

Message from the CHRO



Masaru Miki

Director, Managing Executive Officer
Chief Human Resources Officer (CHRO)

Promoting human capital management, both quantitatively and qualitatively, in response to unprecedented business growth

Enhancing business competitiveness and improving the well-being of employees

We aim to solve the issues society is faced with, such as climate change, through our business activities; and are working to take on major challenges with further growth expected for us up ahead. To achieve this aim, we are pressing forward with human capital management, which calls for the enhancement of our business competitiveness and the greater well-being of our employees. We want to attract a diverse workforce that resonates with our Mission and Vision and can live up to those principles by continuously, and independently, embracing

challenges. We also want to have all employees work safely, securely, and healthily so that they can fully capitalize on their individuality and capabilities to generate a level of competitiveness that far surpasses the competition. This is the kind of company we want to create. The realization of this is my primary mission.

Securing human resources and focusing on the development of a conducive environment for employees

Our human resources have been out of synchronization with the speed of growth in our business, so resolving this issue has been my biggest mission since I took office. To that end, over the three-year period through to the end of fiscal 2026, we plan to hire approximately 1,000 new employees in Japan and some 4,000 overseas, mainly at our Kansas factory in North America. So far, we are tracking ahead of plan in Japan and no changes are in store for our hiring schedule overseas. In Japan, we are establishing such programs as the Academy of battery Technology and Manufacturing so that new recruits can acquire the necessary skills early on. And to support the active participation of mid-senior employees, we are rolling out a scheme that lets individual employees extend their retirement age to 65 by choice.

Supporting middle management, which is the key personnel in our organizational development


From a qualitative point of view, we are driving reforms in our human resources systems to reward employees who challenge themselves with lofty goals with a view to achieving our grand vision. We have also established our very own action guidelines, called the Seven Paths to Transformation, to encourage changes in employee behavior. Furthermore, over 30% of our employees in Japan are mid-career hires, and we are fostering an inclusive organizational culture by increasing and harnessing the talent of human resources with diverse values, regardless of nationality, gender, or age.

We are focusing our attention on the EOS* scores for the categories of “employee engagement” and “employee enablement” with the aim of recording world’s top class scores. These EOS scores, which had been

increasing steadily since the company’s establishment due to considerable confidence in management and the realization that the company is growing, have now leveled off. The reason for this is that those in middle management (general managers and section leaders) have been burdened by heavy workloads. They are required to manage rapidly changing businesses, organizations, and human resources while also delivering results as individual players. This is why, in fiscal 2025, we will provide opportunities for the sharing of organizational development know-how and coaching to general managers and section leaders who are integral to organizational development. We also hope to alleviate the burden on general managers and section leaders with the help of digital transformation tools.

*Employee Opinion Survey

Respect for human rights in the supply chain is essential

It is absolutely essential that any company doing business takes steps to respect human rights across the entire supply chain. Especially when it comes to minerals, the key materials in batteries, we steadily implement a human rights due diligence  process because we procure these materials from many different locations in North America, South America, Australia, and China, and there are some suppliers whom we have invested are engaged in mineral resources development in those locations.

Using tools based on the international standards of the Responsible Business Alliance (RBA), an international CSR organization, we conduct annual self-assessments on our manufacturing subsidiaries. We map the risks of suppliers based on the risk indicators of international organizations and the impact they may have on our business, and take various measures to address suppliers deemed to be high risk, such as performing on-site CSR audits in collaboration with third-party organizations.

Going forward, we will continue to promote human capital management and respect human rights across the entire supply chain, thereby supporting the growth of the company, which is expanding at an unprecedented scale and speed.

Working to Solve Social Issues



Promoting Human Capital Management and Respecting Human Rights

KPI	FY2024	FY2031
EOS Score: Employee engagement	70pt	80pt
EOS Score: Employee enablement	62pt	75pt
Percentage of women in managerial positions (non-consolidated)	6.5%	15%
Rate of childcare leave taken among men and women (consolidated, Japan)	Women 100% Men 58%	Men/Women 100%
Health management index (Japan: Ministry of Economy, Trade and Industry)	55.7 pt	White 500
Number of fatalities due to industrial accidents (global)	0 incidents	0 incidents
Number of industrial accidents (lost time incidents in Japan)	5 incidents	0 incidents
Percentage of implementation of self-assessments related to human rights and labour (overseas manufacturing subsidiaries) and percentage of executed corrective plans	100%	100%

—Promoting Human Capital Management—

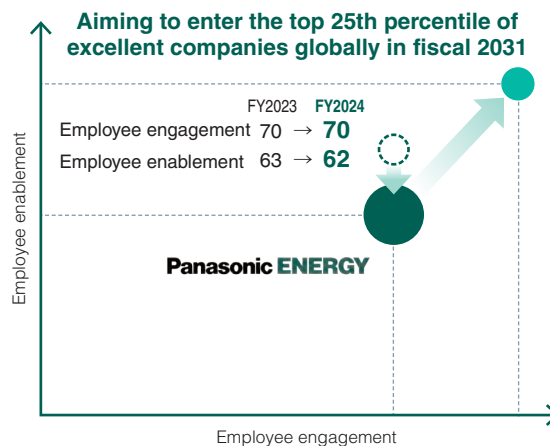
Policy

To realize Panasonic Energy’s Mission and Vision, the Company positions human resources as its most important management asset and aims to both strengthen business competitiveness and improve individual well-being.

These aims result in the Company stating as follows: (1) a diverse group of people who strongly resonate with our Mission and Vision and who are autonomously taking on the challenges of achieving them and (2) a safe and secure environment in which these people can maximize their abilities to create a competitive advantage over other companies.

We will continue to promote human resources and organizational initiatives based on the following two main pillars: “Individuals who take on challenges autonomously” and “An organization that enables employees to reach their full potential.” We aim to become one of the top 25% of the most outstanding companies in the global marketplace by improving Employee Engagement score and Employee Enablement score in the Employee Opinion Survey (EOS), which serves as a benchmark for these efforts.

Fiscal 2024 results were flat for Employee Engagement and slightly down for Employee Enablement. Taking these results seriously, we will accelerate improvement activities in each workplace by introducing human resources and organizational management support measures for department and section managers and by carefully analyzing the issues behind the results as part of our efforts in fiscal 2025.



Individuals who take on challenges autonomously

Promoting the Mission, Vision, Will (MVW), and Seven Paths to Transformation

Since its launch in fiscal 2023, Panasonic Energy has conducted the Forest Conference as an approach to promoting MVW throughout the entire company. The Forest Conference serves as a unique Panasonic Energy forum for learning, where participants immerse themselves in a forest as a world in which plants and animals coexist in harmony as they experience the MVW of Panasonic Energy first-hand. At the same time, the Forest Conference is intended to help participants connect this experience to their everyday actions through discussions with their colleagues on the Seven Paths [E10](#) to Transformation and a sense of mission toward achieving the MVW. The forest is a world in which living organisms and nature coexist in harmony. And by immersing themselves within the forest, participants can experience a world in which the pursuit of happiness and a sustainable environment are harmonized free of conflict as aimed for by the Mission. This environment is precisely why we value holding these meetings in the forest.

As part of the two-day, one-night program, attendees travel to Nishiwakura-son in Okayama prefecture. During the first day participants walk along the virgin forest under the guidance of a natural cycle professional, experience nature first-hand, and learn about harmony from the forest, particularly how living organisms in a virgin forest harmonize with nature. During the second day, all participants declare what their departments must do, along with their own efforts, in order to realize the Mission and Vision based on what stimulated them and what they learned the first day.



Forest Conference: Talking together with colleagues about MVW while surrounded by the harmonious world of the forest

Working to Solve Social Issues

By the end of fiscal 2024, a total of 33 Forest Conferences had been held, with 467 employees participating. Although participants originally only included those from the top and middle management tiers who serve as key persons in promoting MVW, we invited regular employees as well in fiscal 2024, thereby allowing for the participation of all employees possessing a strong will and desire. During each event, roughly 15 participants and Panasonic Energy directors, the latter who volunteer to serve as chairpersons of conferences actively exchange ideas in a way that supersedes departmental boundaries. Having already scheduled 16 meetings for roughly 240 participants for fiscal 2025, we will accelerate our efforts so that the employees not only implement their own declaration upon returning to the workplace but also start sharing information about the MVW with other persons around them.

Creating an environment that encourages autonomous challenges

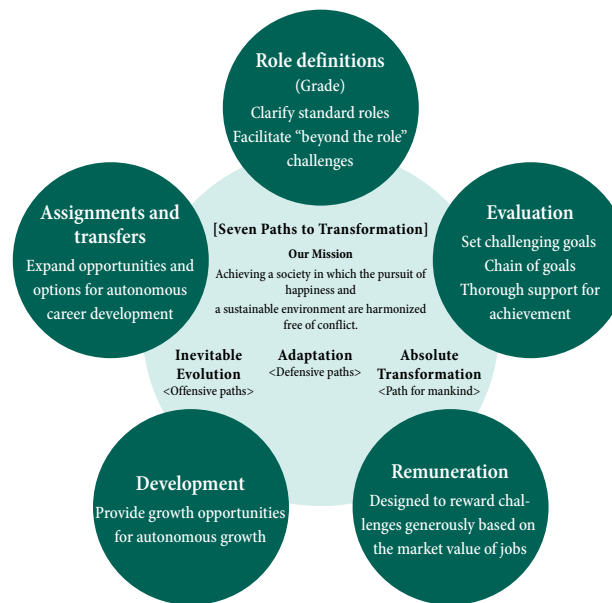
We are shifting toward job-based human resource management that encourages the autonomous growth of each individual, rewards challenge and achievement, and maximizes individual capabilities. We have defined the expected roles for each job category and grade, set remuneration levels based on the job's market value, and established an evaluation system that generously recognizes challenges beyond the expected roles.

In April 2024, we revised the remuneration system for management positions to set competitive remuneration levels that are higher and more competitive than those of competing companies in the human resources market and to shift toward a flexible system that provides generous rewards for challenge and achievement. In terms of the evaluation system, we will specify the Company's challenging goals to ensure that we go beyond the past and present to anticipate the future. After carefully matching them with the individual's willingness to take on challenges, we will thoroughly implement an operation where the challenging goals of the organization and the individual are linked. We will support the realization of challenges that exceed role expectations through frequent follow-up from the Company led by middle managers (e.g., goal setting at the beginning

of the term, sharing and supporting progress during the term, and 1-on-1 meetings to confirm results at the end of the term).

In April 2024, we launched the Middle and Senior Partnership Program to foster an organizational culture where everyone—regardless of age—can take on challenges with passion and fulfillment. The retirement age will be extended to 65 on an individual basis if the employee meets the definitions and requirements of the job and human resources that significantly impact the continuity and growth of the business and also wishes to do so. By presenting an image of the type of human resources that the Company is looking for and introducing a system that encourages them to take on challenges resolutely, we aim to see human resources with advanced skills and technologies continue to drive our business growth. Furthermore, we will continue to promote the creation of an environment in which diverse human resources can come together while also taking on challenges and growing autonomously.

Overall of human resources management



Identifying and training management executives to support the business

In the Company's rapidly changing business environment, we believe that it is essential to have management executives who can drive business growth by responding flexibly and quickly from a medium- to long-term perspective. To this end, we are promoting the development of a robust pipeline of next-generation management personnel. To ensure a stable supply of management talent at an early stage, we actively seek out the next generation of management personnel at a young age, developing their skills and gaining new experience.

Specifically, we will define succession requirements for business division directors and CxO positions with business responsibility as target positions while also selecting succession candidates for immediate appointment and 3-, 5-, and 10-year time horizons. We then formulate a succession plan for the candidate and design a specific career development plan for the candidate's appointment. This plan is discussed in detail at a Talent Management Committee meeting attended by the President, business division directors, CTO and CHRO to implement the career development of candidates. In order to appoint next-generation management candidates to executive positions, we clarify the abilities and skills to be acquired in comparison with the requirements for successors and formulate career development plans with a view to challenging assignments. Going forward, we will organize Off-JT, which underpins career development, as an executive development training system. To this end, we will customize appropriate and effective training for each next-generation management candidate to accelerate their growth.

Working to Solve Social Issues

In addition, two other types of tutoring activities are offered as executive development training. The first is Top Juku, in which the President, serving as the head of that cram school, conducts group discussions and gives feedback to each student. In Top Juku, the next-generation management candidates for the next 5 to 10 years are asked to formulate a “transformation scenario” as if they were management themselves while thoroughly refining and strengthening their skills through self-practice. Furthermore, through individual coaching, we will encourage self-reflection and self-transformation for further growth. The second is Ito Juku, a top management cram school in which Vice President Ito serves as the instructor and conducts regular dialogues and self-practice on issues. Ito Juku is a program for young next-generation management candidates to broaden their perspectives through overseas activities and strengthen their “ability to formulate global issues” by taking an overall understanding of the business. They will also experience the importance of taking action, making suggestions and recommendations independently, and strengthening their sense of autonomous responsibility.



Group photo with Ito Juku participants and Panasonic Energy India employees

An organization that enables employees to reach their full potential

Supporting career realization and promoting human resource development

To realize each individual’s mid- to long-term career vision, we support the career development that the individual desires.

At Panasonic Energy, we formulate individual human resource development plans for the autonomous career and skill development of all employees through regular one-on-one meetings between superiors and subordinates. We also support development and growth by providing—irrespective of role, age or gender—a variety of training opportunities that meet the motivation of each individual to learn.

In fiscal 2024, we introduced the Learning Management System called “Manabico” to visualize and centrally manage various training courses and start supporting employees’ autonomous learning. We will continue to support learning by enhancing content to support each individual’s autonomous career development.



In addition, we place particular emphasis on monitoring the growth of new graduates during their first three years of employment so that they can adapt smoothly to our culture and climate and fully demonstrate their individuality, talents, and expertise.

In fiscal 2024, we conducted group interviews with new graduates and mid-career recruits, listening to their specific suggestions and requests to begin efforts to understand and resolve issues. We are also actively investing in human resource development for the

next generation of executives and middle management, who are key personnel in workplace management, promoting recurrent education to support the active participation of motivated human resources regardless of their age, and responding to employees’ strong desire for personal growth.

Our education and training system is based on the acquisition of management philosophy, knowledge and skills that are commonly required of all employees. We also have systematized, rank-based training according to the growth of each individual and specialized training by function to hone their expertise in the tasks of which they have been placed in charge. We are developing learning on a global basis by enhancing and upgrading online learning that enables learning with high-quality teaching materials regardless of time and place. At the same time, we are working on the matching of business management and human resource development by, for example, individually developing customized training in accordance with business needs. Based on training courses at an in-house training institution, we are currently conducting human resource development training sessions, such as specialized training and external training, in accordance with personal growth.

Basic education and training system

Managing director	Executive training/ Training for exceptional talent	Onboarding training for new graduates and mid-career hires
Managers	<ul style="list-style-type: none"> Executive development training (Career development program for women, etc.) Job rank-based training 	
Staff	<ul style="list-style-type: none"> Senior position challenge program (business literacy, etc.) Job function-specific training (technology, manufacturing, sales and marketing, planning, accounting, human resources, etc.) 	

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Supporting the early success of new employees

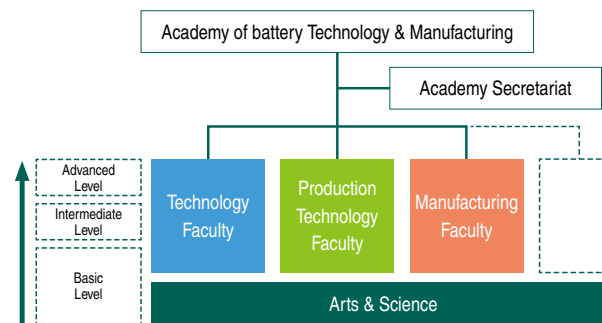
Considering three years as the training period for new graduates, we conduct the new employee onboarding program to ensure they acquire the skills necessary for their work. We have introduced a mentor system and put in place a system by which senior employees with whom they are familiar are able to provide consultation and support for concerns related to their non-work lives and careers. This initiative is not limited to just training new employees; instead, it is also positioned as a place for the mentors themselves to gain insights and broaden their opportunities to learn and grow.

Mid-career recruits are able to adapt smoothly to our culture and climate through the career joining onboarding program and, for example, through opportunities for communication with management, the understanding of our mission and vision, and Group management philosophy training. We are working to make the most of the individuality, desire, and ability that each person possesses.

In addition, we offer a Basic Battery Course to a diverse group of human resources who are joining the Company, helping to make mid-career recruits from various industries to acquire basic knowledge. As a mechanism that enables human resources to learn specialized skills in a short period of time by providing basic education centered on technology and skills, we established the Academy of battery Technology & Manufacturing in April 2023. Consisting of technology, production technology, and manufacturing faculties with our highly certified technicians as instructors, this academy has programs in place so that even mid-career hires with no battery-related knowledge or experience can acquire the necessary skills at an early stage. To confirm the level of retention after joining Panasonic Energy, we also conduct a pulse survey*¹ once a month, and superiors and the human resources departments work together to discover issues and provide support. Pulse surveys are also conducted in the same way for new hires.

*1 Employee Opinion Survey

Chart showing Academy of battery Technology & Manufacturing system



Supporting the success of diverse human resources

Panasonic Energy promotes the DEI initiative with the goal of creating a company where a diverse group of employees can coexist in harmony, individuals will be happy and fulfilled in their work, and the environment will be conducive to sustainable challenges.

1. Promoting diversity

To create an organization and environment where diverse human resources create value, we aim to increase the ratio of mid-career hires to 40% by fiscal 2026. This will create groups of human resources that possess diverse individuality and experiences while also pursuing the desire to undertake challenges. While working to increase the ratio of women among our new graduate and mid-career hires, we will also strive to raise the percentage of women in managerial positions (6.3% as of the end of fiscal 2024). In addition to more actively recruiting external female human resources in management positions, we are working to carefully align employee career plans between our employees and their superiors. At the same time, we provide support for expanding roles, including dialogues with managers.

Furthermore, to help each individual succeed, we will conduct individual interviews to clarify essential issues, provide opportunities (including career development programs, dialogues with management executives, mindsets, and interaction with role models), and work to build a network.

In addition, we will create employment opportunities that carry us above the statutory employment rate by organizing workplace environments in which it is easy for those with disabilities to work. In an effort to further increase diversity, we are also actively engaged in expanding employment at Panasonic Farm Miyoshi*² and Panasonic Farm Higashiosaka*², which provide support for independence among persons with disabilities.



Group photo with employees working at Panasonic Farm Miyoshi



Panasonic Farm Higashiosaka employees washing harvested vegetables with water

*2 Panasonic Farm Miyoshi and Panasonic Farm Higashiosaka
We aim to create a workplace where staff with disabilities can play an active role in vegetable production.

2. Promoting equity

To realize an approach to management that enables employees to reach their full potential and determines their growth on an individual basis, Panasonic Energy emphasizes the need for balance between life events and career development. As a result, we are moving forward toward the evolution of work styles and creating environments that maximize the value of human resources and match the diversity of lifestyles and value sets. Specifically, we will increase the rate of childcare leave taken among men (58% in fiscal 2024), expand options for work locations, and reform the promotion screening process.

Working to Solve Social Issues

In particular, we encourage male employees to take childcare leave by holding explanatory meetings once a month for those who plan to take leave and send follow-up e-mails to those who are eligible.

To address the needs of employees with diverse value sets and backgrounds, we are designing mechanisms that encourage them to challenge difficult goals and smoothly produce outcomes, namely by allowing each employee to select the ideal work style for their individual circumstances. Specifically, we are establishing an environment that conforms to their various working needs, such as introducing the fully remote work system to increase the flexibility of work locations, enhancing leave systems, and revising the housing system to address various lifestyles. In addition, we are establishing horizontal connections between departments through the use of IT systems and designing mechanisms to promote community activities and invigorate interactions between human resources.

We are also promoting office reforms to create a more comfortable workplace. On the floor of the Technology Department, we are continually making improvements that go beyond just eliminating workspace shortages but also promoting the creation of spaces where employee interaction leads to innovation. As a leading example, we are spreading similar initiatives to other sites. These initiatives have received high external recognition, including the Award for Encouragement as part of the Nikkei New Office Awards in 2022 and the 2nd JOIFA Office Award Grand Prize in May 2024.



The office that won the Grand Prize at the 2nd JOIFA Office Awards

3. Promoting inclusion

We promote measures that create value through the active participation of diverse human resources and spontaneous collaboration.

In fiscal 2024, we conducted unconscious bias training sessions for approximately 540 management-tier employees, who play an important role in communicating with subordinates to maximize each person's individuality and abilities. We also continued to hold in-house forums. The third forum, entitled "How to Be a Company Full of Happy People.," featured Ryuji Nakatake of Teambox co., Ltd. presenting a lecture on "Creating a team that embraces diverse individuality and values." Furthermore, the fourth forum featured alpinist Ken Noguchi discussing "Creating an environment that celebrates and supports individuals who take on new challenges." Through these activities, we will continue to create a happy company in which each employee can reach their full potential.



Mr. Nakatake giving a lecture at the Hamarikyū Office



Mr. Noguchi participates in a panel discussion with employees at the Tokushima Factory

Human resources and organizational management support for department and section managers.

It is essential to evolve organizational management and create an organizational climate in which each and every employee can truly thrive to keep up with the rapidly changing business environment and deliver corporate competitiveness and organizational capabilities.

Particularly in organizations, the management of human capital and organizations by department and section managers has become even more complex as the values of human resources have become more diverse. Therefore, to solve problems and concerns that cannot be resolved by the middle management tier alone, we will implement systematic human resources and organizational management support measures starting from fiscal 2025 with support for department and section managers as a core component.

Specifically, we will use an organizational management tool (Motivation Cloud) to understand the details of the actual organizational situation and increase the clarity of issues while also implementing basic organizational development training to develop the management skills of each department and section managers. In addition, personal coaching will be provided for department and section managers who wish to receive accompaniment and support in resolving their concerns as soon as possible in accordance with their individual issues.

These efforts will be not only led by department and section managers but also supported by a commitment from top management to ensure the effectiveness of solutions while fostering an organizational climate in which each employee can reach their full potential.

Working to Solve Social Issues

Creating safe and secure workplaces

To create safe and secure workplaces, the Company has set its KPIs as zero fatalities due to industrial accidents (global) and zero lost time incidents in Japan. In fiscal 2024, there were zero fatalities due to industrial accidents and four lost time incidents in Japan. Therefore, having reviewed the structure of management leadership and all employee participation, the Company is redoubling its efforts to (1) thoroughly strengthen measures to prevent industrial accidents and (2) further improve the risk sensitivity and safety awareness of each and every employee.

1. Thoroughly strengthening measures to prevent industrial accidents

We regularly conduct mechanical equipment and hazardous substance surveys and work environment risk assessments at least once a year, identify the latent risks of industrial accidents in the workplace and thoroughly consider and introduce preventive measures.

We are also sharing examples of industrial accidents that have occurred within the Company, thoroughly investigating the causes of industrial accidents and measures to prevent any recurrence, and developing activities to prevent recurrence at each business site.



Risk assessments by on-site verification

2. Further improving the risk sensitivity and safety awareness of each and every employee

We are implementing *Shin Kakarichokai* and *Shin Hanchokai*, which are cross-learning activities that go beyond individual sites targeting supervisors and group leaders who play a key role at manufacturing premises. Furthermore, the section leaders are also conducting on-site confirmation assessments. While conducting mutual safety patrols of the manufacturing processes at each site, we are working to identify potential industrial accident risks and eliminate unsafe areas. We are also promoting the establishment of or upgrades to the Anzen Dojo (experience-based safety practice simulation spaces) at each site. As a result, each and every employee will be made directly aware of the risks posed by industrial accidents and work to eradicate unsafe behavior.

With regard to new domestic and global sites associated with future business expansion as well, we are aiming for zero lost time incidents while working to strengthen the foundation for continuous business activities.



Group leaders from each site meet to exchange opinions through on-site confirmation

Promotion of “Health and Productivity Management”

To improve employees well-being, we position mental and physical health promotion for employees and their families as well as enhancement of job satisfaction and purpose in life as important issues while fostering a workplace culture in which employees can play active roles. Specifically, we are working to maintain and promote employee health by holding online seminars on sleep, nutrition education, and walking and by organizing walking events for employees and their families.

In Japan, we are advancing efforts under the Certified Health & Productivity Management Outstanding Organizations Recognition Program promoted by the Ministry of Economy, Trade and Industry. As one of our KPIs, we aim to acquire certification as one of the top 500 companies in the White 500 health management survey by fiscal 2026. Currently, we have been certified as a Health & Productivity Management Outstanding Organization for two consecutive years, with 52.5 points/1,375th place in fiscal 2023 and 55.7 points/1,075th place in fiscal 2024. Going forward, we will continue to promote various health promotion programs involving all employees in cooperation with the health insurance organization and labour union.



Walking event party with the President and CHRO

Working to Solve Social Issues

—Respecting Human Rights—

Policy

The Panasonic Group has established the Panasonic Group Human Rights and Labour Policy (Human Rights and Labor Policy), which refers to the content of the following international standards and incorporates the opinions of outside experts. The policy is predicated on compliance with international standards and the applicable laws in countries where we do business and includes our commitment to respecting internationally recognized human rights to identify, prevent, and correct risks related to human rights, to promote remedies for people affected by those risks, to create working environments where people are fulfilled by their work, and to engage in dialogue related to these topics with all our stakeholders. In accordance with this policy, we have established internal rules to develop a promotion system and promote specific initiatives for respecting human rights and creating working environments where people are fulfilled.

The Panasonic Group Code of Ethics & Compliance (Code of Ethics & Compliance) stipulates the promises that each employee must fulfill while also including respect for human rights as a part of our social responsibilities, and we are making efforts to raise awareness of them among all our employees.

[Main international standards used as reference]

- The United Nations' Guiding Principles on Business and Human Rights
- The United Nations' International Bill of Human Rights (Universal Declaration of Human Rights, International Covenant on Civil and Political Rights, and International Covenant on Economic, Social and Cultural Rights)
- ILO Declaration on Fundamental Principles and Rights at Work and ILO Core Conventions

Human rights due diligence

Panasonic Energy has established a Human Rights Due Diligence system based on the United Nations Guiding Principles on Business and Human Rights to respect and ensure the human rights of people associated with our business activities, products, services, and transactions. The system is intended to identify, prevent, and reduce negative impacts related to human rights with regard to the relevant business, correct issues, and explain the response results to the relevant stakeholders. Reflecting the issues that have been identified based on the requirements of society and the operation of the system, we continuously implement and improve the system with the advice of outside experts.

From fiscal 2022, we utilized a self-assessment tool—based on the international standards of the Responsible Business Alliance (RBA) and the adaptation to our Company—to conduct self-assessments related to human rights and labour at our Group's manufacturing companies. In fiscal 2023, we conducted a self-assessment focused on the International Labour Organization (ILO) core labour standards by using the questionnaires that we reviewed to identify issues more clearly, achieving that both the implementation and correction rates were 100%. In fiscal 2024, we conducted a self-assessment of our manufacturing sites in Japan (5 sites) in addition to our Group's manufacturing companies outside of Japan (10 sites). Through this self-assessment, it was confirmed that there were no events that could be considered forced labour or child/juvenile labour. In the years to come, we will promote initiatives geared toward the prohibition of forced labour, the protection of children and young workers, the appropriate management of working hours and wages as well as the prohibition of discrimination to improve the working environment on an ongoing basis.

Implementation of human rights education

We provide training in 22 languages of our Code of Ethics & Compliance, including "Respecting Human Rights," and provide regular opportunities (including when first starting work and upon promotion) to ensure employees know about the topic of respect for human rights included in the Code. In fiscal 2023, we revised the Code of Ethics & Compliance and began conducting training on the Panasonic Group Code of Ethics & Compliance for all employees. The training has been conducted regularly since fiscal 2024, and the course completion rate has reached 100% for two consecutive years. We also provide training to all individuals, including executives, who will be dispatched from Japan to overseas posts before their assignment begins. Training is given on international standards and national laws regarding corporate responsibility to respect human rights.

In addition, as part of our efforts to improve understanding of ESG issues, we conducted video-based training on social issues related to human rights and our initiatives. A comprehension test will also be administered, which will then be used to plan future training programs.

-  **Panasonic Group Human Rights and Labour Policy**
<https://holdings.panasonic/global/corporate/sustainability/social/human-rights/policy.html>
-  **Panasonic Group Code of Ethics & Compliance Chapter 5. Our Social Responsibilities, 1. Respecting human rights**
https://holdings.panasonic/global/corporate/about/code-of-conduct/chapter-5.html#Sec_01