

# Panasonic Group IR Day 2022

June 1, 2022

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- Notes: 1. This is an English translation from the original presentation in Japanese.  
2. In this presentation, “Fiscal 2023” or “FY23” refers to the year ending March 31, 2023.

# IR Day Schedule

## June 1, 2022

<b>Opening remarks by Group CFO</b>	<b>13:00 - 13:05</b>
<b>Panasonic Automotive Systems Co., Ltd.</b>	<b>13:05 - 13:55</b>
<b>Panasonic Industry Co., Ltd.</b>	<b>14:10 - 15:00</b>
<b>Panasonic Connect Co., Ltd.</b>	<b>15:15 - 16:05</b>
<b>Panasonic Energy Co., Ltd.</b>	<b>16:20 - 17:10</b>

## June 2, 2022

(Time: JST)

<b>Panasonic Corporation (Lifestyle segment)</b>	<b>13:00 - 13:45</b>
<b>Heating &amp; Ventilation A/C Company</b>	<b>13:55 - 14:30</b>
<b>Electric Works Company</b>	<b>14:40 - 15:15</b>
<b>Living Appliances and Solutions Company</b>	<b>15:25-16:00</b>
<b>Overall Q&amp;A session</b>	<b>16:10-16:25</b>

**Panasonic**

## **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; the possibility of the Panasonic Group not being able to respond to rapid technological changes and changing consumer preferences with timely and cost-effective introductions of new products in markets that are highly competitive in terms of both price and technology; the possibility of not achieving expected results or incurring unexpected losses in connection with the alliances or mergers and acquisitions; the possibility of not being able to achieve its business objectives through joint ventures and other collaborative agreements with other companies, including due to the pressure of price reduction exceeding that which can be achieved by its effort and decrease in demand for products from business partners which Panasonic 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 by other countries over trade, manufacturing, labor and operations; restrictions, costs or legal liability relating to laws and regulations or failures in internal controls; fluctuations in market prices of securities and other financial assets in which the Panasonic Group has holdings or changes in valuation of non-financial assets, including property, plant and equipment, goodwill and deferred tax assets; future changes or revisions to accounting policies or accounting rules; the possibility of incurring expenses resulting from a leakage of customers' or confidential information from Panasonic Group systems due to unauthorized access or a detection of vulnerability of network-connected products of the Panasonic Group; as well as natural disasters including earthquakes, prevalence of infectious diseases throughout the world, disruption of supply chain and other events that may negatively impact business activities of the Panasonic Group. The factors listed above are not all-inclusive and further information is contained in the most recent English translated version of Panasonic HD's securities reports under the FIEA and any other documents which are disclosed on its website.*

**Cumulative operating CF** (FY23-FY25) **2.0** trillion yen

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**ROE** (FY25) **10%** or more

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**Cumulative OP** (FY23-FY25) **1.5** trillion yen

**Improve cash generation capability by  
thorough enhancement of business competitiveness**

$$\text{ROIC} = \frac{\text{Net Operating Profit After Taxes}}{\text{Invested Capital}}$$
$$= \frac{\text{Operating Profit} \times (1 - (\text{Income Taxes} / \text{Profit before Income Taxes}))}{\text{Equity} + \text{Interest-bearing Debt}^*}$$

\*Average at the beginning and the end of fiscal year

# (Reference) List of Voluntarily Disclosed Businesses in FY23

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

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