

MATSUSHITA ELECTRIC INDUSTRIAL CO LTD

Form 20-F

September 12, 2005

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**UNITED STATES**  
**SECURITIES AND EXCHANGE COMMISSION**

Washington D.C. 20549

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**FORM 20-F**

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**ANNUAL REPORT PURSUANT TO SECTIONS 13 OR 15(d)**  
**OF THE SECURITIES EXCHANGE ACT OF 1934**

**For the fiscal year ended March 31, 2005**

**Commission file number 1 - 6784**

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**MATSUSHITA DENKI SANGYO KABUSHIKI KAISHA**

(Exact name of Registrant as specified in its charter)

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**MATSUSHITA ELECTRIC INDUSTRIAL CO., LTD.**

(Translation of Registrant's name into English)

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**Japan**

(Jurisdiction of incorporation or organization)

**1006, Oaza Kadoma, Kadoma-shi, Osaka 571-8501, Japan**

(Address of principal executive offices)

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**Securities registered or to be registered pursuant to Section 12(b) of the Act.**

<u>Title of each class</u>	<u>Name of each exchange on which registered</u>
American Depositary Shares* Common Stock	New York Stock Exchange New York Stock Exchange

\* American Depositary Shares evidenced by American Depositary Receipts. Each American Depositary Share represents one share of Common Stock.

**Securities registered or to be registered pursuant to Section 12(g) of the Act.**

**None**

(Title of Class)

**Securities for which there is a reporting obligation pursuant to Section 15(d) of the Act.**

**None**

(Title of Class)

Indicate the number of outstanding shares (excluding treasury stock) of each of the issuer's classes of capital or common stock as of the close of the period covered by the annual report.

	Outstanding as of	
	March 31, 2005 (Japan Time)	March 31, 2005 (New York Time)
<b>Common Stock</b>	2,258,357,710	
American Depositary Shares, each representing 1 share of Common Stock		120,787,794

Indicate by check mark whether the Company (1) has filed all reports required to be filed by Sections 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the Company was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes  No .

Indicate by check mark which financial statement item the Company has elected to follow.

Item 17.  Item 18. .

If this is an annual report, indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes  No .

This form contains 172 pages.

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All information contained in this Report is as of March 31, 2005 or for the year ended March 31, 2005 (fiscal 2005) unless the context otherwise indicates.

The noon buying rate for yen in New York City as certified for customs purposes by the Federal Reserve Bank of New York on August 23, 2005 was 109.83 yen = U.S.\$1.

Cautionary Statement Regarding Forward-Looking Statements

This annual report includes forward-looking statements (within the meaning of Section 27A of the U.S. Securities Act of 1933 and Section 21E of the U.S. Securities Exchange Act of 1934) about Matsushita and its Group companies (the Matsushita Group). To the extent that statements in this annual report 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 Matsushita 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 Matsushita 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. Matsushita undertakes no obligation to publicly update any forward-looking statements after the date of this annual report (September 2005). Investors are advised to consult any further disclosures by Matsushita in its subsequent filings with the U.S. Securities and Exchange Commission pursuant to the Securities Exchange Act of 1934 and its other filings.

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 United States, 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; currency rate fluctuations, notably between the yen, the U.S. dollar, the euro, the Chinese yuan, Asian currencies and other currencies in which the Matsushita Group operates businesses, or in which assets and liabilities of the Matsushita Group are denominated; the ability of the Matsushita Group 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 ability of the Matsushita Group to achieve its business objectives through joint ventures and other collaborative agreements with other companies; the ability of the Matsushita Group to maintain competitive strength in many product and geographical areas; 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 Matsushita Group has holdings; future changes or revisions to accounting policies or accounting rules; as well as natural disasters including earthquakes and other events that may negatively impact business activities of the

Matsushita Group.

About the Company

Matsushita Electric Industrial Co., Ltd. (hereinafter, unless the context otherwise requires, Matsushita or the Company refers to Matsushita Electric Industrial Co., Ltd. and its consolidated subsidiaries as a group), best known for its Panasonic brand name, is one of the world's leading manufacturers of electronic and electric products for a wide range of consumer, business and industrial uses, as well as a wide variety of components. Based in Osaka, Japan, the Company recorded consolidated net sales of approximately 8,714 billion yen for fiscal 2005. Over the past eight decades, the Company has grown from a small domestic household electrical equipment manufacturer into a comprehensive electronic and electric equipment, systems and components manufacturer operating internationally. Of the fiscal 2005 net sales, nearly one-half was represented by sales in Japan, with the rest by overseas sales.



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**PART I****Item 1. Identity of Directors, Senior Management and Advisers**

Not applicable

**Item 2. Offer Statistics and Expected Timetable**

Not applicable

**Item 3. Key Information****A. Selected Financial Data**

Yen (billions), except per share amounts and yen exchange rates

	Fiscal year ended March 31,				
	2005	2004	2003	2002	2001
<b><u>Income Statement Data:</u></b>					
Net sales	8,714	7,480	7,402	7,074	7,781
Income (loss) before income taxes	247	171	69	(538)	105
Net income (loss)	58	42	(19)	(428)	42
<b>Per common share:</b>					
Net income (loss):					
Basic	25.49	18.15	(8.70)	(206.09)	19.96
Diluted	25.49	18.00	(8.70)	(206.09)	19.56
Dividends	15.25	12.50	10.00	12.50	12.50
	(\$0.145)	(\$0.109)	(\$0.107)	(\$0.100)	(\$0.116)
<b><u>Balance Sheet Data:</u></b>					
Total assets	8,057	7,438	7,835	7,768	8,295

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Long-term debt	477	461	588	708	563
Stockholders equity	3,544	3,452	3,178	3,248	3,770
Common stock	259	259	259	259	211
Number of shares issued at year-end (thousands)	2,453,053	2,453,053	2,447,923	2,138,515	2,079,573

Yen exchange rates per U.S. dollar:

Year-end	107.22	104.18	118.07	132.70	125.54
Average	107.49	113.07	121.96	125.05	110.60
High	102.26	104.18	115.71	115.89	104.19
Low	114.30	120.55	133.40	134.77	125.54

<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>Jun.</b>	<b>Jul.</b>
<b>2005</b>	<b>2005</b>	<b>2005</b>	<b>2005</b>	<b>2005</b>	<b>2005</b>

Yen exchange rates for each month  
during the previous six months:

High	103.70	103.87	104.64	104.41	106.64	110.47
Low	105.84	107.49	108.67	108.17	110.91	113.42

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Note: Dividends per share reflect those paid during each fiscal year. The dollar amounts of the dividends per share have been computed at the exchange rates on the respective payment dates.

**B. Capitalization and Indebtedness**

Not applicable

**C. Reasons for the Offer and Use of Proceeds**

Not applicable

**D. Risk Factors**

Primarily because of the business areas and geographical areas where it operates and the highly competitive nature of the industry to which it belongs, Matsushita is exposed to a variety of risks and uncertainties in carrying out its businesses, including, but not limited to, the following:

**Risks Related to Economic Conditions**

**Weakness in Japanese and global economies may cause reduced demand for the products of Matsushita**

Demand for Matsushita's products and services may be affected by general economic trends in the countries or regions in which Matsushita's products and services are sold. Economic downturns and resulting declines in demand in Matsushita's major markets worldwide may thus adversely affect the Company's business results and financial condition. Although Matsushita continued to achieve improvements in its business performance in fiscal 2005, it currently foresees severe conditions, such as ever-intensifying price declines for the Company's products and rising

raw materials prices, including crude oil prices, as well as uncertainty regarding economic conditions in the United States, Europe and China. These conditions may continue in the short- to mid-term, thereby further negatively affecting Matsushita's businesses. Furthermore, if Japanese and global economies fall into stagnation, resulting decreased demand and slowdown in capital investment may adversely affect Matsushita's overall business.

**Currency exchange rate fluctuations could adversely affect Matsushita's financial results**

Matsushita is exposed to risks of foreign currency exchange rate fluctuations. Matsushita's consolidated financial statements, which are presented in Japanese yen, are affected by foreign exchange rate changes. These changes affect Matsushita's international business transactions and costs and prices of Matsushita's products and services in overseas countries in relation to the yen. They can also affect the yen value of Matsushita's investments in overseas assets and liabilities. Generally, an appreciation of the yen against other major currencies such as the U.S. dollar and the euro may adversely affect Matsushita's business results and financial condition. Meanwhile, a depreciation of the yen against aforementioned major currencies may have a favorable impact on Matsushita's business results and financial condition. Although Matsushita is taking measures to reduce or hedge against foreign currency exchange risks, foreign exchange rate fluctuations may hurt its businesses, results of operations and financial condition.

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**Interest rate fluctuations may adversely affect Matsushita's financial results**

Matsushita is exposed to the risk of interest rate fluctuations, which, despite the measures taken by Matsushita to hedge a portion of its exposure to interest rate fluctuations, may affect its overall operational costs, interest expense, interest income and the value of its financial assets and liabilities.

**The decrease in the value of Japanese stocks may adversely affect Matsushita's financial results**

Matsushita holds mostly Japanese stocks as part of its investment securities. The value of most of these stocks, however, dropped substantially over the past several years due to the stagnant Japanese economy. Matsushita recorded a loss in valuation declines in its investment securities. The decrease in the value of stocks may continue and adversely affect Matsushita's financial results. The decrease in the value of Japanese stocks may also reduce stockholders' equity in the balance sheet, as unrealized holding gains (losses) of available-for-sale securities are included as part of accumulated other comprehensive income (loss).

**Risks Related to Matsushita's Business**

**Matsushita is subject to intense competition in areas in which it operates, and this may adversely affect its ability to maintain its profitability**

Matsushita produces a broad range of products and therefore faces many different types of competitors, from large international companies to relatively small, rapidly growing, and highly specialized organizations. Matsushita may choose not to fund or invest in one or more of its businesses to the same degree as its competitors in those businesses do, or it may not be able to do so in a timely manner or at all. These competitors may have greater financial, technological, and marketing resources available to them than Matsushita has in the respective businesses in which they compete.

**Rapid declines in product prices may adversely affect Matsushita's financial results**

Matsushita's business is subject to intense price competition worldwide, which makes it difficult for the Company to decide product prices so that it can obtain adequate profits. Such intensified price competition may adversely affect Matsushita's profits, especially in terms of decreases in demand or oversupply in the market. For the year ending March 31, 2006, Matsushita expects prices in many product areas in which it deals to decline at the same rate as, or more rapidly than, in recent fiscal years. Matsushita also expects fierce price competition in digital products with shortened product life cycles. Matsushita believes that this trend will affect its businesses, especially those in the area of its AVC Networks category and its Components and Devices category.

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**Matsushita's business is, and will continue to be, subject to the risks generally associated with international business operations**

One of Matsushita's business strategies is business expansion in overseas markets. In many of these markets, Matsushita may face risks generally associated with international manufacturing and other business operations, such as political instability, cultural and religious differences and labor relations, as well as economic uncertainty and foreign currency exchange risks. Matsushita may also face barriers in commercial and business customs in foreign countries, including difficulties in timely collection of accounts receivable or in building and expanding relationships with customers, subcontractors or parts suppliers. Matsushita may also experience various political, legal or other restrictions over investment, trade, manufacturing, labor or other aspects of operations, including restrictions on foreign investment or the repatriation of profits on invested capital, nationalization of local industry, changes in export or import restrictions or foreign exchange controls, and changes in the tax system or rate of taxation in countries where Matsushita operates businesses. With respect to the products exported overseas, tariffs, other barriers or shipping costs may make Matsushita's products less competitive. Expanding its overseas business may require significant investments long before Matsushita realizes returns on such investments, and increased investments may result in expenses growing at a faster rate than revenues.

**Matsushita may not be able to keep pace with technological changes and develop new products and services in a timely manner to remain competitive**

Matsushita may fail to introduce new products and services in response to technological changes in a timely manner despite its efforts to develop new products and services continuously. Some of Matsushita's core businesses, such as consumer digital electronics and key components and devices, are concentrated in industries where technological innovation is the central competitive factor. Matsushita continuously faces the challenge of developing and introducing viable and innovative new products. Matsushita must predict with reasonable accuracy both future demand and new technologies that will be available to meet such demand. If Matsushita fails to do so, it will not be able to compete in new markets.

**Matsushita may not be able to develop product formats that can prevail as *de facto* standards**

Matsushita has been forming alliances and partnerships with other major manufacturers to strengthen technologies and the development of product formats, such as next-generation home and mobile networking products, data storage devices, and software systems. Despite these efforts by Matsushita, its competitors may be the ones who develop the *de facto* standards for future products. If that happens, Matsushita's business in those business areas, its results of operations and financial condition, could be adversely affected.

**Matsushita may not be able to successfully recruit and retain skilled employees, particularly scientific and technical personnel**

Matsushita's future success depends largely on its ability to attract and retain certain key personnel, including scientific, technical and management personnel. Matsushita anticipates that it will need to hire additional skilled personnel in all areas of its business. Industry demand for skilled employees, however, exceeds the number of personnel available, and the competition for attracting and retaining these employees, especially scientific and technical employees, is intense. Because of this intense competition for these skilled employees, Matsushita may be unable to retain its existing personnel or attract additional qualified employees to keep up with its future business needs. If this should happen, it could adversely affect Matsushita's future growth, results of operations and financial condition.



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**The alliances with, and strategic investments in, third parties undertaken by Matsushita may not produce positive results**

Matsushita develops its business by forming alliances or joint ventures with, and making strategic investments in, other companies, including investments in venture companies. Matsushita's reliance on the strategy of partnering with third parties is increasing. Such partnerships are crucial to Matsushita's goal of introducing new products and services, but Matsushita may not be able to successfully collaborate or achieve expected synergies with its partners. Matsushita does not, however, control these partners, who may make decisions regarding their business undertakings with Matsushita that may be contrary to Matsushita's interests. In addition, if these partners change their business strategies, Matsushita may fail to maintain these partnerships.

**Matsushita is dependent on the ability of third parties to deliver parts, components and services in adequate quality and quantity in a timely manner, and in reasonable price**

Matsushita's manufacturing operations depend on obtaining deliveries of raw materials, parts and components, equipment and other supplies from reliable suppliers in adequate quality and quantity in a timely manner. It may be difficult for Matsushita to substitute one supplier for another, increase suppliers or change one component for another in a timely manner or at all due to the interruption of supply or increased industry demand. This may adversely affect the Matsushita Group's operations. Although Matsushita decides purchase prices by contract, these prices may become higher due to changes in supply and demand. Some components are only available from a limited number of suppliers and may adversely affect Matsushita's operations. For example, Matsushita uses steel and rare metals for most of its products, and an increase in prices of these products may adversely affect Matsushita's operating results.

**Matsushita is exposed to the risk that its customers, including those to whom it has provided vendor financing, may encounter financial difficulties**

Matsushita provides vendor financing to its customers. As more businesses utilize vendor financing, Matsushita may also provide increased vendor financing in the future. In addition, many of Matsushita's customers purchase products and services from it on payment terms that do not provide for immediate payment. If customers to whom Matsushita has extended or guaranteed vendor financing, or from whom it has substantial accounts receivable, encounter financial difficulties and are unable to make payments on time, Matsushita's business, operating results and financial condition could be adversely affected.

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**Risks Related to Matsushita's Management Plans**

Matsushita has implemented its new mid-term management plan, Leap Ahead 21, (announced on January 9, 2004) for the three-year term ending March 2007. Matsushita's business vision focuses on realizing a ubiquitous networking society and contributing to coexistence with the global environment through leading-edge technologies. Based on this vision, Matsushita aims to become a company that creates more value for customers. Due mainly to the various risk factors described in this section, Matsushita may not be successful in achieving all the goals set out in its mid-term business plan. Furthermore, in fiscal 2004, Matsushita introduced an autonomous business domain-based organizational structure. Under the management structure, Matsushita completed large-scale business restructuring, and implemented new growth strategies through the synergies expected from such business restructuring. Matsushita may not, however, be able to improve efficiency, reduce costs or realize growth through these measures due to unexpected additional reorganization or restructuring, improper allocation of operational resources or other unpredictable factors. Also, Matsushita has implemented its annual forecast and major initiatives (announced on April 28, 2005) for the year ending March 31, 2006. Matsushita may not be successful in achieving all the targets or in realizing the benefits expected because of external and internal factors.

**Risks Related to Legal Restrictions and Litigations**

**Matsushita may be subject to product liability or warranty claims that could result in significant direct or indirect costs**

Although Matsushita strictly follows its prescribed quality control standards for manufacturing, there is a risk that defects may occur in Matsushita's products and services. The occurrence of defects could make Matsushita liable for damages not covered by product and completed operation liability insurance. Due to negative publicity concerning these problems, Matsushita's reputation, corporate and brand image, and sales activities may be adversely affected.

**Matsushita may fail to protect its proprietary intellectual properties, or face a claim of intellectual property infringement by a third party, and may lose its intellectual property rights on key technologies or be liable for significant damages**

Matsushita's success depends on its ability to obtain intellectual property rights covering its products and product design. Patents may not be granted or may not be of sufficient scope or strength to provide Matsushita with enough protection or commercial advantage. In addition, effective copyright and trade secret protections may be unavailable or limited in some countries in which Matsushita operates. Competitors or other third parties may also develop technologies that are protected by patents and other intellectual property rights, which make such technologies unavailable or available only on terms unfavorable to Matsushita. Matsushita obtains licenses for intellectual property rights from others, however, such licenses may not be available at all or on acceptable terms in the future. Litigation may also be necessary to enforce Matsushita's intellectual property rights or to defend against intellectual property infringement claims brought against Matsushita by third parties. In such cases, Matsushita may incur significant expenses for such lawsuits. Furthermore, Matsushita may be prohibited from using certain important technologies or liable for damages in cases of admitted violations of intellectual property rights of others.

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**Changes in accounting standards and tax systems may adversely affect Matsushita's financial results and condition**

Introduction of new accounting standards or tax systems, or changes thereof, which Matsushita can not predict, may have a material adverse effect on the Company's financial results and operations. In addition, if tax authorities have different opinions from Matsushita on the Company's tax declarations, Matsushita may need to make tax payments more than estimated.

**Payments or compensation related to environmental regulations or issues may adversely affect Matsushita's business, operating results and financial condition**

Matsushita is subject to environmental regulations such as those relating to air pollution, water pollution, elimination of hazardous substances, waste management, product recycling, and soil and groundwater contamination, and may be held responsible for certain related payments or compensation, despite its strict compliance with these regulations. Furthermore, if these regulations become more strict and an additional duty of eliminating the use of environmentally hazardous materials is imposed, or if the Company determines that it is necessary and appropriate, from the viewpoint of corporate social responsibility, to respond to environmental issues, the payment of penalties for the violation of these regulations or voluntary payment of compensation for consolation parties affected by such issues may adversely affect Matsushita's business, operating results and financial condition.

**Leak of confidential information may adversely affect Matsushita's business**

In the normal course of business, Matsushita holds confidential information, including individual information on its customers. Although Matsushita keeps confidential information with utmost care, such information may be leaked due to an accident or other inevitable cause and any material leakage of confidential information may result in significant expenses for related lawsuits and adversely affect Matsushita's image. Moreover, Matsushita's trade secrets may be illegally leaked by a third party, and this would negatively affect Matsushita's business.

**Governmental laws and regulations may limit Matsushita's activities or increase its operating costs**

Matsushita is subject to governmental regulations in Japan and other countries in which it conducts its business, including governmental approvals required for conducting business and investments, laws and regulations governing

the telecommunications businesses and electric product safety, national security-related laws and regulations and export/import laws and regulations, as well as commercial, antitrust, patent, product liability, environmental laws and regulations, consumer protection, financial and business taxation laws and regulations due to the implementation of stricter laws and regulations and more strict interpretations. However, to the extent that Matsushita cannot comply with these laws and regulations, or if they become more strict and Matsushita determines that it would not be economical to continue to comply with them, Matsushita would need to limit its activities in the affected business areas. In addition, these laws and regulations could increase Matsushita's operating costs.

### **Other Risks**

#### **External economic conditions may adversely affect Matsushita's pension plans**

Matsushita has contributory, funded benefit pension plans covering substantially all employees in Japan who meet eligibility requirements. A decline in interest rates may cause a decrease in the discount rate on benefit obligations. A decrease in the value of stocks may also affect the return on plan assets. As a result, the unrecognized portion of actuarial loss may increase, leading to a future recognized actuarial loss on an increase in future net periodic benefit costs of these pension plans.

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**Some long-lived assets may not produce adequate returns**

Matsushita has many long-lived assets, such as plant, property and equipment, and goodwill, that generate returns. The Company periodically reviews the recorded value of its long-lived assets to determine if the future cash flows to be derived from these properties will be sufficient to recover the remaining recorded asset values. If these long-lived assets do not generate sufficient cash flows, impairment losses will have to be recognized, adversely affecting Matsushita's results of operations and financial condition.

**Valuation allowance against deferred tax assets could be recognized and Matsushita's provision for income tax may increase**

In assessing the realizability of deferred tax assets based on the expected future generation of taxable income, Matsushita considers whether it is more likely than not that any portion or all of the deferred tax assets will not be realized. If Matsushita determines that temporary differences and loss carryforwards can not be realized upon the generation of future taxable income during the deductible periods due to deteriorating business conditions, valuation allowance against deferred tax assets could be recognized and Matsushita's provision for income tax may increase.

**Financial results and condition of associated companies may adversely affect Matsushita's results of operations and financial condition**

Matsushita holds equities of several associated companies. Matsushita can exercise influence over operating and financing policies of these companies. However, Matsushita does not have the right to make decisions for them since the companies operate independently. Some companies may record losses. If these associated companies do not generate profits, Matsushita's business results and financial condition may be adversely affected.

**Matsushita's facilities and information systems could be damaged as a result of disasters or unpredictable events, which could have an adverse effect on its business operations**

Matsushita's headquarters and major facilities including manufacturing plants, sales offices and research and development centers are located in Japan. In addition, Matsushita's operations, including procurement, manufacturing, logistics, sales and research and development facilities are located all over the world. If major disasters such as earthquakes, fires, floods, wars, terrorist attacks, computer viruses or other events occur, Matsushita's facilities may be

damaged and it may have to stop or delay its production and shipment. Matsushita may incur expenses relating to such damages.

**American Depositary Share (ADS) holders have fewer rights than shareholders and may not be able to enforce judgments based on U.S. securities laws**

The rights of shareholders under Japanese law to take actions, including exercising their voting rights, receiving dividends and distributions, bringing derivative actions, examining Matsushita's accounting books and records, and exercising appraisal rights are available only to shareholders of record. Because the depositary, through its nominee, is the record holder of the shares underlying the ADSs, only the depositary can exercise those rights in connection with the deposited shares. The depositary will make efforts to exercise their voting rights underlying ADSs in accordance with the instructions of ADS holders and will pay the dividends and distributions collected from Matsushita. However, ADS holders will not be able to bring a derivative action, examine Matsushita's accounting books and records, or exercise appraisal rights through the depositary.

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**Item 4. Information on the Company**

**A. History and Development of the Company**

**GENERAL**

The Company was incorporated in Japan on December 15, 1935 under the laws of Japan as Matsushita Denki Sangyo Kabushiki Kaisha (Address : 1006, Oaza Kadoma, Kadoma-shi, Osaka 571-8501, Japan. Phone : +81-6-6908-1121 / Agent : Mr. Yukitoshi Onda, President of Panasonic Finance (America), Inc.) as the successor to an unincorporated enterprise founded in 1918 by the late Konosuke Matsushita. Mr. Matsushita led the Company with his corporate philosophy of contributing to the peace, happiness and prosperity of humankind through the supply of quality consumer electric and electronic goods. The Company's business expanded rapidly with the recovery and growth of the Japanese economy after World War II, as it met rising demand for consumer electric and electronic products, starting with washing machines, black-and-white TVs and refrigerators. During the 1950s, Matsushita expanded its operations by establishing mass production and mass sales structures to meet increasing domestic demand, while also creating subsidiaries, making acquisitions and forming alliances. During the 1960s, Matsushita expanded its overseas businesses, and its products started obtaining worldwide recognition.

During the global recession caused by the first oil crisis in 1973, Matsushita strengthened its structure and overseas business relations. The advent and popularity of the video cassette recorder (VCR) from the late 1970s enabled Matsushita to receive worldwide recognition as a global consumer electronics manufacturer. In the 1980s, Matsushita further worked to evolve from a consumer products manufacturer to a comprehensive electronics products manufacturer, expanding its business in the areas of information and communications technology, industrial equipment and components and devices. Since the 1990s, Matsushita has been emphasizing technological development and the use of advanced technology in every phase of life. In particular, Matsushita has been expanding its development activities in such areas as next-generation audiovisual (AV) equipment, multimedia products, and advanced electronic components and devices, many of which incorporate digital technology.

Matsushita currently offers a comprehensive range of products, systems and components for consumer, business and industrial use based on sophisticated electronics and precision technology, expanding to building materials and equipment, and housing business. Most of the Company's products are marketed under the Panasonic brand name worldwide, along with other product- or region-specific brand names, including National primarily for home appliances and household electric equipment sold in Japan and Technics for certain hi-fi products. Some of its subsidiaries also use their own brand names, such as Quasar, Victor, JVC and PanaHome. To sustain the future growth in the forthcoming ubiquitous networking age, Matsushita continues to emphasize technological development and the creation of new businesses, concentrating on several priority areas, such as digital AV networking equipment,



mobile communications, data storage devices, environmental systems and related key components and devices and software. The Company is also striving to develop new service-oriented businesses, such as systems solutions and engineering services, as areas of potential growth over the mid-term.

In June 1995, Matsushita sold an 80% equity interest in MCA (subsequently renamed Universal Studios, Inc.) which the Company purchased in December 1990, to The Seagram Company Ltd. (currently Vivendi Universal S.A.) for approximately U.S.\$5.7 billion, leaving the Company with a minority interest.

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In April 1997, Matsushita established four internal divisional companies responsible for AVC (audiovisual and computer products), home appliances and household equipment, air conditioners, and electric motors by grouping a majority of its some 50 product divisions, in order to facilitate strategic planning, effective decision making and more efficient allocation of resources across a broader range than that afforded by each single product division.

In March 1998, the Company announced a package of new management initiatives aimed at better sharing interests with shareholders. As part of this package, management implemented, with approval at the annual shareholders meeting in June 1998, the repurchase of 50 million shares of the Company's common stock, spending approximately 99 billion yen during fiscal 1999. At the same time, as an incentive to Board members and employees toward the enhancement of corporate value, the Company introduced stock option plans for Board members and select senior executives, and a stock-price-linked remuneration plan for employees of manager-level or above. The Company has been continuing share repurchases in subsequent years.

In October 1999, EPCOS AG, a German electronic components joint venture of the Company and Siemens AG of Germany, had its initial public offering, listing its shares on German and U.S. stock exchanges. Following EPCOS AG's public offering, Matsushita's 45% (held by a subsidiary) and Siemens AG's 55% holdings in EPCOS AG were each reduced to nearly 12.5%. Matsushita realized a 59 billion yen gain from the sale of its shares in EPCOS AG in fiscal 2000.

In April 2000, the Company made two of its majority-owned subsidiaries, Matsushita Refrigeration Company and Wakayama Precision Company, into wholly-owned subsidiaries by means of share exchanges. As a result of the share exchanges, Matsushita issued 16,321,187 shares of its common stock to shareholders of the respective companies.

VALUE CREATION 21 PLAN

In June 2000, Kunio Nakamura became President of Matsushita and, under his leadership, the Company implemented a new three-year business plan, called Value Creation 21, in April 2001. As the plan's theme "Deconstruction and Creation" indicates, its objective was to transform Matsushita into a company that meets the needs of the 21st century through structural reforms and growth strategies with emphasis on enhancing growth potential, profitability and capital efficiency, thereby ensuring the Company's continued contribution to society.

During fiscal 2002, the Company implemented a series of structural reforms under this Value Creation 21 plan, including the restructuring of domestic consumer sales and distribution structures, management initiatives through the use of information technology (IT) such as supply chain management (SCM), the selective integration of businesses

and manufacturing locations, manufacturing reforms such as the introduction of cell-style production, the reform of Companywide research, development and design (R&DD) structures to concentrate development resources into strategic product or core technology areas, and employment restructuring initiatives including the regional-based employee remuneration system and early retirement programs.

In April 2001, the Company absorbed Matsushita Electronics Corporation (MEC), its wholly-owned subsidiary, by merger to implement unified operational management in such key device areas as semiconductors and display devices.

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In April 2002, Matsushita and Toshiba Corporation (Toshiba) separated their respective liquid crystal display (LCD) panel operations and established a joint venture company, Toshiba Matsushita Display Technology Co., Ltd., for the development, manufacture and sale of LCD panels and next-generation display devices. Of the new company's initial stated capital of 10 billion yen, 60% was invested by Toshiba and 40% by Matsushita.

As a drastic structural reform aimed at achieving new growth under the Value Creation 21 plan, Matsushita implemented share exchanges on October 1, 2002 with five of its majority-owned subsidiaries (Matsushita Communication Industrial Co., Ltd., Kyushu Matsushita Electric Co., Ltd., Matsushita Seiko Co., Ltd., Matsushita Kotobuki Electronics Industries, Ltd. and Matsushita Graphic Communication Systems, Inc.) and transformed them into wholly-owned subsidiaries of Matsushita. Following the completion of the share exchanges, Matsushita implemented a comprehensive Groupwide business reorganization on January 1, 2003 via company splits, business combinations and business transfers among several Group companies, including the parent company's internal divisional companies, whereby businesses of most of the Matsushita Group were reorganized into 14 new business domains.

As an extension of this Groupwide reorganization, Matsushita transformed two of its majority-owned subsidiaries, Matsushita Electronic Components Co., Ltd. and Matsushita Battery Industrial Co., Ltd., into wholly-owned subsidiaries via share exchanges, effective April 1, 2003.

Also on April 1, 2003, Matsushita launched another joint venture company with Toshiba, upon separating their respective cathode ray tube (CRT) businesses with the exception of domestic CRT manufacturing operations. The new company, Matsushita Toshiba Picture Display Co., Ltd., now the third largest TV-use CRT operation in the world, aims to maintain a competitive position in the global CRT market by integrating Matsushita and Toshiba's advanced CRT technologies, as well as both companies' product development and manufacturing capabilities. Matsushita has a 64.5% equity ownership in the new joint venture company, but this is accounted for under the equity method of accounting as Toshiba has a substantive participating right.

Upon the aforementioned Groupwide restructurings, in April 2003, to prepare a framework that enables each business domain company to implement autonomously responsible management, Matsushita established a new global consolidated management system that focuses on capital efficiency and cash flows.

Based on an agreement with Minebea Co., Ltd. signed in August 2003, certain businesses in the information equipment motor field of Matsushita were transferred to Minebea-Matsushita Motor Corporation, a joint venture of Matsushita and Minebea established on April 1, 2004. Of the new joint venture company's stated capital of 10 billion yen, 60% was invested by Minebea and 40% by Matsushita.

Since fiscal 2003, Matsushita has been gradually shifting its focus from restructuring to growth. Matsushita made concerted efforts to enhance product competitiveness. V-products, which aim to capture leading shares in high-volume markets, made a significant contribution to overall business results.

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As a result of a Groupwide commitment to this initiative, Matsushita increased market share in many product categories in fiscal 2003. In markets with shortened product lifecycles, particularly digital AV equipment, the gradual launch of products into global markets results in lost sales and profit opportunities. Matsushita therefore came to utilize simultaneous global product introductions aimed at increasing both sales and profits. In fiscal 2004, Matsushita selected new V-products and increased sales through global simultaneous product introductions, particularly in digital AV equipment, such as DVD recorders.

In April 2003, Matsushita announced that it would position the Panasonic brand as a globally unified brand for overseas markets under the slogan of "Panasonic ideas for life." This new brand strategy conveys to customers all over the world a new image for the Company and its products, while further enhancing brand value.

In R&D, to increase efficiency, the Company realigned technological management categorization and systems. In corporate R&D functions, to encourage engineers to concentrate on prioritized R&D themes and cutting-edge technologies, Matsushita introduced a new management system with which it can administrate themes at each step in the research process. In business domain companies' R&D functions, Matsushita significantly reduced lead time for product development by introducing an innovative R&D process management developed from the standpoint of return on investment.

Through the aforementioned initiatives within Value Creation 21, Matsushita has established a firm foundation for achieving growth in the future.

COLLABORATION WITH MEW

In December 2003, Matsushita reached a basic agreement regarding a comprehensive business collaboration with its affiliate, Matsushita Electric Works, Ltd. (MEW), after which Matsushita initiated a tender offer for additional shares of MEW. As a result of the tender offer in which the Company purchased an additional 140,550 thousand shares of common stock of MEW at the total cost of 147 billion yen, MEW, PanaHome Corporation and their respective subsidiaries became consolidated subsidiaries of the Company in April 2004. Through collaboration, Matsushita and MEW aim for global excellence by maximizing synergy effects between the two companies to create new growth. The two companies also integrated their brand strategies, whereby, from October 2004, the NAIS and National brands used by MEW were unified under the National brand for products sold in Japan, and the Panasonic brand for those sold in overseas markets. Furthermore, Matsushita and MEW unified product designs, opened joint showrooms and introduced a series of Collaboration V-products that incorporate black-box technologies of both companies, such as modular furniture systems, tank-less toilets, bathroom systems, high efficiency lighting systems and Integrated IP Network Platforms for building and area security management systems. For fiscal 2005, Matsushita and MEW also

integrated overlapping businesses in the area of electrical supplies, building materials and equipment, home appliances and industrial equipment, and reformed distribution channels to establish an optimized, customer-oriented operational structure.

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LEAP AHEAD 21 PLAN

Matsushita's business vision focuses on realizing a ubiquitous networking society and contributing to coexistence with the global environment through leading-edge technologies. Based on this vision, Matsushita will make efforts to achieve global excellence in 2010, or in other words, to become a leading company in all aspects of management and a company that is supported by its customers worldwide. As the midpoint toward achieving this goal, Matsushita established its new mid-term management plan Leap Ahead 21, for the three-year term from fiscal 2005 through 2007, and commenced initiatives for sustainable growth.

For fiscal 2005, the first year of the new mid-term management plan, Matsushita implemented various initiatives to achieve growth and strengthen management structures at each business domain company.

Accelerating Growth Businesses

In fiscal 2005, Matsushita aggressively launched a new line of V-products to capture top shares in high-volume markets and make a significant contribution to overall business results. At the same time, the Company strengthened Companywide marketing efforts for these products. Through the above mentioned collaboration activities with MEW, Matsushita succeeded in creating an organizational structure under which the Company can provide customers all over the world with solutions for comfortable living in the home and office. Meanwhile, the Company carried out structural reforms through selection and concentration of management resources into priority areas and restructuring of locations.

Matsushita continued to investments into strategic business and promoted business alliances primarily for flat-panel TVs which global demand is expected to increase significantly.

In January 2005, Matsushita jointly established IPS Alpha Technology, Ltd. with Hitachi, Ltd. (Hitachi), Hitachi Displays, Ltd. and Toshiba Corporation. IPS Alpha Technology, Ltd. is scheduled to begin mass production in the second quarter of the year ending March 31, 2007 (fiscal 2007) to ensure a stable supply of high-quality panels for 26- to 32- inch LCD TVs.

The Company also continues comprehensive collaboration with Hitachi in PDP business, covering development, production, marketing and intellectual property rights. Together, Matsushita and Hitachi will work to improve product performance, lower costs, raise productivity and conduct joint sales promotions, with the aim of building a mutually beneficial cross-licensing relationship.



The Company is also taking various initiatives to strengthen overseas operations as an engine for overall corporate growth. For the mid-term, Matsushita aims to achieve over 60% of total operating profit from its overseas operation. Specifically, the Company plans to accelerate operational expansion in China, aiming for sales of approximately 1 trillion yen in fiscal 2007.

#### Reinforcing Management Structures

Matsushita will increase the speed with which it recovers invested capital by reducing assets and further implementing the selection of priority businesses and concentration of management resources into such businesses. Furthermore, in addition to drastically reducing materials procurement costs, Matsushita will further strengthen its management structures through other aggressive cost reduction projects to enhance profitability.

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Since 2001, Matsushita has utilized a cell-style production system, mainly at domestic facilities, where assembly of each product is performed by a single person or a small team. In the process, Matsushita have achieved notable results in terms of improved productivity and employee job satisfaction. Cell-style production results in improved cost-competitiveness by making continual improvements, shortening delivery times and minimizing inventory. In March 2005, Matsushita expanded this initiative with a Next Cell Production Project, which targets the further reduction of inventories. Furthermore, the Company will utilize IT to manage such initiatives at Just in Time Production and Vendor Managed Inventory, in which inventory is controlled by each vendor.

In June 2003, Matsushita launched a Corporate Cost Busters Project aimed at lowering expenses on a Companywide basis. To extend this initiative throughout the Matsushita Group, the Company began a Second Corporate Cost Busters Project in fiscal 2006 to eliminate redundancies throughout all areas of the Company.

Reducing consolidated total assets is also a key of Matsushita's commitment to management that focuses on cash flows. Since fiscal 2002, Matsushita has carried out initiatives aimed at reducing total assets, with particular emphasis on inventory reductions as well as fixed asset reductions. Going forward, Matsushita will strive to enhance capital efficiency across all businesses to maximize cash flows.

R&D Strategy

With regard to R&D, the Company will strengthen technological capabilities from a 10-year perspective, with the ultimate goal of consistently creating new value-added products and services. In line with this goal, the Corporate R&D Group established the 10-year Technology Vision as a corporate roadmap for the development of technologies in such areas as next-generation system LSIs, networkable consumer electronics and fuel cell cogeneration systems for the home. Shared Companywide and reviewed annually, this roadmap will be the basis for the selection of R&D projects, and the concentration of resources into them. Through Development Process Innovation Management (DPIM) at each business domain company, based on evaluation of return on investment, Matsushita will further reduce product development lead times. These initiatives will focus investment into strategic products, while promoting further efficiency improvements in terms of the ratio of R&D expenditures to sales.

New Initiatives to Maximize Shareholder Value

In fiscal 2005, Matsushita started to implement new initiatives to maximize shareholder value, including policies to increase dividend payments and execute own share repurchases. Historically, Matsushita has maintained stable levels of cash dividends. Then, in fiscal 2005, the Company reassessed this policy and, in line with growth strategies outlined in the Leap Ahead 21 plan, decided to proactively return profits to shareholders taking into consideration consolidated business performance. Specifically, the Company provides shareholder return in the form of cash dividends and share repurchases, with due consideration to the level of cash flows. With respect to dividends,

Matsushita pursues steady and continuous growth of return to shareholders, while at the same time taking into consideration various factors including mid-term business performance, capital expenditure requirements and the Company's financial condition. As for share repurchases, the Company aims to achieve reductions in the total number of outstanding shares, in effect, in an effort to raise shareholder value on a per-share basis. Based on this new policy, in fiscal 2005, Matsushita increased annual cash dividends to 15.00 yen per share and, in effect, reduced outstanding shares through repurchases of approximately 60 million of its own shares for approximately 92.9 billion yen from the market and 0.8 billion yen from MEW, a consolidated subsidiary of the Company.

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Meanwhile, with recent trends toward the globalization of capital markets, corporate acquisitions are likely to increase. Under the basic philosophy that shareholders should make final decisions regarding large-scale purchases of Matsushita shares, the Company established a new policy regarding large-scale purchases of Matsushita shares (ESV\* plan). (For further details, see No. 15.1 of Item 19.)

\* ESV stands for Enhancement of Shareholder Value.

CAPITAL INVESTMENT

Total capital investment amounted to 251 billion yen, 271 billion yen and 374 billion yen for fiscal 2003, 2004 and 2005, respectively. The increase of capital investment during fiscal 2005 from the previous year is attributed partly to the consolidation of MEW and PanaHome and their respective subsidiaries. (For a reconciliation of capital investment to the most directly comparable U.S. GAAP financial measures, see Overview Key performance indicators in Section A of Item 5.) In these years, Matsushita curbed capital investment in a number of business areas, in line with an increased management emphasis on cash flows and capital efficiency, as seen in an increased adoption of cell-style production, which allowed the use of smaller scale facilities. Matsushita did, however, selectively invest in facilities for those product areas that are expected to drive future growth, including such key areas as semiconductors, particularly advanced system LSIs, PDPs and other strategic products.

**B. Business Overview**SALES BY PRODUCT CATEGORY

Matsushita is engaged in the production and sales of electronic and electric products in a broad array of business areas. The following table sets forth the Company's sales breakdown by product category for the last three fiscal years:

Yen (billions) (%)		
Fiscal year ended March 31,		
2005	2004	2003

AVC Networks:

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Video and audio equipment	1,483	17%	1,418	19%	1,398	19%
Information and communications equipment	2,076	24	2,206	29	2,114	29
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Subtotal	3,559	41	3,624	48	3,512	48
Home Appliances	1,218	14	1,189	16	1,184	16
Components and Devices	1,112	13	1,142	15	1,194	16
MEW and PanaHome	1,498	17				
JVC	718	8	803	11	828	11
Other	609	7	722	10	684	9
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Total	8,714	100%	7,480	100%	7,402	100%
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

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Note: On April 1, 2004, MEW, PanaHome and their respective subsidiaries became consolidated subsidiaries of the Company. Accordingly, a new category, MEW and PanaHome, has been added to the Company's product categories from fiscal 2005.

**AVC Networks**

Matsushita's principal products in the AVC Networks category include video and audio equipment and information and communications equipment. Products in this category have been undergoing rapid technological changes as a result of digitization and networking, along with rapidly evolving broadband communications, which in turn have provided new business opportunities. As a leading manufacturer in many product lines in the AVC Networks category, Matsushita has been striving to achieve new growth by offering competitive digital and networkable products based on black-box technologies, designed to differentiate products and strengthen cost-competitiveness by in-house production of key components and devices aiming at contributing to the creation of a ubiquitous networking society.

***Video and Audio Equipment***

Principal products in this sector include TVs, DVD players and recorders, VCRs, camcorders, digital cameras, and personal and home audio equipment. Matsushita maintains a leading share in the domestic and overseas markets for a number of major products in this field. During the three-year period ended March 31, 2005, Matsushita expanded sales in this category by aggressively introducing a series of competitive V-products, despite the negative effects of intensified global price competition. From fiscal 2004, Matsushita focused its management resources in the 3D value chain consisting of digital TVs (DTVs), DVDs and secure digital memory cards (SD Memory Cards) and compatible products, which contributed greatly to sales growth.

In TVs, Matsushita produces a broad range of models to meet all segments of demand in domestic and international markets, ranging from cathode ray tube (CRT) models to flat-panel TVs, such as plasma TVs and liquid crystal display (LCD) TVs. For large-screen plasma TVs in sizes above 37-inches, the global demand for which is rapidly expanding, Matsushita maintains a vertically integrated manufacturing structure, which includes everything from key components and devices to finished products. Matsushita introduced new 9.9cm-thick plasma TVs in fiscal 2003, which were the world's first to integrate digital tuners for broadcast satellite (BS), communications satellite and terrestrial broadcasting. In fiscal 2004, Matsushita introduced new high-definition plasma TVs with built-in slots for compact SD Memory Cards and a picture enhancement accelerator with kinetic system (PEAKS) for outstanding picture quality. In fiscal 2005, Matsushita introduced digital high-definition plasma TVs, which realized the highest level of picture quality in the industry, featuring an advanced PEAKS system, as well as enhanced media networking functions that can record video on SD Memory Cards. The Company also introduced the industry's first 65-inch

high-definition plasma display. To maintain top market shares in plasma TVs, the Company has been expanding PDP manufacturing facilities and strengthening its production capabilities. From June 2001, the Company started manufacturing of plasma TVs at its No. 1 domestic plant in Osaka, Japan. At the No. 2 domestic plant in Osaka, Japan, which began operations in February 2004, the facility was reinforced to realize a production capacity of 1.2 million units per year in December 2004. Overseas, the Company began integrated manufacturing of PDPs at its plasma TV assembly plant in Shanghai, China in December 2002, thus expediting total annual production to 1.8 million units of these three factories in December 2004. In response to anticipated sharp growth in plasma TV demand, a No. 3 domestic plant is currently under construction in Hyogo, Japan, and will commence operation in the Fall of 2005.

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Regarding CRTs, in order to strengthen competitiveness, Matsushita and Toshiba integrated CRT operations and established Matsushita Toshiba Picture Display Co., Ltd., in April 2003. Regarding LCDs, Matsushita and Toshiba combined their respective LCD operations and jointly established Toshiba Matsushita Display Technology Co., Ltd. in April 2002, which now manufactures LCD panels for PCs, cellular phones and smaller screen TVs with screen sizes 20-inches and under. For LCD TVs with screen sizes of 26- to 32-inches, the Company jointly established IPS Alpha Technology, Ltd. with Hitachi, Ltd. (Hitachi), Hitachi Displays, Ltd. and Toshiba in January 2005 aiming to secure a stable supply of high-quality TV-use LCD panels. (See Section A of this Item 4 for more information joint ventures related to CRT and LCD.)

As for DVDs, Matsushita offers a wide range of DVD players and recorders. Since introducing the world's first consumer-use DVD recorder in 2000, the Company has been the market forerunner in this category. In fiscal 2004, Matsushita began simultaneous global product introductions for a new line of DVD recorders, and reinforced product lineups by introducing a VCR combination model with dual tuners for the simultaneous recording of two channels. In fiscal 2005, the Company continued to lead the industry by launching a series of competitive models, such as the industry's first DVD/VCR combination models with built-in hard disk drives (HDDs) and IP network-compatible models which allow access from personal computers (PCs) and cellular phones.

In the digital camera and camcorder area, Matsushita has been expanding its range of digital cameras and digital camcorders that incorporate SD Memory Card slots for data storage and enhanced networking convenience. In fiscal 2004, new models of digital cameras that leverage unique and advanced technologies, such as aspherical lenses and optical image stabilizers (OIS), enjoyed notable market success. In fiscal 2005, a new model featuring OIS and a large 2.5-inch LCD in a slim 24.2mm body achieved one of the top shares in the domestic market and contributed to sales growth. For camcorders, Matsushita introduced a new line of compact easy-to-use models featuring outstanding picture quality for both video and still pictures. The 3 CCD camera system which uses a separate CCD to process each of the three primary components of light (Red/Green/Blue) boasts one of the highest levels of picture quality in the industry.

In audio equipment, Matsushita produces a variety of products, including compact disc (CD) players, CD radio cassette recorders and Mini Disc players, as well as radios, tape recorders, portable headphone players and general audio products. The demand for audio equipment is shifting rapidly from analog to digital products. In response to this trend, Matsushita has launched portable audio products with improved performance in terms of compact design, power efficiency and extended recording time. Regarding hi-fi audio component systems, the Company enhanced product design in the areas of multiple CD changers and MP3 functions.

Matsushita has also expanded its range of SD Memory Card compatible products, covering not only video and audio equipment, but also information and communications equipment and home appliances. In addition to providing flat-panel TVs and other digital AV products, use of the SD Memory Card as a bridge media in cellular phones and



other new product areas is increasing at a rapid pace. This success has helped to solidify the SD Memory Card's position as the industry standard.

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*Information and Communications Equipment*

Information equipment includes products such as PCs, CD-ROM, DVD-ROM, DVD-RAM and other optical disc drives, copiers and printers. Communications equipment includes products such as facsimile machines, cordless telephones, cellular phones and other mobile communications equipment, and digital private branch exchanges. Products in this sector also include other systems equipment, such as car audio and navigation equipment, cable TV systems, broadcast- and business-use AV equipment and systems, large-screen visual equipment and communications network-related equipment. Matsushita is a global leader in such business lines as optical disc drives, facsimile machines, broadcast-use digital VCR equipment and airline in-flight AV systems. The Company also maintains a leading position in the Japanese cellular phone industry.

With respect to PCs, Matsushita continued to upgrade its notebook models over the last several years, concentrating on lightweight notebook PCs and ruggedized notebook PCs. In fiscal 2004, Matsushita introduced the world's lightest (1,299 grams) B5-sized notebook PC with a 12.1-inch LCD screen and a built-in DVD-ROM and CD-R/RW combination drive. In fiscal 2005, Matsushita introduced the world's lightest (1,290 grams) B5-sized notebook PC with a 12.1-inch LCD screen and a built-in DVD Super Multi Drive that is compatible with the DVD-RAM, DVD-R, DVD-RW, +R and +RW formats.

In the area of PC peripherals, Matsushita has been focusing on upgrading its optical disc drive lineups. To meet the demand for slimmer, lighter-weight optical disc drives for notebook PCs, in fiscal 2004, the Company introduced the industry's thinnest and lightest DVD multi drives compatible with DVD-RAM, DVD-R and DVD-RW formats. In fiscal 2005, Matsushita released the industry's thinnest and lightest DVD Super Multi Drive.

In the area of mobile communications equipment, in recent years Matsushita has developed and introduced a number of new cellular phones, including third generation (3G) products with a focus on advanced function, stylish design and ease-of-use. Early in fiscal 2003, the Company launched new thin cellular phones for NTT DoCoMo, Inc. that are mobile Internet-compatible with high picture quality. Then, in the second half of fiscal 2003, in response to rapid increases in demand, the Company introduced new models with built-in cameras. These new models were well received and helped to boost the Company's reputation in the Japanese cellular phone market. Meanwhile, Matsushita expanded its business in overseas markets, and in fiscal 2004, GSM standard cellular models including clamshell design camera-equipped handsets and ultra-compact, stylish models received favorable acclaim in Europe and China, thereby improving the Company's brand image. However, in fiscal 2005, performance of cellular phones on the whole was unfavorable, due to such factors as increased inventory in the Chinese market and intensified price competition in Europe and Asia. Regarding 3G cellular phones, whose demand is expected to increase rapidly overseas, Matsushita has accumulated significant know-how in both wideband base code division multiple access (W-CDMA) base stations and terminals since NTT DoCoMo commenced W-CDMA services in Japan. In fiscal 2003, a new W-CDMA cellular phone that boasts a rotating LCD screen for camcorder-style recording of video and still images was introduced. In

fiscal 2004, Matsushita introduced a new model with a built-in auto-focus 1.28 megapixel CCD camera and interchangeable decorative jackets with which users may enjoy their favorite designs. Moreover, in fiscal 2005, new models with interchangeable decorative jackets and SD memory card-compatibility, aimed at strengthening coordination with AV equipment, were introduced. The Company intends to solidify its competitive position as a leader in the 3G mobile communications market.

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In the area of fixed-line communications, Matsushita integrated its communications and digital imaging technologies through a merger of two major subsidiaries in early 2003. As a result, in addition to its lineup of telecom products such as facsimile equipment, cordless telephones, copiers and printers, the Company has, in recent years, developed multi-function digital equipment that integrate facsimile, copier, printer, scanner and telephone functions into a single unit. The Company has also introduced network cameras which are compatible with IPv6, the next-generation communications standard, and other network-related products such as TV door intercom systems with wireless color-monitor-equipped handsets.

In the area of automotive electronics, Matsushita supplies advanced car navigation systems for the domestic market, while further promoting global expansion in car audio equipment. Demand has grown steadily for DVD-equipped car multimedia systems. In response, in fiscal 2004, the Company introduced a new car navigation system series in Japan that incorporates DVD and other AV entertainment features. The Company continued to launch new products in this series in fiscal 2005. Favorable sales of these car navigation systems, featuring improved AV functions such as outstanding picture quality and high-resolution wide-screen monitors, improved Matsushita's domestic market share. Overseas, in recent years, the Company launched new car audio equipment in the North American market, including a rear-seat entertainment system that features a flat-panel, large-screen LCD with a built-in DVD player, and a digital surround sound car audio systems compatible with high-quality DVD audio. Meanwhile, to address the recent expansion of electronic toll collection services in Japan, the Company has recorded increased sales of in-car terminals, as well as related infrastructure equipment.

In the area of broadcast-use AV equipment and systems, DVCPRO camera recorder systems remain the Company's flagship product. In fiscal 2004, Matsushita announced the new DVCPRO P2, which is designed to use SD Memory Cards as an alternative recording media to video tape. Meanwhile, with the start of terrestrial digital broadcasting in Japan in December 2003, Matsushita supplied digital broadcasting systems, including a compact, lightweight DVCPRO series, to major TV broadcasting stations in Japan. Sales of set-top boxes for cable TVs were also favorable. Meanwhile, Matsushita's leading position in the global in-flight AV systems market has been strengthened by continued deliveries of popular AV systems with LCD monitors and advanced personal multimedia systems that allow passengers to enjoy in-flight entertainment and shopping from their seats.

Home Appliances

Matsushita's principal products in this category include home appliances, such as washing machines, clothes dryers, vacuum cleaners, electric irons, microwave ovens, cooking appliances and dishwasher/dryers; refrigeration and air conditioning equipment such as refrigerators and room air conditioners; and household equipment, mainly electric and gas water heating systems, and sanitary equipment. This category also includes healthcare systems, lighting, and

environmental systems.

As the leading manufacturer in the Japanese home appliance industry, Matsushita provides value added products that meet rapidly changing customer needs and heightened consumer awareness about health and environmental issues through advanced technologies and synergies achieved between companies in the Matsushita Group.

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In the area of electric home appliances and refrigeration and air conditioning equipment, Matsushita in fiscal 2003 introduced new products such as a washer/dryer with a foam washing system, a combination steamer/microwave oven that preserves moisture in food without the use of plastic wrap, and a vacuum cleaner that is comparable to a mop in the cleaning of hard surfaced flooring, thanks to a new minus-ion technology. In fiscal 2004, Matsushita introduced a hydrofluorocarbon (HFC)-free, energy-saving refrigerator that preserves food while removing odors and eliminating bacteria, and an air conditioner that features ventilating functions and a unique oxygen charging technology. Also in fiscal 2004, the Company announced a tilted-drum washer/dryer incorporating universal design concepts and environmentally friendly features. In fiscal 2005, the Company expanded its lineup, and these washer/dryers seized the top share in domestic unit sales by model type. Also in fiscal 2005, Matsushita launched a dishwasher/dryer that utilizes a highly concentrated detergent mist to lift and remove stains, air conditioners with automatic filter cleaning and dust removal functions, refrigerators with full-open food drawers that allow easy access to hard-to-reach areas, and other unique products. Furthermore, in global markets, the Company expanded sales of high-value-added home appliances in China and Asia, while at the same time enhancing brand image. Products for these markets include tilted-drum washer/dryers, HFC-free refrigerators and air conditioners with oxygen enrichment functions.

In the area of household equipment, safe, energy efficient built-in 200V induction-heating (IH) cooking equipment marked favorable sales in the domestic market. In fiscal 2004, a new water heating system was launched. This product uses CO<sub>2</sub> as a natural refrigerant and boasts the industry's highest energy efficiency. In fiscal 2005, Matsushita, together with Tokyo Gas Co., Ltd., introduced a fuel cell co-generation system for the home.

In the healthcare systems business, in fiscal 2004, Matsushita's blood glucose monitoring system that measures the glucose level quickly and accurately with just a small amount of blood contributed to the Company's sales increase. In fiscal 2005, Matsushita expanded product lines of ultrasonic diagnostic equipment.

In the lighting business, in fiscal 2003 Matsushita developed an electrodeless ballasted compact fluorescent lamp featuring low power consumption and extended life. In fiscal 2004, the Company introduced an incandescent lamp with double the life-span of current models. In fiscal 2005, an energy-saving lamp characterized by its spiral-shaped fluorescent tube was introduced with a wide product range.

In the environment systems business, Matsushita began construction of ventilation and air purification systems for the Hai Van Tunnel in Vietnam in fiscal 2003. In fiscal 2004, Matsushita enjoyed favorable domestic sales of a new product that simultaneously supplies and ventilates air. The Company also supplied solar and wind power generation systems to the 2004 Athens Olympics in fiscal 2004, and the Aichi World Expo in fiscal 2005.

Components and Devices

Major products included in this category are semiconductors, general components, display devices, batteries and electric motors. Components and devices are used in Matsushita's finished products and sold to other manufacturers.

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Matsushita implements various initiatives to develop and supply competitive products in components and devices by concentrating efforts on black-box, or proprietary technologies, particularly in the area of semiconductors such as system LSIs, the key to Matsushita's differentiation in digital AV and information/communications equipment. The Company is enhancing cooperation between components and devices divisions and finished product divisions from the product development stage to create effective value chains. Matsushita is also expanding sales of components and devices to external customers to enhance sales growth and profitability.

Matsushita's semiconductor business is primarily made up of integrated circuits (ICs), such as system LSIs and bipolar ICs, discrete devices and image sensors including charge coupled devices (CCDs). Through high speed, low-power consumption, and ultra fine process technologies, Matsushita has focused its efforts on five main growth businesses, including the four system LSI fields of optical disc-related products, digital TVs, mobile communications, and networks/SD, in addition to image sensors.

In fiscal 2003, Matsushita developed a power-efficient multi-codec system LSI, enabling extended continuous operating time for cellular phones that provide video phone and other video content capabilities, and a new system LSI for digital high-definition television (HDTV) broadcast receivers that accomplishes all back-end processing functions on a single chip. In fiscal 2004, Matsushita began mass production of 0.18-micron FeRAM (ferroelectric random-access memory)-embedded system-on-a-chip (SoC), a system LSI for mobile network applications. Furthermore, in fiscal 2005, to address the challenge of shortened product lifecycles, Matsushita developed an Integrated Platform that combines software and hardware resources across differing product categories to improve R&D efficiency and design quality.

In the area of image sensors, in fiscal 2004, the Company developed a MOS image sensor, featuring high image quality and low power consumption. In fiscal 2005, the Company expanded product lines, and began mass-producing and shipping the industry's smallest camera modules featuring this MOS image sensor.

Regarding production, overseas operations have been strengthened and expanded. In fiscal 2004, Matsushita began mass production of image sensors in Singapore. Moreover, in Japan, to advance process technology of LSIs from the conventional 0.13-micrometer process, the Company began construction of a new semiconductor factory, establishing a cutting-edge production process for 300mm wafers in fiscal 2005.

Matsushita manufactures a variety of components and devices, including capacitors, modules, printed circuit boards, power supply and inductive products, circuit components, electromechanical components and speakers for digital AV products, automotive electronics and information/communications equipment. In fiscal 2003, Matsushita developed three-dimensional integrated circuit modules that help downsize and enhance mobile electronic devices and networked



products. In fiscal 2004, Matsushita expanded sales with a focus on priority areas including high-fidelity speakers for flat-panel TVs, weight sensors for protective airbags and multilayer printed circuit boards. In fiscal 2005, the Company concentrated efforts in the development of ALIVH multilayer printed circuit boards for compact design and DTV tuners that enable exceptional picture quality. Matsushita will continue to pursue further growth and profitability in these businesses, working together with the Company's finished product and semiconductor divisions to create value-added products for customers.

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The battery business consists of primary batteries, including dry batteries, and rechargeable batteries, such as lithium-ion batteries. Responding to increased performance requirements for digital equipment, including digital cameras, cellular phones and notebook PCs, Matsushita develops and supplies compact and high-performance batteries, such as long-life alkaline batteries and lithium-ion rechargeable batteries. To meet increasing demand from cellular phone manufacturers, in fiscal 2003, Matsushita further expanded its production capacity of lithium-ion batteries in Osaka, and in April 2004 the Company began manufacturing these batteries in China. Meanwhile, in fiscal 2005, Matsushita launched Oxyride, a revolutionary dry battery that provides increased output, and approximately 1.5 times longer battery life, compared with ordinary alkaline batteries in Japan.

Matsushita's line of electric motors includes those for various products, including home appliances, AV equipment and industrial equipment. Matsushita is also a major manufacturer of brushless motors for appliances and servo motors for FA equipment. In the area of information equipment motors, Matsushita is an industry leader in polygon mirror-scanner motors for Laser Beam Printer. Since fiscal 2003, the Company has implemented restructuring in this business area to concentrate resources into growth areas, such as brushless motors and FA servo motors. In October 2003, Matsushita transferred the HDD-use fluid dynamic bearing motor business to Matsushita Kotobuki Electronics Industries, Ltd., and closed two manufacturing locations in Japan in December of that year. In April 2004, Matsushita shifted its information equipment motor business, excluding brushless motors, to a new company jointly established with Minebea Co., Ltd. Meanwhile, in fiscal 2005, with the aim of concentrating in brushless motors, Matsushita formed joint ventures with Zhejiang Wolong Hi-Tech Co., Ltd. of China and Daikin Industries, Ltd. of Japan, in the field of induction motors for home appliances. The Company also expanded its home- and industrial-use electric motor manufacturing operations in China to better serve the needs of finished product manufacturers expanding in that region. In addition, Matsushita strengthened ties with its finished products operations by supplying motors for washing machines, DVD recorders and other products.

**MEW and PanaHome**

This category includes Matsushita Electric Works, Ltd. (MEW), PanaHome Corporation (PanaHome) and their respective subsidiaries. Major products in this business include MEW's electrical construction materials (lighting products, information equipment and wiring products), home appliances, building products, electronic and plastic materials, and automation controls, and PanaHome's housing, home remodeling, and asset and property management businesses.

As MEW and PanaHome category was added to the Company's product categories from fiscal 2005, information for this product category only pertains to the most recent fiscal year.

MEW has developed and marketed products that reflect the growing interest of consumers regarding the environment and energy-efficiency. Products include those in the fields of crime prevention, disaster response, information networking, all-electric homes, home remodeling, healthcare and solutions for comfortable living. MEW has strengthened its operations to provide total solutions in hardware, software and services by taking full advantage of its strengths in the areas of wiring/networking technologies for facility infrastructure and building equipment, and construction/installation techniques. To maximize customer satisfaction and respond to ever-changing lifestyles, MEW offers products and services that inspire and improve the quality of life, while providing materials and components that support the amenity and good life.

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In the electrical construction materials business, MEW recorded sales growth in compact LED lighting fixtures with longer life and energy saving features for atmosphere lighting and landscape lighting. In the field of information equipment and wiring products, residential fire alarm systems and access control systems increased sales.

In the home appliance business, MEW is exerting efforts to develop highly functional products in the wellness field, which includes various products related to beauty, health and comfort. Sales of fitness machines that simulate horseback riding to exercise key muscle groups and massage loungers were increased.

In building products, interior and storage infrastructure operations contributed to overall sales. In addition, MEW developed the home renovation market, and broadened the scope of its housing materials operations. As well, sales of Collaboration V-products such as bathroom systems and tank-less toilets that boast low running costs also increased.

In electronic and plastic materials, environmentally friendly multilayer printed circuit board materials, mainly for digital home appliances, high performance cellular phones and automobiles recorded increased sales.

In automation controls, connectors for IT terminals such as cellular phones, automotive relays, switches and sensors had strong sales.

To provide living spaces that are friendly to both people and the global environment, PanaHome focused its basic product strategies on the Eco-Life Home concept, which emphasizes safety and security, health and comfort, and high energy efficiency. PanaHome has expanded its main businesses, especially detached housing, asset and property management and home remodeling based on the aforementioned Eco-Life concept.

In detached housing, PanaHome is focusing on solar power generation systems and housing products with features compliant to next-generation energy conservation standards. PanaHome also introduced its original exterior wall using photocatalyst technology to reduce maintenance costs.

In asset and property management, PanaHome provides various products and services relevant for landowners and tenants. PanaHome developed loan programs specializing in financing for nursing facilities, and is expanding its businesses in product lines that respond to the needs of medical and nursing facilities.

In remodeling, PanaHome is further developing its sales staff, and strengthening capabilities in consultation sales through advice from various experts in the field in line with the Eco-Life housing concept. With its showrooms, PanaHome strives to expand the remodeling business.

### JVC

The JVC category consists of businesses of Victor Company of Japan, Ltd. and its group companies. Major products in this category include consumer electronic equipment such as TVs, camcorders, DVD recorders and players, audio systems, car AV, and other AV products, professional electronic equipment, components, and prerecorded audio and video software and recordable media. These products are sold under the Victor or JVC brand names primarily through JVC's own sales and distribution networks in Japan and overseas.

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Over the last three fiscal years, JVC has placed priority on developing its Only One product series that incorporates JVC's original market-leading audio and visual technology. As a result of these efforts, in fiscal 2005 JVC introduced an HD-ILA rear projection TV employing JVC's unique high-definition micro display device and the industry's first palm-sized hard disk camcorder Everio.

In the consumer electronics field, JVC has placed principal emphasis on display and optical disc products. JVC aims to achieve its mid-term management plan through these and other key businesses, including camcorders, car electronics equipment, and AV systems. In fiscal 2003, success was achieved in AV products such as high-definition TVs and PDP TVs, while the company launched the world's first consumer-use digital high-definition camcorder. Meanwhile, as part of a global realignment of its manufacturing bases, JVC positioned its Yokosuka Plant as the main location for consumer electronics production. JVC also implemented other business structural reforms to ready itself for the next phase of growth.

Digital products and related equipment are growing rapidly in the consumer electronics industry, and in fiscal 2004, JVC expanded its range of LCD TVs and DVD recorders. In fiscal 2005, despite difficult market conditions due to price declines, sales of LCD TVs and the company's three-in-one VCR-HDD-DVD recorders were successful in Japan, exceeding overall market growth. Overseas, JVC's unique HD-ILA rear-projection TV was launched in the U.S., and full-scale market introduction also progressed. Car electronics products recorded strong growth, but sales of digital camcorders were down, and audio systems sales slackened in Europe.

In the professional electronics field, JVC has focused on two categories, security and presentation systems. Over the last three fiscal years, sales of security systems, including surveillance cameras, recorded consistent growth. Although presentation systems grew at a sluggish pace, JVC intends to expand this area by enhancing sales of its newly-developed professional HDV camera recorder.

In the area of components and devices, the fluid dynamic bearing motor for HDD has received market acclaim for its high quality, and thus has grown to become a pillar of the business. In addition to motors, JVC strives to develop key devices such as optical pickups and high-density multilayer printed circuit boards, which create added value and differentiation of JVC products.

JVC's software and media businesses are comprised of the media business which manufactures and sells recordable media and prerecorded audio and video software, and the software business which identifies, develops and manages promising artists, and produces, sells and distributes content.

JVC's software business has been operated mainly in Japan. In Japan, the number of million-seller songs have decreased, and the Japanese music software market has fallen into an industry-wide slump. In such an environment, JVC conducted structural reforms and laid the foundation for a profitable business structure during fiscal 2003. In fiscal 2004, JVC released hit albums from such artists as the Southern All Stars and SMAP. To reinforce its content rights business, JVC established JEN (JVC Entertainment Networks Inc.). Fiscal 2005 was also characterized by severe business circumstances, due to postponement of major releases by popular artists, and decrease in sales of music software stemming from the expiration of sales consignment contracts with key industry players. As for the media business operating worldwide, JVC strengthened sales of such digital media as DVD-RW and Mini DV tapes. Market conditions in fiscal 2005 were tough for recording tapes due to rapid fall in sales prices of Mini DV tapes and declining demand in VHS recording tapes. However, recordable DVD discs grew strongly with the popularization of DVD recorders, mainly in Japan.

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Other

Matsushita's Other category includes factory automation (FA) equipment, industrial robots, welding machines, power distribution equipment and other industrial equipment. Matsushita strives to enhance services provided to customers through innovative manufacturing processes in circuit manufacturing technology. Responding to various needs of customers at the factory, the Company provides optimal solutions in electronic component mounting, semiconductor mounting, manufacturing processes, welding machines and robots.

In the area of FA equipment, Matsushita is a global leader in the electronic components mounting machine business. The Company also supplies products that support the manufacturing infrastructures of its customers, including fine device bonding systems, fine process equipment, and industrial robots. Within the mainstay electronic components mounting machine business, while developing and launching products with higher processing-speed and higher functionality, the Company has been building new core businesses by augmenting its lineups of high-growth device bonding systems. As part of this strategy, Matsushita introduced a new type of modular placement machine in fiscal 2003. In fiscal 2004, the Company enhanced growth by strengthening the electronic-parts mounting system business and fine device bonding system business supported by active FA equipment demand from Euro-American Electronics Manufacturing Services (EMS) in China, Taiwan and Korea, and Taiwanese manufacturers' Original Design Manufacturing (ODM) as a result of increasing demand for digital AV products, cellular phones and PCs. Furthermore, in fiscal 2005, the high-speed modular placement machines that boast the industry's highest productivity recorded solid sales performance. In the semiconductor mounting business, LCD panel bonders, high-speed die bonders and plasma cleaners achieved favorable results with high levels of precision and productivity.

In the area of welding machines, Matsushita introduced fully digital automatic welding robots in fiscal 2003. In fiscal 2004, Matsushita expanded deliveries of fully digital automatic welding machines and industrial robots to automobile-related industries. In fiscal 2005, as part of business restructuring of the Matsushita Group companies, power distribution equipment and monitoring and control system operations of Matsushita Industrial Information Equipment Co., Ltd. (MIIE) were transferred to MEW, while MIIE's information machine business was shifted to Panasonic Communications Co., Ltd. Subsequently, MIIE was absorbed by Matsushita in April 2005, and no longer operates as a separate entity.

MARKETING CHANNELS

The table below shows a breakdown of Matsushita's net sales by geographical area for the periods indicated:



	Yen (billions) (%)					
	Fiscal year ended March 31,					
	2005		2004		2003	
Japan	4,581	53%	3,478	46%	3,454	47%
North and South America	1,283	14	1,327	18	1,421	19
Europe	1,122	13	1,080	15	1,000	13
Asia and Others	1,728	20	1,595	21	1,527	21
<b>Total</b>	<b>8,714</b>	<b>100%</b>	<b>7,480</b>	<b>100%</b>	<b>7,402</b>	<b>100%</b>

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Sales and Distribution in Japan

In Japan, Matsushita's products are sold through several sales channels, each established according to the type of products or customers: Sales of consumer and household products are handled or coordinated by relevant corporate sales divisions, such as the Corporate Marketing Division for Panasonic Brand and the Corporate Marketing Division for National Brand, while sales of general electronic components and certain other devices to manufacturers are handled by the Corporate Industrial Marketing & Sales Division, in each case to stay close to respective customers and meet their specific and ever-diversifying needs. For other products, there are also organizations under the direct control of business domain companies that conduct sales and marketing of their own products, mostly to non-consumer customers, such as industrial and business corporations, public institutions, construction companies and governments through their sales offices and subsidiaries or through outside agencies.

Of the above, the Corporate Marketing Division for Panasonic Brand and the Corporate Marketing Division for National Brand were established in April 2001 as part of Matsushita's domestic consumer sales and distribution structure reorganizations, whereby the former corporate consumer products sales divisions, sales functions within individual product divisions and the Advertising Division were integrated into the two new corporate marketing divisions to provide greater customer satisfaction by shortening the distance between factories and consumers.

In fiscal 2005, Matsushita and MEW integrated the sales functions of each of the electrical supplies, building materials and equipment, and home appliances businesses as a part of collaboration between the two companies. Regarding the electrical supplies business, in January 2005, the Corporate Electrical Supplies Sales Division of Matsushita was integrated into MEW and the Corporate Construction Business Promotion Division was newly established within Matsushita. In April 2005, in the building materials and equipment business, the Corporate Housing Equipment Sales Division of Matsushita, excluding the businesses for city gas companies and OEM sales of equipment and instruments, and the Matsushita Housing Equipment & Systems Corporation was transferred and integrated to MEW. Furthermore, in the home appliances business, MEW sales functions for beauty and health products were integrated into Matsushita, whereby Matsushita reorganized the integrated MEW's sales functions and Corporate Marketing Division for National Brand of Matsushita into a new Corporate Marketing Division for National Brand Home Appliances and Corporate Marketing Division for National Brand Wellness Products. The Corporate Marketing Division for National Brand Home Appliances handles such large electric appliances as air conditioners, refrigerators and washing machines, while the Corporate Marketing Division for National Brand Wellness Products is responsible for products in fields such as beauty, health, batteries and lamps.

Overseas Operations

Worldwide, Matsushita has 628 consolidated companies as well as 66 companies which are reflected by the equity method. International marketing and sales of Matsushita's products are handled mainly through its sales subsidiaries and affiliates located in respective countries or regions in coordination with business domain companies and regional headquarter companies. In some countries, however, marketing and sales are handled through independent agents or distributors, depending on regional characteristics. Additionally, certain products are also sold on an OEM basis and marketed under the brand names of third parties.

Overseas sales represented approximately 47% of the Company's total consolidated sales in fiscal 2005.

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In order to promote global business development, Matsushita has been expanding its overseas manufacturing operations. The Company's overseas manufacturing is conducted by overseas manufacturing subsidiaries and affiliates under the control of business domain companies in coordination with regional headquarter companies. In April 2003, a new business performance evaluation system (which had previously been applied at domestic companies only) was extended to overseas operations, whereby the performance of each business domain company is now evaluated based on Capital Cost Management (CCM), which measures capital efficiency, and cash flows, on a global consolidated basis, including overseas companies under its control. This provides incentive to each business domain company to further establish globally optimized operational structures.

In recent years, the Company established a globally optimized manufacturing structure, taking into consideration cost and proximity to market as well as social, political and environmental factors. Currently, the Company views Asia, China and Eastern Europe as critical to this structure. Specifically, Matsushita has focused on China as a large potential market and a production site to supply global, as well as Chinese markets. As such, the Company has been enhancing production capacity at its Chinese facilities for such borderless products as DVD players, microwave ovens, compressors and components, as well as such new growth products as PDPs.

Matsushita also places an emphasis on promoting localization of research and development of products and technologies to enhance competitiveness of overseas manufacturing sites. Such endeavors included establishment of a second R&D base in China in fiscal 2003 to speed up local-based product development and to build an optimum global R&D network. In January 2004, Matsushita established a software development site in China to minimize escalating software development costs in areas such as digital consumer electronics. In March 2005, Matsushita and MEW established the Chinese Lifestyle Research Center in Shanghai, China to strengthen product planning activity. In Asia, the Company established the Panasonic R&D Center Malaysia in October 2003 as a digital networking multi-media software development base.

Customers

The largest markets for Matsushita have traditionally been consumer products. However, since the 1980s, the proportion of sales to non-consumer customers, such as industrial and business corporations, governments and other institutions, including large customers such as electric and electronic equipment manufacturers, automotive manufacturers and various other machinery makers, has been rising as Matsushita places increasing emphasis on industrial and commercial products and systems and electronic components. Matsushita's business is not materially dependent on any single customer.

SEASONALITY OF BUSINESS

The Company's business has no significant seasonality in terms of sales or profits. However, for the consumer electronics business, the fiscal third quarter (October to December) is normally a peak because it falls in the year-end shopping season in Japan and many overseas markets. Additionally, seasonal appliances, such as air conditioners and refrigerators, have different business cycles, sales of which peak in summer. These do not have a material effect upon the Company's overall operations.

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RAW MATERIALS AND SOURCE OF SUPPLY

Matsushita purchases a wide variety of parts and materials from various suppliers in Japan and abroad. The Company applies a multi-sourcing policy not depending upon any one particular source of supply for most essential items. The Company has also been endeavoring to promote a policy of global optimum purchasing by concentrating order placements to qualified suppliers from all over the world and buying the most competitive parts and materials.

In an attempt to improve operational efficiency and to reduce parts and materials costs, Matsushita has been increasing centralized purchasing at its headquarters for materials commonly used in many product divisions throughout Matsushita, such as steel, plastics, semiconductors and electronic components, while at the same time accelerating the initiatives to standardize parts and materials. Such efforts are coordinated by the Corporate Centralized Purchasing Center established in April 2003. At the business domain company level, an increasing focus has been put on centralized purchasing for parts and materials commonly used in factories within each business domain company.

In fiscal 2005, to minimize the adverse effects of global price increases of raw materials, Matsushita further strengthened materials cost reduction initiatives including a reduction in the number of parts through the standardization of design, use of Value Engineering techniques, and additional cost reduction activities covering indirect materials.

PATENT LICENSE AGREEMENTS

Matsushita holds numerous Japanese and foreign patent registrations for its products, and shares technologies with a number of Japanese and foreign manufacturers. Its technical assistance, or licensing, to other manufacturers has been increasing year by year.

For example, Matsushita's patents related to MPEG2 technology, which is widely used in digital TVs, are licensed to other companies through MPEG LA LLC. Patents which are essential to DVD technology are licensed as a part of the joint licensing program operated by seven Japanese and U.S. companies. Furthermore, the Company's patents relating to CD technology are licensed to many manufacturers.

Matsushita is a licensee under various license agreements which cover a wide range of products, including AV products, computers, communications equipment, semiconductors and other components. Matsushita has non-exclusive patent license agreements with, among others, Thomson Licensing Inc. and Thomson Licensing S.A. covering a broad range of products, including TVs, VCRs and DVD products. Matsushita has non-exclusive patent cross-license agreements with, among others, Texas Instruments Incorporated and International Business Machines Corporation, both covering semiconductors, information equipment and certain other related products. Matsushita has non-exclusive patent cross- license agreements with Koninklijke Philips Electronics N.V. covering semiconductor devices, various lamps, cathode-ray and electron tubes and certain other products.

The Company considers all of its technical exchange and license agreements beneficial to its operations.

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COMPETITION

The markets in which the Company sells its products are highly competitive. Matsushita's principal competitors, across the full range of its products, consist of several large Japanese and overseas manufacturers and a number of smaller and more specialized companies. Advancements toward a borderless economy have also applied pressure to Japanese manufacturers, including Matsushita, in terms of global price competition, especially from Chinese and Korean manufacturers. To counter this, the Company is devising various measures to enhance its competitiveness, with a focus on the development of differentiated products and cost reduction and efficiency improvements. Such measures include the development of products with Matsushita's black-box or proprietary technologies, innovation of manufacturing processes through the use of information technology, increasing overseas production for optimum manufacturing allocation from a global perspective, and shortening production and distribution lead time through the expansion of SCM in cooperation with several overseas and domestic mass-scale retailers and the introduction of cell-style production, as well as developing joint ventures and other cooperative agreements with domestic and overseas partners.

Also, with the development of digital and networking technologies, competition in terms of the so-called *de facto* standard has become crucial. In response, Matsushita has been strengthening its efforts toward alliances with leaders not only in the electronics industry but also the software, devices, broadcasting, communications services and other diverse industries.

GOVERNMENT REGULATIONS

Like other electronics manufacturers, Matsushita is subject to government regulations related to the environment.

Matsushita has established an efficient system to collect and recycle end-of-life home appliances, comprising air conditioners, TVs, refrigerators, washing machines and PCs in compliance with the Japanese Law for Recycling of Specified Kinds of Consumer Electric Goods (the Recycling Law) effective April 1, 2001. The Company also established the Matsushita Eco Technology Center Co., Ltd. not only for dismantling used products and recycling scrapped materials, but also for research and development of recycling technology. Likewise, Matsushita, as the leader in the domestic home electric and electronic equipment industry, has been consistently working on environmental protection initiatives that appropriately meet the standards set forth in the Recycling Law or other relevant laws or regulations, including those regarding water and land-soil anti-pollution.



In January 2003, the Company announced that disposed electric equipment that contained polychlorinated byphenyls (PCB) might be buried in the ground of its four manufacturing facilities and one former manufacturing facility in Japan. The applicable laws in Japan require that PCB equipment be appropriately maintained and disposed of by July 2016. The Company has accrued estimated total cost of approximately 17 billion yen at March 31, 2005 for necessary actions, such as investigating whether the PCB equipment is buried at the facilities, including excavations, maintaining and disposing the PCB equipment that is already discovered, and soil remediation, since it represents management's best estimate or minimum of the cost, but the payments are not considered to be fixed and reliably determinable.

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In Europe, two environmental directives went into force in February 2003 and 25 member states are currently drawing up their state laws. One of these directives is the WEEE Directive designed to promote the recycling of electric and electronic equipments, and the other is the RoHS Directive that practically prohibits the use of six specified hazardous substances (Lead, Mercury, Cadmium, Hexavalent chromium, Polybrominated biphenyls, Polybrominated diphenyl ethers) in products. Preparing for mandatory recycling under the WEEE Directive, effective August 2005, Matsushita established Ecology Net Europe GmbH (ENE) in Germany in April 2005. Matsushita promotes construction of networks connecting manufacturers, recycling companies and hauling companies through ENE. Matsushita has also made progress globally in eliminating the use of environmentally hazardous materials, and expects to have eliminated the use of such materials in its products, in accordance with RoHS. In these efforts, Matsushita is carrying out its compliance programs not only to meet the requirements of these two directives but also to establish cost efficient systems that will further enhance its competitive edge.

Following in the footsteps of these EU directives, an increasing number of recycling and hazardous substance-related legislations are being enacted worldwide. Based on its corporate policy of contributing to coexistence with the global environment, Matsushita is implementing appropriate measures to address these legislations at each business domain company and in each region.

The Company is subject to a number of other government regulations in Japan and overseas, but overall, it presently manages to operate its businesses without any significant difficulty or financial burden in coping with them.

**C. Organizational Structure**

In order to maintain production, sales and service activities effectively in broad business areas as a comprehensive electronics manufacturer, Matsushita has been operating under a decentralized divisional management structure with substantial delegation of authority to divisional companies and subsidiaries, with the headquarters focusing on Groupwide strategic functions. In January 2003, Matsushita launched a new business domain-based organizational structure, and introduced new Group management control systems from April 1, 2003. Under this new structure, each business domain company, either an internal divisional company of the parent company or a subsidiary, takes full responsibility in its own business area, thereby establishing an autonomous management structure that expedites self-completive business operations to accelerate growth. On April 1, 2004, MEW, PanaHome and their respective subsidiaries became consolidated subsidiaries of the Company. Accordingly, the Company successfully eliminated overlaps in R&D, manufacturing and sales, thereby creating an optimum Group structure that facilitates the effective use of management resources to achieve growth strategies.

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Principal divisional companies and subsidiaries as of March 31, 2005 are as listed below:

- (1) Internal divisional companies of Matsushita Electric Industrial Co., Ltd.:

<u>Name of internal divisional company</u>
Panasonic AVC Networks Company
Panasonic Automotive Systems Company
Panasonic System Solutions Company
Matsushita Home Appliances Company
Healthcare Business Company
Lighting Company
Semiconductor Company
Motor Company

- (2) Principal domestic subsidiaries:

<u>Name of company</u>	<u>Percentage owned</u>
Matsushita Electric Works, Ltd.	52.6%
Victor Company of Japan, Ltd.	52.7
Panasonic Communications Co., Ltd.	100.0
PanaHome Corporation	54.8
Matsushita Electronic Components Co., Ltd.	100.0
Panasonic Mobile Communications Co., Ltd.	100.0
Matsushita PDP Co., Ltd.	75.0
Panasonic Factory Solutions Co., Ltd.	100.0
Matsushita Ecology Systems Co., Ltd.	100.0
Matsushita Refrigeration Company	100.0
Matsushita Battery Industrial Co., Ltd.	100.0
Matsushita Kotobuki Electronics Industries, Ltd.	100.0
Matsushita Industrial Information Equipment Co., Ltd.	100.0

Note: Organizational changes implemented, effective April 1, 2005, are as follows:

Matsushita Electronic Components Co., Ltd. was renamed Panasonic Electronic Devices Co., Ltd.

Matsushita Kotobuki Electronics Industries, Ltd. was renamed Panasonic Shikoku Electronics Co., Ltd.

The Company absorbed Matsushita Industrial Information Equipment Co., Ltd.

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## (3) Principal overseas subsidiaries:

<u>Name of company</u>	<u>Country of incorporation</u>	<u>Percentage owned</u>
Panasonic Corporation of North America	U.S.A.	100.0%
Panasonic Europe Ltd.	U.K.	100.0
Panasonic Mobile & Automotive Systems Czech s.r.o.	Czech	100.0
Panasonic AVC Networks Czech s.r.o.	Czech	100.0
Panasonic Asia Pacific Pte. Ltd.	Singapore	100.0
Panasonic AVC Networks Singapore Pte. Ltd.	Singapore	100.0
Panasonic AVC Networks Kuala Lumpur Malaysia Sdn. Bhd.	Malaysia	100.0
Panasonic Taiwan Co., Ltd.	Taiwan	69.8
Panasonic Corporation of China	China	100.0
Guangzhou Matsushita Air-Conditioner Co., Ltd.	China	67.8

Note: Matsushita's consolidated financial statements as of March 31, 2005 comprise the accounts of 628 consolidated companies, with 66 companies reflected by the equity method.

**D. Property, Plants and Equipment**

The Company's principal executive offices and key research laboratories are located in Kadoma, Osaka, Japan.

Matsushita's manufacturing plants are located principally in Japan, other countries in Asia, North and South America and Europe. The Company considers all of its factories well maintained and suitable for current production requirements.

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The following table sets forth information as of March 31, 2005 with respect to manufacturing facilities:

Location	Floor Space (thousands of square feet)	Principal Products Manufactured
Osaka	10,719	VCRs, plasma TVs, DVD products, audio equipment, washing machines, other home appliances, information equipment, industrial equipment, components, batteries, kitchen fixtures, building products.
Kanagawa	4,209	Communications, information and measuring equipment, VCRs, audio equipment, car AV equipment, compact discs, refrigerators, batteries.
Shiga	5,918	Air conditioners, refrigerators, compressors, vacuum cleaners, other home appliances, building products, housing products.
Tochigi	2,859	TVs, TV picture tubes, information equipment, building products.
Nara	1,715	Home appliances, gas and kerosene equipment, DVD discs.
Okayama	1,983	VCRs, components, magnetic tapes and discs.
Kyoto	2,056	Semiconductors, components, lighting products.
Ibaraki	2,491	Magnetic tapes, information equipment, housing products.
Shikoku	3,072	VCRs, information equipment, home appliances, building products.
Kyushu	4,390	Information and communications equipment, components, industrial equipment, building products, housing products.
North America	7,782	TVs, home appliances, VCRs, DVD discs, car audio equipment, communications equipment, components, batteries, automation controls, lighting products.
Europe	3,784	VCRs, plasma TVs, TVs, audio equipment, car audio equipment, home appliances, components, information and communications equipment, automation controls, lighting products.
Asia (excluding China)	20,581	TVs, VCRs, DVD products, audio equipment, air conditioners, refrigerators, other home appliances, components, semiconductors, information and communications equipment, industrial equipment, compressors, batteries, electronic and plastic materials, lighting products, housing products.
China	9,144	TVs, plasma TVs, DVD products, audio equipment, air conditioners, washing machines, other home appliances, car audio equipment, communications equipment, semiconductors, industrial equipment, compressors, components, batteries, automation controls, electronic and plastic materials.
Other	25,136	

Home appliances, industrial equipment, components, semiconductors, video and audio equipment, batteries, information and communications equipment, lighting products, automation controls, housing products.

Total	<u>105,839</u>
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Substantially all of the above facilities and properties are fully owned by the Company.

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In addition to its manufacturing facilities, Matsushita's properties all over the world include sales offices located in various cities with an aggregate floor space of approximately 15.8 million square feet, research and development facilities with an aggregate floor space of approximately 6.9 million square feet, employee housing and welfare facilities with an aggregate floor space of approximately 11.1 million square feet, and administrative offices with an aggregate floor space of approximately 24.7 million square feet.

As of March 31, 2005, Matsushita leased approximately 23.3 million square feet of floor space, most of which was for sales office space.

Substantially all of Matsushita's properties are free of material encumbrances and Matsushita believes such properties are in adequate condition for their purposes and suitably utilized. During fiscal 2005, there was no material problem, regarding both the productive capacity and the extent of utilization of the Company's properties.

In terms of environmental issues, all of the Matsushita Group's properties operate in compliance with governmental and municipal laws and regulations. Furthermore, the Company established a number of internal environmental guidelines which are stricter than those provided by the authority. In case any occasional non-compliance may take place, such as the previously mentioned PCB issue, Matsushita takes immediate and appropriate actions to meet the regulatory requirements and to ensure current good utilization standards.

**Item 5. Operating and Financial Review and Prospects**

**A. Operating Results**

**Overview**

Matsushita is one of the world's leading producers of electronic and electric products. Matsushita currently offers a comprehensive range of products, systems and components for consumer, business and industrial use based on sophisticated electronics and precision technology, expanding to building materials and equipment, and housing business. Most of Matsushita's products are marketed under Panasonic, its principle brand name, and several other brand names, including National, Technics, Quasar, Victor, JVC and PanaHome. From this fiscal year, Matsushita Electric Works, Ltd. (MEW) and PanaHome Corporation (PanaHome) and their respective subsidiaries became consolidated subsidiaries of the Company. Accordingly, Matsushita divides its businesses into six segments: AVC



Networks, Home Appliances, Components and Devices, MEW and PanaHome, JVC and Other. AVC Networks includes video and audio equipment, and information and communications equipment. Home Appliances includes home appliances and household equipment and systems. Components and Devices includes electronic components, semiconductors, electric motors and batteries. MEW and PanaHome includes electrical supplies, electric products, building materials and equipment, and housing business. JVC includes products marketed under the brand name of JVC or Victor. Other includes electronic-parts-mounting machines, industrial robots and industrial equipment.

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*Economic environment*

The Japanese economy over the last three fiscal years was generally characterized by gradual recovery from the long continued stagnancy in the 1990 s. In the first half of the year ended March 31, 2003, the Japanese economy showed signs of a pickup, with a revival in exports and consumer spending. The economic recovery, however, did not last long, and the second half of that year again met stagnant consumer spending and a decline in exports. In the year ended March 31, 2004, economic growth in Japan showed moderate improvement as a result of rising exports and increased capital investment. In the year ended March 31, 2005, the overall economic situation in Japan remained favorable, characterized by increased consumer spending, due mainly to an unusually hot summer and demand related to the Athens Olympics. However, the second half of the year met a downturn in demand, mainly in components and devices industries, compared with the first half. Accordingly, Japan s real gross domestic product, reflecting the aforementioned factors, achieved positive economic growth for three consecutive years, recording a 0.8% increase in fiscal 2003, a 2.0% increase in fiscal 2004, and a 1.9% increase in fiscal 2005, respectively.

Overseas, the U.S. economy maintained its moderate growth in the year ended March 31, 2003, despite the war in Iraq. During the same period, Asian economies enjoyed steady growth, including China, while European economies experienced slow growth. In the year ended March 31, 2004, the overseas economy was generally favorable owing to the continuously steady advances in the U.S. and Chinese economies, although post-war Iraq and other unstable factors remained. In the year ended March 31, 2005, the global economy continued its moderate growth, although it slowed somewhat in the second fiscal half, characterized by the steady progress of the U.S. economy with strong consumer spending, mainly a result of an improved U.S. employment situation, as well as the high-growth Chinese economy.

During the three-year period ended March 31, 2005, Japan experienced deflation due mainly to a demand and supply gap and an increased inflow of products manufactured in low-cost countries. The consumer price index in Japan declined 0.6% in the year ended March 31, 2003 and declined 0.2% again in the year ended March 31, 2004. In the year ended March 31, 2005, the consumer price index continued to fall, recording a decline of 0.1%. This deflationary trend has been reflected in the declining prices of goods and services in Japan, putting pressure on the earnings of Japanese businesses.

*Condition of foreign currency exchange rates and Matsushita s policy*

Foreign currency exchange rates fluctuated during the three-year period ended March 31, 2005. In the year ended March 31, 2003, the Japanese yen strengthened against the U.S. dollar but weakened against the euro. In the following two years, this trend continued. In order to alleviate the effects of currency-related transaction risks, Matsushita has

traditionally used several currency risk hedging methods, such as forward foreign-exchange contracts and currency options contracts with leading banks. Matsushita has also increased matching of export and import exchange contracts. As a basic countermeasure against currency exchange risk, the Company has been strengthening production operations outside Japan to meet overseas demand, while reducing dependence on exports from Japan. The Company does not have any material unhedged monetary assets, liabilities or commitments denominated in currencies other than the individual operation's functional currency.

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*Initiatives implemented by Matsushita*

Under the aforementioned economic environment, Matsushita implemented a variety of major Companywide restructuring initiatives to transform itself into a lean and agile Matsushita, based on the theme Deconstruction and Creation of its mid-term business plan, Value Creation 21, which covered the three-year period ended March 31, 2004. In fiscal 2004, Matsushita continued to implement business domain-based restructuring initiatives, while accelerating its growth strategies. Meanwhile, in fiscal 2005, the first year of its new mid-term Leap Ahead 21 plan, ending March 2007, the Company focused on the growth strategies, which include (1) the launch of differentiated products such as a new line of V-products, (2) the comprehensive collaboration with MEW, through which Matsushita integrated overlapping businesses and reformed distribution channels to establish an optimized, customer-oriented business structure, and (3) the acceleration of business and organizational restructuring that began in fiscal 2004, including the selection and concentration of businesses and closure/integration of locations at each business domain company. (For details of the Leap Ahead 21 plan, see Section A of Item 4.)

*Summary of operations*

Matsushita's consolidated sales and earnings results during the last three fiscal years, reflecting the aforementioned external and internal conditions, can be summarized as follows:

In fiscal 2003, net sales increased 4.6% to 7,402 billion yen, led by video and audio equipment in the AVC Networks category and products in the Components and Devices category, largely on the success of V-products developed through integration of Matsushita's Groupwide technological resources. Despite the positive effects on earnings of this sales increase and the previous year's employment and business restructuring, the Company incurred a net loss of 19 billion yen, due in part to a write-down on investment securities, equity losses caused by losses of certain associated companies and losses related to adjustments of net deferred tax assets necessitated by the introduction of a pro forma standard corporate taxation system in Japan.

In fiscal 2004, net sales increased 1.1% to 7,480 billion yen, led by strong sales of V-products, particularly digital AV products, cellular phones and factory automation (FA) equipment, which were sufficient to offset sales declines in the Components and Devices and JVC categories. The sales increase positively affected earnings. In addition, Matsushita recorded a 72 billion yen gain from the transfer to the Japanese government of the substitutional portion of Japanese Welfare Pension Insurance (JWPI) that the Company and certain of its subsidiaries operated on behalf of the Japanese government. Meanwhile, Matsushita incurred restructuring charges of 45 billion yen for early retirement programs at certain domestic group companies, and losses of 52 billion yen on valuation of investment securities, mainly stocks of affiliated companies. Reflecting all these factors, and despite an increase in minority interests due to improved

earnings of certain subsidiaries and equity in losses of certain associated companies, the Company recorded a net income of 42 billion yen.

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In fiscal 2005, net sales increased 16.5% to 8,714 billion yen, led by favorable sales of digital AV equipment and home appliances, especially V-products, and the addition of MEW, PanaHome and their respective subsidiaries to the Company's consolidated financial results. The above sales increase and comprehensive cost reduction efforts contributed to the profit gains, sufficient to offset the negative factors such as a strong Japanese yen, rising raw materials prices, and intensified global price competitions. In addition, Matsushita enjoyed a 32 billion yen gain from the return to the Japanese government of the substitutional portion of JWPI that certain of the Company's subsidiaries operated on behalf of the Japanese government, while recording a 16 billion yen write-down of investment securities. Meanwhile, Matsushita incurred expenses of 111 billion yen due to the implementation of restructuring initiatives including the selection and concentration of management resources at each business domain company. Reflecting all these factors, and increases in provision for income taxes and minority interests due to the consolidation of MEW, PanaHome and their respective subsidiaries, and a decrease in equity in losses of certain associated companies, the Company recorded a net income of 58 billion yen.

*Key performance indicators*

The following are performance measures that Matsushita believes are key indicators of its business results for the last three fiscal years.

	<b>Yen (billions) (%)</b>		
	<b>Fiscal year ended March 31,</b>		
	<b>2005</b>	<b>2004</b>	<b>2003</b>
Net sales	8,714	7,480	7,402
Income before income taxes to net sales ratio	2.8%	2.3%	0.9%
Research and development costs to net sales ratio	7.1%	7.7%	7.4%
Total assets	8,057	7,438	7,835
Stockholders' equity	3,544	3,452	3,178
Stockholders' equity to total assets ratio	44.0%	46.4%	40.6%
Capital investment	374	271	251
Free cash flow	300	404	687

Matsushita defines "Capital investment" as purchases of property, plant and equipment (PP&E) on an accrual basis which reflects the effects of timing differences between acquisition dates and payment dates. Matsushita has included the information concerning capital investment because its management uses this indicator to manage its capital expenditures and it believes that such indicator is useful to investors to present accrual basis capital investments in addition to the cash basis information in the consolidated statements of cash flows.

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Matsushita's management also believes that this indicator provides useful information when it is compared with depreciation expenses, which are shown in Note 16 of the Notes to Consolidated Financial Statements, for purposes of evaluating the replacement of PP&E. This indicator is, however, subject to the limitation that capital investments may not produce future returns (because current expenditures may not provide an efficient use of capital) and may also be subject to impairment. Also, this indicator is subject to the limitation that it may not represent the true cost of maintaining the Company's portfolio of PP&E as it excludes expenditures for repairs and maintenance, operating leases, and intangible assets that may be integral to the use of PP&E. Matsushita compensates for these limitations by referring to this indicator together with relevant U.S. GAAP financial measures, such as capital expenditures, depreciation and amortization, shown in its consolidated statements of cash flows, to present an accurate and complete picture for purposes of capital expenditure analysis.

The following table shows a reconciliation of capital investment to purchases of property, plant and equipment:

	Yen (billions)		
	Fiscal year ended March 31,		
	2005	2004	2003
Purchases of property, plant and equipment shown as capital expenditures in the consolidated statements of cash flows	352	276	247
Effects of timing difference between acquisition dates and payment dates	22	(5)	4
<b>Capital investment</b>	<b>374</b>	<b>271</b>	<b>251</b>

Matsushita defines "Free cash flow" as the sum of net cash provided by operating activities and net cash used in investing activities. Matsushita has included the information concerning free cash flow because its management uses this indicator, and it believes that such indicator is useful to investors, to assess its cash availability after financing of its capital projects.

Matsushita's management also believes that this indicator is useful in understanding Matsushita's current liquidity and financing needs in light of its operating and investing activities, i.e., its ability to pay down and draw on available cash. It should be noted, however, that free cash flow Matsushita reports may not be comparable to free cash flow reported by other companies. It should also be noted that free cash flow should not be viewed in a manner that inappropriately implies that it represents the residual cash flow available for discretionary uses, since at any given time Matsushita may be subject to mandatory debt service requirements and may have other non-discretionary expenditures that are not deducted from this indicator. Matsushita compensates for these limitations by referring to

this indicator together with relevant U.S. GAAP financial measures shown in its consolidated statements of cash flows and consolidated balance sheets, to present an accurate and complete picture for purposes of cash availability analysis.



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The following table shows a reconciliation of free cash flow to net cash provided by operating activities:

	<u>Yen (billions)</u>		
	<u>Fiscal year ended March 31,</u>		
	<u>2005</u>	<u>2004</u>	<u>2003</u>
Net cash provided by operating activities	478	489	698
Net cash used in investing activities	(178)	(85)	(11)
Free cash flow	<u>300</u>	<u>404</u>	<u>687</u>

Details of Matsushita's consolidated sales and earnings results were as follows:

Year ended March 31, 2005 compared with 2004(1) Sales

Consolidated net sales for fiscal 2005 increased 16.5% to 8,714 billion yen, from 7,480 billion yen in the previous year, mainly contributed by a new series of competitive V-products and the addition of MEW, PanaHome and their respective subsidiaries to the Company's consolidated financial results. As mentioned earlier, the overall economic situation in Japan during fiscal 2005 was favorable, characterized by increased consumer spending, sufficient to offset the negative factors such as a strong Japanese yen, rising raw materials costs, and intensified global price competition. Amid these circumstances, Matsushita aimed to increase sales and enhance profitability through the launch of a new series of competitive V-products. The Company also expanded simultaneous global product introductions in digital AV products, aiming at increasing market share and securing profits at an early stage in product life cycles. As a result of these initiatives, consolidated sales gains were recorded in digital AV equipment and home appliances, especially V-products. Although sales in Components and Devices decreased due to downturn of demand in the second half of the fiscal year, the annual sales increased compared with a year ago.

Domestic sales were up 31.7% to 4,581 billion yen. Although sales of products in the Home Appliances, Components

and Devices, JVC and Other categories below the previous year, the increase of sales in the AVC Networks category, especially flat-panel TVs, DVD equipment and cellular phones, and the addition of MEW and PanaHome and their respective subsidiaries contributed to the overall sales increase. Overseas sales were 4,133 billion yen, up 3.3% when translated into yen with sales increases recorded in the Home Appliances and Other categories, and on a local currency basis, sales increased 6.0%.

(2) Cost of Sales and Selling, General and Administrative Expenses

In fiscal 2005, cost of sales increased 16.2% to 6,176 billion yen due to the increase in net sales, along with the consolidation of MEW, PanaHome and their respective subsidiaries. Selling, general and administrative expenses were also up 13.1% to 2,229 billion yen due to the same reason.

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**(3) Gain from the Transfer of the Substitutional Portion of JWPI**

In fiscal 2005, Matsushita recorded a 32 billion yen gain from the transfer to the Japanese government of the substitutional portion of JWPI which represents a decrease of 56% compared with 72 billion yen gain in the previous fiscal year. The Company believes this transfer has reduced the risks of managing plan assets related to the substitutional portion of JWPI. (For further details, see Note 10 of the Notes to Consolidated Financial Statements.)

**(4) Interest Income, Dividends Received and Other Income**

In fiscal 2005, interest income decreased 0.4% to 19 billion yen, and dividends received decreased 1.7% to 5 billion yen. In addition, other income totaled 83 billion yen, a 39.1% increase from fiscal 2004, due mainly to increased net gain on sale of available-for-sale securities. (For further details, see Note 5 of the Notes to Consolidated Financial Statements.)

**(5) Interest Expense and Other Deductions**

In fiscal 2005, interest expense decreased 17.7% to 23 billion yen, owing to a reduction in the Company's borrowings. Other deductions increased 15.8% to 178 billion yen. Other deductions in fiscal 2005 include restructuring charges of 111 billion yen, mainly consisting of expenses for early retirement programs to employees at certain domestic and overseas group companies and expenses associated with the closure/integration of locations, compared with 54 billion yen in the previous fiscal year. The substantial portion of the expenses for these restructuring activities were paid or settled in fiscal 2005 and related liability at March 31, 2005 was 3 billion yen. The Company also incurred 30 billion yen for impairment losses on fixed assets, compared with 12 billion yen in fiscal 2004 and a write-down of 16 billion yen on investment securities, compared with 52 billion yen in fiscal 2004. (For further details, see Notes 4, 5, 7 and 15 of the Notes to Consolidated Financial Statements.)

**(6) Income before Income Taxes**

As a result of the above-mentioned factors, income before income taxes for fiscal 2005 increased 44.5% to 247 billion yen, compared with 171 billion yen in fiscal 2004. Its ratio to net sales increased 0.5% to 2.8%, compared with 2.3% in the previous year.

**(7) Provision for Income Taxes**

Provision for income taxes for fiscal 2005 amounted to 153 billion yen, compared with 99 billion yen in the previous year. Its ratio to income before income taxes rose to 62.1%, from 57.7% a year ago, due mainly to an increase in valuation allowance allocated to income tax expenses in certain of its subsidiaries.

(8) Minority Interests

Minority interests increased to 28 billion yen for fiscal 2005, compared with 20 billion yen in fiscal 2004, reflecting the increased minority interests of the newly consolidated subsidiaries including MEW and PanaHome.

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**(9) Equity in Losses of Associated Companies**

In fiscal 2005, equity in losses of associated companies decreased to 7 billion yen, from the previous year's 11 billion yen, due mainly to improved earnings or decreased losses at certain associated companies, despite a decreased equity in earnings of associated companies due to the consolidation of MEW, PanaHome and their respective subsidiaries.

**(10) Net Income**

As a result of all the factors stated in the preceding paragraphs, the Company recorded net income of 58 billion yen for fiscal 2005, compared with net income of 42 billion yen in the previous fiscal year.

**(11) Results of Operations**

Results of operations by business segment for fiscal 2005, as compared with the previous fiscal year, were as follows\*:

- \* As described in Note 20 of the Notes to Consolidated Financial Statements, from fiscal 2005, the Company added a new segment, MEW and PanaHome to the Company's business segment classifications. Accordingly, its business segment is classified to six segments: AVC Networks, Home Appliances, Components and Devices, MEW and PanaHome, JVC and Other.

	<u>Yen (billions)</u>		<u>Percent change</u>
	<u>2005</u>	<u>2004</u>	
Sales:			
AVC Networks	3,859	3,840	0.5%
Home Appliances	1,333	1,223	9.0
Components and Devices	1,469	1,660	(11.5)
MEW and PanaHome	1,556		
JVC	730	819	(10.8)
Other	1,027	949	8.3
Eliminations	(1,260)	(1,011)	
<b>Total</b>	<b>8,714</b>	<b>7,480</b>	<b>16.5%</b>

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Segment profit:			
AVC Networks	127	129	(1.3)%
Home Appliances	78	53	47.1
Components and Devices	58	50	15.3
MEW and PanaHome	64		
JVC	10	25	(59.9)
Other	38	15	160.9
Corporate and eliminations	(67)	(77)	
	<u>          </u>	<u>          </u>	<u>          </u>
Total	308	195	57.8%
	<u>          </u>	<u>          </u>	<u>          </u>

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Matsushita continues further implementing the selection of priority businesses and concentration of management resources into growth businesses. For the fiscal 2005, Matsushita strengthened its management structure through various cost rationalization initiatives at each business domain company, including the closure and integration of locations, the implementation of early retirement programs to employees, and the promotion of Company-wide cost reduction activities to eliminate redundancies throughout all areas.

Sales in the AVC Networks segment increased 0.5% to 3,859 billion yen, from 3,840 billion yen in the previous fiscal year. Within this segment, sales of video and audio equipment increased, due mainly to growth in sales of such digital AV products as flat-panel TVs and digital cameras, which more than offset declines in audio equipment. Sales of information and communications equipment decreased due mainly to the sales declines in cellular phones, fixed-line telephones and facsimile machines, which offset steady sales in PCs and automotive electronics.

With respect to this segment, profit decreased 1.3% from 129 billion yen for fiscal 2004, to 127 billion yen for fiscal 2005. This decrease was attributable mainly to lower sales in cellular phones and price declines in digital products, in spite of a sales increase and cost rationalization.

Sales of Home Appliances increased 9.0% to 1,333 billion yen. In Japan, sales gains were recorded in washing machines, air-conditioners and compressors, while overseas sales growth was achieved by strong sales including air-conditioners and compressors.

Profit in this segment rose 47.1% from 53 billion yen for fiscal 2004, to 78 billion yen for fiscal 2005. This increase was due mainly to the successful introduction of new value-added products and domestic sales gains, combined with the effects of various rationalization efforts.

Sales of Components and Devices decreased 11.5% to 1,469 billion yen, due mainly to the sales declines in electric motors, despite sales in semiconductors and general components remaining at the same level as previous year.

With respect to this segment, profit increased 15.3% from 50 billion yen for fiscal 2004, to 58 billion yen for fiscal 2005, owing largely to rationalization effects in general components and electric motors businesses, despite a decrease in sales.

Sales of newly consolidated MEW and PanaHome were 1,556 billion yen. MEW registered robust sales in various key areas, especially building products such as residential furnishings and storage units, electronic devices, and automation controls for applications in cellular phones and automotive devices. Meanwhile, performance at PanaHome, which is primarily involved in the housing field, was supported by steady sales in the residential real-estate market in Japan. With respect to this segment, profit amounted to 64 billion yen.

Sales of JVC were 730 billion yen, down 10.8% from the previous year. Although domestic sales of AV equipment were favorable, sluggish sales in the Americas and Europe, slow introduction of new products and lower sales in music CDs in Japan led to an overall sales decline.

With respect to this segment, profit decreased 59.9% from 25 billion yen for fiscal 2004, to 10 billion yen for fiscal 2005, due to decreased sales and effects of price declines in digital products, despite a reduction in materials procurement costs and a decrease in fixed costs.

Sales in the Other segment were 1,027 billion yen, up 8.3% from the previous year, due mainly to sales increases in FA equipment and industrial equipment.



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With respect to this segment, profit increased 160.9% from 15 billion yen for fiscal 2004, to 38 billion yen for fiscal 2005, owing to sales increases as well as the effects of various rationalization efforts.

**Year ended March 31, 2004 compared with 2003**

(1) **Sales**

Consolidated net sales for fiscal 2004 increased 1.1% to 7,480 billion yen, from 7,402 billion yen in the previous year. As mentioned earlier, the business environment during fiscal 2004 remained unstable but overall economic conditions began to show signs of a moderate recovery. Amid these circumstances, Matsushita aimed to increase sales and enhance profitability through the launch of a series of competitive V-products, particularly those in the digital AV equipment area. The Company also expanded simultaneous global product introductions. As a result of these initiatives, consolidated sales marked gains, led by strong sales of V-products, particularly in the areas of digital AV equipment, cellular phones and FA equipment, which were sufficient to offset sales declines in the Components and Devices, and JVC categories.

Domestic sales edged up 0.7% to 3,478 billion yen. Although sales of products in the Home Appliances, Components and Devices, and Other categories remained at the same level as, or below the previous year, sales of products in the AVC Networks category, especially flat-panel TVs, DVD equipment and automotive electronics increased. Overseas sales were 4,002 billion yen, up 1.4% with sales increases recorded in the AVC Networks, Home Appliances and Other categories, and on a local currency basis, sales increased 4.0%.

(2) **Cost of Sales and Selling, General and Administrative Expenses**

In fiscal 2004, despite the increase in net sales, cost of sales decreased 0.2% to 5,313 billion yen, reflecting a success in reducing materials costs. Selling, general and administrative expenses edged up 1.0% to 1,971 billion yen due mainly to an increase in research and development costs.

(3) **Gain from the Transfer of the Substitutional Portion of JWPI**

In fiscal 2004, Matsushita recorded a 72 billion yen gain from the transfer to the Japanese government of the substitutional portion of JWPI, following the enactment of changes to the Welfare Pension Insurance Law. The Company believes this transfer has reduced the risks of managing plan assets related to the substitutional portion of

JWPI. (For further details, see Note 10 of the Notes to Consolidated Financial Statements.)

(4) Interest Income, Dividends Received and Other Income

In fiscal 2004, interest income decreased 12.1% to 20 billion yen, and dividends received increased 21.5% to 5 billion yen. In addition, other income totaled 60 billion yen, a 7.9% decrease from fiscal 2003 when the Company recorded a one-time gain from the sale of Panasonic Disc Services Corporation.

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**(5) Interest Expense and Other Deductions**

In fiscal 2004, interest expense decreased 15.4% to 28 billion yen, owing to a reduction in the Company's borrowings. Other deductions increased 32.2% to 154 billion yen. Other deductions in fiscal 2004 include restructuring charges of 54 billion yen, mainly consisting of expenses for early retirement programs to employees at certain domestic and overseas group companies and expenses associated with the closure/integration of locations, compared with 12 billion yen in the previous fiscal year. Under the newly inaugurated business domain-based organizational structure, several Group companies carried out closure/integration for certain of their facilities that suffered losses from operation. Expenses for these restructuring activities were paid or settled in fiscal 2004 and no liability existed as of March 31, 2004. The Company also incurred 12 billion yen for impairment losses on fixed assets, compared with 2 billion yen in fiscal 2003, and a write-down of 52 billion yen on investment securities, mainly stocks of affiliated companies, compared with 53 billion yen in fiscal 2003. (For further details, see Notes 4, 5, 7 and 15 of the Notes to Consolidated Financial Statements.)

**(6) Income before Income Taxes**

As a result of the above-mentioned factors, income before income taxes for fiscal 2004 increased 147.9% to 171 billion yen, compared with 69 billion yen in fiscal 2003. Its ratio to net sales increased 1.4% to 2.3%, compared with 0.9% in the previous year.

**(7) Provision for Income Taxes**

Provision for income taxes amounted to 99 billion yen for fiscal 2004, compared with 71 billion yen in the previous year. Its ratio to income before income taxes decreased to 57.7%, from 103.4% a year ago. This drop is caused mainly by a decrease in adjustments of net deferred tax assets to reflect the reduction in the statutory income tax rate due to revisions to local enterprise income tax laws on the introduction of a new pro forma standard taxation system in Japan, as well as a decrease in valuation allowance allocated to income tax expenses.

**(8) Minority Interests**

Minority interests increased to 20 billion yen for fiscal 2004, compared with 6 billion yen in fiscal 2003, reflecting the earnings improvements of several subsidiaries.

**(9) Equity in Losses of Associated Companies**

Equity in losses of associated companies decreased to 11 billion yen, from the previous year's 12 billion yen, due mainly to improved earnings or decreased losses at certain associated companies.

(10) Net Income (Loss)

As a result of all the factors stated in the preceding paragraphs, the Company recorded a net income of 42 billion yen for fiscal 2004, compared with a net loss of 19 billion yen in the previous fiscal year.

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(11) Results of Operations

Results of operations by business segment for fiscal 2004, as compared with the previous fiscal year, were as follows\*:

\* In fiscal 2004, the Company changed its business segment classifications to five new segments: AVC Networks, Home Appliances, Components and Devices, JVC and Other. Prior year figures have been restated to reflect this change.

	Yen (billions)		Percent change
	2004	2003	
<b>Sales:</b>			
AVC Networks	3,840	3,668	4.7%
Home Appliances	1,223	1,197	2.1
Components and Devices	1,660	1,710	(2.9)
JVC	819	852	(3.8)
Other	949	819	15.8
Eliminations	(1,011)	(844)	
<b>Total</b>	<b>7,480</b>	<b>7,402</b>	<b>1.1%</b>
<b>Segment profit:</b>			
AVC Networks	129	83	55.9%
Home Appliances	53	45	16.6
Components and Devices	50	31	60.5
JVC	25	22	12.9
Other	15	13	12.7
Corporate and eliminations	(77)	(67)	
<b>Total</b>	<b>195</b>	<b>127</b>	<b>54.5%</b>

Sales in the AVC Networks segment increased 4.7% to 3,840 billion yen, from 3,668 billion yen in the previous fiscal year. Within this segment, sales of video and audio equipment increased, due mainly to growth in sales of such digital AV products as flat-panel TVs and DVD recorders, which more than offset declines in CRT TVs, VCRs and audio equipment. Sales of information and communications equipment also increased owing mainly to strong sales of automotive electronics and cellular phones, although sales of fixed-line telephones and facsimile machines decreased.

With respect to this segment, profit increased 55.9% from 83 billion yen for fiscal 2003, to 129 billion yen for fiscal 2004. This increase was attributable mainly to higher sales in digital AV equipment, cellular phones and car electronics equipment, as well as positive effects of cost rationalization efforts.

Sales of Home Appliances increased 2.1% to 1,223 billion yen. Certain seasonal products recorded sales declines in Japan, but these were offset by solid sales of products such as washing machines, dishwashers and ventilation fans.

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Profit in this segment rose 16.6% from 45 billion yen for fiscal 2003, to 53 billion yen for fiscal 2004. This increase was due mainly to the successful introduction of new value-added products and overseas sales growth, combined with the effects of various rationalization efforts.

Sales of Components and Devices decreased 2.9% to 1,660 billion yen. While semiconductor sales recorded solid gains, led by system LSIs for digital AV equipment, sales declines in general components and electronic tubes led to lower sales overall in this segment.

With respect to this segment, profit increased 60.5% from 31 billion yen for fiscal 2003, to 50 billion yen for fiscal 2004, owing largely to positive effects through the increased plant operating rate on higher sales in semiconductors, which more than offset the negative effects of decreased sales and price declines in general components and certain other product lines.

Sales of JVC were 819 billion yen, down 3.8% from the previous year. Despite sales increases of flat-panel TVs and DVD recorders, overall sales of consumer electronics in Japan and the Americas declined, particularly in such products as CRT TVs and VCRs.

With respect to this segment, profit increased 12.9% from 22 billion yen for fiscal 2003, to 25 billion yen for fiscal 2004, owing to such factors as a reduction in materials procurement costs and a decrease in personnel and other fixed costs, despite the decrease in sales and the effects of price declines.

Sales in the Other segment were 949 billion yen, up 15.8% from the previous year. FA equipment, especially modular placement machines increased overseas.

With respect to this segment, profit increased 12.7% from 13 billion yen for fiscal 2003, to 15 billion yen for fiscal 2004, owing to sales increases of FA equipment.

**B. Liquidity and Capital Resources**

*Matsushita's Policy on Financial Position and Liquidity*

As its basic policy, Matsushita has long placed emphasis on maintaining sound balance sheets, and on generating as much available funding as possible from internal sources through efforts to raise the operational efficiency or asset turnover ratios, so as not to overly rely on external fund raising. This conservativeness is exemplified in the tradition of maintaining the ratio of stockholders' equity to total assets at a relatively high level and keeping large cash balance. The ratio of stockholders' equity to total assets as of March 31, 2005 stood at 44.0%, and the total of short-term borrowings and long-term debt was 863 billion yen as of March 31, 2005, up from 751 billion yen a year ago. Cash balance (the total of cash and cash equivalents of 1,170 billion yen plus time deposits with a maturity of more than three months of 145 billion yen) also remained at the relatively high level of 1,315 billion yen as of March 31, 2005, although it decreased from the year-earlier 1,445 billion yen (the total of cash and cash equivalents of 1,275 billion yen plus time deposits of 170 billion yen) due mainly to the transfer of deposits from certain employees to external institutions.



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In order to facilitate access to global capital markets, Matsushita obtains credit ratings from the world's two leading credit rating agencies, Moody's Investors Service, Inc. (Moody's) and Standard & Poor's Rating Services (S&P). In addition, Matsushita maintains credit ratings from Rating and Investment Information, Inc. (R&I), a rating agency nationally recognized in Japan, primarily for access to the Japanese capital markets. As of March 31, 2005, Matsushita's debt ratings are: Moody's: Aa3 (long-term); S&P: A+(long-term, outlook: stable), A-1 (short-term); and R&I: AA+ (long-term), a-1+ (short-term).

Within the rating classification system of R&I, a-1 is the highest of five categories for short-term debt and indicates a strong degree of certainty regarding debt repayment, with a plus (+) sign added to a rating in that category to indicate an especially high degree of certainty regarding debt repayment; and AA is the second highest of nine categories for long-term debt and indicates a very high degree of certainty regarding debt repayment, with a plus (+) or minus (-) sign added to a rating in that category to indicate its relative standing within that category.

Matsushita believes that its credit ratings include the rating agencies' assessment of the general operating environment, its positions in the markets in which it competes, reputation, movements and volatility in its earnings, risk management policies, liquidity and capital management. An adverse change in any of these factors could result in a reduction of Matsushita's credit ratings, and that could, in turn, increase its borrowing costs and limit its access to the capital markets or require it to post additional collateral and permit counterparties to terminate transactions pursuant to certain contractual obligations.

With the above-mentioned cash balance, combined with the generally high credit ratings from leading credit rating agencies, Matsushita believes that it has sufficient sources of liquidity for either working capital or long-term investment needs.

As of March 31, 2005, the outstanding balance of short-term borrowings totaled 385 billion yen, and long-term debt was 477 billion yen. Matsushita's borrowings are not significantly affected by seasonal factors. (For further details, see Note 9 of the Notes to Consolidated Financial Statements.) Most borrowings are at fixed rates.

In recent years, Matsushita has focused on raising capital efficiency upon review of its balance sheet. As a part of this move, the Company initiated an endeavor to achieve more efficient utilization of available cash resources held by subsidiaries and associated companies. This is achieved by lending such cash resources to other subsidiaries and associated companies, as necessary, through a network of cash management systems at the corporate headquarters and financial subsidiaries located in each global region.

Furthermore, Matsushita uses its system of evaluating the business domain companies based on two results-based standards, namely Capital Cost Management (CCM), which measures capital efficiency, and cash flows, which represents a company's ability to generate cash. Both of these standards, that are deemed to share interests with investors, are applied to each business domain company's performance on a global consolidated basis. Regarding cash flows, Matsushita uses free cash flow (see Overview Key performance indicators in Section A of this Item 5) as an important indicator to evaluate its performance.

Regarding the use of financial instruments for hedging purposes, see Item 11.

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*Fiscal 2005 Financial Position and Liquidity*

The Company's consolidated total assets as of the end of fiscal 2005 increased to 8,057 billion yen, compared with 7,438 billion yen at the end of fiscal 2004. The consolidation of MEW and PanaHome as of April 1, 2004 led to an increase in assets of 1,043 billion yen, which was offset by initiatives to decrease assets, including the reduction of inventories.

Regarding liabilities, the balance of retirement and severance benefits decreased significantly, mainly as a result of the return to the Government of the substitutional portion of the JWPI mentioned earlier.

Stockholders' equity increased to 3,544 billion yen, compared with 3,452 billion yen at the end of fiscal 2004. This increase was due mainly to a substantial decrease in minimum pension liability adjustments, owing primarily to the transfer to the Japanese government of the substitutional portion of JWPI. Furthermore, a decrease in the negative balance of cumulative translation adjustments, which resulted in a decrease in an accumulated other comprehensive loss, also led to an increase of stockholders' equity. Stockholders' equity to total assets ratio decreased 2.4% to 44.0% from 46.4% at the end of fiscal 2004, due mainly to the consolidation of MEW and PanaHome. In addition, Matsushita continued to repurchase its own shares for 93 billion yen, as part of the Company's financial strategy to enhance shareholder value.

Capital investment during fiscal 2005 totaled 374 billion yen, an increase of 38.0% from the previous fiscal year's total of 271 billion yen, due partly to the consolidation of MEW and PanaHome. (For a reconciliation of capital investment to the most directly comparable U.S. GAAP financial measure and related discussion, see *Overview Key performance indicators* in Section A of this Item 5.) Matsushita curbed capital investment in a number of business areas, in line with increasing management emphasis on cash flows and capital efficiency. Matsushita did, however, selectively invest in facilities for strategic businesses that are expected to drive future growth, including *Components and Devices* such as cutting-edge system LSIs for digital products and *AVC Networks* such as PDPs.

Depreciation (excluding intangibles) during the fiscal year rose 13.3% to 287 billion yen, compared with 254 billion yen in the previous fiscal year, due primarily to the consolidation of MEW and PanaHome.

Net cash provided by operating activities in fiscal 2005 amounted to 478 billion yen, compared with 489 billion yen in the previous fiscal year. This decrease, despite the improvement in net income and a decrease in inventories, was attributable mainly to a decrease in trade payables. Net cash used in investing activities amounted to 178 billion yen, compared with 85 billion yen in fiscal 2004, due mainly to a decrease in cash provided from time deposits, in spite of

net cash inflows as a consequence of the acquisition of additional shares of newly consolidated subsidiaries. Net cash used in financing activities was 419 billion yen, compared with 273 billion yen in fiscal 2004. This was mainly attributable to the refund of deposits from certain employees and repurchases of the Company's common stock. All these activities, compounded by the effect of exchange rate fluctuations, resulted in a net decrease of 105 billion yen in cash and cash equivalents during fiscal 2005. Cash and cash equivalents at the end of fiscal 2005 totaled 1,170 billion yen, compared with 1,275 billion yen a year ago. These are held primarily in yen (65%), U.S. dollars (10%) and Euro (5%).

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Free cash flow in fiscal 2005 amounted to 300 billion yen, compared with 404 billion yen in fiscal 2004. (For a reconciliation of free cash flow to the most directly comparable U.S. GAAP financial measure and related discussion, see [Overview Key performance indicators](#) in Section A of this Item 5.)

*Commitments for Capital Expenditures*

As of March 31, 2005, commitments outstanding for the purchase of property, plant and equipment amounted to 49 billion yen.

**C. Research and Development**

Matsushita considers research and development (R&D) to be a key factor in its success and essential to the achievement of its corporate theme: to provide the utmost satisfaction to customers throughout the world through differentiated products and services and to contribute to the progress and happiness of mankind. Under this theme, Matsushita is committed to R&D activities that create next-generation businesses from a mid- to long-term viewpoint, while at the same time supporting current or ongoing products and businesses. Also, to address the 21st century's needs for more convenient lifestyles around the evolving ubiquitous networking society and coexistence with the environment, the main focus of Matsushita's R&D activities has been increasingly directed to digital networks and environmental technologies. Matsushita has concurrently been strengthening its global R&D networks to meet the needs of its overseas business expansion.

In fiscal 2003, Matsushita accelerated the development of V-products that would propel a sharp recovery in business performance through R&D efforts conducted through the new R&D structures of Strategic Product Platforms that enable concentration of R&D resources into strategic areas, and corporate-level Core Technology Platforms that develop the basic and common technologies that support strategic products. In these efforts, the Company places an emphasis on creation of its own Black-box or proprietary technologies which cannot be easily imitated by competitors. Matsushita also implemented the Technology Business Plan to further increase R&D efficiency and strengthen technology management. Based on this plan, Matsushita created a system that infuses management resources in areas of comparative strength through the introduction of a scientific R&D management approach and objective evaluations of the Company's technological competitiveness.

In fiscal 2004, Matsushita realigned technological management categorization and systems to further increase efficiency in R&D. In corporate R&D functions, to encourage engineers to concentrate on prioritized R&D themes

and leading-edge technologies, Matsushita introduced a new management system with which it can administrate themes at each step in the research process. In business domain companies R&D functions, Matsushita significantly reduced lead time for product development by introducing an innovative R&D process management, developed from the standpoint of return on investment.

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In fiscal 2005, under the aforementioned new R&D management structure, Matsushita has strived to enhance the efficiency of its R&D activities, while continuously selecting priority R&D themes at the Corporate R&D Group and innovating R&D management of development processes at business domain companies. These actions reduced lead time for product development. Seeking to launch competitive products in the market in a shorter period of time, the Company pursued a common platform structure strategy aimed at ensuring the most effective use of technology assets at each business domain company. As a result, the Company succeeded in increasing the efficiency of R&D. Matsushita developed an Integrated Platform that combines software and hardware resources across differing product categories to improve R&D efficiency and design quality. The new platform successfully integrated Matsushita's accumulated technological assets in the areas of cellular phones, digital TVs, DVD recorders, camcorders and automotive AVC equipment based on the common platform structure strategy. This integration is possible only through Matsushita's expertise in a wide range of product categories, making full use of Groupwide strengths. Furthermore, the Company reinforced its intellectual property rights initiatives by effectively utilizing patents, while actively making patent application filings and rights acquisitions worldwide.

Research and development costs amounted to 551 billion yen, 579 billion yen and 616 billion yen for the three fiscal years ended March 31, 2003, 2004 and 2005, respectively, representing 7.4%, 7.7% and 7.1% of Matsushita's total net sales for each of those periods. These investments were used to strengthen R&D in core technologies, such as next-generation system LSIs, networkable electronic home appliances and fuel cell co-generation systems. The increased research and development costs and the decreased ratio to Matsushita's total net sales for the fiscal 2005 are mainly due to the consolidation of MEW and PanaHome.

**D. Trend Information**

To increase profitability and efficiency through structural reforms and a new growth strategy, the Company implemented various management reforms and restructuring initiatives under the aforementioned three-year Value Creation 21 plan, ended March 31, 2004. Based on this plan, the Company also commenced new growth strategies in fiscal 2003 and 2004. These included the strategic development and introduction of competitive V-products and the launch of a new business domain-based Group organizational structure. Under the new structure, business domain companies take full responsibility for R&D, manufacturing and sales in their respective business areas.

In fiscal 2005, Matsushita embarked on a new mid-term Leap Ahead 21 plan and implemented initiatives to achieve growth, especially V-products and the addition of MEW, PanaHome and their respective subsidiaries to the Company's results. Through collaboration with MEW, Matsushita will strategically utilize the management resources of both companies. In areas such as electrical supplies, building materials and equipment, home appliances and industrial equipment, the two companies successfully eliminated overlaps in R&D, manufacturing and sales, thereby creating an optimized group structure that facilitates the effective use of management resources to achieve growth strategies.

Matsushita and MEW also opened joint showrooms and introduced a series of Collaboration V-products that incorporate black box technologies from both companies.



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The Company also accelerated business and organizational restructuring. Major restructuring initiatives, including the implementation of early retirement programs and the closure/integration of locations, have been autonomously carried out by each business domain company. As a result, Matsushita completed large-scale restructuring in fiscal 2005, leading to improved business performance and further concentration of management resources into growth businesses. (For further details about the Leap Ahead 21 plan, see Section A of Item 4.)

As a result of these initiatives, Matsushita increased net income in fiscal 2005. The Company also achieved improvements in its balance sheets in fiscal 2005, as mentioned earlier. (See Liquidity and Capital Resources in Section B of this item 5.)

Regarding the business environment for fiscal 2006, Matsushita expects to encounter severe conditions, such as slowing growth in the electronics industry, ever-intensifying global price declines in digital products and rising raw materials prices including crude oil prices. Under these circumstances, Matsushita views fiscal 2006 as critical to the success of its Leap Ahead 21 plan for the three-year period ending March 2007. Accordingly, Matsushita is making efforts to achieve the goals of the plan by enhancing product competitiveness and management structures. Regarding growth strategies, Matsushita intends to continuously develop V-products and expand simultaneous global product introductions, including more models in a wide variety of product categories to increase both sales and earnings. Specifically, Matsushita will provide customers with solutions for comfortable living through the successive launch of Collaboration V-products and the expansion of systems solutions businesses, including security and energy control management.

Through the aforementioned initiatives, Matsushita expects to attain further improvements in earnings, subject to external conditions including currency exchange volatility, the success of growth strategies and the effective establishment of management structures.

To establish reinforced management structures, Matsushita will implement further manufacturing innovations with a Next Cell Production Project, which targets the reduction of inventories. Furthermore, the Company will utilize IT to manage such initiatives as Just in Time Production and Vendor Managed Inventory. Matsushita will also construct a corporate IT architecture (CITA) and a common infrastructure for the Group. In this way, the Company will expedite the management process, strengthen the response capabilities to changes in the business environment, and reduce information systems costs. The Company will also strengthen management structures and increase profitability through a corporate project to eliminate redundancies throughout all areas of the Company.

For fiscal 2006, Matsushita projects its capital investment will total approximately 360 billion yen. (For the definition of capital investment and related discussion, see [Overview](#) [Key performance indicators](#) in Section A of this item 5. For

purposes of deriving this forward-looking figure, we have assumed that there are no material effects of timing difference between acquisition dates and payment dates with respect to purchases of property, plant and equipment during fiscal 2006.) Matsushita will continue to focus investment into such strategic areas as core components and devices, particularly advanced system LSIs, which are the key components in digital products, plasma TVs, for which global demand is expected to increase significantly, and fuel cell co-generation systems for the home to contribute to the prevention of global warming.

The discussion above includes forward-looking statements. For details about Cautionary Statement Regarding Forward-Looking Statements, see page 1.

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**E. Off-Balance Sheet Arrangements**

The Company established sale-leaseback arrangements for manufacturing machinery and equipment, and sale of receivables without recourse, as off-balance sheet arrangements in order to reduce its total assets.

In fiscal 2005, Matsushita sold machinery and equipment for 50 billion yen, which are used to manufacture semiconductors and plasma display panels, to SMBC Leasing Company, Limited, an affiliate of Sumitomo Mitsui Banking Corporation. The assets are leased back to Matsushita over a period of four to five years. Matsushita guarantees a specific value of the leased assets. These leases are classified as operating leases for U.S. GAAP purposes. Including the above-mentioned, the amount of future minimum lease payment under operating lease is 135 billion yen at March 31, 2005. (For further details, see Notes 6 and 19 of the Notes to Consolidated Financial Statements.)

In fiscal 2005, Matsushita also sold, without recourse, trade accounts receivable of 49 billion yen and loans receivable of 96 billion yen to independent third parties for proceeds of 48 billion yen and 107 billion yen, respectively.

In addition, the Company provides several types of guarantees and similar arrangements. (For further details, see Note 19 of the Notes to Consolidated Financial Statements.)

**F. Tabular Disclosure of Contractual Obligations**

The two tables below show Matsushita's cash payment obligations and guarantees and other commercial commitments, broken down by the payment amounts due for each of the periods specified below, as of March 31, 2005:

Yen (millions)				
Payments Due by Period				
Total	Less than 1 year	1-3 years	4-5 years	After 5 years

<b>Contractual Obligations:</b>					
Long-Term Debt Obligations	709,224	245,262	269,273	73,325	121,364
Capital Lease Obligations	23,683	10,502	9,751	2,214	1,216
Operating Lease Obligations	134,541	42,957	62,986	22,375	6,223
Purchase Obligations	49,217	49,217			
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
<b>Total Contractual Cash Obligations</b>	<b>916,665</b>	<b>347,938</b>	<b>342,010</b>	<b>97,914</b>	<b>128,803</b>
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

**Yen (millions)****Total Amounts  
Committed**

<b>Other Commercial Commitments:</b>	
Discounted exported bills	4,269
Guarantees	33,395
	<u>          </u>
<b>Total Commercial Commitments</b>	<b>37,664</b>
	<u>          </u>

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Discounted exported bills generally have contractual lives of less than one year. Loan guarantees are principally provided on behalf of employees, associated companies and customers and generally have long-term contractual lives coinciding with the maturities of the guaranteed obligations. (For further details, see Notes 6, 9 and 19 of the Notes to Consolidated Financial Statements.)

**G. Safe Harbor**

Not applicable

**H. Accounting Principles**

**Critical Accounting Policies**

The Company has identified the following critical accounting policies which are important to its financial condition and results of operations, and require management's judgment.

*Long-lived Assets*

The useful lives of long-lived assets are summarized in Note 1(h) of the Notes to Consolidated Financial Statements included in this annual report and reflect the estimated period that the Company expects to derive economic benefit from their use. In estimating the useful lives and determining whether subsequent revisions to the useful lives are necessary, the Company considers the likelihood of technological obsolescence, changes in demand for the products related to such assets, and other factors which may affect their utilization of the long-lived assets. The effect of any future changes to the estimated useful lives of the long-lived assets could be significant to the Company's results of operations.

Long-lived assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amounts of assets may not be recoverable. Recoverability of assets to be held and used is measured by a comparison of the carrying amount of an asset to future net cash flows (undiscounted and without interest charges) expected to be

generated by the asset. If such assets are considered to be impaired, the impairment to be recognized is measured by the amount by which the carrying amount of the asset exceeds the estimated fair value of the asset. Assets to be disposed of are reported at the lower of the carrying amount or fair value less selling costs. Factors which may contribute to the need for future impairment charges include changes in the use of assets resulting from the Company's restructuring initiatives, technological changes or any significant declines in the demand for related products.

*Valuation of Investment Securities*

The Company holds available-for-sale securities, equity method securities and cost method securities, included in short-term investments and investments and advances. Available-for-sale securities are carried at fair value with unrealized holding gains and losses included as a component of accumulated other comprehensive income (loss), net of applicable taxes.

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Individual securities are reduced to net realizable value by a charge to earnings for other-than-temporary declines in fair value. Management regularly reviews each investment security for impairment based on criteria that include the extent to which cost exceeds market value, the duration of that market decline and the financial health of and specific prospects for the issuer. Because such specific information may become available after the Company makes the impairment evaluation, and whether the impairment is other-than-temporary depends upon future events that may or may not occur, the Company may be required to recognize an other-than-temporary impairment in the future. Determination of whether a decline in value is other-than-temporary requires judgment. At March 31, 2005, the Company has recorded 495 billion yen of available-for-sale securities, 190 billion yen of cost method securities, 3 billion yen of equity method securities that have market values, and 470 billion yen of equity method securities that do not have market values, and advances, part or all of which could be determined to be other-than-temporarily impaired in future periods, depending on changes to the current facts and assumptions. In fiscal 2005, the Company recorded 16 billion yen impairment losses on investment securities.

For further discussion on valuation of investment securities, see Notes 4 and 5 of the Notes to Consolidated Financial Statements included in this annual report.

*Valuation of Inventory*

Inventories are stated at the lower of cost, determined on a first-in, first-out basis, or net realizable value. Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make a sale. The Company routinely reviews its inventories for their salability and for indications of obsolescence to determine if inventories should be written-down to net realizable value. Judgments and estimates must be made and used in connection with establishing such allowances in any accounting period. In estimating the net realizable value of its inventories, the Company considers the age of the inventories and the likelihood of spoilage or changes in market demand for its inventories.

*Warranties*

The Company makes estimates of potential warranty claims related to its goods sold. The Company provides for such costs based upon historical experience and its estimate of the level of future claims. Management makes judgments and estimates in connection with establishing the warranty reserve in any accounting period. Differences may result in the amount and timing of its revenue for any period if management makes different judgments or utilizes different estimates. (For further details, see Note 19 of the Notes to Consolidated Financial Statements.)

*Valuation of Accounts Receivable and Noncurrent Receivables*

The Company reviews its accounts receivable on a periodic basis and provides an allowance for doubtful receivables based on historical loss experience and current economic conditions. In evaluating the collectibility of individual receivable balances, the Company considers the age of the balance, the customers' historical payment history, their current credit-worthiness and adequacy of collateral.



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The Company records noncurrent receivables, representing loans from finance lease transactions, at cost, less the related allowance for impaired receivables. A loan is considered to be impaired when, based on current information and events, it is probable that the Company will be unable to collect all amounts due according to the contractual terms of the loan agreement. When a loan is considered to be impaired, the amount of impairment is measured based on the present value of expected future cash flows or the fair value of the collateral. Cash receipts on impaired receivables are applied to reduce the principal amount of such receivables until the principal has been recovered and are recognized as interest income thereafter. Management's judgment is required in making estimates of the future cash flows of an impaired loan. Such estimates are based on current economic conditions and the current and expected financial condition of the debtor. (For further details, see Schedule II of Item 18.)

*Valuation of Goodwill*

Goodwill is tested for impairment on an annual basis, or more frequently if events or changes in circumstances indicate that the goodwill may be impaired, such as an adverse change in business climate. Impairment is recorded if the fair value of goodwill is less than its carrying amount. The fair value determination used in the impairment assessment requires estimates based on quoted market prices, prices of comparable businesses, present value or other valuation techniques, or a combination thereof, necessitating management to make subjective judgments and assumptions. These estimates and assumptions could result in significant differences to the amounts reported if underlying circumstances were to change. At March 31, 2005, the Company has recorded 462 billion yen of goodwill, part or all of which could be determined to be impaired in future periods, depending on changes to the current facts and assumptions. For further discussion on goodwill and other intangible assets, see Note 8 of the Notes to Consolidated Financial Statements included in this annual report.

*Valuation of Deferred Tax Assets*

In assessing the realizability of deferred tax assets, management considers whether it is more likely than not that some portion or all of the deferred tax assets will not be realized based on available evidence. The ultimate realization of deferred tax assets is dependent upon the generation of future taxable income during the periods in which those temporary differences become deductible. Management considers the scheduled reversal of deferred tax liabilities, projected future taxable income, and tax planning strategies in making this assessment.

At March 31, 2005, the Company has recorded gross deferred tax assets of 1,089 billion yen with a total valuation allowance of 311 billion yen. Included in the gross deferred tax assets is 212 billion yen resulting from net operating loss carryforwards (NOLs) of 566 billion yen, which are available to offset future taxable income. In order to fully realize these NOLs, the Company will need to generate sufficient taxable income by the expiration of these NOLs.

These NOLs of 428 billion yen expire from fiscal 2009 through 2012 and the substantial majority of the remaining balance expire thereafter or do not expire. Based upon the level of historical taxable income and projections for future taxable income over the periods in which the deferred tax assets are deductible, management believes it is more likely than not that the Company will realize the benefits of these deductible differences, net of the existing valuation allowance at March 31, 2005 based on available evidence. The Company could be required to increase the valuation allowance if such assumptions would change concluding that the Company would not be able to generate sufficient taxable income. For further discussion on valuation of deferred tax assets, see Note 11 of the Notes to Consolidated Financial Statements included in this annual report.

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*Retirement and Severance Benefits*

Retirement and severance benefits costs and obligations are dependent on assumptions used in calculating such amounts. The discount rate and expected return on assets are the most critical assumptions among others, including retirement rates, mortality rates and salary growth.

While management believes that the assumptions used are appropriate, actual results in any given year could differ from actuarial assumptions because of economic and other factors. The resulting difference is accumulated and amortized over future periods and therefore, generally affect the Company's retirement and severance benefit cost and obligations.

The Company determines discount rates by looking to rates of return on high-quality fixed income investments, and the expected long-term rate of return on pension plan assets by considering the current and expected asset allocations, as well as historical and expected returns on various categories of plan assets.

Decreases in discount rates lead to increases in benefit obligations which, in turn, could lead to an increase in amortization cost through amortization of actuarial gain or loss, and vice versa. A decrease of 50 basis points in the discount rate is expected to increase the projected benefit obligation by approximately nine percent.

A decline in market stock values generally results in a lower expected rate of return on plan assets, which would result in an increase of future retirement and severance benefit costs.

*Accounting for Derivatives*

The Company has limited involvement with derivative financial instruments and does not use them for trading purposes. The Company uses derivative instruments principally to manage foreign currency risks resulting from transactions denominated in currencies other than the Japanese yen. As discussed in Note 1(o) of the Notes to Consolidated Financial Statements included in this annual report, the Company recognizes all derivatives as either assets or liabilities on the balance sheet at their fair values. Changes in the fair value of a derivative are reported in earnings or other comprehensive income depending on their use and whether they qualify for hedge accounting. The accounting for gains and losses associated with changes in the fair value of the derivative depends on its hedge designation and whether the hedge is highly effective in achieving offsetting changes in the fair value or cash flows of

the hedged item. The Company evaluates and determines on a continuous basis if the derivative remains highly effective in offsetting changes in the fair value or cash flows of the hedged item. If the derivative ceases to be highly effective in offsetting changes in the fair value or cash flows of the hedged item, the Company discontinues hedge accounting prospectively. Because the derivatives the Company uses are not complex, significant judgment is not required to determine their fair values. Fair values are determined principally by receiving quotations from banks or brokers.

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*Loss Contingencies*

Loss contingencies may from time to time arise from situations such as product liability claims, warranty claims, disputes over intellectual property rights, environmental remediation obligations, and other legal actions. Loss contingencies are recorded as liabilities when it is probable that a liability has been incurred and the amount of the loss is reasonably estimable. Disclosure is required when there is a reasonable possibility that the ultimate loss will exceed the recorded provision. Contingent liabilities are often resolved over long time periods. In recording liabilities for probable losses, management is required to make estimates and judgments regarding the amount or range of the probable loss. Management continually assesses the adequacy of estimated loss contingencies and, if necessary, adjusts the amounts recorded as better information becomes known.

*New Accounting Pronouncements*

In December 2004, FASB issued SFAS No. 123 (revised 2004), *Share-Based Payment* (SFAS No. 123R), which addresses accounting for transactions in which an entity exchanges its equity instruments for goods or services, with a primary focus on transactions in which an entity obtains employee services in share-based payment transactions. SFAS No. 123R is a revision to SFAS No. 123 and supersedes APB Opinion No. 25 and its related implementation guidance. SFAS No. 123R will require measurement of the cost of employee services received in exchange for stock compensation based on the grant-date fair value of the employee stock options. Incremental compensation costs arising from subsequent modifications of awards after the grant date must be recognized. SFAS No. 123R will be effective for the Company as of April 1, 2006. The application of SFAS No. 123R is not expected to have a material effect.

In December 2004, FASB issued SFAS No. 151, *Inventory Costs*, which clarifies the accounting for abnormal amounts of its idle facility expense, freight, handling costs, and wasted material (spoilage). Under SFAS No. 151, such items will be recognized as current-period charges. In addition, SFAS No. 151 requires that allocation of fixed production overheads to the costs of conversion be based on the normal capacity of the production facilities. SFAS No. 151 will be effective for the Company for inventory costs incurred on or after April 1, 2006. The Company is currently in the process of assessing the impact of the adoption of SFAS No. 151.

In December 2004, FASB issued SFAS No. 153, *Exchanges of Nonmonetary Assets*, which eliminates an exception in APB Opinion No. 29, *Accounting for Nonmonetary Transactions*, for nonmonetary exchanges of similar productive assets and replaces it with a general exception for exchanges of nonmonetary assets that do not have commercial substance. SFAS No. 153 will be effective for the Company for nonmonetary asset exchanges occurring on or after April 1, 2006. The Company is currently in the process of assessing the impact of the adoption of SFAS No. 153.

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**Item 6. Directors, Senior Management and Employees**

**A. Directors and Senior Management**

The Articles of Incorporation of the Company provide that the number of Directors of the Company shall be three or more and that of Corporate Auditors shall be three or more. Directors and Corporate Auditors shall be elected by the general meeting of shareholders. The Board of Directors has ultimate responsibility for administration of the Company's affairs. Directors may, by resolution of the Board of Directors, appoint a Chairman of the Board of Directors, a Vice Chairman of the Board of Directors, a President and Director, and one or more Executive Vice Presidents and Directors, Senior Managing Directors and Managing Directors, as well as Representative Directors. The Chairman of the Board of Directors, Vice Chairman of the Board of Directors, President and Director, Executive Vice Presidents and Directors, and Senior Managing Directors are Representative Directors and severally represent the Company. The term of office of Directors shall, under the Articles of Incorporation of the Company, expire at the conclusion of the ordinary general meeting of shareholders with respect to the last closing of accounts within one year from their assumption of office, and in the case of Corporate Auditors, within four years from their assumption of office. However, they may serve any number of consecutive terms.

The Corporate Auditors of the Company are not required to be, and are not, certified public accountants. Under the Commercial Code of Japan (Commercial Code) and other related laws and ordinances, at least one of the Corporate Auditors shall be a person who has not been a Director, corporate executive officer, general manager or employee of the Company or any of its subsidiaries during the five-year period prior to his or her assumption of office as a Corporate Auditor. After the conclusion of the ordinary general meeting of shareholders to be held in June 2006, at least half of the Corporate Auditors shall be required to be persons who have not been a Director, corporate executive officer, general manager or employee of the Company or its subsidiaries, prior to his or her assumption of office as a Corporate Auditor. The Company already satisfies these requirements. Each Corporate Auditor has the statutory duty to audit the non-consolidated and consolidated financial statements and business reports to be submitted by the Board of Directors at the general meeting of shareholders and also to audit the Director's execution of their duties. The Corporate Auditors are required to attend meetings of the Board of Directors and express opinions, if necessary, at such meetings, but they are not entitled to vote.

The Corporate Auditors constitute the Board of Corporate Auditors. The Board of Corporate Auditors has a statutory duty to prepare and submit its audit report to a Representative Director each year. A Corporate Auditor may note his or her opinion in the audit report if his or her opinion is different from the opinion expressed in the audit report. The Board of Corporate Auditors is empowered to establish auditing policies, the manner of investigation of the status of the corporate affairs and assets of the Company, and any other matters relating to the execution of the duties of the Corporate Auditors. However, the Board of Corporate Auditors may not prevent each Corporate Auditor from exercising his or her powers.

Corporate Auditors may not at the same time be directors, corporate executive officers, managers or employees of the Company or any of its subsidiaries.

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Under the Commercial Code and the Articles of Incorporation of the Company, the Company may, by a resolution of the Board of Directors, exempt Directors or Corporate Auditors from their liabilities owed to the Company arising in connection with their failure to perform their duties to the extent permitted by the Commercial Code. In addition, the Company has entered into liability limitation agreements with each of the Outside Directors which limits the maximum amount of their liabilities owed to the Company arising in connection with their failure to perform their duties to the extent permitted by the Commercial Code.

The Company implemented in fiscal 2004 the reform of its corporate management and governance structure by (i) reorganizing the role of the current Board of Directors, (ii) introducing a Matsushita's own Executive Officer system\* in its Group and (iii) strengthening its Corporate Auditor system, all tailored to the Group's new business domain-based, autonomous management structure. (For details of the Groupwide reorganization, see explanation of the Value Creation 21 plan in, Section A of Item 4.)

Matsushita's Executive Officer system was introduced to address the diversity of business operations over the entire Group through delegation of authority and to help integrate the comprehensive strengths of all Group companies in Japan and overseas. The Board of Directors appoints Executive Officers mainly from the senior management personnel of business domain companies, such as internal divisional companies and subsidiaries, as well as from management personnel responsible for overseas subsidiaries and certain senior corporate staff. The Executive Officers assume responsibility as the Group's executives regarding execution of business. The Executive Officers may be given such titles as Senior Managing Executive Officer, Managing Executive Officer and Executive Officer, depending on the extent of responsibility and achievement of each individual. The term of office of the Executive Officers shall be one year from their assumption of office. Each of the Executive Officers has the authority to operate businesses for which such Executive Officer is responsible, under the supervision of the Board of Directors and in accordance with the Board of Directors' decisions of the management regarding corporate affairs.

The Board of Directors has, at the same time, been reformed in order to concentrate its role to establish corporate strategies and to supervise implementation thereof by the Executive Officers. The Company has reduced the number of Directors to facilitate more effective decision-making, and shortened their term of office to one year in order to clarify their responsibilities. Taking into consideration the diversified scope of Matsushita's business operations, the Company has chosen to hold its policy of having management personnel, who are well-versed in day-to-day operations at operational fronts, be members of the Board of Directors, while Outside Directors continue to fully participate in such meetings.

Furthermore, compensation for members of the Board of Directors and Executive Officers is linked to the business performance evaluation standards, namely CCM and cash flows, which are similar to the evaluation standards used by capital markets, to pursue management based on shareholder interests and enhance corporate value.



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\* Matsushita's Executive Officer ( *Yakuin* ) system is a non-statutory system and different from the corporate executive officer ( *Shikkoyaku* ) system that large Japanese corporations may adopt at their option under the statutory corporate governance system referred to as "Company with Committees" system stipulated in the Commercial Code of Japan and related legislation, which became effective on April 1, 2003.

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In fiscal 2004, the non-statutory full-time Senior Auditors were newly appointed within the Company's internal divisional companies in order to strengthen auditing functions at each business domain company. In addition, the Company has also launched the Group Auditor's Meeting in order to promote collaboration between the Company's Corporate Auditors, the non-statutory full-time Senior Auditors of the internal divisional companies and the corporate auditors of the Company's subsidiaries and affiliates.

The following table shows information about Matsushita's Directors and Corporate Auditors as of June 29, 2005, including their dates of birth, positions, responsibilities and brief personal records.

<u>Name</u> (Date of birth)	<u>Positions, responsibilities and brief personal records</u>
Yoichi Morishita (Jun. 23, 1934)	<u>Chairman of the Board of Directors since June 2000</u> -1987 Director of the Company;  -1992 Executive Vice President and Director of the Company;  -1993 President and Director of the Company.
Masayuki Matsushita (Oct. 16, 1945)	<u>Vice Chairman of the Board of Directors since June 2000</u> -1986 Director of the Company;  -1990 Managing Director of the Company;  -1992 Senior Managing Director of the Company;  -1996 Executive Vice President and Director of the Company.
Kunio Nakamura (Jul. 5, 1939)	<u>President and Director since June 2000</u> -1993  Director of the Company, and Director of Corporate Management Division for the Americas;  -1996 Managing Director of the Company;  -1997 Senior Managing Director of the Company, and President of AVC Company.
Kazuo Toda (Feb. 13, 1941)	<u>Executive Vice President and Director since June 2003</u>  In charge of Corporate Marketing Division for Panasonic Brand, Corporate Marketing Division for National Brand Home Appliances, Corporate Marketing Division for

National Brand Wellness Products, Corporate Sales Strategy Division for National / Panasonic Retailers, Commodity Sales, Electrical Supplies Sales, Project Sales and Building Products Sales, Corporate Construction Business Promotion Division, Advertising, Logistics, Corporate CS Division.

-1994 Director of the Company, and in charge of Home Appliance Business;

-1996 Managing Director of the Company;

-1997 President of Home Appliance & Housing Electronics Company;

-1999 Senior Managing Director of the Company;

-2000 President of AVC Company.

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<u>Name</u>	<u>Positions, responsibilities and brief personal records</u>
(Date of birth)	
Takami Sano* (Apr. 2, 1943)	<p><u>Executive Vice President and Director since June 2005</u></p> <p>Representative in Tokyo, President of Panasonic Automotive Systems Company, and in charge of Industrial Sales.</p> <p>-1997 Senior Managing Director of Matsushita Battery Industrial Co., Ltd.;</p> <p>-1998 Director of the Company, and Director of Corporate Industrial Marketing &amp; Sales Division;</p> <p>-2000 Managing Director of the Company;</p> <p>-2002 President of Factory Automation Company;</p> <p>-2003 Senior Managing Director of the Company, and President of Panasonic Automotive Systems Company.</p>
Susumu Koike* (Nov. 15, 1945)	<p><u>Senior Managing Director since June 2003</u></p> <p>In charge of Technology, Devices and Environmental Technology, Intellectual Property, Overseas Research Laboratories, and President of Semiconductor Company and Camera Module Business.</p> <p>-1998 Senior Managing Director of Matsushita Electronics Corporation, Director of the Company, and in charge of Semiconductor Technology;</p> <p>-2000 Managing Director of the Company;</p> <p>-2001 President of Semiconductor Company.</p>
Fumio Ohtsubo* (Sep. 5, 1945)	<p><u>Senior Managing Director since June 2003</u></p> <p>President of Panasonic AVC Networks Company, and in charge of Storage Device Business.</p> <p>-1998 Director of the Company, and Vice President of AVC Company;</p> <p>-2000 Managing Director of the Company;</p> <p>-2001 Business Group Executive of AVC Network Business Group;</p> <p>-2002 President of AVC Company;</p>

-2003 President of Panasonic AVC Networks Company.

Tetsuya Kawakami\*  
(Dec. 7, 1941)

Senior Managing Director since June 2004

In charge of Finance and Accounting.

-1996 General Manager of Corporate Accounting Department;

-2000 Director of the Company, and in charge of Accounting;

-2003 Managing Director of the Company, and in charge of Finance and Accounting.

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Name	Positions, responsibilities and brief personal records
(Date of birth)	
Yoshitaka Hayashi* (Jun. 7, 1946)	<p><u>Senior Managing Director since June 2005</u> In charge of Home Appliances Business, and President of Matsushita Home Appliances Company, and in charge of Lighting Company and Healthcare Business Company.</p> <p>-1999 Vice President of Home Appliance &amp; Housing Electronics Company; -2000 Director of the Company, and President of Home Appliance &amp; Housing Electronics Company;</p> <p>-2001 Director of Corporate Marketing Division for National Brand, and in charge of Healthcare &amp; Medical Business Center;</p> <p>-2002 In charge of Appliance Business; -2003 Managing Director of the Company, and President of Matsushita Home Appliances Company.</p>
Hidetsugu Otsuru* (Aug. 20, 1943)	<p><u>Managing Director since June 2001</u> In charge of Facility Management, Quality Administration and Environmental Affairs and Recycling Business Promotion.</p> <p>-1998 Director of the Company (resigned in March 1999), and in charge of Corporate Quality Administration Division and Purchasing Administration Department;</p> <p>-1999 President of Matsushita Electronics Corporation; -2001 President of Display Devices Company.</p>
Toshihiro Sakamoto* (Oct. 27, 1946)	<p><u>Managing Director since June 2004</u> In charge of Planning.</p> <p>-1998 President of Matsushita Electric (Taiwan) Co., Ltd.; -2000 Director of the Company, and Vice President of AVC Company; -2003 Senior Vice President of AVC Company;</p> <p>In charge of Corporate Planning.</p>
Takahiro Mori* (June 16, 1947)	<p><u>Managing Director since June 2005</u> In charge of Corporate Communications Division and CSR Office.</p> <p>-2001 Director of Corporate Communications Division; -2003 In charge of CSR Office.</p>

Shinichi Fukushima\* Managing Director since June 2005  
(Nov. 13, 1948) In charge of Personnel, General Affairs and Social Relations.  
-1997 General Manager of Personnel Department;  
-2003  
Director of the Company.

Ikuo Uno Director since June 2005  
(Jan. 4, 1935) (Chairman of the Board of Nippon Life Insurance Co.)  
-1997 President of Nippon Life Insurance Co.;  
-2005  
Chairman of the Board of Nippon Life Insurance Co.

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<u>Name</u>	<u>Positions, responsibilities and brief personal records</u>
<p>(Date of birth)</p> <p>Yoshifumi Nishikawa (Aug. 3, 1938)</p>	<p><u>Director since June 2005</u></p> <p>(Advisor of Sumitomo Mitsui Banking Corporation)</p> <p>-1997 President of The Sumitomo Bank, Ltd.;</p> <p>-2001 President of Sumitomo Mitsui Banking Corporation;</p> <p>-2002 President of Sumitomo Mitsui Financial Group, Inc.</p>
<p>Masaki Akiyama* (Jun. 29, 1943)</p>	<p><u>Director since June 2004</u></p> <p>President of Panasonic System Solutions Company, Director of Corporate Construction Business Promotion Division, and in charge of Corporate eNet Business Division.</p> <p>-1998 Senior Managing Director of Matsushita Communication Industrial Co., Ltd.;</p> <p>-2000 Director of Corporate Systems Solutions Division of the Company;</p> <p>-2001 Director of the Company (resigned in June 2003);</p> <p>-2003 President of Panasonic System Solutions Company.</p>
<p>Mikio Ito* (Nov. 29, 1946)</p>	<p><u>Director since June 2004</u></p> <p>Director of Corporate Legal Affairs Division, and in charge of Corporate Risk Management, Corporate Information Security and Business Ethics.</p> <p>-1997 General Manager of Industrial Relations Department;</p> <p>-2001 Assistant Director of Tokyo Branch, and General Manager of Corporate External Relations;</p> <p>-2003 Director of Tokyo Branch.</p>
<p>Ikusaburo Kashima* (Oct. 8, 1948)</p>	<p><u>Director since June 2005</u></p> <p>Deputy Chief of Overseas Operations.</p> <p>-1999 Director General, Price Bureau of Economic Planning Agency;</p>



-2001 Retired from office at Ministry of Economy, Trade and Industry, and  
Trustee of Agency of Industrial Science and Technology;

-2003 Vice Chairman of Information Technology Promotion Agency;

-2004 Joined the Company as an Executive Counsellor.

Masaharu Matsushita  
(Sep. 17, 1912)

Honorary Chairman of the Board of Directors and Executive Advisor since June  
2000

-1947 Director of the Company;

-1961 President and Director of the Company;

-1977 Chairman of the Board of Directors of the Company.

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Name  (Date of birth)	Positions, responsibilities and brief personal records
Kazumi Kawaguchi (Oct. 25, 1943)	<u>Senior Corporate Auditor since June 2003</u> -1996 Senior Managing Director of Kyushu Matsushita Electric Co., Ltd.; -1999 General Manager of Affiliates Management Department of the Company; -2000 General Manager of Corporate Accounting Department; -2001 In charge of Corporate Accounting Group.
Yukio Furuta (Sep. 20, 1944)	<u>Senior Corporate Auditor since June 2004</u> -1995 Director of Matsushita Electronics Corporation; -2001 Director of Corporate Manufacturing & Development Division of Semiconductor Company; -2003 Vice President of Semiconductor Company.
Yasuo Yoshino (Oct. 5, 1939)	<u>Corporate Auditor since June 2003</u> (Chairman of Sumitomo Life Insurance Co.) -2001 Chairman of Sumitomo Life Insurance Co.
Ikuro Hata (Aug. 6, 1931)	<u>Corporate Auditor since June 2004</u> (Attorney at Law, Oh-ebashi LPC & Partners) -1992 President of Osaka District Court; -1995 Registered as an attorney-at-law (Osaka Bar Association); Vice Board Chairman of Japan Federation of Arbitration Associations; -2001 Member of Supreme Court Committee on Construction-related Disputes.

Asterisks (\*) denote members of the Board of Directors who concurrently serve as Executive Officers, pursuant to the Executive Officer system which was introduced to facilitate the development of optimum corporate strategies that integrate the Group's comprehensive strengths.

There are no family relationships among any Directors or Corporate Auditors except as described below:

Masayuki Matsushita, Vice Chairman of the Board of Directors is the son of Masaharu Matsushita, Honorary Chairman of the Board of Directors and Executive Advisor.

The following table shows information about Matsushita's Executive Officers as of June 29, 2005, including their positions and responsibilities.

Name	Positions and responsibilities
Hajime Sakai	Senior Managing Executive Officer In charge of Production Engineering, Groupwide Manufacturing Human Resources Innovation Project

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<u>Name</u>	<u>Positions and responsibilities</u>
Koshi Kitadai	Senior Managing Executive Officer President of Panasonic Electronics Devices Co., Ltd.
Yoshiaki Kushiki	Managing Executive Officer President of Panasonic Mobile Communications Co., Ltd.
Yasuo Katsura	Managing Executive Officer Director of Tokyo Branch
Shunzo Ushimaru	Managing Executive Officer Director of Corporate Marketing Division for Panasonic Brand
Tameshige Hirata	Managing Executive Officer President of Matsushita Ecology Systems Co., Ltd.
Toru Ishida	Executive Officer President of Matsushita Battery Industrial Co., Ltd.
Tomikazu Ise	Executive Officer Director of Corporate Management Division for China and Northeast Asia Chairman of Panasonic Corporation of China
Fujio Nakajima	Executive Officer Senior Vice President of Panasonic AVC Networks Company Director of Technology Planning & Development Center
Tomiyasu Chiba	Executive Officer President of Panasonic Shikoku Electronics Co., Ltd.
Nobutane Yamamoto	Executive Officer Director of Corporate Procurement Division
Kazuyoshi Fujiyoshi	Executive Officer President of Panasonic Communications Co., Ltd.

Tomio Kawabe                      Executive Officer

Director of Corporate Management Division for Asia and Oceania President of  
Panasonic Asia Pacific Pte. Ltd.

Junji Esaka                        Executive Officer

Vice President of Matsushita Home Appliances Company, in charge of Refrigeration  
and Air Conditioning Business

Takae Makita                      Executive Officer

In charge of Information Systems

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<u>Name</u>	<u>Positions and responsibilities</u>
Hitoshi Otsuki	Executive Officer  Director of Corporate Management Division for Europe  Chairman of Panasonic Europe Ltd.
Tsutomu Ueda	Executive Officer  Senior Vice President of Panasonic AVC Networks Company  Director of Visual Products and Display Devices Business Group
Masashi Makino	Executive Officer  Director of Corporate Manufacturing Innovation Division
Katsutoshi Kanzaki	Executive Officer  President of Panasonic Factory Solutions Co., Ltd.  In charge of Matsushita Welding Systems Co., Ltd.
Yoshinobu Sato	Executive Officer  Director of Corporate Sales Strategy Division for National/Panasonic Retailers
Osamu Nishijima	Executive Officer  Vice President of Semiconductor Company in charge of Technology
Joachim Reinhart	Executive Officer  COO of Panasonic Europe Ltd.
Yutaka Mizuno	Executive Officer  Executive Vice President of Panasonic Automotive Systems Company  in charge of Sales
Yoshihiko Yamada	Executive Officer  Director of Corporate Management Division for North America  Chairman of Panasonic Corporation of North America

Kazuhiro Tsuga                      Executive Officer

In charge of Digital Network and Software Technologies

Ikuo Miyamoto                      Executive Officer

President of Motor Company

Ken Morita                              Executive Officer

Senior Vice President of Panasonic AVC Networks Company

Assistant Director of Visual Products and Display Devices Business Group

(Directors who concurrently serve as Executive Officers are not included in the above list.)

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**B. Compensation**

The aggregate amount of remuneration, including bonuses, paid by the Company during fiscal 2005 to all Directors and Corporate Auditors (26 persons) for services in all capacities was 905 million yen.

In accordance with customary Japanese business practices, a retiring Director or Corporate Auditor receives a lump-sum retirement payment, which is subject to approval of the general meeting of shareholders. Retirement allowances provided for Directors and Corporate Auditors for fiscal 2005 amounted to 110 million yen. (For details of the Company's stock option plans for Board members and select senior executives, see Section E of this Item 6.)

**C. Board Practices**

For information on the Company's Directors and Corporate Auditors, see Section A of this Item 6.

The Company has made available on its web site (<http://panasonic.co.jp/global/governance/>) a general summary of the significant differences between its corporate governance practices and those followed by U.S. companies under New York Stock Exchange (NYSE) listing standards.

The rights of ADR holders, including their rights relating to corporate governance practices, are governed by the Amended and Restated Deposit Agreement (incorporated by reference to the Registration Statement on Form F-6 (File No. 333-12694) filed on October 4, 2000).

**D. Employees**

The following table lists the number of consolidated full-time employees of the Company as of March 31, 2005, 2004 and 2003:



	<u>2005</u>	<u>2004</u>	<u>2003</u>
Employees:			
Domestic	150,642	119,528	121,451
Overseas	184,110	170,965	166,873
<b>Total</b>	<b>334,752</b>	<b>290,493</b>	<b>288,324</b>

On April 1, 2004, MEW, PanaHome and their respective subsidiaries became consolidated subsidiaries of the Company. Therefore the number of employees as of March 31, 2005 has increased compared with the number as of March 31, 2004.

Most regular employees in Japan, except management personnel, are union members, principally of the Matsushita Electric Industrial Workers Union, which is affiliated with the Japanese Electrical Electronic & Information Union.

As is customary in Japan, Matsushita negotiates annually with the unions and revises annual wage. The annual bonuses of all employees are linked to the Company's performance of the previous year. Matsushita also renews the terms and conditions of labor contracts, other than those relating to

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wages and bonuses, every other year. In recent years, Matsushita has introduced in Japan new comprehensive employment and personnel systems to satisfy the diversified needs of employees.

Such systems include an individual performance-oriented annual salary system, a regional-based employee remuneration system and an alternative payment system under which employees can receive retirement and fringe benefits up front as an addition to their semiannual bonuses. During the last few years, the Company and its several subsidiaries have also implemented special early retirement programs for employees who wished to pursue careers outside Matsushita. For a quarter century, Matsushita has not experienced any major labor strikes or disputes. Matsushita considers its labor relations to be excellent.

**E. Share Ownership**

- (1) The following table lists the number of shares owned by the Directors and Corporate Auditors of the Company as of June 29, 2005. The total is 17,854,225 shares constituting 0.79% of all outstanding shares of the Company's common stock.

Name	Position	Number of Matsushita Shares Owned as of June 29, 2005
Yoichi Morishita	Chairman of the Board of Directors	89,568
Masayuki Matsushita	Vice Chairman of the Board of Directors	7,913,351
Kunio Nakamura	President and Director	39,000
Kazuo Toda	Executive Vice President and Director	26,299
Takami Sano	Executive Vice President and Director	23,923
Susumu Koike	Senior Managing Director	20,562
Fumio Ohtsubo	Senior Managing Director	21,000
Tetsuya Kawakami	Senior Managing Director	13,057
Yoshitaka Hayashi	Senior Managing Director	16,798
Hidetsugu Otsuru	Managing Director	20,000
Toshihiro Sakamoto	Managing Director	12,278
Takahiro Mori	Managing Director	9,060
Shinichi Fukushima	Managing Director	8,005
Ikuo Uno	Director	0
Yoshifumi Nishikawa	Director	0
Masaki Akiyama	Director	12,884
Mikio Ito	Director	6,000
Ikusaburo Kashima	Director	3,000
Masaharu Matsushita	Honorary Chairman of the Board of Directors and Executive Advisor	9,598,637

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Kazumi Kawaguchi	Senior Corporate Auditor	11,803
Yukio Furuta	Senior Corporate Auditor	6,000
Yasuo Yoshino	Corporate Auditor	3,000
Ikuo Hata	Corporate Auditor	0
Total		<u>17,854,225</u>

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At the ordinary general meeting of shareholders held in June 1999, the shareholders approved a stock option plan for Board members and select senior executives. The then 32 Directors on the Board and four select senior executives were granted stock options at a price of 2,476 yen per share, exercisable from July 1, 2001 to June 30, 2005, ranging from 2,000 to 10,000 shares of common stock each. For this purpose, the Company in early August 1999 purchased on the TSE a total of 116,000 shares of common stock with an aggregate purchase price of approximately 287 million yen.

In June 2000, another stock option plan for Board members and select senior executives was approved at the ordinary general meeting of shareholders. The then 28 Directors on the Board and five select senior executives were granted stock options ranging from 2,000 to 10,000 shares of common stock each, at a price of 2,815 yen per share, exercisable from July 1, 2002 through June 30, 2006. For the stock option plan, the Company in early July 2000 purchased on the TSE a total of 109,000 shares of common stock with an aggregate purchase price of approximately 306 million yen.

In June 2001, another stock option plan for Board members and select senior executives was approved at the ordinary general meeting of shareholders. The then 30 Directors on the Board and nine select senior executives were granted stock options ranging from 2,000 to 10,000 shares of common stock each, at a price of 2,163 yen per share, exercisable from July 1, 2003 through June 30, 2007. For the stock option plan, the Company in early July 2001 purchased on the TSE a total of 128,000 shares of common stock with an aggregate purchase price of approximately 250 million yen.

In June 2002, the Company obtained approval at the ordinary general meeting of shareholders regarding the issue of stock acquisition rights as stock options for Board members and select senior executives, pursuant to Articles 280-20 and 280-21 of the Commercial Code of Japan. Upon the shareholders' approval, the Board of Directors adopted resolutions to issue at no charge an aggregate of 116 stock acquisition rights, each representing a stock option to purchase 1,000 shares of common stock of the Company, to the then 27 Directors on the Board and eight select senior executives. The stock acquisition rights are exercisable during the period from July 1, 2004 through June 30, 2008. The amount to be paid by qualified persons upon exercise of each stock acquisition right is set at 1,734 yen per share of common stock, which was calculated by a formula approved by shareholders at the said ordinary general meeting of shareholders.

In June 2003, the Company introduced new business performance evaluation standards (See Section A of this Item 6.) which affect compensation of Directors and Executive Officers. This new evaluation system is intended to encourage pursuit of continuous growth and enhanced profitability for the Group as a whole, thereby accomplishing the goal of increasing corporate value in the interest of shareholders. Upon the introduction of this incentive type compensation system, stock acquisition rights as stock options for Directors and select senior executives have not been offered since June 2003.

(For more details, see Note 12 of the Notes to Consolidated Financial Statements.)

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- (2) The full-time employees of Matsushita Electric Industrial Co., Ltd. and its major subsidiaries in Japan are eligible to participate in the Matsushita Electric Employee Shareholding Association, whereby participating employees contribute a portion of their salaries to the Association and the Association purchases shares of the Company's common stock on their behalf. The Company had uniformly provided a 10% subsidy on top of any funds employees contribute to the Association. However, from July 2004 the Company started to provide the subsidy in proportion to the number of points that each employee selects to exchange within certain limitations under the Cafeteria Plan, the Company's new flexible benefit plan. Under the Cafeteria Plan, each employee is allotted a certain number of points based on prescribed standards, which he or she may exchange for various benefits, including the Company's subsidy for contributions to the Association, subsidies for rental housing, subsidies for asset building savings, educational assistance, hotel accommodations, etc. As of March 31, 2005, the Association owned 38,358 thousand shares of the Company's common stock constituting 1.56% of all outstanding shares of the Company's common stock.

**Item 7. Major Shareholders and Related Party Transactions**

**A. Major Shareholders**

- (1) To the knowledge of the Company, except as discussed below, no shareholders beneficially own more than five percent of the Company's common stock, which is the only class of stock it has issued.

As explained in Section B of Item 10, the Securities and Exchange Law of Japan and regulations thereunder (collectively, SEL) requires any person, regardless of his/her residence, who has become, beneficially and solely or jointly, a holder of more than five percent of the total issued shares of common stock of a company listed on any Japanese stock exchange or whose shares are traded on the over-the-counter market in Japan, to file with the Director-General of a competent Local Finance Bureau of Ministry of Finance within five business days (or in the case of certain financial institutions prescribed by SEL, within certain longer periods prescribed by SEL) a report concerning such shareholdings. The Company is aware of the July 14, 2005 filing by Dodge & Cox (an investment advisory company), stating that, as of the end of June 2005, Dodge & Cox and its affiliates owned, beneficially or of record, 5.41% in total of the issued shares of the Company's common stock, as calculated pursuant to the Securities and Exchange Law of Japan.

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The shareholders that owned more than five percent of the Company's common stock on the register of shareholders as of March 31, 2005 were Japan Trustee Services Bank, Ltd. (trust account) and The Master Trust Bank of Japan, Ltd. (trust account), which are securities processing services companies. The Company understands that these shareholders are not the beneficial owners of the Company's common stock, but the Company does not have available further information concerning such beneficial ownership by these shareholders. The ten largest shareholders of record and their share holdings as of the end of the last fiscal year are as follows:

<u>Name</u>	<u>Share ownership (in thousands of shares)</u>	<u>Percentage of total issued shares</u>
Japan Trustee Services Bank, Ltd. (trust account)	144,417	5.88%
The Master Trust Bank of Japan, Ltd. (trust account)	139,872	5.70
Moxley & Co.	120,802	4.92
Sumitomo Mitsui Banking Corporation	99,543	4.05
Nippon Life Insurance Co.	66,303	2.70
Sumitomo Life Insurance Co.	50,212	2.04
State Street Bank and Trust Co. 505103	41,072	1.67
Matsushita Electric Employee Shareholding Association	38,358	1.56
Mitsui Sumitomo Insurance Co., Ltd.	35,106	1.43
Euroclear Bank S.A/N.V.	26,523	1.08

- (2) As of March 31, 2005, approximately 13.30% of the Company's common stock was owned by 160 United States shareholders, including the ADR Depository's nominee, Moxley & Co., considered as one shareholder of record, owning approximately 4.92% of the total common stock.
- (3) Matsushita is not, directly or indirectly, owned or controlled by other corporations, by the Japanese government or any foreign government or by any natural or legal person or persons severally or jointly.
- (4) As far as is known to the Company, there is no arrangement, the operation of which may at a subsequent date result in a change in control of Matsushita.

**B. Related Party Transactions**

Matsushita is not a party to any related party transactions that are required to be disclosed under Item 7.B of Form 20-F.

**C. Interests of Experts and Counsel**

Not applicable



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**Item 8. Financial Information**

**A. Consolidated Statements and Other Financial Information**

(1) Consolidated Statements

Refer to Consolidated Financial Statements and Notes to Consolidated Financial Statements (see Item 18).

Finished goods and materials sent out of Japan are mainly bound for con