

CSR Report

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Editorial Policy

This report is produced and made available with the aim of introducing the Jamco Group's* approach and initiatives for Corporate Social Responsibility (CSR) and for the purpose of further improvement of our CSR promotion through communication with our customers, shareholders, investors, suppliers, employees and other stakeholders.

* JAMCO Group: Domestic and foreign subsidiaries and affiliates

Scope of this Report

Organizations: JAMCO Corporation, its domestic and overseas subsidiaries and affiliates

Period Reported: April 1, 2019–March 31, 2020 (some information is included for dates outside of this period as)

Issue Date: December, 2021

Other

Referenced Guidelines

ISO 26000: 2010 Guidance on social responsibility

ISO 14001: 2015 Environmental management systems

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Harutoshi Okita,
President and CEO

**JAMCO, a Technology Oriented Company
with Samurai Values:**

- Rising to the eternal challenge of realizing our aspirations.
- Bringing joy and satisfaction to our customers and employees.
- Striving for coexistence with nature, contributing to a prosperous and progressive society.

Treasuring the precious bonds with stakeholders, while setting our sight on further excelling as a sustainable and successful business

These commitments, championed by JAMCO as the core of our management philosophy, can also be said to manifest the spirit of CSR.

Rising to the Eternal Challenge of Realizing our Aspirations

Since our establishment, JAMCO has nurtured our business focusing on the aviation industry. This stance is firmly rooted in the conviction that our own aspirations can only be realized hand-in-hand with the ongoing evolution of aviation technology. In keeping with this, JAMCO has steadily expanded the borders of our business along the road to realizing our dreams, with the stage for such activities now showing signs of broadening to an even greater extent. There has been no change or pause, however, in the rock-solid commitment to realizing all aspects of our vision as it pertains to the aviation field.

Bringing Joy and Satisfaction to our Customers and Employees

At JAMCO, the goal is always to supply products and services of genuine and enduring satisfaction to our customers. Through this avenue, we look forward to our employees likewise sensing joy and fulfillment in their work, continuing to develop and grow both as participating members of the

business community and as individual human beings.

To this end, we arrange for necessary education, training and work opportunities, while conveying the “unwritten rules” of what may be referred to as “JAMCO-ism.” On the strength of this platform, we believe that JAMCO will continue to grow alongside our employees, while fostering an environment empowering employees to move forward with teamwork and a rich sense of achievement. In this way, JAMCO remains boldly fixed on perennially evolving and shining as a “sincere corporate entity where people come first.”

Striving for Coexistence with Nature, Contributing to a Prosperous and Progressive Society

JAMCO is proactively engaged in dealing with global environmental issues. This stance encompasses energy-saving measures, “green procurement” programs, extensive waste reduction and recycling efforts, as well as analysis of the chemical substances in the materials and other items we use, and the active promotion of conversion to alternatives for components containing hazardous substances and other enlightened efforts. Going forward, JAMCO pledges to further intensify the push to lower our environmental footprint, in a no-nonsense response to the increasing need to take meaningful countermeasures in the face of environmental challenges.

Approach to CSR

Establishment of Sustainability Promotion Board

During the annual board meeting held on August 2021, the Directors approved the establishment of the Sustainability Promotion Board (SPB) and is now fully active.

Purpose

With the management philosophy of coexistence with nature and contributing to a prosperous and progressive society," the JAMCO Group's fundamental commitment is to contribute towards a sustainable society through its businesses.

Guided by the global initiative to reduce the company's carbon footprint and internationally recognized sustainability goals, the SPB will promote the JAMCO Group's sustainability

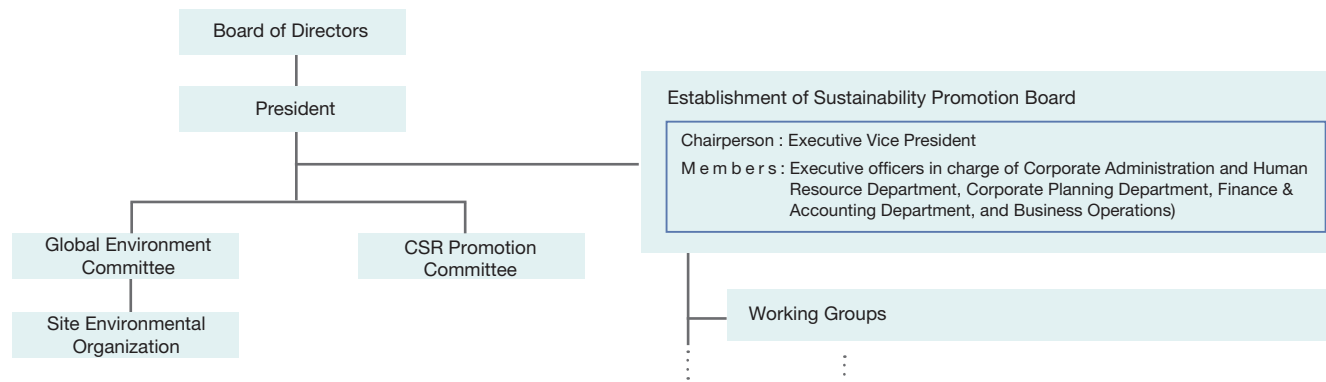
initiatives over the medium to long-term to address environmental issues such as achieving carbon neutrality by 2050.

Structure and Function

Chaired by the Executive Vice President, the SPB comprises executive officers from Corporate Administration and Human Resources, Corporate Planning, Finance and Account, and Business Operations. The Board is structured into working groups, which focus on specific sustainability measures. The SPB formulates sustainability policy, identifies key issues, and reports to and submits recommendations to the Executive Committee and the Board of Directors on specific sustainability measures that affect the Group's management vision and strategies. The Board also monitors the effectiveness of activities by the CSR Promotion Committee and Global Environmental Committee.

CSR Promotion

The JAMCO Group promotes CSR as a technique of achieving the SPB management philosophy and integrates this philosophy to CSR activities. To ensure that CSR has top company priority, the "CSR Promotion Committee" shall have direct access to the office of the president to ensure group-wide promotion of CSR, and will continue to formulated a human-rights policy based on international human-rights standards.



Basic CSR Policy

JAMCO's CSR policies are rooted in its management philosophy and are defined in the following terms:

- Our commitment to compliance is marked by our "samurai values" in which pride and faithfulness are the cornerstone of our actions as a responsible corporate citizen.
- We pursue growth and happiness for employees as well as provide services and products to meet customer expectations.
- We work to ensure harmony between society and the environment, thereby contributing to a better society.

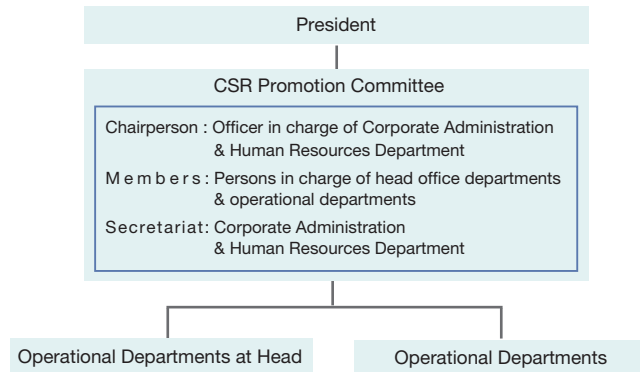
Approach to CSR

CSR Promotion System

To meet higher social demands and expectations with respect to promoting CSR, JAMCO established a system to promote CSR activities by forming a CSR Committee in April, 2017.

The CSR Committee manages across the organization and leads company-wide CSR activities. The CSR Committee is comprised of a Chairperson (Executive Officer in charge of Human Resources General Affairs Department) and members from each Department. CSR Committee meetings are regularly held to plan, review CSR promotion activities and disseminate CSR information.

CSR Promotion Structure



SDGs Initiatives

As part of its focus on the SDGs, JAMCO conducted SDG-themed educational activities to raise company-wide awareness and ensure that an understanding of these goals permeates its corporate culture. Going forward, we will continue to examine the correlation of business activities in alignment with SDGs and strive to fulfill these goals through our business activities.

Human Rights Policy

The JAMCO Group, to achieve its management philosophy and maintain sustainable growth, will fulfill its responsibility to respect fundamental human rights by the following.

1. Promote initiatives that respect fundamental human rights based on international standards*, and contribute to the creation of a sustainable society.
2. Comply with the laws of the countries and regions that we do business in based on international standards.
3. To refrain from acting in ways that have a negative effect on human rights.
4. To take immediate steps to begin the remediation process in cases where our actions have a negative effect on human rights, or where we have had a hand in such an effect.
5. Operate internal and external hotlines for reporting the discovery of negative effects on human rights.
6. Reduce and avoid risks that could result in negative effects on human rights.
7. Promote human rights awareness activities that target all JAMCO Group officers and employees.
8. Require our business partners to respect human rights and to work to avoid doing anything that may have a negative effect on those rights.
9. Disclose information about human rights issues related to our business activities and discuss them with stakeholders as appropriate.

*"International standards" refers to 'international standards regarding business and human rights' that are represented by the following:

- Universal Declaration of Human Rights & International Covenants on Human Rights (United Nations)
- ILO Declaration on Fundamental Principles & Rights at Work (International Labour Organization/ILO)
- Guiding Principles on Business and Human Rights (United Nations)

SUSTAINABLE DEVELOPMENT GOALS



CSR Activity FY2020 Results and FY2021 Targets

ISO26000 Core Subjects	Targets for FY2020	Results for FY2020	Targets for FY2021
Organizational governance / Recognition of social responsibility and integration into the whole organization	<p>JAMCO, sub-tier & suppliers will carry out the following activities:</p> <ul style="list-style-type: none"> • Continue CSR comprehension and awareness activities • Continue to perform CSR reviews • Expand reviews regarding CSR procurement policy in the supply chain • Enhance information security • Continue information security training 	<ul style="list-style-type: none"> • Conducted SDG training for Group officers and employees (100% attendance rate) • Cancelled all visits to contractors due to COVID-19 pandemic, while contractors requested to promote CSR • Requested improvements and further promotion of initiatives as necessary based on analysis of contractor questionnaires • Implemented security enhancements to company email system • Strengthened password policy to prevent leaks of personal passwords used on company network • Disabled short-range sharing service on all computers to prevent internal data leaving the company • Introduced multi-factor authentication system to deal with loss of loaned cell phones • Conducted information security follow-up training for all officers and employees at ISO27001 certified sites (Headquarters and Aircraft Maintenance Division), as well as training for operations personnel and internal information security auditors • Conducted information security follow-up training for all officers and employees at non-ISO27001 certified sites (including Group companies) 	<p>JAMCO, sub tier & contractors will carry out the following activities:</p> <ul style="list-style-type: none"> • Continue CSR comprehension and awareness activities • Continue to promote and establish awareness of CSR/SDGs • Promote SDGs activities • Continue to implement training to raise awareness of information security • Conduct internal information security audits • Strengthen information security associated with telework <p>Focus on initiatives and activities at contractors</p> <ul style="list-style-type: none"> • Continue CSR comprehension and awareness activities at contractors
Human rights	<ul style="list-style-type: none"> • Continue training related to human rights (includes domestic Group companies) 	<ul style="list-style-type: none"> • Repeated compliance training in fiscal 2020 	<ul style="list-style-type: none"> • Continue training related to human rights (includes domestic Group companies)
Labor practices	<p>Further promote a healthy work-life balance:</p> <ul style="list-style-type: none"> • Encourage use of annual paid leave • Encourage use of telecommuting • Reduce amount of overtime worked • Encourage hiring of female employees (increase the number of women in assistant managerial positions at 10% or more) • Obtain next-generation child raising “Kurumin” certification mark 	<ul style="list-style-type: none"> • Achieved FY2020 target of 6 or more days of paid annual leave per year (compared to legal requirement of 5 or more days), with all employees, including managers. • Achieved FY2020 target of 3 employees utilizing telecommuting system, with 9 employees (5 men and 4 women) telecommuting (FY2019 results: 3 employees [1 man and 2 women]) In addition to telecommuting for nursing and childcare purposes as noted above, implemented telecommuting system to prevent spread of COVID-19 (total number company-wide of days telecommuting as COVID precaution in FY2020: 35,308 days) • Reduced average monthly overtime hours per employee by 46% from FY2019, due to decrease in business operations and on-site workload brought on by COVID-19 pandemic and distribution of information via email on ways to prevent long working hours when telecommuting as COVID precaution • Efforts to increase female employment postponed due to the hiring freeze on new employees for FY2022 brought on by COVID-19 pandemic Achieved target with 10.34% assistant managerial positions held by women as of end of March 2021 • Reset initiatives to obtain Kurumin certification mark in line with general review of business action plans prompted by changes in business environment caused by COVID-19 pandemic 	<p>Further promote work-life balance</p> <ul style="list-style-type: none"> • Encourage use of annual paid leave Annual paid leave of 7 days or more (100% taken by all employees, including managers) • Encourage use of telecommuting Promote telecommuting for applicants in positions suitable to working at home • Reduce amount of overtime worked -Encourage employees to leave work on time (set no-overtime days) -Continue to hold labor-management meetings on reducing overtime -Rigorously manage overtime hours based on plans • Encourage hiring of female employees Increase the number of women in assistant managerial positions to 10% or more • Obtain next-generation child raising “Kurumin” certification mark Implement measures to obtain Kurumin certification in FY2021-22 in preparation for FY2023 application

CSR Activity FY2020 Results and FY2021 Targets

ISO26000 Core Subjects	Targets for FY2020	Results for FY2020	Targets for FY2021
Labor practices	<ul style="list-style-type: none"> Eliminate work-related accidents 	<ul style="list-style-type: none"> 16 work-related accidents in FY2020 (10 accidents on the job and 6 accidents while commuting) (FY2019: 16 work-related accidents [6 accidents while commuting and 10 accidents while commuting]) In FY2020, information on near misses compiled by Head Office Occupational Safety and Health Central Committee secretariat (Corporate Administration & Human Resource Dept.) and company-wide activities promoted to boost prevention of similar near misses and accidents Measures implemented by Occupational Safety and Health District Committee to prevent recurrence of work-related accidents in district and, when deemed necessary, activities to further strengthen measures and instructions on corrective measures provided by Occupational Safety and Health Central Committee secretariat <p><Other Safety and Health Committee Activities></p> <ol style="list-style-type: none"> Promoted 100% participation in regular health checkups, specialist health examinations, and specific occupational health examinations Implemented stress checks and encouraged elevated stress employees to receive counseling from industrial physicians or other appropriate professionals Conducted workplace improvement training for managers that focused on specific measures for controlling stress Company-wide actions for National Labor Week and National Occupational Safety Week Flu shots administered at the workplace (Tachikawa and Chofu districts) 	<ul style="list-style-type: none"> Eliminate work-related accidents
Environment	<ul style="list-style-type: none"> Reduce energy consumption by 1% or greater compared with FY 2019: Encourage the transition of all lighting to LED Reduce water usage Reduce total waste discharge 	<ul style="list-style-type: none"> Promoted energy conservation by formulating site-specific energy consumption reduction plans Total energy consumed by all sites in FY2020: 2,161.1kl (7.7% year-on-year decrease) Converted to LED lighting fixtures in FY2020; however, 3,455 mercury vapor and fluorescent lighting fixtures have yet to be converted (as of end of March 2021) Formulated site-specific water consumption reduction plans and promoted water conservation Total water consumed by all sites in FY2020: 31,038m³ (17.2% decrease over previous FY) Formulated site-specific plans to reduce total amount of waste generated and promoted sorting and recycling Total amount of waste generated at all sites in FY2020: 35.0 tons (2.8% year-on-year decrease) 	<ul style="list-style-type: none"> Reduce energy consumption by 1% or greater compared with FY 2020: Reduce water usage Reduce total waste discharge
Fair business practices	<ul style="list-style-type: none"> Compliance code comprehension Enhance compliance Group-wide 	<ul style="list-style-type: none"> Implemented compliance training and conducted compliance survey of all officers and employees Revised regulations in response to amendment of Antimonopoly Act and laws concerning personal information and distributed revisions to all JAMCO departments and Group companies (including outside of Japan) 	<ul style="list-style-type: none"> Compliance code comprehension Enhance compliance Group-wide
Consumer challenge	<ul style="list-style-type: none"> Improve quality management system/Offer even safer products and services Ascertain number of and analyze safety-related defects according to voluntary code 	<ul style="list-style-type: none"> Continued to hold product quality meetings and share information on issues involving entire Group, including subsidiaries in and outside of Japan Continued to provide training by outside experts to boost safety and compliance awareness in order to strengthen quality control Promoted Group-wide activities to further improve workplace environments, safety management systems, and operational systems Took measures to prevent recurrence of defects during manufacturing (interior components, seats, equipment) and maintenance discovered after shipping and promoted understanding of areas for improvement through trend analysis 	<ul style="list-style-type: none"> Improve quality management system/Offer even safer products and services Identify and analyze defects affecting product quality and safety and prevent recurrence
Participation in and development of communities	<ul style="list-style-type: none"> Promote activities by our affiliates that contribute to local communities 	<ul style="list-style-type: none"> Participated in Tokyo Greenship Action and contributed to restoration of wild mountain lands (in Hachioji Takiyama Satoyama Conservation Area) Postponed planned community outreach activities at JAMCO Philippines due to COVID-19 pandemic 	<ul style="list-style-type: none"> Promote local social contribution activities throughout JAMCO and Group companies

Corporate Governance

Basic Policy

Based on our management philosophy reflected in our commitment “JAMCO, a Technology Oriented Company with Samurai Values,” we place great value on contributing to society and continuing to operate by offering products and services to customers. To put this value into practice, we recognize that our efforts to encourage shareholders, executives and employees to form an efficient coalition, to improve corporate value while compensating stakeholders, and to ensure transparency in management and enhance accountability are fundamental to good corporate governance.

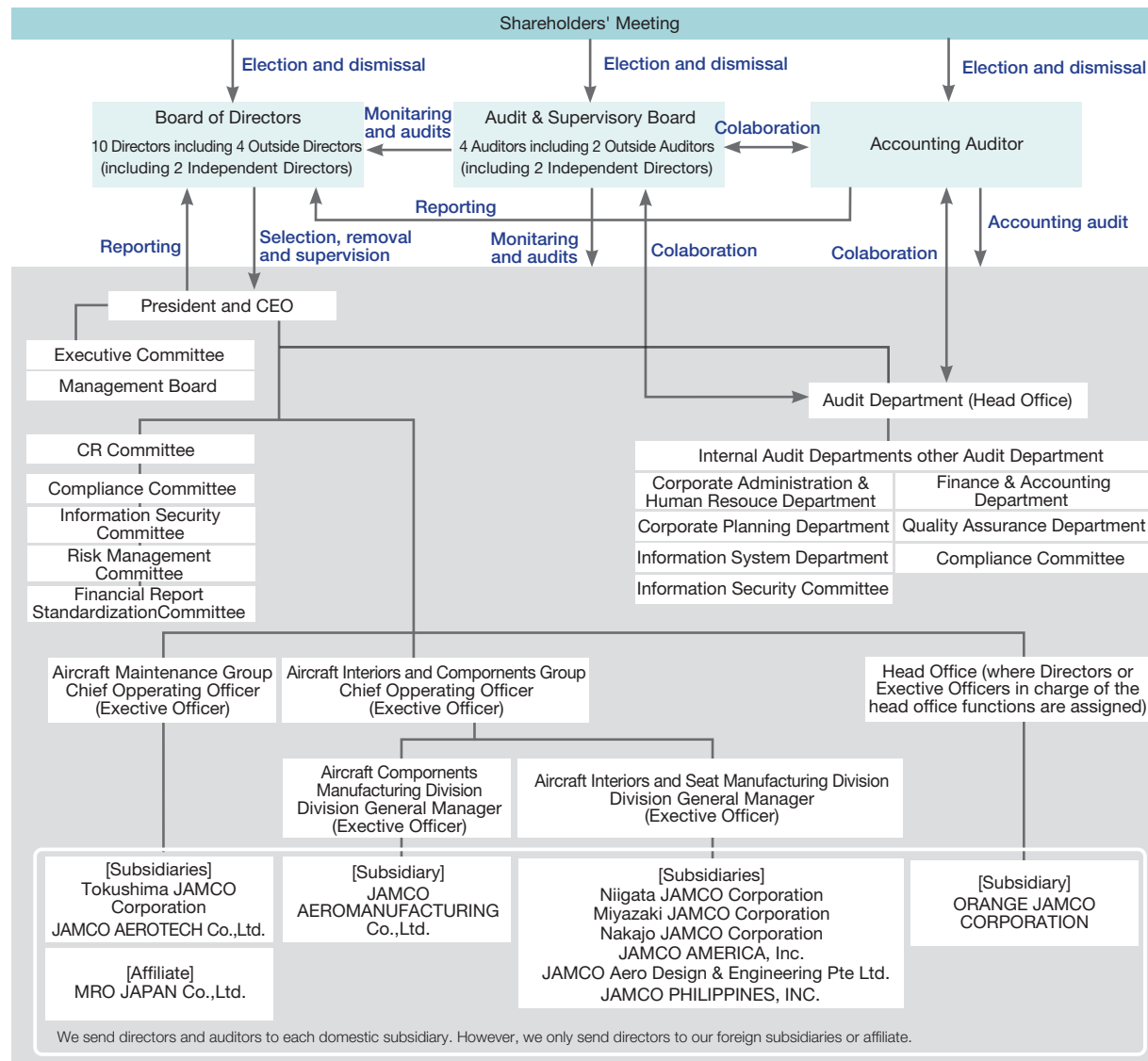
Our Articles of Incorporation provide that there be no more than 15 Directors. They also provide that resolutions to elect or dismiss Directors at a General Meeting of Shareholders shall be passed by a majority of the votes held by shareholders present who hold no less than one-third of the votes of shareholders entitled to exercise their voting rights, and that cumulative voting shall not be used to elect Directors.

Regarding the election of Directors, while believing that those familiar with our operations can make more appropriate decisions and supervise the execution of operations better, we also believe it important to elect Outside Directors familiar with management and the aviation industry to achieve a balanced composition of the Board.

[Web | Corporate Governance](https://www.jamco.co.jp/en/ir/governance.html)
<https://www.jamco.co.jp/en/ir/governance.html>



Corporate Governance Structure



* JAMCO SINGAPORE PTE LTD. was dissolved in January 2021 and is preparing for liquidation.

CSR in Business Activities

Compliance

The JAMCO Group is committed to responding to stakeholders' expectations and trust through the promotion of compliance management as well as the establishment of sound management control functions and performance of operations. We also have a "Compliance Code" to ensure that each of our officers and employees can comply with laws and regulations, respond to social demands including ethical demands to conduct themselves in a socially acceptable manner.

Promotion of Compliance

The Chief Compliance Officer (CCO) has been designated responsible for managing compliance throughout the entire company, and established a "Compliance Committee" as a

governing body. With its office in the Corporate Administration & Human Resource Department, the Compliance Committee provides guidance based on status of efforts carried out by individual divisions and office groups.

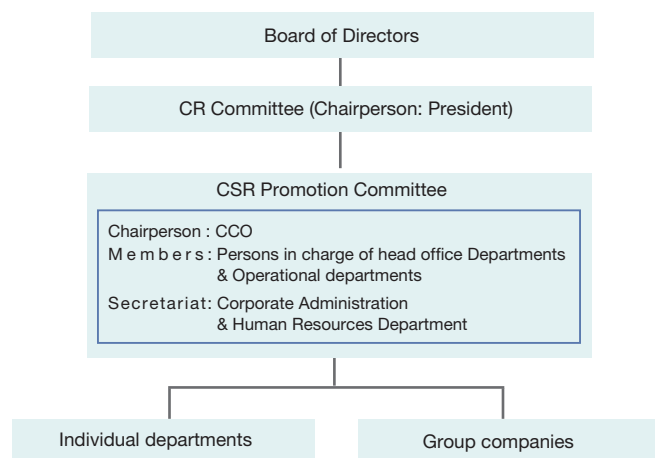
We also seek to instill scheduled compliance education to ensure that each of our employees has a better knowledge and understanding of compliance.

In fiscal 2020, due to the COVID pandemic, online video conferences, rather than face-to-face sessions, were utilized for quality awareness training and provided for all employees, its affiliates and subsidiaries. For entry training aimed at new employees and those recently promoted to the position of chief, assistant manager or manager, compliance training was accomplished, personalized to the unique characteristics of each position.

Compliance hotline

The JAMCO Group has established and operates a compliance hotline (contact point for whistleblowing and consultation queries) with the aim of purifying and rectifying compliance issues promptly. We have established contacts for consultation both internally and externally, and strive to deal with whistleblowing and consultation queries as sincerely and promptly as possible in cooperation with relevant internal departments and external consultants and lawyers. In addition, they are also equipped to handle consultations regarding harassment, human rights and a wide range of other issues. Furthermore, we have formulated rules for the protection of whistleblowers to prevent unfavorable treatment toward them.

Compliance Promotion Structure



Compliance Code

We at JAMCO Corporation aim to form an enterprise that fulfills its corporate social responsibilities and lives up to the trust of society.

The officers and employees of JAMCO Corporation follow the principles enumerated below at every level and in every function. Together we observe applicable laws, international rules, office routines, and other regulations, and behave properly in accordance with firm ethical standards and a sincere social conscience.

1. To develop and supply products and services with due consideration to safety and quality, and to build a relationship of higher trust with every customer.
2. To actively address environmental issues on our own initiative in accordance with the goals of an independently established basic environmental policy and corporate action plan.

3. To respect the individuality and personality of every employee and to secure a safe and comfortable work environment free from any discrimination, harassment, or other undesirable behaviors.
4. To never commit insider trading (unfair trading of a corporation's stock or other securities) by taking advantage of our access to inside information that we learn with respect to matters handled in the course of assigned work.
5. To aim at bona fide and fair trading and to maintain a sensible and sound relationship with politicians and governmental agencies.
6. To respond to anti-social forces with a resolute stance and to abstain from forming any connections with such forces.
7. To respect the established practices and cultures of individual nations and to maintain cooperative relations with these nations as members of a global corporation.

CSR in Business Activities

Promotion of Sound Business Transactions

JAMCO Group clearly defines our initiatives to promote sound business transactions in our Compliance Code. In addition, the “Compliance Handbook” distributed to all officers and employees provides specific policies such as compliance with applicable laws and regulations, prohibition of giving illicit benefits to public officials and prohibition of excessive business entertainment and gift-giving to customers. While striving to ensure that transactions are conducted in an honest, open and fair manner by providing regular compliance education,

we are fully committed to maintaining a sound and healthy relationship with the politics and government administration.

Information Security Initiatives

JAMCO Group believes that the implementation and continuous improvement of information security management is vital to perform our corporate social responsibilities. We are

committed to operating, monitoring, reviewing, maintaining and continuously improving information security based on the ISMS (Information Security Management System) compliant with ISO/IEC27001:2013 (requirements for information security management).

We also ensure that the handling of personal information is managed thoroughly in accordance with our “Privacy Policy.”



IS 511981 / ISO 27001

Basic Information Security Policy

Based on the JAMCO Group view that ensuring information security is an essential requirement for fulfilling our social responsibilities, we have established, as described below, an information security management system based on ISO27001 to secure the management of information, and we work on initiatives related to operations, monitoring and continuous improvements.

1. By appointing a person with overall responsibility and establishing a group-wide organization, we have put in place an information security management structure.
2. We ensure that we fulfill operational and legal requirements, as well as discharging our contractual security obligations, and the basic handling of information assets and specific procedures are prescribed in internal rules, allowing us to implement rational management of information according to its level of importance.
3. We are establishing standards and methods for evaluating risk. We are drawing up appropriate measures to avoid or mitigate risks that emerge as a result of these evaluations, and to alleviate any serious impact on to our business from major obstacles or natural disasters that are difficult to avoid or mitigate.
4. Education and training is provided out on a regular basis to ensure that officers and employees act with an appropriate awareness of the importance and the requirements of information security, allowing us to achieve well-balanced and high quality security management.
5. We have established a framework for monitoring and evaluation to continuously ensure the effectiveness of the information security structure, seeking to review and improve appropriate mechanisms with the aim of preventing and forestalling the recurrence of malfunctions and incidents.

Privacy Policy

We at JAMCO Corporation have established the Privacy Policy summarized below in the belief that it is our social responsibility to properly treat every piece of personal information about you, the customer, in order to fully protect your personal information. We achieve this policy by protecting all pieces of private information throughout the organization.

1. To respect the privacy of our individual customers, to comply with applicable laws and regulations, norms, and internal rules relating to your personal information, and to protect any of your personal information we have in our possession.
2. To use your personal information only within a prescribed scope for business, and to act fairly, appropriately, and within the prescribed scope for business when acquiring or using your personal information or when disclosing your personal information to others.
3. To properly handle your personal information in our possession at all times, and to keep it up to date and maintain its accuracy to the extent required for achieving the purpose of use.
4. To handle your personal information appropriately whenever you submit a claim for disclosure, correction, or suspension of use, or make other requests or otherwise express complaints or make inquiries.
5. To take proper precautions and other safeguards against possible unauthorized access, leakage, misuse, loss, or destruction when we handle your personal information, and to respond appropriately and promptly if and when any problem arise.
6. To regularly audit our approaches for the protection of private information and to continually improve these approaches in response to changing social conditions and environments.

CSR in Business Activities

Enhancement of Information Security

To enhance information security measures, JAMCO implemented the following measures to the email system in fiscal 2020: link protection in the body text of incoming emails, protection of attached files, countermeasures against spoofing, and countermeasures against phishing scams. In addition, improvements were made to the policy for personal passwords used on the intranet, including the prevention of using passwords that can be easily guessed.

A security measure improvement example is the short-distance sharing service on all computers is disabled to prevent data being taken out or transmitted using Bluetooth or Wi-Fi. A multi-factor authentication system has also been introduced to address the potential loss of company-issued cell phones.

Risk Management

The JAMCO Group promotes risk management based on our risk management policy with the goal of maintaining and improving corporate value.

Risk Management Structure

The president appoints a Chief Risk Management Officer (CRO) from among our directors and executive officers in accordance with the basic policy for establishing and maintaining internal management systems. To promote risk management, the Risk Management Committee is chaired by the CRO and shall function as a sub-committee of the CR Committee, which is chaired by the CEO.

Risk Management Initiatives

JAMCO has identified approximately 160 risks to be addressed in the areas of disaster, society, politics, economics, strategies, operations, governance, and corporate culture. Major risks affecting the company as a whole are the focus of the Risk Management Committee, while risks that affect individual departments are handled by the officers responsible for risk management in those departments. These officers assess and analyze risk, formulate measures to counter risk, and manage these initiatives on an ongoing basis.

We have established Risk Management Regulations, given the list below.

1. Risk Management Policy
2. Risk management initiatives
3. Risk management structure
4. Risk evaluation, formulation and implementation of risk management measures
5. Training
6. Monitoring of activities

Departments working directly with group companies are managing systems to work coordinate with these companies on daily risk management.

Risk Management Policy

The business environment surrounding the JAMCO Group is changing significantly and rapidly. Meanwhile, the types and nature of risks that need to be addressed and the degree of their impact are also changing rapidly. It is essential to have the risk management capabilities to respond to such changes in the business environment quickly and accurately, and we recognize that the quality of our responses will directly affect the survival of our company and the perception of our corporate value.

Thorough implementation of the JAMCO Group's management philosophy is of utmost importance in our business activities, we consider factors that hinder the achievement of our business goals to be risks to and handle them by risk management.

We also recognize that risk management is not only about preventing or minimizing losses, but is also a strategic tool for management that should be proactively used to improve corporate value.

Basic Purpose

We will correctly identify and assess various internal and external risks that may have a significant impact on our business activities

and take the most appropriate countermeasures to achieve stable and continuous development as a company.

1. We will strive to ensure the safety of our officers and employees.
2. We will prevent the loss of management resources and ensure the continuation of our business.
3. We will improve our corporate value by taking proactive measures.
4. We will be a presence that our stakeholders can be proud of.

Guidelines for Action

1. Top management and all other personnel within the organization will always remember that risks exist in daily business activities and will strive to address them.
2. We will establish a risk management system for the entire Group and strive to optimize its operation.
3. When a risk becomes apparent, we will take responsible actions to improve and recover as soon as possible.
4. We will confirm the effectiveness of our risk management through internal audits, etc., and strive to enhance our risk response capabilities through continuous improvement.

CSR in Business Activities

Impact of the COVID-19 Pandemic

The global spread of COVID-19 has had an tremendous impact on people's lives and the economy, with a series of states of emergency declared in Japan since April 2020. The impact to global demand for air travel, is significant and the entire aerospace business environment was slammed with travel restrictions and empty aircrafts. The COVID-19 pandemic has had a significantly greater impact than anticipated, and assessment of this type of risk shall be reevaluated.

Business Continuity Plan (BCP) in Case of a Disaster

In alignment with JAMCO's CSR values, it is our responsibility to build systems that minimize the impact of any large-scale natural disaster or accidents, and enable us to continue our business is the main priority.

JAMCO has formulated a Business Continuity Plan (BCP) including commitments to the disaster response system establishment, and the implementation of safety inspections, drills and exercises.

In fiscal 2020, we revised our BCP, to include earthquakes, windstorms, floods, and tsunamis at major regional production bases throughout Japan. We conducted training based on the revised plan for the Aircraft Interiors and Components Group.



BCP disaster prevention drill

Basic Business Continuity Policy

JAMCO has formulated a Business Continuity Plan (BCP) based on the following basic principles and is committed to establishing Business Continuity Management (BCM) to ensure, in case of a large-scale disaster or accident, that we can provide products and services as promptly as possible while placing top priority on the safety of our customers and employees and their family members.

1. Place priority on the lives and safety of our customers and employees and their family members.
2. Establish a system to prioritize the provision of products and services contributing to the manufacture and safe flight of aircraft.
3. Coordinate disaster response efforts with local communities.
4. Aim to resume our business activities as soon as possible.

Special Feature: CONTRAIL Project: Atmospheric Observation by Aircraft

Development accelerated and structure established for installation of devices in new aircraft

With year by year increase in large-scale weather-related events driven by climate change, JAMCO is working to develop measuring instruments to be installed in new aircraft to continue to provide valuable observation data to research institutes around the world.

We spoke with members of the Aircraft Maintenance Group formed in April 2021 about their efforts.

Q: Are you currently in development for installation on the Boeing 787?

Matsuzaki: Yes, we are. Under CONTRAIL, the ASE and CME are being installed on Japan Airlines Boeing 777's for regular passenger flights to measure CO₂ concentrations in the atmosphere and other data. As the 777 fleet will be replaced by the 787, we are now designing and developing equipment for installation on the 787 to ensure that we can continue to collect observation data. We have been working on prototypes for the past two or three years, and in April 2021 the CONTRAIL Project was moved from the Technology



Accessories Maintenance Center
Aircraft Maintenance Group
JAMCO Corporation

Naoto Kondo,
Senior Specialist

Shigehiko Matsuzaki,
Staff General Manager

Sachiko Endo,
Assistant Manager, Development Sec.

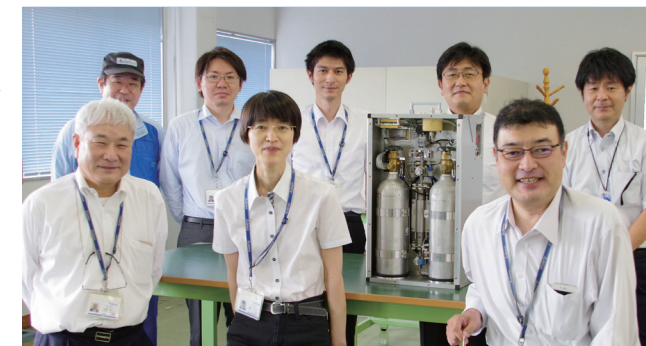
& Development Office to the Accessories Maintenance Center, and a specialist group was recently set up.

Kondo: I was involved in development for the 777 project that started in 2003, and while overseeing its maintenance, I have been consulting on and providing technical advice for development of the 787 prototype and other matters.

Endo: I joined the project about five years ago with the STC change. Now, as the 787 project leader, I am working on equipment design and coordinating with NIES, Japan Airlines, and Boeing.

Q: What are the difficulties involved with the CONTRAIL Project?

Matsuzaki: The 787 involves a larger number of more stringent requirements, and meeting these requirements has been difficult. There are a number of conditions that must be satisfied before the instruments can be installed on the planes.



Members of the JAMCO Accessories Maintenance Center Aircraft Maintenance Group CONTRAIL Project team pose with CO₂ concentration continuous measuring equipment (CME). From left, Senior Specialist Naoto Kondo, Assistant Manager Sachiko Endo, and Staff General Manager Shigehiko Matsuzaki.

CONTRAIL

CONTRAIL* is an atmospheric observation project conducted in a collaboration of industry, academia, and government officials to clarify the mechanisms of atmospheric change fueling global warming. JAMCO has been involved in this project since 2003 and has developed two devices—an automatic air sampling device (ASE) and continuous CO₂ measuring equipment (CME)—that have received a supplemental type certificate (STC) from the Japan Civil Aviation Bureau of the Ministry of Land, Infrastructure, Transport and Tourism and the U.S. Federal Aviation Administration (FAA). These instruments are now being installed on the 777-200ER and 777-300ER aircraft operated by Japan Airlines to collect observation data of the atmosphere on a global scale.

The results of the data analysis are distributed worldwide by the National Institute for Environmental Studies (NIES) and utilized as valuable data for global warming research.

* CONTRAIL: Comprehensive Observation Network for Trace Gases by Airliner

There are a larger number of test items, including temperature, altitude, and radio interference, and we must design and build prototypes that pass all of these tests. The number of test

Special Feature: CONTRAIL Project: Atmospheric Observation by Aircraft

items has doubled, and each test requires more time, as well.

Kondo: Half of the fuselage in the 787 is carbon fiber-reinforced plastic, so it's difficult to say how much it will be affected by electricity and whether that will affect the computer controls.

Endo: In terms of electricity, electromagnetic interference (EMI) is the most complicated issue. It is a struggle to keep the electromagnetic waves emitted by the instrument to within a certain level so as not to affect other systems.

Q: Besides the issue of balancing more precision measurements and the safety aspect of making sure the instrument does not interfere with other systems, what other difficulties do you face?

Endo: For this project, Boeing will be seeking FAA certification, so we are compiling data, submitting to Boeing, and web conferencing with them every week. It is difficult to send Boeing something that meets these requirements every week, and these days, I often feel more like a project manager than an engineer.

Matsuzaki: JAL has been working with us in many ways, including coordinating with Boeing.

Kondo: The NIES researchers and our team were not familiar with the terminology and common practices of the other's field, and it did take some time before we were able to understand each other.

Q: Do you get many requests from NIES, as well?

Matsuzaki: As researchers, there are many things they want to investigate, so there are a number of requests. We've even been asked to change the design of a prototype after it was completed.

Kondo: Of course, changing the technological design can be done, but those changes must then be approved by the Civil Aviation Bureau. Since we've been working on CONTRAIL for many years, the researchers, too, now understand that making changes is no easy task.

Matsuzaki: Changes to the program also require Civil Aviation Bureau approval, so when we respond to requests, we think about whether program changes are really needed or whether simply changing settings will work.

Q: What are the next steps in getting the instruments installed in the 787?

Matsuzaki: The project goal is to design instruments that can be installed in the 787. It must pass all the different tests and be ready for aircraft installation. We are at the point where the design is nearly complete and we're getting close to getting the drawings out. From here, we will start manufacturing and further testing a prototype. Once the instrument passes all of the test items, the next step is the final test. The final test is the one we run for the report we will submit to Boeing. Boeing will then study the report and if it passes, will submit the application for FAA approval. If no problems are found in the audit, we will deliver the product. FAA approval is expected to take about three months from the time the application is submitted.

Endo: Meeting the project goal puts us on a tough schedule. There are so many test items, and we don't know what the testing will show. We will have to make design changes if that is what the test items indicate.

Kondo: Things will depend on how long Boeing's review takes, and there's also concern that the FAA review will be affected by the COVID pandemic.

Q: How does it feel to be involved in a project of such social significance?

Endo: I find being involved in this project to be a valuable experience. Although we are not directly contributing to the environment, it is rewarding, and I am happy to play a small role by creating an observation instrument that can produce the data needed to help reduce CO₂ emissions.

Kondo: Since the government has declared its goal of being carbon neutral by 2050, the project will take on even more importance.

Matsuzaki: This project is the type of work that can help people all over the world. The Great East Japan Earthquake in 2011 devastated our aircraft maintenance plant in Sendai, and what I realized is that companies will not survive if the world does not think that they are needed. Our Sendai plant was able to recover because our customers needed it to, and the local community was cheering for us. On a personal level, I feel like this project is my way of giving back.

Kondo: Being involved in this project gives me a sense of being of use to the world. Working together to create something of a high standard is also a good way of developing human resources, and I hope that our younger employees will also take the opportunity to get involved.

Endo: As an engineer, this project is also interesting to me. So many people are involved in it, including outside JAMCO, and I feel that it connects with so much of society. It is my mission to install the instrument in the 787, and I will do all I can to accomplish that.

Special Feature: Project Blue Sky

JAMCO Vision for new Aircraft Cabin

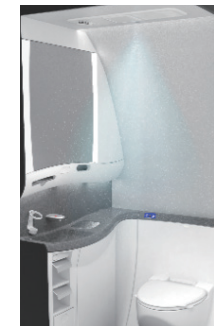
As the COVID pandemic continues to spread globally, the JAMCO Group is working to develop aircraft cabin interior products for clean, hygienic environment to help alleviate passenger concerns about flying.



Clean Cabin Divider
Partitions offer barriers for protection and peace of mind. Made of transparent material to ensure visibility and an open feel.



Hands-free Toilet Seat Lid/Seat
A foot pedal to open/close the toilet seat and lid for hands-free operation.



Electrostatic Disinfection
An automatic and controlled Electrostatic disinfectant system to efficiently disinfect wide areas, while reducing chemical exposure to materials caused from over-spraying from manual cleaning.



UV Disinfection
Inactivates viruses in the air and surfaces through an optimal combination of UV wavelength and human safety considerations.

Creating a Clean, Safe Cabin Environment

In April 2020, Project Blue Sky was launched to create cabin interiors to develop more “clean cabin” or hygienic interior environment, looking to help the struggling airline industry adapt to the post-COVID-19 new normal.

For aircraft passenger seating, JAMCO proposes dividers developed by JAMCO America, which provide transparent barriers for protection and visibility.

For lavatories, the project offers infrared faucets and flush mechanisms, standard features on the 787 aircraft, currently being developed for other commercial aircraft types, including foot pedal-operated trash bins. Studies on development to adapt this technology to opening and closing toilet seats and lids are also underway.

In addition, the project is focused on developing a mechanism to automatically disinfect lavatories with electrostatic

disinfectant spray, as well as a mechanism that uses ultra-violet (UV) rays in lavatories, galleys, and seats to inactivate viruses and kill bacteria.

Joint Development of Hands-Free Doors with ANA

All Nippon Airways (ANA), launched the ANA Care Promise, an initiative to provide clean, hygienic environments at airports and onboard aircraft, JAMCO has helped developed the ANA hands-free door knobs and handles for aircraft lavatory doors. The first in the world, these doors were installed on ANA aircraft on domestic flights in Japan beginning April 30, 2021.



Hands-Free Door Knobs and Handles Jointly Developed with ANA
A hands-free option to exit from the lavatory, keeping your hands clean after washing. Planned primarily for installation in medium to large aircraft. Studies on other potential equipment are currently underway.



With Our Customers

JAMCO contributes to society by providing products and services that meet customer satisfaction while taking into account that safety and quality comes first.

Enhancement of Safety Management Systems

Establishment of General Safety Promotion Department

JAMCO helps customers ensure safe operations by manufacturing and maintaining aircraft and aircraft equipment. In order

to strengthen cooperation between operational divisions, JAMCO established the General Safety Promotion Department at the head office in January 2021 to create a unified and cohesive safety management system.

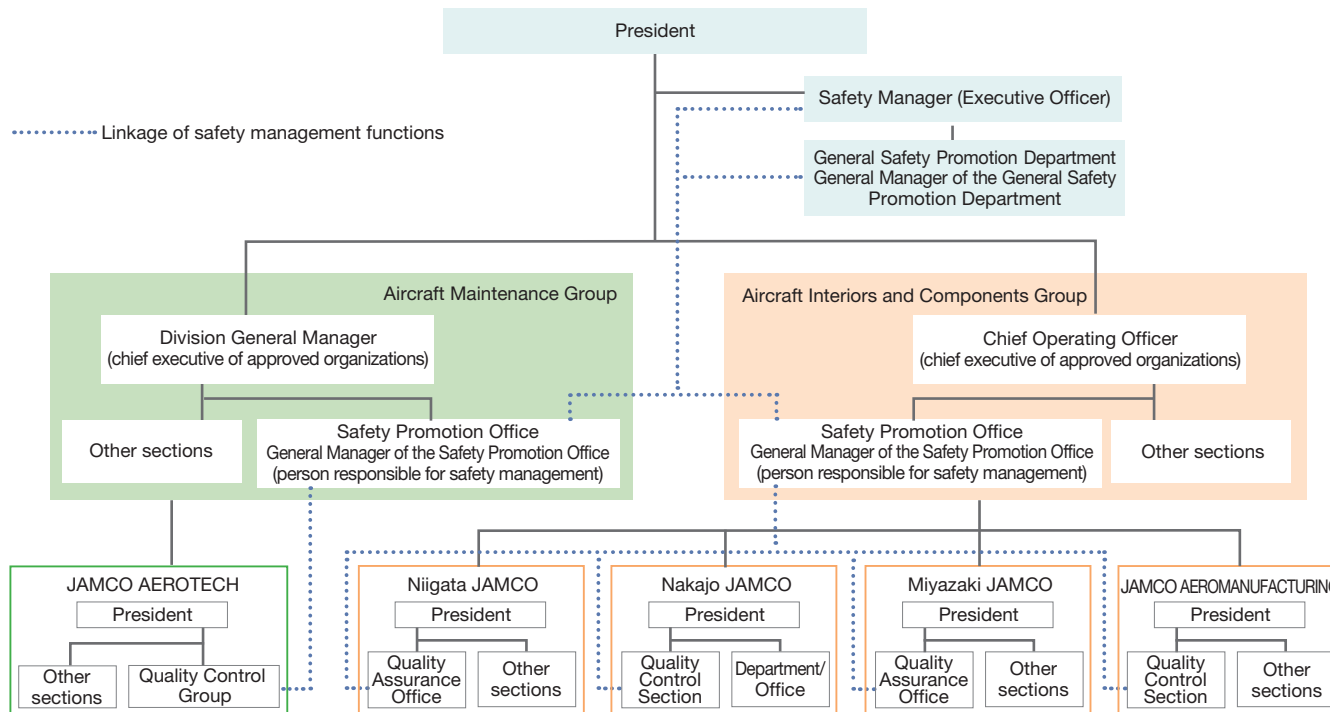
Stationed at the head office, the Chief Safety Management Officer (CSMO, an executive officer) works with the General Safety Promotion Department to collect and disseminate information on Group safety promotion activities, as well as providing advice and recommendations for improvements related to these activities. The CSMO reports monthly to the president on the status of safety promotion activities, creating

a system that enables prompt management decisions on the maintenance and improvement of air safety.

In addition, JAMCO has established Aviation Safety Management Regulations, standardized safety management regulations that had been prepared and submitted separately by individual operational divisions certified by the Ministry of Land, Infrastructure, Transport and Tourism, and begun operating under a common set of safety management regulations.

In fiscal 2021, JAMCO is focused on standardizing safety management systems, including those at Group companies, and is working with them to establish a Company-wide safety management system.

Safety Management System



Assigning Workplace Advisors

In order to prevent incidents and improve quality, a Safety Promotion Office was created for each operational division with a corresponding advisor from each division.

Workplace advisors listen to feedback from employees, collect large amounts of safety information and take preventative corrective measures. Additionally, Safety Promotion Office provides consultation to collect safety information and create an open work environment.

JAMCO also works to promote and improve safety by soliciting opinions and comments from the workplace, installing suggestion boxes and holding Direct Talk meet-ings to give small groups of employees the opportunity to inquire questions with the president, executive officers, and other members of management directly about the company's safety promotion as well as other topics of concern by employees.



Workplace advisor making the rounds

With Our Customers

Approach to Product Quality

We strive to "Uphold flight safety and enhance quality" in our management policy, and recognize that providing safe and high-quality products to society is the most important foundation of management. Based on this idea, JAMCO will always ensure adequate quality control and product safety in accordance with laws, regulations, standards, specifications, etc. in all life cycles of our products, such as research and development, design, production, maintenance, repair, etc.

Enhancing Inspection Systems

In order to fully ensure quality control, JAMCO is focused on strengthening the quality management system, by enhancing-cooperation between the manufacturing, quality assurance, quality audit, and inspection divisions.

In response to quality-related issues that occurred in 2019, JAMCO consolidated the inspection units, which had been dispersed among the operational divisions of the Aircraft Interiors and Components Group, into a newly established Inspection Division in January 2020. Improvements were made during fiscal 2020, including having the director of the Inspection Division coordinate with the division's general manager, who is the chief executive officer responsible for organization approval, in order to maintain an appropriate workload when inspections are expected to exceed processing capacity.

Introduction of Biometric Authentication System

A biometric (face recognition) system has been installed for those filling out product quality records during inspections and pre-shipment completion inspections for supplementary supplies. This system prevents falsification, impersonation,

and other fraudulent practices related to inspection records and accelerates the inspection recordkeeping process.

Quality Management System Construction

"The JAMCO Group will provide customers with products and services that assuredly satisfy the quality requirements by giving top priority to quality for pursuing social trust and

customer satisfaction." has been decided as the group quality policy. Based on this, we are proactively promoting high-quality products and services that will satisfy our customers by flowing them down into the quality policy of each department.

Certifications (As of March 31, 2021)

■ Japan Civil Aviation Bureau (JCAB), Organization Approval

Organization Name	Capability	Approval Reference	Remarks
Aircraft Maintenance Group	Capability of aircraft maintenance and final inspection Capability of aircraft maintenance or modification Capability of aircraft part repair or modification	No. 004	
Aircraft Interiors and Component Group	Capability of manufacturing aircraft parts and conducting the final inspection	No. 094	

■ EASA, Organization Approval

Organization Name	Scope of Approval	Approval Reference	Remarks
Aircraft Maintenance Group	Repair, modification, overhaul and inspection for aircraft components (other than complete engines or APUs)	EASA.145.0560	
Aircraft Interiors and Component Group	Approval of minor change and repair design for aircraft interiors	EASA.21J.170	
	Manufacture and inspection for aircraft interiors Manufacture and inspection for aircraft passenger seats	EASA.21G.004	
	Repair, modification, overhaul and inspection for aircraft components (other than complete engines or APUs)	EASA.145.0087	

With Our Customers

■ CAAS, Organization Approval

Organization Name	Scope of Approval	Approval Reference	Remarks
Aircraft Interiors and Component Group	Repair, modification and overhaul for aircraft components (other than complete engines or APUs)	AWI/225	
	Manufacture of aircraft interiors	AWI/POA/019	
Niigata JAMCO Corporation	Manufacture of galleys and lavatories	AWI/POA/019	Satellite

■ JIS Q 9100:2016 (Certification Structure: Campus)

Organization Name	Scope of Certification	Approval Reference	Site Name/Location
Aircraft Maintenance Group	Maintenance and Alteration of Aircraft, and Design and Development of Aircraft Alteration	BSKA0208	Head Office and Aircraft Maintenance Center (70 aza-Shintaku, Shimonogo, Iwanuma-shi, Miyagi, Japan [Central Office])
	Repair and Alteration of Aircraft Accessories		Narita District [Accessories Maintenance Center] (26 Shinizumi, Narita-shi, Chiba, Japan)
Aircraft Interiors and Components Group (Aircraft Components)	Design and Development, Production and Maintenance of On-Ground Supporting Equipment for Aircraft	BSKA0050	Mitaka District [Marketing & Sales Division and Accessories Maintenance Center] (6-11-25 Osawa, Mitaka-shi, Tokyo, Japan)
	Design and Development, Manufacture and Servicing (Maintenance and Inspection, Repair, etc.) of Aerospace and Aircraft Components, Aerospace and Aircraft Parts, Ground Service Equipment and Composite Material		Yotsuya District [Marketing & Sales Division] (4-1 Yotsuya, Sinjyuku-ku, Tokyo, Japan)
Aircraft Interiors and Components Group (Aircraft Interiors)	Design and Development, Production and Service Provision (Repair) of Airplane Interiors	BSKA0123	Chofu District (6-11-25 Osawa, Mitaka-shi, Tokyo, Japan [Central Office])
			Tachikawa District (1-100 Takamatsu-cho, Tachikawa-shi, Tokyo, Japan [Marketing & Sales Division of Aircraft Components])
Aircraft Interiors and Components Group (Aircraft Interiors)	Design and Development, Production and Service Provision (Repair) of Airplane Interiors	BSKA0123	Medeshima District* (7-101-36 Medeshimadai, Natori-shi, Miyagi, Japan [Manufacturer and service provider (maintenance, inspection, repair, etc.) related to scope of certification, excluding ground support equipment])
			Aircraft Interiors and Components Group [Aircraft Interiors] (1-100 Takamatsu-cho, Tachikawa-shi, Tokyo, Japan [Central Office])
Aircraft Interiors and Components Group (Aircraft Interiors)	Design and Development, Production and Service Provision (Repair) of Airplane Interiors	BSKA0123	Chofu Test Facilities (Mitaka) (6-11-25 Osawa, Mitaka-shi, Tokyo, Japan)
			Nakajo Warehouse (Tainai) (9-125 Shimizu, Tainai-shi, Niigata, Japan)
Aircraft Interiors and Components Group (Aircraft Interiors)	Design and Development, Production and Service Provision (Repair) of Airplane Interiors	BSKA0123	Niigata JAMCO Corporation (341-1 Kamitsubone, Tsubone-aza, Murakami-shi, Niigata, Japan [Associated Organization (including Honeycomb Core Manufacturing)])

■ JIS Q 9100:2016 (Certification Structure: Campus)

Organization Name	Scope of Certification	Approval Reference	Site Name/Location
Aircraft Interiors and Components Group (Aircraft Interiors)	Design and Development, Production and Service Provision (Repair) of Airplane Interiors	BSKA0123	Niigata JAMCO Corporation, No.2 Facility (341-1 Kamitsubone, Tsubone-aza, Murakami-shi, Niigata, Japan [Associated Organization])
			Niigata JAMCO Corporation, No.3 Facility (9-113 Shimizu, Tainai-shi, Niigata, Japan [Associated Organization])
			Miyazaki JAMCO Corporation, Head Office/No.2 Facility (8136-7 Tanocho-ko, Miyazaki-shi, Miyazaki, Japan [Associated Organization])
			Miyazaki JAMCO Corporation, External Warehouse (ShimanouchiWarehouse)(10475-4 Shimanouchi, Miyazaki-shi, Miyazaki, Japan) [Associated Organization])

Note: JAMCO Aeromanufacturing Co., Ltd. (manufacturer of aerospace equipment, aerospace components, and composite products) is included as a joint operation on this site.

■ Information Security Management System (ISO/IEC27001:2013/JIS Q 27001:2014)

Organization Name	Scope of Certification	Approval Reference	Site Name/Location
Head Office	Head Office Management, Marketing, and Sales	IS 511981	Head Office (1-100 Takamatsu-cho, Tachikawa-shi, Tokyo, Japan)
	Head Office Management		Mitaka Site (6-11-25 Osawa, Mitaka-shi, Tokyo, Japan)
Aircraft Maintenance Group	Maintenance and Repair of Aircraft and Aircraft Equipment	IS 511981	Sendai Site (70 Shintaku Shimonogo, Iwanuma-shi, Miyagi, Japan (In Sendai Airport))
	Design and Development of Aircraft Alteration		
	Design and Development, Production of On-Ground Supporting Equipment for Aircraft		
	Maintenance, Repair, and Modification of Aircraft and Cabin Equipment		Narita Site (26 Shin-izumi, Narita, Chiba, Japan (In Nogedaira Kogyo Danchi))
Aircraft Maintenance Group	Maintenance, Repair, and Modification of Aircraft and Cabin Equipment	IS 511981	Higashimatsuyama Site (75-1 Shingo, Higashimatsuyama-shi, Saitama, Japan)
	Design of Aircraft Alteration		Yotsuya Site (4F, Hosoi building, 4-1 Yotsuya, Sinjyuku-ku, Tokyo, Japan)
Aircraft Maintenance Group	Design and Development of On-Ground Supporting Equipment for Aircraft	IS 511981	
	Marketing and Sales		

With Our Employees

In order to continue to be "a sincere company that respects employees", JAMCO will support the growth of all employees supporting the JAMCO Group, and will promote a workplace environment where employees can actively work.

Human Resources Development Initiatives

Each and every JAMCO employee is able to work with pride and high technology in day-to-day business activities, and we are actively promoting the development of human resources in order to provide ever higher quality products and services to our customers.

Our human resources training system provides opportunities for career education and skill improvement through new employee education, band (occupational type) education, and training by age. This is performed by the Corporate Administration & Human Resource Department, and various types of professional education including quality management is performed by each assigned Department.

In addition, we have organized self-development support systems such as an overseas and domestic language training

Employee Composition at JAMCO

Number of Employees (As of March 31st, 2021)

	Group Total	JAMCO
Regular employees	2,649	1,224
Temporary employees	157	109
Total Employees	2,806	1,333

Full-Time Employees (FY 2020)

Average Age: 43.1 years old Average Years of Service: 17.6 years
 Average Annual Salary: 6.399 thousand yen/year
 New Graduates Hired: 48

system, a qualification acquisition incentive system, etc., and we support the growth of our employees in many ways.

JAMCO Education and Training System

Education and Training by Type	Education and Training Courses
Band (Occupational Type) Education	Entry-level education Skill-refresh education
Selective Training	Executive candidate education
Company-Wide General Training	CSR Quality assurance Risk management Security export control Compliance Information security Labor management Health and safety Mental health Life planning Environment Language Personal development Other
Specialist Skills Training	Specialized skills for head office, operational groups, headquarters, and operational department positions

Respect for Human Rights

The JAMCO Group has established a Compliance Code which states "We will endeavor to secure a safe and comfortable work environment without discrimination or harassment, while respecting individual character and personality", and prescribes a fundamental stance of respect for human rights.

We regularly perform in-house education each year to increase human rights awareness among both executives and employees. In order to actively fulfill our responsibilities as

a company that develops business globally, in the future we plan to promote initiatives such as group-wide human rights education/self-development programs taking global human rights issues and social responsibilities into consideration.

Promotion of Diversity in the Workplace

The JAMCO Group will contribute to the Group's sustainable growth and creation of a better society by promoting diversity of human resources, setting up a workplace environment where employees with various backgrounds can play an active role.

General Employer Action Plan

To create an environment where all employees can manage both work and childcare, and can demonstrate their abilities to the fullest. Also, to support the development of the next generation, and to promote activities by female employees, we have formulated the following action plan:

1) Next Generation Development Support

(Planned period: April 1st, 2021 - March 31st, 2023)

Plan Goal 1: Improve work-life balance through initiatives to increase the number of employees to participate in raising their children by encouraging the use of annual paid leave

Goal 2: Build an environment that allows employees to balance work-life with childcare

2) Women's Activity Promotion Plan

(Planned period: April 1st, 2021 ~ March 31st, 2023)

Plan Goal 1: Increase the percentage of women assistant managers to 8 percent or more.

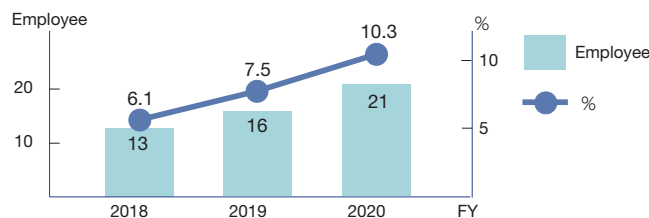
Goal 2: Maintain a 100% participation rate of childcare leave during the planned period, while aiming to encourage more male employees' to participate in the national childcare leave program and to participate in child rearing activities. JAMCO's target goal is 8% or more participants.

With Our Employees

Promoting Women

As of fiscal 2020, 2.5% of the total management positions were held by women at JAMCO. To diversify the management level and have a better representation of our own collective employees, JAMCO has been actively promoting women to assistant manager positions in the past several years, increasing the percentage of women serving in this role.

Women serving as assistant managers based on the Women's Activity Promotion Plan



Employment of Persons with Disabilities

The JAMCO Group is continually working to create employment and promote the success of people with disabilities.

At Group companies, we are making efforts to develop workplace environments where people with disabilities can easily work together. We also actively promote employment at Orange JAMCO Corporation (wholly-owned by JAMCO, 29 employees as of March 2021), a special subsidiary established in 1999, which entrusts supplementary work within the JAMCO facilities.

As of March 2021, the JAMCO employment rate for people with disabilities was 3.0%, exceeding the statutory employment rate of 2.3%.



Employment of the Elderly (Retiree Re-employment System)

At JAMCO, employees who have reached the compulsory retirement age of 60 who wish to be re-employed, and who satisfy the requirements such as employment regulations, may continue to be employed as a re-employed temporary employee up to the age of 65. In addition, if both the company and the employee so desire, the agreement may be renewed beyond the age of 65.

JAMCO would prepare an environment where the employee can work flexibly, making use of knowledge and experience, and able to choose a shorter working time according to their wishes. In FY2020 there are 12 re-employed employees, and the re-employment rate is 66.7%.

Promotion of Work-Life Balance

We have established various systems to promote the work-life balance of our employees in order to create a workplace environment where our diverse human resources can work

vigorously and rewardingly, and maximize their abilities.

JAMCO has formulated a general business action plan (see page 18) to help employees balance work and child-rearing. As part of creating a comfortable working environment that deals with such issues as returning to work after childcare leave and children being put on long waiting lists to enter nursery schools, the company is also taking the following steps in addition to promoting workstyle reform.

JAMCO became a tenant company at the Fuji Akatombo Nursery School, a privately-run day care center near our Head Office and Aircraft Interiors and Components Business Groups' buildings opened by Tachihi Holdings, giving JAMCO employees priority when enrolling their children at the school. While JAMCO has been partnering with privately run day care centers outside of the Tachikawa area since 2019 to create a comfortable working environment for employees, it also became a tenant company at Tachihi Holdings' Fuji Lemon Nursery School, which newly opened in April 2020. Two children of employees are currently enrolled at these nursery schools (one at Fuji Akatombo Nursery School and one at Fuji Lemon Nursery School).

JAMCO also introduced a telecommuting system for those raising children in April 2019. Nine employees (five men, four women) took advantage of this system in fiscal 2020.

JAMCO will continue to evaluate and promote the creation of a comfortable work environment together with its employees.

Main Work-Life Balance Support Systems and Usage Results (FY2020)

System	Outline	Male	Female
Maternity Leave	6 weeks prior to and 8 weeks after childbirth for a total of 14 weeks.	—	2
Time of Birth Leave	4 days leave available for use.	29	—
Childcare Leave	Until the child is 1 year and 6 months old (up to a maximum of the first March 31st when the child is 2 years old).	9	8
Reduced Working Hours for Childcare	Until the first March 31st when the child is 12 years old working hours can be reduced by two hours per day.	2	18
Childcare Leave	5 days leave available per child per year for the school events, etc. of children up to 12years old.(10 days for 2 children,15 days for 3 children)	104	29
Family care leave	5 days available per year for family care.	3	1
Family care leave	A maximum of 93 days available per year for family care.	0	0

* Other work-life balance support programs such as Childcare Flexible Work Hours, Overtime Duty Exemption, Late-Night Overtime Exemption, Childcare Leave Returnee Support Program (promoted by the government), Family Care Assistance Leave, etc. are also available.

* Available to full-time employees, part-time employees and contract employees.

With Our Employees

Occupational Safety and Health

Occupational safety is the most important foundation of our business and a duty to society. JAMCO's basic policy is to comply with relevant laws and regulations concerning occupational safety and to realize a safe and comfortable workplace environment by closely cooperating with executives, employees and organizations.

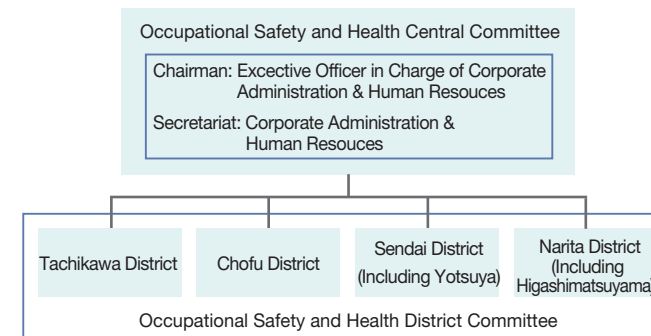
JAMCO has established the Occupational Safety and Health District Committee for each district under the Central Safety and Health Committee, which is chaired by the executive officer in charge of Corporate Administration & Human Resources, and is working on an organizational basis. In

2020, a new COVID Task Force was formed to address the COVID pandemic. We are also working to raise employee safety awareness every day, such as by informing employees about occupational accidents and measures to prevent COVID-19 infections, as well as by implementing safety and health education for employees at work sites.

For Employee Health

In addition to performing mental health education for all employees as a measure to protect the health of employees, JAMCO has a mandatory physical health examination, and accepts health consultations by telephone (JAMCO Family Consultation 24).

Occupational Safety and Health Management Structure



* In JAMCO, the people in charge of safety and health at each district (supervisors of safety and health managers, safety managers, health managers, safety and health promoters and industrial physicians) are all assigned according to the number of employees.

* JAMCO assigns a dedicated operations chief as stipulated in the Occupational Safety and Sanitation Law of each district.

With Our Business Partners

The JAMCO Group is always striving to build fair and sound relationships with our business partners, keeping in mind to deal honestly so that we can expand our partnerships further.

CSR Procurement Policy

The JAMCO Group has established a CSR Procurement Policy, requiring compliance from suppliers and promoting CSR activities throughout the entire supply chain.

CSR Procurement Policy

The JAMCO Group will promote CSR-aware procurement activities. We will also require our business partners to observe this policy.

1. Building Sound Business Relationships

- Maintain healthy business relations with our partners by placing

value on relationships built on mutual understanding and trust.

- Adhere to fair and appropriate terms in all of our transactions.
- Encourage transactions that value corporate social responsibility, evaluating the financial condition, technological strengths, corporate stance and other aspects of our business partners.

2. Fair Selection of Business Partners and Appropriate Procurement

- Select business partners based on objective purchasing standards such as quality, price, and delivery time, using fair judgement to do so.

3. Elimination of Questionable Relationships

- To carry out transactions that are fair and just, and will not accept personal remunerations or commissions related to work, nor accept hospitality or gifts that exceed socially accepted bounds.

4. Compliance & Ethics

- Comply with the laws and ordinances of the countries and regions that we perform transactions in.
- Observe industry standards and trends, and carry out transactions in alignment.

- Comply with the parental enterprise responsibilities set out in the Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors, and will not carry out unfair business practices that are prohibited as an abuse of a superior bargaining position as established in the Antimonopoly Act.
- Withhold confidential terms of transactions to outside parties not involved with the transactions.
- Withhold information and intellectual assets provided to us without the consent of the party providing them.
- Ensure supply chain transparency and carry out responsible procurement with regard to conflict minerals.

5. Green Procurement

- Promote green procurement and carry out transactions that give adequate consideration to environmental and resource conservation.

6. Respect for Human Rights and Occupational Safety and Health

- Respect basic human rights while promoting procurement activities that give adequate consideration to working environments, occupational safety and health.

With Our Business Partners

Building Sound Business Relationships

It is the JAMCO Group's desire to build fair and healthy business relationships with our business partners, to develop together, and to be a good partner in contributing to society. Needless to say we are complying with all laws and ordinances, and are dealing honestly with our business partners. To promote fair and transparent transactions we have made our guidelines clear in a "Compliance Handbook", which has been distributed to all of our officers and employees.

Furthermore, as a global corporation with subsidiaries and affiliates abroad, we naturally comply with international rules and respect the culture and customs of each country as well as strive to build relationships of mutual trust with our business partners.

Promoting CSR together with Our Business Partners

JAMCO has been promoting procurement that adheres to social norms in accordance with the laws and ordinances of each country and region.

However, in response to growing social demands in recent years, we think that it is necessary to work with our business partners on CSR and to fulfill our responsibilities to society more actively.

We will share CSR procurement policies with our group companies and cooperate with our business partners to promote initiatives throughout the supply chain.

Responding to Conflict Minerals

Tantalum, tin, tungsten and gold are 4 minerals (conflict minerals) produced by the Democratic Republic of the Congo and surrounding countries, and the funding of armed insurgents causing atrocities in these countries with these minerals has become an international problem. So as to not facilitate conflicts in those areas, JAMCO declares we do not use materials recognized as conflict minerals, and we are responding appropriately to requests for reviews and reports on conflict mineral regulations from customers.

We are also requesting suppliers of raw materials related to these four kinds of minerals to submit a pledge that the materials we purchase not to contain conflict minerals.

Promotion of Green Procurement

In order to continuously address environmental concerns in all corporate activities and reduce environmental burdens in the life cycle of products being produced and sold, JAMCO has established "Green Procurement Standards" by which we are committed to procuring materials and products with minimal environmental impact.

Summary of Results from Review of Status of CSR at Core Business Division Contractors

Status of 31 Contractors in Core Business Division Contractors

In order to ascertain the state of CSR at our contractors, we conducted a review of 31 key outsourced processing con-

tractors that produce components used in the manufacture of our aircraft interiors and seats.

The review covered six of the Seven Core Subjects of ISO 26000 (as Human Rights and Labor Practices were combined, five subjects were covered), excluding Community Involvement and Development (see Fig. 1).

Fig. 1

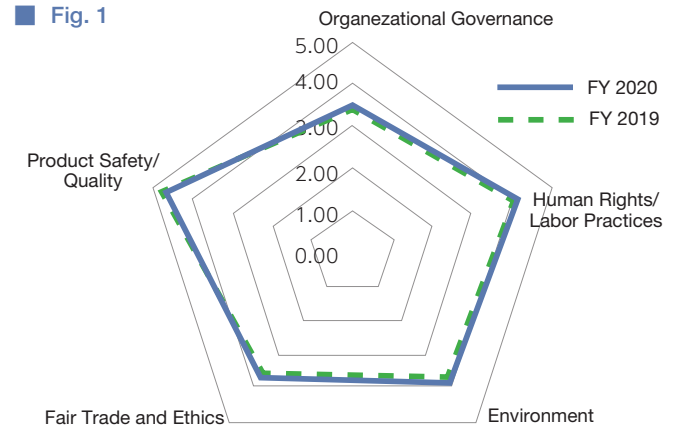
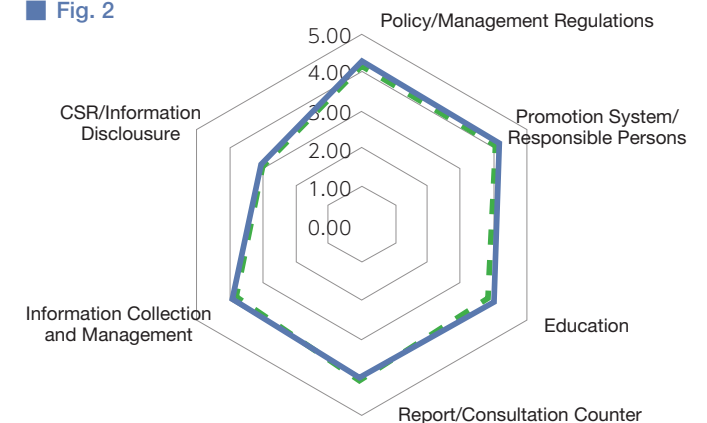


Fig. 2



With Our Business Partners

Although the four subjects receiving a lower score than the priority subject (Fig. 1) of Product Safety/Quality did show improvement, the amount of improvement was minimal, and JAMCO will ask each company to further improve these scores. Organizational Governance scored lowest among the five subjects can be attributed to most JAMCO contractors are unlisted companies subject to little demand from stakeholders to strengthen governance. The small size of these companies also makes it easier for internal information to reach management, creating less need for further organizational strengthening.

In terms of the types of initiatives implemented (Fig. 2), the scores for Policy/Management Regulations, Promotion System/Responsible Persons, and Education have all increased, indicating gradual organizational improvement. However, the reason that CSR/Information Disclosure has not been actively addressed can be attributed to factors similar to those described in relation to Organizational Governance, namely that as unlisted companies, there is little external demand for disclosure of non-financial information and direct benefits, such as higher stock prices, are negligible. For this reason, JAMCO will revise the content of the Review of CSR Status in fiscal 2021 to better reflect actual conditions so as to encourage these companies to implement CSR initiatives.

Status at Group Companies

A CSR review at core Group companies involved in the company's manufacturing businesses was executed at the following three companies: Niigata JAMCO Corporation, which primarily manufactures (assembles) aircraft interior products; Miyazaki JAMCO Corporation, which manufactures components used in our seats and interior products; and JAMCO AEROMANUFACTURING Co., Ltd., which primarily manufactures aircraft structural components (structural parts for vertical stabilizers and other portions of aircraft fuselages) for Airbus S.A.S., as well as aircraft engine components. The review was carried out in the same manner as with contractors above.

The falling scores for priority subjects (Fig. 3), excluding Organizational Governance, can be attributed to the fact that CSR/Information Disclosure as a type of initiatives implemented (Fig. 4) was excluded from the total in 2019 due to all three companies answered N/A to the survey question. This answer was replaced in 2020 with No Disclosure, and other initiatives showed slight improvement from 2019. Post-review interviews have also confirmed that there has been no real regression in this area.

Due to the impact of the COVID-19 pandemic, activities were suspended and scores have remained at the same level.

Fig. 3

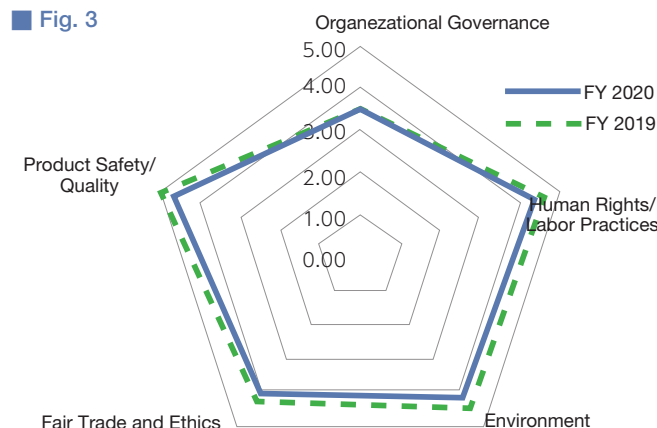
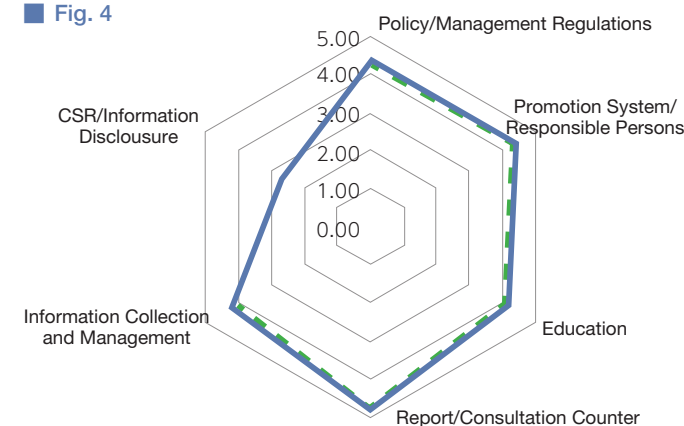


Fig. 4

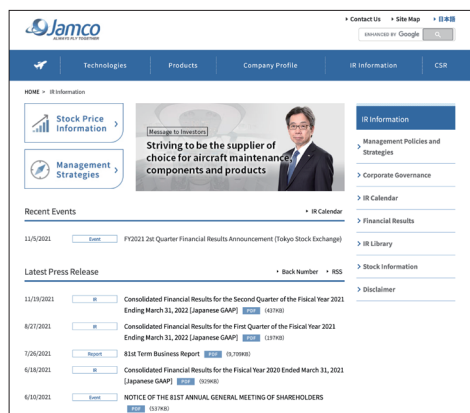


With Our Shareholders and Investors

We will strive to disclose information and return profits in a timely and appropriate manner and through thorough communication comply with the expectations of our shareholders and investors.

Disclosure of IR Information

JAMCO places great importance on timeliness, fairness, accuracy, and continuity in disclosing corporate information such as management strategy and financial information. Based on this, JAMCO establishes regulations concerning information management and disclosure, properly conducts disclosures based on laws and ordinances, and is working to ensure transparent and fair disclosures of financial information and non-financial information. In addition, we have established an IR web-site on the JAMCO corporate site and are working to disclose investment information in a timely and accurate manner.



[Web | IR Information](https://www.jamco.co.jp/en/ir.html)
<https://www.jamco.co.jp/en/ir.html>



Communication with Shareholders and Investors

JAMCO recognizes the importance of disclosing information in a timely and appropriate manner in order to secure the rights and equality of our shareholders while cultivating a better understanding of our company. Accordingly, in addition to issuing annual general meeting of shareholders and financial reports, we also hold financial results briefings twice a year for securities analysts and institutional investors, and explain the business results and management policies, etc. JAMCO is also actively engaged in communication with shareholders and investors through various external activities.

In fiscal 2020, plant tours for institutional investors and individual shareholders were cancelled due to the COVID-19 pandemic. We will reinstate these tours once there is certainty that the pandemic is under control.

Results of IR Activities in FY2020

Type of IR Activity	Frequency of Activity
Financial Results Briefing	2 times (2nd Quarter Financial Results Briefing, Fiscal Year-End Financial Results Briefing: Held on the Web)
Small Meeting	4 times
Individual Meeting	20 times
Factory Tour for Institutional Investors	—
Company Briefing for Individual Investors	—

Policy of Shareholder Return

JAMCO is performing efficient management based on basic management policies and individual company policies, and is making stable and continuous returns for shareholders by improving profitability.

Preparing for unforeseen circumstances due to business risks and other factors, and taking into consideration the funds necessary for future capital investment, it is essential to retain internal reserves for continued growth, but we believe that maintaining this balance will lead to profits for all shareholders.

Topics

Selection as One of 100 Best Global Niche Companies



JAMCO was selected for the 2020 edition of the Ministry of Economy, Trade and Industry (METI) 100 Best Global Niche Companies.* The list is determined by a review of 25 items dealing with profitability, competitiveness, strategy, and internationality. JAMCO was highly rated in the review for its 50% share of the global aircraft interior market with products such as galleys and lavatories for large passenger aircraft. Recognized for its world-class technology and business model in the field of aircraft interiors and components, including achievements in fire-resistance and weight reduction improvements.

* Selection of 100 outstanding companies that play a leading role in global niche markets in such fields as parts and materials that are becoming increasingly important within the supply chain as international conditions change

With the Local Community

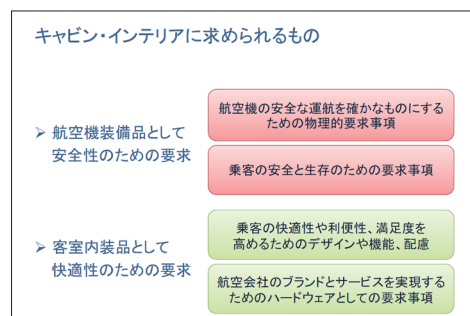
The JAMCO Group, which operates in various domestic and overseas regions, aims to be a trusted company, treasuring relationships with local communities.

Social Contribution Activities by JAMCO

JAMCO promotes various social contribution activities such as interaction with local residents, education / academic support, and joint research and development through collaboration with overseas companies.

Lectures at Nagoya University and Waseda University

In November 2020, Ushio Itakura, general manager of the Aircraft Interiors and Components Group's Engineering Division, gave a lecture titled "Interior Design: Design and Development of Interior Cabin Products for Commercial Aircraft" at a training course for aircraft business professionals held at Nagoya University. The course was attended by 65 individuals, including 62 working adults and three graduate students with work experience in the aviation industry. The lecture proved popular, as Mr. Itakura explained, "The students at the lecture seemed interested in learning that cabin interiors, unlike ordinary equipment, must be designed with convenience and comfort in mind, as well as physical specifications."



In April 2021, Toshinori Arai, director of the Technology Management Unit, Technology Division, gave an online lecture titled "What Cabin Interiors Require" to 180 students (of 236 who wished to sign up) in the Introduction to Latest Developments in Aviation Industry course at Waseda University. This course is a collaboration between Waseda University and All Nippon Airways (ANA) that aims to identify outstanding talent who can lead the airline industry.

JAMCO will continue to send lecturers to universities and other institutions to help foster outstanding talent, create employment opportunities, and generate innovation in technology and other areas.



Collection of Empty Contact Lenses for the Eyecity Eco Project Expanded to Other JAMCO Offices & Group Companies

JAMCO began participating in HOYA Corporation's empty disposable contact lens case collection program in September 2018. Participation in the program began with the Head Of-

office and Tachikawa District, expanding to include company offices in Sendai, Narita, Mitaka, and Yotsuya, as well as Group companies Niigata JAMCO Corporation, Miyazaki JAMCO Corporation, Tokushima JAMCO Corporation, JAMCO AEROMANUFACTURING Co., Ltd., and Nakajo JAMCO Corporation. From the program's start in September 2018 to March 2021, the Group collected a total of 33.36kg (equivalent to 33,360 cases). It appears that expanding the activity to company offices nationwide has made it one of the most

popular environmental conservation initiatives for JAMCO employees to participate in. After being donated to HOYA, the collected cases are processed into a variety of recycled products. HOYA features JAMCO's efforts with regard to this project as an Eyecity eco Project Corporate Case Study on its website.



(Ltd.) Miyazaki JAMCO



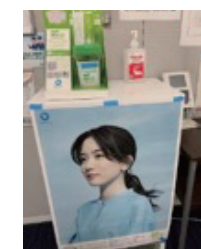
(Ltd.) Niigata JAMCO



(Ltd.) Najahjo JAMCO



(Ltd.) Tokushima JAMCO



(Ltd.) JAMCO Manufacturing

JAMCO Philippines Joins in Planting Trees at Local School

JAMCO PHILIPPINES, INC. formed a project team in fiscal 2019 and had planned to actively pursue tree planting. However, these activities could not be carried out due to COVID pandemic, which resulted in lockdowns and other preventative measures.

With the Local Community

JAMCO Group Implements Environmental Conservation Activities

In October 2020, JAMCO joined Tokyo Greenship Action, organized by the Tokyo Metropolitan Government, to conduct conservation activities in the Hachioji Takiyama Satoyama Conservation Area. Tokyo Greenship Action is a nature conservation collaboration between the Tokyo government, corporate enterprises, non-profits, and other organizations in conservation areas designated by the Tokyo Metropolitan Government. The Hachioji Takiyama Satoyama Conservation Area is an area of protected *satoyama* woodlands with a combination of diverse natural environments. On the day of these activities, JAMCO employees and their families toured the natural *satoyama* environment, pruned bamboo, did maintenance on the ponds and waterways, and undertook other tasks under the guidance of the non-profit organization, Nature Academy.



Donation of Disaster Preparedness Supplies

In February 2021, JAMCO donated food stock from its disaster preparedness supplies to the Tachikawa Council of Social Welfare. The purpose of this initiative is to reduce food loss by donating disaster preparedness supplies before they expire to

those in need, ensuring that these supplies are put to effective use. This is the second such donation made by JAMCO. The donated food was distributed to those in need through Food Bank Tachikawa.



Chairman, Tachikawa Council of Social Welfare (left)
General Manager, Corporate Administration & Human Resources Department (right)

Collection and Donation of Used Stamps

In February 2021, JAMCO donated used stamps and other items collected by employees to a certified non-profit organization. The used stamps will be sold by the non-profit to a specialty trader for approximately 1,500 yen per kilogram to help fund vaccinations for children around the world.



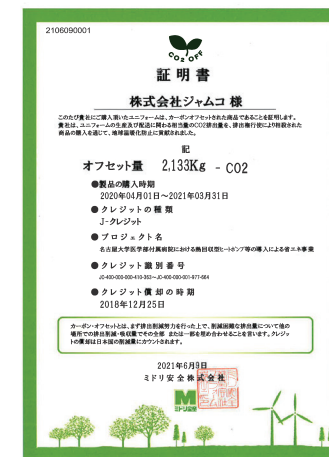
Used stamp collection box

JAMCO's Purchase of Work Clothes Contributes to Preventing Global Warming

JAMCO currently commissions Midori Anzen Co., Ltd. to produce an original uniform that is worn by the company's factory employees.

Midori Anzen introduced its Carbon Offset Uniform to help mitigate global warming. Carbon offsetting is an international initiative for reducing the emission of greenhouse gases (GHG), which attribute to global warming. Each uniform that JAMCO purchases contributes to the reduction of around 3 kg of CO₂, which is the equivalent to the amount emitted by driving a family car a distance of twelve kilometers.

JAMCO's purchase of the uniform tops and bottoms between April 2020 and March 2021 means that the company was able to contribute to eliminating the emission of 2,133 kg of CO₂.



Midori Anzen Issued Carbon Offset Certificate



Midori Anzen original name



For the Global Environment

JAMCO is proactively addressing global environmental issues and conservation activities through one of the company's management philosophy commitments: "To coexist with nature and contribute to the creation of a prosperous society".

Environmental Initiatives

JAMCO performs energy saving measures, green procurement, reduction and recycling of waste materials, investigations into chemical compositions of materials used, and promotes the use of alternate materials for those containing hazardous substances. In the Aircraft Components Manufacturing Division (Mitaka) and the headquarters (Tachikawa No. 4 building), we have acquired environmental management system certifications by certification and registration bodies and are continuously working to maintain them.

We will continue working to further reduce our environmental impact as the importance of efforts to address global environmental issues increases further.

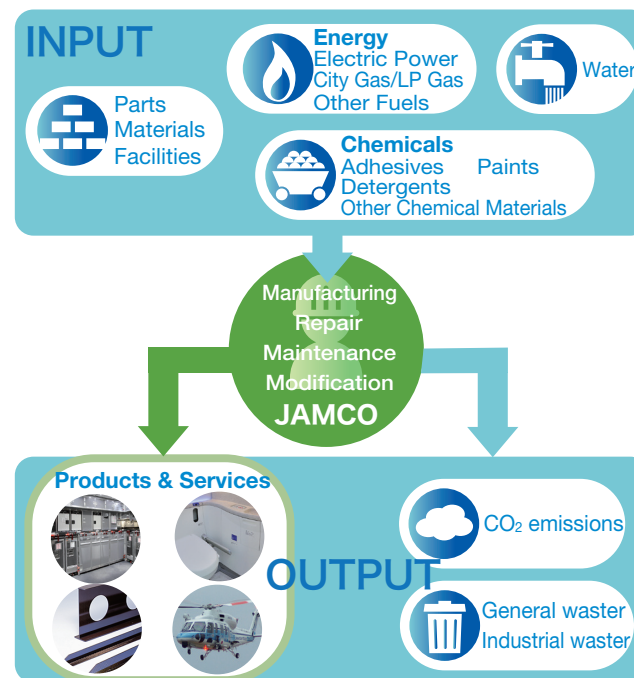
JAMCO's Business Activities Related to the Environment

JAMCO specializes in the field of aircraft and are engaged in the manufacture and repair of aircraft interior products and components, maintenance and modification of aircraft and aircraft equipment. The figure below shows the relationship between our business activities and the environment. In conducting our business, we consume a lot of resources and discharge various substances. In order to reduce the environmental burden on both input and output, we strive to quantitatively grasp the environmental burden.

» History of Activity

- July 1998** • Basic Environmental Philosophy and Environmental
 - Corporate Action Guidelines established
 - Systematic environmental conservation activities start
- Sept 1999** • Environmental Regulations established
- February 2000** • Chofu Head Office District (present-day Chofu site) ISO14001 certified
- April 2001** • Full revision of Environmental Regulations
 - Company-wide deployment of environmental conservation activities start
- July 2010** • Environmental Operation Standard (EOS) established
 - ISO 14001-based environmental conservation activities in accordance with environmental business standards start

■ Flow of Materials in Business Activities



Basic Environmental Philosophy/ Environmental corporate action guidelines

JAMCO has established the following Basic Environmental Philosophy and Environmental Corporate Action Guidelines.

Basic Environmental Philosophy

Global environmental conservation for the survival of human beings is a common desire throughout the entire world.

As a company operating globally, the JAMCO Group positions global environmental issues as one of the most important management issues, and we will contribute widely to society conducting corporate activities as a company that is friendly to the global environment and is capable of coexisting with richness.

Environmental Corporate Action Guidelines

(1) Nature conservation

In our product development, production and service activities, we will strive to protect the environments of our regions, and the globe.

(2) Effective utilization of resources

To seek efficient usage and reuse of resources, and the application of products with less environmental impact in the development, production and service.

(3) Compliance with environmental laws and regulations

Comply with the environmental laws and regulations of national and local governments.

(4) Environmental conservation system

Following the basic philosophy and this guideline, we will formulate environmental policies throughout the entire company and each site, establish an environmental conservation system, periodically review, and maintain and improve the system.

(5) Promotion of environmental conservation activities

Promote educational and awareness activities so that all stakeholders are informed of the basic philosophy and this guideline, and all of them understand and act.

(6) Displaying environmental conservation activities

Display our basic philosophy and this guidance both inside and outside of the company.

For the Global Environment

Environmental Conservation Activities Promotion System

JAMCO engages in environmental conservation activities having put in place a system for promoting these activities together with an environmental management system (EMS). The company's President serves as Chief Environmental Management Officer and is responsible for supervising our environmental conservation activities, while the Executive Officer in Charge of Corporate Administration & Human Resources, serving as the chairperson of the Global Environmental Committee, is in charge of driving these activities and carrying out environmental management reviews.

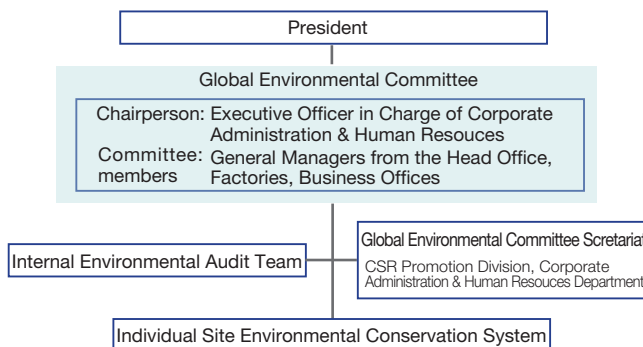
We have established specific sites within each district to perform environmental conservation activities as an integrated unit, with the site's Environmental Committee promoting these activities in an organized manner.

Each site sets individual environmental targets based on JAMCO's Environmental Basic Philosophy and Environmental Corporate Action Guidelines as objectives to achieve during the financial year. The sites work on continuous improvements related to the targets by systematically promoting environmental conservation activities and checking their progress through internal environmental audits. Sites that have received ISO certification undergo conformity assessments through periodic reviews by a certification body to determine whether their ISO 14001-based EMS is being operated properly and if continual improvements are being made.

Global Environmental Committee

The Global Environmental Committee has a variety of responsibilities at each site that include performing management reviews on site activities, environmental target and objective achievements, internal

Environmental Conservation System



environmental audit implementation, and the corrective and preventative actions being taken there. At the same time the Committee also reports on and reviews changes in legal and customer requirements. The Global Environmental Committee Secretariat devotes its efforts to the education of employees in relation to environmental conservation. In addition, it gathers and disseminates information to enable the efficient and effective implementation and improvement of environmental activities Group-wide.

Environmental Audit System

In order to improve environmental conservation activities, internal and external audits are carried out periodically to confirm whether the activities are being performed appropriately in conformance with associated requirements, and if they are being maintained in an effective manner.

The internal environmental auditing team is made up of internal auditors who fulfill qualification requirements that are determined by internal regulations. Internal environmental audits follow an audit plan and check sheet. We focus on on-site audits that verify the consistency between administrative



- Sites with ISO Certification: Aircraft Equipment Manufacturing Division (Including the Aircraft Interiors and Components Group Engineering Department, Manufacturing Engineering and Quality Assurance Departments, and Components Group located in Mitaka), Head Office (Building 4 Tachikawa: Secretariat Office, Audit Department, Human Resources General Affairs Department, Accounting Finance Department, Quality Assurance Department, Information Systems Department, General Safety Promotion Department)
 - Tachikawa site: Aircraft Interiors and Components Group (Head Office Corporate Planning Department and Mitaka representative of the Technology Division technology management unit structure analysis group, including the interior equipment technology, First Section)
 - Nakajo site: Aircraft Interiors and Equipment Division Aircraft Interior Components Manufacturing Division purchasing supply section supply Nakajo group)
 - Narita Site: Aircraft Maintenance Division Parts Maintenance Factory
 - Higashi Matsuyama Site: Aircraft Maintenance Division, Parts Maintenance Factory, Maintenance Group (located in Higashi Matsuyama)
 - Sendai Site: Aircraft Maintenance Division Aircraft Maintenance Factory (Including Quality Control Office)
 - Yotsuya site: Aircraft Maintenance Division Marketing & Sales Department, Business Promotion Office, Aircraft Maintenance Factory (located in Yotsuya)
- * The Haneda site was closed in December 2020 with the elimination of the production unit.

procedures and how activities are being performed. We link this to improvements in activities by gathering together the results of each audit into individual reports and requesting that corrective action be taken for non-compliant items. Every financial year we summarize the results of the internal audits and reflect them in the management review.

For the Global Environment

Major Initiatives

Promotion of Environmental Conservation Activities

Environmental conservation activities throughout the year are summarized by management review, and issues are reviewed for improvement.

For the important action items decided through the review, each site continuously performs the PDCA cycle: Environmental objectives/targets/implementation plans/measures (Plan), implementation of measures (Do), confirmation and implementation result reports on the achievement of environmental objectives/targets (Check) and management review (Action). Through such continuous efforts, in response to various movements and changes in the environment, we are encouraging environmental awareness of our company.

Management of Environmental Impact Assessment and Regulatory Compliance

We extract the aspects of our business activities that affect the environment, and in particular those items requiring improvements or special control under environmental laws and regulations are deemed to be significant environmental aspects. Areas which require adherence to laws and regulations, such as “emergency situations” and “wastewater”, independent standards are established and periodic checks are made to strengthen control measures.

Management of Chemical Substances

Chemical substances used in our business activities are regulated by laws and regulations depending on their properties and degree of risk or hazardousness, etc. Regarding substances with a particularly high degree of risk, we set up management procedures in the internal regulations and control them appro-

priately, to ensure stability of contents and accurate inventory. In addition, workers actually handling chemical substances possess the necessary qualifications and are working properly in accordance with the management procedures.

Energy Management

We are striving to reduce energy consumption by establishing management standards to streamline energy use (for air conditioning equipment, lighting equipment, etc.) in our company regulations.

Reduction of Waste and Recycle Rate Improvement

Jamco has implemented initiatives to reduce waste based on the 3R (Reduce, Reuse, Recycle) idea.

(1) Thorough Separation Control

Invested in facilities that thoroughly sort and collect waste by the type of material, and converting metals and paper (copy paper, cardboard, newspapers, etc.) to valuable resources, etc. Additionally we are working on reducing and recycling other kinds of manufacturing waste.

(2) Recycle Rate Improvement

Increased the types of items which can be recycled, via material recycling and thermal recycling, additionally by investigating and consulting with waste disposal contractors.

(3) Proper Waste Management

JAMCO continues to implement initiatives to reduce waste based on the 3R (reduce, reuse, recycle) concept.

Additionally, the company conducts frequent on-site surveys of and collects information from waste disposal contractors to confirm that the disposal of waste products is being carried out appropriately. The information includes ascertaining disposal processes, control of manifests and other records, and certification renewal.

(4) Equipment Containing PCBs (polychlorinated biphenyl) As of December 2016, JAMCO had disposed of all PCB-containing equipment and confirmed that the disposal had been performed in a safe manner.

Results of FY2020 Activities

Energy-saving Initiatives

<FY2020 Company-wide>

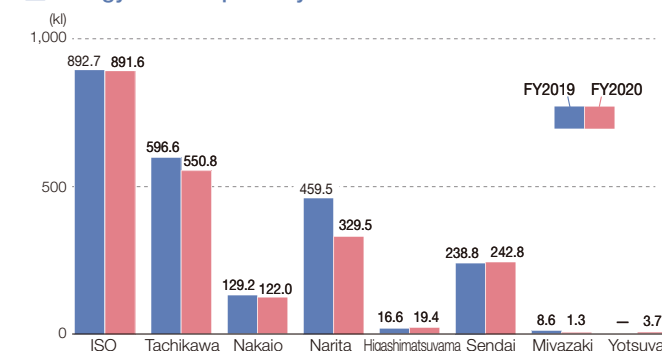
Objective: Reduce energy consumption

"Electricity, city gas, LP gas, type A fuel oil, gasoline, diesel fuel, kerosene"

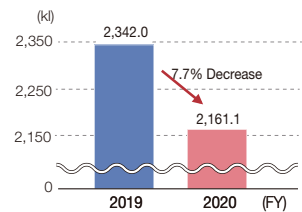
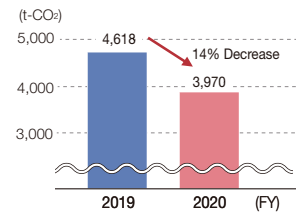
Target: Reduce energy consumption by 1% or more compared with FY2019

We are working to reduce our energy consumption by driving energy conservation and efficiency in our production processes, and by reducing fuel consumption through such means as using inverters in our production equipment, air conditioning systems, lighting fixtures and air compressor.

Energy Consumption by Site



For the Global Environment

Total Energy Use Results

CO₂ Emissions


Energy consumption was reduced at each site his past year, by introducing high-efficiency air conditioning equipment and a high-efficiency operating system. Consumption was further reduced by reviewing which sites were still using mercury vapor and fluorescent lighting and replacing those with LED lighting fixtures (reductions in energy consumption: 75% or greater by switching from mercury vapor to LED; 50% or greater by switching from fluorescent to LED).

Replacing Lighting Fixtures with LED Lighting (FY2020 Plans and Results)

Site	Plans		Results	
	Mercury Vapor → LED	Fluorescent Lighting → LED	Mercury Vapor → LED	Fluorescent Lighting → LED
ISO Mitaka Site	0	0	0	15
Tachikawa Site	0	0	0	0
Nakajo Site	0	0	0	0
Narita Site	0	200	0	18
Sendai Site	4	0	4	0
Total	4	200	4	33
	204		37	

Notes:

- 1,000W/unit mercury vapor lighting replaced with 410W/unit LED lighting fixtures; 80W/unit fluorescent lighting replaced with 37W/unit LED lighting fixtures; etc.
- Excludes Yotsuya and Higashimatsuyama sites, which operate as tenants

In fiscal 2020, 37 mercury vapor and fluorescent lighting fixtures with LED lighting were replaced thus reducing the number of mercury vapor and fluorescent lighting fixtures in use to 3,455 as of the end of March 2021.

Through afore-mentioned energy conservation activities and decrease in on-site workload brought on by the COVID-19 pandemic, energy consumption in fiscal 2020 was

reduced to 2,161.1 kl, or 7.7% lower than the 2,342 kl in fiscal 2019, thus achieving the target of 1% or greater reduction. (See the following table for measures being taken at each site to reduce energy consumption.)

Additionally, carbon dioxide (CO₂) emissions in fiscal 2020 were reduced to 3,970 t, 14.0% less than the 4,618 t in fiscal 2019.

Energy Reduction Measure Implementation Status

● : Measure taken ○ : Maintenance item ■ : Not applicable

Measures Taken (Including operations)		ISO Mitaka Site	Tachikawa Site	Nakajo Site	Narita Site	Haneda Site (*)	Higashi matsuyama Site	Sendai Site	Yotsuya Site
Transformers	Consolidation	○	■	■	■	■	■	■	■
	Introduction of high-efficiency equipment	○	●	■	■	■	■	■	■
Air Compressors	Stopped night operations by installing an evaporator	■	○	■	○	■	■	■	■
	Reduction of discharge pressure	○	■	■	■	■	■	■	■
	Introduction of energy-saving equipment (Inverter type)	○	■	■	○	■	■	■	■
Air conditioning system	Strict observance of temperature setting (28 °C in summer, 20 °C in winter)	●	●	●	●	●	●	●	●
	Regular filter cleaning	●	●	●	●	●	●	●	●
	Introduction of energy-saving equipment (inverter type, heat pump type)	●	●	○	●	■	■	○	■
Lighting	Frequent turn out (Such as during breaks)	●	●	●	●	●	●	●	●
	Cleaning of lighting equipment	●	●	●	●	●	●	●	●
	Introduction of high-efficiency lighting equipment	●	○	○	●	■	■	●	■
Production equipment	Application of heat insulating paint to heating furnace	○	■	■	■	■	■	■	■
Lifting Equipment	Number of elevator cars changed	■	○	■	■	■	■	■	■
Other	Turning off OA equipment when not in use	●	●	●	●	●	●	●	●
	Demand meter settings	○	○	■	○	■	■	■	■
	Introduction of fuel-efficient automobiles	○	○	○	■	■	■	○	■
	Reduction of the number of vending machines	○	■	■	■	■	■	■	■
	Man-hour reduction	●	●	●	●	●	●	●	●

(*) Haneda site was closed in December 2020 due to the closure of the production base.

For the Global Environment

Water resources Initiatives

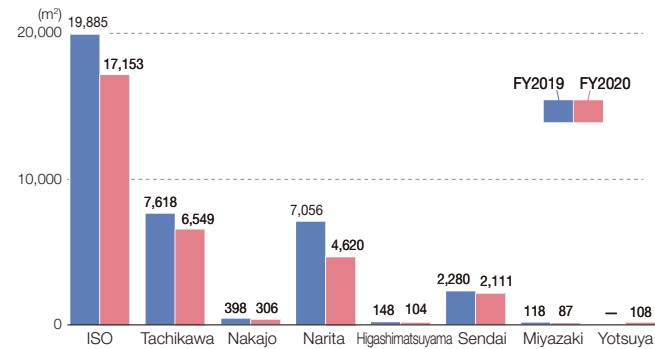
<FY2020 Company-wide>

Objective: Reduce water usage

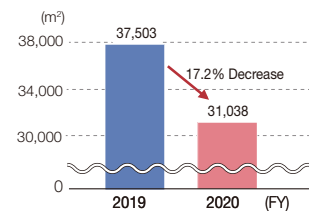
Target: The actual results for FY2019 or less

Water conservation efforts have been implemented throughout the company with the goal of reduce the water usage in business activities.

Water usage by site



Total water usage record



The use of recirculating water systems to cool equipment, as well as the decrease in on-site workload brought on by the COVID-19 pandemic, water consumption for fiscal 2020 was reduced by 17.2% compared to fiscal 2019.

Waste Reduction Initiatives

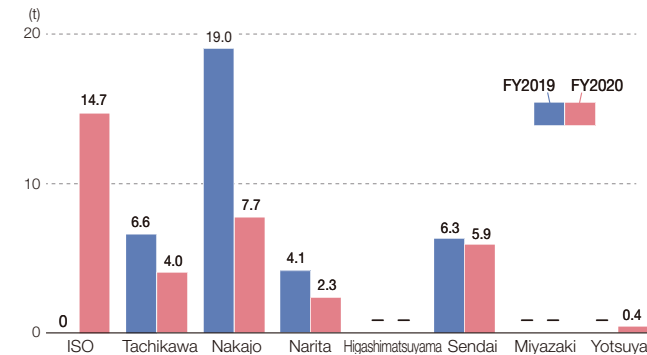
<FY2020 Company-wide>

Objective: Reduce waste emissions

Target: The actual results for FY2019 or less

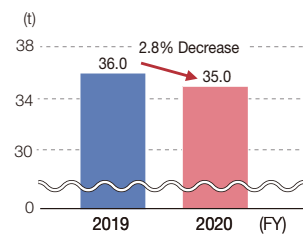
Based on the concept of the 3Rs (Reduce, Reuse, Recycle), Wastes generated from business activities are classified into three categories, wastes (general wastes and industrial wastes are disposed of by landfill), recycled materials (general wastes and industrial wastes are recycled), and valuable resources. The discharge status of waste and recycled materials is as follows.

Waste Emission by Site



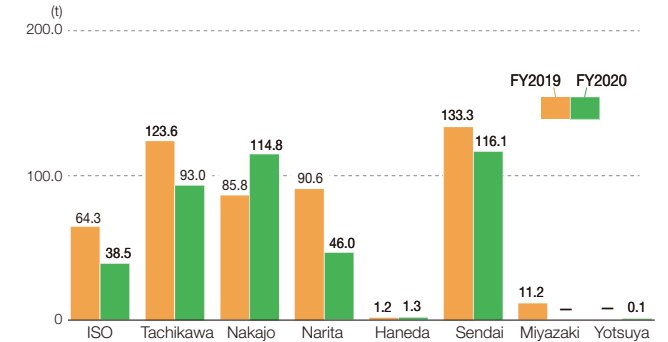
Note: In fiscal 2020, ISO certified sites generated 14.7 tons of non-recyclable, naturally occurring waste.

Total Waste Discharge

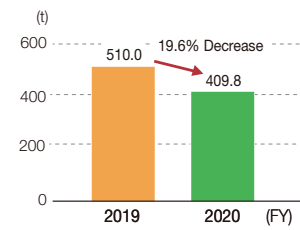


By enforcing separation activities to prevent recyclable and valuable materials from mixing in with regular waste, total waste output for the entire Group for FY2020 decreased by 2.8% less than that of FY2019.

Recyclable Materials Output by Site

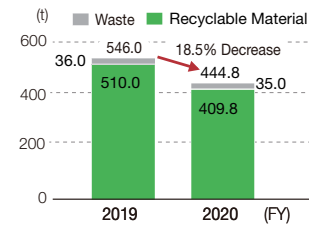


Total Recyclable Materials Output



JAMCO outsources the recycling of materials to processing companies with specialized facilities. However, with the decrease in on-site workload in fiscal 2020, total recyclable materials output decreased by 19.6% over fiscal 2019.

Emissions from Waste and Recyclable Materials



The JAMCO Group strives to reduce its environmental impact by reducing and thoroughly sorting waste. As a result of these efforts, the total amount of emissions from both waste and recyclable materials in fiscal 2020 was 18.5% lower than in fiscal 2019.

Company Outline

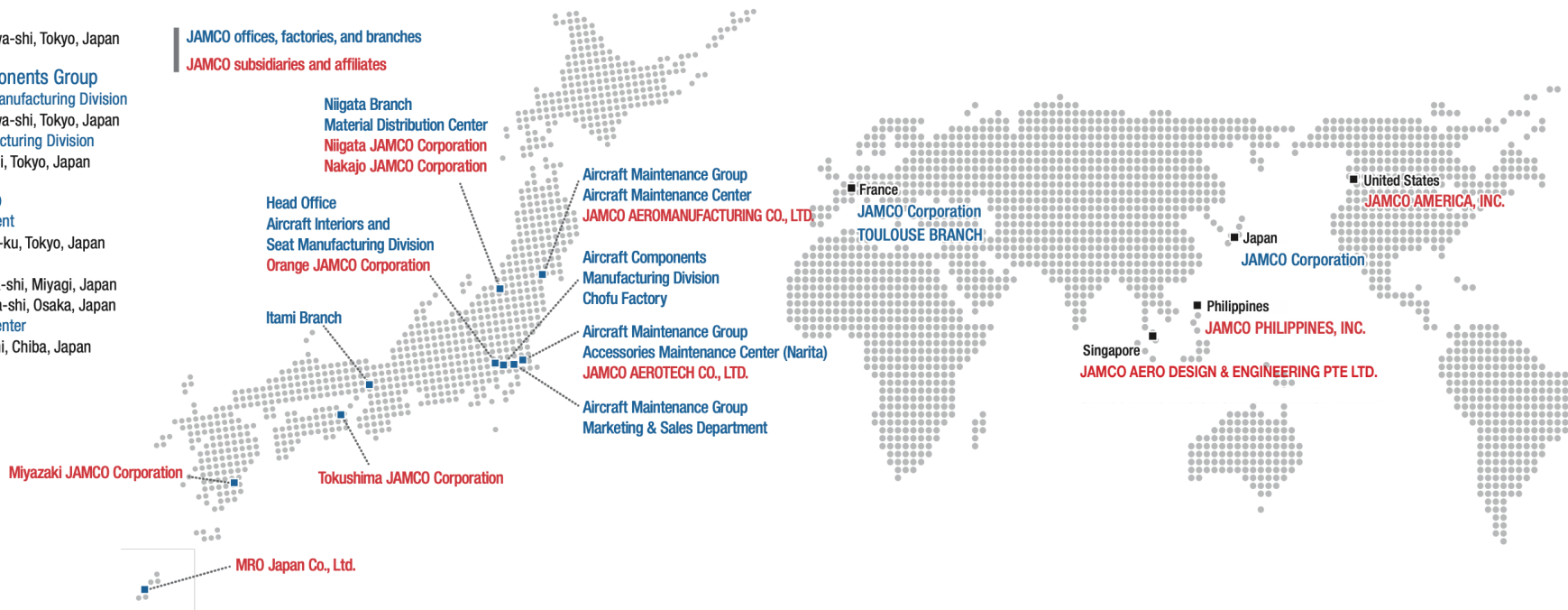
Business Locations (As of June 25, 2021)

Head Office Tachikawa-shi, Tokyo, Japan

Aircraft Interiors and Components Group
 ■ Aircraft Interiors and Seat Manufacturing Division
 Tachikawa-shi, Tokyo, Japan
 ■ Aircraft Components Manufacturing Division
 Chofu-shi, Tokyo, Japan

Aircraft Maintenance Group
 ■ Marketing & Sales Department
 Shinjuku-ku, Tokyo, Japan
 ■ Aircraft Maintenance Center
 Iwanuma-shi, Miyagi, Japan
Itami Branch:
 ■ Accessories Maintenance Center
 Narita-shi, Chiba, Japan

JAMCO offices, factories, and branches
 ■ JAMCO subsidiaries and affiliates



Corporate Data

Corporate Name JAMCO Corporation

Establishment
 Sep. 1955 C. Itoh Aircraft Maintenance and Engineering Co., Ltd. established.
 Jun. 1970 Corporate name changed to New Japan Aircraft Maintenance Co., Ltd.
 Jun. 1988 Corporate name changed to JAMCO CORPORATION

Location
 Head Office
 1-100 Takamatsu-cho, Tachikawa, Tokyo, Japan, 190-0011
 Tel: +81 -42-503-9900 (Corporate Administration Dept.)

Representative Harutoshi Okita, President and CEO

Capital 5,359 million yen

Main Businesses J Aircraft Interiors Business
 Manufacturing galleys, lavatories and various galley insert products

Aircraft Seats Business
 Manufacturing aircraft seats and seat consoles

Aircraft Components Business
 Manufacturing heat exchangers, CFRP aircraft structure parts and commercial aircraft engine parts

Aircraft Maintenance Business
 Maintenance and alteration of aircraft, cabins and onboard accessories

Number of Employees 2,806 (Consolidated), 1,333 (Non-consolidated)
 (As of April 1, 2021)

Securities code 7408 (Tokyo Stock Exchange Section 1)