

Supplemental Financial Data for Fiscal 2021 ended March 31, 2021
[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 ended March 31, 2021.

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

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

(1) Segment Information

yen (billions)

		Fiscal 2020					Fiscal 2021				
		Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year
AP	Sales	688.4	686.2	682.6	533.1	2,590.3	554.7	636.4	700.0	603.3	2,494.4
	Adjusted operating profit	30.5	23.0	29.7	-12.1	71.1	15.8	35.7	48.7	11.4	111.6
	Other income/loss	-0.5	-0.1	0.0	-14.8	-15.4	-0.6	0.1	-0.6	-6.2	-7.3
	Operating profit	30.0	22.9	29.7	-26.9	55.7	15.2	35.8	48.1	5.2	104.3
LS	Sales	462.7	531.7	514.3	409.9	1,918.6	325.1	370.4	405.7	406.1	1,507.3
	Adjusted operating profit	12.5	33.4	33.4	19.1	98.4	7.3	20.4	38.9	17.9	84.5
	Other income/loss	0.2	-4.9	-3.5	89.9	81.7	-1.7	-4.6	-1.0	-8.0	-15.3
	Operating profit	12.7	28.5	29.9	109.0	180.1	5.6	15.8	37.9	9.9	69.2
CNS	Sales	255.2	263.4	251.3	264.8	1,034.7	185.3	191.3	199.7	241.9	818.2
	Adjusted operating profit	14.2	22.6	17.6	21.6	76.0	-16.6	-1.5	4.8	16.9	3.6
	Other income/loss	-0.5	0.0	22.7	-6.2	16.0	0.6	0.2	-2.1	-22.3	-23.6
	Operating profit	13.7	22.6	40.3	15.4	92.0	-16.0	-1.3	2.7	-5.4	-20.0
AM	Sales	377.4	369.8	366.2	369.0	1,482.4	210.8	358.5	391.1	379.0	1,339.4
	Adjusted operating profit	-9.8	-12.6	-6.7	-1.4	-30.5	-29.5	9.8	2.0	19.9	2.2
	Other income/loss	-0.2	-0.1	0.2	-16.0	-16.1	20.0	-4.7	-5.0	-1.6	8.7
	Operating profit	-10.0	-12.7	-6.5	-17.4	-46.6	-9.5	5.1	-3.0	18.3	10.9
IS	Sales	327.1	330.8	326.2	298.6	1,282.7	288.6	307.9	334.0	325.0	1,255.5
	Adjusted operating profit	6.8	14.3	10.0	6.5	37.6	10.7	17.0	25.8	20.6	74.1
	Other income/loss	-1.6	-3.1	-16.6	-11.7	-33.0	-1.5	0.8	-7.0	-0.2	-7.9
	Operating profit	5.2	11.2	-6.6	-5.2	4.6	9.2	17.8	18.8	20.4	66.2
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	1,955.3	7,414.8
	Adjusted operating profit	54.2	80.7	84.0	33.7	252.6	-12.3	81.4	120.2	86.7	276.0
	Other income/loss	-2.6	-8.2	2.8	41.2	33.2	16.8	-8.2	-15.7	-38.3	-45.4
	Operating profit	51.6	72.5	86.8	74.9	285.8	4.5	73.2	104.5	48.4	230.6
Other	Sales	58.5	57.1	54.7	125.1	295.4	52.3	53.5	47.6	134.5	287.9
	Adjusted operating profit	1.1	1.5	1.5	5.6	9.7	0.8	1.1	1.1	4.8	7.8
	Other income/loss	0.4	-0.5	-0.6	-1.4	-2.1	-0.5	-0.6	-0.6	-4.6	-6.3
	Operating profit	1.5	1.0	0.9	4.2	7.6	0.3	0.5	0.5	0.2	1.5
Eliminations and Adjustments	Sales	-278.2	-285.7	-284.1	-265.5	-1,113.5	-224.9	-250.7	-264.0	-264.3	-1,003.9
	Adjusted operating profit	7.1	11.9	9.8	-4.4	24.4	5.6	12.5	21.5	-16.2	23.4
	Other income/loss	-3.8	-1.5	2.9	-21.6	-24.0	-6.6	6.6	3.7	-0.6	3.1
	Operating profit	3.3	10.4	12.7	-26.0	0.4	-1.0	19.1	25.2	-16.8	26.5
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	1,825.5	6,698.8
	Adjusted operating profit	62.4	94.1	95.3	34.9	286.7	-5.9	95.0	142.8	75.3	307.2
	Other income/loss	-6.0	-10.2	5.1	18.2	7.1	9.7	-2.2	-12.6	-43.5	-48.6
	Operating profit	56.4	83.9	100.4	53.1	293.8	3.8	92.8	130.2	31.8	258.6
AP (production and sales consolidated)	Sales	707.9	699.0	707.9	546.5	2,661.3	563.1	646.4	714.7	615.3	2,539.5
	Adjusted operating profit	28.8	21.0	29.5	-10.8	68.5	14.3	35.1	48.4	13.0	110.8
	Other income/loss	-0.6	-0.2	0.1	-14.7	-15.4	-0.6	0.0	-0.3	-6.4	-7.3
	Operating profit	28.2	20.8	29.6	-25.5	53.1	13.7	35.1	48.1	6.6	103.5

(2) Sales by Sub-segment

yen (billions)

		Fiscal 2020					Fiscal 2021				
		Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year
AP (production and sales consolidated)	Heating and Cooling Solutions	166.4	123.6	100.0	102.2	492.2	144.4	119.1	102.0	123.7	489.2
	Home Appliances	224.2	240.4	243.6	169.7	877.9	197.8	238.1	263.0	210.4	909.3
	Smart Life Network	134.4	144.5	170.1	112.9	561.9	72.3	122.0	158.9	109.5	462.7
	Commercial Refrigeration & Food Equipment	70.3	77.8	70.5	65.8	284.4	55.0	67.0	68.1	65.2	255.3
LS	Lighting	66.8	75.2	82.6	72.1	296.7	53.7	61.8	73.1	67.7	256.3
	Energy Systems	83.0	89.0	87.0	82.2	341.2	66.2	78.5	86.0	80.4	311.1
	Panasonic Ecology Systems	43.3	44.1	47.7	42.4	177.5	38.9	46.2	55.2	47.5	187.8
	Housing Systems	114.1	129.5	121.4	112.6	477.6	99.5	106.8	115.1	111.2	432.6
CNS	Avionics	58.6	60.8	62.1	62.7	244.2	27.3	24.5	25.2	25.0	102.0
	Process Automation	48.5	44.0	39.0	37.8	169.3	43.3	46.4	46.6	53.7	190.0
	Media Entertainment	27.9	29.3	27.5	25.6	110.3	17.9	21.3	22.2	25.6	87.0
	Mobile Solutions	61.2	60.4	60.1	50.3	232.0	49.3	47.7	47.5	52.3	196.8
	PSSJ	66.9	79.8	74.0	106.9	327.6	59.5	62.1	64.6	109.0	295.2
AM	Automotive Solutions	239.8	225.0	210.4	218.2	893.5	119.1	215.1	243.4	237.4	815.0
	Automotive Batteries	109.2	115.9	125.8	122.6	473.5	75.9	118.3	116.5	113.1	423.8
IS	Systems	132.8	134.0	124.0	116.9	507.7	113.7	130.9	138.9	140.7	524.2
	Devices	115.2	118.8	120.3	110.3	464.6	105.4	108.1	121.6	117.0	452.1

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

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

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
AP	8.7	10.2	8.7	15.2	42.8	5.7	8.5	9.5	16.4	40.1
LS	6.7	9.9	9.5	12.8	38.9	7.9	7.4	7.3	58.5	81.1
CNS	4.0	4.4	4.2	6.4	19.0	3.8	3.1	2.8	4.0	13.7
AM	20.7	36.6	20.7	25.5	103.5	4.9	6.1	11.6	12.7	35.3
IS	10.8	13.2	11.2	18.9	54.1	7.4	8.2	12.3	23.3	51.2
Subtotal	50.9	74.3	54.3	78.8	258.3	29.7	33.3	43.5	114.9	221.4
Other, Eliminations and Adjustments	5.1	2.7	1.7	1.1	10.6	2.4	4.4	0.7	2.1	9.6
Total	56.0	77.0	56.0	79.9	268.9	32.1	37.7	44.2	117.0	231.0

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
AP	12.1	11.6	11.5	11.7	46.9	10.2	10.1	10.2	10.5	41.0
LS	9.4	8.6	9.4	8.0	35.4	7.7	7.7	7.6	8.1	31.1
CNS	4.4	4.7	4.5	4.8	18.4	4.2	4.2	4.3	4.4	17.1
AM	10.3	10.7	8.3	8.7	38.0	7.5	7.8	7.6	7.9	30.8
IS	16.2	16.2	15.8	16.1	64.3	14.4	14.2	13.9	14.3	56.8
Subtotal	52.4	51.8	49.5	49.3	203.0	44.0	44.0	43.6	45.2	176.8
Other, Eliminations and Adjustments	0.2	0.4	0.0	1.4	2.0	0.2	-0.2	0.3	2.3	2.6
Total	52.6	52.2	49.5	50.7	205.0	44.2	43.8	43.9	47.5	179.4

2. Fiscal 2022 Forecast (by Segment, by Sub-segment)

Note 1: The figures for segment information and sales by sub-segment in fiscal 2021 have been reclassified to conform to the presentation for fiscal 2022.

Note 2: "Eliminations and adjustments" of the fiscal year 2022 forecast are included in "Other".

(1) Segment Information

yen (billions)

		Fiscal 2021					Fiscal 2022				
		Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year Forecasts
AP	Sales	554.1	635.7	699.4	602.7	2,491.9					2,480.0
	Adjusted operating profit	15.8	35.7	48.7	11.4	111.6					123.0
	Other income/loss	-0.6	0.1	-0.6	-6.2	-7.3					-18.0
	Operating profit	15.2	35.8	48.1	5.2	104.3					105.0
LS	Sales	326.3	372.0	405.7	406.1	1,510.1					1,530.0
	Adjusted operating profit	7.3	20.3	39.0	17.8	84.4					90.0
	Other income/loss	-1.7	-4.5	-1.1	-7.9	-15.2					-15.0
	Operating profit	5.6	15.8	37.9	9.9	69.2					75.0
CNS	Sales	185.2	191.1	199.8	241.9	818.0					890.0
	Adjusted operating profit	-16.5	-1.6	4.9	16.9	3.7					30.0
	Other income/loss	0.5	0.4	-2.3	-22.3	-23.7					-12.0
	Operating profit	-16.0	-1.2	2.6	-5.4	-20.0					18.0
AM	Sales	210.8	358.5	391.1	379.0	1,339.4					1,560.0
	Adjusted operating profit	-29.5	9.8	2.0	19.9	2.2					50.0
	Other income/loss	20.0	-4.7	-5.0	-1.6	8.7					-22.0
	Operating profit	-9.5	5.1	-3.0	18.3	10.9					28.0
IS	Sales	288.6	307.9	334.0	325.0	1,255.5					1,300.0
	Adjusted operating profit	10.7	17.0	25.8	20.6	74.1					90.0
	Other income/loss	-1.5	0.8	-7.0	-0.2	-7.9					-5.0
	Operating profit	9.2	17.8	18.8	20.4	66.2					85.0
Subtotal	Sales	1,565.0	1,865.2	2,030.0	1,954.7	7,414.9					7,760.0
	Adjusted operating profit	-12.2	81.2	120.4	86.6	276.0					383.0
	Other income/loss	16.7	-7.9	-16.0	-38.2	-45.4					-72.0
	Operating profit	4.5	73.3	104.4	48.4	230.6					311.0
Other	Sales	52.3	53.5	47.6	134.5	287.9					-760.0
	Adjusted operating profit	0.8	1.1	1.1	4.8	7.8					7.0
	Other income/loss	-0.5	-0.6	-0.6	-4.6	-6.3					12.0
	Operating profit	0.3	0.5	0.5	0.2	1.5					19.0
Eliminations and Adjustments	Sales	-225.4	-251.4	-263.5	-263.7	-1,004.0					
	Adjusted operating profit	5.5	12.7	21.3	-16.1	23.4					
	Other income/loss	-6.5	6.3	4.0	-0.7	3.1					
	Operating profit	-1.0	19.0	25.3	-16.8	26.5					
Total	Sales	1,391.9	1,667.3	1,814.1	1,825.5	6,698.8					7,000.0
	Adjusted operating profit	-5.9	95.0	142.8	75.3	307.2					390.0
	Other income/loss	9.7	-2.2	-12.6	-43.5	-48.6					-60.0
	Operating profit	3.8	92.8	130.2	31.8	258.6					330.0
AP (production and sales consolidated)	Sales	562.5	645.7	714.1	614.7	2,537.0					2,520.0
	Adjusted operating profit	14.3	35.1	48.5	12.9	110.8					125.0
	Other income/loss	-0.6	0.0	-0.4	-6.3	-7.3					-18.0
	Operating profit	13.7	35.1	48.1	6.6	103.5					107.0

(2) Sales by Sub-segment

yen (billions)

		Fiscal 2021					Fiscal 2022				
		Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year
AP (production and sales consolidated)	Heating and Cooling Solutions	144.4	119.1	101.9	123.8	489.2					
	Home Appliances	197.8	238.1	263.0	210.4	909.3					
	Smart Life Network	72.3	122.0	159.0	109.4	462.7					
	Commercial Refrigeration & Food Equipment	55.1	67.2	68.1	65.1	255.5					
LS	Lighting	53.7	61.8	73.1	67.7	256.3					
	Energy Systems	66.2	78.5	86.0	80.4	311.1					
	Panasonic Ecology Systems	38.2	45.2	53.8	46.9	184.1					
	Housing Systems	99.3	106.7	114.9	110.9	431.8					
CNS	Avionics	27.3	24.5	25.2	25.0	102.0					
	Process Automation	43.3	46.4	46.6	53.7	190.0					
	Media Entertainment	17.9	21.3	22.2	25.6	87.0					
	Mobile Solutions	49.3	47.7	47.5	52.3	196.8					
AM	Automotive Solutions	119.1	215.1	243.4	237.4	815.0					
	Automotive Batteries	75.9	118.3	116.5	113.1	423.8					
IS	Systems	113.7	130.9	138.9	140.7	524.2					
	Devices	105.4	108.1	121.6	117.0	452.1					

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

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

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: 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 2021					Fiscal 2022				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year Forecasts
AP	5.7	8.5	9.5	16.4	40.1					43.0
LS	7.9	7.4	7.3	58.5	81.1					41.0
CNS	3.8	3.1	2.8	4.0	13.7					17.0
AM	4.9	6.1	11.6	12.7	35.3					62.0
IS	7.4	8.2	12.3	23.3	51.2					64.0
Subtotal	29.7	33.3	43.5	114.9	221.4					227.0
Other, Eliminations and Adjustments	2.4	4.4	0.7	2.1	9.6					8.0
Total	32.1	37.7	44.2	117.0	231.0					235.0

Note: These figures are calculated on an accrual basis.

(4) Depreciation by Segment

yen (billions)

	Fiscal 2021					Fiscal 2022				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year Forecasts
AP	10.2	10.1	10.2	10.5	41.0					47.0
LS	7.7	7.7	7.6	8.1	31.1					35.0
CNS	4.2	4.2	4.3	4.4	17.1					17.0
AM	7.5	7.8	7.6	7.9	30.8					34.0
IS	14.4	14.2	13.9	14.3	56.8					61.0
Subtotal	44.0	44.0	43.6	45.2	176.8					194.0
Other, Eliminations and Adjustments	0.2	-0.2	0.3	2.3	2.6					1.0
Total	44.2	43.8	43.9	47.5	179.4					195.0

3. 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	878.1	3,113.3
Local currency basis YoY	99%	104%	92%	94%	97%	75%	77%	91%	103%	86%
North and South America	360.8	362.2	368.1	351.2	1,442.3	212.6	304.3	312.0	288.2	1,117.1
Local currency basis YoY	99%	97%	95%	96%	97%	61%	86%	89%	85%	80%
Europe	181.5	172.8	194.6	171.7	720.6	111.0	164.5	195.2	191.3	662.0
Local currency basis YoY	93%	101%	101%	86%	95%	64%	92%	98%	106%	90%
Asia	261.1	232.3	244.6	225.8	963.8	198.9	230.7	252.0	262.1	943.7
Local currency basis YoY	95%	99%	102%	93%	97%	78%	100%	105%	116%	99%
China	212.2	210.2	199.6	132.8	754.8	210.1	215.0	231.8	205.8	862.7
Local currency basis YoY	81%	92%	89%	77%	85%	104%	102%	114%	149%	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	1,825.5	6,698.8
Local currency basis YoY	95%	100%	94%	91%	95%	75%	85%	96%	105%	90%

(2) R&D Expenditures

yen (billions)

	Fiscal 2020					Fiscal 2021					Fiscal 2022				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year Forecast
R&D Expenditures	118.6	120.6	113.6	122.2	475.0	103.9	106.0	97.5	112.4	419.8					420.0

(3) Foreign Currency Exchange Rates

	Fiscal 2020					Fiscal 2021					Fiscal 2022				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year Forecast
U.S. Dollars	¥110	¥107	¥109	¥109	¥109	¥108	¥106	¥105	¥106	¥106					¥105
Euro	¥123	¥119	¥120	¥120	¥121	¥118	¥124	¥125	¥128	¥124					¥125
Renminbi	¥16.1	¥15.3	¥15.5	¥15.6	¥15.6	¥15.2	¥15.4	¥15.8	¥16.4	¥15.7					¥17.0

Note: Average rate

(4) Foreign Exchange Sensitivity

yen (billions)

	Operating profit
U.S. Dollars	-1.0
Euro	-0.8
Renminbi	+2.1

Note: Impact of one yen appreciation to fiscal 2022 operating profit (full year forecast).
Reference figures voluntarily prepared by the Company.

(5) Cash Flows

yen (billions)

	Fiscal 2020					Fiscal 2021					Fiscal 2022				
	Q1	Q2	Q3	Q4	Full year	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	173.9	504.0					
Cash flows from investing activities	-63.7	-60.3	-35.2	-46.9	-206.1	44.1	-16.2	-46.1	194.8	176.6					
Free Cash Flow	41.2	-22.6	110.0	95.6	224.2	-54.2	158.1	208.0	368.7	680.6					

yen (billions)

	2019				2020				2021				2022
	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.	End of Jun.	End of Sep.	End of Dec.	End of Mar.
Gross Cash ^{Note1}	821.9	739.0	867.2	907.2	1,051.8	1,097.4	1,271.4	1,403.9	1,641.9				
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	1,447.4				
(Lease liabilities) ^{Note2}	(15.7)	(645.6)	(627.7)	(264.1)	(266.9)	(266.1)	(265.4)	(252.8)	(257.9)				
Net Cash	-176.8	-852.1	-898.4	-482.1	-419.5	-551.0	-397.8	-222.2	194.5				

Note 1: Gross Cash is the total of "Cash and Cash equivalents" and time deposits and others included in "Other financial assets"

Note 2: 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				2022
	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.	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	92,733				
Overseas	166,344	166,558	164,965	163,993	161,321	152,474	152,213	151,931	150,807				
Total	271,869	273,775	271,678	269,435	259,385	249,349	246,512	245,546	243,540				

Disclaimer Regarding Forward-Looking Statements

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