Fiscal 2021 First Quarter Financial Results Fiscal 2021 Financial Forecast

July 30, 2020 Panasonic Corporation

Panasonic

Notes: 1. This is an English translation from the original presentation in Japanese.

2. In this presentation, "Fiscal 2021" or "FY21" refers to the year ending March 31, 2021.

 This presentation gives Panasonic's consolidated financial results for the first quarter of fiscal 2021 (FY21) ended June 30, 2020, and its current financial forecast for FY21 ending March 31, 2021.

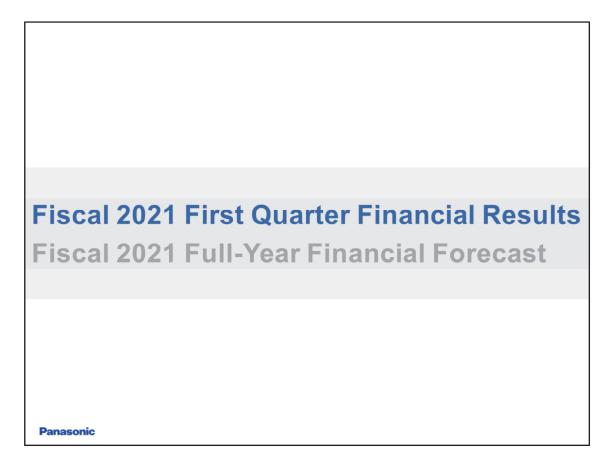
Summary of FY21 1Q Financial Results and Full-Year Forecast

- FY21 1Q Financial Results
- Overall sales decreased due to deconsolidation in business portfolio reform, and impact of novel coronavirus disease (COVID-19)
- **Profit decreased** with largely decreased sales, despite steady progress in enhancing management structure
- COVID-19 impact: both sales and profit have improved since June 2020
- FY21 Full-Year Forecast
- Overall sales and profit expected to decrease for the full-year, despite outlook of gradual lessening of COVID-19 impact from 2Q onward
- Steadily promote management structure enhancement, etc. as Mid-term strategy initiatives to improve profitability, and strengthen efforts to capture business opportunities from changes in society brought about by COVID-19

Panasonic Fiscal 2021 First Quarter Financial Results / Full-Year Forecast

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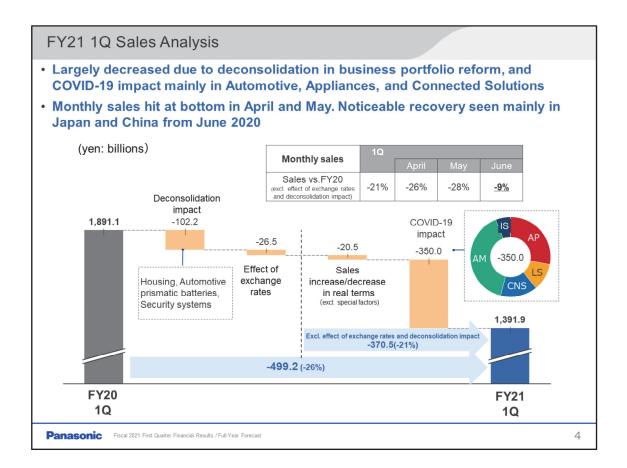
- First, the summary of the consolidated financial results for the first quarter of FY21.
- Overall sales decreased due to deconsolidation in the business portfolio reform and the COVID-19 impact.
- Overall operating profit decreased with largely decreased sales, despite steady progress in enhancing the management structure.
- As for the COVID-19 impact, both sales and profit have improved since June 2020.
- Second, the summary of the full-year consolidated forecast for FY21. Overall sales and profit are expected to decrease for the full-year, despite an outlook of gradual lessening of the COVID-19 impact from the second quarter onward.
- Regarding the profitability improvement in line with the Mid-term strategy, the Company will steadily promote to enhance the management structure and strengthen efforts to capture business opportunities from changes in society brought about by COVID-19.



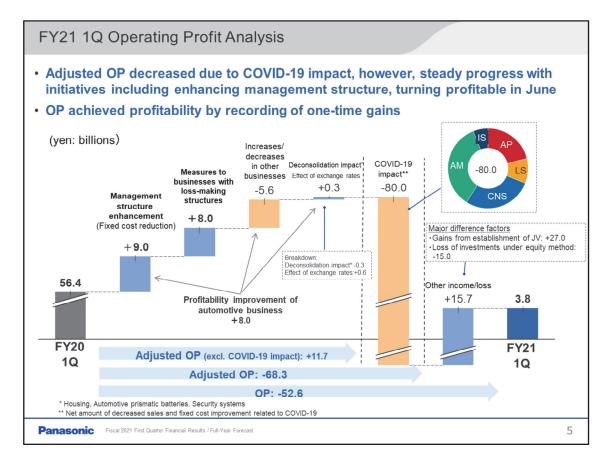
 I will explain the details of consolidated financial results for the first quarter of FY21 from the next slide.

| FY21 10 |) Financial R | esults | | | | | | |
|-------------------------------------|--|------------------------------|-----------------------|--------------------|--------|--|----------------|--------------------|
| Adjusted of manageme | perating profit: De nt structure such profit : Decreased | ecreased wit as fixed cos | h largely t reduct | y decreased ion | sales, | lio reform and COVID- despite progress in en ording of one-time gain | hancing | |
| (yen: billions) | | FY21 ⁻ | 1Q | FY20 1 | Q | vs. FY20 / D | ifferenc | е |
| Sales | | 1,391.9 | | 1,891.1 | | Excl. effect of exchange rates Excl. effect of exchange rates & deconsolidation impact | -26% (-25%) | -499.2 (-472.7) |
| Adjusted oper | erating profit* | -5.9 | (-0.4%) | 62.4 | (3.3%) | deconsolidation impact | (-21%) - | -68.3 |
| Other income/loss** | | 9.7 | | -6.0 | | | - | +15.7 |
| Operating profit (OPM) | | 3.8 | (0.3%) | 56.4 | (3.0%) | | -93% | -52.6 |
| Non-operatin | Non-operating income/loss | | | -0.2 | | | - | -0.5 |
| Profit before | income taxes | 3.1 | | 56.2 | | | -95% | -53.1 |
| Net profit attri Panasonic Corpo | ibutable to oration stockholders | -9.8 | | 49.8 | | | - | -59.6 |
| | 1 US dollar | 108 yen | | 110 yen | | | | |
| Exchange Rates | 1 Euro | 1 | 18 yen | 123 yen | | | | |
| Nates | 1 Renminbi | 15 | .2 yen | 16 | .1 yen | Share of profit of investments accounted for using the equity method | | |
| Panasonic | Fiscal 2021 First Quarter Financial I | Results / Full-Year Foreca | st | | | | | 3 |

- Overall sales were 1,391.9 billion yen due to the deconsolidation impact and the COVID-19 impact.
- Adjusted operating profit decreased with largely decreased sales.
- Operating profit decreased, despite achieving profitability by the recording of one-time gains.
- Net profit also decreased.



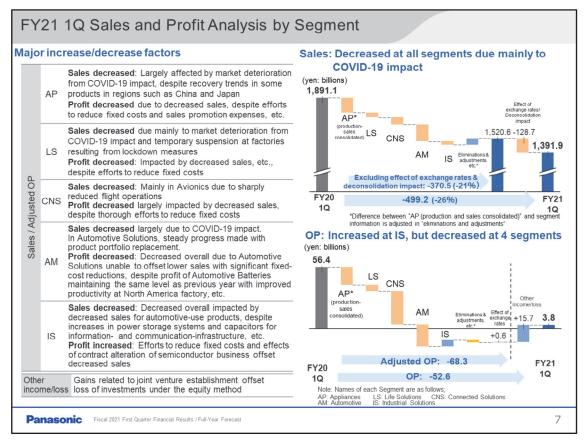
- This slide shows our sales analysis.
- Overall sales decreased by 499.2 billion yen (-26%).
 Excluding the effect of exchange rates and the deconsolidation impact, sales decreased by 370.5 billion yen (-21%).
- Of which, the COVID-19 impact of 350.0 billion yen was seen mainly in Automotive, Appliances, and Connected Solutions which includes the Avionics business.
- However, the COVID-19 impact has lessened from June 2020.
 Monthly sales compared with the previous year for
 April and May were: -26% and -28%, respectively.
 June was -9%, showing a noticeable recovery mainly in
 Japan and China.



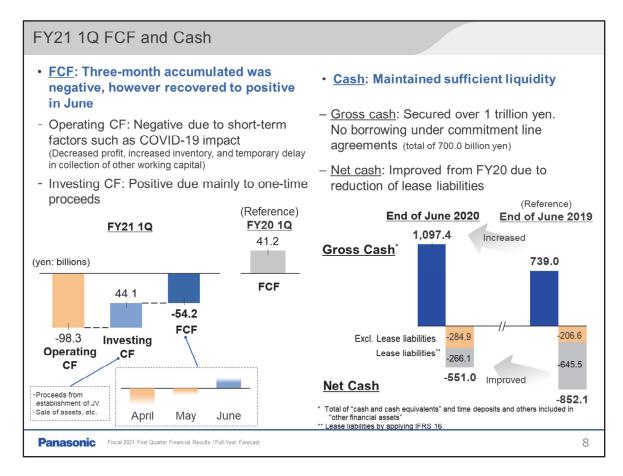
- This slide shows our operating profit analysis.
- Adjusted operating profit decreased by 68.3 billion yen.
 However, excluding the COVID-19 impact, profit increased by 11.7 billion yen.
- Mid-term strategy initiatives of profitability improvement are showing steady progress.
- For example, fixed cost reduction was a factor of an increase of 9.0 billion yen, and taking measures to businesses with lossmaking structures was another factor of an increase of 8.0 billion yen.
- Automotive business contributed to an improvement of 8.0 billion yen.
- On the other hand, the COVID-19 impact led to a decrease of 80.0 billion yen. Automotive, Connected Solutions and Appliances accounted for a large portion of the impact.
- Operating profit achieved profitability due to one-time gains, although it decreased by 52.6 billion yen overall, compared to the same period last year.

| (yen: billions) | Sales | vs. FY20 (In real terms excl. effect of exchange rate) | vs. FY20 Difference | Adjusted OP | vs. FY20 Difference | Other income/ loss | vs. FY20 Difference | OP | vs. FY20 Difference |
|--|---------|---|------------------------|----------------|------------------------|--------------------|------------------------|-------|------------------------|
| Appliances | 554.7 | -19% (-18%) | -133.7 | 15.8 | -14.7 | -0.6 | -0.1 | 15.2 | -14 |
| Life Solutions | 325.1 | -30% (-29%)* | -137.6 | 7.3 | -5.2 | -1.7 | -1.9 | 5.6 | -7. |
| Connected Solutions | 185.3 | -27% (-26%) | -69.9 | -16.6 | -30.8 | 0.6 | +1.1 | -16.0 | -29. |
| Automotive | 210.8 | -44% (-43%) | -166.6 | -29.5 | -19.7 | 20.0 | +20.2 | -9.5 | +0 |
| Industrial Solutions | 288.6 | -12% (-10%) | -38.5 | 10.7 | +3.9 | -1.5 | +0.1 | 9.2 | +4. |
| Other | 52.3 | -11% | -6.2 | 0.8 | -0.3 | -0.5 | -0.9 | 0.3 | -1. |
| Eliminations & adjustments | -224.9 | - | +53.3 | 5.6 | -1.5 | -6.6 | -2.8 | -1.0 | -4. |
| Total | 1,391.9 | -26% (-25%) | -499.2 | -5.9 | -68.3 | 9.7 | +15.7 | 3.8 | -52. |
| Appliances (Production and sales consolidated) | 563.1 | -20% (-19%) | -144.8 | 14.3 | -14.5 | -0.6 | -0.0 | 13.7 | -14. |

This slide shows the results by segment.
 I will explain the details from the next slide.



- This slide shows major increase/decrease factors by segment.
- Sales decreased at all segments.
- Adjusted operating profit increased in Industrial Solutions, however other four segments saw a decrease.
- In Appliances, sales and profit decreased, despite recovery trends in some products in regions such as China and Japan.
- In Life Solutions, sales and profit decreased.
- In Connected Solutions, sales decreased mainly in Avionics as a result of reduced flight operations. Profit largely decreased, despite thorough efforts to reduce fixed costs.
- In Automotive, sales largely decreased. This is due to the impact by reduced production of vehicles by customers, despite steady progress made with product portfolio replacement at Automotive Solutions.
 - Profit decreased overall due to decreased sales, despite profit of Automotive Batteries maintaining the same level as the previous year with improved productivity at the North America factory, and Automotive Solutions achieving significant fixed cost reductions.
- In Industrial Solutions, sales decreased overall impacted by decreased sales for automotive-use products, despite increases in power storage systems and capacitors for information- and communication-infrastructure.
 - Profit increased with efforts to reduce fixed costs and effects of contract alteration of semiconductor business offsetting decreased sales.
- As a result, Company-wide sales, in real terms excluding the effect of exchange rates and deconsolidation impact, decreased by 21%, and adjusted operating profit decreased by 68.3 billion yen.
- Operating profit decreased by 52.6 billion yen, despite improvements in other income/loss.



- This slide shows the situation for FCF and cash.
- FCF was an outflow of 54.2 billion yen.
- Operating cash flow became negative due mainly to decreased profit and short-term factors such as a temporary increase of inventory, resulting from the COVID-19 impact.
- On the other hand, investing cash flow was positive. This is due mainly to one-time proceeds.
- FCF was negative overall for the first quarter, however it recovered to be positive in June on a single-month basis.
- The graph on the right describes our cash position.
- The Company maintains sufficient liquidity:
 Gross cash was secured over 1 trillion yen.
 In addition, there is no borrowing under the commitment line agreements.
- Net cash balance has been improved compared to the previous year. This is due to the exclusion of lease liabilities related to housing business (Panasonic Homes, etc.) as a result of the deconsolidation in promoting business portfolio reform.



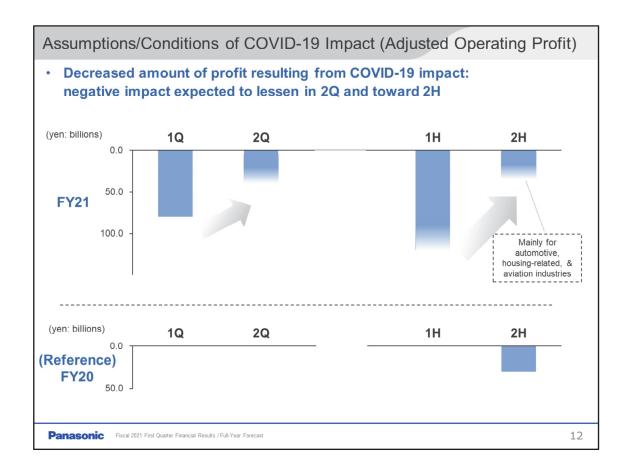
Next, I will explain the full-year financial forecast for FY21.

| FY21 Fu | III-Year For | ecast | | | | | | | | |
|--|--------------------------------|---------------------------|---------------|---------------|--------|---|----------------------|--|--|--|
| Sales and pr from 2Q onv | | decrease | for the full- | year, despite | outloo | k of gradual lessening of COV | ID-19 impact | | | |
| Profit impro | vement in line v | vith Mid-ter | m strategy: | Steadily pro | mote e | nhancement of management s | tructure, etc. | | | |
| (yen: billions) | | FY2 | 1 (e) | FY20 | | Difference | | | | |
| | | | | | | -13% | -990.6 | | | |
| Sales | Sales | | .0 | 7,490.6 | | Excl. Effect of exchange rates (-12%) Excl. Effect of exchange rates/ | (-870.6) | | | |
| | | | | | | Deconsolidation impact (-7%) | (-496.3) | | | |
| Adjusted operating profit* (Adjusted OPM) | | 220 | .0 (3.4%) | 286.7 | (3.8%) | -23% | -66.7 | | | |
| Other income/loss** | | -70 | .0 | 7.1 | | _ | -77.1 | | | |
| Operating profit | | 150 | .0 (2.3%) | 293.8 | (3.9%) | -49% | -143.8 | | | |
| Non-operating income/loss | | 0. | .0 | -2.7 | | _ | +2.7 | | | |
| Profit before | Profit before income taxes | | .0 | 291.1 | | -48% | -141.1 | | | |
| Net profit attributable to Pa Corporation stoo | | 100 | .0 | 225.7 | | -56% | -125.7 | | | |
| ROE | | 5.0 | % | 11.5% | | | | | | |
| | | | | | | | | | | |
| | | Full-year | 2Q onward | Full-yea | r | | | | | |
| Exchange | 1 US dollar | 106 yen | (105 yen) | 109 yen | , | * Adjusted OP = Sales - Cost of sales - SG&A ** Other income/loss = Other income (expenses) | | | | |
| rates | 1 Euro | 116 yen | (115 yen) | 121 yen | | + Share of profit investments accounted for usi | ng the equity method | | | |
| | 1 Renminbi | 15.4 yen | (15.5 yen) | 15.6 yen | | | | | | |
| Panasonic | Fiscal 2021 First Quarter Fin. | ancial Results / Full-Yea | ar Forecast | | | | 10 | | | |

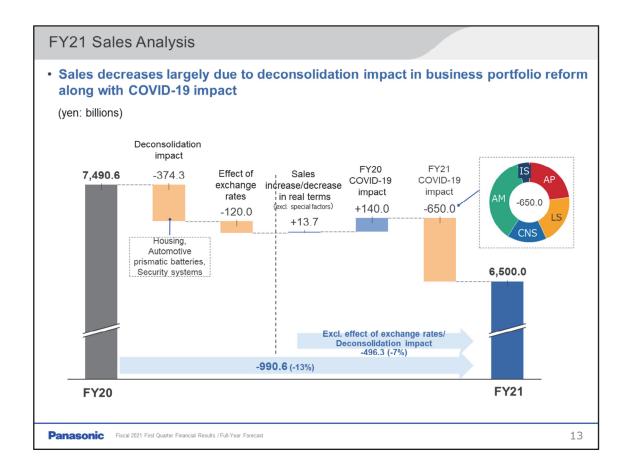
- The details of the consolidated forecast are as follows.
- Overall sales and profit are expected to decrease for the full-year, despite the outlook of a gradual lessening of the COVID-19 impact from the second quarter onward.
- Sales is expected to decrease by 990.6 billion yen to 6,500.0 billion yen.
- Excluding the effect of exchange rates and special factors such as the deconsolidation, sales is expected to decrease by 496.3 billion yen.
- Adjusted operating profit is expected at 220.0 billion yen.
 Operating profit is expected at 150.0 billion yen.
 Net profit is expected at 100.0 billion yen.
- Although the COVID-19 impact is expected to remain in FY21, we will steadily promote the enhancement of management structure.

| | idual recovery is factored in, impact on businesses expected to remain in 2H for: aviat ve industries | ion, hou | sing-rela | ited, and | |
|------------------|---|---------------------------|----------------|---------------|--|
| | Nature of COVID 40 Immed | COVID-19 impact on sales* | | | |
| | Nature of COVID-19 Impact | 1Q | 2Q | 2H | |
| Company- wide | Market recovery to continue according to particular situations, e.g. lifting restrictions on movement and resumption of economic activity in various nations. Supply issues expected to recede. Not expecting another major outbreak of COVID-19; | -20% | -10 to -5% | -5 to -3% | |
| AP | Gradual recovery trend expected in Europe and Asia due to lifted restrictions; however, impact expected to prolong in Latin America and India For consumer electronics in Japan, recovery trend and demand related to stay-at-home and infection-prevention needs are factored in; at the same time, negative impact from continuing lower demand by overseas visitors and for non-daily-necessity products | -20 to -10% | -10 to -5% | -3 to 0% | |
| LS | Overseas: Despite resuming economic activity due mainly to lifted restrictions in various nations, large-scale slowdown in growth is expected Japan: Due to held-back investment, declines in new residential and non-residential construction starts will continue throughout FY21, and the renewal market is also expected to remain weak | -20 to -10% | -10 to -5% | -10 to -5% | |
| CNS | Worldwide air passenger demand for FY21 expected to decline by 50% from FY20 Chinese domestic demand shows trends of recovery, but full-scale recovery in Europe and Americas only expected in FY22 or later Information- and communication-infrastructure demand shows growth trends due mainly to working remotely becoming much more common | -30 to -20% | -20 to -10% | -10 to -5% | |
| АМ | • Since mid-May, customers resumed production; recovery trends seen in various markets starting in China, but impact expected to persist in 2H | -50 to -40% | -20 to -10% | -5 to -3% | |
| IS | For automobile production, COVID-19 impact expected to remain during 2H, and weak demand for automotive components will continue Growing demand for information- and communication-infrastructure with working/learning remotely becoming much more common Weak demand continues for machine tools, but steady for semiconductor production equipment | -10 to -5% | -5 to -3% | -3 to 0% | |

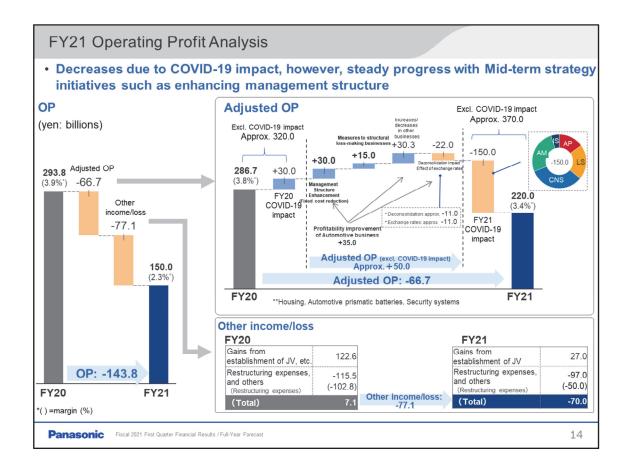
- Now I will explain our assumptions regarding the COVID-19 impact, which we used in formulating the FY21 full-year forecast.
- In terms of sales, we assume a gradual recovery.
 However, the impact is expected to remain in the second half on businesses for: aviation, housing-related, and automotive industries.
- The details are shown in this slide.



- Next, I will explain our assumptions regarding the COVID-19 impact on profit.
- We assume the negative impact on profit will lessen in the second quarter and toward the second half of FY21.
- As shown in this slide, the impact for the second quarter is expected to be half of that of the first quarter.
- For the second half, we expect some impact to remain in certain businesses. However, this impact is expected to be largely alleviated compared to the first half. And it is expected to be at the same level as that of the second half of FY20.



- Based on the assumptions regarding the COVID-19 impact,
 I will explain the sales analysis of the FY21 forecast.
- Overall sales is expected to decrease by 990.6 billion yen.
 Excluding the effect of exchange rates and deconsolidation impact, sales is expected to decrease by 496.3 billion yen.
- Among the overall sales decrease, we factor in a decrease of 650.0 billion yen of COVID-19 impact in FY21.
 In FY20, the decreased amount was 140.0 billion yen.
 Therefore, the net amount of 510.0 billion yen is the difference compared to the previous year.

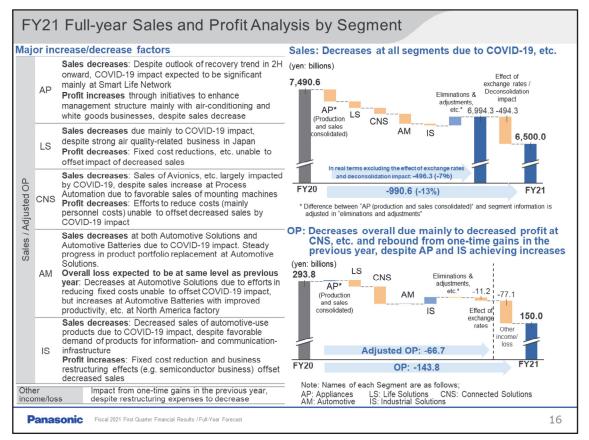


- This slide shows our analysis of the FY21 operating profit forecast.
- Operating profit is expected to decrease by 143.8 billion yen.
 Of which, adjusted operating profit is expected to decrease by 66.7 billion yen.
- However, excluding the COVID-19 impact amounts, we aim to achieve an increase of slightly over 50.0 billion yen in adjusted operating profit, from the level of approximately 320.0 billion yen in FY20.
- For example, we will reduce fixed costs, take measures to businesses with loss-making structures. In addition, for our automotive business, we will improve the efficiency of R&D at Automotive Solutions, as well as improve productivity at Automotive Batteries.
- On the other hand, in terms of COVID-19 impact, a decrease of 150.0 billion yen is factored into FY21 compared to 30.0 billion yen in FY20.
 - The net amount of 120.0 billion yen will be the decrease factor from the previous year.
- Other income/loss is expected to decrease by 77.1 billion yen from the previous year, mainly impacted by 122.6 billion yen of gains from the establishment of a joint venture and others in FY20.
- Restructuring expenses of 50.0 billion yen is expected in FY21.

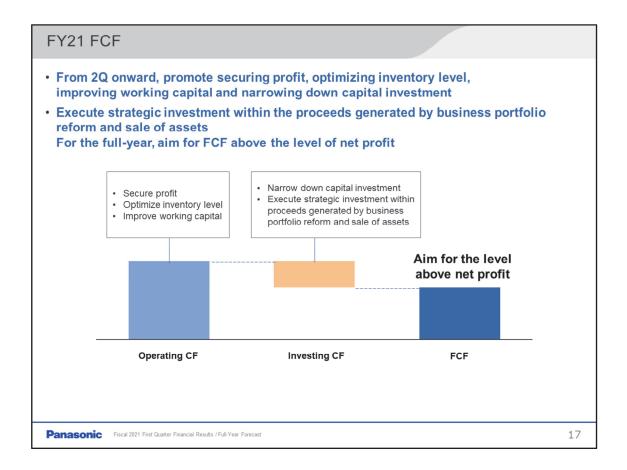
| /en: billions) | | | | | | | | | |
|--|---------|---|------------------------|----------------|------------------------|--------------------|------------------------|-------|------------------------|
| | Sales | VS. FY20 (Excl. effect of exchange rates) | vs. FY20 Difference | Adjusted OP | vs. FY20 Difference | Other income/ loss | vs. FY20 Difference | OP | vs. FY20 Difference |
| Appliances | 2,370.0 | -9% (-7%) | -220.3 | 73.0 | +1.9 | -18.0 | -2.6 | 55.0 | -0.7 |
| Life Solutions | 1,480.0 | -23% (-22%) | - 438.6 | 75.0 | -23.4 | -30.0 | - 111.7 | 45.0 | - 135.1 |
| Connected Solutions | 900.0 | -13% (-12%) | - 134.7 | 15.0 | - 61.0 | -2.0 | -18.0 | 13.0 | - 79.0 |
| Automotive | 1,250.0 | -16% (-14%) | - 232.4 | -30.0 | +0.5 | -4.0 | +12.1 | -34.0 | +12.6 |
| Industrial Solutions | 1,200.0 | -6% (-5%) | - 82.7 | 55.0 | +17.4 | -12.0 | +21.0 | 43.0 | +38.4 |
| Other/ Eliminations & adjustments | -700.0 | - | +118.1 | 32.0 | -2.1 | -4.0 | +22.1 | 28.0 | +20.0 |
| Total | 6,500.0 | -13% (-12%) | -990.6 | 220.0 | -66.7 | -70.0 | -77.1 | 150.0 | -143.8 |
| Appliances (Production & sales consolidated) | 2,410.0 | -9% (-8%) | -251.3 | 71.0 | +2.5 | -19.0 | -3.6 | 52.0 | -1.1 |

 This slide shows the FY21 full-year financial forecasts by segment.

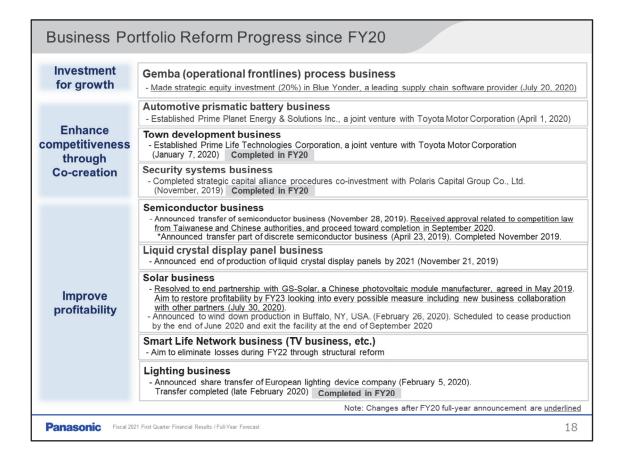
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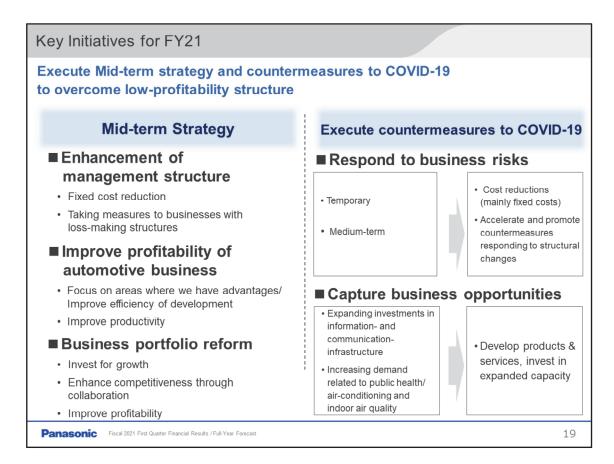
- This slide shows our FY21 full-year forecast by segment.
- Sales is expected to decrease at all segments due mainly to COVID-19 impact.
- Adjusted operating profit is expected to decrease overall due to a large decrease in Connected Solutions, despite expected increases in Appliances and Industrial Solutions, as well as maintaining the same level as the previous year in Automotive.
- In Appliances, sales is expected to decrease.
 On the other hand, profit is expected to increase, through initiatives to enhance the management structure, mainly with air-conditioning and white goods business.
- In Life Solutions, sales and profit are expected to decrease due mainly to decreased sales
 of housing related business, despite certain businesses being strong.
- In Connected Solutions, sales and profit are expected to decrease impacted by large sales decrease at Avionics.
- In Automotive, sales is expected to decrease, with a loss at the same level as the previous year
 - At Automotive Solutions, profit is expected to decrease, despite efforts to reduce fixed costs. But at Automotive Batteries, profit is expected to increase due mainly to improved productivity effect at the North America factory.
- In Industrial Solutions, sales is expected to decrease due to decreased sales of automotiveuse products, despite favorable demand of products for information- and communicationinfrastructure. Profit is expected to increase due mainly to the effect from restructuring in semiconductor business.
- As a result, Company-wide sales is expected to decrease by 496.3 billion yen, in real terms excluding the effect of exchange rates and deconsolidation impact. Adjusted operating profit is expected to decrease by 66.7 billion yen.
- Operating profit is expected to decrease by 143.8 billion yen due to one-time gains in the previous year.



- This slide shows the FY21 guidance of FCF.
- From the second quarter onward, we will secure profit.
 At the same time, we will also continue efforts to promote optimizing inventory level and narrowing down capital investment.
- With regard to strategic investment, we will execute them within the proceeds generated mainly by business portfolio reform.
 For the full-year, we are aiming for the level of FCF above net profit.



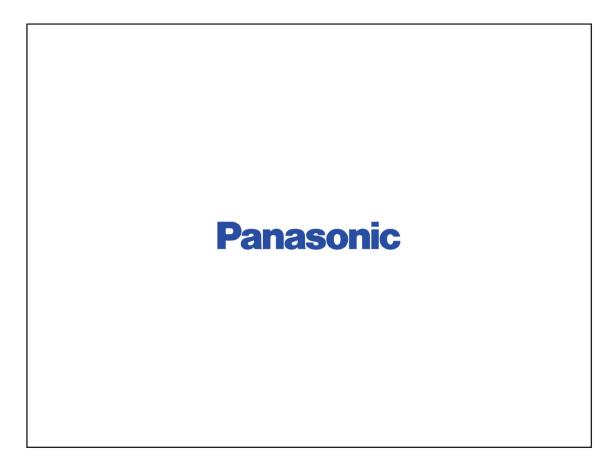
- This slide shows our business portfolio reform progress.
 I will explain the major changes after the FY20 full-year announcements in May 2020.
- In terms of investment for growth, in July 2020, we executed a strategic investment in Blue Yonder, a leading supply chain software company, related to Gemba (operational frontlines) process business.
- Regarding our solar business, the Company resolved to end the partnership with GS-Solar in China, which was agreed in May 2019, as described in the press release announced today.
- We will consider various measures, aiming to restore profitability at an early stage.



- Finally, this is a summary of our key initiatives for FY21.
- With regard to the Mid-term strategy initiatives, we will continue steady progress in the enhancement of management structure, profitability improvement of our automotive business and business portfolio reform.
- In terms of addressing the COVID-19 situation, we will respond to business risks and make efforts to capture business opportunities.
- In terms of responding to business risks, we will reduce costs, mainly fixed costs, and promote countermeasures to structural changes, accordingly.
- At the same time, to capture certain business opportunities arising from changes in society brought about by COVID-19, we will develop products and services, and invest in expanded capacity.
- While the COVID-19 impact is expected to remain in FY21, we will steadily promote these initiatives toward overcoming

the low-profitability structure.

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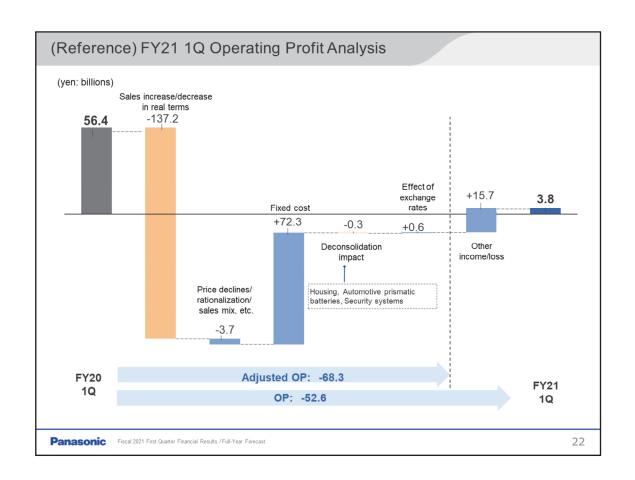


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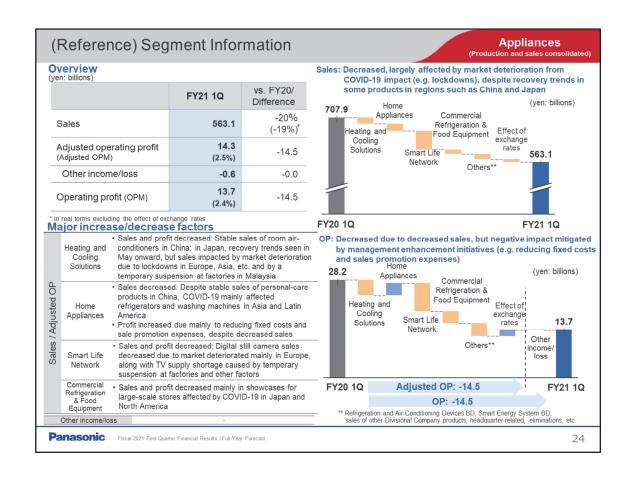
Disclaimer Regarding Forward-Looking Statements

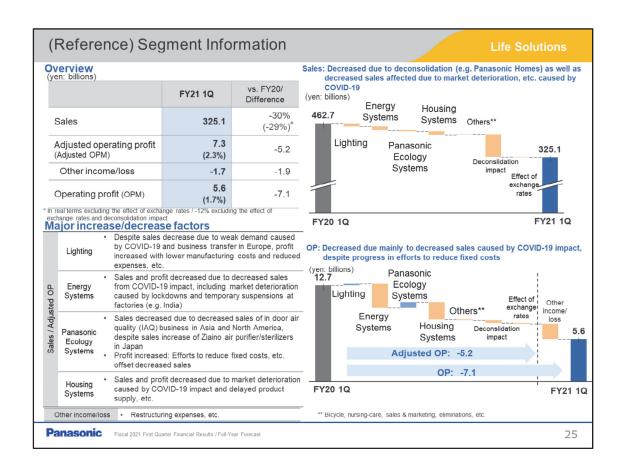
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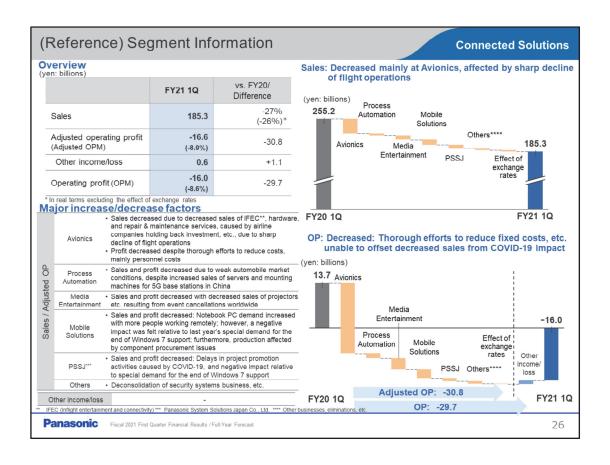
The risks, uncertainties and other factors referred to above include, but are not limited to, economic conditions, particularly consumer spending and corporate capital expenditures in the Americas, Europe, Japan, China and other Asian countries; volatility in demand for electronic equipment and components from business and industrial customers, as well as consumers in many product and geographical markets; the possibility that the spread of the novel coronavirus infections may adversely affect business activities of the Panasonic Group; the possibility that excessive currency rate fluctuations of the U.S. dollar, the euro, the Chinese yuan and other currencies against the yen may adversely affect costs and prices of Panasonic's products and services and certain other transactions that are denominated in these foreign currencies; the possibility of the Panasonic Group incurring additional costs of raising funds, because of changes in the fund raising environment; the possibility of the Panasonic Group not being able to respond to rapid technological changes and changing consumer preferences with timely and cost-effective introductions of new products in markets that are highly competitive in terms of both price and technology; the possibility of not achieving expected results or incurring unexpected losses in connection with the alliances or mergers and acquisitions; the possibility of not being able to achieve its business objectives through joint ventures and other collaborative agreements with other companies, including due to the pressure of price reduction exceeding that which can be achieved by its effort and decrease in demand for products from business partners which Panasonic highly depends on in BtoB business areas; the possibility of the Panasonic Group not being able to maintain competitive strength in many product and geographical areas; the passibility of roputors or services of the Panasonic Group; the possibility that the Panasonic Group may face intellectual property infringement claims by third

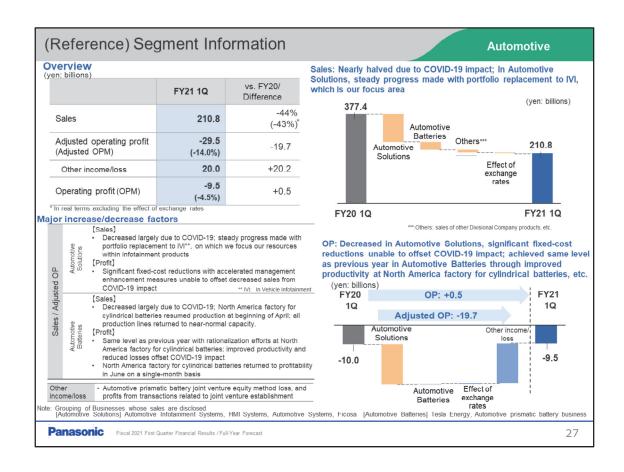


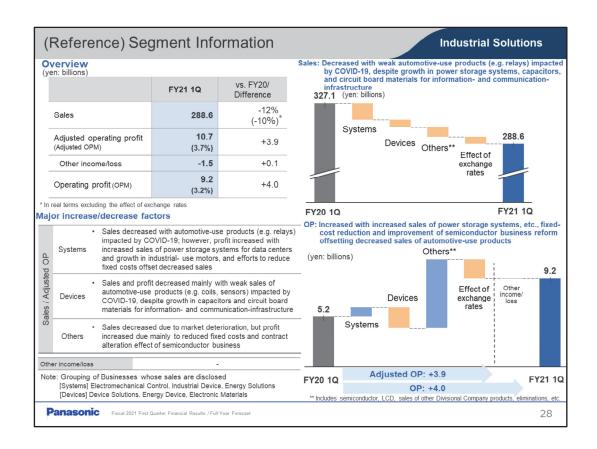
| yen: billions) | | | |
|--|---------|---------|------------------------|
| | FY21 1Q | FY20 1Q | vs. FY20 Difference |
| Operating profit | 3.8 | 56.4 | -52.6 |
| Non-operating income/loss | -0.7 | -0.2 | -0.5 |
| Profit before income taxes | 3.1 | 56.2 | -53.1 |
| Income taxes | -10.0 | -2.4 | -7.6 |
| Net profit | -6.9 | 53.8 | -60.7 |
| Net profit attributable to Panasonic Corporation stockholders | -9.8 | 49.8 | -59.6 |
| Net profit attributable to non-controlling interests | 2.9 | 4.0 | -1.1 |











| | Sub-segments | Major Business Divisions, etc. | |
|---|--|---|------|
| AP | Heating and Cooling Solutions Home Appliances Smart Life Network Commercial Refrigeration & Food Equipment Others | Heating and Cooling Solutions BD Kitchen Appliances BD, Laundry Systems and Vacuum Cleaner BD, Beauty and Personal C : 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. | Care |
| LS | Lighting Energy Systems Panasonic Ecology Systems Housing Systems Others | : Lighting BD : Energy Systems BD : Panasonic Ecology Systems Co., Ltd. : Housing Systems BD : Bicycle, nursing-care, sales & marketing, eliminations, etc. | |
| CNS | Avionics Process Automation Media Entertainment Mobile Solutions PSSJ Others | : Panasonic Avionics Corporation, Avionics BU : Process Automation BD : Media Entertainment BD : Mobile Solutions BD : Panasonic System Solutions Japan Co., Ltd. : Other businesses, eliminations, etc. | |
| АМ | Automotive Solutions Automotive Batteries Others | : Automotive Infotainment Systems BD, HMI Systems BD, Automotive Systems BD, Ficosa International, S.A. : Tesla Energy BD, Automotive prismatic battery business : Sales of other Divisional Company products, etc. | |
| IS | Systems Devices Others | 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 Iminations & djustments otes: 1. Sal 2. Par | consolidation adjustments, and elir es and profit of China & Northeast Asia Comp hasonic Homes was deconsolidated in January | e not attributable to any reportable segments for the purpose of evaluating operating results of each seginations of intersegment transactions. any are mainly included in AP and LS segments. Sales and profit of US Company are mainly included in AP and AM segments. 2020. Automotive Energy BD was deconsolidated in April 2020. The equity method for Prime Life Technologies Corporation and Prime Planet Energy & Solutions Inc. included in "Eliminations & | |