

Panasonic Group

Operating Companies' Strategy Briefings 2023

June 1, 2023

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Notes: 1. This is an English translation from the original presentation in Japanese.
2. In this presentation, "Fiscal 2024" or "FY3/24" refers to the year ending March 31, 2024.

Schedule of Operating Companies Strategy Briefing

June 1

(JST)

June 2

(JST)

Opening remarks by Group CFO	13:00 - 13:05	Panasonic Corporation (Lifestyle segment) (Presentation + Q&A session)		13:00 - 13:50
Panasonic Automotive Systems Co., Ltd.	13:05 - 13:55	Priority Businesses	HVAC system	14:00 - 14:15
			Overseas electrical construction materials	14:15 - 14:30
Panasonic Connect Co., Ltd.	14:10 - 15:10		Energy solutions	14:30 - 14:40
Panasonic Industry Co., Ltd.	15:25 - 16:15		Home appliances in Japan	14:40 - 14:55
Panasonic Energy Co., Ltd.	16:30 - 17:30		Q&A session	14:55 - 15:35
		Overall Q&A session		15:45 - 16:05

Note: Q&A followed by presentation at each session

Note: Energy solutions includes hydrogen related businesses

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Disclaimer Regarding Forward-looking Statements

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The risks, uncertainties and other factors referred to above include, but are not limited to, economic conditions, particularly consumer spending and corporate capital expenditures in the Americas, Europe, Japan, China and other Asian countries; volatility in demand for electronic equipment and components from business and industrial customers, as well as consumers in many product and geographical markets; the possibility that the spread of the novel coronavirus infections may adversely affect business activities of the Panasonic Group; the possibility that excessive currency rate fluctuations of the U.S. dollar, the euro, the Chinese yuan and other currencies against the yen may adversely affect costs and prices of Panasonic 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.

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

Lifestyle (Panasonic Corporation)	Businesses with Sales Disclosed (Adjusted OP will also be disclosed for underlined businesses)	Major Business Divisions, etc.
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"> • <u>Automotive Cockpit Systems</u> : 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 • <u>Process Automation</u> : Process Automation BD • Media Entertainment : Media Entertainment BD • Mobile Solutions : Mobile Solutions BD • <u>Gemba Solutions</u> : Gemba Solutions Company • <u>Blue Yonder</u> : Blue Yonder Holding, Inc. • Others : Other businesses, eliminations, etc. 	
Industry (Panasonic Industry Co., Ltd.)	<ul style="list-style-type: none"> • <u>Electronic Devices</u> : Electromechanical Control BD, Industrial Devices BD, Device Solutions BD • <u>FA Solutions</u> : Industrial Devices BD • <u>Electronic Materials</u> : 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"> • <u>In-vehicle</u> : Mobility Energy BD • <u>Industrial / Consumer</u> : 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. 	