

Management Policy for Fiscal 2010

January 9, 2009
Panasonic Corporation
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Note: The fiscal year 2010 refers to the year ending March 31, 2010.

Contents 2

1. Review of fiscal 2009 results and current business situation
2. Initiatives for fiscal 2010
 - Rebuild management structure
 - Prepare and take action for growth
 - Strengthen environmental management
3. Final remarks

Review of Key Themes 3

Growth in overseas sales	<ul style="list-style-type: none"> • Double-digit growth is not expected to be achieved (1H: +9%)* • Focus on the "Upper-income" customers in BRICs + V* <p style="text-align: center; font-size: x-small;">* Consumer & systems sales, V: Vietnam</p>
Four strategic businesses	<ul style="list-style-type: none"> • Target for each business is not expected to be achieved • Implement various projects for sales increase
Manufacturing-oriented innovation	<ul style="list-style-type: none"> • Make steady progress in the collaborative activities of subcommittees, such as "Itakona" application • Establish and strengthen activities of "New Business Promotion Subcommittee"
'eco ideas' strategy	<ul style="list-style-type: none"> • CO₂ emissions have been reduced as scheduled • Global promotion of 'eco ideas' for Everybody, Everywhere

Contents 4

1. Review of fiscal 2009 results and current business situation
2. Initiatives for fiscal 2010
 - Rebuild management structure
 - Prepare and take action for growth
 - Strengthen environmental management
3. Final remarks

Current Business Environment 5


"Recession & shrinking demand"
triggered by the financial crisis


"Changes in market structure"
expanding emerging markets
and a shift to lower-priced products

These two trends are simultaneous

Position of fiscal 2010 6

Under severe circumstances, past restructuring effects have disappeared





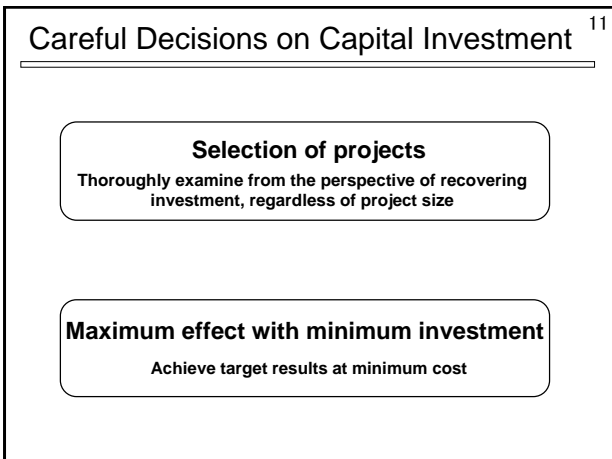
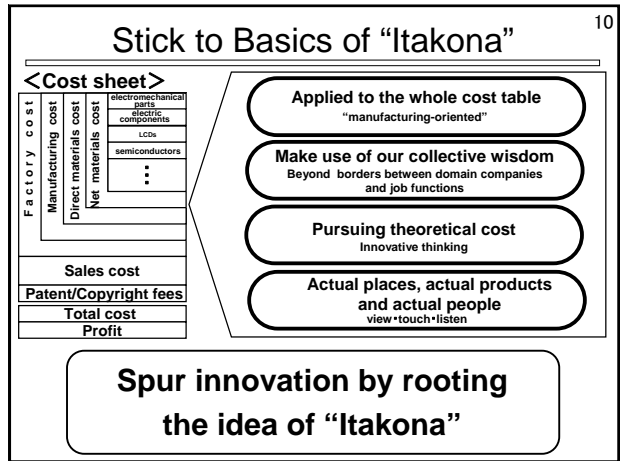
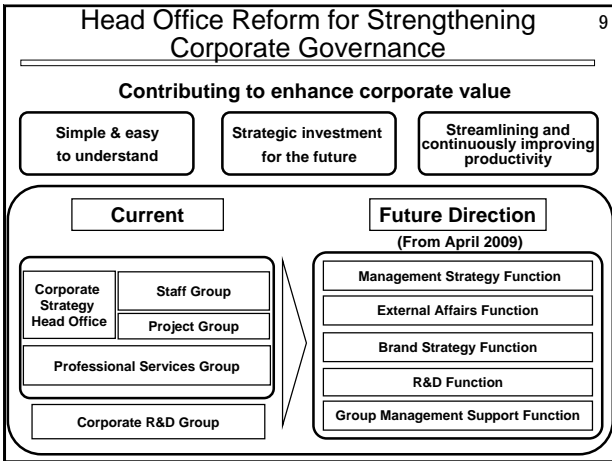
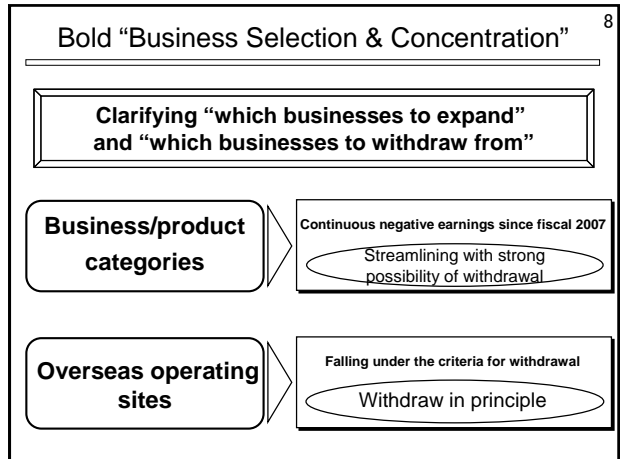
Keep striving for the targets of GP3 plan

Leap ahead when the market recovers

7

Contents

1. Review of fiscal 2009 results and current business situation
2. Initiatives for fiscal 2010
 - Rebuild management structure
 - Prepare and take action for growth
 - Strengthen environmental management
3. Final remarks



12

Contents

1. Review of fiscal 2009 results and current business situation
2. Initiatives for fiscal 2010
 - Rebuild management restructure
 - Prepare and take action for growth
 - Strengthen environmental management
3. Final remarks

Product Evolution 13

Customer's viewpoint Safety, quality Environment

Super Link Super energy-saving
Thorough universal design

Seeking to Create Products that Only Panasonic can Produce

Further Promotion in BRICs+V 14

■ Further focus on affluent & upper-income customers

Continuous launch of competitive products

Improve sales strength

Expand line-ups

Establish sales channels

Make region-oriented products

Brand marketing

(yen: billions)

FY	2008	2009	2010 (FY)
2008	~400		
2009		~440 (+10% y/y)	
2010 (FY)			~500

Flat-panel TV Business 15

Aiming to achieve growth above the industrial average, as well as taking measures to deal with sluggish market conditions

Review of capital investment plan (yen: billions)

	Total investment (~2012)	
	<original>	<revised>
5 th domestic PDP plant in Amagasaki	280	⇒ 210
IPS Alpha plant in Himeji	300	⇒ 235
Total	580	⇒ 445 (-135)

Flat-panel TV Business 16

Aiming to achieve growth above the industrial average, as well as taking measures to deal with sluggish market conditions

FY2010 sales target: 15.5 million units (+50% y/y)

Improve basic performance	•NeoPDPs & IPS α panels improve energy saving & moving picture quality
Increase line-ups	•Doubling basic models (4→8), boosting product line-ups
Expand sales channels	•Focusing on "growing retailers" in Europe & U.S., expanding sales in emerging markets

Accelerate Businesses Providing Comfortable Living 17

Accelerate business globally

Continue to launch converged products

Achieving results of collaboration among business domain companies

Global Launch of White Goods 18

Make Inroads into Europe

- ▶ Introduce refrigerators & washing machines → 17 countries in FY2010
- ▶ Promote product competitiveness → shops, media and websites

Eco

Design

Innovation

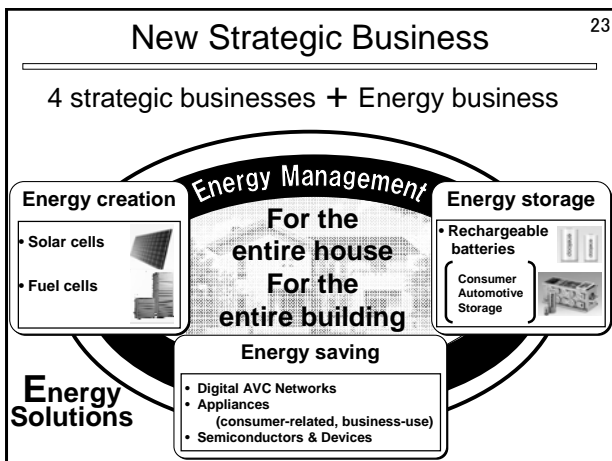
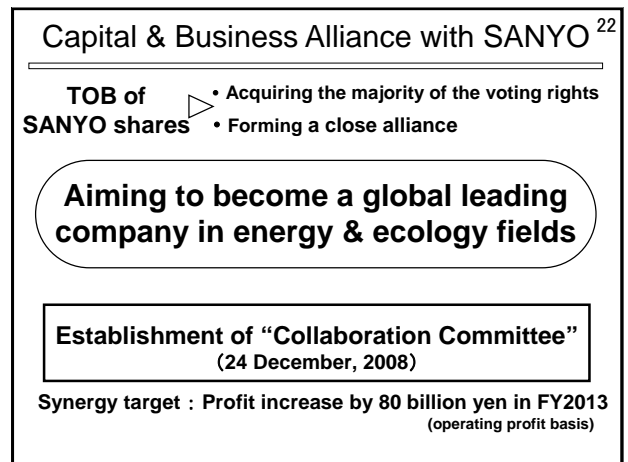
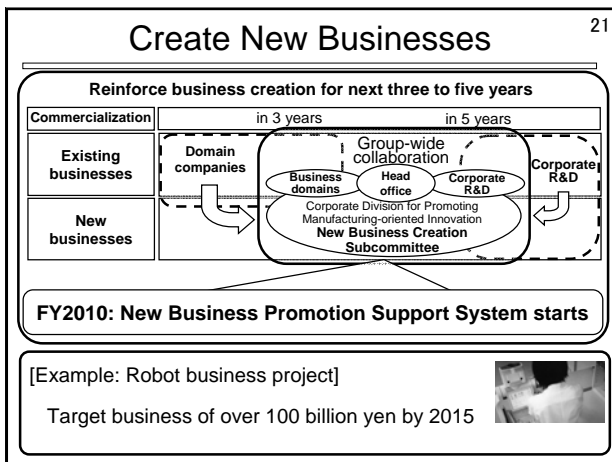
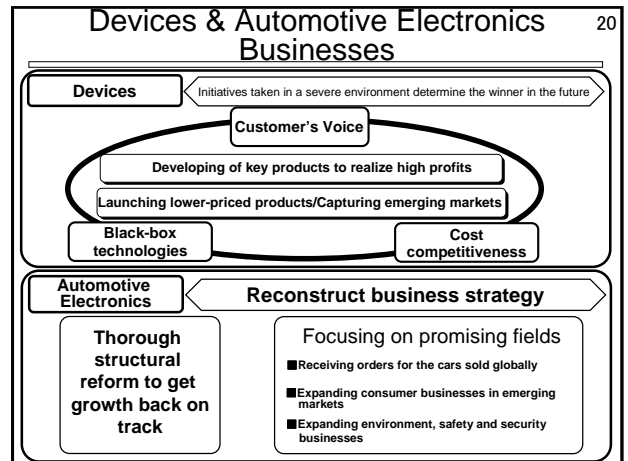
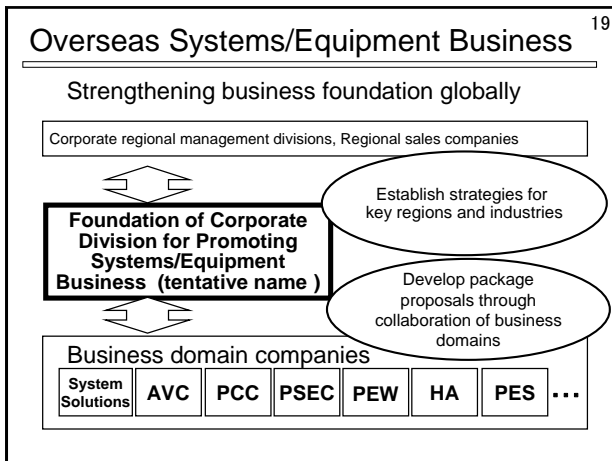
Strengthen Business in Asia

- ▶ Greatly expand product line-ups
- ▶ Strengthen manufacturing capability within Asia for significant sales growth of refrigerators & washing machines
- ▶ Strengthen shop front promotion for eco products

Get white goods business on track in Europe

Achieve undisputed No.1 share in Asia

Toward Further Global Expansion

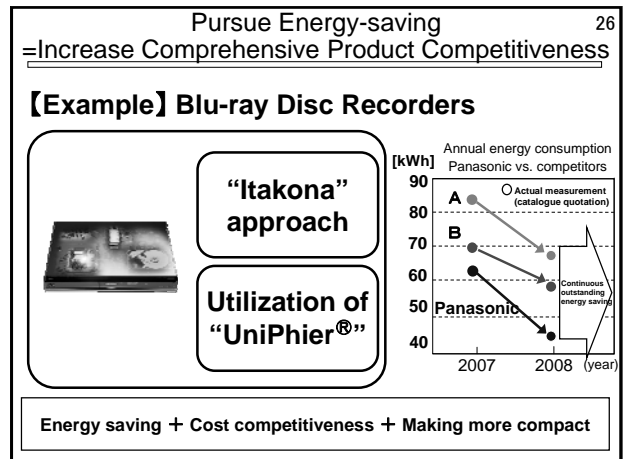


Contents 24

1. Review of fiscal 2009 results and current business situation
2. Initiatives for fiscal 2010
 - Rebuild management structure
 - Prepare and take action for growth
 - Strengthen environmental management
3. Final remarks

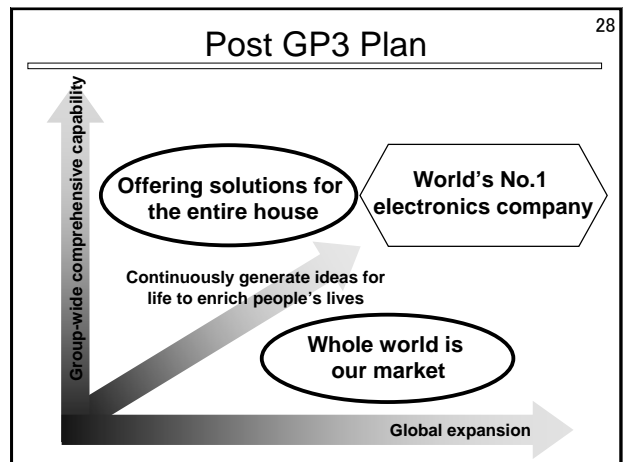
Strengthen Environmental Management 25

		FY2009	FY2010 targets
'eco ideas' for Products	No.1 in energy-saving	150 models (forecast)	200 models
	Energy- saving catalog (Japan)	Increase % of No.1 ranking models (2007 winter) 16% → 17%	30%
	Eliminate low- ranking models	(2007 winter) 13% → 19%	0%
'eco ideas' for Manufacturing	Reduce total CO ₂ emissions <vs.FY2007>	-200,000 tons (forecast)	-300,000 tons
'eco ideas' for Everybody, Everywhere	Actively carry out initiatives globally	Panasonic eco relay HA factory Europe Environmental Declaration	Enhancing "Love the Earth Citizens' campaign" Expanding activities in each region



Contents 27

1. Review of fiscal 2009 results and current business situation
2. Initiatives for fiscal 2010
 - Rebuild management structure
 - Prepare and take action for growth
 - Strengthen environmental management
3. Final remarks



Management Slogan for 2009 29

Difficult times provide a precious opportunity for further progress.
Let us take up the challenge working in unison with a positive attitude.

2009年 経営2009

GP3計画 - 収益を伴った着実な成長

打って出る!

Management Slogan for 2009

GP3 Plan - Global Progress, Global Profit, Global Panasonic

Rise to the Challenge!

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