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pursuit of efficiency and customer support. JAMCO continues to move forward by integrating our self-developed technological capabilities, IT and spirit of innovation and always in pursuit of increasing customer satisfaction, higher quality, shorter delivery times and lower cost. JAMCO holds approximately a 40% share of all galleys produced in the world (Source: Research by JAMCO: Wide-Body Aircraft) and is overwhelmingly supported by more than 100 airlines around the world. We have also been supplying exclusively, galleys for Boeing's aircraft

packed with leading-edge technology, 787.











A350 Galley Photo by Airbus



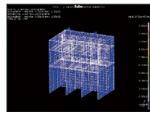
777 Galley

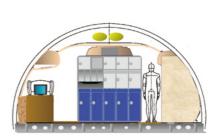


* Galley / Galleys are designed to keep the tastes of freshly cooked meals and serve them quickly in order to provide the tastes of high-class restaurants to the passengers.

JAMCO realizes customers' wishes with its Weight Saving Technologies.









Galleys

JAMCO provides innovative solutions to meet airlines' specific needs derived from their own unique cabin services.

777 Bar Counter



JAMCO offers customers a calm and relaxed atmosphere.







Lavatories furnished on First Class, 787 aircraft, etc.







Lavatory

For airline passengers, lavatories can be considered to be virtually the only private space in the cabin. JAMCO understands the importance of providing the comfort and functionality to cabin passengers, especially during long flights. The feeling of comfort and convenience to the cabin passengers is what JAMCO strives to achieve when we design lavatories. JAMCO has realized how to provide a pleasant impression and make passengers feel at home in a limited space, by utilizing our "weight saving technologies," the core competence to the absolute requirement of "lightweight," while thoroughly remaining committed to quality feeling and functionality. Consideration for safety, which is the most important factor of an aircraft, is our top priority.

JAMCO produces roughly 50% of the world market share of aircraft lavatories (Source: Research by JAMCO: Wide-Body Aircraft). We are the sole supplier of lavatories for the wide body aircraft manufactured by Boeing. We have been also supplying lavatories for Boeing's newest aircraft, 787. In addition, JAMCO has achieved for the first time in the airline industry, introduction of a bidet system for airplanes and provides them for 777 and 787 models exclusively. All of this is possible because JAMCO not only completely responds to the needs of customers with regard to quality, promised delivery date and cost but also because JAMCO continues to make proposals with "safety and comfort" in mind.

JAMCO strives for private space that is elegant and comfortable.







Lavatory

To provide comfortable, functionally satisfactory, and reliable products for use in the enclosed space of a cabin - that is the goal of lavatory design.

JAMCO premium class seats are the result of innovation and original design combined with excellent functionality and maximum comfort. JAMCO engineering ensures that the criteria are met for rigorous airline seat safety evaluation requirements, such as dynamic load tests. Additionally, JAMCO recognizes and implements design considerations for maintainability, an important factor in airline needs. By applying the experience and expertise gained from producing aircraft galleys and lavatories, JAMCO has produced a superior premium class seat that customers will spend the majority of their time in dur-

JAMCO wants customers to enjoy a delightful

experience above the clouds.

Venture

"Venture" is a premium class seat that captures the latest design trends-offering direct aisle access, a comfortable full-flat bed, ample storage, as well as the latest amenities and entertainment features.

- Aesthetics:
 Modern and references
- Modern and refined
- Comfort:
 Direct aisle access, full flat Patented backshell
- Less maintenance:
- Single actuator and no airbag
- Sustainability:
 Fewer parts and less weight





Produced by James

Quest for Elegance

"Quest" is designed to maximize comfort and functionality throughout the flight. Equipped with an adjustable tilt monitor that provides generous space around the knees as well as a privacy divider that gives the passenger control over their flight experience.

- Front facing: Offering wider personal space
- Adjustable monitor angle: Allowing ample space for knees
- Layout efficiency: Supporting various passenger needs
- A suite experience





JAMCO

Creation of comfortable space for passengers' satisfaction from design to installation.







Our service covers everything from making proposals to our clients, to modifying aircraft and acquiring certifications.







Total Interior Integration











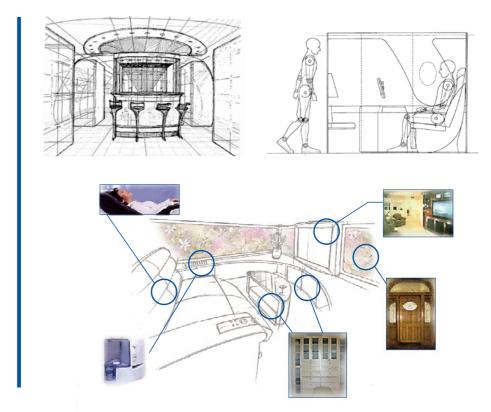
Photo by Singapore Airline

The majority consensus among economists is that the demand for passenger aircraft in the airline industry will certainly increase, leading to intensified competition among airlines in regards to reduction of cost and differentiation of service. Arrangement and design of airplanes' interior cabin depends greatly on the demands of the customer airlines, to which JAMCO precisely invests acquired skill and knowhow in the cabin conversion field as well from years of experience.

JAMCO has long ameliorated aircraft galley and lavatory technical capabilities, thus offering total interior production from design suggestions to certification acquisition and JAMCO takes pride in this capability and therefore proudly proclaims itself as a total interior component service producer. As for our global group network, JAMCO AMERICA in Seattle is the first aircraft interiors company to receive ODA (Organization Designation Authorization) delegation from the FAA, which grants the authority to approve technical data and documents, issue STCs, and perform inspections and issue airworthiness certificates. This allows for less reliance upon the FAA resources, quicker issuance of an STC, quicker aircraft return to service and reduced cost and scheduled risk.

JAMCO will continue to utilize the JAMCO Group Network to its maximum capability in the field of total interior integrator and will answer to the growing needs of the airlines for years to come.

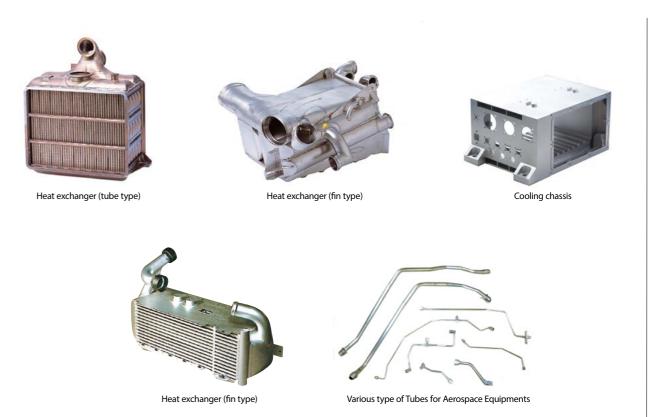
JAMCO offers solutions for Total Interior Integration



JAMCO flexibly meets the needs of each airline by providing both entire aircraft cabin products and program management capabilities through its global network.

Techniques that have been well honed in aerospace development yield high-performance.





Aircraft Equipment

Various kinds of metals and composite components are used for

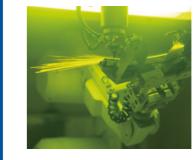
JAMCO has achieved customers' trusts and has maintained its good reputations as an aerospace components manufacturer from its advanced techniques, its ability to keep stable productions with well maintained facilities as well as a quality control system which guarantees the airworthiness standards of its products.

In 2003, JAMCO has obtained Aerospace Quality Management System JIS Q 9100, a standard which is required for manufacturers in the aerospace industry, setting "Built-In Quality" as our motto.

Moreover, JAMCO Group has succeeded in developing special process techniques such as welding, brazing, heat treating and nondestructive inspection for special alloys including aluminum, stainless steel, Nadcap accreditation, the worldwide standard accreditation program for special process in the aerospace industry, in three processes: Non Destructive Testing, Composites and Nonconventional Machining.

JAMCO's thorough principle on quality, core competency of special techniques and its unique design concept have realized JAMCO as one of the leading manufacturers of components for aerospace such as heat exchangers, jet engine parts for civil aircraft, components for aerospace equipments, mounting chassis for installation of electronic equipments and composite parts.

JAMCO's expertise is concentrated in its special metal processes.



The production of heat exchang-

ers, which require extremely

complicated structures, and engine parts, which are con-

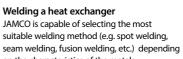
stantly exposed to extremely

high temperatures and pressures,

require advanced techniques in

special processes supported by

our high-skilled technicians.





Facilities for civil aircraft engine parts



Welding a heat exchanger JAMCO is capable of selecting the most suitable welding method (e.g. spot welding, on the characteristics of the metals.

15

World's leading composite molding technology.















Molding line for ADvanced pultrusion (ADP)



ADP (ADvanced Pultrusion)

ADP (ADvanced Pultrusion) is a manufacturing process for CFRP structure parts developed exclusively by JAMCO.

The conventional manufacturing method for composites industry has been to lay up prepreg (material in which uncured resin is impregnated into carbon fibers) by hand, and then mold and cure the laid up prepregs in an autoclave applying heat and pressure at the same time.

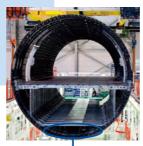
The innovation of ADP is in its automated continuous molding process, which is most suited for continuous manufacturing of CFRP profiles with constant cross sections. A huge advantage of ADP is that this means theoretically, profiles can be manufactured without limitation in their lengths and CFRP profiles manufactured with ADP process have high level of straightness.

In addition, the automated process of ADP has realized the manufacturing of CFRP profiles with stable and high inner quality at lower manufacturing costs.

With ADP process, JAMCO manufactures and supplies CFRP components such as stringers and stiffeners for vertical stabilizers on all types of Airbus aircraft (except A350) and the upper deck floor cross beams for the world's largest aircraft, Airbus A380.

JAMCO will be seeking new technologies in manufacturing CFRP components at lower costs which also satisfies the requirements of lightness and strength for further aircraft components.

JAMCO enjoys a good reputation for its high quality, high strength and automation techniques.





Struts under the cargo floor Photo: Premium AEROTEC Gmbl

In addition to ADP, JAMCO also manufactures the structures by hand lay up process.

These structures are used in A350 as the Struts under the cargo floor and the Shear Webs for Rear Pressure Bulkhead.



Shear Webs for Rear Pressure Bulkhead

The use of ADP (ADvanced Pultrusion) for aircraft is expected to further increase and JAMCO is well prepared to support increased production and by committing itself to the further research and development of ADP.



Primary structure members of Airbus aircraft vertical tail planes

With our industry leading professionalism in Aircraft Maintenance, JAMCO has won world-wide respect.









Heavy maintenance and alteration of small-and medium-sized aircraft JAMCO exceeds in heavy maintenance and alteration of small-and medium-sized aircraft including helicopters. We make technically value-added modifications.







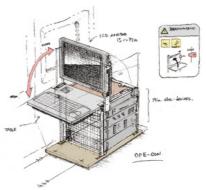
Line maintenance for small-and medium-sized aircraft
JAMCO aims to provide total logistic support for regional aircraft. We have deep
experience in performing C-check for Bombardier CRJ aircraft and similar procedures.

Aircraft Maintenance

JAMCO, founded as C. Itoh Aircraft Maintenance and Engineering Co., Ltd. in 1955, has been continuously engaged in the maintenance and modification of aircraft up to the present, and it is the Aircraft Maintenance Center that has inherited this legacy. JAMCO established the facility in Sendai as the main base and has maintenance office in Itami, that have a system to respond to customer needs. JAMCO handles a number of aircraft models, including regional and business jets by Bombardier Inc., turbo-prop airplanes by Beechcraft, and various helicopters manufactured by Sikorsky. As a company specializing in maintenance and modification, JAMCO greatly contributes to the safe and on-time operation of small and medium-sized aircraft in Japan. Requests from domestic airlines for smaller passenger aircraft have increased in recent years including regional jets, which offer good fuel consumption ratios, as a result of increases in flight routes in connection with improvements in local airports. JAMCO has put in place a system capable of responding to demands for periodic maintenance and modification in the field of small passenger aircraft such as regional jets by utilizing our accumulated technological know-how in maintenance and modification of aircraft. As aircraft for special use by the government and public agencies, including the Ministry of Defense, Japan Coast Guard and the Civil Aviation College, require a variety of equipment to be mounted to perform their duties, JAM-CO has not only conducted heavy maintenance but also many modifications and upgrades, through technical partnerships with aircraft manufacturers and utilizing our own technology.

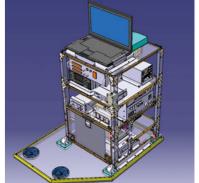
JAMCO continues to contribute to the development of aviation in the field of aircraft maintenance.

As a maintenance center for medium and small aircraft, we are engaged in maintenance and modification to a wide range of aircraft.









JAMCO provides maintenance and modification services to customers.

With expertise cultivated since its foundation, the solutions business offers a variety of services to meet customers' needs, such as airframe modifications tailored to their need.

For tomorrow's safe flights. JAMCO's technology supports wings that fly all over the world.



If the manufacture of aircraft interiors is one wing of an airplane, then the maintenance of large aircraft can be considered to be the other wing that supports the safe and comfortable flight of that airplane.

As one of the leading MRO facilities in Japan, JAMCO's Accessories Maintenance Center mainly has two centers located in Narita and Higashimatsuyama.

The Narita center can repair or overhaul more than 18,000 wheels annually and is one of the largest facilities of its kind in Japan devoted to the maintenance of this indispensable safety component. Additionally, it provides repair services not only for galley inserts and other JAMCO products but also other cabin components on large aircraft such as evacuation slides, as well as rescue hoists and servo cylinders on rotary-wing craft, and equipment on small and mid-sized aircraft. Furthermore, with years of experience and technical knowledge in aircraft maintenance, the Narita center also performs research and development of atmospheric instruments using commercial aircraft.

The Higashimatsuyama center offers services for high-pressure gas cylinders with a focus on the oxygen cylinders used by aircraft crew and passengers and the mixed gas cylinders that instantly inflate emergency evacuation slides. As these are emergency-use accessories, handling them demands a high level of skill. Having met strict legal standards and passed rigorous reviews as required by the United States Department of Transportation (DOT), JAMCO provides its customers with high-quality products. To meet customers' needs, the centers also offer highly qualified services through Accessories Technical Partnerships with various aircraft and equip-

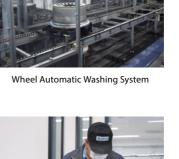
ment manufacturers.

Accessories Maintenance Center (Narita)



Final line of the wheel overhaul





products (Microwave oven)



Overhaul of Wheels



Atmospheric Observation Equipment



Maintenance of Emergency Evacuation



control the blades of rotary-wing aircraft using hydraulic pressure.



Rescue Hoist plays an active role in rescue operations.

Accessories Maintenance Center (Higashimatsuyama)



Accessories Maintenance Center (Higashimatsuyama)



Overhaul of High pressure gas cylinder



Regulator Testing

JAMCO's Network

Domestic and overseas facilities further extend JAMCO's wings

JAMCO has seven domestic subsidiaries and affiliate companies in Tokyo, Niigata, Miyazaki, Tokushima, Chiba, Miyagi and Okinawa. They are in full operation at the forefront of production and maintenance of accessories such as galleys and lavatories. Besides, JAMCO has established overseas facilities in the USA, Philippines, Singapore, and France, covering the entire world, to accommodate in real time the changing demand of the world aviation industry. It is always pushing forward vigorously as the leading company in the industry by gathering up-to-date information on customer needs through this network.





JAMCO AMERICA, INC. (Washington, USA)



JADE ENGINEERING PTE LTD. (Singapore)



JAMCO PHILIPPINES, INC. (Philippines)



JAMCO Aircraft Interiors Corporation Niigata Factory



Nakajo Factory



JAMCO AEROMANUFACTURING Co. Ltd.



JAMCO Aircraft Interiors Corporation Miyazaki Factory





MRO Japan Co., Ltd.

and affiliate companies Material Distribution Center

JAMCO's Operating offices JAMCO's domestic subsidiaries

Niigata Branch JAMCO Aircraft Interiors Corporation Niigata Factory JAMCO Aircraft Interiors Corporation Nakajo Factory JAMCO Aircraft Interiors Corporation Arakawa Factory

> Corporate function Tachikawa Interior Campus ORANGE JAMCO Corporation Itami Branch TOKUSHIMA JAMCO Corporation

Aircraft Maintenance & Manufacturing Group Aircraft Maintenance Center JAMCO AEROMANUFACTURING Co. Ltd.

Aircraft Maintenance & Manufacturing Group Accessories Maintenance Center (Higashimatsuyama)

Aircraft Maintenance & Manufacturing Group **Component Manufacturing Center**

Aircraft Maintenance & Manufacturing Group Accessories Maintenance Center (Narita) JAMCO AEROTECH CO.,LTD

Aircraft Maintenance & Manufacturing Group Marketing & Sales Dept.

MRO Japan

JAMCO Aircraft Interiors Corporation Miyazaki Factory

JAMCO's History

The history of wings is the history of JAMCO; the history of challenges we tackled together.

Company Timeline

Sep. 1955: C. Itoh Aircraft Maintenance and Engineering Co., Ltd. established.

Nov. 1963: Authorized by the Civil Aviation Bureau of the Ministry of Transport to repair and modify aircraft accessories.

Sep. 1965: Type certification granted from the Ministry of Transport for the Itochu N-62 Eaglet light plane (the type certification from the U.S. Federal Aviation Agency was obtained in September 1966).

Oct. 1969: Qualified as an authorized aircraft repair/modification facility by the Civil Aviation Bureau of the Ministry of Transport.

Mar. 1970: Became owned by three companies, ITOCHU Corporation, Japan Airlines (JAL) and All Nippon Airways (ANA), following a share transfer from ITOCHU Corporation to the two companies.

Jun. 1970: Corporate name changed to New Japan Aircraft Maintenance Co., Ltd.

Aug. 1970: An order was accepted from All Nippon Airways for galleys and inserts for eight Boeing 727-200s and three 737s. This paved the way for the development and manufacture of various kinds of interior equipment for large aircraft.

Jan. 1971: Became a designated repair plant for the Maritime Self-Defense Force's Beechcraft B-65 airplanes (Defense Agency).

Nov. 1979: Order received from Boeing for layatory modules for Boeing 767s.

Feb. 1982: JAMCO AMERICA, INC. established as a US corporation headquartered in Seattle, Washington.

Jun. 1986: Launched the domestic production of cores for heat exchangers for F-15Js and began the supply to Shimadzu Corporation.

Oct. 1986: Order accepted from Boeing for lavatory modules for Boeing 747-400s.

Dec. 1986: Became a designated repair plant for Aerospatial AS-332L helicopters for the Ground Self-Defense Force of the Defense Agency.

Jun. 1988: Corporate name changed to JAMCO Corporation.

Aug. 1988: Certified as an authorized manufacturer of galleys and galley inserts by the British Aviation Bureau.

Nov. 1988: OTC Shares listed on the Tokyo Stock Exchange.

Mar. 1989: Qualified as authorized manufacturer of galleys and galley inserts by the US Federal Aviation Administration.

Apr. 1989: NIIGATA JAMCO Corporation established.

Mar. 1990: MIYAZAKI JAMCO Corporation established.

Jan. 1992: TOKUSHIMA JAMCO Corporation established.

Jul. 1996: Order accepted from Airbus Company for the CFRP (carbon-fiber-reinforced plastic) primary structural members for vertical tails.

Apr. 1997; JAMCO Technical Service Corporation established. (Currently, JAMCO AEROTECH CO.,LTD)

Jul. 1998: Certified as authorized aircraft repair/inspection facility by the Civil Aviation Bureau of the Ministry of Transport.

Nov. 1998: Awarded the Boeing President's Award from Boeing for the third time.

Dec. 1998: Listed on the second tier of the Tokyo Stock Exchange. Capital increased to 5.36 billion yen with public subscription.

Sep. 1999: Aircraft Interiors Company certified as an approved organization (authorized aircraft components production and inspection facility) by the Civil Aviation Bureau of the Ministry of Transport.

Sep. 1999: ORANGE JAMCO Corporation established.

Jan. 2002: JAMCO AMERICA qualified by FAA as an Organizational Designated Airworthiness Representative (ODAR).

Apr. 2002: Received the first order from Airbus for CFRP (carbon-fiber-reinforced plastic) upper-deck floor cross beams for the A380.

Jul. 2002: JAMCO Aircraft Components Company was honored for the first time in Japan by the Society for the Advancement of Material and Process Engineering (SAMPE) for its proprietary Advanced Pultrusion (ADP) technology.

Mar. 2003: Awarded Boeing 2002 Supplier of the Year.

Jul. 2004: JAMCO AERO DESIGN & ENGINEERING PTE LTD established in Singapore.

Mar. 2005: First order from Boeing for 787 lavatory modules.

Mar. 2005: Delivered a atmospheric observation equipment for aircraft to the National Institute for Environmental Studies.

May 2005: First order from Boeing for 787 flight deck interiors, flight deck door, and bulkhead assembly.

Nov. 2005: Concluded a blanket contract with Boeing for 787 galleys.

Jun. 2008: Completed construction of a new honeycomb core plant in Niigata.

Jul. 2008: JAMCO AMERICA qualified by FAA as having Organization Designation Authorization (ODA).

May 2011: JAMCO AMRICA awarded a silver composite performance rating for the Boeing Performance Excellence Award.

Jun. 2011: JAMCO PHILIPPINES, INC. established.

Jan. 2013: JAMCO AEROMANUFACTURING Co. Ltd. established.

Mar. 2014: Concluded a blanket contract with Boeing for 777 floor panels.

Apr. 2014: Entered into Aircraft seat business on full scale.

Sep. 2014: Contracted with Boeing to supply lavatories for the 777X and extended its contract for 777 lavatories and 787 lavatories, galleys and flight deck

Mar. 2015: Listed on the 1st section of the Tokyo Stock Exchange.

Jun. 2015: NAKAJO JAMCO Corporation established.

Apr. 2016: Awarded 2015 Airbus Supplier Support Rating.

Apr. 2016: Awarded 2015 Boeing Supplier of the Year.

Apr. 2017: Established a Accessories Maintenance Center (Higashimatsuyama) and start of Overhaul of High pressure gas cylinder.

Apr. 2017: Awarded 2016 Airbus Supplier Support Rating.

Sep. 2018: Increased Capital in MRO Japan through Third-Party Allocation.

Apr. 2019: First Shipment of Lavatories for the Boeing 777X.

Apr. 2019: Established a Itami Branch and start of Nightly Scheduled Maintenance of the IBEX Airlines Co,. Ltd. CRJ700.

Jun. 2020: Selected as a Global Niche Top Company, certified by the Ministry of Economy, Trade and Industry (METI).

Apr. 2022: Listed on the Prime Market of the Tokyo Stock Exchange.

Apr. 2022: Premium business class seat "Quest" has received iF DESIGN AWARD 2022.

Apr. 2024: NIIGATA JAMCO Corporation, MIYAZAKI JAMCO Corporation and NAKAJO JAMCO Corporation have been merged and established as JAMCO Aircraft

Jul. 2025: The company was delisted due to investment by Bain Capital.



JAMCO Corporation

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