Net sales: 7.804 trillion yen (vs. FY11: 7.756 trillion yen)
Operating profit: 387.7 billion yen (vs. FY11: 387.7 billion yen)
Net income attributable to Panasonic Corporation: 777.2 billion yen (vs. FY11: 258.7 billion yen)

Operating profit: 14% (vs. FY11: 14%)

For 7 consecutive years.

Europe
931.1
Asia
1,043.0
Other
653.2
Japan
1,525.8

Percentage of sales for No.1 eco-conscious products
37.87 million tons
35.00 million tons
38.45 million tons

Number of Employees: 330,767 persons

24% Workforce by consecutive year.

Sustainability Report 2011 won Grand Prize The 'eco ideas' Report 2011 and 4% for the second consecutive year.

12 consecutive years.

Our Operations
Our Customers
Our People and Communities

ECO-VC Activities Proposed by Suppliers

Emissions of GHG other than CO2 in Production Activities (CO2-equivalent) (ten thousand tons)

5. Positions of responsibility include positions such as coordinator or councilor. This figure
6. Managerial position is defined as section leader or higher. This figure is for Panasonic
4. ECO-VC Activity started in fiscal 2010.

Panasonic Corporation

ideasyoflife
Moving forward, Panasonic will continue to cooperate with all of its stakeholders, listen sincerely to their voices, and fulfill its mission as a public entity of society, a mission that has remained unchanged since our foundation.

Although the fiscal year which ended March 31, 2012 was the 2nd year of our 3-year midterm management plan, Green Transformation 2012 (GT12), which was devised to help us realize our corporate vision, we were able to set the foundation to reach our goal of becoming a Green Innovation Company, as for instance, in energy management, and at the same time, we will offer green lifestyles which are sustainable and which contribute to the environment, the more our business will grow. “To improve people’s lives, there is no other way than to have an increase in consumption.” To that end, we will make value proposals by providing energy and environment solutions for the entire home, building, and town, focusing on energy creation, energy storage, energy saving, disaster-readiness, and the environment. In addition, we have been showing steady results.

With all of these challenges which the global community faces, Panasonic is now moving forward with a Group Study on Sustainability (Chair: Fumio Ohtsubo), which was launched in January 2012, and which is charged with putting together a Group Plan on Sustainability. Through this plan, we expect to demonstrate our vision to become the No.1 Green Innovation Company in the Electronics Industry looking to 2018, the 100th anniversary of our founding. Wishing to realize this vision, we want to integrate our environmental contribution and our business growth in order to accomplish our goal of creating a situation where “The more we provide people around the world with safety, a sense of security, and comfort, the more our business will grow.” To that end, we will make value proposals by providing energy and environment solutions for the entire home, building, and town, focusing on energy creation, energy storage, energy saving, disaster-readiness, and the environment. In addition, we have been showing steady results.

In this way, we want to bring about green innovation which begins with our everyday lives. As the saying goes, “The people of this world are like trees in the forest; when one tree takes its last breath, the whole forest feels it.” The world is changing daily, even hourly, and we have to accelerate our activities more than ever before in order to bring about a future where our children will be able to enjoy nature and live with peace of mind.

Although the fiscal year which ended March 31, 2012 was the 2nd year of our 3-year midterm management plan, Green Transformation 2012 (GT12), which was devised to help us realize our corporate vision, we were able to set the foundation to reach our goal of becoming a Green Innovation Company, as for instance, in energy management, and at the same time, we will offer green lifestyles which are sustainable and which contribute to the environment, the more our business will grow. “To improve people’s lives, there is no other way than to have an increase in consumption.” To that end, we will make value proposals by providing energy and environment solutions for the entire home, building, and town, focusing on energy creation, energy storage, energy saving, disaster-readiness, and the environment. In addition, we have been showing steady results.

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Aiming to Become the No. 1 Green Innovation Company in the Electronics Industry

Panasonic plans to be the No. 1 Green Innovation Company in the Electronics Industry in 2020, the 100th anniversary of the founding of Panasonic Corporation. We believe it is our task to contribute to the realization of a sustainable society through the provision of products, solutions, and services that improve people’s quality of life and contribute to environmental protection and global sustainable development.

Contributing to safe and secure living

Our contributions to realizing a sustainable society will be based on advanced technology and engineering, the Panasonic way. We will continue to contribute to the realization of a sustainable society by providing products and solutions that contribute to safety, security, and quality of life.

Green Life Innovation

We will offer better living which provides people around the world with a sense of security, comfort and joy. We will add “living with savings” (cost savings through energy-saving measures) to the Panasonic lifestyle.

Green Business Innovation

Panasonic’s corporate philosophy is “ Contribution to society by sustainable management in providing solutions that improve the quality of people’s lives.”

Panasonic’s contribution to a sustainable society

Panasonic’s contribution to a sustainable society will be based on advanced technology and engineering, the Panasonic way. We will continue to contribute to the realization of a sustainable society by providing products and solutions that contribute to safety, security, and quality of life.

Contributing to the efficient and optimum use of energy

Panasonic wants to contribute to building a sustainable society through the efficient and optimum use of energy, which will help reduce environmental impact. We will contribute to the efficient and optimum use of energy by providing products and solutions that contribute to energy savings and environmental protection.

Restaurant Recycling-oriented Products

Restaurant Recycling-oriented Products

Panasonic is committed to developing energy creation, storage, and saving through its solar business, lithium-ion batteries, and energy management by controlling energy production, storage, and conservation.

Contributing to better living all over the world

Panasonic is committed to contributing to sustainable growth through the efficient and optimum use of energy, which will help reduce environmental impact. We will contribute to sustainable growth by providing products and solutions that contribute to energy savings and environmental protection.

Participating in an international project for responsible recycling and technology

Panasonic is participating in an international project for responsible recycling and technology. This project aims to contribute to the efficient and optimum use of energy through responsible recycling and technology.

<table>
<thead>
<tr>
<th>Material</th>
<th>Tray</th>
<th>Body</th>
</tr>
</thead>
<tbody>
<tr>
<td>*1</td>
<td></td>
<td>*2</td>
</tr>
</tbody>
</table>

*1 Ratio of recycled material used in glass wool for vacuum insulation material.

*2 Ratio of recycled plastic (containing at least 89% recycled materials) within the plastic components used in the product’s body.

*3 Both the Great East Japan Earthquake and the floods in northern Japan, adjusted to accommodate local laws outside Japan. An Occupational Health and Safety Officer from the parent domain company in Japan or from another site will visit each manufacturing site and verify that health and safety PDCA management is in place.

*4 Percentage of new materials at remote manufacturing sites.
Aiming to Become the No. 1 Green Innovation Company in the Electronics Industry

Panasonic aims to be the No.1 Green Innovation Company in the Electronics Industry by 2012, the 100th anniversary of the first electric light bulb. We believe that the distributed energy systems and sustainable, low-carbon society, which we are working toward, will lead to a new revolution.

Green Life Innovation

We believe that people should work in their own ways, with a sense of security, comfort and joy in a sustainable way. For example, through the introduction of the “Green Life Innovation,” we are actually making the idea of work more enjoyable and creating a Panasonic filled with significant growth potential.

Creating a Panasonic with significant growth potential involves a shift from individual product oriented to solutions oriented, “from Japan oriented to always globally oriented,” and “from technical product-oriented to solutions-oriented.”

Company in the Electronics Industry

We implemented the following know-how through our activity, and will offer it globally.

Panasonic aims to be the No.1 Green Innovation Company in the Electronics Industry.

-By 2012: Panasonic will be number one in the electronics industry in the number of products with a sense of security, comfort and joy in a sustainable way.

Panasonic’s contribution to a sustainable society

We are also making changes in our business processing and in our world of activity.

Contributing to safe and secure living

Panasonic introduces high-quality products that deter crime, and helps create a world where no one should fear crime.

Contributing to better living all over the world

Panasonic is contributing to better living all over the world by introducing high-quality products and services.

Participating in an international project for responsible manufacture

Panasonic is participating in an international project for responsible manufacture.

Panasonic supports and participates in various international projects.

-We support the UNFCCC’s “Climate Friendly Action” project.
-We support the “Green Life Innovation” project.
-We support the “Green Business Innovation” project.
-We support the “Panasonic’s contribution to a sustainable society.”

Panasonic is committed to contributing to the creation of a sustainable society, and we are working to make the “environment” central to all our business activities and take the lead in promoting sustainable development.

Minimizing CO2 Emissions in the Entire Business Process

We will minimize the amount of CO2 emissions in the entire business process.

Recycling-oriented Manufacturing

This know-how will be offered to and shared with the public.

Pursue Ideal Manufacturing Operations

Zero Cost, Zero Time,

•We will minimize the amount of CO2 emissions in the entire business process.

Minimizing CO2 Emissions in the Entire Business Process

Recycling-oriented Manufacturing

Pursue Ideal Manufacturing Operations

Zero Cost, Zero Time,

•We will minimize the amount of CO2 emissions in the entire business process.

Minimizing CO2 Emissions in the Entire Business Process

Recycling-oriented Manufacturing

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Minimizing CO2 Emissions in the Entire Business Process

Recycling-oriented Manufacturing

Pursue Ideal Manufacturing Operations

Zero Cost, Zero Time,
Consolidated Financial Results for Fiscal 2012 ended March 31, 2012

Net Sales 7,846.2 billion yen (vs. FY11 90%)
Operating profit : 43.7 billion yen (vs. FY11 14%)
Net income attributable to Panasonic Corporation : 77.2 billion yen (vs. FY11 ...)

Recognized for 7 consecutive years from the World Indexes (DJSI World).

North and South America

931.1

China

Automotive Systems

614.9

Industrial Devices

653.2

Energy

4,162.0

Other

7,846.2 billion yen

Panasonic has been awarded "SAM Gold Class" for 4 consecutive years by SAM.

Inquiries

CSR Office - Panasonic Corporation

http://panasonic.net/eco/

http://panasonic.net/ir/

http://panasonic.net/pr/csr/materials/IR/investor/panasonic/sustainability-report/

Sustainability Report 2012 can be found on the 'eco ideas' Report "PDF":

http://panasonic.net/eco/