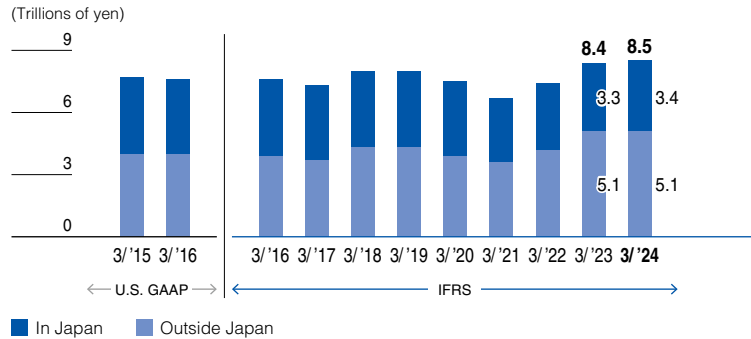


# Corporate Data Highlights (Financial Data)

The Company and subsidiaries, years ended March 31

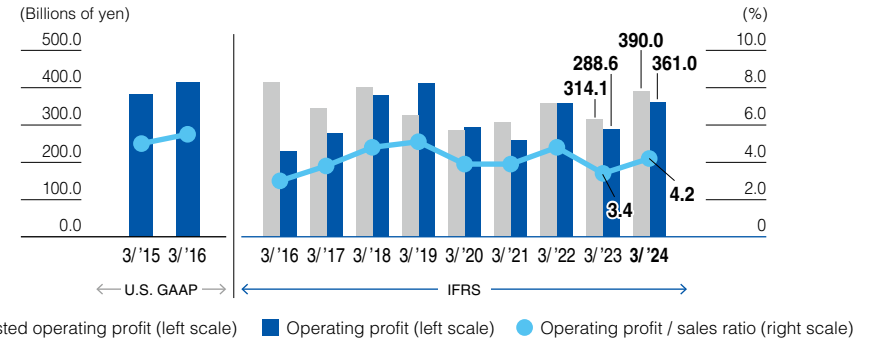
The Company began applying International Financial Reporting Standards (IFRS) on a voluntary basis in the fiscal year ended March 31, 2017 (fiscal 2017). Financial figures for fiscal 2016 are presented in accordance with both newly applied IFRS and conventionally applied U.S. GAAP (Generally Accepted Accounting Principles) respectively.

## Net sales



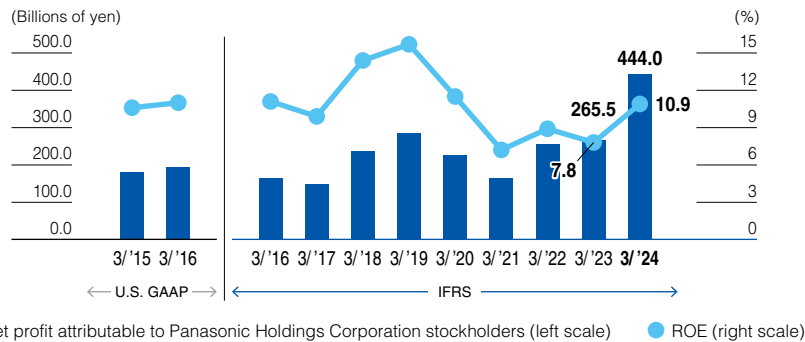
Consolidated sales increased due to higher sales in Automotive and Connect and the effect of currency translation, despite lower sales in Lifestyle, Industry, and Energy.

## Operating profit and ratio to sales



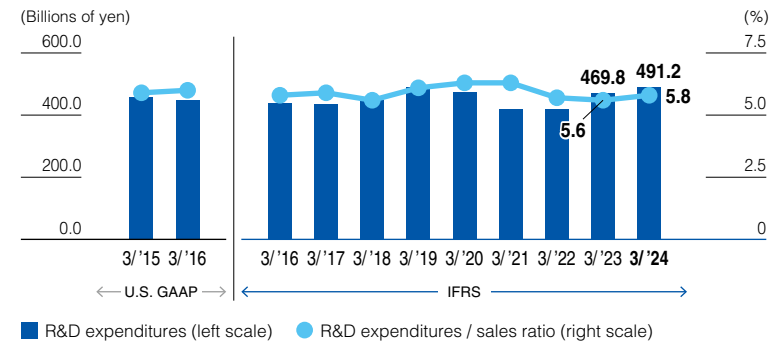
Operating profit decreased in Industry but increased in Lifestyle, Automotive, and Connect. Also, adjusted operating profit was boosted by the progress made on price revisions/rationalization, the effects of the exchange rate, and the recording of tax credit under the Inflation Reduction Act in the U.S. (the "US IRA Tax Credit"), despite higher fixed costs arising from strategic investments and others as well as the impacts of soaring raw material prices.

## Net profit attributable to Panasonic Holdings Corporation stockholders and ROE



Net profit attributable to Panasonic Holdings Corporation stockholders increased due to operating profit growth and lower income tax resulting from the resolution passed by the Company to liquidate Panasonic Liquid Crystal Display Co., Ltd. ("PLD") (through "special liquidation defined in the Japanese Companies Act") and to waive the debt owned by PLD. ROE increased year on year to above 10%.

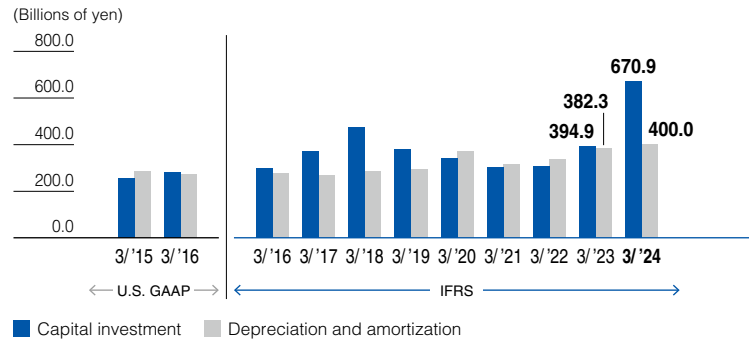
## R&D expenditures and ratio to sales



Based on our growth strategies, we focused on developing new technologies and new products that will support the Company's future. In addition, we actively engaged in technological development with the aim of contributing to solving global environmental issues and benefitting the life-long health, safety, and comfort of every individual. \*Please refer to "Environment and Technology Strategy" on p.33 for more information about our environmental and technology strategies.

## Corporate Data Highlights (Financial Data)

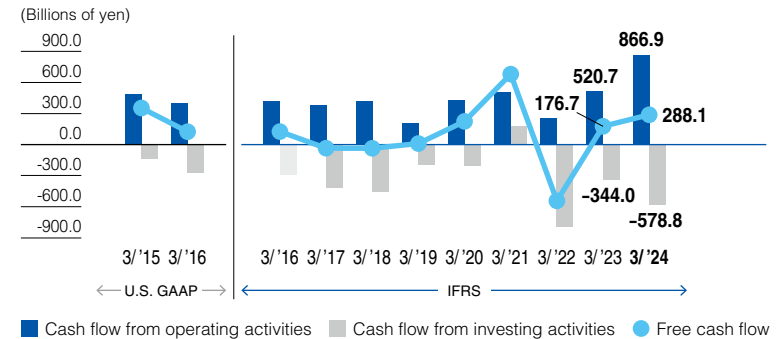
### Capital investment, depreciation and amortization



We made capital investments in mainly production facilities based on our policy of steadily investing primarily in key businesses for future growth. The main capital investments were for production facilities for EV batteries, the construction of a new factory in North America, air to water (A2W) heat pump systems in Europe, and home-use electric appliances and electrical construction materials.

Note: Capital investment represents the amount of property, plant and equipment and intangible assets on an accrual basis (excluding increases due to business combinations). Depreciation and amortization is the amount of depreciation of property, plant and equipment and right-of-use assets (from fiscal 2020) as well as the amount of amortization of intangible assets.

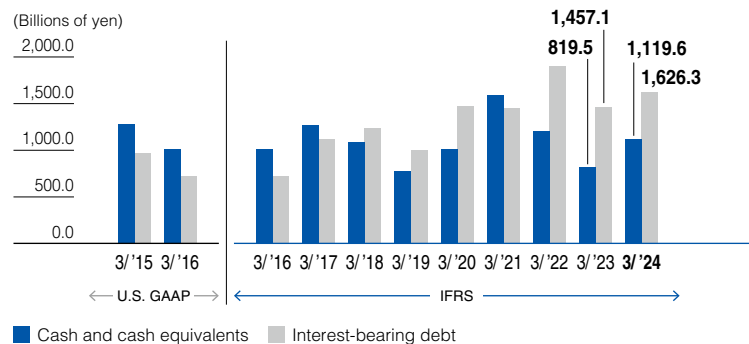
### Free cash flows



Net cash provided by operating activities increased sharply from the previous fiscal year, mainly reflecting a decrease in inventories. Net cash used in investing activities decreased from the previous fiscal year, due mainly to an increase in capital investments mainly in EV batteries.

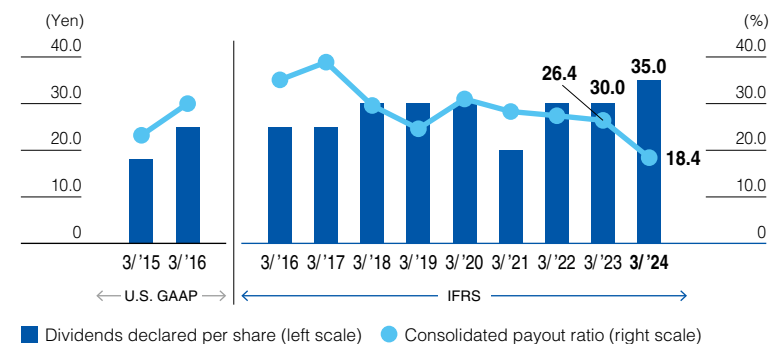
Note: Lease receivables collected as a result of application of finance lease accounting as lessor — based on product supply contracts determined to contain leases — are included in cash flows from investing activities.

### Cash and cash equivalents and interest-bearing debt



Cash and cash equivalents increased from the end of the previous fiscal year. In September 2023, we issued yen-denominated unsecured straight bonds in order to raise funds for bond redemptions and to secure enough funds necessary for future business operations. We also raised funds for working capital and other purposes mainly by issuing commercial paper (CP). Interest-bearing debt, including these debt instruments, increased from the end of the previous fiscal year.

### Dividends declared per share / consolidated payout ratio

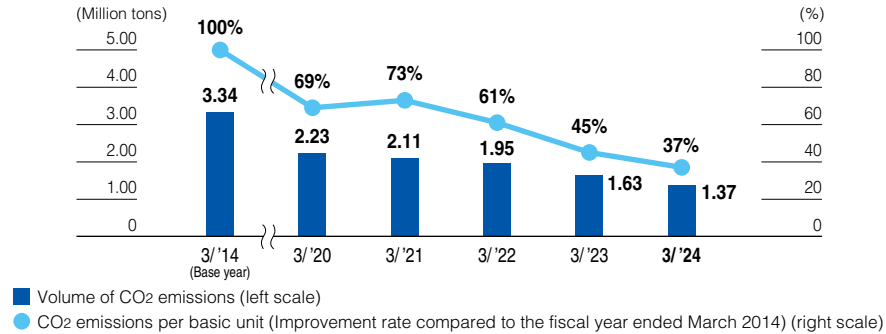


After comprehensively taking into account our dividend policy, financial position, and other circumstances, we raised the annual dividend per share by 5 yen from the previous fiscal year. We consider the return of profits to shareholders to be one of our most important policies, and from the perspective of providing returns on invested capital from shareholders, we, in principle, distribute profits to shareholders in accordance with consolidated financial results. We therefore endeavor to stably, and continuously, pay dividends with a consolidated dividend payout ratio of 30%. Internal reserves will be used to further enhance our business structure and for future business development.

# Corporate Data Highlights (Non-financial Data)

For more non-financial data, see also "[Sustainability Data Book](#)".

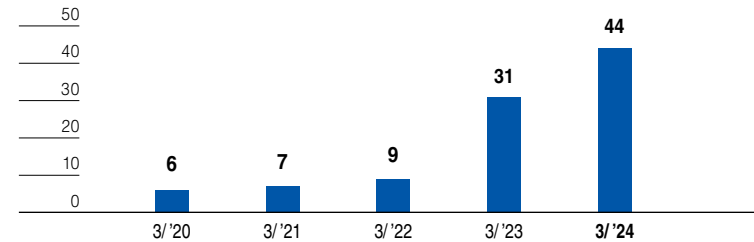
## CO<sub>2</sub> emissions in production activities and CO<sub>2</sub> emissions per basic unit



In the Panasonic GREEN IMPACT, we have set our target that the Group will achieve zero CO<sub>2</sub> emissions at own sites of all operating companies by 2030. Through the creation of factories with net zero CO<sub>2</sub> emissions and also, CO<sub>2</sub> emissions in production activities have been steadily decreasing since 2013.

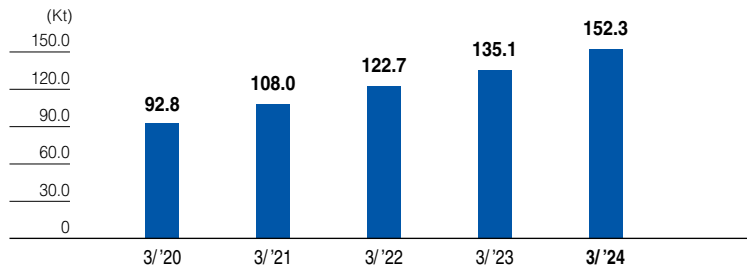
(Note) For CO<sub>2</sub> emissions per basic unit, CO<sub>2</sub> emissions are divided by the Group's overall net sales, and then the improvement rate compared to fiscal 2014 is calculated.

## Number of zero-CO<sub>2</sub> factories (cumulative total from 2018)



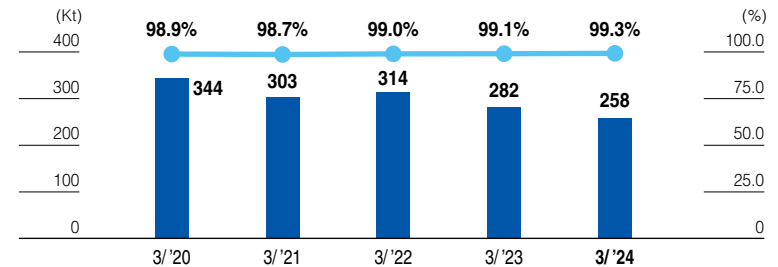
Since establishing the group's first zero-CO<sub>2</sub> factory in fiscal year ended March 31, 2019 (fiscal 2019), the Panasonic Group achieved conversion of nine factories to zero-CO<sub>2</sub> factories by fiscal 2022. In fiscal 2023, we make a total of 44 factories; 13 in Japan and 31 in overseas; achieving net zero-CO<sub>2</sub> emissions to date. We are steadily progressing towards the GIP2024 target of 37 zero-CO<sub>2</sub> factories.

## Results of recycled resin usage (cumulative total from fiscal 2015)



To promote recycling-oriented manufacturing, we are further reducing resource consumption and working to establish a circular system according to resource type and features. For example, in the case of recycled resin, we used approx. 17.2 kt of recycled resin in our products such as TVs, air conditioners, refrigerators, and washing machines in fiscal 2024. In order to achieve the respective GREEN IMPACT PLAN (GIP) 2024 target, we worked on responding to the characteristic required for components.

## Amount and recycling rate of total wastes including revenue-generating waste

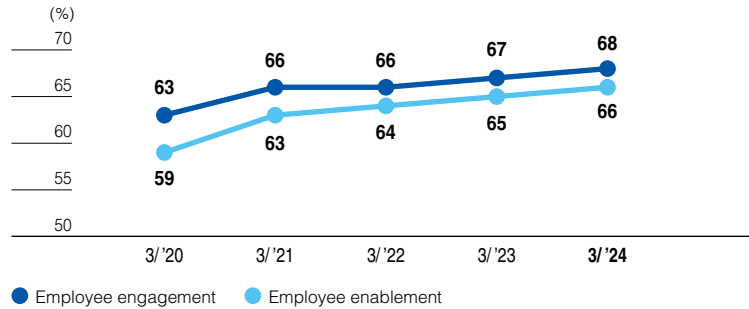


■ Total amount of waste (incl. revenue-generating waste) (left scale) ● Factory waste recycling rate (right scale)

As an initiative to reduce the amount of final disposal of waste and valuables, we will reduce the amount of materials that are particularly difficult to recycle, such as thermosetting resins. As for the factory waste recycling rate, given increased awareness of the importance of zero waste emission activities, we have set a globally standardized target since fiscal year 2011 and are taking steps to improve the standard level of waste recycling across the entire Group. (Note) Factory waste recycling rate = Amount of resources recycled/(Amount of resources recycled + Amount of landfill)

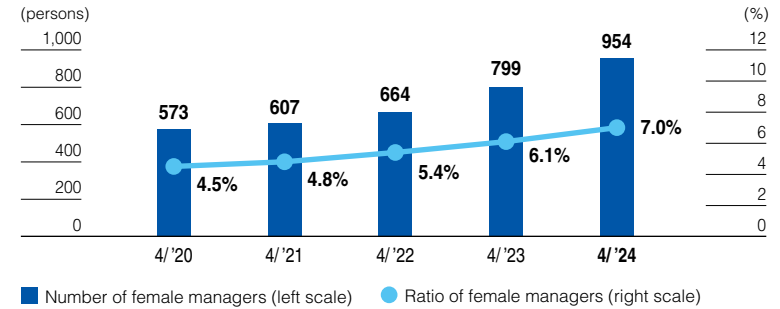
## Corporate Data Highlights (Non-financial Data)

### Favorable response rate in the employee opinion survey



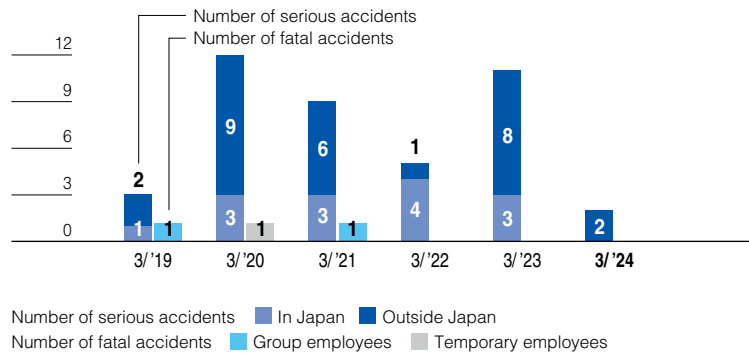
To realize the “employee well-being,” we have established some key indicators, such as employee engagement, employee enablement. These indicators represent the favorable response rate (%) as measured in the Employee Opinion Survey (“EOS”), which is an annual survey of all global employees. The survey results have been trending upward yearly and we have set the goal for fiscal 2031 as the highest global standard (80% or more).

### Number and ratio of women in managerial positions (in Japan)



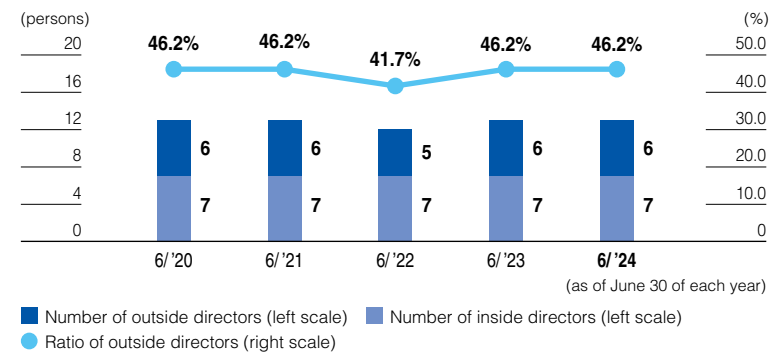
As a part of promoting Diversity, Equity & Inclusion (DEI), we built a management and organizational environment where diverse employee personalities are valued and fully utilized. We established some key indicators such as percentage of female workers in managerial positions. The percentages have been trending upward yearly.

### Number of occupational accidents



Safety and compliance are the major premises of business management. We have created a safe, secure and healthy workplace and established some key indicators such as number of occupational accidents. In fiscal 2024, the Group had zero fatal workplace accidents in continuation from the previous year, as well as zero serious and severe workplace accidents in Japan and two overseas. Going forward, we will continue to work toward eliminating zero fatal and serious and severe workplace accidents.

### Number of board members and ratio outside directors



We ensure that the Board of Directors possesses a broad cross-section of knowledge, experience, and we have a policy of ensuring that one-third or more of Board of Directors Members are Outside Directors who can be expected to provide valuable opinions for decisions related to operations and supervision of Director duties based on their extensive careers outside the Company and high levels of knowledge. As of June 30, 2024, our outside director ratio was 46.2%. We have maintained a level above 40%.

For more details, see also: <https://holdings.panasonic/global/corporate/investors/pdf/cgr.pdf>



# 10-year Financial Summary

The Company and Subsidiaries / Years ended March 31

The Company began applying International Financial Reporting Standards (IFRS) on a voluntary basis in the fiscal year ended March 2017.

Financial figures for the fiscal year ended March 2016 are presented in accordance with both newly applied IFRS and conventionally applied U.S. GAAP (Generally Accepted Accounting Principles) respectively.

	U.S. GAAP		IFRS									
	3/2015	3/2016	3/2016	3/2017	3/2018	3/2019	3/2020	3/2021	3/2022	3/2023	3/2024	
<b>For the Year</b> (Millions of yen)												
Net sales	7,715,037	7,553,717	7,626,306	7,343,707	7,982,164	8,002,733	7,490,601	6,698,794	7,388,791	8,378,942	<b>8,496,420</b>	
Adjusted operating profit	381,913	415,709	413,246	343,616	401,202	327,032	286,663	307,155	357,700	314,077	<b>389,999</b>	
Operating profit	—	—	230,299	276,784	380,539	411,498	293,751	258,600	357,526	288,570	<b>360,962</b>	
Profit before income taxes	182,456	217,048	227,529	275,066	378,590	416,456	291,050	260,820	360,395	316,409	<b>425,239</b>	
Net profit attributable to Panasonic Holdings Corporation stockholders	179,485	193,256	165,212	149,360	236,040	284,149	225,707	165,077	255,334	265,502	<b>443,994</b>	
Capital investment	253,610	279,993	299,881	373,208	475,187	380,678	342,098	301,494	305,108	394,891	<b>670,893</b>	
Depreciation and amortization	286,326	274,401	277,716	269,998	287,324	295,694	372,973	317,572	339,148	382,289	<b>399,984</b>	
R&D expenditures	457,250	449,828	438,851	436,130	448,879	488,757	475,005	419,764	419,807	469,785	<b>491,224</b>	
Free cash flow	353,455	124,406	125,551	(34,746)	(35,646)	10,290	224,207	680,634	(543,519)	176,709	<b>288,055</b>	
Cash flow from operating activities	491,463	398,680	419,355	385,410	423,182	203,677	430,303	504,038	252,630	520,742	<b>866,898</b>	
Cash flow from investing activities	(138,008)	(274,274)	(293,804)	(420,156)	(458,828)	(193,387)	(206,096)	176,596	(796,149)	(344,033)	<b>(578,843)</b>	
<b>At Year-End</b> (Millions of yen)												
Cash and cash equivalents	1,280,408	1,014,264	1,012,666	1,270,787	1,089,585	772,264	1,016,504	1,593,224	1,205,873	819,499	<b>1,119,625</b>	
Total assets	5,956,947	5,596,982	5,488,024	5,982,961	6,291,148	6,013,931	6,218,518	6,847,073	8,023,583	8,059,527	<b>9,411,195</b>	
Interest-bearing debt	972,916	725,919	724,841	1,124,004	1,239,444	998,721	1,471,311	1,447,423	1,897,284	1,457,107	<b>1,626,279</b>	
Panasonic Holdings Corporation stockholders' equity	1,823,293	1,705,056	1,444,442	1,571,889	1,707,551	1,913,513	1,998,349	2,594,034	3,164,962	3,618,402	<b>4,544,076</b>	
Total equity	1,992,552	1,854,314	1,647,233	1,759,935	1,882,285	2,084,615	2,155,868	2,768,502	3,347,171	3,789,958	<b>4,721,903</b>	

**Items with different terminology under U.S. GAAP and IFRS**

U.S. GAAP	IFRS
Operating profit	Adjusted operating profit
Net income attributable to Panasonic Holdings Corporation	Net profit attributable to Panasonic Holdings Corporation stockholders
Panasonic Holdings Corporation shareholders' equity	Panasonic Holdings Corporation stockholders' equity
Net income attributable to Panasonic Holdings Corporation per common share	Earnings per share attributable to Panasonic Holdings Corporation stockholders

**Notes to this table**

Our consolidated financial statements are now prepared in accordance with IFRS. Prior to the fiscal year ended March 2016, however, they were prepared in accordance with U.S. GAAP, but are presented on the table above using the comparable IFRS terms provided on the table on the left.

- Adjusted operating profit = Net sales - Cost of sales - SG&A
- The figures for "Capital investment" are amounts on an accrual basis for property, plant and equipment and intangible assets. (Excludes increases due to business combinations)
- Depreciation and amortization is the amount of depreciation of property, plant and equipment and right-of-use assets (from the fiscal year ended March 31, 2020) and the amount of amortization of intangible assets.
- "Interest-bearing debt" is equal to the sum of short-term debt, including current portion of long-term debt, long-term debt, and lease liabilities.



## 10-year Financial Summary

	U.S. GAAP		IFRS									
	3/2015	3/2016	3/2016	3/2017	3/2018	3/2019	3/2020	3/2021	3/2022	3/2023	3/2024	
<b>Per Share Data (Yen)</b>												
Earnings per share attributable to Panasonic Holdings Corporation stockholders												
Basic	77.65	83.40	71.30	64.33	101.20	121.83	96.76	70.75	109.41	113.75	<b>190.21</b>	
Diluted	77.64	83.39	71.29	64.31	101.15	121.75	96.70	70.72	109.37	113.72	<b>190.15</b>	
Dividends declared per share	18.00	25.00	25.00	25.00	30.00	30.00	30.00	20.00	30.00	30.00	<b>35.00</b>	
Panasonic Holdings Corporation stockholders' equity per share	788.87	734.62	622.34	673.93	732.12	820.41	856.57	1,111.73	1,356.08	1,550.23	<b>1,946.62</b>	
PBR	2.00	1.41	1.66	1.87	2.08	1.16	0.96	1.28	0.88	0.76	<b>0.74</b>	
PER	20.31	12.39	14.50	19.56	15.03	7.83	8.53	20.12	10.86	10.39	<b>7.60</b>	
<b>Financial Indicators</b>												
ROE (%)	10.6	11.0	11.1	9.9	14.4	15.7	11.5	7.2	8.9	7.8	<b>10.9</b>	
Net profit attributable to Panasonic Holdings Corporation stockholders / sales (%)	2.3	2.6	2.2	2.0	3.0	3.6	3.0	2.5	3.5	3.2	<b>5.2</b>	
Total asset turnover ratio (Times)	1.4	1.3	1.3	1.3	1.3	1.3	1.2	1.0	1.0	1.0	<b>1.0</b>	
Financial leverage (Times)	3.3	3.3	3.8	3.8	3.7	3.4	3.1	2.8	2.6	2.4	<b>2.1</b>	
Operating profit / sales (%)	5.0	5.5	3.0	3.8	4.8	5.1	3.9	3.9	4.8	3.4	<b>4.2</b>	
Profit before income taxes / sales (%)	2.4	2.9	3.0	3.7	4.7	5.2	3.9	3.9	4.9	3.8	<b>5.0</b>	
Interest-bearing debt / total assets (%)	16.3	13.0	13.2	18.8	19.7	16.6	23.7	21.1	23.6	18.1	<b>17.3</b>	
Panasonic Holdings Corporation stockholders' equity / total assets (%)	30.6	30.5	26.3	26.3	27.1	31.8	32.1	37.9	39.4	44.9	<b>48.3</b>	
Payout ratio (%)	23.2	30.0	35.1	38.9	29.6	24.6	31.0	28.3	27.4	26.4	<b>18.4</b>	
<b>Exchange Rate (Yen)</b>												
1 USD	110	120	120	108	111	111	109	106	112	135	<b>145</b>	
1 EUR	139	133	133	119	130	128	121	124	131	141	<b>157</b>	
1 RMB	17.7	18.9	18.9	16.1	16.8	16.5	15.6	15.7	17.5	19.8	<b>20.1</b>	

### Items with different terminology under U.S. GAAP and IFRS

U.S. GAAP	IFRS
Panasonic Holdings Corporation share-holders' equity	Panasonic Holdings Corporation stockholders' equity
Net income attributable to Panasonic Holdings Corporation per common share	Earnings per share attributable to Panasonic Holdings Corporation stockholders
Panasonic Holdings Corporation share-holders' equity per share	Panasonic Holdings Corporation stockholders' equity per share
Net income attributable to Panasonic Corporation / sales	Net profit attributable to Panasonic Holdings Corporation stockholders / sales
Panasonic Holdings Corporation share-holders' equity / total assets	Panasonic Holdings Corporation stockholders' equity / total assets

### Notes to this table

Our consolidated financial statements are now prepared in accordance with IFRS. Prior to the fiscal year ended March 2016, however, they were prepared in accordance with U.S. GAAP, but are presented on the table above using the comparable IFRS terms provided on the table on the left.

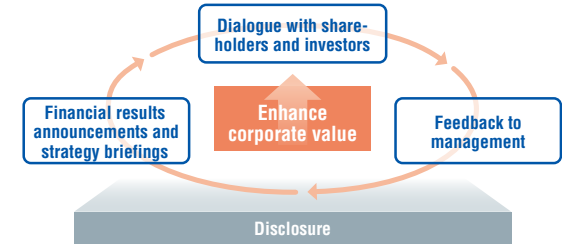
- "Dividends declared per share" reflect those declared by the Company in each fiscal year and consist of interim dividends paid during the fiscal year and year-end dividends paid after the fiscal year-end.
- Exchange rate is the average rate for the fiscal year.

### Formulas for financial ratios are as follows:

- PBR = Stock price at the end of period / Panasonic Holdings Corporation stockholders' equity per share (Stock price at the end of period is listed on P72.)
- PER = Stock price at the end of period / Basic earnings per share attributable to Panasonic Holdings Corporation stockholders (Stock price at the end of period is listed on P72.)
- ROE (Return on equity) = Net profit attributable to Panasonic Holdings Corporation stockholders / Average Panasonic Holdings Corporation stockholders' equity at the beginning and the end of each fiscal year
- Total assets turnover = Net Sales / Average total assets at the beginning and the end of each fiscal year
- Financial leverage = Average total asset at the beginning and the end of each fiscal year / Average Panasonic Holdings Corporation stockholders' equity at the beginning and the end of each fiscal year
- Interest-bearing debt ratio = Interest-bearing debt / Total assets
- Payout ratio = Dividends declared per share / Basic earnings per share attributable to Panasonic Holdings Corporation stockholders

# Status of Dialogue with Capital Markets

Based on our basic philosophy that “A company is a public entity of society,” we are committed to transparency in our business activities and accountability to our stakeholders. We also aim to improve the quality of our management and enhance the medium- to long-term corporate value by engaging in constructive dialogue with our shareholders and investors and feeding back the insights gained from this dialogue to the management team.



## Main IR (Investor Relations) activities

Activities	Main presenters	Annual results (fiscal year ended March 31, 2024)	
Strategy briefings	Group CEO, Group CFO, operating company presidents	<ul style="list-style-type: none"> <li>• Strategy Briefing of Blue Yonder (May 2023)</li> <li>• Group Strategy Briefing (May)</li> <li>• Panasonic Group Operating Companies: Strategy Briefing 2023 (June)</li> <li>• Dialogue between Outside Directors and Institutional Investors (November)</li> <li>• In addition, approximately 11 briefing sessions were held in cooperation with securities companies.</li> </ul>	
Financial results announcements	Group CFO	4 times	
Group/individual meetings	Group CEO, Group CFO, operating company presidents	Approx. 700 institutions (accumulated)	Japanese and overseas institutional investors (fund managers, analysts), ESG investment managers, securities company analysts, etc.
	Corporate Finance, Accounting & IR Department General Manager and managers, IR personnel	Approx. 1,000 institutions (accumulated)	

General meeting of shareholders	Main presenters	Results	
The 117th ordinary general meeting of shareholders* (June 2024)	Directors, Audit & Supervisory Board members, executive officers, operating company presidents	Number of unit shareholders	396,723
		Number of shareholders present at the meeting	748
		Number of shareholders who watched the livestream by internet	946

\* A video streaming of the General Meeting of Shareholders is available on the Company's website for one month after the meeting.

### Proactive information disclosure

We proactively disclose information on our website for the convenience of investors in Japan and overseas. By default, we post financial and performance reports, including consolidated financial results, supplemental financial data, presentation materials with notes from financial results announcements, and annual securities reports, simultaneously in Japanese and English. We also post audio streaming from financial results announcements and similar events in both Japanese and English. The website also includes strategy briefing materials, integrated reports, and at-a-glance information about the Panasonic Group (“IR Summary”). Please refer to the following websites.  
<https://holdings.panasonic.jp/corporate/investors.html> (Japanese)  
<https://holdings.panasonic/global/corporate/investors.html> (English)

## Main topics of interest in capital markets

Investor's viewpoint	Topics of concern
Ability to generate cash flow	<ul style="list-style-type: none"> <li>• Further progress of business portfolio management and business restructuring</li> <li>• Measures to address deteriorating business and timing of recovery by quarter</li> <li>• Impact of the U.S. Inflation Reduction Act (IRA) on automotive battery business</li> <li>• Strategies for improving PBR to above 1.0x, and capital policies including shareholder return</li> </ul>
Growth potential	<ul style="list-style-type: none"> <li>• Profit contribution by the mass production of 4680-size batteries and the new Kansas factory in the automotive battery business</li> <li>• Progress of growth strategies for the SCM software business (mainly Blue Yonder)</li> <li>• Factors of deterioration in performance in the air quality &amp; air-conditioning business (such as air to water heat pump system) in Europe, and future measures for it</li> <li>• Monitoring to be conducted by Panasonic Holdings Corporation for each business, such as ROIC management</li> <li>• Future vision of Panasonic Holdings Corporation after the completion of business portfolio management</li> </ul>
Stability and continuity	<ul style="list-style-type: none"> <li>• Progress on materiality analysis (progress against disclosed KPI)</li> <li>• Approach to Group governance and the composition of Directors</li> <li>• The status of investigations by external investigation committees toward quality frauds, and preventive measures</li> </ul>

## Key feedback to management

	Frequency	Reporting method	Content of reporting
Investors' and analysts' comments, stock index and stock price information	5-6 times/year	Report to Board of Directors	To provide reference information for discussions on improving corporate value, we report on capital market reactions after announcements on financial results and briefings on business policies, including investor and analyst feedback and stock price movements.
Results of IR activities including feedback from investors	Quarterly	Email, internal information sharing site	To improve understanding and raise awareness of IR activities, and to utilize them in improvement activities for each business, we summarize the feedback, opinions, and activity results obtained at group and individual meetings, and then share them with senior management, relevant internal departments, and relevant departments of operating companies.

We review those opinions and requests received via our website, correspondence, phone calls, etc. and incorporate them into feedback to management team.



# Corporate Information

 (As of March 31, 2024)The Company and Subsidiaries  
Years ended March 31

## Corporate information

**Company Name:** Panasonic Holdings Corporation  
**Founded:** March 1918  
 (Incorporated in December 1935)  
**Head Office Location:** 1006, Kadoma, Kadoma City,  
 Osaka 571-8501, Japan

**Stated Capital:** 259,445 million yen  
**Number of Consolidated Companies**  
 (including parent company): 511  
**Number of Companies under the Equity Method:** 67  
**Number of Employees:** 228,420

## Stock information

**Number of Shares Issued:** 2,454,261,297  
 (Including the Company's treasury stocks of  
 119,915,128 shares)  
**Number of Shareholders:** 467,764  
**TSE Securities Code:** 6752  
**Unit of Stock:** 100  
**Stock Exchange Listings:** Tokyo, Nagoya

**Transfer Agent for Common Stock**  
 Sumitomo Mitsui Trust Bank, Limited  
 5-33 Kitahama, 4-chome, Chuo-ku, Osaka City,  
 Osaka 540-8639, Japan  
 Phone: +81-3-3323-7111

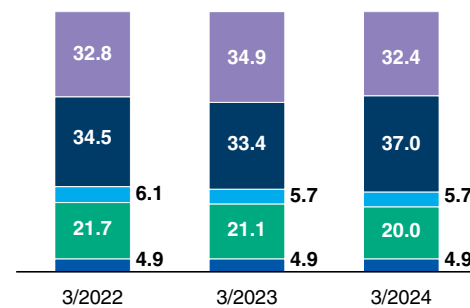
## Major shareholders

Name	Share ownership (in thousands of shares)	Percentage of total issued shares (%)
The Master Trust Bank of Japan, Ltd. (trust account)	356,385	15.26
Custody Bank of Japan, Ltd. (trust account)	185,386	7.94
STATE STREET BANK WEST CLIENT - TREATY 505234	56,545	2.42
NIPPON LIFE INSURANCE COMPANY	48,339	2.07
MOXLEY AND CO LLC	42,535	1.82
SUMITOMO LIFE INSURANCE COMPANY	37,465	1.60
Panasonic Group Employee Shareholding Association	32,137	1.37
JP MORGAN CHASE BANK 385781	30,907	1.32
GOVERNMENT OF NORWAY	30,488	1.30
Matsushita Real Estate Co., Ltd.	29,121	1.24

Notes: 1. The figures in share ownership are rounded down to the nearest thousands of shares.  
 2. Shareholding ratio is calculated by deducting the Company's treasury stock (119,915,128 shares) and rounded down to two decimal places.  
 3. The English names of foreign shareholders above are based on the General Shareholders Notification notified by Japan Securities Depository Center, Inc.

## Types of shareholders

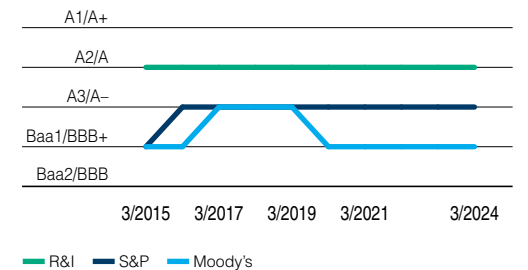
	3/2024
Number of Shares Issued (in thousands of shares)	2,454,261
Number of Shareholders	467,764
Distribution by Type of Shareholders (%)	
Japanese Financial Institutions, etc.	32.4
Overseas Investors, etc.	37.0
Other Corporations	5.7
Individuals and Others	20.0
Treasury Stock	4.9
Total	100.0



■ Japanese Financial Institutions, etc.  
 ■ Overseas Investors, etc. ■ Other Corporations  
 ■ Individuals and Others ■ Treasury Stock

## Ratings

Rating company	Long-term	Short-term
Rating and Investment Information, Inc. (R&I)	A	a-1
S&P (Standard & Poor's)	A-	A-2
Moody's Japan K.K. (Moody's)	Baa1	—



Bonds issued by Panasonic Holdings Corporation are listed here:  
<https://holdings.panasonic/global/corporate/investors/stock/ratings.html>



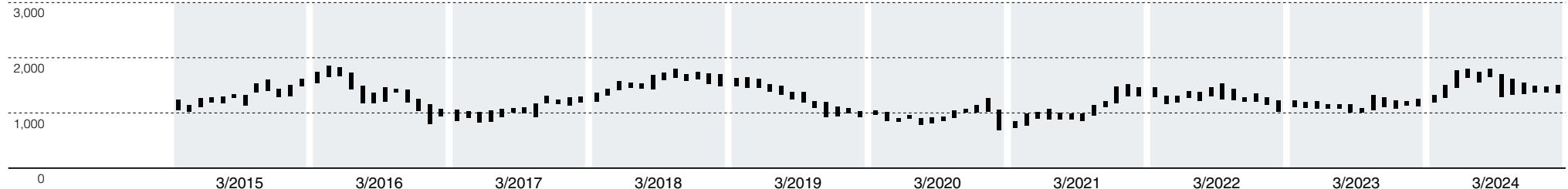


# Corporate Information (As of March 31, 2024)

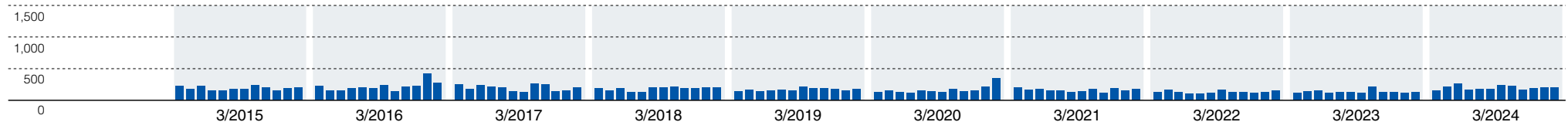
## Company stock price and trading volume

(Years ended March 31) Tokyo Stock Exchange monthly basis

Stock Price (Yen)



Trading Volume (Millions of shares)



	3/2015	3/2016	3/2017	3/2018	3/2019	3/2020	3/2021	3/2022	3/2023	3/2024
High (Yen)	1,614.0	1,853.5	1,309.5	1,800.0	1,647.0	1,264.0	1,520.0	1,541.0	1,325.0	1,808.0
Low (Yen)	1,030.0	799.0	831.4	1,207.5	917.7	691.7	733.5	1,018.5	1,006.5	1,190.0
Period-End (Yen)	1,577.0	1,033.5	1,258.0	1,521.0	954.2	825.0	1,423.5	1,188.5	1,182.0	1,445.5

## IR (Investor Relations) offices

### Osaka

Investor Relations  
 Corporate Finance, Accounting & IR Department  
 Panasonic Holdings Corporation  
 1006 Kadoma, Kadoma City, Osaka 571-8501, Japan  
 Phone: +81-6-6908-1121

### Tokyo

Investor Relations  
 Corporate Finance, Accounting & IR Department  
 Panasonic Holdings Corporation  
 TOKYO MIDTOWN HIBIYA 14F,  
 1-1-2 Yuraku-cho, Chiyoda-ku, Tokyo 100-0006, Japan  
 Phone: +81-3-3437-1121

### Europe

Investor Relations  
 Panasonic Business Support Europe GmbH  
 (UK branch)  
 Maxis 2, Western Road,  
 Bracknell, Berkshire, RG12 1RT, United Kingdom  
 Phone: +44-1344-853135

## IR and Sustainability websites

### IR

Please refer to the Company's IR website for information including financial results and presentation materials.  
<https://holdings.panasonic/global/corporate/investors.html>

### Sustainability

Please refer to the "Sustainability" section of the Company's website for more information regarding environmental and social initiatives.  
<https://holdings.panasonic/global/corporate/sustainability.html>

Please refer to the following web page for information on third-party recognition and inclusion in ESG indices:  
<https://holdings.panasonic/global/corporate/sustainability/management/recognition.html>