

- Policy
- Responsible Executive and Framework
- Employee Participation and Supporting Systems
- Performance Evaluation of Corporate Citizenship Activities
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Community Relations

Based on the recognition that Panasonic Group is a public entity of society and that society at large has entrusted us with all the resources we need to do business, we maintain dialogues with local communities as we undertake our business.

The Group contributes positively to local communities and seeks to minimize any potentially negative impacts of entering or leaving a market through dialogues with local governments and residents and impact assessments on the environment and other areas.

Alongside our business operations, we actively promote corporate citizenship activities as a member of the local community and strive to ensure that the company develops together with the communities where our sites are located.

Policy

Aiming to achieve an ideal society with affluence both in matter and mind, we are working to address social issues and create new social value through our corporate citizenship activities, as well as our business activities. In advancing our activities, we have established three key themes: “ending poverty,” Goal 1 of the SDGs and a priority since our founding; “environment(al issues),” a pressing global challenge; and “human resource development (learning support),” the foundation for addressing these challenges.

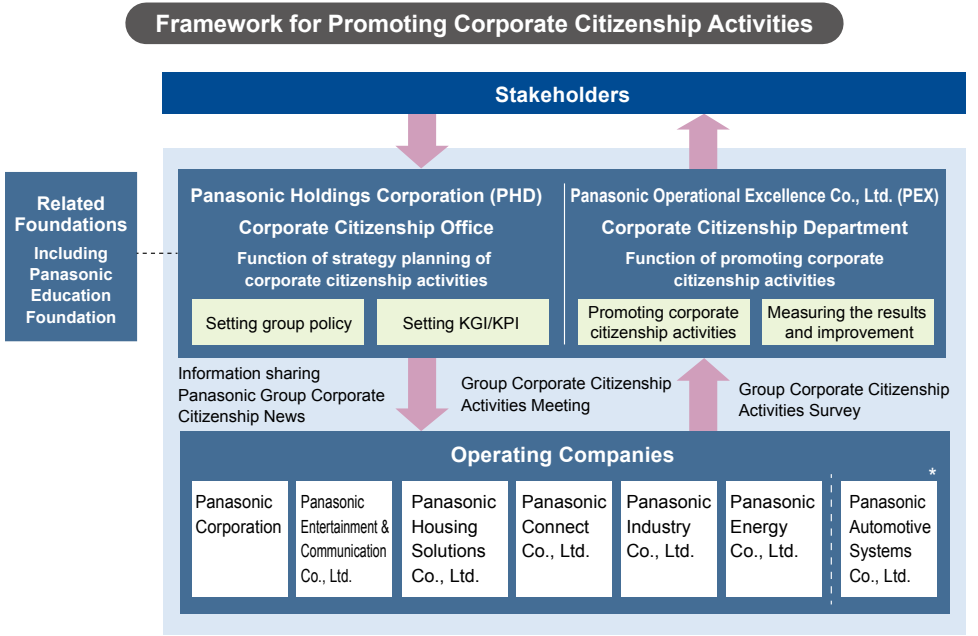
We encourage our employees to become active participants. Moreover, by leveraging our products, technologies, and the expertise and resources we have cultivated through manufacturing, we aim to help address social issues and achieve a sustainable, inclusive society in collaboration with our stakeholders.

<https://holdings.panasonic/global/corporate/sustainability/citizenship.html>

Responsible Executive and Framework

Corporate citizenship activities are directly managed by the Group CEO (as of August 2025). The Corporate Citizenship Office at Panasonic Holdings Corporation (“PHD”) is responsible for strategic planning across the entire Panasonic Group. It performs those duties in cooperation with the Corporate Citizenship Department at Panasonic Operational Excellence Co., Ltd. (“PEX”) and the Group’s operating companies. We have individuals in charge of corporate citizenship activities at each operating company, and they execute their activities based on the actual conditions within each company and its respective region. In addition, their activities are shared through Panasonic Group Corporate Citizenship News with the relevant directors and

executives—from the Panasonic Group CEO on down—as well as with the staff in charge of corporate citizenship activities worldwide.



* Panasonic Holdings Corporation (“PHD”) has formed a strategic joint partnership with the Apollo Group in the business of Panasonic Automotive Systems Co., Ltd. (“PAS”). As a result, PAS is no longer a consolidated subsidiary of PHD, and Star Japan Holdings (including PAS as a sub-subsidiary) has become an equity-method affiliate of PHD. For more information, please refer to the following news release. PHD and PAS will continue to collaborate in promoting corporate citizenship activities. <https://news.panasonic.com/global/press/en241202-6>

Employee Participation and Supporting Systems

Enhancing employee interest in social issues and their desire to address them is extremely important both in terms of promoting corporate citizenship activities and carrying out our core business. The Group encourages employees to participate by providing information on volunteer activities and lectures and offering menus relevant to social issues at company cafeterias. Some of the most characteristic examples of these are shown below.

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■ Activities Supporting Employees' Social Involvement

LIGHT UP THE FUTURE “AKARI Action Project”

This donation drive delivers solar lanterns to areas without electricity, using funds collected through cafeteria points from the Employee Benefits Service and donations of used books, DVDs, and other secondhand items. Since we began this drive in 2009, we have delivered approximately 130,000 solar lanterns to 36 countries. In fiscal 2025, a total of 400 employees donated their cafeteria points, and we collected 21,705 secondhand items from the general public and our employees, donating 2,790 solar lanterns.

🔗 **LIGHT UP THE FUTURE “AKARI Action Project”**
<https://holdings.panasonic/global/corporate/sustainability/citizenship/solution/akari.html>

Panasonic ECO RELAY for Sustainable Earth

These are environmental conservation activities in which employees worldwide collaborate with local communities, children, and families to help build a sustainable global environment and society. In fiscal 2025, 72 locations worldwide participated in cleanup and tree-planting campaigns.

We are also promoting the Panasonic ECO RELAY World Action initiative, which aims to encourage all employees worldwide to incorporate environmental conservation into their daily routines.

🔗 **Panasonic ECO RELAY for Sustainable Earth**
<https://holdings.panasonic/global/corporate/sustainability/citizenship/environment/per.html>

Provision of Sustainable Seafood *1 at Company Cafeteria (Japan)

Panasonic was the first company in Japan to start offering sustainable seafood at its company cafeterias on an ongoing basis. The initiative, which began in March 2018 at two locations, has been in place at a total of 57 locations in Japan (as of March 31, 2025). Through the food served and consumed at cafeterias, we aim to raise awareness of the world’s fishery resources in crisis, encourage changes in consumption behavior, and expand our impact on our surroundings.

*1 Seafood certified for sustainable production (fishing and aquaculture) as well as management and traceability in processing, distribution, and marketing.

🔗 **Spreading sustainable seafood from the company cafeteria**
https://holdings.panasonic/global/corporate/sustainability/citizenship/sustainable_seafood.html

Fukushima Reconstruction Support Action (Japan)

We have taken the initiative to provide employees with opportunities to learn the truth about the

situation in Fukushima and support the area in its recovery from the earthquake and tsunami, as well as the effects of the lingering harmful rumors. The initiative involves providing menus featuring agricultural, livestock, and marine products from Fukushima Prefecture in company cafeterias and holding our Fukushima Marché [Market] to sell products from the prefecture. We first offered the menu at two company cafeterias in January 2022 and have since expanded to a total of 24 locations (as of March 31, 2025). The Fukushima Marché started in September 2022 and operates at a total of 14 locations (as of March 31, 2025). We continually work to raise awareness among employees about Fukushima Prefecture’s efforts to ensure food safety and security through lectures by prefectural officials.

🔗 **Fukushima Reconstruction Support Action**
<https://holdings.panasonic/global/corporate/sustainability/citizenship/other.html#fukushima>

Pro Bono Program (Japan)

This program helps NGOs and NPOs engaged in addressing social issues to improve their operational capacity by leveraging the skills and experiences our employees have cultivated through their work. Since the program began in 2011, 422 employees have assisted 70 organizations in formulating medium-term action plans, creating marketing materials, and rebuilding their websites.

🔗 **Panasonic NPO/NGO Support Pro Bono**
<https://holdings.panasonic/global/corporate/sustainability/citizenship/pnsf/probono.html>

Introducing Regional Volunteer Activities and Providing Opportunities

Workplaces within the Group around the world take an active role in developing and rolling out a variety of volunteer activities that are tailored to the specific features of the regions and operating companies they are part of. In North America, for example, the Group has an employee volunteer program and annual Month of Service initiative through which we encourage employees to volunteer. In China, several times each year we have China Region Group Volunteer Activities in which employees at various workplaces across China undertake volunteer activities related to the same theme at the same time. In Japan, we also provided our employees with information on volunteer opportunities organized by NPOs and other organizations, and in fiscal 2025, a total of 280 employees volunteered outside the company.

Providing Learning Opportunities (Japan)

We hosted the Social Good Meetup (SGM), a lecture series for employees featuring diverse guest speakers who are engaged in addressing social issues, to raise awareness of these issues and motivate employees to take action. In fiscal 2025, a total of 1,674 employees attended these lectures. Moreover, we offer a Disaster Volunteer Training Course to equip

employees with the knowledge and skills necessary to volunteer in response to frequent natural disasters.

🔗 **Lectures for employees regarding social issues, Social Good Meetup (SGM) (Japanese only)**

<https://holdings.panasonic.jp/corporate/sustainability/citizenship/sgm.html>

🔗 **Disaster Volunteer Training Course (Japanese only)**

<https://holdings.panasonic.jp/corporate/sustainability/citizenship/disaster.html#volunteer>

■ **Human Resources System for Supporting the Promotion of Employee Participation**

Examples of Major Group Companies in Japan

◇ **Flexible Work Styles for Participating in Volunteering**

We have expanded the options of our diverse work styles to encourage employees to take on the challenge of volunteering. Specifically, we offer a scheduling system with reduced hours/ reduced workdays that enables employees to balance volunteering and work and a leave-of-absence system that allows for long-term volunteering for up to one year (the required period for those joining the Japan Overseas Cooperation Volunteers). Additionally, we encourage employees to volunteer using various types of leave, such as the ten days of “Challenge Leave” granted to employees who reach a milestone age. We also have a policy of allowing employees to take five consecutive days out of their 25 days of annual paid leave for volunteering.

◇ **In-House Community Activities and Awards**

Panasonic Group encourages employees who share common interests and sensitivity to issues, regardless of their company affiliation or position, to voluntarily form communities and engage in various projects through Employee Resource Groups (ERGs). The Cross UNLOCK Award is included in the Group CEO Award to support and raise awareness of these employees’ various spontaneous activities. In the past, the award was presented to efforts toward “creating a workplace comfortable for people who can and cannot hear” and “creating accessibility maps of business site premises” for their contributions to stimulating the organizational culture to enable every diverse individual to demonstrate their individuality. Furthermore, there is a Social Contribution Award to recognize employees’ active and ongoing participation in related activities.

Examples from North America

Several business units in Panasonic North America provide paid time off that allow employees to spend up to five full working days on volunteer activities to give back and contribute to their local communities. We also encourage and facilitate participation in volunteer activities on the

part of our employees, including by coordinating volunteer activities at individual business sites.

Examples from Europe

To further encourage social involvement, some Group companies in Europe allow employees to take up to 16 hours of paid leave per year for volunteer work.

Performance Evaluation of Corporate Citizenship Activities

We measure the effectiveness of its main activities according to the specifics of each initiative.

LIGHT UP THE FUTURE

The LIGHT UP THE FUTURE project brings light to areas without electricity in collaboration with various partners, including NGOs/NPOs and international organizations. It aims to create opportunities for education, health, and increased income through local support programs, in addition to the solar lantern donations. To evaluate the effectiveness of these initiatives, we conducted an impact assessment. The following presents one example of the findings.

[The result of the survey conducted in Kenya by the United Nations Population Fund (UNFPA) in 2023]

- Approximately 80% of school-going children reported that their learning time at home increased (33% reported a one-hour increase, 42% two hours, and 8% three hours or more).
- Women engaged in home-based work, such as bead-making, showed an average 1.5-fold increase in income.

🔗 **Reports by cooperating organizations**

<https://holdings.panasonic/global/corporate/sustainability/citizenship/luft.html#cooperation>

Panasonic NPO/NGO Support Fund for SDGs

Regarding the Panasonic NPO/NGO Support Fund for SDGs, which supports the enhancement of the organizational infrastructure of NPOs/NGOs, we conduct a follow-up survey of the grant recipients 18 months after the completion of the subsidy project. A third party also quantitatively and qualitatively evaluates the effectiveness of the organizational infrastructure enhancement. In 2024, we conducted a follow-up survey of 12 organizations (six for overseas support and six for domestic) whose grant periods ended in 2022. Ten organizations reported an increase in ordinary income compared to when they applied, with one organization tripling its ordinary income and another doubling it. Through this program to reinforce organizational foundations, nine organizations reported that they had resolved 80% or more of their organizational issues. Moreover, 11 organizations reported that their reinforcing efforts had contributed to ending

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poverty. These results demonstrate the effectiveness of this grant program in strengthening organizational foundations.

🔗 **2024 report on the follow-up survey for the Panasonic NPO/NGO Support Fund for SDGs (Japanese only)**

https://holdings.panasonic.jp/corporate/sustainability/citizenship/pnsf/npo_summary/2024_building.html

My Future Discovery Program

In the My Future Discovery Program, a career education program for junior high school students, we conduct an annual survey of teachers and students to inform improvements based on its usefulness and the impact it has on students.

In the fiscal 2025 survey, 95% of students reported that they could understand the lessons, and 96% reported that the lessons inspired them to think about their future. Children who participated in the program shared impressions such as, “I enjoyed thinking about my future,” and “I won’t forget that all subjects are useful for the future.” These results demonstrate the benefits of this program for children.

🔗 **Survey results for the schools using the My Future Discovery Program in fiscal 2025 (Japanese only)**

<https://holdings.panasonic.jp/corporate/sustainability/citizenship/career/powerup/2503-2.html>

External Recognition and Awards Won

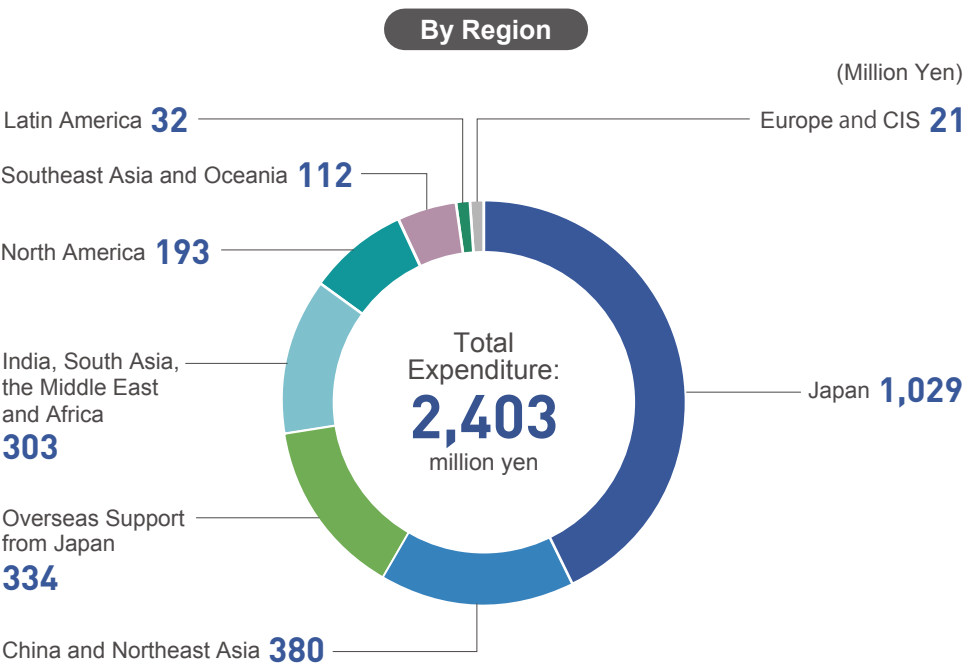
Panasonic received the following major awards and external evaluations in fiscal 2025:

- **Panasonic Holdings**
Awarded the Grand Prize for the My Future Discovery career education program at METI’s 14th Career Education Awards
- **Panasonic Group**
Awarded a Special Award for its employees’ disaster volunteering at the Tokyo Voluntary Action Center’s 10th Corporate Volunteer Awards
- **Panasonic Group**
Certified as a Platinum Partner (for the twelfth consecutive year) under Table for Two’s meal sharing program in developing countries
- **Panasonic Life Solutions India**
Awarded the CSR & Sustainability Award 2025 by the All India Business & Community Foundation
- **Panasonic China**
Awarded the CSR China TOP 100 Rank & SDGs Special Awards at the CSR China Education Awards

Panasonic Energy Wuxi

Awarded the Environmental Contribution Award for its Environmental Conservation Program by the Wuxi Municipal Bureau of Ecology and Environment

Spending on Corporate Citizenship Activities in Fiscal 2025 (April 1, 2024 - March 31, 2025)



Social Data: Corporate citizenship activities data, page 140