

Panasonic's Sustainability Management

Panasonic

January 6, 2022

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.

- Good afternoon, I'm Yuki Kusumi, Group CEO of Panasonic. Thank you for participating in this online briefing, despite your very busy schedule.
- Before we start, I would like to express my sincerest apologies to those affected by the inconvenience and concern caused by the leakage of some data due to unauthorized access to our network, which we announced last year.
I also apologize for the inconvenience caused by the postponement of this briefing from December 7, 2021, and I appreciate your understanding.
- Now, I would like to start.
The purpose of today's briefing is to share our vision, values and initiatives in conducting sustainable management, while we are also making our utmost efforts toward achieving a sustainable society.

Management Direction

Return to company's founding mission

By returning to the company's mission set in 1932, we will strive to achieve "an ideal society with affluence both in matter and mind"



First foundation day ceremony held in 1932

Thoroughly enhance competitiveness

To make contributions to customers and society, we will thoroughly practice our "Basic Business Philosophy" at all operating companies



Basic Business Philosophy of the Panasonic Group (Panasonic website)

- First, I would like to talk about my vision of the direction Panasonic should take.
- Looking back on our history, the company's mission was announced at the first foundation day ceremony in 1932: Aim to achieve an "ideal society with affluence both in matter and mind."
- After becoming CEO, I have been emphasizing my own message: To carry out this mission, we must be unrivaled in accomplishing valued work that is appreciated by customers and society. That is, we must thoroughly enhance competitiveness.
- Moreover, the code of conduct for each employee to practice, toward achieving our mission, is described in the "Basic Business Philosophy."
- In today's briefing on sustainability, I will explain the "company's mission" and the "Basic Business Philosophy," both of which I have talked about before, by taking the perspective of sustainability.



250-year plan (announced in 1932)

- To achieve "an ideal society with affluence both in matter and mind" within 250 years
- This period consists of ten 25-year phases. In other words, we will achieve our goal over ten generations. Responsibility to fulfil our mission is passed along to succeeding employees, generation after generation.
- This is not to sacrifice ourselves for the sake of the next generation: We should enjoy a feeling of well-being in our life, and life must go on. Moreover, we aim to make conditions for the next generation even better.

**“Well-being” & “Sustainability”
are the roots of Panasonic’s mission**

- At the founding ceremony in 1932, when our founder, Konosuke Matsushita, recognized the company’s mission, he proclaimed that we would achieve “an ideal society with affluence both in matter and mind” within 250 years.
- This very long-range mission of 250 years is designed to help establish a valuable and ideal society. It consists of ten 25-year phases, based on the estimated average of one’s working years. In other words, we will achieve our goal over ten generations. This embodies the founder’s wish to pass along the responsibility of fulfilling our true mission to succeeding employees, generation after generation, instead of completing it within his own generation.
- Following this address, he commented: “This is not to sacrifice ourselves for the sake of the next generation: We should enjoy a feeling of well-being in our life, and life must go on. Moreover, we aim to make conditions for the next generation even better.”
- “An ideal society with affluence both in matter and mind,” Panasonic’s aim, aligns well with the concept of “well-being.” In addition, this long-range mission, to be accomplished over several generations, means that management must be sustainable.
- In this way, the philosophy of “well-being” and “sustainability,” the perspectives I will be talking about today, have always been embodied in Panasonic’s mission, set all the way back in 1932, about 90 years ago, the early years of the company’s history.

Outline of Basic Business Philosophy

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- Achieve **an ideal society with affluence both in matter and mind**
 - **Be unrivaled in accomplishing valued work (competitiveness)**
 - **Return the profit earned as a result of such valued work to society & employees**
 - Implement **autonomous responsible management & employee entrepreneurship**
 - Promote management, that **maximizes the potential of human resources, & participative management** through collective wisdom
 - Uphold the principle of **Fairness and Honesty**

Basic Business Philosophy embodies the way of thinking in sustainability management

- Furthermore, let me reemphasize that the Basic Business Philosophy, which defines our basic way of thinking toward fulfilling our mission, exactly complies with the concept of ESG, or Environment, Social and Governance.
- First, in terms of Environment and Social, to be “unrivaled in accomplishing valued work” toward achieving “an ideal society with affluence both in matter and mind” means to be unrivaled in making contributions to solving global environmental issues, such as climate change. The profit earned as a result should be returned to society, and also be invested in efforts to make further contributions.
- Moreover, in terms of Governance, to sustain contributions toward the environment and society, we will implement autonomous responsible management and employee entrepreneurship, carry out management that maximizes the potential of human resources, promote participative management through collective wisdom, and uphold the principle of *Fairness and Honesty*, which embodies compliance.
- The Basic Business Philosophy guides us in maintaining and enhancing competitiveness that is unrivaled in making contributions to the Earth and society, with each employee’s conduct living up to the highest standard of integrity. In addition, we will expand our contributions. In other words, the Basic Business Philosophy is also the key to the sustainability of our management itself.

Achieving Sustainability Management



Contribute to solving global environment issues

- By 2030: Achieve net zero CO₂ emissions at all operating companies
- By 2050: Contribute to reductions beyond CO₂ emissions from Panasonic's own value chain

Panasonic GREEN IMPACT announced at CES



Support health & well-being of people both in mind & body

- Well-being in **lifestyle**
- Well-being in **workstyle**

To achieve these aims, we must support the well-being of our **employees**

Toward achieving an ideal society with affluence both in matter and mind, we will contribute to the progress and development of global environment & quality of life

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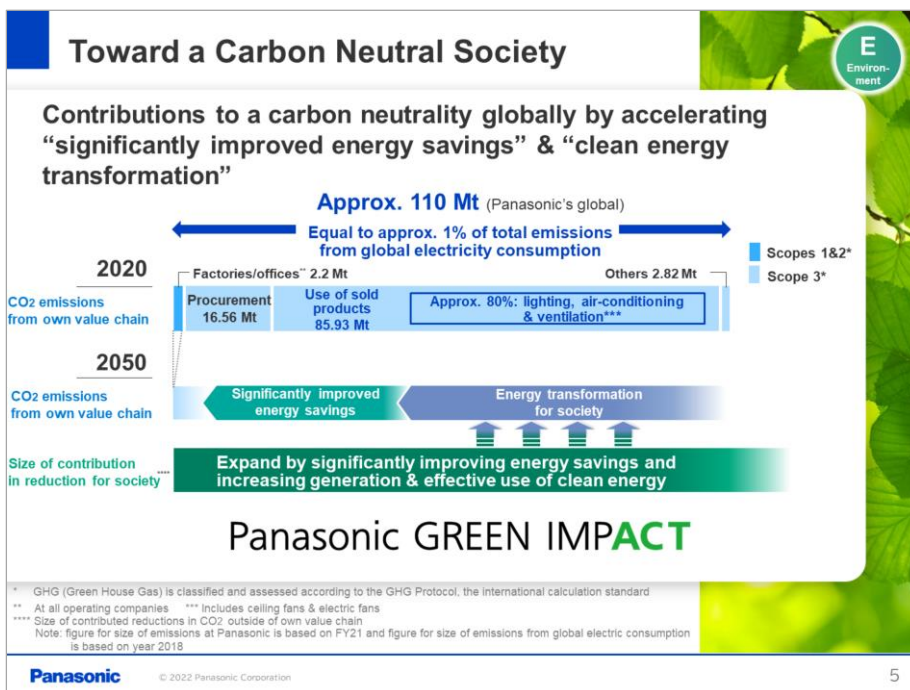
- Now, I would like to explain how we will translate our great mission into actually achieving our goal, as well as our initiatives in detail.
- Toward achieving an ideal society, without leaving this burden to the next generation, we must tackle various societal issues. In particular, we consider global environmental issues, including climate change, the highest priority, and the Panasonic Group, encompassing all of our businesses, should address these issues squarely.

We have already made a commitment to achieving net zero CO₂ emissions at all operating companies by 2030. In addition, we will make contributions to reducing CO₂ beyond the emissions from Panasonic's own value chain by 2050. Moreover, at the Consumer Electronics Show (CES) held in the U.S., we announced "Panasonic GREEN IMPACT" as a way to achieve this goal.

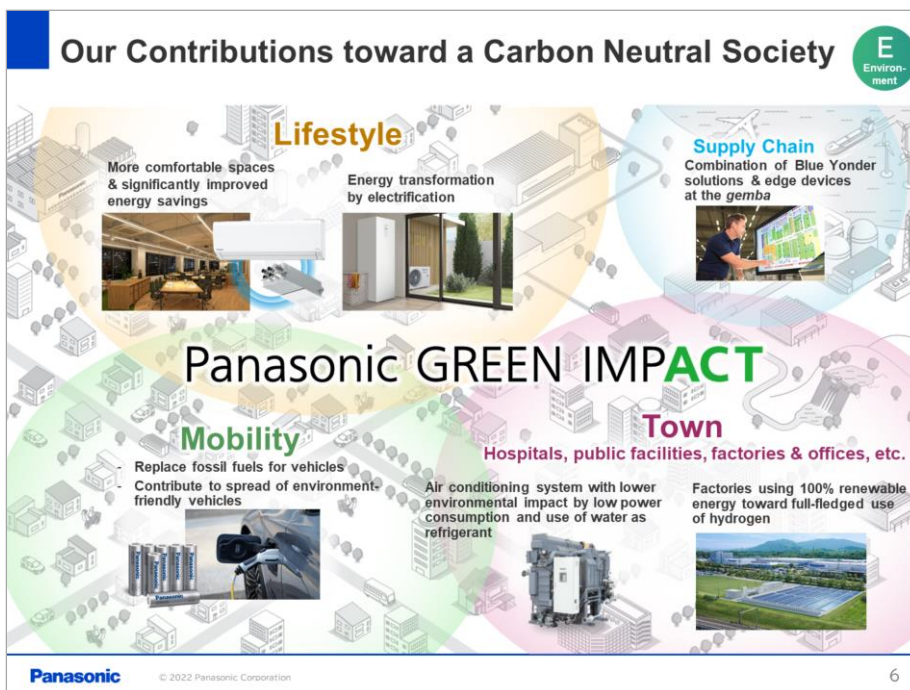
- With regard to social issues, we believe our targeted affluence both in matter and mind, should give equal opportunities to gain such affluence to all individuals who live and work in society. Therefore, we would like to create a state of well-being in which an individual can feel comfort, safe, healthy in mind & body, and happy wherever they are in "lifestyle" or "workstyle."

To accomplish all this, we must support the well-being of our employees as a first step to contributing to the well-being of our customers.

- In the next few slides, I would like to elaborate upon our initiatives in helping to solve global environmental issues and in the three areas of well-being in "lifestyle," "workstyle," and "employees."



- This slide shows our environmental initiatives toward achieving a carbon neutral society, and our view and visions.
- As previously mentioned, we have made a commitment to achieving net zero CO2 emissions at all operating companies by 2030. This constitutes the so-called Scopes 1 and 2, shown in dark blue at the upper-left part of the graph.
- To the right, you can see the additional sources of emissions labeled Scope 3 and highlighted in pale blue. These are CO2 emissions through the entire value chain, and they overwhelmingly exceed the CO2 emissions in Scopes 1 and 2. The total amount of CO2 emissions for Panasonic’s global value chain, including all three Scopes, is at 110 million tons; to gain some perspective, this is equal to approximately 1% of the total CO2 emissions from global electricity consumption.
- Panasonic products are used by more than one billion customers worldwide every day. The resulting emissions due to the electricity consumed in using these sold products amount to approximately 86 million tons per year, accounting for 80% of the total emissions from our entire value chain. Moreover, 80% of the 86 million tons come from lighting, air-conditioning, and ventilation equipment. Therefore, we will focus on improving energy savings in these area’s products. This will lead to drastically cutting Scope 3 emissions, highlighted in pale green.
- Right now, the world is shifting to a carbon neutral society. Toward 2050, Panasonic will focus on making contributions to energy transformation for society through proposing solutions to our B2B and B2G customers:
 - Significantly improving energy savings, and
 - generation and effective use of clean energy.
 These aspirations to expand our contributions are shown at the bottom of the graph in dark green.
- Panasonic has a wide range of customers in various industries. We believe encouraging our customers in various fields to reduce CO2 emissions will help to accelerate the transition to carbon neutrality globally. In addition, these initiatives will have an impact on advancing the energy transformation for the entire global society. We call these initiatives to help reduce CO2 emissions the “Panasonic GREEN IMPACT.” From now, we are fully committed to expanding these initiatives as the Panasonic Group.



- The year 2050 sounds far away to us, it may be difficult to envisage what a carbon neutral society will look like in three decades. But we believe we must reach a carbon neutral society, and it should be achieved as soon as possible.
- In order to accomplish this, we will accelerate our contributions to CO2 reduction, together with our customers, through the Group’s various businesses in the areas of lifestyle, town, mobility, and supply chain.
- One example is to significantly reduce energy usage, both for manufacturing products and for using those sold products. In addition, we will not waste energy in our own business activities, as a way to reduce CO2 emissions. We will accelerate the replacement of fossil fuels with electricity and, furthermore, the replacement of the energy supply itself with renewable energy.
- We believe such actions from the demand side in various industries will accelerate the use of renewable energy from the supply side, thus making an impact on bringing energy transformation for society.
- Another initiative toward a carbon neutral society is the circularity of natural resources. We will incorporate the idea of a “circular economy,” aiming for sustainable growth without depending on natural resources, to reduce CO2 emissions throughout the product lifecycle.
- I will introduce some specific examples of our GREEN IMPACT initiatives toward achieving a carbon neutral society in later slides.

Significantly Improved Energy Savings



Lighting

Achieve up to 30% energy savings* without compromising comfort

- Set indices of “perception of brightness in spatial environment” from our comfortability R&D
- Offer both comfort and energy savings with “light control technology” and “spatial presentation with suitable lighting adjusted for appropriate environment”



Air-conditioning ventilation

Approx. 40% energy savings** through innovation & combination of equipment, etc.

- Expand “ENECHARGE” (waste-heat utilization technology in outdoor unit) to cooling functions
- Minimize energy use by reducing heat loss in ventilation and combining equipment



Aim for greater energy savings while offering more comfort in people's lifestyles

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- This slide shows an example of technologies and applications for energy savings in using our sold products such as lighting, air-conditioning and ventilation which account for the majority of CO2 emissions in Scope 3.
- First, let's look at lighting. We aim to achieve up to 30% energy savings without compromising comfort through the following technologies:
 - “Brightness of a flat surface, such as a floor or desk,” which has been used in conventional lighting designs; combined with
 - indices set for the “perception of brightness in a spatial environment” based on our accumulated R&D in comfortability; and
 - making full use of our “lighting control technologies” and know-how of “spatial presentation with suitable lighting adjusted for the appropriate environment.”
- Next, our initiatives in air-conditioning and ventilation. The more sales grow with stronger demand and enhanced product competitiveness, the more energy will be consumed in this area. Nevertheless, we will develop innovations in this equipment, and by promoting the coordination of air-conditioning with ventilation, we aim to achieve approximately 40% energy savings in this area by 2030, while improving energy savings as a whole.

More specifically, we will leverage our accumulated R&D capability in refrigerant circuit technologies and accelerate innovations in such as outdoor units that use waste heat for superior efficiency during cooling operation. In addition, we will optimize control of both air-conditioning and ventilation equipment by reducing heat loss in ventilation and managing air-quality using sensing technologies. With these initiatives, we aim to both minimize energy consumption and increase comfort.

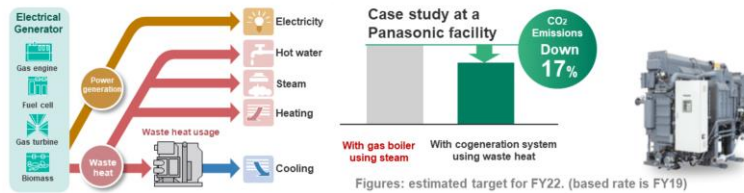
Energy transformation by electrification

- Hot water heat pump system, IH (induction) cooking equipment, etc.



Reduce emissions though effective use of energy

- Use waste heat from cogeneration for absorption chiller system with lower environmental impact (low power consumption and use of water as refrigerant)
- Achieved 17% reductions in CO2 emissions (case study at Panasonic facility), with plan to roll out absorption chiller system to other Panasonic group facilities



Contributions to CO₂ reductions & energy savings for local communities (hospitals, public facilities, factories, etc.)

- Next, I would like to show a few examples of how we are expanding our contributions to “energy transformation for society.”
- Currently, many countries around the world are accelerating the shift toward integrating renewable energy into their power grids. Therefore, to accelerate “energy transformation for society,” it is essential to replace equipment run by fossil fuel with electrical equipment at the demand-side power management; in other words, to accelerate electrification.

As a first example, a hot water heat pump system is an efficient heating solution that can capture heat energy from the ambient air and run with little electricity. This hot water heat pump system can be applied to new houses as well as to existing houses equipped with an oil or gas boiler, commonly used in Europe. Furthermore, this system can be installed without replacing existing pipes.

In addition, shifting to electrification will contribute to the dissemination of renewable energy through such means as

- increasing opportunities to use electricity from renewable energy source,
- converting and storing unstable renewable electricity sources in the form of hot water,
- and reducing the burden on the power grid.

- As a second example, let me explain our initiatives in effectively using energy without wasting it. Toward the gradual shift to a carbon neutral society, we are making efforts to efficiently use waste heat from factories and thermal energy generated by a cogeneration power system with our absorption chiller system. The absorption chiller system uses heat as a power source to run a cooling operation. And it can use waste heat from various sources. Furthermore, the system uses water as a refrigerant. Therefore, there is no concern about emitting greenhouse gases, including CFC (chlorofluorocarbon), into the atmosphere.

Our experimental case study at a Panasonic facility demonstrated a 17% reduction in CO₂ emissions in combination with a cogeneration power system using gas.

In the future, we will be able to contribute further reductions in CO₂ emissions by sourcing power from renewable energy such as hydrogen fuel cells. We are also planning to carry out effective use of waste heat in our group facilities as well as propose these solutions to a wide range of our customers, such as hospitals, public facilities, and factories.

Automotive batteries for environment-friendly vehicles

- Thoroughly enhance competitiveness (battery capacity, cost and supply capability)
- Contribute to spread of environment-friendly vehicles by reducing environmental impact with a total approach for re-using and recycling

**RE100 solutions with hydrogen technology**

- Start testing new systems in spring of 2022 (combining pure hydrogen fuel cell generator, solar power generation and storage battery system)
- Explore possible expansion of renewable energy with full-fledged utilization of hydrogen

**Achieving a carbon neutral society through wide-ranging "contributions in CO2 reductions for customers"**

- Next, I would like to discuss our contributions to the expansion of environment-friendly vehicles. Our basic strategy in the automotive battery business for environment-friendly vehicles is to thoroughly enhance competitiveness in battery capacity, cost, and supply capability. The “4860” cell, which has a higher capacity, is widely considered the next mainstream cylindrical-type battery. Panasonic will continue to build its strengths in high-quality and high-safety batteries and to achieve industry-leading cost competitiveness by thorough productivity improvement.
Furthermore, we installed a new production line at the North America factory in August 2021 to meet sharply increased demand for the current main product, the “2170” cell. Through these efforts to increase competitiveness, Panasonic aims to take thorough initiatives to make contributions to the proliferation of environmentally-friendly vehicles, and reduce environmental impact with a total approach, from re-use to recycling, which I will elaborate on the next slide.
- Finally, let me explain our initiatives to explore new ways of expanding renewable energy with full-fledged utilization of hydrogen. We will begin testing our RE100 solutions with hydrogen technology in spring 2022 at the Kusatsu Factory in Shiga Prefecture, where we produce fuel cell systems. This RE100 solution consists of the combination of a pure hydrogen fuel cell generator, solar power generation, and a lithium-ion storage battery. Currently, its system uses hydrogen derived from fossil fuels. However, through these new approaches, we could also accelerate initiatives for suppliers who produce hydrogen from renewable sources.
- We continue to increase our contributions to reducing CO2 emissions. Consequently, we will make greater contributions to achieving a carbon neutral society.

Establish circular economy business model for recycled resin in home appliances

- Technological evolution in recovering chemical properties & elongating life span of recycled resin by high-level purifying and compounding
- Enhance quality in all processes related to resource recycling



Contribute to a circular society with long-life batteries

- Promote recycling in both production and end-of-life phases
- Technological evolution in controlling charge/discharge according to conditions to prolong battery life



**Contributions to a sustainable global environment:
e.g., circular economy in manufacturing & prolonged product life**

- In this slide, I would like to explain our contributions to a “circular society,” in particular the use of natural resources, which is another important factor in solving global environment issues along with energy transformation.
- Panasonic has been expanding the use of recycled resin, a material widely used in home appliances, through the recycling of home appliances. These initiatives help to reduce the waste of resin. More specifically, our unique technologies are capable of sorting shredder residue of discarded home appliances into three major types of resin at a material purity of over 99%. These recycled resins are processed to recover their chemical properties and to increase their life span, which are required for new products, while applying our unique know-how in compounding and adding new materials. In addition, we have been expanding the use of recycled resin by improving the quality of all processes surrounding the circularity of natural resources, from securing a stable supply of recycled resins to establishing technologies for use in products. Through these efforts, we used approximately 110 thousand tons of recycled resins in our products for over the past seven-year period, from 2014 to 2020.
- Next, our initiatives toward a circular society in batteries. Lithium-ion batteries used in environment-friendly vehicles are being collected and recycled according to the regulations of each country. In this particular recycling process, we are strengthening our initiatives for both the reduction of loss in manufacturing processes and the collection of the products in their end-life phases. Furthermore, from a circular society perspective, we intend to elongate repeat-use battery life, in other words, to improve the cycle counts of batteries. Leveraging its accumulated expertise since the development of Lithium-ion batteries, Panasonic is continuing to develop unique charging/discharging control technologies according to individual battery characteristics as well as the conditions of usage. These technologies will enable us to prevent aging deterioration and to prolong battery life.
- These initiatives represent just one way in which Panasonic is actively engaged. We will continue to make our contributions in various fields as soon as possible, and as much as possible, without leaving global environment issues to the next generations.

Create valuable time for busy parents & the family

- Yohana Membership launched in Seattle, USA
- Be a partner for busy parents overloaded with a fast-paced life through personal assistant service supported by latest technology and local experts

**Support each individual and offer a lifestyle enriched with long-lasting health**

- Town-developing business for elderly people launched in China
- Automated monitoring of health conditions for residents in day-to-day living
- Automated control system for residential space and concierge-type service

**Support well-being of people with more room in one's mind and a healthier lifestyle**

- Next, I will introduce examples of initiatives toward achieving well-being in the lifestyle of people who live and work in society.
- First, the Yohana service, which started in the U.S. in September 2021, offers personal assistant service to support busy families. Designated experts lighten the customers' load by providing solutions that tackle the to-do list and make things easier in everyday life.
Using AI, the designated real-human assistant can efficiently offer support by giving suggestions that anticipate each customer's actual needs.
The assistant also works with local experts in various fields to help the customer create valuable time for more meaningful moments, raising the quality of everyday life. We offer a lifestyle enriched with more room in one's mind.
- Second, is our town-developing initiatives.
In China, the aging of society is accelerating, with the population aged 65 and above reaching 190 million. We are engaged there in a town-developing business for the elderly, in cooperation with a local partner.
We support each individual and offer a lifestyle enriched with long-lasting health through services based on automatically measuring the health conditions of residents in day-to-day living:
 - Automated control of residential space for comfortable sleeping and relaxation,
 - face-to-face consultation with concierges, based on health condition data, and
 - prediction of possible decline in physical and cognitive functions.
- By offering "more room in one's mind" and a healthier lifestyle, we will support the well-being of people.

Reform workstyle with more efficient business processes and labor-shortage solutions

- Accelerate autonomous supply chain solutions that help improve *gemba* (operational frontlines) by combining Blue Yonder's solutions and Panasonic's edge devices
- Contribute to saving natural resources and reducing food waste

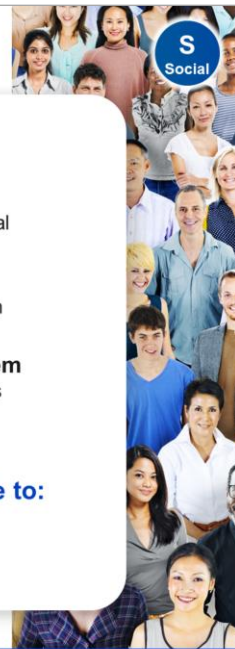
**Offer a livelier, healthier work environment**

- Create workplaces conducive to the *new normal*
- Optimize office space from user's perspective by analyzing workers' vital signs, location information, and conversation behavior, as well as utilizing data on work environment and facilities



**Support well-being in workstyle
with a safe, comfortable and worker-friendly *gemba***

- Next, let's look at examples of providing well-being in workstyles.
- By using Blue Yonder's high-level data analytics to visualize and optimize the links in the overall supply chain, we can continuously generate a big improvement cycle. Combining this cycle with Panasonic's unique competitive-edge devices, which are cultivated by staying close to many manufacturing *gembas*, or operational frontlines, we will further accelerate the improvement of the *gembas* to become more autonomous and stronger through digital transformation.
Thus, we expect to make conventional operations significantly more efficient, allowing the people who work there to become engaged in more creative activities.
In addition, we can solve management issues such as the aging workforce and lack of successors of those who have been supporting the *gemba*, as well as basic labor shortages. We can also contribute to saving natural resources and reducing food waste.
- Another example is a demonstration office set up in our Shiodome Building in Tokyo called "worXlab," where our employees are actually working.
The aim is to create workplaces conducive to the *new normal*.
We aim to offer a more comfortable and healthier work environment by optimizing the work space from the perspective of human beings.
This will be done through the acquisition and analysis of a variety of data:
 - Human data: vital signs, location information, and conversation behavior;
 - Environment data: CO2 concentration levels, temperature and humidity; and
 - Facility data: the actual use of equipment.
 At this Shiodome Building, we will refine the solutions we can offer, and then make proposals to our corporate customers.
- We will make contributions to support well-being in workstyle with a safe, comfortable, and worker-friendly *gemba*.



Implement overhaul of HR system toward achieving better work-life balance

- **Introduce 4-day work week system (optional)**
Employees can take up side jobs, self-improvement activities, local volunteer work, etc.
- **Move to the next step in work-from-home system**
Provide options for employees posted away from family and retain employees whose partners are transferred to another location
- **Revise appraisal system, promotion & screening system**
 - Maintain work-life balance for employees having diverse values
 - Support challenges taken up by individuals

Harmonize each employee's lifestyle and workstyle to:

- make the most out of diversity
- enhance Group-wide competitiveness

- Earlier in my presentation, I said we must support the well-being of each employee at Panasonic if we are to achieve contributions to society and the well-being of our customers as well as to enhance our competitiveness in these fields.
- Panasonic has approximately 240 thousand employees globally, with diverse personalities and capabilities. Our responsibility is to strike an ideal balance between workstyle and lifestyle for our diverse human capital.
- Specifically, we aim to introduce a 4-day work week as an option. This will allow us to flexibly accommodate the various situations of our employees. Moreover, we aim to introduce a work-from-home system to retain employees, whose partners are transferred to other locations. These changes are subject to discussion at each operating company and consultation with the labor union.
- Furthermore, we aim to revise the appraisal system as well as the promotion and screening systems. This will allow us to achieve a balance between workstyle and lifestyle for those who wish to take up challenges.

At Panasonic, I regret to say that the percentage of female employees in positions of responsibility is pretty low, compared with the percentage of overall female employees in our group. The reality is that many of our female employees, under current conditions, find it difficult to take up challenges. For example, some female employees encounter excessive burdens in promotion and screening. Therefore, they just give up under such trying conditions. We should and will change these conditions as soon as possible.

- Today, I highlighted a few examples of our initiatives. We aim to make Panasonic a group in which every employee feels they can demonstrate their individual capability to its fullest extent. In addition, we will adopt a more flexible HR system and support employees according to each business environment. By doing this, we can increase our competitiveness as a group with our diverse employees.



Transition to new medium/long-term strategy focusing on sustainability

Operating Companies:

- Enhance competitiveness with both strategy and operational capabilities (indispensable to each other), **based on the solutions to societal and environment issues, envisaging a 10-year horizon**
- Significantly **increased empowerment** to execute more wide-ranging **autonomous management**

Holding Company:

- **Ensure and support KPIs (non-financial) for competitiveness** at each business and **thoroughly discuss this with operating companies**
- **Establish Sustainability Management Committee** (chaired by Group CEO): Plan measures to take as a Group and support their execution
- Link remuneration of board members and others to evaluation from the perspective of sustainability

- Finally, I will explain the type of governance that supports sustainability management.
- From next fiscal year, we will transition to our new medium- to long-term strategy, focusing on sustainability.
- The operating companies are currently discussing hypothetical strategies based on solutions to societal and environmental issues envisaging a 10-year horizon, and on the measures needed to materialize these solutions. And, with a sense of speed, they will not wait for the new fiscal year if anything can be started immediately.
In addition, we will eliminate waste and stagnation at all *gembas* to speed up businesses, in other words thoroughly enhance operational capabilities. With significantly increased empowerment and responsibility, each operating company will execute more wide-ranging autonomous management as an independent entity.
- The holding company will ensure and support the operating companies' non-financial KPIs to enhance competitiveness, that is, competitiveness KPIs. Management of the holding company, including myself, will participate in each operating company's board meetings for more thorough discussions. In addition, the Sustainability Management Committee, which I chair, will discuss topics that need to be addressed Group-wide, based on requirements from stakeholders outside the company such as our shareholders. These topics involve environmental and societal issues in particular. And we will ensure and support that the measures developed through those discussions get the support they need.
In terms of remuneration of board members and executive officers of the holding company as well as the heads of operating companies, this will be linked to an evaluation made from the perspective of sustainability.



Panasonic

- Today, I have shared our vision and our values in management. Although we may not have explicitly used the expression “ESG” in past communications, you can now understand that ESG management has always been at the core of our management philosophy.
- Returning to our inherited Basic Business Philosophy is exactly about conducting sustainable management, while we also make our utmost efforts toward achieving a sustainable society: “an ideal society with affluence both in matter and mind.”
- Each of our business makes different contributions to customers and society. However, we all share the same Group-wide goal of achieving “an ideal society.”
We will strive to make contributions to each customer attaining their suitable “an ideal lifestyle” and “an ideal workstyle,” and also to the global environment.
Through these efforts, we will return the profit earned as a result of such valued work to society, which would lead to enhanced corporate value from the perspective of stakeholders as well as enterprise value in financial terms.
- Thank you very much for your kind attention.

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