

Future Direction for Panasonic Group

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Panasonic

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Notes: 1. This is an English translation from the original presentation in Japanese.
2. In this presentation, "Fiscal 2022" or "FY22" refers to the year ending March 31, 2022.

Progress in Mid-term Strategy, and Toward the Future

Achieved

**Steady progress in Mid-term initiatives
to overcome low-profitability structure**

- Enhancement of management structure
- Business portfolio reform
(Investment for growth, Co-creation, Improve profitability)
- Improve profitability of automotive business

Challenges
to take

Specializing and sharpening in each business area

**Continue to promote Mid-term initiatives in FY22,
while enhancing our competitiveness by thoroughly
refining specialization at each business area**

Revisiting our Original Mission



“Tap water philosophy*”
“Matter and mind as one”

First foundation day ceremony held at Central Electric Club, Osaka, in 1932

* Describes founder Konosuke Matsushita's hope of electric home appliances becoming widely affordable, by analogy to inexpensive drinkable water being available in Japan from turning a tap



**Necessity of Alleviating
Societal Issues**





Contributing to Solving Global Environmental Issues

Toward Contributing to Solving Global Environmental Issues

2050

All business activities the Panasonic Group is involved, our customers' living and society to become sustainable

(Include all: Scope 1, Scope 2, and Scope 3*)

Panasonic will work towards creation and more efficient utilization of energy which exceeds the amount of energy used

Energy used < Energy created

(Panasonic Environment Vision 2050)

Beyond carbon neutrality through our business

* Classification based on GHG (Green House Gas) Protocol for calculating emissions and reporting standards

Toward Contributing to Solving Global Environmental Issues

2030

Achieve zero CO₂ emission at all operating companies

- Accelerate energy-saving initiatives
- Equip with in-house renewable energy generation system at own sites
- Procure renewable energy

Smart Energy System Business Division
Kusatsu Factory

To use 100% renewable energy



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Take up the challenge of constant improvement toward reaching an “ideal society”

Focus on enhancing competitiveness at all businesses for the next 2 years

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Strategy and Operational Capability: Indispensable to each other for enhancing competitiveness

Strategy

**Operational
capability**

Major Business Initiatives: Gemba* Process

*operational frontlines

Panasonic's solutions for supply chain transformation

 **BlueYonder**

End-to-end visibility and
optimization of the supply chain



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Autonomous frontline optimization
through digital data utilization

Autonomous enhancement of the entire supply chain

**Adopt at Panasonic's Gemba prior to customers
and enhance own operational capability**

Major Business Initiatives: Energy

Solve global environmental issues with batteries; contribute to developing social infrastructure

- Thoroughly enhance operational capabilities in automotive batteries
- Be the industry leader in R&D for next-generation automotive batteries
- Expand power storage system business



Major Business Initiatives: “Lifestyle” Area

Create value toward “a society with affluence in mind and matter”

Indoor air quality & air-conditioning

Offer new value through AP & LS integration

Consumer electronics

Enhance competitiveness by globally applying China’s cost-competitiveness and speed

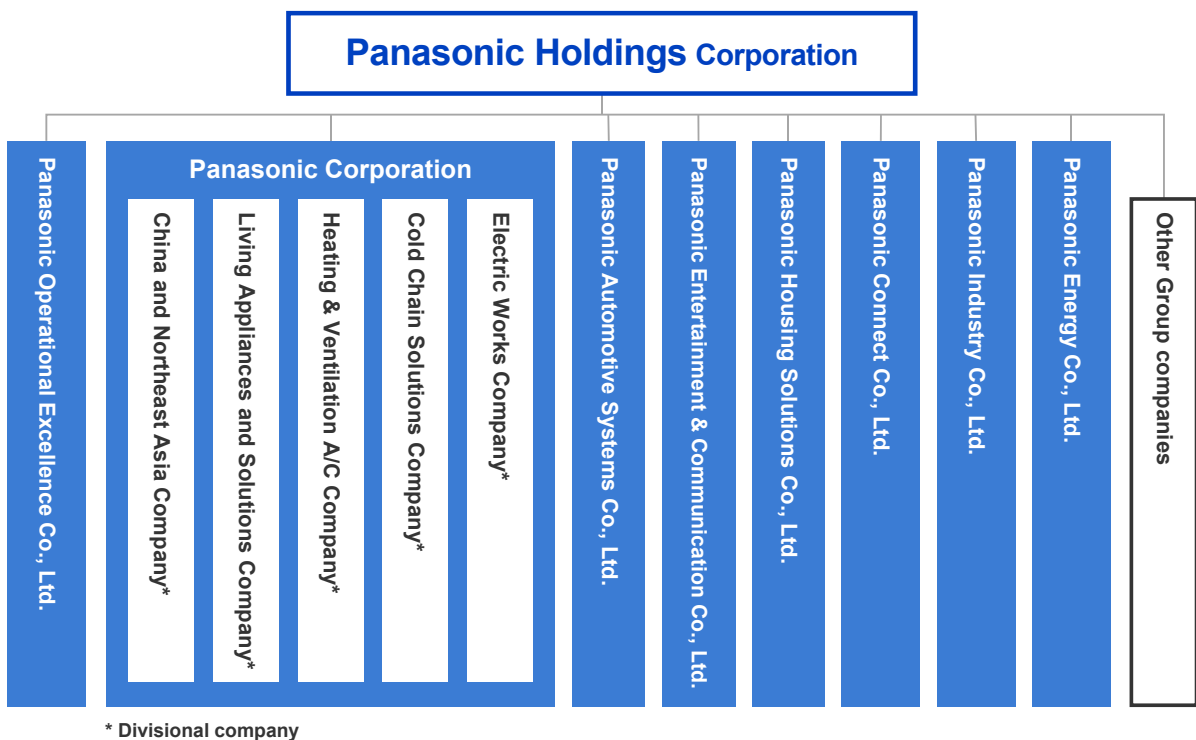
Overseas B2B

Expand non-residential business leveraging the distribution channels and trustworthy reputation built in such markets as India and Asia



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Reference: New Structure of the Panasonic Group (from April 2022)



* Divisional company

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