
Panasonic HD Announces Organizational and Personnel Changes

Osaka, Japan, December 26, 2025 – Panasonic Holdings Corporation Co., Ltd. today announced the following organizational changes and appointments effective January 1, 2026.

1. Organizational Changes (Effective January 1, 2026)

(1) Objectives and Contents:

Since April 2022, our group has transitioned to an operating company system and has been consistently implementing autonomous and accountable management. We have reorganized into business units of appropriate scale for the industries we serve, and by promoting business specialization to enhance decision-making speed and expertise, we have been working to strengthen competitiveness and improve the corporate value of the group.

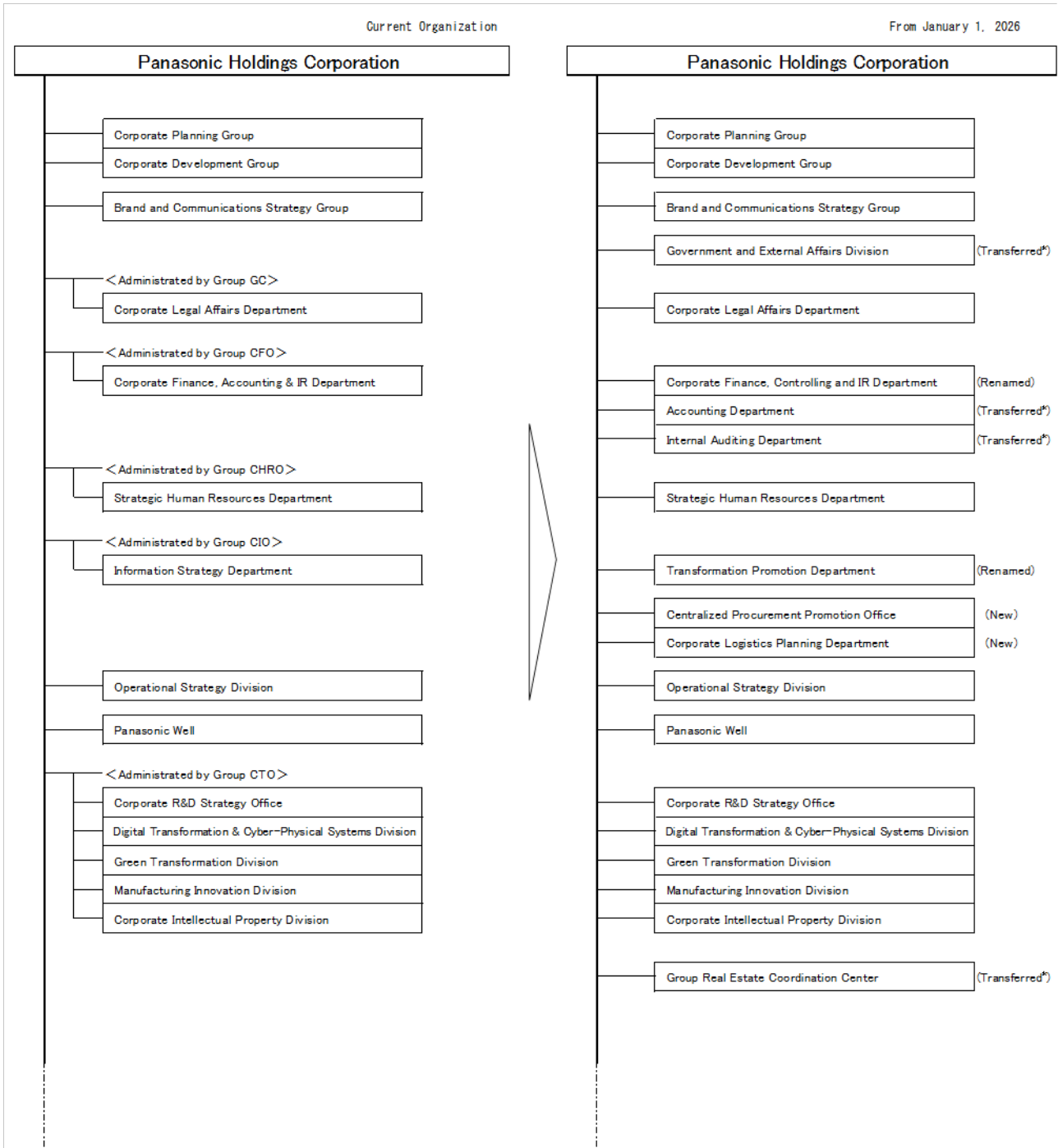
At this time, to transform into a company that continues to contribute to society more than ever before and to shift toward a business model and management structure that can sustainably increase corporate value, we will fundamentally restructure our organizational and revenue structures.

Panasonic Holdings Corporation (“PHD”), and Panasonic Operational Excellence Co., Ltd., (“PEX”) the group headquarters will review their respective roles and functions to build and realize a lean headquarters and support services.

Specifically, from the perspective of optimizing the entire group, governance functions will be consolidated under PHD, while shared services common to the group will be centralized under PEX.

(2) New Business Structure

Organization:



*Transferred From PEX

(3) Personnel Changes

Appointment:

Names are listed in the organization order.

Name	New Responsibilities	Current Responsibilities
Yoshihisa Tanaka	<u>Director, Government and External Affairs Division</u> **Director, Member of the Board, Executive Vice President, Panasonic Operational Excellence Co., Ltd. CSO, In charge of Business Solutions Division	**Director, Member of the Board, Executive Vice President, Panasonic Operational Excellence Co., Ltd. <u>CSO, In charge of Government and External Relations, Director, Government and External Relations Division, In charge of Business Solutions Division, and Decision Support Office</u>
Yoshimasa Nagamachi	<u>General Manager, Corporate Finance, Controlling and IR Department</u>	<u>General Manager, Corporate Finance, Accounting & IR Department</u>
Katsumi Abe	<u>General Manager, Accounting Department</u> **Representative Director, Member of the Board, Executive Vice President, Panasonic Operational Excellence Co., Ltd. CFO	**Representative Director, Member of the Board, Executive Vice President, Panasonic Operational Excellence Co., Ltd. <u>CFO, Director, Financial & Accounting Center, In charge of Internal Auditing Department, Internal Control Promotion Office, Group MUDA Busters Project, Business Travel Management Office</u>
Mitsunobu Nakatani	<u>Director, Internal Auditing Department</u>	** <u>Director, Internal Auditing Department, Panasonic Operational Excellence Co., Ltd.</u>
Masato Sakai	<u>General Manager, Strategic Human Resources Department, General Manager, HR Function Planning Office</u>	** <u>General Manager, HR Function Planning Office, Panasonic Operational Excellence Co., Ltd.</u>
Hikaru Moriyama	<u>Senior Executive Expert, Strategic Human Resources Department</u>	<u>General Manager, Strategic Human Resources Department</u>
Akio Toyoda	<u>General Manager, Transformation Promotion Department</u> **Executive Officer, Panasonic Operational Excellence Co., Ltd. In charge of Information Systems, and Director, Information Systems Division	<u>General Manager, Information Strategy Department</u> **Executive Officer, Panasonic Operational Excellence Co., Ltd. In charge of Information Systems, and Director, Information Systems Division
Satoshi Takada	<u>Director, Centralized Procurement Promotion Office</u> **Executive Officer, Panasonic Operational Excellence Co., Ltd. In charge of Procurement, Director, Global Procurement Division	**Executive Officer, Panasonic Operational Excellence Co., Ltd. In charge of Procurement, Director, Global Procurement Division
Kentaro Ando	<u>General Manager, Corporate Logistics Planning Department</u> **Executive Officer, Panasonic Operational Excellence Co., Ltd. In charge of Logistics, and Director, Groupwide Global Logistics Division	**Executive Officer, Panasonic Operational Excellence Co., Ltd. In charge of Logistics, and Director, Groupwide Global Logistics Division

Name	New Responsibilities	Current Responsibilities
Tsuyoshi Misawa	<u>Director, Group Real Estate Coordination Center</u>	<u>**Executive Officer, Panasonic Operational Excellence Co., Ltd.</u> <u>In charge of Facility, and Director, Group Real Estate Coordination Center</u>

** Responsibilities at operating companies other than Panasonic Holdings Corporation
Underline signifies a change in responsibilities

4. Personnel Change (Retirement effective December 31, 2025)

Name	Current Responsibilities
Tomoyuki Okada	Associate Director, Panasonic Well

(Notes)

CFO	Chief Financial Officer
CHRO	Chief Human Resources Officer
CIO	Chief Information Officer
CSO	Chief Strategy Officer
CTO	Chief Technology Officer
GC	General Counsel