

**NOTICE OF
THE 118TH ORDINARY GENERAL MEETING OF
SHAREHOLDERS**

**to be held in Osaka, Japan on
June 23, 2025**

This is a translation from the
Japanese of a notice circulated to
shareholders in Japan.

Panasonic Holdings Corporation

Kadoma City, Osaka, Japan

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Dear Shareholders:

Notice of the 118th Ordinary General Meeting of Shareholders

You are cordially notified of the Company's 118th Ordinary General Meeting of Shareholders to be held as described below.

When holding this General Meeting of Shareholders, the information in Business Report, Reference Materials for Exercise of Voting Rights and other materials is provided in electronic form (Measures for Providing Information in Electronic Format). The Reference Materials for Exercise of Voting Rights (summary) and other materials are sent to all shareholders except those who requested provision of documents.

The information provided in electronic format is posted as "The 118th Ordinary General Meeting of Shareholders" on the following websites. Please check it there.

The Company's Shareholders' Meeting website

<https://holdings.panasonic.jp/corporate/investors/shareholders-meeting.html> (in Japanese)

Website for materials pertaining to the General Meeting of Shareholders

<https://d.sokai.jp/6752/teiji/> (in Japanese)

If you will not attend on the date of the meeting, then in order to exercise your voting rights in advance via the Internet or document (postal mail), please consider the matters in "Reference Materials for Exercise of Voting Rights" and exercise your rights based on "4. Information about Exercising Voting Rights" below.

Please be aware that no gifts will be provided to shareholders attending the General Meeting of Shareholders.

* * * * *

1. Time and Date: 10 a.m., Monday, June 23, 2025 (Reception starts at 9 a.m.)

2. Place: Hotel New Otani Osaka, 2F "The HO" Banquet Room
1-4-1 Shiromi, Chuo-ku, Osaka-shi

3. Purposes:

– Matters to Be Reported:

1. The business report and report on the consolidated financial statements and financial statements on a parent-alone basis for the 118th fiscal period from April 1, 2024 to March 31, 2025
2. Report of audit results of Accounting Auditors and the Audit & Supervisory Board on the consolidated financial statements

– Matters to Be Resolved:

- Bill No. 1: To Partially Amend the Articles of Incorporation
Bill No. 2: To Elect 13 Directors
Bill No. 3: To Revise the Remuneration Limit for Outside Directors

4. Information about Exercising Voting Rights

[Exercising voting rights via the Internet]

Please access the website for exercise of voting rights designated by the Company (<https://www.web54.net>). Utilize the voting rights exercise code and password that are printed in the enclosed voting instruction card and follow the instructions on the screen. Please register your approval or rejection of the bills by 5:30 p.m. on Friday, June 20, 2025.

[Exercising voting rights by document (postal mail)]

Please indicate your approval or rejection of the bills on the enclosed voting instruction card, and return it so that it arrives by 5:30 p.m. on Friday, June 20, 2025.

5. Others

Of the Measures for Providing Information in Electronic Format, based on the provisions of laws and the Company's Articles of Incorporation, the following items are not printed in documents which are delivered to those shareholders who requested the provision of documents. Audit & Supervisory Board Members and Accounting Auditors audit the matters subject to audit including the following.

Business Report: Matters relating to the current status of the Panasonic Group (corporate group) (Financial Summary, employees), Stock Information, Status of Stock Acquisition Rights, etc., The Company's Directors and Audit & Supervisory Board Members, etc. (Summary of contracts for limitation of liability, Indemnity agreements, Matters related to the directors' and officers' liability insurance policy, Outside Directors and Audit & Supervisory Board Members), Accounting Auditors, Systems and Policies of the Company

Financial statements, etc.: Consolidated Statement of Changes in Equity, Notes to Consolidated Financial Statements, Balance Sheet, Statement of Income, Statement of Changes in Net Assets, Notes on the Basis of Presentation of

Financial Statements on a Parent-Alone Basis
Audit Report: Copy of Report of Accounting Auditors

- Shareholders attending the meeting are requested to hand in the voting instruction card at the reception desk of the meeting venue. Please also bring this Notice with you.
- Persons other than shareholders, such as proxies and accompanying persons who are not shareholders, are not permitted to attend the meeting.
- Photographing, audio or video recording, saving data, and disclosure by SNS or other means at the venue for the General Meeting of Shareholders are strictly prohibited.
- In the event of a correction to the Measures for Providing Information in Electronic Format, a notice of the correction will be posted to our websites, together with the original information and corrected information.
- The Notice of Resolutions for the 118th Ordinary General Meeting of Shareholders will be posted on our website at <https://holdings.panasonic.jp/corporate/investors.html> after the General Meeting of Shareholders.
- Video showing a portion of the General Meeting of Shareholders will be posted on our website at <https://holdings.panasonic.jp/corporate/investors/shareholders-meeting/video.html> after the General Meeting of Shareholders. (Planned posting date: Thursday, June 26, 2025)

Sincerely yours,
Yuki Kusumi
Representative Director
Panasonic Holdings Corporation
1006 Kadoma, Kadoma City, Osaka 571-8501, Japan

[Reference Materials for Exercise of Voting Rights]

The Bills and Reference Materials:

Bill No. 1: To Partially Amend the Articles of Incorporation

1. Reasons for Proposal

In order to carry out constructive discussions by the Board of Directors and maintain and improve agility of decision-making, the Company currently has a system of 13 Directors.

Article 17 (Number) of the current Articles of Incorporation specifies “three (3) or more,” but it does not prescribe an upper limit on the number.

Therefore, this proposal will change Article 17 (Number) and set an upper limit on the number of Directors in the Articles of Incorporation to make clear the appropriate sense of size for the Board of Directors.

It will also change Article 27 (Number) in consideration for a balance between the number of Audit & Supervisory Board Members and the set upper limit on the number of Directors.

If Bill No. 2 is approved and adopted, the number of Directors at the conclusion of this General Meeting of Shareholders will be 13, and the number of Audit & Supervisory Board Members will be five.

2. Details of Amendments

The current Articles of Incorporation and proposed amendments are as follows:

(Underlined portions show the amendments.)

Current Articles of Incorporation	Proposed Amendments
<p style="text-align: center;">CHAPTER IV DIRECTORS AND BOARD OF DIRECTORS, ETC.</p> <p>Article 17 (Number)</p> <p>The number of Directors of the Company shall <u>be three (3) or more.</u></p>	<p style="text-align: center;">CHAPTER IV DIRECTORS AND BOARD OF DIRECTORS, ETC.</p> <p>Article 17 (Number)</p> <p>The number of Directors of the Company shall <u>not exceed 15.</u></p>
<p style="text-align: center;">CHAPTER V <u>CORPORATE AUDITORS AND BOARD OF CORPORATE AUDITORS</u></p> <p>Article 27 (Number)</p> <p>The number of <u>Corporate Auditors</u> of the Company shall <u>be three (3) or more.</u></p>	<p style="text-align: center;">CHAPTER V <u>AUDIT & SUPERVISORY BOARD MEMBERS AND AUDIT & SUPERVISORY BOARD</u></p> <p>Article 27 (Number)</p> <p>The number of <u>Audit & Supervisory Board Members</u> of the Company shall <u>not exceed five.</u></p>

Note: Some underlining does not coincide with the Japanese version because of translation adjustments.

Bill No. 2: To Elect 13 Directors

The term of office of 13 Directors will expire at the conclusion of the 118th Ordinary General Meeting of Shareholders, at which time six Directors, Kazuhiro Tsuga, Mototsugu Sato, Hirokazu Umeda, Yoshiyuki Miyabe, Kunio Noji, and Kazuhiko Toyama, will retire from their positions.

The Company has a rule of a one-year term of office for Directors in accordance with the Articles of Incorporation, as a structure that reflects the decisions of our shareholders to management appropriately. As for the composition of the Board of Directors, Outside Directors shall account for half or more of the total number of Directors. The Company is also working to ensure the diversity of knowledge, experience, and capabilities among Directors.

Accordingly, the Company proposes the election of the following 13 Directors including the seven Outside Directors.

In addition, the nomination of candidates for Directors was discussed and confirmed by the optional "Nomination and Compensation Advisory Committee," a majority of whose members as well as whose chair are Outside Directors who are Independent Directors, and was reported to the Board of Directors.

The details of the candidates are as follows:

No.	Name	Gender		Current position and responsibilities in the Company
1	Yuki Kusumi	Male	Reappointment	Representative Director; President; Group CEO (Chief Executive Officer); Member of the Nomination and Compensation Advisory Committee
2	Tetsuro Homma	Male	Reappointment	Representative Director; Executive Vice President; Group Regional Head for China & Northeast Asia; President, Panasonic Operational Excellence China and Northeast Asia, Panasonic Operational Excellence Co., Ltd.; Chairperson, Panasonic Corporation of China
3	Ayako Shotoku	Female	Reappointment	Director; Executive Officer; Group GC (General Counsel); Group CRO (Chief Risk Management Officer); In charge of Construction Safety and Regulations Administration
4	Shinobu Matsui	Female	Reappointment Outside Director Independent Director	Director; Member of the Nomination and Compensation Advisory Committee
5	Keita Nishiyama	Male	Reappointment Outside Director Independent Director	Director
6	Michitaka Sawada	Male	Reappointment Outside Director Independent Director	Director; Chairperson of the Nomination and Compensation Advisory Committee
7	Ryusuke Shigetomi	Male	Reappointment Outside Director Independent Director	Director
8	Hajime Tamaoki	Male	New candidate	Executive Vice President; Group CIO (Chief Information Officer); Group CTRO (Chief Transformation Officer); In charge of Cyber Security, Procurement, and Logistics; Occupational Safety and Health Director; Representative Director, President and CEO, Panasonic Operational Excellence Co., Ltd.; In charge of DEI Promotion
9	Kazuyo Sumida	Female	New candidate	Executive Officer; Group CSO (Chief Strategy Officer)
10	Akira Waniko	Male	New candidate	Executive Officer; Group CFO (Chief Financial Officer); In charge of Group MUDA Busters Project and Facility Management; CEO, Panasonic Holding (Netherlands) B.V.; President, Panasonic Equity Management Japan G.K.; In charge of Equity Management
11	Yutaka Matsuo	Male	New candidate Outside Director Independent Director	
12	Kuniharu Nakamura	Male	New candidate Outside Director Independent Director	
13	Junko Seto	Female	New candidate Outside Director Independent Director	

Name and date of birth	Career summary, position and responsibilities in the Company and other important concurrently held positions	Number of the Company's shares held (As of March 31, 2025)
1 Yuki Kusumi January 22, 1965 Reappointment Number (percentage) of attendance at FY2025 Board of Directors' meetings 13/13 (100%)	Apr. 1989 Joined the Company; Apr. 2014 Executive Officer of the Company; Apr. 2019 Managing Executive Officer of the Company; Apr. 2021 CEO of the Company; Jun. 2021 Representative Director, President of the Company (incumbent); Oct. 2021 Group CEO of the Company (to the present) <i><Reasons for election of the candidate></i> <i>Yuki Kusumi has extensive experience as a member of management through his experience in the research and development divisions of the Panasonic Group and his long involvement in business management. He took office as President in June 2021, serving as the representative for corporate business execution. Beginning from October of the same year, he has represented corporate business execution as Group CEO. He has endeavored to increase the corporate value of the Panasonic Group, including through the exercise of business leadership and the implementation of medium- to long-term strategies. He is expected to utilize his experience and knowledge to continue suitably carrying out management and supervision of the Panasonic Group.</i> <i><Notable conflicts of interest between the candidate and the Company></i> None	273,661 shares

Name and date of birth	Career summary, position and responsibilities in the Company and other important concurrently held positions	Number of the Company's shares held (As of March 31, 2025)
2 Tetsuro Homma October 28, 1961 Reappointment Number (percentage) of attendance at FY2025 Board of Directors' meetings 13/13 (100%)	Apr. 1985 Joined the Company; Oct. 2013 Executive Officer of the Company; Apr. 2015 Managing Executive Officer of the Company; President, Appliances Company/in charge of Consumer Business; Jun. 2015 Managing Director of the Company; Apr. 2016 Representative Director and Senior Managing Director of the Company; Apr. 2019 CEO, China & Northeast Asia Company and Regional Head for China & Northeast Asia of the Company; Jun. 2019 Representative Director and Senior Managing Executive Officer of the Company; Apr. 2020 Chairperson, Panasonic Corporation of China (incumbent); Apr. 2021 Representative Director and Executive Vice President of the Company (incumbent); Apr. 2022 Group Regional Head for China & Northeast Asia of the Company; President, Panasonic Operational Excellence China and Northeast Asia, Panasonic Operational Excellence Co., Ltd. (to the present) <i><Reasons for election of the candidate></i> <i>Tetsuro Homma has extensive experience as a member of management, serving as Group Regional Head for China & Northeast Asia after working in the management strategy divisions of the Panasonic Group. At present, he continues to drive business growth in this region, and is endeavoring to increase the corporate value of the Panasonic Group. He is expected to utilize his experience and knowledge to continue suitably carrying out management and supervision of the Panasonic Group.</i> <i><Notable conflicts of interest between the candidate and the Company></i> <i>None</i>	35,411 shares

Name and date of birth	Career summary, position and responsibilities in the Company and other important concurrently held positions	Number of the Company's shares held (As of March 31, 2025)
<p>3 Ayako Shotoku June 10, 1968</p> <p>Reappointment</p> <p>Number (percentage) of attendance at FY2025 Board of Directors' meetings 13/13 (100%)</p>	<p>Apr. 1991 Joined the Company;</p> <p>Apr. 2017 Managing Officer, Connected Solutions Company of the Company, Director, Legal Affairs Center;</p> <p>Apr. 2019 Managing Officer, Automotive Company of the Company, Director, Legal Affairs Center;</p> <p>Oct. 2021 Managing Officer, GC, CRO, Automotive Company of the Company; Director of Legal Affairs Center; Executive of the Company/in charge of Legal Strategy, Corporate Strategy and Technology Sector;</p> <p>Apr. 2022 Executive Officer of the Company (incumbent); Group GC (incumbent)</p> <p>Jun. 2022 Director of the Company (incumbent);</p> <p>Apr. 2024 In charge of Construction Safety and Regulations Administration of the Company (incumbent)</p> <p>Apr. 2025 Group CRO of the Company (to the present)</p> <p><Reasons for election of the candidate> <i>Ayako Shotoku has demonstrated leadership in the legal affairs divisions of the Panasonic Group, centering on construction of a global compliance system. At present, as General Counsel, she is working to strengthen legal risk management and corporate governance. She is expected to utilize her experience and knowledge to continue suitably carrying out management and supervision of the Panasonic Group.</i></p> <p><Notable conflicts of interest between the candidate and the Company> None</p>	<p>27,350 shares</p>
<p>4 Shinobu Matsui January 27, 1977</p> <p>Reappointment</p> <p>Outside Director Independent Director</p> <p>Number (percentage) of attendance at FY2025 Board of Directors' meetings 13/13 (100%)</p>	<p>Oct. 1999 Joined Ota Showa & Co. (currently Ernst & Young ShinNihon LLC);</p> <p>Oct. 2001 Joined PricewaterhouseCoopers Tax Office (currently PwC Tax Japan);</p> <p>Mar. 2014 Corporate Auditor, Uzabase, Inc.;</p> <p>Aug. 2015 Joined Uzabase, Inc. (retired as Corporate Auditor, Uzabase, Inc.);</p> <p>Jan. 2018 Executive Officer (Head of Corporate Division), Uzabase, Inc.;</p> <p>Jan. 2019 Executive Officer and Chief Operating Officer, Uzabase, Inc.;</p> <p>Jan. 2020 Executive Officer and Chief People and Administrative Officer, Uzabase, Inc.;</p> <p>Mar. 2021 Board Director and Chief People and Administrative Officer, Uzabase, Inc.;</p> <p>Jun. 2021 Director of the Company (incumbent);</p> <p>Jan. 2022 Board Director and Group Executive Officer, Uzabase, Inc.;</p> <p>Feb. 2023 Executive Officer and Chief Human Resources Officer, Uzabase, Inc.</p> <p>Jan. 2025 Senior Executive Officer and Chief Human Resources Officer, Uzabase, Inc. (to the present)</p> <p><i>(Senior Executive Officer, Uzabase, Inc.) (Outside Director, UniFa Inc.)</i></p> <p><Number of years in office as Outside Director> 4 years (At the conclusion of this Ordinary General Meeting of Shareholders)</p> <p><Reasons for election of the candidate and expected roles> <i>Shinobu Matsui has extensive knowledge and deep insight gained as a certified public accountant at a major audit corporation, and as Director and Executive Officer at an information services company. She also actively makes remarks at Board of Directors' meetings, centering on areas such as finance and accounting, DX, human resource strategies, improvements to corporate culture, and promoting diversity. As a member of the Nomination and Compensation Advisory Committee, she has also contributed to strengthening corporate governance in the Panasonic Group. She is expected to utilize her experience and knowledge to continue suitably carrying out supervision of Panasonic Group management.</i></p> <p><Notable conflicts of interest between the candidate and the Company> None</p>	<p>0 shares</p>

Name and date of birth	Career summary, position and responsibilities in the Company and other important concurrently held positions	Number of the Company's shares held (As of March 31, 2025)
<p>5 Keita Nishiyama January 11, 1963</p> <p>Reappointment</p> <p>Outside Director Independent Director</p> <p>Number (percentage) of attendance at FY2025 Board of Directors' meetings 13/13 (100%)</p>	<p>Apr. 1985 Joined the Ministry of International Trade and Industry (currently the Ministry of Economy, Trade and Industry);</p> <p>Nov. 2002 Planning Officer, Preparation Department, Industrial Revitalization Corporation, Cabinet Office;</p> <p>Jul. 2003 Director, Office of Research and Planning, Trade Policy Bureau, Ministry of Economy, Trade and Industry;</p> <p>Jun. 2004 Director, Asia and Pacific Division, Trade Policy Bureau, Ministry of Economy, Trade and Industry;</p> <p>Jul. 2007 Director, Industrial Structure Policy Division, Economic and Industrial Policy Bureau, Ministry of Economy, Trade and Industry;</p> <p>Jul. 2009 Executive Managing Director, Innovation Network Corporation of Japan;</p> <p>Jun. 2011 Director-General of the Secretariat, TEPCO Management and Finance Investigation Task Force, Cabinet Secretariat;</p> <p>Jul. 2012 Deputy Director-General, Ministry of Economy, Trade and Industry;</p> <p>Jul. 2014 Deputy Chief, TEPCO-NDF Liaison Office, Nuclear Damage Compensation Facilitation Corporation; Concurrently Executive Officer, Tokyo Electric Power Company, Incorporated;</p> <p>Jun. 2015 Director and Executive Officer, Tokyo Electric Power Company, Incorporated;</p> <p>Jul. 2018 Director-General, Commerce and Information Policy Bureau, Ministry of Economy, Trade and Industry;</p> <p>Jul. 2020 Departed from the Ministry of Economy, Trade and Industry</p> <p>Nov. 2020 Representative Director, Nishiyama Research Institute, Inc. (incumbent);</p> <p>Jun. 2023 Director of the Company (to the present)</p> <p><i>(Outside Director, Daicel Corporation)</i> <i>(Visiting Professor, Institute for Future Initiatives, The University of Tokyo)</i> <i>(Representative Director, Nishiyama Research Institute, Inc.)</i></p> <p><Number of years in office as Outside Director> 2 years (At the conclusion of this Ordinary General Meeting of Shareholders)</p> <p><Reasons for election of the candidate and expected roles> <i>Keita Nishiyama has extensive experience and deep insight into industrial structures and IT digital technologies gained through his long involvement with digital policy and related matters at the Ministry of Economy, Trade and Industry, and through being in charge of business reconstruction as a Director and Executive Officer at another company. He has also made active remarks at Board of Directors' meetings. He is expected to utilize his experience and knowledge to continue suitably carrying out supervision of Panasonic Group management.</i></p> <p><Notable conflicts of interest between the candidate and the Company> None</p>	<p>0 shares</p>

Name and date of birth	Career summary, position and responsibilities in the Company and other important concurrently held positions	Number of the Company's shares held (As of March 31, 2025)
<p>6 Michitaka Sawada December 20, 1955</p> <p>Reappointment</p> <p>Outside Director Independent Director</p> <p>Number (percentage) of attendance at FY2025 Board of Directors' meetings 13/13 (100%)</p>	<p>Apr. 1981 Joined Kao Soap Co., Ltd. (currently Kao Corporation);</p> <p>Jun. 2006 Executive Officer, Kao Corporation;</p> <p>Jun. 2008 Director, Executive Officer, Kao Corporation;</p> <p>Jun. 2012 Representative Director, President and Chief Executive Officer, Kao Corporation;</p> <p>Jun. 2020 Director of the Company (incumbent);</p> <p>Jan. 2021 Director, Chair, Kao Corporation;</p> <p>Mar. 2024 Senior Adviser, Kao Corporation (to the present)</p> <p><i>(Senior Adviser, Kao Corporation)</i> <i>(Outside Director, Nitto Denko Corporation)</i> <i>(Outside Director, Komatsu Ltd.)</i></p> <p><Number of years in office as Outside Director> 5 years (At the conclusion of this Ordinary General Meeting of Shareholders)</p> <p><Reasons for election of the candidate and expected roles> <i>Michitaka Sawada has extensive experience and deep insight gained as a member of management at a general chemical products manufacturer with global business operations, and as a pioneer in the field of ESG management. He also actively makes remarks at Board of Directors' meetings, centering on areas such as sustainability management. As Chairperson of the Nomination and Compensation Advisory Committee, he has also contributed to strengthening corporate government in the Panasonic Group. He is expected to utilize his experience and knowledge to continue suitably carrying out supervision of Panasonic Group management.</i></p> <p><Notable conflicts of interest between the candidate and the Company> None</p>	<p>0 shares</p>

Name and date of birth	Career summary, position and responsibilities in the Company and other important concurrently held positions	Number of the Company's shares held (As of March 31, 2025)
<p>7 Ryusuke Shigetomi October 10, 1961</p> <p>Reappointment</p> <p>Outside Director Independent Director</p> <p>Number (percentage) of attendance at FY2025 Board of Directors' meetings 10/10 (100%) * Since election as a Director</p>	<p>Apr. 1984 Joined The Industrial Bank of Japan, Limited;</p> <p>Jan. 2000 Joined Morgan Stanley Japan Securities Co., Ltd. (currently Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.);</p> <p>Nov. 2005 General Manager, Telecom Media Technology Banking Group, Investment Banking Business Unit, Morgan Stanley Japan Securities Co., Ltd.;</p> <p>Feb. 2016 Vice Chairperson, Global Investment Banking Division, Morgan Stanley & Co. LLC;</p> <p>Jun. 2016 Managing Executive Officer, Head of Telecom Media Technology Group, Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.;</p> <p>Nov. 2021 Chairperson and Representative Director, The Blackstone Group Japan K.K. (incumbent)</p> <p>Jun. 2024 Director of the Company (to the present) (Chairperson and Representative Director, The Blackstone Group Japan K.K.)</p> <p><Number of years in office as Outside Director> 1 year (At the conclusion of this Ordinary General Meeting of Shareholders)</p> <p><Reasons for election of the candidate and expected roles> Ryusuke Shigetomi has extensive experience in carrying out large-scale financing and M&A in financial markets, and is currently active as the leader of the Japan subsidiary of one of the largest investment management firms in the world. He has advanced knowledge of industrial structures, financial and investment decisions, and other matters, and as a Director he has made active remarks at Board of Directors' meetings. He is expected to utilize his experience and knowledge to continue suitably carrying out supervision of Panasonic Group management.</p> <p><Notable conflicts of interest between the candidate and the Company> None</p>	<p>0 shares</p>
<p>8 Hajime Tamaoki July 16, 1967</p> <p>New candidate</p>	<p>Apr. 1993 Joined Procter & Gamble Far East, Inc. (currently P&G Japan LLC);</p> <p>Mar. 2013 Director, Global Delivery, Global Business Services, Procter & Gamble Far East, Inc. (Singapore);</p> <p>Apr. 2014 Group Executive Officer, CIO, Fast Retailing Co., Ltd.;</p> <p>Jan. 2017 Executive Officer, Head of Information Technology, AXA Life Insurance Co., Ltd.</p> <p>Dec. 2019 Chief Solutions Officer, AXA Life Insurance Co., Ltd.;</p> <p>May 2021 Joined the Company; Executive Officer, CIO of the Company;</p> <p>Oct. 2021 Group CIO of the Company (incumbent);</p> <p>Apr. 2023 In charge of Cyber Security of the Company (incumbent);</p> <p>Apr. 2025 Executive Vice President, Group CTRO of the Company/in charge of Procurement and Logistics/Occupational Safety and Health Director; Representative Director, President and CEO, Panasonic Operational Excellence Co., Ltd./in charge of DEI Promotion (to the present)</p> <p><Reasons for election of the candidate> Hajime Tamaoki has extensive experience and knowledge in the areas of IT and software, having been CIO of multiple corporations. He is expected to utilize his knowledge and experience in serving on the Board of Directors to work on helping the Panasonic Group realize business growth and boost corporate value in the future, and to appropriately supervise the entire Group.</p> <p><Notable conflicts of interest between the candidate and the Company> None</p>	<p>22,600 shares</p>

Name and date of birth	Career summary, position and responsibilities in the Company and other important concurrently held positions	Number of the Company's shares held (As of March 31, 2025)
9 Kazuyo Sumida September 7, 1970 New candidate	<p>Apr. 1993 Joined Nikkei Research Inc.;</p> <p>May 2002 Joined ChuoAoyama Audit Corporation;</p> <p>Sep. 2006 Joined the Company;</p> <p>Apr. 2008 Counselor, Business Development Office, Corporate Planning Group of the Company</p> <p>Oct. 2012 Transferred to SANYO Electric Co., Ltd.; General Manager, Corporate Strategies Group, Corporate Planning Division;</p> <p>Jul. 2014 General Manager, Business Development Office, Corporate Planning Group, AVC Networks Company of the Company;</p> <p>Apr. 2017 General Manager, Business Development Department, Company Strategies Office, Automotive & Industrial Systems Company of the Company;</p> <p>Feb. 2018 General Manager, Corporate Planning Department, Company Strategies Office, Automotive & Industrial Systems Company of the Company;</p> <p>Apr. 2019 Managing Officer, Automotive Company of the Company;</p> <p>Apr. 2022 Director, Executive Officer, CSO, CIO of Panasonic Automotive Systems Co., Ltd./in charge of Brand Strategy;</p> <p>Apr. 2023 Executive Officer of the Company (incumbent), Group CSO, General Manager, Corporate Planning Group;</p> <p>Aug. 2023 Group CSO of the Company/in charge of Brand and Communications Strategy/General Manager, Corporate Planning Group;</p> <p>Apr. 2024 Group CSO of the Company/General Manager, Corporate Planning Group;</p> <p>Jan. 2025 Group CSO of the Company (to the present)</p> <p><i><Reasons for election of the candidate></i> <i>Kazuyo Sumida has extensive knowledge related to external mega trends and the Group business for the formulation of medium- and long-term strategies. She is expected to utilize her knowledge in serving on the Board of Directors to work on helping the Panasonic Group realize business growth and boost corporate value in the future, and to appropriately supervise the entire Group.</i></p> <p><i><Notable conflicts of interest between the candidate and the Company></i> <i>None</i></p>	12,600 shares

Name and date of birth	Career summary, position and responsibilities in the Company and other important concurrently held positions	Number of the Company's shares held (As of March 31, 2025)
<p>10 Akira Waniko January 18, 1972</p> <p>New candidate</p>	<p>Apr. 1994 Joined the Company;</p> <p>Apr. 2006 Accounting No. 2 Team Leader, Business Management Group, Small Secondary Batteries Business Unit, Secondary Batteries Company, Matsushita Battery Industrial Co., Ltd.;</p> <p>Apr. 2013 Automotive & Industrial Systems Company of the Company; General Manager, Accounting Group, Small Secondary Batteries Division, SANYO Electric Co., Ltd.;</p> <p>Apr. 2015 Chief, Corporate Management Support Department, Corporate Strategy Division of the Company;</p> <p>Jun. 2017 In charge of General Accounting, Home Entertainment Business and Communications Products Business, Accounting Center, Appliances Company of the Company;</p> <p>Jun. 2019 US Company of the Company; Executive, In charge of Corporate Strategies, Tesla Energy Division, SANYO Electric Co., Ltd.;</p> <p>Apr. 2020 US Company of the Company; In charge of Corporate Strategies, General Manager, Planning Department, Tesla Energy Division, SANYO Electric Co., Ltd.;</p> <p>Oct. 2021 General Manager, Corporate Management Support Department, General Manager, Corporate Finance & IR Department, Corporate Strategy and Technology Division of the Company;</p> <p>Apr. 2024 General Manager, Accounting, Corporate Finance, Accounting & IR Department of the Company;</p> <p>Apr. 2025 Executive Officer, Group CFO of the Company/in charge of Group MUDA Busters Project and Facility Management; CEO, Panasonic Holding (Netherlands) B.V.; President, Panasonic Equity Management Japan G.K.; In charge of Equity Management (to the present)</p> <p><i><Reasons for election of the candidate></i> <i>Akira Waniko has extensive experience primarily in accounting and finance inside the Panasonic Group. From the perspective of financial strategy execution, he is expected to utilize his knowledge in serving on the Board of Directors to work on helping the Panasonic Group realize business growth and boost corporate value in the future, and to appropriately supervise the entire Group.</i></p> <p><i><Notable conflicts of interest between the candidate and the Company></i> <i>None</i></p>	<p>16,511 shares</p>
<p>11 Yutaka Matsuo January 26, 1975</p> <p>New candidate</p> <p>Outside Director Independent Director</p>	<p>Apr. 2002 Researcher, the National Institute of Advanced Industrial Science and Technology;</p> <p>Aug. 2005 Visiting Scholar, Stanford University;</p> <p>Oct. 2007 Associate Professor, Graduate School of Engineering, The University of Tokyo;</p> <p>Apr. 2019 Professor, Graduate School of Engineering, The University of Tokyo (to the present)</p> <p><i>(Professor, Graduate School of Engineering, The University of Tokyo)</i> <i>(External Board Director, SoftBank Group Corp.)</i></p> <p><i><Reasons for election of the candidate and expected roles></i> <i>Yutaka Matsuo has extensive knowledge and experience related to the utilization of AI and data. He is expected to utilize his experience and knowledge to suitably carry out supervision of Panasonic Group management. Although he does not have past experience of being involved in company management other than as an Outside Director, the Company believes that he can appropriately perform his duties as an Outside Director on account of the reasons mentioned above.</i></p> <p><i><Notable conflicts of interest between the candidate and the Company></i> <i>None</i></p>	<p>0 shares</p>

Name and date of birth	Career summary, position and responsibilities in the Company and other important concurrently held positions	Number of the Company's shares held (As of March 31, 2025)
12 Kuniharu Nakamura August 28, 1950 New candidate Outside Director Independent Director	Apr. 1974 Joined SUMITOMO CORPORATION; Jun. 2012 Representative Director, President & CEO, SUMITOMO CORPORATION; Apr. 2018 Representative Director, Chairman of the Board of Directors, SUMITOMO CORPORATION; Jun. 2018 Chairman of the Board of Directors, SUMITOMO CORPORATION; Apr. 2024 Director, Special Adviser, SUMITOMO CORPORATION; Jun. 2024 Special Adviser, SUMITOMO CORPORATION (to the present) <i>(Special Adviser, SUMITOMO CORPORATION)</i> <i>(Outside Director, Shin-Etsu Chemical Co., Ltd.)</i> <i><Reasons for election of the candidate and expected roles></i> <i>In addition to management experience in global conglomerate corporations, Kuniharu Nakamura has knowledge of portfolio management and deep insight into finance and investment decisions and the global landscape. He is expected to utilize his experience and knowledge to suitably carry out supervision of Panasonic Group management.</i> <i><Notable conflicts of interest between the candidate and the Company></i> <i>None</i>	0 shares
13 Junko Seto March 13, 1969 New candidate Outside Director Independent Director	Apr. 1991 Joined Procter & Gamble Far East, Inc. (currently P&G Japan LLC); Aug. 2004 Deputy General Manager, Finance Division, GoToMarket Leader, Finance Leader, Japan Sales Management Division, Procter & Gamble Far East, Inc.; Aug. 2008 Associate Director, Finance Leader, Asia Region and Japan Sales Management Division, Procter & Gamble Europe SA (Singapore Branch); Apr. 2014 General Manager, Procter & Gamble China (Sales) Ltd.; Jul. 2015 Joined Amazon Japan G.K.; Finance Director, Fashion Division, Lifestyle & Leisure Division, and Electronics & IT Solutions Division; Aug. 2022 Joined Asahi Group Japan, Ltd.; Sep. 2022 Executive Officer, In charge of Finance, Asahi Group Japan, Ltd.; Mar. 2023 Managing Executive Officer, CFO, General Manager, Finance Division, Asahi Group Japan, Ltd. (to the present) <i>(Managing Executive Officer, Asahi Group Japan, Ltd.)</i> <i><Reasons for election of the candidate and expected roles></i> <i>In addition to experience in global business at overseas corporations and elsewhere and experience as a CFO, Junko Seto has deep insight into improving capital efficiency to increase corporate value. She is expected to utilize her experience and knowledge to suitably carry out supervision of Panasonic Group management.</i> <i><Notable conflicts of interest between the candidate and the Company></i> <i>None</i>	0 shares

- (Notes)
1. Ayako Shotoku's name on the family register is Ayako Kurama.
 2. Shinobu Matsui, Keita Nishiyama, Michitaka Sawada, Ryusuke Shigetomi, Yutaka Matsuo, Kuniharu Nakamura, and Junko Seto are candidates for Outside Directors as stipulated in Article 2, Paragraph 3, Item 7 of the Enforcement Regulations of the Companies Act. The Company sent respective notifications of the continuing status of Shinobu Matsui, Keita Nishiyama, Michitaka Sawada, and Ryusuke Shigetomi, and notification of the status of Yutaka Matsuo, Kuniharu Nakamura, and Junko Seto anew as Independent Directors to the stock exchanges of Japan on which the Company's shares are publicly listed. Shinobu Matsui is a Senior Executive Officer of Uzabase, Inc., and the amount of the transaction between the company and the Company in fiscal 2025 was less than 1% of both of their consolidated net sales. Michitaka Sawada comes from Kao Corporation, and the amount of the transaction between the company and the Company in fiscal 2024 was less than 1% of both of their consolidated net sales. Kuniharu Nakamura comes from SUMITOMO CORPORATION, and the amount of the transaction between the company and the Company in fiscal 2025 was less than 1% of both of their consolidated net sales. Junko Seto is a Managing Executive Officer of Asahi Group Japan, Ltd., and the amount of the transaction between the company and the Company in fiscal 2025 was less than 1% of both of their consolidated net sales. The independence criteria for the Company's Outside Directors are as described on page 18.
 3. The Company has entered into contracts for limitation of liability with four Directors, namely Shinobu Matsui, Keita Nishiyama, Michitaka Sawada, and Ryusuke Shigetomi, which limit the amount of each Director's respective liability, as defined under Article 423, Paragraph 1 of the Companies Act to the minimum amount stipulated in Article 425, Paragraph 1 of the Companies Act, presuming that they perform their respective duties in good faith and without gross negligence. In the event that the reappointment of these Directors is approved, the Company intends to continue the above contracts. If the appointments of Yutaka Matsuo, Kuniharu Nakamura, and Junko Seto are approved, the Company intends to enter into the same contract as that mentioned above with them.
 4. The Company has entered into indemnity agreements, as defined under Article 430, Paragraph 2, Item 1 of the Companies Act, with seven Directors, namely Yuki Kusumi, Tetsuro Homma, Ayako Shotoku, Shinobu Matsui, Keita Nishiyama, Michitaka Sawada, and Ryusuke Shigetomi, and the Company agrees to indemnify costs and losses, as provided for by item 1 and item 2, respectively, of said Paragraph, within the ranges prescribed by laws and regulations. In the event that the reappointment of these Directors is approved, the Company intends to continue the contracts. If the appointments of Hajime Tamaoki, Kazuyo Sumida, Akira Waniko, Yutaka Matsuo, Kuniharu Nakamura, and Junko Seto are approved, the Company intends to enter into the same contract with them.

Under these agreements, to ensure that appropriate execution of the duties by the Company officers will not be impaired, certain inappropriate cases are excluded from compensation, and upon receiving a request for compensation from the Company officers, the Board of Directors will determine whether or not the case corresponds to these exclusions when carrying out compensation. Also, if it is found that the compensation was inappropriate after it has been carried out, the agreement allows the Company to demand the return of all or part of the compensation money from the Company officers concerned.

5. The Company has entered into a directors' and officers' liability insurance policy with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. This policy covers directors, auditors, and executive officers of the Company and its subject companies*. The full amount of the insurance premiums is borne by the Company and its subject companies. This insurance policy covers compensation for damages, legal fees, and related expenses that would be borne by the insured parties in the event that a claim for damages is made against the insured parties arising from acts conducted in relation to their official duties. However, measures are taken to prevent adverse effects on the correct execution of duties by excluding coverage for damages arising from acts which were committed by the insured parties with the knowledge that the acts were illegal. If each of the candidates is elected as Director and assumes office, he or she will become insured under the above-mentioned insurance policy. In addition, the Company plans to renew the insurance policy with the same details at the next renewal.

* Panasonic Corporation, Panasonic Entertainment & Communication Co., Ltd., Panasonic Housing Solutions Co., Ltd., Panasonic Connect Co., Ltd., Panasonic Industry Co., Ltd., Panasonic Energy Co., Ltd., Panasonic Operational Excellence Co., Ltd., Panasonic Information Systems Co., Ltd., Panasonic Automotive Systems Co., Ltd.

6. It was announced in January 2024 that improper acts had taken place in the testing methods for obtaining certification by the Association of Membrane Separation Technology, Japan of the membrane module products used in water supply that are produced by Nitto Denko Corporation, where Michitaka Sawada is employed as an Outside Director. He was unaware of these facts, and regularly provides advice from the perspective of legal compliance at Board of Directors' meetings and other meetings of the company. Following the revelation of these facts, he fulfilled his official duties by calling for actions including a complete investigation and further strengthening of the system to prevent recurrence.

Reference: Skills and knowledge expected of Directors and Audit & Supervisory Board Members after appointment

The Board of Directors entrusts authority to the operating companies, and achieves a fast-moving decision-making process centered on the operating companies. It also decides the Group's medium- and long-term strategies and important Group matters, and concentrates on Group direction through Group governance and risk management, in order to make important decisions for the Group and conduct sound and suitable monitoring.

In order for the Company Board of Directors to fulfill the above roles, the Company Board of Directors must possess an enthusiasm and readiness for reform in order to directly confront social issues and increase corporate value. For this purpose, the skills and knowledge which the Board of Directors should possess are organized into the following subjects: (1) Knowledge of corporate regeneration through portfolio management (hereinafter, "PFM") at a conglomerate corporation, knowledge of turn-arounds for improving corporate value, and knowledge of measures for improving corporate value from the perspective of capital markets and active investors (PFM and corporate value improvement); (2) Knowledge of management at a global conglomerate corporation (global management); (3) Experience with use of AI and data, and connecting DX (digital transformation) to value creation (use of AI and data); (4) Knowledge that allows an understanding of long-term social changes, and conceptualization of how to position the Company amidst those changes in order to achieve growth (future concepts, growth strategy); (5) Experience for incorporating sustainability elements into management and linking them to improving corporate value (sustainability management); (6) Practical experience in human resources PFM coordinated with business strategies and investing human capital for maximizing personnel productivity (human capital management); (7) Deep understanding of the global political and economic situation and industrial policies, and experience in proposing and formulating policies (geopolitics, industrial policies); (8) Knowledge related to financial insights for achieving improved capital efficiency and experience with large-scale investment decisions (finance, investment decisions); and (9) Experience working to strengthen competitiveness and carrying out innovations based on knowledge related to technologies, production, quality, and other matters (technologies, manufacturing, supply chain).

Regarding the above knowledge, up to the top four areas of skills and knowledge which each Director and Audit & Supervisory Board Member is expected to deliver are as shown in the table below.

Name		Particular expected skills and knowledge								
		Short- to long-term	Long-term							
		PFM and corporate value improvement	Global management	Use of AI and data	Future concepts, growth strategy	Sustainability management	Human capital management	Geopolitics, industrial policies	Finance, investment decisions	Technologies, manufacturing, supply chain
Directors	Yuki Kusumi	●	●		●					●
	Tetsuro Homma	●	●		●			●		
	Ayako Shotoku	●				●		●		
	Shinobu Matsui			●			●		●	
	Keita Nishiyama			●	●		●	●		
	Michitaka Sawada		●			●				●
	Ryusuke Shigetomi	●	●					●	●	
	Hajime Tamaoki		●	●	●					●
	Kazuyo Sumida	●			●	●			●	
	Akira Waniko	●			●				●	
	Yutaka Matsuo			●	●					●
	Kuniharu Nakamura	●	●					●	●	
Junko Seto	●					●		●		
Audit & Supervisory Board Members	Hidetoshi Baba		●			●			●	
	Yoshiaki Tokuda			●	●					
	Akihiro Eto	●	●					●		
	Akihiko Nakamura					●		●	●	
	Setsuko Yufu					●		●		

<Overview of the Independence Standards for Outside Directors / Audit & Supervisory Board Members>

The following persons are not considered independent.

- (1) A person executing the operations of a parent company or a subsidiary of the parent company of the Company (Including a person who corresponds to such a person recently or previously, hereinafter, "executing person")
- (2) A person whose major business partner is the Panasonic Group or an executing person of the same, or a major business partner of the Panasonic Group or an executing person of the same
- (3) A consultant, accounting expert, or legal expert who receives a significant amount of money or other property from the Panasonic Group other than compensation as a Director / Audit & Supervisory Board Member. If the person who receives such property is an organization such as a legal entity or association, a person who belongs or belonged to the organization corresponds to the relevant person.
- (4) A principal shareholder of the Company (If the principal shareholder is a legal entity, an executing person of such legal entity)
- (5) A close relative listed in items (1) to (4) (A second-degree or closer relative applies. The same applies hereinafter.) or a close relative of an executing person of the Company or a subsidiary of the Company (If an Outside Audit & Supervisory Board Member is appointed to as an Independent Director / Audit & Supervisory Board Member, a person who is or who was a non-executing director / accounting advisor is included in the executing person.)

(Notes)

- i) In the items (1), (2), (4) and (5) above, an "executing person" corresponds to any of the following.
 - An executive director, an executive officer (shikkouyaku) or a director / audit & supervisory board member who executes business of a legal entity, etc.
 - An employee who executes business, a person responsible of serving duties of an employee who executes business of a legal entity in the case that the legal entity is an employee who executes business, or other such equivalent person
 - A worker

Also, the wording "recently" shall be assumed to be the point of time when the content of the bill of the general meeting of shareholders electing the person as a director or an audit & supervisory board member is decided, and the wording "previously" shall be assumed to be within the last three years.

- ii) In the item (2) above, "major" shall be applied to the case in which the amount of the transaction between the Panasonic Group and a business partner exceeds 2% of either of their annual consolidated net sales.
- iii) In the item (3) above, "a significant amount" shall be applied to the case in which the person oneself who provides a service (individual) or the organization such as a corporation or association to which a service provider belongs, in providing a service to the Panasonic Group, corresponds to any of the following. "A person who belongs or belonged" includes not only a partner, but also an associate as it is so called.
 - A person oneself who provides a service: Receives compensation of more than or equal to 12 million yen per year from the Panasonic Group.
 - An organization to which a service provider belongs: The amount of the transaction between the Panasonic Group and the organization exceeds 2% of either of their annual consolidated net sales.
"A person who belonged to an organization" shall be assumed to be identified based on whether the person belonged to the organization within the last three years.
- iv) In the item (4) above, "a principal shareholder" shall mean a shareholder holding 10% or more of the voting rights of the Company.
- v) In the item (5) above, "A person who was a non-executive director / accounting advisor" shall be assumed to be identified based on whether the person was in the position within the last three years.

Bill No. 3: To Revise the Remuneration Limit for Outside Directors

Regarding the amount of remuneration for Outside Directors of the Company per fiscal year, a maximum of ¥150 million within a framework of ¥1,500 million remuneration per fiscal year for all Directors was approved at the 114th Ordinary General Meeting of Shareholders held on June 24, 2021, and remains in effect to the present day.

In addition to the increase in the number of Outside Directors for reasons of corporate governance, from the perspective of remuneration based on recruitment of talented personnel from outside the company, we request approval to revise the maximum amount of remuneration for Outside Directors to ¥200 million. The remuneration limit for Directors has been determined to be an annual amount of ¥1,500 million, which was approved at the 100th Ordinary General Meeting of Shareholders held on June 27, 2007.

An overview of the policy for deciding remuneration, etc. for individual Directors of the Company is provided in “2. (2) Remuneration for Directors and Audit & Supervisory Board Members” on pages 41 to 45 of the Business Report. This bill proposes only to revise the fixed monetary framework provided to Outside Directors. That the contents are necessary and appropriate from the perspective of a composition of Outside Directors that is consistent with the management goals of the Company, the functions required of Outside Directors, and remuneration suitable for them, has been discussed and confirmed by the optional Nomination and Compensation Advisory Committee, and has been reported to the Board of Directors.

If Bill No. 2 is approved and adopted as originally proposed, the number of Directors will be thirteen (13) (including seven (7) Outside Directors).

Business Report for the 118th Fiscal Period

(From April 1, 2024 to March 31, 2025)

1. Brief Business Review of the Panasonic Group

(1) Progress and Results during the Period

During the year ended March 31, 2025 (fiscal 2025), the overall global economy saw a gradual slowdown. The Japanese and European economies showed a gradual recovery trend with such factors as slowing inflation and, despite being in a phase of moderate slowdown, the US economy showed steady strength. Meanwhile, the Chinese economy faced continuing weakness due mainly to a downturn in the real estate market.

Under such management conditions, the Company implemented the three-year medium-term strategy that started in fiscal 2023 under a new group organizational structure comprised of a holding company and operating companies. In fiscal 2025, the final year of the strategy, the Company particularly focused on initiatives aimed at improving ROE (Return on Equity).

In the automotive battery business, which the Company had identified as the priority investment area, Panasonic Energy Co., Ltd. ("Panasonic Energy") has been executing its planned investments, while closely monitoring its customer demand, amid such on-going business environment changes as a slowdown in demand for EVs. Panasonic Energy also revamped the Wakayama factory in Japan and finalized preparations for mass production of the 4680 cylindrical automotive lithium-ion batteries that would offer both safety and high-energy density, setting a benchmark in the industry. In the supply chain management (SCM) software business, which the Company had identified as an investment area, Blue Yonder Holding, Inc. ("Blue Yonder"), a subsidiary of Panasonic Connect Co., Ltd., accelerated integration with One Network Enterprises, Inc. a U.S.-based company, which Blue Yonder had acquired in August 2024, and promoted product improvement and sales channel expansion.

The Company has been implementing business portfolio revision, including the share transfer of Panasonic Automotive Systems Co., Ltd. ("PAS"), which was completed in December 2024. Furthermore, in fiscal 2025, the Company adopted a discipline to rigorously manage each business based on its growth potential and ROIC (Return on Invested Capital). Under this discipline, businesses having both ROIC below WACC by business (Weighted Average Cost of Capital by business) and limited growth potentials are categorized as businesses with issues. The Company aims to make the number of such businesses reach zero by the end of fiscal 2027.

The Company's consolidated sales for fiscal 2025 decreased slightly by 0.5% to 8,458.2 billion yen from a year ago. This was due to the impact of the deconsolidation of PAS in Automotive, despite increased sales in Lifestyle, Connect and Industry, as well as the effect of currency translation.

Operating profit increased by 18% to 426.5 billion yen and profit before income taxes increased by 14% to 486.3 billion yen from a year ago. This was due mainly to increased sales and progress of rationalization, despite increased fixed costs with the effect of inflation, increased strategic investments as well as the impact of the deconsolidation of PAS and expenses recorded for the share transfer of PAS. Net profit attributable to Panasonic Holdings Corporation stockholders decreased by 18% to 366.2 billion yen from a year ago. This was due to the impact of decreased income taxes in fiscal 2024 with the Company's resolution to liquidate Panasonic Liquid Crystal Display Co., Ltd. ("PLD") through Special Liquidation (as defined in the Japanese Companies Act) and to waive PLD's debt.

Segment Information

For management reasons, the Panasonic Group now evaluates and releases business results in the five reportable segments of "Lifestyle," "Automotive," "Connect," "Industry" and "Energy."

Business divisions and main businesses by reportable segments are listed on page 22, with sales and operating profit for each segment presented on the pages that follow.

As a result of the deconsolidation of PAS with the completion of its share transfer on December 2, 2024, "Automotive" is no longer listed in the business divisions and main businesses by reportable segments. However, the business performance is listed for the period until the deconsolidation of the deconsolidated business (approximately eight months in FY2025).

Segment Information

Segment	Sales (billions of yen)	Year-on-year comparison (%)	Operating profit (billions of yen)	Profit ratio (%)	Year-on-year comparison (%)
Lifestyle	3,584.2	104	127.9	3.6	107
Automotive	805.0	64	30.1	3.7	77
Connect	1,333.2	111	77.2	5.8	197
Industry	1,083.6	104	43.2	4.0	139
Energy	873.2	95	120.2	13.8	135
Reporting segment total	7,679.2	97	398.6	5.2	125
Other	1,689.4	111	79.8	4.7	120
Eliminations and Adjustments	(910.4)	–	(51.9)	–	–
Consolidated Total	8,458.2	100	426.5	5.0	118

- (Notes)
1. Amounts less than ¥100 million have been rounded to the nearest ¥100 million, and profit ratios have been rounded to one decimal place. Year-on-year comparison figures have been rounded to the nearest whole number.
 2. For year-on-year comparison of sales and operating profit, segment information for fiscal 2024 has been reclassified to conform to the structure of fiscal 2025.
Some of the former "Automotive" segment businesses, which remain to be subject to the Company's consolidated reporting, are reclassified to "Other." "Automotive" is presented based on a period until the completion of deconsolidation of PAS. In addition, the share of profit (loss) of investments accounted for using the equity method for the businesses subject to the deconsolidation of PAS with the completion of the share transfer of PAS is included in "Other."
 3. Sales of segments include intersegment sales.
 4. "Other" includes Entertainment & Communication, Housing, sales of raw materials, etc.
 5. The figures in "Eliminations and Adjustments" include profit and loss which are not attributable to any segments, for the purpose of evaluating operating results of each segment, consolidation adjustments, and eliminations of intersegment transactions. Expenses related to the share transfer of PAS are included in "Eliminations and Adjustments."

Business Divisions and Main Businesses by Reportable Segments

(as of March 31, 2025)

Reportable segments	Business Division	Major products and services
Lifestyle	Living Appliances and Solutions Company: Kitchen Appliances BD, Laundry Systems and Vacuum Cleaner BD, Beauty and Personal Care BD Heating & Ventilation A/C Company: HVAC BD Europe, Commercial Equipment Solutions BD, Residential System Equipment BD Cold Chain Solutions Company: Hussmann Corporation, Cold Chain BD Electric Works Company: Lighting BD, Electrical Construction Materials & Living Energy BD China & Northeast Asia Company: Smart Life Appliances BD, Building and Housing Solutions BD, Taiwan BD Panasonic Cycle Technology Co., Ltd.	Refrigerators, microwave ovens, rice cookers, washing machines, vacuum cleaners, personal-care products, air-conditioners for residential and commercial use, air-to-water heat pump type water heaters, ventilation, perflation and air-conditioning equipment, air purifiers, air purifier/sterilizers, freezing or refrigerating showcases, lighting fixtures, lamps, wiring devices, solar photovoltaic systems, fuel cells, compressors, bicycles, nursing care services
Connect	Avionics Business: Panasonic Avionics Corporation, Avionics Business Unit Process Automation Business: Circuit Formation Process BD, Welding Process BD Media Entertainment Business: Media Entertainment BD Mobile Solutions Business: Mobile Solutions BD Gemba Solutions Business: Gemba Solutions Company Blue Yonder Business: Blue Yonder Holding, Inc.	Aircraft in-flight entertainment systems and communications services, electronic components-mounting machines, welding equipment, projectors, PCs and tablets, solutions for various industries, installation/operation/maintenance services, supply chain management software
Industry	Electronic Devices Business: Electromechanical Control BD, Industrial Device BD, Device Solutions BD FA Solutions Business: Industrial Device BD Electronic Materials Business: Electronic Materials BD	EV relays, motors for automotive and HVAC, conductive polymer capacitors, film capacitors for xEVs, hybrid aluminum electrolytic capacitors, motors for industrial application (servomotors), programmable controllers (PLC), photoelectric sensors, laser markers, multilayer circuit board materials, semiconductor device materials, molding compounds
Energy	In-vehicle Business: Mobility Energy BD Industrial / Consumer Business: Energy Device BD, Energy Solutions BD	Cylindrical lithium-ion batteries for in-vehicle use, dry batteries, primary/secondary lithium batteries, nickel-metal hydride batteries, lithium-ion batteries, storage battery modules/systems
Other (businesses not included in reportable segments)	Panasonic Entertainment & Communication Co., Ltd., Panasonic Housing Solutions Co., Ltd.	TVs, digital cameras, video equipment, audio equipment, telephones, intercoms, professional audio-visual equipment, kitchen & bathroom fittings, interior products, exteriors

Lifestyle

Sales increased by 4% to 3,584.2 billion yen from a year ago.

This was due mainly to increased sales of room air-conditioners and consumer electronics largely in Japan and Asia, as well as the effect of price revisions of electrical construction materials in Japan.

Looking at the results by divisional company, Living Appliances and Solutions Company increased its sales. This was due to steady sales in Japan and Asia, as well as the effect of currency translation, despite decreased sales in China.

Heating & Ventilation A/C Company increased its sales due to increased sales of room air-conditioners mainly in Japan and Asia, environmental engineering and air-conditioning devices, among others, despite decreased sales of air-to-water heat pump type water heaters (A2W) in Europe.

Cold Chain Solutions Company increased its sale due to steady sales of showcases in Japan and the effect of currency translation.

Electric Works Company increased its sales due to price revisions of electrical construction materials and steady demand for non-residential lighting devices (for facility and disaster prevention use) in Japan. Steady demand mainly in India was another factor for the increased sales.

Operating profit for Lifestyle increased by 8.2 billion yen to 127.9 billion yen from a year ago. This was due to increased sales of room air-conditioners, sales expansion partly through price revisions of electrical construction materials in Japan, and an improved business structure with such efforts as rationalization, despite decreased sales of A2W in Europe.

Automotive

Sales was 805.0 billion yen and operating profit was 30.1 billion yen. As a result of deconsolidation of PAS with the completion of its share transfer on December 2, 2024, the results of Automotive were based on an approximately eight-month period. Therefore, both sales and operating profit decreased from a year ago.

Connect

Sales increased by 11% to 1,333.2 billion yen from a year ago.

This was due to steady sales in the Avionics, Process Automation, Gemba Solutions and Blue Yonder businesses, despite decreased sales in the Media Entertainment business.

Looking at the results by business, the Avionics business increased its sales. This was due to stronger demand for aircraft maintenance / repair services and to robust orders for in-flight entertainment and communication systems backed by recovery in airline operations, despite the impact of delivery delays by slower manufacturing of aircraft.

The Process Automation business increased its sales by steadily capturing smartphone market recovery and demand in the ICT (Information and Communication Technology) industry mainly in China, along with other factors.

The Gemba Solutions business increased its sales by constantly capturing orders in Japan, including orders for large-scale projects.

The Blue Yonder business increased its sales with continuing favorable sales of SaaS*.

Operating profit for Connect increased by 38.1 billion yen to 77.2 billion yen from a year ago. This was due to increased sales mainly in the Process Automation, Avionics, Gemba Solutions and Blue Yonder businesses, as well as improved profitability in the Mobile Solutions Business largely with enhanced competitiveness of its products.

* "SaaS" stands for "Software as a Service." On the Internet, this sort of service allows its users to use functions they need with software provided on Cloud servers by vendors.

Industry

Sales increased by 4% to 1,083.6 billion yen from a year ago.

This was due to increased sales of ITC-related products for generative AI servers and others (such as capacitors and multi-layer circuit board materials) and the effect of currency translation, despite decreased sales of such products as automotive- and industrial-use relays with a market downturn mainly in Europe.

Looking at the results by business, the Electronic Devices business increased its sales due mainly to favorable sales of capacitors for ICT infrastructure / terminals such as generative AI servers, despite decreased sales of such products as automotive-use relays and capacitors as well as industrial-use relays with a market downturn in Europe.

The FA Solutions business increased its sales, reflecting steady market conditions for 3Cs (Consumer, Computer and Communication) in China, despite decreased sales in Japan with impact of distribution inventory adjustments.

The Electronic Materials business increased its sales, due mainly to continuing favorable demand for multi-layer circuit board materials used for ICT infrastructure such as generative AI servers.

Operating profit for Industry increased by 12.1 billion yen to 43.2 billion yen. This was due to increased sales of generative AI server-related products as well as such efforts as price revisions and rationalization.

Energy

Sales decreased by 5% to 873.2 billion yen from a year ago.

While the Industrial / Consumer business saw a significant increase in sales of energy storage systems for data centers, the In-vehicle business saw a sales decrease. Amid slower growth in the EV market, this was due to decreased demand for automotive battery cells produced at the Japan factory and price revisions reflecting decreased material costs, despite the increased sales volume of automotive battery cells produced at the North America factory.

Looking at the results by business, the In-vehicle business decreased its sales due to decreased demand for automotive battery cells produced in Japan and price revisions, despite increased sales volume of automotive battery cells produced in North America backed by strong demand and the start of the operation of newly added manufacturing equipment at the North America factory.

On the other hand, the Industrial / Consumer business showed significantly increased sales, particularly in energy storage systems for data centers backed by growth in the generative AI market.

Operating profit for Energy increased by 31.4 billion yen to 120.2 billion yen due to increased operating profit for the Industrial / Consumer business, despite decreased operating profit for the In-vehicle business. The In-vehicle business saw such a decrease of operating profit due to increased upfront costs for ramp-up operations at the Kansas factory in North America and at the Wakayama factory in Japan, despite increased sales volume of automotive battery cells, mainly by productivity improvement at the Nevada factory in North America, and recording of IRA (Inflation Reduction Act) tax credits for production costs of electrode active materials including such costs in the past. On the other hand, the Industrial / Consumer business saw such an increase of operating profit due to increased sales of energy storage systems for data centers, decreased material prices, and material rationalization.

(2) Research and Development

Based on its growth strategies, the Panasonic Group focused on developing new technologies and new products that will support the future. In addition, we actively engaged in technology development aimed at contributing to solving global environmental issues and benefitting the well-being of society and living. R&D expenditures totaled ¥477.8 billion in fiscal 2025. Key development initiatives and achievements were as follows:

(1) Development of clean and efficient energy management systems linking pure hydrogen fuel cells, photovoltaic cells, and storage batteries

By utilizing energy management systems using AI and cloud technologies to integrate pure hydrogen fuel cells, photovoltaic cells, and storage batteries and provide the optimal supply of electricity and heat, we have created systems that are environmentally friendly, improve energy efficiency, and provide high reliability and flexibility. This enables us to provide sustainable and efficient energy solutions that deliver economic benefits and energy resilience^(Note 1). We have also conducted technology verification, and the generator plant at the Kusatsu site that began operating in 2022 covers 98% of the factory power demand. In 2024, we also started verification of decarbonization and cost optimization at the microwave oven factory in Cardiff in the UK, and in 2025, we began conducting a verification of office energy resilience in Munich in Germany. We will continue contributing to the construction of Panasonic HX energy solutions for full-scale use of low environmental impact hydrogen, including these systems integrated control of three types of energy sources.

(2) Operation of a prototype line for large glass perovskite solar cell modules (1 m × 1.8 m)

By combining our original material technologies, inkjet application method, and laser machining technologies, we are proceeding with technical development of glass perovskite solar cells with customizable size, transparency, design, and other factors. During fiscal 2025, we started operation of a prototype line for the large verification size (1 m × 1.8 m) for use as construction materials, and the produced large modules were exhibited at CEATEC 2024 and CES 2025. We will also be exhibiting at Expo 2025 Osaka, Kansai, Japan.

In the future, we will proceed with development aimed at process optimization and installation of these large modules, harmonize the creation of renewable energy with urban landscapes, and further contribute to reducing CO₂ emissions.

(3) Development of technologies for waste-free, efficient use of power including renewable energy

Together with energy creation technologies, we are also proceeding with development of technologies for waste-free, efficient use of electrical power. We developed a freezer reach-in showcase featuring glass doors with an original structure of vacuum insulated glass laminated with another layer of glass. This showcase improves refrigeration efficiency, and also allows control of the heater power that prevents condensation on the glass surface, thereby achieving energy savings of approximately 33%^(Note 2) compared to previous products, and was awarded the Energy Conservation Grand Prize^(Note 3). We were the first in the industry to develop and release the daytime heating type Ohisama Eco Cute natural refrigerant (CO₂) heat pump water heater that includes a “solar radiation shift” function that boils water primarily during the time periods when solar panel generation output will be high, based on solar radiation forecasts for the following day. In combination with solar power generation, the Ohisama Eco Cute uses excess generated power during the daytime to boil water and achieves efficient energy use. The improved efficiency of the hot water storage unit and the heat pump unit also achieves an annual hot water heat retention efficiency of 3.5^(Note 4), the highest level in the industry.

(4) Shortening of AI development periods and development of technologies for ensuring reliability

Issues facing AI development include improving efficiency and ensuring reliability when constructing the data sets that require immense amounts of time for advance learning. To address these issues, in cooperation with other companies, we are developing the Panasonic-LLM-100b large language model specialized for the Japanese language that is one of the largest in Japan. Panasonic-LLM-100b has 100 billion parameters, and strengthens its knowledge of business areas by additional advance learning of the Company’s internal data. This is expected to greatly reduce the occurrence of AI hallucination^(Note 5). By making further advances to the multimodal platform model^(Note 6) developed by the Company, we will also conduct technical development that achieves both large reductions in development man-hours and more accurate recognition capabilities.

(5) Development of technologies for incorporation of AI into daily living and work (workplaces)

In addition to improving the efficiency of AI development, we are also proceeding with incorporation of AI into daily living and work. For incorporation into daily lives, we developed a function that uses AI cameras installed in a refrigerator to capture images of the inside when the door is opened, allowing the stock to be checked. The two cameras, a wide angle and narrow angle telescopic camera, detect food with high accuracy. The AI automatically recognizes the types of vegetables from the images of the vegetable drawer, and lists them in order of which foods should be eaten soonest based on links with the recorded storage date registered in the app, helping to reduce food loss. As an example of incorporation of AI into work, we are utilizing our original platform using generative AI to improve work productivity, and also to automate testing in the development workplace, helping improve the development efficiency of next-generation capacitors and circuit board materials. In particular, an automated testing environment operates 24 hours a day, 365 days a year, and by combining AI with material informatics^(Note 7), we have created a more advanced and shorter material development process.

- (Notes)
1. Ability to minimize damage and accelerate recovery in the event of a failure in the energy supply
 2. Comparison of models equipped with standard doors (triple glass) and models equipped with VIG energy-saving doors
 3. The Energy Conservation Center, Japan Chairman’s Award: RE Series freezer reach-in showcase using vacuum insulated glass

4. Annual hot water heat retention efficiency = Amount of heat used in one year for hot water creation and bath heat retention ÷ Required electrical power consumption in one year × 100
5. Phenomenon in which an LLM generates information not based on actual facts
6. Model that has the ability to simultaneously analyze images, text, and other data, and to evaluate the relationships between these multiple sources of information
7. Revolutionary technologies and methods for faster and more efficient material development using machine learning and other information science

(3) Capital Investment

The Panasonic Group made capital investment totaling ¥768.9 billion in fiscal 2025. This investment was focused on key business areas and is aimed at achieving future growth.

Segment name	Amount (billions of yen)	Contents of main capital investment
Lifestyle	121.6	Production facilities for A2W and other home-use electric appliances, and electrical construction materials
Automotive	14.3	Production facilities for in-vehicle systems and other products
Connect	22.2	Production facilities for systems and other products related to the B2B solutions business
Industry	55.7	Production facilities for electronic components, control devices, and other products
Energy	501.1	Production facilities for lithium-ion batteries for automotive use and other products, construction of a new plant in North America, etc.
Other/Corporate	54.0	Production facilities for video and AV equipment, residential construction materials, etc., and construction of a research building in the company-wide engineering department, etc.
Total	768.9	

- (Notes)
1. "Automotive" is presented based on a period until the completion of the deconsolidation of PAS.
 2. The investment amounts in the Entertainment & Communication business, the Housing business, and other businesses not included in the reporting segments, and in company-wide divisions, are totaled and indicated as "Other/Corporate."
 3. The investment amounts in property, plant and equipment are listed here.

(4) Corporate Financing

The Panasonic Group's basic policy is to generate necessary funds for its business activities through its own efforts. The generated funds are utilized efficiently through internal Group finance operations. In cases where it becomes necessary to secure funds for purposes such as for working capital or business investments, corporate financing is secured from external sources by appropriate means after due consideration of the Group's financial standing and financial market conditions.

During fiscal 2025, to allocate money to the redemption of bonds and secure the necessary funds for future business expansion, the Company issued USD 500 million in US dollar-denominated unsecured straight bonds in July 2024, for the first time in five years. It also issued ¥60.0 billion in yen-denominated unsecured straight bonds in December 2024, and ¥55.0 billion of the same in February 2025. The Company also raised funds for working capital and other purposes mainly by issuing commercial paper. Meanwhile, the Company redeemed US dollar-denominated unsecured straight bonds totaling USD 1.0 billion in July 2024 and the 14th series of unsecured straight bonds totaling ¥100.0 billion in March 2025 (issued in March 2015), as they fell due.

As a result, the balance of yen-denominated unsecured straight bonds was ¥725.0 billion, the balance of yen-denominated publicly offered hybrid bonds (subordinated bonds)^(Note 1) was ¥400.0 billion, and the balance of US dollar-denominated unsecured straight bonds was USD 1.0 billion as of March 31, 2025.

The Company entered into three-year commitment line agreements^(Note 2) with several banks in June 2024 to prepare for financing risk in the precarious financial and economic environment. The upper limit for unsecured borrowing based on the agreements is a total of ¥600.0 billion, but there is no borrowing under this agreement.

- (Notes)
1. Publicly offered hybrid bonds (subordinated bonds): bonds with characteristics midway between equity and debt, and with characteristics similar to equity that include optional deferral of interest payments, a particularly long repayment period, and subordination in liquidation proceedings and bankruptcy proceedings
 2. Commitment line agreements: contracts made with financial institutions to secure financing subject to pre-agreed limits on the time period and commitment line

(5) Approach to Sustainability and Promotion System

1. Approach to sustainability

The Panasonic Group's mission is to achieve "an ideal society with affluence both in matter and mind." This is grounded in the dream of achieving prosperity both in matter and mind, which is the ideal state of society that our founder Konosuke Matsushita envisioned and pursued. In 1932, the founder set forth a 250-year plan, consisting of ten successive phases of 25 years, to reach the ideal society he envisioned.

For our Group, "sustainability management" is the pursuit of this mission.

We will strive to address social issues through our business activities and contribute to a more prosperous and sustainable society thereby enhancing our corporate value. Through these consistent efforts, we aim to achieve our goal to realize "an ideal society with affluence both in matter and mind." To achieve this, we will always squarely address the social issues of the time and continue to create new value through our business activities. At the same time, we will also focus on building and strengthening a sustainable management foundation that will enable sustainable value creation.

As a public entity of society, the Panasonic Group will share this mission and philosophy with all of its stakeholders, and together we will pursue the ideal society we envision.

2. Promotion system for sustainability management

In the Panasonic Group, the Sustainability Management Committee generally meets monthly to improve our sustainability management. It is chaired by the Group CEO and comprises Group company directors and executive officers appointed by the chair. Under the supervision of the Board of Directors, the Committee discusses and directs essential themes related to the Group's sustainability and shares such conclusions with the entire Group through the Group Management Committee and other vectors. It also reports and shares its conclusions with the Board of Directors as necessary, becoming part of Groupwide decision-making.

<Initiatives for environmental contributions through the automotive battery business>

The Panasonic Group has set forth its long-term environmental vision, "Panasonic GREEN IMPACT (PGI)," with the aim of achieving both "a better life" and "a sustainable global environment for all." Under PGI, Panasonic Group strives towards achieving virtually net zero CO₂ emissions from its own operations by 2030 and will contribute to reducing more than 300 million tons of reduced and avoided CO₂ annually, which is equivalent to about 1% of total global emissions^(Note 1), by 2050. The group also works to realize a circular economy in its business activities, so that its resource efficiency further contributes to decarbonization and reduces the consumption of limited natural resources.

Of global CO₂ emissions, approximately one-fourth are the results of "mobility," and the expansion of EVs in society can avoid a large amount of emitted CO₂. The automotive battery business of Panasonic Energy Co., Ltd. is positioned as promoting EV use and contributing to reduction of CO₂ emissions in society. It has supplied an amount of cylindrical lithium-ion batteries for in-vehicle use that consisted of approximately 19.0 billion cells and equivalent to approximately 3.7 million EVs as of March 31, 2025. In 2025, following the US state of Nevada, the second automotive battery factory in North America began operating in the US state of Kansas.

In order to reduce the carbon footprint^(Note 2) of battery production, ensure a supply chain in North America, and increase the local purchasing rate, we have concluded a contract for the purchase of recycled raw materials with Redwood Materials Inc., a battery recycling company in the United States. These materials are used in the cylindrical lithium-ion batteries for in-vehicle use that are produced at our North America factories.

So that people can continue to live with peace of mind on the earth in the next generation and future generations, the Group will continue working together to accelerate our initiatives aimed at achieving carbon neutrality and a circular economy^(Note 3) through our business activities in the future.

- (Notes) 1. More than 300 million tons annually, equivalent to about 1% of total global emissions: Based on 2020 energy-derived CO₂ emissions (Source: IEA) with the CO₂ reduction contribution based on 2020 standards, which is the starting point for PGI.
2. Carbon footprint: A mechanism for converting the total CO₂ emitted by products and services over their lifecycles from raw materials procurement to scrapping or recycling, and indicating it for products and services in a way that is easy to understand.
3. Circular economy: An economic system that seeks to preserve and maintain the value of products, materials, and resources for as long as possible, minimize the production of waste materials, and effectively utilize resources through product sharing and services.

<Initiatives for human rights due diligence>

As a company that operates under the management principle that "a company is a public entity of society," the Panasonic Group protects the rights of employees and all persons who are involved with our business, and recognizes that we bear a responsibility to contribute to their physical and mental health and happiness. In the Panasonic Group Human Rights and Labour Policy that was established based on our management philosophy and with reference to the UN Guiding Principles on Business and Human Rights and other international norms, the Panasonic Group clearly pledges to observe all laws and regulations which apply to our business activities, and respect internationally recognized human rights.

In order to achieve respect for human rights, we are working for human rights due diligence to identify, prevent, and remediate risks of human rights violations in our value chain, and to promote victim relief measures. Aiming to improve the quality of our human rights due diligence, during fiscal 2025, we appointed promotion leaders at all operating companies, and conducted intensive two-day training (human rights due diligence practical training) for those leaders. We invited experts from outside the company to serve as lecturers in order to gain an understanding of modern issues related to business and human rights and acquire specialized knowledge. We also worked to improve our practical expertise through discussions based on case studies. Through this training, the operating companies consider means of identifying, preventing, and mitigating risks of human rights violations at their organizations, and apply them to the activities plan for the following fiscal year. In the future, we will continue these initiatives and work to establish a firm position for human rights due diligence in the Panasonic Group.

Many foreign migrant workers are working in the Asia region where the manufacturing sites of the Panasonic Group are concentrated. These workers are susceptible to being in positions of weakness and bear a high risk of human rights violations. As a result, the Panasonic Group also recognizes human rights violations (in particular forced labor) of foreign migrant workers as an important risk.

With this background, we are conducting training for measures to reduce risks through education and human rights due diligence for managers and persons in charge of human resources at Panasonic Group sites, as well as for the suppliers and clients of those sites. We have concluded a partnership agreement with the International Organization for Migration (IOM), and are working together to move forward with initiatives aimed at suitable hiring procedures and working environment improvements for foreign migrant workers.

For other specific initiatives of the Panasonic Group related to sustainability, please see the Company website and Sustainability Data Book.

(6) Challenges for the Panasonic Group

The global economy from fiscal 2025 through fiscal 2026 continues to face an outlook that is difficult to predict amidst increasing uncertainty regarding the U.S. tariff policy, the changes in economic and trade policies adopted by other countries in response, and the effects that they may have, and there are also continuing concerns over the situation in Ukraine and other geopolitical risks.

In this kind of business environment, among the KGIs (Key Goal Indicators) of the Mid-term strategy that the Company has been carrying out for three years since fiscal 2023, although we achieved the goal for cumulative operating cash flows, we did not achieve the goals for ROE (Return on Equity) and cumulative operating profit. This was due to remaining issues related to competitiveness, profitability, and indirect costs in each business. These were the result of factors including growth investments failing to lead to profitability, and the resulting failure to improve competitiveness, in each business including key investment areas, and also of an increase in fixed expenses due to the establishment of operating companies.

In fiscal 2026, we will focus on Group management reforms, resolving structural and inherent issues, and strengthening the business foundation. Specifically in the three key areas of “a lean^(Note) head office and indirect divisions,” “identifying low-profit businesses,” and “focusing on the Solutions area,” we will improve profitability by reforming the structure of fixed expenses and will accelerate business portfolio management.

<Key points for Group management reforms>

(1) Reforming the structure of fixed expenses and improving profitability to create a lean head office and indirect divisions

We will optimize personnel and make large reductions in costs centering on the head office and indirect divisions at the Company and each Group company. We will also proceed with elimination and consolidation of manufacturing, logistics, and sales sites in order to improve efficiency. Furthermore, we will improve productivity through DX centering on indirect and sales divisions, aiming to further reduce fixed expenses. In addition, we will work to improve profitability in the business areas where we have conducted advance investment in the past.

(2) Identifying low-profit businesses

In fiscal 2026, we will assign directions to businesses where there are issues and businesses where there is a need for restructuring or for assessing business sites.

(3) Focusing on the Solutions area

We have established the three business areas of Solutions area, Devices area, and Smart Life area and will focus in the future on the Solutions area which has global competitiveness.

In order to generate synergy throughout the Group in the Solutions area, we will gradually dismantle the Panasonic Corporation that is in charge of the Lifestyle segment, reorganize and establish operating companies from the divisional companies under its control.

The consumer electronics business is positioned as the Smart Life area, and we will work to establish an operating company that consolidates the consumer electronics business of the Group in order to focus directly on the consumer electronics market and restructure the business.

Finally, through reform of the fixed expenses structure, profit improvements, and further business portfolio management in and after fiscal 2026, we will aim for ROE of 10% or higher and an adjusted operating profit ratio of 10% or higher in fiscal 2029.

(Note) Lean: Conditions of no waste or excess

(7) Financial Summary

1) Consolidated business results and financial condition

Fiscal period	FY2022	FY2023	FY2024	FY2025 (current fiscal year under review)
Net sales (billions of yen)	7,388.8	8,378.9	8,496.4	8,458.2
Operating profit (billions of yen)	357.5	288.6	361.0	426.5
Profit before income taxes (billions of yen)	360.4	316.4	425.2	486.3
Net profit attributable to Panasonic Holdings Corporation stockholders (billions of yen)	255.3	265.5	444.0	366.2
Earnings per share attributable to Panasonic Holdings Corporation stockholders, basic (yen)	109.41	113.75	190.21	156.87
Total assets (billions of yen)	8,023.6	8,059.5	9,411.2	9,343.2
Panasonic Holdings Corporation stockholders' equity (billions of yen)	3,165.0	3,618.4	4,544.1	4,694.4
Panasonic Holdings Corporation stockholders' equity per share (yen)	1,356.08	1,550.23	1,946.62	2,010.81

(Note) Amounts less than ¥100 million are rounded to the nearest ¥100 million.

- Fiscal 2022 saw rising sales as a result of growth in sales of industrial and communications products and automotive batteries, as well as the effects from the new consolidation of Blue Yonder Holding, Inc. ("Blue Yonder"). In terms of profit, there were increases in operating profit, profit before income taxes, and net profit attributable to Panasonic Holdings Corporation stockholders. This was due mainly to increased sales and efforts in price revisions, as well as a recognized gain from the reevaluation of the existing equity in Blue Yonder, despite the impact of raw material price hikes and other factors.
- In fiscal 2023, sales increased due to growth in air-to-water heat pump type water heaters, in-vehicle systems and automotive batteries, new consolidation of Blue Yonder and the impact of currency translations. In terms of profit, although there were decreases in operating profit and profit before income taxes, there was an increase in net profit attributable to Panasonic Holdings Corporation stockholders. This was due mainly to the impact of price hikes in raw materials and increased fixed costs, despite increased sales and efforts such as price revisions. In addition, the impact of one-off gain in the previous year was a factor of the decrease.
- In fiscal 2024, there were increased sales in Automotive and Connect as well as the effect of currency translation, despite decreased sales in Industry and Energy. In terms of profit, there were increases in operating profit and profit before income taxes. This was mainly due to the progress of price revisions and rationalization, the effect of exchange rates, and the recording of tax credits under the US IRA ("Inflation Reduction Act"), despite increased fixed costs and the impact of price hikes in raw materials. Net profit attributable to Panasonic Holdings Corporation stockholders also increased due to the above-mentioned factors, as well as a decrease in income taxes with the liquidation of Panasonic Liquid Crystal Display Co., Ltd. ("PLD") through special liquidation defined in the Japanese Companies Act and the waiver of PLD's debt.
- Details of operations for fiscal 2025 are described in "1. (1) Progress and Results during the Period" (page 20) in the Business Report.

2) Business results and financial condition on a parent-alone basis

Fiscal period	FY2022	FY2023	FY2024	FY2025
Net sales or Operating revenue (billions of yen)	2,756.0	247.5	263.2	292.2
Ordinary income (billions of yen)	126.9	109.7	110.4	128.5
Net income (billions of yen)	86.6	66.6	52.8	39.7
Net income per share (yen)	37.10	28.54	22.60	17.02
Total assets (billions of yen)	5,327.5	3,958.6	4,361.5	4,417.7
Net assets (billions of yen)	1,585.4	1,591.1	1,561.1	1,500.2
Net assets per share (yen)	678.94	681.37	668.47	642.38

- (Notes)
1. Amounts less than ¥100 million are rounded to the nearest ¥100 million.
 2. From fiscal 2022 (115th period), the Company has applied the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, issued March 30, 2018, revised March 31, 2020) and the "Implementation Guidance on Accounting Standard for Revenue Recognition" (ASBJ Guidance No. 30, issued March 30, 2018, revised March 26, 2021). The cumulative effect of this change in accounting policy is reflected in the carrying amount of net assets at the beginning of fiscal 2022 (115th period).
 3. As of April 1, 2022, the Company has transitioned to a holding company system. As a result, revenue generated on and after the date of this transition is recorded as "Operating revenue."
- Sales declined in fiscal 2022 (115th period) due to the effects of adopting the "Accounting Standard for Revenue Recognition." Regarding earnings, despite an increase in earnings due to a recovery from the effects of COVID-19 in the previous year, ordinary income declined owing to a decrease in dividend income. On the other hand, net income increased due to business restructuring expenses and other expenses that were recorded as extraordinary losses in the previous year.
 - In fiscal 2023 (116th period), there was a large decline in revenue as a result of the transfer of the Company's businesses to successor companies by an absorption-type company split, and the transition to a holding company system. In terms of income, both ordinary income and net income were down as a result of the transition to a holding company system.
 - In fiscal 2024 (117th period), ordinary income increased slightly. Although gain on sales of investment securities and other items were recorded as extraordinary income, net income decreased due to the recording of allowance for doubtful receivables from subsidiaries and affiliates and other items.
 - In fiscal 2025 (the current fiscal year under review), ordinary income increased due to an increase in dividend income. However, net income decreased due to the recording of loss on sales of shares in subsidiaries and affiliates and other items as extraordinary losses.

(8) Major Business Sites of the Panasonic Group

1) Major business sites of the Company

(as of March 31, 2025)

Name	Location in Japan
Corporate head office	Kadoma City, Osaka
Corporate branch office Government and External Relations Office	Minato-ku, Tokyo
Research and development divisions DX & CPS Division, GX Division	Kadoma City, Osaka

- (Notes) 1. Locations listed above are those of the main sites.
2. DX: Digital Transformation, CPS: Cyber-Physical Systems, GX: Green Transformation

2) Principal domestic subsidiaries

(as of March 31, 2025)

Name	Common stock (millions of yen)	Ratio of voting rights (%)	Principal businesses (segments)	Location in Japan
Panasonic Corporation	500	100.0	Development, manufacture, and sale of home appliances, heating & ventilation A/C, refrigeration and distribution equipment, electrical equipment, devices, etc. (Lifestyle)	Kadoma City, Osaka
Panasonic Entertainment & Communication Co., Ltd.	500	100.0	Development, manufacture, and sale of AV equipment, digital camera devices, communication devices, and professional AV equipment (Other)	Moriguchi-shi, Osaka
Panasonic Housing Solutions Co., Ltd.	500	100.0	Manufacture, sale, design and development, and general product proposals for living-related housing equipment and construction materials (Other)	Kadoma City, Osaka
Panasonic Connect Co., Ltd.	500	100.0	Development, manufacture, and sale of devices and software for B2B customers, and provision of associated services (Connect)	Fukuoka-shi, Fukuoka
Panasonic Industry Co., Ltd.	500	100.0	Development, manufacture, and sale of electrical components, electronic components, control devices, electronic materials, etc. (Industry)	Kadoma City, Osaka
Panasonic Energy Co., Ltd.	500	100.0	Development, manufacture, and sale of primary batteries, cylindrical lithium-ion batteries for in-vehicle use, small-sized secondary batteries, etc. (Energy)	Moriguchi-shi, Osaka
Panasonic Operational Excellence Co., Ltd.	500	100.0	Provision of professional services including accounting, human resources, general affairs, logistics, information systems, advertising, and purchasing (Other)	Kadoma City, Osaka
Panasonic Marketing Japan Co., Ltd.	100	100.0*	Sale of various electric and electronic products (Lifestyle)	Osaka-shi, Osaka

(Note) Percentages with an asterisk (*) include indirect ownership.

3) Principal overseas subsidiaries

(as of March 31, 2025)

Name	Common stock (all currency in millions)	Ratio of voting rights (%)	Principal businesses (segments)	Location in overseas
Panasonic Corporation of North America	US\$ 537.2	100.0*	Manufacture and sale of various electric and electronic products (Lifestyle, Connect, Industry, Energy)	U.S.
Blue Yonder Holding, Inc.	US\$ 0.011	100.0*	Software development, sales and related services (Connect)	U.S.
Panasonic Avionics Corporation	US\$ 22.0	100.0*	Manufacture, sale and service of aircraft in-flight entertainment and communications systems (Connect)	U.S.
Husmann Corporation	US\$—	100.0*	Manufacture, sale and service of commercial-use refrigerated and freezer showcases (Lifestyle)	U.S.
Panasonic do Brasil Limitada	BRL\$ 1,378.7	100.0	Manufacture and sale of various electric and electronic products (Lifestyle)	Brazil
Panasonic Holding (Netherlands) B.V.	US\$ 0.2	100.0	Management of investment and financing at overseas subsidiaries (Corporate)	Netherlands
Panasonic HVAC Czech s.r.o.	CZK 8,600.0	100.0*	Manufacture and sales of air-to-water heat pump type water heaters (Lifestyle)	Czech Republic
Panasonic Asia Pacific Pte. Ltd.	US\$ 1,478.2	100.0*	Manufacture and sale of various electric and electronic products (Lifestyle, Industry, Other)	Singapore
Panasonic Life Solutions India Pvt. Ltd.	INR 2,511.3	100.0*	Manufacture and sale of various electric and electronic products (Lifestyle)	India
Panasonic Taiwan Co., Ltd.	NT\$ 3,422.2	69.8	Manufacture and sale of various electric and electronic products (Lifestyle)	Taiwan
Panasonic Corporation of China	RMB 12,838.2	100.0	Sale of various electric and electronic products (Lifestyle)	China
Panasonic Appliances (China) Co., Ltd.	JPY 14,099	100.0*	Development, manufacture, and sale of various electrical products, housing equipment and devices, etc. (Lifestyle)	China

(Notes) 1. Percentages with an asterisk (*) include indirect ownership.
2. Common stock of Husmann Corporation is zero.

(9) Employees

(as of March 31, 2025)

Segment	Number of employees
Lifestyle	87,900
Connect	28,801
Industry	35,467
Energy	18,344
Reporting segment total	170,512
Other	35,558
Corporate	1,478
Total	207,548

- (Notes)
1. The number of employees refers solely to full-time employees of the Company on a consolidated basis.
 2. The number of employees has decreased by 20,872 from the end of the preceding fiscal period.
 3. As a result of the share transfer of Panasonic Automotive Systems Co., Ltd., this company and its subsidiaries are no longer consolidated subsidiaries of the Company, and the number of employees assigned to the automotive segment is now zero.
 4. Of the total above, the number of employees at the parent company was as follows:

Number of employees	Average age	Average length of service (years)
1,478	44.0	17.9

(10) Transfer of Businesses, etc.

The primary transactions with respect to the Panasonic Group during fiscal 2025 were as follows:

- On August 1, 2024, Blue Yonder Holding, Inc., a subsidiary of the consolidated subsidiary of the Company Panasonic Connect Co., Ltd., completed its acquisition of One Network Enterprises, Inc. in the U.S., and this company became a consolidated subsidiary of the Company.
- On December 2, 2024, the Company transferred all shares in the business of Panasonic Automotive Systems Co., Ltd. (hereafter "PAS") to Star Japan Acquisition Co., Ltd., all shares of which are owned indirectly by a fund which the Apollo Group provides investment advice to, and the Company acquired 20% of the shares in Star Japan Holdings Co., Ltd., a holding company which owns all shares of Star Japan Acquisition Co., Ltd. As a result, PAS and its 20 subsidiaries are no longer consolidated subsidiaries of the Company, and Star Japan Holdings Co., Ltd. (including its second-tier subsidiary PAS) became a company under the equity method of the Company.

2. Stock Information (as of March 31, 2025)

- | | |
|---|---------------|
| (1) Number of Shares Authorized to Be Issued: | 4,950,000,000 |
| (2) Number of Shares Issued: | 2,454,446,497 |
| (3) Number of Shareholders: | 419,032 |
| (4) Major Shareholders (Top 10): | |

Name	Share ownership (in thousands of shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (trust account)	381,443	16.33
Custody Bank of Japan, Ltd. (trust account)	201,705	8.63
STATE STREET BANK WEST CLIENT - TREATY 505234	48,610	2.08
NIPPON LIFE INSURANCE COMPANY	48,339	2.07
STATE STREET BANK AND TRUST COMPANY 505001	43,276	1.85
MOXLEY AND CO LLC	38,209	1.63
SUMITOMO LIFE INSURANCE COMPANY	37,465	1.60
GOVERNMENT OF NORWAY	35,675	1.52
JP MORGAN CHASE BANK 385781	32,635	1.39
Matsushita Real Estate Co., Ltd.	29,121	1.24

- (Notes)
1. The figures in share ownership are rounded down to the nearest thousands of shares.
 2. Shareholding ratio is calculated by deducting the Company's treasury stock (119,857,118 shares) and rounded down to two decimal places.
 3. The English names of foreign shareholders above are based on the General Shareholders Notification notified by Japan Securities Depository Center, Inc.

(5) Status of shares delivered as compensation for the execution of duties by Directors of the Company

	Type and number of shares	Number of persons granted
Directors (excluding Outside Directors)	Common stock 122,200	6

- (Note) These shares are granted in accordance with the Company's Stock Compensation plan. Details of the plan are provided in "4. (5) Remuneration for Directors and Audit & Supervisory Board Members" on pages 41 to 45 of the Business Report.

3. Status of Stock Acquisition Rights, etc. (Items Disclosed on the Internet)

(1) Summary of stock acquisition rights issued by the Company

Name	Stock acquisition rights allotment date	Number of stock acquisition rights	Type and number of shares to be acquired upon exercise of stock acquisition rights	Amount to be paid (per stock acquisition right)	Exercise price (per share)	Period during which stock acquisition rights may be exercised
Stock acquisition rights issued in August of fiscal year 2015	August 22, 2014	2,088	Common stock 208,800 shares	¥105,400	¥1	From August 23, 2014 to August 22, 2044
Stock acquisition rights issued in August of fiscal year 2016	August 20, 2015	1,729	Common stock 172,900 shares	¥112,400	¥1	From August 21, 2015 to August 20, 2045
Stock acquisition rights issued in August of fiscal year 2017	August 23, 2016	5,800	Common stock 580,000 shares	¥71,300	¥1	From August 24, 2016 to August 23, 2046
Stock acquisition rights issued in August of fiscal year 2018	August 23, 2017	3,561	Common stock 356,100 shares	¥112,800	¥1	From August 24, 2017 to August 23, 2047
Stock acquisition rights issued in July of fiscal year 2019	July 18, 2018	3,473	Common stock 347,300 shares	¥106,400	¥1	From July 19, 2018 to July 18, 2048
Stock acquisition rights issued in July of fiscal year 2021	July 13, 2020	58	Common stock 5,800 shares	¥63,300	¥1	From July 14, 2020 to July 13, 2050

(2) Status of stock acquisition rights delivered as compensation for the execution of duties by Directors as of March 31, 2025

Name	Number of stock acquisition rights	Type and number of shares to be acquired upon exercise of stock acquisition rights	Directors (excluding Outside Directors)	
			Number of holders	Number of stock acquisition rights held
Stock acquisition rights issued in August of fiscal year 2015	436	Common stock 43,600 shares	5 Directors	436
Stock acquisition rights issued in August of fiscal year 2016	380	Common stock 38,000 shares	5 Directors	380
Stock acquisition rights issued in August of fiscal year 2017	601	Common stock 60,100 shares	2 Directors	601
Stock acquisition rights issued in August of fiscal year 2018	505	Common stock 50,500 shares	3 Directors	505
Stock acquisition rights issued in July of fiscal year 2019	505	Common stock 50,500 shares	3 Directors	505

(Notes) 1. No allotment was made to Outside Directors and Audit & Supervisory Board Members for this issuance of stock acquisition rights.
2. The above numbers include stock acquisition rights granted prior to appointment as Director.

4. The Company's Directors and Audit & Supervisory Board Members, etc.

(1) Directors and Audit & Supervisory Board Members, etc.

(as of March 31, 2025)

Title	Name	Major responsibility	
Chairperson of the Board	Kazuhiro Tsuga	Group CEO (Chief Executive Officer)	
Representative Director, President	Yuki Kusumi		
Representative Director, Executive Vice President	Tetsuro Homma		
	Mototsugu Sato		
	Hirokazu Umeda		
Director, Executive Vice President	Yoshiyuki Miyabe		
Director, Executive Officer	Ayako Shotoku		
Director	Shinobu Matsui		
	Keita Nishiyama		
	Kunio Noji		
	Michitaka Sawada	Group Regional Head for China & Northeast Asia; President, Panasonic Operational Excellence China and Northeast Asia, Panasonic Operational Excellence Co., Ltd.; Chairperson, Panasonic Corporation of China	
	Ryusuke Shigetomi		
	Kazuhiko Toyama		
Senior Audit & Supervisory Board Member	Hidetoshi Baba		
	Yoshiaki Tokuda		
Audit & Supervisory Board Member	Akihiro Eto		
	Akihiko Nakamura		
	Setsuko Yufu		
			Group CRO (Chief Risk Management Officer); In charge of Procurement and Logistics; In charge of General Affairs, Social Relations; Occupational Safety and Health Director; Representative Director, President and CEO, Panasonic Operational Excellence Co., Ltd.; In charge of DEI Promotion and General Affairs
		Group CFO (Chief Financial Officer); In charge of Group MUDA Busters Project and Facility Management; CEO, Panasonic Holding (Netherlands) B.V.; President, Panasonic Equity Management Japan G.K.; In charge of Prime Life Technologies Corporation; In charge of Panasonic Automotive Systems Co., Ltd.	
			In charge of Government and External Relations; In charge of Solution Partners; Representative in Tokyo
		Group GC (General Counsel); In charge of Construction Safety and Regulations Administration	

- (Notes)
- Shinobu Matsui, Keita Nishiyama, Kunio Noji, Michitaka Sawada, Ryusuke Shigetomi, and Kazuhiko Toyama are Outside Directors as stipulated in Article 2, Item 15 of the Companies Act. The Company sent notification of the statuses of these Directors as Independent Directors to the stock exchanges of Japan on which the Company's shares are listed.
 - Akihiro Eto, Akihiko Nakamura, and Setsuko Yufu are Outside Audit & Supervisory Board Members as stipulated in Article 2, Item 16 of the Companies Act. The Company sent notification of the statuses of these Audit & Supervisory Board Members as Independent Audit & Supervisory Board Members to the stock exchanges of Japan on which the Company's shares are publicly listed.
 - Hidetoshi Baba, Senior Audit & Supervisory Board Member, comes from the Company's accounting division, and has a considerable knowledge of finance and accounting. Akihiko Nakamura, Audit & Supervisory Board Member, has a considerable knowledge of finance and accounting as a certified public accountant.
 - Changes in Directors and Audit & Supervisory Board Members during fiscal 2025 were as follows.

Appointments

At the 117th Ordinary General Meeting of Shareholders held on June 24, 2024, Ryusuke Shigetomi was newly elected as a Director and Yoshiaki Tokuda was newly elected as an Audit & Supervisory Board Member, and each assumed office.

Retirement

At the conclusion of the 117th Ordinary General Meeting of Shareholders held on June 24, 2024, Yoshinobu Tsutsui retired as a Director and Eiji Fujii retired as an Audit & Supervisory Board Member upon the expiration of their terms.
 - On June 29, 2017, the Company added the positions such as CEO and CFO listed under the "Major responsibility" column with respect to Directors and Executive Officers in this section of the report (4. The Company's Directors and Audit & Supervisory Board Members, etc.), in order to more clearly indicate the basic functions and roles that are essential with respect to executing the business of the Company.
 - Important concurrently held positions of Directors and Audit & Supervisory Board Members are as follows:

Title	Name	Name of corporation or organization	Details
Directors	Kazuhiro Tsuga	KEIDANREN (Japan Business Federation)	Vice Chair
	Mototsugu Sato	HOYA CORPORATION	Independent Director
	Yoshiyuki Miyabe	West Japan Railway Company Kansai Association of Corporate Executives	Outside Director Co-Chairperson (Representative Director)
Outside Directors	Shinobu Matsui	Uzabase, Inc. UniFa Inc.	Senior Executive Officer Outside Director
	Keita Nishiyama	Daicel Corporation Institute for Future Initiatives, The University of Tokyo Nishiyama Research Institute, Inc.	Outside Director Visiting Professor Representative Director
	Kunio Noji	Komatsu Ltd.	Senior Adviser
	Michitaka Sawada	Kao Corporation Nitto Denko Corporation Komatsu Ltd.	Senior Adviser Outside Director Outside Director
	Ryusuke Shigetomi	The Blackstone Group Japan K.K.	Chairperson and Representative Director
	Kazuhiko Toyama	IGPI Group, Inc. Japan Platform of Industrial Transformation, Inc. KURODA PRECISION INDUSTRIES LTD. Mercari, Inc.	Chairman Representative Director, Chairperson Outside Director Outside Director
	Outside Audit & Supervisory Board Members	Akihiro Eto	Daimler Truck Holding AG
Daimler Truck AG			Member of the Supervisory Board and its Audit Committee
Mitsubishi Chemical Group Corporation			Outside Director of the Board
Akihiko Nakamura			Akihiko Nakamura CPA Office
	Setsuko Yufu	Atsumi & Sakai Foreign Law Joint Enterprise	Senior Partner

- There are no transactions exceeding 1% of consolidated net sales of either party between the Company and the other organizations where concurrent positions are held by Outside Directors and Outside Audit & Supervisory Board Members.
- There are no noteworthy relationships between the Company and corporations and organizations except the relationships mentioned above.

7. Directors, Audit & Supervisory Board Members, and Executive Officers as of April 1, 2025 are as follows:

(1) Directors and Audit & Supervisory Board Members

(Listed in order of positions and alphabetical order of names.)

Title	Name	Major responsibility	
Chairperson of the Board	Kazuhiro Tsuga	Group CEO	
Representative Director, President	Yuki Kusumi		
Representative Director, Executive Vice President	Tetsuro Homma		
Representative Director	Mototsugu Sato		
Director	Hirokazu Umeda		
Director, Executive Officer	Yoshiyuki Miyabe		
Director	Ayako Shotoku		
	Shinobu Matsui		
	Keita Nishiyama		
	Kunio Noji		
	Michitaka Sawada	Group Regional Head for China & Northeast Asia; President, Panasonic Operational Excellence China and Northeast Asia, Panasonic Operational Excellence Co., Ltd.; Chairperson, Panasonic Corporation of China	
	Ryusuke Shigetomi		
	Kazuhiko Toyama		
Senior Audit & Supervisory Board Member	Hidetoshi Baba		
	Yoshiaki Tokuda		
Audit & Supervisory Board Member	Akihiro Eto		
	Akihiko Nakamura		
	Setsuko Yufu		
			Group GC; Group CRO; In charge of Construction Safety and Regulations Administration

(2) Executive Officers who are not concurrently serving as Directors

Title	Name	Major responsibility
Executive Vice President	Hajime Tamaoki	Group CIO (Chief Information Officer); Group CTRO (Chief Transformation Officer); In charge of Cyber Security; In charge of Procurement and Logistics; Occupational Safety and Health Director; Representative Director, President and CEO, Panasonic Operational Excellence Co., Ltd.; In charge of DEI Promotion and General Affairs
Executive Officer	Tatsuo Kinoshita	Group CHRO (Chief Human Resources Officer); In charge of General Affairs, Social Relations
	Megan Myungwon Lee	Group Regional Head of North America; President, Panasonic Operational Excellence North America, Panasonic Operational Excellence Co., Ltd.; Chairperson and CEO, Panasonic Corporation of North America
	Yoky Matsuoka	Director, Panasonic Well
	Masashi Nagayasu	In charge of Prime Planet Energy & Solutions, Inc.
	Michiko Ogawa	In charge of Government and External Relations; In charge of Solution Partners; General Manager, Technics Business Promotion, Panasonic Corporation
	Tatsuo Ogawa	Group CTO (Chief Technology Officer); In charge of Pharmaceutical Affairs
	Kazuyo Sumida	Group CSO (Chief Strategy Officer)
	Shigeo Usui	In charge of Design; Executive Officer, Panasonic Corporation; CCO (Chief Creative Officer); In charge of Design, Brand and Communications
	Akira Waniko	Group CFO; In charge of Group MUDA Busters Project and Facility Management; CEO, Panasonic Holding (Netherlands) B.V.; President, Panasonic Equity Management Japan G.K.; In charge of Equity Management

(2) Summary of contracts for limitation of liability

The Company has entered into contracts for limitation of liability with all Directors (excluding Executive Directors and equivalents) and Audit & Supervisory Board Members, respectively, which limit the amount of each Director's and Audit & Supervisory Board Member's respective liability, as defined under Article 423, Paragraph 1 of the Companies Act to the minimum amount stipulated in Article 425, Paragraph 1 of the Companies Act, presuming they perform their respective duties in good faith and without gross negligence.

(3) Indemnity agreements

The Company has entered into indemnity agreements, as defined under Article 430, Paragraph 2, Item 1 of the Companies Act, with the 13 Directors, Kazuhiro Tsuga, Yuki Kusumi, Tetsuro Homma, Mototsugu Sato, Hirokazu Umeda, Yoshiyuki Miyabe, Ayako Shotoku, Shinobu Matsui, Keita Nishiyama, Kunio Noji, Michitaka Sawada, Ryusuke Shigetomi, and Kazuhiko Toyama, as well as the five Audit & Supervisory Board Members, Hidetoshi Baba, Yoshiaki Tokuda, Akihiro Eto, Akihiko Nakamura, and Setsuko Yufu, and the Company agrees to indemnify costs and losses, as provided for by Item 1 and item 2, respectively, of said Paragraph, within the ranges prescribed by laws and regulations.

Under these agreements, to ensure that appropriate execution of the duties by the Company officers will not be impaired, certain inappropriate cases are excluded from compensation, and upon receiving a request for compensation from the Company officers, the Board of Directors will determine whether or not the case corresponds to these exclusions when carrying out compensation. Also, if it is found that the compensation was inappropriate after it has been carried out, the agreement allows the Company to demand the return of all or part of the compensation money from the Company officers concerned.

(4) Matters related to the directors' and officers' liability insurance policy

The Company has entered into a directors' and officers' liability insurance policy with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. This policy covers directors, auditors, and executive officers of the Company and its subject companies^(Note). The full amount of the insurance premiums is borne by the Company and its subject companies.

This insurance policy covers compensation for damages, legal fees, and related expenses that would be borne by the insured parties in the event that a claim for damages is made against the insured parties arising from acts conducted in relation to their official duties.

However, measures are taken to prevent adverse effects on the correct execution of duties by excluding coverage for damages arising from acts which were committed by the insured parties with the knowledge that the acts were illegal.

(Note) Panasonic Corporation, Panasonic Entertainment & Communication Co., Ltd., Panasonic Housing Solutions Co., Ltd., Panasonic Connect Co., Ltd., Panasonic Industry Co., Ltd., Panasonic Energy Co., Ltd., Panasonic Operational Excellence Co., Ltd., Panasonic Information Systems Co., Ltd., Panasonic Automotive Systems Co., Ltd.

(5) Remuneration for Directors and Audit & Supervisory Board Members

1. Remuneration Policy, etc.

1) Remuneration system and an overview thereof

Remuneration for Directors and Audit & Supervisory Board Members of the Company is determined within the framework of the maximum total amounts of remuneration for Directors and Audit & Supervisory Board Members which has been determined respectively by resolution of a general meeting of shareholders.

The remuneration system for Directors (excluding Outside Directors) comprises the base salary, which is a fixed remuneration, incentive pay reflecting short-term and medium-term performance, and restricted stock compensation, which is a long-term incentive. However, the Chairperson of the Board receives only base salary and restricted stock compensation in consideration for his/her role as Chairperson of the Board who is not involved in execution of business. In view of their supervisory roles, the remuneration system for Outside Directors and Audit & Supervisory Board Members comprises only base salary.

An overview of the remuneration system is as shown below.

Remuneration element		Overview	Component ratio ^(Note 1) (taking base salary as 1)
Base salary (monetary remuneration)		- The amounts of this fixed remuneration is determined based on the official roles, also taking into account the management environment and the remuneration trends of other companies, and it is paid monthly.	1
Incentive pay (monetary remuneration)	Short-term incentive	- This is an incentive to achieve the intended approach to a new medium- and long-term strategy for the Panasonic Group following the transition to an operating company system (revised based on fiscal 2023 evaluations). - A target annual amount is set as a percentage of base salary, and the amount to be paid is determined to reflect an evaluation of financial and non-financial items.	0.55
	Mid-long term incentive	- The short term incentive is paid monthly, and the evaluation of target achievements and other elements from the evaluated fiscal year is applied to the following fiscal year. - For the mid-long term incentive, the amount of the payment is determined based on an evaluation of target achievements and other elements from the three fiscal years (fiscal 2023 - 2025) which correspond to the current medium-term plan. The amount for three years (0.6 as the target amount when the base salary is taken as 1) is paid once every three years.	0.2
Restricted stock compensation (non-monetary remuneration)		- Remuneration in the form of shares with transfer restrictions are lifted immediately after termination of service as a Director of the Company etc. (revised effective fiscal 2024). - Paid as an incentive to enhance corporate value in a sustainable way and further promote value sharing with shareholders through continuous shareholding until termination of service. - A component ratio is set according to the recipient's role, and the compensation is provided each year within a fixed time period following the conclusion of the Ordinary General Meeting of Shareholders.	0.25 ^(Note 2)

(Notes) 1. This is a percentage based on the target annual amount.

2. This is the percentage based on the average amount paid to Directors (excluding Outside Directors). It is 0.75 in the case of the Representative Director, President.

2) System etc. for the performance basis

a) Incentive pay

The target annual amount for incentive pay (total of short-term and medium-term) utilizes a ratio of 0.75 when the base salary is taken as 1. The actual amount paid varies according to an evaluation of financial and non-financial items within the range of minimum zero to maximum 1.75 (minimum zero to maximum 1.9 for the Representative Director, President). The system pays the target annual amount when the targets are achieved. Targets are generally set in the current medium-term plan.

The evaluation indexes and items used for incentive pay are evaluation indexes and items that are considered important in the current medium-term plan. For non-financial items, specific indexes are set for each individual Director.

For evaluation of non-financial items (both short-term incentive and mid-long term incentive), Directors other than the Representative Director, President shall meet with the Representative Director, President, and targets shall be set following the meeting and subsequently evaluated. Specifically, detailed indexes and targets for them shall be set following the meeting held at the start of the fiscal year subject to evaluation. Progress toward targets will be checked at meetings during this period, and the evaluation will be decided at a meeting following the end of the fiscal year subject to evaluation. For the Representative Director, President, based on the position of bearing ultimate responsibility for overall business management of the Panasonic Group, the evaluation shall be linked with the representative indexes and the targets for them which are used for Directors other than the Representative Director, President, Executive Officers who are not concurrently serving as Directors, and Presidents of primary operating companies in the Panasonic Group.

In order to ensure evaluation objectivity and transparency, an overview of the specific indexes and their evaluations shall be reported to the Nomination and Compensation Advisory Committee.

Evaluation item	Short-term incentive		Mid-long term incentive	
	Evaluation indexes and items	Weight (Note 1)	Evaluation indexes and items	Weight (Note 1)
Financial (Consolidated business results)	<ul style="list-style-type: none"> - EBITDA^(Note 2) - ROE^(Note 3) - Operating cash flow 	50%	<ul style="list-style-type: none"> - ROE^(Note 3) - Operating cash flow 	50%
Non-financial ^(Note 4)	<ul style="list-style-type: none"> - Elimination of serious accidents, ensuring compliance - Environmental contributions - Human resources strategy - Operation KPI related to strengthening competitiveness 	50%	<ul style="list-style-type: none"> - Environmental contributions - Efforts to improve the Group management level 	50%
	Total	100%	Total	100%

(Notes) 1. The weight for the Representative Director, President is 60% financial, 40% non-financial for the short-term incentive, and is 80% financial, 20% non-financial for the mid-long term incentive.

2. This is the total of operating profit, depreciation (tangible and right-of-use assets), and amortization (intangibles).

3. ROE: Return on Equity attributable to Panasonic Holdings Corporation stockholders

4. This is set according to important initiative items determined according to the roles and official duties. (The following are examples of specific indexes.)

- Elimination of serious accidents, ensuring compliance: Numbers of serious accidents occurring, numbers of major compliance problems occurring
- Environmental contributions: CO₂ reduction in the Company's value chain
- Human resources strategy: Results from employee attitude surveys, rate of female hires (promotion of Diversity, Equity & Inclusion)
- Operation KPI related to strengthening competitiveness: Strengthening of procurement and logistics functions, DX for operating processes, improvement in numbers of patents
- Efforts to improve the Group management level: Complete communication and implementation of Basic Business Philosophy, implementation of design thinking management, improvement of brand recognition

b) Restricted stock compensation

Restricted stock compensation of the Company is of a type where the restriction on transfer is canceled immediately after retirement, etc., subject to the condition that the individual remained in a position at the Company continuously since the time when the stock was allocated. The system is intended to further promote value sharing with shareholders through continuous ownership of stock. For provision in this fiscal year, please refer to "Stock Information" (page 35).

c) Remuneration determination process

The optional Nomination and Compensation Advisory Committee, majority-staffed and chaired by independent Outside Directors, deliberates on the appropriateness of the Company's policy and system for determining remuneration of Directors and reports the results to the Board of Directors. The Board of Directors makes a resolution on the policy for determining the remuneration based on the report.

As to the annual amounts of base salary and incentive pay to be paid and the annual number of shares to be allocated to each recipient as restricted stock compensation, the Nomination and Compensation Advisory Committee examines whether these amounts and number are appropriate in light of the policy for determining the remuneration, and reports the results to the Board of Directors. The Board of Directors has left the decision-making on the remuneration solely to the Representative Director, President of the Company, who objectively comprehends and supervises overall business execution of the Panasonic Group. As the Representative Director, President of the Company makes decisions as to base salary, incentive pay, and restricted stock compensation to each recipient

in accordance with the results of deliberation at the Nomination and Compensation Advisory Committee, the Board of Directors believes this decision is in line with the policy for determining remuneration. Five members of the Nomination and Compensation Advisory Committee, Outside Director Michitaka Sawada (Chair), Outside Director Shinobu Matsui, Outside Director Kazuhiko Toyama, Director and Chairperson of the Board Kazuhiro Tsuga, and Representative Director, President Yuki Kusumi, held a meeting to discuss the remuneration for the current fiscal year. As a result, Representative Director, President Yuki Kusumi determined the details of the remuneration based on the results of the discussion.

(Note) For Executive Officers who are not also serving as Directors of the Company as well, in general the same system as the remuneration system for the Company's Directors (excluding Outside Directors) is applied. For presidents of primary operating companies of the Company, a remuneration system equivalent to the remuneration system for the Company's Directors (excluding Outside Directors) is applied in light of their role in improving the corporate value of the Panasonic Group. All remuneration systems are deliberated by the Nomination and Compensation Advisory Committee, a voluntary body.

2. Amounts of Remuneration for Directors and Audit & Supervisory Board Members

1) Total amount of remuneration etc. for each Executive Officer title in this fiscal year (millions of yen)

Title	Total amount, etc. of remuneration, etc. (Incentive pay and restricted stock compensation are the amount of the expense recorded for fiscal 2025.)					
	Number of persons	Total amount paid	(Contents)			
			Base salary	Incentive pay (short term)	Incentive pay (medium term)	Restricted stock compensation
Directors (of which, Outside Directors)	14 (7)	1,101 (116)	665 (116)	255 (-)	1 (-)	179 (-)
Audit & Supervisory Board Members (of which, Outside Audit & Supervisory Board Members)	6 (3)	143 (53)	143 (53)	- (-)	- (-)	- (-)

- (Notes) 1. One Director and one Audit & Supervisory Board Member who retired at the conclusion of the 117th Ordinary General Meeting of Shareholders held on June 24, 2024 are included in the above figures for the total amount, etc. of remuneration, etc.
2. The incentive pay (medium term) above includes a reversal of 171 million yen in expenses recorded in previous years, considering the target achievements from fiscal 2023 to fiscal 2025.
3. Amounts less than one million yen have been rounded to the nearest million yen.

2) Targets and results for KPI used for incentive pay (billions of yen)

a) Short-term incentive pay

Amounts applying results from fiscal 2024			Amounts applying results from fiscal 2025		
KPI (Consolidated business results)	Target for fiscal 2024 (figure initially announced by the Company)	Results for fiscal 2024	KPI (Consolidated business results)	Target for fiscal 2025 (figure initially announced by the Company)	Results for fiscal 2025
EBITDA	880.0	805.9	EBITDA	860.0	869.7
ROE	9.0%	10.9%	ROE	7.0%	7.9%

b) Mid-long term incentive pay

KPI (Consolidated business results)	Target for fiscal 2025 (figure initially announced by the Company)	Results for fiscal 2025
ROE	10.0%	7.9 %
Cumulative operating cash flow	2,000.0	2,183.7

3) Resolutions of the General Meeting of Shareholders

The limit amounts etc. for remuneration paid to Directors and Audit & Supervisory Board Members are as shown below.

Title	Type of compensation	Date of resolution	Applicable to	Remuneration limit amount etc.	Number of persons at time of resolution
Directors	Monetary remuneration	June 27, 2007 (100th Ordinary General Meeting of Shareholders)	Directors	¥1,500 million	19
		June 24, 2021 (114th Ordinary General Meeting of Shareholders)	Outside Directors	Of above amount, ¥150 million	6
	Non-monetary compensation (restricted stock compensation)	June 27, 2019 (112th Ordinary General Meeting of Shareholders)	Directors (excluding Outside Directors)	¥500 million (1 million shares)	7
Audit & Supervisory Board Members	Monetary remuneration	June 26, 2023 (116th Ordinary General Meeting of Shareholders)	Audit & Supervisory Board Members	¥170 million	5

- (Note) At the 116th Ordinary General Meeting of Shareholders on June 26, 2023, the contents of the restricted stock compensation system were partially revised, and the transfer restriction period was changed from “the period decided in advance by the Board of Directors lasting between three and 30 years from the date of stock allocation” to “the period from the date of stock allocation until immediately following the retirement or departure of the person from the position of Director, Executive Officer who is not concurrently serving as a Director, Fellow, Director or Executive Officer of a subsidiary of the Company, or other position designated in advance by the Board of Directors of the Company.” The number of subject Directors at the time of this resolution is seven.

* At this Ordinary General Meeting of Shareholders, we are proposing to set the limit amount for remuneration paid to Outside Directors at ¥200 million per annum. For details, please refer to “Bill No. 3: To Revise the Remuneration Limit for Outside Directors” (page 19).

3. Fiscal 2026 Remuneration System

The Panasonic Group has positioned fiscal 2026 as a year for complete focus on management reforms aimed at future continual growth. The remuneration system that is consistent with this type of management is reviewed by the Nomination and Compensation Advisory Committee, a voluntary body, and policies and other matters related to deciding remuneration, etc. are decided by resolutions of the Board of Directors. Specifically, this entails the following.

- 1) Mid-long term incentive pay will be suspended during fiscal 2026.
- 2) Beginning from fiscal 2026, in order to promote the behavior that is expected from Directors of the Company and to prevent, identify, and rectify serious compliance incidents, it has been decided to introduce malus and clawback provisions^(Note). These provisions apply to incentive pay.

(Note) In the event of a serious compliance incident (compliance incident which may have severe negative effects on the finances, reputation, or brand value of the overall Panasonic Group), or in the event that major corrections to the financial statements of the overall Panasonic Group are required, these provisions will make it possible to request the return of past paid remuneration (clawback) or reduction of remuneration that will be paid in the future (malus). These provisions will be introduced not only for the Directors of the Company but also for Executive Officers of the Company and Presidents of primary operating companies of the Company.

In and after fiscal 2027, we will continue to study an approach to remuneration that contributes to improving business results and improving corporate value over the medium to long term, including mid-long term incentive pay and stock compensation.

(6) Outside Directors and Audit & Supervisory Board Members

Major activities during fiscal 2025

Title	Name	Number of attendance	Major activities and overview of duties in roles that are expected to be fulfilled by Outside Directors
Outside Directors	Shinobu Matsui	Board of Directors' meeting: 13/13 (100%)	She has an extensive career in accounting and management and deep insight into improving corporate culture and promoting diversity, and actively made remarks from her professional viewpoint at the Board of Directors' meetings, thus having fulfilled her duties appropriately. In addition, she was a member of the Nomination and Compensation Advisory Committee.
	Keita Nishiyama	Board of Directors' meeting: 13/13 (100%)	He has extensive experience and deep insight into industrial structures and IT digital technologies gained through his long involvement with digital policy and related matters at the Ministry of Economy, Trade and Industry. He actively made remarks from his professional viewpoint at the Board of Directors' meetings, thus having fulfilled his duties appropriately.
	Kunio Noji	Board of Directors' meeting: 13/13 (100%)	He has extensive experience and deep insight as a corporate manager of a construction machinery manufacturer, and he actively made remarks from his professional viewpoint at the Board of Directors' meetings, thus having fulfilled his duties appropriately.
	Michitaka Sawada	Board of Directors' meeting: 13/13 (100%)	He has extensive experience and deep insight as a corporate manager of a diversified chemicals manufacturer, and he actively made remarks from his professional viewpoint at the Board of Directors' meetings, thus having fulfilled his duties appropriately. In addition, he was a chairperson of the Nomination and Compensation Advisory Committee.
	Ryusuke Shigetomi	Board of Directors' meeting: 10/10 (100%)	He has extensive experience in financial markets and deep insight into industrial structures and matters such as finance and investment decisions. He actively made remarks from his professional viewpoint at the Board of Directors' meetings, thus having fulfilled his duties appropriately.
	Kazuhiko Toyama	Board of Directors' meeting: 13/13 (100%)	He has extensive experience and deep insight as a management consultant, and he actively made remarks from his professional viewpoint at the Board of Directors' meetings, thus having fulfilled his duties appropriately. In addition, he was a member of the Nomination and Compensation Advisory Committee.
Outside Audit & Supervisory Board Members	Akihiro Eto	Board of Directors' meeting: 13/13 (100%) Audit & Supervisory Committee meeting: 13/13 (100%)	He has extensive experience and deep insight as a business manager, based on which he actively made remarks at the Board of Directors' meetings and Audit & Supervisory Committee meetings, thus having fulfilled his duties appropriately.
	Akihiko Nakamura	Board of Directors' meeting: 13/13 (100%) Audit & Supervisory Committee meeting: 13/13 (100%)	He has extensive experience and deep insight as a certified public accountant, based on which he actively made remarks at the Board of Directors' meetings and Audit & Supervisory Committee meetings, thus having fulfilled his duties appropriately.
	Setsuko Yufu	Board of Directors' meeting: 13/13 (100%) Audit & Supervisory Committee meeting: 13/13 (100%)	She has extensive experience and deep insight as a lawyer, based on which she actively made remarks at the Board of Directors' meetings and Audit & Supervisory Committee meetings, thus having fulfilled her duties appropriately.

(Note) For Director Ryusuke Shigetomi, the numbers of attendance represent those after he assumed his post on June 24, 2024.

5. Accounting Auditors

- (1) Name of Accounting Auditors
KPMG AZSA LLC

- (2) Remuneration, etc. Paid to Accounting Auditors for Fiscal 2025

Title	Details	Amount (millions of yen)
(1)	Amount of remuneration, etc.	618
(2)	Total amount of cash and other property benefits to be paid by the Company and its subsidiaries	1,696

- (Notes)
1. The audit contract between the Company and its accounting auditors does not distinguish between remuneration for audits based on the Companies Act and remuneration for audits based on the Financial Instruments and Exchange Act. For this reason, the amount of (1) in the above table is presented in aggregate amounts.
 2. The Company and some of its consolidated subsidiaries paid compensation to accounting auditors for advisory services related to sustainability reporting that are not covered by Article 2, Paragraph 1 of the Certified Public Accountants Act of Japan.
 3. The financial statements and supplementary data of some of consolidated subsidiaries and others are audited by accounting auditors other than KPMG AZSA LLC.

- (3) Grounds for Approval of Accounting Auditors' Remuneration, etc. by Audit & Supervisory Board

The Company's Audit & Supervisory Board reviewed matters including the content of the accounting auditors' audit plan, progress made in performing audits, and the basis on which remuneration estimates are calculated. After deliberating on these matters, the Audit & Supervisory Board granted the consent required pursuant to Article 399, Paragraph 1 of the Companies Act for the compensation, etc. paid to the accounting auditors.

- (4) Policy regarding Decision to Dismiss or not Reappoint Accounting Auditor

In the event that dismissal of the accounting auditor is valid pursuant to any of the provisions of Article 340, Paragraph 1 of the Companies Act, the Audit & Supervisory Board may dismiss the accounting auditor with the approval of all Audit & Supervisory Board Members.

In addition, in the event that appropriate audit by the accounting auditor is not expected for any reason, the Audit & Supervisory Board shall determine the content of a proposal calling for dismissal or non-reappointment of the accounting auditor, for submission to a general meeting of shareholders.

6. Systems and Policies of the Company

(1) Corporate Governance of the Company

1) Basic policy

The Company believes it is important to increase corporate value by fulfilling accountability through dialogue with various stakeholders such as shareholders and customers, making efforts to execute transparent business activities, and swiftly conducting business activities with fairness and honesty based on its basic philosophy of “a company is a public entity of society.”

For this reason, we recognize that corporate governance is an important foundation of management. The fundamental structure is an audit and supervisory system consisting of the Board of Directors that decides the execution of strategies and important matters related to the overall Group and supervises the execution of Director duties, and the Audit & Supervisory Board Members and Audit & Supervisory Board which supervises the execution of Director duties. The entire Panasonic Group endeavors to establish and strengthen this structure as an effective system.

2) Corporate governance structure

i) Board of Directors

The Board of Directors entrusts authority to the operating companies, and achieves a fast-moving decision-making process centered on the operating companies. It also decides the Group's medium- and long-term strategies and important Group matters, and concentrates on Group direction through Group governance and risk management, in order to make important decisions for the Group and conduct sound and suitable monitoring.

The term of each Director is limited to one (1) year and all Directors are reelected at an annual general meeting of shareholders. The structure of the Board of Directors makes it possible to appropriately apply the decisions of shareholders to management. The Board of Directors is composed of thirteen (13) Directors (of which two (2) are women). With consideration for the skills required by the Company's Board of Directors, it seeks to ensure diversity of the knowledge, experience, and qualifications of the Board of Directors as a whole. Based on a policy of ensuring that one-third or more of Board of Directors Members are Outside Directors who can be expected to provide valuable opinions for decisions related to operations and supervision of Director duties based on their extensive careers outside the Company and high levels of knowledge, as of March 31, 2025, six (6) Outside Directors have been appointed.

Chairperson of the Board who is not involved in execution of business takes on the position of a chairperson^(Note).

(Note) In the event that the company proposal to elect Directors in Bill No. 2 is adopted at this General Meeting of Shareholders, Outside Directors will account for a majority of all Board of Directors members. At the Board of Directors meeting that will be held on the same day following the conclusion of this General Meeting of Shareholders, the chairperson will be elected from among the Outside Directors.

The principal agenda of the fiscal 2025 Board of Directors was as follows. During this fiscal year, time was allocated focusing on discussion of Group management reforms and the business portfolio. Opportunities for discussion were created outside Board of Directors meetings as well, and the Board exercised its supervisory functions.

<Principal agenda>

- Group management reforms
- Progress of business portfolio management
- Strategy reports for business in key investment areas
- Investment in an automotive battery plant in the U.S. state of Kansas
- Strategic capital alliances and new company establishment for the projector business and other businesses of Panasonic Connect Co., Ltd.
- Measures to strengthen corporate governance, including appointing an independent Outside Director as chairperson of the Board of Directors
- Dialogue and engagement with shareholders
- Introduction of malus and clawback provisions for Executive Officer remuneration
- Measures for risk management
- Measures for Group compliance
- Reporting of investigation into Group quality compliance
- Sustainability strategy
- Cyber security initiatives
- Significance of ownership of cross-shareholdings
- Audit policy and audit reports

ii) Audit & Supervisory Board Members and Audit & Supervisory Board

In order to contribute to the sound and sustainable growth and improvement in mid- to long-term corporate value of the Group, the Audit & Supervisory Board is responsible for a part of corporate governance as an independent agency contracted by the shareholders in order to establish a high-quality corporate governance system and ensure sound management and trust from society. As of March 31, 2025, the Audit & Supervisory Board is composed of five (5) members (of which one (1) is a woman). Two (2) of these

members are Senior Audit & Supervisory Board Members (full-time) who were selected from executive directors or equivalent positions and who are highly familiar with company operations, and are capable of visiting actual worksites and exercising investigative authority to understand the actual conditions of operations. Of these, one (1) has considerable knowledge related to financial and accounting matters. Three (3) Outside Audit & Supervisory Board Members have been appointed, consisting of a business manager, lawyer, and certified public accountant who are capable of effectively supervising the execution of Director duties based on their advanced expertise, extensive careers, and high levels of knowledge.

iii) Nomination and Compensation Advisory Committee

The Company has established a voluntary Nomination and Compensation Advisory Committee. Upon receiving inquiries from the Board of Directors, the Committee deliberates on the results of internal reviews regarding the nomination of candidates for Director, Audit & Supervisory Board Member, Executive Officer, President of the operating companies, and Outside Director of the operating companies, and also on the appropriateness of the remuneration system for Directors, Executive Officers, Presidents of the operating companies, and Outside Directors of the operating companies, and of the amount and content of remuneration for each individual. In addition, the Committee discusses the succession plan for the Group CEO, Executive Officers, and Presidents of the operating companies, and conducts monitoring of successor candidates. The Committee members can suggest when the Group CEO should be replaced.

This Committee met nine times in fiscal 2025, discussing or confirming the following primary matters.

- Succession plans for the Group CEO
- Successor candidates for the Group CEO, Executive Officers, and Presidents of operating companies
- Results from internal consideration of Director and other candidates
- Standard guidelines for dismissal or declining to reappoint a Director, Executive Officer, or President of an operating company
- Remuneration system, etc. for Directors, Executive Officers, and Presidents of operating companies

The contents of discussions by this Committee regarding the approach to the candidates and remuneration system of Directors, Executive Officers, and Presidents of operating companies, are reported to the Board of Directors.

As of March 31, 2025, the Committee is composed of five (5) members, Outside Director Michitaka Sawada (chairperson, attendance rate 100%), Outside Director Shinobu Matsui (attendance rate 100%), Outside Director Kazuhiko Toyama (attendance rate 78%), Chairperson of the Board Kazuhiro Tsuga (attendance rate 100%), and Representative Director, President Yuki Kusumi (attendance rate 100%). The Company has enhanced the objectivity and transparency of the Committee, by ensuring that it is chaired by an Outside Director and that Outside Directors constitute a majority of its membership.

3) Conducting and utilizing the evaluation of the Board of Directors effectiveness

The Company conducts an annual survey to evaluate the effectiveness of the Board of Directors to all the Board members who attend the Board of Directors meetings. The results are reported at the Board of Directors meetings as one of the agenda items, and issues and improvement measures raised by the members of the Board of Directors are discussed. Based on the results of these discussions, the Company continuously builds up a PDCA cycle by considering and implementing measures to improve the structure and operation of the Board of Directors, leading to improvement of the effectiveness of the Board of Directors and strengthening of governance.

i) Important fiscal 2025 measures based on the effectiveness evaluation in the previous fiscal year

The following are the primary measures that were carried out in fiscal 2025.

- Discussion focused on Group management reforms and the business portfolio, and time outside of Board of Directors meetings was also actively used for discussion.
- Reporting of dialogue and engagement with shareholders to the Board of Directors was reinforced, and was also used to discuss Group management reforms.
- Monitoring was conducted of business in key investment areas of the Group.

ii) Fiscal 2025 evaluation of the Board of Directors effectiveness

The Company has reviewed the timing for conducting evaluations of Board of Directors effectiveness, and has decided to conduct them from March to May of each year to match the cycle of Director terms of office. The approach to evaluations of the Board of Directors effectiveness was also discussed by a committee of Outside Directors and Audit & Supervisory Board Members, and was reviewed based on the opinion that focusing on interviews would be more effective than the current system of quantitative measurement using four evaluation levels.

During fiscal 2025, it was decided to carry out interviews and also use a free answer survey in order to conduct the interviews effectively. An overview of the survey is as shown below.

- Survey period: Late March 2025 - Mid April 2025
- Survey subjects: Directors, Audit & Supervisory Board Members, Executive Officers in attendance
- Survey format: Total three questions (free answer format)

- Items of the survey:
 - (1) Positive points looking back on the fiscal 2025 Board of Directors
 - (2) Points that require improvement in strategic discussions during fiscal 2026, and points where discussion was felt to be inadequate
 - (3) Concerning the fiscal 2026 priority agenda

After collecting the survey results, interviews will be conducted of Board of Directors members based on the response contents. Based on the interview results, issues and improvement measures for the Board of Directors will be discussed, and the Board of Directors operating policy for fiscal 2026 will be decided.

4) Evaluation of Audit & Supervisory Board effectiveness

Duties of the Company's Audit & Supervisory Board Members included attendance at Board of Directors Meetings, monitoring the status of supervising execution of Director duties, and stating opinions when recognized as necessary. In addition, the decision-making process for important Group matters and the conditions of discussion at important meetings were checked, and the status of execution of duties by the President and Chief Executive Officer, Presidents of the operating companies, and functional top management was monitored. Audit & Supervisory Board Members participated in the quarterly ERM Committee meeting, and attended as observers at the quarterly Internal Audit Committee meeting which is the controlling institution for internal audit functions. In addition to receiving reports of the results of audits and other information from the internal auditing group, the Audit & Supervisory Board Members, internal auditing group, and Accounting Auditors all met together to exchange information on matters such as risk assessments and plans for visits at the start of the year, as well as changes in the audit contents, identified items, and risk assessments, and engaged in other audit and supervisory activities intended to strengthen Group governance.

At the Audit & Supervisory Board meetings, based on the system of independent action, Audit & Supervisory Board Members who have different expertise and knowledge openly discuss the contents of the above audit and supervisory activities, and form opinions and other information to be delivered to the Board of Directors and executive divisions.

In order to continually improve the effectiveness of audit and supervisory activities, the Audit & Supervisory Board conducts an evaluation of Audit & Supervisory Board effectiveness at the end of each fiscal year. In addition to a quantitative evaluation of effectiveness based on a total of 40 evaluation items from perspectives such as action based on Corporate Governance Code, the effectiveness evaluation identified specific issues proposed by each Audit & Supervisory Board Member, and worked to identify items for improvement. Issues and improvements proposed by Audit & Supervisory Board Members are discussed and the action to be taken is decided. The results are applied to the Audit Plan for the following fiscal year.

In fiscal 2025, when the Audit & Supervisory Board conducted interviews regarding the status of duty execution with the President, Presidents of operating companies, and others, it received reports focused on the subjects proposed in advance by the Audit & Supervisory Board, then secured sufficient time to focus on exchange of opinions and questioning in order to make discussions more effective. Outside Audit & Supervisory Board Members accompanied visiting audits conducted by Audit & Supervisory Board Members, and implemented measures such as conducting audits of operating conditions from wide-ranging perspectives, working to improve the effectiveness of the Audit & Supervisory Board.

The Audit & Supervisory Board discussed the results of the effectiveness evaluation that was conducted at the end of fiscal 2025 and concluded that "it is functioning effectively." For issues and other matters which were identified at discussions, measures in response will be decided and continual efforts will be made to improve the effectiveness of the Audit & Supervisory Board.

* For the independence standards for the Company's Outside Directors and Audit & Supervisory Board Members and the remuneration policy for Directors and Audit & Supervisory Board Members, please see "Overview of the Independence Standards for Outside Directors / Audit & Supervisory Board Members" in the convocation notice (page 18) and "4. (5) 1. Remuneration Policy, etc." in the Business Report (pages 41 to 43), respectively.

(2) Systems for Ensuring the Properness of the Company's Operations

The Company's Board of Directors has established the following basic policy regarding the Group internal control systems.

- 1) System for ensuring the properness of operations across the Panasonic Group and reports from the subsidiaries of the Company
Based on its management philosophy, the Company shall establish basic policies and regulations applicable to all the Panasonic Group companies, and shall ensure the full-fledged autonomous management by operating companies (including subsidiaries under the supervision of such operating companies; collectively "Operating Companies" and the same shall apply hereinafter) and other subsidiaries of the Company through appropriate delegation of authority to the said Operating Companies and other subsidiaries, and by developing reporting system to the Company. Based on these policies and rules, Operating Companies and other subsidiaries of the Company shall develop their own rules and other systems to ensure the appropriateness of operations in the Panasonic Group.
- 2) System for ensuring legal compliance in the performance of duties by the Panasonic Group's Directors and employees
The Company, Operating Companies and other subsidiaries of the Company shall ensure legal compliance in the performance of duties by Directors and employees within the Panasonic Group, by effective corporate governance systems including an appropriate monitoring system, as well as by ensuring total compliance awareness throughout the Panasonic Group.
- 3) System for retention and management of information pertaining to the performance of Directors' duties
The Company shall properly retain and manage information on the performance of Directors' duties in accordance with all applicable laws and regulations and the internal rules of the Company.
- 4) System for ensuring efficiency of the performance of duties by the Panasonic Group's Directors
The Company shall ensure the efficiency in the performance of duties by the Panasonic Group's Directors by making the group-wide management strategies and promoting full-fledged autonomous management by Operating Companies and other subsidiaries of the Company.
- 5) Systems related to management of the risk of loss of the Panasonic Group
The Company shall establish the group-wide risk management rules. The Company, Operating Companies and other subsidiaries of the Company shall identify and assess risks that may affect the business management, and select material risks. The Company, Operating Companies and other subsidiaries of the Company shall ensure to make continuous improvement by taking measures against the selected material risks and monitoring the progress.
- 6) Employees who assist Audit & Supervisory Board Members in auditing, and such employees' independence from Directors
The Company shall establish a body independent from Directors, tasked with enhancing the effectiveness of audits by Audit & Supervisory Board Members and facilitating the smooth performance of audits.
- 7) Ensuring effectiveness of instructions given by Audit & Supervisory Board Members to employees who assist Audit & Supervisory Board Members
Staff members assisting the Audit & Supervisory Board Members, while still subject to the internal rules of the Company, shall be under the instruction and supervision of the respective Audit & Supervisory Board Members, and personnel-related matters shall be undertaken upon prior discussion with Audit & Supervisory Board Members.
- 8) System for Directors, Audit & Supervisory Board Members, employees and other staffs within the Panasonic Group to report to the Company's Audit & Supervisory Board Members
The Company shall ensure opportunities and systems that enable Directors, employees and other staffs of the Company to properly report to the Company's Audit & Supervisory Board Members, and moreover shall ensure opportunities and systems that enable Directors, Audit & Supervisory Board Members, employees and other staffs of Operating Companies and other subsidiaries of the Company and those who receive reports from the aforementioned, to report to the Company's Audit & Supervisory Board Members.
- 9) System for ensuring that parties who have reported to Audit & Supervisory Board Members do not incur unfavorable treatment as a consequence of such reporting
In ensuring the opportunities and systems provided in the preceding paragraph, the Company shall make sure that the persons who have duly reported do not incur unfavorable treatment as a consequence of such reporting.
- 10) Policy on management of expenses and debt incurred in execution of Audit & Supervisory Board Member duties
The Company shall calculate budgets on an annual basis for expenses arising with respect to the execution of duties of Audit & Supervisory Board Members to ensure effectiveness of audits, and moreover shall provide prepayment or reimbursement in accordance with laws and regulations with respect to expenses incurred beyond amounts budgeted.
- 11) Other systems for ensuring effective performance of audits by the Audit & Supervisory Board Members
The Company shall develop a system enabling effective performance of audits, including mutual cooperation with the accounting auditors, the internal auditing group and Audit & Supervisory Board Members of the Operating Companies and of other subsidiaries of the Company, in accordance with the Audit Plan established by the Audit & Supervisory Board Members each year.

Status of Basic Policy Implementation in the Company

- 1) System for ensuring the properness of operations across the Panasonic Group and reports from the subsidiaries of the Company
 - The Company ensures that basic policy for internal control systems is fully implemented by Group companies, and disseminates relevant information among Group companies. Initiatives to that end include: implementing the “Panasonic Group Code of Ethics & Compliance,” the “Basic Rules for Group Compliance,” and the “Rules of Approval for Decision-Making in Important Matters”; establishing group-wide regulations; dispatching Directors and Audit & Supervisory Board Members to Group companies and exercising the Company’s shareholder rights thereof; establishing rules of governance that are to be observed by Group companies; conducting regular operational audits, internal control audits, and compliance audits of Group companies through the internal auditing group; and sharing and disseminating information on business objectives through management policy announcements.
 - The framework described above ensures the properness of operations, thereby enabling the Panasonic Group to establish the internal controls necessary for financial reporting based on the Financial Instruments and Exchange Act.
- 2) System for ensuring legal compliance in the performance of duties by the Panasonic Group’s Directors and employees
 - i) System for ensuring legal compliance in the performance of Directors’ duties
 - The Company has established internal rules such as the Panasonic Group Code of Ethics & Compliance, the Board of Directors Rules, and the Executive Officer Rules, and endeavors to ensure that its Directors act in accordance with laws, regulations and the Company’s Articles of Incorporation. Additionally, when Directors assume their positions, the Company provides them with opportunities to acquire the knowledge necessary to fulfill their roles and obligations, and during their terms of office it continues to provide Directors with opportunities to acquire the knowledge they need, including presentations on management and compliance by external experts as required.
 - The Company strengthens its supervisory functions by ensuring that at least one-third of the Board of Directors’ members are Outside Directors, and by providing opportunities for the Outside Directors to actively communicate through Board of Directors’ meetings and other such occasions. Moreover, the Company has also established a voluntary body, the Nomination and Compensation Advisory Committee which is chaired by an Outside Director and a majority of its members are also Outside Directors, to ensure objectivity and transparency in the process of determining the nomination and remuneration of Directors.
 - The Company continues to aim for further enhancement in the effectiveness of the Board of Directors, and as part of its efforts, it conducts an annual questionnaire survey and interviews of members of the Board of Directors and Audit & Supervisory Board. The results and evaluations are reported at the Board of Directors meetings, and the Company reviews the opinions received and implements appropriate measures for improvement accordingly.
 - Audits are conducted by Audit & Supervisory Board Members and the Audit & Supervisory Board. In addition, seventeen (17) full-time Audit & Supervisory Officers of the Operating Companies and the divisional companies of each Operating Company report directly to the Company’s Audit & Supervisory Board, and duties are carried out in coordination with the Audit & Supervisory Officers at Panasonic Group companies including Operating Companies.
 - The Company has established the rule of the prevention of relationships with anti-social forces, aiming to resolutely prevent any association with anti-social forces (such as organized criminal networks), and has obtained written pledges for compliance with the rule. The Board of Directors Rules and the Executive Officer Rules also stipulate and confirm clearly to prevent any such association with anti-social forces.
 - ii) System for ensuring compliance with applicable laws in the performance of employees’ duties
 - The Company has established the Basic Rules for Group Compliance that clarify the basic matters related to compliance and the roles and responsibilities of the Panasonic Group.
 - The Company has established internal rules such as the Panasonic Group Code of Ethics & Compliance and implements compliance initiatives and various awareness-building activities such as trainings tailored to specific employee levels and e-learnings, for its employees including Group companies.
 - The Company seeks to detect improper acts at an early stage through “operational audits,” “internal control audits,” and “compliance audits,” and by operating a global hotline that is available in multiple languages, in addition to other measures. In addition, the “Panasonic Group Code of Ethics & Compliance” and the “Rules on the Prohibition of Retaliatory Behavior against Whistleblowers, and Others” stipulate that whistleblowers shall be protected from any retaliation as a consequence of having used the hotline or other means to report violations of laws or regulations, or concerns otherwise in that regard.
 - The Company has been stepping up its efforts to implement fair business practices emphasizing compliance and taking measures to react to its changing business environments accordingly by establishing organizations that perform the functions of promoting compliance and conducting compliance audit, handling business legal affairs, risk management, and administration of corporate governance.
 - The Company has established the rule of the prevention of relationships with anti-social forces, aiming to resolutely prevent any association with anti-social forces (such as organized criminal networks), and has obtained written pledges for compliance with the rule. The Employee Work Regulation clearly stipulates and confirms the prevention of any such association with anti-social forces. The Company has also established the Group-wide management system to thoroughly prevent any relationships with anti-social forces, by establishing the Business Conduct Committee and assigning persons-in-charge for preventing undue claims.

- 3) System for retention and management of information pertaining to the performance of Directors' duties
 - The minutes of meetings of the Board of Directors are prepared after each meeting of the Board of Directors and retained permanently by the section responsible for administration relating to the Board of Directors. Records of approval by the President are also retained permanently by the responsible department.
- 4) System for ensuring efficiency of the performance of duties by the Panasonic Group's Directors
 - The Company expedites decision-making through the Rules of Approval for Decision-making in Important Matters, the clarification of roles between Directors and Executive Officers, the delegation of authority to Operating Companies, the holding of the Group Management Meeting and the PHD Strategy Meeting, and the implementation of an IT system that ensures the rapid and accurate collection and transmission of important management information.
 - The Company plans and implements measures to achieve the business goals it sets based on its business strategies by confirming and examining the status of progress towards the goals at the time of monthly settlement of accounts.
- 5) Systems related to management of the risk of loss of the Panasonic Group
 - The Panasonic Group conducts appropriate countermeasures and risk-taking in response to risks that may affect achievement of its business objectives in order to strengthen competitiveness in the markets facing each business, and to achieve continual and stable growth of the overall Group.
 - Based on the "Basic Rules for Risk Management," the Panasonic Group establishes and operates a group-wide risk management process based on a promotion system led mainly by the PHD Enterprise Risk Management Committee (PHD ERM Committee).
 - The Panasonic Group identifies the risks in the light of changes in external and internal factors and decides an order of priority for the risks that should be addressed from the perspectives of Panasonic Group management and business strategies and its social responsibilities once a year. The responsible department formulates and implements countermeasures for the major risks, and conducts monitoring to verify the effectiveness of risk controls. These activities are regularly reported to the Board of Directors and the Group Management Meeting, and internal audit themes are also determined by risk-based approach.
 - Each operating company group establishes and operates, a risk management promotion system and process in accordance with the same framework.
 - When a risk has occurred or may occur in relation to the business activities of the Panasonic Group which may result in harm to people's life or health, negative effects on society, loss of Panasonic Group credit or trust, interference with business continuity, or loss of assets, an emergency response system is established according to the scale of the risk, and measures are taken to address the risks in order of priority and through appropriate organizational means.
- 6) Employees who assist Audit & Supervisory Board Members in auditing, and such employees' independence from Directors
 - The Company has established the Audit & Supervisory Board Member's Office whose dedicated staff is under the direct control of the Audit & Supervisory Board and separate from any operating function of the Company's business. The Company assigns Audit & Supervisory Board Member assistant staff members who possess appropriate capabilities and knowledge as required by Audit & Supervisory Board Members.
- 7) Ensuring effectiveness of instructions given by Audit & Supervisory Board Members to employees who assist Audit & Supervisory Board Members
 - Respective Audit & Supervisory Board Members issue instructions to their staff members, and those staff members accordingly assist Audit & Supervisory Board Members in performing their duties.
 - The Company consults with Audit & Supervisory Board Members in advance of undertaking personnel-related matters, including employee transfers and other affairs involving staff members who assist Audit & Supervisory Board Members.
- 8) System for Directors, Audit & Supervisory Board Members, employees and other staffs within the Panasonic Group to report to the Company's Audit & Supervisory Board Members
 - Directors, employees and other staffs of the Company and Group companies report on business operations and other issues at respective regular meetings held by Audit & Supervisory Board Members and other such occasions, and also report as necessary at other important meetings with Audit & Supervisory Board Members, where their attendance has been requested. Moreover, Audit & Supervisory Board Members of Group companies report as necessary to the Company's Audit & Supervisory Board Members regarding content of reports at respective Group companies. Audit & supervisory officers conduct inquiries at respective Operating Companies regarding business operations and issues at such Operating Companies, and report such matters as necessary to the Company's Audit & Supervisory Board Members.
 - The Company has established an Audit Report System by which employees of the Company and Group companies directly report to the Company's Audit & Supervisory Board about concerns related to improper acts by Directors and Executive Officers of the Group or related to the possible illegality of carrying out official duties.
- 9) System for ensuring that parties who have reported to Audit & Supervisory Board Members do not incur unfavorable treatment as a consequence of such reporting
 - The Audit Report System enables parties to report matters anonymously, while the Panasonic Group Code of Ethics & Compliance and the Rules on the Prohibition of Retaliatory Behavior against Whistleblowers, and Others ensure that whistleblowers shall not be subject to unfavorable treatment as a consequence of such reporting.
- 10) Policy on management of expenses and debt incurred in execution of Audit & Supervisory Board Member duties

- To ensure effectiveness of audits, the Company calculates preliminary budgets with respect to anticipated expenses required by Audit & Supervisory Board Members in executing their duties, in accordance with the Audit & Supervisory Board Member Auditing Standards.
 - The Company also provides pre-payment or reimbursement for expenses paid under urgent or extraordinary circumstances in accordance with laws and regulations.
 - In making payment of audit expenses, Audit & Supervisory Board Members are required to remain mindful of efficiency and appropriateness in that regard.
- 11) Other systems for ensuring effective performance of audits by the Audit & Supervisory Board Members
- Monthly reports and liaison meetings are held with audit & supervisory officers of the Operating Companies dispatched by the Audit & Supervisory Board Members' Office.
 - The Company has established and operates the Panasonic Group Audit & Supervisory Board Members' Meeting chaired by the Company's Senior Audit & Supervisory Board Member, in order to facilitate cooperation among the Audit & Supervisory Board Members of the Company, the audit & supervisory officers of the Operating Companies, and Audit & Supervisory Board Members of Group companies.
 - Representative Directors and Audit & Supervisory Board Members exchange opinions regularly and whenever necessary. Moreover, respective departments cooperate in implementing visiting audits of business offices inside and outside Japan conducted by Audit & Supervisory Board Members. Internal auditing groups also cooperate to enhance the effectiveness of audits carried out by Audit & Supervisory Board Members through collaboration with Audit & Supervisory Board Members, including reporting as appropriate to the Audit & Supervisory Board Members.
 - When the accounting auditors formulate their audit plans, perform quarterly reviews, and conduct final audits, the Audit & Supervisory Board Members hold regular meetings with the accounting auditors at which they receive explanations and reports, and exchange opinions with the accounting auditors as necessary.

(3) Policy on Control of the Company

1) Efforts to enhance corporate value of the Company

The Company, since its establishment, has been operating its business under the Basic Business Philosophy, centering on “contributing to the progress and development of society and the well-being of people worldwide through its business.” Going forward, the Company will continue to face social issues head-on in order to achieve an ideal society with affluence both in matter and mind through its business, and it aims to further create new value. The Company will also continue to address various societal issues squarely, including global environmental issues, and to pursue to make greater contribution to the development of society and the resolution of these issues. The Company believes these initiatives will lead to further improvement of business competitiveness, and through which, it will strive to continuously enhance its corporate value by providing value that satisfies all stakeholders, including shareholders, investors, customers, business partners, and employees.

2) Measures against large-scale purchase

The Company has a basic policy that shareholders should make the final decision in the event that a large-scale purchase of the Company’s shares is offered, regarding whether or not the offer should be accepted. However, in such cases, there is a possibility that shareholders might not be provided with sufficient information required to make appropriate decisions, and a concern that corporate value and shareholder interest might be significantly damaged.

The Company will take appropriate measures within the scope permitted by the Financial Instruments and Exchange Act, the Companies Act, and other related laws and regulations, including requesting any party proposing a large-scale purchase of the Company’s shares to provide sufficient information necessary to assist shareholders in making appropriate decisions, expressing or disclosing opinions or other statements from the Board of Directors, and endeavoring to secure sufficient time for shareholders to consider the proposed purchase. Before the Board of Directors’ opinions or other statements are expressed or disclosed, the Company will set up a special committee, in general comprised of Outside Directors, to ensure transparency of the contents, and the Board of Directors will consult this committee regarding its opinion and treat the committee’s report with the utmost respect.

(4) Policy on Appropriation of Retained Earnings for Dividend Payments, etc.

Since its foundation, the Company has managed its business, recognizing that returning profits to shareholders is one of its most important policies. From the perspective of return on the capital investment made by shareholders, the Company, in principle, distributes profits to shareholders based on its business performance and strives for stable and continuous dividend payments. We target a dividend payout ratio of approximately 30% with respect to consolidated net profit attributable to Panasonic Holdings Corporation stockholders. Regarding the repurchase of treasury stock, the Company fundamentally repurchases its own shares where appropriate, while comprehensively taking into consideration strategic investments and its financial condition to increase shareholder value per share and return on capital.

In view of this basic policy as well as its current financial position, the Company expects to pay an annual dividend of ¥48 per share for fiscal 2025, an increase of ¥13 from the previous fiscal year. This dividend includes the interim dividend of ¥20 per share paid on December 2, 2024 and a year-end dividend of ¥28 per share.

In fiscal 2025, the Company did not repurchase its treasury stock except for acquiring shares of less than one trading unit and other minor transactions.

Consolidated Financial Statements

The consolidated financial statements of Panasonic Holdings Corporation (the "Company") are prepared in conformity with International Financial Reporting Standards (IFRS).

Consolidated Statement of Financial Position

(As of March 31, 2025)

(millions of yen)

Assets

Current assets

3,615,479

Cash and cash equivalents.....	847,561
Trade receivables and contract assets	1,316,172
Other financial assets	165,475
Inventories	1,022,225
Other current assets	264,046

Non-current assets

5,727,712

Investments accounted for using the equity method	497,393
Other financial assets	185,686
Property, plant and equipment	1,902,256
Right-of-use assets	281,148
Goodwill and intangible assets	2,003,502
Other non-current assets.....	857,727

Total assets

9,343,191

(millions of yen)

Liabilities

Current liabilities	2,682,753
Short-term debt, including current portion of long-term debt	107,239
Lease liabilities.....	61,682
Trade payables.....	1,042,509
Other payables and accrued expenses	463,464
Other financial liabilities	125,459
Other current liabilities	882,400
Non-current liabilities	1,785,609
Long-term debt	1,172,581
Lease liabilities.....	226,741
Other financial liabilities	56,611
Other non-current liabilities	329,676
Total liabilities	4,468,362
Equity	
Panasonic Holdings Corporation stockholders' equity	4,694,421
Common stock.....	259,566
Capital surplus	507,956
Retained earnings.....	3,318,079
Other components of equity.....	817,846
Treasury stock.....	(209,026)
Non-controlling interests	180,408
Total equity	4,874,829
Total liabilities and equity	9,343,191

Consolidated Statement of Profit

(From April 1, 2024 to March 31, 2025)

	(millions of yen)
Net sales	8,458,185
Cost of sales	(5,829,569)
Gross profit	2,628,616
Selling, general and administrative expenses	(2,161,393)
Share of profit (loss) of investments accounted for using the equity method	19,956
Other income (expenses), net	(60,689)
Operating profit	426,490
Finance income	88,525
Finance expenses	(28,726)
Profit before income taxes	486,289
Income taxes	(101,893)
Net profit	384,396
Net profit attributable to:	
Panasonic Holdings Corporation stockholders	366,205
Non-controlling interests	18,191

Consolidated Statement of Changes in Equity

(From April 1, 2024 to March 31, 2025)

(millions of yen)

	Common stock	Capital surplus	Retained earnings	Other components of equity	Treasury stock	Panasonic Holdings Corporation stockholders' equity	Non-controlling interests	Total equity
Balances as of April 1, 2024	259,445	508,274	3,037,982	947,512	(209,137)	4,544,076	177,827	4,721,903
Comprehensive income								
Net profit	–	–	366,205	–	–	366,205	18,191	384,396
Remeasurements of defined benefit plans	–	–	–	(12,792)	–	(12,792)	305	(12,487)
Financial assets measured at fair value through other comprehensive income	–	–	–	(13,765)	–	(13,765)	(1,873)	(15,638)
Exchange differences on translation of foreign operations	–	–	–	(108,385)	–	(108,385)	(766)	(109,151)
Net change in fair value of cash flow hedges	–	–	–	8,194	–	8,194	56	8,250
Total comprehensive income (loss)	–	–	366,205	(126,748)	–	239,457	15,913	255,370
Transfer to hedged non-financial assets	–	–	–	(1,483)	–	(1,483)	–	(1,483)
Transfer from other components of equity to retained earnings	–	–	1,435	(1,435)	–	–	–	–
Cash dividends	–	–	(87,543)	–	–	(87,543)	(20,768)	(108,311)
Changes in treasury stock	–	(0)	–	–	(40)	(40)	–	(40)
Share-based payment transactions	121	(10)	–	–	151	262	–	262
Transactions with non-controlling interests and other	–	(308)	–	–	–	(308)	7,436	7,128
Balances as of March 31, 2025	259,566	507,956	3,318,079	817,846	(209,026)	4,694,421	180,408	4,874,829

Notes to Consolidated Financial Statements

Basis of Presentation of Consolidated Financial Statements

1. Accounting standard applied to Consolidated Financial Statements

The Company prepares its consolidated financial statements on the basis of International Financial Reporting Standards ("IFRS"), in compliance with Article 120, Paragraph 1 of the Ordinance of Companies Accounting. However, in compliance with the second sentence of Article 120, Paragraph 1 of the Ordinance of Companies Accounting, certain disclosures and notes required on the basis of IFRS are omitted.

2. Scope of Consolidation and Application of the Equity Method

- (1) Number of consolidated subsidiaries
500
- (2) Number of companies under the equity method
63

As described in "Notes on transfer of business, etc." in the Other Notes, Panasonic Automotive Systems Co., Ltd. and 20 other companies under its umbrella ceased to be consolidated subsidiaries of the Company on December 2, 2024.

3. Significant Accounting Policies

(1) Financial assets

1) Non-derivative financial assets

(i) Initial recognition and measurement

Financial assets are initially recognized on the trade date or the date when the transaction was executed and are classified into either financial assets measured at amortized cost or financial assets measured at fair value upon the initial recognition. The equity instruments measured at fair value are in principle designated as financial assets measured at fair value through other comprehensive income.

These financial assets, except for financial assets measured at fair value through profit or loss, are measured in principle at the fair value plus transaction costs directly attributable to these financial assets on the trade date or the date when the transaction was executed.

(ii) Subsequent measurement

The financial assets classified as measured at amortized cost are measured at amortized cost using the effective interest method, while interests thereon are recognized as finance income in profit or loss. For the financial assets measured at fair value, except for those measured at fair value through profit or loss, changes in fair value are in principle recognized in other comprehensive income, and the cumulative gain or loss is transferred to retained earnings when the assets are derecognized. However, dividend income is recognized as finance income in profit or loss.

For financial assets measured at amortized cost, an amount equivalent to the expected credit losses for 12 months or an amount equivalent to the expected credit losses for the whole period is recognized as allowance for doubtful receivables in principle depending on whether or not there is a significant increase in the credit risk at the end of the fiscal year since initial recognition. For trade receivables and contract assets, etc., however, an amount equivalent to the expected credit losses for the whole period is recognized as allowance for doubtful receivables at all times.

The amount of the expected credit losses is calculated as the difference between the present value of the estimated future cash flows discounted at the original effective interest rate for these financial assets and its carrying amount.

Allowance for doubtful receivables is recognized in profit or loss. If an event arises subsequently that reduces the allowance for doubtful receivables, the previously recognized allowance is reversed through profit or loss.

2) Derivatives

Derivatives are initially recognized at fair value at the time when the contract is entered into, and measured at fair value thereafter. Changes in fair value are recognized in profit or loss; however, the effective portion of changes in fair value of derivatives designated as hedging instruments in a qualifying cash flow hedge relationship is recognized in other comprehensive income.

(2) Inventories

Inventories are measured at the lower of cost and net realizable value. Cost is principally calculated on an average basis. Net realizable value is the estimated selling price less the estimated cost of completion and the estimated costs necessary to make the sale.

(3) Property, plant and equipment

Property, plant and equipment are measured at cost at the initial recognition and are depreciated using the straight-line method over their estimated useful lives. The depreciation method, estimated useful lives and residual values are reviewed at the end of each fiscal year and revised as necessary.

- (4) **Goodwill and intangible assets**
Goodwill is measured as the excess of the total of consideration transferred, amount of non-controlling interests in the acquiree and fair value of the equity interest in the acquiree previously held by the acquirer over the net amount of identifiable assets acquired and the liabilities assumed on the acquisition date.
Intangible assets are measured at cost when such assets are acquired individually, and measured at fair value when acquired as part of a business combination, at the initial recognition. Intangible assets with definite useful lives are amortized using the straight-line method over their estimated useful lives. Intangible assets with indefinite useful lives are not amortized, but measured at the acquisition costs less accumulated impairment losses. The depreciation method and estimated useful lives are reviewed at the end of each fiscal year, and revised as necessary.
- (5) **Impairment of non-financial assets**
Non-financial assets other than inventories, deferred tax assets, etc. with definite useful lives are assessed at the end of each fiscal year to determine whether there is any indication of impairment in each asset or cash-generating unit. If any such indication exists, the recoverable amount of the asset or the cash-generating unit is estimated and the impairment test is performed by comparing the recoverable amount against its carrying amount. The recoverable amount is calculated using the higher of either the amount of value in use, measured by the discounted cash flow method, or the amount of fair value less costs of disposal, measured principally by the discounted cash flow method and the comparable listed company analysis method. Under the discounted cash flow method, the estimated amount of future cash flows based on the most recent business plan approved by the Board of Directors are discounted to the present value. The period of the future projection is established based on the period of the business plan after reflecting past experience and verifying its consistency with external information. The discount rate is calculated based on a weighted average cost of capital determined for each cash-generating unit, and the growth rate is determined in view of the long-term average growth rates of the markets or countries to which each cash-generating unit belongs.
In terms of goodwill and intangible assets with indefinite useful lives, regardless of whether or not there are indications of impairment, an impairment test is performed at least annually, or more frequently whenever an indication of impairment becomes apparent.
If the recoverable amount of an asset or a cash-generating unit is below its carrying amount, the carrying amount is reduced to the recoverable amount, and the difference is recognized as an impairment loss in profit or loss.
- (6) **Provisions**
Provisions are recognized when the Company or its consolidated subsidiary has present legal or constructive obligations arising from past events, it is probable that outflows of resources embodying economic benefits will be required to settle the obligations, and the amount of obligation can be estimated reliably. When the effect of time value of money is material, provisions are measured by discounting the expenses expected to be necessary for settlement of obligations to the present value.
- (7) **Employee benefits**
The Company and its consolidated subsidiaries maintain defined benefit plans and defined contribution plans. The present value of obligations under the defined benefit plan and the service cost are calculated based on the actuarial calculations using the projected unit credit method. In addition, the funded status, which is the difference between the fair value of the plan assets and the obligations under the defined benefit plan projected based on the actuarial calculations is presented as an asset or a liability in the consolidated statement of financial position. The ceiling of the amount recorded as assets based on this calculation is the present value of any future economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan. The adjustments due to re-measurements of the present value of obligations under the defined benefit plan and the fair value of the plan assets are recognized in other comprehensive income and immediately transferred to retained earnings. The present value of obligations under the defined benefit plan is calculated by discounting future estimated benefit payments and the discount rate is determined by reference to market yields on high quality corporate bonds at the end of the fiscal year, which reflect the estimated timing and amount of future benefit payments.
Service cost and net interest on the net defined benefit liability or asset are recognized in profit or loss. Past service cost is immediately recognized in profit or loss.
Obligations for contributions to defined contribution plans are recognized as expenses during the period when the related service is provided.
- (8) **Revenue**
Revenue is recognized based on the following five-step approach:
Step 1: Identify the contract(s) with a customer
Step 2: Identify the performance obligations
Step 3: Determine the transaction price
Step 4: Allocate the transaction price to the performance obligations
Step 5: Recognize revenue when satisfying a performance obligation
The Company is mainly engaged in sales of products such as consumer products, industrial products, manufacturing devices, and supplies. For such sales transactions, in principle, the Company recognizes revenue at the time of delivery, because the customer obtains control of the products and the Company satisfies its

performance obligation when products are delivered. The Company is also engaged in construction contracts and rendering of services. For such transactions, in principle, the Company recognizes revenue in accordance with the progress towards complete satisfaction because the Company transfers control of goods or service and satisfies its performance obligation over time.

The Company has entered into various sales arrangements with customers including a combination of products, devices, installation, maintenance or other deliverables. If such transactions meet certain criteria, the Company identifies as a separate performance obligation each promise to transfer to the customer a distinct good or service, and recognizes as revenue the amount of the transaction price allocated to each performance obligation in proportion to the stand-alone selling prices, as it satisfies each performance obligations.

The Company measures as revenue the amount of consideration to which the Company expects to be entitled in exchange for transferring promised goods or services to a customer. For transactions in which performance obligations are satisfied over time, only if the Company can reasonably measure the progress towards complete satisfaction, sales are measured using the input method based on the percentage of actual costs incurred to date to estimated total costs at the end of each reporting period. When the initial estimate of sales or progress up to the completion may be changed, the Company revises the estimate.

The Company deducts from sales certain price adjustment expenses that compensate for the decline in product prices in connection with sales to its consumer business distributors and sales rebates.

The Company determines whether it is a principal or an agent to the transaction for each contract. If the Company is determined to be a principal to the transaction, the net sales corresponding to that transaction will be presented on a gross basis, and if the Company is determined to be an agent of the transaction, the net sales corresponding to that transaction will be presented on a net basis.

(9) Government grants

Government grants are measured at fair value, when it is reasonably certain that the Company receives the grants and complies with the terms and conditions attached to the grants. Grants are recognized as profit or loss and directly deducted from the related costs over the periods in which the Company recognizes as expenses the related costs for which the grants are intended to compensate. Also, government grants related to acquisition of an asset are directly deducted from the acquisition cost of the asset.

(10) Leases

The Company recognizes a right-of-use asset representing its right to use an underlying asset over the lease term, and a lease liability representing its obligation to make lease payments, for all leases in principle. The lease term is determined as the non-cancellable period of a lease, together with periods covered by an option to extend the lease if the Company is reasonably certain to exercise that option and periods covered by an option to terminate the lease if the Company is reasonably certain not to exercise that option.

Right-of-use assets are measured at amount of the initial measurement of the lease liability adjusted for any prepaid lease payments, etc. Right-of-use assets are depreciated using the straight-line method over the lease term. Lease liabilities are initially measured at the present value of unpaid lease payments at the lease commencement date discounted using the interest rate implicit in the lease or the lessee's incremental borrowing rate. After the commencement date, lease liabilities are measured at amortized cost, and interest expenses on lease liabilities are recognized as finance expenses. With regard to short-term leases that have a lease term of 12 months or less and leases for which the underlying asset is of low value, right-of-use assets and lease liabilities are not recognized, and lease payments for these leases are recognized as expenses as incurred.

(11) Share based payments

The Company has introduced a Restricted Stock Compensation plan as an incentive plan for its Directors (excluding Outside Directors), Executive Officers and certain other officers. The compensation cost for the Restricted Stock Compensation plan is measured by reference to the fair value of the Company's common shares granted on the grant date and is recognized as expenses over the vesting period, with a corresponding increase in equity.

Certain subsidiaries have introduced Restricted Stock Unit (RSU) plan and Profits Interest Unit (PIU) plan as incentive plans for their employees and certain executive leadership members. The cost of the RSU plan and PIU plan is measured by reference to the fair value of each unit as on the grant date and recognized as expenses, considering the estimated number of units to ultimately vest and the estimated vesting period, over the period from the grant date through the date on which the units become vested, with a corresponding increase in equity. The fair value of RSUs is measured based on the enterprise value as of the grant date, with a marketability discount. The fair value of PIUs is measured based on the valuation amount calculated as of the grant date using the option pricing method, with a marketability discount. When subsequent information indicates that the estimated number of units to vest and the estimated vesting period differ from previous estimates, the estimates are revised as necessary.

(12) Non-current assets or disposal groups held for sale

Non-current assets or disposal groups are classified as held for sale, if their carrying amount is expected to be recovered principally through a sale transaction, rather than through continuing use. The asset or disposal group is considered to meet the above requirement only if its sale is highly probable within one year and it is available for immediate sale in its present condition. Non-current assets or disposal groups classified as held for sale are

measured at the lower of their carrying amount or fair value less cost to sell, and are neither depreciated nor amortized.

4. Changes in accounting policies

The Company has applied the following IFRS standards from the beginning of the current fiscal year. The application of these accounting standards has no material effect on the Company's consolidated financial statements.

IFRS standard	Title	Details of changes
IAS 1	Presentation of Financial Statements	Clarification of the classification requirements for liabilities as current or non-current Enhancement of disclosure related to non-current liabilities with restrictive covenants
IFRS 16	Leases	Clarification of the subsequent measurement requirements for lease liability in sale and leaseback transactions

5. Accounting estimates

Of the items recognized in the current year consolidated financial statements using accounting estimates, those with a significant risk of resulting in a material adjustment within the next fiscal year are set out below. Please refer to "3. Significant Accounting Policies" for more details on the estimation method of certain of these estimates.

- Recoverability of deferred tax assets (deferred tax assets of ¥398,548 million included in Other non-current assets)
- Impairment of non-financial assets (property, plant and equipment of ¥1,902,256 million, right-of-use assets of ¥281,148 million, and goodwill and intangible assets of ¥2,003,502 million)
- Obligations under the defined benefit plan (retirement benefit assets of ¥84,547 million included in Other non-current assets, and retirement benefit liabilities of ¥44,222 million included in Other non-current liabilities)

For deferred tax assets, the recoverability is assessed mainly based on the timing and amount of estimated future taxable income derived from the business plans. The business plans include certain key assumptions such as future market trends. Changes in these assumptions due to changes in uncertain future economic conditions, among others, may have a material effect on the recoverability of deferred tax assets.

For non-financial assets, the recoverable amount of non-financial assets used in the impairment test may be materially affected if there are changes in key assumptions including those in the business plan, and in the estimates of the discount rates and the growth rates due to changes in uncertain future economic conditions, among others.

For obligations under the defined benefit plan, the amount of retirement benefit assets and retirement benefit liabilities may be materially affected by changes in the discount rate in response to changes in market interest rates. The Company has assessed the amounts of transactions that may be subject to U.S. tariff policies announced by the end of March 2025 based on the place of production and distribution channels. This assessment takes into account the burden on the Company and the pricing pass-through policy to customers, as well as the review of the place of production, selling prices, and distribution channels, to evaluate the impact on profits for the Group. Additionally, the Company evaluates the economic impact of trends in economic and trade policies in various countries. Based on these evaluations, the Company conducts accounting estimates related to the "recoverability of deferred tax assets" and "impairment of non-financial assets." Moreover, the future uncertain economic conditions resulting from U.S. tariff policies may significantly affect these accounting estimates.

Note to the Consolidated Statement of Financial Position

1. Trade receivables and contract assets		
Trade receivables	¥	1,191,119 million
Contract assets	¥	137,000 million
2. Allowance for doubtful receivables directly deducted from Trade receivables, Contract assets and Other financial assets		
.....	¥	11,947 million
3. Property, plant and equipment		
Land	¥	238,098 million
Buildings and structures	¥	1,440,867 million
Machinery and equipment	¥	2,988,985 million
Construction in progress.....	¥	751,198 million
Accumulated depreciation and impairment losses.....	¥	(3,516,892) million
4. Deferred tax assets and deferred tax liabilities		
Deferred tax assets included in Other non-current assets	¥	398,548 million
Deferred tax liabilities included in Other non-current liabilities	¥	82,923 million
5. Income taxes payable		
Income taxes payable included in Other current liabilities	¥	62,333 million
Non-current income taxes payable included in Other non-current liabilities	¥	18,988 million
6. Provisions		
Total provisions such as provisions for product warranties and provisions for restructuring included in Other current liabilities and Other non-current liabilities		
.....	¥	119,191 million
7. Contract liabilities		
Total contract liabilities included in Other current liabilities and Other non-current liabilities		
.....	¥	298,085 million
8. Other components of equity		
Financial assets measured at fair value through other comprehensive income	¥	(3,274) million
Exchange differences on translation of foreign operations	¥	820,186 million
Net change in fair value of cash flow hedges	¥	934 million
9. Recourse obligation for trade receivables sold, etc.		
.....	¥	1,996 million

Notes on the Consolidated Statement of Profit

- Other income (expenses), net
Other income (expenses), net includes losses and associated expenses by the transfer of PAS shares of ¥32,595 million and expenses associated with the implementation of early retirement programs of ¥8,710 million, etc.
- Income taxes
Income taxes include current tax expenses for the global minimum taxation of ¥18,988 million.

Notes on the Consolidated Statement of Changes in Equity

- Type and number of shares issued as of the fiscal year-end
Common stock 2,454,446,497 |- Type and number of shares of treasury stock as of the fiscal year-end
Common stock 119,857,118 |

3. Dividends

(1) Dividends paid

Resolution date	Type of share	Cash dividends (millions of yen)	Cash dividends per share (yen)	Record date	Effective date
The Board of Directors meeting held on May 9, 2024	Common stock	40,851	17.5	March 31, 2024	June 3, 2024
The Board of Directors meeting held on October 31, 2024	Common stock	46,692	20.0	September 30, 2024	December 2, 2024

(2) Dividends with the record date in the fiscal year ended March 31, 2025 and the effective date in the following fiscal year

Scheduled to be resolved	Type of share	Cash dividends (millions of yen)	Cash dividends per share (yen)	Record date	Effective date
The Board of Directors meeting held on May 9, 2025	Common stock	65,369	28.0	March 31, 2025	June 2, 2025

4. Type and number of shares to be acquired upon exercise of stock acquisition rights (Excluding those for which the exercise periods have not yet started)

Common stock 468,500

Regarding the year-end cash dividends for the fiscal year ended March 31, 2025, the Board of Directors resolved to pay ¥28.0 per share on May 9, 2025.

Notes to Recognition and Measurement of Revenue

1. Disaggregation of revenue

Revenue from contracts with customers is disaggregated by product category to properly reflect its nature and the geographical area where the customers are located.

The contents of product category are as follows.

The products of Lifestyle are categorized into "Living Appliances and Solutions," "Heating & Ventilation A/C," "Cold Chain Solutions," "Electric Works" and "Other." "Living Appliances and Solutions" includes products such as refrigerators, microwave ovens, rice cookers, washing machines, vacuum cleaners and personal-care products. "Heating & Ventilation A/C" includes products such as air-conditioners for residential and commercial use, air-to-water heat pump type water heaters, ventilation, perflation and air-conditioning equipment, and air purifiers. "Cold Chain Solutions" includes products such as showcases and commercial refrigerators. "Electric Works" includes products such as lighting fixtures, lamps, wiring devices, solar photovoltaic systems and fuel cells. "Other" includes products such as compressors, bicycles and nursing care services.

The products of Automotive are categorized into "Automotive Cockpit Systems," "Automotive Electronics Systems" and "Other." "Automotive Cockpit Systems" includes products for automotive-use infotainment systems. "Automotive Electronics Systems" includes products such as head-up displays, automotive speakers, automotive switches, and advanced driver assistance systems (ADAS). "Other" includes products purchased by other companies.

The products of Connect are categorized into "Hardware Solutions" and "SCM Solutions." "Hardware Solutions" includes products such as aircraft in-flight entertainment systems and communications services, electronic-components-mounting machines, welding equipment, projectors, PCs and tablets. "SCM Solutions" includes products such as the solution business of Gemba Solution Company and SCM software.

The products of Industry are categorized into "Electronic Devices," "FA Solutions," "Electronic Materials" and "Other." "Electronic Devices" includes products such as capacitors (conductive polymer capacitors, film capacitors for xEV, and hybrid aluminum electrolytic capacitors) and EV relays. "FA Solutions" includes products such as industrial motors (motors for industrial application (servomotors), motors for automotive, and motors for HVAC) and FA devices (programmable controllers (PLC), photoelectric sensors, and laser markers). "Electronic Materials" includes products such as multilayer circuit board materials, semiconductor device materials, and molding compounds. "Other" includes products such as other companies' products.

The products of Energy are categorized into "In-vehicle" and "Industrial / Consumer." "In-vehicle" includes cylindrical lithium-ion batteries for in-vehicle use. "Industrial / Consumer" includes products such as primary batteries (dry batteries and micro batteries), and small secondary batteries (cells and their system products).

Other includes products of the Entertainment & Communication business, the Housing business, and sales of raw materials. Entertainment & Communication includes products such as TVs, digital cameras, professional AV systems, video equipment, audio equipment, and telephones, and Housing includes products such as kitchen & bath, interior furnishing materials, and exterior furnishing materials.

Some of the former "Automotive" products, which remain to be subject to the Company's consolidated reporting, are reclassified to "Others." "Automotive" is presented based on a period until the completion of the deconsolidation of PAS.

Disaggregated revenue is as follows.

Reportable segments	By product category	Sales	(millions of yen)	
			By geographical area	Sales
Lifestyle	Living Appliances and Solutions	932,542	Japan	1,642,872
	Heating & Ventilation A/C	773,869	Americas	391,317
	Cold Chain Solutions	362,773	Europe	202,578
	Electric Works	684,904	Asia, China and others	1,002,518
	Other	485,197	Total (Note 1)	3,239,285
	Total (Note 1)	3,239,285		
Automotive	Automotive Cockpit Systems	353,491	Japan	283,868
	Automotive Electronics Systems	230,401	Americas	218,220
	Other	102,120	Europe	93,102
			Asia, China and others	90,822
	Total (Note 1)	686,012	Total (Note 1)	686,012
Connect	Hardware Solutions	838,953	Japan	361,297
	SCM Solutions	434,851	Americas	388,559
			Europe	214,496
	Total (Note 1)	1,273,804	Asia, China and others	309,452
			Total (Note 1)	1,273,804
Industry	Electronic Devices	548,294	Japan	235,607
	FA Solutions	84,622	Americas	67,517
	Electronic Materials	171,865	Europe	161,773
	Other	137,400	Asia, China and others	477,284
			Total (Note 1)	942,181
	Total (Note 1)	942,181		
Energy	In-vehicle	471,896	Japan	83,077
	Industrial / Consumer	409,083	Americas	650,837
			Europe	38,089
	Total (Note 1)	880,979	Asia, China and others	108,976
			Total (Note 1)	880,979
Others (Note 2)		1,435,924		
Total		8,458,185		

(Note 1) Total sales of the respective reportable segments do not include intersegment sales and are different from sales amounts of the respective reportable segments, which are presented in "Business Report."

(Note 2) Others include products sales of Entertainment & Communication of ¥344,882 million and products sales of Housing of ¥404,555 million.

2. Information as a basis to understand revenue

The same as described in "3. Significant Accounting Policies, (8) Revenue" under the Basis of Presentation of Consolidated Financial Statements.

Notes to Financial Instruments

1. Status of financial instruments

The Company and its consolidated subsidiaries are exposed to various financial risks in the course of carrying out business activities (credit risk, liquidity risk and market risk). To avoid or reduce these risks, the Company and its consolidated subsidiaries manage these risks in accordance with certain policies.

The Company and its consolidated subsidiaries limit the use of derivatives to means to mitigate risks associated with transactions for actual demand and do not own or issue any speculative derivatives.

2. Fair value information of financial instruments

Carrying amount and fair value of the financial instruments as of the end of the current fiscal year are as follows;

Financial instruments measured at fair value and financial instruments of which carrying amounts approximate to their fair value included in the Consolidated Statement of Financial Position, are not included in the table below:

	Carrying amount	Fair value
Long-term debt, including current portion of long-term debt	1,276,764	1,239,339

The fair value of long-term debt is calculated based on quoted market prices or the present value of future cash flows using observable discount rates at the end of the current fiscal year.

3. Breakdown of fair value information of financial instruments

The Company categorizes fair value measurements into the following three levels of hierarchy according to the extent to which the input information used in the measurement is observable from the outside, and the hierarchy level is determined by the lowest-level of significant input in the measurement of fair value.

- Level 1: Fair value measured by quoted prices in active markets
- Level 2: Fair value measured directly or indirectly using inputs other than quoted prices included within Level 1 that are observable
- Level 3: Fair value measured through valuation techniques which include inputs that are not based on observable market data

The breakdown of financial instruments measured at fair value is as follows.

	Level 1	Level 2	Level 3	Total
Financial assets:				
Financial assets measured at FVTPL				
Derivative assets				
Foreign exchange forward contracts	—	7,201	—	7,201
Cross currency interest rate swaps	—	22,359	—	22,359
Commodity futures	9,289	4,312	—	13,601
Subtotal	9,289	33,872	—	43,161
Financial assets measured at FVTOCI				
Shares	41,066	—	76,077	117,143
Others	—	437	—	437
Subtotal	41,066	437	76,077	117,580
Total financial assets	50,355	34,309	76,077	160,741
Financial liabilities:				
Financial liabilities measured at FVTPL				
Derivative liabilities				
Foreign exchange forward contracts	—	2,873	—	2,873
Cross currency interest rate swaps	—	4,490	—	4,490
Commodity futures	5,698	12,450	—	18,148
Others	—	—	4,132	4,132
Total financial liabilities	5,698	19,813	4,132	29,643

Per Share Information

Panasonic Holdings Corporation stockholders' equity per share.....	¥2,010.81
Earnings per share attributable to Panasonic Holdings Corporation stockholders (Basic)	¥ 156.87
Earnings per share attributable to Panasonic Holdings Corporation stockholders (Diluted).....	¥ 156.83

Other Notes

Notes on transfer of business, etc.

On December 2, 2024, regarding the business of Panasonic Automotive Systems Co., Ltd. ("PAS"), a consolidated subsidiary, the Company executed the transfer of all the shares of PAS to Star Japan Acquisition Co., Ltd., which is indirectly wholly owned by funds managed by the Apollo Group. In addition, the Company acquired 20% of the shares of Star Japan Holdings Co., Ltd., which owns all the shares of Star Japan Acquisition Co., Ltd. as a holding company. As a result, PAS and 20 other companies under its umbrella ceased to be consolidated subsidiaries of the Company and Star Japan Holdings Co., Ltd. (including PAS as a sub-subsiary) became a company under the equity method of the Company. Losses and associated expenses by the transfer of PAS shares are described in Notes on the Consolidated Statement of Profit.

Financial Statements on a Parent-Along Basis of the Company

Balance Sheet

(As of March 31, 2025)

(millions of yen)

Assets

Current assets	165,980
Cash and deposits	8,135
Other receivables	63,605
Short-term loan receivable from subsidiaries and affiliates	72,997
Other current assets	21,413
Allowance for doubtful receivables	(170)
 Fixed assets	 4,251,704
Net tangible fixed assets	266,164
Buildings	113,489
Structures	2,764
Machinery and equipment	4,771
Vehicles	38
Tools, furniture and fixtures	6,020
Land	137,836
Leased assets	188
Construction in progress	1,058
 Intangibles	 3,795
Patent and trademark rights	2,192
Software	1,339
Right of using facilities	264
 Investments and advances	 3,981,745
Investment securities	38,394
Shares in subsidiaries and affiliates	496,630
Investments in equity, other than capital stock	3,024
Investments in subsidiaries and affiliates	1,565,935
Allowance for investment loss	(740)
Long-term loan receivable from subsidiaries and affiliates	1,830,395
Prepaid pension costs	54,092
Deferred tax assets	84,847
Other investments and other assets	12,480
Allowance for doubtful receivables	(103,312)
 Total assets	 4,417,684

(millions of yen)

Liabilities

Current liabilities	1,690,324
Short-term loan payable from subsidiaries and affiliates	209,590
Current portion of bonds	100,000
Lease obligations	96
Other payables	61,750
Accrued expenses	1,012
Accrued income taxes	31
Advance receipts	7,561
Deposits received	1,301,220
Provision for bonuses	3,047
Provision for loss on business of subsidiaries and affiliates	1,088
Other current liabilities	4,929
Long-term liabilities	1,227,129
Bonds	1,159,800
Lease obligations	112
Long-term accrued income taxes	18,988
Long-term deposits received	2,067
Other long-term liabilities	46,162
Total liabilities	2,917,453
Net Assets	
Shareholders' equity	1,486,843
Common stock	259,566
Capital surplus	558,870
Legal capital surplus	826
Other capital surplus	558,044
Retained earnings	877,655
Legal reserve	64,157
Other retained earnings	813,498
Retained earnings brought forward	813,498
Treasury stock	(209,248)
Difference of valuation, translation and other adjustments	12,841
Unrealized holding gains (losses) of available-for-sale securities, etc.	12,961
Deferred gain (loss) on hedges	(120)
Stock acquisition rights	547
Total net assets	1,500,231
Total liabilities and net assets	4,417,684

Statement of Income

(From April 1, 2024 to March 31, 2025)

	(millions of yen)
Group management revenue	121,388
Dividends from subsidiaries and affiliates	97,959
Other operating revenue	72,809
Operating revenue	292,156
Operating expenses	(135,016)
Interest and dividend income	11,241
Other income.....	5,280
Interest expense.....	(13,679)
Other expense.....	(31,518)
Ordinary income	128,464
Extraordinary income	
Gain on sales of investment securities	13,852
Reversal of allowance for doubtful receivables from subsidiaries and affiliates	10,458
Gain on sales of shares in subsidiaries and affiliates	4,440
Extraordinary loss	
Allowance for doubtful receivables from subsidiaries and affiliates.....	(38,990)
Loss on sales of shares in subsidiaries and affiliates	(24,778)
Loss on valuation of shares in subsidiaries and affiliates.....	(15,135)
Income before income taxes	78,311
Income taxes	
Current	24,081
Deferred.....	14,498
Net income	39,732

Statement of Changes in Net Assets

(From April 1, 2024 to March 31, 2025)

(millions of yen)

	Shareholders' equity						
	Common stock	Capital surplus			Retained earnings		
		Legal capital surplus	Other capital surplus	Total of capital surplus	Legal reserve	Other retained earnings Retained earnings brought forward	Total of retained earnings
Balances at beginning of period	259,445	705	558,105	558,810	62,536	862,930	925,466
Changes during the period							
Issuance of new shares	121	121		121			
Provision of legal reserve					1,621	(1,621)	–
Dividends from retained earnings						(87,543)	(87,543)
Net income						39,732	39,732
Repurchase of treasury stock							
Sale of treasury stock			(61)	(61)			
Net changes of items other than shareholders' equity							
Total changes during the period	121	121	(61)	60	1,621	(49,432)	(47,811)
Balances at end of period	259,566	826	558,044	558,870	64,157	813,498	877,655

	Shareholders' equity		Difference of valuation, translation and other adjustments			Stock acquisition rights	Total net assets
	Treasury stock	Total of shareholders' equity	Unrealized holding gains (losses) of available-for-sale securities, etc.	Deferred gain (loss) on hedges	Total of difference of valuation, translation and other adjustments		
Balances at beginning of period	(209,359)	1,534,362	26,794	(722)	26,072	637	1,561,071
Changes during the period							
Issuance of new shares		242					242
Provision of legal reserve		–					–
Dividends from retained earnings		(87,543)					(87,543)
Net income		39,732					39,732
Repurchase of treasury stock	(42)	(42)					(42)
Sale of treasury stock	153	92					92
Net changes of items other than shareholders' equity			(13,833)	602	(13,231)	(90)	(13,321)
Total changes during the period	111	(47,519)	(13,833)	602	(13,231)	(90)	(60,840)
Balances at end of period	(209,248)	1,486,843	12,961	(120)	12,841	547	1,500,231

Notes on the Basis of Presentation of Financial Statements on a Parent-Along Basis

Summary of Significant Accounting Policies

1. Standards and methods for valuation of assets
 - (1) Securities
Investments in subsidiaries and affiliates: valuation at cost, with cost determined by the moving average method
Other securities
Securities other than shares, etc. with no market price: market valuation method (The difference, net of tax, between acquisition cost and carrying market value of other securities is reported as a separate component of shareholders' equity. The cost of other securities sold is computed based on the moving average method.)
Shares, etc. with no market price: valuation at cost, with cost determined by the moving average method
 - (2) Derivatives
Fair value method
2. Method of depreciation and amortization of fixed assets
 - (1) Tangible fixed assets (Excluding leased assets)
Straight-line method
 - (2) Intangibles
Straight-line method
 - (3) Leased assets
(Finance leases other than those that transfer ownership rights)
Straight-line method over the lease term (useful life) with no residual value.
3. Accounting for allowances and provisions
 - (1) Allowance for doubtful receivables
Allowance for doubtful receivables is provided at an amount calculated based on historical experience, while specific allowances for doubtful receivables are provided for the estimated amounts considered to be uncollectible after reviewing individual collectability.
 - (2) Allowance for investment loss
Loss on investments in subsidiaries and affiliates in Japan and overseas is estimated according to Company's policies and taking into consideration the financial condition of those companies.
 - (3) Provision for bonuses
Provision for bonuses is provided at an amount calculated based on estimated bonus payments.
 - (4) Provision for loss on business of subsidiaries and affiliates
Provision for loss on business of subsidiaries and affiliates is provided at an estimated amount of loss.
 - (5) Provision for employee retirement and severance benefits
Provision for employee retirement and severance benefits are made based on the projected benefit obligation and pension fund assets at the year-end. Because as at March 31, 2025, the amount of pension fund asset exceeded the amount of projected benefit obligation adjusted by adding or reducing unrecognized actuarial gains and losses and unrecognized past service cost, the excess amount was recorded as prepaid pension costs. In calculating the projected benefit obligation, the Company attributed expected retirement benefits to periods of service up to fiscal 2025 on a straight-line basis.
Past service benefit is amortized on a straight-line basis over the average remaining service period of the employees. Actuarial loss is amortized in the succeeding years on a straight-line basis over the average remaining benefit payment period of the affected recipients.
However, actuarial losses, arising until the time of the transfer of a part of the past contributions in the Panasonic Group Defined Benefit Corporate Pension to a defined contribution plan, are amortized in the succeeding years on a straight-line basis over the average remaining service period of the employees.
4. Accounting for revenues and expenses
The Company applies the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020) and "Implementation Guidance on Accounting Standard for Revenue Recognition" (ASBJ Guidance No. 30, March 26, 2021), and recognizes revenues from contracts with customers based on the following five-step approach.
 - Step 1: Identify the contract(s) with a customer
 - Step 2: Identify the performance obligations
 - Step 3: Determine the transaction price
 - Step 4: Allocate the transaction price to the performance obligations
 - Step 5: Recognize revenue when satisfying a performance obligationAs a holding company, the Company's primary business is managing the operations of its subsidiaries. In such management and operation services, the Company's performance obligation is to provide comprehensive and continuous support necessary for the subsidiaries to pursue their self-responsible management. As those performance obligations are satisfied over time, the related revenue is recognized over the contract period using the transaction prices determined based on the contracts.
5. Other significant items related to the preparation of financial statements
 - (1) Accounting treatment of deferred assets
Bond issuance cost The whole amount is considered as expenses when incurred.
 - (2) Basis of hedge accounting
The Company applies deferral hedge accounting as defined in the accounting standards for financial instruments to its foreign exchange contracts.
If interest rate and currency swaps satisfy requirements for integrated accounting treatment (designated hedge accounting, exceptional accounting treatment), the integrated accounting treatment has been applied.
 - (3) Application of the group tax sharing system
The Company applies a group tax sharing system.

Notes on Changes in Presentation Method

The Company reorganized the presentation method for certain accounts included within individual line items in conjunction with changes in the accounting system. As a result, certain items that were previously included in "Other receivables" under "Current assets" are presented as part of "Other current assets," and certain items that were included in "Accrued expenses" are presented as part of "Other payables."

Notes on the Balance Sheet

1. Accumulated depreciation of tangible fixed assets	¥	203,380	million
2. Guarantee obligations			
Guarantee obligations for payment obligations of subsidiaries and affiliates			
Panasonic Operational Excellence Co., Ltd.	¥	5,686	million
Panasonic Entertainment & Communication Co., Ltd.	¥	2,709	million
Others	¥	2,498	million
Total	¥	10,893	million
In addition, in the current fiscal year, the Company provides a guarantee for recourse obligation associated with the transfer of the rights related to IRA tax credit of ¥182,802 million implemented by Panasonic Corporation of North America. This guarantee is denominated in a foreign currency.			
3. Receivables from and payables to subsidiaries and affiliates			
Short-term receivables from subsidiaries and affiliates	¥	120,758	million
Long-term receivables from subsidiaries and affiliates	¥	1,830,395	million
Short-term payables to subsidiaries and affiliates	¥	1,542,596	million
Long-term payables to subsidiaries and affiliates	¥	64	million

Notes on the Statement of Income

1. Transactions with subsidiaries and affiliates			
Operating revenue	¥	244,554	million
Operating expenses	¥	70,590	million
Transactions with subsidiaries and affiliates other than operating revenue and operating expenses	¥	28,402	million
2. Details regarding gain on sales of investment securities			
Gain on sales of investment securities is composed of gain on sales of securities.			
3. Details regarding allowance for doubtful receivables from subsidiaries and affiliates			
Allowance for doubtful receivables from subsidiaries and affiliates is composed of the estimated amounts of receivables considered to be uncollectible from subsidiaries and affiliates.			
4. Details regarding reversal of allowance for doubtful receivables from subsidiaries and affiliates			
Reversal of allowance for doubtful receivables from subsidiaries and affiliates is composed of the amount of reversal of allowance for doubtful accounts for subsidiaries and affiliates.			
5. Details regarding loss on valuation of shares in subsidiaries and affiliates			
Loss was incurred due to a reduction in the carrying amount of shares in subsidiaries and affiliates which had a significant decrease in substantial value and are not considered to be recoverable.			
6. Details regarding gain on sales of shares in subsidiaries and affiliates			
Gain on sales of shares in subsidiaries and affiliates is composed of gain on sales of shares of subsidiaries and affiliates in Japan.			
7. Details regarding loss on sales of shares in subsidiaries and affiliates			
Loss on sales of shares in subsidiaries and affiliates is composed of loss on sales of shares of subsidiaries and affiliates in Japan.			
8. Amount of income taxes for global minimum tax included in income taxes - current	¥	18,988	million

Notes on the Statement of Changes in Net Assets

Type and number of shares of treasury stock as of the fiscal year-end			
Common stock		119,857,118	

Notes on Tax Effect Accounting

Breakdown of significant reasons for the recording of deferred tax assets and deferred tax liabilities:

(millions of yen)

Deferred tax assets	
Accrued expenses	1,532
Provision for bonuses	932
Depreciation and amortization	5,310
Allowance for doubtful receivables	32,586
Allowance for investment loss	233
Shares in subsidiaries and affiliates	134,217
Provision for loss on business of subsidiaries and affiliates	343
Retirement benefit trust	16,118
Foreign tax credit carryforwards	8,706
Tax loss carryforwards	3,894
Others	18,612
Total gross deferred tax assets	<u>222,483</u>
Valuation allowance on tax loss carryforwards	(3,093)
Valuation allowance on total deductible temporary differences	<u>(103,766)</u>
Total valuation allowance	<u>(106,859)</u>
Net deferred tax assets	115,624
Deferred tax liabilities	
Prepaid pension costs	(17,039)
Unrealized holding gains (losses) of available-for-sale securities, etc.	(5,859)
Others	<u>(7,879)</u>
Total gross deferred tax liabilities	<u>(30,777)</u>
Net deferred tax assets	<u>84,847</u>

Notes on Transactions with Related Parties

(millions of yen)

Classification	Related parties	Ownership including voting right	Relationship Between Panasonic Holdings Corporation and related parties	Transactions	Amount of transactions	Account	As of March 31, 2025
Subsidiary	Panasonic Global Treasury Center B.V.	*100.0%	Deposit and lending of funds with the Company's subsidiaries and affiliates	Interest income (Note 1)	5,031	Long-term loan receivable from subsidiaries and affiliates (Note 1)	737,084
Subsidiary	Panasonic Operational Excellence Co., Ltd.	100.0%	Contracted services for Group operations; Concurrent posts of executive officers	Outsourcing expenses (Note 2)	43,694	Other payables (Note 2)	7,305
Affiliate	Panasonic Automotive Systems, Co., Ltd.	*20.0%	Concurrent posts of executive officers	Underwriting of capital increase	62,994	—	—

(Note) * (asterisk) indicates a ratio including indirect ownership.

Transaction terms and policies in deciding the transaction terms

(Note 1) Interests are determined through mutual agreement in reference to market interest rates. The repayment period is ten years, and the period will be automatically renewed thereafter.

(Note 2) Transaction terms are determined through mutual agreement in reference to personnel expenses and other necessary expenses concerning the operations.

Notes on Per Share Data

Net assets per share	¥	642.38
Net income per share	¥	17.02
Net income diluted per share	¥	17.02

Note on Application of Restrictions on Maximum Dividend Payments

The Company is subject to restrictions on maximum dividend payments on a consolidated basis.

Notes on Recognition and Measurement of Revenue

The same as described in "4. Accounting for revenues and expenses" of Summary of Significant Accounting Policies.

Other Notes

All monetary amounts have been rounded to the nearest million yen.

Business combination

On December 2, 2024, the Company executed the transfer of all of the shares of PAS owned by the Company to Star Japan Acquisition Co., Ltd. ("New PAS Parent"), which is indirectly owned by the funds managed by the Apollo Group ("Apollo") including Apollo Global Management Inc., and the Company acquired 20% of the shares of Star Japan Holdings Co., Ltd. (the "Holding Company"), which is the holding company of New PAS Parent, thereby making it an affiliate of the Company. The purpose is that the Company and Apollo will strive to further the growth of PAS by leveraging their respective management resources, knowledge, technologies and professional know-how in the automotive industry, as well as their investment experience and networks in global automotive companies and businesses, as strategic joint partners of PAS's business.

The divestiture of the business of PAS from the Company to Apollo was conducted through a share transfer for the considerations comprising the assets, such as cash, and the shares of the Holding Company. The Company transferred the shares in subsidiaries and affiliates and short-term loan receivable from subsidiaries and affiliates totaling ¥231,562 million, and recorded a loss on sales of shares in subsidiaries and affiliates of ¥24,778 million as an extraordinary loss.

Audit Report (from April 1, 2024 to March 31, 2025)

**Copy of Report of Accounting Auditors Concerning
Consolidated Financial Statements**

Independent Auditor's Report

May 8, 2025

To the Board of Directors of Panasonic Holdings Corporation:

KPMG AZSA LLC
Osaka Office, Japan

Takashi Kondo
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Tomoo Nishigori
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Masato Nakagawa
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Opinion

We have audited the consolidated financial statements, which comprise the consolidated statement of financial position, the consolidated statement of profit, the consolidated statement of changes in equity and notes to the consolidated financial statements of Panasonic Holdings Corporation and its consolidated subsidiaries (collectively referred to as "the Group"), as at March 31, 2025 and for the year from April 1, 2024 to March 31, 2025 in accordance with Article 444-4 of the Companies Act.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position and the results of operations of the Group for the period, for which the consolidated financial statements were prepared, in accordance with the second sentences of Article 120-1 of the Ordinance of Companies Accounting that prescribes some omissions of disclosure items required under International Financial Reporting Standards.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and presentation of the other information. Audit & Supervisory Board Members and Audit & Supervisory Board are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and Audit & Supervisory Board Members and Audit & Supervisory Board for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with the second sentences of Article 120-1 of the Ordinance of Companies Accounting that prescribes some omissions of disclosure items required under International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with the second sentences of Article 120-1 of the Ordinance of Companies Accounting that prescribes some omissions of disclosure items required under International Financial Reporting Standards.

Audit & Supervisory Board Members and Audit & Supervisory Board are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The selection and application of audit procedures depends on the auditor's judgment.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the consolidated financial statements are in accordance with the second sentences of Article 120-1 of the Ordinance of Companies Accounting that prescribes some omissions of disclosure items required under International Financial Reporting Standards, the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and

whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purpose of the group audit. We remain solely responsible for our audit opinion.

We communicate with Audit & Supervisory Board Members and Audit & Supervisory Board regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide Audit & Supervisory Board Members and Audit & Supervisory Board with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

We do not have any interest in the Group which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes to the Reader of Independent Auditor's Report:

The Independent Auditor's Report herein is the English translation of the Independent Auditor's Report as required by the Companies Act for the conveniences of the reader.

Copy of Report of Accounting Auditors

Independent Auditor's Report

May 8, 2025

To the Board of Directors of Panasonic Holdings Corporation:

KPMG AZSA LLC
Osaka Office, Japan

Takashi Kondo
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Tomoo Nishigori
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Masato Nakagawa
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Opinion

We have audited the financial statements, which comprise the balance sheet, the statement of income, the statement of changes in net assets and notes on the basis of presentation of the financial statements on a parent-alone basis, and the accompanying supplementary schedules ("the financial statements and the accompanying supplementary schedules") of Panasonic Holdings Corporation ("the Company") as at March 31, 2025 and for the year from April 1, 2024 to March 31, 2025 in accordance with Article 436-2-1 of the Companies Act.

In our opinion, the financial statements and the accompanying supplementary schedules referred to above present fairly, in all material respects, the financial position and the results of operations of the Company for the period, for which the financial statements and the accompanying supplementary schedules were prepared, in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements and the Accompanying Supplementary Schedules* section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and presentation of the other information. Audit & Supervisory Board Members and Audit & Supervisory Board are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the financial statements and the accompanying supplementary schedules does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements and the accompanying supplementary schedules, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the accompanying supplementary schedules or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and Audit & Supervisory Board Members and Audit & Supervisory Board for the Financial Statements and the Accompanying Supplementary Schedules

Management is responsible for the preparation and fair presentation of the financial statements and the accompanying supplementary schedules in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of financial statements and the accompanying supplementary schedules that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the accompanying supplementary schedules, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

Audit & Supervisory Board Members and Audit & Supervisory Board are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements and the Accompanying Supplementary Schedules

Our objectives are to obtain reasonable assurance about whether the financial statements and the accompanying supplementary schedules as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements and the accompanying supplementary schedules.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements and the accompanying supplementary schedules, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The selection and application of audit procedures depends on the auditor's judgment.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the accompanying supplementary schedules or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the financial statements and the accompanying supplementary schedules are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the financial statements and the accompanying supplementary schedules, including the disclosures, and whether the financial statements and the accompanying supplementary schedules represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with Audit & Supervisory Board Members and Audit & Supervisory Board regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide Audit & Supervisory Board Members and Audit & Supervisory Board with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

We do not have any interest in the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes to the Reader of Independent Auditor's Report:

The Independent Auditor's Report herein is the English translation of the Independent Auditor's Report as required by the Companies Act of Japan for the conveniences of the reader.

Copy of Report of the Audit & Supervisory Board

Audit Report

The Audit & Supervisory Board, having received a report from each audit & supervisory board member on the method and results of his or her audit on the performance of duties of directors during the 118th fiscal period from April 1, 2024 to March 31, 2025, and, as a result of discussion, does hereby report the results of audit as follows:

1. Method and details of audit conducted by audit & supervisory board members and the Audit & Supervisory Board

- (1) In addition to formulating audit policy and annual audit plans and receiving reports concerning the status and results of audits conducted by each audit & supervisory board member, the Audit & Supervisory Board received reports from directors and the accounting auditors regarding the performance of their duties and sought explanations when deemed necessary.
- (2) Each audit & supervisory board member, in accordance with audit standards, policy and plans formulated by the Audit & Supervisory Board, sought to facilitate mutual understanding with directors, the internal auditing group and other employees, gathered information and worked to improve the environment for conducting audits, making use of methods including use of the telephone line and the internet. Accordingly, the audit & supervisory board members conducted the following audit:
 - (i) In addition to attending meetings of the Board of Directors and other important meetings, the audit & supervisory board members received reports from directors, the internal auditing group and other employees regarding the performance of their duties, and when deemed necessary, sought explanations, perused important documents including those subject to executive approval, and conducted examinations of conditions of business and assets of the head office and other major business offices. With respect to subsidiaries, the audit & supervisory board members sought to facilitate mutual understanding and exchange of information with the directors and audit & supervisory board members of subsidiaries, and when deemed necessary, received reports concerning the business of subsidiaries, visited their head offices and other major business offices, and conducted inquiries.
 - (ii) The audit & supervisory board members also periodically received reports from directors and other employees, sought explanations as necessary, and expressed their opinions regarding the contents of resolutions by the Board of Directors concerning the development of systems stipulated in Article 100, Paragraphs 1 and 3 of the Enforcement Regulations of the Companies Act, which are necessary to ensure that directors' performance of their duties is in conformity with laws and regulations and the Articles of Incorporation of the Company and to ensure the appropriateness of operations of the Company and its subsidiaries, as described in the business report, as well as the status of the building and management of the system developed pursuant to such resolutions (internal control system). In addition, the audit & supervisory board members received reports and sought explanations from directors and other employees of subsidiaries of the Company as necessary with regard to the status of building and management of the system, and expressed their opinions.
 - (iii) The audit & supervisory board members examined the contents of the basic policy presented in the business report stipulated in Article 118, Item 3(a) of the Enforcement Regulations of the Companies Act, and each measure stipulated in Article 118, Item 3(b) of said act, in light of the status of discussions by the Board of Directors and others.
 - (iv) The audit & supervisory board members monitored and examined the independence of the accounting auditors and the appropriateness of audits conducted. They also discussed on the audit matters, received reports from the accounting auditors concerning the status of progress of the audits and performance of their duties, and when deemed necessary, sought their opinions. In addition, the audit & supervisory board members received notice from the accounting auditors that the system to ensure the appropriateness of duties performed by accounting auditors (as stipulated in Article 131 of the Ordinance of Companies Accounting) is in accordance with standards prescribed by laws and regulations and standards related to quality management for accounting audits, and when deemed necessary, sought their opinions.

Based on the above methods, the audit & supervisory board members conducted examinations of the Company's business report related to the fiscal period under review, the supplementary schedules, financial statements on a parent-alone basis (balance sheet, statement of income, statement of changes in shareholders' equity, and notes on the basis of presentation of financial statements on a parent-alone basis), the supplementary schedules, and consolidated financial statements (consolidated statements of financial position, consolidated statements of profit, consolidated statements of changes in equity, and notes to consolidated financial statements).

2. Results of Audit

- (1) Results of audit of the business report, etc.

In the opinion of the Audit & Supervisory Board:

 - (i) The contents of the business report and its supplementary schedules present fairly the position of the Company pursuant to laws and regulations and the Articles of Incorporation.
 - (ii) With regard to the performance of duties of directors, no unfair conduct, nor any material breach of laws, regulations or the Company's Articles of Incorporation has been found.
 - (iii) The details of resolutions approved by the Board of Directors concerning the internal control system are proper and fair; in addition, no matters that necessitate comment have been found regarding the details defined in the Company's business report and performance of duties of directors both with respect to the internal control system.
 - (iv) No matters that necessitate comment have been found regarding the Policy on Control of the Company presented in the Company's business report.
- (2) Results of audit of the financial statements and the supplementary schedules, and the consolidated financial statements
The method of audit employed by the accounting auditors KPMG AZSA LLC and the results thereof are proper and fair.

May 9, 2025

Audit & Supervisory Board
Hidetoshi Baba (Seal)
Senior Audit & Supervisory
Board Member
Akihiro Eto (Seal)
Audit & Supervisory Board
Member
Setsuko Yufu (Seal)
Audit & Supervisory Board
Member

Yoshiaki Tokuda (Seal)
Senior Audit & Supervisory Board
Member
Akihiko Nakamura (Seal)
Audit & Supervisory Board
Member

Disclaimer Regarding Forward-Looking Statements

This Notice 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 Notice 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 Notice advised to consult any further disclosures by the Company in its subsequent filings 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.

The risks, uncertainties and other factors referred to above include, but are not limited to, economic conditions, particularly consumer spending and demands for corporate capital expenditures in the major markets including, but not limited to, the Americas, Europe, Japan, China and other Asian countries as well as changes of demands for a wide range of electronic products & parts from the industrial world and consumers in various regional markets; excessive currency rate fluctuations of the U.S. dollar, the euro, the Chinese yuan and other currencies against the yen having an impact on costs and prices of the Panasonic Group’s products & services as well as certain other transactions that are denominated in these foreign currencies; increased costs of or limitations on raising funds, because of changes in the fund raising environment including interest rate fluctuations; current or future political or social trends in and outside Japan or changes in rules & regulations of international trade, commerce, R&Ds, production or sales having impact on the Panasonic Group or the business activities in its supply chain; introduction or enhancement of rules & regulations or abolition or reduction of tax benefit or subsidy related mainly to the environment issues including the climate change as well as to responsible supply chain (in terms of human rights, labor, health & safety global environmental conservation, information security, business ethics and others); increased costs resulting from a leakage of customers’ or confidential information from IT systems of the Panasonic Group or its supply chain or business suspension caused by unauthorized access, cyberattacks or any other form of malicious actions on the IT systems or from vulnerability of network-connected products; failure to secure or retain enough workforces to execute its business strategy; failure to retain its competitiveness in a wide range of products & services or in major countries & regions; failure to produce expected results in alliances with other companies or M&A (mergers & acquisitions) activities; failure to produce expected results in current or future business transformations of the Panasonic Group; occurrence or lengthening of disruptions in its supply chain or logistics for or price hikes in parts & materials; downward price pressure or decrease in demands for the products at a level that can be offset with efforts by the Company; failure to respond to future changes in the market needs with technological innovations or to timely utilize new technologies such as AI (Artificial Intelligence); increased costs or losses caused by occurrence of events such as compliance violations (including those related to human rights or labor issues) or serious health & safety accidents in workplaces; increased costs or losses resulting from any defects or quality frauds in products or services of the Panasonic Group; infringement by third parties of intellectual property owned by the Panasonic Group or restrictions on the use of intellectual property owned by third parties; administrative/criminal penalties or compensations/damages claims resulting from violations of laws and regulations; large-scale natural disasters, global pandemics of infectious diseases, terrorism or wars; fluctuations in market prices of securities and other financial assets in which the Panasonic Group has holdings, excessive fluctuations of goodwill and deferred tax assets, valuation of non-financial assets, including property, plant and equipment, or changes or tightening of accounting policies or rules; The factors listed above are not all-inclusive and further information is contained in the most recent English translated version of the Company’s securities reports under the FIEA and any other documents which are disclosed on its website.