

Business Strategies toward Fiscal 2009

April 28, 2008

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Matsushita Electric Industrial Co., Ltd.

Notes: 1. This is an English translation from the original presentation in Japanese.

2. In this presentation, "fiscal 2008" or "FY 2008" refers to the year ended March 31, 2008.

- This presentation contains consolidated financial results for fiscal 2008, ending March 31, 2008, and the Company's business strategies toward fiscal 2009.

FY08 Financial Results

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(yen: billions)	Results	Announced target
Sales (vs. FY07) (real terms*)	9,068.9 ±0% +4%	8,780.0 - 4% +1%
Operating Profit (% of sales)	519.5 5.7%	477.0 5.4%
Net Profit (% of sales)	281.9 3.1%	246.0 2.8%
ROE	7.4%	6.3%

Evaluation of the results

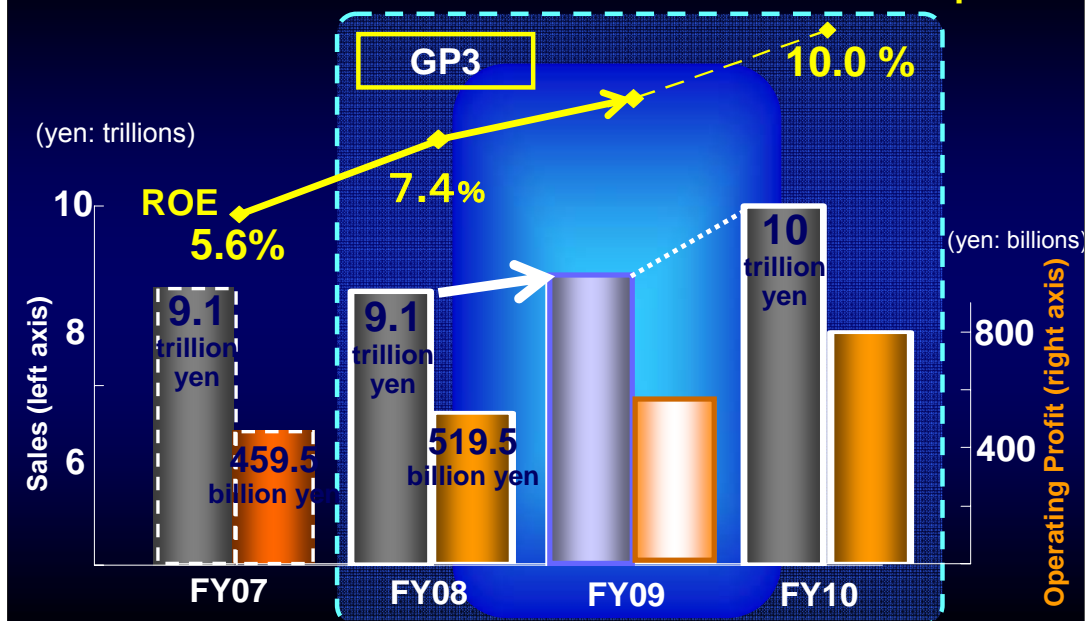
- The Company made a good start for GP3 Plan by exceeding the announced targets despite the challenging environment for the management

• Real terms : excluding JVC's results for Aug. 2006 to Mar. 2007 and exchange gain (loss) on foreign currencies (non-audit)

- In fiscal 2008, the Company recorded 9,068.9 billion yen sales. Operating profit totaled 519.5 billion yen, while net profit was 281.9 billion yen, all exceeding the announced targets.
- In particular, the Company recorded ROE of 7.4%, significantly exceeding the announced target, due mainly to a record-high net profit.
- In fiscal 2008, the first fiscal year of the mid-term management plan GP3, Matsushita made a good start.
- The Company will further accelerate its initiatives with its strength in the phase change toward achieving the final goal of GP3 Plan.

FY09 Target

- FY09 results will determine the success of the GP3 plan



- Fiscal 2009, the second fiscal year of the mid-term management plan GP3, will be a crucial year to achieve the target of the plan.
- Matsushita acknowledges that the business environment is very severe, due mainly to rising prices for raw materials and currency fluctuations.
- Despite these negative factors, Matsushita will make all-out effort to achieve the target of the GP3 plan by promoting companywide innovation.

Initiatives for Double-digit Growth in Overseas Sales

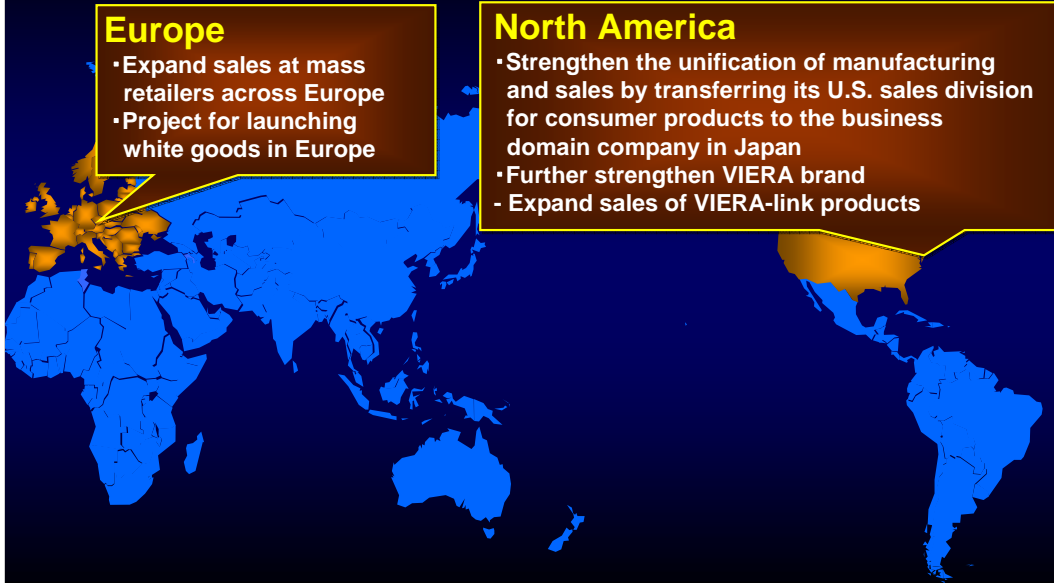
- Key markets: North America and Europe

Europe

- Expand sales at mass retailers across Europe
- Project for launching white goods in Europe

North America

- Strengthen the unification of manufacturing and sales by transferring its U.S. sales division for consumer products to the business domain company in Japan
- Further strengthen VIERA brand
- Expand sales of VIERA-link products



- One of the main pillars of growth strategy is expanding overseas sales.
- As shown on this slide, the Company will further accelerate expansion of sales in its key markets, such as North America and Europe.
- For example, the Company will launch the white goods project in Europe and will implement initiatives such as transferring the U.S. sales division for consumer products to the business domain company.

Initiatives for Double-digit Growth in Overseas Sales

- Emerging markets lead double-digit growth in overseas sales



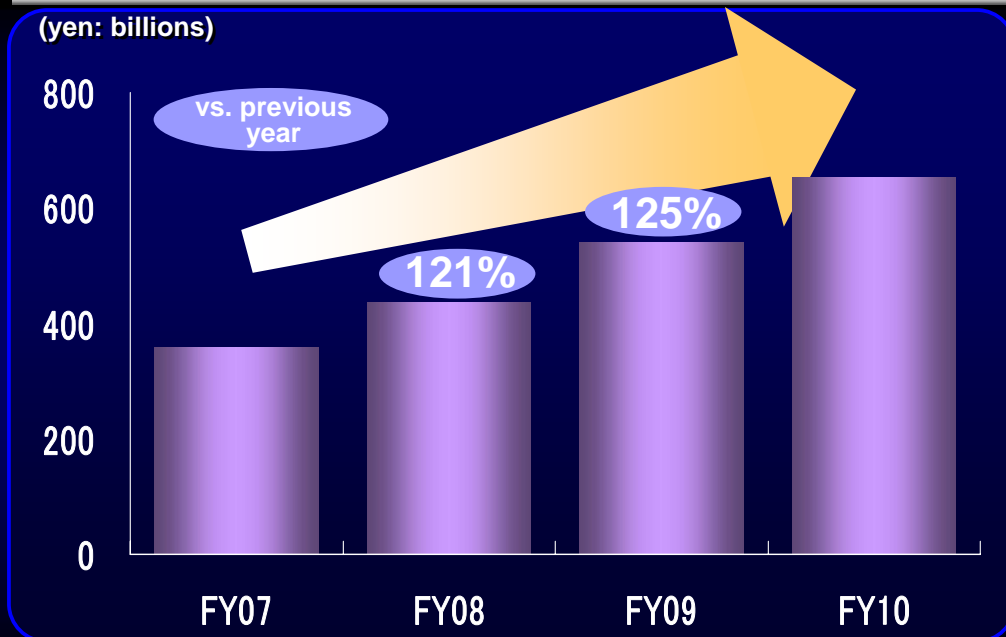
- In particular, sales in emerging countries are expected to drive growth of overseas sales.
- By strengthening advertisement on AV products, the Company will enhance its brand awareness in each country, and expand sales of electronic home appliances including white goods with the Panasonic brand as the driving force.
- The Company believes that profound acknowledgement of the regional characteristics determines the success, and strives to implement detailed strategies tailored to each region.



- For example, the sales units of 103-inch PDPs were up 819% and 274% in Russia and Middle East respectively from the same period last year, but these areas need special sales approaches.
- The main strategy in Middle East is to focus on upper-scale customers including royal families. We will further promote one-to-one marketing in order to support this strategy.
- Meanwhile, in Russia, we seek for direct contacts to upper-scale customers as well as conventional mass-marketing by utilizing general exhibitions and showrooms. Matsushita will also promote our solution business such as sales to museums.
- The important point here is that both in Middle East and Russia we identify the needs specific to these regions and reflect them in our strategies.

BRICs + Vietnam

(Sales)



- In BRICs and Vietnam, which are the center of emerging countries, the Company aims for over 20% annual growth in sales.
- This growth will drive double-digit growth in overall overseas sales.

Global Advisory Meeting (Tentative)

- Directly chaired by the President

Agenda: Emerging markets, etc.

Members: Former cabinet officials
and well-known intellectuals

Themes:

1. Corporate social responsibility
2. Growth strategies and risk management
3. How to utilize the human resources

First meeting will be held in September 2008

- With the aim of accelerating the sales expansion and global operations, Matsushita will hold an advisory meeting in the mid-September.
- The global advisory meeting consists of former cabinet officials and well-known intellectuals in Japan, the U.S., Europe, and emerging countries. This meeting aims to promote its regional sales and marketing strategies.

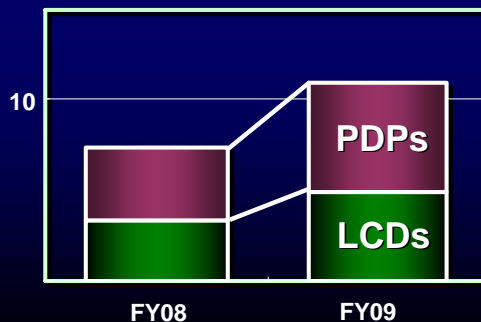
Flat-panel TV Business Strategy

- FY10: aiming for 12.5 million unit-sales in the 37-inch and larger models

<Basic strategy> ■ Seamless promotion of PDP and LCD TVs
 ■ Lead the large screen TV market with PDPs
 ■ Strengthen the product line-up in the volume zone with LCDs

Sales units in flat-panel TVs

(million units)



FY08

PDPs	4.25
LCDs	3.25
Total	7.50

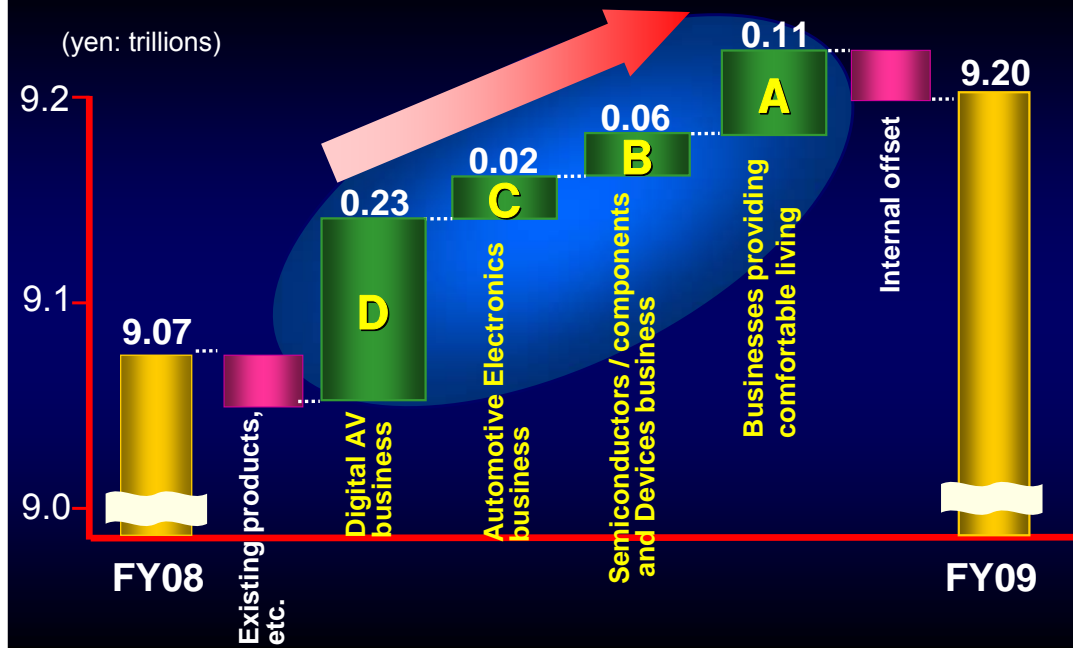
FY09

PDPs	6.00
LCDs	5.00
Total	11.00

- Next, business strategy for flat-panel TVs.
- In fiscal 2010, the Company aims for 12.5 million units in the 37-inch and larger models; a global share of 25% based on the originally forecasted global demand of 50 million units.
- Matsushita has three basic strategies for the flat-panel TVs, as shown here.
- In fiscal 2008, the Company achieved total sales of 7.5 million units in the flat-panel TVs; 4.25 million PDP TVs and 3.25 million LCD TVs. Of the total sales of 7.5 million units, sales of 37-inch and larger models were 4.5 million units.
- In fiscal 2009, the Company targets total sales of 11 million units; 6 million PDP TVs and 5 million LCD TVs. Of the total sales of 11 million units, sales of 37-inch and larger models will be over 7 million units.

Drive Growth with Four Strategic Businesses

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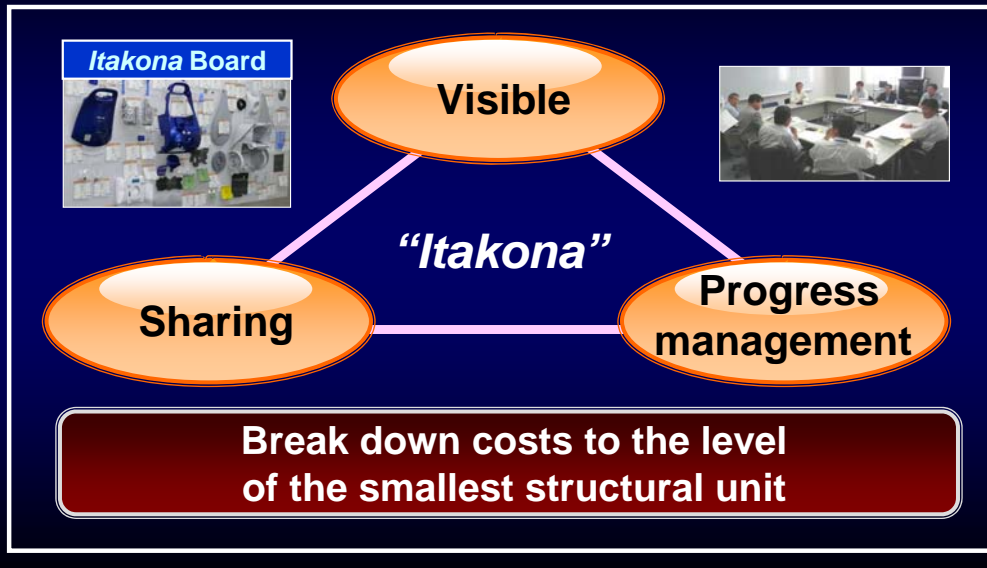


- As a whole, Matsushita strives to drive its growth with these four strategic businesses.
- In each strategic business, the Company aims for steady growth with profitability in each strategic business, as well as strengthening collaboration among businesses to create synergies.

Establishment of Culture which Supports Growth and Profitability

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- Innovation arise from expansion of "Itakona"



- Growth and profitability is supported by strengthening cost competitiveness.
- As I explained in the announcement of management policy, Itakona* activity aims at realizing cost reduction through three activities of making visible the cost price, sharing information, and progress management.
- This is not merely aimed at cost reduction, but also creating innovation by zero-based review of all activities and accumulating knowledge of the Company.
- In the future, the Company aims for standardization at a higher level by applying this Itakona method to all activities, thereby creating customer value.

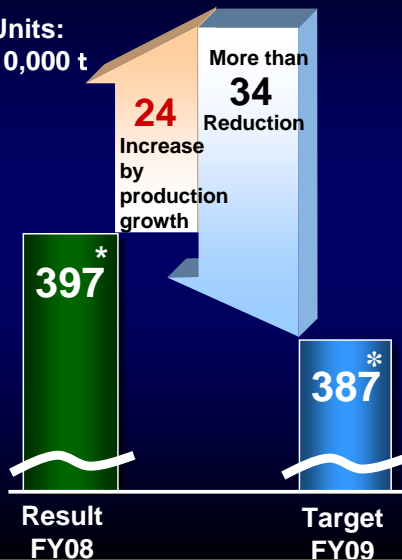
* Itakona activity is analyzing components all the way into the material such as metals and resin, or in other words, "plates (ita)" and "powder (kona)" and pursuing a target cost.

Acceleration of Environmental Management

- Reducing CO₂ emissions

<Increase/decrease of CO₂ emissions>

Units:
10,000 t



Initiatives

Make visible & horizontal expansion of CO₂ emission Measures

Investment in high efficient equipment

excluding IPS α

- The Company will also accelerate its initiatives in environmental management.
- For Matsushita, whose management philosophy is that a company is a public entity of society, reduction of CO₂ emissions is one of the most important management goals.
- In fiscal 2008, the Company reduced CO₂ emissions by as much as the increment of CO₂ caused by an increase in production. In the future, the Company will strive to accelerate its initiatives for achieving the target of the GP3 plan.
- Our concrete action will be to implement the two initiatives - making visible and horizontal expansion of CO₂ emission measures, and investing in highly efficient equipment.
- The Company will extend its environmental management activities to all products and services on the back of the three eco-ideas concepts: “eco-ideas for manufacturing,” “eco-ideas for products” and “eco-ideas for everybody, everywhere.”

*After the announcement of fiscal 2008 financial results on April 28, 2008, the amount of CO₂ emissions for fiscal 2008 has been revised to “3.97 million tons” from “3.98 million tons” provisionally. Following this revision, the announced target for fiscal 2009 has also been revised to “3.87 million tons” from “3.85 billion tons” in accordance with the announced target “reduction of 10 thousands tons compared to fiscal 2008.” We will, however, further endeavor to reduce CO₂ emissions with an internal target of “3.85 million tons.” (as of June 10, 2008)

Unify Company Name and Brand

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**Under Panasonic, Further Strengthen
Unity throughout the Group**

**Increase the Value of the Panasonic
Brand to the Global Top Level**



Achieve a Truly “Global Panasonic”

- As already announced, the Company plans to unify its corporate name and brand name into Panasonic on October 1, 2008. By this unification, the Company strives to achieve a truly Global Panasonic.

Definition of Business Fields

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- Clarify business fields of the group toward global excellence

Digital AVC Networks solution	<ul style="list-style-type: none">· Strategic businesses including digital AV & car electronics· Businesses with cutting-edge technologies· Businesses that lead growth globally
Solution for environment / Providing comfortable living	<ul style="list-style-type: none">· Businesses that create comfortable living· Businesses that ensure high profitability consistently· Accelerates sales growth globally
Devices / Industry solution	<ul style="list-style-type: none">· Expand sales of No.1 devices· B.B. technologies to differentiate finished products· Supports vertical integrated business model· Mechatronics to support manufacturing of the group

- To make a step forward, Matsushita defines three business fields of the group, as shown here.
- By clarifying business fields, the Company aims to establish new strategies toward global excellence.

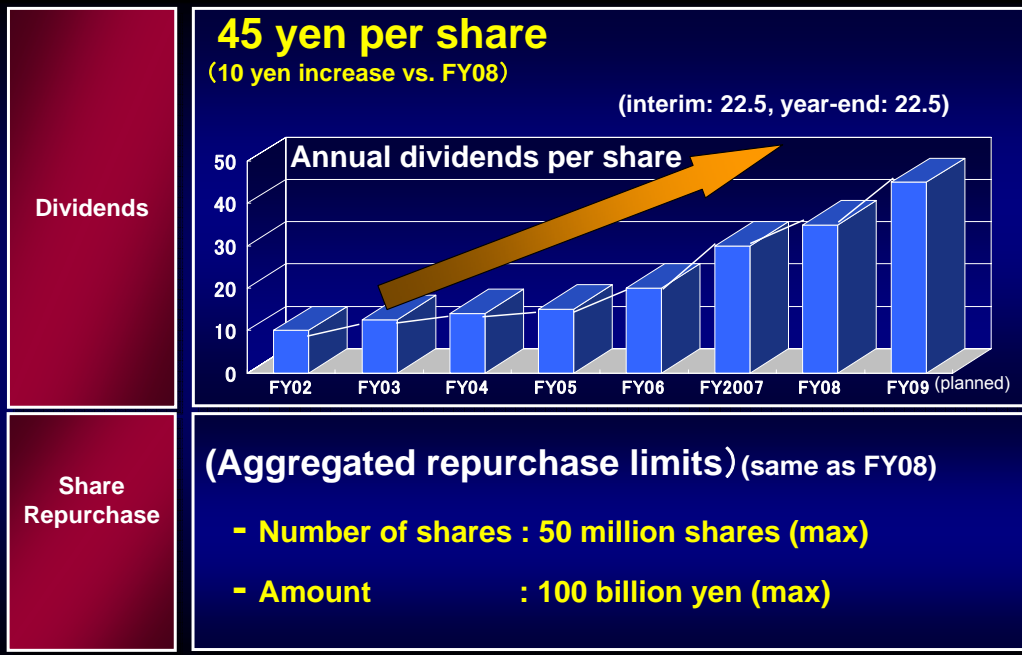
Objectives for FY09

Sales (vs. FY08) (real terms*)	9.2 trillion yen (+1%) (+7%)
Operating Profit (% of sales)	560 billion yen (6.1%)
Net Profit (% of sales)	310 billion yen (3.4%)
ROE	8.0%

*Real terms : excluding JVC's results for Apr. to Jul. 2007 and exchange gain (loss) on foreign currencies (non-audit)

- In fiscal 2009, the Company expects the sales of 9.2 trillion yen, up 7% from last fiscal year in real terms excluding the effect of JVC and currency fluctuations. Operating profit is anticipated to be 560 billion yen with net profit of 310 billion yen and ROE of 8.0%.
- Although the outlook of management environment for fiscal 2009 remains uncertain, the Company will make every effort to achieve the target.

Return to Shareholders in FY09



- Matsushita continues to employ shareholder-oriented management. The Company's total dividends for fiscal 2009 are planned to be 45 yen per common share. This is an increase for the 7th consecutive year.
- The Company also plans to repurchase a maximum of 50 million shares, up to 100 billion yen, the same level as fiscal 2008.



- Matsushita celebrates its 90th anniversary this year. We are thankful to our customers and investors for their support.
- The Company will make efforts to be trusted more by achieving the target of its mid-term management plan GP3.
- Thank you again for your continuous support.

Fiscal 2008 Financial Results Fiscal 2009 Forecast

April 28, 2008

Makoto Uenoyama

Matsushita Electric Industrial Co., Ltd.

*Notes: 1. This is an English translation from the original presentation in Japanese.
2. In this presentation, "fiscal 2008" or "FY 2008" refers to the year ended March 31, 2008.*

- This presentation contains consolidated financial results for the full fiscal year 2008, ended March 31, 2008 and the current forecast for fiscal 2009.

1. Fiscal 2008 Financial Results
 - 1) Outline of financial results
 - 2) Inventories
2. Fiscal 2009 Financial Forecast
 - 1) Outline of forecast
 - 2) Forecast by segment

- First, the financial results for fiscal 2008.

FY08 Fourth Quarter Consolidated Results

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Sales increased in real terms.

Operating profit increased for the 24th consecutive quarter

(yen: billions)

	FY08 Fourth Quarter	FY07 Fourth Quarter	vs. FY07	<reference> Real* vs. FY07
Sales	2,199.1	2,281.8	-4%	+6%
Domestic	1,218.7	1,221.9	±0%	+3%
Overseas	980.4	1,059.9	-8%	+9%
Operating profit (%)	134.1 (6.1%)	116.3 (5.1%)	+15%	
Pre-tax income (%)	70.8 (3.2%)	62.3 (2.7%)	+14%	
Net income (%)	61.6 (2.8%)	23.4 (1.0%)	+163%	

* Real terms: excluding JVC's results for Jan. to Mar. 2007 and the effects of exchange rates. (non-audit)

- Consolidated group sales for the fourth quarter were 2,199.1 billion yen, down 4% compared with the previous year. In real terms excluding the results of JVC* and the effects of exchange rates, consolidated group sales increased 6%. Despite the severe business conditions, both domestic and overseas sales increased from the same period a year ago.
- Sales of mobile phones increased 1.4 times compared with the previous year. This result, as well as favorable sales in flat-panel TVs and DVD recorders, led to the overall increase in sales.
- Operating profit totaled 134.1 billion yen, up for the 24th consecutive quarter. Net income significantly improved, recording 2.6 times as much as the previous year's result.

*Victor Company of Japan, Ltd. and its consolidated subsidiaries (JVC) became associated companies under the equity method from Matsushita's consolidated subsidiaries from August 2007.

FY08 Consolidated Results

Net income highest on record, ROE of 7.4% achieved

(yen: billions)

<reference>

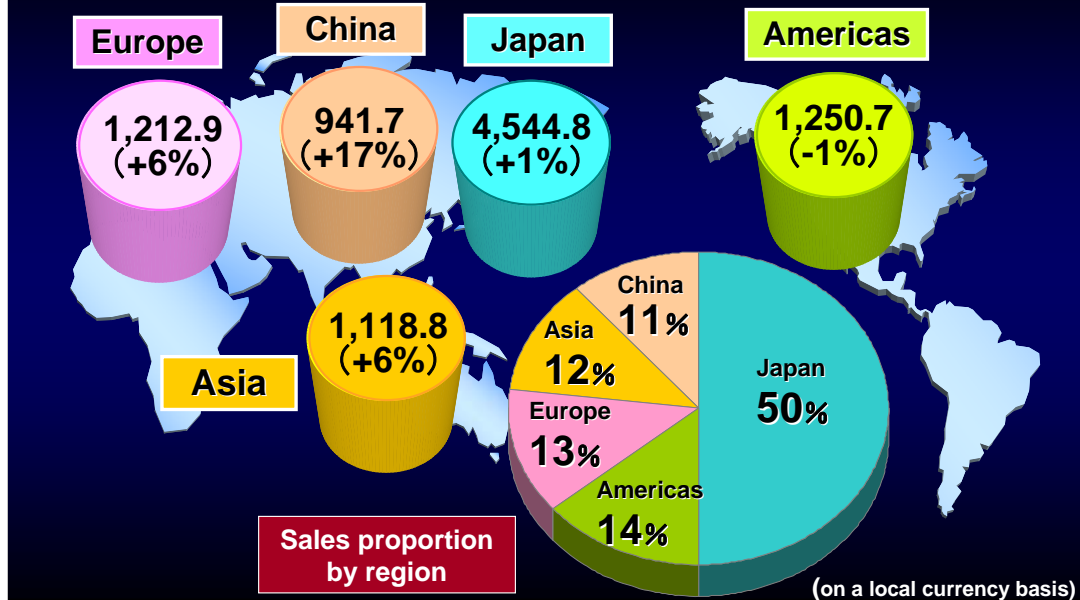
	FY08	FY07	vs.FY07	Real * vs. FY07
Sales	9,068.9	9,108.2	±0%	+4%
Domestic	4,544.8	4,616.5	-2%	+1%
Overseas	4,524.1	4,491.7	+1%	+6%
Operating profit (%)	519.5 (5.7%)	459.5 (5.0%)	+13%	
Pre-tax income (%)	435.0 (4.8%)	439.1 (4.8%)	-1%	
Net income (%)	281.9 (3.1%)	217.2 (2.4%)	+30%	
ROE	7.4%	5.6%	+1.8%	

* Real terms: excluding JVC's results for Aug. 2006 to Mar. 2007 and the effects of exchange rates. (non-audit)

- In fiscal 2008, the first year of the mid-term management plan GP3, Matsushita made a good start.
- Consolidated group sales amounted to 9,068.9 billion yen, an increase of 4% from a year ago in real terms excluding the results of JVC and effects of exchange rates. Operating profit totaled 519.5 billion yen, up for the 6th consecutive year. Operating profit to sales ratio amounted to 5.7%, up 0.7% from the previous year.
- Net income totaled 281.9 billion yen, 1.3 times as much as the previous year's result, and exceeding the 22 year old highest recorded figure. This factor led to ROE of 7.4%, a significant improvement from the previous year.

FY08 Sales by Region

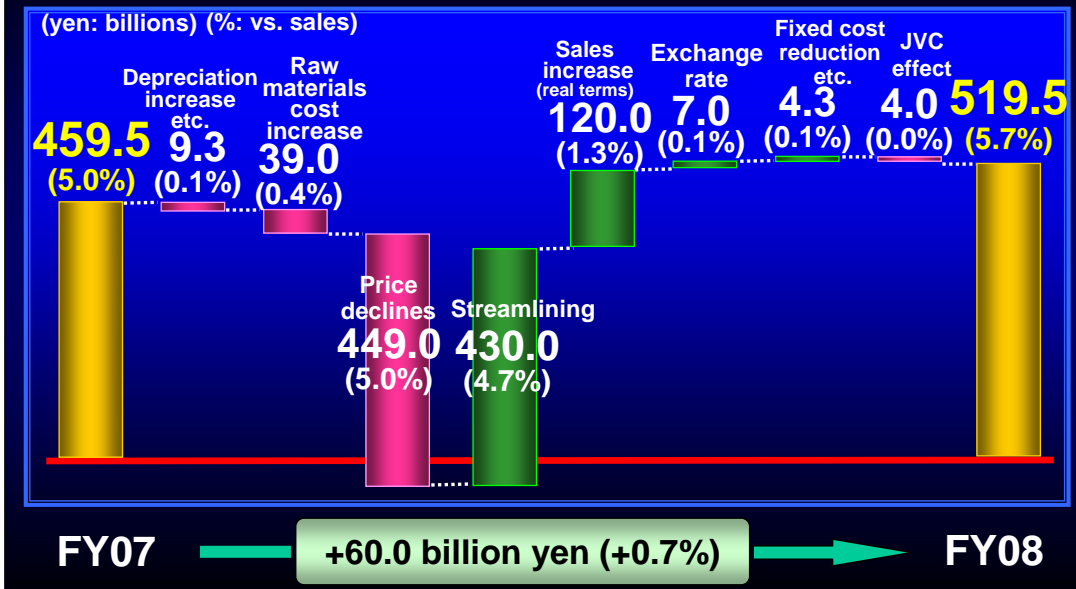
* The percentages in the parenthesis: sales growth vs. FY07 results Real terms excluding JVC's results for Aug. 2006 to Mar. 2007 and the effects of exchange rates.



- Sales by region were as shown here.
- Although sales in the Americas were lower than the previous year, sales in Europe and Asia increased, due mainly to favorable sales of digital AV products in Europe, and white goods in Asia.
- In addition, double-digit sales growth was recorded in China, due mainly to favorable sales of devices, as well as AV products and white goods. Meanwhile, sales in Japan were steady, up 1% from the previous year.

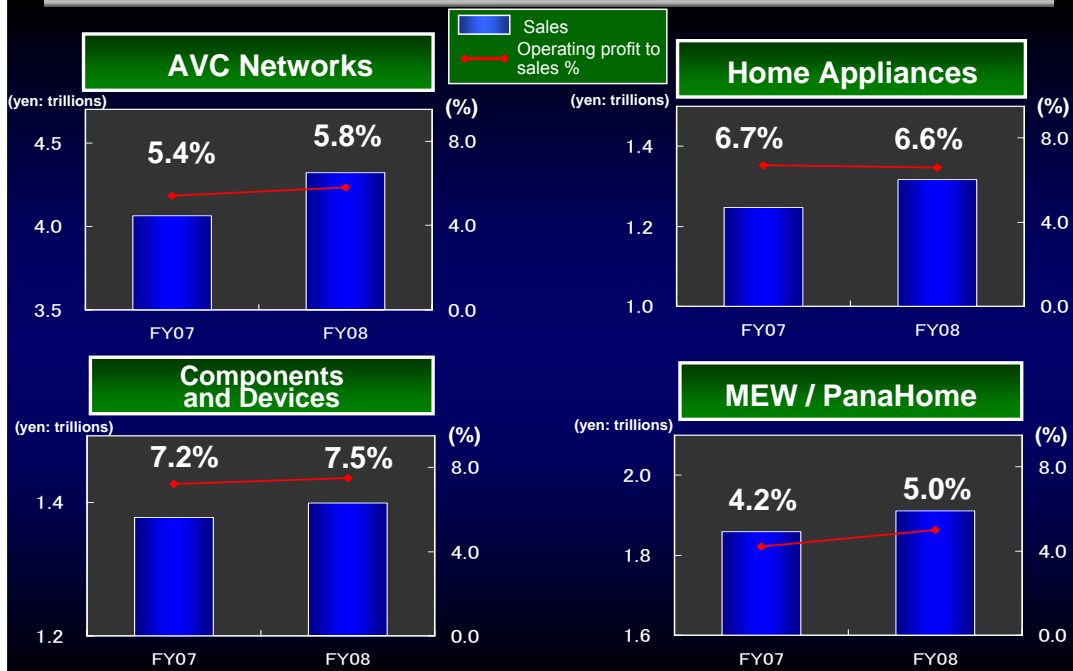
FY08 Operating Profit Analysis 23 (vs. FY07)

Both streamlining and sales increase enhanced profitability



- This slide shows operating profit analysis.
- Until the previous fiscal year, reduction of cost such as fixed cost had led to an increase in operating profit. Whereas, in fiscal 2008, operating profit was boosted by 60 billion yen due to sales gains.

FY08 Results by Segment



- Sales and operating profit by segment are as shown here.
- Although operating profit to sales ratio in Home Appliances was slightly lower than the previous year, Matsushita achieved increases in both sales and operating profit in all segments.

Inventories

Inventories down in both total amount and turnover days



- Inventories totaled 864.3 billion yen, or 35 inventory turnover days, a two-day decrease from the end of March 2007.
- Excluding JVC, inventory turnover days decreased from a year ago.

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2. Fiscal 2009 Financial Forecast
 - 1) Outline of forecast
 - 2) Forecast by segment

- Next, fiscal 2009 financial forecast.

FY09 Financial Forecast Assumptions

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Economic forecast

- Japan Economy has entered a lull-possibility of temporary setback due to subprime loan problem.
- US Economic slowdown is self-evident. It will take more time to make a full recovery.
- Europe Economic slowdown is expected and consumer spending will be sluggish due to price inflation
- Asia The pace of growth is gradually slowing down, but high growth continues.

Exchange rates

FY08

FY09 (forecast)

■ US dollar	114 yen	100 yen
■ Euro	162 yen	155 yen

- Financial forecast assumptions are as shown here.
- The outlook for the global economy is uncertain, and the Company expects that the severe business conditions will continue.
- The Company assumes the exchange rates for fiscal 2009, as shown above.

FY09 Full Year Forecast

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Aiming to achieve ROE of 8% through continuous growth with profitability

(yen: billions)

	FY09	FY08	vs.FY08	<reference> Real * vs. FY08
Sales	9,200.0	9,068.9	+1%	+7%
Domestic	4,600.0	4,544.8	+1%	+2%
Overseas	4,600.0	4,524.1	+2%	+12%
Operating profit (%)	560.0 (6.1%)	519.5 (5.7%)	+8%	
Pre-tax income (%)	500.0 (5.4%)	435.0 (4.8%)	+15%	
Net income (%)	310.0 (3.4%)	281.9 (3.1%)	+10%	
ROE	8.0%	7.4%	+0.6%	

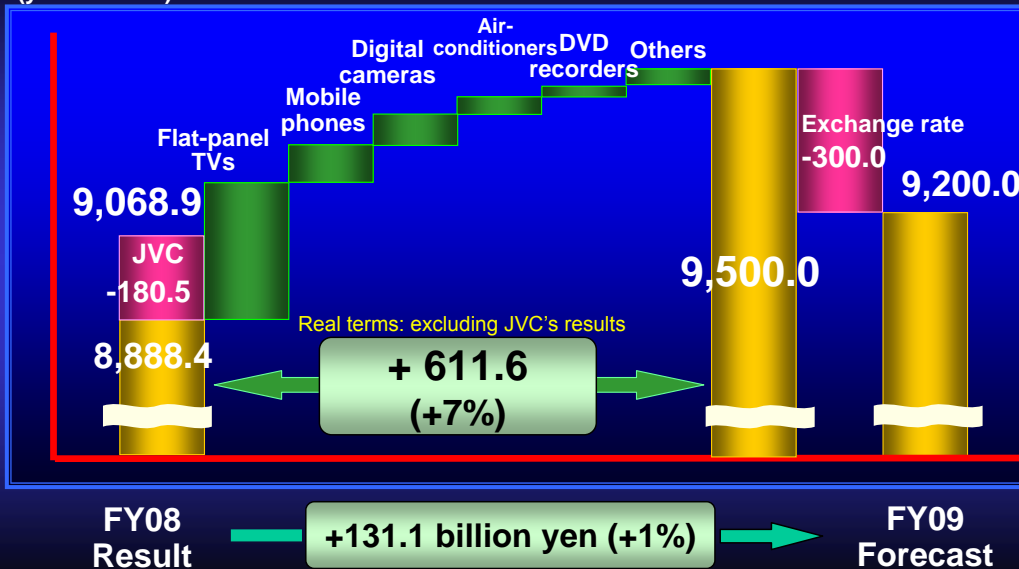
* Real terms: excluding JVC's results for Apr. to Jul. 2007 and the effects of exchange rates. (non-audit)

- The Company expects total sales for fiscal 2009 of 9,200 billion yen, an increase of 131.1 billion yen or up 1% (7% in real terms) from the previous fiscal year.
- Regarding earnings, the Company forecasts an operating profit of 560 billion yen, with an operating profit to sales ratio of 6.1%.
- Net income is also expected to increase by 28.1 billion yen from the previous year, to 310 billion yen. ROE is expected to be 8.0%.

FY09 Sales Analysis by Product 29 (vs. FY08)

Sales in flat-panel TVs continue to lead overall sales growth

(yen: billions)

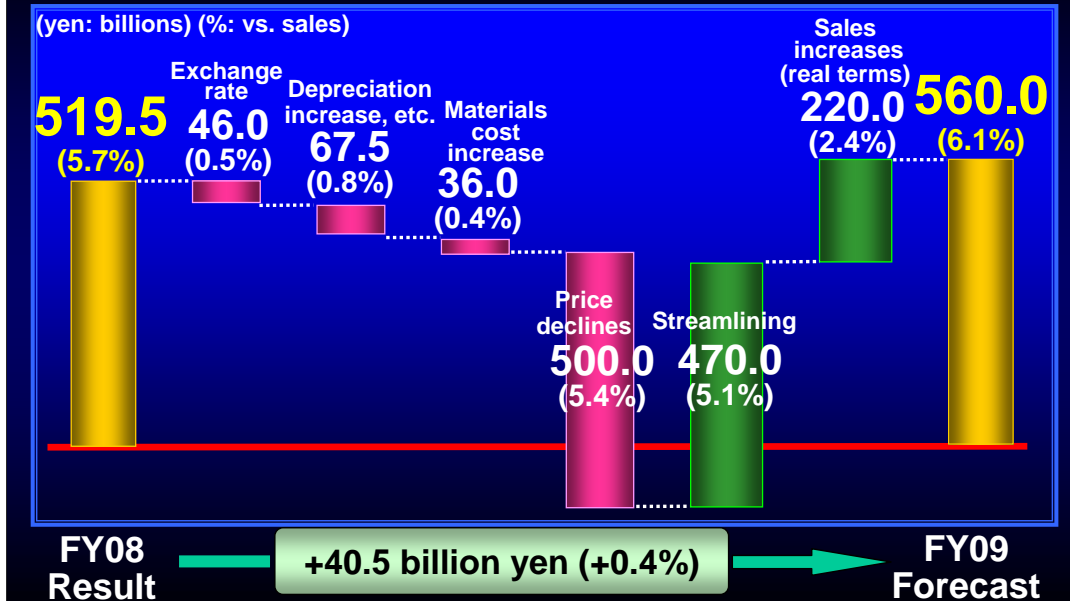


- This slide shows sales trends by major product category.
- The sales amount for fiscal 2008 was 8,888.4 billion yen excluding the sales of JVC. The sales amount for fiscal 2009, including increases or decreases in sales by product, is expected to be 9,500.0 billion yen, an increase of 7% in real terms from the previous fiscal year.
- The Company expects fiscal 2009 sales, including the negative effects of exchange rate (approx. 300 billion yen) to total 9,200.0 billion yen, an increase of 1% from the previous fiscal year.
- The Company will expand sales mainly in mobile phones, digital cameras and air-conditioners, while maintaining strong sales in flat-panel TVs.

FY09 Operating Profit Analysis (vs. FY08)

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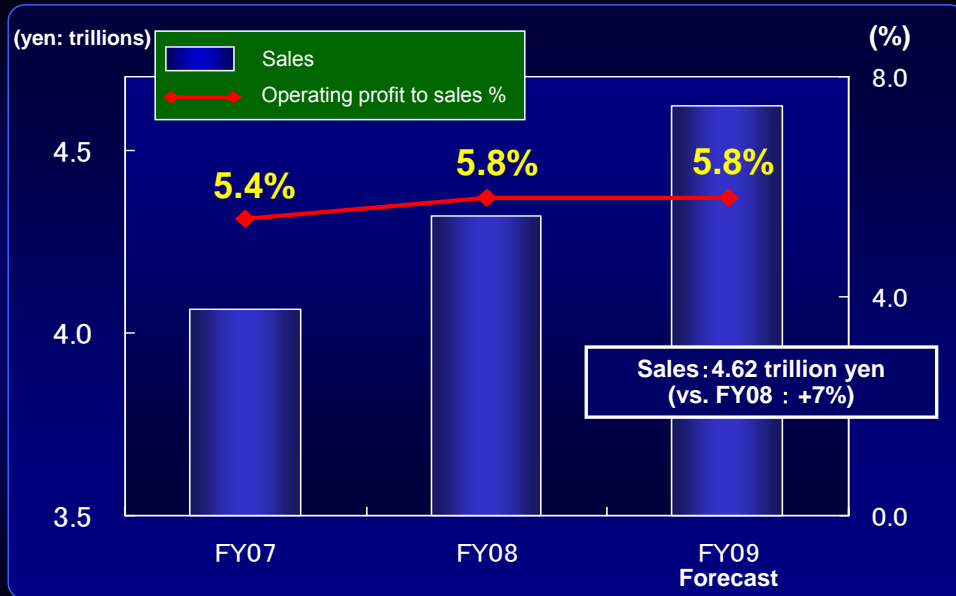
Sales growth is expected to drive increase in operating profit



- This slide shows operating profit analysis.
- Despite the negative factors such as price declines, the Company will strive to achieve profit growth by expanding sales and implementing streamlining.

Digital AVC Networks

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- The next section outlines the fiscal 2009 forecast by segment.
- For Digital AVC Networks, sales amount is expected to be more than 4.6 trillion yen, due mainly to continued strong sales of digital AV products.
- The Company forecasts 14.7 billion yen of operating profit increase, which is the highest in all segments. Operating profit to sales ratio is expected to maintain the same level.

FY09 Forecast of PAVC / PMC

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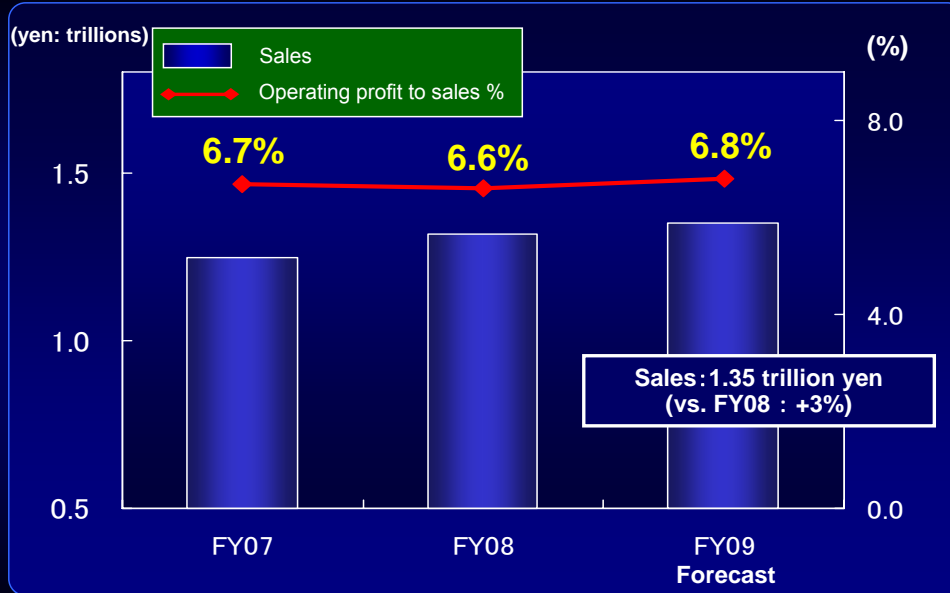
(yen: billions)

	PAVC		PMC	
	FY09	vs. FY08	FY09	vs. FY08
Sales	2,281.6	+16%	481.6	+7%
Operating profit	121.6	+7%	17.3	+25%
vs. sales (%)	5.3%	-0.4%	3.6%	+0.5%
Capital investment	197.0	+37.0	4.0	+0.1

- This slide outlines the forecasts of the major business domain companies within the Digital AVC Networks segment.
- The Company forecasts that sales of PAVC are expected to increase by 16%, with 7% increase in operating profit and an operating profit to sales ratio of 5.3%.
- The sales of PMC is expected to increase by 25% compared with a year ago, due mainly to introducing the new products such as “VIERA Keitai,” VIERA series of mobile phones and strengthening management structure.

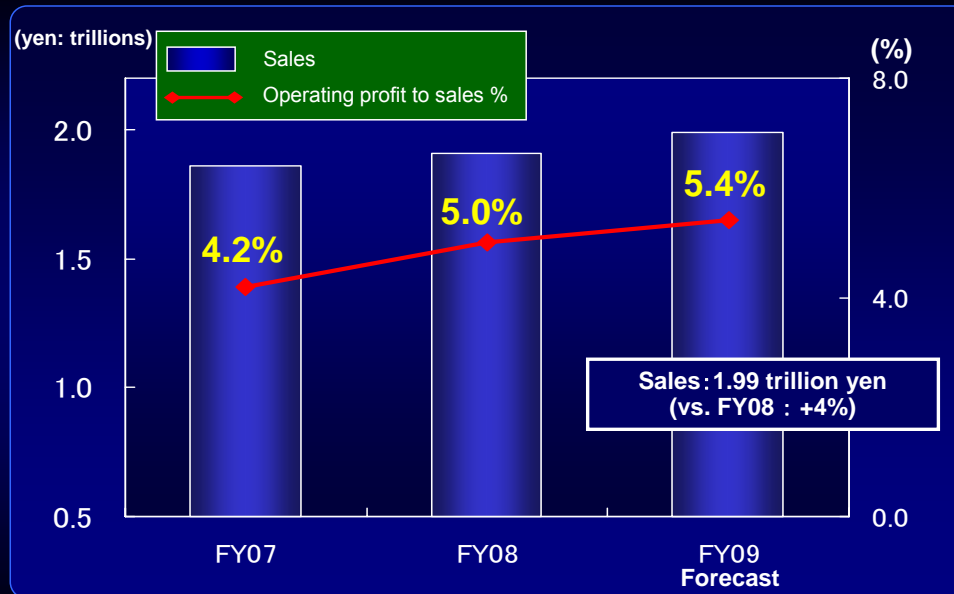
Appliances

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- Next, Home Appliances.
- The Company will promote expansion of overseas businesses mainly in Asia, China and other emerging countries, as well as further strengthening stable bases in domestic businesses.
- Operating profit is expected to be 92.0 billion yen, or an operating profit to sales ratio of 6.8%, up 0.2% from the previous fiscal year.

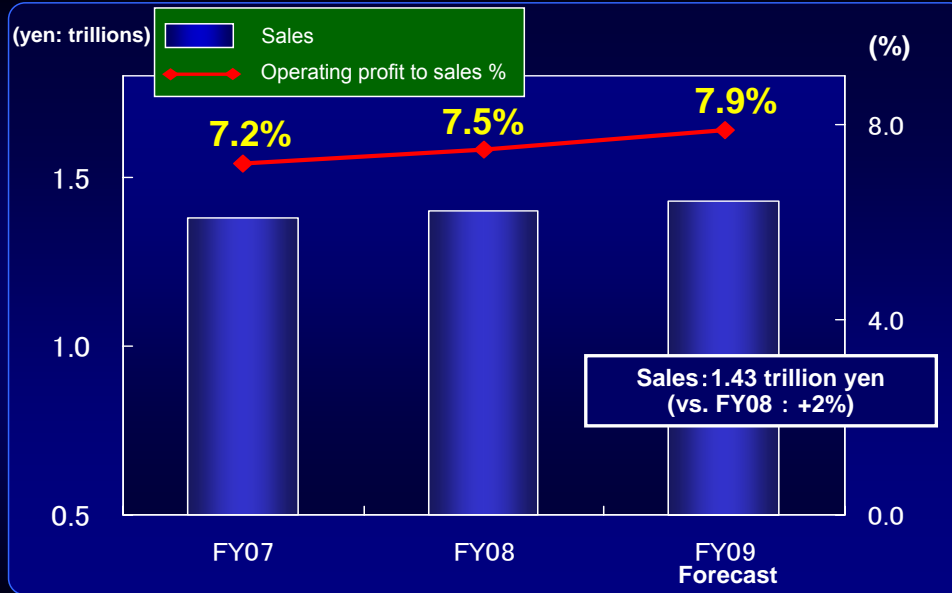
MEW and PanaHome



- In MEW and PanaHome, in addition to steady growth in sales, operating profit is expected to achieve double-digit growth, up 12% from previous fiscal year.
- The Company endeavors to create new products and businesses by combining technologies, and generate maximum synergies within the Matsushita Group.

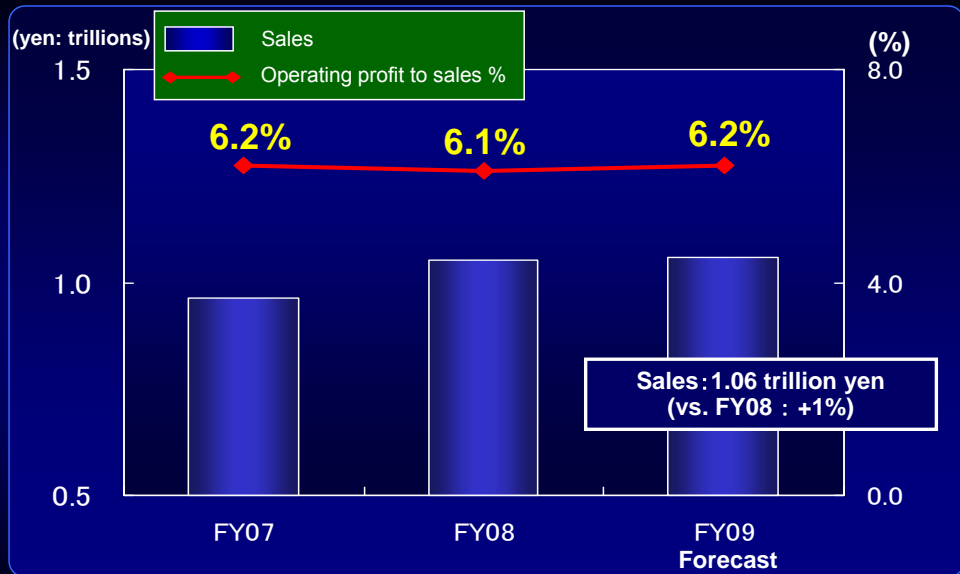
Components and Devices

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- In Components and Devices, profit of semi- conductors is expected to improve, due to favorable sales of digital AV products as well as higher profitability in batteries, general electronic components and motors.
- As a result, operating profit to sales ratio in this segment is forecast to increase to 7.9%, up 0.4% from the previous year.

Other



* Results of FY07 and FY08 are revised based on the restated sales. (refer to note 3 on page 2 of supplemental consolidated financial data.)

- Forecasts of sales and operating profit for the Other segment are as shown here.

FY09 Forecast of PED / FA business

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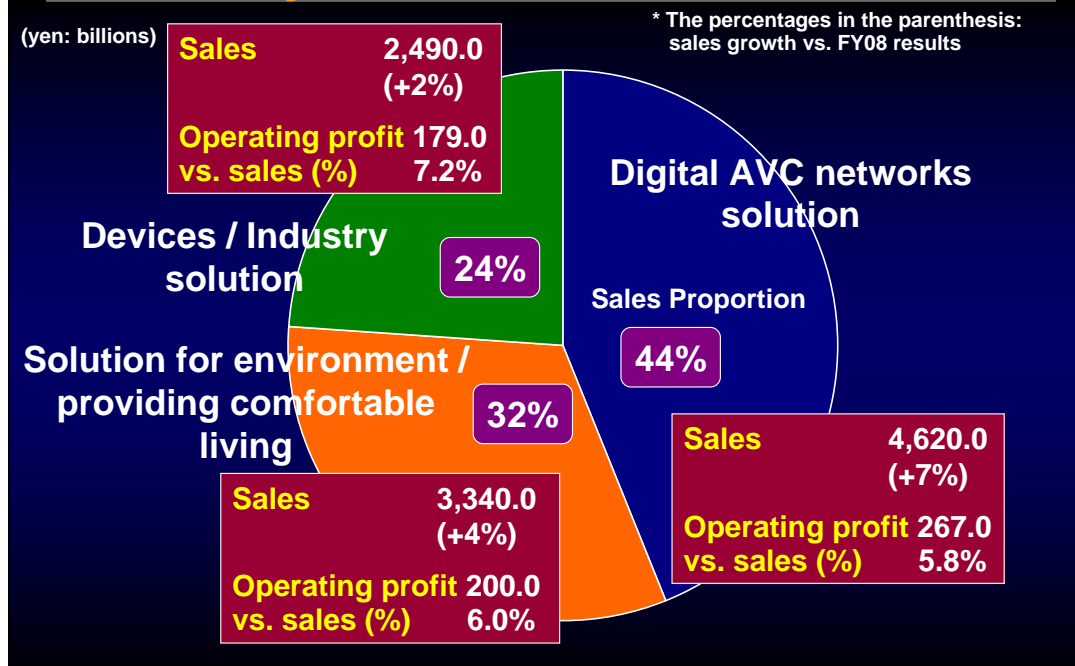
(yen: billions)

	PED		FA business	
	FY09	vs. FY08	FY09	vs. FY08
Sales	515.0	+1%	223.4	+0%
Operating profit	41.0	+5%	36.8	+5%
vs. sales (%)	8.0%	+0.3%	16.5%	+0.8%
Capital investment	43.9	+6.5	5.1	+0.9

- From fiscal 2009, the Company will disclose the results of factory automations (FA) business, the core business in the Other segment, in addition to PED in charge of general electronic components in Components and Devices.
- In PED, despite severe business conditions, sales gains are expected and operating profit to sales ratio is forecast to be 8%, up 0.3% from the previous fiscal year.
- In the FA business, Matsushita aims for double-digit profit to sales ratio, mainly in the areas of mounting machines, welding equipments and industrial robots.

FY09 Forecast by Business Fields

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- Matsushita will implement initiatives for its growth with three business fields as the strong pillars of management to achieve global excellence.
- Forecasts of sales and operating profit by business field are shown here.
- The Company's segment classification remains unchanged. Disclosure of domain companies has been partially changed.



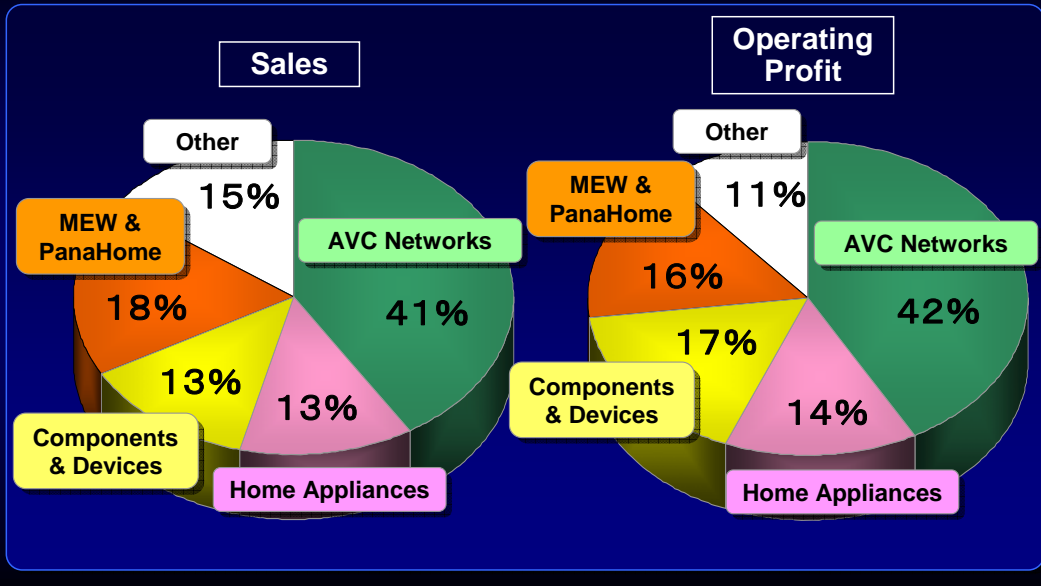
- Although Matsushita expects to encounter severe business conditions for fiscal 2009, the Company endeavors to generate steady growth with profitability.
- Thank you for your continued support.

Appendix

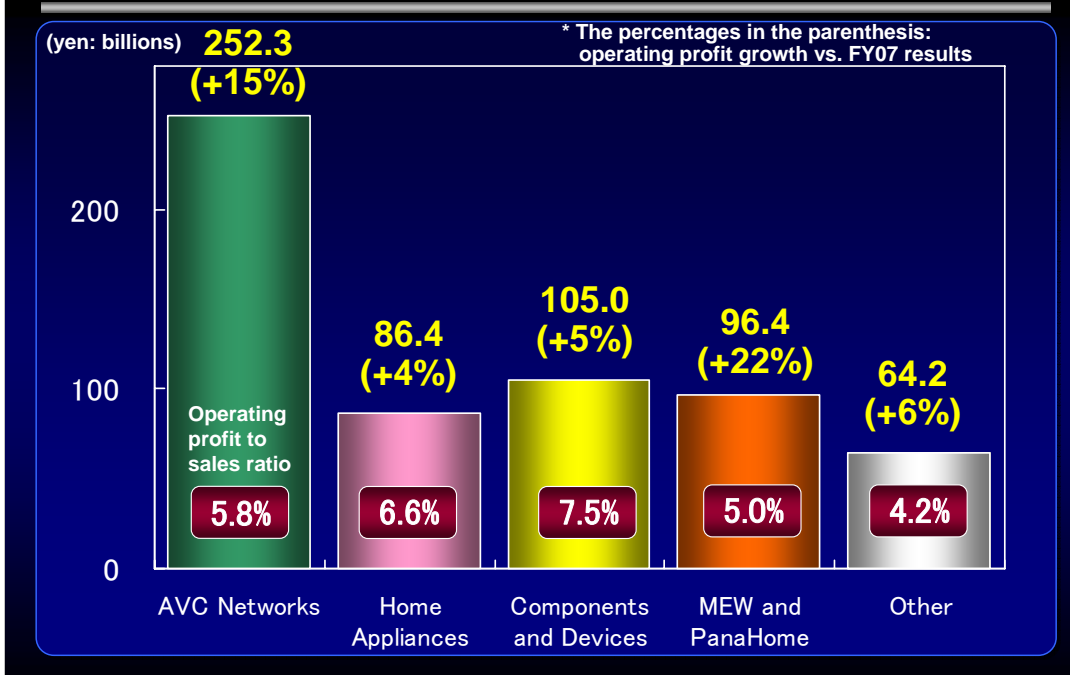
FY08 Sales and Operating Profit by Segment

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Including intersegment transactions



FY08 Operating Profit by Segment



Pre-tax and Net Income Analysis

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(yen: billions)

	FY08	vs FY07
Operating profit	519.5	+60.0
Non-operating income/loss	-84.5	-64.2
Financial income	24.3	+7.1
Early retirement charges	-32.6	-18.5
Other	-76.2	-52.8
Pre-tax income	435.0	-4.2
Provision for income taxes	-114.6	+77.3
Minority interests	-28.6	+2.5
Equity in gains (losses) of associated companies	-9.9	-10.9
Net income	281.9	+64.7

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