

Last Update: June 25, 2026

Maxell, Ltd.

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President and Representative Director

Contact: Corporate Communications Division

Securities Code: 6810

<https://www2.maxell.co.jp/>

The corporate governance of Maxell, Ltd. (the “Company”) is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information

1. Basic Views

At the Maxell Group (the “Group”), one of the basic management policies is to enhance the Group’s corporate value over the medium- to long-term through the implementation of management measures that reflect the viewpoints of all stakeholders, including shareholders and other investors, customers, and employees. Accordingly, the Group endeavors to reinforce its corporate governance by expediting both management decision making and business execution, while simultaneously strengthening oversight systems.

The Company has established the Corporate Governance Guidelines that provide the basic views and basic policies concerning the corporate governance of the Group, which are disclosed on the Company’s website. (Corporate Governance Guidelines: <https://www2.maxell.co.jp/ir/governance/>)

[Reasons for Non-compliance with the Principles of the Corporate Governance Code]

The Company has implemented all of the principles of the Corporate Governance Code.

[Disclosure Based on the Principles of the Corporate Governance Code] **[updated]**

[Principle 1-4. Cross-Shareholdings]

The Company discloses the policy on cross-shareholdings of listed companies in the Corporate Governance Guidelines as follows and handles shares held by the Company as cross-shareholdings in accordance with such policy.

- (1) The Company shall not hold cross-shareholdings in principle unless they are deemed to contribute to medium- to long-term enhancement of corporate value through the maintenance and reinforcement of business relationships.
- (2) As for cross-shareholdings, the Company regularly examines holding purpose, medium- to long-term economic rationality, and future prospects, etc. at the Board of Directors and sells the shares that are judged to be unreasonable to hold.
- (3) The Company appropriately exercises its voting rights upon comprehensive consideration of whether or not the proposal contributes to the enhancement of corporate value of the issuing company and the Group over the medium- to long-term.

Based on the policy, relating to whether or not to hold each individual shareholding, the Company regularly assesses significance of the shareholdings based on quantitative and qualitative criteria at the Board of Directors. The Company examines the significance by considering comprehensively from the point of economic rationality, whether the returns including profits relating to customers and dividend income exceed the cost of capital as quantitative criteria, and from the point of keeping efficient business relationship with customers and growth potential as qualitative criteria.

[Principle 1-7. Related Party Transactions]

At the Company, competitive transactions and conflict-of-interest transactions between the Company and the Company's directors or other related parties shall require prior approval of the Board of Directors. Related party transactions shall be regularly reported to the Board of Directors and disclosed in accordance with the Companies Act, the Financial Instruments and Exchange Act, and applicable laws and regulations, as well as regulations prescribed by the Tokyo Stock Exchange.

[Supplementary Principle 2-4-1. Ensuring Diversity in Appointment of Core Human Resources]

(1) Views and Targets on Ensuring Diversity in the Promotion of Core Human Resources

In accordance with the "Maxell Group Codes of Conduct" which stipulates specific codes of conduct that applies throughout the Group, the Company strive to ensure diversity by respecting the personality and individuality of each person in the recruitment and treatment of employees in a fair manner disregard of gender, age, nationality, etc.

The ratio of women in managerial positions of the Company is 5.8% as of March 31, 2026, and the Company is aiming to achieve the ratio of 10% by 2030.

As for foreigners, non-Japanese employees are generally promoted to managerial positions at the Company's overseas consolidated subsidiaries. As for mid-career recruits, the Group has already consisted of diverse human resources, and regardless of the type of recruitment, the Company is promoting them to managerial positions based on their abilities, experience, and other factors.

Therefore, the Company has not set specific target limited to foreigners and mid-career recruits.

(2) Human Resource Development Policy and Internal Environmental Improvement Policy to Ensure Diversity, and their Implementation Status

The policies for human resources development and for improvement of internal environment for ensuring diversity, and the status of their implementation are disclosed in the Integrated Reports.

[Principle 2-6. Roles of Corporate Pension Funds as Asset Owner]

Corporate pension fund plan of the Company has transitioned to defined contribution pension fund plan since April 2015. And the previous defined benefit pension fund is managed by Maxell Pension Fund as closed pension fund.

For the management of Maxell Pension Fund, in order to perform the expected roles as an asset owner, the Company allocates personnel with appropriate qualifications who have work experience in finance & accounting and human affairs, etc., and implements systematic monitoring through regular reports, etc. from the board of representatives.

Also, as the trust assets are invested by multiple asset management institutions, and by entrusting the selection of each investment destination and exercise of voting rights to each asset management institution, the Company prevents conflict of interests between beneficiaries of corporate pension and the Company.

[Principle 3-1. Enhanced Information Disclosure]

(1) Company objectives (e.g., business principles), management strategy and management plan

The Company's management philosophy, management strategy, and management plan are disclosed in integrated reports and on the Company's website in addition to securities reports.

(2) Basic views and basic policies on corporate governance

The basic views and basic policies on the corporate governance of the Company are disclosed in the Corporate Governance Guidelines.

(3) Policies and procedures in determining the remuneration of directors

The policies and procedures in determining the remuneration of the Company's directors are disclosed in the Corporate Governance Guidelines and in II. 1. "Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods" of this report.

- (4) Policies and procedures for nomination of candidates for directors and dismissal of directors
The policies and procedures for nomination of candidates for directors and dismissal of directors of the Company are disclosed in the Corporate Governance Guidelines.
- (5) Explanations for the appointment and nomination of each candidate for director
Regarding the explanations for the appointment and nomination of candidates for directors of the Company, a brief profile of each candidate and reasons for election are stated in the convocation notices of the General Meeting of Shareholders.

[Supplementary Principle 3-1-3. Activities on Sustainability, etc.]

The Company has formulated the Corporate Sustainability Vision, which aims to enhance corporate value over the long term with an emphasis on relationships with various stakeholders. To achieve this goal, the Company discloses the sustainability initiatives, such as identification of materiality, in the Integrated Reports and on the Company's website.

In addition, the Company recognizes that human capital and intellectual properties are important management resources. With regard to human capital, the Company promotes the development of human resources to realize diversity & inclusion and work-life management, and to pass on the technologies that are the strengths of the Company to the next generation. With regard to intellectual property, the Company promotes business activities that integrate technological and intellectual property strategies, centered on the Company's unique Analog Core Technologies, and the Company also discloses these initiatives in the Integrated Reports and on the Company's website.

In October 2021, the Company expressed its support for TCFD recommendations. Based on the recommendations, the Company has proceeded with scenario analysis on the impact of climate-related risks and opportunities on the business activities and business performances, and disclosed the results in the Integrated Reports, etc.

In addition, in July 2023, the Company declared to achieve carbon neutrality by fiscal year 2050, in order to contribute to realization of a sustainable society where everyone can live with peace of mind, aiming to achieve carbon-free society and recycling-oriented society through the pursuit of innovation. Also, in April 2024, the Company has upgraded its Corporate Sustainability Department originally established in April 2020 to Corporate Sustainability Division which is reporting directly to the president, in order to further enhance sustainability initiatives of the Group.

[Supplementary Principle 4-1-1. Scope of Matters to be Delegated to the Management]

In addition to the matters provided for in laws and regulations and the Articles of Incorporation, the Company provides the matters to be decided by the Board of Directors in the Board of Directors Rules. Regarding the important matters concerning business execution other than the matters to be decided by the Board of Directors, the Company defines the scope of matters to be delegated to the management by setting up various approval guidelines.

[Principle 4-9. Independence Standards and Qualifications for Independent Outside Directors]

The Company selects, in accordance with the independence standards prescribed by the Tokyo Stock Exchange and other criteria, independent outside directors who have no interests with the Company and may not have a conflict of interests with general shareholders.

[Supplementary Principle 4-10-1. Authority and Roles, etc. of Committees for Nomination and Remuneration]

The Company has established the Nomination and Remuneration Committee as an advisory body to the Board of Directors with the aim of ensuring objectivity and transparency in deciding matters related to directors' nomination and remuneration, and improving the effectiveness of the supervising function of the Board of Directors. The Nomination and Remuneration Committee is composed of a majority by independent outside directors and is also chaired by independent outside director to ensure independence. Also, the Company discloses the views on the independence, authority and roles of the Nomination and Remuneration Committee in the Corporate Governance Guidelines.

In addition, since June 25, 2026, all members of the Nomination and Remuneration Committee have been independent outside directors.

[Supplementary Principle 4-11-1. View on Diversity, etc. of the Board of Directors]

To exercise important managerial decision making and the supervisory function effectively, the Board of Directors of the Company has established appropriate systems taking into consideration the balance between diversified knowledge, experience, expertise, etc., of the Board of Directors as a whole. In addition, the Company ensures that the management supervisory system is in place by appointing independent outside directors who express opinions from independent and objective standpoint at the Board of Directors. Independent outside directors include person who has management experience at other company.

The policies and procedures for appointment of directors are disclosed in the Corporate Governance Guidelines.

Furthermore, in light of the management strategy for creation of corporate value, the Company has identified eight items i.e. Business Portfolio Management, Global Business, Sales & Marketing, New Technology Creation, Production Improvement, Finance, Legal Affairs & Compliance and ESG, as the skills that the Board of Directors of the Company should possess. The Company discloses the Skill Matrix which lists the skills possessed by each of the directors on the Company's website.

[Supplementary Principle 4-11-2. Concurrent Holding of Positions as Officers at Other Listed Companies by Directors]

Directors of the Company shall not concurrently serve as directors or auditors at no more than four listed companies excluding the Company in order to ensure the time and effort required to appropriately fulfill their respective roles and responsibilities.

[Supplementary Principle 4-11-3. Evaluation of Effectiveness of the Board of Directors]

In order to further increase the effectiveness of the Board of Directors, the Company provides in the Corporate Governance Guidelines to implement analysis and assessment by the Board of Directors with respect to its effectiveness as a whole based on the self-evaluation of each director, etc. The evaluation of effectiveness of the Board of Directors has been implemented since fiscal year 2015 and the summary of the results has been disclosed on the Company's website every year.

[Supplementary Principle 4-14-2. Training Policy for Directors]

The Company continuously provides its directors with information and training necessary to fulfill their roles and responsibilities appropriately, both at the time of and after the assumption of their offices. Specifically, the Company explains the outline of its business and other matters to them upon assumption of their offices and regularly holds lectures on compliance inviting external experts. In addition, the Company provides information and training in a timely manner on the occasions of the revision of important laws, etc.

[Principle 5-1. Policy for Constructive Dialogue with Shareholders]

In order to promote constructive dialogue with shareholders and thereby facilitate the sustainable growth of the Group and the enhancement of its corporate value over the medium- to long-term, the Company has established the Basic Policy for Dialogue with Shareholders and discloses it in the Corporate Governance Guidelines.

[Implementation Status of Dialogue with Shareholders]

The Company discloses status of dialogue between the executives, etc. and shareholders in the previous fiscal year on the Company's website.

[Action to Implement Management that is Conscious of Cost of Capital and Stock Price]

Content of Disclosure	Disclosure of Initiatives (Update)
Availability of English Disclosure	Available
Date of Disclosure Update [updated]	April 27, 2026

Explanation of Actions **[updated]**

Regarding the initiatives aimed at realizing management that is conscious of cost of capital and stock price, the Company conducted the situation analysis on October 30, 2023 and made up the plan based on the situation analysis on June 5, 2024. According to the analysis, the Company recognized that “Improving Profitability” and responding to expectation for medium- to long-term growth, namely “Stable Profit Growth”, are the key objectives. Based on these results, in the Mid-term Management Plan MEX26 for the period from fiscal year 2024 to fiscal year 2026, the Company will further accelerate business portfolio reform aimed at improving profitability. To realize stable profit growth, the Company will allocate management resources strategically to the areas such as strengthening advanced technology developments and new market developments, proactive capital investments, primarily to the growth businesses. Additionally, regarding the cash allocation during MEX26 period, while accelerating growth investments, the Company strengthens shareholder returns with total payout ratio of over 100% and optimizes its cost of capital in order to realize PBR over 1.0x.

Based on these plans, the Company has disclosed the progress of the initiatives in the fiscal year 2024 on April 25, 2025 and the progress of the initiatives in the fiscal year 2025 on April 27, 2026 on the websites of the Company and the Tokyo Stock Exchange.

(Outline of the progress of the initiatives in the fiscal year 2025)

(1) Business Strategy: Sharpened business portfolio and steadily executed growth strategies

- Established the corporate byline “Micro batteries. Maximum impact.” and promoted front-runner strategy in the high-reliability small battery sector
- Acquired primary battery business from Murata Manufacturing
- Strengthened approach to external advanced technologies in collaboration with JAFCO
- Transferred optical lens unit business to a subsidiary with a aim of improving efficiency and profitability
- Transferred EF2 business as part of reform of semiconductor related business
- Accelerated social implementation by providing power modules integrating all-solid-batteries and peripheral circuits

(2) Financial Strategy: Executed growth investments and shareholder returns through agile financing and use of internal funds

- Executed targeted growth investments centered on small battery sector
- Executed share buyback in addition to ordinary dividends based on the policy of total payout ratio of over 100%

The Company will continue to aim for sustainable growth and medium- to long-term enhancement of corporate value through implementation of the initiatives and regular review of its progress.

2. Capital Structure

Foreign Shareholding Ratio	More than 30%
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[Status of Major Shareholders] [updated]

Name / Company Name	Number of Shares Owned (Shares)	Percentage (%)
The Master Trust Bank of Japan, Ltd.	5,762,100	15.63
STATE STREET BANK AND TRUST COMPANY 505001	3,929,584	10.66
Custody Bank of Japan, Ltd.	2,533,100	6.87
Nichia Corporation	2,001,600	5.43
Zeon Corporation	1,311,700	3.56
THE BANK OF NEW YORK MELLON 140044	958,250	2.60
STATE STREET BANK AND TRUST COMPANY 505103	934,980	2.54
STATE STREET BANK AND TRUST COMPANY 505301	827,800	2.24
JP MORGAN CHASE BANK 385781	598,259	1.62
iShares Core MSCI EAFE ETF	505,400	1.37
Controlling Shareholder (Except for Parent Company)	—	
Parent Company	None	

Supplementary Explanation [updated]

1. In the change reports on possession of large volume that were provided to public inspection on April 23, 2025, it was mentioned that Grantham, Mayo, Van Otterloo & Co. LLC has 3,804,900 shares (8.10%) as of April 16, 2025. Despite this report, they are not included in the above list of major shareholders, since it is not possible for the Company to confirm the actual status as of March 31, 2026.
2. In the change reports on possession of large volume that were provided to public inspection on September 19, 2025, it was mentioned that Sumitomo Mitsui Trust Asset Management Co., Ltd. and its joint holder Amova Asset Management Co., Ltd. have 3,132,800 shares (6.67%) in total of related partners as of September 15, 2025. Despite this report, they are not included in the above list of major shareholders, since it is not possible for the Company to confirm the actual status as of March 31, 2026.

3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange Prime Market
Fiscal Year-end	March
Type of Business	Electric Appliances
Number of Employees (Consolidated) as of the End of the Previous Fiscal Year	1,000 or more
Sales (Consolidated) as of the End of the Previous Fiscal Year	¥100 billion to less than ¥1 trillion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	10 to less than 50

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

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5. Other Special Circumstances which may have Material Impact on Corporate Governance

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II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management

1. Organizational Composition and Operation

Structure of Organization	Company with an Audit and Supervisory Committee
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[Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	19
Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	President
Number of Directors	7
Appointment of Outside Directors	Appointed
Number of Outside Directors [updated]	4
Number of Independent Directors [updated]	4

Outside Directors' Relationship with the Company (1) **[updated]**

Name	Attribute	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Sachiko Murase	Lawyer											
Kazuhiro Aigami	From Other Company											
Nobuko Aoki	From Other Company					△						
Kazuyoshi Hata	From Other Company					▲			△			

* Categories for "Relationship with the Company"

* "○" when the director presently falls or has recently fallen under the category;

"△" when the director fell under the category in the past

* "●" when a close relative of the director presently falls or has recently fallen under the category;

"▲" when a close relative of the director fell under the category in the past

a. Executive of the Company or its subsidiaries

b. Non-executive director or executive of a parent company of the Company

c. Executive of a fellow subsidiary company of the Company

d. A party whose major client or supplier is the Company or an executive thereof

e. Major client or supplier of the listed company or an executive thereof

f. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a director/*kansayaku*

g. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)

h. Executive of a client or supplier company of the Company (which does not correspond to any of d, e, or f) (the director himself/herself only)

i. Executive of a company, between which and the Company outside directors/*kansayaku* are mutually appointed (the director himself/herself only)

j. Executive of a company or organization that receives a donation from the Company (the director himself/herself only)

k. Others

Outside Directors' Relationship with the Company (2) **[updated]**

Name	Audit & Supervisory Committee Member	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Sachiko Murase		○	—	<p>Ms. Sachiko Murase is expected to continue to contribute to sustaining and enhancing the growth strategies, corporate governance and risk management of the Group by drawing on her wealth of knowledge and expertise as a lawyer specialized in corporate legal affairs and experience as an outside officer of listed companies, and has been contributing to the Company with her valuable advice at meetings of the Board of Directors since she took office as director of the Company. Ms. Sachiko Murase was designated as an independent director, as the Company has confirmed that there are no conflicts of interest with the Company and there is no risk of conflicts of interest with general shareholders.</p>
Kazuhiro Aigami	○	○	—	<p>Mr. Kazuhiro Aigami is expected to continue to contribute to sustaining and enhancing global business strategies and governance by drawing on his wealth of management experience, including serving as Representative Board of Directors at JVCKENWOOD Corporation and broad knowledge on global sales and marketing strategies, and has been contributing to the Company with his valuable advice at meetings of the Board of Directors since he took office as director of the Company.</p>

				Mr. Kazuhiro Aigami was designated as an independent director, as the Company has confirmed that there are no conflicts of interest with the Company and there is no risk of conflicts of interest with general shareholders.
Nobuko Aoki	○	○	Ms. Nobuko Aoki was engaged in business operations at a major business partner of the Company, the Bank of Tokyo, Ltd. (currently MUFG Bank, Ltd.), from 1987 to 1995. However, a considerable period has elapsed since she left the bank.	Ms. Nobuko Aoki served as a corporate auditor at IBM Japan, Ltd. and KOBELCO SYSTEMS CORPORATION, and thus has extensive experience and deep expertise gained over many years in the fields of finance, accounting, and corporate management. Accordingly, she is expected to supervise the management of the Company from an independent standpoint and provide appropriate advice and recommendations. Ms. Nobuko Aoki was designated as an independent director, as the Company has confirmed that there are no conflicts of interest with the Company and there is no risk of conflicts of interest with general shareholders.

Kazuyoshi Hata	○	○	Mr. Kazuyoshi Hata used to be a business executive of a business partner of the Company, Konica Minolta, Inc. in the past. The transaction amount between the Company and Konica Minolta, Inc. was less than 1% of the net sales of the Company (results of the most recent business year). Also, although his relative within the second degree of kinship used to be enrolled as a business executive of a major business partner of the Company, MUFG Bank, Ltd. in the past, more than 10 years have passed since the relative's retirement.	Mr. Kazuyoshi Hata is expected to continue to contribute to sustaining and enhancing growth strategies in new business areas and governance by drawing on his wealth of track records and experience of business operation and business reform, including serving as Senior Executive Officer of Konica Minolta, Inc. and broad knowledge covering technical area and management planning area, has been contributing to the Company with his valuable advice at meetings of the Board of Directors since he took office as director of the Company. Mr. Kazuyoshi Hata was designated as an independent director, as the Company has confirmed that there are no conflicts of interest with the Company and there is no risk of conflicts of interest with general shareholders.
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[Audit and Supervisory Committee]

Committee's Composition and Attributes of Chairperson **[updated]**

	All Committee Members	Full-time Members	Inside Directors	Outside Directors	Chairperson
Audit and Supervisory Committee	3	0	0	3	Outside Director

Appointment of Directors and/or Staff to Support the Audit and Supervisory Committee [updated]	Appointed
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Matters relating to Independence of Directors and Staff to Support the Audit and Supervisory Committee from Executive Directors

The Company has established the Audit and Supervisory Committee Office to support the duties of the Audit and Supervisory Committee and has appointed employees exclusively assigned to the office. In order to ensure independence of the relevant employees who support the Audit and Supervisory Committee, matters regarding the relevant employees' personnel transfer and performance evaluation, reward and punishment, disciplinary action, etc. are subject to prior approval of the Audit and Supervisory Committee. Also, the relevant employees shall not receive directions and orders from executive directors and other employees of the Company when supporting the duties of the Audit and Supervisory Committee.

Cooperation among Committee, Accounting Auditors and Internal Auditing Office

With respect to mutual cooperation between the Audit and Supervisory Committee and the accounting auditor, the Audit and Supervisory Committee regularly receives the detailed reports and explanations relating to the methods and results of audits through semi-annual review reports and audit report of fiscal year from the accounting auditor and supervises the accounting auditor to ensure the reliability of financial reporting. The Company secures “prior approval for the accounting auditor’s audit plan”, “consent with respect to the amount of remuneration for the accounting auditor” and “prior approval for non-audit services entrusted to the accounting auditor” to ensure the independence of the accounting auditor from directors (excluding directors who serve as an Audit and Supervisory Committee Members).

The Audit and Supervisory Committee attempts to realize mutual cooperation with the Internal Auditing Office, the department in charge of internal audits established under the direct control of the president, by receiving the reports on the results of internal audits. The Internal Auditing Office conducts audits on the legality and appropriateness of business operations of the respective divisions of the Company and the Group companies by monitoring the status of business operations for improvement, in order to ensure the efficiency in the conduct of business and compliance. The Internal Auditing Office regularly reports to the Board of Directors regarding the results of internal audits, and monitoring the status of corrective measures for audit findings. Also, the Internal Auditing Office reports to the Audit and Supervisory Committee regarding the results of internal audits at regular meetings, and monitoring the status of corrective measures for important findings by the Audit and Supervisory Committee.

[Voluntary Establishment of Nomination/Remuneration Committee]

Voluntary Establishment of Committee(s) Corresponding to Nomination Committee or Remuneration Committee	Established
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Committee's Name, Composition, and Attributes of Chairperson **[updated]**

	Committee Corresponding to Nomination Committee	Committee Corresponding to Remuneration Committee
Committee's Name	Nomination and Remuneration Committee	Nomination and Remuneration Committee
All Committee Members	3	3
Full-time Members	0	0
Inside Directors	0	0
Outside Directors	3	3
Outside Experts	0	0
Other	0	0
Chairperson	Outside Director	Outside Director

Supplementary Explanation **[updated]**

The Nomination and Remuneration Committee ensures objectivity and transparency in matters related to director's nomination and remuneration, and works to enhance the effectiveness of the supervisory function of the Board of Directors. Since June 25, 2026, all members of the Nomination and Remuneration Committee have been independent outside directors.

In fiscal year 2025, Nomination and Remuneration Committee were held four times. As for nomination, in addition to appointment of director candidates, etc., the executive structure in light of the ideal task of oversight and execution, policy on successor development as well as skills that the Board of Directors should possess were deliberated. As for remuneration, proportion of each remuneration (Basic remuneration, short-term incentive (Bonus) and medium- to long-term incentive (Share-based remuneration)) and remuneration amount for the following fiscal year, etc. were deliberated. Attendance rate of the Nomination and Remuneration Committee members was 100%.

[Independent Directors]

Number of Independent Directors [updated]	4
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Matters relating to Independent Directors

The Company selects, in accordance with the independence standards prescribed by the Tokyo Stock Exchange and other criteria, independent directors who have no interests with the Company and may not have a conflict of interests with general shareholders. Also, the Company appoints all the outside directors who meet the requirements for independent director as independent directors.

[Incentives]

Incentive Policies for Directors	Performance-linked Remuneration
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Supplementary Explanation

The Company has introduced performance-linked remuneration system for directors (excluding outside directors and directors who serve as Audit and Supervisory Committee Members), and the system consist of monetary remuneration corresponding to short-term performance and share-based remuneration corresponding to medium- to long-term performance.
Details of the system are stated in ll. 1. “Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods” of this report.

Recipients of Stock Options

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Supplementary Explanation

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[Remuneration for Directors]

Disclosure of Individual Directors’ Remuneration	No Individual Disclosure
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Supplementary Explanation

The Company discloses the total remuneration amounts separated by classification of directors and by type of remuneration, and related number of directors, etc. in the business reports and the securities reports.

Policy on Determining Remuneration Amounts and Calculation Methods	Established
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Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

Outline of policy on determining contents of remuneration for individual directors of the Company are as follows.

- (1) Basic policy
 - a. Remuneration system which responds to mandates given by stakeholders and contributes to sustainable growth and improvement of corporate value.
 - b. Remuneration which enables appointment of diverse and talented person who undertakes management of the Group.
 - c. System design which has transparency, objectivity and rationality from the viewpoint of accountability.
- (2) System and structure of remuneration
 - a. Directors’ (excluding outside directors and directors who serve as Audit and Supervisory Committee Members) remuneration consists of monthly fixed “Basic remuneration (Monthly salary)” (monetary reward), “Bonus” (monetary reward) linked to achievement level of business performance of single fiscal year and distributed as short-term incentive and “Share-based remuneration” linked to achievement level of business performance defined in medium-term management plan and distributed as medium- to long-term incentive.

b. Remuneration of Directors (excluding outside directors and directors who serve as Audit and Supervisory Committee Members) is determined based on the level of remuneration in the same industry and companies of the same size based on surveys conducted by external specialist organizations. The percentage of remuneration that is linked to performance is more heavily weighted in the top positions due to the importance of their responsibilities.

The percentage of remuneration for each position based on a 100% achievement rate of the target value for performance-linked remuneration is as follows:

For President, Basic remuneration : Bonus : Share-based remuneration = 45% : 35% : 20%

For other Directors (excluding outside directors and directors who serve as Audit and Supervisory Committee Members), Basic remuneration : Bonus : Share-based remuneration = 60% : 30% : 10%

c. Since outside directors and directors who serve as Audit and Supervisory Committee Members are independent from business execution, they consist solely of basic remuneration.

(3) Matters relating to short-term incentive (Bonus)

With regard to short-term incentive, in order to achieve targets of business performance of single fiscal year, bonuses will be paid in June or July of following fiscal year within the range between 0% and 200% corresponding to business performance of the Company (Operating profit, ROIC and ROE) and individual performance of directors (accomplishments on management tasks) of relevant fiscal year.

(4) Matters relating to medium- to long-term incentive (Share-based remuneration)

Medium- to long-term incentive shall be delivered under performance-linked share delivery trust system with the purpose of sustainable improvement of business performance and maximization of corporate value in medium- to long-term in which directors are given points within the range between 0% and 200% corresponding to business performance (ROIC) during the term of office of directors in June or July of following fiscal year. Shares of the Company corresponding to the accumulated points given during the term of office shall be delivered when retiring directors.

(5) Determination of contents of remuneration for individual directors

The remuneration policy, remuneration system and the calculation standards, are consulted with Nomination and Remuneration Committee and decided by the Board of Directors after discussion and reports.

Determination of the specific contents of remuneration for individual directors (excluding outside directors and directors who serve as Audit and Supervisory Committee Members) is entrusted to the President who is the representative director of the Company in accordance with the resolution made by the Board of Directors, within the total amount of remuneration resolved at General Meeting of Shareholders. The content of the authority of the President shall be determination of Basic remuneration of each director, amount of performance-linked remuneration and points of share-based remuneration. In order to verify whether the authority is properly exercised by the President, the President must make inquiries on its draft proposal to Nomination and Remuneration Committee and must make decisions based on the proposals from Nomination and Remuneration Committee.

Determination of contents of remuneration for individual outside directors (excluding directors who serve as Audit and Supervisory Committee Members) and Basic remuneration is made by President after entrustment at the Board of Directors within the total amount of remuneration resolved at General Meeting of Shareholders.

Determination of contents of remuneration for directors who serve as Audit and Supervisory Committee Members and Basic remuneration is made by discussion of directors who serve as Audit and Supervisory Committee Members within the total amount of remuneration resolved at General Meeting of Shareholders.

[Supporting System for Outside Directors]

There is no employee assigned to provide support to outside directors at present. However, the Board of Directors' secretariat sends the documents of the Board of Directors in advance, and explain about the contents of matters proposed. Also, the Company provides a variety of opportunities in order for outside directors to understand deeper about the Group, such as invitation to important meetings other than the Board of Directors and factory visits, etc.

2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System) [updated]

The Company has established the Board of Directors, the Audit and Supervisory Committee, and an accounting auditor under the corporate governance system.

The Company sets the number of directors (excluding directors who serve as Audit and Supervisory Committee Members) at 15 or less in its Articles of Incorporation, and the number of directors as at the submission date of this report is four, one of whom is outside director. The Company sets the number of directors who serve as Audit and Supervisory Committee Members at four or less in its Articles of Incorporation, and the number of directors who serves as Audit and Supervisory Committee Members as at the submission date of this report is three, all of whom are outside directors.

(1) Board of Directors

The Board of Directors is held once a month regularly and an extraordinary meeting is held when necessary. The Board of Directors deliberates and makes decisions on all important matters on management including business plans and organizational matters, and also receives reports on the status of business execution of each Group company for the supervision thereof.

In fiscal year 2025, the Board of Directors were held seventeen times, and the attendance rate of the directors (excluding directors who serve as Audit and Supervisory Committee Members) was 100% and the attendance rate of the directors who serve as Audit and Supervisory Committee Members was 100%.

(2) Audit and Supervisory Committee

Audit and Supervisory Committee conduct audits on the execution of duties by directors, the status of the development of internal control systems and the status of the execution of duties relating to overall Group management. Audit and Supervisory Committee assign the full-time member, and Audit and Supervisory Committee Members, by attending important meetings and by other means, secure effectiveness of audits.

In fiscal year 2025, Audit and Supervisory Committee were held fourteen times, and the attendance rate of the directors who serve as Audit and Supervisory Committee Members was 100%.

(3) Accounting Auditor

The Company has elected Ernst & Young ShinNihon LLC as an accounting auditor and receives advice and guidance from a third party's point of view on accounting and the appropriateness and legality of internal controls relating to accounting.

(4) Internal audit

With respect to internal audits, the Company has established the Internal Auditing Office as an internal audit department. The Internal Auditing Office conducts audits of the Company and the Group companies and works to maintain the soundness of appropriate execution of business.

(5) Other councils

- a. The Company establishes a Nomination and Remuneration Committee as an optional advisory council to the Board of Directors, and secure objectivity and transparency about a matter concerned about director's nomination and remuneration and plan for improvement of the system performance of the supervising function of the Board of Directors.

In fiscal year 2025, Nomination and Remuneration Committee were held four times, and the attendance rate of the Nomination and Remuneration Committee members was 100%.

- b. The Company establishes a Management Committee as a subordinate council that makes preliminary deliberations on matters to be deliberated at the Board of Directors and makes decisions relating to execution of duties delegated by the Board of Directors.
- c. The Company establishes an Internal Control Committee as a council that determines the policy on operation of internal control and evaluates its effectiveness, and thereby builds effective internal control system.

(6) Responsibility limitation agreement with the Company

The Company has entered into agreement with each outside director whereby their liability is limited to the minimal amount provided for in Article 427, Paragraph 1, and Article 425, Paragraph 1, of the Companies Act of Japan.

3. Reasons for Adoption of Current Corporate Governance System

The Company has adopted the system of a company with an Audit and Supervisory Committee, in order to strengthen the Company's auditing and supervision functions and to further enhance the Company's corporate governance structure through establishing an Audit and Supervisory Committee and granting to Audit and Supervisory Committee members voting rights on the Board of Directors.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Shareholder Meetings and Smooth Exercise of Voting Rights

	Supplementary Explanations
Early Notification of General Meeting of Shareholders	The Company sends the convocation notice prior to the date permitted by law.
Scheduling General Meeting of Shareholders to avoid the Peak Day	The Company makes best effort to schedule the meeting to avoid the peak day.
Exercise of Voting Rights through Electromagnetic Means	The Company has adopted exercise of voting rights through electromagnetic means.
Participation in Electronic Voting Platform and Other Measures for Improving the Environment for Exercising Voting Rights by Institutional Investors	The Company has participated in the electronic voting platform for exercise of voting rights operated by ICJ, Inc.
Providing Convocation Notice in English	The Company provides the convocation notice in English to facilitate the exercise of voting rights by foreign shareholders.
Other	The convocation notice, business reports, etc., are posted on the Company's website prior to the date of dispatch the convocation notice.

2. IR Activities [updated]

	Supplementary Explanations	Explanation by Representative
Formulation and Publication of Disclosure Policies	The Company established the Maxell Group Disclosure Policy, focusing on fair and highly transparent information disclosure as well as responsible engagements with all stakeholders through various forms of communication. The policy includes contents on disclosure standards, disclosure methods, prevention of insider trading, quiet period and notes about forward-looking statements, and is posted on the Company's website. https://www2.maxell.co.jp/ir/policy.html	—
Regular Investor Briefings for Individual Investors	The Company holds briefings for individual investors. In order to enhance engagements, the Company utilizes online meetings in addition to face to face meetings.	Yes

Regular Investor Briefings for Analysts and Institutional Investors	The Company holds financial results briefings for securities analysts and institutional investors as well as for the members of the press four times a year. Also, the Company holds business briefings and small meetings. In order to enhance engagements, the Company utilizes online meetings in addition to face to face meetings.	Yes
Regular Investor Briefings for Overseas Investors	The Company holds regular briefings with overseas investors in the U.S., Europe and Asia. Also, the Company joins the conferences in Japan for overseas investors arranged by securities companies. In order to enhance engagements, the Company utilizes online meetings in addition to face to face meetings.	Yes
Posting of IR Materials on Website	The Company posts financial results, materials for financial results briefings, audio and video recordings of the briefings and summaries of the Q&A sessions, the securities reports, and other relevant documents on the Company's website ("Investor Relations"). The Company posts financial results, materials for financial results briefings and timely disclosure documents in English as well. Also, the Company discloses status of dialogue with shareholders, etc. on the Company's website.	—
Establishment of Department and/or Appointment of Manager in Charge of IR	The Company has established the PR & IR Department within the Corporate Communications Division and appointed an executive in charge of the Company's IR activities. For inquiries regarding IR, please use the inquiry form on the Company's website. https://maxell.tayori.com/f/tayori-02e/	—

3. Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanations
Stipulation of Internal Rules for Respecting the Position of Stakeholders	One of the basic management policies of the Company is to pursue enhanced corporate value through the implementation of management measures that reflect the viewpoints of all stakeholders, including shareholders and other investors, customers, and employees.
Implementation of Environmental Activities, CSR Activities etc.	<p>Basic view of the Group is to conduct sustainability management that leads to sustainable growth and maximization of corporate value by contributing to resolution of social, environmental and economic issues in the global market through its business activities. The Group has formulated “Corporate Sustainability Vision” which declares that the Group will contribute to “the world in a hundred years” where people and society coexist abundantly through the innovation of its unique, original technologies and businesses, and will provide products and businesses globally which resolve issues of people’s lives and society, continue to create social, environmental and economic values. Also, for realization of medium- to long-term value creation and sustainable business model of the Group, among the social and environmental issues, seven priority management issues (materialities) have been identified as the issues need to be focused on and the action plans have been established. Furthermore, indices (KPIs) to implement the action plans steadily have been formulated and continuous activities are being carried out toward resolution of materialities.</p> <p>Also, the Group recognizes that resolution of global environmental issues, such as climate change, is the urgent task. The Group is aiming to contribute to sustainable society by initiatives to lower environmental burden from business activities, development of environmentally friendly products with the unique technologies and addressing risks and opportunities from climate change. Under the circumstances, in July 2023, the Company declared to achieve carbon neutrality, in order to clarify the ideal features of its environmental management from a long-term perspective.</p> <p>In addition, in order to create sustainable society together with stakeholders, the Company issues Integrated Reports which include the Company’s environmental and sustainability related activities, and discloses them on the websites of the Company and the Tokyo Stock Exchange.</p>
Development of Policies on Information Provision to Stakeholders	The Company provides in the Maxell Group Codes of Conduct that it promotes wide-ranging communication with society and discloses corporate information in a proactive and fair manner.

IV. Matters Related to the Internal Control System

1. Basic Views on Internal Control System and the Progress of System Development

The summary of the resolutions of the Board of Directors concerning the internal control systems is as follows.

Systems to ensure that directors execute their duties in compliance with laws and regulations and the Articles of Incorporation and systems to ensure that the corporate group, consisting of the Company and its subsidiaries, conducts business operations appropriately

- (1) Systems to ensure that the performance of duties by directors and employees of the Company and its subsidiaries is consistent with the laws and regulations and the Articles of Incorporation
 - a. The Company establishes “Maxell Group Codes of Conduct” as the rules, to ensure that conduct by directors and employees of the Company and its subsidiaries are consistent with the laws and regulations and the Articles of Incorporation, and the enlightenment activity is carried without exception.
 - b. The Company makes further effort towards prevention of violation with the laws and regulations and the Articles of Incorporation by directors and employees of the Company and its subsidiaries beforehand, through building the internal control system including subsidiaries and its strict use.
 - c. The violation of the laws and regulations and the Articles of Incorporation by directors and employees of the Company and its subsidiaries is watched through an internal audit by Internal Auditing Office.
 - d. Compliance Management Committee is established and a system for compliance reinforcement in the Group is maintained.
 - e. The Company will never have any relationship, including business relationship, with anti-social force such as gang, and take a firm attitude in the event of an unfair and illegal request, in accordance with “Maxell Group Codes of Conduct”.
 - f. The Company maintains the business regulation and the business process in order to secure a financial report to be made properly with laws and regulations, and Internal Auditing Office, Audit and Supervisory Committee and Accounting Auditor conduct inspection of its practical use situation.
 - g. The Company establishes a whistleblower system through hotline inside and outside company, to prevent violation of laws and regulations and the Articles of Incorporations, and has a correction crackdown promptly when violation occurred, and settles on a recurrence preventive measure and puts it into effect. In addition, the Company prohibits any disadvantageous treatment against the whistleblowers.
- (2) Systems for the retention and management of information relating to the execution of duties by directors
 - a. Information Security Committee is established to enhance information security framework of the Group.
 - b. The directors shall retain important information related to the decision making and execution of their duties as documents in accordance with the rules on document retention and shall handle important trade secrets and information, such as personal information, for which retention and management are required by laws and regulations in accordance with the rules on information security.
- (3) Rules and other systems for the management of the risk of loss of the Company and its subsidiaries
The president has a final responsibility for the overall management of the risk of loss of the corporate group consisting of the Company and its subsidiaries, and oversees overall risk management activities of the Group.
 - a. The Company adopts the rules on risk management and establishes Risk Management Committee, and maintains the cross-sectional risk management system of the Group.
 - b. Assuming a situation where the risks materialize and the occurrence of substantial damage to the Group is predicted, the Company develops measures in advance to minimize such damage, including the establishment of a countermeasures headquarters under the responsibility of the president, an emergency contact network and other communication networks, and policies on the continuation of business operations.

- (4) Systems to ensure that directors of the Company and its subsidiaries execute their duties efficiently
- a. The Company has adopted Executive Officer system in order to enable swift decision making in business execution and to improve management efficiency.
 - b. The Company continuously manages the execution of duties by directors of the Company and its subsidiaries using the following management control system.
 - (i) Basic policy for consolidated management
The Company strives to enhance the efficiency of its consolidated management by formulating a basic policy for consolidated management that includes: striving to maximize consolidated management value in aspects of both performance and efficiency; respecting its own independent management; and conducting transactions within the Group based on fair market value.
 - (ii) Budget and performance management
The Company conducts the performance management of the entire Group including subsidiaries through clear target setting and thorough implementation of an independent accounting system based on the medium- term management plan and the annual budget system.
 - (iii) Dispatch of officers
The Company provides routine managerial guidance to subsidiaries by dispatching the directors and auditors, and conducts monitoring of the status of compliance with laws and regulations and the Articles of Incorporation by auditors and the Internal Auditing Office. In addition, the Company establishes a communication system that can grasp the situation in a timely and appropriate manner, in the event of a breach of laws and regulations or the Articles of Incorporation or the occurrence of serious damage at its subsidiaries.
- (5) Systems concerning reporting to the Company with respect to matters relating to the execution of duties by directors of subsidiaries
The Company requires its subsidiaries to obtain the approval of the Company or report thereto with respect to the important managerial matters and receives regular reports from subsidiaries on their business plans, etc. in accordance with the rules on management and operation of the Group companies.
- (6) Matters concerning directors and employees who assist the duties of Audit and Supervisory Committee, matters concerning the independence of said directors and employees from directors (excluding directors who serve as Audit and Supervisory Committee Members), and matters concerning measures to secure the effectiveness of instructions to said directors and employees
- a. The Company has established the Audit and Supervisory Committee Office to support the duties of the Audit and Supervisory Committee and has appointed employees exclusively assigned to the office.
 - b. The prior consent of Audit and Supervisory Committee shall be required for personnel transfer, performance evaluation, reward and punishment, disciplinary action, etc., of the relevant employees.
 - c. Audit and Supervisory Committee directs and orders the relevant employees, who shall not be subject to directions and orders from directors (excluding directors who serve as Audit and Supervisory Committee Members) and other employees relating to the directions and orders from Audit and Supervisory Committee.
- (7) Systems in which directors and employees of the Company and its subsidiaries report to the Audit and Supervisory Committee, other systems regarding reporting to the Audit and Supervisory Committee, and systems to ensure that a person who has made such report does not receive unfair treatment because of such reporting
- a. The Company may hold a reporting meeting in accordance with the audit plan by the Audit and Supervisory Committee and request directors and employees of the Company and its subsidiaries to make reports on prescribed matters. For important and urgent matters, the directors and employees must immediately issue a report in each case.
 - b. The Company ensures that a person who has issued a report to the Audit and Supervisory Committee does not receive any unfair treatment due to the reporting.

- (8) Matters concerning policies for the procedures for prepayment or reimbursement of expenses incurred in the course of the execution of duties by Audit and Supervisory Committee Members and treatment of expenses or liabilities incurred in the course of the execution of such duties
When Audit and Supervisory Committee Members claim prepayment or reimbursement of the expenses incurred in the course of the execution of their duties, the Company shall promptly treat such expenses or liabilities, except for the case where the expenses or liabilities relating to such claim are judged to be unnecessary for the execution of duties by auditors.
- (9) Other systems to ensure effective audits by Audit and Supervisory Committee
- a. Audit and Supervisory Committee Members may collect information by attending major internal meetings when necessary.
 - b. Audit and Supervisory Committee shall periodically exchange views with representative directors for audit of director's execution of duties and maintenance of an audit system.
 - c. Audit and Supervisory Committee shall periodically exchange information with Accounting Auditor and promote mutual cooperation.
 - d. Audit and Supervisory Committee shall conduct organizational and efficient audits through cooperation with Internal Auditing Office including instructions and orders to the office.

2. Basic Views and Measures on Eliminating Anti-Social Forces

- (1) Basic views on eliminating anti-social forces
The Company has set forth in the Maxell Group Codes of Conduct that it takes a resolute stance against anti-social forces and works to eliminate any relationship with them.
- (2) Measures against the elimination of anti-social forces
The Company distributes the Compliance Card that includes the reference URL for the Maxell Group Codes of Conduct, which describe behavioral guidelines against anti-social forces to all employees for their thorough awareness, and at the same time, the Company has designated Legal Department as the department in charge of taking appropriate measures and has appointed a person responsible for preventing undue claims.
In addition, the Company has developed internal systems to collaborate with external organizations, including a corporate lawyer and the Metropolitan Area Violation Prevention Association under the control of the Metropolitan Police Department, while simultaneously engaging in awareness-raising activities for employees.
- (3) Specific measures for eliminating anti-social forces
All new business partners that are registered as payees in the Company's accounting system, all purchases and subscriptions of publications and all participating organizations are subject to examination. In principle, all continuous transactions are to be registered in the Company's accounting system.
For a specific examination method, firstly, a person in the department who is in charge of carrying out actual transactions conducts an examination at the commencement of the transaction in accordance with the internal judgment criteria. Then, based on the results of the examination, such person obtains the approval of the Self-verification Committee, which is organized to conduct verification on transactions. Persons who have knowledge of general affairs, accounting, procurement, and legal affairs are appointed as members of the Self-verification Committee for judgment. Judgment is conducted based on the criteria set forth by the Self-verification Committee, such as those for listed companies and government offices. Those not applicable to the criteria are determined after comprehensive consideration of the results of article searches, the contents of the copy of the registration certificate and the overall impression at the time of the visit.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted
Supplementary Explanation	
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2. Other Matters Concerning to Corporate Governance System

In accordance with the basic views on corporate governance, the Company strives to enhance its systems and ensure transparency.

[Initiatives for the development of the timely disclosure system]

The Group places proactive initiatives for disclosure as part of its corporate governance. To maintain and develop a trusting relationship with various stakeholders associated with the Group, the Company established the Maxell Group Disclosure Policy, focusing on fair and highly transparent information disclosure as well as responsible engagements with stakeholders through various forms of communications.

Information gathered is sequentially collected by the person in charge of handling information disclosure, and information to be released is disclosed in a timely manner, and in line with the fair disclosure rules, after going through prescribed reviews and procedures.

Furthermore, the Company educates its employees on the policy regarding the management's initiatives for disclosure and disclosure items along with preventative measures for insider trading through the president's routine instructions and training sessions tailored to specific job levels.

With respect to ensuring opportunities for impartial and easy access to information by shareholders, the Company actively engages in information disclosure and IR activities by posting information on the executive structure, business strategy, etc., on the Company's website as necessary, proactively disclosing information through IR, etc., on the Company's website in addition to timely disclosure pursuant to the timely disclosure rules of stock exchanges, and providing easy-to-understand descriptions of business content and business models.

Corporate Governance Structure:

