

Occupational Health and Safety

Management System

The purpose of Panasonic Group's occupational health and safety management is to promote a comfortable and safe workplace based on the most advanced practices. Its aim is to contribute to the welfare of the Group's employees and the development of Panasonic's business. In addition, the Group has established in its regulations that it will give careful consideration to the health and safety of the employees of its subcontractors who work full-time on Panasonic premises.

To maintain our occupational health and safety efforts—and to continuously improve them—Panasonic has introduced an occupational health and safety management system at nearly all of its global manufacturing sites (some of which are now under construction). In addition, Panasonic's business sites are working toward obtaining certifications such as ISO45001. Through these certifications, Panasonic is working to set clear targets and promote health and safety initiatives with clearly defined roles and responsibilities for every employee, including long-term reviews conducted by business site directors and making adjustments to those activities.

As of the end of the FY2021, 110 of Panasonic's sites have obtained ISO45001 certification, and 96 are currently preparing to transition from certifications like OHSAS (Occupational Health and Safety Assessment Series) 18001 to ISO45001. (Roughly 185 of our 223 manufacturing sites are projected to obtain ISO45001 certification by the end of FY2022.)

In addition, based on the Industrial Safety and Health Act, Panasonic conducts at least once a year regular risk assessments of sites elements including mechanical equipment and harmful substances. This process aims to identify potential risks of workplace accidents or illnesses and to ensure to reduce these risks, according to their level of severity.

Furthermore, when a workplace accident happens within the company, Panasonic shares it as a case study through its corporate intranet, so that we can implement activities to prevent recurrence of such accidents at all business sites.

Through OSHMS, all business sites in Japan have Health and Safety Committees, composed of employees and managers.

The purpose of these Committees is to investigate and debate employee hazard prevention measures, root causes of occupational accidents, measures for recurrence prevention, prevention measures for employees' health issues, as well as employee health maintenance and promotion measures. Moreover, Panasonic has established Occupational Health and Safety Councils with its contractors in order to prevent occupational accidents caused by working with contractors' employees operating on our premises. These Councils serve to maintain open lines of communication among workers and to comprehensively manage health and safety issues.

At our Headquarters, we have built a system for managing the status of occupational accidents arising at some 340 global sites. Should a major occupational accident occur, this system allows to report it within 24 hours, in addition to full year-round monitoring and sharing of case studies with all Group companies. At business sites where occupational accidents have occurred, Panasonic investigates the root causes behind incidents and implements measures at all business sites to prevent the recurrence of similar accidents.

In March of each year, Panasonic establishes Corporate-wide priority policies, and strives to fully inform all employees of their content during July's National Safety Week and October's National Occupational Health Week. These communication efforts include the issuance by Panasonic's President of a specific message related to the key Corporate-wide policies for that fiscal year.

Panasonic Group personnel in charge of health and safety also participate in an annual Employee Personal Health and Occupational Health and Safety Forum, where together they study case studies of initiatives at different business sites, attend lectures by visiting instructors, and engage in activities to increase their knowledge and to put it into practice at each business site.

In addition, Panasonic's Occupational Health and Safety personnel attends presentations given by external experts, share best practices on health and safety among business sites (including those overseas), and give awards to business sites with exceptional safety records at the Employee Personal Health and Occupational Health and Safety Forum held each year in September. These engagements are designed to promote high standards of health and safety across Panasonic's sites.

Policy

Panasonic strives to ensure the personal and occupational health and safety of its employees by sharing the Panasonic Code of Conduct, created by the Board of Directors, and the Panasonic Occupational Safety and Health Policy, issued by the President, to all Panasonic Group companies worldwide. (At the Headquarters these are translated into our most commonly used foreign languages, English and Chinese, while multilingual versions are also offered at each business site.)

Panasonic Code of Conduct (Excerpts)

Panasonic has established that it will take into account the health of its employees and strive to ensure a safe and comfortable work environment.

Chapter 3: Employee Relations

(2) Respect for Human Rights

4. The Company will give due consideration to the health of its employees and will maintain a comfortable workplace that meets all applicable safety standards.

▶ Panasonic Code of Conduct, Chapter 3: Employee Relations

<https://www.panasonic.com/global/corporate/management/code-of-conduct/chapter-3.html>

Panasonic Occupational Safety and Health Policy

The Panasonic Occupational Safety and Health Policy consists of an Occupational Safety and Health Declaration, as well as a set of Activity Guidelines for Occupational Safety and Health. The Company has set initiatives in eight areas that it is thoroughly undertaking.

Occupational Safety and Health Declaration

Based on the spirit of "respect for human beings" as stated in our management philosophy, Panasonic Corporation is committed to creating safe and both physically and mentally healthy workplaces through consistent efforts and careful attention.

Activity Guidelines for Occupational Safety and Health

1. Legal and regulatory compliance

Each business site shall establish its own internal policies and procedures to ensure compliance with all relevant legal and regulatory obligations related to occupational safety and health.

2. Management of resources

Each business site shall invest in human, technology and capital in order to create safe and healthy workplaces.

3. Establish, maintain, and improve our occupational safety and health management systems

Each business unit shall establish an occupational safety and health management system, and regularly maintain and improve it.

4. Definitions of roles, authorities and responsibilities, and establishment of an organizational structure

In order to ensure smooth implementation of Panasonic's occupational safety and health management systems and to promote their continuous and voluntary improvements, each business site shall define the organizational structure for health and safety management, including the roles, authorities, and responsibilities of legal representatives, managers and supervisors.

5. Removal and reduction of the root causes of hazards and potential damage

Each business site shall carry out risk assessments, identify hazards and root causes of potential damage, and remove or reduce them.

6. Setting health and safety goals and formulating and implementing a management plan

At each business site, the business operators taking part in the Health and Safety Committees (managers) and employees shall work together to assess occupational safety and health activities, identify disasters and potential threats to health, adopt appropriate goals, and formulate and execute a management plan for occupational safety and health.

7. Auditing and review by management

Each business site shall conduct regular audits to monitor occupational safety and health activities. Based on the audit results, the management shall carry out appropriate reviews and implement continuous improvements.

8. Education and training

Each business site shall provide its employees and those of its business partners on its premises with education and training in accordance with the occupational safety and health management plan. Each business site shall ensure that all relevant personnel are appropriately kept informed of the health and safety policy and the occupational health and safety management system.

June 24, 2021

President Yuki Kusumi, Panasonic Corporation

Training

Panasonic educates employees, managers, and occupational health and safety personnel using the Safety and Health Education Guideline and the Mental Health Education Guideline that it has established.

In September of each year, Panasonic holds its Employee Personal Health and Occupational Health and Safety Forum—where employees from all business sites can learn good examples of personal health and occupational health and safety promotion activities from each other. At the Forum, Panasonic awards business sites that have achieved zero accidents or shown outstanding efforts—as part of its goal to raise the standards of its health and safety activities.

Headquarters Training and Numbers of Trainees (Fiscal 2020)

Group	Name of Training	Period/Time	Number of Trainees
New hires (all types)	All new hire trainees	30 minutes	1,255
	Career Hires Introductory Training	30 minutes	175
HR roles	Occupational Health and Safety Personnel Training (Introduction)	2.5 days	28
	Course on Human Resources Basic Roles	3 hours	62
Manufacturing-related roles	Lectures on Machinery and Equipment Safety Standards	As needed	Roughly 200
	Occupational Health and Safety Seminar for Production Engineering Manager	2days	21
Executives/ managers	Occupational Health and Safety Seminar for Executives and Plant Managers	2days	17
Total			Roughly 1,760

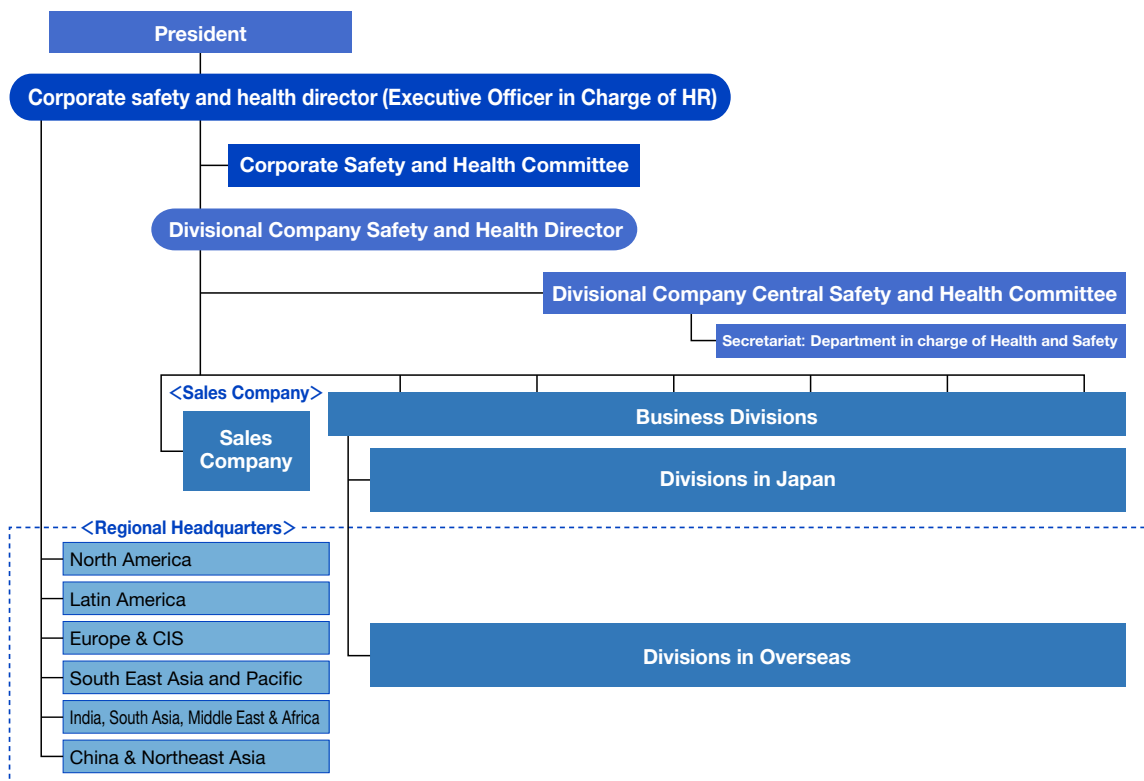
*All seminars are for employees of Panasonic Corporation and its affiliated companies in Japan.

Responsible Executive and Framework

The executive officer responsible for occupational health and safety is the Chief Human Resources Officer (CHRO), Shigeki Mishima. (As of August 2021)

As per Panasonic's Occupational Health and Safety Management Regulations, established for Corporate-wide occupational health and safety management, Panasonic uses the management structure shown below. Divisional Company Presidents (or executives of at least executive officer rank) supervise occupational health and safety at their respective Divisional Companies.

Corporate Occupational Health and Safety Management Organization (Japan) (as of August 2021)



Occupational Health and Safety Support Centers

In Japan, Panasonic has established the following support centers to help employees prevent or deal with mental or physical stress:

Employee Counselors (or the human resources department of the employee’s place of work)

Since 1957, Panasonic has designated highly experienced employees as “counselors,” and it has implemented a “Counselor System” whereby other employees may confer with them. The counselors answer any question other employees may have concerning welfare systems, and provide support to help employees resolve individual worries or problems that they face in their work or private lives.

EAP* Consultation Office

Panasonic has engaged specialist counselors to listen to the personal concerns of employees, who can rest assured that what they have discussed will not be disclosed to the company or to their health insurance organization.

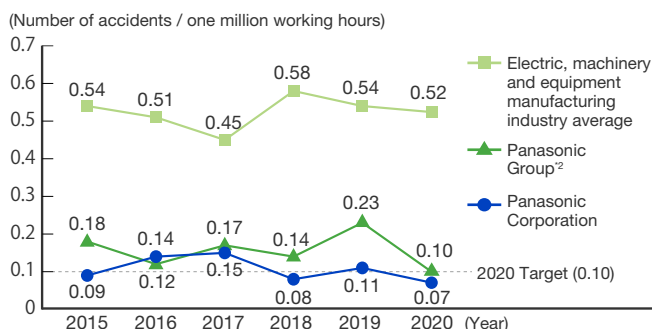
* EAP: Employee Assistance Program

Company Clinic

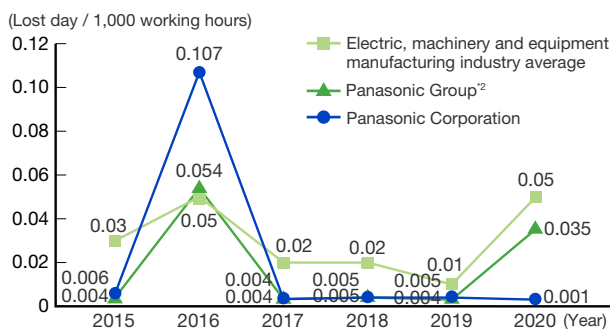
Full-time physicians and occupational health personnel are deployed to company clinics to provide a health support that performs functions such as handling illnesses that manifest during work, consulting on mental and physical health, preventing lifestyle-related diseases, and helping in smoking cessation.

Incidence of Occupational Accidents and Responses

Lost-Time Injury Frequency Rate*1 (Number of accidents that require time off from work per one million working hours)



Intensity Rate*1 (Proportion of day lost per 1,000 hours of total working hours)



Source: Research on Occupational Accident Trends (Ministry of Health, Labour and Welfare)

Number of Fatal Accidents (Global)³

Fatal incidents	2015	2016	2017	2018	2019	2020
Target	0	0	0	0	0	0
Actual	0	1 (Japan: An employee)	0	1 (Overseas: A local employee)	1 (Japan: Temporary staff)	1 (Japan: Panasonic Group Employee)

*1 For the Panasonic Group in Japan, excluding temporary staff and on-site contractors.

*2 For the Panasonic Group in Japan.

*3 Includes employees stationed overseas, temporary employees, and onsite contractor employees

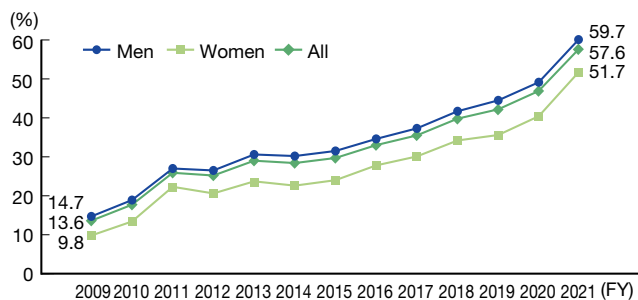
Incident Background and Recurrence Prevention

In FY 2021, there was a regrettable incident involving an employee who fell to their death while performing work in a high location where they had been dispatched. Panasonic takes this extremely seriously and has conducted a thorough general inspection of the management of work instructions at the site to which the employee was dispatched, whether or not the work was dangerous, and whether proper protective equipment for fall prevention was used. We are reminding those at all of our worksites that safety is the first priority over everything and working across the entire Group to eliminate serious accidents

Health Key Performance Indicators

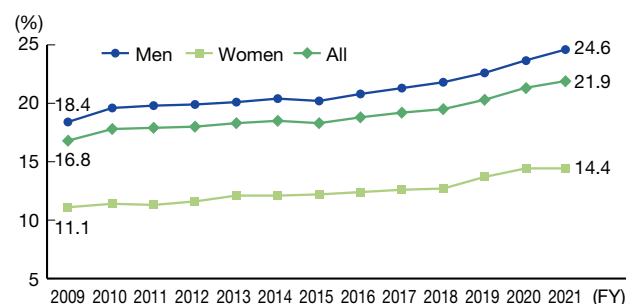
Rate of awareness of steps walked

Rate of awareness of steps walked: The percentage of people who are generally aware of how many steps they take in a week



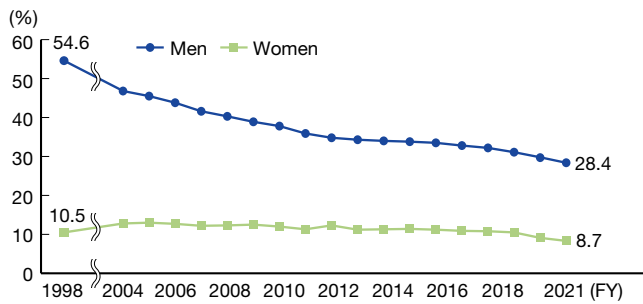
Exercise rate

Exercise rate: The percentage of people who have exercised for at least 30 minutes, at least twice a week, over at least one year



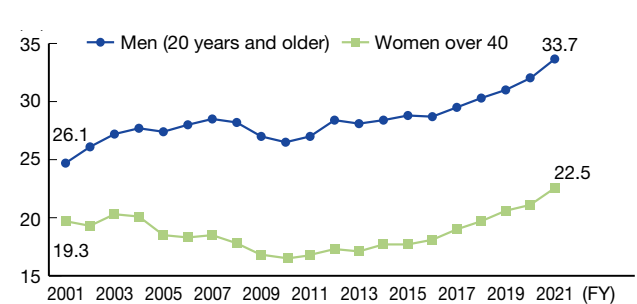
Smoking rate

Smoking rate: The percentage of people who smoke cigarettes



Obesity rate

Obesity rate: The percentage of people who have a BMI of 25 or more



After promoting Corporate-wide efforts to raise awareness of steps walked in fiscal 2019, we raised the 10-year rate of awareness by nearly threefold, while gradually increasing the rate of exercise as well. Panasonic's initiative to move from separate indoor smoking areas to 100% smoke-free buildings has lowered the smoking rate among men by just over 26% and among women by 4.4% from the peak figure. At the same time, while health promoting initiatives temporarily lowered obesity rates, they have continued to make gains again, so the Panasonic Group needs to expand the scope of its health promotion activities even further.

Key Initiatives

Safety

Creating Equipment Safety Standards

To prevent occupational safety risks involving equipment, Panasonic reviews safety conditions for all newly installed equipment by evaluating compliance with its Equipment Safety Standards. These precautionary audits take place when Panasonic builds new plants and installs new production equipment in existing business sites. The Guidelines on Creating Equipment Safety Standards form the basic outline for the Equipment Safety Standards at each business site. They take into account the laws and regulations of Japan, international standards, our know-how, and real disaster case studies.

Panasonic publishes these Guidelines in multiple languages.

Preparing for Emergencies

We have established policies, systems, and other basics for emergency response in our Group-wide Emergency Response Procedures and related manuals to prepare for all types of emergency situations. We prepare for emergencies by making sure to respond carefully according to the response procedure through regular disaster drills (including practicing evacuation and safety checks) for foreseeable incidents like fires or natural disasters and undertaking activities to spread awareness about preventing secondary disasters. See the Risk Management chapter (P.134) for more details.

Occupational Health

Regarding special tasks such as the handling of heavy objects or chemical substances, Panasonic will conduct work reviews work performed by using Safety Data Sheets (SDS) and provides appropriate protective equipment to reduce the necessity of such work as much as possible. Coinciding with the new obligation to conduct chemical substance risk assessments (as of June 2016), we review substances subject to the assessment, conduct additional health checkups in compliance with all laws and regulations, and continually monitor the situation so that there are no negative effects on employees' health.

The Stress Check system was scheduled and implemented for each of Panasonic's locations between FY2017 and FY2020 (and was carried out by each location), but in addition to the conventional response for those under high stress, since FY2021 all Panasonic Group companies conduct these Stress Checks in June of each year, implemented for each company organizational unit, in order to promote group analyses and workplace improvements on a company organizational unit level. (Stress Checks for FY2021 were postponed until October due to the impact of the coronavirus.)

We have also worked out functions for reminding every employee in the Panasonic Group to undergo these Stress Checks. Beyond helping the employees themselves understand their stress levels, the results of these Stress Checks are also used as feedback for workplace diagnostics and analyses and are also leveraged in measures meant to prevent mental health

issues through workplace stimulation. In addition to providing employees with an opportunity to identify their own stress levels, the Stress Check Test results offer workplace feedback in the form of a diagnostic analysis. This analysis is used to develop measures intended to prevent the occurrence of mental illness and to revitalize the workplace.

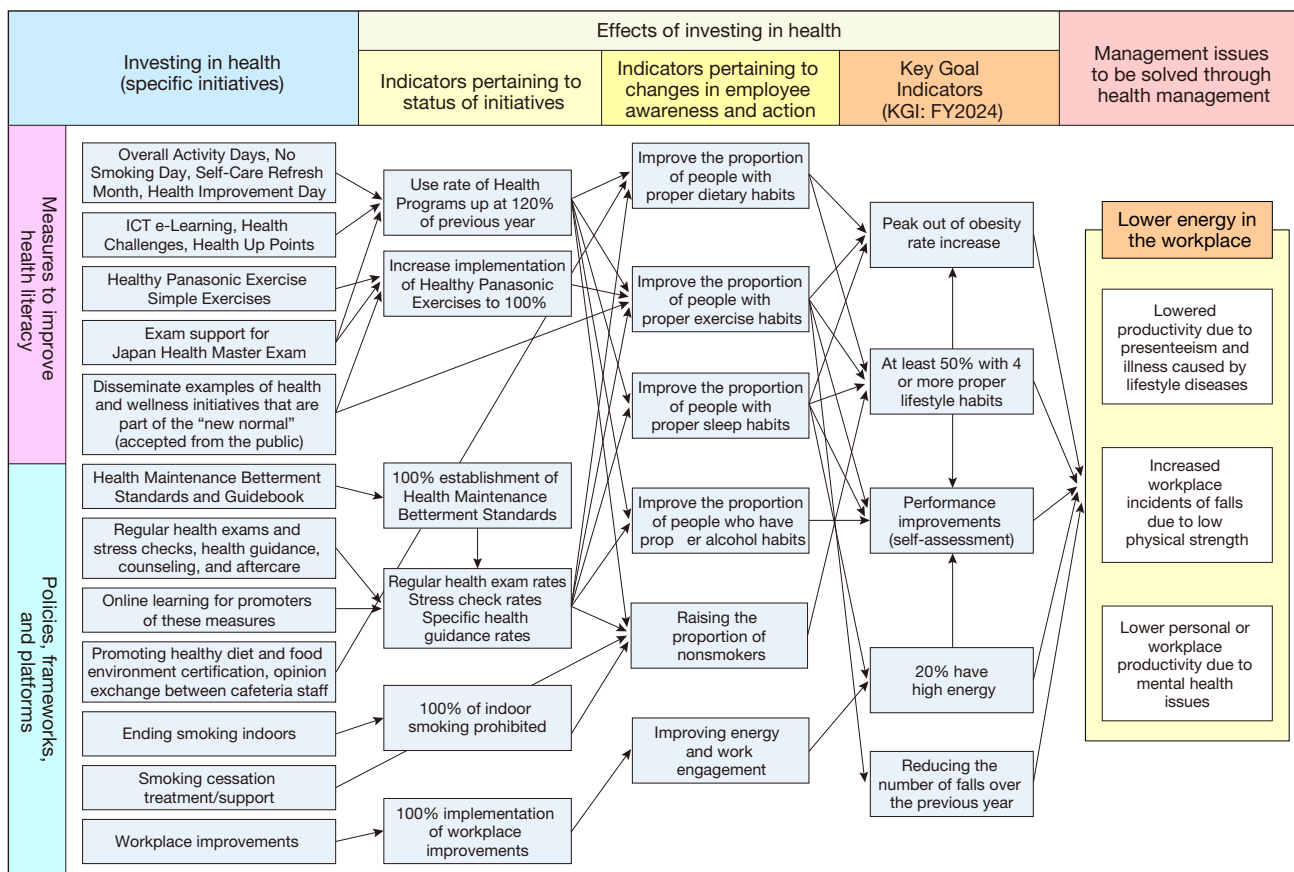
Employees who work long hours or whose regular health screening results suggest a need for monitoring their safety receive a consultation from an occupational physician based on Panasonic's own criteria. Measures are also taken to prevent damage to the employee's health, including by addressing working conditions and environment.

Furthermore, from the perspective of employee health and statutory compliance, we are striving to address excessive working hours and fundamentally review work processes in a way that goes beyond short-term efforts. This is part of our approach to continuously improve how employees engage in work and downtime.

Personal Health

We are promoting "Healthy Panasonic", a Corporate-wide campaign for healthy lifestyles started in FY2002 that targets all employees, labor unions and health insurance organizations. To ensure sustainable growth, and as the average employee age advances, Panasonic aims to prevent falls, reduce the risks of brain and heart disease, improve the mental and physical condition of its employees, and exhibit top performance Corporate-wide.

Healthy Panasonic Strategic Roadmap

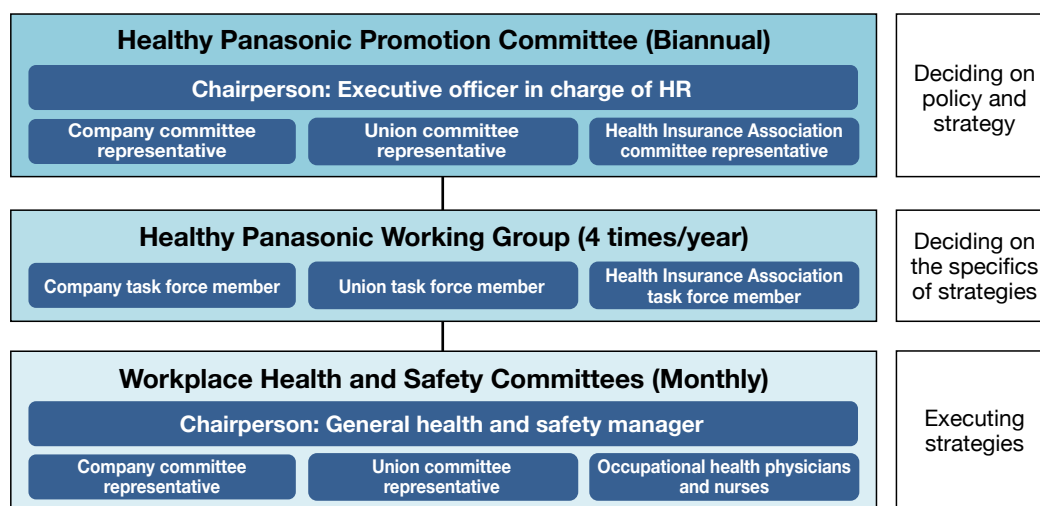


Promotional Framework

As of August 2021, the executive in charge of promoting Healthy Panasonic is Executive Officer and CHRO Shigeki Mishima.

Panasonic has established the Healthy Panasonic Promotion Committee to determine the policies and strategies for Healthy Panasonic. Under this committee, the Healthy Panasonic Working Group decides on the specifics of these strategies, while Health and Safety Committees implement these strategies at each business site.

Organizational structure for the promotion of “Healthy Panasonic”



Employee Health Problems

As Panasonic's employees become older, the number of individuals with obesity or other health problems is increasing, as is the number of falling accidents. At the same time, improvements in lifestyle habit metrics have remained stagnant, except in the rate of employees who are aware of how much they walk and who do not smoke. To address these health problems, Panasonic needs to raise its employees' health literacy and create plans to increase the number of employees who engage in healthy behaviors.

The coronavirus pandemic has also led to more remote work, especially for indirect divisions, which has brought up new issues including a lack of exercise and insufficient communication.

Health Promotion Initiatives

As an initiative to raise employees' health awareness, we hold a No Smoking Day (June 1st) and Health Improvement Day (October 1st) every year for the entire Group, and in fiscal 2021, 85.5% and 67.0% of business sites took measures to prevent passive smoking, quit smoking, eat well and exercise. In addition, Panasonic also offers ICT-based health promotion solutions through web services and lifestyle habit apps. These solutions provide health information, records of health checkups, health challenges, and health care point programs, and 58.3% of all Panasonic Group employees use these services and apps.

In terms of improvements to work environment, Panasonic promotes non-smoking workplaces and certifies 115 workplace cafeterias across Japan through the internal Health Improvement Cafeteria Certification System. Thanks to these certifications, 50% of cafeteria users can choose from a selection of health-conscious meals.

Meanwhile, Panasonic also considers employee safety as necessary by actively offering health guidance and occupational counseling through 160 health management offices across Japan. These counseling efforts are for individuals who are subject to specific health guidance and who are at high risk of facing health problems.

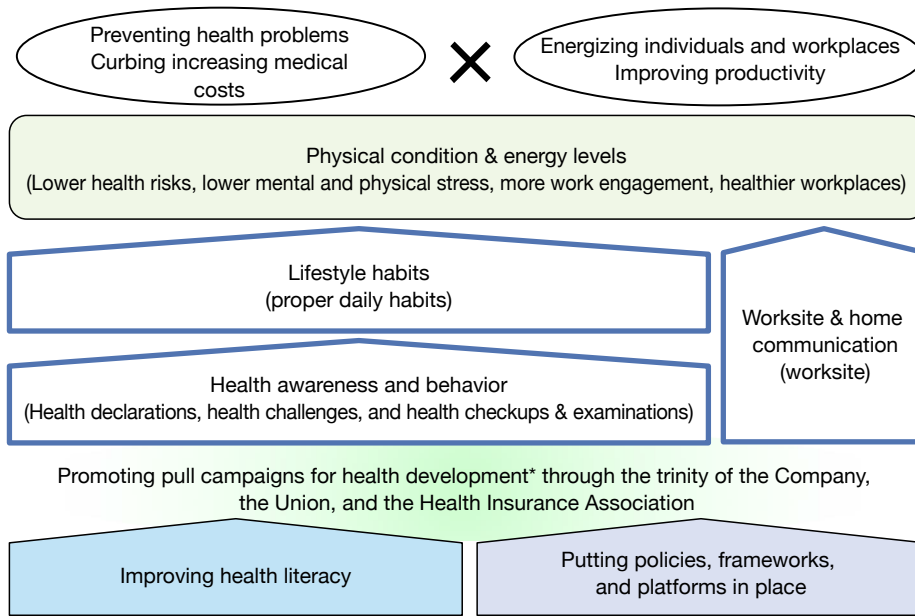
We undertake a variety physical fitness initiatives, including working toward popularizing workplace exercises focused on strength training and encouraging individuals to be more aware of their own lack of exercise through strength checks, all under the banner of “making exercise a habit,” our key theme for fiscal 2021. We have also created a Guide to Healthy and Safe Remote Work, providing some cautions when it comes to remote work and simple exercises that individuals can do at home to support our employees in taking care of their own health and wellness.

There is a tendency for individuals who have more proper lifestyle habits in all five areas of lifestyle habits (sleep, diet, exercise, moderation with alcohol, and avoiding tobacco) to be less likely to be obese and have better job performance (based on self-evaluation). One of the goals of the Healthy Panasonic initiative is to increase the proportion of individuals who have four or more of these proper habits by fiscal 2024 to at least 50%.

That proportion was 36.2% in fiscal 2021, a 3.2% increase from the previous year.

* “Proper lifestyle habits” as defined by the standards of the Health Scoring Report

Overview of “Healthy Panasonic” from FY2020



*Promoting health through self-directed initiatives individuals take for the sake of themselves and their families