

February 25, 2021

**FOR IMMEDIATE RELEASE**

**Media Contact:**

**Brand Strategy Division  
Corporate PR Department  
<https://news.panasonic.com/global/contacts/>**

**Investor Relations Contact:**

**Yoshinori Nakashima  
Corporate Finance & IR Department  
(Tel: +81-6-6908-1121) (Japan)**

**Additional Disclosure with Respect to Transition to  
a Holding Company System through Absorption-type Company Split**

Osaka, Japan, February 25, 2021 – Panasonic Corporation ([TSE:6752] “Panasonic”) today announced the additional disclosure with respect to the transition to a holding company system in April 2022 (planned) as described in the press release “Panasonic Announces Transition to a Holding Company System and Change of Corporate Name” dated November 13, 2020. The Board of Directors of Panasonic has resolved today the outlines of each absorption-type company split and the business structure (name of each operating company and business divisions constituting each company) after the transition to a holding company system, as well as the establishment of wholly-owned subsidiaries which will become succeeding companies (split preparation companies) for each absorption-type company split.

For further details, please see attached press release “Outline of Absorption-type Company Split for Transition to a Holding Company System and Outline of Business Structure after the Transition.”

Details of the absorption-type company split and the organization after the transition to the holding company system will be announced as soon as they are determined.

<Reference>

“Outline of Absorption-type Company Split for Transition to a Holding Company System and Outline of Business Structure after the Transition”

**Disclaimer Regarding Forward-Looking Statements**

This press release includes forward-looking statements about Panasonic 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. Panasonic 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 Panasonic 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 corporate capital expenditures in the Americas, Europe, Japan, China and other Asian countries; volatility in demand for electronic equipment and components from business and industrial customers, as well as consumers in many product and geographical markets; the possibility that the spread of the novel coronavirus infections may adversely affect business activities of the Panasonic Group; the possibility that excessive currency rate fluctuations of the U.S. dollar, the euro, the Chinese yuan and other currencies against the yen may adversely affect costs and prices of Panasonic's products and services and certain other transactions that are denominated in these foreign currencies; the possibility of the Panasonic Group incurring additional costs of raising funds, because of changes in the fund raising environment; the possibility of the Panasonic Group not being able to respond to rapid technological changes and changing consumer preferences with timely and cost-effective introductions of new products in markets that are highly competitive in terms of both price and technology; the possibility of not achieving expected results or incurring unexpected losses in connection with the alliances or mergers and acquisitions; the possibility of not being able to achieve its business objectives through joint ventures and other collaborative agreements with other companies, including due to the pressure of price reduction exceeding that which can be achieved by its effort and decrease in demand for products from business partners which Panasonic highly depends on in Bob business areas; the possibility of the Panasonic Group not being able to maintain competitive strength in many product and geographical areas; the possibility of incurring expenses resulting from any defects in products or services of the Panasonic Group; the possibility that the Panasonic Group may face intellectual property infringement claims by third parties; current and potential, direct and indirect restrictions imposed by other countries over trade, manufacturing, labor and operations; restrictions, costs or legal liability relating to laws and regulations or failures in internal controls; fluctuations in market prices of securities and other financial assets in which the Panasonic Group has holdings or changes in valuation of non-financial assets, including property, plant and equipment, goodwill and deferred tax assets; future changes or revisions to accounting policies or accounting rules; the possibility of incurring expenses resulting from a leakage of customers' or confidential information from Panasonic Group systems due to unauthorized access or a detection of vulnerability of network-connected products of the Panasonic Group; as well as natural disasters including earthquakes, prevalence of infectious diseases throughout the world, disruption of supply chain and other events that may negatively impact business activities of the Panasonic Group. The factors listed above are not all-inclusive and further information is contained in the most recent English translated version of Panasonic's securities reports under the FIEA and any other documents which are disclosed on its website.

**FOR IMMEDIATE RELEASE**

February 25, 2021

**Outline of Absorption-type Company Split  
for Transition to a Holding Company System and  
Outline of Business Structure after the Transition**

**Osaka, Japan** – Panasonic Corporation (hereinafter, “Panasonic”) today announced that the Board of Directors of Panasonic has resolved the outlines of each absorption-type company split and the business structure (name of each operating company and business divisions constituting each operating company) after the transition to a holding company system, as well as the establishment of wholly-owned subsidiaries which will become succeeding companies (split preparation companies) for each absorption-type company split.

This follows the resolution of the transition to a holding company system on April 1, 2022, through an absorption-type company split, announced on November 13, 2020.

The transition to the holding company system is scheduled to take place subject to the approval of Panasonic’s ordinary general meeting of shareholders to be held in June 2021 and, as necessary, approval from relevant government agencies.

**1. Background and Purpose of Transition to a Holding Company System**

Based on its management philosophy of "Contributing to the progress and development of society and the well-being of people worldwide through its business activities", the Panasonic Group, as a comprehensive electronics manufacturer, is developing a wide range of businesses including the provision of a broad array of products and solutions for customers in the consumer electronics, housing, automotive and B2B businesses.

Based on its Mid-term Strategy formulated in May 2019, Panasonic has focused its resources to realize profit growth in Core growth businesses. At the same time, the Company is steadily implementing measures to strengthen its management structure, such as reducing fixed costs and dealing with businesses having loss-making structures, with the aim of overcoming low-profit structure. On the other hand, the business environment surrounding the Panasonic Group is undergoing increasingly severe changes year by year, including politics and financial circumstances in each country and the impact of the COVID-19, and other factors. Under such ongoing uncertainties, the Company is in progress of planning the details toward the transition to a holding company system in order to further enhance group management from a medium- to long-term perspective and to ensure growth.

With the transition to a holding company system, the Panasonic Group will be divided into operating companies. Each operating company will thoroughly implement autonomous management based on clearly defined responsibility and authority. As a result, each operating company will work to significantly enhance its business competitiveness through swift decision-making in response to changes in the external environment and flexibly develop systems in accordance with business characteristics.

As a holding company, Panasonic will continue to support the business growth of each operating company and define growth areas from the perspective of optimizing the group as a whole, thereby striving to enhance the corporate value of the entire group.

## 2. Outline of Absorption-type Company Split for Transition to a Holding Company System and Outline of Business Structure after the Transition

Each absorption-type company split for the transition to a holding company system will be carried out with Panasonic as the splitting company and each company listed in the "Company names after transition to a holding company system" column in the table below as the succeeding company. The outline of the business divisions and sectors constituting each company after the transition to a holding company system through the absorption-type company split is shown in the "Current business divisions and sectors constituting each company" column in the table below.

Company names after transition to a holding company system (Provisional names in the press release dated November 13, 2020)	Current business divisions and sectors constituting each company (Including subsidiaries constituting business divisions (*1))
(1) Panasonic Corporation (*2)	Business divisions of China and Northeast Asia Company, Living Appliances and Solutions Company, Heating & Ventilation A/C Company, Cold Chain Solutions Company, Electric Works Company, and Panasonic Cycle Technology Co., Ltd.
China and Northeast Asia Company (China & Northeast Asia Business)	Smart Life Appliances Business Division, Building and Housing Solutions Business Division, Cold Chain (China) Business Division, Refrigeration and Air-Conditioning Devices Business Division, and Taiwan Business Division
Living Appliances and Solutions Company (Home Appliance Business)	Kitchen Appliances Business Division, Laundry Systems and Vacuum Cleaner Business Division, and Beauty and Personal Care Business Division
Heating & Ventilation A/C Company (Air-conditioning & Indoor Air Quality Business)	Heating and Cooling Solutions Business Division and Panasonic Ecology Systems Co., Ltd.
Cold Chain Solutions Company (Commercial Refrigeration & Distribution Business)	Husmann Corporation and Cold Chain Business Division
Electric Works Company (Electrical Equipment Business)	Lighting Business Division, Energy Systems Business Division, and Smart Energy System Business Division
(2) Panasonic Automotive Systems Co., Ltd. (Automotive Business Corp.)	Automotive Infotainment Systems Business Division, HMI Systems Business Division, Automotive Systems Business Division, and Ficosa International, S.A.
(3) Panasonic Entertainment & Communication Co., Ltd. (Smart Life Network Business Corp.)	Smart Life Network Business Division (*3) (Planned to cease being a business division with the company split)
(4) Panasonic Housing Solutions Co., Ltd. (Housing System Business Corp.)	Housing Systems Business Division (Planned to cease being a business division with the company split)
(5) Panasonic Connect Co., Ltd. (Gemba Process Business Corp.)	Panasonic Avionics Corporation, Process Automation Business Division, Media Entertainment Business Division, Mobile Solutions Business Division, and Panasonic System Solutions Japan Co., Ltd. (*4)
(6) Panasonic Industry Co., Ltd. (Device Business Corp.)	Electromechanical Control Business Division, Industrial Devices Business Division, Device Solutions Business Division, and Electronic Materials Business Division
(7) Panasonic Energy Co., Ltd. (Energy Business Corp.)	Energy Device Business Division, Tesla Energy Business Division (*5), and Energy Solutions Business Division
(8) Panasonic Operational Excellence Co., Ltd. (Professional Service Corp.)	Mainly Professional Business Support Sector and part of the Innovation Promotion Sector (indirect functions and others)

\*1: Each operating company does not necessarily hold shares of each subsidiary constituting a business division, but only engages in subsidiary management.

\*2: Companies under Panasonic Corporation are expected to be divisional companies in Panasonic Corporation.

\*3: Business division name as of October 2021 (planned): Entertainment & Communication Business Division

\*4: In the planned absorption-type company split, Panasonic System Solutions Japan Co., Ltd. will be the succeeding company, and its company name is to be changed to "Panasonic Connect Co., Ltd." Businesses currently conducted under Panasonic System Solutions Japan Co., Ltd. are to be treated as one business division.

\*5: Business division name as of October 2021 (planned): Mobility Energy Business Division

Each of the companies listed in the "Company names after transition to a holding company system" column above, except for (5), will be established as a wholly-owned subsidiary of Panasonic, and will become a succeeding company (split preparation company) in the absorption-type company split.

For (5), Panasonic System Solutions Japan Co., Ltd., a wholly-owned subsidiary of Panasonic, will be the succeeding company in the absorption-type company split and its company name is to be changed to "Panasonic Connect Co., Ltd." on April 1, 2022. Additionally, Panasonic Connect Co., Ltd. is scheduled to conduct an absorption-type merger with Panasonic Smart Factory Solutions Co., Ltd. and Panasonic Mobile Communications Co., Ltd., both wholly-owned subsidiaries of Panasonic, with Panasonic System Solutions Japan Co., Ltd. as the surviving company, which will take effect on April 1, 2022.

In addition, Panasonic Sports Co., Ltd. will be established as a wholly-owned subsidiary of Panasonic with the aim of strengthening its sports management business. Panasonic Sports Co., Ltd. is to succeed Panasonic's sports management business through an absorption-type company split, with Panasonic as the splitting company, which will take effect on April 1, 2022.

### 3. Schedule

- Conclusion of an absorption-type company split agreement: May 2021 (planned)
- Approval of Panasonic's ordinary general meeting of shareholders for the absorption-type company split agreement and the amendments of the articles of incorporation: June 2021 (planned)
- Termination of current Company System and reorganization of business structure: October 2021 (planned)
- Absorption-type company split to take effect and transition to a holding company system: April 2022 (planned)
- Change of corporate name: April 2022 (planned)

#### **Media Contact:**

Panasonic Corporation Brand Strategy Division Corporate PR Department

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#### **About Panasonic**

Panasonic Corporation is a worldwide leader in the development of diverse electronics technologies and solutions for customers in the consumer electronics, housing, automotive, and B2B businesses. The company, which celebrated its 100th anniversary in 2018, has expanded globally and now operates 528 subsidiaries and 72 associated companies worldwide, recording consolidated net sales of 7.49 trillion yen for the year ended March 31, 2020. Committed to pursuing new value through innovation across divisional lines, the company uses its technologies to create a better life and a better world for its customers. To learn more about Panasonic: <https://www.panasonic.com/global>.