



Panasonic



Eco Solutions Company Growth Strategy in Non-housing Related Market

0.8 Trillion Yen Sales Target in BtoB Solutions Business

November 26, 2014

Panasonic Corporation
Eco Solutions Company
President Tamio Yoshioka

Notes: 1. This is an English translation from the original presentation in Japanese.
2. In this presentation, "fiscal 2015" or "FY2015" refers to the year ending March 31, 2015.
In addition, "fiscal 2015 six months" or "FY15 6M" refer to the period from April to September 2014.

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FY15 Six Month Result

Sales

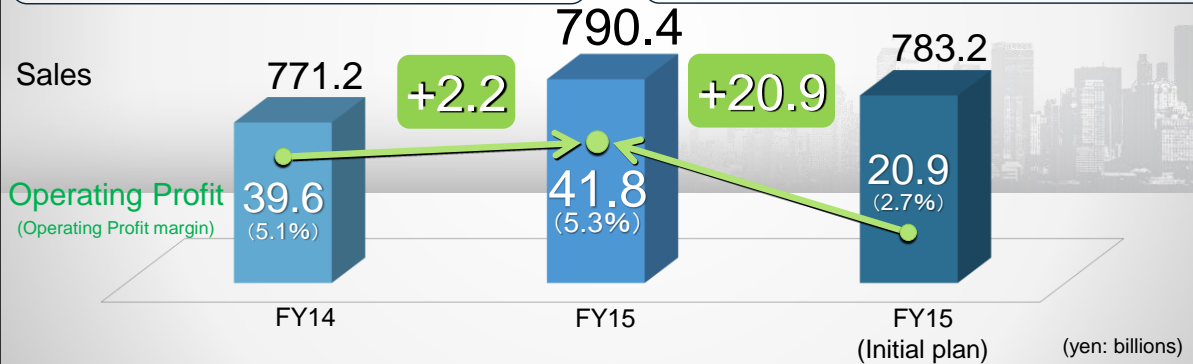
- Japan: favourable sales in solar business for housing and LED lighting business offsetting effect of consumption tax hike.
- Overseas: newly-consolidated VIKO and sales in strategic regions contribute to overall growth.

UP

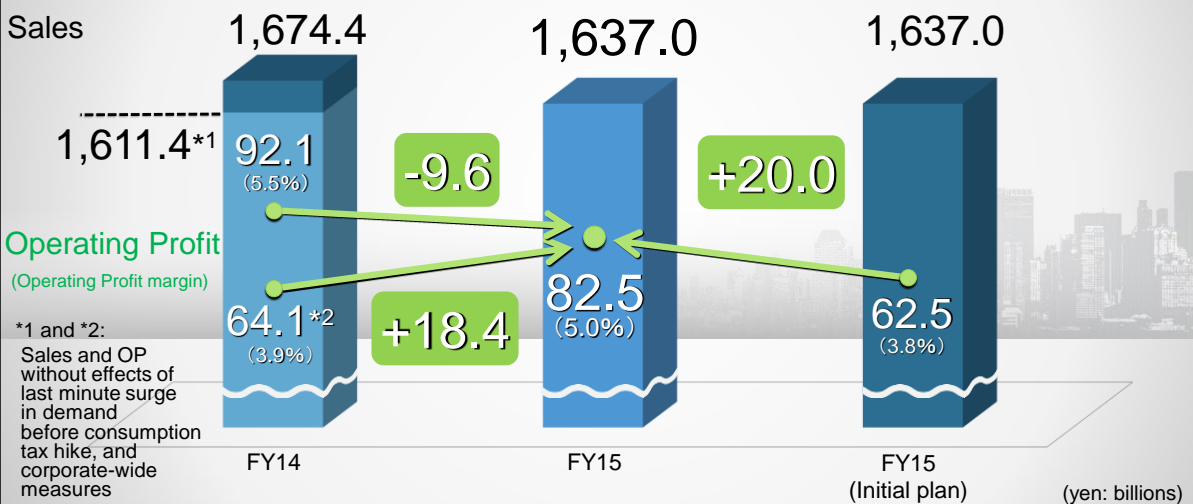
Operating profit

- Sales increase in solar business and lighting business contributed to improvement.

UP



FY15 Forecast

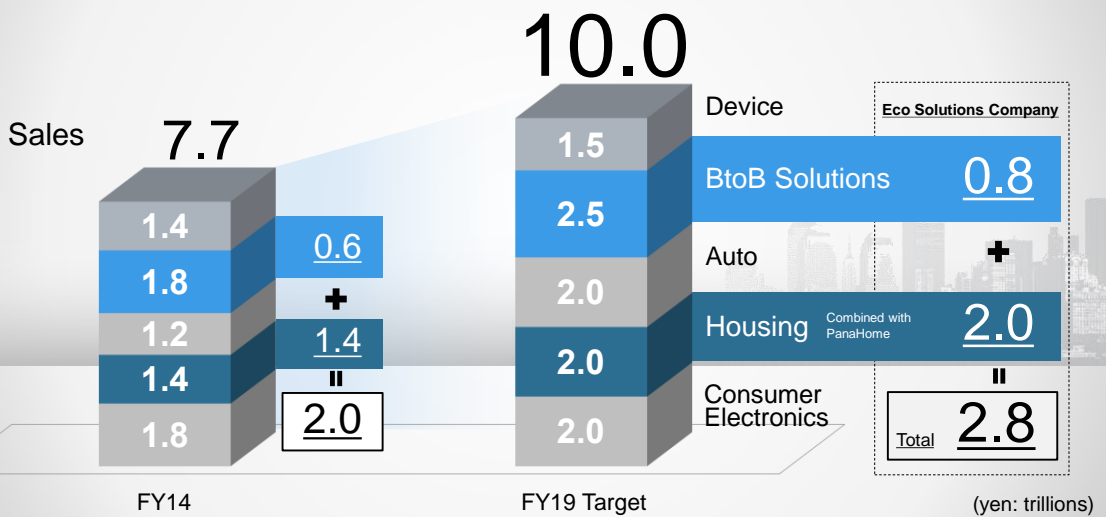


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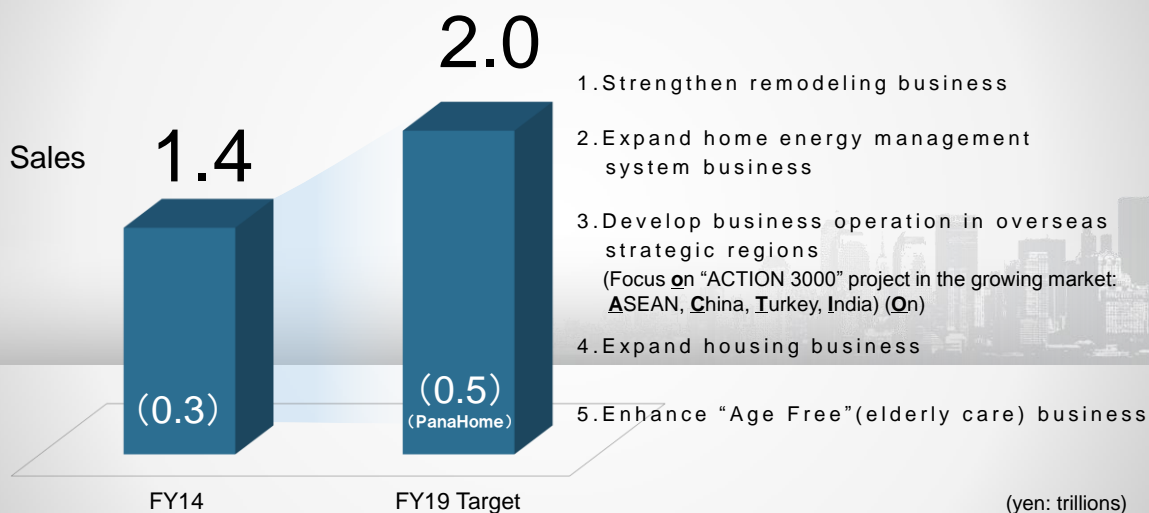
- 1. FY2015 six month result and full year forecast
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FY19 Panasonic and Eco Solutions Company

Five Business Areas



Housing-Related Business



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1. FY2015 six month result and full year forecast

2. Towards Fiscal 2019

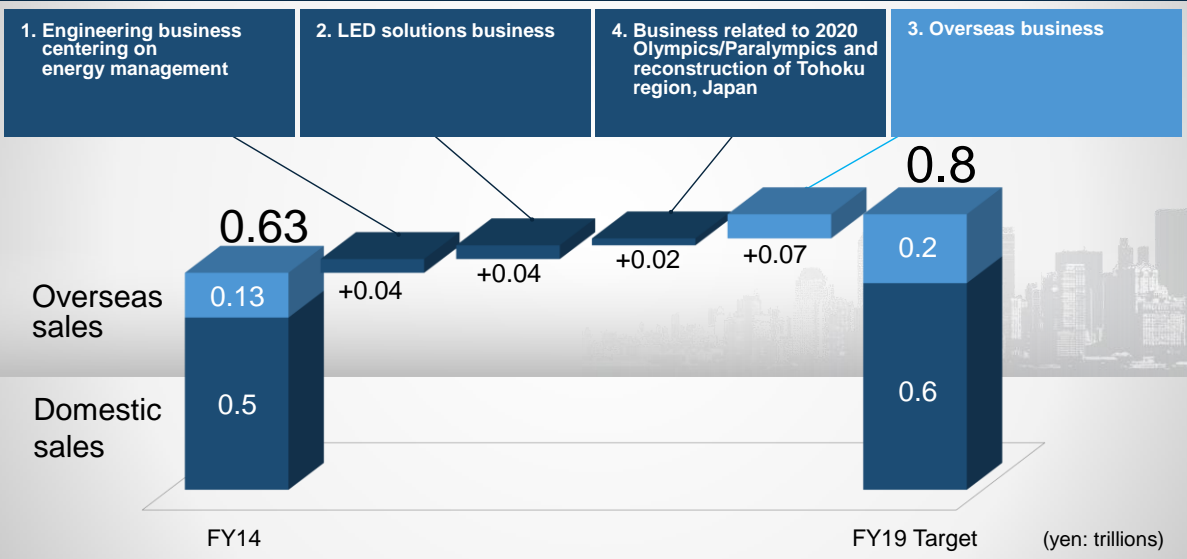
3. Growth strategy in non-housing related market

Non-Housing Related Business

(yen: trillions)

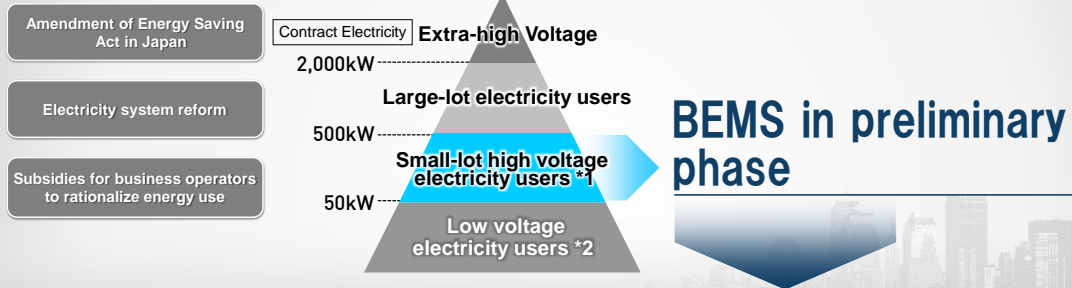


Non-Housing Related Business



Energy Management Solutions (1)

FY2014 FY2019 (Target)
Sales: 0.1 → 0.14 (yen: trillions)



Providing optimum products and services to owners of small and medium-sized*1 buildings including offices and stores

EmanageTM

Emanage is under application for trademark registration by Panasonic.

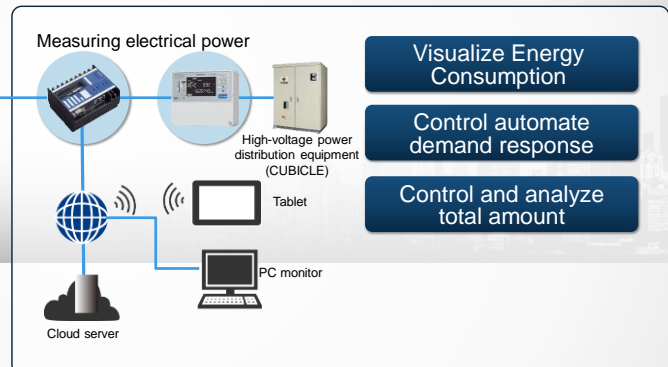
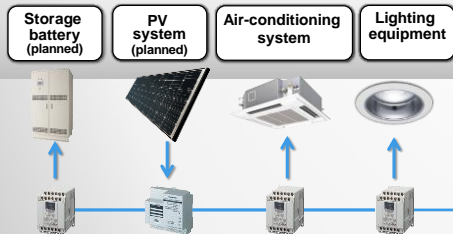
*1: Contract electricity is less than 500kW such as small and medium-sized office buildings, stores and commercial and industrial facilities
*2: Standard homes

Energy Management Solutions (2)

Easy-to-use equipment and systems / Affordable price / Support from installation to consultation

Emanage

Will start in Autumn, 2015



Support from analysis of electric power consumption to consultation on efficient energy management

Engineering Business

Maintenance service business / non-housing renovation business

Remote monitoring service for energy-management related equipment



Solar power generation system

Storage battery

Remote alarm monitoring

Power output monitoring

Error report

Visualization of operational status

Build up 180 regional disaster prevention bases in Tohoku region, Japan with "Green New Deal" foundation program

Develop regional disaster prevention bases nationwide



Solar power generation system



Storage battery

Gain Market Share

FY2014 FY2019 (Target)
Sales: 0.2 ⇒ 0.24 (yen: trillions)

"Quality of light" and "value of space"

- Light wavelength control technology

美光色 彩光色

- Sensation-of-Room-Brightness Index "Feu" and Modulation



LED lighting fixture "Favourable color iD" series

Wide range of product lineup and flexible customization capability

- LED component solutions



New LED downlight

Top market share by industrial sector in Japan *1

- Competitive Products for low-end market
- Competitiveness with value added products

*1: LED product market share by industrial sector in Japan as of June 11, 2014, Panasonic survey

Business development in various areas by leveraging Panasonic advantages

Store lighting



Facility lighting



Outdoor lighting



Create New Demand / Develop New Business

Provide new value of space by fusing lighting and projected image

Cross-Value Innovation



Space Player®
スペースプレーヤー

Note: Space Player is a registered trademark of Panasonic



New business development

LED Sign Lighting Fixture

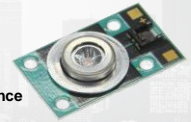


- Smooth and bright both-face emission with thinnest light guide panel in the Industry *1
- Launched This Product in September 2014

*1: In LED signage lighting market in Japan as of August 19, 2014

LED lighting device business development

UV-LED lighting module



- Deep UV rays emission with disinfection function
- Able to be embedded into small home appliance

Launched in June, 2014

Apply lighting technology to transportation



ASEAN, China and Taiwan

FY2014 FY2019 (Target)
Sales: 0.13 ⇒ 0.2 (yen: trillions)

Expand sales of non-housing LED lighting products

China

- For stores, factories and offices



LED downlight



LED spotlight



LED base light

Indonesia

- For stores, factories and streets



LED downlight



LED base light



LED street light

Develop environmental engineering business

- Equipment for effluent treatment, chemical recycling, and exhaust gas treatment
- Clean room and air-conditioning system



Malaysia Thailand Taiwan

Develop New Business

- Wiring duct business in China
- Switching hub business in Indonesia
- Power supply business for areas without electricity



Power Supply Container contains solar modules and storage batteries.



"Power Supply Container"

3. Overseas Business

India

ANCHOR
by **Panasonic**



Entered non-housing LED lighting business

- Launched LED lighting fixtures for office and store (from November 2014)
- Utilizing strong sales channel of wiring devices

firepro
STAY SAFE



Expand system engineering business

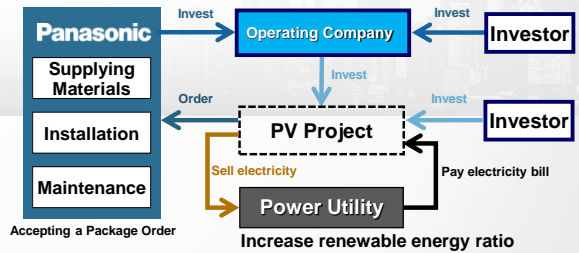
- Expand security system business centering on fire alarm business as prime general contracting company
- Reinforce profitability by expanding maintenance service business

North America

Expand PV solutions business

Establish operating company as prime contractor to increase Orders

- Propose and Operate tax-efficient business model by leveraging U.S. renewable energy program
- Operating company receive packaged order including design, procurement, installation and maintenance as prime contractor



4. Business related to 2020 Olympics/Paralympics and reconstruction of Tohoku region, Japan

Sales Increase: **+0.02** (yen: trillions)¹⁸
FY2019 (Target)

2020 Olympics/Paralympics related business

Verify product specs for designed transportation infrastructure

Products for non-housing market

- Building automation system
- Industrial storage battery system
- Heat exchange ventilation unit
- Large-scale solar power generation system
- Facility lighting fixture
- Street lighting fixture

Transportation Infrastructure (road and railroad)

Re-develop Tokyo metropolitan areas and Construct hotels

Newly propose to related facilities

Indoor LED lighting fixture for stadium

LED floodlight fixture

LED high ceiling lighting fixture

Stage lighting fixture

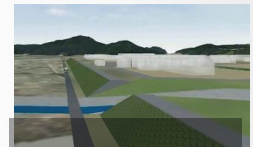
Crowd guiding system

- Street lighting fixture with independent power supply
- Multi-functional pole
- Security camera and public Wi-Fi

Reconstruction support business in Tohoku region, Japan

Support new town planning

- Propose town planning by utilizing ICT (Information and Communication Technology)
- Support town planning with virtual reality system



Build regional disaster prevention bases

- Utilize "Green New Deal" foundation program
- Build 180 regional disaster prevention bases in Tohoku region, Japan



Newly open sales office in Ofunato city, Iwate, Japan

- Develop community-based proposal





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