

**FOR IMMEDIATE RELEASE**

**Panasonic Holdings Corporation**

Corporate Finance, Controlling and IR Department

(Tel: +81-6-6908-1121) (Japan)

## **Outline of Group Growth Strategy**

Osaka, Japan, May 12, 2026 --- Panasonic Holdings Corporation ([TSE:6752] the "Company") herein provides an outline of the presentation at "Briefing on Group Growth Strategy" that will be held today. For more information, please refer to its presentation materials posted on the Company's Investor Relations website.

### **1. Key Outcomes of Group Management Reform**

As announced in the Company's news release of February 4, 2025, "Outline of Panasonic Group Management Reform," the Company has implemented the structural reform to address its structural and fundamental issues. Its key outcomes are as follows:

#### Fixed-cost structure reform

As a result of the restructuring, the Company projects an adjusted operating profit improvement of 145 billion yen for the fiscal year ending March 2027 (fiscal 2027), compared with fiscal 2025. In addition, the number of employees was reduced by 12,000 worldwide with 8,000 in Japan and 4,000 outside Japan for the personnel optimization.

#### Measures taken for *businesses with issues*, *business to be reconstructed* and *businesses requiring assessment of business conditions*

With a series of measures, including business portfolio management, the Company has set the directions for *businesses with issues* (those with ROIC less than WACC and no growth expectation), *businesses to be reconstructed* and *businesses requiring assessment of business conditions*.

### **2. Panasonic Group's Contributions toward 2032**

By supporting AI infrastructure and social operations, the Company will make its contributions to such social issues as "use energy more efficiently" and "alleviate frontline labor shortages." For fiscal 2029, the Company aims to achieve an adjusted operating profit target of 750 billion yen or more driven by growth through the businesses supporting AI infrastructure. For fiscal 2030 onward, the Company aims for further Group-wide growth with the businesses supporting social operations.

- With growth in both sales and profit driven by the businesses supporting AI infrastructure, which belong to the Device area, the Company aims to achieve consolidated sales of 1.38 trillion yen and adjusted operating profit of 290 billion yen for fiscal 2029 and further sustainable growth for fiscal 2030 onward.
- In the businesses supporting social operations, which belong to the Solutions area, the Company will transform its business model by fiscal 2029. The Company will pursue growth in such businesses to make them its core for profit growth for fiscal 2030 onward, by expanding provision of services and maintenance that meet the needs of users of the MIF\* sold by the Company as well as of users of the peripherals of such MIF.

\*MIF: Machines in the field (Stocks of installed equipment on which the Company's customer base is established)

### **3. Investment for Group Growth Strategy**

While maintaining financial discipline (keeping the Net Debt-to-EBITDA ratio of around 1x), the Company plans to strategically invest a total of 500 billion yen in the businesses supporting AI infrastructure over the three-year period of fiscal 2027-2029. From a medium- to long-term perspective, the Company also makes investments for growth in the businesses supporting social operation as well as other businesses.

## **Disclaimer Regarding Forward-looking Statements**

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

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 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 valuation of non-financial assets, including property, plant and equipment, goodwill and deferred tax assets, 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.