

Directors, Audit & Supervisory Board Members, and Executive Officers (As of June 24, 2021)

For details regarding the Company's executive structure from October 1, 2021, please refer to the press release, announced on July 29, 2021, "[Panasonic Announces Group's New Structure and Personnel Changes on Executive Officers and Others Effective October 1, 2021.](#)" and "[Transition to an Operating Company System](#)" in this Annual Report.

Directors

Director, Chairman of the Board



Kazuhiro Tsuga

- Apr. 1979 Joined the Company
- June 2001 Director, Multimedia Development Center
- June 2004 Executive Officer of the Company / In charge of Digital Network & Software Technology
- Apr. 2008 Managing Executive Officer of the Company / President, Panasonic Automotive Systems Company
- Apr. 2011 Senior Managing Executive Officer of the Company / President, AVC Networks Company
- June 2011 Senior Managing Director of the Company
- June 2012 President of the Company
- June 2017 Representative Director, President of the Company / President of the Company / Chief Executive Officer (CEO)
- June 2021 Director, Chairman of the Board (current position)

Representative Directors



Mototsugu Sato
Executive Vice President /
CEO, US Company

- Apr. 1979 Joined Matsushita Electric Works, Ltd. (MEW)
- Apr. 2008 Executive Officer, MEW
- Apr. 2011 Senior Executive Officer, Panasonic Electric Works Co., Ltd. (former MEW)
- Oct. 2013 Executive Officer of the Company / In charge of Planning
- June 2014 Director of the Company
- Apr. 2015 Managing Director of the Company
- Apr. 2016 Senior Managing Director of the Company / In charge of Human Resources
- Mar. 2017 CEO, Panasonic Holding (Netherlands) B.V.
- June 2017 Representative Director of the Company (current position) / Senior Managing Executive Officer of the Company / Chief Strategy Officer (CSO) / Chief Human Resources Officer (CHRO)
- Apr. 2019 Executive Vice President of the Company (current position)
- Aug. 2019 CEO, US Company (current position)

Representative Director



Yuki Kusumi
President / CEO

- Apr. 1989 Joined the Company
- Oct. 2012 Director, TV Business Division, Network Business Group, AVC Networks Company
- Apr. 2014 Executive Officer of the Company / Senior Vice President, Appliances Company / In charge of Home Entertainment and Beauty Living Business / Director, Home Entertainment Business Division
- Nov. 2015 Vice President, Appliances Company / In charge of Home Appliances Business
- Apr. 2017 Vice President, Appliances Company / In charge of TV, Imaging Products Business / In charge of Major Appliances Business
- Jan. 2018 Vice President, Automotive & Industrial Systems Company / Director, Rechargeable Battery Business Division, SANYO Electric Co., Ltd.
- Apr. 2018 Vice President, Automotive & Industrial Systems Company / Director, Automotive Energy Business Division, SANYO Electric Co., Ltd.
- Apr. 2019 Managing Executive Officer of the Company / In charge of Automotive Segment / CEO, Automotive Company
- Apr. 2021 Chief Executive Officer (CEO) (current position)
- June 2021 Representative Director (current position) / President of the Company (current position)



Yasuyuki Higuchi
Senior Managing
Executive Officer /
CEO, Connected
Solutions Company

- May 2003 President and Representative Director, Hewlett-Packard Japan, Ltd.
- May 2005 President and Representative Director, The Daiei, Inc.
- Mar. 2007 Representative Executive Officer and COO, Microsoft Kabushiki Kaisha (now Microsoft Japan Co., Ltd.)
- Apr. 2008 Representative Executive Officer and President, Microsoft Kabushiki Kaisha (now Microsoft Japan Co., Ltd.)
- July 2015 Representative Executive Officer and Chairman, Microsoft Japan Co., Ltd.
- Apr. 2017 Senior Managing Executive Officer of the Company / President (now CEO), Connected Solutions Company (current position)
- June 2017 Representative Director of the Company (current position) / Senior Managing Executive Officer of the Company (current position)



Tetsuro Homma
Executive Vice President /
CEO, China & Northeast
Asia Company

- Apr. 1985 Joined the Company
- June 2012 General Manager, Corporate Planning Group
- Oct. 2013 Executive Officer of the Company
- Apr. 2015 Managing Executive Officer of the Company / President, Appliances Company
- June 2015 Managing Director of the Company
- Apr. 2016 Senior Managing Director of the Company
- June 2017 Senior Managing Executive Officer of the Company
- Apr. 2019 CEO, China & Northeast Asia Company (current position)
- June 2019 Representative Director of the Company (current position)
- Apr. 2020 Chairman, Panasonic Corporation of China (current position)
- Apr. 2021 Executive Vice President of the Company (current position)

Directors



Hirokazu Umeda
Senior Managing
Executive Officer / CFO

- Apr. 1984** Joined the Company
- Oct. 2012** General Manager, Corporate Management Support Group, Corporate Strategy Division
- Apr. 2017** Executive Officer of the Company / In charge of Accounting and Finance
- June 2017** Director of the Company (current position) / Executive Officer of the Company / Chief Financial Officer (CFO) (current position)
- Apr. 2018** Managing Executive Officer of the Company / President, Panasonic Equity Management Japan Co., Ltd. (now Panasonic Equity Management Japan G.K.) (current position)
- Sep. 2019** CEO, Panasonic Holding (Netherlands) B.V. (current position)
- Apr. 2021** Senior Managing Executive Officer of the Company (current position)



Laurence W. Bates
Managing Executive
Officer / GC / CRO / CCO

- Mar. 1987** Admitted to New York State Bar (current position)
- Sep. 1998** General Counsel-Japan, General Electric Company, Tokyo
- Apr. 2014** Senior Managing Director and Chief Legal Officer, LIXIL Group Corporation (now LIXIL Corporation), Tokyo
- Apr. 2018** Executive Officer of the Company / General Counsel (GC) (current position) / Chief Risk Management Officer (CRO) (current position) / Chief Compliance Officer (CCO) (current position)
- June 2018** Director of the Company (current position)
- Apr. 2019** Managing Executive Officer of the Company (current position)

Outside Directors



Yoshinobu Tsutsui
(Independent director)

- Apr. 2011** President, Nippon Life Insurance Company
- June 2015** Director of the Company (current position)
- Apr. 2018** Chairman, Nippon Life Insurance Company (current position)



Hiroko Ota
(Independent director)

- Sep. 2006** Minister of State for Economic and Fiscal Policy
- Aug. 2008** Professor of National Graduate Institute for Policy Studies
- June 2013** Director of the Company (current position)
- Apr. 2019** Senior Professor of National Graduate Institute for Policy Studies (current position)



Kazuhiko Toyama
(Independent director)

- Apr. 2003** Senior Representative Director (COO), Industrial Revitalization Corporation of Japan
- Apr. 2007** Representative Director (CEO), Industrial Growth Platform, Inc.
- June 2016** Director of the Company (current position)
- Oct. 2020** Chairman, Industrial Growth Platform, Inc. (current position)
- Dec. 2020** Representative Director, President, Japan Platform of Industrial Transformation, Inc. (current position)



Kunio Noji
(Independent director)

- June 2007** President and Representative Director, and CEO, Komatsu Ltd.
- Apr. 2013** Representative Director and Chairman of the Board, Komatsu Ltd.
- June 2019** Senior Advisor, Komatsu Ltd. (current position) / Director of the Company (current position)



Michitaka Sawada
(Independent director)

- June 2012** Representative Director, President and Chief Executive Officer, Kao Corporation
- June 2020** Director of the Company (current position)
- Jan. 2021** Director, Chair, Kao Corporation (current position)



Shinobu Matsui
(Independent director)

- Oct. 1999** Joined Ota Showa & Co. (current Ernst & Young ShinNihon LLC)
- Oct. 2001** Joined PricewaterhouseCoopers Tax Office (current PwC Tax Japan)
- Mar. 2014** Corporate Auditor, Uzabase, Inc.
- Aug. 2015** Joined Uzabase, Inc. (retired as Corporate Auditor, Uzabase, Inc.)
- Jan. 2018** Executive Officer (Head of Corporate Division), Uzabase, Inc.
- Jan. 2019** Executive Officer, Chief Operating Officer, Uzabase, Inc.
- Jan. 2020** Executive Officer, Chief People and Administration Officer, Uzabase, Inc.
- Mar. 2021** Director, Chief People and Administration Officer, Uzabase, Inc. (current position)
- June 2021** Director of the Company (current position)

Directors, Audit & Supervisory Board Members, and Executive Officers

Key knowledge and experience of Directors

Name	Management experience	Expertise					Internationality / Diversity
		Manufacturing / R&D / IT	Finance / Accounting	Legal	Planning	Governance	
Kazuhiro Tsuga	N	●	●				●
Yuki Kusumi	N	●	●				●
Mototsugu Sato	●		●				●
Yasuyuki Higuchi	●	●					●
Tetsuro Homma	●				●		●
Hirokazu Umeda	●		●				●
Laurence W. Bates				●		●	●
Yoshinobu Tsutsui	I O N	●			●		●
Hiroko Ota	I O N *					●	●
Kazuhiko Toyama	I O N	●				●	●
Kunio Noji	I O	●	●				●
Michitaka Sawada	I O	●	●				●
Shinobu Matsui	I O	●		●			●

I Independent director O Outside director N member of Nomination and Compensation Advisory Committee (*chairperson)

Note : Up to three of the knowledge and experience each Director possesses are listed. The above table does not represent all of the knowledge and experience each Director possesses.

Audit & Supervisory Board Members

Senior Audit & Supervisory Board Members



Toshihide Tominaga

Apr. 1980 Joined the Company
 Jan. 2013 Senior Councilor, Accounting Center, Industrial Devices Company of the Company
 June 2016 President, Panasonic Industrial Devices SUNX Co., Ltd.
 June 2018 Corporate Advisor, Panasonic Industrial Devices SUNX Co., Ltd.
 June 2019 Senior Audit & Supervisory Board Member of the Company (current position)



Eiji Fujii

Apr. 1984 Joined the Company
 July 2015 Managing Officer, Automotive & Industrial Systems Company of the Company / Director, Engineering Division
 Apr. 2017 Executive Officer of the Company / Vice President, Automotive & Industrial Systems Company / In charge of Technology and Director, Engineering Division
 Apr. 2019 Executive Officer of the Company / Vice President, Industrial Solutions Company / In charge of Technology and Director, Engineering Division / In charge of Intellectual Property
 June 2020 Senior Audit & Supervisory Board Member of the Company (current position)

Outside Audit & Supervisory Board Members



Yoshio Sato
 (Independent Audit & Supervisory Board member)

July 2007 President and Director, Chief Executive Officer (Representative Director) of Sumitomo Life Insurance Company
 July 2011 President and Representative Director, Chief Executive Officer of Sumitomo Life Insurance Company
 Apr. 2014 Chairman and Representative Director of Sumitomo Life Insurance Company
 June 2014 Audit & Supervisory Board Member of the Company (current position)
 July 2015 Chairman of the Board of Sumitomo Life Insurance Company
 Apr. 2021 Director, Sumitomo Life Insurance Company (current position)



Toshio Kinoshita
 (Independent Audit & Supervisory Board member)

July 1983 Registered as Certified Public Accountant (Japan) (current position)
 June 1994 Senior Partner of Chuo Audit Corporation
 July 1998 Managing Partner for Japanese Business Network of PricewaterhouseCoopers LLP National Office
 July 2007 Chief Executive of The Japanese Institute of Certified Public Accountants
 July 2013 Council Member of The Japanese Institute of Certified Public Accountants
 June 2014 Audit & Supervisory Board Member of the Company (current position)



Setsuko Yufu
 (Independent Audit & Supervisory Board member)

Apr. 1981 Registered as Attorney at Law (Japan) (current position)
 Sep. 1986 Joined Loeffl Claeys Verbeke (Brussels) (now Allen & Overy (Brussels))
 Jan. 2002 Partner, Atsumi & Usui (now Atsumi & Sakai Janssen Foreign Law Joint Enterprise) (current position)
 June 2020 Audit & Supervisory Board Member of the Company (current position)

Executive Officers

President

Yuki Kusumi

Chief Executive Officer (CEO)

Executive Vice Presidents

Mototsugu Sato

Director, Corporate Strategy Division
CEO, US Company
In charge of Procurement and Logistics
Occupational Safety and Health Director

Tetsuro Homma

CEO, China & Northeast Asia Company
Regional Head for China & Northeast Asia
Chairman, Panasonic Corporation of China

Senior Managing Executive Officers

Yoshiyuki Miyabe

Representative in Tokyo
In charge of Government and External Relations
In charge of Tokyo Olympic & Paralympic Business
Promotion
Director, Tokyo Olympic & Paralympic Enterprise Division
In charge of Solution Sales
Director, Business Solutions Division
Director, Integrated Resort Business Promotion Division

Yasuyuki Higuchi

CEO, Connected Solutions Company

Shinji Sakamoto

CEO, Industrial Solutions Company

Hirokazu Umeda

Chief Financial Officer (CFO)
In charge of Groupwide Cost Busters Project,
BPR Project and Facility Management
CEO, Panasonic Holding (Netherlands) B.V.
President, Panasonic Equity Management Japan G.K.

Masahiro Shinada

In charge of the Appliances Segment
CEO, Appliances Company
In charge of Consumer Business and FF Customer
Support & Management

Masahisa Shibata

In charge of Automotive Sales

Managing Executive Officers

Laurence W. Bates

General Counsel (GC)
Chief Risk Management Officer (CRO)
Chief Compliance Officer (CCO)
Director, Legal & Compliance Division

Eiichi Katayama

Chief Strategy Officer (CSO)
In charge of Business Development and Sports
Management Business

Masashi Nagayasu

In charge of the Automotive Segment
CEO, Automotive Company

Masaharu Michiura

In charge of the Life Solutions Segment
CEO, Life Solutions Company
In charge of Construction Safety Regulations
Administration Department

Yoko Matsuoka

Director, Lifestyle Business Strategy Division

Executive Officers

Manish Sharma

President, Panasonic India Pvt. Ltd.

Shigeki Mishima

Chief Human Resources Officer (CHRO)
In charge of General Affairs and Social Relations,
CSR and Corporate Citizenship Activities

Tatsuo Ogawa

Chief Technology Officer (CTO)
In charge of Pharmaceutical Affairs

Yoshihiro Morii

In charge of Brand Strategy
Director, Groupwide Brand Strategy Division
General Manager, Brand Strategy Management
Department

Shigeo Usui

In charge of Design
Director, Design Division

Hajime Tamaoki

Chief Information Officer (CIO)