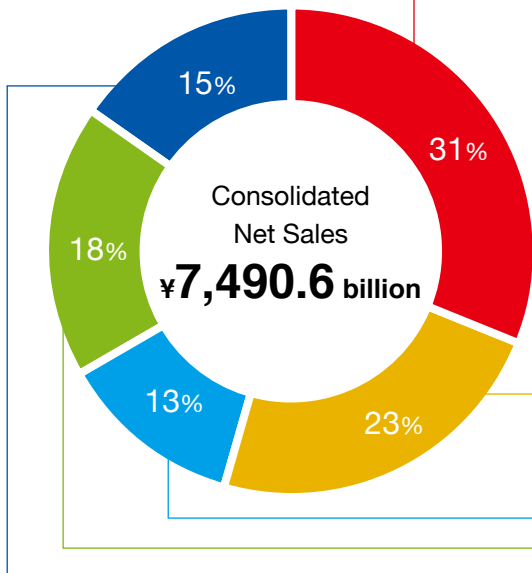


At a Glance

Fiscal 2020 Net Sales Composition Ratio

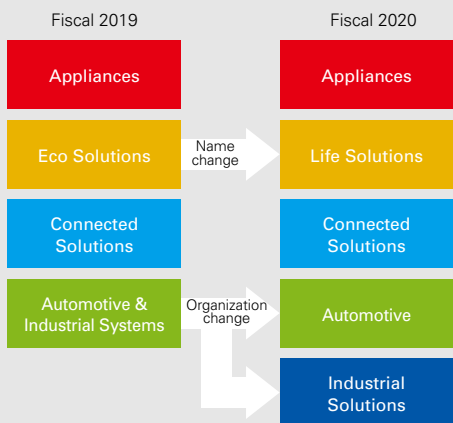


Note: Net sales composition ratio is calculated by dividing the sales of each reportable segment by the total of reportable segment sales (excluding "Other" and "Eliminations and Adjustments").

Reportable Segment Changes

In fiscal 2020, the reportable segments have been changed as follows:

- (1) Eco Solutions has been renamed Life Solutions.
- (2) Automotive & Industrial Systems has been reorganized into two segments: Automotive, catering to vehicle manufacturers, and Industrial Solutions, centered on competitive devices.



Reportable Segment

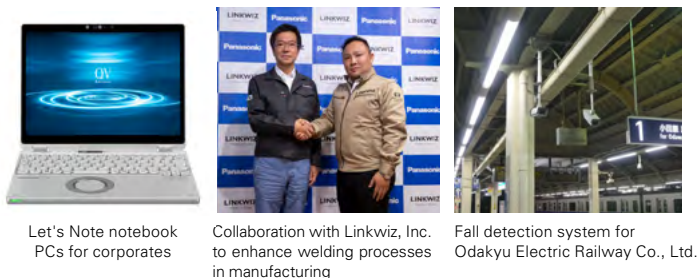
Appliances



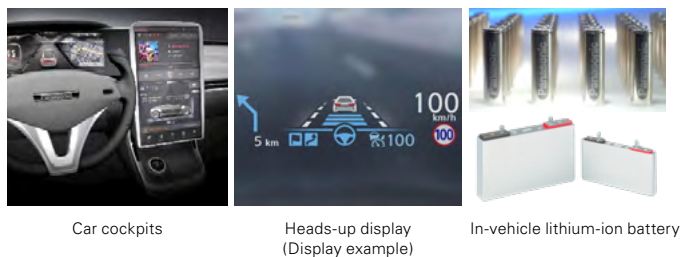
Life Solutions



Connected Solutions



Automotive



Industrial Solutions

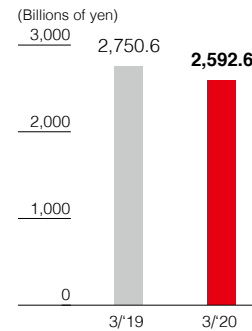


Fiscal 2020 Operating Results

Sales decreased by 6% to 2,592.6 billion yen from a year ago, declining overall as a result of struggling sales of TVs and digital cameras primarily in Europe, and the impact of COVID-19, despite increased sales of room air-conditioners in Asia and large air-conditioners in Japan.

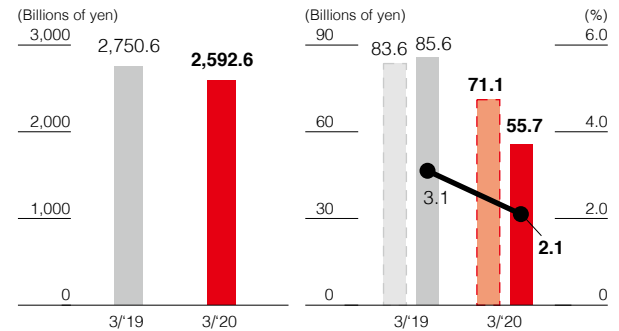
Operating profit decreased 29.9 billion yen to 55.7 billion yen from a year ago as a result of the impact of COVID-19 and the recording of restructuring expense, despite strong sales of washing machines and personal-care products in Japan.

Sales (Years ended March 31)



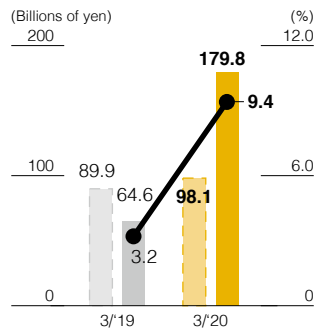
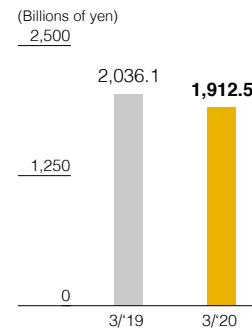
Operating Profit (Years ended March 31)

□ Adjusted operating profit (reference)
● Operating profit/sales ratio



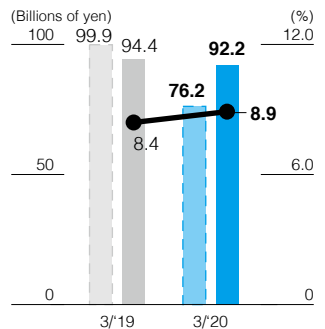
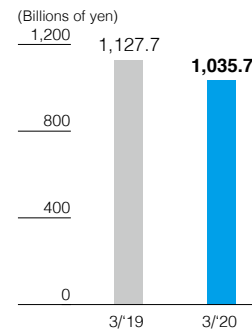
Sales decreased by 6% to 1,912.5 billion yen from a year ago, declining overall because Panasonic Homes Co., Ltd. and the construction solution business were removed from the scope of consolidation due to business transfers to Prime Life Technologies Corporation (PLT), a joint venture with Toyota Motor Corporation. Excluding that effect, sales increased as a result of the COVID-19 related sales reductions in all SDs at the end of the fiscal year being covered by the domestic and international electric materials, housing, bicycles, and nursing care service, which had been solid earlier on.

Operating profit increased 115.2 billion yen to 179.8 billion yen from a year ago, as a result of higher profit from sales, rationalization measures, along with a gain from stock transfers etc. in the housing business when PLT was established.



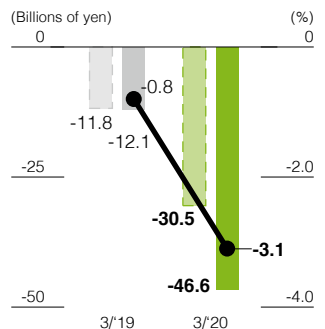
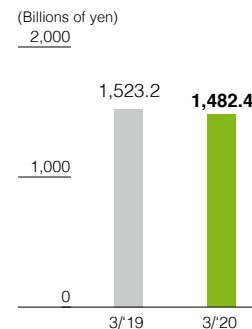
Sales decreased by 8% to 1,035.7 billion yen from a year ago, decreasing overall, which was mainly due to weaker sales in the process automation business and avionics business and a sales decline across the segment triggered by the impact of COVID-19 and other factors, although Panasonic System Solutions Japan Co., Ltd. saw an increase in its sales.

Operating profit decreased 2.2 billion yen to 92.2 billion yen from a year ago, mainly due to losses on lower sales in the process automation business and the avionics business, a sales decline triggered by the COVID-19, and other factors, despite accrued capital gains from the transfer of the security systems business.



Sales decreased by 3% to 1,482.4 billion yen from a year ago. Despite increased sales at automotive batteries, resulting from the effect of investments in capacity expansion, overall sales declined due to decreased sales at Automotive Solutions which were mainly impacted by deteriorating market conditions in China and the spread of COVID-19.

The segment recorded an operating loss of 46.6 billion yen, 34.5 billion yen down from a year ago, mainly because of increases in development expenses in the automotive solutions business for challenging development projects centered on battery chargers ordered from Europe, as well as recognition of impairment loss on goodwill at Spanish subsidiary Ficosa International S.A. due to market deterioration. In addition, there were increases in fixed costs in the automotive batteries business for the production launch of high-capacity cells for prismatic lithium-ion batteries at the Himeji Factory in Japan, despite increases in sales and profit in the automotive batteries business.

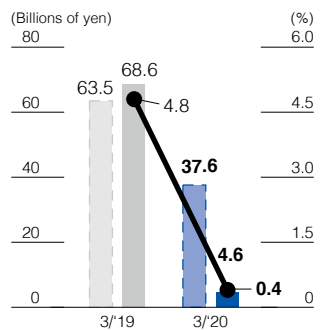
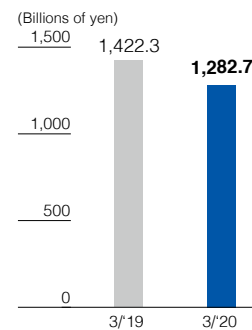


Sales decreased by 10% to 1,282.7 billion yen from a year ago, declining overall as the U.S.-China trade dispute led to a deterioration of the Chinese market and deterred investments, and the impact of COVID-19, which offset steady growth in sales in key fields(Note 1) primarily of "automotive CASE(Note 2)" and "information communication infrastructure."

Operating profit decreased 64.0 billion yen to 4.6 billion yen from a year ago, because efforts to reduce fixed costs and promote the rationalization of materials fell short of offsetting weak sales and profit triggered by the market downturn and the COVID-19, and an impairment loss was also accrued when the transfer of the semiconductors business was decided.

(Note 1) Key fields: the fields of "CASE for automotive use", "information communication infrastructure", and "factory labor saving," which are continuously evolving

(Note 2) CASE: Connected, Autonomous, Shared & Services, and Electric



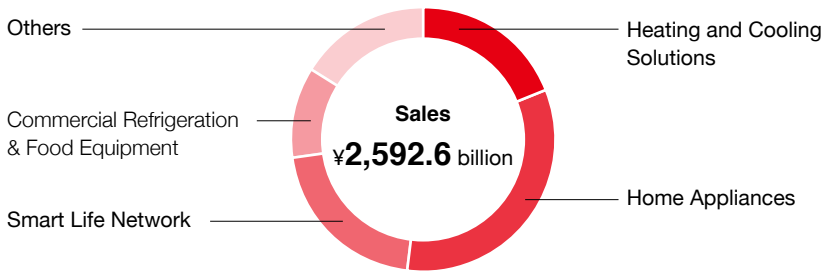
At a Glance

Sales Composition (Based on Fiscal 2020 results)

Sub-segments

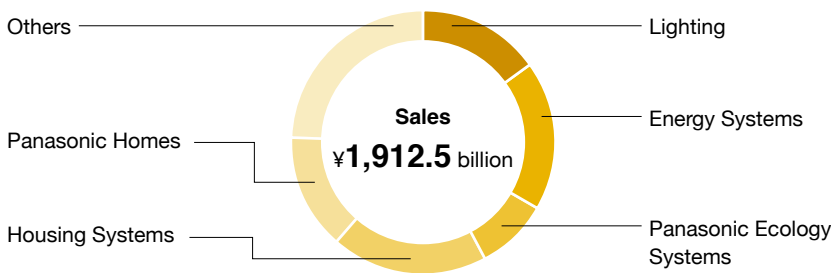
(Note) "Businesses whose sales are disclosed" renamed to "Sub-segment" from Fiscal 2021

Appliances



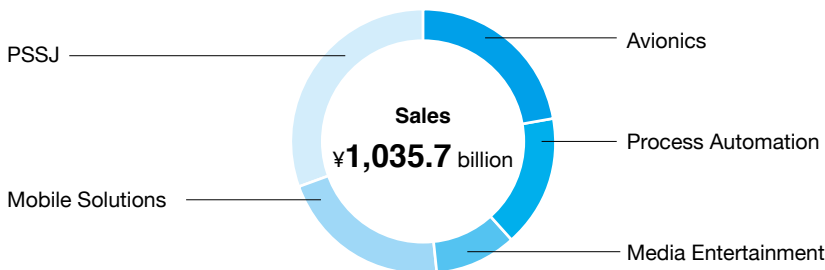
Heating and Cooling Solutions
Home Appliances
Smart Life Network
Commercial Refrigeration & Food Equipment
Others

Life Solutions



Lighting
Energy Systems
Panasonic Ecology Systems
Housing Systems
Panasonic Homes
Others

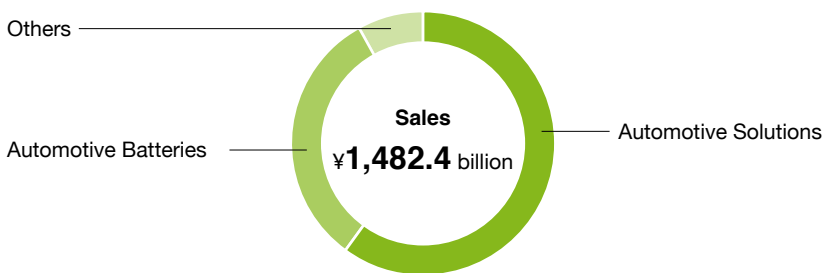
Connected Solutions



Avionics
Process Automation
Media Entertainment
Mobile Solutions
PSSJ
Others

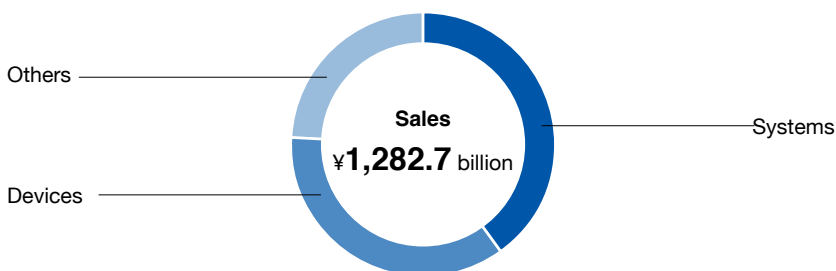
The "Others" sub-segment is not shown in the pie chart because the amount has been negative due to the effects of eliminations and adjustments.

Automotive



Automotive Solutions
Automotive Batteries
Others

Industrial Solutions



Systems
Devices
Others

(as of March 31, 2020)

Business Division

Main products and services

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.

Room air-conditioners, large-sized air-conditioners, refrigerators, washing machines, vacuum cleaners, microwave ovens, rice cookers, personal-care products, TVs, digital cameras, video equipment, home audio equipment, fixed-phones, showcases, compressors, fuel cells

Lighting BD

Energy Systems BD

Panasonic Ecology Systems Co., Ltd.

Housing Systems BD

Panasonic Homes Co., Ltd.*

Bicycle, nursing-care, sales & marketing, eliminations, etc.

Lighting fixtures, lamps, wiring devices, solar photovoltaic systems, ventilation and air-conditioning equipment, air purifiers, kitchen & bath, interior furnishing materials, exterior finishing materials, bicycles, nursing care service

*Panasonic Homes Co., Ltd. was deconsolidated in January 7, 2020

Panasonic Avionics Corporation, Avionics BU

Process Automation BD

Media Entertainment BD

Mobile Solutions BD

Panasonic System Solutions Japan Co., Ltd.

Other businesses, eliminations, etc.

Aircraft in-flight entertainment systems and communications services, electronic-components-mounting machines, welding equipment, projectors, professional AV systems, PCs and tablets, Solutions for various industries, installation/operation/maintenance services

Automotive Infotainment Systems BD, HMI Systems BD, Automotive Systems BD, Ficosa International, S.A.

Automotive Energy BD, Tesla Energy BD

Sales of other Divisional Company products, etc.

Automotive-use infotainment systems, automotive switches, automotive audio systems, Advanced driver assistance systems (ADAS), Device and systems for electric automobiles, automotive mirrors, automotive-use batteries

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.

Relays, switches, power supply, industrial motors and sensors, small lithium-ion batteries, capacitors, coils, resistors, electronic circuit board materials, dry batteries, micro batteries, semiconductors, LCD panels