

FOR IMMEDIATE RELEASE

February 26, 2020

Panasonic Announces Proposed Senior Management Changes and Organizational Changes

Osaka, Japan – Panasonic Corporation today announced the following assignment of responsibilities to Executive Officers and other personnel changes effective April 1, 2020 and proposed changes of the Board of Directors and Audit & Supervisory Board Members effective June 25, 2020. 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 25, 2020. In addition, changes will be made to the Company management and others effective April 1, 2020.

1. Resignation of a Fellow (Effective March 31)

Name	Current Responsibilities
Munehisa Ikoma	Fellow In charge of Energy Technology

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

Title	Name	New Responsibilities (Effective April 1)	Current Responsibilities
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 Occupational Safety and Health Director	Director, Corporate Strategy Division CEO, US Company, General Affairs and Social Relations Occupational Safety and Health Director
Senior Managing Executive Officer	Yoshiyuki Miyabe	Chief Technology Officer (CTO) Chief Manufacturing Officer (CMO)	Chief Technology Officer (CTO) Chief Manufacturing Officer (CMO)
Senior Managing Executive Officer	Tetsuro Homma	CEO, China & Northeast Asia Company Regional Head for China & Northeast Asia <u>Chairman, Panasonic Corporation of China</u>	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

Title	Name	New Responsibilities (Effective April 1)	Current Responsibilities
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 In charge of Tokyo Olympic & Paralympic Business Promotion	Representative in Tokyo In charge of Government and External Relations <u>Director, Government and External Relations Division</u> 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 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.
Managing Executive Officer	Yuki Kusumi	In charge of the Automotive Segment CEO, Automotive Company	In charge of the Automotive Segment CEO, Automotive Company
Managing Executive Officer	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	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	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

Title	Name	New Responsibilities (Effective April 1)	Current Responsibilities
Managing Executive Officer	Eiichi Katayama**	Chief Strategy Officer (CSO) In charge of Business Development	Chief Strategy Officer (CSO) In charge of Business Development
Executive Officer	Manish Sharma	President, Panasonic India Pvt. Ltd.	President, Panasonic India Pvt. Ltd.
Executive Officer	Shigeki Mishima	Chief Human Resources Officer (CHRO)	Chief Human Resources Officer (CHRO) <u>General Manager, Corporate Human Resources Strategy Department, Corporate Strategy Division</u>
Fellow	Yoky Matsuoka		

Note:

*: New assignment

** : Promotion

Underline: Changed responsibilities

3. Resignation of Audit & Supervisory Board Members (Effective June 25)

Title	Name
Senior Audit & Supervisory Board Member	Mamoru Yoshida
Audit & Supervisory Board Member	Mitsuko Miyagawa

4. Assignment of Responsibilities as Members of the Board of Directors and Audit & Supervisory Board Members (Effective June 25)

Title	Name
Director	Michitaka Sawada
Director	Yuko Kawamoto

Title	Name
Senior Audit & Supervisory Board Member	Eiji Fujii
Audit & Supervisory Board Member	Setsuko Yufu

5. List of Members of the Board of Directors and Audit & Supervisory Board Members
(Effective June 25)

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	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

6. List of Executive Officers and Others, and their Responsibilities (Effective June 25)

Title	Name	New Responsibilities (Effective June 25)	Current Responsibilities (Effective April 1)
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 Occupational Safety and Health Director	Director, Corporate Strategy Division CEO, US Company, General Affairs and Social Relations Occupational Safety and Health Director
Senior Managing Executive Officer	Yoshiyuki Miyabe	Chief Technology Officer (CTO) Chief Manufacturing Officer (CMO)	Chief Technology Officer (CTO) Chief Manufacturing Officer (CMO)
Senior Managing Executive Officer	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	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 In charge of Tokyo Olympic & Paralympic Business Promotion	Representative in Tokyo In charge of Government and External Relations 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 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.

Title	Name	New Responsibilities (Effective June 25)	Current Responsibilities (Effective April 1)
Managing Executive Officer	Yuki Kusumi	In charge of the Automotive Segment CEO, Automotive Company	In charge of the Automotive Segment CEO, Automotive Company
Managing Executive Officer	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	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	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
Managing Executive Officer	Eiichi Katayama	Chief Strategy Officer (CSO) In charge of Business Development	Chief Strategy Officer (CSO) In charge of Business Development
Executive Officer	Manish Sharma	President, Panasonic India Pvt. Ltd.	President, Panasonic India Pvt. Ltd.
Executive Officer	Shigeki Mishima	Chief Human Resources Officer (CHRO)	Chief Human Resources Officer (CHRO)
Fellow	Yoky Matsuoka		

Note:

*: New assignment

** : Promotion

Underline: Changed responsibilities

7. Company Management (Effective April 1)

Appliances Company

CEO	Masahiro Shinada
Vice President	Makoto Ishii
Vice President	Michiko Ogawa
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

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	Takashi Ogasawara
Managing Officer	Satoshi Fujitani
Managing Officer	Tatsuya Kato
Managing Officer	Yuichi Inokawa
Managing Officer	Toru Kanno
Managing Officer	Kuniyasu Shimaoka

*Resignation from the management

Yukio Nakashima,	Toshiyuki Takagi
Junichiro Kitagawa,	Hiroyuki Tagishi
Toshihiro Sakamoto	

*Resignation from the management

Tetsuro Shikata,	Katsuya Oguro
Mutsuhiko Matsumoto	

Connected Solutions Company

CEO	Yasuyuki Higuchi
Senior Vice President	Tatsuo Katakura
Senior Vice President	Hiroyuki Aota
Senior Vice President	Hideaki Harada
Vice President	Toshinori Kishi
Vice President	Hiroaki Sakamoto
Vice President	Tadaharu Esaka
Managing Officer	Hidetoshi Baba
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	Yukiko Yamaguchi
Managing Officer	Keita Sasaki

*Resignation from the management

Tetsuya Fujiwara

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	Shigeo Okuda
Vice President	Yoshitaka Teraoka
Vice President	Atsushi Sato
Managing Officer	Ryo Kitaori
Managing Officer	Koji Sato
Managing Officer	Akira Nishimura
Managing Officer	Hiroko Kitatani
Managing Officer	Yin Zhiming

*Resignation from the management

Eiji Fujii, Tetsuya Kawai

China & Northeast Asia Company

CEO	Tetsuro Homma
Senior Vice President	Kiyoshi Otaki
Vice President	Sadaaki Yokoo
Vice President	Hideshi Fuchiue
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

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

Objectives and Contents:

With the aim of strengthening product competitiveness through the reorganization for business promotion in the Asia and Oceania region, the development and manufacturing functions of Panasonic Appliances Asia Pacific will be transferred to the relevant business divisions.

In addition, the sales company management function will be transferred to the Consumer Marketing Division.

Accordingly, Panasonic Appliances Asia Pacific will be reformed.

9. Organizational Changes in the Corporate Strategy Division and the Professional Business Support Sector (Effective April 1)

Objectives and Contents:

With the aim of implementing the human resources strategy for achieving business transformation (productivity improvement, leader fostering, corporate culture reform, and risk management), under the Professional Business Support Sector, the Strategic Human Resources Department will be established to formulate comprehensive strategies related to the acquisition, assignment, remuneration, and engagement of human resources as well as develop relevant systems and schemes, and the Industrial Relations Department will be established and put in charge of labor relations, labor policy, and labor infrastructure development, while the function of developing the resource management strategies will be remained under the Corporate Strategy Division.

Accordingly, the Corporate Human Resources Strategy Department of the Corporate Strategy Division and the Human Resources & Industrial Relations Department of the Professional Business Support Sector will be dissolved.

10. Organizational Changes in the Innovation Promotion Sector and Others (Effective April 1)

Objectives and Contents:

The Lifestyle Innovations Division will be established in order to create user-oriented Lifestyle Updates businesses and develop and implement new business and technology frameworks through united efforts with Fellow Matsuoka and the relevant Companies.

In addition, the Technology Division will be established by integrating the Business Innovation Division and the Technology Innovation Division in order to create world-class technologies

and solutions by merging digital and AI technologies with material and device technologies, and continue to accumulate and evolve technologies for group-wide use, as well as accelerate the creation of technology-oriented businesses.

Accordingly, the Business Innovation Division and the Technology Innovation Division will be dissolved.

Furthermore, the Director in charge of Environment and Energy Business will be appointed in order to promote group-wide efforts to develop the environment and energy business as a new business pillar.

11. Personnel Changes (Effective April 1)

Name	New Responsibilities (Effective April 1)	Current Responsibilities
Akira Kono	<u>Director in charge of Customer Satisfaction</u> Vice President, Appliances Company <u>Director, Consumer Marketing Sector for Japan Region</u> Director, Consumer Marketing Division (Japan)	Vice President, Appliances Company Director, Consumer Marketing Division (Japan), Consumer Marketing Sector for Japan Region
Hiroyuki Tagishi	Executive, directly reporting to CEO, Appliances Company	<u>Vice President</u> , Appliances Company <u>Managing Director, Panasonic Appliances Asia Pacific</u>
Tsuneo Komon	<u>Vice President</u> , Appliances Company <u>In charge of Life Infrastructure Business</u>	<u>Managing Officer</u> , Appliances Company <u>In charge of Food Retail, Commercial Equipment and Devices Business</u>
Akira Toyoshima	<u>Vice President</u> , Appliances Company Director, Smart Life Network Business Division	<u>Managing Officer</u> , Appliances Company Director, Smart Life Network Business Division
Toshihiro Sakamoto	<u>Representative Director, President, Panasonic Lighting Devices Co., Ltd.</u>	<u>Managing Officer</u> , Appliances Company <u>In charge of Manufacturing, Quality, and Procurement</u>
Mitsuhiko Nakamura	<u>Managing Officer</u> , Appliances Company <u>In charge of Manufacturing, Quality, and Procurement</u>	<u>General Manager, Business Promotion Division, Company Planning Center, Company Strategy Division</u> , Appliances Company
Hirokazu Yoshida	<u>Managing Officer</u> , Appliances Company <u>Director, Consumer Marketing Division</u>	<u>Director, Appliances Marketing Center</u> , Consumer Marketing Division, Appliances Company
Yoshiaki Sawada	<u>Director</u> , Appliances Company Director, Residential Air-Conditioning Business Unit	Director, Residential Air-Conditioning Business Unit, Heating and Cooling Solutions Business Division, Appliances Company
Kuniyasu Shimaoka	<u>Managing Officer</u> , Life Solutions Company <u>Director, Lighting Business Division</u>	<u>Executive in charge of Fuel Cell Business, Smart Energy System Business Division</u> , Appliances Company

Name	New Responsibilities (Effective April 1)	Current Responsibilities
Kiyoshi Otaki	Senior Vice President, China & Northeast Asia Company Director, Building and Housing Solutions Business Division Senior Vice President, Life Solutions Company	Senior Vice President, Life Solutions Company <u>In charge of Space Innovation Business</u> Senior Vice President, China & Northeast Asia Company Director, Building and Housing Solutions Business Division
Hideyuki Oka	Managing Officer, Life Solutions Company In charge of Technology, Design, and Intellectual Property	Managing Officer, Life Solutions Company In charge of Technology, Design, Intellectual Property, <u>Manufacturing, and Quality and Environmental Promotion</u>
Eiji Maruyama	Vice President, Life Solutions Company <u>In charge of Manufacturing, Quality and Environmental Promotion, and Building Industry Control</u>	Vice President, Life Solutions Company <u>Director, Lighting Business Division</u> Director, Lighting Equipment Business Unit
Tetsuro Shikata	<u>Executive, directly reporting to CEO,</u> Life Solutions Company	Managing Officer, Life Solutions Company <u>In charge of Customer Communication and Supply Chain Management</u>
Sadaharu Ukon	Vice President, Life Solutions Company Director, Marketing Division <u>In charge of Customer Communication</u>	Vice President, Life Solutions Company <u>In charge of Marketing for Japan Region</u> Director, Marketing Division
Mutsuhiko Matsumoto	<u>Associate Director, Marketing Division,</u> Life Solutions Company	Managing Officer, Life Solutions Company <u>In charge of Planning and Intelligence & Liaison</u>
Tatsuya Kato	Managing Officer, Life Solutions Company <u>In charge of Planning and Intelligence & Liaison</u>	Director, <u>Electrical Construction Materials Sales Coordination Department,</u> Marketing Division, Life Solutions Company
Yuichi Inokawa	Managing Officer, Life Solutions Company <u>In charge of Digital Platform, and IT and Supply Chain Management</u>	<u>Executive, directly reporting to CEO,</u> Life Solutions Company
Toru Kanno	Managing Officer, Life Solutions Company <u>In charge of Human Resources</u>	General Manager, Business Division HR & General Affairs Department, <u>Process Automation Business Division,</u> Connected Solutions Company

Name	New Responsibilities (Effective April 1)	Current Responsibilities
Hideaki Harada	<u>Senior Vice President, Connected Solutions Company</u> In charge of Business Strategy and Corporate Planning	<u>Vice President, Connected Solutions Company</u> In charge of Business Strategy and Corporate Planning
Tetsuya Fujiwara	<u>Director, Government and External Relations Division</u>	<u>Managing Officer, Connected Solutions Company</u> In charge of CNS Solutions Business for Europe <u>Managing Director, Panasonic System Communications Company Europe</u>
Hiroyuki Nishiuma	<u>Managing Officer, Connected Solutions Company</u> In charge of CNS Solutions Business for Europe <u>Managing Director, Panasonic System Communications Company Europe</u>	<u>Director, Member of the Board, and Senior Managing Executive Officer, Panasonic System Solutions Japan Co., Ltd.</u> In charge of Corporate Planning Department
Shigeo Okuda	Vice President, Industrial Solutions Company <u>In charge of Technology, Intellectual Property, Quality Management, and Manufacturing</u> Director, Engineering Division	Vice President, Industrial Solutions Company In charge of Quality Management and Manufacturing
Koji Sato	<u>Managing Officer, Industrial Solutions Company</u> In charge of Accounting <u>Director</u>	<u>Executive in charge of Business Accounting, Accounting Center, Industrial Solutions Company</u>
Yin Zhiming	<u>Managing Officer, Industrial Solutions Company</u> In charge of <u>Panasonic Industry (China) Co., Ltd.</u> President, Panasonic Industry (China) Co., Ltd.	President, Panasonic Industry (China) Co., Ltd.
Shoichiro Watanabe	<u>Executive in charge of Energy Technology and Manufacturing</u>	<u>Executive, directly reporting to Fellow, Energy Technology</u>
Sadaaki Yokoo	Vice President, China & Northeast Asia Company Director, Cold Chain (China) Business Division	Vice President, China & Northeast Asia Company Director, Cold Chain (China) Business Division <u>Chairman, Panasonic Corporation of China</u>
Hikaru Moriyama	<u>General Manager, Strategic Human Resources Department</u> (Will join Panasonic Corporation on March 1)	
Makoto Tamaki	<u>General Manager, Industrial Relations Department</u>	<u>General Manager, Human Resources & Industrial Relations Department</u>

Name	New Responsibilities (Effective April 1)	Current Responsibilities
Wataru Baba	Director in charge of Corporate Innovation <u>Director in charge of Environment and Energy Business</u>	Director in charge of Corporate Innovation <u>Director in charge of Panasonic β Director, Business Innovation Division</u>
Yoky Matsuoka	<u>Director, Lifestyle Innovations Division</u>	
Hideo Ohara	<u>Director, Technology Division</u> Director, Manufacturing Innovation Division	Director, Manufacturing Innovation Division
Masato Aizawa	<u>Director, Applied Material Technology Center, Technology Division</u>	<u>Director, Technology Innovation Division</u>
Shigeo Suzuki	<u>Executive, directly reporting to Regional Head for Latin America</u>	<u>Regional Head for Latin America</u> <u>President, Panasonic Latin America</u>
Michikazu Matsushita	<u>Regional Head for Latin America</u> <u>President, Panasonic Latin America</u> President, Panasonic do Brasil Limitada	President, Panasonic do Brasil Limitada

(Underline: Changed responsibilities)