

**Panasonic**

# Lifestyle Segment Business Strategy Briefing

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Panasonic Corporation

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Notes: 1. This is an English translation from the original presentation in Japanese.  
2. In this presentation, “Fiscal 2025” or “FY3/25” refers to the year ending March 31, 2025.

# Today's agenda

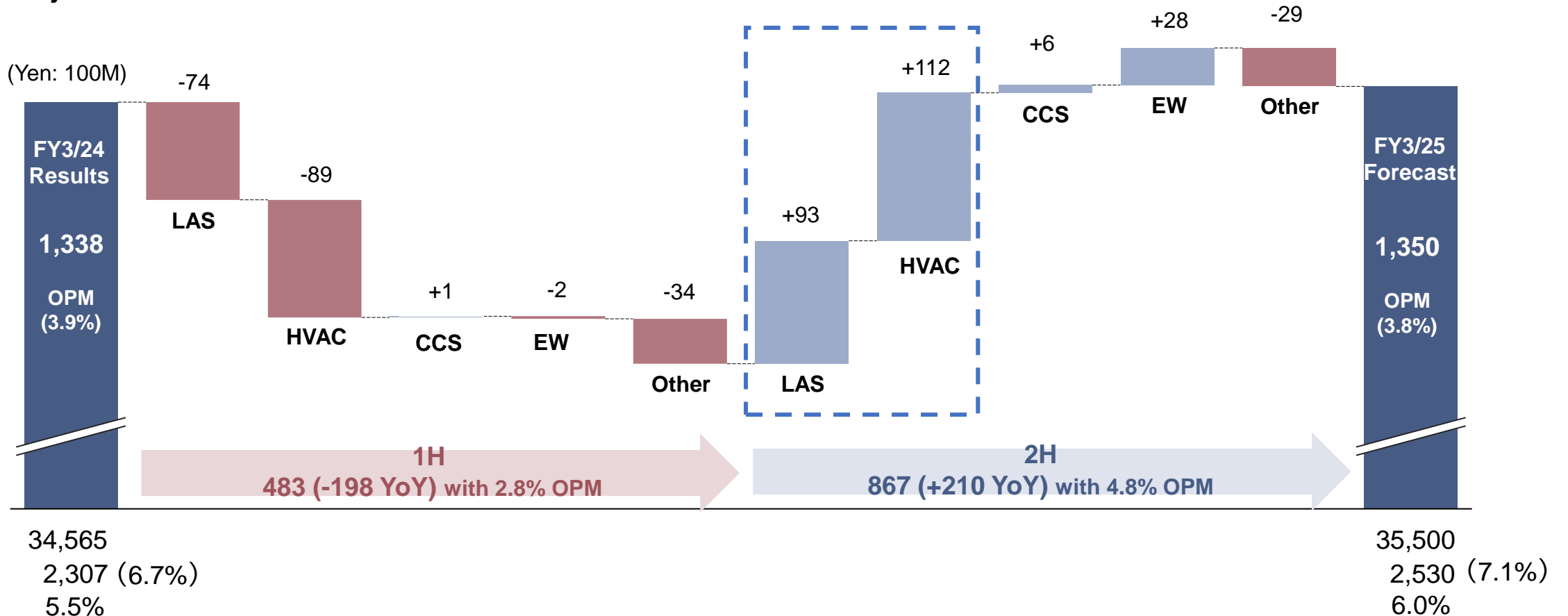
<b>Opening Remarks</b>	<b>Panasonic Corporation</b>	<b>Masahiro Shinada, CEO</b>
<b>Strategy briefing by Divisional Company</b>	<b>Cold Chain Solutions Company (CCS)</b>	<b>Eiichi Katayama, President</b>
	<b>Heating &amp; Ventilation A/C Company (HVAC)</b>	<b>Eiichi Katayama, President</b>
<b>Q&amp;A</b>	<b>CCS/HVAC</b>	<b>Eiichi Katayama, President</b>
	<b>Overall Lifestyle segment</b>	<b>Masahiro Shinada, CEO</b>

LAS: Living Appliances and Solutions Company  
EW: Electric Works Company  
CCS: Cold Chain Solutions Company  
EW: Electric Works Company

# Lifestyle Segment: FY3/25 Full-year Profit Forecast

Profit decreased YoY particularly in LAS and HVAC in 1H, but overall profit is expected to turn to YoY increase in 2H. As a result, full-year forecast is expected to be achieved.

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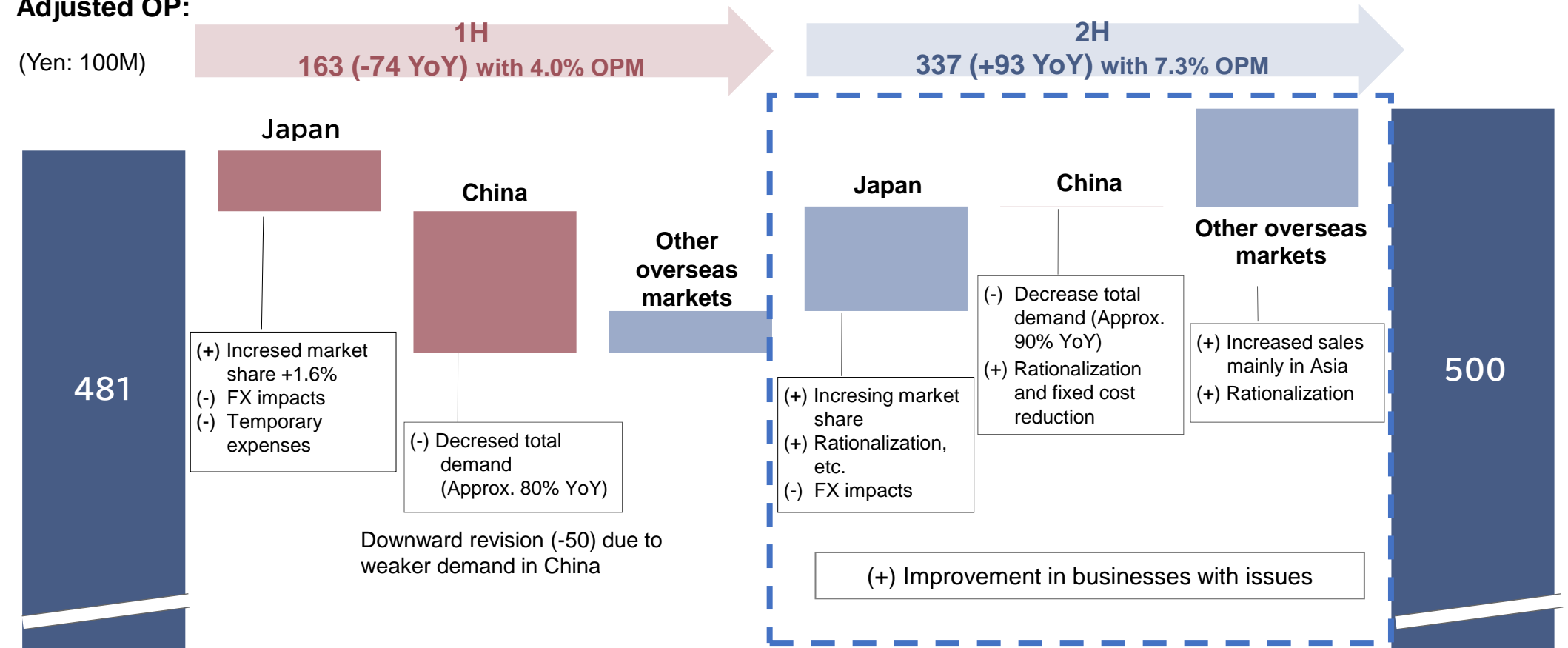


# LAS: FY3/25 2H Forecast

Aim to increase profit by 9.3 billion yen YoY in 2H through increasing market share, rationalization and improvement in businesses with issues, as a result of continuous efforts that have been made

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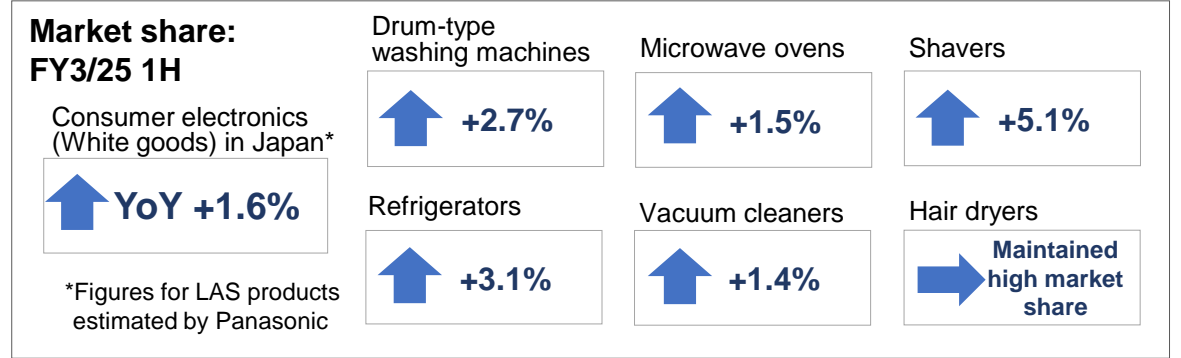
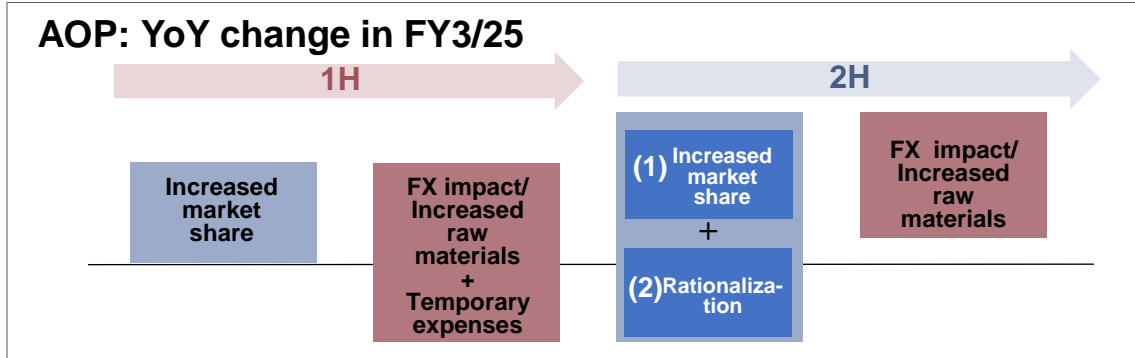
(Yen: 100M)



FY3/24  
Results

FY3/25  
Forecast

# LAS: Profitability Improvement of Consumer Electronics in Japan



## (1) Increase market share through product competitiveness

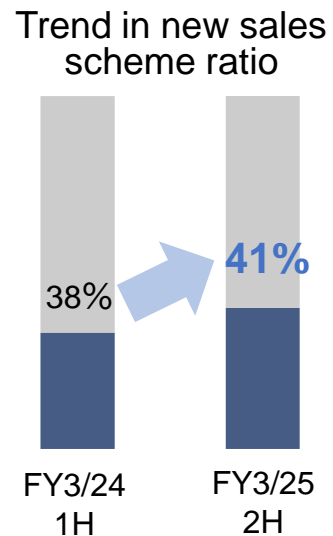
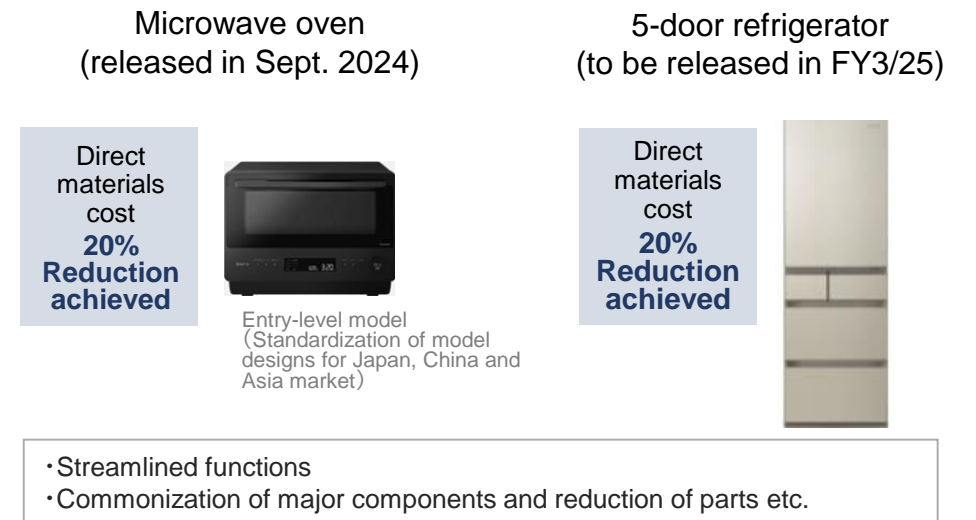
Aiming to increase market share in 2H by providing value that leverages strengths in design and technology



\*Joint development of special agents and modes with Kao Corporation

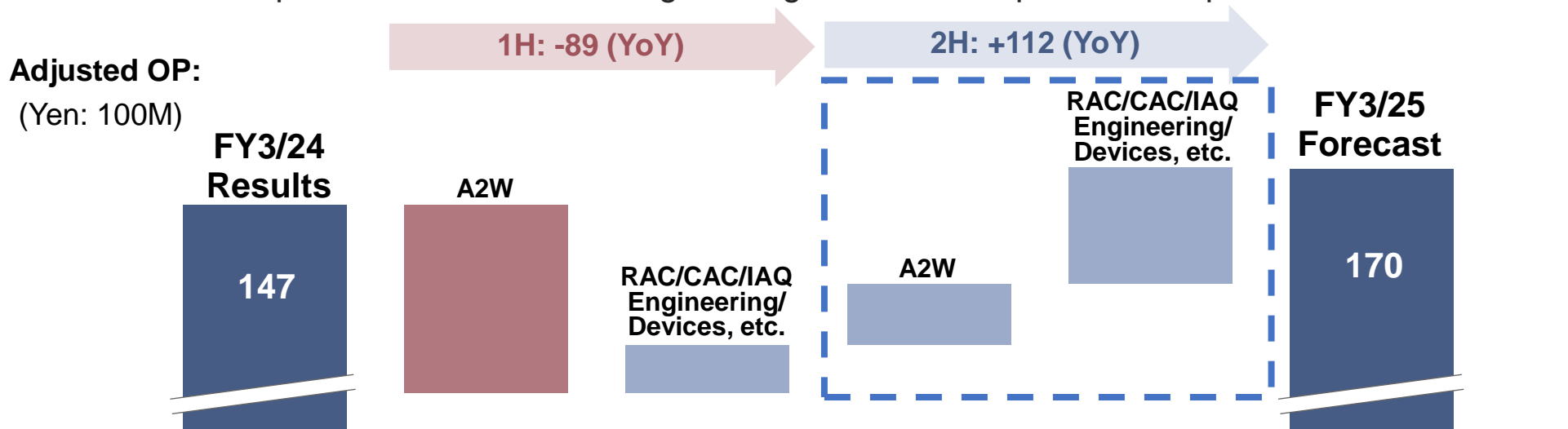
## (2) Rationalization through global standardization of costs

Build cost structure from subtraction product planning  
 Introduce models with enhanced price competitiveness



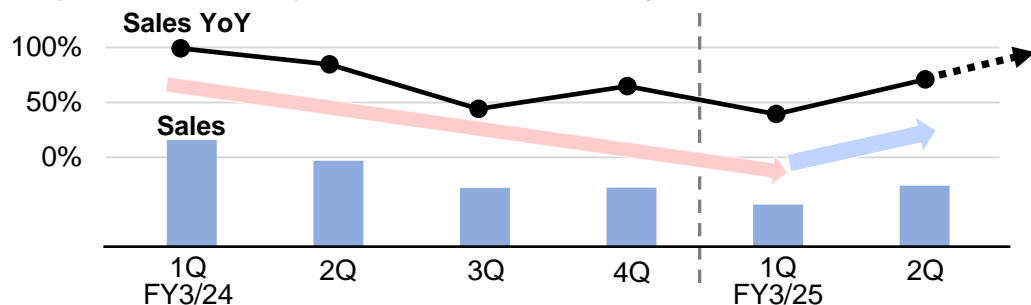
# HVAC: FY3/25 2H Forecast

In 2H, sales of A2W is expected to turn around with improved profitability. Also, sales of such products as RAC and Engineering/Devices is expected to improve



## A2W

- Market conditions are improving after bottoming out in 1Q, and sales is expected to increase in 2H
- Profitability is expected to improve from 4Q onward due to increased production with improved distribution inventory



## Room air conditioners (RAC)

Profit growth in 1H set to continue, expanding sales mainly in Asia and Europe

## Engineering\*/Devices: Customer strategy

- Sales of environment engineering expected to increase due to strong investments in automotive battery projects
- Increased sales of devices driven by an increase in projects based on unique technologies

\*Environmental engineering

# Toward the Next Medium Term

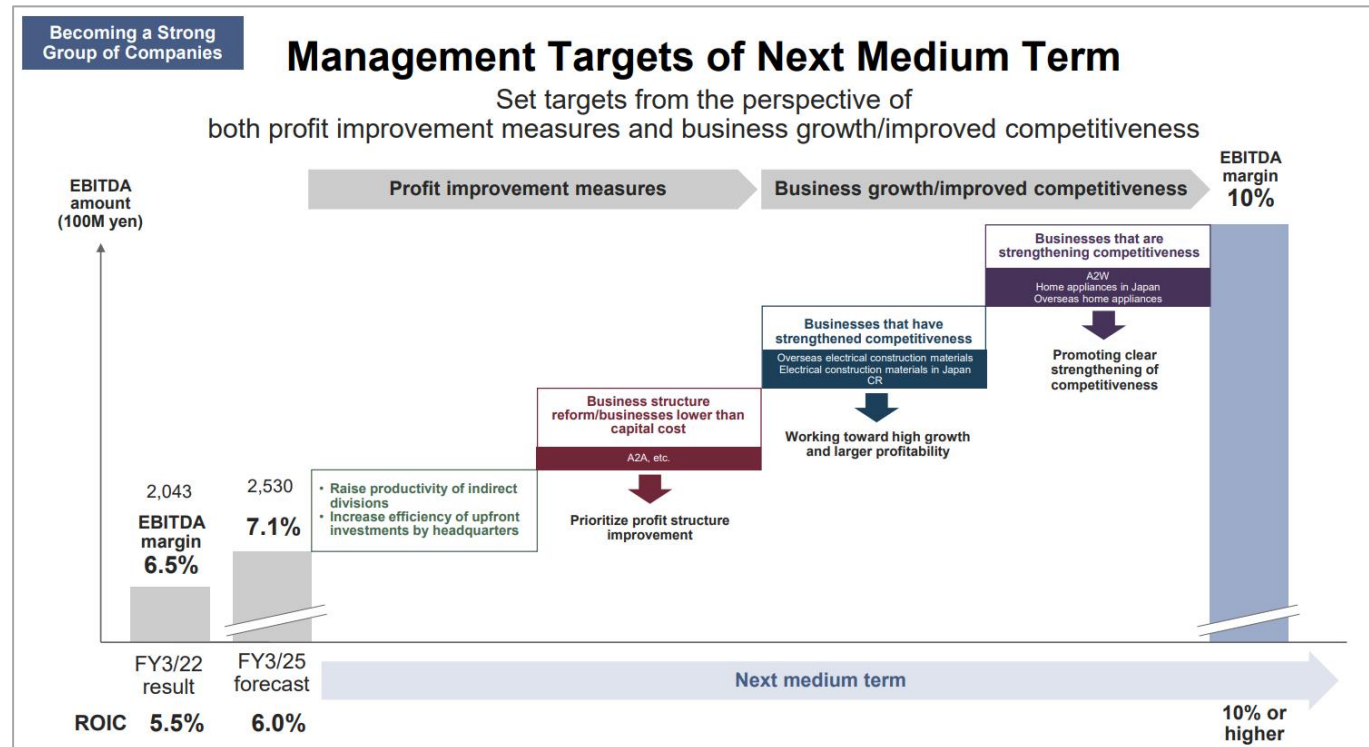
**Aim to achieve improved profitability through management reforms in FY3/25 2H**

**LAS:** OPM is expected approx. 7% in 2H with improvement in businesses with issues

**HVAC:** A2W business is expected to improve with effect of reduced distribution inventory as well as to be strengthened with differentiation strategy.

**CCS, EW :** Aim to achieve both sales and profits increase set by the current three-year medium term plan

(Shown in operating companies strategy briefings in June 2024)



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