

FOR IMMEDIATE RELEASE

July 29, 2021

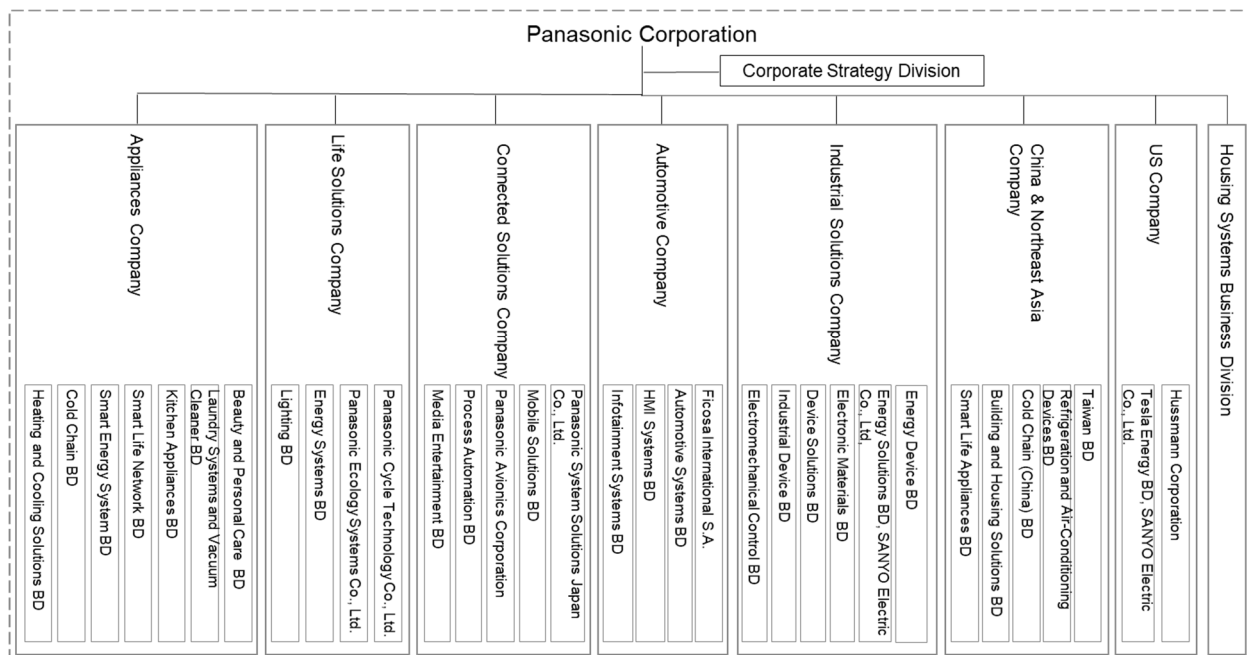
Panasonic Announces Group’s New Structure and Personnel Changes on Executive Officers and Others Effective October 1, 2021

Osaka, Japan – Panasonic Corporation will reorganize its Group into a new structure as announced in the Notice dated February 25, 2021, after abolishing the current Company System on October 1, 2021 in preparation for the transition to a holding company system, which will be made on April 1, 2022.

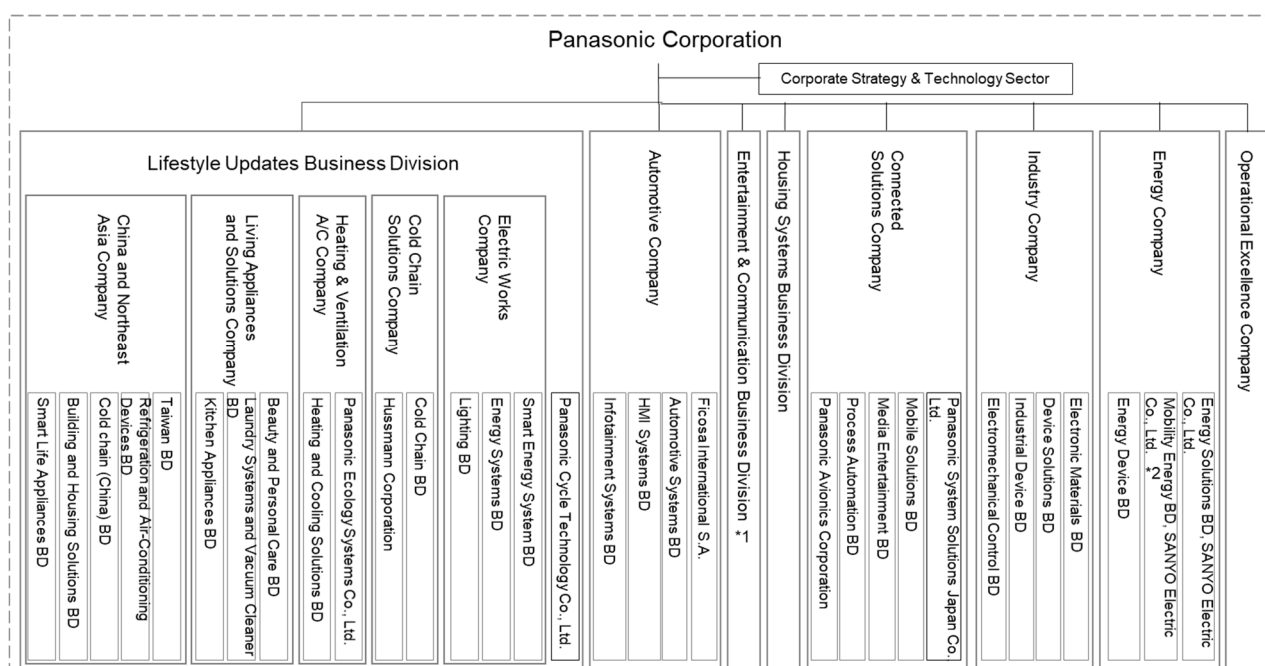
The company resolved today at a meeting of the Board of Directors to make the following change to the assignment of responsibilities to Executive Officers and others under the new structure effective October 1, 2021.

1. New Business Structure

<Current Group's Structure>



<Group's Structure effective October 1, 2021>



*1: Renamed from current Smart Life Network Business Division

*2: Renamed from current Tesla Energy Business Division, SANYO Electric Co., Ltd.

In preparation for the transition to a holding company system on April 1, 2022, Management Officers' Committee, Audit & Supervisory Officers, Management Committee and others will be set up in the Lifestyle Updates Business Division and other divisional companies, which will implement autonomous management through business specialization under the new structure, in order to establish the governance system for ensuring transparent and fair business activities.

(1) Management Officers' Committee

("Board of Directors" of the operating company from April 1, 2022 onward)

- To determine important matters associated with business management as a highest decision-making body in the Lifestyle Updates Business Division or each divisional company as well as to be responsible for monitoring Management Officers' execution of their duties. (The Management Officers will be "Members of the Board of Directors" of the operating company from April 1, 2022 onward.)

(2) Audit & Supervisory Officers

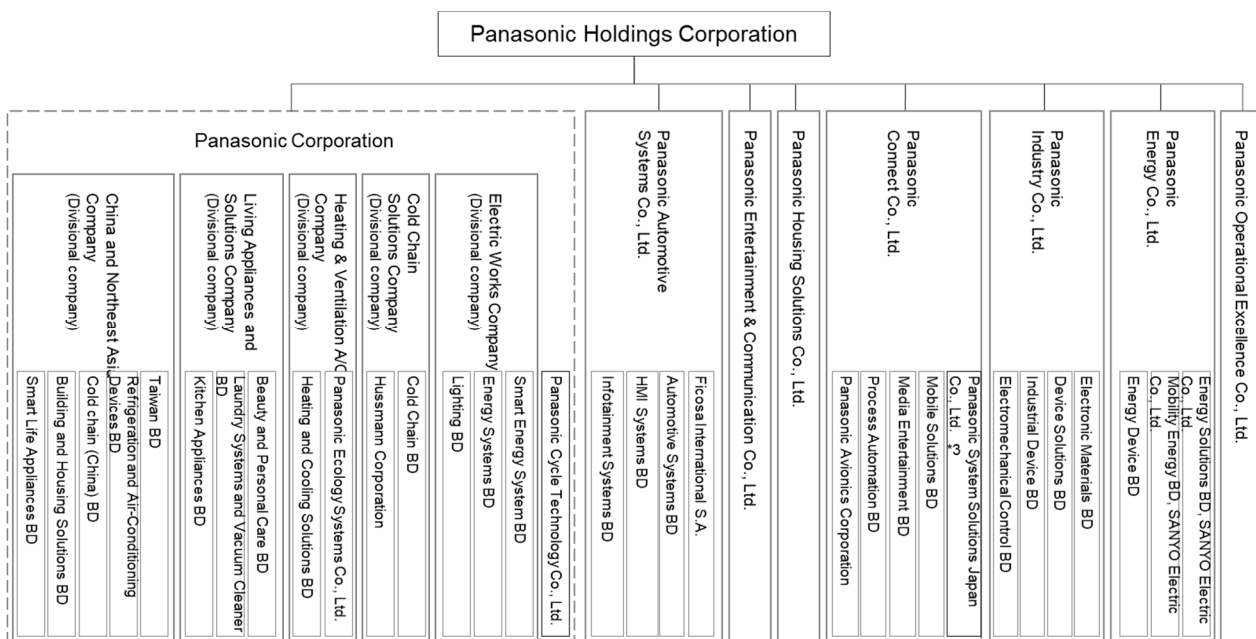
("Audit & Supervisory Board Members" of the operating company from April 1, 2022 onward)

- To monitor the state and operation of governance system in the Lifestyle Updates Business Division or each divisional company as well as to audit daily business activities including Management Officers' execution of their duties.

(3) Management Committee and others

- To discuss and define a direction for mid- to long-term business strategies and important issues in the Lifestyle Updates Business Division or each divisional company.
- To be composed of the officers in charge of individual businesses and functions in order to support decision-making at the Management Officers' Committee. The officers will be "Executive Officers" of the operating company from April 1, 2022 onward.

<Group's Structure effective April, 2022 (tentative)>



*3: The company name will be changed to Panasonic Connect Co., Ltd. as the succeeding company in the absorption-type company split, and the businesses under its umbrella will be treated as one business division. The business division name is to be determined.

2. List of Executive Officers and their Responsibilities (Effective October 1)

●President

| Name | New Responsibilities (Effective October 1) | Current Responsibilities |
|-------------|--|-------------------------------|
| Yuki Kusumi | <u>Group Chief Executive Officer (Group CEO), Group Chief Strategy Officer (Group CSO)</u> | Chief Executive Officer (CEO) |

●Executive Vice President

| Name | New Responsibilities (Effective October 1) | Current Responsibilities |
|----------------|---|--|
| Mototsugu Sato | <u>Group Chief Risk Management Officer (Group CRO)</u> , In charge of Procurement and Logistics Occupational Safety and Health Director <u>President, Operational Excellence Company</u> | <u>Director, Corporate Strategy Division</u> <u>Chief Executive Officer (CEO), US Company</u> In charge of Procurement, and Logistics Occupational Safety and Health Director |
| Tetsuro Homma | Regional Head for China & Northeast Asia <u>President, Panasonic Operational Excellence China and Northeast Asia, Operational Excellence Company</u> Chairman, Panasonic Corporation of China | <u>Chief Executive Officer (CEO), China & Northeast Asia Company</u> Regional Head for China & Northeast Asia Chairman, Panasonic Corporation of China |

●Senior Managing Executive Officer

| Name | New Responsibilities (Effective October 1) | Current Responsibilities |
|------------------|---|---|
| Yoshiyuki Miyabe | Representative in Tokyo, In charge of Government and External Relations, and <u>Solution Partners</u> | Representative in Tokyo In charge of Government and External Relations <u>In charge of Tokyo Olympic & Paralympic Business Promotion</u> <u>Director, Tokyo Olympic & Paralympic Enterprise Division</u> <u>In charge of Solution Sales</u> <u>Director, Business Solutions Division</u> <u>Director, Integrated Resort Business Promotion Division</u> |
| Masahisa Shibata | In charge of Automotive Sales | In charge of Automotive Sales |
| Yasuyuki Higuchi | President, Connected Solutions Company Chief Executive Officer (CEO) <u>Director, Innovation Center</u> | Chief Executive Officer (CEO), Connected Solutions Company |
| Shinji Sakamoto | President, <u>Industry Company</u> Chief Executive Officer (CEO) | Chief Executive Officer (CEO), <u>Industrial Solutions Company</u> |

| Name | New Responsibilities (Effective October 1) | Current Responsibilities |
|------------------|--|---|
| Hirokazu Umeda | <u>Group Chief Financial Officer (Group CFO),</u> In charge of <u>Group Cost Busters Project and Facility Management</u> CEO, Panasonic Holding (Netherlands) B.V. President, Panasonic Equity Management Japan G.K. <u>In charge of Prime Life Technologies Corporation</u> | Chief Financial Officer (CFO) In charge of <u>Groupwide Cost Busters Project, BPR Project, and Facility Management</u> CEO, Panasonic Holding (Netherlands) B.V. President, Panasonic Equity Management Japan G.K. |
| Masahiro Shinada | <u>President, Lifestyle Updates Business Division</u> <u>Chief Executive Officer (CEO), Chief Customer Experience Officer (CCXO)</u> In charge of FF Customer Support & Management | <u>In charge of the Appliances Segment</u> <u>Chief Executive Officer (CEO), Appliances Company</u> <u>In charge of Consumer Business and FF Customer Support & Management</u> |

●Managing Executive Officer

| Name | New Responsibilities (Effective October 1) | Current Responsibilities |
|-------------------|--|--|
| Laurence W. Bates | <u>Group General Counsel (Group GC)</u> *The responsibilities of CCO will be included in those of Group GC. | General Counsel (GC) <u>Chief Risk Management Officer (CRO)</u> <u>Chief Compliance Officer (CCO)</u> <u>Director, Legal & Compliance Division</u> |
| Masaharu Michiura | In charge of Construction Safety Regulations Administration <u>Vice President, Lifestyle Updates Business Division</u> <u>In charge of Construction Safety Regulations Administration</u> President, Heating & Ventilation A/C Company <u>In charge of Marketing</u> <u>Director, Global Marketing Division</u> | <u>In charge of the Life Solutions Segment</u> <u>Chief Executive Officer (CEO), Life Solutions Company</u> In charge of Construction Safety Regulations Administration Department |
| Eiichi Katayama | In charge of Sports Management Business <u>Vice President, Lifestyle Updates Business Division</u> <u>President, Cold Chain Solutions Company</u> | <u>Chief Strategy Officer (CSO)</u> <u>In charge of Business Development and Sports Management Business</u> |
| Yoky Matsuoka | <u>Director, Life Solutions Business Division</u> | <u>Director, Lifestyle Business Strategy Division</u> |
| Masashi Nagayasu | <u>In charge of Prime Planet Energy & Solutions, Inc.</u> President, Automotive Company <u>Chief Executive Officer (CEO)</u> <u>In charge of Diversity & Inclusion Promotion</u> | <u>In charge of the Automotive Segment</u> Chief Executive Officer (CEO), Automotive Company |

● Executive Officer

| Name | New Responsibilities (Effective October 1) | Current Responsibilities |
|-----------------|---|---|
| Manish Sharma | <u>Chairman and President, Panasonic India Pvt. Ltd.</u> <u>President, Panasonic Operational Excellence India, Operational Excellence Company</u> President, Panasonic India Appliances Company, <u>Lifestyle Updates Business Division</u> | President, Panasonic India Pvt. Ltd. President, Panasonic India Appliances Company |
| Shigeki Mishima | <u>Group Chief Human Resources Officer (Group CHRO)</u> In charge of General Affairs and Social Relations, CSR and Corporate Citizenship Activities, and <u>Diversity Promotion</u> <u>Managing Officer, Operational Excellence Company</u> <u>In charge of Human Resources, General Affairs, CSR and Corporate Citizenship Activities</u> | Chief Human Resources Officer (CHRO) In charge of General Affairs and Social Relations, CSR and Corporate Citizenship Activities |
| Tatsuo Ogawa | <u>Group Chief Technology Officer (Group CTO)</u> In charge of Pharmaceutical Affairs | Chief Technology Officer (CTO) In charge of Pharmaceutical Affairs |
| Yoshihiro Morii | In charge of Brand Strategy <u>Managing Officer, Operational Excellence Company</u> <u>In charge of Brand</u> | In charge of Brand Strategy <u>Director, Groupwide Brand Strategy Division</u> <u>General Manager, Brand Strategy Management Department</u> |
| Shigeo Usui | In charge of Design <u>Director, Lifestyle Updates Business Division</u> <u>In charge of Customer Experience</u> Director, Design Division | In charge of Design Director, Design Division |
| Hajime Tamaoki | <u>Group Chief Information Officer (Group CIO)</u> | Chief Information Officer (CIO) |

Underline: Changed responsibilities

3. New Business Structure and Personnel Changes Effective October 1, 2021

The Management Committee Members, Management Officers, Audit & Supervisory Officers, and others in the Lifestyle Updates Business Division and the divisional companies will be appointed as follows.

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

(1) Lifestyle Updates Business Division

Management Structure

| Name | New Responsibilities |
|----------------------|---|
| Masahiro Shinada | President, Lifestyle Updates Business Division Chief Executive Officer (CEO), Chief Customer Experience Officer (CCXO) In charge of FF Customer Support & Management |
| Shigeru Dohno | Vice President, Lifestyle Updates Business Division In charge of Living Appliances and Solutions Business President, China & Northeast Asia Company |
| Daizo Ito | Vice President, Lifestyle Updates Business Division In charge of Overseas Business Vice President, Electric Works Company In charge of Global Marketing Director, Global Business Division |
| Eiichi Katayama | Vice President, Lifestyle Updates Business Division President, Cold Chain Solutions Company |
| Akira Kono | Vice President, Lifestyle Updates Business Division Director, Consumer Marketing Division (Japan) |
| Masaharu Michiura | Vice President, Lifestyle Updates Business Division In charge of Construction Safety Regulations Administration President, Heating & Ventilation A/C Company In charge of Marketing Director, Global Marketing Division |
| Yoshinori Nakashima | Vice President, Lifestyle Updates Business Division Chief Financial Officer (CFO) |
| Kiyoshi Otaki | Vice President, Lifestyle Updates Business Division President, Electric Works Company |
| Sadaharu Ukon | Vice President, Lifestyle Updates Business Division Director, Marketing Division, Electric Works Company In charge of Customer Communication |
| Naohiro Kato | Director, Lifestyle Updates Business Division Chief Human Resources Officer (CHRO) |
| Michimasa Matsumoto | Director, Lifestyle Updates Business Division Chief Legal Officer (CLO) |
| Michikazu Matsushita | Director, Lifestyle Updates Business Division President, Living Appliances and Solutions Company |
| Atsuki Tsutsumi | Director, Lifestyle Updates Business Division Chief Productivity Officer (CPO) |
| Shigeo Usui | Director, Lifestyle Updates Business Division In charge of Customer Experience Director, Design Division |
| Hirokazu Yoshida | Director, Lifestyle Updates Business Division Director, Consumer Marketing Division Managing Director, Panasonic Appliances Europe |

Management Officers

Masahiro Shinada Naohiro Kato Michimasa Matsumoto Yoshinori Nakashima Atsuki Tsutsumi
Yuki Kusumi Homma Tetsuro Hirokazu Umeda

Senior Audit & Supervisory Officer

Rui Nakao

Audit & Supervisory Officers

Toshihide Tominaga Eiji Fujii Akira Waniko

(2) China and Northeast Asia Company, Lifestyle Updates Business Division

Management Committee Members

| Name | New Responsibilities |
|------------------------|--|
| Shigeru Dohno | 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) |
| Wu Liang | 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 |
| Ayumu Kinoshita | 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 |
| Masaharu Nakayama | 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 |
| Takayuki Nishi | 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) |
| Zhao Bingdi | Managing Officer, China and Northeast Asia Company In charge of Business Development, Legal and Compliance, and Government and External Relations |

Senior Audit & Supervisory Officers

Takuma Sawada Zhang Kai

Audit & Supervisory Officer

Norihiko Kato

(3) Living Appliances and Solutions Company, Lifestyle Updates Business Division

Management Committee Members

| Name | New Responsibilities |
|----------------------|--|
| Michikazu Matsushita | President, Living Appliances and Solutions Company |
| Shinichi Hayashi | Vice President, Living Appliances and Solutions Company Director, Beauty and Personal Care Business Division |
| Mitsuhiro Miyashita | 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 |
| Kayo Imamura | Managing Officer, Living Appliances and Solutions Company Director, DX - Customer Engagement Promotion Division |
| Hiroshi Komoto | Managing Officer, Living Appliances and Solutions Company Executive, In charge of Housing Appliances Business |
| Akio Ota | 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 |
| Koki Takata | 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 In charge of Human Resources |
| Shinichi Watabe | Managing Officer, Living Appliances and Solutions Company In charge of Corporate Planning, Accounting and Legal Affairs |

Senior Audit & Supervisory Officers

Hiroyuki Iwaki

Hidetaka Kiyota

Takuma Sawada

Audit & Supervisory Officer

Norihiko Kato

(4) Heating & Ventilation A/C Company, Lifestyle Updates Business Division

Management Committee Members

| Name | New Responsibilities |
|----------------------|--|
| Masaharu Michiura | President, Heating & Ventilation A/C Company In charge of Marketing Director, Global Marketing Division |
| Takashi Ogasawara | Vice President, Heating & Ventilation A/C Company President, Panasonic Ecology Systems Co., Ltd. Director, Environmental Systems & Engineering Business Unit |
| Yoshiaki Sawada | Vice President, Heating & Ventilation A/C Company Director, Heating and Cooling Solutions Business Division |
| Tetsuaki Inatsugu | Managing Officer, Heating & Ventilation A/C Company In charge of Engineering President, Panasonic Commercial Equipment Systems Co., Ltd. |
| Yuichi Inokawa | 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 |
| Masahiro Murata | Managing Officer, Heating & Ventilation A/C Company In charge of Accounting |
| Hideyuki Oka | Managing Officer, Heating & Ventilation A/C Company In charge of Technology |
| Kazuhiko Ueda | Managing Officer, Heating & Ventilation A/C Company In charge of Human Resources and Legal Affairs |

Senior Audit & Supervisory Officers

Hidetaka Kiyota Yoshihisa Matsumoto

Audit & Supervisory Officer

Kazuyuki Katsuragi

(5) Cold Chain Solutions Company, Lifestyle Updates Business Division

Management Committee Members

| Name | New Responsibilities |
|-------------------|--|
| Eiichi Katayama | President, Cold Chain Solutions Company |
| Tim Figge | Vice President, Cold Chain Solutions Company CEO, Hussmann Corporation |
| Tetsuaki Inatsugu | Vice President, Cold Chain Solutions Company Main responsibilities: Managing Officer, Heating & Ventilation A/C Company, In charge of Engineering President, Panasonic Commercial Equipment Systems Co., Ltd. |
| Yoshikazu Kawano | Vice President, Cold Chain Solutions Company In charge of Corporate Planning, Accounting, Legal Affairs and IT |
| Hiroyuki Tominaga | Vice President, Cold Chain Solutions Company Director, Cold Chain Business Division |
| Sadaaki Yokoo | Vice President, Cold Chain Solutions Company Main responsibilities: Vice President, China and Northeast Asia Company Director, Cold Chain (China) Business Division |
| Masuya Okabe | Managing Officer, Cold Chain Solutions Company In charge of Human Resources |
| Junya Ando | In charge of Corporate Planning, Cold Chain Solutions Company |
| Masaaki Kaso | In charge of IT, Cold Chain Solutions Company |

Senior Audit & Supervisory Officers

Yasuo Kowada Rui Nakao

Audit & Supervisory Officer

Norihiko Kato

(6) Electric Works Company, Lifestyle Updates Business Division

Management Committee Members

| Name | New Responsibilities |
|--------------------|---|
| Kiyoshi Otaki | President, Electric Works Company |
| Daizo Ito | Vice President, Electric Works Company In charge of Global Marketing Director, Global Business Division |
| Eiji Maruyama | Vice President, Electric Works Company In charge of Manufacturing, Quality and Environmental Promotion, and Supply Chain Management |
| Mitsutoshi Shigeta | Vice President, Electric Works Company Director, Energy Systems Business Division Director, Smart Energy System Business Division |
| Sadaharu Ukon | Vice President, Electric Works Company Director, Marketing Division In charge of Customer Communication |
| Satoshi Fujitani | Managing Officer, Electric Works Company In charge of Accounting and Legal Affairs |
| Yuichi Inokawa | 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 |
| Toru Kanno | Managing Officer, Electric Works Company In charge of Human Resources and Facility |
| Tatsuya Kato | Managing Officer, Electric Works Company In charge of Planning and Intelligence & Liaison |
| Kuniyasu Shimaoka | Managing Officer, Electric Works Company Director, Lighting Business Division |

Senior Audit & Supervisory Officers

Masao Kubo Akihiro Minato

Audit & Supervisory Officer

Kazuyuki Katsuragi

(7) Automotive Company

Management Committee Members

| Name | New Responsibilities |
|--------------------|--|
| Masashi Nagayasu | President, Automotive Company Chief Executive Officer (CEO) In charge of Diversity & Inclusion Promotion |
| Kenji Tamura | Senior Vice President, Automotive Company Director, Infotainment Systems Business Division |
| Masao Hinoguchi | Managing Officer, Automotive Company Chief Financial Officer (CFO) |
| Motoshi Hisada | Managing Officer, Automotive Company Director, HMI Systems Business Division In charge of Cabin/Interior Innovation |
| Scott Kirchner | Managing Officer, Automotive Company President, Panasonic Automotive Systems Company of America |
| Masanori Minamio | Managing Officer, Automotive Company In charge of Manufacturing, Logistics, Procurement and Quality |
| Masashige Mizuyama | Managing Officer, Automotive Company Chief Technology Officer (CTO) Director, R&D Division In charge of Intellectual Property |
| Tomoka Ohashi | Managing Officer, Automotive Company Chief Human Resources Officer (CHRO) In charge of General Affairs |
| Ayako Shotoku | Managing Officer, Automotive Company General Counsel (GC), Chief Risk Management Officer (CRO) |
| Kazuyo Sumida | Managing Officer, Automotive Company Chief Strategy Officer (CSO), Chief Information Officer (CIO) |
| Yoshinori Tokuda | Managing Officer, Automotive Company Director, Automotive Systems Business Division |
| Tomoaki Yamaguchi | Managing Officer, Automotive Company Director, Global Marketing & Sales Division |

Management Officers

Masashi Nagayasu Masao Hinoguchi Kazuyo Sumida Kenji Tamura

Yuki Kusumi Hirokazu Umeda

Senior Audit & Supervisory Officers

Hitoshi Arata Makoto Nagura

Audit & Supervisory Officer

Takashi Uchida

(8) Entertainment & Communication Business Division

Management Committee Members

| Name | New Responsibilities |
|-----------------------|--|
| Akira Toyoshima | President, Entertainment & Communication Business Division |
| Yasunari Anan | Vice President, Entertainment & Communication Business Division Director, Visual and Sound Business Unit |
| Toru Sakata | Vice President, Entertainment & Communication Business Division Director, Smart Communication Business Unit |
| Yosuke Yamane | Vice President, Entertainment & Communication Business Division Director, Imaging Business Unit |
| Itsuro Chuma | Director, Entertainment & Communication Business Division In charge of Corporate Planning |
| Toshiaki Ihara | Director, Entertainment & Communication Business Division In charge of Accounting |
| Kazuhiro Ogasawara | Director, Entertainment & Communication Business Division In charge of Human Resources |
| Makoto Sakamoto | Director, Entertainment & Communication Business Division In charge of Legal Affairs |

Management Officers

Akira Toyoshima Itsuro Chuma Toshiaki Ihara
Yuki Kusumi Tetsuro Homma Hirokazu Umeda

Senior Audit & Supervisory Officer

Hiroyuki Iwaki

Audit & Supervisory Officer

Norihiko Kato

(9) Housing Systems Business Division

Management Committee Members

| Name | New Responsibilities |
|---------------------|---|
| Masashi Yamada | President, Housing Systems Business Division Director, Innovation Division |
| Masunori Kobayakawa | Vice President, Housing Systems Business Division In charge of Manufacturing Innovation |
| Tadashi Nishio | Vice President, Housing Systems Business Division In charge of Sales Director, Sales Division |
| Shinji Adachi | Director, Housing Systems Business Division Chief Information Officer (CIO) Associate Director, Innovation Division |
| Shigeyuki Ito | Director, Housing Systems Business Division General Manager, Metropolitan Area Sales Division |
| Jiro Kawachi | Director, Housing Systems Business Division Chief Financial Officer (CFO) In charge of Legal Affairs |
| Masami Maezawa | Director, Housing Systems Business Division Chief Technology Officer (CTO), Chief Manufacturing Officer (CMO) |
| Takeshi Matsukawa | Director, Housing Systems Business Division Chief Strategy Officer (CSO) |
| Yoshiro Matsushita | Director, Housing Systems Business Division Director, Kitchen Furniture, Bathroom & Sanitary Fittings Business Unit |
| Tomohide Suzuki | Director, Housing Systems Business Division Chief Human Resources Officer (CHRO) |
| Joji Tatsumi | Director, Housing Systems Business Division Director, Architecture Systems Business Unit |
| Eiichi Tsuruhara | Director, Housing Systems Business Division General Manager, Kinki Area Sales Division |

Management Officers

Masashi Yamada Jiro Kawachi Takeshi Matsukawa Tomohide Suzuki
Yuki Kusumi Tetsuro Homma Hirokazu Umeda

Senior Audit & Supervisory Officer

Masao Kubo

Audit & Supervisory Officer

Kazuyuki Katsuragi

(10) Connected Solutions Company

Management Committee Members

| Name | New Responsibilities |
|--------------------|---|
| Yasuyuki Higuchi | President, Connected Solutions Company Chief Executive Officer (CEO) Director, Innovation Center |
| Hideaki Harada | Senior Vice President, Connected Solutions Company Chief Strategy Officer (CSO) In charge of Storage Business, Panasonic i-PRO Sensing Solutions Co., Ltd. |
| Tatsuo Katakura | Senior Vice President, Connected Solutions Company In charge of Global Solution Business Director, Gemba Process Business Division President, Panasonic System Solutions Japan Co., Ltd. In charge of the collaboration with Blue Yonder Japan, Construction Safety Regulations Administration Department |
| Toshinori Kishi | Vice President, Connected Solutions Company Director, Media Entertainment Business Division In charge of China Hualu Panasonic AVC Networks Co., Ltd. and Business Communication Business |
| Hiroaki Sakamoto | Vice President, Connected Solutions Company Director, Mobile Solutions Business Division In charge of Panasonic Mobile Communications Co., Ltd. and Zetes Industries S.A. |
| Akihiro Akiyama | Managing Officer, Connected Solutions Company Director, Process Automation Business Division President, Panasonic Smart Factory Solutions Co., Ltd. |
| Takeshi Nishikawa | Managing Officer, Connected Solutions Company Chief Financial Officer (CFO) Director, Accounting Center In charge of Diversity & Inclusion Promotion |
| Hiroyuki Nishiuma | Managing Officer, Connected Solutions Company In charge of CNS Solutions Business for Europe Managing Director, Panasonic Connect Europe GmbH |
| Hiroshi Sakakibara | Managing Officer, Connected Solutions Company Chief Digital Officer (CDO), Chief Information Officer (CIO) In charge of Special Task |
| Keita Sasaki | Managing Officer, Connected Solutions Company General Counsel (GC) Director, Legal & Compliance Center In charge of Risk Management |
| Nobuhiro Shinya | Managing Officer, Connected Solutions Company Chief Human Resources Officer (CHRO) Director, Human Resources Center In charge of General Affairs |
| Yukiko Yamaguchi | Managing Officer, Connected Solutions Company Chief Marketing Officer (CMO) Director, Enterprise Marketing Division In charge of Design and Diversity & Inclusion Promotion |

| Name | New Responsibilities |
|----------------|---|
| Masae Yamanaka | Managing Officer, Connected Solutions Company Associate Director, Gemba Process Business Division Executive Vice President, Member of the Board, Panasonic System Solutions Japan Co., Ltd. |
| Osamu Yuki | Managing Officer, Connected Solutions Company In charge of Manufacturing, Procurement, Logistics, Quality Assurance, Environment Affairs and CS Director, Manufacturing Innovation Center In charge of Agribusiness Project Office |

Management Officers

Yasuyuki Higuchi Hideaki Harada Tatsuo Katakura Takeshi Nishikawa
Yuki Kusumi Hirokazu Umeda

Senior Audit & Supervisory Officers

Muneyoshi Fujiwara Yuji Kimura

Audit & Supervisory Officer

Yoshikazu Nakajima

(11) Industry Company

Management Committee Members

| Name | New Responsibilities |
|----------------------|--|
| Shinji Sakamoto | President, Industry Company Chief Executive Officer (CEO) |
| Shigeo Okuda | Vice President, Industry Company In charge of Quality Management, Manufacturing, and Procurement |
| Atsushi Sato | Vice President, Industry Company In charge of Business Strategy |
| Yoshitaka Teraoka | Vice President, Industry Company In charge of Marketing & Sales Director, Global Marketing & Sales Division |
| Takeaki Ikeda | Managing Officer, Industry Company Director, Industrial Device Business Division |
| Ryo Kitaori | Managing Officer, Industry Company Chief Strategy Officer (CSO), Chief Information Officer (CIO) In charge of Logistics |
| Hiroko Kitatani | Managing Officer, Industry Company In charge of Legal Affairs and Risk Management |
| Yasutaka Miyata | Managing Officer, Industry Company Director, Electronic Materials Business Division |
| Satoshi Nakaya | Managing Officer, Industry Company Chief Technology Officer (CTO) Director, Engineering Division In charge of Intellectual Property |
| Yasuo Nishiura | Managing Officer, Industry Company Director, Device Solutions Business Division |
| Masato Ozawa | Managing Officer, Industry Company Director, Electromechanical Control Business Division |
| Koji Sato | Managing Officer, Industry Company Chief Financial Officer (CFO) |
| Toshiya Umemura | Managing Officer, Industry Company Chief Human Resources Officer (CHRO) In charge of General Affairs |
| Yin Zhiming | Managing Officer, Industry Company In charge of Panasonic Industry (China) Co., Ltd. |

Management Officers

Shinji Sakamoto Ryo Kitaori Satoshi Nakaya Koji Sato
Yuki Kusumi Hirokazu Umeda

Senior Audit & Supervisory Officers

Kazuhide Ooki Hiroyuki Tanaka

Audit & Supervisory Officer

Takafumi Mizuno

(12) Energy Company

Management Committee Members

| Name | New Responsibilities |
|-----------------------|--|
| Kazuo Tadanobu | President, Energy Company Chief Executive Officer (CEO) |
| Yasuaki Takamoto | Vice President, Energy Company Director, Mobility Energy Business Division, SANYO Electric Co., Ltd. |
| Shoichiro Watanabe | Vice President, Energy Company Chief Technology Officer (CTO) In charge of Intellectual Property, Manufacturing, Quality and Procurement |
| Kazutaka Fukutome | Managing Officer, Energy Company In charge of Marketing & Sales Director, Global Marketing & Sales Division |
| Masaru Miki | Managing Officer, Energy Company Chief Human Resources Officer (CHRO) In charge of General Affairs |
| Masaaki Mizoguchi | Managing Officer, Energy Company Chief Financial Officer (CFO) |
| Osamu Nagano | Managing Officer, Energy Company Chief Information Officer (CIO) |
| Toshiaki Okabe | Managing Officer, Energy Company Director, Legal Center |
| Hideyuki Okunaga | Managing Officer, Energy Company Director, Energy Device Business Division |
| Kunio Tanaka | Managing Officer, Energy Company Chief Strategy Officer (CSO) In charge of Logistics, Legal Affairs and Risk Management |
| Isamu Yamagiwa | Managing Officer, Energy Company Director, Energy Solutions Business Division, SANYO Electric Co., Ltd. |

Management Officers

Kazuo Tadanobu Masaaki Mizoguchi Yasuaki Takamoto Kunio Tanaka
Yuki Kusumi Hirokazu Umeda

Senior Audit & Supervisory Officers

Noriyuki Fujiwara Hiroyuki Tanaka

Audit & Supervisory Officer

Takafumi Mizuno

(13) Operational Excellence Company

Management Committee Members

| Name | New Responsibilities |
|--------------------|--|
| Mototsugu Sato | President, Operational Excellence Company |
| Tomohiko Sasano | Vice President, Operational Excellence Company In charge of Corporate Strategy Director, Corporate Strategy Division |
| Katsumi Abe | Managing Officer, Operational Excellence Company In charge of Accounting Director, Financial & Accounting Center |
| Kentaro Ando | Managing Officer, Operational Excellence Company In charge of Logistics Director, Logistics Division |
| Tetsuya Fujiwara | Managing Officer, Operational Excellence Company In charge of Government and External Relations Director, Government and External Relations Division |
| Tomoyuki Kato | Managing Officer, Operational Excellence Company In charge of Facility General Manager, Real Estate Coordination Department |
| Shigeki Mishima | Managing Officer, Operational Excellence Company In charge of Human Resources, General Affairs, CSR and Corporate Citizenship Activities |
| Mitsuru Miyoshi | Managing Officer, Operational Excellence Company In charge of Procurement Director, Global Procurement Division |
| Yoshihiro Morii | Managing Officer, Operational Excellence Company In charge of Brand |
| Terumitsu Morimoto | Managing Officer, Operational Excellence Company In charge of Corporate Management and Overseas Operations |
| Takahiro Nakagawa | Managing Officer, Operational Excellence Company In charge of Information Systems Director, Information Systems Division |
| Hideo Ohara | Managing Officer, Operational Excellence Company In charge of Technology and Manufacturing |
| Hideyasu Sasaki | Managing Officer, Operational Excellence Company In charge of Legal Affairs |
| Yoshiaki Tokuda | Managing Officer, Operational Excellence Company In charge of Intellectual Property |
| Hiroto Uehara | Managing Officer, Operational Excellence Company In charge of Quality & Environment Director, Quality & Environment Division |

Management Officers

Mototsugu Sato Katsumi Abe Tomohiko Sasano
Laurence W. Bates Shigeki Mishima Tatsuo Ogawa Hirokazu Umeda

Audit & Supervisory Officers

Toshihide Tominaga Eiji Fujii Takayuki Kishimoto

4. Personnel Changes (Effective October 1)

| Name | New Responsibilities | Current Responsibilities |
|-------------------|--|---|
| Hideyasu Sasaki | <u>General Manager, Corporate Legal Affairs Department, Corporate Strategy and Technology Sector</u> <u>Managing Officer, Operational Excellence Company</u> <u>In charge of Legal Affairs</u> | <u>General Manager, Legal And Regulatory Affairs Department,</u> <u>Legal & Compliance Division</u> |
| Ayako Shotoku | <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> | <u>Managing Officer, Automotive Company</u> <u>In charge of Legal Affairs</u> <u>Director, Legal Affairs Center</u> |
| Akira Waniko | <u>General Manager, Corporate Management Support Department, Corporate Strategy and Technology Sector</u> <u>General Manager, Corporate Finance & IR Department</u> | <u>Executive, In charge of Management Strategy, Tesla Energy Business Division, SANYO Electric Co., Ltd., US Company</u> <u>General Manager, Strategic Planning Department</u> |
| Hikaru Moriyama | <u>General Manager, Strategic Human Resources Department, Corporate Strategy and Technology Sector</u> | <u>General Manager, Strategic Human Resources Department</u> |
| Takahiro Nakagawa | <u>General Manager, Information Strategy Department, Corporate Strategy and Technology Sector</u> <u>Managing Officer, Operational Excellence Company</u> <u>In charge of Information Systems</u> <u>Director, Information Systems Division</u> | <u>General Manager, Information Systems Planning Department</u> |
| Yoshifumi Inoue | <u>General Manager, Groupwide Strategy Group, Corporate Strategy and Technology Sector</u> | <u>General Manager, Corporate Planning Department, Corporate Strategy Division</u> |
| Tomohiko Sasano | <u>General Manager, Corporate Development Group, Corporate Strategy and Technology Sector</u> <u>Vice President, Operational Excellence Company</u> <u>In charge of Corporate Strategy</u> <u>Director, Corporate Strategy Division</u> | <u>General Manager, Business Development Department, Corporate Strategy Division</u> |
| Shunsuke Sonoda | <u>General Manager, Brand Strategy Group, Corporate Strategy and Technology Sector</u> | <u>General Manager, Brand Strategy Planning Department, Groupwide Brand Strategy Division</u> |
| Michiko Ogawa | <u>Director, In charge of Kansai External Relations and EXPO Promotion, Corporate Strategy and Technology Sector</u> <u>Executive, In charge of Technics Brand, Lifestyle Updates Business Division</u> | <u>Director, In charge of Technics Brand</u> <u>Director, In charge of Kansai External Relations and EXPO Promotion</u> |

| Name | New Responsibilities | Current Responsibilities |
|---------------------|---|--|
| Yasumichi Murase | <u>Director, In charge of Mobility Solutions, Corporate Strategy and Technology Sector</u> | Director, In charge of Mobility Solutions |
| Wataru Baba | <u>Director, In charge of Environment and Energy Business, Corporate Strategy and Technology Sector</u> | Director, In charge of Environment and Energy Business |
| Yoshihisa Yamashita | <u>Director, Technology Planning Office, Corporate Strategy and Technology Sector</u> | <u>General Manager, Organization Staff Promotion & Engineering Planning Department, Manufacturing Innovation Division</u> |
| Nobuki Ito | <u>Director, Technology Division, Corporate Strategy and Technology Sector</u> | <u>Executive, In charge of Business Administration and Technology, Device Solutions Business Division, Industrial Solutions Company Executive, Company Technology Strategic Office</u> |
| Hideo Ohara | <u>Director, Manufacturing Innovation Division, Corporate Strategy and Technology Sector</u> <u>Managing Officer, Operational Excellence Company</u> <u>In charge of Technology and Manufacturing</u> | <u>Director, Technology Division</u> Director, Manufacturing Innovation Division |
| Tsutomu Yanagimoto | <u>Associate Director, Manufacturing Innovation Division, Corporate Strategy and Technology Sector</u> | Associate Director, Manufacturing Innovation Division |
| Asashi Shimodaira | <u>Director, Platform Division, Corporate Strategy and Technology Sector</u> | <u>Director, Innovation Strategy Office</u> |
| Yoshiaki Tokuda | <u>Director, Intellectual Property Department, Corporate Strategy and Technology Sector</u> <u>Managing Officer, Operational Excellence Company</u> <u>In charge of Intellectual Property</u> | Director, Intellectual Property Center |
| Atsunao Terasaki | <u>Executive, In charge of Special Task, Lifestyle Updates Business Division</u> | <u>Director, Smart Energy System Business Division, Appliances Company</u> |
| Akio Kozaki | <u>President, Panasonic Appliances Refrigeration Devices Singapore, Refrigeration and Air-Conditioning Devices Business Division, China and Northeast Asia Company, Lifestyle Updates Business Division</u> | <u>Managing Officer, China & Northeast Asia Company</u> <u>Director, Refrigeration and Air-Conditioning Devices Business Division</u> |

| Name | New Responsibilities | Current Responsibilities |
|---------------------|--|--|
| Nobuo Yasuhira | <u>Assistant Director, Refrigerator and Dishwasher Business Unit, Kitchen Appliances Business Division, Living Appliances and Solutions Company, Lifestyle Updates Business Division</u> <u>Associate Director, In charge of Cyber-Physical System, DX - Customer Engagement Promotion Division</u> | <u>Director, Refrigerator and Dishwasher Business Unit, Kitchen Appliances Business Division, Appliances Company</u> |
| Toshiharu Nishizuka | <u>Director, Residential Air-Conditioning Business Unit, Heating & Cooling Solutions Business Division, Heating & Ventilation A/C Company, Lifestyle Updates Business Division</u> | <u>Director, Global R&D Center, Heating & Cooling Solutions Business Division, Appliances Company</u> |
| Kei Minohara | <u>President, Panasonic do Brasil Limitada, Lifestyle Updates Business Division</u> <u>President, Panasonic Operational Excellence Latin America, Operational Excellence Company</u> | <u>Member of the Board, Panasonic Latin America</u> President, Panasonic do Brasil Limitada |
| Yasuhiro Tanaka | <u>Executive, directly reporting to Director, Device Solutions Business Division, Industry Company</u> | <u>Director, Device Solutions Business Division, Industrial Solutions Company</u> |
| Lin Nan | <u>General Manager, Regional Head Office of China & Northeast Asia, Panasonic Corporation of China</u> | <u>Managing Officer, China & Northeast Asia Company</u> <u>In charge of Corporate Planning</u> |

Underline: Changed responsibilities