



July 28, 2025

To whom it may concern:

Company Name: PACIFIC INDUSTRIAL CO., LTD.  
Name of Representative: Tetsushi Ogawa, President and Representative Director  
(Securities code: 7250; Prime Market of the Tokyo Stock Exchange, Premier Market of the Nagoya Stock Exchange)  
Contact Person: Satoshi Watanabe, Senior General Manager of Accounting Department  
(TEL 0584-93-0117)

**(Amendment) Partial Amendment  
to the “Notice Regarding Implementation of MBO and Recommendation for Tender”**

The Company hereby announces that some matters described in the “Notice Regarding Implementation of MBO and Recommendation for Tender” announced by the Company on July 25, 2025 has been amended as follows.

Details

I. Reason of Amendment

The Company hereby amends the abovementioned press release to correct some typos as follows.

II. Amended Items

The amended wordings are underlined>.

3. Details of, and grounds and reasons for, our opinion on the Tender Offer

(2) Grounds and reasons for our opinion

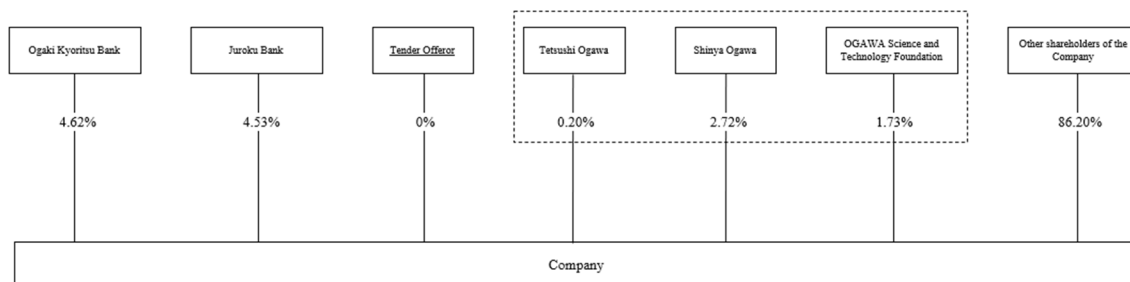
[1] Tender Offer Overview

(Before amendment)

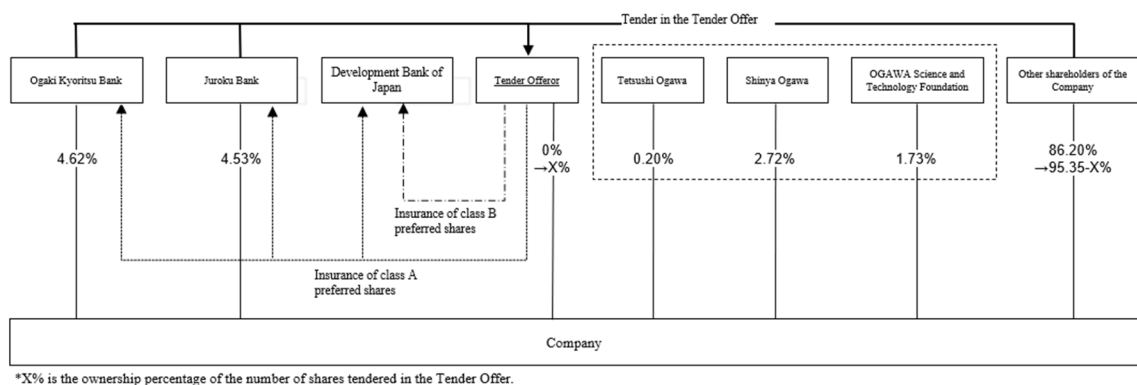
< Omitted >

The following diagrams illustrate an overview of the Transaction.

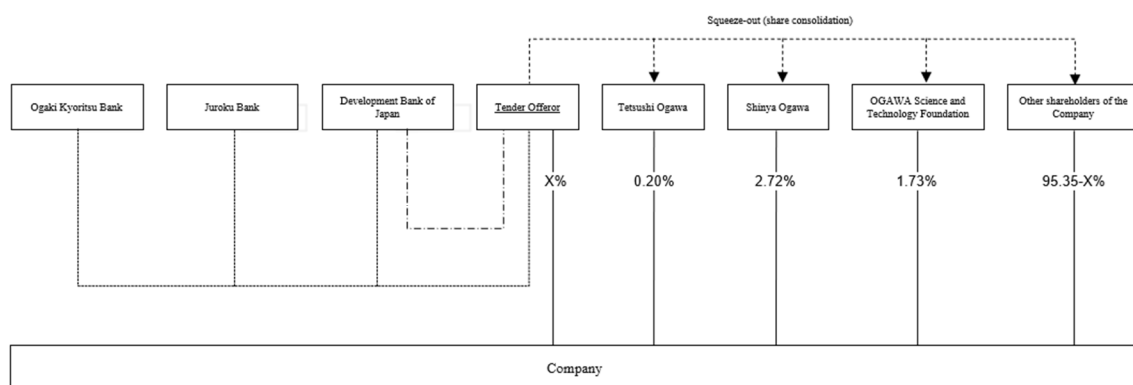
I. Current Situation (as of today)



## II. Settlement of the Tender Offer (September 16, 2025)



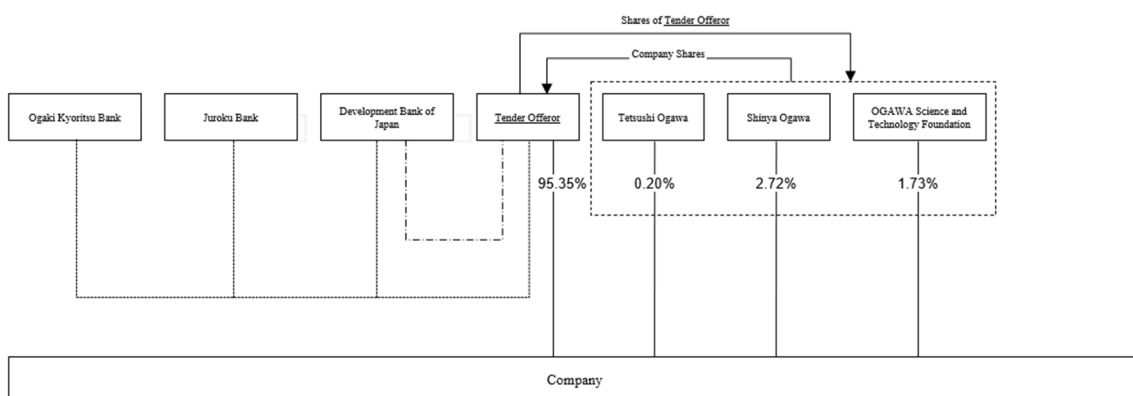
## III. Execution of Squeeze-out Procedures (Mid-October 2025 to Late November 2025 (Scheduled))



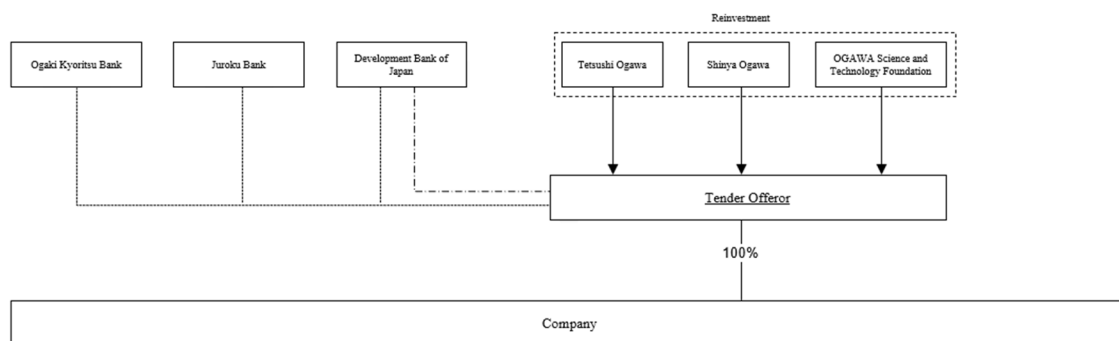
## IV. Execution of Share Swap and Other Relevant Actions or Reinvestment

(To be executed as soon as practicably possible after completion of the Squeeze-out Procedures; the specific schedule is yet to be determined.)

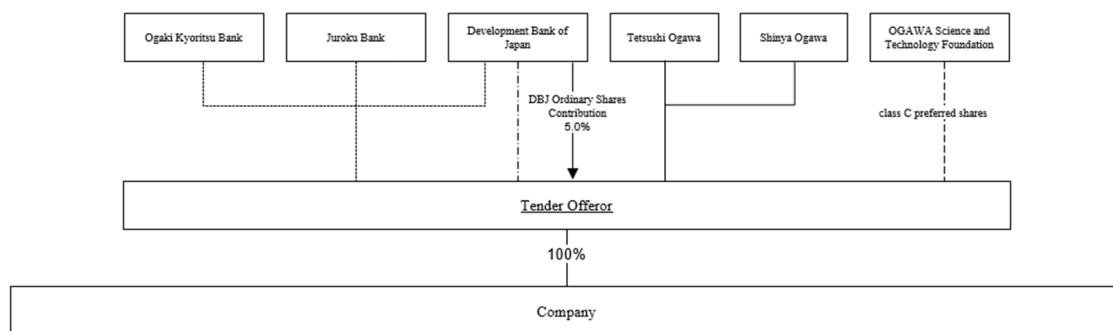
<If the Share Swap and Other Relevant Actions are carried out>



<If the Reinvestment is carried out>



## V. After Execution of Share Swap and Other Relevant Actions or Reinvestment

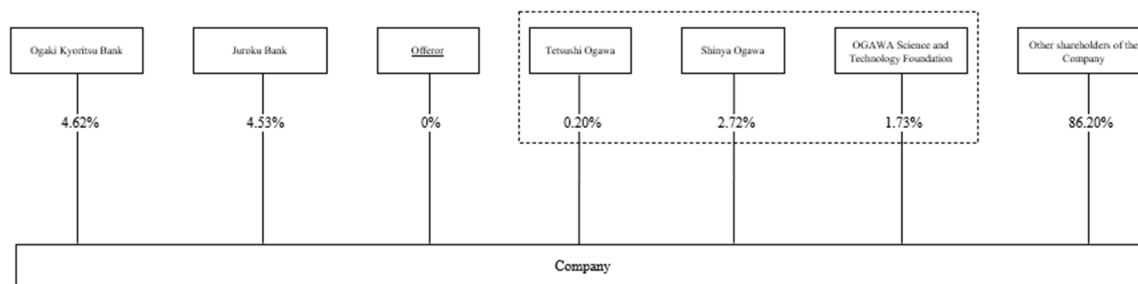


(After amendment)

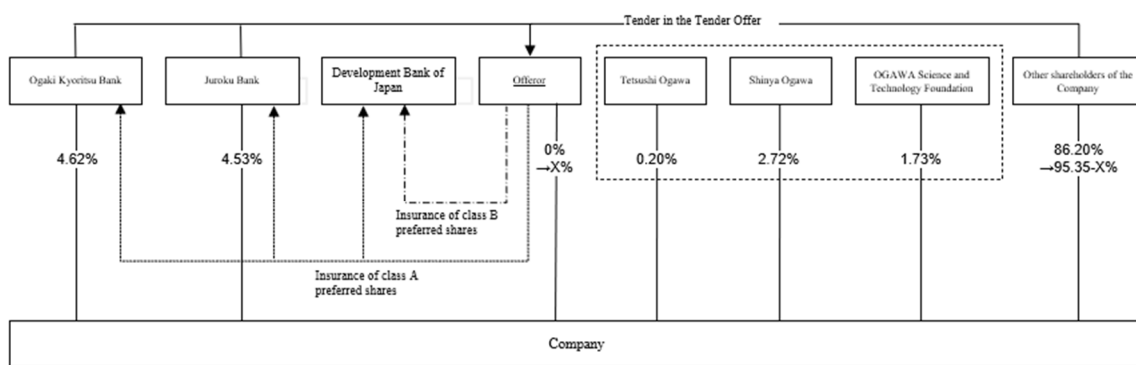
<Omitted>

The following diagrams illustrate an overview of the Transaction.

## I. Current Situation (as of today)

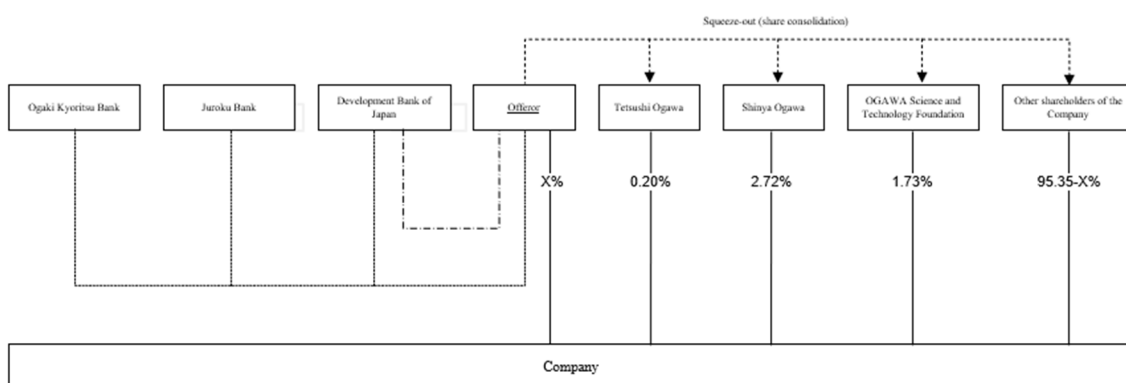


## II. Settlement of the Tender Offer (September 16, 2025)



\*X% is the ownership percentage of the number of shares tendered in the Tender Offer.

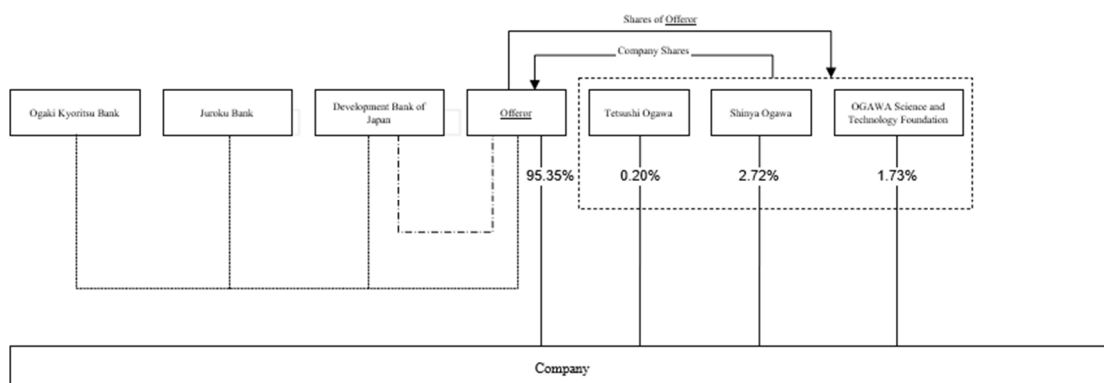
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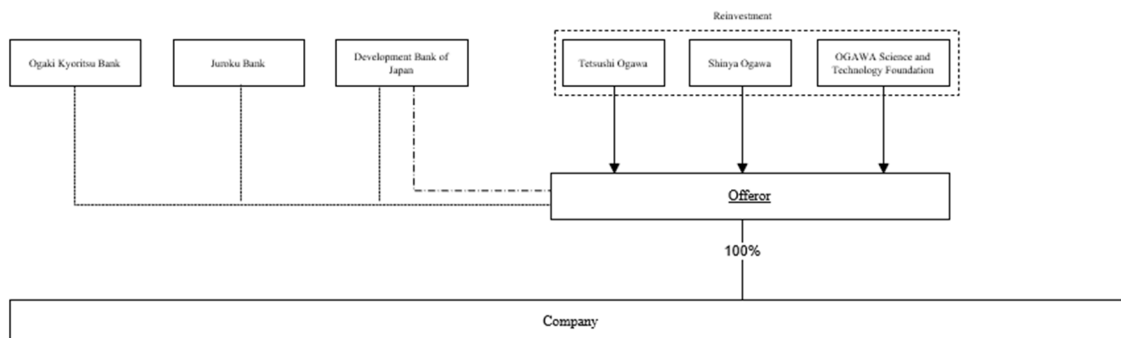
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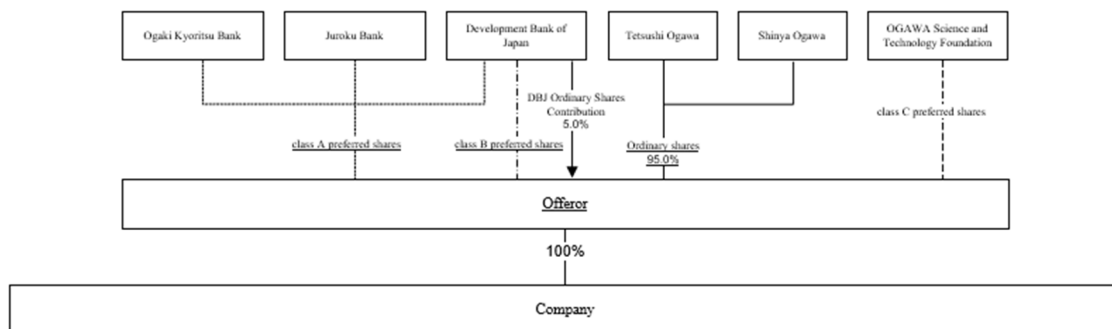
<If the Share Swap and Other Relevant Actions are carried out>



<If the Reinvestment is carried out>



## V. After Execution of Share Swap and Other Relevant Actions or Reinvestment



(Reference)

(Before amendment)

The Written Report (Attachment 1)

“Notice Regarding Commencement of Tender Offer for Share Certificates, etc. of PACIFIC INDUSTRIAL CO., LTD. (Securities Code: 7250)” (Attachment 2)

(After amendment)

The Written Report (Attachment 1)

[U.S. Regulations]

The Tender Offer is for ordinary shares and share acquisition rights of the Company, which is a company incorporated in Japan. The Tender Offer will be conducted in compliance with the procedures and information disclosure standards provided in the laws of Japan, and those procedures and standards are not necessarily the same as the procedures and information disclosure standards in the United States. In particular, neither Section 13(e) nor Section 14(d) of the U.S. Securities Exchange Act of 1934 (as amended; “U.S. Securities Exchange Act of 1934;” hereinafter the same) nor the rules based on these sections apply to the Tender Offer; therefore, the Tender Offer is not conducted in accordance with those procedures and standards. The financial information included in this Press Release is based on Japanese accounting principles, which may differ significantly from generally accepted accounting principles in the United States or other countries. In addition, because the Offeror and the Company is a corporation incorporated outside the United States, and some or all of their officers are non-U.S. residents, it may be difficult to exercise rights or claims that may be asserted against them based on U.S. securities laws. It also may be impossible to initiate an action against a corporation or its officer(s) that are based outside of the United States in a court outside of the United States on the grounds of a violation of U.S. securities laws. Furthermore, there is no guarantee that a corporation that is based outside of the United States and subsidiaries and affiliated companies of such corporation may be compelled to submit themselves to the jurisdiction of a U.S. court.

Unless otherwise specified, all procedures relating to the Tender Offer are to be conducted entirely in Japanese. All or a part of the documentation relating to the Tender Offer will be prepared in the English language; however, if there is any inconsistency between the English-language documentation and the Japanese-language documentation, the Japanese-language documentation will prevail.

This Press Release includes statements that fall under “forward-looking statements” as defined in Section 27A of the U.S. Securities Act of 1933 (as amended) and Section 21E of the U.S. Securities Exchange Act of 1934. Due to known or unknown risks, uncertainties or other factors, actual results may differ significantly from the predictions, etc. indicated implicitly or explicitly as any “forward-looking statements.” The Offeror, the Company and their affiliates do not guarantee that the predictions, etc. indicated implicitly or explicitly in those forward-looking statements will materialize. The “forward-looking statements” in this Press Release were prepared based on information held by the Offeror and the Company as of today, and unless required by laws or regulations, the Offeror, the Company and their affiliates shall not be obligated to amend or revise such statements to reflect future circumstances or situations.

The respective financial advisors and tender offer agents (including affiliated companies thereof) of the Offeror and the Company, may purchase or arrange to purchase Company Shares by means other than the Tender Offer, for their own account or for their client’s account, in their ordinary course of business and to the extent permitted under the financial instrument and exchange laws and regulations, and any other applicable laws and regulations in Japan as well as Rule 14e-5(b) of the U.S. Securities Exchange Act of 1934, during the period of Purchase, etc. in Tender Offer. In the event that information regarding such purchases is disclosed in Japan, such information will also be disclosed on the English website of the financial advisor or tender offer agent conducting such purchases (or by other disclosure methods).