

# Fiscal 2015 Third Quarter and Nine-month Financial Results

February 3, 2015  
Panasonic Corporation

*Notes: 1. This is an English translation from the original presentation in Japanese.  
2. In this presentation, "fiscal 2015" or "FY2015" refers to the year ending March 31, 2015.  
In addition, "fiscal 2015 nine-month" or "FY15 9M" refer to the period from April to December 2014.*

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## Contents

- ✓ Sales: Decreased in real terms excluding the effect of exchange rates. However, sales in automotive- and housing-related businesses remained strong.
- ✓ OP : Secured at the same level as last year (OP margin 5.7%) as profitability in challenging businesses steadily improved.

## FY15 3Q Results (Oct. to Dec.)

(yen: billions)

		FY15 3Q	FY14 3Q	vs. FY14 3Q/ difference	
Sales	Domestic	927.7	970.3	-4%	
	Overseas	1,068.7	1,003.2	+7%	(-3%)*
		1,996.4	1,973.5	+1%	(-4%)* +22.9
Operating profit		113.3 (5.7%)	116.6 (5.9%)	-3%	-3.3
Pre-tax income		86.2 (4.3%)	99.6 (5.0%)	-14%	-13.4
Net income **		59.5 (3.0%)	73.7 (3.7%)	-19%	-14.2

Exchange rates	1 US dollar	115 yen	100 yen
	1 Euro	143 yen	137 yen
	1 Renminbi	18.62 yen	16.52 yen

\* Local currency basis excluding the effects of exchange rates (unreviewed)

\*\* Net income attributable to Panasonic Corporation

## FY15 9M Results (Apr. to Dec.)

(yen: billions)

		FY15 9M	FY14 9M	vs. FY14 9M/ difference	
Sales	Domestic	2,677.6	2,757.6	-3%	
	Overseas	3,041.7	2,922.2	+4%	(-1%)*
		5,719.3	5,679.8	+1%	(-2%)* +39.5
Operating profit		290.3 (5.1%)	263.2 (4.6%)	+10%	+27.1
Pre-tax income		208.1 (3.6%)	307.0 (5.4%)	-32%	-98.9
Net income **		140.4 (2.5%)	243.0 (4.3%)	-42%	-102.6

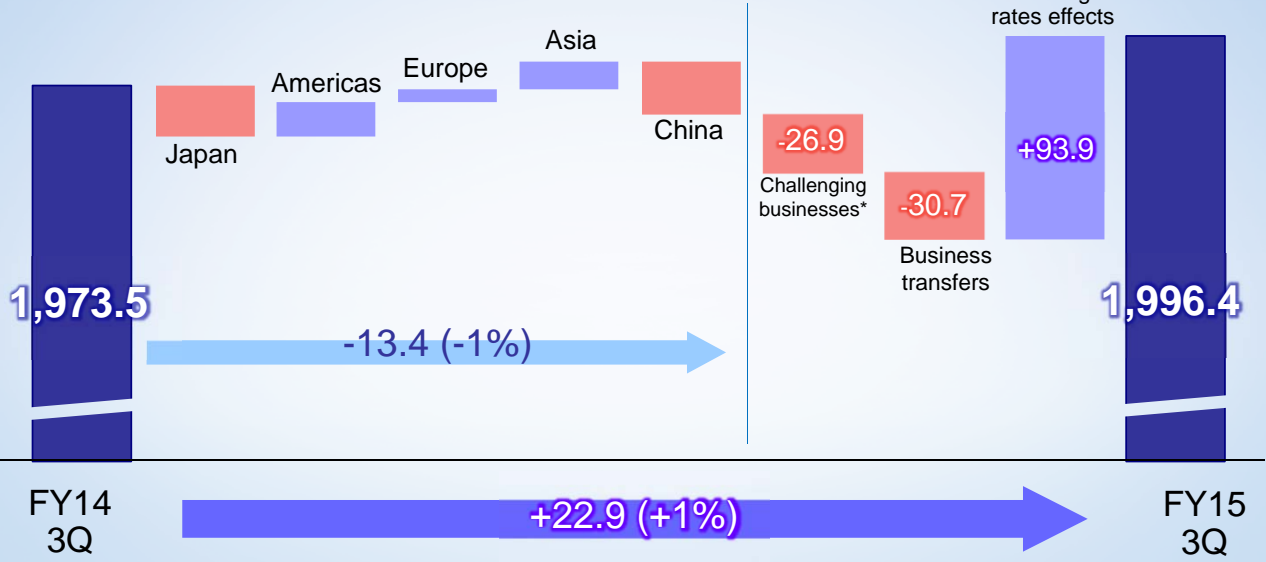
Exchange rates	1 US dollar	107 yen	99 yen
	1 Euro	140 yen	132 yen
	1 Renminbi	17.29 yen	16.25 yen

\* Local currency basis excluding the effects of exchange rates (unreviewed)

\*\* Net income attributable to Panasonic Corporation

### FY15 3Q Sales Analysis by Region (vs. FY14 3Q)

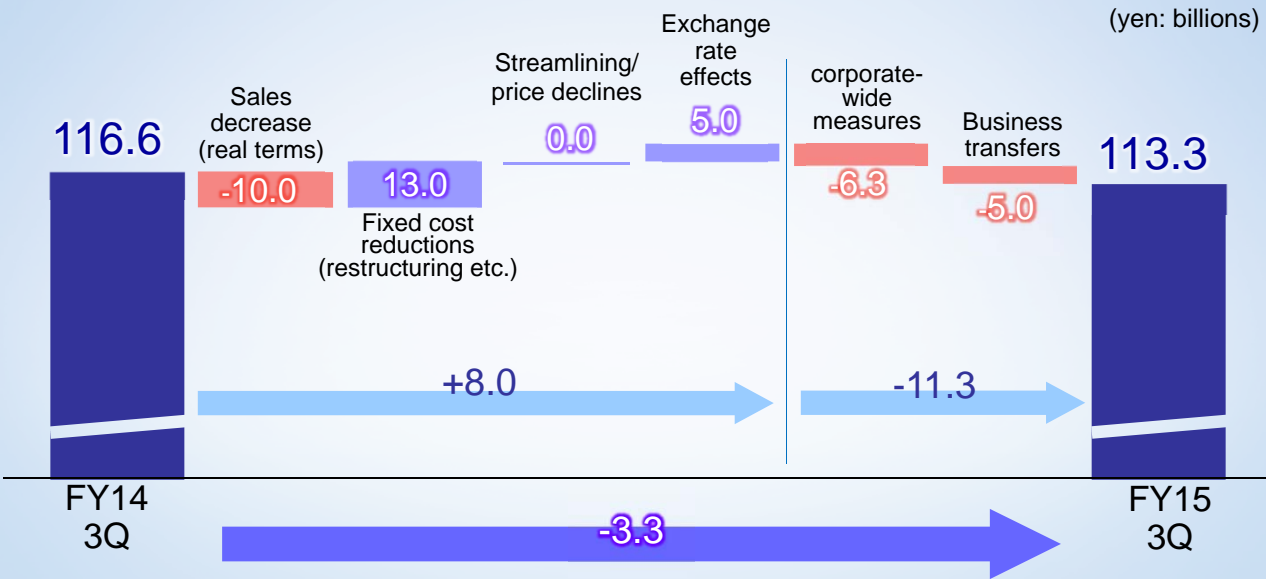
(yen: billions)



\* TV/ Plasma panels, Semiconductors, Circuit board, Optical devices, Mobile phones, DSCs

### FY15 3Q Operating Profit Analysis (vs. FY14 3Q)

(yen: billions)



## FY15 3Q Pre-tax and Net Income Analysis

(yen: billions)

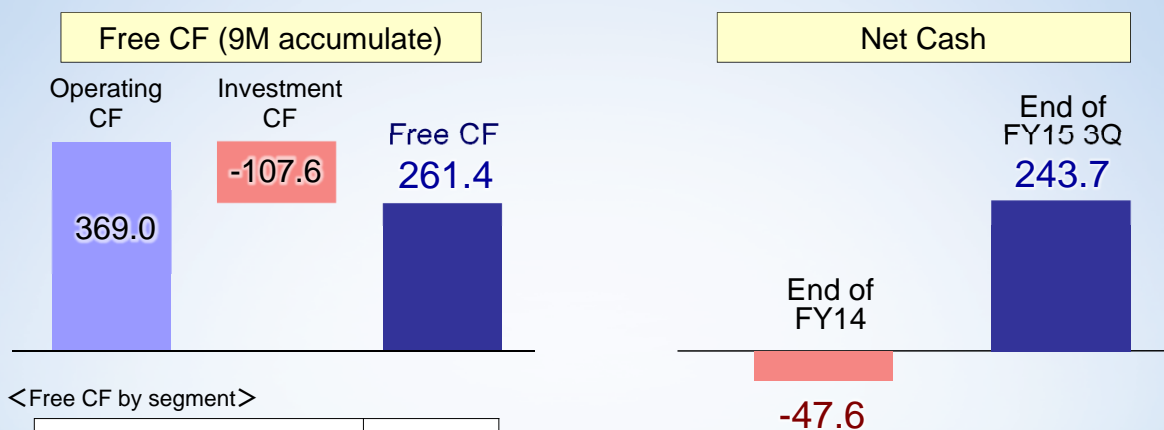
	FY15 3Q	vs. FY14 3Q
Operating profit	113.3	-3.3
Non-operating income / loss *	-27.1	-10.1
Pre-tax income	86.2	-13.4
Provision for income taxes	23.5	-0.9
Equity in earnings of associated companies	2.9	+0.7
Net income	65.6	-11.8
Less net income attributable to noncontrolling interests	6.1	+2.4
Net income attributable to Panasonic Corporation	59.5	-14.2

\* Detail of non-operating income / loss

Business restructuring expenses	-10.5	+27.6
Early retirement charges	-3.3	+3.4

## Free CF and Net Cash

(yen: billions)



&lt;Free CF by segment&gt;

Appliances	-3.8
Eco Solutions	35.3
AVC Networks	32.3
Automotive & Industrial Systems	64.9

## FY15 3Q & 9M Results by Segment

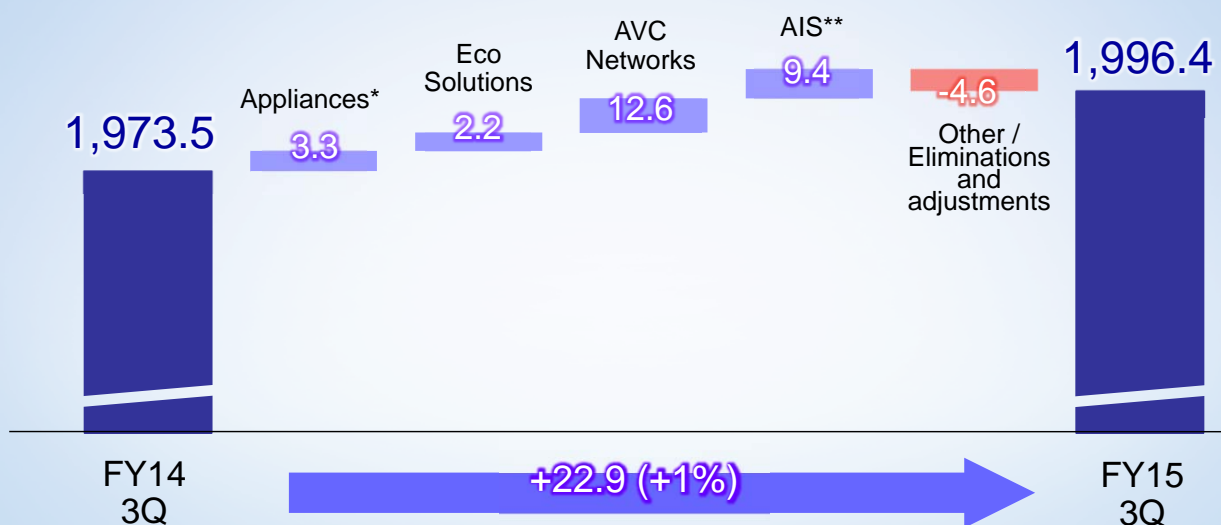
(yen: billions)

	FY15 3Q (Oct. to Dec.)				FY15 9M (Apr. to Dec.)			
	Sales	vs. FY14	OP	vs. FY14	Sales	vs. FY14	OP	vs. FY14
Appliances	464.3	+2%	12.2	-0.9	1,380.7	+1%	44.6	+18.0
Eco Solutions	433.9	+1%	33.9	+2.8	1,224.3	+2%	75.7	+5.0
AVC Networks	296.2	+4%	17.7	+6.1	827.8	-1%	21.6	+12.4
Automotive & Industrial Systems	700.9	+1%	28.1	+3.7	2,079.1	+2%	80.3	+7.9
Other	149.3	-19%	-0.4	-4.1	447.2	-18%	1.5	-8.8
Eliminations and adjustments	-48.2	-	21.8	-10.9	-239.8	-	66.6	-7.4
Consolidated total	1,996.4	+1%	113.3	-3.3	5,719.3	+1%	290.3	+27.1
Appliances (production and sales consolidated) *	628.3	+1%	18.4	-3.3	1,801.2	+1%	59.5	+15.9

\* The figures in "Appliances (production and sales consolidated)" include the sales and profits of sales division for consumer products, which are included in "Eliminations and adjustments."

## FY15 3Q Sales Analysis by Segment (vs. FY14 3Q)

(yen: billions)



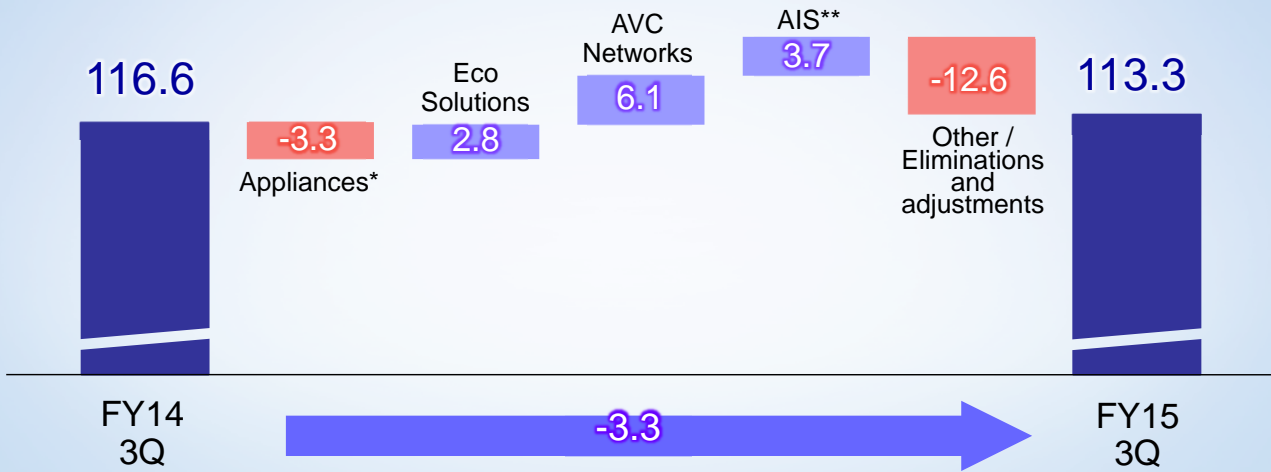
\* On a production and sales consolidated basis

\*\* AIS = Automotive & Industrial Systems

# FY15 3Q Operating Profit Analysis by Segment (vs. FY14 3Q)

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(yen: billions)



\* On a production and sales consolidated basis  
 \*\* AIS = Automotive & Industrial Systems

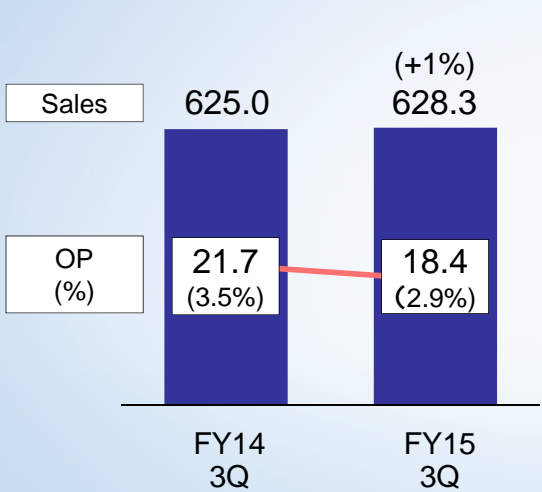
## Results by segment

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### Appliances (production and sales consolidated)

(yen: billions)

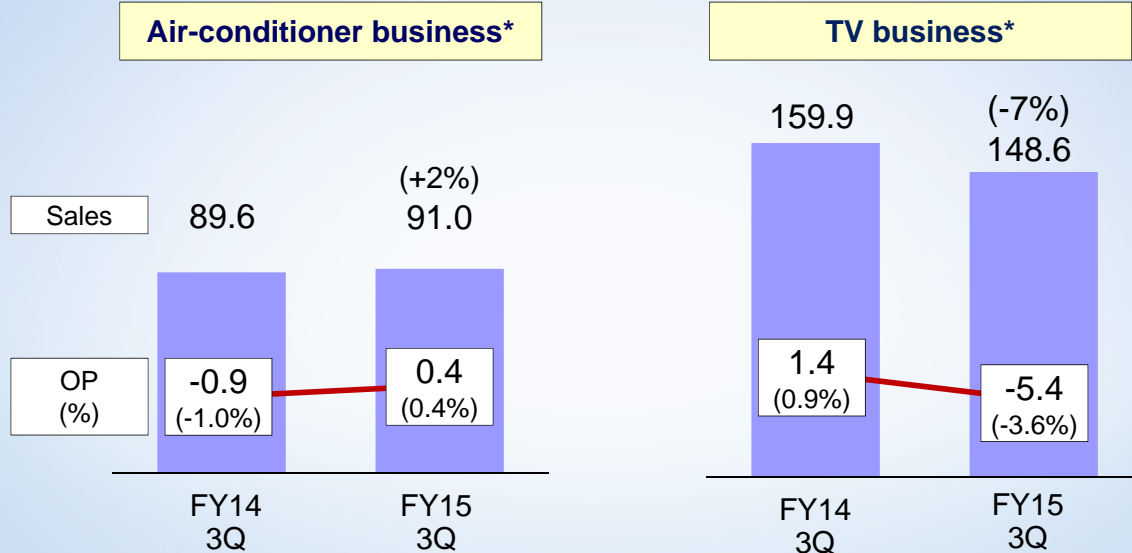
<FY15 3Q>



Sales	
<b>UP</b>	<ul style="list-style-type: none"> <li>Favorable in white goods and devices.</li> <li>TV business sales declined.</li> </ul>
Operating profit	
<b>DOWN</b>	<ul style="list-style-type: none"> <li>Intensified price competition in TVs.</li> <li>Rapid depreciation of the yen.</li> </ul>

## Appliances Major Challenging Businesses

(yen: billions)



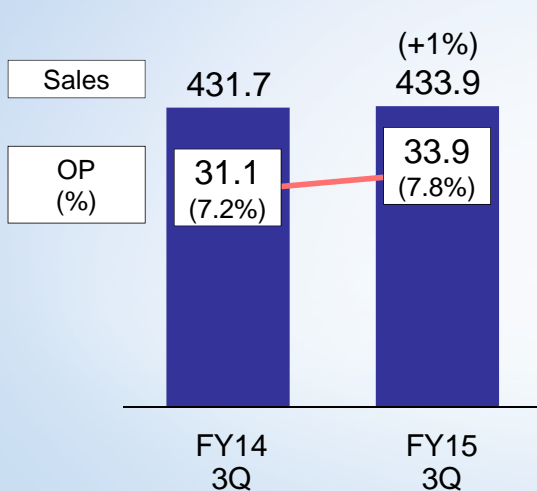
\* On a production and sales consolidated basis

### Results by segment

## Eco Solutions

(yen: billions)

&lt;FY15 3Q&gt;



### Sales

UP

- Solar business for housing and LED lightings were favorable in Japan.
- In overseas due to newly-consolidated VIKO and sales increases in strategic regions.

### Operating profit

UP

- Due to sales increases including in the solar business and rationalization initiatives.

## Eco Solutions Business Division Information

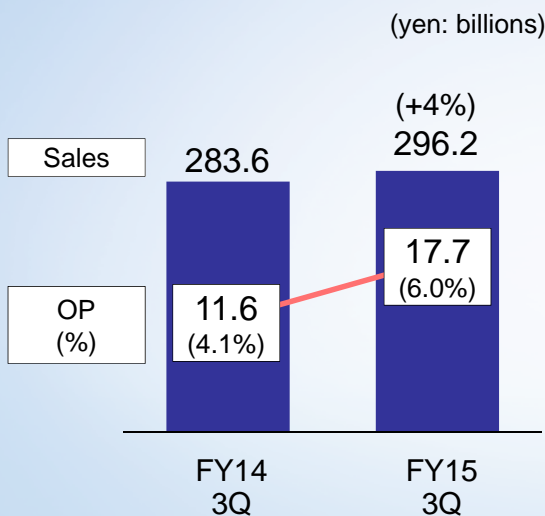
(yen: billions)

	FY15 3Q	
	Sales	vs. FY14
Lighting BD	88.8	-2%
Energy Systems BD	105.0	+8%
Housing Systems BD	98.3	-12%
Panasonic Ecology Systems Co., Ltd.	43.3	+20%

### Results by segment

## AVC Networks

(yen: billions)



<FY15 3Q>

### Sales

UP

- Due to yen depreciation and sales increases in the Mobility and Vertical Solution\* Businesses.

### Operating profit

UP

- Improved due to sales increases.
- Impact of restructuring in challenging businesses since last year.

\*Consists of the BDs

•Mobility Business : IT Products BD, Storage BD

•Vertical Solution Business : Avionics BD, Infrastructure Systems BD

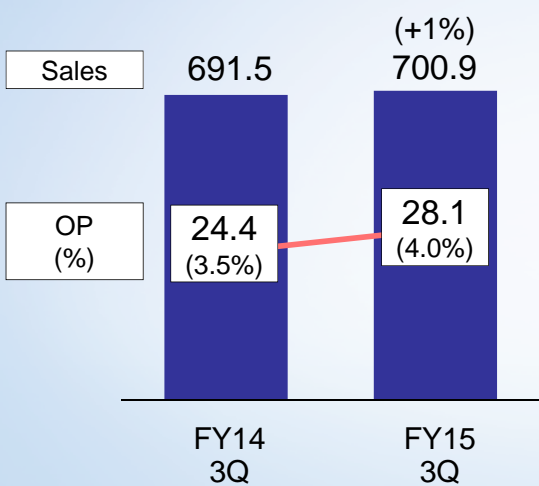


Results by segment

# Automotive & Industrial Systems (AIS)

(yen: billions)

<FY15 3Q>



**Sales**

**UP**

- Favorable sales in automotive-related and electronic component mounting equipment by offsetting sales declines due to business withdrawal and transfer.

**Operating profit**

**UP**

- R&D costs for the automotive-related business increased.
- Rationalization and fixed-cost reductions contributed to an increase in profit.

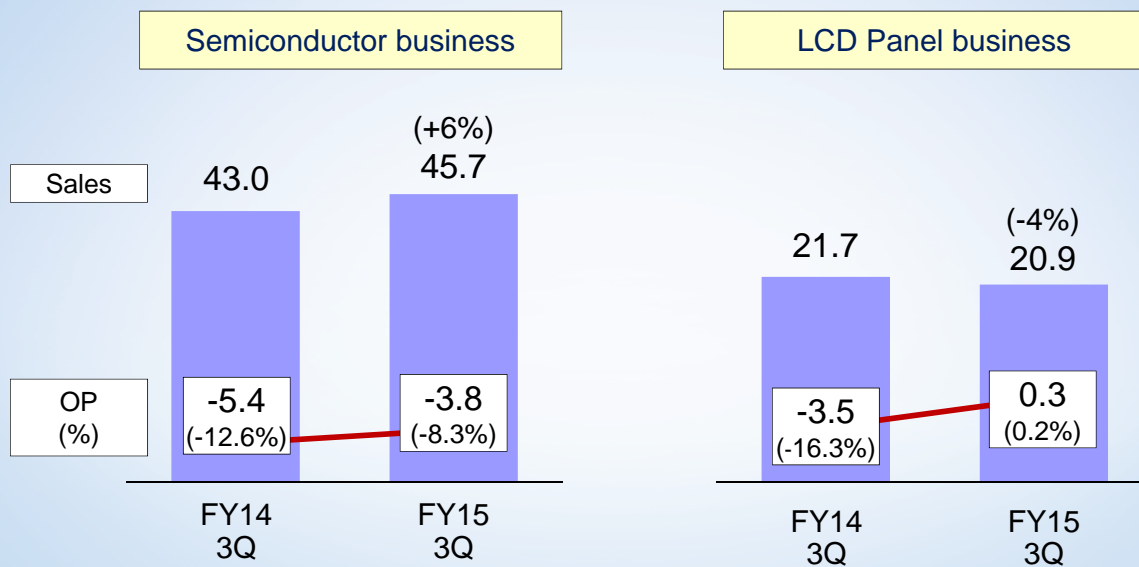
## AIS Business Division Information

(yen: billions)

	FY15 3Q	
	Sales	vs. FY14
Automotive Infotainment Systems BD	125.8	+1%
Portable Rechargeable Battery BD	80.6	+10%

## AIS Major Challenging Businesses

(yen: billions)



# Panasonic

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(Reference)

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## Segments and Business Divisions

Appliances	AVC Networks	Automotive & Industrial Systems
Air-Conditioner BD	Imaging Network BD	Automotive Infotainment Systems BD
Refrigeration and Air-Conditioning Devices BD	Storage BD	Automotive Electronics BD
Refrigerator BD	Visual Systems BD	Energy Device BD
Cold Chain BD	Avionics BD	Panasonic Storage Battery Co., Ltd.
Laundry Systems and Vacuum Cleaner BD	IT Products BD	Portable Rechargeable Battery BD
Kitchen Appliances BD	Security Systems BD	Automotive Battery BD
Beauty and Living BD	Communication Products BD	Capacitor BD
Home Entertainment BD	Office Products BD	Circuit Components BD
Motor BD	Infrastructure Systems BD	Electromechanical Components BD
Smart Energy System BD	System Solutions Company (Japan)	Electronic Materials BD
Panasonic Cycle Technology Co., Ltd.		Automation Controls BD
		Panasonic Semiconductor Solutions Co., Ltd.
		Panasonic Precision Devices Co., Ltd.
		Panasonic Factory Solutions Co., Ltd.
		Panasonic Welding Systems Co., Ltd.
		Panasonic Liquid Crystal Display Co., Ltd.
Eco Solutions	Other	
Lighting BD	PanaHome Corporation	
Energy Systems BD	System LSI BD	
Housing Systems BD		
Panasonic Ecology Systems Co., Ltd.		

BD : Business Division

As of February 3, 2015