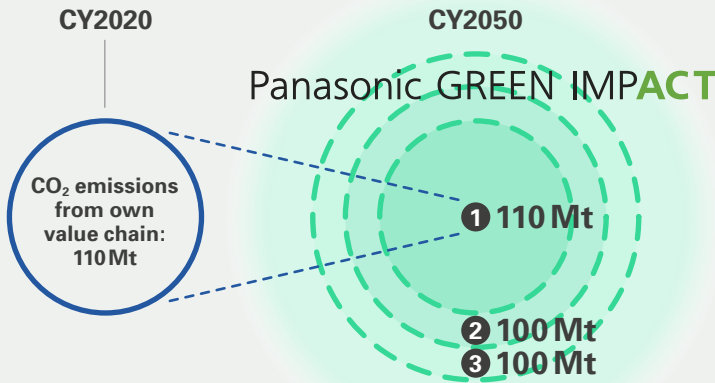


Panasonic GREEN IMPACT

CO₂ Reduction and Avoided Emissions

Contribute to CO₂ emissions reductions in society by achieving net-zero in-house emissions and by helping customers reduce emissions.

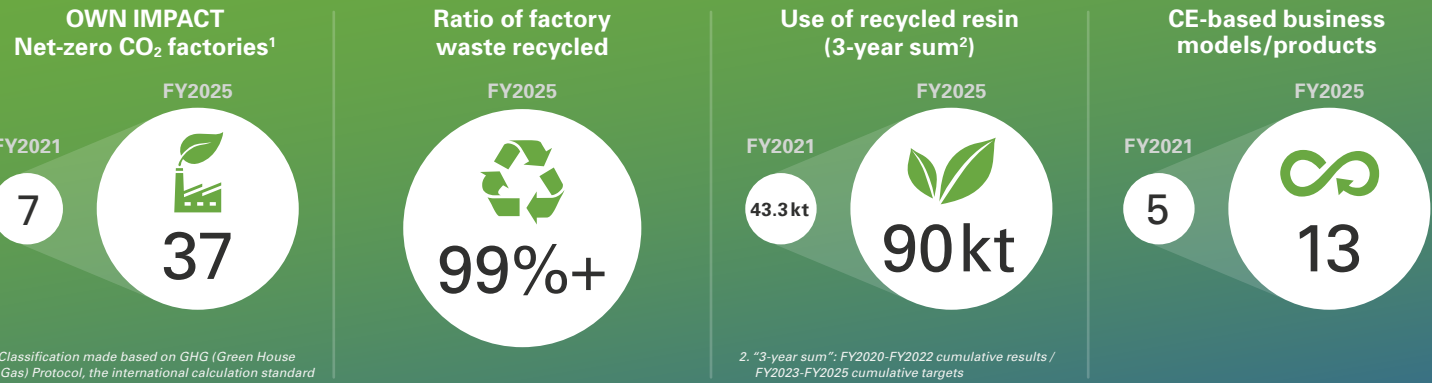


Long-term environmental vision toward energy transformation for society.

- ① **OWN IMPACT**
Emissions reduction in our own value chain (VC), including effect of decarbonization occurring in society
- ② **CONTRIBUTION IMPACT**
“Avoided Emissions” (contribution to reducing CO₂ emissions for society) through existing businesses
- ③ **FUTURE IMPACT**
“Avoided Emissions” through new technologies and business

Size of contribution in CO₂ emissions reductions: calculated by emission factor as of 2020

GREEN IMPACT PLAN 2024

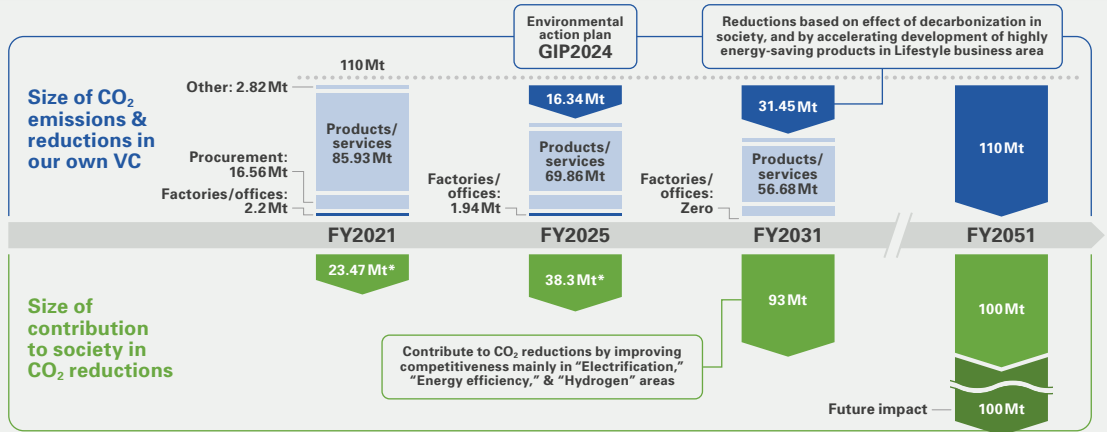


1. Classification made based on GHG (Green House Gas) Protocol, the international calculation standard

2. “3-year sum”: FY2020-FY2022 cumulative results / FY2023-FY2025 cumulative targets

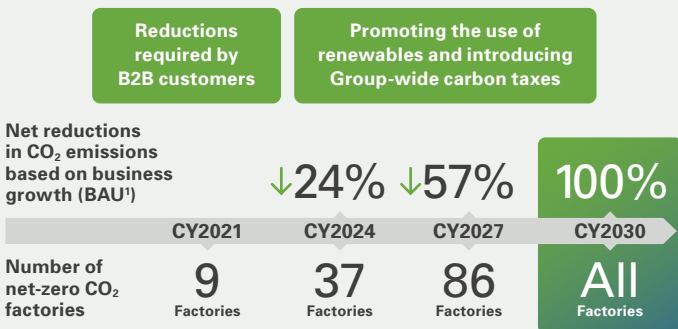
Enhance Feasibility of GREEN IMPACT

Create contributions that reduce emissions by approx. 100Mt, in addition to net-zero in-house emissions toward 2030



*Includes contributions to society in CO₂ reductions through replacement purchase of products, etc. (10.99 Mt in FY2021 & 6.3 Mt in FY2025)

Net-zero in-house emissions



1. BAU: Business As Usual

Create an impact that reduces emissions by FY2031

Category	Products/services	FY2021	FY2025	FY2031
Electrification	Non-fossil fuels & green vehicles	9.7 Mt	25.1 Mt	70 Mt
	Automotive batteries for green vehicles	8.0 Mt	21.0 Mt	59 Mt
	Hot water heat pump system	1.1 Mt	3.8 Mt	11 Mt
Energy efficiency	Promote/optimize efficient use of energy	2.4 Mt	6.3 Mt	17 Mt
	IAQ & A/C devices*	0.2 Mt	0.7 Mt	4 Mt
Hydrogen	Expand use of zero-carbon energies	0.2 Mt	0.6 Mt	6 Mt
	Pure hydrogen fuel cell	0.2 Mt	0.6 Mt	6 Mt

*IAQ: Indoor Air Quality, A/C: Air-Conditioning

Notes: 1. This is an English translation from the original presentation in Japanese.
2. In this presentation, “FY2022” refers to the year ended March 31, 2022.