

February 24, 2022

FOR IMMEDIATE RELEASE

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**Panasonic Announces Changes of Representative Directors
and Other Senior Management**

Osaka, Japan, February 24, 2022 -- Panasonic Corporation ([TSE:6752] “Panasonic”), today announced that its Board of Directors has resolved the changes of senior management including representative directors, as follows. The personnel changes effective June 23, 2022 will be made official at the Ordinary General Meeting of Shareholders and at the subsequent Board of Directors' Meeting to be held on June 23, 2022.

For further details, please see attached press release “Panasonic Announces New Group Structure and Personnel Changes to Executive Officers and Others.”

1. Reason for Changes of Representative Directors

Changes of representative directors due to senior management changes

2. Details of Changes (Effective June 23, 2022)

Newly assigned representative director

Name	New Responsibility	Current Responsibility
Hirokazu Umeda	Representative Director	Director

Resigning representative director

Name	New Responsibility	Current Responsibility
Yasuyuki Higuchi	-	Representative Director

<Reference>

“Panasonic Announces New Group Structure and Personnel Changes to Executive Officers and Others”

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Panasonic Announces New Group Structure and Personnel Changes to Executive Officers and Others

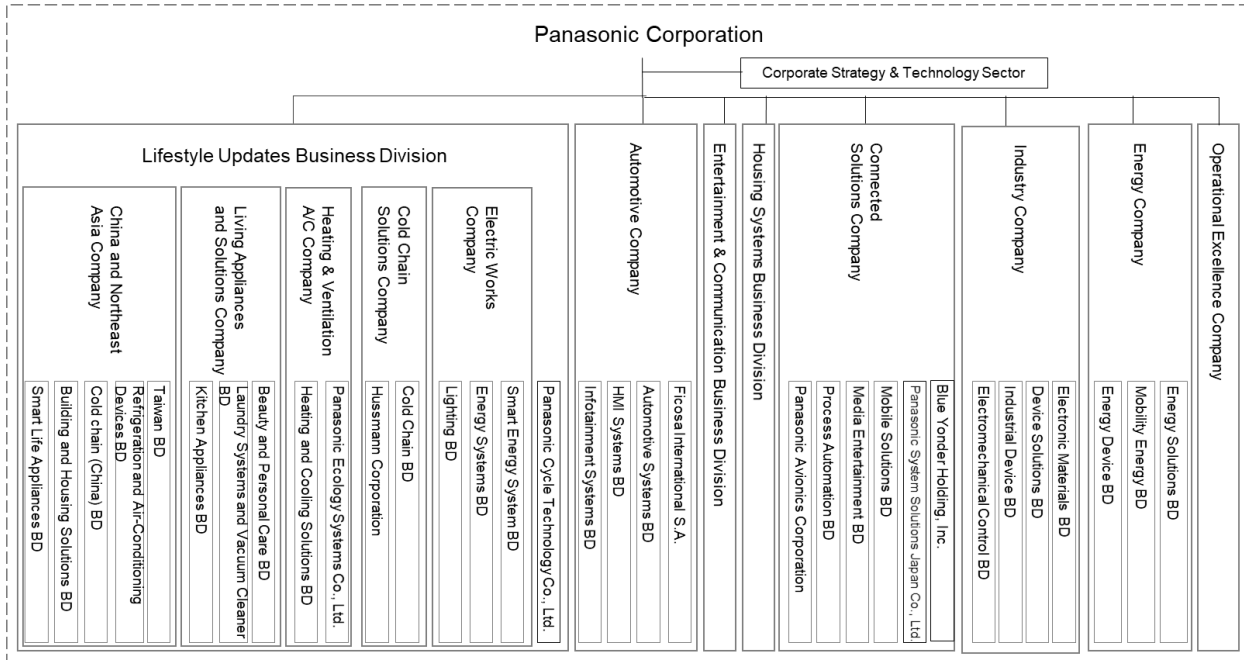
Osaka, Japan – In order to enhance competitiveness in its business areas, Panasonic Corporation will transition to an operating company system on April 1, 2022. Under this system, the current Panasonic Corporation will serve as a holding company and be renamed “Panasonic Holdings Corporation”, with seven new operating companies and a new company with specialized functions positioned under the umbrella of the holding company.

The assignment of responsibilities to Executive Officers and other personnel changes for Panasonic Holdings Corporation and the new Operating Companies effective April 1, 2022 were determined at the Board of Directors' Meeting of Panasonic Corporation held on February 24, 2022 after deliberations by the Nomination and Compensation Advisory Committee.

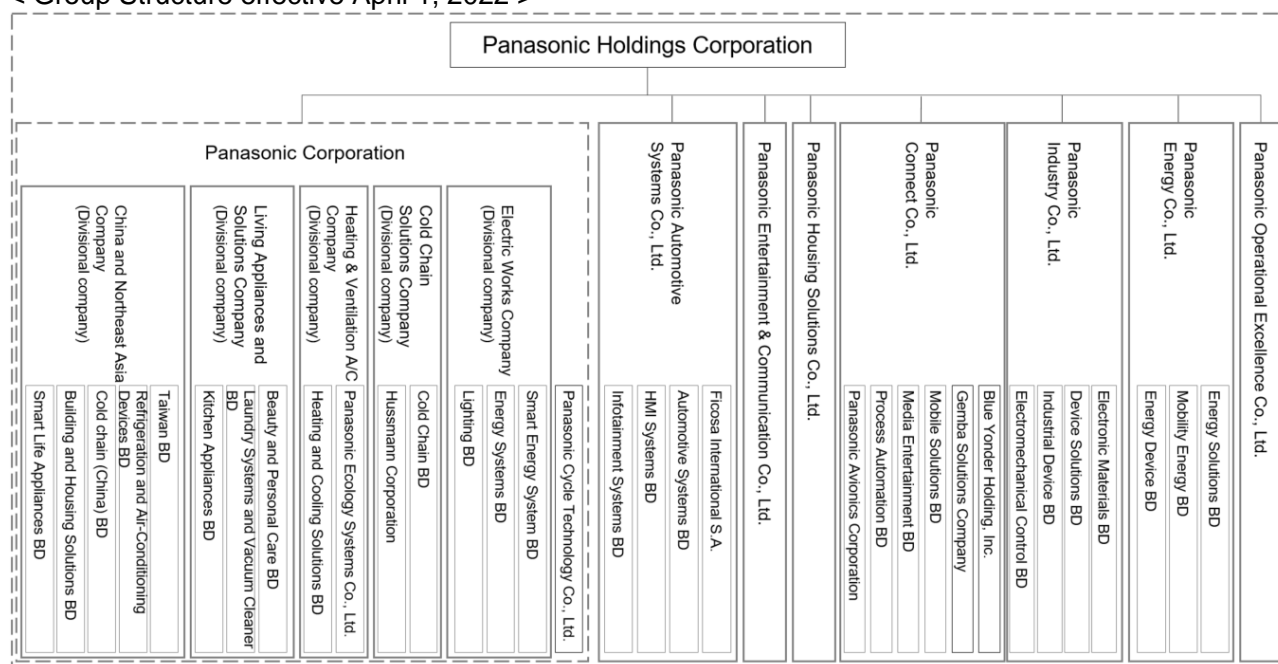
The new members of the Board of Directors and personnel for other positions at Panasonic Holdings Corporation were informally elected at the same meeting and will assume their roles on June 23, 2022. The personnel changes effective June 23, 2022 will be made official at the Ordinary General Meeting of Shareholders and at the subsequent Board of Directors' Meeting to be held on June 23, 2022.

1. New Business Structure

<Current Group Structure>



< Group Structure effective April 1, 2022 >



2. Titles for the Executive Officers of Panasonic Holdings Corporation

Panasonic Holdings Corporation will use a three-title system for executive officers that clearly represents their respective roles and responsibilities. These titles are: President, Executive Vice President, a position in which the executive officer acts as President in specific areas, and Executive Officer, a position responsible for the business execution of specific functions.

Accordingly, the current titles of Senior Managing Executive Officer and Managing Executive Officer will be abolished.

3. Resignation of Executive Officers (Effective March 31)

Name	Current Responsibilities
Masahisa Shibata	Senior Managing Executive Officer In charge of Automotive Sales
Laurence W. Bates	Managing Executive Officer Group General Counsel (Group GC)

4. Assignment of Responsibilities as Executive Officer of Panasonic Holdings Corporation (Effective April 1)

Name	Current Responsibilities
Ayako Shotoku	Managing Officer, Automotive Company General Counsel (GC), Chief Risk Management Officer (CRO) Director, Legal Affairs Center Executive, In charge of Legal Strategy, Corporate Strategy and Technology Sector

5. List of Executive Officers of Panasonic Holdings Corporation and their Responsibilities
(Effective April 1)

Names are listed in alphabetical order of last name with each position.

Name	New Responsibilities	Current Responsibilities
Yuki Kusumi	President, Group Chief Executive Officer (Group CEO), Group Chief Strategy Officer (Group CSO)	President, Group Chief Executive Officer (Group CEO), Group Chief Strategy Officer (Group CSO)
Tetsuro Homma	Executive Vice President, Group Regional Head for China & Northeast Asia * President, Panasonic Operational Excellence China and Northeast Asia, <u>Panasonic Operational Excellence Co., Ltd.</u> Chairperson, Panasonic Corporation of China	Executive Vice President, Regional Head for China & Northeast Asia President, Panasonic Operational Excellence China and Northeast Asia, <u>Operational Excellence Company</u> Chairperson, Panasonic Corporation of China
Yoshiyuki Miyabe	<u>Executive Vice President,</u> Representative in Tokyo In charge of Government and External Relations, and Solution Partners	<u>Senior Managing Executive Officer,</u> Representative in Tokyo In charge of Government and External Relations, and Solution Partners
Mototsugu Sato	Executive Vice President, Group Chief Risk Management Officer (Group CRO) In charge of Procurement and Logistics Occupational Safety and Health Director * <u>Representative Director, Member of the Board, President, Panasonic Operational Excellence Co., Ltd. Chief Executive Officer (CEO), In charge of DEI Promotion</u>	Executive Vice President, Group Chief Risk Management Officer (Group CRO) In charge of Procurement and Logistics Occupational Safety and Health Director <u>President, Operational Excellence Company</u>
Hirokazu Umeda	<u>Executive Vice President,</u> Group Chief Financial Officer (Group CFO) In charge of <u>Group MUDA Busters Project</u> and Facility Management CEO, Panasonic Holding (Netherlands) B.V. President, Panasonic Equity Management Japan G.K. In charge of Prime Life Technologies Corporation	<u>Senior Managing Executive Officer,</u> Group Chief Financial Officer (Group CFO) In charge of <u>Group Cost Busters Project</u> and Facility Management CEO, Panasonic Holding (Netherlands) B.V. President, Panasonic Equity Management Japan G.K. In charge of Prime Life Technologies Corporation
Yoky Matsuoka	<u>Executive Officer,</u> Director, Life Solutions Business Division	<u>Managing Executive Officer,</u> Director, Life Solutions Business Division

Name	New Responsibilities	Current Responsibilities
Shigeki Mishima	Executive Officer, Group Chief Human Resources Officer (Group CHRO) In charge of General Affairs and Social Relations, CSR and Corporate Citizenship Activities, DEI Promotion, and <u>Construction Safety and Regulations Administration</u> * <u>Director, Member of the Board, Executive Officer, Panasonic Operational Excellence Co., Ltd. Chief Human Resources Officer (CHRO)</u> , In charge of General Affairs, CSR and Corporate Citizenship Activities	Executive Officer, Group Chief Human Resources Officer (Group CHRO) In charge of General Affairs and Social Relations, CSR and Corporate Citizenship Activities, and DEI Promotion <u>Managing Officer, Operational Excellence Company</u> In charge of <u>Human Resources</u> , General Affairs, CSR and Corporate Citizenship Activities
Yoshihiro Morii	Executive Officer, In charge of <u>Brand and Communications Strategy</u> * <u>Executive Officer, Panasonic Operational Excellence Co., Ltd.</u> In charge of <u>Brand and Communications</u>	Executive Officer, In charge of <u>Brand Strategy</u> <u>Managing Officer, Operational Excellence Company</u> In charge of <u>Brand</u>
Masashi Nagayasu	<u>Executive Officer</u> , In charge of Prime Planet Energy & Solutions, Inc. * <u>Representative Director, Member of the Board, President, Panasonic Automotive Systems Co., Ltd. Chief Executive Officer (CEO)</u> , In charge of DEI Promotion	<u>Managing Executive Officer</u> , In charge of Prime Planet Energy & Solutions, Inc. President, <u>Automotive Company</u> Chief Executive Officer (CEO) In charge of DEI Promotion
Tatsuo Ogawa	Executive Officer, Group Chief Technology Officer (Group CTO) In charge of Pharmaceutical Affairs and Corporate Innovation & Venture Strategy	Executive Officer, Group Chief Technology Officer (Group CTO) In charge of Pharmaceutical Affairs and Corporate Innovation & Venture Strategy
Ayako Shotoku	<u>Executive Officer</u> , <u>Group General Counsel (Group GC)</u>	<u>Managing Officer, Automotive Company</u> <u>General Counsel (GC), Chief Risk Management Officer (CRO)</u> <u>Director, Legal Affairs Center</u> <u>Executive, In charge of Legal Strategy, Corporate Strategy and Technology Sector</u>
Hajime Tamaoki	Executive Officer, Group Chief Information Officer (Group CIO) President, Panasonic Information Systems Co., Ltd.	Executive Officer, Group Chief Information Officer (Group CIO) President, Panasonic Information Systems Co., Ltd.

Name	New Responsibilities	Current Responsibilities
Shigeo Usui	Executive Officer, In charge of Design * <u>Executive Officer, Panasonic Corporation</u> In charge of Customer Experience Director, Design Division	Executive Officer, In charge of Design <u>Director, Lifestyle Updates Business Division</u> In charge of Customer Experience Director, Design Division

* : Responsibilities at the operating companies other than Panasonic Holdings Corporation
Underline: Changed responsibilities

6. Assignment of Responsibilities as Presidents of the Operating Companies, Divisional Companies and Affiliated Companies (Effective April 1)

Name	New Responsibilities	Current Responsibilities
Masahiro Shinada	<u>Representative Director, Member of the Board, President, Panasonic Corporation</u> Chief Executive Officer (CEO), Chief Customer Experience Officer (CCXO) In charge of FF Customer Support & Management, and <u>DEI Promotion</u>	<u>Senior Managing Executive Officer, Panasonic Corporation</u> President, <u>Lifestyle Updates Business Division</u> Chief Executive Officer (CEO), Chief Customer Experience Officer (CCXO) In charge of FF Customer Support & Management
Masaharu Michiura	<u>Executive Vice President, Panasonic Corporation</u> In charge of Construction Safety Regulations Administration President, Heating & Ventilation A/C Company In charge of Marketing Director, Global Marketing Division <u>In charge of DEI Promotion</u>	<u>Managing Executive Officer, Panasonic Corporation</u> <u>In charge of Construction Safety Regulations Administration</u> <u>Vice President, Lifestyle Updates Business Division</u> In charge of Construction Safety Regulations Administration President, Heating & Ventilation A/C Company In charge of Marketing Director, Global Marketing Division
Eiichi Katayama	<u>Executive Vice President, Panasonic Corporation</u> President, Cold Chain Solutions Company <u>In charge of DEI Promotion</u> <u>Director, Cold Chain Business Division</u>	<u>Managing Executive Officer, Panasonic Corporation</u> <u>In charge of Sports Management Business</u> <u>Vice President, Lifestyle Updates Business Division</u> President, Cold Chain Solutions Company
Yasuyuki Higuchi	<u>Representative Director, Member of the Board, President, Panasonic Connect Co., Ltd.</u> Chief Executive Officer (CEO)	<u>Senior Managing Executive Officer, Panasonic Corporation</u> President, <u>Connected Solutions Company</u> Chief Executive Officer (CEO)
Shinji Sakamoto	<u>Representative Director, Member of the Board, President, Panasonic Industry Co., Ltd.</u> Chief Executive Officer (CEO) <u>In charge of DEI Promotion</u>	<u>Senior Managing Executive Officer, Panasonic Corporation</u> President, <u>Industry Company</u> Chief Executive Officer (CEO)

Name	New Responsibilities	Current Responsibilities
Manish Sharma	President, Panasonic Operational Excellence India, <u>Panasonic Operational Excellence Co., Ltd.</u> Chairman and President, Panasonic India Pvt. Ltd. President, Panasonic India Appliances Company, <u>Panasonic Corporation</u>	<u>Executive Officer, Panasonic Corporation</u> Chairman and President, Panasonic India Pvt. Ltd. President, Panasonic Operational Excellence India, <u>Operational Excellence Company</u> President, Panasonic India Appliances Company, <u>Lifestyle Updates Business Division</u>

Underline: Changed responsibilities

7. Resignation of Members of the Board of Directors and Audit & Supervisory Board Members of Panasonic Holdings Corporation(Effective June 23)

Title	Name
Representative Director	Yasuyuki Higuchi
Director	Hiroko Ota
Director	Laurence W. Bates

Title	Name
Audit & Supervisory Board Member	Yoshio Sato
Audit & Supervisory Board Member	Toshio Kinoshita

8. Assignment of Responsibilities as Members of the Board of Directors and Audit & Supervisory Board Members of Panasonic Holdings Corporation (Effective June 23)

Title	Name
Director	Yoshiyuki Miyabe
Director	Ayako Shotoku

Title	Name
Audit & Supervisory Board Member	Akihiro Eto
Audit & Supervisory Board Member	Akihiko Nakamura

9. List of Members of the Board of Directors and Audit & Supervisory Board Members of Panasonic Holdings Corporation(Effective June 23)

Names are listed in alphabetical order of last name with each position.

Title	Name
Director, Chairperson of the Board	Kazuhiro Tsuga
Representative Director	Yuki Kusumi
Representative Director	Tetsuro Homma

Title	Name
Representative Director	Mototsugu Sato
Representative Director	Hirokazu Umeda
Director	Shinobu Matsui
Director	Kunio Noji
Director	Michitaka Sawada
Director	Kazuhiko Toyama
Director	Yoshinobu Tsutsui
Director	Yoshiyuki Miyabe
Director	Ayako Shotoku
Senior Audit & Supervisory Board Member	Toshihide Tominaga
Senior Audit & Supervisory Board Member	Eiji Fujii
Audit & Supervisory Board Member	Akihiro Eto
Audit & Supervisory Board Member	Akihiko Nakamura
Audit & Supervisory Board Member	Setsuko Yufu

10. List of Executive Officers of Panasonic Holdings Corporation and their Responsibilities
(Effective June 23)

Names are listed in alphabetical order of last name with each position.

Name	New Responsibilities	Current Responsibilities
Yuki Kusumi	President, Group Chief Executive Officer (Group CEO), Group Chief Strategy Officer (Group CSO)	President, Group Chief Executive Officer (Group CEO), Group Chief Strategy Officer (Group CSO)
Tetsuro Homma	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	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
Yoshiyuki Miyabe	Executive Vice President, Representative in Tokyo In charge of Government and External Relations, and Solution Partners	Executive Vice President, Representative in Tokyo In charge of Government and External Relations, and Solution Partners

Name	New Responsibilities	Current Responsibilities
Mototsugu Sato	Executive Vice President, Group Chief Risk Management Officer (Group CRO) In charge of Procurement and Logistics Occupational Safety and Health Director * Representative Director, Member of the Board, President, Panasonic Operational Excellence Co., Ltd. Chief Executive Officer (CEO), In charge of DEI Promotion	Executive Vice President, Group Chief Risk Management Officer (Group CRO) In charge of Procurement and Logistics Occupational Safety and Health Director * Representative Director, Member of the Board, President, Panasonic Operational Excellence Co., Ltd. Chief Executive Officer (CEO), In charge of DEI Promotion
Hirokazu Umeda	Executive Vice President, Group Chief Financial Officer (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 Prime Life Technologies Corporation.	Executive Vice President, Group Chief Financial Officer (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 Prime Life Technologies Corporation.
Yoky Matsuoka	Executive Officer, Director, Life Solutions Business Division	Executive Officer, Director, Life Solutions Business Division
Shigeki Mishima	Executive Officer, Group Chief Human Resources Officer (Group CHRO) In charge of General Affairs and Social Relations, CSR and Corporate Citizenship Activities, DEI Promotion, and Construction Safety and Regulations Administration * Director, Member of the Board, Executive Officer, Panasonic Operational Excellence Co., Ltd. Chief Human Resources Officer (CHRO), In charge of General Affairs, CSR and Corporate Citizenship Activities	Executive Officer, Group Chief Human Resources Officer (Group CHRO) In charge of General Affairs and Social Relations, CSR and Corporate Citizenship Activities, DEI Promotion, and Construction Safety and Regulations Administration * Director, Member of the Board, Executive Officer, Panasonic Operational Excellence Co., Ltd. Chief Human Resources Officer (CHRO), In charge of General Affairs, CSR and Corporate Citizenship Activities
Yoshihiro Morii	Executive Officer, In charge of Brand and Communications Strategy * Executive Officer, Panasonic Operational Excellence Co., Ltd. In charge of Brand and Communications	Executive Officer, In charge of Brand and Communications Strategy * Executive Officer, Panasonic Operational Excellence Co., Ltd. In charge of Brand and Communications
Masashi Nagayasu	Executive Officer, In charge of Prime Planet Energy & Solutions, Inc. * Representative Director, Member of the Board, President, Panasonic Automotive Systems Co., Ltd. Chief Executive Officer (CEO), In charge of DEI Promotion	Executive Officer, In charge of Prime Planet Energy & Solutions, Inc. * Representative Director, Member of the Board, President, Panasonic Automotive Systems Co., Ltd. Chief Executive Officer (CEO), In charge of DEI Promotion

Name	New Responsibilities	Current Responsibilities
Tatsuo Ogawa	Executive Officer, Group Chief Technology Officer (Group CTO) In charge of Pharmaceutical Affairs and Corporate Innovation & Venture Strategy	Executive Officer, Group Chief Technology Officer (Group CTO) In charge of Pharmaceutical Affairs and Corporate Innovation & Venture Strategy
Ayako Shotoku	Executive Officer, Group General Counsel (Group GC)	Executive Officer, Group General Counsel (Group GC)
Hajime Tamaoki	Executive Officer, Group Chief Information Officer (Group CIO) President, Panasonic Information Systems Co., Ltd.	Executive Officer, Group Chief Information Officer (Group CIO) President, Panasonic Information Systems Co., Ltd.
Shigeo Usui	Executive Officer, In charge of Design * Executive Officer, Panasonic Corporation In charge of Customer Experience, Director, Design Division	Executive Officer, In charge of Design * Executive Officer, Panasonic Corporation In charge of Customer Experience, Director, Design Division

* : Responsibilities at the operating companies other than Panasonic Holdings Corporation
 Underline: Changed responsibilities

11. Business Structure and Personnel Changes Effective April 1, 2022

(1) Panasonic Corporation (current Lifestyle Updates Business Division)

Names are listed in alphabetical order of last name with each position.

●List of Members of the Board of Directors and Audit & Supervisory Board Members(Effective April 1)

Title	Name
Representative Director	Masahiro Shinada
Representative Director	Yoshinori Nakashima
Director	Makoto Haruta
Director	Harold George Meij
Director	Kuniko Nishikawa
Director	Yuki Kusumi
Director	Tetsuro Homma
Director	Hirokazu Umeda
Director	Naohiro Kato
Director	Michimasa Matsumoto
Director	Atsuki Tsutsumi
Senior Audit & Supervisory Board Member	Rui Nakao
Audit & Supervisory Board Member	Toshihide Tominaga
Audit & Supervisory Board Member	Eiji Fujii

Title	Name
Audit & Supervisory Board Member	Akira Waniko

●List of Executive Officers and their Responsibilities (Effective April 1)

Name	New Responsibilities	Current Responsibilities
Masahiro Shinada	President, <u>Panasonic Corporation</u> Chief Executive Officer (CEO), Chief Customer Experience Officer (CCXO) In charge of FF Customer Support & Management, and <u>DEI Promotion</u>	President, <u>Lifestyle Updates Business Division</u> Chief Executive Officer (CEO), Chief Customer Experience Officer (CCXO) In charge of FF Customer Support & Management
Shigeru Dohno	<u>Executive Vice President, Panasonic Corporation</u> In charge of Living Appliances and Solutions Business President, China & Northeast Asia Company Chief Executive Officer (CEO), Chief Information Officer (CIO) <u>In charge of DEI Promotion</u>	<u>Vice President, Lifestyle Updates Business Division</u> In charge of Living Appliances and Solutions Business President, China & Northeast Asia Company Chief Executive Officer (CEO), Chief Information Officer (CIO)
Daizo Ito	<u>Executive Vice President, Panasonic Corporation</u> In charge of Overseas Business	<u>Vice President, Lifestyle Updates Business Division</u> In charge of Overseas Business <u>Vice President, Electric Works Company</u> In charge of Global Marketing <u>Director, Global Business Division</u>
Eiichi Katayama	<u>Executive Vice President, Panasonic Corporation</u> President, Cold Chain Solutions Company In charge of DEI Promotion <u>Director, Cold Chain Business Division</u>	<u>Vice President, Lifestyle Updates Business Division</u> President, Cold Chain Solutions Company
Masaharu Michiura	<u>Executive Vice President, Panasonic Corporation</u> In charge of Construction Safety Regulations Administration President, Heating & Ventilation A/C Company In charge of Marketing Director, Global Marketing Division <u>In charge of DEI Promotion</u>	<u>Vice President, Lifestyle Updates Business Division</u> In charge of Construction Safety Regulations Administration President, Heating & Ventilation A/C Company In charge of Marketing Director, Global Marketing Division
Yoshinori Nakashima	<u>Executive Vice President, Panasonic Corporation</u> Chief Financial Officer (CFO) <u>Occupational Safety and Health Director</u>	<u>Vice President, Lifestyle Updates Business Division</u> Chief Financial Officer (CFO)
Kiyoshi Otaki	<u>Executive Vice President, Panasonic Corporation</u> <u>In charge of Quality</u> President, Electric Works Company <u>In charge of Global Marketing</u> <u>Director, Global Business Division</u> <u>In charge of DEI Promotion</u>	<u>Vice President, Lifestyle Updates Business Division</u> President, Electric Works Company

Name	New Responsibilities	Current Responsibilities
Michikazu Matsushita	<u>Managing Executive Officer, Panasonic Corporation</u> President, Living Appliances and Solutions Company <u>In charge of DEI Promotion</u>	<u>Director, Lifestyle Updates Business Division</u> President, Living Appliances and Solutions Company
Tetsuaki Inatsugu	<u>Executive Officer, Panasonic Corporation</u> <u>Vice President, Electric Works Company</u> <u>Director, Marketing Division</u>	<u>Managing Officer, Heating & Ventilation A/C Company</u> <u>In charge of Engineering</u> <u>Representative Director, Member of the Board, President, Panasonic Commercial Equipment Systems Co., Ltd.</u> <u>Vice President, Cold Chain Solutions Company</u>
Naohiro Kato	<u>Executive Officer, Panasonic Corporation</u> Chief Human Resources Officer (CHRO)	<u>Director, Lifestyle Updates Business Division</u> Chief Human Resources Officer (CHRO)
Michimasa Matsumoto	<u>Executive Officer, Panasonic Corporation</u> Chief Legal Officer (CLO) <u>In charge of Risk Management and Pharmaceutical Affairs</u>	<u>Director, Lifestyle Updates Business Division</u> Chief Legal Officer (CLO)
Shinji Miyachi	<u>Executive Officer, Panasonic Corporation</u> <u>Director, Consumer Marketing Division (Japan)</u> Representative Director, Member of the Board, President, Panasonic Consumer Marketing Co., Ltd.	Representative Director, Member of the Board, President, Panasonic Consumer Marketing Co., Ltd., Consumer Marketing Division (Japan), <u>Lifestyle Updates Business Division</u> <u>Associate Director, Consumer Marketing Division (Japan)</u>
Mitsutoshi Shigeta	<u>Executive Officer, Panasonic Corporation</u> <u>Chief Green Transformation Officer (CGXO)</u> Vice President, Electric Works Company <u>In charge of Energy Business</u> Director, Energy Systems Business Division	Vice President, Electric Works Company Director, Energy Systems Business Division <u>Director, Smart Energy System Business Division</u>
Atsuki Tsutsumi	<u>Executive Officer, Panasonic Corporation</u> Chief Productivity Officer (CPO)	<u>Director, Lifestyle Updates Business Division</u> Chief Productivity Officer (CPO)
Shigeo Usui	<u>Executive Officer, Panasonic Corporation</u> In charge of Customer Experience Director, Design Division	<u>Director, Lifestyle Updates Business Division</u> In charge of Customer Experience Director, Design Division
Hirokazu Yoshida	<u>Executive Officer, Panasonic Corporation</u> Director, Consumer Marketing Division	<u>Director, Lifestyle Updates Business Division</u> Director, Consumer Marketing Division <u>Managing Director, Panasonic Appliances Europe</u>

Underline: Changed responsibilities

Resignation from the Management Committee Members (Retirement effective March 31)

Name	Current Responsibilities
Akira Kono	Vice President, Lifestyle Updates Business Division Director, Consumer Marketing Division (Japan)

(1.1) China and Northeast Asia Company, Panasonic Corporation

Management Committee Members

Name	New Responsibilities	Current Responsibilities
Shigeru Dohno	President, China and Northeast Asia Company Chief Executive Officer (CEO), Chief Information Officer (CIO) <u>In charge of DEI Promotion</u>	President, China and Northeast Asia Company Chief Executive Officer (CEO), Chief Information Officer (CIO)
Hideshi Fuchiue	Vice President, China and Northeast Asia Company Chief Technology Officer (CTO)	Vice President, China and Northeast Asia Company Chief Technology Officer (CTO)
Wu Liang	Vice President, China and Northeast Asia Company Director, Smart Life Appliances Business Division	Vice President, China and Northeast Asia Company Director, Smart Life Appliances Business Division
Sadaaki Yokoo	Vice President, China and Northeast Asia Company Director, Cold Chain (China) Business Division	Vice President, China and Northeast Asia Company Director, Cold Chain (China) Business Division
Ayumu Kinoshita	Managing Officer, China and Northeast Asia Company Director, Building and Housing Solutions Business Division	Managing Officer, China and Northeast Asia Company Director, Building and Housing Solutions Business Division
Lin Yuan-Chuan	Managing Officer, China and Northeast Asia Company Director, Taiwan Business Division	Managing Officer, China and Northeast Asia Company Director, Taiwan Business Division
Masaharu Nakayama	Managing Officer, China and Northeast Asia Company Chief Strategy Officer (CSO)	Managing Officer, China and Northeast Asia Company Chief Strategy Officer (CSO)
Nobuhiko Nishi	Managing Officer, China and Northeast Asia Company Director, Refrigeration and Air-Conditioning Devices Business Division	Managing Officer, China and Northeast Asia Company Director, Refrigeration and Air-Conditioning Devices Business Division
Takayuki Nishi	Managing Officer, China and Northeast Asia Company Chief Human Resources Officer (CHRO)	Managing Officer, China and Northeast Asia Company Chief Human Resources Officer (CHRO)
Shigeyuki Nishimoto	Managing Officer, China and Northeast Asia Company Chief Financial Officer (CFO)	Managing Officer, China and Northeast Asia Company Chief Financial Officer (CFO)
Zhao Bingdi	Managing Officer, China and Northeast Asia Company In charge of Business Development, <u>Legal Affairs</u> , and Government and External Relations	Managing Officer, China and Northeast Asia Company In charge of Business Development, <u>Legal and Compliance</u> , and Government and External Relations

Underline: Changed responsibilities

Senior Audit & Supervisory Officers

Takuma Sawada Zhang Kai

Audit & Supervisory Officer

Norihiko Kato

(1.2) Living Appliances and Solutions Company, Panasonic Corporation

Management Committee Members

Name	New Responsibilities	Current Responsibilities
Michikazu Matsushita	President, Living Appliances and Solutions Company <u>In charge of DEI Promotion</u>	President, Living Appliances and Solutions Company
Shinichi Hayashi	Vice President, Living Appliances and Solutions Company Director, Beauty and Personal Care Business Division In charge of Housing Appliances Business and Procurement Strategy	Vice President, Living Appliances and Solutions Company Director, Beauty and Personal Care Business Division In charge of Housing Appliances Business and Procurement Strategy
Mitsuhiro Miyashita	Vice President, Living Appliances and Solutions Company In charge of Technology Director, Living Products Innovation Division	Vice President, Living Appliances and Solutions Company In charge of Technology Director, Living Products Innovation Division
Masaru Fujimoto	Managing Officer, Living Appliances and Solutions Company Director, Laundry Systems and Vacuum Cleaner Business Division	Managing Officer, Living Appliances and Solutions Company Director, Laundry Systems and Vacuum Cleaner Business Division
Kayo Imamura	Managing Officer, Living Appliances and Solutions Company Director, DX - Customer Engagement Promotion Division	Managing Officer, Living Appliances and Solutions Company Director, DX - Customer Engagement Promotion Division
Akio Ota	Managing Officer, Living Appliances and Solutions Company Director, Kitchen Appliances Business Division Director, Refrigerator and Dishwasher Business Unit	Managing Officer, Living Appliances and Solutions Company Director, Kitchen Appliances Business Division Director, Refrigerator and Dishwasher Business Unit
Masayuki Sasage	Managing Officer, Living Appliances and Solutions Company Director, Cooking Business Unit, Kitchen Appliances Business Division	Managing Officer, Living Appliances and Solutions Company Director, Cooking Business Unit, Kitchen Appliances Business Division
Koki Takata	Managing Officer, Living Appliances and Solutions Company In charge of Manufacturing Director, Business Process Innovation Division	Managing Officer, Living Appliances and Solutions Company In charge of Manufacturing Director, Business Process Innovation Division
Yasuo Tonooka	Managing Officer, Living Appliances and Solutions Company <u>Chief Human Resources Officer (CHRO)</u> <u>In charge of General Affairs</u>	Managing Officer, Living Appliances and Solutions Company <u>In charge of Human Resources</u>

Name	New Responsibilities	Current Responsibilities
Shinichi Watabe	Managing Officer, Living Appliances and Solutions Company <u>Chief Financial Officer (CFO)</u> In charge of Corporate Planning and Legal Affairs	Managing Officer, Living Appliances and Solutions Company In charge of Corporate Planning, <u>Accounting</u> and Legal Affairs

Underline: Changed responsibilities

Senior Audit & Supervisory Officers

Hiroyuki Iwaki

Hidetaka Kiyota

Takuma Sawada

Audit & Supervisory Officer

Norihiko Kato

(1.3) Heating & Ventilation A/C Company, Panasonic Corporation

Management Committee Members

Name	New Responsibilities	Current Responsibilities
Masaharu Michiura	President, Heating & Ventilation A/C Company In charge of Marketing Director, Global Marketing Division <u>In charge of DEI Promotion</u>	President, Heating & Ventilation A/C Company In charge of Marketing Director, Global Marketing Division
Takashi Ogasawara	Vice President, Heating & Ventilation A/C Company In charge of Heating & Ventilation A/C Collaboration Business & Products, Quality Management and Environment Affairs Representative Director, Member of the Board, President, Panasonic Ecology Systems Co., Ltd. Director, Environmental Systems & Engineering Business Unit	Vice President, Heating & Ventilation A/C Company In charge of Heating & Ventilation A/C Collaboration Business & Products, Quality Management and Environment Affairs Representative Director, Member of the Board, President, Panasonic Ecology Systems Co., Ltd. Director, Environmental Systems & Engineering Business Unit
Yoshiaki Sawada	Vice President, Heating & Ventilation A/C Company In charge of Supply Chain Management and Safety & Health Director, Heating and Cooling Solutions Business Division	Vice President, Heating & Ventilation A/C Company In charge of Supply Chain Management and Safety & Health Director, Heating and Cooling Solutions Business Division
Yuichi Inokawa	Managing Officer, Heating & Ventilation A/C Company In charge of IT	Managing Officer, Heating & Ventilation A/C Company In charge of IT
Tsutomu Ishihara	Managing Officer, Heating & Ventilation A/C Company In charge of Corporate Planning Director, Planning Division	Managing Officer, Heating & Ventilation A/C Company In charge of Corporate Planning Director, Planning Division
Masahiro Murata	Managing Officer, Heating & Ventilation A/C Company <u>Chief Financial Officer (CFO)</u>	Managing Officer, Heating & Ventilation A/C Company <u>In charge of Accounting</u>

Name	New Responsibilities	Current Responsibilities
Hideyuki Oka	Managing Officer, Heating & Ventilation A/C Company In charge of Technology	Managing Officer, Heating & Ventilation A/C Company In charge of Technology
Kazuhiko Ueda	Managing Officer, Heating & Ventilation A/C Company <u>Chief Human Resources Officer (CHRO)</u> In charge of Legal Affairs	Managing Officer, Heating & Ventilation A/C Company <u>In charge of Human Resources and Legal Affairs</u>
Sadaharu Ukon	<u>Managing Officer, Heating & Ventilation A/C Company</u> <u>In charge of Engineering</u> <u>Representative Director, Member of the Board, President, Panasonic Commercial Equipment Systems Co., Ltd.</u>	<u>Vice President, Electric Works Company</u> <u>Director, Marketing Division</u> <u>In charge of Customer Communication</u>

Underline: Changed responsibilities

Senior Audit & Supervisory Officers

Hidetaka Kiyota Yoshihisa Matsumoto

Audit & Supervisory Officer

Kazuyuki Katsuragi

(1.4) Cold Chain Solutions Company, Panasonic Corporation

Management Committee Members

Name	New Responsibilities	Current Responsibilities
Eiichi Katayama	President, Cold Chain Solutions Company <u>In charge of DEI Promotion</u> <u>Director, Cold Chain Business Division</u>	President, Cold Chain Solutions Company
Tim Figge	Vice President, Cold Chain Solutions Company CEO, Hussmann Corporation	Vice President, Cold Chain Solutions Company CEO, Hussmann Corporation
Yoshikazu Kawano	Vice President, Cold Chain Solutions Company <u>Chief Financial Officer (CFO)</u> In charge of Corporate Planning, Legal Affairs and IT	Vice President, Cold Chain Solutions Company In charge of Corporate Planning, <u>Accounting</u> , Legal Affairs and IT
Hiroyuki Tominaga	Vice President, Cold Chain Solutions Company <u>In charge of Technology and New Businesses</u>	Vice President, Cold Chain Solutions Company <u>Director, Cold Chain Business Division</u>
Sadaaki Yokoo	Vice President, Cold Chain Solutions Company Main responsibilities: Vice President, China and Northeast Asia Company, <u>Panasonic Corporation</u> Director, Cold Chain (China) Business Division	Vice President, Cold Chain Solutions Company Main responsibilities: Vice President, China and Northeast Asia Company, <u>Lifestyle Updates Business Division</u> Director, Cold Chain (China) Business Division

Name	New Responsibilities	Current Responsibilities
Masuya Okabe	Managing Officer, Cold Chain Solutions Company <u>Chief Human Resources Officer (CHRO)</u>	Managing Officer, Cold Chain Solutions Company <u>In charge of Human Resources</u>
Yasuyuki Tsuchiya	<u>Managing Officer, Cold Chain Solutions Company</u> <u>In charge of Sales</u> <u>Assistant Director, Cold Chain Business Division</u> Representative Director, Member of the Board, Executive Vice President, Panasonic Commercial Equipment Systems Co., Ltd. Director, Cold Chain Business Division	<u>Director, Member of the Board, Senior Managing Executive Officer,</u> Panasonic Commercial Equipment Systems Co., Ltd. Director, Cold Chain Business Division
Masaaki Kaso	In charge of IT, Cold Chain Solutions Company	In charge of IT, Cold Chain Solutions Company
Shigeharu Komatsu	In charge of Corporate Planning, Cold Chain Solutions Company	In charge of Corporate Planning, Cold Chain Solutions Company

Underline: Changed responsibilities

Senior Audit & Supervisory Officers

Yasuo Kowada

Rui Nakao

Audit & Supervisory Officer

Norihiko Kato

(1.5) Electric Works Company, Panasonic Corporation

Management Committee Members

Name	New Responsibilities	Current Responsibilities
Kiyoshi Otaki	President, Electric Works Company <u>In charge of Global Marketing</u> <u>Director, Global Business Division</u> <u>In charge of DEI Promotion</u>	President, Electric Works Company
Tetsuaki Inatsugu	<u>Vice President, Electric Works Company</u> <u>Director, Marketing Division</u>	<u>Managing Officer, Heating & Ventilation A/C Company</u> <u>In charge of Engineering</u> <u>Representative Director, Member of the Board, President, Panasonic Commercial Equipment Systems Co., Ltd.</u> <u>Vice President, Cold Chain Solutions Company</u>
Eiji Maruyama	Vice President, Electric Works Company In charge of Manufacturing, Quality and Environmental Promotion, and Supply Chain Management	Vice President, Electric Works Company In charge of Manufacturing, Quality and Environmental Promotion, and Supply Chain Management

Name	New Responsibilities	Current Responsibilities
Mitsutoshi Shigeta	Vice President, Electric Works Company <u>In charge of Energy Business</u> Director, Energy Systems Business Division	Vice President, Electric Works Company Director, Energy Systems Business Division <u>Director, Smart Energy System Business Division</u>
Satoshi Fujitani	Managing Officer, Electric Works Company <u>Chief Financial Officer (CFO)</u> In charge of Legal Affairs	Managing Officer, Electric Works Company In charge of <u>Accounting</u> and Legal Affairs
Yuichi Inokawa	Managing Officer, Electric Works Company In charge of Digital Platform and IT	Managing Officer, Electric Works Company In charge of Digital Platform and IT
Masaaki Isoda	Managing Officer, Electric Works Company In charge of Technology Director, Solution Development Division In charge of Design and Intellectual Property	Managing Officer, Electric Works Company In charge of Technology Director, Solution Development Division In charge of Design and Intellectual Property
Toru Kanno	Managing Officer, Electric Works Company <u>Chief Human Resources Officer (CHRO)</u> In charge of Facility	Managing Officer, Electric Works Company In charge of <u>Human Resources</u> and Facility
Tatsuya Kato	Managing Officer, Electric Works Company In charge of Planning, <u>Customer Communication</u> and Intelligence & Liaison	Managing Officer, Electric Works Company In charge of Planning and Intelligence & Liaison
Kuniyasu Shimaoka	Managing Officer, Electric Works Company Director, Lighting Business Division	Managing Officer, Electric Works Company Director, Lighting Business Division

Underline: Changed responsibilities

Senior Audit & Supervisory Officers

Masao Kubo

Akihiro Minato

Audit & Supervisory Officer

Kazuyuki Katsuragi

(2) Panasonic Automotive Systems Co., Ltd. (current Automotive Company)

Names are listed in alphabetical order of last name with each position.

●List of Members of the Board of Directors and Audit & Supervisory Board Members(Effective April 1)

Title	Name
Representative Director	Masashi Nagayasu
Representative Director	Kenji Tamura
Director	Yuki Kusumi

Title	Name
Director	Hirokazu Umeda
Director	Masao Hinoguchi
Director	Masashige Mizuyama
Director	Kazuyo Sumida
Senior Audit & Supervisory Board Member	Hitoshi Arata
Senior Audit & Supervisory Board Member	Makoto Nagura
Audit & Supervisory Board Member	Takashi Uchida

●List of Executive Officers and their Responsibilities (Effective April 1)

Name	New Responsibilities	Current Responsibilities
Masashi Nagayasu	President, <u>Panasonic Automotive Systems Co., Ltd.</u> Chief Executive Officer (CEO) In charge of DEI Promotion	President, <u>Automotive Company</u> Chief Executive Officer (CEO) In charge of DEI Promotion
Kenji Tamura	Senior Executive Vice President, <u>Panasonic Automotive Systems Co., Ltd.</u> In charge of Operational Improvement and Procurement	Senior Vice President, <u>Automotive Company</u> Director, <u>Infotainment Systems Business Division</u>
Masashige Mizuyama	Executive Vice President, <u>Panasonic Automotive Systems Co., Ltd.</u> Chief Technology Officer (CTO) In charge of New Business Promotion, <u>Cabin/Interior Innovation, Cyber Security and Intellectual Property</u>	Managing Officer, <u>Automotive Company</u> Chief Technology Officer (CTO) Director, <u>R&D Division</u> In charge of Intellectual Property
Masao Hinoguchi	Executive Officer, <u>Panasonic Automotive Systems Co., Ltd.</u> Chief Financial Officer (CFO)	Managing Officer, <u>Automotive Company</u> Chief Financial Officer (CFO)
Motoshi Hisada	Executive Officer, <u>Panasonic Automotive Systems Co., Ltd.</u> Director, HMI Systems Business Division	Managing Officer, <u>Automotive Company</u> Director, HMI Systems Business Division In charge of <u>Cabin/Interior Innovation</u>
Susumu Ibaraki	Executive Officer, <u>Panasonic Automotive Systems Co., Ltd.</u> Director, <u>R&D Division</u>	Director, <u>Connected DA Business Unit, Infotainment Systems Business Division, Automotive Company</u>
Scott Kirchner	Managing Officer, <u>Panasonic Automotive Systems Co., Ltd.</u> President, <u>Panasonic Automotive Systems Company of America</u>	Managing Officer, <u>Automotive Company</u> President, <u>Panasonic Automotive Systems Company of America</u>
Masanori Minamio	Executive Officer, <u>Panasonic Automotive Systems Co., Ltd.</u> In charge of Manufacturing, Logistics, Quality and <u>Carbon Neutral Promotion Occupational Safety and Health</u> Director	Managing Officer, <u>Automotive Company</u> In charge of Manufacturing, Logistics, <u>Procurement and Quality</u>

Name	New Responsibilities	Current Responsibilities
Tomoka Ohashi	<u>Executive Officer, Panasonic Automotive Systems Co., Ltd.</u> Chief Human Resources Officer (CHRO) In charge of General Affairs	<u>Managing Officer, Automotive Company</u> Chief Human Resources Officer (CHRO) In charge of General Affairs
Keita Sasaki	<u>Executive Officer, Panasonic Automotive Systems Co., Ltd.</u> Chief Legal Officer (CLO), Chief Risk Management Officer (CRO)	<u>Managing Officer, Connected Solutions Company</u> General Counsel (GC) Director, Legal & Compliance Center In charge of Risk Management
Kazuyo Sumida	<u>Executive Officer, Panasonic Automotive Systems Co., Ltd.</u> Chief Strategy Officer (CSO), Chief Information Officer (CIO) In charge of Brand Strategy	<u>Managing Officer, Automotive Company</u> Chief Strategy Officer (CSO), Chief Information Officer (CIO)
Takayuki Tanabe	<u>Executive Officer, Panasonic Automotive Systems Co., Ltd.</u> Director, Infotainment Systems Business Division	Assistant Director, Infotainment Systems Business Division, Automotive Company
Yoshinori Tokuda	<u>Executive Officer, Panasonic Automotive Systems Co., Ltd.</u> Director, Automotive Systems Business Division	<u>Managing Officer, Automotive Company</u> Director, Automotive Systems Business Division
Tomoaki Yamaguchi	<u>Executive Officer, Panasonic Automotive Systems Co., Ltd.</u> Director, Global Marketing & Sales Division	<u>Managing Officer, Automotive Company</u> Director, Global Marketing & Sales Division

Underline: Changed responsibilities

(3) Panasonic Entertainment & Communication Co., Ltd. (current Entertainment & Communication Business Division)
Names are listed in alphabetical order of last name with each position.

●List of Members of the Board of Directors and Audit & Supervisory Board Members(Effective April 1)

Title	Name
Representative Director	Akira Toyoshima
Representative Director	Toshiaki Ihara
Director	Yuki Kusumi
Director	Tetsuro Homma
Director	Hirokazu Umeda
Director	Itsuro Chuma
Senior Audit & Supervisory Board Member	Hiroyuki Iwaki
Audit & Supervisory Board Member	Norihiko Kato

●List of Executive Officers and their Responsibilities (Effective April 1)

Name	New Responsibilities	Current Responsibilities
Akira Toyoshima	President, <u>Panasonic Entertainment & Communication Co., Ltd.</u> Chief Executive Officer (CEO) In charge of DEI Promotion	President, <u>Entertainment & Communication Business Division</u>
Yasunari Anan	Executive Vice President, <u>Panasonic Entertainment & Communication Co., Ltd.</u> Director, Visual and Sound Business Unit	Vice President, <u>Entertainment & Communication Business Division</u> Director, Visual and Sound Business Unit
Toru Sakata	Executive Vice President, <u>Panasonic Entertainment & Communication Co., Ltd.</u> Director, Smart Communication Business Unit	Vice President, <u>Entertainment & Communication Business Division</u> Director, Smart Communication Business Unit
Yosuke Yamane	Executive Vice President, <u>Panasonic Entertainment & Communication Co., Ltd.</u> Director, Imaging Business Unit	Vice President, <u>Entertainment & Communication Business Division</u> Director, Imaging Business Unit
Itsuro Chuma	Managing Executive Officer, <u>Panasonic Entertainment & Communication Co., Ltd.</u> Chief Strategy Officer (CSO) General Manager, Strategy Planning Department Chief Information Officer (CIO)	Director, <u>Entertainment & Communication Business Division</u> In charge of Corporate Planning General Manager, Strategy Planning Department
Toshiaki Ihara	Managing Executive Officer, <u>Panasonic Entertainment & Communication Co., Ltd.</u> Chief Financial Officer (CFO) General Manager, Accounting Department	Director, <u>Entertainment & Communication Business Division</u> In charge of Accounting General Manager, Accounting Department
Kazuhiro Ogasawara	Managing Executive Officer, <u>Panasonic Entertainment & Communication Co., Ltd.</u> Chief Human Resources Officer (CHRO) General Manager, Human Resources and General Affairs Department	Director, <u>Entertainment & Communication Business Division</u> In charge of Human Resources General Manager, Human Resources and General Affairs Department
Makoto Sakamoto	Managing Executive Officer, <u>Panasonic Entertainment & Communication Co., Ltd.</u> Chief Legal Officer (CLO) General Manger, Legal Department	Director, <u>Entertainment & Communication Business Division</u> In charge of Legal Affairs General Manager, Legal Department

Underline: Changed responsibilities

(4) Panasonic Housing Solutions Co., Ltd. (current Housing Systems Business Division)

Names are listed in alphabetical order of last name with each position.

●List of Members of the Board of Directors and Audit & Supervisory Board Members(Effective April 1)

Title	Name
Representative Director	Masashi Yamada
Representative Director	Tadashi Nishio
Director	Yuki Kusumi
Director	Tetsuro Homma
Director	Hirokazu Umeda
Director	Jiro Kawachi
Director	Tomohide Suzuki
Senior Audit & Supervisory Board Member	Tomonori Kuramoto
Audit & Supervisory Board Member	Kazuyuki Katsuragi
Audit & Supervisory Board Member	Masao Kubo

●List of Executive Officers and their Responsibilities (Effective April 1)

Name	New Responsibilities	Current Responsibilities
Masashi Yamada	President, <u>Panasonic Housing Solutions Co., Ltd.</u> Chief Executive Officer (CEO) In charge of DEI Promotion	President, <u>Housing Systems Business Division</u> Director, Innovation Division
Masunori Kobayakawa	Executive Vice President, <u>Panasonic Housing Solutions Co., Ltd.</u> In charge of Manufacturing Innovation, Quality and Environment, and Supply Chain Management Director, <u>Exterior Products & Systems Business Division</u>	Vice President, <u>Housing Systems Business Division</u> In charge of Manufacturing Innovation
Tadashi Nishio	Executive Vice President, <u>Panasonic Housing Solutions Co., Ltd.</u> In charge of Marketing and CS	Vice President, <u>Housing Systems Business Division</u> In charge of Sales
Shinji Adachi	Managing Executive Officer, <u>Panasonic Housing Solutions Co., Ltd.</u> Chief Information Officer (CIO) In charge of Design Director, Innovation Division	Director, <u>Housing Systems Business Division</u> Chief Information Officer (CIO) Associate Director, Innovation Division
Akio Fujikawa	Managing Executive Officer, <u>Panasonic Housing Solutions Co., Ltd.</u> Chief Strategy Officer (CSO)	General Manager, <u>Corporate Planning Office, Housing Systems Business Division</u>
Jiro Kawachi	Managing Executive Officer, <u>Panasonic Housing Solutions Co., Ltd.</u> Chief Financial Officer (CFO) In charge of Legal Affairs and <u>Risk Management</u>	Director, <u>Housing Systems Business Division</u> Chief Financial Officer (CFO) In charge of Legal Affairs

Name	New Responsibilities	Current Responsibilities
Yoshiro Matsushita	<u>Managing Executive Officer, Panasonic Housing Solutions Co., Ltd.</u> <u>Director, Kitchen Furniture, Bathroom & Sanitary Fittings Business Division</u>	<u>Director, Housing Systems Business Division</u> <u>Director, Kitchen Furniture, Bathroom & Sanitary Fittings Business Unit</u>
Tomohide Suzuki	<u>Managing Executive Officer, Panasonic Housing Solutions Co., Ltd.</u> <u>Chief Human Resources Officer (CHRO)</u> <u>In charge of General Affairs and Construction Safety Regulations Administration</u>	<u>Director, Housing Systems Business Division</u> <u>Chief Human Resources Officer (CHRO)</u>
Joji Tatsumi	<u>Managing Executive Officer, Panasonic Housing Solutions Co., Ltd.</u> <u>Director, Architecture Systems Business Division</u>	<u>Director, Housing Systems Business Division</u> <u>Director, Architecture Systems Business Unit</u>
Koichiro Ishikawa	<u>Managing Executive Officer, Panasonic Housing Solutions Co., Ltd.</u> <u>In charge of Engineering Business</u>	<u>Director, Construction Business Planning Department, Housing Systems Business Division</u>
Shigeyuki Ito	<u>Managing Executive Officer, Panasonic Housing Solutions Co., Ltd.</u> <u>General Manager, In charge of East Japan Sales</u> <u>General Manager, Metropolitan Area Branch</u>	<u>Director, Housing Systems Business Division</u> <u>General Manager, Metropolitan Area Sales Division</u>
Masami Maezawa	<u>Managing Executive Officer, Panasonic Housing Solutions Co., Ltd.</u> <u>Chief Technology Officer (CTO), Chief Manufacturing Officer (CMO)</u>	<u>Director, Housing Systems Business Division</u> <u>Chief Technology Officer (CTO), Chief Manufacturing Officer (CMO)</u>
Kenji Takemura	<u>Managing Executive Officer, Panasonic Housing Solutions Co., Ltd.</u> <u>President, Panasonic Living Co., Ltd.</u>	<u>Director, Home-builders Sales Development Department</u>
Eiichi Tsuruhara	<u>Managing Executive Officer, Panasonic Housing Solutions Co., Ltd.</u> <u>General Manager, In charge of West Japan Sales</u> <u>General Manager, Kinki Area Branch</u>	<u>Director, Housing Systems Business Division</u> <u>General Manager, Kinki Area Sales Division</u>

Underline: Changed responsibilities

(5) Panasonic Connect Co., Ltd. (current Connected Solutions Company)

Names are listed in alphabetical order of last name with each position.

●List of Members of the Board of Directors and Audit & Supervisory Board Members(Effective April 1)

Title	Name
Representative Director	Yasuyuki Higuchi
Representative Director	Tatsuo Katakura
Director	Yukari Kobayashi
Director	Satoko Shisai
Director	Hajime Shoji

Title	Name
Director	Yuki Kusumi
Director	Hirokazu Umeda
Director	Hideaki Harada
Director	Takeshi Nishikawa
Senior Audit & Supervisory Board Member	Yuji Kimura
Senior Audit & Supervisory Board Member	Hirokazu Yasuoka
Audit & Supervisory Board Member	Yoshikazu Nakajima

●List of Connect Leadership Team Members and their Responsibilities (Effective April 1)

Name	New Responsibilities	Current Responsibilities
Yasuyuki Higuchi	President, <u>Panasonic Connect Co., Ltd.</u> Chief Executive Officer (CEO)	President, <u>Connected Solutions Company</u> Chief Executive Officer (CEO)
Hideaki Harada	<u>Senior Executive Vice President, Panasonic Connect Co., Ltd.</u> Chief Strategy Officer (CSO) In charge of Storage Business, <u>i-PRO Co., Ltd.</u>	<u>Senior Vice President, Connected Solutions Company</u> Chief Strategy Officer (CSO) In charge of Storage Business, <u>Panasonic i-PRO Sensing Solutions Co., Ltd.</u>
Tatsuo Katakura	<u>Senior Executive Vice President, Panasonic Connect Co., Ltd.</u> In charge of Global Solution Business <u>President, Gemba Solutions Company</u> In charge of <u>Construction Safety Regulations Administration</u>	<u>Senior Vice President, Connected Solutions Company</u> In charge of Global Solution Business <u>Director, Gemba Process Business Division</u> <u>Representative Director, Member of the Board, President, Panasonic System Solutions Japan Co., Ltd.</u> In charge of the collaboration with <u>Blue Yonder Japan, Construction Safety Regulations Administration Department</u>
Kenneth William Sain	<u>Executive Vice President, Panasonic Connect Co., Ltd.</u> CEO, Panasonic Avionics Corporation In charge of Avionics Business Unit	CEO, Panasonic Avionics Corporation, <u>Connected Solutions Company</u>
Hiroaki Sakamoto	<u>Executive Vice President, Panasonic Connect Co., Ltd.</u> Managing Director, Mobile Solutions Business Division In charge of Zetes Industries S.A.	<u>Vice President, Connected Solutions Company</u> Director, Mobile Solutions Business Division In charge of <u>Panasonic Mobile Communications Co., Ltd.</u> and Zetes Industries S.A.
Akihiro Akiyama	<u>Senior Vice President, Panasonic Connect Co., Ltd.</u> Managing Director, Process Automation Business Division	<u>Managing Officer, Connected Solutions Company</u> Director, Process Automation Business Division <u>President, Panasonic Smart Factory Solutions Co., Ltd.</u>

Name	New Responsibilities	Current Responsibilities
Faisal Pandit	<u>Senior Vice President, Panasonic Connect Co., Ltd.</u> <u>In charge of Gemba Solutions for North America</u> <u>President, Panasonic Connect North America</u>	<u>President, Panasonic System Solutions Company of North America</u>
Takeshi Nishikawa	<u>Vice President, Panasonic Connect Co., Ltd.</u> <u>Chief Financial Officer (CFO)</u> <u>Managing Director, Financial and Accounting Division</u> <u>In charge of DEI Promotion</u>	<u>Managing Officer, Connected Solutions Company</u> <u>Chief Financial Officer (CFO)</u> <u>Director, Accounting Center</u> <u>In charge of DEI Promotion</u>
Hiroyuki Nishiuma	<u>Vice President, Panasonic Connect Co., Ltd.</u> <u>In charge of Gemba Solutions for Europe</u> <u>Managing Director, Panasonic Connect Europe GmbH</u>	<u>Managing Officer, Connected Solutions Company</u> <u>In charge of CNS Solutions Business for Europe</u> <u>Managing Director, Panasonic Connect Europe GmbH</u>
Yasuhiko Okumura	<u>Vice President, Panasonic Connect Co., Ltd.</u> <u>Managing Director, Media Entertainment Business Division</u>	<u>Representative Director, Member of the Board, Vice President, Executive Vice President, Panasonic System Solutions Japan, Co., Ltd.</u> <u>Director, Public Systems Business Division</u>
Akira Sakakibara	<u>Vice President, Panasonic Connect Co., Ltd.</u> <u>Chief Technology Officer (CTO)</u> <u>Managing Director, R&D Division</u> <u>In charge of Intellectual Property</u>	<u>Managing Officer, Connected Solutions Company</u> <u>Chief Technology Officer (CTO)</u> <u>Director, Innovation Center</u> <u>In charge of Intellectual Property</u>
Nobuhiro Shinya	<u>Vice President, Panasonic Connect Co., Ltd.</u> <u>Chief Human Resources Officer (CHRO)</u> <u>Managing Director, Human Resources and Facility Services Division</u> <u>Chief Health Officer</u>	<u>Managing Officer, Connected Solutions Company</u> <u>Chief Human Resources Officer (CHRO)</u> <u>Director, Human Resources Center</u> <u>Group Manager, Human Resources Strategic Office</u> <u>In charge of General Affairs</u>
Yutaka Tamada	<u>Vice President, Panasonic Connect Co., Ltd.</u> <u>Chief Legal Officer (CLO)</u> <u>Managing Director, Legal Affairs and Compliance Division</u> <u>In charge of Risk Management</u> <u>(Will join the company on April 1, 2022)</u>	--
Yukiko Yamaguchi	<u>Vice President, Panasonic Connect Co., Ltd.</u> <u>Chief Marketing Officer (CMO)</u> <u>Managing Director, Marketing Division</u> <u>In charge of Design and DEI Promotion</u> <u>Director, Corporate Culture Transformation Office</u>	<u>Managing Officer, Connected Solutions Company</u> <u>Chief Marketing Officer (CMO)</u> <u>Director, Enterprise Marketing Division</u> <u>In charge of Design and DEI Promotion</u> <u>Group Manager, Corporate Culture Transformation Office</u>

Name	New Responsibilities	Current Responsibilities
Masae Yamanaka	<u>Vice President, Panasonic Connect Co., Ltd.</u> <u>Vice President, Gemba Solutions Company</u> <u>In charge of the collaboration with Blue Yonder Japan</u>	<u>Managing Officer, Connected Solutions Company</u> <u>Associate Director, Gemba Process Business Division</u> <u>Director, Member of the Board, Executive Vice President, Panasonic System Solutions Japan Co., Ltd.</u>
Osamu Yuki	<u>Vice President, Panasonic Connect Co., Ltd.</u> <u>In charge of Manufacturing, Procurement and Logistics</u> <u>Managing Director, Manufacturing Innovation Division</u>	<u>Managing Officer, Connected Solutions Company</u> <u>In charge of Manufacturing, Procurement, Logistics, Quality Assurance, Environment Affairs and CS</u> <u>Director, Manufacturing Innovation Center</u> <u>In charge of Agribusiness Project Office</u>
Akihiko Kawano	<u>Associate Vice President, Panasonic Connect Co., Ltd.</u> <u>Chief Information Officer (CIO)</u> <u>Managing Director, IT and Digital Promotion Division</u>	<u>Deputy Chief Information Officer (Deputy CIO), Connected Solutions Company</u> <u>Group Manager, IT Innovation Department</u> <u>Executive Officer, Panasonic System Solutions Japan Co., Ltd.</u> <u>In charge of Information Planning</u>
Kiyotaka Yamamoto	<u>Associate Vice President, Panasonic Connect Co., Ltd.</u> <u>In charge of Quality Assurance, Environment Affairs, CS and Business Communication Business</u>	<u>Director, Business Communication Business Unit, Connected Solutions Company</u>

Underline: Changed responsibilities

(6) Panasonic Industry Co., Ltd. (current Industry Company)

Names are listed in alphabetical order of last name with each position.

●List of Members of the Board of Directors and Audit & Supervisory Board Members(Effective April 1)

Title	Name
Representative Director	Shinji Sakamoto
Representative Director	Koji Sato
Director	Yuki Kusumi
Director	Tetsuro Homma
Director	Hirokazu Umeda
Director	Ryo Kitaori
Director	Satoshi Nakaya
Senior Audit & Supervisory Board Member	Kazuhide Oki
Senior Audit & Supervisory Board Member	Hiroyuki Tanaka

Title	Name
Audit & Supervisory Board Member	Takafumi Mizuno

●List of Executive Officers and their Responsibilities (Effective April 1)

Name	New Responsibilities	Current Responsibilities
Shinji Sakamoto	President, <u>Panasonic Industry Co., Ltd.</u> Chief Executive Officer (CEO) In charge of DEI Promotion	President, <u>Industry Company</u> Chief Executive Officer (CEO)
Shigeo Okuda	Executive Vice President, <u>Panasonic Industry Co., Ltd.</u> In charge of Quality Management, Manufacturing, and Procurement	Vice President, <u>Industry Company</u> In charge of Quality Management, Manufacturing, and Procurement
Yoshitaka Teraoka	Executive Vice President, <u>Panasonic Industry Co., Ltd.</u> In charge of Marketing & Sales Director, Global Marketing & Sales Division	Vice President, <u>Industry Company</u> In charge of Marketing & Sales Director, Global Marketing & Sales Division
Eiji Hoashi	Managing Executive Officer, <u>Panasonic Industry Co., Ltd.</u> Chief Information Officer (CIO), Chief Digital Officer (CDO)	Managing Officer, <u>Industry Company</u> Chief Information Officer (CIO), Chief Digital Officer (CDO)
Takeaki Ikeda	Managing Executive Officer, <u>Panasonic Industry Co., Ltd.</u> Director, Industrial Device Business Division	Managing Officer, <u>Industry Company</u> Director, Industrial Device Business Division
Ryo Kitaori	Managing Executive Officer, <u>Panasonic Industry Co., Ltd.</u> Chief Strategy Officer (CSO) In charge of Brand and Communication Strategy and Logistics	Managing Officer, <u>Industry Company</u> Chief Strategy Officer (CSO) In charge of Logistics
Hiroko Kitatani	Managing Executive Officer, <u>Panasonic Industry Co., Ltd.</u> Chief Legal Officer (CLO) In charge of Risk Management	Managing Officer, <u>Industry Company</u> In charge of <u>Legal Affairs</u> and Risk Management
Yasutaka Miyata	Managing Executive Officer, <u>Panasonic Industry Co., Ltd.</u> Director, Electronic Materials Business Division	Managing Officer, <u>Industry Company</u> Director, Electronic Materials Business Division
Satoshi Nakaya	Managing Executive Officer, <u>Panasonic Industry Co., Ltd.</u> Chief Technology Officer (CTO) Director, Engineering Division In charge of Intellectual Property	Managing Officer, <u>Industry Company</u> Chief Technology Officer (CTO) Director, Engineering Division In charge of Intellectual Property
Yasuo Nishiura	Managing Executive Officer, <u>Panasonic Industry Co., Ltd.</u> Director, Device Solutions Business Division	Managing Officer, <u>Industry Company</u> Director, Device Solutions Business Division
Masato Ozawa	Managing Executive Officer, <u>Panasonic Industry Co., Ltd.</u> Director, Electromechanical Control Business Division	Managing Officer, <u>Industry Company</u> Director, Electromechanical Control Business Division

Name	New Responsibilities	Current Responsibilities
Koji Sato	<u>Managing Executive Officer,</u> <u>Panasonic Industry Co., Ltd.</u> Chief Financial Officer (CFO)	<u>Managing Officer, Industry Company</u> Chief Financial Officer (CFO)
Toshiya Umemura	<u>Managing Executive Officer,</u> <u>Panasonic Industry Co., Ltd.</u> Chief Human Resources Officer (CHRO) In charge of General Affairs	<u>Managing Officer, Industry Company</u> Chief Human Resources Officer (CHRO) In charge of General Affairs
Yin Zhiming	<u>Managing Executive Officer,</u> <u>Panasonic Industry Co., Ltd.</u> In charge of Panasonic Industry (China) Co., Ltd.	<u>Managing Officer, Industry Company</u> In charge of Panasonic Industry (China) Co., Ltd.

Underline: Changed responsibilities

Resignation from the Management Committee Members (Retirement effective March 31)

Name	Current Responsibilities
Atsushi Sato	Vice President, Industry Company In charge of Business Strategy

(7) Panasonic Energy Co., Ltd. (current Energy Company)

Names are listed in alphabetical order of last name with each position.

●List of Members of the Board of Directors and Audit & Supervisory Board Members(Effective April 1)

Title	Name
Representative Director	Kazuo Tadanobu
Representative Director	Yasuaki Takamoto
Director	Yuki Kusumi
Director	Tetsuro Homma
Director	Hirokazu Umeda
Director	Masaaki Mizoguchi
Director	Kunio Tanaka
Senior Audit & Supervisory Board Member	Noriyuki Fujiwara
Senior Audit & Supervisory Board Member	Hiroyuki Tanaka
Audit & Supervisory Board Member	Takafumi Mizuno

●List of Executive Officers and their Responsibilities (Effective April 1)

Name	New Responsibilities	Current Responsibilities
Kazuo Tadanobu	<u>President, Panasonic Energy Co., Ltd.</u> Chief Executive Officer (CEO) <u>In charge of DEI Promotion</u>	<u>President, Energy Company</u> Chief Executive Officer (CEO)
Yasuaki Takamoto	<u>Executive Vice President, Panasonic</u> <u>Energy Co., Ltd.</u> Director, Mobility Energy Business Division	<u>Vice President, Energy Company</u> Director, Mobility Energy Business Division

Name	New Responsibilities	Current Responsibilities
Shoichiro Watanabe	<u>Executive Vice President, Panasonic Energy Co., Ltd.</u> Chief Technology Officer (CTO) In charge of Intellectual Property, Manufacturing, Quality and Procurement	<u>Vice President, Energy Company</u> Chief Technology Officer (CTO) In charge of Intellectual Property, Manufacturing, Quality and Procurement
Kazutaka Fukutome	<u>Managing Executive Officer, Panasonic Energy Co., Ltd.</u> In charge of Marketing & Sales Director, Global Marketing & Sales Division	<u>Managing Officer, Energy Company</u> In charge of Marketing & Sales Director, Global Marketing & Sales Division
Masaru Miki	<u>Managing Executive Officer, Panasonic Energy Co., Ltd.</u> Chief Human Resources Officer (CHRO) In charge of General Affairs	<u>Managing Officer, Energy Company</u> Chief Human Resources Officer (CHRO) In charge of General Affairs
Masaaki Mizoguchi	<u>Managing Executive Officer, Panasonic Energy Co., Ltd.</u> Chief Financial Officer (CFO)	<u>Managing Officer, Energy Company</u> Chief Financial Officer (CFO)
Osamu Nagano	<u>Managing Executive Officer, Panasonic Energy Co., Ltd.</u> Chief Information Officer (CIO)	<u>Managing Officer, Energy Company</u> Chief Information Officer (CIO)
Hideyuki Okunaga	<u>Managing Executive Officer, Panasonic Energy Co., Ltd.</u> Director, Energy Device Business Division	<u>Managing Officer, Energy Company</u> Director, Energy Device Business Division
Kunio Tanaka	<u>Managing Executive Officer, Panasonic Energy Co., Ltd.</u> Chief Strategy Officer (CSO) In charge of Logistics, Legal Affairs, Risk Management and <u>Brand Strategy</u>	<u>Managing Officer, Energy Company</u> Chief Strategy Officer (CSO) In charge of Logistics, Legal Affairs and Risk Management
Isamu Yamagiwa	<u>Managing Executive Officer, Panasonic Energy Co., Ltd.</u> Director, Energy Solutions Business Division	<u>Managing Officer, Energy Company</u> Director, Energy Solutions Business Division

Underline: Changed responsibilities

(8) Panasonic Operational Excellence Co., Ltd. (current Operational Excellence Company)

Names are listed in alphabetical order of last name with each position.

●List of Members of the Board of Directors and Audit & Supervisory Board Members(Effective April 1)

Title	Name
Representative Director	Mototsugu Sato
Representative Director	Tomohiko Sasano
Director	Shigeki Mishima
Director	Tatsuo Ogawa
Director	Ayako Shotoku

Title	Name
Director	Hirokazu Umeda
Director	Katsumi Abe
Audit & Supervisory Board Member	Toshihide Tominaga
Audit & Supervisory Board Member	Eiji Fujii
Audit & Supervisory Board Member	Takayuki Kishimoto

●List of Executive Officers and their Responsibilities (Effective April 1)

Name	New Responsibilities	Current Responsibilities
Mototsugu Sato	<u>President, Panasonic Operational Excellence Co., Ltd.</u> <u>Chief Executive Officer (CEO)</u> <u>In charge of DEI Promotion</u>	<u>President, Operational Excellence Company</u>
Tomohiko Sasano	<u>Executive Vice President, Panasonic Operational Excellence Co., Ltd.</u> <u>Chief Strategy Officer (CSO)</u> <u>Director, Corporate Strategy Division</u>	<u>Vice President, Operational Excellence Company</u> <u>In charge of Corporate Strategy</u> <u>Director, Corporate Strategy Division</u>
Katsumi Abe	<u>Executive Officer, Panasonic Operational Excellence Co., Ltd.</u> <u>Chief Financial Officer (CFO)</u> <u>Director, Financial & Accounting Center</u> <u>In charge of Internal Auditing Department, Internal Control Promotion Office, Group MUDA Busters Project, Business Travel Management Office, Corporate Governance Office for SANYO Electric Co., Ltd.</u>	<u>Managing Officer, Operational Excellence Company</u> <u>In charge of Accounting</u> <u>Director, Financial & Accounting Center</u>
Kentaro Ando	<u>Executive Officer, Panasonic Operational Excellence Co., Ltd.</u> <u>In charge of Logistics</u> <u>Director, Logistics Division</u>	<u>Managing Officer, Operational Excellence Company</u> <u>In charge of Logistics</u> <u>Director, Logistics Division</u>
Tetsuya Fujiwara	<u>Executive Officer, Panasonic Operational Excellence Co., Ltd.</u> <u>In charge of Government and External Relations</u> <u>Director, Government and External Relations Division</u> <u>In charge of Business Solutions Division and Integrated Resort Business Promotion Division</u>	<u>Managing Officer, Operational Excellence Company</u> <u>In charge of Government and External Relations</u> <u>Director, Government and External Relations Division</u>
Tomoyuki Kato	<u>Executive Officer, Panasonic Operational Excellence Co., Ltd.</u> <u>In charge of Facility</u> <u>General Manager, Real Estate Coordination Department</u>	<u>Managing Officer, Operational Excellence Company</u> <u>In charge of Facility</u> <u>General Manager, Real Estate Coordination Department</u>

Name	New Responsibilities	Current Responsibilities
Shigeki Mishima	<u>Executive Officer, Panasonic Operational Excellence Co., Ltd. Chief Human Resources Officer (CHRO)</u> In charge of General Affairs, CSR and Corporate Citizenship Activities	<u>Managing Officer, Operational Excellence Company</u> In charge of <u>Human Resources</u> , General Affairs, CSR and Corporate Citizenship Activities
Mitsuru Miyoshi	<u>Executive Officer, Panasonic Operational Excellence Co., Ltd.</u> In charge of Procurement Director, Global Procurement Division	<u>Managing Officer, Operational Excellence Company</u> In charge of Procurement Director, Global Procurement Division
Yoshihiro Morii	<u>Executive Officer, Panasonic Operational Excellence Co., Ltd.</u> In charge of <u>Brand and Communications</u>	<u>Managing Officer, Operational Excellence Company</u> In charge of <u>Brand</u>
Terumitsu Morimoto	<u>Executive Officer, Panasonic Operational Excellence Co., Ltd.</u> In charge of <u>Management Innovation Promotion</u> and Overseas Operations	<u>Managing Officer, Operational Excellence Company</u> In charge of <u>Corporate Management</u> and Overseas Operations
Hideo Ohara	<u>Executive Officer, Panasonic Operational Excellence Co., Ltd.</u> In charge of Technology and Manufacturing	<u>Managing Officer, Operational Excellence Company</u> In charge of Technology and Manufacturing
Hideyasu Sasaki	<u>Executive Officer, Panasonic Operational Excellence Co., Ltd. Chief Legal Officer (CLO)</u>	<u>Managing Officer, Operational Excellence Company</u> In charge of <u>Legal Affairs</u>
Yoshiaki Tokuda	<u>Executive Officer, Panasonic Operational Excellence Co., Ltd.</u> In charge of Intellectual Property	<u>Managing Officer, Operational Excellence Company</u> In charge of Intellectual Property
Akio Toyoda	<u>Executive Officer, Panasonic Operational Excellence Co., Ltd.</u> In charge of <u>Information Systems</u> Director, Information Systems Division	<u>Chief, Information Strategy Department, Corporate Strategy and Technology Sector</u> <u>General Manager, Systems Planning Department, Information Systems Division, Operational Excellence Company</u>
Hiroto Uehara	<u>Executive Officer, Panasonic Operational Excellence Co., Ltd.</u> In charge of Quality & Environment Director, Quality & Environment Division <u>In charge of CS</u>	<u>Managing Officer, Operational Excellence Company</u> In charge of Quality & Environment Director, Quality & Environment Division

Underline: Changed responsibilities

Resignation from the Management Committee Members (Retirement effective March 31)

Name	Current Responsibilities
Takahiro Nakagawa	Managing Officer, Operational Excellence Company In charge of Information Systems Director, Information Systems Division

12. Business Structure and Personnel Changes of Panasonic Sports Co., Ltd. Effective April 1, 2022
Names are listed in alphabetical order of last name with each position.

●List of Members of the Board of Directors and Audit & Supervisory Board Member(Effective April 1)

Title	Name
Representative Director	Takeshi Kubota
Director	Yuki Kusumi
Director	Tadashi Ono
Audit & Supervisory Board Member	Yoshikazu Nakajima

●List of Executive Officers and their Responsibilities (Effective April 1)

Name	New Responsibilities	Current Responsibilities
Takeshi Kubota	<u>President, Panasonic Sports Co., Ltd.</u> <u>Chief Executive Officer (CEO)</u>	<u>General Manager, Sports Management Division</u>
Hidekazu Sasaki	<u>Executive Vice President, Panasonic Sports Co., Ltd.</u> <u>In charge of Gamba Osaka and Business Development</u>	<u>General Manager, Olympic & Paralympic Promotion Department, Business Solutions Division, Operational Excellence Company</u> <u>General Manager, Business Development Department, Sports Management Division</u>
Masanori Kawahara	<u>Senior Managing Executive Officer, Panasonic Sports Co., Ltd.</u> <u>Chief Strategy Officer (CSO)</u>	<u>General Manager, Business Support Department, Sports Management Division</u>
Yoshihiko Furui	<u>Executive Officer, Panasonic Sports Co., Ltd.</u> <u>Chief Financial Officer (CFO)</u>	<u>Chief, In charge of Accounting, Sports Management Division</u>
Ryo Kato	<u>Executive Officer, Panasonic Sports Co., Ltd.</u> <u>Chief Human Resources Officer (CHRO)</u>	<u>Chief, In charge of Human Resources, Sports Management Division</u>

Underline: Changed responsibilities

13. Organizational Changes at Panasonic Holdings Corporation and Operating Company (Effective April 1)

(1) Panasonic Holdings Corporation

(a) Name change of the Groupwide Strategy Group

Objectives and Contents:

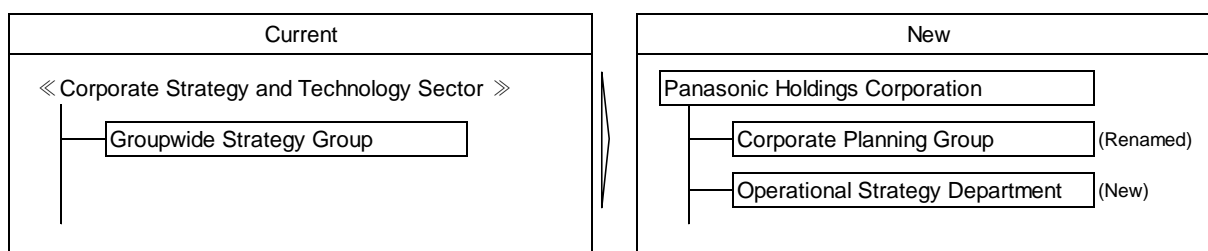
The Groupwide Strategy Group will be renamed the Corporate Planning Group with the aim of clarifying that the Group is in charge of corporate strategy planning for the Panasonic Group.

(b) Establishment of the Operational Strategy Department

Objectives and Contents:

The Operational Strategy Department will be newly established to accelerate and strengthen the reform of front-line operations and utilize these skills to support recovery in cases of emergencies and with the aim of contributing to society.

Organization:



Appointment:

Name	New Responsibilities	Current Responsibilities
Yoshifumi Inoue	<u>General Manager, Corporate Planning Group, Panasonic Holdings Corporation</u>	<u>General Manager, Groupwise Strategy Group, Corporate Strategy and Technology Sector</u>
Masanori Minamio	<u>General Manager, Operational Strategy Department, Panasonic Holdings Corporation</u> <u>Executive Officer, Panasonic Automotive Systems Co., Ltd.</u> In charge of Manufacturing, Logistics, Quality and <u>Carbon Neutral Promotion</u> <u>Occupational Safety and Health Director</u>	<u>Managing Officer, Automotive Company</u> In charge of Manufacturing, Logistics, Procurement and Quality

(2) Organizational Changes in Panasonic Appliances Europe, Panasonic Corporation

Objectives and Contents:

Panasonic Appliances Europe, which handles sales of all types of home appliances, will be dissolved and reorganized into Panasonic Heating & Ventilation Air-conditioning Europe, which will handle air conditioning products for heating and ventilation, and Panasonic Consumer Europe, which will handle other home appliance products.

In order to strengthen competitiveness in the European appliances business through greater specialization, the company will strengthen its sales platform based on the premise of autonomous management of each business area.

Appointment:

Name	New Responsibilities	Current Responsibilities
Hideki Katayama	<u>Managing Director, Panasonic Consumer Europe</u>	<u>Executive Vice President, Panasonic Appliances Europe</u>

14. Personnel Changes (Effective April 1)

Name	New Responsibilities	Current Responsibilities
Akio Toyoda	<u>General Manager, Information Strategy Department, Panasonic Holdings Corporation</u> <u>Executive Officer, Panasonic Operational Excellence Co., Ltd.</u> <u>In charge of Information Systems Director, Information Systems Division</u>	<u>Chief, Information Strategy Department, Corporate Strategy and Technology Sector</u> <u>General Manager, Systems Planning Department, Information Systems Division, Operational Excellence Company</u>
Shinichiro Nakajima	<u>Director, Smart Energy System Business Division, Electric Works Company, Panasonic Corporation</u> <u>Director, Energy System SBU, System Components Business Unit, Energy Systems Business Division</u>	<u>Director, Energy System SBU, System Components Business Unit, Energy Systems Business Division, Electric Works Company, Lifestyle Updates Business Division</u>
Takeshi Matsukawa	<u>Assistant Director, Architecture Systems Business Division, Panasonic Housing Solutions Co., Ltd.</u> <u>President, Panasonic ARCHI Skeleton Design Co., Ltd.</u>	<u>Director, Housing Systems Business Division</u> <u>Chief Strategy Officer (CSO)</u>
Toshinori Kishi	<u>Executive, In charge of Talents and Organization Transformation, Panasonic Connect, Co., Ltd.</u>	<u>Vice President, Connected Solutions Company</u> <u>Director, Media Entertainment Business Division</u> <u>In charge of China Hualu Panasonic AVC Networks Co., Ltd. and Business Communication Business</u>
Hidetoshi Baba	<u>General Manager, Internal Auditing Department, Panasonic Operational Excellence Co., Ltd.</u> <u>Executive, In charge of Internal Auditing, Panasonic Holdings Corporation</u>	<u>General Manager, Internal Auditing Department, Operational Excellence Company</u>
Atsushi Sugishima	<u>Managing Director, Panasonic Operational Excellence Asia Pacific, Panasonic Operational Excellence Co., Ltd.</u> <u>Managing Director, Panasonic Asia Pacific Pte. Ltd.</u>	<u>In charge of Corporate Planning, Panasonic Operational Excellence Asia Panasonic, Operational Excellence Company</u>

Underline: Changed responsibilities

Note: DEI: Diversity, Equity and Inclusion