

Fiscal 2020 Financial Results

May 18, 2020
Panasonic Corporation



Notes: 1. This is an English translation from the original presentation in Japanese.
2. In this presentation, "Fiscal 2020" or "FY20" refers to the year ended March 31, 2020.
In addition, "Fiscal 2021" or "FY21" refers to the year ending March 31, 2021.

Summary of FY20 Full-Year Results

● Fiscal 2020 Financial Results

vs.
forecast

- **Results broadly in line with revised forecast** (as of April 27, 2020)

vs.
FY19

- **Overall sales decreased** due to impact from spread of novel coronavirus disease (COVID-19), in addition to business portfolio reform and weak investment demand in China
- **Adjusted operating profit decreased** with decreased sales despite steady progress such as reducing fixed costs
- **Operating profit and net profit* decreased** due mainly to business restructuring expenses
- **FCF improved significantly and ensured sufficient cash liquidity**

● Fiscal 2021 Forecast

- **To be disclosed when reasonable calculations are possible, considering the great uncertainty of COVID-19 impact**

* Net profit attributable to Panasonic Corporation stockholders



Fiscal 2020 Financial Results

FY20 Full-Year Results

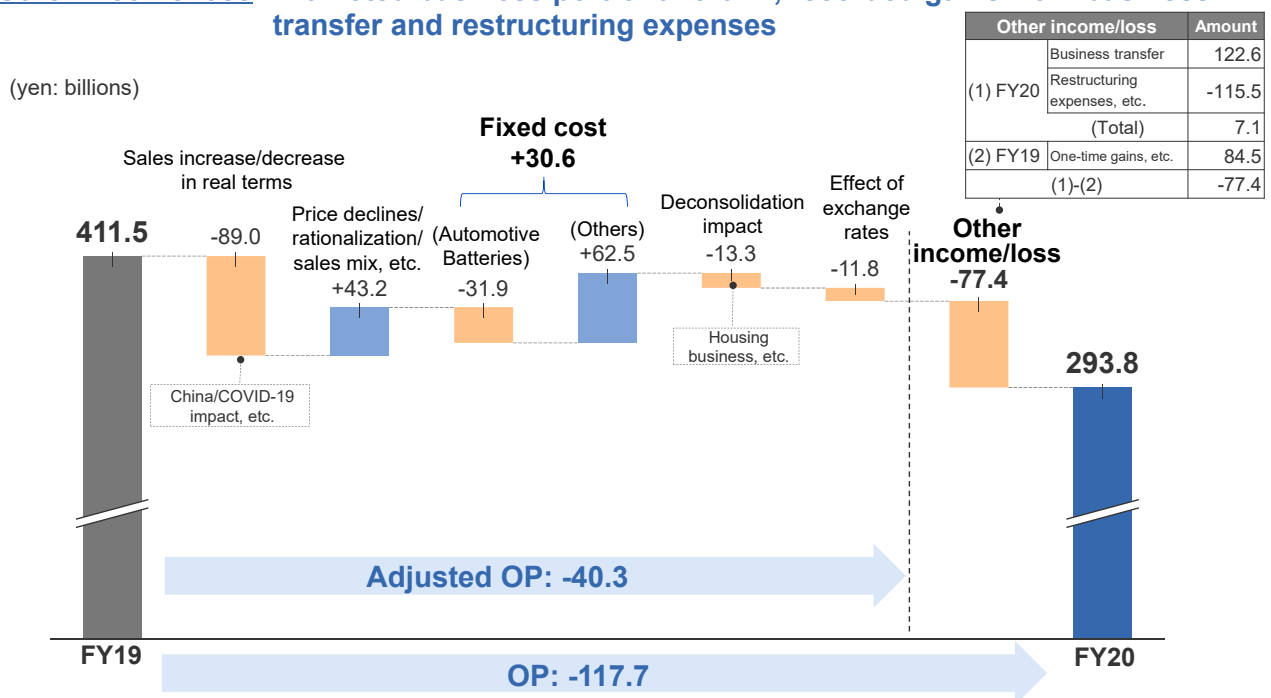
- **Sales:** Decreased due to COVID-19 impact in addition to business portfolio reform and weak investment demand in China
- **Adjusted operating profit:** Decreased due to decreased sales, despite steady progress such as fixed cost reduction
- **Operating profit and net profit:** Decreased due mainly to restructuring expenses

(yen: billions)	FY20	FY19	vs. FY19 / Difference		FY20 (e) (as of Apr. 27, 2020)	vs.FY20(e) Difference
Sales	7,490.6	8,002.7	-6%	-512.1	7,450.0	+40.6
Adjusted operating profit** (OPM)	286.7 (3.8%)	327.0 (4.1%)	-12%	-40.3	290.0 (3.9%)	-3.3
Other income/loss***	7.1	84.5	-	-77.4	10.0	-2.9
Operating profit (OPM)	293.8 (3.9%)	411.5 (5.1%)	-29%	-117.7	300.0 (4.0%)	-6.2
Non-operating income/loss	-2.7	5.0	-	-7.7	-10.0	+7.3
Profit before income taxes	291.1	416.5	-30%	-125.4	290.0	+1.1
Net profit attributable to Panasonic Corporation stockholders	225.7	284.1	-21%	-58.4	210.0	+15.7
ROE	11.5%	15.7%		-4.2%		
Dividends (year-end)	30 yen (15 yen)	30 yen (15 yen)	-	-		
Exchange rates						
	1 US dollar	109 yen	111 yen			
	1 Euro	121 yen	128 yen			
	1 Renminbi	15.6 yen	16.5 yen			

* In real terms excluding the effect of exchange rates
 ** Adjusted OP = Sales - Cost of sales - SG&A
 *** Other income/loss = Other income (expenses) + Share of profit of investments accounted for using the equity method

FY20 Operating Profit Analysis

- **Adjusted OP:** Fixed cost reduction and others partially offset decreased sales due to factors including COVID-19 impact
- **Other income/loss:** Promoted business portfolio reform, recorded gains from business transfer and restructuring expenses



FY20 Results by Segment (Full-Year):

Comparison with FY20(e) as of February 3, 2020, without factoring in COVID-19 impact

- **Adjusted operating profit: COVID-19 mainly impacted Appliances and Connected Solutions**
- **Other income/loss: Increased gains from business transfer, etc. despite impairment loss and others affected by COVID-19**

(yen: billions)	Sales	vs. FY19 (In real terms excl. effect of exchange rates)	vs. FY20(e)	Adjusted OP	vs. FY19	vs. FY20(e)	Other income/ loss	vs. FY19	vs. FY20(e)	OP	vs. FY19	vs. FY20(e)
Appliances	2,592.6	-6% (-4%)	-97.4	71.1	-12.5	-12.9	-15.4	-17.4	-7.9	55.7	-29.9	-20.8
Life Solutions	1,912.5	-6% (-6%)	-47.5	98.1	+8.2	-1.9	81.7	+107.0	+7.2	179.8	+115.2	+5.3
Connected Solutions	1,035.7	-8% (-6%)	-74.3	76.2	-23.7	-4.8	16.0	+21.5	-2.0	92.2	-2.2	-6.8
Automotive	1,482.4	-3% (-1%)	-27.6	-30.5	-18.7	+9.0	-16.1	-15.8	-11.6	-46.6	-34.5	-2.6
Industrial Solutions	1,282.7	-10% (-7%)	-17.3	37.6	-25.9	-2.4	-33.0	-38.1	-6.0	4.6	-64.0	-8.4
Other	295.4	-4%	-4.6	9.7	+5.7	+7.7	-2.1	+0.2	-0.1	7.6	+5.9	+7.6
Eliminations & adjustments	-1,110.7	-	+59.3	24.5	+26.6	-8.0	-24.0	-134.8	+27.5	0.5	-108.2	+19.5
Total	7,490.6	-6%	-209.4	286.7	-40.3	-13.3	7.1	-77.4	+7.1	293.8	-117.7	-6.2
Appliances (Production and sales consolidated)	2,649.3	-6% (-4%)	-110.7	68.2	-13.0	-15.8	-15.3	-17.3	-7.8	52.9	-30.3	-23.6

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Fiscal 2020 Financial Results

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FY20 Sales and Operating Profit Analysis by Segment (Comparison with FY19)

Major increase/decrease factors

AP	Sales	Decreased overall due to decreased sales in Smart Life Network and COVID-19 impact, despite sales increase in air-conditioners
	OP	Decreased due to decreased sales in Smart Life Network, COVID-19 impact, restructuring expenses and others, despite profit increases with Home Appliances in Japan, as well as air-conditioners
LS	Sales	Decreased due mainly to deconsolidation impact of Panasonic Homes, etc., despite steady sales such as electrical construction materials and Housing Systems
	OP	Increased due to profit increase in housing-related businesses such as Housing Systems, along with recording gains from business transfer
CNS	Sales	Decreased due to decreased sales in Process Automation and Avionics, as well as COVID-19 impact on all businesses
	OP	Decreased due to decreased sales resulting mainly from COVID-19 impact, despite profit increases in Mobile Solutions and PSSJ*, as well as gains from business transfer
AM	Sales	Decreased due to investment effect of production expansion for Automotive Batteries being unable to offset decreased sales resulting from market slowdown, COVID-19 impact, and product cycle trend of Automotive Solutions
	OP	Decreased due mainly to increased fixed costs for automotive prismatic batteries, increased development expenses to onboard charging systems for orders received in Europe, and goodwill impairment, despite significantly improved profitability of automotive cylindrical batteries
IS	Sales	Decreased due mainly to trade friction between the U.S. and China, along with COVID-19 impact
	OP	Decreased due mainly to decreased sales and impairment loss of semiconductor business

Note: Names of each Segment are as follows;

AP: Appliances, LS: Life Solutions, CNS: Connected Solutions, AM: Automotive, IS: Industrial Solutions

* Panasonic System Solutions Japan Co., Ltd.

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Fiscal 2020 Financial Results

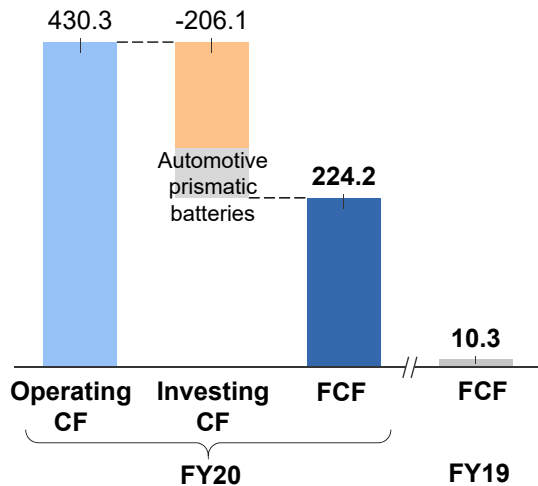
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FCF and Cash

• **FCF: Improved significantly from FY19**

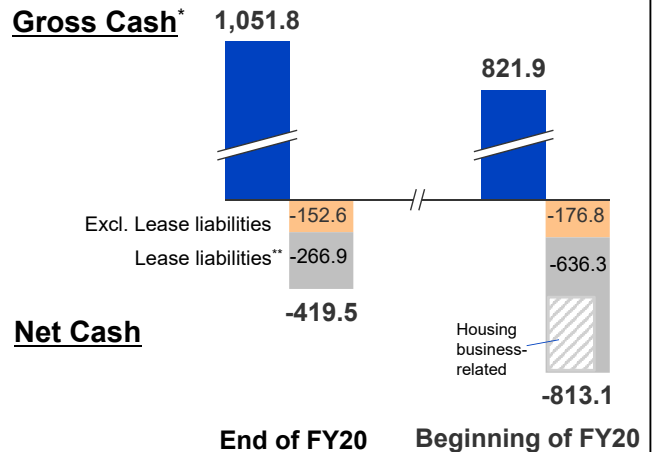
- Contributed by investment control and reduction of inventories, as well as business transfer and other factors

(yen: billions)



• **Cash: Ensured sufficient liquidity**

- **Gross cash:** Secured over 1 trillion yen. In addition, entered into commitment line agreements (total of 700.0 billion yen) to secure a means of stable financing
- **Net cash:** Improved significantly due to FCF improvement and reduction of lease liabilities through business reorganization



* Total of cash "cash and cash equivalents" and time deposits and others included in "other financial assets"
 ** Lease liabilities by applying IFRS 16

Business Portfolio Reform Progress

- **Promoted Co-creation initiatives (automotive prismatic battery, town development, and security systems)**
- **Set a firm direction for loss-making businesses including semiconductors, liquid crystal display panels, and solar**

Enhance competitiveness through Co-creation

Automotive prismatic battery business

- Established Prime Planet Energy & Solutions Inc., a joint venture with Toyota Motor Corporation (April 1, 2020)

Town development business

- Established Prime Life Technologies Corporation, a joint venture with Toyota Motor Corporation (January 7, 2020)

Security systems business

- Announced strategic co-investment with Polaris Capital Group Co., Ltd. (May 31, 2019). Completed reorganization (November, 2019)

Improve profitability

Semiconductor business

- Announced transfer of semiconductor business (November 28, 2019). Scheduled to complete in June 2020. (subject to approval from relevant authorities)
- * Announced transfer part of discrete semiconductor business (April 23, 2019). Completed end-November, 2019.

Liquid crystal display panel business

- Announced end of production of liquid crystal display panels by 2021 (November 21, 2019)

Solar business

- Announced optimization of development & production capability (May 9, 2019). To be completed subject to approval from relevant authorities.
- Announced to wind down production in Buffalo, NY, USA. (February 26, 2020). Scheduled to cease production by the end of May 2020 and exit the facility by the end of September 2020.

TV business

- Aim to eliminate losses during FY22 through structural reform. (Terminated TV production in Mexico at the end of July 2019)

Lighting business

- Announced share transfer of European lighting device company (February 5, 2020). Transfer completed (late February 2020)

Note: Changes after 3Q announcement are underlined

■ Pursued steady execution of business portfolio reform

- Promoted co-creation
- Set the direction for loss-making businesses

■ Enhanced management structure

- Reduced fixed costs
- Improved cash flows

Outlook for FY2021

- Response to spread of COVID-19
- Factors affecting financial performance:
 - (1) COVID-19 impact on businesses (FY21 1Q)
 - (2) Initiatives to improve profitability

Response to spread of COVID-19

Securing health and safety of various stakeholders (customers, business partners, employees and others)

- In accordance with laws and policies in nations and regions, executing initiatives toward preventing further spread of disease as the highest priority

[Initiatives]

- Implementing basic policy of working from home as much as possible by employees who can.
- Taking measures to prevent infection in manufacturing fronts (in addition, taking thorough safety measures in case of outbreak)

Contributing to society

- Helping to solve social concerns by utilizing group resources, providing products and services as well as medical supplies, etc.

[Initiatives]

- [Japan] Providing supplies suitable for medical repurposing, production of face masks, and increasing battery production for medical equipment, etc.
- [Overseas] Providing supplies suitable for each nation's situations such as in China, Asia, Europe and the U.S. (Panasonic products including air-conditioners, Ziaino air purifier/sterilizers, etc., services, batteries for medical equipment, face masks, protective gears, resin materials, etc.)

Business Continuity Planning (BCP)

- Promoting countermeasures to fulfill the Company's social responsibilities

[Initiatives]

- Making best efforts to prevent spread of infection at factories while fulfilling a supplier's responsibility
- Taking initiatives to maintain and secure supply chain
- Ensuring liquidity in case of prolonging COVID-19 impact

Factors Affecting Financial Performance: (1) COVID-19 Impact on Businesses (FY21 1Q)

Demand: Impact expanding beyond China due to weak market conditions of automobile and aviation industries, and restrictions on movements within various nations

Supply : While supply chain issues in China are gradually being solved, impact of temporary factory suspensions, due to lockdowns in Asia, etc.

Changes after FY20 4Q are underlined

AP

Demand: **Decreased mainly in Japan, Europe and Asia**, due to restrictions on movement and lockdowns, etc.
Supply : Air-conditioners, TVs and others were impacted by **temporary suspension of factories in Malaysia, India, etc.**

LS

Demand: In Japan, major impact comes mainly from weak market conditions and postponed construction. **In overseas markets (e.g. India), demand decreased due to lockdowns**
Supply : **Temporary suspension of factories in India, Malaysia and Mexico** impacted wiring devices and ventilating fans, etc.

CNS

Demand: Decreased by the impact of **weakening aviation and automobile industries**, as well as entertainment industry, resulting from event cancellations
Supply : Impacted by **lower utilization at factories such as those in Asia** due to lockdowns and parts and components procurement issues

AM

Demand: **Sharp decrease impacted by customers temporarily suspending operations at factories in light of lockdowns and other concerns**
Supply : **Sharp decline in demand impacted production and utilization for Automotive Solutions and cylindrical batteries**. Automotive Solutions also impacted by parts and components procurement issues

IS

Demand: **Decreased for automotive-usage**, while impact on industrial-usage was limited
Supply : Motors and capacitors were impacted due to **temporary suspension of factories such as those in Asia** in light of lockdowns along with parts and components procurement issues

Note: Names of each Segment are as follows;

AP: Appliances, LS: Life Solutions, CNS: Connected Solutions, AM: Automotive, IS: Industrial Solutions

■ **Enhancement of management structure**

- Fixed cost reduction
- Taking measures to businesses with loss-making structures

■ **Achieve profitability with automotive business**

■ **Continue and accelerate business portfolio reform**

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(Reference) FY20 Full-Year Operating Profit & Net Profit

(yen: billions)

	FY20	FY19	vs. FY19 Difference
Operating profit	293.8	411.5	-117.7
Non-operating income/loss	-2.7	5.0	-7.7
Profit before income taxes	291.1	416.5	-125.4
Income taxes	-51.1	-113.8	+62.7
Net profit	240.0	302.7	-62.7
Net profit attributable to Panasonic Corporation stockholders	225.7	284.1	-58.4
Net profit attributable to non-controlling interests	14.3	18.6	-4.3

(Reference) Segment Information

Appliances

(Production and sales consolidated)

Overview

(yen: billions)

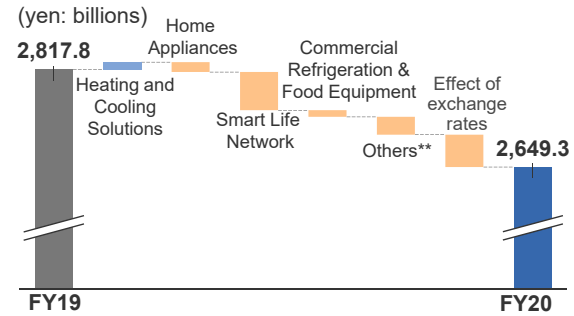
	FY20	vs. FY19/ Difference
Sales	2,649.3	-6% (-4%)*
Adjusted operating profit	68.2 (2.6%)	-13.0
Other income/loss	-15.3	-17.3
Operating profit	52.9 (2.0%)	-30.3

* In real terms excluding the effect of exchange rates

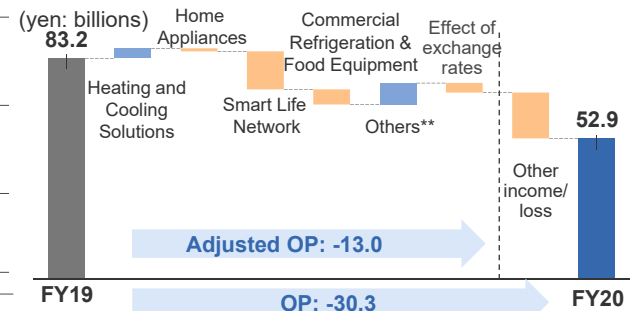
Major increase/decrease factors

Sales / Adjusted OP	Category	Factor
Sales / Adjusted OP	Heating and Cooling Solutions	Sales and profit increased due to stable growth in overseas room air-conditioners mainly in Asia and Europe, and stable sales of commercial air-conditioners in Japan.
	Home Appliances	Sales and profit decreased due to sluggish overseas sales mainly in China and Asia as well as COVID-19 impact, despite stable sales of washing machines, refrigerators, and personal-care products in Japan
	Smart Life Network	Sales and profit decreased due to sluggish sales of TVs / digital cameras mainly in Europe, despite stable sales of TVs in Japan
	Commercial Refrigeration & Food Equipment	Sales and profit decreased due to sluggish sales of showcases for large-scale stores in Japan
Other income/loss		Decreased due to restructuring expenses of TVs, drink vending machines and others

Sales: Decreased due to decreased sales in Smart Life Network and COVID-19 impact despite sales increase in air-conditioners



OP: Decreased due to decreased sales in Smart Life Network, COVID-19 impact, restructuring expenses and others despite profit increases with Home Appliances in Japan, as well as air-conditioners



** Refrigeration and Air-Conditioning Devices BD, Smart Energy System BD, sales of other Divisional Company products, headquarter-related, eliminations, etc.

(Reference) Segment Information

Life Solutions

Overview

(yen: billions)

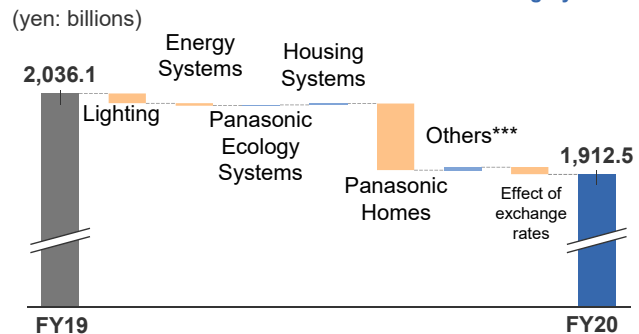
	FY20	vs. FY19/ Difference
Sales	1,912.5	-6% (-6%)*
Adjusted operating profit	98.1 (5.1%)	+8.2
Other income/loss	81.7	+107.0
Operating profit	179.8 (9.4%)	+115.2

* In real terms excluding the effect of exchange rates

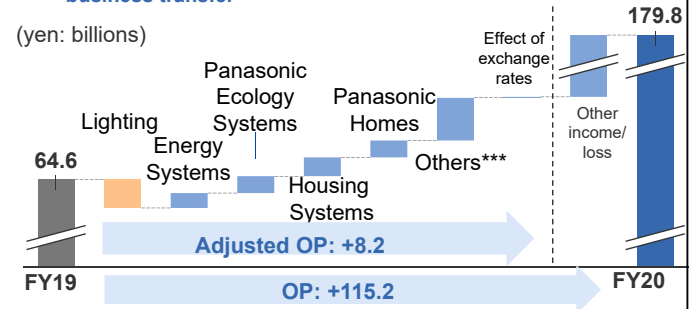
Major increase/decrease factors

Sales / Adjusted OP	Category	Factor
Sales / Adjusted OP	Lighting	Sales and profit decreased due mainly to sluggish sales of devices in Europe and U.S. despite stable sales of lighting in Asia and Japan.
	Energy Systems	Sales decreased due to sluggish solar business, despite sales in wiring devices was the same level as previous year. Achieved profit increase due mainly to reduced fixed costs.
	Panasonic Ecology Systems	Sales and profit increased due to favorable sales in indoor air quality (IAQ) business such as ventilation systems, and environmental engineering business.
	Housing Systems	Sales and profit increased due to stable sales in building materials and water-related products
	Panasonic Homes	Despite deconsolidation impact from 4Q, both sales and profit continued to be favorable due mainly to prime contractor for home building until 3Q.
Other income/loss		Increased due to gains from housing-related business transfer and others.

Sales: Decreased due mainly to deconsolidation impact of Panasonic Homes, etc., despite steady sales such as electrical construction materials and Housing Systems**



OP: Increased due to profit increase in housing-related businesses such as Housing Systems, along with recording gains from business transfer



** Electrical construction materials (e.g. wiring devices) do not include solar

*** Prime contractor business, bicycle, nursing-care, sales & marketing, eliminations, etc.

(Reference) Segment Information

Connected Solutions

Overview

(yen: billions)

	FY20	vs. FY19/ Difference
Sales	1,035.7	-8% (-6%)*
Adjusted operating profit	76.2 (7.4%)	-23.7
Other income/loss	16.0	+21.5
Operating profit	92.2 (8.9%)	-2.2

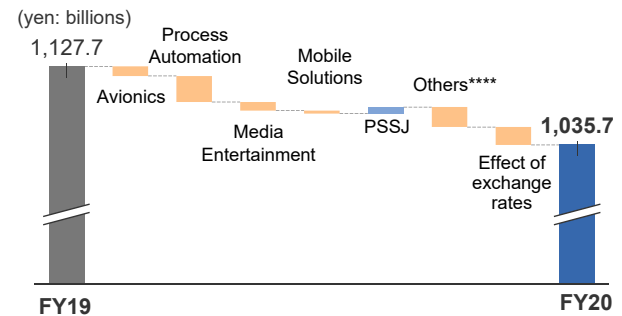
* In real terms excluding the effect of exchange rates

Major increase/decrease factors

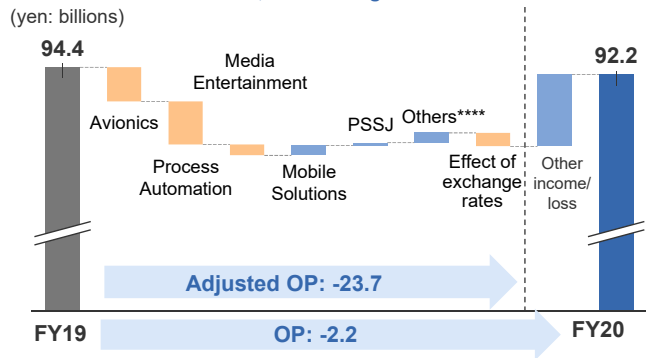
Sales / Adjusted OP	Major increase/decrease factors
Avionics	<ul style="list-style-type: none"> Sales and profit decreased due to sales decrease of IFEC** hardware resulting mainly from held-back investment in some airline companies
Process Automation	<ul style="list-style-type: none"> Sales and profit decreased: <ul style="list-style-type: none"> Capital investment stagnation resulting from trade friction between U.S. and China Decreased sales in mounting machines due to held-back investment in automobile industry, in addition to COVID-19 impact
Media Entertainment	<ul style="list-style-type: none"> Sales and profit decreased: <ul style="list-style-type: none"> Fixed costs reduction efforts were unable to offset sales decrease in major products, such as projectors and production cameras
Mobile Solutions	<ul style="list-style-type: none"> Sales decreased due to COVID-19 impact despite special demand with end of Windows 7 support leading to sales expansion of PCs in Japan Profit increased due mainly to fixed cost reductions
PSSJ***	<ul style="list-style-type: none"> Sales and profit increased due to sales expansion of solution business arising from Olympic-related projects and PC replacement demand
Other income/loss	<ul style="list-style-type: none"> Increased due to gains from security system business transfer and others

** IFEC (Inflight entertainment and connectivity)
*** Panasonic System Solutions Japan Co., Ltd.

Sales: Decreased due to decreased sales in Process Automation and Avionics, as well as COVID-19 impact on all businesses



OP: Decreased due to decreased sales resulting mainly from impact of COVID-19, despite profit increases in Mobile Solutions and PSSJ, as well as gains from business transfer



**** Includes other businesses, eliminations and others

(Reference) Segment Information

Automotive

Overview

(yen: billions)

	FY20	vs. FY19/ Difference
Sales	1,482.4	-3% (-1%)*
Adjusted operating profit	-30.5 (-2.1%)	-18.7
Other income/loss	-16.1	-15.8
Operating profit	-46.6 (-3.1%)	-34.5

* In real terms excluding effect of exchange rates

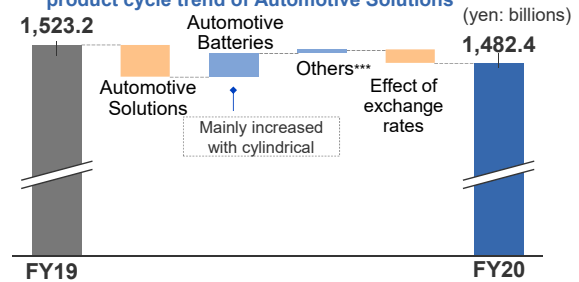
Major increase/decrease factors

Sales / Adjusted OP	Major increase/decrease factors
Automotive Solutions	<p>Sales:</p> <ul style="list-style-type: none"> Decreased: Despite expansion of growth-expected products (e.g. IVI**), sales decreased due to product cycle trend, deteriorating automobile market conditions mainly in China, and COVID-19 impact <p>Profit:</p> <ul style="list-style-type: none"> Development expenses (onboard charging systems for orders received in Europe) increased Decreased with decreased sales due mainly to product cycle trend, market slowdown and COVID-19 impact
Automotive Batteries	<p>Sales:</p> <ul style="list-style-type: none"> Prismatic: Increased with investment effect of production expansion despite COVID-19 impact Cylindrical: Increased with investment effect of production expansion at North America factory offsetting sales decrease from Japan factory <p>Profit:</p> <ul style="list-style-type: none"> Prismatic: Decreased due mainly to increased fixed costs related to production start of high-capacity cells at Himeji Factory and other factors Cylindrical: Increased due to production expansion effect at North America factory, offsetting sales decrease impact from Japan factory (excl. automotive-use.) North America factory turned profitable for 2H.
Other income/loss	<ul style="list-style-type: none"> Goodwill impairment of FICOSA business and restructuring expenses for European business sites at Automotive Solutions, etc.

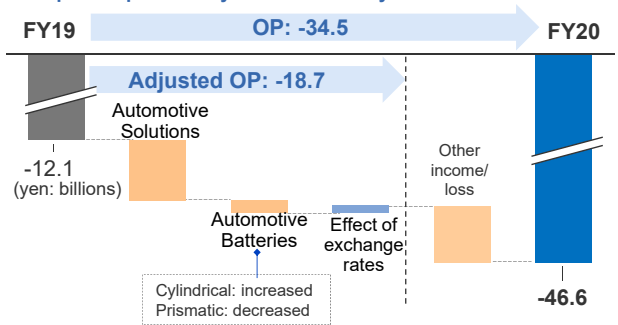
** IVI: In-Vehicle Infotainment

Note: Grouping of Businesses whose sales are disclosed
[Automotive Solutions] Automotive Infotainment Systems, HMI Systems, Automotive Systems, Ficosa

Sales: Decreased due to investment effect of production expansion for Automotive Batteries being unable to offset decreased sales resulting from market slowdown, COVID-19 impact, and product cycle trend of Automotive Solutions



OP: Decreased due mainly to increased fixed costs for automotive prismatic batteries, increased development expenses to onboard charging systems for orders received in Europe, and goodwill impairment of FICOSA business, despite significantly improved profitability of automotive cylindrical batteries



***Others: sales of other Divisional Company products, etc.

(Reference) Segment Information

Industrial Solutions

Overview

(yen: billions)

	FY20	vs. FY19/ Difference
Sales	1,282.7	-10% (-7%)*
Adjusted operating profit	37.6 (2.9%)	-25.9
Other income/loss	-33.0	-38.1
Operating profit	4.6 (0.4%)	-64.0

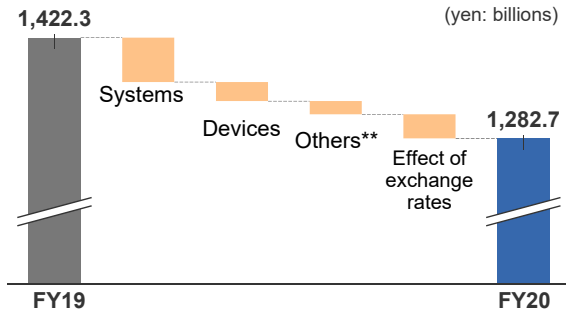
* In real terms excluding the effect of exchange rates

Major increase/decrease factors

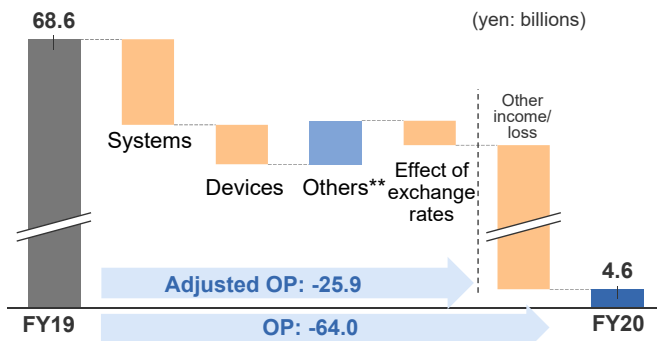
Sales / Adjusted OP	Systems	Devices	Others
	<ul style="list-style-type: none"> Sales and profit decreased due mainly to held-back capital investment in China and sluggish sales of FA sensors, motors and relays impacted by COVID-19, and shrinkage of rechargeable battery business for ICT-use, despite steady growth in automotive power supplies and storage battery systems for data centers 	<ul style="list-style-type: none"> Sales and profit decreased due to downturn in passive components (e.g. capacitors) mainly impacted by weak market conditions in China, despite steady expansion of circuit board materials for 5G infrastructure and automotive inductors 	<ul style="list-style-type: none"> Profit improved due to contract alteration in semiconductor business despite decreased sales resulting from deteriorated market conditions
Other income/loss	<ul style="list-style-type: none"> Impairment loss related to decision on semiconductor business transfer, etc. 		

Note: Grouping of Businesses whose sales are disclosed
 [Systems] Electromechanical Control, Industrial Device, Energy Solutions
 [Devices] Device Solutions, Energy Device, Electronic Materials

Sales: Decreased due mainly to trade friction between the U.S. and China, along with COVID-19 impact



OP: Decreased due mainly to decreased sales and impairment loss of semiconductor business



** Includes semiconductor, LCD, sales of other Divisional Company products, eliminations, etc.

(Reference) Relevance of Portfolio Classification in Mid-term Strategy and Disclosed Segments (FY20)

Portfolio Classification	Business areas	Appliances	Life Solutions	Connected Solutions	Automotive	Industrial Solutions
Core growth business	Spatial Solutions	Heating and Cooling Solutions, Commercial Refrigeration & Food Equipment	Lighting, Energy Systems*, Panasonic Ecology Systems	Media Entertainment		
	Gemba Process			Avionics, Process Automation, Mobile Solutions, PSSJ		
	Industrial Solutions					Systems, Devices
Revitalization business	Automotive Solutions				Automotive Solutions	
	Automotive Batteries				Automotive Batteries	
Co-creation business	Consumer Electronics	Home Appliances, Smart Life Network				
	Housing		Housing Systems, Panasonic Homes			

* Does not include Solar business

(Reference) Core Growth Business: FY20 Full-Year Results

Business area	(yen: billions)		
	FY20 results	vs. FY19	
Spatial Solutions	Sales	1,920.5	-43.9
	Adjusted OP (Adjusted OPM)	113.8 (5.9%)	-4.1
	EBITDA (EBITDA margin)	142.4 (7.4%)	-22.6
Gemba Process	Sales	886.8	-69.7
	Adjusted OP (Adjusted OPM)	68.2 (7.7%)	-19.4
	EBITDA (EBITDA margin)	86.8 (9.8%)	-14.8
Industrial Solutions	Sales	972.3	-108.5
	Adjusted OP (Adjusted OPM)	52.2 (5.4%)	-33.8
	EBITDA (EBITDA margin)	97.2 (10.0%)	-53.8
Core growth business total	Sales	3,779.6	-222.1
	Adjusted OP (Adjusted OPM)	234.2 (6.2%)	-57.4
	EBITDA (EBITDA margin)	326.5 (8.6%)	-91.2

(Reference) List of Businesses whose sales are disclosed in FY20

Businesses	Major Business Divisions	Sales Composition (Based on FY20 results)
AP <ul style="list-style-type: none"> Heating and Cooling Solutions Home Appliances Smart Life Network Commercial Refrigeration & Food Equipment 	<ul style="list-style-type: none"> Heating and Cooling Solutions BD Kitchen Appliances BD, Laundry Systems and Vacuum Cleaner BD, Beauty and Personal Care BD Smart Life Network BD Cold Chain BD, Hussmann Corporation 	
LS <ul style="list-style-type: none"> Lighting Energy Systems Panasonic Ecology Systems Housing Systems Panasonic Homes 	<ul style="list-style-type: none"> Lighting BD Energy Systems BD Panasonic Ecology Systems Co., Ltd. Housing Systems BD Panasonic Homes Co., Ltd. 	
CNS <ul style="list-style-type: none"> Avionics Process Automation Media Entertainment Mobile Solutions PSSJ 	<ul style="list-style-type: none"> Panasonic Avionics Corporation, Avionics BU Process Automation BD Media Entertainment BD Mobile Solutions BD Panasonic System Solutions Japan Co., Ltd. 	
AM <ul style="list-style-type: none"> Automotive Solutions Automotive Batteries 	<ul style="list-style-type: none"> Automotive Infotainment Systems BD, HMI Systems BD, Automotive Systems BD, Ficosa International, S.A. Automotive Energy BD, Tesla Energy BD 	
IS <ul style="list-style-type: none"> Systems Devices 	<ul style="list-style-type: none"> Electromechanical Control BD, Industrial Device BD, Energy Solutions BD Device Solutions BD, Energy Device BD, Electronic Materials BD 	

Notes: 1. Sales and profit of China & Northeast Asia Company are mainly included in AP and LS segments.
 Sales and profit of US Company are mainly included in AP and AM segments.
 2. Panasonic Homes was deconsolidated in January 2020. 3. Sales composition is based on FY20 results.

(Reference) List of Sub-segments (formerly Businesses whose sales are disclosed) in FY21

	<u>Sub-segments</u>	<u>Major Business Divisions, etc.</u>
AP	<ul style="list-style-type: none"> • Heating and Cooling Solutions • Home Appliances • Smart Life Network • Commercial Refrigeration & Food Equipment • Others 	<ul style="list-style-type: none"> : Heating and Cooling Solutions BD : Kitchen Appliances BD, Laundry Systems and Vacuum Cleaner BD, Beauty and Personal Care BD : Smart Life Network BD : Cold Chain BD, Hussmann Corporation : Refrigeration and Air-Conditioning Devices BD, Smart Energy System BD, sales of other Divisional Company products, headquarter-related, eliminations, etc.
LS	<ul style="list-style-type: none"> • Lighting • Energy Systems • Panasonic Ecology Systems • Housing Systems • Others 	<ul style="list-style-type: none"> : Lighting BD : Energy Systems BD : Panasonic Ecology Systems Co., Ltd. : Housing Systems BD : Bicycle, nursing-care, sales & marketing, eliminations, etc.
CNS	<ul style="list-style-type: none"> • Avionics • Process Automation • Media Entertainment • Mobile Solutions • PSSJ • Others 	<ul style="list-style-type: none"> : Panasonic Avionics Corporation, Avionics BU : Process Automation BD : Media Entertainment BD : Mobile Solutions BD : Panasonic System Solutions Japan Co., Ltd. : Other businesses, eliminations, etc.
AM	<ul style="list-style-type: none"> • Automotive Solutions • Automotive Batteries • Others 	<ul style="list-style-type: none"> : Automotive Infotainment Systems BD, HMI Systems BD, Automotive Systems BD, Ficosa International, S.A. : Tesla Energy BD, etc. : Sales of other Divisional Company products, etc.
IS	<ul style="list-style-type: none"> • Systems • Devices • Others 	<ul style="list-style-type: none"> : Electromechanical Control BD, Industrial Device BD, Energy Solutions BD : Device Solutions BD, Energy Device BD, Electronic Materials BD : Semiconductor, LCD, sales of other Divisional Company products, eliminations, etc.
Other	<ul style="list-style-type: none"> • Sales of raw materials, etc. 	
Eliminations & adjustments	<ul style="list-style-type: none"> • Revenues and expenses which are not attributable to any reportable segments for the purpose of evaluating operating results of each segment, consolidation adjustments, and eliminations of intersegment transactions. 	
<p>Notes: 1. Sales and profit of China & Northeast Asia Company are mainly included in AP and LS segments. Sales and profit of US Company are mainly included in AP and AM segments. 2. Panasonic Homes was deconsolidated in January 2020. Automotive Energy BD was deconsolidated in April 2020. Share of profit of investments accounted for using the equity method for Prime Life Technologies Corporation and Prime Planet Energy & Solutions Inc. included in "Eliminations & adjustments" and "AM segment," respectively</p>		