

Progress with Group Management Reform

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Panasonic Group

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Notes: 1. This is an English translation from the original presentation in Japanese.
2. In this presentation, “Fiscal 2026” or “FY3/26” refers to the year ending March 31, 2026.

What the Group Aims to Become

Panasonic Group

FY3/25 sales: 3.7 trillion yen

Solutions area

Power sources for data centers / Energy creation, storage, & savings / SCM software / Cold chain / Avionics / Operational frontline & factory solutions / Electrical construction materials & lighting, etc.

Growth engines: Energy solutions / SCM solutions

Focus on solutions business with global competitiveness to create Groupwide synergies

*Area
of
focus*

FY3/25 sales: 1.7 trillion yen

Devices area

Rechargeable automotive batteries /
Materials & devices for processes, etc.

Focus on highly profitable businesses

Looking toward AOP* of 15% or more

*Profit
base*

FY3/25 sales: 1.9 trillion yen

Smart Life area

Various consumer electronics products

Increase profitability
through business restructuring

Looking toward AOP of 10% or more

*AOP: adjusted operating profit

■ Group Management Reform to Rebuild Sustainable Corporate Structure

**Fixed-cost structural
reform & profit
improvement**

+

**Business portfolio
management**

Expected profit improvement*

FY3/27: 150 billion yen or more / FY3/29: 300 billion yen or more

FY3/29

ROE 10% or more

Adjusted OP 10% or more

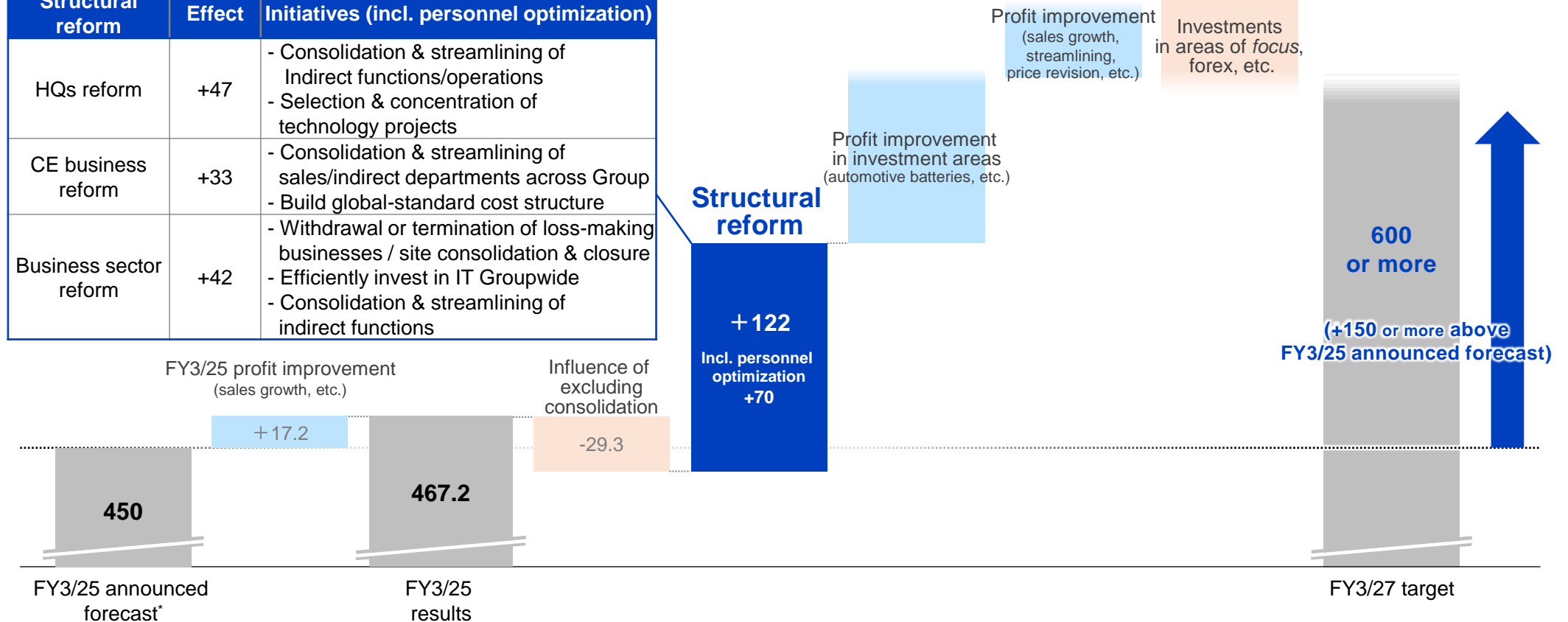
*Improvement forecasts: calculated based on full-year adjusted OP forecast as of Q3 of FY3/25

FY3/27 Breakdown of Expected Profit Improvement

- Improve profit through management reform
- Build structure immune to environmental changes

Adjusted OP* (yen: billions) *Excluding U.S. tariff impact

Structural reform	Effect	Initiatives (incl. personnel optimization)
HQs reform	+47	- Consolidation & streamlining of Indirect functions/operations - Selection & concentration of technology projects
CE business reform	+33	- Consolidation & streamlining of sales/indirect departments across Group - Build global-standard cost structure
Business sector reform	+42	- Withdrawal or termination of loss-making businesses / site consolidation & closure - Efficiently invest in IT Groupwide - Consolidation & streamlining of indirect functions



*Full-year forecast of adjusted OP as of Q3 of FY3/25

■ Personnel Optimization

Build lean structure to meet drastic changes in business environments

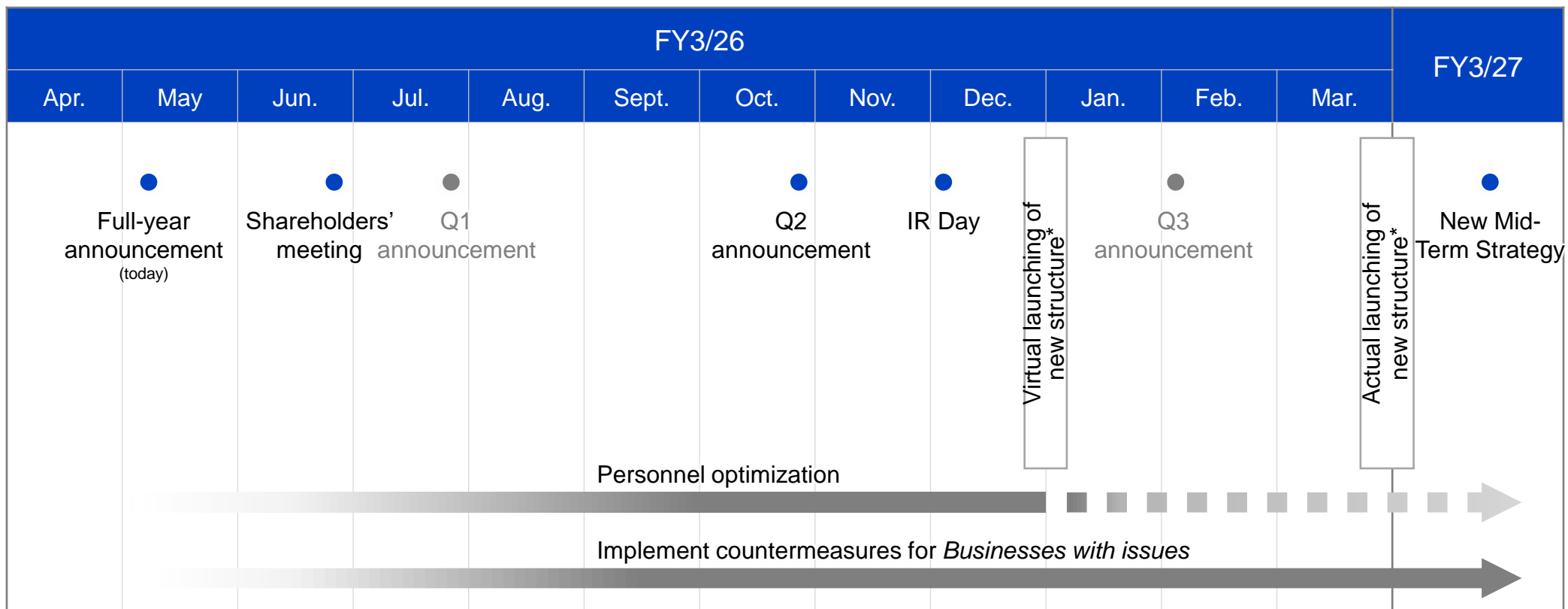
Panasonic Group (Consolidated companies)

Global scale: 10,000 employees
(Japan: 5,000 / Overseas: 5,000)

Timeline: FY3/26 through FY3/27

- Reduced personnel through consolidation of sales and indirect operations, business terminations, and site consolidation/closures, etc.
- Employees taking early retirement in each Group company in Japan

Report Timeline for Progress with Group Management Reform



FY3/26: Focus on reforms toward sustainable growth Progress with reforms to be periodically reported

Note: Blue dots on the above timeline indicate opportunities where Group CEO will make presentations.
 *Group's "new structure" will be established by converting current divisional companies of Panasonic Corporation (PC, to be dissolved) to new operating companies.
 "Virtual launching" means experimental Group management conducted by virtually establishing these new operating companies.

Panasonic Group

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