

# Customer Relations

## Improving Customer Satisfaction

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- Reflecting Voices of Customers in the Products and Services (VOC Activities)
- Response to the Act for Eliminating Discrimination against Persons with Disabilities
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# Customer Relations

## Improving Customer Satisfaction

Since its founding, Panasonic has sought to contribute to society through its products and services, always prioritizing the customer’s needs above all else. The Group aims to enhance customer service (CS) and offers products, solutions, and services that enrich the lives of people worldwide. When providing CS, the Group strives for sincerity, accuracy, and speed, and it acts with humility and appreciation. This finds its basis in the CS principle of “true service” that the Group’s founder described. Our fundamental stance is thus to provide customers with trust, peace of mind, and satisfaction.

**Service Philosophy (True Service)**  
**The customer’s satisfaction is our satisfaction.**

**True service resides in mutual satisfaction.**

Service is an integral part of any business. A business that does not provide service is no business at all. Service, therefore, is the duty and obligation of any business person. But there’s nothing more aggravating than service provided only out of a sense of duty. Customers can sense it.

Service means satisfying customers, and when we satisfy our customers, we in turn find satisfaction in a job well done. Satisfied customers and satisfied employees: This is what constitutes true service.

Konosuke Matsushita  
August 1967 issue of PHP Magazine

## Policy

We have established a set of Operational Rules for Response to Customers (compliant with ISO 10002 and JIS Q 10002) to provide guidelines to group companies in Japan for responding to inquiries and complaints from customers.

- We have also stipulated the following provisions as part of our Operational Rules for Response to Customers:
- We strive to deliver the utmost satisfaction to all customers;
  - We approach our customers and utilize their opinions in our management decisions

Following the above rules and policies, each site in Japan has implemented a Management System for Response to Customers as a mechanism for utilizing information received from customers in its management approach. These sites conduct periodic self-audits and make other efforts to improve the quality of customer relations. Outside of Japan also, we have implemented ISO-compliant management systems based on the Operational Rules for Response to Customers and tailored to the legal system in each country or region.

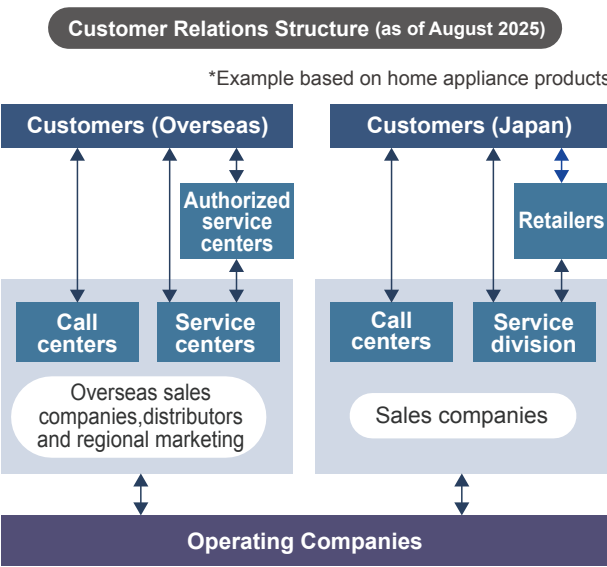
## Responsible Executive and Framework

The Group Chief Technology Officer (Group CTO) is the Executive Officer responsible for the CS of the Group (as of August 2025).

The CS departments at each of the 6 operating companies cooperate to implement the Group’s customer satisfaction initiatives. Overseas, the CS departments of Panasonic Group’s sales companies around the world collect local information concerning services and quality, as well as customer requests and so forth. This information is used to ensure the quality and safety of products and to help

develop products that match the needs of customers in each department.

CS staff in Japan and abroad share the knowledge and experience that they have accumulated to endeavor to provide better customer service around the world.



## Customer Inquiry Response System

In Japan, we deal with inquiries from customers before they purchase products as well as with their concerns about how to use them after purchase through the Customer Care Center. The Customer Care Center is open from 9:00 am to 6:00 pm, Monday through Saturday, excluding Sundays, national holidays, and the first three days of the new year. There are separate phone numbers for each product. Customers rarely spend a long time on hold; the Customer Care Center is organized to provide accurate and rapid service. We accept inquiries for residential equipment and building materials products 365 days a year.

# Customer Relations

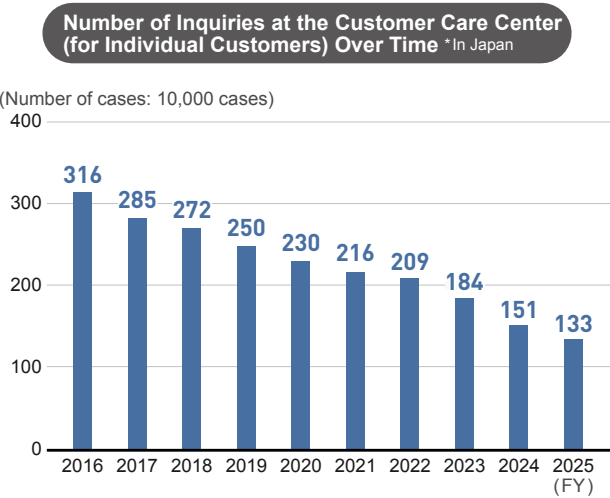
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When customers make inquiries on the Panasonic website by typing in a question, the site displays multiple relevant FAQs. Thus, the company strives to provide quick responses to questions. Regarding the content of its FAQ pages, the company analyzes the search keywords that bring customers to FAQs, as well as the number of times that the questions are viewed, to increase the precision of the FAQs, so that the information that customers require is accurate and displayed quickly. The company has also been undertaking initiatives to utilize Facebook and other social media platforms to post various types of helpful information in a timely manner, such as when the seasons change, and to entice customers to visit relevant FAQ pages using LINE's autoreply service. Because these FAQs are organized so that customer's problems can be solved without the customer needing to contact the Customer Care Center, the number of inquiries at the center is trending downward. Panasonic group sales companies and sales agencies operate call centers in each country/region outside of Japan as well, handling all types of inquiries as well as intake for repairs. The website for each country also includes FAQs, and we are working on building ways to allow customers to resolve their own issues as they are able to in Japan.



## Repair Service Organization

The CS Company (repairs and spare parts department) of Panasonic Marketing Japan Co., Ltd. is in charge of repair services for consumer electronics products in Japan. Panasonic Techno Service Co. is in charge of housing facility products. These service companies constitute a network across Japan and employ full-time customer engineers who have close ties to their local regions as well as advanced technical skills and experience. The network provides swift and reliable on-site repair services in response to customer requests. The repair services system is organized such that repair requests are received 24 hours per day, 365 days per year; Panasonic Group makes particular efforts to provide repair services as quickly as possible for products that are everyday necessities.

- Number of Service Locations of the CS Company, Panasonic Marketing Japan Co., Ltd. and affiliates: 101 locations throughout Japan (as of April 2025)
- Number of Service Locations of Panasonic Techno Service Co., Ltd.: 32 locations (as of April 2025)

## Initiatives for Improving Repair Service Contact Point

For household appliance repairs in Japan, we have made arrangements for receiving requests via websites and for courier services to pick up customers' products before repair and to deliver the repaired products when they are ready with the goal of making it more convenient for customers requesting repairs.

Customers can get a diagnosis from our website before requesting for repairs, allowing them to confidently use our online repair service. To receive a diagnosis, customers enter their product numbers and select the appropriate symptoms, and the system provides useful troubleshooting approaches to solving their problems. If the system deems repairs to be necessary or is unable to resolve their problems, customers can review the estimated costs for repairs and apply for them.

## Global Repair Service Centers

For customers outside Japan, Panasonic sales companies, call centers and service centers operated by distributors, and call centers and certified service providers commissioned by sales companies or distributors offer repair services meeting local needs and business practices. We have been strengthening our initiatives in each country toward improving experiential value through the repair services and responses to inquiries we offer our customers. We are also working to communicate with customers on social media.

We are striving to improve and provide better service by using questionnaires to get customers' opinions about our response. As measures to contribute to environmental protection in the after-sales field in response to recently heightened environmental awareness, we are focusing on reducing waste through recycling together with cutting down on on-site repairs by providing a more comprehensive FAQ and remote diagnosis. Moreover, we are establishing a system to provide information and other services to our customers in line with the "right to repair" legislation that is being enacted mainly in Europe and the United States.

### Number of Repair Service Centers (FY2026)

Region	Number of Repair Service Centers
Japan*1	133
North America	345
Latin America	662
Europe & CIS	1,023
Southeast Asia & Pacific	1,639
India, South Asia, Middle East & Africa	650
China & Northeast Asia	3,121

\*1 Japan: CS Company, Panasonic Marketing Japan Co., Ltd. and affiliates, Panasonic Techno Service Co.

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## ■ CS System for Enterprise Business

### Electrical & Housing Equipment and Appliances

Through its corporate customer support window for lighting fixtures, information systems, electrical facility materials, housing facilities and materials and energy-related products such as solar power generators, power storage facilities etc.— Panasonic Group has created a rapid system that can respond to its corporate customers (partners) with problems regarding construction, installation, and configuration 365 days a year.

### Commercial Equipment

In the area of commercial equipment—which includes video, security, information communications, and commercial air conditioning equipment—Panasonic Group’s sales companies in each field provide unified support at every stage, from proposals for devices and systems to their design, construction, customer inquiries, and repair services. By providing total solutions that meet its customers’ needs, the Group strives to improve its CS.

### Commercial Solutions

The Panasonic Group sales division in charge of commercial solutions, our sales companies and sales partners of our products understand the diverse needs of individual customers and provide total solutions that optimize operations and improve productivity at our customers’ sites, including everything from system implementation to sales, construction, maintenance, repairs, operations services, and cloud services. These solutions support customers in the implementation of their product strategies and the improvement of their operations. Through its CS-related activities, the Company uses its points of contact with its customers—including support desks, repair services, and maintenance—to build trusting relationships. Panasonic Group has created a responsive system that provides quick, continuous support to its customers when they experience difficulties.

## Reflecting Voices of Customers in the Products and Services (VOC Activities)

To improve our business activities, Panasonic utilizes analysis of customers opinions (Voice of Customer, VOC) by text mining tools (Mieruka Engine) to promptly understand overall trends and acquire useful information.

The voices of customers are heard via the opinions received through the Customer Care Center and Panasonic Group’s sales persons and partners, showrooms, and service companies. We use the results of these analyses for product development, functionality, quality, updates to instruction manuals and catalogs, and improvement of sales activities through a collaboration

between product planning, design, technology, and quality control departments on one hand, and their marketing and sales departments on the other. Panasonic Group considers those VOC activities to be practical implementations of its Basic Business Philosophy, which aims to improve customer satisfaction. The company encourages all employees to engage with the voices of the company’s customers throughout various aspects of their work.

STEP1 Respond to customer inquiries and issues	STEP2 Analyze the customer's opinion
Our Customer Care Center responds to the inquiries and issues brought up in telephone calls and letters received from customers on a daily basis. Marketing divisions also receive opinions from customers through sales people and partners.	Customer opinions are recorded, entered into a database, and analyzed every day.
STEP3 Identify areas in need of improvement based on customer opinions	STEP4 Learning from our customers' opinions to improve products, user manuals, etc.
Customer opinions are analyzed to identify the root of the problem, such as how easy it is to use a product or understand a user manual, and raised as possible areas in need of improvement.	Meetings are held in divisions in charge of product development and user manuals to discuss issues that have been raised and look for ways to improve products and services.

Outside of Japan, Panasonic Group strives to improve its customer relations by using Net Promoter Score (NPS) surveys and post-repair questionnaires to evaluate the performance of authorized service providers and service engineers, who are one of the points of contact with our customers.

## Response to the Act for Eliminating Discrimination against Persons with Disabilities

The amendment to the Act for Eliminating Discrimination against Persons with Disabilities (obliging companies to provide reasonable arrangements for disabled persons) came into effect on April 1, 2024.

When Panasonic receives requests from disabled persons, we will sincerely consider how to respond on a case-by-case basis and take action in accordance with this Act.

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## Promoting the Acquisition of Consumer Affairs Advisor Credentials

Panasonic Group actively promotes the acquisition by its employees in Japan of the “Consumer Affairs Advisor”<sup>\*2</sup> credentials with the aim of fostering a customer-oriented corporate culture. Credential holders play an active role as leaders to realize a consumer-oriented management. As of April 1, 2025, 301 employees affiliated with the Panasonic Group had acquired this certification.

<sup>\*2</sup> Consumer Affairs Advisor System  
The Consumer Affairs Advisor System consists of a qualification based on certification under the authority of the Prime Minister and the Minister of Economy, Trade and Industry. (Examination and certification organization: the Japan Industrial Association, General Incorporated Foundation.) As a bridge between consumers, companies, and the government, the System aims to effectively reflect the ideas and recommendations of consumers to corporate management and government administration. The goals is to foster individuals who can contribute to society in a wide range of fields, including by being able to provide quick and appropriate advice in response to consumer complaints. (From the Japan Industrial Association website)

## Customer Month Initiatives

We believe that it will become even more important to provide useful services to our customers in Japan in the future. Therefore, we have established a Customer Month in line with the Consumer Month<sup>\*3</sup> designated by the Japanese government, as we work to foster a customer-oriented mindset among all employees through the following initiatives.

1. The Group within Japan create a unique Customer Month poster (in a digital format) to spread the word about Customer Month by distributing it to all operating companies and including it in on portal site, digital signage and the like.
2. The Group also holds a Customer Month Symposium in Japan for all employees, including those responsible for consumer-related activities across all operating companies, to promote consumer-oriented management. We asked a speaker to give a lecture in fiscal 2026, titled “Realizing a Rich and Fulfilling Living Environment—Our Efforts Through Patient Clothing ‘life’,” gaining insights into how to incorporate diverse perspectives from various stakeholders as a B2B company, as well as efforts toward product recycling linked to “green consumption.”

<sup>\*3</sup> Consumer Month  
Japan’s Consumer Protection Fundamental Act (predecessor to the Consumer Basic Act) was enacted in May 1968. On the 20th anniversary of the creation of this law in 1988, May was designated Consumer Month. Every year during this month, consumers, businesses, and government agencies come together to participate in focused work on education and awareness raising concerning consumer issues.



Fiscal 2026 Customer Month Poster

## Addressing Social Issues by Raising Awareness

As part of our ESG efforts toward addressing the pressing social issues of countering global warming and promoting carbon-free solutions, we have partnered with local governments, corporations, and companies to provide courses for local communities in Japan, mainly on environmental education.

Our goal is to help participants understand what they can do as members of their communities and raise awareness that drives action on themes that are highly socially relevant and interesting to consumers, such as the environment and energy issues. Recently, we have noticed a marked uptick in the frequency of parent-child study sessions, in which lecturers incorporate complex topics into everyday life situations, and participants learn about energy conservation, using energy from natural sources, and other familiar issues in a fun and easy-to-understand manner. We also actively participate in government-hosted environmental events as part of our broader engagement in promoting education and raising awareness.

**Useful Information on Household Appliances (Japanese only)**  
<https://panasonic.jp/support/useful.html>

The Group’s domestic Japanese-language site provides information to customers, including basic knowledge about electricity, laws and regulations concerning home appliances and their disposal (recycling), along with precautions related to protecting home appliances from disasters including warnings on what to do during natural disasters.

**Using home appliance products safely (Japanese only)**  
[https://jpn.faq.panasonic.com/app/answers/detail/a\\_id/62005](https://jpn.faq.panasonic.com/app/answers/detail/a_id/62005)

The Panasonic Group provides information to give our customers a better understanding of safety, from how to correctly use their household appliances for safety and product longevity, illustrated using practical and realistic examples.



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# Responsible Publicity and Advertising

Corporate publicity and advertising is to increase the visibility of brands, products and services within society. However, there is a risk that such content may have a negative impact on general consumers due to expressions and images that lack diversity and consideration for impressionable children. Furthermore, with the development of social media, such effects are likely to spread globally, not only in the country or region where the advertising or promotional campaign activities are carried out. Therefore, companies must maintain high normative awareness and ethics in their communications.

We continue to follow the idea of our founder, Konosuke Matsushita, that "if manufacturers make good products, they have an obligation to communicate that quickly, widely, and correctly to their customers, and that is what advertising does." Furthermore, we recognize the significant social responsibility of disseminating information not only about our products, but also the comprehensive scope of our activities as a corporation. Our efforts to achieve this are informed by the same kind of thinking. The following basic guidelines are based on the philosophy of our founder and reflect our attitude and approach to the day-to-day production of publicity (e.g. creating TV commercials, newspaper ads, and digital ads).

- In the context of our business activities, publicity and advertising fulfil an important social mission.
- This is an activity that effectively communicates the core values and principles that define our company.
- It is vital that facts are presented truthfully and in a manner that is easily comprehensible to our customers.
- We do not cause any discomfort or annoyance.
- Always use a creative and innovative approach.
- Approach our work with a high level of insight, competence and passion.

## Policy

Providing accurate and honest information and communications to customers and society at large is the starting point for gaining trust from the same and is essential in both protecting and growing the brand's value. Based on this recognition, the Panasonic Group Code of Ethics & Compliance establishes the following guidelines for our interactions with society.

- We are committed to providing our customers and other stakeholders with fair and accurate information regarding our products, services and technologies. This is achieved through corporate communications, public announcements and advertising. The aim of this is to better inform customers and enhance the company brand. We are committed to transparent communication regarding our Basic Business Philosophy. We continually listen to and learn

from our customers and the wider community. We take the feedback we receive and use it to inform our business activities.

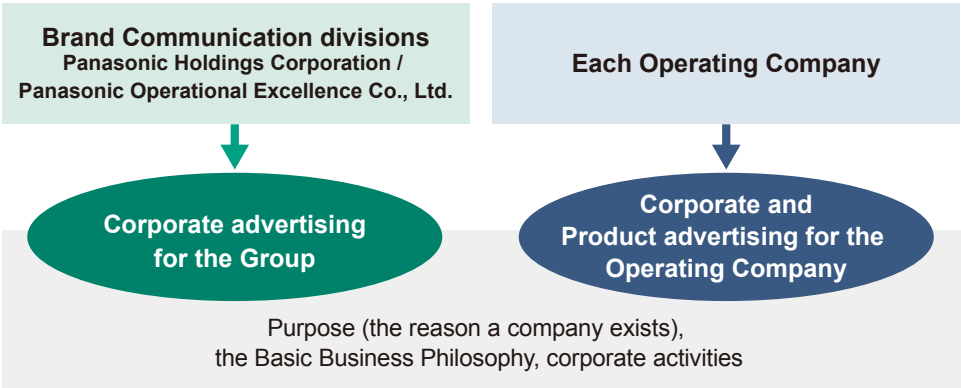
- We base our stakeholders with accurate corporate communications. Our corporate communications respect diversity, do not discriminate against any social group, and uphold the personal dignity of all individuals.

We have also established various sets of rules and guidelines, including the Panasonic Group Basic Rules for Brand Matters, Operational Rules for Digital Media, Panasonic Group Social Media Guidelines, Basic Rules for Intellectual Property Matters, and Operational Rules on Information Security. Our policies and guidelines require the Group to respect the intellectual property, identities and privacy of third parties when carrying out our corporate communications activities.

## Responsible Executive and Framework

The Group CEO, who is directly responsible for the Group's brand strategy and communication strategy, handles advertising and publicity activities (as of April 2025).

The brand communication divisions of Panasonic Holdings Corporation and Panasonic Operational Excellence Co., Ltd. are responsible for corporate advertising for the entire Panasonic Group. In a similar way, advertising personnel at each operating company are responsible for their organization's corporate and product advertising. All personnel work in cooperation with one another.



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# Promoting Fair and Honest Publicity and Advertising

We have established mechanisms that enable us to verify all the publicity we produce against the relevant laws and industry regulations in each global region. This helps us to avoid misunderstandings or misconceptions on the part of our customers. For instance, in Japan, we specialize in training and deploying personnel with expertise in publicity production, and we also ensure that our personnel accrue experience and expertise in expression and risk avoidance. Furthermore, we screen risks with production partners, review expressions with media and advertising agencies, and conduct preliminary studies. We comply with the Act against Unjustifiable Premiums and Misleading Representations and other legal regulations concerning publicity, as well as various self-imposed media guidelines companies use to evaluate their advertisements, including the Japan Advertisers Association Inc.'s ethics code. We also seek review from the Legal Department as necessary. We also avoid using expressions or performances that could potentially hinder children's sound learning and growth. When employing child actors in advertisements, we comply with all the relevant laws and regulations.

To ensure compliance is maintained, OJT will continue to be conducted on a day-to-day basis. Special training sessions will also be held for major revisions to relevant laws, ensuring that those responsible are fully informed. We will also continue to participate in training and seminars conducted by outside organizations and seek consultations with outside experts when necessary.

Furthermore, we aim to address the recent concern regarding the prevention of fraudulent advertisements on websites and social media. We are establishing a system in Japan that will facilitate early detection and response through continuous monitoring. This system will enable us to prevent situations that could allow harm from crime to spread by quickly detecting fraudulent advertisements impersonating our company and websites that publish such advertisements, while also preventing the spread of false information and related comments. We are collaborating with industry associations and relevant government agencies, as well as the relevant departments within the Group, including Legal, Intellectual Property, Information Systems, and Brand departments, in a joint effort to address these issues.