

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', located below the printed name and title.



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

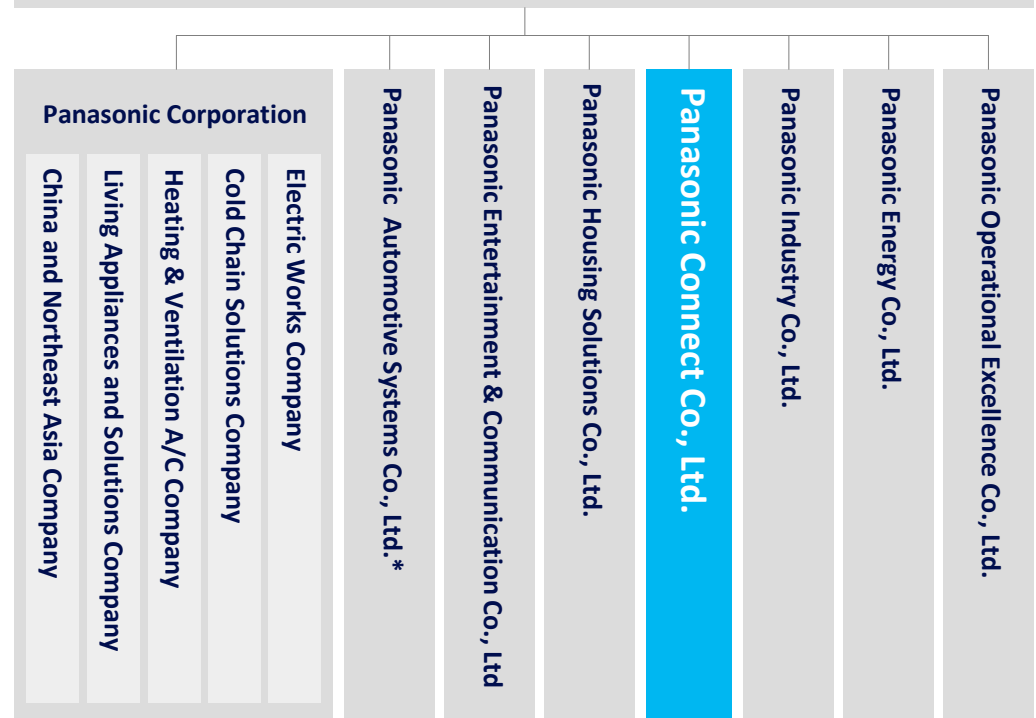
Up to March 2022

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



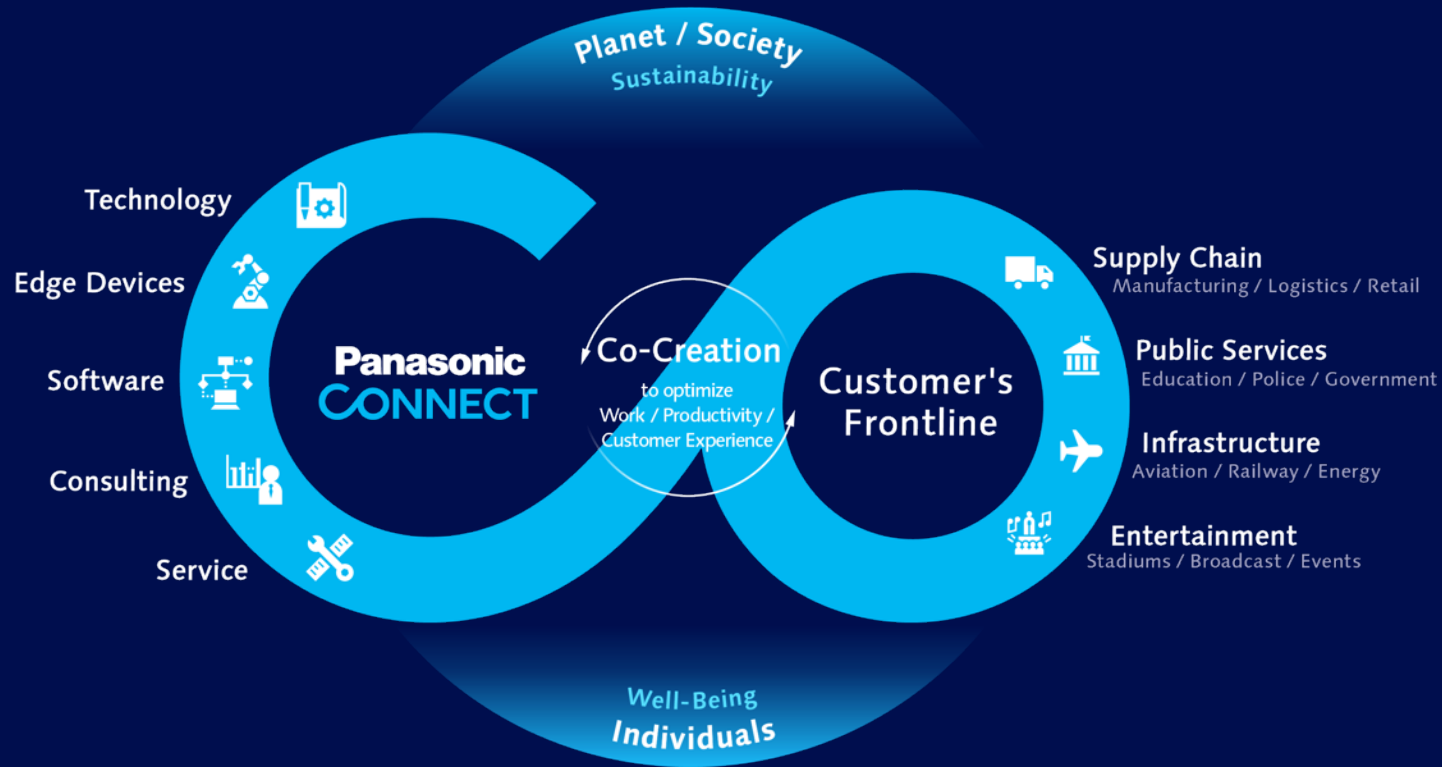
*Panasonic Holdings Corporation (“PHD”) has formed a strategic joint partnership with the Apollo Group in the business of Panasonic Automotive Systems Co., Ltd. (“PAS”). As a result, From 2024/12, PAS is no longer a consolidated subsidiary of PHD, and Star Japan Holdings (including PAS as a sub-subsidiary)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

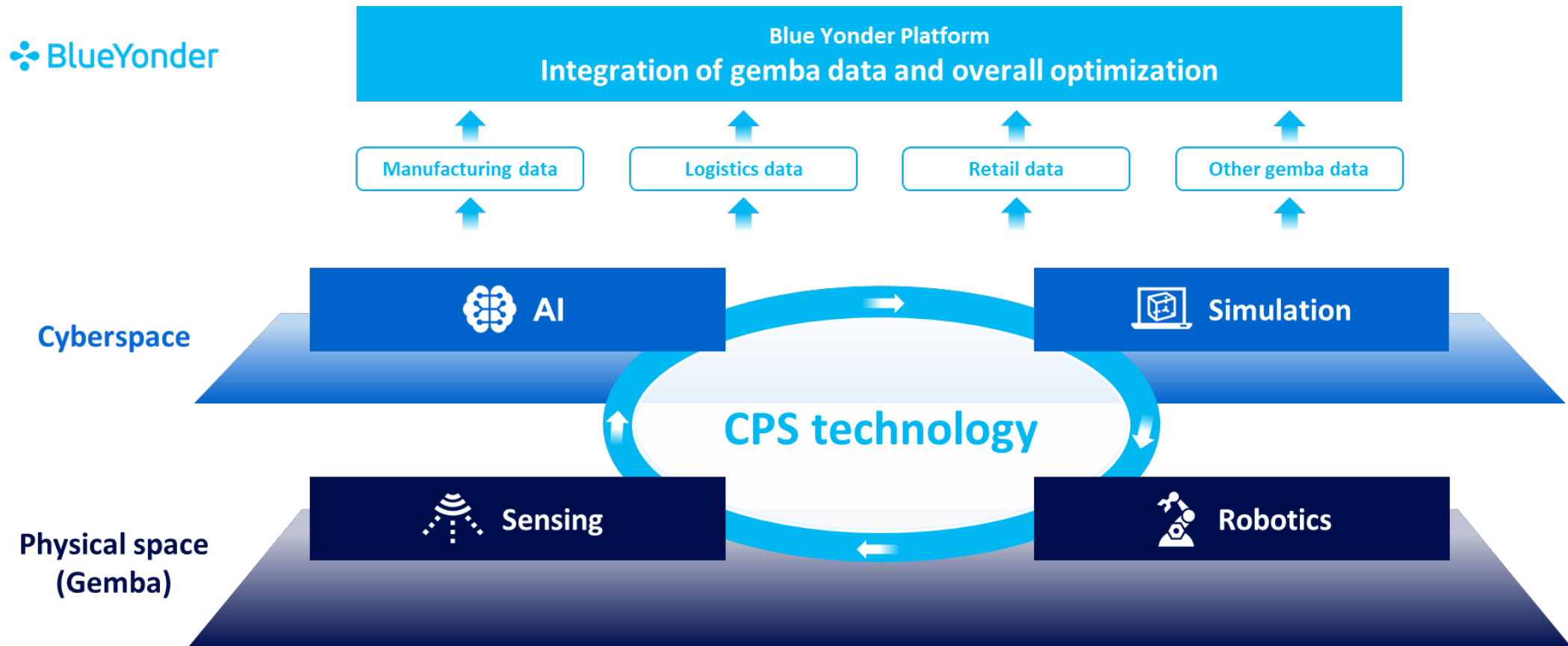
12 of Top
/25
Manufacturers

13 of Top
/25
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

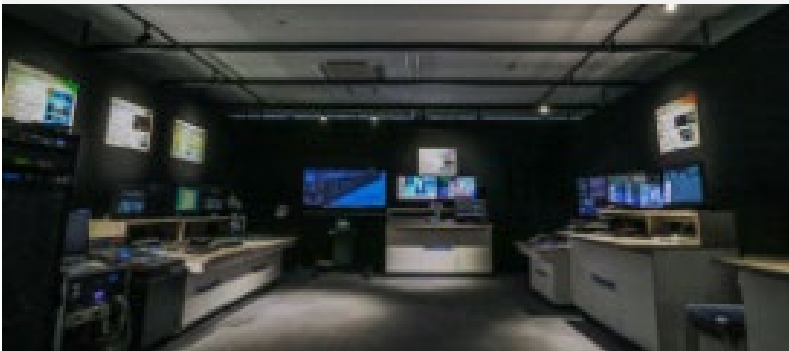


Customer Experience Center



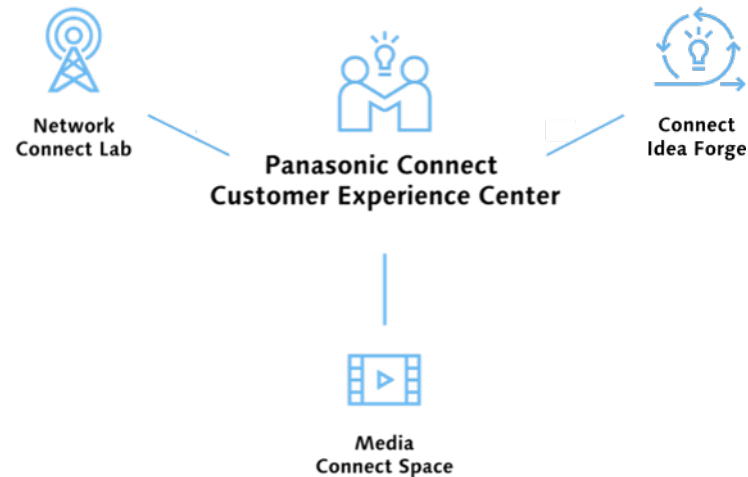
Interactive communication to visualize customers' actual operational issues and work together to create solutions

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



Panasonic Connect Sustainability

Panasonic Connect positions corporate culture as a pillar of its management strategy and is fully committed to continuous innovation. We promote sustainability management based on a healthy culture.

We will reform the frontline operations in our workplaces and strive to reduce the environmental impact of the entire supply chain.

In our workplaces, everyone's human rights are respected, and each employee can continue to thrive. We aim for our CONNECTers' Success.

By connecting with customers and innovating on all frontlines, we contribute to the well-being of each and every member of society and the realization of a sustainable global environment.

Change Work, Advance Society, Connect to Tomorrow.

CONNECTers' Success

To realize our purpose, we aim for "employee success" where employees are thriving, transforming, and growing while practicing our core values. We also strive to increase employee engagement and individual productivity.

2027 target

Employee Engagement* **80**

* Using the Employee Korn Ferry Engagement Survey

FY2023 Results: 65.8

2027 target

Added value created by each employee* **1.6** times

* Calculation of EBITDA per employee

Compared to FY2023

Diversity, Equity & Inclusion

We do not tolerate discrimination of any kind, we accept different cultures, and ensure psychological safety. We aim to create an environment where everyone can play an active role.

2035 target

Ratio of female managers **30%**

7.7% as of April 1, 2024

Panasonic Connect's Sustainability Challenge

Decarbonization

The entire Panasonic Group will achieve carbon neutrality in-house, and Panasonic Connect will actively work to reduce the environmental impact of manufacturing.

2030 target

In-house CO2 emissions substance **zero**

Procurement Sustainability

To confirm compliance with Panasonic Group guidelines, we conduct assessments of procurement partners and assess risks.

2025 target

Procurement partner collection of CSR Assessment Check Sheets **100%**

99.9% as of November 2024

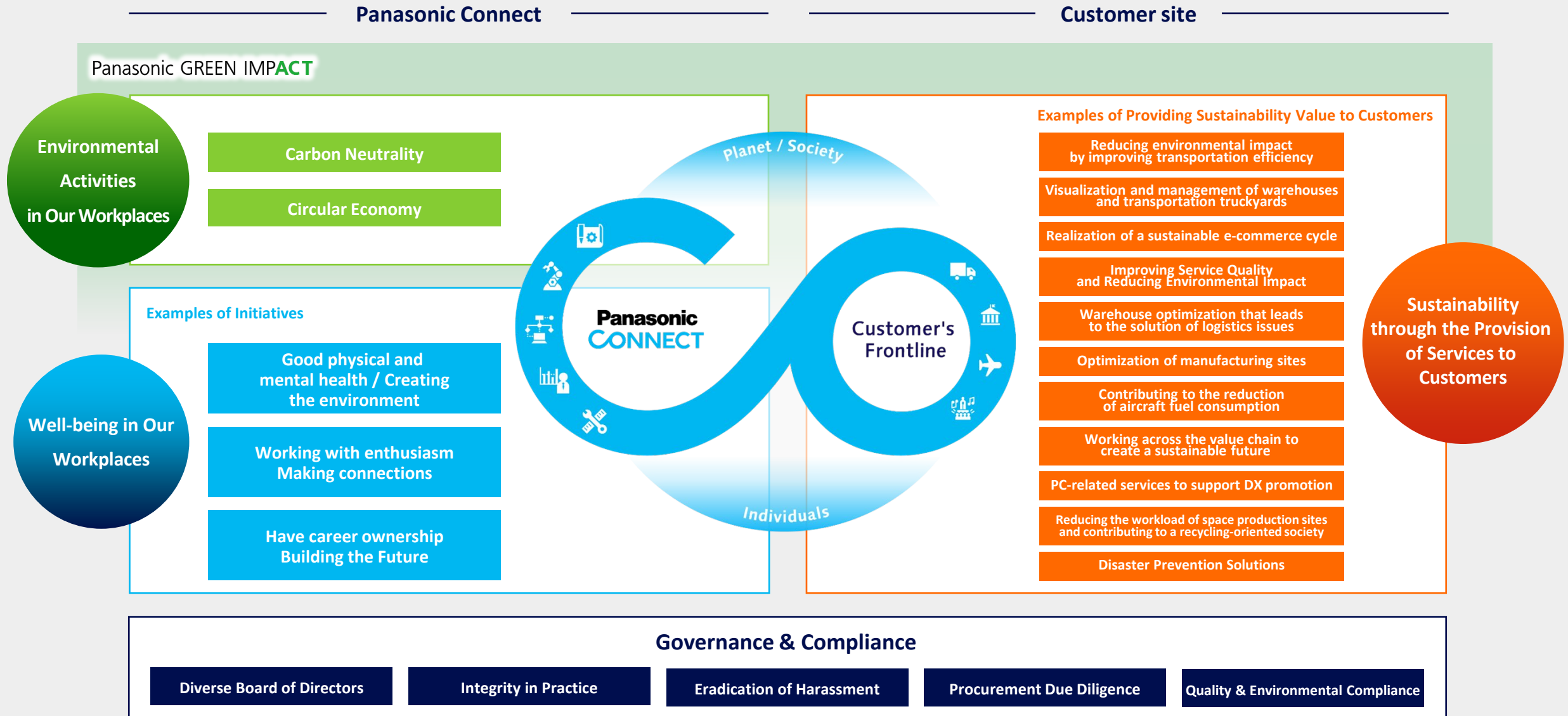
Legal Compliance

In addition to taking strict and speedy measures against harassment, we will promote the penetration of a speak-up culture and build an environment where all employees can work with peace of mind.

Declaration

Harassment Free

Overview of Sustainability Initiatives



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