Management Philosophy

The founder Konosuke Matsushita always believed that humanity would achieve true happiness only through both material and spiritual affluence. And based on this thought, he aimed to achieve “an ideal society with affluence both in matter and mind.” The “Basic Management Objective” is a concise expression of this mission, and as the heart of the Panasonic Group’s management philosophy, it has been the foundation for all of our management activities to date. “Live Your Best” is a new brand slogan that reflects our Group-wide purpose. Today, global environmental problems, including climate change, are the world’s top-priority issues that require urgent solutions. We at Panasonic are determined to unite our Group-wide efforts to squarely address these issues. Furthermore, we will devote ourselves to supporting the well-being of individual people who live and work in society by helping them to pursue their own happiness and health in both mind and body, and thus live their lives with peace of mind and comfort. Therefore, we have decided to adopt this new brand slogan that encapsulates these aims. Going forward, the Panasonic Group will continue to contribute to solving social issues and the development of society based on our management philosophy, thereby paving a new way toward the future. We will also achieve sustainable growth and enhance corporate value.

Brand slogan reflecting Group-wide purpose

Live Your Best

In an ever-changing world, we continue our efforts to make life simpler, safer, healthier, more enjoyable, and more sustainable. Efforts to help our customers live their best.

Management Philosophy

| Basic Management Objective | Recognizing our responsibilities as industrialists, we will devote ourselves to the progress and development of society and the well-being of people through our business activities, thereby enhancing the quality of life throughout the world. |
| Company Creed | Progress and development can be realized only through the combined efforts and cooperation of each employee of our company. United in spirit, we pledge to perform our corporate duties with dedication, diligence and integrity. |
| Seven Principles | Contribution to Society, Fairness and Honesty, Cooperation and Team Spirit, Uniting Effort for Improvement, Courtesy and Humility, Adaptability, Gratitude |

The Basic Business Philosophy of the Panasonic Group

The following extracts from the management philosophy embodied by our founder Konosuke Matsushita, centered on the Basic Management Objective, Company Creed, and Seven Principles, summarize the mindset which all Panasonic Group employees should keep in mind when practicing work and management.

Aim to achieve “an ideal society with affluence both in matter and mind” based on the thinking of “Matter and mind as one”

Become unrivaled in accomplishing valued work so that customers select Panasonic’s products & services

Faithfully practice the customer-comes-first attitude, more than anyone else

Profit is a result: it should be returned to society & employees and invested in the future

Implement “autonomous responsible management & employee entrepreneurship”

Create a culture in which “employees can say what they have to say” and promote management through collective wisdom

Promote management that “maximizes the potential of each employee”
About Panasonic Group

Panasonic Group Past and Present

Founded in 1918 by Konosuke Matsushita, the Panasonic Group has expanded its business beyond the original wiring devices. In 1932, our founder set forth the Group’s mission to achieve an “ideal society with affluence both in matter and mind,” and the Group has been working toward this goal. Through our business, which creates new value, we aim to solve global environmental issues and contribute to the well-being of people in their “lifestyle” and “workstyle” — in other words, to a comfortable, safe, healthy, and happy state both in mind and body — and to achieve an “ideal society with affluence both in matter and mind.”

1918

- Life with electricity begins
- Expanding our business from wiring devices to a wide range of electrical product lines
- Sold automotive batteries from the dawn of the automobile industry in Japan, contributing to the popularization of automobiles.
- Established the Matsushita Electric Housewares Manufacturing Works (today’s Panasonic Holdings Corporation), and sold its first product, the attachment plug, at a low price to ordinary households, contributing to the popularization of electrical appliances.
- Launched washing machines, black and white TVs, refrigerators, and other products, helping to reduce the burden of housework and make life easier.

1937

- Delivered a highway tunnel ventilation system, which was subsequently combined with a dust collection system to purify the environment inside the tunnel.

1968

- Jet fan (highway tunnel ventilation system) business
- Launched the world’s first home fuel cell, ENE-FARM, paving the way for the use of hydrogen energy in the home.

1977

- The first VHS home video unit, which became the standard for recording TV programs.

1988

- Developed a “smart town” utilizing our IT and environmental technologies as an example of eco-friendly urban development.

1996

- The world’s lightest (at the time), a huge hit, and a revolution in communication.

2009

- Commenced the mass production of lithium-ion batteries for hybrid electric vehicles helping to popularize eco-cars.

2010

- Launched a highway tunnel ventilation system, which was subsequently combined with a dust collection system to purify the environment inside the tunnel.

2014

- Commenced the mass production of lithium-ion batteries for hybrid electric vehicles helping to popularize eco-cars.

2022

Returning to our founding mission, we strive to realize “an ideal society with affluence both in matter and mind”

Live Your Best

At Panasonic, we work each day to enrich people’s lives and help move society forward. And we are as committed as ever to pursuing new ways to fulfill this mission.

Contribute to solving global environmental issues

Panasonic GREEN IMPACT

- Realization of a carbon-neutral society
- Increased CO2 reduction impact
- Recycling-oriented society
- Recycling-oriented manufacturing and product longevity

Support health & well-being of people both in mind & body in “lifestyle” & “workstyle”

- Well-being in lifestyle
  More room in one’s mind and healthier lifestyle
- Well-being in workstyle
  Safe, comfortable, and worker-friendly workplace

E Environment

S Social
At a Glance

In this segment we provide products and services globally for a variety of settings from people's homes to retail stores, offices, and public spaces, including home appliances, HVAC (heating, ventilation, and air conditioning), lighting, electrical equipment, and commercial equipment such as refrigerator and freezer display cases. We mainly operate the home appliance and residential equipment businesses, not only in Japan but globally, especially in China and Northeast Asia.

In the HVAC, refrigerator, and freezer and display case businesses, we are continuing efforts to reduce CO₂ emissions through technologies such as energy saving and natural refrigerants. We will also contribute to improving the quality of living from the perspectives of people, society, and the planet, in order to achieve a sustainable society.

In the segment we provide automotive batteries that support automobile electrification and weight reduction and products that use recycled materials, as well as energy reduction in our business activities and recycling-oriented manufacturing.

In this segment we continue to provide new value to vehicles and mobility experience under the slogan “Heartmatic,” a coined word that combines “human emotion (heart)” and “automotive.” This slogan expresses our wish to continue creating inspiring encounters. By combining the technologies honed through development and manufacturing in our automotive business with the Group’s knowledge of people and lifestyles, and with comfort, safety and security, and the environment as keywords, we provide a wide variety of unique automotive products, deployed on systems and devices. We also make proposals of solutions using our automotive products. In addition, with regard to initiatives toward the environment, we are promoting the expansion of our products that contribute to automobile electrification and weight reduction and products that use recycled materials, as well as energy reduction in our business activities and recycling-oriented manufacturing.

In this segment we are contributing to the management reforms of B2B customers by staying close to and bringing innovation to their diverse gemba (operational frontlines). For example, customer supply chains (the gemba for manufacturing, logistics, and sales) are plagued by labor shortages, but operational processes are becoming more complex in order to respond quickly to the diversifying needs of consumers. To address such issues of our customers, we work to optimize operational frontlines and improve productivity by combining software and technology to powerful hardware, and by incorporating our knowledge and know-how cultivated through manufacturing into our services. We also aim to realize a sustainable society by contributing to the reduction of disposal loss and energy consumption.

In this segment we provide electronic and industrial devices for a wide range of applications, including industry, information and communication, automotive, and more. By developing products with outstanding features backed by our unique material and process technologies, we contribute to solving difficult social issues such as labor shortages in manufacturing, the data explosion caused by the progress of the information society, and environmental and safety requirements in the mobility society. We also actively work to achieve carbon neutrality in our production activities and reduce our environmental impact through the evolution of product performance, thereby contributing to the realization of a sustainable and prosperous society.

In this segment we globally provide automotive batteries that support mobility electrification and industrial batteries that support safe and secure social infrastructure such as data centers and home energy storage, medical equipment, and meters, as well as dry batteries that support convenient and comfortable day-to-day living. On the environmental front, we aim to contribute to the environment by reducing CO₂ emissions not only through our own business activities, but also through the electrification of society (transition to electric power, particularly in the automotive sector). By maximizing the value we provide to society in the form of security, safety, and low environmental impact, we will contribute to a society that realizes enriched lifestyles and environmental sustainability.

In this segment we globally provide automotive batteries that support automobile electrification and weight reduction and products that use recycled materials, as well as energy reduction in our business activities and recycling-oriented manufacturing.

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