

# Fiscal 2022 Second Quarter Financial Results

October 28, 2021  
Panasonic Corporation



Notes: 1. This is an English translation from the original presentation in Japanese.  
2. In this presentation, "Fiscal 2022" or "FY22" refers to the year ending March 31, 2022.

- This presentation gives Panasonic's consolidated financial results for the second quarter of fiscal 2022 (FY22) ended September 30, 2021.

## Summary of FY22 2Q Financial Results & Full-Year Forecast

- FY22 2Q Financial Results

- **Overall sales increased:**

- Increased sales of businesses for information and communication applications and Automotive Batteries offset decreased sales of consumer electronics and Automotive Solutions

- **Adjusted operating profit decreased overall:**

- Largely affected by decreased sales of Automotive Solutions and consumer electronics (e.g. impact of weak overall demand in Japan and lockdowns at factories in Asia), and raw material price hikes, despite increased profit with increased sales in such businesses as information and communication applications

- **Operating profit and net profit\* increased:**

- Recognized one-time gains in other income/loss

- **Negative FCF:**

- Completion of Blue Yonder acquisition, increased inventories and other factors

- FY22 Full-Year Forecast

- **Both overall sales and profit revised upward Companywide**

- Full-year forecast announced based on new segments at the start of new structure

\* Net profit attributable to Panasonic Corporation stockholders

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- First, the summary of the consolidated financial results for the second quarter of FY22.
- Overall sales increased from the same quarter of FY21 due to increased sales of businesses for information and communication applications and Automotive Batteries, which offset decreased sales of consumer electronics and Automotive Solutions.
- Adjusted operating profit decreased.  
This is largely affected by decreased sales of Automotive Solutions, decreased sales of consumer electronics business due to such factors as weak overall demand in Japan and lockdowns at factories in Asia, as well as raw material price hikes.  
This occurred despite increased profit with increased sales in such businesses as information and communication applications.
- On the other hand, operating profit and net profit increased due to recognition of one-time gains in other income/loss.
- FCF was negative due mainly to the completion of Blue Yonder acquisition in September 2021 and increased inventories.
- For the full-year forecast for FY22, both overall sales and profit are revised upward.
- Upon the start of a new structure in October 2021, the full-year forecast based on new segments is announced.

## **Fiscal 2022 Second Quarter Financial Results**

### **Fiscal 2022 Full-Year Financial Forecast**

1. Current Segments
2. New Segments

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- I will explain the details of the consolidated financial results for the second quarter of FY22 from the next slide.

## FY22 2Q Financial Results

(yen: billions)

	FY22 2Q	FY21 2Q	Difference / vs. FY21	
Sales	1,741.2	1,667.3	+73.9 (+22.5)***	+4% (+1%)***
Adjusted OP* (% to sales)	80.3 (4.6%)	95.0 (5.7%)	-14.7	-15%
Other income/loss**	16.5	-2.2	+18.7	-
Operating profit (% to sales)	96.8 (5.6%)	92.8 (5.6%)	+4.0	+4%
Non-operating income/loss	0.5	-2.7	+3.2	-
Profit before income taxes (% to sales)	97.3 (5.6%)	90.1 (5.4%)	+7.2	+8%
Net profit attributable to Panasonic Corporation stockholders (% to sales)	76.5 (4.4%)	58.7 (3.5%)	+17.8	+30%
EBITDA**** (% to sales)	185.9 (10.7%)	178.4 (10.7%)	+7.5	+4%
Exchange rates				
1 US dollar	110 yen	106 yen		
1 Euro	130 yen	124 yen		
1 Renminbi	17.0 yen	15.4 yen		

\* Adjusted OP = Sales - Cost of sales - SG&A

\*\* Other income/loss = "Other income (expenses), net" + "Share of profit (loss) of investments accounted for using the equity method" as indicated in the Consolidated Statements of Profit or Loss of the news release

\*\*\* Excluding effect of exchange rates

\*\*\*\* Total amount of Operating profit, Depreciation (Tangible assets including Property, plant and equipment / Right-of-use assets) and Amortization (Intangible assets). Additionally adjusted with the amount equivalent to depreciation corresponding to underlying assets that are applied with Lease accounting treatment as a lessor

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- This slide shows the consolidated financial results for the second quarter of FY22.
- Overall sales increased to 1,741.2 billion yen by 4% from the same quarter of FY21.
- Adjusted operating profit decreased to 80.3 billion yen by 14.7 billion yen.
- Other income/loss increased by 18.7 billion yen due to recognition of one-time gains.

As a result, both operating profit and net profit increased.



## FY22 2Q Results by Segment

(yen: billions)

	Sales	vs. FY21 (In real terms excl. effect of exchange rate)	FY21 Difference (In real terms excl. effect of exchange rate)	Adjusted OP (% to sales)	FY21 Difference	Other income/ loss	FY21 Difference	OP (% to sales)	FY21 Difference	EBITDA* (% to sales)	FY21 Difference
Appliances	599.2	-6% (-9%)	-36.5 (-54.6)	13.6 2.3%	-22.1	-10.2	-10.3	3.4 0.6%	-32.4	18.1 3.0%	-31.9
Life Solutions	372.6	±0% (-1%)	+0.6 (-2.9)	19.8 5.3%	-0.5	-7.1	-2.6	12.7 3.4%	-3.1	25.3 6.8%	-3.6
Connected Solutions	217.0	+14% (+10%)	+25.9 (+19.1)	5.0 2.3%	+6.6	47.0	+46.6	52.0 24.0%	+53.2	60.7 28.0%	+54.0
Automotive	357.6	±0% (-3%)	-0.9 (-11.5)	3.4 0.9%	-6.4	-6.1	-1.4	-2.7 -0.8%	-7.8	21.6** 6.0%	-5.7
Industrial Solutions	343.4	+12% (+7%)	+35.5 (+20.4)	32.4 9.5%	+15.4	-2.5	-3.3	29.9 8.7%	+12.1	46.3 13.5%	+12.4
Other/ Eliminations & adjustments	-148.6	-	+49.3	6.1	-7.7	-4.6	-10.3	1.5	-18.0	13.9	-17.7
Total	1,741.2	+4% (+1%)	+73.9 (+22.5)	80.3 4.6%	-14.7	16.5	+18.7	96.8 5.6%	+4.0	185.9 10.7%	+7.5
Appliances (Production and sales consolidated)	613.0	-5% (-8%)	-32.7 (-50.8)	14.1 2.3%	-21.0	-10.1	-10.1	4.0 0.7%	-31.1	18.7 3.0%	-30.6

\* EBITDA: total amount of Operating profit, Depreciation (Tangible assets including Property, plant and equipment / Right-of-use assets) and Amortization (Intangible assets)

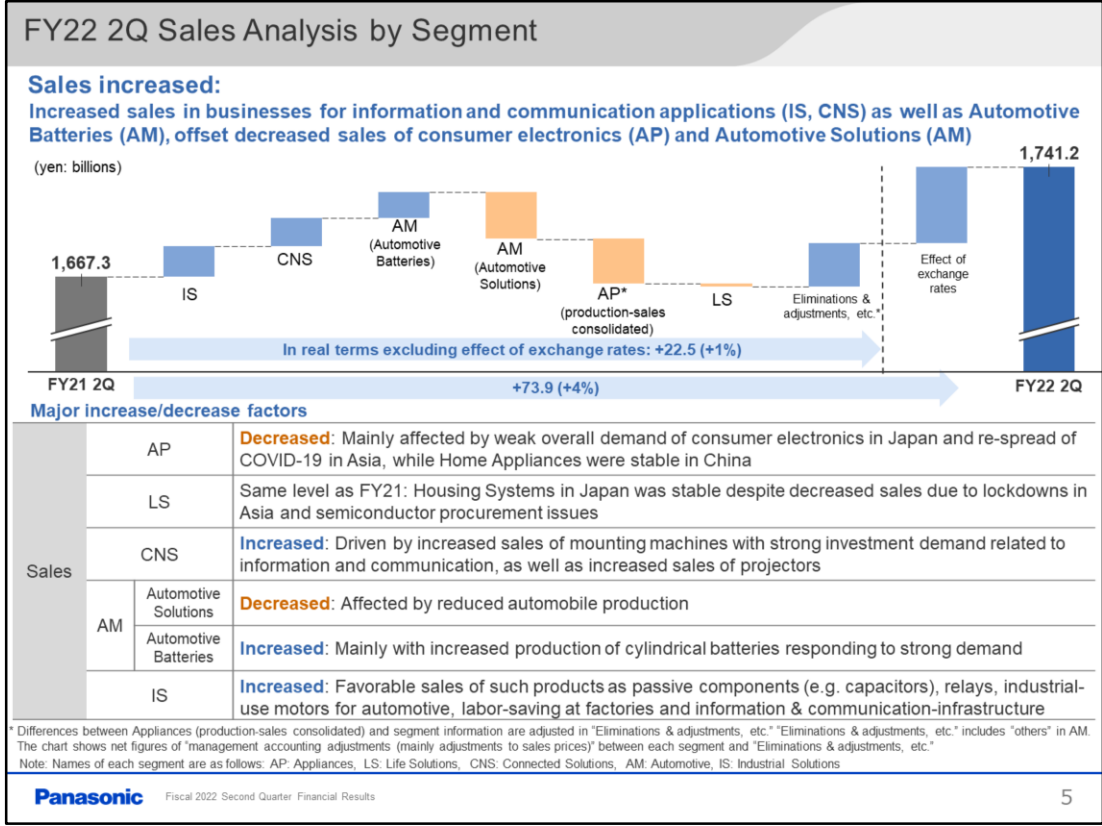
\*\* Additionally adjusted with the amount equivalent to depreciation corresponding to underlying assets that are applied with Lease accounting treatment as a lessor

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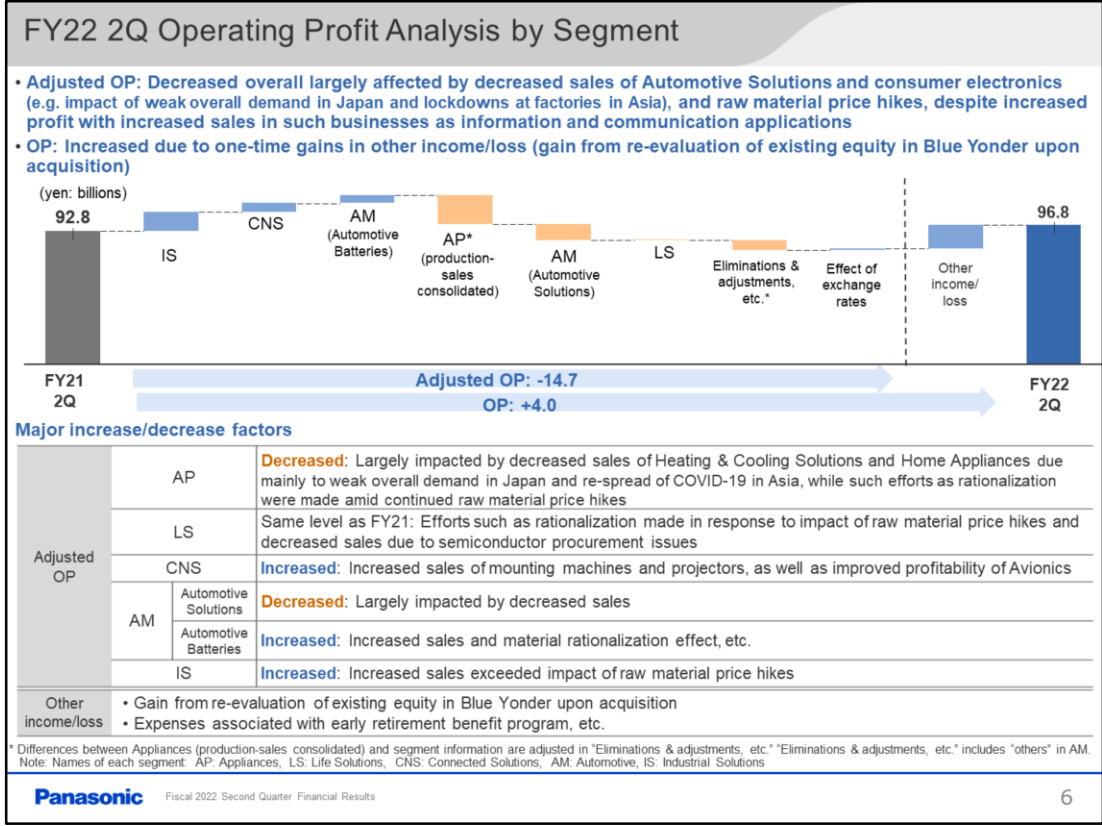
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- This slide shows the results by segment.
- I will explain the details in the next slide.



- This slide shows our sales analysis by segment.
- Overall sales increased due to increased sales of businesses for information and communication applications of Industrial Solutions and Connected Solutions, as well as Automotive Batteries. These offset decreased sales of consumer electronics impacted mainly by COVID-19, and Automotive Solutions.
- In Appliances, sales decreased due mainly to weak overall demand in Japan and the impact of lockdown of factories in Asia caused by re-spread of COVID-19, while sales of such businesses as consumer electronics were stable in China.
- In Life Solutions, overall sales was the same level as FY21 due to steadily increased sales of Housing Systems in Japan, despite decreased sales from the impact of lockdown of factories in Asia and semiconductor procurement issues.
- In Connected Solutions, sales increased driven by increased sales of mounting machines with strong demand related to information and communication, as well as increased sales of projectors.
- In Automotive, sales decreased in Automotive Solutions due to the impact of reduced automotive production. On the other hand, sales increased in Automotive Batteries responding to strong demand of cylindrical batteries.
- In Industrial Solutions, sales increased due to favorable sales of such products as capacitors, relays and industrial-use motors for automotive, labor-saving at factories as well as information and communication infrastructure.



- This slide shows our operating profit analysis by segment.
- Overall adjusted operating profit decreased largely affected by decreased sales of Automotive Solutions and consumer electronics, as well as raw material price hikes, despite increased profit with increased sales in such businesses as information and communication applications.
- Operating profit increased due to recognized gain from re-evaluation of the existing 20% equity in Blue Yonder, upon the completion of acquisition.
- In Appliances, profit decreased largely impacted by decreased sales of Heating & Cooling Solutions and Home Appliances due mainly to weak overall demand in Japan and re-spread of COVID-19 in Asia, while such efforts as rationalization were made amid continued raw material price hikes.
- In Life Solutions, profit remained at same level as FY21: Efforts such as rationalization were made in response to impact of raw material price hikes and decreased sales due to semiconductor procurement issues.
- In Connected Solutions, profit increased due to increased sales of mounting machines and projectors, as well as improved profitability of Avionics.
- In Automotive, profit decreased in Automotive Solutions largely impacted by decreased sales; Profit increased in Automotive Batteries due mainly to increased sales and effect of rationalization.
- In Industrial Solutions, profit increased with increased sales exceeding impact of raw material price hikes.

## Completion of Blue Yonder Acquisition (September 2021)

### Consideration value of acquisition

Consideration value related to the additional acquisition of 80% of shares (September 2021) Including net interest-bearing debt of Blue Yonder	776.0 bn. yen
Consideration value of acquisition of 20% of shares (July 2020)	87.3 bn. yen
Consideration value of acquiring all shares	863.3 bn. yen

### Major impact on FY22 consolidated financial performance

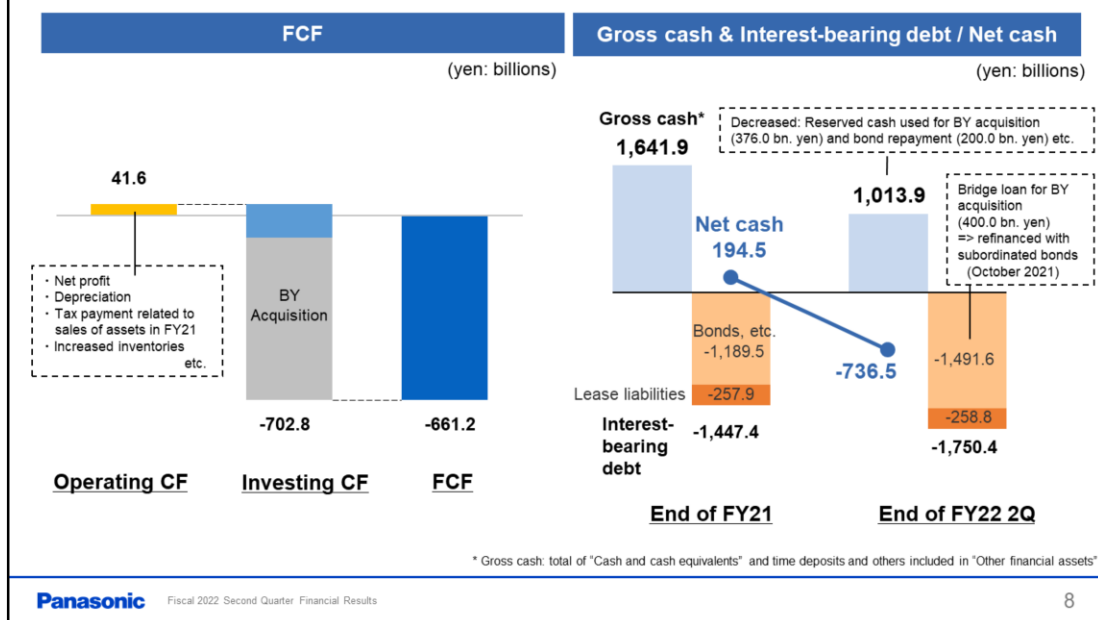
Sales	Approx. 60.0 bn. yen
Amortization of intangible assets*	Approx. 16.0 bn. yen
Gain from re-evaluation of 20% of shares (other income/loss)*	58.3 bn. yen
Goodwill & intangible assets*	Approx. 960.0 bn. yen

\* Value is tentative and there is a possibility to be adjusted in the future due to unfinished PPA (Purchase Price Allocation)

- Next, I will explain the impact from the completion of Blue Yonder acquisition in September 2021.
- The consideration value related to the additional acquisition of 80% of shares amounted to 776.0 billion yen. The total consideration value for acquiring all shares, by combining 87.3 billion yen for the 20% of shares acquired in July 2020, amounted to 863.3 billion yen.
- Regarding the major impact on the consolidated financial performance mainly in the second half of FY22, additional sales is estimated at approximately 60.0 billion yen. Also, amortization of intangible assets is currently estimated at approximately 16.0 billion yen.  
In addition, as I explained in the previous slide, in other income/loss of the second quarter of FY22, Panasonic recognized a gain of 58.3 billion yen from the re-evaluation of the existing equity in Blue Yonder.
- The value of goodwill and intangible assets and others, is currently estimated at approximately 960.0 billion yen.

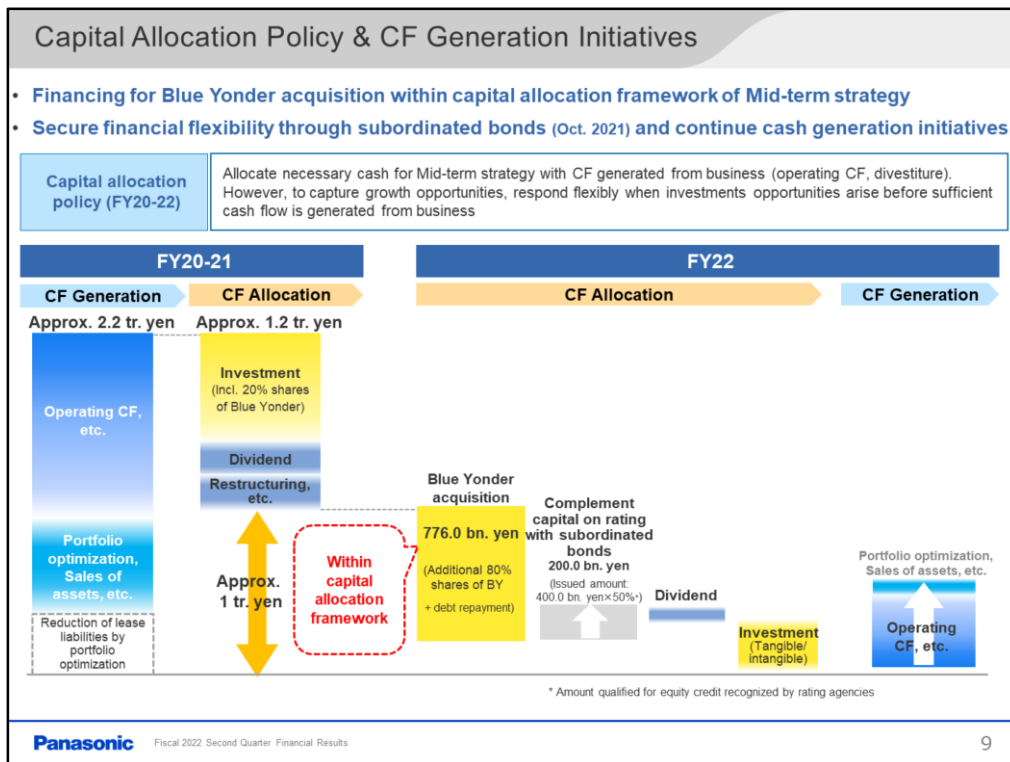
## FY22 1H FCF and Cash

- FCF was a negative of 661.2 billion yen due mainly to completion of Blue Yonder (BY) acquisition and increased inventories



- This slide shows the situation of FCF and cash positions in the first half of FY22.
- FCF was a negative of 661.2 billion yen as shown on the left. This is due mainly to the completion of Blue Yonder acquisition, tax payment related to sales of assets in FY21 and increased inventories from the end of FY21.
- Net cash decreased to a negative of 736.5 billion yen from 194.5 billion yen at the end of FY21 as shown on the right.
- The funds for the Blue Yonder acquisition were raised from reserved cash of 376.0 billion yen and a bridge loan of 400.0 billion yen. The bridge loan was already refinanced with the subordinated bonds, issued in October 2021.

These are in accordance with the financing plan which we explained at the time of announcement of the Blue Yonder acquisition on April 23, 2021.



- Next, I will explain the acquisition of Blue Yonder in relation to our capital allocation policy in the current Mid-term strategy.
- Panasonic's capital allocation policy for the three year period, from FY20 to FY22, is to allocate necessary cash with cash flow generated from businesses.
- The graph on the left shows cash situation for two year period of FY20 and FY21. With operating CF, sales of assets and reduction of lease liabilities by portfolio optimization, we had generated excess funds of approximately 1 trillion yen.  
776.0 billion yen for the acquisition of Blue Yonder was within this range.
- In addition, by financing 400.0 billion yen through subordinated bonds for this acquisition, 200.0 billion yen, which is equivalent to 50% of the issued amount, was qualified for equity credit recognized by rating agencies. Therefore, we are able to secure financial flexibility.  
Regarding cash generation including operating CF, we will continue with our efforts.

**Fiscal 2022 Second Quarter Financial Results**  
**Fiscal 2022 Full-Year Financial Forecast**

**1. Current Segments**

**2. New Segments**

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- From this slide, I will explain the full-year forecast for FY22.



FY22 Full-Year Forecast Revision																																
• Both sales and profit revised upward																																
(yen: billions)	FY22 (e) (as of Oct. 28)	FY22 (e) (as of May 10)	Difference	(Reference)																												
				FY21	vs. FY21 / Difference																											
Sales	7,300.0	7,000.0	+300.0	6698.8 Excl. effect of exchange rates (+7%)	+9% (+456.2)	+601.2																										
Adjusted operating profit* (Adjusted OPM)	400.0 (5.5%)	390.0 (5.6%)	+10.0	307.2 (4.6%)	+30%	+92.8																										
Other income/loss**	-30.0	-60.0	+30.0	-48.6	-	+18.6																										
Operating profit (OPM)	370.0 (5.1%)	330.0 (4.7%)	+40.0	258.6 (3.9%)	+43%	+111.4																										
Non-operating income/loss	0.0	0.0	-	2.2	-	-2.2																										
Profit before income taxes	370.0	330.0	+40.0	260.8	+42%	+109.2																										
Net profit attributable to Panasonic Corporation stockholders	240.0	210.0	+30.0	165.1	+45%	+74.9																										
ROE	8.9%	8.0%	+0.9%	7.2%	-	+1.7%																										
EBITDA***	750.0 (10.3%)	-	-	605.5 (9.0%)	+24%	+144.5																										
<table> <tr> <th></th><th>1H results</th><th>2H (e)</th><th>Full-year (e)</th><th></th><th></th><th></th></tr> <tr> <td rowspan="3">Exchange rates</td><td>1 US dollar</td><td>110 yen</td><td>105 yen</td><td>107 yen</td><td>105 yen</td><td>+2 yen</td></tr> <tr> <td>1 Euro</td><td>131 yen</td><td>130 yen</td><td>131 yen</td><td>125 yen</td><td>+6 yen</td></tr> <tr> <td>1 Renminbi</td><td>17.0 yen</td><td>17.0 yen</td><td>17.0 yen</td><td>17.0 yen</td><td>-</td></tr> </table>								1H results	2H (e)	Full-year (e)				Exchange rates	1 US dollar	110 yen	105 yen	107 yen	105 yen	+2 yen	1 Euro	131 yen	130 yen	131 yen	125 yen	+6 yen	1 Renminbi	17.0 yen	17.0 yen	17.0 yen	17.0 yen	-
	1H results	2H (e)	Full-year (e)																													
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	1 Renminbi	17.0 yen	17.0 yen	17.0 yen	17.0 yen	-																										
* Adjusted OP = Sales - Cost of sales - SG&A    ** Other income/loss = Other income (expenses) + Share of profit investments accounted for using the equity method *** EBITDA: total amount of Operating profit, Depreciation (Tangible assets including Property, plant and equipment / Right-of-use assets) and Amortization (Intangible assets) Additionally adjusted with the amount equivalent to depreciation corresponding to underlying assets that are applied with Lease accounting treatment as a lessor																																
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- This slide shows the consolidated financial forecast for FY22.
- Both sales and profit are revised upward from the initial forecast.
- Sales is revised upward by 300.0 billion yen to 7,300.0 billion yen reflecting the effect of exchange rates during the first half as well as increased sales of Industrial Solutions and other businesses.
- Adjusted operating profit is revised upward by 10.0 billion yen to 400.0 billion yen. This is due mainly to increased sales as well as efforts in rationalization and cost reduction, which offset factors such as the impact of raw material price hikes.
- Other income/loss is expected to improve by 30.0 billion yen. This is due mainly to a gain from the re-evaluation of the existing equity in Blue Yonder upon the acquisition.
- As a result, operating profit is revised upward to 370.0 billion yen with an increase of 40.0 billion yen.  
Net profit is revised upward to 240.0 billion yen with an increase of 30.0 billion yen.
- ROE is expected at 8.9% and EBITDA at 750.0 billion yen.



## FY22 Forecast by Segment (Current Segments)

(yen: billions)

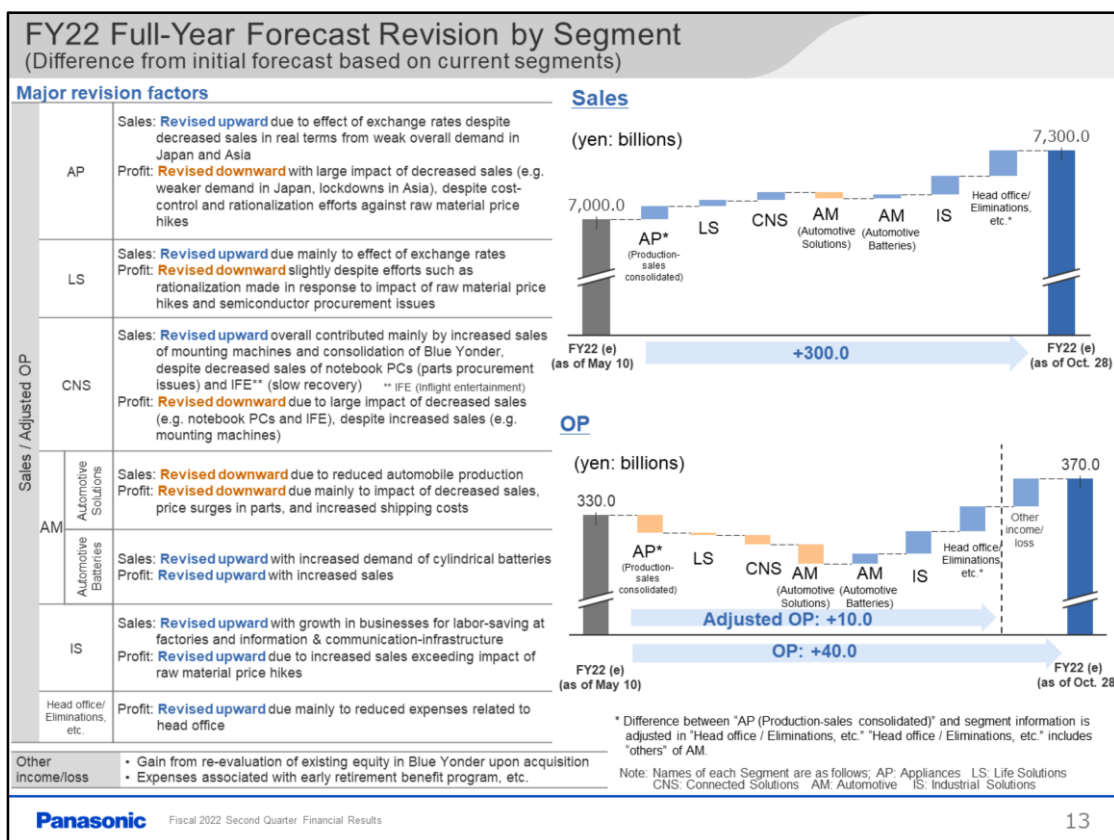
	Sales	FY21 Difference	Difference from initial forecast	Adjusted OP (% to sales)	FY21 Difference	Difference from initial forecast	Other income/ loss	FY21 Difference	Difference from initial forecast	OP (% to sales)	FY21 Difference	Difference from initial forecast
Appliances	2,539.0	+47.1	+59.0	106.0 4.2%	-5.6	-17.0	-21.0	-13.7	-3.0	85.0 3.3%	-19.3	-20.0
Life Solutions	1,554.0	+43.9	+24.0	87.0 5.6%	+2.6	-3.0	-17.0	-1.8	-2.0	70.0 4.5%	+0.8	-5.0
Connected Solutions	925.0	+107.0	+35.0	20.0 2.2%	+16.3	-10.0	35.0	+58.7	+47.0	55.0 5.9%	+75.0	+37.0
Automotive	1,551.0	+211.6	-9.0	40.0 2.6%	+37.8	-10.0	-20.0	-28.7	+2.0	20.0 1.3%	+9.1	-8.0
Industrial Solutions	1,380.0	+124.5	+80.0	115.0 8.3%	+40.9	+25.0	-6.0	+1.9	-1.0	109.0 7.9%	+42.8	+24.0
Other/ Eliminations & adjustments	-649.0	+67.1	+111.0	32.0	+0.8	+25.0	-1.0	+2.2	-13.0	31.0	+3.0	+12.0
Total	7,300.0	+601.2	+300.0	400.0 5.5%	+92.8	+10.0	-30.0	+18.6	+30.0	370.0 5.1%	+111.4	+40.0
Appliances (Production and sales consolidated)	2,579.0	+42.0	+59.0	106.0 4.1%	-4.8	-19.0	-21.0	-13.7	-3.0	85.0 3.3%	-18.5	-22.0

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- Revised forecasts by segment are shown on this slide.
- Upon the start of a new structure in October 2021, we are changing the reporting segments.  
First, I will explain the full-year forecast based on the current segments.
- Major increase/decrease factors are shown on the next slide.



- In Appliances, sales is revised upward due to the effect of exchange rates. However, sales in real terms is expected to decrease due to weak overall demand in Japan and Asia. Adjusted operating profit is revised downward largely impacted by decreased sales due to weaker demand in Japan and lockdowns in Asia, despite cost-control and rationalization efforts made in response to impact of raw material price hikes.
- In Life Solutions, sales is revised upward due mainly to the effect of exchange rates. Adjusted operating profit is slightly revised downward despite efforts such as rationalization made in response to impact of raw material price hikes and semiconductor procurement issues.
- In Connected Solutions, overall sales is revised upward due mainly to increased sales of mounting machines and the consolidation of Blue Yonder. However, sales of notebook PCs and IFE (In Flight Entertainment) are expected to decrease. Adjusted operating profit is revised downward largely impacted by decreased sales of notebook PCs and IFE, despite increased sales of mounting machines and other products.
- I will explain the situation of Automotive by each business separately: Automotive Solutions and Automotive Batteries.  
In Automotive Solutions, sales is revised downward due to reduced automobile production. Adjusted operating profit is also revised downward due mainly to the impact of decreased sales, as well as the price surges in parts and increased shipping costs.  
In Automotive Batteries, sales is revised upward with increased demand of cylindrical batteries. Adjusted operating profit is also revised upward with increased sales.
- In Industrial Solutions, sales is revised upward with growth in businesses for labor-saving at factories and information and communication applications. Adjusted operating profit is revised upward with increased sales exceeding the impact of raw material price hikes.
- In Head office/eliminations, etc., profit improvement is expected due mainly to reduced expenses related to head office.
- In other income/loss, we factored in a gain from re-evaluation of existing equity in Blue Yonder upon acquisition and increased expenses associated with the early retirement benefit program.

## **Fiscal 2022 Second Quarter Financial Results**

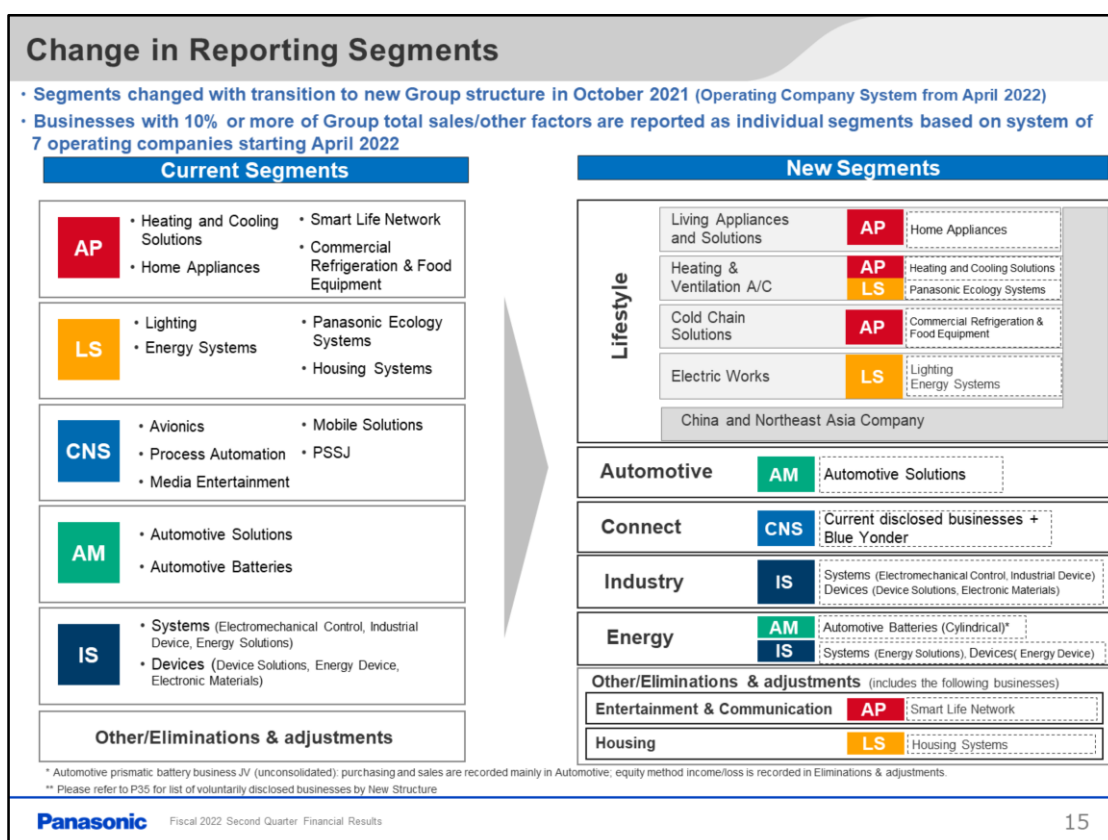
### **Fiscal 2022 Full-Year Financial Forecast**

1. Current Segments

**2. New Segments**

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- Now I will explain the new reporting segments.



- In accordance with the transition to a new structure in October 2021, we are changing the reporting segments. This slide outlines the changes and how the businesses of the current segments will be reorganized.
- “Lifestyle” segment comprises 5 divisional companies based on current Appliances and Life Solutions.
- Automotive Solutions business of current Automotive will be transferred to the new “Automotive” segment.
- The current Connected Solutions will be transferred with no change to the “Connect” segment.
- The new “Industry” segment comprises Electromechanical Control, Industrial Device, Device Solutions, and Electronic Materials businesses of the current Industry Solutions.
- “Energy” segment comprises Automotive Batteries business of current Automotive, Energy Solutions and Energy Device businesses of current Industrial Solutions.
- The “Other” comprises Entertainment & Communication and Housing businesses due to their business sizes.
- The next slide shows figures according to this organizational chart.

## FY22 Full-Year Forecast by Segment (New Segments)

(yen: billions)

	Sales	vs. FY21	FY21 Difference	Difference from initial forecast	Adjusted OP (% to sales)	FY21 Difference	Difference from initial forecast	Other Income/ loss	FY21 Difference	Difference from initial forecast	OP (% to sales)	FY21 Difference	Difference from initial forecast	EBITDA* (% to sales)	FY21 Difference
Lifestyle	3,640.0	+3%	+91.1	+100.0	173.0 4.8%	-12.6	-20.0	-33.0	-14.3	-7.0	140.0 3.8%	-26.9	-27.0	235.0 6.5%	-25.8
Automotive	1,087.0	+7%	+69.9	-43.0	12.0 1.1%	+21.3	-21.0	-2.0	+0.5	-2.0	10.0 0.9%	+21.8	-23.0	65.0 6.0%	+26.0
Connect	925.0	+13%	+107.0	+35.0	20.0 2.2%	+16.3	-10.0	35.0	+58.7	+47.0	55.0 5.9%	+75.0	+37.0	104.0 11.2%	+91.8
Industry	1,100.0	+12%	+115.4	+60.0	77.0 7.0%	+32.7	+14.0	-3.0	+0.6	-	74.0 6.7%	+33.3	+14.0	127.5 11.6%	+36.9
Energy	748.0	+25%	+148.0	+58.0	65.0 8.7%	+27.2	+22.0	-4.0	+0.3	-2.0	61.0 8.2%	+27.5	+20.0	117.0 15.6%	+30.2
Other/ Eliminations & adjustments	-200.0	-	+69.8	+90.0	53.0	+7.9	+25.0	-23.0	-27.2	-6.0	30.0	-19.3	+19.0	101.5	-14.6
Notes: Year on year comparison figures (% / Difference) are unaudited															
Total	7,300.0	+9%	+601.2	+300.0	400.0 5.5%	+92.8	+10.0	-30.0	+18.6	+30.0	370.0 5.1%	+111.4	+40.0	750.0 10.3%	+144.5

\* EBITDA: total amount of Operating profit, Depreciation (Tangible assets including Property, plant and equipment / Right-of-use assets) and Amortization (Intangible assets)

\*\* Additionally adjusted with the amount equivalent to depreciation corresponding to underlying assets that are applied with Lease accounting treatment as a lessor

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- This slide shows the forecast figures reclassified to conform to the presentation based on new segments.
- From the third quarter of FY22 onward, financial results will be reported based on the 5 new segments.

## Lifestyle Segment: FY22 Full-Year Forecast by Divisional Company

(yen: billion)

	Sales	vs. FY21	FY21 Difference	Adjusted OP (% to sales)	FY21 Difference	Other income/ loss	FY21 Difference	OP (% to sales)	FY21 Difference	EBITDA* (% to sales)	FY21 Difference
Living Appliances and Solutions Company	941.0	+3%	+28.9	67.0 7.1%	-12.4	0.0	-0.1	67.0 7.1%	-12.5	88.0 9.4%	-10.7
Heating & Ventilation A/C Company	719.0	+5%	+32.2	40.0 5.6%	-5.6	-1.0	-0.6	39.0 5.4%	-6.2	57.0 7.9%	-4.9
Cold Chain Solutions Company	288.0	+13%	+32.7	4.5 1.6%	+6.5	-1.0	0.0	3.5 1.2%	+6.5	11.0 3.8%	+6.3
Electric Works Company	1,016.0	+3%	+32.0	48.0 4.7%	+1.4	-17.0	-0.7	31.0 3.1%	+0.7	62.0 6.1%	+0.3
China and Northeast Asia Company**	808.0	+15%	+107.5	40.0 5.0%	+3.0	-6.0	-5.2	34.0 4.2%	-2.2	52.0 6.4%	-1.1

\* EBITDA: total amount of Operating profit, Depreciation (Tangible assets including Property, plant and equipment / Right-of-use assets) and Amortization (Intangible assets)

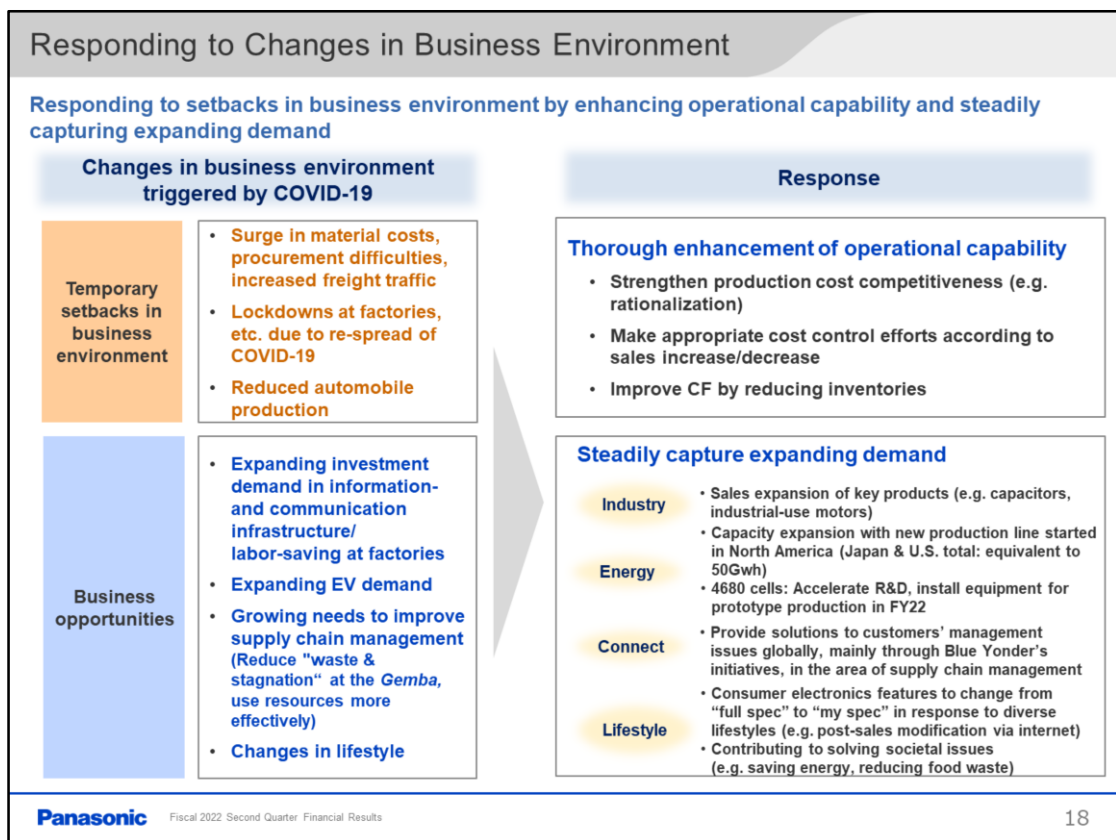
\*\* Living Appliances and Solutions Company, Heating & Ventilation A/C Company, Cold Chain Solutions Company, and Electric Works Company include part of sales and profit of China and Northeast Asia Company

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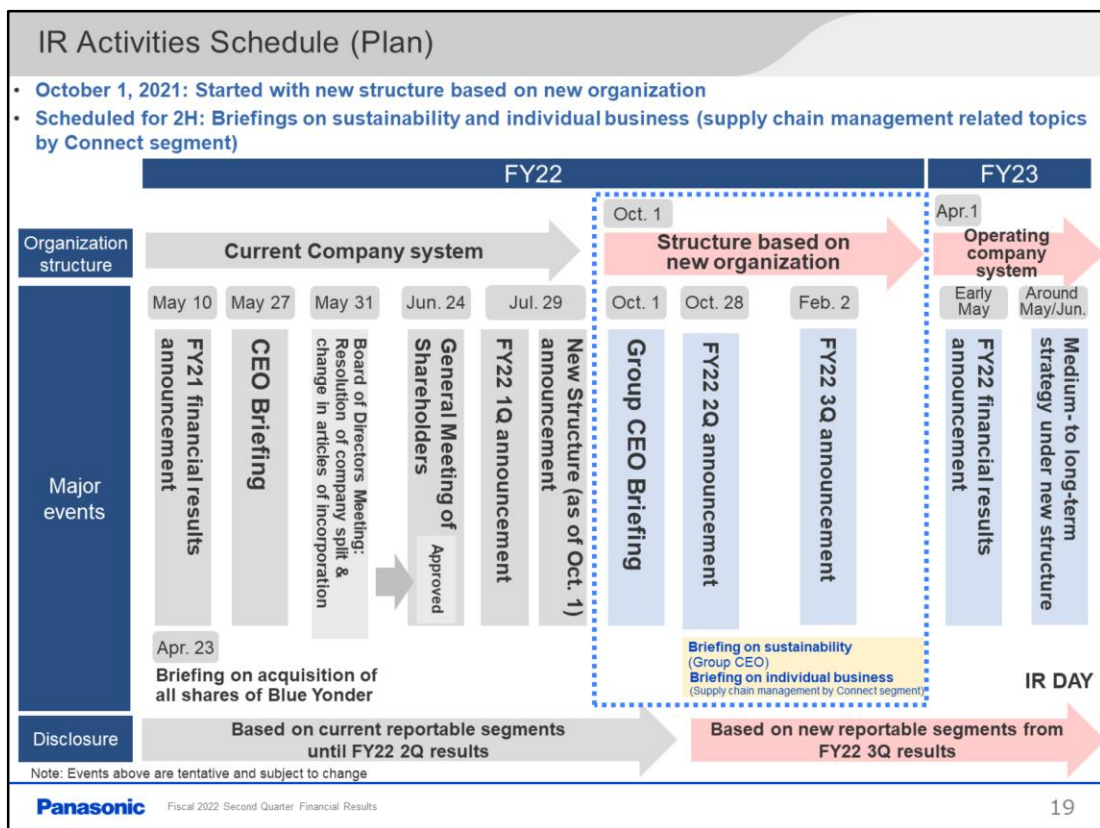
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- This slide shows the forecast of Lifestyle segment by divisional company.
- Going forward, our reporting will include the disclosure of the figures of 5 businesses within Lifestyle.



- Next, this slide explains our initiatives responding to various changes in the business environment triggered by COVID-19.
- As I explained in the summary, temporary setbacks, such as factory lockdowns and reduced automobile production, in addition to such more potentially long-term issues as raw material price hikes are happening in the current business environment.
- We will respond by thoroughly enhancing our operational capabilities through the following: strengthening production cost competitiveness through such initiatives as rationalization, making appropriate cost control efforts according to sales increases and decreases, and improving cash flow by reducing inventories.
- At the same time, new business opportunities are emerging:  
Expanding investment demand in information and communication infrastructure as well as labor-saving at factories, expanding EV demand, growing needs to improve supply chain management, and changes in lifestyle.  
We will respond by steadily capturing such expanding demand at each business.
- In Industry, we aim to expand the sales of key products, such as capacitors and industrial-use motors.
- In Energy, we will respond to expanding EV demand. With a new production line installed in North America, we expanded our production capacity equivalent to 50GWh, combining Japan and U.S. capacity.  
Regarding 4680 cells, we will accelerate R&D. Equipment for prototype production is scheduled for installation in FY22.
- In Connect, we aim to globally provide solutions to our customer's management issues, mainly through Blue Yonder's initiatives in supply chain management.
- In Lifestyle, we launched "my spec" products, which enable consumers to add and select functions after their purchases according to their lifestyles. We will continue to develop products and services that respond to changes in lifestyle and contribute to solving such societal issues as saving energy and reducing food waste.





- Finally, this slide shows our planned schedule for IR activities going forward.
- On October 1, 2021, we started our new structure based on a new organization. As for disclosure, financial results will be announced based on new segments from the third quarter of FY22.
- A briefing on sustainability hosted by Group CEO Kusumi and a briefing on supply chain management-related business by Connect segment are scheduled for the second half of FY22.



The Panasonic logo is centered within a large, empty rectangular frame. The logo itself is the word "Panasonic" in a bold, blue, sans-serif font.

- Thank you very much for your kind attention.

#### **Disclaimer Regarding Forward-Looking Statements**

This presentation includes forward-looking statements about Panasonic and its Group companies (the Panasonic Group). To the extent that statements in this presentation do not relate to historical or current facts, they constitute forward-looking statements. These forward-looking statements are based on the current assumptions and beliefs of the Panasonic Group in light of the information currently available to it, and involve known and unknown risks, uncertainties and other factors. Such risks, uncertainties and other factors may cause the Panasonic Group's actual results, performance, achievements or financial position to be materially different from any future results, performance, achievements or financial position expressed or implied by these forward-looking statements. Panasonic undertakes no obligation to publicly update any forward-looking statements after the date of this presentation. Investors are advised to consult any further disclosures by Panasonic in its subsequent filings under the Financial Instrument and Exchange Act of Japan (the FIEA) and other publicly disclosed documents.

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 not achieving expected benefits in connection with the transition to a new organizational system in which Panasonic is a holding company; the possibility of the Panasonic Group not being able to maintain competitive strength in many product and geographical areas; the possibility of incurring expenses resulting from any defects in products or services of the Panasonic Group; the possibility that the Panasonic Group may face intellectual property infringement claims by third parties; current and potential, direct and indirect restrictions imposed by other countries over trade, manufacturing, labor and operations; restrictions, costs or legal liability relating to laws and regulations or failures in internal controls; fluctuations in market prices of securities and other financial assets in which the Panasonic Group has holdings or changes in valuation of non-financial assets, including property, plant and equipment, goodwill and deferred tax assets; future changes or revisions to accounting policies or accounting rules; the possibility of incurring expenses resulting from a leakage of customers' or confidential information from Panasonic Group systems due to unauthorized access or a detection of vulnerability of network-connected products of the Panasonic Group; as well as natural disasters including earthquakes, prevalence of infectious diseases throughout the world, disruption of supply chain and other events that may negatively impact business activities of the Panasonic Group. The factors listed above are not all-inclusive and further information is contained in the most recent English translated version of Panasonic's securities reports under the FIEA and any other documents which are disclosed on its website.

(Reference) FY22 Six-Month (Apr. – Sep.) Results

(yen: billions)		FY22 1H	FY21 1H	vs. FY21 / Difference	
Sales		3,533.6	3,059.2	+474.4	+16% Excl. effect of exchange rates (+12%)
Adjusted OP*	(% to sales)	199.8 (5.7%)	89.1 (2.9%)	+110.7	+124%
Other income/loss**		1.4	7.5	-6.1	-
Operating profit	(% to sales)	201.2 (5.7%)	96.6 (3.2%)	+104.6	+108%
Non-operating income/loss		4.6	-3.4	+8.0	-
Profit before income taxes	(% to sales)	205.8 (5.8%)	93.2 (3.0%)	+112.6	+121%
Net profit attributable to Panasonic Corporation stockholders	(% to sales)	153.0 (4.3%)	48.9 (1.6%)	+104.1	+213%
EBITDA ***	(% to sales)	375.0 (10.6%)	267.8 (8.8%)	+107.2	+40%
Exchange rates	1 US dollar	110 yen	107 yen	* Adjusted OP = Sales - Cost of sales - SG&A ** Other income/loss = "Other income (expenses), net" + "Share of profit (loss) of investments accounted for using the equity method" as indicated in the Consolidated Statements of Profit or Loss of the news release *** EBITDA: total amount of Operating profit, Depreciation (Tangible assets including Property, plant and equipment/ Right-of-use assets) and Amortization (Intangible assets). Additionally adjusted with the amount equivalent to depreciation corresponding to underlying assets that are applied with Lease accounting treatment as a lessor	
	1 Euro	131 yen	121 yen		
	1 Renminbi	17.0 yen	15.3 yen		

# (Reference) FY22 2Q Segment Information

**Appliances**  
(Production and sales consolidated)

## Overview

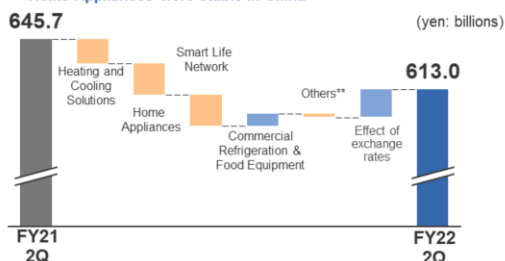
(yen: billions)	FY22 2Q	vs. FY21 2Q/ Difference
Sales	613.0	-5% (-8%)*
Adjusted operating profit (% to sales)	14.1 (2.3%)	-21.0
Other income/loss	-10.1	-10.1
Operating profit (% to sales)	4.0 (0.7%)	-31.1

\* In real terms excluding the effect of exchange rates

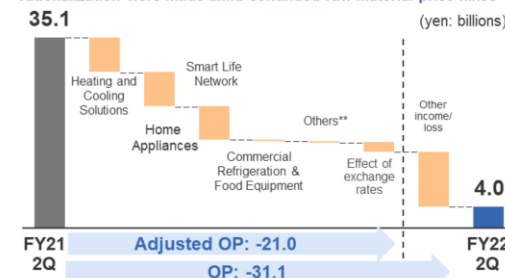
## Major increase/decrease factors

Sales / Adjusted OP	Heating and Cooling Solutions	<ul style="list-style-type: none"> <li>Sales decreased: Decreased sales of room air-conditioner in Japan (weak demand by weather instability) and in Asia &amp; Europe, etc. (re-spread of COVID-19). Stable sales such as A2W (hot water heat pump system) in Europe unable to offset these decreases</li> <li>Profit decreased: Large impact from decreased sales of room air-conditioner, despite such efforts as rationalization</li> </ul>
	Home Appliances	<ul style="list-style-type: none"> <li>Sales decreased: Weak overall demand of refrigerators and material procurement issues in front loading washing machines in Japan, despite stable sales in China (e.g. refrigerator, washing machine)</li> <li>Profit decreased: Impact from decreased sales, despite partial effect from cost control efforts</li> </ul>
	Smart Life Network	<ul style="list-style-type: none"> <li>Sales decreased: Material procurement issues (e.g. TVs and recorders) in Japan and Europe</li> <li>Profit decreased: Large impact from decreased sales in Japan with more value-added products, despite continuous efforts of management structure enhancement including fixed-cost reduction</li> </ul>
	Commercial Refrigeration & Food Equipment	<ul style="list-style-type: none"> <li>Sales increased due to stable sales in North America and China, and continuous recovery trend in Japan</li> <li>Profit decreased due mainly to impact from raw material price hikes, while sales increased</li> </ul>
Other income/loss		Expenses associated with early retirement benefit program, etc.

Sales: Decreased due mainly to weak overall demand of consumer electronics in Japan and re-spread of COVID-19 in Asia, while Home Appliances were stable in China



OP: Decreased largely impacted by decreased sales of Heating & Cooling Solutions and Home Appliances due mainly to weak overall demand in Japan and re-spread of COVID-19 in Asia, while such efforts as rationalization were made amid continued raw material price hikes



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

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## Overview

(yen: billions)	FY22 2Q	vs. FY21 2Q/ Difference
Sales	372.6	±0% (-1%)*
Adjusted operating profit (% to sales)	19.8 (5.3%)	-0.5
Other income/loss	-7.1	-2.6
Operating profit (% to sales)	12.7 (3.4%)	-3.1

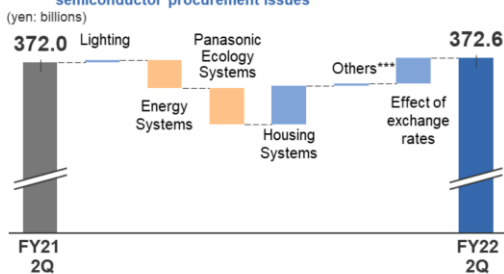
\* In real terms excluding the effect of exchange rates

## Major increase/decrease factors

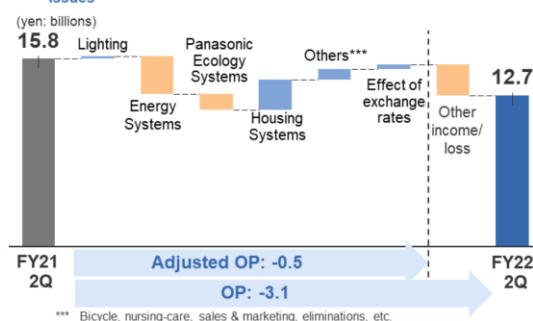
Sales / Adjusted OP	Lighting	<ul style="list-style-type: none"> <li>Sales increased: Increased sales in Japan and overseas offset negative impact of business transfer in North America</li> <li>Profit increased: Increased sales and rationalization efforts offset such impact as raw material price hikes</li> </ul>
	Energy Systems	<ul style="list-style-type: none"> <li>Sales decreased due to semiconductor procurement issues</li> <li>Profit decreased due mainly to impact of decreased sales and raw material price hikes</li> </ul>
	Panasonic Ecology Systems	<ul style="list-style-type: none"> <li>Sales decreased due mainly to decreased sales of engineering and IAQ** businesses by COVID19 impact in Asia</li> <li>Profit decreased due to raw material price hikes and impact of decreased sales</li> </ul>
	Housing Systems	<ul style="list-style-type: none"> <li>Sales and profit increased due mainly to continued effective sales promotion activities utilizing online exhibitions, etc.</li> </ul>
	Other income/loss	Expenses associated with early retirement benefit program, etc.

\*\* IAQ (Indoor Air Quality)

Sales: Remained at same level as FY21; Housing Systems in Japan was steady despite decreased sales due to lockdowns in Asia and semiconductor procurement issues



OP: Decreased despite efforts such as rationalization made in response to impact of raw material price hikes and semiconductor procurement issues



\*\*\* Bicycle, nursing-care, sales &amp; marketing, eliminations, etc.

# (Reference) FY22 2Q Segment Information

## Connected Solutions

### Overview

(yen: billions)	FY22 2Q	vs. FY21 2Q/ Difference
Sales	217.0	+14% (+10%)*
Adjusted operating profit (% to sales)	5.0 (2.3%)	+6.6
Other income/loss	47.0	+46.6
Operating profit (% to sales)	52.0 (24.0%)	+53.2

\* In real terms excluding the effect of exchange rates

### Major increase/decrease factors

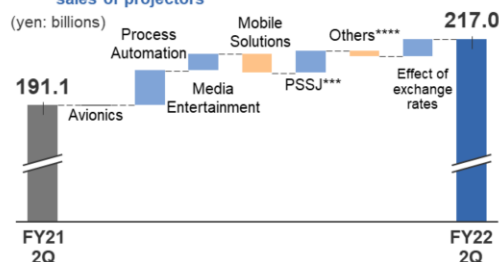
Sales / Adjusted OP	Avionics	<ul style="list-style-type: none"> <li>Sales was the same as previous year's level. Improved sales of maintenance and repair services, and others with recovery of flight operations offset decreased IFE** sales with slow recovery of aircraft production.</li> <li>Profit increased due to effects of fixed-cost reduction.</li> </ul>
	Process Automation	<ul style="list-style-type: none"> <li>Sales and profit increased driven by increased sales of mounting machines with strong investment demand related to EV and servers</li> </ul>
	Media Entertainment	<ul style="list-style-type: none"> <li>Sales and profit increased due to increased sales of projectors with market recovery trend in North America and China</li> </ul>
	Mobile Solutions	<ul style="list-style-type: none"> <li>Sales and profit decreased due to impact on notebook PC production caused by parts and components procurement issues as a result of lockdown in Southeast Asia</li> </ul>
	PSSJ***	<ul style="list-style-type: none"> <li>Sales and profit increased due to increased sales arising from Olympic-related projects, and others, despite decreased sales of notebook PCs, etc.</li> </ul>
Other income/loss		<ul style="list-style-type: none"> <li>Expenses associated with early retirement benefit program</li> <li>Recognized a gain from re-evaluation of existing equity in Blue Yonder</li> </ul>

\*\* IFE (Inflight entertainment)

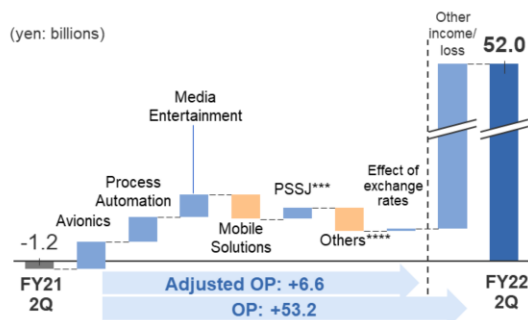
\*\*\* Panasonic System Solutions Japan Co., Ltd.

\*\*\*\* Other businesses, eliminations, etc.

Sales: Increased driven by increased sales of mounting machines with strong investment demand related to information and communication, as well as increased sales of projectors



OP: Increased due to increased sales of mounting machines and projectors, as well as improved profitability of Avionics



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# (Reference) FY22 2Q Segment Information

## Automotive

### Overview

(yen: billions)	FY22 2Q	vs. FY21 2Q/ Difference
Sales	357.6	±0% (-3%)*
Adjusted operating profit (% to sales)	3.4 (0.9%)	-6.4
Other income/loss	-6.1	-1.4
Operating profit (% to sales)	-2.7 (-0.8%)	-7.8

\* In real terms excluding the effect of exchange rates

### Major increase/decrease factors

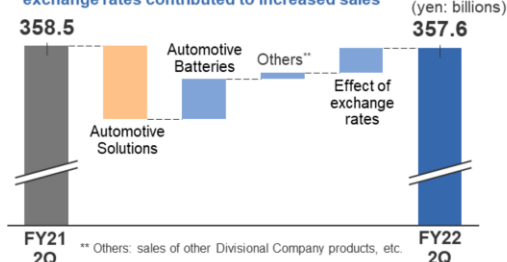
Sales / Adjusted OP	Automotive Solutions	<p>[Sales]</p> <ul style="list-style-type: none"> <li>Decreased due to reduced automobile production impacted by semiconductor shortages, re-spread of COVID19, and other factors</li> </ul> <p>[Profit]</p> <ul style="list-style-type: none"> <li>Decreased and turned to losses due to impact of decreased sales, price surges in parts, increased shipping costs, and other factors</li> </ul>
	Automotive Batteries	<p>[Sales]</p> <ul style="list-style-type: none"> <li>Increased in cylindrical batteries due to increased production responding to strong demand and rebound from temporary suspension of some production lines at North America factory in FY21. New production line started operations in August 2021.</li> </ul> <p>[Profit]</p> <ul style="list-style-type: none"> <li>Increased in cylindrical batteries due mainly to increased sales and material rationalization efforts, despite higher fixed costs by increased production</li> </ul>
	Other income/loss	<ul style="list-style-type: none"> <li>Automotive prismatic battery JV equity method loss</li> <li>Expenses associated with early retirement benefit program, etc.</li> </ul>

Note: Grouping of Businesses whose sales are disclosed

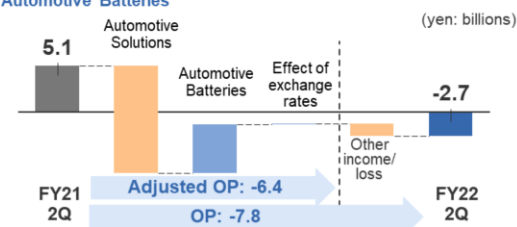
[Automotive Solutions] Automotive Infotainment Systems, HMI Systems, Automotive Systems, Ficosca [Automotive Batteries] Tesla Energy, Automotive prismatic battery business

Sales: Remained at same level as FY21 overall.

Decreased at Automotive Solutions affected by reduced automobile production, while increased sales of cylindrical batteries with improved utilization rate as well as effect of exchange rates contributed to increased sales



OP: Decreased largely impacted by decreased sales of Automotive Solutions and price hikes of parts and components, despite increased sales and material rationalization effect, etc. of Automotive Batteries



# (Reference) FY22 2Q Segment Information

## Industrial Solutions

### Overview

(yen: billions)	FY22 2Q	vs. FY21 2Q/ Difference	IS Company Products*
Sales	343.4	+12% (+7%)**	295.0
Adjusted operating profit (% to sales)	32.4 (9.5%)	+15.4	31.3 (10.6%)
Other income/loss	-2.5	-3.3	-2.5
Operating profit (% to sales)	29.9 (8.7%)	+12.1	28.7 (9.7%)

\* Excluding sales of other Divisional Company products (e.g. compressor, SD card), etc.

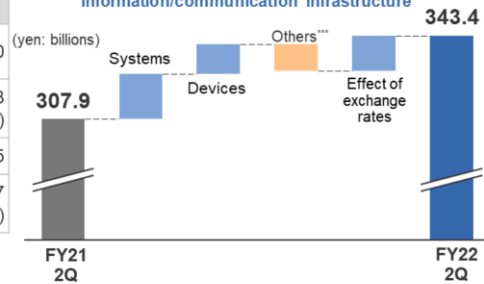
\*\* In real terms excluding the effect of exchange rates

### Major increase/decrease factors

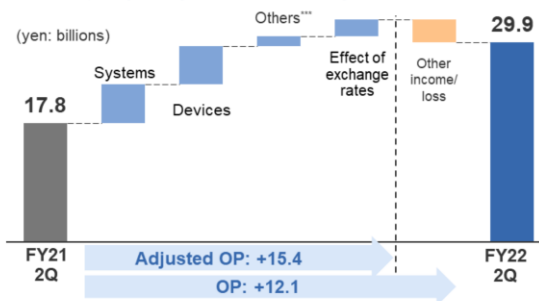
Sales / Adjusted OP	Systems	<ul style="list-style-type: none"> <li>Sales and profit increased: <ul style="list-style-type: none"> <li>Favorable sales of industrial-use motors, etc. for semiconductor production equipment and mounting machines</li> <li>Increased sales of relays for automotive and power storage systems</li> </ul> </li> </ul>
	Devices	<ul style="list-style-type: none"> <li>Sales and profit increased due to increased sales of passive components (e.g. capacitors) for ICT-infrastructure and automotive, offsetting impact of raw material price hikes</li> </ul>
	Others	<ul style="list-style-type: none"> <li>Profit increased due mainly to structural reform effect, despite decreased sales from transfer of semiconductor business</li> </ul>
Other income/loss	Expenses associated with early retirement benefit program, etc	

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

**Sales:** Increased due to favorable sales of mainstay products for automotive, labor-saving at factories, and information/communication infrastructure



**OP:** Increased due mainly to increased sales and restructuring effects, despite impact of raw material price hikes



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

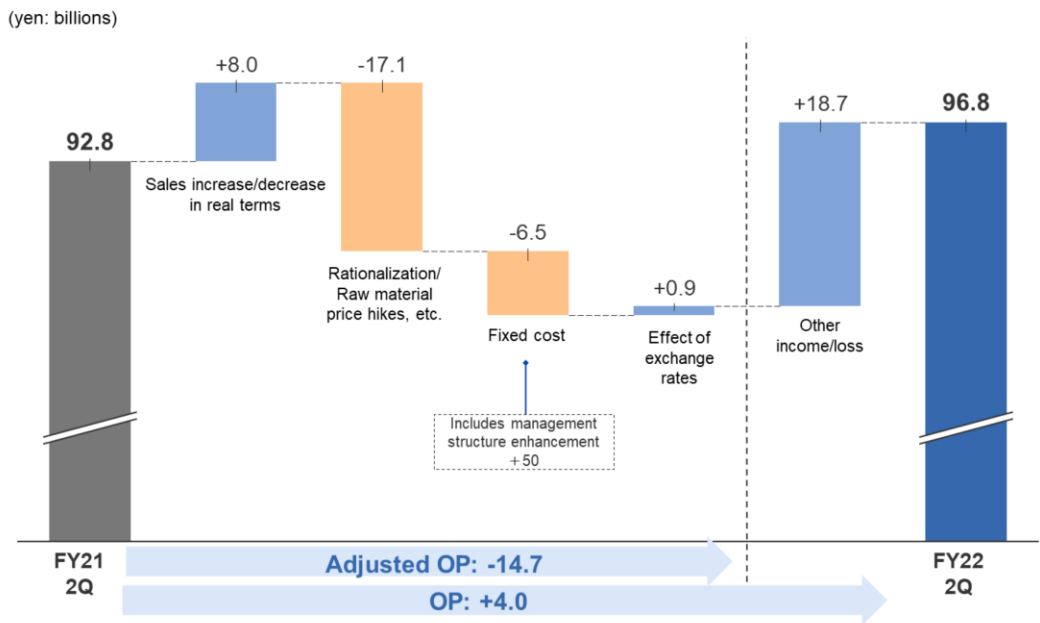
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(Reference) FY22 2Q Operating Profit Analysis (by Factor)



## (Reference) FY22 2Q Operating Profit & Net Profit

(yen: billions)

	FY22 2Q	FY21 2Q	Difference
Operating profit	96.8	92.8	+4.0
Non-operating income/loss	0.5	-2.7	+3.2
Profit before income taxes	97.3	90.1	+7.2
Income taxes	-17.4	-26.2	+8.8
Net profit	79.9	63.9	+16.0
Net profit attributable to Panasonic Corporation stockholders	76.5	58.7	+17.8
Net profit attributable to non-controlling interests	3.4	5.2	-1.8

## (Reference) FY22 Six-Month (Apr. - Sep.) Results (New Segment)

(yen: billions)

	Sales	vs. FY21	FY21 Difference	Adjusted OP (% to sales)	FY21 Difference	Other income/ loss	FY21 Difference	OP (% to sales)	FY21 Difference	EBITDA* (% to sales)	FY21 Difference
Lifestyle	1,778.2	+7%	+109.1	84.4 4.7%	+3.0	-17.1	-10.8	67.3 3.8%	-7.8	114.2 6.4%	-7.5
Automotive	499.7	+18%	+75.7	-2.5 -0.5%	+11.1	-2.1	0.0	-4.6 -0.9%	+11.1	21.9 4.4%	+12.8
Connect	425.5	+13%	+49.2	12.1 2.8%	+30.2	40.1	+39.2	52.2 12.3%	+69.4	68.6 16.1%	+69.9
Industry	557.6	+20%	+91.0	47.1 8.4%	+34.5	-1.1	0.0	46.0 8.3%	+34.5	71.7 12.9%	+35.0
Energy	373.7	+33%	+93.7	36.9 9.9%	+29.2	-1.3	-1.8	35.6 9.5%	+27.4	62.6** 16.8%	+27.5
Other/ Eliminations & adjustments	-101.1	-	+55.7	21.8	+2.7	-17.1	-32.7	4.7	-30.0	36.0	-30.5
Total	3,533.6	+16%	+474.4	199.8 5.7%	+110.7	1.4	-6.1	201.2 5.7%	+104.6	375.0 10.6%	+107.2

\* EBITDA: total amount of Operating profit, Depreciation (Tangible assets including Property, plant and equipment / Right-of-use assets) and Amortization (Intangible assets)

\*\* Additionally adjusted with the amount equivalent to depreciation corresponding to underlying assets that are applied with Lease accounting treatment as a lessor

(Reference) FY22 Six-Month (Apr. - Sep.) Results (Lifestyle Segment by Divisional Company)

(yen: billions)

	Sales	vs. FY21	FY21 Difference	Adjusted OP (% to sales)	FY21 Difference	Other income/ loss	FY21 Difference	OP (% to sales)	FY21 Difference	EBITDA* (% to sales)	FY21 Difference
Living Appliances and Solutions Company	452.7	+4%	+15.6	37.6 8.3%	-1.7	-0.6	-0.1	37.0 8.2%	-1.8	47.1 10.4%	-1.1
Heating & Ventilation A/C Company	367.6	+4%	+14.0	24.0 6.5%	-3.4	-2.0	-2.3	22.0 6.0%	-5.7	31.1 8.5%	-4.6
Cold Chain Solutions Company	151.2	+24%	+29.2	2.5 1.7%	+3.6	-0.9	-0.7	1.6 1.1%	+2.9	5.4 3.6%	+2.8
Electric Works Company	477.2	+6%	+25.3	15.1 3.2%	+0.4	-7.2	+0.5	7.9 1.7%	+0.9	22.2 4.7%	-0.3
China and Northeast Asia Company**	430.1	+20%	+73.0	20.4 4.7%	-3.4	-5.3	-6.1	15.1 3.5%	-9.5	24.7 5.7%	-8.2

\* EBITDA: total amount of Operating profit, Depreciation (Tangible assets including Property, plant and equipment / Right-of-use assets) and Amortization (Intangible assets)

\*\* Living Appliances and Solutions Company, Heating & Ventilation A/C Company, Cold Chain Solutions Company, and Electric Works Company include part of sales and profit of China and Northeast Asia Company

# Mid-term Strategy: Progress in Key Initiatives

Enhancement of management structure		■ <b>Steady progress in 1H (13.0 billion yen) against full-year target (20.0 billion yen)</b>							
		(yen: billions)			(Reference)				
			FY22		Mid-term target	FY20	FY21	FY22(e)	3-year total
			1Q results	2Q results					
			1H results						
Fixed cost reduction		8.0	5.0	13.0	60.0	20.0	60.0	20.0	100.0
Businesses with loss-making structures		7.0	-2.0	5.0	40.0	0.0	30.0	0.0	30.0
Total		15.0	3.0	18.0	100.0	20.0	90.0	20.0	130.0
*Fixed cost reduction" does not included fixed cost improvement related to decreased sales by COVID-19, improved amount is Adjusted OP-basis.									
Business portfolio reform	Investment for growth	<b>Gemba Process</b> • Completed acquisition of Blue Yonder by acquiring all shares (Sep.16, 2021) <b>Automotive Batteries</b> • Additional production line in North America factory started operation in August							
	Improve profitability	• Completed transfer of satellite communication service provider (non-aviation industry) ITC Global (Apr. 30, 2021) • Completed share transfer of European dry battery business (Jun. 4, 2021)							
Improve profitability of automotive business		• Turned profitable in FY21, focusing on profitability improvement (e.g. fixed cost reduction, improved productivity) • Profit expected to increase in FY22 due mainly to increased sales resulting from increasing demand of automotive batteries, despite impact of reduced automobile production, etc. in Automotive Solutions							
		(Reference)			(yen: billions)				
		<AM Segment>		FY22		FY20		FY21	
				1H results	vs. FY21			vs. FY20	FY22 (e)
Adjusted OP (% to sales)				14.6 (2.0%)	+34.3	-30.5 (-2.1%)	2.2* (0.2%)	+32.7	40.0 (2.6%)
* Turned profitable overall even when including temporary expenses									

## (Reference) Business Portfolio Reform Progress since FY20

Note: Changes from FY22 1Q financial results announcement are underlined

<b>Investment for growth</b>	<b>Gemba (operational frontlines) process business</b> <b>Completed in FY22</b> - Completed acquisition of Blue Yonder, specialized in supply chain software, by acquiring all shares (September 16, 2021)
	<b>Automotive prismatic battery business</b> <b>Completed in FY21</b> - Established Prime Planet Energy & Solutions Inc., a joint venture with Toyota Motor Corporation (April 1, 2020)
<b>Enhance competitiveness through Co-creation</b>	<b>Town development business</b> <b>Completed in FY20</b> - Established Prime Life Technologies Corporation, a joint venture with Toyota Motor Corporation (January 7, 2020)
	<b>Security systems business</b> <b>Completed in FY20</b> - Completed procedures of strategic co-investment with Polaris Capital Group Co., Ltd. (November 2019)
<b>Improve profitability</b>	<b>Semiconductor business</b> <b>Completed in FY21</b> - Announced transfer of semiconductor business (November 28, 2019). Transfer completed (September 1, 2020) *Announced transfer part of discrete semiconductor business (April 23, 2019). Completed November 2019.
	<b>Liquid crystal display panel business</b> - Announced end of production of liquid crystal display panels by 2021 (November 21, 2019). Proceeding toward termination of production as scheduled.
	<b>Solar business</b> - Announced to wind down production in Buffalo, NY, USA. (February 26, 2020). Ceased production by the end of June 2020 and completed withdrawal at the end of September 2020. <b>Completed in FY21</b> - Announced to withdraw from production of solar cells at Malaysia factory and Shimane factory. (February 1, 2021) Continue sales of solar cells in domestic and overseas markets. Complete structural reform within FY22, and aim to restore profitability of energy solution business as a whole by FY23.
	<b>Smart Life Network business (TV business, etc.)</b> - TV business turned profitable during FY21 by streamlining development of non-profitable models, focusing on selling high value-added models, drastically revised costs, etc. Reorganizing global manufacturing sites along with ODM. In negotiation for comprehensive collaboration with external partners.
	<b>Lighting business</b> - Completed share transfer of North American lighting device company (March 12, 2021) <b>Completed in FY21</b> - Completed share transfer of European lighting device company (late February 2020) <b>Completed in FY20</b>
	<b>Dry battery business</b> <b>Completed in FY22</b> - Announced share transfer of European dry battery business (March 17, 2021); Transfer completed (June 4, 2021)
	<b>Avionics business</b> <b>Completed in FY22</b> - Completed transfer of satellite communication service provider (non-aviation industry) ITC Global (April 30, 2021)

## (Reference) List of Voluntarily Disclosed Businesses in FY22 (Current Structure)

	Businesses with Sales Disclosed	Major Business Divisions, etc.
<b>AP</b>	<ul style="list-style-type: none"> <li>• Heating and Cooling Solutions</li> <li>• Home Appliances</li> <li>• Smart Life Network</li> <li>• Commercial Refrigeration &amp; Food Equipment</li> <li>• Others</li> </ul>	<ul style="list-style-type: none"> <li>: Heating and Cooling Solutions BD</li> <li>: Kitchen Appliances BD, Laundry Systems and Vacuum Cleaner BD, Beauty and Personal Care BD</li> <li>: Smart Life Network BD</li> <li>: Cold Chain BD, Hussmann Corporation</li> <li>: Refrigeration and Air-Conditioning Devices BD, Smart Energy System BD, sales of other Divisional Company products, headquarter-related, eliminations, etc.</li> </ul>
<b>LS</b>	<ul style="list-style-type: none"> <li>• Lighting</li> <li>• Energy Systems</li> <li>• Panasonic Ecology Systems</li> <li>• Housing Systems</li> <li>• Others</li> </ul>	<ul style="list-style-type: none"> <li>: Lighting BD</li> <li>: Energy Systems BD</li> <li>: Panasonic Ecology Systems Co., Ltd.</li> <li>: Housing Systems BD</li> <li>: Bicycle, nursing-care, sales &amp; marketing, eliminations, etc.</li> </ul>
<b>CNS</b>	<ul style="list-style-type: none"> <li>• Avionics</li> <li>• Process Automation</li> <li>• Media Entertainment</li> <li>• Mobile Solutions</li> <li>• PSSJ</li> <li>• Others</li> </ul>	<ul style="list-style-type: none"> <li>: Panasonic Avionics Corporation, Avionics BU</li> <li>: Process Automation BD</li> <li>: Media Entertainment BD</li> <li>: Mobile Solutions BD</li> <li>: Panasonic System Solutions Japan Co., Ltd.</li> <li>: Other businesses, eliminations, etc.</li> </ul>
<b>AM</b>	<ul style="list-style-type: none"> <li>• Automotive Solutions</li> <li>• Automotive Batteries</li> <li>• Others</li> </ul>	<ul style="list-style-type: none"> <li>: Infotainment Systems BD, HMI Systems BD, Automotive Systems BD, Ficosa International, S.A.</li> <li>: Tesla Energy BD, Automotive prismatic battery business</li> <li>: Sales of other Divisional Company products, etc.</li> </ul>
<b>IS</b>	<ul style="list-style-type: none"> <li>• Systems</li> <li>• Devices</li> <li>• Others</li> </ul>	<ul style="list-style-type: none"> <li>: Electromechanical Control BD, Industrial Device BD, Energy Solutions BD</li> <li>: Device Solutions BD, Energy Device BD, Electronic Materials BD</li> <li>: LCD, sales of other Divisional Company products, eliminations, etc.</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• Sales of raw materials, etc.</li> </ul>	

**Eliminations & adjustments** • 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.

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. Automotive Energy BD was deconsolidated in April 2020. Semiconductor was deconsolidated in September 2020.  
Share of profit of investments accounted for using the equity method for Prime Planet Energy & Solutions Inc. is included in AM segment

## (Reference) List of Voluntarily Disclosed Businesses in FY22 (New Structure)

		Businesses with Sales Disclosed	Major Business Divisions, etc.
Lifestyle	Living Appliances and Solutions Company	<ul style="list-style-type: none"> <li>Kitchen Appliances</li> <li>Laundry Systems and Vacuum Cleaner</li> <li>Beauty and Personal Care</li> </ul>	<ul style="list-style-type: none"> <li>Kitchen Appliances BD</li> <li>Laundry Systems and Vacuum Cleaner BD</li> <li>Beauty and Personal Care BD</li> </ul>
	Heating & Ventilation A/C Company	<ul style="list-style-type: none"> <li>Heating and Cooling Solutions</li> <li>Ecology Systems</li> </ul>	<ul style="list-style-type: none"> <li>Heating and Cooling Solutions BD</li> <li>Panasonic Ecology Systems Co., Ltd.</li> </ul>
	Cold Chain Solutions Company	-	Husmann Corporation, Cold Chain BD
	Electric Works Company	<ul style="list-style-type: none"> <li>Lighting</li> <li>Energy Systems</li> <li>Other</li> </ul>	<ul style="list-style-type: none"> <li>Lighting BD</li> <li>Energy Systems BD</li> <li>Smart Energy Systems BD</li> </ul>
	China and Northeast Asia Company	-	Smart Life Appliances BD, Building and Housing Solutions BD, Cold Chain (China) BD, Refrigeration and Air-Conditioning Devices BD, Taiwan BD
	Others	-	Sales of other segment products, segment head office, eliminations, etc.
Automotive		<ul style="list-style-type: none"> <li>Automotive Cockpit Systems</li> <li>Automotive Electronics Systems</li> <li>Others</li> </ul>	<ul style="list-style-type: none"> <li>Infotainment Systems BD</li> <li>HMI Systems BD, Automotive Systems BD, Ficosa International, S.A.</li> <li>Sales of other segment products, etc.</li> </ul>
Connect		<ul style="list-style-type: none"> <li>Avionics</li> <li>Process Automation</li> <li>Media Entertainment</li> <li>Mobile Solutions</li> <li>PSSJ</li> <li>Blue Yonder</li> <li>Others</li> </ul>	<ul style="list-style-type: none"> <li>Panasonic Avionics Corporation, Avionics BU</li> <li>Process Automation BD</li> <li>Media Entertainment BD</li> <li>Mobile Solutions BD</li> <li>Panasonic System Solutions Japan Co., Ltd.</li> <li>Blue Yonder Holding, Inc.</li> <li>Other businesses, eliminations, etc.</li> </ul>
Industry		<ul style="list-style-type: none"> <li>Control Devices / FA Solutions</li> <li>Electronic Devices / Electronic Materials</li> <li>Others</li> </ul>	<ul style="list-style-type: none"> <li>Electromechanical Control BD, Industrial Devices BD</li> <li>Device Solutions BD, Electronic Materials BD</li> <li>LCD, sales of other segment products, eliminations, etc.</li> </ul>
Energy		<ul style="list-style-type: none"> <li>In-vehicle</li> <li>Industrial / Consumer</li> <li>Others</li> </ul>	<ul style="list-style-type: none"> <li>Mobility Energy BD</li> <li>Energy Devices BD, Energy Solutions BD</li> <li>Segment head office, eliminations, etc.</li> </ul>
Other		<ul style="list-style-type: none"> <li>Entertainment &amp; Communication</li> <li>Housing</li> </ul>	<ul style="list-style-type: none"> <li>Entertainment &amp; Communication BD</li> <li>Housing Systems BD</li> </ul>
Eliminations & adjustments		Revenue and expenses which are not attributable to any segments, consolidation adjustments and eliminations of intersegment transactions, etc.	

Notes: 1. Living Appliances and Solutions Company, Heating & Ventilation A/C Company, Cold Chain Solutions Company, and Electric Works Company include part of sales and profit of China and Northeast Asia Company  
2. Equity method income/loss of Prime Planet Energy & Solutions, Inc. is included in "Eliminations & adjustments"

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