



Sustainability Report

2025

Panasonic
CONNECT

CEO Message

Change Work, Advance Society, Connect to a Sustainable Future

At Panasonic Connect, we work closely with our customers to address the challenges they face in their frontline operations, creating solutions together that enable operational efficiency and sustainability.

Our approach to sustainability management begins with integrating sustainability into our business activities. In other words, we align our business strategy with our sustainability strategy. We believe that it is crucial to position sustainability as a core pillar of our strategy and operations, and to continuously update it.

However, as the challenges surrounding frontline operations become increasingly complex, there is a limit to what we can achieve alone. We believe a sustainable future can only be built through “co-creation”— by listening closely to the voices of our customers and partners and creating solutions together. Our purpose, “Change Work, Advance Society, Connect to Tomorrow,” embodies this unwavering conviction.

The driving force behind these activities is each-and-every one of our employees. When our employees are energized and engaged in their work, it leads to the sustainable enhancement of our corporate value and the fulfillment of our purpose. To maximize the performance of our employees and the organization, cultural transformation is essential. We believe that sustainability cannot be achieved without a healthy corporate culture.

Panasonic Connect pledges to continue contributing to the realization of a sustainable society through our business, together with our employees, customers, and partners.

Ken Sain
Panasonic Connect Group CEO

Our Commitment

Panasonic Connect Group is Committed to Sustainable Management

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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About This Report

Reporting Period: The information and data presented herein pertain to our activities during Fiscal Year 2025, which commenced on April 1, 2024, and concluded on March 31, 2025.

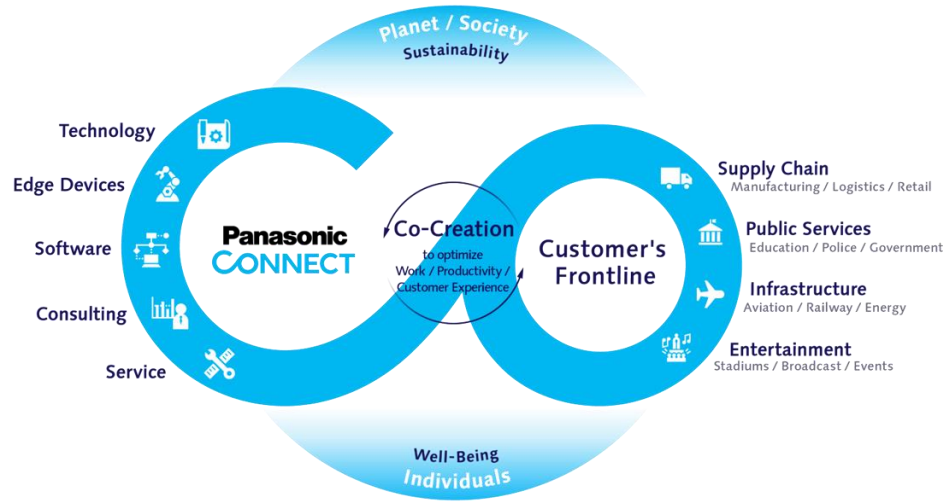
Forward-Looking Statements: The forward-looking statements in this report are based on information available to the Company and on reasonable assumptions as of the date of publication, and do not constitute a guarantee that they will be achieved.

About Panasonic Connect Group



Our Purpose

Change Work, Advance Society, Connect to Tomorrow.



Our hardware, software and solutions — everything we create is used at our customers' sites — bringing innovation to operations and connecting them to the future, with the ultimate goal of creating efficiency, a better society and a sustainable future.

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

Thriving and succeeding towards our purpose while practicing our Core Values — this is the guiding principle for us as CONNECTers.

Our Business Areas

Supply Chain

Manufacturing / Logistics / Retail

- Utilizing sensing, AI and robotics technologies
- Combining advanced hardware with Blue Yonder's software platform
- Optimizing operations through Industrial Engineering (IE)
- Providing end-to-end solutions



Public Services

Education / Police / Government

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



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



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 support everything from program production to management in the ever-evolving broadcasting and CATV industry
- Creating new and immersive experiences



As of April 2026

Three Key Reforms to Drive Competitiveness and Enhance Corporate Value



An organization’s culture is the foundation upon which all strategies and initiatives are built. That is why our transformation at Panasonic Connect Group begins with our culture, as we aim to enhance our competitiveness and corporate value.

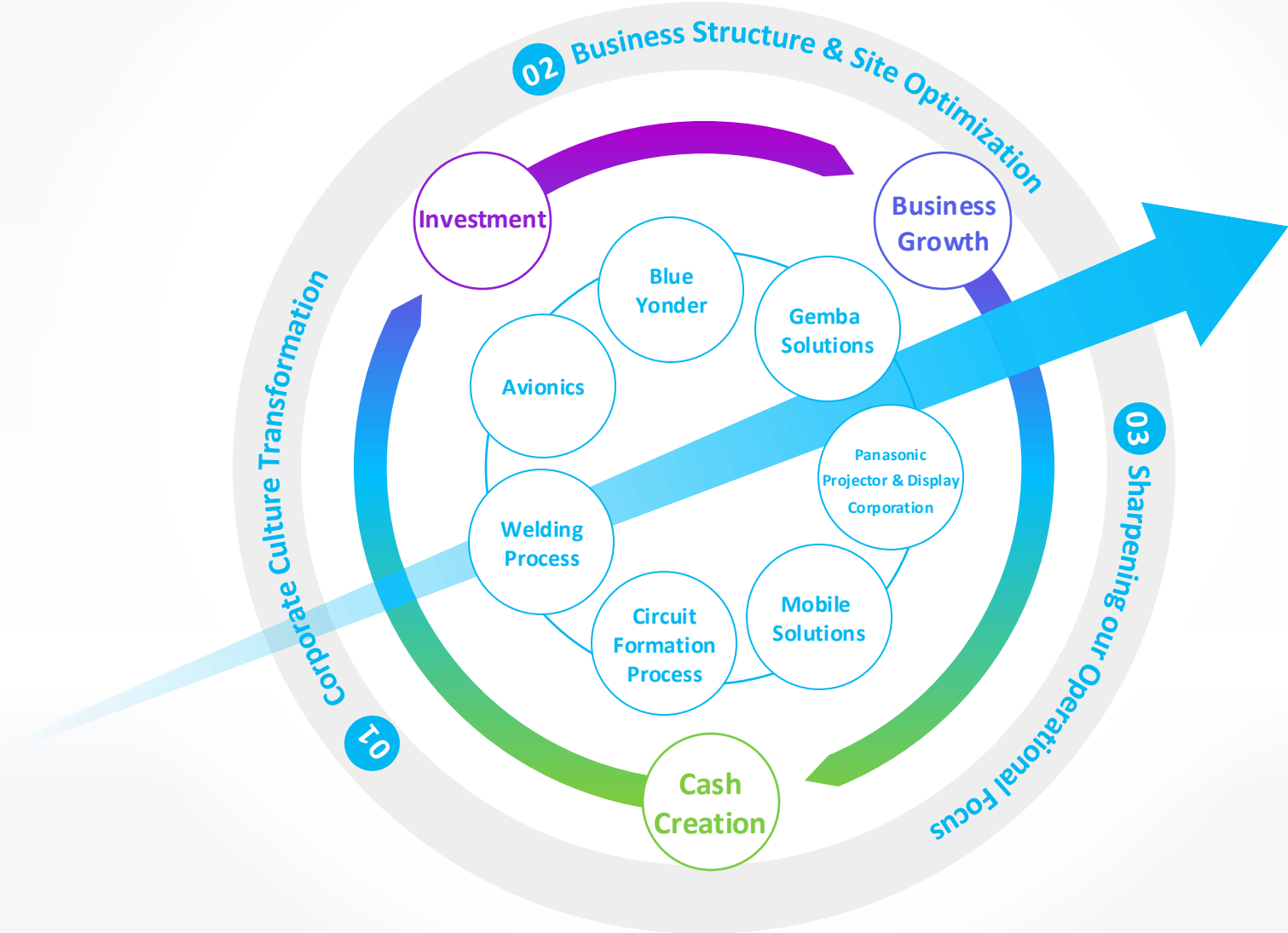
Culture is the engine of our competitiveness. We are accelerating our transformation by building on an agile and positive corporate culture. We emphasize a mindset of “continuously taking on new challenges” and are embedding these reforms into our management systems.

Through our Business Structure and Site Optimization, we have been streamlining our business portfolio and consolidating sites to focus on competitive areas. This has allowed us to create a leaner business structure capable of achieving sustainable differentiation.

In our operations, we are sharpening our focus on our core business to further refine our strengths. This includes our specialized hardware, software, and solutions. We are concentrating resources to provide greater added value and are also committed to evolving our revenue models.

With our motto, “Continuously taking on new challenges” we will forge ahead with our reforms.

Achieving Sustainable Growth in Corporate Value Through Our Three Key Reforms



As of April 2026

Sustainability at Panasonic Connect



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 Diversity, Equality 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

*Apply only to Japan, not the Panasonic entities based in the U.S.

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



- 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
- JISSO Process Technology: Balancing Productivity & Environmental Responsibility
- The World's Smallest & Lightest High-Brightness Compact Projector, Balancing Eco-Friendliness with Workflow Efficiency
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- 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



Driving Sustainability at Our Customers' Frontlines

Case Studies



Case Study — CPF (Charoen Pokphand Foods)

Reducing CO₂ Emissions & Food Loss through Supply Chain Optimization

Planning Time

86% reduction

Food Loss

15% reduction

The Customer's Challenge

CPF, a vertically integrated food producer and exporter based in Thailand, manages a complex supply chain from hatchery to distribution. Operating across 40 countries, the company struggled to meet diverse customer demands for meat size and quality, as its operations relied on manual spreadsheets. This led to a critical inability to provide customers with accurate shipment dates.

Our Approach and Solution

Deploying Blue Yonder Demand and Supply Planning Solution

Demand and Supply Planning

By consolidating all supply chain information into a data lake, the solution provides end-to-end visibility. It enables lean production by optimizing planning based on AI-powered demand forecasting and expertly handling complex processes like the reverse bill of materials (BOM) — where a single raw material is processed into multiple products.

Benefits* and Business Impact

Reduced Waste

Achieved a 15% reduction in residual waste from meat-cutting operations through precise, demand-driven production planning.

Improved Planning Efficiency

The time required to optimize the meat-cutting process was reduced from one week to about one day — an 86% time saving. This speed is critical when dealing with highly perishable products.

Enhanced Customer Satisfaction

End-to-end supply chain visibility enables a stable supply while precisely meeting detailed customer requirements for meat size and quality.

Contributions to Sustainability**

Reducing Food Loss

The shift to demand-driven production curbs overproduction, leading to a significant reduction in food loss.

Reducing CO₂ Emissions

Optimizing feed supply and production processes prevents over-feeding, which achieves both cost and resource savings. Furthermore, CO₂ emissions are reduced by monitoring energy consumption across the entire production process and supply chain.

Case Study — NX NP Logistics Co., Ltd., Maihama Warehouse



Improving Operational Efficiency & Accuracy with Warehouse Management Solutions

Site Productivity

Approx.

1.2X Improvement

*Projected benefits as of July 2025.

Inbound Processing Time

30% Reduction

*Projected benefits as of July 2025.

The Customer's Challenge

The Maihama Warehouse faced challenges in dealing with chronic labor shortages and increasingly complex logistics operations. Inefficient tasks, such as paper-based and verbal instructions and personnel-dependent management, were common, leading to an increasing workload for both frontline staff and managers.

Our Approach and Solution

Implementing Blue Yonder Warehouse Management Solution

Digitalization with a Globally Proven System

By incorporating best practices, the new workflow eliminates dependency on specific individuals. Utilizing license plate numbers (LPNs) improves the accuracy of inspection tasks and inventory management. The system also reduces the workload for managers by assigning tasks to the most suitable workers based on priority, skills, and location.

Implementation Expertise Tailored for Japan

Leveraging Panasonic Connect's deep knowledge of Japanese logistics operations and business customs, the solution comes standard with Japan-specific functions (such as generating package information for packing) in addition to its standard features. Through this, we design and execute the optimal workflow.

Benefits* and Business Impact

Creating a Skill-Free Work Environment

We anticipate an approx. 30% reduction in inbound processing time and an approx. 1.2x improvement in overall site productivity (effectiveness calculated as of July 2025; system implemented in October 2025).

Contributions to Sustainability**

Reduction of CO₂ Emissions & Efficient Use of Resources

By moving inventory and inspecting products by package type (such as pallets and carts) rather than by box or loose item, work quality is improved and shipping errors are reduced, contributing to a reduction in CO₂ emissions generated by transportation operations such as returns and re-delivery. Additionally, this approach minimizes waste from repackaging materials and reduces disposal losses, further contributing to a decrease in environmental impact.

Building a Foundation for Sustainable Working Styles

Eliminating dependency on specific individuals through operational efficiency and automation reduces employee workload, enabling shorter overtime hours and appropriate staffing.

*The stated benefits are based on customer estimates. Actual results may vary depending on conditions and environment.
**The contributions described are based on a specific case study. Results may vary depending on conditions and environment, and similar outcomes are not guaranteed in all implementations.

Case Study — Major U.S. general merchandise retailer

Increasing Revenue & Visibility with a Dedicated Reverse Logistics Network

Revenue per Unit

52% Increase

Unit-Level Visibility

100%

BACK TO
STOCK
RETURNS

The Customer's Challenge

This major retailer faced a significant challenge in its returns process. Lacking dedicated facilities, it was forced to liquidate full truckloads of returned goods for pennies on the dollar with minimal visibility. There was an urgent need for a system to power three new, dedicated facilities, managing the entire process from receiving and conditioning to put-away and fulfillment to maximize product value.

Our Approach and Solution

Deploying Blue Yonder / Optoro Returns Management System

Returns Management System

A consolidated technology platform that spans the entire lifecycle of a return — from initiation, to repurchases/exchanges, return methods, receiving, restock, resale, and even recommerce. While many retailers and 3PLs use disparate applications to manage touchpoints in the returns lifecycle, there are many benefits to using a singular system for returns management.

Benefits* and Business Impact

Improved Profitability

52% increase in gross revenue per unit, driven by efficient returns processing and new recovery channels.

Diversified Recovery Channels

10+ new recovery channels enabled, diversifying resale opportunities.

Enhanced Data Visibility

100% visibility into unit-level performance, establishing a foundation for data-driven decision-making.

Rapid Facility Deployment

New dedicated facilities launched in just 3 months per site.

Contributions to Sustainability**

Waste Reduction

By efficiently processing returned goods and expanding recovery channels, we extend the lifecycle of products that might otherwise have been discarded, contributing to waste reduction.

Contribution to the Circular Economy

Reselling returned products in specialized markets extends their lifespan and creates new revenue streams, contributing to the realization of a circular business model.

*The stated benefits are based on customer estimates. Actual results may vary depending on conditions and environment.
**The contributions described are based on a specific case study. Results may vary depending on conditions and environment, and similar outcomes are not guaranteed in all implementations.

Promoting Sustainability by Automating CO₂ Emissions Calculation in Logistics

CO₂ Emissions Reporting Process

Automated

The Customer's Challenge

GL events UK faced an urgent need to visualize and report on logistics emissions, particularly Scope 3. Data provided by multiple departments and logistics partners was inconsistent in format, making consolidation and calculation extremely time-consuming and unreliable. This created a demand for efficient and accurate emissions management.

Our Approach and Solution

Deploying Blue Yonder Logistics Emissions Calculator

Logistics Emissions Calculator

This solution automates CO₂ emissions data collection and calculations enabling multimodal transportation reporting from multiple business units and logistics partners. Based on a Global Logistics Emissions Council (GLEC)-accredited calculations, it ensures data consistency, transparency, and auditability by calculating emissions aligned with internationally standardized methods. This streamlines emissions management across the supply chain enabling visibility to environmental impact and facilitates data-driven CO₂ reduction initiatives and reporting.

Benefits and Business Impact

Significant Improvement in Operational Efficiency

The solution automates the entire process from data collection to calculation and reporting. This drastically reduces manual aggregation time and frees up employees to focus on more strategic initiatives.

Improved Data Accuracy and Reliability

By reducing human error, the solution ensures reliable and auditable data. This enhances the quality of data for regulatory compliance and both internal and external reporting.

Contributions to Sustainability

CO₂ Emissions Visualization and Reduction

The solution provides detailed visibility into CO₂ emissions per shipment, enabling an accurate understanding of the entire supply chain's carbon footprint based on reliable data. This includes analysis of indirect Scope 3 emissions. As a result, companies can identify areas for improvement and promote data-driven initiatives, such as collaborating with suppliers and optimizing transportation methods.

Enabling Sustainable Events

Amid growing demand for eco-friendly events, this solution establishes a system to provide accurate emissions data to clients. This not only supports their sustainability goals but also enhances corporate transparency and trust, leading to a competitive advantage among environmentally conscious customers.

Taking on the Challenge of Smart Logistics

Shipper Inquiry Response Time

1,150 h/month

Reduction

Dispatch Manager Coordination Time

2,760 h/month

Reduction

Administrative Workload

Approx.

80% Reduction

The Customer's Challenge

FUKUOKAUNYU faced increasingly complex vehicle dispatch planning due to rising shipment volumes and diversifying delivery needs, which elevated the risk of human error. In addition, the company was confronting severe labor shortages across a wide range of roles, including drivers, forklift operators, and dispatch managers. Their operations, which relied on analog methods like paper, phone, and FAX, had reached their limits in terms of operational efficiency and information sharing. Traditional visual inspections and partial digitalization were insufficient for visualizing entire operations, making the optimization of the entire supply chain an urgent priority.

Our Approach and Solution

A phased implementation of Zetes delivery execution and warehouse execution systems

ZetesChronos™ / Delivery Execution System (Implemented in 2023)

Real-time visibility of delivery status:

Prevents mis-deliveries and delays through real-time tracking.

Improved efficiency and reduced errors on the frontline:

Digitalizes tasks to reduce errors and workload, enhancing delivery quality.

ZetesMedea™ / Warehouse Execution System (To be implemented in 2025)

Productivity improvement:

Optimizes in-warehouse processes by integrating with existing systems, providing real-time visibility of work instructions and progress.

Task standardization:

Standardizes processes from loading onto trunk-line trucks to unloading, creating an efficient work environment where forklift operators can check instructions on tablets.

Benefits* and Business Impact

Reduced Workload and Improved Quality

Achieved a reduction of 1,150 hours/month in handling inquiries from shippers and 2,760 hours/month in coordination among drivers and dispatch managers.

Furthermore, by enabling real-time tracking of truck loading and unloading status in the warehouse, administrative workload was reduced by approximately 80%.

In addition to operational efficiency, centralized information management and real-time sharing have also led to an improvement in service quality.

Contributions to Sustainability**

Building a Foundation for Sustainable Working Styles

Task standardization through digitalization facilitates the rapid onboarding of new personnel, helping to alleviate labor shortages.

Reduction of CO₂ Emissions

Efficient delivery planning and real-time progress management reduce unnecessary mileage and redeliveries, contributing to lower CO₂ emissions.

*The stated benefits are based on customer estimates. Actual results may vary depending on conditions and environment.
**The contributions described are based on a specific case study. Results may vary depending on conditions and environment, and similar outcomes are not guaranteed in all implementations.

Case Study — Mobile PC, Let's note "SC" "FC"

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

Workload for simultaneous deployment of two models

2 person-months/year Reduction

Workload for simultaneous operation of two models

4.75 person-months/year Reduction

The Customer's Challenge

As work styles diversify, users face challenges from daily portability, including damage, weight, and battery depletion. Meanwhile, IT administrators are burdened with increased management complexity and a rise in troubleshooting as they support these diverse work styles.

Our Approach and Solution

We have thoroughly sharpened our long-standing core concepts of ruggedness, lightweight, and long battery life, and added a new, innovative design philosophy: compatibility

Rugged, Lightweight, and Long Battery Life:

We enhanced structural strength for greater ruggedness through a unique shock-dispersing structure and rigorous impact simulations. We also extended the battery life significantly from approx. 7 hours to approx. 12.7 hours, while reducing the weight by about 20g compared to previous models. High-speed charging during brief idle times is also now possible.

Compatibility:

We ensured compatibility between two models for all hardware (excluding LCD-related parts and the chassis) and all firmware. This drastically reduces the workload for IT administrators during deployment and operation.

Benefits and Business Impact

Increased User Productivity

The enhanced ruggedness, lightweight design, and long battery life enable users to work freely anytime, anywhere, leading to increased productivity.

Reduced Workload for IT Administrators

Thanks to thorough compatibility, the workload for IT administrators during deployment and operation is significantly reduced when introducing multiple models (e.g., a reduction of approx. 2 person-months for deployment and approx. 4.75 person-months/year for operation when two models are introduced simultaneously). This allows IT administrators to shift to more value-added, strategic tasks and contributes to a reduction in the company's overall Total Cost of Ownership (TCO).

Contributions to Sustainability

Reduction of CO₂ Emissions & Efficient Use of Resources

By making packaging smaller, standardizing it, and reducing material usage, we have cut CO₂ emissions in the packaging manufacturing process by about 30%. Furthermore, the smaller boxes have roughly doubled the pallet loading capacity (from 80 to 160 units), improving logistics efficiency and significantly reducing warehouse storage space.

Contribution to the Circular Economy

The compatibility design, which allows for parts to be shared, and the easily replaceable detachable battery, make repairs easier and contribute to extending the product's lifespan.

Case Study — Optimizing Manufacturing

Achieving both Energy Savings & High Quality with Advanced Welding Technology

Power Consumption

35% Reduction

*Compared to conventional thyristor-controlled machines.

The Customer's Challenge

In welding operations, there is an urgent need to improve productivity and stabilize quality against a backdrop of a growing shortage of skilled welders. In addition, there is increasing customer demand for more energy-efficient equipment.

Our Approach and Solution

Providing an inverter-controlled arc welding machine that balances both energy savings and weldability

Energy Savings through Inverter Control:

Compared to conventional thyristor control, this technology significantly reduces power consumption not only during welding but also during standby.

Quality Stabilization through Digital Control:

By achieving a stable arc and featuring an automatic welding condition setting function, the machine enables high-quality welding independent of operator skill level.

Compact and Lightweight Design:

The machine is made smaller and lighter while maintaining robustness, making it easy to move and install on-site and reducing operator workload.

Benefits and Business Impact

Productivity Improvement & Reduced Operating Costs

This solution contributes to improving productivity and reducing operating costs at customer manufacturing sites. Furthermore, stable welding quality leads to enhanced product reliability and a stronger competitive edge.

Contributions to Sustainability

Reduction of CO₂ Emissions

Through inverter control, power consumption is reduced by approximately 35% compared to conventional thyristor-controlled machines, contributing to a reduction in CO₂ emissions during the manufacturing process.

Effective Use of Resources & Waste Reduction

Stable, high-quality welding suppresses the occurrence of rework and defective products, promoting the effective use of resources and reducing waste.

Case Study — Optimizing Manufacturing

JISSO Process Technology: Balancing Productivity & Environmental Responsibility

CO₂ Emissions
(from Improved Mounter Productivity)

12.1% Reduction^{*3}

CO₂ Emissions
(from Reduced Operational Loss)

5.6% Reduction^{*4}

The Customer's Challenge

In the field of electronics mounting, there is an urgent need to simultaneously address the dual demands of improving productivity and reducing the environmental impact of the manufacturing process.

Our Approach and Solution

We aim to realize an "Autonomous Factory" that autonomously manages the "5M" variables of the production site (huMan, Machine, Material, Method, and Measurement)

We provide solutions that maximize the efficiency of the entire production process and reduce environmental impact through specialized edge devices and software that optimizes the entire line.

Improved Performance of Mounting Machines:

Productivity is improved through a 36% lighter placement head^{*1} and a 16% shorter component travel distance^{*2}.

Automation of Screen Printers:

Automating solder supply and cleaning reduces solder waste.

Line Management Software:

Maximizes overall line operating efficiency by minimizing equipment downtime caused by events like component shortages.

Benefits and Business Impact

Productivity Improvement & Reduced Operating Costs

This solution contributes to improving productivity and reducing operating costs at customer manufacturing sites. Increased equipment operating efficiency leads to a shorter time-to-market and a stronger competitive edge, while waste reduction also helps to control resource costs.

Contributions to Sustainability

Reduction of CO₂ Emissions

Improved productivity of the mounting machines reduces energy consumption per production hour, cutting CO₂ emissions by 12.1%^{*3}. In addition, reducing operational losses through the implementation of line management software also helps lower power consumption, contributing to a 5.6% reduction in CO₂ emissions^{*4}.

Effective Use of Resources & Waste Reduction

The automation features of the screen printer reduce the amount of solder waste by 30.9%, promoting the effective use of limited resources.

^{*1}When comparing the "Lightweight 16-Nozzle Head V3" of the NPM-X series with the "FC16" of the NPM-GH.

^{*2}When comparing the NPM-X series with the NPM-GH.

^{*3}When comparing the NPM-DX with the NPM-GH. Shorter production time = Reduced power consumption = Reduced CO₂ emissions.

^{*4}Calculated based on a customer case study when implementing the "Operation Monitor" function of PanaQIM OP.

Case Study — LCD Laser Projector PT-VMZ82 Series

The World's Smallest & Lightest*¹ High-Brightness Compact Projector, Balancing Eco-Friendliness with Workflow Efficiency

Power Efficiency

Approx.

27% Improvement

Recycled Material Usage in Main Unit Plastic

Approx.

59%



The Customer's Challenge

In office and educational settings, clear images are required regardless of location or brightness. In addition to the conventional challenges of high-performance projectors, such as installation constraints and power consumption, energy and resource conservation have now become key factors in equipment selection.

Our Approach and Solution

Providing the PT-VMZ82 Series

High Brightness and High-Quality Images:

With 8,000lm brightness and a 5,000,000:1 high contrast ratio, the projector precisely reproduces images with significant differences in light and dark. WUXGA resolution ensures that fine text and graphs are projected clearly.

World's Smallest and Lightest*¹ Flexible Installation:

The compact body blends into various spaces. Even when ceiling-mounted, the chassis is less noticeable, contributing to an unobstructed viewing environment. It features a wide-range lens shift, 1.6x zoom, and a 6-Point Correction function.

Stress-Free Operation:

Features include a Quick Startup function that boots in about 1 second and a quiet design operating at just 25dB*². The Data Cloning function, which copies settings across multiple units, improves operational efficiency.

Benefits and Business Impact

Streamlined Business Processes

The world's smallest and lightest*¹ design, combined with installation support features, reduces the time and effort required for setup.

Improved Communication Quality

High brightness and image quality enhance the accuracy of information transmission and ensure stress-free visibility.

Optimized Lifecycle Costs

The adoption of a laser light source requiring no replacement for 20,000 hours*³ and a long-life eco-filter reduces maintenance hassle.

Contributions to Sustainability

Reduction of CO₂ Emissions

A high-efficiency optical engine improves power efficiency by approximately 27% compared to the previous series*⁴, reducing power consumption while maintaining high brightness.

Sustainable Design

We have thoroughly implemented a "plastics-free" packaging policy, using no Styrofoam. Approximately 59%*⁵ of the main unit's plastic is made from recycled resin, promoting the effective use of resources throughout the product lifecycle.

*1. For LCD laser projectors of 8,000 lm or higher (PT-VMZ82J) and 7,300 lm or higher (PT-VMZ72J). As of October 2025. Based on our own research.

*2. In QUIET 2 mode for PT-VMZ82J. For other models, please check the specifications.

*3. This is the usage time until light output is halved under the following conditions: Picture Mode: Dynamic, Dynamic Contrast: 2, projecting IEC62087:2008 broadcast content, temperature 30°C (86°F), altitude 700 m (2,297 ft), and dust conditions of 0.15 mg/m³. The time until light output is halved varies depending on usage conditions and environment. Filter cleaning cycle: 20,000 hours (under dust conditions of 0.08 mg/m³) / 10,000 hours (under dust conditions of 0.15 mg/m³).

*4. The filter cleaning cycle varies depending on usage conditions and environment.

*5. Ratio to the total weight of plastic parts used in the projector main unit. Excludes projection lens, printed circuit boards, labels, cables, connectors, electronic components, optical components, ESD parts, EMI parts adhesive, and coatings.

Case Study — Astrova In-flight Entertainment System

The Challenge of Balancing Sustainability with an Enhanced Passenger Experience

Average Annual Fuel Consumption (per aircraft)

5% Reduction

Annual CO₂ Emissions (per wide-body aircraft)

143,000kg Reduction

The Customer's Challenge

The airline industry is undergoing a transformation toward reducing CO₂ emissions and achieving sustainable operations. For airlines, the major challenge is balancing two competing goals: improving fuel efficiency while maintaining and enhancing passenger comfort and the overall experience.

Our Approach and Solution

Providing Panasonic Avionics Corporation's Astrova In-flight Entertainment System

Significant Weight Reduction:

Through cutting-edge OLED technology, the system achieves a 30% weight reduction compared to conventional systems (on wide-body aircraft).

The Ultimate Viewing Experience:

4K OLED technology delivers a cinematic, immersive video quality.

Modular Architecture:

The system features a modular design that allows for easy future upgrades, extending the system's lifespan and reducing the risk of obsolescence.

Benefits and Business Impact

Reduced Operating Costs & Improved Efficiency

The system's lighter weight reduces an aircraft's average annual fuel consumption by 5%. This equates to a reduction of 143,000kg of CO₂ emissions per year for a single wide-body aircraft.

Long-Term System Operation

Easier system upgrades and maintenance reduce long-term operating costs. This minimizes the risk of in-flight entertainment equipment becoming obsolete and enables a swift response to market and customer needs.

Contributions to Sustainability

Reduction of CO₂ Emissions

The improved fuel efficiency resulting from the system's lighter weight clearly demonstrates a commitment to reducing the airline industry's CO₂ emissions.

Effective Use of Resources & Waste Reduction

Plastic usage in the manufacturing process has been reduced by 40% (a total of 40 tons over five years). Furthermore, the system's extended lifespan due to its modular design also contributes to future waste reduction, realizing a product lifecycle with a lower environmental impact.

Case Study — Minamiawaji City

Strengthening Community-wide Disaster Preparedness with Disaster Prevention Solutions

Disaster Prevention and Mitigation System

Evacuation Shelter Management

Strengthened Digitalized (DX)

The Customer's Challenge

Minamiawaji City faced an urgent need to strengthen its systems for swift and accurate information dissemination and smooth evacuation guidance in preparation for large-scale disasters such as a Nankai Trough earthquake. During a disaster, the city needs to open up to 49 evacuation shelters, which made it essential to establish an efficient management system that could be operated by a limited number of staff.

Our Approach and Solution

Implementing a Disaster Information System to centrally manage disaster information and an Evacuation Shelter Check-in Solution utilizing facial recognition

Disaster Information System:

This system centralizes disaster information, enabling real-time information sharing among staff. In addition to the disaster management radio system, it links with a smartphone app to deliver information swiftly to citizens through various channels.

Evacuation Shelter Check-in Solution:

Automated check-in using facial recognition and card readers significantly reduces evacuee registration time. It digitizes evacuee information in real-time, streamlining check-in operations and preventing on-site confusion.

Benefits and Impact

Improved Disaster Response Capabilities

Enables real-time information sharing not only within the city's crisis management division but also with other departments. This allows for swift, cross-departmental situational assessment and decision-making.

Efficient Evacuation Shelter Management

Automating check-in tasks reduces the workload for staff and instantly digitizes evacuee information. This enables the accurate and rapid assessment of capacity and necessary supplies, facilitating data-driven support activities such as the distribution of relief goods.

Contributions to Sustainability

Building a Safer Community

Ensuring swift and diverse means of information dissemination leads to a stronger disaster prevention and mitigation system. This promotes the creation of a safer community by establishing an environment where all citizens can easily access disaster information.

Building a Foundation for Sustainable Working Styles

The digital transformation (DX) of shelter management significantly reduces the workload for staff during disasters. This allows them to focus on high-value tasks that only humans can perform, such as confirming safety and providing care to victims, thereby realizing the provision of sustainable government services.



Environmental Activities in Our Workplaces

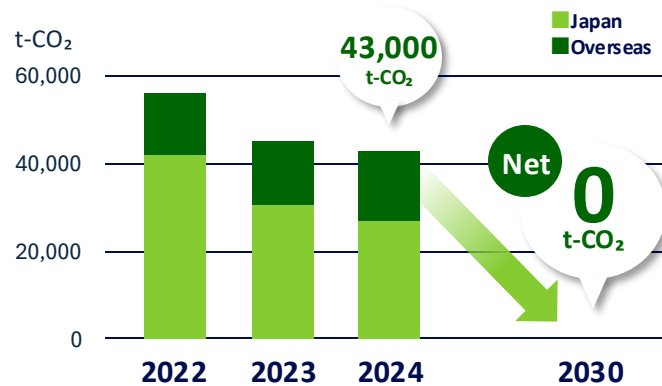


Environmental Performance Data from Our Business Activities

CO₂ Emissions Reduction

We are working globally to reduce CO₂ emissions generated from our business activities.

CO₂ Emissions Reduction Targets and Trends

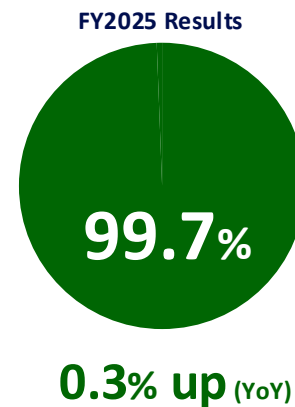


Scope of CO₂ Emissions Data: Includes directly-managed sites in Japan, business division sites, affiliated companies (Panasonic Katano, Panasonic Kibi), and overseas manufacturing sites. However, the aggregation period for the Tsuyama plant (closed in FY2022) differs.

Waste and Valuable Resource Recycling

Each of our factories is working to reduce waste generation and increase the recycling rate of valuable resources.

Recycling Rate of Waste and Valuable Resources at Global Manufacturing Sites



Scope of Waste/Recycling Rate Data: Includes manufacturing sites in Japan (Kobe, Kitakadoma, Toyonaka, Kaga, Kofu, Saga) and overseas manufacturing sites.

Management of Chemical Substances

We conduct hazard assessments of chemical substances at each factory to manage and reduce their use.

Calculated Value of HEI*

*HEI: Human and Environment Impact, Calculated based on the hazard coefficient of chemical substances and their emission/transfer amounts.

FY2025 Results



36 down (YoY)

Scope of Chemical Substance Management Data: Includes manufacturing sites in Japan (Kobe, Kitakadoma, Toyonaka, Kaga, Kofu, Saga) and overseas manufacturing sites.

Achieving EPEAT® Certification to Strengthen Sustainability Across the Product Lifecycle



The Mobile Solutions Business Division is promoting efforts to reduce environmental impact throughout the product lifecycle and contribute to a sustainable society. All TOUGHBOOK rugged tablets and laptops for the North American market have achieved EPEAT certification*.

*As of October 2025. A list of EPEAT-certified products can be viewed here. [Click for details](#)

- What is EPEAT, the International Environmental Assessment System?

EPEAT (Electronic Product Environmental Assessment Tool) is an international ecolabel for the electronics sector that evaluates the environmental and social impacts of products throughout their entire lifecycle, from resource extraction and manufacturing to use and recycling.

Advancing Eco-Conscious Design

In the product design phase, we promote the use of various recycled materials such as plastics and metals, manage and reduce chemical substances of concern, and ensure energy efficiency in accordance with international standards like ENERGY STAR®.

In addition to the product's signature ruggedness, we also consider extending its lifespan and making it easier to repair and recycle.

Furthermore, to ensure customers can use our products with peace of mind over the long term, we have established a support system that covers the product's end-of-life stage, offering services such as data erasure programs and take-back services.

Responsible Corporate Activities

In collaboration with all suppliers involved in our products, we aim to realize a Responsible Supply Chain.

Specifically, we ensure full compliance with the RBA* Code of Conduct, which sets standards for labor, human rights, and ethics, while also encouraging our suppliers to expand their use of renewable energy and reduce CO₂ emissions at their facilities. We also conduct supply chain due diligence based on our CSR promotion guidelines.

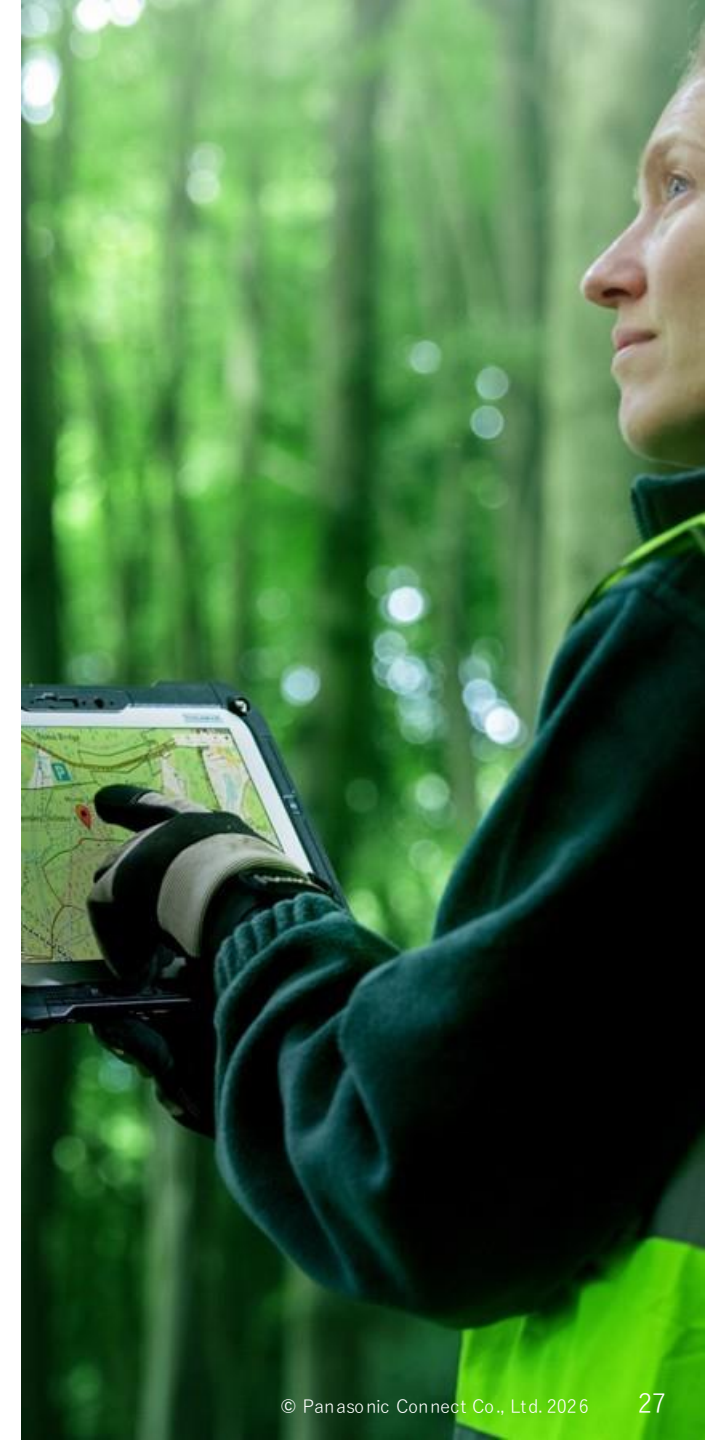
*RBA: Responsible Business Alliance

Visualizing Environmental Data

As a company, we are committed to highly transparent information disclosure and contributing to a circular economy.

We are making our environmental impact visible by calculating the CFP* and LCA** for our products and publishing the third-party verification results.

*CFP: Carbon Footprint of Product
**LCA: Life Cycle Assessment



Creating a People- & Eco-Friendly Manufacturing Site by Eliminating Organic Solvents

As a manufacturing hub, it is our crucial responsibility to minimize our environmental impact and create a workplace where employees can work safely and healthily. As part of this effort, our Welding Process Business Division took on the challenge of eliminating the long-standing use of varnishes containing organic solvents in the manufacturing of transformers, the heart of welding machines.

A Breakthrough through Simultaneous Innovation in Materials and Equipment

Previously, our worksite faced issues with health risks for employees and odors caused by VOC (Volatile Organic Compound) emissions from the use of varnishes containing organic solvents. On the equipment side, our gas-fired drying ovens emitted CO₂ and were aging.

To overcome this, we first collaborated with a varnish manufacturer to co-develop an industry-first solvent-free varnish for welding transformer impregnation, which contains no organic solvents. Next, we introduced a highly efficient new electric varnish oven optimized for this new varnish. This simultaneous innovation in materials and equipment eliminated the need for outdoor drying and exhaust equipment, enabling effective use of 51m² of factory space.



New varnish impregnation and drying equipment

Reduction of CO₂ Emissions

By completely eliminating the use of gas and switching to highly efficient electric equipment, we have reduced annual CO₂ emissions by approximately 58.8 tons (about 39%)*.

*Estimate from January 2024 onwards.

Building a Foundation for Sustainable Working Styles

By eliminating organic solvents, we have eradicated health risks from chemical substances and workplace odors. We have built a work environment where employees can continue to work safely in both mind and body.

Reduction of Environmental Risks

We have eliminated potential environmental risks associated with the use and management of organic solvents, such as fires and soil contamination, thereby enhancing the sustainability of our business.

Promoting Sustainable Energy Use

As one of our initiatives to reduce CO₂ emissions from our business activities, we are introducing on-site solar power generation facilities at our manufacturing sites using the On-site PPA model*.

By consuming the generated electricity at our own sites, we promote the reduction of our environmental impact and the utilization of renewable energy, contributing to the realization of a sustainable society.

*The On-site Power Purchase Agreement (PPA) model is a system in which a power producer installs, owns, and maintains solar power generation equipment on a customer's premises at the producer's expense, and then supplies the electricity generated from that equipment to the customer.

Future Outlook

Toward achieving the Panasonic Group's long-term environmental vision, Panasonic GREEN IMPACT, Panasonic Connect will continuously strengthen its initiatives for the realization of a sustainable society.

Kobe Factory Mobile Solutions Business Division

Began operation in March 2024

Annual CO₂ Emissions

Approx.
400t* Reduction

% of Renewable Energy in Factory's Electricity Consumption

Approx.
15%* Reduction

Kofu Factory Circuit Formation Process Business Division

To begin operation in April 2026

Annual CO₂ Emissions

Approx.
1,160t** Reduction planned

% of Renewable Energy in Factory's Electricity Consumption

Approx.
30%** Achievement planned

Dongguan Factory Panasonic Projector & Display Corporation

Began operation in January 2025

At the Dongguan factory, electricity supplied from solar power generation equipment installed on the factory rooftop is consumed on-site, based on contractual arrangements among the industrial park operating company and other related parties.

Annual CO₂ Emissions

Approx.
700t*** Reduction planned

% of Renewable Energy in Factory's Electricity Consumption

Approx.
27%*** Achievement planned

*Actual results from April 2024 to March 2025, panel installation area: 4,040 m²

**Estimated as of April 26, 2024, panel installation area: 14,600 m² (including replacement of existing panels)

***Estimated from April 2025 to March 2026, panel installation area: 6,060 m²



Well-being Initiatives in Our Workplaces





The Goal of Our Human Resources Strategy

When Each Employee Thrives, We Sustainably Enhance Corporate Value & Realize Our Purpose

CONNECTers' Success is a state where our employees are thriving. We believe that when employees thrive, they create greater added value, which in turn enhances our corporate value. We define thriving as a state of experiencing three key motivations:

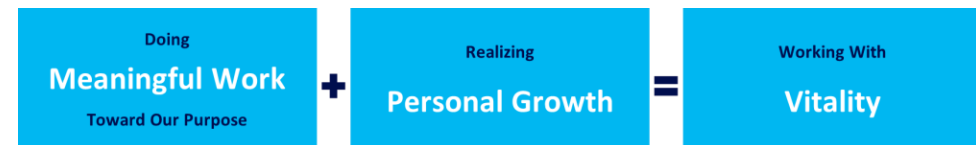
- A sense of doing meaningful work toward our Purpose
- A sense of personal growth
- A sense of working with vitality

We are deploying initiatives to maximize these motivations, establishing key metrics to monitor, and tracking the progress of our reforms through the results of our Employee Opinion Survey* (EOS) and other means. Furthermore, we are moving away from an inward-looking mindset and enhancing the capabilities of the entire organization by learning from global standards. We have set our target level to be on par with top global companies and are aiming high to reach it.

*Employee Engagement Survey by Korn Ferry.



thriving CONNECTers



KPIs for CONNECTers' Success

Elevating Our Human Capital to a Level on Par with Top Global Companies

Sustainable Enhancement of Corporate Value

Employee Engagement (EOS)*

*Employee Engagement Survey by Korn Ferry.



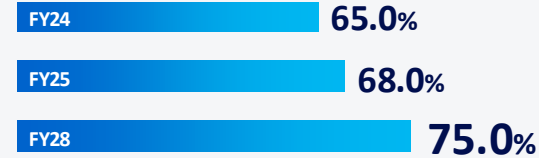
Value-added per Employee

Calculated value of EBITDA per employee



A Sense of Doing Meaningful Work Toward Our Purpose

Empathy with and Practice of Our Purpose and Core Values (EOS)

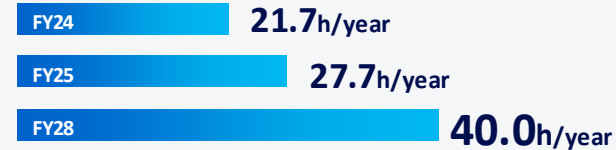


Understanding the Connection Between One's Role and Our Strategy



A Sense of Personal Growth

Learning Hours per Employee (Tracked by LMS)



Belief that "Dialogues (1-on-1s)" with Others Contribute to Growth

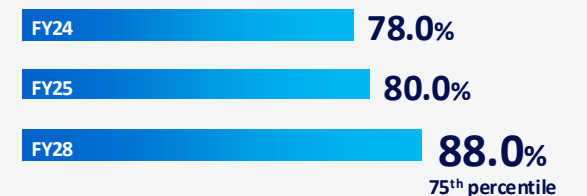


A Sense of Working with Vitality

Feeling Free to Express One's Own Opinions (EOS)



Feeling Respected as an Individual (EOS)





As Our Business Model Transforms,
the Scope of Our Connections Expand from
Japan to the Globe.
In a Diverse Environment, We Connect and
Unleash Our Collective Potential.

Initiatives to Help Employees Thrive

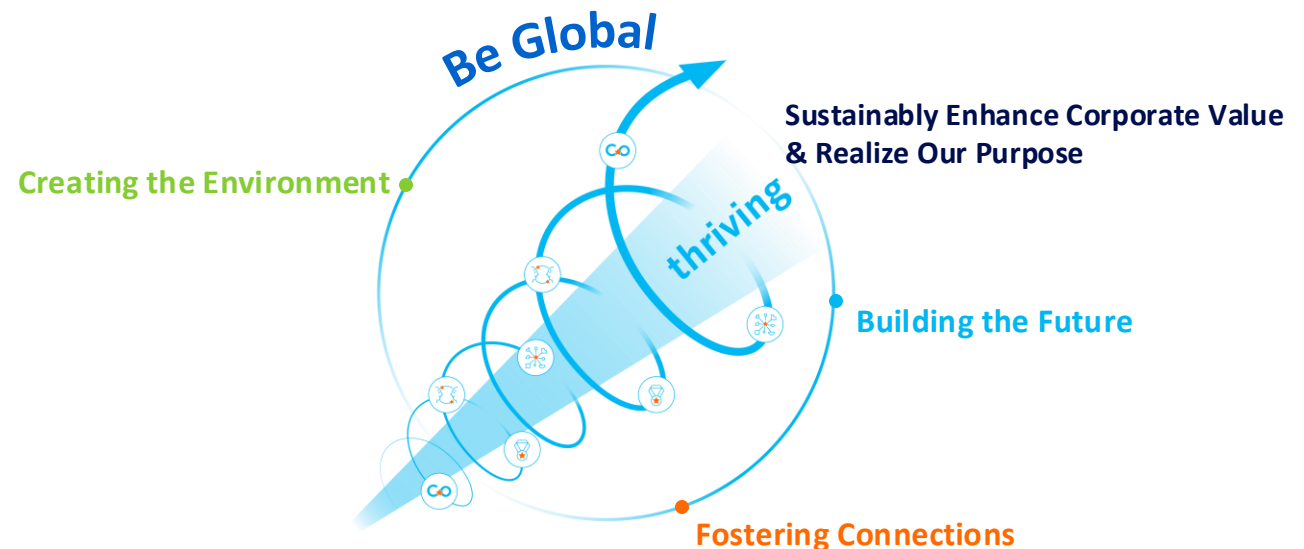
Our initiatives to help employees thrive are based on three pillars:

- Creating a healthy work environment for mind and body
- Building a future of career ownership
- Fostering connections for a thriving workforce

From “Go Global” to “Be Global”

In addition to manufacturing and selling hardware, Panasonic Connect’s business also includes a software-centric solutions business, with both areas evolving in synergy. With this business expansion, global collaboration has become more important than ever. To adapt to external changes such as technological advancements and Japan’s declining workforce, and to enhance our competitiveness, we need the ability to grasp, learn from, and flexibly incorporate global market trends and technological shifts.

Against this backdrop, we define “Be Global” as a state where diverse talents connect and maximize their potential in a cross-cultural environment. We are committed to strengthening our global capabilities.



DEI as a Pillar of Our Management Strategy

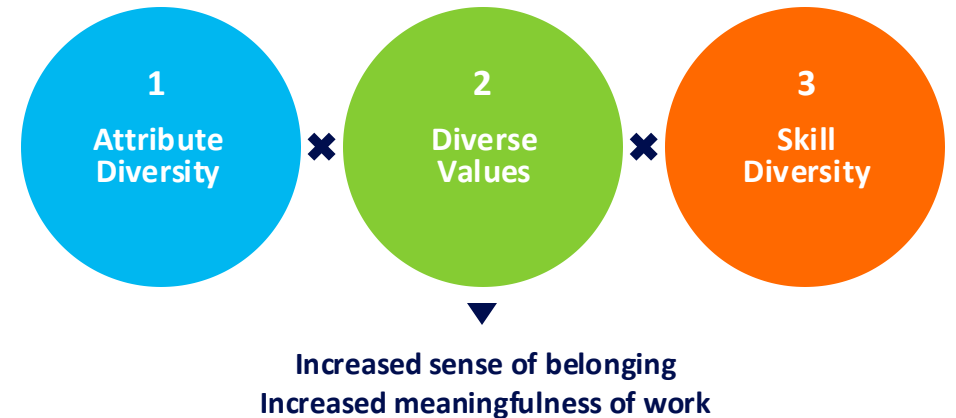
At Panasonic Connect, we believe that Diversity, Equality and Inclusion (DEI) is — first and foremost — a non-negotiable human rights issue that must be addressed in situations where rights are not protected, whether due to being in a minority or for any other reason.

Furthermore, we consider DEI to be a source of our competitive advantage. In a business environment where constant transformation is required, it is difficult for a company to survive without diverse perspectives. To be a company that drives innovation and maintains resilience in the face of change, we have positioned DEI as one of the pillars of our management strategy.

The Scientifically Proven Value of DEI

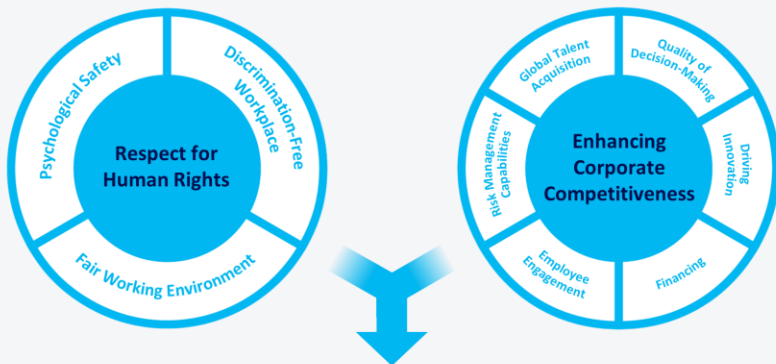
In June 2025, the results of a joint study by Panasonic Connect and Meiji University on “The Impact of DEI Promotion on Employees” was accepted for publication in the Nature-affiliated journal “Humanities and Social Sciences Communications” (published by Springer Nature on June 20, 2025).

This study analyzed data from 3,000 employees and evaluated diversity from three aspects: attributes, values, and skills. The results scientifically demonstrated that combining diversity in values and skills, in addition to attribute diversity, has a positive impact on both a sense of belonging to the organization and the meaningfulness of work. By scientifically demonstrating the value of DEI, for which clear evidence has been limited, this research is expected to support management decisions and strategy formulation for corporate DEI initiatives.



Panasonic Connect is continuously working to reform its highly flexible corporate culture, where each individual with diverse values can thrive and exert their full potential. We aim to realize a society where all people can live and work happily.

Why We Promote DEI?



Corporate Sustainability

Top Commitment Embeds DEI into Our Organizational Culture

Listening to Employee Voices & Taking Action

Since 2017, we have been conducting the DEI (Diversity, Equality and Inclusion) Caravan, where the executive officers in charge of DEI visit all business sites for frank, in-person discussions with employees. This is a crucial initiative for management to hear employees' voices firsthand and translate them into future measures.

Frontline-led Initiatives within the Company

We appoint a DEI Champ (promotion leader) in each workplace to drive autonomous DEI activities tailored to the specific challenges of that workplace. Additionally, since 2023, we have been holding "Connect DEI Month," an intensive period of DEI-related events such as seminars and hands-on workshops. Along with company-wide initiatives like the DEI Forum for all employees, DEI relay messages from executives, and cross-industry exchange seminars, there are also events independently planned by Champs for their own departments, providing various opportunities to engage with DEI.

Collaborating with External Companies to Realize a Better Society Together

Panasonic Connect does not operate in isolation; we actively involve external organizations in planning various initiatives. The Gemba Roundtable is a new form of meeting where employees and executives think together about the future to create a better working environment from a frontline perspective. We distribute program materials so that other companies can also implement them.

Pride Action30 was co-planned by Pride House Tokyo and Panasonic Connect, born from the desire to create a better society by having companies raise their voices in support and understanding of LGBTQ+ individuals. We gather and share "actions you can take now" with society. 20 companies participated in 2024, and 65 companies participated in 2025.

EOS* Score

*Employee Engagement Survey by Korn Ferry.

FY2025 Results

"I feel respected as an individual"

Favorable response

80% 2pt up (YoY)

"In my workplace, everyone is treated fairly regardless of nationality, age, gender, etc."

Favorable response

80% 1pt up (YoY)



Initiatives to Close Minority Gaps

We implement a wide variety of activities aimed at creating an environment where everyone can thrive, addressing the needs of various minority groups in our workplace. These include initiatives related to gender, LGBTQ+, disabilities, cross-cultural understanding (for foreign nationals, mid-career hires, and different generations), and balancing work with childcare, eldercare, or medical treatment.

Gender

Supporting the Success of Diverse Talent, Regardless of Gender

One of our key initiatives to diversify our decision-making layer is the promotion of women to leadership positions. We aim to increase the ratio of women in management positions to 30%* by 2035. We support career development and network building through Cross-Mentoring and Cross-Border Training with other companies and industries. In March 2025, for International Women’s Day, we held a talk event called REAL LEADERS, where female leaders shared their candid career stories, presenting a vision of future leadership that is valuable for everyone, regardless of age or gender.

*Apply only to Japan, not the Panasonic entities based in the U.S.

Childcare

Promoting Paternity Leave

In 2019, we endorsed the 100% Paternity Leave Declaration by Work-Life Balance Co., Ltd. In addition to creating and distributing a paternity leave guidebook and holding roundtable discussions with employees who have taken leave, we have offered 30 days of paid childcare leave for all employees, regardless of gender, since 2022. As a result, we have achieved a high paternity leave uptake rate of 101%* and an average leave duration of about 48 days.

*The uptake rate may exceed 100% because the fiscal year in which a spouse gives birth and the fiscal year in which the employee takes childcare leave may differ.

LGBTQ+

Respecting Diversity and Equality — Toward a Workplace Where Everyone Can Be Themselves

We have received our first Rainbow certification in the PRIDE Index 2024, an evaluation established by the non-profit organization work with Pride to assess workplace initiatives for sexual minorities, including LGBTQ+ individuals. Our highly-rated efforts include the operation of the Rainbow Business Network, a platform launched in February 2024 for ALLY companies to connect and learn from each other. As a group, Panasonic has received the Gold certification for nine consecutive years since 2016.

Disabilities

Creating an Environment Where Everyone Can Work with Peace of Mind

Our executives, including the CEO, have obtained the Universal Manner Test Level 3 certification and participated in an experiential program to deepen their understanding of minorities. In this program, they experienced the perspectives of people with various disabilities, including hearing and visual impairments and wheelchair use, gaining a real sense of the difficulties and inconveniences they face in daily life and at work. This served as an opportunity to re-recognize challenges from both hard (facilities, infrastructure) and soft (awareness, systems) perspectives, in order to provide the necessary considerations and mechanisms for everyone to work with peace of mind.



Ratio of Women in Management Positions

As of April 2025

8.5% 0.8pt up (YoY)

Paternity Leave Uptake Rate / Average Duration

FY2025 Results

101% 9pt up (YoY)

47.8 days +2 days (YoY)

Action Cases Born from Frontline Voices

Renaming and Revising the Menstrual Leave System

Based on feedback that it was difficult to take menstrual leave because employees felt uncomfortable directly telling their managers they were “having their period,” we renamed the leave to “Dandelion Leave (commonly known as T-Leave)” starting in April 2023. We also revised parts of the system to flexibly address individual menstrual health issues, allowing leave for PMS and enabling half-day leave. As a result, the number of employees taking the leave doubled, making it easier to access.

Holding Experiential Workshops and Providing Sanitary Products

To deepen understanding of menstrual pain, we held three experiential workshops on the topic, with participation from employees including executives. As a follow-up action, we began an initiative to stock sanitary products in women’s restrooms from the end of October 2024. Furthermore, in response to numerous survey requests for sanitary disposal bins in men’s restrooms, we started installing them from October 2025. This is to ensure that all employees, including those who need special consideration due to illness or health conditions, as well as sexual minorities, can receive the necessary support when they need it. Through these initiatives, we are creating a work environment where everyone can feel secure.



Financial Assistance for Egg Freezing

In October 2023, we introduced a subsidy program for egg freezing. This program is designed to empower our female employees to design their own autonomous life plans for their success and job satisfaction, with egg freezing as one of their options, thereby enabling them to choose from a wider range of opportunities. Specifically, we subsidize up to 400,000 yen for the egg retrieval and freezing costs that employees pay to clinics. We also conduct seminars for employees to deepen their understanding of egg freezing and improve their health literacy.



Action Cases Born from Frontline Voices

Improving Factory and Office Facilities for Physical and Psychological Accessibility

We conducted hearings with approximately 180 employees, including those with disabilities and their managers. By closely understanding their perspectives, we are implementing various facility improvements in our factories and offices.



Adjusting the height of buttons and switches in ostomate-accessible restrooms to create a user-friendly design for everyone.



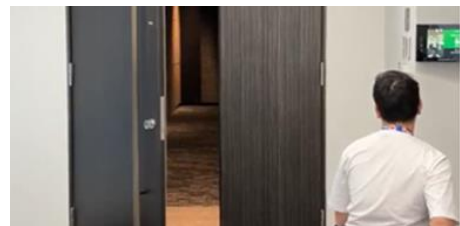
Ensuring commuting safety and convenience by providing dedicated, covered parking spaces.



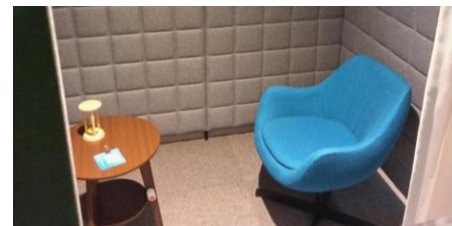
Increasing attendance rates by reducing the burden of movement through the installation of a ramp at the entrance.



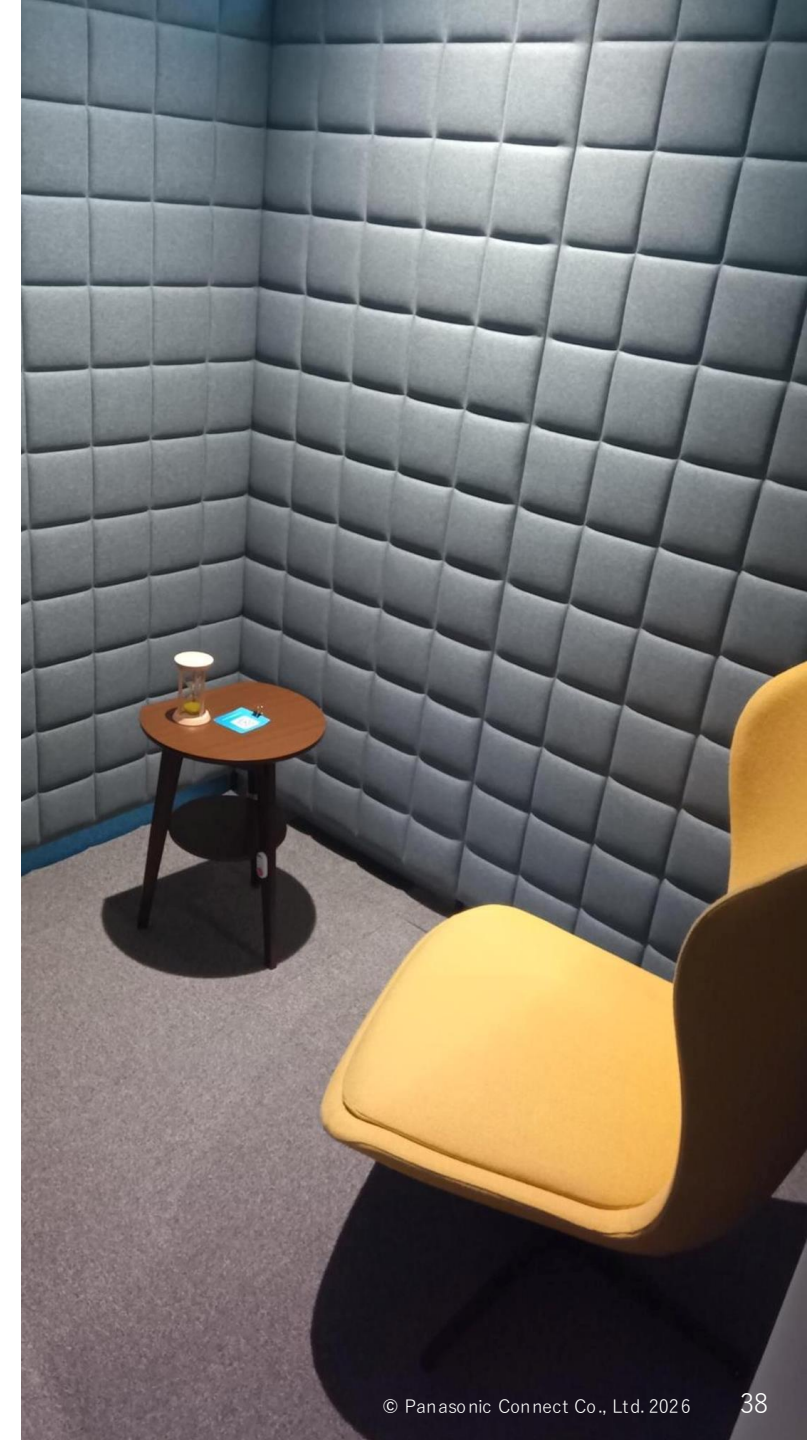
Improving peace of mind during emergencies with the installation of flashing emergency guide lights with audio guidance, enabling situational awareness through both sound and light.



Reducing the burden for wheelchair users entering and exiting rooms by introducing automatic doors with facial recognition.



Calming emotions and alleviating stress for individuals with mental, intellectual, or developmental disabilities by creating a "Calm Down Room" as a rest space.



Empowering Autonomous Career and Life Planning

HR Systems that Support a Diverse Workforce and Evolving Career Paths

Amid diversifying work styles and values, we are expanding the flexibility and options within our HR systems to enable each employee to autonomously design their career and life plans. In addition to existing initiatives like our remote work system and Smart Work (discretionary labor) system, we are enhancing programs tailored to individual needs, covering working hours, location, leave, and side businesses.

In terms of leave systems, in addition to promoting the use of annual paid leave, we have introduced systems that allow employees to autonomously choose how they take time off, such as “All-Season Leave” and “Challenge Holiday.” The Challenge Holiday is particularly promoted through a mechanism that links executive compensation to the leave uptake rate, encouraging its establishment and active use (99% uptake in FY2024, 98% in FY2025).

Regarding work styles, we have increased flexibility in working location and hours through our “N-day workweek (3 or 4 days a week)” and “Work Anywhere” systems, creating an environment where employees can choose their own way of working. Our external side-business system, “Fukugyo!!”, provides opportunities for employees to apply their expertise and gain external inspiration, which they can then leverage for success within the company.

Through these systems, we aim to create an environment where each employee can work authentically, leading to improved job satisfaction, performance, and employee engagement.

External Side-Business System, “Fukugyo!!”

FY2025 Results

Number of users

51 +11 (YoY)

Internal Survey Result

FY2025 Results

“It has become easier to work.”

76% 3pt up (YoY)

Annual Paid Leave Taken

FY2025 Results

Annual Paid Leave Taken

18.6days ± 0 (YoY)



Health and Productivity Management and Occupational Health and Safety

Realizing a Safe & Secure Work Environment Where Every Employee Can Continue to Work in Good Physical & Mental Health

The physical and mental health, as well as the safety of our employees, are the foundation for autonomous career development and performance improvement. The practice of health and productivity management leads to improved work engagement and a reduction in absenteeism and presenteeism, thereby enhancing organizational performance. Panasonic Connect has been recognized as a “White 500” company, the highest rating under Japan’s Certified Health Productivity Management Outstanding Organization Recognition Program (Large Enterprise Category), for five consecutive years. In addition, all our manufacturing sites have obtained the international standard for occupational health and safety, ISO 45001, and are systematically managing health and safety risks.

Key Initiatives for FY2026

Yellow-Green Action

Aiming for zero unwanted secondhand and thirdhand smoke in the workplace, we implemented a no-smoking rule during working hours starting from April 2024. This initiative has encouraged more employees to quit smoking, and the smoking rate has been steadily declining (a 1.3% decrease compared to the previous year). We are now working toward our goal of achieving smoke-free premises at all sites by April 2027, by setting specific targets for each location.

Reducing Occupational Accidents through Data Utilization & Analysis

We have introduced a “Near-Miss & Hazard Prediction Management System,” which allows all employees to report near-misses and predict hazards. Through this system, we conduct risk assessments of potentially dangerous areas and implement countermeasures in advance. Furthermore, we strengthen our safety management by analyzing the accumulated information and sharing it across the company.



Indicators related to Health & Productivity Management

FY2025 Results

Work Engagement *1

2.5 Target: 2.6

Absenteeism *2

1.2 days A 0.3-day Improvement (YoY)

Presenteeism *3

20.7%

Indicators related to Occupational Health & Safety

Jan 2024 – Dec 2024 Results

Lost-Time Injury Frequency Rate (LTIFR) *4

0.087

Total Recordable Injury Frequency Rate (TRIFR) *4

0.801

Severity Rate *5

0.0001

*1 Method: Brief Job Stress Questionnaire (BJSQ)

*2 Method: Average presenteeism score, based on the University of Tokyo's single-item Presenteeism Question (SPQ).

*3 Method: Average number of leave days per employee due to sickness.

*4 Frequency Rate: The frequency of accidents/incidents.

*5 Severity Rate: The severity (seriousness) of accidents.

Transformation into an AI-Driven Organization: Empowering Employees' Autonomous Growth & Productivity

Fostering Employees' Creative Challenges by Promoting More Advanced AI Utilization

Panasonic Connect is driving its transformation into an AI-driven organization, positioning AI utilization as the core of its management strategy to achieve both employees' autonomous growth and enhanced operational productivity.

At the heart of this transformation is our AI assistant, "ConnectAI," which has been available to all employees since February 2023. Since its introduction, employees' AI utilization skills have evolved from simply "asking" for information to "assigning" complex tasks. As a result, the time saved through AI utilization reached 448,000 hours annually in 2024 (a 2.4x increase from the previous year). With this freed-up time, employees are focusing on more creative work and accelerating their autonomous career development.

As the next step, we are further advancing our AI utilization. While expanding the scope of our "Specialized AI," which answers company-specific questions, to areas like quality control and IT support, we have now begun trial introductions of a "Business AI (Agent)." By having AI autonomously perform specific tasks such as assisting with accounting approval creation and legal checks on subcontracting laws, we aim to free employees from routine work and shift them toward more strategic roles.

We firmly believe that maximizing each employee's potential through the full use of AI will lead to the company's sustainable growth. As a pioneering example of AI utilization among Japanese companies, we are committed to contributing to the productivity improvement of Japan as a whole.



AI Utilization Performance

FY2025 Results

Total Time Saved

448,000 hours

2.4x (YoY)

Average Time Saved per Day

28 min

40% up (YoY)

Number of Uses

2.4M times

1.7x (YoY)

Monthly Unique Users

49.1%

14.3pt up (YoY)

Maximizing Each Individual's Potential

Fostering Career Ownership

Amid diversifying values regarding career and work styles, the relationship between the company and individuals is becoming one of mutual selection. Panasonic Connect has introduced a job-based human resource management system based on the belief that employees who take on challenges and grow autonomously will sustainably enhance corporate value. We support all employees in taking ownership of their careers and pursuing autonomous career development.

Individual Mindset



Understanding that organizational and company growth cannot be achieved without individual growth.



Autonomously honing one's skills, proactively challenging for desired positions, and continuously delivering results.



Becoming a professional who constantly challenges oneself.



Life Shift Program

Looking ahead to the 100-year life era, we have launched an open-application Life Shift Program to support work engagement and the achievement of employees' career goals. Moving away from traditional career training held at milestone ages, we now offer a diverse range of programs based on the idea that one's entire life is a career, not limited to just one's work life.

"CAREER STATION"

As one of our initiatives to support autonomous career development, we have established a space where employees can receive career counseling from nationally certified career consultants within the company. Many employees utilize this opportunity, as they can consult with confidence knowing the counselors are internal colleagues.

Cross-Border Program

This is an open-application program that provides opportunities for employees to utilize their experience and strengths in external ("away") environments such as other companies or local communities. From the perspectives of business creation and regional revitalization, this program enhances career ownership by enabling participants to learn beyond their usual boundaries and gain new perspectives and insights through interaction with people outside the company.

Maximizing Each Individual's Potential

Fostering a Learning Culture

To support employees' autonomous career development, we operate our corporate university, CONNECTers' Academy. It provides systematic training based on three pillars: Core Values, Business Literacy, and Professional Skills. We offer a diverse range of programs, including global talent development programs linked to our business strategy and DX training.

From FY2024, we introduced a Learning Management System (LMS) to also promote the visualization of learning. The average annual learning hours per employee increased to 27.7 hours (an increase of 6.0 hours from the previous year), showing that a learning culture is steadily taking root.

 <p>Core Values</p>	<ul style="list-style-type: none"> • Core Values E-learning / On-Site Training • Cross-Boundary Learnings • Liberal Arts Seminars
 <p>Business Literacy</p>	<ul style="list-style-type: none"> • E-Learning Platforms • Workshops & Trainings (Online / Face-to-Face) • DX Training Program • Global Communication Program
 <p>Professional Skills</p>	<ul style="list-style-type: none"> • Specialized Training Programs for Each Job Type (e.g.; Sales, Engineering, SE, IT, HR, etc.)



Reskilling at Special Subsidiary Company "Panasonic Connect Kibi"

At our special subsidiary company, Panasonic Connect Kibi, operations were once heavily concentrated in manufacturing. However, following a change in the business environment — the closure of the Okayama Factory in 2021 — the company was required to develop new business areas.

Therefore, they promoted reskilling in the IT field, enabling employees to acquire new IT and business skills. In addition to manufacturing, the company began undertaking IT-related operational tasks from within the Panasonic Group. Today, IT-related business accounts for just under 40% of Kibi's total revenue, making a significant contribution to its management.

Furthermore, the developed IT skills are also applied to manufacturing, with the introduction of systems using image recognition for work assistance and defect detection. This helps compensate for individual mistakes, creating a work process that is easy and free from anxiety, while providing close support for employees with disabilities.



Building on Each Individual's Autonomous Growth to Achieve Team and Company Success

Accelerating the Execution of Talent Strategy at the Frontline by Delegating Authority to Organizational Leaders

To effectively operate our job-based human resource management system, introduced in 2023, frontline-led decision-making that can promptly respond to changing business needs is essential. Therefore, we have moved away from our conventional centralized HR structure and delegated authority for matters such as compensation decisions and talent placement to the leaders of each organization. This enables the rapid execution of talent strategies at the frontline level.

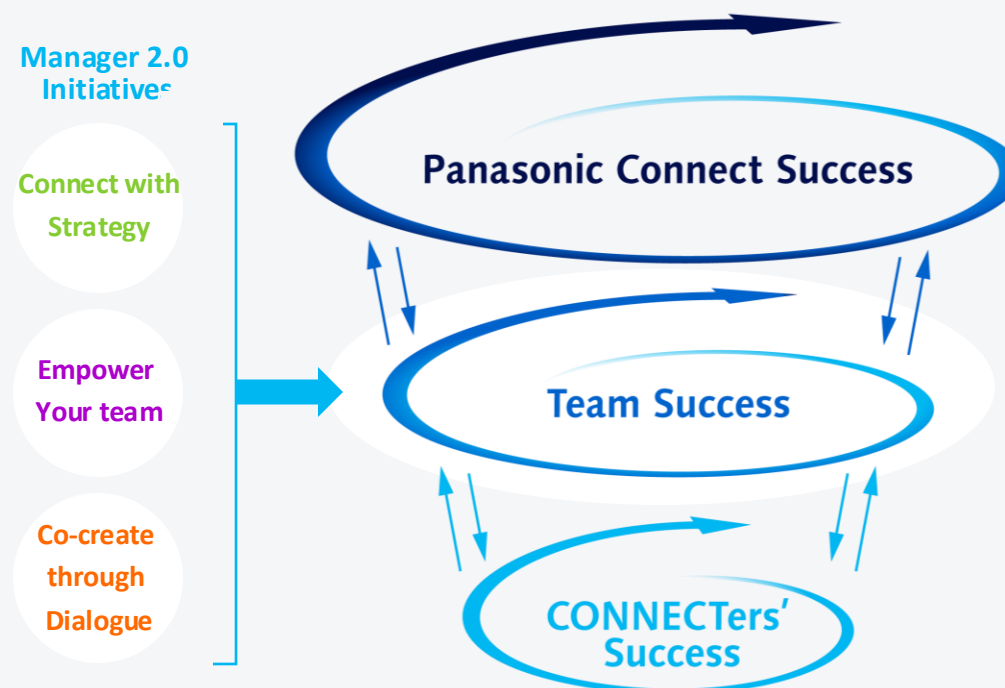
Manager 2.0: A Management Style that Maximizes Organizational Impact

We believe that linking CONNECTers' Success to the success of Panasonic Connect is the definition of team success, and that organizational leaders are responsible for making this happen. In response to feedback such as "I don't want to become a manager," we identified key challenges in organizational management through employee surveys and interviews. We have defined our expectation for organizational leaders as: To clarify strategy, draw out the diverse knowledge and abilities of team members, and connect individual strengths to maximize the organization's impact.

We have made the strategies of all departments open and clearly defined the expected behaviors of organizational leaders with a set of "Do's and Don'ts." Additionally, we are working to enhance organizational management capabilities through leadership development programs.



The Relationship Between Manager 2.0 and Individual / Corporate Success



Evolving Our Organizational Strength through Strategic Talent Shifts & Global Collaboration

Talent Development and Strategic Shifts to Shape the Future of Supply Chain Management (SCM)

To drive the medium- to long-term growth of our SCM domain, we are promoting a strategic shift of internal talent. In addition to rotations from existing businesses, we are accelerating the development of solutions-capable talent through reskilling, overseas training, and dispatch to internal/external projects. This development is systematized around three pillars: Blue Yonder product knowledge, industry knowledge, and SE skills, structured to link training with practical project experience.

Our recruitment combines new graduates, mid-career hires, and internal transfers, while also strengthening collaboration with recruitment agencies and enhancing external communication. We are also implementing internal marketing initiatives to increase internal understanding and encourage participation, thereby strengthening our talent foundation.

A New Development Approach to Evolve Global Collaboration

Previously, long-term overseas assignments were the primary opportunity for collaboration and mutual understanding with global members. However, as collaboration now accelerates from the upstream of the value chain, such as in joint solution development, a more flexible approach to mutual understanding is required.

“Work in XX”, a program initiated by our business divisions, is a system for direct collaboration with local members through short-term overseas assignments. This experience in diverse environments broadens perspectives and helps develop talent equipped with both a global mindset and local practical skills.

Solutions Personnel As of end of FY2024

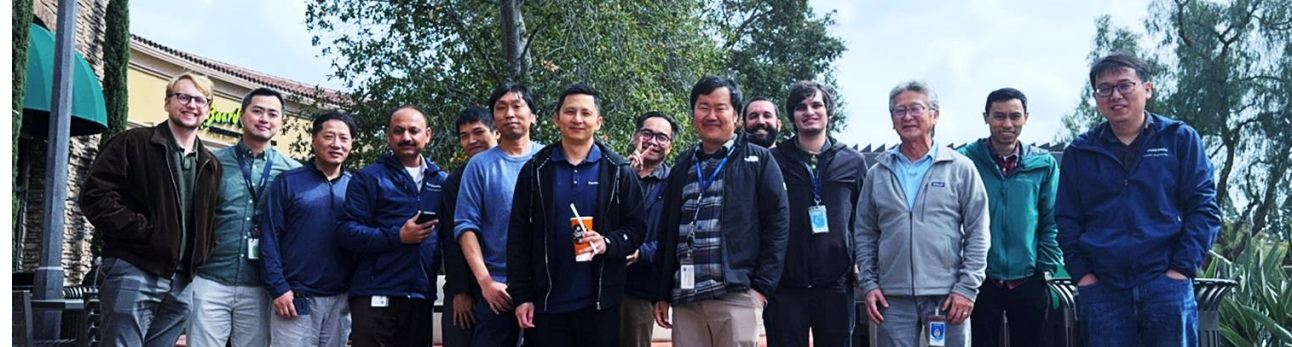
52%

Approx. **1.8X** (vs. 2017)

“Work in XX” Numbers FY2025 Results

33

+11 (YoY)



Developing Future Leaders to Succeed Globally

Developing global-standard leadership talent is essential for true corporate innovation and sustainable growth. As a core initiative, we launched the cross-group Connect Global Leadership Program in 2024. In its inaugural year, 14 potential future leaders from three companies — Panasonic Connect, Blue Yonder, and Panasonic Avionics — participated. Based on three pillars, Creating Sustainable Value, Collaborating with Diverse Stakeholders and Having a Clear Vision & Ambition, participants learn adaptive leadership to respond to global environmental changes and complex challenges. They interact beyond national and organizational boundaries, incorporating diverse perspectives while honing their own leadership skills.

Furthermore, for employees in the early stages of their careers who aim to expand their global perspective, business mindset, and practical skills, we have established an MBA Dispatch Program. Since its launch in 2022, seven employees have utilized this program. We will continue to focus on developing talent who can chart their own paths to career success.



Acquiring Diverse Talent to Build a Strong & Resilient Organization

Broadly Recruiting Talent to Drive Our Business Beyond Conventional Perspectives

We believe that recruiting talent who can demonstrate our 5 Core Values from diverse perspectives is key to strengthening our competitiveness.

In our mid-career and new graduate recruitment, we are actively hiring talent from various backgrounds, including women and individuals with disabilities. Furthermore, we are expanding opportunities to connect with talent skilled in global communication — with whom we have had limited contact in the past — through initiatives such as internships for students from overseas universities, on-campus events for international students, and participation in international career forums. We are committed to hiring talent with diverse values, regardless of nationality or cultural background.

Through these efforts, we are adding diverse perspectives and cultures to our company, further expanding our business potential.

The Power of Individual Connections to Attract New Talent

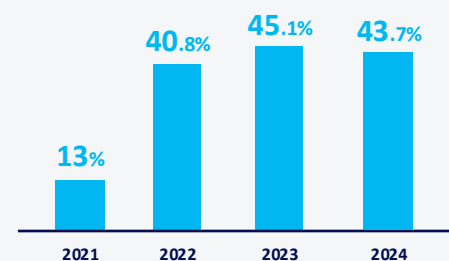
The ratio of referral hires, where employees introduce their acquaintances and friends, is increasing year by year, creating a virtuous cycle where employees themselves bring in colleagues who can empathize with our company's values. We are also seeing cases where alumni, who once worked for our company, rejoin us.

Being a company that employees can proudly recommend to those close to them, and one that they want to return to even after leaving, demonstrates the sustainability of our culture. Moreover, actively welcoming talent who have gained diverse experiences and who empathize with our purpose serves as a driving force to further invigorate our organization.

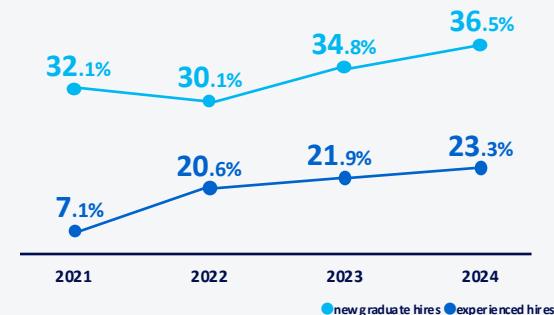


Hiring Results

% of experienced hires among all hires



% of women among new graduate hires / % of women among experienced hires



Employment rate of people with disabilities
As of June 1, 2025

3.02%

Referral hiring
FY2025 Results

15.3%

A High-Performing Organization Born from Connections

Expanding Dialogue, Deepening Connections, Promoting Diverse 1-on-1s

To support employees' autonomous growth and enhance organizational strength, we promote 1-on-1 meetings in various forms. In 1-on-1s cascading from the CEO to all levels, we support individual growth and engagement through dialogues that cover not only work but also career and personal life. Furthermore, to encourage relationship-building across departments and roles, we have introduced the cross-1-on-1 support tool, C-MATCH. Employees can publish profiles with their skills and hobbies and freely search for and request dialogues with others, without distinction between mentor and mentee. This leads to cross-departmental collaboration and invigorates the organization.

Fostering a Culture of Recognizing the Embodiment of Core Values: Connect NEXUS

As a new initiative to vitalize communication, we rolled out "Connect NEXUS" company-wide in May 2025. It aims to cultivate a culture of praise by encouraging employees to connect their own and their colleagues' activities to the embodiment of our Core Values and to share feelings of gratitude and recognition. Through such activities, we aim to strengthen mutual trust and enhance our organizational strength. With features like praise letters with points and Core Value stamps, we have created an environment where employees can naturally be conscious of the Core Values in their daily work. Moreover, when 10 letters are sent, a donation is made to school meal programs for children around the world, linking the circle of recognition to social contribution.

1on1 Metrics

FY2025 Results

1on1 undertaking

94%

1on1 satisfaction

84%

Relaxed atmosphere

90%



Establishment of COMMONS

A Space for Everyone to Freely Gather & Deepen Connections

The workplace transformation we began in 2017 has now evolved into a new phase as hybrid work has become established. Symbolizing this "Chapter 2" is COMMONS, a space designed to accelerate employee collaboration. We have created an environment that can be used for a variety of purposes, such as open meetings, lively brainstorming sessions, solo work, relaxed meals and breaks, and various events. The "CO" in its name not only means "together" but also reflects the origin of our name, Connect. We aimed for a name befitting a place of co-creation, where people from inside and outside the company connect, merge their knowledge and ideas, and create new value.

COMMONS is being rolled out at multiple sites under a unified concept, functioning as a space that embodies the same philosophy in each location. It is used for various scenes, such as company-wide and business division All Hands Meetings, global conferences, and seminars and events with external guests. It is not just a physical space, but a place where people and ideas meet and resonate with each other. We expect that the daily interactions here will inspire the next step forward.



A High-Performing Organization Born from Connections

Connect Talent Community Hub

As a place where diverse people from both inside and outside the company can casually connect and enjoy interacting, we operate a Talent Community. Our goal is to nurture what might otherwise be one-time encounters with the many people who have shown interest in or empathy for our company, transforming them into lasting relationships.

By enabling mutual learning and continuous, informal connections among those who empathize with our purpose, our alumni, students, and current employees, we are cultivating future colleagues and building a foundation that supports the sustainable development of our business.



Advisory Board for Accelerating Innovative Technology Development

Our Technology Research and Development Division has established an Advisory Board. The purpose of this board is to invite leading experts from various fields to provide professional, multifaceted advice on our technology R&D strategy, particularly on research themes aimed at realizing our vision of Industrial Embodied AI.

By bringing together knowledge from both inside and outside the company and enhancing the quality and speed of our technology development through collaboration, we will strengthen our organization's capacity to take on new challenges. Through this, we aim to become a world-class research institution in the field of frontline innovation for supply chains, while also contributing to the advancement of academic research in cutting-edge technology and making a positive impact on society through our solutions.

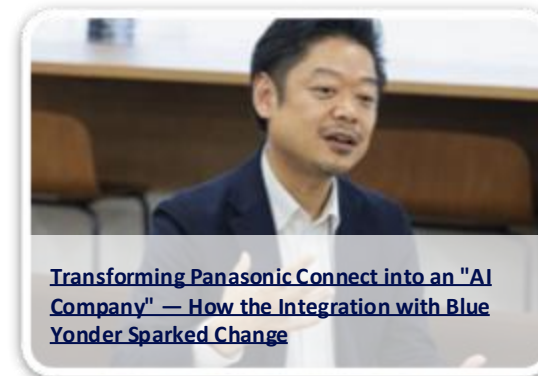
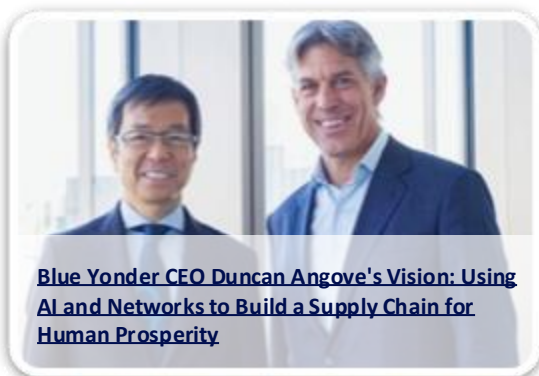
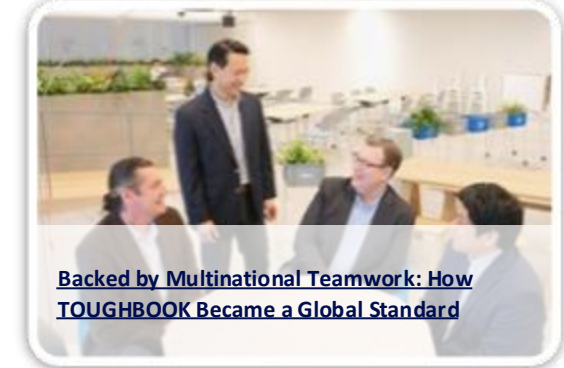
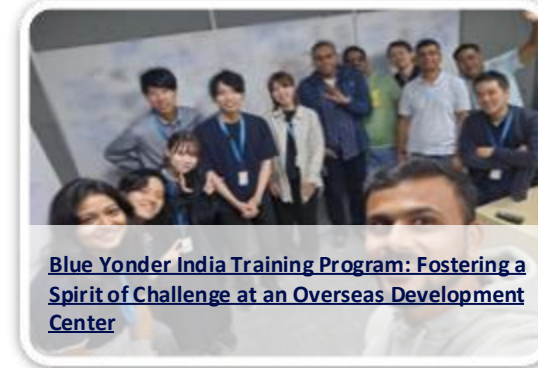


The Power of Global Co-creation Drives Our Future

Transformation is Born from the Intersection of Diverse Talent

Panasonic Connect brings together employees from all over the world with truly diverse backgrounds, including nationality, culture, experience, and skills. As our CONNECTers connect across borders, they learn about each other's values and work styles, fostering open dialogue. From this, new ideas and opportunities for co-creation emerge, greatly expanding the potential of our entire organization. Furthermore, as global members with international perspectives join our leadership team, our business transformation accelerates. Diversity and connection are what make our organization evolve to be stronger and more resilient.

*Please note that the articles referenced herein are published in Japanese.



Certifications, Sponsorships and Endorsements



*These certifications apply only to Japan.



Compliance & Governance



Corporate Governance

Enhancing management transparency and accountability to achieve sustainable growth.

Executive Compensation & Evaluation System Integrating Sustainability

Although we are a non-listed company, to demonstrate our commitment to long-term corporate value enhancement, we introduced a system in April 2023 that links executive compensation to the growth rate of our theoretical enterprise value over the medium-term plan period (3 years). In addition, we have incorporated non-financial indicators into the performance evaluations of our executive officers. These indicators include not only items such as reducing environmental impact but also performance metrics related to promoting diversity, such as increasing the ratio of women in management, and advancing culture reform. Through this, we promote a management style that balances both financial results and contributions to sustainability.

Promoting Diversity in Management

We actively promote diversity in our management team to incorporate diverse perspectives into our business decision-making. Currently, among our 22 executive officers, 13.6% are women (3 individuals) and 40.9% are mid-career hires (9 individuals). This ensures that our management team consists of talent with a wide range of expertise and experience.

Risk Management with a Sustainability Perspective

We are strengthening our Enterprise Risk Management (ERM) by integrating sustainability elements into our risk management framework. By simultaneously identifying both risks and opportunities, we aim to achieve sustainable growth and enhance corporate value. Through the ERM framework, our management team appropriately assesses risks and makes strategic decisions.

Our Management

As of FY2025

Ratio of Women among Executive Officers

13.6%

Ratio of Mid-Career Hires among Executive Officers

40.9%



Commitment to Compliance

With integrity as the foundation of our business activities, we cultivate a fair and trusted organizational culture.

Practicing Integrity

Through the thorough implementation of the [Panasonic Group Code of Ethics & Compliance](#), we aim to cultivate a culture of Act with Integrity, where each employee autonomously thinks about what is right and acts accordingly. In addition to continuous messaging from management and various training programs, we conduct Compliance Workplace Discussions where employees proactively discuss and resolve workplace issues. As a result, our employees have a high level of compliance awareness, which is reflected in the scores of our Employee Opinion Survey (EOS).

Eradication of Harassment & Operation of the Whistleblowing System

To create an environment where all employees can work with peace of mind, we are actively working to eradicate harassment. Management demonstrates a strong commitment, with the CEO continuously delivering messages on harassment eradication at quarterly All-Hands Meetings. We have also established and implemented stricter penalties with strict and fair disciplinary standards that reflect the times. To ensure fairness and transparency, an independent Compliance Committee, separate from the business divisions, oversees the entire process from reporting to investigation and disciplinary action, utilizing advice from external experts as needed. As a result of these rigorous efforts, the number of survey responses reporting experiences of harassment has steadily decreased.

To promptly detect and correct issues such as misconduct and harassment, we have established a global hotline (EARS) that allows for anonymous reporting from both inside and outside the company. All reported cases are appropriately investigated and deliberated by the independent Compliance Committee in accordance with internal regulations. Since any form of retaliation against whistleblowers is clearly and strictly prohibited, reporters can speak up without fear of reprisal. We encourage speaking up and aim to create an organization that does not overlook wrongdoing.

EOS* Score

*Employee Engagement Survey by Korn Ferry.

FY2025 Results

“Management considers compliance to be important”

Favorable response

92%

“I understand the Code of Conduct for Compliance and corporate ethics”

Favorable response

95%



Building a Supply Chain with Partners

With Responsible Procurement and Procurement for Value Co-creation as our twin pillars, we contribute to a sustainable future across the entire supply chain.

Building a Foundation for Responsible Procurement: Supply Chain Due Diligence

The Panasonic Group's basic policy is to do business with partners who fulfill their social responsibilities, and we emphasize due diligence to prevent and mitigate potential risks in our supply chain. In 2022, our procurement division led the update of the Supply Chain CSR Promotion Guidelines. We ask all our partners to agree to these guidelines, which reference the RBA* Code of Conduct, and we conduct CSR self-assessments before starting business.

Furthermore, we have added CSR initiatives to our traditional QCDS evaluations. If a high risk is identified, we request improvements through on-site audits. Through these activities, we prevent negative impacts on human rights and the environment and build a robust foundation for business continuity.

Initiatives for Value Co-creation with Partners: ECOVC Activities

On the foundation of responsible procurement, we are developing ECOVC Activities to create new value with our partners. This is a Panasonic Group initiative aimed at balancing both environmental value (ECO) and cost rationalization (Value Creation). We position this as a platform for co-creation, combining our expertise with our partners know-how to enhance the competitiveness of the entire supply chain.

This activity is also linked to our long-term environmental vision, Panasonic GREEN IMPACT. Together with partners who supply essential electronic components, materials, and manufacturing services for our B2B solutions, we are working on diverse themes such as consolidating parts that directly lead to product power savings and utilizing recycled materials. We share the results of these activities within the group to drive overall improvement.

*RBA: Responsible Business Alliance

Responsible Procurement Activities

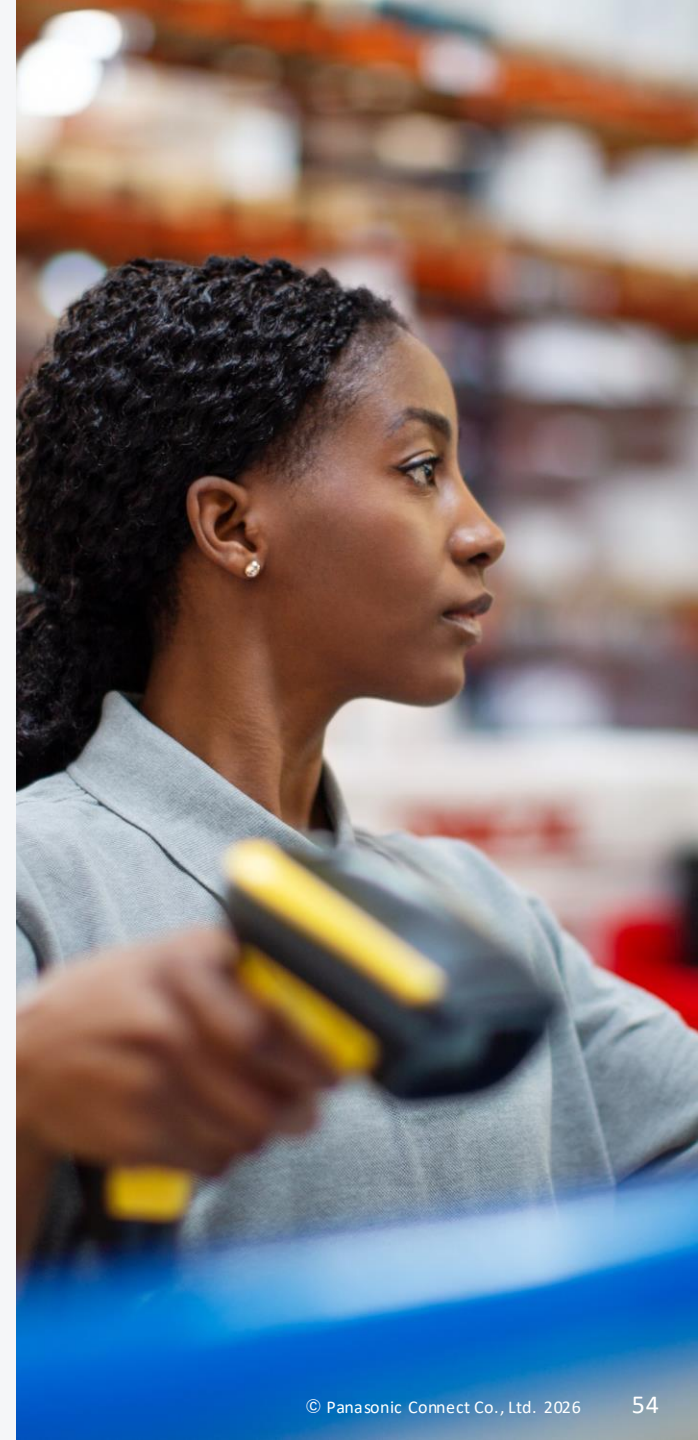
FY2025 Results

CSR Assessment Checklist Collection from Business Partners:

100% Complete

CSR Assessment Checklist Collection from Assigned Partners

100% Complete



Quality & Environmental Compliance

We provide high-quality products and solutions with consideration for the global environment.

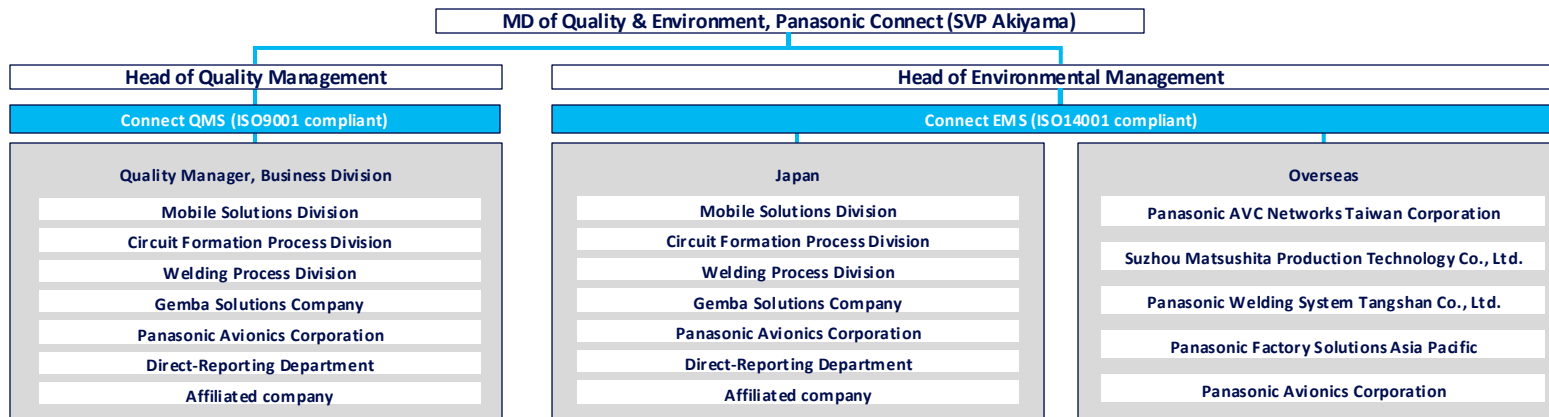
Basic Policy

Panasonic Connect positions quality and environmental compliance as one of its most critical management priorities, aiming for a sustainable future. By establishing and operating a quality and environmental management system that conforms to international standards and ensuring full compliance with product and environmental regulations, we continuously provide customers with high-quality products and solutions. Furthermore, as a global company, we recognize global environmental issues as a key management challenge and are committed to working together to realize a sustainable society. Additionally, we promote initiatives such as reducing CO₂ emissions and making effective use of resources across our entire value chain. Together with all our stakeholders, including our customers, we will pursue the realization of sustainability.

Governance Items

Quality	Environment
<ul style="list-style-type: none"> Quality risk management Product safety Product laws and regulations Product security Chemical substance management in products Pharmaceutical affairs Contract manufacturing at overseas sales companies Solution business Collaboration with Panasonic Holdings 	<ul style="list-style-type: none"> Environmental risk management Environmental laws and regulations Site environmental management Chemical substance management Waste management Reduction of CO₂ emissions Environmental education for employees Collaboration with Panasonic Holdings

Governance Structure



Improving Management Quality through Learning & Enhancement

By learning from past failures and cultivating an “Integrity Mindset,” we build trust with society & our customers and enhance our management quality.

Establishment of the Management Quality Enlightenment Center

In business operations, ensuring safety and quality and complying with regulations are the cornerstones of trust from our customers and society. We operate the Management Quality Enlightenment Center as an initiative for all employees to share and practice this philosophy. This Center embodies our strong commitment to “ensuring that failures are not forgotten and that the same mistakes are never repeated.”

Here, we have established a process for transforming lessons learned from past failures in our business activities into organizational learning, which all employees apply to their daily work. The exhibits are also regularly reviewed to consistently maintain a high quality of learning. Specifically, there are exhibit corners divided into categories such as Information Security, Compliance, Construction Industry and Safety, Occupational Health and Safety, Environmental Laws and Regulations, and Work Quality, System Quality, and Design Quality.

As a place that prioritizes quality and safety and fosters a culture of compliance, top management also visits to renew their commitment. In FY2025, a total of over 5,000 visitors, mainly Panasonic Group employees, attended either in person or virtually. Furthermore, since its opening to the public in FY2020, we have welcomed visitors from over 60 customer companies, and these activities continue to expand each year.



Sustainability Management System



Sustainability Management Structure

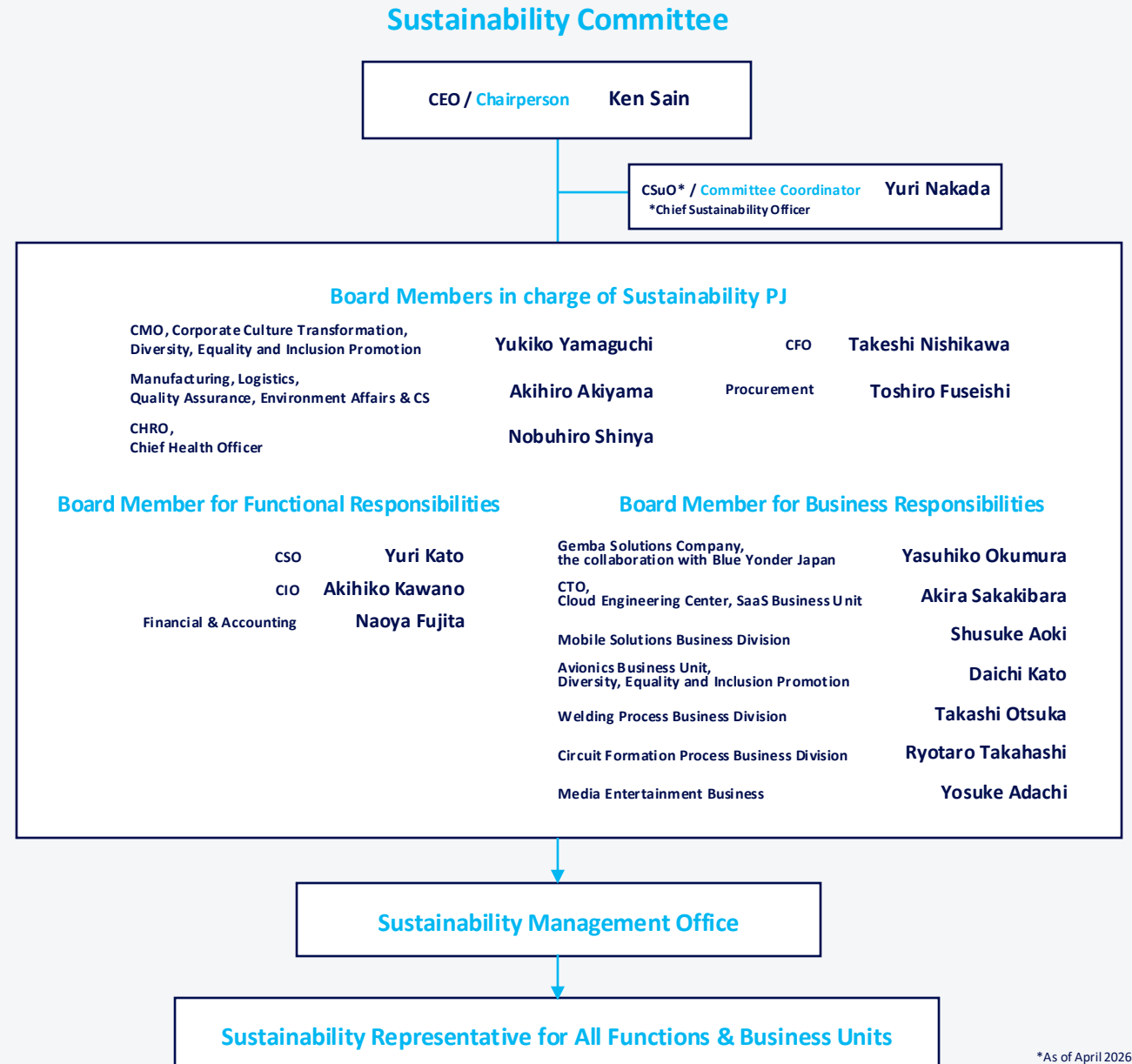
A framework where our top management unites to accelerate sustainability initiatives across the company.

A Corporate Promotion Structure Connecting Management Strategy with the Frontline

To contribute to a sustainable society, Panasonic Connect Group established the Sustainability Committee and the Sustainability Promotion Office in April 2022 to accelerate ESG management and enhance corporate value.

The Sustainability Committee is a corporate decision-making body chaired by Ken Sain, CEO of Panasonic Connect Group, and is comprised of leaders from all functions and business divisions. Meeting quarterly, the committee discusses organization-wide goals and the direction of sustainability initiatives, aiming to strengthen collaboration across departments and ensure the effective promotion of those initiatives.

The Sustainability Promotion Office plays a role in connecting business divisions and functions, providing support to ensure that departmental initiatives do not become siloed and that promotion is consistent across the company. Acting as a hub that connects frontline activities with management strategy, the office works to integrate a sustainability perspective into daily operations.



*As of April 2026

Message from the Chief Sustainability Officer: Driving Sustainability to Enhance Corporate Value



Yuri Nakada

Associate Vice President

Chief Sustainability Officer (CSuO)

Panasonic Connect is committed to delivering solutions that empower our customers' operational frontlines, thereby fulfilling our unwavering purpose to “Change Work, Advance Society, Connect to Tomorrow.” This core business activity inherently reflects our responsibility to society and serves as a tangible demonstration of our commitment to sustainability.

In recent years, the global landscape surrounding sustainability has been evolving rapidly. The demand for corporate sustainability disclosures continues to grow, and mandatory disclosure requirements, which started in Europe, are also being introduced in Japan and other countries. Furthermore, legislative discussions are progressing regarding mandatory sustainability due diligence and third-party assessment. The scope of sustainability is expanding significantly, now covering climate change response, circular economy, and biodiversity conservation.

Amidst these changes, I believe it is essential to advance our sustainability initiatives with flexibility and in alignment with global trends. While establishing a comprehensive roadmap and consistently following it is crucial, it is equally vital to act swiftly and make necessary adjustments as new issues arise by consulting with management and relevant stakeholders. This agile and adaptive approach is paramount for effectively navigating the evolving sustainability landscape. Our Sustainability Management Office serves as the flag bearer for these cross-functional sustainability efforts, ensuring coordinated action across the organization.

We will continue to advance our sustainability initiatives by aligning our business strategy with our sustainability goals. This involves growing corporate value through proactively addressing sustainability challenges. Together with our employees, customers, and partners, we remain committed to contributing to the realization of a sustainable society through our business activities.

Change Work,
Advance Society,
Connect to Tomorrow.



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 textured, digital appearance. The bottom of the image features a white curved border.

Panasonic
CONNECT