

To
The Manager – Listing
The BSE Ltd,
P. J Towers, Dalal Street,
Mumbai-400001

05th June, 2026

Ref: Scrip Code: 508941 ISIN: INE013E01017

Sub: Notice of 44th Annual General Meeting along with Annual Report of the Company for the Financial Year 2025-26.

Dear Sir/ Mam,

This is to inform you that the 44th Annual General Meeting (“AGM”) of the Company will be held on **Monday, 29th June, 2026, at 03.00 P.M. (IST)** through Video Conferencing / Other Audio Visual Means in accordance with the applicable circulars issued by the Ministry of Corporate Affairs and the Securities and Exchange Board of India (“SEBI”).

Pursuant to Regulation 34(1) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are submitting herewith the Annual Report of the Company containing the Notice of the AGM for the financial year 2025-26, which is being sent through electronic mode to all the shareholders, who have registered their e-mail addresses with the Company/RTA/ Depositories.

The Annual Report containing the AGM Notice is also uploaded on the Company’s website at www.panasoniccarbon.in.

You are requested to take the same on your records.

Thanking You,

Yours faithfully,
For Panasonic Carbon India Co Limited

Brajesh Baral
Company Secretary and Compliance Officer

Encl: as above



44th Annual Report
2025-26

PANASONIC CARBON INDIA CO. LIMITED

PANASONIC CARBON INDIA CO. LIMITED

44th ANNUAL REPORT 2025-2026

BOARD OF DIRECTORS	
MANAGING DIRECTOR	R. SENTHIL KUMAR
DIRECTORS	K. PAUL JAYAKAR MOGARALA SANKARA REDDY S. RAJASHREE HIDEFUMI FUJII AKINORI ISOMURA (UP TO 30 TH JUNE 2025) AKIO FUJITA (W.E.F 01 ST JULY 2025)
COMPANY SECRETARY	BRAJESH BARAL
CHIEF FINANCIAL OFFICER	VINAYAGAM SUME
AUDITORS	B S R & Co. LLP Chartered Accountants KRM Tower, 1 st & 2 nd Floor, No.1, Harrington Road, Chetpet Chennai – 600 031.
BANKERS	CANARA BANK ICICI BANK LIMITED STATE BANK OF INDIA
REGISTERED OFFICE	Pottipati Plaza 3 rd Floor, 77 Nungambakkam High Road, Nungambakkam, Chennai – 600 034
CIN NO	L29142TN1982PLC009560
FACTORY	Tada Mandal Tirupathi Balaji District, Andhra Pradesh - 524 401
REGISTRAR AND SHARE TRANSFER AGENTS	Cameo Corporate Services Ltd., “Subramanian Building” No.1, Club House Road Chennai - 600 002

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NEW REGISTERED OFFICE	Old No.319, New No.4, (W.E.F 15 TH JUNE 2026) (3 rd Floor), Valluvarkottam High Road, Nungambakkam, Chennai - 600 034
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44 th Annual General Meeting	
Deemed Venue	: Registered Office through VC/OAVM
Date	: 29 th June 2026
Time	: 3.00 p.m.

PANASONIC CARBON INDIA CO. LIMITED

NOTICE IS HEREBY GIVEN THAT THE FORTY-FOUR (44th) ANNUAL GENERAL MEETING (AGM) OF THE MEMBERS OF PANASONIC CARBON INDIA CO. LIMITED (CORPORATE IDENTIFICATION NUMBER:(L29142TN1982PLC009560) WILL BE HELD ON MONDAY, THE 29th JUNE, 2026 AT 3.00 P.M. INDIAN STANDARD TIME (IST) THROUGH VIDEO CONFERENCING OR OTHER AUDIO-VISUAL MEANS ("VC/OAVM") FACILITY TO TRANSACT THE FOLLOWING BUSINESS:

ORDINARY BUSINESS:

1. To receive, consider and adopt the Audited Financial Statements of the Company for the financial year ended 31st March 2026 together with Reports of the Board of Directors along with Annexures and Auditors Report thereon.
2. To declare Dividend on equity shares for the financial year ended 31st March 2026.
3. To appoint a Director in place of Mr. Hidefumi Fujii (DIN: 10627503), who retires by rotation and being eligible offers himself for re-appointment.

SPECIAL BUSINESS:

4. TO CONSIDER AND APPROVE RE-APPOINTMENT OF MR R SENTHIL KUMAR (DIN: 02170079) AS MANAGING DIRECTOR OF THE COMPANY:

To consider and if thought fit, to pass with or without modification(s), the following resolution as a **Special Resolution:**

"RESOLVED THAT pursuant to the provisions of Sections 196, 197, 198 and 203 and all other applicable provisions of the Companies Act, 2013 ("the Act") and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 read with Schedule V of the Act (including any statutory modification(s) or re-enactment thereof for the time being in force), and the Articles of Association of the company, consent of the members be and is hereby accorded for the re-appointment of Mr. R Senthil Kumar (DIN: 02170079) as Managing Director of the Company for a further period of one year with effect from 1st April 2026 up to 31st March, 2027, on the following terms and conditions including remuneration as recommended by the Nomination and Remuneration Committee and as set out in the Explanatory Statement pursuant to section 102 (1) of the Companies Act, 2013 annexed to this notice, with liberty to the Board of Directors (hereinafter referred to as "the Board" which term shall include the Nomination and Remuneration Committee of the Board) to alter and vary the terms and conditions

of the said re-appointment and / or remuneration as it may deem fit and as may be acceptable between the Board of Directors and Mr. R Senthil Kumar and for this purpose the Board be and is hereby authorized to do all such acts, deeds, matters and things as may be considered necessary."

"RESOLVED FURTHER THAT The remuneration payable to Mr. R Senthil Kumar, Managing Director with effect from 1st April 2026 will be as mentioned below:

- a. Salary and HRA, together with a one-time lump sum performance bonus of Rs 10,80,000/-, aggregating to Rs 1,29,00,000/- (Rupees One Crore Twenty-Nine Lakh Only) per annum.
- b. Perquisites:
 - i. Leave Travel Concession, Medical expenses for self and family including surgical and Hospitalization expenses, Furniture, Furnishings and maintenance cost against actual Bills not to exceed Rs Rs.1,00,000/- (Rupees One Lakhs only) per annum..
 - ii. Use of Company's Car and Telephone at residence.
- c. Mr. R Senthil Kumar, Managing Director, shall also be eligible for the following retirement & other benefits, which shall not be included in the computation of the ceiling on perquisites specified herein above.
 - i. Contribution to Provident Fund Rs 7,50,000/- (Rupees Seven Lakh Fifty Thousand Only) per Annum..
 - ii. Gratuity to be payable in accordance with the provisions of the Code on Social Security, 2020.
 - iii. Encashment of leave, Medical Insurance and Personal accident Insurance as per the Rules of the Company.
 - iv. Reimbursement of entertainment, hotel and other expenses actually and properly incurred for the legitimate business purpose of the Company.
- d. Mr. R Senthil Kumar shall not be paid any sitting fees for attending the meetings of the Board or minimum remuneration, in case of absence or in adequacy of profits in any financial year

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of the Company during his term of office, subject however, that the said remuneration and perquisites shall be governed by and accordingly be within the limits in Section II of part II of Schedule V and all other applicable provisions of the Companies Act, 2013”.

- e. The other terms and conditions to his appointment as approved by shareholders at the Annual General Meeting on 18th June 2008 remain unchanged and also the other terms and conditions as applicable to the norms of the Company.
- f. Overall Remuneration: The aggregate of salary, allowances, perquisites in a financial year shall be subject to the limits prescribed under Sections 197, 198, Schedule V and other relevant provisions of the Companies Act, 2013 read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 or any modifications or re-enactment for the time being in force.

Explanation: “Family” means the spouse, dependent children and dependent parents of the managerial person.

RESOLVED FURTHER THAT during the tenure as the Managing Director Mr. R Senthil Kumar, shall be entitled to be paid / reimbursed by the Company all costs, charges and expenses as may be incurred by him for the purpose of or on behalf of the Company.

RESOLVED FURTHER THAT Board of Directors / Managing Director / Company Secretary of the Company be and are hereby severally authorized to do all acts, deeds, matters or things and take all such steps as may be necessary, proper, expedient or desirable to give effect to this resolution”.

5. TO CONSIDER AND APPROVE THE MATERIAL RELATED PARTY TRANSACTIONS ENTERED/TO BE ENTERED INTO BY THE COMPANY FOR THE PERIOD COMMENCING FROM 1st APRIL 2026

To consider and if thought fit, to pass with or without modification(s), the following resolution as an **Ordinary Resolution**:

“RESOLVED THAT pursuant to Regulation 23(4) read with Regulation 23(1) and other applicable provision of the SEBI (Listing Obligations and Disclosure Requirements), read with Schedule XII thereto, and

Section 188 of the Companies Act, 2013 (“Act”) read with the applicable Rules framed thereunder, including any statutory modification(s), amendment(s), or re-enactment(s) thereof for the time being in force, and recommended by the Audit Committee and consent of the Company, the members of the company be and is hereby accorded, following material related party transactions entered / to be entered into by the Company with the subsidiaries of Company’s parent Company all of which are at an arm’s length basis and in the ordinary course of business and which are considered as material (as detailed in the explanatory statement annexed to the Notice) for a sum not exceeding Rs 10 Crores (Rupees Ten crores only) per per annum with the M/S Panasonic Energy India Co Ltd (PECIN) and for a sum not exceeding 24 crores (Rupees Twenty Four Crores Rupees) with Panasonic Trading and Logistics Asia Pacific (PTLAP) Singapore, for the period commencing from 1st April 2026.

S. No	Name of the Related Party	Nature of Transaction	Nature of Relationship
1	M/s. Panasonic Energy India Co. Ltd (PECIN)	Sale of Carbon Rods	Fellow Subsidiaries
2	Panasonic Trading and Logistics Asia Pacific (PTLAP) Singapore	Sale of Carbon Rods	Fellow Subsidiaries

RESOLVED FURTHER THAT Board of Directors Managing Director/ Company Secretary of the Company be and are hereby severally authorized to do all acts, deeds, matters or things and take all such steps as may be necessary, proper, expedient or desirable to give effect to this resolution”.

6. APPOINTMENT OF MR. PRASAD BALA NAGENDRA VENKATAVARA VADLAPATLA (DIN: 11277706), AS A NON-EXECUTIVE INDEPENDENT DIRECTOR

To consider and if thought fit, to pass with or without modification(s), the following resolution as a **Special Resolution**

RESOLVED THAT pursuant to the provisions of Sections 149, 150 and 152 and all other applicable provisions, if any, of the Companies Act, 2013 (“Act”), read with Schedule IV thereto, the Companies (Appointment and Qualifications of Directors) Rules, 2014, and applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure

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Requirements) Regulations, 2015 ("SEBI Listing Regulations"), including Regulation 17 and other applicable regulations, as amended from time to time (including any statutory modification(s) or re-enactment(s) thereof for the time being in force), based on the recommendations of the Nomination and Remuneration Committee and the Board of Directors of the Company, Mr. Prasad Bala Nagendra Venkatavara Vadlapatla (DIN: 11277706), who has submitted a declaration confirming that he meets the criteria of independence under Section 149(6) of the Act and Regulation 16(1)(b) of the SEBI Listing Regulations, and in respect of whom the Company has received a notice in writing under Section 160(1) of the Act from a Member proposing his candidature for the office of Director, be and is hereby appointed as a Non-Executive Independent Director of the Company, not liable to retire by rotation, for a term of three (3) consecutive years commencing from June 30, 2026 and ending on June 29, 2029 (both days inclusive).

RESOLVED FURTHER THAT Board of Directors/ Managing Director/ Company Secretary of the Company be and are hereby severally authorized to do all acts, deeds, matters or things and take all such steps as may be necessary, proper, expedient or desirable to give effect to this resolution".

7. TO APPOINT S. MURALI KRISHNA & ASSOCIATES, COMPANY SECRETARIES IN PRACTICE AS SECRETARIAL AUDITOR OF THE COMPANY

To consider and if thought fit, to pass with or without modification(s), the following resolution as an **Ordinary Resolution**

"RESOLVED THAT pursuant to the provisions of Section 204 and other applicable provisions of the Companies Act, 2013, if any and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and Regulation 24A and other applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (including any statutory modification(s) or re-enactment(s) thereof, for the time being in force) and subject to receipt of such other approvals, consents and permissions as may be required, S. MURALI KRISHNA & ASSOCIATES (Peer reviewed Certificate No 7213/2025), Company Secretaries in Practice (Certificate of Practice Number: 28168) be and are hereby appointed as Secretarial Auditors of the

Company for a term of up to 5 (Five) consecutive years, commencing from Financial Year 2026-27 till Financial Year 2030-31, on such remuneration and on such terms and conditions as may be decided by the Board of Directors in consultation with the Secretarial Auditors of the Company and to avail any other services, certificates, or reports as may be permissible under the applicable laws

RESOLVED FURTHER THAT the Managing Director/ company secretary be and is hereby severally authorized to do all such acts, deeds, things and to sign all such documents and writings as may be necessary to give effect to this resolution and for matters connected therewith or incidental thereto."

**By Order of the Board of Directors
For Panasonic Carbon India Co. Limited**

R. SENTHIL KUMAR

Place: Chennai

MANAGING DIRECTOR

Date: 06th May 2026

(DIN: 02170079)

CIN: L29142TN1982PLC009560

Regd office: "Pottipati Plaza", Third floor, No.77,

Nungambakkam High Road Chennai – 600 034

Website: www.panasoniccarbon.in

IMPORTANT NOTES

1. Explanatory statement pursuant to section 102 (1) of the Companies Act, 2013 in respect of the Special Business as set out in the Notice is annexed hereto and forms part of this Notice.
2. **General instructions for accessing and participating in the 44th AGM through VC/OAVM Facility and voting through electronic means including remote e-Voting.**

As per the guidelines issued by the Ministry of Corporate Affairs ('MCA Circulars') and SEBI/HO/CFD/CMD2/CIR/P/2021/11 dated 15th January 2021 issued by SEBI (SEBI Circular) and in compliance with the provisions of the Act and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations).

MCA has issued General Circular No 10/2022, 09/2023, 09/2024 and 03/2025 in respect of clarification of holding of AGM & EGM through Video Conferencing (VC).

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- MCA has issued so many circular's in 2020, 2021 and 2022, 2023, 2024, 2025 collectively named as MCA circulars in respect of holding of AGM through Video Conferencing and SEBI Circulars also in respect of holding of AGM through Video Conferencing.
- And in the recent Circular No 03/2025 dated 22nd September 2025, MCA has extended Time period for holding of AGM / EGM for passing of Ordinary/ Special Resolution through Video Conferencing, till further orders from the MCA. Hence, we conduct this AGM through video conferencing mode to protect the health of the shareholders.
- Members attending the Annual General Meeting through VC will be counted for reckoning the quorum under Sec 103 of the Companies Act, 2013. The venue of AGM shall be deemed to be the registered office of the Company.

Members may note that to protect the health and safety of all the Stakeholders including Shareholders in view of the continuing Covid-19 pandemic, physical attendance of the Members is not required at a common venue and AGM can be held through Video conferencing (VC) or other audio visual means (OAVM) in respect of the 44th AGM Hence, Members can attend and participate in the ensuing AGM through VC/OAVM.

- a. In terms of the MCA Circulars since the physical attendance of Members has been dispensed with, there is no requirement of appointment of proxies. Accordingly, the facility of appointment of proxies by Members under Section 105 of the Act will not be applicable for the 44th AGM. However, in pursuance of Section 112 and Section 113 of the Act, representatives of the Members may be appointed for the purpose of voting through remote e-Voting, for participation in the 44th AGM through VC/OAVM Facility and E-Voting during the 44th AGM of the company.
- b. In Compliance with the MCA Circulars and SEBI Circulars, the Notice of the 44th AGM(VC) along with the Annual Report 2025-26 is being sent only through electronic mode to those Members whose email addresses are registered with the Company Depositories. Members may note

that the Notice and Annual Report 2025-26 will be available on the website of the Company at www.panasoniccarbon.in, on the website of BSE Limited at www.bseindia.com and also on the website of CDSL at www.evotingindia.com.

- c. Since the AGM will be held through VC/OAVM Facility, the Route Map is not annexed in this Notice.
- d. CDSL will be providing a facility for voting through remote e-Voting, for participation in the 44th AGM through VC/OAVM Facility and e-Voting during the 44th AGM.
- e. Members may join the 44th AGM through VC/OAVM Facility by following the procedure as mentioned below which shall be kept open for the Members from 2.45 p.m. IST i.e. 15 minutes before the time scheduled to start the 44th AGM.
- f. Members may note that the VC/OAVM Facility, provided by CDSL, allows participation of at least 1000 Members on a first-come-first-served basis. The large shareholders (i.e. shareholders holding 2% or more shareholding), promoters, institutional investors, directors, key managerial personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, auditors, etc. can attend the 44th AGM without any restriction on account of first-come first basis.
- g. Attendance of the Members participating in the 44th AGM through VC/OAVM Facility shall be counted for the purpose of reckoning the quorum under Section 103 of the Act
- h. Pursuant to the provisions of Section 108 of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended), Secretarial Standard on General Meetings (SS-2) issued by the Institute of Company Secretaries of India ("ICSI") and Regulation 44 of Listing Regulations read with MCA Circulars and SEBI Circular, the Company is providing remote e-Voting facility to its Members in respect of the business to be transacted at the 44th AGM and facility for those Members participating in the 44th AGM to cast vote through e-Voting system during the 44th AGM.

3. THE INTRUCTIONS OF SHAREHOLDERS FOR E-VOTING AND JOINING VIRTUAL MEETINGS ARE AS UNDER:

- (i) (i) The voting period begins on 9.00 A.M. on 26th June, 2026 and ends at 5.00 p.m. on 28th June, 2026. During this period shareholders of the Company, holding shares either in physical form or in dematerialized form, as on the record date of 22nd June, 2026 may cast their vote electronically. The e-voting module shall be disabled by CDSL for voting thereafter.
- (ii) Shareholders who have already voted prior to the meeting date would not be entitled to vote on the meeting date.
- (iii) Pursuant to SEBI Circular No. SEBI/HO/CFD/CMD/ CIR/P/2020/242 dated 09.12.2020, under Regulation 44 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, listed entities are required to provide remote e-voting facility to its shareholders, in respect of all shareholders' resolutions. However, it has been observed that the participation by the public non-institutional shareholders/retail shareholders is at a negligible level.

Currently, there are multiple e-voting service providers (ESPs) providing e-voting facility to listed entities in India. This necessitates registration on various ESPs and maintenance of multiple user IDs and passwords by the shareholders.

In order to increase the efficiency of the voting process, pursuant to a public consultation, it has been decided to enable e-voting to all the demat account holders, by way of a single login credential, through their demat accounts/ websites of Depositories/ Depository Participants. Demat account holders would be able to cast their vote without having to register again with the ESPs, thereby, not only facilitating seamless authentication but also enhancing ease and convenience of participating in e-voting process.

- (iv) In terms of SEBI circular no. SEBI/HO/CFD/CMD/ CIR/P/2020/242 dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are

advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility. Pursuant to above said SEBI Circular, Login method for e-Voting and joining virtual meetings for Individual shareholders holding securities in Demat mode CDSL/ NSDL is given below:

CDSL e-Voting System – For e-voting and Joining Virtual meetings.

1. As you are aware, in view of the situation arising due to COVID-19 global pandemic, the general meetings of the companies shall be conducted as per the guidelines issued by the Ministry of Corporate Affairs (MCA) vide Circular No. 14/2020 dated April 8, 2020, Circular No.17/2020 dated April 13, 2020 and Circular No. 20/2020 dated May 05, 2020. The forthcoming AGM/EGM will thus be held through video conferencing (VC) or other audio visual means (OAVM). Hence, Members can attend and participate in the ensuing AGM/EGM through VC/ OAVM.
2. Pursuant to the provisions of Section 108 of the Companies Act, 2013 read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended) and Regulation 44 of SEBI (Listing Obligations & Disclosure Requirements) Regulations 2015 (as amended), and MCA Circulars dated April 08, 2020, April 13, 2020 and May 05, 2020 the Company is providing facility of remote e-voting to its Members in respect of the business to be transacted at the AGM/EGM. For this purpose, the Company has entered into an agreement with Central Depository Services (India) Limited (CDSL) for facilitating voting through electronic means, as the authorized e-Voting's agency. The facility of casting votes by a member using remote e-voting as well as the e-voting system on the date of the EGM/AGM will be provided by CDSL.
3. The Members can join the EGM/AGM in the VC/OAVM mode 15 minutes before and after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The facility of participation at the EGM/AGM through VC/OAVM will be made available to at least 1000 members on first come first served basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination

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and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc. who are allowed to attend the EGM/AGM without restriction on account of first come first served basis.

4. The attendance of the Members attending the AGM/EGM through VC/OAVM will be counted for the purpose of ascertaining the quorum under Section 103 of the Companies Act, 2013.
5. Pursuant to MCA Circular No. 14/2020 dated April 08, 2020, the facility to appoint proxy to attend and cast vote for the members is not available for this AGM/EGM. However, in pursuance of Section 112 and Section 113 of the Companies Act, 2013, representatives of the members such as the President of India or the Governor of a State or body corporate can attend the AGM/EGM through VC/OAVM and cast their votes through e-voting.
6. In line with the Ministry of Corporate Affairs (MCA) Circular No. 17/2020 dated April 13, 2020, the Notice calling the AGM/EGM has been uploaded on the website of the Company at www.panasoniccarbon.in. The Notice can also be accessed from the websites of the Stock Exchanges i.e. BSE Limited at www.bseindia.com. The AGM/EGM Notice is also disseminated on the website of CDSL (agency for providing the Remote e-Voting facility and e-voting system during the AGM/EGM) i.e. www.evotingindia.com.
7. The AGM/EGM has been convened through VC/OAVM in compliance with applicable provisions of the Companies Act, 2013 read with MCA Circular No. 14/2020 dated April 8, 2020 and MCA Circular No. 17/2020 dated April 13, 2020 and MCA Circular No. 20/2020 dated May 05, 2020.
8. In continuation to this Ministry's **General Circular No. 20/2020 dated 05.05.2020**, General Circular No. 02/2022 dated 05.05.2022, General Circular No. 10/2022 dated 28.12.2022, General circular No. 09/2023 dated 25.09.2023 and **General circular No. 09/2024 dated 19.09.2024 and after due examination, it has been decided to allow companies to conduct their AGMs through VC or OAVM till further orders**, in accordance with the requirements laid down in Para 3 and Para 4 of the General Circular No. 20/2020 dated 05.05.2020.

THE INTRUCTIONS OF SHAREHOLDERS FOR E-VOTING AND JOINING VIRTUAL MEETINGS ARE AS UNDER:

Step 1 : Access through Depositories CDSL/NSDL e-Voting system in case of individual shareholders holding shares in demat mode.

Step 2 : Access through CDSL e-Voting system in case of shareholders holding shares in physical mode and non-individual shareholders in demat mode.

(i) The voting period begins on 26th June 2026 at 09.00 am and ends on 28th June 2026 at 05.00 pm. During this period shareholders of the Company, holding shares either in physical form or in dematerialized form, as on the cut-off date (record date) of 22nd June 2026 may cast their vote electronically. The e-voting module shall be disabled by CDSL for voting thereafter.

(ii) Shareholders who have already voted prior to the meeting date would not be entitled to vote at the meeting date.

(iii) Pursuant to SEBI Circular No. **SEBI/HO/CFD/CMD/CIR/P/2020/242** dated 09.12.2020, under Regulation 44 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, listed entities are required to provide remote e-voting facility to its shareholders, in respect of all shareholders' resolutions. However, it has been observed that the participation by the public non-institutional shareholders/retail shareholders is at a negligible level.

Currently, there are multiple e-voting service providers (ESPs) providing e-voting facility to listed entities in India. This necessitates registration on various ESPs and maintenance of multiple user IDs and passwords by the shareholders.

In order to increase the efficiency of the voting process, pursuant to a public consultation, it has been decided to enable e-voting to **all the demat account holders, by way of a single login credential, through their demat accounts/ websites of Depositories/ Depository Participants**. Demat account holders would be able to cast their vote without having to register again with the ESPs, thereby, not only facilitating seamless authentication but also enhancing ease and convenience of participating in e-voting process.

Step 1 : Access through Depositories CDSL/NSDL e-Voting system in case of individual shareholders holding shares in demat mode.

(iv) In terms of **SEBI circular no. SEBI/HO/CFD/CMD/ CIR/P/2020/242 dated December 9, 2020** on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

Pursuant to abovesaid SEBI Circular, Login method for e-Voting and joining virtual meetings **for Individual shareholders holding securities in Demat mode CDSL/ NSDL** is given below:

Type of share-holders	Login Method
Individual Share-holders holding securities in Demat mode with CDSL Depository	<p>1) Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login to Easi / Easiest are requested to visit cdsi website www.cdslindia.com and click on login icon & My Easi New (Token) Tab.</p> <p>2) After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly.</p>

	<p>3) If the user is not registered for Easi/Easiest, option to register is available at cdsi website www.cdslindia.com and click on login & My Easi New (Token) Tab and then click on registration option.</p> <p>4) Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from an e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.</p>
Individual Share-holders holding securities in demat mode with NSDL Depository	<p>1) If you are already registered for NSDL IDeAS facility, please visit the e-Services website of NSDL. Open web browser by typing the following URL: https://eservices.nsd.com either on a Personal Computer or on a mobile. Once the home page of e-Services is launched, click on the "Beneficial Owner" icon under "Login" which is available under 'IDeAS' section. A new screen will open. You will have to enter your User ID and Password. After successful authentication, you will be able to see e-Voting services. Click on "Access to e-Voting" under e-Voting services and you will be able to see e-Voting page. Click on company name or e-Voting service provider name and you will be re-directed to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.</p>

	<p>2) If the user is not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select "Register Online for IDeAS "Portal or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp</p> <p>3) Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider name and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting</p> <p>4) For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID, 8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider name and you will be re-directed to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.</p>
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<p>Individual Shareholders (holding securities in demat mode) login through their Depository Participants (DP)</p>	<p>You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. After Successful login, you will be able to see e-Voting option. Once you click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider name and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.</p>
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Important note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at abovementioned website.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. CDSL and NSDL

Login type	Helpdesk details
Individual Shareholders holding securities in Demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk. evoting@cdslindia.com or contact at toll free no. 1800 21 09911
Individual Shareholders holding securities in Demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at : 022 - 4886 7000 and 022 - 2499 7000

Step 2 : Access through CDSL e-Voting system in case of shareholders holding shares in physical mode and non- individual shareholders in demat mode.

- (v) Login method for e-Voting and joining virtual meetings for **Physical shareholders and shareholders other than individual holding in Demat form.**
 - 1) The shareholders should log on to the e-voting website www.evotingindia.com.
 - 2) Click on "Shareholders" module.
 - 3) Now enter your User ID

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- a. For CDSL: 16 digits beneficiary ID,
 - b. For NSDL: 8 Character DP ID followed by 8 Digits Client ID,
 - c. Shareholders holding shares in Physical Form should enter Folio Number registered with the Company.
- 4) Next enter the Image Verification as displayed and Click on Login.
 - 5) If you are holding shares in demat form and had logged on to www.evotingindia.com and voted on an earlier e-voting of any company, then your existing password is to be used.
 - 6) If you are a first-time user follow the steps given below:

	For Physical shareholders and other than individual shareholders holding shares in Demat.
PAN	<p>Enter your 10-digit alpha-numeric *PAN issued by Income Tax Department (Applicable for both demat shareholders as well as physical shareholders)</p> <ul style="list-style-type: none"> • Shareholders who have not updated their PAN with the Company/Depository Participant are requested to use the sequence number sent by Company/RTA or contact Company/RTA.
Dividend Bank Details OR Date of Birth (DOB)	<p>Enter the Dividend Bank Details or Date of Birth (in dd/mm/yyyy format) as recorded in your demat account or in the company records in order to login.</p> <ul style="list-style-type: none"> • If both the details are not recorded with the depository or company, please enter the member id / folio number in the Dividend Bank details field.

- (vi) After entering these details appropriately, click on "SUBMIT" tab.
- (vii) Shareholders holding shares in physical form will then directly reach the Company selection screen. However, shareholders holding shares in demat form will now reach 'Password Creation' menu wherein they are required to mandatorily enter their login password in the new password field. Kindly note that this password is to be also used by the demat holders for voting for resolutions of any other company on which they are eligible to vote, provided that company opts for e-voting through CDSL platform. It

is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential.

- (viii) For shareholders holding shares in physical form, the details can be used only for e-voting on the resolutions contained in this Notice.
- (ix) Click on the EVSN for the relevant Panasonic Carbon India Co Ltd on which you choose to vote.
- (x) On the voting page, you will see "RESOLUTION DESCRIPTION" and against the same the option "YES/NO" for voting. Select the option YES or NO as desired. The option YES implies that you assent to the Resolution and option NO implies that you dissent to the Resolution.
- (xi) Click on the "RESOLUTIONS FILE LINK" if you wish to view the entire Resolution details.
- (xii) After selecting the resolution, you have decided to vote on, click on "SUBMIT". A confirmation box will be displayed. If you wish to confirm your vote, click on "OK", else to change your vote, click on "CANCEL" and accordingly modify your vote.
- (xiii) Once you "CONFIRM" your vote on the resolution, you will not be allowed to modify your vote.
- (xiv) You can also take a print of the votes cast by clicking on "Click here to print" option on the Voting page.
- (xv) If a demat account holder has forgotten the login password then Enter the User ID and the image verification code and click on Forgot Password & enter the details as prompted by the system.
- (xvi) There is also an optional provision to upload BR/POA if any uploaded, which will be made available to scrutinizer for verification.

(xvii) **Additional Facility for Non – Individual Shareholders and Custodians –For Remote Voting only.**

- Non-Individual shareholders (i.e. other than Individuals, HUF, NRI etc.) and Custodians are required to log on to www.evotingindia.com and register themselves in the "Corporates" module.
- A scanned copy of the Registration Form bearing the stamp and sign of the entity should be emailed to helpdesk.evoting@cdslindia.com.
- After receiving the login details a Compliance

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User should be created using the admin login and password. The Compliance User would be able to link the account(s) for which they wish to vote on.

- The list of accounts linked in the login will be mapped automatically & can be delink in case of any wrong mapping.
- It is Mandatory that, a scanned copy of the Board Resolution and Power of Attorney (POA) which they have issued in favour of the Custodian, if any, should be uploaded in PDF format in the system for the scrutinizer to verify the same.
- Alternatively Non Individual shareholders are required mandatory to send the relevant Board Resolution/ Authority letter etc. together with attested specimen signature of the duly authorized signatory who are authorized to vote, to the Scrutinizer and to the Company at the email address viz; brajesh.baral@in.panasonic.com and cs.pcin@outlook.com , if they have voted from individual tab & not uploaded same in the CDSL e-voting system for the scrutinizer to verify the same.

INSTRUCTIONS FOR SHAREHOLDERS ATTENDING THE AGM/ EGM THROUGH VC/OAVM & E-VOTING DURING MEETING ARE AS UNDER:

1. The procedure for attending meeting & e-Voting on the day of the AGM/ EGM is same as the instructions mentioned above for e-voting.
2. The link for VC/OAVM to attend meeting will be available where the EVSN of Company will be displayed after successful login as per the instructions mentioned above for e-voting.
3. Shareholders who have voted through Remote e-Voting will be eligible to attend the meeting. However, they will not be eligible to vote at the AGM/ EGM.
4. Shareholders are encouraged to join the Meeting through Laptops / IPads for better experience.
5. Further shareholders will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
6. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.

7. Shareholders who would like to express their views/ ask questions during the meeting may register themselves as a speaker by sending their request in advance **at least 7 days prior to meeting** mentioning their name, demat account number/ folio number, email id, mobile number at cs.pcin@outlook.com and brajesh.baral@in.panasonic.com. The shareholders who do not wish to speak during the AGM but have queries may send their queries in **advance 7 days prior to meeting** mentioning their name, demat account number/folio number, email id, mobile number at (cs.pcin@outlook.com and brajesh.baral@in.panasonic.com). These queries will be replied to by the company suitably by email.
8. Those shareholders who have registered themselves as a speaker will only be allowed to express their views/ask questions during the meeting.
9. Only those shareholders, who are present in the AGM/ EGM through VC/OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system available during the EGM/AGM.
10. If any Votes are cast by the shareholders through the e-voting available during the EGM/AGM and if the same shareholders have not participated in the meeting through VC/OAVM facility, then the votes cast by such shareholders may be considered invalid as the facility of e-voting during the meeting is available only to the shareholders attending the meeting.

PROCESS FOR THOSE SHAREHOLDERS WHOSE EMAIL/ MOBILE NO. ARE NOT REGISTERED WITH THE COMPANY/ DEPOSITORIES.

1. For Physical shareholders- please provide necessary details like Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self attested scanned copy of PAN card), AADHAR (self attested scanned copy of Aadhar Card) by email to **RTA email id- murali@cameoindia.com and Company email id – cs.pcin@outlook.com.**
2. For Demat shareholders -, Please update your email id & mobile no. with your respective **Depository Participant (DP)**
3. **For Individual Demat shareholders – Please update your email id & mobile no. with your respective Depository Participant (DP) which is mandatory while e-Voting & joining virtual meetings through Depository.**

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If you have any queries or issues regarding attending AGM & e-Voting from the CDSL e-Voting System, you can write an email to helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 21 09911

All grievances connected with the facility for voting by electronic means may be addressed to Mr. Rakesh Dalvi, Assistant Vice President, (CDSL,) Central Depository Services (India) Limited, A Wing, 25th Floor, Marathon Futurex, Mafatlal Mill Compounds, N M Joshi Marg, Lower Parel (East), Mumbai - 400013 or send an email to helpdesk.evoting@cdslindia.com or call toll free no. 1800 21 09911.

4. The Register of Members and Share Transfer Books of the Company will remain closed from 23rd June 2026 to 29th June 2026 (both days inclusive).
- 5.(a) The Dividend upon its declaration at the Meeting will be paid to those Members, whose names appear in the Register of Members as on 22nd June 2026 (record date for payment of Dividend to the Shareholders) and the dividend tax will be deducted from the Shareholders if it exceeds Rs.10,000/- as per the norms of the Income tax act, Government of India.

As per the Income-tax Act, 1961 ('the Act'), dividends declared or distributed or paid by a Company during the Financial Year 2025-26 shall be taxable in the hands of the Shareholders and the Company shall be required to deduct tax at source ('TDS') at the prescribed rates from the dividend to be paid to shareholders at the time of distribution or payment of dividend. The tax so deducted will be paid to the credit of the Central Government.

The TDS rate would vary depending on the residential status of the Shareholder and the documents submitted by them and accepted by the Company in accordance with the applicable provisions of the above said the Act. Accordingly, the Final Dividend for F.Y. 2025-26 will be paid after deducting TDS if the Dividend amount exceeds Rs.10,000/- per Shareholder's.

No communication would be accepted from members after 22nd June 2026 regarding the tax withholding matters. If you need any

clarification, in this regard you may contact Mr. Murali, Manager, Cameo Corporate Services Ltd. (+91-44-40020700/0710) or email at murali@cameoindia.com.

- b. As per the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 [SEBI Listing Regulations], the Company shall use any of the electronic mode of payment facility approved by the Reserve Bank of India for the payment of dividend. Members holding shares in demat mode are requested to submit their Bank details viz. Bank Account Number, Name of the Bank, Branch details, MICR Code, IFS Code to the Depository Participants with whom they are maintaining their demat account and Members holding shares in physical mode are requested to submit the said bank details to the Company's RTA by murali@cameoindia.com.
- c. Members holding shares in electronic / physical form are required to submit their PAN details to the RTA by e-mail to murali@cameoindia.com. Members are requested to notify Change in address, if any, in case of shares held in Electronic form to the concerned Depository Participant quoting their ID No. and Folio No. in case of physical shares to the RTA by e-mail to murali@cameoindia.com.
6. Members desiring to have any clarification on Accounts are requested to write to the Company at an early date so as to enable the Company to keep the information ready.
7. Pursuant to Section 124 of the Companies Act, 2013 an amount of Rs. 4,42,480/- remaining unclaimed out of the dividend for the Financial Year 2017-18 was transferred to the Investor Education and Protection Fund (IEPF) Account constituted by the Central. No Claim shall be entertained against the Company for the amounts so transferred.

The unclaimed dividend, if any, for the Financial Year 2018-19 will become transferable to the "Investor Education and Protection Fund Account" on or before 1st September 2026. Therefore, Members are requested to send their claims, if any, for the Financial Year 2018-19 onwards before the respective amounts become due for transfer to the fund.

As per the Section 124 (6) of the Act read with IEPF rules as amended, all the shares in respect of which

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dividend has remained unpaid/ unclaimed for seven consecutive years or more have been transferred to the IEPF Account.

In the event of transfer of shares and the unclaimed dividends to IEPF, members are entitled to claim the same from IEPF by submitting an online application in the prescribed Form IEPF-5 available on the website www.iepf.gov.in and sending a duly signed physical copy of the same to the Company along with the requisite documents enumerated in the Form IEPF-5. Members can file only one consolidated claim in a financial year as per the IEPF Rules.

8. In respect of shares held in electronic form, the Dividend will be payable on the basis of beneficial ownership as per details furnished by National Securities Depository Limited and Central Depository Services (India) Limited for this purpose. They may please note that the Dividend payable to them would be paid through National Electronics Clearing Services (NECS) at the available RBI locations. The Dividend would be credited to their Bank A/c as per the mandate given by the Members to their Depository Participants (DPs). In absence of availability of NECS facility, the Dividend will be paid through warrants and the Bank details as furnished by the respective Depositories to the Company will be printed on their Dividend warrants as per the applicable regulations
9. Pursuant to the MCA Circulars and SEBI Circular, in view of the prevailing situation, the Notice of the 44th AGM and the Annual Report for the Financial year 2025-26 including therein the Audited Financial Statements for the year 2025-26, is being sent only through electronic mode to the Members by email whose email addresses are registered with the Company or relevant Depositories.

Participants and who wish to receive the Notice of the 44th AGM and the Annual Report for the Financial year 2025-26 and all other communication can send their request to the Company secretary at brajesh.baral@in.panasonic.com/ Registrar and transfer agent of the Company M/s. Cameo Corporate Services Limited, from time to time and also the Notice of the 44th AGM and the Annual Report for the Financial year 2025-2026 can be download from the Company's website.

10. Members are requested to notify immediately any changes for the below mentioned details to

the Company/ Registrar and Share Transfer Agent, M/s. Cameo Corporate Services Limited :

- (a) Any change in their residential address.
- (b) Income-tax Permanent Account Number (PAN).
- (c) Bank details - Name and address of the Bank; A/c No.; type of A/c, IFSC Code

6. SPECIFIC INSTRUCTIONS FOR SHAREHOLDERS ATTENDING THE AGM THROUGH VC/OAVM:

1. Members will be provided with a facility to attend the AGM through VC/OAVM through the CDSL e-Voting system on 29th June, 2026 at 3.00 PM. (IST) . Shareholders may access the same at <https://www.evotingindia.com> under shareholders/members login by using the remote e-voting credentials. The link for VC/OAVM will be available in shareholder/members login where the EVSN of Company will be displayed.
2. Shareholders are encouraged to join the Meeting through Laptops / I Pads for better experience.
3. Further shareholders will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
4. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.
5. Registration as speaker at the AGM: Shareholders who would like to express their views/ask questions during the meeting may register themselves as a speaker by sending their request along with queries in advance at least 7 days prior to meeting (by 22nd June ,2026 5.00 P.M. IST) mentioning their name, demat account number/folio number, email id, mobile number at brajesh.baral@in.panasonic.com. The shareholders who do not wish to speak during the AGM but have queries may send their queries in advance 7 days prior to meeting mentioning their name, demat account number/folio number, email id, mobile number (company email id). These queries will be replied at the

44th AGM. The Company reserves the right to restrict the number of questions depending upon the availability of time for the AGM.

6. Those shareholders who have registered themselves as a speaker will only be allowed to express their views/ ask questions, which have already been submitted 7 days in advance, during the AGM
7. CDSL E-Voting period begins on 9.00 A.M. on 26th June 2026 and ends on 28th June,2026 at 5.00 P.M
8. Members whose name is recorded in the register of members or in the register of beneficial owners

maintained by the relevant depository as on the cut-off date ie. 22nd June, 2026 (record date) shall be entitled to avail the facility of remote e-voting at the Meeting. A person who is not a member as on the cutoff date should treat this notice for information purpose only.

9. The Company has appointed a Mr Praveen Kumar, Practicing Company Secretary, Chennai, to act as the Scrutinizer to scrutinize the remote e-voting process in a fair and transparent manner and he has communicated his willingness to be appointed and will be available for the said purpose.

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EXPLANATORY STATEMENT PURSUANT TO SECTION 102(1) OF THE COMPANIES ACT, 2013

As required by Section 102 of the Companies Act, 2013 (the "Act"), the following explanatory statement sets out all material facts relating to the Special Business mentioned in the accompanying Notice.

Item No.4: TO CONSIDER AND APPROVE RE-APPOINTMENT OF MR R SENTHIL KUMAR (DIN: 02170079) AS MANAGING DIRECTOR OF THE COMPANY

At the Annual General Meeting of the Company held on 26th June 2025, Mr. R. Senthil Kumar was re- appointed as Managing Director of the Company for a period of one year up to 31st March 2026. Accordingly, the present term of his appointment has been renewed on 1st April 2026.

The Board of Directors at their meeting held on 12th February 2026 re-appointed Mr. R. Senthil Kumar as Managing Director of the Company, as recommended by the Collaborators, M/s. Panasonic Holdings Corporation, Japan and Nomination and Remuneration committee of the Company, subject to approval of the Shareholders and other approvals as may be required, for a further period of one year up to 31st March, 2027 on the terms and conditions specified in the earlier resolutions passed at the time of his appointment and as approved by the Board of Directors.

Considering his contribution and the performance of Mr. R. Senthil Kumar for the growth of the Company and based on the recommendation of the Nomination and Remuneration Committee, the Board of Directors at their meeting held on 06th May 2026 has revised his remuneration with effect from 1st April 2026 subject to your approval. The revised remuneration as detailed in resolution is now placed before the Shareholders for your consideration and approval under item no.4

As per the provisions of Section 196, 203 read with Schedule V of the Act, and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the terms of re-appointment and remuneration are required to be approved by the Members of the Company. Accordingly, his re-appointment as detailed in this resolution is now placed before the Shareholders for your consideration and approval under item no.4 of this notice.

Mr. R. Senthil Kumar represents the Holding Company, Foreign Collaborators on the Board. Mr. R. Senthil Kumar,

Managing Director, shall not be paid any sitting fees for attending the Meetings of the Board or any Committee thereof.

Mr. R. Senthil Kumar has given a declaration to the Company that he is not disqualified under Section 164 of the Act for appointment as a Director under the Act and has also given his consent to act as the Managing Director of the Company.

The Company has received a notice in writing pursuant to Section 160 of the Companies Act, 2013 from a Member proposing the candidature of Mr. R. Senthil Kumar for his Re-appointment to the office of Managing Director.

The additional information required to be furnished in respect of the aforesaid Director as required under Regulation 36 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 is set out in Annexure to this notice.

As per the provisions of Section 196, 203 read with Schedule V of the Act, and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the terms of re-appointment and remuneration are required to be approved by the Members of the Company.

Except Mr. R. Senthil Kumar None of the Directors and Key Managerial Personnel and their relatives is concerned or interested, financially or otherwise, in the resolution set out at Item No. 4.

Accordingly, the Board recommends passing of this Special resolution as set out as item No.4 of the Notice convening the Meeting.

Item No.5: TO CONSIDER AND APPROVE THE RELATED PARTY TRANSACTIONS ENTERED/TO BE ENTERED INTO BY THE COMPANY FOR THE PERIOD COMMENCING FROM 1st APRIL 2026

In terms of Regulation 23 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), as amended from time to time, a Related Party Transaction ("RPT") is considered material if the transaction(s), whether entered into individually or taken together with previous transactions during a financial year, exceed the materiality thresholds prescribed under Schedule XII of the Listing Regulations.

The Company sells carbon rods for the past so many years

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to battery manufacturers which are fellow subsidiaries under common control of the parent company M/s. Panasonic Holdings Corporation, Japan. All such transactions were on an arm's length basis and in the ordinary course of business.

Hence, it is proposed to secure shareholders' approval on resolution no.5 of the Notice convening the Annual General Meeting for approving the Prospective Material related party transactions for the period commencing from 1st April 2026.

There was no transaction relates to any loans, inter-corporate deposits, advances or investments made or given by the listed entity or its subsidiary and there was no statement that the valuation or other external report that relied upon by the Company in relation to the proposed transactions.

The justification provided is there was no provision for doubtful debts made and no amounts were written off in respect of all related party transactions of the Company.

The Audit Committee has reviewed the certificates provided by the Managing Director (MD) and Chief Financial Officer (CFO) of the Listed Entity as required under the RPT Industry Standards. The material RPT, has been approved by the Audit Committee and Board of Directors in its meeting held on May 06 2026.

None of the Directors and Key Managerial Personnel (KMP) of the Company except Mr. Hidefumi Fujii and Mr. Akio Fujita are interested (if any) in this Resolution. The Board commends the passing of this ordinary resolution as set out at item no.5 of the notice convening the 44th Annual General Meeting.

Further, SEBI vide its circular No. SEBI/HO/CFD/CFD-PoD-2/P/ CIR/2025/93 dated June 26, 2025, has introduced Industry Standards on "Minimum information to be provided for review of the audit committee and shareholders for approval of a related party transaction" to facilitate uniform approach and assist listed companies in complying with the provisions of Regulation 23 of the Listing Regulations read with the SEBI Master Circular No. SEBI/HO/49/14/14(7)2025-CFD-POD2/1/3762/2026 dated January 30, 2026 ("SEBI Circular"). The Industry Standards inter alia requires listed entity to provide minimum information, in specified format, relating to the proposed RPTs, to the Audit Committee and to the shareholders, while seeking approval.

The following material related party transactions ("RPTs"), as defined under Regulations 23(2), 23(3), and 23(4) of

the SEBI (Listing Obligations and Disclosure Requirements) Regulations, have been approved and recommended by the Audit Committee and are being placed before the Members for their approval by way of an ordinary resolution, in accordance with the applicable industry standards. The relevant details are set out in Annexures 1 and 2 provided in the additional sheets.

Annexure -1

A(1). Basic details of the related party		
S. No.	Particulars of the information	Information provided by the management
1.	Name of the related party	Panasonic Energy India Co Ltd
2.	Country of incorporation of the related party	India
3.	Nature of business of the related party	Manufacturing of Battery

A(2). Relationship and ownership of the related party		
S. No.	Particulars of the information	Information provided by the management
1.	Relationship between the listed entity and the related party – including nature of its concern (financial or otherwise) and the following: <ul style="list-style-type: none"> Shareholding of the listed entity, whether direct or indirect, in the related party. Where the related party is a partnership firm or a sole proprietorship concern or a body corporate without share capital, then capital contribution, if any, made by the listed entity. Shareholding of the related party, whether direct or indirect, in the listed entity 	Fellow subsidiary under common Parent Holding Company, Panasonic Holding Corporations, Japan. The Related Party does not have any shareholding in the listed entity and listed entity also does not have any shareholding in the related party.

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A(3).			
Details of previous transactions with the related party			
S. No.	Particulars of the information	Information provided by the management	
1.	Total amount of all the transactions undertaken by the listed entity with the related party during the last financial year.	S. No.	FY 2025-2026 (INR)
		1	7.39 Crore
	Explanation: Details need to be disclosed separately for listed entity		
2.	Total amount of all the transactions undertaken by the listed entity with the related party in the current financial year up to the quarter immediately preceding the quarter in which the approval is sought.	7.39 Crore	
3.	Any default, if any, made by a related party concerning any obligation undertaken by it under a transaction or arrangement entered into with the listed entity during the last financial year.	None	

A(4).		
Amount of the proposed transaction(s)		
S. No.	Particulars of the information	Information provided by the management
1.	Amount of the proposed transactions being placed for approval in the meeting of the Audit Committee/ shareholders.	10 Cr
2.	Whether the proposed transactions taken together with the transactions undertaken with the related party during the current financial year would render the proposed transaction a material RPT?	Yes

3.	Value of the proposed transactions as a percentage of the listed entity's annual turnover for the immediately preceding financial year.	18.56%	
4.	Value of the proposed transactions as a percentage of subsidiary's annual standalone turnover for the immediately preceding financial year (in case of a transaction involving the subsidiary and where the listed entity is not a party to the transaction)	Not Applicable since the Listed Entity is a party to the transaction	
5.	Value of the proposed transactions as a percentage of the related party's annual consolidated turnover (if consolidated turnover is not available, calculation to be made on standalone turnover of related party) for the immediately preceding financial year, if available.	3.72%	
6.	Financial performance of the related party for the immediately preceding financial year: Explanations: <i>The above information is to be given on standalone basis. If standalone is not available, provide on consolidated basis.</i>	Particulars	FY 2025-26 (Audited)(in Cr.)
		Turn-over	270.03
		Profit After Tax	3.48
		Net worth	103.16

A(5).		
Basic details of the proposed transaction		
S. No.	Particulars of the information	Information provided by the management
1.	Specific type of the proposed transaction (e.g. sale of goods/services, purchase of goods/services, giving loan, borrowing etc.)	Sale of Carbon Rod

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2.	Details of each type of the proposed transaction	Approval for sales of carbon rod to the related party for the financial year 1st April 2026 to 31st March 2027
3.	Tenure of the proposed transaction (tenure in number of years or months to be specified)	12 Months
4.	Whether omnibus approval is being sought?	Yes
5.	Value of the proposed transaction during a financial year. If the proposed transaction will be executed over more than one financial year, provide estimated break-up financial year-wise.	Not applicable
6.	Justification as to why the RPTs proposed to be entered into are in the interest of the listed entity	The proposed Related Party Transactions ("RPTs") are in the interest of the Company as they are proposed to be executed on an arm's length basis and in the ordinary course of business.
7.	Details of the promoter(s)/ director(s) / key managerial personnel of the listed entity who have interest in the transaction, whether directly or indirectly. <i>Explanation:</i> Indirect interest shall mean interest held through any person over which an individual has control.	None of the Directors or Key Managerial Personnel (KMP) of the Company, other than Mr. Hidefumi Fuji and Mr. Akio Fujita, who are common Directors of the listed entity and the related party, have any interest in the proposed related party transactions.
	a. Name of the director / KMP	
	b. Shareholding of the director / KMP, whether direct or indirect, in the related party	

8.	A copy of the valuation or other external party report, if any, shall be placed before the Audit Committee.	Not Applicable
9.	Other information relevant for decision making.	Not Applicable

PART B

Information to be provided only if a specific type of RPT as mentioned below is proposed to be undertaken and is in addition to Part A,

B(1): Sale, purchase or supply of goods or services or any other similar business transaction and trade advances

S. No.	Particulars of the information	Information provided by the management
1.	Bidding or other process, if any, applied for choosing a party for sale, purchase or supply of goods or services.	No "bidding or other process" was conducted for this purpose.
2.	Basis of determination of price.	Not Applicable
3.	In case of Trade advance (of upto 365 days or such period for which such advances are extended as per normal trade practice) , if any, proposed to be extended to the related party in relation to the transaction, specify the following:	Not Applicable
	a. Amount of Trade advance	Not Applicable
	b. Tenure	Not Applicable
	c. Whether same is self-liquidating?	Not Applicable

PART C

Part C of the industry standard on Related Party Transaction (RPT) requires disclosure of information only in cases where a specific type of RPT covered under Part C qualifies as a material RPT, in addition to the requirements of Parts A and B.

Since the above transaction does not falls under the categories specified in Part C, no disclosure is required under this section.

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ANNEXURE - 2

A(1).

Basic details of the related party

S. No.	Particulars of the information	Information provided by the management
1.	Name of the related party	Panasonic Trading and Logistics Asia Pacific
2.	Country of incorporation of the related party	Singapore
3.	Nature of business of the related party	Intra-group logistics and supply chain management for Panasonic companies in the Asia Pacific region.

A(2).

Relationship and ownership of the related party

S. No.	Particulars of the information	Information provided by the management
1.	<p>Relationship between the listed entity and the related party – including nature of its concern (financial or otherwise) and the following:</p> <ul style="list-style-type: none"> Shareholding of the listed entity, whether direct or indirect, in the related party. Where the related party is a partnership firm or a sole proprietorship concern or a body corporate without share capital, then capital contribution, if any, made by the listed entity. Shareholding of the related party, whether direct or indirect, in the listed entity 	<p>Fellow subsidiary under common Parent Holding Company, Panasonic Holding Corporations, Japan.</p> <p>The Related Party does not have any shareholding in the listed entity and listed entity also does not have any shareholding in the related party.</p>

A(3).

Details of previous transactions with the related party

S. No.	Particulars of the information	Information provided by the management		
		S. No.	Nature of Transactions	FY 2025-2026 (INR)
1.	Total amount of all the transactions undertaken by the listed entity with the related party during the last financial year.			
	<i>Explanation: Details need to be disclosed separately for listed entity</i>	1	Sale of Carbon rod	18.66 Cr
2.	Total amount of all the transactions undertaken by the listed entity with the related party in the current financial year up to the quarter immediately preceding the quarter in which the approval is sought.	18.66 Cr.		
3.	Any default, if any, made by a related party concerning any obligation undertaken by it under a transaction or arrangement entered into with the listed entity during the last financial year.	None		

A(4).

Amount of the proposed transaction(s)

S. No.	Particulars of the information	Information provided by the management
1.	Amount of the proposed transactions being placed for approval in the meeting of the Audit Committee/ shareholders.	24.00 Cr

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2.	Whether the proposed transactions taken together with the transactions undertaken with the related party during the current financial year would render the proposed transaction a material RPT?	Yes
3.	Value of the proposed transactions as a percentage of the listed entity's annual turnover for the immediately preceding financial year.	44.54%
4.	Value of the proposed transactions as a percentage of subsidiary's annual standalone turnover for the immediately preceding financial year (in case of a transaction involving the subsidiary and where the listed entity is not a party to the transaction)	Not Applicable since the Listed Entity is a party to the transaction
5.	Value of the proposed transactions as a percentage of the related party's annual consolidated turnover (if consolidated turnover is not available, calculation to be made on standalone turnover of related party) for the immediately preceding financial year, if available.	Since the related party is a fellow foreign subsidiary under a common parent holding company engaged in supply chain and logistics management activities, Therefore, the information is not available with the Company.
6.	Financial performance of the related party for the immediately preceding financial year:	

A(5).		
<u>Basic details of the proposed transaction</u>		
S . No.	Particulars of the information	Information provided by the management
1.	Specific type of the proposed transaction (e.g. sale of goods/ services, purchase of goods/services, giving loan, borrowing etc.)	Sale of Carbon Rod
2.	Details of each type of the proposed transaction	Approval for sales of carbon rod to the related party for the financial year 1st April 2026 to 31st March 2027
3.	Tenure of the proposed transaction (tenure in number of years or months to be specified)	12 Months
4.	Whether omnibus approval is being sought?	Yes
5.	Value of the proposed transaction during a financial year. If the proposed transaction will be executed over more than one financial year, provide estimated break-up financial year-wise.	Not applicable
6.	Justification as to why the RPTs proposed to be entered into are in the interest of the listed entity	The proposed Related Party Transactions ("RPTs") are in the interest of the Company as they are proposed to be executed on an arm's length basis and in the ordinary course of business.

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7.	Details of the promoter(s)/ director(s) / key managerial personnel of the listed entity who have interest in the transaction, whether directly or indirectly. <i>Explanation:</i> Indirect interest shall mean interest held through any person over which an individual has control.	None of the Directors or Key Managerial Personnel of the Listed Entity have any interest in the proposed sales transaction, whether directly or indirectly.
	a. Name of the director / KMP	NIL
	b. Shareholding of the director / KMP, whether direct or indirect, in the related party	
8.	A copy of the valuation or other external party report, if any, shall be placed before the Audit Committee.	Not Applicable
9.	Other information relevant for decision making.	Not Applicable

PART B

Information to be provided only if a specific type of RPT as mentioned below is proposed to be undertaken and is in addition to Part A.

B(1): Sale, purchase or supply of goods or services or any other similar business transaction and trade advances

S No.	Particulars of the information	Information provided by the management
1.	Bidding or other process, if any, applied for choosing a party for sale, purchase or supply of goods or services.	No "bidding or other process" was conducted for this purpose.
2.	Basis of determination of price.	Not Applicable

3.	In case of Trade advance (of upto 365 days or such period for which such advances are extended as per normal trade practice) , if any, proposed to be extended to the related party in relation to the transaction, specify the following:	Not Applicable
	a. Amount of Trade advance	Not Applicable
	b. Tenure	Not Applicable
	c. Whether same is self-liquidating?	Not Applicable

PART C

Part C of the industry standard on Related Party Transaction (RPT) requires disclosure of information only in cases where a specific type of RPT covered under Part C qualifies as a material RPT, in addition to the requirements of Parts A and B.

Since the above transaction does not falls under the categories specified in Part C, no disclosure is required under this section.

Item No. 6: TO CONSIDER AND APPROVE APPOINTMENT OF MR. PRASAD BALA NAGENDRA VENKATAVARA VADLAPATLA (DIN: 11277706), AS A NON-EXECUTIVE INDEPENDENT DIRECTOR

The Board of Directors has approved and recommended Mr. Prasad Bala Nagendra Venkatavara Vadlapatla (DIN: 11277706), as a Non- Executive Independent Director) of the Company pursuant to section 149,150 and 152 and other applicable provisions of the Companies Act, 2013 with effect from 30th June 2026.

The Company has also received notice in writing under the provisions of section 160 of the Act, from a member proposing the candidature of Mr. Prasad Bala Nagendra Venkatavara Vadlapatla for the office of Director.

Mr. Prasad Bala Nagendra Venkatavara Vadlapatla has given a declaration to the Company that he is not disqualified under Section 164 of the Act for appointment

PANASONIC CARBON INDIA CO. LIMITED

as a Director under the Act and has also given his consent to act as Director of the Company.

MR. PRASAD BALA NAGENDRA VENKATAVARA VADLAPATLA (DIN: 11277706), was born on 24th November 1968 aged 57 years and He is A Chartered Accountant with over 28 years of experience with an excellent understanding of Accounting, Taxation, Governance & Control and Budgeting & Forecasting. Having hands-on experience in conducting due diligence for acquisition, merger of companies post-acquisition and related compliance, tax and other statutory activities.

He has Handled Core team setup to transition accounting from various Geographies to a Shared Services Center and have gained deep understanding of identification of processes, transaction processing, development of metrics for performance measurement of shared services. Setting-up the accounting department/ systems when the company expanded its activities to New Geographies. Representing the company before Income tax and Service tax, PF & ESI authorities.

He has gone through understanding of control and compliance activities and has been responsible for implementing the Sox compliance.

He is Presently working with TaskUs India Private Limited (a subsidiary of TaskUs Inc) as a Vice President Finance for India and Egypt since June 2020.

The additional information required to be furnished in respect of the aforesaid Director as required under SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard on General Meetings (SS-2) issued by the Institute of Company Secretaries of India is set out in Annexure to this notice.

Mr. Prasad Bala Nagendra Venkatavara Vadlapatla is interested in resolution set out of Item No. 6 of the Notice. The relatives of Mr. Prasad Bala Nagendra Venkatavara Vadlapatla may be deemed to be interested in the resolution to the extent of their shareholding, if any, in the Company. Mr. Prasad Bala Nagendra Venkatavara Vadlapatla is not related to any Director of the Company.

Save and except the above, none of the other Directors / Key Managerial Personnel of the Company / their relatives are, in any way, concerned or interested, financially or otherwise, in the resolution except to the extent of their shareholding, if any, in the Company

Item No.7: TO APPOINT S. MURALI KRISHNA & ASSOCIATES, COMPANY SECRETARIES IN PRACTICE AS SECRETARIAL AUDITOR OF THE COMPANY

Pursuant to the amended provisions of Regulation 24A of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI LODR Regulations') vide SEBI Notification dated December 12, 2024 and provisions of Section 204 of the Companies Act, 2013 ('Act') and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the Audit Committee and the Board of Directors at their respective meetings held on May 06, 2026 have approved and recommended the appointment of S. MURALI KRISHNA & ASSOCIATES (Peer reviewed Certificate No 7213/2025), Company Secretaries in Practice (Certificate of Practice Number: 28168) as Secretarial Auditor of the Company for a term of upto 5 (Five) consecutive years i.e from financial year 2026-27 to financial year 2030-31 on following terms and conditions:

- a. Term of appointment: Up to 5(Five) consecutive years.
- b. Proposed Fees: Up to 1,50,000/- (Rupees One Lakh Fifty Thousand only) plus applicable taxes and other out-of-pocket expenses in connection with the secretarial audit for Financial Year ending March 31, 2027 and for subsequent year(s) of their term, such fee as determined by the Board, on recommendation of Audit.

The proposed fees is based on knowledge, expertise, industry experience, time and efforts required to be put in by them, which is in line with the industry benchmark. The fees for services in the nature of certifications and other professional work will be in addition to the secretarial audit fee as above and will be determined by the Board in consultation with the Secretarial Auditors and as per the recommendations of the Audit Committee.

Basis of recommendations: The recommendations are based on the fulfilment of the eligibility criteria & qualification prescribed under the Act & Rules made thereunder and SEBI LODR Regulations with regard to the full time partners, secretarial audit, experience of the firm, capability, independent assessment, audit experience and also based on the evaluation of the quality of audit work done by them in the past.

Credentials: S. MURALI KRISHNA & ASSOCIATES, (Peer reviewed Certificate No 7213/2025), ('Secretarial Auditor'),

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is a reputed Company Secretary firm specialized in Secretarial Audit and other corporate law matters.

S. Muralikrishna, (Membership Number - A13372) proprietary of the firm, has given their consent to act as Secretarial Auditor of the Company and confirmed that their aforesaid appointment (if made) would be within the prescribed limits under the Act & Rules made thereunder and SEBI (LODR) Regulations. He has also confirmed that, he is not disqualified to be appointed as Secretarial Auditor in terms of provisions of the Act & Rules made thereunder and SEBI (LODR) Regulations.

None of the Directors / Key Managerial Personnel of the Company / their relatives are, in any way, concerned or interested, financially or otherwise, in the resolution except to the extent of their shareholding, if any, in the Company.

The Board of Directors of the Company recommends the resolution set out at Item No. 7 for approval of the Members as an Ordinary Resolution

**By Order of the Board of Directors
For Panasonic Carbon India Co. Limited**

R. SENTHIL KUMAR

MANAGING DIRECTOR

(DIN: 02170079)

Place: Chennai

Date: 06th May, 2026

CIN: L29142TN1982PLC009560

Regd office: "Pottipati Plaza", Third floor, No.77,
Nungambakkam High Road Chennai – 600 034

Website: www.panasoniccarbon.in

Annexure to the Notice

Details of Directors seeking appointment/re-appointment at the Annual General Meeting		
Particulars	Mr. R. Senthil Kumar	Mr. Prasad Bala Nagendra Venkatavara Vadlapatla
Date of Birth	21/04/1957	24/11/1968
DIN	02170079	11277706
Date of appointment, Re-appointment and Qualifications	April 01, 2026 Bachelor of commerce, Madras University	June 30, 2026 Chartered Accountant from Institute of Chartered Accountant of India
Expertise in specific functional areas	He has Wide experience in Finance, Accounts, Secretarial, taxation, Legal Personnel and administrative areas and Factory operational functions and other factory administrative areas.	He is a Chartered Accountant with over 28 years of experience with an excellent understanding of Accounting, Taxation, Governance & Control and Budgeting & Forecasting. Having hands-on experience in conducting due diligence for acquisition, merger of companies post-acquisition and related compliance, tax and other statutory activities.
Directorships held in other public companies (excluding foreign companies and Section 8 companies)	NIL	In private company:- Taskus India Pvt. Ltd(Director)
Committee / Executive position held in other companies	NIL	NIL
Number of shares held in the Company	1000 Shares	NIL
Relationship with other Directors	He is not related to any other Directors	He is not related to any other Directors

PANASONIC CARBON INDIA CO. LIMITED

44th ANNUAL REPORT OF THE BOARD OF DIRECTORS TO THE MEMBERS OF THE COMPANY

Your Directors have pleasure in presenting to you their 44th Annual Report together with the Audited Accounts of the Company for the year ended 31st March, 2026 and the Auditors' Report thereon.

1. FINANCIAL RESULTS:

The summarized working results for the year ended 31st March, 2026 as compared with the earlier year are as under:

Rs. in Lakhs

Particulars	2025-26	2024-25
Gross income	6749.47	6578.43
Profit before depreciation and tax	3089.54	2863.97
Provision for depreciation	70.86	66.96
Net Profit after depreciation but before tax	3018.68	2797.01
Provision for tax	894.82	714.11
Net Profit after tax	2123.86	2082.90
Other comprehensive income (Net of tax)	29.75	3.03
Total comprehensive income for the year	2153.62	2085.93
Balance of profit brought forward from previous year	1440.07	1430.14
Balance available for appropriation	3593.68	3516.07
Less : Transfer to General Reserve	2000.00	1500.00
Less : Dividend paid	576.00	576.00
Surplus carried to Balance Sheet	1017.70	1440.07

2. DIVIDEND :

Your directors recommend a dividend of Rs.12/- per share (i.e.) 120%. The same is in line with the financial strategy and policy of the Company.

This dividend if approved by you at the ensuing 44th Annual General Meeting will be paid to the Shareholders whose names appear in the Register of Members as on 22nd June 2026 (Record date for payment of dividend to the shareholders).

The dividend, when approved, will entail payment to all the shareholders of the Company. Applicable tax will be deducted if the Gross Dividend payable exceeds Rs. 10,000/-

3. TRANSFER TO RESERVE

The Board of Directors of your company have decided to transfer an amount of Rs. 20 Crores to the Reserves for the year under review.

4. MANAGEMENT DISCUSSION AND ANALYSIS:

INDUSTRY AND BUSINESS OVERVIEW OPERATIONAL AND FINANCIAL PERFORMANCE:

Our Company sold 2237 mln pieces of Carbon Rod, as against 2548 mln pieces which is 88% Sales of last year.

The Domestic Sales Quantity and Value were 1140 mln pieces and Rs.18.76 crores respectively in the year under review as compared to last year's quantity of 1234 mln pieces and Rs.21.65 crores, which works out to 92% of the Sales by quantity and 87% by value of last year.

The Export Sales Quantity and value were 1097 Mln. Pcs. and Rs.35.12 Crores respectively in the year under review as compared to last year's quantity of 1314 Mln. Pcs. and Rs.31.58 Crores which works out to 83% by quantity and 111% by value.

By implementing various cost reduction measures, the profitability (before tax) compared to the previous year increased by Rs. 221.67 lakhs.

OUTLOOK ON OPPORTUNITIES AND THREATS, RISKS AND CONCERNS:

The Company has developed skills to In-house design and fabricate special purpose machines/ equipment required for Carbon rod manufacturing. Introducing low-cost automations to lift and transfer the materials to reduce operator fatigue, to improve working conditions and to improve productivity.

Your Company is also hopeful of improving its Domestic and Export sales by improving its competitive power compared to Chinese and Indonesia manufacturers by continually putting efforts in developing cost-effective new grade carbon rods. Further by manufacturing consistent quality and timely supply, your Company is confident of maintaining the domestic and export sales at the current year's level in the coming years.

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The Directors assure that all steps are being taken by the Company to achieve greater growth in the coming years, in proportion to the growth of the Dry Cell Battery Industry by giving due consideration to the adverse conditions, if any, in the Dry Cell Battery Industry. There are no materially significant threats, risks or concerns to the Company.

5. SEGMENT-WISE PERFORMANCE:

The Company operates in only one Segment (i.e.) Carbon Rod. By value, while domestic sales contributed 35% and export sales constituted the remaining 65% out of the total sales.

6. FINANCIAL ARRANGEMENTS AND DEPOSITS:

Your Company continues to be free from debts – both on Long Term and on Working Capital requirements. The surplus funds available with the Company are being invested with Banks in fixed deposits at regular intervals in line with the policy of the Company. This is reflected in increased deposits. Your Company had not accepted any Public Deposits under Chapter V of the Companies Act, 2013 (Act).

Your Company has not accepted any deposits within the meaning of Section 73 of the Companies Act, 2013 and the Companies (Acceptance of Deposits) Rules, 2014

Your Company discloses the following details as per SEBI (LODR) Regulation, 2015, as amended

(i) Debtors Turnover	: 32.1 days
(ii) Inventory Turnover	: 33.3 days
(iii) Interest Coverage Ratio	: NA
(iv) Current Ratio	: 29.2
(v) Debt Equity Ratio	: NA
(vi) Operating Profit Margin (%)	: 32.9 %
(vii) Net Profit (Before Tax) Margin (%)	: 56%
(viii) Interest for Debentures	: NA
(ix) Due date for payment of interest or Principal of Debentures	: NA

7. INTERNAL FINANCIAL CONTROL SYSTEMS AND THEIR ADEQUACY:

The Directors had laid down internal financial controls to be followed by the Company and such policies and procedures are being adopted by

the Company for ensuring the orderly and efficient conduct of its business, including adherence to Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information. The Audit Committee evaluates the internal financial control system periodically. A firm of experienced Chartered Accountants carried out Internal Audit throughout the year. Whenever it is required, the systems and procedures are upgraded.

The details in respect of internal financial control and their adequacy are included in the Management Discussion and Analysis, which is a part of this report.

8. HUMAN RESOURCE DEVELOPMENT:

The relationship with Employees continues to be cordial. The Company always considers its human resources as its most valuable assets. Imparting adequate and specialized training to its employees is an ongoing exercise in the Company.

9. STATEMENT PURSUANT TO LISTING AGREEMENTS:

The Company's Securities are listed with BSE Ltd. The company confirms that it has paid the Annual Listing Fees to the said stock exchange for the financial year 2025-26 in time and there were no arrears.

10. CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNINGS AND OUTGO:

In compliance with section 134(3)(m) of the Act read with rule 8 of the Companies (Accounts) Rules, 2014 the prescribed particulars of conservation of energy, foreign exchange and technology absorption including R & D expenditure have been attached as **Annexure-1** herewith.

11. CODE OF CORPORATE GOVERNANCE:

Pursuant to the Regulation 34(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, detailed report on Corporate Governance as updated with the particulars of this financial year, is annexed to this report as **Annexure-2** together with Report of the Auditors on the compliance with the said Code.

12. EXPORT HOUSE STATUS:

The Company had obtained ONE STAR EXPORT HOUSE Certificate from Government of India, Ministry of Commerce and Directorate General of Foreign Trade (DGFT) in recognition of good Export

performance. The Company continues to enjoy the Export House Certificate status

13. AEO-T1 Status:

Your Company has been accredited the Authorized Economic Operator (AEO-T1) status, by Central Board of Indirect Taxes and Customs, Ministry of Finance, Government of India.

14. ENVIRONMENT:

Your Company has consistently emphasized and worked towards sustainable use of natural resources. In order to promote the Environment Awareness for everybody and everywhere with an objective to create awareness and boost the PCIN brand image on a global basis, your company had observed June month as "Environment month". The Company actively makes effort to increase awareness among the employees and their families about reduction of energy usage and also promote conservation of water.

The following Environment improvement activities carried during Environment month.

- a. Communication of Environmental activities through display boards.
- b. Environmental Education to Employees
 - i. Global Trends in Environmental Issues.
 - ii. Reasons for companies to tackle environmental problems.
 - iii. From Environmental Vision 2050 to Panasonic Green Impact.
- c. Environmental Education to Staff members about Environment vision 2050 & Zero CO2 emission.
- d. Trees plantation at PCIN factory premises.
- e. Celebration of world Environment Day on 5th June, 2025. ("Only One Earth")
- f. Conducted Cleaning Campaign at Tada main road.

15. DIRECTORS AND KEY MANAGERIAL PERSONNEL:

A. Composition of the Board of Directors and Key Managerial Personnel:

The Board of Directors of the Company as on 31st March 2026, consisted of Mr. R.

Senthilkumar (DIN: 02170079), Managing Director, and Independent Non-Executive Directors, Dr. Paul Jayakar (DIN: 00692315) and Mrs. Rajashree Santhanam (DIN: 07162071) and Mr. Mogarala Sankara Reddy (Din: 07212025) and Non- Executive Director Mr. Hidefumi Fujii (DIN: 10627503), Non-Executive Director Mr. Akinori Isumora (Din: 09382377)(Resigned with effect 30th June 2025), Non- Executive Director Mr. Akio Fujita (Din: 11130669) w.e.f. 1st July 2025. The composition of the Board of Directors is in compliance with Section 149 of the Companies Act, 2013.

Pursuant to the provisions of Section 203 of the Companies Act, 2013, Mr. R. Senthil Kumar, Managing Director & CEO, Mr. Vinayagam Sume, Chief Financial Officer and Mr. Brajesh Baral, Company Secretary and Compliance officer are the Whole Time Key Managerial Personnel (KMP) of the Company as on date of this report.

B. Changes in Directors and Key Managerial Personnel

The Board recommends passing of the Resolution set out at item No.4 of the Notice convening the Meeting.

The tenure of Mr. R. Senthil Kumar, Managing Director of the Company, expires on 31st March 2026. On the recommendation of our Collaborators, M/s. Panasonic Holdings Corporation, Japan, he was again re-appointed as Managing Director of the Company for further period of one year with effect from 1st April 2026 to 31st March 2027 and the same was approved by the Board of Directors of the Company at their meeting held on 12th February 2026 and accordingly his re-appointment is placed for approval of the shareholders.

The Board of Directors at their meeting held on 06th May, 2026 also revised his remuneration with effect from 1st April, 2026 subject to your approval. The revised remuneration as detailed in resolution is now placed before you for your consideration and approval under item no.4.

The Board recommends passing the Resolution set out in item No.4 of the Notice convening the Meeting in this regard.

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At the Board Meeting held on 06th May 2026, it was recommended that Mr. Prasad Bala Nagendra Venkatavara Vadlapatla (DIN: 11277706) be appointed as a Non-Executive Independent Director of the Company with effect from 30th June 2026, pursuant to Sections 149, 150, and 152 of the Companies Act, 2013 and the Articles of Association of the Company. Accordingly, his appointment is being placed before the shareholders for their approval.

The Board recommends passing of the Resolution set out in item No.6 of the Notice convening the Meeting in this regard.

Cessation of Dr. Paul Jayakar (DIN: 00692315) as a Non-Executive Independent Director of the Company upon completion of two consecutive terms of office, with effect from 29th June 2026.

Mr. Shiva Prasad Padhy, Company Secretary and Compliance Officer of the Company, has resigned from office with effect from 15th May 2025 and Mr. Brajesh Baral, was appointed as Company Secretary and Compliance officer with effect from 16th May 2025,

16. MEETINGS OF THE BOARD:

Five meetings of the Board were held during the year under review. For details of meetings of the Board, please refer to the Corporate Governance Report, which is a part of this report. The intervening gap between the Meetings was within the period as prescribed under the Companies Act, 2013 and Secretarial Standards.

17. PERFORMANCE EVALUATION:

The Board of Directors have carried out an annual evaluation of its own performance, Board committees, and Individual Directors pursuant to the provisions of the Act and SEBI Listing Regulations. The performance of the board was evaluated by the board after seeking input from all the directors on the basis of criteria such as the board composition and structure, effectiveness of board processes, information and functioning, etc.

The performance of the committees was evaluated by the board after seeking input from the committee members on the basis of criteria such as the composition of committees, effectiveness of committee meetings, etc. The above criteria are

based on the Guidance Note on Board Evaluation issued by the Securities and Exchange Board of India on January 5, 2017.

In the Board meeting that followed the meeting of the Independent Directors and meeting of Nomination and Remuneration Committee, the performance of the board, its committees, and Individual Directors was also discussed. The performance evaluation of Independent Directors was done by the entire board, excluding the independent director being evaluated.

18. POLICY ON DIRECTORS' APPOINTMENT AND REMUNERATION AND OTHER DETAILS

The Board has, on the recommendation of the Nomination and Remuneration Committee, framed a policy for selection and appointment of Directors, Senior Management personnel, Key Managerial Personnel and fixing their remuneration.

The objective and broad framework of the Remuneration Policy is to consider and determine the remuneration, based on the fundamental principles of payment for performance, for potential, and for growth. The Remuneration Policy reflects on certain guiding principles of the Company such as aligning remuneration with the longer-term interest of the Company and its Shareholders. It also ensures the effective recognition of performance and encourages a focus on achieving superior operational results.

The Nomination and Remuneration Committee recommends the remuneration of executive Director, which is approved by the Board of Directors, subject to the approval of Shareholders, wherever necessary. The level and composition of remuneration shall be reasonable and sufficient to attract, retain and motivate the Directors and Key managerial personnel of the quality required to run the Company successfully.

The Company's policy on directors' appointment and remuneration and other matters provided in Section 178(3) of the Companies Act, 2013 has been disclosed in the Corporate Governance Report, which is a part of this report and is also available on www.panasoniccarbon.in

19. DIRECTORS' RESPONSIBILITY STATEMENT:

Pursuant to the requirements u/s 134(5) of the Companies Act, 2013 with respect to Directors'

Responsibility Statement, your Directors confirm that they have:

1. Followed in the preparation of financial Statements, the applicable Accounting Standards and given proper explanation relating to material departures, if any;
2. Selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the Financial Year and of the Profit of the Company for that period.
3. Taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Act so as to safeguard the assets of the Company and to prevent and detect fraud and other irregularities.
4. Prepared the Annual Accounts on a Going Concern basis;
5. Laid down internal financial controls in the Company that are adequate and were operating effectively; and
6. Devised proper systems to ensure compliance with the provisions of all applicable laws and these are adequate and are operating effectively.

20. CORPORATE SOCIAL RESPONSIBILITY:

As part of its initiatives under "Corporate Social Responsibility (CSR), the Company has undertaken projects in the areas of Education, Health Care, Drinking Water, Rural Development and Sanitation. These projects are largely in accordance with Section 135 read with Schedule VII of the Companies Act, 2013 (Act). The brief outline of the CSR Policy and the CSR initiatives undertaken by the Company during the financial year under review are provided in the Annual Report on Corporate Social Responsibility Activities 2025-26 in **Annexure-3** forming part of this report. The Policy adopted by the Company can be viewed at website of the Company. (www.panasoniccarbon.in)

21. AUDIT COMMITTEE:

The details pertaining to the composition of the audit committee are included in the Corporate Governance Report, which is a part of this report.

22. GREEN INITIATIVE:

During the year 2025-26, we continued the sustainability initiative with the aim of going green and minimizing our impact on the environment. Like the previous year, this year too, we are publishing only the statutory disclosures in the print version of the Annual Report. Additional information is available on our website, www.panasoniccarbon.in

Electronic copies of the Annual Report 2025-26 and Notice of the 44th AGM are sent to all members whose email addresses are registered with the Company / Depository Participant(s).

Pursuant to SEBI Circular No. SEBI/LAD-NRO/GN/2024/218 dated December 12, 2024, read with Regulation 36(1)(b) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the requirement of sending physical copies of the Annual Report to shareholders has been dispensed with for listed entities conducting their Annual General Meetings in compliance with the applicable provisions. Accordingly, the Annual Report of Panasonic Carbon India Co. Limited is being sent to shareholders through electronic mode and is also available on the Company's website i.e www.panasoniccarbon.in. However, Members who wish to obtain physical copy of Annual Report may send a request to the Company Secretary and Compliance Officer, Panasonic Carbon India Co. Limited.

The Company is providing remote e-voting facility to all members to enable them to cast their votes electronically on all resolutions set forth in the Notice. This is pursuant to section 108 of the Companies Act, 2013 and Rule 20 of the Companies (Management and Administration) Rules, 2014. The instructions for remote e-voting and Video conference e-voting procedures are provided in the Notice.

23. EXTRACT OF ANNUAL RETURN:

As per the requirements of Section 134 (3)(a) read with Section 92(3) of the Act and Rules framed thereunder, the extract of the annual return for FY 2025-26 is given in **Annexure-4** in the prescribed Form No.MGT-9, which is a part of this report. The same is available on www.panasoniccarbon.in.

23. SECRETARIAL AUDIT:

Pursuant to the provisions of Section 204 (1) of the Companies Act, 2013 and The Companies (Appointment and Remuneration of Managerial

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Personnel) Rules, 2014, the Company has appointed a firm of Company Secretaries in Practice to undertake the Secretarial Audit of the Company. The Secretarial Audit Report is annexed to this report as **Annexure - 5**.

There are no qualifications or adverse remarks in the Secretarial Auditors' Report which require any clarification/ explanation.

25. PARTICULARS OF EMPLOYEES:

The information required pursuant to section 197(12) read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel), Rules, 2014 and Companies (Particulars of Employees), Rules 1975, in respect of employees of the company and Directors is furnished in **Annexure - 6**.

26. DISCLOSURE UNDER THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013

The Company has in place an anti-Sexual Harassment Policy in line with the requirement of the Prevention of Sexual Harassment of Women at Workplace (Prohibition, Prevention and Redressal) Act, 2013. Internal complaints committee (ICC) has been set up to redress complaints received regarding sexual harassment. All employees (permanent, contractual, temporary and trainees) are covered under this policy.

The Company has not received any complaint of Sexual harassment during the year 2025-26 under review.

The following is the summary of Sexual Harassment complaints received and disposed of during the year 2025-2026.

No. of Complaints Received	Nil
No. of Complaints Disposed off	Nil
Number of cases pending for more than ninety days	Nil

27. Maternity Benefits Act, 1961

The Company is in compliance with the provisions relating to the Maternity Benefits Act, 1961.

28. PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS MADE UNDER SECTION 186 OF THE COMPANIES ACT, 2013

There were no loans, guarantees or investments

made by the Company under Section 186 of the Companies Act, 2013 during the year under review and hence the said provision is not applicable.

29. RELATED PARTY TRANSACTIONS:

All related party transactions or arrangements entered into by the company during the financial year were on an arm's length basis and were in the ordinary course of business. In Compliance with the provisions of the Act and Regulation 23(2) of the SEBI Regulations, 2015, all related party transactions had been placed before the Audit Committee for prior approval.

Pursuant to Section 134(3) of the Act read with Rule 8(2) of the Companies (Accounts) Rules, 2014 information pertaining to related parties are given in Form AOC-2 as **Annexure-7** of the report.

30. WHISTLE BLOWER POLICY/VIGIL MECHANISM:

In compliance with provisions of Section 177 of the Act read with Regulation 22 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Board of Directors of the Company has constituted Vigil Mechanism/Whistle Blower Policy for Directors, employees and vendors of the Company. The Whistle Blower Policy enables the Directors, employees and vendors to report concerns about unethical behavior, actual or suspected fraud or violation of the Code of Conduct or ethics Policy, thereby ensuring that the activities of the Company are conducted in a fair and transparent manner. The said policy is available at the Company's website at www.panasoniccarbon.in.

We further affirm that no employee has been denied access to the audit committee during the year 2025-26.

31. STATUTORY AUDITORS:

M/s. BSR & Co. LLP, Chartered Accountants (Firm Registration No.101248W/W-100022) allotted by the Institute of Chartered Accountants of India (ICAI) were re-appointed as the Statutory Auditors of the Company at the 40th Annual General Meeting of the Company held on 29th June 2022 to hold office for a second term of five years till the conclusion of 45th Annual General Meeting of the Company. The Board was authorized to fix such remuneration as may be recommended by the Audit Committee in consultation with the Auditors.

Accordingly, no resolution is being proposed for ratification of appointment of statutory auditors at the ensuing AGM and the remuneration for the financial year 2025-26 is as per notes to the financial statement 27 (i).

There are no qualifications or adverse remarks in the Auditors' Report which require any clarification/explanation. The Notes to financial statements are self-explanatory and needs no further explanation

32. COST AUDITORS:

In terms of Section 148 of the Companies Act, 2013 read with Companies (Cost Records and Audits) rules, 2014, as amended, Carbon Rods manufactured by your Company are not covered under the ambit of mandatory cost audit.

33. INDEPENDENT DIRECTORS:

Pursuant to the provisions of Section 149 of the Act, the independent directors have submitted declarations that each of them meet the criteria of independence as provided in Section 149(6) of the Act along with Rules framed thereunder and Regulation 16(1) (b) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"). There has been no change in the circumstances affecting their status as independent directors of the Company.

Whenever, new Non-executive and Independent Directors are inducted in the Board they are introduced to our Company's culture through appropriate orientation session and they are also introduced to our organization structure, our business, constitution, board procedures, our major risks and management strategy.

The Independent Directors of the Company met during the year on 12th February 2026 to review the performance of Non- Independent Directors and the Board as a whole. They assessed the quality, quantity and timeliness of flow of information between the Company management and the Board.

During the year under review, the non-executive Directors of the Company had no pecuniary relationship or transactions with the Company, other than sitting fees, Commission and reimbursement of expenses incurred by them for the purpose of attending meetings of the Board/Committee of the Company.

34. RISK MANAGEMENT:

As per Regulation 21 of SEBI (LODR) Regulations, 2015, amendments regulation with effect from 10/01/2020, the provisions of this regulation shall be applicable to top 1000 listed entities, determined on the basis of market capitalization, as at the end of the immediate previous financial year. Hence it is not applicable to us since we are not falling under the category of top 1000 listed entities.

However, in the Board of Directors' Meeting discussed about the elements of risk in different areas of operations and to develop various suitable actions associated to mitigate the risks.

35. SHARES:

a. BUY BACK OF SECURITIES

The Company has not bought back any of its securities during the financial year 2025-26

b. SWEAT EQUITY

The Company has not issued any Sweat Equity Shares during the financial year 2025-26

c. BONUS SHARES

No Bonus Shares were issued during the financial year 2025-26

d. EMPLOYEES STOCK OPTION PLAN

The Company has not provided any Stock Option Scheme to the employees during the financial year 2025-26

36. INFORMATION ABOUT HOLDING / SUBSIDIARY/ JV/ ASSOCIATE COMPANY:

Your Company continues to be the subsidiary of M/s. Panasonic Holdings Corporation, Japan and the Company does not have any Subsidiary, Joint Venture or Associate Company

37. OTHER DISCLOSURES:

- a) No material changes and commitments affecting the financial position of the Company have occurred between the end of the financial year of the Company to which the financial statements relate and the date of the report.
- b) There was no change in the nature of business during FY 2025-26
- c) No significant material orders were passed by the regulators or court during the financial year

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which would have impacted the going concern status of the Company's operation in the future. There is no such fraud required to be reported under section 143(12) of the Companies Act, 2013.

- d) There is no such fraud required to be reported under section 143(12) of the Companies Act, 2013.
- e) The Company has devised proper systems to ensure compliance with the provisions of all applicable Secretarial Standards issued by the Institute of Company Secretaries of India and that such systems are adequate and operating effectively.
- f) The Company has duly filed its annual return for the 43rd Annual General Meeting (AGM) held on 26 June 2025 within the prescribed time limits. Form MGT-7 was filed on 25 August 2025. The annual return is available on the Company's website at: <https://www.panasoniccarbon.in/pdf/Annual%20return/2025.pdf> (panasoniccarbon.in)

38. CAUTIONARY STATEMENT:

The cautionary Statement in this Report, more particularly those which relate to Management Discussion and Analysis as explained in the Directors Report, describing the Company's business overview, projections, operational performances, estimates and expectations may constitute 'forward looking statements' within the meaning of applicable laws and regulations. Actual results might differ materially

from those either expressed or implied in the statement depending on the circumstances.

39. ACKNOWLEDGEMENT:

Your Directors wish to record their sincere appreciation for the support, co-operation, guidance and assistance provided by the Foreign Collaborators,

M/s. Panasonic Holdings Corporation, Japan. Your Directors thank the valued Customers for their patronage, the Suppliers for their timely and quality supply, the Shareholders for the confidence reposed and the Bankers, State and Central Governments for extending their invaluable support.

Your Directors place on record their appreciation of the dedicated services of the employees of the Company at all levels for the growth of the Company.

Your Directors are especially thankful to the esteemed Shareholders for their continued encouragement and support

**By Order of the Board of Directors
For Panasonic Carbon India Co. Limited**

K Paul Jayakar
DIRECTOR

DIN : 00692315

R. SENTHIL KUMAR
MANAGING DIRECTOR

DIN: 02170079

Place: Chennai

Date: 06th May, 2026

Annexure – 1 to the 44th Annual Report of the Board of Directors

ANNEXURE- A

CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND OUTGO

[Section 134(3) (m) of the Companies Act, 2013 read with Rule 8(3) of (The Companies Accounts) Rules, 2014]

CONSERVATION OF ENERGY

The Company’s business concept includes sustainability. During this fiscal year under review, your company could improve by replacing high- efficient motors, utilisation of thermic fluid heater and kiln effectively by increasing usage of Pyrolysis oil by 5% in place of Furnace oil to reduce CO² generation.

A. TECHNOLOGY ABSORPTION:

Research and Development (R&D)

Specific areas in which R&D activities are carried out by the Company:

1. Developed new export grade of XN carbon rods which are used in vaporiser products.
2. Successfully developed online end cutting technology for sizes of semi-finished gouging carbon rods.
3. Reduction of usage carbon black in R03 carbon rods by 50% to reduce Human Environmental Impact (HEI).
4. Extended Mini screw press’s screw life by 25% by using to extrude semi-finished gouging carbon after completion of usage in battery carbon production.
5. Reduced logistic cost by using corrugated packing material in place of wooden boxes for dispatching semi -finished gouging carbon rods.
6. Replacing standard motors with high energy- efficient motors to reduce CO² emissions.
7. Maintained our status as a carbon-neutral company, certified with the Verified Carbon Unit (VCU).
8. Reduced fuel consumption in Mixing and extruding process by reduction of recycle material generation.
9. Automation of kiln car transferring system

at kiln exit to reduce employee fatigue.

10. Working condition improved by installing additional new dust collector in crushing process and by increasing suction efficiency in snapping and grinding dust collectors.
11. Reduced energy for kiln operation by reducing exhaust duct line length by six meters.
12. In house making kiln car base bricks to utilise kiln capacity.

2. Benefits derived as a result of the above R&D activities:

Reduced the impact of steep increase of Raw Material costs through developing and implementing cost effective composition but achieved the required standard specification in the finished product.

3. Future plan of action:

The prices of all the materials used increases continuously as they are derived from Natural resources. Our company is the only company in India making carbon rods for Zinc carbon batteries. As our product is an import substitute product, price is one of the major factor to be competitive against Chinese and other foreign carbon rod makers . Hence continue our efforts for developing more cost-effective composition and offer the customers carbon rods at the most competitive price.

4. Expenditure on R&D:

Total Expenditure - Revenue	INR 12,25,715
R&D Expenditure as a percentage to total turnover	0.23%

Technology absorption, adaptation and Innovation:

1. Efforts taken to improve upon technology absorption, adaptation and innovation

Optimum usage of Baked Pet Coke in place of Carbon Black and Calcium Petroleum Coke, Effective use of Natural graphite in place of Artificial graphite and usage of domestic raw materials to the maximum extent possible.

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Benefits derived as a result of the above

Considerable Reduction of raw material cost, productivity improvement, quality improvement and improved environmentally friendly operations.

2. Imported technology (imported during last five years)

Except for regular up-gradation of the know-how, no specific technology had been imported in the last five years.

FOREIGN EXCHANGE EARNINGS AND OUTGO:

- 1. Activities relating to Exports:** Initiatives taken to increase exports include development of new export markets for Products and services

2. Total Foreign Exchange used and earned:

Total foreign exchange used in the year ended 31st March, 2026 towards Import of Raw materials and other remittances like Royalty, Dividend, Brand License Fee etc., was INR 8.39 crores. With regard to the earning of Foreign Exchange, the direct inflow of foreign currency on our Export sales worked out to INR 35.12 Crores. Apart from this, the Company has stopped outgo of substantial amount of Foreign Exchange by indigenously producing Carbon Rods as an import substitute. This saving worked out approximately to INR 18.76 Crores.

Annexure – 1 to the 44th Annual Report of the Board of Directors

REPORT ON CORPORATE GOVERNANCE

Introduction:

The Company is regular in complying with the mandatory requirements of the Code of Corporate Governance.

Company's Philosophy on Code of Corporate Governance:

The company's philosophy on the code of Corporate Governance is to observe the highest level of ethics in all its dealings to ensure the efficient conduct of the affairs of the company. Panasonic Carbon India Co. Limited (PCIN) follows good Corporate Governance practices with highest level of transparency, fairness, independence, accountability, responsibility, integrity and ethics. This has resulted in provision of quality product and services to the Customer and consequent growth of healthy business, strengthening of Management and Decision-Making process, effective functioning of Board of Directors in a professionally sound and competent manner and enhancement of long-term economic value of Shareholders. PCIN have undertaken several proactive measures towards maintaining the highest standards of governance which include the following:

Board of Directors:

The Board functions as a full Board and it meets at regular intervals. Policy formulation, evaluation of performance and control functions vest with the Board.

The Board as on 31st March 2026, comprised of one Executive Director, two Non-Executive Promoter Directors and three Independent Directors.

During the Financial Year ended 31st March 2026, five Board Meetings were held on 14th May 2025, 24th May 2025, 12th August 2025, 12th November 2025 and 12th February 2026.

The last Annual General Meeting was held on 26th June 2025.

- i. The composition of the Board, the names and categories of the Directors on the Board, their attendance at Board Meetings held during the year under review and at the last Annual General Meeting ("AGM"), name of other listed entities in which the Director is a Director and the number of Directorships and Committee Chairmanships / Memberships held by them in other public limited companies as on March 31, 2026 are given below.:

Name of the Director	Designation and Category	Relation- ship between Directors inter- se	No. of Board Meetings in the year		Attendance Last AGM	No. of outside Directorships*	No. of outside Board Committee Memberships / Chairman**
			Held	Attended			
Mr. R .Senthil Kumar (1)	Managing Director	Not Related, Executive	5	5	Yes	Nil	Nil
Dr .K. Paul Jayakar	Independent Director, Non- Executive	Not Related, Independent	5	5	Yes	Nil	Nil
Mr. Mogarala Sankara Reddy	Independent Director, Non- Executive	Not Related, Independent	5	5	Yes	Nil	Nil
Mrs. S Rajashree	Independent Women Director, Non- Executive	Not Related, Independent	5	5	No	02	02
Mr. Hidefumi Fujii	Non- Executive Director	Not Related, Non- Executive	5	1	No	01	Nil
Mr. Akio Fujita (2)	Non- Executive Director	Not Related, Non- Executive	3	3	NA	01	01
Mr. Akinori Isomura (3)	Non- Executive Director	Not Related, Non- Executive	2	0	No	01	01

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- 1) 1) Mr. R. Senthil Kumar has been re-appointed as Managing Director of the company for a further period of one year with effect from 1st April 2026 at the Board Meeting held on 12th February 2026.
- 2) Mr. Akio Fujita was appointed in the Board of the company as non-executive non-independent Director with effect from 01st July 2025.
- 3) Mr. Akinori Isomura resigned from the Board of Directors of the company as non-executive non- Independent Director effective 30th June, 2025.
 - ii. The profiles of Directors can be found on www.panasoniccarbon.in. The composition of the Board is in conformity with Regulation 17 of the SEBI Listing Regulations read with Section 149 of the Act.
 - iii. None of the Directors on the Board holds Directorships in more than Ten Public Companies. None of the Independent Directors serves as an Independent Director on more than Seven Listed entities. Necessary disclosures regarding Committee positions in other public Companies as on March 31, 2026 have been made by the Directors. None of the Directors are related to each other.
 - iv. Independent Directors are Non-Executive Directors as defined under Regulation 16(1)(b) of the SEBI Listing Regulations read with Section 149(6) of the Act along with rules framed thereunder. In terms of Regulation 25(8) of SEBI Listing Regulations, they have confirmed that they are not aware of any circumstance or situation which exists or may be reasonably anticipated that could impair or impact their ability to discharge their duties. Based on the declarations received from the Independent Directors, the Board of Directors have confirmed that they meet the criteria of independence as mentioned under Regulation 16(1)(b) of the SEBI Listing Regulations and that they are independent of the Management.
 - v. Five Board Meetings were held during the financial year on 14th May 2025, 24th May 2025, 12th August 2025, 12th November 2025 and 12th February 2026. The gap between two Board meetings did not exceed one hundred and twenty days during the financial year. The necessary quorum was present in all the five meetings.
 - vi. During FY 2025-26, information as mentioned in Part A of Schedule II of the SEBI Listing Regulations, has been placed before the Board for its consideration.
 - vii. During FY 2025-26, one meeting of the Independent Directors was held on 12th February 2026. The Independent Directors, inter-alia, reviewed the performance of Non-Independent Directors and Board as a whole taking into account the views of Executive Director and Non-Executive Directors.
 - viii. The Board periodically reviews the compliance reports of all laws applicable to the Company.
 - ix. Details of equity shares of the Company held by the Directors as on March 31, 2026 are given below:

Name	Category	Number of Equity Shares
Mr. R. Senthil Kumar	Managing Director	1 000
Mr. Akio Fujita*	Director , Promoter, Non- Executive	NIL
Mr. Akinori Isomura*	Director , Promoter, Non- Executive	NIL
Mr. Mogarala Sankara Reddy	Director, Independent, Non- Executive	3000
Dr. K. Paul Jayakar	Director, Independent, Non- Executive	NIL
Mrs. S. Rajshree	Woman Director, Independent, Non- Executive	NIL
Mr. Hidefumi Fujii	Director , Promoter, Non- Executive	NIL

* Mr. Akinori Isomura resigned from the Board of Directors with effect from 30-06-2025 and Mr. Akio Fujita was appointed as a Director with effect from 01-07-2025

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- (x) The Company has not issued any convertible instruments during the financial year 2025-26. The details are displayed on the Company's website www.panasoniccarbon.in
- (xi) The familiarisation programme for Independent Directors in terms of the provisions of the Listing Regulations is uploaded on the Company's website www.panasoniccarbon.in

Skill matrix

The Board Skill Matrix provides a guide as to the core skills, expertise, competencies and other criteria (collectively referred to as 'skill sets') considered appropriate by the Board of the Company in the context of its business and sector(s) for it to function effectively and those actually available with the Board. The skill sets will keep on changing as the organization evolves and hence the Board may review the matrix from time to time to ensure that the composition of the skill sets remain aligned to the Company's strategic direction. The skill sets identified by the Board along with its availability assessment collectively for the Board and individually for all the Directors

1. Audit Committee:

The composition, powers, role and terms of reference of the Committee are constituted as per Section 177 of the Companies Act, 2013 and Regulation 18 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

Terms of Reference:

The Audit Committee reviews the audit reports submitted by the Internal Auditors and Statutory Auditors, financial results, effectiveness of internal audit processes and the Company's risk management strategy. The Committee is vested with the necessary powers to achieve its objectives including recommendations for appointment, remuneration and terms of appointment of Auditors of the Company.

Composition and Meetings:

During the year ended 31st March 2026, the Company had an Audit Committee of the Board consisting of three Non- Executive Independent Directors and the Managing Director. The Audit Committee met four times during the said financial year on 14th May 2025, 12th August 2025, 12th November 2025 and 12th February, 2026.

The details of attendance of Members are as follows:

Name of Director	Status	Designation	No. of Meetings held	No. of Meetings attended
Dr. K. Paul Jayakar	Chairman	Independent, Non-Executive	4	4
Mrs. S. Rajshree	Member	Independent, Non-Executive	4	4
Mr. Mogarala Sankara Reddy	Member	Independent, Non-Executive	4	4
Mr. R. Senthil Kumar	Member	Non-Independent, Executive	4	4

The Audit Committee consists of a minimum of three Directors with two- third of the total members of the committee is Independent Directors. The Quorum shall have three members or one third of the members whichever is higher and there shall be a minimum of two Independent Directors. The Company Secretary is the Secretary of the Committee. The representatives of Statutory Auditor and Internal Auditor as well as Chief Financial Officer are also permanent invites to the Committee.

2. Stake holders Relationship Committee:

Terms & Reference:

The Stakeholders Relationship Committee oversees, inter-alia, redressal of Shareholders and Investor grievances, transfer/ transmission/transposition of shares, split, consolidation, issue of duplicate share certificates, recording dematerialization/ re- materialization of shares and related matters.

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Committee is constituted in line with the provisions of Regulation 20 of SEBI Listing Regulations and Section 178 of the Act.

- Consider and resolve the grievances of security /share holders.
- Consider and approve issue of share certificates, transfer and transmission of securities/ shares, etc.,

Composition:

Name of Director	Designation in the Company	Status in the Committee
Dr. K. Paul Jayakar	Independent, Non-Executive	Chairman
Mr. Mogarala Sankara Reddy	Independent, Non-Executive	Member
Mr.R.Senthil Kumar	Non-Independent, Executive	Member

Mr. Brajesh Baral Company Secretary and compliance officer of the company acts as Compliance Officer to the Committee. During the financial year, one meeting of the Stakeholder's Relationship Committee was held and the same was attended by all three Members of the Committee.

The detailed particulars of Investors' complaints handled by the Company / Registrar & Share Transfer Agents during the year 2025-26 are as under:

Opening Balance	Received during the year	Resolved during the year	Closing Balance
Nil	00	00	Nil

No investor complaint was pending at the beginning or at the end of the year. The Company has acted upon all valid requests for Share Transfer received during the year 2025-26 and no such transfer is pending at the end of the year.

3. Corporate Social Responsibility Committee:

As per the MCA Circular no 14/2021 in point no.2.1 it is mentioned that where the amount required to be spent by the Company on CSR does not exceed 50 Lakh rupees the requirement for constitution of CSR Committee and the formation of the CSR Committee is not mandatory and the function of the CSR Committee in such cases shall be discharged by the Board of Directors of the Company.

Our Company is required to spend during the financial year 2025-26: Rs.47.03 Lakh. Since as per the above said circular, it is less than fifty lakh rupees, there was no need for CSR Committee meeting this year. Our Board discharged all our CSR Committee responsibilities.

4. Nomination and Remuneration Committee:

Terms of Reference:

This Committee shall identify the persons, who are qualified to become Directors of the Company/ who may be appointed in Senior Management in accordance with the criteria laid down, recommend to the Board their appointment and removal and also shall carry out evaluation of every Director's performance. The Committee shall also formulate the criteria for determining qualifications, positive attributes of the Directors and recommend to the Board a Policy, relating to the remuneration for the Directors and Key Managerial Personnel.

Committee is constituted in line with the provisions of Regulation 19 of SEBI Listing Regulations and Section 178 of the Act.

- Recommend to the Board the setup and composition of the Board and its committees.
- Recommend to the Board the appointment/re-appointment of Directors and Key Managerial Personnel.
- Support the Board and Independent Directors in evaluation of the performance of the Board, its committees and individual Directors.

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- Recommend to the Board the Remuneration Policy for Directors, executive team or Key Managerial Personnel.
- Oversee familiarization programs for Directors.

Composition & Meetings:

The Committee was constituted of three Independent Non Executive Director to determine and recommend payment of Remuneration to Executive Director. The Committee consists of the following Independent Directors and Non-Executive Directors.

Name of Director	Designation in the Company	Status in the Committee
Mr. Mogarala Sankara Reddy	Independent, Non-Executive	Chairman
Dr. K. Paul Jayakar	Independent, Non-Executive	Member
Mrs. S. Rajashree	Independent, Non-Executive	Member

The quorum for the meeting shall consist of any two of the above three members. The Company Secretary shall act as the Secretary to the Committee. During the year, the Committee met three times, on 14 May 2025, 24 May 2025, and 12 February 2026, to discuss the appointment of Independent Directors, the re-appointment of the Managing Director, and the remuneration payable to the Managing Director.

5. Remuneration of Directors: Executive Director:

The Company has one Executive Director, Mr. R. Senthil Kumar, Managing Director of the Company and his re-appointment and Remuneration was approved by the Shareholders at the Annual General Meeting held on 26th June 2025 for a period of one year effective from 1st April, 2025 to 31st March, 2026.

The term of appointment of Mr. R. Senthil Kumar expired on 31st March, 2026. Accordingly, the Board of Directors of the Company based on the recommendation of Nomination and Remuneration Committee at their meeting held on 12th February 2026, re-appointed Mr. R. Senthil Kumar as Managing Director of the Company subject to approval of the Shareholders and subject to such other approvals as may be required, for a further period of one year up to 31st March, 2027.

The scales of remuneration are determined based on the levels of responsibility and scales prevailing in the industry. The Board of Directors of the Company had authorized the Nomination and Remuneration Committee to approve the remuneration package of the Executive Director. Accordingly, the remuneration package of the Executive Director, including its break up into fixed component and performance linked incentive, along with the performance criteria are determined by the Nomination and Remuneration Committee.

The details of Remuneration paid to the Executive Director during the Financial Year 2025-26 under review is as under:

Name & Designation	Period	Salary (₹)	Perquisites (₹)	Total (₹)
Mr.R.Senthil Kumar, Managing Director	01-04-2025 to 31-03-2026	1,20,00,000	3,15,000	1,23,15,000

The Managing Director is not paid any sitting fees for the Board Meetings or for any Committees of the Board attended by him.

The above Managing Director had been nominated by the Collaborators, M/s. Panasonic Holdings Corporation, Japan.

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Non-Executive Directors:

The Board of Directors have decided to pay Remuneration to Independent Directors by way of Sitting Fees for the Meetings of the Board / Committees of the Board attended by them and by way of commission up to a total of one percent on the Net Profits of the Company in each Financial Year subject to a ceiling of Rs.5,00,000/- per Independent Director.

None of the Non-Executive Directors of your Company have any pecuniary relationship or material transactions with the Company except for Sitting Fees paid to them for attending Board Meetings and Committee Meetings thereof and Commission on Net Profits.

The Company has not issued Stock Options to any of its directors. There is no differential Accounting Treatment followed in the Company during the Financial Year 2025-26.

The details of Remuneration paid to the Independent Non-Executive Directors during the financial year ended 31st March, 2026 are as under:

Name of the Director	Commission ₹	Sitting Fees		
		Board Meeting ₹	Audit Committee Meeting ₹	Nomination and Remuneration Committee Meeting ₹
Dr. K. Paul Jayakar	5,00,000/-	50,000/-	40,000/-	15,000/-
Mrs. S. Rajashree	5,00,000/-	50,000/-	40,000/-	15,000/-
Mr. Mogarala Sankara Reddy	5,00,000/-	50,000/-	40,000/-	15,000/-
Total	15,00,000/-	1,50,000/-	1,20,000/-	45,000/-

6. Details of shareholding of Directors as on 31st March 2026:

Name of the Director	No. of Shares held
Mr. R. Senthil Kumar	1000
Mr. Akio Fujita*	NIL
Mr. Akinori Isomura*	NIL
Mr. Mogarala Sankara Reddy	3000
Dr. K. Paul Jayakar	NIL
Mrs. S. Rajshree	NIL
Mr. Hidefumi Fujii	NIL

* Mr. Akinori Isomura resigned from the Board of Directors with effect from 30-06-2025 and Mr. Akio Fujita was appointed as a Director with effect from 01-07-2025

7. General Body Meetings:

The last three Annual General Meetings were held as under:

Year and Date	Time	Venue	Special Resolution
2025 and 26 th June 2025	3.00 P.M.	Through Video Conference	Two Special Resolutions
2024 and 26 th June 2024	3.00 P.M	Through Video Conference	Two special Resolutions
2023 and 28 th June 2023	3.00 P.M	Through Video Conference	Two special Resolutions

No Special Resolution was put through Postal Ballot last year. Special Resolution(s) through Postal Ballot process shall be conducted as, if necessary, as per the provisions of the Companies Act, 2013 as applicable at the relevant point of time.

8. Policies:

a. Whistle Blower Policy

The Company has formulated a Whistle Blower Policy and established a Vigil Mechanism for Directors and Employees and the same has been disclosed on the Company's website at www.panasoniccarbon.in. The Management affirms that no personnel has been denied access to the Audit Committee during the year 2025- 26.

b. Sexual Harassment of Women at Workplace prevention Policy:

The Company has formulated a "Sexual Harassment of Women at Workplace prevention Policy" and established for all Women Employees and the same has been disclosed on the Company's website at www.panasoniccarbon.in. The Management affirms that no Complaints were received during the year 2025- 26. Hence there were no complaints pending as at the end of the financial year 2025-26.

9. Meeting of Independent Directors:

The Independent Directors of the Company met during the year on 12th February 2026 to review the performance of non-Independent Directors and the Board as a whole. They have assessed the Quality, Quantity and Timeliness of flow of information between the Company management and the Board.

10. Risk Management:

As per Regulation 21 of the SEBI (LODR) Regulations 2015 as amended the provisions of this regulation shall be applicable to top 1000 listed entities, determined on the basis of market capitalization, as at the end of the immediate previous financial year. Hence, it is not applicable to us since we do not fall under the category of top 1000 listed entities. The Risk Management function is complimentary to the Internal Control Mechanism of the Company and supplements the audit function. There are no risks which in the opinion of the Board threatens the existence of your Company.

11. Disclosures:

(i) Related Party Transactions:

The Company has adopted a policy on dealing with related party transactions and the same is disclosed at www.panasoniccarbon.in

The Company sells carbon rods to Battery manufacturers which are subsidiaries of our Parent / Holding Company for past so many years. All such transactions were on an arm's length basis and in the ordinary course of business. In accordance with Regulation 27(2) (b) of SEBI Regulation 2015 all material transactions with related parties have been disclosed quarterly along with the compliance report on Corporate Governance.

For the details of all related party transactions as required by the Indian Accounting Standard 24 on "Related Party Disclosures" issued by the Institute of Chartered Accountants of India, please refer Note No 32 of notes to the Audited Financial Statements for the year ended 31st March, 2026.

PANASONIC CARBON INDIA CO. LIMITED

ii) Compliances by the Company:

- (a) The Company has complied with the requirements of the Stock Exchange, SEBI and other Statutory Authorities on all matters related to Capital Markets and no penalties/strictures have been imposed on the Company in the last three years.
- (b) The Company complied with Mandatory requirements of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The Company has not adopted the non-mandatory requirements.
- (c) The Senior Management Personnel have informed the Board in accordance with Regulation 26(5) of the SEBI Regulation, 2015 that they are not having any personal interest in material, commercial and financial transactions of the Company that may have potential conflict with the interest of the Company at large.
- (d) The appointments of Independent Directors are in compliance with Regulation 25(1) and (2) of SEBI Regulation, 2015.
- (e) None of the Non-executive Directors have any pecuniary relationship or transactions with the Company.
- (f) There was no non-compliance by the Company during the financial year 2025-26.
- (g) All Policies of the Company are posted in our Company website at www.panasoniccarbon.in

12. Means of Communication:

The Board of Directors of the Company approve and take on record the Financial Results as per the Proforma prescribed by the Stock Exchange within the statutory period and announce forthwith the said results to the Stock Exchange, where the Shares of the Company are listed.

The Quarterly and Annual Financial Results are published in English and Regional language newspaper. These results are promptly submitted to the Stock Exchanges to enable them to display the same on their Websites. The Financial Results are made available at the Website of the Company - www.panasoniccarbon.in

The Company is also filing the specified documents/statements/information as per SEBI directive within the stipulated time. Annual Report is displayed on the Company's website www.panasoniccarbon.in The Management Discussion and Analysis Report are appended separately to this report.

13. Compliance with Code of Conduct:

The Company has adopted a code of conduct for the Managing Director, Senior Management Personnel and other employees of the Company. The updated Code incorporates the duties of Independent Directors. The Code is available on the website of the Company. The Managing Director has given a declaration that the members of the Board of Directors and Senior Management Personnel have affirmed compliance with the Code of conduct for the year ended 31st March, 2026.

14. General Shareholders Information:

Annual General Meeting Date and time	: 29 th June 2026; Monday at 3.00 p.m.
Date of payment of dividend	: On or before 14 th July 2026
Deemed Venue	: Registered office through VC/OAVM
Date of approval of annual results	: 06 th May 2026
Book Closure Date	: 23 rd June, 2026 to 29 th June, 2026 (Both days inclusive)
Record Date	: 22 nd June 2026
Financial Year	: 1 st April 2025 to 31 st March 2026
ISIN	: INE013E01017
Rate of dividend	: 120% (Rs.12/- per share)
CIN	: L29142TN1982PLC009560

PANASONIC CARBON INDIA CO. LIMITED

15. Financial calendar (tentative) results for the quarter ending:

June 30 th 2026	2 nd week of August, 2026
September 30 th 2026	2 nd week of November, 2026
December 31 st 2026	2 nd week of February, 2027
March 31 st 2027	4 th week of May, 2027

16. Listing on Stock Exchanges:

The Company's Securities are listed with BSE Ltd. The Company confirms that it has paid the Annual Listing Fees to the said stock exchange for the financial year 2025-26 and there are no arrears.

17. Registrars and Share Transfer Agents:

M/s.Cameo Corporate Services Ltd., are the Registrars and Share Transfer Agents for providing electronic connectivity for trading Company's Scrip in Dematerialized form through NSDL and CDSL and also for Shares held in Physical mode. All matters connected with Share transfer, transmission, duplicate Share certificates are handled by the Share transfer agent. Share transfers are processed within 15 days of lodgment. A Practising Company Secretary certifies on a quarterly basis the timely dematerialization of Shares of the Company.

Address:

M/s. Cameo Corporate Services Ltd.,
"Subramanian Building", No.1, Club House Road,
Chennai 600 002

Name of Contact Person:

Mr.R.D.Ramasamy, Director,
Phone.No: 0091-44-28460390 (5 Lines)
Fax No. : 0091-44-28460129
E-mail : investor@cameoindia.com

18. Share Transfer System:

Share transfers are registered and returned in the normal course within a period of 15 days from the date of receipt. Requests for dematerialization of Shares are processed and confirmation thereof is given to the respective depositories i.e. National Securities Depository Ltd. (NSDL) and Central Depository Services India Limited (CDSL) within the statutory time limit from the date of receipt of Share Certificates provided the documents are complete in all respects.

19. Distribution of Shareholding as on 31st March, 2026:

No. of Shares	Number of Shareholders		Number of Shares	
	Number	% of Total	Number	% of Total
1-500	10483	95.4128	651263	13.5680
501-1000	272	2.4757	207514	4.3232
1001-2000	120	1.0922	176865	3.6847
2001-3000	40	0.3641	101449	2.1135
3001-4000	12	0.1092	40051	0.8344
4001-5000	13	0.1183	61841	1.2884
5001-10000	31	0.2822	206658	4.3054
10001-And above	16	0.1456	3354359	69.8825
Total	10987	100.0000	48,00,000	100.0000

PANASONIC CARBON INDIA CO. LIMITED

20. Category wise Shareholding pattern as on 31st March, 2026:

Category	No. of Shares Held	% of Shareholding
Promoters		
Indian Promoters	0	0
Foreign Collaborators	3036820	63.27
Others	0	0
Corporate Bodies	80266	1.67
Individuals	1575324	32.82
Mutual Funds & UTI	0	0
IEPF	39418	0.82
Non-Resident Indians	67990	1.42
Clearing Member	0	0
Trusts	182	0
Total	4800000	100

21. Dividend Declared for the last 10 Years:

Financial Year	Dividend Declaration date	Dividend Per share ₹	Financial Year	Dividend Declaration date	Dividend Per share ₹
2015-16	29 th July, 2016	10.00	2020-21	15 th September 2021	12.00
2016-17	8 th August, 2017	10.00	2021-22	29 th June 2022	12.00
2017-18	8 th August, 2018	10.00	2022-23	28 th June 2023	12.00
2018-19	8 th August, 2019	10.00	2023-24	26 th June 2024	12.00
2019-20	24 th September, 2020	10.00	2024-25	26 th June 2025	12.00

Note: Face value is Rs.10/- per share. A dividend of Rs 12/- per share for the financial year 2025-2026 has been recommended by the Board of Directors on 06th May, 2026, is subject to approval by the shareholders at the ensuing Annual General Meeting.

22. Dematerialization of Shares and Liquidity:

The Company's shares are available for trading in the Depository System of both the National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL). The International Securities Identification Number (ISIN) allotted to the Company is INE013E01017. As on 31st March 2026, 99.0392% of the paid-up share capital representing 47,53,881 Equity Shares of the Company including promoter and Collaborators holding are in Dematerialized form.

Considering the advantages of dealing in shares in electronic / dematerialized form, Shareholders still holding shares in physical form are requested to dematerialize their shares at the earliest. For further information / clarification / assistance in this regard, please contact M/s. Cameo Corporate Services Limited, the Registrar and Share Transfer Agent or the Company Secretary, Panasonic Carbon India Co. Limited. As per the directions of SEBI, Equity Shares of the Company can be traded by all the investors only in dematerialized form. The Company's Shares are actively traded on BSE Limited.

PANASONIC CARBON INDIA CO. LIMITED

Outstanding GDRs/ADRs/Warrants or any convertible instruments, conversion date and likely impact on equity:

The Company has not issued any GDRs/ADRs/Warrants or any convertible instruments in the past and hence, as on March 31, 2026 the Company does not have any outstanding GDRs/ADRs/Warrants or any convertible instruments.

Commodity price risk or foreign exchange risk and hedging activities:

The Company does not deal in commodities and hence the disclosure pursuant to SEBI Circular dated November 15, 2018 is not required to be given.

Equity shares in the suspense account:

In accordance with the requirement of Regulation 34(3) and Part F of Schedule V to the SEBI Listing Regulations, details of equity shares in the suspense account are as follows:

Particulars	Number of Shareholders	Number of Equity Shares
Aggregate number of shareholders and the outstanding shares in the suspense account lying at the beginning of the year	Nil	Nil
Number of shareholders who approached listed entity for transfer of shares from suspense account during the year	Nil	Nil
Number of shareholders to whom shares were transferred from suspense account during the year	Nil	Nil
Aggregate number of shareholders and the outstanding shares in the suspense account lying at the end of the year	01	25
The voting rights on these shares shall remain frozen till the rightful owner of such shares claims the shares	01	25

The voting rights on the shares outstanding in the suspense account if any as on March 31, 2026 shall remain frozen till rightful owner of such shares claims the shares

23. Transfer of Unclaimed/Unpaid Dividend Amounts to the Investor Education and Protection Fund

Pursuant to the provisions of Section 123 of the Companies Act, 2013, the dividend for the following years, which remain unclaimed/unpaid for seven years, will be transferred to Investor Education and Protection Fund (IEPF) established by the Central Government pursuant to Section 125 of the Companies Act, 2013.

Financial Year	Amount out standingas on 31.03.2026 (Rs.)	Date of Declaration of Dividend	Proposed date of transfer to IEPF
2018-19	4,69,170	08-08-2019	06-09-2026
2019-20	3,41,707	24-09-2020	23-10-2027
2020-21	5,18,416	15-09-2021	14-10-2028
2021-22	4,69,749	29-06-2022	27-07-2029
2022-23	4,01,860	28-06-2023	26-07-2030
2023-24	6,79,600	26-06-2024	24-07-2031
2024-25	6,25,874	26-06-2025	24-07-2032

Members who have not so far encashed their dividend warrant(s) are requested to seek revalidation of dividend warrants in writing to the Company Secretary, M/s. Panasonic Carbon India Co. Limited immediately. Members are requested to note that no claims shall lie against the Company in respect of any amounts which were unclaimed and unpaid for a period of seven years from the dates that they first became due for payment and no payment shall be made in respect of any such claims.

PANASONIC CARBON INDIA CO. LIMITED

Members are also advised to update their correspondence address in their demat accounts in case of their holdings in electronic form or inform their latest correspondence address to the Registrars, M/s. Cameo Corporate Services Limited in case of holdings in physical form mentioning the Folio Number.

Pursuant to Sections 124 and 125 of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules"), dividend, if not claimed for a consecutive period of 7 years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to the Investor Education and Protection Fund ("IEPF").

Further, all the shares in respect of which dividend has remained unclaimed for seven consecutive years or more from the date of transfer to unpaid dividend account shall also be transferred to IEPF Authority. The said requirement does not apply to shares in respect of which there is a specific order of Court, Tribunal or Statutory Authority, restraining any transfer of the shares.

In the interest of the shareholders, the Company sends periodical reminders to the shareholders to claim their dividends in order to avoid transfer of dividends/shares to IEPF Authority. Notices in this regard are also published in the newspapers and the details of unclaimed dividends and shareholders whose shares are liable to be transferred to the IEPF Authority, are uploaded on the Company's website www.panasoniccarbon.in.

In light of the aforesaid provisions, the Company has during the year under review, transferred to IEPF the unclaimed dividends, outstanding for 7 consecutive years of the Company. Further, shares of the Company, in respect of which dividend has not been claimed for 7 consecutive years or more from the date of transfer to unpaid dividend account, have also been transferred to the demat account of IEPF Authority.

The members who have a claim on aforesaid dividends and shares may claim the same from IEPF Authority by submitting an online application in the prescribed Form No.IEPF-5 available on the website www.iepf.gov.in and sending a physical copy of the same, duly signed to the Company, along with requisite documents enumerated in the Form No.IEPF-5. No claims shall lie against the Company in respect of the dividend/shares so transferred. The Members/Claimants can file only one consolidated claim in a financial year as per the IEPF Rules

24. Reconciliation of Share Capital Audit:

A quarterly audit was conducted by a practicing Company Secretary, reconciling the issued and listed capital of the Company with the aggregate of the number of Shares held by investors in physical form and in the depositories and the said certificates were submitted to the stock exchanges within the prescribed time limit. As on 31st March, 2026, there was no difference between the issued and listed capital and the aggregate of shares held by investors in both physical form and in electronic form with the depositories.

25. E-Voting/Ballot Voting:

In terms of requirements of the Companies Act, 2013 and the relevant Rules, the Company has provided 'remote e-voting' (e-voting from a place other than venue of the AGM) facility through Central Depository Services (India) Limited (CDSL) as an alternative, for all members of the Company to enable them to cast their votes electronically, on the resolutions mentioned in the notice of the 44th Annual General Meeting (AGM) of the Company.

The facility for voting, through ballot / polling paper shall also be made electronically at the 44th AGM for those who are not voted during the voting period. The members attending the meeting, who have not already cast their vote through remote e-voting shall be able to exercise their voting rights at the meeting. The members who have already cast their vote through remote e-voting may attend the meeting but shall not be entitled to cast their remote e-vote again at the AGM.

The Company has appointed suitable, Practicing Company Secretary, as the Scrutinizer for conducting the remote e-voting and the voting process at the AGM in a fair and transparent manner. E-voting is optional. The instructions for shareholders voting electronically are provided in the notes to the Notice of 44th Annual General Meeting

PANASONIC CARBON INDIA CO. LIMITED

26. CEO/CFO Certification

The Managing Director & CEO and the Chief Financial Officer of the Company have certified to the Board of Directors, inter alia, the accuracy of financial statements and adequacy of Internal controls for the financial reporting as required under Regulation 17 (8) of the Listing Regulations for the year ended 31st March, 2026.

27. Prevention of Insider Trading:

In accordance with the requirements of SEBI (Prohibition of Insider Trading) Regulations, 1992, the Company has instituted a code of conduct for prohibition of insider trading in the Company's shares.

28. Outstanding GDR/ADR/Warrants/Debentures or any convertible instruments conversion date and likely impact on equity

Not Applicable

29. Plant/Factory Location

: Tada Mandal, Tirupathi Balaji District, Andhra Pradesh - 524 401
Phone: 7200043020

30. Address for correspondence

The Shareholders may address their correspondence to:

The Company Secretary, M/s. Panasonic Carbon India Co. Limited, Old No.319, New No.4, (3rd Floor), Valluvarkottam High Road, Nungambakkam, Chennai - 600 034 Phone :0091-44-28275216/226/015 E-mail: brajesh.baral@in.panasonic.com Web: www.panasoniccarbon.in	and/or	Mr.R.D.Ramasamy, Director, M/s.Cameo Corporate Services Ltd. "Subramaniam Building", No.1, Club House Road, Chennai 600 002 Phone : 0091-44-28460390 (5 Lines) Fax No. : 0091-44-28460129 Email : investor@cameoindia.com
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By Order of the Board of Directors

For Panasonic Carbon India Co. Limited

Place : Chennai
Date : 06th May, 2026

K. PAUL JAYAKAR
DIRECTOR
DIN : 00692315

R. SENTHIL KUMAR
MANAGING DIRECTOR
DIN : 02170079

PANASONIC CARBON INDIA CO. LIMITED

DECLARATION

To The Members of the Panasonic Carbon India Co. Limited

This is to declare that the Code of Conduct envisaged by the Company for Members of the Board and Senior Management Personnel have been complied with, by all the Members of the Board and the Senior Management Personnel of the Company respectively.

For **PANASONIC CARBON INDIA CO. LIMITED**

Place: Chennai

Date: 06th May, 2026

R. SENTHIL KUMAR

MANAGING DIRECTOR & CEO

DIN : 02170079

Practicing Company Secretary Certificate on Corporate Governance

To

The Members of

M/s Panasonic Carbon India Co. Limited,
Pottipati Plaza, 77 (Old No.35), Nungambakkam High Road,
Third Floor, Nungambakkam, Chennai- 600 034

I have examined the compliance of the conditions of Corporate Governance by M/S.Panasonic Carbon India Co. Limited ('the Company') having CIN:L29142TN1982PLC009560 and having its Registered Office at Pottipati Plaza, 77 (Old No.35), Nungambakkam High Road, Third Floor, Nungambakkam, Chennai - 600 034 for the year ended on March 31, 2026, as stipulated under Regulations 17 to 27, clauses (b) to (i) and (f) of sub-regulation (2) of Regulation 46 and Para C, D and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time ("Listing Regulations") pursuant to the Listing Agreement of the Company with Stock Exchange.

The compliance of the conditions of Corporate Governance is the responsibility of the management. My examination was limited to the procedures and implementation process thereof, adopted by the Company for ensuring the compliance of the conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In my opinion and on the basis of my examination of the records produced, explanations and information furnished, I certify that the Company has complied with the conditions of Corporate Governance as stipulated in the above-mentioned Listing Regulations, as applicable, for the financial year ended on March 31, 2026.

I further state that such compliance is neither as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

Parimala Natarajan
Company Secretary in Practice

FCS No : 5597

CP No : 5239

Place: Chennai

Date: 01st May, 2026

UDIN:F005597H000252668

Peer Review No: 3784 / 2023

Annexure - 3 to the 44th Annual Report of the Board of Directors

ANNUAL REPORT ON CORPORATE SOCIAL RESPONSIBILITY (CSR) ACTIVITIES

1. A brief outline of the Company’s CSR policy, including overview of projects or programs proposed to be undertaken and a reference to the web-link to the CSR policy and projects or programs.
 - i. Corporate Social Responsibility (CSR) remains a core value and one of Company’s main corporate objectives.
 - ii. CSR Policy of the Company commits to make a positive contribution to society through high impact and sustainable programmes.
 - iii. The CSR commitments include but are not limited to education, healthcare, energy and climate change and betterment of the society through respect for universal human rights and the environment, acting with integrity and accountability and sustainability.
 - iv. CSR Policy of the company has been uploaded in the company’s website at www.panasoniccarbon.in
2. The Composition of the CSR Committee
 1. Dr. K Paul Jayakar, Chairman (Independent Director)
 2. Mr. R. Senthil Kumar, Member (Managing Director & CEO)
 3. Mr. Mogarala Sankara Reddy, Member (Independent Director)
3. Average net profit of the company for last three financial years: Rs. 23.50 crores
4. Prescribed CSR Expenditure (2% of the amount as in item 3 above)
The Company is required to spend during the financial year 2025-26 is : Rs. 47.03 Lakh
5. Details of CSR spent during the financial year

Total amount spent for the financial year 2025-26 is: Rs. 47.03 Lakh Amount unspent, if any; Nil

Manner in which the amount spent during the financial year is detailed below

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Sl. No	CSR project/activity	Sector in which the Project is covered	Location	Amount outlay (budget) project or program wise	Amount spent on the projects or Program wise	Cumulative expenditure upto to the reporting period	Amount spent: Direct or through implementing agency
				(Rs)	(Rs)	(Rs)	
1	Supply of T Shirts, Caps, Snacks, Banners and Purchase of Water Bottles for Eco Relay	Education	Tada	1,05,470	1,05,470	1,05,470	Direct
2	Construction of Stage At ZP Girls High School, Tada with Galvalume Sheet Roof	Education	Tada	6,16,816	6,02,333	7,07,803	Direct
3	Racks fixing and Arranged Ceiling Fans 12 Nos for Study cum Dining Hall and Labour charges at KGBV School, Tada	Education	Tada	4,92,840	4,92,839	12,00,642	Direct

PANASONIC CARBON INDIA CO. LIMITED

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Sl. No	CSR project/activity	Sector in which the Project is covered	Location	Amount outlay (budget) project or program wise	Amount spent on the projects or Program wise	Cumulative expenditure upto to the reporting period	Amount spent: Direct or through implementing agency
				(Rs)	(Rs)	(Rs)	
4	Construction of new class room at MPUP School, Kasimgadukuppam, Tada	Education	Tada	12,73,901	11,14,745	23,15,387	Direct
5	Construction of first floor (Two class rooms) at MPUP School, Kasimgadukuppam, Tada	Education	Tada	11,63,996	10,02,398	33,17,785	Direct
6	Construction of Ground floor and first floor work at Ramapuram MP School, Tada	Education	Tada	26,42,774	13,85,300	47,03,085	Direct

8. Responsibility statement of the CSR committee that the implementation and monitoring of CSR policy, is in compliance with CSR objectives and policy of the Company;

We hereby declare that implementation and monitoring of the CSR policy are in compliance with CSR objectives and CSR policy of the Company.

**By order of the Board of Directors
For Panasonic Carbon India Co. Limited**

Place : Chennai
Date : 06th May 2026

K. Paul Jayakar
Chairman of the CSR Committee
DIN: 00692315

R.Senthil Kumar
Managing Director & CEO
DIN :02170079

PANASONIC CARBON INDIA CO. LIMITED

Annexure - 4 to the 44th Annual Report of the Board of Directors

EXTRACT OF ANNUAL RETURN

Financial year ended 31.03.2026 FORM NO. MGT - 9

[Pursuant to section 92(3) of the Companies Act, 2013 and rule 12(1) of the Companies (Management and Administration) Rules, 2014]

SI No	I. Registration and other details	
1	CIN	L29142TN1982PLC009560
2	Registration Date	06/09/1982
3	Name of the Company	PANASONIC CARBON INDIA CO. LIMITED
4	Category / Sub-Category of the Company	Company having Share Capital
5	Address of the old Registered Office and contact details	Pottipati Plaza, 77 (Old. No.35), Nungambakkam High Road, Third Floor, Nungambakkam, Chennai-600034 Tamil Nadu Ph : 044-28275216; Email Id: cs.pcin@outlook.com www.panasoniccarbon.in
6	Address of the new Registered Office and contact details*	Old No.319, New No.4, (3rd Floor), Valluvarkottam High Road, Nungambakkam, Chennai - 600 034. Ph : 044-28275216; Email Id: cs.pcin@outlook.com Website - www.panasoniccarbon.in
6	Whether listed company	Yes (Listed in BSE)
7	Name, address and contact details of Registrar and Share Transfer Agent	M/s.Cameo Corporate Services Ltd Subramaniam Building, No.1, Club House Road, Chennai-600 002 Ph: 044-28460390, 044-28460129 Email id: investor@cameoindia.com
8	MGT 7	www.panasoniccarbon.in

*The Company will shift its registered office to the aforesaid address within the local limits, pursuant to the approval of the Board of Directors at its meeting held on 06th May 2026, with effect from 15th June 2026.

II. Principal Business Activities of the Company

All the Business Activities contributing 10% or more of the total turnover of the Company shall be stated:

Name and Description of main Products / Services	NIC Code of the Product / Service	% to total turnover of the company
Carbon Rods	31908	100%

III PARTICULARS OF HOLDING, SUBSIDIARY AND ASSOCIATE COMPANIES -

Name of the Company	CIN / GLN	Holding / subsidiary/ associate	% of shares held	Applicable Section
PANASONIC HOLDINGS CORPORATION	Japan	HOLDING	63.27	2(46)

PANASONIC CARBON INDIA CO. LIMITED

IV. SHAREHOLDING PATTERN (Equity Share Capital Breakup as percentage of Total Equity) as on 31/03/2026

Category of Shareholders	No of Holders	Total No of Shares	% of Holdings
Resident - Ordinary	10412	1483921	30.8719
Resident - Minor	3	3609	0.0752
Resident - CM/TM -Proprietary Account			
NRI - Repatriable	76	18052	0.3759
NRI - Non Repatriable	116	49938	1.0401
Corporate Body - Domestic	56	77579	1.6163
Corporate Body - Others	4	1351	0.0281
Corporate Body - Foreign Body - Promoter	1	3036820	63.2671
Corporate Body - Limited Liability Partners	2	101	0.0021
Corporate Body - Stock Broker - Proprietor	2	551	0.0115
Corporate Body-UNCLAIMED SECURITIES SUSP AC	1	25	0.0005
Corporate Body - CM/TM - Client Margin A/C	2	5	0.0001
Corporate Body - CM/TM - Proprietary Account	3	587	0.0122
Corporate Body - CM/TM - Collateral Account	1	67	0.0014
Clearing Member	0	0	0
Trusts	2	115	0.0024
Trusts-Others	1	67	0.0014
Resident – HUF	304	87794	1.8285
IEPF - IEPF	1	39418	0.8212
Promoters	0	0	0
Total	10987	4800000	100.0000

ii) Shareholding of Promoters

Sl No	Shareholders Name	Shareholding at the beginning of the year			Shareholding at the end of the year			% change in shareholding during the year
		No. of Shares	% of total shares of the Company	% of Shares Pledged / encumbered to total shares	No. of Shares	% of total shares of the Company	% of Shares Pledged / encumbered to total shares	
1	Panasonic Holdings Corporation	3036820	63.27	-	3036820	63.27	-	0.0000
	Total	3036820	63.27	-	3036820	63.27	-	0.0000

iii) Change in Promoters' Shareholding (Please specify, if there is no change)

Shareholder's Name	Shareholding at the beginning of the year		Shareholding at the end of the year	
	No. of Shares	% of total shares of the company	No. of Shares	No of shares at the end of the year

PANASONIC CARBON INDIA CO. LIMITED

iv) Shareholding Pattern of Top Twenty Shareholders

SI No	For Each of the Top 20 Shareholders	Shareholding as on 31-03-2026	
		No. of Shares	% of total shares of the Company
1	PANASONIC HOLDINGS CORPORATION	3036820	63.2671
2	SHARAD KANAYALAL SHAH	48800	1.0167
3	INVESTOR EDUCATION AND PROTECTION FUND	39418	0.8212
4	RAGHVENDRA	30800	0.6417
5	RAMAKANT	30000	0.6250
6	SANJAY SETHI	25839	0.5383
7	KAMAL KUMAR BOTHRA	20001	0.4167
8	VINUBHAI BACHUBHAI GOHEL	16400	0.3417
9	MADHURI SURYAKANT PRABHUNE	15243	0.3176
10	SUNIL KUMAR GUPTA	15000	0.3125
11	MANOJ BHAGWAN BHAGCHANDANI	14635	0.3049
12	SUMAN DEVI BOTHRA	14301	0.2979
13	UFM MULTITRADE PRIVATE LIMITED	13500	0.2813
14	VAISHNAVI C K	13500	0.2813
15	RAHIL PIYUSH SHAH	10101	0.2104
16	KOMAL JAIN	10001	0.2084
17	BLUEOCEAN CAPITAL AND ADVISORY SERVICES PRIVATE LIMITED	9262	0.1930
18	APARNA SAREES PRIVATE LIMITED	9124	0.1901
19	RAVINDRA S CHOUDHARI	8150	0.1698
20	VISHNU DUTT	8033	0.1674

* The shares of the company are traded on a daily basis and hence the date wise increase/decrease in shareholding is not indicated

v) Shareholding of Directors and Key Managerial Personnel

For Each of the Directors and KMP	Cumulative Shareholding during the year	
	No of Shares	% of total shares of the company
Mr. R. Senthil Kumar, Managing Director		
At the beginning of the year	1000	0.020833
Transaction (transferred during the year)	0	0.000000
At the end of the year	1000	0.020833

Name of the Key Managerial Personnel	Cumulative Shareholding during the year	
	No of Shares	% of total shares of the company
Mr. Vinayagam Sume, CFO		
At the beginning of the year	5	0.000104
Transaction during the year	0	0
At the end of the year	5	0.000104

PANASONIC CARBON INDIA CO. LIMITED

Name of the Key Managerial Personnel	Cumulative Shareholding during the year	
	No of Shares	% of total shares of the company
Mr. Brajesh Baral, Company Secretary		
At the beginning of the year	0	0
Transaction during the year	0	0
At the end of the year	0	0

V. INDEBTEDNESS

Indebtedness of the Company including interest outstanding/accrued but not due for payment

	Secured Loans excluding deposits	Unsecured Loan	Deposits	Total Indebtedness
Indebtedness at the beginning of the financial year	NIL			
i) Principal Amount				
ii) Interest due but not paid				
iii) Interest accrued but not due				
Total (i+ii+iii)				
Change in Indebtedness during the financial year				
Addition				
Reduction				
Net Change				
Indebtedness at the end of the financial year				
i) Principal Amount -				
ii) Interest due but not paid				
iii) Interest accrued but not due				
Total (i+ii+iii)				

VI. REMUNERATION OF DIRECTORS AND KEY MANAGERIAL PERSONNEL

A. Remuneration to Managing Director, Whole-time Director and/or Manager:

Sl.No	Particulars of Remuneration	Mr. R. Senthil Kumar
	Gross Salary	₹
1	a) Salary as per provisions contained in section 17(1) of the Income Tax Act, 1961	1,20,00,000
	b) Value of perquisites under section 17(2) of Income Tax Act, 1961	3,15,000
	c) profit in lieu of salary under section 17(3) of Income Tax Act, 1961	-
2	Stock Options	-
3	Sweat Equity	-
4	Commission as a percentage of profit	-
	Total (A)	1,23,15,000

PANASONIC CARBON INDIA CO. LIMITED

B. Remuneration to other Directors:

1. Independent Directors

Sl.No	Particulars of Remuneration	Name of the Director			Total Amount (₹)
		Dr. K.Paul Jayakar (₹)	Mrs. S Rajashree (₹)	Mr. Mogarala Sankara Reddy (Rs)	
1	Fees paid during the year for attending Board/ Committee Meetings	1,05,000	1,05,000	1,05,000	3,15,000
2	Commission	5,00,000	5,00,000	5,00,000	15,00,000
3	Others Please Specify				
	Total (B) (1)	6,05,000	6,05,000	6,05,000	18,15,000

2. Other Non Executive Directors

Sl.No	Particulars of Remuneration	Name of the Director		Total Amount (Rs)
		Mr. Hidefumi Fujii	Mr Akinori Isomura	
1	Fee for attending Board / Committee Meetings	0	0	0
2	Commission	0	0	0
3	Others Please Specify	-	-	0
	Total (B) (2)	0	0	0
	Total (B)=(B)(1)+(B)(2)			18,15,000

VII. PENALTIES / PUNISHMENT / COMPOUNDING OF OFFENCES:

There are no penalties/punishment/compounding of offences under any Section of the Companies Act, 2013 against the Company or its Directors or other officers in default, if any, during the year.

PANASONIC CARBON INDIA CO. LIMITED

Annexure – 5 to the 44th Annual Report of the Board of Directors

Form-MR-3

Secretarial Audit Report for the financial year ended 31st March, 2026

[Pursuant to Section 204(1) of the Companies Act, 2013 and Rule No. 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To

The Members,
M/s Panasonic Carbon India Co. Limited,
Pottipati Plaza, 77 (Old No.35),
Nungambakkam High Road,
Third Floor, Nungambakkam, Chennai- 600 034

I have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by M/s Panasonic Carbon India Co. Limited ('the Company') having CIN: L29142TN1982PLC009560 having its registered office at Pottipati Plaza, 77 (Old No.35), Nungambakkam High Road, Third Floor, Nungambakkam, Chennai - 600 034. Secretarial Audit was conducted in a manner that provided me a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing my opinion thereon.

Based on my verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company, to the extent the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, the explanations and clarifications given to me and the representations made by the Management, I hereby report that in our opinion, the Company has during the audit period covering the financial year ended on March 31, 2026, generally complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

I have examined the books, papers, minute books, forms and returns filed and other records maintained by **M/s Panasonic Carbon India Co. Limited** ("the Company") for the period ended on 31st March, 2026 according to the provisions of:

1. The Companies Act, 2013 ("the Act") and the rules made thereunder;
2. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;
3. The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

4. Foreign Exchange Management Act, 1999 and the rules and re thereunder to the extent of Foreign Direct Investment;

5. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):- (As amended from time to time)

- (a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
- (b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
- (c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 and amendments from time to time; **(Not Applicable as the company has not issued any security during the financial year under review)**
- (d) The Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014 **(Not applicable to the Company during the audit period);**
- (e) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client;
- (f) Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018;
- (g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009 **(Not applicable to the Company during the audit period)** and
- (h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018 **(Not applicable to the Company during the audit period);**

I have also examined compliance with the applicable clauses of the following:

PANASONIC CARBON INDIA CO. LIMITED

- i) Secretarial Standards issued by The Institute of Company Secretaries of India’.
- ii) The Listing Agreements entered into by the Company with BSE Limited read with the SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015.

During the period under review, the Company has generally complied with the provisions of the Act, Rules, Regulations, Guidelines and Standards as mentioned above.

I further report that, having regard to the compliance system prevailing in the Company and on examination of the relevant documents and records in pursuance thereof, the Company has complied with the following law applicable specifically to the Company:

I further report that

- The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. There were changes in the composition of the Board of Directors that took place during the period under review.
- Adequate notice was given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven

days in advance for meetings other than those held at shorter notice and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

- As per the minutes of the meetings duly recorded and signed by the Chairman, the decisions of the Board were unanimous and no dissenting views have been recorded.

I further report that there are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

This report is to be read with our letter of even date which is annexed as Annexure “A” and forms an integral part of this Report.

Parimala Natarajan
Company Secretary in Practice
FCS No : 5597
Cop No : 5239

Place: Chennai

UDIN:F005597H000252767

Date: 01st May, 2026

Peer Review No: 3784 / 2023

“Annexure-A”

To

The Members,

M/s Panasonic Carbon India Co. Limited,
Pottipati Plaza, 77 (Old No.35),
Nungambakkam High Road,
Third Floor, Nungambakkam, Chennai- 600 034

My report of even date is to be read along with this letter:

1. Maintenance of secretarial record is the responsibility of the management of the Company. My responsibility is to express an opinion on these secretarial records based on my audit.
2. I have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. I believe that the processes and practices I followed, provide a reasonable basis for my opinion.
3. I have not verified the correctness and

appropriateness of financial records and Books of Accounts of the Company.

4. Wherever required, I have obtained the Management’s representation about the compliance of laws, rules and regulations and happening of events etc.
5. The compliance of the provisions of corporate and other applicable laws, rules, regulations, standards is the responsibility of management. My examination was limited to the verification of procedures on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

Parimala Natarajan
Company Secretary in Practice
FCS No : 5597
Cop No : 5239

Place: Chennai

UDIN:F005597H000252767

Date: 01st May, 2026

Peer Review No: 3784 / 2023

PANASONIC CARBON INDIA CO. LIMITED

Annual Secretarial Compliance Report of M/s Panasonic Carbon India Co. Limited for the financial year ended 31st March, 2026

I have conducted the review of the compliance of the applicable statutory provisions and the adherence to good corporate practices by M/s Panasonic Carbon India Co. Limited (hereinafter referred as 'the listed entity'), having its Registered Office at Pottipati Plaza, 77 (Old No.35), Nungambakkam High Road, Third Floor, Nungambakkam, Chennai - 600 034, Tamil Nadu, India. Secretarial Review was conducted in a manner that provided me a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing my opinion thereon.

Based on my verification of the listed entity's books, papers, minutes books, forms and returns filed and other records maintained by the listed entity and also the information provided by the listed entity, its officers, agents and authorized representatives during the conduct of Secretarial Review, I hereby report that in my opinion, the listed entity has, during the review period covering the financial year ended on March 31, 2026, complied with the statutory provisions listed hereunder and also that the listed entity has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

I, Parimala Natarajan, have examined:

- a) all the documents and records made available to me and explanation provided by M/s.Panasonic Carbon India Co. Limited ("the listed entity");
- b) the filings/ submissions made by the listed entity to the stock exchanges;
- c) website of the listed entity;
- d) any other document/ filing, as may be relevant, which has been relied upon to make this certification, for the year ended March 31, 2026 ("Review Period") in respect of compliance with the provisions of:
 - a) the Securities and Exchange Board of India Act, 1992 ("SEBI Act") and the Regulations, circulars, guidelines issued thereunder; and
 - b) the Securities Contracts (Regulation) Act, 1956 ("SCRA"), rules made thereunder and the Regulations, circulars, guidelines issued thereunder by the Securities and Exchange Board of India ("SEBI");

The specific Regulations, whose provisions and the circulars/ guidelines issued thereunder have been examined, include

- a) Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015;
- b) Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;
(Not applicable as no securities were issued during the review period).
- c) Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
- d) Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018
(Not Applicable for review period);
- e) Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021
(Not Applicable for review period);
- f) Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021
(Not Applicable for review period);

PANASONIC CARBON INDIA CO. LIMITED

g) Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

h) Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018;

and circulars/ guidelines issued thereunder; and based on the above examination, I hereby report that, during the Review Period:

(a) The listed entity has complied with the provisions of the above Regulations and circulars/ guidelines issued thereunder, except in respect of matters specified below: Not Applicable

Sr No	Compliance Requirement (Regulations/ circulars/ guidelines including specific clause)	Regulation/ Circular No.	Deviations	Action Taken by	Type of Action	Details of Violation	Fine Amount	Observations/ Remarks of the Practicing Company Secretary	Management Response	Remarks
None										

(b) The listed entity has taken the following actions to comply with the observations made in previous reports: Not Applicable

Sr No	Observations / Remarks of the Practicing Company Secretary in the previous reports	Observations made in the secretarial compliance report for the year ended March 31, 2025	Compliance Requirement (Regulations/ circulars/guidelines including specific clause)	Details of violation / deviations and actions taken / penalty imposed, if any, on the listed entity	Remedial actions, if any, taken by the listed entity	Comments of the PCS on the actions taken by the listed entity

I hereby report that, during the Review Period the compliance status of the listed entity with the following requirements

Sr. No.	Particulars	Compliance Status (Yes/ No/ NA)	Observations/ Remarks by PCS*
1.	Secretarial Standards: The compliances of the listed entity are in accordance with the applicable Secretarial Standards (SS) issued by the Institute of Company Secretaries India (ICSI).	Yes	
2.	Adoption and timely updation of the Policies: <ul style="list-style-type: none"> • All applicable policies under SEBI Regulations are adopted with the approval of Board of Directors of the listed entity. • All the policies are in conformity with SEBI Regulations and have been reviewed & updated on time, as per the regulations/ circulars/ guidelines issued by SEBI. 	Yes Yes	

PANASONIC CARBON INDIA CO. LIMITED

Sr. No.	Particulars	Compliance Status (Yes/ No/ NA)	Observations/ Remarks by PCS*
3.	Maintenance and disclosures on Website: <ul style="list-style-type: none"> The Listed entity is maintaining a functional website. Timely dissemination of the documents/ information under a separate section on the website. Web-links provided in annual corporate governance reports under Regulation 27(2) are accurate and specific which re- directs to the relevant document(s)/ section of the website. 	Yes Yes Yes	
4.	Disqualification of Director: None of the Director(s) of the Company is/ are disqualified under Section 164 of Companies Act, 2013 as confirmed by the listed entity.	Yes	
5.	Details related to Subsidiaries of listed entities: (a) Identification of material subsidiary Companies	NA	The Listed Entity doesn't have any Subsidiary Company
	(b) Requirement with respect to disclosure of material as well as other subsidiaries		
6.	Preservation of Documents: The listed entity is preserving and maintaining records as prescribed under SEBI Regulations and disposal of records as per Policy of Preservation of documents and Archival policy prescribed under SEBI LODR Regulations, 2015.	Yes	
7.	Performance Evaluation: The listed entity has conducted performance evaluation of the Board, Independent Directors and the Committees at the start of every financial year/during the financial year as prescribed in SEBI Regulations.	Yes	
8.	Related Party Transactions: (a) The listed entity has obtained prior approval of Audit Committee for all related party transactions; or (b) In case no prior approval obtained, the listed entity shall provide detailed reasons along with confirmation whether the transactions were subsequently approved / ratified / rejected by the Audit committee	Yes NA	As the Listed Entity has obtained prior approval of Audit Committee for all related party transactions hence point 8(b) is not applicable.
9.	Disclosure of events or information: The listed entity has provided all the required disclosure(s) under Regulation 30 along with Schedule III of SEBI LODR Regulations, 2015 within the time limits prescribed thereunder	Yes	
10.	Prohibition of Insider Trading: The listed entity is in compliance with Regulation 3(5) & 3(6) SEBI (Prohibition of Insider Trading) Regulations, 2015.	Yes	

PANASONIC CARBON INDIA CO. LIMITED

Sr. No.	Particulars	Compliance Status (Yes/ No/ NA)	Observations/ Remarks by PCS*
11.	<p>Actions taken by SEBI or Stock Exchange(s), if any:</p> <p>No actions taken against the listed entity/ its promoters/ directors/ subsidiaries either by SEBI or by Stock Exchanges (including under the Standard Operating Procedures issued by SEBI through various circulars) under SEBI Regulations and circulars / guidelines issued thereunder.</p>	Yes	
12.	<p>Resignation of statutory auditors from the listed entity or its material subsidiaries:</p> <p>In case of resignation of statutory auditor from the listed entity or any of its material subsidiaries during the financial year, the listed entity and / or its material subsidiary(ies) has / have complied with paragraph 6.1 and 6.2 of section V-D of chapter V of the Master Circular on compliance with the provisions of the LODR Regulations by listed entities.</p>	NA	There were no instance of resignation of statutory auditors during the review period.
13	<p>Additional non-compliances observed:</p> <p>No additional non-compliance observed for any of the SEBI regulation / circular / guidance note etc. except as reported above.</p>	Yes	

I further, report that the listed entity is in compliance/ not in compliance with the disclosure requirements of Employee Benefit Scheme Documents in terms of regulation 46(2) (za) of the LODR Regulations. **Not Applicable**

Assumptions & Limitation of Scope and Review:

1. Compliance of the applicable laws and ensuring the authenticity of documents and information furnished, are the responsibilities of the management of the listed entity.
2. My responsibility is to certify based upon our examination of relevant documents and information. This is neither an audit nor an expression of opinion.
3. I have not verified the correctness and appropriateness of financial Record and Books of Accounts of the listed entity.
4. This Report is solely for the intended purpose of compliance in terms of Regulation 24A (2) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and is neither an assurance as to the future viability of the listed entity nor of the efficacy or effectiveness with which the management has conducted the affairs of the listed entity.

Parimala Natarajan
 Company Secretary in Practice
 FCS No : 5597
 Cop No : 5239
 UDIN:F005597H000252613
 Peer Review No: 3784 / 2023

Place: Chennai
 Date: 01st May, 2026

PANASONIC CARBON INDIA CO. LIMITED

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To

The Members of

M/s Panasonic Carbon India Co. Limited,
Pottipati Plaza, 77 (Old No.35), Nungambakkam High Road,
Third Floor, Nungambakkam, Chennai- 600 034

I have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Mis Panasonic Carbon India Co. Limited having CIN:L29142TN1982PLC009560 and having registered office at Pottipati Plaza, 77 (Old No.35), Nungambakkam High Road, Third Floor, Nungambakkam, Chennai 600 034 (hereinafter referred to as 'the Company'), produced before me by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In my opinion and to the best of my information and according to the verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to me by the Company & its officers, I hereby certify that none of the Directors on the Board of the Company as stated below for the financial year ending on 31st March, 2026 have been debarred or disqualified from being appointed or continuing as Directors of Companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs or any such other Statutory Authority.

S No	Name of Director	DIN	Date of Appointment in Company
1.	Mr. Ramaiah Senthilkumar	02170079	23.04.2008
2.	Mr. Kola Paul Jayakar	00692315	30.06.2020
3.	M s. Rajashree Santhanam	07162071	01.04.2021
4.	Mr. Akio Fujita	11130669	01.07.2025
5.	Mr. Hidefumi Fujii	10627503	16.05.2024
6.	Mr. Mogarala Sankara Reddy	07212025	01.04.2025

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. My responsibility is to express an opinion on these based on my verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

Parimala Natarajan
Company Secretary in Practice

FCS No : 5597

CP No : 5239

Place: Chennai

Date: 01st May, 2026

UDIN:F005597H000252745

Peer Review No: 3784 / 2023

PANASONIC CARBON INDIA CO. LIMITED

Annexure - 6 to 44th Annual Report of the Board of Directors

Statement of Disclosure of Remuneration under Section 197 of Companies Act, 2013 and Rule 5(1) of Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

- a) The ratio of the remuneration of each Director to the median employee's remuneration of the Company for the financial year:

Name	Designation	Ratio to median remuneration of the employees
Mr. R. Senthil Kumar	Managing Director & CEO	20:1

- b) The percentage increase in remuneration of each Director, Chief Financial Officer, Chief Executive Officer, Company Secretary or Manager, if any, in the financial year:

Name	Designation	% increase in remuneration
Mr. R. Senthil Kumar	Managing Director & CEO	1.8%
Mr. Vinayagam Sume	Chief Financial Officer	8%
Mr. Brajesh Baral	Company Secretary	NA

- c) The percentage increase in the average remuneration of employees in the financial year is 10% and this increase is in line with the policy of Company mainly to compensate for the increased cost of living and to be in line with market conditions.
- d) The number of permanent employees on the rolls of company as on 31/03/2026: 136
- e) The Company's PAT has Increased from Rs.2082.90 lakhs to Rs.2123.86 lakhs, an increase of 2%.
- f) Comparison of the remuneration of the Key Managerial Personnel against the performance of the Company.

Name	Designation	% Increase in CTC	PAT (₹ in Lakhs)	% Increase in PAT
Mr. R. Senthil Kumar	Managing Director & CEO	1.8%	2123.86	2%
Mr. Vinayagam Sume	Chief Financial Officer	8%		
Mr. Brajesh Baral	Company Secretary	NA		

*It consists of salary/allowance, value of perquisites, bonus and retirement benefits etc.

- g) Variations in the market capitalisation of the Company, price earnings ratio as at the closing date of the current financial year and previous financial year and percentage increase or decrease in the market quotations of the shares of the Company in comparison to the rate at which the Company came out with the last public offer:

Date	Paid up Capital (Face value of Rs. 10/- each)	Closing Market Price per shares (INR)	EPS	PE Ratio	Market Capitalisation (₹ in Lakhs)
31.03.2026	4,80,00,000	424.40	44.25	9.59	20371.20
31.03.2025	4,80,00,000	476.05	43.39	10.97	22,850.40
Increase / (Decrease)	NIL	-51.65	0.86	-1.38	-2479.20
% Increase / (Decrease)	NIL	-10.85	1.98	-12.58	-10.85
Issue of shares during the year	NIL	NIL	NIL	NIL	NIL

PANASONIC CARBON INDIA CO. LIMITED

- h) Average percentile increase already made in the salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof any exceptional circumstances for increase in the managerial remuneration.

Average 'per head' increase in remuneration is 10% for employees other than Key Managerial Personnel and 7% for Managerial Personnel (KMP and Senior Management)

- i) The key parameters for any variable component of remuneration availed by the Directors:

The Company has not paid any variable components of remuneration to the Managing Director except remuneration by way of salary and perquisites.

Independent- Non-Executive Directors are paid sitting fees and commission as per their terms of appointment and Non- Executive Directors are paid sitting fees only.

The Directors nominated by the collaborator are not paid any sitting fees and commission.

- j) The ratio of the remuneration of the highest paid Director to that of the employees who are not directors but receive remuneration in excess of the highest paid Director during the year: Not Applicable
- k) It is hereby affirmed that the remuneration is as per the Remuneration Policy of the Company.

**By Order of the Board of Directors
For Panasonic Carbon India Co. Limited**

Place : Chennai

Date : 06th May, 2026

R. SENTHIL KUMAR
MANAGING DIRECTOR
(DIN: 02170079)

PANASONIC CARBON INDIA CO. LIMITED

Annexure - 7 to 44th Annual Report of the Board of Directors

FORM NO. AOC.2

*(Pursuant to clause (h) of sub-section (3) of section 134 of the Act and Rule 8(2)
of the Companies (Accounts) Rules, 2014)*

Form for disclosure of particulars of contracts/arrangements entered into by the company with related parties referred to in sub-section (1) of section 188 of the Companies Act, 2013 including certain arms length transactions under third proviso thereto.

1 Details of contracts or arrangements or transactions not at Arm's length basis :

All transactions are at Arm's length basis and it was approved on our Board Meeting held on 06th May, 2026

2 Details of Material contracts or arrangements or transactions at Arm's length basis :

kindly refer our accounts note no.32

**By Order of the Board of Directors
For Panasonic Carbon India Co. Limited**

Place : Chennai
Date : 06th May, 2026

K. PAUL JAYAKAR
DIRECTOR
DIN : 00692315

R. SENTHIL KUMAR
MANAGING DIRECTOR
DIN : 02170079

PANASONIC CARBON INDIA CO. LIMITED

Independent Auditor's report

To the Members of Panasonic Carbon India Co. Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of **Panasonic Carbon India Co. Limited** (the "Company") which comprise the balance sheet as at 31 March 2026, and the statement of profit and loss (including other comprehensive income), statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2026, and its profit and other comprehensive income, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Revenue recognition

See Note 3 and 21 to financial statements

<i>The Key audit matter</i>	<i>How the matter was addressed in our audit</i>
<p>The Company's revenue is derived primarily from sale of goods. The Company manufactures and sells carbon rods / carbon electrodes, which are used as a key component in dry cell batteries.. Revenue is recognised as per the principles laid down under Ind AS 115 Revenue from contracts with customers.</p> <p>Revenue from sale of goods is recognized on transfer of control of the products to the customer. There is a risk that revenue could be recognized at a time which is different from transfer of control especially for sales transactions occurred on and around the reporting period.</p> <p>We identified revenue recognition as a key audit matter because the Company and its external stakeholders focus on revenue as a key performance indicator. This could create an incentive for revenue to be overstated or recognised before control has been transferred.</p>	<p>In view of the significance of the matter we applied the following audit procedures in this area, among others to obtain sufficient appropriate audit evidence:</p> <ul style="list-style-type: none">• Evaluated the appropriateness of the Company's accounting policy for revenue recognition and assessed the compliance with applicable accounting standards.• Obtained an understanding of the Company's sales process and tested the design and implementation of Company's key internal controls in relation to timing of revenue recognition in accordance with Company's contracts. We also tested the operating effectiveness of such controls for a sample of transactions with special reference to controls over revenue recognised on and around the year end.

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<i>The Key audit matter</i>	<i>How the matter was addressed in our audit</i>
	<ul style="list-style-type: none"> • Performed detailed substantive testing (including period end cut-off testing) on selected samples of revenue transactions using monetary unit (statistical) sampling method, recorded during the year by testing the underlying documents, which includes sales contract and in particular examined whether these are recognised in the period in which control is transferred. This included examination of the terms and conditions of the customer orders including the shipping terms, transporter documents and customer acceptances, as applicable to test evidence for transfer of control. • Performed analytical procedures on current year revenue based on trends and where appropriate, conducted further inquiries and test to identify unusual transactions. • Other audit procedures specifically designed to address risk of management override of controls • We also tested sample journal entries for revenue recognised during the year, selected based on specified risk-based criteria, to identify any unusual transactions. • Assessed the adequacy of the Company's disclosures in the financial statements.

Other Information

The Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations.

Management's and Board of Directors' Responsibility for the Financial Statements

The Company's Management and Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the state of affairs, profit/loss and other comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls,

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that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Management and Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so. The Board of Directors is also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

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From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.
2. (A) As required by Section 143(3) of the Act, we report that:
 - a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.
 - b. In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books, except for the matters stated in the paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 and the back-up of the books of account and other relevant books and papers in electronic mode has not been kept on servers physically located in India on a daily basis.
 - c. The balance sheet, the statement of profit and loss (including other comprehensive income), the statement of changes in equity and the statement of cash flows dealt with by this Report are in agreement with the books of account.
 - d. In our opinion, the aforesaid financial statements comply with the Ind AS specified under Section 133 of the Act.
 - e. On the basis of the written representations received from the directors as on 01 April 2026 taken on record by the Board of Directors, none of the directors is disqualified as on 31 March 2026 from being appointed as a director in terms of Section 164(2) of the Act.
 - f. the qualification relating to the maintenance of accounts and other matters connected therewith are as stated in the paragraph 2A(b) above on reporting under Section 143(3)(b) of the Act and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.
 - g. With respect to the adequacy of the internal financial controls with reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".
- (B) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:
 - a. The Company has disclosed the impact of pending litigations as at 31 March 2026 on its financial position in its financial statements - Refer Note 31 to the financial statements.
 - b. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.
 - c. The following are the instances of delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company.

Financial year to which the amount relates	Amount (INR in thousands)	Date by which amount should have been credited to the fund	Date on which amount has been credited to the fund
2017-18	442,480	23 October 2025	03 November 2025

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- d. (i) The management has represented that, to the best of its knowledge and belief, as disclosed in the Note 35(i) to the financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (ii) The management has represented that, to the best of its knowledge and belief, as disclosed in the Note 35(j) to the financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (iii) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.
- e. The final dividend paid by the Company during the year, in respect of the same declared for the previous year, is in accordance with Section 123 of the Act to the extent it applies to payment of dividend. As stated in Note 13 to the financial statements, the Board of Directors of the Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend
- f. The Company has used an accounting software for maintaining its books of accounts. Based on our examination and explanations give to us, we are unable to comment whether audit trail feature of the said software (both at an application and database level) was enabled and operated throughout the year for all relevant transactions recorded in the software or whether there were any instances of the audit trail feature been tampered with. Additionally we are unable to comment whether the audit trail has been preserved by the Company as per the statutory requirements for record retention
- (C) With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us, the remuneration paid by the Company to its directors during the current year is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

for **B S R & Co. LLP**

Chartered Accountants

Firm's Registration No.:101248W/W-100022

R Kalyana Sundara Rajan

Partner

Membership No.: 221822

ICAI UDIN:26221822RZOIFE3298

Place: Chennai

Date: 06th May 2026

PANASONIC CARBON INDIA CO. LIMITED

Annexure A to the Independent Auditor's on the financial statements of Panasonic Carbon India Co. Limited for the year ended 31 March 2026

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

- (i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.
 - (B) The Company does not have any intangible assets. Accordingly, clause 3(i)(a)(B) of the Order is not applicable to the Company.
- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has a regular programme of physical verification of its Property, Plant and Equipment by which all property, plant and equipment are verified in a phased manner over a period of three years. In accordance with this programme, certain property, plant and equipment were verified during the year. In our opinion, this periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. No discrepancies were noticed on such verification
- (c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties (other than immovable properties where the Company is the lessee and the leases agreements are duly executed in favour of the lessee) disclosed in the financial statements are held in the name of the Company.
- (d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not revalued its Property, Plant and Equipment during the year.
- (e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no proceedings initiated or pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.
- (ii) (a) The inventory, has been physically verified by the management during the year. In our opinion, the frequency of such verification is reasonable and procedures and coverage as followed by management were appropriate. No discrepancies were noticed on verification between the physical stocks and the book records that were more than 10% in the aggregate of each class of inventory
 - (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been sanctioned any working capital limits in excess of five crore rupees in aggregate from banks and financial institutions on the basis of security of current assets at any point of time of the year. Accordingly, clause 3(ii)(b) of the Order is not applicable to the Company
- (iii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any investments, provided guarantee or security or granted any loans or advances in the nature of loans, secured or unsecured, to companies, firms, limited liability partnerships or any other parties during the year. Accordingly, provisions of clauses 3(iii)(a) to 3(iii)(f) of the Order are not applicable to the Company.
- (iv) According to the information and explanations given to us and on the basis of our examination of records of the Company, the Company has neither made any investments nor has it given loans or provided guarantee or security and therefore the relevant provisions of Sections 185 and 186 of the Companies Act, 2013 ("the Act") are not applicable to the Company. Accordingly, clause 3(iv) of the Order is not applicable.
- (v) The Company has not accepted any deposits or amounts which are deemed to be deposits from the public. Accordingly, clause 3(v) of the Order is not applicable.

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(vi) We have broadly reviewed the books of accounts maintained by the Company pursuant to the rules prescribed by the Central Government for maintenance of cost records under Section 148(1) of the Act in respect of its manufactured goods and are of the opinion that prima facie, the prescribed accounts and records have been made and maintained. However, we have not carried out a detailed examination of the records with a view to determine whether these are accurate or complete.

(vii) (a) The Company does not have liability in respect of Service tax, Duty of excise, Sales tax and Value added tax during the year since effective 1 July 2017, these statutory dues has been subsumed into GST.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion, the undisputed statutory dues including Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues have generally been regularly deposited by the Company with the appropriate authorities, except for one instance of 9 days delays in depositing dues of Tax Deducted at Source and 11 instances of delays in depositing dues of Professional Tax ranging between 4 to 7 days..

According to the information and explanations given to us and on the basis of our examination of the records of the Company, no undisputed amounts payable in respect of Goods and Service Tax, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues were in arrears as at 31 March 2026 for a period of more than six months from the date they became payable, except as mentioned below:

Name of the statute	Nature of dues	Amount (INR in thousands)	Period to which amount relates	Due date	Date of payment
Employees' Provident Funds and Miscellaneous Provisions Act, 1952	Provident Fund	3,943.67 (excluding Interest)	April 2018- March 2020	Various dates	Not yet paid

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, statutory dues relating to Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues which have not been deposited on account of any dispute are as set out in Appendix 1.

(viii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not surrendered or disclosed any transactions, previously unrecorded as income in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year.

(ix) (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company did not have any loans or borrowings from any lender during the year. Accordingly, clause 3(ix)(a) of the Order is not applicable to the Company.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been declared a wilful defaulter by any bank or financial institution or government or government authority.

(c) Accordingly to the information and explanations given to us by the management, the Company has not obtained any term loans during the year. Accordingly, clause 3(ix)(c) of the Order is not applicable

(d) According to the information and explanations given to us and on an overall examination of the financial statements of the Company, we report that no funds raised on short-term basis have been used for long-term purposes by the Company.

(e) The Company does not hold any investment in any subsidiaries, associates or joint ventures (as defined under the Act) during the year ended 31 March 2026. Accordingly, clause 3(ix)(e) is not applicable.

(f) The Company does not hold any investment in any subsidiaries, associates or joint ventures (as defined under

PANASONIC CARBON INDIA CO. LIMITED

the Act) during the year ended 31 March 2026. Accordingly, clause 3(ix)(f) is not applicable.

- (x) (a) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments). Accordingly, clause 3(x)(a) of the Order is not applicable.
 - (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, clause 3(x)(b) of the Order is not applicable.
- (xi) (a) During the course of our examination of the books and records of the Company and according to the information and explanations given to us, no fraud by the Company or on the Company has been noticed or reported during the year.
 - (b) According to the information and explanations given to us, no report under sub-section (12) of Section 143 of the Act has been filed by the auditors in Form ADT-4 as prescribed under Rule 13 of the Companies (Audit and Auditors) Rules, 2014 with the Central Government.
 - (c) As represented to us by the management, there are no whistle blower complaints received by the Company during the year.
- (xii) According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, clause 3(xii) of the Order is not applicable.
- (xiii) In our opinion and according to the information and explanations given to us, the transactions with related parties are in compliance with Section 177 and 188 of the Act, where applicable, and the details of the related party transactions have been disclosed in the financial statements as required by the applicable accounting standards.
- (xiv) (a) Based on information and explanations provided to us and our audit procedures, in our opinion, the Company has an internal audit system commensurate with the size and nature of its business.
 - (b) We have considered the internal audit reports of the Company issued till date for the period under audit.
- (xv) In our opinion and according to the information and explanations given to us, the Company has not entered into any non-cash transactions with its directors or persons connected to its directors and hence, provisions of Section 192 of the Act are not applicable to the Company.
- (xvi) (a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(a) of the Order is not applicable.
 - (b) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(b) of the Order is not applicable.
 - (c) The Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, clause 3(xvi)(c) of the Order is not applicable.
 - (d) According to the information and explanations given to us, the Group (as per the provisions of the Core Investment Companies (Reserve Bank) Directions, 2016) does not have any CIC. However, we have not separately evaluated whether the information provided by the management is accurate and complete. Accordingly, clause 3(xvi)(d) of the Order is not applicable.
- (xvii) The Company has not incurred cash losses in the current and in the immediately preceding financial year.
- (xviii) There has been no resignation of the statutory auditors during the year. Accordingly, clause 3(xviii) of the Order is not applicable.
- (xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions,

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nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that the Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

Also refer to the Other Information paragraph of our main audit report which explains that the other information comprising the information included in annual report is expected to be made available to us after the date of this auditor's report.

- (xx) In our opinion and according to the information and explanations given to us, there is no unspent amount under sub-section (5) of Section 135 of the Act pursuant to any project. Accordingly, clauses 3(xx)(a) and 3(xx)(b) of the Order are not applicable.

for **B S R & Co. LLP**

Chartered Accountants

Firm's Registration No.:101248W/W-100022

R Kalyana Sundara Rajan

Partner

Place: Chennai

Membership No.: 221822

Date: 06th May 2026

ICAI UDIN:26221822RZOIFE3298

Appendix 1 as referred to in para vii (b) of annexure to the Auditors' Report

Details of material statutory dues which have not been deposited on account of any dispute (INR Thousands)

Name of the statute	Nature of the dues	Demand Amount	Amount paid under protest	Net amount	Period to which the amount relates	Forum where the dispute is pending
Income Tax Act, 1961	Income Tax	13,198.54	-	13,198.54	FY 2017-2018	High Court
Income Tax Act, 1961	Income Tac	81.69	-	81.69	FY 2009-2010	Assessing officer
Andhra Pradesh Tax of Entry of Goods into Local Areas Act, 2001	Value Added Tax	6,753.36	3,376.68	3,376.68	1 April 2014 - 31 March	AP VAT Appellate Tribunal
The Goods and Services Tax Act, 2017	Goods and Services Tax	364.55	72.81	291.74	FY 2017-2018	GST Appellate Authority
The Goods and Services Tax Act, 2017	Goods and Services Tax	1717.30	97.37	1619.93	FY 2021- 2022	GST Appellate Authority

PANASONIC CARBON INDIA CO. LIMITED

Annexure B to the Independent Auditor's Report on the financial statements of Panasonic Carbon India Co.Limited for the year ended 31 March 2026

Report on the Internal Financial Controls with reference to the aforesaid financial statements under clause (i) of sub-section 3 of section 143 of the ACT

(Referred to in paragraph 2 (A) (g) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

We have audited the internal financial controls with reference to financial statements of Panasonic Carbon India Co. Limited ("the Company") as of 31 March 2026 in conjunction with our audit of the financial statements of the Company for the year ended on that date.

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2026, based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Directors' Responsibility for Internal Financial Controls

The Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditors' Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to financial statements.

PANASONIC CARBON INDIA CO. LIMITED

Meaning of Internal Financial Controls with reference to financial statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with reference to financial statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

for **B S R & Co. LLP**

Chartered Accountants

Firm's Registration No.:101248W/W-100022

R Kalyana Sundara Rajan

Partner

Membership No.: 221822

ICAI UDIN:26221822RZOIFE3298

Place: Chennai

Date: 06th May 2026

PANASONIC CARBON INDIA CO. LIMITED

Balance sheet as at 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

	Note	As at 31 March 2026	As at 31 March 2025
Assets			
Non-current assets			
Property, plant and equipment	4	42,610.15	45,014.40
Financial assets			
(i) Other financial assets	5	300,296.92	158,338.08
Other non-current assets	6	3,567.12	3,627.21
Total non-current assets		346,474.19	206,979.69
Current assets			
Inventories	7	37,811.64	34,449.89
Financial assets			
(i) Trade receivables	8	45,269.42	48,742.96
(ii) Cash and cash equivalents	9	10,657.06	17,401.46
(iii) Bank balances other than cash and cash equivalents	10	3,508.24	3,363.48
(iv) Other financial assets	5	1,488,395.30	1,455,588.57
(v) Investments	11	-	-
Other current assets	6	3,460.93	8,790.68
Total current assets		1,589,102.59	1,568,337.04
Total assets		1,935,576.78	1,775,316.73
Equity and liabilities			
Equity			
Equity share capital	12	48,000.00	48,000.00
Other equity	13	1,828,768.72	1,671,007.26
Total equity		1,876,768.72	1,719,007.26
Liabilities			
Non-current liabilities			
Deferred tax liabilities (net)	28D	4,394.67	5,103.27
Total non-current liabilities		4,394.67	5,103.27
Current liabilities			
Financial liabilities			
Trade payables	17		
- total outstanding dues of micro and small enterprises		366.99	841.83
- total outstanding dues of creditors other than micro and small enterprises		18,664.24	27,375.23
Other financial liabilities	18	5,008.24	4,863.48
Other current liabilities	19	15,799.26	14,443.72
Provisions	20	1,157.74	3,302.37
Current tax liabilities (net)		13,416.92	379.57
Total current liabilities		54,413.39	51,206.20
Total liabilities		58,808.06	56,309.47
Total equity and liabilities		1,935,576.78	1,775,316.73
Material accounting policies	3		

The accompanying notes referred to above form an integral part of financial statements

As per our report of even date

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration No: 101248W/W-100022

R Kalyana Sundara Rajan
Partner
Membership No.: 221822

Place: Chennai
Date: 06 May 2026

for and on behalf of the board of directors of
Panasonic Carbon India Co. Limited
CIN: L29142TN1982PLC009560

R. Senthil Kumar
Managing Director
DIN: 02170079
Vinayagam Sume
Chief Financial Officer

Place: Chennai
Date: 06 May 2026

K. Paul Jayakar
Director
DIN: 00692315
Brajesh Baral
Company Secretary
Membership No.: A76214

PANASONIC CARBON INDIA CO. LIMITED

Statement of profit and loss for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

	Note	For the year ended 31 March 2026	For the year ended 31 March 2025
Revenue from operations	21	547,407.66	539,985.00
Other income	22	127,539.62	117,857.77
Total income		674,947.28	657,842.77
Expenses:			
Cost of materials consumed	23	140,889.79	152,551.68
Changes in inventories of work-in-progress	24	(168.41)	(4,399.64)
Employee benefits expense	25	107,001.37	97,916.05
Depreciation and amortisation expense	26	7,085.72	6,695.89
Other expenses	27	118,270.73	125,377.83
Total expenses		373,079.20	378,141.81
Profit before tax		301,868.08	279,700.96
Tax expenses			
Current tax	28	91,191.24	72,000.00
Deferred tax charge		(1,709.28)	(588.54)
Tax expenses		89,481.96	71,411.46
Profit for the year		212,386.12	208,289.50
Other comprehensive income (OCI)			
Items that will not be reclassified to profit and loss			
Remeasurement of defined benefit liability		3,976.03	405.50
Income tax relating to items that will not be reclassified to profit or loss		(1,000.69)	(102.06)
Net other comprehensive income not to be reclassified to profit or loss		2,975.34	303.44
Other comprehensive income/(loss) for the year, net of income tax		2,975.34	303.44
Total comprehensive income for the year		215,361.46	208,592.94
Earnings per share (Face value INR 10/- per share)			
Basic earnings per share (INR)	16	44.25	43.39
Diluted earnings per share (INR)		44.25	43.39
Material accounting policies	3		

The accompanying notes referred to above form an integral part of financial statements.

As per our report of even date

for **B S R & Co. LLP**

Chartered Accountants

Firm Registration No: 101248W/W-100022

R Kalyana Sundara Rajan

Partner

Membership No.: 221822

Place: Chennai

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Chief Financial Officer

Place: Chennai

Date: 06 May 2026

K. Paul Jayakar

Director

DIN: 00692315

Brajesh Baral

Company Secretary

Membership No.: A76214

Statement of cash flow for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

	Note	For the year ended 31 March 2026	For the year ended 31 March 2025
Cash flow from operating activities			
Profit before tax for the year		301,868.08	279,700.96
Adjustments for:			
Depreciation and amortisation expense	26	7,085.72	6,695.89
(Gain) on sale of property, plant and equipment	22	(288.59)	(345.00)
Interest income on cash and cash equivalents and other bank balances	22	(119,862.12)	(113,328.89)
Unrealized foreign exchange (gain) / loss	22	(693.77)	450.43
Liabilities written back	22	(441.02)	-
		187,668.30	173,173.39
Operating cash flow before working capital changes			
Working capital adjustments:			
(Increase) in inventories		(3,361.75)	(10,961.58)
Decrease / (Increase) in trade receivables		4,617.74	(11,681.71)
Decrease in other assets		5,189.84	1,806.59
(Increase) / Decrease in other financial assets		(66.19)	443.65
Decrease in trade payables		(8,744.81)	(667.17)
Increase in provisions		1,425.90	67.66
(Decrease) in other financial liabilities		-	(689.10)
Increase in other liabilities		1,355.98	2,504.03
		188,085.01	153,995.76
Cash generated from operating activities		188,085.01	153,995.76
Income tax paid (net)		(78,153.89)	(72,311.53)
Net cash from operating activities (A)		109,931.12	81,684.23
Cash flow from investing activities			
Acquisition of property, plant and equipment	4	(4,581.22)	(2,689.03)
Proceeds from sale of property, plant and equipment	22	342.96	345.00
Deposits with banks		(1,614,100.00)	(1,333,100.00)
Realization of deposits with banks		1,434,100.00	1,213,100.00
Interest received on deposits with banks and financial institutions, net		125,017.98	109,882.74
		(59,220.28)	(12,461.29)

PANASONIC CARBON INDIA CO. LIMITED

Statement of cash flow for the year ended 31st March 2026

(Contd.)

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

	Note	For the year ended 31 March 2026	For the year ended 31 March 2025
Cash flow from financing activities (Refer note)			
Final dividend paid (INR 12/- per share)		(57,600.00)	(57,600.00)
Paid to / (utilized from) unspent dividend account		144.76	(45.47)
Net cash flow generated from/ (used in) financing activities (C)		(57,455.24)	(57,645.47)
Net (decrease)/ increase in cash and cash equivalents (A+B+C)		(6,744.40)	11,577.47
Cash and cash equivalents at the beginning of the year		17,401.46	5,823.99
Effect of exchange rate fluctuations on cash held		-	-
Cash and cash equivalents at the end of the year (see below)	9	10,657.06	17,401.46
		As at 31 March 2026	As at 31 March 2025
Components of cash and cash equivalents (refer note 9)			
Cash and cash equivalents comprise of:			
Cash on hand		27.89	135.79
Balances with banks-on current accounts		10,629.17	17,265.67
		10,657.06	17,401.46
Reconciliation of liabilities from financing activities			Unpaid dividends*
As at 1 April 2024			3,408.95
Changes arising from cash flow			
Dividend declared for the financial year 2023-24			57,600.00
Final dividend paid (INR 12/- per share) for the financial year 2023-24			(57,600.00)
(Utilized from) unspent dividend account			(45.47)
As at 31 March 2025			3,363.48
As at 1 April 2025			3,363.48
Changes arising from cash flow			
Dividend declared for the financial year 2024-25			57,600.00
Final dividend paid (INR 12/- per share) for the financial year 2024-25			(57,600.00)
Paid to unspent dividend account			144.76
As at 31 March 2026			3,508.24
* represents unclaimed dividend included under other bank balances.			
Material accounting policies		3	
The accompanying notes referred to above form an integral part of these financial statements.			

As per our report of even date

for **B S R & Co. LLP**

Chartered Accountants

Firm Registration No: 101248W/W-100022

R Kalyana Sundara Rajan

Partner

Membership No.: 221822

Place: Chennai

Date: 06 May 2026

for and on behalf of the board of directors of

Panasonic Carbon India Co. Limited

CIN: L29142TN1982PLC009560

R. Senthil Kumar

Managing Director

DIN: 02170079

Vinayagam Sume

Chief Financial Officer

Place: Chennai

Date: 06 May 2026

K. Paul Jayakar

Director

DIN: 00692315

Brajesh Baral

Company Secretary

Membership No.: A76214

Statement of changes in equity for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

	Note	Amount
a. Equity share capital	12	
Balance as at 1 April 2024		48,000.00
Changes in equity share capital due to prior period errors		-
Restated balance as at 1 April 2024		48,000.00
Changes in equity share capital during the year		-
Balance as at 31 March 2025		48,000.00
Balance as at 1 April 2025		48,000.00
Changes in equity share capital due to prior period errors		-
Restated balance as at 1 April 2025		48,000.00
Changes in equity share capital during the year		-
Balance as at 31 March 2026		48,000.00

b. Other equity

Particulars	Attributable to the owners of the Company				Total
	Reserves and Surplus			Items of other comprehensive income	
	General Reserves (See note 13B)	Securities Premium (See note 13B)	Retained earnings	Remeasurement of defined benefit liability, net of tax	
Balance as at 1 April 2024	1,350,000.00	27,000.00	143,014.32		1,520,014.32
Total comprehensive income for the year ended 31 March 2025					
Profit for the year	-	-	208,289.50		208,289.50
Other comprehensive income for the year (net of tax) (Note 13)	-	-		303.44	303.44
Total comprehensive income for the year	1,350,000.00	27,000.00	351,303.82	303.44	1,728,607.26
Transferred to retained earnings			303.44	(303.44)	-
Transfer to general reserve	150,000.00	-	(150,000.00)		-
Transactions recorded directly in equity					
Transactions with owners of the Company / Distributions to owners					
Final Dividend paid (INR 12/- per share) for the financial year 2023-24	-	-	(57,600.00)		(57,600.00)
Total transactions of the Company	-	-	(57,600.00)	-	(57,600.00)
Balance as at 31 March 2025	1,500,000.00	27,000.00	144,007.26	-	1,671,007.26
Balance as at 1 April 2025	1,500,000.00	27,000.00	144,007.26		1,671,007.26

PANASONIC CARBON INDIA CO. LIMITED

Statement of changes in equity for the year ended 31st March 2026 (Contd.)

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

Particulars	Attributable to the owners of the Company			Items of other comprehensive income	Total
	Reserves and Surplus				
	General Reserves (See note 13B)	Securities Premium (See note 13B)	Retained earnings	Remeasurement of defined benefit liability, net of tax	
Total comprehensive income for the year ended 31 March 2024					
Profit for the year	-	-	212,386.11		212,386.11
Other comprehensive income for the year (net of tax) (Note 13)	-	-	-	2,975.34	2,975.34
Total comprehensive income for the year	1,500,000.00	27,000.00	356,393.37	2,975.34	1,886,368.72
Transferred to retained earnings			2,975.34	(2,975.34)	-
Transfer to general reserve	200,000.00	-	(200,000.00)		-
Transactions recorded directly in equity					
Transactions with owners of the Company / Distributions to owners					
Final Dividend paid (INR 12/- per share) for the financial year 2024-25	-	-	(57,600.00)		(57,600.00)
Total transactions of the Company	-	-	(57,600.00)	-	(57,600.00)
Balance as at 31 March 2026	1,700,000.00	27,000.00	101,768.72	-	1,828,768.72

Refer note 13 for nature and purpose of reserves

Material accounting policies

The accompanying notes referred to above form an integral part of these financial statements.

As per our report of even date

for **B S R & Co. LLP**

Chartered Accountants

Firm Registration No: 101248W/W-100022

R Kalyana Sundara Rajan

Partner

Membership No.: 221822

Place: Chennai

Date: 06 May 2026

for and on behalf of the board of directors of

Panasonic Carbon India Co. Limited

CIN: L29142TN1982PLC009560

R. Senthil Kumar

Managing Director

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Vinayagam Sume

Chief Financial Officer

Place: Chennai

Date: 06 May 2026

K. Paul Jayakar

Director

DIN: 00692315

Brajesh Baral

Company Secretary

Membership No.: A76214

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of INR except share data, unless otherwise stated)

1 Reporting entity

Panasonic Carbon India Co. Limited ('the Company') is involved in manufacture of Carbon Rods / Carbon Electrodes. The Company is a public limited company incorporated and domiciled in India and has its registered office at Pottipati Plaza, 3rd floor, 77, Nungambakkam High Road, Nungambakkam, Chennai - 600034. The equity shares of the company are listed on the Bombay Stock Exchange (BSE), India. The Company primarily generates revenue from sale of carbon rods / carbon electrodes, which are used as a key component in dry cell batteries. The Company was incorporated on 06 September 1982.

2 Basis of preparation

2.1 Statement of compliance

These financial statements have been prepared in accordance with Indian Accounting Standards (Ind AS) as per the Companies (Indian Accounting Standards) Rules, 2015, as amended from time to time, notified under Section 133 of Companies Act, 2013, (the 'Act') and other relevant provisions of the Act. The accounting policies adopted are consistent with those of the previous financial year.

The financial statements were approved for issue by the Company's Board of Directors on 06 May 2026.

Details of the Company's accounting policies are included in Note 3.

2.2 Functional and presentation currency

Items included in the financial statements of the Company are measured using the currency of the primary economic environment in which the Company operates ('the functional currency'). The financial statements are presented in Indian Rupee (INR), which is Company's functional and presentation currency.

These financial statements are presented in Indian Rupees (INR), which is also the Company's functional currency. All amounts have been rounded-off to the nearest thousands, unless otherwise stated.

2.3 Basis of measurement

The financial statements have been prepared on the historical cost basis except for the following items, which are measured on an alternative basis on each reporting date:

Items	Measurement
Net defined benefit (asset)/ liability	Fair value of plan assets less present value of defined benefit obligations
Non derivative financial instruments at FVTPL	Fair value

2.4 Use of estimates and judgements

In preparing these financial statements, management has made estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized prospectively.

Judgements

Note 3.11, 3.13, 28 and 31 – provision for income tax litigations and related contingent liabilities.

Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties at the reporting date that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year is included in the following notes:

PANASONIC CARBON INDIA CO. LIMITED

- Note 3.4 - estimated useful life of property, plant and equipment;
- Note 3.9 - revenue recognition - estimate of expected returns;
- Note 3.6 - measurement of ECL allowance for trade receivables, loans and contract assets; key assumptions in determining weighted-average loss rate.
- Note 3.8 and Note 31 – recognition and measurement of provisions and contingencies; key assumptions about the likelihood and magnitude of an outflow of resources;
- Note 28D – recognition of deferred tax assets: availability of future taxable profit against which deductible temporary differences and tax losses carried forward can be utilized;
- Note 29 – measurement of defined benefit obligations: key actuarial assumptions.

2.5 Measurement of fair values

A number of the Company's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

The Company has an established control framework with respect to the measurement of fair values. This includes a valuation team that has overall responsibility for overseeing all significant fair value measurements, including Level 3 fair values, and reports directly to the chief financial officer.

The Company regularly reviews significant unobservable inputs and valuation adjustments. If third party information, such as broker quotes or pricing services, is used to measure fair values, then Company assesses the evidence obtained from the third parties to support the conclusion that these valuations meet the requirements of Ind AS, including the level in the fair value hierarchy in which the valuations should be classified.

Significant valuation issues are reported to the Company's audit committee.

Fair values are categorized into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

When measuring the fair value of an asset or a liability, the Company uses observable market data as far as possible. If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorized in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Company recognizes transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Further information about the assumptions made in measuring fair values is included in the following note 30 – financial instruments

2.6 Current/ Non-current classification

The Company classifies an asset as current asset when:

- it expects to realize the asset, or intends to sell or consume it, in its normal operating cycle;
- it holds the asset primarily for the purpose of trading;
- it expects to realize the asset within twelve months after the reporting period; or

- the asset is cash or a cash equivalent unless the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is classified as current when:

- it expects to realize the asset, or intends to sell or consume it, in its normal operating cycle;
- it holds the liability primarily for the purpose of trading;
- the liability is due to be settled within twelve months after the reporting period; or
- it does not have an unconditional right to defer settlement of the liability for at least twelve months after the reporting period. Terms of a liability that could, at the option of the counterparty, result in its settlement by the issue of equity instruments do not affect its classification.

All other liabilities are classified as non-current.

The operating cycle is the time between the acquisition of assets for processing and their realization in cash or cash equivalents. The Company's normal operating cycle is twelve months.

3 Material accounting policies

The Company adopted *Disclosure of Accounting Policies* (Amendments to Ind AS 1) from 1 April 2023. Although the amendments did not result in any changes in the accounting policies themselves, they impacted the accounting policy information disclosed in the financial statements.

The amendments require the disclosure of 'material' rather than 'significant' accounting policies. The amendments also provide guidance on the application of materiality to disclosure of accounting policies, assisting entities to provide useful, entity-specific accounting policy information that users need to understand other information in the financial statements.

Operating cycle

Based on the nature of products and the time between the acquisition of assets for processing and their realisation in cash and cash equivalent, the Company has considered 12 months as the operating cycle .

3.1 Foreign currency

Foreign currency transactions

Transactions in foreign currencies are translated into the functional currency of company at the spot exchange rates at the dates of the transactions or an average rate if the average rate approximates the actual rate at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate at the reporting date. Non-monetary assets and liabilities that are measured at fair value in a foreign currency are translated into the functional currency at the exchange rate when the fair value was determined. Non-monetary assets and liabilities that are measured based on historical cost in a foreign currency are translated at the exchange rate at the date of the transaction. Exchange differences are recognized in profit or loss.

3.2 Financial instruments

i. Recognition and initial measurement

Trade receivables are initially recognized when they are originated. All other financial assets and financial liabilities are initially recognized when the Company becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus or minus, for an item not at fair value through profit and loss (FVTPL),

PANASONIC CARBON INDIA CO. LIMITED

transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

ii. **Classification and subsequent measurement**

Financial assets

On initial recognition, a financial asset is classified as measured at

- amortized cost;
- fair value through other comprehensive income (FVOCI) for debt and equity instrument
- fair value through profit and loss (FVTPL)

Financial assets are not reclassified subsequent to their initial recognition, except if and in the period the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A debt investment is measured at fair value through other comprehensive income if it meets both the following conditions and is not designated as FVTPL:

- a) the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Company may irrevocably elect to present subsequent changes in the investment's fair value in OCI (designated as FVOCI – equity investment). This election is made on an investment by investment basis.

A financial asset is measured at amortized cost if it meets both of the following conditions and is not designated as at FVTPL:

- a) the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All financial assets not classified as measured at amortized cost or FVOCI are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortized cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets: Business model assessment

The Company makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and the information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice;
- these include whether management strategy focuses on earning contractual interest, maintaining a particular interest rate profile, matching the duration of financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of assets;
- how the performance of the portfolio is evaluated and reported to the Company's management;
- the risk that affect the performance of the business model (and the financial assets held with in the business model) and how those risks are managed;

PANASONIC CARBON INDIA CO. LIMITED

- how managers of the business are compensated;
- the frequency, volume and timing of sales of financial assets in prior period, the reasons for such sales and expectations about future sales activity.

Financial assets that are held for trading or are managed and whose performance is evaluated on fair value basis are measured at FVTPL.

Financial assets: *Assessment whether contractual cash flows are solely payments of principal and interest*

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs, as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Company considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Company considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable interest rate features;
- prepayment and extension features; and
- terms that limit the Company's claim to cash flows from specified assets

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable additional compensation for early termination of the contract. Additionally, for a financial asset acquired at a significant discount or premium to its contractual par amount, a feature that pertains or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable additional compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition.

II. Classification and subsequent measurement

Financial assets: Subsequent measurement and gains and losses

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognized in profit or loss.
Financial assets at amortized cost	These assets are subsequently measured at amortized cost using the effective interest method. The amortized cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognized in profit or loss. Any gain or loss on derecognition is recognized in profit or loss.
Debt investments at FVOCI	These assets are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment are recognized in profit or loss. Other net gains and losses are recognized in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to profit or loss.
Equity investments at FVOCI	These assets are subsequently measured at fair value. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value. Dividends are recognized as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognized in OCI and are not reclassified to profit or loss.

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Financial liabilities

Financial liabilities are classified as measured at amortized cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held- for- trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognized in profit or loss. Other financial liabilities are subsequently measured at amortized cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognized in profit or loss. Any gain or loss on derecognition is also recognized in profit or loss.

iii. Derecognition

Financial assets

The Company derecognizes a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which, either substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards of ownership and does not retain control of the financial asset.

If the Company enters into transactions whereby it transfers assets recognized on its balance sheet, but retains either all or substantially all of the risks and rewards of the transferred assets, the transferred assets are not derecognized.

Financial liabilities

The Company derecognizes a financial liability when its contractual obligations are discharged or cancelled, or expire. The Company also derecognizes a financial liability when its terms are modified and the cash flows under the modified terms are substantially different. In this case, a new financial liability based on the modified terms is recognized at fair value. On derecognition of a financial liability, the difference between the carrying amount of the financial liability extinguished and the new financial liability with modified terms is recognized in profit or loss.

iv. Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the balance sheet when, and only when, the Company currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realize the asset and settle the liability simultaneously.

3.3 Cash and cash equivalents

Cash and cash equivalent in the balance sheet and statement of cash flows comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value.

Cash and Cash equivalents for the purpose of Cash Flow Statement comprise cash and cheques in hand, bank balances, demand deposits with banks where the original maturity is three months or less and other short term highly liquid investments.

Cash dividend to equity holders

The Company recognizes a liability to make cash to equity holders when the distribution is authorized and the distribution is no longer at the discretion of the Company. As per the corporate laws in India, a distribution is authorized when it is approved by the shareholders. A corresponding amount is recognized directly in equity. Interim dividends are recorded as a liability on the date of declaration by the Company's Board of Directors.

3.4 Property, plant and equipment

i. Recognition and measurement

The cost of an item of property, plant and equipment shall be recognized as an asset if, and only if it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably.

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Items of property, plant and equipment (including capital work-in-progress) are measured at cost, which includes capitalized borrowing costs, less accumulated depreciation and accumulated impairment losses, if any. Freehold land is carried at historical cost less any accumulated impairment losses.

Cost of an item of property, plant and equipment comprises its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates, any directly attributable cost of bringing the item to its working condition for its intended use and estimated costs of dismantling and removing the item and restoring the site on which it is located.

The cost of a self-constructed item of property, plant and equipment comprises the cost of materials and direct labor, any other costs directly attributable to bringing the item to working condition for its intended use, and estimated costs of dismantling and removing the item and restoring the site on which it is located.

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment.

Any gain or loss on disposal of an item of property, plant and equipment is recognized in profit or loss.

ii. Subsequent expenditure

Subsequent expenditure is capitalized only if it is probable that the future economic benefits associated with the expenditure will flow to the Company and the cost of the item can be measured reliably.

iii. Transition to Ind AS

The cost property, plant and equipment at 1 April 2016, the Company's date of transition to Ind AS, was determined with reference to its carrying value recognized as per the previous GAAP (deemed cost), as at the date of transition to Ind AS.

iv. Depreciation

Depreciation is calculated on cost of items of property, plant and equipment less their estimated residual values over their estimated useful lives using the written down value method, and is recognized in the statement of profit and loss. Freehold land is not depreciated.

The estimated useful lives of items of property, plant and equipment for the current and comparative periods are as follows:

Asset category	Management estimate of useful life	Useful life as per Schedule II
Buildings	10 - 60 years	30 - 60 years
Plant and equipment	10 - 15 years	7.5 years*
Office equipment	5 years	5 years
Computers	3 years	3 years
Furnitures and fixtures	10 years	10 years
Motor vehicles	8 years	8 years

With respect to solar power plant the Company has, based on technical evaluation estimated the useful life as 20 years.

Depreciation method, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate. Based on technical evaluation, the management believes that its estimates of useful lives as given above best represent the period over which management expects to use these assets.

* Note : Useful life as per Schedule II for plant and machinery shall be 15 years. However since the company has shift based depreciation, the same shall be reduced to 7.5 years (i.e by 50%)

Depreciation on additions/ (disposals) is provided on a pro-rata basis i.e. from/ (up to) the date on which asset is ready for use/ (disposed off).

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v. **Reclassification to investment property**

When the use of a property changes from owner-occupied to investment property, the property is reclassified as investment property at its carrying amount on the date of reclassification.

vi. **Exchange of Assets (Non-monetary Transactions)**

The Company accounts for exchanges of assets in accordance with applicable accounting standards. Assets acquired in exchange for other assets are measured based on the fair value of the asset given up or the fair value of the asset acquired, whichever is more reliably measurable.

Where the exchange transaction has commercial substance—that is, it results in a significant change in the Company's future cash flows—the asset received is recognized at fair value, and any resulting difference between the carrying amount of the asset given up and the fair value is recognized in the Statement of Profit and Loss.

If the exchange lacks commercial substance, or if the fair values of neither the asset given nor the asset received can be measured reliably, the acquired asset is recorded at the carrying amount of the asset given up, and no gain or loss is recognized. Any cash paid or received as part of the exchange is adjusted against the fair value measurement of the asset acquired.

3.5 Inventories

Inventories are measured at lower of cost and net realizable value. The cost of inventories is based on the first-in, first-out formula, and includes expenditure incurred in acquiring the inventory, production or conversion costs and other costs incurred in bringing them to their present location and condition. In the case of raw materials, cost comprises of cost of purchase. In the case of finished goods and work in progress, cost includes an appropriate share of production overheads based on normal operating capacity.

Raw materials: Cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. Cost is determined on first in first out (FIFO) basis.

Work in Progress: Cost includes cost of direct materials and labour and a proportion of manufacturing overheads based on the actual operating capacity for variable overheads and normal capacity for fixed overheads.

Stores in Spares : Stores and spares are valued at cost. Cost is determined using the weighed average/FIFO method. Consumption is charged to profit and loss (other expenses) on Issue.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

The net realisable value of work-in-progress is determined with reference to the selling prices of related finished goods. Raw materials, components and other supplies held for use in the production of finished products are not written down below cost except in cases when a decline in the price of materials indicates that the cost of the finished products shall exceed the net realisable value.

The comparison of cost and net realisable value is made on an item-by-item basis.

3.6 Impairment

i. **Impairment of financial instruments (trade receivables and financial assets)**

The Company recognises loss allowances for expected credit losses on financial assets measured at amortised cost.

The Company assesses, at each reporting date, whether a financial asset or a group of financial assets carried at amortized cost are credit impaired. Ind AS-109 on Financial Instruments, requires expected credit losses to be measured through a loss allowance. A financial asset is 'credit impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. For trade receivables, the Company recognizes expected lifetime losses using the simplified approach permitted by Ind AS-109, from initial recognition of the receivables. For other financial assets (not being equity instruments

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or debt instruments measured subsequently at FVTPL) the expected credit losses are measured at the 12 month expected credit losses or an amount equal to the lifetime expected credit losses if there has been a significant increase in credit risk since initial recognition.

Evidence that a financial asset is credit impaired includes the following observable data:

- significant financial difficulty of the borrower or issuer;
- a breach of contract such as a default or past dues;
- the restructuring of a loan or advance by the Company on terms that the Company would not consider otherwise;
- it is probable that the borrower will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties.

Loss allowances for trade receivables are always measured at an amount equal to lifetime expected credit losses.

Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of a financial instrument.

12-month expected credit losses are the portion of expected credit losses that result from default events that are possible within 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months).

In all cases, the maximum period considered when estimating expected credit losses is the maximum contractual period over which the Company is exposed to credit risk.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating expected credit losses, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Company's historical experience and informed credit assessment and including forward looking information.

The Company assumes that the credit risk on a financial asset has increased significantly if it is more than 45 days / 30 days / 21 days / 20 days from the date of Invoice as the case may be based on the terms agreed with the respective customers.

The Company considers a financial asset to be in default when:

- the borrower is unlikely to pay its credit obligations to the Company in full, without recourse by the Company to actions such as realising security (if any is held); or
- the financial asset is more than 45 days / 30 days / 21 days / 20 days from the date of Invoice as the case may be based on the terms agreed with the respective customers.

Measurement of expected credit losses

Expected credit losses are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the Company in accordance with the contract and the cash flows that the Company expects to receive).

Presentation of allowance for expected credit losses in the balance sheet

Loss allowances for financial assets measured at amortized cost are deducted from the gross carrying amount of the assets.

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no

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realistic prospect of recovery. This is generally the case when the Company determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Company's procedures for recovery of amounts due.

ii. Impairment of non-financial assets

At each reporting date, the Company reviews the carrying amounts of its non-financial assets (other than inventories, contract assets and deferred tax assets) to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. Goodwill is tested annually for impairment.

For impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or Cash Generating Units ("CGUs"). Goodwill arising from a business combination is allocated to CGUs or groups of (CGUs) that are expected to benefit from the synergies of the combination.

The recoverable amount of an individual asset or CGU is the greater of its value in use and its fair value less costs of disposal. Value in use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

An impairment loss is recognized if the carrying amount of an asset or CGU exceeds its recoverable amount. Impairment losses are recognized in the statement of profit and loss. They are allocated first to reduce the carrying amount of any goodwill allocated to the CGU, and then to reduce the carrying amounts of the other assets in the CGU on a pro rata basis.

An impairment loss in respect of goodwill is not subsequently reversed. In respect of other assets for which impairment loss has been recognized in prior periods, the Company reviews at each reporting date whether there is any indication that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. Such a reversal is made only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

3.7 Employee Benefits

i. Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognized for the amount expected to be paid e.g., under short-term cash bonus, if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the amount of obligation can be estimated reliably.

ii. Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate legal entity and will have no legal or constructive obligation to pay further amounts. The Company makes specified monthly contributions towards Government administered provident fund scheme.

Obligations for contributions to defined contribution plans are recognised as an employee benefit expense in profit or loss in the periods during which the related services are rendered by employees.

Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in future payments is available.

iii. Defined benefit plans

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The Company's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods,

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discounting that amount and deducting the fair value of any plan assets.

The calculation of defined benefit obligation is performed annually by a qualified actuary using the projected unit credit method. When the calculation results in a potential asset for the Company, the recognized asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan ('the asset ceiling'). In order to calculate the present value of economic benefits, consideration is given to any applicable minimum funding requirements.

Remeasurements of the net defined benefit liability, which comprise actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest), are recognized immediately in OCI. The Company determines the net interest expense (income) on the net defined benefit liability (asset) for the period by applying the discount rate determined by reference to market yields at the end of the reporting period on government bonds. This rate is applied on the net defined benefit liability (asset), both as determined at the start of the annual reporting period, taking into account any changes in the net defined benefit liability (asset) during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognized in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service ('past service cost' or 'past service gain') or the gain or loss on curtailment is recognized immediately in profit or loss. The Company recognizes gains and losses on the settlement of a defined benefit plan when the settlement occurs.

Gratuity

The Company provides for gratuity, a defined benefit retirement plan (the "gratuity plan") covering eligible employees. The plan provides payment to vested employees at retirement, death or termination of employment, of an amount based on the respective employee's salary and the tenure of employment with the Company. The Company provides the gratuity benefit through annual contribution to a fund managed by the Life Insurance Corporation of India ('LIC'). Under this scheme the settlement obligation remains with the Company although the LIC administers the scheme and determines the contribution premium required to be paid by the Company. Liabilities related to the gratuity plan are determined and accrued by actuarial valuation using projected unit credit method by an independent actuary as at the balance sheet.

iv. Other long-term employee benefits - Compensated absences

The Company provides for gratuity, a defined benefit retirement plan (the "gratuity plan") covering eligible employees. The plan provides payment of leave encashment based on the respective employee's salary. The Company provides the leave encashment benefit through annual contribution to a fund managed by the Life Insurance Corporation of India ('LIC'). Under this scheme the settlement obligation remains with the Company although the LIC administers the scheme and determines the contribution premium required to be paid by the Company. Liabilities related to the leave encashment plan are determined and accrued by actuarial valuation using projected unit credit method by an independent actuary as at the balance sheet.

Accumulated absences expected to be carried forward beyond twelve months is treated as long-term employee benefit for measurement purposes. The Company's net obligation in respect of other long-term employee benefit of accumulating compensated absences is the amount of future benefit that employees have accumulated at the end of the year. That benefit is discounted to determine its present value. The obligation is measured annually by a qualified actuary using the projected unit credit method. Remeasurements are recognized in statement of profit and loss in the period in which they arise.

The obligations are presented as current liabilities in the balance sheet if the Company does not have an unconditional right to defer the settlement for at least twelve months after the reporting date.

v. Termination benefits

Termination benefits are expensed at the earlier of when the Company can no longer withdraw the offer of

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those benefits and when the Company recognizes costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the reporting date, then they are discounted.

3.8 Provisions (other than for employee benefits)

Provisions are recognized when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Expected future operating losses are not provided for.

Where the Company expects some or all of the expenditure required to settle a provision will be reimbursed by another party, the reimbursement is recognized when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement is treated as separate asset.

Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognized as finance cost.

3.9 Revenue from contracts with customers

The Company primarily generates revenue from sale of carbon rods / carbon electrodes, which are used as a key component in dry cell batteries.

Disaggregation of revenue

The Company operates a manufacturing facility at Nellore District, Andhra Pradesh, and supplies its products to battery manufacturers in India as well as to overseas customers, including group companies of Panasonic. The Company operates as a single-segment entity.

Variable consideration

If the consideration in a contract includes the variable amount, the Company estimates the amount of consideration to which it will be entitled in exchange for transferring the goods to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

Contract balances

Contract assets

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Company performs by transferring goods or services to a customer, before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional.

Trade receivables

A receivable represents the Company's right to an amount of consideration that is unconditional (i.e. only the passage of time is required before payment of the consideration is due). Refer to accounting policies of financial assets - note 3.2 - financial instruments - initial recognition and subsequent measurement.

Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Company has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Company performs under the contract.

Performance obligations and revenue recognition policies

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Revenue is recognised upon transfer of control of promised products to customers in an amount that reflects the consideration which the Company expects to receive in exchange for those products.

The following details provides information about the nature and timing of the satisfaction of performance obligations in contracts with customers, including significant payment terms, and the related revenue recognition policies.

i) Sale of goods

Nature and timing of satisfaction of performance obligations, including significant payment terms

Revenue is recognized when a performance obligation in a customer contract has been satisfied by transferring control over the promised goods to the customer. Control over a promised good refers to the ability to direct the use of, and obtain substantially all of the remaining benefits from, those goods. Control is usually transferred upon shipment, delivery to, upon receipt of goods by the customer, in accordance with the individual delivery and acceptance terms agreed with the customers. The amount of revenue to be recognized (transaction price net of variable consideration allocated to performance obligation) is based on the consideration expected to be received in exchange for goods, excluding amounts collected on behalf of third parties such as applicable taxes directly linked to sales. If a contract contains more than one performance obligation, the transaction price is allocated to each performance obligation based on their relative stand-alone selling prices. Invoice are usually payable within the mutually agreed credit period depending on individual customer terms.

For contracts that permit the customer to return an item, revenue is recognized to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognized will not occur. Therefore, the amount of revenue recognized is adjusted for expected returns, which are estimated based on the historical data of sales returns. In these circumstances, a refund liability and a right to recover returned goods asset are recognized. The right to recover returned goods asset is measured at the former carrying amount of the inventory less any expected costs to recover goods.

ii) Export incentives

Export incentives are recognized when the right to receive credit as per the terms of the scheme is established in respect of the exports made and when there is no significant uncertainty regarding the ultimate collection of the relevant export proceeds.

Determination of transaction price and allocation to performance obligations

Revenue is measured based on the transaction price, which is the consideration, adjusted for discounts if any, as specified in the contract with the customer. Revenue also excludes taxes collected from customers. Refer note 21 for reconciliation of revenue recognised with contracted price.

3.10 Recognition of interest income or expense

Interest income or expense is recognized using the effective interest method.

The 'effective interest rate' is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to:

- the gross carrying amount of the financial asset; or
- the amortized cost of the financial liability.

In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortized cost of the liability. However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortized cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

3.11 Income tax

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Income tax expense comprises current and deferred tax. It is recognized in profit or loss except to the extent that it relates to a business combination or to an item recognized directly in equity or in other comprehensive income. The Company has determined that interest and penalties related to income taxes, including uncertain tax treatments, do not meet the definition of income taxes, and therefore accounted for them under Ind AS 37 Provisions, Contingent Liabilities and Contingent Assets.

i. Current tax

Current tax comprises the expected tax payable or receivable on the taxable income or loss for the year and any adjustment to the tax payable or receivable in respect of previous years. The amount of current tax payable or receivable reflects the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes, if any. It is measured using tax rates (and tax laws) enacted or substantively enacted by the reporting date.

Current tax assets and current tax liabilities are offset only if there is a legally enforceable right to set off the recognized amounts, and it is intended to realize the asset and settle the liability on a net basis or simultaneously.

ii. Deferred tax

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the corresponding amounts used for taxation purposes. Deferred tax is also recognized in respect of carried forward tax losses and tax credits. Deferred tax is not recognized for:

- temporary differences arising on the initial recognition of assets or liabilities in a transaction that is not a business combination and at the time of transaction (i) affects neither accounting nor taxable profit or loss; and (ii) does not give rise to equal taxable and deductible temporary differences.
- temporary differences related to investments in subsidiaries, associates and joint arrangements to the extent that the Company is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future; and
- taxable temporary differences arising on the initial recognition of goodwill.

Deferred tax assets are recognized for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognize a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans of the Company. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized; such reductions are reversed when the probability of future taxable profits improves.

Deferred tax is measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on the laws that have been enacted or substantively enacted by the reporting date.

The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Company expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities. For this purpose, the carrying amount of investment property is presumed to be recovered through sale.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realized simultaneously.

3.12 Earnings per share

Basic Earnings Per Share

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Basis earnings per share is calculated by dividing the profit (or loss) attributable to the owners of the Company by the weighted average number of equity shares outstanding during the year. The weighted average number of equity shares outstanding during the year is adjusted for bonus issue, bonus element in a rights issue to existing shareholders, share split and reverse share split (consolidation of shares), if any.

Diluted Earnings Per Share

Diluted earnings per share is computed by dividing the profit (considered in determination of basic earnings per share) after considering the effect of interest and other financing costs or income (net of attributable taxes) associated with dilutive potential equity shares by the weighted average number of equity shares considered for deriving basic earnings per share adjusted for the weighted average number of equity shares that would have been issued upon conversion of all dilutive potential equity shares.

3.13 Contingent liability

Contingent liability is a possible obligation arising from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity or a present obligation that arises from past events but is not recognized because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation or the amount of the obligation cannot be measured with sufficient reliability. The Company does not recognize a contingent liability but discloses its existence in the financial statements.

Contingent assets

Contingent asset is not recognized in consolidated financial statements since this may result in the recognition of income that may never be realized. However, when the realization of income is virtually certain, then the related asset is not a contingent asset and is recognized.

3.14 Operating segment

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker (CODM) of the Company. The CODM is responsible for allocating resources and assessing performance of the operating segments of the Company. For the disclosure on reportable segments see note 37.

3.15 Current/ Non-current classification

Non-current assets are classified as held for sale if their carrying amount is intended to be recovered principally through a sale (rather than through continuing use) when the asset (or disposal group) is available for immediate sale in its present condition subject only to terms that are usual and customary for sale of such asset (or disposal group) and the sale is highly probable and is expected to qualify for recognition as a completed sale within one year from the date of classification. Non-current asset classified as held for sales or measured at lower of the carrying amount and fair value less cost to sell.

Non-current assets classified as held for sale are measured at lower of their carrying amount and fair value less costs to sell.

3.16 Recent accounting pronouncements

On 13 August 2025, the Ministry of Corporate Affairs notified the Companies (Indian Accounting Standards) Second Amendment Rules, 2025, amending Ind AS – 1 Presentation of Financial Statements, Ind AS 7 – Statement of Cash Flows, Ind AS 107 - Financial Instruments: Disclosures and Ind AS -12 Income Taxes. These amendments are applicable to the Company and are effective from 1 April 2025. The Company has reviewed the new pronouncements, evaluated the impact of the amendments applicable for the year ended 31 March 2026 and concluded that the same do not have any significant impact in its financial statements.

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

4 Property, plant and equipment

(See accounting policies in Note 3.4)

A. Reconciliation of carrying amount

Particulars	Freehold Land	Buildings	Plant and equipment	Solar power plant	Office equipments	Computers	Furniture and fixtures	Motor Vehicles	Total
Cost or deemed cost (gross carrying amount)									
Balance at 1 April, 2024	1,401.87	19,462.21	17,340.71	78,500.72	868.78	374.05	732.16	3,053.61	121,734.11
Additions	-	-	544.53	-	-	154.15	-	1,990.35	2,689.03
Disposals	-	-	-	-	-	-	-	1,026.37	1,026.37
Balance at 31 March 2025	1,401.87	19,462.21	17,885.24	78,500.72	868.78	528.20	732.16	4,017.59	123,396.77
Balance at 1 April, 2025	1,401.87	19,462.21	17,885.24	78,500.72	868.78	528.20	732.16	4,017.59	123,396.77
Additions	-	-	1,362.84	-	532.34	204.76	-	2,635.90	4,735.84
Disposals	-	-	-	-	-	90.00	-	463.73	553.73
Adjustments	-	-	3,782.84	-	253.00	-	-	2,082.09	6,117.93
Balance at 31 March 2026	1,401.87	19,462.21	23,030.92	78,500.72	1,654.12	642.96	732.16	8,271.85	133,696.81
Accumulated depreciation									
Balance at 1 April, 2024	-	9,905.39	14,544.23	44,084.83	549.80	303.72	697.13	2,627.75	72,712.85
Depreciation for the year (refer note 2b)	-	474.64	908.80	4,773.85	63.25	171.95	19.49	283.91	6,695.89
Disposals	-	-	-	-	-	-	-	1,026.37	1,026.37
Balance at 31 March 2025	-	10,380.03	15,453.03	48,858.68	613.05	475.67	716.62	1,885.29	78,382.37
Balance at 1 April, 2025	-	10,380.03	15,453.03	48,858.68	613.05	475.67	716.62	1,885.29	78,382.37
Depreciation for the year (refer note 2b)	-	446.22	743.50	4,111.59	242.58	127.86	14.11	1,399.86	7,085.72
Disposals	-	-	-	-	-	84.98	-	414.38	499.36
Adjustments	-	-	3,782.84	-	253.00	-	-	2,082.09	6,117.93
Balance at 31 March 2026	-	10,826.25	19,979.37	52,970.27	1,108.63	518.55	730.73	4,952.86	91,086.66
Carrying amounts (net)									
At 31 March 2025	1,401.87	9,082.18	2,432.21	29,642.04	255.73	52.53	15.54	2,132.30	45,014.40
At 31 March 2026	1,401.87	8,635.96	3,051.55	25,530.45	545.49	124.41	1.43	3,318.99	42,610.15

Note:

- The title deeds of all the immovable properties (other than properties where the company is the lessee and the lease agreements are duly executed in favour of the lessee), are held in the name of the Company.
- No revaluation of property, plant and equipment has been done during the previous year.
- There is no capital work in progress at the beginning and end of the year.
- New laptops acquired in exchange for old laptops amounting to INR 9,000.00 are recognized at the fair value (market price) of the asset acquired, since the transaction has commercial substance and the carrying amount of asset exchanged has been adjusted in the capital creditors for payment purpose.

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

5	Other financial assets	As at 31 March 2026		As at 31 March 2025	
		Current	Non-Current	Current	Non-Current
	Unsecured, considered good				
	Security deposits	1,243.20	3,244.92	1,243.20	3,244.92
	Bank deposits (having remaining maturity of more than 12 months) ^	1,486,833.90	297,052.00	1,453,948.58	155,093.16
	Export incentive receivable	318.20	-	396.79	-
		1,488,395.30	300,296.92	1,455,588.57	158,338.08

^ Includes interest accrued for the year ended 31 March 2026 and 31 March 2025

6	Other assets	As at 31 March 2026		As at 31 March 2025	
		Current	Non-current	Current	Non-current
	<i>(Unsecured and considered good)</i>				
	<i>Balance with government authorities</i>				
	<i>Balance receivable from excise and CENVAT authorities</i>	-	3,561.04	-	3,427.21
	<i>Goods and Services Tax (GST) credit receivable</i>	123.45	-	3,851.67	-
	<i>Balance receivable from customs authorities</i>	162.42	-	2,510.78	-
	<i>Advance payments to suppliers</i>	641.05	-	799.22	-
	<i>Prepaid expenses</i>	1,551.03	6.08	1,615.41	-
	<i>Employee loans and advances</i>	-	-	13.60	-
	<i>Excess of leave encashment fund over liability (refer note 29)</i>	982.98	-	-	-
	<i>Capital advances</i>	-	-	-	200.00
		3,460.93	3,567.12	8,790.68	3,627.21

7	Inventories	As at	As at
		31 March 2026	31 March 2025
	(See accounting policy in note 3.5)		
	Raw materials	17,772.41	19,037.92
	Work in progress	13,823.37	13,654.96
	Stores and spares	6,215.86	1,757.01
		37,811.64	34,449.89

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

	As at 31 March 2026	As at 31 March 2025
8 Trade receivables		
(See accounting policy in note 3.2(i) - (ii) and 3.6(i))		
Trade receivables considered good - secured	-	-
Trade receivables considered good - unsecured	45,269.42	48,742.96
Trade receivables which have significant increase in credit risk	-	-
Trade receivables - credit impaired	-	-
Total Trade receivables	45,269.42	48,742.96
Less: Loss allowance*	-	-
Net Trade receivables	45,269.42	48,742.96
Current portion	45,269.42	48,742.96
Non-current portion	-	-
Of the above, trade receivables from related parties are as below:		
Trade receivables due from related parties (Refer Note 32)	30,098.33	18,170.10
Less: Loss allowance*	-	-
Net Trade receivables	30,098.33	18,170.10

Ageing for trade receivables

As at 31 March 2026

Particulars	Not Due	Outstanding for following period from due date of payment					Total
		Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables- Considered good	45,250.84	18.58	-	-	-	-	45,269.42
Undisputed trade receivables- Which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed trade receivables- Credit impaired	-	-	-	-	-	-	-
Disputed trade receivables- Considered good	-	-	-	-	-	-	-
Disputed trade receivables- Which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed trade receivables- Credit impaired	-	-	-	-	-	-	-
Total	45,250.84	18.58	-	-	-	-	45,269.42
Less: Loss allowance*	-	-	-	-	-	-	-
Net trade receivables	45,250.84	18.58	-	-	-	-	45,269.42

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

Ageing for trade receivables

As at 31 March 2025

Particulars	Not Due	Outstanding for following period from due date of payment					Total
		Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables- Considered good	44,819.91	3,923.05	-	-	-	-	48,742.96
Undisputed trade receivables- Which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed trade receivables- Credit impaired	-	-	-	-	-	-	-
Disputed trade receivables- Considered good	-	-	-	-	-	-	-
Disputed trade receivables- Which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed trade receivables- Credit impaired	-	-	-	-	-	-	-
Total	44,819.91	3,923.05	-	-	-	-	48,742.96
Less: Loss allowance*	-	-	-	-	-	-	-
Net trade receivables	44,819.91	3,923.05	-	-	-	-	48,742.96

* The Company has used a practical expedient by computing the expected credit loss allowance for trade receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience based on : a) Past trend of outstanding receivables over a rolling period of past 24 months and b) actual amount of outstanding receivables as on the reporting date. Trade receivables are generally on credit terms of 0 to 45 days based on the type of customer. The Company's exposure to credit and currency risks and loss allowance related to trade receivables are disclosed in Note 30. There are no unbilled receivables, hence the same is not disclosed in the aging schedule.

No expense was recognised during the current year (31 March 2025: Nil) in respect of bad debt due from related parties.

For terms and conditions of trade receivables owing from related parties, refer Note 32

9 Cash and cash equivalents

(See accounting policy in note 3.2(i) - (ii), 3.6(i) and 3.3)

Balances with banks

- in current accounts

10,629.17 17,265.67

Cash on hand

27.89 135.79

Cash and Cash equivalents in the balance sheet

10,657.06 17,401.46

Cash and Cash equivalents in the statement of cash flows

10,657.06 17,401.46

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

	As at 31 March 2026	As at 31 March 2025
10 Bank balances other than cash and cash equivalents		
Unclaimed dividend	3,508.24	3,363.48
	3,508.24	3,363.48

^ Includes interest acquired for the year ended 31st March 2026 and 31st March 2025

	As at 31 March 2026		As at 31 March 2025	
	Current	Non-current	Current	Non-current
11 Investments				
Equity shares at FVTPL	-	-	-	-
Quoted debt securities	-	-	-	-
	-	-	-	-
Aggregate book value of quoted investments	-	-	-	-
Aggregate market value of quoted investments	-	-	-	-

	As at 31 March 2026	As at 31 March 2025
12 Share Capital		
Equity Share Capital		
Authorised:		
10,000,000 equity shares of INR 10 each (31 March 2025 - 10,000,000 equity shares of INR 10 each)	100,000.00	100,000.00
Issued, subscribed and paid-up:		
4,800,000 equity shares of INR 10 each (31 March 2025 - 4,800,000 equity shares of INR 10 each)	48,000.00	48,000.00
All issued shares are fully paid up.		

(a) Reconciliation of equity shares outstanding at the beginning and at the end of the reporting period

	As at 31 March 2026		As at 31 March 2025	
	Number of shares	Amount	Number of shares	Amount
Equity shares				
At the commencement and end of the year	48,00,000.00	48,000.00	48,00,000.00	48,000.00

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

(b) Rights, preferences and restrictions attached to equity shares

The Company has a single class of equity shares. Accordingly, all equity shares rank equally with regard to dividends and share in the company's residual assets on winding up. The equity shareholders are entitled to receive dividend as declared from time to time, subject to preferential right of preference shareholders to payment of dividend. The voting rights of an equity shareholder on a poll (not on show of hands) are in proportion to his/its share of the paid-up equity share capital of the company. Voting rights cannot be exercised in respect of shares on which any call or other sums presently payable has not been paid. Failure to pay any amount called up on shares may lead to their forfeiture. On winding up of the company, the holders of equity shares will be entitled to receive the residual assets of the company, remaining after distribution of all preferential amounts, in proportion to the number of equity shares held.

(c) Shares held by holding company, its subsidiaries, associates and its nominees

Equity shares of INR 10 each fully paid up held by holding company

	As at 31 March 2026		As at 31 March 2025	
	Number of shares	Amount	Number of shares	Amount
Panasonic Holdings Corporation, Japan	3,036,820	30,368.20	3,036,820	30,368.20

(d) Details of shares held by shareholders holding more than 5% of the aggregate shares in the Company

	As at 31 March 2026		As at 31 March 2025	
	Number of shares	% of holding equity shares	Number of shares	% of holding equity shares
Equity shares of INR 10 each (31 March 2025- INR 10 each) fully paid up, held by				
Panasonic Holdings Corporation, Japan	3,036,820	63.27%	3,036,820	63.27%

(e) Aggregate number of bonus shares issued and shares brought back during the period of five years immediately preceding the reporting date:

- There are no bonus shares issued during the period of five years immediately preceding the reporting date.
- There are no buy back of shares during the period of five years immediately preceding the reporting date
- No share have been issued for consideration other than cash during the period of five years immediately preceding the reporting data..

(f) Details of shareholding of promoters

As at 31 March 2026

Equity shares of INR 10 each fully paid up

Promoter Name	No. of shares at the commencement of the year	Change during the year	No. of shares at the end of the year	% of total shares	% Change during the year
Panasonic Holdings Corporation, Japan	3,036,820	-	3,036,820	63.27%	-

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

As at 31 March 2025

Equity shares of INR 10 each fully paid up

Promoter Name	No. of shares at the commencement of the year	Change during the year	No. of shares at the end of the year	% of total shares	% Change during the year
Panasonic Holdings Corporation, Japan	3,036,820	-	3,036,820	63.27%	-

(g) Shares reserved for issue under options and contracts/ commitments for sale of shares/ disinvestment:

- There are no shares reserved for issue under options and contracts/ commitments for sale of shares / disinvestment as at 31 March 2026 (31 March 2025: INR 0.00).

13	Other equity - Reserves and surplus	Note	As at 31 March 2026	As at 31 March 2025
A	Movement in reserves and surplus			
	Reserves and surplus			
	General reserve	i)	1,700,000.00	1,500,000.00
	Securities premium	ii)	27,000.00	27,000.00
	Retained earnings	iii)	101,768.72	144,007.26
	Total Reserves and surplus		1,828,768.72	1,671,007.26
	i. General reserve			
	Balance at the beginning of the year		1,500,000.00	1,350,000.00
	Appropriations / Transfer from retained earnings during the year		200,000.00	150,000.00
	Balance at the end of the year		1,700,000.00	1,500,000.00
	ii. Securities Premium			
	Balance at the beginning of the year		27,000.00	27,000.00
	On shares issued during the year		-	-
	Balance at the end of the year		27,000.00	27,000.00

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

	As at 31 March 2026	As at 31 March 2025
iii. Retained earnings		
Balance at the beginning of the year	144,007.26	143,014.32
Profits for the year	212,386.12	208,289.50
Remeasurement of defined benefit liability / (asset)	2,975.34	303.44
Transfer from retained earnings to general reserve	(200,000.00)	(150,000.00)
Buy back made	-	-
Final Dividend paid (INR 12/- per share) for the financial year 2024-25 (For the financial year 2023-24: INR 12 per equity share)	(57,600.00)	(57,600.00)
Balance at the end of the year	101,768.72	144,007.26

B Nature and purpose of reserves

i) General reserve

The general reserve is a free reserve which is used from time to time to transfer profits from / to retained earnings for appropriation purposes. As the general reserve is created by a transfer from one component of equity to another and is not an item of other comprehensive income, items included in the general reserve will not be reclassified subsequently to statement of profit and loss.

ii. Securities premium

Securities premium is used to record the premium received on issue of shares. It is utilized in accordance with the provisions of Companies Act, 2013.

iii. Retained earnings

Retained earnings are the profits that the Company has earned till date, less any transfers to general reserve, capital redemption reserve, dividends or other distributions paid to shareholders.

C Dividends

The following dividends were declared and paid by the Company during the year:

	Year ended 31 March 2026	Year ended 31 March 2025
Final Dividend paid (INR 12/- per share) for the financial year 2024-25 (For the financial year 2023-24: INR 12 per equity share)	57,600.00	57,600.00
	57,600.00	57,600.00

After the reporting dates the following dividends were proposed by the directors subject to the approval at the annual general meeting; the dividends have not been recognized as liabilities.

	Year ended 31 March 2026	Year ended 31 March 2025
Final Dividend paid (INR 12/- per share) for the financial year 2024-25 (For the financial year 2023-24: INR 12 per equity share)	57,600.00	57,600.00
	57,600.00	57,600.00

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

14 Other equity Analysis of accumulated OCI, net of tax

Other items of OCI

(i) Remeasurement of defined benefit liability/(asset)

	Year ended 31 March 2026	Year ended 31 March 2025
Opening balance	-	-
Remeasurement of defined benefit liability	2,975.34	303.44
Less: Transferred to retained earnings	(2,975.34)	(303.44)
Closing balance	-	-

Remeasurements of defined benefit liability (asset) comprise actuarial gains or losses and return on plan assets (excluding interest income).

15 Capital management

The Company's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. It sets the amount of capital required on the basis of annual business and long-term operating plans which include capital and other strategic investments. The funding requirements are met through equity and cash generated through operations. The Company does not have any external borrowings. The Company monitors capital using a ratio of 'adjusted net debt' to 'total equity'. For this purpose, adjusted net debt is defined as total liabilities, comprising provisions, financial liabilities, other current liabilities less cash and cash equivalents. Total equity comprises all components of equity.

The Company's adjusted net debt to equity ratio is as follows:

	As at 31 March 2026	As at 31 March 2025
Total liabilities	58,808.06	56,309.47
Less: cash and cash equivalents	(10,657.06)	(17,401.46)
Adjusted net debt	48,151.00	38,908.01
Total equity	1,876,768.72	1,719,007.26
Adjusted net debt to total equity ratio	0.03	0.02

Return on capital

Profit after tax for the year (a)	212,386.12	208,289.50
Paid up share capital (b)	48,000.00	48,000.00
Other equity (c)	1,828,768.72	1,671,007.26
Return on capital ratio (a/(b+c))	0.11	0.12

Dividend payout

Dividend declared for the year (d)	57,600.00	57,600.00
Dividend payout ratio (d/a)	0.27	0.28

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

16 Earning per share

(See accounting policy in note 3.12)

Basic and diluted earnings per share

The calculation of basic earnings per share is based on profit attributable to ordinary shareholders and weighted-average number of ordinary shares outstanding as follows:

	Year ended 31 March 2026	Year ended 31 March 2025
Earnings		
Profit attributable to the equity shareholders of the Company (A)	212,386.12	208,289.50
Weighted average number of equity shares (basic) (B)	4,800,000.00	4,800,000.00
Basic earnings per share (EPS) (A / B)	44.25	43.39
Weighted average number of equity shares (basic) (B)		
Add: Effect of dilutive options granted but not yet exercised/ not yet eligible for exercise	-	-
Weighted average number of equity shares (diluted) (C)	4,800,000.00	4,800,000.00
Diluted earnings per share (A / C)	44.25	43.39

17 Trade payables

(See accounting policy in note 3.2 (iii) and (iv))

Trade payables

	As at 31 March 2026	As at 31 March 2025
a) total outstanding dues of micro enterprises and small enterprises (refer note 33)	366.99	841.83
(b) total outstanding dues of creditors other than micro enterprises and small enterprises	18,664.24	27,375.23
	19,031.23	28,217.06

Of the above trade payables amount due to related parties are as below:

	8,633.58	8,569.65
--	----------	----------

Trade payables dues to related parties, Refer note 32

All trade payables balance are current. Trade payables are non-interest bearing and are generally on terms of 0 to 30 days based on the type of vendor. The Company's exposure to currency and liquidity risk related to trade payables (financial liabilities) is disclosed in note 30.

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

Ageing for trade payables outstanding as at 31 March 2026 is as follows:

Particulars	Not due	Outstanding for following period from due date of payment				Total
		Less than 1 Year	1-2 years	2-3 years	More than 3 years	
MSME*	295.29	71.70	-	-	-	366.99
Others	3,646.13	1,046.86	13.85	-	-	4,706.84
Disputed Dues - MSME*	-	-	-	-	-	-
Disputed Dues- Others	-	-	-	-	-	-
Sub Total (a)	3,941.42	1,118.56	13.85	-	-	5,073.83
Accrued expenses (b)						13,957.40
Total (a+b)						19,031.23

* MSME as per the Micro, Small and Medium Enterprises Development Act, 2006, refer note 33.

Ageing for trade payables outstanding as at 31 March 2025 is as follows:

Particulars	Not due	Outstanding for following period from due date of payment				Total
		Less than 1 Year	1-2 years	2-3 years	More than 3 years	
MSME*	672.72	169.11	-	-	-	841.83
Others	8,101.44	3,700.90	1,550.27	-	-	13,352.61
Disputed Dues- MSME	-	-	-	-	-	-
Disputed Dues- Others	-	-	-	-	-	-
Sub Total (a)	8,774.16	3,870.01	1,550.27	-	-	14,194.44
Accrued expenses (b)						14,022.62
Total (a+b)						28,217.06

* MSME as per the Micro, Small and Medium Enterprises Development Act, 2006, refer note 33.

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

18 Other financial liabilities - Current	As at 31 March 2026		As at 31 March 2025	
	Current	Non-current	Current	Non-current
Capital creditors				
(a) total outstanding dues of micro enterprises and small enterprises (refer note 33)	-	-	-	-
(b) total outstanding dues of creditors other than micro enterprises and small enterprises *	-	-	-	-
Unclaimed dividend	3,508.24	-	3,363.48	-
Directors' commission payable	1,500.00	-	1,500.00	-
	5,008.24	-	4,863.48	-

*New laptops acquired in exchange for old laptops amounting to INR 9000.00 are recognized at the fair value (market price) of the asset acquired, since the transaction has commercial substance. The same has been considered for the purpose of computing Gain on sale of Asset. Further the carrying amount of asset exchanged has been adjusted in the capital creditors for payment purposes.

19 Other current liabilities	As at 31 March 2026		As at 31 March 2025	
	Current	Non-current	Current	Non-current
Statutory dues*	6,482.29	-	7,441.76	-
Employee benefits payable	9,316.97	-	7,001.96	-
Advance from customers	-	-	-	-
	15,799.26	-	14,443.72	-

*Supreme Court vide their judgement dated February 28, 2019 clarified that Provident fund deduction is to be made on basic salary and on other salary components which are universally made available to all employees. The Company based on legal opinion believes that there are interpretative challenges and significant uncertainties surrounding the determination of liability including the period of assessment, application for present and past employees, Company's liability towards employees' contribution and assessment of interest and penalties. The same shall amount to INR 3,943.67 thousands.

20 Provisions

(See accounting policy in note 3.7 and 3.8)

Provision for employee benefits (refer note 29)	As at 31 March 2026		As at 31 March 2025	
	Current	Non-current	Current	Non-current
Net defined benefit Liability gratuity	1,157.74	-	2,267.01	-
Liability for compensated absences	-	-	1,035.36	-
Total provision for employee benefits	1,157.74	-	3,302.37	-

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

21 Revenue from operations

(See accounting policy in note 3.9 and 3.10)

A. Revenue streams

The Company primarily generates revenue from sale of carbon rods / carbon electrodes, which are used as a key component in dry cell batteries. The Company operates a manufacturing facility at Nellore District, Andhra Pradesh, and supplies its products to battery manufacturers in India as well as to overseas customers, including group companies of Panasonic. The Company operates as a single business segment engaged in the manufacture of carbon rods and carbon electrodes, which serves as a key component in dry cell batteries. The details of revenue from contracts with customers on the basis of various product lines are as under:

	Year ended 31 March 2026	Year ended 31 March 2025
Revenue from contracts with customers		
-Sale of Carbon rods / carbon electrodes	538,776.67	532,324.83
Total sale of products (A)	538,776.67	532,324.83

Timing of recognition of revenue

Goods transferred at a point in time	538,776.67	532,324.83
Goods transferred over a period of time	-	-

B. Other operating revenues

Scrap sales	151.31	197.83
Export incentives	8,479.68	7,462.34
Total other operating revenues (B)	8,630.99	7,660.17
Total revenue from operations (A+B)	547,407.66	539,985.00

C. Statement of reconciliation of the amount of revenue recognised in the statement of profit and loss with the contracted price

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Revenue from contract with customer as per the contract price Including Scrap Sales	538,927.98	532,522.66
Less: Reductions towards variable consideration components (Trade discounts, volume rebates, returns)	-	-
Revenue from contract with customer as per the statement of profit and loss	538,927.98	532,522.66

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

Contract balances

The following table provides information about receivables, contract assets and contract liabilities from contracts with customer.

	Year ended 31 March 2026	Year ended 31 March 2025
Particulars		
Receivable which are included in trade receivables (refer note 8)	45,269.42	48,742.96
Contract liabilities (included in advance payments received) (refer note 19)	-	-

The deferred revenue (contract liabilities) primarily relate to the advance consideration received from customer for goods to be sold in future.

Revenue is measured based on the consideration specified in a contract with a customer. The company recognizes revenue when it transfers control over the good to the customer. Invoice are generated at that point in time. Invoice are usually payable within a range of 0 to 45 days based on type of customer and no discounts were provided.

D. Disaggregation of revenue from contracts with customers

Revenue from contracts with customers are disaggregated into categories that depict how the nature, amount, timing and uncertainty of revenue and cash flows are affected by economic factors. The Company identifies the product lines, amongst others to indicate the factors as mentioned above. In the following table, revenue from contracts with customers is disaggregated by primary geographical market.

(a) Entity wide disclosures

Geographical segments considered for disclosure consists of sales within India and sales outside India

	Year ended 31 March 2026	Year ended 31 March 2025
Revenue from Primary geographical areas / markets		
India	187,568.59	216,501.98
Outside India		
Singapore	186,646.91	185,654.79
Taiwan	107,692.34	34,570.85
Thailand	25,244.96	21,122.68
Poland	13,074.42	63,744.05
Rest of the world	18,549.45	10,730.49
Total revenue from contract with customers	538,776.67	532,324.84

Note: All non-current assets are within India.

(b) Information about major customers

Revenue to the extent of INR 457,219.17 thousands (31 March 2025: INR 421,249.01 thousands) are derived from four major external customers who individually contribute more than 10% of the total segment revenue.

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

(c) Transaction price allocated to the remaining performance obligations:

The Company's contracts with customers are short term contracts with performance obligations that has an original expected duration of one year or less. Therefore, taking the practical expedient, the details on transaction price allocated to the remaining performance obligations are not disclosed.

	Year ended 31 March 2026	Year ended 31 March 2025
22 Other income		
(See accounting policy in note 3.10)		
Interest income under the effective interest method on cash and cash equivalents and other bank balances		
Cash and cash equivalents and other bank balances	119,862.12	113,328.89
Interest income on Electricity deposits	181.22	-
Net gain on sale of property, plant and equipment*	288.59	345.00
Sale of electricity	3,496.69	3,585.09
Net gain on foreign exchange currency transactions	2,298.57	598.79
Liabilities written back	441.02	-
Income on Excess Funding of Leave Encashment	971.41	-
	127,539.62	117,857.77

*New laptops acquired in exchange for old laptops amounting to INR 9000.00 are recognized at the fair value (market price) of the asset acquired, since the transaction has commercial substance. The same has been considered for the purpose of computing Gain on sale of Asset. Further the carrying amount of asset exchanged has been adjusted in the capital creditors for payment purposes.

	Year ended 31 March 2026	Year ended 31 March 2025
23 Cost of materials consumed		
Inventory of materials at the beginning of the year	19,037.92	13,271.59
Add: Purchases	139,624.28	158,318.01
Less : Inventory of materials at the end of the year	(17,772.41)	(19,037.92)
Cost of materials consumed	140,889.79	152,551.68

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

24	Changes in inventories of work-in-progress	Year ended 31 March 2026			Year ended 31 March 2025		
		Opening Inventory	Closing Inventory	(Increase) in inventory	Opening Inventory	Closing Inventory	(Increase) in inventory
	Work-in-progress	13,654.96	13,823.37	(168.41)	9,255.32	13,654.96	(4,399.64)
	(Increase) in inventory of work-on progress	13,654.96	13,823.37	(168.41)	9,255.32	13,654.96	(4,399.64)

25	Employee benefits expenses	Year ended	Year ended
		31 March 2026	31 March 2025
	(See accounting policy in note 3.7)		
	Salaries, wages and bonus	86,003.45	79,363.50
	Contribution to provident fund and other funds	5,743.45	5,590.45
	Expenses related to post-employment defined benefit plans (refer note 29)	5,133.77	2,681.34
	Expenses related to compensated absences (refer note 29)	-	1,003.80
	Staff welfare expenses	10,120.70	9,276.96
		107,001.37	97,916.05

On November 21, 2025, the Government of India notified four Labour codes - the Code on Wages, 2019, the Code on Social Security, 2020, the Industrial Relations Code, 2020 and the Occupational safety, Health and Working Conditions Code, 2020 - consolidating 29 existing labour laws (collectively referred to as the New Labour Codes). However, the final rules under these codes are yet to be notified. The Ministry of Labour & Employment published draft Central rules and FAQs to enable assessment of the financial impact due to changes in regulations. The Company has assessed and disclosed for the incremental impact of these changes on the basis of best information available, consistent with the guidance provided by the Institute of Chartered Accountants of India. Considering the materiality and regulatory-driven, non-recurring nature of this impact, the Company has estimated and recognized the additional gratuity and leave liability benefits of INR 2,399.29 thousands for the year ended 31st March 2026, primarily arising due to change in wage definition. The Company continues to monitor the finalisation of Central/ State Rules and clarifications from the Government on other aspects of the Labour Code and would provide appropriate accounting effect on the basis of such developments as needed.

26	Depreciation expense	Year ended	Year ended
		31 March 2026	31 March 2025
	(See accounting policy in note 3.4)		
	Depreciation of property, plant and equipment (refer note 4)	7,085.72	6,695.89
		7,085.72	6,695.89

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

	Year ended 31 March 2026	Year ended 31 March 2025
27 Other expenses		
Consumption of stores and spare parts	10,074.18	15,220.53
Power and fuel	47,700.35	49,148.69
Rent	3,938.46	3,750.91
Repairs and maintenance		
Buildings	634.48	3,173.39
Machinery	14,116.63	13,136.21
Others	8,533.54	8,783.14
Rates and taxes	818.39	1,159.22
Freight forwarding and handling charges	2,469.81	2,133.05
Travelling and conveyance	1,363.96	1,546.32
Legal and professional fees (see note (i) below)	4,526.50	4,431.13
Payment to auditors (refer note (i) below)	2,163.00	1,545.00
Bank Charges	240.69	221.49
Printing and stationery	177.77	254.94
Advertisement selling and sales promotion expenses	62.44	10.00
Expenditure on corporate social responsibility (see note (ii) below)	4,703.09	4,161.02
Insurance	1,559.05	1,943.24
Communication expenses	2,308.18	1,750.95
Commission to independent non-executive directors	1,500.00	1,500.00
Director's sitting fees	315.00	270.00
Royalty, brand license and regional head quarter fees	9,775.08	9,615.41
Miscellaneous expenses	1,290.13	1,623.19
	118,270.73	125,377.83

Note:

(i) Payment to auditors (excluding goods and services tax and out-of-pocket expenses)

	Year ended 31 March 2026	Year ended 31 March 2025
Statutory audit	780.00	780.00
Group Audit*	600.00	-
Limited review of quarterly results	720.00	720.00
Reimbursement of expenses	63.00	45.00
	2,163.00	1,545.00

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Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

*Note: Group audit fees recognised during FY 2025–26 include audit fees pertaining to FY 2024–25, as the group audit for FY 2024–25 was performed during FY 2025–26. The requirement to conduct the group audit for FY 2024–25 was determined and finalised in FY 2025–26. The obligation to perform the said group audit was identified and approved in FY 2025–26.

(ii) Details of expenditure on corporate social responsibility

During the year the company has undertaken CSR activities in areas of education and health as specified in Schedule VII of the Act.

	Year ended 31 March 2026	Year ended 31 March 2025
(i) Amount required to be spent by the Company during the year	4,703.09	4,200.20
(ii) Amount approved by the Board to be spent during the year	4,703.09	4,200.20
(iii) Amount of expenditure incurred during the year		
(a) Construction/acquisition of any asset	4,359.25	2,668.43
(b) On purpose other than (a) above	343.84	1,492.59
(iv) Shortfall at the end of the year	-	-
(v) Total of previous years shortfall	-	-
(vi) Details of related party transaction in relation to CSR expenditure as per relevant Indian Accounting Standard	-	-
(vii) Details of other than ongoing projects u/s Section 135(6) of the ("Act"):		
Opening balance of pre-spent / (shortfalls)	-	39.18
Amount deposited in Specified Fund of Sch.VII within 6 months	-	-
Amount required to be spent during the year	4,703.09	4,200.20
Amount spent during the year	4,703.09	4,161.02
Closing balance of pre-spent/ (shortfalls)	-	-

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

28 Income Tax

(See accounting policy in Note 3.11)

A. Amounts recognised in statement of profit or loss

	Year ended 31 March 2026	Year ended 31 March 2025
i. Current tax expense		
Current tax		
Current period	77,866.42	72,000.00
Income tax expenses relating to earlier years	13,324.82	-
Changes in estimates related to prior year	-	-
Total current tax expense (i)	91,191.24	72,000.00
ii. Deferred tax expense		
Attributable to -		
Origination and reversal of temporary differences	(1,709.28)	(588.54)
Change in tax rate	-	-
Total deferred tax expense / (benefit) (ii)	(1,709.28)	(588.54)
Tax expense (i)+ (ii)	89,481.97	71,411.46

B. Income tax recognized in other comprehensive income

	31 March 2026			31 March 2025		
	Before tax	Tax (expense) benefit	Net of tax	Before tax	Tax (expense) benefit	Net of tax
Items that will not be reclassified to profit or loss						
Remeasurements of defined benefit liability (asset)	3,976.03	(1,000.69)	2,975.34	405.50	(102.06)	303.44
Total	3,976.03	(1,000.69)	2,975.34	405.50	(102.06)	303.44

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

C. Reconciliation of effective tax rate

	31 March 2026		31 March 2025	
Profit before tax		301,868.08		279,700.96
Tax using the Company's domestic tax rate	25.17%	75,974.16	25.17%	70,395.14
Tax effect of:				
Non-deductible expenses	0.39%	1,183.67	0.37%	1,047.25
Tax related to prior years	4.41%	13,324.82		
Others	-0.33%	(1,000.69)	-0.01%	(30.92)
Effective tax rate	29.64%	89,481.97	25.53%	71,411.46

D. Recognised deferred tax (assets) and liabilities

Deferred tax assets and liabilities are attributable to the following:

	Deferred tax (assets)		Deferred tax liabilities		Net deferred tax (assets)/ liabilities	
	31 March 2026	31 March 2025	31 March 2026	31 March 2025	31 March 2026	31 March 2025
Property, plant and equipment	-	-	5,387.22	6,095.81	5,387.22	6,095.81
Provisions - Employee benefits	(992.54)	(992.54)	-	-	(992.54)	(992.54)
Net deferred tax (assets) / liabilities	(992.54)	(992.54)	5,387.22	6,095.81	4,394.68	5,103.27

Movement in deferred tax balances

	Balance as at 01 April, 2024	Recognized in profit or loss during 2024-25	Recognized in OCI during 2024-25	Balance as at 31 March, 2025	Recognized in profit or loss during 2025-26	Recognized in OCI during 2025-26	Balance as at 31 March, 2026
Property, plant and equipment	6,582.29	(486.648)		6,095.81	(708.59)		- 5,387.22
Provisions employee benefits	(992.54)	(102.06)	(102.06)	(992.54)	(1,000.69)	1,000.69	(992.54)
	5,589.75	(588.54)	(102.06)	5,103.27	(1709.28)	1,000.69	4,394.68

E. Other tax assets and liabilities

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-current	Current	Non-current
Current tax liabilities (net)	13,416.92	-	379.57	-
	13,416.92	-	379.57	-

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

29 Assets and liabilities relating to employee benefits

(See accounting policy in Note 3.7)

(a). Defined contribution plan

The Company makes Provident Fund and National Pension Scheme contributions, which is a defined contribution plan, for qualifying employees. Additionally, the Company also provides, for covered employees, health insurance through the Employee State Insurance scheme. Under the Schemes, the Company is required to contribute a specified percentage of the payroll costs to fund the benefits. The contributions payable to these plans by the Company are at rates specified in the rules of the Schemes.

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
(a) Included under 'Contributions to provident and other funds' (Refer note 25)		
Contributions to Provident fund	4,855.78	4,889.98
Contributions to Employee State Insurance	406.08	398.12
Contribution to Super Annuation/ Pension Scheme	481.59	302.36

(b) Employee benefit liabilities

	Year ended 31 March 2026	Year ended 31 March 2025
Net defined benefit liability - Gratuity plan (a)	1,157.74	2,267.01
Liability for compensated absences (b)	-	1,035.36
Total employee benefit liabilities (a) + (b)	1,157.74	3,302.37
Non-current	-	-
Current	1,157.74	3,302.37
Compensated absences		
Excess of leave encashment fund over liability (refer note 29)	982.98	-
Total	982.98	-
Non-current	-	-
Current	982.98	-

(b) . Defined benefit Gratuity plan

	Year ended 31 March 2026	Year ended 31 March 2025
Net defined benefit liability - Gratuity plan (a)	1,157.74	2,267.01
For details about the related employee benefit expenses, see note 25.		

The Company operates the following post-employment defined benefit plans.

The Company has a defined benefit gratuity plan in India ("the plan"), governed by the Payment of Gratuity Act, 1972. The plan entitles an employee, who has rendered at least five years of continuous service, to gratuity at the rate of fifteen days wages for every completed year of service or part thereof in excess of six months, based on the rate of wages last drawn by the employee concerned. These defined benefit plans expose the Company to actuarial risks, such as longevity risk, interest rate risk and market (investment) risk. The defined benefit plan for gratuity is administered and managed by a single gratuity fund (Life Insurance Corporation of India) that is legally separate from the Company.

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Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

A. Funding

The Plan is fully funded by the Company with Life Insurance Corporation of India. The funding requirements are based on the gratuity fund's actuarial measurement framework set out in the funding policies of the plan. The funding of the plan is based on a separate actuarial valuation for funding purposes for which the assumptions have been set out in (E). Employees do not contribute to the plan.

The Company expects to pay INR 1,157.74 in contributions to its defined benefit gratuity plans in FY 2026-27.

B. Reconciliation of the net defined benefit (asset)/liability

The following table shows a reconciliation from the opening balances to the closing balances for the net defined benefit liability and its components:

	Year ended 31 March 2026	Year ended 31 March 2025
i) Reconciliation of present value of defined benefit obligation (Gratuity):		
Balance at the beginning of the year	51,824.23	48,375.00
Benefits paid	(5,654.26)	(2,520.43)
Current service cost	2,657.52	2,558.43
Past Service cost	2,399.29	-
Interest cost	3,326.90	3,401.69
Actuarial (gains) losses recognized in other comprehensive income arising from:		
- changes in demographic assumptions	-	-
- changes in financial assumptions	(1,509.41)	743.76
- experience adjustments	(1,874.54)	(734.22)
	51,169.73	51,824.23
Balance at the end of the year		
Reconciliation of the Fair value of plan assets		
Balance at the beginning of the year	49,557.22	44,961.50
Contributions paid into the plan	2,267.01	3,422.33
Benefits paid	(5,654.26)	(2,520.43)
Interest income	3,249.94	3,278.78
Return on plan assets	592.08	415.04
Balance at the end of the year	50,011.99	49,557.22
Net defined benefit Liability	1,157.74	2,267.01

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Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

C. i. Expense recognised in profit or loss

	Year ended 31 March 2026	Year ended 31 March 2025
Current service cost	2,657.52	2,558.43
Past Service cost	2,399.29	-
Interest cost	3,326.90	3,401.69
Interest income	(3,249.94)	(3,278.78)
	5,133.77	2,681.34

ii. Remeasurements recognised in other comprehensive income

	Year ended 31 March 2026	Year ended 31 March 2025
Actuarial (gain)/ loss on defined benefit obligation*		
- changes in financial assumptions	(1,509.41)	743.76
- experience adjustments	(1,874.54)	(734.22)
Return on plan assets excluding interest income	(592.08)	(415.04)
	(3,976.03)	(405.50)

iii. Remeasurement of net defined benefit liability

	Year ended 31 March 2026	Year ended 31 March 2025
Balance at the beginning of the year	2,267.01	3,413.50
Expense recognized in profit or loss	5,133.77	2,681.34
Remeasurements recognized in other comprehensive income	(3,976.03)	(405.50)
Contributions paid into the plan	(2,267.01)	(3,422.33)
	1,157.74	2,267.01

D. Plan assets

Plan assets comprise of LIC fund maintained by Company.

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

E. Defined benefit obligation - Gratuity

Actuarial assumptions

Principal actuarial assumptions at the reporting date (expressed as weighted averages):

	Year ended 31 March 2026	Year ended 31 March 2025
Gratuity		
Discount rate	7.58%	6.79%
Future salary growth	12%	12%
Attrition rate	1.00-3.00%	1.00-3.00%

Assumptions regarding mortality are based on published statistics and mortality tables by Insurance Regulatory and Development Authority of India. The demographic assumptions underlying the values of the defined benefit obligation at the reporting date are as follows:

Particular	Year ended 31 March 2026	Year ended 31 March 2025
Mortality Rate (as % of IALM (2012-14) Ult. Mortality Table)	100%	100%
Disability Rate (as % of above mortality rate)	0%	0%
Average Future Service	15.91	14.68

The weighted average duration of the defined benefit obligation is 5.00 years (31 March 2025: 4.00 years). The expected maturity analysis of undiscounted gratuity is as follows:

F The expected maturity analysis of gratuity benefits is as follows:

	Less than a year	2-3 years	4-7 years	8-10 years	More than 11 years
31 March 2026					
Defined benefit obligation - Gratuity	31,348.29	6,834.09	8,730.06	4,196.13	31,558.70
31 March 2025					
Defined benefit obligation - Gratuity	29,578.65	9,450.79	8,550.40	4,023.37	25,563.02

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

G Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

	Year ended 31 March 2026		Year ended 31 March 2025	
	Increase	Decrease	Increase	Decrease
Gratuity				
Discount rate (1% movement)	(1,649.02)	1,946.11	(1,655.44)	1,945.51
Future salary growth (1% movement)	2,218.79	(1,959.13)	2,200.31	(1,951.58)
Mortality rate (1% movement)	(15.10)	15.17	(16.79)	16.86
Attrition rate (1% movement)	(487.99)	566.44	(521.78)	606.77

Although the analysis does not take account of the full distribution of cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumptions shown.

(c). Plan for compensated absences

	Year ended 31 March 2026	Year ended 31 March 2025
Liability for compensated absences (b)	-	1035.36
Excess of leave encashment fund over liability (refer note 29)	982.98	

For details about the related employee benefit expenses, see note 25.

The Company operates the following plan for leave encashment

The Company has a leave encashment plan in India (the 'Plan'). The Plan provides for the encashment of accumulated unutilised leave balance by eligible employees, subject to the rules of the Plan. These plans expose the Company to actuarial risks, such as longevity risk, interest rate risk and market (investment) risk. The plan for leave encashment is administered and managed by a single leave encashment fund (Life Insurance Corporation of India) that is legally separate from the Company.

A. Funding

The Plan is fully funded by the Company with Life Insurance Corporation of India. The funding requirements are based on the leave encashment fund's actuarial measurement framework set out in the funding policies of the plan. The funding of the plan is based on a separate actuarial valuation for funding purposes for which the assumptions have been set out in (E). Employees do not contribute to the plan.

The Company expects to adjust INR (982.98) during its contributions to its leave encashment plans in FY 2026-27.

B. Reconciliation of the net (asset) / liability

The following table shows a reconciliation from the opening balances to the closing balances for the net (asset) / liability and its components:

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Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

	Year ended 31 March 2026	Year ended 31 March 2025
i) Reconciliation of present value of obligation (leave encashment):		
Balance at the beginning of the year	11,056.34	9,850.79
Benefits paid	(625.22)	(613.42)
Current service cost	751.25	1,490.67
Past service cost	-	-
Interest cost	729.50	689.08
Actuarial (gains) losses recognized in other comprehensive income arising from:		
- changes in demographic assumptions	-	-
- changes in financial assumptions	(139.77)	92.00
- experience adjustments	(1,534.26)	(452.78)
Balance at the end of the year	10,237.84	11,056.34

Reconciliation of the fair value of plan assets (leave encashment):

Balance at the beginning of the year	10,021.00	9,624.08
Contributions paid into the plan	1,046.91	195.15
Benefits paid	(625.22)	(613.42)
Interest income	694.74	679.76
Return on plan assets	83.39	135.43
Balance at the end of the year	11,220.82	10,021.00
Net (asset) / liability	(982.98)	1,035.34

C. i. Expense recognized in profit or loss

	Year ended 31 March 2026	Year ended 31 March 2025
Current service cost	751.25	1,490.67
Past service cost	-	-
Interest cost	729.50	689.08
Interest income	(694.74)	(679.76)
Actuarial (gain)/ loss on obligation		
- changes in financial assumptions	(139.77)	92.00
- experience adjustments	(1,534.26)	(452.78)
Return on plan assets excluding interest income	(83.39)	(135.43)
	(971.41)	1,003.78

ii. Remeasurement of net liability

	Year ended 31 March 2026	Year ended 31 March 2025
Balance at the beginning of the year	1,035.34	3,413.50
Expense recognized in profit or loss	(971.41)	1,003.78
Remeasurements recognized in other comprehensive income	(1,046.91)	(195.15)
	(982.98)	4,222.13

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Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

30 Financial instruments - Fair value and risk management

A. Accounting classification and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

As at 31 March 2026	Note	Carrying amount of other financial assets / liabilities				Fair value		
		FVTPL	FVOCI	Amortised cost	Total carrying amount	Level I	Level II	Level III
Financial assets not measured at fair value (Refer note)								
Trade receivables	8	-	-	45,269.42	45,269.42	-	-	-
Cash and cash equivalents	9	-	-	10,657.06	10,657.06	-	-	-
Bank balances other than cash and cash equivalents	10	-	-	3,508.24	3,508.24	-	-	-
Other financial assets (current and non-current)	5	-	-	1,788,692.22	1,788,692.22	-	-	-
Total financial assets		-	-	1,848,126.94	1,848,126.94	-	-	-
Financial liabilities not measured at fair value (Refer note)								
Trade payables	18	-	-	19,031.23	19,031.23	-	-	-
Other financial liabilities	19	-	-	5,008.24	5,008.24	-	-	-
Total financial liabilities		-	-	24,039.47	24,039.47	-	-	-

As at 31 March 2025	Note	Carrying amount of other financial assets / liabilities				Fair value		
		FVTPL	FVOCI	Amortised cost	Total carrying amount	Level I	Level II	Level III
Financial assets not measured at fair value (Refer note)								
Trade receivables	8	-	-	48,742.96	48,742.96	-	-	-
Cash and cash equivalents	9	-	-	17,401.46	17,401.46	-	-	-
Bank balances other than cash and cash equivalents	10	-	-	3,363.48	3,363.48	-	-	-
Other financial assets (current and non-current)	5	-	-	1,613,926.65	1,613,926.65	-	-	-
Total financial assets		-	-	1,683,434.55	1,683,434.55	-	-	-
Financial liabilities not measured at fair value (Refer note)								
Trade payables	18	-	-	28,217.06	28,217.06	-	-	-
Other financial liabilities	19	-	-	4,863.48	4,863.48	-	-	-
Total financial liabilities		-	-	33,080.54	33,080.54	-	-	-

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

B. Measurement of fair values

Fair value hierarchy

Level I - Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level II - Inputs other than quoted prices included within Level I that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level III - Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

- Note:**
- a) In above table, the Company has disclosed the fair value of each class of financial assets and financial liabilities in a way that permits the information to be compared with the carrying amounts. In addition, it has reconciled the assets and liabilities to the different categories of financial instruments as defined in Ind AS 109.
 - b) The Company has not disclosed fair values of financial instruments such as trade receivables, loans, cash and cash equivalents, Bank balances other than cash and cash equivalents, other financial assets, trade payables and other financial liabilities, since their carrying amounts are reasonable approximates of fair values.
 - c) The Company groups financial instruments into classes that are appropriate to the nature of the information disclosed and that take into account the characteristics of those financial instruments. Although Ind AS 107 does not define 'classes', as a minimum instruments measured at amortized cost should be distinguished from instruments measured at fair value.

B. Financial risk management

i. Risk management framework

The Company's business activities are exposed to a variety of financial risks, namely credit risk, liquidity risk and market risk. The Company's Board of directors has overall responsibility for the establishment and oversight of the Company's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Company's risk management policies. The committee reports regularly to the board of directors on its activities. The key risks and mitigating action are also placed before the audit committee of the Company.

The Company's risk management policies are established to identify and analyze the risks faced by the Company, to set and monitor appropriate risk limits and controls, periodically review the changes in market conditions, reflect the changes in the policy accordingly, to monitor the risk and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Company's activities. The Company, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Company's audit committee oversees how management monitors compliance with the Company's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Company. The Company's audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

ii. Credit risk

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's receivables from customers and loans. The carrying amounts of financial assets and contract assets represent the maximum credit exposure.

Impairment losses on financial assets and contract assets recognized in statement of profit and loss for the year ended 31 March 2026 is Nil (31 March 2025: Nil)

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

The maximum exposure to credit risk for trade and other receivables are as follows:

	Carrying amount	
	As at 31 March 2026	As at 31 March 2025
Trade receivables	45,269.42	48,742.96
Cash and bank balances		
Cash and cash equivalents	10,657.06	17,401.46
Bank balances other than cash and cash equivalent	3,508.24	3,363.48
Other financial assets (current and non-current)	1,788,692.22	1,613,926.65

Trade receivables

The Company has developed guidelines for the management of credit risk from trade receivables. The Company's exposure to this credit risk is influenced mainly by the individual characteristics of each customer. The demographics of the customer, including the default risk of the industry and country in which the customer operates, also has an influence on management credit risk assessment of its customer based. Details of concentration of revenue are included in Note 36(b).

Credit risk is managed through credit approvals, establishing credit limits and monitoring the creditworthiness of customers to which the Company grants credit terms in the normal course of business. The Company establishes an allowance for doubtful debts that represents its estimate of incurred losses in respect of the Company's trade receivables. The Company does not otherwise require collateral in respect of trade receivables, loans and other financial assets. The Company does not have trade receivables, loans and other financial assets for which no loss allowance is recognized because of collateral.

Exposures to customers outstanding at the end of each reporting period are reviewed by the Company to determine incurred and expected credit losses. Historical trends of impairment of trade receivables do not reflect any significant credit losses. Given that the macro economic indicators affecting customers of the Company have not undergone any substantial change, the Company expects the historical trend of nil credit losses to continue. Further, management believes that the unimpaired amounts that are past due by more than 30 days are still collectible in full, based on historical payment behavior and extensive analysis of customer credit risk. As at 31 March 2026, there are no dues collectible which are aged more than 90 days.

Exposures to customers outstanding at the end of each reporting period are reviewed by the Company to determine incurred and expected credit losses.

	Carrying amount	
	As at 31 March 2026	As at 31 March 2025
Movement in the allowance for impairment in trade receivables		
Opening balance	-	-
Amount provided for during the year	-	-
Utilisation of provision for bad and doubtful debts	-	-
Net remeasurement of loss allowance	-	-

The following table provides information about the exposure to credit risk and expected credit loss for trade receivables

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

As at March 31, 2026

Age	Gross carrying amount	Weighted average loss rate	Loss allowance	Whether credit impaired
Not due	45,250.84	0.00%	-	No
0 - 90 days	18.58	0.00%	-	No
91 - 180 days	-	0.00%	-	No
181 - 365 days	-	0.00%	-	No
Above 365 days	-	0.00%	-	No
Total	45,269.42		-	

As at March 31, 2025

Age	Gross carrying amount	Weighted average loss rate	Loss allowance	Whether credit impaired
Not due	44,764.38	0.00%	-	No
0 - 90 days	3,978.58	0.00%	-	No
91 - 180 days		0.00%	-	No
181 - 365 days		0.00%	-	No
Above 365 days		0.00%	-	No
Total	48,742.96		-	

The Company's exposure to credit risk for trade receivables by geographic region is as follows.

	As at 31 March 2026	As at 31 March 2025
India	11,997.98	9,812.85
Thailand	3,417.64	-
Singapore	23,620.37	14,755.91
Taiwan	6,233.43	24,174.21

The Company's exposure to credit risk for trade receivables by relationship with customers is as follows.

Third parties	15,171.09	30,572.86
Related parties	30,098.33	18,170.10

Cash and bank balances

The Company held cash and cash equivalents and other bank balances of INR 14,165.30 thousands as at 31 March 2026 (31 March 2025: INR 20,764.94 thousands). The cash and cash equivalents and other bank balances are held with the banks. Impairment on cash and cash equivalents and other bank balances has been measured on a 12 month expected loss basis and reflects the short maturities of the exposures. The Company considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counterparties.

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

Other financial assets (current and non-current)

Other financial assets comprises fixed deposits with bank and financial institutions, interest accrued on fixed deposits and export incentives receivable. These fixed deposits are held with credit worthy banks and financial institutions. The credit worthiness of such banks and financial institutions is evaluated by the management on an ongoing basis and is considered to be good with low credit risk. Export incentive receivable pertains to duty drawback, RoDTEP (Refund of Duties and Taxes on Exported Products) from Customs authorities and rebate on exports receivable from GST authorities. The Company does not expect any losses from non-performance by these counter parties.

iii. Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Company's objective when managing when managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation. In doing this, management considers both normal and stressed conditions.

Cash flow from operating activities provides the funds to service and finance the financial liabilities on a day-to-day basis.

The Company uses a costing methodology to cost its products and services, which assist in monitoring the cash flow requirements and optimizing its cash return on investments.

The Company aims to maintain the level of its cash and cash equivalents, other bank balances and other financial assets at an amount in excess of expected cash outflows on financial liabilities (other than trade payables) over the next six months. The ratio of investments to outflows was 359.96 as at 31 March 2026 (31 March 2025: 336.12)

The Company regularly monitors the rolling forecasts to ensure that it has sufficient cash on an on-going basis to meet operational needs. Any short term surplus cash generated, over and above the amount required for working capital management and other operational requirements, is retained as cash and cash equivalents (to the extent required) and any excess is invested in interest bearing term deposits with appropriate maturities to optimise the cash returns on investments while ensuring sufficient liquidity to meet its liabilities.

The Company also monitors the level of expected cash inflows on trade receivables together with expected cash outflows on trade payables. As at 31 March 2026, the expected cash inflows from trade receivables are INR 45,269.42 thousands (31 March 2025: INR 48,742.96 thousands) and expected cash outflows from trade payables are INR 19,031.23 thousands (31 March 2025: INR 28,217.06 thousands). This excludes the potential impact of extreme circumstances that cannot reasonably be predicted, such as natural disasters.

The following are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted, and include contractual interest payments and exclude the impact of netting agreements.

As at 31 March 2026

Particulars	Carrying amount	Total	Contractual cash flows			
			6 months or less ^a	6-12 months	1-2 years	More than 2 years
Trade payables	19,031.23	19,031.23	19,031.23	-	-	-
Other financial liabilities	5,008.24	5,008.24	5,008.24	-	-	-
	24,039.47	24,039.47	24,039.47	-	-	-

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

As at 31 March 2025

Particulars	Carrying amount	Total	Contractual cash flows			
			6 months or less ⁱⁱ	6-12 months	1-2 years	More than 2 years
Trade payables	28,217.06	28,217.06	28,217.06	-	-	-
Other financial liabilities	4,863.48	4,863.48	4,863.48	-	-	-
	33,080.54	33,080.54	33,080.54	-	-	-

iv. Market risk

Market risk is the risk of loss of future earnings or fair values or future cash flows that may result from a change in the price of a financial instrument. The value of a financial instrument may change as a result of changes in the market prices - (e.g. foreign exchange rates, interest rates, equity prices and other market change)s that affect market risk sensitive instruments and in turn will affect the Company's income or the value of its holdings of financial instruments. Market risk is attributable to all market risk sensitive financial instruments including foreign currency receivables and payables. The Company is exposed to market risk primarily related to the risk of foreign exchange rate risk (currency risk) over receivables and payables. The Company does not manage market risks by using derivatives.

v. Currency risk

The Company is exposed to transactional foreign currency risk to the extent there is a mismatch between the currencies in which sales, purchases, receivables and payables are denominated and the respective functional currencies of the Company. Foreign currency risk arise in USD and other foreign currency denominated transactions mainly from monetary receivables gives rise to exchange rate fluctuation risk.

Exposure to currency risk

The summary quantitative data (INR against USD) about the Company's exposure to currency risk (based on notional amounts) as reported to the management is as follows.

As at 31 March 2026

Financial assets	USD
Trade receivables	33,271.44
Trade payables	-
Net exposure in respect of recognized assets and liabilities - Net Assets	33,271.44

As at 31 March 2025

Financial assets	USD
Trade receivables	38,930.11
Trade payables	-
Net exposure in respect of recognized assets and liabilities - Net Assets	38,930.11

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

Sensitivity analysis

A reasonably possible strengthening (weakening) of the INR against USD as at 31 March 2025 would have affected the measurement of financial instruments denominated in a foreign currency and affected equity and profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecast sales and purchases.

	(Profit) or Loss	
	Strengthening	Weakening
As at 31 March 2026		
USD (1% movement)	(332.71)	332.71
As at 31 March 2025		
USD (1% movement)	(389.38)	389.38

31 Contingent liabilities

(See accounting policy in Note 3.13)

(to the extent not provided for)

	As at 31 March 2026	As at 31 March 2025
Contingent liabilities		
Claims against the Company not acknowledged as debt		
Income tax related matters ^	-	13,198.54
Demand with regards to entry tax on furnace oil	6,753.36	6,753.36

Note:

Provision has been created for INR 13,198.54 pertaining to Income tax related matters during the current year ^ .

32 Related parties

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions.

A Parent and ultimate controlling party

The parent and ultimate controlling party of the Company as at 31 March 2026 and 31 March 2025 is Panasonic Holdings Corporation, Japan.

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

List of related parties with whom transactions have taken place during the year:

Nature of relationship

Name of the entity

Holding company

Panasonic Holdings Corporation, Japan

Fellow subsidiaries under common control

Panasonic Operational Excellence Co. Ltd.

Panasonic Energy Co. Ltd.

Panasonic Energy India Co. Ltd, India

P.T Panasonic Gobel Energy Indonesia, Indonesia

Panasonic Solutions (Thailand) Co. Ltd. Thailand

Panasonic Life Solutions India Pvt Ltd, India

Panasonic Trading and Logistics Asia Pacific, Singapore

Panasonic Procurement Asia Pacific, Singapore

Key Management Personnel (KMP)

Mr.R. Senthil Kumar, Managing Director

Mr. Paul Jayakar, Independent Director

Ms. S. Rajashree, Independent Woman Director

Mr. Mogarala Sankara Reddy, Independent Director
(from 01-April-2025)

Mr. Akinori Isomura, Director (upto 30-June-2025)

Mr. Akio Fujita, Director (from 01-July-2025)

Mr. Hidefumi Fuji, Director

Mr. Vinayagam Sume, Chief Financial Officer

Mr. S. Kalyanaraman, Independent Director
(retired w.e.f 31 March 2025)

Mr. Shivaprasad Padhy, Company Secretary (Upto 15-May-2025)

Mr. Brajesh Baral, Company Secretary (from 16-May-2025)

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

B Transactions with key management personnel

i. Key management personnel compensation	Post-employment benefits*		Compensated absences*		Short-term benefits	
	Year ended 31 March 2026	Year ended 31 March 2025	Year ended 31 March 2026	Year ended 31 March 2025	Year ended 31 March 2026	Year ended 31 March 2025
Managerial remuneration						
- Mr.R. Senthil Kumar, Managing Director	414.51	1,040.37	2,250.52	675.35	13,189.93	12,093.98
- Mr. Vinayagam Sume, Chief Financial Officer	9.63	19.04	49.66	13.37	2,178.22	2,038.15
- Mr. Shivaprasad Padhy, Company Secretary	-	2.15	-	5.25	141.67	1,375.85
- Mr. Brajesh Baral, Company Secretary	0.41	-	4.35	-	640.01	-

* The post-employment benefits and compensated absences are computed based on actuarial valuation

Directors' commission	Year ended 31 March 2026	Year ended 31 March 2025
Mogarala Sankara Reddy, Independent Non executive director (from 01-April-2025)	500.00	-
Mr. S. Kalyanaraman, Independent Non executrve director (retired w.e.f 31 March 2025)	-	500.00
Ms. S. Rajashree, Independent Non executive director	500.00	500.00
Paul Jayakar, Independent Non executive director	500.00	500.00

Sitting fees	Year ended 31 March 2026	Year ended 31 March 2025
Mogarala Sankara Reddy, Independent Non executive director (from 01-April-2025)	105.00	-
Mr. S. Kalyanaraman, Independent Non executrve director (retired w.e.f 31 March 2025)	-	90.00
Ms. S. Rajashree, Independent Non executive director	105.00	90.00
Paul Jayakar, Independent Non executive director	105.00	90.00

ii. Key management personnel compensation payable	Year ended 31 March 2026	Year ended 31 March 2025
- Mr. Vinayagam Sume, Chief Financial Officer	165.60	152.40
- Mr. Shivaprasad Padhy, Company Secretary	-	96.00
- Mr. Brajesh Baral, Company Secretary	54.30	-

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

iii	Directors' commission payable	Year ended 31 March 2026	Year ended 31 March 2025
	Mogarala Sankara Reddy, Independent Non executive director (from 01-April-2025)	500.00	-
	Mr. S. Kalyanaraman, Independent Non executive director (retired w.e.f 31 March 2025)	-	500.00
	Ms. S. Rajashree, Independent Non executive director	500.00	500.00
	Paul Jayakar, Independent Non executive director	500.00	500.00
iv	Key management personnel compensation provision for post-employment benefits and compensated absences	Year ended 31 March 2026	Year ended 31 March 2025
	- Mr.R. Senthil Kumar, Managing Director	2,665.03	1,715.72
	- Mr. Vinayagam Sume, Chief Financial Officer	59.29	32.41
	- Mr. Shivaprasad Padhy, Company Secretary	-	7.40
	- Mr. Brajesh Baral, Company Secretary	4.76	-
C	Related party transactions other than those with key management personnel	Transaction value	
		Year ended 31 March 2026	Year ended 31 March 2025
	Sale of goods		
	- Panasonic Energy India Co. Ltd, India	73,952.03	82,736.85
	- PT Panasonic Gobel Energy Indonesia, Indonesia	-	5,081.27
	- Panasonic Solutions (Thailand) Co. Ltd. Thailand	25,244.96	21,122.68
	- Panasonic Trading and Logistics Asia Pacific, Singapore	186,646.89	185,654.78
	Dividend paid		
	- Panasonic Holdings Corporation, Japan	36,441.84	36,441.84
	Royalty		
	- Panasonic Energy Co. Ltd.	8,081.65	7,984.87
	Regional head quarters fees		
	- Panasonic Life Solutions India Pvt Ltd, India	808.17	798.49
	Brand License Fees		
	- Panasonic Holdings Corporation, Japan	885.27	832.05
	Reimbursement of expenses		
	- Panasonic Life Solutions India Pvt Ltd, India	1,726.36	1,328.82
	- Panasonic Operational Excellence Co. Ltd.	26.50	68.47
	- Panasonic Procurement Asia Pacific, Singapore	-	45.00

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

Details of related party outstanding balances as at the year end are as follows:

	Year end Balances	
	As at 31 March 2026	As at 31 March 2025
Balance due from related parties		
Panasonic Solutions (Thailand) Co. Ltd. Thailand	3,417.64	-
Panasonic Energy India Co. Ltd, India	3,060.50	3,414.20
Panasonic Trading and Logistics Asia Pacific, Singapore	23,620.19	14,755.90
Balance due to related parties*		
Panasonic Holdings Corporation, Japan	270.32	389.50
Panasonic Energy Co. Ltd.	8,081.65	7,984.87
Panasonic Operational Excellence Co. Ltd.	6.18	7.86
Panasonic Life Solutions India Pvt Ltd, India	275.43	187.42

Note

All transactions with related parties are carried out in the ordinary course of business and priced at arm's length basis. None of the balances are secured.

*including accruals (Gross of Tax deducted at source)

33 Dues to micro and small enterprises - As per Micro, Small and Medium Enterprises Development Act, 2006 ('MSMED' Act)

The Ministry of Micro, Small and Medium Enterprises has issued an Office Memorandum dated 26 August 2008 which recommends that the Micro and Small Enterprises should mention in their correspondence with its customers the Entrepreneurs Memorandum Number as allocated after filing of the Memorandum. Based on the information available with the Company, there are no overdues outstanding to micro enterprises and small enterprises as defined under the Micro, Small and Medium Enterprises Development Act, 2006. Further, the Company has not received any claim for interest from any supplier under the said Act. Accordingly the details are given below:

This information has been determined to the extent such parties have been identified on the basis of information available with the Company.

Description	As at 31 March 2026	As at 31 March 2025
a) Principal amount remaining unpaid to any supplier as at the end of the year.	366.99	841.83
Interest due thereon remaining unpaid to any supplier as at the end of the year.	-	-
b) Amount of interest paid by the buyer under MSMED Act, 2006 along with the amounts of the payment made to the supplier beyond appointed day during the year.	-	-
c) Amount of interest due and payable for the period of delay in making payment (which has been paid but beyond the appointed day during the year) but without adding the interest specified under the MSMED Act, 2006*	-	-

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

Description	As at 31 March 2026	As at 31 March 2025
d) The amount of interest accrued and remaining unpaid at the end of the year.	-	-
e) The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise, for the purpose of disallowance as a deductible expenditure under section 23 of the MSMED Act	-	-

* Trade Payables (Refer note 17) consists of identified suppliers who are registered under the Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act). Trade payables outstanding to such MSME vendors as at the reporting date are payable within a credit period of 15 days. Accordingly, there has been no delay beyond the period specified under the MSMED Act and therefore no interest has been created or provided for the year. -

34 Ratio Analysis and its elements

Ratios

Particulars	Numerator	Denominator	Current year	Previous year	variance	Remarks
Current ratio (in times)	Current assets	Current liabilities	29.20	30.63	(4.65%)	
Debt-equity ratio (in times)	Debt consist of borrowings and Lease Liabilities	Total equity	-	-	0.00%	Refer note (a)below
Debt service coverage ratio (in times)	Earning for Debt Service = Net Profit after taxes + Non cash operating expenses like depreciation and other amortisations + Interest + other non-cash adjustments	Debt Service = Interest & Lease Payments + Principal Repayments	-	-	0.00%	Refer note (a)below
Return on equity (in %)	Profit for the year less Preference Dividend (if any)	Average total equity	11.81%	13%	(6.79%)	
Inventory turnover ratio (in times)	Cost of goods sold	Average inventory	3.89	5.11	(23.84%)	Refer note (b)below
Trade receivables turnover ratio (in times)	Revenue from operations (Sale of products and scrap sales)	Average trade receivables	11.47	12.35	(7.15%)	

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

Particulars	Numerator	Denominator	Current year	Previous year	variance	Remarks
Trade payables turnover ratio (in times)	Gross credit purchase - Purchase returns (including other expenses)	Average trade payables	10.92	9.94	9.86%	
Net capital turnover ratio (in times)	Total sales - Sales returns (Sale of products and scrap sales)	Working capital = Current assets - Current liabilities	0.35	0.35	0.04%	
Net profit ratio (in %)	Profit after tax	Total sales - sales returns (Sale of products and scrap sales)	39.41%	40%	(1.19%)	
Return of capital employed (in %)	Profit before tax and finance costs (excluding OCI)	Capital employed = Net worth + Total Debt - Deferred Tax Asset	16.05%	16%	(1.09%)	
Return on investments (in %)	Income generated from invested funds	Average invested funds in investments	7.07%	7%	(3.53%)	

Note: Variance in ratios compared to the previous year

- a) The Company has not presented ratios relating to debt equity ratio and debt service coverage ratio since the Company has not availed long term debt facilities in the current period and the preceding comparative period.
- b) The average inventory has increased primarily due to increase in procurement quantity/price of furnace oil used for production on account of expected increase in sales in the near future and also on decrease in consumption of SKO oil and pyrolysis oil (LDO oil) due to main usage of furnace oil.

35 Other Statutory Information

- a) The Company has not revalued its property, plant and equipment (including the right of use assets) and intangible assets.
- b) No proceedings have been initiated on or are pending against the Company for holding benami property under the Benami Transactions (Prohibition) Act, 1988 (45 of 1988) and Rules made thereunder.
- c) The Company does not have any borrowings from banks and financial institutions on the basis of security of current assets. Accordingly, it is not required to file any quarterly returns or statements of current assets with banks and financial institutions.

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

- d) The Company has not been declared as a wilful defaulter by any bank or financial institution or other lenders.
- e) Compliance with clause (87) of section 2 of the Companies Act, 2013 read with Companies (Restriction on number of Layers) Rules, 2017 with respect to layer of companies are not applicable to the Company.
- f) The Company does not have any transactions with companies struck off under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956.
- g) The Company do not have any charges or satisfaction which is yet to be registered with Registrar of companies beyond the statutory period.
- h) The Company has not entered into any scheme of arrangement as per sections 230 to 237 of the Companies Act, 2013.
- i) The Company has not advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- j) The Company has not received, from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- k) The Company does not have any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).
- l) The Company has not traded or invested in Crypto currency or Virtual Currency during the financial year.
- m) The Company has a process whereby periodically all long term contracts (including derivative contracts) are assessed for material foreseeable losses. At the year end, the Company has reviewed and there are no long term contracts for which there are any material foreseeable losses.

36 Transfer pricing

The Company has international / domestic transactions with related parties. For the year ended 31 March 2025, the Company has obtained an Accountant's report from a Chartered Accountant in respect of transactions with related parties as required by the relevant provisions of the Income tax act, 1961 and the same has been filed with the tax authorities. For the year ended 31 March 2026, the Company confirms that it has maintained documents as prescribed by the Income-tax Act, 1961 to prove that these transactions are at arm's length and the aforesaid legislation will not have any impact on the financial statements, particularly on the amount of tax expense and that of provision for taxation.

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

37 Segment information

a. Description of operating segments and principal activities

The Company is engaged in the manufacture of carbon rods / carbon electrodes, which are used as a key component in dry cell batteries., catering to both domestic and export markets, including supplies to Panasonic group companies.

b. Basis of segmenting

An operating segment is a component of the entity that engages in business activities from which it may earn revenues and incur expenses (including revenues and expenses relating to transactions with other components of the same entity) for which discrete financial information is available.

The Company has a single operating segment, namely "carbon rods / carbon electrodes" used in dry cell batteries. The operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The Managing Director (MD) of the Company has been identified as the chief operating decision maker who makes analysis of various performance indicators of the Company, assesses the resources to be allocated at an overall level considering the business / industry it operates in, reviews the financial performance / position of the Company, and makes strategic decisions. The secondary segment for the Company is geographic segments and is based on the location of its customers within India (domestic) and outside India (exports). All operating segments' operating results are reviewed regularly by the Managing Director (MD) and the same has been considered as a single unit. Therefore there is no reportable segment for the Company. Therefore, the disclosures as per Ind AS 108 - 'Operating Segments' is not applicable. The Company is domiciled in India.

b. Geographical information

The geographical information analyses the Company's revenue and non-current assets by the Company's country of incorporation (i.e. India) and other countries. In presenting the geographical information, segment revenue has been based on the geographical location of customers and segment assets which have been based on the geographical location of the assets.

	Year ended 31 March 2026	Year ended 31 March 2025
(i) Revenue from sale of products		
India (a)	187,568.59	216,501.98
Rest of the world (b)	351,208.08	315,822.86
Total (a+b)	538,776.67	532,324.84
(ii) Non-current assets*		
India	42,610.15	45,014.40
Outside India	-	-

* Non-current assets exclude financial instruments, deferred tax assets and post-employment benefit assets. All property, plant and equipment are located in India.

c. Major customer

Revenue from the top 4 customers of the Company is INR 457,219.17 thousands (31 March 2025: INR 421,249.01 thousands) which are more than ten percent each of the Company's total revenue.

PANASONIC CARBON INDIA CO. LIMITED

Notes to the financial statements for the year ended 31st March 2026

(All amounts are in thousands of (INR) except share data, unless otherwise stated)

38. Dividend

Dividend paid during the year ended March 31, 2026 represents final dividend of INR 12.00 per equity share for the year ended March 31, 2025. Dividends paid during the year ended March 31, 2025 include an amount of 12.00 per equity share towards final dividend for the year ended March 31, 2024. Dividends declared by the Company are based on the profit available for distribution. On May 6, 2026, the Board of Directors of the Company have proposed a final dividend of 12.00 per equity share in respect of the year ended March 31, 2026 subject to the approval of shareholders at the Annual General Meeting, and if approved, would result in cash outflow of approximately 57,600 thousands.

39. Events after the balance sheet date

The Company has evaluated subsequent events from the balance sheet date through 06 May 2026, the date on which the financial statements were authorised by the Board of Directors of the Company and determined that there are no items to disclose.

As per our report of even date

for **B S R & Co. LLP**

Chartered Accountants

Firm Registration No: 101248W/W-100022

R Kalyana Sundara Rajan

Partner

Membership No.: 221822

for and on behalf of the board of directors of

Panasonic Carbon India Co. Limited

CIN: L29142TN1982PLC009560

R. Senthil Kumar

Managing Director

DIN: 02170079

K. Paul Jayakar

Director

DIN: 00692315

Vinayagam Sume

Chief Financial Officer

Brajesh Baral

Company Secretary

Membership No.: A76214

Place: Chennai

Date: 06th May 2026

Place: Chennai

Date: 06 May 2026

PANASONIC CARBON INDIA CO. LIMITED

REGISTERED OFFICE

Pottipati Plaza, 3rd Floor, 77
Nungambakkam High Road, Nungambakkam, Chennai – 600 034