Message from the Chairperson of the Board

The Board of Directors should encourage operating companies to take on challenges to achieve sustainable growth and enhance corporate value

Kazuhiro Tsuga
Panasonic Holdings Corporation
Director, Chairperson of the Board

In April 2022, the Panasonic Group transitioned to a new structure consisting of a holding company and independent operating companies. The Board of Directors of Panasonic Holdings Corporation, as the decision-making body for Group-wide matters and supervisory body for the Group management, is responsible for discussing and directing the Group’s medium- to long-term strategy, for example, as well as conducting sound and appropriate monitoring. The Board of Directors is focused on supervision of the operating companies by implementing their autonomous responsible management. When the operating companies bring important proposals to the Board of Directors, we examine and discuss them from the perspective of the holding company, including their alignment with the Group’s strategy. As Chairperson of the Board, I intend to position myself one step away from the execution side. Looking at the Panasonic Group objectively from the outside, I strive to draw out as much knowledge as possible from our outside directors in various fields and stimulate discussion with the execution side of the business. By improving the quality of these discussions before making our decisions, the Board of Directors will continue to encourage the operating companies to take on new challenges.

What we aim as a Board of Directors

We have continuously sought to strengthen its governance. I believe that the Board of Directors’ meetings, where important Group matters are discussed, must be productive. Productive does not mean simply passing or not passing resolutions, but encouraging the execution side by, for example, suggesting the potential of various challenges, and making decisions through discussions from a variety of perspectives. In addition, it is necessary to thoroughly analyze the challenges that did not go well, and discuss how to connect these lessons to the next challenge. Recently, we’ve been able to swiftly make major decisions based on lively discussions, including the transition to the new structure, medium- to long-term strategy, and the start of preparations for the listing of the supply chain management business. Even when different opinions and views within the Company make it difficult to reach an agreement, we were able to come to a final decision through repeated dialogues and utilizing the wisdom of our outside directors. This is a testament to the productive functioning of the Board of Directors.

We will continue to innovate and make efforts to improve the quality of our Board of Directors’ meetings.

Expectations for the execution function of the business

A business cannot be created overnight, and it is inevitable that the values of an organization will tend to become uniform as a result of sharing the same values and building a business through many years of hard work. However, even for those businesses that have already been established, such uniformed values within the organization are not sufficient to deal with the next phase of growth. It is therefore necessary for personnel with diverse perspectives and knowledge to intermingle and multiply complement each other’s strengths while respecting each other’s values. Similarly, the Board of Directors also needs diversity. As I have experienced during my time as President, it is not uncommon for senior managers to have difficulty making decisions on their own. I therefore expect the execution function of the business, which we have called on to practice more autonomous responsible management than ever before, to raise the issues which cannot be resolved within the operating companies to and make good use of the Board of Directors of the holding company, thereby improving the quality of decision-making.

Looking to the future

Under our new structure, it is essential for each operating company to focus on its identified business areas and to continuously take on challenges despite the difficulties that may arise. I believe that the most important point of this change in structure is to ensure that we continue to challenge ourselves to achieve sustainable growth. The Board of Directors will continue to promote governance reforms to raise the quality of decision-making and encourage operating companies to take on their challenges in order to achieve sustainable growth and enhance corporate value of the Group.

In view of the wide variety of our business areas, we appoint outside directors who possess insights and high level of expertise that cannot be obtained by inside directors alone. Here, Director Sawada, who assumed a new role as the Chairperson of the Nomination and Compensation Advisory Committee in June 2022, shares his thoughts on what the Board of Directors and management should do to enhance corporate value.

Message from an Outside Director

In view of the wide variety of our business areas, we appoint outside directors who possess insights and high level of expertise that cannot be obtained by inside directors alone. Here, Director Sawada, who assumed a new role as the Chairperson of the Nomination and Compensation Advisory Committee in June 2022, shares his thoughts on what the Board of Directors and management should do to enhance corporate value.

Michitaka Sawada
Outside Director
Director, Chair, Kao Corporation
Leading a global company, Sawada achieved continuous profit growth and prioritizes ESG-focused management to realize a sustainable society.
(Appointed in June 2020)

– What do you think is important in order to achieve higher corporate value in the future?

To enhance corporate value, it is important to exercise governance that balances both a proactive approach, which facilitates corporate growth, and defensive approach, which supports continuity. For us today, I believe it is important to further strengthen our proactive posture while firmly maintaining our defensive stance. I hope the Board of Directors will always keep this in mind in its discussions and encourage appropriate risk-taking by management. Governance that is rooted in the culture, history, and spirit of the company is also important, and I hope we will continue to advance the Board of Directors keeping in mind the unique strengths of the Company, which has always valued its founder’s philosophy.

– What are your aspirations as chairperson of the Nomination and Compensation Advisory Committee?

Companies vary depending on their leaders. Similarly, the role of a “good” leader also changes with the times. As chairperson of the Nomination and Compensation Advisory Committee, I hope to improve corporate value by appointing top management worthy of leading the Company in the future and by creating a compensation system that will motivate them.

Yoshinobu Tsutsui
(Appointed in June 2015)
Champion of the Board, Nippon Life Insurance Company
Tsutsui brings extensive experience at the highest level of management, with expertise in domestic and international financial developments.

Kunio Noji
(Appointed in June 2019)
Senior Advisor, Komatsu Ltd.
One of Japan’s most noted executives, Noji built Komatsu into a global corporation. Noji advocates reform of business management through innovation.

Kazuhiro Toyami
(Appointed in June 2016)
Chairman, IGPI (Industrial Growth Platform, Inc.) Group
A leading figure in corporate governance in Japan, Toyama is involved in numerous corporate revitalization projects as the former CEO of Industrial Revitalization Corporation of Japan.

Shinobu Matsui
(Appointed in June 2021)
Director, Uzabase, Inc.
After working as an accounting auditor and consulting manager of international taxation, Matsui joined Uzabase and served as COO, etc. as an executive officer.
Corporate Governance
Structure and Initiatives

The Company considers corporate governance to be a key foundation for increasing its corporate value and will continue strengthening governance, including enhancing the discussion of business strategies by the Board of Directors.

Basic policy
The Company, since its establishment, has operated its business under its Basic Business Philosophy, “contributing to the progress and development of society and the well-being of people worldwide through its business activities.” Also, the Company believes it is important to increase corporate value by fulfilling accountability through dialogue with various stakeholders such as shareholders and customers, making effort to execute transparent business activities, and swiftly conducting business activities with fairness and honesty based on its basic philosophy of “A company is a public entity of society.”

The Company recognizes that corporate governance is the important basic structure for the aforementioned purpose, and makes efforts to establish and strengthen the effective corporate governance structure based on the “Board of Directors,” which is responsible for deciding important operational matters for the entire Group and monitoring the execution of business by Directors, and the Audit & Supervisory Board System composed of “Audit & Supervisory Board Members (A&SB Members)/Audit & Supervisory Board (A&SB)” that are independent of the Board of Directors and responsible for auditing the performance of duties by Directors.

Corporate governance structure

Outline of structure (As of June 23, 2022)

The Board of Directors
• The Board of Directors is composed of twelve directors including five outside directors (at least one-third of directors must be outside directors), of whom two are women.
• The Board is chaired by an inside director who does not concurrently serve as an executive officer.
• As the decision-making body for matters pertaining to the Group as a whole, the Board of Directors concentrates on determining management strategies from a Group-wide perspective and supervising the operating companies.
• The Company elects outside directors from among managers of external entities, who have extensive managerial experience in various careers and deep insight, and are expected to provide valuable opinions for and monitor of decision-making related to business execution and the execution of directors’ duties.
• To ensure that the decisions of shareholders are appropriately reflected in management, all directors are elected every year at the annual general meeting of shareholders. (Directors’ term of office is one year.)

Main topics discussed by the Board of Directors in fiscal year ended March 2022 (fiscal 2022)
The Board of Directors discussed and deliberated on key issues to fulfill its roles of making decisions on corporate strategy and executing operating company oversight. In particular, it discussed various aspects of the Panasonic Group governance, including the nature of the Board of Directors, function-focused governance, the internal control system, and the internal audit system. In addition, the Board of Directors received multiple reports on medium- to long-term strategy, discussed them from a wide range of perspectives, and made decisions. It shared and discussed Group-wide issues, such as sustainability management, DEI, and DX initiatives.

In these discussions, the Board’s outside directors contributed significantly to the decision-making and oversight of the Board by actively providing opinions and asking questions from an independent, third-party perspective based on their respective skills and experience in management and governance.

Audit & Supervisory Board Members (A&SB Members) and Audit & Supervisory Board (A&SB)
• The A&SB is composed of five A&SB members including three outside A&SB members, of whom one is a woman (outside A&SB member).
• The Company sets A&SB members who are able to exert their auditing functions according to their individual discretionary decision, but not to majority vote decision. The A&SB members are also able to independently act upon their own decision in pursuing liabilities of directors.
• The Company sets full-time senior A&SB members who are well-versed about corporate operations and are able to comprehend actual condition of businesses by exercising their right to visit and investigate operating sites. The senior A&SB members are elected from among those who have experience in positions equivalent to or higher than senior executive directors.
• The Company elects outside A&SB members from among managers, lawyers, and certified public accountants, who have extensive expertise with various careers and deep insight and can be expected to conduct valuable audits of the execution of business by directors.

Optional Nomination and Compensation Advisory Committee
• Composed of five members, the majority of whom are independent outside directors.
• Chaired by an independent outside director.
• Deliberates and reports to the Board of Directors on the results of internal review of the nomination of directors, Audit & Supervisory Board members, executive officers, and the presidents and outside directors of the operating companies, as well as on the details of the compensation system and the amount of compensation for each individual director, executive officer, and president and outside director of the operating companies.
• Monitors candidates to potentially succeed the Group CEO, executive officers, and the presidents of the operating companies, and potentially proposes the replacement timing of the Group CEO.

In the year ended March 31, 2022 (fiscal 2022), met five times to deliberate and report to the Board of Directors. Topics included candidates for directors, executive officers, and Audit & Supervisory Board members of Panasonic Holdings Corporation and the presidents of the operating companies under Panasonic Holdings Corporation in preparation for the transition into an operating company system in April 2022 as well as the evaluation and compensation systems.

Group Management Meeting and PHD Strategy Meeting
• Group Management Meeting and PHD Strategy Meeting are held to discuss, set the direction, and report on the Group’s medium- to long-term strategy, important initiatives implemented by the Company or its operating companies.
• Group Management Meeting: Chaired by the Group CEO and consisting of approximately 20 management executives, including the presidents of the operating companies and functional directors (in principle, held once a month).
• PHD Strategy Meetings: Chaired by the Group CEO and consisting of approximately 10 management executives, including functional directors of Human Resources (HR), Accounting, and Legal Affairs (in principle, held at least twice a month).
Exercising the functions of outside directors

Policy for nominating independent outside director candidates and their qualifications

The Company nominates independent outside director candidates from the standpoint that outside directors should have no conflicts and be able to increase and enhance the effectiveness of the monitoring of directors’ execution of duties by the Board based on an objective and neutral point of view. Candidates for independent outside director who satisfy the following independence standards are elected from among those who have extensive knowledge and expertise, such as managers or experts of external entities. The Board of Directors resolved that the minimum ratio of outside directors should be one third on and after June 29, 2017. Based on this, we nominate candidates for outside director and appoint them at the ordinary general meeting of shareholders, thereby enhancing the objectivity and neutrality of the Board of Directors and strengthening the supervisory function.

Independence standards for independent directors / Audit & Supervisory Board members (AASB members)

The Company established independence standards for independent directors/AASB members based on independence standards required by financial instruments exchanges such as the Tokyo Stock Exchange. For example, the following persons are not considered independent:

(i) A person executing the operations of a parent company or a subsidiary of the parent company of the Company.
(ii) A person with whom the Company has a major business relationship (a major business partner) or an executing person of such major business partner (including persons who had fallen under this category in the past).
(iii) A consultant, accounting expert, or legal expert who receives a significant amount of money or other property from the Company. If the person who receives such property is an organization such as a legal entity or an association, a person who belong or belonged to the organization corresponds to the relevant person.
(iv) A principal shareholder of the Company (or, if the principal shareholder is a legal entity, an executing person of such legal entity).
(v) A close relative (defined as second degree of kinship or closer) of a person listed in (i)-(iv) above, or a close relative of an executing person of the Company or a subsidiary.

“Major business partner” refers to a business partner for which the annual amount of transaction between the Company and the business partner exceeds 2% of either of their annual consolidated net sales. “Past” refers to the past three years. “A significant amount” in the case of individuals, shall be defined as 12 million yen or more. “Major shareholder” refers to a shareholder who holds 10% or more of the Company’s voting rights. For a detailed definition of the Company’s independence standards, please refer to the “Corporate Governance Report”.

Provision of information and assistance to outside directors

The division in charge provides support to outside directors, such as prior explanation of agenda of the Board meeting and provision of information to enable effective discussions by the Board of Directors. In addition, the Company provides them with the opportunity to visit major operating sites and plants (Outside directors’ visit to business sites) for the purpose of deepening understanding about the Company’s businesses.

Fiscal 2022 visits to business sites by outside directors and outside Audit & Supervisory Board members (Business site names are the fiscal 2022 organization names)

| Business site | Connected Solutions Company: SCM innovation and Blue Yonder solution in the Mobile Solutions Business Division (Hold online) | Lifestyle Updates Business Division: Kusatsu site (Showroom, refrigerator factory, fuel cell plant, etc.) | Automotive Company: Yokohama site (Test site demonstration, cabin interior innovation solutions, etc.) |
| --- | --- | --- |
| | Site visits |

Implementation and utilization of evaluation of the Board of Directors’ effectiveness

Once a year, the Board of Directors implements a questionnaire to all its members in order to further enhance the Board’s effectiveness. The results and evaluations of the questionnaire are reported to the Board of Directors. The following items were surveyed in the fiscal 2022 effectiveness evaluation.

Items of the survey in fiscal 2022
- Sufficiency of provision of information on the agenda items
- Key discussion themes at the Board of Directors meetings
- Strengthening the governance of the Board of Directors
- Director training, business site visits, etc.

Survey results: The structure of the Board of Directors for fiscal 2022 and the measures taken by the Company to improve its operations were generally evaluated positively. On the other hand, the following issues were raised and proposed.

• In order to deepen discussion at the Board of Directors meetings, it is necessary to clearly indicate the key points, issues, and directions for resolving issues that should be discussed at the Board of Directors meetings, regarding important matters.
• On the condition that agenda materials are shared in advance, depending on the content of the agenda items, the presentation at the Board of Directors meetings should be simplified and more time should be allocated to discussion.

Activities aimed at strengthening corporate governance

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Compensation

The Company’s compensation system for Directors comprises a fixed compensation which is the “basic compensation,” a short-term incentive which is the “performance-based compensation,” and a long-term incentive which is the “restricted stock compensation,” based on the duties of Directors. The ratios between the basic compensation, the performance-based compensation (when standard values were achieved), and the restricted stock compensation are set at 1:0.75:0.25 generally. Outside Directors and AASB Members receive only a fixed compensation or the “basic compensation” in the form of monthly monetary compensation.

The optional Nomination and Compensation Advisory Committee, majority-staffed and chaired by independent Outside Directors, deliberates on the appropriateness of the Company’s policy and system for determining compensation of Directors and reports the results to the Board of Directors. The Board of Directors makes a resolution on the policy for determining the compensation based on the report. The outline is provided below.

Basic compensation

Basic compensation is determined in accordance with the individual’s role, taking into account the Company’s business environment and trends at other companies.

Performance-based compensation

The “performance-based compensation” is provided to boost motivation to improve business performance, and its amount is determined based on a single-year performance evaluation of the entire Company and the specific business of which the
Director in charge. The “performance-based compensation” is designed in a way that the amount of payment will increase according to the results. The payment rate of the basic compensation ranges from 0% to 150% (when the standard value is achieved: 75%). The performance is measured using a combination of key management indicators which the Company should continue to attach importance to, such as adjusted operating profit (Note), net profit attributable to Panasonic Holdings Corporation stockholders and operating cash flows. Specifically, the performance of Directors is evaluated based on the comparison between the results of each of such indicators in the previous fiscal year and numerical targets of the fiscal year in which they are evaluated.

(Note) A management indicator for the Company is calculated by subtracting Cost of Sales and Selling, general and administrative expenses from Net sales.

Based on the new medium- and long-term strategy the Group adopted after the transition into an operating company system, the details of the performance-based compensation system will be revised starting from the timing of reflecting the results of fiscal 2023. In addition to financial indicators such as operating cash flow (cash generating ability), ROIC (return on invested capital), and ROE (return on equity), evaluation will include environmental contributions and other sustainability-related items, compliance-related items, human resources-related items, and non-financial items such as strengthening operational capabilities to support business competitiveness. We are also creating a new evaluation rubric that reflects medium-term performance on top of single-year results. An evaluation system based on the same concepts will also be applied to the presidents of the operating companies under Panasonic Holdings Corporation.

Restricted stock compensation system

Restricted stock compensation is a type of stock compensation in which the restriction of transfer of shares is lifted subject to Directors serving the Company for a specified period of time, and is allocated with the aim of providing an incentive to continuously improve corporate value and promote further value sharing with the Company’s shareholders. The ratio of the incentive option to the overall compensation package is designed to increase as the position of the recipient Director gets higher. In addition, the amount for each recipient is set based on overall considerations of various factors, such as duties of each Director and the balance with monetary compensation.

Starting from fiscal 2023, this restricted stock compensation will also be allocated to the presidents of the operating companies under Panasonic Holdings Corporation and the presidents of Panasonic Corporation’s subsidiaries, who are engaged in business activities directly related to the corporate value of the Group.

Method for determining amounts of compensation

Compensation for Directors is determined within the framework of the maximum total amounts of compensation for Directors which was determined by resolution of a general meeting of shareholders. As to the amounts of basic compensation and performance-based compensation to be paid and the number of shares to be allocated to each recipient, the Nominations and Compensation Advisory Committee examines whether these amounts and number are appropriate in light of the policy for determining the compensation, and reports the results to the Board of Directors. The Board of Directors has left the decision-making on the compensation solely to Representative Director, President of the Company who objectively comprehends and supervises overall business execution of the Group.

Panasonic Group, as Representative Director, President of the Company makes decisions as to basic compensation, performance-based compensation, and restricted stock compensation to each recipient in accordance with the results of deliberation at the Nominations and Compensation Advisory Committee, the Board of Directors believes his decision is in line with the policy for determining the compensation. Five members of the Nominations and Compensation Advisory Committee, Information disclosure / Dialogue

Information disclosure approach and system

Based on our basic philosophy that “A company is a public entity of society,” we are committed to transparency in our business activities and accountability to our stakeholders. Our basic approach to information disclosure is set forth in the “Panasonic Group Code of Ethics and Compliance” which together with practical standards, methodologies, and internal processes is published as the “Disclosure Policy” on our official corporate website. Our basic policy is to provide fair and accurate financial information, as well as corporate information such as management policies, business activities, and ESG activities, in a timely, appropriate, and easy-to-understand manner.

Panasonic Group Code of Ethics & Compliance

https://holdings.panasonic/global/corporate/about/code-of-conduct.html

Disclosure Policy

https://holdings.panasonic/global/corporate/investors/disclosure-policy.html

Under this basic policy, we disclose information when the disclosure is required by laws and regulations in the relevant countries and regions, as well as other information that is deemed as necessary to disclose, in a fair and timely manner while at the same time endeavoring to disclose accurately, fairly, and sufficiently.

Moreover, the Company has established disclosure control procedures and in the preparation and submission of annual securities reports, quarterly reports, etc., the Disclosure Committee, which is comprised of general managers from principal departments that handle relevant information, confirms the validity of the descriptive content and the appropriateness of the disclosure procedures under the supervision of the Group CEO and the Group CFO.

Corporate information requiring disclosure under the securities exchange listing rules is promptly reported to the Corporate Finance & IR Department or the Financial & Accounting Center of Panasonic Operational Excellence Co., Ltd. and is disclosed in a timely and appropriate manner.

Note: Restricted stock compensation is in the above table compensated on a non-revenue basis.

Restrict stock compensation in the above table corresponds to non-revenue compensation.

Internal control over financial reporting

In order to ensure the reliability of financial reporting for the Group as a whole, including subsidiaries, the actual status of internal control from the control infrastructure to the control activities of the business is documented under the supervision of the Internal Control Promotion Office of Panasonic Operational Excellence Co., Ltd.

Specifically, the operating companies conduct self-inspections using a checklist. Then, internal auditing managers assigned to the operating companies conduct audits, and based on these audits, the Internal Control Promotion Office oversees audits of internal controls for the entire Group, thereby establishing a structure for ensuring the effectiveness of the internal controls. In fiscal 2022, a total of approximately 400 employees throughout the Group were engaged in internal control audits.

Conductive dialogue with shareholders and investors

At Panasonic, the Group CFO oversees investor relations (IR) activities. Dialogue with shareholders and investors, including announcements of financial results and individual meetings, is led by the Group CEO, Group CFO, and the presidents of the operating companies. In addition, day-to-day communication is handled by the IR staff in the Corporate Finance & IR Department.

For IR geared toward institutional investors and securities analysts, the Company conducts presentation meetings of quarterly financial results announcements, annual presentations regarding business policy of the Company and operating companies, and other activities. Also, for overseas investors, the Company hosts presentation meetings utilizing conferences hosted by financial institutions.

Opinions and management issues elicited from shareholders and investors through IR activities are fed back to senior management and the operating companies at internal meetings, such as the Group Management Meeting, to help improve the quality of management throughout the Group.
## Corporate Governance

### Composition of Board Directors and Audit & Supervisory Board Members

(As of June 23, 2022)

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Attributes and appointment status of committee members</th>
<th>Major activities during fiscal 2022</th>
<th>Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Number of Attendance</td>
<td>Manufacturing/ R&amp;D/IT</td>
</tr>
<tr>
<td>Kazuhiro Tsuga</td>
<td>Chairperson of the Board</td>
<td>N &amp; CAC</td>
<td>Board of Directors’ meeting 13/13 (100%)</td>
<td>●</td>
</tr>
<tr>
<td>Yuki Kusumi</td>
<td>Representative Director President</td>
<td>N &amp; CAC</td>
<td>Board of Directors’ meeting 13/13 (100%)</td>
<td>●</td>
</tr>
<tr>
<td>Tetsuro Homma</td>
<td>Representative Director Executive Vice President</td>
<td>N &amp; CAC</td>
<td>Board of Directors’ meeting 13/13 (100%)</td>
<td>●</td>
</tr>
<tr>
<td>Mototsugu Sato</td>
<td>Representative Director Executive Vice President</td>
<td>N &amp; CAC</td>
<td>Board of Directors’ meeting 13/13 (100%)</td>
<td>●</td>
</tr>
<tr>
<td>Hirokazu Umeda</td>
<td>Representative Director Executive Vice President</td>
<td>N &amp; CAC</td>
<td>Board of Directors’ meeting 13/13 (100%)</td>
<td>●</td>
</tr>
<tr>
<td>Shinobu Matsui</td>
<td>Director</td>
<td>Outside Independent</td>
<td>Board of Directors’ meeting 10/10 (100%)</td>
<td>●</td>
</tr>
<tr>
<td>Kunio Noji</td>
<td>Director</td>
<td>Outside Independent</td>
<td>Board of Directors’ meeting 13/13 (100%)</td>
<td>●</td>
</tr>
<tr>
<td>Michitaka Sawada</td>
<td>Director</td>
<td>Outside Independent</td>
<td>Board of Directors’ meeting 13/13 (100%)</td>
<td>●</td>
</tr>
<tr>
<td>Kazuhiro Toymiya</td>
<td>Director</td>
<td>Outside Independent</td>
<td>Board of Directors’ meeting 12/13 (92%)</td>
<td>●</td>
</tr>
<tr>
<td>Yoshinobu Tsutsui</td>
<td>Director</td>
<td>Outside Independent</td>
<td>Board of Directors’ meeting 13/13 (100%)</td>
<td>●</td>
</tr>
<tr>
<td>Yoshiyuki Miyabe</td>
<td>Director Executive Vice President</td>
<td>None</td>
<td>—</td>
<td>●</td>
</tr>
<tr>
<td>Ayako Shotoku</td>
<td>Director Executive Officer</td>
<td>None</td>
<td>—</td>
<td>●</td>
</tr>
<tr>
<td>Toshihide Tominaga</td>
<td>Senior Audit &amp; Supervisory Board Member</td>
<td></td>
<td>Board of Directors’ meeting 13/13 (100%)</td>
<td>●</td>
</tr>
<tr>
<td>Elji Fujii</td>
<td>Senior Audit &amp; Supervisory Board Member</td>
<td></td>
<td>Board of Directors’ meeting 13/13 (100%)</td>
<td>●</td>
</tr>
<tr>
<td>Akihiro Eto</td>
<td>Audit &amp; Supervisory Board Member</td>
<td>None, Outside Independent</td>
<td>—</td>
<td>●</td>
</tr>
<tr>
<td>Akihiro Nakamura</td>
<td>Audit &amp; Supervisory Board Member</td>
<td>None, Outside Independent</td>
<td>—</td>
<td>●</td>
</tr>
</tbody>
</table>

*Chairperson of the Nomination and Compensation Advisory Committee
Outside Director or Outside Audit & Supervisory Board Member
Independent officer
Member of the Nomination and Compensation Advisory Committee

Note: Director Matsui’s attendance figures represent the period after assuming the position on June 24, 2021.
Corporate Governance

Directors, Audit & Supervisory Board Members, and Executive Officers

(As of June 23, 2022)

Names are listed in alphabetical order of last name within each position.

Directors

Kazunori Tazawa
Executive Vice President / Group CDO

Tetsuro Homma
Executive Vice President, Regional Head for China & Northeast Asia of the Company

Representative Director

Michitake Saito
Executive Vice President / Group CDO

Kazutaka Toyama
Representative Director

Yoshinori Tsutsumi
Executive Vice President

Shinsaku Matsui
(independent director)

Michalina Sawada
(independent director)

Yoshitaka Miyake
Executive Vice President

Yasuhiro Obara
Executive Officer / Group QC

Representative Director

Apr. 1979 Join the Company

Jun. 2004 Executive Officer of the Company

Apr. 2008 Managing Executive Officer of the Company

Apr. 2011 Senior Managing Executive Officer of the Company

Jun. 2011 Representative Director and Senior Managing Director of the Company

Jun. 2012 Representative Director and President of the Company

Jun. 2017 Representative Director, President, and Chief Executive Officer (CEO) of the Company

Jun. 2021 Chairman of the Board of the Company (incumbent)

Apr. 2000 Executive Officer, Matsushita Electric Works, Ltd.

Apr. 2003 Executive Officer, Matsushita Electric Works, Ltd.

Apr. 2011 Senior Executive Officer, Panasonic Electronic Works Co., Ltd.

Jan. 2010 Managing Officer, Eco Solutions Company of the Company / Director, Accounting Center

Oct. 2013 Executive Officer of the Company / in charge of Planning, SRI Project, and Business Creation Project

Jan. 2014 Director of the Company

Apr. 2015 Managing Director of the Company

Apr. 2016 Representative Director and Senior Managing Director of the Company / in charge of Human Resources

Apr. 2017 Occupational Safety and Health Director (incumbent)

Jun. 2017 Representative Director, Senior Managing Executive Officer, Chief Strategy Officer (CSO), and Chief Human Resources Officer (CHRO) of the Company

Apr. 2019 Representative Director and Executive Vice President of the Company (incumbent)

Apr. 2021 In charge of Procurement of the Company (incumbent)

May 2021 In charge of Logistics of the Company (incumbent)

Oct. 2021 Group Chief Risk Management Officer (Group CRO) (incumbent) of the Company, President, Operational Excellence Company

Apr. 2022 Representative Director, Member of the Board, President, Panasonic Operational Excellence Co., Ltd. (executive officer (CEO) (incumbent)) / in charge of CED promotion of the Company (incumbent)

Apr. 1980 Join the Company

Oct. 2011 Executive Officer of the Company

Apr. 2010 Managing Executive Officer of the Company

Jun. 2013 Managing Director of the Company

Jun. 2015 Representative Director and Senior Managing Director of the Company

Apr. 2019 CDO, China & Northeast Asia Company, and Regional Head for China & Northeast Asia of the Company

Jun. 2019 Representative Director and Senior Managing Executive Officer of the Company

Apr. 2020 Representative Director, Panasonic Corporation of China (incumbent)

Apr. 2021 Representative Director and Executive Vice President of the Company (incumbent)

Apr. 2022 Group Regional Head for China & Northeast Asia of the Company / President, Panasonic Operational Excellence China and Northeast Asia, Panasonic Operational Excellence Co., Ltd. (incumbent)

Apr. 2013 Joined the Company

Oct. 2013 Executive Officer of the Company

Apr. 2015 Managing Executive Officer of the Company / President, Panasonic Corporation of China

Apr. 2020 Representative Director, Panasonic Corporation of China (incumbent)

Apr. 2021 Representative Director and Executive Vice President of the Company (incumbent)

Apr. 2022 Director, Panasonic Corporation of China (incumbent)

Apr. 2019 Joined the Company

Apr. 2017 Executive Officer of the Company / in charge of Accounting and Finance / General Manager, Corporate Management Support Department, Corporate Strategic Division / in charge of Group WPA Business Project, SRI Project (incumbent)

Apr. 2017 Director, Executive Officer, and Chief Financial Officer (CFO) of the Company

Apr. 2018 Director, Managing Executive Officer of the Company / President, Panasonic Equity Management Japan Co., Ltd. (incumbent) / in charge of Panasonic Equity Management Japan Co., Ltd.

Sep. 2019 CEO, Panasonic Holding (Netherlands) B.V. (incumbent)

Apr. 2021 Director, Senior Managing Executive Officer of the Company / in charge of Facility Management (incumbent)

Oct. 2021 Group Chief Financial Officer (Group CFO) of the Company (incumbent) / in charge of Group Cost Management of Business Project, in charge of Future Life Technologies Corporation (incumbent)

Apr. 2022 Director and Executive Vice President of the Company / in charge of Group N0WA Business Activity (incumbent)

Jun. 2022 Representative Director and Executive Vice President of the Company (incumbent)

Oct. 1989 Joined Osaka Shionogi & Co., Ltd. (currently Eirin & Young Pharmaceutical Ltd.)


Mar. 2014 Director, Corporate Auditors, Uzabase, Inc. (incumbent)

Aug. 2015 Joined Uzabase, Inc. (retired as Corporate Auditors, Uzabase, Inc.) (incumbent)

Jan. 2018 Executive Officer (Head of Corporate Division), Uzabase, Inc. (incumbent)

Jan. 2019 Executive Officer and Chief Operating Officer, Uzabase, Inc. (incumbent)

Jan. 2020 Executive Officer and Chief People and Administrative Officer, Uzabase, Inc. (incumbent)

Jan. 2021 Director of the Company (incumbent)

Jan. 2022 Director, Group Executive Officer, Uzabase, Inc. (incumbent)

Apr. 1989 Joined Komatsu Ltd.

Jun. 1997 Director, Komatsu Ltd.

Jan. 2001 Managing Director and Senior Executive Officer (Jomu), Komatsu Ltd.

Apr. 2003 Director and Senior Executive Officer (Senmu), Komatsu Ltd. (incumbent)

Jun. 2005 Representative Director and CFO, Komatsu Ltd.

Apr. 2013 Chairman of the Board and Representative Director, Komatsu Ltd.

Apr. 2016 Chairman of the Board and Director, Komatsu Ltd. (incumbent)

Jun. 2019 Adviser, Komatsu Ltd. (incumbent)

Jan. 2019 Director of the Company (incumbent)

Apr. 1985 Joined The Boston Consulting Group, Inc.

Jan. 1986 Participated in establishment of Corporate Directions, Inc.

Mar. 1995 Director, Corporate Directions, Inc.

Apr. 2000 Managing Director, Corporate Directions, Inc.

Apr. 2001 President, Corporate Directions, Inc.

Apr. 2003 Senior Representative Director and CDO, Industrial Realization Corporation of Japan

Apr. 2007 Representative Director and CDO, Industrial Growth Partners, Inc. (incumbent)

Jun. 2016 Director of the Company (incumbent)

Oct. 2020 Chairman, Industrial Growth Partners, Inc. (incumbent)

Dec. 2020 Representative Director, President, Japan Platform of Industrial Transformation, Inc. (incumbent)

Apr. 1977 Joined NIPPON LIFE INSURANCE COMPANY

Jul. 1984 Director, NIPPON LIFE INSURANCE COMPANY

Jan. 2007 Director, Executive Officer, NIPPON LIFE INSURANCE COMPANY

Mar. 2007 Director and Managing Executive Officer, NIPPON LIFE INSURANCE COMPANY

Mar. 2010 Representative Director and Senior Managing Executive Officer, NIPPON LIFE INSURANCE COMPANY

Apr. 2011 President, NIPPON LIFE INSURANCE COMPANY

Jun. 2015 Director of the Company (incumbent)

Apr. 2016 Chairman, NIPPON LIFE INSURANCE COMPANY (incumbent)

Apr. 2019 Chairman, NIPPON LIFE INSURANCE COMPANY

Apr. 2004 Managing Executive Officer of the Company

Apr. 2007 President, Panasonic Operational Excellence Co., Ltd.

Apr. 2016 Chairman of the Board and Director, Panasonic Operational Excellence Co., Ltd. (incumbent)

Dec. 2020 Group Chief Financial Officer (Group CFO) of the Company, President, Panasonic Operational Excellence Co., Ltd. (incumbent)

Apr. 2017 Board Director and Group Executive Officer, Panasonic Corporation of China (incumbent)

Apr. 2020 Managing Officer, AVC Networks Company of the Company / in charge of Solution Partner of the Company (incumbent)

Apr. 2022 Executive Vice President of the Company (incumbent)
Corporate Governance

Directors, Audit & Supervisory Board Members, and Executive Officers

(As of June 23, 2022)

Names are listed in alphabetical order of last name within each position.

Audit & Supervisory Board Members

Senior Audit & Supervisory Board Members

Toshio Tominaga

Apr. 1964 Joined the Company
Jan. 2015 Senior Vice President, Automotive & Industrial Systems Company (Company's Director, Engineering Division)
Apr. 2017 Executive Officer of the Company / Vice President, Automotive & Industrial Systems Company (In-Charge of Technology and Director, Engineering Division)
Apr. 1980 Executive Officer of the Company / Vice President, Industrial Solutions Company (In-Charge of Technology and Director, Engineering Division / In-Charge of Intellectual Property)
Jun. 2020 Senior Audit & Supervisory Board Member of the Company (Incumbent)

Setsuko Yufu

Apr. 1964 Joined the Company
Jun. 2015 President, Operational Excellence Co., Ltd.
Aug. 2019 Senior Audit & Supervisory Board Member of the Company (Incumbent)

Abhijit Nakamura

Independant Audit & Supervisory Board Member

Apr. 1986 Joined the Company
Jul. 2010 Vice President and Senior Officer, Bridgewater Corporation
Sep. 2013 Vice President and Senior Officer, Bridgewater Corporation
Sep. 2014 Senior Vice President, Bridgewater Corporation
Jan. 2016 Executive Vice President, Bridgewater Corporation
Mar. 2016 Executive Vice President and Executive Officer, Bridgewater Corporation
May 2019 CCO and Representative Executive Officer, President, Bridgewater Corporation
Mar. 2019 Director, CSS and Representative Executive Officer, President, Bridgewater Corporation
Jul. 2020 Director, Bridgewater Corporation
Nov. 2021 Member of the Supervisory Board and its Audit Committee, Diamond Trust (incumbent)
Dec. 2021 Member of the Supervisory Board and its Audit Committee, Diamond Trust (incumbent)
Jun. 2022 Audit & Supervisory Board Member of the Company (Incumbent)

Executive Officers

President

Yuki Kurumi

Group CEO / Group COO

Executive Vice Presidents

Tetsuro Homma

Group Regional Head for China and Northeast Asia
*President, Panasonic Operational Excellence China and Northeast Asia, Panasonic Operational Excellence Co., Ltd.
*Chairperson, Panasonic Corporation of China

Yoshiyuki Miyabe

Representative in Tokyo / In Charge of Government and External Relations, and Solicitor Partners

Motohoko Sato

Group CIO / In Charge of Procurement and Logistics
*Digital Officer, President, O&G, and Member of the Board in Charge of O&G Promotion, Panasonic Operational Excellence Co., Ltd.

Auditor & Supervisory Board Members

(Auditor & Supervisory Board Members)

Tatsuo Ogawa

President

In charge of Customer Experience and In charge of Design
*President, Panasonic Information Systems Co., Ltd.

Shigeo Usui

*President, Panasonic Information Systems Co., Ltd.

Executive Officers

Yoky Matsuoka

Director, Life Solutions Business Division

Shigeki Mihara

Group CFO / In charge of General Affairs and Social Relations, CSR and Corporate Citizenship Activities, OD Promotion, and Construction Safety and Regulations Administration
*Director, Member of the Board, CFO, and Executive Officer in charge of General Affairs, CSR and Corporate Citizenship Activities, Panasonic Operational Excellence Corporation

Yoshihito Morii

In charge of Strategic Communications Strategy
*Executive Officer in charge of Brand and Communications, Panasonic Operational Excellence Co., Ltd.

Masashi Nagayasu

In Charge of Human Resources
*Executive Director, President, O&G, and Executive Officer in charge of O&G Promotion, Panasonic Automotive Systems Co., Ltd.

Tetsuo Ogasawara

Group CTO / Charge of Pharmaceutical Affairs and Corporate Innovation & Venture Strategy

Akihiko Eto

In Charge of OD
*President, Panasonic Information Systems Co., Ltd.

Akio Shiotaku

Group GC

Hajime Tamaki

Group COO
*President, Panasonic Information Systems Co., Ltd.

Shigeki Usui

In Charge of Design
*Executive Officer in charge of Customer Experience and Director of Design Division

Human Rights Due Diligence

We establish a Human Rights Due Diligence system (based on the United Nations Guiding Principles on Business and Human Rights) for identifying, preventing, and reducing negative impacts related to human rights in relation to our business activities or our products, services, or business dealings. Reflecting the issues that have been identified based on the requirements of society and the operation of the system, we continuously implement and improve the system with the advice of outside experts. As part of those efforts, group companies outside Japan underwent self-assessments related to human rights and labor in fiscal 2022. We will continue to promote initiatives meant to understand the realities and issues in our work environments and improve them on an ongoing basis.

We will operate the system by building and maintaining continuous improvements through dialogue, discussion, and cooperation with relevant stakeholders both internally and externally. We will also make disclosures about initiatives as appropriate using our official website, relevant reports, and other means of communication.

Access to Remedy

We have established a global hotline for our employees and external business partners to report any potential compliance issues, including human rights-related violations, they notice or suspect. We have also established internal regulations to ensure that whistleblower do not incur any disadvantages for their reports.

Participation in International and Industrial Partnerships

In January 2022, the Panasonic Group became a participant in the United Nations Global Compact. In addition to declaring 10 fundamental principles in four different fields, including respect for human rights, we are working to make our human rights and labor compliance efforts refer to international standards, and we will fulfill our duty to communicate with the public by disclosing the progress and results of those efforts. In October 2021, we also joined the Responsible Business Alliance (RBA), an international CSR organization involved in the electronics, ICT, and automotive sectors. We are working to develop a highly reliable management system by our excellent self-assessments tools, the guidance document for solving of issues and participation in their affiliated, Responsible Mineral Initiative for the promotion of responsible mineral procurement.

In Japan, we participate in initiatives undertaken by the CSR Committee of the Japan Electronics and Information Technology Industries Association (JEITA) and the Corporate Behavior and SDG's Committee of the Japan Business Federation, and in Europe, we participate in initiatives undertaken by the CSR Committee of the Nikkel Business Association in Europe (JSBEC).

Initiatives towards Respect for Human Rights

For more details, please refer to "Respect for Human Rights" on our Sustainability Data Book 2022 (P 68).
Message from the Environmental Compliance Administrator

Hirotsahi Uehara
Director, Quality & Environment Division

We have formulated a new environmental vision, “Panasonic GREEN IMPACT,” to realize a carbon-neutral society through our business.

In the area of avoided emissions for society, which is shown in the lower part of the figure, we are contributing to the spread of EVs, promoting electrification through hot water heat pump system, offering comfort and achieving energy saving through integrated control of A/C and ventilation, and promoting the use of hydrogen. Through these efforts, we aim to increase avoided emissions to 38.3 million tons by fiscal 2025 and 93.0 million tons by fiscal 2031. At the same time, we will institutionalize our factory waste recycling rate of 99% or more and increase our use of recycled resin to 90,000 tons by fiscal 2025. We are also focused on creating circular economy businesses, and we plan to increase these businesses to at least 13 by fiscal 2025, including subscription services for home appliances and sharing services for electrically assisted bicycles.

In terms of environmental sustainability management, decisions on targets and key measures are made at the Board of Directors meetings and the Group Management Meetings attended by the Group CEO and the presidents of operating companies. To increase the agility of these efforts, in December 2021 a Sustainability Management Committee was established, presided over by the Group CEO. We also participate in international rule-making and similar activities as a member of the World Business Council for Sustainable Development (WBCSD), which is comprised of about 200 leading global companies. By demonstrating unrivaled competitiveness in each business, we will contribute to solving global environmental issues through our business.

Initiatives towards the Environment

Medium-term action plan

Environmental action plan “GREEN IMPACT PLAN 2024” (extract)

As a milestone toward 2050 targets set in the Panasonic GREEN IMPACT (PGI), we set specific target values such as for our own CO2 emissions reduction and avoided emissions for society in our GREEN IMPACT PLAN 2024. We also set the fiscal 2031 targets at the same time.

We are also strengthening our circular economy activities, which is an area not directly included in the PGI’s three impacts. The ratio of “energy used” to “energy created” fell short of the target due to the termination of solar battery production. However, in terms of resources, we achieved our numerical targets for the amount of recycled resin used and the factory waste recycling ratio.

GREEN IMPACT PLAN 2024 and fiscal 2031 targets

<table>
<thead>
<tr>
<th>Item</th>
<th>Fiscal 2025 targets</th>
<th>Fiscal 2031 targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>OWN IMPACT Emissions reduction in our own value chain</td>
<td>16.34 Mt</td>
<td>31.45 Mt</td>
</tr>
<tr>
<td>Scope 1, 2 Zero-CO2 factories</td>
<td>37 factories</td>
<td></td>
</tr>
<tr>
<td>CO2 reduction</td>
<td>260 kt</td>
<td></td>
</tr>
<tr>
<td>Scope 3 CO2 reductions in customer product use</td>
<td>16.58 Mt</td>
<td></td>
</tr>
<tr>
<td>CONTRIBUTION IMPACT *Avoided emissions (contribution to reducing CO2 emissions for society) through existing businesses</td>
<td>38.3 Mt</td>
<td></td>
</tr>
<tr>
<td>- Electrification: Use of non-fossil fuels and promoting environmentally friendly vehicles</td>
<td></td>
<td>93 Mt</td>
</tr>
<tr>
<td>- Energy efficiency: Efficiency and optimization of energy use</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Hydrogen: Dissemination of decarbonized energy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Product replacement: Decarbonization effect of product replacement, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resources/CE* *Circular Economy</td>
<td>Factory waste recycling ratio</td>
<td>99%</td>
</tr>
<tr>
<td>- Recycled resin used (fiscal 2023 to 2025 total)</td>
<td>90 kt</td>
<td></td>
</tr>
<tr>
<td>- Circular economy business models and products</td>
<td>13 businesses</td>
<td></td>
</tr>
</tbody>
</table>

Initiatives related to CO2 reduction impact

OWN IMPACT Initiatives (Scope 1, 2) (million tons)

<table>
<thead>
<tr>
<th>Year</th>
<th>P&amp;I</th>
<th>Snap-on</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>25.3 M</td>
<td>25.3 M</td>
<td>2.0 M</td>
<td>27.3 M</td>
</tr>
<tr>
<td>2023</td>
<td>26.4 M</td>
<td>26.4 M</td>
<td>2.2 M</td>
<td>28.6 M</td>
</tr>
<tr>
<td>2025</td>
<td>27.7 M</td>
<td>27.7 M</td>
<td>2.4 M</td>
<td>30.1 M</td>
</tr>
</tbody>
</table>

*1 BAU: Business As Usual

To achieve net-zero CO2 emissions from our factories, we will expand our zero-CO2 factories through energy savings and introducing and procuring renewable energy sources that exceed the increase in emissions due to business growth. By 2030, we will achieve net zero at all factories through such initiatives as promoting the use of renewable energy sources and introducing Group-wide carbon taxes.
**Initiatives towards the Environment**

**Global map of zero-CO2 factories**

- Panasonic Automotive System Co., Ltd. (PMFBJ) (Beijing) Co., Ltd.
- Panasonic Housing Solution Co., Ltd.
- Panasonic Corporation
- Panasonic Brazil (PCA)
- Panasonic Brasil (PRABR)
- Panasonic Co., Ltd.
- Panasonic Connect Co., Ltd.
- Panasonic Energy Co., Ltd.
- Panasonic Holdings Annual Report 2022

**CONTRIBUTION IMPACT initiatives**

- **Electricity**:
  - Promote savings of non-fossil fuels and greenhouse gases
  - Achieve energy conservation performance for products that outperform the market's standards, and utilize water to offer energy-saving values for customers' daily lives.
  - Promote manufacturing anticipating a longer product life and a circular economy.

- **Energy efficiency**:
  - Promote energy conservation by creating a supportive environment for energy monitoring system covering from system installation to operation and maintenance. Our equipment refurbishing service prolongs system usage while contributing to a circular economy.
  - Accelerate development of natural refrigerants with lower environmental impact through wider use of CO2 refrigeration equipment.
  - Implement demonstration experiment of RE100 solutions, utilizing hydrogen and developing hydrogen businesses.
  - Reduce energy consumption by producing more energy-efficient equipment and installing energy management systems in houses and buildings.

- **Hydrogen**:
  - Promote energy conservation by creating a supportive environment for hydrogen and developing hydrogen businesses.
  - Reduce energy consumption by producing more energy-efficient equipment and installing energy management systems in houses and buildings.

**Evolution of recycling-oriented manufacturing**

- Cellulose fiber can be derived from various natural resources, such as wood residues from forest thinning, and other organic wastes, and it is now drawing attention as a resource with low environmental impact. In fiscal 2019, we developed a molding material mixed with cellulose fiber as an additive. In fiscal 2020, the content of the cellulose fiber could even be increased to more than 55% while maintaining the whiteness of the material thanks to our special processing technology. In fiscal 2021, we promoted the development of even higher concentrations, and developed molding materials with a biomass content of 90% or more.

**Response to TCFD**

- **Governing body**: Disclose the roles of the system for promoting environmental sustainability management headed by the Board of Directors and the Sustainability Management Committee led by the Group CEO, which was established in December 2021

- **Strategy**: To verify the strategic resilience of our business, identify risks and opportunities, perform impact analysis on the matters with the greatest impact, develop a social scenario for the year 2030, and consider the climate change-focused strategies of each operating company in accordance with the scenario.

- **Some of the climate change-focused strategies of our operating companies**

  - **Panasonic Automotive System Co., Ltd.**
    - Promote the use of bio-ethanol for automotive engines, including through eco-friendly support programs.
    - Promote the use of electric vehicles to reduce CO2 emissions.

  - **Panasonic Housing Solution Co., Ltd.**
    - Introduce energy-efficient equipment and installations to promote energy conservation.
    - Develop eco-conscious design through energy-saving considerations.

  - **Panasonic Housing Solution Co., Ltd.**
    - Promote the use of renewable energy and waste from household appliances.

**Against Climate Change**

- **Living Appliances and Solutions Company**
  - Achieve zero CO2 emissions in our supply chain by the year 2030.
  - Promote the use of renewable energy and waste from household appliances.

**Risk management**

- Disclose risk management systems and activities for each operating company and from a Group-wide perspective.

**Metrics and targets**

- Set medium- to long-term targets using GHG emissions as an indicator (approved Science Based Targets (SBTs))
  - Internal carbon pricing
  - Remuneration

- Since April 2022, we have adopted a new performance evaluation system for executive remuneration of directors and executive officers of the holding company and of the presidents of the operating companies. The evaluation items for performance-based remuneration include those related to sustainable development aspects such as environmental contributions.

- **Panasonic E. Support services (LED Lighting leasing service)**
  - Achieve energy conservation performance for products that surpasses that of the competitors, and utilize water to offer energy-saving values for customers' daily lives.

- **Product manufacturing**: Anticipating a longer product life and a circular economy.

**Japan’s Earnings from business activities (Scope 3)**

- Earnings from use of Panasonic products (Scope 3)
  - 30% reduction by 2030 (vs. fiscal 2014)
  - 20% reduction by 2025 (vs. fiscal 2014)
  - 15% reduction by 2030 (vs. fiscal 2014)

**Panasonic E. Support services**:

- Recognized by the TCFD (Thailand) (ACC) (PASCZ) (Beijing) Co., Ltd.

**俊英**
Employees’ Well-being Initiatives

We are promoting employees’ well-being based on the three pillars of “Work in a safe, secure, and healthy state,” “Work with a sense of fulfillment,” and “Work together by giving full play to all individually.”

Creating a safe, secure, and healthy workplace

Safety and compliance are the major premises of business management. With regard to occupational health and safety, in order to prevent serious accidents at the manufacturing sites, we are developing and disseminating training on the Equipment Safety Standards to promote fundamental equipment safety, and at the same time working to ensure safety during non-stationary operations based on risk assessment. Furthermore, with regard to hygiene management, in light of recent revisions of the law, we are working to develop human resources and strengthen the workplace management system for the self-sustaining management of chemical substances.

Concerning employee health, we send out “Panasonic Group Wellbeing Message” to the entire Group on a global basis. We have articulated policies to strengthen health investments to achieve employees’ well-being, and each operating company has also launched its own initiatives in addition to the traditional “Healthy Panasonic Actions,” in which the operating company, the labor union, and the health insurance organization work together as one. The results of regular health checkups, employee opinion surveys, and stress checks are reviewed to confirm the outcomes and to further improve and strengthen the initiatives.

Also, with regard to compliance, we are implementing training of employees to ensure that they have a correct understanding of relevant laws and regulations pertaining to their business and region and that they know about our global hotline “EARS” and how it can be used to detect issues from an early stage and prevent incidents from occurring. We are also stepping up awareness activities aimed at eradicating various forms of harassment in the workplace.

Encouraging employees’ self-motivated endeavors and supporting their self-determined career formation

Believing that seize the initiative to take on challenges is the key to “work with a sense of fulfillment,” we, as a company, encourage employees’ self-motivated endeavors and support their self-determined career formation. In the full year of fiscal year ending March 2023 (fiscal 2023), we expect approximately 1,000 to 2,000 employees to volunteer for, and around 400-600 employees who want to take on challenges outside of the company, such as job transfer 1,000 to 2,000 employees to volunteer for, and around 400-600 employees to volunteer for, and around 400-600 employees who want to take on challenges outside of the company, such as job transfer, and it’s impossible for those individuals who want to take on challenges outside of the company, broaden their horizons, and apply what they’ve learned to their current job. This is what we mean by “expanding the options of working hours and workplace.” These new options are being introduced first at Panasonic Holdings Corporation and Panasonic Operational Excellence Co., Ltd. as well as certain operating companies from the second half of 2022.

Every year we conduct the Employee Opinion Survey (EOS) targeting all Group employees as an initiative for conducting a fixed-point observation of the awareness levels of every employee concerning mainly employee engagement as an indicator of employee self-motivated endeavors, employee enablement, and so on. The results are shared and utilized in the development of human resources and organizations.

We are also promoting workstyle initiatives with the aim of maximizing results from both organizational and individual perspectives. First, from an organizational perspective, we will improve productivity by optimizing the balance between face-to-face and remote workstyles according to the situation of each business and the field in which each person is involved. Next, from an individual perspective, we will expand the options of working hours and workplace in order to achieve employee well-being. We want to support the aspirations of each and every employee so they can continue their careers, whether it’s someone who wants to continue doing their job when current circumstances prevent them from working full time, or someone who wants to take on challenges outside of the company, broaden their horizons, and apply what they’ve learned to their current job. This is what we mean by “expanding the options of working hours and workplace.”

In order to measure the results and progress of these initiatives for the three pillars of employees’ well-being, we intend to emphasize the positive response rate in the aforementioned Employee Opinion Survey (EOS), with the goal of reaching the global top level scores in the categories of “employee engagement” and “employee enablement.”

Positive response rate in Employee Opinion Survey (EOS) (Panasonic Group)

Promoting DEI (Diversity, Equity & Inclusion)

We are currently promoting DEI from three perspectives based on the Panasonic Group DEI Policy. The first is “top management commitment.” This means management members themselves are committed to promoting DEI and do so by incorporating it into business strategies. We plan to accelerate the pace of our DEI initiatives to implement actions decided through dialog between management members and employees. Furthermore, we are actively expressing our support for, and providing assistance to, the 30% Club Japan, a global campaign that aims to raise the proportion of women in critical decision-making roles in business, and Equality Act Japan, a petition-based movement for the enactment of an LGBT Equality Act in Japan. We utilize our support of these campaigns as a foundation for promoting DEI.

The second perspective is “creating an inclusive work environment.” It is about building a management and organizational environment where diverse employee personalities are valued and fully utilized. We hosted the Group DEI Forum, which started in 2021, for the second time in 2022. This event featured a live video feed broadcasted to around 14,000 participants, along with the streaming of pre-recorded videos. Each participant’s understanding of these campaigns in our Group initiatives.

The third one is “support for every individual.” We are developing systems and frameworks for each region worldwide in an effort to provide support so that each person can make full use of their diverse individuality to take on their respective challenges. And in Japan too we are engaged in activities to support the formation of communities according to the various attributes of employees. This includes people with a disability, foreign nationals, women, and those who identify as LGBTQ.

Furthermore, we are establishing systems and mechanisms for these communities and constantly re-examining their operations to further improve and strengthen the initiatives.

Employees with disabilities, foreign nationals, women, and those who identify as LGBTQ.

For example, employees who have same-sex partners are regarded as if they were legally married and are eligible for the various personnel systems in the Group, and we maintain accessibility maps to ensure that employees with disabilities do not have problems when working at real business sites.

*Unconscious bias ambassadors: Trainers that run training sessions in the workplace to educate employees so that employees can be alert for the appearance of unconscious bias. Following an in-house application process, employees who undergo the prescribed training are then internally certified as an “ambassador.”

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Positive response rate in Employee Opinion Survey (EOS) (Panasonic Group)