

Fiscal 2010 Second-quarter Financial Results and Business Strategies

October 30, 2009
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Panasonic Corporation

*Notes: 1. This is an English translation from the original presentation in Japanese.
2. In this presentation, "fiscal 2010" or "FY10" refers to the year ending March 31, 2010. In addition, "fiscal 2010 six-month" or "FY10 6M" refers to the period from April to September 2009.*

FY 2010 Six-month Results

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Positive operating profit exceeding revised forecast

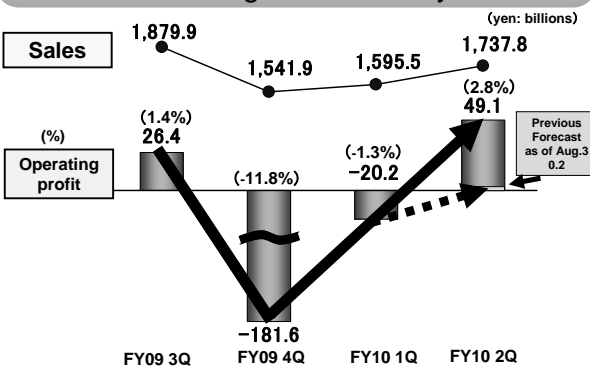
(yen: billions)

	FY10 (Apr. to Sept.)	vs FY09	Forecasts (as of Aug. 3)
Sales	3,333.3	-23% (-18%)*	3,300.0
Operating profit (%)	28.9 (0.9%)	-87% -199.3	-20.0 (-0.6%)
Net income / loss** (%)	-46.9 (-1.4%)	- -175.4	-100.0 (-3.0%)

*Real terms: excluding effects of exchange rates. (unreviewed)
** Net income / loss attributable to Panasonic Corporation

Returning to Profitability

3



Initiatives to Strengthen Management Structure

4

	vs FY09	Target of FY10	FY10 6M
Improvement of marginal profit ratio		+1.0%	+0.5%
Reduction of fixed costs		-260.0 bil. yen	-209.3 bil. yen
Lowering break-even point		-10%	-14%

Future Efforts

5

Continuing business restructuring to strengthen management structure

【Business restructuring expenses】
1H FY10: 45.6 bil. yen (FY10 forecast: 88.0 bil. yen)

Focusing on new growing markets

【Emerging market】 MINTs + B 【Overseas Systems / Equipment Business】

Preparing for next growth drivers

【Strategic business】 ABCD + E 【Robot and Healthcare businesses】

Flat-Panel TV Business

6

New production capacities toward FY13

PDP Production Capacity
10 mil. units / year

LCD Production Capacity
20 mil. units / year

5th domestic PDP factory(P5)
in Amagasaki, Hyogo

LCD IPS alpha factory
in Himeji, Hyogo

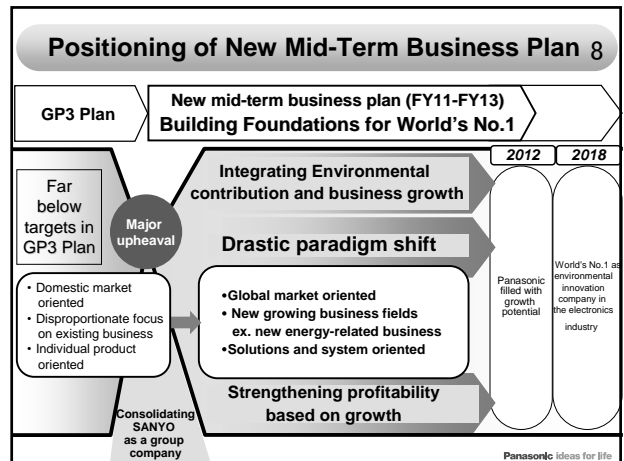
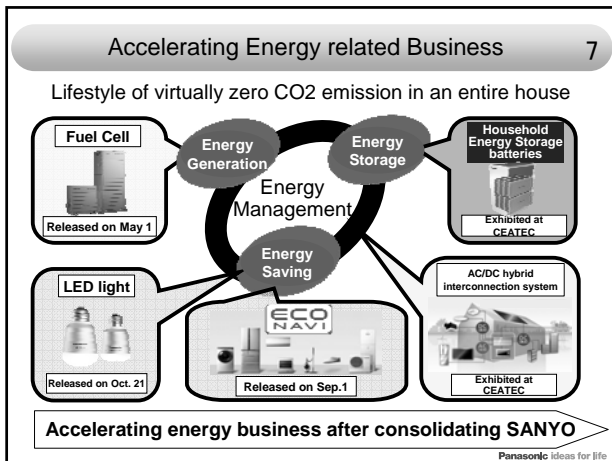


FY10
Capacity 14.5 mil. units
(total FTVs)

FY13
Capacity 30 mil. units

CAPEX 250.0 bil. Yen (Total)
(P5 in Amagasaki+ IPS alpha factory in Himeji)

445.0 bil. Yen (Total)



Revision of Financial Results Forecast 9

Revised full-year forecast thanks to improvement in 1H FY10

(yen: billions)

	Forecast	vs FY09	Original forecast as of May 15
Sales	7,000.0	-10% (-6%)*	7,000.0
Operating profit (%)	120.0 (1.7%)	+65% +47.1	75.0 (1.1%)
Net Income/loss** (%)	-140.0 (-2.0%)	- +239.0	-195.0 (-2.8%)

*Real terms: excluding effects of exchange rates.
** Net income / loss attributable to Panasonic Corporation

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Fiscal 2010 Second-quarter and Six-month Financial Results

October 30, 2009
Makoto Uenoyama
Panasonic Corporation

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- ### Summary of Six-month Results FY10 12
- Both sales and profits in the first six-month results exceeded revised forecasts, turning operating profit into black.
 - Accelerating strengthening the management structure.
 - significant reduction in inventory level and other initiatives
 - Revision of financial results forecast for fiscal 2010.
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1. Summary of consolidated financial results

2. Segment analysis

3. Revision of financial results forecast for fiscal 2010

(yen: billions)

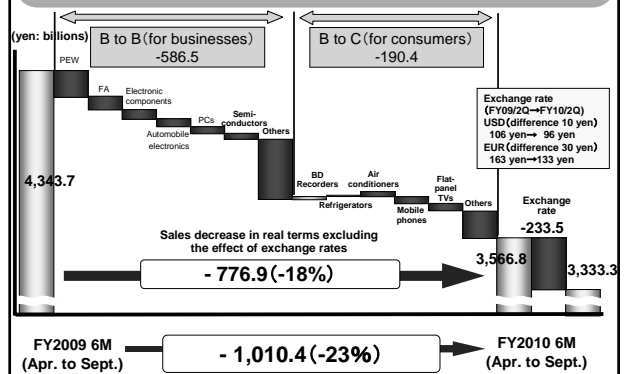
	FY10 (Apr. to Sept.)	FY09 (Apr. to Sept.)	vs. FY09	+/- from revised forecasts
Sales	3,333.3	4,343.7	-23% (-18%*)	+33.3
Domestic	1,776.0	2,110.6	-16%	-
Overseas	1,557.3	2,233.1	-30% (-20%*)	-
Operating profit (%)	28.9 (0.9%)	228.2 (5.3%)	-87% -199.3	+48.9 (+1.5%)
Pre-tax income/loss (%)	-26.5 (-0.8%)	203.3 (4.7%)	- -229.8	+63.5 (+1.9%)
Net income/loss** (%)	-46.9 (-1.4%)	128.5 (3.0%)	- -175.4	+53.1 (+1.6%)

* Real terms : excluding the effect of exchange rates (unreviewed)
** Net income/loss attributable to Panasonic Corporation

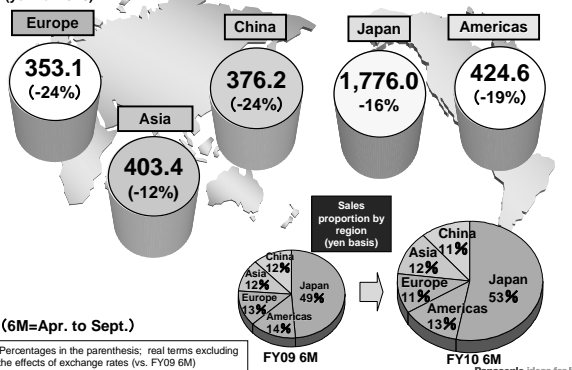
(yen: billions)

	FY10 2Q (Jul. to Sept.)	FY09 2Q (Jul. to Sept.)	vs. FY09
Sales	1,737.8	2,191.7	-21% (-15%*)
Domestic	917.3	1,065.4	-14%
Overseas	820.5	1,126.3	-27% (-15%*)
Operating profit (%)	49.1 (2.8%)	118.6 (5.4%)	-59% -69.5
Pre-tax income (%)	25.3 (1.5%)	84.0 (3.8%)	-70% -58.7
Net income** (%)	6.1 (0.4%)	55.5 (2.5%)	-89% -49.4

* Real terms : excluding the effect of exchange rates (unreviewed)
** Net income attributable to Panasonic Corporation

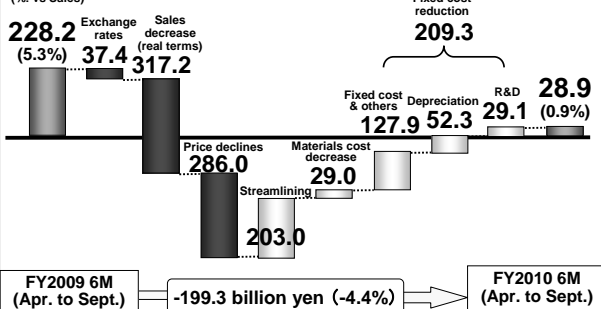


(yen: billions)



(yen: billions)

(% vs Sales)



Pre-tax and Net Income Analysis 19

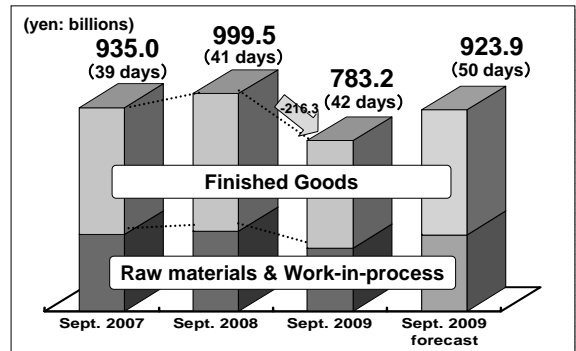
(yen: billions)	FY10 6M	vs. FY09 6M
Operating profit / loss	28.9	- 199.3
Non-operating income / loss	- 55.4	- 30.5
Financial income / loss	- 1.5	- 11.1
Early retirement charges	- 22.7	- 22.1
Other	- 31.2	+ 2.7
Pre-tax income / loss	- 26.5	- 229.8
Provision for income taxes	22.8	+ 43.4
Equity in earnings (losses) of associated companies	- 2.0	- 5.5
Net income / loss	- 51.3	- 191.9
Less: Noncontrolling interests	- 4.4	+ 16.5
Net income / loss *	- 46.9	- 175.4

* Net income/loss attributable to Panasonic Corporation

(6M=Apr. to Sept.)

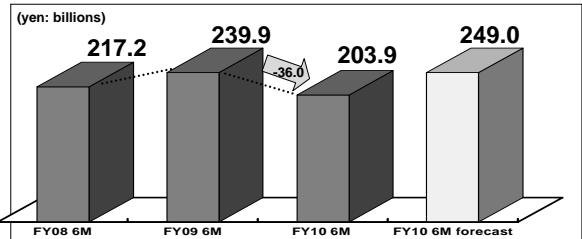
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Inventories 20



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Capital Investment 21



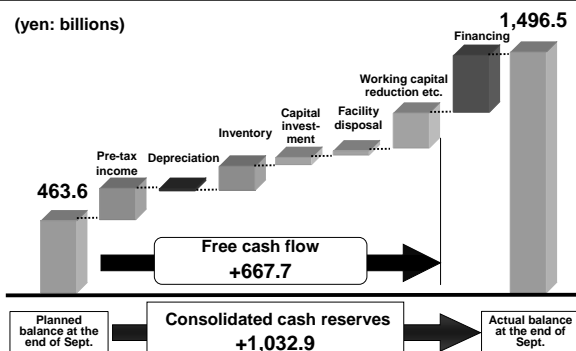
Priority Areas

	FY09 6M	FY10 6M
Flat-panel TVs	74.9	102.5
Semiconductors	23.3	9.1

6M (Apr. to Sept.)

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Cash Reserves (vs. Planned Balance) 22



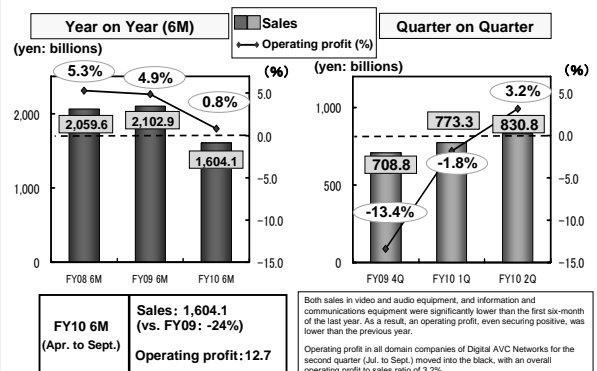
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3. Revision of financial results forecast for fiscal 2010

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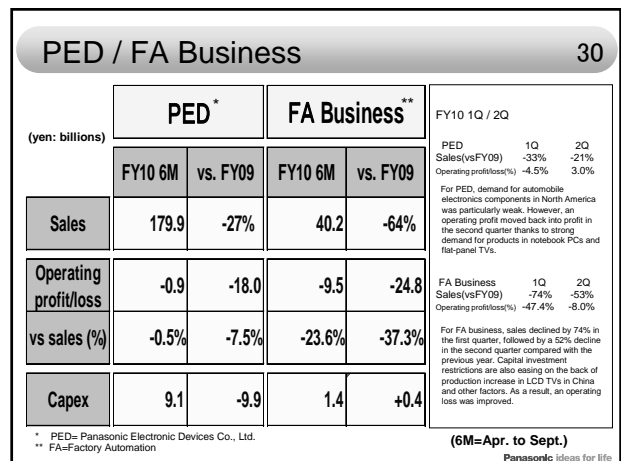
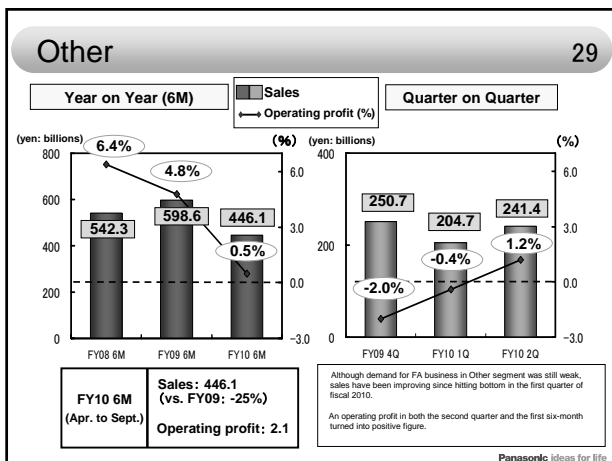
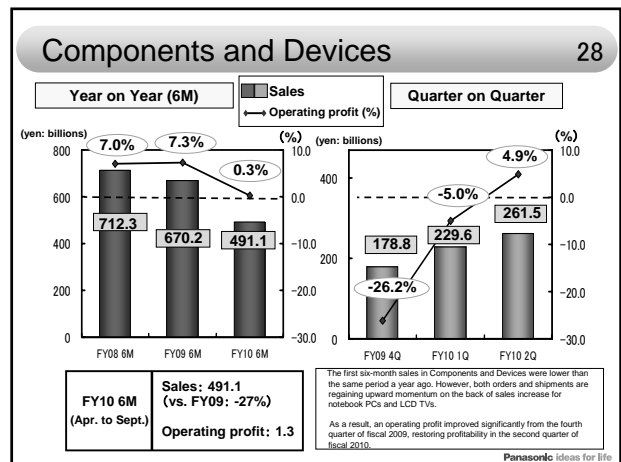
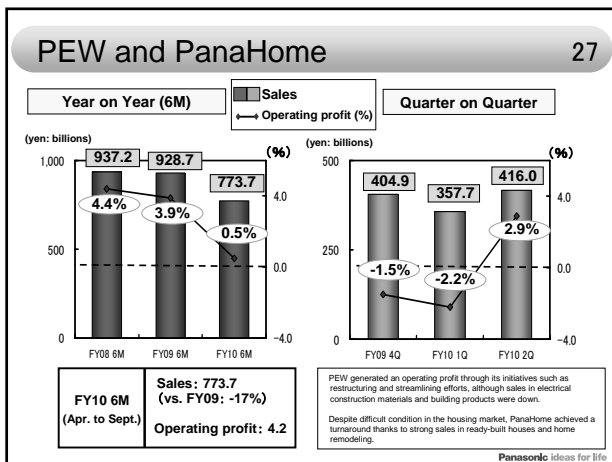
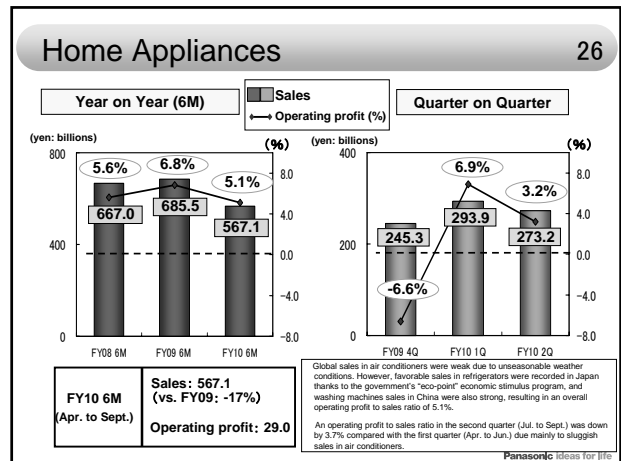
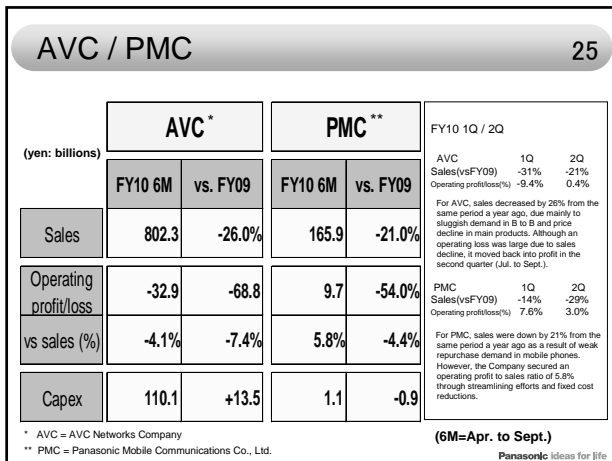
Digital AVC Networks 24



Both sales in video and audio equipment, and information and communications equipment were significantly lower than the first six-month of the last year. As a result, an operating profit, even securing positive, was lower than the previous year.

Operating profit in all domain companies of Digital AVC Networks for the second quarter (Jul. to Sept.) moved into the black, with an overall operating profit to sales ratio of 3.2%.

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Revision of FY10 Financial Results Forecast 32

(yen: billions)

	FY2010	FY2009	vs. FY2009	+/- from original forecasts as of May 15
Sales	7,000.0	7,765.5	-10% (-6%)*	-
Operating profit (%)	120.0 (1.7%)	72.9 (0.9%)	+65% +47.1	+45.0 (+0.6%)
Pre-tax income/loss (%)	-40.0 (-0.6%)	-382.6 (-4.9%)	- +342.6	+55.0 (+0.8%)
Net income/loss (%)	-140.0 (-2.0%)	-379.0 (-4.9%)	- +239.0	+55.0 (+0.8%)

* Real terms : excluding the effect of exchange rates

** Net income/loss attributable to Panasonic Corporation

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