

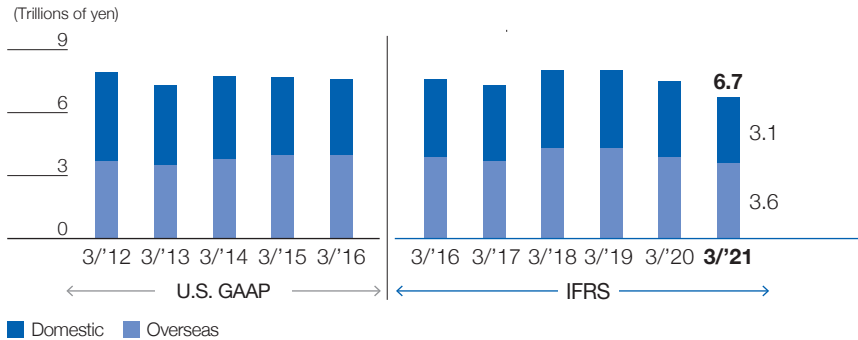
Financial Highlights

Panasonic Corporation and subsidiaries, years ended March 31

Panasonic began applying International Financial Reporting Standards (IFRS) on a voluntary basis in the fiscal year ended March 2017.

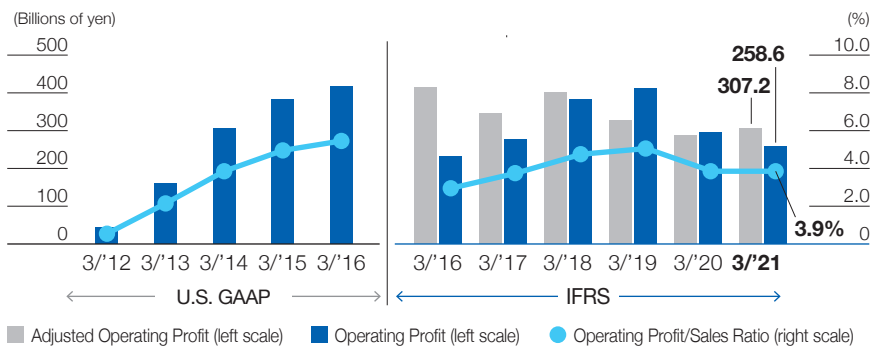
Financial figures for the fiscal year ended March 2016 are also presented in accordance with IFRS in addition to conventional U.S. GAAP standards.

Net Sales



Sales decreased overall due mainly to the impact of the spread of COVID-19 as well as the impact of deconsolidation in housing related businesses in Japan. This was despite increased domestic sales in products such as air purifiers and increased overseas sales in products such as mounting machines at Process Automation, power storage systems for information- and communication-infrastructure as well as industrial-use motors.

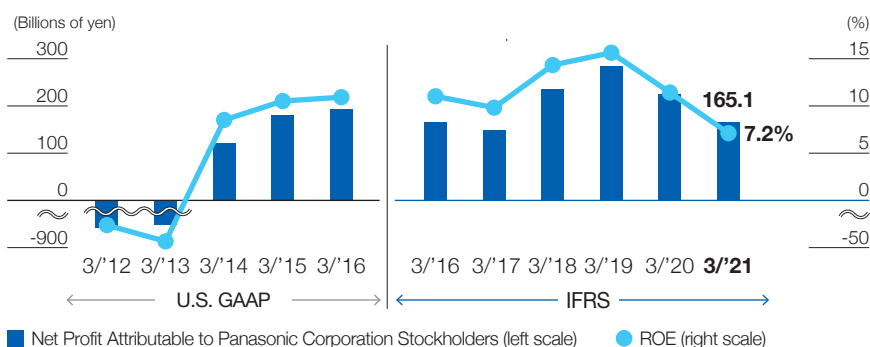
Operating Profit and Ratio to Sales



Adjusted operating profit increased due to fixed cost reductions for management structure enhancement as well as increased sales for businesses such as air-conditioning and indoor air quality, automotive batteries and information- and communication-infrastructure, which capture business opportunities reflecting changes in society from a medium- to long-term perspective. Operating profit, however, decreased due largely to the impact of gain from business transfer in the previous year in addition to sales decline.

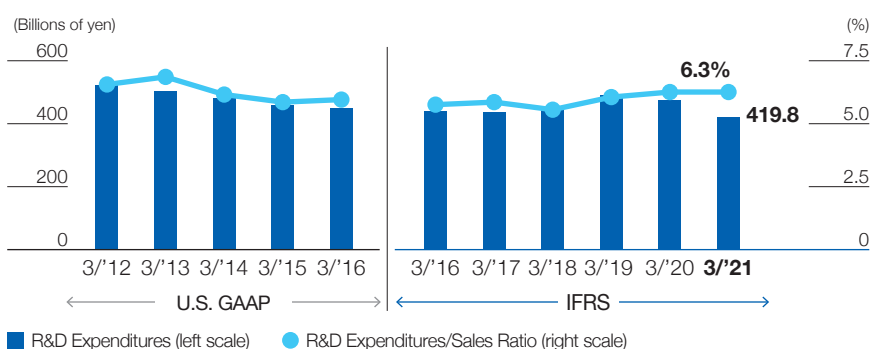
Note: Adjusted operating profit: sales - cost of sales - SG&A

Net Profit Attributable to Panasonic Corporation Stockholders and ROE



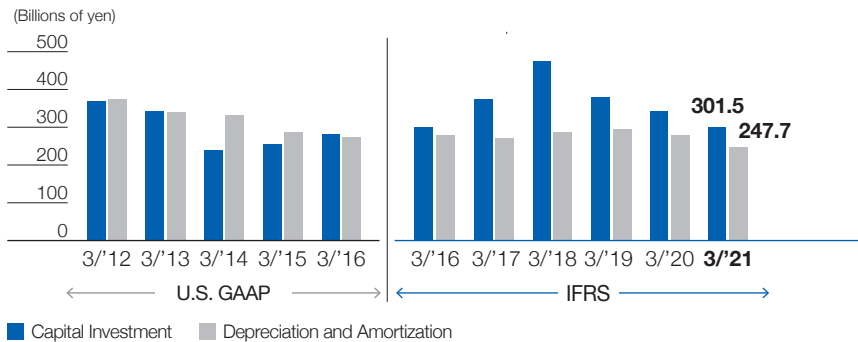
Net profit attributable to Panasonic Corporation stockholders declined as a result of lower operating profit and the dropout of the year-earlier improvement in corporate income taxes owing to tax benefits associated with the reorganization of subsidiaries. As a result, ROE ended the year at 7.2%.

R&D Expenditures and Ratio to Sales



The Panasonic Group concentrated on development of new technologies and new products to underpin its future based on the growth strategies for the major business fields. In addition, the Group developed technologies such as IoT and artificial intelligence (AI), solved social issues in the new normal era, and contributed to sustainable energies. R&D expenditures totaled 419.8 billion yen in fiscal 2021.

Capital Investment, Depreciation and Amortization

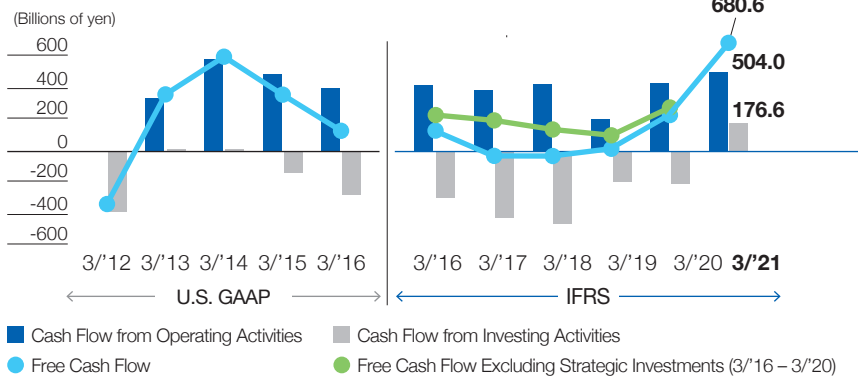


The Panasonic Group makes capital investment based on a policy of steady investments primarily in key businesses for future growth. In fiscal 2021 the main capital investments have been made in production facilities for lithium-ion batteries for automotive use, in production facilities for electronic components and control equipments.

Note: The figures for "Capital investment" are amounts on an accrual basis for property, plant and equipment and intangible assets. (Excludes increases due to business combinations)

"Depreciation and Amortization" include depreciation of property, plant and equipment and amortization of intangible assets.

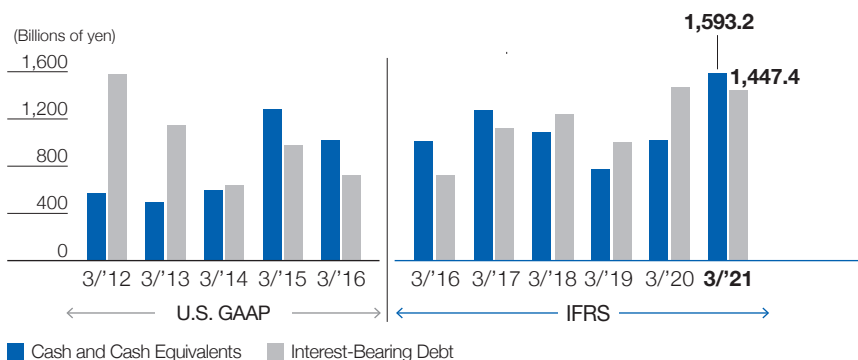
Free Cash Flows



Free cash flow improved significantly year on year to 680.6 billion yen, mainly due to cash flows from investing activity in the form of proceeds from the establishment of a joint venture in the automotive prismatic battery business as well as transfer of assets.

Note: Lease receivables collected as a result of application of finance lease accounting as lessor—based on product supply contracts determined to contain leases—are included in cash flows from investing activities. (Lease receivables collected amounted to 6.8 billion yen in fiscal 2021, 37.2 billion yen in fiscal 2020, 167.3 billion yen in fiscal 2019, and 19.3 billion yen in fiscal 2018.)

Cash and Cash Equivalents and Interest-Bearing Debt

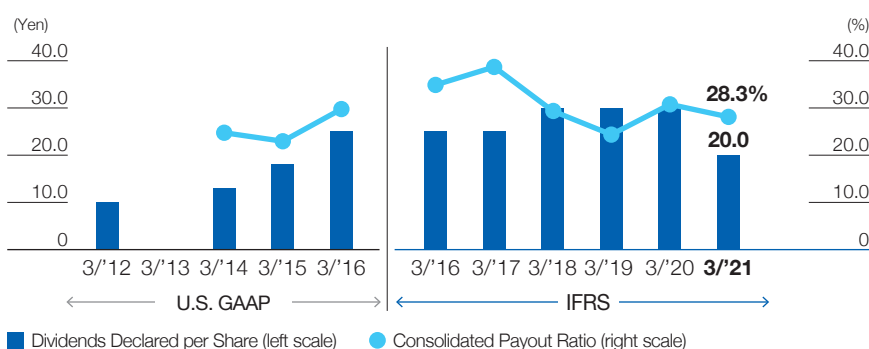


Cash and cash equivalents as of March 31, 2021 increased by 576.7 billion yen due primarily to the improvement in free cash flow.

Interest-bearing debt decreased by 23.9 billion yen. This is due to the repayment of Commercial Paper (CP) and other factors despite the issuance of unsecured straight bonds.

Note: Interest-bearing debt includes lease liabilities (257.9 billion yen at March 31, 2021, 266.9 billion yen at March 31, 2020).

Dividends Declared per Share and Consolidated Payout Ratio

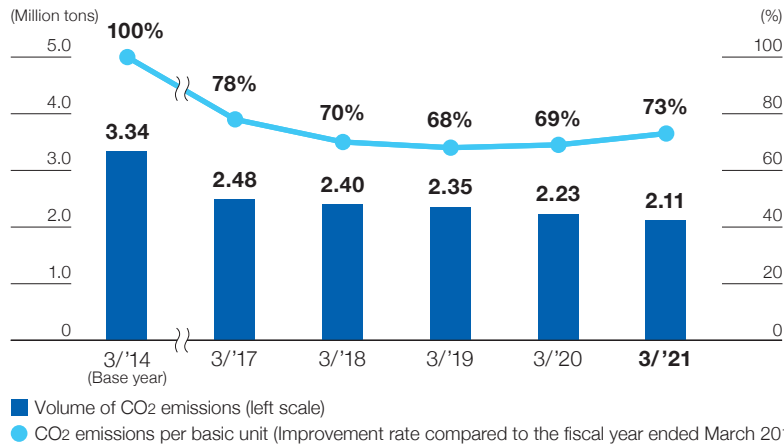


Panasonic's policy is to provide a stable, sustained dividend based on a target consolidated payout ratio of approximately 30%. In fiscal 2021, Net profit attributable to Panasonic Corporation stock holders decreased. Reflecting these operating results, in view of this basic policy as well as its current financial position, the annual dividend was set at 20 yen per share for fiscal 2021.

Note: The dividend payout ratio is not calculated in fiscal years when net income attributable to Panasonic Corporation is negative.

Non-Financial Highlights

CO₂ Emissions in Production Activities and CO₂ Emissions per Basic Unit

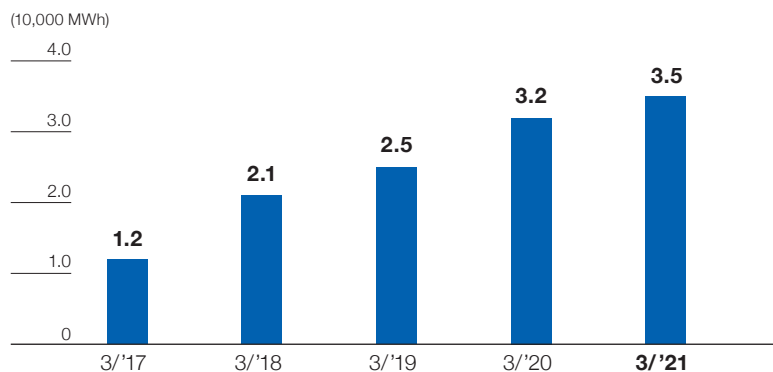


At its factories in Japan and countries outside Japan, Panasonic is pushing ahead with the promotion of zero-CO₂ model factories and working to increase the use of renewable energy. Total CO₂ emissions in fiscal 2021 amounted to 2.11 million tons, while the volume of emissions per net sales had decreased 27% compared to the fiscal year ended March 2014.

For details:

<https://www.panasonic.com/global/corporate/sustainability/eco/co2/site.html>

Amount of In-house Renewable Energy Adoption

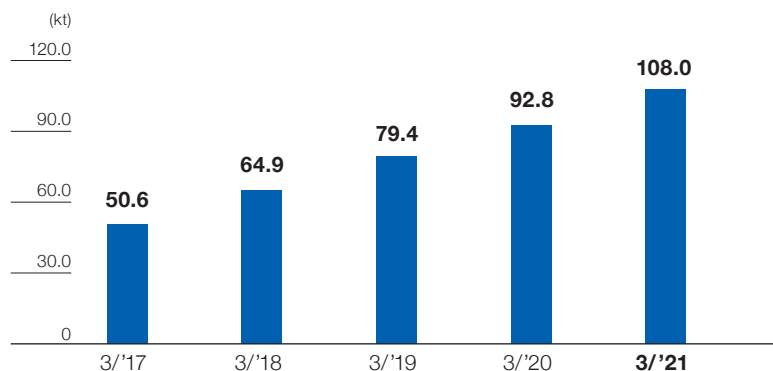


Owing to the solar photovoltaic systems newly adopted at our business sites in Japan and Malaysia and the commencement of full-scale operations of existing photovoltaic systems, the amount of in-house renewable energy adoption in this fiscal year reached 35,000 MWh. We are steadily making progress towards the fiscal 2022 target of 40,000 MWh.

For details:

<https://www.panasonic.com/global/corporate/sustainability/eco/co2/site.html>

Results of Recycled Resin Usage (Cumulative total from FY2015)

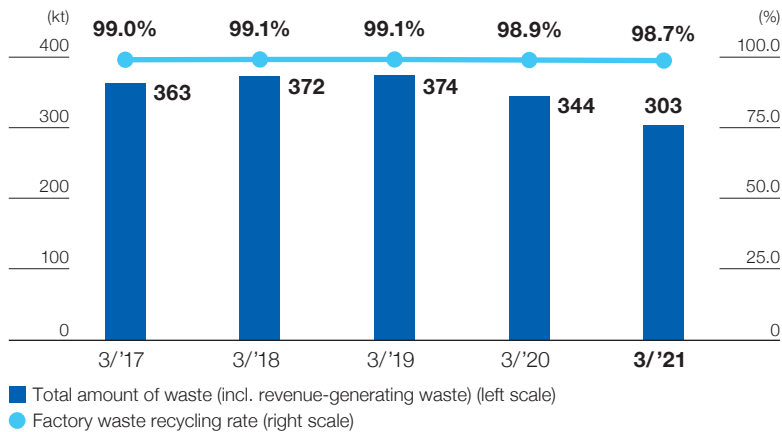


As part of our recycling-oriented manufacturing approach, we are working to reduce the input of virgin resources and expand our use of recycled resources. In fiscal 2021 we used 15.2 kt of recycled resin in our products by tackling such issues as compatibility with features required for certain components used and the securing of a stable supply. We have now used a total of 28.6 kt since fiscal 2020 and we are making steady progress towards our target of 42 kt or more for the three-year period through fiscal 2022.

For details:

https://www.panasonic.com/global/corporate/sustainability/eco/resource/recycling_oriented_manufacturing.html

Amount and Recycling Rate of Total Wastes Including Revenue-generating Waste

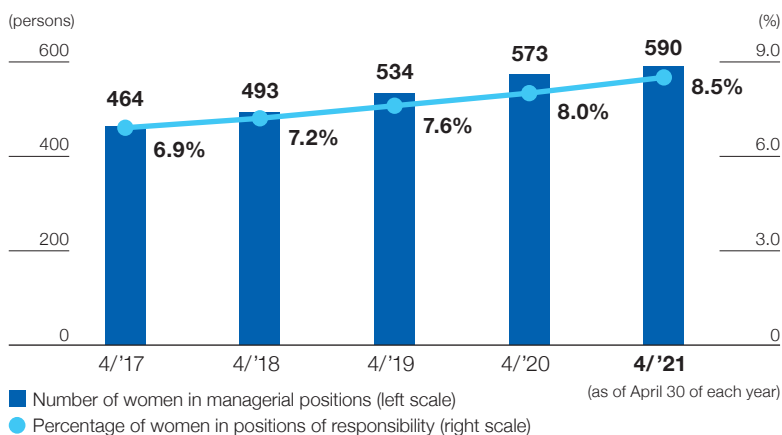


In addition to improving yields from materials and minimizing waste generated (including revenue-generating waste) in our production processes, we are aiming to achieve zero waste emissions from factories by increasing the recycling rate of our waste materials. The factory waste recycling rate in fiscal 2021 was 98.7%, which was below the target of at least 99%. We will step up our initiatives on recycling waste plastic in an effort to maintain and improve our factory waste recycling rate.

For details:

https://www.panasonic.com/global/corporate/sustainability/eco/resource/recycling_oriented_manufacturing.html

Number of Women in Managerial Positions/ Percentage of Women in Positions of Responsibility



Note: Figures are based on the persons in managerial positions (section leader or higher) and persons in positions of responsibility (including chief and assistant chief positions) at Panasonic Corporation and its key domestic Group companies.

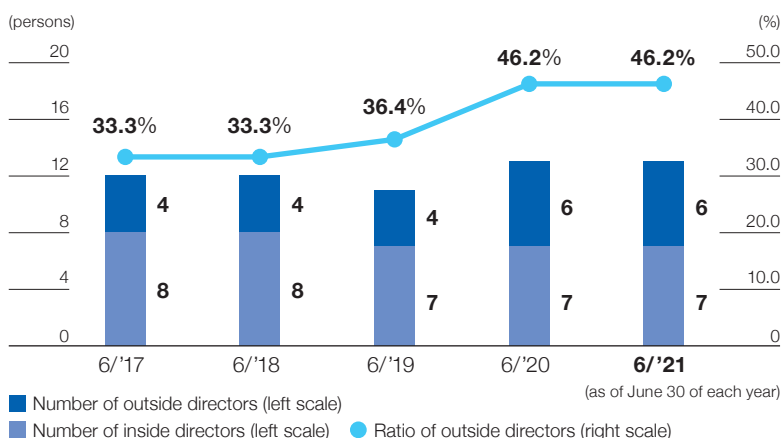
Promoting diversity is one of our key management initiatives and we are cognizant of the fact that there is a pressing need to appoint more women to managerial or responsible positions. As a result of various initiatives, both the number of women in managerial positions and the percentage of women in positions of responsibility are rising year on year at Panasonic.

In addition to above, in 2021 Panasonic signed on with "30% Club Japan" which aims to raise the proportion of women in the board of directors and other critical decision-making bodies in business. With these efforts, Panasonic aims to further boost diversity in the Group.

For details:

<https://www.panasonic.com/global/corporate/sustainability/pdf/sdb2021e-employee.pdf>

Number of Board Members/Outside Director Ratio



We ensure that the Board of Directors possesses a broad cross-section of knowledge, experience, and capabilities as a whole and endeavor to optimize the number of Board members so that the Board's functions can be demonstrated effectively and efficiently. Also, to enhance the Board's objectivity and neutrality and to strengthen its supervisory function, we adhere to an outside directors ratio of at least one third. As of June 30, 2021, the Board comprises 13 directors, 46.2% of which hail from outside of the Company.

For details:

<https://www.panasonic.com/global/corporate/management/governance.html>