

Fiscal 2018 Financial Results

Fiscal 2019 Financial Forecast

May 10, 2018
Panasonic Corporation

Notes: 1. This is an English translation from the original presentation in Japanese.
2. In this presentation, "Fiscal 2018" or "FY18" refers to the year ended March 31, 2018.
In addition, "Fiscal 2019" or "FY19" refers to the year ending March 31, 2019.

Panasonic

Fiscal 2018 Financial Results

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Panasonic

Summary of FY18 Financial Results

- **Achieved both sales and profit increase in real terms (excluding the effect of exchange rates)** for the first time in 7 years since FY11.
- **Overall sales increase** driven mainly by Automotive, Energy and Process Automation.
- **Operating profit and net profit* increased** due mainly to stable growth in Industrial, along with improvement in other income/loss.

* Net profit attributable to Panasonic Corporation stockholders

FY18 Full-Year Results

(yen: billions)

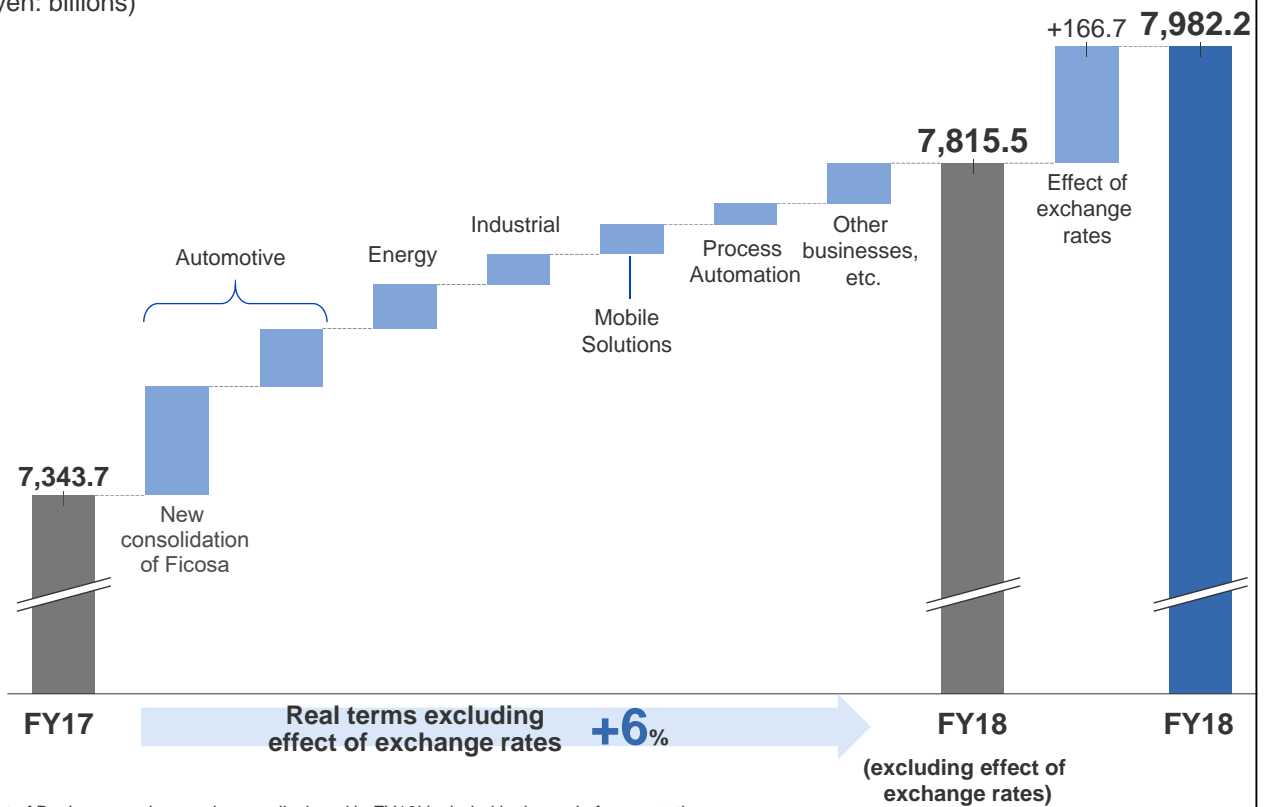
	FY18	FY17	vs. FY17		FY18 Forecast (As of Feb 5, 2018)	Difference
Sales	7,982.2	7,343.7	+9% (+6%)*	+638.5	7,950.0	+32.2
Operating profit	380.5	276.8	+37%	+103.7	350.0	+30.5
Other income/loss **	-20.7	-66.8	-	+46.1	-45.0	+24.3
Non-operating income/loss	-1.9	-1.7	-	-0.2	-5.0	+3.1
Profit before income taxes	378.6	275.1	+38%	+103.5	345.0	+33.6
Net profit attributable to Panasonic Corporation stockholders	236.0	149.4	+58%	+86.6	210.0	+26.0
ROE	14.4%	9.9%	-	+4.5%	-	-
Exchange rates						
1 US dollar	111 yen	108 yen				
1 Euro	130 yen	119 yen				
1 Renminbi	16.8 yen	16.1 yen				

* In real terms excluding the effect of exchange rates

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

FY18 Sales Analysis by Business

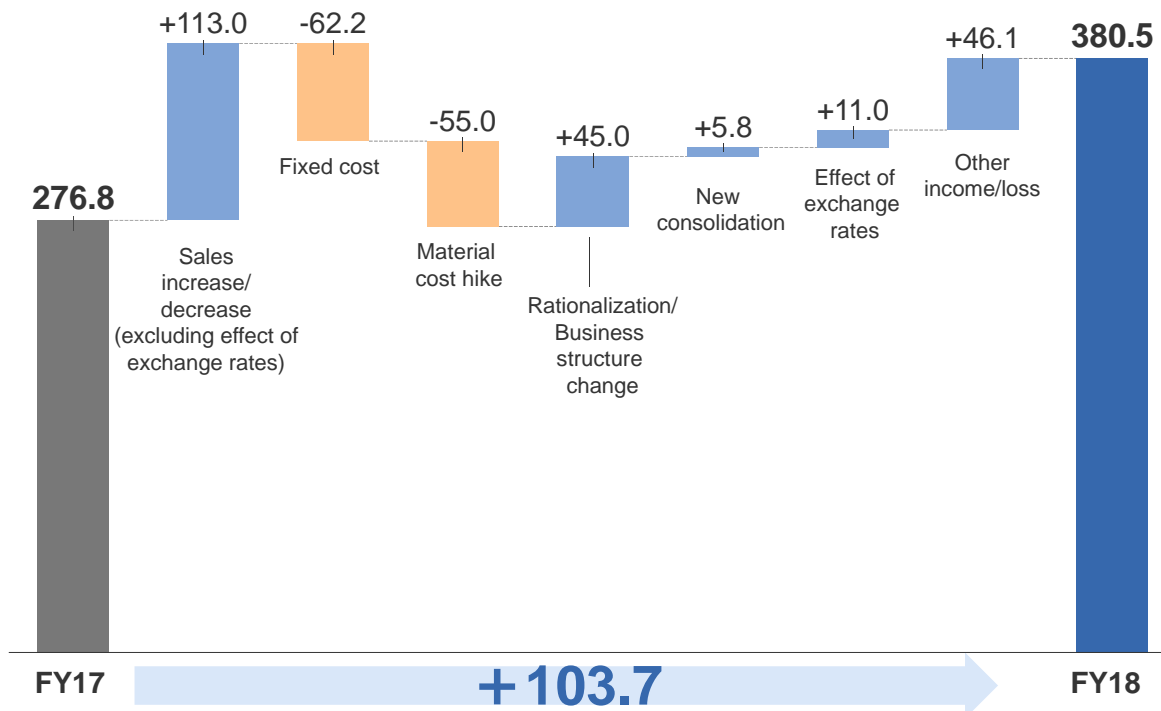
(yen: billions)



* 'List of Businesses whose sales are disclosed in FY18' included in the end of presentation.

FY18 Operating Profit Analysis

(yen: billions)



FY18 Operating Profit and Net Profit

(yen: billions)

	FY18	vs. FY17
Operating profit	380.5	+103.7
Non-operating income/loss	-1.9	-0.2
Profit before income taxes	378.6	+103.5
Income taxes	-126.6	-23.9
Net profit	252.0	+79.6
Net profit attributable to Panasonic Corporation stockholders	236.0	+86.6
Net profit attributable to non-controlling interests	16.0	-7.0



Fiscal 2018 Financial Results / Fiscal 2019 Financial Forecast

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FY18 Results by Segment

(yen: billions)

	Sales	vs. FY17	Excl. effect of exchange rates	Operating profit		Other income/loss	
					vs. FY17		vs. FY17
Appliances	2,588.4	+3%	+2%	104.4	+5.5	2.8	+10.7
Eco Solutions	1,623.5	+5%	+4%	72.5	+8.3	-7.2	+4.5
Connected Solutions	1,119.3	+6%	+4%	105.7	+55.3	1.6	+36.0
Automotive & Industrial Systems	2,803.5	+16%	+13%	91.4	-1.6	-9.1	-33.2
Other*	675.9	0%	-	10.8	+2.8	2.1	+7.1
Eliminations and adjustments	-828.4	-	-	-4.3	+33.4	-10.9	+21.0
Total	7,982.2	+9%	+6%	380.5	+103.7	-20.7	+46.1
Appliances (production and sales consolidated)	2,796.4	+4%	+1%	107.6	+7.9	2.6	+10.9

* PanaHome is included in Other segment



Fiscal 2018 Financial Results / Fiscal 2019 Financial Forecast

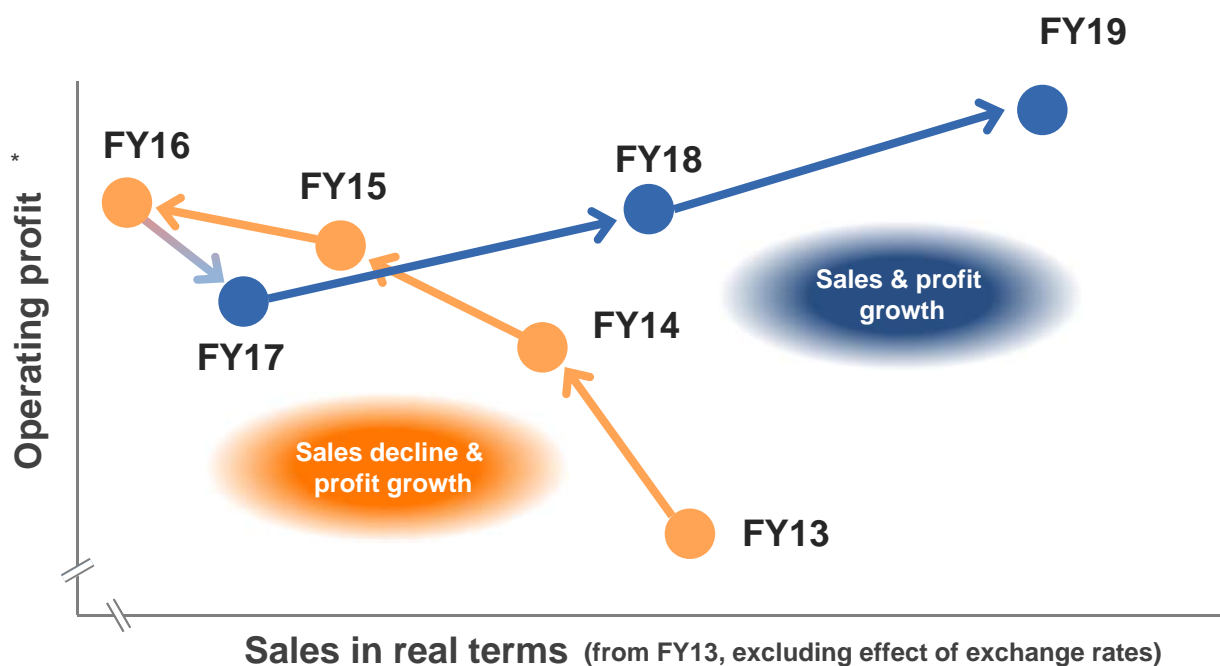
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FY18 FCF, Net Cash and Dividends

(yen: billions)

	FY18	FY17	vs. FY17
FCF (Excluding strategic investment)	-35.6 (132.7)	-34.7 (190.3)	-0.9 (-57.6)
Net cash (End of fiscal year)	-91.9	196.6	-288.5
Dividends (Annual)	30 yen	25 yen	+ 5 yen

Progressing from “Return to sales and profit growth” to “Sustainable growth”



* Fiscal years after FY17: OP based on IFRS deducting other income/loss

Fiscal 2018 Financial Results

Fiscal 2019 Financial Forecast

Panasonic

FY19 Forecast Summary

- Expecting another year of “Sales and profit growth” in FY19.
- Energy and Industrial will play major roles to lead “Sales and profit growth”.
- Net profit^{*} is unchanged from mid-term target announced in FY17; aiming for 250.0 billion yen.

* Net profit attributable to Panasonic Corporation stockholders

FY19 Full-Year Forecast

(yen: billions)

	FY19 (e)	vs. FY18 / Difference	
Sales	8,300.0	+4% (+6%)*	+317.8
Operating profit	425.0	+12%	+44.5
Other income/loss	-35.0	-	-14.3
Non-operating income/loss	-5.0	-	-3.1
Profit before income taxes	420.0	+11%	+41.4
Net profit attributable to Panasonic Corporation stockholders	250.0	+6%	+14.0

Exchange rate	1 US dollar	105 yen
	1 Euro	130 yen
	1 Renminbi	17.0 yen

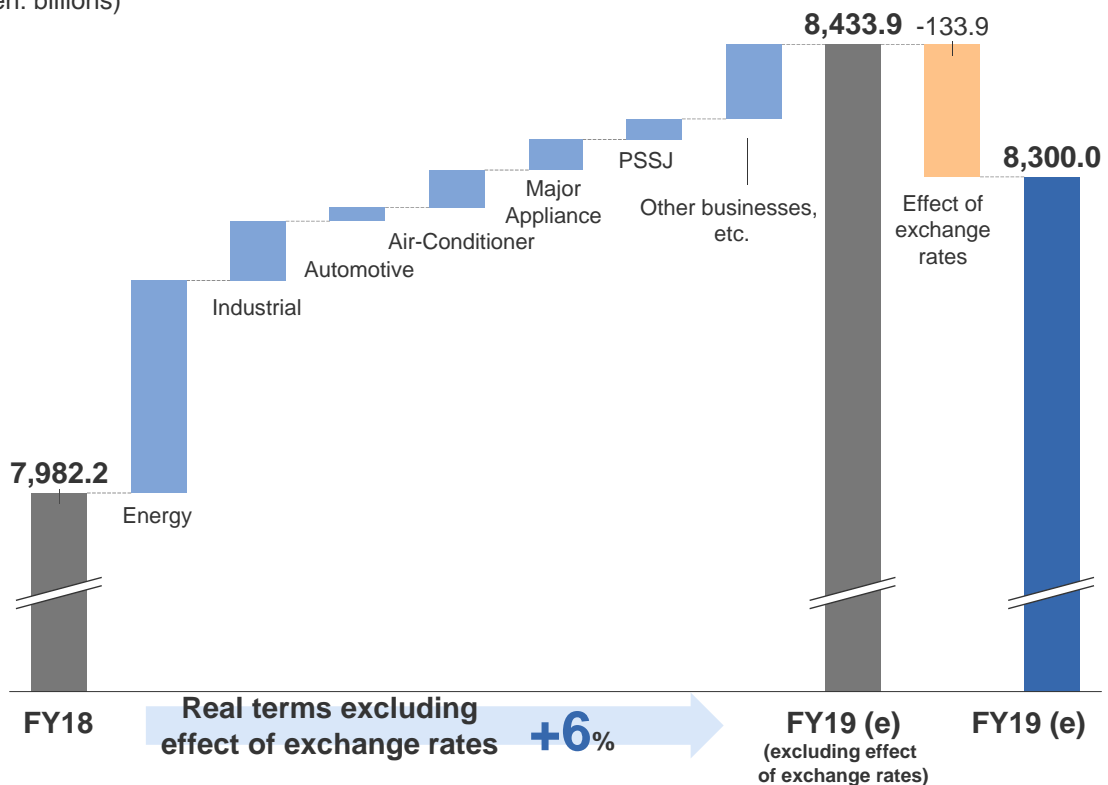
* In real terms excluding the effect of exchange rates

(Reference)
"FY19 Group Financial Target" announced in April 2016

Financial Targets	Operating profit	450.0 billion yen
	Net profit	≥250.0 billion yen
Assumption	Exchange rate	1 USD = 115 yen
	Foreign exchange sensitivity in terms of USD (Impact on operating profit)	Yen appreciation: -3.0 billion yen
		Yen depreciation: +3.0 billion yen
All other currencies fluctuation linked to Yen-USD market.		

FY19 Sales Analysis by Business

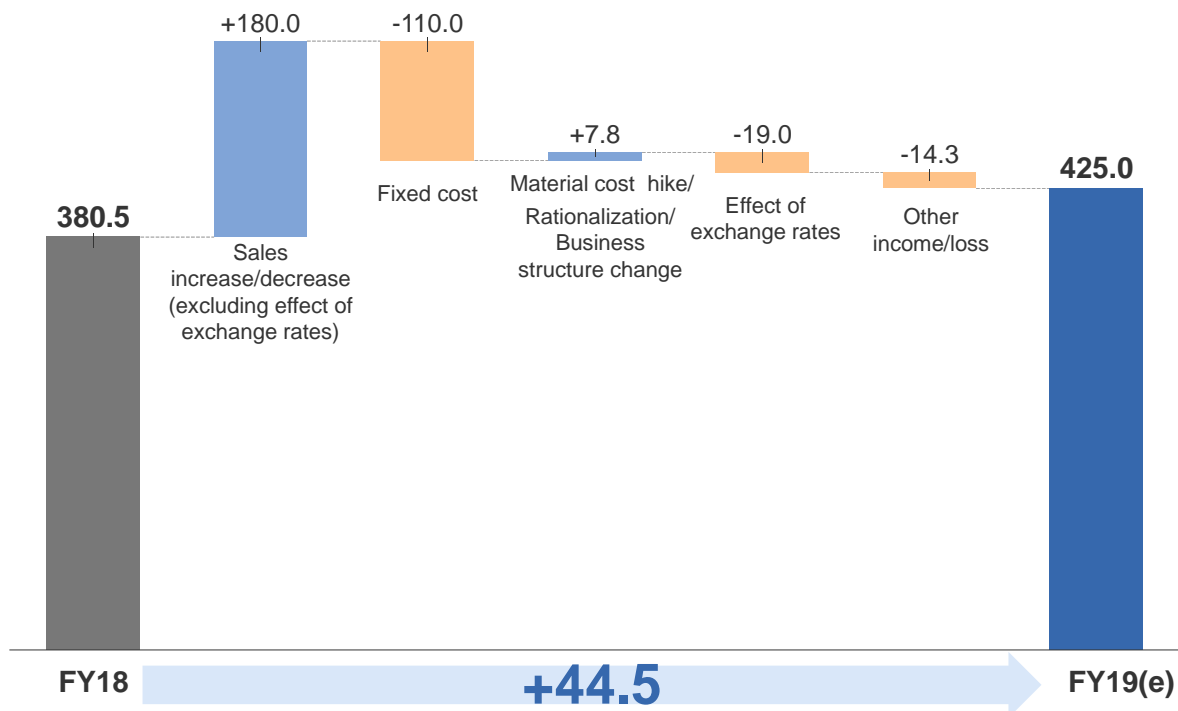
(yen: billions)



* 'List of Businesses whose sales are disclosed in FY19' included in the end of presentation

FY19 Operating Profit Analysis

(yen: billions)



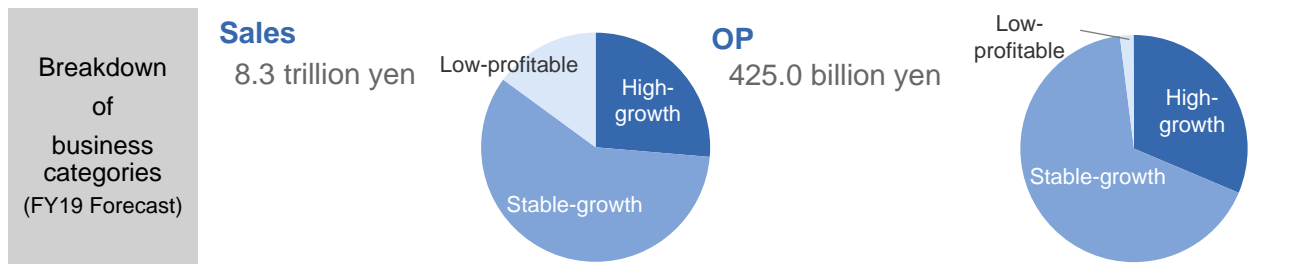
Fiscal 2018 Financial Results

Fiscal 2019 Financial Forecast

1. High-growth, Stable-growth, Low-profitable businesses
2. Segment information

FY19 Business Categories

High-growth	Driving force for sales and profit growth. Concentrating management resources including large-scale investments.
	Automotive batteries, next-generation cockpit systems, ADAS, air-conditioners, electromechanical control devices, etc.
Stable-growth	Steadily generating profit by taking advantage of our competitiveness and generate investment funds for High-growth businesses.
	White goods, commercial refrigeration & food equipment, wiring devices, lighting equipment, avionics, process automation, security cameras, electronic materials, dry batteries, etc.
Low-profitable	Significantly improving profitability by business transformation, fixed-cost reductions, and rationalization
	TVs, fixed-line phones/fax, building materials, solar systems, ruggedized PCs, semiconductor, LCD panels, etc.



Profit Growth by High-growth, Stable-growth and Low-profitable Businesses

Well-focused investment mainly in High-growth automotive-related business

Strategic investment

1 trillion yen

Decision made: Approx. 85%



Large-scale CAPEX



M & A

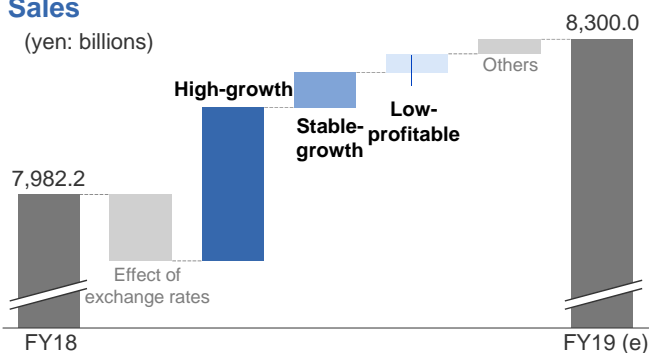


Invested: Approx. 700.0 billion yen (As of March 2018)

High-growth businesses playing the roles of a driving force in FY19

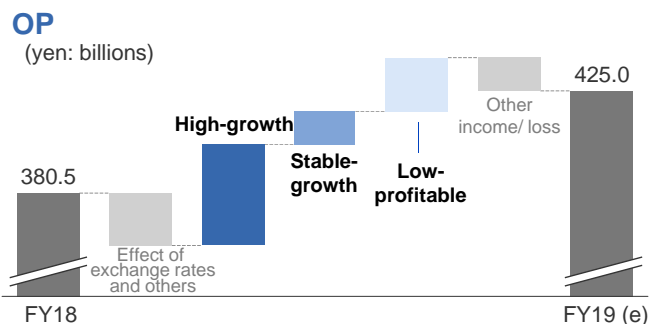
Sales

(yen: billions)



OP

(yen: billions)



* OP in each business category is profit generated from businesses excluding other income/loss

Fiscal 2018 Financial Results

Fiscal 2019 Financial Forecast

1. High-growth, Stable-growth, Low-profitable businesses
2. Segment information



FY19 Forecast by Segment

(yen: billions)

	Sales	vs. FY18	Excl. effect of exchange rates	Operating profit	vs.FY18	Other income/loss	vs.FY18
Appliances	2,830.0	+2%	+2%	121.0	+13.2	-3.0	-6.5
Eco Solutions*	2,061.0	+5%	+6%	101.0	+19.8	-4.0	+2.9
Connected Solutions	1,093.0	-2%	0%	83.0	-20.6	-3.0	-4.7
Automotive & Industrial Systems	3,000.0	+7%	+9%	136.0	+42.6	-11.0	-1.8
Other*	310.0	-3%	-	0.0	-2.0	0.0	-1.7
Eliminations and adjustments	-994.0	-	-	-16.0	-8.5	-14.0	-2.5
Total	8,300.0	+4%	+6%	425.0	+44.5	-35.0	-14.3
Appliances (production and sales consolidated)	2,950.0	+3%	+3%	121.0	+13.9	-3.0	-6.3

* PanaHome became a fully-owned subsidiary in FY18 and was renamed Panasonic Homes in April 2018. In FY19, it was transferred from Other to Eco Solutions.

Segment Information

Appliances (Production and sales consolidated)

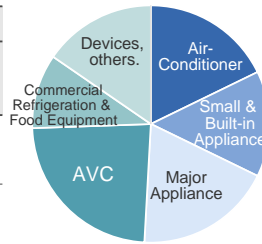
Overview

(yen: billions)

	Sales	OP	Other income/loss
FY19 (e)	2,950.0	121.0 4.1%	-3.0
vs. FY18/ Difference	+3% (+3%)*	+13.9	-6.3

* In real terms excluding the effect of exchange rates

Sales composition



Summary

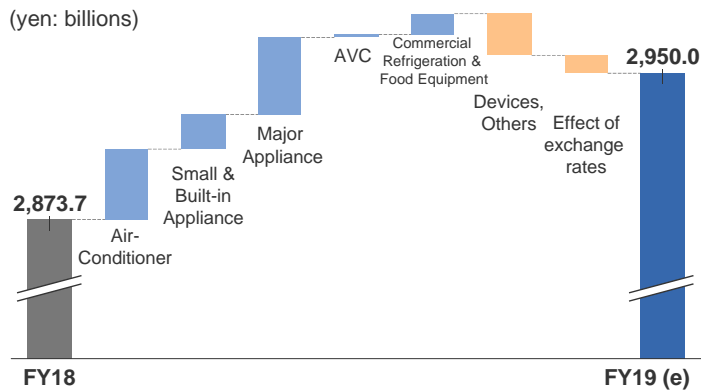
Sales	Increases in Air-Conditioner, Major Appliance, and Small & Built-in Appliance; mainly in China and Asia.
OP	Increases by higher sales and strengthening premium products, offsetting the impact from hikes in raw material costs.

Strategies by business

Air-Conditioner	Enhance overseas sales channels and promote energy-efficient products. Strengthen capabilities to meet environmental requirements in Europe.
Small & Built-in Appliance	Maintain high profit with high market share in Japan. Expand EC sales in China and strengthen built-in products.
Major Appliance	Accelerate sales of drum-type washing machines and others in China and Asia. Start sales of locally produced models in India.
AVC	Stabilize sales mainly with high-end digital single-lens mirrorless cameras. Repurpose existing AVC factories to produce white goods.
Commercial Refrigeration & Food Equipment	Strengthen development of new customers in North America. Establish OPEX business model to improve profitability in Japan.

Sales analysis

(yen: billions)



	Sales	vs. FY18	OP	vs. FY18	(Ref.) Other income/loss	vs. FY18
FY19 (e)	524.5	+36.6	27.1	+2.5	-1.1	-2.9

Segment Information

Eco Solutions

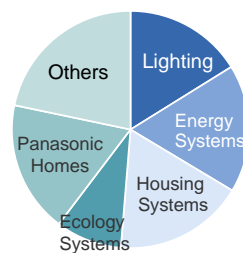
Overview

(yen: billions)

	Sales	OP	Other income/loss
FY19 (e)	2,061.0	101.0 4.9%	-4.0
vs. FY18/ Difference	+5% (+6%)*	+19.8	+2.9

* In real terms excluding the effect of exchange rates

Sales composition



Summary

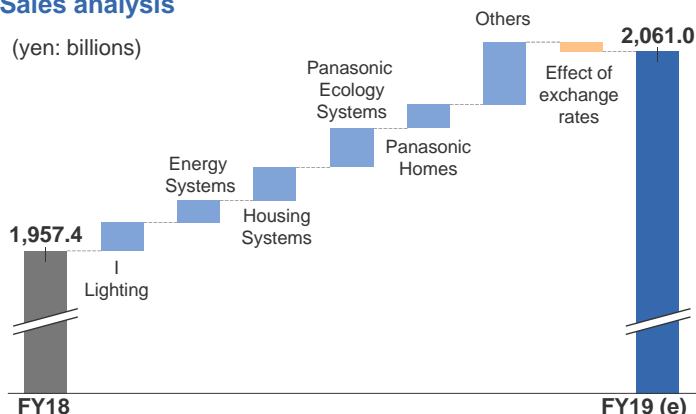
Sales	Increases in all BDs, including wiring devices in India and Asia, in addition to expanding ventilation business in China and North America.
OP	Increases in all BDs through expanded sales of wiring devices and ventilation business while undertaking thorough rationalization.

Strategies by business

Lighting	Expand sales of value-added lighting equipment in Japan. Pursue growth in overseas markets such as China, India and Indonesia.
Energy Systems	Significantly increase sales of wiring devices, mainly in India and Vietnam.
Housing Systems	Increase sales by sales expansion of mid-to-high end products in the remodelling market.
Panasonic Ecology Systems	Shift to value-added products in Japan. Aim to capture EC market in China. Strengthen marketing efforts for housing materials in North America.
Panasonic Homes	Increase sales mainly through new construction projects leveraging the Panasonic brand.
Others	Consolidation of Matsumura-Gumi Corporation, etc.

Sales analysis

(yen: billions)



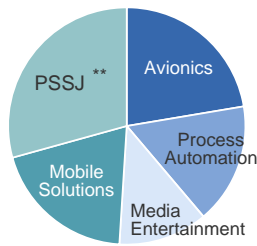
Overview

(yen: billions)

	Sales	OP	Other income/loss
FY19 (e)	1,093.0	83.0 7.6%	-3.0
vs. FY18/ Difference	-2% (0%)*	-20.6	-4.7

* In real terms excluding the effect of exchange rates

Sales composition



Summary

Sales	Maintaining the same level as previous year in real terms, mainly through sales expansion of PSSJ, offsetting decreased sales of Avionics due to weakening demand for large aircraft.
OP	Decreases due to decreased sales in Avionics.

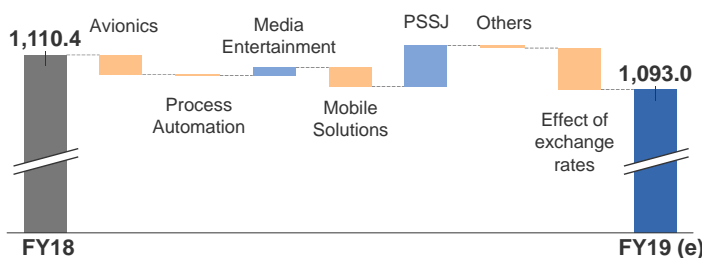
** Panasonic System Solutions Japan Co., Ltd.

Strategies by business

Avionics	Enhance digital services in addition to repairs & maintenance business, despite facing a difficult market environment for in-flight entertainment business.
Process Automation	Accelerate business model transformation mainly by proposing process improvement and expanding services to clients.
Media Entertainment	Improve profitability by strengthening product appeal and service capabilities of high-brightness projectors for the entertainment industry and education field.
Mobile Solutions	Enhance existing businesses such as notebook PCs and payment terminals, while decreasing sales of low-marginal-profit products. In addition, expand the solutions business with Zetes as the core.
PSSJ	Target Olympics-related demand for public services and expand service business, mainly in retail and logistics industries.

Sales analysis

(yen: billions)



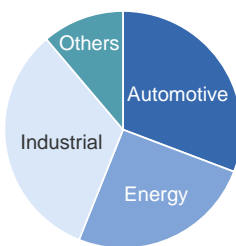
Overview

(yen: billions)

	Sales	OP	Other income/loss
FY19 (e)	3,000.0	136.0 4.5%	-11.0
vs. FY18/ Difference	+7% (+9%)*	+42.6	-1.8

* In real terms excluding the effect of exchange rates

Sales composition



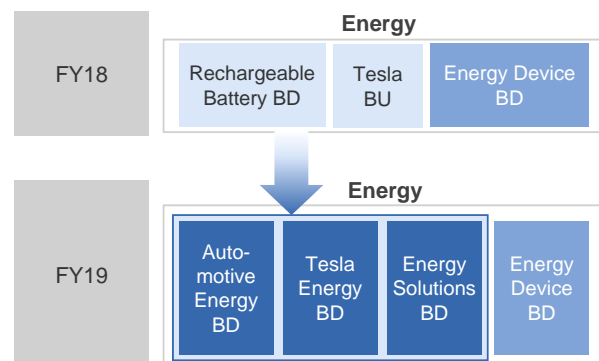
Summary

Sales	Automotive: Expansion in IVI and cockpits. Energy: Significant increases due to growth in automotive batteries. Industrial: Expansion of automotive- and industrial-use devices.
OP	Energy: Increases with higher sales of automotive batteries. Industrial: Increases with contribution from growth in automotive- and industrial-use devices, in addition to improving profitability of "businesses to be turned around" (semiconductors & LCD panels).

Strategies by business

Automotive	<ul style="list-style-type: none"> Fully expand 4 priority categories (IVI, cockpits, ADAS, electrification). Continue to invest in R&D for new businesses.
Energy	<ul style="list-style-type: none"> Aim to increase sales and profit by accelerating the shift to automotive- and industrial-use areas. Launch full-scale operations for large factories (US: Nevada, China: Dalian) contributing to increased profit.
Industrial	<ul style="list-style-type: none"> Expand sales by increasing the ratio of automotive- and industrial-use products such as EV relays and motors. Steadily improve profitability at "businesses to be turned around" (semiconductors & LCD panels) toward turning them into the black in FY20.

Organizational changes in rechargeable battery business



Forecast by business

(yen: billions) FY19 (e)

FY18 results

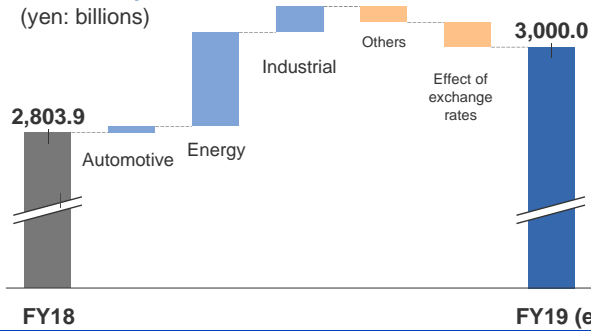
	Sales	vs. FY18	Excl. effect of exchange rates	OP	vs. FY18/ Difference	Other income/ loss	vs. FY18/ Difference	Sales	OP	Other income/ loss
Automotive	922.7	-1%	+2%	43.4	+11.7	0.0	+4.9	928.8	31.7	-4.9
Energy	758.0	+35%	+38%	29.1	+18.0	-2.5	-7.5	562.5	11.1	5.0
								(Rechargeable Battery*)		
								422.1	-1.8	4.5
								(Energy Device**)		
								140.7	12.9	0.5
Industrial	984.1	+4%	+6%	55.8	+13.8	-7.4	0.0	945.2	42.0	-7.4

* Rechargeable Battery BD + Tesla BU

** Same level of sales and operating profit expected in FY19 and onward.

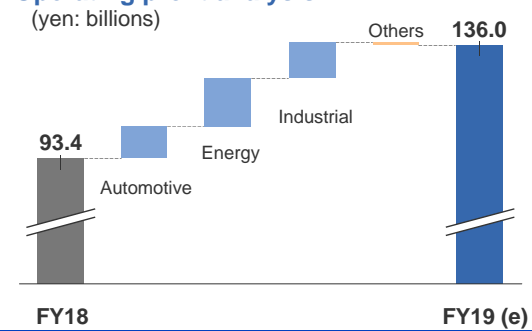
Sales analysis

(yen: billions)



Operating profit analysis

(yen: billions)



Disclaimer Regarding Forward-Looking Statements

This presentation includes forward-looking statements (that include those within the meaning of Section 27A of the U.S. Securities Act of 1933, as amended, and Section 21E of the U.S. Securities Exchange Act of 1934, as amended) about Panasonic and its Group companies (the Panasonic Group). To the extent that statements in this presentation 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 undertakes no obligation to publicly update any forward-looking statements after the date of this presentation. Furthermore, figures in the presentation, at the time of the disclosure, are under the review procedure based on Financial Instruments and Exchange Act. Investors are advised to consult any further disclosures by Panasonic 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 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'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 highly depends on in BtoB business areas; 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; 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's securities reports under the FIEA and any other documents which are disclosed on its website.

(Reference) FY18 TV and Six Large-Scale BDs

(yen: billions)

	Sales	vs. FY17	Operating profit	vs. FY17	Other income/loss	vs. FY17
Air-Conditioner *	487.9	+25.7	24.6	-3.9	1.8	+1.7
Lighting	317.7	+9.8	24.5	+2.5	-1.0	-1.5
Housing Systems	372.2	+5.0	15.4	-0.2	0.3	+0.8
Automotive Infotainment Systems	594.0	+87.7	17.9	-6.8	-7.3	-7.4
Rechargeable Battery**	422.1	+59.5	-1.8	-6.5	4.5	-13.0
PanaHome	357.4	-2.2	8.8	-2.6	0.4	+0.8
TV *	336.3	+29.3	0.6	-3.9	1.4	+2.4

* Including sales division (production & sales consolidated)

** Rechargeable Battery BD + Tesla BU

(Reference) Segments and Business Divisions (as of May 10, 2018)

Appliances (AP)

- Air-Conditioner Company
- TV BD
- Imaging Network BD
- Home Entertainment BD
- Communication Products BD
- Refrigerator BD
- Laundry Systems and Vacuum Cleaner BD
- Kitchen Appliances BD
- Beauty and Living BD
- Refrigeration and Air-Conditioning Devices BD
- Smart Energy System BD
- Cold Chain BD
- Hussmann Corporation

Eco Solutions (ES)

- Lighting BD
- Energy Systems BD
- Housing Systems BD
- Panasonic Ecology Systems Co., Ltd.
- Panasonic Cycle Technology Co., Ltd.
- Panasonic Homes Co., Ltd.

Connected Solutions (CNS)

- Panasonic Avionics Corporation
- Process Automation BD
- Media Entertainment BD
- Mobile Solutions BD
- Security Systems BD
- Panasonic System Solutions Japan Co., Ltd.

Automotive & Industrial Systems (AIS)

- Automotive Infotainment Systems BD
- Automotive Electronics Systems BD
- Ficosa International, S.A.
- Energy Device BD
- Energy Solutions BD
- Tesla Energy BD
- Automotive Energy BD
- Electromechanical Control BD
- Panasonic Semiconductor Solutions Co., Ltd.
- Device Solutions BD
- Electronic Materials BD
- Panasonic Liquid Crystal Display Co., Ltd.

(Reference) List of Businesses whose sales are disclosed in FY18

Appliances (AP)

- Air-Conditioner Business : Air-Conditioner Company
- Small & Built-in Appliance Business : Kitchen Appliances BD, Beauty and Living BD
- Major Appliance Business : Refrigerator BD, Laundry Systems and Vacuum Cleaner BD
- AVC Business : TV BD, Imaging Network BD, Home Entertainment BD, Communication Products BD
- Commercial Refrigeration & Food Equipment Business : Cold Chain BD, Hussmann Corporation

Eco Solutions (ES)

- Lighting BD
- Energy Systems BD
- Housing Systems BD
- Panasonic Ecology Systems Co., Ltd.

Connected Solutions (CNS)

- Avionics Business : Panasonic Avionics Corporation, Avionics BU
- Process Automation BD
- Media Entertainment BD
- Mobile Solutions BD
- PSSJ : Panasonic System Solutions Japan Co., Ltd.

Automotive & Industrial Systems (AIS)

- Automotive Business : Automotive Infotainment Systems BD, Automotive Electronics Systems BD, Ficosa International, S.A.
- Energy Business : Rechargeable Battery BD, Energy Device BD
- Industrial Business : Electromechanical Control BD, Panasonic Semiconductor Solutions Co., Ltd., Device Solutions BD, Electronic Materials BD, Panasonic Liquid Crystal Display Co., Ltd.

(Reference) List of Businesses whose sales are disclosed in FY19

Appliances (AP)

- Air-Conditioner Business : Air-Conditioner Company
- Small & Built-in Appliance Business : Kitchen Appliances BD, Beauty and Living BD
- Major Appliance Business : Refrigerator BD, Laundry Systems and Vacuum Cleaner BD
- AVC Business : TV BD, Imaging Network BD, Home Entertainment BD, Communication Products BD
- Commercial Refrigeration & Food Equipment Business : Cold Chain BD, Hussmann Corporation

Eco Solutions (ES)

- Lighting BD
- Energy Systems BD
- Housing Systems BD
- Panasonic Ecology Systems Co., Ltd.
- Panasonic Homes Co., Ltd.

Connected Solutions (CNS)

- Avionics Business : Panasonic Avionics Corporation, Avionics BU
- Process Automation BD
- Media Entertainment BD
- Mobile Solutions BD
- PSSJ : Panasonic System Solutions Japan Co., Ltd.

Automotive & Industrial Systems (AIS)

- Automotive Business : Automotive Infotainment Systems BD, Automotive Electronics Systems BD, Ficosa International, S.A.
- Energy Business : Energy Device BD, Energy Solutions BD, Tesla Energy BD, Automotive Energy BD
- Industrial Business : Electromechanical Control BD, Panasonic Semiconductor Solutions Co., Ltd., Device Solutions BD, Electronic Materials BD, Panasonic Liquid Crystal Display Co., Ltd.