

Materiality	KPI	FY2023	FY2024	FY2025	FY2031
Achieving decarbonization	Environmental Contribution Index	4.5	4.0	4.9	10 ^{*10}
	Avoided CO2 emissions*1 (10,000 t-CO2)	1,316	1,271	1,632	4,500 ^{*10}
	Net Zero Factories*2	10 sites	14 sites	17 sites	All sites (FY2029)
	Electricity renewable energy ratio*3	23%	33%	46%	100% (FY2029)
	Carbon footprint*4	100% (FY2022)	100%	-22% (vs. FY2022)	-50% (vs. FY2022)
Realizing a circular society	Recycled material utilization rate	—	—	—	Compliance with local regulations in each country
Providing energy for the pursuit of happiness	Sales of stationary storage batteries that support clean energy*5	1.3	1.9	3.6	4.0
	Sales of healthcare storage batteries that support everyday life*5	1.3	0.7	1.0	2.4
	Sales of dry batteries that provide support in emergencies*5 *6	1.1	1.2	1.2	2.2
	Sales of batteries that protect the security of mobility*5 *7	1.0	1.1	1.5	8.2
Promoting human capital management and respecting human rights	EOS Score: Employee engagement (global)	70pt	70pt	70pt	85pt ^{*11}
	EOS Score: Employee enablement (global)	63pt	62pt	65pt	80pt ^{*11}
	Percentage of women in managerial positions (non-consolidated)	5.8%	6.5%	7.3%	15%
	Rate of childcare leave taken among men and women (consolidated, Japan)	Women 100% Men 56.2%	Women 100% Men 58%	Women 100% Men 86%	Men/Women 100%
	Health management index(non-consolidated)	52.5pt	55.7pt	56.9pt	White 500
	Number of fatalities due to industrial accidents (global)	0 incidents	0 incidents	1 incidents	0 incidents
	Number of industrial accidents (lost time incidents in Japan, consolidated)	4 incidents	5 incidents	3 incidents	0 incidents
	Percentage of implementation of self-assessments related to human rights and labour (overseas manufacturing subsidiaries) and percentage of executed corrective plans	100%	100%	100%	100%
Responsible supply chain	Written CSR consent acquisition rate from tier 1 suppliers	46%	62%	100%	100%
	Ratio of tier 1 suppliers with an A-rank CSR self-assessment	77%	81%	87%	100%
	Ratio of assurance provided by conducting CSR audits of tier 1 suppliers	—	10%	34%	100%
	CMRT/EMRT collection rate	98%	99%	100%	100%
	Utilization ratio of conformant/active smelters	82%	82%	90.8%	100%
Thorough compliance	Number of serious product incidents*8	0	0	0	0
	Number of serious legal and compliance violations*9	0	0	0	0
	Number of information security incidents*9	2	2	6	0

*1 The amount of CO2 emissions reductions achieved for our customers and society as a result of the introduction of our products, compared to the baseline level where no products were introduced.

*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 CO2 emissions per unit capacity of lithium-ion batteries for automotive use produced at the North American factory.

*5 Sales volume with fiscal 2022 set as 1

*6 Sales in the three key regions

*7 Automotive batteries excluding those for drive applications

*8 Number of product incidents leading to safety-related recalls

*9 The criteria are based on internal rules and regulations, etc.

*10 Target values revised based on market conditions in-vehicle business and other factors

*11 Target values revised to include sites outside of Japan