January 27, 2026

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)

Notice Regarding Result of the Tender Offer for the Company Shares, etc. by CORE Inc. and Changes in Parent Company and Largest Shareholder as a Major Shareholder

PACIFIC INDUSTRIAL CO., LTD. (the "Company" or "we") hereby announces that the tender offer for ordinary shares of the Company ("Company Shares") and the Share Acquisition Rights (Note) (the Company Shares and Share Acquisition Rights are collectively hereinafter referred to as the "Company Shares, etc.") (the tender offer for the Company Shares, etc. is hereinafter referred to as the "Tender Offer") that has been implemented by CORE Inc. (the "Offeror") since July 28, 2025 ended on January 26, 2026, as described below.

The Company also announces that as a result of the Tender Offer, it expects changes in its parent company and the largest shareholder as a major shareholder on February 2, 2026 (the settlement commencement date of the Tender Offer) as described below.

(Note) "Share Acquisition Rights" shall collectively mean the following share acquisition rights.

(i) Share acquisition rights issued pursuant to the resolutions passed at the Company's Board of Directors meeting held on June 18, 2011 (exercise period: from August 2, 2011 to July 31, 2061)

(ii) Share acquisition rights issued pursuant to the resolutions passed at the Company's Board of Directors meeting held on June 23, 2012 (exercise period: from August 2, 2012 to July 31, 2062)

(iii) Share acquisition rights issued pursuant to the resolutions passed at the Company's Board of Directors meeting held on June 15, 2013 (exercise period: from August 2, 2013 to July 31, 2063)

(iv) Share acquisition rights issued pursuant to the resolutions passed at the Company's Board of Directors meeting held on June 14, 2014 (exercise period: from August 2, 2014 to July 31, 2064)

(v) Share acquisition rights issued pursuant to the resolutions passed at the Company's Board of Directors meeting held on June 13, 2015 (exercise period: from August 4, 2015 to August 3, 2065)

(vi) Share acquisition rights issued pursuant to the resolutions passed at the Company's Board of Directors meeting held on June 18, 2016 (exercise period: from August 2, 2016 to August 1, 2066)

(vii) Share acquisition rights issued pursuant to the resolutions passed at the Company's Board of Directors meeting held on June 17, 2017 (exercise period: from August 2, 2017 to August 1, 2067)

(viii) Share acquisition rights issued pursuant to the resolutions passed at the Company's Board of Directors meeting held on June 16, 2018 (exercise period: from August 2, 2018 to August 1, 2068)

1. Results of the Tender Offer

The Company was informed on the results of the Tender Offer by the Offeror today as in the attachment "Notice Regarding Results of the Tender Offer for Share Certificates, etc. of PACIFIC INDUSTRIAL CO., LTD. (Securities Code: 7250)" dated January 27, 2026.

The Tender Offer was successfully completed as the total number of the Company Shares, etc. tendered in the Tender Offer reached and exceeded the minimum number of shares to be purchased (25,337,400 shares).

2. Changes in the Parent Company and Largest Shareholder as a Major Shareholder

(1) Expected date of change

February 2, 2026 (the settlement commencement date of the Tender Offer)

(2) Background of change

The Company was informed today by the Offeror that 31,938,413 shares of the Company Shares, etc. were tendered in the Tender Offer and as the total number of the Company Shares, etc. tendered reached and exceeded the minimum number of shares to be purchased (25,337,400 shares), the Tender Offer was successfully completed and the Offeror would acquire all of those Company Shares, etc. tendered.

As a result, once the Tender Offer is settled, the percentage of (i) the number of the voting rights to be owned by the Offeror to (ii) the number of the voting rights owned by all shareholders, etc. in the Company will exceed 50% as of February 2, 2026 (the settlement commencement date of the Tender Offer), and the Offeror will become a new parent company of and the largest shareholder as a major shareholder in the Company. On the other hand, Effissimo Capital Management Pte. Ltd. which was the largest shareholder as a major shareholder in the Company will no longer qualify as a major shareholder in the Company as of February 2, 2026 (the settlement commencement date of the Tender Offer).

(3) Overview of changing shareholders

(I) Overview of a shareholder that will become a new parent company and the largest shareholder as a major shareholder

(1)	Name	CORE Inc.
(2)	Address	100 Kyutoku-Cho, Ogaki, Gifu
(3)	Representative's Title and Name	Tetsushi Ogawa, Representative Director
(4)	Business Activities	Acquisition and holding of the Company Shares, etc.
(5)	Capital Stock	50,000 yen
(6)	Date Established	March 3, 2025
(7)	Major Shareholders and Shareholding Ratio	Tetsushi Ogawa 100%
(8)	Relationship between the Company and the Offeror	
	Capital Relationship	Mr. Tetsushi Ogawa, Representative Director of the Offeror, holds 116,127 shares of the Company Shares (Ownership Ratio (Note 1): 0.20%). In addition, Mr. Shinya Ogawa, Director of the Offeror, holds 1,573,305 shares of the Company Shares (Ownership Ratio: 2.72%).
	Personal Relationship	Mr. Tetsushi Ogawa, who is the Representative Director of the Offeror, concurrently serves as the Representative Director of the Company. Mr. Shinya Ogawa, who is the Director of the Offeror, concurrently serves as the Chairman and Representative Director of the Company.
	Business Relationship	N/A
	Applicability of Related Party	N/A

(Note 1) "Ownership Ratio" means the ratio (rounded to the second decimal number below zero) towards the Company Shares which is the total number of issued shares of the Company as of September 30, 2025 (61,312,896 shares) set forth in the "Consolidated Financial Results for the Six Months Ended September 30, 2025 (Under Japanese GAAP)" (the "Company's 2Q Financial Results"), as published by the Company on October 27, 2025, adding thereto (i) the number of the Company Shares (118,400 shares) underlying 1,184 units of Share Acquisition Rights that remained outstanding as of September 30, 2025 (61,431,296 shares), and subtracting therefrom (ii) the number of treasury shares held by the Company as of today (3,639,785 shares) (57,791,511 shares) (the "Denominator Shares").

(II) Overview of the shareholder that will no longer qualify as the largest shareholder

(1)	Name	Effissimo Capital Management Pte. Ltd.
(2)	Address	260 Orchard Road #12-06 The Heeren Singapore 238855
(3)	Representative's Title and Name	Takashi Kousaka, Director
(4)	Business Activities	Investment advisory business

(4) Number of voting rights and percentage of voting rights owned (Note 2) by the shareholders subject to before and after change and the number of shares held thereby

(I) CORE Inc. (Offeror)

	Status	Number of voting rights (Percentage of voting rights, number of shares owned)			Shareholder ranking
		Directly owned	To be consolidated	Total	
Before change	-	-	-	-	-
After change	Parent company and largest shareholder as a major shareholder	319,384 units (55.26 %, 31,938,413 shares)	-	319,384 units (55.26%, 31,938,413 shares)	1st

(Note 2) "Percentage of voting rights owned" means the ratio (rounded to the second decimal number below zero) towards the number of voting rights (577,915 units) pertaining to the Denominator Shares.

(II) Effissimo Capital Management Pte. Ltd.

	Status	Number of voting rights (Percentage of voting rights, number of shares owned)			Shareholder ranking
		Directly owned	To be consolidated	Total	
Before change	Largest shareholder as a major shareholder	105,045 units (18.18%, 10,504,500 shares)	-	105,045 units (18.18%, 10,504,500 shares)	1st
After change	Major shareholder	105,045 units (18.18%, 10,504,500 shares)	-	105,045 units (18.18%, 10,504,500 shares)	2nd

(Note 3) The above ranking of the major shareholders was presumed by the Company based on the shareholders register as of September 30, 2025, and large holding report (amendment report).

(5) Change in unlisted parent company, etc. subject to disclosure

As a result of the Tender Offer, the Offeror will be subject to disclosure as unlisted parent company, etc. of the Company.

(6) Prospects

As described above, the Offeror intends to make the Offeror the only shareholder in the Company through the series of procedures described in "(5) Post-Tender Offer Reorganization Policy (Matters Relating to Two-Step Acquisition)" of "3. Details of, and grounds and reasons for, our opinion on the Tender Offer" in the Company's "Notice Regarding Implementation of MBO and Recommendation for Tender" announced by the Company on July 25, 2025 (including the changes by the "(Amendment) Partial Amendment to the "Notice Regarding Implementation of MBO and Recommendation for Tender"" announced on July 28, 2025, the changes by the "(Amendment)

Notice regarding the partial amendment to “Notice Regarding Implementation of MBO and Recommendation for Tender”” announced on September 8, 2025, the changes by the “(Amendment) Notice regarding the partial amendment to “Notice Regarding Implementation of MBO and Recommendation for Tender”” announced on September 24, 2025, the changes by the “(Amendment) Notice regarding the partial amendment to “Notice Regarding Implementation of MBO and Recommendation for Tender”” announced on October 8, 2025, the changes by the “(Amendment) Notice regarding the partial amendment to “Notice Regarding Implementation of MBO and Recommendation for Tender”” announced on October 23, 2025, the changes by the “(Amendment) Notice regarding the partial amendment to “Notice Regarding Implementation of MBO and Recommendation for Tender”” announced on November 7, 2025, the changes by the “(Amendment) Notice regarding the partial amendment to “Notice Regarding Implementation of MBO and Recommendation for Tender”” announced on November 21, 2025, the changes by the “(Amendment) Notice regarding the partial amendment to “Notice Regarding Implementation of MBO and Recommendation for Tender”” announced on December 8, 2025, the changes by the “(Amendment) Notice regarding the partial amendment to “Notice Regarding Implementation of MBO and Recommendation for Tender”” announced on December 22, 2025, and the changes by the “(Amendment) Notice regarding the partial amendment to “Notice Regarding Implementation of MBO and Recommendation for Tender”” announced on January 9, 2026).

As a result of such procedures, the Company Shares will be delisted through the prescribed procedures in accordance with the delisting criteria of the Tokyo Stock Exchange, Inc. (“Tokyo Stock Exchange”) and the Nagoya Stock Exchange, Inc. (“Nagoya Stock Exchange”). After the delisting, the Company Shares cannot be traded on the Prime Market of the Tokyo Stock Exchange and the Premier Market of the Nagoya Stock Exchange.

Specific procedures, timing of implementation, and other details will be announced as soon as they are determined upon discussions with the Offeror.

(Attachment)
“Notice Regarding Results of the Tender Offer for Share Certificates, etc. of PACIFIC INDUSTRIAL CO., LTD. (Securities Code: 7250)” dated January 27, 2026

End

January 27, 2026

To whom it may concern:

Company name:	PACIFIC INDUSTRIAL CO., LTD.
Name of representative:	Tetsushi Ogawa, President and Representative Director
(Securities code:	7250, TSE Prime, NSE Premier)
Inquiries:	Satoshi Watanabe, Senior General Manager of Accounting Department
(TEL.	+81 584-93-0117)

Company name: CORE Inc.
Name of representative: Tetsushi Ogawa, Representative Director

Notice Regarding Results of the Tender Offer for Share Certificates, etc. of PACIFIC INDUSTRIAL CO., LTD. (Securities Code: 7250) by CORE Inc.

CORE Inc. hereby gives notice that on January 27, 2026, it released the attached "Notice Regarding Results of the Tender Offer for Share Certificates, etc. of PACIFIC INDUSTRIAL CO., LTD. (Securities Code: 7250)."

End

This document is a public announcement based on Article 30, Paragraph 1, Item 4 of the Financial Instruments and Exchange Act Implementation Order, based on a request from CORE Inc. (the Tender Offeror) to PACIFIC INDUSTRIAL CO., LTD. (the Target of the Tender Offer).

(Attachment)
January 27, 2026 press release, "Notice Regarding Results of the Tender Offer for Share Certificates, etc. of PACIFIC INDUSTRIAL CO., LTD. (Securities Code: 7250)"

January 27, 2026

To Whom It May Concern:

Company name: CORE Inc.
Name of representative: Tetsushi Ogawa, Representative Director

Notice Regarding Results of the Tender Offer for Share Certificates, etc. of PACIFIC INDUSTRIAL CO., LTD. (Securities Code: 7250)

CORE Inc. (the "Tender Offeror") hereby announces the results of the tender offer (the "Tender Offer") under the Financial Instruments and Exchange Act (Law No. 25 of 1948, as amended, the "Act"), the ordinary shares ("Target Shares") of Pacific Industrial Co., Ltd. (securities code 7250, listed on the Tokyo Stock Exchange (the "TSE") Prime Market and the Nagoya Stock Exchange (the "NSE") Premier Market; the "Target") and the Share Acquisition Rights (share acquisition rights described in items (i) through (viii) under "b. Share acquisition rights" in "(3) Type of Share Certificates, etc. for Purchase, etc." of "1. Overview of the Purchase, etc." below, collectively the "Share Acquisition Rights"). The Tender Offeror commenced the Tender Offer on July 28, 2025, following its resolution on July 25, 2025 to acquire the Target Shares and the Share Acquisition Rights through the Tender Offer, and the Tender Offer was completed as of January 26, 2026.

1. Overview of the Purchase, etc.

(1) Name and Address of the Tender Offeror

Name: CORE Inc.
Address: 100 Kyutoku-Cho, Ogaki, Gifu

(2) Name of the Target

PACIFIC INDUSTRIAL CO., LTD.

(3) Type of Share Certificates, etc. for Purchase, etc.

(i) Ordinary shares
(ii) Share acquisition rights
(a) Share acquisition rights issued pursuant to the resolutions passed at the Target's Board of Directors meeting held on June 18, 2011 (exercise period: from August 2, 2011 to July 31, 2061);
(b) Share acquisition rights issued pursuant to the resolutions passed at the Target's Board of Directors meeting held on June 23, 2012 (exercise period: from August 2, 2012 to July 31, 2062);
(c) Share acquisition rights issued pursuant to the resolutions passed at the Target's Board of Directors meeting held on June 15, 2013 (exercise period: from August 2, 2013 to July 31, 2063);
(d) Share acquisition rights issued pursuant to the resolutions passed at the Target's Board of Directors meeting held on June 14, 2014 (exercise period: from August 2, 2014 to July 31, 2064);
(e) Share acquisition rights issued pursuant to the resolutions passed at the Target's Board of Directors meeting held on June 13, 2015 (exercise period: from August 4, 2015 to August 3, 2065);
(f) Share acquisition rights issued pursuant to the resolutions passed at the Target's Board of Directors meeting held on June 18, 2016 (exercise period: from August 2, 2016 to August 1, 2066);
(g) Share acquisition rights issued pursuant to the resolutions passed at the Target's Board of Directors meeting held on June 17, 2017 (exercise period: from August 2, 2017 to August 1, 2067);
(h) Share acquisition rights issued pursuant to the resolutions passed at the Target's Board of

Directors meeting held on June 16, 2018 (exercise period: from August 2, 2018 to August 1, 2068);

(4) Number of Share Certificates, etc. planned for purchase

Type of share certificates, etc.	Number of shares planned for purchase	Minimum number of shares planned for purchase	Maximum number of shares planned for purchase
Ordinary shares	44,704,617 (shares)	25,337,400 (shares)	— (shares)
Total	44,704,617 (shares)	25,337,400 (shares)	— (shares)

(5) Purchase, etc. Period

a. Purchase, etc. Period

From July 28, 2025 (Monday) until January 26, 2026 (Monday) (119 business days)

b. The possibility of an extension based on a request from the Target

Not applicable.

(6) Purchase, etc. prices

3,036 yen per 1 ordinary share

1 yen per 1 Share Acquisition Right

2. Results of the Tender Offer

(1) Outcome of the Tender Offer

The Tender Offer was subject to the condition that if the total number of the Tendered Shares was less than the minimum number of shares planned for purchase (25,337,400 shares), the Offeror would not purchase any of the Tendered Shares. However, as the total number of the Tendered Shares (31,938,413 shares) was equal to or greater than the minimum number of shares to be purchased (25,337,400 shares), the Tender Offeror will purchase all of the Tendered Shares as described in both the Tender Offer Commencement Notice pertaining to the Tender Offer (as amended by subsequent notices regarding change in terms and conditions of the Tender Offer; the same applies hereinafter) and the Tender Offer Notification (as amended by the amendment to the Tender Offer Notification subsequently filed; the same applies hereinafter).

(2) Date of Public Notice of Results of the Tender Offer and Name of Newspaper for Public Notice

Pursuant to Article 27-13, Paragraph (1) of the Act, on January 27, 2026, at the TSE, the Tender Offeror announced the results of the Tender Offer to the press by the method prescribed in Article 9-4 of the Order for Enforcement of the Financial Instruments and Exchange Act (Cabinet Order No. 321 of 1965, as amended) and Article 30-2 of the Cabinet Office Ordinance on Disclosure Required for Tender Offer for Share Certificates, etc. by Persons Other Than Issuers (Ministry of Finance Ordinance No. 38 of 1990, as amended; the "Cabinet Office Ordinance").

(3) Number of Purchased Share Certificates, etc.

Type of shares certificates, etc.	Number of Tendered shares after Conversion	Number of Purchased shares after Conversion
Share certificates	31,938,413 (shares)	31,938,413 (shares)
Certificate of stock acquisition rights	— (shares)	— (shares)
Certificate of corporate bonds with stock acquisition rights	— (shares)	— (shares)
Beneficiary certificates of trust of Shares ( )	— (shares)	— (shares)
Depository receipts for Shares ( )	— (shares)	— (shares)
Total	31,938,413 (shares)	31,938,413 (shares)
(Total number of potential Shares)	(— (shares))	(— (shares))

(4) The Ownership Ratio of Share Certificates, etc. following the Purchase, etc.

Number of voting rights represented by share certificates, etc. held by the Tender Offeror before the Tender Offer	—	(Ownership ratio of share certificates, etc. before the Tender Offer: —%)
Number of voting rights represented by share certificates, etc. held by specially related parties before the Tender Offer	131,939	(Ownership ratio of share certificates, etc. before the Tender Offer: 22.83%)
Number of voting rights represented by share certificates, etc. to be held by the Tender Offeror after the Tender Offer	319,384	(Ownership ratio of share certificates, etc. after the Tender Offer: 55.26%)
Number of voting rights represented by share certificates, etc. to be held by specially related parties after the Tender Offer	131,939	(Ownership ratio of share certificates, etc. after the Tender Offer: 22.83%)
Total number of voting rights of all shareholders of the Target	576,498	

Note 1 "Number of voting rights represented by share certificates etc. held by specially related parties before the Tender Offer" and "Number of voting rights represented by Shares to be held by specially related parties after the Tender Offer" are the total number of voting rights represented by share certificates, etc. held by specially related parties (excluding, however, specially related parties who are excluded from being specially related parties pursuant to Article 3, paragraph (2), item (i) of the Cabinet Office Ordinance for the purpose of calculation of the ownership ratio of Shares under each item of Article 27-2, paragraph (1) of the Act).

Note 2 "Total number of voting rights of all shareholders of the Target" is the number of voting rights of all shareholders as of September 30, 2025 as stated in the "Semi-Annual Report 102nd Period" submitted by the Target on November 6, 2025. However, because shares of the Target with restrictions on transfer that were granted to the Target's directors and executive officers as restricted stock-based compensation ("Restricted Shares"), shares equal to less than one share unit, and the Target Shares that may be issued or transferred as a result of the exercise of the Share Acquisition Rights also can be tendered in the Tender

Offer, in the calculation of "Ownership ratio of share certificates, etc. before the Tender Offer" and "Ownership ratio of share certificates, etc. after the Tender Offer," the number of voting rights (577,915) pertaining to 57,791,511 shares, which is calculated by taking the total number of issued shares of the Target as of September 30, 2025 (61,312,896 shares) as stated in the "Consolidated Financial Results for the Six Months Ended September 30, 2025 (Under Japanese GAAP) " announced by the Target on October 27, 2025, adding (i) the number of Target Shares (118,400 shares) underlying an aggregate of 1,184 Share Acquisition Rights (Note 3) remaining outstanding as of today as reported by the Target, and subtracting (ii) the number of treasury shares owned by the Target as of today as reported by the Target (3,639,785 shares) was used as the denominator.

Note 3 The breakdown of the Share Acquisition Rights remaining outstanding as of today, as reported by the Target, is as follows.

Name of the Share Acquisition Rights	Number of items as of today	Number of the Target Shares underlying the Share Acquisition Rights (shares)
First Series of Share Acquisition Rights	227	22,700
Second Series of Share Acquisition Rights	173	17,300
Third Series of Share Acquisition Rights	122	12,200
Fourth Series of Share Acquisition Rights	176	17,600
Fifth Series of Share Acquisition Rights	167	16,700
Sixth Series of Share Acquisition Rights	128	12,800
Seventh Series of Share Acquisition Rights	86	8,600
Eighth Series of Share Acquisition Rights	105	10,500
Total	1,184	118,400

Note 4 "Ownership ratio of share certificates, etc. before the Tender Offer" and "Ownership ratio of share certificates, etc. after the Tender Offer" are rounded to the third decimal place.

(5) Calculation if the Tender Offer is Conducted by Proportional Distribution

Not applicable.

(6) Method of Settlement

a. Name and Location of Head Office of Financial Instruments Business Operator, Bank, etc., Handling Settlement of Purchase, etc.

Mitsubishi UFJ Morgan Stanley Securities Co., Ltd., 1-9-2 Otemachi, Chiyoda-ku, Tokyo
Mitsubishi UFJ eSmart Securities Co., Ltd. (sub-agent), 3-2-5 Kasumigaseki, Chiyoda-ku, Tokyo

b. Settlement Commencement Date

February 2, 2026 (Monday)

c. Method of settlement

Without delay after the end of the period of Purchase, etc. in Tender Offer, a notice of Purchase, etc. through the Tender Offer will be mailed to the address or location of Persons who wish to apply to sell, etc. in response to an offer to Purchase, etc. Share Certificates, etc. in the Tender

Offer ("Tendering Shareholders, etc.") (or the standing proxy in the case of shareholders, etc. who are residents of foreign countries (including corporate shareholders, etc.) ("Foreign Shareholders, etc.")). Delivery by sub-agent will be made by an electromagnetic method through the screen after log-in.

Purchases will be made in cash. The proceeds from the sale of the purchased Share Certificates, etc. will be remitted from the tender offer agent or sub-agent to the place designated by the Tendering Shareholder, etc. (or the standing proxy in the case of Foreign Shareholders, etc.) without delay on or after the settlement commencement date, as instructed by the Tendering Shareholder, etc. (or the standing proxy in the case of a Foreign Shareholders, etc.).

3. Policies after the Tender Offer and Future Prospects

With respect to the policies that will be in effect after the Tender Offer, there is no change from those described in the Tender Offer Commencement Notice pertaining to the Tender Offer and the Tender Offer Notification.

In addition, based on the results of the Tender Offer, the Tender Offeror intends to implement procedures aimed at acquiring all of the Target Shares and the Share Acquisition Rights (including Restricted Shares and Target Shares to be delivered upon exercise of Share Acquisition Rights and excluding treasury shares held by the Target).

As of today, the Target Shares are listed on the TSE Prime Market and the NSE Premier Market. However, if the procedures are implemented, the Target Shares will be delisted through the prescribed procedures in accordance with the stock delisting criteria established by the TSE and the NSE. It should be noted that after the Target Shares are delisted, the Target Share cannot be traded on the TSE and the NSE. Future procedures will be promptly announced by the Target as soon as they are determined.

4. Places Where the Copy of the Tender Offer Report is to be Made Available for Public Inspection

CORE Inc.	100 Kyutoku-Cho, Ogaki, Gifu
Tokyo Stock Exchange, Inc.	2-1 Nihonbashi Kabutocho, Chuo-ku, Tokyo
Nagoya Stock Exchange, Inc.	8-20, Sakae3-chome, Naka-ku, Nagoya, Aichi

End