

Financial Highlights*¹ (Including US IRA tax credit)

Profit and Loss Statement

	(Billions of yen)	
	FY2023	FY2024
Sales	971.8	915.9
In-vehicle	654.1	605.0
Industrial/Consumer	310.7	307.1
Adjusted operating profit	39.6	94.6
In-vehicle	10.7	68.1
Industrial/Consumer	28.5	26.1
Other income/loss	-6.4	-5.8
Operating profit	33.2	88.8
(OP % to sales)	3.4%	9.7%
Depreciation (tangible)* ²	65.3	71.6
EBITDA* ²	98.5	160.4
(EBITDA % to sales)	10.1%	17.5%

*1 Unaudited

*2 Additionally adjusted with the amount equivalent to depreciation corresponding to underlying assets that are applied with Lease accounting treatment as a lessor

Balance Sheet

	(Billions of yen)	
	FY2023	FY2024
Cash and cash equivalents	120.2	222.6
Trade receivables	261.6	229.9
Inventories	204.2	160.9
Other current assets	33.7	54.7
Current assets	619.7	668.1
Property, plant and equipment	181.5	464.1
Right-of-use assets	6.9	6.6
Goodwill and intangible assets	3.1	5.9
Other non-current assets	10.6	228.8
Non-current assets	202.1	705.4
Total assets	821.8	1,373.5
Trade payables	204.1	180.7
Debt (1)	129.7	169.2
Lease liabilities (2)	7.0	6.7
Other liabilities	106.9	258.2
Liabilities	447.7	614.8
Equity (3)	374.1	758.7
Invested capital (1)+(2)+(3)	510.9	934.7
ROIC	5.0%	14.6%

Statements of Cash Flows

	(Billions of yen)	
	FY2023	FY2024
FCF	0.5	-174.0
Operating CF	70.6	139.3
Investing CF	-70.1	-313.3
Capital investment (tangible)	90.6	292.1
Investment in intangible assets	1.1	3.4
R&D expenditures	25.1	23.2

Non-Financial Highlights (As of March 31, 2024)



Please refer to our website for all ESG data we disclose.
<https://www.panasonic.com/global/energy/sustainability/esgdata.html>

Scope		Unit	FY2022	FY2023	FY2024
Greenhouse gas emissions					
Scope 1 emissions	Consolidated*1	kt-CO ₂	42.00	40.18	23.46
Scope 2 emissions	Consolidated*1	kt-CO ₂	393.85	319.52	257.03
Scope 3 emissions	Category 1	Consolidated*1	—	2,534	2,367
	Category 5	Consolidated*1	0.032	0.042	0.111
	Category 6	Consolidated*1	2.60	2.47	2.49

Environment-related figures

Zero-CO ₂ factories*2	Consolidated	Sites	—	10	14
Avoided CO ₂ emissions	Consolidated	kt-CO ₂	13,150	14,930	12,710
Environmental contribution index	Consolidated	—	—	4.5	4.0
Electricity Renewable Energy Ratio*3	Consolidated*1	%	12	22	32

Human resources

Total number of employees	Consolidated	Persons	—	18,716	19,036
Ratio of employees (Japan)	—	%	—	27.5	30.1
		Female	14.9	14.6	14.5
		Male	85.1	85.4	85.5
Ratio of employees (Overseas)	—	%	—	72.5	69.9
		Female	—	32.9	32.2
		Male	—	67.1	67.8

Diversity, Equity & Inclusion

Scope		Unit	FY2022	FY2023	FY2024
Percentage of employees in managerial positions	Female	Consolidated %	17.0	17.7	17.7
	Male	Consolidated %	83.0	82.3	82.3
Rate of childcare leave taken	Female	Consolidated (domestic) %	—	100	100
	Male	Consolidated (domestic) %	—	56.2	53.4

Occupational safety and health

Number of work-related fatalities	Consolidated	Persons	0	0	0
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Human rights

Percentage of implementation of self-assessments related to human rights and labour	Consolidated*4	%	100	100	100
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Governance

Number of occurrences of cases involving serious compliance violations	Consolidated*5	Cases	0	0	0
Total number of identified leaks, thefts, or losses of customer data	Consolidated*6	Cases	0	0	0

- *1 Head office MORIGUCHI sites (manufacturing/non-manufacturing) and Panasonic Energy Group manufacturing sites
- *2 Factories that have achieved virtually zero CO₂ emissions by conserving energy, introducing renewable energy, and using credits.
- *3 Percentage of electricity, fuel, etc. used by Panasonic Energy that is derived from renewable energy sources (includes certificates, credits, and other externally procured items)
- *4 Only overseas manufacturing subsidiaries until FY2023
- *5 All Panasonic Energy Group corporations excluding overseas sales companies
- *6 All Panasonic Energy Group corporations excluding overseas sales companies, and PANASONIC DO BRASIL

Notation in scope column

Consolidated subsidiaries (domestic)

Panasonic Energy Kaizuka, Panasonic Energy Higashiura, Panasonic Energy Nandan

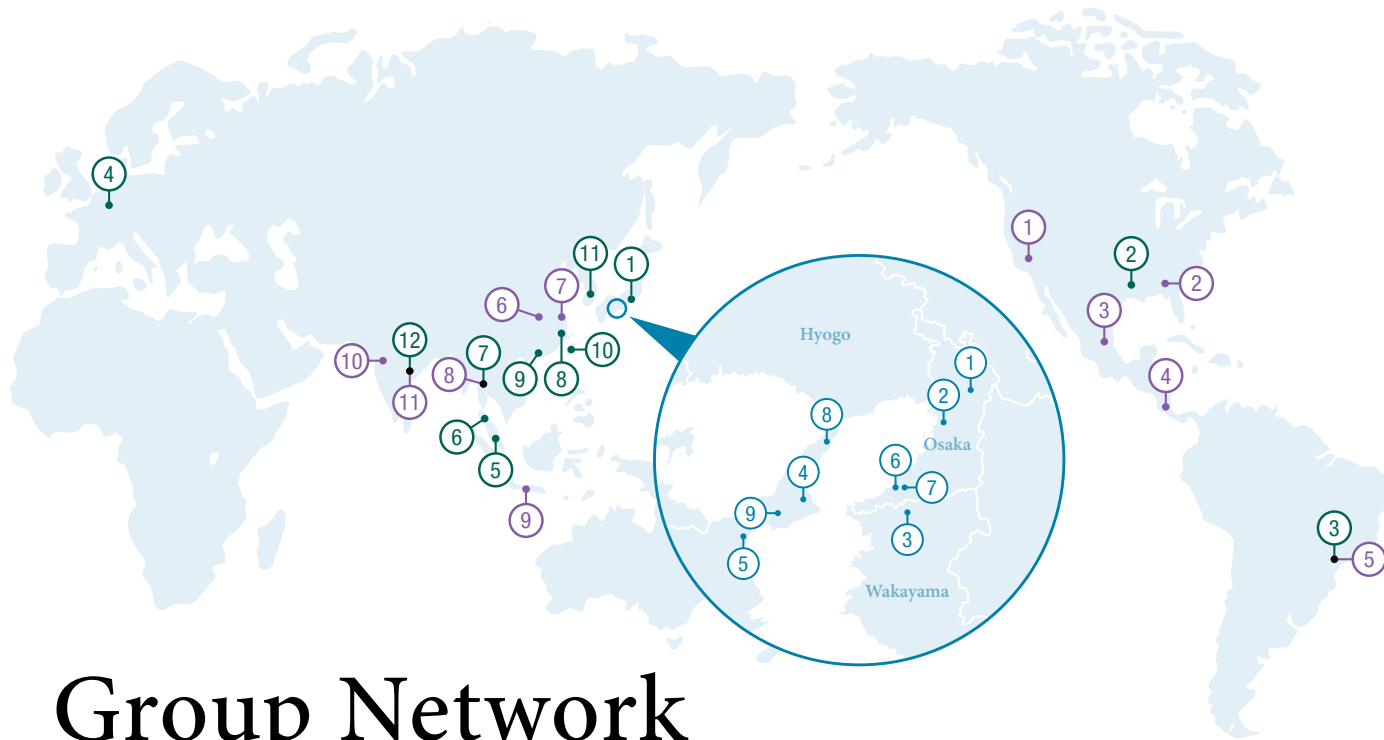
Consolidated subsidiaries (overseas)

Panasonic Centraamericana, Panasonic Energy (Wuxi), Panasonic Industry Europe, Panasonic Energy (Suzhou), Panasonic Energy Mexico, Panasonic Energy Corporation of America, Panasonic Industry(China), Panasonic do Brasil, Panasonic Energy India, Panasonic Energy (Thailand), Panasonic Gobel Energy Indonesia, Panasonic Carbon India, Panasonic Industrial Devices Sales Company of America, Panasonic Energy of North America, Panasonic Industry Sales Asia Pacific, Panasonic Industrial Devices Sales Taiwan, Panasonic Hong Kong

Sales companies

Panasonic Industry Europe, Panasonic Industry(China), Panasonic Industrial Devices Sales Company of America, Panasonic Industry Sales Asia Pacific, Panasonic Industrial Devices Sales Taiwan, Panasonic Hong Kong

Corporate Information



Group Network

Manufacturing Sites (Japan)

- ① Head Office Function, R&D, MORIGUCHI Factory
- ② SUMINOE Factory
- ③ WAKAYAMA Factory
- ④ SUMOTO Factory
- ⑤ TOKUSHIMA Factory
- ⑥ NISHIKINOHAMA Factory
- ⑦ Panasonic Energy Kaizuka Co., Ltd.
- ⑧ Panasonic Energy Higashiura Co., Ltd.
- ⑨ Panasonic Energy Nandan Co., Ltd.

Manufacturing Sites (Overseas)

- North America**
 - ① Panasonic Energy of North America
 - ② Panasonic Energy Corporation of America
 - ③ Panasonic Energy Mexico S.A. de C.V.
- South and Central America**
 - ④ Panasonic Centroamericana S.A.
 - ⑤ Panasonic do Brasil Limitada
- China**
 - ⑥ Panasonic Energy (Wuxi) Co., Ltd.
 - ⑦ Panasonic Energy (Suzhou) Co., Ltd.
- Southeast Asia**
 - ⑧ Panasonic Energy (Thailand) Co., Ltd.
 - ⑨ PT.Panasonic Gobel Energy Indonesia
- India**
 - ⑩ Panasonic Energy India Co., Ltd.
 - ⑪ Panasonic Carbon India Co., Ltd.

Sales Sites

- Japan**
 - ① Panasonic Energy Co., Ltd. Global Marketing & Sales Division
- North America**
 - ② Panasonic Industrial Devices Sales Company of America
- South and Central America**
 - ③ Panasonic Do Brasil Limitada
- Europe**
 - ④ Panasonic Industry Europe GmbH
- Southeast Asia**
 - ⑤ Panasonic Industry Sales Asia Pacific
 - ⑥ Panasonic Industrial Devices Sales (M) SDN. BHD.
 - ⑦ Panasonic Industrial Devices Sales Thailand Co., Ltd.
- China & Northeast Asia**
 - ⑧ Panasonic Industry (China) Co., Ltd.
 - ⑨ Panasonic Hong Kong Co., Ltd.
 - ⑩ Panasonic Industrial Devices Sales Taiwan Co., Ltd.
 - ⑪ Panasonic Industrial Devices Sales Korea Co., Ltd.
- Southwest Asia**
 - ⑫ Panasonic Life Solutions India Pvt. Ltd.

Corporate Data

Company Name	Panasonic Energy Co., Ltd.
Address	1-1, Matsushita-cho, Moriguchi-shi, Osaka 570-8511, Japan
Founded	April, 2022
President, CEO	Kazuo Tadanobu
Business Details	The development, manufacture and sale of primary batteries (dry batteries, lithium primary batteries), cylindrical-type lithium-ion batteries for in-vehicle use, lithium secondary batteries, storage battery modules, nickel-metal hydride batteries, etc.
FY2024* Business results	Sales: ¥915.9 billion Operating profits: ¥88.8 billion
Number of Employees (as of March 31, 2024)	Approx. 19,000 (Consolidated)

**FY2024* refers to the year ended March 31, 2024.