

May 13, 2020
Maxell Holdings, Ltd.

Outline of Evaluation Results Related to Effectiveness of the Board of Directors for the Fiscal Year Ended March 31, 2020

Based on the Corporate Governance Guidelines, Maxell Holdings, Ltd. (the Company) regularly conducts evaluation related to the effectiveness of its Board of Directors with the purpose of enhancing the Board's effectiveness and improving the Company's corporate value.

The Company today announces the outline of analysis and evaluation results related to effectiveness of the Board of Directors for the fiscal year ended March 31, 2020 as follows.

1. Methods of analysis and evaluation related to the effectiveness of the Board of Directors

The Company carried out an anonymous survey among its directors containing the following items. Based on the survey's results, the Board of Directors analyzed and evaluated its effectiveness as well as examined ways to make improvements going forward.

Survey Content (Main Items)

1. Board of Director's structure
2. Board of Director's effectiveness
3. Effectiveness of appointment and remuneration systems for directors and executives
4. Board of Director's management
5. Personal evaluation
6. Structure of support and cooperation for outside directors
7. Roles of Audit and Supervisory Committee members and expectations to them
8. Relationship with shareholders and other stakeholders

*For the comparison with previous year's evaluation results, the items are same as previous year.

2. Outline of analysis and evaluation results related to the effectiveness of the Board of Directors

The evaluation confirmed that free and vigorous discussions are carried out at the Board of Directors, as appropriate communication and cooperation between outside directors, as well as outside directors and business operation members are maintained, and as enough opportunities to express opinions are given for directors.

On the other hand, for the inefficiency came from the holding company structure, follow-up of investments and enrichment of successor training plan, the Company has been implementing improvement measures from the previous fiscal year, the evaluation confirmed again that these are the subjects the Company must continuously work on. Also, as the new subjects, the evaluation confirmed that enhancement of the governance of the Group is necessary.

3. Future measures based on the analysis and evaluation related to the effectiveness of the Board of Directors

Based on the above analysis and evaluation, in the fiscal year ending March 31, 2021, the Company will promote group-wide re-allocation of responsibility and authority, enhance monitoring function, re-build group governance and consider drastic structural reform including the holding company structure. And regarding successor training plan, the Company will improve it with more proactive involvement of Nomination and Remuneration Committee and Board of Directors by providing necessary information to directors and conducting active discussion.

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