**ANNEXURE 3**
**Pre-Submitted Questions from Members present**

| | **Questions** | **Answers** |
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| 1 | The Company should make hard copies of the Annual Report available for the shareholders at the Annual General Meeting. | The request is noted. |
| 2 | What is the outlook for the current, medium and long term? Is it sustainable for the Board is just following directions from Japan to close the business units? | The closure of some of the business units is in line with the strategy for cost efficiency.<br>The outlook for the medium to long term is still good and the Fan, Home Shower and Vacuum Cleaner products will remain the core business for PMMA. |
| 3 | Is the Company producing consumer products only? There are now more data centers which need solar panels, so are these manufactured in Japan or in Malaysia? | The Panasonic Group does produce and sells solar panels for commercial and retail use. Currently the solar panels are not manufactured in Malaysia as the demand is not high enough. |
| 4 | With the aggressive sales of Chinese products, can the Company share the market trend and the market share of Panasonic products? | In terms of total consumer products (including air-conditioning) the Panasonic products capture about 11% of the market share in 2024, it held first place among the competitors. The Chinese brands have taken more share this year and Panasonic has dropped 1% market share.<br>The strategy is not to match the competitors' price as Panasonic products are of better quality. So, the strategy is to go into product differentiation through premium branding and to deliver unique value to consumers. Panasonic is also the only authentic Japanese brand and will establish a unique value proposition on how to increase and retain the loyal customers.<br><br>Panasonic Malaysia will be introducing a customer data platform to assess the needs and preferences of the customers. |

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| 5 | Panasonic should focus on user experience and after sales services as there are dealers that are introducing other brands. | This is duly noted, and Panasonic will improve on its after-sales services. |
| 6 | How is the Company going to stay afloat in the next 5 years? | The Company will continue to expand its sales of the core products and look into new product development. |
| 7 | Directors' fees should be commensurate with the profit level of the Company. | The current Directors' fees are currently in line with the market rate. |
| 8 | What is the factory utilization? | SA2 runs at full capacity whilst SA1 is running at 87% capacity, and the spare capacity is for the new products that are being developed. |
| 9 | The share price has been dropping, and the institutional investors have been selling down. What is the Board doing about this? | We have no control over the decision of the institutional investors to sell off, but we hope with the improvement in results, they will want to re-invest into the company.<br><br>We remain anchored to a focused strategy aimed at strengthening core product lines, diversifying growth pillars and accelerating factory modernization.<br><br>We anticipate initial signs of recovery within two to three years, supported by product innovation, stronger sales channels, and operational efficiency. |
| 10 | Does the new tariff have an impact on the Company and what are the actions taken? | There is no direct impact as we do not sell to the United States but there is global effect which will indirectly affect us. |
| 11 | Will the Company allow the shareholders whose shares are registered under a nominee's account or an exempt account to be invited to the meeting?<br><br>Some shareholders are able to accumulate more shares via nominee account, however, these nominees at times make it challenging to nominate us as proxies. Would company allow attendance as invitees just to get update on company performance without need to vote or asking questions? | The Constitution only allows shareholders or their proxies to be present at the meeting of the Company and we encourage the shareholders whose shares are registered under the nominee's account or exempt account to arrange for their appointment as proxy in order to attend the meeting. |

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| 12 | Please hold your future AGM/EGM via hybrid mode to ensure more shareholders are able to attend your meetings. Thanks. | We appreciate your suggestion and will take into consideration the best approach to hold future AGMs. |
| 13 | There is no Wi-Fi password provided. But you want us to scan your report. Why is there no hard copy. | In support of our sustainability efforts, the annual report is accessible through our QR platform. We encourage shareholders to access the soft copy of the Annual report. Physical copies will be provided upon request, where necessary. |
| 14 | What is the company's plan to compete with China competition in a very competitive household electronics market? Their price is very competitive. | Competition is intense, especially from low-cost imports from China. Rather than competing on price, we focus on differentiation—leveraging Panasonic's strengths in DC motor technology, Nanoe technology and advanced water solutions.<br>We are also investing in automation to improve our operational efficiency and reduction of production costs and reinforcing supply chain partnerships, for example utilizing external partnerships to fulfil our product line up. |
| 15 | a) Why is your sales to Japan so low in view of Panasonic being a Japanese manufacturer? | Our focus on export sales is mainly in the Asia and Middle East markets. |
| | b) Your sales in vacuum cleaner is dropping due to competition with other China brands. Our company should come up with more advance vacuum cleaners like robot and handheld vacuum instead of conventional vacuum with bag to attract younger users | Thank you for your suggestion.<br>We will take your suggestion into consideration. |
| 16 | How is the new product , water purifier performing and the production quantity compared with Business Plan? | For water purifier, we launched in 2023 for Vietnam market with ambient models, but after that market rapidly changed. We decided to scale back and consider the next strategy by utilizing our experience and expertise we have gained in the last 2 years. |
| 17 | Now many businesses are implemented IT to overcome the market competition, how about PMMA? As I know PMMA have Engineering products development, how many engineers have IT knowhow and is | As part of our ongoing commitment to innovation and digital capability, we always review the current IT competencies within our Engineering Products Development and send them to trainings. |

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| | there any schedule to send them for training? | This initiative is aligned with our broader strategy to strengthen technical capabilities and accelerate product development efficiency through technology integration.<br><br>We remain focused on building a future-ready engineering team and will keep you informed on key milestones. |
| 18 | There have been many Malaysian established brands being wiped out by Chinese's products (given their huge advantage in production volume and efficiency). If the Group can't really compete with China's competitors, why don't the Board considers working with them, e.g. Joint Venture/Partnership's arrangement. | Competition is intense, especially from low-cost imports. Rather than competing on price, we focus on differentiation—leveraging Panasonic's strengths in DC motor technology, Nanoe technology and advanced water solutions.<br><br>We are also investing in automation to improve our operational efficiency and reduction of production cost and reinforcing supply chain partnerships, for example utilizing external partnerships to fulfill our product line up. |
| 19 | For those directors' due for re-election on today's shareholders' meeting, what are their contribution made individually for the past one (1) year? | The retiring directors have carried out their duties and responsibilities, acting in the best interest of the Company. |
| 20 | Panasonic's building is built on whose land? Are these being leased? How much is the yearly cost? If the Company owns it, what is the estimated recent value? | Our building is built on our own leasehold land for both plants. The current netbook value for SA1 building is RM32.4 million and the netbook value for SA2 is RM36.3 million in the current financial year. However, we have not made any current valuations recently on the values of the properties. |
| 21 | Does Panasonic group have any product to mine crypto currency? | No. |
| 23 | What are the pros and cons of Panasonic currently against local and global market? | Sales have been mixed, shaped by global headwinds and inflationary pressures. Consumers are now more selective in their spending. |