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**FOR IMMEDIATE RELEASE**

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**Panasonic Reports its Consolidated Financial Results**  
**for the Nine Months ended December 31, 2020**

Osaka, Japan, February 2, 2021 -- Panasonic Corporation (Panasonic [TSE:6752]) today reported its consolidated financial results for the nine months ended December 31, 2020, of the current fiscal year ending March 31, 2021 (fiscal 2021). The Company also announced the revision of its consolidated financial forecasts for fiscal 2021.

**Summary**

Yen (billions)

|  | Fiscal 2021<br>Nine Months ended<br>December 31, 2020 | Fiscal 2020<br>Nine Months ended<br>December 31, 2019 | Percentage<br>2021/2020 |
|--|---|---|-------------------------|
| Net sales  | 4,873.3   | 5,755.6   | 85 %                    |
| Domestic   | 2,235.2   | 2,755.6   | 81 %                    |
| Overseas   | 2,638.1   | 3,000.0   | 88 %                    |
| Operating profit   | 226.8<br>4.7 %  | 240.7<br>4.2 %  | 94 %                    |
| Profit before income taxes   | 220.1<br>4.5 %  | 238.1<br>4.1 %  | 92 %                    |
| Net profit   | 144.3<br>3.0 %  | 190.6<br>3.3 %  | 76 %                    |
| Net profit attributable to<br>Panasonic Corporation stockholders         | 130.1<br>2.7 %  | 178.1<br>3.1 %  | 73 %                    |
| Earnings per share attributable to<br>Panasonic Corporation stockholders |   |   |                         |
| Basic  | 55.78 yen   | 76.37 yen   | (20.59) yen             |
| Diluted  | 55.75 yen   | 76.33 yen   | (20.58) yen             |

Notes: 1. The Company's consolidated financial statements are prepared in conformity with International Financial Reporting Standards (IFRS).

2. Number of consolidated companies: 520 (including parent company)  
Number of companies under the equity method: 70

3. One American depositary shares (ADS) represents one share of common share. Earnings per share attributable to Panasonic Corporation stockholders per ADS is same amount as Earnings per share attributable to Panasonic Corporation stockholders.

## Consolidated Financial Results

### 1. Fiscal 2021 3Q ended December 31, 2020

#### A. Operating Results

|   | Yen (billions)                                    |   |                         |
|---|---|---|-------------------------|
|   | Fiscal 2021<br>Nine Months ended<br>Dec. 31, 2020 | Fiscal 2020<br>Nine Months ended<br>Dec. 31, 2019 | Percentage<br>2021/2020 |
| Net sales   | 4,873.3   | 5,755.6   | 85%                     |
| Operating profit  | 226.8   | 240.7   | 94%                     |
| Profit before income taxes  | 220.1   | 238.1   | 92%                     |
| Net profit attributable to<br>Panasonic Corporation<br>stockholders | 130.1   | 178.1   | 73%                     |

During the nine months ended December 31, 2020 (fiscal 2021), the global economy saw a continuing slowdown in consumption and investment, with a background of re-spread of the novel coronavirus disease (COVID-19). In addition, there were great uncertainties over the politics and financial circumstances in each country, as well as widespread of protectionism. Japan is also considered to be affected by these uncertainties to no small extent. Therefore, it continues to be difficult to forecast the economic outlook in fiscal 2021.

Under such a condition, the Company continues to execute portfolio management and enhance its management structure, based on the Mid-term strategy started from the fiscal 2020, while monitoring the risks and impact on its businesses, as well as deliberating the necessary countermeasures.

For the nine months ended December 31, 2020, with regard to the investment for growth, the Company made a strategic equity investment obtaining 20% of the voting rights in Blue Yonder, specialized in supply chain software in July 2020. The aim of investment is to enhance the Company's solution capability and to accelerate its business model transformation through acquiring innovative solution and business model that Blue Yonder provides globally.

With regard to the enhancement of competitiveness through Co-creation, in the automotive prismatic battery business, Prime Planet Energy & Solutions, Inc. which is a joint venture with Toyota Motor Corporation, has started its operation since April 1, 2020. The joint venture is working to develop highly competitive batteries that have excellent quality, performance and cost effectiveness, and to provide a stable supply of batteries.

With regard to the improvement of profitability, in the semiconductor business, the Company completed the transfer of its semiconductor business to Nuvoton Technology

Corporation, a Taiwan-based semiconductor company under the umbrella of Winbond Electronics Corporation group in September 2020. Also, in the solar business, the Company ceased its U.S. production of photovoltaic cells and modules at the plant in Buffalo (New York, U.S.) in June 2020. The withdrawal was completed in September 2020. Additionally, the Company announced in February 2021 to withdraw from its in-house photovoltaic production for residential, public and industrial-usage during fiscal 2022.

Furthermore, in November 2020, the Company resolved to transition to a holding company system scheduled for April 2022. The aim of the transition is to strengthen the competitiveness of its business from a medium- to long-term perspective. As a result, each operating company will work to significantly enhance its business competitiveness through swift decision-making in response to changes in the external environment and flexibly develop systems in accordance with business characteristics. On the other hand, the holding company will continue to support the business growth of each operating company and define growth areas from the perspective of optimizing the group as a whole, thereby striving to enhance the corporate value of the entire group.

For the nine months ended December 31, 2020, the Company's consolidated group sales decreased by 15% to 4,873.3 billion yen from a year ago. Domestic sales decreased due mainly to the impact of the spread of COVID-19 as well as the impact of deconsolidation in housing related businesses, despite increased sales in products such as air purifiers. Overseas sales decreased due largely to the impact of the spread of COVID-19, despite increased sales in products such as mounting machines at Process Automation, power storage systems for information- and communication-infrastructure, industrial-use motors as well as washing machines.

Operating profit decreased by 6% to 226.8 billion yen from a year ago. This is due largely to the impact of decreased sales, despite fixed cost reductions for management structure enhancement as well as the effect from profitability improvement efforts in automotive business. Profit before income taxes decreased by 8% to 220.1 billion yen from a year ago, and net profit attribute to Panasonic Corporation stockholders decreased by 27% to 130.1 billion yen from a year ago.

## B. Breakdown by Reportable Segment

### Appliances

Yen (billions)

|                  | Fiscal 2021<br>Third quarter | Fiscal 2020<br>Third quarter | Percentage<br>2021/2020 |
|------------------|------------------------------|------------------------------|-------------------------|
| Sales            | 1,891.1                      | 2,057.2                      | 92%                     |
| Operating profit | 99.1                         | 82.6                         | 120%                    |

Sales decreased by 8% to 1,891.1 billion yen from a year ago. This is due largely to the impact of deteriorating market conditions during the first half, while steady sales continued in China and other regions showed signs of recovery in their business trends. Operating profit increased to 99.1 billion yen from a year ago. This is due mainly to the effect of fixed cost reductions and sales promotion expenses, which contributed to offset the impact of decreased sales.

### Life Solutions

Yen (billions)

|                  | Fiscal 2021<br>Third quarter | Fiscal 2020<br>Third quarter | Percentage<br>2021/2020 |
|------------------|------------------------------|------------------------------|-------------------------|
| Sales            | 1,101.2                      | 1,508.7                      | 73%                     |
| Operating profit | 59.3                         | 71.1                         | 83%                     |

Sales decreased by 27% to 1,101.2 billion yen from a year ago. This is due to the impact of deconsolidation of housing related businesses as well as the impact of deteriorating market conditions during the first half, despite favorable sales in air purifiers. Operating profit decreased to 59.3 billion yen from a year ago due largely to the impact of decreased sales, despite the effect of fixed cost reductions.

### Connected Solutions

Yen (billions)

|                         | Fiscal 2021<br>Third quarter | Fiscal 2020<br>Third quarter | Percentage<br>2021/2020 |
|-------------------------|------------------------------|------------------------------|-------------------------|
| Sales                   | 576.3                        | 769.9                        | 75%                     |
| Operating profit (loss) | (14.6)                       | 76.6                         | —                       |

Sales decreased by 25% to 576.3 billion yen from a year ago. This is due largely to decreased sales at Avionics, which was impacted by a sharp decline in flight operations and a significant reduction in aircraft productions, despite favorable sales of mounting machines for servers and others in China. Operating profit decreased to a loss of 14.6 billion yen from a year ago due largely to decreased sales as well as gains from a business transfer in the previous year, despite the effect of fixed cost reductions.

Automotive

Yen (billions)

|                         | Fiscal 2021<br>Third quarter | Fiscal 2020<br>Third quarter | Percentage<br>2021/2020 |
|-------------------------|------------------------------|------------------------------|-------------------------|
| Sales                   | 960.4                        | 1,113.4                      | 86%                     |
| Operating profit (loss) | (7.4)                        | (29.2)                       | —                       |

Sales decreased by 14% to 960.4 billion yen from a year ago. This is due mainly to a decline in demand following the temporary closure of customers' factories during the first half. Operating profit improved from a year ago to a loss of 7.4 billion yen. This is due mainly to fixed cost reduction efforts in Automotive Solutions, the effect of rationalization in automotive cylindrical battery materials and the effect of introduction of new cells with higher capacity, despite decreased sales as well as the impact of temporary expenses related to onboard charging systems in Automotive Solutions.

Industrial Solutions

Yen (billions)

|                  | Fiscal 2021<br>Third quarter | Fiscal 2020<br>Third quarter | Percentage<br>2021/2020 |
|------------------|------------------------------|------------------------------|-------------------------|
| Sales            | 930.5                        | 984.1                        | 95%                     |
| Operating profit | 45.8                         | 9.8                          | 467%                    |

Sales decreased by 5% to 930.5 billion yen from a year ago. This is due mainly to the impact of deteriorating market conditions for automotive relays and the impact of deconsolidation of the semiconductor business, despite sales growth in power storage systems and capacitors for information- and communication-infrastructure as well as growth in industrial-use motors. Operating profit increased to 45.8 billion yen from a year ago due mainly to fixed cost reduction efforts and the impact of restructuring expenses in the previous year.

### C. Consolidated Financial Condition

Net cash provided by operating activities for the third quarter ended December 31, 2020, amounted to 330.1 billion yen, compared with an inflow of 287.8 billion yen a year ago. This is due mainly to one-off payment a year ago. Net cash used in investing activities amounted to 18.2 billion yen, compared with an outflow of 159.2 billion yen a year ago. This is due mainly to capital investment controls, proceeds from the establishment of a joint venture in the automotive prismatic battery business as well as transfer of assets, despite an equity investment in Blue Yonder. Accordingly, free cash flow (net cash provided by operating activities and investment activities) improved by 183.3 billion yen from a year ago to an inflow of 311.9 billion yen.

Net cash provided by financial activities amounted to 50.3 billion yen, compared with an outflow of 7.0 billion yen a year ago. This is due mainly to an increase in balance of short-term bonds, despite the issuance of U.S. dollar-denominated senior notes a year ago and the issuance of domestic straight bonds during the third quarter ended December 31, 2020. Taking factors such as exchange fluctuations into consideration, cash and cash equivalents totaled 1,358.9 billion yen as of December 31, 2020, increased by 342.4 billion yen, compared with March 31, 2020.

The Company's consolidated total assets of December 31, 2020 were 6,672.8 billion yen, an increase of 454.2 billion yen from March 31, 2020. This is due mainly to an increase in cash and cash equivalents as well as an equity investment in Blue Yonder, despite decreased assets as a result of the establishment of a joint venture in the automotive prismatic battery business and the transfer of Company's semiconductor business.

The Company's consolidated total liabilities were 4,229.6 billion yen, an increase of 166.9 billion yen from March 31, 2020. This is due mainly to the issuance of domestic straight bonds.

Panasonic Corporation stockholders' equity increased by 283.8 billion yen to 2,282.1 billion yen, compared with March 31, 2020. This is due mainly to recording of quarterly net profit attributable to Panasonic Corporation stockholders as well as an increase in financial assets measured at fair value through other comprehensive income. With non-controlling interests added to Panasonic Corporation stockholders' equity, total equity was 2,443.2 billion yen.

## 2. Forecasts for fiscal 2021

The consolidated financial forecasts for fiscal 2021 (from April 1, 2020 to March 31, 2021)

Yen (billions)

|   | Net sales | Operating profit | Profit before income taxes | Net profit attributable to Panasonic Corporation stockholders | Earnings per share attributable to Panasonic Corporation stockholders, basic | (Reference) Adjusted operating profit |
|---|-----------|------------------|----------------------------|---|--|---------------------------------------|
| Previous forecasts as of July 30, 2020 (A)    | 6,500.0   | 150.0            | 150.0                      | 100.0   | 42.86 yen  | 220.0                                 |
| Revised forecasts (B)                         | 6,600.0   | 230.0            | 230.0                      | 150.0   | 64.29 yen  | 300.0                                 |
| Difference (B-A)                              | +100.0    | +80.0            | +80.0                      | +50.0   |  | +80.0                                 |
| Difference (%)                                | +1.5%     | +53.3%           | +53.3%                     | +50.0%  |  | +36.4%                                |
| (Reference) Financial Results for fiscal 2020 | 7,490.6   | 293.8            | 291.1                      | 225.7   | 96.76 yen  | 286.7                                 |

Note: Adjusted operating profit is calculated by subtracting cost of sales and selling, general and administrative expenses from sales.

For the consolidated financial forecasts for fiscal 2021, the Company revises upward the sales forecasts, announced on July 30, 2020, reflecting such factors as returning to an increase of current sales in real terms, excluding the effect of exchange rates and the impact of deconsolidation.

In addition, the Company revises upward the forecasts for operating profit, profit before income taxes and net profit attributable to Panasonic Corporation stockholders, reflecting factors such as the steady progress of management structure enhancement as well as the above mentioned factors.

Regarding the impact of COVID-19, the company assumes it will continue mainly in businesses related to aviation industries.



### **Disclaimer Regarding Forward-Looking Statements**

This press release includes forward-looking statements about Panasonic and its Group companies (the Panasonic Group). To the extent that statements in this press release 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 undertakes no obligation to publicly update any forward-looking statements after the date of this press release. Investors are advised to consult any further disclosures by Panasonic 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'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 highly depends on in BtoB business areas; 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's securities reports under the FIEA and any other documents which are disclosed on its website.

**Condensed Quarterly Consolidated Statements of Financial Position**

Yen (millions)

|   | December 31, 2020 | March 31, 2020   | Difference     |
|---|-------------------|------------------|----------------|
| <b>Current assets:</b>  | <b>3,614,256</b>  | <b>3,435,835</b> | <b>178,421</b> |
| Cash and cash equivalents                                     | 1,358,889         | 1,016,504        | 342,385        |
| Trade receivables and contract assets                         | 1,149,834         | 1,051,203        | 98,631         |
| Other financial assets  | 130,901           | 148,436          | (17,535)       |
| Inventories   | 796,110           | 793,516          | 2,594          |
| Other current assets  | 178,522           | 162,822          | 15,700         |
| Assets held for sale  | —                 | 263,354          | (263,354)      |
| <b>Non-current assets:</b>                                    | <b>3,058,504</b>  | <b>2,782,683</b> | <b>275,821</b> |
| Investments accounted for using the equity method             | 455,059           | 306,864          | 148,195        |
| Other financial assets  | 436,205           | 215,293          | 220,912        |
| Property, plant and equipment                                 | 992,580           | 1,034,632        | (42,052)       |
| Right-of-use assets   | 249,621           | 261,075          | (11,454)       |
| Other non-current assets                                      | 925,039           | 964,819          | (39,780)       |
| <b>Total assets</b>   | <b>6,672,760</b>  | <b>6,218,518</b> | <b>454,242</b> |
| <b>Current liabilities:</b>                                   | <b>2,740,125</b>  | <b>2,616,108</b> | <b>124,017</b> |
| Short-term debt, including current portion of long-term debt  | 430,764           | 250,620          | 180,144        |
| Lease liabilities   | 62,607            | 64,375           | (1,768)        |
| Trade payables  | 966,480           | 969,695          | (3,215)        |
| Other financial liabilities                                   | 210,666           | 212,674          | (2,008)        |
| Other current liabilities                                     | 1,069,608         | 1,030,139        | 39,469         |
| Liabilities directly associated with the assets held for sale | —                 | 88,605           | (88,605)       |
| <b>Non-current liabilities:</b>                               | <b>1,489,463</b>  | <b>1,446,542</b> | <b>42,921</b>  |
| Long-term debt  | 942,564           | 953,831          | (11,267)       |
| Lease liabilities   | 190,198           | 202,485          | (12,287)       |
| Other non-current liabilities                                 | 356,701           | 290,226          | 66,475         |
| <b>Total liabilities</b>                                      | <b>4,229,588</b>  | <b>4,062,650</b> | <b>166,938</b> |
| <b>Panasonic Corporation stockholders' equity:</b>            | <b>2,282,131</b>  | <b>1,998,349</b> | <b>283,782</b> |
| Common stock  | 258,981           | 258,867          | 114            |
| Capital surplus   | 529,606           | 531,048          | (1,442)        |
| Retained earnings   | 1,802,624         | 1,646,403        | 156,221        |
| Other components of equity                                    | (99,317)          | (227,957)        | 128,640        |
| Treasury stock  | (209,763)         | (210,012)        | 249            |
| <b>Non-controlling interests</b>                              | <b>161,041</b>    | <b>157,519</b>   | <b>3,522</b>   |
| <b>Total equity</b>   | <b>2,443,172</b>  | <b>2,155,868</b> | <b>287,304</b> |
| <b>Total liabilities and equity</b>                           | <b>6,672,760</b>  | <b>6,218,518</b> | <b>454,242</b> |

Notes: 1. Common stock increased resulting from issuance of new shares as restricted stock compensation.

2. Other components of equity breakdown:

|  | December 31, 2020 | March 31, 2020 | Difference |
|--|-------------------|----------------|------------|
| Remeasurements of defined benefit plans*                                   | —                 | —              | —          |
| Financial assets measured at fair value through other comprehensive income | 214,163           | 57,794         | 156,369    |
| Exchange differences on translation of foreign operations                  | (323,390)         | (293,633)      | (29,757)   |
| Net changes in fair value of cash flow hedges                              | 9,910             | 7,882          | 2,028      |

\* Remeasurements of defined benefit plans is directly transferred to Retained earnings from Other components of equity.

**Condensed Quarterly Consolidated Statements of Profit or Loss and  
Condensed Quarterly Consolidated Statements of Comprehensive Income**

**Condensed Quarterly Consolidated Statements of Profit or Loss**

Yen (millions)

|  | Fiscal 2021<br>Nine Months ended<br>December 31, 2020 |             | Fiscal 2020<br>Nine Months ended<br>December 31, 2019 |             | Percentage<br>2021/2020 |
|--|---|-------------|---|-------------|-------------------------|
|  |   | %           |   | %           |                         |
| Net sales  | 4,873,289   | 100.0       | 5,755,634   | 100.0       | 85                      |
| Cost of sales  | (3,454,058)   | (70.9)      | (4,109,756)   | (71.4)      |                         |
| <b>Gross profit</b>  | <b>1,419,231</b>                                      | <b>29.1</b> | <b>1,645,878</b>                                      | <b>28.6</b> | <b>86</b>               |
| Selling, general and<br>administrative expenses                                | (1,187,305)   | (24.3)      | (1,394,095)   | (24.2)      |                         |
| Share of profit (loss) of investments accounted<br>for using the equity method | (17,922)  | (0.4)       | 3,547   | 0.1         |                         |
| Other income (expenses), net   | 12,796  | 0.3         | (14,657)  | (0.3)       |                         |
| <b>Operating profit</b>  | <b>226,800</b>  | <b>4.7</b>  | <b>240,673</b>  | <b>4.2</b>  | <b>94</b>               |
| Finance income   | 12,188  | 0.2         | 24,672  | 0.4         |                         |
| Finance expenses   | (18,904)  | (0.4)       | (27,283)  | (0.5)       |                         |
| <b>Profit before income taxes</b>  | <b>220,084</b>  | <b>4.5</b>  | <b>238,062</b>  | <b>4.1</b>  | <b>92</b>               |
| Income taxes   | (75,822)  | (1.5)       | (47,470)  | (0.8)       |                         |
| <b>Net profit</b>  | <b>144,262</b>  | <b>3.0</b>  | <b>190,592</b>  | <b>3.3</b>  | <b>76</b>               |
| Net profit attributable to:  |   |             |   |             |                         |
| <b>Panasonic Corporation stockholders</b>                                      | <b>130,142</b>  | <b>2.7</b>  | <b>178,148</b>  | <b>3.1</b>  | <b>73</b>               |
| Non-controlling interests  | 14,120  | 0.3         | 12,444  | 0.2         | 113                     |

|                        |         |             |         |             |
|------------------------|---------|-------------|---------|-------------|
| Notes: 1. Depreciation | 131,932 | million yen | 154,349 | million yen |
| 2. Capital investment  | 113,984 | million yen | 189,004 | million yen |
| 3. R&D expenditures    | 307,366 | million yen | 352,794 | million yen |
| 4. Number of employees | 245,546 |             | 269,435 |             |

**Condensed Quarterly Consolidated Statements of Comprehensive Income**

Yen (millions)

|   | Fiscal 2021<br>Nine Months ended<br>December 31, 2020 | Fiscal 2020<br>Nine Months ended<br>December 31, 2019 | Percentage<br>2021/2020 |
|---|---|---|-------------------------|
|   |   |   | %                       |
| <b>Net Profit</b>   | <b>144,262</b>  | <b>190,592</b>  | <b>76</b>               |
| Other comprehensive income  |   |   |                         |
| Items that will not be reclassified to profit or loss:                        |   |   |                         |
| Remeasurements of defined benefit plans                                       | (2,237)   | (981)   |                         |
| Financial assets measured at fair value through<br>other comprehensive income | 243,487   | 16,620  |                         |
| Subtotal  | 241,250   | 15,639  |                         |
| Items that may be reclassified to profit or loss:                             |   |   |                         |
| Exchange differences on translation of foreign<br>operations                  | (26,321)  | (45,574)  |                         |
| Net changes in fair value of cash flow hedges                                 | 1,678   | 1,796   |                         |
| Subtotal  | (24,643)  | (43,778)  |                         |
| Total other comprehensive income (loss)                                       | 216,607   | (28,139)  |                         |
| <b>Comprehensive income</b>   | <b>360,869</b>  | <b>162,453</b>  | <b>222</b>              |
| Comprehensive income attributable to :  |   |   |                         |
| <b>Panasonic Corporation stockholders</b>                                     | <b>342,760</b>  | <b>154,856</b>  | <b>221</b>              |
| Non-controlling interests   | 18,109  | 7,597   | 238                     |

**Condensed Quarterly Consolidated Statements of Changes in Equity**

Yen (millions)

| Fiscal 2021<br>Nine Months ended December 31, 2020                         | Common stock | Capital surplus | Retained earnings | Other components of equity | Treasury stock | Panasonic Corporation stockholders' equity | Non-controlling interests | Total equity |
|--|--------------|-----------------|-------------------|----------------------------|----------------|--|---------------------------|--------------|
| Balances as of April 1, 2020   | 258,867      | 531,048         | 1,646,403         | (227,957)                  | (210,012)      | 1,998,349                                  | 157,519                   | 2,155,868    |
| Comprehensive income:  |              |                 |                   |                            |                |  |                           |              |
| Net profit   | –            | –               | 130,142           | –                          | –              | 130,142                                    | 14,120                    | 144,262      |
| Remeasurements of defined benefit plans                                    | –            | –               | –                 | (2,634)                    | –              | (2,634)                                    | 397                       | (2,237)      |
| Financial assets measured at fair value through other comprehensive income | –            | –               | –                 | 243,409                    | –              | 243,409                                    | 78                        | 243,487      |
| Exchange differences on translation of foreign operations                  | –            | –               | –                 | (29,757)                   | –              | (29,757)                                   | 3,436                     | (26,321)     |
| Net changes in fair value of cash flow hedges                              | –            | –               | –                 | 1,600                      | –              | 1,600                                      | 78                        | 1,678        |
| Total comprehensive income   | –            | –               | 130,142           | 212,618                    | –              | 342,760                                    | 18,109                    | 360,869      |
| Transfer from other components of equity to retained earnings              | –            | –               | 84,406            | (84,406)                   | –              | –  | –                         | –            |
| Cash dividends   | –            | –               | (58,327)          | –                          | –              | (58,327)                                   | (9,738)                   | (68,065)     |
| Changes in treasury stock  | –            | (1)             | –                 | –                          | (23)           | (24)                                       | –                         | (24)         |
| Share-based payment transactions   | 114          | (213)           | –                 | –                          | 272            | 173  | –                         | 173          |
| Transactions with non-controlling interests and other                      | –            | (1,228)         | –                 | 428                        | –              | (800)                                      | (4,849)                   | (5,649)      |
| Balances as of December 31, 2020   | 258,981      | 529,606         | 1,802,624         | (99,317)                   | (209,763)      | 2,282,131                                  | 161,041                   | 2,443,172    |

Yen (millions)

| Fiscal 2020<br>Nine Months ended December 31, 2019                         | Common stock | Capital surplus | Retained earnings | Other components of equity | Treasury stock | Panasonic Corporation stockholders' equity | Non-controlling interests | Total equity |
|--|--------------|-----------------|-------------------|----------------------------|----------------|--|---------------------------|--------------|
| Balances as of April 1, 2019   | 258,740      | 528,880         | 1,500,870         | (164,417)                  | (210,560)      | 1,913,513                                  | 171,102                   | 2,084,615    |
| Comprehensive income:  |              |                 |                   |                            |                |  |                           |              |
| Net profit   | –            | –               | 178,148           | –                          | –              | 178,148                                    | 12,444                    | 190,592      |
| Remeasurements of defined benefit plans                                    | –            | –               | –                 | (1,108)                    | –              | (1,108)                                    | 127                       | (981)        |
| Financial assets measured at fair value through other comprehensive income | –            | –               | –                 | 16,615                     | –              | 16,615                                     | 5                         | 16,620       |
| Exchange differences on translation of foreign operations                  | –            | –               | –                 | (40,577)                   | –              | (40,577)                                   | (4,997)                   | (45,574)     |
| Net change in fair value of cash flow hedges                               | –            | –               | –                 | 1,778                      | –              | 1,778                                      | 18                        | 1,796        |
| Total comprehensive income   | –            | –               | 178,148           | (23,292)                   | –              | 154,856                                    | 7,597                     | 162,453      |
| Transfer from other components of equity to retained earnings              | –            | –               | 1,457             | (1,457)                    | –              | –  | –                         | –            |
| Cash dividends   | –            | –               | (69,979)          | –                          | –              | (69,979)                                   | (11,186)                  | (81,165)     |
| Changes in treasury stock  | –            | (2)             | –                 | –                          | (22)           | (24)                                       | –                         | (24)         |
| Share-based payment transactions   | 127          | (346)           | –                 | –                          | 386            | 167  | –                         | 167          |
| Transactions with non-controlling interests and other                      | –            | (847)           | –                 | 156                        | –              | (691)                                      | (228)                     | (919)        |
| Cumulative effects of a new accounting standards applied                   | –            | –               | (20,790)          | –                          | –              | (20,790)                                   | –                         | (20,790)     |
| Balances as of December 31, 2019   | 258,867      | 527,685         | 1,589,706         | (189,010)                  | (210,196)      | 1,977,052                                  | 167,285                   | 2,144,337    |

**Condensed Quarterly Consolidated Statements of Cash Flows**

Yen (millions)

|   | Fiscal 2021<br>Nine Months ended<br>December 31, 2020 | Fiscal 2020<br>Nine Months ended<br>December 31, 2019 |
|---|---|---|
| <b><u>Cash flows from operating activities</u></b>  |   |   |
| Net profit  | 144,262   | 190,592   |
| Adjustments to reconcile net profit to<br>net cash provided by operating activities                                     |   |   |
| Depreciation and amortization   | 235,251   | 283,137   |
| (Increase) decrease in trade receivables and contract assets  | (105,208)   | 6,971   |
| (Increase) decrease in inventories  | (6,993)   | (15,865)  |
| Increase (decrease) in trade payables   | 1,586   | (50,606)  |
| Other   | 61,165  | (126,399)   |
| Net cash provided by operating activities   | 330,063   | 287,830   |
| <b><u>Cash flows from investing activities</u></b>  |   |   |
| Purchase of property, plant and equipment   | (131,224)   | (198,779)   |
| Proceeds from sale of property, plant and equipment   | 13,319  | 13,844  |
| Purchase of investments accounted for using<br>the equity method and other financial assets                             | (101,815)   | (9,963)   |
| Proceeds from sale and redemption of investments<br>accounted for using the equity method and other<br>financial assets | 116,308   | 32,959  |
| Other   | 85,211  | 2,659   |
| Net cash used in investing activities   | (18,201)  | (159,280)   |
| <b><u>Cash flows from financing activities</u></b>  |   |   |
| Increase (decrease) in short-term debt  | (1,669)   | (95,932)  |
| Increase (decrease) in long-term debt   | 124,297   | 169,124   |
| Dividends paid to Panasonic Corporation stockholders  | (58,327)  | (69,979)  |
| Dividends paid to non-controlling interests   | (9,738)   | (11,186)  |
| (Increase) decrease in treasury stock   | (24)  | (24)  |
| Other   | (4,217)   | 956   |
| Net cash provided by (used in) financing activities   | 50,322  | (7,041)   |
| Effect of exchange rate changes on cash and cash equivalents,<br>and other  | (19,799)  | (29,470)  |
| Net increase (decrease) in cash and cash equivalents  | 342,385   | 92,039  |
| Cash and cash equivalents at beginning of period  | 1,016,504   | 772,264   |
| Cash and cash equivalents at the end of the period  | 1,358,889   | 864,303   |

**Notes to consolidated financial statements:**

1. On April 1, 2020, the Company transferred the automotive prismatic battery business and other businesses of SANYO Electric Co., Ltd., which is a subsidiary of Panasonic, to Prime Planet Energy & Solutions, Inc. ("PPES"), which was also a subsidiary of Panasonic. On the same day, the Company transferred part of its outstanding shares of PPES to Toyota Motor Corporation and established a joint venture. After the share transfer, PPES became no longer a subsidiary of Panasonic.
2. The Company resolved to make a strategic equity investment obtaining 20% of the voting rights in Blue Yonder, specialized in supply chain software. The investment was concluded on July 20, 2020. As a result, Blue Yonder became a company under the equity method of the Company.
3. The Company resolved at the Board of Directors meeting held on July 30, 2020, to end the business partnership with GS-Solar (China) Company Ltd. ("GS-Solar") and cancel the company split as well as the share transfer. This became necessary after GS-Solar failed to fulfil the requirement necessitated to launch by the deadline agreed to in the contract. In addition, GS-Solar could not comply with the requirement by the extended deadline, which the Company gave an extension to GS-Solar, considering the ongoing COVID-19 impacts on the scheduled procedures.
4. The Company issued a total of 200.0 billion yen of domestic unsecured straight bonds on December 24, 2020.
5. Significant subsequent events: None
6. Assumption for going concern: None
7. Number of consolidated subsidiaries as of December 31, 2020: 519  
Number of companies under the equity method as of December 31, 2020: 70

**Information by Segment**

Yen (billions)

|                              | Fiscal 2021<br>Nine Months ended December 31, 2020 |       |                               |               |       | Fiscal 2020<br>Nine Months ended<br>December 31, 2019 |                               |               |
|------------------------------|--|-------|-------------------------------|---------------|-------|---|-------------------------------|---------------|
|                              | Sales  | 21/20 | Operating<br>Profit<br>(Loss) | % of<br>Sales | 21/20 | Sales   | Operating<br>Profit<br>(Loss) | % of<br>Sales |
| Reportable Segments:         |  | %     |                               | %             | %     |   |                               | %             |
| Appliances                   | 1,891.1  | 92    | 99.1                          | 5.2           | 120   | 2,057.2   | 82.6                          | 4.0           |
| Life Solutions               | 1,101.2  | 73    | 59.3                          | 5.4           | 83    | 1,508.7   | 71.1                          | 4.7           |
| Connected Solutions          | 576.3  | 75    | (14.6)                        | (2.5)         | –     | 769.9   | 76.6                          | 9.9           |
| Automotive                   | 960.4  | 86    | (7.4)                         | (0.8)         | –     | 1,113.4   | (29.2)                        | (2.6)         |
| Industrial Solutions         | 930.5  | 95    | 45.8                          | 4.9           | 467   | 984.1   | 9.8                           | 1.0           |
| Subtotal                     | 5,459.5  | 85    | 182.2                         | 3.3           | 86    | 6,433.3   | 210.9                         | 3.3           |
| Other                        | 153.4  | 90    | 1.3                           | 0.8           | 37    | 170.3   | 3.4                           | 2.0           |
| Eliminations and adjustments | (739.6)  | –     | 43.3                          | –             | –     | (848.0)   | 26.4                          | –             |
| Total                        | 4,873.3  | 85    | 226.8                         | 4.7           | 94    | 5,755.6   | 240.7                         | 4.2           |

- Notes:
1. The Panasonic Group is divided into Divisional Companies for business management, and they support the autonomy of each business division and execute businesses in their respective areas on a global scale. The results of their performance are classified, evaluated and disclosed in the five reportable segments of "Appliances," "Life Solutions," "Connected Solutions," "Automotive" and "Industrial Solutions." "Other" includes business activities not belonging to the reportable segments, such as sales of raw materials.
  2. The figures in "Eliminations and adjustments" include revenue and expenses which are not attributable to any segments for the purpose of evaluating operating results of each segment, consolidation adjustments and eliminations of intersegment transactions.
  3. On April 1, 2020, certain businesses were transferred among segments. Accordingly, the figures of segment information in fiscal 2020 have been reclassified to conform to the presentation for fiscal 2021.



**Supplemental Financial Data for Fiscal 2021 Third Quarter, ended December 31, 2020**  
**[IFRS] (Consolidated)**

Note 1: Official names and abbreviated names of each reportable segment are the following:

Appliances : AP  
Connected Solutions : CNS  
Industrial Solutions : IS  
Life Solutions : LS  
Automotive : AM

Note 2: "Other" includes business activities not belonging to the reportable segments, such as sales of raw materials.

Note 3: The figures in "Eliminations and Adjustments" include revenue and expenses which are not attributable to any segments for the purpose of evaluating operating results of each segment, consolidation adjustments and eliminations of intersegment transactions.

Note 4: The figures in "AP (production and sales consolidated)" include the sales and profits of sales division for consumer products, which are included in "Eliminations and Adjustments."

Note 5: Adjusted operating profit = sales - cost of sales - SG&A

Note 6: Other income/loss = Other income (expenses) + Share of profit of investments accounted for using the equity method.

Note 7: Fiscal 2021 refers to the year ending March 31, 2021.

**1. Fiscal 2021 Third Quarter Results ( by Segment, by Sub-segment )**

Note 1: The figures of segment information and sales by Sub-segment in fiscal 2020 have been reclassified to conform to the presentation for fiscal 2021.

Note 2: "Eliminations and adjustments" of the fiscal year 2021 forecast are included in "Other".

**(1) Segment Information**

yen (billions)

|  |                           | Fiscal 2020 |         |         |         |           | Fiscal 2021 |         |         |    |  |
|--|---------------------------|-------------|---------|---------|---------|-----------|-------------|---------|---------|----|--|
|  |                           | Q1          | Q2      | Q3      | Q4      | Full year | Q1          | Q2      | Q3      | Q4 | Full year Forecasts (as of Feb. 2, 2021) |
| AP                                     | Sales                     | 688.4       | 686.2   | 682.6   | 533.1   | 2,590.3   | 554.7       | 636.4   | 700.0   |    | 2,480.0                                  |
|  | Adjusted operating profit | 30.5        | 23.0    | 29.7    | -12.1   | 71.1      | 15.8        | 35.7    | 48.7    |    | 105.0                                    |
|  | Other income/loss         | -0.5        | -0.1    | 0.0     | -14.8   | -15.4     | -0.6        | 0.1     | -0.6    |    | -18.0                                    |
|  | Operating profit          | 30.0        | 22.9    | 29.7    | -26.9   | 55.7      | 15.2        | 35.8    | 48.1    |    | 87.0                                     |
| LS                                     | Sales                     | 462.7       | 531.7   | 514.3   | 409.9   | 1,918.6   | 325.1       | 370.4   | 405.7   |    | 1,500.0                                  |
|  | Adjusted operating profit | 12.5        | 33.4    | 33.4    | 19.1    | 98.4      | 7.3         | 20.4    | 38.9    |    | 85.0                                     |
|  | Other income/loss         | 0.2         | -4.9    | -3.5    | 89.9    | 81.7      | -1.7        | -4.6    | -1.0    |    | -22.0                                    |
|  | Operating profit          | 12.7        | 28.5    | 29.9    | 109.0   | 180.1     | 5.6         | 15.8    | 37.9    |    | 63.0                                     |
| CNS                                    | Sales                     | 255.2       | 263.4   | 251.3   | 264.8   | 1,034.7   | 185.3       | 191.3   | 199.7   |    | 820.0                                    |
|  | Adjusted operating profit | 14.2        | 22.6    | 17.6    | 21.6    | 76.0      | -16.6       | -1.5    | 4.8     |    | 5.0                                      |
|  | Other income/loss         | -0.5        | 0.0     | 22.7    | -6.2    | 16.0      | 0.6         | 0.2     | -2.1    |    | -11.0                                    |
|  | Operating profit          | 13.7        | 22.6    | 40.3    | 15.4    | 92.0      | -16.0       | -1.3    | 2.7     |    | -6.0                                     |
| AM                                     | Sales                     | 377.4       | 369.8   | 366.2   | 369.0   | 1,482.4   | 210.8       | 358.5   | 391.1   |    | 1,340.0                                  |
|  | Adjusted operating profit | -9.8        | -12.6   | -6.7    | -1.4    | -30.5     | -29.5       | 9.8     | 2.0     |    | -5.0                                     |
|  | Other income/loss         | -0.2        | -0.1    | 0.2     | -16.0   | -16.1     | 20.0        | -4.7    | -5.0    |    | 3.0                                      |
|  | Operating profit          | -10.0       | -12.7   | -6.5    | -17.4   | -46.6     | -9.5        | 5.1     | -3.0    |    | -2.0                                     |
| IS                                     | Sales                     | 327.1       | 330.8   | 326.2   | 298.6   | 1,282.7   | 288.6       | 307.9   | 334.0   |    | 1,250.0                                  |
|  | Adjusted operating profit | 6.8         | 14.3    | 10.0    | 6.5     | 37.6      | 10.7        | 17.0    | 25.8    |    | 73.0                                     |
|  | Other income/loss         | -1.6        | -3.1    | -16.6   | -11.7   | -33.0     | -1.5        | 0.8     | -7.0    |    | -9.0                                     |
|  | Operating profit          | 5.2         | 11.2    | -6.6    | -5.2    | 4.6       | 9.2         | 17.8    | 18.8    |    | 64.0                                     |
| Subtotal                               | Sales                     | 2,110.8     | 2,181.9 | 2,140.6 | 1,875.4 | 8,308.7   | 1,564.5     | 1,864.5 | 2,030.5 |    | 7,390.0                                  |
|  | Adjusted operating profit | 54.2        | 80.7    | 84.0    | 33.7    | 252.6     | -12.3       | 81.4    | 120.2   |    | 263.0                                    |
|  | Other income/loss         | -2.6        | -8.2    | 2.8     | 41.2    | 33.2      | 16.8        | -8.2    | -15.7   |    | -57.0                                    |
|  | Operating profit          | 51.6        | 72.5    | 86.8    | 74.9    | 285.8     | 4.5         | 73.2    | 104.5   |    | 206.0                                    |
| Other                                  | Sales                     | 58.5        | 57.1    | 54.7    | 125.1   | 295.4     | 52.3        | 53.5    | 47.6    |    | -790.0                                   |
|  | Adjusted operating profit | 1.1         | 1.5     | 1.5     | 5.6     | 9.7       | 0.8         | 1.1     | 1.1     |    | 37.0                                     |
|  | Other income/loss         | 0.4         | -0.5    | -0.6    | -1.4    | -2.1      | -0.5        | -0.6    | -0.6    |    | -13.0                                    |
|  | Operating profit          | 1.5         | 1.0     | 0.9     | 4.2     | 7.6       | 0.3         | 0.5     | 0.5     |    | 24.0                                     |
| Eliminations and Adjustments           | Sales                     | -278.2      | -285.7  | -284.1  | -265.5  | -1,113.5  | -224.9      | -250.7  | -264.0  |    |  |
|  | Adjusted operating profit | 7.1         | 11.9    | 9.8     | -4.4    | 24.4      | 5.6         | 12.5    | 21.5    |    |  |
|  | Other income/loss         | -3.8        | -1.5    | 2.9     | -21.6   | -24.0     | -6.6        | 6.6     | 3.7     |    |  |
|  | Operating profit          | 3.3         | 10.4    | 12.7    | -26.0   | 0.4       | -1.0        | 19.1    | 25.2    |    |  |
| Total                                  | Sales                     | 1,891.1     | 1,953.3 | 1,911.2 | 1,735.0 | 7,490.6   | 1,391.9     | 1,667.3 | 1,814.1 |    | 6,600.0                                  |
|  | Adjusted operating profit | 62.4        | 94.1    | 95.3    | 34.9    | 286.7     | -5.9        | 95.0    | 142.8   |    | 300.0                                    |
|  | Other income/loss         | -6.0        | -10.2   | 5.1     | 18.2    | 7.1       | 9.7         | -2.2    | -12.6   |    | -70.0                                    |
|  | Operating profit          | 56.4        | 83.9    | 100.4   | 53.1    | 293.8     | 3.8         | 92.8    | 130.2   |    | 230.0                                    |
| AP (production and sales consolidated) | Sales                     | 707.9       | 699.0   | 707.9   | 546.5   | 2,661.3   | 563.1       | 646.4   | 714.7   |    | 2,540.0                                  |
|  | Adjusted operating profit | 28.8        | 21.0    | 29.5    | -10.8   | 68.5      | 14.3        | 35.1    | 48.4    |    | 105.0                                    |
|  | Other income/loss         | -0.6        | -0.2    | 0.1     | -14.7   | -15.4     | -0.6        | 0.0     | -0.3    |    | -18.0                                    |
|  | Operating profit          | 28.2        | 20.8    | 29.6    | -25.5   | 53.1      | 13.7        | 35.1    | 48.1    |    | 87.0                                     |

**(2) Sales by Sub-segment\***

|   |   | Fiscal 2020 |       |       |       |           | Fiscal 2021 |       |       |    |           |
|---|---|-------------|-------|-------|-------|-----------|-------------|-------|-------|----|-----------|
|   |   | Q1          | Q2    | Q3    | Q4    | Full year | Q1          | Q2    | Q3    | Q4 | Full year |
| AP<br>(production and sales consolidated) | Heating and Cooling Solutions             | 166.4       | 123.6 | 100.0 | 102.2 | 492.2     | 144.4       | 119.1 | 102.0 |    |           |
|   | Home Appliances                           | 224.2       | 240.4 | 243.6 | 169.7 | 877.9     | 197.8       | 238.1 | 263.0 |    |           |
|   | Smart Life Network                        | 134.4       | 144.5 | 170.1 | 112.9 | 561.9     | 72.3        | 122.0 | 158.9 |    |           |
|   | Commercial Refrigeration & Food Equipment | 70.3        | 77.8  | 70.5  | 65.8  | 284.4     | 55.0        | 67.0  | 68.1  |    |           |
| LS  | Lighting                                  | 66.8        | 75.2  | 82.6  | 72.1  | 296.7     | 53.7        | 61.8  | 73.1  |    |           |
|   | Energy Systems                            | 83.0        | 89.0  | 87.0  | 82.2  | 341.2     | 66.2        | 78.5  | 86.0  |    |           |
|   | Panasonic Ecology Systems                 | 43.3        | 44.1  | 47.7  | 42.4  | 177.5     | 38.9        | 46.2  | 55.2  |    |           |
|   | Housing Systems                           | 114.1       | 129.5 | 121.4 | 112.6 | 477.6     | 99.5        | 106.8 | 115.1 |    |           |
| CNS                                       | Avionics                                  | 58.6        | 60.8  | 62.1  | 62.7  | 244.2     | 27.3        | 24.5  | 25.2  |    |           |
|   | Process Automation                        | 48.5        | 44.0  | 39.0  | 37.8  | 169.3     | 43.3        | 46.4  | 46.6  |    |           |
|   | Media Entertainment                       | 27.9        | 29.3  | 27.5  | 25.6  | 110.3     | 17.9        | 21.3  | 22.2  |    |           |
|   | Mobile Solutions                          | 61.2        | 60.4  | 60.1  | 50.3  | 232.0     | 49.3        | 47.7  | 47.5  |    |           |
|   | PSSJ                                      | 66.9        | 79.8  | 74.0  | 106.9 | 327.6     | 59.5        | 62.1  | 64.6  |    |           |
| AM  | Automotive Solutions                      | 239.8       | 225.0 | 210.4 | 218.2 | 893.5     | 119.1       | 215.1 | 243.4 |    |           |
|   | Automotive Batteries                      | 109.2       | 115.9 | 125.8 | 122.6 | 473.5     | 75.9        | 118.3 | 116.5 |    |           |
| IS  | Systems                                   | 132.8       | 134.0 | 124.0 | 116.9 | 507.7     | 113.7       | 130.9 | 138.9 |    |           |
|   | Devices                                   | 115.2       | 118.8 | 120.3 | 110.3 | 464.6     | 105.4       | 108.1 | 121.6 |    |           |

\* Each sub-segment consists of the following major BDs.

| Sub-segment | Major Business Divisions   |
|-------------|--|
| AP          | <ul style="list-style-type: none"> <li>• Heating and Cooling Solutions : Heating and Cooling Solutions BD</li> <li>• Home Appliances : Kitchen Appliances BD, Laundry Systems and Vacuum Cleaner BD, Beauty and Personal Care BD</li> <li>• Smart Life Network : Smart Life Network BD</li> <li>• Commercial Refrigeration &amp; Food Equipment : Cold Chain BD, Hussmann Corporation</li> </ul> |
| LS          | <ul style="list-style-type: none"> <li>• Lighting : Lighting BD</li> <li>• Energy Systems : Energy Systems BD</li> <li>• Panasonic Ecology Systems : Panasonic Ecology Systems Co., Ltd.</li> <li>• Housing Systems : Housing Systems BD</li> </ul>  |
| CNS         | <ul style="list-style-type: none"> <li>• Avionics : Panasonic Avionics Corporation, Avionics BU</li> <li>• Process Automation : Process Automation BD</li> <li>• Media Entertainment : Media Entertainment BD</li> <li>• Mobile Solutions : Mobile Solutions BD</li> <li>• PSSJ : Panasonic System Solutions Japan Co., Ltd.</li> </ul>  |
| AM          | <ul style="list-style-type: none"> <li>• Automotive Solutions : Automotive Infotainment Systems BD, HMI Systems BD, Automotive Systems BD, Ficoso International, S.A.</li> <li>• Automotive Batteries : Tesla Energy BD, Automotive prismatic battery business</li> </ul>  |
| IS          | <ul style="list-style-type: none"> <li>• Systems : Electromechanical Control BD, Industrial Device BD, Energy Solutions BD</li> <li>• Devices : Device Solutions BD, Energy Device BD, Electronic Materials BD</li> </ul>  |

Note 1: Sales of China & Northeast Asia Company are mainly included in AP and LS segments. Sales of US Company are mainly included in AP and AM segments.

Note 2: Panasonic Homes Co., Ltd. was deconsolidated from January 2020, and Automotive Energy BD was deconsolidated from April 2020. Automotive Batteries includes some sales produced and sold by Prime Planet Energy & Solutions, Inc. and sold by the Company.

**(3) Capital Investment by Segment**

yen (billions)

|                                     | Fiscal 2020 |      |      |      |           | Fiscal 2021 |      |      |    |  |
|-------------------------------------|-------------|------|------|------|-----------|-------------|------|------|----|--|
|                                     | Q1          | Q2   | Q3   | Q4   | Full year | Q1          | Q2   | Q3   | Q4 | Full year Forecasts (as of Feb. 2, 2021) |
| AP                                  | 8.7         | 10.2 | 8.7  | 15.2 | 42.8      | 5.7         | 8.5  | 9.5  |    | 42.0                                     |
| LS                                  | 6.7         | 9.9  | 9.5  | 12.8 | 38.9      | 7.9         | 7.4  | 7.3  |    | 33.0                                     |
| CNS                                 | 4.0         | 4.4  | 4.2  | 6.4  | 19.0      | 3.8         | 3.1  | 2.8  |    | 13.0                                     |
| AM                                  | 20.7        | 36.6 | 20.7 | 25.5 | 103.5     | 4.9         | 6.1  | 11.6 |    | 45.0                                     |
| IS                                  | 10.8        | 13.2 | 11.2 | 18.9 | 54.1      | 7.4         | 8.2  | 12.3 |    | 45.0                                     |
| Subtotal                            | 50.9        | 74.3 | 54.3 | 78.8 | 258.3     | 29.7        | 33.3 | 43.5 |    | 178.0                                    |
| Other, Eliminations and Adjustments | 5.1         | 2.7  | 1.7  | 1.1  | 10.6      | 2.4         | 4.4  | 0.7  |    | 2.0                                      |
| Total                               | 56.0        | 77.0 | 56.0 | 79.9 | 268.9     | 32.1        | 37.7 | 44.2 |    | 180.0                                    |

Note: These figures are calculated on an accrual basis.

**(4) Depreciation by Segment**

yen (billions)

|                                     | Fiscal 2020 |      |      |      |           | Fiscal 2021 |      |      |    |  |
|-------------------------------------|-------------|------|------|------|-----------|-------------|------|------|----|--|
|                                     | Q1          | Q2   | Q3   | Q4   | Full year | Q1          | Q2   | Q3   | Q4 | Full year Forecasts (as of Feb. 2, 2021) |
| AP                                  | 12.1        | 11.6 | 11.5 | 11.7 | 46.9      | 10.2        | 10.1 | 10.2 |    | 42.0                                     |
| LS                                  | 9.4         | 8.6  | 9.4  | 8.0  | 35.4      | 7.7         | 7.7  | 7.6  |    | 31.0                                     |
| CNS                                 | 4.4         | 4.7  | 4.5  | 4.8  | 18.4      | 4.2         | 4.2  | 4.3  |    | 17.0                                     |
| AM                                  | 10.3        | 10.7 | 8.3  | 8.7  | 38.0      | 7.5         | 7.8  | 7.6  |    | 31.0                                     |
| IS                                  | 16.2        | 16.2 | 15.8 | 16.1 | 64.3      | 14.4        | 14.2 | 13.9 |    | 57.0                                     |
| Subtotal                            | 52.4        | 51.8 | 49.5 | 49.3 | 203.0     | 44.0        | 44.0 | 43.6 |    | 178.0                                    |
| Other, Eliminations and Adjustments | 0.2         | 0.4  | 0.0  | 1.4  | 2.0       | 0.2         | -0.2 | 0.3  |    | 2.0                                      |
| Total                               | 52.6        | 52.2 | 49.5 | 50.7 | 205.0     | 44.2        | 43.8 | 43.9 |    | 180.0                                    |

## 2. Other

### (1) Sales by Region

yen (billions)

|                          | Fiscal 2020 |         |         |         |           | Fiscal 2021 |         |         |    |           |
|--------------------------|-------------|---------|---------|---------|-----------|-------------|---------|---------|----|-----------|
|                          | Q1          | Q2      | Q3      | Q4      | Full year | Q1          | Q2      | Q3      | Q4 | Full year |
| Japan                    | 875.5       | 975.8   | 904.3   | 853.5   | 3,609.1   | 659.3       | 752.8   | 823.1   |    |           |
| Local currency basis YoY | 99%         | 104%    | 92%     | 94%     | 97%       | 75%         | 77%     | 91%     |    |           |
| North and South America  | 360.8       | 362.2   | 368.1   | 351.2   | 1,442.3   | 212.6       | 304.3   | 312.0   |    |           |
| Local currency basis YoY | 99%         | 97%     | 95%     | 96%     | 97%       | 61%         | 86%     | 89%     |    |           |
| Europe                   | 181.5       | 172.8   | 194.6   | 171.7   | 720.6     | 111.0       | 164.5   | 195.2   |    |           |
| Local currency basis YoY | 93%         | 101%    | 101%    | 86%     | 95%       | 64%         | 92%     | 98%     |    |           |
| Asia                     | 261.1       | 232.3   | 244.6   | 225.8   | 963.8     | 198.9       | 230.7   | 252.0   |    |           |
| Local currency basis YoY | 95%         | 99%     | 102%    | 93%     | 97%       | 78%         | 100%    | 105%    |    |           |
| China                    | 212.2       | 210.2   | 199.6   | 132.8   | 754.8     | 210.1       | 215.0   | 231.8   |    |           |
| Local currency basis YoY | 81%         | 92%     | 89%     | 77%     | 85%       | 104%        | 102%    | 114%    |    |           |
| Total                    | 1,891.1     | 1,953.3 | 1,911.2 | 1,735.0 | 7,490.6   | 1,391.9     | 1,667.3 | 1,814.1 |    |           |
| Local currency basis YoY | 95%         | 100%    | 94%     | 91%     | 95%       | 75%         | 85%     | 96%     |    |           |

### (2) R&D Expenditures

yen (billions)

|                  | Fiscal 2020 |       |       |       |           | Fiscal 2021 |       |      |    |                                  |
|------------------|-------------|-------|-------|-------|-----------|-------------|-------|------|----|----------------------------------|
|                  | Q1          | Q2    | Q3    | Q4    | Full year | Q1          | Q2    | Q3   | Q4 | Full year Forecasts <sup>※</sup> |
| R&D Expenditures | 118.6       | 120.6 | 113.6 | 122.2 | 475.0     | 103.9       | 106.0 | 97.5 |    | 440.0                            |

※ The full-year forecast for Fiscal 2021 is the same as the forecast as of July 30, 2020.

### (3) Foreign Currency Exchange Rates

|              | Fiscal 2020 |       |       |       |           | Fiscal 2021 |       |       |    |  |
|--------------|-------------|-------|-------|-------|-----------|-------------|-------|-------|----|--|
|              | Q1          | Q2    | Q3    | Q4    | Full year | Q1          | Q2    | Q3    | Q4 | Full year Forecasts (as of Feb. 2, 2021) |
| U.S. Dollars | ¥110        | ¥107  | ¥109  | ¥109  | ¥109      | ¥108        | ¥106  | ¥105  |    | ¥106                                     |
| Euro         | ¥123        | ¥119  | ¥120  | ¥120  | ¥121      | ¥118        | ¥124  | ¥125  |    | ¥122                                     |
| Renminbi     | ¥16.1       | ¥15.3 | ¥15.5 | ¥15.6 | ¥15.6     | ¥15.2       | ¥15.4 | ¥15.8 |    | ¥15.5                                    |

Note: Average rate

### (4) Foreign Exchange Sensitivity

yen (billions)

|              | Operating profit |
|--------------|------------------|
| U.S. Dollars | -1.5             |
| Euro         | -0.6             |
| Renminbi     | +2.2             |

Note: Impact of exchange rate fluctuation (Fiscal 2021 Forecasts impact by one yen appreciation.)  
Figures here represent information voluntarily prepared by the company as of July 30, 2020.

### (5) Cash Flows

yen (billions)

|                                      | Fiscal 2020 |       |       |       |           | Fiscal 2021 |       |       |    |           |
|--------------------------------------|-------------|-------|-------|-------|-----------|-------------|-------|-------|----|-----------|
|                                      | Q1          | Q2    | Q3    | Q4    | Full year | Q1          | Q2    | Q3    | Q4 | Full year |
| Cash flows from operating activities | 104.9       | 37.7  | 145.2 | 142.5 | 430.3     | -98.3       | 174.3 | 254.1 |    |           |
| Cash flows from investing activities | -63.7       | -60.3 | -35.2 | -46.9 | -206.1    | 44.1        | -16.2 | -46.1 |    |           |
| Free Cash Flow                       | 41.2        | -22.6 | 110.0 | 95.6  | 224.2     | -54.2       | 158.1 | 208.0 |    |           |

yen (billions)

|                       | 2019        |             |             |             | 2020        |             |             |             | 2021        |
|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|                       | End of Mar. | End of Jun. | End of Sep. | End of Dec. | End of Mar. | End of Jun. | End of Sep. | End of Dec. | End of Mar. |
| Gross Cash            | 821.9       | 739.0       | 867.2       | 907.2       | 1,051.8     | 1,097.4     | 1,271.4     | 1,403.9     |             |
| Interest-bearing Debt | 998.7       | 1,591.1     | 1,765.6     | 1,389.3     | 1,471.3     | 1,648.4     | 1,669.2     | 1,626.1     |             |
| (Lease liabilities)   | (15.7)      | (645.6)     | (627.7)     | (264.1)     | (266.9)     | (266.1)     | (265.4)     | (252.8)     |             |
| Net Cash              | -176.8      | -852.1      | -898.4      | -482.1      | -419.5      | -551.0      | -397.8      | -222.2      |             |

Note1: Gross Cash is the total of "Cash and Cash equivalents" and time deposits and others included in "Other financial assets"

Note2: The Company applied IFRS 16, "Leases" from April 1, 2019 using the modified retrospective method by recognizing the cumulative effect of applying IFRS 16 at the date of initial application. By applying IFRS 16, as of the date of initial application, lease liabilities increased by 636.3 billion yen.

### (6) Number of Employees

(persons)

|             | 2019        |             |             |             | 2020        |             |             |             | 2021        |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|             | End of Mar. | End of Jun. | End of Sep. | End of Dec. | End of Mar. | End of Jun. | End of Sep. | End of Dec. | End of Mar. |
| Japan-based | 105,525     | 107,217     | 106,713     | 105,442     | 98,064      | 96,875      | 94,299      | 93,615      |             |
| Overseas    | 166,344     | 166,558     | 164,965     | 163,993     | 161,321     | 152,474     | 152,213     | 151,931     |             |
| Total       | 271,869     | 273,775     | 271,678     | 269,435     | 259,385     | 249,349     | 246,512     | 245,546     |             |

## Disclaimer Regarding Forward-Looking Statements

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