

February 28, 2019

FOR IMMEDIATE RELEASE

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Panasonic Announces Changes of Representative Directors and Organizations

Osaka, Japan, February 28, 2019 -- Panasonic Corporation ([TSE:6752] “Panasonic”), today announced that its Board of Directors has resolved the changes of senior management including representative directors, as follows.

For further details, please see attached press release “Panasonic Announces Proposed Senior Management Changes and Organizational Changes”.

I. Changes of Representative Directors (Effective June 27, 2019)

1. Reason for Changes

Changes of representative directors due to senior management changes

2. Details of Changes

Newly assigned representative director

Name	New Responsibility	Current Responsibility
Tetsuro Homma	Representative Director	Senior Managing Executive Officer

Resigning representative director

Name	New Responsibility	Current Responsibility
Yoshio Ito	-	Representative Director

II. Changes of Outside Directors (Effective June 27, 2019)

Newly assigned outside director

Name	New Responsibility	Current Responsibility
Kunio Noji	Director	Chairman of the Board and Director, Komatsu Ltd.

Resigning outside director

Name	New Responsibility	Current Responsibility
Masayuki Oku	-	Director

<Reference>

“Panasonic Announces Proposed Senior Management Changes and Organizational Changes”

FOR IMMEDIATE RELEASE

February 28, 2019

Panasonic Announces Proposed Senior Management Changes and Organizational Changes

Osaka, Japan - Panasonic Corporation today announced the following changes of Executive Officers and others effective April 1, 2019, and proposed changes of the members of the Board of Directors and the Audit & Supervisory Board effective June 27, 2019. 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 27, 2019. In addition, changes will be made to the Company system and others effective April 1, 2019.

1. Resignation of Executive Officers (Effective March 31)

Name	Current Responsibility
Yoshio Ito	Executive Vice President CEO, Automotive & Industrial Systems Company
Laurent Abadie	Managing Executive Officer COO, Panasonic Holding (Netherlands) B.V. Regional Head for Europe & CIS Chairman & CEO, Panasonic Europe Ltd. Managing Director, Panasonic Marketing Europe GmbH
Mitsuki Wada	Executive Officer In charge of Procurement President, Global Procurement Company

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

Title	Name	Current Responsibility
Executive Officer	Shigeru Dohno	Managing Officer, Appliances Company In charge of Food Retail & Commercial Equipment
Executive Officer	Yasumichi Murase	Executive, directly reporting to CEO
Executive Officer	Shigeki Mishima	General Manager, Corporate Human Resources Strategy Department, Corporate Strategy Division
Executive Officer	Mitsutoshi Shigeta	Director, Device Solutions Business Division, Automotive & Industrial Systems Company
Executive Officer	Eiji Maruyama	Managing Officer, Eco Solutions Company Director, Lighting Business Division
Executive Officer	Wataru Baba	Director, Business Innovation Division
Executive Officer	Yoshitaka Teraoka	Managing Officer, Automotive & Industrial Systems Company Director, Industrial Marketing & Sales Division
Executive Officer	Hiroaki Sakamoto	Managing Officer, Connected Solutions Company Director, Mobile Solutions Business Division

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

Title	Name	New Responsibility (Effective April 1)	Current Responsibility
President	Kazuhiro Tsuga	Chief Executive Officer (CEO)	Chief Executive Officer (CEO)
Executive Vice President	Mototsugu Sato**	Director, Corporate Strategy Division In charge of General Affairs and Social Relations CEO, Panasonic Holding (Netherlands) B.V.	Director, Corporate Strategy Division <u>Chief Human Resources Officer (CHRO)</u> In charge of General Affairs and Social Relations CEO, Panasonic Holding (Netherlands) B.V.
Senior Managing Executive Officer	Yoshiyuki Miyabe	Chief Technology Officer (CTO) Chief Manufacturing Officer (CMO) Chief Procurement Officer (CPO) Chief Information Officer (CIO)	Chief Technology Officer (CTO) Chief Manufacturing Officer (CMO) <u>Chief Quality Officer (CQO)</u> Chief Procurement Officer (CPO) Chief Information Officer (CIO)
Senior Managing Executive Officer	Tetsuro Homma	<u>CEO, China & Northeast Asia Company</u> <u>Regional Head for China & Northeast Asia</u>	<u>CEO, Appliances Company</u> <u>In charge of Consumer Business and FF Customer Support & Management</u>
Senior Managing Executive Officer	Masahisa Shibata	<u>In charge of Automotive Sales</u>	<u>Senior Vice President, Automotive & Industrial Systems Company</u> <u>In charge of Automotive Business</u>
Senior Managing Executive Officer	Makoto Kitano	CEO, <u>Life Solutions Company</u> In charge of Construction Safety Regulations Administration Department	CEO, <u>Eco Solutions Company</u> In charge of Construction Safety Regulations Administration Department
Senior Managing Executive Officer	Yasuyuki Higuchi	CEO, Connected Solutions Company	CEO, Connected Solutions Company
Senior Managing Executive Officer	Shinji Sakamoto**	<u>CEO, Industrial Solutions Company</u>	<u>Senior Vice President, Automotive & Industrial Systems Company</u> <u>In charge of Industrial Business</u>
Managing Executive Officer	Takashi Toyama	Representative in Tokyo In charge of Government and External Relations Director, Government and External Relations Division In charge of Tokyo Olympic & Paralympic Business Promotion	Representative in Tokyo In charge of Government and External Relations Director, Government and External Relations Division In charge of Tokyo Olympic & Paralympic Business Promotion

Title	Name	New Responsibility (Effective April 1)	Current Responsibility
Managing Executive Officer	Yukio Nakashima	In charge of Customer Satisfaction Senior Vice President, Appliances Company In charge of Consumer Marketing Director, Consumer Marketing Sector for Japan Region	In charge of Customer Satisfaction Senior Vice President, Appliances Company In charge of Consumer Marketing Director, Consumer Marketing Sector for Japan Region
Managing Executive Officer	Daizo Ito	Regional Head for India, South Asia, Middle East and Africa Chairman, Panasonic India Pvt. Ltd. Senior Vice President, <u>Life Solutions Company</u> In charge of Global Marketing <u>Director, Global Business Division</u>	Regional Head for India, South Asia, Middle East and Africa Chairman, Panasonic India Pvt. Ltd. Senior Vice President, <u>Eco Solutions Company</u> In charge of Global Marketing
Managing Executive Officer	Toshiyuki Takagi	Senior Vice President, Appliances Company <u>Director, Heating & Cooling Solutions Business Division</u>	Senior Vice President, Appliances Company <u>President, Air-Conditioner Company</u>
Managing Executive Officer	Tatsuo Katakura	Senior Vice President, Connected Solutions Company In charge of Global Solution Business and <u>Global Gemba Process Business</u> President, Panasonic System Solutions Japan Co., Ltd.	Senior Vice President, Connected Solutions Company In charge of Global Solution Business <u>Director, Gemba Process Business Division</u> President, Panasonic System Solutions Japan Co., Ltd.
Managing Executive Officer	Kenji Tamura	Senior Vice President, <u>Automotive Company</u> <u>Director, Automotive Infotainment Systems Business Division</u>	Senior Vice President, <u>Automotive & Industrial Systems Company</u> In charge of Energy Business
Managing Executive Officer	Hirokazu Umeda	Chief Financial Officer (CFO) In charge of Groupwide Cost Busters Project and BPR Project President, Panasonic Equity Management Japan Co., Ltd.	Chief Financial Officer (CFO) In charge of Groupwide Cost Busters Project and BPR Project President, Panasonic Equity Management Japan Co., Ltd.
Managing Executive Officer	Yuki Kusumi**	<u>CEO, Automotive Company</u>	<u>Vice President, Automotive & Industrial Systems Company</u> <u>Director, Automotive Energy Business Division, SANYO Electric Co., Ltd.</u>

Title	Name	New Responsibility (Effective April 1)	Current Responsibility
Managing Executive Officer	Hiroyuki Aota**	<u>Senior Vice President, Connected Solutions Company</u> <u>In charge of Global Gemba Process Business</u> Director, Process Automation Business Division President, Panasonic Smart Factory Solutions Co., Ltd.	<u>Vice President, Connected Solutions Company</u> <u>Associate Director, Gemba Process Business Division</u> Director, Process Automation Business Division President, Panasonic Smart Factory Solutions Co., Ltd.
Managing Executive Officer	Masashi Yamada**	<u>Senior Vice President, Life Solutions Company</u> <u>In charge of Lifestyle Innovation Business</u> Director, Housing Systems Business Division	<u>Vice President, Eco Solutions Company</u> Director, Housing Systems Business Division <u>In charge of Cycle Technology Business and AGE-FREE Business</u>
Managing Executive Officer	Kiyoshi Otaki**	<u>Senior Vice President, Life Solutions Company</u> <u>In charge of Space Innovation Business</u> <u>Senior Vice President, China & Northeast Asia Company</u> <u>Director, Building and Housing Solutions Business Division</u>	<u>Vice President, Appliances Company</u> <u>In charge of Home Appliances Business</u>
Managing Executive Officer	Masahiro Shinada**	<u>CEO, Appliance Company</u> <u>In charge of Consumer Business and FF Customer Support & Management</u>	<u>Vice President, Eco Solutions Company</u> <u>Director, Energy Systems Business Division</u> <u>Director, Solar Systems Business Unit</u>
Managing Executive Officer	Laurence W. Bates**	General Counsel (GC) Chief Risk Management Officer (CRO) Chief Compliance Officer (CCO) <u>Director, Legal & Compliance Division</u>	General Counsel (GC) Chief Risk Management Officer (CRO) Chief Compliance Officer (CCO) <u>Director, Risk & Governance Management Division</u>
Executive Officer	Masahiro Ido	In charge of Solution Sales Director, Business Solutions Division In charge of MICE Business Promotion Director, MICE Business Promotion Division Director, Tokyo Olympic & Paralympic Enterprise Division	In charge of Solution Sales Director, Business Solutions Division In charge of MICE Business Promotion Director, MICE Business Promotion Division Director, Tokyo Olympic & Paralympic Enterprise Division

Title	Name	New Responsibility (Effective April 1)	Current Responsibility
Executive Officer	Satoshi Takeyasu	Chief Brand Communications Officer (CBCO) Director, Groupwide Brand Communications Division In charge of Facility Management and Corporate Sports Promotion	Chief Brand Communications Officer (CBCO) Director, Groupwide Brand Communications Division In charge of Facility Management and Corporate Sports Promotion
Executive Officer	Junichiro Kitagawa	Vice President, Appliances Company In charge of Overseas Marketing Director, Consumer Marketing Division	Vice President, Appliances Company In charge of Overseas Marketing Director, Consumer Marketing Division
Executive Officer	Yoshiyuki Iwai	<u>In charge of Kansai External Relations and EXPO Promotion</u>	<u>Vice President, Eco Solutions Company</u> <u>In charge of Legal Affairs, Intellectual Property, and Intelligence & Liaison</u>
Executive Officer	Makoto Ishii	In charge of Information Systems and Logistics <u>Director, Groupwide Global Logistics Division</u> Vice President, Appliances Company In charge of Information Systems and Logistics	In charge of Information Systems and Logistics Vice President, Appliances Company In charge of Information Systems and Logistics
Executive Officer	Michiko Ogawa	In charge of Technics Brand Vice President, Appliances Company In charge of Technology Director, Corporate Engineering Division General Manager, Technics Business Promotion	In charge of Technics Brand Vice President, Appliances Company In charge of Technology Director, Corporate Engineering Division General Manager, Technics Business Promotion
Executive Officer	Hirotoishi Uehara	<u>Chief Quality Officer (CQO)</u>	<u>Vice President, Automotive & Industrial Systems Company</u> <u>Director, Automotive Infotainment Systems Business Division</u>
Executive Officer	Eiichi Katayama	Chief Strategy Officer (CSO) In charge of Business Development and Business Creation Project	Chief Strategy Officer (CSO) In charge of Business Development and Business Creation Project

Title	Name	New Responsibility (Effective April 1)	Current Responsibility
Executive Officer	Thomas Gebhardt	<u>CEO, US Company</u> Regional Head for North America Chairman & CEO, Panasonic Corporation of North America	Regional Head for North America Chairman & CEO, Panasonic Corporation of North America
Executive Officer	Akira Kono	Vice President, Appliances Company Director, Consumer Marketing Division (Japan), Consumer Marketing Sector for Japan Region	Vice President, Appliances Company Director, Consumer Marketing Division (Japan), Consumer Marketing Sector for Japan Region
Executive Officer	Masashi Nagayasu	Vice President, <u>Automotive Company</u> <u>Director, Global Marketing & Sales Division</u>	Vice President, <u>Automotive & Industrial Systems Company</u> <u>Director, Automotive Marketing & Sales Division</u>
Executive Officer	Ryuji Matsushita	Vice President, <u>Life Solutions Company</u> In charge of Construction Business President, Panasonic Homes Co., Ltd.	Vice President, <u>Eco Solutions Company</u> In charge of Construction Business President, Panasonic Homes Co., Ltd.
Executive Officer	Manish Sharma	President, Panasonic India Pvt. Ltd.	President, Panasonic India Pvt. Ltd. <u>Vice President, Appliances Company</u>
Executive Officer	Eiji Fujii	Vice President, <u>Industrial Solutions Company</u> In charge of Technology Director, Engineering Division	Vice President, <u>Automotive & Industrial Systems Company</u> In charge of Technology Director, Engineering Division
Executive Officer	Hiroyuki Tagishi	Vice President, Appliances Company Managing Director, Panasonic Appliances Asia Pacific	Vice President, Appliances Company Managing Director, Panasonic Appliances Asia Pacific
Executive Officer	Sadaaki Yokoo	<u>Vice President, China & Northeast Asia Company</u> <u>Director, Cold Chain (China) Business Division</u> Chairman, Panasonic Corporation of China	<u>Regional Head for China & Northeast Asia</u> Chairman, Panasonic Corporation of China

Title	Name	New Responsibility (Effective April 1)	Current Responsibility
Executive Officer	Hideshi Fuchiue	Vice President, Appliances Company <u>Director, Smart Life Network Business Division</u>	Vice President, Appliances Company <u>In charge of AVC Business</u>
Executive Officer	Masaharu Michiura	Vice President, <u>Life Solutions Company</u> In charge of Marketing for Japan Region Director, Marketing Division	Vice President, <u>Eco Solutions Company</u> In charge of Marketing for Japan Region Director, Marketing Division
Executive Officer	Toshinori Kishi	Vice President, Connected Solutions Company Director, Media Entertainment Business Division	Vice President, Connected Solutions Company Director, Media Entertainment Business Division
Executive Officer	Shigeo Okuda	Vice President, <u>Automotive Company</u> <u>In charge of Technology</u> Director, R&D Division Director, <u>Automotive Systems Business Division</u>	Vice President, <u>Automotive & Industrial Systems Company</u> <u>In charge of Automotive Technology</u> Director, <u>Automotive R&D Division</u> Director, <u>Automotive Electronics Systems Business Division</u>
Executive Officer	Tatsuo Ogawa	In charge of Manufacturing Innovation Director, Manufacturing Innovation Division	In charge of Manufacturing Innovation Director, Manufacturing Innovation Division <u>In charge of Quality Administration and Environmental Affairs</u>
Executive Officer	Shigeru Dohno*	<u>Vice President</u> , Appliances Company <u>Director, Kitchen Appliances Business Division</u>	<u>Managing Officer</u> , Appliances Company <u>In charge of Food Retail & Commercial Equipment</u>
Executive Officer	Yasumichi Murase*	<u>In charge of Mobility Solutions</u>	<u>Executive, directly reporting to CEO</u>
Executive Officer	Shigeki Mishima*	<u>Chief Human Resources Officer (CHRO)</u> General Manager, Corporate Human Resources Strategy Department, Corporate Strategy Division	General Manager, Corporate Human Resources Strategy Department, Corporate Strategy Division
Executive Officer	Mitsutoshi Shigeta*	<u>Vice President, Life Solutions Company</u> <u>Director, Energy Systems Business Division</u> <u>Director, Solar Systems Business Unit</u>	<u>Director, Device Solutions Business Division, Automotive & Industrial Systems Company</u>

Title	Name	New Responsibility (Effective April 1)	Current Responsibility
Executive Officer	Eiji Maruyama*	<u>Vice President, Life Solutions Company</u> Director, Lighting Business Division	<u>Managing Officer, Eco Solutions Company</u> Director, Lighting Business Division
Executive Officer	Wataru Baba*	<u>In charge of Corporate Innovation and Panasonic β</u> Director, Business Innovation Division	Director, Business Innovation Division
Executive Officer	Yoshitaka Teraoka*	<u>Vice President, Industrial Solutions Company</u> <u>Director, Global Marketing & Sales Division</u>	<u>Managing Officer, Automotive & Industrial Systems Company</u> <u>Director, Industrial Marketing & Sales Division</u>
Executive Officer	Hiroaki Sakamoto*	<u>Vice President, Connected Solutions Company</u> Director, Mobile Solutions Business Division	<u>Managing Officer, Connected Solutions Company</u> Director, Mobile Solutions Business Division
Fellow	Munehisa Ikoma	<u>In charge of Energy Technology</u>	<u>In charge of Energy Business</u>

Note:

*: New appointment/assignment

** : Promotion

Underline: Changed responsibilities

4. Resignation of Members of the Board of Directors and an Audit & Supervisory Board Member (Effective June 27)

Title	Name
Director, Vice Chairman of the Board	Masayuki Matsushita
Representative Director	Yoshio Ito
Director	Masayuki Oku
Senior Audit & Supervisory Board Member	Hirofumi Yasuhara

Note that Masayuki Matsushita will be assigned Special Corporate Advisor effective June 27, 2019.

5. Assignment of Responsibilities as Members of the Board of Directors and an Audit & Supervisory Board Member (Effective June 27)

Title	Name
Representative Director	Tetsuro Homma
Director	Kunio Noji
Senior Audit & Supervisory Board Member	Toshihide Tominaga

6. List of Members of the Board of Directors and Audit & Supervisory Board Members (Effective June 27)

Title	Name
Director, Chairman of the Board	Shusaku Nagae
Representative Director, President	Kazuhiro Tsuga
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	Hirokazu Umeda
Director	Laurence W. Bates
Senior Audit & Supervisory Board Member	Mamoru Yoshida
Senior Audit & Supervisory Board Member	Toshihide Tominaga
Audit & Supervisory Board Member	Yoshio Sato
Audit & Supervisory Board Member	Toshio Kinoshita
Audit & Supervisory Board Member	Mitsuko Miyagawa

7. List of Executive Officers and Others, and their Responsibilities (Effective June 27)

Title	Name	New Responsibility (Effective June 27)	Current Responsibility (Effective April 1)
President	Kazuhiro Tsuga	Chief Executive Officer (CEO)	Chief Executive Officer (CEO)
Executive Vice President	Mototsugu Sato	Director, Corporate Strategy Division In charge of General Affairs and Social Relations CEO, Panasonic Holding (Netherlands) B.V.	Director, Corporate Strategy Division In charge of General Affairs and Social Relations CEO, Panasonic Holding (Netherlands) B.V.
Senior Managing Executive Officer	Yoshiyuki Miyabe	Chief Technology Officer (CTO) Chief Manufacturing Officer (CMO) Chief Procurement Officer (CPO) Chief Information Officer (CIO)	Chief Technology Officer (CTO) Chief Manufacturing Officer (CMO) Chief Procurement Officer (CPO) Chief Information Officer (CIO)
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	Makoto Kitano	CEO, Life Solutions Company In charge of Construction Safety Regulations Administration Department	CEO, Life Solutions Company In charge of Construction Safety Regulations Administration Department
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

Title	Name	New Responsibility (Effective June 27)	Current Responsibility (Effective April 1)
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	Yukio Nakashima	In charge of Customer Satisfaction Senior Vice President, Appliances Company In charge of Consumer Marketing Director, Consumer Marketing Sector for Japan Region	In charge of Customer Satisfaction Senior Vice President, Appliances Company In charge of Consumer Marketing Director, Consumer Marketing Sector for Japan Region
Managing Executive Officer	Daizo Ito	Regional Head for India, South Asia, Middle East and Africa Chairman, Panasonic India Pvt. Ltd. Senior Vice President, Life Solutions Company In charge of Global Marketing Director, Global Business Division	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
Managing Executive Officer	Toshiyuki Takagi	Senior Vice President, Appliances Company Director, Heating & Cooling Solutions Business Division	Senior Vice President, Appliances Company Director, Heating & Cooling Solutions Business Division
Managing Executive Officer	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.	Senior Vice President, Connected Solutions Company In charge of Global Solution Business and Global Gemba Process Business President, Panasonic System Solutions Japan Co., Ltd.
Managing Executive Officer	Kenji Tamura	Senior Vice President, Automotive Company Director, Automotive Infotainment Systems Business Division	Senior Vice President, Automotive Company Director, Automotive Infotainment Systems Business Division
Managing Executive Officer	Hirokazu Umeda	Chief Financial Officer (CFO) In charge of Groupwide Cost Busters Project and BPR Project President, Panasonic Equity Management Japan Co., Ltd.	Chief Financial Officer (CFO) In charge of Groupwide Cost Busters Project and BPR Project President, Panasonic Equity Management Japan Co., Ltd.

Title	Name	New Responsibility (Effective June 27)	Current Responsibility (Effective April 1)
Managing Executive Officer	Yuki Kusumi	CEO, Automotive Company	CEO, Automotive Company
Managing Executive Officer	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.	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.
Managing Executive Officer	Masashi Yamada	Senior Vice President, Life Solutions Company In charge of Lifestyle Innovation Business Director, Housing Systems Business Division	Senior Vice President, Life Solutions Company In charge of Lifestyle Innovation Business Director, Housing Systems Business Division
Managing Executive Officer	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	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
Managing Executive Officer	Masahiro Shinada	CEO, Appliance Company In charge of Consumer Business and FF Customer Support & Management	CEO, Appliance 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
Executive Officer	Masahiro Ido	In charge of Solution Sales Director, Business Solutions Division In charge of MICE Business Promotion Director, MICE Business Promotion Division Director, Tokyo Olympic & Paralympic Enterprise Division	In charge of Solution Sales Director, Business Solutions Division In charge of MICE Business Promotion Director, MICE Business Promotion Division Director, Tokyo Olympic & Paralympic Enterprise Division

Title	Name	New Responsibility (Effective June 27)	Current Responsibility (Effective April 1)
Executive Officer	Satoshi Takeyasu	Chief Brand Communications Officer (CBCO) Director, Groupwide Brand Communications Division In charge of Facility Management and Corporate Sports Promotion	Chief Brand Communications Officer (CBCO) Director, Groupwide Brand Communications Division In charge of Facility Management and Corporate Sports Promotion
Executive Officer	Junichiro Kitagawa	Vice President, Appliances Company In charge of Overseas Marketing Director, Consumer Marketing Division	Vice President, Appliances Company In charge of Overseas Marketing Director, Consumer Marketing Division
Executive Officer	Yoshiyuki Iwai	In charge of Kansai External Relations and EXPO Promotion	In charge of Kansai External Relations and EXPO Promotion
Executive Officer	Makoto Ishii	In charge of Information Systems and Logistics Director, Groupwide Global Logistics Division Vice President, Appliances Company In charge of Information Systems and Logistics	In charge of Information Systems and Logistics Director, Groupwide Global Logistics Division Vice President, Appliances Company In charge of Information Systems and Logistics
Executive Officer	Michiko Ogawa	In charge of Technics Brand Vice President, Appliances Company In charge of Technology Director, Corporate Engineering Division General Manager, Technics Business Promotion	In charge of Technics Brand Vice President, Appliances Company In charge of Technology Director, Corporate Engineering Division General Manager, Technics Business Promotion
Executive Officer	Hirotoishi Uehara	Chief Quality Officer (CQO)	Chief Quality Officer (CQO)
Executive Officer	Eiichi Katayama	Chief Strategy Officer (CSO) In charge of Business Development and Business Creation Project	Chief Strategy Officer (CSO) In charge of Business Development and Business Creation Project
Executive Officer	Thomas Gebhardt	CEO, US Company Regional Head for North America Chairman & CEO, Panasonic Corporation of North America	CEO, US Company Regional Head for North America Chairman & CEO, Panasonic Corporation of North America

Title	Name	New Responsibility (Effective June 27)	Current Responsibility (Effective April 1)
Executive Officer	Akira Kono	Vice President, Appliances Company Director, Consumer Marketing Division (Japan), Consumer Marketing Sector for Japan Region	Vice President, Appliances Company Director, Consumer Marketing Division (Japan), Consumer Marketing Sector for Japan Region
Executive Officer	Masashi Nagayasu	Vice President, Automotive Company Director, Global Marketing & Sales Division	Vice President, Automotive Company Director, Global Marketing & Sales Division
Executive Officer	Ryuji Matsushita	Vice President, Life Solutions Company In charge of Construction Business President, Panasonic Homes Co., Ltd.	Vice President, Life Solutions Company In charge of Construction Business President, Panasonic Homes Co., Ltd.
Executive Officer	Manish Sharma	President, Panasonic India Pvt. Ltd.	President, Panasonic India Pvt. Ltd.
Executive Officer	Eiji Fujii	Vice President, Industrial Solutions Company In charge of Technology Director, Engineering Division	Vice President, Industrial Solutions Company In charge of Technology Director, Engineering Division
Executive Officer	Hiroyuki Tagishi	Vice President, Appliances Company Managing Director, Panasonic Appliances Asia Pacific	Vice President, Appliances Company Managing Director, Panasonic Appliances Asia Pacific
Executive Officer	Sadaaki Yokoo	Vice President, China & Northeast Asia Company Director, Cold Chain (China) Business Division Chairman, Panasonic Corporation of China	Vice President, China & Northeast Asia Company Director, Cold Chain (China) Business Division Chairman, Panasonic Corporation of China
Executive Officer	Hideshi Fuchiue	Vice President, Appliances Company Director, Smart Life Network Business Division	Vice President, Appliances Company Director, Smart Life Network Business Division
Executive Officer	Masaharu Michiura	Vice President, Life Solutions Company In charge of Marketing for Japan Region Director, Marketing Division	Vice President, Life Solutions Company In charge of Marketing for Japan Region Director, Marketing Division
Executive Officer	Toshinori Kishi	Vice President, Connected Solutions Company Director, Media Entertainment Business Division	Vice President, Connected Solutions Company Director, Media Entertainment Business Division

Title	Name	New Responsibility (Effective June 27)	Current Responsibility (Effective April 1)
Executive Officer	Shigeo Okuda	Vice President, Automotive Company In charge of Technology Director, R&D Division Director, Automotive Systems Business Division	Vice President, Automotive Company In charge of Technology Director, R&D Division Director, Automotive Systems Business Division
Executive Officer	Tatsuo Ogawa	In charge of Manufacturing Innovation Director, Manufacturing Innovation Division	In charge of Manufacturing Innovation Director, Manufacturing Innovation Division
Executive Officer	Shigeru Dohno	Vice President, Appliances Company Director, Kitchen Appliances Business Division	Vice President, Appliances Company Director, Kitchen Appliances Business Division
Executive Officer	Yasumichi Murase	In charge of Mobility Solutions	In charge of Mobility Solutions
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
Executive Officer	Mitsutoshi Shigeta	Vice President, Life Solutions Company Director, Energy Systems Business Division Director, Solar Systems Business Unit	Vice President, Life Solutions Company Director, Energy Systems Business Division Director, Solar Systems Business Unit
Executive Officer	Eiji Maruyama	Vice President, Life Solutions Company Director, Lighting Business Division	Vice President, Life Solutions Company Director, Lighting Business Division
Executive Officer	Wataru Baba	In charge of Corporate Innovation and Panasonic β Director, Business Innovation Division	In charge of Corporate Innovation and Panasonic β Director, Business Innovation Division
Executive Officer	Yoshitaka Teraoka	Vice President, Industrial Solutions Company Director, Global Marketing & Sales Division	Vice President, Industrial Solutions Company Director, Global Marketing & Sales Division
Executive Officer	Hiroaki Sakamoto	Vice President, Connected Solutions Company Director, Mobile Solutions Business Division	Vice President, Connected Solutions Company Director, Mobile Solutions Business Division
Fellow	Munehisa Ikoma	In charge of Energy Technology	In charge of Energy Technology

8. The Company System (Effective April 1)

The Company system will be changed and consist of seven Companies, including the Appliances Company, Life Solutions Company, Connected Solutions Company, Automotive Company, Industrial Solutions Company, China & Northeast Asia Company, and US Company.

9. Organizational Changes in the Appliances Company (Effective April 1)

In response to the intensifying competition in the consumer electronics business with emerging Chinese and Korean manufacturers, the Appliances Company must reinforce the business managerial foundation beyond its conventional business framework. For these purposes, the Appliances Company will reform its business portfolio and shift resources to promote the selection and concentration of resources and the sharing of functions. In order to facilitate these measures for streamlining operations, the business divisions will be regrouped into larger organizations. The reorganization is also intended to shift the focus from the conventional product-oriented business to the provision of value related to lifestyles and space, and accelerate value creation through Cross-Value efforts.

(1) Organizational Changes in the Business Divisions Related to AVC and Home Appliances

In order to achieve success in the Lifestyle Updates business, it is essential to depart from individual product-oriented businesses and create businesses that provide solutions and experiences as well as products from a customer-value perspective. In addition, the business structure must be reformed to continuously make profits. With these aims, the Smart Life Network Business Division will be established by integrating the TV Business Division, Home Entertainment Business Division, Imaging Network Business Division, and Communication Products Business Division. Under the Smart Life Network Business Division, the Visual and Sound Business Unit, Imaging Business Unit, and Smart Communication Business Unit will be established. Further, the Kitchen Appliances Business Division will be established by integrating the Refrigerator Business Division, Kitchen Appliances Business Division, and the small kitchen appliances business of the Beauty and Living Business Division, all of which are very relevant to the sharing of spaces and customer experiences. Under the Kitchen Appliances Business Division, Cooking Business Unit, and Refrigerator and Dishwasher Business Unit will be established.

(2) Name Change of the Air-conditioner Company and the Air-Conditioner Business Division

In order to clearly show both inside and outside the Panasonic Group the business policy of maximizing customer value by offering solutions/experiences as well as individual products, the Air-Conditioner Company, Air-Conditioner Business Division, and Commercial Air-Conditioner Business Unit will be renamed Heating and Cooling Solutions Business Division, Residential Air-Conditioning Business Unit, and Commercial Air-Conditioning Business Unit respectively.

(3) Organizational Changes in the Beauty and Living Business Division

The Beauty and Living Business Division will be renamed Beauty and Personal Care Business Division in accordance with the transfer of its small kitchen appliances business to the Kitchen Appliances Business Division.

(4) Establishment of the Product Marketing Center, the Consumer Marketing Division (Japan)

The Product Marketing Center will be established directly under the Consumer Marketing Division (Japan) and will be in charge of the optimum standardization of product planning and marketing operations across product categories, promotion of marketing for a comprehensive range of products, and strengthening of profit management in order to achieve its major strategies, including the innovation of value to offer and the innovation of the sales infrastructure.

10. Name Change of the Eco Solutions Company (Effective April 1)

The Eco Solutions Company will be reorganized and renamed the Life Solutions Company in order to clearly show both inside and outside the Panasonic Group its vision: Make a better, comfortable life with human-oriented solution.

11. Organizational Changes in the Automotive & Industrial Systems Company (Effective April 1)

The Automotive & Industrial Systems Company will be reorganized into two Companies, i.e., the Automotive Company and the Industrial Solutions Company, with the aim of optimizing the battery business operations by clarifying the respective target customers and areas of the automotive battery business and the industrial battery business.

The Automotive Infotainment Systems Business Division; HMI Systems Business Division; Automotive Systems Business Division; Ficosa International S.A.; and the Automotive Energy Business Division, SANYO Electric Co., Ltd. will be reorganized and transferred to the Automotive Company.

The Electromechanical Control Business Division; Industrial Device Business Division; Energy Solutions Business Division, SANYO Electric Co., Ltd.; Device Solutions Business Division; Energy Device Business Division; Electronic Materials Business Division; and Panasonic Semiconductor Solutions Co., Ltd. will be reorganized and transferred to the Industrial Solutions Company. Panasonic Liquid Crystal Display Co., Ltd. will no longer be classified as a business division.

12. Establishment of the China & Northeast Asia Company (Effective April 1)

The China & Northeast Asia Company will be established in order to capture enormous markets on the leading edge of innovations in China through locally-driven management. Under this Company, the Smart Life Appliances Business Division, Building and Housing Solutions Business Division, Cold Chain (China) Business Division, and Taiwan Business Division, will be established. In addition, the Refrigeration and Air-Conditioning Devices Business Division, which is currently under the Appliances Company, will be transferred to this Company.

13. Establishment of the US Company (Effective April 1)

The US Company will be established in order to lead local efforts to accelerate growth by capturing demand related to innovations in the region. Hussmann Corporation under the Appliances Company and the Tesla Energy Business Division of SANYO Electric Co., Ltd. under the Automotive & Industrial Systems Company, both of which are based in the US, will be transferred to this Company.

14. Organizational Changes in the Risk & Governance Management Division (Effective April 1)

With the aim of strengthening the global legal affairs and compliance management system in line with the Company system reform, the Risk & Governance Management Division will be reorganized to focus on the legal affairs and compliance management functions and renamed the Legal & Compliance Division. The organizations engaged in the administration of the Ordinary General Meeting of Shareholders and other stock-related work and those engaged in risk management will be transferred to the general affairs and human resources departments, which serve as internal and external contacts.

15. Organizational Changes in the Government and External Relations Division (Effective April 1)

The Kansai External Relations Office, which is currently under the Government and External Relations Division, will be transferred under the direct supervision of the Head Office in order to lead the groupwide promotion of World EXPO 2025, which will be held in Osaka, Kansai, Japan.

16. Establishment of the Groupwide Global Logistics Division (Effective April 1)

In order to formulate and implement logistics strategies for achieving business growth, the Groupwide Global Logistics Division will be established by reorganizing the Logistics Planning Department.

17. Personnel Changes (Effective April 1)

Name	New Responsibility	Current Responsibility
Chiaki Kidani	<u>Director</u> , Automotive Energy Business Division, SANYO Electric Co., Ltd., <u>Automotive Company</u>	<u>Executive, in charge of Business Administration</u> , Automotive Energy Business Division, SANYO Electric Co., Ltd., <u>Automotive & Industrial Systems Company</u>
Yasuhiro Tanaka	<u>Director</u> , Device Solutions Business Division, <u>Industrial Solutions Company</u>	<u>Assistant Director</u> , Device Solutions Business Division, <u>Automotive & Industrial Systems Company</u>
Masato Ozawa	<u>Director</u> , <u>Electromechanical Control Business Division</u> , <u>Industrial Solutions Company</u>	<u>Director</u> , Thermal & Noise Solutions Business Unit, Device Solutions Business Division, Automotive & Industrial Systems Company
Junichi Suzuki	<u>COO</u> , <u>Panasonic Holding (Netherlands) B.V.</u> , <u>Regional Head for Europe & CIS</u> , <u>Chairman & CEO</u> , <u>Panasonic Europe Ltd.</u> , <u>Managing Director</u> , <u>Panasonic Marketing Europe GmbH</u>	<u>Managing Director</u> , <u>Panasonic Marketing CIS OY</u>
Mitsuru Miyoshi	<u>President</u> , Global Procurement Company	<u>Director</u> , <u>Centralized Contract Center</u> , Global Procurement Company

Note:

Underline: Changed responsibilities