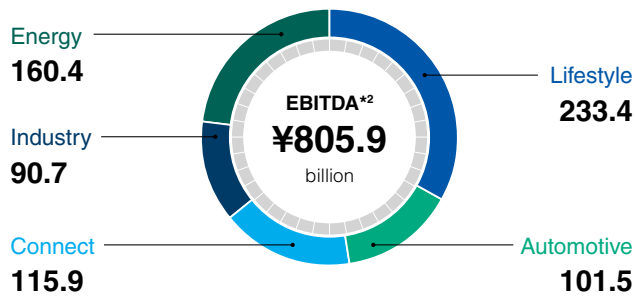
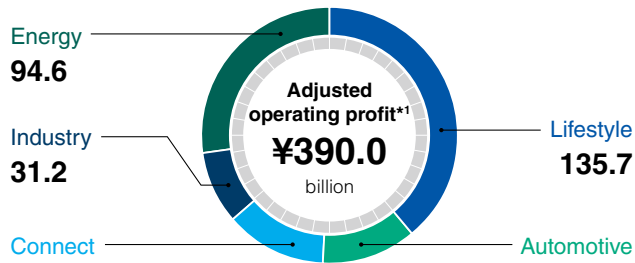
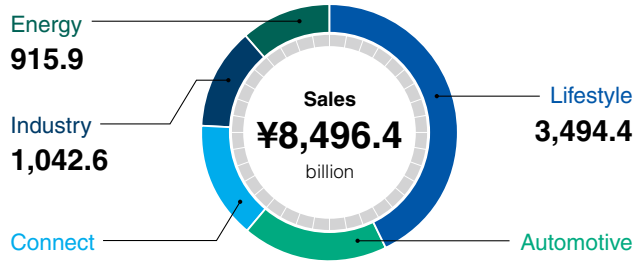


# At a Glance

## Composition of Group Businesses

Fiscal year ended March 2024



Please refer to "Operating Results by Segment" in the Annual Securities Report for details of each segment's sales and operating profit.

<https://holdings.panasonic/global/corporate/investors/library/securities-report.html>

\*1 Adjusted operating profit = Sales - Cost of sales - SG&A

\*2 Total amount of Operating profit, Depreciation (Tangible assets including Property, plant and equipment/ Right-of-use assets) and Amortization (Intangible assets).

Adjusted with:

-amount equivalent to depreciation corresponding to underlying assets that are applied with Lease accounting treatment as a lessor

-impact of temporary accounting treatment related to "re-evaluation of assets and liabilities" after Blue Yonder acquisition

### Overview

#### Lifestyle

(See p.18)

Efforts are made to improve the quality of living tailored to each individual, provide safe and secure lifestyle infrastructures that support and enhance social activities, and contribute towards decarbonization and the circular economy through energy and resource-saving products, along with the generation and effective use of clean energy.

#### Automotive

(See p.19)

We aim to be the world's best company in the "Joy in Motion" design company, leveraging the Panasonic Group's expertise in consumer electronics and digital AV to create new mobility experiences that are close to people and lifestyles.

#### Connect

(See p.20)

Management issues of customers are resolved through Gemba Process Innovation, to contribute to society. Efforts will continue to be made toward realizing a sustainable future along with customers through contributions toward each *gemba* (operational frontlines).

#### Industry

(See p.21)

The Company's variety of device technologies contribute to resolving difficult social issues such as pressing demands for the environment and safety for the mobility society, the explosion of data volumes with the rise of the information-based society and labor shortages in manufacturing.

#### Energy

(See p.22)

Our business fields are dry batteries that support daily life and batteries that support a wide range of social infrastructures and mobility such as EVs. Through our business, we will contribute to "achieving a society in which the pursuit of happiness and a sustainable environment are harmonized free of conflict," which is our Company's mission.

### Major products



Europe: Air to Water heat pumps



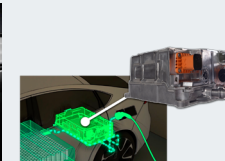
Japan & China: Home appliances



Wiring devices



Cockpit systems



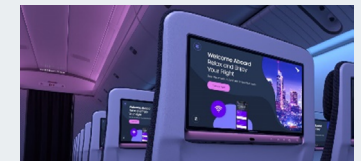
EV in-vehicle charging systems



WELL Cabin (Cabin Space concept model)



Supply chain management software



In-flight entertainment systems



Capacitors



Multi-layer circuit board materials



Relays



Industrial motors



Automotive cylindrical lithium-ion batteries

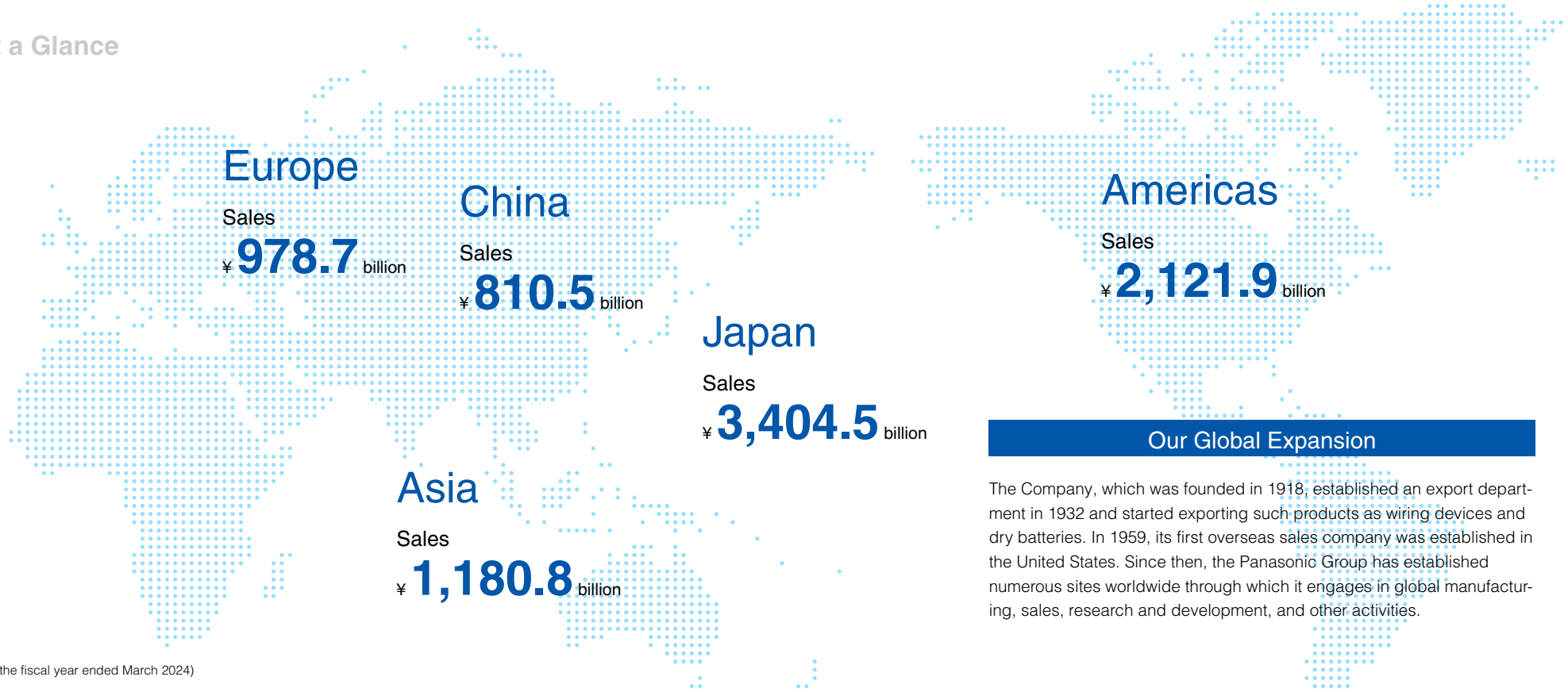


Energy storage systems



Primary batteries (dry batteries/lithium primary batteries)

## At a Glance



### Our Global Expansion

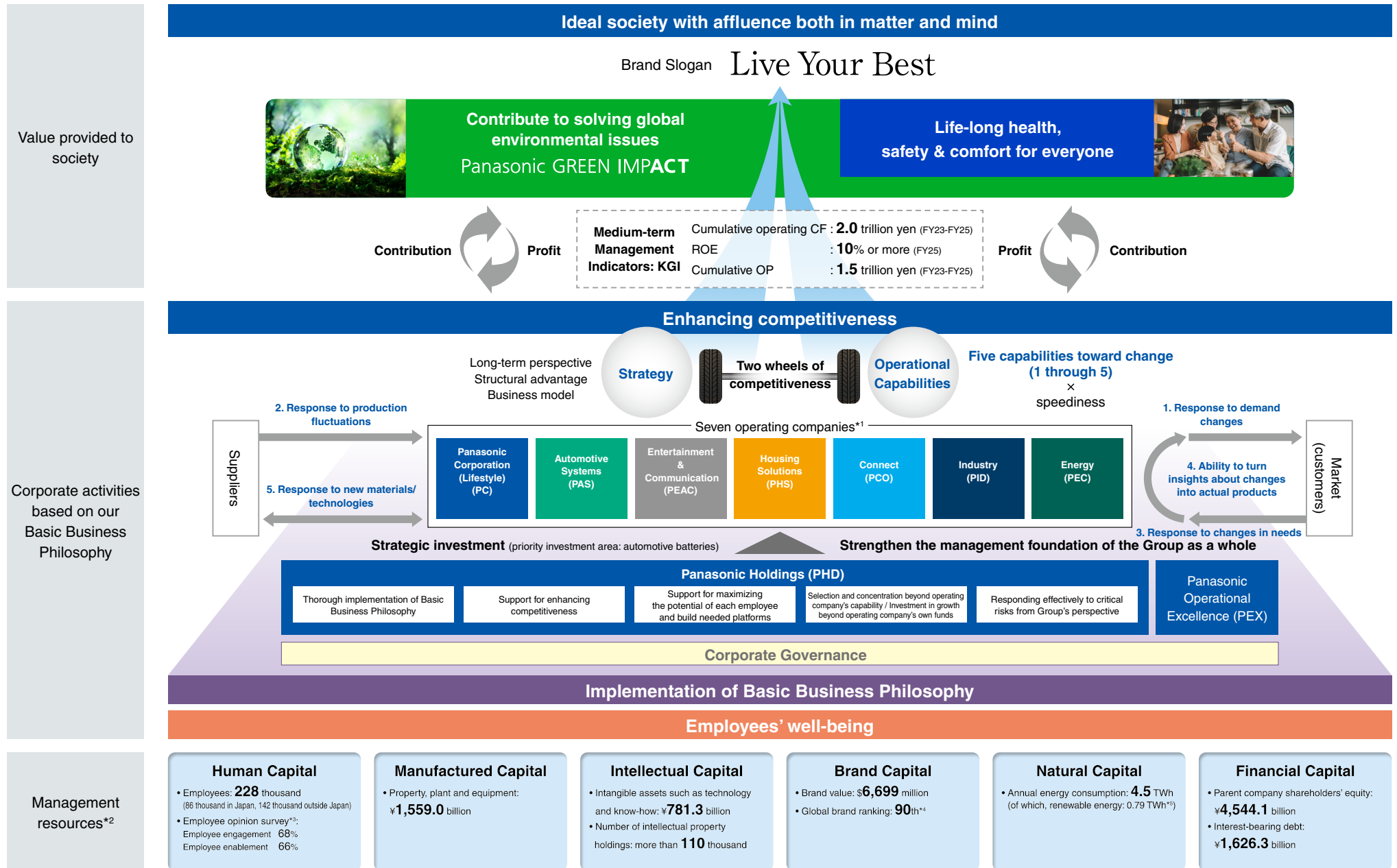
The Company, which was founded in 1918, established an export department in 1932 and started exporting such products as wiring devices and dry batteries. In 1959, its first overseas sales company was established in the United States. Since then, the Panasonic Group has established numerous sites worldwide through which it engages in global manufacturing, sales, research and development, and other activities.

(For the fiscal year ended March 2024)

<p>Sales</p> <p>¥ <b>8.5</b> trillion</p>	<p>Number of Employees</p> <p><b>228,420</b></p>	<p>Ratio of overseas sales</p> <p><b>59.9</b> %</p>	<p>Ratio of overseas employees</p> <p><b>62.2</b> %</p>	<p>Cumulative Operating CF (FY23-24)</p> <p>¥ <b>1.4</b> trillion</p> <p>[Medium-term KGI]</p> <p>Cumulative: ¥ <b>2.0</b> trillion (FY23-25)</p>	<p>ROE</p> <p><b>10.9</b> %</p> <p>[Medium-term KGI]</p> <p><b>10</b> % or more (FY25)</p>	<p>R&amp;D Expenditures</p> <p>¥ <b>491.2</b> billion</p> <p>[Ratio to Sales]</p> <p><b>5.8</b> %</p>
<p>CO<sub>2</sub> Reductions</p> <p><b>680</b> kt</p> <p>(Scope 1, 2)*<sup>1</sup> In comparison to FY21 *1 Classification according to GHG Protocol (See p.34)</p>	<p>CO<sub>2</sub> reduction targets (FY2031)</p> <p><b>31.45</b> Mt</p> <p>(Scope 1, 2, 3)*<sup>1</sup> In comparison to FY21 *1 Classification according to GHG Protocol (See p.34)</p>	<p>Zero-CO<sub>2</sub> Factories</p> <p>Cumulative <b>44</b> factories (See p.34)</p>	<p>Employee Engagement*<sup>2</sup></p> <p><b>68</b> %</p> <p>*2 Favorable response rate in the Employee Opinion Survey (See p.25)</p>	<p>Ratio of female managers</p> <p><b>7.0</b> % (See p.25)</p>	<p>Dividend payout ratio</p> <p><b>18.4</b> %</p>	<p>Investor Dialogue</p> <p>Approx. <b>1,700</b> Institutions (accumulated) (See p.70)</p>

# Value Creation Process

In order to achieve "an ideal society with affluence both in matter and mind," Panasonic is committed to enhancing competitiveness in terms of both strategy and operational capability under our Basic Business Philosophy. We will increase our corporate value by returning the profits we receive as a result of our contributions back to society and by making investments to strengthen our competitiveness and further expand our contributions.



\*1 Of the seven operating companies, the five companies whose sales volume accounts for 10% or more of total sales are reported as "segments." \*2 Figures are as of the end of March 2024. Figures for Natural Capital are an annual result of FY2024. \*3 Favorable response rate \*4 Research by Interbrand, a branding specialist \*5 Figures from photovoltaic, wind, and biomass sources including the amount of renewable energy adopted to manufacturing and non-manufacturing sites of own group. Heat pumps not included.

# Materiality

## Purpose of identifying materiality

We identify important opportunities and risks related to sustainability as materialities from the two perspectives of “financial effects on the Company” and “impact on society.” In response to these materialities, we aim to improve our sustainability management by creating new business opportunities and lowering risks.

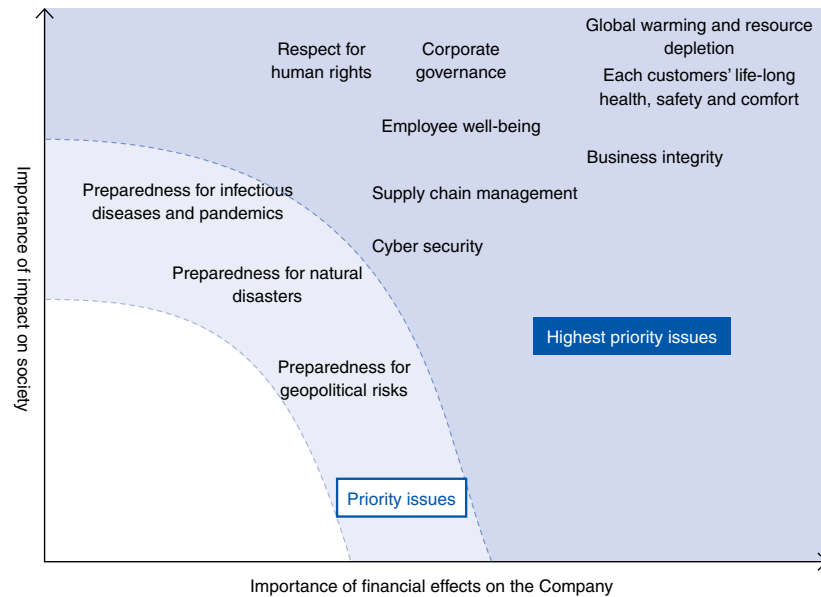
Materialities will be reviewed as appropriate based on changes in the business environment and dialogues with stakeholders.

## Process of identifying and positioning materiality

From a list of items that included demands from society and foreseeable future challenges, we selected issues that could represent opportunities and risks for the Group. Next, we assessed them from the two perspectives of the Group and its stakeholders, and 11 priority issues were extracted.

We confirmed the validity of these analysis processes and the priority issues we extracted through dialogue with external experts, and the 8 highest priority issues and 3 additional priority issues were identified after deliberation at the meetings of the Group’s Sustainability Management Committee, the Group Management Meeting, and with the Board of Directors of the Company.

### Materiality assessment results



Note: Some of the materiality items are similar to the names of “Group Major Risks / PHD Major Strategic Risks” determined by risk management activities; however, due to different objectives and identification processes, their corresponding initiatives are partly different. Risk management activities are described in the [“Risk Management” section \(P138\) of the Sustainability Data Book 2024](#).

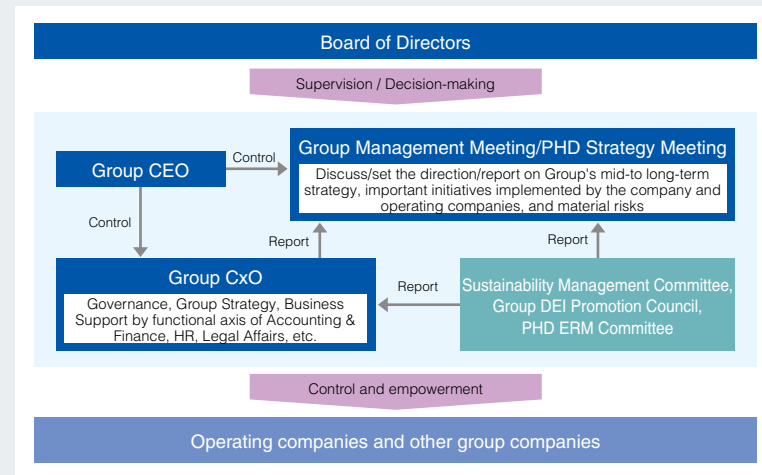
Of the materialities we have identified, global warming and resource depletion correspond to the Group’s common strategy of helping the environment, while the lifelong health, safety, and comfort of every customer represent our lifestyle efforts. We aim to generate sustainable value by maximizing new business opportunities in these two areas. Meanwhile, other materialities help us build and strengthen our management foundation for sustainable value creation while reducing various risks.

The following pages summarize the key points and indicators/targets related to our efforts for these materialities.

### The Promotion Structure of Sustainability Management (As of Aug. 2024)

The Panasonic Group has established the Sustainability Management Committee, chaired by the Group CEO and composed of executive officers and Group companies’ officers, etc. appointed by the chairperson, which meets once a month in principle. Under the supervision of the Board of Directors, the Committee discusses and directs essential themes related to the Group’s sustainability and shares such conclusions with the entire Group through the Group Management Committee and other vectors. It also reports and shares its conclusions with the Board of Directors as necessary, becoming part of Groupwide decision-making.

We also have specialized committees to address discrete themes, including the Group DEI Promotion Council and the PHD ERM Committee.



(Notes) Group Management Meeting: Chaired by Group CEO, consisting of about 20 Executive members including the presidents of operating companies, heads of each function (held monthly in principle)  
 PHD Strategy Meeting: chaired by Group CEO, consisting of ca. 10 Executive members, including the head of functions such as HR, accounting, legal, and others (held twice a month in principle)  
 PHD: Panasonic Holdings Corporation ERM: Enterprise Risk Management DEI: Diversity, Equity & Inclusion



# Materiality

## Examples of initiatives to address materiality

● Increase positive impact ● Mitigate negative impact

	Materiality	Main initiatives	Indicators	Targets	Report on related items
Group common strategy	Global warming and resource depletion	<b>Panasonic GREEN IMPACT</b> ● Expansion of automotive batteries for EVs, Air to Water heat pump (hot-water and heating system with heat pump), and hydrogen fuel cells ● Environmental energy technology innovation (water electrolysis, perovskite solar cells, DERMS) ● Reduction of in-house CO <sub>2</sub> emissions (expansion of zero-CO <sub>2</sub> factories, expansion of energy-saving equipment) ● Expansion of circular economy businesses and products	CO <sub>2</sub> reduction impact	300 million tons (by 2050)	Sustainability Data Book 2024 ■ <a href="#">Environment p.9</a> Sustainability site ■ <a href="#">Environment</a>
			CO <sub>2</sub> emissions from all factories	Net zero (by 2030)	
Waste recycling rate			99% or more		
	Each customers' life-long health, safety and comfort	● As a "lifestyle solutions provider" that delivers value tailored to each customer, we combine our diverse customer touchpoints with digital technology to contribute to each customer's life-long health, safety and comfort			—
Highest priority issues	Business integrity	● Promoting understanding of and confirming compliance with the Panasonic Group Code of Ethics & Compliance and internal rules, and complying with relevant laws ● Dissemination and appropriate operation of the whistleblowing system ● Protection and utilization of our intellectual property and respect for the intellectual property of third parties	Occurrence of serious compliance violations	Zero	Sustainability Data Book 2024 ■ <a href="#">Business Ethics p.146</a> ■ <a href="#">Intellectual Property p.128</a>
	Supply chain management	● Elimination of waste and stagnation in the supply chain ● Strengthening of supply chain by promoting multiple suppliers and review of manufacturing sites			Sustainability Data Book 2024 ■ <a href="#">Risk Management p.138</a>
	Employee well-being	● Creating a safe, secure, and healthy workplace (by implementing safety and compliance and promoting health management) ● Encouraging employees' self-motivated endeavors and supporting their self-determined career formation (Providing opportunities for skill development and challenges, wider options for work schedules and remote work, and internal Group personnel moves through open recruitment) ● Promoting DEI (Diversity, Equity & Inclusion) (top management commitment, creating an inclusive work environment, support for each individual)	Occurrence of serious or grave accidents	Zero	Sustainability Data Book 2024 ■ <a href="#">Employee Well-being p.83</a>
			Employee engagement/employee enablement in the Employee Opinion Survey	The highest global standard	
	Corporate governance	● Evaluation of the effectiveness of the Board of Directors and implementation of improvement measures ● Promotion of constructive dialogue with shareholders ● Linkage of non-financial KPIs to executive compensation	Enhancement of constructive dialogue with shareholders	Implemented	Corporate information site ■ Panasonic Holdings Corporation "Corporate Governance" <a href="#">Corporate Governance Report</a>
			Evaluation of the effectiveness of the Board of Directors and implementation of improvement measures	Implemented	
			Ratio of outside directors in the PHD Board of Directors	1/3 or more	
Respect for human rights	● Developing and thoroughly implementing the Panasonic Group Human Rights and Labour Policy ● Promoting human rights due diligence within the Group and its value chain based on global standards ● Promotion of engagement with stakeholders and appropriate disclosure of information	Promotion of correction of issues identified in human rights due diligence for each Group company which may cause forced labor	Implemented	Sustainability Data Book 2024 ■ <a href="#">Respect for Human Rights p.76</a> ■ <a href="#">Responsible Supply Chain p.109</a> ■ <a href="#">AI Ethics p.119</a>	
		Rate of training on the prevention of forced labor at Group company sites that employ foreign migrant workers	100%		
Cyber security	● Centralization of common cyber security functions across manufacturing, information systems, and product areas to strengthen countermeasures during normal times and incident responses during emergencies ● Gradual expansion of scope of cyber security countermeasures, including to supply chains	Provision of education and training for all employees to improve security awareness and promote behavioral change	More than four times a year	Sustainability Data Book 2024 ■ <a href="#">Cyber Security and Data Protection p.152</a>	
		Collection and monitoring of threat and vulnerability information by an expert team, and implementation of necessary measures	Implemented		
		Incident response training by an expert team in anticipation of cyber attacks	More than once a year		
		Number of serious incidents	Zero		
Priority issues	Preparedness for geopolitical risks	● Monitoring of international situation and trends in policies, laws, and regulations in each country and geographic region to ascertain the impact on the Group's business and respond in a timely manner ● Closely monitoring and responding to changes in the business environment caused by economic security policies in each country in terms of business threats and opportunities		Sustainability Data Book 2024 ■ <a href="#">Risk Management p.138</a>	
		Preparedness for infectious diseases and pandemics	● Formulating Group policies for each country based on analysis of its government policies, regulatory trends, infection conditions, etc., and setting and implementing detailed rules at each business site		
	Preparedness for natural disasters	● Enhancement of stockpiling and drills during normal times and establishment of a safety confirmation system; establishment of a Groupwide Emergency Response Headquarters system in the event of an emergency			