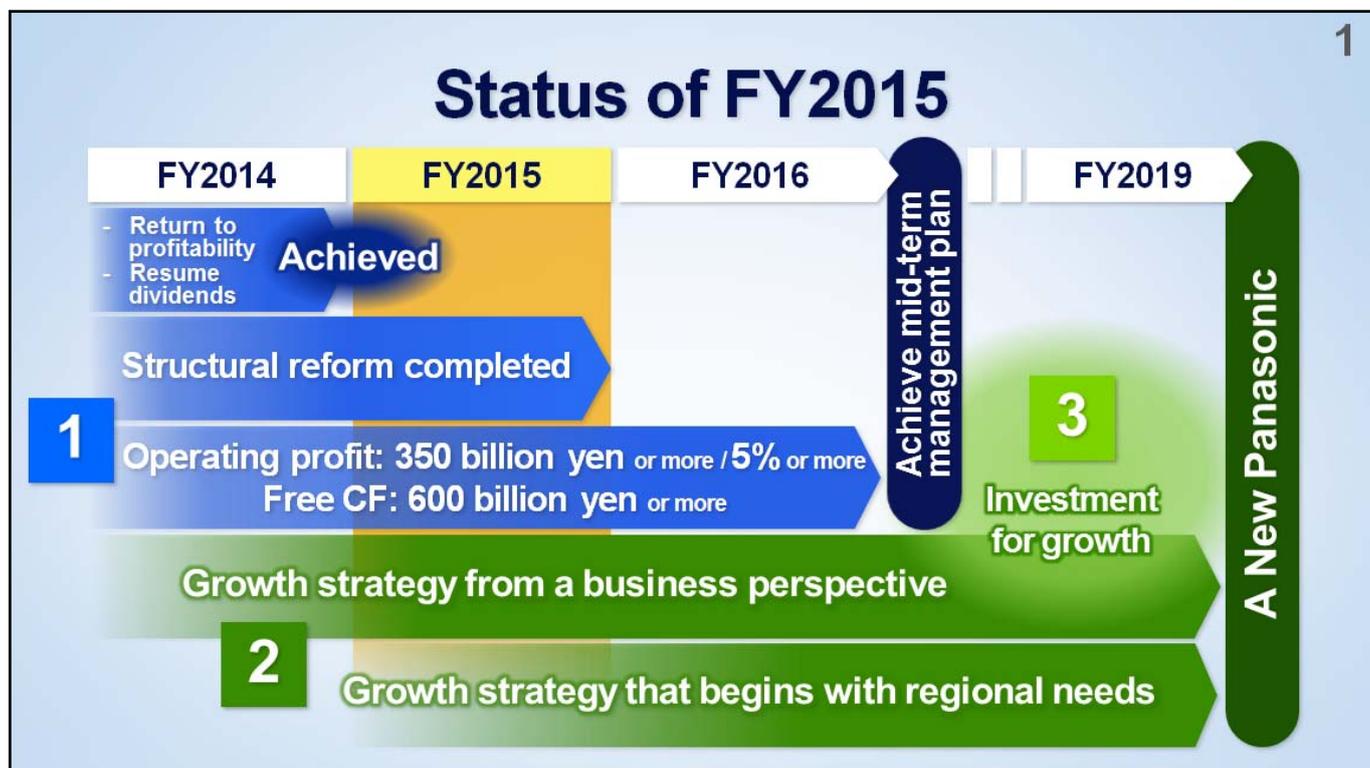


# Progress of Mid-term Management Plan & Growth Strategy

October 31, 2014

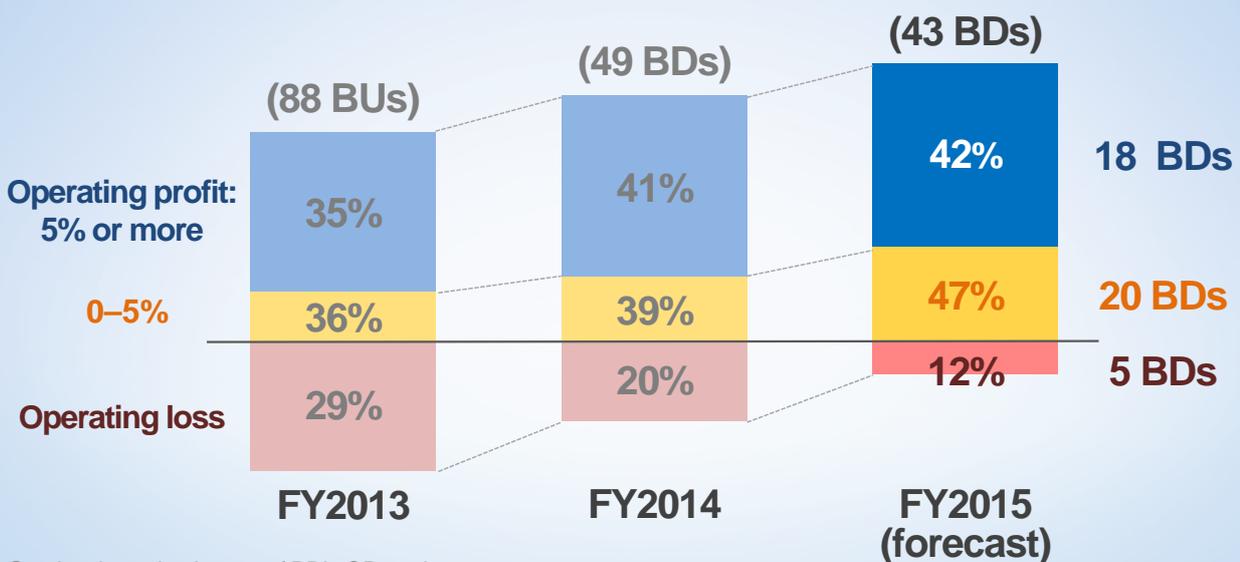
Panasonic Corporation



# 1 Achieve mid-term plan 1 year ahead of schedule

(yen: billions)	FY2014 results	FY2015 forecast	One year ahead	FY2016 (Mid-term plan)
Operating profit	305.1	350	←	350 or more
(%)	3.9%	4.5%		5.0% or more
Accumulated free CF	594.1	2-year total 800 or more	←	3-year total 600 or more

# 1 Business divisions' profitability: *improving*



❖ Graphs show simple sum of BD's OP, and % on each graph shows composition ratio based on the number of BDs & BUs

2

# Concentrating resources in key areas

	Japan	Europe & Americas	Strategic Regions
Consumer electronics			(A)
Housing	(O)		(B)
Automotive	(O)	(C)	
B2B solutions	(D)	(O)	(O)
Devices			

❖ Examples of initiatives taken in A, B, C and D introduced later

**A** CE x Strategic Regions

# Develop competitive products in Asia

**Strengthen high-end category**  
(from fall of 2014)



- Introduce premium models (some made in Japan)
- Do marketing to inspire consumers "yearning"

About 40 models

Strengthen market competitiveness & brand capability

**Locally self-sustaining management**  
(from April 2015)

**AP Asia**

- Marketing Division
- ODM Division
- Asia Business Unit**  
Air conditioners, refrigerators, washing machines, TVs

400 people working on development

Development in Asia: locally oriented products  
ODM: supplement the lineup quickly

**B** Housing x Strategic Regions

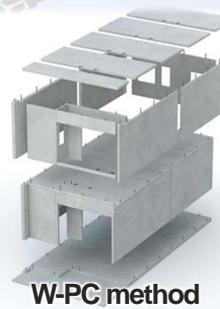
# Fully enter ASEAN market

**Develop Smart Cities**

**Supply locally oriented houses**



Kuantan (Malaysia)



W-PC method

**Competitive prices**

**Insulation  
Ventilation  
Waterproofing**

**Halved lead-time**



**Set up ASEAN Housing Business HQ in April 2015**

**C** Automotive x Europe/Americas

# Lead innovation with partners

**Tesla Motors**

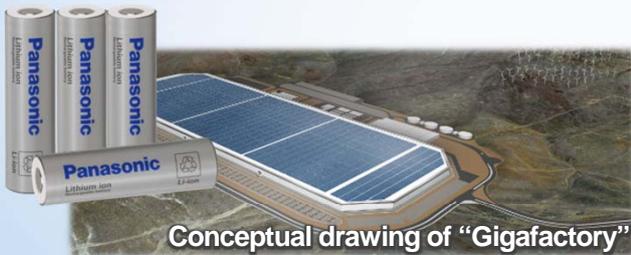
**Ficosa International S.A.**

**Established Li-ion battery production company at "Gigafactory" in US**

(October 2014)

**Build a capital & business alliance for electronic mirror business**

(Target: by end of FY2015)



Conceptual drawing of "Gigafactory"



# Tokyo Olympics and Paralympics

**Signed for Official Worldwide Paralympic Partnership (October 2014)**



**Sponsor categories**



❖ Home appliances and power assisted bicycles will be added in 2017.  
❖ Welfare devices, including "The Shower," are for Paralympics only.

## Offering "future living"



**3**

## Strengthen strategic growth investments



# Panasonic

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