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**FOR IMMEDIATE RELEASE**

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**Panasonic Holdings Corporation Reports Fiscal 2022 Annual Results**

Osaka, Japan, May 11, 2022 -- Panasonic Holdings Corporation [TSE:6752] (former Panasonic Corporation hereinafter referred to as “the Company”) today reported its consolidated financial results for the year ended March 31, 2022 (fiscal 2022). The Company also reported its parent-alone financial results for fiscal 2022.

## Summary

### 1. Consolidated Financial Results

Yen (billions)

	Fiscal 2022 ended March 31, 2022	Fiscal 2021 ended March 31, 2021	Percentage 2022/2021
Net sales	7,388.8	6,698.8	110 %
Domestic	3,189.5	3,113.3	102 %
Overseas	4,199.3	3,585.5	117 %
Operating profit	357.5 4.8 %	258.6 3.9 %	138 %
Profit before income taxes	360.4 4.9 %	260.8 3.9 %	138 %
Net profit	265.4 3.6 %	183.9 2.7 %	144 %
Net profit attributable to Panasonic Corporation stockholders	255.3 3.5 %	165.1 2.5 %	155 %
Earnings per share attributable to Panasonic Corporation stockholders			
Basic	109.41 yen	70.75 yen	38.66 yen
Diluted	109.37 yen	70.72 yen	38.65 yen

- Notes: 1. The Company's consolidated financial statements are prepared in conformity with International Financial Reporting Standards (IFRS).
2. Number of consolidated companies: 532 (including parent company)  
Number of companies under the equity method: 67
3. One American depositary shares (ADS) represents one share of common share. Earnings per share attributable to Panasonic Corporation (current Panasonic Holdings Corporation) stockholders per ADS is the same amount as Earnings per share attributable to Panasonic Corporation stockholders.

### 2. Parent-Along Financial Results

Yen (billions)

	Fiscal 2022 ended March 31, 2022	Fiscal 2021 ended March 31, 2021	Percentage 2022/2021
Net sales	2,756.0	3,812.6	72 %
Domestic	2,074.2	2,657.7	78 %
Export	681.8	1,154.9	59 %
Operating profit	66.3 2.4 %	36.0 0.9 %	184 %
Recurring profit	126.9 4.6 %	137.1 3.6 %	93 %
Net income	86.6 3.1 %	78.8 2.1 %	110 %
Net income, basic per common share	37.10 yen	33.77 yen	3.33 yen
Net income, diluted per common share	37.08 yen	33.75 yen	3.33 yen

## Consolidated Financial Results

### 1. Fiscal 2022 ended March 31, 2022

#### A. Operating Results

	Yen (billions)		
	Fiscal 2022	Fiscal 2021	Percentage 2022/2021
Net sales	7,388.8	6,698.8	110%
Operating profit	357.5	258.6	138%
Profit before income taxes	360.4	260.8	138%
Net profit attributable to Panasonic Corporation stockholders	255.3	165.1	155%

During the year ended March 31, 2022 (fiscal 2022), the global economy saw progress in economic recovery with the backdrop of factors such as the ongoing COVID-19 vaccination roll-out. However, the economic outlook remained unclear due to the impact of new COVID-19 variants. In addition, price surges in raw materials and logistics costs as well as shortage of parts & components were constant negative factors for the economy throughout the year. Furthermore, in the second half of the fiscal year, such factors as accelerating inflation and increasing geopolitical risks led to concerns about economic downturn.

Under such management conditions, the Company continued to control fixed costs according to business conditions and to make efforts to capture new business opportunities reflecting changes in society brought about by COVID-19. Through all these efforts, the Company continued to enhance its management structure in the final year of the Mid-term strategy that started in fiscal 2020. Additionally, in all of our businesses, the Company identified the areas in which the Company should be aggressive and thoroughly enhanced the competitiveness in these areas.

More specifically, with regard to the investment for growth, in the gemba (operational frontlines) process business, the Company completed its acquisition of the 80% of shares of the U.S. company Blue Yonder Holding, Inc. ("Blue Yonder"), which is one of the leading global providers of specialized supply chain software. As a result, the Company made Blue Yonder a wholly-owned subsidiary, together with the 20% of its shares acquired in July 2020. The Company aims to create new value by combining Blue Yonder's software platform, which offers state-of-the-art artificial intelligence (AI) and machine learning (ML) capabilities, with the Company's manufacturing expertise, which has been cultivated over many years, as well as its edge devices, IoT applications, and sensing technologies. This acquisition will accelerate the Company's and Blue Yonder's shared vision for an "Autonomous Supply Chain™" and will provide solutions to customers' management issues.

In addition, The Company aims to contribute to global environmental conservation and to a sustainable society through energy-use reduction and effective utilization of resources.

In October 2021, the Company terminated the former Divisional Company system and substantially started its operations based on the new structure toward the transition to a new organizational system with the Company serving as a holding company (Panasonic Holdings Corporation) from April 2022. Under the new structure, the Company continued to execute steadily the Mid-term strategy and prepare for the smooth operation of each operating company.

The Company's consolidated group sales for fiscal 2022 increased by 10% to 7,388.8 billion yen from a year ago. Domestic sales increased due to favorable sales of products for industrial use as well as information- and communication-use products. Overseas sales also increased due mainly to increased sales of automotive batteries and mounting machines with growing demand as well as the effect of new consolidation of Blue Yonder.

Operating profit increased by 38% to 357.5 billion yen from a year ago. This is due mainly to increased sales, efforts in price revisions as well as a recognized gain from the re-evaluation of the existing equity in Blue Yonder, despite the impact of raw material price hikes and other factors. Profit before income taxes increased by 38% to 360.4 billion yen and Net profit attributable to Panasonic Corporation stockholders increased by 55% to 255.3 billion yen from a year ago.

## B. Breakdown by Reportable Segment

### Lifestyle

	Yen (billions)		
	Fiscal 2022	Fiscal 2021	Percentage 2022/2021
Sales	3,647.6	3,548.9	103%
Operating profit	113.6	166.9	68%

Sales increased by 3% to 3,647.6 billion yen from a year ago. Overall sales increased due mainly to favorable sales of personal-care products, washing machines and refrigerators in China, favorable sales of air to water heat pump system in Europe as well as the effect of exchange rates, despite decreased sales of products such as room air-conditioners in Japan. Operating profit decreased to 113.6 billion yen from a year ago due mainly to decreased sales of consumer electronics in Japan, the impact of raw material price hikes and increased shipping costs, despite increased sales in China and Europe.

### Automotive

	Yen (billions)		
	Fiscal 2022	Fiscal 2021	Percentage 2022/2021
Sales	1,067.1	1,017.1	105%
Operating profit (loss)	1.3	(11.8)	—

Sales increased by 5% to 1,067.1 billion yen from a year ago. This is due to the rebound effect of reduced automotive production in the first half of the previous year as well as the effect of exchange rates. Operating profit increased to 1.3 billion yen from a year ago. This is due to the effect of fix cost reduction efforts and the impact of temporary expenses related to onboard charging systems in the previous year, despite the impact of price hikes in parts & components including semiconductor as well as increased shipping costs.

### Connect

	Yen (billions)		
	Fiscal 2022	Fiscal 2021	Percentage 2022/2021
Sales	924.9	818.0	113%
Operating profit (loss)	51.7	(20.0)	—

Sales increased by 13% to 924.9 billion yen from a year ago. This is due to increased sales of mounting machine with growing PC and server related demand as well as increased sales of projectors reflecting a market recovery trend mainly in the U.S. and Europe. Operating profit increased to 51.7 billion yen from a year ago. This is due mainly to

increased sales of mounting machines and projectors as well as a recognized gain from the re-evaluation of the existing equity in Blue Yonder upon its consolidation into the Company.

### Industry

	Yen (billions)		
	Fiscal 2022	Fiscal 2021	Percentage 2022/2021
Sales	1,131.4	984.6	115%
Operating profit	83.2	40.7	205%

Sales increased by 15% to 1,131.4 billion yen from a year ago. This is due mainly to increased sales of industrial-use motors, relays as well as capacitors for use in information & communication infrastructure and automotive, despite the impact of raw material price hikes and semiconductor shortages. Operating profit increased to 83.2 billion yen from a year ago. This is due mainly to increased sales of capacitors for information & communication infrastructure and automotive use, industrial-use motors, power supply equipment and relays as well as the effect of rationalization including productivity improvement, despite the impact of factors such as raw material price hikes and semiconductor shortages.

### Energy

	Yen (billions)		
	Fiscal 2022	Fiscal 2021	Percentage 2022/2021
Sales	764.4	600.0	127%
Operating profit	64.2	33.5	192%

Sales increased by 27% to 764.4 billion yen from a year ago. This is due to increased sales of automotive batteries and power storage systems with significant growing demand for EVs globally as well as growing demand for IoT and social infrastructure use. Operating profit increased to 64.2 billion yen from a year ago. This is due to increased sales of automotive batteries and power storage systems as well as the effect of material rationalization, despite an increase in fixed costs related to capacity expansion and the impact of raw material price hikes.

Other (Other business activities which are not included in the reportable segments)

	Yen (billions)		
	Fiscal 2022	Fiscal 2021	Percentage 2022/2021
Sales	1,048.8	975.9	107%
Operating profit	17.7	9.0	198%

Sales increased by 7% to 1,048.8 billion yen from a year ago due to steady sales of housing related products. Operating profit increased to 17.7 billion yen from a year ago.

C. Consolidated Financial Condition

Net cash provided by operating activities for fiscal 2022, amounted to 252.6 billion yen, compared with an inflow of 504.0 billion yen a year ago. This is due mainly to an increase in inventories as well as an increase in payment for income taxes, despite an increase in net profit.

Net cash used in investing activities amounted to 796.1 billion yen, compared with an inflow of 176.6 billion yen a year ago. This is due mainly to investment related to the consolidation of Blue Yonder as well as one-off proceeds from the transfer of assets and others in the previous year.

Accordingly, free cash flows (net cash provided by operating activities and investment activities) decreased by 1,224.1 billion yen from a year ago to an outflow of 543.5 billion yen.

Net cash provided by financial activities amounted to 58.9 billion yen, compared with an outflow of 177.7 billion yen a year ago. This is due mainly to the issuance of hybrid bonds, despite the repayment of interest-bearing debt of Blue Yonder.

Taking factors such as exchange fluctuations into consideration, cash and cash equivalent totaled 1,205.9 billion yen as of March 31, 2022, which is a decrease of 387.3 billion yen from March 31, 2021.

The Company's consolidated total assets of March 31, 2022 were 8,023.6 billion yen, an increase of 1,176.5 billion yen from March 31, 2021. This is due mainly to an increase in inventories and the consolidation of Blue Yonder.

The Company's consolidated total liabilities were 4,676.4 billion yen, an increase of 597.8 billion yen from March 31, 2021. This is due mainly to the issuance of hybrid bonds. Panasonic Corporation stockholders' equity increased by 570.9 billion yen to 3,165.0 billion yen, compared with March 31, 2021. This is due mainly to recording of Net profit attributable to Panasonic Corporation stockholders and Other comprehensive income. With non-controlling interests added to Panasonic Corporation stockholders' equity, total equity was 3,347.2 billion yen.

## **2. Forecasts for fiscal 2023**

For the consolidated financial forecast for fiscal 2023 as of May 11, 2022, net sales is expected to increase due mainly to market recovery in the automobile and aviation industries as well as growing demand for automotive batteries.

Profit and Net profit attributable to Panasonic Holdings Corporation stockholders are expected to increase due mainly to increased sales of the above mentioned businesses and the effect of measures such as price revisions, despite deteriorating management environment including material price hikes.

Net sales:	7,900.0 billion yen	(107% vs fiscal 2022)
Operating profit:	360.0 billion yen	(101% vs fiscal 2022)
Profit before income taxes:	360.0 billion yen	(100% vs fiscal 2022)
Net profit attributable to Panasonic Holdings Corporation stockholders:	260.0 billion yen	(102% vs fiscal 2022)
(Reference)		
Adjusted operating profit	380.0 billion yen	(106% vs fiscal 2022)

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

## **3. Basic Policy on Appropriation of Retained Earnings**

Since its foundation, the Company has managed its business, recognizing that returning profits to shareholders is one of its most important policies. From the perspective of return on the capital investment made by shareholders, the Company, in principle, distributes profits to shareholders based on its business performance and strives for stable and continuous dividend payments. We target a dividend payout ratio of approximately 30% with respect to consolidated Net profit attributable to Panasonic Holdings Corporation stockholders. Regarding the repurchase of treasury stock, the Company fundamentally repurchases its own shares where appropriate, while comprehensively taking into consideration strategic investments and its financial condition to increase shareholder value per share and return on capital.

For fiscal 2022, Net profit attributable to Panasonic Corporation stockholders increased. Reflecting these operating results, in view of this basic policy as well as its current financial position, the Company expects to pay an annual dividend of 30 yen per share for fiscal 2022, which includes the interim dividend of 15 yen per share paid on November 30, 2021 and a year-end dividend of 15 yen per share, payable June 2, 2022. In fiscal 2021, the Company did not repurchase its treasury stock except for acquiring shares of less than one trading unit and other minor transactions.



### Basic Policy of Adopting of Financial Reporting Standards

The Company has voluntarily adopted International Financial Reporting Standards (IFRS).

The Company is striving to increase its corporate value by adapting unified group accounting rules for improvement of management quality and enhancement of corporate governance.

### Disclaimer Regarding Forward-Looking Statements

This press release includes forward-looking statements about Panasonic Holdings Corporation (Panasonic HD) 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 HD 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 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.

### Consolidated Statements of Financial Position

	March 31, 2022	March 31, 2021	Yen (millions) Difference
<b>Current assets:</b>	<b>4,031,197</b>	<b>3,922,747</b>	<b>108,450</b>
Cash and cash equivalents	1,205,873	1,593,224	(387,351)
Trade receivables and contract assets	1,324,618	1,194,391	130,227
Other financial assets	210,633	149,629	61,004
Inventories	1,132,664	832,569	300,095
Other current assets	157,409	152,934	4,475
<b>Non-current assets:</b>	<b>3,992,386</b>	<b>2,924,326</b>	<b>1,068,060</b>
Investments accounted for using the equity method	403,201	455,960	(52,759)
Other financial assets	213,024	231,024	(18,000)
Property, plant and equipment	1,115,346	1,061,614	53,732
Right-of-use assets	257,706	249,954	7,752
Other non-current assets	2,003,109	925,774	1,077,335
<b>Total assets</b>	<b>8,023,583</b>	<b>6,847,073</b>	<b>1,176,510</b>
<b>Current liabilities:</b>	<b>3,065,464</b>	<b>2,804,328</b>	<b>261,136</b>
Short-term debt, including current portion of long-term debt	432,897	309,790	123,107
Lease liabilities	60,515	59,346	1,169
Trade payables	1,163,578	1,045,617	117,961
Other payables and accrued expenses	500,601	480,625	19,976
Other financial liabilities	160,534	157,367	3,167
Other current liabilities	747,339	751,583	(4,244)
<b>Non-current liabilities:</b>	<b>1,610,948</b>	<b>1,274,243</b>	<b>336,705</b>
Long-term debt	1,197,706	879,728	317,978
Lease liabilities	206,166	198,559	7,607
Other non-current liabilities	207,076	195,956	11,120
<b>Total liabilities</b>	<b>4,676,412</b>	<b>4,078,571</b>	<b>597,841</b>
<b>Panasonic Corporation stockholders' equity:</b>	<b>3,164,962</b>	<b>2,594,034</b>	<b>570,928</b>
Common stock	259,168	258,981	187
Capital surplus	525,554	529,157	(3,603)
Retained earnings	2,387,283	2,154,023	233,260
Other components of equity	202,227	(138,370)	340,597
Treasury stock	(209,270)	(209,757)	487
<b>Non-controlling interests</b>	<b>182,209</b>	<b>174,468</b>	<b>7,741</b>
<b>Total equity</b>	<b>3,347,171</b>	<b>2,768,502</b>	<b>578,669</b>
<b>Total liabilities and equity</b>	<b>8,023,583</b>	<b>6,847,073</b>	<b>1,176,510</b>

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

2. Other components of equity breakdown:

	March 31, 2022	March 31, 2021	Yen (millions) Difference
Remeasurements of defined benefit plans*	—	—	—
Financial assets measured at fair value through other comprehensive income	30,659	34,832	(4,173)
Exchange differences on translation of foreign operations	171,240	(179,860)	351,100
Net change in fair value of cash flow hedges	328	6,658	(6,330)

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

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

**Consolidated Statements of Profit or Loss**

Yen (millions)

	Fiscal 2022 ended March 31, 2022		Fiscal 2021 ended March 31, 2021		Percentage 2022/2021
		%		%	%
Net sales	7,388,791	100.0	6,698,794	100.0	110
Cost of sales	(5,306,580)	(71.8)	(4,723,943)	(70.5)	
<b>Gross profit</b>	<b>2,082,211</b>	<b>28.2</b>	<b>1,974,851</b>	<b>29.5</b>	<b>105</b>
Selling, general and administrative expenses	(1,724,511)	(23.4)	(1,667,696)	(24.9)	
Share of profit (loss) of investments accounted for using the equity method	(12,637)	(0.2)	(20,753)	(0.3)	
Other income (expenses), net	12,463	0.2	(27,802)	(0.4)	
<b>Operating profit</b>	<b>357,526</b>	<b>4.8</b>	<b>258,600</b>	<b>3.9</b>	<b>138</b>
Finance income	22,128	0.3	20,846	0.3	
Finance expenses	(19,259)	(0.2)	(18,626)	(0.3)	
<b>Profit before income taxes</b>	<b>360,395</b>	<b>4.9</b>	<b>260,820</b>	<b>3.9</b>	<b>138</b>
Income taxes	(94,957)	(1.3)	(76,926)	(1.2)	
<b>Net profit</b>	<b>265,438</b>	<b>3.6</b>	<b>183,894</b>	<b>2.7</b>	<b>144</b>
Net profit attributable to:					
<b>Panasonic Corporation stockholders</b>	<b>255,334</b>	<b>3.5</b>	<b>165,077</b>	<b>2.5</b>	<b>155</b>
Non-controlling interests	10,104	0.1	18,817	0.2	54

Notes: 1. Depreciation	180,877	million yen	179,394	million yen
2. Capital investment	237,134	million yen	231,029	million yen
3. R&D expenditures	419,807	million yen	419,764	million yen
4. Number of employees	240,198		243,540	

**Consolidated Statements of Comprehensive Income**

Yen (millions)

	Fiscal 2022 ended March 31, 2022	Fiscal 2021 ended March 31, 2021	Percentage 2022/2021
			%
<b>Net Profit</b>	<b>265,438</b>	<b>183,894</b>	<b>144</b>
Other comprehensive income			
Items that will not be reclassified to profit or loss:			
Remeasurements of defined benefit plans	31,942	83,822	
Financial assets measured at fair value through other comprehensive income	4,266	296,241	
Subtotal	36,208	380,063	
Items that may be reclassified to profit or loss:			
Exchange differences on translation of foreign operations	365,989	124,023	
Net change in fair value of cash flow hedges	(8,043)	(1,381)	
Subtotal	357,946	122,642	
Total other comprehensive income (loss)	394,154	502,705	
<b>Comprehensive income</b>	<b>659,592</b>	<b>686,599</b>	<b>96</b>
Comprehensive income attributable to :			
<b>Panasonic Corporation stockholders</b>	<b>630,527</b>	<b>655,352</b>	<b>96</b>
Non-controlling interests	29,065	31,247	93

**Consolidated Statements of Changes in Equity**

Yen (millions)

Fiscal 2022 ended March 31, 2022	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, 2021	258,981	529,157	2,154,023	(138,370)	(209,757)	2,594,034	174,468	2,768,502
Comprehensive income:								
Net profit	—	—	255,334	—	—	255,334	10,104	265,438
Remeasurements of defined benefit plans	—	—	—	31,875	—	31,875	67	31,942
Financial assets measured at fair value through other comprehensive income	—	—	—	217	—	217	4,049	4,266
Exchange differences on translation of foreign operations	—	—	—	351,100	—	351,100	14,889	365,989
Net change in fair value of cash flow hedges	—	—	—	(7,999)	—	(7,999)	(44)	(8,043)
Total comprehensive income	—	—	255,334	375,193	—	630,527	29,065	659,592
Transfer from other components of equity to retained earning	—	—	36,265	(36,265)	—	—	—	—
Cash dividends	—	—	(58,339)	—	—	(58,339)	(20,332)	(78,671)
Changes in treasury stock	—	(0)	—	—	(43)	(43)	—	(43)
Share-based payment transactions	187	(361)	—	—	530	356	—	356
Transactions with non-controlling interests and other	—	(3,242)	—	1,669	—	(1,573)	(992)	(2,565)
Balances as of March 31, 2022	259,168	525,554	2,387,283	202,227	(209,270)	3,164,962	182,209	3,347,171

Yen (millions)

Fiscal 2021 ended March 31, 2021	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	—	—	165,077	—	—	165,077	18,817	183,894
Remeasurements of defined benefit plans	—	—	—	82,817	—	82,817	1,005	83,822
Financial assets measured at fair value through other comprehensive income	—	—	—	295,091	—	295,091	1,150	296,241
Exchange differences on translation of foreign operations	—	—	—	113,773	—	113,773	10,250	124,023
Net change in fair value of cash flow hedges	—	—	—	(1,406)	—	(1,406)	25	(1,381)
Total comprehensive income	—	—	165,077	490,275	—	655,352	31,247	686,599
Transfer from other components of equity to retained earning	—	—	400,870	(400,870)	—	—	—	—
Cash dividends	—	—	(58,327)	—	—	(58,327)	(14,615)	(72,942)
Changes in treasury stock	—	(2)	—	—	(39)	(41)	—	(41)
Share-based payment transactions	114	(178)	—	—	294	230	—	230
Transactions with non-controlling interests and other	—	(1,711)	—	182	—	(1,529)	317	(1,212)
Balances as of March 31, 2021	258,981	529,157	2,154,023	(138,370)	(209,757)	2,594,034	174,468	2,768,502

**Consolidated Statements of Cash Flows**

Yen (millions)

	Fiscal 2022 ended March 31, 2022	Fiscal 2021 ended March 31, 2021
<u>Cash flows from operating activities</u>		
Net profit	265,438	183,894
Adjustments to reconcile net profit to net cash provided by operating activities		
Depreciation and amortization	339,148	317,572
(Increase) decrease in trade receivables and contract assets	(53,848)	(122,797)
(Increase) decrease in inventories	(225,928)	(21,173)
Increase (decrease) in trade payables	76,811	62,987
Other	(148,991)	83,555
Net cash provided by operating activities	252,630	504,038
<u>Cash flows from investing activities</u>		
Purchase of property, plant and equipment	(233,967)	(231,118)
Proceeds from sale of property, plant and equipment	62,776	20,370
Purchase of investments accounted for using the equity method and other financial assets	(37,239)	(115,028)
Proceeds from sale and redemption of investments accounted for using the equity method and other financial assets	31,143	429,905
Other	(618,862)	72,467
Net cash provided by (used in) investing activities	(796,149)	176,596
<u>Cash flows from financing activities</u>		
Increase (decrease) in short-term debt	101,539	(205,401)
Increase (decrease) in long-term debt	48,779	108,963
Dividends paid to Panasonic Corporation stockholders	(58,339)	(58,327)
Dividends paid to non-controlling interests	(20,332)	(14,615)
(Increase) decrease in treasury stock	(43)	(41)
Other	(12,694)	(8,283)
Net cash provided by (used in) financing activities	58,910	(177,704)
Effect of exchange rate changes on cash and cash equivalents, and other	97,258	73,790
Net increase (decrease) in cash and cash equivalents	(387,351)	576,720
Cash and cash equivalents at beginning of period	1,593,224	1,016,504
Cash and cash equivalents at the end of the period	1,205,873	1,593,224

## **Notes to consolidated financial statements:**

### 1. Per share data (Years ended March 31)

	Fiscal 2022	Fiscal 2021
Net profit attributable to Panasonic Corporation stockholders (millions of yen)	255,334	165,077
Average common shares outstanding (number of shares)	2,333,538,585	2,333,127,719
Earnings per share attributable to Panasonic Corporation stockholders:		
Basic	109.41 yen	70.75 yen
Diluted	109.37 yen	70.72 yen

2. The Board of Directors of the Company resolved on May 31, 2021 the transition to a holding company system through absorption-type company split, which took effect on April 1, 2022 as well as entered into absorption-type company split agreements with each of nine succeeding companies.
3. The Company completed, on September 16, 2021 (in U.S. time), an additional acquisition of the remaining 80% of shares in Blue Yonder Holding, Inc. ("Blue Yonder"), which was a company under the equity method. Accordingly, with the 20% of shares the Company acquired in July 2020, the Company completed its acquisition of Blue Yonder. The consideration value related to the additional acquisition of 80% of shares including USD 1.42 billion of net interest-bearing debt of Blue Yonder amounted to USD 7.09 billion (777.8 billion yen). The total consideration value for acquiring all shares, by combining USD 0.81 billion (87.3 billion yen) for the 20% of shares that the Company acquired in July 2020 to the additional acquisition value, amounted to USD 7.9 billion (865.1 billion yen).  
Furthermore, upon its additional acquisition, the Company re-evaluated the value of the existing 20% of shares and recognized a gain of 58.3 billion yen in other income.
4. The Company issued a total of 400.0 billion yen of public offering of hybrid bonds (subordinated bonds) on October 14, 2021. Upon the above acquisition (please see Note 3. of "Note" section), the capital for the acquisition was funded by reserved cash and a bridge loan. All of the cash raised from the bonds were used to repay the bridge loan.
5. Assumption for going concern: None
6. Significant subsequent events: None
7. Number of consolidated subsidiaries as of March 31, 2022: 531  
Number of entities accounted for using the equity method as of March 31, 2022: 67

**Information by Segment**

Yen (billions)

	Fiscal 2022 ended March 31, 2022					Fiscal 2021 ended March 31, 2021		
	Sales	22/21	Operating Profit	% of Sales	22/21	Sales	Operating Profit (Loss)	% of Sales
Reportable Segments:		%		%	%			%
Lifestyle	3,647.6	103	113.6	3.1	68	3,548.9	166.9	4.7
Automotive	1,067.1	105	1.3	0.1	—	1,017.1	(11.8)	(1.2)
Connect	924.9	113	51.7	5.6	—	818.0	(20.0)	(2.4)
Industry	1,131.4	115	83.2	7.4	205	984.6	40.7	4.1
Energy	764.4	127	64.2	8.4	192	600.0	33.5	5.6
Subtotal	7,535.4	108	314.0	4.2	150	6,968.6	209.3	3.0
Other	1,048.8	107	17.7	1.7	198	975.9	9.0	0.9
Eliminations and adjustments	(1,195.4)	—	25.8	—	—	(1,245.7)	40.3	—
Total	7,388.8	110	357.5	4.8	138	6,698.8	258.6	3.9

Notes: 1. The Panasonic Group divides its reportable segments into the following five segments, "Lifestyle," "Automotive," "Connect," "Industry" and "Energy."

"Other" includes operating segments which are not included in the above mentioned reportable segments and other business activities, such as Entertainment & Communication, Housing and 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. The Company changed its reportable segments upon the reorganization of the group structure on October 1, 2021.

- "Lifestyle" is based on the previous segments of "Appliances" and "Life Solutions."
- "Automotive" is comprised of Automotive Solutions from the previous "Automotive" segment.
- "Connect" is transferred from the previous "Connected Solutions" segment.
- "Industry" is comprised of Electromechanical Control Business Division, Industrial Device Business Division, Device Solutions Business Division, and Electronic Materials Business Division from the previous "Industrial Solutions" segment.
- "Energy" is comprised of Automotive Batteries from the previous "Automotive" segment and Energy Solutions Business Division and Energy Device Business Division from the previous "Industrial Solutions" segment.
- The figures for segment information in fiscal 2021 and the first half of fiscal 2022 have been reclassified to conform to the presentation as of October 1, 2021.



**Supplemental Financial Data for Fiscal 2022, ended March 31, 2022**  
**[IFRS] (Consolidated)**

Note 1: Segments were changed with transition to new Group structure on October 1, 2021.

Note 2: The figures presented hereinafter may change in the course of the audit, which has not been completed.

Note 3: "Other" includes operating segments which are not included in the reportable segments and other business activities, such as Entertainment & Communication, Housing and sales of raw materials.

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

Note 5: Other income/loss = Other income (expenses) + Share of profit of investments accounted for using the equity method

Note 6: EBITDA : Total amount of Operating profit, Depreciation (Tangible assets including Property, plant and equipment/ Right-of-use assets) and Amortization (Intangible assets).

Adjusted with : - amount equivalent to depreciation corresponding to underlying assets that are applied with Lease accounting treatment as a lessor

- impact of temporary accounting treatment related to "re-evaluation of assets and debt" after Blue Yonder acquisition

Note 7: Fiscal 2022 refers to the year ended March 31, 2022.

**1. Fiscal 2022 Results**

Note: "Total" EBITDA include EBITDA of "Other" and "Eliminations and Adjustments".

**(1) Segment Information**

yen (billions)

		Fiscal 2021					Fiscal 2022				
		Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year
Lifestyle	Sales	770.7	898.4	982.5	897.3	3,548.9	917.7	860.5	959.4	910.0	3,647.6
	Adjusted operating profit	29.5	51.9	76.0	28.2	185.6	53.1	31.3	40.2	12.5	137.1
	Other income/loss	-1.9	-4.4	-1.6	-10.8	-18.7	-1.6	-15.5	-2.4	-4.0	-23.5
	Operating profit	27.6	47.5	74.4	17.4	166.9	51.5	15.8	37.8	8.5	113.6
	EBITDA	51.1	70.6	97.5	41.6	260.8	74.7	39.5	61.8	33.0	209.0
Automotive	Sales	153.0	271.0	301.8	291.3	1,017.1	260.6	239.1	275.2	292.2	1,067.1
	Adjusted operating profit	-21.0	7.4	-5.7	10.0	-9.3	2.1	-4.6	1.5	3.3	2.3
	Other income/loss	-1.0	-1.1	-2.0	1.6	-2.5	0.1	-2.2	0.4	0.7	-1.0
	Operating profit	-22.0	6.3	-7.7	11.6	-11.8	2.2	-6.8	1.9	4.0	1.3
	EBITDA	-9.4	18.5	5.4	24.5	39.0	14.4	7.5	15.3	19.8	57.0
Connect	Sales	185.2	191.1	199.8	241.9	818.0	208.5	217.0	222.6	276.8	924.9
	Adjusted operating profit	-16.5	-1.6	4.9	16.9	3.7	7.1	5.0	-6.8	9.5	14.8
	Other income/loss	0.5	0.4	-2.3	-22.3	-23.7	-6.9	47.0	-2.8	-0.4	36.9
	Operating profit	-16.0	-1.2	2.6	-5.4	-20.0	0.2	52.0	-9.6	9.1	51.7
	EBITDA	-8.0	6.7	10.6	2.9	12.2	7.8	60.8	13.7	30.0	112.3
Industry	Sales	230.5	236.1	258.7	259.3	984.6	286.3	271.3	283.0	290.8	1,131.4
	Adjusted operating profit	5.1	7.5	16.5	15.2	44.3	25.0	22.1	18.9	20.7	86.7
	Other income/loss	-0.6	-0.5	-3.1	0.6	-3.6	1.5	-2.6	0.4	-2.8	-3.5
	Operating profit	4.5	7.0	13.4	15.8	40.7	26.5	19.5	19.3	17.9	83.2
	EBITDA	17.3	19.4	25.8	28.1	90.6	39.3	32.4	32.4	31.5	135.6
Energy	Sales	118.4	161.6	165.9	154.1	600.0	186.1	187.6	194.3	196.4	764.4
	Adjusted operating profit	-3.5	11.2	16.3	13.8	37.8	18.7	18.2	18.2	13.1	68.2
	Other income/loss	-1.0	1.5	-4.3	-0.5	-4.3	-1.0	-0.3	-1.9	-0.8	-4.0
	Operating profit	-4.5	12.7	12.0	13.3	33.5	17.7	17.9	16.3	12.3	64.2
	EBITDA	8.8	26.3	24.9	26.8	86.8	30.9	31.7	30.6	27.3	120.5
Subtotal	Sales	1,457.8	1,758.2	1,908.7	1,843.9	6,968.6	1,859.2	1,775.5	1,934.5	1,966.2	7,535.4
	Adjusted operating profit	-6.4	76.4	108.0	84.1	262.1	106.0	72.0	72.0	59.1	309.1
	Other income/loss	-4.0	-4.1	-13.3	-31.4	-52.8	-7.9	26.4	-6.3	-7.3	4.9
	Operating profit	-10.4	72.3	94.7	52.7	209.3	98.1	98.4	65.7	51.8	314.0
	EBITDA	59.8	141.5	164.2	123.9	489.4	167.1	171.9	153.8	141.6	634.4
Other	Sales	190.7	230.7	247.9	306.6	975.9	230.5	239.4	262.3	316.6	1,048.8
	Adjusted operating profit	-6.2	5.0	13.3	6.8	18.9	4.9	5.0	6.7	12.4	29.0
	Other income/loss	-0.9	-0.6	-0.5	-7.9	-9.9	-0.2	-2.9	-2.1	-6.1	-11.3
	Operating profit	-7.1	4.4	12.8	-1.1	9.0	4.7	2.1	4.6	6.3	17.7
Eliminations and Adjustments	Sales	-256.6	-321.6	-342.5	-325.0	-1,245.7	-297.3	-273.7	-307.0	-317.4	-1,195.4
	Adjusted operating profit	6.7	13.6	21.5	-15.6	26.2	8.6	3.3	8.8	-1.1	19.6
	Other income/loss	14.6	2.5	1.2	-4.2	14.1	-7.0	-7.0	-6.1	26.3	6.2
	Operating profit	21.3	16.1	22.7	-19.8	40.3	1.6	-3.7	2.7	25.2	25.8
Total	Sales	1,391.9	1,667.3	1,814.1	1,825.5	6,698.8	1,792.4	1,741.2	1,889.8	1,965.4	7,388.8
	Adjusted operating profit	-5.9	95.0	142.8	75.3	307.2	119.5	80.3	87.5	70.4	357.7
	Other income/loss	9.7	-2.2	-12.6	-43.5	-48.6	-15.1	16.5	-14.5	12.9	-0.2
	Operating profit	3.8	92.8	130.2	31.8	258.6	104.4	96.8	73.0	83.3	357.5
	EBITDA	89.4	178.4	216.2	121.5	605.5	189.1	185.9	177.6	191.4	744.0

yen (billions)

			Fiscal 2021					Fiscal 2022				
			Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year
Lifestyle	Living Appliances and Solutions Company	Sales	198.3	238.8	263.8	211.2	912.1	227.3	225.4	274.0	221.5	948.2
		Adjusted operating profit	17.2	22.1	28.7	11.4	79.4	23.5	14.1	22.1	4.2	63.9
		Other income/loss	-0.5	0.0	0.0	0.6	0.1	0.1	-0.7	0.0	1.2	0.6
		Operating profit	16.7	22.1	28.7	12.0	79.5	23.6	13.4	22.1	5.4	64.5
		EBITDA	21.4	26.8	33.5	17.0	98.7	28.5	18.6	28.0	11.2	86.3
	Heating & Ventilation A/C Company	Sales	186.0	167.6	159.5	173.7	686.8	217.0	150.6	162.2	172.2	702.0
		Adjusted operating profit	16.1	11.3	10.5	7.7	45.6	21.7	2.3	-0.1	1.3	25.2
		Other income/loss	0.1	0.2	0.0	-0.7	-0.4	-1.3	-0.7	-0.6	-0.7	-3.3
		Operating profit	16.2	11.5	10.5	7.0	45.2	20.4	1.6	-0.7	0.6	21.9
		EBITDA	20.2	15.5	14.6	11.6	61.9	25.0	6.1	4.2	5.7	41.0
	Cold Chain Solutions Company	Sales	54.9	67.1	68.1	65.2	255.3	72.9	78.3	75.3	82.7	309.2
		Adjusted operating profit	-2.9	1.8	-0.1	-0.8	-2.0	1.2	1.3	-6.9	-3.2	-7.6
		Other income/loss	0.0	-0.2	0.0	-0.8	-1.0	-0.1	-0.8	-0.1	0.2	-0.8
		Operating profit	-2.9	1.6	-0.1	-1.6	-3.0	1.1	0.5	-7.0	-3.0	-8.4
		EBITDA	-1.0	3.6	1.8	0.3	4.7	3.0	2.4	-5.0	-0.9	-0.5
	Electric Works Company	Sales	208.7	243.2	262.6	269.5	984.0	230.6	246.6	265.8	273.6	1,016.6
		Adjusted operating profit	3.3	11.4	20.1	11.8	46.6	5.1	10.0	13.7	15.6	44.4
		Other income/loss	-2.7	-5.0	-1.3	-7.3	-16.3	-0.3	-6.9	0.3	-1.1	-8.0
		Operating profit	0.6	6.4	18.8	4.5	30.3	4.8	3.1	14.0	14.5	36.4
		EBITDA	8.4	14.1	26.5	12.7	61.7	12.0	10.2	21.0	21.5	64.7
China and Northeast Asia Company	Sales	186.0	171.1	183.8	159.6	700.5	229.2	200.9	219.3	183.0	832.4	
	Adjusted operating profit	13.9	9.9	12.2	1.0	37.0	12.5	7.9	3.2	-4.9	18.7	
	Other income/loss	0.4	0.4	0.5	-2.1	-0.8	-1.3	-4.0	-0.6	-3.1	-9.0	
	Operating profit	14.3	10.3	12.7	-1.1	36.2	11.2	3.9	2.6	-8.0	9.7	
	EBITDA	18.4	14.5	16.9	3.4	53.2	15.8	8.9	7.8	-2.5	30.0	

Note: 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) Sales by Voluntarily Disclosed Businesses\*

			Fiscal 2021					Fiscal 2022				
			Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year
Lifestyle	Living Appliances and Solutions Company	Kitchen Appliances	92.4	112.5	117.8	97.4	420.1	108.3	104.9	124.6	102.9	440.7
		Laundry Systems and Vacuum Cleaner	62.9	78.0	92.8	72.6	306.3	71.1	74.4	97.9	79.4	322.8
		Beauty and Personal Care	42.5	47.6	52.4	40.5	183.0	47.8	46.3	51.6	39.2	184.9
	Heating & Ventilation A/C Company	Heating and Cooling Solutions	145.8	120.4	103.6	125.4	495.2	170.1	107.8	113.4	129.0	520.3
		Ecology Systems	38.8	45.9	54.3	47.5	186.5	45.9	41.9	47.6	42.0	177.4
	Electric Works Company	Lighting	53.7	61.8	73.1	67.7	256.3	55.5	62.8	68.8	66.2	253.3
		Energy Systems	66.2	78.5	86.0	80.4	311.1	72.2	75.5	84.3	87.9	319.9
		Automotive	Automotive Cockpit Systems	58.1	107.2	122.5	118.3	406.1	102.1	93.9	109.1	117.6
	Connect	Automotive Electronics Systems	61.0	108.0	120.9	119.1	409.0	109.0	94.9	109.6	118.7	432.2
		Avionics	27.3	24.5	25.3	24.9	102.0	21.1	25.4	26.6	31.5	104.6
Process Automation		43.3	46.4	46.6	53.7	190.0	66.0	63.2	51.5	53.9	234.6	
Media Entertainment		17.9	21.3	22.2	25.6	87.0	24.1	28.8	27.0	27.1	107.0	
Mobile Solutions		49.3	47.7	47.5	52.3	196.8	47.5	41.3	43.1	60.5	192.4	
PSSJ		59.4	61.9	64.6	109.0	294.9	59.1	70.5	59.1	99.5	288.2	
Industry	Blue Yonder								25.4	28.3	53.7	
	Control Devices/FA Solutions	83.3	92.4	102.5	105.3	383.5	119.1	115.8	118.3	117.0	470.2	
Energy	Electronic Devices/Electronic Materials	78.1	76.3	84.0	88.3	326.8	96.5	97.3	101.0	99.7	394.5	
	In-vehicle	58.1	88.0	89.8	86.9	322.9	113.4	118.6	117.6	118.8	468.4	
Other	Industrial / Consumer	59.9	72.6	75.8	66.3	274.5	73.6	71.8	74.9	76.3	296.6	
	Entertainment & Communication	39.6	71.6	86.6	61.9	259.7	65.8	56.9	65.7	51.5	239.9	
	Housing	99.0	106.1	114.2	110.5	429.8	104.0	111.2	121.0	116.3	452.4	

\* Each Voluntarily Disclosed Business consists of the following Major Business Divisions.

		Businesses with Sales Disclosed	Major Business Divisions, etc.
Lifestyle	Living Appliances and Solutions	•Kitchen Appliances •Laundry Systems and Vacuum Cleaner •Beauty and Personal Care	: Kitchen Appliances BD : Laundry Systems and Vacuum Cleaner BD : Beauty and Personal Care BD
	Heating & Ventilation A/C	•Heating and Cooling Solutions •Ecology Systems	: Heating and Cooling Solutions BD : Panasonic Ecology Systems Co., Ltd.
	Cold Chain solutions	-	: Hussmann Corporation, Cold Chain BD
	Electric Works	•Lighting •Energy Systems •Other	: Lighting BD : Energy Systems BD : Smart Energy Systems BD
	China and Northeast Asia Company	-	: Smart Life Appliances BD, Building and Housing Solutions BD, Cold Chain (China) BD, Refrigeration and Air-Conditioning Devices BD, Taiwan BD
Automotive	•Automotive Cockpit Systems •Automotive Electronics Systems	: Infotainment Systems BD : HMI Systems BD, Automotive Systems BD, Ficoso International, S.A.	
Connect	•Avionics •Process Automation •Media Entertainment •Mobile Solutions •PSSJ •Blue Yonder	: Panasonic Avionics Corporation, Avionics BU : Process Automation BD : Media Entertainment BD : Mobile Solutions BD : Panasonic System Solutions Japan Co., Ltd. : Blue Yonder Holding, Inc.	
Industry	•Control Devices/FA Solutions •Electronic Devices/Electronic Materials	: Electromechanical Control BD, Industrial Devices BD : Device Solutions BD, Electronic Materials BD	
Energy	•In-vehicle •Industrial / Consumer	: Mobility Energy BD : Energy Devices BD, Energy Solutions BD	
Other	•Entertainment & Communication •Housing	: Entertainment & Communication BD : Housing Systems BD	

**(3) Capital Investment by Segment**

yen (billions)

	Fiscal 2021					Fiscal 2022				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year
Lifestyle	10.8	12.9	14.1	70.8	108.6	11.6	13.4	20.2	31.8	77.0
Automotive	2.9	3.8	4.3	6.6	17.6	3.8	6.5	9.4	7.6	27.3
Connect	3.8	3.1	2.8	4.0	13.7	2.3	3.8	4.2	6.7	17.0
Industry	6.4	7.0	10.0	17.6	41.0	11.8	12.4	11.5	21.2	56.9
Energy	3.1	3.5	9.9	12.0	28.5	8.1	9.5	7.2	11.3	36.1
Subtotal	27.0	30.3	41.1	111.0	209.4	37.6	45.6	52.5	78.6	214.3
Other/Eliminations and Adjustments	5.1	7.4	3.1	6.0	21.6	4.3	4.4	5.7	8.4	22.8
Total	32.1	37.7	44.2	117.0	231.0	41.9	50.0	58.2	87.0	237.1

Note: These figures are calculated on an accrual basis.

**(4) Depreciation of PP&E by Segment**

yen (billions)

	Fiscal 2021					Fiscal 2022				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year
Lifestyle	15.0	14.7	14.9	15.8	60.4	15.2	15.6	15.8	16.4	63.0
Automotive	5.5	5.8	5.7	6.2	23.2	5.7	5.9	6.0	6.6	24.2
Connect	4.2	4.3	4.3	4.4	17.2	3.8	3.9	4.1	4.1	15.9
Industry	11.0	10.8	10.8	11.0	43.6	11.2	11.4	11.6	12.0	46.2
Energy	5.6	5.4	5.4	5.2	21.6	5.1	4.9	4.9	4.9	19.8
Subtotal	41.3	41.0	41.1	42.6	166.0	41.0	41.7	42.4	44.0	169.1
Other/Eliminations and Adjustments	2.9	2.8	2.8	4.9	13.4	2.4	2.3	2.9	4.2	11.8
Total	44.2	43.8	43.9	47.5	179.4	43.4	44.0	45.3	48.2	180.9

**(5) Total of Amortization of Intangible Assets and Depreciation of Right-of-use Assets by Segment**

yen (billions)

	Fiscal 2021					Fiscal 2022				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year
Lifestyle	8.5	8.4	8.2	8.4	33.5	8.0	8.1	8.2	8.1	32.4
Automotive	7.1	6.4	7.4	6.7	27.6	6.5	8.4	7.4	9.2	31.5
Connect	3.8	3.6	3.7	3.9	15.0	3.8	4.9	11.2	11.5	31.4
Industry	1.8	1.6	1.6	1.3	6.3	1.6	1.5	1.5	1.6	6.2
Energy	0.5	0.6	0.4	0.7	2.2	0.4	0.6	0.6	0.6	2.2
Subtotal	21.7	20.6	21.3	21.0	84.6	20.3	23.5	28.9	31.0	103.7
Other/Eliminations and Adjustments	12.5	13.6	13.7	13.6	53.4	13.3	13.4	13.5	14.4	54.6
Total	34.2	34.2	35.0	34.6	138.0	33.6	36.9	42.4	45.4	158.3

## 2. Fiscal 2023 Forecast

Note1: In "Segment Information" and "Voluntary Disclosed Business Segmentation, the figures for fiscal 2022 have been reclassified in conformity with the business segmentation for fiscal 2023.

Note2: "Total" EBITDA include EBITDA of "Other / Eliminations and Adjustments."

Note3: Management accounting adjustments to sales price, which had been included in "Eliminations and adjustments", are included in each segment from fiscal 2023. (Accordingly, the results for fiscal 2022 have been reclassified in conformity with this change.)

### (1) Segment Information

		Fiscal 2022					Fiscal 2023					yen (billions)
		Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year	
Lifestyle	Sales	781.7	742.9	820.2	820.8	3,165.6					3,232.0	
	Adjusted operating profit	46.7	29.7	35.7	19.4	131.5					135.0	
	Other income/loss	-1.6	-15.4	-2.3	-4.0	-23.3					-11.0	
	Operating profit	45.1	14.3	33.4	15.4	108.2					124.0	
	EBITDA	68.2	37.8	57.4	40.9	204.3					228.0	
Automotive	Sales	259.0	237.9	273.5	292.4	1,062.8					1,270.0	
	Adjusted operating profit	2.1	-4.6	1.5	3.4	2.4					18.0	
	Other income/loss	0.1	-2.2	0.4	0.7	-1.0					0.0	
	Operating profit	2.2	-6.8	1.9	4.1	1.4					18.0	
	EBITDA	14.4	7.5	15.3	19.9	57.1					77.0	
Connect	Sales	207.2	216.0	221.8	277.7	922.7					1,090.0	
	Adjusted operating profit	7.1	5.3	-6.6	9.9	15.7					38.0	
	Other income/loss	-7.0	47.1	-2.8	-0.2	37.1					-1.0	
	Operating profit	0.1	52.4	-9.4	9.7	52.8					37.0	
	EBITDA	7.8	61.2	14.0	30.8	113.8					100.0	
Industry	Sales	284.1	272.0	282.1	289.9	1,128.1					1,120.0	
	Adjusted operating profit	25.0	22.1	18.9	20.7	86.7					96.0	
	Other income/loss	1.5	-2.6	0.4	-2.8	-3.5					-6.0	
	Operating profit	26.5	19.5	19.3	17.9	83.2					90.0	
	EBITDA	39.3	32.5	32.4	31.4	135.6					151.0	
Energy	Sales	188.0	189.6	196.9	198.3	772.8					848.0	
	Adjusted operating profit	19.6	19.1	19.3	12.8	70.8					55.0	
	Other income/loss	-1.0	-0.3	-1.9	-0.8	-4.0					-3.0	
	Operating profit	18.6	18.8	17.4	12.0	66.8					52.0	
	EBITDA	32.0	32.4	31.8	26.8	123.0					112.0	
Subtotal	Sales	1,720.0	1,658.4	1,794.5	1,879.1	7,052.0					7,560.0	
	Adjusted operating profit	100.5	71.6	68.8	66.2	307.1					342.0	
	Other income/loss	-8.0	26.6	-6.2	-7.1	5.3					-21.0	
	Operating profit	92.5	98.2	62.6	59.1	312.4					321.0	
	EBITDA	161.7	171.4	150.9	149.8	633.8					668.0	
Other/Eliminations and Adjustments	Sales	72.4	82.8	95.3	86.3	336.8					340.0	
	Adjusted operating profit	19.0	8.7	18.7	4.2	50.6					38.0	
	Other income/loss	-7.1	-10.1	-8.3	20.0	-5.5					1.0	
	Operating profit	11.9	-1.4	10.4	24.2	45.1					39.0	
Total	Sales	1,792.4	1,741.2	1,889.8	1,965.4	7,388.8					7,900.0	
	Adjusted operating profit	119.5	80.3	87.5	70.4	357.7					380.0	
	Other income/loss	-15.1	16.5	-14.5	12.9	-0.2					-20.0	
	Operating profit	104.4	96.8	73.0	83.3	357.5					360.0	
	EBITDA	189.1	185.9	177.6	191.4	744.0					790.0	

			Fiscal 2022					Fiscal 2023				
			Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year
Lifestyle	Living Appliances and Solutions Company	Sales	193.5	192.8	235.6	218.0	839.9					880.0
		Adjusted operating profit	18.2	11.6	23.3	10.2	63.3					65.5
		Other income/loss	0.2	-0.7	0.0	1.1	0.6					0.5
		Operating profit	18.4	10.9	23.3	11.3	63.9					66.0
		EBITDA	22.8	15.6	28.7	17.7	84.8					90.0
	Heating & Ventilation A/C Company	Sales	205.8	145.6	163.1	166.3	680.8					725.0
		Adjusted operating profit	17.8	2.8	1.5	-0.6	21.5					22.0
		Other income/loss	-1.3	-0.8	-0.5	-0.8	-3.4					-1.1
		Operating profit	16.5	2.0	1.0	-1.4	18.1					20.9
		EBITDA	20.8	6.2	5.4	3.4	35.8					40.0
	Cold Chain Solutions Company	Sales	72.9	78.3	75.3	82.6	309.1					315.0
		Adjusted operating profit	1.2	1.3	-6.9	-3.2	-7.6					-3.2
		Other income/loss	-0.1	-0.8	-0.1	0.2	-0.8					-0.2
		Operating profit	1.1	0.5	-7.0	-3.0	-8.4					-3.4
		EBITDA	3.0	2.4	-5.0	-0.9	-0.5					4.8
	Electric Works Company	Sales	204.2	218.4	234.4	247.7	904.7					950.0
		Adjusted operating profit	5.4	9.7	13.4	16.4	44.9					50.0
		Other income/loss	-0.3	-6.9	0.4	-1.0	-7.8					-8.5
		Operating profit	5.1	2.8	13.8	15.4	37.1					41.5
		EBITDA	12.2	10.0	20.8	22.5	65.5					70.0
	China and Northeast Asia Company	Sales	225.1	196.5	214.2	178.4	814.2					849.5
		Adjusted operating profit	12.1	7.5	2.4	-4.4	17.6					24.4
		Other income/loss	-1.3	-3.9	-0.6	-3.1	-8.9					-0.4
		Operating profit	10.8	3.6	1.8	-7.5	8.7					24.0
EBITDA		15.3	8.5	7.0	-2.3	28.5					46.4	

Note: 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) Sales by Voluntarily Disclosed Businesses\*

			Fiscal 2022					Fiscal 2023				
			Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year
Lifestyle	Living Appliances and Solutions Company	Kitchen Appliances	93.2	91.8	108.5	92.9	386.4					
		Laundry Systems and Vacuum Cleaner	62.7	65.0	85.1	62.7	275.5					
		Beauty and Personal Care	37.7	36.1	42.0	33.0	148.8					
	Heating & Ventilation A/C Company	Heating and Cooling Solutions	149.9	97.0	105.1	116.5	468.5					
		Ecology Systems	55.0	47.9	57.0	48.4	208.3					
	Electric Works Company	Lighting	57.5	64.8	71.3	68.3	261.9					
		Energy Systems	71.8	75.2	83.8	87.2	318.0					
	Automotive	Automotive Cockpit Systems	102.2	93.9	109.0	117.6	422.7					
		Automotive Electronics Systems	108.6	94.6	109.1	120.2	432.5					
	Connect	Avionics	21.0	25.4	26.6	31.6	104.6					
Process Automation		65.9	63.0	50.9	53.6	233.4						
Media Entertainment		23.3	27.8	26.3	26.3	103.7						
Mobile Solutions		46.2	40.0	41.6	58.9	186.7						
PSSJ		58.7	70.3	59.2	99.1	287.3						
Industry	Control Devices	57.0	56.4	62.2	63.2	238.8						
	FA Solutions	37.3	34.8	33.3	33.4	138.8						
	Electronic Devices	84.4	84.8	84.7	84.8	338.7						
	Electronic Materials	36.9	37.7	38.0	38.9	151.5						
Energy	In-vehicle	113.4	118.6	117.6	118.8	468.4						
	Industrial / Consumer	75.5	73.7	77.6	78.1	304.9						
Other	Entertainment & Communication	72.2	68.5	72.7	66.9	280.3						
	Housing	104.3	111.4	121.2	116.4	453.3						

\* Each Voluntarily Disclosed Business consists of the following Major Business Divisions.

		Businesses with Sales Disclosed	Major Business Divisions, etc.
Lifestyle (Panasonic Corporation)	Living Appliances and Solutions	•Kitchen Appliances •Laundry Systems and Vacuum Cleaner •Beauty and Personal Care	: Kitchen Appliances BD : Laundry Systems and Vacuum Cleaner BD : Beauty and Personal Care BD
	Heating & Ventilation A/C	•Heating and Cooling Solutions •Ecology Systems	: Heating and Cooling Solutions BD : Panasonic Ecology Systems Co., Ltd.
	Cold Chain solutions	—	: Hussmann Corporation, Cold Chain BD
	Electric Works	•Lighting •Energy Systems •Other	: Lighting BD : Energy Systems BD : Smart Energy Systems BD
	China and Northeast Asia Company	—	: Smart Life Appliances BD, Building and Housing Solutions BD, Cold Chain (China) BD, Refrigeration and Air-Conditioning Devices BD, Taiwan BD
Automotive (Panasonic Automotive Systems Co., Ltd.)	•Automotive Cockpit Systems •Automotive Electronics Systems	: Infotainment Systems BD : HMI Systems BD, Automotive Systems BD, Ficoso International, S.A.	
Connect (Panasonic Connect Co., Ltd.)	•Avionics •Process Automation •Media Entertainment •Mobile Solutions •Gemba Solutions •Blue Yonder	: Panasonic Avionics Corporation, Avionics BU : Process Automation BD : Media Entertainment BD : Mobile Solutions BD : Gemba Solutions Company : Blue Yonder Holding, Inc.	
Industry (Panasonic Industry Co., Ltd.)	•Control Devices •FA Solutions •Electronic Devices •Electronic Materials	: Electromechanical Control BD, Industrial Devices BD : Industrial Devices BD : Electromechanical Control BD, Device Solutions BD : Electronic Materials BD	
Energy (Panasonic Energy Co., Ltd.)	•In-vehicle •Industrial / Consumer	: Mobility Energy BD : Energy Devices BD, Energy Solutions BD	
Other	•Entertainment & Communication •Housing	: Panasonic Entertainment & Communication Co., Ltd. : Panasonic Housing Solutions Co., Ltd.	

**(3) Capital Investment by Segment**

yen (billions)

	Fiscal 2022					Fiscal 2023				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year Forecasts
Lifestyle	11.6	13.3	20.3	33.6	78.8					107.0
Automotive	3.8	6.5	9.4	7.6	27.3					28.0
Connect	2.2	3.9	4.3	6.8	17.2					20.0
Industry	11.8	12.5	11.5	21.1	56.9					59.0
Energy	8.1	9.5	7.2	11.3	36.1					97.0
Subtotal	37.5	45.7	52.7	80.4	216.3					311.0
Other/Eliminations and Adjustments	4.4	4.3	5.5	6.6	20.8					34.0
Total	41.9	50.0	58.2	87.0	237.1					345.0

Note: These figures are calculated on an accrual basis.

**(4) Depreciation of PP&E by Segment**

yen (billions)

	Fiscal 2022					Fiscal 2023				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year Forecasts
Lifestyle	15.2	15.6	15.8	17.4	64.0					72.0
Automotive	5.7	5.8	6.1	6.7	24.3					28.0
Connect	3.8	4.0	4.1	4.2	16.1					17.0
Industry	11.2	11.4	11.6	12.0	46.2					54.0
Energy	5.0	4.9	4.9	5.0	19.8					23.0
Subtotal	40.9	41.7	42.5	45.3	170.4					194.0
Other/Eliminations and Adjustments	2.5	2.3	2.8	2.9	10.5					26.0
Total	43.4	44.0	45.3	48.2	180.9					220.0

**(5) Total of Amortization of Intangible Assets and Depreciation of Right-of-use Assets by Segment**

yen (billions)

	Fiscal 2022					Fiscal 2023				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year Forecasts
Lifestyle	7.9	7.9	8.2	8.1	32.1					32.0
Automotive	6.5	8.5	7.3	9.1	31.4					31.0
Connect	3.9	4.8	11.3	11.6	31.6					42.0
Industry	1.6	1.6	1.5	1.5	6.2					7.0
Energy	0.7	0.4	0.7	0.3	2.1					2.0
Subtotal	20.6	23.2	29.0	30.6	103.4					114.0
Other/Eliminations and Adjustments	13.0	13.6	13.5	14.8	54.9					57.0
Total	33.6	36.8	42.5	45.4	158.3					171.0

### 3. Other

#### (1) Sales by Region

yen (billions)

	Fiscal 2021					Fiscal 2022				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year
Japan	659.3	752.8	823.1	878.1	3,113.3	766.9	745.1	790.6	886.9	3,189.5
Local currency basis YoY	75%	77%	91%	103%	86%	116%	99%	96%	101%	102%
North and South America	212.6	304.3	312.0	288.2	1,117.1	320.4	339.6	358.6	363.5	1,382.1
Local currency basis YoY	61%	86%	89%	85%	80%	147%	107%	106%	115%	117%
Europe	111.0	164.5	195.2	191.3	662.0	177.6	159.0	194.6	205.3	736.5
Local currency basis YoY	64%	92%	98%	106%	90%	145%	93%	96%	106%	106%
Asia	198.9	230.7	252.0	262.1	943.7	270.4	234.0	295.1	291.5	1,091.0
Local currency basis YoY	78%	100%	105%	116%	99%	129%	97%	110%	105%	109%
China	210.1	215.0	231.8	205.8	862.7	257.1	263.5	250.9	218.2	989.7
Local currency basis YoY	104%	102%	114%	149%	114%	111%	112%	97%	97%	104%
Total	1,391.9	1,667.3	1,814.1	1,825.5	6,698.8	1,792.4	1,741.2	1,889.8	1,965.4	7,388.8
Local currency basis YoY	75%	85%	96%	105%	90%	124%	101%	100%	104%	106%

#### (2) R&D Expenditures

yen (billions)

	Fiscal 2021					Fiscal 2022					Fiscal 2023				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year Forecasts
R&D Expenditures	103.9	106.0	97.5	112.4	419.8	97.4	103.5	110.3	108.6	419.8					440.0

#### (3) Foreign Currency Exchange Rates

	Fiscal 2021					Fiscal 2022					Fiscal 2022				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year Forecasts
U.S. Dollars	¥108	¥106	¥105	¥106	¥106	¥109	¥110	¥114	¥116	¥112					¥115
Euro	¥118	¥124	¥125	¥128	¥124	¥132	¥130	¥130	¥130	¥131					¥130
Renminbi	¥15.2	¥15.4	¥15.8	¥16.4	¥15.7	¥17.0	¥17.0	¥17.8	¥18.3	¥17.5					¥19.0

Note: Average rate

#### (4) Foreign Exchange Sensitivity

yen (billions)

	Operating profit
U.S. Dollars	-0.8
Euro	-0.9
Renminbi	+3.9

Note: Impacts on the operation profit forecast for fiscal 2023 (on a full year basis) as a result of the Yen's appreciation by one yen. Those figures are prepared and disclosed by the Company voluntarily for reference purposes only.

#### (5) Cash Flows

yen (billions)

	Fiscal 2021					Fiscal 2022					Fiscal 2023				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year
Cash flows from operating activities	-98.3	174.3	254.1	173.9	504.0	130.1	-88.5	62.3	148.7	252.6					
Cash flows from investing activities	44.1	-16.2	-46.1	194.8	176.6	-59.0	-643.8	-58.0	-35.3	-796.1					
Free Cash Flow	-54.2	158.1	208.0	368.7	680.6	71.1	-732.3	4.3	113.4	-543.5					

	2020				2021				2022				2023
	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 <sup>Note</sup>	1,051.8	1,097.4	1,271.4	1,403.9	1,641.9	1,668.5	1,013.9	931.1	1,248.3				
Interest-bearing Debt	1,471.3	1,648.4	1,669.2	1,626.1	1,447.4	1,456.1	1,750.4	1,686.1	1,897.3				
(Lease liabilities)	266.9	266.1	265.4	252.8	257.9	261.9	258.8	252.1	266.7				
Net Cash	-419.5	-551.0	-397.8	-222.2	194.5	212.4	-736.5	-755.0	-649.0				

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

#### (6) Number of Employees

(persons)

	2020				2021				2022				2023
	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	98,064	96,875	94,299	93,615	92,733	93,151	92,379	89,627	88,603				
Overseas	161,321	152,474	152,213	151,931	150,807	147,051	152,100	151,159	151,595				
Total	259,385	249,349	246,512	245,546	243,540	240,202	244,479	240,786	240,198				

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