

Declaration of Partnership Building

The Pack Corporation hereby pledges to focus on undertaking the following measures to build new partnerships by achieving structures for partnership, coexistence, and shared prosperity with its business partners within supply chains and other business operators who pursue value creation.

1. Coexistence and shared prosperity across the supply chain and new partnerships unconstrained by business scales, affiliation, etc.

We aim to achieve coexistence and shared prosperity with our business partners by increasing added value across the supply chain and fostering partnerships unconstrained by existing transaction relationships, business scales, and other factors. To this end, we will engage with our indirect business partners through our direct business partners (from Tier N to Tier N+1). To ensure business continuity to address disaster or other emergency situations and respond to work style reforms, our support activities for business partners will include consultations on introducing the teleworking system and formulating business continuity plans (BCPs).

Specific measures:

- Working to increase added value across the supply chain in terms of consideration for the environment by giving preference to the procurement from business partners who are actively engaging in environmentally friendly activities, such as processing and selling raw materials that contribute to decarbonization and reduction of environmental impact (greening initiative—green procurement).
- Working to actively develop innovative materials for use as raw materials for eco-friendly products by fully leveraging technologies and know-how held by The Pack Corporation and its business partners, thereby building partnerships unconstrained by existing transaction relationships, business scales, and other factors to achieve coexistence and shared prosperity with business partners (partnership among companies—open innovation).

2. Compliance with the promotion standards

We will comply with ideal transaction practices between main subcontracting business operators and subcontractors (“promotion standards” based on the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises) and actively correct transaction and business practices that hinder the building of partnerships with business partners.

(1) Price determination process

We will not request unreasonable cost reductions. In determining a transaction price, we will hold talks with each subcontractor at least once a year and fully discuss and determine the price to ensure that subcontractors can gain an appropriate profit and improve their working conditions. In the price determination process, we will take appropriate action as specified in the Guidelines for Price Negotiations to Appropriately Pass Through Labor Cost. If raw material and energy costs surge, we will work to ensure that all such cost increases are appropriately passed through. On the conclusion of a contract, including determination of a transaction price, we will explicitly present and issue the contract terms in writing or other manner.

(2) Cost-bearing responsibility for tasks such as tooling management

We will conduct tooling transactions in accordance with the Basic Concepts and Principles for Tooling Transactions set forth in the Report of the Council for Appropriate Tooling Transactions and with the Memorandum on Tooling Management. We will encourage the disposal of tooling that is no longer needed and will not require subcontractors to maintain tooling at no cost.

(3) Payment terms for notes payable and other payables

We will remit payment for all subcontracting fees in cash to the extent possible. When using other payment means such as notes payable and other payables, we will not hold subcontractors responsible for paying discounting fees or other costs and set the payment terms at 60 days or less.

(4) Intellectual property and know-how

We will conduct transactions in accordance with the Basic Concepts set forth in the Guidelines on Intellectual Property Transactions and with the Contract Document Templates. We will neither request that subcontractors conclude unilateral nondisclosure contracts nor take advantage of our position in transactions to demand that they disclose their know-how or transfer their intellectual property rights at no cost.

(5) Extra burdens associated with work style reforms and other factors

To allow our business partners to respond to work style reforms, we will not place, with subcontractors, orders that require shorter lead times or sudden changes in specifications

without bearing appropriate costs. We will take care to avoid unilaterally imposing transactional burdens on subcontractors in the event of disaster or other emergency situations and to ensure the continuity of transaction relationships to the extent possible when they resume operations.

3. Other

Our Corporate Philosophy includes the statements: “We value and nurture people,” and “We fulfill our social responsibilities by promoting initiatives related to the global environment and other issues.”

Under these articulations of our Corporate Philosophy, we will commit to achieving coexistence and shared prosperity with our business partners as well as actively advancing initiatives for achieving the sustainable development goals (SDGs) and environmental, social, and governance (ESG) efforts. We will strive to promote awareness of and spread our Corporate Philosophy and corporate activities in transaction relationships with business partners, thereby increasing added value and achieving coexistence and shared prosperity across the supply chain.

December 3rd, 2025

Naoki Nakamura, President and CEO, The Pack Corporation

Name (authorized representative), title, company name