

PANASONIC Corp
Form 424B3
February 15, 2011
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Registration No. 333-171124

Prospectus

Panasonic Corporation

Exchange for Shares of Common Stock of Panasonic Electric Works Co., Ltd.

The boards of directors of Panasonic Corporation (Panasonic) and Panasonic Electric Works Co., Ltd. (PEW) have agreed to a share exchange (the Share Exchange) between the two companies under the Company Law of Japan (the Company Law). Panasonic and PEW have entered into a share exchange agreement (the Share Exchange Agreement) that sets forth the terms of the Share Exchange. Pursuant to the Share Exchange, each shareholder of PEW will receive 0.925 shares of Panasonic 's common stock for each share of PEW 's common stock that such shareholder holds. The terms of the Share Exchange (along with certain related matters) require approval by the shareholders of PEW. The board of directors of PEW has convened an extraordinary general meeting of shareholders to seek such approval.

Based on the number of shares of PEW 's common stock issued as of January 12, 2011, Panasonic expects to dispose of 1,677,072 own shares of its common stock in connection with the Share Exchange. Approximately 0.07% of those shares will be offered to shareholders of PEW resident in the United States.

This document has been prepared for the shareholders of PEW resident in the United States to provide detailed information in connection with the Share Exchange.

The date, time and place of the shareholders ' meeting of PEW is expected to be Wednesday, March 2, 2011, at 10:00 a.m. (Japan Time), at PEW 's head office at 1048, Oaza Kadoma, Kadoma City, Osaka 571-8686, Japan.

To attend and vote at the shareholders ' meeting of PEW, or to vote electronically, shareholders of PEW must follow the procedures outlined in the convocation notice and the mail-in-ballot material which PEW will send them.

The Share Exchange cannot be completed unless it is approved at the scheduled shareholders ' meeting of PEW and certain other conditions are satisfied. The additional conditions and other terms of the Share Exchange are more fully described in this prospectus. For a discussion of these conditions, see The Share Exchange.

This document provides you with detailed information about the Share Exchange. It also provides you with important information about the shares of common stock of Panasonic to be transferred to PEW shareholders in connection with the Share Exchange. You are encouraged to read this document in its entirety.

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Panasonic shares are traded in yen on the Tokyo Stock Exchange, the Osaka Securities Exchange and the Nagoya Stock Exchange. Also, American Depositary Shares (ADSs), each representing one Panasonic share, are listed on the New York Stock Exchange (the NYSE) under the symbol PC. On February 9, 2011, the last reported sale price of Panasonic shares on the Tokyo Stock Exchange was ¥1,099 per share, and the last reported sale price of the ADSs on the NYSE was \$13.34 per ADS.

You may have dissenters' rights in connection with the transactions under Japanese law. See page 40 for a complete discussion of your dissenters' rights, if any.

You should consider carefully the risk factors beginning on page 11 of this prospectus.

PEW is not asking for a proxy and you are not required to send a proxy.

Neither the Securities and Exchange Commission nor any state securities commission has approved or disapproved of these securities or passed upon the accuracy or adequacy of this prospectus. Any representation to the contrary is a criminal offense.

The date of this prospectus is February 14, 2011.

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REFERENCES TO ADDITIONAL INFORMATION

This prospectus is part of a registration statement on Form F-4, which includes additional important business and financial information about Panasonic and PEW that is not included in or delivered with this prospectus. This information is available to you without charge upon written or oral request. If you would like to receive any of the additional information, please contact:

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Corporate Finance & IR Group
Panasonic Corporation
1006, Oaza Kadoma
Kadoma City, Osaka 571-8501
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Panasonic Electric Works Co., Ltd.
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IN ORDER TO OBTAIN TIMELY DELIVERY, YOU SHOULD REQUEST THE INFORMATION NO LATER THAN FEBRUARY 23, 2011, WHICH IS FIVE BUSINESS DAYS BEFORE YOU MUST MAKE A DECISION REGARDING THE SHARE EXCHANGE.

For additional information about Panasonic and PEW, see [Where You Can Find More Information](#).

As used in this prospectus, references to [Panasonic](#) are to Panasonic Corporation, references to [PEW](#) are to Panasonic Electric Works Co., Ltd. and references to [SANYO](#) are to SANYO Electric Co., Ltd., in each case on a consolidated basis except where the context otherwise requires. Also, references to the [Share Exchange](#) are to the proposed share exchange between Panasonic and PEW, and references to the [Panasonic-SANYO Share Exchange](#) are to the proposed share exchange between Panasonic and SANYO.

As used in this prospectus, except where the context otherwise requires, references to the [shareholders meeting of PEW](#) or to the meeting of PEW shareholders are to the extraordinary general meeting of shareholders of PEW that is scheduled to take place on March 2, 2011, at which PEW's shareholders will vote on the terms of the Share Exchange and certain related matters. See [Extraordinary General Meeting of PEW Shareholders](#).

As used in this prospectus, [dollar](#) or \$ means the lawful currency of the United States of America, and [yen](#) or ¥ means the lawful currency of Japan.

As used in this prospectus, [U.S. GAAP](#) means accounting principles generally accepted in the United States, and [Japanese GAAP](#) means accounting principles generally accepted in Japan.

In tables appearing in this prospectus, figures may not add up to totals due to rounding.

The year ended March 31, 2010 or fiscal 2010 refers to our fiscal year ended March 31, 2010 and other fiscal years are referred to in a corresponding manner.

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FORWARD-LOOKING STATEMENTS

This document 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) that reflect the plans and expectations of Panasonic in relation to, and the benefits resulting from, the proposed transactions described herein. To the extent that statements in this document 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 Panasonic 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 Panasonic's actual results, performance, achievements or financial position to be materially different from any future results, performance, achievements or financial position expressed or implied by these forward-looking statements. Panasonic undertakes no obligation to publicly update any forward-looking statements after the date of this document. Investors are advised to consult any further disclosures by Panasonic in its subsequent filings with the U.S. Securities and Exchange Commission pursuant to the U.S. 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 Panasonic operates businesses, or in which assets and liabilities of Panasonic are denominated; the possibility of Panasonic incurring additional costs of raising funds, because of changes in the fund raising environment; the ability of Panasonic to respond to rapid technological changes and changing consumer preferences with timely and cost-effective introductions of new products in markets that are highly competitive in terms of both price and technology; the possibility of not achieving expected results from alliances or mergers and acquisitions including the acquisition of all shares of PEW and SANYO through tender offers and share exchanges; the ability of Panasonic to achieve its business objectives through joint ventures and other collaborative agreements with other companies; the ability of Panasonic to maintain competitive strength in many product and geographical areas; the possibility of not achieving the expected benefits from our midterm management plan; the possibility of incurring expenses resulting from any defects in products or services of Panasonic; the possibility that Panasonic may face intellectual property infringement claims by third parties; current and potential, direct and indirect restrictions imposed by other countries over trade, manufacturing, labor and operations; fluctuations in market prices of securities and other assets in which Panasonic has holdings or changes in valuation of long-lived assets, including property, plant and equipment and goodwill, deferred tax assets and uncertain tax positions; future changes or revisions to accounting policies or accounting rules; as well as natural disasters including earthquakes, prevalence of infectious diseases throughout the world and other events that may negatively impact business activities of Panasonic.

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QUESTIONS AND ANSWERS ABOUT THE SHARE EXCHANGE

Q. Why is Panasonic proposing the Share Exchange?

- A. The Share Exchange is the final step in Panasonic's turning PEW into a wholly-owned subsidiary. Panasonic originally turned PEW into a consolidated subsidiary in April 2004, and as of March 31, 2010, Panasonic was the owner of 52.1% of PEW's voting rights. On July 29, 2010, Panasonic announced that it would acquire all shares of PEW that it did not already own through a tender offer and, if necessary, a second-step share exchange, and PEW announced that its board of directors endorsed the tender offer. On October 6, 2010, Panasonic completed the tender offer at a price of ¥1,110 per share and, as a result, increased its ownership percentage to approximately 84% of PEW's voting rights. By turning PEW into a wholly-owned subsidiary, Panasonic aims to speed up strategy execution and take further advantage of the total strengths of the Panasonic Group to effectively compete against global competitors.

Q. What will PEW shareholders receive in the Share Exchange?

- A. PEW shareholders as of the moment immediately preceding the Share Exchange will receive 0.925 shares of Panasonic's common stock for each share of PEW's common stock which they hold.

Q. Does the board of directors of PEW recommend the Share Exchange?

- A. Yes. The board of directors of PEW unanimously recommends that shareholders vote for the Share Exchange.

Q. How will fractions of a share be treated in the Share Exchange?

- A. PEW shareholders will not receive any fractions of a share of Panasonic's common stock in the Share Exchange. Instead, the shares representing the aggregate of all such fractions (in case where such aggregated shares still include any fraction less than one share, such fraction shall be rounded off) will be sold in the Japanese market or sold to Panasonic and the net cash proceeds from the sale will be distributed to the former holders of PEW shares on a proportionate basis in accordance with their respective fractions.

Q. How do the legal rights of Panasonic shares differ from those of PEW shares?

- A. There are no material differences between or among the rights of shareholders of Panasonic's common stock and PEW's common stock from a legal perspective.

Q. When is the Share Exchange expected to be completed?

- A. The Share Exchange is expected to be completed on April 1, 2011.

Q. How will trading in PEW shares be affected in connection with the completion of the Share Exchange?

A. PEW expects that its shares will be delisted from the Tokyo Stock Exchange and the Osaka Securities Exchange about three trading days before April 1, 2011.

Q. Will PEW shareholders receive dividends on common stock for the year ending March 31, 2011?

A. No. PEW shareholders will not receive dividends on common stock for the year ending March 31, 2011.

Q. Can the number of shares of Panasonic's common stock for which the shares of Panasonic's or PEW's common stock are exchanged change between now and the time the transaction is completed?

A. No. The exchange ratio is fixed, and it will not change even if the trading price of PEW's common stock changes between now and the time the Share Exchange is completed. See "Risk Factors" beginning on page 11.

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Q. What is the record date for voting at the shareholders meeting?

- A. Holders of PEW shares as of January 12, 2011 will be eligible to vote at the shareholders meeting expected to be held on March 2, 2011.

Q. How do I vote at the shareholders meeting?

- A. You may exercise voting rights by electronic means, mail-in-ballot or attending the meeting in person or through attorney-in-fact. PEW will distribute materials to shareholders that will enable them to exercise their voting rights. Completed mail-in-ballots must be received at least one day before the shareholders meeting.

Q. May I change my vote?

- A. Yes. If you want to change your vote expressed by mail-in-ballot, you must attend the meeting personally or through another shareholder you appoint as your attorney-in-fact, or send another mail-in-ballot dated a later date than the previous mail-in-ballot if PEW redistributes mail-in-ballots. By attending the meeting in person you automatically revoke your mail-in-ballot.

If you wish to change a vote previously submitted via the Internet, you must either attend the shareholders meeting personally or through another shareholder having voting rights whom you appoint as your attorney-in-fact, or by resubmitting your vote via the Internet. By attending the meeting in person or having another shareholder entitled to vote your shares attend the meeting on your behalf, or by resubmitting your vote via the Internet, you will automatically revoke your vote previously submitted via the Internet. If you submit more than one vote via the Internet, the last vote submitted will be counted.

Q. How will shares represented at the shareholders meeting by mail-in-ballots be treated?

- A. The mail-in-ballots used for the shareholders meeting of PEW will describe the proposals to be voted on by shareholders at the meeting, including approval of the Share Exchange. The mail-in-ballots will allow shareholders to indicate a for or against vote with respect to each proposal. In accordance with Japanese law and practice, PEW intends to count toward the quorum requirements for its shareholders meeting the shares represented by mail-in-ballots that are returned without indicating a for or against vote for any of the proposals, and count these mail-in-ballots as having voted for the approval of the Share Exchange and other related proposals.

Q. Do I have dissenters rights?

- A. Under the Company Law, you are entitled to dissenters rights of appraisal in connection with the Share Exchange if you comply with the procedures set forth in the Company Law and share handling regulations of PEW. Any PEW shareholder (i) who notifies PEW prior to the shareholders meeting of his or her intention to oppose the Share Exchange, and who votes against the approval of the Share Exchange at the shareholders meeting, or (ii) who is not entitled to vote at such general meeting of shareholders, and complies with the other relevant procedures set forth in the Company Law, may demand that PEW purchase his or her shares of PEW's common stock at the fair value. The failure of a shareholder of PEW who is entitled to vote at such general meeting of shareholders to provide such notice prior to the shareholders meeting or to vote against the approval of the Share Exchange at the shareholders meeting will in effect constitute a waiver of the shareholder's right to demand that PEW purchase his or her shares of PEW's common stock at the fair value.

Q. What are the Japanese tax consequences of the Share Exchange?

- A. Based on certain assumptions and subject to certain limited exceptions, the Share Exchange is expected to be a tax-free transaction for Japanese tax purposes for holders of shares of PEW's common stock who will be allotted shares of Panasonic's common stock. As such, non-resident holders of shares of PEW's common stock will generally not recognize any gains or losses for Japanese tax purposes at the time of the Share Exchange. See "Taxation Japanese Tax Consequences" beginning on page 110.

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Q. What are the U.S. federal income tax consequences of the Share Exchange to U.S. holders of PEW shares?

A. Panasonic expects that the Share Exchange to be a taxable event for U.S. federal income tax purposes. As a result, U.S. Holders will generally recognize a capital gain or loss measured by the difference between (i) the sum of (A) the fair market value (in U.S. dollars) of Panasonic's common stock received in exchange for their PEW's shares and (B) any cash received in lieu of fractional shares of Panasonic's common stock, and (ii) their tax basis in the shares of PEW's common stock they hold. Such capital gain or loss will be long-term capital gain or loss if, at the time of the exchange, their holding period in their shares of PEW's common stock exceeds one year. For further discussion, see "Taxation - Material U.S. Federal Income Tax Consequences" beginning on page 112.

Q. Is consummation of the Share Exchange conditioned upon successful execution of the Panasonic-SANYO Share Exchange?

A. No. The Share Exchange is a transaction independent from the Panasonic-SANYO Share Exchange and will be consummated, subject to necessary approvals and other conditions, whether or not the Panasonic-SANYO Share Exchange actually occurs.

Q. Who can I call with questions?

A. If you have more questions about the Share Exchange, you should contact:
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Corporate Finance & IR Group

Panasonic Corporation

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Kadoma City, Osaka 571-8501

Japan

Telephone: 81-6-6908-1121

Kazuaki Hashimoto

Financial Management Department

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SUMMARY

This summary highlights selected information from this document. It does not contain all the information that is important to you. You should read carefully the entire document to fully understand the Share Exchange.

Companies

Panasonic is one of the world's leading producers of electronics and electric products. Panasonic 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. Among the six business areas on which Panasonic focuses, as a consolidated subsidiary of Panasonic since April 2004, PEW plays a role in four: energy systems, LED, security and healthcare. Energy systems is one of PEW's flagship businesses. PEW develops optimally controlled energy management systems for linking devices and appliances to generate, store and save energy. PEW has also developed an AC/DC Hybrid Wiring System, which is a next-generation wiring system that helps reduce CO2 emissions and save energy, that helps reduce energy loss when converting alternating current (AC) to direct current (DC). PEW also plans to actively market solar cells as key devices for generating energy.

Panasonic's principal executive offices are located at 1006, Oaza Kadoma, Kadoma City, Osaka 571-8501, Japan, and its telephone number is 81-6-6908-1121. PEW's principal executive offices are located at 1048, Oaza Kadoma, Kadoma City, Osaka 571-8686, Japan, and its telephone number is 81-6-6908-1131.

The Share Exchange

The boards of directors of Panasonic and PEW have agreed to the Share Exchange, to be approved by PEW's shareholders at a shareholders meeting. Under the Share Exchange, each shareholder of PEW registered as of the moment immediately preceding the Share Exchange will receive 0.925 shares of Panasonic's common stock for each share of PEW's common stock that such shareholder holds. If the Share Exchange Agreement is approved by the shareholders of PEW, and if the other conditions to completing the Share Exchange are satisfied, the Share Exchange is expected to become effective on April 1, 2011.

Notice of Meeting

To seek shareholders' approval of the terms of the Share Exchange and certain other matters, the board of directors of PEW has convened an extraordinary general meeting of shareholders. Under Japanese law, the notice of a general meeting of shareholders must be dispatched two weeks in advance to all shareholders of record having voting rights. PEW will mail out its notices on such date as to be determined.

The affirmative vote of shareholders representing a two-thirds majority of the voting rights of the shareholders of PEW represented at the shareholders' meeting is required to approve the Share Exchange. Each shareholder is entitled to one vote per one unit of shares, which is comprised of 1,000 shares, subject to the limitation by the Unit share system. The required quorum for vote on the Share Exchange at the shareholders' meeting is a one-third majority of the voting rights of the shareholders of PEW who are entitled to exercise their voting rights.

The date, time and place of the meeting is expected to be Wednesday, March 2, 2011, at 10:00 a.m. (Japan Time), at PEW's head office at 1048, Oaza Kadoma, Kadoma City, Osaka 571-8686, Japan.

Shareholders may attend the meeting in person or by proxy using a duly authorized power of attorney, or vote via the Internet or by mail-in-ballot.

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At the meeting, you will be allowed to vote upon the terms of the Share Exchange approved by the boards of directors of Panasonic and PEW.

Reasons for the Share Exchange

The business environment surrounding the Panasonic Group continues to change dramatically and rapidly. Thus, it is indispensable for the Panasonic Group to speed up strategy execution and take further advantage of the total strengths of the group in order to effectively compete against the competition and achieve business growth in new markets. As a result, Panasonic made a determination to turn both PEW and SANYO, which are both currently consolidated subsidiaries, into wholly-owned subsidiaries through simultaneous first-step tender offers and subsequent share exchanges.

Through ownership of all of the shares of both PEW and SANYO, Panasonic intends to dynamically accelerate, and to achieve further progress under its business plan by promoting rapid decision making and maximizing group synergies. Panasonic, PEW and SANYO intend to pursue the establishment of the new Panasonic Group, under which the three companies will be genuinely integrated, and will make efforts to (i) maximize value creation by strengthening contacts with customers, (ii) realize speedy and lean management, and (iii) accelerate business growth by boldly shifting management resources.

Furthermore, in order to realize these objectives, the Panasonic Group's business organization is scheduled to be restructured by around January 2012. From the perspective of maximization of customer value, the basic policy of such restructuring is to integrate and reorganize the business and marketing divisions of the three companies into three business sectors: Consumer, Components and Devices and Solutions, and to design optimal business models that are most suitable for the character of each business. In addition, the Panasonic Group will reorganize its current 16 domain companies into nine, based on these new business sectors and as described below. The Panasonic Group will make efforts to establish a business organization under which it can effectively compete against global competitors in each business and in each industry.

Currently, direction of the reorganization of each business sector is expected to be as follows:

Consumer business sector:

The Panasonic Group intends to reorganize its marketing function on a global basis, and reorganize its marketing divisions, including Japan, to a global consumer marketing division. Under the reorganization, the Panasonic Group intends to enhance the function of its frontline business and accelerate the creation of customer-oriented products. Also, the Panasonic Group intends to work to strengthen, among others, its overseas consumer business by strategically distributing its marketing resources in Japan and overseas.

The Panasonic Group expects that the consumer business sector will have two domain companies: (1) AVC networks and (2) heating/refrigeration/air condition and home appliances. The AVC networks domain company will focus on creation of new businesses with next-generation products, with a unified concept of business and technology. The heating/refrigeration/air condition and home appliances domain company will aim to be the leading green innovation company in the home appliances business, with a strong line-up ranging from consumer use to commercial use, and is expected to globally expand its business in personal care and health enhancing products and cooking appliances.

Components and Devices business sector:

The Panasonic Group intends to strengthen cooperation among the development, production and sales functions for each component and device having a common business model. By combining marketing and technology, the Panasonic Group intends to strengthen its proposal-style business, which

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foresees the potential needs of customers and aim to expand the business as an independent business that does not rely on internal needs. Particularly in this business sector, the Panasonic Group intends to continue to make maximum use of SANYO's strengths, such as its rechargeable batteries business and solar business, as well as its customer network.

Specifically, the Panasonic Group expects that the components and devices business section will have three domain companies: (1) automotives, (2) devices and (3) energy devices. These three domain companies are expected to cooperate in providing strategic customer services and conducting new sales development, with a department established for the purposes of such cooperation. The automotive domain company will aim to strengthen multimedia systems displays, create new growth markets such as EV and e-cockpit, and establish a robust Japanese market share for car navigation systems. The devices domain company will aim to develop new markets and customer with new products and technologies, and focus on environment and energy, healthcare and medical, material and devices, automotives and emerging markets. The energy devices domain company will aim especially to strengthen its lithium-ion battery and solar battery businesses.

Solutions business sector:

The Panasonic Group intends to unify the development, production and sales functions for each solution for business customers. The Panasonic Group aims to offer the most suitable products, services and solutions as quickly as possible, grasping customers' needs in as timely a fashion as possible. In addition, the comprehensive solutions for the entire home, the entire building and the entire town that encompass these solutions will be accelerated. Particularly in this business sector, the Panasonic Group intends to continue to make maximum use of the strength and customer network of PEW.

Specifically, the Panasonic group expects that the solutions business sector will have four domain companies: (1) security and communication solutions, (2) environment and energy solutions, (3) healthcare and medical solutions, and (4) factory solutions. The security and communications solutions domain company will aim to provide network solutions with the Panasonic Group's comprehensive technologies, from fixed to wireless communications, including mobile phones. The environment and energy solutions domain company will focus on contributing to a comfortable eco-conscious lifestyle, and aim for unconventional growth through comprehensive solutions and sales, and effective collaboration with other domain companies. The healthcare and medical solutions domain company is expected to serve as a pillar of the next generation business and assist in providing simple and affordable healthcare service, including contributing to the robot business with products such as a robotic bed. The factory solutions domain company will aim to contribute to the progress and development of global society with manufacturing solutions, including the development of new businesses in mounting and circuit fabrication and welding, and laser technology.

In addition, the environment and energy domain company will lead the comprehensive solutions initiative, which will involve four steps: (1) offer a packaged series as a whole set to a specific space, (2) utilize network-packaged equipment, (3) have a vertical value chain business to offer coherent value from sales to customer services, and (4) create a unique comprehensive solutions business model. The goal is to create such a unique business model that combines vertical and horizontal value chains from the planning stage through participation in the smart city projects in the world.

In addition to the reorganization, the head office will aim for a lean and speedy global head office by strengthening its strategic functions, while integrating and streamlining the three companies' organizations. The nine domain companies will be responsible for managing their businesses autonomously, while the new head office will focus on three functions: (1) develop a group-wide growth strategy, (2) establish group core competencies and (3) offer services beyond the domain companies' capabilities. The new head office is expected to have a global head office to govern the Panasonic Group based on each functional classification and regional

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management companies based on each region. By organizing the head office with a focus on indispensable functions, the Panasonic Group believes that it will be able to create new local businesses and solve local issues.

Further, together with this reorganization, Panasonic Group intends to integrate its brands, in principle, into Panasonic in the future. However, Panasonic Group expects that SANYO will continue to be partially utilized, depending on the particular business or region.

Panasonic Group believes that the business reorganizations mentioned above will promote the integration of the three companies' advantages and the proposal capabilities for comprehensive solutions, and will enable rapid increase in global competitiveness especially in the energy systems, heating/refrigeration/air conditioning and network AV business, which are core businesses to lead sales and profits of the entire group companies. Also, in each business such as healthcare, security, and LED, which is positioned as a key business for the next generation, Panasonic will make efforts to accelerate the growth of such business by combining the capacities of the three companies for research and development, as well as market development.

Additionally, Panasonic intends to realize further reinforcement of management structure and cost competitiveness through business integration and unification of the business bases of the three companies, and through optimizing and streamlining its head office organization.

No Solicitation of Proxies, Consents or Authorizations

PEW's management is not soliciting proxies, consents or authorizations with respect to the Share Exchange prior to the extraordinary general meeting of shareholders.

Expiration of the Share Exchange Agreement

The Share Exchange Agreement shall cease to have any effect if, among others, the Share Exchange Agreement is not approved at the shareholders' meeting of PEW.

Dissenters' Rights

Under Japanese law, you may have dissenters' rights of appraisal in connection with the Share Exchange. See The Share Exchange Dissenters' Appraisal Rights for a complete discussion of dissenters' rights.

Material Tax Consequences

Japanese Taxation

Based on certain assumptions and subject to certain limited exceptions, the Share Exchange is expected to be a tax-free transaction for Japanese tax purposes for holders of shares of PEW's common stock who will be allotted shares of Panasonic's common stock. As such, non-resident holders of shares of PEW's common stock will generally not recognize any gains or losses for Japanese tax purposes at the time of the Share Exchange. See Taxation Japanese Tax Consequences.

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Material U.S. Federal Income Tax Consequences

Panasonic expects that the Share Exchange to be a taxable event for U.S. federal income tax purposes. As a result, U.S. Holders will generally recognize a capital gain or loss measured by the difference between (i) the sum of (A) the fair market value (in U.S. dollars) of Panasonic's common stock received in exchange for their PEW's shares and (B) any cash received in lieu of fractional shares of Panasonic's common stock, and (ii) their tax basis in the shares of PEW's common stock they hold. Such capital gain or loss will be long-term capital gain or loss if, at the time of the exchange, their holding period in their shares of PEW's common stock exceeds one year. For further discussion, see "Taxation" Material U.S. Federal Income Tax Consequences beginning on page 112.

Accounting Treatment of the Share Exchange

The Share Exchange will be accounted for by Panasonic as equity transactions in accordance with U.S. GAAP. See "The Share Exchange" Accounting Treatment.

Risk Factors

In determining whether to vote to approve the Share Exchange, you should consider carefully the risk factors beginning on page 11 of this prospectus.

Trading Markets for Shares of Panasonic's Common Stock

Panasonic's common stocks are currently traded on the First Sections of the Tokyo Stock Exchange, the Osaka Securities Exchange and the Nagoya Stock Exchange. Also, American Depositary Shares, each representing one Panasonic share, are listed on the New York Stock Exchange.

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RISK FACTORS

Prior to making a decision on the Share Exchange, you should carefully consider, along with other matters set out in this prospectus, the following considerations:

Risks Relating to the Share Exchange

The exchange ratio for the Share Exchange is fixed and will not be adjusted to reflect changes in the market values of Panasonic's and PEW's common stock; as a result, the value of Panasonic's common stock you receive in the transaction may be less than when you vote on the Share Exchange

Upon the completion of the Share Exchange, each share of PEW's common stock will be exchanged for 0.925 shares of Panasonic's common stock. The ratio at which PEW's common stock will be exchanged for Panasonic's common stock is fixed, and will not be adjusted for changes in the market prices of either company's common stock. Therefore, even if the relative market values of Panasonic's and PEW's common stock change, there will be no change in the number of shares of Panasonic's common stock which shareholders of PEW will receive in the Share Exchange.

Any change in the prices of either company's common stock occurring prior to the effective date of the Share Exchange will affect the value that holders of PEW's common stock receive in the Share Exchange. The value of the Panasonic's common stock to be received in the Share Exchange (which will occur approximately one month after the extraordinary general meeting of shareholders) may be higher or lower than the indicative value as of the date of this prospectus and/or as of the date of the extraordinary general meeting of PEW shareholders, depending on the prevailing market prices of Panasonic's and PEW's common stock.

The share prices of Panasonic's and PEW's common stock are subject to the general price fluctuations in the market for publicly traded equity securities and have experienced significant volatility in the past. Stock price changes may result from a variety of factors that are beyond the control of Panasonic and PEW, including actual changes in, or investor perception of, Panasonic's and PEW's businesses, operations and prospects. Regulatory developments, as well as current or potential legal proceedings, and changes in general market and economic conditions may also affect the stock price of Panasonic or PEW.

You should obtain and review recent market quotations for Panasonic's and PEW's common stock before voting on the Share Exchange. There can be no assurances as to the future market prices of Panasonic's and PEW's common stock before the completion of the Share Exchange, nor of the market price of Panasonic's common stock at any time after the completion of the Share Exchange.

Significant costs and expenses have been and are being incurred in the course of the Share Exchange and the Panasonic-SANYO Share Exchange and subsequent consolidation of the business operations of the three companies

Significant costs and expenses have been and are being incurred related to the transactions contemplated herein. These costs and expenses include financial advisory, legal and accounting fees and expenses, arrangement fees to financial institutions, reorganization and restructuring costs, severance/employee benefit-related expenses, filing fees, printing expenses and other related charges. There may be significant costs in compensating dissenting shareholders who exercise their appraisal rights. There may also be additional unanticipated significant costs in connection with the any subsequent reorganization which we may not recoup.

Turning PEW and SANYO into wholly-owned subsidiaries may not produce the benefits anticipated by Panasonic

Through turning PEW and SANYO into wholly-owned subsidiaries through the tender offers and share exchanges described herein, Panasonic aims to promote more rapid decision-making and maximize group

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synergies, including through a restructuring of Panasonic's business organization to be completed by around January 2012. However, in order to achieve such benefits, the operations of the three companies will need to be reorganized and their resources will need to be combined in a timely and flexible manner. There can be no assurance that Panasonic will be able to implement these steps as anticipated. For example, factors that could cause a delay in the implementation of these plans include negotiations with labor unions and the ability to integrate the Panasonic brand name. If Panasonic fails to achieve the planned restructuring effectively within the time frame that is currently contemplated or to the extent that is currently planned, or if for any other reason the expected group synergies fails to materialize, these transactions may not produce the benefits anticipated by Panasonic.

Risks Relating to the Business of Panasonic

Continued or further weakness in Japanese and global economies may cause reduced demand for Panasonic's products

Demand for Panasonic's products and services may be affected by general economic trends in the countries or regions in which Panasonic's products and services are sold. Economic downturns and resulting declines in demand in Panasonic's major markets worldwide may thus adversely affect Panasonic's business, operating results and financial condition. Triggered by the financial crisis in fiscal 2009, Panasonic's business environment rapidly deteriorated due to declines in global consumption and business activities and due to intensified price competition. Regarding the business environment for fiscal 2011, ending March 31, 2011, Panasonic currently anticipates market conditions to remain unpredictable due to various factors including the yen's appreciation and ever-intensified global competition, despite a gradually recovering global economy. Panasonic may incur increased costs for additional business restructuring in order to cope with the business environment. If global market conditions worsen beyond expectations, the business environment of Panasonic may deteriorate more than currently anticipated, which may adversely affect Panasonic's business, operating results and financial condition.

Currency exchange rate fluctuations may adversely affect Panasonic's operating results

Foreign exchange rate fluctuations may adversely affect Panasonic's business, operating results and financial condition, because its international business transactions and costs and prices of its products and services in overseas countries are affected by foreign exchange rate changes. In addition, foreign exchange rate changes can also affect the yen value of Panasonic's investments in overseas assets and liabilities because Panasonic's consolidated financial statements are presented in Japanese yen. Generally, an appreciation of the yen against other major currencies such as the U.S. dollar and the euro may adversely affect Panasonic's operating results. Meanwhile, a depreciation of the yen against the aforementioned major currencies may have a favorable impact on Panasonic's operating results. The global financial crisis, which occurred in 2008, caused the rapid appreciation of the yen against other major currencies, which adversely and significantly affected Panasonic's operating results in fiscal 2009 and fiscal 2010. Any further or continued appreciation of the yen may adversely affect Panasonic's business, operating results and financial condition.

Interest rate fluctuations may adversely affect Panasonic's financial condition, etc.

Panasonic is exposed to interest rate fluctuation risks which may affect Panasonic's operational costs, interest expenses, interest income and the value of financial assets and liabilities. Accordingly, interest rate fluctuations may adversely affect Panasonic's business, operating results and financial condition.

Continuation or deterioration of financial market turmoil may adversely affect Panasonic's ability to raise funds or may increase the cost of fund raising

Panasonic raises funds for its business through methods such as borrowing from financial institutions and issuance of bonds and commercial papers. Where, among other events, financial market turmoil continues or deteriorates, financial institutions reduce lending to Panasonic, or rating agencies downgrade Panasonic's credit ratings, Panasonic may not be able to raise funds in the time and amount necessary for Panasonic, or under

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conditions which Panasonic deems appropriate, and Panasonic may incur additional costs of raising funds, which may adversely affect Panasonic's business, operating results and financial condition.

Decreases in the value of Japanese stocks may adversely affect Panasonic's financial results

Panasonic holds mostly Japanese stocks as part of its investment securities. The value of such stocks has dropped significantly due to the world financial crisis and the recession of Japanese economy in fiscal 2009, causing Panasonic to record losses on valuation of its investment securities in fiscal 2009 and fiscal 2010. Further decreases in the value of stocks may cause additional losses due to decreases in the valuation of investment securities, thereby adversely affecting Panasonic's operating results and financial condition. The decrease in the value of Japanese stocks may also reduce stockholders' equity on the balance sheet, as unrealized holding gains (losses) of available-for-sale securities are included as part of accumulated other comprehensive income (loss).

Competition in the industry may adversely affect Panasonic's ability to maintain profitability

Panasonic develops, produces and sells 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. Panasonic 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 even at all. These competitors may have greater financial, technological, and marketing resources than Panasonic in the respective businesses in which they compete.

Rapid declines in product prices may adversely affect Panasonic's financial condition

Panasonic's business is subject to intense price competition worldwide, which makes it difficult for Panasonic to determine product prices and maintain adequate profits. Such intensified price competition may adversely affect Panasonic's profits, especially in terms of possible decreases in demand. Amid accelerating changes in the structure of markets, such as a demand shift to emerging markets and lower-priced products, and market expansion of environmental and energy-related businesses, Panasonic's product prices in digital electronics and many other business areas may continue to decline significantly.

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

One of Panasonic's business strategies is business expansion in overseas markets. In many of these markets, Panasonic may face risks generally associated with international manufacturing and other business operations, such as political instability, including terrorist attacks and abduction, cultural and religious differences and labor relations, as well as economic uncertainty and foreign currency exchange risks. Panasonic 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. Panasonic may also experience various political, legal or other restrictions in 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 the rate of taxation in countries where Panasonic operates businesses. With respect to products exported overseas, tariffs, other barriers or shipping costs may make Panasonic's products less competitive in terms of price. Expanding its overseas business may require significant investments long before Panasonic realizes returns on such investments, and increased investments may result in expenses growing at a faster rate than revenues.

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

Panasonic may fail to introduce new products or services in response to technological changes in a timely manner. Some of Panasonic'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.

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Panasonic continuously faces the challenge of developing and introducing viable and innovative new products. Panasonic must predict with reasonable accuracy both future demand and new technologies that will be available to meet such demand. If Panasonic fails to do so, it will not be able to compete effectively in new markets.

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

Panasonic 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, Panasonic's competitors may succeed in developing de facto standards for future products before Panasonic can. In such cases, Panasonic's competitive position, business, operating results and financial condition could be adversely affected.

Panasonic may not be able to successfully recruit and retain skilled employees, particularly scientific, technical and management professionals

Panasonic's future success depends largely on its ability to attract and retain certain key personnel, including scientific, technical and management professionals. Industry demand for skilled employees, however, exceeds the number of personnel available, and the competition for attracting and retaining these employees is intense. Because of this intense competition for skilled employees, Panasonic may be unable to retain its existing personnel or attract additional qualified employees to keep up with future business needs. If this should happen, Panasonic's business, operating results and financial condition could be adversely affected.

Alliances with, and strategic investments in, third parties, and mergers and acquisitions undertaken by Panasonic, may not produce positive or expected results

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

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

Panasonic's manufacturing operations depend on obtaining raw materials, parts and components, equipment and other supplies including services from reliable suppliers at adequate quality and quantity in a timely manner. It may be difficult for Panasonic to substitute one supplier for another, increase the number of suppliers or change one component for another in a timely manner or at all due to the interruption of supply caused by, among other conditions, the bankruptcy of suppliers or increased industry demand. This may adversely affect Panasonic's operations. Although Panasonic decides purchase prices by contract, the prices of raw materials, including iron and steel, resin, and non-ferrous metals, and parts and components, may increase due to changes in supply and demand and the inflow of investment funds. Some components are only available from a limited number of suppliers, which also may adversely affect Panasonic's business, operating results and financial condition.

Panasonic is exposed to the risk that its customers may encounter financial difficulties

Many of Panasonic's customers purchase products and services from Panasonic on payment terms that do not provide for immediate payment. If customers from whom Panasonic has substantial accounts receivable encounter financial difficulties and are unable to make payments on time, Panasonic's business, operating results and financial condition could be adversely affected.

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Panasonic may not be able to achieve all the targets of its midterm management plan

Panasonic is implementing a midterm management plan called Green Transformation 2012 (GT12), announced on May 7, 2010, which runs from fiscal 2011 to fiscal 2013. Under this plan, Panasonic aims to achieve an operating profit* to sales ratio of 5% or more, sales of 10 trillion yen, ROE of 10% and CO₂ emission reductions of 50 million tons (compared to the estimated amount of emission in fiscal 2013 assuming that no remedial measures were taken since fiscal 2006). However, Panasonic may not be successful in achieving all the targets or in realizing the expected benefits because of various external and internal factors including deterioration of the business environment and increased costs of business restructuring such as additional business reorganization, the impairment of fixed assets and employment adjustment in order to cope with the business environment.

* In order to be consistent with generally accepted financial reporting practices in Japan, operating profit, a non-GAAP measure, is presented as net sales less cost of sales and selling, general and administrative expenses. Panasonic believes that this is useful to investors in comparing Panasonic's financial results with those of other Japanese companies.

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

The occurrence of quality problems due to product defects, including safety incidents, in Panasonic products could make Panasonic liable for damages not covered by product and completed operation liability insurance, whereby Panasonic could incur significant expenses. Due to negative publicity concerning these problems, Panasonic's business, operating results and financial condition may be adversely affected.

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

Panasonic'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 force to provide Panasonic with adequate protection or commercial advantage. In addition, effective copyright and trade secret protections may be unavailable or limited in some countries in which Panasonic 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 Panasonic. Panasonic obtains licenses for intellectual property rights from other parties; however, such licenses may not be available at all or on acceptable terms in the future. Litigation may also be necessary to enforce Panasonic's intellectual property rights or to defend against intellectual property infringement claims brought against Panasonic by third parties. In such cases, Panasonic may incur significant expenses for such lawsuits. Furthermore, Panasonic may be prohibited from using certain important technologies or liable for damages in cases of admitted violations of intellectual property rights of others.

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

Introduction of new accounting standards or tax systems, or changes thereof, which Panasonic cannot predict, may have a material adverse effect on Panasonic's operating results and financial condition. In addition, if tax authorities have different opinions from Panasonic on Panasonic's tax declarations, Panasonic may need to make larger tax payments than estimated.

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

Panasonic is subject to environmental regulations such as those relating to climate change, air pollution, water pollution, elimination of hazardous substances, waste management, product recycling, and soil and

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groundwater contamination, and may be held responsible for certain related payments or compensation. Furthermore, if these regulations become stricter and an additional duty of eliminating the use of environmentally hazardous materials is imposed, or if Panasonic 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 to parties affected by such issues may adversely affect Panasonic's business, operating results and financial condition.

Leaks of confidential information or trade secrets may adversely affect Panasonic's business

In the normal course of business, Panasonic holds confidential information mainly about customers regarding credit worthiness and other information, as well as confidential information about companies and other third parties. Such information may be leaked due to an accident or other inevitable cause, and any material leakage of confidential information may result in significant expense for related lawsuits and adversely affect Panasonic's business and image. Moreover, besides customer information, there is a risk that Panasonic's trade secrets, such as technology information, may be leaked by illegal conduct or by mere negligence of external parties, etc. If such is the case, Panasonic's business, operating results and financial condition may be adversely affected.

Governmental laws and regulations may limit Panasonic's activities, increase its operating costs or subject it to sanctions and lawsuits

Panasonic 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, and internal control regulations due to the implementation of stricter laws and regulations and stricter interpretations. However, to the extent that Panasonic cannot comply with these laws and regulations from technical and economic perspectives, or if they become stricter and Panasonic determines that it would not be economical to continue to comply with them, Panasonic would need to limit its activities in the affected business areas. These laws and regulations could increase Panasonic's operating costs. In addition, in the event that governmental authorities find or determine that Panasonic has violated these laws and regulations, Panasonic could become subject to regulatory sanctions, including money penalties, or criminal sanctions or civil lawsuits for damages, and could also suffer reputational harm.

Panasonic'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

Panasonic's headquarters and major facilities including manufacturing plants, sales offices and research and development centers are located in Japan. Panasonic also operates procurement, manufacturing, logistics, sales and research and development facilities all over the world. If major disasters, such as earthquakes, fires, floods, including those caused by climate change, wars, terrorist attacks, computer viruses or other events occur, or Panasonic's information system or communications network breaks down or operates improperly as a result of such events, Panasonic's facilities may be seriously damaged, or Panasonic may have to stop or delay production and shipment. Panasonic may incur expenses relating to such damages. In addition, if an infectious disease, such as a new highly-pathogenic flu strain, becomes prevalent throughout the world, Panasonic's manufacturing and sales may be materially disrupted.

External economic conditions may adversely affect Panasonic's pension plans

Panasonic 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 actuarial loss may increase, leading to 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

Panasonic has many long-lived assets, such as plant, property and equipment, and goodwill, that generate returns. Panasonic periodically reviews the recorded value of its long-lived assets to determine if the fair value will be sufficient to support 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 Panasonic's results of operations and financial condition.

Realizability of deferred tax assets and uncertain tax positions may increase Panasonic's provision for income tax

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

Financial results and condition of associated companies may adversely affect Panasonic's operating results and financial condition

Panasonic holds equities of several associated companies. Panasonic can exercise influence over operating and financing policies of these companies. However, Panasonic 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, Panasonic's business results and financial condition may be adversely affected.

Risks Relating to Owning Panasonic's Common Stock and ADSs

Panasonic's shareholders of record on a record date may not receive the dividend they anticipate

The customary dividend payout practice and relevant regulatory regime of publicly listed companies in Japan may differ from that followed in foreign markets. Panasonic's dividend payout practice is no exception. While Panasonic regularly announces forecasts of annual and interim dividends in April or May of each year, these forecasts are not legally binding. The payment of annual or interim dividends requires a resolution of its board of directors. If the board adopts such a resolution, the dividend payment is made to shareholders as of the applicable record date, which is currently specified by its Articles of Incorporation as March 31, in the case of annual dividends, and September 30, in the case of interim dividends. However, the board usually does not adopt a resolution with respect to an annual dividend until after March 31 or with respect to an interim dividend until after September 30, respectively. Shareholders of record as of an applicable record date may sell shares in the market after the record date in anticipation of receiving a certain dividend payment based on the previously announced forecasts. However, since these forecasts are not legally binding and resolutions to pay dividends are usually not adopted until after the record date, Panasonic's shareholders of record on record dates for annual or interim dividends may not receive the dividend they anticipate.

Investors holding less than a unit of shares will have limited rights as shareholders

Pursuant to the Company Law and other related legislation, Panasonic's Articles of Incorporation provide that 100 shares of common stock constitute one unit. The Company Law imposes significant restrictions and limitations on holdings of shares that do not constitute whole units. In general, holders of shares constituting less than one unit do not have the right to vote or to examine Panasonic's books and records. The transferability of

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shares of Panasonic's common stock constituting less than one unit is significantly limited. For a more complete description of the unit share system and its effect on the rights of holders of Panasonic shares, see Description of Panasonic's Common Stock Unit Share System.

Rights of shareholders under Japanese law may be more limited than under the laws of other jurisdictions

Panasonic's Articles of Incorporation, Regulations of the Board of Directors, and the Company Law govern the corporate affairs of Panasonic. Legal principles relating to such matters as the validity of corporate procedures, directors' fiduciary duties and liabilities, and shareholders' rights may be different from those that would apply to a non-Japanese company. Shareholders' rights under Japanese law may not be as extensive as shareholders' rights under the laws of other countries or jurisdictions within the United States. You may have more difficulty in asserting your rights as a shareholder than you would as a shareholder of a corporation organized in another jurisdiction.

Because of daily price range limitations under Japanese stock exchange rules, you may not be able to sell your shares of Panasonic's common stock at a particular price on any particular trading day, or at all

Stock prices on Japanese stock exchanges are determined on a real-time basis by the equilibrium between bids and offers. These exchanges are order-driven markets without specialists or market makers to guide price formation. To prevent excessive volatility, these exchanges set daily upward and downward price fluctuation limits for each stock, based on the previous day's closing price. Although transactions may continue at the upward or downward limit price if the limit price is reached on a particular trading day, no transactions may take place outside these limits. Consequently, an investor wishing to sell at a price above or below the relevant daily limit may not be able to sell his or her shares at such price on a particular trading day, or at all.

It may not be possible for investors to effect service of process within the United States upon Panasonic or its directors, executive officers or corporate auditors, or to enforce against Panasonic or those persons judgments obtained in U.S. courts predicated upon the civil liability provisions of the federal securities laws of the United States

Panasonic is a joint stock corporation organized under the laws of Japan. Almost all of Panasonic's directors, executive officers and corporate auditors reside outside the United States. Many of Panasonic's assets and the assets of these persons are located in Japan and elsewhere outside the United States. It may not be possible, therefore, for U.S. investors to effect service of process within the United States upon Panasonic or these persons or to enforce against Panasonic or these persons judgments obtained in the U.S. courts predicated upon the civil liability provisions of the federal securities laws of the United States. Panasonic believes that there is doubt as to the enforceability in Japan, in original actions or in actions to enforce judgments of U.S. courts, of liabilities predicated solely upon the federal securities laws of the United States.

ADS holders must act through the depositary to exercise these rights and have fewer rights than shareholders

The rights of shareholders under Japanese law to take actions, including exercising their voting rights, receiving dividends and distributions, bringing derivative actions, examining Panasonic'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 deposited shares. If shareholders choose to deposit shares allocated to them in the Share Exchange for ADS, the depositary will make efforts to exercise their voting rights underlying ADSs in accordance with the instructions of ADS holders, and will pay dividends and distributions collected from Panasonic. However, ADS holders will not be able to bring a derivative action, examine Panasonic's accounting books and records, or exercise appraisal rights through the depositary.

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The following selected consolidated statement of operations data for the years ended March 31, 2008, 2009 and 2010, and the selected consolidated balance sheet data as of March 31, 2009 and 2010, have been derived from Panasonic's audited consolidated financial statements included elsewhere in this prospectus. The selected consolidated statement of operations data for the years ended March 31, 2006 and 2007, and the selected consolidated balance sheet data as of March 31, 2006, 2007 and 2008 have been derived from Panasonic's audited consolidated financial statements not included in this prospectus. The selected consolidated statement of operations data for the six months ended September 30, 2009 and 2010, and the selected consolidated balance sheet data as of September 30, 2010 have been derived from Panasonic's unaudited consolidated financial statements included elsewhere in this prospectus. The selected consolidated balance sheet data as of September 30, 2009 have been derived from Panasonic's unaudited consolidated financial statements not included in this prospectus. You should read the following selected consolidated financial data in conjunction with Panasonic's consolidated financial statements and the information in Panasonic Management's Discussion and Analysis of Financial Condition and Results of Operations included in this prospectus. Panasonic has prepared its consolidated financial statements in accordance with U.S. GAAP.

Yen (billions), except per share amounts

	Fiscal year ended March 31,					Six months ended	
	2010	2009	2008	2007	2006	September 30, 2010	2009
Statements of Operations Data:							
Net sales	7,418	7,766	9,069	9,108	8,894	4,368	3,333
Income (loss) before income taxes	(29)	(383)	435	439	371	145	(26)
Net income (loss)	(171)	(404)	311	248	153	84	(51)
Net income (loss) attributable to Panasonic Corporation	(103)	(379)	282	217	154	75	(47)
Per common share:							
Net income (loss) attributable to Panasonic Corporation:							
Basic	(49.97)	(182.25)	132.90	99.50	69.48	36.09	(22.63)
Diluted		(182.25)	132.90	99.50	69.48		
Dividends	12.50	40.00	32.50	25.00	17.50	5.00	5.00
	(\$0.13)	(\$0.40)	(\$0.33)	(\$0.21)	(\$0.15)	(\$0.06)	(\$0.06)
Balance Sheet Data:							
Total assets	8,358	6,403	7,444	7,897	7,965	8,964	6,809
Long-term debt	1,029	651	232	227	264	950	682
Total Panasonic Corporation shareholders' equity	2,792	2,784	3,742	3,917	3,788	2,652	2,701
Common stock	259	259	259	259	259	259	259
Number of shares issued at year-end (thousands)	2,453,053	2,453,053	2,453,053	2,453,053	2,453,053	2,453,053	2,453,053
Number of shares issued and outstanding at year-end (thousands)	2,070,605	2,070,642	2,101,117	2,146,284	2,209,532	2,070,330	2,070,622

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Notes:

1. Dividends per share reflect those paid during each fiscal year.
2. United States dollar amounts for dividends per share are translated from yen for convenience at the year-end exchange rate of each period.
3. Panasonic adopted the provisions of ASC 810, Consolidation and the presentations requirements for the financial statements have been adopted retrospectively and prior year amounts of net income (loss) have been reclassified to conform to the presentation used for fiscal 2010.
4. Diluted net income (loss), attributable to Panasonic Corporation common shareholders per share for fiscal 2010, and for the six months ended September 30, 2009 and 2010 have been omitted because Panasonic did not have potential common shares that were outstanding for these periods.

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Panasonic's common stock is listed on the First Sections of the Tokyo Stock Exchange, the Osaka Securities Exchange and the Nagoya Stock Exchange. Also, American Depositary Shares, each representing one Panasonic share, are listed on the New York Stock Exchange.

PEW's common stock is listed on the First Sections of the Tokyo Stock Exchange and the Osaka Securities Exchange.

The following table sets forth, for the periods indicated, the reported high and low prices per share of Panasonic's common stock on the First Section of the Tokyo Stock Exchange, and the reported high and low composite prices of Panasonic's ADSs on the New York Stock Exchange:

	Tokyo Stock Exchange		New York Stock Exchange	
	Price per Share of Common Stock (yen)		Price per American Depositary Share (dollars)*	
	High	Low	High	Low
Fiscal Year ended March 31, 2006	¥ 2,650	¥ 1,485	\$ 22.68	\$ 14.19
Fiscal Year ended March 31, 2007	2,870	2,080	25.14	17.70
Fiscal Year ended March 31, 2008	2,585	1,912	22.59	16.63
Fiscal Year ended March 31, 2009	2,515	1,000	24.38	10.60
Fiscal Year ended March 31, 2010	1,585	1,062	17.19	10.77
Fiscal Year ended March 31, 2009:				
First quarter	2,515	2,000	24.38	19.71
Second quarter	2,380	1,774	22.02	16.54
Third quarter	1,882	1,000	17.66	10.91
Fourth quarter	1,322	1,016	13.74	10.60
Fiscal Year ended March 31, 2010:				
First quarter	1,510	1,070	15.37	10.77
Second quarter	1,541	1,175	16.60	12.76
Third quarter	1,356	1,062	14.80	12.40
Fourth quarter	1,585	1,228	17.19	13.72
Fiscal Year ending March 31, 2011:				
First quarter	1,480	1,104	15.72	12.35
Second quarter	1,212	1,027	13.80	12.14
Third quarter	1,272	1,100	15.00	13.19
Month of:				
March 2010	1,449	1,234	15.62	13.75
April 2010	1,480	1,345	15.72	14.42
May 2010	1,348	1,123	14.70	12.35
June 2010	1,288	1,104	14.06	12.43
July 2010	1,212	1,040	13.55	12.35
August 2010	1,155	1,027	13.35	12.14
September 2010	1,170	1,050	13.80	12.75
October 2010	1,226	1,100	15.00	13.19
November 2010	1,272	1,135	14.95	14.03
December 2010	1,220	1,138	14.55	13.67
January 2011	1,206	1,120	14.56	13.64
February 2011 (through February 9, 2011)	1,138	1,081	13.98	13.12

* The prices of ADSs are based upon reports by the NYSE, with all fractional figures rounded up to the nearest two decimal points. On February 9, 2011, the last reported sale price of Panasonic shares on the Tokyo Stock Exchange was ¥1,099 per share.

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The following table sets forth, for the periods indicated, the reported high and low prices per share of PEW's common stock on the First Section of the Tokyo Stock Exchange:

	PEW Common Stock Price per Share	
	High	Low
Fiscal year ended March 31, 2006	¥ 1,454	¥ 851
Fiscal year ended March 31, 2007	1,450	1,155
Fiscal year ended March 31, 2008	1,649	923
Fiscal year ended March 31, 2009	1,180	555
Fiscal year ended March 31, 2010	1,192	695
Fiscal year ended March 31, 2009:		
First quarter	1,180	1,013
Second quarter	1,110	861
Third quarter	957	588
Fourth quarter	838	555
Fiscal year ended March 31, 2010:		
First quarter	924	695
Second quarter	1,162	809
Third quarter	1,187	921
Fourth quarter	1,192	974
Fiscal year ending March 31, 2011:		
First quarter	1,245	876
Second quarter	1,124	860
Third quarter	1,119	1,041
Month of:		
March 2010	1,192	1,035
April 2010	1,245	1,146
May 2010	1,156	902
June 2010	981	876
July 2010	1,124	860
August 2010	1,110	1,098
September 2010	1,109	1,104
October 2010	1,115	1,055
November 2010	1,113	1,045
December 2010	1,119	1,041
January 2011	1,106	1,026
February 2011 (through February 9, 2011)	1,042	992

On February 9, 2011, the last reported sale price of PEW shares on the Tokyo Stock Exchange was ¥1,006 per share.

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Set forth below are the closing prices of Panasonic's common stock and PEW's common stock on July 28, 2010, the last full trading day prior to the public announcement date on which the two companies had announced the tender offer and the Share Exchange, including the tender offer price, December 21, 2010, the date on which the two companies publicly announced the share exchange ratio, and February 9, 2011. The table also sets forth the implied equivalent value of PEW's common stock on these dates, as determined by multiplying the applicable closing price of Panasonic's common stock by the exchange ratio of 0.925 Panasonic shares per PEW share. Panasonic urges you to obtain current market quotations for each of the two companies' common stock.

	Panasonic's Common Stock Historical	PEW's Common Stock Historical	PEW's Common Stock Equivalent
July 28, 2010	¥ 1,167	¥ 974	¥ 1,079
December 21, 2010	1,169	1,103	1,081
February 9, 2011	1,099	1,006	1,017

The following table sets forth, for the periods indicated, the dividends per share paid on Panasonic's common stock and PEW's common stock:

Fiscal Year Ended March 31,	Panasonic	PEW
2006	¥ 17.50	¥ 17.00
2007	25.00	20.00
2008	32.50	25.00
2009	40.00	18.75
2010	12.50	12.50

PEW Shareholders

According to PEW's register of shareholders as of January 12, 2011, there were 751,074,788 shares of its common stock issued, of which 739,772,769 shares were outstanding and were held by 19,706 shareholders of record, including 36 shareholders of record with addresses in the United States who held 1,813,051 shares, representing approximately 0.24% of the then issued common stock and approximately 0.25% of the then outstanding common stock. Because some of these shares were held by brokers or other nominees, the number of record holders with addresses in the United States may be fewer than the number of beneficial owners in the United States. PEW is not required by Japanese law to monitor or disclose beneficial ownership of its common stock.

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The following table sets forth information regarding the noon buying rates for Japanese yen in New York City as certified for customs purposes by the Federal Reserve Bank of New York expressed in Japanese yen per \$1.00 during the periods and as of the dates shown. The average exchange rate for the periods shown is the average of the month-end rates during the period. We have translated some Japanese yen amounts presented in this prospectus into U.S. dollars solely for your convenience. Unless otherwise noted, the rate used for the translations was ¥93.40 per \$1.00. This was the approximate exchange rate in Japan on March 31, 2010. The translation should not be construed as a representation that the yen amounts have been, could have been, or could in the future be converted into U.S. dollars at the above or any other rate.

The following table shows the noon buying rates for Japanese yen per \$1.00.

	Low	High	Average	Period-End
Fiscal Year Ended March 31,				
2006	¥ 120.93	¥ 104.41	¥ 113.67	¥117.48
2007	121.81	110.07	116.55	117.56
2008	124.09	96.88	113.61	99.85
2009	110.48	87.80	100.85	99.15
2010	100.71	86.12	92.49	93.40
2011 (through February 4, 2011)	94.68	80.48	85.21	81.99

Calendar Year 2010

March	¥ 93.40	¥ 88.43		
April	94.51	92.03		
May	94.68	89.89		
June	92.33	88.39		
July	88.59	86.40		
August	86.42	84.10		
September	85.77	83.05		
October	83.33	80.48		
November	84.34	80.61		
December	84.23	81.67		

Calendar Year 2011

January	83.36	81.56		
February (through February 4, 2011)	81.99	81.48		

On February 4, 2011, the noon buying rate was ¥81.99 = \$1.00.

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EXTRAORDINARY GENERAL MEETING OF PEW SHAREHOLDERS

General

PEW is distributing mail-in-ballots to its shareholders who are entitled to exercise their voting rights (or their standing proxies in Japan, as appropriate) for use at the PEW extraordinary general meeting, currently expected to be held in March 2011, at 1048, Oaza Kadoma, Kadoma City, Osaka 571-8686, Japan. PEW is distributing these mail-in-ballots, together with the notice of convocation of the meeting and reference documents concerning the shareholders' meeting, by mail to its shareholders who have voting rights. Both the notice and mail-in-ballots are written in Japanese. An English translation of the notice of convocation of the meeting and reference documents for the shareholders' meeting are included as an exhibit to the registration statement of which this prospectus forms a part. An English translation of the mail-in-ballot is also included as an exhibit to such registration statement. This prospectus is furnished to PEW shareholders resident in the United States in connection with the issuance by Panasonic of shares of Panasonic's common stock pursuant to the Share Exchange.

The purposes of the PEW extraordinary general meeting are:

- (1) to consider and to vote upon the approval of the Share Exchange Agreement; and
- (2) to consider and to vote upon the partial amendments to the Articles of Incorporation of PEW.

Voting

Record Date

The close of business on January 12, 2011 has been fixed by the resolution of board of directors to be as the PEW record date for the determination of the holders of PEW's common stock entitled to exercise the shareholders' rights at the PEW extraordinary general meeting. PEW's shareholders may vote at the PEW extraordinary general meeting only if they are registered as a holder of one unit or more shares of PEW's common stock in PEW's register of shareholders at that time.

As of January 12, 2011, there were 739,772,769 shares of PEW's common stock issued and outstanding. Of those, 1,813,051 shares were held by residents of the United States. Each unit of shares of PEW's common stock outstanding on the PEW record date is entitled to one vote on each matter properly submitted at the PEW extraordinary general meeting subject to the limitation by the Unit share system. See Description of Panasonic's Common Stock Unit Share System.

Vote Required

Approval of the Share Exchange requires the affirmative vote of the holders of a two-thirds majority of the voting rights of shareholders of PEW represented at the extraordinary general meeting of shareholders of PEW at which shareholders holding one-third of the total voting rights of the shareholders who are entitled to exercise their voting rights are represented.

As of January 12, 2011, the directors, corporate auditors and their affiliates of PEW owned of record approximately 0.01% of the voting rights of PEW's common stock. Also, as of December 21, 2010, directors, corporate auditors and their affiliates of Panasonic owned of record approximately 1.98% of the voting rights of PEW's common stock.

Mail-in-ballots and Electronic Vote

Holders of PEW's common stock entitled to vote at the PEW extraordinary general meeting may vote their shares by mail-in-ballot, using the form in Japanese which PEW is distributing by mail to those holders.

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Holders of PEW's common stock are also entitled to exercise voting rights via the Internet by accessing a website designated by PEW and inputting an exercise code and password. Internet voting is available only on the Japanese-language website.

Revocation

Any person who submits a mail-in-ballot by mail or vote via the Internet may revoke it any time before it is voted:

By sending another mail-in-ballot dated a later date than the previous mail-in-ballot to PEW, or by submitting a subsequent vote via the Internet (if a shareholder sends mail-in-ballot and submits vote via the Internet, the vote via Internet will be counted and if a shareholder submits vote via the Internet more than one time, the last vote will be counted), or

By voting in person, or through another shareholder entitled to vote and appointed as such person's attorney-in-fact, at the general meeting of shareholders of PEW.

PEW shareholders who have instructed a broker to vote their shares must follow directions received from their broker to change and revoke their vote.

An electronic proxy voting platform operated by Mitsubishi UFJ Trust and Banking Corporation is available as a means of electronic voting for institutional investors.

Questions About Voting PEW Shares

If PEW shareholders have any questions about how to vote or direct a vote in respect of their PEW's common stock, they may call Kazuaki Hashimoto, Financial Management Department, at 81-6-6908-1131.

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THE SHARE EXCHANGE

General

The boards of directors of Panasonic and PEW have agreed to the Share Exchange, to be approved by shareholders' meeting of PEW. Pursuant to the Share Exchange, each shareholder of PEW will receive 0.925 shares of Panasonic's common stock for each share of PEW's common stock that such shareholder holds. If the terms of the Share Exchange are approved by the shareholders' meeting of PEW, and if the other conditions for completing the Share Exchange are satisfied, the Share Exchange is expected to become effective on April 1, 2011.

This section of the prospectus describes material aspects of the Share Exchange, including the material provisions of the Share Exchange Agreement. An English-language translation of the Share Exchange Agreement, the original of which is written in Japanese, is included in this prospectus as Appendix A.

Background to the Share Exchange

The Share Exchange is the final step in Panasonic's turning PEW into a wholly-owned subsidiary. Panasonic originally turned PEW into a consolidated subsidiary in April 2004, and as of March 31, 2010, Panasonic was the owner of 52.1% of PEW's voting rights.

As PEW has been a consolidated subsidiary of Panasonic, PEW and Panasonic have had certain joint management strategies as group companies and implemented various collaborative measures. However, the business environment surrounding the Panasonic Group, which includes PEW and SANYO, continues to change dramatically and rapidly. While business expansion opportunities have been offered by the rapidly expanding environment-related and energy-related markets and burgeoning emerging markets, the competition with Korean, Taiwanese, and Chinese companies, as well as Japanese, American, and European companies, has intensified not only in the Digital AVC Networks business, but also in the fields of rechargeable batteries, solar batteries, and electric vehicle-related business. It has become difficult for companies to effectively compete against global competitors in the expanding market without speeding up strategy execution and implementing all measures to demonstrate further group-wide potential.

In such circumstances, Panasonic considered various measures to further increase the corporate value of its group, and explored the possible acquisition of the shares of PEW and SANYO it did not already own.

Prior to the transaction, the President of Panasonic, Mr. Fumio Ohtsubo, and the Executive Vice President of Panasonic, Mr. Takahiro Mori, with the General Manager, Corporate Planning Group of Panasonic, Mr. Yoshiaki Nakagawa, decided to set up a new project team to commence concrete discussions regarding such a possible acquisition of shares of PEW and SANYO that Panasonic did not already own. Subsequently, Panasonic's project team discussed possible issues related to such transactions with Panasonic's financial advisor, Nomura Securities Co. Ltd., its Japanese legal counsel, Nagashima Ohno & Tsunematsu and its U.S. legal counsel, Sullivan & Cromwell LLP.

In late June 2010, PEW received a proposal from Panasonic to discuss the possibility of the transaction. The President of Panasonic, Mr. Fumio Ohtsubo, the Executive Vice President of Panasonic, Mr. Takahiro Mori, and the President of PEW, Mr. Shusaku Nagae had a meeting in which Mr. Ohtsubo proposed Panasonic's plan to acquire all the shares of PEW and SANYO that Panasonic did not already own in order to make them wholly-owned subsidiaries of Panasonic. Mr. Ohtsubo proposed that the acquisitions occur by way of first-step tender offers and second-step share exchanges.

Following the initial meeting, both Panasonic and PEW had internal meetings and meetings with their respective outside advisors.

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In early July 2010, the President of PEW, Mr. Shusaku Nagae, met the President of Panasonic, Mr. Fumio Ohtsubo, and PEW promised to consider the possibility of accepting Panasonic's proposal.

Subsequently, the management members of Panasonic and PEW had ongoing extensive discussions to negotiate the potential acquisition including the offer price, structure, schedule of the tender offer and the share exchange and the strategy of PEW after the potential acquisition.

After receiving the proposal from Panasonic, PEW retained Daiwa Securities Capital Markets Co. Ltd. (Daiwa) as its financial advisor. PEW also retained Kikkawa Law Offices as its Japanese legal counsel. Subsequently, PEW, its financial advisors and its Japanese legal counsel held various meetings to discuss the terms, structure and schedule of the potential transaction and the strategy for negotiations. Among other things, Kikkawa Law Offices provided PEW's board of directors with legal advice concerning the decision-making method and procedures to be used by the board of directors, including various procedures related to the planned transaction.

Over the course of the discussions and negotiations between Panasonic and PEW, Panasonic performed its legal and financial due diligence of PEW with the assistance of legal and accounting professional firms. As part of this process, Panasonic also conducted an interview of PEW's management. On behalf of Panasonic, legal due diligence was conducted by Nagashima Ohno & Tsunematsu, and an accounting due diligence was conducted by KPMG AZSA LLC. In addition, Panasonic and PEW continued their negotiations regarding the appropriate tender offer price.

Two weeks prior to the public announcement of the transaction, Panasonic and PEW had a preliminary consultation meeting on the planned tender offers by Panasonic with the Tokyo Stock Exchange in accordance with its listing rules. Panasonic also had a preliminary consultation meeting on the tender offers with the Kanto Local Finance Bureau after the consultation.

On July 29, 2010, the date of public announcement, PEW received from Daiwa, acting as its financial advisor and as a third-party valuation institution independent from Panasonic and from PEW, a share valuation report with respect to PEW's shares. In addition, on the same date, PEW's board of directors received a fairness opinion from Daiwa stating that Panasonic's proposed tender offer purchase price of 1,110 yen per share is fair to shareholders of PEW other than the controlling shareholders, etc. (meaning Controlling Shareholders and other parties set forth in the Enforcement Regulations provided for in Article 441-2 of the Securities Listing Regulations of Tokyo Stock Exchange, Inc. and Article 436-3 of the Enforcement Rules for the same, including Panasonic) from a financial viewpoint.

On the same date, at a meeting of the board of directors of PEW (which was attended by 14 directors out of 15 directors, including one of two outside directors), based in part on the share valuation report and fairness opinion received from Daiwa, it was determined that the tender offer would be highly beneficial to the enhancement of the corporate value of PEW, that the conditions relating to the tender offer are appropriate, and that the tender offer provided all of PEW's shareholders with an opportunity to sell PEW's shares for a reasonable price. Thus, a resolution was adopted with the approval of all of the directors in attendance that PEW would express its endorsement of the tender offer, and recommend that PEW's shareholders tender their shares in the tender offer.

In addition, all of PEW's corporate auditors (three corporate auditors out of four, including one of two outside corporate auditors) who attended the above board of directors' meeting expressed the opinion that they had no objections to PEW's board of directors endorsing the tender offer. Mr. Koshi Kitadai, an outside director of PEW, also served as a corporate advisor of Panasonic and was formerly a director of Panasonic. Accordingly, he did not participate in any of the deliberations or resolutions on the tender offer in order to prevent conflict of interests, and he did not participate in any of the discussions or negotiations with Panasonic on behalf of PEW. Mr. Yutaka Maehashi, who is an outside corporate auditor of PEW, because he also served as an employee of Panasonic, did not participate in the above-referenced deliberations, in order to prevent conflict of interests.

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In addition, on July 29, 2010, Panasonic received from Nomura Securities Co., Ltd., acting as Panasonic's financial advisor and a third-party valuation institution independent from Panasonic and from PEW, a valuation report with respect to PEW's shares of common stock. Furthermore, on the same date, Panasonic's board of directors received a fairness opinion from Nomura Securities Co., Ltd. stating that the proposed tender offer purchase price of 1,110 yen per share was proper for Panasonic from a financial viewpoint.

On July 29, 2010, a meeting of the board of directors of Panasonic was held to consider the planned acquisitions of all shares of PEW that Panasonic did not already own, including the first-step tender offer. After review and discussions of the terms of the proposal, as well as the valuation report and fairness opinion received from Nomura Securities Co., Ltd., the board of directors of Panasonic unanimously resolved to approve the terms of the transaction scheme.

On July 29, 2010, Panasonic and PEW announced the details of the tender offer and the acquisition. In addition to the offer price and terms for the tender offer, it was announced by Panasonic that, for the purposes of the share exchange ratio for the second-step share exchange, PEW's shares were expected to be valued based on a price equivalent to the tender offer purchase price.

On October 6, 2010, Panasonic completed the tender offer for shares of PEW that it did not already own at a price of ¥1,110 per share and as a result increased its ownership percentage to approximately 84% of PEW's voting rights.

Following the completion of the tender offer, the management of Panasonic and PEW had ongoing extensive discussions to negotiate the share exchange ratio for the Share Exchange based on the purchase price for the tender offer, taking into account the results of the tender offer, the market share price levels of shares of Panasonic and other various factors. In addition, in order to prevent a transaction that would be advantageous only to Panasonic and would be disadvantageous to PEW and its minority shareholders, PEW took certain steps, such as receiving a fairness opinion from its financial advisor and seeking the opinions of the outside director and outside corporate auditor that did not come from Panasonic, as further discussed below.

PEW continued to retain Daiwa as its financial advisor with respect to the Share Exchange. As discussed below, Daiwa provided PEW with financial advice, including the provision of a valuation report and a fairness opinion. PEW also continued to retain Kikkawa Law Offices as its Japanese legal advisor. Kikkawa Law Offices provided legal advice regarding, among other things, the appropriate methods and procedures for the board's decision making. In addition, PEW performed its legal and financial due diligence of Panasonic's operations with the assistance of its legal and accounting advisors. As part of this process, PEW also conducted an interview of Panasonic's management. On behalf of PEW, legal due diligence was conducted by Kikkawa Law Offices, and financial due diligence was conducted by Deloitte Tohmatsu FAS Co., Ltd., an accounting professional firm retained as PEW's accounting advisor for the financial due diligence. Subsequently, PEW, its financial advisor, its Japanese legal advisor and its accounting advisor held various meetings to discuss the terms, structure and schedule of the Share Exchange and the strategy for negotiations.

Panasonic Corporation continued to retain Nomura Securities Co. Ltd. as its financial advisor, Nagashima Ohno & Tsunematsu as its Japanese legal counsel, and Sullivan & Cromwell LLP as its U.S. legal counsel.

On December 21, 2010, PEW received from Daiwa, acting as PEW's financial advisor and as a third-party valuation institution independent from Panasonic and PEW, a valuation report calculating the share exchange ratio based on various valuation methods. In addition, on the same date, PEW's board of directors received a fairness opinion from Daiwa stating that Panasonic's proposed share exchange ratio of 0.925 Panasonic shares per share of PEW (the Share Exchange Ratio) is, from a financial viewpoint, fair to the shareholders of PEW other than the controlling shareholders, etc. (meaning Controlling Shareholders and other parties set forth in the Enforcement Regulations provided for in Article 441-2 of the Securities Listing Regulations of Tokyo Stock Exchange, Inc. and Article 436-3 of the Enforcement Rules for the same, including Panasonic)

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Taking into consideration the valuation report and fairness opinion received from Daiwa, as well as the legal advice received from Kikkawa Law Offices, the results of legal and financial due diligence and other factors, the PEW board of directors carefully reviewed the terms and conditions of the Share Exchange, including the Share Exchange Ratio. As a result, on December 21, 2010, at a meeting of the board of directors of PEW, the PEW board determined that the Share Exchange would enhance the corporate value of PEW and that the terms and conditions of the Share Exchange were reasonable. In view of the above, a resolution was adopted with the approval of all of the directors participating in the resolution (including one outside director) to conduct the Share Exchange and execute the Share Exchange Agreement.

In addition, all of PEW's corporate auditors participating in the above resolution (including one outside corporate auditor) expressed the opinion that they had no objections to the execution of the Share Exchange Agreement by the PEW board of directors. As was the case with the deliberations, resolutions and negotiations leading to the approval of the first-step tender offer, among 15 directors of PEW, Mr. Koshi Kitadai, who is an outside director of PEW, did not participate in any of the deliberations or resolutions on the Share Exchange and did not participate in any of the discussions or negotiations with Panasonic on behalf of PEW, in order to prevent any conflict of interests arising from his status as a former director of Panasonic and his continuing service as a corporate advisor to Panasonic. In addition, Mr. Yukata Maehashi, an outside corporate auditor of PEW, also did not participate in the above-referenced deliberations, in order to prevent any conflict of interests arising from his status as an employee of Panasonic.

In addition, on December 21, 2010, Panasonic received from Nomura Securities Co., Ltd., acting as Panasonic's financial advisor and a third-party valuation institution independent from Panasonic and from PEW, a valuation report with respect to the Share Exchange. Furthermore, on the same date, Panasonic's board of directors received a fairness opinion from Nomura Securities Co., Ltd. stating that the proposed Share Exchange Ratio was proper for Panasonic from a financial viewpoint.

On December 21, 2010, a meeting of the board of directors of Panasonic was held to consider the planned acquisition of all shares of PEW that Panasonic did not already own through the Share Exchange. After review and discussions of the terms of the proposal, as well as the valuation report and fairness opinion received from Nomura Securities Co., Ltd., the board of directors of Panasonic unanimously resolved to approve the Share Exchange.

On December 21, 2010, Panasonic and PEW announced the details of the Share Exchange, including the Share Exchange Ratio. The announcement also noted that the Share Exchange Ratio may be subject to change upon consultations between PEW and Panasonic in the case of any material changes to the assumptions underlying the calculation of the Share Exchange Ratio. The Share Exchange is expected to be implemented after the Share Exchange Agreement is approved by PEW shareholders at an extraordinary general meeting of shareholders scheduled for March 2, 2011. The Share Exchange is scheduled to occur on April 1, 2011.

Reasons for the Share Exchange

As discussed above, the business environment surrounding the Panasonic Group continues to change dramatically and rapidly. Thus, it is indispensable for the Panasonic Group to speed up strategy execution and take further advantage of the total strengths of the group in order to effectively compete against the competition and achieve business growth in new markets. As a result, Panasonic made a determination to turn both PEW and SANYO, which are both currently consolidated subsidiaries, into wholly-owned subsidiaries through simultaneous first-step tender offers and subsequent share exchanges.

Through ownership of all of the shares of both PEW and SANYO, Panasonic intends to dynamically accelerate, and to achieve further progress under, its business plan by promoting rapid decision making and maximizing group synergies. Panasonic, PEW and SANYO intend to pursue the establishment of the new Panasonic Group, under which the three companies will be genuinely integrated, and will make efforts to (i) maximize value creation by strengthening contacts with customers, (ii) realize speedy and lean management, and (iii) accelerate business growth by boldly shifting management resources.

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Furthermore, in order to realize these objectives, the Panasonic Group's business organization is scheduled to be restructured by around January 2012. From the perspective of maximization of customer value, the basic policy of such restructuring is to integrate and reorganize the business and marketing divisions of the three companies into three business sectors: Consumer, Components and Devices and Solutions, and to design optimal business models that are most suitable for the character of each business. In addition, the Panasonic Group will reorganize its current 16 domain companies into nine, based on these new business sectors and as described below. The Panasonic Group will make efforts to establish a business organization under which it can effectively compete against global competitors in each business and in each industry.

Currently, the direction of the reorganization of each business sector is expected to be as follows:

Consumer business sector:

The Panasonic Group intends to reorganize its marketing function on a global basis, and reorganize its marketing divisions, including Japan, to a global consumer marketing division. Under the reorganization, the Panasonic Group intends to enhance the function of its frontline business and accelerate the creation of customer-oriented products. Also, the Panasonic Group intends to work to strengthen, among others, its overseas consumer business by strategically distributing its marketing resources in Japan and overseas.

The Panasonic Group expects that the consumer business sector will have two domain companies: (1) AVC networks and (2) heating/refrigeration/air condition and home appliances. The AVC networks domain company will focus on creation of new businesses with next-generation products, with a unified concept of business and technology. The heating/refrigeration/air condition and home appliances domain company will aim to be the leading green innovation company in the home appliances business, with a strong line-up ranging from consumer use to commercial use, and is expected to globally expand its business in personal care and health enhancing products and cooking appliances.

Components and Devices business sector:

The Panasonic Group intends to strengthen cooperation among the development, production and sales functions for each component and device having a common business model. By combining marketing and technology, the Panasonic Group intends to strengthen its proposal-style business, which foresees the potential needs of customers and aim to expand the business as an independent business that does not rely on internal needs. Particularly in this business sector, the Panasonic Group intends to continue to make maximum use of SANYO's strengths, such as its rechargeable batteries business and solar business, as well as its customer network.

Specifically, the Panasonic Group expects that the components and devices business section will have three domain companies: (1) automotives, (2) devices and (3) energy devices. These three domain companies are expected to cooperate in providing strategic customer services and conducting new sales development, with a department established for the purposes of such cooperation. The automotive domain company will aim to strengthen multimedia systems displays, create new growth markets such as EV and e-cockpit, and establish a robust Japanese market share for car navigation systems. The devices domain company will aim to develop new markets and customer with new products and technologies, and focus on environment and energy, healthcare and medical, material and devices, automotives and emerging markets. The energy devices domain company will aim especially to strengthen its lithium-ion battery and solar battery businesses.

Solutions business sector:

The Panasonic Group intends to unify the development, production and sales functions for each solution for business customers. The Panasonic Group aims to offer the most suitable products, services and solutions as quickly as possible, grasping customers' needs in as timely a fashion as possible. In addition, the comprehensive solutions for the entire home, the entire building and the

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entire town that encompass these solutions will be accelerated. Particularly in this business sector, the Panasonic Group intends to continue to make maximum use of the strength and customer network of PEW.

Specifically, the Panasonic group expects that the solutions business sector will have four domain companies: (1) security and communication solutions, (2) environment and energy solutions, (3) healthcare and medical solutions, and (4) factory solutions. The security and communications solutions domain company will aim to provide network solutions with the Panasonic Group's comprehensive technologies, from fixed to wireless communications, including mobile phones. The environment and energy solutions domain company will focus on contributing to a comfortable eco-conscious lifestyle, and aim for unconventional growth through comprehensive solutions and sales, and effective collaboration with other domain companies. The healthcare and medical solutions domain company is expected to serve as a pillar of the next generation business and assist in providing simple and affordable healthcare service, including contributing to the robot business with products such as a robotic bed. The factory solutions domain company will aim to contribute to the progress and development of global society with manufacturing solutions, including the development of new businesses in mounting and circuit fabrication and welding, and laser technology.

In addition, the environment and energy domain company will lead the comprehensive solutions initiative, which will involve four steps: (1) offer a packaged series as a whole set to a specific space, (2) utilize network-packaged equipment, (3) have a vertical value chain business to offer coherent value from sales to customer services, and (4) create a unique comprehensive solutions business model. The goal is to create such a unique business model that combines vertical and horizontal value chains from the planning stage through participation in the smart city projects in the world.

In addition to the reorganization, the head office will aim for a lean and speedy global head office by strengthening its strategic functions, while integrating and streamlining the three companies' organizations. The nine domain companies will be responsible for managing their businesses autonomously, while the new head office will focus on three functions: (1) develop a group-wide growth strategy, (2) establish group core competencies and (3) offer services beyond the domain companies' capabilities. The new head office is expected to have a global head office to govern the Panasonic Group based on each functional classification and regional management companies based on each region. By organizing the head office with a focus on indispensable functions, the Panasonic Group believes that it will be able to create new local businesses and solve local issues.

Further, together with this reorganization, Panasonic Group intends to integrate its brands, in principle, into Panasonic in the future. However, Panasonic Group expects that SANYO will continue to be partially utilized, depending on the particular business or region.

Panasonic Group believes that the acquisitions and business reorganizations mentioned above will promote the integration of the three companies' advantages and the proposal capabilities for comprehensive solutions, and will enable rapid increase in global competitiveness especially in the energy systems, heating/refrigeration/air conditioning and network AV business, which are core businesses to lead sales and profits of the entire group companies. Also, in each business such as healthcare, security, and LED, which is positioned as a key business for the next generation, Panasonic will make efforts to accelerate the growth of such business by combining the capacities of the three companies for research and development, as well as market development.

Additionally, Panasonic intends to realize further reinforcement of management structure and cost competitiveness through business integration and unification of the business bases of the three companies, and through optimizing and streamlining its head office organization.

Determination of PEW's Board of Directors

As discussed in further detail above under Background to the Share Exchange, the Share Exchange was approved at a meeting of the board of directors of PEW held on December 21, 2010 by a unanimous vote of all

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fourteen of the directors that were not deemed to have conflict of interests (including one outside director). In order to prevent conflict of interests, the other outside director, Mr. Koshi Kitadai, who serves a corporate advisor of Panasonic, did not participate in any deliberations or resolutions regarding the Share Exchange Ratio and the Share Exchange Agreement, and furthermore did not participate in discussions and negotiations with Panasonic on behalf of PEW. In addition, out of the four corporate auditors of PEW, three corporate auditors (including one outside corporate auditor) were also present at the board meeting, and opined that they had no objections to the execution of the Share Exchange Agreement by the board of directors of PEW. In order to prevent conflict of interests, PEW's other outside corporate auditor, Mr. Yutaka Maehashi, who also serves as an employee of Panasonic, did not participate in the above deliberations.

As also discussed in further detail above under "Background to the Share Exchange", throughout the negotiation process leading to the board decision, the PEW board of directors heard the opinions of the outside director and outside corporate auditor other than those that came from Panasonic, in order to prevent a transaction that would benefit only Panasonic and cause damage to PEW and its minority shareholders, to make management decisions independently as a listed company and to enhance the objectivity of its decision. In addition, the PEW board of directors consulted with PEW's financial and legal advisors.

In making its determination to approve the Share Exchange Agreement, with advice from PEW's financial and legal advisors, the PEW board of directors considered a number of factors, including the following:

The board's knowledge of the businesses, operations, financial condition, earnings and future prospects of both PEW and Panasonic.

The board's knowledge of the current and prospective economic, market and industry environment in which PEW and Panasonic operate.

The results of the legal and financial due diligence of Panasonic's operations conducted by PEW and its legal and accounting advisors.

The results of analyses of the Share Exchange Ratio, prepared by Daiwa, which included the stock price analysis, comparable company analysis and discounted cash flow analysis.

The original signed version of the fairness opinion of Daiwa, which was delivered to the PEW board of directors immediately before the approval of the Share Exchange Agreement, to the effect that, as of the date of the opinion and subject to certain assumptions and reservations set forth therein, the proposed Share Exchange Ratio was fair from a financial point of view to the holders of PEW shares other than PEW's controlling shareholders as defined in Article 441-2 of the Securities Listing Regulations of Tokyo Stock Exchange, Inc. and Article 436-3 of the Enforcement Rules for the same.

The fact that the outside director and outside auditor that did not have conflict of interests expressed no objections to PEW's execution of the Share Exchange Agreement.

The terms of the Share Exchange Agreement and its effects, including without limitation the fact that Panasonic would become the sole shareholder of PEW upon consummation of the Share Exchange.

The fact that the Share Exchange Ratio was based primarily on the first-step tender offer price. As described in detail under "Background to the Share Exchange", the board recommended to PEW's shareholders to tender their shares in the tender offer, based on its discussions and negotiations with Panasonic, advice received from its legal and financial advisors and its consideration of the appropriateness of the tender offer price.

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The foregoing discussion of the information considered by the PEW board of directors is not exhaustive, but includes the material factors that the PEW board of directors considered in approving the Share Exchange. In view of the wide variety of factors considered in connection with its evaluation of the Share Exchange and the complexity of these matters, the PEW board did not find it useful, and did not attempt, to quantify, rank or

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otherwise assign relative weights to these factors. The PEW board conducted an overall analysis of the factors described above, including discussions with PEW's financial and legal advisors, and considered the factors overall to be favorable to, and to support, its determination.

The above explanation of the reasoning of the PEW board of directors and all other information presented in this section is forward-looking in nature and, therefore, should be read in light of the factors discussed under "Forward-Looking Statements" on page 2.

Opinion of PEW's Financial Advisor

Opinion of Daiwa

Daiwa delivered its written opinion to PEW's board of directors that, as of December 21, 2010 and based upon and subject to the factors and assumptions set forth therein, the Share Exchange Ratio was fair from a financial point of view to the holders of PEW shares other than PEW's controlling shareholders as defined in Article 441-2 of the Securities Listing Regulations of Tokyo Stock Exchange, Inc. and Article 436-3 of the Enforcement Rules for the same.

The full text of the written opinion of Daiwa, dated December 21, 2010, which sets forth assumptions made, procedures followed, matters considered and limitations on the review undertaken in connection with the opinion, is attached as Appendix B and is incorporated by reference in this prospectus. Holders of PEW shares are encouraged to read Daiwa's opinion carefully in its entirety. Daiwa provided its opinion for the benefit of PEW's board of directors in connection with its consideration of the Share Exchange from a financial point of view and does not address any other aspects of the Share Exchange. Daiwa's opinion does not address the relative merits of the Share Exchange or any related transaction as compared to other business strategies that might be available to PEW or PEW's underlying business decision to effect the Share Exchange or any related transaction. Daiwa's opinion does not constitute a recommendation as to how any holder of PEW shares should vote with respect to the Share Exchange, or any other matter.

Daiwa has consented to the inclusion of its opinion as Appendix B to this prospectus. By giving such consent, Daiwa does not thereby admit that it comes within the category of persons whose consent is required under Section 7 of the Securities Act or the rules and regulations of the Securities and Exchange Commission thereunder, nor does it thereby admit that it is an expert with respect to any part of this registration statement on Form F-4 of which this prospectus forms a part within the meaning of the term "experts" as used in the Securities Act or the rules and regulations of the Securities and Exchange Commission thereunder.

In arriving at its opinion, Daiwa has:

1. reviewed and analyzed the draft of the Share Exchange Agreement dated December 21, 2010;
2. reviewed and analyzed financial information and business descriptions contained in the annual securities reports (yuka-shoken hokokusho) and other disclosure materials of PEW and Panasonic;
3. reviewed and analyzed publicly available materials, share-related information and other information related to PEW and Panasonic;
4. reviewed and analyzed the business plan and financial forecast of PEW prepared by the management of PEW for the fiscal years ending on March 31, 2011, March 31, 2012 and March 31, 2013 and other related information (the "PEW Business Plan") and the business plan and financial forecast of Panasonic prepared by the management of Panasonic for the fiscal years ending on March 31, 2011, March 31, 2012 and March 31, 2013 and other related information (the "Panasonic Business Plan"), both of which PEW consented for Daiwa's use for purposes of its analysis;
5. interviewed the management of each of PEW and Panasonic regarding their respective business operations and financial conditions, the PEW Business Plan, the Panasonic Business Plan and the effect of the Share Exchange;

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6. analyzed the share exchange agreement to be entered into on December 21, 2010 between Panasonic and SANYO, based on information provided by PEW;
7. reviewed and analyzed the historical market prices (including market prices as of 9:00 a.m. on December 21, 2010) and trading activity of PEW shares and Panasonic shares;
8. reviewed and analyzed financial and market share price data of selected publicly traded companies which Daiwa deemed to be generally similar to PEW and Panasonic;
9. reviewed PEW's advisors' advice and reports on Panasonic provided by PEW;
10. reviewed and analyzed other related information Daiwa deemed appropriate.

In preparing Daiwa's opinion, Daiwa has assumed and relied on the accuracy and completeness of all materials and information that Daiwa has reviewed or analyzed, and has not verified or assumed any obligation to independently verify the accuracy or completeness of such materials and information. In addition, Daiwa has not undertaken a separate evaluation, appraisal or assessment of any of the assets or liabilities, on an aggregate or individual basis, of PEW, Panasonic or their respective affiliates (including, but not limited to, financial derivative products, off-balance-sheet assets and liabilities and other contingent liabilities), nor has Daiwa made any request to a third party for any such valuation, appraisal or assessment. Daiwa has not evaluated the solvency and the credit ratings of PEW, Panasonic and their respective affiliates under any applicable laws relating to bankruptcy, insolvency or similar matters. Daiwa has not conducted any physical inspection of the properties or facilities of PEW, Panasonic, or their respective affiliates, nor has Daiwa assumed any obligation to do so.

Daiwa has assumed, with PEW's consent, that the PEW Business Plan and the Panasonic Business Plan furnished to Daiwa by PEW have been prepared reasonably, and reflect the best estimates and judgment at present of the management of each of PEW and Panasonic, and Daiwa has relied on such information without independent verification. Daiwa has assumed that all assumptions for the preparation of the PEW Business Plan and the Panasonic Business Plan are accurate and attainable and Daiwa has conducted no independent verifications of the accuracy or feasibility of such assumptions, nor has Daiwa assumed any obligation to do so.

Daiwa has assumed that the Share Exchange Agreement will be legally and validly executed with terms and conditions substantially the same as set forth in the draft of the Share Exchange Agreement that it reviewed, and the Share Exchange will be legally and validly performed and completed pursuant to such terms and conditions, without any waiver, revision or amendment of any material terms or conditions thereof. Further, Daiwa has assumed that the governmental, regulatory or other consents or approvals necessary for the execution of the Share Exchange will be obtained without any adverse effect on the expected benefits of the Share Exchange. Daiwa's opinion does not address PEW's underlying business decision to effect the Share Exchange or the relative merits of the Share Exchange as compared to any strategic alternatives that may be available to PEW, nor has Daiwa been requested by PEW to do so. Daiwa is not a legal, accounting or tax expert and has not independently analyzed or reviewed, nor assumed any obligation to analyze or review independently, the legality and validity of any matters regarding the Share Exchange or the acceptability of accounting and tax treatment of any matter regarding the Share Exchange.

Daiwa has acted as financial advisor to PEW in connection with, and has participated in certain of the negotiations leading to, the Share Exchange. Daiwa will receive a fee from PEW as consideration for its advisory services regarding the Share Exchange, a part of which is contingent upon consummation of the Share Exchange. PEW has agreed to indemnify Daiwa against certain liabilities that may arise in connection with its advisory services regarding the Share Exchange.

Daiwa and its affiliates have provided to PEW, Panasonic or their respective affiliates investment and financing services, including securities-related services, for which they have received compensation, including acting as a joint lead manager for the ¥400 billion offering of Panasonic's Sixth, Seventh and Eighth Series of Unsecured Straight Bonds in March 2009. Daiwa and its affiliates also may provide to PEW, Panasonic or their

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respective affiliates investment and financing services, including securities-related services, and may receive compensation for such services in the future. In addition, Daiwa and its affiliates may actively trade or hold financial products, including securities and derivatives products, of PEW, Panasonic or any of their respective affiliates, for Daiwa's own and its affiliates' accounts or for the accounts of customers.

Daiwa's opinion was prepared solely for the use and benefit of the Board of Directors of PEW in connection with its review of the Share Exchange Ratio. Accordingly, Daiwa assumes no responsibility for any matters arising out of or in connection with any other use of Daiwa's opinion. Daiwa assumes no liability to any party other than PEW for any matters arising out of or in connection with Daiwa's opinion or the Share Exchange. Daiwa's opinion does not constitute a recommendation or solicitation to any holders of PEW shares as to how such holder of shares should vote on the Share Exchange (including any exercise of appraisal rights by holders of shares opposing the Share Exchange), the assignment and receipt of PEW shares or any other related matters.

Daiwa's opinion addresses only the fairness of the Share Exchange Ratio from a financial point of view to the holders of PEW shares other than PEW's controlling shareholders. Daiwa's opinion does not address, the fairness to, or any other consideration of, any third party except the holders of PEW shares other than PEW's controlling shareholders. Daiwa does not provide any opinion on any premise or assumption upon which the determination of the Share Exchange Ratio was based or the underlying business decision of PEW to proceed with the Share Exchange. Daiwa is not expressing any opinion as to the prices at which PEW shares or Panasonic shares will trade at any time after the date of its opinion. In addition, Daiwa expresses no opinion with respect to the fairness of the amount or nature of any compensation to be received in relation to the Share Exchange Ratio by any officers, directors, employees or any class of such persons involved in the Share Exchange. In preparing Daiwa's opinion, Daiwa has not been authorized by PEW to solicit, nor has Daiwa solicited, any third-party indication of interest for the acquisition of all or any part of PEW.

Daiwa's opinion is based upon financial, economic, market and other conditions as they existed as of the date of its opinion, and relies on information made available to Daiwa up until such date. Additionally, although Daiwa's opinion may be affected by future changes in conditions, Daiwa does not assume any obligation to renew, revise or reaffirm its opinion.

The preparation and submission of Daiwa's opinion was authorized by its fairness opinion approval committee.

The Share Exchange Ratio was determined through negotiation between PEW and Panasonic and was approved by PEW's board of directors. Daiwa did not recommend any specific share exchange ratio to PEW or its board of directors. Daiwa's opinion and financial analyses were one of many factors considered by PEW's board of directors in its evaluation of the Share Exchange and should not be viewed as determinative of the views of PEW's board of directors or management with respect to the Share Exchange or the Share Exchange Ratio.

The following is a summary of the material financial analyses delivered by Daiwa to the board of directors of PEW in connection with rendering the opinion described above. The following summary, however, does not purport to be a complete description of the financial analyses performed by Daiwa, nor does the order of analyses described represent relative importance or weight given to those analyses by Daiwa. The financial analyses summarized below include information presented in tabular format. The tables must be read together with the full text of the summary and are alone not a complete description of Daiwa's financial analyses. Analyses based upon forecasts of future results are not necessarily indicative of actual future results, which may be significantly more or less favorable than suggested by these analyses. Except as otherwise noted, the following quantitative information, to the extent that it is based on market data, is based on market data as it existed on or before December 20, 2010 and is not necessarily indicative of current market conditions.

Table of Contents***Financial Analyses of Daiwa****Stock Price Analysis*

In performing its stock price analysis, Daiwa set December 20, 2010 as the reference date, and used the average closing stock prices of PEW shares and Panasonic shares during the one-week and one-month periods ending on the reference date. Daiwa also used the average closing stock prices for each of the following periods beginning on (i) December 1, 2010, which is the business day following the day on which SANYO issued its press release relating to amendments to the purchase agreement regarding the transfer of stock and loan of SANYO Semiconductor Co., Ltd.; (ii) October 8, 2010, which is the business day following the announcement of the results of Panasonic's tender offers, and (iii) July 30, 2010, which is the business day following the announcement of Panasonic's tender offers with each such period ending on the reference date.

	Exchange ratio
	per PEW share
1 Week	0.930
1 Month	0.919
December 1 December 20, 2010	0.926
October 8 December 20, 2010	0.910
July 30 December 20, 2010	0.954

As a result of this analysis, the range of implied exchange ratios per share of PEW was calculated to be 0.910 to 0.954.

Comparable Company Analysis

Daiwa reviewed and compared certain financial information, ratios and public market multiples of PEW with the corresponding financial information, ratios and public market multiples for the following selected publicly traded companies, which shared similar characteristics with one of PEW's business segments. The business segments used for the purpose of this analysis do not necessarily correspond to any segment information prepared by PEW for purpose of public financial disclosures in Japan.

Electrical Construction Materials and Building Products

JS Group Corporation;

TOTO LTD.; and

TAKARA STANDARD CO.,LTD..
Automation Controls

KEYENCE CORPORATION;

OMRON Corporation; and

HIROSE ELECTRIC CO., LTD..
Electronic Materials

Hitachi Chemical Company, Ltd.; and

Sumitomo Bakelite Company Limited.
Home Appliances

Panasonic.

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Daiwa reviewed and compared certain financial information, ratios and public market multiples of Panasonic with the corresponding financial information, ratios and public market multiples for the following selected publicly traded companies, which shared similar characteristics with one of Panasonic's business segments. The business segments used for the purpose of this analysis do not necessarily correspond to any segment information prepared by Panasonic for purpose of public financial disclosures in Japan, or to any U.S. GAAP segment information that appears elsewhere in this prospectus.

Digital AVC Networks and Home Appliances

Panasonic;

SONY CORPORATION;

Sharp Corporation;

TOSHIBA CORPORATION;

Hitachi, Ltd.; and

Mitsubishi Electric Corporation.
PEW and PanaHome

The selected companies of PEW.
Components and Devices

KYOCERA CORPORATION;

Murata Manufacturing Co., Ltd.; and

TDK Corporation.
SANYO

Panasonic;

SONY CORPORATION;

Sharp Corporation; and

CASIO COMPUTER CO.,LTD..

Although none of the selected companies is directly comparable to either PEW, Panasonic, or their respective operating units or subsidiaries, the companies included were chosen because they are publicly traded companies with operations that for purposes of the analysis may be considered similar to certain operations of PEW or Panasonic.

In this analysis, Daiwa analyzed the ratio of enterprise value, calculated as the market capitalization plus debt less cash and cash equivalents, to the estimated fiscal year 2010 earnings before interest, taxes, depreciation and amortization, commonly referred to as EBITDA, for each of the selected companies. The multiples and ratios for each of the selected companies were based on market data as of December 20, 2010 and financial data as of or for the fiscal period ended September 30, 2010. The multiples for each of the selected companies were calculated using the International Brokers Estimate System, or IBES, or where IBES was not available, estimates prepared by Toyokeizai.

Based on an analysis of the relevant metrics for each of the selected companies, Daiwa selected reference ranges of EBITDA multiples of 6.0 to 6.8 for PEW and 5.2 to 5.9 for Panasonic. Daiwa calculated ranges of implied values for PEW shares and Panasonic shares by applying these ranges of multiples to the estimated fiscal year 2010 EBITDA for PEW and Panasonic, prepared by their respective managements that PEW approved for Daiwa's use for purposes of its analysis.

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The results of the analysis are as follows:

	Multiple range for PEW	Multiple range for Panasonic	Implied exchange ratios per PEW share
EBITDA Multiple	6.0x - 6.8x	5.2x - 5.9x	0.689 - 0.913
<i>Discounted Cash Flow Analysis</i>			

Daiwa performed discounted cash flow analyses to estimate ranges of present values per PEW share and per Panasonic share, under the assumption that each company continues to operate as a stand-alone entity, using the PEW Business Plan and the Panasonic Business Plan that PEW approved for Daiwa's use for purposes of its analyses. For each company, Daiwa calculated this range by adding (1) the net present value of the standalone after-tax unlevered free cash flows to holders of PEW shares and Panasonic shares, respectively, that PEW and Panasonic each forecasted to generate over the last six months of fiscal year 2010 through fiscal year 2012 and (2) the present value of the company's terminal value. The terminal values were calculated by applying selected range of perpetual growth rates of 0.0% to 1.0% to each company's estimated normalized unlevered free cash flows for fiscal year 2012. The present values of cash flows and terminal values were calculated using discount rates ranging from 5.9% to 6.3% for PEW, reflecting estimates of PEW's weighted average cost of capital based upon an analysis of the selected companies, and from 6.0% to 6.4% for Panasonic, reflecting estimates of Panasonic's weighted average cost of capital based upon an analysis of the selected companies.

The discounted cash flow analysis resulted in a range of implied exchange ratios per PEW share of 0.660 to 0.872.

Structure of the Share Exchange

The Share Exchange is expected to become effective on April 1, 2011. Under the terms of the Share Exchange approved by the boards of directors of Panasonic and PEW, the following events will occur upon the effectiveness of the Share Exchange:

Shareholders of PEW's common stock (other than PEW, with respect to its treasury shares, which will be cancelled, and Panasonic, with respect to shares of PEW owned by it) as of the moment immediately preceding the Share Exchange will be allotted shares of Panasonic's common stock in amounts based on the ratio of 0.925 Panasonic shares for one PEW share, such amount (excluding any fraction of a share) to be reflected in Panasonic's register of shareholders; and

Any fraction of a share of Panasonic's common stock that would otherwise be allotted to former shareholders of PEW will instead be cashed out as described in more detail below.

In accordance with the Company Law, PEW shareholders will not receive any fractions of a share of Panasonic's common stock in the Share Exchange. Instead, the shares representing the aggregate of all such fractions (in case where such aggregated shares still include any fraction less than one share, such fraction shall be rounded off) will be sold in the Japanese market or sold to Panasonic and the net cash proceeds from the sale will be distributed to the former holders of PEW shares on a proportionate basis in accordance with their respective fractions.

If, during the period after the execution of the Share Exchange Agreement and before the effective date of the Share Exchange, (i) a material change occurs in the financial conditions or management conditions of Panasonic or PEW, (ii) a situation arises or is discovered that materially obstructs the implementation of the Share Exchange, or (iii) some other situation arises that makes it significantly difficult to achieve the purpose of the Share Exchange Agreement, Panasonic and PEW may, upon consultation, change the contents of the Share Exchange Agreement such as the terms and conditions of the Share Exchange or cancel the Share Exchange.

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Expiration of the Share Exchange Agreement

The Share Exchange Agreement shall cease to have any effect if, among others, the Share Exchange Agreement is not approved at the shareholders' meeting of PEW.

Description of Material Share Exchange Terms

PEW Voting Matters

The close of business on January 12, 2011 has been fixed by the resolution of PEW's board of directors as the record date for determination of the holders of PEW's common stock entitled to exercise shareholders' rights at PEW's extraordinary general meeting. As of January 12, 2011, there were 739,772,769 shares of PEW's common stock issued and outstanding. See Extraordinary General Meeting of PEW Shareholders for a more detailed description of the vote required, and the use and revocation of mail-in-ballots or electronic vote, at the general meeting of shareholders.

Dissenters' Appraisal Rights

Any PEW shareholder (i) who notifies PEW prior to the general meeting of shareholders of his or her intention to oppose the Share Exchange, and who votes against approval of the Share Exchange at the general meeting, or (ii) who is not entitled to vote at such general meeting of shareholders, and complies with the other procedures set forth in the Company Law and share handling regulations of PEW (a dissenting shareholder) may demand that PEW purchase his or her shares of PEW's common stock at the fair value. The failure of a shareholder who is entitled to vote at such general meeting of shareholders to provide such notice prior to the general meeting or to vote against approval of the Share Exchange at the general meeting will in effect constitute a waiver of the shareholder's right to demand that PEW purchase his or her shares of common stock at the fair value. The dissenting shareholder who has made such demand may withdraw such demand only if PEW approves such withdrawal.

PEW will give public notice to its shareholders announcing that PEW intends to perform the Share Exchange and providing the name and address of Panasonic, no later than 20 days prior to the effective date of the Share Exchange (such public notice may be made prior to the date of the general meeting of shareholders). The demand referred to in the preceding paragraph must be made during the period from the day 20 days prior to the effective date of the Share Exchange to the date immediately preceding the effective date of the Share Exchange and should state the number of shares relating to such demand. The Company Law does not require any other statement in the demand. If the value of such shares is agreed upon between the dissenting shareholder and PEW, then PEW is required to make payment to such dissenting shareholder of the agreed value within 60 days of the effective date of the Share Exchange. If the dissenting shareholder and PEW do not agree on the value of such shares within 30 days from the effective date of the Share Exchange, the shareholder or PEW may, within 30 days after the expiration of such period, file a petition with the Osaka District Court for a determination of the value of his or her shares. PEW is also required to make payment of statutory interest on such share value as determined by the court accruing from the expiration of the 60-day period referred to in the second preceding sentence. The transfer of shares will become effective on the effective date of the Share Exchange.

Dissenters' appraisal rights for shareholders of a company becoming a wholly-owned subsidiary through a Share Exchange are set forth in Articles 785 and 786 of the Company Law. An English translation of these articles is included in this prospectus as Appendix A.

Status of Panasonic's Common Stock under the Federal Securities Laws

The transfer of shares of Panasonic's common stock in connection with the Share Exchange to United States holders of PEW's common stock has been registered under the United States Securities Act of 1933 (the Securities Act). Accordingly, there will be no restrictions under the Securities Act upon the resale or transfer of

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such shares by United States shareholders of PEW except for those shareholders, if any, who are deemed to be affiliates of Panasonic, as such term is used in Rule 144 and Rule 145 under the Securities Act. Persons who may be deemed to be affiliates of Panasonic generally include individuals who, or entities that, directly or indirectly control, or are controlled by or are under common control with, Panasonic. With respect to those shareholders who may be deemed to be affiliates of Panasonic, Rule 144 and Rule 145 place certain restrictions on the offer and sale within the United States or to United States persons of Panasonic's common stock that may be received by them pursuant to the Share Exchange. This prospectus does not cover resales of shares of Panasonic's common stock received by any person who may be deemed to be an affiliate of Panasonic.

Accounting Treatment

PEW was a consolidated subsidiary of Panasonic prior to the Share Exchange as Panasonic had a controlling financial interest. Since the changes in Panasonic's ownership interest do not result in a loss of control of PEW, the Share Exchange will be accounted for by Panasonic in accordance with ASC 810 Consolidation. Under this U.S. GAAP guidance, changes in Panasonic's ownership interest while Panasonic retains its controlling financial interest in PEW will be accounted for as equity transactions. There will be no gain or loss recognition in the consolidated statements of operations or comprehensive income (loss) of Panasonic and the carrying amount of the noncontrolling interest shall be adjusted to reflect the change in Panasonic's ownership interest in PEW. Any difference between the fair value of the consideration paid by Panasonic and by which the noncontrolling interest is adjusted shall be recognized in Panasonic's shareholders' equity caption in Panasonic's consolidated balance sheets.

Differences in Shareholders' Rights

There are no material differences between or among the rights of shareholders of Panasonic's common stock and PEW's common stock from a legal perspective.

Tax Consequences of the Share Exchange

Based on certain assumptions and subject to certain limited exceptions, the Share Exchange is expected to be a tax-free transaction for Japanese tax purposes for holders of shares of PEW's common stock who will be allotted shares of Panasonic's common stock. As such, non-resident holders of shares of PEW's common stock will generally not recognize any gains or losses for Japanese tax purposes at the time of the Share Exchange. See "Taxation Japanese Tax Consequences" for further discussion.

Panasonic expects that the Share Exchange to be a taxable event for U.S. federal income tax purposes. As a result, U.S. Holders will generally recognize a capital gain or loss measured by the difference between (i) the sum of (A) the fair market value (in U.S. dollars) of Panasonic's common stock received in exchange for their PEW's shares and (B) any cash received in lieu of fractional shares of Panasonic's common stock, and (ii) their tax basis in the shares of PEW's common stock they hold. Such capital gain or loss will be long-term capital gain or loss if, at the time of the exchange, their holding period in their shares of PEW's common stock exceeds one year. For further discussion, see "Taxation Material U.S. Federal Income Tax Consequences" beginning on page 112.

Panasonic-SANYO Share Exchange

The boards of directors of Panasonic and SANYO have agreed to the Panasonic-SANYO Share Exchange, pursuant to which each shareholder of SANYO will receive 0.115 shares of Panasonic's common stock for each share of SANYO's common stock that such shareholder holds. The terms of the Panasonic-SANYO Share Exchange will be submitted to the shareholders' meeting of SANYO to be held on March 4, 2011. The completion of the Panasonic-SANYO Share Exchange is not conditioned in any respect on the completion of the Share Exchange. If the Panasonic-SANYO Share Exchange is completed, SANYO will become a wholly-owned subsidiary of Panasonic on April 1, 2011.

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BUSINESS OF PANASONIC

History and Development of Panasonic

Panasonic (Address: 1006, Oaza Kadoma, Kadoma City, Osaka 571-8501, Japan. Phone: +81-6-6908-1121/Agent: Mr. Ko Kaneko, President of Panasonic Finance (America), Inc.) was incorporated in Japan on December 15, 1935 under the laws of Japan as Matsushita Denki Sangyo Kabushiki Kaisha as the successor to an unincorporated enterprise founded in 1918 by the late Konosuke Matsushita. Mr. Matsushita led Panasonic with his corporate philosophy of contributing to the peace, happiness and prosperity of humankind through the supply of quality consumer electric and electronic goods. Panasonic'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, Panasonic 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, Panasonic expanded its overseas businesses, and its products started obtaining worldwide recognition.

During the global recession caused by the first oil crisis in 1973, Panasonic strengthened its structure and overseas business relations. The advent and popularity of the video cassette recorder (VCR) from the late 1970s enabled Panasonic to receive worldwide recognition as a global consumer electronics manufacturer. In the 1980s, Panasonic 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, Panasonic has been emphasizing technological development and the use of advanced technology in every phase of life. In particular, Panasonic 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.

In June 1995, Panasonic sold 80% equity interest in MCA (subsequently renamed Universal Studios, Inc.) which Panasonic purchased in December 1990, to The Seagram Company Ltd. (currently Vivendi Universal S.A.) for approximately \$5.7 billion, leaving Panasonic with a minority interest. In February 2006, Panasonic sold the remaining shares to Vivendi Universal S.A.

In April 2000, Panasonic 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, Panasonic issued 16,321,187 shares of its common stock to shareholders of the respective companies.

In June 2000, Kunio Nakamura became President of Panasonic and, under his leadership, Panasonic implemented structural reforms and growth strategies with an emphasis on enhancing growth potential, profitability and capital efficiency, thereby ensuring Panasonic's continued contribution to society.

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

In April 2002, Panasonic 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. (TMD), 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 Panasonic.

As a drastic structural reform aimed at achieving new growth, Panasonic implemented share exchanges on October 1, 2002 with five of its majority-owned subsidiaries (Matsushita Communication Industrial Co., Ltd.,

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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 Panasonic.

As an extension of this Groupwide reorganization, Panasonic 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.

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

Also on April 1, 2003, Panasonic launched another joint venture company with Toshiba, upon separating their respective cathode ray tube (CRT) businesses with the exception of domestic CRT manufacturing operations. Panasonic formerly accounted for the investment in the new company, Matsushita Toshiba Picture Display Co., Ltd. (MTPD) and its subsidiaries under the equity method, and began to consolidate MTPD on March 1, 2006 in accordance with Financial Accounting Standards Board (FASB) Interpretation No.46 (revised December 2003),

Consolidation of Variable Interest Entities (FIN 46R), as a result of certain restructuring activities of MTPD. At March 31, 2006, Panasonic had a 64.5% equity interest in MTPD. At March 30, 2007, Panasonic acquired the remaining 35.5% equity interest in MTPD from Toshiba and MTPD was renamed MT Picture Display Co., Ltd.

Since fiscal 2003, Panasonic has been gradually shifting its focus from restructuring to growth. Panasonic 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.

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

In December 2003, Panasonic reached a basic agreement regarding a comprehensive business collaboration with its affiliate, PEW, after which Panasonic initiated a tender offer for additional shares of PEW. As a result of the tender offer in which Panasonic purchased an additional 140,550 thousand shares of common stock of PEW at the total cost of 147 billion yen, PEW, PanaHome Corporation and their respective subsidiaries became consolidated subsidiaries of Panasonic in April 2004. For fiscal 2005, Panasonic and PEW 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. In fiscal 2006, Panasonic leveraged the strengths of both companies to achieve sales increases in Collaboration V-products including bathroom systems, modular kitchens and air purifiers.

In fiscal 2005, as part of business restructuring of its Group companies, power distribution equipment and monitoring and control system operations of Matsushita Industrial Information Equipment Co., Ltd. (MIIE) were transferred to PEW, while MIIE's information machine business was shifted to Panasonic Communications Co., Ltd. Subsequently, MIIE was absorbed by Panasonic in April 2005, and no longer operates as a separate entity.

In June 2006, Fumio Ohtsubo became President of Panasonic. Under its new management, it has been making efforts to achieve global excellence, or in other words, to aim to earn the support of all its stakeholders worldwide by sustaining growth through continued innovation and ensuring sound business activities on a global basis.

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In July 2007, each of Victor Company of Japan, Limited (JVC), a consolidated subsidiary of Panasonic, KENWOOD and SPARX International (Hong Kong) Limited, an investment management company which belongs to a group of companies headed by SPARX Group Co., Ltd. adopted resolutions for, or affirmed, JVC's issuance of 107,693,000 new shares of its common stock through third party allotments, and the new shares were subscribed by KENWOOD and the several investment funds managed by SPARX International (Hong Kong) Limited. JVC issued and allocated the new shares to KENWOOD and the SPARX funds on August 10, 2007. As a result, Panasonic's shareholding in JVC decreased from 52.4% to 36.8%, and JVC became an associated company under the equity method from a consolidated subsidiary in the fiscal 2008 second quarter.

In February 2008, Panasonic finalized a definitive agreement with Hitachi, Ltd. related to comprehensive LCD panel business alliance under which it would acquire a majority voting interest in IPS Alpha Technology, Ltd. (IPS Alpha), which was owned by Hitachi Displays, Ltd. once certain conditions are satisfied. As a result, IPS Alpha became a consolidated subsidiary of Panasonic on March 31, 2008, in accordance with FIN 46R.

In April 2008, Matsushita Refrigeration Company was absorbed, and in October 2008, Matsushita Battery Industrial Co., Ltd. was absorbed, by Panasonic.

On October 1, 2008, Panasonic changed its name from Matsushita Electric Industrial Co., Ltd. to Panasonic Corporation and its ticker symbol on the New York Stock Exchange from MC to PC. Panasonic completed its brand name change from the National brand, used for home appliances and housing equipment in Japan, to the Panasonic brand by the end of fiscal 2010, ended March 31, 2010. Subsequently, the National brand was abolished and the Technics brand will be used only for specific audio products.

On October 1, 2008, JVC and Kenwood integrated management by establishing JVC KENWOOD Holdings, Inc. (JVC KENWOOD HD) through a share transfer. Panasonic has 24.4% of total issued shares of JVC KENWOOD HD.

On December 19, 2008, Panasonic and SANYO entered into the capital and business alliance agreement. Panasonic aimed to acquire the majority of the voting rights of SANYO assuming full dilution (which takes into account conversion of Class A preferred stock and Class B preferred stock into common stock) by means of a public tender offer bid. Panasonic and SANYO formed a close alliance in business with the prospect of organizational restructurings of both companies.

In April 2009, Toshiba acquired all of Panasonic's shares in TMD, a joint venture that develops, manufactures and sells liquid crystal displays (LCDs) and organic light emitting displays (OLEDs).

In December 2009, Panasonic completed acquisition of a majority of the voting stock of SANYO. With this acquisition, SANYO and its subsidiaries became consolidated subsidiaries of Panasonic and will continue pursuing its business as a Panasonic Group company.

In January 2010, Panasonic transferred the rights and obligations with respect to the business of System Solutions Company, its internal division company, to Panasonic Communications Co., Ltd., its wholly-owned subsidiary, through business division. Panasonic aims to strengthen the system networking businesses including Security Systems, Broadcast Systems and Wireless VoIP Systems by integrating the system business and the fixed-line communications business toward global growth of B to B system business, in which the visual and communications businesses have been integrating under the further progress of IP networks.

In April 2010, Panasonic reorganized and integrated the Home Appliance and Automotive Motor, and Industrial Motor businesses into the Home Appliances Company. Panasonic also transferred the Information Equipment Motor Business to Minebea Motor Manufacturing Corporation.

In July 2010, Panasonic announced a plan to turn PEW and SANYO, which are both currently consolidated subsidiaries, into wholly-owned subsidiaries through simultaneous first-step tender offers and subsequent share exchanges.

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In October 2010, Panasonic completed its tender offers for shares of PEW and SANYO that it did not already own and, as a result, Panasonic's shareholdings of PEW and SANYO increased to approximately 84% and 81% of the total voting rights, respectively.

In December 2010, Panasonic and each of PEW and SANYO resolved to conduct share exchanges in order to make Panasonic a wholly-owning parent company, and PEW and SANYO wholly-owned subsidiaries, at a meeting of each respective company's board of directors. The share exchange agreements have been executed between Panasonic and PEW, and between Panasonic and SANYO. The share exchanges are scheduled to become effective on April 1, 2011.

Capital Investment

Total capital investment amounted to 385 billion yen, 494 billion yen and 449 billion yen for fiscal 2010, 2009 and 2008, respectively. (For a reconciliation of capital investment to the most directly comparable U.S. GAAP financial measures, see Panasonic Management's Discussion and Analysis of Financial Condition and Results of Operations Overview Key performance indicators included elsewhere in this prospectus.) In these years, Panasonic curbed capital investment in a number of business areas, in line with an increased management emphasis on cash flows and capital efficiency. Panasonic did, however, selectively invest in facilities for those product areas that are expected to drive future growth, including such key areas as batteries and flat-panel TVs.

Business Overview**Sales by Business Segment**

Panasonic is engaged in the production and sales of electronic and electric products in a broad array of business areas. Panasonic divides its businesses into six segments: Digital AVC Networks, Home Appliances, PEW and PanaHome, Components and Devices, and Other, adding SANYO as a new segment. The following table sets forth Panasonic's sales breakdown by business segment for the last three fiscal years:

	Yen (billions) (%)				
	2010		2009		2008
Digital AVC Networks	3,410	(9)%	3,749	(13)%	4,320
Home Appliances	1,204	(7)	1,290	(8)	1,405
PEW and PanaHome	1,632	(8)	1,766	(8)	1,910
Components and Devices	931	(11)	1,045	(19)	1,289
SANYO	405				
Other	1,012	(6)	1,072	(1)	1,084
JVC					183
Eliminations	(1,176)		(1,156)		(1,122)
Total	7,418	(4)%	7,766	(14)%	9,069

* Percentage above reflects the changes from the previous year.

* From fiscal 2009, the name of AVC Networks was changed to Digital AVC Networks.

* The name of MEW and PanaHome was changed to PEW and PanaHome as of October 1, 2008.

* Panasonic has changed the transactions related to Global Procurement Service Company since April 1, 2008. Accordingly, segment information for Other and eliminations for fiscal 2008 have been reclassified to conform to the presentation for fiscal 2009.

* JVC became an associated company under the equity method from a consolidated subsidiary in the fiscal 2008 second quarter.

* SANYO and its subsidiaries became Panasonic's consolidated subsidiaries in December 2009. The operating results of SANYO and its subsidiaries after January 2010 are included in Panasonic's consolidated financial statements.

* Panasonic restructured the motor business on April 1, 2010. Accordingly, the prior figures for Home Appliances, and Components and Devices in fiscal 2010, 2009 and 2008 are reclassified to conform to the presentation for fiscal 2011.

Digital AVC Networks

Panasonic's principal products in Digital AVC Networks segment include video and audio equipment and information and communications equipment. This segment provides hardware, software, services

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and solutions built on cutting-edge technologies as a source of competitiveness. In addition to developing attractive products with Panasonic's proprietary technology, Digital AVC Networks links together various equipment to offer consumers more secure and comfortable lifestyles.

In the digital AVC business, Panasonic is manufacturing a high definition product group containing a variety of AV, security, electronic, and Internet-enabled equipment that can be linked to a flat-panel VIERA TV and easily operated with a single remote (VIERA Link).

For flat-panel TVs, in fiscal 2010, amid rising global demand, Panasonic expanded its lineup, doubling the number of basic models from the previous year and responding in detail to diversifying market needs. As a result, strong sales were recorded in Japan, where the market was buoyed by the government's eco-point program, and in Asia and emerging markets where high growth continued. Unit sales climbed sharply to 15.84 million units, 60% higher than the previous fiscal year.

In terms of flat-panel TV production, PDP manufacturing began at the fifth domestic PDP plant in Amagasaki in November 2009, and Panasonic also started operations at the IPS Alpha LCD plant in Himeji in April 2010. These state-of-the-art facilities should raise productivity further, increasing cost competitiveness, as should stepped-up efforts to relocate module and finished product production overseas.

For Blu-ray Disc and DVD recorders, in fiscal 2010, Panasonic increased its sales amid an expanding market for Blu-ray Disc recorders along with the spread of digital broadcasting and the popularity of flat-panel TVs. Higher sales were also strongly supported by the networking features of Panasonic's products which enable them to link various devices, as well as basic functions such as extended recording in full HD video and simple operation. Panasonic maintained its top share in the global market as a result.

For digital cameras, in fiscal 2010, the market remained difficult as demand fell. While sales of Panasonic LUMIX digital cameras edged down slightly year on year, both high-value-added and standard models sold well. Impressively, sales of digital interchangeable lens system cameras such as the world's smallest and lightest^{*1} GF1 model grew strongly on the back of widespread support from novices to camera enthusiasts alike for their easy to use functions on par with compact cameras as well as high performance and picture quality that only interchangeable lens system cameras can deliver.

For digital video cameras, in fiscal 2010, sales were down year on year again due to demand and price declines, particularly in Europe and the United States. The HDC-TM30, the lightest compact model on the market, captured the number-one share in Japan. The HDC-TM300, a high-end model featuring three proprietary sensors, won market acclaim in Japan and overseas. For example, Camcorderinfo.com, a major North American reviewer, selected this camcorder as its No.1 model.

In the fiscal 2010 notebook PC market, Panasonic's Let's note and TOUGHBOOK series posted lower sales year on year due to dwindling corporate demand both in Japan and overseas. However, Panasonic continued to develop and refine products in these series under the concept of high performance, light weight, long battery life and ruggedness, winning strong acclaim from the market. In particular, the TOUGHBOOK series has maintained the top position in the worldwide market for rugged mobile computers for eight consecutive years. And in October 2009, Panasonic added the CF-S and CF-N series business mobile PCs in the Japanese market. These Let's note models feature even higher performance and extended battery life.

Panasonic is strengthening its system networks business, which integrates the system solutions and fixed-line communications businesses. This is in response to global growth in the BtoB system market, which is seeing increasing integration of image and communications technologies due to advances in IP. As part of this, on January 1, 2010, Panasonic merged its internal division company System Solutions Company and Panasonic Communications Co., Ltd. to form Panasonic System Networks Co., Ltd.

*1 For an interchangeable lens digital camera incorporating an internal flash as of April 1, 2010. Panasonic estimate.

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In the system networks business, in fiscal 2010, Panasonic vigorously developed its business operations overseas, centered on Communication Products for connecting people through voice and image, and Security Products for safeguarding human, property and information in companies and regions.

A highlight of the past fiscal year was the largest delivery of system products to an Olympic Winter Games at the Vancouver 2010 Olympic Winter Games. Panasonic supplied a range of equipment for the competition venues and the Olympic athlete villages, including LED large screen display systems, professional audio systems, DLP® (Digital Light Processing) projectors and AV security camera systems. Panasonic also shared the excitement of the Olympic Games through high-quality images and sound, such as by connecting welcome ceremonies at the Olympic athlete villages in Whistler and Vancouver via a HD Visual Communications System. This also helped cut athlete entourage travel time and costs as well as CO₂ emissions.

In the mobile communications business, Panasonic offers mobile phones incorporating advanced technologies, and communications infrastructure equipment such as base stations. Through these products, Panasonic aims to realize a ubiquitous networking society that offers high-level security and greater convenience and comfort. Moreover, Panasonic proposes new lifestyles by linking mobile phones with its other wide-ranging products, such as the DIGA Blu-ray Disc/DVD recorders. In fiscal 2010, sales were lower than the previous year in the mobile communications business amid persistently weak demand in the Japanese mobile phone market, particularly for high-end handsets. However, Panasonic further sought to add value to the VIERA Keitai series. Besides enabling users to watch programs recorded on Blu-ray Disc-enabled DIGA recorders, the VIERA Keitai series features cameras with enhanced functionality, including high-speed auto focus and Intelligent Auto (iA) mode. Also Panasonic captured market share by developing stylish and simple volume-zone handsets emphasizing basic functions.

In the automotive electronics business, Panasonic operates in wide-ranging fields, from car navigation systems to key devices such as engine control units and batteries for eco cars. As interest rises in green and safer vehicles, automotive electronics are expected to fulfill a wider range of roles, highlighting the considerable growth potential. In fiscal 2010, sales recovered from the previous fiscal year thanks mainly to a rebound in auto sales instigated by government initiatives around the world to spur new car purchases, as well as the lowering of expressway toll charges in Japan, which stimulated demand for ETC terminals. New car navigation system products also drove sales. Strada F Class, for example, won high marks as the first car navigation system to deliver high-definition picture quality in combination with the world's first in-car Blu-ray Disc player. Panasonic also bolstered its product lineup with the aggressive launch of new products such as portable Strada Pocket car navigation systems.

Home Appliances

Panasonic's principal products in this segment include home appliances such as refrigerators, room air conditioners, washing machines and clothes dryers, and vacuum cleaners. This segment also includes lighting and environmental systems.

In home appliances, Panasonic offers safe, reliable and well-liked products and services in the fields of people's daily living environments closely linked to clothing, food and housing. It also develops products tailored to people's lives and enhances environmental performance. In fiscal 2009, Panasonic marketed its home appliance products, such as room air conditioners, under the Panasonic brand for the first time nationwide in Japan. Overseas, Panasonic introduced new refrigerators and washing machines with cutting-edge technologies in Europe in March 2009. In fiscal 2010, sales declined because of lower demand, as well as the negative impact of sluggish room air conditioner sales during unseasonable weather. In Japan, however, refrigerator, room air conditioner, tilted-drum washer/dryers and other product models featuring ECO NAVI, which automatically saves electricity depending on the mode of use, won strong support as appliances with a high level of environmental performance, thereby driving sales. Sales were especially strong for large refrigerators with a capacity of 400 liters or more, which benefited from the eco-point system in Japan. Overseas, Panasonic

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washing machines saw strong sales in China on the back of a Chinese government home appliance subsidy program. Furthermore, refrigerators and washing machines in Europe have sold well as consumers have appreciated their industry-leading environmental performance.

In the lighting business, Panasonic has been developing products that conserve energy and resources, and are based on universal design. Panasonic has maintained a top-class share in the lighting field in Japan. In fiscal 2010, low-power-consumption and long-life LED bulbs were released under the EVERLEDS brand in Japan to a strong response from the market. Coupled with the beneficial effect of the Japanese government's eco-point system, sales steadily increased. Due to the rapid expansion in demand for LED lighting products, production was moved to a facility in Indonesia that can manufacture large quantities in December 2009. This plant can manufacture 300,000 units per month and is ramping up its production as well as production efficiency by capitalizing on our expertise in producing ball-type fluorescent lamps.

The environmental systems business of Panasonic is developing ventilation fan systems, indoor air quality products and environmental engineering businesses, to offer environmentally-conscious and comfortable lifestyles, and a recycling-oriented society. In fiscal 2010, air purifiers and nano-e generators to combat influenza performed strongly in Japan. Moreover, sales of ultra pure water manufacturing equipment for plasma and LCD panels, lithium-ion batteries and other production equipment were strong. Overseas sales grew on the back of rising demand for ceiling fans, particularly in Asia.

PEW and PanaHome

This segment includes PEW, PanaHome Corporation (PanaHome) and their respective subsidiaries.

PEW manufactures, sells, installs and provides services related to a wide variety of products. These include electrical construction materials, home appliances, building products, electronic materials and automation controls.

In fiscal 2008, in response to an increase of public demand, home fire alarms recorded a rise in sales. Aesthetic products such as nanocare facial ionic steamers won strong market acceptance. Sales of environmentally-conscious products like multilayer printed circuit board materials and semiconductor encapsulation materials grew significantly. In fiscal 2009, new Panasonic brand products, including personal care products, such as nanoparticle ion steamers received strong market acceptance. In addition, environmentally-conscious lighting products including LED lighting showed steady growth. In fiscal 2010, PEW continuously posted higher sales of LED lighting in Japan. In addition, sales of new products grew steadily, including the hair dryer nano care , which provides UV care with nano-e particles, and Massage Sofa, which won strong acceptance in the market for interior design qualities. Modular kitchens and unit baths in the standard-price range also showed steady sales growth. Moreover, PEW aggressively expanded sales of automotive devices such as EV relays and Back & Corner (B&C) sensors in step with the growing demand for eco car in Japan. Overseas sales staged a recovery on rising demand for devices for use in vehicles, digital home appliances, and mobile phones, which was fanned by economic stimulus programs, particularly in China.

PanaHome is developing its business under the basic concept of offering Eco-Life Homes that provide people- and environment-conscious living spaces. PanaHome centers on detached housing, asset management and home remodeling businesses, emphasizing safety and security, health and comfort, and energy generation and conservation.

In fiscal 2008, PanaHome became the first in the Japanese housing industry to offer an all-electric rental apartment house series called EL MAISON NEXT. In fiscal 2009 and 2010, PanaHome diligently pursued its superior environmental performance and energy conservation technologies, including solar power generation systems and all-electric home design fixtures. In recognition of strong acceptance for these activities, PanaHome won the House of the Year in Electric 2009 prize of excellence, receiving a House of the Year award for the third consecutive year.

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Components and Devices

This business segment of Components and Devices supplies high-performance and high-value-added components and devices used in various products ranging from digital AV equipment and information and communication devices to home appliances and industrial equipment. Panasonic develops and strengthens the competitiveness of cutting-edge devices that help equipment become smaller, lighter, slimmer and more sophisticated. This business segment also contributes significantly to making finished products more energy efficient.

In the semiconductor business, Panasonic provides a wide range of semiconductor products as total solutions, such as system LSIs integrating multiple functions on a single chip, and image sensors delivering higher picture quality for digital cameras.

The UniPhier[®] Integrated Platform combines software and hardware resources across different product categories to improve R&D efficiency and design quality. In fiscal 2008, Panasonic began mass production of 45nm-process system LSIs using 300mm wafers. In fiscal 2009, Panasonic proceeded with the commercialization of 45nm-process next-generation UniPhier[®] system LSIs. Panasonic also developed an application/transmission integrated LSI that combines one system LSI for the communications function of mobile phones and another system LSI for an application function in one UniPhier[®]. In fiscal 2010, Panasonic developed a new UniPhier[®] system LSI for displaying high-resolution 3D images, providing network capability and enabling other functions. This new system LSI is incorporated in 3D plasma TVs and Blu-ray Disc recorders. By the end of fiscal 2010, UniPhier[®] was applied in a total of 300 digital products. Panasonic developed technology for 32nm-process system LSIs with a view to commercialization by the end of fiscal 2011, in order to achieve even higher integration and lower power consumption for semiconductors. Panasonic also strengthened its management structure. Specifically, in the diffusion process, Panasonic extended the consolidation of operations to large diameter wafers, which facilitate higher production efficiency. In the assembly process, Panasonic shifted more of its operations to overseas plants. The electronic devices business develops products such as sensors, printed circuit boards, and capacitors based on three core technologies: membrane and micro electro mechanical system technology, circuit board and mounting technology, and power management technology.

To provide optimal key devices and total solutions worldwide to meet finished product concepts, Panasonic has developed high-value-added components mainly for Digital AV equipment, information and communication equipment, and automotive electronics equipment in recent years. In fiscal 2008, Panasonic opened Device Application Centers which have both development and sales functions, in the U.S., Europe and China, to improve competitive total solutions for its customers. In fiscal 2009, sales of capacitors, electromechanical components and other products struggled due to deteriorating market conditions and inventory cutbacks at finished product manufacturers. Nevertheless, Panasonic focused on growing industries amid the economic downturn and actively endeavored to expand sales. In fiscal 2010, Panasonic worked to speed up management and enhance cost competitiveness. While concentrating business resources on growth fields such as devices for eco-cars, Panasonic achieved new process innovations. For example, Panasonic achieved the rapid launch of new products by promoting localization in activities ranging from manufacturing to sales at overseas sites.

The battery business consists of primary batteries including dry batteries and rechargeable batteries such as lithium-ion batteries. In the primary battery business, Panasonic globally provides dry alkaline EVOLTA batteries, which have won recognition for their long life. In rechargeable batteries, Panasonic is expanding its business focusing on lithium-ion batteries. In fiscal 2008, responding to increasing demand for electronic equipment that consumes less electricity, Panasonic developed the dry alkaline EVOLTA batteries. In fiscal 2009, Panasonic started to sell the dry alkaline EVOLTA batteries and rechargeable EVOLTA batteries, expanding its lineup to meet diversified needs. In fiscal 2010, Panasonic started to produce large volumes of high-energy-output 3.1 Ah lithium-ion batteries (18650size) ahead of competitors. Demand for lithium-ion batteries is expected to increase along with the uptake of eco-cars. Besides outstanding safety, Panasonic's lithium-ion batteries boast high energy output and durability thanks to their nickel-based cathodes.

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The electric motors business provides products in a variety of fields, including home appliances, industrial equipment, and AV equipment and office products. It aims to help customers achieve innovation in their finished products and to protect the global environment through the development of energy-efficient motors. In fiscal 2008, strong sales were recorded in FA servo motors, motors for vacuum cleaners and compact brushless motors used in game consoles. In fiscal 2009, although sales declined due to a fall in demand, the electric motors business pushed ahead with efforts to accelerate collaboration with Panasonic's finished product divisions by proceeding with the start up of mass production of Dual DD motor for the Dancing laundering & drying system washer/dryer. In fiscal 2010, sales improved overall thanks to steady growth in sales of air conditioner motors in China and industrial motors in China and other Asian countries.

In April 2010, Panasonic reorganized and integrated the Home Appliance and Automotive Motor, and Industrial Motor businesses into the Home Appliances Company. Panasonic also transferred the Information Equipment Motor Business to Minebea Motor Manufacturing Corporation.

SANYO

The SANYO segment consists of SANYO Electric Co., Ltd. (SANYO) and its subsidiaries.

As SANYO and its subsidiaries became Panasonic's consolidated subsidiaries in December 2009, information for this segment only pertains to the most recent fiscal year, the period from January to March 2010.

SANYO manufactures and sells products in three fields: energy (photovoltaic (PV) systems and rechargeable batteries), ecology (commercial equipment, home appliances and car electronics), and electronics (electronic devices and digital system devices) to support the energy and ecology fields. SANYO has developed these businesses globally, placing a great emphasis on energy-related businesses. SANYO is drawing on its unique technologies such as lithium-ion batteries widely used in mobile devices and HEVs (hybrid electric vehicles) (HEVs), and HIT[®] Solar Cells, which boast high conversion efficiency.

In fiscal 2010, the three-month period from January to March 2010, sales of digital cameras struggled due mainly to lower market prices of products. However, overall sales were favorable as demand recovered, particularly for solar cells and optical pickups. Amid rising demand spurred by economic stimulus programs and environmental policies in various countries, sales of PV systems increased as SANYO strengthened competitiveness with high conversion efficiency and manufacturing cost reductions. Sales of lithium-ion batteries and electronic components such as optical pickups registered favorable growth due to recovering demand in the PC market.

Other

In the factory automation (FA) business, Panasonic supplies manufacturing systems that support the production of advanced electronic equipment, and is improving the performance of mounting equipment as well as its advanced technology in circuit manufacturing technology. This contributes to customers' businesses through the proposal of various solutions, such as raising the operating rate of mounting lines and mounting quality. In fiscal 2008, Panasonic released new products that enable multiple mounting and mounting of high-brightness LEDs. In fiscal 2009, Panasonic developed a high-performance head and improved productivity and versatility in response to its client needs. NPM (Next Production Modular) achieves high area productivity by carrying out all processes, from printing and mounting to inspection using the same platform. In fiscal 2010, Panasonic launched a full dual lane mounting system as a next-generation platform offering outstanding function and flexibility as well as future-proofing. By combining the NPM-DSP (Next Production Modular Dual Screen Printer) and NPM, this system conveys printed circuit boards (PCBs) on two lanes, that handle the mass production of single modules as well as the mixed production of various different types of PCBs and simultaneously print on the front and rear.

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

	Yen (billions) (%)					
	2010		2009		2008	
	Fiscal year ended March 31,					
Japan	3,994	54%	4,082	53%	4,545	50%
North and South America	918	12	997	13	1,251	14
Europe	771	11	963	12	1,213	13
Asia and Others	1,735	23	1,724	22	2,060	23
Total	7,418	100%	7,766	100%	9,069	100%

Sales and Distribution in Japan

In Japan, Panasonic'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 Digital AVC Products and the Home Appliances and Wellness Products Marketing Division, 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.

In fiscal 2005, Panasonic and PEW 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.

As a part of collaboration between Panasonic and SANYO, the two companies intend to promote mutual use of sales channels in Japan and overseas. On July 1, 2010, Panasonic launched HIT[®] 215 Series household solar power generation systems, the first series of collaborative products to be developed since SANYO became a part of the Panasonic Group. Panasonic will fully utilize its sales channels in Japan.

Overseas Operations

Worldwide, Panasonic has 680 consolidated companies as well as 232 associated companies under the equity method as of March 31, 2010. International marketing and sales of Panasonic'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 46% of Panasonic's total consolidated sales in fiscal 2010.

Overseas operations are expected to serve as a growth engine for the entire Panasonic Group. Panasonic will therefore further strengthen ties between manufacturing companies in various regions and business domain companies in Japan. Panasonic will also identify strategic products and sales channels for each region and country, and effectively allocate management resources in order to achieve further progress and strengthen management structure. In addition to markets in Europe and the United States, Panasonic views the growing BRICs + V^{*1} and MINTS + B^{*2} markets as a key to success overseas.

*1 BRICs+V: Brazil, Russia, India, China and Vietnam

*2 MINTS+B: Mexico, Indonesia, Nigeria, Turkey, Saudi Arabia and the Balkans

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Panasonic established a Russia Division, India Coordination Department and Brazil Coordination Department in April 2007. Panasonic also established sales company in Turkey in June 2009.

Customers

The largest markets for Panasonic 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 Panasonic places increasing emphasis on industrial and commercial products and systems and electronic components. Panasonic's business is not materially dependent on any single customer.

Seasonality of Business

Panasonic'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 period 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 Panasonic's overall operations.

Raw Materials and Source of Supply

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

In an attempt to improve operational efficiency and to reduce parts and materials costs, Panasonic has been increasing centralized purchasing at its headquarters for materials commonly used in many product divisions throughout Panasonic, such as steel, plastics, semiconductors and electronic components, while at the same time accelerating the initiatives to standardize parts and grade unification of steel and resin. Such efforts are coordinated by the Global Sourcing 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.

To minimize the adverse effects of global price increase of raw materials, Panasonic 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.

Due to an increasing global awareness of CSR values, Panasonic recently decided to extend its commitment to social responsibility by requiring its suppliers to maintain environmental preservations, quality, safety, information security management, human rights and comply with the related laws and regulations.

To implement Panasonic's eco ideas Declaration, Panasonic is promoting joint activities with business partners to reduce the impact of business activities on the global environment and accelerate the PDCA management cycle, effective from fiscal 2010.

By implementing the above-mentioned activities and strengthening partnership with excellent suppliers, Panasonic aims to reinforce its procurement activities.

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Patent License Agreements

Panasonic 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, Panasonic'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, U.S. and Korean companies. Furthermore, Panasonic's patents relating to CD technology are licensed to many manufacturers. Further, Panasonic has non-exclusive cross-license agreements with Samsung Electronics Co., Ltd. for semiconductor technology and with Sharp Corporation for mobile phone technology.

Panasonic is a licensee under various license agreements which cover a wide range of products, including AV products, computers, communications equipment, semiconductors and other components. Panasonic has non-exclusive patent license agreements with, among others, Technicolor S.A., Thomson Licensing LLC. and Thomson Licensing S.A. covering a broad range of products, including TVs, VCRs and DVD products. Panasonic 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. Further, Panasonic has a non-exclusive patent cross-license agreement with Eastman Kodak Company covering digital still camera, camcorder and mobile phones. Panasonic has a non-exclusive patent cross-license agreement with Ericsson covering mobile phones.

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

Competition

The markets in which Panasonic sells its products are highly competitive. Panasonic'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 Panasonic, in terms of global price competition, especially from Chinese and Korean manufacturers. To counter this, Panasonic is devising various measures to enhance its competitiveness, with a focus on the development of differentiated products, cost reduction and efficiency improvements. Such measures include the development of products with Panasonic's differentiated 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.

Also, with the development of digital and networking technologies, competition in terms of the so-called de facto standard has become crucial. In response, Panasonic 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.

Organizational Structure

In order to maintain production, sales and service activities effectively in broad business areas as a comprehensive electronics manufacturer, Panasonic 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, Panasonic 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-competitive business operations to accelerate growth. On

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April 1, 2004, PEW, PanaHome and their respective subsidiaries became consolidated subsidiaries of Panasonic. Accordingly, Panasonic 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. JVC became associated companies under the equity method from consolidated subsidiaries in August 2007. SANYO and its subsidiaries became Panasonic's consolidated subsidiaries in December 2009.

Panasonic's consolidated financial statements as of March 31, 2010 comprise the accounts of 680 consolidated companies, with 232 associated companies under the equity method.

Principal divisional companies and subsidiaries as of March 31, 2010 are as listed below:

(1) Internal divisional companies of Panasonic Corporation:

Name of internal divisional company

AVC Networks Company

Automotive Systems Company

System Networks Company

Home Appliances Company

Lighting Company

Semiconductor Company

Energy Company

Motor Company

Note: Home Appliances Company integrated Motor business of Motor Company, accordingly Motor Company was dissolved, effective April 1, 2010.

(2) Principal domestic subsidiaries:

Name of company	Percentage owned
SANYO Electric Co., Ltd.	50.2%
Panasonic Electric Works Co., Ltd.	52.1
IPS Alpha Technology, Ltd.	44.9
Panasonic Plasma Display Co., Ltd.	75.0
Panasonic System Networks Co., Ltd.	100.0
PanaHome Corporation	54.5
Panasonic Electronic Devices Co., Ltd.	100.0
Panasonic Mobile Communications Co., Ltd.	100.0
Panasonic Factory Solutions Co., Ltd.	100.0
Panasonic Ecology Systems Co., Ltd.	100.0
Panasonic Shikoku Electronics Co., Ltd.	100.0

(3) Principal overseas subsidiaries:

Name of company	Country of incorporation	Percentage owned
Panasonic Corporation of North America	U.S.A.	100.0%
Panasonic Europe Ltd.	U.K.	100.0

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Panasonic AVC Networks Czech, s.r.o.	Czech Republic	100.0
Panasonic Asia Pacific Pte. Ltd.	Singapore	100.0
Panasonic AVC Networks Singapore Pte. Ltd.	Singapore	100.0
Panasonic System Networks Philippines Corporation	Philippines	100.0
Panasonic Taiwan Co., Ltd.	Taiwan	69.8
Panasonic Corporation of China	China	100.0
Panasonic Home Appliances Air-Conditioning (Guangzhou) Co., Ltd.	China	67.8

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

Panasonic's manufacturing plants are located principally in Japan, other countries in Asia, North and South America and Europe. Panasonic considers all of its factories well maintained and suitable for current production requirements. In addition to its manufacturing facilities, Panasonic's properties all over the world include sales offices, research and development facilities, employee housing and welfare facilities, and administrative offices.

Substantially all of facilities are fully owned by Panasonic and its subsidiaries. The following table sets forth information as of March 31, 2010 with respect to Panasonic-owned principal facilities:

Name and Principal Location	Floor Space (thousands of square feet)	Principal Products Manufactured or Functions
(Panasonic)		
Kadoma Plant, Osaka	2,452	Video and audio equipment
Ibaraki Plant, Osaka	830	Video equipment
Sendai Plant, Miyagi	369	Video and audio equipment
Yamagata Plant, Yamagata	424	Video and audio equipment
Matsumoto Plant, Nagano	325	Car AVC equipment
Kusatsu Plant, Shiga	3,560	Room air-conditions and refrigerators
Kobe Plant, Hyogo	828	Information equipment and cooking appliances
Yashiro Plant, Hyogo	381	Rice cookers
Tsuyama Plant, Okayama	677	Recordable media
Okayama Plant, Okayama	604	Camcorders
Nara Plant, Nara	1,728	Home appliances
Saedo Plant, Kanagawa	348	Information equipment and car AVC equipment
Takatsuki Plant, Osaka	1,785	Electric lamps
Nagaoka Plant, Kyoto	969	Semiconductors
Arai Plant, Niigata	1,115	Semiconductors
Uozu Plant, Toyama	1,492	Semiconductors
Tonami Plant, Toyama	841	Semiconductors
Osaka Plant, Osaka	1,467	Batteries
Suminoe Plant, Osaka	1,030	Batteries
Wakayama Plant, Wakayama	178	Batteries
R&D Advanced Device Development Center, Kyoto	208	Research and development functions
Living Environment Development Center etc., Osaka	804	Research and development functions
Production Engineering Laboratory etc., Osaka	1,087	Research and development functions
Advanced Technology Research Laboratories, Kyoto	243	Research and development functions
Branch Office and Sales Office, Osaka	559	Sales functions
Head Office etc., Osaka	3,935	Corporate administration, employee housing and welfare facilities

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Name and Principal Location	Floor Space (thousands of square feet)	Principal Products Manufactured or Functions
(Domestic subsidiaries)		
Panasonic Mobile Communications Co., Ltd., Kanagawa	3,007	Mobile communications and communications network-related equipment
Panasonic System Networks Co., Ltd., Fukuoka	1,556	Surveillance and security cameras, settlement and verification terminals, IP-related equipment
Panasonic Shikoku Electronics Co., Ltd., Ehime	2,664	Healthcare equipment, optical pickup and other electro-optic devices
Panasonic Plasma Display Co., Ltd., Hyogo	7,559	Plasma TVs and TV modules
IPS Alpha Technology, Ltd., Chiba	2,298	LCD panels
IPS Alpha Technology Himeji, Ltd., Hyogo	3,865	LCD panels
Panasonic Ecology Systems Co., Ltd., Aichi	1,480	Ventilation and air-conditioning equipment
Panasonic Photo & Lighting Co., Ltd., Osaka	388	Electric lamps
Panasonic Electric Works Co., Ltd., Osaka	17,410	Lighting fixtures, wiring devices and automation controls
PanaHome Corporation, Osaka	4,022	Detached housing and rental apartment housing
Panasonic Electronic Devices Co., Ltd., Osaka	3,224	Components
Panasonic Electronic Devices Japan Co., Ltd., Osaka	3,072	Components
Panasonic Semiconductor Discrete Devices Co., Ltd., Kyoto	846	Semiconductors
SANYO Electric Co., Ltd., Osaka	16,261	Solar cells, rechargeable batteries, electronic devices, commercial equipment, AV equipment and home appliances
Panasonic Factory Solutions Co., Ltd., Osaka	1,020	Electronic-components-mounting machines and industrial robot
Panasonic Welding Systems Co., Ltd., Osaka	386	Welding equipment
Panasonic Consumer Marketing Co., Ltd., Osaka	7	Sales functions
(Overseas subsidiaries)		
Panasonic Corporation of North America, U.S.A.	2,152	Manufacture and sales, with regional headquarters functions
Panasonic Avionics Corporation, U.S.A.		Airline AVC equipment
Panasonic Brazil Co., Ltd., Brazil	642	Manufacture and sales functions
Panasonic AVC Networks Czech, s.r.o., Czech Republic	838	Plasma and LCD TVs
IPS Alpha Technology Europe, s.r.o., Czech Republic	408	LCD modules
Panasonic U.K. Ltd., U.K.	100	Sales functions
Panasonic Semiconductor Asia Pte. Ltd., Singapore	462	Semiconductors
Panasonic Refrigeration Devices Singapore Pte. Ltd., Singapore	724	Refrigerators
Panasonic Taiwan Co., Ltd., Taiwan	1,473	Manufacture and sales functions

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Name and Principal Location	Floor Space (thousands of square feet)	Principal Products Manufactured or Functions
Panasonic Wanbao Compressor (Guangzhou) Co., Ltd., China	1,181	Compressors
Panasonic Semiconductor (Suzhou) Co., Ltd., China	469	Semiconductors
Panasonic Home Appliances Air-Conditioning (Guangzhou) Co., Ltd., China	1,102	Air-conditioning equipment
Panasonic Home Appliances Washing Machine (Hangzhou) Co., Ltd., China	1,357	Washing machines
Panasonic Corporation of China, China		Sales with regional headquarters functions

In addition to the Panasonic-owned facilities, as of March 31, 2010, Panasonic and its subsidiaries shown in above table leased approximately 15.0 million square feet of floor space from third parties, most of which was for sales office space.

Substantially all of Panasonic's properties are free of material encumbrances and Panasonic believes such properties are in adequate condition for their purposes and suitably utilized. During fiscal 2010, there was no material problem, regarding both the productive capacity and the extent of utilization of Panasonic's properties.

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

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BUSINESS OF PEW

Overview

Among the six business areas on which Panasonic focuses, as a consolidated subsidiary of Panasonic since April 2004, PEW plays a role in four: energy systems, LED, security and healthcare. Energy systems is one of PEW's flagship businesses. PEW will develop optimally controlling energy management systems for linking devices and appliances to generate, store and save energy. PEW has also developed an AC/DC Hybrid Wiring System, which is a next-generation wiring system that helps reduce CO2 emissions and save energy, that helps reduce energy loss when converting alternating current (AC) to direct current (DC). PEW also plans to actively market solar cells as key devices for generating energy.

PEW set the overarching goal of becoming the leading global company in Asia, combining comfort and eco-friendliness in 2018, the 100th anniversary of Panasonic's foundation. The new mid-term management plan is built around two growth strategies: thorough cultivation of the Asia, China and India (AC&I) markets, and development of new growth businesses based on the key concept of offering comfort and eco-friendliness side by side. PEW plans to invest efficiently in bringing these growth strategies to fruition, which it believes will enhance its corporate value over the medium and long term.

Business Units and Major Products

PEW's businesses are divided into Electrical Construction Materials Business Unit, Home Appliances Business Unit, Building Products Business Unit, Electronic Materials Business Unit and Automation Controls Business Unit.

Electrical Construction Materials Business Unit

In the Electrical Construction Materials business unit, PEW has two subunits, Lighting Products and Information Equipment and Wiring Products.

Lighting Products

As one of the world's leading manufacturers of lighting fixtures, PEW serves all markets, including the residential, industrial, commercial, and outdoor sectors. In recent years, PEW has also been actively developing businesses offering added value in response to key social trends such as increasing environmental awareness and the desire to create comfortable spaces through ambient lighting. PEW also supplies other lighting fixture manufacturers with ballasts and other lighting devices. PEW's major lighting products include residential lighting, institutional and industrial lighting, commercial lighting, outdoor lighting, lighting devices, automatic doors and LED lighting.

PEW believes that lighting must not only offer outstanding energy-saving performance, but also play a role in creating comfortable spaces through ambience. As PEW sees LED lighting as a cutting-edge, mid-term strategic product that achieves both requirements, it is working to strengthen the products themselves as well as the software technology and other intangible aspects of this business. PEW believes that its extensive lineup of around 1,100 LED lighting products are top level in the industry, and feature energy-saving performance that allows PEW to propose all-LED lighting for homes, buildings and cities. With this growing lineup, PEW aims to expand its lighting fixtures business in Japan, China and the rest of Asia, and its device business in Europe and the U.S. to achieve global sales of 120 billion yen in fiscal 2016. To strengthen products, PEW is enhancing its technologies for controlling light and modulating color, and for luminous-intensity distribution.

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Information Equipment and Wiring Products

The Information Equipment and Wiring Products subunit provides electrical- and information-related equipment for houses and other buildings. Products include electrical equipment, ranging from power distribution equipment to switches and power outlets; energy-conservation management systems; security equipment for preventing crime and disasters; and network wiring systems. PEW's major information equipment and wiring products include wiring devices, electric control equipment, electrical conduits and wiring materials, home amenity and security systems, and security and building automation systems.

PEW is researching and developing an AC/DC Hybrid Wiring System. The AC/DC Hybrid Wiring System allows efficient transfer of DC generated by photovoltaic power systems or fuel cells to residential equipment such as LED lighting and ventilation fans. PEW's next step is to focus on commercializing the core components of the system: AC/DC Hybrid Power Stations, and DC-compliant switches and energy control systems.

PEW also anticipates a growing need for infrastructure to charge electric vehicles (EV) and plug-in hybrid vehicles (PHV) as these vehicles become more prevalent in the future.

Home Appliances Business Unit

In the Home Appliances business unit, PEW creates products and services in the areas of beauty, health, and comfort in the home appliance field. These products are designed to enhance the minds and bodies of customers around the world, enabling them to lead vibrant lives. PEW's major home appliance products include men's personal-care products, ladies' personal-care products, healthy-life products, comfortable-life products and devices, and electric power tools.

Building Products Business Unit

In the Building Products business unit, PEW provides a comprehensive range of housing equipment and construction materials to the new housing and remodeling markets. These include water-related products such as modular kitchens and bathrooms, interior and storage products, exterior materials, IH cookers and Eco Cute (heat pump hot water supply systems that use natural refrigerants) water heaters, and electrical equipment such as home elevators and photovoltaic power systems. PEW's major building products include interior furnishing materials, modular kitchen systems, bathrooms and fixtures, exterior finishing materials, photovoltaic power systems, composite structural materials and home elevators.

In fiscal 2010, housing starts in Japan slumped to slightly below 800,000 units due to the sharp economic downturn resulting from the global recession. In fiscal 2011, PEW expects its business environment to remain difficult mainly due to waning consumer sentiment brought about by concerns for the future and a weak job market. Based on this presumption, PEW will take steps to further improve the structure of its operations, while targeting growth in the remodeling market in Japan and in the interior finishing business in China.

Electronic Materials Business Unit

In the Electronic Materials business unit, PEW has a slogan "Partnering to go beyond." In line with this slogan, the unit supplies electronic materials on a global basis that support the functionality and reliability of electronic devices for creating comfortable living environments. Applications include digital home appliances, mobile phones, communications network equipment, personal computers and automobiles. PEW's major electronic materials include semiconductor encapsulation materials, plastic molding compounds, precision molded plastic products, circuit board materials, mass lamination boards, flexible printed circuit board materials, advanced films and catering and medical care equipment. One example is *ECOOL*, high thermal conductive glass composite circuit board materials, which PEW developed as a solution for the major design challenge for electrical circuit boards of LEDs because they generate a large amount of heat that must be dissipated.

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Automation Controls Business Unit

In the Automation Controls business unit, based on its business slogan of finer control for better living, PEW supplies automation control devices and components that help downsize finished products such as automation control components, Factory Automation (FA) equipment and automotive devices, while also offering greater labor saving and enhanced reliability. To deliver sophisticated and high-quality products, this business unit is honing its proprietary manufacturing capabilities. Moreover, the basic goal of this business is to create greater value via cooperation with cutting-edge manufacturers from around the world. PEW's major automation control products include relays, switches, sensors, connectors, factory automation equipment and automotive devices. One example is Aicure UD80 series LED line-type UV curing system with a maximum output of 4,000 mW/cm², an energy-saving product which slashes energy consumption to 1/5 compared with conventional lamp-type models, thanks to LED heat-dissipation process technology.

Global Operations

As of March 31, 2010, PEW was active in 36 countries and regions worldwide, conducting operations through 87 companies with a total of 158 business sites. With this framework, PEW supplies customers in more than 100 countries with a wide range of products. In fiscal 2010, PEW posted overseas sales of 239.2 billion yen, accounting for 16.4% of consolidated net sales. PEW's overseas workforce totaled 24,961 employees as of March 31, 2010.

Expanding global operations is a company-wide growth strategy. As such, PEW will maintain its efforts to expand overseas. AC&I are particularly important areas as PEW targets business expansion in growth sectors including the high-volume segment.

To meet increasingly global customer needs, PEW's B2B-focused lighting devices, Electronic Materials, and Automation Controls businesses are building vendor-managed inventory (VMI) and just-in-time (JIT) systems based on production at optimal locations, while bolstering seamless marketing activities worldwide. Meanwhile, PEW is targeting further growth by supplying high-value-added products for the expected growth markets of energy-conservation and environmental solutions, and by supplying highly reliable devices in the AC&I and other markets where demand continues to grow for vehicles, mobile phones, digital home appliances and other products.

In PEW's consumer goods-centered Electrical Construction Materials, Home Appliances and Building Products businesses, PEW is strengthening locally based product planning and development efforts as it targets the rapidly expanding high-volume segment in the key AC&I market. In fiscal 2010, for example, PEW made a concerted effort to create products tailored to local needs by improving and expanding design bases in China and conducting lifestyle research in the Chinese and Indian markets.

Research and Development and Intellectual Property

With the aim of providing living spaces that are comfortable as well as eco-friendly, PEW is engaged in research and development (R&D) of comfort technologies such as lighting and air-conditioning control, security and safety, and beauty and health, as well as environmentally-friendly technologies that help conserve energy and resources. To this end, PEW is strengthening R&D in a number of priority areas to build up technologies. In particular, these key areas are facility networking technology for the linking and control of equipment connected through a network; microfabrication process technology and highly functional materials technology for creating advanced devices that underpin increased product functionality and performance; and vital sensing and bioactivation technologies for increasing individual comfort.

Furthermore, R&D at PEW extends beyond individual products to encompass everything from materials and devices to systems that link products. This expansive approach to R&D contributes in various ways to the goal of creating comfortable lifestyles that are also eco-friendly.

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Also, PEW is enhancing and accelerating R&D by actively working with Panasonic Group companies, universities, research organizations, and companies worldwide that have cutting-edge technologies, and by leveraging its overseas operating sites.

R&D expenses in fiscal 2010 were 56.0 billion yen, down 7.6% year on year, and accounted for 3.8% of net sales. PEW intends to maintain R&D expenses at approximately 4% of net sales, focusing investment on achieving the important goal of creating comfortable lifestyles that are also eco-friendly.

PEW's R&D division, business units and intellectual property department work as one to boost business competitiveness by protecting the results of R&D activities as high-quality intellectual property. Specifically, the groups analyze the ability of each business unit to create intellectual property through its patent portfolios and in other ways, and hold regular coordination meetings to share the information. PEW is implementing these strategic intellectual property activities with an eye to the competition.

PEW is committed to hastening the development of businesses for the future in priority technology fields represented by comfortable lifestyles and eco-friendliness, as well as in new product and business fields. To this end, PEW is collaborating with universities to build a solid wall of intellectual property around these fields, as well as using methods of invention and discovery to promote strategic intellectual property activities. PEW has also taken steps to improve its registration rate for patents while respecting rights belonging to other companies by introducing a new survey tool that enables users to coordinate with engineers and conduct better surveys of the latest technologies. This has also increased the efficiency of its intellectual property activities and the quality of its intellectual property assets. As a result of these activities, PEW acquired 1,552 patents and utility model rights in Japan in fiscal 2010.

Meanwhile, PEW is also strengthening its global intellectual property activities, actively acquiring patent rights with a view to expanding business not only in Europe and the U.S., but also in Southeast Asia and China. In 2009, PEW made 235 international patent filings under the Patent Cooperation Treaty (PCT), ranking it 65th in the world. PEW is also collaborating with local affiliated companies in activities to discover inventions locally, and to set up intellectual property management frameworks to suit the situation in each country. Moreover, PEW is taking steps to reduce intellectual property risks in each region.

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REGULATION

Government Regulations

Like other electronics manufacturers, Panasonic is subject to governmental regulations related to environmental preservation.

To comply with recycling laws both in Japan and other countries/regions, Panasonic has been actively taking measures. Panasonic established an efficient system to collect and recycle used home appliances, comprising air conditioners, CRT TVs, flat-panel TVs, refrigerators, washing machines and clothes dryers in compliance with the Law for Recycling of Specified Kinds of Home Appliances in Japan effective April 1, 2001. As one of its measures to contribute to the establishment of a recycling-oriented society, Panasonic established the Panasonic Eco Technology Center Co., Ltd. not only to dismantle used products, but also to promote research and development of recycling technologies. In Europe, the Waste Electrical and Electronic Equipment (WEEE) Directive designed to promote recycling came into force in August 2005. Preparing for mandatory recycling under the WEEE Directive, Panasonic established Ecology Net Europe GmbH (ENE) in Germany in April 2005. Panasonic promotes construction of networks connecting manufacturers, recycling companies and hauling companies through ENE. In the U.S., Panasonic Corporation of North America, which is a regional company of Panasonic, has established a new electronic product recycling management company, Electronics Manufacturers Recycling Management Company, LLC (MRM) with other manufacturers to satisfy requirements enacted in July 2007 in the state of Minnesota. Although MRM's initial focus was to collect products in Minnesota, a scope of operation has been developing to expand its activities to other states with electronic product recycling mandates. Through these efforts, Panasonic is carrying out its compliance programs not only to meet the requirements demanded by legislations, but also to establish cost efficient systems that will further enhance its competitive edge.

In January 2003, Panasonic announced that disposed electric equipment containing polychlorinated biphenyl (PCB) might be buried in the ground of its four manufacturing facilities and one former manufacturing facility in Japan, and excavation measures were completed at the end of March 2009. The applicable laws in Japan require that PCB equipment be appropriately maintained and disposed of by July 2016. Panasonic has accrued estimated total cost of approximately 9 billion yen by March 31, 2010 for necessary actions, such as investigation on whether the PCB equipment is buried at the facilities by excavating, maintaining and disposing the PCB equipment that is already discovered, and soil remediation. In light of those regulations, Panasonic has been taking necessary actions such as investigating by excavation whether the PCB equipment is buried at the facilities, maintaining and disposing the PCB equipment that have been already discovered, and soil remediation, aiming to facilitate the proper management of PCB waste and full-scale measures for soil remediation.

To deal with climate change issues, various kinds of measures, especially those for energy efficiency of products, have been taken worldwide. In Japan, the Energy Conservation Law was revised in 1999, and the Top-runner standard was introduced, which aims to continuously increase products' energy efficiency performance on an industry-wide basis. As a target value for a goal year, the program uses a value of the product with the highest energy consumption efficiency on a market during the standard establishment process. The scopes of covered products are expanding, and standards become more stringent as necessary. Other countries/regions, such as the European Union, the United States, China, Korea, and Australia also have regulations for energy conservation improvement (energy-saving standards and labeling systems) for home appliances and AV products. Panasonic takes a proactive measure to comply with these requirements, and further promotes development of energy-saving products.

Also, Panasonic is promoting its initiatives for regulations relevant to chemical substances management. In Europe, the RoHS Directive, which bans the sales of electrical and electronic equipment using six specified hazardous substances from the EU market, was issued in February 2003. Panasonic completed initiatives for the non-use of the abovementioned six specified hazardous substances in its covered products by the end of October 2005, in order to reduce possible contamination by these substances after products are disposed of. Additionally,

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the REACH regulation came into force in June 2007. The REACH requires all chemicals of one ton or more that are manufactured in or imported into the European Union each year to be evaluated for health and safety impact, registration with the European Chemicals Agency (ECHA), and sharing of information and notification thereof to the ECHA regarding content of ECHA-specified substances of very high concern in products. Laws and regulations similar to the EU RoHS Directive are implemented in Japan, South Korea, China, and some states in the US such as California. In the Act on the Promotion of Effective Resource Utilization of Resources in Japan and the Administration on the Control of Pollution Caused by Electronic Information Products in China, manufacturers and importers are required to disclose information on the chemical substances targeted in the EU RoHS contained in specific products through label application. Panasonic is carrying out its compliance programs to meet the requirements of relevant regulations.

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

Report on Kerosene Fan Heater Recall and Panasonic's Countermeasures

In 2005, certain kerosene fan heaters, which were manufactured by Panasonic between 1985 and 1992, resulted in hospitalization, and in some cases death, due to exposure to carbon monoxide exhaust. To prevent a recurrence, in November 2005, Panasonic established a special committee led by the then President Nakamura to implement recall efforts, product inspections and repairs of affected models of kerosene fan heaters. Using various media, Panasonic notified customers of the risks involved in the use of these products, while sending out employees (approximately 200,000 in total) to distribute leaflets directly to users, and visit kerosene suppliers.

Panasonic has made all-out efforts to locate recalled kerosene fan heaters through the cooperation of various parties, and will continue efforts to identify the purchasers and users of all remaining recalled heaters. At the same time, to prevent a recurrence, Panasonic is carrying out a wide range of initiatives. On May 1, 2006, Panasonic reorganized the aforementioned special committee into a permanent organization, the Corporate FF Customer Support & Management Division, under which Panasonic has continued recall efforts through various public awareness campaigns. Furthermore, Panasonic thoroughly has reviewed product safety in design and manufacturing processes. Specifically, Panasonic has undertaken studies of material deterioration caused by long-term use, together with the development of technologies to prevent risks caused by complex factors involved in the extended use of certain products. Furthermore, Panasonic has established a new risk management system to enable prompt action in an emergency, in compliance with its primary principle, the customer comes first. Panasonic has also reinforced safety education programs for the presidents of all group companies, the directors of all divisions and the managers responsible for specific operations (such as design, manufacturing, and quality control). In terms of product quality issues, in addition to its commitment to the idea that safety and quality come first from the product design stage, Panasonic will continue to take all possible measures, such as the analysis of product age-related degradation and user environments, to ensure the quality and safety of products.

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**PANASONIC MANAGEMENT'S DISCUSSION AND ANALYSIS OF
FINANCIAL CONDITION AND RESULTS OF OPERATIONS**

The following discussion and analysis should be read in conjunction with the consolidated financial statements and the second quarter financial statements of Panasonic included in this prospectus. Panasonic prepares its consolidated financial statements in accordance with U.S. GAAP, and accordingly the following discussion is based on Panasonic's U.S. GAAP financial information. Panasonic's fiscal year end is March 31.

Overview

Panasonic is one of the world's leading producers of electronic and electric products. Panasonic 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. As of October 1, 2008, Panasonic changed its company name from Matsushita Electric Industrial Co., Ltd. to Panasonic Corporation. Upon Panasonic name change, Panasonic implemented its brand name change from the National brand, used for home appliances and housing equipment in Japan, to the Panasonic brand, and the Technics brand will be used only for specific audio products. On December 21, 2009, Panasonic exchanged nonvoting stocks of SANYO, which had been acquired through a tender offer, for common stock, and as a result, Panasonic acquired 50.2% of the voting rights of SANYO and obtained a controlling interest in SANYO. Accordingly, the corporate brands became Panasonic, PanaHome and SANYO.

On July 29, 2010, Panasonic, PEW and SANYO announced that they resolved, at their respective board of directors meetings held on the same day, to pursue a plan of Panasonic's acquisition of all shares of PEW and SANYO in order to make them wholly-owned subsidiaries of Panasonic by around April 2011 by way of tender offers and, thereafter, share exchanges. Subsequently, on October 6, 2010, Panasonic completed the tender offers for shares of SANYO (at a price of ¥138 per share) and shares of PEW (at a price of ¥1,110 per share), and as a result increased its ownership percentage of SANYO to approximately 81% of SANYO's voting rights and its ownership percentage of PEW to approximately 84% of PEW's voting rights. The aggregate purchase price of these tender offers was ¥525.2 billion. The Panasonic Group will further combine the strengths of the three companies through the acquisitions, and aim to accomplish the three-year midterm management plan called the Green Transformation 2012 (GT12), and further accelerate its efforts toward becoming the No. 1 Green Innovation Company in the Electronics Industry, presented as the vision of the 100th anniversary of its foundation.

Panasonic divides its businesses into six segments: Digital AVC Networks, Home Appliances, PEW and PanaHome, Components and Devices, and Other, adding SANYO as a new segment. Digital AVC Networks includes video and audio equipment, and information and communications equipment. Home Appliances includes household equipment. PEW and PanaHome includes electrical supplies, home appliances, building materials and equipment, and housing business. Components and Devices includes semiconductors, general electronic components, batteries and electric motors. SANYO includes solar cells and lithium-ion batteries, optical pickups, and others. Other includes FA equipment and other industrial equipment.

In the year ended March 31, 2010, Panasonic achieved a significant improvement in cash reserves through its enhanced cash flow management project. As a result, free cash flow for the year improved by 644 billion yen compared with Panasonic's original plan. This was more than enough to cover the acquisition cost of SANYO, 404 billion yen. Cash reserves were approximately 1,200 billion yen at the end of fiscal 2010 including SANYO's cash reserves. For the six months ended September 30, 2010, Panasonic achieved an improvement in cash reserves through its enhanced cash flow management project. As a result, free cash flow for the six months ended September 30, 2010 improved by 19 billion yen compared with the same period of last fiscal year.

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Economic environment

In the year ended March 31, 2009, the Japanese economy encountered very severe conditions due to the global financial crisis and the sharp deterioration of the world economy. In the year ended March 31, 2010, thanks to the various economic stimulus programs such as the government's eco-point system, the Japanese economy hit bottom and returned to recovery from the previous year. For the six months ended September 30, 2010, the Japanese economy continued to recover, due in part to the government's eco-point system, and an extremely hot summer.

As for the overseas economy, in the year ended March 31, 2009, the global financial crisis caused a rapid economic downturn worldwide, and this caused negative effects on the Japanese economy through a sharp decrease in exports and capital investment. In the year ended March 31, 2010, despite a visible market recovery in some regions such as China and Asia, the industry in general was unable to overcome the impact of the global recession. Due to these circumstances, the market structure underwent rapid change especially in terms of demand shifts to emerging markets and lower-priced products, along with the expansion of environment and energy related markets. For the six months ended September 30, 2010, the global economy continued to recover gradually due mainly to economic stimulus government programs, despite uncertain economic conditions in developed countries.

Condition of foreign currency exchange rates and Panasonic's policy

Foreign currency exchange rates fluctuated during the three-year period ended March 31, 2010 and the six-month period ended September 30, 2010. In the year ended March 31, 2008, there was a sharp increase in the Japanese yen against the U.S. dollar. In the year ended March 31, 2009, there continued a sharp increase in the Japanese yen against the major currencies such as the U.S. dollar and euro. In the year ended March 31, 2010, there was also an increasing appreciation of the yen, a trend that became even more pronounced in the six months ended September 30, 2010. In order to alleviate the effects of currency-related transaction risks, Panasonic has traditionally used several currency risk hedging methods, such as forward foreign-exchange contracts and currency options contracts with leading banks. Panasonic has also increased matching of export and import exchange contracts. As a basic countermeasure against currency exchange risk, Panasonic has been strengthening production operations outside Japan to meet overseas demand, while reducing dependence on exports from Japan. Panasonic does not have any material unhedged monetary assets, liabilities or commitments denominated in currencies other than the individual operations' functional currencies.

Summary of operations

Panasonic's consolidated sales and earnings results during the last three fiscal years and the six months ended September 30, 2009 and 2010, reflecting the aforementioned external and internal conditions, can be summarized as follows:

For the six months ended September 30, 2010, net sales increased 31% to 4,368 billion yen, compared with 3,333 billion yen in the same period of fiscal 2010 (a year ago). Although overall sales had a significant negative impact as a result of appreciation of the yen, all main products, excluding mobile phones, recorded sales increases compared with the same period last year. Also, sales increased in all regions led by continued double-digit growth in emerging countries, despite a severe business environment due to continuous appreciation of the yen. Pre-tax income totaled 145 billion yen, improving from a pre-tax loss of 26 billion yen. Net income attributable to Panasonic Corporation turned to an income of 75 billion yen from a loss of 47 billion yen, due mainly to aforementioned sales increase.

In fiscal 2010, net sales amounted to 7,418 billion yen, down 4% from the previous year. Sales declined in all segments mainly as a result of a sharp deterioration of the world economy. The operating results of SANYO and its subsidiaries after January 2010 are included in Panasonic's consolidated financial statements. Earnings improved significantly due mainly to restructuring initiatives such as streamlining material costs and reducing

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fixed costs. Regarding other income (deductions), Panasonic incurred expenses of 220 billion yen including business restructuring expense such as the implementation of early retirement programs. These factors resulted in a pre-tax loss of 29 billion yen, improved from a pre-tax loss of 383 billion yen in fiscal 2009. Accordingly, net income attributable to Panasonic Corporation was a loss of 103 billion yen, improved from a loss of 379 billion yen a year ago.

In fiscal 2009, net sales amounted to 7,766 billion yen, down 14% from the previous year. Sales declined in all segments mainly as a result of a sharp deterioration of the world economy from October 2008. Regarding earnings, although Panasonic implemented thorough streamlining of material costs by reducing the number of components and improving material yield ratio and made all-out efforts to reduce fixed costs, the effect of a sharp sales decline, including an approximately 20-30% decrease in prices for flat-panel TVs and rising prices for crude oil and other raw materials on a yearly basis, led to a decrease in earnings. In addition, Panasonic incurred 314 billion yen as expenses associated with impairment losses of fixed assets, 53 billion yen as restructuring charges and 92 billion yen as a write-down of investment securities. As a result of these and other factors, Panasonic incurred a pre-tax loss of 383 billion yen and a net loss attributable to Panasonic Corporation of 379 billion yen.

In fiscal 2008, net sales amounted to 9,069 billion yen, approximately the same level as the previous year. In real terms, excluding JVC (Victor Company of Japan, Ltd. and its subsidiaries), Panasonic cited sales gains in all segments, due mainly to favorable sales in digital AV products and white goods. Regarding earnings, despite the effects of rising prices for crude oil and other raw materials, and ever-intensified global price competition, sales gains excluding the effect of JVC and the cost reduction efforts including materials costs and fixed costs led to the earnings gains. In addition, Panasonic incurred 33 billion yen as expenses associated with the implementation of early retirement programs and 32 billion yen as impairment losses on investments, as well as 45 billion yen as impairment losses from tangible fixed assets. Reflecting all these factors and a decrease in provision for income taxes, Panasonic recorded a net income attributable to Panasonic Corporation of 282 billion yen, up 30% from the previous year.

Key performance indicators

The following are performance measures that Panasonic believes are key indicators of its business results for the last three fiscal years and the six months ended September 30, 2009 and 2010.

	Yen (billions) (%)					
	Fiscal year ended March 31,			Six months ended September 30,		
	2010	2009	2008	2010	2009	
Net sales	7,418	7,766	9,069	4,368	3,333	
Income (loss) before income taxes to net sales ratio	(0.4)%	(4.9)%	4.8%	3.3%	(0.8)%	
Research and development costs to net sales ratio	6.4%	6.7%	6.1%	6.1%	7.1%	
Total assets	8,358	6,403	7,444	8,964	6,809	
Total Panasonic Corporation shareholders equity	2,792	2,784	3,742	2,652	2,701	
Total Panasonic Corporation shareholders equity to total assets ratio	33.4%	43.5%	50.3%	29.6%	39.7%	
Return on equity	(3.7)%	(11.8)%	7.4%	2.7%	(1.7)%	
Capital investment	385	494	449	201	204	
Free cash flow	199	(353)	405	155	136	

Note: Return on equity is calculated by dividing net income (loss) attributable to Panasonic Corporation by the average of shareholders equity at the beginning and the end of each fiscal year.

SANYO and its subsidiaries became Panasonic's consolidated subsidiaries in December 2009 through a tender offer. After deducting Panasonic's investment in SANYO of 404 billion yen from the total assets acquired

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of 2,450 billion yen, the total assets in December 2009 increased by 2,046 billion yen. For the six months ended September 30, 2010, Panasonic improved free cash flow by 19 billion yen compared with the same period of last fiscal year. This was attributable primarily to increase in net income.

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

Panasonic'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 property, plant and equipment. 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 Panasonic's portfolio of property, plant and equipment as it excludes expenditures for repairs and maintenance, operating leases, and intangible assets that may be integral to the use of property, plant and equipment. Panasonic 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,			Six months	
	2010	2009	2008	ended September 30, 2010	2009
Purchases of property, plant and equipment shown as capital expenditures in the consolidated statements of cash flows	376	522	419	201	203
Effects of timing difference between acquisition dates and payment dates	9	(28)	30	0	1
Capital investment	385	494	449	201	204

Panasonic defines "Free cash flow" as the sum of net cash provided by operating activities and net cash provided by investing activities. Panasonic 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.

Panasonic's management also believes that this indicator is useful in understanding Panasonic'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 Panasonic 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 Panasonic may be subject to mandatory debt service requirements and may have other non-discretionary expenditures that are not deducted from this indicator. Panasonic 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:

	Yen (billions)				
	Fiscal year ended March 31,			Six months ended September 30,	
	2010	2009	2008	2010	2009
Net cash provided by operating activities	522	117	466	247	156
Net cash used in investing activities	(323)	(470)	(61)	(92)	(20)
Free cash flow	199	(353)	405	155	136

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

Six Months ended September 30, 2010 compared with Six Months ended September 30, 2009

(1) Sales

Consolidated Group sales for six months ended September 30, 2010 increased 31% to 4,368 billion yen, compared with 3,333 billion yen in the same period of fiscal 2010. The operating results of SANYO and its subsidiaries after January 2010 are included in Panasonic's consolidated financial statements which contributed to a significant portion of the sales increase. In addition, although overall sales had a significant negative impact as a result of appreciation of the yen, all main products, excluding mobile phones, recorded sales increases compared with the same period last year. Also, sales increased in all regions led by continued double-digit growth in emerging countries, despite a severe business environment due to continuous appreciation of the yen.

Panasonic group launched a new midterm management plan called "Green Transformation 2012" (GT12) in the beginning of fiscal 2011. In GT12, Panasonic aims to integrate environmental protection and business growth, and to become a Panasonic Group filled with significant growth potential in fiscal 2013.

Panasonic resolved, at the Board of Directors meeting held in July 2010, to pursue a plan to make PEW and SANYO wholly-owned subsidiaries of Panasonic by around April 2011. Panasonic is in the process of finalizing growth strategies and reorganizing business structure in order to maximize synergy for the entire Panasonic Group. Panasonic will accelerate this process in order to achieve its GT12 targets.

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

For six months ended September 30, 2010, cost of sales amounted to 3,200 billion yen, up from the same period of previous year, and selling, general and administrative expenses amounted to 999 billion yen, up from the same period of previous year. These results are due mainly to the effects of sales increase.

(3) Interest Income, Dividends Received and Other Income

Interest income decreased 5% to 6 billion yen due mainly to decrease in invested funds, and dividends received decreased 15% to 3 billion yen and other income increased 82% to 30 billion yen due mainly to the consolidation of SANYO and foreign exchange gains. In other income, Panasonic recorded foreign exchange gains of 7 billion yen, compared with foreign exchange losses (included in other deductions) of 5 billion yen for the same period of previous year.

(4) Interest Expense and Other Deductions

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Interest expense increased 24% to 14 billion yen due mainly to the consolidation of SANYO and other deductions decreased 30% to 50 billion yen. In other deductions, Panasonic recorded expenses associated with impairment losses of fixed assets, expenses associated with the implementation of early retirement program and write-down of investment securities.

(5) Income before Income Taxes

As a result of the above-mentioned factors, income before income taxes for six months ended September 30, 2010 amounted to an income of 145 billion yen, compared with a loss of 26 billion yen.

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Provision for income taxes amounted to 64 billion yen, due to the improvement of income before income taxes.

(7) Equity in Earnings (Losses) of Associated Companies

Equity in earnings of associated companies increased to gains of 4 billion yen due to profitability of certain equity method investees, from the previous year's loss of 2 billion yen. This result was due mainly to SANYO associated companies being newly added to Panasonic Group, and favorable earnings in the associated companies.

(8) Net Income (Loss)

Net income amounted to 84 billion yen, compared with a net loss of 51 billion yen.

(9) Net Income (Loss) attributable to noncontrolling interests

Net income attributable to noncontrolling interests amounted to 9 billion yen, compared with net loss attributable to noncontrolling interests of 4 billion yen. This result was due mainly to improved results in PEW.

(10) Net Income (Loss) attributable to Panasonic Corporation

As a result of all the factors stated in the preceding paragraphs, the Company recorded a net income attributable to Panasonic Corporation of 75 billion yen, improved from the previous six-month period's net loss attributable to Panasonic Corporation of 47 billion yen.

(11) Results of Operations by Business Segment

Results of operations by business segment for six months ended September 30, 2010, as compared with the previous six-month period, were as follows:

	Yen (billions)		Percent change
	Six months ended September 30, 2010		
	2010	2009	
Sales:			
Digital AVC Networks	1,658	1,604	3%
Home Appliances	637	595	7
PEW and PanaHome	834	774	8
Components and Devices	481	457	5
SANYO	830		
Other	560	446	26
Eliminations	(632)	(543)	
Total	4,368	3,333	31%
Segment profit (loss):			
Digital AVC Networks	61	13	381%
Home Appliances	49	27	84
PEW and PanaHome	31	4	639

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Components and Devices	26	4	602
SANYO	6		
Other	23	2	978
Corporate and eliminations	(27)	(21)	
Total	169	29	486%

* SANYO and its subsidiaries became Panasonic's consolidated subsidiaries in December 2009, and are disclosed as SANYO segment. The operating results of SANYO and its subsidiaries after January 2010 are included in Panasonic's consolidated financial statements.

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Sales in Digital AVC Networks increased 3% to 1,658 billion yen, from 1,604 billion yen. Despite a decline in sales of mobile phones and digital cameras, this result was due mainly to favorable sales of flat-panel TVs, automotive electronics and Blu-ray Disc recorders.

With respect to this segment, segment profit improved 381% to 61 billion yen from 13 billion yen, mainly as a result of fixed cost reduction and comprehensive streamlining efforts.

Sales in Home Appliances increased 7% to 637 billion yen, compared with 595 billion yen, due mainly to favorable sales of air conditioners and compressors.

With respect to this segment, segment profit increased 84% to 49 billion yen from 27 billion yen, due mainly to strong sales.

Sales in PEW and PanaHome increased 8% to 834 billion yen, from 774 billion yen. Regarding PEW and its subsidiaries, sales increased mainly in devices such as electrical construction materials and automation controls, and in home appliances such as personal-care products and health enhancing products. For PanaHome Corporation and its subsidiaries, the recovery in Japanese housing market conditions and stable sales of housing construction led to the increase of overall sales.

With respect to this segment, segment profit improved to 31 billion yen from 4 billion yen, due mainly to strong sales.

Sales in Components and Devices increased 5% to 481 billion yen, compared with 457 billion yen a year ago, due mainly to a strong sales of general electronic components and favorable sales of batteries and semiconductors.

With respect to this segment, segment profit improved to 26 billion yen from 4 billion yen a year ago. This was due mainly to sales recovery and comprehensive streamlining efforts.

Sales in SANYO segment totaled 830 billion yen. Sales of solar cells and car-related equipment such as car navigation systems were strong because of economic stimulus programs in several countries, as well as favorable sales of electronic components by continuing increase in demand for PCs.

With respect to this segment, segment profit resulted in 6 billion yen, even after incurring the expenses such as the amortization of intangible assets recorded at acquisition.

Sales in the Other segment significantly increased 26% to 560 billion yen from 446 billion yen, due mainly to strong sales in factory automation equipment.

With respect to this segment, segment profit also improved to 23 billion yen from 2 billion yen.

(12) Sales Results by Region

Sales results by region for six months ended September 30, 2010, as compared with the previous fiscal year, were as follows:

	Yen (billions)		Percent change
	Six months ended September 30, 2010		
	2010	2009	
Domestic Sales:	2,190	1,776	23%
Overseas Sales:			
North and South America	553	425	30
Europe	428	353	21
Asia and Others	1,197	779	54
Total	2,178	1,557	40

Total	4,368	3,333	31%
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The operating results of SANYO and its subsidiaries after January 2010 are included in Panasonic's consolidated financial statements which contributed to a significant portion of the regional sales increases. Sales in the domestic market amounted to 2,190 billion yen, up 23% from 1,776 billion yen. Sales in the Japanese consumer products achieved record high in the second quarter, following the first quarter, thanks to the eco-point system, the Japanese government's economic stimulus program, and an extremely hot summer.

Overseas sales amounted to 2,178 billion yen, up 40% from 1,557 billion yen. Sales increased in all regions.

By region, sales in the Americas amounted to 553 billion, up 30% from 425 billion yen for the six months ended September 30, 2010. This was due mainly to sales increase in automotive electronics and general electronic components, despite the effect of exchange rate and sales decrease in AV products including flat-panel TVs.

Sales in Europe amounted to 428 billion yen, up 21% from the previous year's 353 billion yen. This was due mainly to a sales increase of flat-panel TVs, home appliances, and general electronic components, automotive electronics and home appliances, although sales decrease in digital cameras.

In the Asia and Others region, sales increased 54% to 1,197 billion yen, from the previous year's 779 billion yen. Especially, sales in China increased by 67% from last year due to strong sales in PEW's products and FA equipment. Sales increase in air conditioners and compressors also contributed to sales growth.

Year ended March 31, 2010 compared with 2009

(1) Sales

Consolidated group sales for fiscal 2010 amounted to 7,418 billion yen, down 4% from 7,766 billion yen in the previous fiscal year. Explaining fiscal 2010 results, Panasonic posted sales declines in all business segments. (For further details, see (11) Results of Operations by Business Segments of this section.)

In fiscal 2010, as the final year of its GP3 Plan, Panasonic simultaneously rebuilt its management structure, and took action for future growth. Specifically, Panasonic drastically reformed its business structure to rebuild its management structure. In addition, Panasonic pursued penetration and internalization of Itakona, acceleration of procurement cost reductions, reinforcement of comprehensive cost reduction efforts, and capital investment and inventory reductions. Meanwhile, to prepare for future growth, Panasonic developed its unique products with the following concepts as a cornerstone: super link, super energy saving and thorough universal design. Besides this, Panasonic globally developed its home appliances business, including launching refrigerators and drum-type washing machines in Europe; targeting emerging markets through local-oriented manufacturing; commercializing full high-definition (HD) 3D TVs that are expected to open a new era in television; and strengthening global systems and equipment businesses. These actions drove the Panasonic Group to new growth.

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

In fiscal 2010, cost of sales amounted to 5,341 billion yen, down from the previous year, and selling, general and administrative expenses amounted to 1,886 billion yen, down from the previous year. These results are due mainly to the effects of sharp sales declines.

(3) Interest Income, Dividends Received and Other Income

In fiscal 2010, interest income decreased 47% to 12 billion yen due mainly to decrease in invested funds, and dividends received decreased 41% to 7 billion yen and other income decreased 9% to 48 billion yen.

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(4) Interest Expense and Other Deductions

Interest expense increased 33% to 26 billion yen. In other deductions, Panasonic incurred 79 billion yen as expenses associated with impairment losses of fixed assets, 39 billion yen as expenses associated with the implementation of early retirement program and 7 billion yen as a write-down of investment securities. (For further details, see Notes 4, 5, 7, and 15 of the Notes to Consolidated Financial Statements.)

(5) Income (loss) before Income Taxes

As a result of the above-mentioned factors, income (loss) before income taxes for fiscal 2010 amounted to a loss of 29 billion yen, compared with a loss of 383 billion yen in fiscal 2009.

(6) Provision for Income Taxes

Provision for income taxes for fiscal 2010 amounted to 142 billion yen, a significant increase compared with 37 billion yen in the previous year. This result was due primarily to the fact that Panasonic increased the valuation allowances to deferred tax assets. (For further details, see Notes 11 of the Notes to Consolidated Financial Statements.)

(7) Equity in Earnings (Losses) of Associated Companies

In fiscal 2010, equity in earnings of associated companies decreased to gains of 0.5 billion yen due to declining profitability of certain equity method investees, from the previous year's gains of 16 billion yen.

(8) Net Income (Loss)

Net income amounted to a loss of 171 billion yen for fiscal 2010, compared with a net loss of 404 billion yen in fiscal 2009.

(9) Net Income (Loss) attributable to noncontrolling interests

Net income attributable to noncontrolling interests amounted to a loss of 67 billion yen for fiscal 2010, compared with net loss attributable to noncontrolling interests of 25 billion yen in fiscal 2009. This result was due mainly to IPS Alpha Technology, Ltd.

(10) Net Income (Loss) attributable to Panasonic Corporation

As a result of all the factors stated in the preceding paragraphs, Panasonic recorded a net loss attributable to Panasonic Corporation of 103 billion yen for fiscal 2010, an improvement of 276 billion yen from the previous year's net loss attributable to Panasonic Corporation of 379 billion yen.

(11) Results of Operations by Business Segment

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Results of operations by business segment for fiscal 2010, as compared with the previous fiscal year, were as follows:

	Yen (billions) Fiscal year ended March 31,		Percent change
	2010	2009	
Sales:			
Digital AVC Networks	3,410	3,749	(9)%
Home Appliances	1,204	1,290	(7)
PEW and PanaHome	1,632	1,766	(8)
Components and Devices	931	1,045	(11)
SANYO	405		
Other	1,012	1,072	(6)
Eliminations	(1,176)	(1,156)	
Total	7,418	7,766	(4)%
Segment profit (loss):			
Digital AVC Networks	87	3	2648%
Home Appliances	66	47	41
PEW and PanaHome	35	40	(13)
Components and Devices	37	9	292
SANYO	(1)		
Other	20	24	(18)
Corporate and eliminations	(54)	(50)	
Total	190	73	161%

* SANYO and its subsidiaries became Panasonic's consolidated subsidiaries in December 2009, and are disclosed as SANYO segment. The operating results of SANYO and its subsidiaries after January 2010 are included in Panasonic's consolidated financial statements.

* Panasonic restructured the motor business on April 1, 2010. Accordingly, the prior figures for Home Appliances, and Components and Devices in fiscal 2010 and 2009 are reclassified to conform to the presentation for fiscal 2011.

Digital AVC Networks sales decreased 9% to 3,410 billion yen, compared with 3,749 billion yen in the previous year. Within this segment, although domestic sales of flat-panel TVs and automotive electronics and Blu-ray Disc recorders were favorable, overall sales declined due mainly to a sales decline of notebook PCs and mobile phones. Regarding digital cameras, although market conditions were tough, both high-end and standard models were favorable and the sales remained unchanged from the previous year.

With respect to this segment, despite the sales decline, operating profit significantly improved to 87 billion yen, or 2.6% of sales, from 3 billion yen in fiscal 2009. This was due mainly to comprehensive streamlining efforts.

Sales of Home Appliances decreased 7% to 1,204 billion yen, compared with 1,290 billion yen in the previous year. Within Home Appliances, despite strong sales of refrigerators, the overall sales decreased due mainly to weak sales of air conditioners and compressors.

Profit in this segment increased 41% from 47 billion yen in fiscal 2009, to 66 billion yen for fiscal 2010, or 5.5% of sales. Comprehensive streamlining efforts offset the negative impact of sales decline and led the operating profit increase in this segment.

Sales of PEW and PanaHome decreased 8% to 1,632 billion yen, compared with 1,766 billion yen a year ago. At PEW and its subsidiaries, sales mainly decreased in electrical construction materials and building materials. For PanaHome Corporation and its subsidiaries, ongoing sluggishness in the Japanese housing market conditions led to sales decrease.

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With respect to this segment, operating profit was 35 billion yen, or 2.1% of sales, down 13% from 40 billion yen in fiscal 2009, due mainly to a decline in sales.

Sales of Components and Devices decreased 11% to 931 billion yen, from the previous year's 1,045 billion yen, due mainly to sales downturns in batteries and semiconductors.

With respect to this segment, profit increased 292% from 9 billion yen in fiscal 2009, to 37 billion yen for fiscal 2010, or 3.9% of sales, due mainly to fixed cost reductions.

Sales in SANYO segment amounted to 405 billion yen. In the period from January to March 2010, sales of solar cells were strong helped by economic stimulus programs and environment policies in several countries.

With respect to this segment, profit resulted in a loss of 0.7 billion yen, incurring the expenses such as amortization of intangible asset recorded at acquisition.

Sales in the Other segment amounted to 1,012 billion yen, down 6% from 1,072 billion yen in the previous year, due mainly to weak sales in factory automation equipment.

With respect to this segment, profit was down 18% from 24 billion yen for fiscal 2010, to 20 billion yen, which was equivalent to 1.9% against sales in fiscal 2010. This result was due mainly to the aforementioned sales declines.

(12) Sales Results by Region

Sales results by region for fiscal 2010, as compared with the previous fiscal year, were as follows:

	Yen (billions)		Percent change
	Fiscal year ended		
	March 31,		
	2010	2009	
Domestic Sales:	3,994	4,082	(2)%
Overseas Sales:			
North and South America	918	997	(8)
Europe	771	963	(20)
Asia and Others	1,735	1,724	1
Total	3,424	3,684	(7)
Total	7,418	7,766	(4)%

Sales in the domestic market amounted to 3,994 billion yen, down 2% from 4,082 billion yen in fiscal 2009, although sales gains were recorded in flat-panel TVs and refrigerators due to the positive effect of eco-point economic stimulus program. This sales decline was due mainly to a sales decrease in mobile phones, semiconductors and batteries.

Overseas sales amounted to 3,424 billion yen, down 7% from 3,684 billion yen in the previous fiscal year. Sales declined in all segments, and there were sharp sales declines particularly in AV products such as flat-panel TVs, automotive electronics.

By region, sales in the Americas amounted to 918 billion yen, down 8% from 997 billion yen in fiscal 2009. This was due mainly to sales declines in information and communications equipments and home appliances, and the effect of exchange rate, although sales in AV products such as flat-panel TVs and digital cameras were favorable.

Sales in Europe amounted to 771 billion yen, down 20% from the previous year's 963 billion yen, suffered from weak economic demand in eastern Europe and Russia. This was due mainly to a sales decrease of automotive electronics and home appliances, although sales of digital AV

products such as flat-panel TVs and digital cameras were favorable.

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In the Asia and Others region, sales increased 1% to 1,735 billion yen, from the previous year's 1,724 billion yen. In Asia, this was due mainly to an increase in sales of many products, including flat-panel TVs, air conditioners and washing machines, thanks to strong market conditions.

Year ended March 31, 2009 compared with 2008

(1) Sales

Consolidated group sales for fiscal 2009 amounted to 7,766 billion yen, down 14% from 9,069 billion yen in the previous fiscal year. Explaining fiscal 2009 results, Panasonic cited sales declines in all business segments. (For further details, see (11) Results of Operations by Business Segments of this section.)

In fiscal 2009, the second year of the midterm management plan GP3, Panasonic steadily implemented initiatives focused on four major themes: double-digit growth for overseas sales, four strategic businesses, manufacturing innovation and the "eco ideas" strategy. To achieve double-digit growth in overseas sales, Panasonic widened its target from affluent customers to upper-income customers in the strategic market regions of BRICs countries and Vietnam. With regard to the second theme, four strategic businesses—digital AV business, businesses providing comfortable living, semiconductors/components and devices business, and automotive electronics business—Panasonic launched various cross-group projects, established new strategies and implemented initiatives to expand sales in each business. As for manufacturing innovation, in addition to proactively promoting "Itakona" activities, which seek to standardize cost-reduction processes on a finer level, Panasonic established the New Business Promotion Subcommittee in April 2008 to strengthen cost-reduction activities. In terms of the "eco ideas" strategy, Panasonic made steady progress in reducing CO₂ emissions.

Despite these measures, Panasonic's performance differed markedly between the first and second half of fiscal 2009, due to a sharp deterioration in the business environment from September 2008, when the global financial crisis caused a rapid downturn in global demand and a sharp appreciation of the yen. In response to these business conditions, Panasonic accelerated business restructuring initiatives based on a policy of selection and concentration. These included integration and closure of manufacturing sites, from the view point of global optimal production, withdrawing from unprofitable businesses, and reassigning and downsizing of workforce. As a result of these and other factors, consolidated group sales for the period under review decreased compared with the previous year.

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

In fiscal 2009, cost of sales amounted to 5,667 billion yen, down from the previous year, and selling, general and administrative expenses amounted to 2,025 billion yen, down from the previous year. These results are due mainly to the effects of sharp sales declines.

(3) Interest Income, Dividends Received and Other Income

In fiscal 2009, interest income decreased 32% to 23 billion yen, and dividends received increased 11% to 11 billion yen. In other income, in addition to gains on sales of tangible fixed assets, Panasonic recorded 16 billion yen gain on the sale of the investment securities.

(4) Interest Expense and Other Deductions

Interest expense decreased 5% to 19 billion yen, owing primarily to a reduction in short-term borrowings. In other deductions, Panasonic incurred 314 billion yen as expenses associated with impairment losses of fixed assets, 53 billion yen as restructuring charges and 92 billion yen as a write-down of investment securities. (For further details, see Notes 4, 5, 7, and 15 of the Notes to Consolidated Financial Statements.)

(5) Income (Loss) before Income Taxes

As a result of the above-mentioned factors, income (loss) before income taxes for fiscal 2009 amounted to a loss of 383 billion yen, compared with a profit of 435 billion yen in fiscal 2008.

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Provision for income taxes for fiscal 2009 amounted to 37 billion yen, a significant decrease compared with 115 billion yen in the previous year. This result was due primarily to the fact that Panasonic increased the valuation allowances to deferred tax assets as a result of incurring the aforementioned impairment losses of fixed assets and restructuring charges. (For further details, see Notes 11 of the Notes to Consolidated Financial Statements.)

(7) Equity in Earnings (Losses) of Associated Companies

In fiscal 2009, equity in earnings of associated companies amounted to gains of 16 billion yen, from the previous year's losses of 10 billion yen. This result is due mainly to the consolidation of IPS Alpha Technology Ltd. and the improvement of earnings in its associated companies under the equity method in China.

(8) Net Income (Loss)

As a result of all the factors stated in the preceding paragraphs, Panasonic recorded a net loss of 404 billion yen for fiscal 2009, a decrease of 715 billion yen from the previous year's net income of 311 billion yen.

(9) Net Income (Loss) attributable to noncontrolling interests

Net income attributable to noncontrolling interests amounted to a loss of 25 billion yen for fiscal 2009, compared with minority interests of 29 billion yen in fiscal 2008. This result was due mainly to decreased profits in PEW for the period and the consolidation of IPS Alpha Technology, Ltd.

(10) Net Income (Loss) attributable to Panasonic Corporation

As a result of all the factors stated in the preceding paragraphs, Panasonic recorded a net loss of 379 billion yen for fiscal 2009, a decrease of 661 billion yen from the previous year's net income of 282 billion yen.

(11) Results of Operations by Business Segment

Results of operations by business segment for fiscal 2009, as compared with the previous fiscal year, were as follows:

	Yen (billions)		Percent change
	Fiscal year ended March 31,		
	2009	2008	
Sales:			
Digital AVC Networks	3,749	4,320	(13)%
Home Appliances	1,290	1,405	(8)
PEW and PanaHome	1,766	1,910	(8)
Components and Devices	1,045	1,289	(19)
Other	1,072	1,084	(1)
JVC		183	
Eliminations	(1,156)	(1,122)	
Total	7,766	9,069	(14)%

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Segment profit:			
Digital AVC Networks	3	252	(99)%
Home Appliances	47	92	(49)
PEW and PanaHome	40	96	(58)
Components and Devices	9	99	(91)
Other	24	64	(63)
JVC		(10)	
Corporate and eliminations	(50)	(74)	
Total	73	519	(86)%

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- * Panasonic has changed the transactions related to Global Procurement Service Company since April 1, 2008. Accordingly, segment information for Other and Corporate and eliminations for fiscal 2008 have been reclassified to conform to the presentation for fiscal 2009.
- * The name of AVC Networks was changed to Digital AVC Networks from fiscal 2009.
- * The name of MEW and PanaHome was changed to PEW and PanaHome as of October 1, 2008.
- * Panasonic restructured the motor business on April 1, 2010. Accordingly, the prior figures for Home Appliances, and Components and Devices in fiscal 2009 and 2008 are reclassified to conform to the presentation for fiscal 2011.

Digital AVC Networks sales decreased 13% to 3,749 billion yen, compared with 4,320 billion yen in the previous year. Within this segment, sales of video and audio equipment decreased, due mainly to weak sales of digital AV products, such as plasma TVs and digital cameras. Regarding flat-panel TVs, although sales of plasma TVs were lower than the previous year, LCD TVs recorded a double-digit increase in sales from the previous year, mainly as a result of expanding its product line-ups. Regarding digital cameras, although the world's smallest and lightest digital interchangeable lens cameras and products incorporating face recognition, an evolution from face detection, won market acclaim, weak demand particularly overseas led to a decrease in sales. Meanwhile, sales of information and communications equipment also decreased as a result of sluggish sales of automotive electronics and other products. This result was due mainly to further price erosion of car navigation system caused by the growing market share of low-priced Portable Navigation Devices (PND) in the domestic market, and sluggish sales of mobile phones due to a change in handsets sales incentives and economic downturn in Japan.

With respect to this segment, profit decreased 99% from 252 billion yen in fiscal 2008, to 3 billion yen for fiscal 2009, which is equivalent to 0.1% against sales. This decrease was attributable mainly to a decrease in sales as a result of a rapidly deteriorated market conditions, the negative effects of the appreciation of the yen and the effects of price declines. These factors led to a significant decrease in profit in this segment.

Sales of Home Appliances decreased 8% to 1,290 billion yen, compared with 1,405 billion yen in the previous year. Within Home Appliances, although induction-heating (IH) cooking equipment, Eco Cute natural-refrigerant water heating systems and other products for all-electric homes recorded strong sales, weak sales of air conditioners and compressors resulted in an overall sales decrease.

Profit in this segment decreased 49% from 92 billion yen in fiscal 2008, to 47 billion yen for fiscal 2009, or 3.6% of sales. Although there were the positive effects of various cost rationalization activities, a decrease in sales, the effects of price declines and rising costs for raw materials led to decreased earnings in this segment.

Sales of PEW and PanaHome decreased 8% to 1,766 billion yen, compared with 1,910 billion yen a year ago. At PEW and its subsidiaries, sluggish sales of electronic materials, automation controls and health-enhancing products led to a decrease in sales from the previous year. At PanaHome Corporation and its subsidiaries, a rapid deterioration sluggish housing market conditions after September 2008 led to a decrease in sales.

With respect to this segment, profit decreased 58% to 40 billion yen, which is equal to 2.3% of sales, from 96 billion yen in the previous year, as a result of the aforementioned decrease in sales and the effects of price declines.

Sales of Components and Devices decreased 19% to 1,045 billion yen, from the previous year's 1,289 billion yen, mainly as a result of sluggish sales in semiconductors and general electronic components. In general electronic components, Panasonic maintained its leading global market share in angular rate sensors for car navigation systems and digital cameras. In addition, sales of power supplies for plasma TVs were relatively steady. However, sales of capacitors, electromechanical components and other products dropped sharply due to deteriorated market conditions and inventory cutbacks at finished product manufacturers. In the semiconductor business, sales fell as demand slowed for semiconductors for digital equipment. In batteries, weak sales of such products as alkaline dry batteries and car batteries led to an overall decrease in sales.

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With respect to this segment, profit decreased 91% from 99 billion yen in fiscal 2008, to 9 billion yen for fiscal 2009, or 0.9% of sales. Although there were positive effects of cost rationalization, decreased sales and price declines resulted in decreased earnings in this segment.

Sales in the Other segment amounted to 1,072 billion yen, down 1% from 1,084 billion yen in the previous year. Although Panasonic expanded product line-ups of high-speed modular placement machines, sluggish sales of factory automation equipment as a result of sharply deteriorated market conditions led to a decrease in sales in this category.

With respect to this segment, profit was down 63% from 64 billion yen for fiscal 2008, to 24 billion yen, which were equivalent to 2.2% against sales in fiscal 2009. This result was due mainly to sales declines as a result of the aforementioned sales declines.

(12) Sales Results by Region

Sales results by region for fiscal 2009, as compared with the previous fiscal year, were as follows:

	Yen (billions)		Percent change
	2009	2008	
Domestic Sales:	4,082	4,545	(10)%
Overseas Sales:			
North and South America	997	1,251	(20)
Europe	963	1,213	(21)
Asia and Others	1,724	2,060	(16)
Total	3,684	4,524	(19)
Total	7,766	9,069	(14)%

Sales in Japan amounted to 4,082 billion yen, down 10% from 4,545 billion yen in fiscal 2008. Sales declined in all segments, and there were sharp sales declines particularly in automotive electronics equipment, mobile phones, semiconductors, general components and devices, and FA equipment.

Overseas sales amounted to 3,684 billion yen, down 19% from 4,524 billion yen in the previous fiscal year. Sales declined in all segments, and there were sharp sales declines particularly in business-use AV equipment, automotive electronics, PCs and peripherals, semiconductors, and general components and devices.

By region, sales in the Americas amounted to 997 billion, down 20% from 1,251 billion yen in fiscal 2008. Sales downturns in digital AV equipment, broadcast- and business-use AV equipment, automotive electronics, general components and other products led to decreased sales from the previous year for this region.

Sales in Europe amounted to 963 billion yen, down 21% from the previous year's 1,213 billion yen. Sales for this region decreased, due mainly to weak sales in digital cameras, automotive electronics, white goods, general components and batteries.

In the Asia and Others region, sales decreased 16% to 1,724 billion yen, from the previous year's 2,060 billion yen. In Asia (excluding China), sales decreased in PCs and peripherals, automotive electronics, compressors, as well as semiconductors and general components, resulting in overall sales declines. Meanwhile, in China, sales decreased mainly in PCs and peripherals, air-conditioners, compressors, and general components, resulting in overall decreased sales.

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Liquidity and Capital Resources

Panasonic's Policy on Financial Position and Liquidity

Panasonic maintains a basic policy of financing all required funds from internal sources. It also practices efficient fund management through internal financing activities. In addition to raising funds through borrowing as necessary, Panasonic in May 2009 expanded its commercial paper (CP) facility in Japan to 300 billion yen as a method for flexibly raising short-term capital for working capital and other requirements. There was no CP outstanding at March 31, 2010. As of September 30, 2010, there were 825 billion yen of CP outstanding to cover the acquisition cost of PEW and SANYO. The ratio of shareholders' equity to total assets as of September 30, 2010 was 29.6%, down from 33.4% as of March 31, 2010. The ratio of shareholders' equity to total assets as of March 31, 2010 was 33.4%, down from 43.5% as of March 31, 2009. The total of short-term borrowings and long-term debt amounted to 2,064 billion yen as of September 30, 2010, up by 736 billion yen from March 31, 2010 due to 825 billion yen of short-term bonds issuance. The total of short-term borrowings and long-term debt amounted to 1,328 billion yen as of March 31, 2010, up by 582 billion yen from a year ago. Cash balance increased to 1,970 billion yen (the total of cash and cash equivalents of 1,868 billion yen plus time deposits with a maturity of more than three months of 102 billion yen) as of September 30, 2010, compared with at the end of fiscal 2010, 1,202 billion yen (the total of cash and cash equivalents of 1,110 billion yen plus time deposits of 92 billion yen) as of March 31, 2010. Cash balance increased to 1,202 billion yen (the total of cash and cash equivalents of 1,110 billion yen plus time deposits with a maturity of more than three months of 92 billion yen) as of March 31, 2010, compared with the previous year's 1,163 billion yen (the total of cash and cash equivalents of 974 billion yen plus time deposits of 189 billion yen) as of March 31, 2009.

Regarding future cash requirements, Panasonic will spend capital investment (excluding intangibles) of 480 billion yen for fiscal 2011, 300 billion yen for fiscal 2012 and 280 billion yen for fiscal 2013. Panasonic will decrease total cost of investment from fiscal 2011, but increase its investment ratio of energy systems.

In order to facilitate access to global capital markets, Panasonic obtains credit ratings from the world's two leading credit rating agencies, Moody's Japan K.K. (Moody's) and Standard & Poor's Rating Japan (S&P). In addition, Panasonic 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 December 31, 2010, Panasonic's debt ratings are: Moody's: A1 (long-term) down from Aa3 in October 2010 (this downgrade in credit ratings was due mainly to the expectation of a negative influence on the financial position of Panasonic resulting from its acquisition of all shares of PEW and SANYO); S&P: A+ (long-term, outlook: stable) down from AA- in December 2009, A-1 (short-term) down from A-1+ in December 2009; and R&I: AA (long-term, outlook: stable) down from AA+ in January 2010, a-1+ (short-term).

Panasonic 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 Panasonic'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 and relatively high credit ratings from leading credit rating agencies, Panasonic believes that it has sufficient sources of liquidity for both working capital and long-term investment needs.

As of September 30, 2010, the outstanding balance of short-term borrowings totaled 1,114 billion yen, and long-term debt was 950 billion yen. Panasonic'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.

Regarding cash flows, Panasonic uses free cash flow (see Panasonic Management's Discussion and Analysis of Financial condition and Results of Operations Overview Key performance indicators included elsewhere in this prospectus) as an important indicator to evaluate its performance.

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Regarding the use of financial instruments for hedging purposes, see Panasonic Management's Discussion and Analysis of Financial condition and Results of Operations Quantitative and Qualitative Disclosures about Market Risk included elsewhere in this prospectus.

Financial Position and Liquidity as of and for the Six Months ended September 30, 2010

Panasonic's consolidated total assets as of the end of September, 2010 increased to 8,964 billion yen compared with 8,358 billion yen as of March 31, 2010. This increase was due primarily to an increase in cash and cash equivalents by issuing short-term bonds, despite decreases in investments and advances affected by decline of the market value in investments.

Panasonic's consolidated total liabilities as of September 30, 2010 increased to 5,426 billion yen compared with 4,678 billion yen as of March 31, 2010. This increase was due primarily to an increase in short-term debt.

Panasonic Corporation shareholders' equity as of September 30, 2010 decreased to 2,652 billion yen compared with 2,792 billion yen as of March 31, 2010. This decrease was due mainly to deterioration in accumulated other comprehensive income (loss) influenced by appreciation of the yen and decline of market value in investments, and decrease in capital surplus accompanied by the acquisition of noncontrolling interests of the company's subsidiaries.

Noncontrolling interests amounted 886 billion yen, mostly unchanged from 887 billion yen as of March 31, 2010.

	Yen (billions)	
	Six months ended	
	September 30,	
	2010	2009
Purchases of property, plant and equipment shown as capital expenditures in the consolidated statements of cash flows	201	203
Effects of timing difference between acquisition dates and payment dates	0	1
Capital investment	201	204

Capital investment (excluding intangibles) during fiscal 2011 first six months totaled 201 billion yen, down 1% from the previous six-months ended total of 204 billion yen, as shown in the above table. Panasonic implemented capital investment primarily to increase production capacity in strategic business areas such as batteries and flat-panel TVs. Principal capital investments consisted of PDP manufacturing facilities for the domestic Plant No. 5 in Amagasaki, Hyogo Prefecture, Japan; LCD panel production facilities for the Himeji plant in Hyogo Prefecture, Japan; and lithium-ion battery production facilities for the Suminoe plant in Osaka Prefecture, Japan.

Depreciation (excluding intangibles) during fiscal 2011 first six months amounted to 138 billion yen, up 21% compared with 114 billion yen in the previous fiscal year first six months.

Net cash provided by operating activities in the fiscal 2011 first six months totaled 247 billion yen, an increase of 91 billion yen from the same period a year ago. This was due primarily to an increase of net income. Net cash used in investing activities in the fiscal 2011 first six months amounted to 92 billion yen an increase of 72 billion yen the same period a year ago. This difference from a year ago was due primarily to a significant decrease in time deposits in last fiscal year. Net cash provided by financing activities in the fiscal 2011 first six months amounted to 654 billion yen, an increase of 281 billion yen from the same period a year ago. This was due mainly to an increase of short-term bonds issued by Panasonic and certain overseas subsidiaries, offsetting a decrease in long-term debt. All these activities associated with the effect of exchange rate fluctuations resulted in cash and cash equivalents of 1,868 billion yen as of September 30, 2010, up 409 billion yen, compared with the same period a year ago.

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Free cash flow in fiscal 2011 first six months amounted to a cash inflow of 155 billion yen, compared with a cash inflow of 136 billion yen in fiscal 2010 first six months. This result was due mainly to operational improvement, as well as a decrease in inventories and capital expenditures. (For a reconciliation of free cash flow to the most directly comparable U.S. GAAP financial measure and related discussion, see Panasonic Management's Discussion and Analysis of Financial condition and Results of Operations Overview. Key performance indicators included elsewhere in this prospectus.

Fiscal 2010 Financial Position and Liquidity

Panasonic's consolidated total assets as of the end of fiscal 2010 increased to 8,358 billion yen, as compared with 6,403 billion yen at the end of the last fiscal year. This increase was due primarily to the effect of consolidating SANYO and its subsidiaries.

Panasonic's consolidated total liabilities as of March 31, 2010 increased to 4,678 billion yen, as compared with 3,191 billion yen at the end of the last fiscal year. This increase was also due primarily to the effect of consolidating SANYO and its subsidiaries. (For further details, see Note 9 of the Notes to Consolidated Financial Statements.)

Panasonic Corporation shareholders' equity as of March 31, 2010 amounted 2,792 billion yen, mostly unchanged from the previous year's 2,784 billion yen.

Noncontrolling interests increased by 459 billion yen, to 887 billion yen. This result was due mainly to the effect of consolidating SANYO and its subsidiaries.

	Yen (billions)	
	Fiscal year ended March 31, 2010	2009
Purchases of property, plant and equipment shown as capital expenditures in the consolidated statements of cash flows	376	522
Effects of timing difference between acquisition dates and payment dates	9	(28)
Capital investment	385	494

Capital investment (excluding intangibles) during fiscal 2010 totaled 385 billion yen, down 22% from the previous fiscal year's total of 494 billion yen, as shown in the above table. Panasonic implemented capital investment primarily to increase production capacity in strategic business areas such as batteries and flat-panel TVs. Principal capital investments consisted of PDP manufacturing facilities for the domestic Plant No. 5 in Amagasaki, Hyogo Prefecture, Japan; LCD panel production facilities for the Himeji plant in Hyogo Prefecture, Japan; and lithium-ion battery production facilities for the Suminoe plant in Osaka Prefecture, Japan.

Depreciation (excluding intangibles) during fiscal 2010 amounted to 252 billion yen, down 23% compared with 326 billion yen in the previous fiscal year as Panasonic incurred impairment losses in fiscal 2009.

Net cash provided by operating activities in fiscal 2010 amounted to 522 billion yen, compared with 117 billion yen in the previous fiscal year. This result was due mainly to operational improvement, as well as an increase in trade payables, accrued expenses and other current liabilities, and a decrease in inventories, despite an increase in trade receivables. Net cash used in investing activities amounted to 323 billion yen, compared with 470 billion yen in fiscal 2009. This result was due primarily to the decrease of expenses by reduction in capital investment and a decrease in time deposits, despite an outflow to purchase of SANYO shares of 175 billion yen (deducting the amount of cash and cash equivalents of SANYO and its subsidiaries as of acquisition date.) Net cash used in financing activities was 57 billion yen, compared with cash inflow of 149 billion yen in fiscal 2009. This result was due mainly to the issuance of unsecured straight bonds of 400 billion yen in fiscal 2009, despite a decrease of dividend payment and repurchasing of its own shares. All these activities and the effect of exchange rate fluctuations (a negative impact of 6 billion yen) resulted in cash and cash equivalents at the end of fiscal 2010 of 1,110 billion yen, compared with 974 billion yen a year ago.

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Free cash flow in fiscal 2010 amounted to a cash inflow of 199 billion yen, compared with a cash outflow of 353 billion yen in fiscal 2009. This result was due mainly to operational improvement, as well as a decrease in inventories and capital expenditures. (For a reconciliation of free cash flow to the most directly comparable U.S. GAAP financial measure and related discussion, see Panasonic Management's Discussion and Analysis of Financial condition and Results of Operations Overview Key performance indicators included elsewhere in this prospectus.

Commitments for Capital Expenditures

As of March 31, 2010, commitments outstanding for the purchase of property, plant and equipment amounted to 105 billion yen.

Research and Development

In fiscal 2010, Panasonic executed initiatives to accelerate R&D with a focus on key development themes and to bolster development of energy-saving and environmental technologies.

Panasonic engages in a broad range of R&D themes, including digital network software, device and environmental technologies. Panasonic has established R&D sites at optimal locations globally as it builds an R&D structure that optimally utilizes the personnel and technologies in Japan, North America, Europe, China and the ASEAN region. For example, at the Panasonic Hollywood Laboratory in North America, Panasonic has developed Blu-ray 3D technologies in collaboration with movie studios. In Europe and China, meanwhile, Panasonic has strengthened its development of appliances products that are more tailored to regional characteristics in terms of food, clothing and housing.

R&D Expenditures amounted to 477 billion yen, 518 billion yen and 555 billion yen for the three fiscal years ended March 31, 2010, 2009 and 2008, respectively, representing 6.4%, 6.7% and 6.1% of Panasonic's total net sales for each of those periods. For the six months ended September 30, 2010 and 2009, R&D Expenditures amounted to 266 billion yen and 236 billion yen, representing 6.1% and 7.1% of Panasonic's total net sales for each of those periods.

Key development themes during the fiscal year were as follows:

- (1) Full HD 3D Plasma Display Panels (PDPs)