

Corporate Guideline CB1000

Corporate Communication & Brand Strategy Guideline

Corporate communications and brand management are of crucial importance for the development and protection of the reputation of OSRAM.

This Guideline contains the essential regulations governing corporate communication including Investor Relations and brand management in the OSRAM Group.

It is complemented by relevant, detailed work instructions and process descriptions.

Contacts and validity

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CB

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Distribution list

Managing Board OSRAM

CEOs & CFOs BUs

CEOs & CFOs Regions

CEOs & CFOs Subsidiaries

Heads of Corp. Functions

Corporate office

Managers International

Local persons responsible for the

CB function

The OSRAM logo is displayed in a bold, orange, sans-serif font.

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1. Scope and structure

This Guideline sets out the central principles binding on all communication and marketing activities within the OSRAM Group.

The general principles governing communication and brands apply to all employees and provide guidance in day to day work.

In addition, the Guideline stipulates the roles and responsibilities attaching to Corporate Communications & Brand Strategy (CB) and also describes the general working principles, procedures and control environment within the global OSRAM communication community.¹

2. General principles governing communication at OSRAM

The general principles of communication are primarily designed to ensure that OSRAM has a unified presence both internally and externally ("one voice / one face"). The consistency of the company-wide statements and a unified presence is a prerequisite for ensuring the credibility of the company and the continued confidence of stakeholders. In addition, the principles ensure compliance with the publicity and communication rules in place under German law.

The following principles are binding on all OSRAM employees and employees of subsidiaries. Compliance is each individual's personal responsibility. Managers ensure that the communication principles are adopted and complied with as part of their department's remit.

Responsibility for the disclosure of company information

The communications department must be involved before any material company information is disclosed. Material corporate information may, for example, be major customer orders, profit targets, major technological innovations, strategy, budget figures or business development. In personal meetings with persons outside the company or on social platforms, it must be ensured that only such information as has already been officially published or verified by the company may be communicated.

No distinction between internal and external communication

All internal statements made in front of a wider audience are already deemed official. This applies, for example, to employee events, company magazines or e-mails with group distribution lists.

Engagement of the Disclosure Committee where information is share price-sensitive

As a listed company, OSRAM must adhere to strict communication rules and comply with binding publication rules. The Managing Board therefore set up a Disclosure Committee (DC) managed by the Corporate Office (COF) and to which the heads of the corporate functions Law (GC), Accounting (AC), Corporate Communications & Brand Strategy (CB) belong as permanent members. The DC is tasked, in particular, with reviewing whether information has a bearing on the share price and thus should be published by way of an ad-hoc notice. The DC also sifts through all documents to be published in connection with

In general, the [10 rules of communication](#) apply to all employees, these rules can also be found on the Intranet.

In the area of social media, the instructions for use of social media by employees must also be observed.

¹ Note: The OSRAM communication community includes all persons at OSRAM and subsidiaries performing communication and brand tasks, even where they are not part of the corporate function CB.

reporting and disclosure requirements under capital market law (quarterly and annual financial year communication). If it is doubtful whether information has a bearing on the share price or whether communication rules were breached in public statements, the DC must be contacted immediately through the head of COF.

Compliance with the fair disclosure rule under capital market law

As a further consequence of the listing of OSRAM, all company units have to ensure that the fair disclosure principles under capital market law are respected. Key information must therefore be concurrently provided to all capital market participants in order to avoid information asymmetries. It is prohibited to selectively provide any persons (e.g. analysts, journalists) or groups with corporate information in advance or on a broader basis. Compliance with the "fair disclosure" rule is in part ensured by live webcasts of corporate presentations and press events or a qualified dissemination of material publications (quarterly / annual reports, press releases). Please contact Investor Relations (IR) if you have questions on the scope of the "fair disclosure" rule or the applicable publication mechanisms.

A separate approval process for figures and statements on the company that goes beyond already published information has been established: Communication Clearing Committee (CCC) Approval

The main rule: The approval of the contact for communication or the manager of the relevant unit must be obtained in advance before using relevant documents such as CEO letters, internal and external presentations before a larger group of participants, press releases, FAQs or articles. If these contacts are unable to approve the information, because they either breach the 10 rules of communication or the rules set down in this document, the "Communication Clearing Committee" (CCC) must perform the central approval from a corporate perspective. If the content has a potential bearing on the share price, the "Communication Clearing Committee" will notify the IR department, which will in turn involve the "Disclosure Committee". The respective functional or business manager will, however, continue to retain functional responsibility for publication.

The primary e-mail address is:
ccc-approval@osram.com.

Very careful handling of forward-looking statements

Only the Managing Board and persons engaged by the Managing Board make forward-looking statements on earnings performance, portfolio measures or strategic measures. Beyond these official forecasts of OSRAM, forward-looking statements must be substantiated and be consistent with the statements made by the Managing Board. Any commitment to concrete quantitative statements or timeframes must, in any case, be avoided. Likewise, non-binding phrases ("we plan" and "we want") should be used. In addition, the requirements and conditions attaching to this statement should be described.

No publication of new figures or data during the so-called "quiet period"

During the quiet period, current figures for the business performance and the communication of other issues relating to the stock market are published only by members of the Managing Board of OSRAM Licht AG and selected employees of CB. During this time figures and data on business performance, which go beyond previously published information, may not be published by the central and business units nor by subsidiaries, nor may other relevant information of such a kind to impact the valuation of OSRAM be published. The quiet period at OSRAM starts two weeks before the end of the respective quarter or financial year and ends after the first release of the quarterly and annual results.

3. General principles governing brands at OSRAM

All marketing and communication activities at OSRAM are guided by the general principles for brands. The goal is to ensure consistent brand management by implementing the defined brand strategy and defined brand design to ensure a unique brand experience for all OSRAM brands across all interaction points.

Hence internal and external communication (including digital) as well as packaging, business and promotional materials, trade fair booths and event appearances have to be in line with the corporate design. All measures with global reach and pilot campaigns must be agreed with Brand Communications (CB BC) during the design phase. All other

measures must be coordinated with CB BC, if there is uncertainty about the proper understanding or the correct handling of brand guidelines. In the case of more serious and / or increased deviations from the brand guidelines, CB BC reserves the right to establish a strict approval process and to examine all measures.

The same applies to the handling of our brands in the course of business such as the awarding of the brand for advertising purposes or as a reference to customers or suppliers, the different types of co-branding, the ingredient branding and our sales partner programs.

To protect the OSRAM name and brand as well as the names and brands in the OSRAM portfolio against misuse, it must be ensured that an applicable license agreement is concluded with all external partners that use our brands.

CB BC must also be involved in the acquisition of new brands (e.g. through mergers & acquisitions) and in the relinquishment of existing brands. Specific guidance is available for handling brands in the case of acquisitions and for secondary brands.

Information on brands and detailed process and work instructions are available on the OSRAM Marketing & Communication Platform (OMCP) and in the [OSRAM process house](#).

4. Organization of the CB function

The CB function is managed using clear management organization and with teams for the regional and business level.

4.1 Management Team

Essentially, the CB management team as a corporate function is responsible for coordinating and controlling all communication and brand activities at OSRAM. It has the authority to set communication guidelines, control obligations and rights to issue instructions and is directly answerable to the company management when it comes to planning and achieving targets.

4.2 Business Unit (BU) and Region Teams

The BU and region teams are responsible for implementing the global OSRAM communication and brand strategy in the BUs and regions. To this end, the respective BU heads of communication or CB region heads develop a strategic communication concept. This concept must be derived from the OSRAM communication strategy and be approved by the CB management team and specifies the guidelines for the internal and external positioning in the respective BU or region.

The details of the plan for implementing the measures and content in the BU or region are agreed with CB where required under the defined rules. Here, it must be duly ensured that the communication strategies in the BU or region are synchronized with the global communication processes to ensure that the company has a unified presence.

5. Duties and responsibilities of CB

5.1 Functional responsibility for BUs and Regions

CB assumes functional responsibility for all communication resources and postholders bearing communication and brand responsibility, irrespective of disciplinary assumptions in the regions or BUs. This also applies where the communication or brand is only a subtask for a postholder.

5.2 Communications strategy

The communications strategy is the guideline for all communicative activities for which the CB management team and BU and region teams are responsible. The CB management team is responsible for developing the strategy. The timing of communication must always

All key information on the brand, guidelines and templates is available in the OMCP <https://omcp.osram.info/>
If you have questions or seek approvals, please contact: brand@osram.com

More information on the functional areas of the CB management team can be found on the [CB department page](#).

be synchronized with CB global communication. The consistent appearance of the company can thereby be assured.

5.3 Brand strategy & design

The brand strategy encompasses the brand architecture and positioning of the OSRAM brands, the management of the OSRAM brand portfolio and regulations on handling our brands in business and cooperation with external partners, acquisitions, joint ventures and disinvestments. The corporate design includes the core elements of the brand identity, logo, design system, words and imagery for all marketing and communication activities.

5.4 Communication channels

The CB management team develops and operates the global communication channels for internal and external stakeholders to be used by all CB staff for their professional communication activities. In addition, BUs and regions are free to develop and operate own channels such as websites or Social Media in consultation with CB by reference to existing guidelines in consultation with the respective functional departments within CB.

5.5 Content

CB is responsible for all communication issues relating to global business and the positioning by OSRAM and the Managing Board. If such issues are addressed at business or country level, they must be prepared in close consultation with the respective contact on the CB management team. Content that is communicated globally, but relates to a specific unit (e.g. region or BU), must be approved by the respective unit.

6. Specific regulations

6.1 Crisis communication

In the event of a crisis, the Head of CB, the Head of Investor Relations (IR), the Head of Strategic Communication & Media Relations (CB MRS) and the Head of Internal Communication & Group Sustainability (CB IC&GS) must be involved directly and promptly in the crisis communication process. This applies to all of the crises that are significant for the entire company. Further information on crisis management can be found in the Corporate Security Guideline.

A detailed process description can be viewed on the SharePoint page of [Corporate Security](#).

6.2 Investor Relations

OSRAM Investor Relations is the direct contact for all investors and financial analysts. In that respect, all requests by capital market participants submitted elsewhere to OSRAM must be forwarded to the IR Department immediately. Continual dialogue with financial analysts and investors is intended to ensure transparent and targeted communication with the capital market. In addition to regular investor and analyst conferences, the top management and the investor relations team discuss the performance of the company and the industry with institutional investors around the world at roadshows.

6.3 Media Relations

CB MRS is responsible for the global coordination of all media activities related to business issues and finance. All employees in the organization units of OSRAM and its subsidiaries must coordinate their business and financial press activities with CB MRS. Only members of the OSRAM Managing Board and employees of CB MRS may talk with the media about business and financial issues. All other representatives of OSRAM need confirmation from CB MRS.

6.4 Internal communication

Internal Communication (CB IC) is responsible for overall communication activities within the company and the management of major corporate communication themes. Similarly, CB IC has the governance for the global channels, that is, the decision as to whether, what and when something is distributed via the channels.

The corporate functions, the regions and BUs are advised in their communication with employees and coordinate their communication planning with CB IC. This ensures that uniform global messages are communicated. Where an issue of global importance is to be communicated, it requires prior approval by CB IC. As long as strictly technical or local content of little global corporate relevance is communicated to individual employee groups, communication from the BUs or regions does not have to be agreed with CB IC. This does not include respective CEO communication to all employees of the relevant unit. Each corporate function, region and BU must appoint a contact with responsibility for internal communication.

6.5 Political communication

CB GA is responsible for communicating with political decision-makers and other political stakeholders. All communication about key positions in the company between representatives from OSRAM and government bodies, policymakers, associations and opinion leaders must be agreed with CB GA and the persons in the regions responsible for governmental affairs (GA).

Generally, standard review and approval in the Business Partner Compliance Tool is required for cooperation with lobbyists and external political advisors. Subsequent to that, approval must also be initially granted by the relevant regional GA representative and then by CB GA, even where arrangements are made with the BUs, corporate functions or regions.

By joining forces with internal stakeholders, CB GA develops corporate positions on issues of utmost relevance (such as trade, R&D, innovation, climate). The GA units of BUs, corporate functions and regions develop their political strategy and advocacy according to their requirements and coordinate them with the overarching corporate policy.

Local positions that have a region-wide effect must be coordinated with CB GA. Additionally, political communication that takes place within international fora, the purpose of which is to formulate common political positions, must also be coordinated and confirmed with the corresponding GA offices or, where the issues relate to the entire company, with CB GA.

In regard to all activities related to political communication, OSRAM is fundamentally committed to political neutrality.

6.6 Brand communication

Brand Communication (BC) is responsible for the branding of the OSRAM brand and the portfolio brands of the company. This includes the brand strategy and brand design. In addition, brand-related or channel- and BU-wide campaigns, brand-related channels such as OSRAM websites and OSRAM social media channels, the procurement of media assets, sponsorship (approvals must be via the so-called "Stakeholder Management Approval Tool" (SEAT) on the Intranet), all advertising materials at the global level, the organization of trade shows and events as well as guidelines on the conduct of primary market research fall within the remit of the BC department. Unless included in this document, detailed instructions can be found in the relevant work and process instructions regarding these issues on the OMCP and OSRAM process house.

Information and documentation on the implementation of marketing and communication activities can be found in the OMCP <https://omcp.osram.info/>. If you have questions or seek approvals, please contact: brand@osram.com

Procurement of media assets and media management

Any procurement of media assets from external must be agreed with CB BC MCOM or performed by the department. CB BC MCOM has fixed partners with whom it collaborates. In addition, all acquired materials must be loaded to the media database.

Furthermore, each country must establish a fixed contact for media and communicate to CB BC MCOM. Finally, on this point, the media planning of the operating companies must be sent to CB BC MCOM in writing no later than one month before the start of the new financial year.

Requests should be sent to media_asset@osram.com. However, before submitting a request, the media database should be searched for usable material. Further information can be found in the OMCP. <https://omcp.osram.info/>

Global promotional materials

All promotional materials must be ordered from the respective regional hub (Europe, APAC, AMERICAS) using the specified purchasing process. The three regional hubs each design a portfolio for (regional) promotional materials to be coordinated with CB BC. In the process the three hubs work independently and tend to production on an individual basis. All materials other than the portfolio, including those for events or distribution, must be coordinated with the respective hub.

Further information can be found in the OMCP. Contact your local contact for a list of possible suppliers and other information to guarantee a brand-oriented presence.

Events, trade fairs and exhibitions

Events:

All events with the participation of the Managing Board or individual board members of OSRAM Licht AG, OSRAM Licht AG itself and events of major and / or national importance for the OSRAM brand are planned and implemented exclusively by CB BC EF-W.

Trade fairs and exhibitions:

CB BC EF-W generally organizes all A trade fairs and all trade fairs of national importance for the OSRAM brand. The concept for B trade fairs must be agreed with CRM MK EF-W in advance.

The requesting department must identify relevant trade fairs and exhibitions in its communication plan. CB BC EF-W designs a suitable strategy within the framework of the budget. In general, the concept for trade fair and exhibition stands must always be consistent with the corporate design. The project manager is appointed by CB BC EF-W, the head of the stand comes from the requesting department. At trade fairs involving several BUs, the head of the stand is designated by CB BC EF-W or by CB BC. The respective briefings must be completed for all trade fairs and exhibitions.

The guidelines from the OMCP apply to the trade fairs organized via CB BC EF-W.

Office equipment

The global corporate design guidelines for office equipment such as business cards, email signatures, office templates, business stationery, stamps etc. apply to all divisions of OSRAM Licht AG under the OSRAM brand. All employees are obliged to use only the official documents. Exceptions must be confirmed in writing by CB BC.

In Germany, business documents are provided centrally by CB BC via the Intranet (business card tool, e-mail signature tool, forms & templates), printed materials via AdMat. Forms that are available to only a limited group can be self-generated by the competent department and must be released by CB BC.

Subsidiaries of OSRAM Licht AG abroad are themselves responsible for preparing their business documents and, thereby, for complying with legal and / or postal regulations and for providing documents in-house.

Further information can be found in the OMCP. <https://omcp.osram.info/>
In Germany, the official business documents are available via the intranet and via AdMat. Our foreign subsidiaries organize their business records independently in accordance with global policy.

References

Appendices to the document (A), references to other documents (R)

No. (A/R)	Document Title	Source / Storage location
R1	CRM1000 Brand Architecture Co-Branding	ZPI 2508618
R2	CRM1010 Brand Architecture Second Brand	ZPI 2508619
R3	<u>10 rules of communication</u>	Global Intranet
R4	<u>Department page CB</u>	Global Intranet
R5	<u>Sponsorship</u>	Global Intranet
R6	OMCP Guidance to employees on the use of Social Media	OMCP
R7	<u>OSRAM Marketing + Communication Platform</u>	OMCP
R8	CSO1000 Corporate Security Guideline	ZPI 3365185

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