

FOR IMMEDIATE RELEASE

February 28, 2023
Panasonic Holdings Corporation

Personnel Changes Relating to Executive Officers, Presidents of Operating Companies and Others

Osaka, Japan - Panasonic Holdings Corporation today announced that its Board of Directors decided the following appointments of executive officers and presidents of operating companies, effective April 1,2023 and informally decided the appointments of directors, corporate auditors, and other positions, effective June 26,2023. These decisions were made following deliberations by the Nomination and Compensation Advisory Committee. Additionally, the company announced other organizational and personnel changes effective April 1,2023.

The personnel changes effective June 26,2023 will be made official at the Ordinary General Meeting of Shareholders, and at the subsequent Board of Directors' Meeting and the Audit & Supervisory Board Members' Meeting to be held on June 26,2023.

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

Name	Current Responsibilities
Kazuyo Sumida	Director, Member of the Board, Executive Officer, Panasonic Automotive Systems Co., Ltd. Chief Strategy Officer (CSO), Chief Information Officer (CIO) In charge of Brand Strategy

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

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

Name	Title / New Responsibilities	Title / Current Responsibilities
Yuki Kusumi	President, Group Chief Executive Officer (Group CEO)	President, Group Chief Executive Officer (Group CEO), <u>Group Chief Strategy Officer (Group CSO)</u>

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

Name	Title / New Responsibilities	Title / Current Responsibilities
Yoky Matsuoka	<p>Executive Officer, <u>Director, Future Business Division</u> *The responsibility for Corporate Innovation and Venture Strategy will be included in the role of Future Business Division Director.</p>	<p>Executive Officer, <u>Director, Life Solutions Business Division</u> <u>In charge of Corporate Innovation & Venture Strategy</u></p>
Shigeki Mishima	<p>Executive Officer, Group Chief Human Resources Officer (Group CHRO) In charge of General Affairs and Social Relations, CSR and Corporate Citizenship Activities, DEI Promotion, and Construction Safety and Regulations Administration ** Director, Member of the Board, Executive Officer, Panasonic Operational Excellence Co., Ltd. Chief Human Resources Officer (CHRO) In charge of General Affairs, CSR and Corporate Citizenship Activities</p>	<p>Executive Officer, Group Chief Human Resources Officer (Group CHRO) In charge of General Affairs and Social Relations, CSR and Corporate Citizenship Activities, DEI Promotion, and Construction Safety and Regulations Administration ** Director, Member of the Board, Executive Officer, Panasonic Operational Excellence Co., Ltd. Chief Human Resources Officer (CHRO) In charge of General Affairs, CSR and Corporate Citizenship Activities</p>
Yoshihiro Morii	<p>Executive Officer, In charge of Brand and Communications Strategy ** Executive Officer, Panasonic Operational Excellence Co., Ltd. In charge of Brand and Communications</p>	<p>Executive Officer, In charge of Brand and Communications Strategy ** Executive Officer, Panasonic Operational Excellence Co., Ltd. In charge of Brand and Communications</p>
Masashi Nagayasu	<p>Executive Officer, In charge of Prime Planet Energy & Solutions, Inc. ** Representative Director, Member of the Board, President, Panasonic Automotive Systems Co., Ltd. Chief Executive Officer (CEO), In charge of DEI Promotion</p>	<p>Executive Officer, In charge of Prime Planet Energy & Solutions, Inc. ** Representative Director, Member of the Board, President, Panasonic Automotive Systems Co., Ltd. Chief Executive Officer (CEO), In charge of DEI Promotion</p>

Name	Title / New Responsibilities	Title / Current Responsibilities
Tatsuo Ogawa	Executive Officer, Group Chief Technology Officer (Group CTO) In charge of Pharmaceutical Affairs	Executive Officer, Group Chief Technology Officer (Group CTO) In charge of Pharmaceutical Affairs
Ayako Shotoku	Executive Officer, Group General Counsel (Group GC)	Executive Officer, Group General Counsel (Group GC)
Kazuyo Sumida	<u>Executive Officer,</u> <u>Group Chief Strategy Officer (Group</u> <u>CSO)</u> <u>General Manager, Corporate Planning</u> <u>Group</u>	<u>Director, Member of the Board,</u> <u>Executive Officer,</u> <u>Panasonic Automotive Systems Co.,</u> <u>Ltd.</u> <u>Chief Strategy Officer (CSO)</u> <u>Chief Information Officer (CIO)</u> <u>In charge of Brand Strategy</u>
Hajime Tamaoki	Executive Officer, Group Chief Information Officer (Group CIO) <u>In charge of Cyber Security</u> President, Panasonic Information Systems Co., Ltd.	Executive Officer, Group Chief Information Officer (Group CIO) President, Panasonic Information Systems Co., Ltd.
Shigeo Usui	Executive Officer, In charge of Design ** Executive Officer, Panasonic Corporation, <u>Chief Customer</u> <u>Experience Officer (CCXO), In charge</u> <u>of Design, Brand and Communications</u>	Executive Officer, In charge of Design ** Executive Officer, Panasonic Corporation, <u>In charge of Customer</u> <u>Experience Director, Design Division</u>

* Supplemental information on the scope of administration

** Responsibilities at operating companies other than Panasonic Holdings Corporation

Underline: Changed responsibilities

3. Resignation of Audit & Supervisory Board Members of Panasonic Holdings Corporation (Effective June 26)

Title	Name
Senior Audit & Supervisory Board Member	Toshihide Tominaga

4. Assignment of Responsibilities as Members of the Board of Directors and Audit & Supervisory Board Members of Panasonic Holdings Corporation (Effective June 26)

Title	Name
Director	Keita Nishiyama

Title	Name
Senior Audit & Supervisory Board Member	Hidetoshi Baba

5. List of Members of the Board of Directors and Audit & Supervisory Board Members of Panasonic Holdings Corporation (Effective June 26)

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

Title	Name
Director, Chairperson of the Board	Kazuhiro Tsuga
Representative Director	Yuki Kusumi
Representative Director	Tetsuro Homma
Representative Director	Mototsugu Sato
Representative Director	Hirokazu Umeda
Director	Shinobu Matsui
Director	Keita Nishiyama
Director	Kunio Noji
Director	Michitaka Sawada
Director	Kazuhiko Toyama
Director	Yoshinobu Tsutsui
Director	Yoshiyuki Miyabe
Director	Ayako Shotoku
Senior Audit & Supervisory Board Member	Eiji Fujii
Senior Audit & Supervisory Board Member	Hidetoshi Baba
Audit & Supervisory Board Member	Akihiro Eto
Audit & Supervisory Board Member	Akihiko Nakamura

Title	Name
Audit & Supervisory Board Member	Setsuko Yufu

6. List of Executive Officers of Panasonic Holdings Corporation and their Responsibilities
(Effective June 26)

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

Name	Title / New Responsibilities	Title / Current Responsibilities
Yuki Kusumi	President, Group Chief Executive Officer (Group CEO)	President, Group Chief Executive Officer (Group CEO)
Tetsuro Homma	Executive Vice President, Group Regional Head for China & Northeast Asia ** President, Panasonic Operational Excellence China and Northeast Asia, Panasonic Operational Excellence Co., Ltd. Chairperson, Panasonic Corporation of China	Executive Vice President, Group Regional Head for China & Northeast Asia ** President, Panasonic Operational Excellence China and Northeast Asia, Panasonic Operational Excellence Co., Ltd. Chairperson, Panasonic Corporation of China
Yoshiyuki Miyabe	Executive Vice President, In charge of Government and External Relations, and Solution Partners Representative in Tokyo	Executive Vice President, In charge of Government and External Relations, and Solution Partners Representative in Tokyo
Mototsugu Sato	Executive Vice President, Group Chief Risk Management Officer (Group CRO) In charge of Procurement and Logistics Occupational Safety and Health Director ** Representative Director, Member of the Board, President, Panasonic Operational Excellence Co., Ltd. Chief Executive Officer (CEO), In charge of DEI Promotion	Executive Vice President, Group Chief Risk Management Officer (Group CRO) In charge of Procurement and Logistics Occupational Safety and Health Director ** Representative Director, Member of the Board, President, Panasonic Operational Excellence Co., Ltd. Chief Executive Officer (CEO), In charge of DEI Promotion

Name	Title / New Responsibilities	Title / Current Responsibilities
Hirokazu Umeda	<p>Executive Vice President, Group Chief Financial Officer (Group CFO)</p> <p>In charge of Group MUDA Busters Project and Facility Management</p> <p>CEO, Panasonic Holding (Netherlands) B.V.</p> <p>President, Panasonic Equity Management Japan G.K.</p> <p>In charge of Prime Life Technologies Corporation</p>	<p>Executive Vice President, Group Chief Financial Officer (Group CFO)</p> <p>In charge of Group MUDA Busters Project and Facility Management</p> <p>CEO, Panasonic Holding (Netherlands) B.V.</p> <p>President, Panasonic Equity Management Japan G.K.</p> <p>In charge of Prime Life Technologies Corporation</p>
Yoky Matsuoka	<p>Executive Officer, Director, Future Business Division</p>	<p>Executive Officer, Director, Future Business Division</p>
Shigeki Mishima	<p>Executive Officer, Group Chief Human Resources Officer (Group CHRO)</p> <p>In charge of General Affairs and Social Relations, CSR and Corporate Citizenship Activities, DEI Promotion, and Construction Safety and Regulations Administration</p> <p>** Director, Member of the Board, Executive Officer, Panasonic Operational Excellence Co., Ltd. Chief Human Resources Officer (CHRO)</p> <p>In charge of General Affairs, CSR and Corporate Citizenship Activities</p>	<p>Executive Officer, Group Chief Human Resources Officer (Group CHRO)</p> <p>In charge of General Affairs and Social Relations, CSR and Corporate Citizenship Activities, DEI Promotion, and Construction Safety and Regulations Administration</p> <p>** Director, Member of the Board, Executive Officer, Panasonic Operational Excellence Co., Ltd. Chief Human Resources Officer (CHRO)</p> <p>In charge of General Affairs, CSR and Corporate Citizenship Activities</p>
Yoshihiro Morii	<p>Executive Officer, In charge of Brand and Communications Strategy</p> <p>** Executive Officer, Panasonic Operational Excellence Co., Ltd.</p> <p>In charge of Brand and Communications</p>	<p>Executive Officer, In charge of Brand and Communications Strategy</p> <p>** Executive Officer, Panasonic Operational Excellence Co., Ltd.</p> <p>In charge of Brand and Communications</p>

Name	Title / New Responsibilities	Title / Current Responsibilities
Masashi Nagayasu	Executive Officer, In charge of Prime Planet Energy & Solutions, Inc. ** Representative Director, Member of the Board, President, Panasonic Automotive Systems Co., Ltd. Chief Executive Officer (CEO), In charge of DEI Promotion	Executive Officer, In charge of Prime Planet Energy & Solutions, Inc. ** Representative Director, Member of the Board, President, Panasonic Automotive Systems Co., Ltd. Chief Executive Officer (CEO), In charge of DEI Promotion
Tatsuo Ogawa	Executive Officer, Group Chief Technology Officer (Group CTO) In charge of Pharmaceutical Affairs	Executive Officer, Group Chief Technology Officer (Group CTO) In charge of Pharmaceutical Affairs
Ayako Shotoku	Executive Officer, Group General Counsel (Group GC)	Executive Officer, Group General Counsel (Group GC)
Kazuyo Sumida	Executive Officer, Group Chief Strategy Officer (Group CSO) General Manager, Corporate Planning Group	Executive Officer, Group Chief Strategy Officer (Group CSO) General Manager, Corporate Planning Group
Hajime Tamaoki	Executive Officer, Group Chief Information Officer (Group CIO) In charge of Cyber Security President, Panasonic Information Systems Co., Ltd.	Executive Officer, Group Chief Information Officer (Group CIO) In charge of Cyber Security President, Panasonic Information Systems Co., Ltd.
Shigeo Usui	Executive Officer, In charge of Design ** Executive Officer, Panasonic Corporation, Chief Customer Experience Officer (CCXO), In charge of Design, Brand and Communications	Executive Officer, In charge of Design ** Executive Officer, Panasonic Corporation, Chief Customer Experience Officer (CCXO), In charge of Design, Brand and Communications

** Responsibilities at operating companies other than Panasonic Holdings Corporation

Underline: Changed responsibilities

7. List of Presidents of the Operating Companies (Effective April 1)

Company Name	Title	Name
Panasonic Corporation	President	Masahiro Shinada
Panasonic Automotive Systems Co., Ltd.	President	Masashi Nagayasu
Panasonic Entertainment & Communication Co., Ltd.	President	Akira Toyoshima
Panasonic Housing Solutions Co., Ltd.	President	Masashi Yamada
Panasonic Connect Co., Ltd.	President	Yasuyuki Higuchi
Panasonic Industry Co., Ltd.	President	Shinji Sakamoto
Panasonic Energy Co., Ltd.	President	Kazuo Tadanobu
Panasonic Operational Excellence Co., Ltd.	President	Mototsugu Sato

8. Organizational Change at Panasonic Holdings Corporation (Effective April 1)

Objectives and Contents:

Since the establishment of the operating company structure, Panasonic Holdings Corporation has been studying market area in which we focus our innovation activities and we believe there are enough customer problems that we can solve and contribute to the society. As a result, we came to a concept of becoming "solution provider for everyday life". We aim to be the company that can contribute most to the society from the perspective of "everyday life and family" that we have the most abundant information on everyday life and family, and that based on this information, we provide the value that can enrich the everyday lives of families the most.

Based on this concept, we will think about the "everyday life and family" in 2030, formulate strategies through backcasting, and define our vision of our contribution and the business direction. In order to achieve above goals and deliver value as a solution provider, we came to a conclusion to establish "Future Business Division".

Missions of this divisions are,

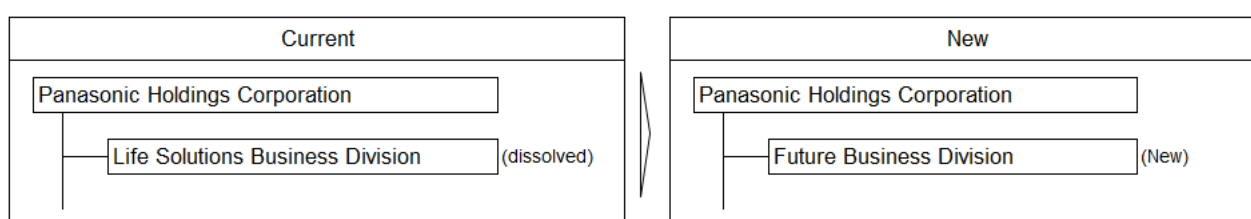
1. Set strategy and execute Panasonic's future business directions matching the modern world's needs and technologies.
2. Incubate profitable companies that provide tech-enabled user-first services and HW using the platform.
3. Create the platform that Panasonic companies (and 3rd party companies) use to dramatically increase product/service values for the customers.

4. Train next-generation Panasonic employees and assist Panasonic businesses to upgrade their products and services.

Considering the fierce competition among various global players in this market, "Future Business Division" will lead to change gears and take on challenges more quickly, boldly, and with a stronger will than ever before.

Accordingly, the Life Solutions Business Division will be dissolved with its functions integrated into the Future Business Division.

Organization:



Appointment:

Name	New Responsibilities	Current Responsibilities
Yoky Matsuoka	Executive Officer, <u>Director, Future Business Division</u> *The responsibility for Corporate Innovation and Venture Strategy will be included in the role of Future Business Division Director.	Executive Officer, <u>Director, Life Solutions Business Division</u> <u>In charge of Corporate Innovation & Venture Strategy</u>
Tomoyuki Okada	<u>Associate Director, Future Business Division</u>	<u>Chief Technology Officer (CTO), Panasonic Entertainment & Communication Co., Ltd.</u>

* Supplemental information on the scope of administration

Underline: Changed responsibilities

9. Personnel Change (Effective April 1)

Name	New Responsibilities	Current Responsibilities
Yoshifumi Inoue	<u>Managing Officer, Heating & Ventilation A/C Company, Panasonic Corporation</u> <u>In charge of Corporate Planning</u> <u>Director, Planning Division</u>	<u>General Manager, Corporate Planning Group, Panasonic Holdings Corporation</u>

Underline: Changed responsibilities

10. Personnel Change (Effective June 26)

Name	New Responsibilities	Current Responsibilities
Mitsunobu Nakatani	<u>General Manager, Internal Auditing Department, Panasonic Operational Excellence Co., Ltd.</u> <u>Executive, In charge of Internal Auditing, directly reporting to Group Chief Financial Officer (Group CFO), Panasonic Holdings Corporation</u>	<u>Manager, 3rd Internal Auditing Section, Internal Auditing Department, Panasonic Operational Excellence Co., Ltd.</u>

Underline: Changed responsibilities

*Reference: Related personnel change at the operating company (Effective April 1)

Name	New Responsibilities	Current Responsibilities
Hisayoshi Nakao	<u>Director, Member of the Board, Executive Officer, Panasonic Automotive Systems Co., Ltd.</u> <u>Chief Strategy Officer (CSO), Chief Information Officer (CIO)</u> <u>In charge of Brand Strategy</u>	<u>President, Panasonic Automotive Systems Europe GmbH, Panasonic Automotive Systems Co., Ltd.</u>

Underline: Changed responsibilities