

Panasonic HD Announces Personnel Changes Related to Executive Officers, Operating Company Presidents, and Others

Osaka, Japan, February 4, 2026 – Panasonic Holdings Corporation Co., Ltd. today announced the following deliberations by the Nomination Advisory Committee, the assignments and responsibilities of Executive Officers and Operating Company Presidents effective April 1, 2026 were approved at today's meeting of the Board of Directors of Panasonic Holdings Corporation. In addition, personnel changes effective April 1, 2026 are also announced as stated below.

1. Executive Officer Structure of Panasonic Holdings Corporation

Our group aims to contribute to society and our customers, to enhance our global competitiveness, and to achieve the level of profitability and growth expected by the capital markets - ultimately improving our corporate value - across the three domains announced on February 4, 2025, the "Solutions Domain," the "Devices Domain," and the "Smart Life Domain."

To realize this, we will newly establish the position of Solutions Revenue Officer (SRO), who will lead cross-domain initiatives to improve the profit structure in the Solutions Domain, which we have designated as a priority area. We will also establish the position of Group Chief AI Officer (Group CAIO), who will drive the accelerated utilization of AI to address customer issues and enhance internal operations, both of which are key to our future transformation.

Furthermore, to enable Panasonic Holdings Corporation and its operating companies to jointly define group strategies and policies and make bold business decisions from the perspective of overall group optimization, the presidents of the operating companies will concurrently serve as Business CEOs and Executive Officers of Panasonic Holdings Corporation.

This will also enhance the group's decision-making speed, execution capabilities, profitability and growth, with the aim of improving its corporate value.

2. Assignment of Executive Officers of Panasonic Holdings Corporation (Effective April 1)

Names are listed in alphabetical order of last name.

Name	Current Responsibilities
Hideyasu Chikata	Managing Executive Officer, Panasonic Industry Co., Ltd. CIO, Director, Digital Transformation Co-Creation Division, In charge of SCM Transformation
Eiichi Katayama	Executive Vice President, Panasonic Corporation CEO, Sustainable & Climate Tech Group President, Heating & Ventilation A/C Company, In charge of DEI Promotion President, Cold Chain Solutions Company, CDO, In charge of DEI Promotion
Masaharu Nakayama	Vice President, China and Northeast Asia Company, Panasonic Corporation Assistant Leader, Smart Life Project In charge of China and Northeast Asia Business, CSO
Kiyoshi Otaki	Executive Vice President, Panasonic Corporation, In charge of Quality President, Electric Works Company, In charge of DEI Promotion
Masato Ozawa	Representative Director, Member of the Board, President, Panasonic Industry Co., Ltd., CEO, In charge of DEI Promotion
Ken Sain	Senior Executive Vice President, Panasonic Connect Co., Ltd. CEO, Panasonic Avionics Corporation, In charge of Avionics Business Unit
Akira Sakakibara	Senior Vice President, Panasonic Connect Co., Ltd. CTO, Managing Director, R&D Division In charge of Intellectual Property, Cloud Engineering Center and SaaS Business Unit

Name	Current Responsibilities
Hirofumi Suzuki	—
Kazuo Tadanobu	Representative Director, Member of the Board, President, Panasonic Energy Co., Ltd., CEO, In charge of DEI Promotion
Akira Toyoshima	Representative Director, Member of the Board, President, Panasonic Entertainment and Communication Co., Ltd., CEO In charge of DEI Promotion, Leader, CEO, Smart Life Project

Note: The reference to Panasonic Corporation in the "Current Responsibilities" section pertains to Panasonic Corporation as of February 4, 2026.

3. Resignation of Executive Officers of Panasonic Holdings Corporation (Effective March 31)

Names are listed in alphabetical order of last name.

Name	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
Yoky Matsuoka	Executive Officer, Director, Panasonic Well
Masashi Nagayasu	Executive Officer, In charge of Prime Planet Energy & Solutions, Inc.

** Responsibilities at operating companies other than Panasonic Holdings Corporation

Note: Going forward, Panasonic will centralize its ongoing investments in AI by consolidating its efforts inside Panasonic Holdings and will move from the innovation/incubation phase to business integration phase. As a result of this restructuring, The Panasonic Well will be progressively dissolved as of March 31, 2026.

4. 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 CEO *Group CEO is in charge of Panasonic Sports Co., Ltd.	President, Group CEO *Group CEO is in charge of Panasonic Sports Co., Ltd.
Hajime Tamaoki	Executive Vice President, Group CTRO In charge of Cyber Security, Procurement, Logistics, and Occupational Safety and Health Director <u>Business CEO,</u> <u>In charge of Operational Excellence</u> <u>Business</u> ** Representative Director, Member of the Board, President, Panasonic Operational Excellence Co., Ltd. CEO, In charge of DEI Promotion	Executive Vice President, <u>Group CIO,</u> Group CTRO In charge of Cyber Security, Procurement, Logistics, and Occupational Safety and Health Director **Representative Director, Member of the Board, President, Panasonic Operational Excellence Co., Ltd. CEO, In charge of DEI Promotion

Name	Title / New Responsibilities	Title / Current Responsibilities
Hideyasu Chikata	<u>Executive Officer</u> <u>Group CIO</u>	<u>** Managing Executive Officer,</u> <u>Panasonic Industry Co., Ltd.</u> <u>CIO, Director, Digital Transformation</u> <u>Co-Creation Division, In charge of</u> <u>SCM Transformation</u>
Tatsuo Kinoshita	Executive Officer, Group CHRO In charge of <u>Group DEI Promotion,</u> General Affairs and Social Relations, and Executive Support Office	Executive Officer, Group CHRO In charge of General Affairs and Social Relations, and Executive Support Office
Megan Myungwon Lee	Executive Officer, Group Regional Head for North America ** President, Panasonic Operational Excellence North America, Panasonic Operational Excellence Co., Ltd. Chairperson and CEO, Panasonic Corporation of North America	Executive Officer, Group Regional Head for North America ** President, Panasonic Operational Excellence North America, Panasonic Operational Excellence Co., Ltd. Chairperson and CEO, Panasonic Corporation of North America
Masaharu Nakayama	<u>Executive Officer,</u> <u>Group Regional Head for China &</u> <u>Northeast Asia</u> ** <u>Director, Executive Vice President,</u> <u>Panasonic Corporation</u> <u>In charge of China and Northeast Asia</u> <u>Business, CSO</u> <u>Chairperson, Panasonic Corporation</u> <u>of China</u>	<u>** Vice President, China and</u> <u>Northeast Asia Company, Panasonic</u> <u>Corporation</u> <u>Assistant Leader, Smart Life Project</u> <u>In charge of China and Northeast Asia</u> <u>Business, CSO</u>
Michiko Ogawa	Executive Officer, In charge of Government and External Relations, and Corporate Citizenship Activities ** <u>Chief Sound Meister and Brand</u> <u>Ambassador, Technics Business</u> <u>Promotion, Panasonic Corporation</u>	Executive Officer, In charge of Government and External Relations, <u>Solution Partners,</u> and Corporate Citizenship Activities ** <u>Chief Sound Meister and Brand</u> <u>Ambassador, Technics Business</u> <u>Promotion, Panasonic Corporation</u>
Tatsuo Ogawa	Executive Officer, Group CTO In charge of Pharmaceutical Affairs *Group CTO is in charge of technology, manufacturing technology and engineering, quality, environment, intellectual property, and CS.	Executive Officer, Group CTO In charge of Pharmaceutical Affairs *Group CTO is in charge of technology, manufacturing technology and engineering, quality, environment, intellectual property, and CS.
Akira Sakakibara	<u>Executive Officer,</u> <u>Group CAIO</u> **Senior Vice President, Panasonic Connect Co., Ltd. CTO, Managing Director, R&D Division, In charge of Intellectual Property, Cloud Engineering Center and SaaS Business Unit	<u>** Senior Vice President,</u> <u>Panasonic Connect Co., Ltd.</u> <u>CTO, Managing Director, R&D</u> <u>Division, In charge of Intellectual</u> <u>Property, Cloud Engineering Center</u> <u>and SaaS Business Unit</u>
Ayako Shotoku	Executive Officer, Group GC, Group CRO In charge of Construction Safety and Regulations Administration	Executive Officer, Group GC, Group CRO In charge of Construction Safety and Regulations Administration
Kazuyo Sumida	Executive Officer, Group CSO	Executive Officer, Group CSO

Name	Title / New Responsibilities	Title / Current Responsibilities
Hirofumi Suzuki	<u>Executive Officer,</u> <u>SRO, In charge of Solution Partners</u> <u>** Executive Vice President,</u> <u>Panasonic Electric Works Co., Ltd.</u> <u>CIO, In charge of Supply Chain</u> <u>Management and Logistics</u>	-
Shigeo Usui	Executive Officer, Group CCO General Manager, Brand and Communications Strategy Group	Executive Officer, Group CCO General Manager, Brand and Communications Strategy Group <u>** Executive Officer, Panasonic</u> <u>Corporation, CCO, In charge of</u> <u>Design, and Brand and</u> <u>Communications</u>
Akira Waniko	Executive 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 Equity Management	Executive 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 Equity Management
Eiichi Katayama	<u>Business CEO</u> <u>In charge of HVAC & CC Business</u> <u>** Representative Director, Member of</u> <u>the Board, President, Panasonic</u> <u>HVAC & CC Co., Ltd. CEO, CSO</u> <u>In charge of DEI Promotion,</u> <u>and Representative Director,</u> <u>Chairperson of the Board, Panasonic</u> <u>HVAC & CC Systems Co., Ltd.</u>	<u>** Executive Vice President,</u> <u>Panasonic Corporation</u> <u>CEO, Sustainable & Climate Tech</u> <u>Group</u> <u>President, Heating & Ventilation A/C</u> <u>Company, In charge of DEI Promotion</u> <u>President, Cold Chain Solutions</u> <u>Company</u> <u>CDO, In charge of DEI Promotion</u>
Kiyoshi Otaki	<u>Business CEO,</u> <u>In charge of Electric Works Business</u> <u>** Representative Director, Member of</u> <u>the Board, President, Panasonic</u> <u>Electric Works Co., Ltd.</u> <u>CEO, In charge of DEI Promotion</u>	<u>** Executive Vice President,</u> <u>Panasonic Corporation</u> <u>In charge of Quality</u> <u>President, Electric Works Company,</u> <u>In charge of DEI Promotion</u>
Masato Ozawa	<u>Business CEO</u> <u>In charge of Industry Business</u> <u>** Representative Director, Member of</u> <u>the Board, President, Panasonic</u> <u>Industry Co., Ltd.</u> <u>CEO, In charge of DEI Promotion</u>	<u>** Representative Director, Member of</u> <u>the Board, President, Panasonic</u> <u>Industry Co., Ltd.</u> <u>CEO, In charge of DEI Promotion</u>
Ken Sain	<u>Business CEO</u> <u>In charge of Connect Business</u> <u>** CEO, Panasonic Connect Group</u> <u>CEO, Panasonic Avionics Corporation</u>	<u>** Senior Executive Vice President,</u> <u>Panasonic Connect Co., Ltd.</u> <u>CEO, Panasonic Avionics Corporation</u> <u>In charge of Avionics Business Unit</u>
Kazuo Tadanobu	<u>Business CEO</u> <u>In charge of Energy Business</u> <u>** Representative Director, Member of</u> <u>the Board, President, Panasonic</u> <u>Energy Co., Ltd.</u> <u>CEO, In charge of DEI Promotion</u>	<u>** Representative Director, Member of</u> <u>the Board, President, Panasonic</u> <u>Energy Co., Ltd.</u> <u>CEO, In charge of DEI Promotion</u>

Name	Title / New Responsibilities	Title / Current Responsibilities
Akira Toyoshima	Business CEO In charge of Smart Life Business ** Representative Director, Member of the Board, President, Panasonic Corporation CEO, In charge of FF Customer Support & Management and DEI Promotion	** Representative Director, Member of the Board, President, Panasonic Corporation CEO, In charge of DEI Promotion Leader, Smart Life Project CEO

* Supplemental information on the scope of administration

** Responsibilities at operating companies other than Panasonic Holdings Corporation

Note: The reference to Panasonic Corporation in the "Current Responsibilities" section pertains to Panasonic Corporation as of February 4, 2026.

Underline signifies a change in responsibilities

5. Resignation of Director of Panasonic Holdings Corporation (Effective March 31)

Name	Current Responsibilities
Yasumichi Murase	Director, In charge of Mobility Solutions

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

Company Name	Title	Name
Panasonic Connect Group	C E O	Ken Sain
Panasonic Electric Works Co., Ltd.	President	Kiyoshi Otaki
Panasonic HVAC & CC Co., Ltd.	President	Eiichi Katayama
Panasonic Energy Co., Ltd.	President	Kazuo Tadanobu
Panasonic Industry Co., Ltd.	President	Masato Ozawa
Panasonic Corporation	President	Akira Toyoshima
Panasonic Operational Excellence Co., Ltd.	President	Hajime Tamaoki

Note: As of April 1, Panasonic Connect will transition to a new business operations structure under the name of the Panasonic Connect Group to further strengthen its management system for quicker, more accurate global decision-making. Mr. Ken Sain will serve as the Panasonic Connect Group CEO and lead the Group's management and strategic planning.

*Reference: Related Personnel Change at the Operating Company (Effective April 1)

Name	New Responsibilities	Current Responsibilities
Tetsuya Nakamichi	President, Panasonic Operational Excellence China and Northeast Asia, Panasonic Operational Excellence Co., Ltd.	Managing Officer, Panasonic Operational Excellence China and Northeast Asia, Panasonic Operational Excellence Co., Ltd.

Underline signifies a change in responsibilities

7. Panasonic Electric Works Co., Ltd.

●List of Members of the Board of Directors and Audit & Supervisory Board Members (Effective April 1)

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

Title	Name
Representative Director	Kiyoshi Otaki
Representative Director	Takafumi Mizuno
Director	Yuko Kaneko
Senior Audit & Supervisory Board Member	Mutsuhiko Matsumoto
Senior Audit & Supervisory Board Member	Koichi Oda
Audit & Supervisory Board Member	Takuya Shinohara

●List of Executive Officers 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
Kiyoshi Otaki	President, CEO, In charge of DEI Promotion	Executive Vice President, Panasonic Corporation In charge of Quality President, Electric Works Company, Panasonic Corporation, In charge of DEI Promotion
Tetsuaki Inatsugu	Executive Vice President, Director, Marketing Division	Executive Officer, Panasonic Corporation In charge of Construction Safety Regulations Administration Vice President, Electric Works Company, Panasonic Corporation Director, Marketing Division
Eiji Maruyama	Executive Vice President, CMO ¹ , In charge of Quality & Environmental Promotion Environmental Conservation and Safety & Security	Vice President, Electric Works Company, Panasonic Corporation CMO ¹ , In charge of Quality & Environmental Promotion, IT & Supply Chain Management, Environmental Conservation and Safety & Security
Kuniyasu Shimaoka	Executive Vice President, CSO, In charge of Customer Communication, Design and Intelligence & Liaison	Vice President, Electric Works Company, Panasonic Corporation CSO, In charge of Customer Communication, Design and Intelligence & Liaison
Hirofumi Suzuki	Executive Vice President, CIO, In charge of Supply Chain Management and Logistics	—
Masaaki Isoda	Managing Executive Officer, CTO, In charge of Intellectual Property, Director, Solution Development Division, Director, Engineering Division	Managing Officer, Electric Works Company, Panasonic Corporation CTO, In charge of Intellectual Property Director, Solution Development Division, Director, Engineering Division
Masahiro Ito	Managing Executive Officer, Director, Solution Engineering Division	Managing Officer, Electric Works Company, Panasonic Corporation Director, Solution Engineering Division

Name	Title / New Responsibilities	Title / Current Responsibilities
Yuko Kaneko	Managing Executive Officer, CLO, Construction Industry and Safety Management Director, Director, Legal Affairs Center	Managing Officer, Electric Works Company, Panasonic Corporation CLO, Construction Industry and Safety Management Director, Director, Legal Affairs Center
Tetsuyasu Kawamoto	Managing Executive Officer, Director, Electrical Construction Materials & Living Energy Business Division	Managing Officer, Electric Works Company, Panasonic Corporation Director, Electrical Construction Materials & Living Energy Business Division
Tatsuya Kumazawa	Managing Executive Officer, Director, Lighting Business Division	Managing Officer, Electric Works Company, Panasonic Corporation Director, Lighting Business Division
Takafumi Mizuno	Managing Executive Officer, CFO, In charge of Facility Director, Financial Management Center	Director, Financial Management Center, Electric Works Company, Panasonic Corporation
Akiko Yamataka	Managing Executive Officer, CHRO, Director, Human Resources and General Affairs Center	Managing Officer, Electric Works Company, Panasonic Corporation CHRO, Director, Human Resources and General Affairs Center
Shigeto Yuasa	Executive Officer, In charge of Global Marketing, General Manager, Global Marketing & Sales Division	Executive Officer, Electric Works Company, Panasonic Corporation In charge of Global Marketing, General Manager, Global Marketing & Sales Division

Note: The reference to Panasonic Corporation in the "Current Responsibilities" section pertains to Panasonic Corporation as of February 4, 2026.

8. Panasonic HVAC & CC Co., Ltd.

●List of Members of the Board of Directors and Audit & Supervisory Board Members (Effective April 1)

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

Title	Name
Representative Director	Eiichi Katayama
Representative Director	Naohiro Kato
Representative Director	Yoshikazu Kawano
Director	Kenji Ebihara
Director	Tim Figge
Director	Toshiharu Nishizuka
Director	Sadaharu Ukon
Senior Audit & Supervisory Board Member	Satoshi Fujitani
Senior Audit & Supervisory Board Member	Jun Matsui
Audit & Supervisory Board Member	Satoru Igarashi

●List of Executive Officers 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
Eiichi Katayama	President, CEO, CSO, In charge of DEI Promotion, and Representative Director, Chairperson of the Board, Panasonic HVAC & CC Systems Co., Ltd.	Executive Vice President, Panasonic Corporation CEO, Sustainable & Climate Tech Group President, Heating & Ventilation A/C Company, In charge of DEI Promotion President, Cold Chain Solutions Company CDO, In charge of DEI Promotion
Tim Figge	Executive Vice President, COO, Cold Chain Solutions (CCS) Group CEO, Hussmann Corporation	Vice President, Cold Chain Solutions Company, Panasonic Corporation CEO, Hussmann Corporation
Naohiro Kato	Executive Vice President CHRO	Managing Executive Officer, Panasonic Corporation CHRO CHRO, Sustainable & Climate Tech Group
Yoshikazu Kawano	Executive Vice President, CFO	Vice President, Cold Chain Solutions Company, Panasonic Corporation CFO, In charge of Legal Affairs CFO, Sustainable & Climate Tech Group
Toshiharu Nishizuka	Executive Vice President, COO, Heating & Ventilation A/C (HVAC), Group	Vice President, Heating & Ventilation A/C Company, Panasonic Corporation In charge of Commercial Air-Conditioning (CAC) Business Director, Residential Air-Conditioning Business Division
Sadaharu Ukon	Executive Vice President, COO, Device and Engineering Group Deputy COO, HVAC Group (In charge of Global Marketing)	Vice President, Heating & Ventilation A/C Company, Panasonic Corporation In charge of Engineering, Japan Region Head Representative Director, Member of the Board, President, Panasonic Commercial Equipment Systems Co., Ltd.
Toru Azakami	Managing Executive Officer, Representative Director, Member of the Board, Co-President, Panasonic HVAC & CC Systems Co., Ltd. Director, Cold Chain Business Division	Deputy Director, Cold Chain Business Division, Cold Chain Solutions Company, Panasonic Corporation
Kenji Ebihara	Managing Executive Officer, CLO, Director, Panasonic HVAC & CC Systems Co., Ltd.	Managing Officer, CLO, Heating & Ventilation A/C Company, Panasonic Corporation CLO, Sustainable & Climate Tech Group

Name	Title / New Responsibilities	Title / Current Responsibilities
Toshikatsu Fukunaga	Managing Executive Officer, Director, Air to Water(A2W) & Hydro Solutions Business Division	Managing Officer, Heating & Ventilation A/C Company, Panasonic Corporation Director, Air to Water(A2W) & Hydro Solutions Business Division
Hiroo Ikeda	Managing Executive Officer, Representative Director, Member of the Board, Co-President, Panasonic HVAC & CC Systems Co., Ltd. Director, Commercial Air-Conditioning (CAC) Business Division	Managing Officer, Heating & Ventilation A/C Company, Panasonic Corporation Director, Commercial Air-Conditioning (CAC) Business Division
Hiroshi Komatsubara	Managing Executive Officer, Deputy CSO (In charge of HVAC) In charge of Business Creation	Managing Officer, Heating & Ventilation A/C Company, Panasonic Corporation CSO, India Region Head
Nobuhiko Nishi	Managing Executive Officer, Director, Residential Air-Conditioning Business Division	Managing Officer, Heating & Ventilation A/C Company, Panasonic Corporation Director, Heating and Cooling Devices Business Division CTO, Sustainable & Climate Tech Group
Takeshi Okamoto	Managing Executive Officer, CTO	Managing Officer, Heating & Ventilation A/C Company, Panasonic Corporation CTO, CMO ¹
Kosuke Shigehiro	Managing Executive Officer, Director, Indoor Air Quality (IAQ) Business Division	Managing Officer, Heating & Ventilation A/C Company, Panasonic Corporation Representative Director, Member of the Board, President, Panasonic Ecology Systems Co., Ltd. Director, Indoor Air Quality (IAQ) Business Division
Hiroyuki Tominaga	Managing Executive Officer, CIO	Managing Officer, Heating & Ventilation A/C Company, Panasonic Corporation CIO Managing Officer, Cold Chain Solutions Company, Panasonic Corporation CTO, In charge of IT CIO, Sustainable & Climate Tech Group
Enrique Vilamitjana	Managing Executive Officer, In charge of the European Regional Group of Companies	Managing Officer, Heating & Ventilation A/C Company, Panasonic Corporation Europe Region Head
Tadashi Chiba	Executive Officer, Director, Heating and Cooling Devices Business Division	President, Panasonic Life Solutions India Pvt. Ltd. President, Panasonic Operational Excellence India

Name	Title / New Responsibilities	Title / Current Responsibilities
Masaru Ono	Executive Officer, Representative Director, Member of the Board, President, Panasonic Environmental Systems & Engineering Co., Ltd.	Representative Director, Member of the Board, President, Panasonic Environmental Systems & Engineering Co., Ltd.

Note: The reference to Panasonic Corporation in the "Current Responsibilities" section pertains to Panasonic Corporation as of February 4, 2026.

9. Panasonic Corporation

●List of Members of the Board of Directors and Audit & Supervisory Board Members (Effective April 1)

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

Title	Name
Representative Director	Akira Toyoshima
Representative Director	Shintaro Inaba
Director	Michimasa Matsumoto
Director	Masaharu Nakayama
Director	Yasuo Tonooka
Senior Audit & Supervisory Board Member	Hiroyuki Iwaki
Senior Audit & Supervisory Board Member	Mitsuhiro Miyashita
Audit & Supervisory Board Member	Hiroshi Saito

●List of Executive Officers 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
Akira Toyoshima	President, CEO, In charge of FF Customer Support & Management and DEI Promotion	Representative Director, Members of the Board, President, Panasonic Entertainment and Communication Co., Ltd. CEO, In charge of DEI Promotion Leader, Smart Life Project CEO

Name	Title / New Responsibilities	Title / Current Responsibilities
Ayumu Kinoshita	Executive Vice President, CMO ² , In charge of Major Appliances Business, Director, Refrigerator Division	Executive Vice President, Panasonic Corporation President, China and Northeast Asia Company In charge of DEI Promotion Vice President, Living Appliances and Solutions Company Director, Kitchen Appliances Business Division Director, Refrigerator and Dishwasher Business Unit Director, Refrigerator Strategic Business Unit In charge of Refrigeration and Insulation Devices Business Assistant leader, Smart Life Project CMO ² In charge of Major Appliances Business
Masaharu Nakayama	Executive Vice President, In charge of China and Northeast Asia Business, CSO	Vice President, China and Northeast Asia Company, Panasonic Corporation Assistant Leader, Smart Life Project In charge of China and Northeast Asia Business CSO
Masaru Fujimoto	Managing Executive Officer, Deputy CSO	Vice President, Living Appliances and Solutions Company, Panasonic Corporation In charge of Corporate Planning Deputy CSO, Smart Life Project
Shintaro Inaba	Managing Executive Officer, CFO	Managing Officer, Living Appliances and Solutions Company, Panasonic Corporation In charge of Accounting and Legal CFO, Smart Life Project
Hiroshi Kutsumi	Managing Executive Officer, CTO	Managing Officer, Living Appliances and Solutions Company, Panasonic Corporation In charge of Technology Director, Living Products Innovation Division In charge of Product ME, General Manager, ECM Reform Promotion Office General Manager, Innovation Strategy Office Director, Engineering Academy CTO, Smart Life Project
Lin Yibin	Managing Executive Officer, Deputy of the China and Northeast Asia Business Director, Smart Life Appliances Business Division	Managing Officer, China and Northeast Asia Company, Panasonic Corporation Director, Smart Life Appliances Business Division Deputy of the China and Northeast Asia Business, Smart Life Project

Name	Title / New Responsibilities	Title / Current Responsibilities
Michimasa Matsumoto	Managing Executive Officer, CLO In Charge of Risk Management, and Pharmaceutical Affairs	Managing Executive Officer, Panasonic Corporation, CLO In charge of Risk Management and Pharmaceutical Affairs, CLO, Smart Life Project
Yoshiyuki Namba	Managing Executive Officer, In charge of Small Appliances Business	Managing Officer, Living Appliances and Solutions Company, Panasonic Corporation In charge of Small Appliances Business, Smart Life Project
Nobuyuki Shimobayashi	Managing Executive Officer, CPO Director, Procurement Center	Managing Officer, Living Appliances and Solutions Company, Panasonic Corporation Manager, Procurement Center, Business Process Innovation Division CPO, Smart Life Project
Tan Yuewen	Managing Executive Officer, CIO	Managing Officer, China and Northeast Asia Company, Panasonic Corporation CSO, CIO, CIO, Smart Life Project
Yasuo Tonooka	Managing Executive Officer, CHRO, In charge of General Affairs	Managing Officer, Living Appliances and Solutions Company, Panasonic Corporation In charge of Human Resources and General Affairs CHRO, Smart Life Project
Toshiyuki Tsumura	Managing Executive Officer, In charge of AVC Business, Director, Imaging Solution Business Division	Executive Vice President, Panasonic Entertainment and Communication Co., Ltd. Director, Imaging Solution Business Division In charge of AVC Business, Smart Life Project

Note: The reference to Panasonic Corporation in the "Current Responsibilities" section pertains to Panasonic Corporation as of February 4, 2026.

(Notes)

CEO	Chief Executive Officer
CAIO	Chief AI Officer
CCO	Chief Creative Officer
CDO	Chief Digital Officer
CFO	Chief Financial Officer
CHRO	Chief Human Resources Officer
CIO	Chief Information Officer
CLO	Chief Legal Officer
CMO ¹	Chief Manufacturing Officer
CMO ²	Chief Marketing Officer
COO	Chief Operating Officer
CPO	Chief Productivity Officer
CRO	Chief Risk Management Officer
CSO	Chief Strategy Officer
CTO	Chief Technology Officer
CTRO	Chief Transformation Officer

GC	General Counsel
SRO	Solution Revenue Officer