Cross-Value Innovation

Panasonic draws on the advanced and specialized technologies as well as the manufacturing capabilities of its Business Divisions in combination with the strengths of external business partners to create new value.

**Appliances Company**
- 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 Company**
- Lighting BD
- Energy Systems BD
- Panasonic Ecology Systems Co., Ltd.
- Panasonic Homes Co., Ltd.
- Panasonic Cycle Technology Co., Ltd.

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

**Automotive & Industrial Systems Company**
- 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.

(As of April 1, 2018)

Note: BD stands for Business Division.

Brand Slogan

A Better Life,

Contributing to “A Better Life, A Better World”

Panasonic has contributed to the development of society through its businesses for the 100 years since its founding. Going forward, we will continue to help realize “A Better Life, A Better World” through each of our businesses and thereby pursue sustained growth and higher corporate value.
Business Composition Ratio (Fiscal year ended March 2018)

Net Sales Composition Ratio by Segment
- AIS 32%
- AP 32%
- ES 23%
- CNS 13%

Operating Profit Composition Ratio by Segment
- AIS 24%
- AP 28%
- ES 21%
- CNS 27%

Net Sales Composition Ratio by Region
- Japan 47%
- Asia 14%
- Europe 10%
- Americas 17%

Notes:
1. Official segment names are as follows:
   - AP: Appliances
   - ES: Eco Solutions
   - CNS: Connected Solutions
   - AIS: Automotive & Industrial Systems
2. Net sales and operating profit of each segment are calculated in line with the organizational structure as of April 1, 2018.
3. Net sales and operating profit composition ratios by segment are calculated by dividing the net sales and operating profit of each segment by consolidated sales and operating profit before adding Other and elimination and adjustments. "Other" includes business activities not belonging to the reportable segments, such as sales of raw materials.