

FOOD 4 THOUGHT

PAQ, INC. 100% EMPLOYEE OWNED

Happy New Year PAQ Team!!

As we close out 2025, I want to take a moment to reflect. This year brought significant challenges for our company and our nation - economic volatility, mass layoffs at major employers, and the longest government shutdown in history, which only ended in November. Despite these obstacles, our Team continued to deliver the quality, value, and exceptional service that define us. For that, I am incredibly proud and grateful.

Looking ahead, sales growth remains a top priority for 2026. Our leadership believes that growth starts with us - our Team. To better understand your shopping habits and preferences, we'll be sending out an anonymous survey through Dayforce soon. Your feedback will help us identify ways to make our stores your first choice for groceries.

If you already shop with us, thank you! If not, we'd love to learn how we can earn more of your business. We understand there are valid reasons for shopping elsewhere, and while we know we won't capture 100% of your grocery dollars, your input will guide us in improving where it matters most.

Excitingly, we'll be opening two new stores in 2026, and our ESOP share price continues to grow - thanks to your hard work and dedication. As employee-owners, we all share in this success, and I'm thrilled to be part of this journey with you.

Wishing you and your families a healthy, happy, and prosperous 2026! Thank you for everything you do.

Mike Molinar - President and CEO

TOTAL OUTSTANDING PERFORMERS (TOP) Q4 & ANNUAL WINNERS

WINNER

NFN Shayal
Dalia Lepe
Arminda Suarez
Adrian Aguirre
Sharane Jones
Ruben Quiroz
Victor Olayo Carrillo
Maria Ramona Prado
Santos Rodriguez

LOCATIONS

March Lane
Wilson Way
Kettleman Lane
Weston Ranch
Hammer Lane
Manteca
Los Banos
Salinas
Ceres

WINNER

Christian Kennedy
Lucas Swan
Andrew Garcia
Rafael Roy
Robert Zameza
Branden Turner
Justin Sim
Liduvina Pina

LOCATIONS

Atascadero
San Luis Obispo
Paso Robles
Arroyo Grande
Mack Road
Rio Linda
Bradshaw
Stockton

WINNER

Leticia Avina
Claudia Reyes Vasquez
Eliseh Manzano
Ma. Guadalupe Aguilar
Araceli Salcedo
Rochelle Rodriguez
Karla Moreno
Troy Hernandez

LOCATIONS

Lodi
Merced
Madera
Greenfield
Livingston
Broadway
RSC Lodi
Warehouse

TOP of the Year Winner
Leticia Avina
Northern Region

Thank you all for your continued hard work throughout the year!!!

2026 brings a new year of opportunity for employees to become TOP winners. Employees are awarded a TOP for their outstanding performance, fostering a culture of excellence & motivation, encouraging continuous improvement and commitment to being an Employee Owner. Looking forward to seeing the winners in 2026!

TOP of the Year Winner
John Wilson Jr.
Southern Region

DID YOU KNOW THAT SHOPPING WHERE YOU WORK INCREASES YOUR SHARE VALUE? \$\$\$

BACK TO BASICS

OUR COMPANY CORE VALUES:

- We Cannot Be All Things To All People
- Price Integrity Is Earned
- It's The Spouting Whale That Gets Harpooned
- Merchandise For Price – Not Profit
- You Never Get A Second Chance To Make A Good First Impression
- Perception Is Reality
- Our Philosophy And Concept Can Only Be Learned By Living It Daily

These values help guide us as employees to work toward the common goal of achieving success! To learn more about our values, please watch the "Who is PAQ" C.E.O. Training Video on our company Intranet which you can access through the Dayforce HUB, your assigned work computer or at a Store Kiosk – ask your Manager or Store Director for details.



WELLNESS CHALLENGE

BEGINS JANUARY 19TH

Happy, healthy hearts start with healthy habits like eating nutrient-rich foods, adequate exercise, and practicing stress management. Over the course of four weeks, you'll learn how to apply practical tips for how to best care for your heart. Track at least three of the suggested activities each week, based on weekly themes. Challenge Timeline:

Registration Opens: January 19th
Challenge Begins: January 26th
Challenge Ends: February 22nd

Go to [Mywellportal.com/login/](https://mywellportal.com/login/) and select **CHALLENGES** to participate and a chance to win a GIFT CARD!

HEALTH BENEFITS FOR 2026

As a reminder, employees who have elected to enroll in our health benefits starting January 1, 2026 have an open-access medical plan that gives you the freedom to choose any hospital you wish for non-office visit procedures. Remember to do the following prior to your hospital procedure:

- 1. BEFORE YOUR APPOINTMENT:** Submit a nomination for your hospital location to ClaimDoc to ensure proactive communication to the facility regarding our health plan. You can submit the nomination by calling 1-888-330-7295 or visit portal.claim-doc.com.
- 2. AT YOUR APPOINTMENT:** Present your medical plan ID card. As a reminder, you will receive two cards, one for office doctor visits and one for hospital visits.
- 3. AFTER YOUR APPOINTMENT:** Only pay your patient responsibility. Remember to open your mail and compare the Explanation of Benefits (EOB) to the bill you receive. If the bill is for more than the patient responsibility stated on the EOB please call ClaimDoc at 1-888-330-7295.

30th ANNUAL TURKEY BRIGADE

On December 12th, we proudly celebrated the 30th Annual Turkey Brigade at our Food 4 Less store on Hammer Lane in Stockton—a tradition that continues to bring hope and joy to families across San Joaquin County. Thanks to the incredible partnership between PAQ, Inc., the Stockton Fire Department Local 456, and the Stockton Police Officers Association, we delivered 660 turkeys - over 8,000 pounds (4 tons!) to the Stockton Emergency Food Bank. Since 1995, this effort has provided more than 20,000 turkeys to local families, ensuring thousands can enjoy a holiday meal they might otherwise go without. This is what giving back is all about!

Turkey Brigade by the numbers:

- * 30 Years Strong
- * 19,680 Turkeys Donated
- * 238,400 Pounds
- * 118.4 Tons



BIG NEWS! WE'RE GROWING... AND YOU CAN TOO!

We're thrilled to announce that Rancho San Miguel Market is opening a brand-new location in early 2026!
Location: 2323 Hammer Lane, Stockton
Store Director: Juan Torres

We're currently accepting internal applications through Dayforce. This is your chance to take the next step in your career and be part of an exciting new chapter for our company.
Don't miss out—apply today and grow with us!