



Sustainability Report

2026

Panasonic
CONNECT



CEO Message

Change Work, Advance Society, Connect to a Sustainable Future

Panasonic Connect Group has a long history of environmental stewardship and societal contribution. We collaborate closely with our customers to tackle the challenges they encounter in their frontline operations—where true value is created—jointly developing solutions that enhance operational efficiency, resilience, and sustainability.

Our commitment to sustainability is embedded directly into our business activities. This means our sustainability agenda is fully integrated into our core business strategies. We firmly believe that positioning sustainability as a fundamental pillar of our strategy and operations, and continuously adapting it to our rapidly evolving business environment, is paramount.

The increasing complexity of challenges in frontline operations highlights that our individual efforts alone are not sufficient. We are convinced that a sustainable future can only be realized through "co-creation." This involves actively listening to the voices of our customers and partners and developing shared solutions. Our company purpose, "Change Work, Advance Society, Connect to Tomorrow," powerfully articulates this conviction.

The dedication of each and every employee is the driving force behind these endeavors. Unlocking the full potential of our employees is key to fulfilling our purpose. To achieve this, cultural transformation is essential. We believe that a healthy corporate culture is indispensable for progressing towards a sustainable future.

Panasonic Connect is committed to continuing its contribution to the realization of a sustainable society through our business, in partnership with our employees, customers, and partners.

Panasonic Connect Group CEO

Ken Sain





Our Commitment

Panasonic Connect Group's Commitment to Sustainability-Driven Management

The Panasonic Connect Group places company culture at the heart of its management strategy and is fully committed to continuous transformation. Building on a healthy corporate culture, we advance sustainability-driven management.

In our own workplaces, we are committed to environmental stewardship. Furthermore, we are making steady progress toward realizing a sustainable value chain through the services we provide to customers, working together with our customers and business partners.

Within our workplaces, we respect the human rights of all individuals and promote CONNECTers' Success, enabling every employee to thrive and continue building a fulfilling career.

By connecting with customers and innovating frontline operations, we contribute to the well-being of people across society and the realization of a sustainable global environment.

Note: "CONNECTer" refers to an employee of the Panasonic Connect Group.

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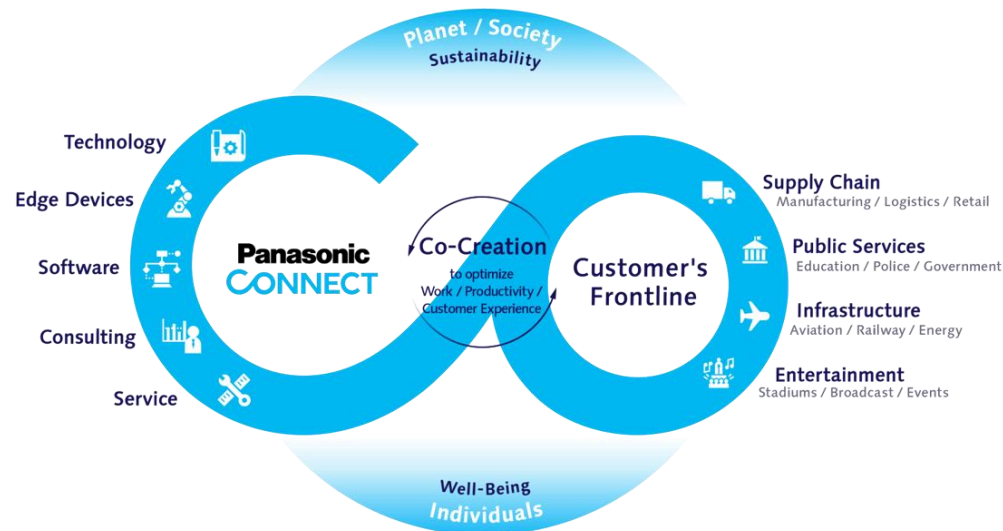
Forward-Looking Statements: The forward-looking statements in this report are based on information available to the Company and on reasonable assumptions as of the date of publication, and do not constitute a guarantee that they will be achieved.

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 customer's 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

01

Supply Chain

Manufacturing / Logistics / Retail

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



02

Public Services

Education / Police / Government

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



03

Infrastructure

Aviation / Railway / Energy

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



04

Entertainment

Stadiums / Broadcast / Events

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



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.

Sustainability at Panasonic Connect



Panasonic Connect's Sustainability Targets

Achieving CONNECTers' Success

By practicing our Core Values and continuously transforming and growing ourselves to realize our Purpose, we promote CONNECTers' Success, enhancing employee engagement and individual productivity.

2030 Target

Employee Engagement

82.0

* Employee Engagement Survey by Korn Ferry

FY2026: 64.0

2027 Target

Value-added per Employee

1.6 x

* Calculated value of EBITDA per employee

vs. FY2024

Driving Sustainable Procurement

To ensure compliance with Panasonic Group guidelines, we conduct risk-based assessments of our procurement partners and complete the required evaluations.

Ongoing Target

CSR Assessment Checklist
Collection Rate from Procurement Partners

100 %

As of April 2025

Advancing Decarbonization

To support the realization of Panasonic GREEN IMPACT, we aim to achieve net-zero CO₂ emissions from our own business sites by 2030.

2030 Target

CO₂ Emissions from
Our Own Sites

Net Zero

Promoting Diversity, Equality and Inclusion

We do not tolerate any form of discrimination and strive to create an environment where diverse cultures are respected, psychological safety is ensured, and all employees can thrive.

2035 Target *Applies only to Japan, not to Panasonic entities based in the U.S.

Ratio of Women Managers

30%

As of April 2025: 8.5%

Strengthening Anti-Harassment Measures

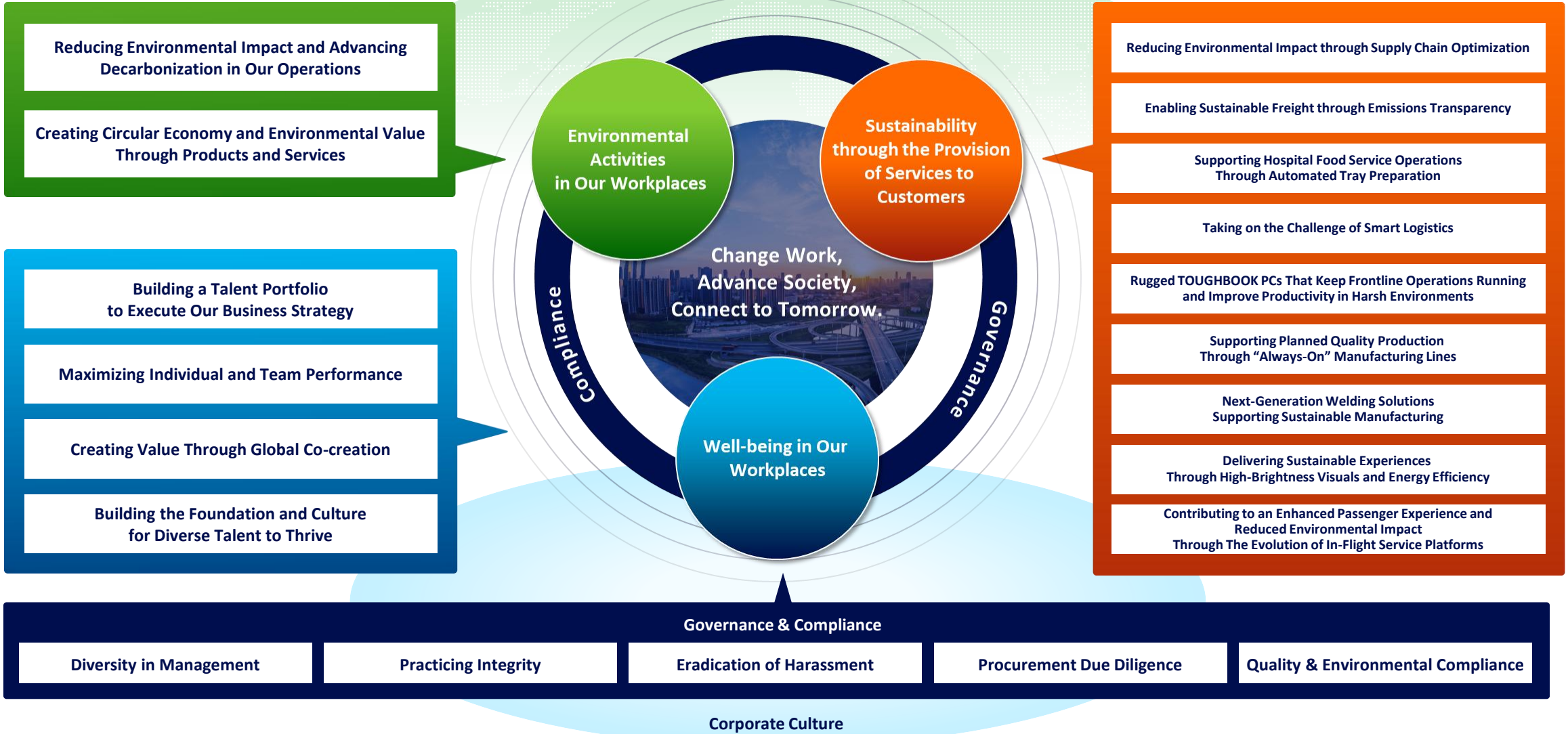
We respond to harassment promptly and rigorously while fostering a speak-up culture and creating a workplace where all employees can work with confidence and peace of mind.

Declaration

Harassment-Free
Workplace

Panasonic Connect's Sustainability Initiatives

Panasonic GREEN IMPACT





Driving Sustainability at Our Customers' Frontlines

Case Studies



Case Study — Honda Trading Asia Co., Ltd. (HTAS)

Reducing Environmental Impact through Supply Chain Optimization

Expedited Freight

98 % drop

Wasted Stock

90 % reduction

The Customer's Challenge

Honda Trading Asia Co., Ltd. faced supply chain disruptions that were intensified by the COVID-19 pandemic, leading to supply and demand fluctuations and escalating expediting costs for last-minute overseas express shipments. The company's reliance on in-house spreadsheets, a legacy system for demand and supply calculations, resulted in data inaccuracies and inefficiencies, which, in turn, led to low on-hand inventory, severe stock shortages, and, on other occasions, wastage from excess inventory holdings.

Our Approach and Solution

Deploying Blue Yonder Solutions for Inventory Optimization, Demand and Supply Planning

Blue Yonder Inventory Optimization and Demand and Supply Planning solutions were implemented to create an integrated, data-driven planning process across the supply chain. By replacing spreadsheet-based calculations and manual planning methods, the company improved forecast accuracy, optimized inventory levels, and gained greater visibility for faster decision-making and response to market fluctuations.

Benefits*¹ and Business Impact

Improved Inventory Efficiency

Improved demand visibility and inventory optimization reduced inventory levels by 15%, freeing working capital while maintaining customer service levels.

Reduced Expediting Costs

More accurate forecasting and planning significantly reduced last-minute overseas express shipments, eliminating 98% of unnecessary expediting costs that previously totaled approximately US\$1.5 million annually.

Improved Cash Flow Efficiency

Lower inventory requirements reduced working capital tied up in stock, enabling the elimination of a US\$30 million bank loan and improving cash flow efficiency.

Contributions to Sustainability*²

Reduced CO₂ Emissions

More accurate forecasting and inventory planning reduced emergency freight requirements and transportation miles by 15%, contributing to lower CO₂ emissions through more efficient logistics operations.

Reduced Inventory Waste

Optimized inventory management reduced excess and obsolete stock by 90%, minimizing material waste and improving resource efficiency across the supply chain.

*1: The stated implementation benefits are estimates provided by the customer. Actual results may vary depending on conditions and operating environments.

*2: The described contributions are based on individual customer case studies and may vary depending on conditions and operating environments. Similar results are not guaranteed for all implementations.

Case Study — Unsworth

Enabling Sustainable Freight through Emissions Transparency

Access To

GLEC-accredited and ISO-aligned emissions calculations

Support For

Automated end-to-end workflows

The Customer's Challenge

With 50 years of experience and having handled well over 1 million shipments, Unsworth is one of the UK's leading freight forwarders. With climate change at the forefront of so many shippers' minds, it needed to provide an integrated emissions measurement service to its clients.

Our Approach and Solution

Deploying Blue Yonder Solution for Logistics Emissions Calculator

Blue Yonder Logistics Emissions Calculator was integrated into Unsworth's Pathway platform to provide accredited emissions measurement and reporting as part of the customer experience. The solution enables automated end-to-end workflows, seamless access to shipment emissions data, and GLEC-accredited, ISO-aligned emissions calculations without the cost and complexity of developing an in-house solution.

Benefits^{*1} and Business Impact

Expanded Customer Value

More than 900 customers and nearly 2,000 users gained direct access to shipment emissions reporting through the Pathway platform, enhancing the value of Unsworth's digital services.

Improved Operational Efficiency

Automated end-to-end workflows streamlined emissions reporting processes, reducing administrative effort while enabling efficient delivery of emissions insights to customers.

Strengthened Customer Loyalty

Detailed emissions reporting, historical shipment visibility, and transparent methodologies helped strengthen customer trust and support long-term customer relationships.

Contributions to Sustainability^{*2}

Enhanced Emissions Visibility

More than 900 customers gained access to Scope 3 emissions reporting through the Pathway platform, helping organizations better understand the environmental impact of freight activities.

Supporting Emissions Reduction Initiatives

Customers have already measured over 82,150 tons of CO₂e, enabling data-driven actions to reduce logistics-related emissions and carbon footprints.

Enabling Sustainable Reporting

GLEC-accredited and ISO-aligned emissions calculations provide reliable data for sustainability reporting, disclosure, and decision-making, helping organizations advance their environmental goals.

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Case Study — Hospital Food Service Operations

Supporting Hospital Food Service Operations Through Automated Tray Preparation

Staffing Requirements

Approx.

20% reduction

Production Capacity

1,700 meals / **3** hours^{*2}

The Customer's Challenge

Hospital food service operations require highly customized meal preparation tailored to each patient's medical condition and dietary restrictions. In particular, tray preparation involves managing an enormous number of possible meal combinations, requiring extensive labor and specialized skills. This creates significant challenges related to labor shortages and dependence on experienced staff.

Our Approach and Solution

Developing and Deploying an Automated Tray Preparation Service

BPR^{*1} of Tray Preparation Operations:

Digitizing meal planning processes for individual patients and establishing a framework that reduces workload by more than 50% compared with conventional processes, leveraging Panasonic Connect's manufacturing expertise.

Deploying the Automated Tray Preparation Service:

Pre-stocked meal items are supplied to automated equipment, enabling operators to complete tray preparation by simply following on-screen instructions. This transforms one of the most labor-intensive processes into a more accessible and standardized operation.

Supporting Central Kitchen Operations:

Designed for large-scale hospital meal preparation, helping improve efficiency and operational management in central kitchen environments.

Benefits^{*2} and Business Impact

Improved Productivity and Labor Optimization

Approximately 20% reduction in staffing requirements, enabling high-quality meal services with fewer personnel and reduced dependence on experienced staff.

Supporting Operational Continuity

Comprehensive support services, including maintenance, training programs, and call center assistance, help ensure stable and continuous operations.

Expansion of Off-Site Meal Preparation

Establishing an efficient meal production system while reducing dependence on skilled personnel, contributing to the expansion and stable operation of off-site meal preparation services.

Contributions to Sustainability^{*3}

Addressing Labor Shortages

Reducing dependence on experienced staff and enabling stable operations with smaller workforces.

Empowering Diverse Talent

Standardizing processes to create a work environment less dependent on individual experience and skill levels, enabling diverse talent to thrive.

Stable Provision of Hospital Meals

Supporting the expansion of off-site meal preparation services, contributing to uninterrupted meal provision for patients and the sustainability of healthcare infrastructure.

^{*1}: Business Process Re-engineering

^{*2}: The stated implementation benefits are estimates provided by the customer. Actual results may vary depending on conditions and operating environments.

^{*3}: The described contributions are based on individual customer case studies and may vary depending on conditions and operating environments. Similar results are not guaranteed for all implementations.

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% drop

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 (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*¹ 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*²

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.

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Case Study — Automotive Maintenance Operations

Rugged TOUGHBOOK PCs That Keep Frontline Operations Running and Improve Productivity in Harsh Environments

Strengthening Frontline Operations

Business Continuity

The Customer's Challenge

Standard business PCs were unable to withstand harsh operating conditions such as extreme temperatures, dust, water exposure, and accidental drops, creating risks of operational disruptions and increased maintenance costs.

Our Approach and Solution

Delivering Reliable Business Continuity Through Ruggedness, Long Battery Life, and Expandability

Ruggedness:

Designed for harsh operating environments, offering high durability against shocks, drops, vibration, dust, water, and extreme temperatures.

Long Battery Life:

Equipped with high-capacity batteries that enable extended operation and support uninterrupted work even in environments where charging is difficult.

Expandability: Featuring a modular design with interchangeable expansion areas, allowing flexible customization based on operational needs.

Benefits*¹ and Business Impact

Reduced Operational Disruption Risks and Maintenance Costs

The rugged design reduces failures caused by drops, dust, and other environmental factors, helping minimize operational disruptions and repair costs while supporting a more reliable working environment.

Improved Frontline Productivity

Vehicle connection startup and processing times were reduced by approximately 30 seconds, reducing downtime during routine inspections and improving maintenance efficiency. Stable operation of multiple applications while connected to vehicles also enables smoother diagnostic and software update processes.

Contributions to Sustainability*²

Digital Transformation and Paperless Operations in Maintenance Workplaces

Providing real-time access to digital repair manuals on large displays reduces reliance on printed materials and memorization, helping improve maintenance quality while reducing environmental impact.

Flexible Adaptation to Changing Operational Needs Through a Modular Design

Optional modules and attachments can be added as needed, allowing the device to adapt to changing operational requirements. The modular design supports longer product life cycles and enables replacement of only necessary components, reducing device replacement needs and environmental impact.

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Case Study — Manufacturing Operations Optimization

Supporting Planned Quality Production Through “Always-On” Manufacturing Lines

Installed Base Worldwide

90,000+ units

Service Locations

21 countries / **160+** locations

The Customer’s Challenge

Labor shortages, rising costs, and geopolitical risks are making it increasingly difficult for manufacturers to maintain planned production of high-quality products. Companies need the ability to detect early signs of unplanned downtime and quality issues while ensuring rapid recovery and consistent quality across global operations.

Our Approach and Solution

Realizing the Autonomous Factory Through Intelligent Management of the “5M” Factors

5M : huMan/Machine/Material/Method/Measurement Systems That Support Stable Equipment Operations:
Minimizing operational variability from production preparation through startup by leveraging high-rigidity machine frames, maintainability, and offline setup capabilities, helping establish a stable production foundation.

Software That Optimizes Entire Production Lines:
Leveraging automation and data-driven intelligence based on 5M data to reduce production variability, improve overall equipment efficiency, and minimize downtime losses.

Lifecycle Services That Support Continuous Operations:
Supporting stable equipment operations through preventive maintenance, remote support, and upgrades while maximizing lifecycle value.

Benefits^{*1} and Business Impact

Zero Equipment Downtime During New Product Introductions

NPM-DGS enables all data preparation to be completed offline, eliminating equipment downtime caused by data adjustments on production machines. This helps keep production lines running without interruption.

Approx. 70% Reduction in Equipment Stoppages

An automatic pickup error recovery function (software license) reduces error-related stoppages and lowers the number of equipment stoppages for target components, helping restore operations quickly when issues occur.

33.3% Monthly Reduction in Feeder-Related Quality Losses

Feeder OPEX and monitoring maintenance services detect early signs of deterioration and reduce feeder-related quality losses, enabling proactive action before problems lead to production interruptions.

Contributions to Sustainability^{*2}

Extending Equipment Life and Maximizing Resource Utilization

Maximizing the lifecycle value of existing equipment through longer service life, enhanced maintenance, and improved utilization.

30+ Year-Old Models Still in Operation (India)



Extending equipment life through upgrades and preventive maintenance.

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Case Study — Manufacturing Operations Optimization

Next-Generation Welding Solutions Supporting Sustainable Manufacturing

Sustainable Manufacturing

Spatter Generation

Knowledge & Skills Transfer

Up to **81%** reduction
(Compared with conventional thyristor-controlled
welding power sources)

The Customer's Challenge

Manufacturers face challenges related to labor shortages and skills transfer, while also responding to growing demand for products that support a decarbonized society. Ensuring consistent quality and productivity while advancing sustainable manufacturing through new materials and production processes has become a common industry challenge.

Our Approach and Solution

Providing the NR1 Series and iWNB Integrated Welding Management Software

Welding Support Leveraging Expert Know-How:

“Welding Navigation” and “Welding Concierge” functions support optimal welding condition settings and parameter adjustments based on welding targets, enabling high-quality welding with reduced dependence on individual skills and experience while supporting skills transfer and quality standardization.

Operational Visibility and Data Utilization:

The iWNB integrated welding management software centrally manages welding information and equipment operating status, strengthening quality management and traceability while supporting continuous process improvement.

Benefits^{*1} and Business Impact

High-Quality Welding and Skills Standardization

“Welding Navigation” and “Welding Concierge” help optimize welding conditions and parameter settings, enabling high-quality welding while reducing reliance on operator experience and skills.

Enhanced Quality Management and Process Improvement

iWNB enables centralized management of welding information and equipment operating data, strengthening quality management and traceability while supporting ongoing process improvement.

Reduced Defects and Rework

Reducing spatter generation by up to 81% helps reduce defects, spatter removal work in downstream processes, and rework.

Contributions to Sustainability^{*2}

Supporting Skills Transfer and Addressing Labor Shortages

Digitizing the knowledge of experienced welding professionals enables high-quality welding with less dependence on individual expertise, supporting skills transfer and helping address labor shortages across the manufacturing industry.

Reducing Material Waste

High-quality welding and reduced spatter generation help decrease defects, rework, and material waste.

Contributing to Manufacturing for a Decarbonized Society

Supporting the production of products that utilize new materials and manufacturing methods, including electric vehicles and hydrogen-related equipment, contributing to sustainable manufacturing that supports a decarbonized society.

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Case Study — 3-Chip DLP® Laser Projector PT-RQ45K Series

Delivering Sustainable Experiences Through High-Brightness Visuals and Energy Efficiency

Power Efficiency

Approx.

^{*1}
10% Improvement

Recycled Plastic Content in Main Unit

Approx.

^{*2}
71%



The Customer's Challenge

Large-scale events and permanent installations require increasingly high levels of brightness and image quality. At the same time, larger and more sophisticated equipment can increase installation and operational workloads, making it essential to achieve efficient deployment and operation while reducing on-site burdens.

Our Approach and Solution

Providing the PT-RQ45K Series

High-Brightness, High-Resolution Imaging:
Delivering 42,000 lm brightness and 4K resolution, enabling highly immersive visual experiences even in large-scale venues.

Efficient Installation Through Compact Design:
Designed as one of the world's smallest and lightest projectors in its class, helping reduce the burden of transportation and installation while improving operational efficiency.

Reduced Operational Workload:
Optimized equipment design helps reduce workload throughout the lifecycle, from installation through day-to-day operation.

Benefits^{*4} and Business Impact

Improved Installation Efficiency

The compact and lightweight design reduces transportation and installation efforts, contributing to more efficient setup and adjustment work.

Optimized Lifecycle Costs

More efficient installation and adjustment work, together with reduced operational burden, contribute to the optimization of lifecycle costs.

Enhanced Customer Experience

High-brightness, high-resolution visual performance contributes to more immersive experiences and greater venue value at events and entertainment facilities.

Contributions to Sustainability^{*5}

Reducing Power Consumption Through Higher Efficiency

Achieving luminous efficacy of 13.2 lm/W, approximately 10%^{*1} higher than the previous model, contributing to lower power consumption.

Environmentally Conscious Material Design

Approximately 71%^{*2} of the plastic used in the main unit incorporates recycled resin, supporting resource circularity.

Reducing Environmental Impact Through a Compact and Lightweight Design

As one of the world's smallest and lightest projectors in its class^{*3}, the design reduces transportation and installation burdens while contributing to lower environmental impact throughout logistics processes.

^{*1}: Luminous efficacy is calculated using the maximum light output and the rated power consumption at AC 200–240 V input (PT-RQ45KJ: 3,170 W; PT-RQ35K2J: 2,550 W). Measurement methods and conditions are stated in accordance with JIS X 6911:2021, Data Projectors — Specification Sheet Format.

^{*2}: Percentage based on the total weight of plastic components used in the projector main unit. Excludes projection lenses, printed circuit boards, labels, cables, connectors, electronic components, color sensor cases, optical components, ESD components, adhesives for EMI components, and coatings.

^{*3}: Based on projectors with a brightness of 36,000 lm or higher* (Panasonic research, March 2026*. Calculated based on nominal weight and external dimensions).

^{*4}: The stated implementation benefits are estimates provided by the customer. Actual results may vary depending on conditions and operating environments.

^{*5}: The described contributions are based on individual customer case studies and may vary depending on conditions and operating environments. Similar results are not guaranteed for all implementations.

Case Study — Converix Aircraft Integration Platform

Contributing to an Enhanced Passenger Experience and Reduced Environmental Impact Through The Evolution of In-Flight Service Platforms

Performance Improvement

Up to **8x**

Annual CO₂ Reduction (per unit)

15 Metric Tons reduction



The Customer's Challenge

The airline industry continues to pursue its goals of reducing CO₂ emissions and achieving more sustainable operations. For airlines, the challenge is to meet multiple objectives simultaneously: improving operational efficiency while continually enhancing the overall passenger experience.

Our Approach and Solution

Providing Panasonic Avionics Corporation's Converix In-flight Integration Platform

Higher Performance with Significantly Reduced Weight and Space Requirements:

Converix delivers up to 8 times the performance of the previous-generation server platform while significantly improving performance efficiency and reducing installation space requirements.

Integrated Platform for In-Flight Services:

Integrates in-flight entertainment and connectivity services to streamline cabin operations. Furthermore, it enables the customization of cabin systems and the standardization of aircraft integration, supporting the further evolution of commercial aviation.

Benefits^{*1} and Business Impact

Reduced Operating Costs & Improved Performance

Delivering up to 8x the performance in one-quarter of the space required by the previous-generation server platform, Converix helps reduce annual fuel consumption by 10,450 lbs. and CO₂ emissions by approximately 15 metric tons (14,977 kg) per unit.

Long-Term System Operation

With a platform architecture designed to support continuous upgrades, the system extends product lifespan and enables flexible adaptation to future functional enhancements and performance improvements. This contributes to reducing long-term operating costs.

Contributions to Sustainability^{*2}

Reduction of CO₂ Emissions

By improving fuel efficiency through higher performance and reduced weight, the system supports airlines' objectives to reduce fuel consumption and lower CO₂ emissions.

Effective Use of Resources & Waste Reduction

The modular design and continuous upgrades extend the system's lifespan and contribute to future waste reduction. By prolonging the product lifecycle, the system helps minimize environmental impact.

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A Competitive Intellectual Property Portfolio Supporting Frontline Transformation

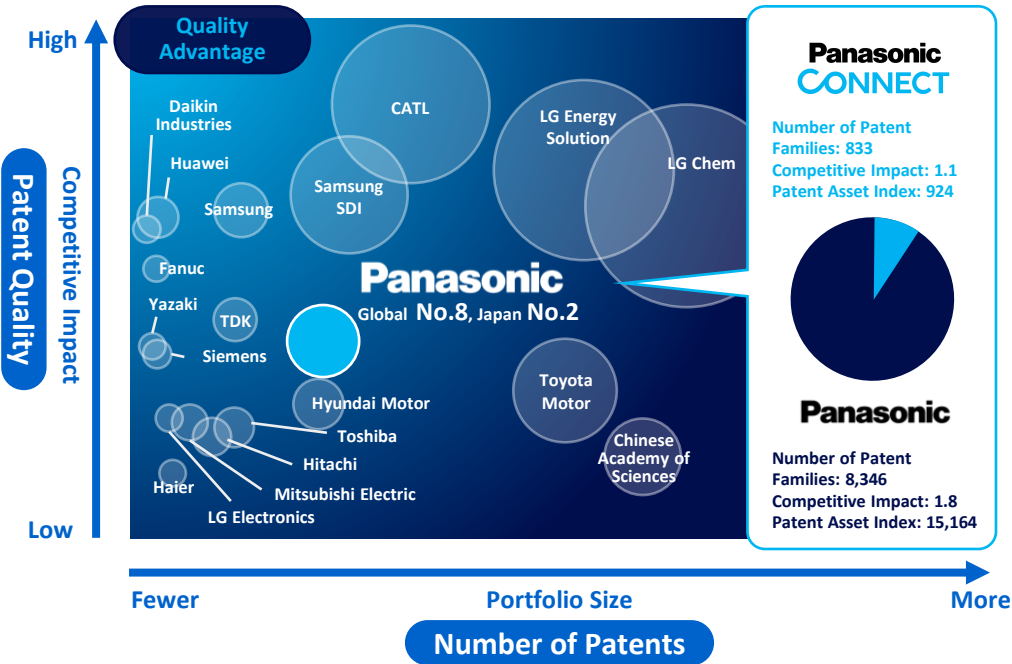
Panasonic Connect continues to invest in research, development, and intellectual property in technology areas that help solve frontline challenges. Intellectual property is a source of competitiveness and reflects the value we aim to create for the future.

Strengths Revealed Through Intellectual Property Analysis

From a sustainability perspective^{*1}, the combined value of sustainability-related patents held by the Panasonic Group ranks eighth globally and second in Japan, following Toyota. Within the Group, Panasonic Connect has concentrated its intellectual property investments on technology areas that help solve frontline challenges, building a high-quality intellectual property portfolio. A comparison of sustainability-related patents among global companies based on patent quality and competitiveness shows that, although Panasonic Connect has a smaller patent portfolio than many leading global companies, it possesses highly competitive patents in areas directly linked to frontline transformation, including autonomous manufacturing and supply chain optimization. In particular, Panasonic Connect holds numerous patents related to Autonomous Factory initiatives within the Circuit Formation Process business. It also possesses highly competitive technologies and patents in welding process and robotic system technologies. In addition, supply chain management technologies enhanced through Blue Yonder contribute to inventory optimization and demand forecasting, serving as an important foundation for improving logistics and supply chain operations. These technologies are not limited to a single business domain but represent core technologies that support multiple businesses. They contribute to addressing social challenges such as labor shortages, productivity improvement, and supply chain optimization while supporting future business growth.

^{*1}: Based on SDG-related patent analysis conducted using PatentSightTM, a patent analytics tool developed by LexisNexis[®] Intellectual Property Solutions.

Global Comparison of Sustainability-Related Patent Portfolios



* Patent Asset Index: An indicator of the overall competitiveness and value of a patent portfolio, based on a combined assessment of patent quality and quantity. (Bubble size is based on the Patent Asset Index.)

* Competitive Impact: An indicator of the competitiveness (patent quality) of individual patent families, based on technological impact and market value.

* Portfolio Size: Number of patent families.

* Patent Asset Index, Competitive Impact, and Portfolio Size are defined in accordance with PatentSightTM, a patent analytics tool developed by LexisNexis[®] Intellectual Property Solutions.

Highly Competitive Patent Technologies from a Sustainability Perspective





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: Directly managed sites, business division sites, and affiliated companies in Japan (Panasonic Connect Katano and Panasonic Connect Kibi), as well as overseas manufacturing sites. Tsuyama Factory (closed in FY2022) is excluded from certain reporting periods due to differences in data coverage.

Waste and Valuable Material Recycling

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

Recycling Rate of Waste and Valuable Materials at Global Manufacturing Sites



Scope of waste and valuable material recycling rate data: Manufacturing sites in Japan (Kobe, Kadoma, Toyonaka, Kaga, Kofu, and 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.



Scope of chemical substance management data: Manufacturing sites in Japan (Kobe, Kadoma, Toyonaka, Kaga, Kofu, and Saga) and overseas manufacturing sites.

Advancing Sustainable Energy Use

Panasonic Connect is promoting the use of renewable energy to reduce the environmental impact of its business activities. At its manufacturing sites, the Company utilizes approaches tailored to local regulations and operating environments, including on-site Power Purchase Agreement (PPA) models ^{*1}, to increase the use of low-impact electricity. By adopting energy solutions aligned with the characteristics and business environments of each site, Panasonic Connect is working to reduce CO₂ emissions and advance sustainable energy use.

^{*1}: A model in which a power generation provider installs and owns renewable energy facilities on a customer's site and supplies the generated electricity to the customer.

Future Outlook

To support the realization of Panasonic GREEN IMPACT, Panasonic Connect will continue to optimize energy use across its operations and expand the adoption of renewable energy. Considering the unique characteristics of each region, site, and business environment, the Company will continue to pursue both environmental impact reduction and sustainable business growth.

Kobe Factory

Mobile Solutions Business Division

Renewable Energy System
In Operation Since Mar. 2024

Annual
CO₂ Emissions Reduction

Approx. **350 t**

Share of Renewable Energy in
Factory Electricity Consumption

Approx. **15 %**

*Actual results for Apr. 2025–Mar. 2026 (solar panel installation area: 4,040 m²).

Dongguan Factory

Panasonic Projector & Display Corporation

Renewable Energy System
In Operation Since Jan. 2025

At the Dongguan Factory, electricity generated by rooftop solar power systems is consumed on-site under agreements with the industrial park operator and other related parties.

Annual
CO₂ Emissions Reduction

Approx. **857 t**

Share of Renewable Energy in
Factory Electricity Consumption

Approx. **36 %**

*Actual results for Jan.–Dec. 2025 (solar panel installation area: 6,060 m²).

Kofu Factory

Circuit Formation Process Business Division

Renewable Energy System
In Operation Since Apr. 2026

Annual
CO₂ Emissions Reduction
(Expected)

Approx. **1,366 t**

Share of Renewable Energy in
Factory Electricity Consumption
(Expected)

Approx. **27 %**

*Estimate as of Jun. 19, 2026
(solar panel installation area: 14,600 m², including replacement of existing installations).

Suzhou Factory

Circuit Formation Process Business Division

Renewable Energy System
In Operation Since May 2025, Expanded to New Facility in Feb. 2026

Annual
CO₂ Emissions Reduction
(Expected)

Approx. **670 t**

Share of Renewable Energy in
Factory Electricity Consumption
(Expected)

Approx. **12 %**

*Estimate as of Jun. 19, 2026
(solar panel installation area: 4,721 m², including installation at the new facility).

Alignment with EPEAT® 2.0 and Advancing Sustainability Across the Supply Chain

The Mobile Solutions Business Division is committed to reducing environmental impacts across the entire product lifecycle and contributing to a sustainable society. All TOUGHBOOK rugged tablets and PCs for the North American market are certified under EPEAT.^{*1}

■ What is EPEAT?

EPEAT (Electronic Product Environmental Assessment Tool) is a global ecolabel for electronics. It evaluates the environmental and social impacts of products and the companies involved in their supply chains across the entire product lifecycle, from resource extraction and manufacturing to use and recycling.

Alignment with EPEAT 2.0

EPEAT 2.0, which took effect in December 2025, introduces significantly enhanced requirements across four areas: climate change, chemicals, circularity, and responsible supply chains. TOUGHBOOK products released in 2026 meet all mandatory criteria and have also obtained EPEAT Climate+.* We will continue advancing our sustainability initiatives in line with evolving requirements.

Additional designation to recognize the products that meet more than half of the optional climate-related criteria.

Advancing Eco-Conscious Design

At the design stage, we promote the use of recycled plastics and metals, the management, reduction, and disclosure of chemicals of concern, and energy-efficiency measures aligned with international standards such as ENERGY STAR®. In addition to TOUGHBOOK's ruggedness, we focus on product longevity, repairability, and recyclability. We also provide data erasure and product take-back services to support long-term product use and promote resource circularity throughout the product lifecycle.

Advancing Responsible Supply Chains

We promote climate action across the supply chain through initiatives such as reducing GHG emissions, managing water resources, improving energy efficiency, and increasing the use of renewable energy, and publicly disclose our progress and achievements.^{*2, *3}

In addition to supplier assessments based on our CSR Procurement Guidelines, we promote responsible minerals procurement and disclose information on chemical substances contained in our products, helping advance responsible sourcing and enhance supply chain transparency.

^{*1:} For a list of EPEAT®-registered products, please click [HERE](#).

^{*2:} [Sustainability Initiatives](#)

^{*3:} [Responsible Mineral Sourcing](#)



Contributing to Resource Circularity and Reduced Environmental Impact Through the Reuse of Used Projectors

Panasonic Projector & Display Corporation provides a one-stop service that addresses challenges associated with the disposal of used projectors.^{*1}

The service offers appraisal and buyback of business projectors regardless of manufacturer, helping reduce disposal costs through reimbursement based on assessed value. By promoting reuse and resource circularity rather than disposal, the service contributes to both cost savings and reduced environmental impact.

Addressing Challenges in the Disposal of Used Projectors

When replacing older projectors with newer models, many customers were unsure how to dispose of existing equipment, resulting in projectors being stored in warehouses for extended periods. The time and costs associated with storage and disposal became a challenge for both customers and distributors. At sites where projectors from multiple manufacturers were in use, disposal methods often differed by manufacturer, and reusable equipment was sometimes discarded.

By promoting the reuse of used projectors, this service helps address disposal-related challenges while advancing resource circularity. Available regardless of manufacturer or model, it contributes to both reducing customer burden and lowering environmental impact.

Advancing Resource Circularity

By reusing purchased equipment or returning it to the resource cycle, the service helps reduce waste and lower environmental impact.

Reducing CO₂ Emissions

Reusing functional equipment helps reduce raw material consumption and lower CO₂ emissions associated with manufacturing and transportation.

Reducing Customer Costs

In addition to reducing disposal costs, appraisal payments can be applied toward replacement equipment, helping reduce overall customer costs.

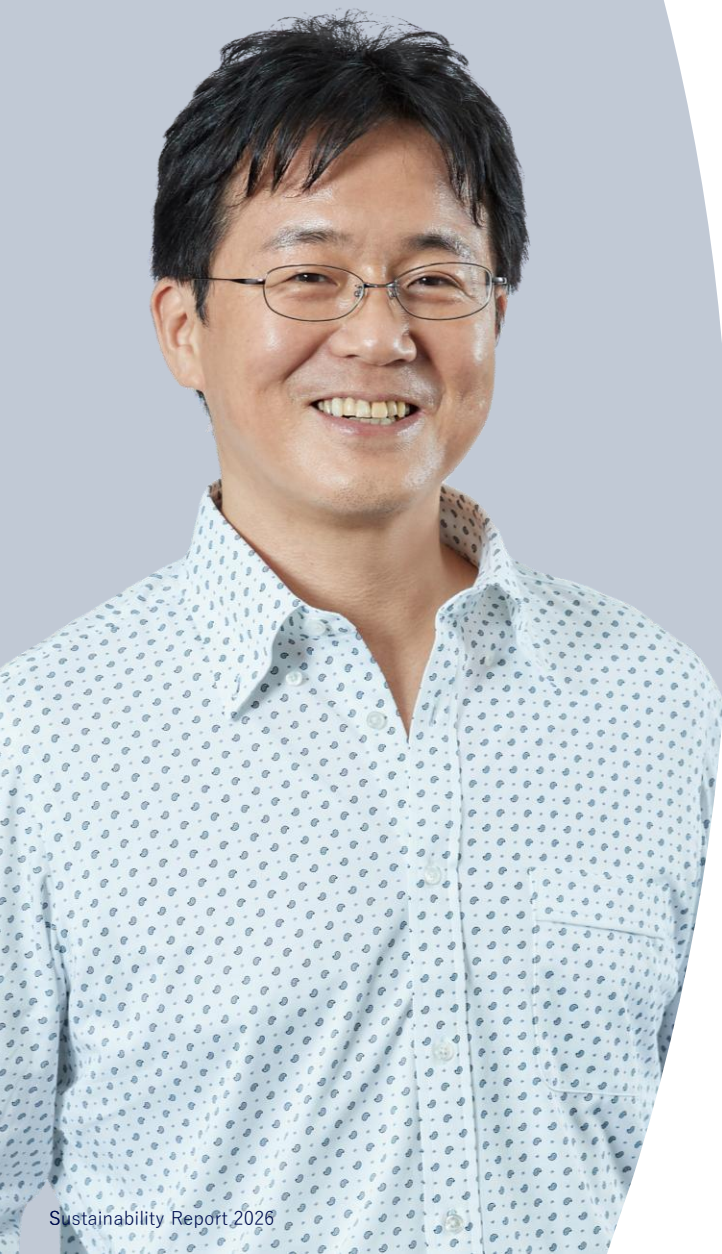
^{*1}: Appraisal and buyback services are provided by Digital Reuse Inc.





Well-being Initiatives in Our Workplaces





CHRO Message

Making Talent and a Healthy Corporate Culture the Source of Human Capital Competitiveness

Panasonic Connect Group serves as the core company for Panasonic Group's B2B products and solutions business. Building on hardware that operates at customers' frontline operations around the world, we combine software, AI, data utilization, services, and engineering to deliver solutions that enhance customer operations and contribute to business outcomes.

The environment surrounding our customers continues to evolve rapidly, driven by increasingly severe labor shortages at frontline operations, rising energy costs, and rapid technological advances, including AI. Businesses are now required to operate with the expectation that unexpected change may occur at any time. In this complex environment, sustainable value creation requires professionals with diverse expertise to collaborate globally, share knowledge, and work closely alongside customers in their frontline operations.

At the same time, many experienced employees who have long supported our business are approaching retirement age. Passing on accumulated knowledge, expertise, and frontline capabilities to the next generation, while accelerating the development and growth of younger talent who will lead future business growth, is essential.

Against this backdrop, we regard talent and a healthy corporate culture as the source of competitiveness in human capital. By supporting each employee in taking on new challenges and growing, fostering an organization where diverse knowledge and expertise are connected, and advancing talent strategies aligned with our business strategy, we aim to enhance sustainable corporate value and realize our Purpose.

Chief Human Resources Officer (CHRO)
Managing Director, Human Resources and Facility Services Division
Chief Health Officer

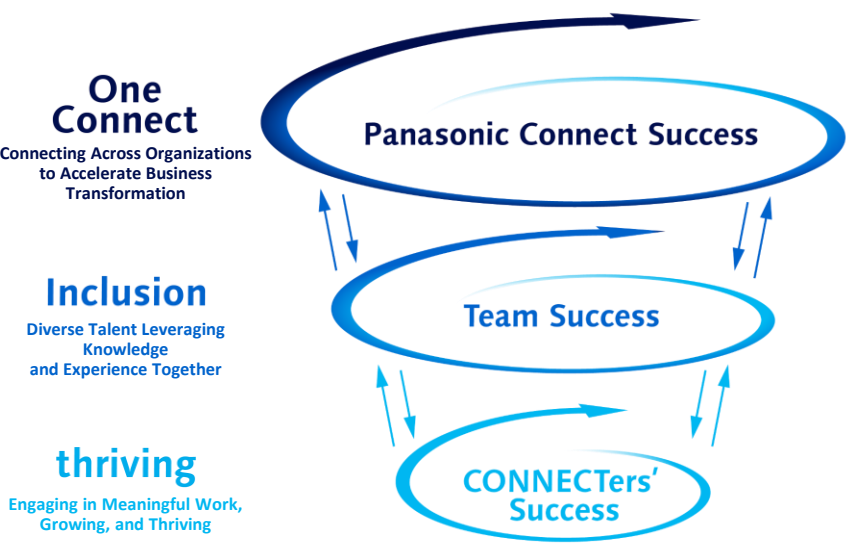
Nobuhiro Shinya

Panasonic Connect's Human Capital Strategy

At Panasonic Connect, we regard talent and a healthy corporate culture as sources of competitive advantage. We place employee, team, and company success at the center of our human capital strategy. The starting point is **CONNECTers' Success**, where each employee engages in meaningful work, continues to grow, and thrives. Success that begins with each employee expands to team success through inclusion, where diverse talent leverages and shares knowledge and experience. This in turn contributes to sustainable growth and enhanced corporate value as **One Connect**.



What We Aim to Achieve Through Our Human Capital Strategy

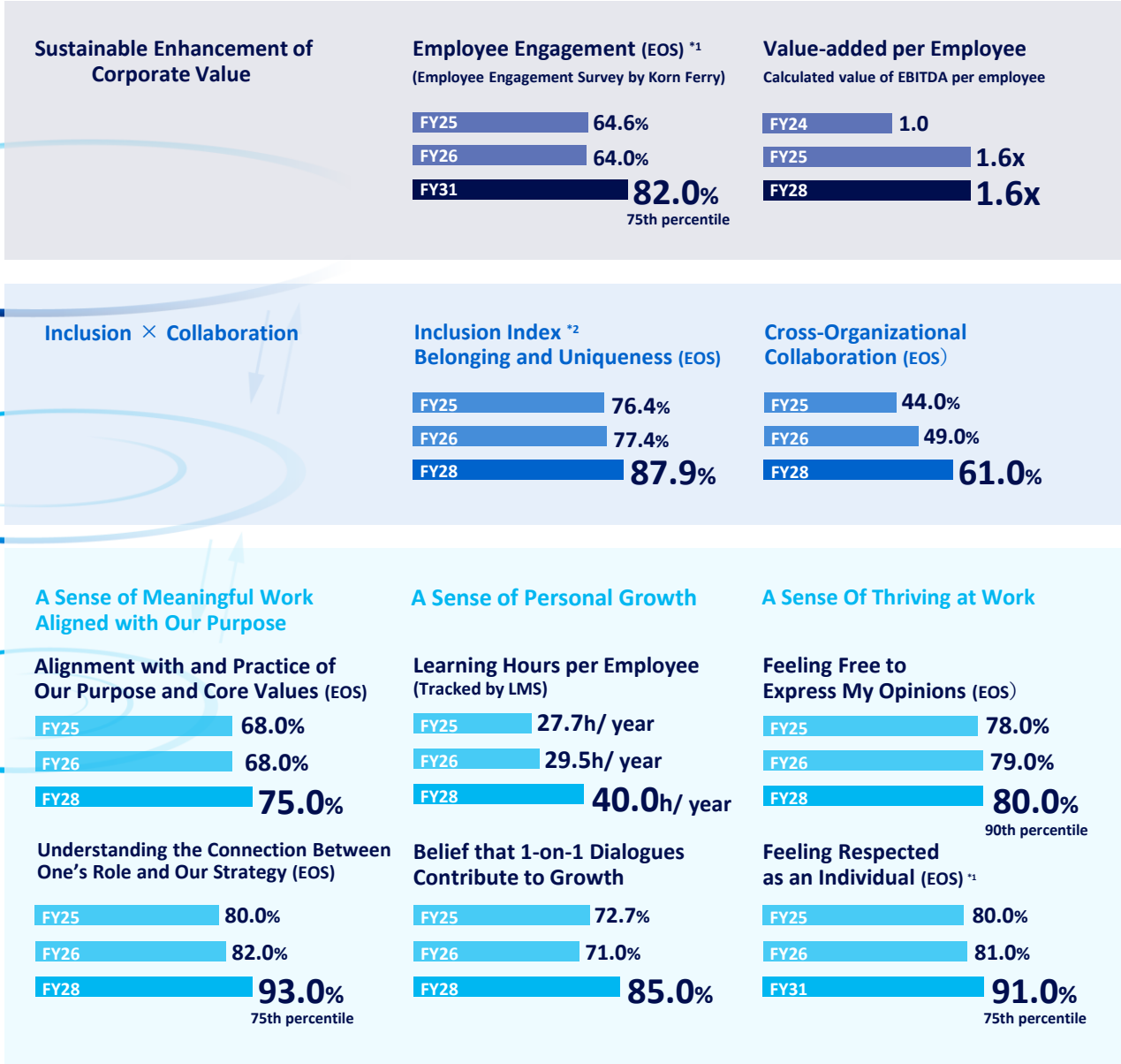


KPIs for CONNECTers' Success

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

What We Aim to Achieve Through Our Human Capital Strategy

We are implementing a range of initiatives to create this virtuous cycle while continuously monitoring progress through KPIs, including EOS metrics. By setting targets at a level comparable to leading global companies, we aim to enhance corporate value through the growth of individuals and teams.



*1: Target values for "Employee Engagement" and "Feeling Respected as an Individual" have been revised and extended through FY31.
*2: Calculated as the geometric mean of the responses to "Feeling Respected as an Individual" and "I am able to use my skills and abilities in my work."



Building a Talent Portfolio to Execute Business Strategy

To support sustainable growth, we are building a talent portfolio aligned with our business strategy. By anticipating future business portfolio shifts and changes in the business environment, we identify the talent and skills required for future success while advancing next-generation leadership development, the acquisition of diverse talent, and the strengthening of organizational capabilities. Through these initiatives, we are building an organization capable of driving business transformation and establishing a sustainable competitive advantage.

Building a Talent Portfolio to Execute Business Strategy

Developing Next-Generation Leaders to Shape the Future of Our Business

Building a Successor Pipeline Aligned with Business Strategy

To ensure the successful execution of future business strategies, we systematically develop future leaders while anticipating future strategic changes. For each key leadership position, we clarify not only current responsibilities but also the roles and accountabilities that will be required to execute future business strategies. We define the experiences, skills, and leadership attributes needed for future success and incorporate them into succession planning and talent development programs. By integrating business strategy, talent requirements, and career development, we are building a diverse pipeline of leaders capable of driving business transformation and sustainable growth.

Cross-Company Talent Deployment Through “One Connect”

To accelerate business transformation and sustainable growth, we develop future leaders through experiences that span businesses, regions, and functions. We clarify the experiences and skills required for future leadership roles while identifying positions that provide opportunities to build those capabilities. Through company-wide discussions among senior leaders, we strategically deploy talent to roles that support future growth and business transformation.

In addition, we support continuous growth through assignments across businesses, functions, and regions, helping employees broaden their perspectives and strengthen their leadership capabilities. Through these initiatives, we are developing next-generation leaders who can drive business transformation and create new value.

Developing Global Talent

True innovation and sustainable growth require leaders with global capabilities. As a core initiative, Panasonic Connect launched the “Connect Global Leadership Program” in 2024 for participants across the Panasonic Connect Group.

The program focuses on three pillars: sustainable value creation, collaboration with diverse stakeholders, and a clear vision and sense of purpose. Participants develop adaptive leadership capabilities to navigate global change and increasingly complex challenges. In FY2026, the program expanded beyond Panasonic Connect, Blue Yonder, and Panasonic Avionics to include Zetes and overseas sales companies, nearly doubling participation compared with the previous year.

Participants engage with colleagues across countries and organizations, gaining exposure to diverse perspectives while strengthening their leadership capabilities. Through the continued development of global leaders, we will further strengthen the talent foundation that supports sustainable growth.



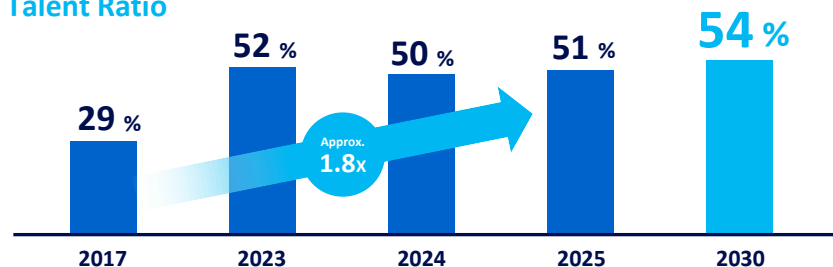
Developing Solution Talent

To strengthen the talent foundation that supports mid- to long-term growth, we are developing talent with diverse areas of expertise. We offer reskilling programs for employees entering new growth areas, providing structured opportunities to build knowledge of Blue Yonder solutions, industry expertise, and role-specific professional skills.

In addition, we provide opportunities to gain global perspectives through overseas training programs and support career development tailored to the expertise of specialized professionals, including systems engineers and data scientists.

To deepen understanding of customer challenges in logistics and supply chain operations, employees participate in hands-on warehouse training that cultivates frontline perspectives and practical capabilities. We also promote the retention of learning outcomes through ongoing support provided under a tutor program.

Solution Talent Ratio



MBA Program Supporting Employees Aspiring to Management Leadership Roles

To help employees broaden their global perspective, leadership mindset, and practical business capabilities, Panasonic Connect offers an MBA sponsorship program. Employees who are accepted into designated universities and apply for financial support are eligible to participate in the program while continuing to work. From 2022 through 2026, a cumulative total of 10 employees have taken advantage of the program to support their career development.



Attracting Diverse Talent

Attracting Professional Talent

To build the talent portfolio required to execute our business strategy, we position talent acquisition not simply as filling vacancies but as an investment in creating business value. Regardless of whether candidates are new graduates or mid-career hires, we place strong emphasis on attracting professionals who aspire to grow and make meaningful contributions.

For example, in new graduate recruitment, we have adopted a job-based talent management approach, enabling flexible assignment of individuals who meet the requirements of specific roles and are expected to become productive quickly. In mid-career hiring, we thoroughly design positions based on future business growth and recruit professionals capable of contributing to that growth. As a result, the proportion of highly skilled talent within mid-career hires has continued to increase.

Ratio of Highly Skilled Talent Among Mid-Career Hires

As of April 1, 2026

57 %

16% Increase (YoY)



Expanding Connections with Diverse Talent

In addition to diversity in gender and nationality, bringing together people with a wide range of knowledge and experience beyond traditional expectations enhances organizational creativity and responsiveness to business needs. To broaden our connections with diverse talent, we continue to expand recruitment channels while promoting various hiring approaches, including referral and alumni recruiting.

We will continue expanding opportunities for people with diverse backgrounds and experiences to connect with Panasonic Connect and pursue opportunities to apply and contribute.

Referral Hiring Ratio

FY 2026 Results

16.9 %

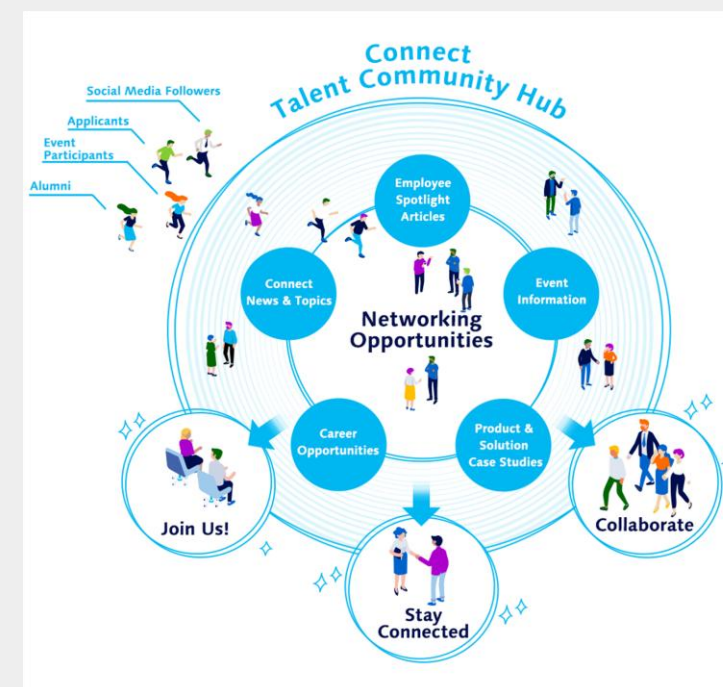
1.6% Increase (YoY)

Connect Talent Community Hub

A place where people inside and outside the company can connect and interact in a more meaningful way.

To transform encounters with people who have an interest in and affinity for Panasonic Connect into lasting relationships, we have established the “Connect Talent Community.” Through ongoing engagement with referral candidates, alumni, students, and current employees, we create opportunities to learn from one another and build connections both inside and outside the company.

Through these activities, we are building a foundation that supports sustainable business growth.



Strengthening Organizational Capabilities to Support Business Growth

Optimizing Talent Deployment and Development Through Skill Visibility and Utilization

Skill-based talent management focuses not simply on “who should be assigned,” but on understanding “what skills people have and how those skills can be leveraged.” By making skills visible, we promote optimal talent deployment and development aligned with business strategy, while enabling employees to better understand their strengths and areas for growth and take ownership of their career development.

In addition, we leverage advanced tools and AI to connect talent deployment, evaluation, recruitment, development, and career growth. Through these efforts, we aim to transform our talent portfolio and support business growth. We will also continue advancing global talent management based on globally standardized skill frameworks.

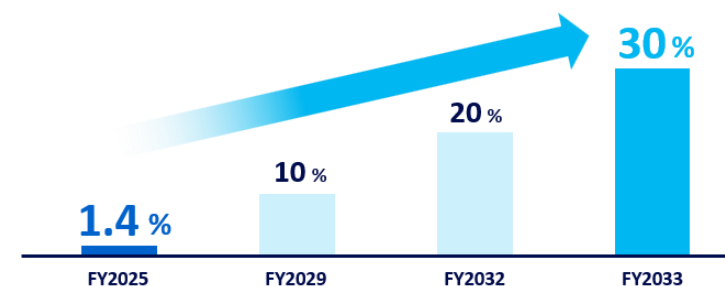


Early Career Advancement and Growth Support: Journey to Leap

To respond to changes in the global competitive environment and technological advances such as AI, it is essential that every employee continuously develops their skills and grows as a professional capable of driving change.

To support employee growth, we have expanded learning and development opportunities, fostered a culture where individuals can maximize their potential, and promoted workplaces where early career advancement is the norm. In particular, through “Journey to Leap,” we aim to increase opportunities for employees to take on management roles by their 30s and accelerate their professional growth. These growth support initiatives are available not only to younger employees but to all employees, encouraging active contribution through skill development and new challenges.

Ratio of Employees in Management Roles by Age 30



Maximizing Individual and Team Performance

We believe that sustainable business growth depends on maximizing the potential of each individual and connecting that potential to team success. To achieve this, we have introduced a job-based talent management approach that supports employees' self-directed learning and growth while maximizing individual and team performance.

Maximizing Individual and Team Performance

A Management Approach to Maximizing Organizational Impact

Connect with strategy.
Empower your team.
Co-create through dialogue.



Unite in one direction to maximize impact.

Manager 2.0

Manager 2.0 is a management transformation initiative designed to connect individual growth and challenges to organizational impact.

Built on three focus points - "Connect with strategy," "Empower your team," and "Co-create through dialogue" - the initiative aims to clarify strategy, draw out the diverse knowledge and capabilities of team members, and maximize organizational impact by connecting individual strengths.

This year, we placed particular emphasis on "Connect with strategy" and "Co-create through dialogue."

We cascaded company-wide strategies into the roles and priorities of each organization and clarified expectations through workshops. In addition, we promoted mechanisms and tools that strengthen alignment between managers' goals and organizational objectives.

Through these initiatives, we are seeing improvements not only in strategic alignment and cross-functional collaboration, but also in decision-making speed, information sharing, and overall organizational effectiveness.

Feedback Culture

To achieve sustainable growth in a rapidly changing business environment, it is essential that each employee proactively identifies challenges, collaborates with others, and continues to grow. The foundation of this growth is feedback that helps individuals recognize gaps between current performance and expectations and translate those insights into action.

To support individual growth and enhance organizational performance, we are fostering a Feedback Culture where constructive feedback is exchanged on a daily basis.

Dialogue that Supports Individual Growth and Career Development

We have introduced A Better Dialogue (ABD) and regular 1-on-1 meetings as mechanisms for ongoing dialogue between managers and employees.

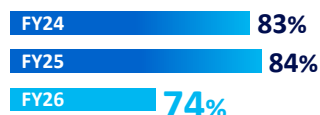
Through ABD, employees discuss not only business and competency goals but also career aspirations and development needs with their managers, enabling alignment on expected roles and future growth opportunities. In day-to-day 1-on-1 meetings, managers provide feedback on work progress and challenges while offering continuous support toward career development.

1-on-1 Metrics

Participation Rate



Satisfaction



Comfortable Atmosphere

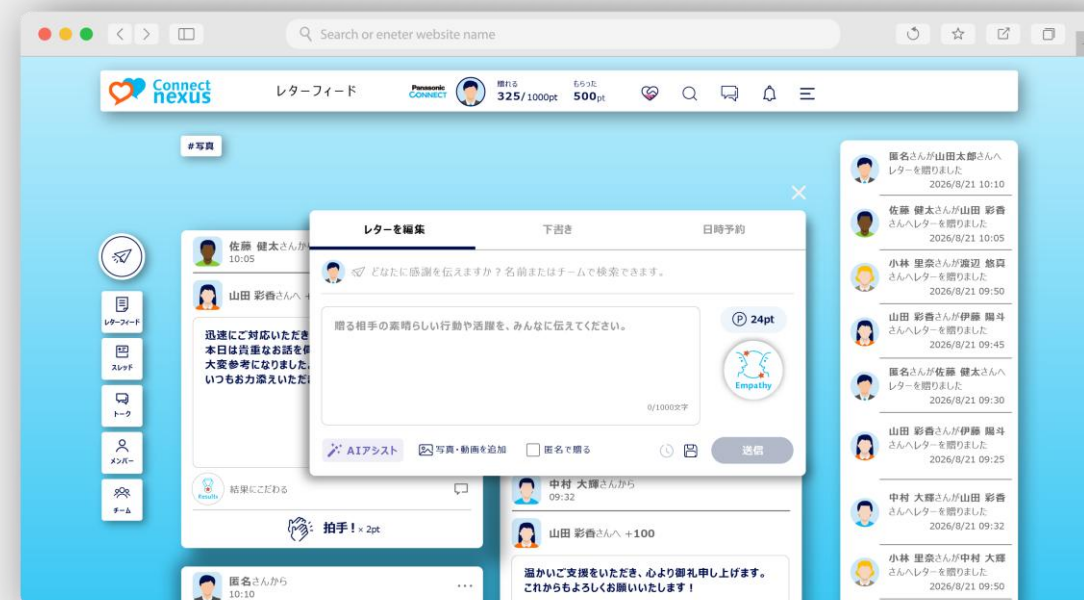


360-Degree Feedback for Broader Perspectives and Insights

To promote the practice of our Core Values and support the growth of each employee, we conduct “Core Value 360-Degree Feedback.”

By receiving feedback from supervisors, peers, project members, and others, employees can better understand gaps between self-perception and others’ perspectives while identifying strengths and development opportunities. These insights help employees clarify growth priorities and behavioral goals, supporting their next stage of growth through concrete actions.

Fostering a Culture of Recognition for Living Our Core Values “Connect NEXUS”



Using the peer bonus platform “Connect NEXUS,” employees can send messages and points to one another to recognize and appreciate contributions and behaviors aligned with our Core Values in daily work.

Messages shared through the platform are visible across the company, helping spread best practices and positive behaviors while reinforcing our Core Values. Through this initiative, we are fostering a culture of appreciation, recognition, and mutual support.

FY26 Results (% of Users Receiving at Least 1 Letter / Month)

Login Completion Rate **95%**

Letter Receipt Rate **90%**

RECOG SDGs AWARD 2025*

Winner

*Recognizing organizations with the greatest contribution to meal-support initiatives through active appreciation and recognition.

Fostering Career Ownership

As employees' career aspirations and values toward work continue to diversify, companies and individuals are increasingly building relationships based on mutual choice and shared responsibility. Against this backdrop, we support all employees in developing career ownership and taking initiative in shaping their own careers.

Career Programs Tailored to Career Stages and Job Levels

To support all employees in growing as professionals, we provide Career Ownership programs tailored to the career challenges associated with different career stages and job levels. Using ConnectAI, employees are supported in articulating their personal values and clarifying their career vision. In addition, through 1-on-1 discussions with managers and consultations with certified career consultants after the program, we have established a framework that supports self-directed career development through collaboration among employees, managers, and Human Resources.

	Employees		Managers
50s	Designing for a 100-Year Life		
	Exploring the Next Stage of Life		
40s	Understanding and Enhancing Employability		
30s	Growth Mindset	Growth & Challenge	Career Planning
20s			



Career Consultation Service: CAREER STATION

CAREER STATION provides employees with access to certified career consultants within the company for career-related consultations. Consultations are handled confidentially by nationally certified professionals, providing employees with a trusted environment in which to discuss career-related concerns. The service is widely used across the company.

Cross-Boundary Learning Beyond the Company

We offer open-enrollment cross-boundary learning programs that provide opportunities for employees to apply the experience and strengths they have developed at Panasonic Connect in external environments, including other companies and local communities. By stepping beyond their usual boundaries and engaging with people outside the company, participants gain new perspectives and diverse insights through initiatives related to business creation and regional development, strengthening their sense of career ownership.

Internal Job Posting Program

Through "Connect e-Challenge," our internal job posting program, employees can apply for positions they aspire to regardless of age or experience. We create an environment where employees can take on new challenges with confidence by ensuring confidentiality throughout the application process, providing feedback following selection decisions, and offering support after transfers. In FY2026, 193 applications were submitted, and 46 employees took the first step toward a new career opportunity. By supporting employees in proactively pursuing new challenges, we aim to foster both individual growth and organizational development.

Fostering a Learning Culture

To support employees in taking ownership of their careers, we operate the corporate university “CONNECTers’ Academy” as a platform for continuous learning.

The academy provides structured learning opportunities across three areas defined in job descriptions: Core Values, Business Literacy, and Professional Skills. In addition to DX training and global leadership development programs, we offer a variety of learning programs aligned with our human capital and business strategies, including “Manager 2.0” and “Journey to Leap.”

In FY2024, we introduced a Learning Management System (LMS) to enhance the visibility of learning activities and encourage continuous development. As a result, annual learning hours per employee reached 29.5 hours, an increase of 1.8 hours year over year, demonstrating the steady growth of our learning culture.

CONNECTers’ Academy

Core Values	Business Literacy	Professional Skills	Other Programs
Basic Business Philosophy	E-Learning Platform	Role-Specific Training	Strategic Business Programs
Core Values Training	Open Literacy Programs	Group-wide Training	Management Training
	DX Training	External Training Programs	Onboarding Training
	Global Leadership Development Program		



Meister Program for Advancing Manufacturing Skills

Advanced manufacturing skills support quality improvement, productivity enhancement, and overall business competitiveness. In November 2025, we introduced the “Connect Meister Program” to recognize employees with outstanding expertise and skills in manufacturing.

Through this program, we aim to strengthen employees’ motivation to develop their skills while fostering a culture of mutual learning and growth. Certified Meisters receive specially designed uniforms and serve as role models who pass on skills and knowledge to others, helping improve on-site capabilities and develop future talent.



Fostering a Culture of Learning Across the Organization

As a month dedicated to career development and learning, we hold “CONNECTers’ Success Month” each year. Since 2023, more than 100 events have been held, attracting approximately 30,000 participants in total.

Programs include lectures by external experts and events where employees themselves serve as instructors, sharing their knowledge and experience.

Through opportunities for learning and interaction across organizational boundaries, we are fostering a culture in which employees across the company enjoy learning and inspire one another to grow.

Creating Value Through Global Co-creation

As our business grows and transforms, the need to strengthen competitiveness on a global scale continues to increase. To anticipate evolving customer needs and technological advances in overseas markets and enhance our global competitiveness, it is essential to create new value by sharing strengths and expertise across countries and organizations.

We also promote global co-creation that leads to new value creation by fostering collaboration with diverse stakeholders while deepening understanding of different cultures and perspectives.



Creating Value Through Global Co-creation

Cross-Border Co-creation Initiatives

Learning Across Organizations and Regions Creates New Value

To strengthen competitiveness in global markets and create new value, learning across organizational and regional boundaries is essential.

Panasonic Avionics Corporation (PAC, U.S.) and the Circuit Formation Process Business Division (CPBD, Japan) launched a cross-border co-creation initiative in which employees visited each other's sites and shared strengths and expertise through ongoing dialogue, building mutual understanding and collaboration.

By combining PAC's customer-centric thinking and insights with CPBD's expertise in high-quality manufacturing, the initiative has contributed to customer value creation, quality improvement, and new ideas that support business evolution.

In addition, by working together while deepening understanding of different business environments, cultures, and values, employees broaden their perspectives and gain experiences that support global leadership development. These accumulated experiences promote collaboration across organizational boundaries and contribute to new value creation and sustainable corporate value enhancement.

Panasonic Connect × Academia

The R&D Division established an Advisory Board in September 2025. The Board brings together researchers from leading institutions, including Osaka University, Waseda University, The University of Tokyo, and Institute of Science Tokyo, as well as experts from a wide range of fields, to strengthen our technology strategy and enhance the quality of our research themes. At the second meeting held in February 2026, discussions focused on technology and business strategies centered on robotics, AI, and frontline data. Beginning in FY2027, individual sessions with board members have also been introduced to enable more in-depth discussions on specific research themes and potential collaboration opportunities. Through these initiatives, we aim to become a world-class research organization in frontline innovation within the supply chain domain while contributing to the resolution of social challenges through advanced technology development and solution offerings.



Co-creating a Better Society with External and Global Partners: Global Day

Functions including the Design & Marketing Division, IT & Digital Promotion Division, Human Resources and Facility Services Division, and Financial and Accounting Division hold an annual “Global Day” in collaboration with overseas organizations.

Participants share knowledge, success stories, and approaches to common challenges from different regions and companies, contributing to the enhancement of functional capabilities across the organization. Through face-to-face discussions and exchanges, they also build networks that transcend organizational and regional boundaries, promoting continuous learning and co-creation.

Be Global

From Go Global to Be Global

At Panasonic Connect, we are expanding our solution business globally, building on our hardware strengths while placing software at the center of our business model. To respond to business expansion and rapid changes in the operating environment while strengthening competitiveness, we must continuously learn from global markets and technology trends and adapt with agility. With this in mind, we do not define global talent solely as individuals with overseas experience. Rather, we see global talent as people who embrace diverse values and perspectives, transcend regional and organizational boundaries, and create new value. With this mindset, we are evolving from “Go Global” to “Be Global” and strengthening global capabilities across the organization.

A New Approach to Strengthening Global Collaboration

Traditionally, medium- to long-term overseas assignments have provided the primary opportunities for collaboration and mutual understanding among global team members.

However, as collaboration from upstream stages of the value chain, including the co-development of solutions, continues to accelerate, greater flexibility and deeper mutual understanding are required. “Work in XX,” an initiative launched by business divisions, enables employees to work directly with local teams through short-term overseas assignments. These experiences broaden perspectives and help develop talent equipped with both a global mindset and strong local execution capabilities.

Work in XX Participants
FY2026 Results

Total **28**



Developing Global Perspectives and Practical Capabilities



In today’s increasingly competitive global environment, it is essential to continuously develop talent with practical experience in global settings and the ability to collaborate across cultures and respond to international business opportunities.

Through joint hackathons with overseas affiliated companies and training programs at global development sites for junior engineers, we provide opportunities to develop international perspectives and practical capabilities from the early stages of employees’ careers.

In addition, through assignments to joint projects with overseas affiliated companies and the ongoing acceptance of international interns, we create an environment where employees can develop global connections as part of their daily work, even while based in Japan. These initiatives strengthen the organization’s overall global capabilities and readiness to succeed in an increasingly international business environment.



DEI as a Pillar of Our Business Strategy

At Panasonic Connect, we regard Diversity, Equality and Inclusion (DEI) first and foremost as a human rights issue. Situations in which people are disadvantaged because they belong to a minority group or for any other reason are unacceptable, and addressing such issues is an important corporate responsibility.

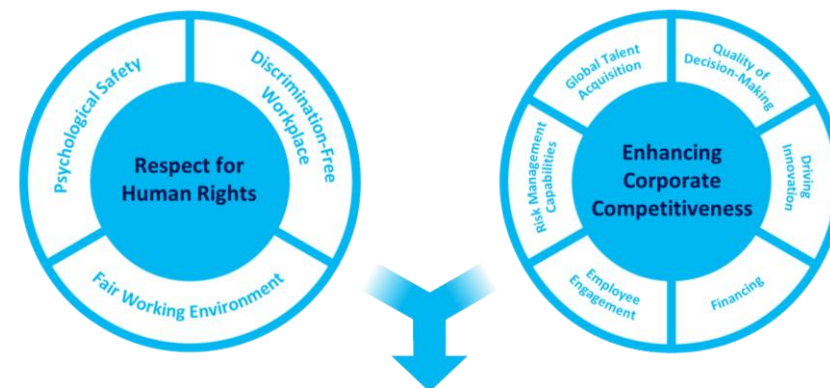
At the same time, we believe DEI is a source of competitiveness and innovation. In a business environment where change is constant, companies cannot continue to grow without diverse perspectives and ways of thinking. To drive innovation and strengthen resilience in the face of change, we position DEI as a pillar of our business strategy.

Building the Foundation and Culture Where Diverse Talent Can Thrive - Turning Inclusion into Organizational Strength -

To continue creating new value by enabling diverse talent to leverage their unique strengths, organizations need a foundation where people feel safe to take on challenges, respect one another, and fully realize their potential through an inclusive culture.

At Panasonic Connect, we promote DEI, Health and Productivity Management, and the effective use of AI as key initiatives supporting this foundation. Through these efforts, we aim to unlock the potential of every individual and connect individual strengths to organizational success, further advancing CONNECTers' Success.

Why We Promote DEI



Long-term Business Sustainability

*Scope of DEI and Diversity Information

The Next Stage of DEI: Inclusion

Since 2017, DEI has been part of our business strategy and is becoming increasingly embedded across the Panasonic Connect Group. To further maximize customer value, we have positioned inclusion as the next stage in our DEI journey. Diversity alone does not create value. When individuals feel a sense of belonging to the organization while expressing their uniqueness, diverse knowledge and experiences can come together to generate new value and drive better decision-making. Regardless of age, gender, nationality, experience, or work style, we aim to foster an inclusive organization where everyone can take on challenges, continue to grow, and leverage their individual strengths and unique characteristics. We believe this provides the foundation for connecting individual contributions to team and organizational success, maximizing customer value, and strengthening sustainable competitiveness.

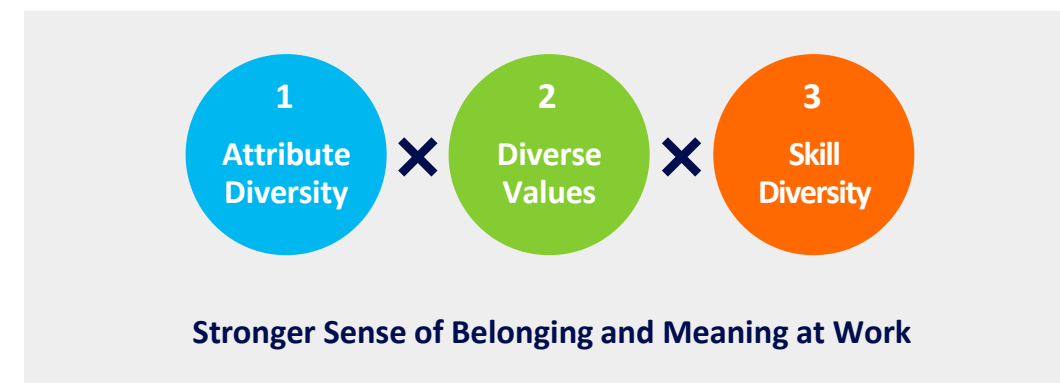


The Value of DEI Demonstrated Through Research

In June 2025, the results of a joint study conducted by Panasonic Connect and Meiji University on the impact of DEI on employees were published in *Humanities and Social Sciences Communications*, a Springer Nature journal.

The study analyzed survey data from approximately 3,000 employees and evaluated diversity from three perspectives: attributes, values, and skills. The findings demonstrated that, in addition to attribute diversity, combining diversity of values and skills contributes positively to employees' sense of belonging to the organization and their sense of meaning at work.

These findings suggest that simply bringing diverse talent together is not enough. Through inclusion, which respects differences and enables individuals to leverage their strengths, we strive to harness diversity as a source of organizational competitiveness.



Panasonic Connect is committed to continuously transforming its corporate culture into one where each individual can thrive and contribute their strengths through diverse values and perspectives, while helping create a society in which everyone can live and work with well-being.

DEI Governance and Putting into Practice

A New Structure: Accelerating DEI Adoption Through Business Leader Participation

In addition to Yukiko Yamaguchi, Chief Marketing Officer (CMO), who oversees DEI initiatives, Daichi Kato, Managing Director of the Avionics Business Unit, joined the DEI leadership in FY2027. By involving business leaders directly, we are strengthening the connection between DEI and business strategy while accelerating its adoption across Panasonic Connect.

The DEI Promotion Office works closely with the CHRO under the Human Resources and Facility Services Division and collaborates with leaders across management, business units, Human Resources, and governance functions. This structure enables us to accelerate HR policies and workplace improvements while promoting inclusion across company.

DEI Champion Activities: Driving Inclusion at the Frontline

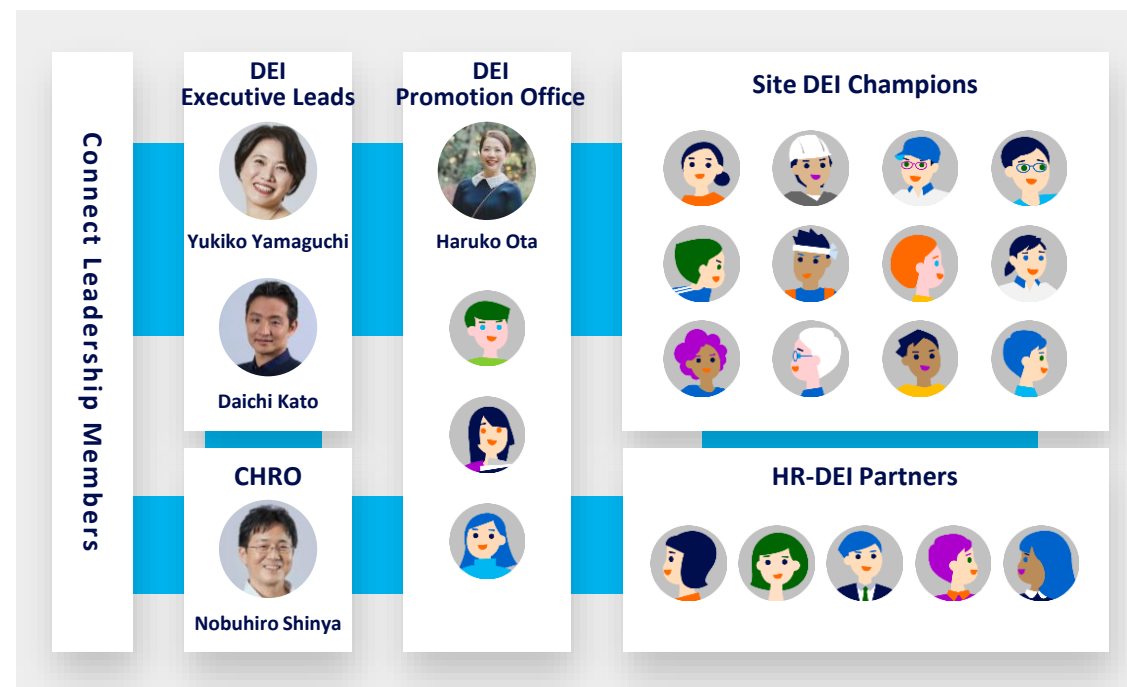
DEI Champions have been appointed across 14 business units and locations across Japan. Working closely with the DEI Promotion Office, they plan and implement initiatives tailored to the challenges and characteristics of their respective workplaces.

To encourage sustained and proactive engagement, Champion activities are incorporated into performance evaluations, and activity budgets are allocated to each site. Through these efforts, we support the ongoing practice of DEI and inclusion at the frontline.

Inclusion Month: Creating Opportunities to Learn and Take Action

Since 2023, October has been designated as “DEI Month,” creating opportunities for employees across the company to learn about, discuss, and take action on DEI. Beginning in FY2027, the initiative was renamed “Inclusion Month.” Company-wide forums featuring internal and external experts help employees deepen their understanding of diverse values and perspectives.

To translate learning into action, the DEI Promotion Office, DEI Champions, and HR teams at each business site work together to develop initiatives tailored to the challenges and needs of each workplace. In FY2026, 55 programs and 208 initiatives were implemented, advancing the practice of DEI and inclusion across the organization.



Expanding Inclusion Through Dialogue and Co-creation

Connecting Employee Voices to Action

Through the “DEI Caravan,” DEI Executive Leads visit business sites across Japan and engage in direct dialogue with employees based on annual themes. Since its launch in 2017, the initiative has continued to provide opportunities for employees and management to exchange perspectives. These dialogues help us better understand workplace and organizational challenges and identify actions for improvement.

Through ongoing dialogue between management and frontline employees, we advance inclusion and address organizational challenges.

Co-creating a Better Society with External Partners

We collaborate with external organizations and companies to advance inclusion beyond Panasonic Connect. The “Gemba Roundtable” brings employees and executives together to discuss the future of work from a frontline perspective. Program materials are also made publicly available to encourage broader adoption. In partnership with Pride House Tokyo through the Pride Action 30 initiative, Panasonic Connect co-hosts initiatives that deepen understanding of LGBTQ+ communities and allies.

Through these activities, we aim to help create a society where everyone can work with confidence and authenticity. Participation continues to grow, with 20 organizations participating in 2024, 65 in 2025, and more than 100 organizations expected to participate in 2026. By sharing knowledge and experiences, participating organizations work together to build a more inclusive society.

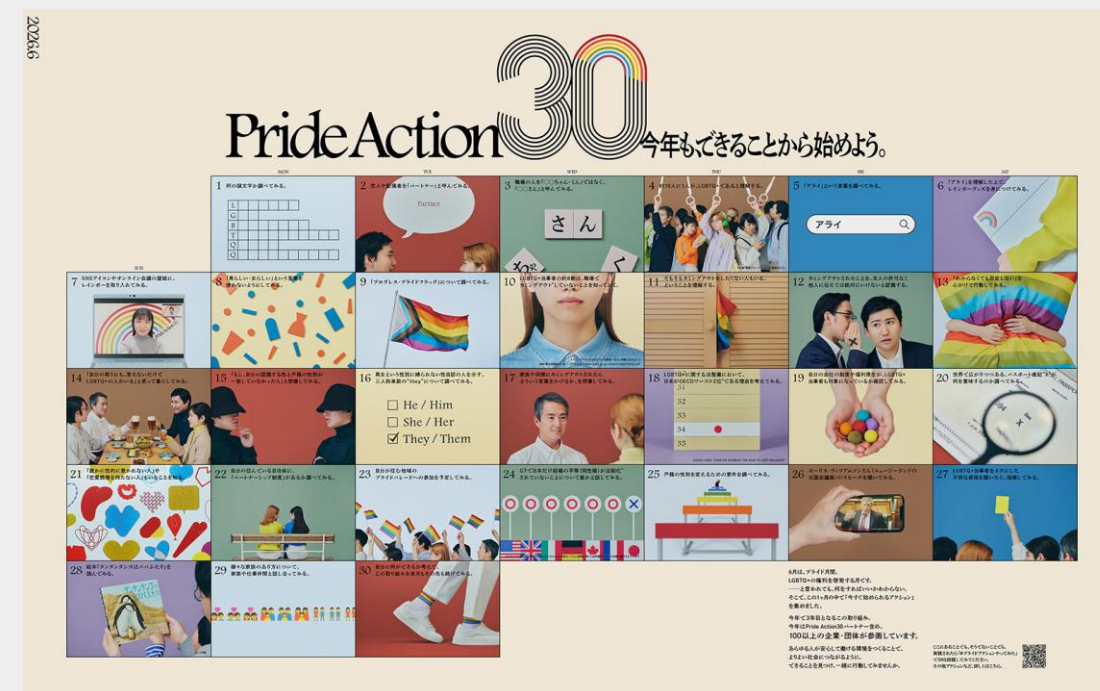
EOS* Scores

* Employee Engagement Survey by Korn Ferry

Feeling Respected as an Individual



All People Are Treated Fairly Regardless of Nationality, Age, or Gender



Creating an Environment Where Everyone Can Thrive

Developing Women Leaders and Expanding Opportunities

As part of our efforts to diversify decision-making, we are developing women leaders and expanding opportunities for growth and leadership. We have set a target of achieving a 30% ratio of women managers by 2035.

We support career development and network building through a cross-company mentoring and career networking program. Within the company, we also promote the visibility of role models and networking opportunities through initiatives such as the “Women in Leadership Meetup,” which brings together women managers from all sites, and “Connect Woman’s Day,” a learning and networking event for women employees.

Promoting Paternity Leave

Since 2019, Panasonic Connect has supported the “100% Declaration for Male Parental Leave” initiative led by Work-Life Balance Co., Ltd.

In addition to developing and distributing a guidebook on paternity leave and hosting discussion sessions for employees who have taken parental leave, we introduced 30 days of paid leave for birth-related childcare leave in 2022 to make it easier for employees involved in childcare to take advantage of the program.

Ratio of Women Managers

As of April 1, 2026

9.1%

0.8% Increase (YoY)

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

Paternity Leave Rate / Average Days Taken

FY 2026 Results

93 % / 57.2 days

8pt Decrease (YoY)

9-Day Increase (YoY)



LGBTQ+: Creating a Workplace Where Everyone Can Be Themselves

Panasonic Connect received its first Rainbow certification in the PRIDE Index 2024, established by work with Pride. The certification recognizes workplace initiatives that support LGBTQ+ and other sexual minorities.

The Rainbow Business Network, launched in February 2024 as a community where ally companies connect and learn from one another, was one of the initiatives recognized in the evaluation.

Meanwhile, the Panasonic Group has received Gold certification for 9 consecutive years since 2016.

People with Disabilities:

Creating a Workplace Where Everyone Can Work with Confidence

Executives deepened their understanding of disabilities through the Universal Manners Certification Program and participated in hands-on programs that simulate experiences such as hearing and visual impairments and wheelchair use. By experiencing some of the challenges people with disabilities may encounter in daily life and the workplace, participants gained a deeper understanding of the facilities, systems, and support needed to create a workplace where everyone can work with confidence.

In addition, Panasonic Connect has special subsidiary companies in Kibi, Okayama and Katano, Osaka that have supported the employment of people with disabilities for more than 40 years. We are creating workplaces where everyone can thrive and make the most of their abilities by building on each individual’s strengths and unique characteristics.

Building the Foundation for Well-being

Enhancing Menstrual Leave

To create a more accessible and supportive environment, we renamed menstrual leave “Tanpopo Leave” in April 2023. We have also introduced half-day leave options to support employees experiencing physical discomfort associated with PMS (premenstrual syndrome). As a result of these efforts, utilization has nearly doubled, helping create an environment where employees can access support when they need it.

Building Understanding and Supportive Environments

To deepen understanding of menstruation and related health issues, Panasonic Connect provides experiential learning opportunities in which employees, including executives, participate in menstrual simulation programs.

In October 2024, menstrual products were made available in women’s restrooms. Following employee feedback, sanitary bins were also introduced in men’s restrooms in October 2025. These efforts help deepen understanding of diverse health-related needs while creating a more supportive workplace.

Egg Freezing Support Program

In October 2023, Panasonic Connect introduced a financial support program for egg freezing. The program helps employees consider egg freezing as one of their future life and career options and supports informed decision-making regarding life planning and career development. Under the program, up to JPY 400,000 is provided to help cover consultation, retrieval, and freezing costs. Employee seminars are also offered to promote understanding and improve health literacy.



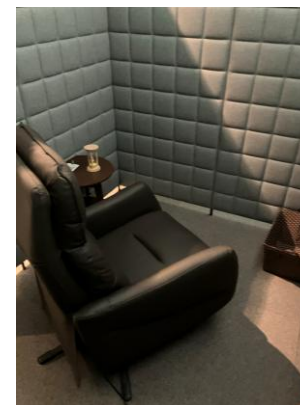
Creating a Workplace Where Everyone Can Work with Confidence

Accessibility and Barrier-Free Environments

Based on feedback from employees with disabilities, we are advancing barrier-free improvements at office locations across Japan, including accessible parking spaces, ramps, evacuation guidance lights with audible and visual alerts, and accessible restrooms.

By 2025, approximately 90% of identified improvements under the “Facilities Improvement Project” had been completed across 53 locations. At our headquarters, heavy manual doors were replaced with facial recognition-enabled automatic doors to improve accessibility for wheelchair users.

Through these efforts, we are creating workplaces where everyone can thrive.



Calm-Down Rooms

Calm-down rooms provide a quiet space where employees can rest and regain focus when experiencing stress, anxiety, or physical discomfort, including symptoms related to menstruation or PMS.

Originally introduced to support employees with developmental or intellectual disabilities, the rooms are now available to a wide range of employees. Based on user feedback and operational experience, they have been expanded to locations across Japan.

Through these efforts, we continue to create workplace environments where employees can work with confidence and feel supported.

English Signage and Pictograms

To ensure that important information is accessible to an increasing number of international employees and visitors, we are expanding the use of English signage throughout our facilities.

In addition to office information and facility guidance, English signage is provided for emergency exits, evacuation routes, fire extinguishers, and AED locations. Working closely with the Design Team, we also incorporate pictograms alongside text to provide information that can be understood regardless of language.



Halal and Vegan Food Options

In response to requests from divisions with growing numbers of international employees, halal and vegan food options, along with dedicated microwaves, have been introduced at our Yokohama site and Tokyo headquarters.

By respecting diverse cultures, religions, dietary preferences, and lifestyles, we are fostering a workplace culture where diverse talent can thrive.

Creating an Environment Where Employees Can Design Their Own Careers and Lives

Connect Work Style

To help employees shape careers and lives that reflect their individual aspirations and maximize their potential, Panasonic Connect provides an environment where employees can choose how and where they work, take time off, and engage in outside activities.

“Work Anywhere” and the “Work N Days” program (three- or four-day workweeks) expand employees’ options for where, when, and how they work. In addition to encouraging the use of annual paid leave, we support planned time off through initiatives such as all-season leave and Challenge Holidays.

Through our side-job program, “Fuku-Gyo!!!,” employees can apply expertise, knowledge, and insights gained outside the company to their work at Panasonic Connect. These initiatives support self-directed growth and help employees continue to leverage their strengths in diverse ways.

Annual Paid Leave Taken

FY 2026 Results

Average **19.2** days

0.6-Day Increase (YoY)

Challenge Holiday

FY 2026 Results

Utilization Rate **98%**

No Change (YoY)

Side Job Program "Fuku-Gyo!!!"

FY 2026 Results

Participants **103**

Increase of 52 (YoY)

A Workplace Where Employees Can Thrive

Using ABW to Enable Thriving

ABW

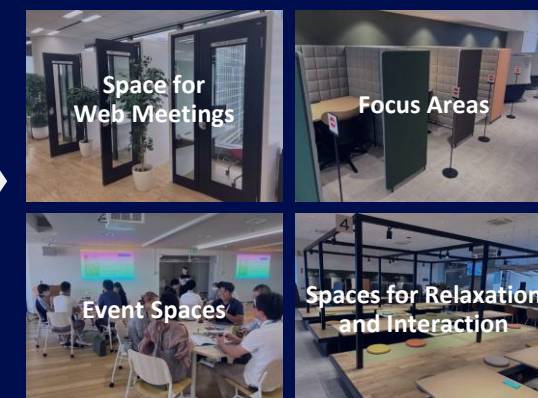
Activity Based Working



Choose the Right Space for the Work at Hand



ABW Solutions



Choose Where You Work Based on Your Activity

To support self-directed ways of working, we have adopted Activity Based Working (ABW), enabling employees to choose the work environment best suited to their task or purpose. Whether collaborating with colleagues, joining web meetings, focusing on individual work, or connecting informally with others, employees can select the space that best meets their needs. We have also created “COMMONS,” shared spaces that support communication, learning, and collaboration across organizations and generations. Through these efforts, we aim to support both individual productivity and team performance.

Building a Foundation for Health, Safety, and Well-being

Health Ownership and Self-Directed Well-being

We aim to create an environment where every employee can stay healthy, work with energy, and perform at their best. To achieve this, we place “Health Ownership” at the core of our health and productivity management approach, encouraging employees to take ownership of their health and well-being. Through health-related information, programs, and support measures, we help employees take proactive steps toward maintaining and improving their health.

Mental Health Initiatives

To create a workplace where employees can continue working with confidence, we place a strong emphasis on maintaining and improving mental health. Using stress check results and employee surveys, we analyze workplace factors such as workload, level of control, managerial support, and peer support. The findings are used to improve workplace environments and identify areas requiring additional support. For workplaces with higher overall health risks, Human Resources and specialists provide follow-up support, helping prevent mental health issues and promote healthier work environments.

Supporting Healthy Lifestyle Habits

Based on the results of health examinations and stress checks, we analyze the relationship between five lifestyle habits—sleep, exercise, diet, alcohol consumption, and smoking—and employees’ health and work performance. The results show that employees with healthier lifestyle habits tend to demonstrate better health and stronger work performance. Through health promotion programs and awareness initiatives, we support employees in making positive behavioral changes and improving their well-being.

Strengthening Occupational Health and Safety Through Risk Visibility

Based on ISO 45001, we apply a risk-based approach to occupational health and safety through the analysis of near-miss reports and hazard prediction activities. Key risks are identified and addressed through risk assessments and improvement measures, with findings reflected in company-wide rules and training programs. Through these efforts, we continuously improve our occupational health and safety management system and work to prevent workplace accidents.

Health and Performance Metrics

FY 2026 Results

Work Engagement ^{*1}

2.5 / Target: 2.6

Absenteeism ^{*2}

1.1 days / 0.1-Day Improvement (YoY)

Presenteeism ^{*3}

20.2% / 0.5% Improvement (YoY)

Occupational Health and Safety Metrics

January–December 2025 Results

Lost-Time Injury Frequency Rate ^{*4}

0.0571

Severity Rate ^{*5}

0.0006

Total Recordable Injury Frequency Rate ^{*4}

0.7420

^{*1}: Survey Method: Brief Job Stress Questionnaire (New BJSQ)

^{*2}: Survey Method: Company-wide average number of sick leave days

^{*3}: Survey Method: Average Presenteeism Score measured using SPQ (Single-Item Presenteeism Question, The University of Tokyo Version)

^{*4}: Frequency Rate: Frequency of occupational accidents

^{*5}: Severity Rate: Severity of occupational accidents

Evolving into an AI-Ready Organization

Looking ahead to a future where people and AI co-create, we are taking an integrated approach that spans the creation of a safe environment for AI use, business process transformation, and the development of talent and organizational culture that drives new value creation.

 **Creating a Safe Environment for AI Use**

 **Improving Individual Productivity**

 **Transforming Business Processes**

 **Toward a Society Where People and AI Co-create**

Since the company-wide introduction of “ConnectAI” in February 2023, the use of AI has evolved from obtaining information to handling more complex tasks. In 2025, AI-driven productivity improvements generated an estimated 788,000 hours of time savings, 1.8 times higher than the previous year.

By utilizing this time for more creative and higher-value work, we are improving productivity across the organization. As the use of generative AI continues to expand, we are also strengthening the foundations for safe and responsible AI use through initiatives such as the publication of the second edition of our Generative AI Guidebook, as well as ongoing updates to guidelines, rules, and operational practices.

As generative AI continues to evolve, we are expanding AI applications tailored to business operations, including support for document preparation and accounting approvals. By introducing AI agents that work in conjunction with business data, we are evolving AI beyond a support tool into a driver of business process transformation and efficiency.

We are leveraging frontline knowledge and data to create new value through collaboration between people and AI in factories and development environments. We also regularly host the “Connect Hackathon,” where employees tackle business challenges using AI and emerging technologies. Through these initiatives, we are developing talent and fostering a culture that embraces human-AI co-creation.

AI Utilization Results

FY2026 Results

Total Time Saved

788,000 hours

1.8x (YoY)

Number of Uses

3.61 Million

1.6x (YoY)

Average Time Saved per Use

33 Minutes

17.9% Increase (YoY)

Monthly Unique Users

61%

11.9pt Increase (YoY)

Certifications, Sponsorships and Endorsements





Sustainability Governance & Compliance



Corporate Governance

Committed to Sustainable Growth,
We Continue to Enhance Management Transparency
and Accountability

Embedding Sustainability into Executive Compensation and Evaluation

Although Panasonic Connect is not a listed company, we introduced a performance-based compensation system linked to ESG indicators in April 2023 to demonstrate our commitment to enhancing corporate value over the medium to long term. Executive compensation consists of fixed and variable components, with executive performance evaluations incorporating both financial and non-financial indicators. In addition to environmental indicators, these non-financial indicators include measures related to diversity and cultural transformation, such as increasing the ratio of women managers. Through this framework, we promote management that balances financial performance with contributions to sustainability.

Promoting Diversity in Leadership

To incorporate diverse perspectives into management decision-making, we actively promote diversity within our leadership team. As of FY2026, women accounted for 16.7% (3 of 18) of executive officers, while mid-career hires accounted for 38.9% (7 of 18). Beyond gender diversity, our leadership team includes individuals with diverse professional backgrounds and experiences, enabling a broader range of perspectives in management.

Diversity Among Executive Officers

FY2026 Results

Women

16.7 %

Mid-Career Hires

38.9 %



Risk Management with a Sustainability Perspective

We strengthen enterprise risk management (ERM) by incorporating sustainability considerations into risk management and assessing risks and opportunities in an integrated manner. In addition to risks associated with climate change and cybersecurity, we address geopolitical changes, supply chain disruptions, and increasingly diverse and complex risks. We are also strengthening business continuity planning (BCP) and business continuity management (BCM). By linking ERM and BCM, management can appropriately assess risks, enhance resilience, and support strategic decision-making.

Building a Sustainable Supply Chain Through Partnership

By balancing responsible procurement with value-creating procurement, we contribute to a sustainable future across the supply chain.

Building a Foundation for Responsible Procurement - Supply Chain Due Diligence

The Panasonic Group conducts due diligence across its supply chain based on the principle of doing business with partners that fulfill their social responsibilities. In 2022, the Procurement Division updated the Supply Chain CSR Promotion Guidelines. All partners are requested to respond to the guidelines and complete a CSR self-assessment before the start of business transactions. CSR self-assessments are updated every three years. Where elevated risks are identified, on-site assessments are conducted and corrective actions are requested. Through these efforts, we help prevent adverse impacts on human rights and the environment while strengthening business continuity throughout the supply chain.

Responsible Procurement Activities

FY2026 Results

Supplier CSR Assessment
Questionnaire

Completed

100 %

Assigned Supplier
CSR Assessment
Questionnaire

Completed

100 %

On-Site Supplier Audits

Completed

13



Co-creating Value with Partners - ECOVC Activities

Building on the foundation of responsible procurement, we promote ECOVC activities to create new value together with our partners. This Panasonic Group initiative seeks to balance environmental value (ECO) with Value Creation (VC) by combining our expertise with the capabilities of our partners to strengthen the competitiveness of the entire supply chain.

For example, in response to environmental regulations and rising material and labor costs, we work with partners to optimize product specifications, processes, and workloads, creating win-win outcomes for both partners and Panasonic.

These activities are also aligned with the Panasonic GREEN IMPACT long-term environmental vision.

Compliance and Integrity

We foster a fair and trusted organizational culture by making integrity the foundation of our business activities.

Putting Integrity into Practice

By thoroughly implementing the Panasonic Group Code of Ethics & Compliance, we encourage every employee to think and act independently based on integrity. In addition to ongoing messages from management and employee training programs, we continue to hold “Compliance Workplace Discussions,” where employees take the lead in discussing workplace issues and identifying solutions. Through these efforts, we foster a workplace culture grounded in integrity.



Harassment Prevention and Whistleblowing System

To create a workplace where employees can work with confidence, we actively promote the elimination of harassment and the appropriate use of whistleblowing system. Through regular ALL HANDS MEETINGS, the CEO continues to communicate the importance of addressing misconduct and harassment. Employees and external stakeholders also have access to the Panasonic Group’s global hotline, “EARS,” which enables concerns to be reported anonymously. We have also established rigorous disciplinary standards that reflect evolving societal expectations and apply them fairly and transparently. Reports are handled by an independent Compliance Committee and investigated as necessary with support from external experts. Retaliation against individuals who raise concerns is strictly prohibited, allowing employees to speak up without fear of disadvantage. In FY2026, the Panasonic Connect Group received 240 reports through EARS. In Japan, the reporting rate exceeded one case per 100 employees, surpassing the APAC benchmark. Through open dialogue and effective reporting mechanisms, we work to identify compliance issues early and respond promptly.

Video Message



Compliance

Respect

Speak Up

Integrity

Quality & Environmental Compliance

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

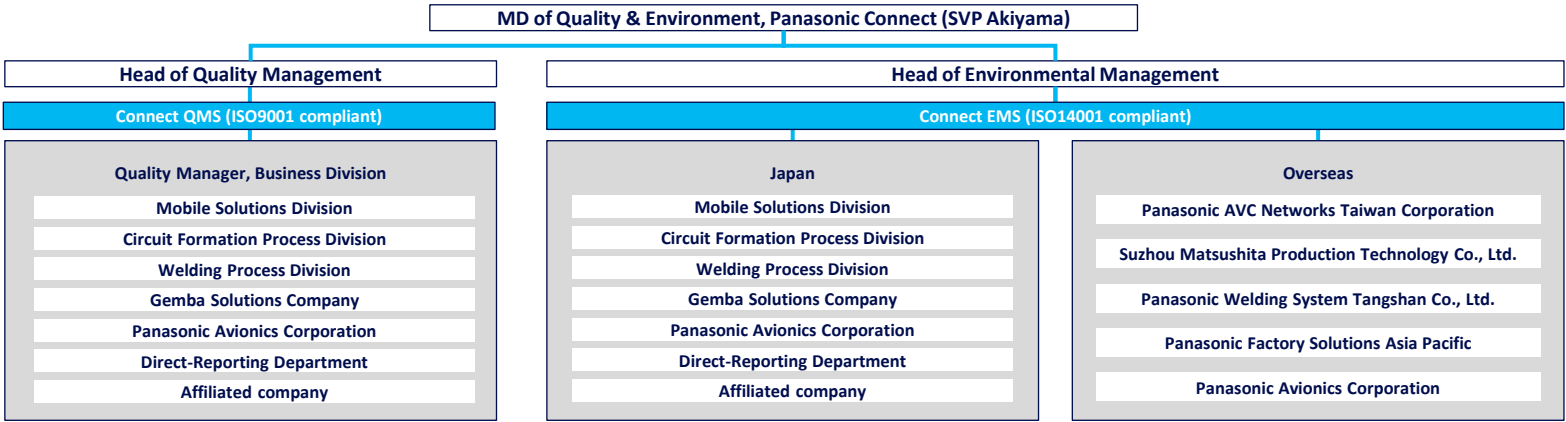
Basic Policy

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



Enhancing Management Quality Through Learning and Continuous Improvement

By learning from past failures and fostering an Integrity Mind, we build trust with society and our customers while enhancing management quality.

Establishment of the Management Quality Learning Center

Ensuring safety, quality, and compliance is fundamental to earning the trust of customers and society. To ensure these principles are shared and practiced throughout the organization, we established the Management Quality Learning Center.

The center embodies our commitment to “never letting failures fade and never repeating the same mistakes.” It transforms lessons learned from past failures into organizational learning and helps employees apply those lessons to their daily work.

The exhibits are regularly reviewed and updated to maintain their relevance and learning value.

Display areas are organized into categories such as information security, quality and compliance, construction safety, environmental compliance, workplace quality, system quality, and design quality.

As a place that promotes quality and safety as top priorities and fosters a culture of compliance, the center provides continuous learning opportunities for employees, including management, while strengthening awareness of quality improvement and the prevention of recurrence across the organization.

In FY2026, more than 6,000 Panasonic Group employees visited the center through in-person and virtual programs. Since opening the facility to external visitors in FY2020, more than 90 customer organizations have also visited.



Sustainability Governance

Sustainability is embedded in management through the active involvement of our top leadership team.

Integrating Sustainability into Management and Business

To achieve both a sustainable society and business growth, the Panasonic Connect Group positions sustainability as a key management agenda. By embedding sustainability perspectives into business strategy formulation and execution, we aim to address social challenges while enhancing corporate value.

Material sustainability matters are discussed and decided together with business strategy and management issues at the Connect Leadership Meeting. By integrating the Sustainability Committee into the management meeting structure, sustainability is no longer treated as a standalone activity but as an integral part of management.

In addition, Sustainability Executive Meetings are held monthly with executive officers from relevant functions to share progress, exchange perspectives, and discuss key themes. These ongoing discussions at the leadership level help accelerate company-wide initiatives.

The Sustainability Office serves as a hub connecting business divisions, corporate functions, and management. By integrating sustainability perspectives into daily business activities and facilitating information sharing on market trends, customer requirements, and regulatory developments, the office supports the execution of business strategy.



Driving Sustainability Management to Enhance Corporate Value

To fulfill our purpose, “Change Work, Advance Society, Connect to Tomorrow,” we believe our business and sustainability strategies must be closely aligned. Sustainability is not a standalone initiative for a select few. It can make lasting progress only when embedded in our everyday business. Our employees are the driving force behind this effort, and the value we CONNECTers create through our work contributes to a more sustainable society.

The sustainability landscape is undergoing profound change. Regulations supporting decarbonization and the transition to a circular economy are advancing, while expectations for human rights and environmental responsibility across entire supply chains continue to rise. Energy challenges are also increasingly intertwined with geopolitics and economic security. Risks such as supply chain disruption and raw material price volatility are becoming more pronounced, with potential implications for business continuity. Strengthening management resilience is therefore essential to navigating change and achieving sustainable growth.

We will continue to address societal challenges through our business, advance our sustainability management, and create value together with our customers—contributing to a better future for our planet and society.

Chief Sustainability Officer (CSuO)
Yuri Nakada



Change Work,
Advance Society,
Connect to Tomorrow.

