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FOR IMMEDIATE RELEASE

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## Outline of Panasonic Group Management Reform

Osaka, Japan, February 4, 2025 – Panasonic Holdings Corporation ([TSE:6752], the “Company” or “Panasonic”) today announced a series of group management reforms. The key points of these reforms, which will be announced at today’s financial results briefing, are as follows. For more detailed information, please refer to the briefing materials available on our corporate website.

### 1. Group Vision

The Company identified three focus areas which will be the foundation through which the Panasonic Group will contribute to the sustainable development of society and lifestyles by utilizing resources and energy efficiently through technology. The areas are: the "Solutions Area," which will be the Company’s main focus, and the "Devices Area" and "Smart Life Area," which will support its profit base.

#### ***Solutions Area [Area of focus]***

By leveraging the Company’s globally competitive solution businesses, Panasonic will create synergies across the Company through customer-centric management, thereby driving growth by expanding our value to customers.

#### ***Devices Area [Profit Base Area]***

By narrowing down the Company’s product portfolio, Panasonic will focus on material- and process-based businesses, aiming for an adjusted operating profit margin of over 15%. For automotive batteries, we will revise our growth scenarios and focus on profitability.

#### ***Smart Life Area [Profit Base Area]***

To refresh our home appliance business, we will fundamentally review our business structure and systems, thoroughly optimize resources in development, manufacturing, and sales, and achieve "global standard costs" that can compete worldwide, based on Japan quality levels. Through these measures, we aim for an adjusted operating profit margin of over 10%.

### 2. Overview of Group Management Reforms

In order to resolve structural and fundamental issues, the Company will focus on management reform in FY3/26. The aim is to improve profitability by more than 150 billion yen by FY3/27 and an additional 150 billion yen by FY3/29 (totaling over 300 billion yen).

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***Fixed Cost Structure Reforms and Profit Improvement for a Lean Headquarters and Indirect Departments***

Panasonic will work on reforming the employment structure across the Company, improving productivity and reducing fixed costs through DX in indirect and sales departments, and improving the profitability of business areas where we have made investments with top priority.

***Implementation of Measures for Businesses with Issues (Identifying Low-Profit Businesses)***

By FY3/26, The Company will determine the direction of “businesses with issues” (those with ROIC below business-specific WACC and with little growth potential) and businesses that require reconstruction or relocation.

***Focus on the Solutions Area***

To expand the boundaries of our lifestyle business and create synergies in the Solutions Area across the entire Group, Panasonic Corporation will be dissolved and its subsidiaries will be converted into operating companies. Additionally, in order to focus on the home appliance market, we will rebuild the home appliance business by establishing an operating company that consolidates all the Company's home appliance businesses.

**3. Profit Targets achieved through the Group Management Reforms**

Through fixed cost restructuring, profit improvement, and further business portfolio management, the Company aims to achieve an ROE of over 10% and an adjusted operating profit margin of over 10% by FY3/29.

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*This press release includes forward-looking statements about Panasonic Holdings Corporation (the "Company") and its Group companies (the "Panasonic Group"). To the extent that statements in this press release do not relate to historical or current facts, they constitute forward-looking statements. These forward-looking statements are based on the current assumptions and beliefs of the Panasonic Group in light of the information currently available to it, and involve known and unknown risks, uncertainties and other factors. Such risks, uncertainties and other factors may cause the Panasonic Group's actual results, performance, achievements or financial position to be materially different from any future results, performance, achievements or financial position expressed or implied by these forward-looking statements. The Company undertakes no obligation to publicly update any forward-looking statements after the date of this press release. Investors are advised to consult any further disclosures by the Company in its subsequent filings under the Financial Instrument and Exchange Act of Japan (the "FIEA") and other publicly disclosed documents.*

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