

Panasonic HD Announces Assignment of Responsibilities to Executive Officers, Resignation of President of the Operating Company, and Others

Osaka, Japan, November 27, 2025 – Panasonic Holdings Corporation Co., Ltd. today announced the following assignments of responsibilities to Executive Officers effective January 1, 2026 were determined at the Board of Directors' Meeting of Panasonic Holdings Corporation on November 27, 2025.

In addition, Personnel Change for a Director of Panasonic Holdings Corporation, Others and resignation of President of the Operating Company were also announced.

1. Assignment change in Executive Officers of Panasonic Holdings Corporation (Effective January 1, 2026)

Assignment:

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

Name	Title / New Responsibilities	Title / Current Responsibilities
Tatsuo Kinoshita	Executive Officer, Group CHRO In charge of General Affairs and Social Relations, and <u>Executive Support Office</u>	Executive Officer, Group CHRO In charge of General Affairs and Social Relations
Michiko Ogawa	Executive Officer, In charge of Government and External Relations, Solution Partners, and <u>Corporate Citizenship Activities</u> <u>**1Chief Sound Meister and Brand Ambassador, Technics Business Promotion, Panasonic Corporation</u>	Executive Officer, In charge of Government and External Relations, and Solution Partners <u>**1General Manager, Technics Business Promotion, Panasonic Corporation</u>
Shigeo Usui	Executive Officer, <u>Group CCO**2</u> <u>General Manager, Brand and Communications Strategy Group</u> <u>* Responsibilities for Design and Brand and Communications Strategy will be included under those of the Group CCO</u> <u>**1Executive Officer, Panasonic Corporation, CCO, In charge of Design, and Brand and Communications</u>	Executive Officer, <u>In charge of Design</u> <u>**1Executive Officer, Panasonic Corporation, CCO, In charge of Design, and Brand and Communications</u>

* Supplemental information on the scope of administration

**1 Responsibilities at Operating Companies other than Panasonic Holdings Corporation

**2The CCO (Chief Creative Officer) plays a key role in developing seamless strategies across the design and brand communication areas, ensuring consistency in the various messages communicated both internally and externally, enhancing brand equity, and increasing corporate value.

Underline signifies a change in responsibilities

2. Resignation of Director of Panasonic Holdings Corporation (Effective December 31, 2025)

Name	Title / Current Responsibilities
Megumi Kitagawa	Director, In charge of Brand and Communications Strategy General Manager, Brand and Communications Strategy Group Director, In charge of Corporate Citizenship Activities, Panasonic Holdings Corporation Executive Officer, Panasonic Operational Excellence Co., Ltd. In charge of Brand and Communications, and Corporate Citizenship Activities

Note: Appointment of Senior Advisor in Charge of Brand and Communication, Panasonic Holdings Corporation, effective January 1, 2026.

3. Resignation of President of the Operating Company (Effective March 31, 2026)

Name	Title
Masahiro Shinada	President, Panasonic Corporation

Note: Due to the dissolution of the current Panasonic Corporation following the transition to a new group structure, which was announced on July 30, 2025, and will take effect from April 1, 2026.
<https://news.panasonic.com/global/press/en251127-12>

4. Personnel Change at Panasonic Holdings Corporation (Retirement effective November 30, 2025)

Name	Title / Current Responsibilities
Hideyuki Okunaga	In charge of Sustainability Management, Panasonic Holdings Corporation

*Reference: Related Personnel Changes at the Operating Companies (Effective January 1, 2026)

Name	New Responsibilities	Current Responsibilities
Yoshihiro Nishikawa	Director, Communication Network Business Division, Panasonic Entertainment & Communication Co., Ltd. <u>General Manager, Technics Business Promotion, Panasonic Corporation</u>	<u>Executive Vice President</u> , Panasonic Entertainment & Communication Co., Ltd. Director, Communication Network Business Division
Shunsuke Sonoda	<u>Executive Officer, Panasonic Operational Excellence Co., Ltd.</u> <u>In charge of Brand and Communications</u>	<u>Executive, CCO Team, Strategy Division, Panasonic Corporation</u>

Underline signifies a change in responsibilities

(Notes)

CCO Chief Creative Officer

CHRO Chief Human Resources Officer

About the Panasonic Group

Founded in 1918, and today a global leader in developing innovative technologies and solutions for wide-ranging applications in the consumer electronics, housing, devices, B2B solutions and energy sectors worldwide, the Panasonic Group switched to an operating company system on April 1, 2022 with Panasonic Holdings Corporation serving as a holding company. The Group reported consolidated net sales of 8,458.2 billion yen for the year ended March 31, 2025. To learn more about the Panasonic Group, please visit: <https://holdings.panasonic/global>