei Tech Co., Ltd.