



September 18, 2025

Company name PACIFIC INDUSTRIAL CO., LTD.
Name of representative Tetsushi Ogawa, President
 (Code 7250 : Tokyo Stock Exchange Prime Market
 Nagoya Stock Exchange Premier Market)
Inquiries Satoshi Watanabe, General Manager of Accounting
 Dept.
 (TEL : +81-584-93-0117)

Notice Concerning Change of Major Shareholder

PACIFIC INDUSTRIAL CO., LTD. (the “Company”) hereby announces that there has been a change of the major shareholder of the Company on September 9 ,2025, as described below.

1. Background for the change
As of September 17, 2025, the shareholder listed below submitted the Large Shareholding Report (Change Report, date of reporting obligation, September 9, 2025) to the Director-General of the Kanto Local Finance Bureau and the Company confirmed the change in its major shareholders.

2. Overview of the shareholder subject to the change

(1) Name	Effissimo Capital Management Pte. Ltd.
(2) Location	260 Orchard Road #12-06 The Heeren Singapore 238855
(3) Representative	Takashi Kousaka, Director
(4) Description of business	Investment advisory

3. Number of voting rights (number of shares) held by said shareholder and its ratio to the voting rights held by all shareholders before and after the change

	Number of voting rights (Number of shares held)	Ratio of voting rights held	Ranking among major shareholders
Before the change (As of September 4, 2025)	57,344units (5,734,400shares)	9.95%	—
After the change (As of September 9, 2025)	64,099units (6,409,900shares)	11.13%	—

(Notes)

1. The above information is based on the Large Shareholding Report (Change Report) submitted by the shareholder, and the Company has not been able to confirm the number of shares effectively held in the name of the said shareholder. Therefore, the ranking among major shareholders is not stated.

2. The percentage of total shareholder voting rights is calculated based on the total number of shareholder voting rights of 576,158, derived by subtracting the number of shares without voting rights (3,697,096 shares) from the total number of issued shares (61,312,896 shares) as of March 31, 2025. The figure is rounded to the nearest hundredth.
4. Future outlook
This change is based on the Large Shareholding Report and there is no particular matter to be stated regarding the future outlook

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