



# With Employees

Maxell Group conducts a variety of initiatives with the aim of respecting the individuality of each and every employee and realizing a rewarding workplace.

We are promoting the development of human resources to realize diversity and work-life management, and to pass on the technologies that are our strengths as a company to the next generation.

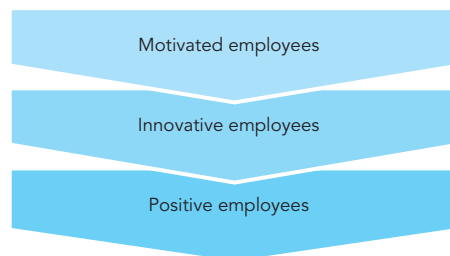
## Seeking Talented Personnel

### Basic Policy

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 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.

Going forward, we will further focus on recruiting and developing talented human resources in order to further enhance our trust in the Maxell brand and become a company that is indispensable in a sustainable society.

### The Personnel We Seek



## Developing Personnel

### Personnel Development Policy

Maxell has established three basic educational policies and is implementing education programs based on priority initiatives.

#### Basic educational policies

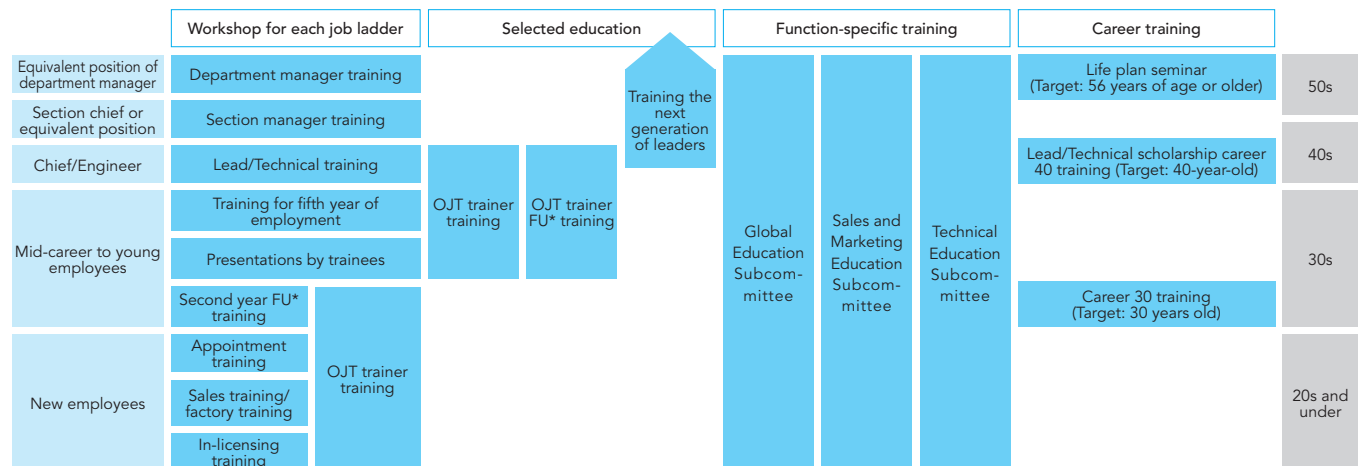
- Human resources are the most important management resource for a company, and in addition to fostering an educational culture, we aim to be a company in which people develop.
- Capturing changes in the world, sincerely pursuing creativity and technological capabilities, and cultivating human resources that can provide value to employees, customers, and society
- Develop human resources capable of promoting global and diversity

Based on our policies, we are implementing human resource

development measures in each of the three fields of "global," "sales and marketing," and "technology," in addition to stratified, selective, and career education. We cultivate human resources who can create new value through a variety of educational curriculums, including training tailored to the level of each specialized field, global education such as overseas training, and regular refinements to educational themes and methods in line with the times.

Regarding the development of successors, we are strengthening our human foundation to create strong businesses and new businesses by selecting candidates for management in the next fiscal year and successively planning and promoting education, rotation, and other measures.

### Personnel Development System



\*FU: Follow-up

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### Human Resource Development

#### ■ Promoting the Creation of a Pleasant Workplace

Maxell has put in place a diverse work system that allows all employees to work in a flexible manner according to their lifestyles and life stages. In particular, in order to balance work and family life, we have established a system that exceeds statutory standards for child care and family care. The percentage of employees who take childcare and nursing care leave to return to work is 100%.

In fiscal 2020, as many employees work from home due to the impact of the Novel Coronavirus infectious disease, we prepared a "Work at Home Manual" to provide support so that we can transition to a "new way of working" without losing productivity from the perspective of working styles and management.

#### Use of Childcare and Nursing Care Leave Systems

	FY2018	FY2019	FY2020
Childcare leave (person)	14	9	9
Nursing care leave (person)	1	1	1

### Diversity Management

#### ■ Diversity Promotion Project "M-Wing"

Maxell aims to improve organizational problem-solving abilities, creativity, and flexibility by emphasizing diversity and leveraging human resources with differing values, sensibilities, and experiences. We are putting effort into "M-Wing" activities, which are internal projects.

Under the slogan "Creating Companies and Workplaces Where Everyone Can Work," M-Wing activities are divided into working groups to promote diversity throughout the Company. These include the establishment of websites for promoting diversity, implementation of e-learning, and consideration of mechanisms for work-life balance, among others, selected from business divisions. In fiscal 2020, activities were conducted 3WG the Communications Style Innovation Working Group, the Diversity Management Behavior Innovation Working Group, and the Work-Lifestyle Innovation Working Group.

The Communication Style Innovation Working Group prepared a communication handbook that summarizes best practices at each workplace and other companies and how to use IT communication tools through a Q&A method in order to explore ways of communication that can demonstrate creativity in "new ways of working." In the Work-Lifestyle Innovation Working Group, amid an increase in telecommuting due to the impact of the novel Coronavirus infectious disease, we worked to improve productivity through well-balanced work styles by distributing stretch and other refreshed content that can be easily worked at home.

The Diversity Management Behavior Innovation Working Group focused on manufacturing sites to conduct hearings on the current situation and identify



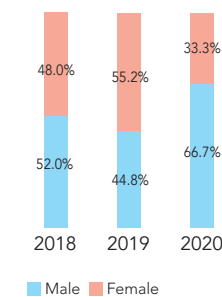
issues for disseminating diversity in order to propose a mechanism for continuous implementation of diversity in the workplace.

Going forward, M-Wing will continue to promote activities aimed at creating a company in which diverse human resources can work in a comfortable and enthusiastic manner.

#### ■ Empowering Women

Maxell is raising awareness of diversity and reviewing its corporate rules, while promoting the active recruitment and promotion of women in an effort to cultivate role models. In fiscal 2019, we won the two stars of the "Eruboshi" certification mark, which is issued to companies with outstanding status on promoting the active role of women, and we are working to further promote women's participation in the workplace. Regarding recruitment, we are expanding recruitment with the aim of raising the percentage of female recruitment in regular recruitment to 50% or more.

#### Male/Female Ratio of New Graduate Hires\*



\* Percentage of men and women about recruiting university graduates or more

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### Work Style Innovation

#### Digitization to Assist Work Style Reforms

Maxell is actively promoting digitization as an important measure in strengthening its management foundation and advancing work style reforms.

The recent COVID-19 pandemic has forced a shift from the conventional face-to-face and three-way principle

(GENBA, GENJITSU, GENBUTSU) to remote. Telework, such as telecommuting, is expanding and taking root domestically and overseas. At the same time, online meetings and business digitization are rapidly advancing.



To strengthen our management foundation, we are reforming our operations and revamping our core systems to standardize operations, from the form of management in which each domestic and overseas base establishes its own business foundation individually. In this way, we are working to strengthen low-cost operations and governance and optimize the use of human resources.

In particular, indirect departments such as general affairs, accounting, and business operations realize automation of operations and operational efficiency as much as possible, and we are working to improve productivity and reduce costs by promoting the following digitization measures.

#### Work Style Reforms and Digitization Measures to Improve Productivity

- Improving and strengthening the telework environment
- Promoting rules, efficiency, stabilization, and efficient meetings for online meetings
- Paperless operations
- Cloud utilization
- Computerized application for approval and circulation procedures
- Improve operational efficiency and digitize by utilizing robotic process automation (RPA)
- Strengthen security for cloud utilization and expansion of telework use

### Promoting Health and Safety

#### Maxell Group's Activities on Health and Safety

Maxell Group carries out occupational health and safety activities in concert with the Group under the basic occupational health and safety policy that "protecting safety and health is of utmost priority."

We are working to improve the level of safety and health by implementing reciprocal safety inspections at each domestic Group company site. At the same time, we have formulated safety standards that can also be applied to overseas manufacturing sites based on the Minimum Safety Standards, which are commonly used worldwide safety standards, and are gradually introducing them to overseas manufacturing sites.

In fiscal 2020, we saw an increase in the number of accidents not requiring lost-time injuries, but we are strengthening our efforts to eliminate recurrence accidents by thoroughly implementing basic actions and conducting "5W for accidents" (a set of five "why" questions). In fiscal 2021, we will continue to develop these initiatives to eliminate work-related accidents.

In addition, under the basic policy of "placing top priority on ensuring the health of employees, customers, business partners, and society as a whole, and striving to prevent the spread of infectious diseases," we are implementing measures in response to changing conditions on a daily basis to ensure safety and business continuity.



Safety patrol inspections



BCP disaster prevention drill

### Maintaining and Improving Employee Health

#### Strengthening Health Management

Maxell believes that the ability of its employees to thrive is indispensable to corporate growth and the enhancement of corporate value. Accordingly, we are focusing on health management initiatives aimed at maintaining and improving employee health.

Employee medical checkups and health insurance claims data are used to implement prevention programs targeted at persons with lifestyle-related diseases and their reserves. Employees seconded overseas are also undergoing thorough health checkups to strengthen health management.

With regard to mental health, through EAP\*, we utilize counseling provided by an external consultation desk for a variety of employee concerns. In addition, we have introduced a rework program as part of our mental health program to assist employees returning to work, and respond individually with the advice of our specialist staff.

Stress checks have been conducted since June 2016 in accordance with laws and regulations. We have evolved into preventive activities that do not lead to high stress through new initiatives, such as conducting diagnostics focusing on the resilience of employees to stress, explaining how to use test results at seminars, and providing guidance by lecturers.

#### Health and Productivity Management

Maxell has acquired the 2021 Certified Health and Productivity Management Organization (Large Corporate Sector). Aiming to promote the acquisition of certificates by newly joined Group companies and to achieve White 500, we will enhance our welfare and promote various initiatives to create a company that values the health of all Group employees.



\* EAP: Employee Assistance Program