

Fiscal 2016 Third Quarter and Nine Month Financial Results

February 3, 2016

Panasonic Corporation

*Notes: 1. This is an English translation from the original presentation in Japanese.
2. In this presentation, "fiscal 2016" or "FY2016" refers to the year ending March 31, 2016.
In addition, "fiscal 2016 nine months" or "FY16 9M" refer to the period from April to December 2015.*

- This presentation contains consolidated financial results for the third quarter and the nine months ended December 31, 2016 of fiscal 2016.

3Q (Oct.-Dec.) Consolidated Financial Results and Full-year Forecasts

➤ 3Q results: Decreased in sales and increased in OP

Sales: Decreased due to struggling solar panel business in Japan and ICT related business, although appliances and B2B solution businesses were in steady growth.

OP : Improved due to strong profit structure and sales expansion in growing businesses.

➤ Full-year forecasts: Revised down in sales and OP

- 3Q results: sales decreased and OP increased. Sales decreased due to struggling solar panel business in Japan and ICT related business including rechargeable batteries, while appliance business in Japan and Asia and B2B solution business were in steady growth.
- OP improved due to strong profit structure, streamlining and sales expansion in growing businesses.
- Full-year forecast is revised down in sales and OP due to sluggish demand and negative effect from emerging countries' currency depreciation.

FY16 3Q (Oct.-Dec.) Results

(yen: billions)		FY16 3Q	FY15 3Q	vs. FY15 3Q % amount	
Sales		1,910.9	1,996.4	-4% (-4%)*	-85.5 (-78.5)*
Operating profit		119.8 (6.3%)	113.3 (5.7%)	+6%	+6.5
Pre-tax income		90.4 (4.7%)	86.2 (4.3%)	+5%	+4.2
Net income **		48.9 (2.6%)	59.5 (3.0%)	-18%	-10.6
Exchange rate	1 USD	122 yen	115 yen	* Real terms excluding effect of exchange rate (unreviewed) ** Net income attributable to Panasonic Corporation	
	1 EUR	133 yen	143 yen		
	1 Renminbi	18.92 yen	18.62 yen		

- In FY16 3Q (Oct.-Dec.), both consolidated group sales and consolidated group sales in real terms decreased by 4% y-y.
- OP increased by 6% y-y, pre-tax income increased, and net income attributable to Panasonic Corporation decreased y-y.

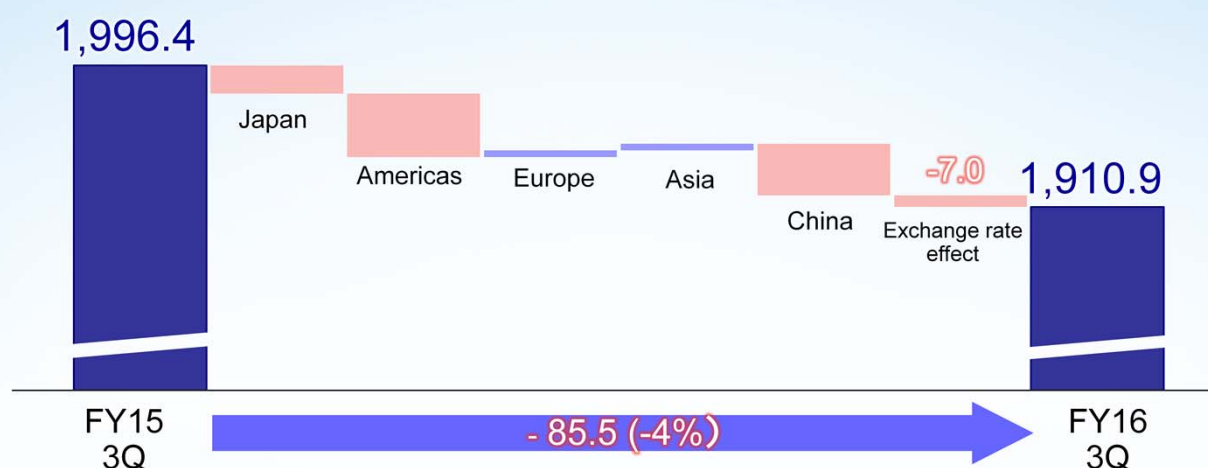
FY16 Nine Month (Apr.-Dec.) Results

(yen: billions)		FY16 9M	FY15 9M	vs. FY15 9M % amount	
Sales		5,671.3	5,719.3	-1% (-4%)*	-48.0 (-227.6)*
Operating profit		320.3 (5.6%)	290.3 (5.1%)	+10%	+30.0
Pre-tax income		254.5 (4.5%)	208.1 (3.6%)	+22%	+46.4
Net income **		160.2 (2.8%)	140.4 (2.5%)	+14%	+19.8
Exchange rate	1 USD	122 yen	107 yen	* Real terms excluding effect of exchange rate (unreviewed) ** Net income attributable to Panasonic Corporation	
	1 EUR	134 yen	140 yen		
	1 Renminbi	19.26 yen	17.29 yen		

- In FY16 nine month (Apr.-Dec.) period, consolidated group sales decreased by 1% and consolidated group sales in real terms decreased by 4% y-y.
- OP, pre-tax income and net income attributable to Panasonic Corporation increased y-y respectively.

FY16 3Q Sales Analysis by Region (vs. FY15 3Q)

(yen: billions)



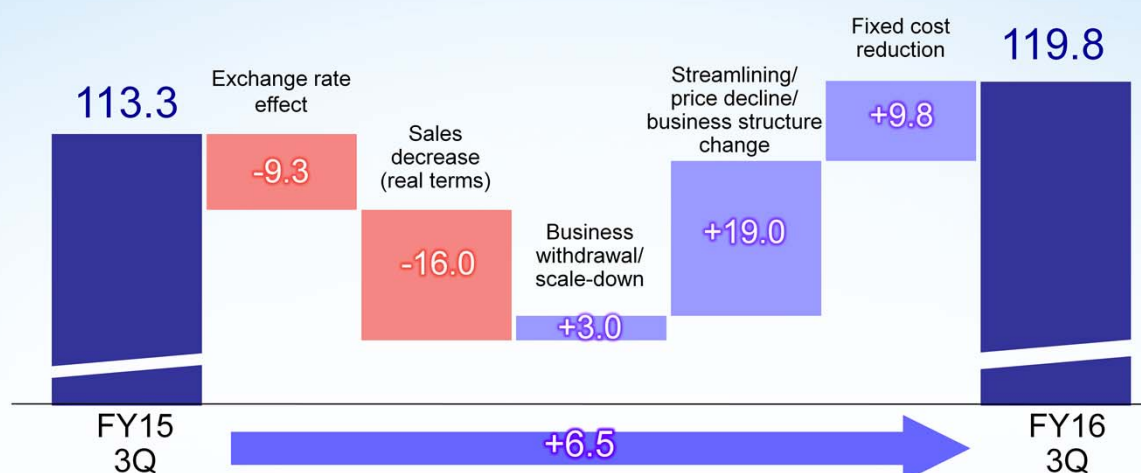
5 | Fiscal 2016 Third Quarter and Nine Month Financial Results

Panasonic

- FY16 3Q sales analysis by region.
- Japan: sales decreased due to weak solar panel and housing system businesses, while appliance and auto related businesses grew.
- Americas: sales decreased due to scale-down TV business and lagging note PC business.
- Europe: sales increased due to stable residential air-conditioner business, offsetting declining flat-panel TV business.
- Asia: sales increased due to expanding appliance and flat-panel TV businesses, offsetting weak device business.
- China: sales decreased due to sluggish device business.

FY16 3Q Operating Profit Analysis (vs. FY15 3Q)

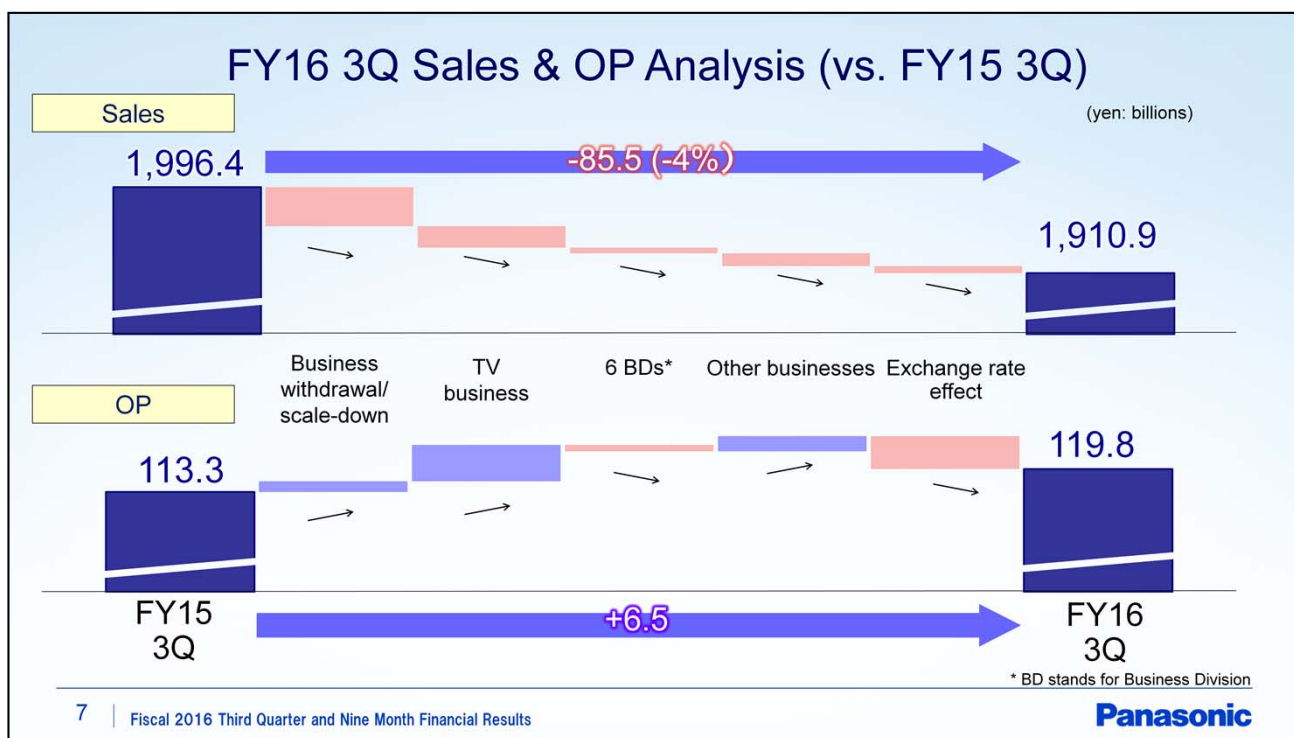
(yen: billions)



6 | Fiscal 2016 Third Quarter and Nine Month Financial Results

Panasonic

- FY16 3Q OP analysis.
- Having negative effect from exchange rate movement and sales decrease, business withdrawal/scale-down improved profitability as planned. Streamlining and business structure change contributed to profit increase, offsetting impact from price decline.
- In addition, fixed cost was reduced including restructuring benefit. As a whole, OP increased by 6.5 billion yen y-y.



- FY16 3Q sales and OP analysis.
- Business withdrawal/scale-down improved OP and slimmed down sales as planned.
- TV business: while sales decreased from downsizing marketing activities, OP significantly increased due to improved product mix to shift focus to high value-added products and considerable rationalization benefit.
- 6 BDs: sales decreased due to Rechargeable Battery and Housing Systems, and OP decreased due to sales decrease in these two BDs and R&D cost increase in Automotive Infotainment Systems.
- Other businesses: while sales decreased due to solar panels, refrigeration/air-conditioning devices and note PCs, OP increased due to appliance with improved product mix and B2B solution businesses with steady profit improvement, offsetting profit decline from sales decreases.
- Exchange rate has negatively affected on both sales and OP due to emerging countries' currency depreciation starting in FY16 3Q.

FY16 3Q Pre-Tax and Net Income Analysis

(yen: billions)	FY16 3Q	vs. FY15 3Q
Operating profit	119.8	+6.5
Non-operating income/loss*	-29.4	-2.3
Pre-tax income	90.4	+4.2
Provision for income taxes	39.3	+15.8
Equity in earnings of associated companies	3.3	+0.4
Net income	54.4	-11.2
Less net income attributable to noncontrolling interests	5.5	-0.6
Net income attributable to Panasonic Corp.	48.9	-10.6
* Detail of non-operating income/loss		
Business restructuring expenses	-3.3	+7.2

- FY16 3Q pre-tax and net income analysis.
- Non-operating loss worsened by 2.3 billion yen y-y to 29.4 billion yen, since gain on sales of businesses was recorded last year, while restructuring expenses decreased.
- Pre-tax income was 90.4 billion yen and net income attributable to Panasonic Corporation was 48.9 billion yen.

FY16 3Q Results by Segment

(yen: billions)	FY16 3Q			
	Sales	vs. FY15 3Q	OP	vs. FY15 3Q
Appliances	605.3	-5%	26.8	+8.4
Eco Solutions	409.9	-6%	25.2	-8.7
AVC Networks	283.3	-4%	18.7	+1.0
Automotive & Industrial Systems	676.6	-4%	23.4	-7.5
Other	134.9	-10%	3.1	+3.5
Eliminations and adjustments	-199.1	-	22.6	+9.8
Consolidated total	1,910.9	-4%	119.8	+6.5
Appliances (production and sales consolidated)*	690.2	-3%	26.8	+8.2

* 'Appliances (production and sales consolidated)' includes sales and profits of sales division for consumer products, which are included in 'Eliminations and adjustments.'

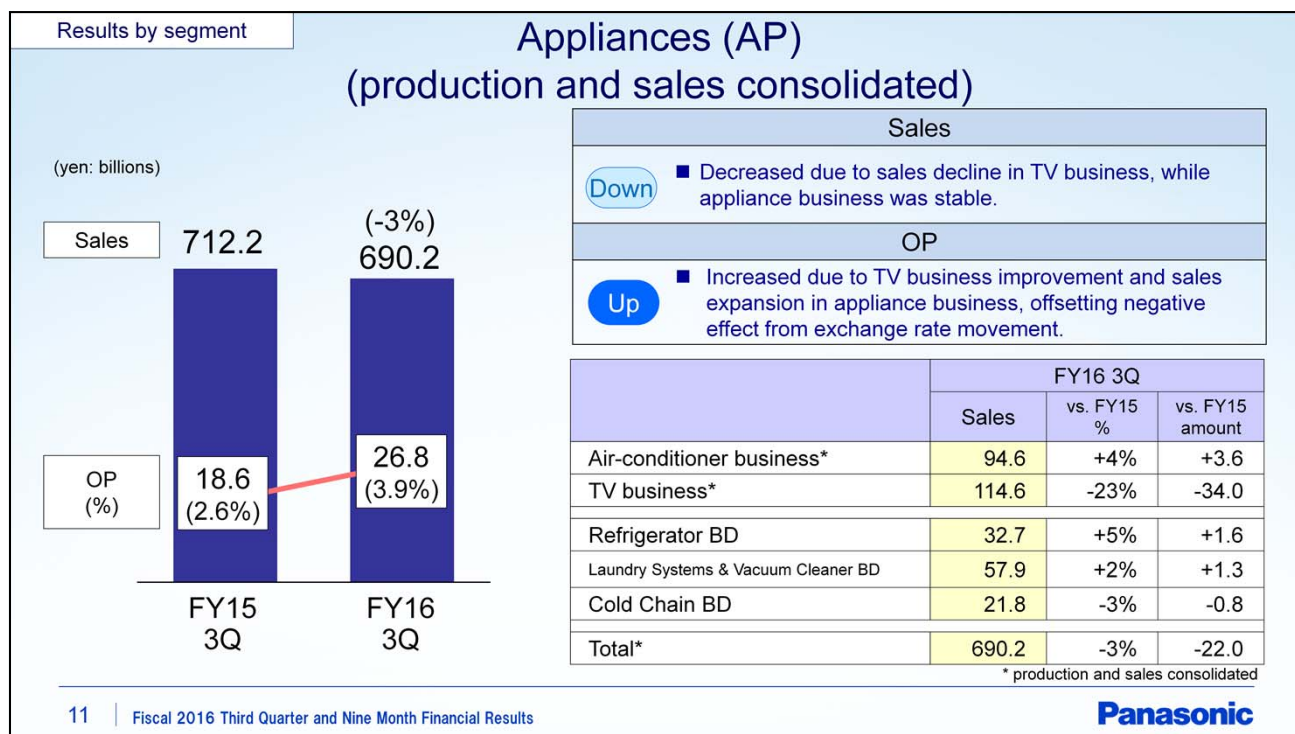
- FY16 3Q results by segment.
- Appliances and AVC Networks: sales decreased and OP increased.
- Eco Solutions and Automotive & Industrial Systems: both sales and OP decreased.

Sales & OP in Six Large Scale BDs

(yen: billions)	FY16 3Q				
	Sales	vs. FY15 3Q	OP	OPM	vs. FY15 3Q
Air-conditioner* ¹	94.6	+4%	1.4	1.5%	+0.9
Lighting	89.4	+1%	8.1	9.1%	+0.8
Housing Systems	94.0	-4%	4.7	5.0%	-0.4
Automotive Infotainment Systems	136.5	+1%	2.2	1.6%	-1.9
Rechargeable Battery* ²	87.2	-8%	-1.5	-1.8%	-4.0
PanaHome	80.2	+7%	2.5	3.2%	+1.1
Total	581.9	+/-0	17.4	3.0%	-3.5

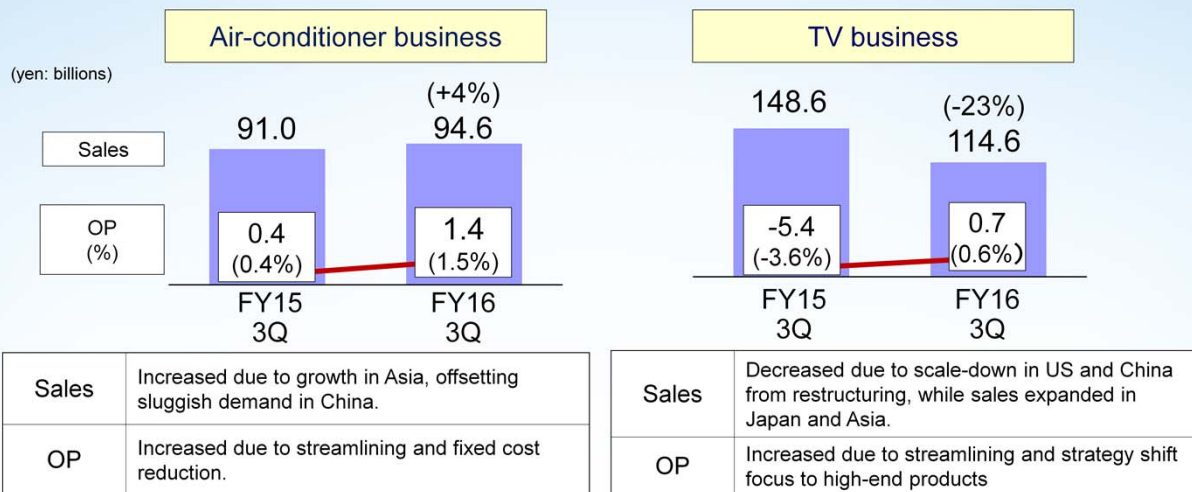
*1 Air-Conditioner Company + its sales division (production & sales consolidated)
 *2 Rechargeable Battery BD + Tesla BU

- Sales & OP in six large scale BDs.



- Appliances (production and sales consolidated).
- Sales decreased by 3% y-y.
- Appliance business in Japan and Asia was stable, particularly large size refrigerators and new drum washing machines were favorably received in the Japanese market.
- Showcase business was steady, while cold chain business declined due to slow demand in vending machines.
- However, sales overall decreased due to scale-down TV business.
- OP significantly increased due to sales expansion in whole appliance business focusing high-end products and improved profitability in TV business, offsetting negative effect from exchange rate movement.

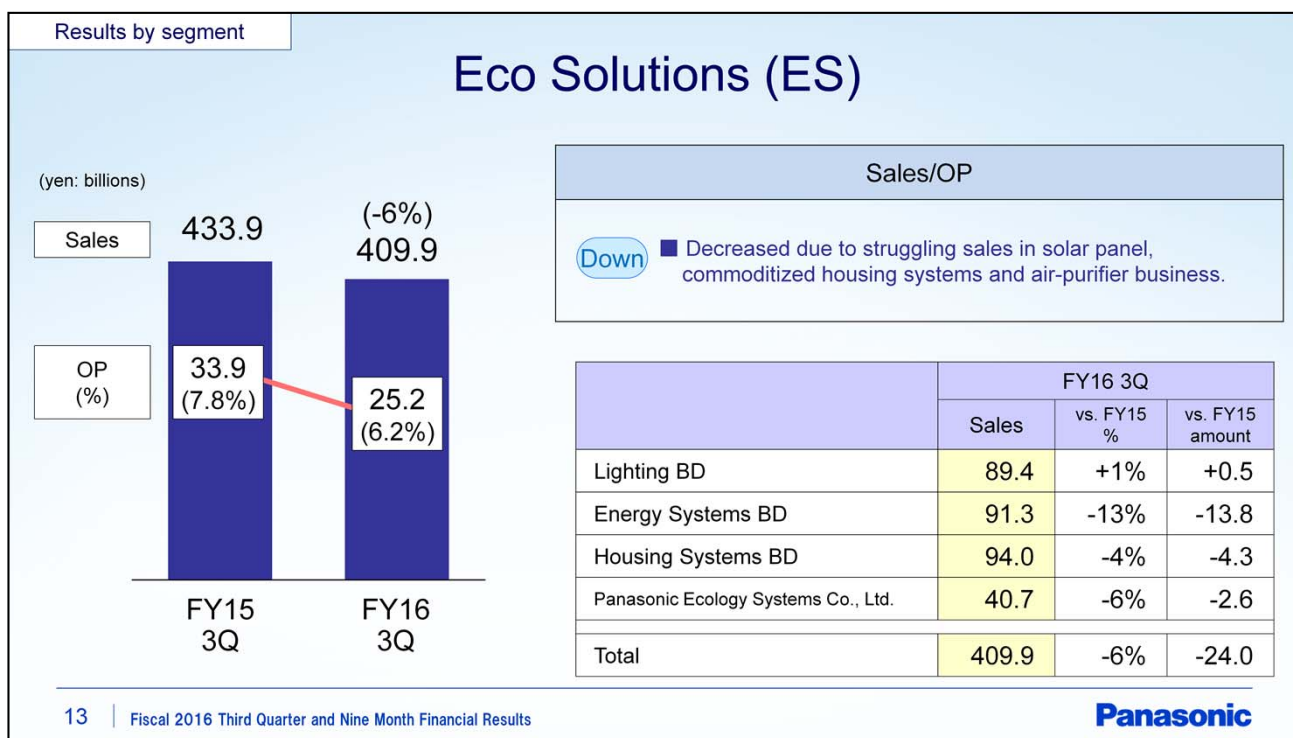
Appliances: Individual Businesses (production and sales consolidated)



12 | Fiscal 2016 Third Quarter and Nine Month Financial Results

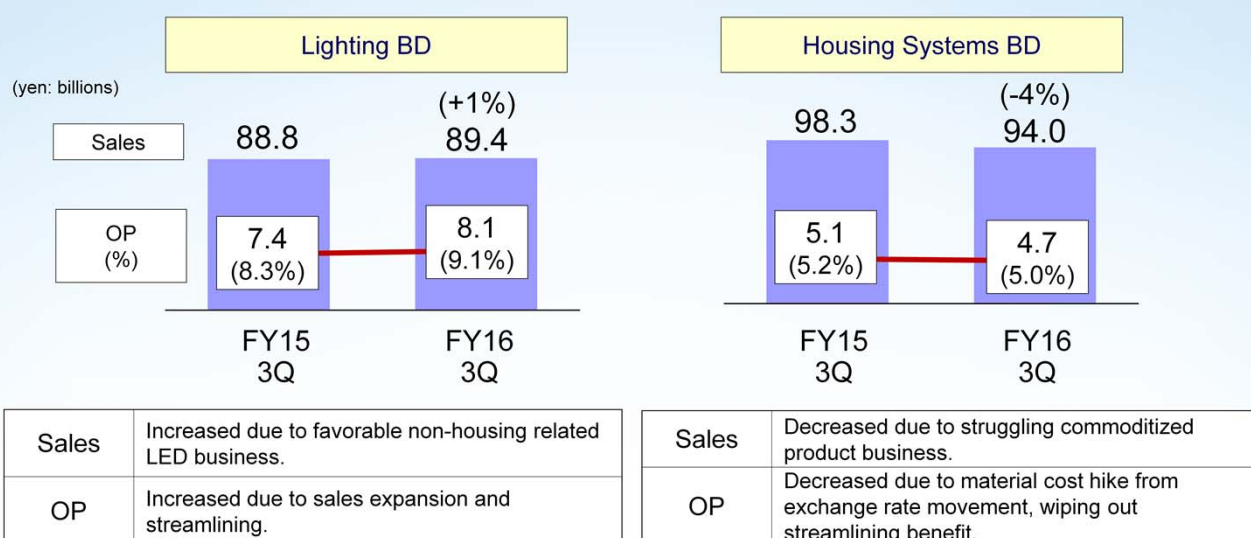
Panasonic

- Appliances: individual businesses.
- Air-conditioner business: sales increased by 4% y-y due to growing room air-conditioner and large air-conditioner businesses in Asia, offsetting sluggish demand in China.
- OP increased due to sales expansion, streamlining and fixed cost reduction.
- TV business: sales decreased due to scale-down in the U.S. and China, while sales expanded in Japan and Asia.
- Domestic business strategy has been smoothly shifted focus to high-end products and gained the top market share in 4K TVs with more than 30% in 3Q (Oct.-Dec).
- OP turned to black due to streamlining and sales increase focusing high-end products such as 4K TVs, offsetting negative effect from exchange rate movement.
- Making profit in 3Q when the market is in the highest degree of demand and fierce competition, we believe TV business has been steadily strengthened in its profit structure.



- Eco Solutions.
- Sales decreased by 6% y-y.
- Energy Systems BD: sales decreased since domestic demand in solar panels has not recovered yet, while overseas wiring device and breaker businesses particularly in Asia were stable.
- Panasonic Ecology Systems Co., Ltd.: sales decreased due to sluggish air-purifier business in Japan and China, while ventilation system business in North America was favorable.
- OP decreased mainly due to lagging sales in solar panels. However, positive profitability in solar panels was secured even with the profit decline.

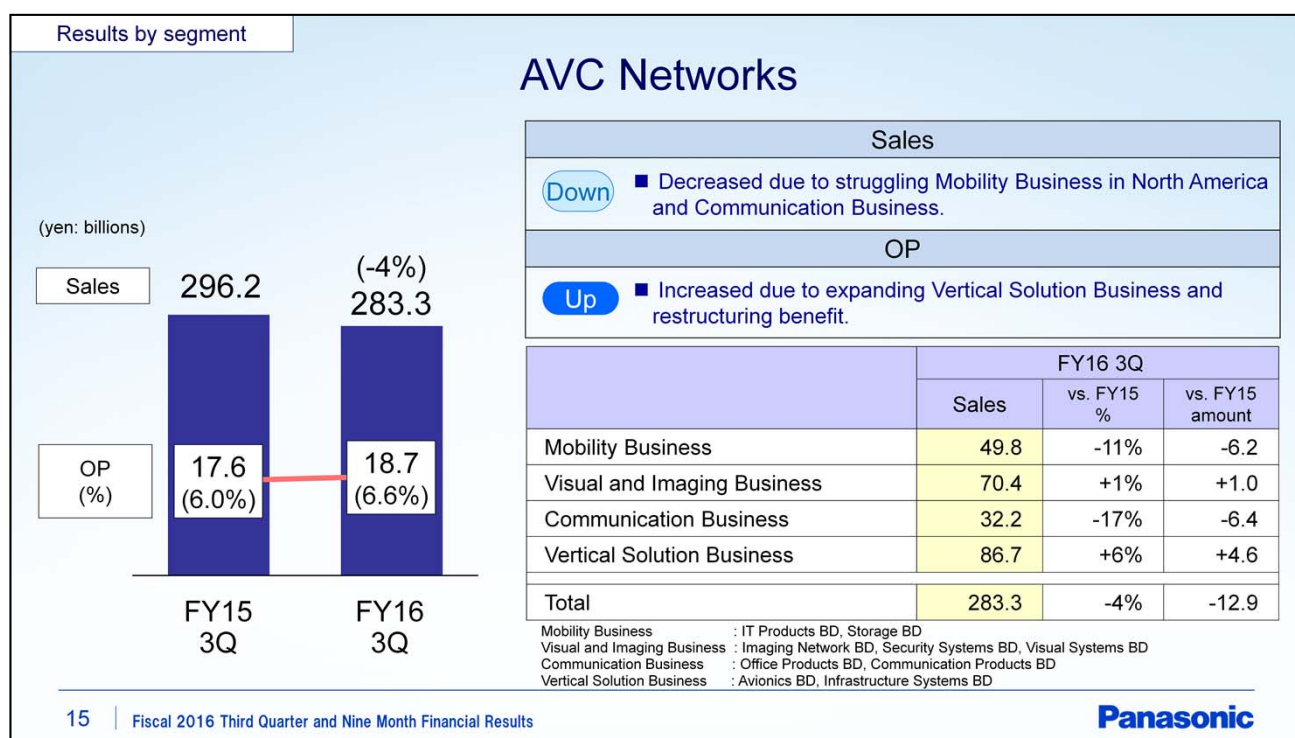
Eco Solutions: Individual businesses



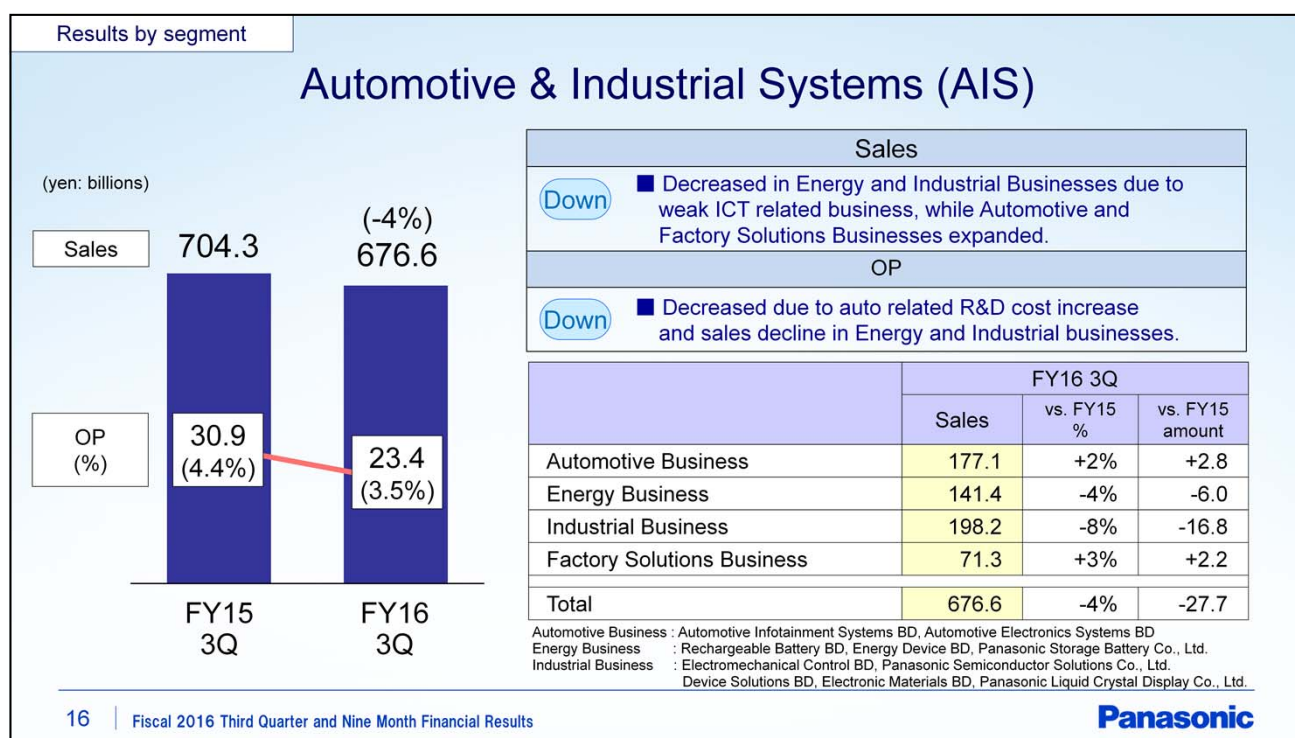
14 | Fiscal 2016 Third Quarter and Nine Month Financial Results

Panasonic

- Eco Solutions: individual businesses.
- Lighting BD: sales increased due to favorable non-housing related LED business for facilities and outdoors, offsetting sales decrease in conventional lighting with its demand shrinkage .
- OP increased due to sales expansion and streamlining, offsetting impact from price decline and negative effect from exchange rate movement.
- Housing Systems BD: sales decreased due to struggling commoditized product business as a result of business strategy shifting focus to high-end products, while the domestic housing market has started to moderately recovered.
- OP decreased due to material cost hike from exchange rate movement wiping out streamlining benefit.

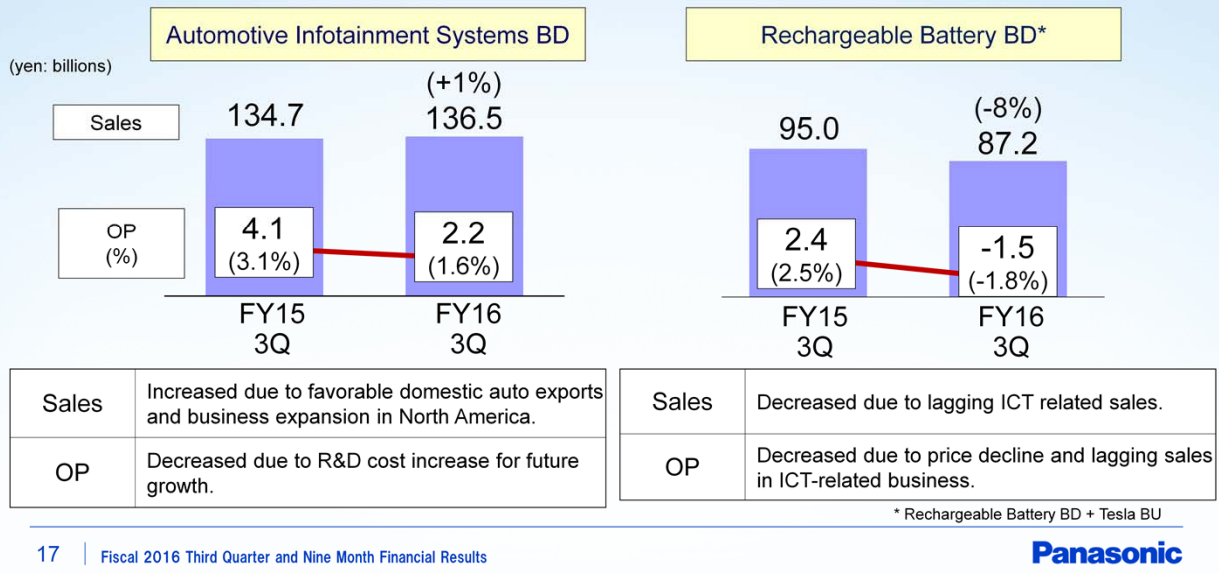


- AVC Networks.
- Sales decreased by 4% y-y.
- Mobility Business: sales decreased due to sluggish Toughbook (durable PC) business in North America.
- Visual and Imaging Business: sales increased due to stable security system business in Japan.
- Communication Business: sales decreased due to weak sales in land-line telephones in the U.S. and China.
- Vertical Solution Business: sales continuously increased from 2Q.
- OP increased due to sales expansion in Vertical Solution Business and restructuring benefit from previous years.



- Automotive & Industrial Systems.
- Sales decreased by 4% y-y.
- Automotive Business: sales increased due to favorable sales in automotive electronics such as auto cameras and switches, and infotainment business in North America.
- Energy Business: sales significantly decreased in ICT related rechargeable batteries such as for note PCs.
- Industrial Business: sales decreased due to business withdrawal/scale-down and weak ICT related demand.
- Factory Solutions Business: sales increased due to favorable auto mounting machine business, offsetting declining sales in industrial motor business.
- OP decreased due to R&D cost increase in growing business and sales decline in Energy and Industrial businesses. We will further continue to strive for material rationalization and fixed cost reduction.

AIS: Individual businesses



- AIS: individual businesses.
- Automotive Infotainment System BD: sales increased by 1% y-y.
- Domestic business was steady on the back of increasing auto exports to the U.S. and Europe, and overseas business was also favorable especially in North America, leading overall sales expansion.
- OP decreased due to aggressive R&D investment for future growth. We will strive for R&D cost reduction utilizing offshore R&D.
- Rechargeable Battery BD: sales decreased by 8% y-y.
- ICT-related business including for note PCs drastically declined, while industrial related business including storage batteries steadily expanded. Meantime, the number of clients and models has stably increased in both auto and storage batteries.
- OP decreased due to price decline and lagging sales in ICT-related business.

FY16 Full-year Forecast Revision

(yen: billions)	FY16(e) (as of Feb. 3, 2016)	Original forecast (as of Apr. 28, 2015)	vs Original forecast	FY15
Sales	7,550.0	8,000.0	-450.0	7,715.0
Operating profit	410.0 (5.4%)	430.0 (5.4%)	-20.0	381.9 (5.0%)
Pre-tax income	280.0 (3.7%)	300.0 (3.8%)	-20.0	182.5 (2.4%)
Net income*	180.0 (2.4%)	180.0 (2.3%)	-	179.5 (2.3%)

* Net income attributable to Panasonic Corporation

- FY16 full-year forecast revision.
- Business environment has worsened due to economic slowdown in China and some emerging countries.
- Sales in air-conditioners and devices in China and ICT related rechargeable batteries which started to decline in the beginning of this fiscal year, have further worsened in the second half of the year. In addition, solar panel business in Japan has been more struggling than expected along with weak housing market which has not fully recovered yet.
- For these reasons, sales forecast is revised down by 450 billion yen from the original one to 7.55 trillion yen.
- OP and pre-tax forecasts are also revised down by 20 billion yen respectively from the original ones.
- The forecasts are revised mainly due to significant sales decline and negative effect from emerging countries' currency depreciation, while we believe we have been striving for rationalization and steadily improving management structure.
- Net income attributable to Panasonic Corporation forecast is left unchanged, expecting improvement in provision for income taxes.
- The forecasts are below in sales and above in profits y-y.

FY16 Full-year Forecast Revision by Segment

(yen: billions)	FY16 (as of Feb. 3, 2016)				vs Original forecast	
	Sales	vs. FY15	OP	vs. FY15	Sales	OP
Appliances	2,260.0	-3%	71.0	+21.2	-60.0	-
Eco Solutions	1,610.0	-3%	82.0	-13.3	-116.0	-22.5
AVC Networks	1,170.0	+1%	72.0	+20.2	-66.0	+4.5
Automotive & Industrial Systems	2,730.0	-2%	110.0	-6.4	-105.0	-32.5
Other	640.0	-16%	16.0	+1.4	-30.0	+4.0
Eliminations and adjustments	-860.0	-	59.0	+5.0	-73.0	+26.5
Consolidate total	7,550.0	-2%	410.0	+28.1	-450.0	-20.0
Appliances (production and sales consolidated)*	2,520.0	-1%	73.6	+22.8	-70.0	-

* 'Appliances (production and sales consolidated)' includes sales and profits of sales division for consumer products, which are included in 'Eliminations and adjustments.'

- FY16 full-year forecast revision by segment.
- Sales forecast is revised down in all segments.
- OP forecast is revised down in ES and AIS.
- The revision in OP, 20 billion yen includes 10 billion yen from negative effect from exchange rate movements including emerging countries' currency depreciation.
- Details including full- year forecast revision by segment, in addition to revision in six large scale BDs, are in the following pages.
- Appliances: sales forecast is revised down by 60 billion yen. Out of this revision, 40 billion yen comes from sales decrease in air-conditioners and TVs as shown in the following slide of "FY16 full-year forecast revision in six large scale BDs" , and the rest from lagging refrigeration/air-conditioning device sales due to weak air-conditioner demand in China.
- OP forecast is left unchanged due to steady appliance business in Japan and Asia.
- Eco Solutions: sales forecast is revised down mainly due to lagging domestic solar panel business. While we expected market recovery in the latter half of this fiscal year, consumers have held off throughout the year and the demand has not recovered yet. In addition, sales forecasts in Lighting BD and Housing Systems BD are also revised down.
- OP forecast is revised down mostly due to sales decrease in solar panels as well. OP forecast in Housing Systems BD is revised down, as well.
- AVC Networks: sales forecast is revised down due to struggled note PC business in North America and market shrinkage in land-line telephones and fax machines, while OP forecast is revised up due to expanding B2B solution business.
- Automotive & Industrial Systems: sales forecast is revised down due to sales decline in Rechargeable Battery BD as shown in the following slide of "FY16 full-year forecast revision in six large scale BDs" . In addition, lagging device business along with weak demand in China and struggling LCD panel business facing price decline also drag down the forecast.
- OP forecast is also revised down by 32.5 billion yen due to sales decline in Automotive Infotainment Systems BD and Rechargeable Battery BD.
- Eliminations and adjustments: OP forecast is revised up due to taking out foreseeable risk which originally made allowance for, and cost reduction in the head offices.

FY16 Full-year Forecast Revision in Six Large Scale BDs

(yen: billions)	FY16 (e) (Feb. 3, 2016)				vs Original forecast	
	Sales	vs. FY15	OP	vs. FY15	Sales	OP
Air-Conditioner*1	483.0	+5%	19.8	+3.9	-30.3	-
Lighting	327.0	+3%	21.0	+6.1	-15.3	-
Housing Systems	354.0	-3%	14.5	+3.3	-20.6	-4.1
Automotive Infotainment Systems	540.0	+2%	13.3	-7.2	-	-12.0
Rechargeable Battery*2	360.0	-5%	0.5	-6.9	-46.0	-22.2
PanaHome	345.0	+6%	17.1	+4.3	-	-
Total	2,409.0	+1%	86.2	+3.5	-112.2	-38.3
(Reference) TV*1	350.0	-22%	0.3	+15.2	-10.9	-

*1 production and sales consolidated

*2 Rechargeable Battery BD + Tesla BU

- FY16 full-year forecast revision in six large scale BDs.
- Air-Conditioner: sales forecast is revised down mostly due to sales decline in China, especially weak room air-conditioner demand and lagging commercial air-conditioner sales with a delay and a decrease of projects in its economic downturn. OP forecast is left unchanged due to steady sales in Japan and Asia and streamlining initiatives including material cost reduction.
- Lighting: sales forecast is revised down due to accelerating conventional lighting market shrinkage in Japan and Europe. OP forecast is left unchanged due to high-profit LED lighting sales expansion.
- Housing Systems: The business was mainly linked to domestic housing starts and affected by slower domestic market recovery than expected. In addition, sales in commoditized products decreased due to its fierce competition. As a results, sales and OP forecasts are revised down.
- Automotive Infotainment Systems: sales forecast is left unchanged. OP forecast is revised down due to aggressive R&D investment for future sales growth.
- Rechargeable Battery: sales forecast is revised down due to sales worse than expected facing weak global ICT-rated market including note PCs'. OP forecast is also revised down due to sales decline.
- TV: sales forecast is revised down due to weak demand in Latin America. OP forecast is left unchanged due to rationalization and sales increase in high-end products.



- We revised down full-year forecast, since we have been unable to adjust ourselves in rapid business environment change in the second half, while striving for profit improvement by sales expansion this fiscal year.
- Meantime, we believe that our management structure and earning power have been strengthened.
- We have received increasing orders in future business and are making aggressive investments for future business.
- Considering this severe business environment, we will further take proactive measures and accelerate our initiatives for future growth,
- Thank you for your continuous support and understanding.

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. 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 assets in which the Panasonic Group has holdings or changes in valuation of long-lived assets, including property, plant and equipment and goodwill, deferred tax assets and uncertain tax positions; 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's 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.

In order to be consistent with generally accepted financial reporting practices in Japan, operating profit (loss) is presented in accordance with generally accepted accounting principles in Japan. The company believes that this is useful to investors in comparing the company's financial results with those of other Japanese companies. Under United States generally accepted accounting principles, expenses associated with the implementation of early retirement programs at certain domestic and overseas companies, and impairment losses on long-lived assets are usually included as part of operating profit (loss) in the statement of income.

(Reference)

Segments and Business Divisions

Appliances

Air-Conditioner Company
Refrigeration and Air-Conditioning Devices BD
Refrigerator BD
Cold Chain BD
Laundry Systems and Vacuum Cleaner BD
Kitchen Appliances BD
Beauty and Living BD
Home Entertainment BD
TV BD
Panasonic Cycle Technology Co., Ltd.
Smart Energy System BD

AVC Networks

Imaging Network BD
Storage BD
Visual Systems BD
Avionics BD
IT Products BD
Security Systems BD
Communication Products BD
Office Products BD
Infrastructure Systems BD
System Solutions Company (Japan)

Automotive & Industrial Systems

Automotive Infotainment Systems BD
Automotive Electronics Systems BD
Rechargeable Battery BD
Energy Device BD
Panasonic Storage Battery Co., Ltd.
Electromechanical Control BD
Panasonic Semiconductor Solutions Co., Ltd.
Device Solutions BD
Electronic Materials BD
Panasonic Liquid Crystal Display Co., Ltd.
Smart Factory Solutions BD

Eco Solutions

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

Other

PanaHome Corporation

As of February 3, 2016