Measures Taken So Far

<table>
<thead>
<tr>
<th>FY2013</th>
<th>Reorganized ‘corporate structure’</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Head Office reform, introduction of Business Divisions &amp; Divisional Companies</td>
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<tr>
<td></td>
<td>Unprofitable businesses</td>
</tr>
<tr>
<td></td>
<td>Set guidelines for major unprofitable businesses &amp; reform</td>
</tr>
<tr>
<td></td>
<td>Reviewed transferring businesses / growth strategy</td>
</tr>
<tr>
<td></td>
<td>Formulated and started new mid-term plan ‘CV2015’</td>
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<tr>
<td></td>
<td>Escaping from financial crisis</td>
</tr>
<tr>
<td></td>
<td>Group-wide activity to generate cash</td>
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</tbody>
</table>

Notes: 1. This is an English translation from the original presentation in Japanese. 2. In this presentation, “fiscal 2014” or “FY2014” refers to the year ending March 31, 2014.
Introduce Business Division System
(Effective April 1)

Each business division has responsibility for
- global R&D, production and sales
- sustainable increase in cash and profit

4 Divisional Companies support Business Divisions

<table>
<thead>
<tr>
<th>AP</th>
<th>Appliances</th>
<th>ES</th>
<th>Eco Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>AVC</td>
<td>AVC Networks</td>
<td>AIS</td>
<td>Automotive &amp; Industrial Systems</td>
</tr>
</tbody>
</table>

* as of April 2013

Roadmap toward FY2016
(yen: billions)

- Operating profit: 250 to 350 billion yen
- Net income attributable to Panasonic Corporation: 50 billion yen
- Resumption of dividend

Each BD: Improve profitability towards 5%

FCF: ≥ 600 billion yen (accumulating total in FY14-16)

Upward Revision
Complete in 2 years
Eliminate unprofitable businesses Restructuring
**Action Items in ‘CV2015’**

**FY14 2H**

As soon as possible eliminate unprofitable businesses → Restructure unprofitable businesses

Simultaneously concrete plan for future → Develop strategy for future growth

---

**Eliminate Unprofitable Businesses**

FY14-16 Operating loss: improve 130 billion yen

| TV/Panel          | - Termination of PDP business
|                  | - TV business reform in US and China
| Semiconductor     | - Shift application usage to automotive/industrial areas
|                  | - Promote asset compression
| Mobile phone      | - Discontinue BtO smartphone development
|                  | - Shift technology resources to other areas
| Circuit board     | - Termination of the ALIVH*¹ and ISB² businesses
| Optical drive/pickup | - Complete domestic integration
|                  | - Expand OEM

*¹: Any Layer Interstitial Via Hole  *²: Integrated System in Board

Take measures against new challenges (Air conditioner, DSC)
TV/Panel

PDP business
FY14 Operating loss: 20 bil. yen
Discontinue panel production
at end of December 2013
Exit business by March 2014

US/China business
FY14 Operating loss: 8 bil. yen
US/China: Narrow down sales channels
US: Introduce ‘factory direct’
business model
Largely reduce operation cost

Expect to return to black in FY16

Notes 1*: Forecast for Panasonic Plasma Display
2*: Forecast for local production and sales consolidation basis

Action Items in ‘CV2015’

As soon as possible
eliminate unprofitable businesses

Simultaneously
concrete plan for future

Restructure
unprofitable businesses

Develop strategy for
future growth

FY14 2H
Panasonic in Future
Offer ‘better life’ to customers, partnering with ‘industry’

Automotive: 2 Trillion Yen Business
Expand business with computerization and electrification
AIS* leading strategic planning

Expand sales more than 10 times per car

Unconventional measure
M&A/business alliance in safety/security area

Business expansion
- Electrification (battery)
- Computerization (sensor, camera, display)
- Business as ‘Tier 1’

(yen: trillions)

Note*: Automotive & Industrial Systems Company
Automotive Battery: CAPEX

Receive orders from 5 auto manufacturers for more than 10 models

For Tesla Motors: Supply 2 billion cells in 2014-17

CAPEX
Business plan: 13 bil. yen (as of March 2013)
Additional: 18 bil. yen

Utilize existing/unused facilities
Expand business with partners

Housing: 2 Trillion Yen Business

More business opportunity with ‘energy revolution’
ES* leading strategic planning

Unconventional measure
M&A/business alliance in new area and overseas sales channel
Business expansion
- HEMS
- Home remodeling
- Asia, China, India

Double sales per house

Note*: Eco Solutions Company
HEMS

- Power conditioner
- AISEG
- Smart meter
- Charge for EV
- Energy
- Creation-storage

FY14 1H Sales: 29 bil. yen (+11% vs FY13)

Smart power distribution board will be introduced in 2014

‘Smart house’

- Developed through our integrated strength

FY14 1H 500 houses (FY14 full year forecast: ≧1,000 houses)

Buyout ViKO: Turkish Wiring Device Maker

- High market share in Middle East, CIS
- No. 1 market share in Asia

Towards global No.1 market share

- FY14 Sales forecast: 15 bil. yen
- Employees: approx. 700
- Business: in 79 countries
- Purchase price: 46 bil. yen (Acquire 90% shares)

Accelerate business expansion through new sales channels
Towards 2018

(yen: trillions)

Sales 7.3

Operating Profit Margin 5%

FY13

1.0

1.1

1.9

FY16(e)

2.0

2.0

FY19(e)

2.0

2.0

BtoB (excl. housing/auto)

Auto

Housing

Consumer electronics

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