

# Panasonic Connect Company Profile



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

A handwritten signature in black ink, appearing to read 'Y. Higuchi', written in a fluid, cursive style.



# 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 <a href="#">Details</a>	
	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 <a href="#">Details</a>	
	Oct.	Established a new company for a security system business <a href="#">Details</a>	
2020	May	Extended partnership with Blue Yonder and made a strategic equity investment <a href="#">Details</a>	
2021	Apr.	Announced agreement to acquire all outstanding shares of Blue Yonder <a href="#">Details</a>	
	Jun.	Endorsed the Equality Act Japan signature gathering campaign aimed at establishing an equality act for the LGBT community	
	Apr.	<b>Established Panasonic Connect Co., Ltd.</b> 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 <a href="#">Details</a>	
2024	Feb.	Blue Yonder Acquires Flexis, a Leader in Manufacturing and Supply Chain Planning Technology <a href="#">Details</a>	
	Mar.	Blue Yonder Announces Binding Agreement To Acquire One Network Enterprises for Approximately \$839 Million To Create Multi-Enterprise Supply Chain Ecosystem <a href="#">Details</a>	

# Panasonic Group Structure

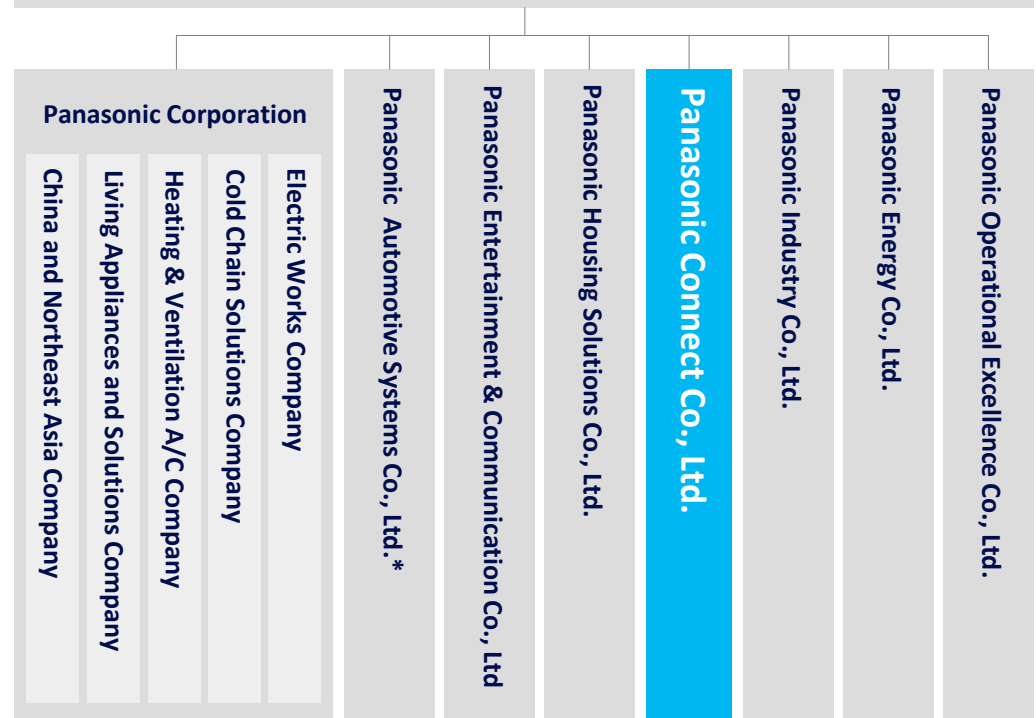
Up to March 2022

## Panasonic Corporation

- Corporate Strategy & Technology Sector
- Lifestyle Updates Business Division
- Automotive Company
- Entertainment & Communication Business Division
- Housing Systems Business Division
- **Connected Solutions Company**
- Industry Company
- Energy Company
- Operational Excellence Company

From April 2022

## Panasonic Holdings Corporation



\*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.

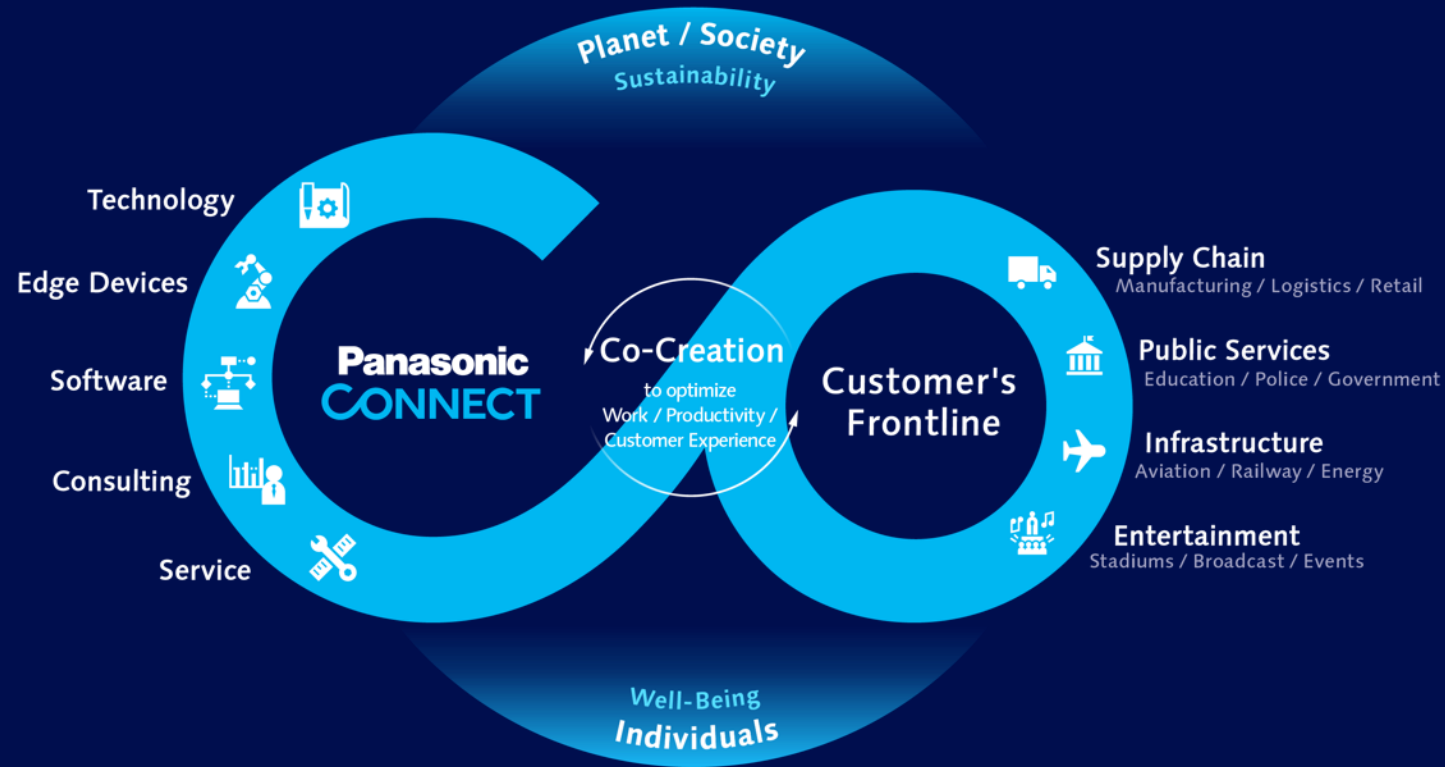


# Panasonic Connect Organizational Structure



(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

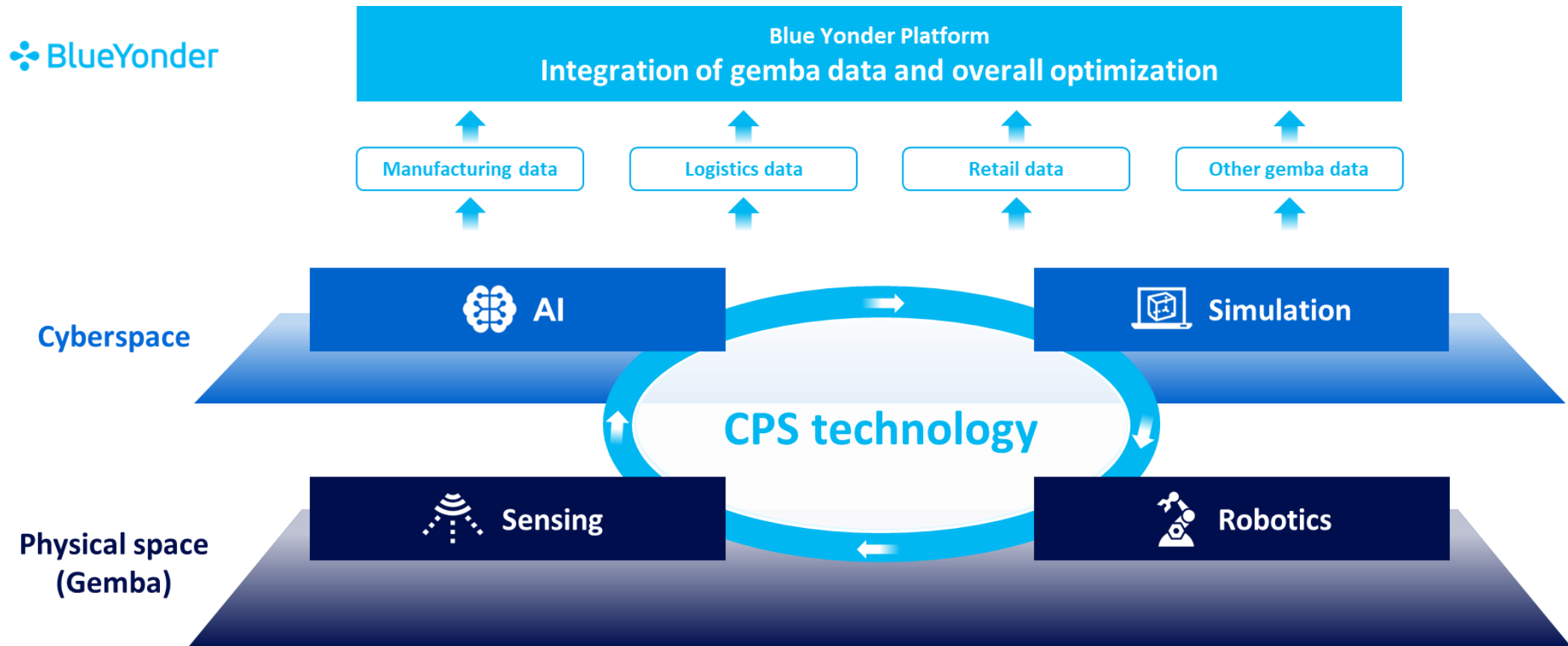
**12** of Top  
/25  
Manufacturers

**13** of Top  
/25  
3<sup>rd</sup> 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



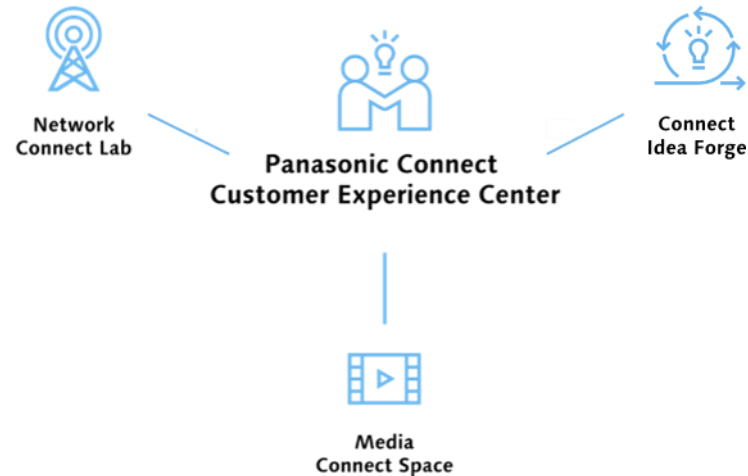
Interactive communication to visualize customers' actual operational issues and work together to create solutions

## 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

\*EBITDA per employee calculation

1.6x  
Compared to FY2024

## 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<sub>2</sub> emissions at our own sites by 2030.

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

2030 Target

CO<sub>2</sub> 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

Reducing CO<sub>2</sub> 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 CO<sub>2</sub> 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

JISSO 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

Governance & Compliance

Diversity in Management

Practicing Integrity

Eradication of Harassment

Procurement Due Diligence

Quality & Environmental Compliance

Culture

The background is a dark blue field filled with a repeating pattern of light blue geometric shapes, including squares, rectangles, and semi-circles. The shapes are arranged in a way that creates a sense of depth and movement. The Panasonic logo is centered in the upper half of the image.

# Panasonic CONNECT