

FOR IMMEDIATE RELEASE

February 25, 2021

Panasonic Announces Proposed Senior Management Changes

Osaka, Japan – Panasonic Corporation today announced the following assignment of responsibilities to Executive Officers and other personnel changes effective April 1, 2021, those effective May 1, 2021, and proposed changes of the Board of Directors and others effective June 24, 2021. 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 24, 2021.

In addition, changes will be made to the Company management and others effective April 1, 2021 as well as to the personnel effective May 1.

1. Resignation of an Executive Officer (Effective March 31)

| Name | Current Responsibilities |
|----------------|---|
| Takashi Toyama | Managing Executive Officer Representative in Tokyo In charge of Government and External Relations In charge of Tokyo Olympic & Paralympic Business Promotion |

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

●Managing Executive Officer

| Name | Current Responsibilities |
|------------------|--|
| Masashi Nagayasu | Senior Vice President, Automotive Company Director, Global Marketing & Sales Division |

●Executive Officer

| Name | Current Responsibilities |
|-----------------|---|
| Tatsuo Ogawa | Vice President, Automotive Company In charge of Manufacturing and Logistics Director, Automotive Systems Business Division |
| Yoshihiro Morii | Director, Groupwide Brand Strategy Division General Manager, Brand Strategy Management Department General Manager, Brand Strategy Planning Department |
| Shigeo Usui | Director, Design Division |

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

●Chief Executive Officer

| Name | New Responsibilities (Effective April 1) | Current Responsibilities |
|-------------|--|--|
| Yuki Kusumi | Chief Executive Officer (CEO) | In charge of the Automotive Segment CEO, Automotive Company |

Note that Kazuhiro Tsuga, current CEO, will be resigned from Executive Officer and will continue the roll of Representative Director, President, Member of the Board of Panasonic Corporation.

● Executive Vice President

| Name | New Responsibilities (Effective April 1) | Current Responsibilities |
|-----------------|---|--|
| Mototsugu Sato | Director, Corporate Strategy Division CEO, US Company <u>In charge of Procurement</u> Occupational Safety and Health Director | Director, Corporate Strategy Division CEO, US Company <u>In charge of General Affairs and Social Relations</u> Occupational Safety and Health Director |
| Tetsuro Homma** | CEO, China & Northeast Asia Company Regional Head for China & Northeast Asia Chairman, Panasonic Corporation of China | CEO, China & Northeast Asia Company Regional Head for China & Northeast Asia Chairman, Panasonic Corporation of China |

● Senior Managing Executive Officer

| Name | New Responsibilities (Effective April 1) | Current Responsibilities |
|--------------------|---|---|
| Yoshiyuki Miyabe | <u>Representative in Tokyo</u> <u>In charge of Government and External Relations</u> <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> | <u>Chief Technology Officer (CTO)</u> <u>Chief Manufacturing Officer (CMO)</u> <u>In charge of Pharmaceutical Affairs</u> |
| Masahisa Shibata | In charge of Automotive Sales | In charge of Automotive Sales |
| Yasuyuki Higuchi | CEO, Connected Solutions Company | CEO, Connected Solutions Company |
| Shinji Sakamoto | CEO, Industrial Solutions Company | CEO, Industrial Solutions Company |
| Hirokazu Umeda** | Chief Financial Officer (CFO) In charge of Groupwide Cost Busters Project, BPR Project, and <u>Facility Management</u> CEO, Panasonic Holding (Netherlands) B.V. President, Panasonic Equity Management Japan G.K. | 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 G.K. |
| Masahiro Shinada** | In charge of the Appliances Segment CEO, Appliances Company In charge of Consumer Business and FF Customer Support & Management | In charge of the Appliances Segment CEO, Appliances Company In charge of Consumer Business and FF Customer Support & Management |

●Managing Executive Officer

| Name | New Responsibilities (Effective April 1) | Current Responsibilities |
|-------------------|--|--|
| 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 |
| Masaharu Michiura | In charge of the Life Solutions Segment CEO, Life Solutions Company In charge of Construction Safety Regulations Administration Department | In charge of the Life Solutions Segment CEO, Life Solutions Company In charge of Construction Safety Regulations Administration Department |
| Eiichi Katayama | Chief Strategy Officer (CSO) In charge of Business Development and Sports Management Business | Chief Strategy Officer (CSO) In charge of Business Development and Sports Management Business <u>General Manager, Corporate Planning Department, Corporate Strategy Division</u> |
| Yoky Matsuoka | Director, Lifestyle Business Strategy Division | Director, Lifestyle Business Strategy Division |
| Masashi Nagayasu* | <u>In charge of the Automotive Segment</u> <u>CEO, Automotive Company</u> | <u>Senior Vice President, Automotive Company</u> <u>Director, Global Marketing & Sales Division</u> |

● Executive Officer

| Name | New Responsibilities (Effective April 1) | Current Responsibilities |
|-------------------|--|--|
| Manish Sharma | President, Panasonic India Pvt. Ltd. | President, Panasonic India Pvt. Ltd. |
| Shigeki Mishima | Chief Human Resources Officer (CHRO) <u>In charge of General Affairs and Social Relations, CSR and Corporate Citizenship Activities</u> | Chief Human Resources Officer (CHRO) |
| Tatsuo Ogawa* | <u>Chief Technology Officer (CTO)</u> <u>In charge of Pharmaceutical Affairs</u> | <u>Vice President, Automotive Company</u> <u>In charge of Manufacturing and Logistics</u> <u>Director, Automotive Systems Business Division</u> |
| Yoshihiro Morii** | <u>In charge of Brand Strategy</u> Director, Groupwide Brand Strategy Division General Manager, Brand Strategy Management Department | Director, Groupwide Brand Strategy Division General Manager, Brand Strategy Management Department <u>General Manager, Brand Strategy Planning Department</u> |
| Shigeo Usui* | <u>In charge of Design</u> Director, Design Division | Director, Design Division |

Note:

*: New assignment

** : Promotion

Underline: Changed responsibilities

4. Assignment of Responsibilities as an Executive Officer (Effective May 1)

● Executive Officer

| Name | New Responsibilities | Current Responsibilities |
|----------------|--|--------------------------|
| Hajime Tamaoki | <u>Chief Information Officer (CIO)</u> | |

Positioning IT as an important element that supports the growth and enhanced competitiveness of the Group, the company will promote fundamental reforms over the medium to long term in line with its management strategy.

In order to drive these reforms, the company will invite Hajime Tamaoki, Corporate Officer, Chief Solutions Officer and Head of Solution Delivery, AXA Life Insurance Co., Ltd. effective May 1, 2021.

5. Resignation of a Member of the Board of Directors (Effective June 24)

| Title | Name |
|---------------------------------|---------------|
| Director, Chairman of the Board | Shusaku Nagae |

Note that Shusaku Nagae will be assigned Special Corporate Advisor effective June 24, 2021.

6. List of Members of the Board of Directors and Audit & Supervisory Board Members
(Effective June 24)

| Title | Name |
|---|--------------------|
| Director, Chairman of the Board | Kazuhiro Tsuga |
| Representative Director, President | Yuki Kusumi |
| Representative Director | Mototsugu Sato |
| Representative Director | Yasuyuki Higuchi |
| Representative Director | Tetsuro Homma |
| Director | Yoshinobu Tsutsui |
| Director | Hiroko Ota |
| Director | Kazuhiko Toyama |
| Director | Kunio Noji |
| Director | Michitaka Sawada |
| Director | Yuko Kawamoto |
| Director | Hirokazu Umeda |
| Director | Laurence W. Bates |
| Senior Audit & Supervisory Board Member | Toshihide Tominaga |
| Senior Audit & Supervisory Board Member | Eiji Fujii |
| Audit & Supervisory Board Member | Yoshio Sato |
| Audit & Supervisory Board Member | Toshio Kinoshita |
| Audit & Supervisory Board Member | Setsuko Yufu |

7. List of Executive Officers and their Responsibilities (Effective June 24)

●President

| Name | New Responsibilities (Effective June 24) | Current Responsibilities (Effective April 1) |
|---------------|---|---|
| Yuki Kusumi** | Chief Executive Officer (CEO) | Chief Executive Officer (CEO) |

●Executive Vice President

| Name | New Responsibilities (Effective June 24) | Current Responsibilities (Effective April 1) |
|----------------|---|--|
| Mototsugu Sato | Director, Corporate Strategy Division CEO, US Company In charge of Procurement and Logistics Occupational Safety and Health Director | Director, Corporate Strategy Division CEO, US Company In charge of Procurement Occupational Safety and Health Director <u>In charge of Logistics (Effective May 1)</u> |
| Tetsuro Homma | CEO, China & Northeast Asia Company Regional Head for China & Northeast Asia Chairman, Panasonic Corporation of China | CEO, China & Northeast Asia Company Regional Head for China & Northeast Asia Chairman, Panasonic Corporation of China |

●Senior Managing Executive Officer

| Name | New Responsibilities (Effective June 24) | Current Responsibilities (Effective April 1) |
|------------------|--|--|
| Yoshiyuki Miyabe | Representative in Tokyo In charge of Government and External Relations In charge of Tokyo Olympic & Paralympic Business Promotion Director, Tokyo Olympic & Paralympic Enterprise Division In charge of Solution Sales Director, Business Solutions Division Director, Integrated Resort Business Promotion Division | Representative in Tokyo In charge of Government and External Relations In charge of Tokyo Olympic & Paralympic Business Promotion Director, Tokyo Olympic & Paralympic Enterprise Division In charge of Solution Sales Director, Business Solutions Division Director, Integrated Resort Business Promotion Division |
| Masahisa Shibata | In charge of Automotive Sales | In charge of Automotive Sales |
| Yasuyuki Higuchi | CEO, Connected Solutions Company | CEO, Connected Solutions Company |
| Shinji Sakamoto | CEO, Industrial Solutions Company | CEO, Industrial Solutions Company |
| Hirokazu Umeda | Chief Financial Officer (CFO) In charge of Groupwide Cost Busters Project, BPR Project, and Facility Management CEO, Panasonic Holding (Netherlands) B.V. President, Panasonic Equity Management Japan G.K. | Chief Financial Officer (CFO) In charge of Groupwide Cost Busters Project, BPR Project, and Facility Management CEO, Panasonic Holding (Netherlands) B.V. President, Panasonic Equity Management Japan G.K. |

| Name | New Responsibilities (Effective June 24) | Current Responsibilities (Effective April 1) |
|------------------|---|---|
| Masahiro Shinada | In charge of the Appliances Segment CEO, Appliances Company In charge of Consumer Business and FF Customer Support & Management | In charge of the Appliances Segment CEO, Appliances Company In charge of Consumer Business and FF Customer Support & Management |

● Managing Executive Officer

| Name | New Responsibilities (Effective June 24) | Current Responsibilities (Effective April 1) |
|-------------------|---|---|
| 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 |
| Masaharu Michiura | In charge of the Life Solutions Segment CEO, Life Solutions Company In charge of Construction Safety Regulations Administration Department | In charge of the Life Solutions Segment CEO, Life Solutions Company In charge of Construction Safety Regulations Administration Department |
| Eiichi Katayama | Chief Strategy Officer (CSO) In charge of Business Development and Sports Management Business | Chief Strategy Officer (CSO) In charge of Business Development and Sports Management Business |
| Yoky Matsuoka | Director, Lifestyle Business Strategy Division | Director, Lifestyle Business Strategy Division |
| Masashi Nagayasu | In charge of the Automotive Segment CEO, Automotive Company | In charge of the Automotive Segment CEO, Automotive Company |

● Executive Officer

| Name | New Responsibilities (Effective June 24) | Current Responsibilities (Effective April 1) |
|-----------------|--|--|
| Manish Sharma | President, Panasonic India Pvt. Ltd. | President, Panasonic India Pvt. Ltd. |
| Shigeki Mishima | Chief Human Resources Officer (CHRO) In charge of General Affairs and Social Relations, CSR and Corporate Citizenship Activities | Chief Human Resources Officer (CHRO) In charge of General Affairs and Social Relations, CSR and Corporate Citizenship Activities |
| Tatsuo Ogawa | Chief Technology Officer (CTO) In charge of Pharmaceutical Affairs | Chief Technology Officer (CTO) In charge of Pharmaceutical Affairs |
| Yoshihiro Morii | In charge of Brand Strategy Director, Groupwide Brand Strategy Division General Manager, Brand Strategy Management Department | In charge of Brand Strategy Director, Groupwide Brand Strategy Division General Manager, Brand Strategy Management Department |

| Name | New Responsibilities (Effective June 24) | Current Responsibilities (Effective April 1) |
|----------------|--|---|
| Shigeo Usui | In charge of Design Director, Design Division | In charge of Design Director, Design Division |
| Hajime Tamaoki | Chief Information Officer (CIO) | <u>Chief Information Officer (CIO)</u> (Effective May 1) |

Note:

*: New assignment

** : Promotion

Underline: Changed responsibilities

8. Company Management (Effective April 1)

Appliances Company

| | |
|------------------|---------------------|
| CEO | Masahiro Shinada |
| Vice President | Makoto Ishii |
| Vice President | Akira Kono |
| Vice President | Shigeru Dohno |
| Vice President | Tsuneo Komon |
| Vice President | Akira Toyoshima |
| Managing Officer | Koichi Takemoto |
| Managing Officer | Rui Nakao |
| Managing Officer | Michimasa Matsumoto |
| Managing Officer | Tadashi Nagumo |
| Managing Officer | Hirokazu Yoshida |
| Managing Officer | Mitsuhiko Nakamura |
| Managing Officer | Mitsuhiro Miyashita |

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 | Takashi Ogasawara |
| Managing Officer | Satoshi Fujitani |
| Managing Officer | Tatsuya Kato |
| Managing Officer | Yuichi Inokawa |
| Managing Officer | Toru Kanno |
| Managing Officer | Kuniyasu Shimaoka |
| Managing Officer | Masaaki Isoda |
| Fellow | Hideyuki Oka |

Connected Solutions Company

| | |
|-----------------------|--------------------|
| CEO | Yasuyuki Higuchi |
| Senior Vice President | Tatsuo Katakura |
| Senior Vice President | Hideaki Harada |
| Vice President | Toshinori Kishi |
| Vice President | Hiroaki Sakamoto |
| Managing Officer | Tomoka Ohashi |
| Managing Officer | Masae Yamanaka |
| Managing Officer | Masaharu Nakayama |
| Managing Officer | Hiroshi Sakakibara |
| Managing Officer | Osamu Yuki |
| Managing Officer | Hiroyuki Nishiuma |
| Managing Officer | Takeshi Nishikawa |
| Managing Officer | Akihiro Akiyama |
| Managing Officer | Yukiko Yamaguchi |
| Managing Officer | Keita Sasaki |

Automotive Company

| | |
|-----------------------|--------------------|
| CEO | Masashi Nagayasu |
| Senior Vice President | Kenji Tamura |
| Managing Officer | Kazuyo Sumida |
| Managing Officer | Masao Hinoguchi |
| Managing Officer | Naohiro Kato |
| Managing Officer | Ayako Shotoku |
| Managing Officer | Masashige Mizuyama |
| Managing Officer | Motoshi Hisada |
| Managing Officer | Yoshinori Tokuda |
| Managing Officer | Tomoaki Yamaguchi |
| Managing Officer | Masanori Minamio |

Industrial Solutions Company

| | |
|------------------|-------------------|
| CEO | Shinji Sakamoto |
| Vice President | Shigeo Okuda |
| Vice President | Yoshitaka Teraoka |
| Vice President | Atsushi Sato |
| Vice President | Kazuo Tadanobu |
| Managing Officer | Ryo Kitaori |
| Managing Officer | Koji Sato |
| Managing Officer | Toshiya Umemura |
| Managing Officer | Hiroko Kitatani |
| Managing Officer | Yin Zhiming |

China & Northeast Asia Company

| | |
|-----------------------|------------------|
| CEO | Tetsuro Homma |
| Senior Vice President | Kiyoshi Otaki |
| Vice President | Sadaaki Yokoo |
| Vice President | Hideshi Fuchiue |
| Vice President | Wu Liang |
| Managing Officer | Zhao Bingdi |
| 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 Hodkinson |
| Vice President | Tom Korte |
| Vice President | Tim Figge |
| Vice President | Yasuaki Takamoto |

9. Retirement of the Company Management and Director of the Professional Business Support Sector

| Name | Current Responsibilities |
|------------------|--|
| Hiroyuki Aota | Senior Vice President, Connected Solutions Company In charge of Global Solution Business Director, Process Automation Business Division Chairman, Panasonic Smart Factory Solutions Co., Ltd. (Effective March 31) |
| Masahiro Ido | Director in charge of Solution Sales Director, Business Solutions Division Director, Integrated Resort Business Promotion Division Director, Tokyo Olympic & Paralympic Enterprise Division (Effective March 31) |
| Satoshi Takeyasu | Director in charge of Brand Strategy Director in charge of Facility Management (Effective March 31) |
| Yoshiyuki Iwai | Director in charge of Kansai External Relations and EXPO Promotion (Effective March 31) |
| Makoto Ishii | Director in charge of Information Systems Director, Groupwide Global Logistics Division Vice President, Appliances Company In charge of Information Systems and Logistics (Effective April 30) |

10. Personnel Changes (Effective April 1)

| Name | New Responsibilities (Effective April 1) | Current Responsibilities |
|---------------------|--|--|
| Michiko Ogawa | Director in charge of Technics Brand <u>Director in charge of Kansai External Relations and EXPO Promotion</u> | Director in charge of Technics Brand <u>Vice President, Appliances Company</u> <u>In charge of Technology</u> |
| Mitsuhiro Miyashita | <u>Managing Officer</u> , Appliances Company <u>In charge of Technology</u> Director, Engineering Division | Director, Engineering Division, Appliances Company |
| Akihiro Akiyama | <u>Managing Officer</u> , Connected Solutions Company <u>Director, Process Automation Business Division</u> President, Panasonic Smart Factory Solutions Co., Ltd. | President, Panasonic Smart Factory Solutions Co., Ltd., Process Automation Business Division, Connected Solutions Company |
| Yoshinori Tokuda | <u>Managing Officer</u> , Automotive Company <u>Director, Automotive Systems Business Division</u> | <u>Director, Marketing & Sales Office 1,</u> <u>Global Marketing & Sales Division,</u> Automotive Company |
| Tomoaki Yamaguchi | <u>Managing Officer</u> , Automotive Company <u>Director, Global Marketing & Sales Division</u> | <u>Director, Honda Marketing & Sales Office, Global Marketing & Sales Division,</u> Automotive Company |

| Name | New Responsibilities (Effective April 1) | Current Responsibilities |
|------------------|--|---|
| Masanori Minamio | <u>Managing Officer</u> , Automotive Company <u>In charge of Manufacturing and Logistics</u> Director, Manufacturing Innovation Center | Director, Manufacturing Innovation Center, Automotive Company |
| Wu Liang | <u>Vice President</u> , China & Northeast Asia Company Director, Smart Life Appliances Business Division | <u>Managing Officer</u> , China & Northeast Asia Company Director, Smart Life Appliances Business Division |
| Yoshifumi Inoue | <u>General Manager, Corporate Planning Department, Corporate Strategy Division</u> | <u>Managing Director, Panasonic Ecology Systems Co., Ltd.</u> <u>Director, Environmental Systems & Engineering Business Unit</u> |
| Shunsuke Sonoda | <u>General Manager, Brand Strategy Planning Department, Groupwide Brand Strategy Division</u> | <u>Manager in charge of Strategy, Corporate Communications Department, Groupwide Brand Strategy Division</u> |

Note:

Underline: Changed responsibilities

11. Personnel Change (Effective May 1)

| Name | New Responsibilities (Effective May 1) | Current Responsibilities |
|--------------|---|--|
| Kentaro Ando | <u>Director</u> , Groupwide Global Logistics Division | <u>Director, Trade Logistics Center</u> , Groupwide Global Logistics Division |

Note:

Underline: Changed responsibilities