

RESPONSES TO LIVE QUESTIONS FROM SHAREHOLDERS

No.	Questions	Answers
1.	This meeting how much spending for virtual?	The total cost of conducting the virtual AGM in 2023 is approximately RM152,000. This cost is roughly 51% lower than the physical AGM conducted in 2019.
2.	How much does the company spend on this virtual AGM ? Would the BOD kindly give Touch n Go e-wallet as a token of appreciation for attending this virtual meeting I would like to request a printed hard copy of the company annual report.	For first question, please refer to ① above. Yes, we will give Touch N Go voucher of RM50 to all shareholders who attended the meeting. For the hard copy AR 2023, please share your address and the Management will arrange accordingly.
3.	Panasonic Corporation has agreed to bear the entire restructuring costs of RM17.5 million for the termination of the production for kitchen appliances products (Page 10 of AR) (1) Apart from the restructuring of RM17.5 million, are there any other cost to be incurred by PMMB and if yes, what is the amount? (2) Expected revenue loss in FY2023 arising from the termination of kitchen products.	a) Apart from the RM17.5 million, there will be some losses flow over in FY2023, particularly on the claims from suppliers for the inventories, but the amount is not substantial. b) We will recover the loss revenue by focusing to restore profitability through potential sales expansion along the following strategies: a. Focus on new product lines and expand existing core businesses. b. Develop “collaboration partners” for expand new channels. c. Build new water-based business as next “Profit Pillar”.
4.	Q1. May I know what is the company's future outlook? Q2. Will the Board consider giving door gift such e-voucher or e-wallets for those participating in this AGM as a token of appreciation?	Q1. The Company is focusing on the following: a) Expanding the existing core business (home shower, vacuum cleaner, and fan products) b) Rebuilds portfolio of products to cope with the loss of revenue following the termination of the rice cooker and kitchen appliance business. c) Launch of new businesses. Q2. Yes, the Board will give Touch N Go voucher of RM50 to shareholders who attended the meeting.
5.	What is the key competitive advantage of Panasonic among its competitors?	The key competitive advantage for Panasonic among its competitors are: a. Strong Brand image, and strong Dealer & Service network b. Coverage of very wide range of product categories c. Having local production site for its key

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		appliances
6.	<p>Our Co. has decided to shut down some manufacturing facilities/factories; please explain the impact on our Co's revenue & earnings and future growth going forward ; and what new businesses or facilities will be introduced to replace such closed down facilities & when? Please explain the expected contribution for the new businesses if introduced?</p> <p>The significant drop in share price of our Co. is an indicator to reduced investor confidence; what is our Board's actions to bring back investor confidence?</p>	<p>The Company continues to monitor closely the revenue and earnings to ensure future growth. The Company is already in the process of preparing space to commence two new businesses (water related); which is estimated to commence production and sales by the next financial year.</p> <p>The Company is launching a new core business and will develop it as a new earnings pillar in future, and monitor and ensure sustainable growth for the future of company.</p> <p>Unfortunately, the Company's share price is not within the control of the company. The Board is focused on returning value to the shareholders by ensuring the company remains profitable and we continue to declare annual dividends.</p>
7.	<p>Why is cash value dividend pay out high but shares value not increase accordingly ?</p>	<p>The dividend is paid based on 100% payout ratio of profit after taxation for the year.</p> <p>For question on share price, please refer to ⑥ above.</p>
8.	<p>Why no physical AGM</p>	<p>We will monitor the situation and consider the best approach to hold the AGM next year.</p>
9.	<p>1. Are all board of directors present at today's AGM? If not, please indicate the directors who are absent and provide a reason for their absence.</p>	<p>Yes, all the Directors are present at today's AGM.</p>
10.	<p>News reported that the Shah Alam plant will be shut down after the discontinuance of two products</p> <p>(a) Which two product lines have been discontinued?</p> <p>(b) Are the production of these products being moved elsewhere, or the Panasonic group no longer sells these products?</p> <p>(c) Please provide reasons for the decisions?</p> <p>(d) What will be the financial impact of this development to the group? Will there be an impairment on the plant? What is the expected MSS cost?</p> <p>(e) Do the factory and land belongs to our company? What is our plan on these lands?</p>	<p>I think you are referring to the recent news article published by MalaysiaKini and a few other news agencies.</p> <p>(a) The two product lines affected are Rice Cooker (RC) and Small Kitchen Appliances (SKA);</p> <p>(b) For RC, the production has been moved to India as the business was not profitable in PMMB. For SKA, due to global realignment of production strategy, the business in Malaysia has been terminated;</p> <p>(c) Reasons have been provided in (b) above;</p> <p>(d) The discontinuance of RC will have an impact to Company and the losses have been accounted for in FYE 2022. As for</p>

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		<p>losses relating to SKA, Panasonic Japan has agreed to bear the losses and therefore, there will be no financial impact to the Company.</p> <p>(e) The factory and land belongs to the Company and will be used to expand the existing business and also for new businesses to be introduced soon.</p>
11.	<p>News reported that Panasonic had been defrauded by its former supplier, executive director and 15 managers.</p> <p>(a) Please provide the details of the investigation.</p> <p>(b) What is the amount involved? Has this money been recovered?</p> <p>(c) Does this suggest weaknesses in the governance of the company?</p>	<p>Please take note that this incident happened in 2014 and relates to certain irregularities and misconduct involving both the Company's employees and suppliers.</p> <p>Amount involved is not substantial and has been partially recovered. The Company proceeded to take legal action against former employees and suppliers to recover some of the monies. However, we lost the case subsequently.</p> <p>We acknowledge that there have been lapses in internal controls which gave rise to the fraudulent activities but the Management has since then implemented various countermeasures to improve the processes and to mitigate risks arising. Throughout, we have been supported by our HQ; followed by checks and reviews conducted by both internal and external auditors.</p>
12.	<p>Its share price already declined since 2019 while its holding company in Japan at 5-year low. Any reasons behind the tumbling share price?</p>	<p>The Company's market share price is not within the control of the company. Similarly, we do not have any comments on the share price of our holding company.</p>
13.	<p>Panasonic seems to be on a rationalisation journey to cut loss making products and productions.</p> <p>(a) Does this indicate the demand for Panasonic products is dropping?</p> <p>(b) Does this suggest that Panasonic products are losing out in the market?</p>	<p>a) No, the demand for Panasonic products is not dropping. The market response of the "Local-fit" products which are developed based on the research results of product planning are well accepted since its launching and consumer like our design and unique features (Fans, Home Shower and Vacuum Cleaner products).</p> <p>b) Panasonic products are not losing out in the market, the contribution for new model sales is approximately 10% in FY2022.</p>
14.	<p>What % of our revenue is due to trading of imported products sold in the Malaysian market, and what % of our earnings is due to this trading activities?</p>	<p>Approximately 45% of our revenue and profit is generated by the sales of the imported products.</p>

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15.	Will the company consider doing EV battery/EV car charging pile/solar energy service?	Currently there is no plan for this area, we are focused on the expansion of existing products and to create new products.
16.	Good morning to all. I am a shareholder and also a long term user of Panasonic products. I wish to highlight a matter to Panasonic management, that there are fake Panasonic products sold in online marketplaces like Shopee and Lazada. Kindly search for keyword "panasonic air fryer" and "panasonic hair clipper", you shall understand what I mean. In order to protect Panasonic's good reputation, I hope Panasonic assign a special team to proactively monitor the two major online marketplaces, and to take necessary action when counterfeit products are detected. Thank you.	Thank you for sharing the information. We are aware of the counterfeit products sold in online markets and we are already taking countermeasures with the support of intellectual property team in Panasonic Japan headquarters.
17.	Prior to FYE2021, the revenue was ranging between RM1 bil to RM1.1bil. The recent years the Group faces with challenges to achieve the RM1b's mark. Any reasons behind this i.e. delayed in launch of new products, lower net selling prices for its products, intensive competition from other brands ?	The lower revenue trend was mainly attributable to prolonged effect of the various lockdown measures due to COVID-19 pandemic, impact of flood incidents in December 2021 which had affected the operation in SA2 plant, supply chain disruption from part shortage, as well as discontinuation of RC and termination of SKA products.
18.	Any plan to expand production plant in Malaysia and set up regional production plant?	Taking this timing as a perfect opportunity, we will realize our medium-term plan of building a production system of demand-linked production that can be shipped according to the customer's request. To achieve this, we will change the factory layout, reform internal logistics, and improve productivity. Currently, there is no plan in regional production plant.
19.	Kindly brief us with the ESG initiatives of the Group? How much cost allocated for this & have it improved our ESG ratings?	Our ESG initiatives are focused on 3 main areas:- ① Reduction of CO2 We have already started the installation of solar panels and energy efficient facilities in our plants to achieve this goal. On-going efforts are in place to identify other energy saving initiatives. ② Development of supply chain Panasonic is committed to develop its business

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		<p>partners whilst expanding its businesses. We support our suppliers especially in areas of quality improvement etc.</p> <p>③ Employee Welfare and Engagement We conduct regular trainings for all levels of employees and evaluation such as EOS (Employee Opinion Survey) to gather employee's feedback on key areas of concern.</p> <p>Please also refer to more details on other areas in our Sustainability Report (AR Page 17 to 34)</p>
20.	What is the company main focus business segment for the upcoming year?	Please refer to Question 4 above.
21.	I am a representative of MSWG. Thank you for presenting our questions today. Could we kindly request a written reply to our questions to be emailed to us? Thank you.	We have replied on 4 September 2023.
22.	Notwithstanding the impact of Covid-19 in FY2021 & 2022, the Group's Revenue saw continued decline from RM1.128 billion in FY2019 (page 39 of AR). What are the strategic action plans planned and taken by PMMB to stop the decline in Revenue and to return back growth since prior to FY2019?	<p>Our strategies to improve revenue and growth are as follows:</p> <ol style="list-style-type: none"> 1. Focus on 3 strategic regions (Malaysia, Asia, Middle East) and 3 main products (Ceiling Fan, Home Shower, Vacuum Cleaner). 2. Develop new "local fit" products to create customer value. 3. Develop new product and expand other export markets
23.	Will the BOD directors consider and approve a meeting allowance for Shareholders who take their time and attend company meetings like the AGM EGM ? The BOD should know that the members have always considered and approved a payment for the directors to attend company Board meetings etc. Therefore, we hope the Directors will do the RIGHT thing and approve a meeting allowance for members who attend company meetings as well. TQ.	We appreciate shareholders who spend their time to attend the AGM, however there is no meeting allowance at the moment. As a token of appreciation, we will give Touch N Go e-wallet of RM50 to shareholders who attended the meeting.
24.	What is the effective interest rate that earned for (resolution 11) RRPT placement of cash deposit and other treasury services annually?	Effective interest rate earned for placement of cash deposit in MYR with average 3 months rollover tenure is 2.87%/annum compare with other commercial bank (example: MBB) is only 2.29%/annum.
25.	Would the Board of Directors consider increasing the interim dividend from 15	We can consider for future, but at this point of time, the interim dividend rate will be

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	sen/share to say 30 sen/share to narrow the disparity between the interim and final dividend?	maintained.
26.	Hi, I am shareholders of lee kong meng, why there is no shares buyback as the share price drop since last year 2022. Thank You	No, there is no plan for share buyback at this moment. The Board is focused on returning value to the shareholders by ensuring the company remains profitable and we continue to declare annual dividends.
27.	The Company reported improved profitability in the 1st Quarter 2024 results. (1) Based on the sales figures achieved up to 31 July 2023, please advise whether the 1st Quarter results can be sustained for the remaining quarters in FY2024. (2) Please assure shareholders that the dividend payout ratio will be similar to FY2023.	(1) The outlook for the remaining year is challenging now; especially with slower growth expected globally and slowdown seen in some of our key export markets such as Vietnam and the Middle East. However, we will continue to monitor the market closely and try to sustain Company's revenue and profit performance. (2) Barring any unforeseen circumstances, the Company should be maintaining the current payout ratio.
28.	The management should immediately start to have all company AGM and EGM meetings to be conducted in a traditional face to face manner, and no longer virtually, to allow for a more effective check and balance process. Will the Chairman make a CLEAR COMMITMENT today that the next AGM or EGM will no longer be conducted virtually? Tq.	As mentioned before, we will monitor the situation and consider the best approach to hold the AGM in next year.
29.	Why are Panasonic products TV are getting faulty after only 3 years	The faulty TV condition is likely due to various factors including irregular power supply, specific component defect, & incidental and/or external impact. To further understand the root cause, we need to inspect and analyse the unit.
30.	What is the role or plan of Panasonic to the trends of smart home and IoT ?	The Manufacturing Capabilities Department (MCD) has been formed in 2020 to accelerate the growth of Digital Transformation in the Company's operations. Apart from Smart Robotics, the MCD will continue to drive other areas of improvement under the scope of Industry 4.0; focusing mainly on Industrial Internet of Things (IIOT) and Robotic Process Automation (RPA).

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		At the same time, some of our products are already IOT enabled and we will continue to develop smart products in future.
31.	Does Panasonic file for patent for its industrial design? I saw many brands started to copy the design just within 1-2 months from the launching of new product (particularly blender series).	Yes, we do file patents for our products
32.	How was company to sustains financial to get more revenue? The forest city does benefit to company?	Please refer to Question 4 above.
33.	Do Panasonic Malaysia hold competitor shares or supplier shares? What is the name?	No, we do not hold any shares of the competitors.
34.	you just mention that rice cooker is moved to India, last year I bought was made in China, is that not genuine product?	Yes, we do have rice cookers produced in China. For example: SR-HL151, SR-CX188, SR-CX108, SR-CP188, SR-CN188, SR-JN105, SR-RN188 series. SR-JP185 series.
35.	What would be more challenging if company no more new direction of business e.g manufacture in new range of products?	We continue to develop new products and focus on expansion. We develop these products mainly to meet consumers' needs for health and environmental protection through our research and strategic planning. Due to the indispensable needs in life, water-related products have great prospects in fulfilling consumer demands and market potential.
36.	Is PanaHome a subsidiary of Panasonic Malaysia? Do they have promotion (discount) for shareholders?	No, Panahomes is not a subsidiary of Panasonic Malaysia.
37.	Panasonic made battery for Tesla. Is Panasonic Malaysia going to make battery since Tesla is setting up in Malaysia.	No, we currently don't have plan to produce battery in Malaysia.
38.	Referring to the MSS plan of the SA1 plant, which may cost RM20 million. When will this cost incurred?	The MSS costs for termination of the SKA business has been substantially incurred in FYE 2023.
39.	Since MD replied that PMMA does file patent for industrial design, has the company taken any legal action against any party for infringing our patents? I am particularly concerned with immitation of Panasonic blenders by a local manufacturer in Penang (ie. Pen*****).	Yes, we have taken legal action against infringement of copyrights and patents in the past. Kindly send us details on imitation goods so that we can pursue further on your information.

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40.	Is there any bonus issue coming? For 20 years there has been none	The Board does not have any plans for bonus issue at this moment. However, we do reiterate that instead of bonus shares, we have been declaring high dividends to all shareholders.