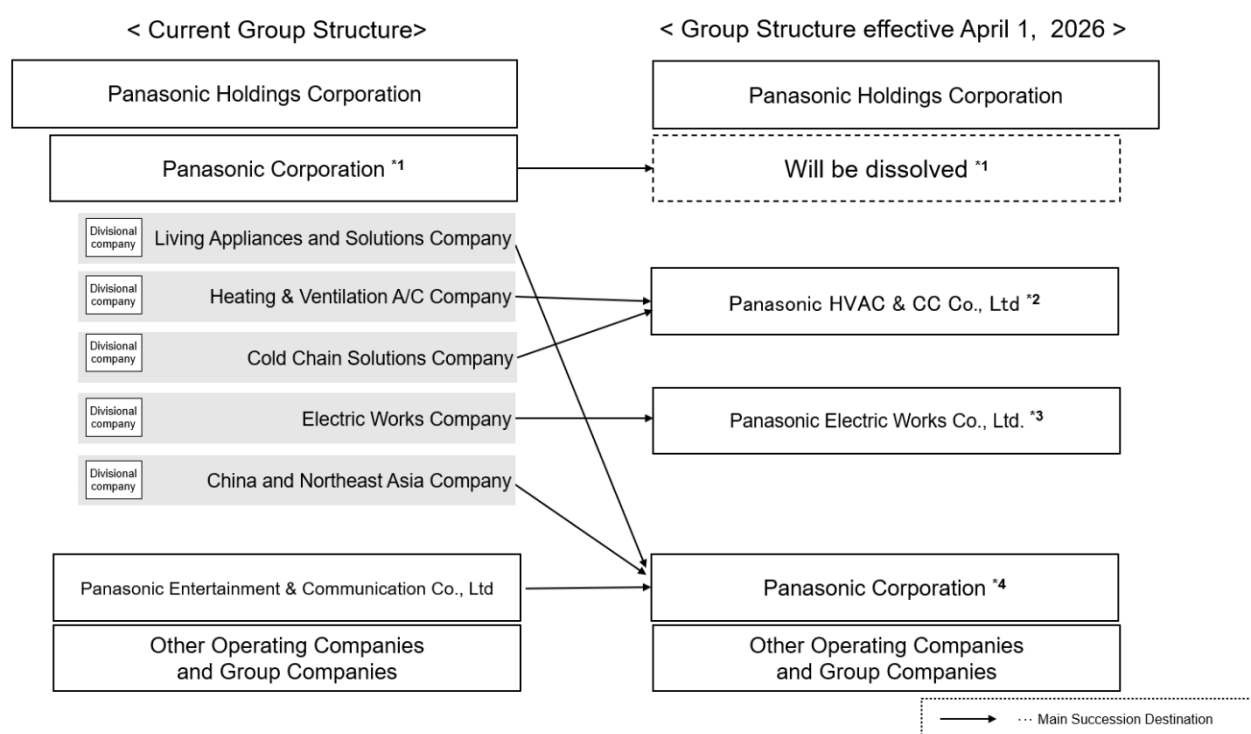


Panasonic HD Announces Group's New Structure and Appointment of Presidents of New Operating Companies Effective April 1, 2026

Osaka, Japan, July 30, 2025 – As announced on February 4, 2025 the Company will reorganize its structure and transition to a new group framework effective April 1, 2026. In addition, following deliberation by the Nomination Advisory Committee, the Board of Directors of Panasonic Holdings Corporation held today resolved to appoint the presidents of the new operating companies, effective April 1, 2026.

1. New Business Structure



*1. Details regarding the dissolution of the current Panasonic Corporation will be announced as soon as they are finalized.

*2. The principal businesses of the Heating & Ventilation A/C Company and the Cold Chain Solutions Company of the current Panasonic Corporation (both are internal divisional companies), are scheduled to be transferred through an absorption-type split company to Panasonic Ecosystems Co., Ltd. and its subsidiaries. Panasonic Ecosystems Co., Ltd. is planned to be renamed Panasonic HVAC & CC Co., Ltd.

*3. The principal businesses of the Electric Works Company of the current Panasonic Corporation (internal divisional company) are scheduled to be transferred through an absorption-type split company to Panasonic Electric Works Co., Ltd., a preparation-type split company newly established as a wholly owned subsidiary of Panasonic Holdings Corporation.

- *4. The principal businesses of the Living Appliances and Solutions Company and the China and Northeast Asia Company of the current Panasonic Corporation (both are internal divisional companies), are scheduled to be transferred through an absorption-type split company to Panasonic Entertainment & Communication Co., Ltd., which is planned to be renamed Panasonic Corporation. In order to minimize the impact of the name change on various stakeholders involved in the integrated businesses, we plan to use "Panasonic Corporation" as the company name.

2. Presidents of New Operating Companies (Effective April 1, 2026)

Company Name	Name	Current Responsibilities
Panasonic Corporation	Akira Toyoshima	President, Panasonic Entertainment & Communication Co., Ltd. CEO, In charge of DEI Promotion
Panasonic HVAC & CC Co., Ltd.	Eiichi Katayama	Executive Vice President, Panasonic Corporation Sustainable & Climate Tech Group CEO President, Heating & Ventilation A/C Company In charge of DEI Promotion President, Cold Chain Solutions Company CDO, In charge of DEI Promotion
Panasonic Electric Works Co., Ltd.	Kiyoshi Otaki	Executive Vice President, Panasonic Corporation In charge of Quality President, Electric Works Company In charge of DEI Promotion

Note:

The reference to Panasonic Corporation in the "Current Responsibilities" section pertains to Panasonic Corporation as of July 30, 2025.

3. Future Plans

- Conclusion of the absorption-type split company agreement: Scheduled for the end of August 2025
- Activation of the absorption-type split companies and transition to the new group structure: Scheduled for April 1, 2026

(Notes)

CEO Chief Executive Officer
CDO Chief Digital Officer

About the Panasonic Group

Founded in 1918, and today a global leader in developing innovative technologies and solutions for wide-ranging applications in the consumer electronics, housing, devices, B2B

solutions and energy sectors worldwide, the Panasonic Group switched to an operating company system on April 1, 2022 with Panasonic Holdings Corporation serving as a holding company. The Group reported consolidated net sales of 8,458.2 billion yen for the year ended March 31, 2025. To learn more about the Panasonic Group, please visit: <https://holdings.panasonic/global/>