

# Working to Solve Social Issues



## Providing Energy for the Pursuit of Happiness

### Policy

Electrical supply and power sources serve as the foundation for convenient, comfortable, safe, and secure lifestyles, which is why securing these has become an indispensable part of contemporary society. With a focus on building a better world through electricity, Panasonic Energy genuinely confronts the environmental issues being faced throughout the world, and continues to undertake the further challenge of engaging in businesses centered on batteries to realize a society in which enriched lifestyles and a sustainable environment are harmonized free of conflict.

As an example of these efforts, we support safe, secure social infrastructure that remains active even in the event of disasters and other emergencies, and contribute to sustainable urban development with the inclusion of disaster prevention. In addition, we contribute to solutions for hunger and poverty by supplying energy to regions without electricity. To enable these efforts, we will continue to undertake the challenge of developing world-first and one-of-a-kind technologies, and to encourage innovation.

KPI	FY2025*1	FY2031*1
Sales of stationary storage batteries that support clean energy	3.6	4.0
Sales of healthcare storage batteries that support everyday life	1.0	2.4
Sales of dry batteries that provide support in emergencies*2	1.2	2.2
Sales of batteries that protect the security of mobility*3	1.5	8.2

\*1 Sales volume with fiscal 2022 set as 1

\*2 Sales in the three key regions

\*3 Automotive batteries excluding those for drive applications

### Initiatives

#### Social contribution through business activities

We also contribute to the happiness of people's lives in a wide range of fields.

Our high-quality, high-capacity Li-ion batteries and storage battery systems are also used in applications requiring stable operations, including data center power sources, home storage batteries, and medical and healthcare equipment. These products support social infrastructure and contribute to the expansion of clean energy and to lasting health for people.

We provide high durability, high reliability batteries as power sources for automobile tire air pressure sensors and emergency hotlines, which help deliver peace of mind for mobility. Our dry batteries also fulfill an important role in supporting lifelines as reserve stocks in the event of an emergency.

#### Social contribution activities

We engage in a wide range of social contribution activities for the varying challenges and demands of each region and country.

#### Factory tours and battery schools

Panasonic Energy has contributed to local communities through educational activities on the types, history, and proper ways of using batteries. Since 1966, we have organized battery workshops and factory tours as educational programs to extend classroom learning covering science, social studies, environmental studies, and other subjects.



Visit Battery School

#### Cumulative number of participants at factory tours and battery schools (as of March 31, 2024)

Factory tours	1,020,845 persons
Battery schools	Japan 204,965 persons
	Overseas 5,466 persons

Please check the sustainability website for details.

<https://www.panasonic.com/global/energy/sustainability/social/happiness.html>

#### "Casa do Leo," Leo's House project

In Brazil, we hosted a "rounding project" that traveled all over the country teaching proper battery disposal and other environmental lessons. It was a program in which participants learned the importance of the circular economy and collected used dry batteries. More than 3,000 people participated in the 30-day event.



#### Support for the areas and people affected by the earthquake victims in central Myanmar

In response to the damage caused by the March 2025 earthquake, the Panasonic Group\*4 made donations totaling approximately 12 million yen. We have also donated approximately 900 Panasonic branded LED lights and lanterns and approximately 5,800 dry batteries as emergency support for the severe power outages caused by the earthquake.

\*4 Panasonic Holdings Corporation, Panasonic Asia Pacific Pte Ltd., Panasonic Singapore, Panasonic Energy (Thailand) Co., Ltd.



## Promoting Human Capital Management and Respecting Human Rights

### Promoting Human Capital Management

#### ■ Policy

To realize Panasonic Energy's Mission and Vision, the Company positions human resources as its most important management asset. In fiscal 2025, we continued 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."

Through our initiatives at Mission Ownership Taskforce (see p. 45 for details) established in 2024 to fulfill our Mission, and through measures such as support for middle management in managing human resources and organizations, Panasonic Energy will further increase the enthusiasm of each and every employee to take on challenges, continue to strengthen its people, organization, and culture, and continue to evolve into a profitable, high-growth business.

KPI	FY2025	FY2031
EOS Score: Employee engagement (global)	<b>70pt</b>	85pt*
EOS Score: Employee enablement (global)	<b>65pt</b>	80pt*
Percentage of women in managerial positions (non-consolidated)	<b>7.3%</b>	15%
Rate of childcare leave taken among men and women (consolidated, Japan)	<b>Women 100% Men 86%</b>	Men / Women 100%
Health management index (non-consolidated)	<b>56.9pt</b>	White 500
Number of fatalities due to industrial accidents (global)	<b>1 incident</b>	0 incidents
Number of industrial accidents (lost time incidents in Japan:consolidated)	<b>3 incidents</b>	0 incidents

\* Numerical targets have been revised to include global sites

## ■ Individuals who take on challenges autonomously

### Maximizing our "human competitiveness"

#### Identifying and training management executives to support the business

In the company's rapidly changing business environment, it is essential to have management executives who can drive business growth by responding to these changes 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 the next generation of management personnel in terms of both quality and quantity, we actively seek out candidates at a young age and help them develop their individual capabilities through new experiences.

Specifically, we define succession requirements for business division directors and CxO positions with business responsibilities as target positions, while also selecting succession candidates for immediate appointment and 3-, 5-, and 10-year time horizons.

Then, once the abilities and skills to be acquired corresponding to the requirements for successors have been identified, career development plans centered on challenging assignments that will achieve dramatic growth are thoroughly discussed and implemented by our entire management team, including the President, the business division directors, and the CTO, CMO, and CHRO.

We also offer a variety of executive development training programs to support the career development of management succession candidates.

Our Management of Technology training is intended to deepen our technology and manufacturing capabilities, based on the idea that these are among our core competitive strengths, as well as to advance the development of human resources who can create innovation by envisioning management strategies based on technical and manufacturing competitiveness.

We also conduct tutoring activities for the next generation of young management candidates, with our management executives serving as instructors. In these tutoring activities, students experience regular dialogues and brainstorm sessions on issues, receive opportunities to expand their horizons in a completely new way that is not an extension of their daily work, and participate in discussions and interactions with leaders of the same generation from overseas companies and other companies. In this way, they develop a broad perspective and hone leadership skills that can be deployed globally.



Students interacting with leaders from overseas and other companies

## Creating an organization and culture that enables employees to reach their full potential

### Towards the fulfillment of the Mission/Vision

The Forest Conference, which was launched in fiscal 2023 to spread the Mission, Vision, Will (MVW) and Seven Pillars of Transformation, has been held a total of 48 times as of the end of fiscal 2025, with 686 employees participating. It is a forum where management and employees can discuss the fulfillment of MVW in a way that transcends departmental boundaries. In addition, in October 2024, we established a “Mission Ownership Taskforce” as a new organization directly under the President. At the Mission Ownership Taskforce 17 leaders and more than 100 members selected from each department discuss and implement cross-Company initiatives intended to inspire each employee to deeply identify with MWV, feel a strong sense of mission ownership within their heart, and utilize their own individuality, ability, and skills to the fullest, and to evolve the Company into one that takes on challenges autonomously to achieve its Mission.



Mission Ownership Taskforce activities: Once a month, leaders and members selected from each department gather to actively discuss and implement specific activities



### Creating an organization where a diverse workforce can thrive

In fiscal 2025, we offered its female employees a program that combines coaching with opportunities for self-understanding and career reflection, 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. We are working to increase the percentage of women in managerial positions (7.3% at the end of fiscal 2025) through measures that encourage employees to take on challenges.

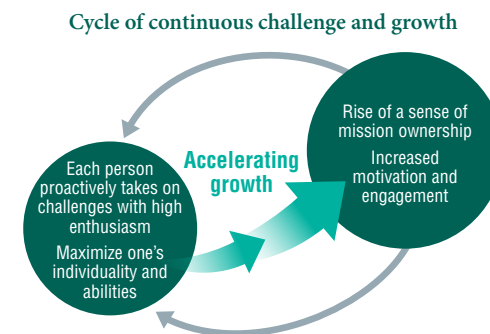
In terms of organizational building, in fiscal 2025 we introduced an organizational management tool at all our sites in Japan, and we are conducting organizational surveys three times a year to collect data for continuous improvement activities. We also provide organizational development training for department and section managers to improve their organizational management skills, as well as personal coaching opportunities for 100 department and section managers who wish to take part in.

## An organization that enables employees to reach their full potential

### Creating systems and environments to support taking on challenges

#### Revision of the performance evaluation and remuneration systems

We are working to create systems and environments that foster a “cycle of continuous challenge and growth” in which employees challenge themselves to achieve high goals and are adequately rewarded for their achievements, further increasing their motivation to take on the next challenge and accelerating growth. In fiscal 2025, we revised our goal management system to include “challenging goals,” which are ambitious initiatives that cannot be achieved by simply extending our past and present. We also transitioned to a role- and job-based human resource management for managerial positions, revised our remuneration levels and systems based on market value, and launched the Middle and Senior Partnership Program (an extended employment system) to extend the retirement age to 65 years old for applicants who meet certain job and personnel requirements.



#### Introduction of discretionary working hours system

To accommodate diversifying values and working styles, we have decided to introduce a discretionary work hour system on a trial basis. The system increases employees’ discretion over their working hours within certain limits, while prioritizing the prevention of overwork and ensuring their health. Eligible employees are provided with a remuneration system that provides incentives based on performance and results, instead of allowances based on overtime hours. We plan to pursue full-scale implementation of the system after identifying and examining employee needs and problems in the trial run.

By providing options for working styles that allow individuals to pursue results without being constrained by time, we will create an environment where each and every employee can demonstrate their individual abilities to the fullest.

#### Establishment of side job system

We are establishing a new “external side job system” with the aim of allowing employees to acquire experience and skills that are difficult to obtain within the Group. The new external side job system is intended to complement our existing internal and Group-wide job transfer (open recruitment) and side job systems. By accommodating employees’ desire to take on a broader range of challenges and grow, we will support them in acquiring diverse experiences, accelerating their growth, and realizing the career goals they aspire to. intended to inspire each employee to deeply identify with MWV, feel a strong sense of mission ownership within their heart, and utilize their own individuality, ability, and skills to the fullest, and to evolve the Company into one that takes on challenges autonomously to achieve its Mission.



# Working to Solve Social Issues

## Creating systems and environments to support taking on challenges

### Supporting career realization and promoting human resource development

To help individuals realize their medium- to long-term career vision, we support them in developing the career they desire. 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 2025, we fully implemented the Learning Management System called “Manabico” to visualize the development system and centrally manage various training courses, and started supporting employees’ autonomous learning. We will continue to support learning by enhancing content to support each individual’s autonomous career development.

Setting three years as the training period for new graduates, we ensure that new employees 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.

Mid-career recruits are able to adapt smoothly to our culture and climate through, for example, 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.

### Supporting the growth of battery industry personnel

Panasonic Energy’s Mission is to “achieve a society in which the pursuit of happiness and a sustainable environment are harmonized free of conflict.” To fulfill this Mission and to cultivate personnel that will contribute to the development of the battery industry, in fiscal 2025 we established the MIRAI Scholarship program. The aim of the program is to support human resources who can make a significant contribution to the development of the battery industry in the future. The scholarship winners chosen by the selection committee are awarded a one-year grant of 500,000 yen and provided with an environment in which they can concentrate on their research activities.

The program also facilitates ongoing interactions between scholarship winners and engineers of Panasonic Energy who are active globally at the front lines of the battery business. To support their future plans, scholarship winners are given access to our in-house community of engineers and given opportunities to interact with current engineers, which allows them to learn about the benefits of working at a battery manufacturer, to receive advice on research activities, and to brainstorm about their future vision. Through this scholarship program, Panasonic Energy will continue to actively support the development of future battery industry personnel who will achieve its Vision: “Energy that changes the future.”

## Building safe, secure, and healthy foundations

### 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 2025, there was one industrial accident fatality (global), and there were three lost time incidents in Japan. As part of our current efforts to thoroughly strengthen measures to prevent industrial accidents, we have classified the occurrence of accidents related to equipment safety or chemical substances at overseas subsidiaries as an “Emergency” and launched the Emergency Safety Measures Project to promote the eradication of industrial accidents throughout the Company. We are also continuously strengthening our efforts to further improve the risk sensitivity and safety awareness of each and every employee. With regard to disaster preparedness, we are implementing physical countermeasures against earthquakes and tsunami flooding in our buildings and facilities in preparation for a major earthquake, while at the same time working to raise awareness among employees through disaster preparedness activities.



Comprehensive equipment inspection in the Emergency Safety Measures Project



Group leaders from each site meet to exchange opinions at on-site inspections



Improving risk awareness through virtual reality (VR)

### Promotion of “Health and Productivity Management”

To improve the well-being of employees, we have positioned the physical and mental health promotion for employees and their families as well as the enhancement of job satisfaction and purpose in life as important issues, and are fostering a healthy workplace culture in which employees can play active roles. Specific examples of activities to maintain and improve employee health include online seminars on sleep, nutrition education, and walking, as well as “walking events” for employees and their families.



Walking event party



## Promoting Human Capital Management and Respecting Human Rights

### Respecting Human Rights

#### Policy

The Panasonic Group has established the Panasonic Group Human Rights and Labour 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

KPI	FY2025	FY2031
Percentage of implementation of self-assessments related to human rights and labour (overseas manufacturing subsidiaries) and percentage of executed corrective plans	100%	100%

#### Initiatives

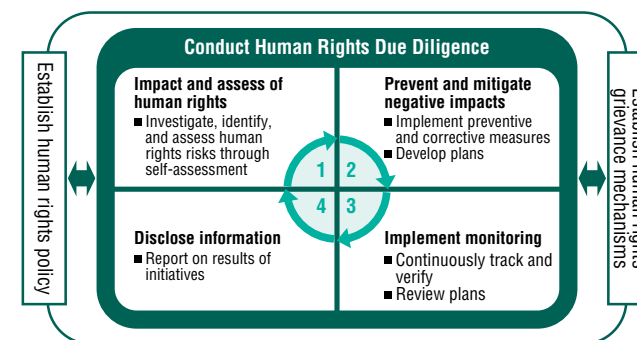
##### Human rights due diligence

##### Risk assessment (self-assessments)

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.

Since 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. This revised self-assessment was then repeated in fiscal 2024. In fiscal 2025, we conducted self-assessments covering 16 subsidiary locations (6 domestic sites and 10 overseas 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 continuously promote initiatives to improve our work environments on an ongoing basis.

##### Overview of initiatives for respecting human rights



##### Grievance mechanism

The Panasonic Group has established a global hotline (with service in 32 languages) to ensure that complaints about human rights violations are addressed and to enable redress for our employees, business partners, and other external stakeholders.

##### 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.

We also provide training for all seconded employees, including management personnel, posted to overseas subsidiaries to ensure they understand our initiatives including the Panasonic Group Human Rights and Labour Policy, as well as international standards and the laws of each country regarding corporate responsibility to respect human rights.



Panasonic Group Human Rights and Labour Policy  
<https://holdings.panasonic/global/corporate/sustainability/social/human-rights/policy.html>

## Responsible Supply Chain

### Policy

We procure raw materials such as active materials for batteries as well as various components ranging from various processed parts to electronic devices, from about 1,000 suppliers in Japan and overseas at 20 global production sites. We recognize that, in the procurement process, we are required to fulfill our corporate social responsibility throughout the entire supply chain. To fulfill this social responsibility, we build partnerships with our suppliers on a global basis, we maintain and improve the quality of purchased products and maintain competitive prices to create the product value required by our customers based on mutual trust and cooperation. At the same time, we comply with laws and regulations, social norms, and corporate ethics, and fulfill social responsibilities, such as human rights, environmental conservation, and information security. We promote responsible procurement activities while building a sustainable supply chain with low environmental impact with our suppliers.

KPI	FY2025	FY2031
Written CSR consent acquisition rate from tier 1 suppliers	100%	100%
Ratio of tier 1 suppliers with an A-rank CSR self-assessment	87%	100%
Ratio of assurance provided by conducting CSR audits of tier 1 suppliers	34%	100%
CMRT/EMRT collection rate	100%	100%
Utilization ratio of conformant/active smelters	90.8%	100%

### Initiatives

#### Compliance with supply chain CSR guidelines and risk reduction through self-assessment and audits

To demonstrate its approach to CSR procurement and clearly communicate its requirements to suppliers, the Panasonic Group has established CSR Guidelines in accordance with international norms and principles regarding human rights, including the UN Guiding Principles on Business and Human Rights, and requires compliance with these Guidelines. In line with the Panasonic Group's activities, the Group has started to conclude basic transaction agreements that require new suppliers to comply with the Guidelines. We have also requested that existing suppliers submit a written agreement to comply with the Guidelines. As of the end of March 2025, we were able to obtain written agreements from all tier-1 suppliers. We have asked our 351 tier-1 suppliers to carry out regular self-assessments using a CSR assessment sheet based on the Guidelines. The assessment results are classified into three ranks, A, B, and C, in ascending order according to risk. As of the end of March 2025, 307 companies (87%) were ranked A, 39 companies (11%) were ranked B, and the remaining five companies had yet to submit a self-assessment result sheet. We will continue to request submissions from suppliers who still need to do so. For ranked B suppliers, our Procurement Department works together with them to promote risk reduction by implementing improvement activities aimed at strengthening the CSR management system. In the event that a supplier receives a ranked C, we will review our transactions with them. Furthermore, starting in fiscal 2024, we took the initiative to initiate on-site CSR audits of our suppliers. Going forward, we will continue to conduct on-site CSR audits to identify supply chain risks and take countermeasures against them.

#### Responsible minerals procurement

The supply chains of minerals which are the main materials in batteries pose a variety of CSR risks such as human rights violations and environmental destruction, and appropriate due diligence is essential. We have formulated a responsible mineral procurement policy in accordance with OECD guidelines, and every year with the cooperation of our suppliers, we identify smelters and verify whether they comply with RMAP\*<sup>1</sup> or have acquired other certifications. In addition to encouraging non-compliant smelters' participation in RMAP, in the unlikely event that conflict-affected minerals are found, we would ask that they take steps to change suppliers or eliminate the use of such materials. Going forward, we will continue to collect survey forms from all suppliers, with the aim of procuring only from conformant/active smelters\*<sup>3</sup>.

\*1 RMAP: Responsible Minerals Assurance Process program stipulated by RMI\*<sup>2</sup>

\*2 RMI: Responsible Minerals Initiative, an organization that provides industry-standard survey tools, etc. for companies to conduct responsible mineral procurement

\*3 Conformant smelters: Smelters that have been audited to be RMAP compliant  
Active smelters: Smelters that are at the preparation stage to be audited by RMI

\*4 CMRT, EMRT: RMI-issued conflict minerals survey forms

#### Activities Regarding Gold, Tantalum, Tin and Tungsten

Item	Data
CMRT* <sup>4</sup> collection rate	100%
Ratio of conformant/active smelters* <sup>3</sup>	94.1%

#### Cobalt and mica related activities

Item	Data
CMRT* <sup>4</sup> collection rate	100%
Ratio of conformant/active smelters	80.6%



Please check the sustainability website for details.

[https://www.panasonic.com/global/energy/sustainability/social/supply\\_chain.html](https://www.panasonic.com/global/energy/sustainability/social/supply_chain.html)