

Panasonic HD Announces Changes in Directors and Audit & Supervisory Board Members and Others

Osaka, Japan, March 31, 2026 – Panasonic Holdings Corporation (Panasonic HD) today announced that following deliberations by the Nomination Advisory Committee, new members of the Board of Directors, the Audit & Supervisory Board, and other positions at Panasonic Holdings Corporation were informally elected during a meeting of the Board of Directors on March 31, 2026.

The appointees will assume their respective roles on June 22, 2026.

In addition, other organizational and personnel changes effective as of April 1, 2026, were also announced.

Personnel changes slated to take effect as of June 22, 2026 are planned to be made official at the Ordinary General Meeting of Shareholders, and at the subsequent Board of Directors' Meeting and the Audit & Supervisory Board Members' Meeting, to be held on June 22, 2026.

1. Assignment of Responsibilities of the Board of Directors (Effective June 22)

Names are listed in order of position.

Title	Name
Director	Eiichi Katayama
Director (Outside)	Yasushi Shingai

2. Resignation of the Board of Directors (Effective June 22)

Names are listed in order of position.

Title	Name
Representative Director	Tetsuro Homma
Director (Outside)	Kuniharu Nakamura

Note: Mr. Tetsuro Homma will be assigned as a Corporate Advisor effective June 22, 2026

3. List of Members of the Board of Directors and Audit & Supervisory Board Members

(Effective June 22)

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

Title	Name (Main executive roles/affiliations)
Representative Director	Yuki Kusumi (Group CEO)
Representative Director	Hajime Tamaoki (Group CTRO)
Director	Eiichi Katayama (In charge of HVAC & CC Business)
Director	Ayako Shotoku (Group GC, Group CRO)
Director	Kazuyo Sumida (Group CSO)
Director	Akira Waniko (Group CFO)
Director (Outside)	Shinobu Matsui (Senior Executive Officer, Uzabase, Inc.)
Director (Outside)	Yutaka Matsuo (Professor, Graduate School of Engineering, The University of Tokyo)
Director (Outside)	Keita Nishiyama (Senior Executive Fellow, IGPI Group, Inc.)
Director (Outside) Chairperson of the Board of Directors	Michitaka Sawada (Senior Advisor, Kao Corporation)
Director (Outside)	Junko Seto (Managing Executive Officer, Asahi Group Japan, Ltd.)
Director (Outside)	Ryusuke Shigetomi (Chairman and Representative Director, Black Stone Group Japan K.K.)
Director (Outside)	Yasushi Shingai (Honorary Company Fellow, Japan Tobacco Inc.)
Senior Audit & Supervisory Board Member	Hidetoshi Baba
Senior Audit & Supervisory Board Member	Yoshiaki Tokuda
Audit & Supervisory Board Member (Outside)	Akihiro Eto (Daimler Truck Holding AG Member of the Supervisory Board and its Audit Committee)
Audit & Supervisory Board Member (Outside)	Akihiko Nakamura (President, Akihiko Nakamura CPA Office)
Audit & Supervisory Board Member (Outside)	Setsuko Yufu (Senior Partner, Atsumi & Sakai Foreign Law Joint Enterprise)

(Notes) 1. Directors with titles and Chairperson of the Board of Directors are planned to be made official at the Ordinary General Meeting of Shareholders, and at the subsequent Board of Directors' Meeting to

be held on June 22, 2026.

2. Ms. Shinobu Matsui, Mr. Yutaka Matsuo, Mr. Keita Nishiyama, Mr. Michitaka Sawada, Ms. Junko Seto, Mr. Ryusuke Shigetomi, and Mr. Yasushi Shingai, are Outside Directors as stipulated in Article 2, Item 15 of the Companies Act.
3. Mr. Akihiro Eto, Mr. Akihiko Nakamura, and Ms. Setsuko Yufu are Outside Audit & Supervisory Board Members as stipulated in Article 2, Item 16 of the Companies Act.
4. All Outside Directors/Audit & Supervisory Board Members are designated as independent directors/audit & supervisory board members pursuant to the Company's policy on the independence of Outside Directors and Outside Audit & Supervisory Board Members which was established based on the independence standard required by financial instruments exchanges such as Tokyo Stock Exchange.

4. List of Executive Officers and their Responsibilities (Effective June 22)

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

Name	Title / Effective June 22	Title / Effective April 1
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 Business CEO, In charge of Operational Excellence Business ** Representative Director, Member of the Board, President, Panasonic Operational Excellence Co., Ltd. CEO, In charge of DEI Promotion	Executive Vice President, Group CTRO In charge of Cyber Security, Procurement, Logistics, and Occupational Safety and Health Director Business CEO, In charge of Operational Excellence Business ** Representative Director, Member of the Board, President, Panasonic Operational Excellence Co., Ltd. CEO, In charge of DEI Promotion
Hideyasu Chikata	Executive Officer Group CIO	Executive Officer Group CIO
Tatsuo Kinoshita	Executive Officer, Group CHRO In charge of Group DEI Promotion, General Affairs and Social Relations, and Executive Support Office	Executive Officer, Group CHRO In charge of Group DEI Promotion, 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

Name	Title / Effective June 22	Title / Effective April 1
Masaharu Nakayama	Executive Officer, Group Regional Head for China & Northeast Asia ** Director, Executive Vice President, Panasonic Corporation In charge of China and Northeast Asia Business, CSO Chairperson, Panasonic Corporation of China	Executive Officer, Group Regional Head for China & Northeast Asia ** Director, Executive Vice President, Panasonic Corporation In charge of China and Northeast Asia Business, CSO Chairperson, Panasonic Corporation of China
Michiko Ogawa	Executive Officer, In charge of Government and External Relations, and Corporate Citizenship Activities ** Chief Sound Meister and Brand Ambassador, Technics Business Promotion, Panasonic Corporation	Executive Officer, In charge of Government and External Relations, and Corporate Citizenship Activities ** Chief Sound Meister and Brand Ambassador, Technics Business Promotion, Panasonic Corporation
Tatsuo Ogawa	Executive Officer, Group CTO, and Director, Green Transformation Division In charge of Pharmaceutical Affairs, and Prime Planet Energy & Solutions, Inc. *Group CTO is in charge of technology, manufacturing technology and engineering, quality, environment, intellectual property, and CS	Executive Officer, Group CTO, and Director, Green Transformation Division In charge of Pharmaceutical Affairs, and Prime Planet Energy & Solutions, Inc. *Group CTO is in charge of technology, manufacturing technology and engineering, quality, environment, intellectual property, and CS
Akira Sakakibara	Executive Officer, Group CAIO **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	Executive Officer, Group CAIO **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
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
Hirofumi Suzuki	Executive Officer, SRO, In charge of Solution Partners ** Executive Vice President, Panasonic Electric Works Co., Ltd. CIO, In charge of Supply Chain Management and Logistics	Executive Officer, SRO, In charge of Solution Partners ** Executive Vice President, Panasonic Electric Works Co., Ltd. CIO, In charge of Supply Chain Management and Logistics
Shigeo Usui	Executive Officer, Group CCO General Manager, Brand and Communications Strategy Group	Executive Officer, Group CCO General Manager, Brand and Communications Strategy Group

Name	Title / Effective June 22	Title / Effective April 1
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	Business CEO In charge of HVAC & CC Business ** Representative Director, Member of the Board, President, Panasonic HVAC & CC Co., Ltd. CEO, CSO In charge of DEI Promotion Representative Director, Chairperson of the Board, Panasonic HVAC & CC Systems Co., Ltd.	Business CEO In charge of HVAC & CC Business ** Representative Director, Member of the Board, President, Panasonic HVAC & CC Co., Ltd. CEO, CSO In charge of DEI Promotion Representative Director, Chairperson of the Board, Panasonic HVAC & CC Systems Co., Ltd.
Kiyoshi Otaki	Business CEO, In charge of Electric Works Business ** Representative Director, Member of the Board, President, Panasonic Electric Works Co., Ltd. CEO, In charge of DEI Promotion	Business CEO, In charge of Electric Works Business ** Representative Director, Member of the Board, President, Panasonic Electric Works Co., Ltd. CEO, In charge of DEI Promotion
Masato Ozawa	Business CEO In charge of Industry Business ** Representative Director, Member of the Board, President, Panasonic Industry Co., Ltd. CEO, In charge of DEI Promotion, and CTO	Business CEO In charge of Industry Business ** Representative Director, Member of the Board, President, Panasonic Industry Co., Ltd. CEO, In charge of DEI Promotion, and CTO
Ken Sain	Business CEO In charge of Connect Business ** CEO, Panasonic Connect Group CEO, Panasonic Avionics Corporation	Business CEO In charge of Connect Business ** CEO, Panasonic Connect Group CEO, Panasonic Avionics Corporation
Kazuo Tadanobu	Business CEO In charge of Energy Business ** Representative Director, Member of the Board, President, Panasonic Energy Co., Ltd. CEO, In charge of DEI Promotion	Business CEO In charge of Energy Business ** Representative Director, Member of the Board, President, Panasonic Energy Co., Ltd. CEO, In charge of DEI Promotion
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	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

* Supplemental information on the scope of administration

** Responsibilities at Operating Companies other than Panasonic Holdings Corporation

5. Organizational Change and Personnel Change (Effective April 1)

Objectives and Content

In order to more clearly define the organization as one that supports the activities of the Group CIO—including the formulation and execution of IT and Digital strategies aligned with business strategies, the development of IT infrastructure, and the promotion of data utilization—the name of the Transformation Promotion Department will be changed to the Group Digital Division.

Appointment:

Name	New Responsibilities	Current Responsibilities
Akio Toyoda	<u>Director, Group Digital Division</u> **Executive Officer, Panasonic Operational Excellence Co., Ltd. In charge of Information Systems, and <u>Director, Digital Strategy Division</u>	<u>General Manager, Transformation Promotion Department</u> **Executive Officer, Panasonic Operational Excellence Co., Ltd. In charge of Information Systems, and <u>Director, Information Systems Division</u>

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

(Notes)

- CEO Chief Executive Officer
- CAIO Chief AI Officer
- CCO Chief Creative Officer
- CFO Chief Financial Officer
- CHRO Chief Human Resources Officer
- CIO Chief Information 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

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/>