

# Panasonic Connect Group Profile



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



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)



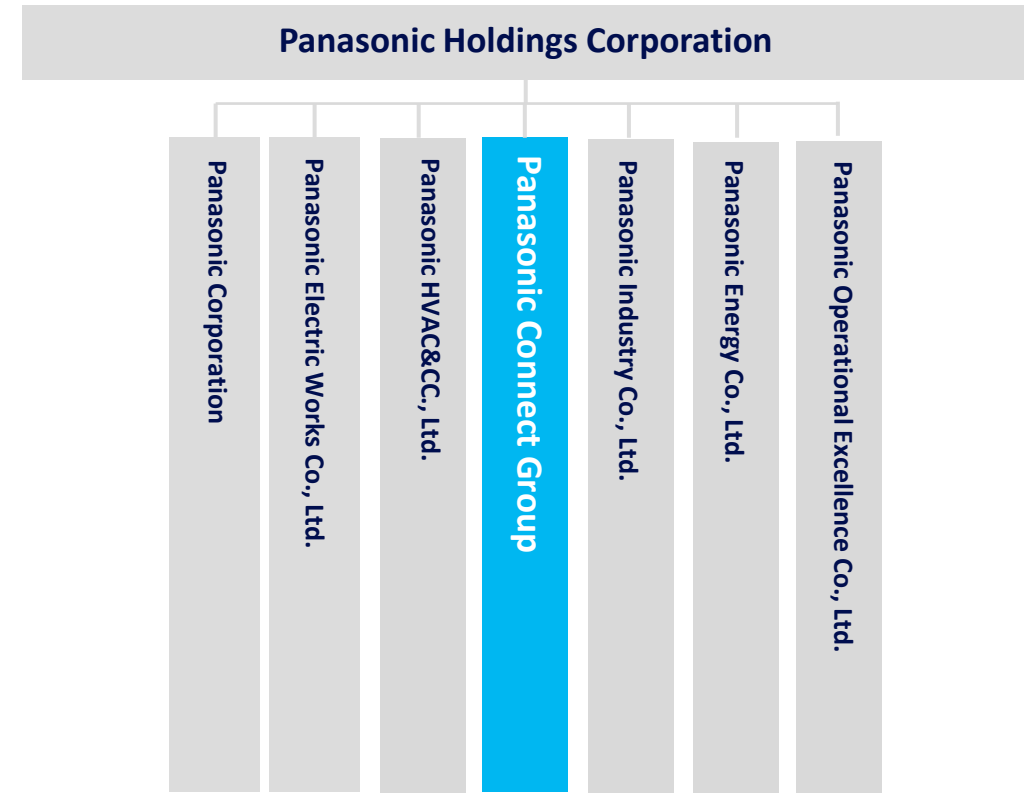
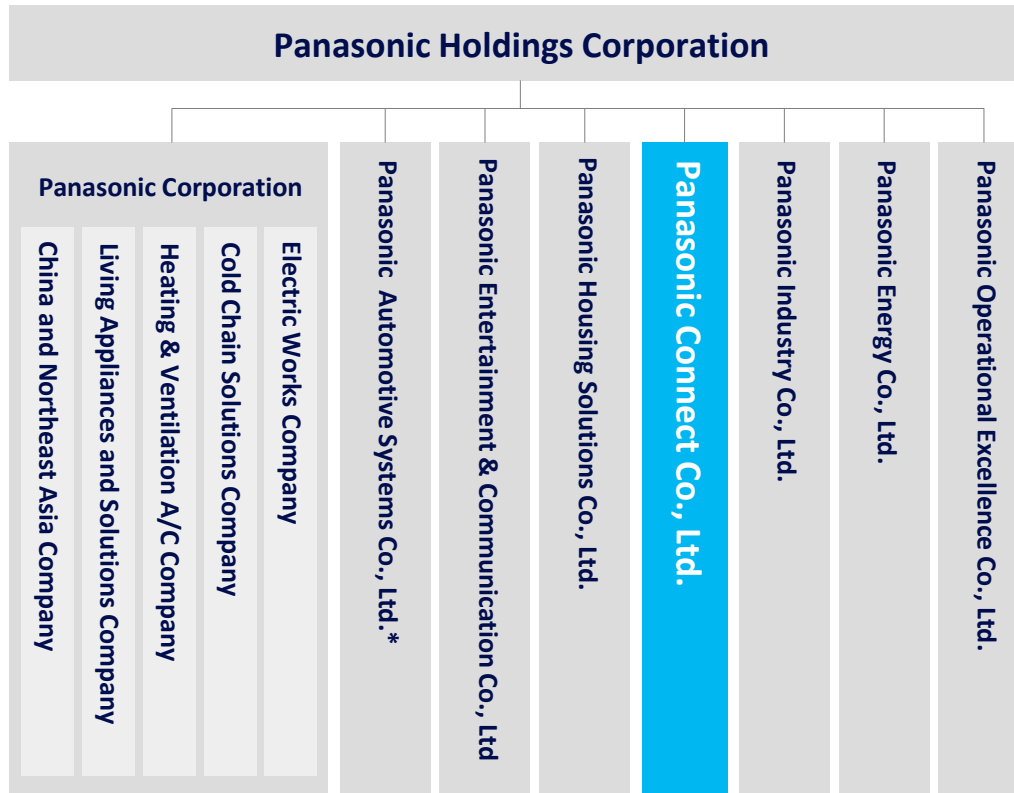
# History

- 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](#)

# Panasonic Group Structure

Up to March 2025

From April 2026



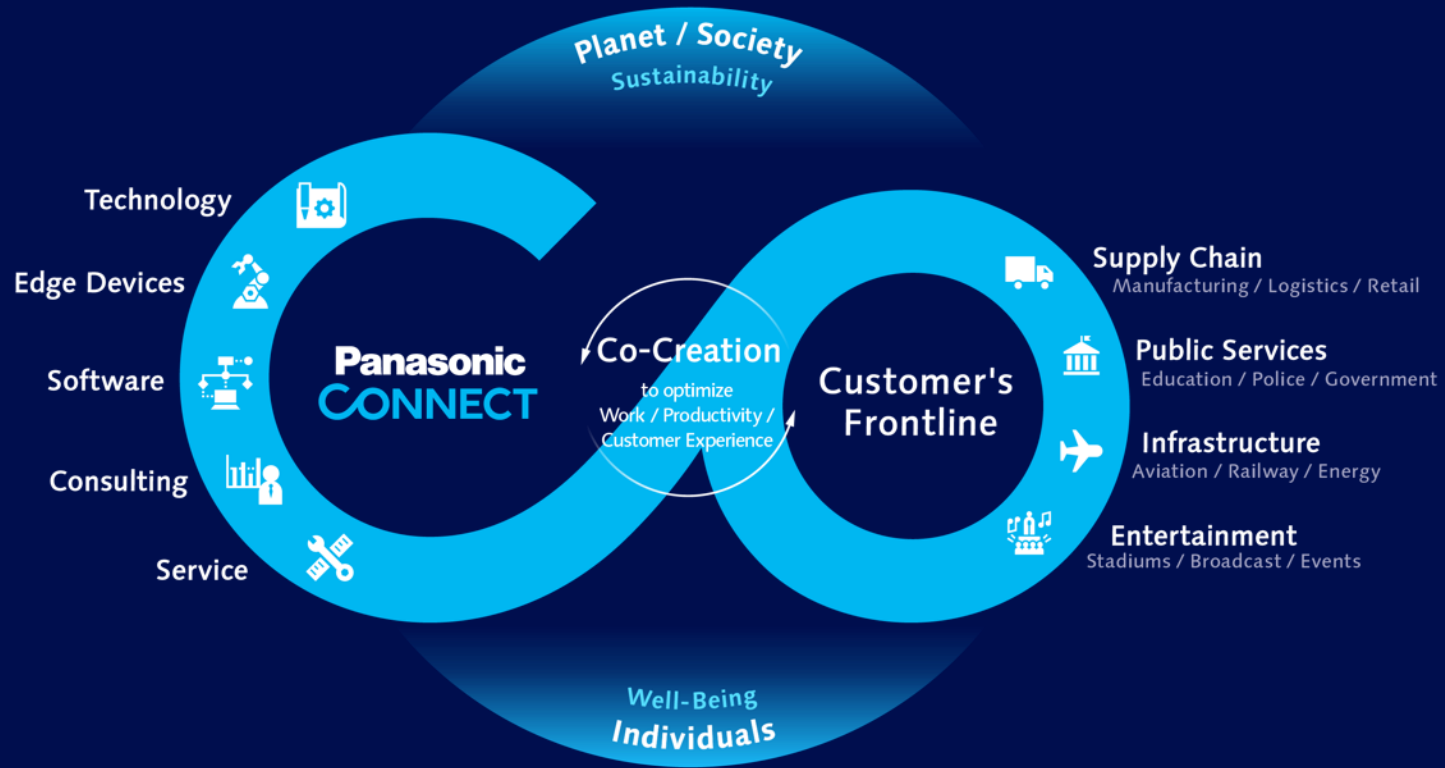
\*Panasonic Holdings Corporation (“PHD”) has formed a strategic joint partnership with the Apollo Group in the business of Panasonic Automotive Systems Co., Ltd. (“PAS”). As a result, From 2024/12,PAS is no longer a consolidated subsidiary of PHD, and Star Japan Holdings (including PAS as a sub-subsidiary)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

# Panasonic Connect Group Main Organizational Structure



\*Panasonic Connect Co., Ltd.  
(as of April 1, 2026)

# Change Work, Advance Society, Connect to Tomorrow.



# 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



# Panasonic Connect Group Business

Panasonic  
Avionics

PAC

Blue Yonder

Blue Yonder

Circuit formation  
Process Business  
Division

CPBD

Gemba Solutions  
Company

GSOL

Mobile Solutions  
Business  
Division

MSBD

Welding Process  
Business Division

WPBD

Panasonic  
Projector &  
Display

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

# 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**



The world's largest supply chain software company

**3,000+** Global Customers

**12** of Top /25

Manufacturers

**13** of Top /25

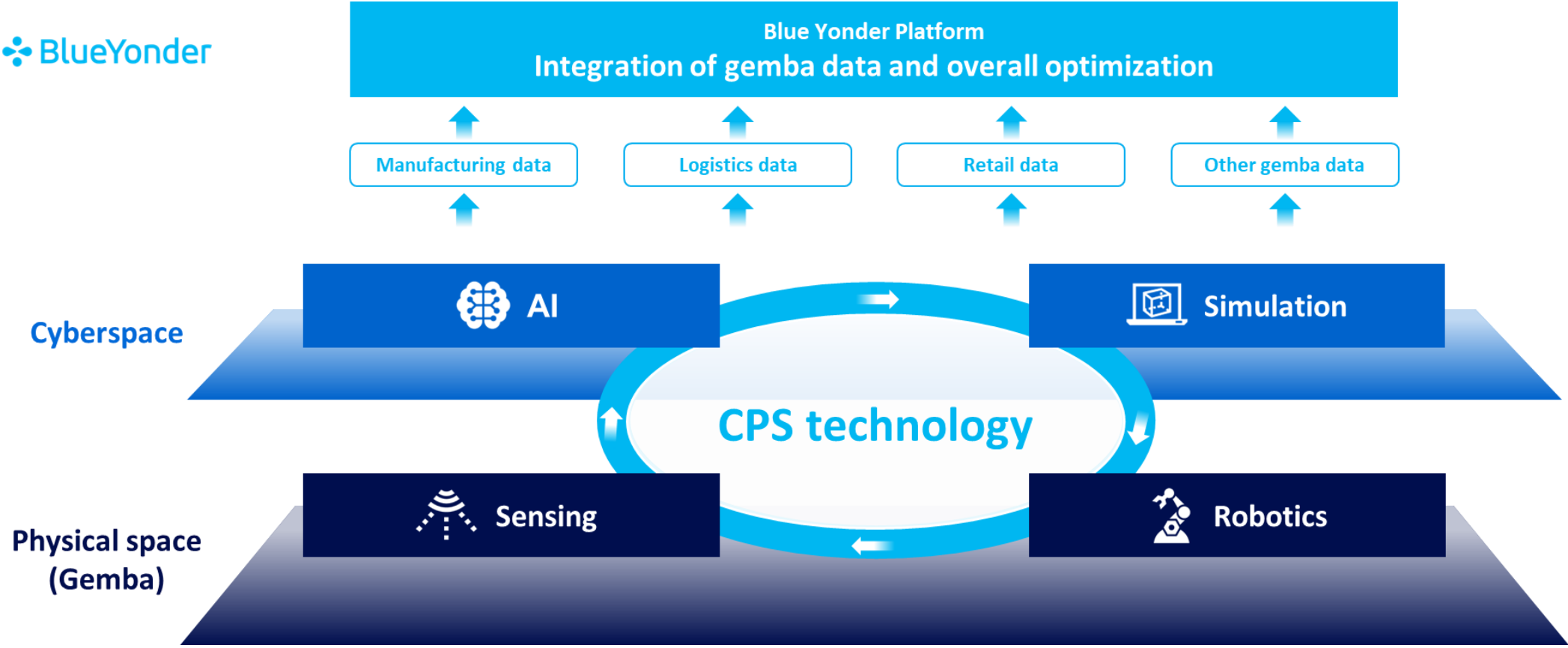
3<sup>rd</sup> Party Logistics Companies

**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' 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.



# 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



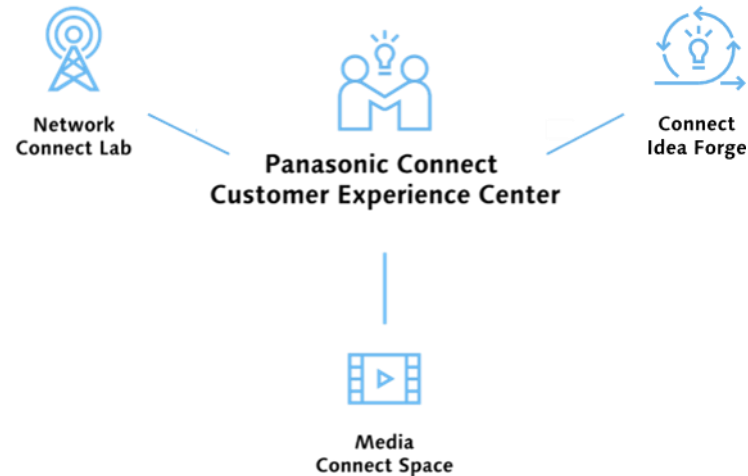
Interactive communication to visualize customers' actual operational issues and work together to create solutions

## 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

# 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.



# 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<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



- 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, circles, and semi-circles, some of which are partially cut off by the edges. The shapes are arranged in a grid-like fashion, creating a modern, digital aesthetic. The bottom of the image features a white curved border.

**Panasonic**  
**CONNECT**