



Realizing a Circular Society

Policy

As a company that uses large amounts of natural resources in its business, we believe that using the earth's limited resources in a sustainable manner and passing them on to the next generation is crucial. For the future of children born today, we are increasing recycling to reduce the consumption of new natural resources while reducing waste to lower our environmental impact. We are also working to reduce CO₂ emissions related to the production of materials and disposal of products. We will advance these efforts in tandem with our commitment to achieving decarbonization.

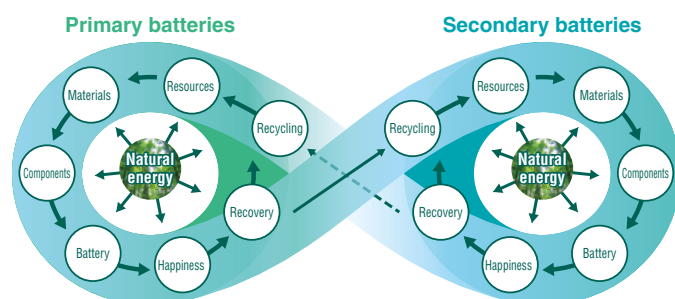


Image of the "Yarushika Circular Concept," which transcends the boundaries between primary and secondary batteries to realize resource recycling

KPI	FY2025	FY2031
Recycled material utilization rate	—	Compliance with local regulations in each country

Expansion of recycling

Promotion of using recycled materials

In the production of batteries, Panasonic Energy is working to build a recycling loop that contributes to reducing natural resource consumption and waste, for example by our efforts to collect and recycle waste materials from the production process as well as used products and utilize them as recycled materials.

Going forward, we will continue to promote the use of recycled materials as electrode materials, aiming not only to decarbonize our products, but also to realize a recycling-oriented society.

Initiatives related to secondary batteries

For secondary batteries, countries around the world are developing legal systems and mechanisms for recycling aimed at using resources more effectively and preventing environmental pollution. In fiscal 2025, in collaboration with Sumitomo Metal Mining Co., Ltd., we began operating a recycling scheme that recycles nickel, a rare metal, from battery waste materials, and re-uses it as a cathode material in our production processes.

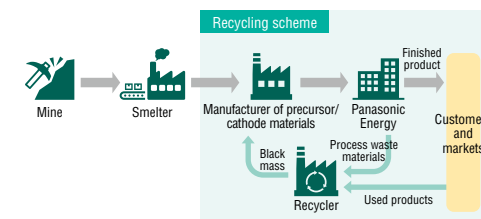
Initiatives related to dry batteries

We are working to recover and recycle used dry batteries with the aim of unlocking new value for dry batteries which are primary batteries that cannot be used repeatedly.

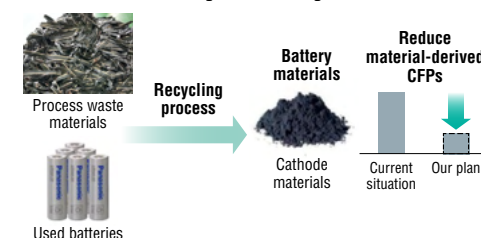
We started collecting used dry batteries made by Panasonic Energy in Thailand since 2022 in partnership with CP All Plc. (a convenience store operator) and in Japan since 2023 in partnership with AEON RETAIL Co., Ltd.

To recycle the used batteries collected, in Thailand, we are partnering with UMC Metals Ltd., a Thai steelmaker, to recover reusable materials. In Japan, we are partnering with Tokyo Steel Manufacturing Co., Ltd. to recycle batteries into steel materials, and we have also started working with TOMATEC Co., Ltd. to recycle used dry batteries into trace element fertilizer. In the future, the initiative with TOMATEC is expected to contribute to the development of agriculture and to ameliorating social problems such as hunger and poverty. We also started selling the EVOLTA NEO, which uses recycled zinc, in spring 2025.

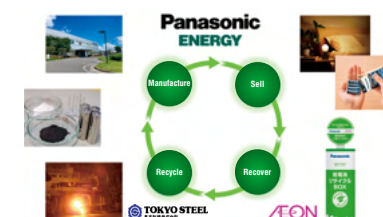
Recycling scheme for cathode materials in cooperation with suppliers



Recycling process for cathode materials in collaboration with partner companies



Dry battery recycling process



Process for recycling used dry batteries manufactured by Panasonic Energy into compound trace element fertilizer

