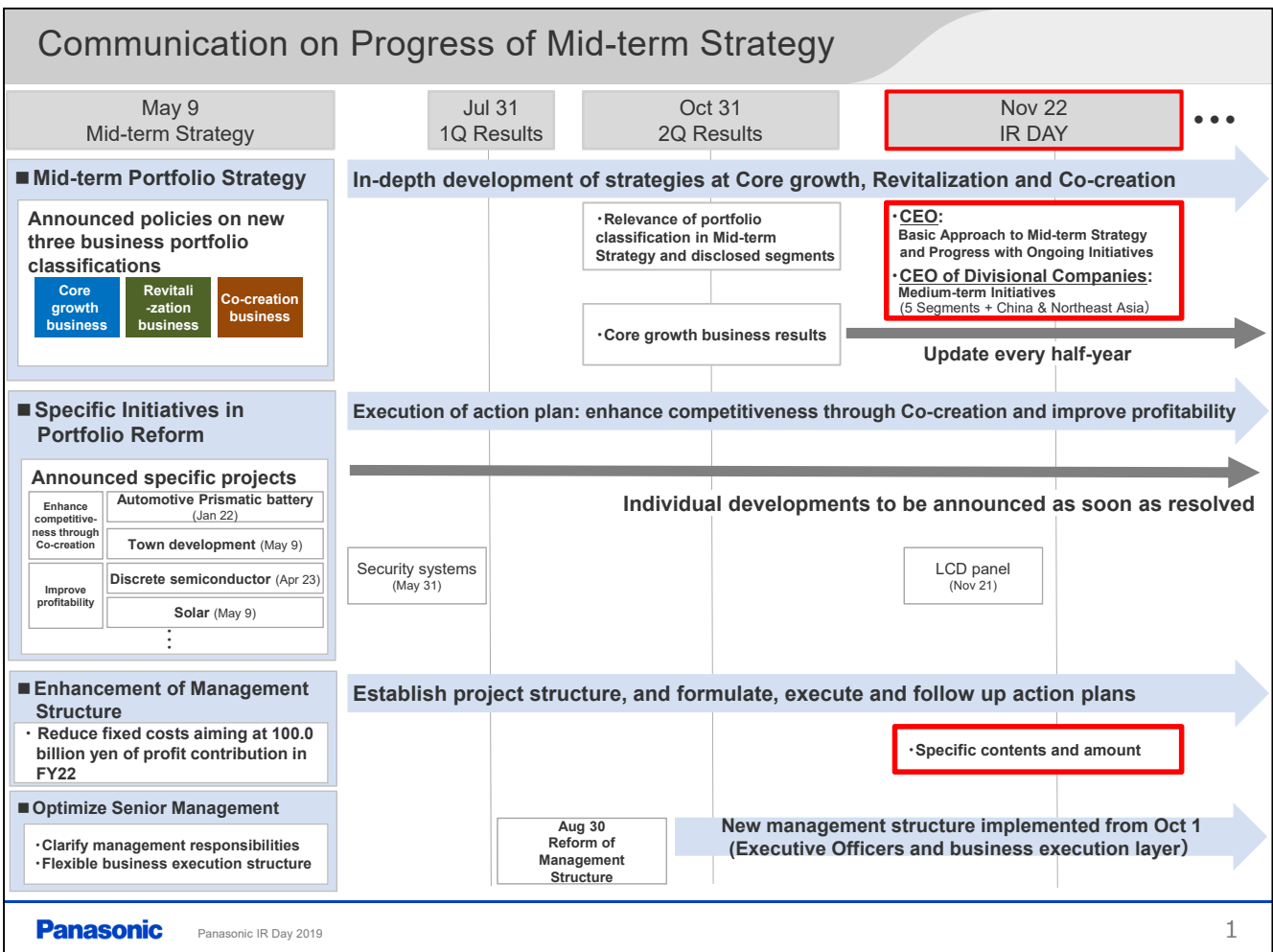


Panasonic IR Day 2019

November 22, 2019
 Hirokazu Umeda, CFO
 Panasonic Corporation



Medium-term Initiatives

Corporate	Kazuhiro Tsuga, CEO	
	Basic Approach to Mid-term Strategy and Progress with Ongoing Initiatives	
5 segments/Strategic region	IS (Shinji Sakamoto, CEO)	AP (Masahiro Shinada, CEO)
	<u>Industrial Solutions</u> Initiatives	<u>Air-conditioning</u> and <u>CE</u> Initiatives
	CNS (Yasuyuki Higuchi, CEO)	LS (Masaharu Michiura, CEO)
	<u>Gemba Process</u> Initiatives	<u>Spatial Solutions</u> Initiatives
	AM (Yuki Kusumi, CEO)	China & Northeast Asia (Tetsuro Homma, CEO)
	<u>Automotive Solutions/Batteries</u> Initiatives	Key Business Initiatives/ CE and Housing Equipment Integration, etc.

Note: Names of each Segment are as follows;

IS: Industrial Solutions, CNS: Connected Solutions, AM: Automotive, AP: Appliances, LS: Life Solutions

Agenda - Panasonic IR Day 2019

Schedule	Contents		Presenter
09:20 - 10:00	Basic Approach to Mid-term Strategy and Progress with Ongoing Initiatives		Kazuhiro Tsuga
(5 minutes)	(Break)		
10:05 - 10:45	Fiscal 2020 Second-half and Medium-term Initiatives	Industrial Solutions (IS)	Shinji Sakamoto
(10 minutes)		(Break)	
10:55 - 11:35		Connected Solutions (CNS)	Yasuyuki Higuchi
(10 minutes)		(Break)	
11:45 - 12:25		Automotive (AM)	Yuki Kusumi
(45 minutes)		(Lunch)	
13:10 - 13:50		Appliances (AP)	Masahiro Shinada
(10 minutes)		(Break)	
14:00 - 14:40		Life Solutions (LS)	Masaharu Michiura
(10 minutes)		(Break)	
14:50 - 15:25	Strategic Region Session	China & Northeast Asia	Tetsuro Homma



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(Reference) Relevance of Portfolio Classification in Mid-term Strategy and Disclosed Segments

Portfolio Classification	Business areas	Appliances (AP)	Life Solutions (LS)	Connected Solutions (CNS)	Automotive (AM)	Industrial Solutions (IS)
Core growth business	Spatial Solutions	Heating and Cooling Solutions, Commercial Refrigeration & Food Equipment	Lighting, Energy Systems*, Panasonic Ecology Systems	Media Entertainment		
	Gemba Process			Avionics, Process Automation, Mobile Solutions, PSSJ		
	Industrial Solutions					Systems, Devices
Revitalization business	Automotive Solutions				Automotive Solutions	
	Automotive Batteries				Automotive Batteries	
Co-creation business	Consumer Electronics	Home Appliances, Smart Life Network				
	Housing		Housing Systems, Panasonic Homes			

* Does not include Solar business

Note: Sales and profit of China & Northeast Asia Company are mainly included in AP and LS segments. Sales and profit of US Company are mainly included in AP and AM segments.