

Panasonic Connect

Company Profile

Panasonic
CONNECT

Our Purpose

Change Work,
Advance Society,
Connect to Tomorrow.





CEO Message

Panasonic Connect plays a central role in the growth of the Panasonic Group's B2B solutions business and provides new value to its customers by working with them on the ground, facing their challenges alongside them.

Our company's purpose, the very reason for our existence, is to "Change Work, Advance Society, Connect to Tomorrow." By driving innovation in the supply chain, public services, infrastructure, and entertainment sectors, we aim to contribute to the realization of a sustainable society and to ensure well-being for all.

Above all, we value "connecting" with our customers, being close to them and truly understanding their challenges, so that we can continually help them to solve problems and make even greater contributions to their businesses.

I look forward to your continued support.



Panasonic Connect Co., Ltd.
CEO Yasu Higuchi





Our Story

At Panasonic Connect, we help our customers connect today for a better tomorrow.

We work with them and our partners on the ground, facing their challenges alongside them.

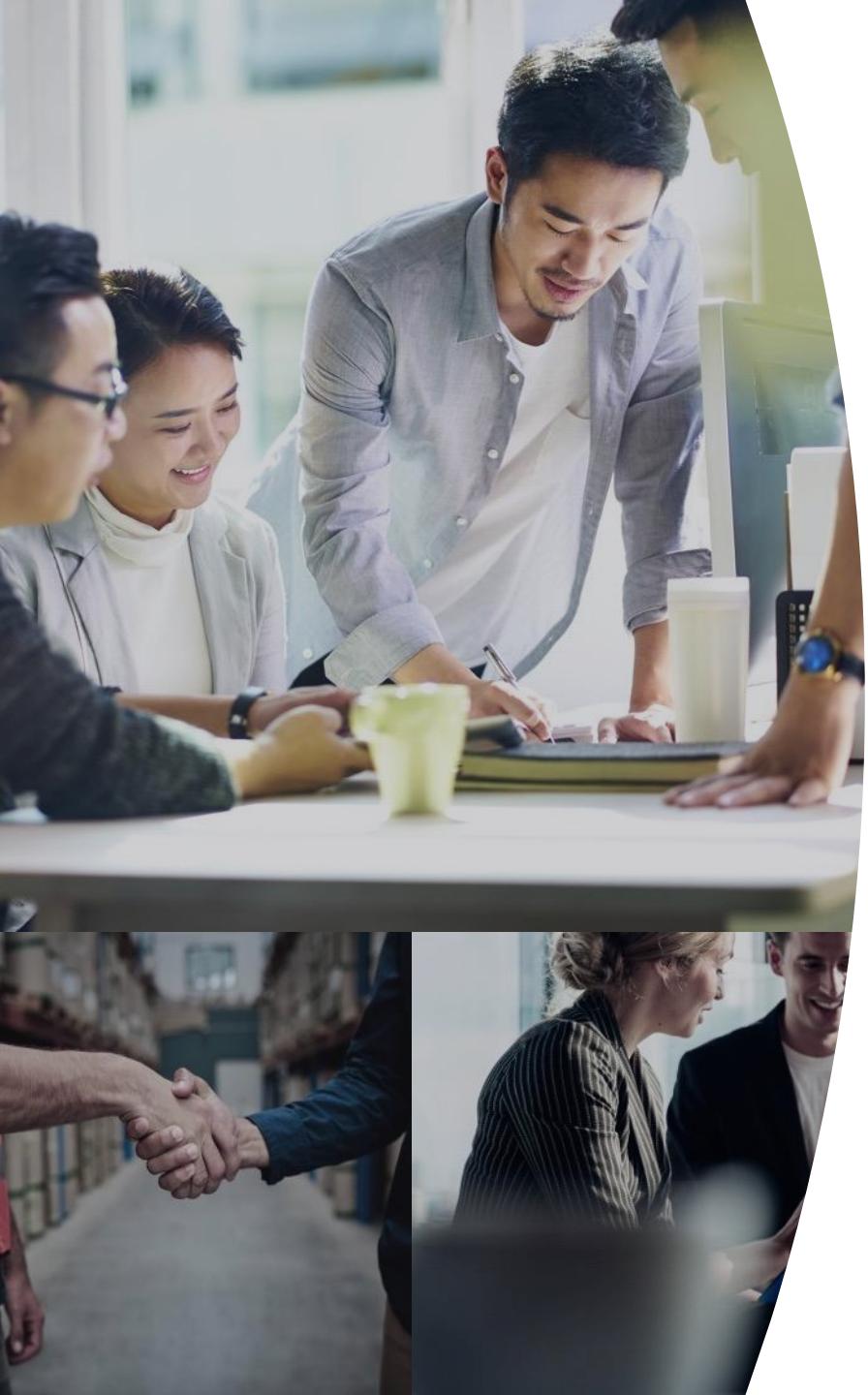
Whether it's their technology, process, or operating site, we help improve and innovate work where the most impact is created. This allows us to be constantly learning and iterating, helping our customers and ourselves get smarter in the process.

Leveraging our decades-long experience and the latest technologies, we connect everything we provide, from hardware and software to smart components and autonomous systems, to create value for customers' business.

We connect people, processes, and technologies to move society forward.

It's our way of ensuring a sustainable future for our customers and our planet.

It's how we partner for tomorrow.



Our 5 Core Values



By connecting the power of people and technology,
we bring innovation to our customers' operations and create a better future.



Empathy



Results

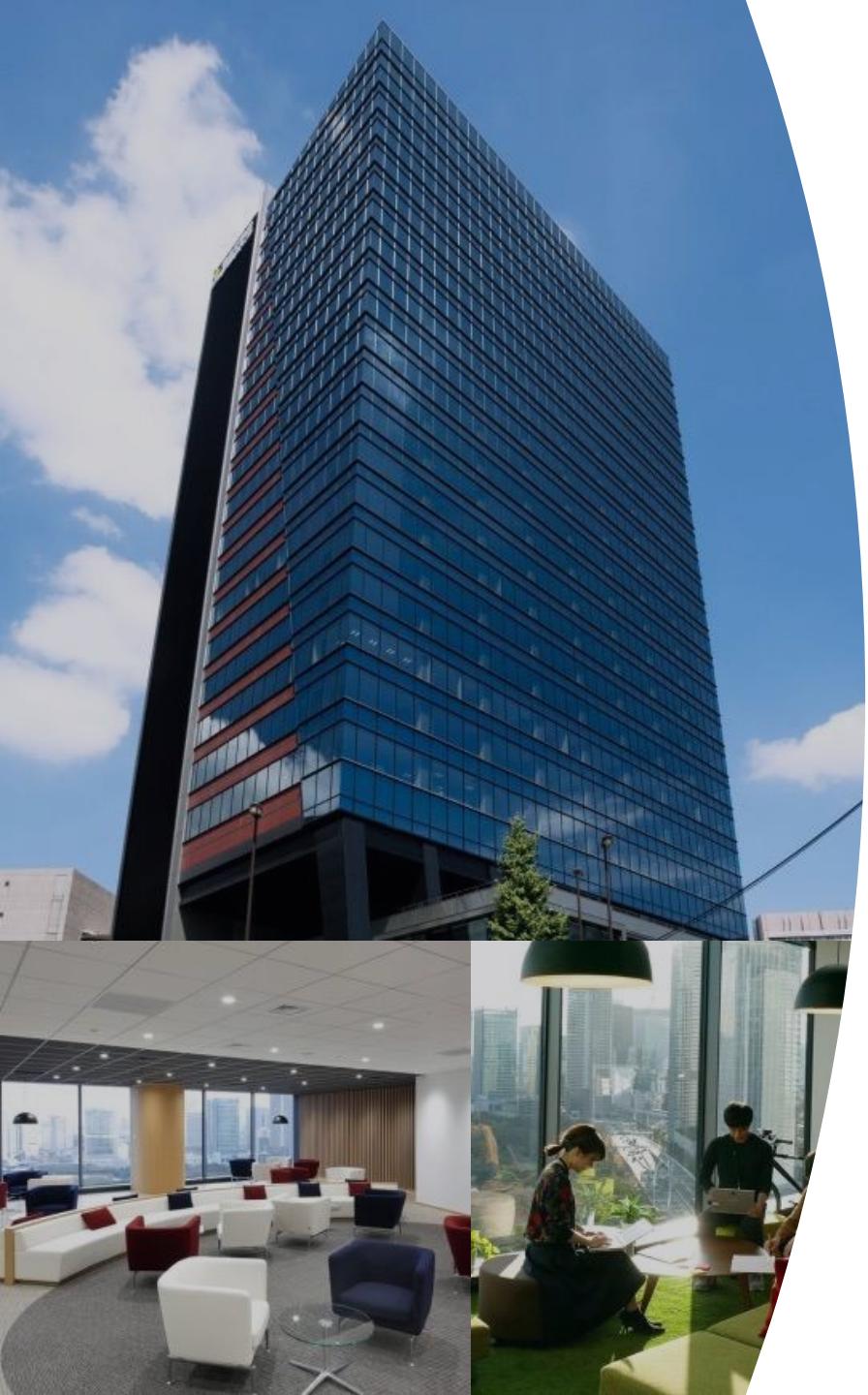


Relentless



Teamwork

Company Overview



Company Name **Panasonic Connect Co., Ltd.**

Head Office Location Sumitomo Fudosan Shiodome Hamarikyu Bldg., 8-21-1 Ginza, Chuo-ku, Tokyo 104-0061, Japan

Tel +81-3-5565-8700

Web <https://connect.panasonic.com/en>

Foundation April 1, 2022

CEO Yasu Higuchi

Business Development, manufacture and sale of devices, and provision of solutions, including system integration, installation, maintenance and repair services for the supply chain, public service, infrastructure, and other sectors.

Employees Approx. 29,700 (Japan: 12,200; Overseas: 17,500) (as of July 1, 2025)

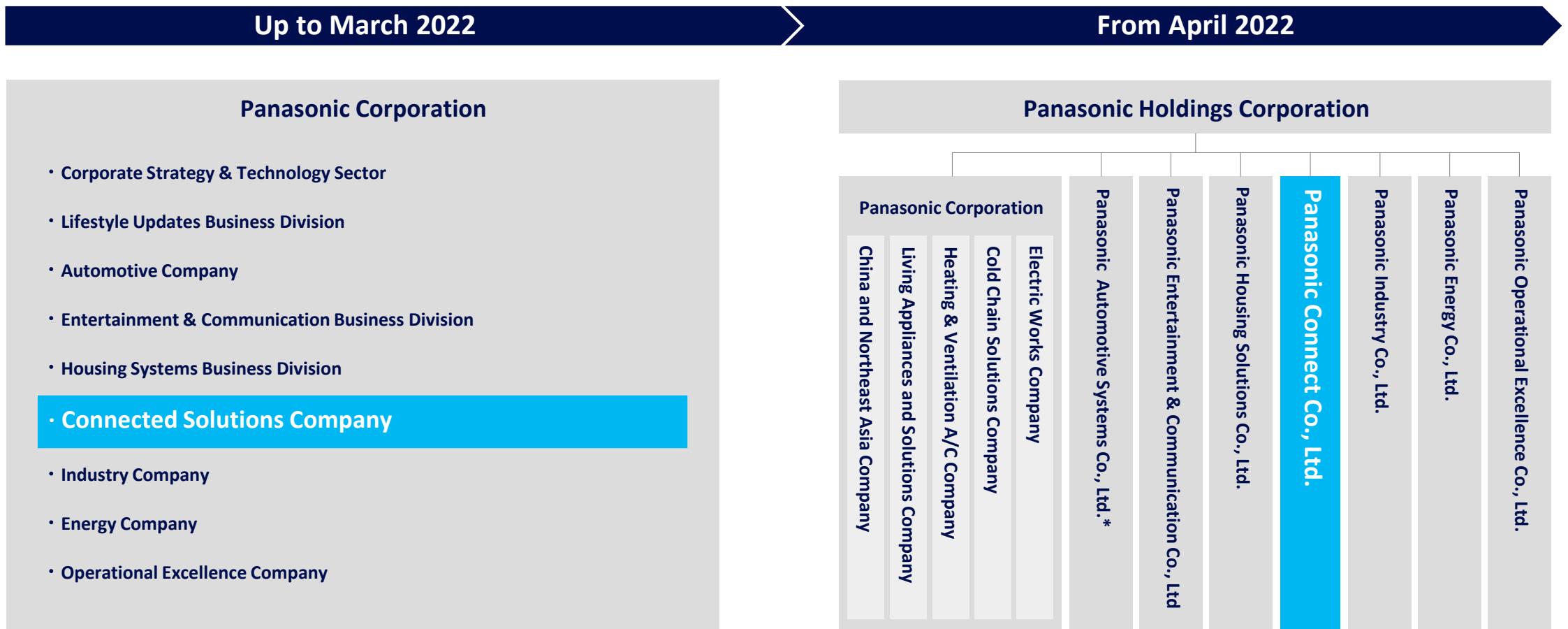
Annual Sales JPY1,333.2 billion (FY3/2025)

Business Sites Japan: 10 ,4 factories, affiliated companies: 10; overseas: 27 (as of October 1, 2025)

History

2017	Apr.	Established Connected Solutions Company Yasu Higuchi appointed CEO of the company
	Jul.	Acquired all outstanding shares of Zetes Industries SA and completed its delisting Details
	Oct.	Moved head office to Hamarikyu office (Ginza, Chuo-ku, Tokyo)
2018	Apr.	Announced the corporate vision “Gemba Process Innovation”
2019	Jan.	Established Customer Experience Center in Hamarikyu building Details
	Oct.	Established a new company for a security system business Details
2020	May	Extended partnership with Blue Yonder and made a strategic equity investment Details
2021	Apr.	Announced agreement to acquire all outstanding shares of Blue Yonder Details
	Jun.	Endorsed the Equality Act Japan signature gathering campaign aimed at establishing an equality act for the LGBT community
	Apr.	Established Panasonic Connect Co., Ltd. Yasu Higuchi becomes CEO of the company
2022	Sep.	Two welding machines certified as “Future Technology Heritage” by the National Museum of Nature and Science (Japan)
	Dec.	Ranked No.1 in world in National Institute of Standards and Technology (NIST) facial recognition benchmark test
2023	Mar.	Introduction of AI assistant using Microsoft Azure OpenAI Service for all employees in Japan
	Jul.	Definition of Theoretical Enterprise Value Calculation Method and Introduction of System Linked to Executive Compensation
	Nov.	Blue Yonder Closes Doddle Acquisition, Redefining Profitable and Sustainable Reverse Logistics and Returns Management Details
2024	Feb.	Blue Yonder Acquires Flexis, a Leader in Manufacturing and Supply Chain Planning Technology Details
	Mar.	Blue Yonder Announces Binding Agreement To Acquire One Network Enterprises for Approximately \$839 Million To Create Multi-Enterprise Supply Chain Ecosystem Details

Panasonic Group Structure



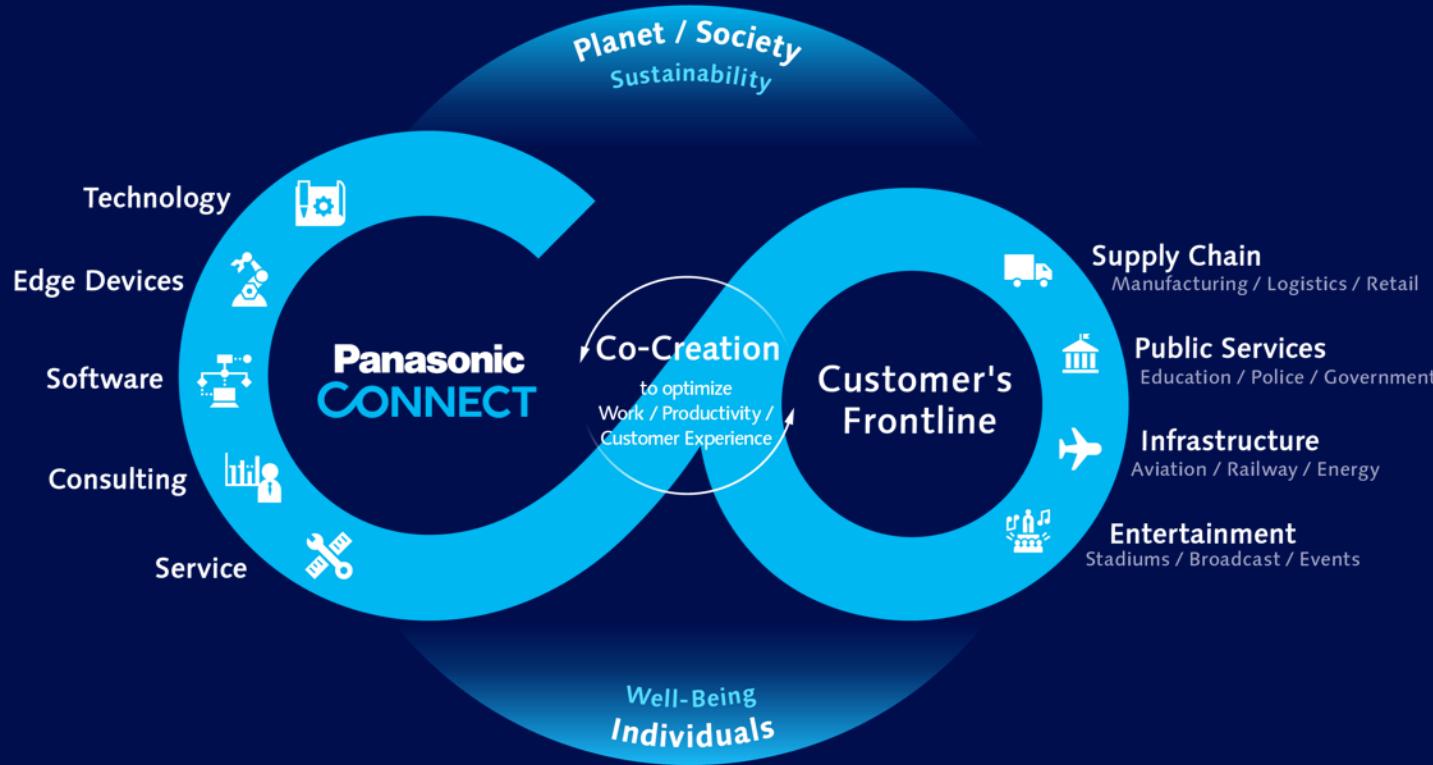
*Panasonic Holdings Corporation ("PHD") has formed a strategic joint partnership with the Apollo Group in the business of Panasonic Automotive Systems Co., Ltd. ("PAS"). As a result, From 2024/12,PAS is no longer a consolidated subsidiary of PHD, and Star Japan Holdings (including PAS as a sub-subsidiary) has become an equity-method affiliate of PHD.

Panasonic Connect Organizational Structure



(as of July 1, 2025)

Change Work, Advance Society, Connect to Tomorrow.



Our Business Areas



01

Supply Chain

Manufacturing / Logistics / Retail



02

Public Services

Education / Police / Government



03

Infrastructure

Aviation / Railway / Energy



04

Entertainment

Stadiums / Broadcast / Events



01

Supply Chain

Manufacturing / Logistics / Retail

- Utilize sensing, AI and robotics technologies
- Combine advanced hardware with Blue Yonder's software platform
- Optimize operations through Industrial Engineering (IE)
- Provide end-to-end solutions

02

Public Services

Education / Police / Government

- State-of-the-art video and lecture capture solutions for education
- IoT-enabled rugged computers, handhelds and tablets
- Advanced technology and ICT systems to improve police work
- Regional disaster prevention systems for local governments





03

Infrastructure

Aviation / Railway / Energy

- New passenger experiences through facial recognition-based immigration processing
- State-of-the-art in-flight entertainment systems and connectivity solutions
- Integrated monitoring systems for airport security
- Safety management systems to streamline railway operations
- Security enhancement measures for stable energy supply



04

Entertainment

Stadiums / Broadcast / Events

- Digital signage, projection mapping, and immersive projector technology for large-scale entertainment venues
- Broadcast and professional video systems that support high-definition video (4K/8K) and IP technology
- Total solutions that supports everything from program production to management in the ever-evolving broadcasting and CATV industry
- Creating new and immersive experiences

Panasonic Connect Organizational Structure

Panasonic and Blue Yonder history: Aiming to optimize customers' supply chain operations

Nov. 2019 **Start of joint venture**

Jul. 2020 **20% equity investment**

Sept. 2021 **Acquired all shares**



The world's largest supply chain software company

3,000+ Global
Customers

12 of Top
/25

Manufacturers

13 of Top
/25

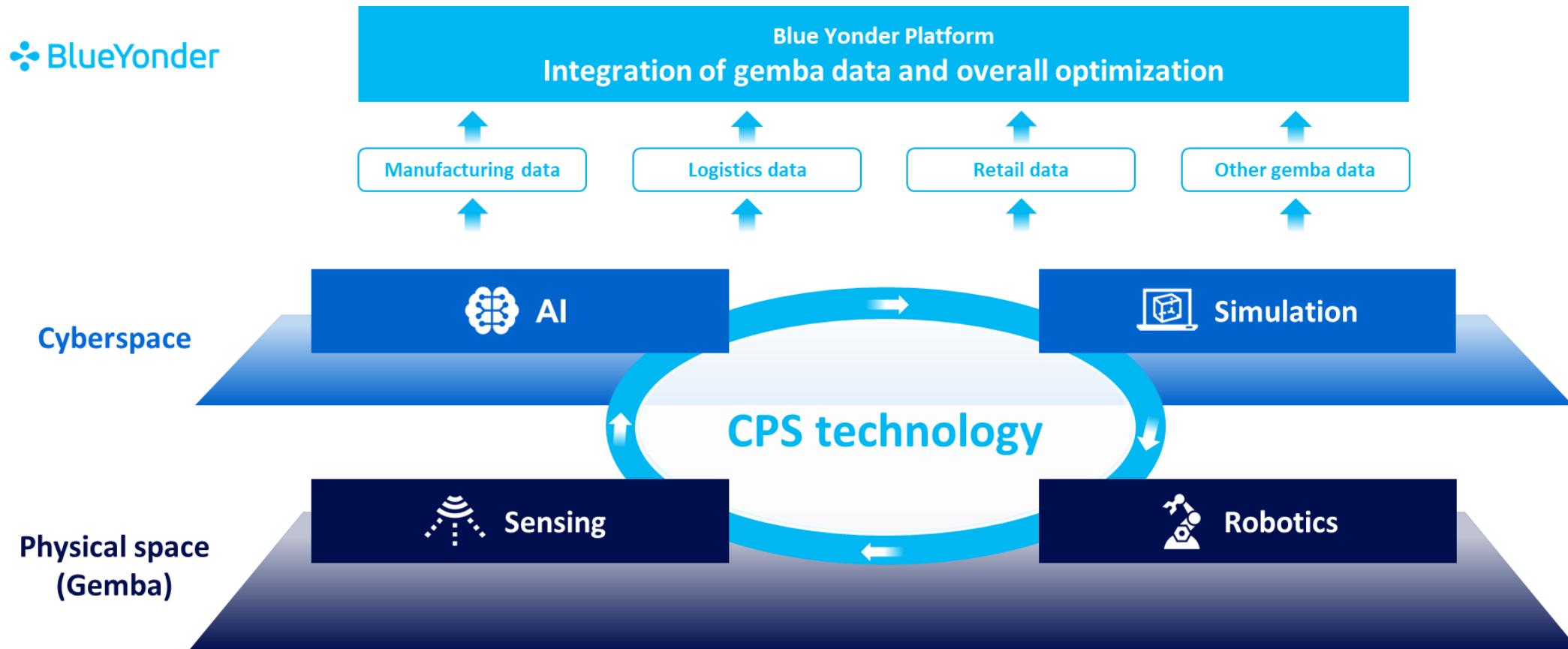
3rd Party Logistic Companies

23 of Top
/25

Retailers

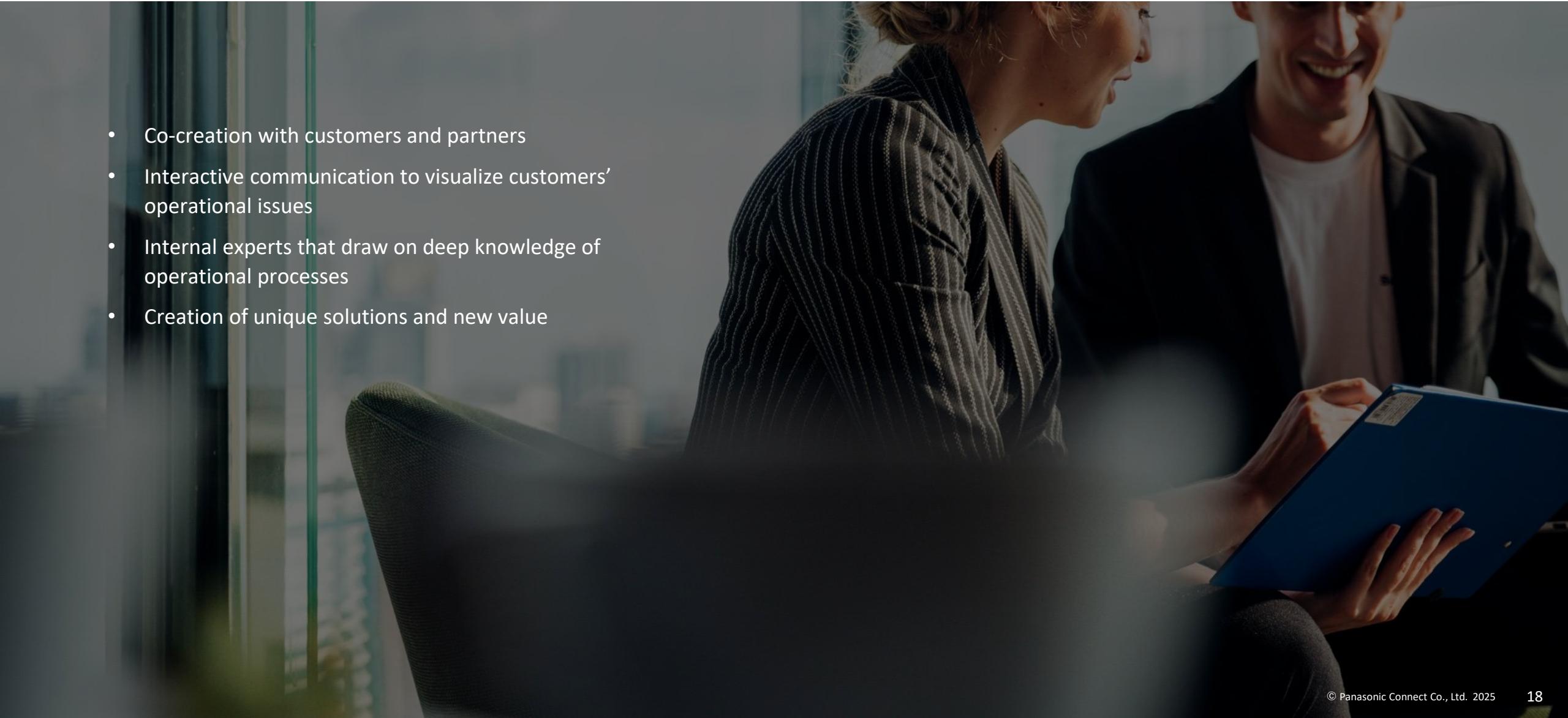
R&D Division Research Areas

We engage in the research and development of cyber-physical system (CPS) technology that integrates our customers' gemba and cyberspace to predict and solve their problems, aiming to integrate gemba data and achieve overall optimization by linking the technology with Blue Yonder's system



Co-creation

- Co-creation with customers and partners
- Interactive communication to visualize customers' operational issues
- Internal experts that draw on deep knowledge of operational processes
- Creation of unique solutions and new value



Customer Experience Center



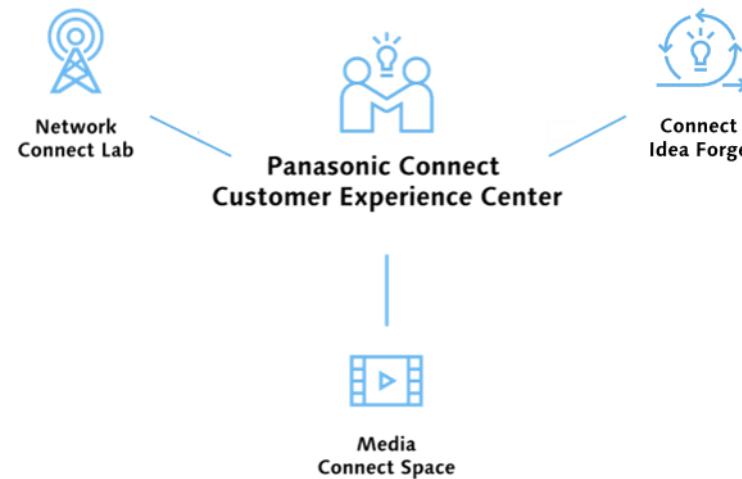
Interactive communication to visualize customers' actual operational issues and work together to create solutions

Media Connect Space



Experience the latest broadcasting solutions to transform content production

Co-creation activity facilities



Network Connect Lab



Test and verify wireless network environments such as local 5G and private LTE

Connect Idea Forge



R&D to construct technology verification environments closer to the customer's actual sites



Our Commitment

Panasonic Connect is Committed to Sustainable Management

Panasonic Connect places corporate culture at the heart of its management strategy and is fully committed to relentless transformation.

Building the foundation of a healthy corporate culture, we drive sustainable management.

In our day-to-day operations, we are dedicated to environmental conservation.

Furthermore, we are making steady, step-by-step progress toward our goal of “achieving a sustainable value chain” through the services we provide, in collaboration with our customers and partners.

In our workplaces, we ensure that everyone’s human rights are respected and promote “CONNECTers’ Success”, empowering each employee to thrive and build a fulfilling career.

By connecting with our customers and innovating their frontline operations, we contribute to the well-being of every individual in society and the realization of a sustainable global environment.

Panasonic Connect's Sustainability Targets

Achieving CONNECTers' Success

We will enhance employee engagement and individual productivity by realizing "CONNECTers' Success," where every employee can thrive, drive their own transformation and growth, and embody our core values to fulfill our purpose.

2027 Target

Employee Engagement

*Employee Engagement Survey by Korn Ferry.

82.0

FY2025 Results: 64.6

Value-added per employee

1.6x

*EBITDA per employee calculation

Promoting DEI (Diversity, Equity and Inclusion)

We aim to create an environment where all employees can thrive, by embracing diverse cultures and ensuring psychological safety, with a zero-tolerance policy for any form of discrimination.

2035 Target

Ratio of women in management positions

30%

8.5% as of April 2025

Driving Sustainable Procurement

To ensure compliance with the Panasonic Group's guidelines, we will complete assessments of our procurement partners while continuously identifying and managing risks.

Ongoing Target

CSR assessment checklist collection rate from procurement partners

100%

100% as of November 2025

Advancing Decarbonization

In line with the "Panasonic GREEN IMPACT" initiative, we aim to achieve virtually net-zero CO₂ emissions at our own sites by 2030.

Reference: [Sustainability Data Book - Sustainability - Panasonic Holdings](#)

2030 Target

CO₂ emissions from our own sites

Net Zero

Strengthening Anti-Harassment Measures

We will build a safe and secure work environment for all employees by responding to harassment strictly and swiftly, while fostering a "Speak-Up Culture."

Declaration

Harassment-Free Workplace

Overview of Our Sustainability Initiatives

Panasonic GREEN IMPACT

Initiatives Toward Carbon Neutrality

Initiatives to Promote a Circular Economy

Creating a Healthy Work Environment
for Mind and Body

Fostering Connections for a Thriving Workforce

Building a Future of Career Ownership

Environmental
Activities
in Our Workplaces

Sustainability
through the Provision
of Services to
Customers

Change Work,
Advance Society,
Connect to Tomorrow.

Well-being in Our
Workplaces

Compliance

Governance

Governance & Compliance

Diversity in Management

Practicing Integrity

Eradication of Harassment

Procurement Due Diligence

Quality & Environmental Compliance

Culture

Reducing CO₂ Emissions & Food Loss through Supply Chain Optimization

Improving Operational Efficiency & Accuracy with Warehouse Management Solutions

Increasing Revenue & Visibility with a Dedicated Reverse Logistics Network

Promoting Sustainability by Automating CO₂ Emissions Calculation in Logistics

Taking on the Challenge of Smart Logistics

Business Mobile PCs: Empowering Greater Freedom for Both Workers & IT Administrators

Achieving Both Energy Savings & High Quality with Advanced Welding Technology

JISQ Process Technology: Balancing Productivity & Environmental Responsibility

The World's Smallest & Lightest High-Brightness Compact Projector,
Balancing Eco-Friendliness with Workflow Efficiency

The Challenge of Balancing Sustainability with an Enhanced Passenger Experience

Strengthening Community-wide Disaster Preparedness with Disaster Prevention Solutions



Panasonic
CONNECT