

Group Brand and Communications Basic Strategy

1. Positioning of the Group Brand and Communications Basic Strategy

This strategy shall be established based on Article 13*1 of the Panasonic Group Basic Rules for Brand Matters and implemented by the Group Brand and Communications Sector (hereinafter referred to as "BC Sector").

The scope of application of this strategy shall conform to the Panasonic Group Basic Rules for Brand Matters.

*1 Panasonic Group Basic Rules for Brand Matters Article 13: The Officer in charge of Brand Strategy shall establish and promote a Group Brand and Communications Strategy based on the Basic Business Philosophy for the purpose of making the group brand shine as a business asset of the entire Panasonic Group, and supporting operating companies' brand strategies based on autonomous responsible management.

2. Contribution of the Group Brand and Communications Sector

The BC Sector is expected to enhance the Group brand value, an important management asset of the Panasonic Group, and thereby contribute to strengthening the business foundation of the entire Panasonic Group, as well as making the following contributions based on the five roles of Panasonic Holdings Corporation*2 (hereinafter referred to as "PHD").

- I. Contribute to gaining recognition of and affinity for the Basic Business Philosophy both internally and externally. Especially for internal parties, raise awareness to foster the understanding and implementation of the philosophy.
- II. Starting from stakeholders' issues, formulate brand and communication strategies that will yield practical value with no waste based on objective data and thereby contribute to raising awareness and creating a positive perception among stakeholders.
- III. "Live Your Best" with Panasonic GREEN IMPACT at the core, increase brand preference by gaining recognition and positive perception of the brand. Through this approach, underpin the enhancement of relationships between operating companies and their customers and contribute to improving competitiveness.
- IV. Contribute to the establishment of management that invigorates all employees and strengthens their pride by increasing the SoV (Share of Voice) of information and ensuring the mirror effect through internal communications and active social communications.
- V. Contribute to obtaining appropriate social evaluation of the group's management decisions through adequate information disclosure.
- VI. Contribute to minimizing risks of damaging the corporate and brand value through adequate communication activities when facing significant risks.

*2 PHD's five roles: (1) Fully adopt the Basic Business Philosophy group-wide, (2) Ensure that we become competitive by providing the necessary support, (3) Ensure that management is executed by fully utilizing human resources, as well as building required platforms, (4) Implement business selection and concentration, on which operating companies are unable to make decisions, and make growth investments that cannot be made by operating companies with their financial power, and (5) Properly handle the group's critical risks

The BC Sector embodies the Basic Business Philosophy and the Panasonic Leadership Principles (PLP), which are the guidelines of conduct for implementing employee entrepreneurship underlying the philosophy.

All individuals at the BC Sector must be keenly aware that their activities are supported by the resources entrusted from the group, and therefore they are strongly expected to enhance the practical value by eliminating waste through making improvement after improvement.

3. Sharing the significance of the Group Brand and Communications Basic Strategy

By specifying the Objective, Goal, Strategy, and Measurement of the BC Sector's initiatives, share the awareness of all individuals working for the sector, incorporate the strategy in their daily activities, and add high practical value to their initiatives.

4. Objective

The Objective of the BC Sector is to increase customers' affinity and support for our brand through brand communication activities and contribute to the realization of an ideal society with affluence both in matter and mind, the significance of the Panasonic Group's existence (hereinafter referred to as "purpose").

The brand slogan "Live Your Best" represents this purpose and expresses our determination to keep supporting our customers to live their best on a sustainable basis while being close to them even in a changing world.

5. Goal

The Goal of the BC Sector is to be selected as a brand with the perception of "Live Your Best," the brand slogan. Through brand communication activities, the sector will contribute to building a brand preference among customers to be included in their Evoked Sets when they select brands.

Being selected has a broad meaning, including equity purchase, application for employment, engagement in social media, and product purchase.

Furthermore, the process to be selected will be defined separately as a core model of communication.

6. Strategy

The Strategy of the BC Sector shall be established as follows in accordance with the Panasonic Branding Way (PBW), the standard process that is specified separately.

6-1. WHO

All activities in the BC Sector start from customer issues.

Customers, with whom the BC Sector shall communicate refer to the whole society, which includes consumers, potential younger customers, employees, job seekers (future workforce), media representatives, and potential B2B customers.

- Potential younger customers refer to the generation whose formative experiences are expected to lead to a brand preference.
- Job seekers (future workforce) refer to the generation who will contribute to society in a few years in addition to individuals who intend to join Panasonic.
- Media representatives refer to reporters, influencers, and senior executives of media outlets.
- Potential B2B customers include individuals who will make decisions on behalf of corporate customers in the future.

However, in practical communication strategies, set specific targets for each strategic theme presented in the next section by using the STP marketing analysis method^{*3}.

Specific targets refer to customer groups segmented by their issue. Among the groups, high-priority groups are called Prime Prospect and the Prime Prospect that must be initially addressed are called Point of Market Entry (POME).

Hereinafter, "targets" refer to "Prime Prospect".

Narrow the target focus from the following perspectives and set a feasible position for Panasonic.

- Details of the target. Delve deeper into the concept of values and issues.
- Ideal Behavior and Ideal Perception expected of targets. However, set targets from the group management perspective rather than that of the BC Sector.
- Panasonic's strengths. Determine the Unique Selling Proposition (USP) of each strength when compared to other companies (not limited to competitors).

The BC Sector has diverse contacts with society in its daily activities. It is expected to understand customer insights better than anyone else and implement efficient communication activities. Therefore, all individuals at the BC Sector must be more aware of such expectations and promote the establishment of the IT environment required to implement data-driven communications.

*3 STP: Segmentation, Targeting, Positioning

6-2. WHAT

Based on the management strategy of the group, the BC Sector will implement its communication activities by focusing on the following strategic communication themes. For each strategic communication theme, set a Core Value, which is the central brand value to be communicated to targets through brand and communications activities.

- a. Basic Business Philosophy
- b. Contribution to solving global environmental issues (Panasonic GREEN IMPACT)
- c. DEI, CSR, technologies, sports, etc.*4
- d. Happiness in life, happiness in work*4
- e. Future vision*4

*4. Examine theme c. after holding discussions with the relevant divisions, and themes d. and e. based on future group-wide discussions.

6-3. HOW

When formulating a communication strategy, determine the location, time, and situation in which the target audience is most receptive (Communication Context Strategy: CCS), and select efficient and accessible media (Means) (Communication Plan Choice: CPC).

In addition to mass media and digital media, media (Means) also encompass space media

and events.

The Core Value delved into from the USP perspective is referred to as 'Single Message' in written expression and 'Big Visual' in visual expression.

Specific communication tactics must be planned based on the aforementioned strategy. Aim to maximize effectiveness through ingenuity and originality

7. Measurement

Based on the core model of communication, awareness, perception, and preference will be used as main evaluation indicators for assessing the BC Sector's activities.

With regard to individual activities of the BC Sector, determine their positioning (objectives and targets) and the performance to be achieved during the applicable period (delivery goal), and set rational KPIs for measuring the progress and outcomes.

8. Brand maintenance and damage avoidance

In order to enhance brand value, it is essential as a premise to maintain and avoid damage to brand value, which must be ensured group-wide and on a global basis.

a. Group brand management

Establish and implement a system to manage brands and domain names under the control of PHD, and audit licensees who use such brands and domain names.

b. Risk communications

On the premise of timely and adequate information disclosure, establish and implement a global risk communication system aimed at avoiding brand damage risks arising from media reports and the spread of information on social media based on misunderstandings and malicious intentions.

9. Implementation system

The Group Brand and Communications Basic Strategy will be implemented by the brand and communications functions of PHD and Panasonic Operational Excellence Co., Ltd. (hereinafter referred to as "PEX").

The main role of PHD is to formulate strategies, while PEX is responsible for establishing and implementing tactics. They must work in close collaboration to fulfill their individual roles.

Furthermore, they will fully cooperate with the brand and communications functions of the group's operating companies. Matters that require group decision-making shall be referred to the Group Brand Communications Functions Committee.

The names used in this document are tentative and subject to change due to various factors.