

February 28, 2017

FOR IMMEDIATE RELEASE

Media Contacts:

Chieko Gyobu (Japan)
Public Relations Department
(Tel: +81-3-3574-5664)

Panasonic News Bureau (Japan)
(Tel: +81-3-3542-6205)

Jim Reilly (U.S.)
(Tel: +1-201-392-6067)

Anne Guennewig (Europe)
(Tel: +49-611-235-457)

Investor Relations Contacts:

Hideaki Harada (Japan)
Corporate Planning Department
(Tel: +81-6-6908-1121)

Yuko Iwatsu (U.S.)
(Tel: +1-201-348-7000)

Panasonic Announces Changes of Representative Directors

Osaka, Japan, February 28, 2017 - Panasonic Corporation ([TSE:6752] "Panasonic"), today announced that its Board of Directors has resolved the changes of representative directors, as follows.

Panasonic will improve the agility, transparency and objectivity of the Board of Directors' meeting with the aim of further strengthening its corporate governance.

Main changes regarding Panasonic's corporate governance are as follows;

- Changes in the Board of Directors Structure

The number of members of the Board of Directors of Panasonic will be reduced from 17 to 12, and the minimum ratio of outside board members will be set to one third.

- Change in the Assignment of Responsibilities as Representative Directors

The board members at the level of Senior Managing Directors and above, have conventionally served as representative directors. However, under the new structure, the responsibilities as Representative Directors will be assigned in accordance with the functions, roles, and other factors required for Panasonic's management.

For further details, please see attached press release "Panasonic Announces Proposed Senior Management Changes".

1. Reason for Changes

Changes of representative directors due to senior management changes

2. Details of Changes

(1) Effective April 1, 2017

Resigning representative director

Name	New Responsibility	Current Responsibility (Representative Director)
Yasuji Enokido	Director	Senior Managing Director

(2) Effective June 29, 2017

Newly assigned representative director

Name	New Responsibility	Current Responsibility*
Yasuyuki Higuchi	Representative Director	Senior Managing Executive Officer

* As of April 1, 2017

Resigning representative directors

Name	New Responsibility	Current Responsibility (Representative Director)
Shusaku Nagae	Director, Chairman of the Board	Chairman of the Board
Masayuki Matsushita	Director, Vice Chairman of the Board	Vice Chairman of the Board
Kazunori Takami	Corporate Advisor	Executive Vice President
Hideaki Kawai	Corporate Advisor	Senior Managing Director
Yoshiyuki Miyabe	Senior Managing Executive Officer	Senior Managing Director
Tamio Yoshioka	Corporate Advisor	Senior Managing Director
Tetsuro Homma	Senior Managing Executive Officer	Senior Managing Director

<Reference> “Panasonic Announces Proposed Senior Management Changes”

<Reference>

FOR IMMEDIATE RELEASE

February 28, 2017

Media Contact:

Public Relations Development Office

Panasonic Corporation

Tel: +81-(0)3-3574-5664 Fax: +81-(0)3-3574-5699

Panasonic announces Proposed Senior Management Changes

Osaka, Japan - Panasonic Corporation today announced the following changes of the members of the Board of Directors, Executive Officers and others effective March 1, 2017 and April 1, 2017, and proposed changes of the members of the Board of Directors and the Audit & Supervisory Board effective June 29, 2017. These proposed changes will be submitted for and subject to approval at the company's ordinary general meeting of shareholders to be held on June 29, 2017.

Panasonic Corporation will improve the agility, transparency and objectivity of the Board of Directors' meeting with the aim of further strengthening its corporate governance.

1. Changes Regarding the Corporate Governance (Effective June 29)

(1) Changes in the Board of Directors Structure

- The number of members of the Board of Directors of Panasonic Corporation will be reduced from 17 to 12, and the minimum ratio of outside board members will be set to one third* (*breakdown: eight inside and four outside) with the aim of allowing the board to secure its independence, accumulate more knowledge than ever from both inside and outside parties, and function as an organization to discuss dynamic changes within the group. With this new structure, the company will further improve the objectivity and transparency of the Board of Directors' meeting and enhance the agility of management.
- The current President, Executive Vice President, inside directors, and executive officers will all be positioned as executive officers in the new structure. These changes are designed to show that the execution of the group's management is led by the executive officers.
- The directors, members of the board, will be elected from among executive officers with the roles required discussion and decision-making within the Board of Directors' Meeting in consideration of the business environment.
- The Chairman of the Board, Vice Chairman of the Board, and outside directors will be positioned as board members without operational roles.

(2) Change in the Assignment of Responsibilities as Representative Directors

- The board members at the level of Senior Managing Directors, Members of the Board, and above, have conventionally served as representative directors. However, under the new structure, the responsibilities as Representative Directors will be assigned in accordance with the functions, roles, and other factors required for our management.

(3) Adoption of CxO titles

- CxO titles, such as CEO and CTO, will be adopted to clearly present the functions and roles that are essential for the operations and to promote understanding on a global basis.

2. Assignment of Responsibilities to a Member of the Board of Directors and an Executive Officer (Effective March 1)

Name	New Responsibility (Effective March 1)	Current Responsibility
Mototsugu Sato	Senior Managing Director In charge of Planning, Business Development, Human Resources, BPR Project, Business Creation Project, and Panasonic Spin-up Fund <u>CEO, Panasonic Holding (Netherlands) B.V.</u>	Senior Managing Director In charge of Planning, Business Development, Human Resources, BPR Project, Business Creation Project, and Panasonic Spin-up Fund
Laurent Abadie	Managing Executive Officer <u>COO, Panasonic Holding (Netherlands) B.V.</u> Regional Head for Europe & CIS Chairman & CEO, Panasonic Europe Ltd. Managing Director, Panasonic Marketing Europe GmbH	Managing Executive Officer Regional Head for Europe & CIS Chairman & CEO, Panasonic Europe Ltd. Managing Director, Panasonic Marketing Europe GmbH

Note: Underline: Changed responsibilities

3. Resignation of Executive Officers, etc. (Effective March 31)

Name	New Responsibility (Effective April 1)	Current Responsibility
Joseph Taylor	Vice Chairman, Panasonic Corporation of North America	Managing Executive Officer Regional Head for North America Chairman & CEO, Panasonic Corporation of North America
Hidetoshi Osawa	Corporate Advisor	Managing Executive Officer Regional Head for China & Northeast Asia Chairman, Panasonic Corporation of China

Name	New Responsibility (Effective April 1)	Current Responsibility
Yoshiaki Nakagawa	Corporate Advisor	President, Member of the board, SANYO Electric Co., Ltd.
Takeshi Uenoyama	Corporate Advisor	Fellow In charge of Advanced Research Division

4. Assignment of Responsibilities as Executive Officers (Effective April 1)

Title	Name	Current Responsibility
Senior Managing Executive Officer	Yasuyuki Higuchi	
Executive Officer	Eiji Fujii	Managing Officer, Automotive & Industrial Systems Company Director, Engineering Division
Executive Officer	Hiroyuki Tagishi	Managing Officer, Appliances Company Managing Director, Panasonic Appliances Asia Pacific
Executive Officer	Hirokazu Umeda	General Manager, Corporate Management Support Department, Corporate Strategy Division
Executive Officer	Kiyoshi Otaki	Managing Officer, Eco Solutions Company In charge of Manufacturing, and Quality and Environmental Promotion Director, Manufacturing Innovation Division
Executive Officer	Sadaaki Yokoo	In charge of China, Air-Conditioner Company, Appliances Company
Executive Officer	Masahiro Shinada	Director, TV Business Division, Appliances Company

5. List of Members of the Board of Directors, Audit & Supervisory Board Members, Executive Officers, and their Responsibilities (Effective April 1)

Title	Name	New Responsibility (Effective April 1)	Current Responsibility
Chairman of the Board	Shusaku Nagae		
Vice Chairman of the Board	Masayuki Matsushita		
President	Kazuhiro Tsuga		
Executive Vice President	Kazunori Takami	In charge of Japan Region	In charge of Japan Region, <u>Customer Satisfaction, and Design</u>

Title	Name	New Responsibility (Effective April 1)	Current Responsibility
Executive Vice President	Yoshio Ito**	President, Automotive & Industrial Systems Company	President, Automotive & Industrial Systems Company
Senior Managing Director	Hideaki Kawai		<u>In charge of Accounting and Finance, and Groupwide Cost Busters Project</u>
Senior Managing Director	Yoshiyuki Miyabe	<u>In charge of Technology Director, Business Innovation Division</u> In charge of Manufacturing, Procurement, Information Systems and Logistics, Intellectual Property, <u>Design</u> , Quality Administration, FF Customer Support & Management, and Environmental Affairs	In charge of Technology, Manufacturing, Procurement, Information Systems and Logistics, Intellectual Property, Quality Administration, FF Customer Support & Management, Environmental Affairs, and Motor Business Administration Office
Senior Managing Director	Tamio Yoshioka		<u>President, Eco Solutions Company</u> <u>In charge of Construction Safety Regulations Administration Department</u>
Senior Managing Director	Mototsugu Sato	In charge of Planning, Business Development, Human Resources, Business Creation Project, and Panasonic Spin-up Fund CEO, Panasonic Holding (Netherlands) B.V.	[Effective March 1] In charge of Planning, Business Development, Human Resources, <u>BPR Project</u> , Business Creation Project, and Panasonic Spin-up Fund CEO, Panasonic Holding (Netherlands) B.V.
Senior Managing Director	Tetsuro Homma	President, Appliances Company In charge of Consumer Business	President, Appliances Company In charge of Consumer Business
Managing Director	Takashi Toyama	Representative in Tokyo In charge of Government and External Relations Director, Government and External Relations Division In charge of Tokyo Olympic & Paralympic Business Promotion	Representative in Tokyo In charge of Government and External Relations Director, Government and External Relations Division In charge of Tokyo Olympic & Paralympic Business Promotion

Title	Name	New Responsibility (Effective April 1)	Current Responsibility
Managing Director	Jun Ishii	In charge of Legal Affairs, Fair Business & Compliance, Corporate Governance, Risk Management Director, Risk & Governance Management Division In charge of General Affairs, Social Relations, Facility Management, and Executive Support Office	In charge of Legal Affairs, Fair Business & Compliance, Corporate Governance, Risk Management Director, Risk & Governance Management Division In charge of General Affairs, Social Relations, Facility Management, <u>Corporate Sports Promotion</u> , and Executive Support Office
Director	Masayuki Oku		
Director	Yoshinobu Tsutsui		
Director	Hiroko Ota		
Director	Kazuhiko Toyama		
Director	Yasuji Enokido	<u>In charge of Special Task</u>	<u>President, AVC Networks Company</u> <u>In charge of Solutions Business</u>
Senior Audit & Supervisory Board Member	Hirofumi Yasuhara	Chairman of The Meeting of Panasonic Group Audit & Supervisory Board Members	Chairman of The Meeting of Panasonic Group Audit & Supervisory Board Members
Senior Audit & Supervisory Board Member	Mamoru Yoshida		
Audit & Supervisory Board Member	Yoshio Sato		
Audit & Supervisory Board Member	Toshio Kinoshita		
Audit & Supervisory Board Member	Mitsuko Miyagawa		

Title	Name	New Responsibility (Effective April 1)	Current Responsibility
Senior Managing Executive Officer	Masahisa Shibata**	Senior Vice President, Automotive & Industrial Systems Company In charge of Automotive Business	Senior Vice President, Automotive & Industrial Systems Company In charge of Automotive Business
Senior Managing Executive Officer	Makoto Kitano**	<u>President, Eco Solutions Company</u> <u>In charge of Construction Safety Regulations Administration Department</u>	<u>Senior Vice President, AVC Networks Company</u> <u>In charge of Business Strategy and Planning</u>
Senior Managing Executive Officer	Yasuyuki Higuchi*	<u>President, Connected Solutions Company</u>	
Managing Executive Officer	Laurent Abadie	COO, Panasonic Holding (Netherlands) B.V. Regional Head for Europe & CIS Chairman & CEO, Panasonic Europe Ltd. Managing Director, Panasonic Marketing Europe GmbH	[Effective March 1] COO, Panasonic Holding (Netherlands) B.V. Regional Head for Europe & CIS Chairman & CEO, Panasonic Europe Ltd. Managing Director, Panasonic Marketing Europe GmbH
Managing Executive Officer	Yukio Nakashima	<u>In charge of Customer Satisfaction,</u> Senior Vice President, Appliances Company In charge of Consumer Marketing Director, Consumer Marketing Sector for Japan Region	Senior Vice President, Appliances Company In charge of Consumer Marketing Director, Consumer Marketing Sector for Japan Region
Managing Executive Officer	Daizo Ito	Regional Head for India, South Asia, Middle East and Africa Chairman, Panasonic India Pvt. Ltd. <u>Senior Vice President, Eco Solutions Company</u> <u>In charge of Global Marketing</u>	Regional Head for India, South Asia, Middle East and Africa Chairman, Panasonic India Pvt. Ltd.
Managing Executive Officer	Toshiyuki Takagi**	<u>Senior Vice President,</u> Appliances Company President, Air-Conditioner Company	Vice President, Appliances Company President, Air-Conditioner Company
Managing Executive Officer	Shinji Sakamoto**	<u>Senior Vice President,</u> Automotive & Industrial Systems Company In charge of Industrial Business	Vice President, Automotive & Industrial Systems Company In charge of Industrial Business

Title	Name	New Responsibility (Effective April 1)	Current Responsibility
Executive Officer	Masahiro Ido	In charge of Solution Sales Director, Business Solutions Division <u>In charge of MICE Business Promotion</u> <u>Director, MICE Business Promotion Division</u> Director, Tokyo Olympic & Paralympic Enterprise Division	In charge of Solution Sales Director, Business Solutions Division Director, Tokyo Olympic & Paralympic Enterprise Division
Executive Officer	Satoshi Takeyasu	In charge of Corporate Communications, Advertising, and Citizenship Director, Groupwide Brand Communications Division <u>In charge of Corporate Sports Promotion</u>	In charge of Corporate Communications, Advertising, and Citizenship Director, Groupwide Brand Communications Division
Executive Officer	Junichiro Kitagawa	<u>Vice President, Appliances Company</u> <u>In charge of Overseas Marketing</u> <u>Director, Consumer Marketing Division</u>	<u>In charge of Consumer Business for Europe & CIS Region</u>
Executive Officer	Yuki Kusumi	Vice President, Appliances Company <u>In charge of TV, Imaging Products Business</u> <u>In charge of Major Appliances Business</u>	Vice President, Appliances Company <u>In charge of Home Appliances Business</u>
Executive Officer	Yoshiyuki Iwai	Vice President, Eco Solutions Company In charge of Intelligence & Liaison, Legal Affairs, and Intellectual Property	Vice President, Eco Solutions Company In charge of Intelligence & Liaison, Legal Affairs, and Intellectual Property
Executive Officer	Makoto Ishii	In charge of Information Systems and Logistics	In charge of Information Systems and Logistics
Executive Officer	Toru Nishida	Regional Head for Southeast Asia and Oceania Managing Director, Panasonic Asia Pacific Pte. Ltd.	Regional Head for Southeast Asia and Oceania Managing Director, Panasonic Asia Pacific Pte. Ltd. <u>Managing Director, Panasonic Consumer Marketing Asia Pacific</u>
Executive Officer	Kazuhiro Murata	Vice President, Eco Solutions Company Director, Marketing Division	Vice President, Eco Solutions Company Director, Marketing Division

Title	Name	New Responsibility (Effective April 1)	Current Responsibility
Executive Officer	Hiroyuki Aota	<u>Vice President, Connected Solutions Company</u> <u>Director, Process Automation Business Division</u> <u>President, Panasonic Smart Factory Solutions Co., Ltd.</u>	<u>Vice President, Automotive & Industrial Systems Company</u> <u>In charge of Factory Solutions Business</u> <u>Director, Smart Factory Solutions Business Division</u> <u>President, Panasonic Factory Solutions Co., Ltd.</u>
Executive Officer	Masaki Arizono	<u>Vice President, Connected Solutions Company</u> <u>Director, Media Entertainment Business Division</u>	<u>Vice President, AVC Networks Company</u> <u>In charge of Visual & Imaging Business</u> <u>Director, Visual Systems Business Division</u>
Executive Officer	Masashi Yamada	Vice President, Eco Solutions Company Director, Housing Systems Business Division	Vice President, Eco Solutions Company Director, Housing Systems Business Division
Executive Officer	Michiko Ogawa	In charge of Technics Brand <u>Vice President, Appliances Company</u> In charge of Home Entertainment Business and <u>Communication Business</u> Director, Home Entertainment Business Division General Manager, Technics Business Promotion	In charge of Technics Brand <u>Managing Officer, Appliances Company</u> In charge of Home Entertainment Business Director, Home Entertainment Business Division General Manager, Technics Business Promotion
Executive Officer	Hirotoishi Uehara	Vice President, Automotive & Industrial Systems Company Director, Automotive Infotainment Systems Business Division	Vice President, Automotive & Industrial Systems Company Director, Automotive Infotainment Systems Business Division
Executive Officer	Eiichi Katayama	In charge of Strategic Business Vice President, Eco Solutions Company In charge of AGE-FREE Business and Life Solution Business <u>President, Panasonic Cycle Technology Co., Ltd.</u>	In charge of Strategic Business Vice President, Eco Solutions Company In charge of AGE-FREE Business and Life Solution Business
Executive Officer	Mitsuki Wada	In charge of Procurement President, Global Procurement Company	In charge of Procurement President, Global Procurement Company

Title	Name	New Responsibility (Effective April 1)	Current Responsibility
Executive Officer	Tatsuo Katakura	<u>Vice President, Connected Solutions Company</u> <u>President, Panasonic System Solutions Japan Co., Ltd.</u>	<u>Vice President, AVC Networks Company</u> <u>In charge of Solutions Business for Japan Region</u> <u>President, Panasonic System Networks Co., Ltd.</u> <u>President, System Solutions Company (Japan)</u>
Executive Officer	Kenji Tamura	Vice President, Automotive & Industrial Systems Company In charge of Energy Business <u>Director, Rechargeable Battery Business Division</u>	Vice President, Automotive & Industrial Systems Company In charge of Energy Business
Executive Officer	Thomas Gebhardt	<u>Regional Head for North America</u> <u>Chairman & CEO, Panasonic Corporation of North America</u>	<u>Vice President, Automotive & Industrial Systems Company</u> <u>President, Panasonic Automotive Systems Company of America, Panasonic Corporation of North America</u>
Executive Officer	Akira Kono	Vice President, Appliances Company Director, Consumer Marketing Division (Japan), Consumer Marketing Sector for Japan Region	Vice President, Appliances Company Director, Consumer Marketing Division (Japan), Consumer Marketing Sector for Japan Region
Executive Officer	Masashi Nagayasu	Vice President, Automotive & Industrial Systems Company Director, Automotive Marketing & Sales Division	Vice President, Automotive & Industrial Systems Company Director, Automotive Marketing & Sales Division
Executive Officer	Manish Sharma	President, Panasonic India Pvt. Ltd. <u>Vice President, Appliances Company</u>	President, Panasonic India Pvt. Ltd.
Executive Officer	Eiji Fujii*	<u>Vice President, Automotive & Industrial Systems Company</u> <u>In charge of Technology</u> Director, Engineering Division	<u>Managing Officer, Automotive & Industrial Systems Company</u> Director, Engineering Division
Executive Officer	Hiroyuki Tagishi*	<u>Vice President, Appliances Company</u> Managing Director, Panasonic Appliances Asia Pacific	<u>Managing Officer, Appliances Company</u> Managing Director, Panasonic Appliances Asia Pacific

Title	Name	New Responsibility (Effective April 1)	Current Responsibility
Executive Officer	Hirokazu Umeda*	<u>In charge of Accounting and Finance,</u> General Manager, Corporate Management Support Group, Corporate Strategy Division <u>In charge of Groupwide Cost Busters Project, and BPR Project</u>	General Manager, Corporate Management Support Group, Corporate Strategy Division
Executive Officer	Kiyoshi Otaki*	<u>Vice President, Appliances Company</u> <u>In charge of Small Appliances Business</u> <u>Director, Kitchen Appliances Business Division</u>	<u>Managing Officer, Eco Solutions Company</u> <u>In charge of Manufacturing, and Quality and Environmental Promotion</u> <u>Director, Manufacturing Innovation Division</u>
Executive Officer	Sadaaki Yokoo*	<u>Regional Head for China & Northeast Asia</u> <u>Chairman, Panasonic Corporation of China</u>	<u>In charge of China, Air-Conditioner Company, Appliances Company</u>
Executive Officer	Masahiro Shinada*	<u>Vice President, Eco Solutions Company</u> <u>Director, Energy Systems Business Division</u>	<u>Director, TV Business Division, Appliances Company</u>

Note:

*: New appointment/assignment

** : Promotion

Underline: Changed responsibilities

6. Resignation of the Members of the Board of Directors (Effective June 29)

Name	New Responsibility (Effective June 29)	Current Responsibility (Effective April 1)
Kazunori Takami	Corporate Advisor	Executive Vice President In charge of Japan Region
Hideaki Kawai	Corporate Advisor	Senior Managing Director
Yoshiyuki Miyabe	Senior Managing Executive Officer Chief Technology Officer (CTO), Chief Manufacturing Officer (CMO), Chief Procurement Officer (CPO), Chief Information Officer (CIO), Director, Business Innovation Division In charge of FF Customer Support & Management	Senior Managing Director In charge of Technology Director, Business Innovation Division In charge of Manufacturing, Procurement, Information Systems and Logistics, Intellectual Property, Design, Quality Administration, FF Customer Support & Management, Environmental Affairs
Tamio Yoshioka	Corporate Advisor	Senior Managing Director
Tetsuro Homma	Senior Managing Executive Officer CEO, Appliances Company In charge of Consumer Business	Senior Managing Director President, Appliances Company In charge of Consumer Business
Takashi Toyama	Managing Executive Officer Representative in Tokyo In charge of Government and External Relations Director, Government and External Relations Division In charge of Tokyo Olympic & Paralympic Business Promotion	Managing Director Representative in Tokyo In charge of Government and External Relations Director, Government and External Relations Division In charge of Tokyo Olympic & Paralympic Business Promotion
Yasuji Enokido		Director In charge of Special Task

7. Assignment of Responsibilities as Members of the Board of Directors (Effective June 29)

	Name	Current Responsibility (Effective April 1)
Representative Director	Yasuyuki Higuchi	Senior Managing Executive Officer President, Connected Solutions Company
Director	Hirokazu Umeda	Executive Officer In charge of Accounting and Finance, General Manager, Corporate Management Support Group, Corporate Strategy Division In charge of Groupwide Cost Busters Project, and BPR Project

8. List of Members of the Board of Directors, Audit & Supervisory Board Members (Effective June 29)

	Name
Director, Chairman of the Board	Shusaku Nagae
Director, Vice Chairman of the Board	Masayuki Matsushita
Representative Director, President	Kazuhiro Tsuga
Representative Director	Yoshio Ito
Representative Director	Mototsugu Sato
Representative Director	Yasuyuki Higuchi*
Director	Masayuki Oku
Director	Yoshinobu Tsutsui
Director	Hiroko Ota
Director	Kazuhiko Toyama
Director	Jun Ishii
Director	Hirokazu Umeda*
Senior Audit & Supervisory Board Member	Hirofumi Yasuhara
Senior Audit & Supervisory Board Member	Mamoru Yoshida
Audit & Supervisory Board Member	Yoshio Sato
Audit & Supervisory Board Member	Toshio Kinoshita
Audit & Supervisory Board Member	Mitsuko Miyagawa

Hirofumi Yasuhara, Senior Audit & Supervisory Board Member will be in charge of Chairman of the Meeting of Panasonic Group Audit & Supervisory Board Members.

Note:

*: New appointment/assignment

9. List of Executive Officers, and their Responsibilities

Title	Name	New Responsibility (Effective June 29)	Current Responsibility (Effective April 1)
President	Kazuhiro Tsuga	<u>Chief Executive Officer (CEO)</u>	
Executive Vice President	Yoshio Ito	<u>CEO, Automotive & Industrial Systems Company</u>	President, Automotive & Industrial Systems Company

Title	Name	New Responsibility (Effective June 29)	Current Responsibility (Effective April 1)
Senior Managing Executive Officer	Yoshiyuki Miyabe	<u>Chief Technology Officer (CTO)</u> , <u>Chief Manufacturing Officer (CMO)</u> , <u>Chief Procurement Officer (CPO)</u> , <u>Chief Information Officer (CIO)</u> Director, Business Innovation Division In charge of FF Customer Support & Management	In charge of Technology Director, Business Innovation Division In charge of Manufacturing, Procurement, Information Systems and Logistics, Intellectual Property, Design, Quality Administration, FF Customer Support & Management, and Environmental Affairs
Senior Managing Executive Officer	Mototsugu Sato	<u>Chief Strategy Officer (CSO)</u> <u>Chief Human Resources Officer (CHRO)</u> In charge of Business Development, Business Creation Project, and Panasonic Spin-up Fund CEO, Panasonic Holding (Netherlands) B.V.	In charge of Planning, Business Development, Human Resources, Business Creation Project, and Panasonic Spin-up Fund CEO, Panasonic Holding (Netherlands) B.V.
Senior Managing Executive Officer	Tetsuro Homma	<u>CEO, Appliances Company</u> In charge of Consumer Business	<u>President, Appliances Company</u> In charge of Consumer Business
Senior Managing Executive Officer	Masahisa Shibata	Senior Vice President, Automotive & Industrial Systems Company In charge of Automotive Business	Senior Vice President, Automotive & Industrial Systems Company In charge of Automotive Business
Senior Managing Executive Officer	Makoto Kitano	<u>CEO, Eco Solutions Company</u> In charge of Construction Safety Regulations Administration Department	<u>President, Eco Solutions Company</u> In charge of Construction Safety Regulations Administration Department
Senior Managing Executive Officer	Yasuyuki Higuchi	<u>CEO, Connected Solutions Company</u>	<u>President, Connected Solutions Company</u>
Managing Executive Officer	Takashi Toyama	Representative in Tokyo In charge of Government and External Relations Director, Government and External Relations Division In charge of Tokyo Olympic & Paralympic Business Promotion	Representative in Tokyo In charge of Government and External Relations Director, Government and External Relations Division In charge of Tokyo Olympic & Paralympic Business Promotion

Title	Name	New Responsibility (Effective June 29)	Current Responsibility (Effective April 1)
Managing Executive Officer	Laurent Abadie	COO, Panasonic Holding (Netherlands) B.V. Regional Head for Europe & CIS Chairman & CEO, Panasonic Europe Ltd. Managing Director, Panasonic Marketing Europe GmbH	COO, Panasonic Holding (Netherlands) B.V. Regional Head for Europe & CIS Chairman & CEO, Panasonic Europe Ltd. Managing Director, Panasonic Marketing Europe GmbH
Managing Executive Officer	Jun Ishii	<u>Chief Risk Management Officer (CRO)</u> <u>Chief Compliance Officer (CCO)</u> In charge of Corporate Governance Director, Risk & Governance Management Division In charge of General Affairs, Social Relations, Facility Management, and Executive Support Office	<u>In charge of Legal Affairs, Fair Business & Compliance,</u> <u>Corporate Governance, Risk Management</u> Director, Risk & Governance Management Division In charge of General Affairs, Social Relations, Facility Management, and Executive Support Office
Managing Executive Officer	Yukio Nakashima	In charge of Customer Satisfaction, Senior Vice President, Appliances Company In charge of Consumer Marketing Director, Consumer Marketing Sector for Japan Region	In charge of Customer Satisfaction, Senior Vice President, Appliances Company In charge of Consumer Marketing Director, Consumer Marketing Sector for Japan Region
Managing Executive Officer	Daizo Ito	Regional Head for India, South Asia, Middle East and Africa Chairman, Panasonic India Pvt. Ltd. Senior Vice President, Eco Solutions Company In charge of Global Marketing	Regional Head for India, South Asia, Middle East and Africa Chairman, Panasonic India Pvt. Ltd. Senior Vice President, Eco Solutions Company In charge of Global Marketing
Managing Executive Officer	Toshiyuki Takagi	Senior Vice President, Appliances Company President, Air-Conditioner Company	Senior Vice President, Appliances Company President, Air-Conditioner Company
Managing Executive Officer	Shinji Sakamoto	Senior Vice President, Automotive & Industrial Systems Company In charge of Industrial Business	Senior Vice President, Automotive & Industrial Systems Company In charge of Industrial Business

Title	Name	New Responsibility (Effective June 29)	Current Responsibility (Effective April 1)
Executive Officer	Masahiro Ido	In charge of Solution Sales Director, Business Solutions Division In charge of MICE Business Promotion Director, MICE Business Promotion Division Director, Tokyo Olympic & Paralympic Enterprise Division	In charge of Solution Sales Director, Business Solutions Division In charge of MICE Business Promotion Director, MICE Business Promotion Division Director, Tokyo Olympic & Paralympic Enterprise Division
Executive Officer	Satoshi Takeyasu	<u>Chief Brand Communications Officer (CBCO)</u> Director, Groupwide Brand Communications Division In charge of Corporate Sports Promotion	<u>In charge of Corporate Communications, Advertising, and Citizenship</u> Director, Groupwide Brand Communications Division In charge of Corporate Sports Promotion
Executive Officer	Junichiro Kitagawa	Vice President, Appliances Company In charge of Overseas Marketing Director, Consumer Marketing Division	Vice President, Appliances Company In charge of Overseas Marketing Director, Consumer Marketing Division
Executive Officer	Yuki Kusumi	Vice President, Appliances Company In charge of TV, Imaging Products Business In charge of Major Appliances Business	Vice President, Appliances Company In charge of TV, Imaging Products Business In charge of Major Appliances Business
Executive Officer	Yoshiyuki Iwai	Vice President, Eco Solutions Company In charge of Intelligence & Liaison, Legal Affairs, and Intellectual Property	Vice President, Eco Solutions Company In charge of Intelligence & Liaison, Legal Affairs, and Intellectual Property
Executive Officer	Makoto Ishii	In charge of Information Systems and Logistics	In charge of Information Systems and Logistics
Executive Officer	Toru Nishida	Regional Head for Southeast Asia and Oceania Managing Director, Panasonic Asia Pacific Pte. Ltd.	Regional Head for Southeast Asia and Oceania Managing Director, Panasonic Asia Pacific Pte. Ltd.
Executive Officer	Kazuhiro Murata	Vice President, Eco Solutions Company Director, Marketing Division	Vice President, Eco Solutions Company Director, Marketing Division
Executive Officer	Hiroyuki Aota	Vice President, Connected Solutions Company Director, Process Automation Business Division President, Panasonic Smart Factory Solutions Co., Ltd.	Vice President, Connected Solutions Company Director, Process Automation Business Division President, Panasonic Smart Factory Solutions Co., Ltd.

Title	Name	New Responsibility (Effective June 29)	Current Responsibility (Effective April 1)
Executive Officer	Masaki Arizono	Vice President, Connected Solutions Company Director, Media Entertainment Business Division	Vice President, Connected Solutions Company Director, Media Entertainment Business Division
Executive Officer	Masashi Yamada	Vice President, Eco Solutions Company Director, Housing Systems Business Division	Vice President, Eco Solutions Company Director, Housing Systems Business Division
Executive Officer	Michiko Ogawa	In charge of Technics Brand Vice President, Appliances Company In charge of Home Entertainment Business and Communication Business Director, Home Entertainment Business Division General Manager, Technics Business Promotion	In charge of Technics Brand Vice President, Appliances Company In charge of Home Entertainment Business and Communication Business Director, Home Entertainment Business Division General Manager, Technics Business Promotion
Executive Officer	Hirotoishi Uehara	Vice President, Automotive & Industrial Systems Company Director, Automotive Infotainment Systems Business Division	Vice President, Automotive & Industrial Systems Company Director, Automotive Infotainment Systems Business Division
Executive Officer	Eiichi Katayama	In charge of Strategic Business Vice President, Eco Solutions Company In charge of AGE-FREE Business and Life Solution Business President, Panasonic Cycle Technology Co., Ltd.	In charge of Strategic Business Vice President, Eco Solutions Company In charge of AGE-FREE Business and Life Solution Business President, Panasonic Cycle Technology Co., Ltd.
Executive Officer	Mitsuki Wada	In charge of Procurement President, Global Procurement Company	In charge of Procurement President, Global Procurement Company
Executive Officer	Tatsuo Katakura	Vice President, Connected Solutions Company President, Panasonic System Solutions Japan Co., Ltd.	Vice President, Connected Solutions Company President, Panasonic System Solutions Japan Co., Ltd.
Executive Officer	Kenji Tamura	Vice President, Automotive & Industrial Systems Company In charge of Energy Business Director, Rechargeable Battery Business Division	Vice President, Automotive & Industrial Systems Company In charge of Energy Business Director, Rechargeable Battery Business Division
Executive Officer	Thomas Gebhardt	Regional Head for North America Chairman & CEO, Panasonic Corporation of North America	Regional Head for North America Chairman & CEO, Panasonic Corporation of North America

Title	Name	New Responsibility (Effective June 29)	Current Responsibility (Effective April 1)
Executive Officer	Akira Kono	Vice President, Appliances Company Director, Consumer Marketing Division (Japan), Consumer Marketing Sector for Japan Region	Vice President, Appliances Company Director, Consumer Marketing Division (Japan), Consumer Marketing Sector for Japan Region
Executive Officer	Masashi Nagayasu	Vice President, Automotive & Industrial Systems Company Director, Automotive Marketing & Sales Division	Vice President, Automotive & Industrial Systems Company Director, Automotive Marketing & Sales Division
Executive Officer	Manish Sharma	President, Panasonic India Pvt. Ltd. Vice President, Appliances Company	President, Panasonic India Pvt. Ltd. Vice President, Appliances Company
Executive Officer	Eiji Fujii	Vice President, Automotive & Industrial Systems Company In charge of Technology Director, Engineering Division	Vice President, Automotive & Industrial Systems Company In charge of Technology Director, Engineering Division
Executive Officer	Hiroyuki Tagishi	Vice President, Appliances Company Managing Director, Panasonic Appliances Asia Pacific	Vice President, Appliances Company Managing Director, Panasonic Appliances Asia Pacific
Executive Officer	Hirokazu Umeda	<u>Chief Financial Officer (CFO)</u> General Manager, Corporate Management Support Group, Corporate Strategy Division In charge of Groupwide Cost Busters Project and BPR Project	<u>In charge of Accounting and Finance</u> General Manager, Corporate Management Support Group, Corporate Strategy Division In Charge of Groupwide Cost Busters Project, and BPR Project
Executive Officer	Kiyoshi Otaki	Vice President, Appliances Company In charge of Small Appliances Business Director, Kitchen Appliances Business Division	Vice President, Appliances Company In charge of Small Appliances Business Director, Kitchen Appliances Business Division
Executive Officer	Sadaaki Yokoo	Regional Head for China & Northeast Asia Chairman, Panasonic Corporation of China	Regional Head for China & Northeast Asia Chairman, Panasonic Corporation of China
Executive Officer	Masahiro Shinada	Vice President, Eco Solutions Company Director, Energy Systems Business Division	Vice President, Eco Solutions Company Director, Energy Systems Business Division

Note:
Underline: Changed responsibilities

10. Personnel Changes (Effective April 1)

Name	New Responsibility (Effective April 1)	Current Responsibility
Toshiharu Tsutsui	<u>Director, TV Business Division, Appliances Company</u>	<u>Deputy Managing Director, Panasonic Appliances Asia Pacific</u>
Hideyuki Oka	<u>Managing Officer, Eco Solutions Company</u> <u>In charge of Technology, Design, Manufacturing, and Quality and Environmental Promotion</u> <u>Director, Engineering Division</u> <u>Director, Manufacturing Innovation Division</u>	<u>Managing Officer, AVC Networks Company</u> <u>In charge of Technology and Design Center</u> <u>Director, R&D Division</u>
Hideaki Harada	<u>In charge of Business Strategy and Planning, Connected Solutions Company</u>	<u>General Manager, Corporate Planning Department, Corporate Strategy Division</u>
Scott Kirchner	<u>President, Panasonic Automotive Systems Company of America, Panasonic Corporation of North America</u>	<u>Executive Vice President, Panasonic Automotive Systems Company of America, Panasonic Corporation of North America</u>
Seiichiro Igaki	<u>General Manager, Financial & Accounting Department</u> <u>President, Member of the Board, SANYO Electric Co., Ltd.</u>	<u>General Manager, Financial & Accounting Department</u>
Yasumichi Murase	<u>General Manager, Corporate Planning Department, Corporate Strategy Division</u>	<u>Director, Rechargeable Battery Business Division, Automotive & Industrial Systems Company</u> <u>Director, Portable Rechargeable Battery Business Unit</u>

Note:

Underline: Changed responsibilities