

**ICMA & JSDA Annual Sustainable Bond Conference 2022**

**Panasonic Group's  
Environmental Management**

**Yuki Kusumi, Group CEO  
Panasonic Holdings Corporation**

# Group overview

## Panasonic Holdings Corporation (holding company)



**Yuki Kusumi**  
Group CEO

Founded	March 7, 1918
Stated capital	259.2 billion yen
Consolidated sales	7.3888 trillion yen <small>*Year ended March 2022</small>
Number of employees	240,198
Number of Group companies (Parent company & consolidated subsidiaries)	532 <small>*As of March 31, 2022</small>

## Business areas (operating companies)

### Lifestyle



### Entertainment & Communication



### Housing



### Automotive



### Connect



### Industry



### Energy



# Group's purpose & urgent issues it faces



Founder  
Konosuke Matsushita

1932: First Foundation Ceremony

**“Human happiness can be ensured only with spiritual stability and a limitless supply of material goods.”**

**Purpose**

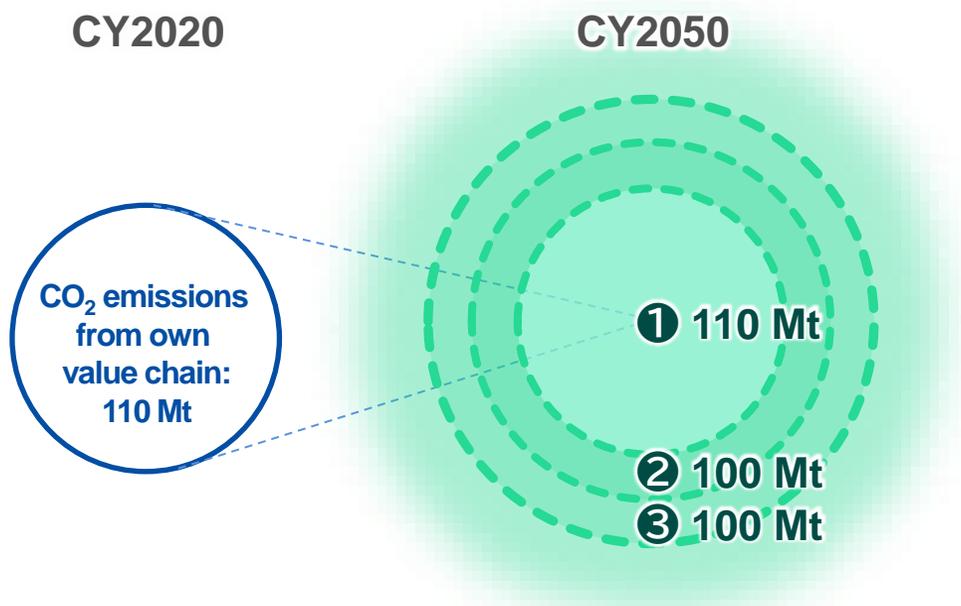
Achieve an **“ideal society with affluence both in matter and mind”** in **250 years** across many generations

**Solving global environmental problems is our top-priority issue to ensure the well-being of people in the next 160 years**

The Group's long-term environmental vision

**Panasonic GREEN IMPACT**

# Panasonic GREEN IMPACT



**Net zero CO<sub>2</sub> emissions in our own value chain:**  
Achieve this aim at the earliest stage as our responsibility in continuing business

① Reduced emissions based on Scopes 1, 2 & 3<sup>\*1</sup>

**“Avoided Emissions” for society through business:**  
Help energy users to reduce CO<sub>2</sub> emissions

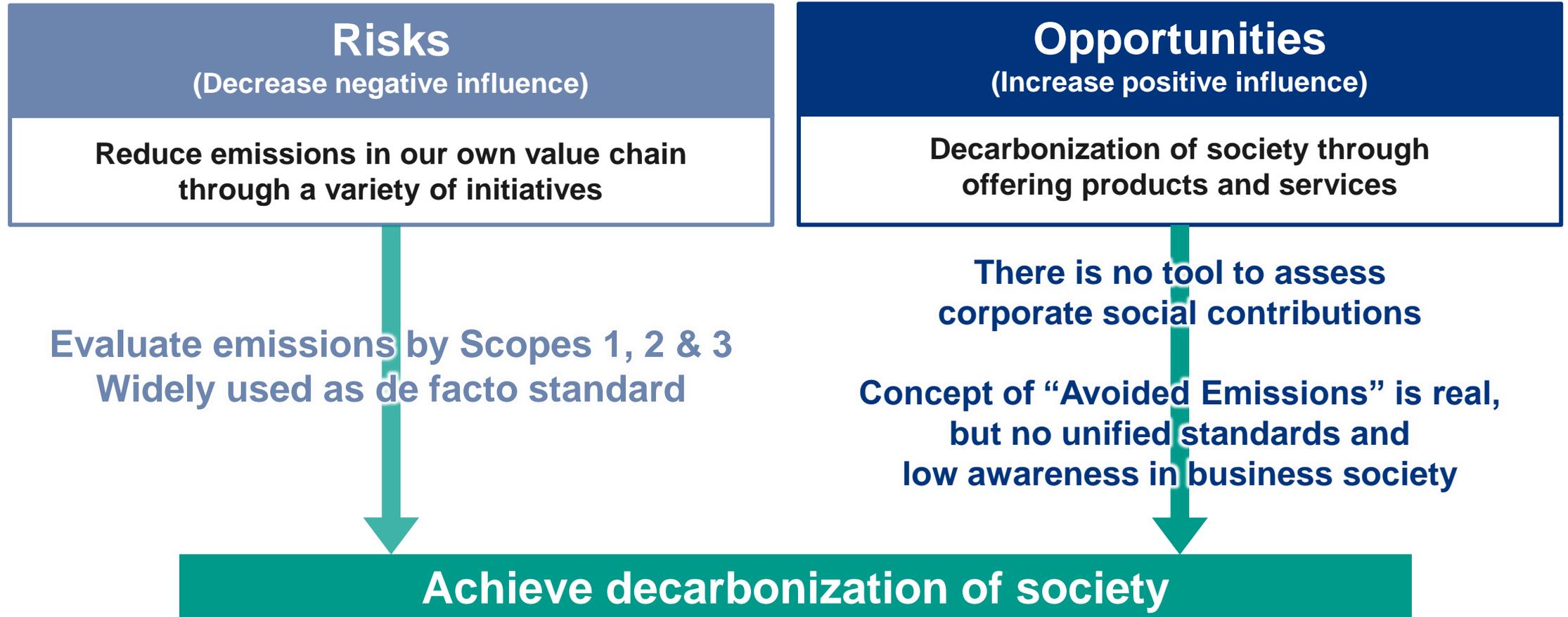
② “Avoided Emissions” through existing businesses

③ “Avoided Emissions” through new technologies/businesses

**Fulfilling responsibility to achieve net zero emissions defined by Scopes 1-3, we contribute to solving global environmental problems at the earliest stage through accelerated efforts to further avoid CO<sub>2</sub> emissions**

<sup>\*1</sup>: Incl. decarbonization effects in society <sup>\*2</sup>: Calculated by emission factor as of 2020

# Toward decarbonization of society



**Not only reducing risks through business activities but also pursuing positive opportunities will accelerate decarbonization of society**

# International standardization of “Avoided Emissions”



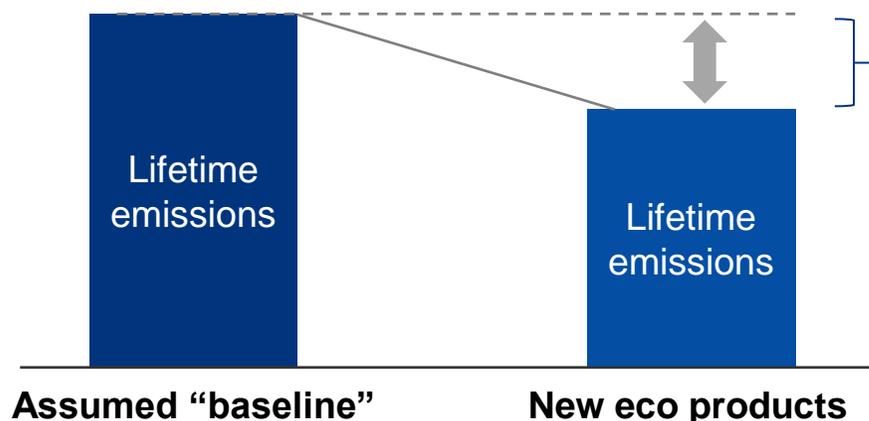
Guidance to be issued on “Avoided Emissions” for all sectors –  
Another pillar of the concept complementing reductions in emissions based on Scopes 1-3



Working to globally standardize definition & calculation methods of  
“Avoided Emissions” to raise social awareness of mitigation contributions  
(=social contributions) through business activities

Progress being made toward completion in 2024

## IEC 63372: Basic definition of Avoided GHG Emissions



### Avoided Emissions

**Difference in size of emissions between existing electric/electronics products/systems (defined as **baseline**) and newly developed energy-efficient products**

**Or the size of emissions to be avoided through use of services with new digital technologies, e.g., AI, IoT & Digital Twin**

# Create opportunities for decarbonization of society

## Build cross-sector consensus on unified measurement method for corporate decarbonization efforts

Disseminate concept of “Avoided Emissions” based on transparent and fair guidelines on measuring the value of corporate activities in a cross-sector manner, including the financial industry

## Accomplish global standardization & clarification of implementation rules

Promote global standardization in each industry, as is the case with IEC, to help relevant organizations and industries set specific implementation rules

## Promote use of products/systems/services that achieve “Avoided Emissions”

**By collaborating with companies with the same aspirations,  
we will more quickly gain the support of capital markets  
for decarbonization efforts and thus improve Enterprise Value**

# Launch activities to achieve aim



## COP27 Japan Pavilion Seminar held on Nov. 14: “Achieving Global GX”

(Towards a net-zero society through appropriate evaluation of “Avoided Emissions”)



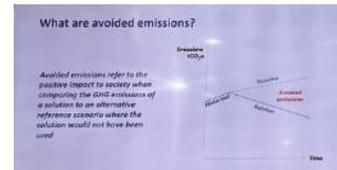
- **WBCSD disclosed latest information on its initiatives for “Avoided Emissions”**

- **Cross-sector discussions held on “Avoided Emissions”**

WBCSD (business community)  
Hitachi/Panasonic (corporations)  
GFNAZ/BofA (financial institutions)  
University of Tokyo (academic institution)  
METI (government)



**Mr. Dominic Wanghray**  
Senior Advisor to the CEO  
WBCSD



- **Consensus built on importance of achieving decarbonization along with economic development by implementing concept of “Avoided Emissions”**
- **Japanese government announced its resolve to encourage discussions at G7**

**Panasonic Group**