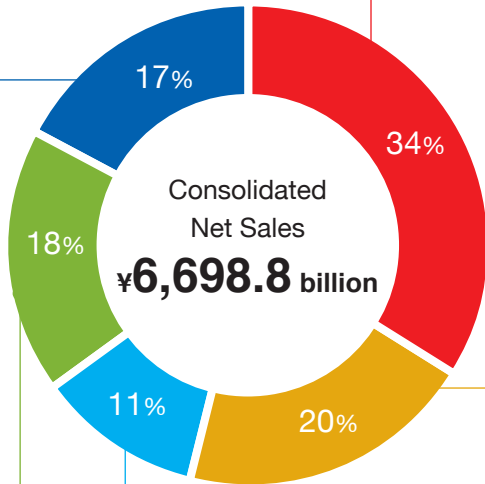


At a Glance

Fiscal 2021 Net Sales Composition Ratio



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

Reportable Segment

Appliances



Front loading washer/dryer



Europe: Hot water heat pump system



Refrigerator

Life Solutions



Spatial sterilizing/deodorizing equipment (Ziaino)



Wiring device (SO-STYLE)



Exterior spotlight

Connected Solutions



Expansion of a strategic partnership with a major company specializing in supply chain software



Electronic component mounting machine (NPM-DX)



Entrance/exit security & office visualization system using facial recognition (KPAS)

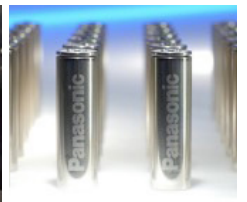
Automotive



Car cockpits



Head-up display example (Photo courtesy of Nissan Motor Corporation)



Cylindrical lithium-ion battery

Industrial Solutions



Industrial motor



Power storage module



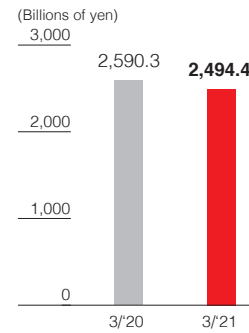
Capacitor

Fiscal 2021 Operating Results

Sales decreased by 4% to 2,494.4 billion yen from a year ago. This is due mainly to the impact of deteriorating market conditions during the first half as well as the impact of streamlining in product lines for TVs and digital cameras, despite continued steady sales in products such as room air-conditioners, refrigerators and washing machines in Japan and China, and other regions saw signs of recovery.

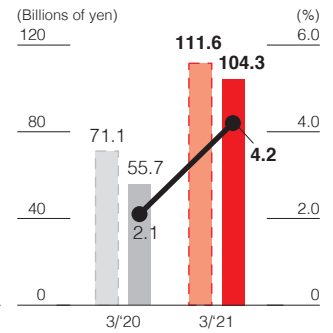
Operating profit increased 48.6 billion yen to 104.3 billion yen from a year ago, as a result of the effect of improved profitability outside Japan and reductions in fixed cost and sales promotion expenses, in addition to solid performance of domestic businesses, especially of the home appliances business.

Sales (Years ended March 31)



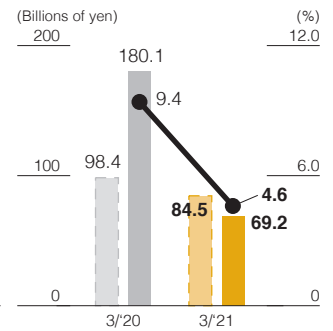
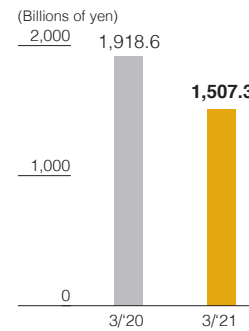
Operating Profit (Years ended March 31)

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



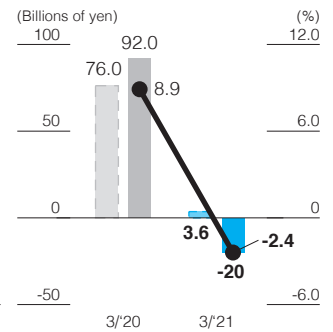
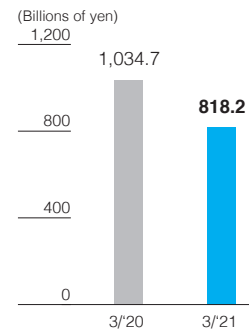
Sales decreased by 21% to 1,507.3 billion yen from a year ago, because, in addition to the deconsolidation of the housing related businesses, sales of wiring devices and lighting fixtures decreased in the domestic non-residential market, while overseas sales also declined due to lockdowns in India and Malaysia, despite strong performance of the IAQ (Indoor Air Quality) business.

Operating profit decreased 110.9 billion yen to 69.2 billion yen from a year ago, due to impact of decreased sales resulting from weak overall demand, the recording of restructuring expenses, and the recording of the gain from business transfer of the housing related businesses in the previous fiscal year, despite favorable effects of higher profit from sales in the IAQ business and fixed-cost reduction.



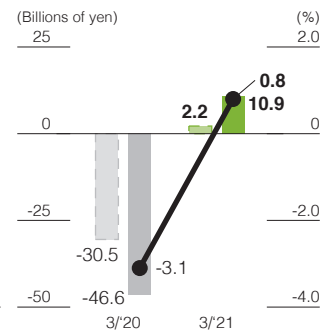
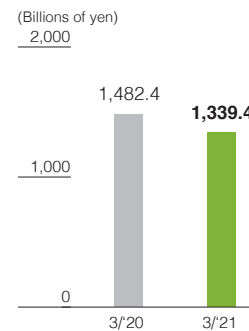
Sales decreased by 21% to 818.2 billion yen from a year ago, declining overall because strong sales in the process automation business fell short of offsetting the adverse impact on other businesses of the market downturn caused by the spread of COVID-19.

The segment recorded an operating loss of 20.0 billion yen, 112.0 billion yen down from a year ago, mainly because of the impact of declined sales in such businesses as avionics, the recognition of impairment losses, and the recording of the gain from business transfer of the security systems business in the previous fiscal year.



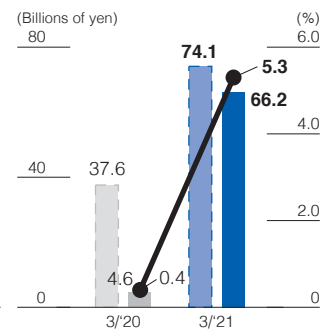
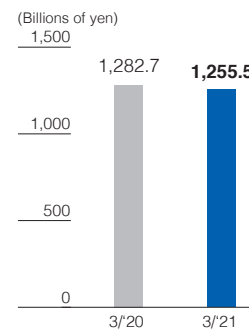
Sales decreased by 10% to 1,339.4 billion yen from a year ago. Both the automotive solutions business and the automotive batteries business saw a decline in sales on a full year basis as a result of a significant decrease in automotive production in the first half of the fiscal year due to the spread of COVID-19, despite a rapid recovery in demand thereafter.

The segment recorded an operating profit of 10.9 billion yen, 57.5 billion yen up from a year ago, in spite of decreased sales due to the spread of COVID-19, mainly because the automotive solutions business saw an increase in profit as a result of substantial reduction in fixed costs; the automotive batteries business also saw an increase in profit because of the rationalization of materials for cylindrical lithium-ion batteries and gains from establishment of prismatic lithium-ion batteries joint venture. Furthermore, the automotive cylindrical battery business recorded a profit on a full year basis for the first time since the establishment of the North America factory for batteries.



Sales decreased by 2% to 1,255.5 billion yen from a year ago. In the main business, sales of industrial motors expanded due to the recovery in demand for production facilities, and sales of capacitors and power storage systems for data centers were strong due to the expansion of data communication demand. Sales of automotive components also recovered in the second half, following the adverse impact of the spread of COVID-19 in the first half of the fiscal year. However, overall sales declined mainly due to the effects of the transfer of the semiconductor business.

Operating profit increased 61.6 billion yen to 66.2 billion yen from a year ago, mainly due to a rebound from the recording of restructuring expenses in the previous fiscal year, in addition to increases in sales and profit of industrial motors, power storage systems, capacitors, etc., and efforts to reduce fixed costs and promote the rationalization of materials.

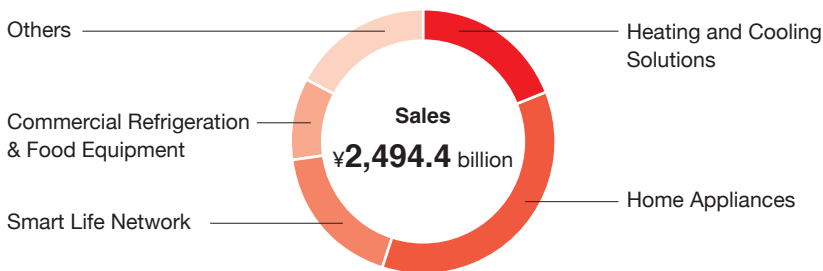


At a Glance

Sales Composition (Based on Fiscal 2021 results)

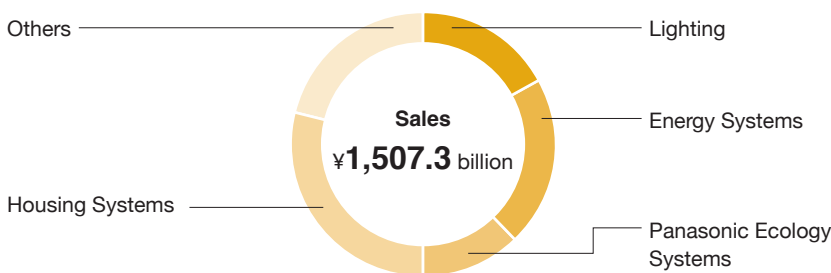
Sub-segments

Appliances



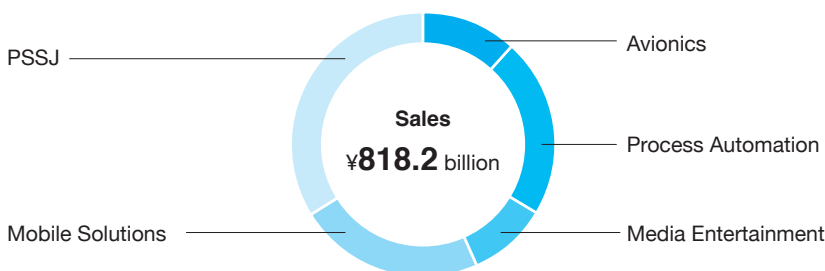
Heating and Cooling Solutions
Home Appliances
Smart Life Network
Commercial Refrigeration & Food Equipment
Others

Life Solutions



Lighting
Energy Systems
Panasonic Ecology Systems
Housing Systems
Others

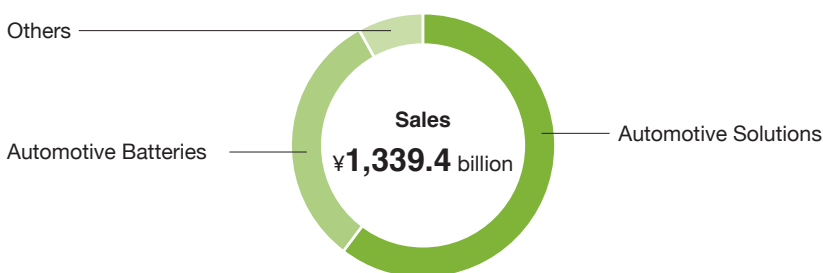
Connected Solutions



Avionics
Process Automation
Media Entertainment
Mobile Solutions
PSSJ
Others

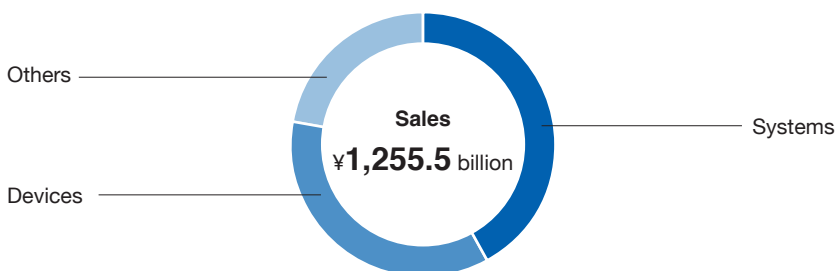
The "Others" sub-segment is not shown in the pie chart because the amount has been negative due to the effects of eliminations and adjustments.

Automotive



Automotive Solutions
Automotive Batteries
Others

Industrial Solutions



Systems
Devices
Others

Major Business Divisions, etc.

Main products and services (as of March 31, 2021)

Heating and Cooling Solutions BD

Kitchen Appliances BD, Laundry Systems and Vacuum Cleaner BD, Beauty and Personal Care BD

Smart Life Network BD

Cold Chain BD, Hussmann Corporation

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

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

Lighting BD

Energy Systems BD

Panasonic Ecology Systems Co., Ltd.

Housing Systems BD

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

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

Panasonic Avionics Corporation, Avionics BU

Process Automation BD

Media Entertainment BD

Mobile Solutions BD

Panasonic System Solutions Japan Co., Ltd.

Other businesses, eliminations, etc.

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

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

Tesla Energy BD, Automotive prismatic battery business

Sales of other Divisional Company products, etc.

Automotive-use infotainment systems, head-up displays, automotive audio systems, automotive switches, vehicle camera modules, advanced driver assistance systems (ADAS), devices and systems for electric automobiles, automotive mirrors, cylindrical and prismatic lithium-ion batteries (Prismatic batteries are manufactured by Prime Planet Energy & Solutions, Inc.)

Electromechanical Control BD, Industrial Device BD, Energy Solutions BD

Device Solutions BD, Energy Device BD, Electronic Materials BD

Semiconductor, LCD, sales of other Divisional Company products, eliminations, etc.

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

Note: Semiconductor was deconsolidated in September 2020.