

Financial Highlights^{*1}

Profit and Loss Statement

	(Billions of yen)	
	FY2024	FY2025
Sales	915.9	873.2
In-vehicle	605.0	481.2
Industrial/Consumer	307.1	392.2
Adjusted operating profit	94.6	122.7
In-vehicle	68.1	65.1
Industrial/Consumer	26.1	56.8
Other income/loss	-5.8	-2.5
Operating profit	88.8	120.2
(OP % to sales)	9.7%	13.8%
Depreciation (tangible) ^{*2}	71.6	69.7
EBITDA ^{*2}	160.4	189.9
(EBITDA % to sales)	17.5%	21.7%

^{*1} Unaudited
Including US IRA tax credit

^{*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)	
	FY2024	FY2025
Cash and cash equivalents	222.6	338.5
Trade receivables	229.9	181.7
Inventories	160.9	154.1
Other current assets	54.7	59.6
Current assets	668.1	733.9
Property, plant and equipment	464.1	852.6
Right-of-use assets	6.6	8.0
Goodwill and intangible assets	5.9	11.8
Other non-current assets	228.8	298.0
Non-current assets	705.4	1,170.3
Total assets	1,373.5	1,904.2
Trade payables	180.7	168.9
Debt (1)	169.2	308.4
Lease liabilities (2)	6.7	8.5
Other liabilities	258.2	289.0
Liabilities	614.8	774.9
Equity (3)	758.7	1,129.3
Invested capital (1)+(2)+(3)	934.7	1,446.3
ROIC	14.6%	11.9%

Statements of Cash Flows

	(Billions of yen)	
	FY2024	FY2025
FCF	-174.0	-267.6
Operating CF	139.3	213.0
Investing CF	-313.3	-480.6
Capital investment (tangible) ^{*3}	292.1	501.1
Investment in intangible assets ^{*4}	3.4	7.8
R&D expenditures	23.2	39.5

^{*3} Calculated on an accrual basis

^{*4} Does not include M&A investments (increase in goodwill and intangible assets associated with acquisitions)

Non-Financial Highlights (As of March 31, 2025)



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

		Scope	Unit	FY2023	FY2024	FY2025
Greenhouse gas emissions						
Scope1 emissions		Consolidated* ¹	Kt-CO ₂	59.01* ⁷	40.01* ⁷	★ 36.14
Scope2 emissions		Consolidated* ¹	Kt-CO ₂	318.83* ⁷	257.87* ⁷	★ 216.63
Scope3 emissions	Category 1	Consolidated	Kt-CO ₂	2,534	2,367	2,245
	Category 2	Consolidated	Kt-CO ₂			203.7
	Category 3	Consolidated* ¹	Kt-CO ₂			46.96
	Category 4	Consolidated	Kt-CO ₂			60.73
	Category 5	Consolidated* ¹	Kt-CO ₂	0.04	0.11	0.13
	Category 6	Consolidated	Kt-CO ₂	2.47	2.49	2.62
	Category 7	Consolidated	Kt-CO ₂			4.71
	Category 9	Consolidated	Kt-CO ₂			33.32
	Category 12	Consolidated	Kt-CO ₂			412.44
Carbon offset by credit		Consolidated* ¹	Kt-CO ₂	−16.6	−35.86	−48.23
Total		Consolidated	Kt-CO ₂	2,897.99	2,631.19	3,214.44

Environment-related figures

Net Zero Factories* ²	Consolidated	Sites	10	14	★ 17
Avoided CO ₂ emissions	Consolidated	Kt-CO ₂	13,159* ⁸	12,710* ⁸	★ 16,315
Environmental contribution index	Consolidated	—	4.5	4.0	4.9
Electricity Renewable Energy Ratio* ³	Consolidated* ¹	%	23	33	46

*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

*⁷ Actual figures have been revised to reflect disclosure by credit offset amount

*⁸ Actual figures have been revised to conform to the calculation methodology of the WBCSD "Guidance on Avoided Emissions"

★ indicates environmental data certified by a third party.

LRQA Independent Assurance Statement:

<https://www.panasonic.com/global/energy/sustainability/environment/review2025e.pdf>

Notation in scope column

Consolidated subsidiaries (domestic)

Panasonic Energy Kaizuka, Panasonic Energy Higashiura,
Panasonic Energy Nandan

Consolidated subsidiaries (overseas)

Panasonic Centroamericana, 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,

	Scope	Unit	FY2023	FY2024	FY2025
Human resources					
Total number of employees	Consolidated	Persons	18,716	19,036	20,679
Ratio of employees (Overseas)	—	%	72.5	69.9	71.1
Ratio of employees (Japan)	—	%	27.5	30.1	28.9

Diversity, Equity & Inclusion

Ratio of employees (Japan)	Female	Consolidated (domestic)	%	14.6	14.5	14.9
	Male	Consolidated (domestic)	%	85.4	85.5	85.1
Percentage of employees in managerial positions	Female	Consolidated (domestic)	%	4.8	5.7	6.7
	Male	Consolidated (domestic)	%	95.2	94.3	93.3
Rate of childcare leave taken	Female	Consolidated (domestic)	%	100	100	100
	Male	Consolidated (domestic)	%	56.2	53.4	86.0

Occupational safety and health

Number of work-related fatalities	Consolidated	Persons	0	0	1
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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

Panasonic Energy Sales Company of America,
Panasonic Energy Corporation 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 Energy Sales Company of America,
Panasonic Industry Sales Asia Pacific,
Panasonic Industrial Devices Sales Taiwan, Panasonic Hong Kong

Group Network



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.
FY2025* Business results	Sales: ¥873.2 billion Operating profits: ¥120.2 billion
Number of Employees (as of March 31, 2025)	Approx. 21,000 (Consolidated)

* "FY2025" refers to the year ended March 31, 2025.

Major 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.

Major Sites (Overseas)

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|----------------------------------|---|
| North America | ① Nevada Factory, Panasonic Energy Corporation of North America |
| | ② Kansas Factory, Panasonic Energy Corporation of North America |
| | ③ Panasonic Energy Corporation of America |
| | ④ Panasonic Energy Mexico S.A. de C.V. |
| South and Central America | ⑤ Panasonic Centroamericana S.A. |
| | ⑥ Panasonic do Brasil Limitada |
| China | ⑦ Panasonic Energy (Wuxi) Co., Ltd. |
| | ⑧ Panasonic Energy (Suzhou) Co., Ltd. |
| Southeast Asia | ⑨ Panasonic Energy (Thailand) Co., Ltd. |
| | ⑩ PT.Panasonic Gobel Energy Indonesia |
| India | ⑪ Panasonic Energy India Co., Ltd. |
| | ⑫ Panasonic Carbon India Co., Ltd. |

Major Sales Sites

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|----------------------------------|---|-----------------------------------|---|
| Japan | ① Panasonic Energy Co., Ltd. Global Marketing & Sales Division | China & Northeast Asia | ⑧ Panasonic Industry (China) Co., Ltd. |
| | | | ⑨ Panasonic Hong Kong Co., Ltd. |
| North America | ② Panasonic Energy Sales Company of America South and Central America | | ⑩ Panasonic Industrial Devices Sales Taiwan Co., Ltd. |
| | | | ⑪ Panasonic Industrial Devices Sales Korea Co., Ltd. |
| South and Central America | ③ Panasonic Do Brasil Limitada | Southwest Asia | ⑫ Panasonic Life Solutions India Pvt. Ltd. |
| 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. | | |