

Completion of the Share Transfer Agreement for Panasonic Housing Solutions

Tokyo/Osaka, Japan, March 31, 2026 - YKK Corporation (“YKK”) and Panasonic Holdings Corporation (“PHD”) announced today the completion of the share transfer (closing) of Panasonic Housing Solutions Co., Ltd. (“PHS”), in accordance with the share purchase agreement executed on November 17, 2025.

Through the completion of the procedure, YKK Investment Inc., an intermediate holding company established by YKK, has acquired 80% of PHS shares held by PHD. PHD will continue to hold the remaining 20% of shares, and PHS will be accounted for under the equity method by PHD. PHS will continue to use the Panasonic brand and the PHS company name.

The partnership will combine the advanced technological capabilities and extensive product lineup of YKK AP Inc., which handles the YKK Group's construction materials business, with PHS's strengths in the manufacturing, sales and engineering of housing equipment and construction materials. This will generate substantial synergies and new value as a leading company in the field, driving the future of the housing equipment and construction materials industry.

YKK Investment Inc. Overview

Company name: YKK Investment Inc.

Location: 1 Kanda Izumi-cho, Chiyoda-ku, Tokyo

Representative: Satoshi Honda, Representative Director (concurrently serves as director of both YKK Corporation and YKK AP Inc.)

Capital: 10 Million Yen

Established: December 2025

Shareholder composition: YKK Corporation 100%

Panasonic Housing Solutions Co., Ltd. Overview

Company name: Panasonic Housing Solutions Co., Ltd.

Location: 1048, Oaza Kadoma, Kadoma City, Osaka

Representative: Masashi Yamada, Representative Director, President and CEO

Business description: Development, manufacture, construction and sales of housing equipment and construction materials such as kitchens, toilets, bathrooms, washstands, interior building materials, interior doors, storage, flooring materials, delivery boxes, rain gutters, resin sashes, exterior walls, roofs, elevators and structural materials

Shareholder composition: YKK Investment Inc. 80%, Panasonic Holdings Corporation 20%

About the YKK Group

The YKK Group operates in approximately 70 countries and regions around the world, with the Fastening Business and Architectural Products (AP) Business as core operations. YKK Corporation, the parent company, was originally founded in 1934 as San-S Shokai and later changed its name from Yoshida Kogyo K.K. to YKK Corporation in 1994 and primarily focuses on advancing the Fastening Products Business. The YKK Group employs 46,305 people, including 18,468 in Japan and 27,837 overseas. Consolidated net sales for the fiscal year ended March 2025 totaled 998.2 billion yen. For more details about the YKK Group, please visit: <https://www.ykk.com/english/>.

About the Panasonic Group

Founded in 1918, and today a global leader in developing innovative technologies and solutions for wide-ranging applications in the consumer electronics, housing, devices, B2B solutions and energy sectors worldwide, the Panasonic Group switched to an operating company system on April 1, 2022 with Panasonic Holdings Corporation serving as a holding company. The Group reported consolidated net sales of 8,458.2 billion yen for the year ended March 31, 2025. To learn more about the Panasonic Group, please visit: <https://holdings.panasonic/global/>