

Fiscal 2023 Financial Results

Fiscal 2024 Financial Forecast

May 10, 2023

Panasonic Holdings Corporation

- Notes: 1. This is an English translation from the original presentation in Japanese.
2. In this presentation, “Fiscal 2023” or “FY3/23” refers to the year ended March 31, 2023.
In addition, “Fiscal 2024” or “FY3/24” refers to the year ending March 31, 2024.

Summary of FY3/23 Financial Results

- **US Inflation Reduction Act (IRA)**

Detailed rules not yet announced; amount equivalent to IRA tax credit **recorded in 4Q FY3/23 results (tax deduction)** and **factored into FY3/24 forecast (Adjusted operating profit)**
(Details in next slide)

- **FY3/23 Financial Results**

- **Overall sales increased year-on-year**
Increased sales (e.g. Lifestyle, Automotive, Connect) and currency translation
- **Adjusted operating profit decreased**
Despite increased profit in Automotive and Connect, profit largely decreased in Industry and Energy
- **Net profit* increased** due to tax deduction equivalent to IRA tax credit
- **Operating CF increased year-on-year:** efforts to reduce inventories and one-time tax payment in FY3/22
- **Annual dividend determined at 30 yen (year-end: 15 yen);** same as forecast (announced Feb. 28)

- **FY3/24 Forecast**

- **Groupwide: Both sales and profit expected to increase** due to demand recovery, profit recognition of amount equivalent to IRA tax credit
Net profit expected at a record high level of 350.0 bil. yen
- **By segment: Sales and profit to increase** in Lifestyle, Automotive, Connect, Energy;
Sales and profit to decrease in Industry

* Net profit attributable to Panasonic Holdings Corporation stockholders

Impact of US IRA Tax Credit to Financial Results & Forecast

- ✓ **Three methods to monetize US IRA tax credit: “Deductible tax credit” “Refundable tax credit” and “Transferable tax credit,” with each needing different accounting treatments**
- ✓ **4Q FY3/23: 40.0 bil. yen recorded on net profit, assuming “deductible tax credit” to be applied**
- ✓ **FY3/24: 80.0 bil. yen (approx. half of total amount) factored into adjusted OP, assuming to elect “refundable tax credit (directly paid)”;**
taking into consideration the aim of US IRA (reduce excessive inflation and promote energy policies in US), effectively use credit with customers to strengthen & expand North America business

	Monetization method	Recording on P/L	Recording amount*1
4Q FY3/23	Deductible tax credit	Net profit (As a tax deduction)	40.0 bil. yen*2
FY3/24	Refundable tax credit	Adjusted OP (Energy segment)	80.0 bil. yen*3
		Net profit	100.0 bil. yen*4

*1: Monetization expected after a certain time lag from P/L recording

*2: 4Q FY3/23 production & sales: 8.6 GWh x \$35/kWh

*3: Approx. half of FY3/24 production & sales forecast: 36 GWh x \$35/kWh

*4: “IRA tax credit” is a non-taxable income. In addition, 20.0 bil. yen is expected to be recorded in deferred tax assets, assuming the amount effectively used with customers will be applicable for deferred tax accounting

Note: Contents of this slide are based on our current assumptions and are subject to change (e.g. detailed rules)

Fiscal 2023 Financial Results

Fiscal 2024 Financial Forecast

FY3/23 Financial Results

(yen: billions)

YoY % figures represent the year-on-year change relative to the previous year's figures

	FY3/23		FY3/22		YoY (year-on-year)		FY3/23 E (as of Feb 2, 2023)		Difference
Sales	8,378.9		7,388.8		113% excl. FX (105%) +990.1		8,200.0		+178.9
Adjusted operating profit*1 (% to sales)	314.1	(3.7%)	357.7	(4.8%)	88% -43.6		300.0	(3.7%)	+14.1
Other income/loss*2	-25.5		-0.2		- -25.3		-20.0		-5.5
Operating profit (% to sales)	288.6	(3.4%)	357.5	(4.8%)	81% -68.9		280.0	(3.4%)	+8.6
Profit before income taxes (% to sales)	316.4	(3.8%)	360.4	(4.9%)	88% -44.0		300.0	(3.7%)	+16.4
Net profit attributable to Panasonic Holdings Corporation stockholders (% to sales)	265.5	(3.2%)	255.3	(3.5%)	104% +10.2		210.0	(2.6%)	+55.5
EPS*3	113.75 yen		109.41 yen		- +4.34 yen		89.98 yen		+23.77 yen
ROE	7.8%		8.9%		- -1.1%		6.0%		+1.8%
EBITDA*4 (% to sales)	718.4	(8.6%)	744.0	(10.1%)	97% -25.6		710.0	(8.7%)	+8.4
Exchange rates	1 US dollar	135 yen	112 yen		+23 yen		135 yen		±0 yen
	1 Euro	141 yen	131 yen		+10 yen		138 yen		+3 yen
	1 Renminbi	19.8 yen	17.5 yen		+2.3 yen		19.9 yen		-0.1 yen

*1: Sales - Cost of sales - SG&A

*2: "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

*3: Basic earnings per share attributable to Panasonic Holdings Corporation stockholders

*4: Total amount of Operating profit, Depreciation (Tangible assets including property, plant and equipment/ Right-of-use assets) and Amortization (Intangible assets).

Adjusted with: - amount equivalent to depreciation corresponding to underlying assets that are applied with Lease accounting treatment as a lessor

- impact of temporary accounting treatment related to "re-evaluation of assets and liabilities" upon Blue Yonder acquisition

FY3/23 Results by Segment

(yen: billions)

YoY % figures represent the year-on-year change relative to the previous year's figures

	Sales	YoY (excl. FX)	FY3/23E (Feb 2) Difference	Adjusted OP (%)	YoY	FY3/23E (Feb 2) Difference	Other income/ loss	YoY	FY3/23E (Feb 2) Difference	OP (%)	YoY	FY3/23E (Feb 2) Difference	EBITDA*1 (%)	YoY	FY3/23E (Feb 2) Difference
Lifestyle	3,483.3	110% (103%)	+83.3	122.4 ^{*4} 3.5%	-9.1	-2.6	-19.3 ^{*5}	+4.0	-8.3	103.1 ^{*4} 3.0%	-5.1	-10.9	205.9 ^{*4} 5.9%	+1.6	-12.1
Automotive	1,297.5	122% (113%)	+7.5	14.2 1.1%	+11.8	+3.2	2.0	+3.0	+2.0	16.2 1.3%	+14.8	+5.2	77.7 6.0%	+20.6	+6.7
Connect	1,125.7	122% (110%)	+15.7	28.2 2.5%	+12.5	+7.2	-7.3	-44.4	-1.3	20.9 1.9%	-31.9	+5.9	99.9 ^{*2} 8.9%	-17.8	+9.9
Industry	1,149.9	102% (93%)	+9.9	63.3 5.5%	-23.4	-5.7	3.5	+7.0	+3.5	66.8 5.8%	-16.4	-2.2	125.4 10.9%	-10.2	-2.6
Energy	971.8	126% (107%)	+17.8	39.6 4.1%	-31.2	-2.4	-6.4	-2.4	-0.4	33.2 3.4%	-33.6	-2.8	98.5 ^{*3} 10.1%	-24.5	-3.5
Other/ Eliminations & adjustments	350.7	-	+44.7	46.4	-4.2	+14.4	2.0	+7.5	-1.0	48.4	+3.3	+13.4	111.0	+4.7	+10.0
Total	8,378.9	113% (105%)	+178.9	314.1 3.7%	-43.6	+14.1	-25.5	-25.3	-5.5	288.6 3.4%	-68.9	+8.6	718.4 8.6%	-25.6	+8.4

Note: From FY3/23, management accounting adjustments to sales prices are included in each segment. Such adjustments were previously included in "Eliminations and adjustments."
(Figures for FY3/22 are reclassified to conform to the presentation for FY3/23)

*1: Total amount of Operating profit, Depreciation (Tangible assets including property, plant and equipment / Right-of-use assets) and Amortization (Intangible assets)

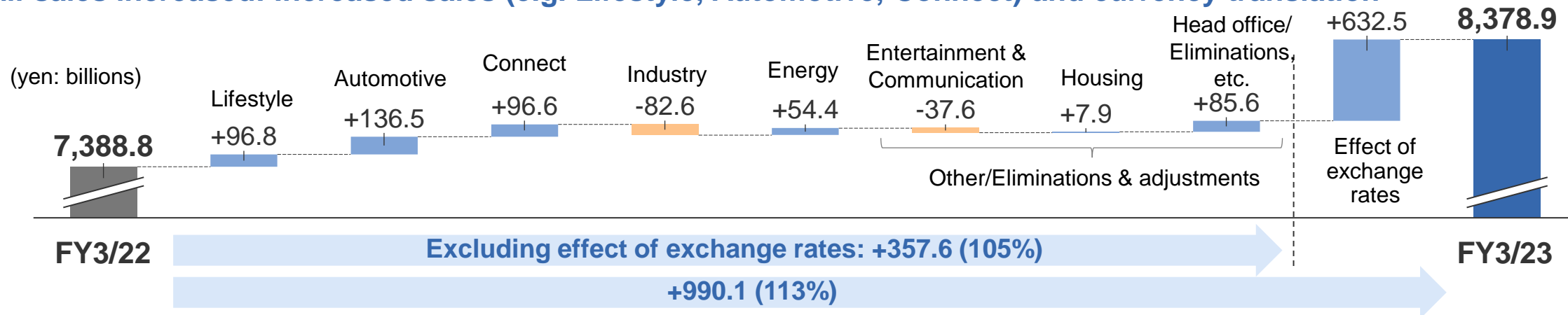
*2: Adjusted with impact of temporary accounting treatment related to "re-evaluation of assets and liabilities" upon Blue Yonder acquisition

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

*4: Temporary expenses in China included *5: Recall-related expenses of HVAC included

FY3/23 Sales Analysis by Segment

Overall sales increased: Increased sales (e.g. Lifestyle, Automotive, Connect) and currency translation

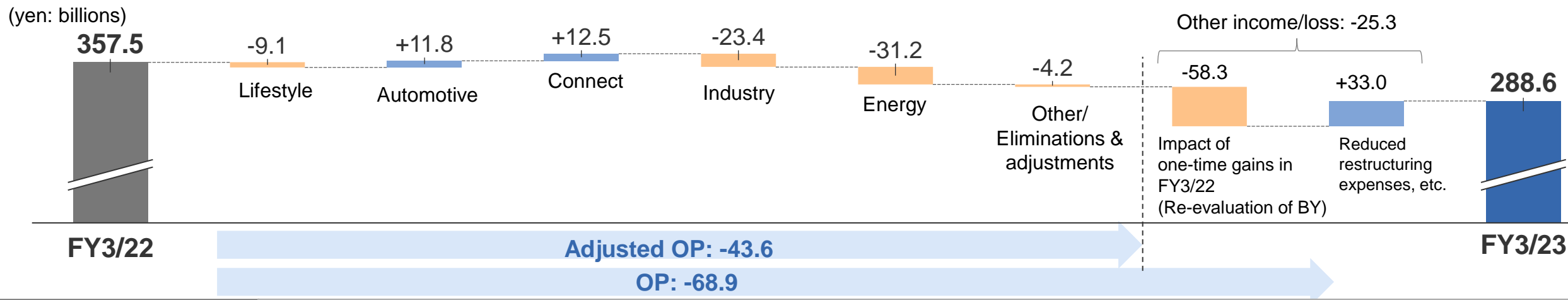


Major increase/decrease factors (excluding effect of exchange rates)

Lifestyle	Increased: Steady sales in priority businesses (e.g. HVAC in Europe, electrical construction materials for Japan & overseas, showcases in North America), despite decreased sales of consumer electronics in Japan (Shanghai lockdown and weakening demand from 2H)
Automotive	Increased: Recovery in automobile production of customers
Connect	Increased: Growth in Avionics (market recovery in aviation industry), rugged mobile terminals for overseas markets, as well as Blue Yonder consolidation/sales growth, despite decreased sales of Process Automation (investment slowdown for PC/smartphones)
Industry	Decreased due to changes in semiconductor sales channel (business termination) and downturn in market conditions from 2H, despite increased sales (e.g. EV relays, industrial-use relays, capacitors for green vehicles)
Energy	Increased: Increased EV battery production & sales mainly in North America with growing EV demand, as well as price revisions, despite decreased sales for Industrial/Consumer (e.g. ICT & consumer-use Li-ion batteries and BtoB-use Li-ion primary batteries affected by weakening market conditions)
Other/ Eliminations & adjustments	Entertainment & Communication: Decreased due to market downturn, despite improvements in parts & materials procurement issues Housing: Increased driven mainly by water-related equipment and building materials

FY3/23 Operating Profit Analysis by Segment

Adjusted OP decreased: Profit increased in Automotive and Connect, largely decreased in Industry and Energy



Major increase/decrease factors	Lifestyle	Decreased overall: Decreased sales of consumer electronics in Japan (not fully countered by price revision effects), despite increased sales of priority businesses (e.g. HVAC in Europe, electrical construction materials for Japan & overseas, showcases in North America)
	Automotive	Increased : Cost reduction, increased sales from 2Q , further price revision effects in 2H to offset parts & material price hikes and effect of exchange rates, despite parts & materials price hikes (e.g. semiconductors) and increased fixed costs (e.g. increased production)
	Connect	Increased : Increased sales of Avionics from 2H and rugged mobile terminals for overseas markets, despite decreased sales of Process Automation and Gemba Solutions (post-Olympic demand slowdown)
	Industry	Decreased : Raw material price hikes and downturn in market conditions from 2H , despite price revisions, rationalization and effect of yen depreciation
Adjusted OP	Energy	Decreased : Raw material price hikes mainly for In-vehicle, decreased sales for Industrial/Consumer, increased fixed costs (e.g. development expenses for future growth)
	Other/ Eliminations & adjustments	Decreased : Decreased profit for Entertainment & Communication and Housing, despite a temporary increase in intellectual property income

Other income/loss **Decreased** overall: But excluding impact of one-time gains (re-evaluation of existing equity in Blue Yonder upon acquisition: 58.3 bil. yen) recorded in FY3/22, improved year-on-year due mainly to reduced restructuring expenses, etc.

Lifestyle Segment: FY3/23 Results by Divisional Company

YoY % figures represent the year-on-year change relative to the previous year's figures

(yen: billions)	Sales	YoY (excl. FX)	FY3/23E (Feb 2) Difference	Adjusted OP (% to sales)	YoY	FY3/23E (Feb 2) Difference	Other income/ loss	YoY	FY3/23E (Feb 2) Difference	OP (% to sales)	YoY	FY3/23E (Feb 2) Difference	EBITDA*2 (% to sales)	YoY	FY3/23E (Feb 2) Difference
Living Appliances and Solutions Company (LAS)	896.7	107% (100%)	-3.3	52.8 5.9%	-10.5	-4.7	2.5	+1.9	+2.0	55.3 6.2%	-8.6	-2.7	80.1 8.9%	-4.7	-1.9
Heating & Ventilation A/C Company (HVAC)	761.0	112% (104%)	-9.0	21.6 2.8%	+0.1	-0.4	-21.8 ^{*3}	-18.4	-20.7	-0.2 ^{*3} -0.0%	-18.3	-21.1	21.2 ^{*3} 2.8%	-14.6	-18.8
Cold Chain Solutions Company (CCS) ^{*5}	351.9	130% (114%)	+16.9	12.3 3.5%	+9.1	+2.3	0.1	+0.5	+0.1	12.4 3.5%	+9.6	+2.4	21.0 6.0%	+10.8	+2.5
Electric Works Company (EW)	1,004.5	111% (109%)	+15.5	52.0 5.2%	+7.1	+2.0	-5.3	+2.5	+3.2	46.7 4.6%	+9.6	+5.2	74.7 7.4%	+9.2	+4.7
China and Northeast Asia Company (CNA) ^{*1 *6}	867.3	109% (96%)	-32.7	22.9 ^{*4} 2.6%	+5.8	+2.4	7.8	+16.5	+8.2	30.7 ^{*4} 3.5%	+22.3	+10.6	52.6 ^{*4} 6.1%	+25.1	+10.1

*1: Sales and profit of CNA (except Cold Chain (China) and Refrigeration and Air-Conditioning Devices) are also included in LAS, HVAC, and EW

*2: Total amount of Operating profit, Depreciation (Tangible assets including property, plant and equipment / Right-of-use assets) and Amortization (Intangible assets)

*3: Recall-related expenses included

*4: Temporary expenses in China included

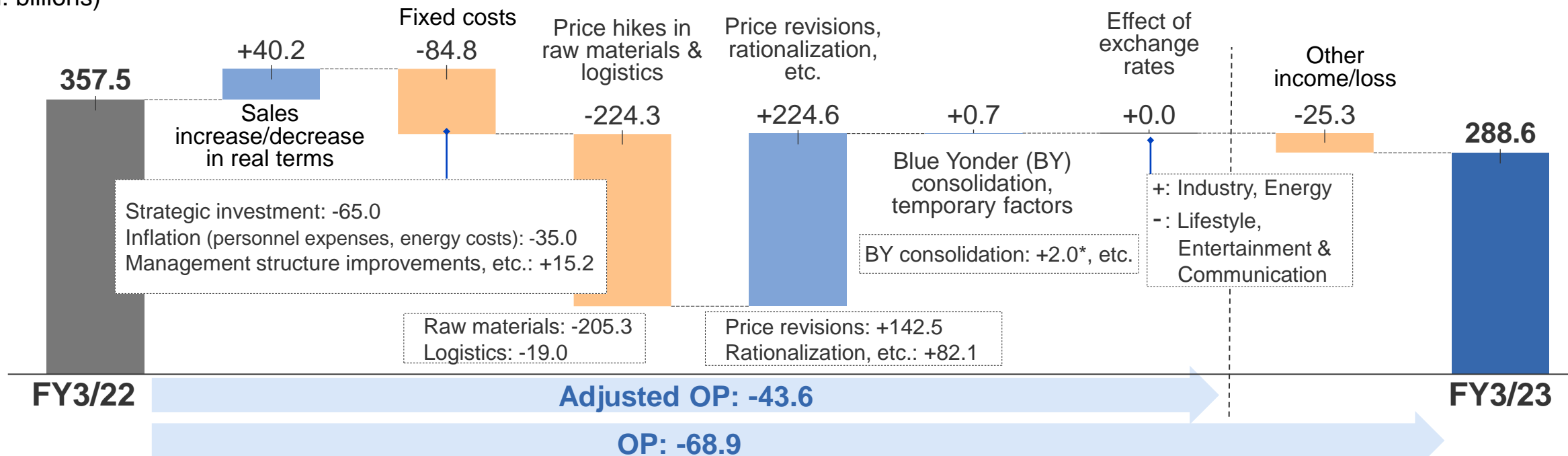
*5: From 2Q FY3/23, business in China is excluded from the scope of consolidation of CCS (FY3/22 results are also reclassified to conform to FY3/23 presentation)

*6: From 4Q FY3/23, part of Cold Chain related business is excluded from the scope of consolidation of CNA (FY3/22 results are also reclassified to conform to FY3/23 presentation)

FY3/23 Operating Profit Analysis (by Factor)

Adjusted OP decreased: Increased sales unable to offset increased fixed costs resulting from strategic investments, despite price revisions, etc. countering raw material price hikes

(yen: billions)



* Note:
BY consolidation impact:
Breakdown of Adjusted OP
(yen: billions)

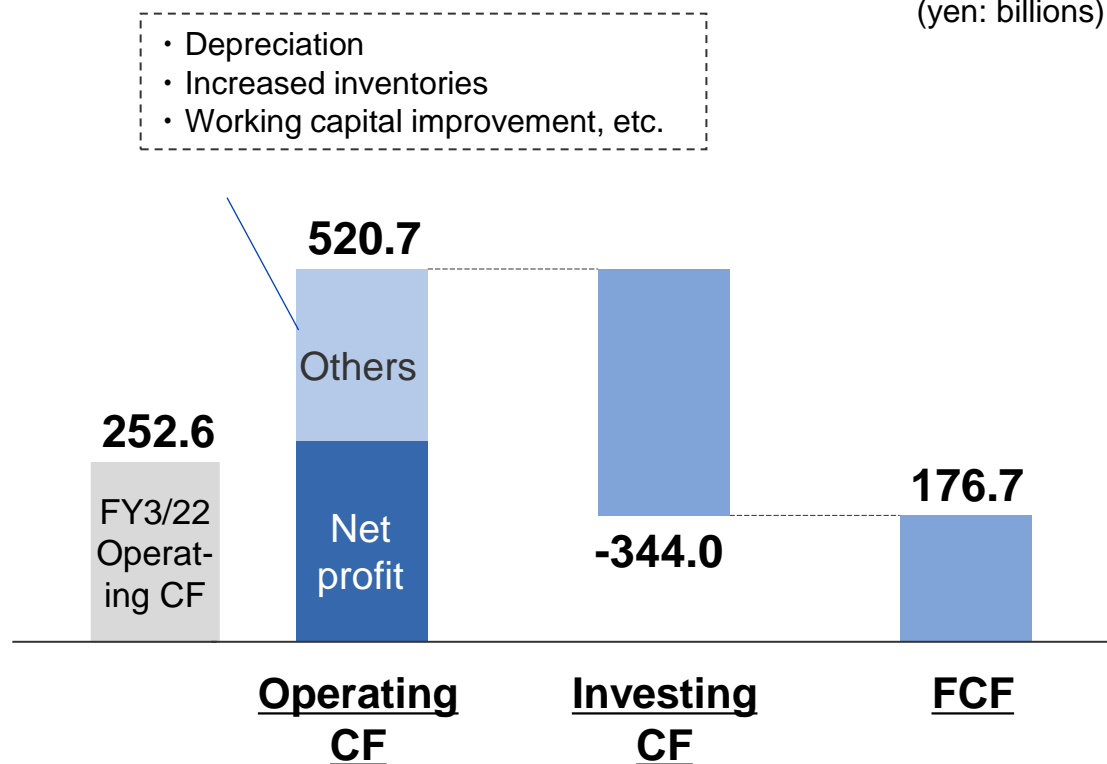
	FY3/23	FY3/22	year-on-year (excl. FX)
(1) BY Adjusted OP (standalone)	5.3	1.0	+4.3 (+3.4)
(2) Amortization related to acquisition	-18.2	-7.8	-10.4 (-7.3)
(3) Temporary accounting treatment related to acquisition	-5.3	-13.4	+8.1 (+9.0)
Total consolidation impact (1)+(2)+(3)	-18.2	-20.2	+2.0 (+5.1)

FY3/23 Cash Flows and Cash Positions

- **Operating CF:** Increased year-on-year with efforts to reduce inventories, and impact of one-time tax payment in FY3/22
- **Inventories:** Turned to a decrease after peaking out in 3Q, mainly by revising strategic inventory level; Continue efforts to reduce inventories from FY3/24 onward

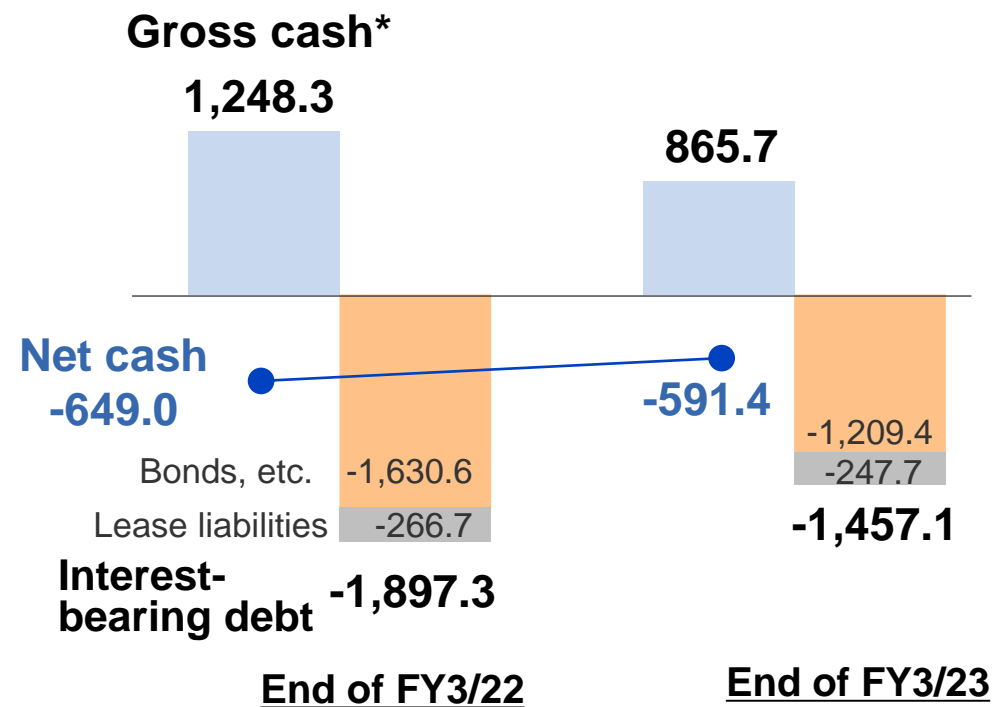
Cash Flows

(yen: billions)



Gross cash & interest-bearing debt / Net cash

(yen: billions)



* Gross cash: total of "Cash and cash equivalents" and time deposits and others included in "Other financial assets"

**Annual dividend determined at 30 yen per share (interim: 15 yen, year-end: 15 yen):
same as forecast announced on February 28**

**Annual Dividend
(FY3/23)**

30 yen
Interim: 15 yen
Year-end: 15 yen

- ✓ **Forecast (as of Feb 28): 30 yen**
- ✓ **Annual dividend (FY3/22): 30 yen**

Our approach to using IRA tax credit:

Basic idea: **Allocate** cash from IRA tax credit **to EV battery business investment in US** by taking into consideration the aim of US IRA (reduce excessive inflation and promote energy policies in US)

⇒ **Determine dividend based on net profit excluding IRA effect**



**Achieve enhanced corporate value through business growth and profit expansion
by making investments mainly in growth areas**

Fiscal 2023 Financial Results

Fiscal 2024 Financial Forecast

FY3/24 Financial Forecast

(yen: billions)

YoY % figures represent the year-on-year change relative to the previous year's figures

	FY3/24 E		FY3/23 Results		YoY (year-on-year)	
Sales	8,500.0		8,378.9		101% excl. FX (104%) +121.1	
Adjusted operating profit*1 (% to sales)	430.0	(5.1%)	314.1	(3.7%)	137%	+115.9
Other income/loss*2	0.0		-25.5		- +25.5	
Operating profit (% to sales)	430.0	(5.1%)	288.6	(3.4%)	149%	+141.4
Profit before income taxes (% to sales)	455.0	(5.4%)	316.4	(3.8%)	144%	+138.6
Net profit attributable to Panasonic Holdings Corporation stockholders (% to sales)	350.0	(4.1%)	265.5	(3.2%)	132%	+84.5
EPS*3	149.95 yen		113.75 yen		- +36.20 yen	
ROE	9.0%		7.8%		- +1.2%	
EBITDA*4 (% to sales)	880.0	(10.4%)	718.4	(8.6%)	122%	+161.6
Exchange rates	1 US dollar	130 yen	135 yen		-5 yen	
	1 Euro	130 yen	141 yen		-11 yen	
	1 Renminbi	20.0 yen	19.8 yen		+0.2 yen	

*1 Sales - Cost of sales - SG&A

*2 "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



*3 Basic earnings per share attributable to Panasonic Holdings Corporation stockholders

*4 Total amount of Operating profit, Depreciation (Tangible assets including property, plant and equipment/ Right-of-use assets) and Amortization (Intangible assets).

Adjusted with: - amount equivalent to depreciation corresponding to underlying assets that are applied with Lease accounting treatment as a lessor

- impact of temporary accounting treatment related to "re-evaluation of assets and liabilities" upon Blue Yonder acquisition

Impact from Changes in Business Environment (FY3/24 Outlook)

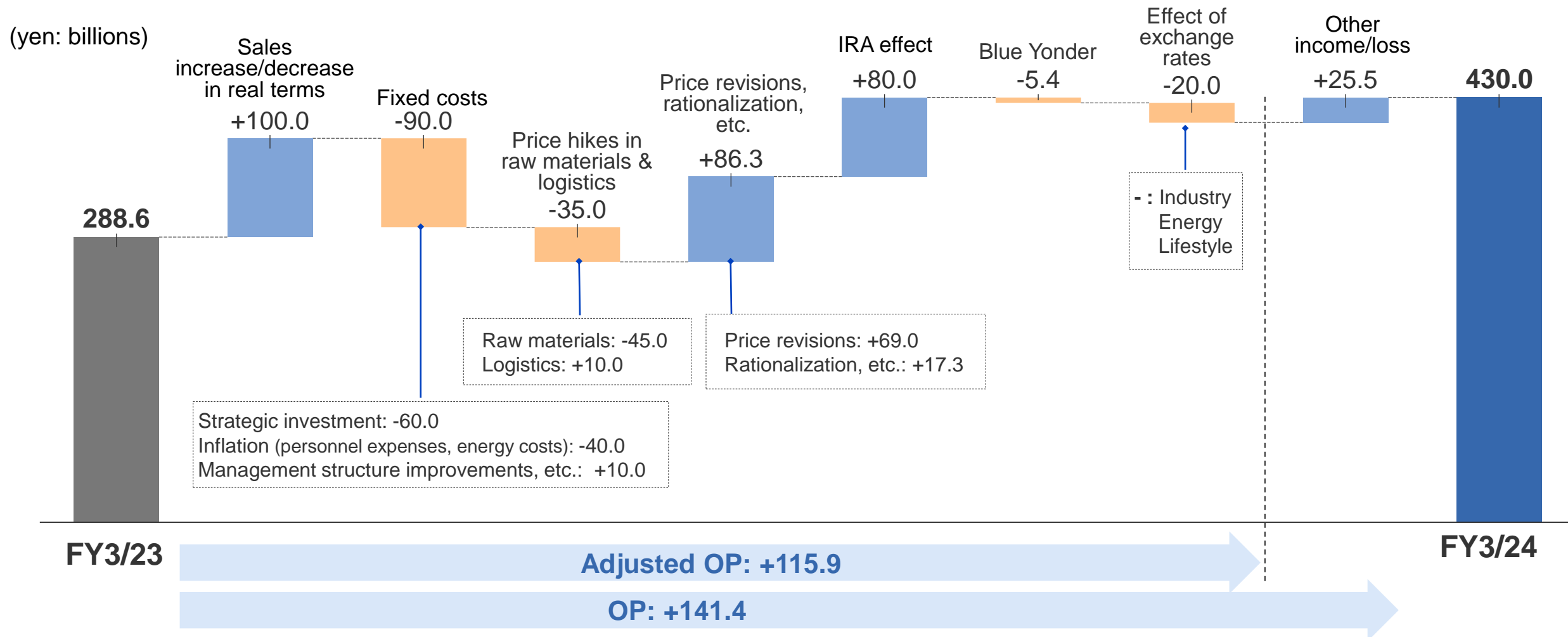
By Segment (Forecast for FY3/24 Sales, Adjusted OP)	Changes in demand	 Positive (vs. FY3/23)  Negative (vs. FY3/23)
Lifestyle (Sales & profit increases)	✓ Demand for A2W in Europe continues to be strong, overseas electrical construction materials (e.g. India) remains steady. For consumer electronics, Japan to maintain same level as FY3/23, markets mainly in China to gradually recover from 2H	
Automotive (Sales & profit increases)	✓ Recovery of automobile production expected ✓ Closely monitor production fluctuation risks caused by persisting semiconductor shortages and impact on automobile demand due to economic uncertainties	
Connect (Sales & profit increases)	✓ Continuous recovery in aircraft demand ✓ Continuous decrease in PC & smartphone demand, leading to slowdown in production equipment investment	
Industry (Sales & profit decreases)	✓ ICT terminals: Continues to decrease YoY (impact of special demand during COVID-19 period,) expecting recovery trend from 2H ✓ Servers and data centers: Same level as FY3/23 with continuously reduced investment, but expecting recovery trend from 2Q onward (Full-fledged recovery expected in FY3/25) ✓ Automotive-use: Continuous growth in green vehicles. Semiconductor shortages to be mitigated in: mid 2023 for US/European customers, early 2024 for Japanese customers ✓ FA market in China: optimistic view expecting economic stimulus measures by Chinese government, but reduced investment expected to continue reflecting economic uncertainties. In general, labor-saving demand expected to increase due to labor shortages	
Energy (Sales & profit increases)	✓ In-vehicle: Tax credit for EV purchase started in the US, our key market. Positive for Panasonic's business ✓ Industrial / Consumer: Impact of market deterioration continues. Recovery expected from mid 2Q	

- **“Price hikes in raw materials & logistics” and “Shortages of semiconductor and parts & materials” expected to mostly resolve by price revisions and multi-sourcing** (Shortages in automobile-use semiconductors affecting Automotive and Industry expected to continue during FY3/24. However, it is expected to resolve gradually)
- **Energy faced price hikes for certain raw materials, but there was a time lag before these hikes could be reflected in sales prices.** (explained at 3Q FY3/23) These conditions are **expected to normalize** with market prices stabilized and reflected in sales prices (according to market-price-linked contracts)

FY3/24 Operating Profit Analysis (by Factor)

Adjusted OP expected to increase:

Increased sales, price revisions/rationalization efforts, profit recognition of amount equivalent to IRA tax credit



FY3/24 Forecast by Segment

(yen: billions)

YoY % figures represent the year-on-year change relative to the previous year's figures

	Sales	YoY	Adjusted OP (% to sales)	YoY	Other income/ loss	YoY	OP (% to sales)	YoY	EBITDA*1 (% to sales)	YoY
Lifestyle	3,580.0	103% (+96.7)	160.0 4.5%	+37.6	-9.0	+10.3	151.0 4.2%	+47.9	259.0 7.2%	+53.1
Automotive	1,370.0	106% (+72.5)	18.0 1.3%	+3.8	0.0	-2.0	18.0 1.3%	+1.8	78.0 5.7%	+0.3
Connect	1,140.0	101% (+14.3)	40.0 3.5%	+11.8	-4.0	+3.3	36.0 3.2%	+15.1	112.0 ^{*2} 9.8%	+12.1
Industry	1,090.0	95% (-59.9)	60.0 5.5%	-3.3	-1.5	-5.0	58.5 5.4%	-8.3	122.5 11.2%	-2.9
Energy	1,030.0	106% (+58.2)	135.0 ^{*4} 13.1%	+95.4	-2.0	+4.4	133.0 ^{*4} 12.9%	+99.8	204.0 ^{*3} 19.8%	+105.5
Other/ Eliminations & adjustments	290.0	(-60.7)	17.0	-29.4	16.5	+14.5	33.5	-14.9	104.5	-6.5
Total	8,500.0	101% (+121.1)	430.0 5.1%	+115.9	0.0	+25.5	430.0 5.1%	+141.4	880.0 10.4%	+161.6

*1: Total amount of Operating profit, Depreciation (Tangible assets including property, plant and equipment / Right-of-use assets) and Amortization (Intangible assets)

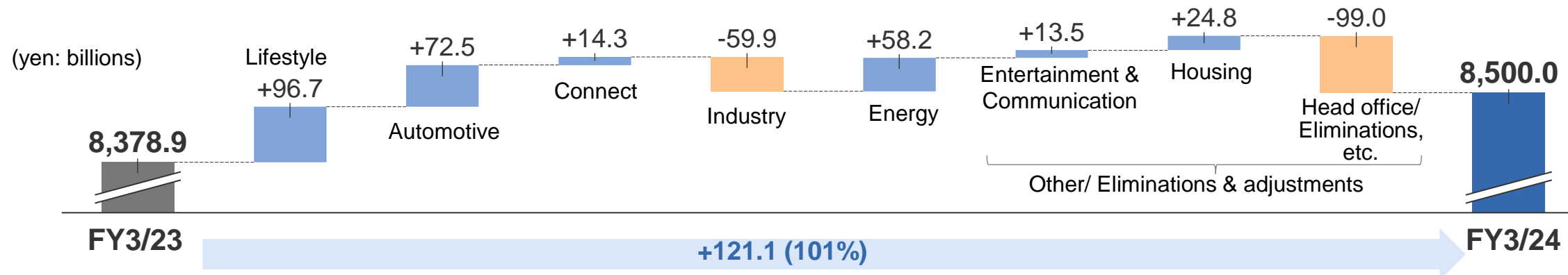
*2: Adjusted with impact of temporary accounting treatment related to "re-evaluation of assets and liabilities" upon Blue Yonder acquisition

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

*4: Impact of IRA tax credit (80.0 bil. yen) included

FY3/24 Sales Analysis by Segment

Sales expected to increase in Lifestyle, Automotive, Connect and Energy but to decrease in Industry



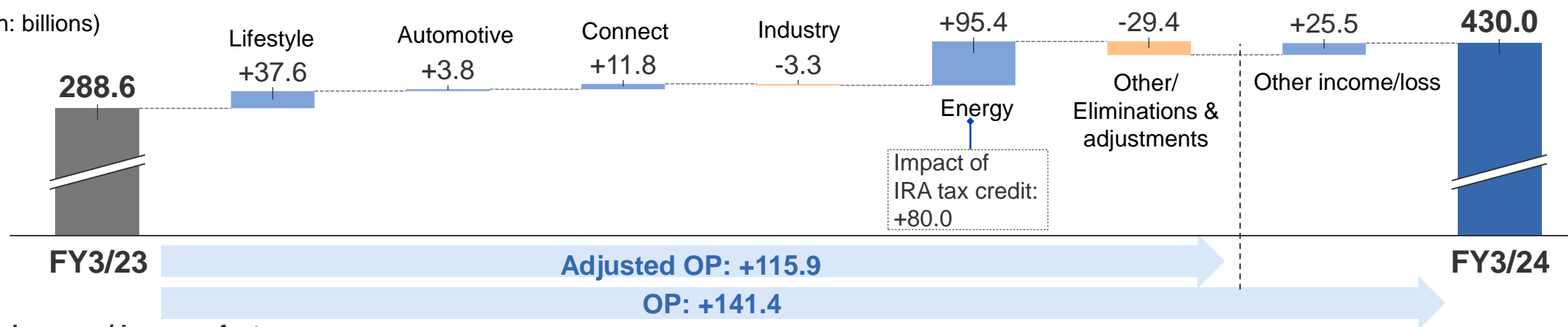
Major increase/decrease factors

Lifestyle	Increases: Growth in HVAC system (mainly Europe), steady sales in electrical construction materials for Japan & overseas, efforts in marketing enhancement and price revisions for consumer electronics in Japan, recovery of consumer electronics demand in China, etc.
Automotive	Increases: Recovery in automobile production and increased sales (e.g. Industry segment products mainly for green vehicles), despite impact of currency translation
Connect	Increases: Growth in Avionics (market recovery in aviation industry) and Blue Yonder (sales growth in SaaS)
Industry	Decreases: Decreased sales resulting from changes in semiconductor sales channel (business termination) and impact of currency translation, despite increased sales (e.g. relays, capacitors)
Energy	Increases overall: <ul style="list-style-type: none"> • In-vehicle: Favorable production & sales due to continuously expanding EV demand and productivity improvement • Industrial / Consumer: Full-year increase, expecting recovery from end of 2Q, despite ongoing decrease (weak market conditions)
Other/ Eliminations & adjustments	Increases for Entertainment & Communication: Improved procurement issues (parts & materials) and launch of value-added products Increases for Housing: Accelerate renovation, condominium/non-residential business in Japan as well as overseas business expansion

FY3/24 Operating Profit Analysis by Segment

Adjusted OP expected to increase: Largely in Energy, Lifestyle and Connect

(yen: billions)



Major increase/decrease factors

Adjusted OP	Lifestyle	Increases: Increased sales of priority business and impact of temporary expenses (in China) in FY3/23
	Automotive	Increases: Increased sales, cost reduction efforts and price revision to offset price hikes in parts & materials, despite increased fixed costs (personnel costs due to inflation, etc.) and persisting impact of price hikes in parts & materials due to continuous semiconductor shortages for automotive use
	Connect	Increases: Increased sales (e.g. Avionics) and improved costs from resolved procurement issues, despite decreased profit of Blue Yonder (strategic investment for growth)
	Industry	Decreases: Effect of exchange rates, despite increased sales (e.g. relays and capacitors) and efforts (e.g. rationalization and price revisions) to offset raw materials price hikes
	Energy	Increases (even excluding IRA impact): Mitigated impact of time lag (material prices reflected in sales prices), increased production & sales for both of in-vehicle and industrial/consumer use, despite increased fixed costs for future growth (e.g. new factory in Kansas, 4680 cell development)
	Other/Eliminations & adjustments	Decreases: Impact of temporarily increased income in FY3/23 from intellectual property, despite increased sales of Entertainment & Communication and Housing
Other income/loss	Increases: Improved quality-related expenses, increased equity method profit, etc.	

Lifestyle Segment: FY3/24 Forecast by Divisional Company

(yen: billions)

YoY % figures represent the year-on-year change relative to the previous year's figures

	Sales	YoY	Adjusted OP (% to sales)	YoY	Other income/ loss	YoY	OP (% to sales)	YoY	EBITDA* ² (% to sales)	YoY
Living Appliances and Solutions Company (LAS)	976.0	109% (+79.3)	72.0 7.4%	+19.2	-6.0	-8.5	66.0 6.8%	+10.7	90.0 9.2%	+9.9
Heating & Ventilation A/C Company (HVAC)	904.0	112% (+95.3)	42.0 4.6%	+19.9	0.0	+17.6	42.0 4.6%	+37.5	68.5 7.6%	+39.5
Cold Chain Solutions Company (CCS)	350.0	99% (-1.9)	14.0 4.0%	+1.7	0.0	-0.1	14.0 4.0%	+1.6	23.0 6.6%	+2.0
Electric Works Company (EW)	1,030.0	103% (+25.5)	64.0 6.2%	+11.8	-4.0	+1.3	60.0 5.8%	+13.1	94.0 9.1%	+19.1
China and Northeast Asia Company (CNA)* ¹	799.0	97% (-28.4)	38.0 4.8%	+16.2	-7.0	-10.6	31.0 3.9%	+5.6	52.0 6.5%	+6.8

*1: Sales and profit of CNA (except certain businesses) are also included in LAS, HVAC, and EW

*2: Total amount of Operating profit, Depreciation (Tangible assets including property, plant and equipment / Right-of-use assets) and Amortization (Intangible assets)

FY3/24 Forecast of Blue Yonder

Adjusted OP (standalone) expected to increase, excluding investments for future growth (product enhancement & synergy creation)

Breakdown of adjusted operating profit (yen: billions)

		FY3/24 E	FY3/23 Results	YoY
	Adjusted OP (excl. investments) (1)-(a)-(b)	8.7	6.8	+1.9
Standalone (Blue Yonder)	(Additional strategic investment) *1 (a)	(-8.4)	(0.0)	(-8.4)
	(Synergy investment) *2 (b)	(-2.8)	(-1.5)	(-1.3)
	Adjusted OP (1)	-2.5	5.3	-7.8
Panasonic Group consolidated- basis	Amortization expenses related to acquisition (2)	-20.8	-18.2	-2.6
	Temporary accounting treatment related to acquisition (3)	-0.3	-5.3	+5.0
	Adjusted OP (1)+(2)+(3)	-23.6	-18.2	-5.4

*1: Additional strategic investment of US\$ 200M planned for 3 years from 2023 to 2025

*2: Strategic investment to generate synergy with Panasonic Group

Initiatives in Growth Areas

(Automotive Battery, Supply Chain Software, Air Quality & Air-conditioning)

Underlined: Changes from Feb. '23

Automotive Battery

- **Achieve profit growth, focusing on North America market where we can leverage advantages (high capacity) with strong business foundation**

[Enhance supply capabilities in US]

- Construction of manufacturing facility in Kansas decided (announced Oct. 31, '22) and land-leveling work started in Nov. '22. Construction started in Feb. '23. Mass production of 2170 cells set to start in FY3/25 (Plan to use state incentive program of Kansas for investment, approved in Jul. '22)

[Expanding customer base in US]

- Contract signed with Lucid Group, Inc. to provide EV batteries for its high-end EV "Lucid Air" and other models (Dec. '22)
- Contract signed with Hexagon Purus to provide EV batteries for commercial vehicles in North America (Apr. '23)

[Commercialization of 4680 cells]

- Mass production rescheduled to begin during 1H FY3/25 to introduce performance improvement measures that will further enhance competitiveness

Supply Chain Software

- **Aim for high growth & profitability globally through SCM business, where medium-to long-term market expansion is expected**

[Blue Yonder]

- Stronger organizational structure being established under new CEO toward further growth, shifting to Native SaaS and formulating key strategies to enhance customer experience, etc. Transformation now in steady progress by executing these strategies.
- Steady YoY increase in all quarters for sales & SaaS ARR (Annual Recurring Revenue) / NRR (Net Revenue Retention)

[Consideration of stock exchange listing of SCM business] (announced May 11, '22)

- Considering stock exchange listing of SCM business centered on Blue Yonder for enhanced global competitiveness and accelerated growth

Air Quality & Air-conditioning

- **Accelerate business growth with proactive investments in Europe**

[Large sales increase accomplished with A2W(air to water hot water heat pump system)]

- FY3/23 HVAC in Europe sales increased 1.6 times YoY with A2W sales 2.0 times YoY. (Market growth: 1.5 times YoY according to our estimate)

[Total of 80 bil.-yen investment decided for future growth]

- 65 bil. yen for A2W business enhancement (of which, 45 bil. yen capex for production expansion)
50 bil.-yen investment announced Oct. '22 :production expansion (30 bil. yen); enhance R&D/marketing
15 bil.-yen additionally announced Mar. '23: A2W Czech factory production expansion (further expansion of floor area & production facilities)
- 15 bil. yen for M&A: Systemair AB's commercial air-conditioning business to enhance business of hydronic air conditioners for non-residential (light-commercial) use (Concluded: Feb. '23)

[Established optimum regional management structure]

- HVAC BD Europe established on Apr. 1, '23 to enhance business competitiveness with integrated development, manufacturing and sales system

Announcements related to IR information

Announcements & initiatives based on medium- to long-term strategy after the launch of new structure

FY3/23	Apr. 1	Group Strategy Briefing by Group CEO
	May 11	Commenced preparations for potential stock exchange listing of supply chain management business
		Connect: Growth strategy for supply chain management business
	Jun. 1-2	Panasonic Group IR Day 2022
	Jun. 13	Technology Briefing by Group CTO
	Jul. 13	Second Sustainability Briefing by Group CEO (Green IMPACT Plan 2024)
	Jul. 14	Energy: Incentive application approved for investment plans for EV battery facility in the US
	Oct. 6	Lifestyle: Site visit (Energy solutions: RE100 Solution, fuel cell factory)
	Oct. 31	Energy: Decided construction of EV battery facility in Kansas, US
	Nov. 18	Lifestyle: “SUPER BOX” invitational exhibition (Electrical construction materials in Japan: building equipment solutions preview)
Nov. 22	Lifestyle: Briefing on individual businesses (Overall Lifestyle, Heating & Ventilation A/C Company, Cold Chain Solutions Company, China and Northeast Asia Company)	
FY3/24	Feb. 8	Energy: Technology Briefing by CTO
	May 10	Strategy Briefing of Blue Yonder
	May 18	Group Strategy Briefing by Group CEO
	Jun. 1-2	Operating Companies: Strategy Briefing (former IR Day)

Group Strategy Briefing & Operating Companies Strategy Briefing

Group Strategy Briefing

- ✓ Date & Time : 14:00-15:00 (JST), May 18, 2023
- ✓ Presenter : Yuki Kusumi, Group CEO
- ✓ Meeting Style : Online

Operating Companies Strategy Briefing

(former IR Day)

- ✓ Date & Time : 13:00-17:30 (JST), June 1 / 13:00-16:05 (JST), June 2, 2023
- ✓ Presenters : Operating Companies CEO, etc.
- ✓ Meeting Style : Online

June 1

(JST)

Opening remarks by Group CFO	13:00 - 13:05
Panasonic Automotive Systems Co., Ltd.	13:05 - 13:55
Panasonic Connect Co., Ltd.	14:10 - 15:10
Panasonic Industry Co., Ltd.	15:25 - 16:15
Panasonic Energy Co., Ltd.	16:30 - 17:30

Note: Q&A followed by presentation at each session

June 2

(JST)

Panasonic Corporation (Lifestyle segment) (Presentation + Q&A session)		13:00 - 13:50
Priority Businesses	HVAC system	14:00 - 14:15
	Overseas electrical construction materials	14:15 - 14:30
	Energy solutions	14:30 - 14:40
	Home appliances in Japan	14:40 - 14:55
	Q&A session	14:55 - 15:35
Overall Q&A session		15:45 - 16:05

Note: Energy solutions includes hydrogen related businesses

Panasonic Group

Disclaimer Regarding Forward-looking Statements

This presentation includes forward-looking statements about Panasonic Holdings Corporation (Panasonic HD) 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 HD 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 HD 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 Group'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 including interest rate fluctuations; 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; occurrence and continuation of supply disruption or soaring prices of raw materials or transportation; 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 Group 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 in Japan or other countries over trade, manufacturing, labor and operations; failures in proper tackling of environmental issues or taking initiatives in responsible procurement activities in the supply chain; 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, 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 HD's securities reports under the FIEA and any other documents which are disclosed on its website.

Overview of US Inflation Reduction Act (IRA)

- ✓ **IRA: Enacted in August 2022, aimed to reduce excessive inflation and promote energy policies**
- ✓ **Panasonic Energy's business expected to be eligible for "battery cell (\$35/kWh)" in Section 45X**
- ✓ **Rules on Section 30D announced in March 2023, but no additional information on Section 45X (Rules not yet announced)**

Section 45X (Advanced Manufacturing Production Credit)

- **Overview:** Tax credit for sales of EV batteries, etc.
- **Enforcement:** December 31, 2022
- **Effective:** 2023 - 2032 (10 years)
- **Eligibility & tax credit amount:**
 - **Battery cell: \$35/kWh**
 - Battery module: \$10/kWh
 - * Tax credit starts to be reduced from 2030
 - 2030: Reduced by 25% , 2031: 50%, 2032: 75%
- **Conditions:**
 - Cells produced in US
 - Credits will be given based on sales volume (in kWh)


 **Unchanged since 3Q FY3/23**

Section 30D (EV Credit)

- **Overview:** Tax credit for purchases of EVs
- **Enforcement:** December 31, 2022
- **Effective:** 2023 - 2032 (10 years)
- **Eligibility & tax credit amount:**
 - New car: up to \$7,500
 - Used car: 30% of purchase value, up to \$4,000
- **Conditions:**
 - Conditions for new cars:

Battery components produced & assembled in North America	\$3,750
Critical minerals extracted & processed within FTA countries*	\$3,750

 - * Although Japan is not an FTA country, conditions have been relaxed to include Japan
 - Vehicle assembled in North America (US, Canada, Mexico)

 **Amended sourcing requirements are beneficial for Japanese battery material suppliers**

Eligible EV Battery Factories for IRA

✓ **Credit effective at:**

- Nevada Factory (already in operation): from launch of IRA
- Kansas Factory (under construction): upon start of production & sales during FY3/25 (planned)

<u>Factories</u>	<u>Credit effective from</u>	<u>Annual production</u>	
Nevada	Jan. 2023 onwards	Approx. 38-39 GWh (current)	<Ref.> Simple calculation: \$35/kWh x annual production Approx. \$1.3 bil./yr Approx. \$1.0 bil./yr -
Kansas* (New factory)	Start of production & sales During FY3/25 (planned)	Approx. 30 GWh	
Japan	N/A	Approx. 11-12 GWh (current)	

* Approved for “Attracting Powerful Economic Expansion (APEX)”, incentive program by the State of Kansas for investment promotion (as well as IRA tax credits)
 e.g. • Tax credits: Up to 15% of capital investments
 • Compensation: Up to 10% per year (not to exceed 10 years)

(Reference) FY3/23 Results by Segment (1H / 2H / Full-year)

(yen: billions)

YoY % figures represent the year-on-year change relative to the previous year's figures

	1H				2H				Full-year			
	Sales	YoY	Adjusted OP (% to sales)	YoY	Sales	YoY	Adjusted OP (% to sales)	YoY	Sales	YoY	Adjusted OP (% to sales)	YoY
Lifestyle	1,713.5	112%	68.3 ^{*1} 4.0%	-8.1	1,769.8	108%	54.1 ^{*1} 3.1%	-1.0	3,483.3	110%	122.4 ^{*1} 3.5%	-9.1
Automotive	592.6	119%	-12.0 -2.0%	-9.5	704.9	125%	26.2 3.7%	+21.3	1,297.5	122%	14.2 1.1%	+11.8
Connect	517.9	122%	-9.6 -1.8%	-22.0	607.8	122%	37.8 6.2%	+34.5	1,125.7	122%	28.2 2.5%	+12.5
Industry	596.0	107%	43.7 7.3%	-3.4	553.9	97%	19.6 3.6%	-20.0	1,149.9	102%	63.3 5.5%	-23.4
Energy	469.8	124%	30.4 6.5%	-8.3	502.0	127%	9.2 1.8%	-22.9	971.8	126%	39.6 4.1%	-31.2
Other/ Eliminations & adjustments	174.1	-	25.1	-2.6	176.6	-	21.3	-1.6	350.7	-	46.4	-4.2
Total	4,063.9	115%	145.9 3.6%	-53.9	4,315.0	112%	168.2 3.9%	+10.3	8,378.9	113%	314.1 3.7%	-43.6

Note: From FY3/23, management accounting adjustments to sales prices are included in each segment. Such adjustments were previously included in "Eliminations and adjustments."
(Figures for FY3/22 are reclassified to conform to the presentation for FY3/23)

*1: Temporary expenses in China included

(Reference) FY3/23 Results - Lifestyle Segment by Divisional Company (1H / 2H / Full-year)

(yen: billions)

YoY % figures represent the year-on-year change relative to the previous year's figures

	1H				2H				Full-year			
	Sales	YoY	Adjusted OP (% to sales)	YoY	Sales	YoY	Adjusted OP (% to sales)	YoY	Sales	YoY	Adjusted OP (% to sales)	YoY
Living Appliances and Solutions Company (LAS)	437.9	113%	26.8 6.1%	-3.0	458.8	101%	26.0 5.7%	-7.5	896.7	107%	52.8 5.9%	-10.5
Heating & Ventilation A/C Company (HVAC)	398.4	113%	16.9 4.2%	-3.7	362.6	110%	4.7 1.3%	+3.8	761.0	112%	21.6 2.8%	+0.1
Cold Chain Solutions Company (CCS) ^{*3}	168.7	129%	5.6 3.3%	+3.5	183.2	131%	6.7 3.7%	+5.6	351.9	130%	12.3 3.5%	+9.1
Electric Works Company (EW)	468.9	111%	19.9 4.2%	+4.8	535.6	111%	32.1 6.0%	+2.3	1,004.5	111%	52.0 5.2%	+7.1
China and Northeast Asia Company (CNA) ^{*1} ^{*4}	478.0	115%	25.0 ^{*2} 5.2%	+5.5	389.3	101%	-2.1 ^{*2} -0.5%	+0.3	867.3	109%	22.9 ^{*2} 2.6%	+5.8

*1: Sales and profit of CNA (except Cold Chain (China) and Refrigeration and Air-Conditioning Devices) are also included in LAS, HVAC, and EW

*2: Temporary expenses in China included

*3: From 2Q FY3/23, business in China is excluded from the scope of consolidation of CCS (FY3/22 results are also reclassified to conform to FY3/23 presentation)

*4: From 4Q FY3/23, part of Cold Chain related business is excluded from the scope of consolidation of CNA (FY3/22 results are also reclassified to conform to FY3/23 presentation)

Overview

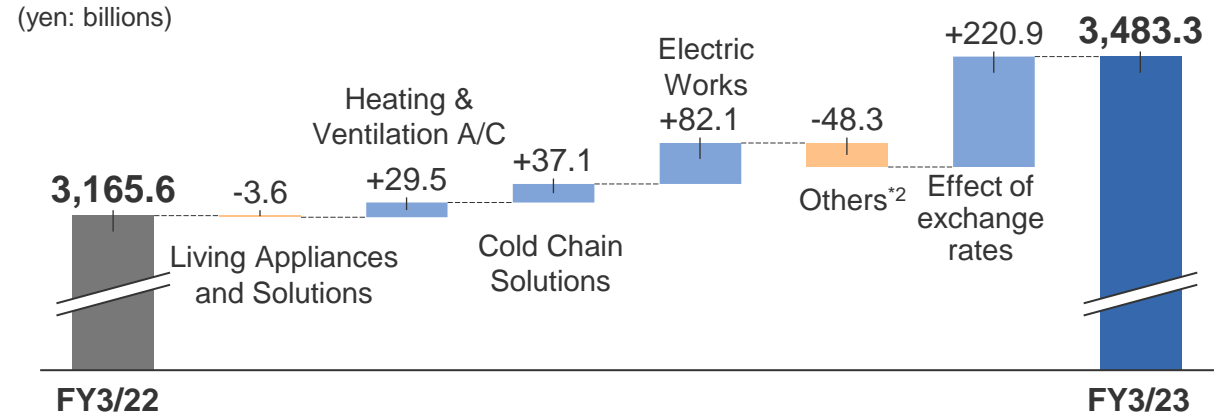
(yen: billions)	FY3/23	YoY (year-on-year)
Sales	3,483.3	110% (103%)*1
Adjusted operating profit (% to sales)	122.4 (3.5%)	-9.1
Other income/loss	-19.3	+4.0
Operating profit (% to sales)	103.1 (3.0%)	-5.1

*1: In real terms excluding the effect of exchange rates

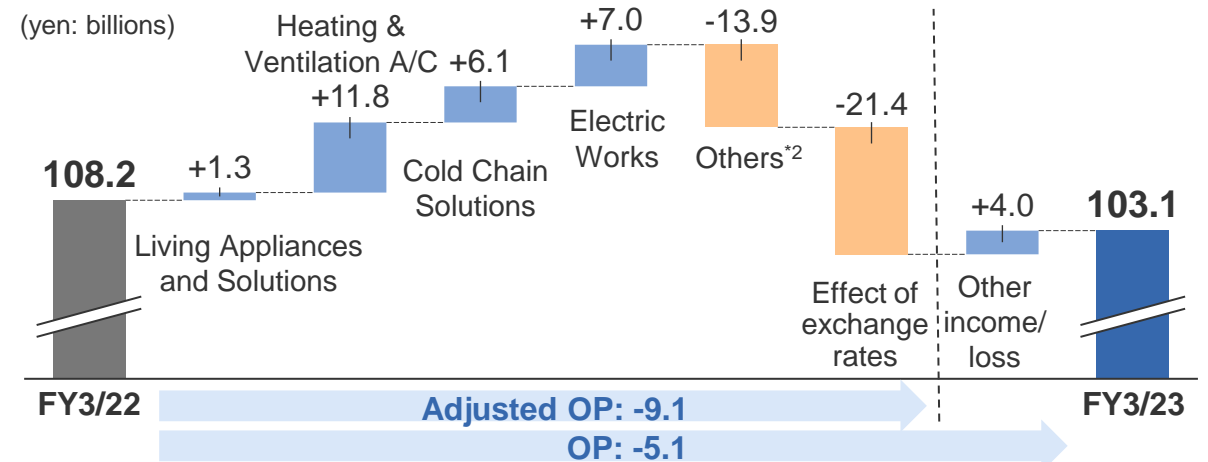
Major increase/decrease factors

Adjusted OP	Living Appliances and Solutions Company	+: Price revisions, reducing marketing expenses -: Deteriorating external business environment (yen depreciation, price hikes in raw materials & logistics), shrinking demand caused by inflation worldwide
	Heating & Ventilation A/C Company	+: Increased sales for A2W in Europe -: Deteriorating external business environment (e.g. raw material price hikes, exchange rates), decreased sales due to recession in property market in China
	Cold Chain Solutions Company	+: Increased sales and effect of price revision -: Increased procurement costs due to price hikes in materials and yen depreciation
	Electric Works Company	+: Increased sales of electrical construction materials for Japan and overseas -: Raw material price hikes, procurement issues, etc.
Other income/loss	Restructuring expenses in FY3/22, etc.	

Sales increased: Steady sales in priority businesses (e.g. HVAC in Europe, electrical construction materials for Japan & overseas, showcases in North America), despite decreased sales of consumer electronics in Japan (Shanghai lockdown and weakening demand in 2H)



OP decreased overall: Decreased sales of consumer electronics in Japan (not fully countered by price revision effects), despite increased sales of priority businesses (e.g. HVAC in Europe, electrical construction materials for Japan & overseas, showcases in North America)



*2: Cold Chain (China) and Refrigeration and Air-Conditioning Devices (including -5.2 billion yen of temporality expenses), sales of other segment products, segment head office, eliminations, etc.

(Reference) FY3/23 Segment Information

Overview

(yen: billions)	FY3/23	YoY (year-on-year)
Sales	1,297.5	122% (113%) *1
Adjusted operating profit (% to sales)	14.2 (1.1%)	+11.8
Other income/loss	2.0	+3.0
Operating profit (% to sales)	16.2 (1.3%)	+14.8

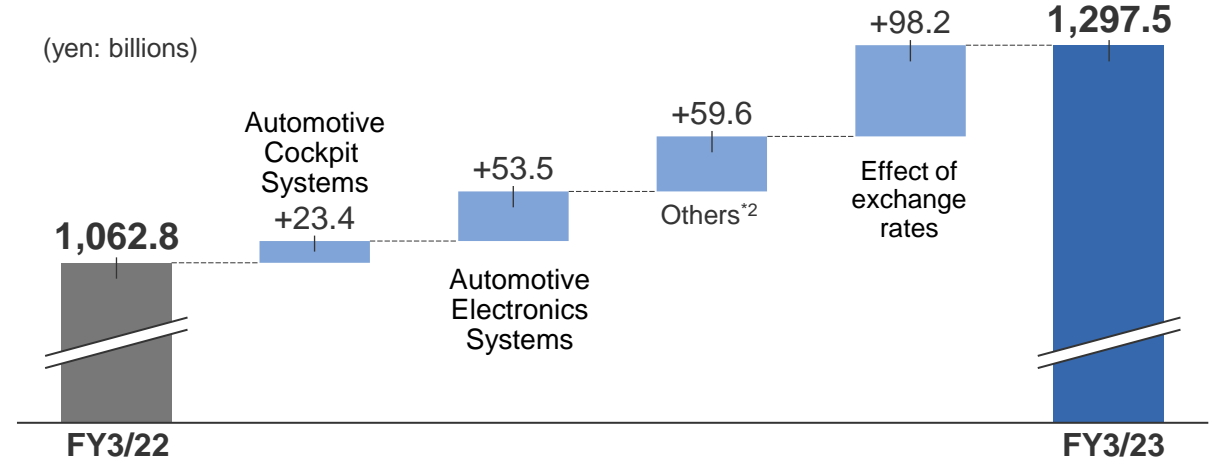
*1: In real terms excluding the effect of exchange rates

Major increase/decrease factors

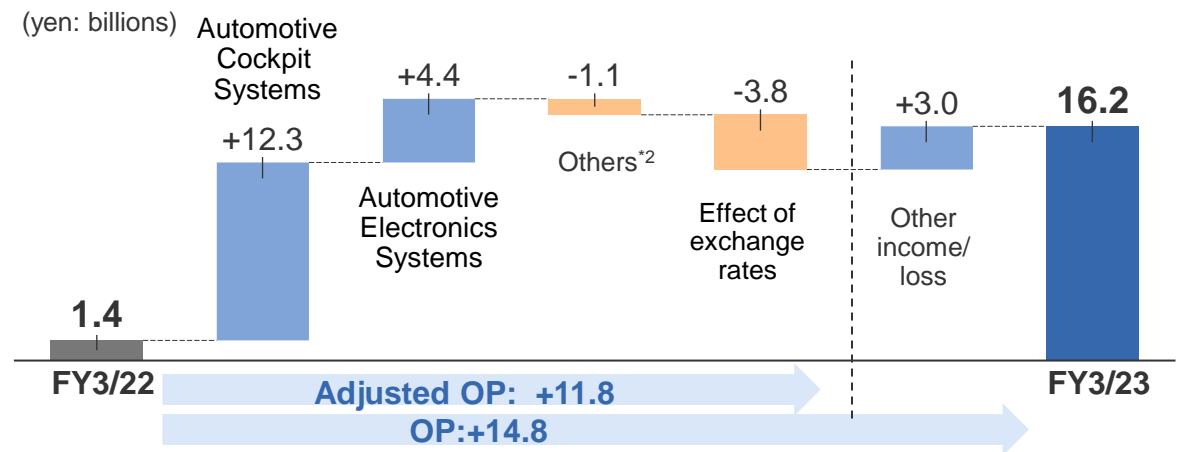
Adjusted OP	Automotive Cockpit Systems	<ul style="list-style-type: none"> + Price revisions to counter price hikes in parts & materials and effect of exchange rates + Progress in cost reduction efforts + Increased sales with recovery of automobile production - Price hikes in parts & materials (e.g. semiconductors)
	Automotive Electronics Systems	<ul style="list-style-type: none"> + Increased sales with recovery of automobile production + Price revisions to counter price hikes in parts & materials + Progress in cost reduction efforts - Price hikes in parts & materials (e.g. semiconductors) - Increased fixed costs (e.g. personnel costs for overseas)
Other income/loss	Recording of expenses for early retirement program in FY3/22, insurance reimbursement, etc.	

Sales increased:

Recovery in automobile production of customers and effect of exchange rates



OP increased: Increased sales, price revisions to offset parts & materials price hikes and effect of exchange rates, as well cost reduction efforts, despite parts & materials price hikes (e.g. semiconductors) and increased fixed costs



*2: Sales of other segment products, etc.

Overview

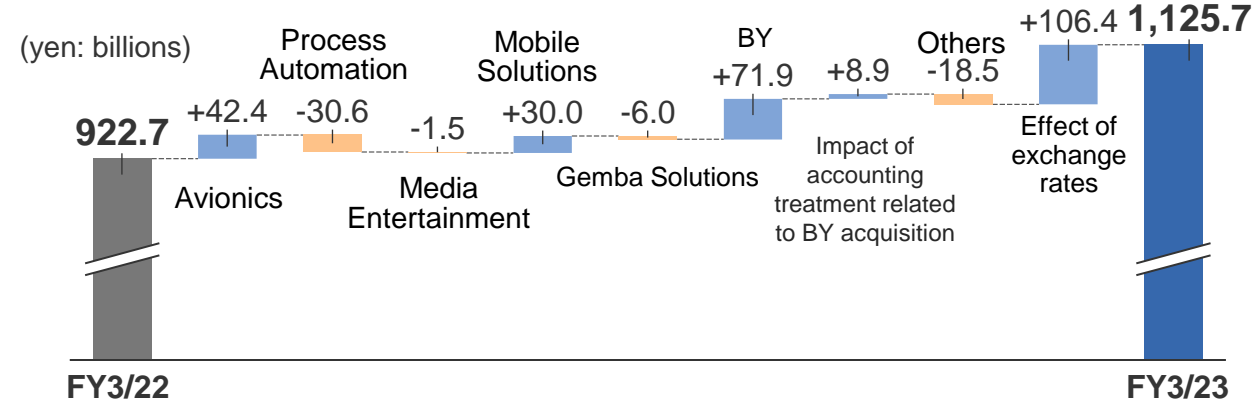
(yen: billions)	FY3/23	YoY (year-on-year)
Sales	1,125.7	122% (110%) *1
Adjusted operating profit (% to sales)	28.2 (2.5%)	+12.5
Other income/loss	-7.3	-44.4
Operating profit (% to sales)	20.9 (1.9%)	-31.9

*1: In real terms excluding the effect of exchange rates

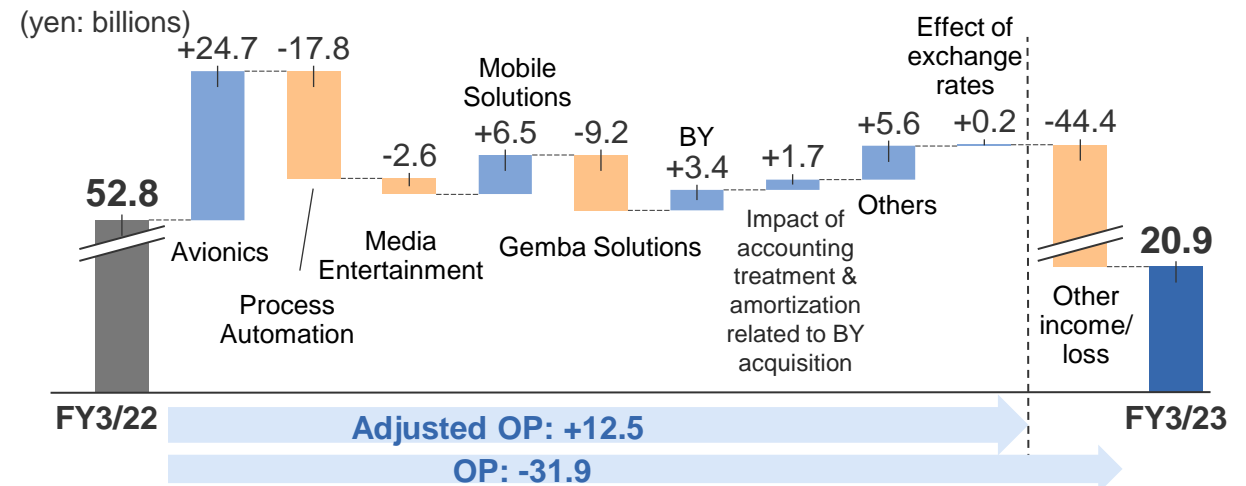
Major increase/decrease factors

Adjusted OP	Avionics	+ : Increased sales of connectivity and repair & maintenance services due to recovery in aircraft market demand
	Process Automation	- : Decreased sales of mounting machines affected by investment slowdown for PCs and smartphones
	Media Entertainment	- : Decreased sales of professional AV cameras due to demand slowdown in China and Europe
	Mobile Solutions	+ : Increased sales of rugged mobile terminals for overseas markets, and settlement of lawsuit over infringement of design rights
	Gemba Solutions	- : Decreased sales due to post-Olympic demand slowdown and impact of changes in sales mix
	Blue Yonder (BY)	+ : Sales growth of SaaS + : Decreased impact of temporary accounting treatment related to BY acquisition in FY3/22
Other income/loss	Impact from re-evaluation of existing equity in Blue Yonder upon acquisition in FY3/22	

Sales increased: Growth in Avionics, rugged mobile terminals for overseas markets as well as Blue Yonder consolidation/increased sales, despite decreased sales of Process Automation

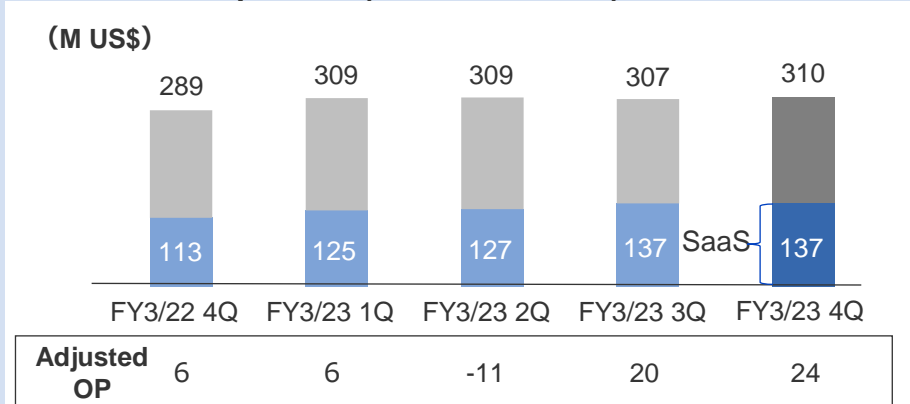


OP increased: Increased sales of Avionics and rugged mobile terminals for overseas markets, despite decreased sales of Process Automation and Gemba Solutions



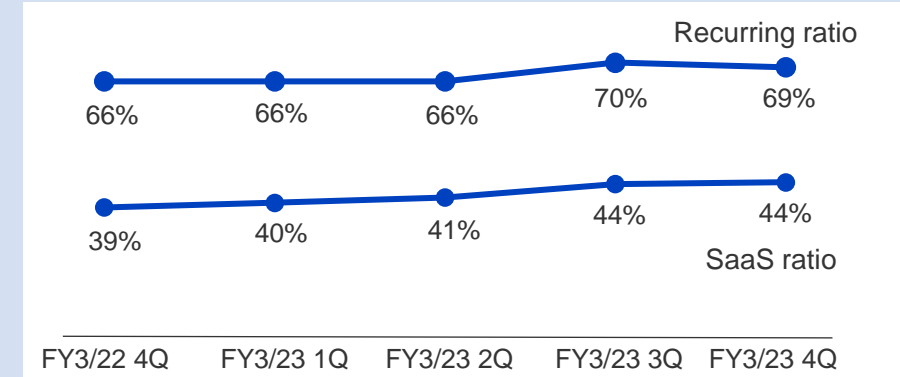
Revenue / Adjusted OP (standalone)

- Sales: Steady growth of SaaS / Profit: YoY increase for 2 consecutive quarters (3Q & 4Q FY3/23)



Recurring / SaaS ratio

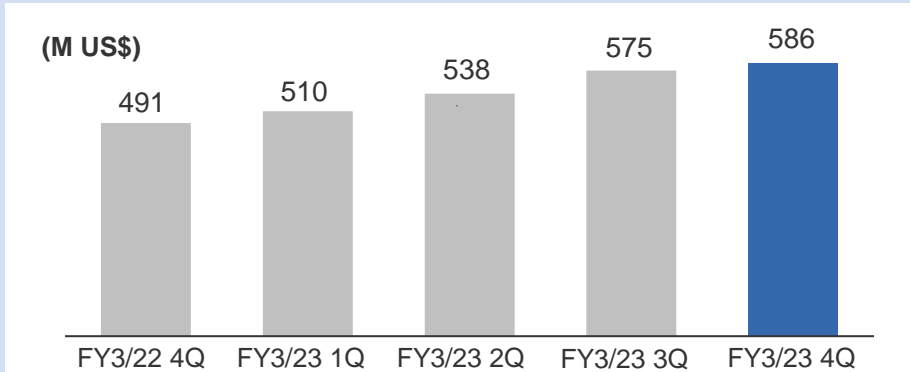
- Both recurring ratio and SaaS ratio achieved steady sales



Notes: • Recurring revenue business ratio in total revenue
 • All figures based on FY3/24 forecast rates (US\$: 130 yen / Euro: 130 yen) to exclude FX effect

SaaS ARR (Annual Recurring Revenue)

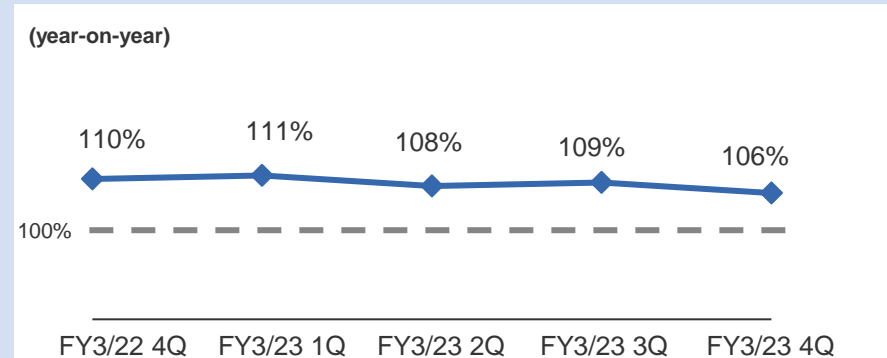
- Continuing steady revenue growth



Notes: • ARR indicates secured annualized revenue during the year starting next quarter
 • All figures based on FY3/24 forecast rates (US\$: 130 yen / Euro: 130 yen) to exclude FX effect

SaaS NRR (Net Revenue Retention)

- Retention rate kept higher year-on-year, and expected to achieve stable profit



Notes: • Net revenue retention rate with existing customers
 • All figures based on FY3/24 forecast rates (US\$: 130 yen / Euro: 130 yen) to exclude FX effect

Overview

(yen: billions)	FY3/23	YoY (year-on-year)	PID Products*1
Sales	1,149.9	102% (93%)*2	960.5
Adjusted operating profit (% to sales)	63.3 (5.5%)	-23.4	58.9 (6.1%)
Other income/loss	3.5	+7.0	3.1
Operating profit (% to sales)	66.8 (5.8%)	-16.4	61.9 (6.4%)

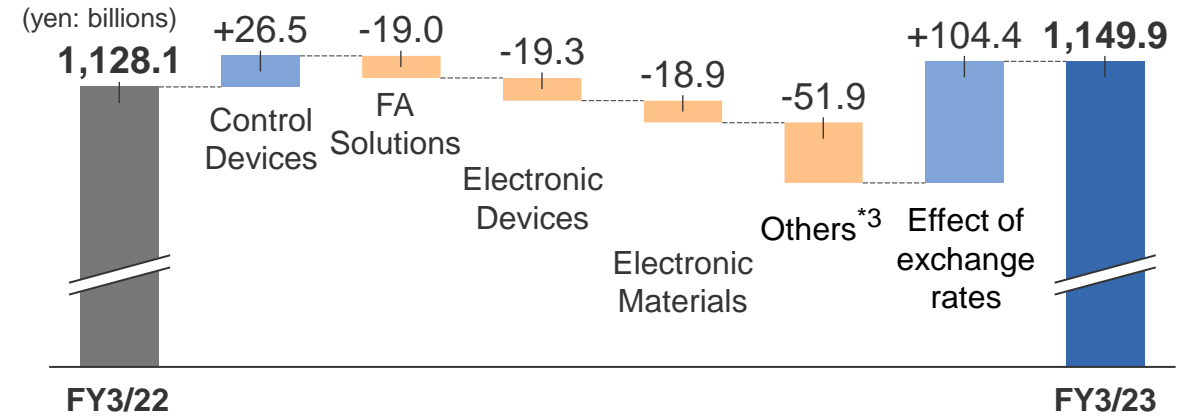
*1 Figures of PID (Panasonic Industry Company) products exclude sales of other segment products (e.g. compressor), etc.

*2: In real terms excluding the effect of exchange rates

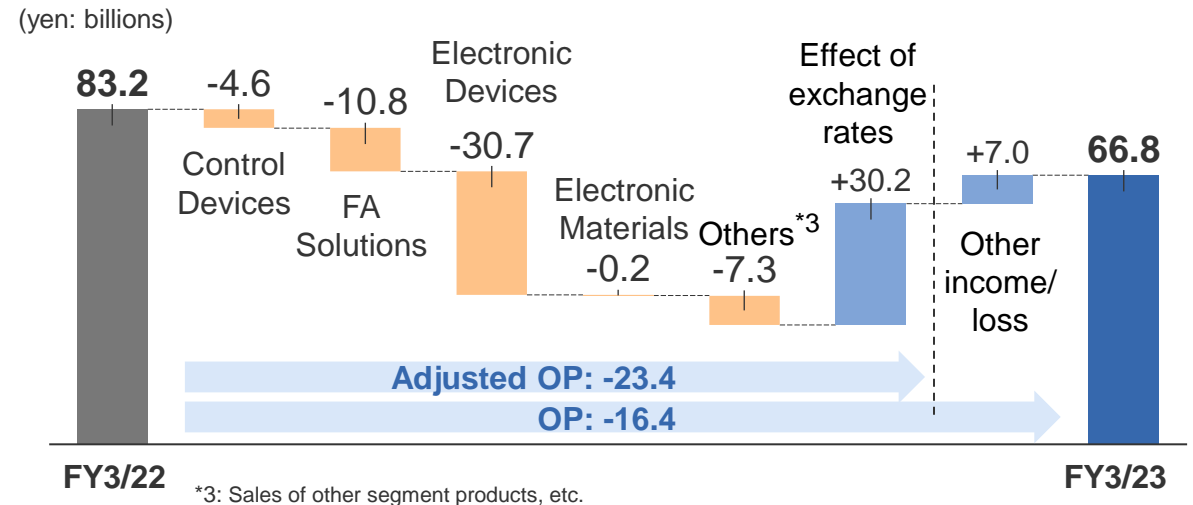
Major increase/decrease factors

Adjusted OP	Control Devices	+ : Increased sales of relays for industrial use - : Changes in product mix, raw material price hikes
	FA Solutions	- : Decreased sales due mainly to downturn in FA market in China
	Electronic Devices	+ : Price revisions - : Decreased sales due to downturn mainly in ICT terminal market, raw material price hikes, utilization rate adjustment for inventory optimization
	Electronic Materials	+ : Price revisions, changes in product mix - : Decreased sales mainly due to downturn in semiconductor market, raw material price hikes
Other income/loss	Impact of expenses for early retirement program in FY3/22	

Sales decreased: Impact of semiconductor business termination, semiconductor shortages as well as downturn in market conditions from 2H, despite increased sales (e.g. EV relays, relays for industrial use, capacitors for green vehicles)



OP decreased: Impact of semiconductor shortages, raw material price hikes as well as downturn in market conditions from 2H, despite efforts such as price revisions & rationalization as well as effect of yen depreciation, etc.



*3: Sales of other segment products, etc.

Overview

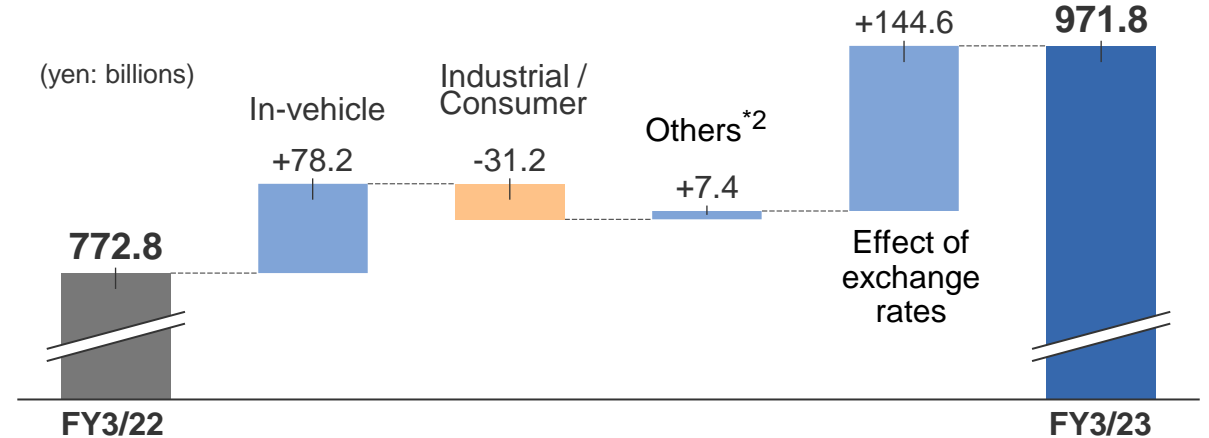
(yen: billions)	FY3/23	YoY (year-on-year)
Sales	971.8	126% (107%) *1
Adjusted operating profit (% to sales)	39.6 (4.1%)	-31.2
Other income/loss	-6.4	-2.4
Operating profit (% to sales)	33.2 (3.4%)	-33.6

*1: In real terms excluding the effect of exchange rates

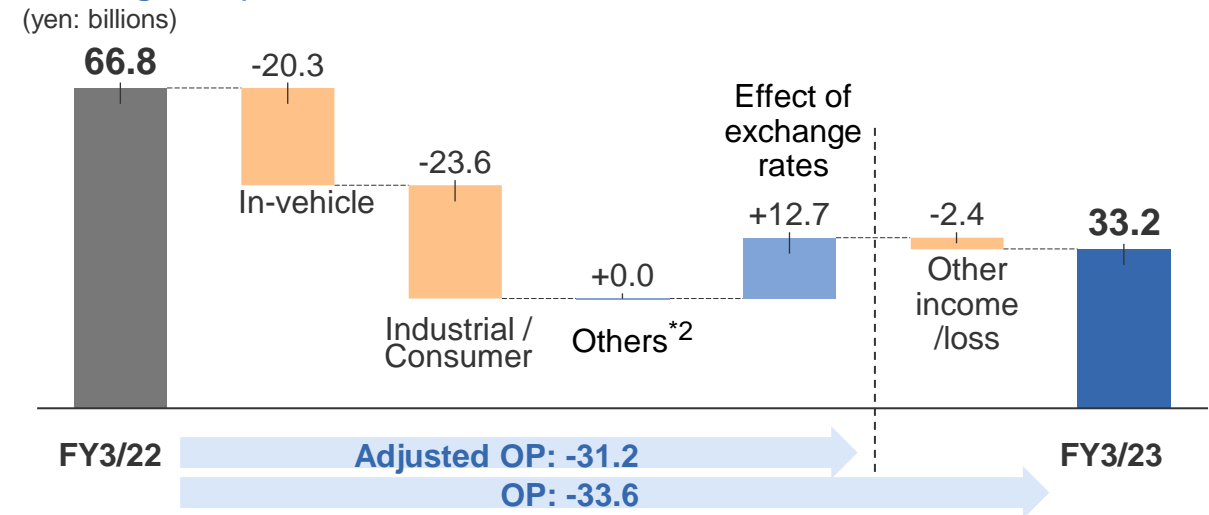
Major increase/decrease factors

Adjusted OP	In-vehicle	+: Increased sales with growing EV demand, productivity improvement -: Raw material price hikes, time lag in price revisions, increased fixed costs (e.g. development expenses for future growth)
	Industrial / Consumer	+: Power storage systems for data centers: Increased sales on full-year basis -: Decreased sales affected by weakening market conditions (Li-ion batteries for ICT and consumer application, li-ion primary batteries for BtoB), raw material price hikes, etc.
Other income/loss	Impairment loss resulted from termination of lead battery business in China, etc.	

Sales increased: Increased EV battery production & sales mainly in North America with growing EV demand, price revisions and effect of exchange rates, despite decreased sales for Industrial/Consumer by weakening market condition



OP decreased: Raw material price hikes mainly for In-vehicle, decreased sales for Industrial/Consumer, increased fixed costs (e.g. development expenses for future growth)



*2: Segment head office, eliminations, etc.

- ✓ **2170 cells:** In February 2023, building construction began for the new factory in Kansas. Production is scheduled to begin during FY3/25.

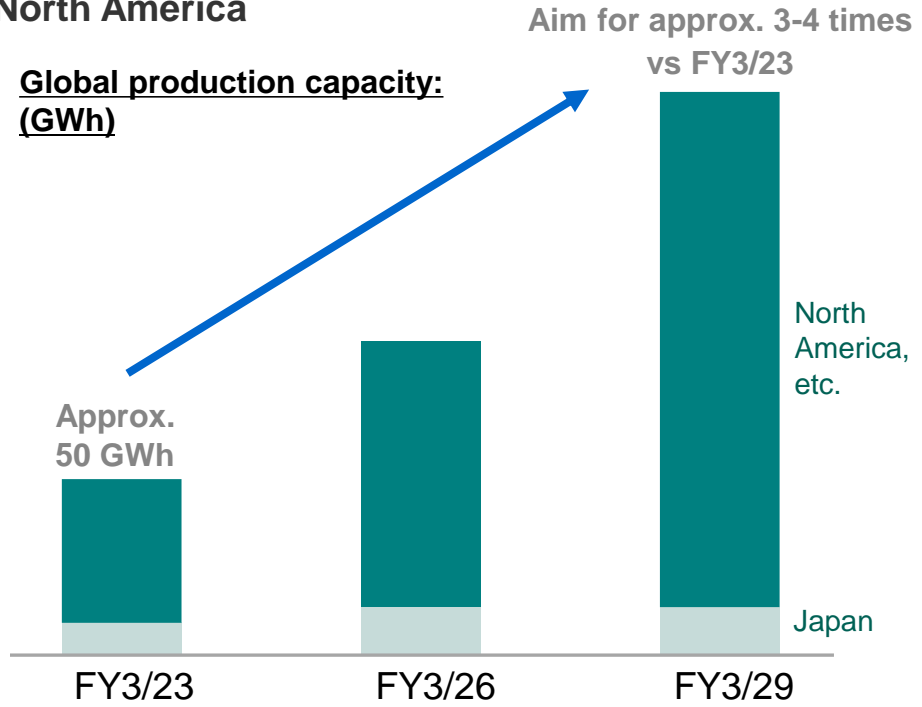
Outline of new facility in Kansas

- Location: De Soto, Kansas, United States
- Construction start: November 2022
- Mass production start: During FY3/25 (planned)
- To manufacture: 2170 cells
- Initial production capacity: Approx. 30 GWh/year



Production capacity expansion target

- Aim to enhance line up & expand production of automotive cylindrical lithium-ion batteries in North America



Kansas factory (image)



Groundbreaking ceremony (Nov. 2022)

- ✓ **4680 cells:** Mass production is rescheduled to begin during the first half of FY3/25 to introduce performance improvement measures that will further enhance competitiveness

(Reference) FY3/23 Operating Profit & Net Profit

(yen: billions)

	FY3/23	FY3/22	YoY (year-on-year)
Operating profit	288.6	357.5	-68.9
Non-operating income/loss	27.8	2.9	+24.9
Profit before income taxes	316.4	360.4	-44.0
Income taxes	-35.8	-95.0	+59.2
Net profit	280.6	265.4	+15.2
Net profit attributable to Panasonic Holdings Corporation stockholders	265.5	255.3	+10.2
Net profit attributable to non-controlling interests	15.1	10.1	+5.0

(Reference) Medium-term Management Indicators: KGI

(yen: billions)

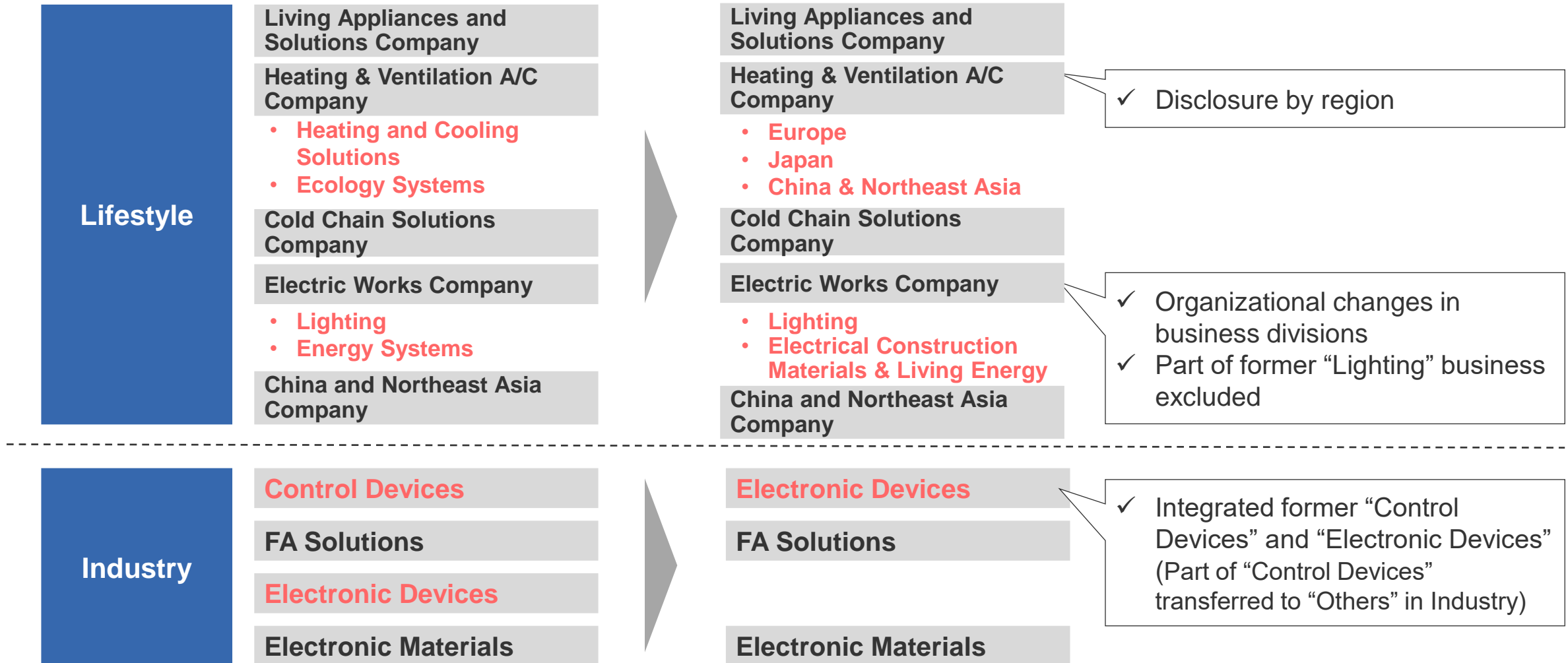
	Cumulative Operating CF (FY3/23-25)	ROIC (FY3/25)
Lifestyle	660	10.0% or more
Automotive	200	8.5%
Connect	260	4.6%
Industry	390 or more	20.0%
Energy	330	12.0%
Group Total	2,000	ROE 10% or more

Note: Above data from presentation materials of Group CEO Briefing (April 1, 2022) and IR Day 2022 (June 1 & 2, 2022)

(Reference) List of Voluntarily Disclosed Businesses in FY3/23

Lifestyle (Panasonic Corporation)	<u>Businesses with Sales Disclosed</u>	<u>Major Business Divisions, etc.</u>	Note 1: Sales and profit of CNA (except Cold Chain (China) and Refrigeration and Air-Conditioning Devices) are also included in LAS, HVAC, and EW
Living Appliances and Solutions Company (LAS)	<ul style="list-style-type: none"> • Kitchen Appliances • Laundry Systems and Vacuum Cleaner • Beauty and Personal Care 	<ul style="list-style-type: none"> : Kitchen Appliances BD : Laundry Systems and Vacuum Cleaner BD : Beauty and Personal Care BD 	
Heating & Ventilation A/C Company (HVAC)	<ul style="list-style-type: none"> • Heating and Cooling Solutions • Ecology Systems 	<ul style="list-style-type: none"> : Heating and Cooling Solutions BD : Panasonic Ecology Systems Co., Ltd. 	
Cold Chain Solutions Company (CCS)	-	: Hussmann Corporation, Cold Chain BD	
Electric Works Company (EW)	<ul style="list-style-type: none"> • Lighting • Energy Systems • Other 	<ul style="list-style-type: none"> : Lighting BD : Energy Systems BD : Smart Energy Systems BD 	
China and Northeast Asia Company (CNA)	-	: 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 (Panasonic Automotive Systems Co., Ltd.)	<ul style="list-style-type: none"> • Automotive Cockpit Systems • Automotive Electronics Systems • Others 	<ul style="list-style-type: none"> : Infotainment Systems BD : HMI Systems BD, Automotive Systems BD, Ficosa International, S.A. : Sales of other segment products, etc. 	
Connect (Panasonic Connect Co., Ltd.)	<ul style="list-style-type: none"> • Avionics • Process Automation • Media Entertainment • Mobile Solutions • Gemba Solutions • Blue Yonder • Others 	<ul style="list-style-type: none"> : Panasonic Avionics Corporation, Avionics BU : Process Automation BD : Media Entertainment BD : Mobile Solutions BD : Gemba Solutions Company : Blue Yonder Holding, Inc. : Other businesses, eliminations, etc. 	
Industry (Panasonic Industry Co., Ltd.)	<ul style="list-style-type: none"> • Control Devices • FA Solutions • Electronic Devices • Electronic Materials • Others 	<ul style="list-style-type: none"> : Electromechanical Control BD, Industrial Devices BD : Industrial Devices BD : Electromechanical Control BD, Device Solutions BD : Electronic Materials BD : LCD, sales of other segment products, eliminations, etc. 	
Energy (Panasonic Energy Co., Ltd.)	<ul style="list-style-type: none"> • In-vehicle • Industrial / Consumer • Others 	<ul style="list-style-type: none"> : Mobility Energy BD : Energy Devices BD, Energy Solutions BD : Segment head office, eliminations, etc. 	
Other	<ul style="list-style-type: none"> • Entertainment & Communication • Housing 	<ul style="list-style-type: none"> : Panasonic Entertainment & Communication Co., Ltd. : Panasonic Housing Solutions Co., Ltd. 	Note 2: Equity method income/loss of Prime Planet Energy & Solutions, Inc. is included in "Eliminations & adjustments"
Eliminations & adjustments	<ul style="list-style-type: none"> • Eliminations of intersegment transactions, adjustments of profits and losses not attributable to any segments, and adjustments of consolidations, etc. 		

Changes in Voluntarily Disclosed Businesses (1Q FY3/24 onwards)



*Adjusted OP to be disclosed in some of voluntarily disclosed businesses from 1Q FY3/24 results announcement (Details on next slide)

(Reference) List of Voluntarily Disclosed Businesses in FY3/24

Lifestyle (Panasonic Corporation)	<u>Businesses with Sales Disclosed</u> (<u>Adjusted OP will also be disclosed for underlined businesses</u>)	<u>Major Business Divisions, etc.</u>
Living Appliances and Solutions Company (LAS)	<ul style="list-style-type: none"> • Kitchen Appliances : Kitchen Appliances BD • Laundry Systems and Vacuum Cleaner : Laundry Systems and Vacuum Cleaner BD • Beauty and Personal Care : Beauty and Personal Care BD 	Note 1: Sales and profit of CNA (except certain businesses) are also included in LAS, HVAC, and EW
Heating & Ventilation A/C Company (HVAC)	Sales disclosed by region (Europe, Japan, China & Northeast Asia) Major Business Divisions: HVAC BD Europe, Commercial Equipment Solutions BD, Residential System Equipment BD	
Cold Chain Solutions Company (CCS)	- : Hussmann Corporation, Cold Chain BD	
Electric Works Company (EW)	<ul style="list-style-type: none"> • Lighting : Lighting BD • Electrical Construction Materials & Living Energy : Electrical Construction Materials & Living Energy BD 	
China and Northeast Asia Company (CNA)	- : Smart Life Appliances BD, Building and Housing Solutions BD, Taiwan BD	
Others	- : Sales of other segment products, segment head office, eliminations, etc.	
Automotive (Panasonic Automotive Systems Co., Ltd.)	<ul style="list-style-type: none"> • Automotive Cockpit Systems : Infotainment Systems BD • Automotive Electronics Systems : HMI Systems BD, Automotive Systems BD, Ficosa International, S.A. • Others : Sales of other segment products, etc. 	
Connect (Panasonic Connect Co., Ltd.)	<ul style="list-style-type: none"> • Avionics : Panasonic Avionics Corporation, Avionics BU • Process Automation : Process Automation BD • Media Entertainment : Media Entertainment BD • Mobile Solutions : Mobile Solutions BD • Gemba Solutions : Gemba Solutions Company • Blue Yonder : Blue Yonder Holding, Inc. • Others : Other businesses, eliminations, etc. 	
Industry (Panasonic Industry Co., Ltd.)	<ul style="list-style-type: none"> • Electronic Devices : Electromechanical Control BD, Industrial Devices BD, Device Solutions BD • FA Solutions : Industrial Devices BD • Electronic Materials : Electronic Materials BD • Others : Electromechanical Control BD, Sales of other segment products, eliminations, etc. 	
Energy (Panasonic Energy Co., Ltd.)	<ul style="list-style-type: none"> • In-vehicle : Mobility Energy BD • Industrial / Consumer : Energy Devices BD, Energy Solutions BD • Others : Segment head office, eliminations, etc. 	
Other	<ul style="list-style-type: none"> • Entertainment & Communication : Panasonic Entertainment & Communication Co., Ltd. • Housing : Panasonic Housing Solutions Co., Ltd. 	Note 2: Equity method income/loss of Prime Planet Energy & Solutions, Inc. is included in "Eliminations & adjustments"
Eliminations & adjustments	<ul style="list-style-type: none"> • Eliminations of intersegment transactions, adjustments of profits and losses not attributable to any segments, and adjustments of consolidations, etc. 	