

**Panasonic Industry Announces Personnel Changes of Directors
and Executive Officers**

Tokyo, Japan, February 20, 2026 – Panasonic Industry Co., Ltd. today announced that its Board of Directors has resolved the following appointments of Executive Officers, effective April 1, 2026. The Board has also approved the proposed appointments of Directors and Audit & Supervisory Board Members, which are scheduled to take effect in June 2026.

The personnel changes scheduled for June 2026 will be formally approved at the Ordinary General Meeting of Shareholders and subsequently confirmed at the Board of Directors meeting to be held in June.

1. Assignment of Responsibility as a Member of the Board of Directors (June 2026)

Name	Title
Takayuki Mihara	Director

2. Assignment of Responsibility as a Member of the Audit & Supervisory Board Member (June 2026)

Name	Title
Takahiko Fujimori	Senior Audit & Supervisory Board Member

3. Resignation of Members of the Board of Directors (June 2026)

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

Name	Title
Koji Sato	Representative Director
Satoshi Nakaya	Director

4. Resignation of Members of the Audit & Supervisory Board Members (June 2026)

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

Name	Title
Takuya Abiru	Senior Audit & Supervisory Board Member
Toshihiko Ueda	Senior Audit & Supervisory Board Member

5. List of Members of the Board of Directors and Audit & Supervisory Board Members
(Effective as of the Ordinary General Meeting of Shareholders)

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

Name	Title
Masato Ozawa	Representative Director
Ryo Kitaori	Director
Takayuki Mihara	Director
Motoshi Hisada	Senior Audit & Supervisory Board Member
Takahiko Fujimori	Senior Audit & Supervisory Board Member
Hiroshi Saito	Audit & Supervisory Board Member

6. Assignment of Executive Officers (April 1st)

Names are listed in alphabetical order of last name.

Name	Current Responsibilities
Haruhiko Kuwata	Assistant Director of Electronic Materials Business Division
Takayuki Mihara	General Manager of Device Solutions Business Accounting Department, Accounting Center
Naoto Saito	Assistant Director in charge of Circuit Components Business, Director, Resistor & Sensor Business Unit

7. Resignation of Executive Officers

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

Name	Title / Current Responsibilities
Yoshitaka Teraoka	Executive Vice President, In charge of Marketing & Sales, Director, Global Marketing & Sales Division
Hideyuki Honoki	Managing Executive Officer, Director, Electronic Materials Business Division
Satoshi Nakaya	Managing Executive Officer, CTO, Director of Engineering Division, In charge of Intellectual Property
Koji Sato	Managing Executive Officer, CFO

8. List of Executive Officers and their Responsibilities

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

Name	Title / New Responsibilities	Title / Current Responsibilities
Masato Ozawa	President, CEO, In charge of DEI Promotion, <u>CTO</u>	President, CEO, In charge of DEI Promotion
Yasuo Nishiura	<u>Executive Vice President, In charge of Strategic Marketing & Sales,</u> <u>Director, Global Marketing & Sales Division</u>	Managing Executive Officer, Director, Devices Solutions Business Division
Shigeo Okuda	Executive Vice President, In charge of Quality Management, Environment, Manufacturing, <u>General Affairs</u>	Executive Vice President, In charge of Quality Management, Environment, Manufacturing
Ryo Kitaori	Managing Executive Officer, CSO, In charge of Brand and Communication Strategy	Managing Executive Officer, CSO, In charge of Brand and Communication Strategy
Hiroko Kitatani	Managing Executive Officer, CLO, In charge of Risk Management	Managing Executive Officer, CLO, In charge of Risk Management
Satoshi Komoda	Managing Executive Officer, Director, Electromechanical Control Business Division	Managing Executive Officer, Director, Electromechanical Control Business Division
Haruhiko Kuwata	<u>Managing Executive Officer,</u> <u>Director, Electronic Materials</u> <u>Business Division</u>	Assistant Director of Electronic Materials Business Division
Takayuki Mihara	<u>Managing Executive Officer,</u> <u>CFO</u>	General Manager of Device Solutions Business Accounting Department Accounting Center
Satoshi Nakayama	Managing Executive Officer, Director, Industrial Device Business Division	Managing Executive Officer, Director, Industrial Device Business Division

Name	Title / New Responsibilities	Title / Current Responsibilities
Naoto Saito	<u>Managing Executive Officer,</u> <u>Director, Devices Solutions</u> <u>Business Division</u>	Assistant Director in charge of Circuit Components Business, Director, Resistor & Sensor Business Unit
Toshiya Umemura	Managing Executive Officer, CHRO	Managing Executive Officer, CHRO, <u>In charge of General</u> <u>Affairs</u>
Zhiming Yin	Managing Executive Officer, Regional Head for China	Managing Executive Officer, Regional Head for China, <u>In</u> <u>charge of China Industrial</u> <u>Automation Solutions Business</u>

Underline signifies a change in responsibilities

(Note)

CEO: Chief Executive Officer

CFO: Chief Financial Officer

CSO: Chief Strategy Officer

CTO: Chief Technology Officer

CHRO: Chief Human Resources Officer

CLO: Chief Legal Officer

DEI: Diversity, Equity & Inclusion

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