

February 19, 2024

To Whom It May Concern:

Company: SUGI Holdings Co., Ltd.
Representative: Katsunori Sugiura,
Representative Director & President
(Code number: 7649, TSE Prime / NSE Premier)
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**Notice regarding a memorandum of understanding between
SUGI Holdings Co., Ltd. and PTT Oil and Retail Business Public Co., Ltd.
to start health and beauty care business in Thailand**

SUGI Holdings Co., Ltd. (hereinafter, the "Company") hereby announces that it has agreed to enter into memorandum of understanding with PTT Oil and Retail Business Public Co.,Ltd. (hereinafter, "OR") to start health and beauty care business in Thailand.

■ Background and purpose of the business partnership

Operating more than 1,700 stores in the Kanto, Chubu, Kansai and Hokuriku areas, the SUGI Pharmacy Group (hereinafter, the "Group") boasts approximately 4,000 pharmacists and approximately 500 nationally certified dietitians and approximately 1,200 beauty experts. Taking advantage of its position as an operator of prescription-dispensing drugstores featuring such staff, the Group is proceeding with its Total Healthcare Strategy, which is designed to support local residents' lifetime efforts in disease prevention and health management and to contribute to their good health. In recent years, the Group has been promoting business development not only in Japan but also in the Asian region by leveraging its management and operational know-how cultivated in Japan and its ability to supply products, especially those developed in-house by the Group. The Group has established business partnerships with leading local companies in Taiwan, Vietnam, Malaysia, and Hong Kong, building strong trusting relationships and generating a high degree of synergies through many joint projects, such as the provision of management and operational know-how and the supply of products centered on those developed in-house by the Group. In the future, the Group will also work with like-minded leading local companies in other Asian countries, aiming to further expand its network so that it can contribute to the promotion of good health throughout Asia.

OR is a major lifestyle and mobility company headquartered in Thailand, and is affiliated with the national energy company, Petroleum Corporation of Thailand (PTT), and is the largest service station in Thailand (approximately 2,000 stores nationwide). (approximately 8 million Blue Plus members) and coffee chains (approximately 4,500 stores). In order to create the "best health and beauty destination" in Thailand, OR aims to form a "future network" that caters to the diverse lifestyle needs of consumers who are particularly interested in health and beauty.

Through this agreement, we aim to explore Thailand's health and beauty market opportunities, curating an extensive range of good quality, good value, and unique products that resonate with Thai consumers. Specifically, OR are planning to seize this opportunity by launching a new retail format, which will offer access, convenience, and personalized experiences for the customers, and

aim to delight Thai customers through the new store concept that will be available in the middle of this year.

Through this alliance with OR, we will take on the challenge of realizing new value creation that contributes not only to the creation of “economic value” but also to the creation of “social value” in the Asian region.

■ Outline of the companies concerned

[Outline of PTT Oil and Retail Business Public Co.,Ltd.]

Company name: PTT Oil and Retail Business Public Co.,Ltd.
Established: 2007
Location: Energy Complex, Building B, 12th Floor, 555/2 Vibhavadi Rangsit Road, Chatuchak, Chatuchak, Bangkok 10900, Thailand
Representative: Chief Executive Officer CEO Disathat Panyarachun
U R L : <https://www.pttor.com/th>
Business description: Petroleum retail business/restaurant business

[Outline of SUGI Holdings Co., Ltd.]

Company name: SUGI Holdings Co., Ltd.
Established: 1982
Location: 62-1 Shin'e, Yokone-machi, Obu-shi, Aichi
(Registered head office location: 1-8-4 Mikawa Anjo-cho, Anjo-shi, Aichi)
Representative: Katsunori Sugiura, Representative Director & President
U R L : <https://www.sugi-hd.co.jp/>
Business description: Business management and operation of the entire SUGI Pharmacy Group