Panasonic Group's Sustainability Management

Group CEO Message

Achieving a Better, Sustainable Society

In 1932, the Panasonic Group's founder, Konosuke Matsushita, set forth a visionary "250-year plan." This plan, divided into ten phases of 25 years each, is grounded in his aspiration to create "an ideal society with affluence both in matter and mind." Since then, we have dedicated ourselves to fulfilling this mission by addressing various social issues through our business activities, thus contributing to both customers and society.

As we continue down this path, it is becoming increasingly important to achieve well-being in society and people's lives in a sustainable manner. This requires us to deeply engage with the challenges threatening social sustainability—labor shortages due to a declining birthrate and aging population, economic disparities and the resulting impact on human rights, concerns about ethics and privacy, and other looming dilemmas—all of which continue to grow in complexity. By actively taking on and meeting these challenges, we at Panasonic will help foster a more harmonious society where every individual can experience a greater sense of well-being.

To achieve sustainable well-being for society as a whole, we must find solutions to global environmental challenges. In particular, global warming and the depletion of natural resources have reached critical levels. Meanwhile, innovations like generative AI are creating new challenges, such as the sharp rise in energy demand. In building a sustainable future, we believe these pressing issues must be tackled as a shared responsibility of every sector of society.

In each of our businesses, the Panasonic Group is committed to addressing these diverse challenges. By continuing to make meaningful contributions to both our customers and society, we aim to build sustainability for the coming generations. In turn, these efforts will enhance our corporate value and enable us to make even greater contributions to the world. This is how we will promote sustainability management and fulfill our lofty mission.

Guided by this conviction, we in the Panasonic Group believe that, as we strive to make long-term contributions, our employees are our greatest asset. "Developing People and Making the Most of Their Potential"—a key tenet of the Panasonic Group's Basic Business Philosophy—is the very foundation of our management and the source of our competitiveness. Accordingly, we are accelerating our initiatives to empower every employee to pursue new endeavors and achieve personal growth.

However, our efforts alone cannot ensure that these initiatives succeed. They can only be achieved through communication, collaboration, and co-creation with you, our stakeholders: customers, business partners, shareholders, employees, and communities. As a public entity of society, the Panasonic Group will continue to work with all of you, through steady progress, to help create a better and sustainable society.

Yuki Kusumi

Group CEO

Sustainability Management Basic Philosophy & Structure

Basic Philosophy

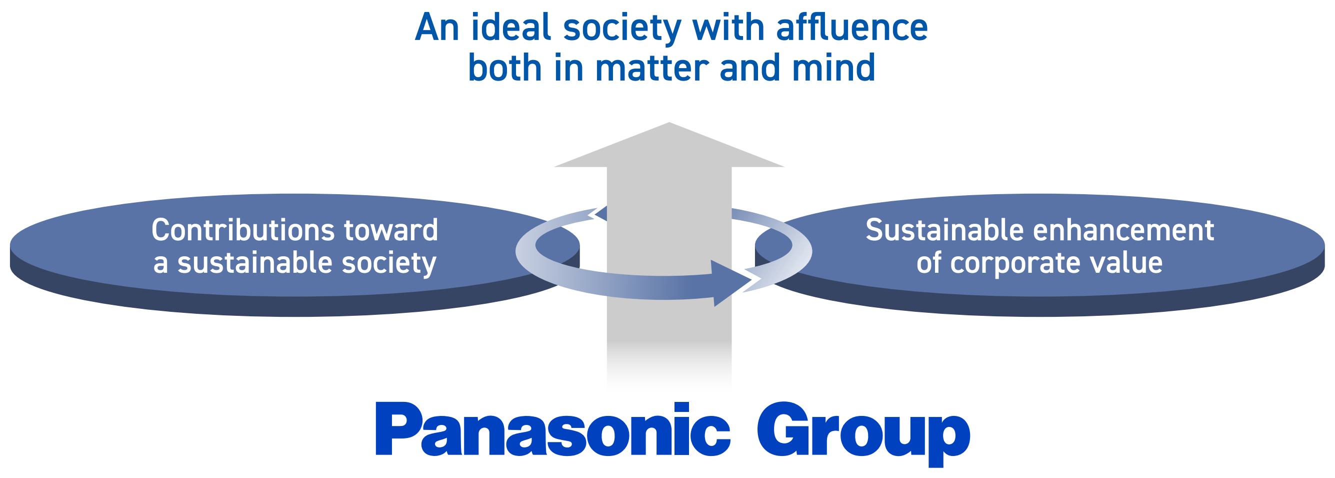
The Panasonic Group's mission is to achieve "an ideal society with affluence both in matter and mind." This is grounded in the dream of achieving prosperity both in matter and mind, which is the ideal state of society that our founder Konosuke Matsushita envisioned and pursued. In 1932, the founder set forth a 250-year plan, consisting of ten successive phases of 25 years, to reach the ideal society he envisioned.

For our Group, "sustainability management" is the pursuit of this mission.

We will strive to address social issues through our business activities and contribute to a more prosperous and sustainable society thereby enhancing our corporate value. Through these consistent efforts, we aim to achieve our goal to realize "an ideal society with affluence both in matter and mind."

To achieve this, we will always squarely address the social issues of the time and continue to create new value through our business activities. At the same time, we will also focus on building and strengthening a sustainable management foundation that will enable sustainable value creation.

As a public entity of society, the Panasonic Group will share this mission and philosophy with all of its stakeholders, and together we will pursue the ideal society we envision.



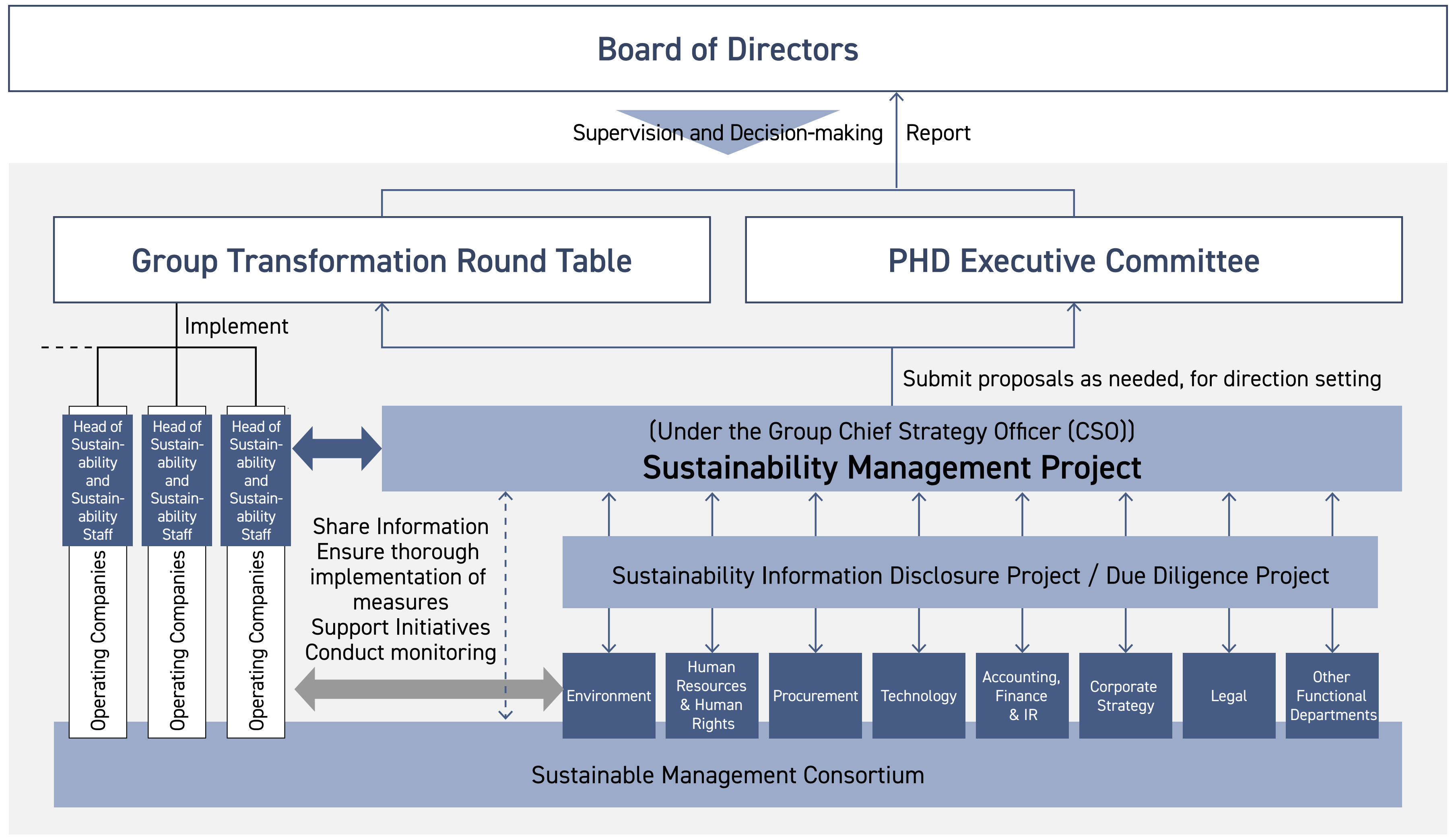
Structure for Promoting Sustainability Management

Evolution of the Promotion Structure Integrating Group Strategy and Sustainability (Starting April 2026)

Starting from fiscal 2027, the Group will integrate sustainability into Group strategy and management in order to further promote the resolution of social issues through business activities. Within this integrated management framework, discussions and direction-setting for sustainability-related policies, strategies, indicators, and targets will continue at management meetings such as the Group Transformation Round Table (GTRT)*2, in which Business CEOs*1 also participate, as well as the PHD Executive Committee*3.

The structure for promoting sustainability management is shown in the figure below. The Board of Directors holds the oversight function for sustainability, and matters deliberated and decided by GTRT and other relevant meetings are reported to the Board of Directors depending on their content. By establishing a cross-functional project related to sustainability within Panasonic Holdings Corporation and developing a sustainability promotion structure for each operating company, the Group has built a collaboration system for the entire Group. In addition, the Sustainable Management Consortium serves as a voluntary and flat internal platform for information exchange, bringing together employees from across the Group – mainly those engaged in addressing environmental issues – to discuss a wide range of sustainability-related topics. The Sustainability Management Project team also participates in and supports the operation of this consortium.

Structure for Promoting Sustainability Management (As of June 2025)



*1 Business CEO: As an executive officer who also serves as president of an operating company, and is responsible for shaping group strategy and making important business decisions from a Group-wide perspective.

*2 Group Transformation Round Table is chaired by the Group CEO and consists of approximately fifteen (15) senior managements including the Business CEOs and the members of the PHD Executive Committee.

*3 PHD Executive Committee is chaired by the Group CEO and consists of approximately eight (8) senior managements including executive officers who concurrently serve as the member of the board of directors, functional directors of Human Resources, Accounting, and Legal Affairs.

PHD Executive Committee/Group Transformation Round Table

https://holdings.panasonic/global/corporate/phd/corporate-governance/structure-overview.html#sec06

Achievements under the Fiscal 2026 Promotion Structure

In fiscal 2026, the Group generally convened monthly meetings of the Sustainability Management Committee*4, which had been established under the supervision of the Board of Directors to discuss, direct, and manage policies, strategies, indicators, and targets regarding essential themes related to sustainability. The Board of Directors held the oversight function for sustainability, and matters deliberated and decided by the Sustainability Management Committee were reported to the Board of Directors depending on their content.

To ensure the effectiveness of the Board of Directors' oversight of sustainability-related matters, we have established "sustainability management" as one of the skills and knowledge that the Board of Directors should possess and have set non-financial indicators for the performance-based portion of compensation for directors.

The main items discussed by the Sustainability Management Committee during fiscal 2026 included:

- Progress status of indicators related to materiality
- Consideration of mid-term targets related to sustainability
- Response to domestic and international sustainability-related laws and regulations
- Review of the governance structure related to sustainability

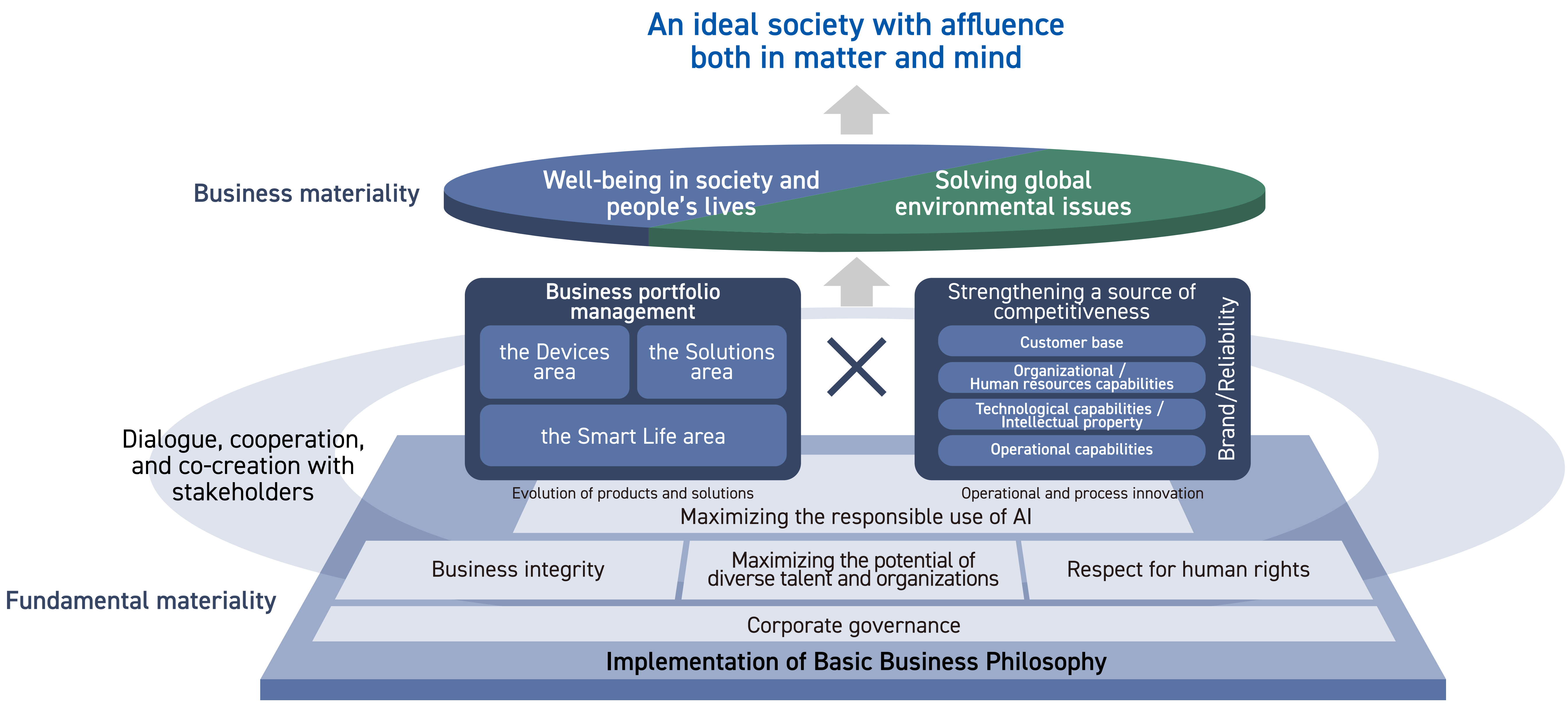
As of the end of March 2026, the Sustainability Management Committee was dissolved following transition to the new promotion system outlined in the preceding section.

*4 The Sustainability Management Committee was chaired by the Group CEO and comprised the Group CHRO, the Group CTO, the Group GC, the Group CSO, the Group CFO, the Group CCO, and Group company executive officers.

Value Creation Process and Materiality

Value Creation Process

The Value Creation Process details the kinds of value that we are generating in order to sustainably contribute to society and enhance our corporate value, and describes how this is being achieved. In essence, the process is as shown in the conceptual diagram below:



Toward its mission of achieving "an ideal society with affluence both in matter and mind," the Panasonic Group will continue to create value through its business activities in the form of "contributing to solving global environmental issues" and "well-being in society and people's lives" (= business materiality). To achieve this, we will optimize our business portfolio and strengthen our focus areas while also working to continually strengthen intangible properties, which are a source of competitiveness common to the Group. By combining these initiatives, we will maximize value creation.

At the same time, we will also focus on building and strengthening a management foundation that will enable sustainable value creation (= fundamental materiality). In addition to initiatives such as "corporate governance," "business integrity," "respect for human rights," and "maximizing the potential of diverse talent and organizations," we will enhance our business through the evolution of products and solutions and strengthen our source of competitiveness through operational and process innovation by "maximizing the responsible use of AI."

The basis for all of these initiatives is our Basic Business Philosophy. As a public entity of society, we will engage in dialogue, cooperation, and co-creation with all relevant stakeholders, aiming to achieve the ideal society we envision together.

Materiality

Materiality (from FY2026)

At Panasonic we regard materiality as "priority issues for creating value for society", and, to support this value creation, we have opted for business materiality, which involves the creation of value through business activities, and fundamental materiality, which involves the building and strengthening of a management foundation. These are important elements in the aforementioned value creation process.

We set and continually try to improve KPIs for each materiality, with a view to creating even greater value.

As outlined in the Group growth strategy, toward 2032, the Group will focus on the efficient use of energy and the alleviation of frontline labor shortages, and will further enhance its contributions by supporting AI infrastructure and social operations. At the same time, in Smart Life area, the Group will work to further enhance comfort and convenience in people's lives by providing products and services underpinned by quality and reliability, and by strengthening core technologies that deliver clearly differentiated value to customers. By promoting these initiatives in an integrated manner, the Group aims to realize "well-being in society and people's lives" from both societal and individual perspectives. The indicators for "well-being in society and people's lives" will continue to be examined.

Regarding "maximizing the responsible use of AI," our Group views the introduction of responsible AI as "a promise to the rest of the world to apply AI in ways that are human-centered and that respect human rights," and is promoting the development and operation of appropriate AI products and services, as well as the utilization of AI. In fiscal 2026, we established the position of Group CAIO (Chief AI Officer) effective April 1, 2026, to lead the acceleration of AI utilization across the Group for solving customer issues and optimizing internal operations. Furthermore, we support the implementation of responsible AI by leveraging a system that assists with self-assessment of AI ethics risks at AI development and utilization sites. In fiscal 2027, under the Group CAIO, we will accelerate the transformation of "Business model," "Operational processes," and "Organization culture" in the realm of AI utilization, as part of our Group's Digital Transformation (DX) initiative, Panasonic Transformation (PX). Indicators for "maximizing the responsible use of AI" will continue to be reviewed as these initiatives progress.

In addition, regarding productivity indicators, each operating company sets indicators tailored to its specific business characteristics, and Panasonic Holdings Corporation ("PHD") monitors their progress.

Materiality identification process

In FY2024, the Group identified important opportunities and risks as materialities from the two perspectives of financial effects on the Group and impact on society. The identification process is as follows:

1. List issues that could represent opportunities and risks based on demands from society and foreseeable future challenges
2. Assess the importance of these issues from the perspective of the Group and its stakeholders and extract materialities
3. Confirm the validity of this process and the extracted materialities through dialogue with multiple external experts
4. Identify materialities after deliberation at the meetings of the Group's Sustainability Management Committee and the Group Management Meeting and with the Board of Directors.

Furthermore, starting from FY2026, we have narrowed down our materialities to "priority issues for creating value for society" and are reviewing them to ensure they are consistent with our future business direction and strategies.

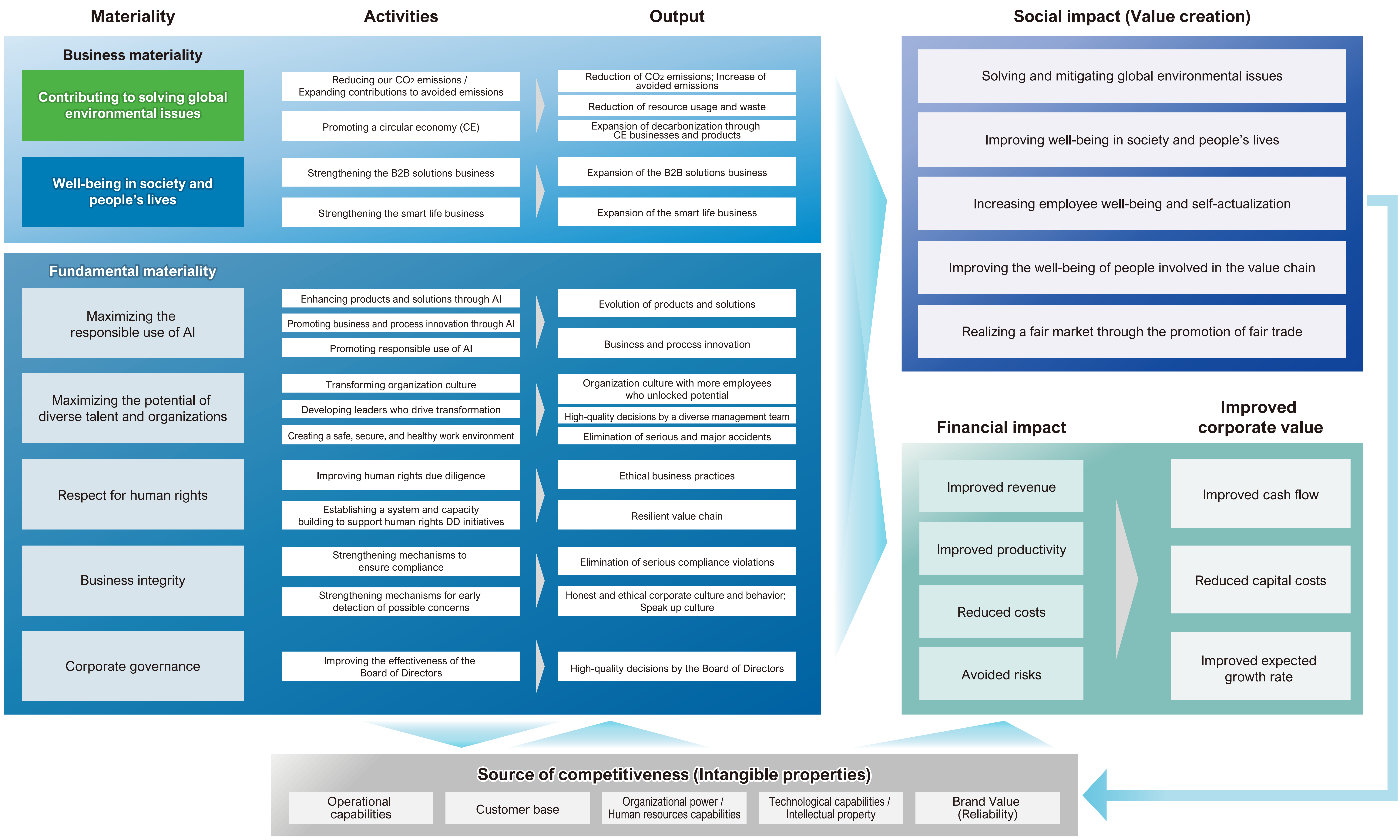
Materiality List

	Materiality		Indicators		FY2026 Results	FY2026 Targets	Targets	Report on related items
Business Materiality[*1]	Contributing to solving environmental issues	Contributing to decarbonization	CO_2 reduction impact		300 million tons (by 2050)			Creating Value through Panasonic GREEN IMPACT Sustainability Data Book 2026 p. 15-27 Sustainability website
					CO_2 emissions reductions in the Group’s value chain [*3] - 32.96 million tons (27.45 million tons)[*4]	- 40.12 million tons (17.01 million tons)[*4]	16.00 million tons (FY2029)	
					Avoided emissions[*5] 48.46 million tons	47.50 million tons	71.00 million tons (FY2029)	“Climate Change” Sustainability Data Book 2026 p. 36-38 Sustainability website
			Net zero CO_2 sites[*6]		A total of 60 sites[*6]	A total of 49 sites	A total of 86 sites (FY2029) All sites (FY2031)	
		Promoting a circular economy	Amount of recycled materials used	Recycled resins	17,100 tons	25,000 tons	22,000 tons (FY2029)	“Resources” Sustainability Data Book 2026 p. 39-46 Sustainability website
				Recycled steel (electric arc furnace-based steel)	— (Newly established from FY2027)		2,500 tons (FY2029)	
			Number of circular economy business models/products created		A total of 15 businesses	A total of 16 businesses	A total of 17 businesses (FY2029)	
	Well-being in society and people’s lives	Well-being in society	Further review will continue in line with the new Group Growth Strategy					—
		Well-being in people’s lives						
Fundamental Materiality[*2]	Maximizing the responsible use of AI	Evolving products and solutions through the use of AI	Further review will continue in line with the new Group Growth Strategy					“AI Ethics” Sustainability Data Book 2026 p. 76-77 Sustainability website
		Promoting operational and process innovation through the use of AI						
	Maximizing the potential of diverse talent and organizations	Organization culture transformation	UNLOCK indicator[*7]		43%	—	60% (FY2029) 70% (FY2032)[*8]	“Maximizing the Potential of Diverse Talent and Organizations” Sustainability Data Book 2026 p. 55-68 Sustainability website
		Develop & appoint transformational leaders	Diversity ratio in management team (PHD Executive Officers)[*9]		55%	More than half	More than half	
			Ratio of female managers (in Japan)[*10]		8.3%	—	12% (April 2028) 16% (April 2031)	
		Safe, secure and healthy work environment	The number of serious or major accidents		8	0	0	
			Productivity indicator		Each operating company sets its own indicators, and monitoring is conducted accordingly			
	Respect for human rights		Implementation rate of in-person training on forced labour prevention provided to Group sites in Japan and overseas that employ foreign migrant workers		81%	—	100% (FY2027)	“Respect for Human Rights” Sustainability Data Book 2026 p. 69-75 Sustainability website
			Level of understanding of participants in "Human Rights Due Diligence Promotion Training" to develop the promotion leaders at each operating company[*11]		88%	80%	80%	
	Business integrity		Occurrence of serious compliance violations		0	0	0	“Ethics & Compliance” Sustainability Data Book 2026 p. 107-113 Sustainability website
	Corporate governance		Enhancing constructive dialogue with shareholders		Implemented	Implemented	Implemented	Corporate information website “Corporate Governance”
			Ratio of outside directors in the PHD Board of Directors		More than half	More than half	More than half	
			Chairperson of the Board of Directors to be Outside Director who is Independent Director		Implemented	Implemented	Implemented	
			Adoption of nonfinancial indicators in compensation for directors		Implemented	Implemented	Implemented	

*1 Priority issues for value creation through business activities
*2 Priority issues for building and strengthening a management foundation that will enable sustainable value creation
*3 The amount of reductions in total CO_2 emissions (Scope 1, 2, and 3) in the business activities of the company, from procurement of raw materials to manufacturing, distribution, sale, use, after-sale services, and disposal.
*4 Minus sign (-) indicates an increase in emissions. The figures in parentheses represent the amount of CO_2 emissions reductions from fiscal 2021 (the baseline year) in the target businesses for fiscal 2026, including those for which calculations became available after 2021.
*5 An indicator representing the amount of CO_2 emissions reductions contributed to society and customers through business activities, calculated as the difference in CO_2 emissions before and after the introduction of the company’s products or services.
*6 Sites that achieved net zero CO_2 emissions through the combined promotion of energy saving activities, the introduction of renewable energy, and the utilization of energy certificates and carbon credits.
*7 Favorable response rate for both questions in the Employee Opinion Survey, "Motivation from the company or supervisors to do more than is required" and "No significant barriers at work to doing job well" (Target: Group employees globally)
*8 Based on the Group management reform implemented in fiscal 2026, the target achievement years have been postponed by one year respectively.
*9 Diversity of PHD Executive Officers (Total ratios of female, non-Japanese citizens and mid-career hires. excluding US region)
*10 Japan region (PHD, PEX, PCO and operating companies)
PEX: Panasonic Operational Excellence Co., Ltd.
PCO: Panasonic Connect Co., Ltd.
*11 The post-training questionnaire focuses on assessing the level of empathy towards "business and human rights" and the level of awareness regarding its promotion, in addition to the level of understanding of the content.

Relationship of materiality to value creation

When redefining materiality as a key issue for value creation, we examined how the activities related with each materiality are linked to social impact and increased corporate value, and organized those relationships accordingly.

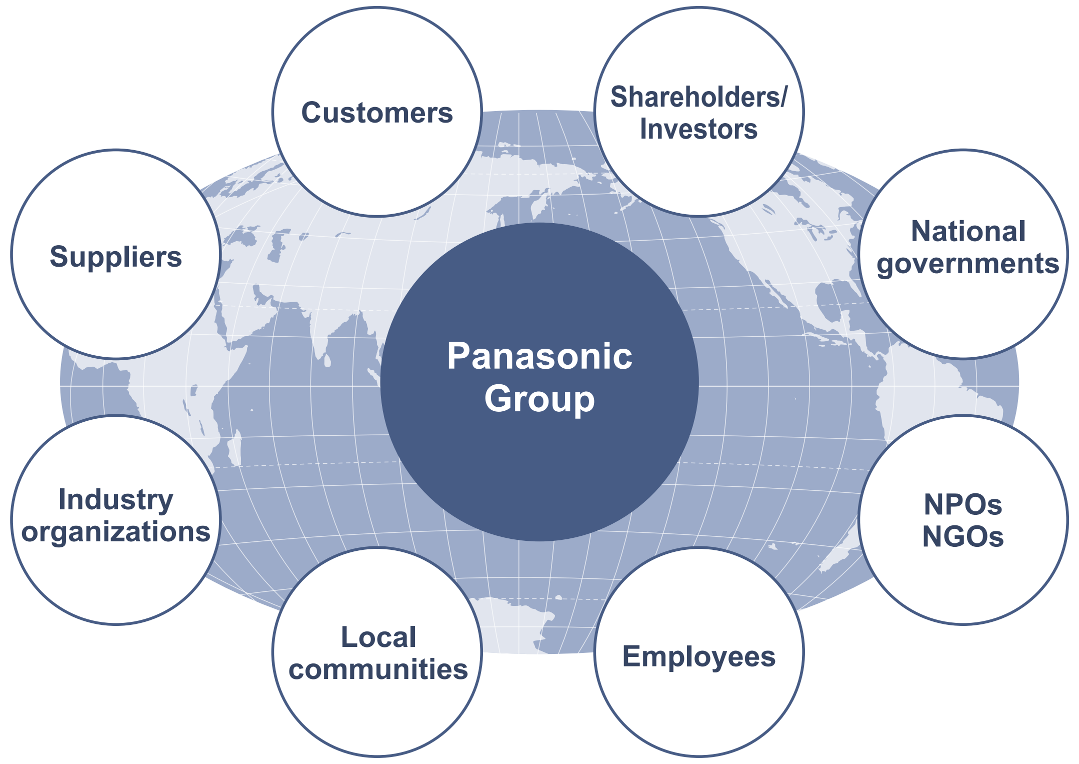


Stakeholder Engagement and Participation in External Initiatives

Stakeholder Engagement

The Panasonic Group engages in dialogue with its diverse range of stakeholders worldwide on various aspects of its business. The Group incorporates the opinions it receives into its business activities and product creation.

Major Stakeholders



Examples of Stakeholder Engagement

	Objectives	Means/Methods (Figures in brackets are for fiscal 2026)	Report on related items
Customers	To incorporate customer feedback into our management and provide accurate and honest information and communication.	Business activities; Website; Customer care center (1.08 million cases)/ Call center; Voice of Customer (VOC) activities; Publicity and advertising.	Sustainability Data Book 2026 Social > Customer Relations (p. 89-94)
Shareholders/ Investors	To fulfill our accountability, improve the quality of management, and increase corporate value, through constructive dialogue and feedback to management.	General meeting of shareholders (once); Financial results announcements (4 times); Strategy briefing (8 times*); Group/individual meetings (totaling approximately 2,000 companies). * Includes 4 information sessions organized in collaboration with securities companies	Investor Relations
Suppliers	To promote procurement activities based on mutual trust that comply with laws, international and social norms, and corporate ethics, and that fulfill our social responsibilities in areas such as human rights and labor, health and safety, global environmental conservation, and information security.	Procurement activities; Suppliers' meeting; CSR self-assessment (More than 12,400 companies); Supplier audit (Cumulative total: 409 companies as of fiscal 2026).	Sustainability Data Book 2026 Social > Responsible Supply Chain (p. 78-82)
Employees	To create an environment where each employee can UNLOCK their potential, maximize their capabilities, and continue to grow.	Employee Opinion Survey (once); Messages from top management (announcement of management policies, etc.); Dialogues/networking event; Intranet & in-house SNS; Training (regarding management philosophy, etc.); Group CEO Award.	Sustainability Data Book 2026 Social > Maximizing the Potential of Diverse Talent and Organizations (p. 55-68)
Government/ Industry Organizations	To comply with domestic and international laws and regulations and solve common issues across the industry.	Participation in business and industrial organizations; Contribution to policy development by international organizations and governments; Participation in initiatives.	Sustainability website Environment > Other Initiatives > Environmental Communication Sustainability Data Book 2026 Environment > Creating Value through Panasonic GREEN IMPACT > Initiatives to raise awareness of and enhance the recognition of avoided emissions (p. 25-26) Social > Respect for Human Rights > Participation in International and Industrial Partnerships (p. 74-75) Governance > Ethics & Compliance > Ensuring Transparency of Political Contribution Funds (p. 113)

Participation in External Initiatives

The Group participates in various external initiatives to advance its sustainability efforts. Through these activities, we contribute to the development of international standards and frameworks, collaborate with stakeholders to address common industry-wide challenges, and leverage external knowledge and insights to strengthen our own efforts.

Our Group's materiality	Initiatives / Frameworks / Organizations	Related Information
Contributing to solving environmental issues (Contributing to decarbonization)	World Business Council for Sustainable Development (WBCSD)	Sustainability Data Book 2026 Environment > Creating Value through Panasonic GREEN IMPACT > Initiatives to raise awareness of and enhance the recognition of avoided emissions (p. 25-26)
	International Electrotechnical Commission (IEC)	
	GX League[*1]	Sustainability Data Book 2026 Environment > Creating Value through Panasonic GREEN IMPACT > Initiatives to raise awareness of and enhance the recognition of avoided emissions (p. 25-26) Sustainability website Environment > Other Initiatives > Environmental Communication
	Race To Zero	Sustainability website Environment > Other Initiatives > Environmental Communication
	Japan Climate Initiative (JCI)	Sustainability website Environment > Other Initiatives > Environmental Communication
	Renewable Electricity 100 (RE100)	Sustainability Data Book 2026 Environment > Reducing CO_2 Emissions at Our Sites (p. 36-38)
	Science Based Targets (SBTi)	Sustainability Data Book 2026 Environment > Response to TCFD (p. 28-29)
	Task Force on Climate-Related Financial Disclosures (TCFD)	Sustainability Data Book 2026 Environment > Response to TCFD (p. 28-29)
	Liaison Group of Japanese Electrical and Electronics Industries for Global Warming Prevention	Sustainability website Environment > Other Initiatives > Environmental Communication
Maximizing the potential of diverse talent and organizations	30% Club Japan	Human Capital Management website > DEI > Initiatives endorsed by the Panasonic Group[*2]
Respect for human rights	Responsible Business Alliance (RBA)	Sustainability Data Book 2026 Social > Respect for Human Rights > Participation in International and Industrial Partnerships (p. 74-75) Social > Responsible Supply Chain > Supply Chain Due Diligence (p. 79-80) Social > Responsible Supply Chain > Responsible Minerals Procurement (p. 80-81)
	Responsible Minerals Initiative (RMI)	
	Global Business Initiative on Human Rights (GBI)	Sustainability Data Book 2026 Social > Respect for Human Rights > Participation in International and Industrial Partnerships (p. 74-75)
	Japan Center for Engagement and Remedy on Business and Human Rights (JaCER)	Sustainability Data Book 2026 Social > Responsible Supply Chain > Whistleblowing Channels and Grievance Mechanism (p. 82)
	Japan Electronics and Information Technology Industries Association (JEITA) - CSR Committee Sustainability Due Diligence WG - Responsible Minerals Trade Working Group	Sustainability Data Book 2026 Social > Respect for Human Rights > Participation in International and Industrial Partnerships (p. 74-75) Social > Responsible Supply Chain > Supply Chain Due Diligence (p. 79-80)
Overall Materiality	United Nations Global Compact	Our company page on the United Nations Global Compact website
	Keidanren (Japan Business Federation) - Committee on Responsible Business Conduct & SDGs Promotion - Council for Better Corporate Citizenship (CBCC)	
	Japan Business Council in Europe (JBCE) - Corporate Sustainability Committee	Sustainability Data Book 2026 Social > Respect for Human Rights > Participation in International and Industrial Partnerships (p. 74-75)

*1 The GX League will transition to the GX Future League beginning in fiscal 2027.
*2 Note Regarding DEI and Diversity Disclosures

External Recognition

Evaluation and certification by major certifying organizations are as follows. Indices marked with an asterisk (*) were adopted by the Government Pension Investment Fund (GPIF) to promote ESG investment.

FTSE

Panasonic Holdings Corporation is a constituent of the FTSE4Good Index Series, the FTSE JPX Blossom Japan Index* and the FTSE JPX Blossom Japan Sector Relative Index*.

FTSE4Good https://www.lseg.com/en/ftse-russell/indices/ftse4good

Blossom Japan Index Series https://www.lseg.com/en/ftse-russell/indices/blossom-japan

FTSE4Good

FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Panasonic Holdings Corporation has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.

FTSE JPX Blossom Japan Index

FTSE Russell confirms that Panasonic Holdings Corporation has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE JPX Blossom Japan Index. Created by the global index and data provider FTSE Russell, the FTSE JPX Blossom Japan Index is designed to measure the performance of companies demonstrating specific Environmental, Social and Governance (ESG) practices. The FTSE JPX Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

FTSE JPX Blossom Japan Sector Relative Index

FTSE Russell confirms that Panasonic Holdings Corporation has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE JPX Blossom Japan Sector Relative Index. The FTSE JPX Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

MSCI

Panasonic Holdings Corporation is a constituent of the MSCI Selection Indexes, the MSCI Japan ESG Select Leaders Index and the MSCI NIHONKABU ESG Select Leaders Index*.

2026 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

2026 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

S&P/JPX Carbon Efficient Index*

Panasonic Holdings Corporation has been a constituent of S&P/JPX Carbon Efficient Index, one of the environmental stock indices of the world's largest pension fund, the Government Pension Group Investment Fund (GPIF) since 2018.

CDP 2025

CDP (formerly the Carbon Disclosure Project), a UK non-profit organization, evaluates the environmental initiatives and information disclosure of companies and local governments around the world every year through questionnaires using its own environmental information disclosure platform. In January 2026, CDP published the scores of over 22,100 companies worldwide that responded to the CDP2025 questionnaire. Panasonic Holdings Corporation received an "A," the highest of eight ratings, for four consecutive years in recognition of its initiatives for climate change—such as reducing CO_2 emissions and setting medium- to long-term targets— and its information disclosure.

Furthermore, our water resource risk assessment, which uses the LEAP approach recommended by the TNFD*, was highly evaluated for our efforts to conserve water resources, achieving our first "A" listing in the water security category since we began responding to CDP's survey in 2010.

In addition, every year CDP evaluates a company's efforts to address climate change issues in its supply chain (Supplier Engagement Assessment (SEA)), and our group has received the highest rating of A for six consecutive years.

*TNFD (Taskforce on Nature-related Financial Disclosures): An international framework for companies to understand their dependency on natural capital and their impact on the natural environment, and to appropriately disclose this information.

EcoVadis

EcoVadis provides a global platform for supplier sustainability assessment and is used in over 180 countries. EcoVadis evaluates sustainability based on 21 indicators in four areas: Environment, Labor and Human Rights, Ethics, and Sustainable Procurement. Panasonic Holdings Corporation receives a rating from EcoVadis every year. In the scorecard issued in February 2026, the overall score was 75 out of 100 and the percentile was 90 (top 10%).

Fiscal 2026 External Awards in the Environmental Field

The Panasonic Group received various awards as results of environmental activities implemented by whole Panasonic group in Fiscal 2026, following the previous year.

Major External Awards in Environmental Fields (Fiscal 2026)

Category	Presenters and awards	Award titles	Recipient companies and details	URL
Products & services	Japan: The Energy Conservation Center, Japan (ECCJ) Energy Conservation Grand Prize 2025	Minister of Economy, Trade and Industry Award / Products and Business Model Category (Business Model category)	Panasonic Corporation Heating and Ventilation A/C Company Industry's first AI-based air conditioning control "energy-saving management service"	https://news.panasonic.com/jp/press/jn251224-1
		Agency for Natural Resources and Energy Commissioner's Award /Product & Business Model Category (Home Appliance category)	Panasonic Corporation Heating and Ventilation A/C Company Eolia, the room air conditioner with the Eco Rotary Compressor that conserves energy even for long periods of time	
	Japan: Japan Electrical Manufacturers' Association (JEMA) The 74th (2025) Electrical Industry Technical Achievement Awards	Industry category Excellence Award	Panasonic Industry Co., Ltd. Development of FineX transparent conductive film that achieves both outstanding optical transparency and EMC performance	https://holdings.panasonic/jp/corporate/technology/awards/winner_2025.pdf
		IoT/AI/DX category Superior Award	Panasonic Corporation Living Appliances and Solutions Company Contribution to eliminating food waste! Development of AI camera-equipped refrigerator and food products recognition technology	
		Home Electrical Appliances category Superior Award	Panasonic Ecology Systems Co., Ltd. Development of F-YEX120B Clothes Dryer/Dehumidifier with eco-hybrid dehumidifying system	
		Home Electrical Appliances category Superior Award	Panasonic Corporation Heating and Ventilation A/C Company Development of home air conditioner capable of high-efficiency operation at low capacity levels and suited to highly insulated homes	
		IoT/AI/DX category Encouragement Award	Panasonic Holdings Corporation Development of an automated dismantling system for air conditioner outdoor units, designed for high-level resources recycling	
		Committee Activities Superior Award	Panasonic Holdings Corporation Creation and verification of a new recognition and display system that visualizes the performance values of motors/inverters in CO_2 emissions reduction	
		Committee Activities Superior Award	Panasonic Electric Works Co., Ltd. Development of a testing method of multiple-unit operation performance for household fuel cells employing an electric power/heat sharing system	
	Japan: Japan Institute of Design Promotion 2025 Good Design Award	Good Design Best 100, etc.	Panasonic Corporation Freezer refrigerator NR-C37WS2 Room air conditioner Eolia CS-EX225D	https://panasonic.jp/info/design2025.html
	Japan: Japan Packaging Institute 2025 Japan Packaging Contest	Technical Packaging Award	Panasonic Corporation, received jointly with other organizations Packaging material for turntable use, achieving both eco-consciousness and safety	https://holdings.panasonic/jp/corporate/technology/awards/list/2025.html
	Japan: The Promotion Foundation for Electrical Science and Engineering The 73rd Electrical Science and Engineering Promotion Award	Electrical Science and Engineering Promotion Award	Panasonic Holdings Corporation Development and commercialization of hybrid communication technology (Nessum)	https://holdings.panasonic/jp/corporate/technology/awards/list/2025/73rd_ohm.html
	Japan: Osaka Industrial Research Association The 75th (2025) Electrical Science and Engineering Promotion Award	Industrial Technology Award	Panasonic Holdings Corporation Development of fully biodegradable cellulose fiber molding material and its biodegradation switch	https://tech.panasonic.com/jp/phd/topics/20250529.html
Production activities	Japan: Osaka Prefectural Government 2025 Osaka Climate Change Countermeasures Award	Special Prize: Gold decarbonization rank	Panasonic Energy Co., Ltd. Evaluation findings from the performance report submitted by the Osaka Prefectural Government ordinance on promoting action against climate change Decarbonization ranking: 87.8% reduction rate over the base year (basic units)	https://www.pref.osaka.lg.jp/o120020/chikyukankyo/jigyotoppage/kikouhendoutaisaku.html
		Special Prize: S rating of performance report	Panasonic Energy Kaizuka Co., Ltd. Evaluation findings from the performance report submitted by Osaka Prefectural Government ordinance on promoting action against climate change Decarbonization ranking: 47.7% reduction rate over the base year (basic units); Implementation rate of priority issues: 108%	