

Governance Data

Corporate Governance

Category	Target	Record date	Classification		Units	2023	2024	2025	2026
Corporate Governance Structure	Directors	As of 30 June	Total		People	13	13	13	13
				Total of Inside Directors		7	7	6	6
				Men		6	6	4	4
				Women		1	1	2	2
				Total of Outside Directors		6	6	7	7
				Men		5	5	5	5
				Women		1	1	2	2
	Audit & Supervisory Board Members	As of 30 June	Total		People	5	5	5	5
				Total of Inside Members		2	2	2	2
				Men		2	2	2	2
				Women		0	0	0	0
				Total of Outside Members		3	3	3	3
				Men		2	2	2	2
				Women		1	1	1	1

Ethics and Compliance

Category	Target	Record date	Classification	Units	FY2022	FY2023	FY2024	FY2025
Reports & Consultations	Reports and Consultations Topics in the Group	March 16 – March 15 of the following year	Workplace issues	%			67	70
			Business integrity				21	17
			Other violations of laws and regulations				8	10
			Health and safety				3	2
			Accounting/Auditing				2	1

* The definition of "Workplace issues" includes harassment, sexual harassment, bullying, discrimination, unfair treatment, complaints, and others. The definition of "Business integrity" includes bribery, conflicts of interest or receiving any improper benefits, fraud and theft, competition law and antitrust, product quality, data privacy and information security, and others. The figures are rounded to the nearest whole number.

* Because FY2022 and FY2023 data were compiled using different reporting categories and classifications, they are not included in the table above. For details, see the "Fair Operating Practices" chapter in Data Book 2022 or "Business Ethics" chapter in Data Book 2023, available on the Sustainability Data Book Report Archive page.

<https://holdings.panasonic/global/corporate/sustainability/data-book/back-number.html>