Panasonic Connect Group
Profile

Panasonic
CONNECT

Our Purpose

Change Work, Advance Society, Connect to Tomorrow.





CEO Message

The Panasonic Connect Group plays a central role in the growth of the overall 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.

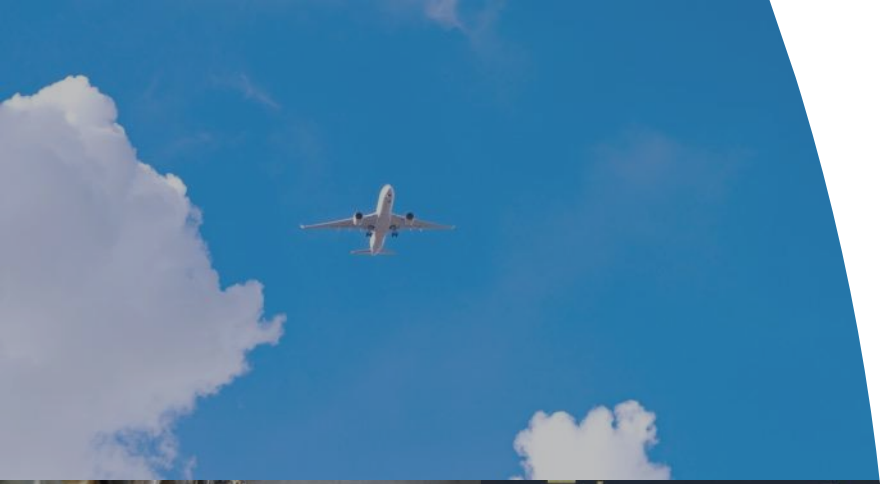
Our purpose, the very reason for our existence, is to "Change Work, Advance Society, Connect to Tomorrow." By driving innovation in the supply chain, public services, infrastructure, and entertainment sectors, we aim to contribute to the realization of a sustainable society and to ensure well-being for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

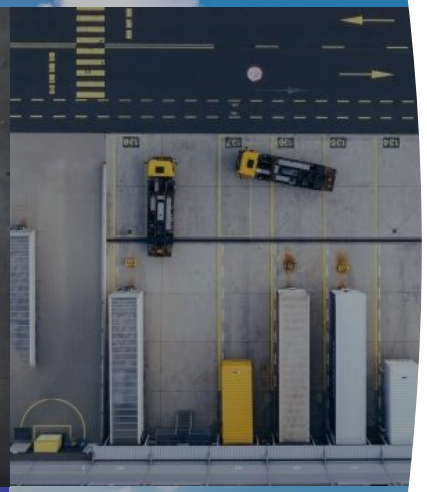
I look forward to your continued support.



Panasonic Connect Group CEO
Ken Sain











Our Story

In the Panasonic Connect Group, 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

Connect

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

- Empathy
- Results
- Relentless
- Teamwork







Group Overview

Group Name	**Panasonic Connect Group**
Web	https://connect.panasonic.com/en
CEO	Ken Sain
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. 29,100 (Japan: 11,800; Overseas: 17,300) (as of April 1, 2026)
Annual Sales	JPY1,380.3 billion (FY3/2026)
Business Sites	Japan: 10 (4 factories); affiliated companies: 10; overseas: 33 (as of April 1, 2026)

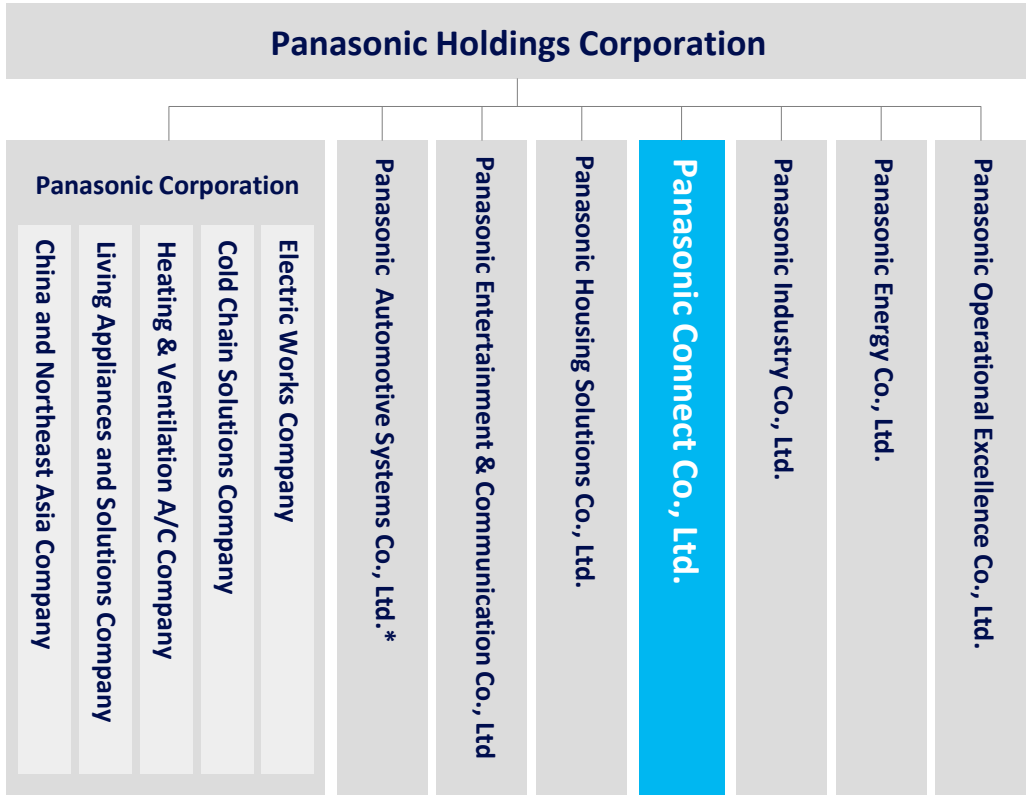
History

2017	Apr.	Established Connected Solutions Company　Yasu Higuchi appointed CEO of the company
	Jul.	Acquired all outstanding shares of Zetes Industries S.A. 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
2022	**Apr.**	**Established Panasonic Connect Co., Ltd.** Yasu Higuchi becomes CEO of the company
	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
2025	Mar.	Name of New Company Established through Strategic Capital Partnership to Operate Projector Business Details
2026	**Apr.**	**Launched Panasonic Connect Group** Ken Sain becomes CEO of the Group Details

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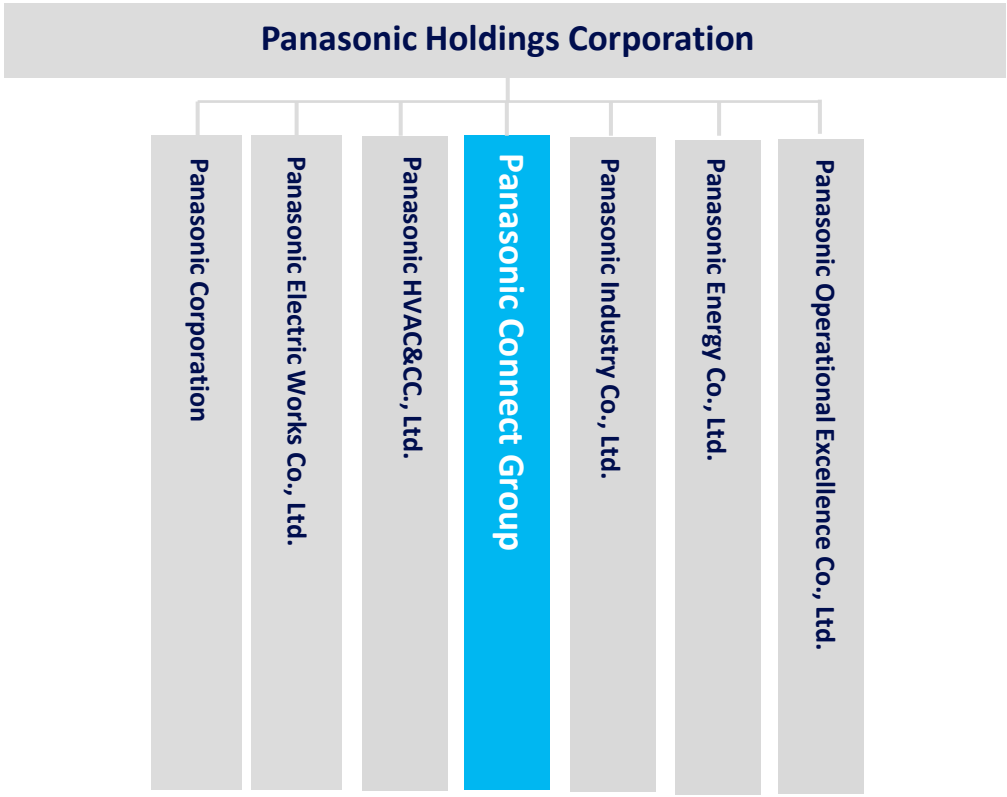
Panasonic Group Structure

Up to March 2025



*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.

From April 2026



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Panasonic Connect Group Main Organizational Structure

Panasonic Connect Group

- Panasonic Avionics
- Blue Yonder Holdings
- Circuit Formation Process Business Division*
- Gemba Solutions Company*
- Mobile Solutions Business Division*
- Welding Process Business Division*
- Panasonic Projector & Display
- Zetes

- R&D Division*
- Cloud Engineering Center*
- SaaS Business Unit*

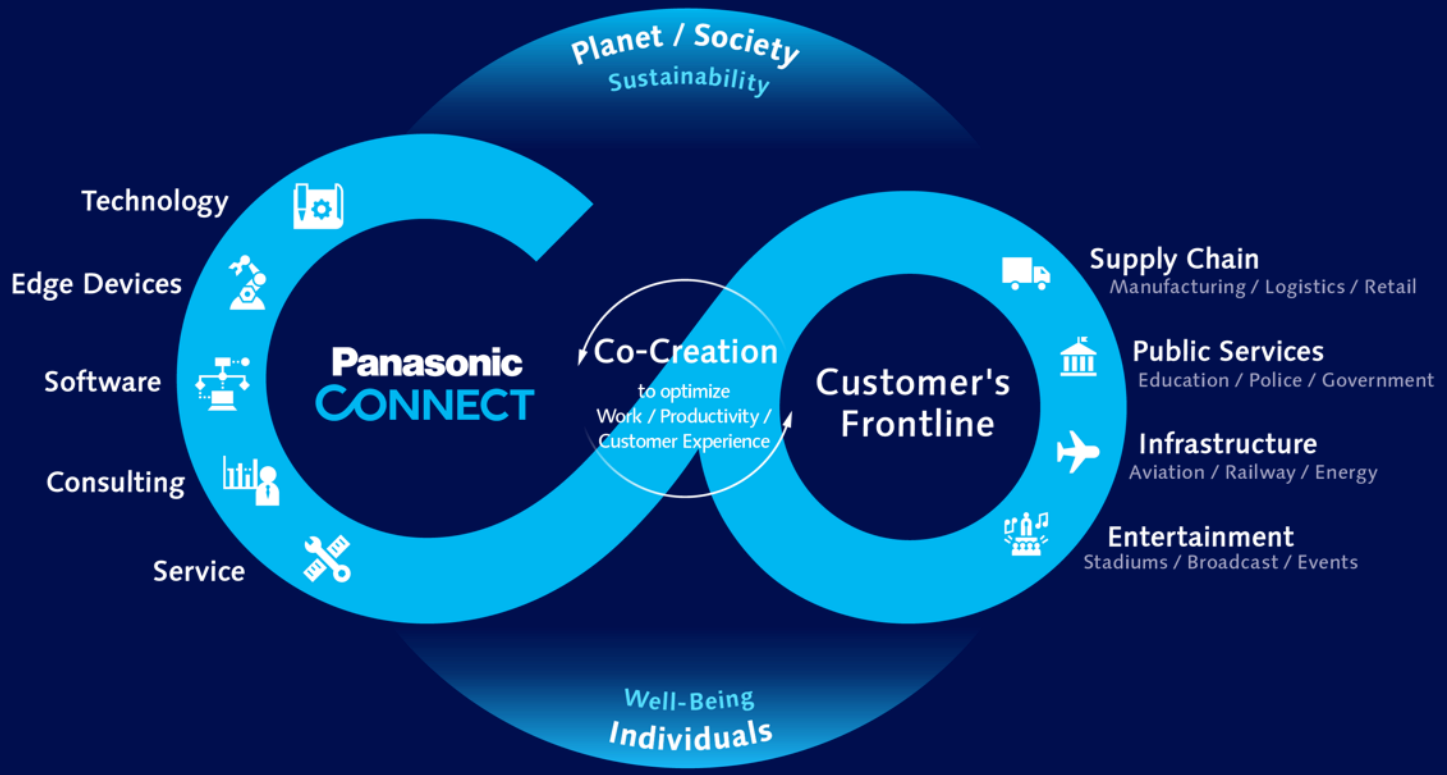
- Panasonic Connect Europe
- Panasonic Connect North America

*Panasonic Connect Co., Ltd.

(as of April 1, 2026)

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Our Business Areas

01

Supply Chain

Manufacturing / Logistics / Retail

- Technologies such as sensing, AI, and robotics that visualize on-site issues
- Specialized hardware combined with Blue Yonder's software platform



02

Public Services

Education / Police / Government

- Realization of hybrid classes in educational settings
- Contributing to improving the accuracy and efficiency of police operations (traffic safety, etc.)
- Solutions related to local disaster prevention and regional information



03

Infrastructure

Aviation / Railway / Energy

- New passenger experience with facial recognition
- Cutting-edge in-flight entertainment and connectivity solutions
- Safety solutions in stations and command posts
- Strengthening security for stable energy supply



04

Entertainment

Stadiums / Broadcast / Events

- Create the extraordinary in a large-scale space
- A wide range of broadcast and professional video products and systems
- A total solution that supports the ever-evolving broadcasting and CATV industries from program production to management



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Panasonic Connect Group Business

Panasonic Avionics	Blue Yonder	Circuit formation Process Business Division	Gemba Solutions Company	Mobile Solutions Business Division	Welding Process Business Division	Panasonic Projector & Display
PAC	Blue Yonder	CPBD	GSOL	MSBD	WPBD	PPND
						
In-flight entertainment systems / Connectivity / Maintenance services	Supply chain management software	Semiconductor manufacturing equipment / Mounting machines	Solutions business	Laptops / Rugged PCs / Tablets / Payment systems	Welding machines / Welding robots	High-brightness projectors

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Panasonic Connect Group 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**

BlueYonder

The world's largest supply chain software company

3,000+ Global Customers

12 of Top /25 Manufacturers

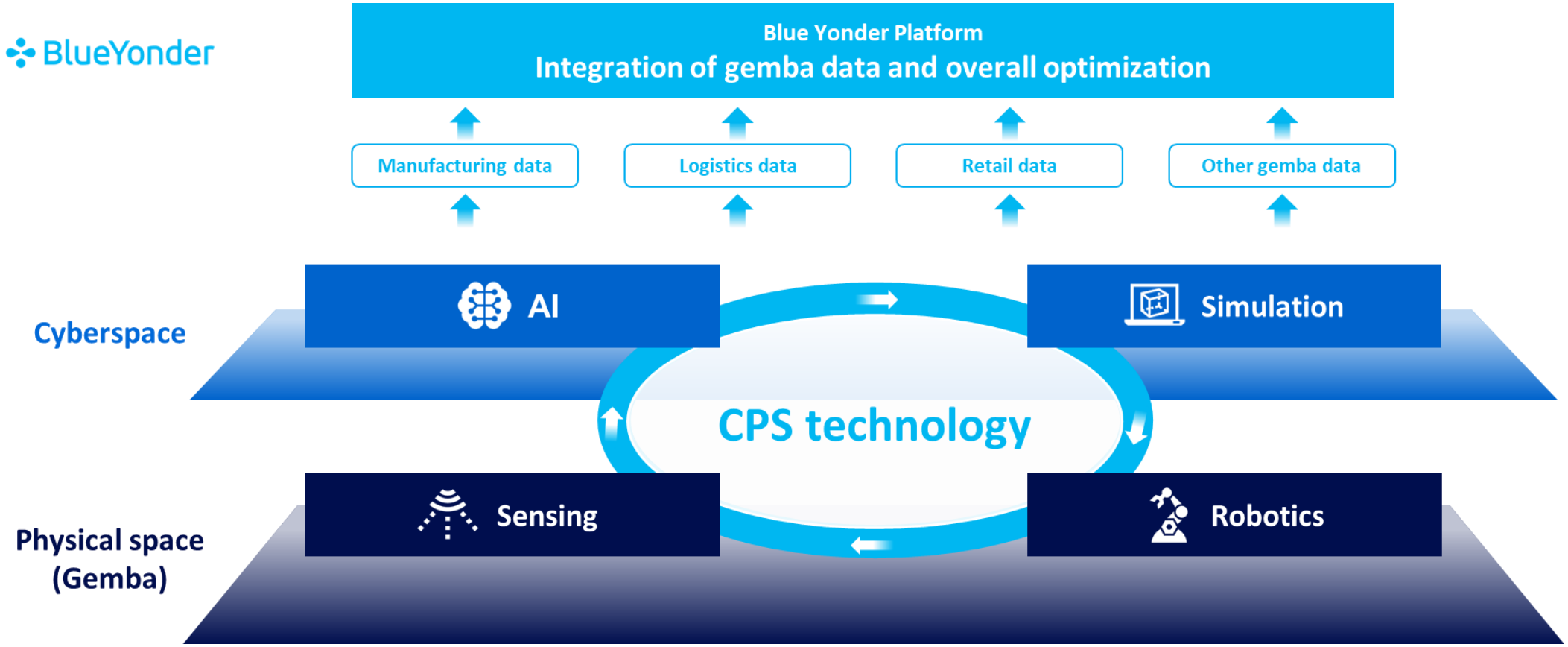
13 of Top /25 3rd Party Logistics Companies

23 of Top /25 Retailers

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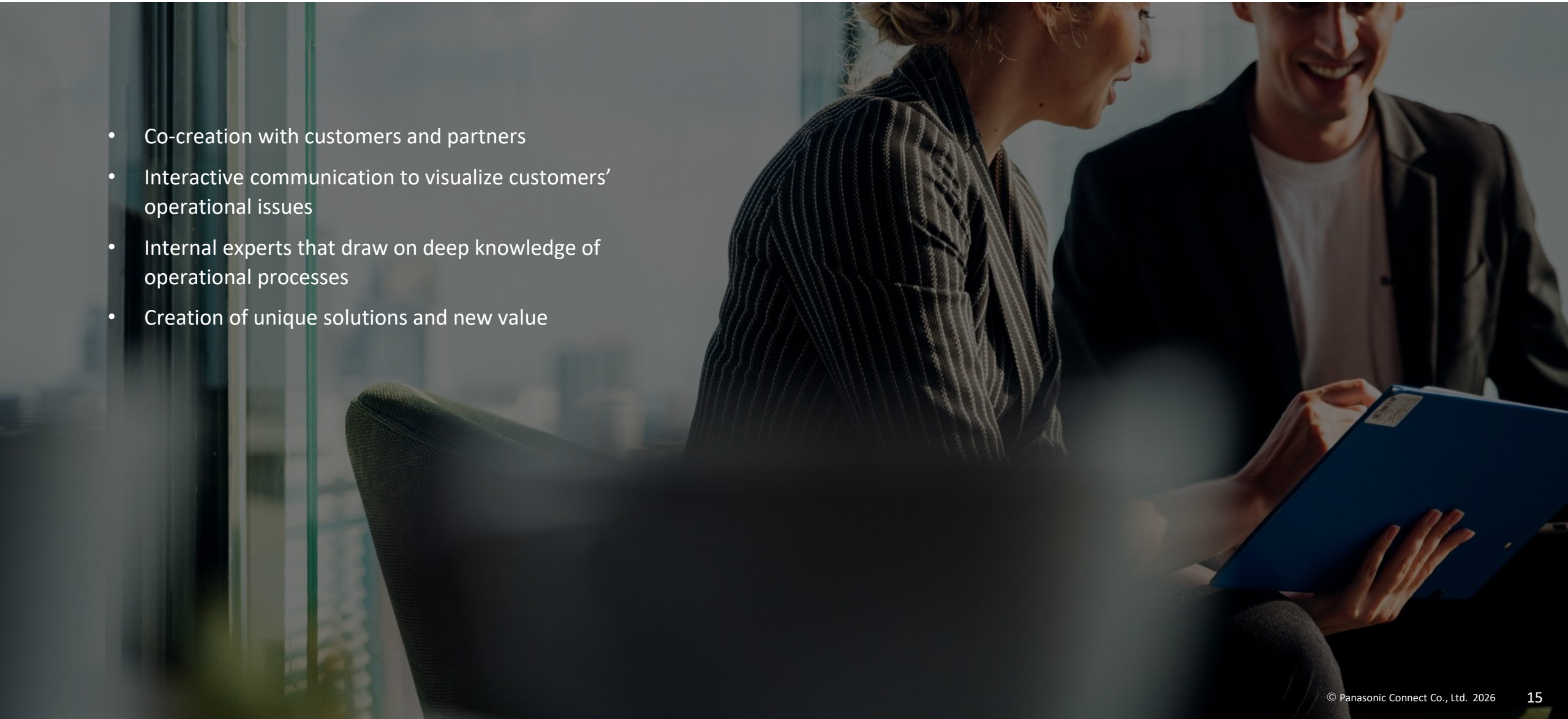
R&D Division Research Areas

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



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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

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Co-creation activity facilities

Customer Experience Center

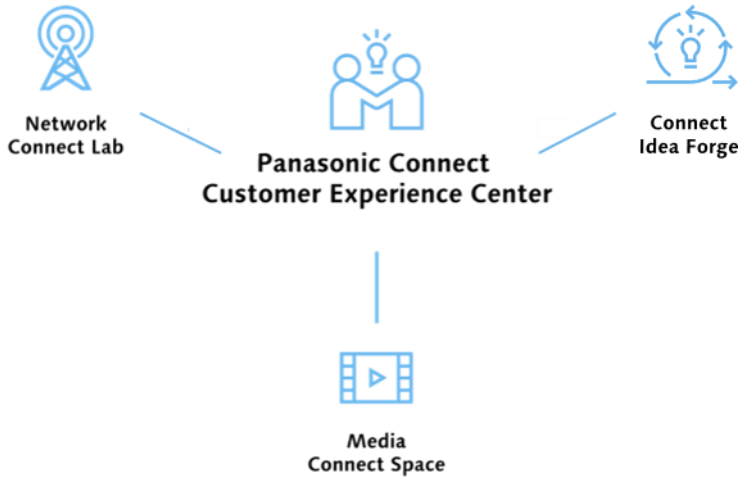


Interactive communication to visualize customers' actual operational issues and work together to create solutions

Network Connect Lab



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



Media Connect Space



Experience the latest broadcasting solutions to transform content production

Connect Idea Forge



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

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Our Commitment

The Panasonic Connect Group is Committed to Sustainable Management

The Panasonic Connect Group 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.

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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

82.0

FY2025 Results: 64.6

*Employee Engagement Survey by Korn Ferry.

Value-added per employee

1.6x

Compared to FY2024

*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 CO_2 emissions at our own sites by 2030.

Reference: Sustainability Data Book - Sustainability - Panasonic Holdings

2030 Target

CO_2 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

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Overview of Our Sustainability Initiatives



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