

FOR IMMEDIATE RELEASE

Correction and Addition: Sep 6, 2019
“Executive Counsellor” corrected to “Director”
Company Management is added as Appendix 2 from P14 to P16

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Panasonic Announces Reform of the Business Management Structure and Personnel Changes Related to Executive Officers and Others

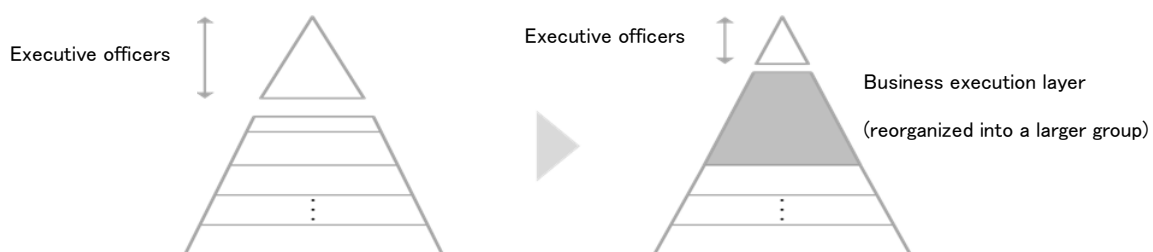
Panasonic Corporation today announced reform of the business management structure and personnel changes related to Executive Officers and others effective October 1, 2019.

As announced in the New Mid-term Strategy on May 9, 2019, Panasonic has defined new business categories based on megatrends and social issues toward profit growth and profitability improvement beyond the boundaries of companies and organizations.

In order to accelerate such transformation initiatives and respond to changes in the business environment and increasingly sophisticated customer needs, the roles and responsibilities of the management must be clearly defined so that the Panasonic Group and its respective businesses can improve profitability and secure a competitive advantage. To this end, the management structure will be reformed to promote the appointment of the right people from diverse human resources in the right places with the aim of establishing a more flexible and robust business structure. Further, a more transparent compensation system will be adopted to create a corporate culture for relentlessly taking up challenges.

Overview of the reform

- In order to clarify the management roles and responsibilities, the management structure will be reorganized into a group of executive officers, who will lead the reform of the Panasonic Group's business structure for the group-wide optimization, and a business execution layer, which will lead the transformation of individual businesses for strengthening respective businesses.



- Executive officers will assume responsibility for managing the Panasonic Group, strengthen the strategic functions for group-wide optimization, including the reform of the group's portfolio and bold resource shifts, and set the direction of and implement the group-wide business structural reform toward a new Panasonic.
- The business execution layer comprises the current executive officers in charge of individual businesses and executives including business division directors. As the core of Panasonic's business management, the employees in this layer will take responsibility for improving the profitability of their respective businesses and securing a competitive advantage. Further, the right people will be assigned to the right places through the promotion of flexible personnel allocation and the appointment of young employees. In addition, a more achievement-oriented compensation system will be adopted to create a corporate culture for relentlessly taking up challenges.
- The titles of employees in the business execution layer will include "Senior Vice President," "Vice President," and "Managing Officer" and others for the Companies' executives and "Director" and others according to their roles (see Appendix).

1. List of Executive Officers under the New System

Title	Name	New Responsibility	Current Responsibility
President	Kazuhiro Tsuga	Chief Executive Officer (CEO)	Chief Executive Officer (CEO)
Executive Vice President	Mototsugu Sato	Director, Corporate Strategy Division CEO, US Company General Affairs and Social Relations	Director, Corporate Strategy Division CEO, US Company General Affairs and Social Relations
Senior Managing Executive Officer	Yoshiyuki Miyabe	Chief Technology Officer (CTO) Chief Manufacturing Officer (CMO)	Chief Technology Officer (CTO) Chief Manufacturing Officer (CMO) <u>Chief Procurement Officer (CPO)</u> <u>Chief Information Officer (CIO)</u>

Senior Managing Executive Officer	Tetsuro Homma	CEO, China & Northeast Asia Company Regional Head for China & Northeast Asia	CEO, China & Northeast Asia Company Regional Head for China & Northeast Asia
Senior Managing Executive Officer	Masahisa Shibata	In charge of Automotive Sales	In charge of Automotive Sales
Senior Managing Executive Officer	Yasuyuki Higuchi	CEO, Connected Solutions Company	CEO, Connected Solutions Company
Senior Managing Executive Officer	Shinji Sakamoto	CEO, Industrial Solutions Company	CEO, Industrial Solutions Company
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
Managing Executive Officer	Hirokazu Umeda	Chief Financial Officer (CFO) In charge of Groupwide Cost Busters Project and BPR Project CEO, Panasonic Holding (Netherlands) B.V. President, Panasonic Equity Management Japan LLC.	Chief Financial Officer (CFO) In charge of Groupwide Cost Busters Project and BPR Project CEO, Panasonic Holding (Netherlands) B.V. President, Panasonic Equity Management Japan LLC.

Managing Executive Officer	Yuki Kusumi	CEO, Automotive Company	CEO, Automotive Company
Managing Executive Officer	Masahiro Shinada	CEO, Appliances Company In charge of Consumer Business and FF Customer Support & Management	CEO, Appliances Company In charge of Consumer Business and FF Customer Support & Management
Managing Executive Officer	Laurence W. Bates	General Counsel (GC) Chief Risk Management Officer (CRO) Chief Compliance Officer (CCO) Director, Legal & Compliance Division	General Counsel (GC) Chief Risk Management Officer (CRO) Chief Compliance Officer (CCO) Director, Legal & Compliance Division
Managing Executive Officer	Masaharu Michiura	CEO, Life Solutions Company In charge of Construction Safety Regulations Administration Department	CEO, Life Solutions Company In charge of Construction Safety Regulations Administration Department
Executive Officer	Eiichi Katayama	Chief Strategy Officer (CSO) In charge of Business Development	Chief Strategy Officer (CSO) In charge of Business Development and <u>Business Creation Project</u>
Executive Officer	Manish Sharma	President, Panasonic India Pvt. Ltd.	President, Panasonic India Pvt. Ltd.

Executive Officer	Shigeki Mishima	Chief Human Resources Officer (CHRO) General Manager, Corporate Human Resources Strategy Department, Corporate Strategy Division	Chief Human Resources Officer (CHRO) General Manager, Corporate Human Resources Strategy Department, Corporate Strategy Division
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2. Personnel Changes Related to Executive Officers and Others, and Changes in their Titles

Name	New Responsibility	Current Responsibility
Makoto Kitano	<u>Director</u> in charge of Preparation for Establishment of the New Company	<u>Senior Managing Executive Officer</u> In charge of Preparation for Establishment of the New Company
Yukio Nakashima	<u>Director</u> in charge of Customer Satisfaction Senior Vice President, Appliances Company In charge of Consumer Marketing Director, Consumer Marketing Sector for Japan Region	<u>Managing Executive Officer</u> In charge of Customer Satisfaction Senior Vice President, Appliances Company In charge of Consumer Marketing Director, Consumer Marketing Sector for Japan Region
Daizo Ito	Regional Head for India, South Asia, Middle East and Africa Chairman, Panasonic India Pvt. Ltd. Senior Vice President, Life Solutions Company In charge of Global Marketing Director, Global Business Division	<u>Managing Executive Officer</u> Regional Head for India, South Asia, Middle East and Africa Chairman, Panasonic India Pvt. Ltd. Senior Vice President, Life Solutions Company In charge of Global Marketing Director, Global Business Division
Toshiyuki Takagi	Senior Vice President, Appliances Company Director, Heating & Cooling Solutions Business Division	<u>Managing Executive Officer</u> Senior Vice President, Appliances Company Director, Heating & Cooling Solutions Business Division

Tatsuo Katakura	Senior Vice President, Connected Solutions Company In charge of Global Solution Business and Global Gemba Process Business President, Panasonic System Solutions Japan Co., Ltd.	<u>Managing Executive Officer</u> Senior Vice President, Connected Solutions Company In charge of Global Solution Business and Global Gemba Process Business President, Panasonic System Solutions Japan Co., Ltd.
Kenji Tamura	Senior Vice President, Automotive Company Director, Automotive Infotainment Systems Business Division	<u>Managing Executive Officer</u> Senior Vice President, Automotive Company Director, Automotive Infotainment Systems Business Division
Hiroyuki Aota	Senior Vice President, Connected Solutions Company In charge of Global Gemba Process Business Director, Process Automation Business Division President, Panasonic Smart Factory Solutions Co., Ltd.	<u>Managing Executive Officer</u> Senior Vice President, Connected Solutions Company In charge of Global Gemba Process Business Director, Process Automation Business Division President, Panasonic Smart Factory Solutions Co., Ltd.
Masashi Yamada	Senior Vice President, Life Solutions Company In charge of Lifestyle Innovation Business Director, Housing Systems Business Division	<u>Managing Executive Officer</u> Senior Vice President, Life Solutions Company In charge of Lifestyle Innovation Business Director, Housing Systems Business Division

Kiyoshi Otaki	Senior Vice President, Life Solutions Company In charge of Space Innovation Business Senior Vice President, China & Northeast Asia Company Director, Building and Housing Solutions Business Division	<u>Managing Executive Officer</u> Senior Vice President, Life Solutions Company In charge of Space Innovation Business Senior Vice President, China & Northeast Asia Company Director, Building and Housing Solutions Business Division
Masahiro Ido	<u>Director</u> in charge of Solution Sales Director, Business Solutions Division Director, Integrated Resort Business Promotion Division Director, Tokyo Olympic & Paralympic Enterprise Division	<u>Executive Officer</u> In charge of Solution Sales Director, Business Solutions Division <u>In charge of Integrated Resort Business Promotion</u> Director, Integrated Resort Business Promotion Division Director, Tokyo Olympic & Paralympic Enterprise Division
Satoshi Takeyasu	<u>Director</u> in charge of Brand Communications Director, Groupwide Brand Communications Division <u>Director</u> in charge of Facility Management <u>Director</u> in charge of Corporate Sports Promotion	<u>Executive Officer</u> <u>Chief Brand Communications Officer (CBCO)</u> Director, Groupwide Brand Communications Division In charge of Facility Management and Corporate Sports Promotion
Junichiro Kitagawa	Vice President, Appliances Company In charge of Overseas Marketing Director, Consumer Marketing Division	<u>Executive Officer</u> Vice President, Appliances Company In charge of Overseas Marketing Director, Consumer Marketing Division
Yoshiyuki Iwai	<u>Director</u> in charge of Kansai External Relations and EXPO Promotion	<u>Executive Officer</u> In charge of Kansai External Relations and EXPO Promotion

Makoto Ishii	<u>Director</u> in charge of Information Systems Director, Groupwide Global Logistics Division Vice President, Appliances Company In charge of Information Systems and Logistics	<u>Executive Officer</u> In charge of Information Systems and <u>Logistics</u> Director, Groupwide Global Logistics Division Vice President, Appliances Company In charge of Information Systems and Logistics
Michiko Ogawa	<u>Director</u> in charge of Technics Brand Vice President, Appliances Company In charge of Technology Director, Engineering Division General Manager, Technics Business Promotion	<u>Executive Officer</u> In charge of Technics Brand Vice President, Appliances Company In charge of Technology Director, Engineering Division General Manager, Technics Business Promotion
Hirotooshi Uehara	<u>Director, Quality & Environment Division</u>	<u>Executive Officer</u> <u>Chief Quality Officer (CQO)</u>
Akira Kono	Vice President, Appliances Company Director, Consumer Marketing Division (Japan), Consumer Marketing Sector for Japan Region	<u>Executive Officer</u> Vice President, Appliances Company Director, Consumer Marketing Division (Japan), Consumer Marketing Sector for Japan Region
Masashi Nagayasu	Vice President, Automotive Company Director, Global Marketing & Sales Division	<u>Executive Officer</u> Vice President, Automotive Company Director, Global Marketing & Sales Division
Ryuji Matsushita	<u>Resignation</u>	<u>Executive Officer</u> <u>Vice President, Life Solutions Company</u> <u>In charge of Special Task</u>

Eiji Fujii	Vice President, Industrial Solutions Company In charge of Technology Director, Engineering Division	<u>Executive Officer</u> Vice President, Industrial Solutions Company In charge of Technology Director, Engineering Division
Hiroyuki Tagishi	Vice President, Appliances Company Managing Director, Panasonic Appliances Asia Pacific	<u>Executive Officer</u> Vice President, Appliances Company Managing Director, Panasonic Appliances Asia Pacific
Sadaaki Yokoo	Vice President, China & Northeast Asia Company Director, Cold Chain (China) Business Division Chairman, Panasonic Corporation of China	<u>Executive Officer</u> Vice President, China & Northeast Asia Company Director, Cold Chain (China) Business Division Chairman, Panasonic Corporation of China
Hideshi Fuchiue	Vice President, Appliances Company Director, Smart Life Network Business Division	<u>Executive Officer</u> Vice President, Appliances Company Director, Smart Life Network Business Division
Toshinori Kishi	Vice President, Connected Solutions Company Director, Media Entertainment Business Division	<u>Executive Officer</u> Vice President, Connected Solutions Company Director, Media Entertainment Business Division
Shigeo Okuda	<u>Vice President, Industrial Solutions Company</u> <u>In charge of Quality Management and Manufacturing</u>	<u>Executive Officer</u> <u>Vice President, Automotive Company</u> <u>In charge of Technology</u> <u>Director, R&D Division</u> <u>In charge of Intellectual Property</u> <u>Director, Automotive Systems Business Division</u>

Tatsuo Ogawa	<u>Vice President, Automotive Company</u> <u>In charge of Manufacturing</u> <u>In charge of Logistics</u> <u>Director, Automotive Systems Business Division</u>	<u>Executive Officer</u> <u>In charge of Manufacturing Innovation</u> <u>Director, Manufacturing Innovation Division</u>
Shigeru Dohno	Vice President, Appliances Company <u>In charge of Home Appliances Business</u> Director, Kitchen Appliances Business Division	<u>Executive Officer</u> Vice President, Appliances Company Director, Kitchen Appliances Business Division
Yasumichi Murase	<u>Director</u> in charge of Mobility Solutions	<u>Executive Officer</u> In charge of Mobility Solutions
Mitsutoshi Shigeta	Vice President, Life Solutions Company Director, Energy Systems Business Division Director, Solar Systems Business Unit	<u>Executive Officer</u> Vice President, Life Solutions Company Director, Energy Systems Business Division Director, Solar Systems Business Unit
Eiji Maruyama	Vice President, Life Solutions Company Director, Lighting Business Division Director, Lighting Equipment Business Unit	<u>Executive Officer</u> Vice President, Life Solutions Company Director, Lighting Business Division Director, Lighting Equipment Business Unit
Wataru Baba	<u>Director</u> in charge of Corporate Innovation and Panasonic β Director, Business Innovation Division	<u>Executive Officer</u> In charge of Corporate Innovation and Panasonic β Director, Business Innovation Division

Yoshitaka Teraoka	Vice President, Industrial Solutions Company Director, Global Marketing & Sales Division	<u>Executive Officer</u> Vice President, Industrial Solutions Company Director, Global Marketing & Sales Division
Hiroaki Sakamoto	Vice President, Connected Solutions Company Director, Mobile Solutions Business Division	<u>Executive Officer</u> Vice President, Connected Solutions Company Director, Mobile Solutions Business Division
Hiroyuki Inoue	<u>Director</u> in charge of Energy Manufacturing	<u>Vice President, Automotive Company</u> <u>In charge of Manufacturing</u> In charge of Energy Manufacturing

3. Responsibility of a Fellow

Title	Name	New Responsibility	Current Responsibility
Fellow	Munehisa Ikoma	In charge of Energy Technology	In charge of Energy Technology

4. Personnel Changes

Name	New Responsibility	Current Responsibility
Masashige Mizuyama	<u>Managing Officer</u> , Automotive Company <u>In charge of Technology</u> <u>Director, R&D Division</u> <u>In charge of Intellectual Property</u>	<u>Senior Executive Officer</u> , R&D Division, Automotive Company

Manabu Takahashi	<u>Executive, directly reporting to the Vice President in charge of Quality Management and Manufacturing</u> , Industrial Solutions Company	<u>Managing Officer</u> , Industrial Solutions Company <u>In charge of Quality Management and Manufacturing</u>
Hideo Ohara	<u>Director, Manufacturing Innovation Division</u> Director, Production Engineering and Green Technology Laboratory Executive, in charge of Energy Technology Strategy	Director, Production Engineering and Green Technology Laboratory, Manufacturing Innovation Division Executive, in charge of Energy Technology Strategy
Katsuhiko Omoto	<u>Associate Director</u> , Quality & Environment Division	<u>Director</u> , Quality & Environment Division

Note:

Underline: Changed responsibilities

Appendix 1

	Title	Definition
Companies	Senior Vice President	Personnel who accelerate the transformation across business areas as the right hand of the Company president
	Vice President	Personnel responsible for businesses/job functions who are required for the Companies' decision-making
	Managing Officer	
Outside the Companies	Director	(1) Personnel independently responsible for projects/tasks beyond the boundaries of Companies on behalf of the Panasonic Group (2) Personnel responsible for external relations mainly with government and public offices on behalf of the Panasonic Group

Appendix 2

Company Management

Appliances Company

CEO	Masahiro Shinada
Senior Vice President	Yukio Nakashima
Senior Vice President	Toshiyuki Takagi
Vice President	Junichiro Kitagawa
Vice President	Makoto Ishii
Vice President	Michiko Ogawa
Vice President	Akira Kono
Vice President	Hiroyuki Tagishi
Vice President	Hideshi Fuchiue
Vice President	Shigeru Dohno
Managing Officer	Tsuneo Komon
Managing Officer	Toshihiro Sakamoto
Managing Officer	Hiroshi Komoto
Managing Officer	Koichi Takemoto
Managing Officer	Rui Nakao
Managing Officer	Michimasa Matsumoto

Life Solutions Company

CEO	Masaharu Michiura
Senior Vice President	Daizo Ito
Senior Vice President	Masashi Yamada
Senior Vice President	Kiyoshi Otaki
Vice President	Mitsutoshi Shigeta
Vice President	Eiji Maruyama
Vice President	Sadaharu Ukon
Managing Officer	Hideyuki Oka
Managing Officer	Tetsuro Shikata
Managing Officer	Katsuya Oguro
Managing Officer	Mutsuhiko Matsumoto
Managing Officer	Takashi Ogasawara
Managing Officer	Satoshi Fujitani
Managing Officer	Jiro Inoue

Connected Solutions Company

CEO	Yasuyuki Higuchi
Senior Vice President	Tatsuo Katakura
Senior Vice President	Hiroyuki Aota
Vice President	Toshinori Kishi
Vice President	Hiroaki Sakamoto
Vice President	Hideaki Harada
Vice President	Tadaharu Esaka
Managing Officer	Hideo Nakano
Managing Officer	Hidetoshi Baba
Managing Officer	Tomoka Ohashi
Managing Officer	Takeshi Yukitake
Managing Officer	Masae Yamanaka
Managing Officer	Tetsuya Fujiwara
Managing Officer	Masaharu Nakayama
Managing Officer	Hiroshi Sakakibara
Managing Officer	Yukiko Yamaguchi
Managing Officer	Osamu Yuki
Managing Officer	Keita Sasaki

Automotive Company

CEO	Yuki Kusumi
Senior Vice President	Kenji Tamura
Vice President	Masashi Nagayasu
Vice President	Tatsuo Ogawa
Managing Officer	Kazuyo Sumida
Managing Officer	Masao Hinoguchi
Managing Officer	Naohiro Kato
Managing Officer	Ayako Shotoku
Managing Officer	Masashige Mizuyama
Managing Officer	Motoshi Hisada

Industrial Solutions Company

CEO	Shinji Sakamoto
Vice President	Eiji Fujii
Vice President	Shigeo Okuda
Vice President	Yoshitaka Teraoka
Vice President	Atsushi Sato
Managing Officer	Ryo Kitaori
Managing Officer	Tetsuya Kawai
Managing Officer	Akira Nishimura
Managing Officer	Hiroko Kitatani

China & Northeast Asia Company

CEO	Tetsuro Homma
Senior Vice President	Kiyoshi Otaki
Vice President	Sadaaki Yokoo
Managing Officer	Zhao Bingdi
Managing Officer	Wu Liang
Managing Officer	Akio Kozaki
Managing Officer	Lin Yuan-Chuan
Managing Officer	Yoshikazu Kawano
Managing Officer	Lin Nan
Managing Officer	Takayuki Nishi

US Company

CEO	Mototsugu Sato
Vice President	Kunio Tanaka
Vice President	Megan Lee
Vice President	Jessica Hodgkinson
Vice President	Tom Korte
Vice President	Tim Figge
Vice President	Yasuaki Takamoto