

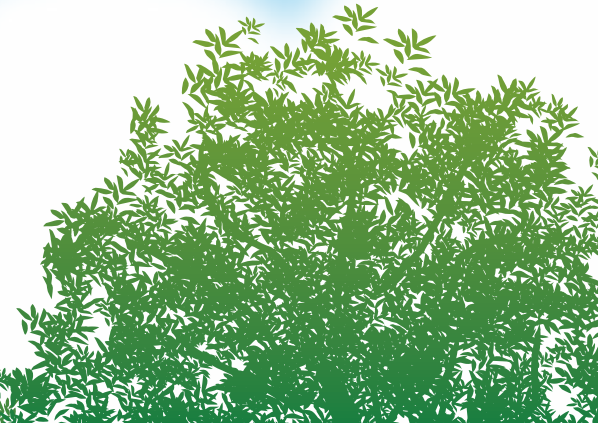
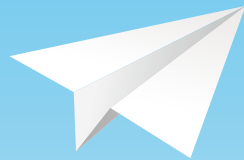


CSR Report

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ALWAYS FLY TOGETHER



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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, business partners, 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, 2021–March 31, 2022 (some information is included for dates outside of this period.)

Issue Date: December, 2022

Other

Referenced Guidelines

ISO 26000: 2010 Guidance on social responsibility

ISO 14001: 2015 Environmental management systems

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Management's Commitment to CSR



Toshiyuki Abe
President and CEO

Treasuring our precious bonds with stakeholders, while setting out sights on further excelling as a sustainable, successful business

Rising to the Eternal Challenge of Realizing Our Aspirations

Since its establishment, JAMCO has nurtured its 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, we have steadily expanded the borders of our business along the road to realizing our dreams and shaping the future of the industry, with the stage for such activities now showing signs of broadening to an even greater extent. Going forward, we will maintain our commitment to realizing our vision as it pertains to the aviation field.

Bringing Joy and Satisfaction to Our Customers and Employees

For JAMCO Group employees, confidently supplying products and services that satisfy our customers is a source of joy. I want our employees not only to share this joy with coworkers, family, and friends, but also to continue 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 and technical training and provide various opportunities to take on challenges, while conveying the “unwritten rules” of what may

be referred to as “JAMCO-ism.” We aim to continue to grow alongside our employees, while 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, most typically the effort to reduce greenhouse gas emissions. We also are actively advancing environmental, social, and governance (ESG) initiatives and efforts to achieve a sustainable society (addressing ESG issues and the Sustainable Development Goals [SDGs]). This stance encompasses energy-saving measures, green procurement programs, extensive waste reduction and recycling efforts. It also includes analysis of the chemical substances in the raw materials and other items we use, and active promotion of conversion to alternatives for components containing hazardous substances and substances that affect the global environment. Going forward, we pledge 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.

Management Philosophy

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.

JAMCO Sustainability

JAMCO pursues sustainability in active support of its management philosophy, stressing the importance of bonds of trust with stakeholders, while contributing to the building of a truly sustainable society.

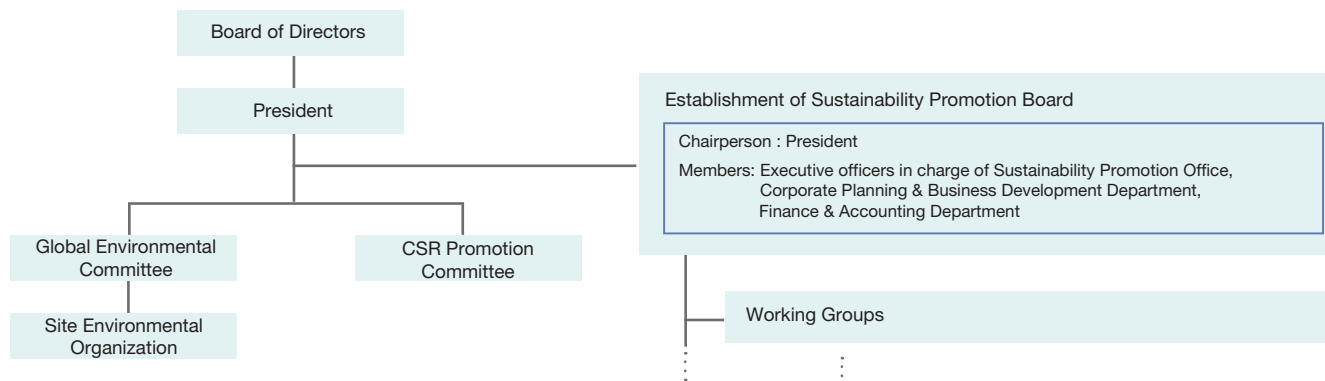
Formulated JAMCO Vision 2030: “Toward a Comfortable and Sustainable Future”

Based on our slogan, “Toward a comfortable and sustainable future using technology and quality.” we have formulated JAMCO Vision 2030 to summarize our ideal vision of the JAMCO Group in 2030 and the course we should take to achieve it.

Creating value through our work in the aerospace industry, the JAMCO Group will continue to contribute to promote a comfortable and more sustainable society by further expanding into new business areas while evolving the expertise and quality we have cultivated in the aviation industry along with leading-edge technologies and innovation.

We will take on the challenge of solving social issues related to environmental, social, and governance (ESG) issues and

Sustainability Promotion Board



the Sustainable Development Goals (SDGs) through activities focused on sustainability and innovation. In FY2022, we are engaged in research into sustainable plant-based materials and reducing CO₂ emissions as a measure to address the urgent matter of global warming.

Sustainability Promotion Framework

The JAMCO Group's basic management policy mandates that we help build a sustainable world through businesses operated according to our management philosophy of “co-existence with nature and contributing to a prosperous and progressive society.”

During the annual board meeting held in August 2021, management approved the establishment of the Sustainability Promotion Board (SPB). This board has already begun to perform its function. 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.

Launch of New System in April 2022

Chaired by the President, the SPB is made up of executive officers in charge of the Sustainability Promotion Office, Corporate

Planning & Business Development Department, and Finance & Accounting Department. The Board consists of 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. It also monitors the effectiveness of activities carried out by the CSR Promotion Committee and Global Environmental Committee.

Sustainability Promotion Office

In April 2022 we established the Sustainability Promotion Office as an organization at the head office.

The Sustainability Promotion Office oversees company-wide sustainability initiatives and promotes sustainability, serving as the secretariat for the SPB and CSR Promotion Committee.

Basic Policy on Sustainability

The JAMCO Group strives for coexistence with nature, pursuing people's satisfaction and a prosperous society through business activities, and contributing to society's sustainable development.

- To take on various concerns such as global environmental issues that the global community faces
- To recognize global warming as an urgent issue and engage in every possible measure to reduce the environmental impact
- To seize changes in the business environment as new growth opportunities, and aim for the creation of a sustainable society and improved corporate value through the provision of safer and more reliable products and services

JAMCO Sustainability

SDG 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 the SDGs and strive to fulfill these goals through our business activities.



CSR Promotion

The CSR Promotion Committee takes the lead in promoting and overseeing company-wide CSR activities. The CSR Committee is chaired by the Executive Officer in charge of promoting sustainability. CSR Committee meetings are regularly held to plan, review CSR promotion activities, and disseminate educational training and information on CSR.

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 Labor Organization/ILO)
- Guiding Principles on Business and Human Rights (United Nations)

Corporate Governance

Basic Policy

Based on the 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.

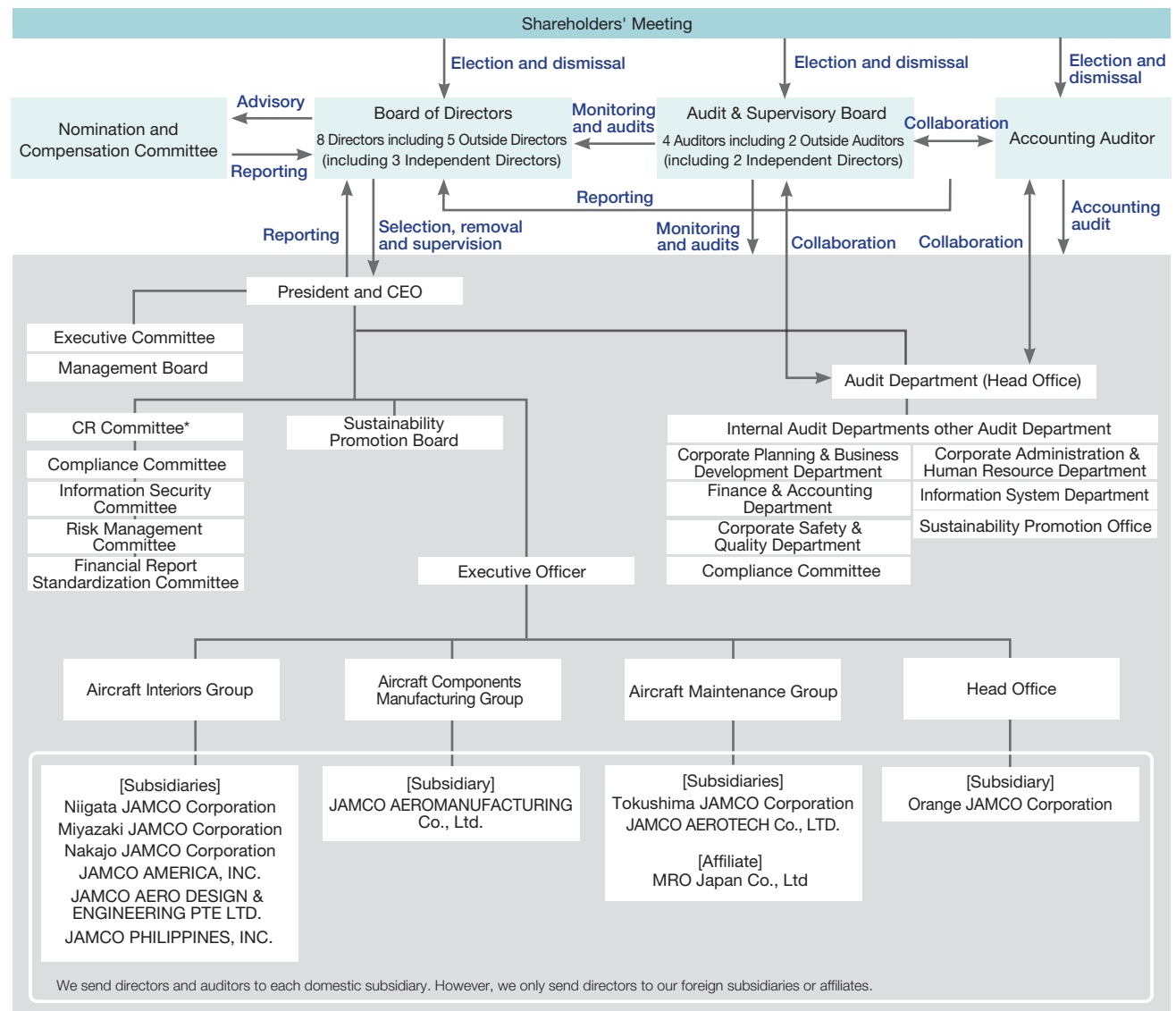
Our Articles of Incorporation provide that there be no more than 15 Directors. They also provide that resolutions to elect or dismiss Directors at a General Meeting of Shareholders shall be passed by a majority of the votes held by shareholders present who hold no less than one-third of the votes of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

Regarding the election of Directors, we believe that it is vital to achieve a balanced composition of the Board to facilitate more appropriate decisions and better supervision of the execution of operations. This entails selecting Directors who are familiar with our internal operations and who can make appropriate decisions and supervise the execution of business, Outside Directors who are familiar with management and the aviation industry, and Independent Outside Directors who possess knowledge of corporate management and corporate law.

<https://www.jamco.co.jp/en/ir/governance.html>



Corporate Governance Structure



We send directors and auditors to each domestic subsidiary. However, we only send directors to our foreign subsidiaries or affiliates.

* Compliance & Risk Committee: Organization overseeing internal control

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.

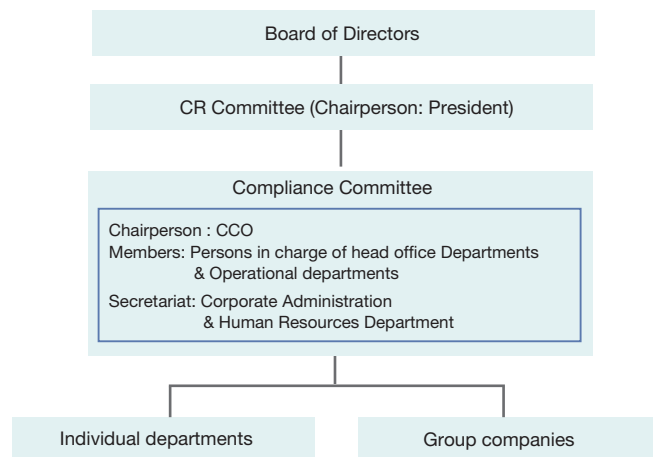
In fiscal 2021, we provided training for all officers and employees at JAMCO, its affiliates and subsidiaries that included content to improve quality awareness. We also conducted entry training aimed at new employees, and compliance training for relevant officers and employees tailored to the content of antitrust and subcontracting laws, anti-bribery laws, and personal information protection laws.

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, staffed by personnel with a strict duty to uphold confidentiality, 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. Our internal regulations, which stipulate specific operating procedures, mandate the protection of whistleblowers to prevent unfavorable treatment toward them, as well as periodic training and other methods to ensure accurate understanding and widespread awareness of the whistleblowing and consultation hotline and how to contact it. They also require that efforts be made to improve operation. These regulations have been significantly expanded in response to Japan's revised Whistleblower Protection Act, which came into effect in June 2022.

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

At the JAMCO Group, our vision for the future is to continue to contribute to a comfortable, sustainable world leveraging the technology and quality we have built up through the aviation industry. Since maintaining information security is vital to achiev-

ing this goal, we are working to ensure the reliable operation, monitoring, and continuous improvement of our information security management system.

Specific measures to strengthen security include preventing unauthorized access from outside the company, protecting against computer viruses, managing devices such as USB flash drives, spam prevention, training for handling targeted attack e-mails, and regular internal information security audits.

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

Basic Information Security Policy

The JAMCO Group has announced its vision for the future of continuing to pursue the realization of a comfortable and sustainable society through the technology and quality that has been cultivated as the foundation of the aviation industry.

In order to achieve this, it is essential that information security is guaranteed, and therefore, the JAMCO Group is working toward the reliable management, monitoring, and continuous improvement of an information security management system in accordance with the following policy.

- (1) To appoint a supervisory manager and maintain a management system that guarantees information security for the entire group.
- (2) To perform information security obligations reliably in line with business and legal requirements and agreements. Also, to set out the basic handling of and specific procedures for information assets in internal regulations and rationally manage those assets, including supply chains, in keeping with the level of importance of the information.
- (3) To set out standards and methods to evaluate risk, and establish and execute appropriate response measures to avoid and reduce risks realized through those standards and methods, and make sure that business activities are not significantly impacted by serious faults or disasters that are difficult to avoid or reduce.
- (4) To carry out regular training and timely education so that officers and employees can act with sufficient awareness of the importance of and need for information security, and maintain and improve high quality and well-balanced information security management.
- (5) To create a dependable monitoring and valuation system that continuously ensures the effectiveness of the information security management system, and aim to improve the structure as appropriate while taking preventative measures against the recurrence of and making efforts to prevent 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

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

We have appointed a Chief Risk Management Officer (CRO) to be responsible for overall risk management throughout the entire company, and established the Risk Management Committee, chaired by the CRO, to function as the organization overseeing and promoting risk management.

Risk Management Initiatives

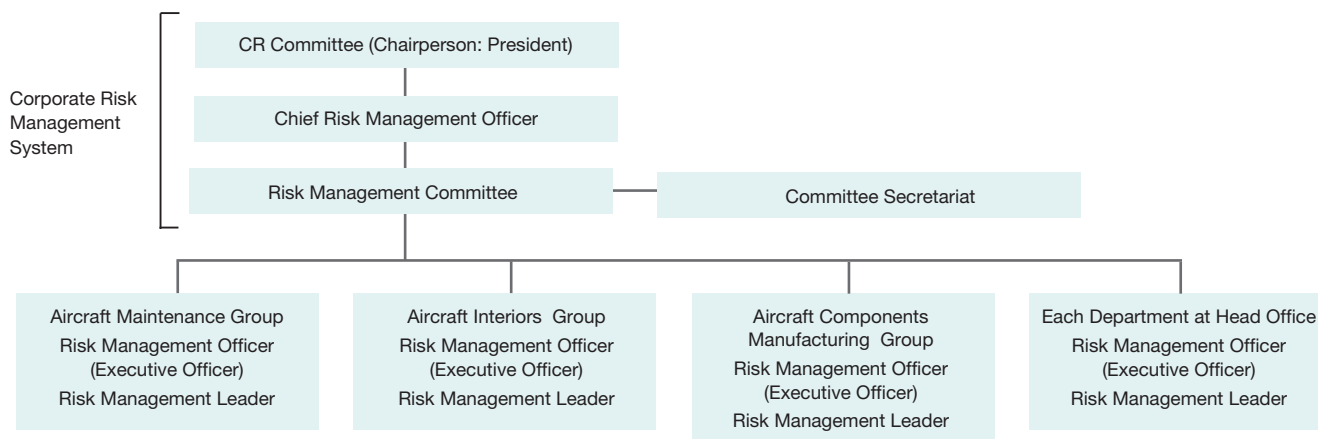
We have established Risk Management Regulations, given the list below.

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

We have 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 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.

In addition, departments working directly with Group companies recognize that risks may materialize in those companies and maintain systems to work with these companies on daily risk management.

Risk Management Promotion Structure



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

**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 2021, we identified the challenge of enhancing our response capabilities, from our initial response immediately following a large earthquake through to our decision to invoke the BCP. In February 2022, we carried out training to prepare for such emergencies. This training assumed that an earthquake centered in the Kanto region, with a seismic intensity of 6+ on the Japanese seismic intensity scale, had occurred. During the training, we created a disaster response headquarters at our head office in Tachikawa that coordinated with local disaster response headquarters set up at five locations in Tachikawa, Chofu, Yotsuya, Narita, and Sendai. We tested the operation of our safety confirmation system, and practiced transmitting information by satellite phone, preparing for the possibility that communications would be interrupted due to power outages or phone line interruptions.













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.





CSR Activity FY2021 Results and FY2022 Targets

| ISO 26000 Core Subjects | Targets for FY2021 | Results for FY2021 | Targets for FY2022 |
|---|---|--|---|
| Organizational governance / Recognition of social responsibility and integration into the whole organization     | JAMCO, Group companies, contractors will carry out the following activities: <ul style="list-style-type: none"> • Continue to promote and establish awareness of CSR/SDGs • Promote SDG activities • Continue to implement training to raise awareness of information security • Conduct internal information security audits • Strengthen information security associated with telework Focus on initiatives and activities at contractors <ul style="list-style-type: none"> • Continue CSR comprehension and awareness activities at contractors | <ul style="list-style-type: none"> • Created simple, easy-to-understand materials full of original content about our approach to the SDGs, and conducted training for all officers and employees (participation rate 100%) • Explained how each business division should approach the SDGs with consideration for the differences in their business; thanks to the education about CSR/SDGs conducted beforehand, employees had good understanding and made progress on initiatives • Conducted training related to information security (officers, employees, and internal auditors) (participation rate 100%) • Disseminated information related to information security (e-mails sent to officers and employees) • Conducted information security audits at 41 of the 42 departments (sites) planned for FY2021 • Published a newsletter about important points concerning telecommuting and emailed it to all officers and employees • Changed the method by which we survey contractors, with the goal of further promotion • Requested improvements and further promotion based on analysis of the contractors survey results | JAMCO, Group companies, contractors will carry out the following activities: <ul style="list-style-type: none"> • Continue to promote and establish awareness of CSR/SDGs • Work to help achieve the SDGs • Continue to implement training to raise awareness of information security • Conduct internal information security audits Focus on initiatives and activities at contractors <ul style="list-style-type: none"> • Continue to disseminate information about CSR to contractors and investigate the level of penetration • Check with contractors about state of SDG activities |
| Human rights   | <ul style="list-style-type: none"> • Continue training related to human rights (includes domestic Group companies) | <ul style="list-style-type: none"> • Conducted training on human rights (officers and employees, and domestic Group companies) (participation rate 100%) | <ul style="list-style-type: none"> • Start considering conducting due diligence on human rights to comprehensively and systematically identify human rights risks within the company and the Group |
| Labor practices     | Further promote a healthy work-life balance: <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 <ul style="list-style-type: none"> -Encourage employees to leave work on time (set no-overtime days) -Continue to hold labor-management meetings on reducing overtime worked -Rigorously manage overtime hours based on plans | <ul style="list-style-type: none"> • Introduced a new attendance system that makes it easier for managers and individuals to check how much annual leave they have taken, and set up an alert function. As a result, all employees, including managers, took eight or more days of leave per year (Legal requirement: At least five days) (We concluded an agreement with the JAMCO Labor Union at the beginning of the fiscal year specifying that employees must take at least eight days of leave per year.) • On April 1, 2022, introduced revised telecommuting system with the aim of creating an environment that would allow employees to balance childcare or nursing care with work, and continue working while treating injuries and illnesses that make it difficult to come into the office. In addition to childcare, the system now covers nursing care and treating personal injury/illness as well. • Reduced amount of overtime worked 1. Encouraged employees to leave work on time (set no overtime days) The labor-management council for the reduction of overtime hours was unable to set a goal of no overtime days due to differences between business groups and departments, such as when busy periods occur. We saw an increase in overtime hours worked for some business groups because their amount of business did not decrease even during the COVID-19 pandemic. Because of this, the average monthly overtime hours per person increased by 4.2 hours compared to FY2020. | Further promote work-life balance <ul style="list-style-type: none"> • Encourage use of annual paid leave (All employees, including managers) take at least 8 days of annual leave * Employees seconded to other companies are excluded since they are covered by the rules of the seconding destination • Encourage use of telecommuting Promote telecommuting for applicants in positions suitable to working at home • Reduce amount of overtime worked Continue to hold labor-management meetings on reducing overtime worked |

CSR Activity FY2021 Results and FY2022 Targets

| ISO 26000 Core Subjects | Targets for FY2021 | Results for FY2021 | Targets for FY2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|--|--------------------|------------------------|----------------|--|------------|------------------|---|-------------|-----------------|---|-----------|----|--|------------------------------|---|--|---|--------------|--|--|--|---|-------------------------|--|--|------------|-----------------|--------------------------------------|-----|--|--|
| <p>Labor practices</p>  | <ul style="list-style-type: none"> 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 Eliminate work-related accidents | <p>2. Continued to hold labor-management meetings on reducing overtime</p> <p>In addition to confirming that overtime work hours were being managed, the labor management council for the reduction of overtime hours checked the amount and details of work according to the actual situation in each business group, and discussed how to reduce overtime work.</p> <p>3. Rigorously managed overtime hours based on plans</p> <p>In conjunction with the introduction of our new attendance system, we graphed the actual overtime hours worked per person in each department. We also strove to thoroughly manage overtime by strengthening various measures, such as alerting the employee and their superior when they were close to exceeding the maximum hours.</p> <ul style="list-style-type: none"> Encouraged hiring of female employees <p>1. Maintained the number of women in assistant managerial positions at 10% or more</p> <p>Achieved target with 10.5% of assistant managerial positions held by women as of March 31, 2022 (10.3% for the same period of the previous year)</p> <p>2. Other</p> <p>During FY2021, female employees participated in recruitment activities for new fiscal 2023 graduates to promote the recruitment of women, joining company briefings streamed online, remotely participating in on-campus seminars, and participating in internships.</p> <p>One deputy general manager and one assistant manager took part in external training for women in management</p> <ul style="list-style-type: none"> Results for Kurumin certification criteria items <table border="1" data-bbox="874 803 1687 1291"> <thead> <tr> <th>Item</th> <th>Accreditation criteria</th> <th>Actual results</th> </tr> </thead> <tbody> <tr> <td>Percentage of eligible male employees who took childcare leave, etc.</td> <td>7% or more</td> <td>45.9% (achieved)</td> </tr> <tr> <td>Percentage of eligible male employees who took childcare leave or used the leave system for childcare</td> <td>15% or more</td> <td>100% (achieved)</td> </tr> <tr> <td>Number of eligible male employees who took childcare leave etc.</td> <td>1 or more</td> <td>17</td> </tr> <tr> <td>Average hours worked by full-time employees in excess of statutory working hours and during legal holidays</td> <td>Less than 45 hours per month</td> <td>Less than 45 hours per month (achieved)</td> </tr> <tr> <td>Number of workers who worked 60 or more hours of overtime per month on average</td> <td>0</td> <td>0 (achieved)</td> </tr> <tr> <td>Progress towards attainment of goals in General Employer Action Plan</td> <td></td> <td></td> </tr> <tr> <td>1. Number of annual paid leave days taken</td> <td>8 days or more per year</td> <td>All employees took 8 days or more (achieved)</td> </tr> <tr> <td>2. Percentage of assistant manager positions held by women</td> <td>8% or more</td> <td>8.9% (achieved)</td> </tr> <tr> <td>3. Establishment of satellite office</td> <td>Yes</td> <td>No (*Planned to be established by the end of FY2022)</td> </tr> </tbody> </table> <p>We worked to “inform workers of the action plan,” which was a criterion we had not achieved during the previous application, by disclosing the action plan on the company intranet in June 2021</p> <ul style="list-style-type: none"> Six work-related accidents in FY2021 (the same number as in FY2020) Strengthened efforts to prevent accidents, and strove to raise safety awareness by sharing examples of five near misses from each site that were compiled by the Central Safety and Health Committee secretariat at headquarters (Corporate Administration & Human Resource Dept.), property damage reported by the Corporate Safety & Quality Dept., and fatal accidents that occurred at business partner companies | Item | Accreditation criteria | Actual results | Percentage of eligible male employees who took childcare leave, etc. | 7% or more | 45.9% (achieved) | Percentage of eligible male employees who took childcare leave or used the leave system for childcare | 15% or more | 100% (achieved) | Number of eligible male employees who took childcare leave etc. | 1 or more | 17 | Average hours worked by full-time employees in excess of statutory working hours and during legal holidays | Less than 45 hours per month | Less than 45 hours per month (achieved) | Number of workers who worked 60 or more hours of overtime per month on average | 0 | 0 (achieved) | Progress towards attainment of goals in General Employer Action Plan | | | 1. Number of annual paid leave days taken | 8 days or more per year | All employees took 8 days or more (achieved) | 2. Percentage of assistant manager positions held by women | 8% or more | 8.9% (achieved) | 3. Establishment of satellite office | Yes | No (*Planned to be established by the end of FY2022) | <ul style="list-style-type: none"> Promote women’s participation Increase the percentage of assistant manager positions held by women to 8% or more. Obtain next-generation child raising “Kurumin” certification mark Implement measures to obtain Kurumin certification in FY2021-22 in preparation for FY2023 application Eliminate work-related accidents |
| Item | Accreditation criteria | Actual results | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Percentage of eligible male employees who took childcare leave, etc. | 7% or more | 45.9% (achieved) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Percentage of eligible male employees who took childcare leave or used the leave system for childcare | 15% or more | 100% (achieved) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Number of eligible male employees who took childcare leave etc. | 1 or more | 17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Average hours worked by full-time employees in excess of statutory working hours and during legal holidays | Less than 45 hours per month | Less than 45 hours per month (achieved) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Number of workers who worked 60 or more hours of overtime per month on average | 0 | 0 (achieved) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Progress towards attainment of goals in General Employer Action Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1. Number of annual paid leave days taken | 8 days or more per year | All employees took 8 days or more (achieved) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2. Percentage of assistant manager positions held by women | 8% or more | 8.9% (achieved) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3. Establishment of satellite office | Yes | No (*Planned to be established by the end of FY2022) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

CSR Activity FY2021 Results and FY2022 Targets

| ISO 26000 Core Subjects | Targets for FY2021 | Results for FY2021 | Targets for FY2022 |
|--|--|---|---|
| Environment  | <ul style="list-style-type: none"> Reduce energy consumption by 1% or greater compared with FY2020: 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 FY2021: 1,974.4kl (8.6% year-on-year decrease) Implemented resource-saving activities such as water conservation Total water consumed by all sites in FY2021: 35,913m³ (15.7% year-on-year increase) Carried out activities to reduce the discharge of waste, such as thoroughly sorting waste and promoting recycling Total amount of waste generated at all sites in FY2021: 440.1 tons (1.1% year-on-year decrease) | <ul style="list-style-type: none"> Reduce energy consumption by 1% or greater compared with FY 2021: 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"> Conducted training on compliance (officers and employees in Group companies in Japan) (participation rate 100%) Implemented the following measures to strengthen Group compliance <ol style="list-style-type: none"> Investigated the status of compliance hotlines at Group companies outside of Japan Investigated how personal information is currently being handled by all Group companies, in response to Japan's revised Act on the Protection of Personal Information Concluded data transfer agreements with Group companies which are necessary to comply with the Act In addition, made progress on strengthening Group compliance such as responding promptly and appropriately to compliance consultations from Group companies | <ul style="list-style-type: none"> Disseminate and thoroughly enforce compliance rules through compliance training for all officers and employees Expand compliance hotline system within Group Thoroughly disseminate information related to important revisions to laws and regulations throughout the Group |
| Consumer challenge  | <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 | <ul style="list-style-type: none"> Continued efforts to maintain and improve product quality and contribute to aviation safety <ol style="list-style-type: none"> The entire Group took part in activities designed to foster a culture of safety, and conducted safety and quality meetings with the goal of mutually confirming safety and quality information and identifying risks early on Held education and safety lectures conducted by outside experts with the aim of raising awareness of safety and compliance and preventing the occurrence and recurrence of quality incidents Following the lectures, we held group discussions and continued activities aimed at fomenting a culture of safety and raising quality awareness throughout the organization Considered timely measures to prevent recurrence of defects discovered after shipping that occurred during manufacturing (interior components, seats, equipment) and maintenance, and promoted understanding of areas for improvement through trend analysis Improved systems for rapidly sharing information on defects that affects quality and safety throughout the organization, thoroughly investigated their causes, and took prompt corrective action Worked to improve employee skills by providing the education and training necessary for investigating the causes and taking corrective action | <ul style="list-style-type: none"> Reinforce infrastructure for safety management and quality assurance systems, and make continual improvements |
| Participation in and development of communities  | <ul style="list-style-type: none"> Promote local social contribution activities throughout JAMCO and Group companies | <ul style="list-style-type: none"> Donated stored drinking water and emergency food supplies that were nearing their expiration dates to children's cafeterias via the social welfare corporation, the Tachikawa Council of Social Welfare (June and October 2021) Participated in food drive sponsored by the Tachikawa Council of Social Welfare, and donated food collected from our officers and employees (March 2022) Collaborated with the Tokyo Environmental Public Service Corporation and the NPO Shizen Academy to conduct activities to preserve undeveloped woodlands near populated areas (March 2022) | <ul style="list-style-type: none"> Promote local social contribution activities throughout JAMCO and Group companies |

Special Feature: CONTRAIL* Project: Atmospheric Observation by Aircraft

Measuring CO₂ emission and absorption levels in the upper atmosphere

As the number of large-scale natural disasters increases due to climate change, the CONTRAIL project continues to provide data on greenhouse gases in the atmosphere to research institutions around the world.

We interviewed Dr. Toshinobu Machida of the Center for Global Environmental Research, National Institute for Environmental Studies, who has been working on the project since it began in 2005.

Q: Many countries have set CO₂ emissions reduction targets in order to bring about a decarbonized world. How does the CONTRAIL project help to achieve these goals?

To reduce CO₂ emissions, it is first essential to accurately ascertain the current concentration of CO₂, and then scientifically calculate the amount emitted and absorbed. CO₂ concentrations are being observed all over the world for this purpose, but almost all of these observations are carried out on the ground. However, since air spreads out in three dimensions, we need to investigate what concentrations are like in the sky and how they are transported around the globe.

The CONTRAIL Project has made significant progress in this area. Previously, aircraft would be chartered to measure CO₂



* CONTRAIL: Comprehensive Observation Network for Trace gases by Airliner



Dr. Toshinobu Machida

Head, Officer for Atmospheric and Oceanic Monitoring Center for Global Environmental Research, National Institute for Environmental Studies

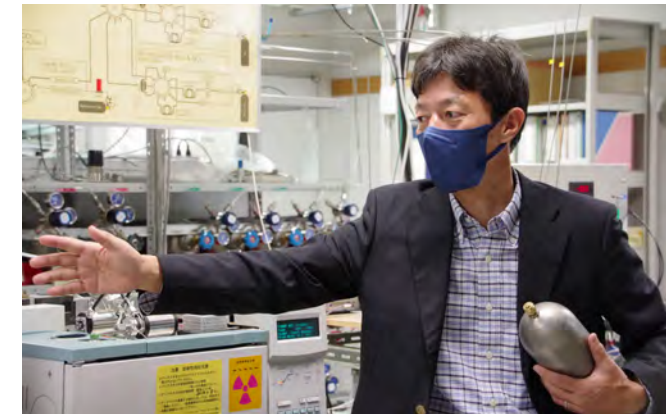
concentrations. Thereafter, the Meteorological Research Institute (MRI) fitted automatic Atmospheric Sampling Equipment (ASE) to a Boeing 747 with the cooperation of Japan Airlines (JAL). Atmospheric CO₂ concentrations were then measured twice a month on a flight between Japan and Australia. When that 747 was retired, MRI looked to develop a new apparatus, asking for cooperation from JAMCO to make it possible to measure CO₂ concentrations during flight. In 2003, we began developing Continuous CO₂ Measuring Equipment (CME).

This project has enabled us to dramatically increase the volume of observational data on CO₂ concentrations in the world's skies.

Q: Why can't we accurately ascertain CO₂ concentrations from ground-based observations alone?

The CME can measure CO₂ concentrations at different altitudes during takeoff, ascent, cruise, descent, and landing.

In other words, it is capable of measuring the vertical distribution. This vertical distribution is very important, and more frequent measurements of this project have also provided a detailed picture of the seasonal variations in CO₂ concentrations in the sky. With this vertical distribution, we can tell whether a particular place on the earth's surface is emitting or absorbing CO₂ at a specific point and time.



While plants absorb CO₂ through photosynthesis, they emit it through respiration. However, by observing the changes in the vertical distribution of CO₂ concentrations up to 10 km above Narita for one year, we can see that CO₂ concentrations in the sky decrease from June through September, when photosynthesis is most active. This tells us that the earth's surface there shows a net-absorption of CO₂ during that time (See figure).

Another one of the results is that it is now possible to cover areas where we previously had little observational data because

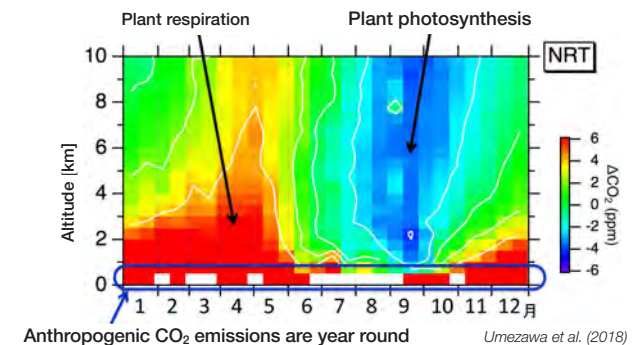


Figure: Seasonal Variations in Vertical Distribution of CO₂ Concentrations (Over Narita)

Special Feature: CONTRAIL Project: Atmospheric Observation by Aircraft

observations could be carried out on the ground. An analysis of CO₂ concentrations collected in Indonesia in 2015 revealed that the amount of CO₂ emitted during the dry season in September and October, when forest fires occurred, was equivalent to the amount in Japan for an entire year emitted by fossil fuel-based power generation. The large CO₂ emissions from large-scale forest fires had already been recognized as a problem, but the concrete numbers had an enormous impact. This data proved how important the prevention of forest fires is to protect the global environment.

Q: The data is compelling and has a large impact.

Until now, many researchers have focused on exploring the mechanisms of nature, but there is a need for research that contributes to the reduction of anthropogenic CO₂ emissions. The amount of CO₂ emitted by each country is not measured with instruments. Instead, estimates are calculated by multiplying the volume of economic activity from economic statistics by an emissions factor. However, going forward, it will be important to objectively evaluate these estimates. The reliability of statistical data varies from country to country. In contrast, scientific observational data does not lie. So, we can expect the vast amount of observational data generated by this project to be useful in this area, as well.

Since airports are located near large cities, and this project utilizes airplanes, it can measure CO₂ concentrations around urban areas. Analysis of the observational data for CO₂ concentrations in the skies above large cities reveals that the concentrations in the sky are proportional to the emissions from each city. This means that continuous monitoring can verify whether a country has actually reduced its CO₂ emissions by 2030. It shows that emissions can be monitored scientifically, thereby helping to achieve carbon neutrality.

Q: So, possessing scientific data is an asset.

This data is extremely important in allowing Japan to contribute to the reduction of global CO₂ emissions. For example, the things revealed by the data can deepen discussion during talks with other countries.

This project provides important data for both Japan and the world.

In addition, the observational data has been assigned an international identification number, known as a Digital Object Identifier (DOI). The CME data has been open to the global public since 2018, and the ASE data since 2019.

This has resulted in more widespread research using observational data, and more than 60 peer-reviewed papers have been published in international journals.

Q: Did the COVID-19 pandemic make it difficult to collect observational data?

Regarding the impact of the COVID-19 pandemic, it is widely thought that the reduction in general activity decreased CO₂ emissions, but they actually did not decrease that much. Emissions decreased with the lockdown of cities, but the impact of the lockdowns was limited, and emissions rebounded as soon as they were lifted.

In terms of observation, the impact was significant. At one point, the number of international flights decreased by 90%, which made collecting data difficult. Over the past two years, the number of CME-equipped Boeing 777-300 flights did not decrease that much. But there were fewer international flights of ASE-equipped Boeing 777-200s. Every month, the team obtained flight schedules and planned out the most efficient way to conduct observations, then asked JAMCO to perform maintenance, and JAL to equip their planes with the equipment.

It has been tough to collect data for the past two years. But thanks to the generous cooperation of JAMCO and JAL, we somehow managed to avoid reducing the planned number of observations. Last year, we submitted a report to Japan's Ministry of the Environment that compiled five years of research results, and it was received favorably.

Q: What requests and expectations do you have for JAMCO?

We ask JAMCO to handle two tasks. One is daily maintenance, and the other is developing equipment to fit on Boeing 787s. Maintenance is low-profile work, but you are performing it

at an extremely high level of quality. It is no easy task to diagnose failures and malfunctions and repair them immediately so as not to interrupt observations. Development is a challenge. We ask for a lot because we have to add new features while meeting stringent safety standards and sticking to the deadlines of the development roadmap. We appreciate how JAMCO comes through for us.

In 2019, this project won the Environment Minister's Award as part of the Japan Open Innovation Prize, and we were approached by other award-winning organizations who participated in the awards event. They shared comments like, "We didn't know that JAL and JAMCO were contributing to research that could help reduce CO₂ emissions" and "With the worldwide boom in ESG investment, today we were glad to learn about activities that companies looking to make investments should pay attention to."

As people gain a deeper understanding of CSR and the SDGs, an increasing number of investors are supporting such companies. They believe that companies which seriously address environmental issues will be able to survive and achieve sustainable growth. So, we hope that JAMCO will also continue to actively support this project.

JAMCO is the partner that has stuck by us through hardships and numerous debates, working together to find breakthroughs by deep discussion each time. We are currently scaling a real summit in our development of equipment for the Boeing 787, but this time as well, we will surely overcome this challenge together with JAMCO. We hope everyone not directly involved in the development will also cheer for us as well, and be proud to support these activities.



With Our Customers

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

Enhancement of Safety and Quality Systems

Establishment of Corporate Safety & Quality Department

JAMCO helps customers ensure safe operations by manufacturing and maintaining aircraft and aircraft equipment. The role

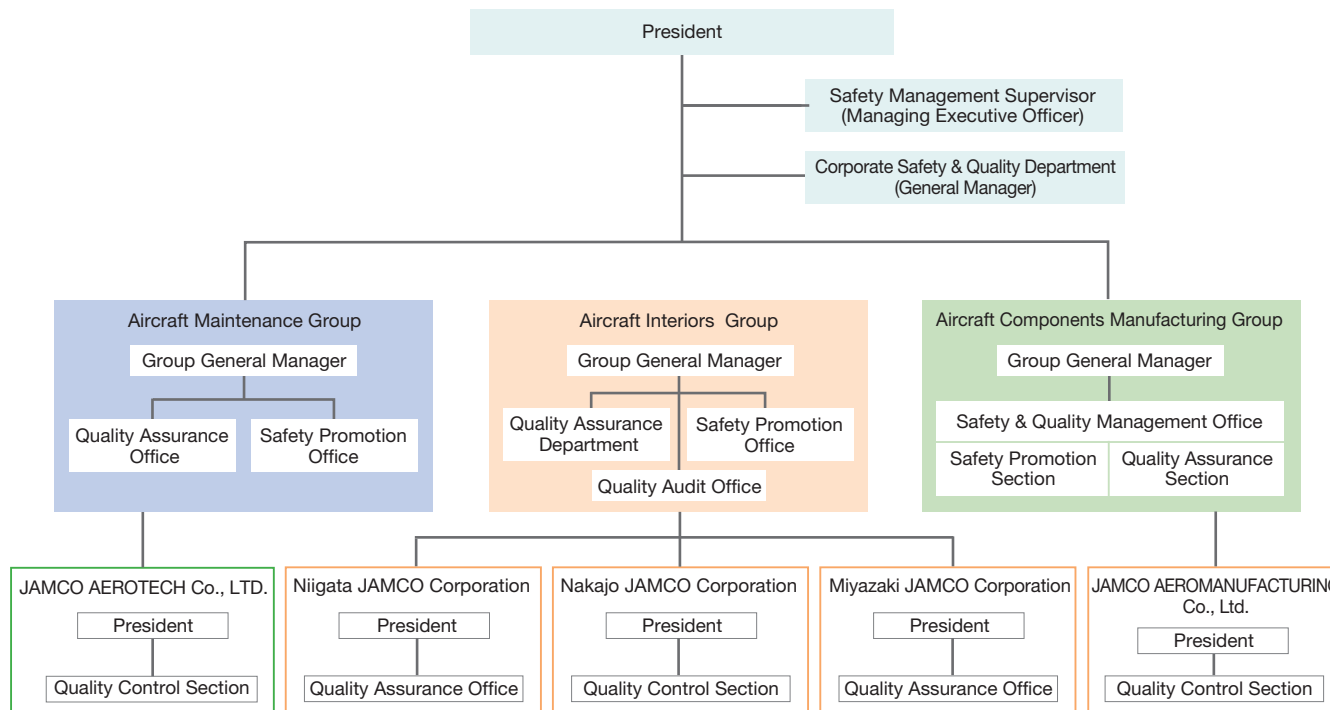
of the Corporate Safety & Quality Department is to oversee the safety and quality management systems of the JAMCO Group, create a solid framework, work to improve safety and quality across the Group, and reliably implement the PDCA cycle. We merged the General Safety Promotion and Quality Planning departments to form the Corporate Safety & Quality Department. Our goal is to work to improve the quality of our products and services and build customer trust.

Stationed at the head office, the Safety Management Supervisor (Managing Executive Officer) works with the Corporate Safety & Quality 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 Safety Management Supervisor (Managing Executive Officer) 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 FY2022, JAMCO is focused on advancing the integration of safety and quality assurance systems, including those at Group companies, and is working with them to establish a company-wide safety and quality management system.

Safety Management System



Assigning Workplace Advisors

In order to prevent incidents, strengthen our safety management system, and improve quality, we are recruiting workplace advisors for the Safety Promotion Office in each operational 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 meetings 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.

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, and 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., JAMCO will always ensure adequate quality control and product safety, thorough compliance, initiative in fulfilling responsibilities, and reliable execution, verification and process-handoff of work. We use these guidelines for conduct to ensure safety, our highest priority.

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.

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 a new 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.

Our business also requires an advanced quality assurance system that is specific to the aerospace industry. So, we have acquired JIS Q 9100 certification, as well as certification from

aviation bureaus in Japan and other countries, and are building a quality assurance system that is suited to the various details of our business.

Based on this, in FY2022, the Corporate Safety & Quality Department is engaged in activities to reinforce infrastructure for safety management and quality assurance systems, and make continual improvements.

Certifications (As of April 1, 2022)

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 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 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 | |

With Our Customers

■ CAAS, Organization Approval

| Organization Name | Scope of Approval | Approval Reference | Remarks |
|---------------------------|---|--------------------|-----------|
| Aircraft Interiors Group | Manufacture of galleys, consoles and lavatories | AWI/POA/019 | |
| Niigata JAMCO Corporation | Manufacture of galleys and lavatories | | 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 Components Manufacturing Group | Design and Development, Production and Maintenance of On-Ground Supporting Equipment for Aircraft | BSKA0050 | Mitaka District [Accessories Maintenance Center] (6-11-25 Osawa, Mitaka-shi, Tokyo, Japan) |
| | Design and Development, Production of Aircraft Accessories | | Yotsuya District [Marketing & Sales Division] (4-1 Yotsuya, Shinjyuku-ku, Tokyo, Japan) |
| Aircraft Interiors Group | 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 | BSKA0123 | Chofu District (6-11-25 Osawa, Mitaka-shi, Tokyo, Japan [Central Office]) |
| | Design and Development, Production and Service Provision (Repair) of Airplane Interiors | | 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]) JAMCO AEROMANUFACTURING Co., Ltd. (7-101-36 Medeshimadai, Natori-shi, Miyagi, Japan [Associated Organization]) |
| Aircraft Interiors Group | Design and Development, Production and Service Provision (Repair) of Airplane Interiors | BSKA0123 | Aircraft Interiors Group [Aircraft Interiors] (1-100 Takamatsu-cho, Tachikawa-shi, Tokyo, Japan [Central Office]) |
| | | | Chofu Test Facilities (Mitaka) (6-11-25 Osawa, Mitaka-shi, Tokyo, Japan) |
| Aircraft Interiors Group | Design and Development, Production and Service Provision (Repair) of Airplane Interiors | BSKA0123 | Nakajo Warehouse (Tainai) (9-125 Shimizu, Tainai-shi, Niigata, Japan) |
| | | | 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 Group | Design and Development, Production and Service Provision (Repair) of Airplane Interiors | BSKA0123 | Niigata JAMCO Corporation, No.2 Facility (945-3 Ueno, Sasaki-aza, Murakami-shi, Niigata, Japan [Associated Organization]) |
| | | | Niigata JAMCO Corporation, No.3 Facility (9-113 Shimizu, Tainai-shi, Niigata, Japan [Associated Organization]) |
| Aircraft Interiors Group | Design and Development, Production and Service Provision (Repair) of Airplane Interiors | BSKA0123 | Miyazaki JAMCO Corporation, Head Office/No.2 Facility (8136-7 Tanocho-ko, Miyazaki-shi, Miyazaki, Japan [Associated Organization]) |
| | | | Miyazaki JAMCO Corporation, External Warehouse (Shimanouchi Warehouse) (10475-4 Shimanouchi, Miyazaki-shi, Miyazaki, Japan) [Associated Organization]) |

■ 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 | | Narita Site (26 Shin-izumi, Narita-shi, Chiba, Japan (In Nogedaira Kogyo Danchi)) |
| Aircraft Maintenance Group | Design and Development, Production of On-Ground Supporting Equipment for Aircraft | IS 511981 | Higashimatsuyama Site (75-1 Shingo, Higashimatsuyama-shi, Saitama, Japan) |
| | Maintenance, Repair, and Modification of Aircraft and Cabin Equipment | | Yotsuya Site (4F, Hosoi building, 4-1 Yotsuya, Shinjyuku-ku, Tokyo, Japan) |
| Aircraft Maintenance Group | Maintenance, Repair, and Modification of Aircraft and Cabin Equipment | IS 511981 | |
| | Design of Aircraft Alteration | | |
| 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.

We provide human resources training system for employees according to their career and job categories, through new employee education, band (occupational type) education, and selective training, as well as various types of professional education required to acquire specialized knowledge, technologies, and skills. In addition, we have organized self-development support systems such as an overseas and domestic language training system, a qualification acquisition incentive system, etc., and we support the growth of our employees in many ways.

Employee Composition at JAMCO

Number of Employees (As of March 31, 2022)

| | Group Total | JAMCO |
|---------------------|-------------|-------|
| Regular employees | 2,560 | 1,150 |
| Temporary employees | 115 | 66 |
| Total Employees | 2,675 | 1,216 |

Full-Time Employees (FY 2021)

Average Age: 43.3 years old Average Years of Service: 17.6 years
 Average Annual Salary: 5,589 thousand yen/year
 New Graduates Hired: 17

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 and operational department positions |

Respect for Human Rights

The JAMCO Group has established a Compliance Code which states "We will endeavor 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.," 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 1, 2021–March 31, 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 1, 2021–March 31, 2023)

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

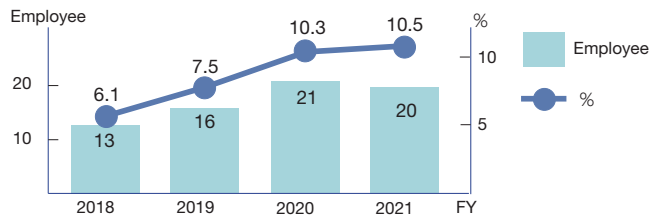
Goal 2: Maintain a 100% participation rate of childcare leave during the planned period, while aiming to encourage more male employees' to participate in the national childcare leave program and to participate in child rearing activities. JAMCO's target goal is 8% or more participants.

With Our Employees

Promoting Women

As of FY2021, 2.7% of the total management positions at JAMCO were held by women, but our goal is to raise this to 10% by 2030. 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, 30 employees as of March 2022), a special subsidiary established in 1999, which entrusts supplementary work within the JAMCO facilities.

As of March 2022, the JAMCO employment rate for people with disabilities was 3.1%, 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 FY2021 there are 21 re-employed employees, and the re-employment rate is 75.0%.

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 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. Three

children of employees are currently enrolled at these nursery schools (one at Fuji Akatombo Nursery School and two at Fuji Lemon Nursery School).

JAMCO also introduced a telecommuting system in April 2019 for those raising children. Twelve employees (eight men, four women) took advantage of this system in FY2021.

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 (FY2021)

| System | Outline | Male | Female |
|-------------------------------------|---|------|--------|
| Maternity Leave | 6 weeks prior to and 8 weeks after childbirth for a total of 14 weeks. | — | 6 |
| Time of Birth Leave | 4 days leave available for use. | 36 | — |
| Childcare Leave | Until the child is 1 year and 6 months old (up to a maximum of the first March 31 when the child is 2 years old). | 19 | 9 |
| Reduced Working Hours for Childcare | Until the first March 31 when the child is 12 years old working hours can be reduced by two hours per day. | 3 | 16 |
| 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) | 116 | 25 |
| Family care leave | 5 days available per year for family care. | 4 | 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.

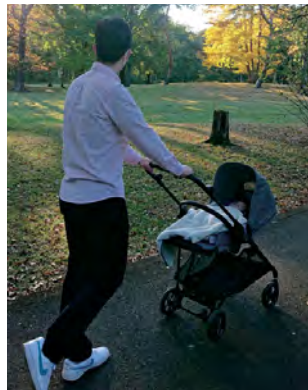
With Our Employees

Voice

I Took Childcare Leave

Gou Ohshima

Corporate Safety & Quality Department



I had always wanted to be deeply involved in the raising of my children, and my wife had continued to suffer from acute morning sickness for an extended period of time. So, to reduce the burden on her as much as possible, I took childcare leave from about a week

before my wife's due date through four months following the birth of our child.

Since my leave started before our due date, my wife didn't need to worry about when she went into labor.

And we were lucky that, despite the pandemic, I was able to be in the room when our child was born.

All I can say is that it is difficult caring for a baby. During the first two months after our child was born, I realized many times just how tough it is to have your sleep constantly interrupted by caring for a baby. Before that, I also hadn't realized just how severely women's minds and bodies are impacted by childbirth.

I'm sure that having gone through this challenging period together as a couple will further deepen my connection to our child from here out. Since I gained experience in all aspects of childcare other than breastfeeding, I am confident that I can take care of our daughter on my own when my wife feels bad.

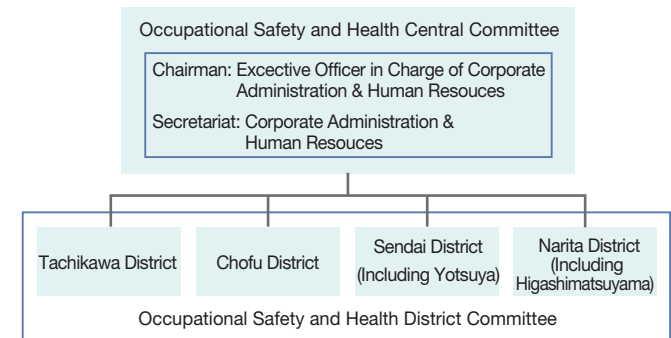
My colleagues in the workplace were also supportive of my taking childcare leave, and helped out with my work during the leave period. So, I had no issues with returning to work when my leave was finished. I may never get the chance to spend such a long period of time with my child as I did during childcare leave, so I am really glad that I took it.

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 FY2021, we continued our efforts from the previous year to prevent the spread of infection with COVID-19.

Occupational Safety and Health Management Structure



* In JAMCO, the people in charge of safety and health in 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.

We are also working to raise employee safety awareness every day, such as by informing employees about occupational accidents and natural disasters, implementing safety and health education for employees at work sites, and conducting employee safety confirmation drills.

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).

With Our Business Partners

The JAMCO Group strives to build fair and sound relationships with our business partners by always conducting business honestly so that we can develop together with them.

Procurement Policy

The JAMCO Group has established a procurement policy requiring compliance from business partners and promoting CSR activities throughout the entire supply chain.

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

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.

partners on CSR and to fulfill our responsibilities to society more actively.

We will share 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 four 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 through the sale of

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.

With Our Business Partners

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 Contractors

Status of Contractors in Core Business Divisions

We conduct CSR surveys to assess the current state of CSR at our contractors. In FY2021, we conducted surveys using a questionnaire created with reference to the CSR/Sustainable Procurement Self-Assessment Questionnaire (Common SAQ)* formulated by the Global Compact Network Japan (GCNJ). We also expanded the scope of the survey from the 35 companies we surveyed in FY2020, to 49 companies (six contracted by the Aircraft Maintenance Group, 5 contracted by Aircraft Components Manufacturing Group, and 35 contracted by the Aircraft Interiors Group, and three Group companies). The survey results are shown in the figure on the right.

We will continue working to support contractors who we determine need to improve, by mutually confirming issues together and aiding them in making improvements.

* The CSR/Sustainable Procurement Self-Assessment Questionnaire (Common SAQ) deepens mutual understanding among all companies involved in the supply chain, and enables them to practice CSR procurement on a global level, by having them answer SAQ questions. It was designed to be consistent with international standards such as the ten principles of the United Nations Global Compact (UNGC), ISO 26000, and the GRI.

SAQ Response Results for FY2021 (average of all 49 companies)

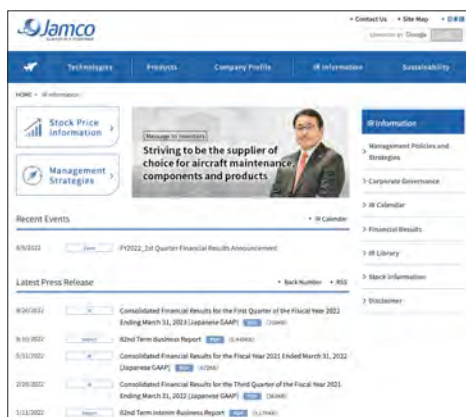


With Our Shareholders and Investors

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>



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 FY2021, 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 FY2021

| 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

Moving to the Prime Market of the Tokyo Stock Exchange



On April 4, 2022, JAMCO moved to the Prime Market of the Tokyo Stock Exchange, following the restructuring of the exchange.

The Prime Market is oriented toward companies which have appropriate levels of market capitalization (liquidity) to be investment instruments for many institutional investors, which maintain a higher degree of governance, and which focus their business on sustainable growth and medium-to long-term improvement of corporate value through constructive dialogue with investors.

Companies listed on the Prime Market are required to proactively disclose an even greater amount of non-financial information, such as ESG, than is required by laws and regulations.

Accordingly, JAMCO will strive to provide information that is accurate, easy to understand, and highly useful.

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.

Special Lecture at the Kobe City College of Technology

In September 2021, Masaji Ozaki, Senior Specialist, Engineering Division, Aircraft Interiors and Components Group (now the Engineering Planning Department, Aircraft Interiors Group), gave a lecture entitled “Aircraft Interiors Overview and Development Practices,” during a series of special lectures



at the Kobe City College of Technology. These special lectures were delivered by companies with links to the aviation industry, such as Airbus Japan. They were part of a Kobe City College of Technology program for cultivating engineers in growth industries.

We used aircraft seats, the item most familiar to airplane passengers, as an example to explain our entire process: from examining specifications, creating mock-ups and prototypes, and determining the final specifications, to certification testing by the Civil Aviation Authorities, through production and delivery of the final product.

The College of Technology students, primarily in their third or fourth year, listened attentively to how products are developed on a global scale and were fascinated by stories of the difficulties faced during development.

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 Lens Cases for 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 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 2022, the Group collected a total of 49.27 kg (equivalent to 49,270 cases). 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. The resultant earnings are then donated to the Japan Eye Bank Association.

HOYA features JAMCO’s efforts with regard to this project as an Eyecity eco Project Corporate Case Study on its website.

[Web | Eyecity eco Project Corporate Case Study](https://www.eyecity.jp/eco/company/)

<https://www.eyecity.jp/eco/company/>



(Ltd.) Miyazaki JAMCO



(Ltd.) Niigata JAMCO



(Ltd.) Nakajo JAMCO



(Ltd.) Tokushima JAMCO



(Ltd.) JAMCO AEROMANUFACTURING

With the Local Community

JAMCO Group Implements Environmental Conservation Activities

In March 2022, 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

Once in June and once in October 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 third such donation made by JAMCO. The donated food was distributed to those in need through Food Bank Tachikawa.

Collection and Donation of Used Stamps

In February 2022, JAMCO donated used stamps and other items collected by employees to a certified non-profit organization. In FY2021, we collected a total of 1,436 g. 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.



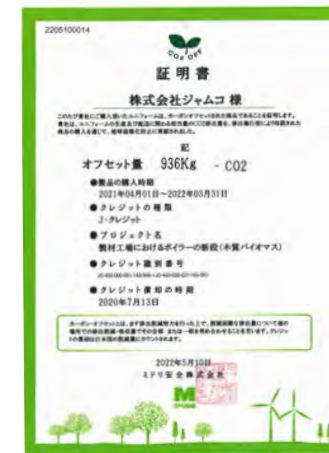
Used stamp collection box

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 2021 and March 2022 means that the company was able to contribute to eliminating the emission of 936 kg of CO₂.



Midori Anzen Issued Carbon Offset Certificate



Midori Anzen original name



For the Global Environment

JAMCO proactively engages in conservation activities to preserve the global environment. Accordingly, we have established the Basic Environmental Philosophy and Environmental Corporate Action Guidelines based on our management philosophy and basic policies on sustainability.

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.

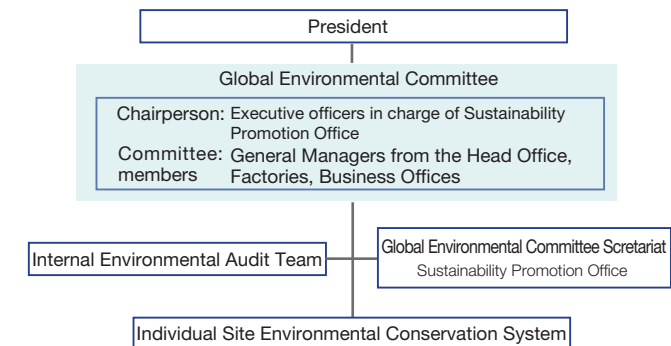
Environmental Conservation Activities Promotion System

JAMCO engages in environmental conservation activities on a company-wide basis. Some organizations have obtained ISO 14001 certification for their environmental management systems, and others operate in line with internal rules and regulations that conform to the same standards. The president has established the Basic Environmental Philosophy and Environmental Corporate Action Guidelines. In accordance with these principles, the executive officer in charge of Sustainability serves as the chair of the Global Environment Committee, oversees environmental conservation activities for the entire company, and conducts 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 for every fiscal year 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.

Environmental Conservation System



- Sites with ISO Certification: Aircraft Components Manufacturing Group, Head Office (Building 4 Tachikawa: Secretarial Office, Audit Department, Corporate Planning & Business Development Department, Corporate Administration and Human Resource Department, Finance & Accounting Department, Corporate Safety & Quality Department, Sustainability Promotion Office)
- Tachikawa site: Aircraft Interiors Group (Head Office Information System Department, Technology & Innovation Control Department and Mitaka representative of the Certification Department, Strength Certification Section, including the Design Engineering Department, Product Development Section)
- Nakajo site: Aircraft Interiors Group Procurement Department Material Supply NAKAJO Section
- Narita Site: Aircraft Maintenance Group Accessories Maintenance Center
- Higashi Matsuyama Site: Aircraft Maintenance Group Accessories Maintenance Center Cylinder Maintenance Section (located in Higashi Matsuyama)
- Sendai Site: Aircraft Maintenance Group Aircraft Maintenance Center (Including Quality Assurance Office, Safety Promotion Office, Procurement Service Office, and Education & Training Office)
- Yotsuya site: Aircraft Maintenance Group Marketing & Sales Department, Business Development Office

For the Global Environment

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 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 procedures and how activities are being 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.

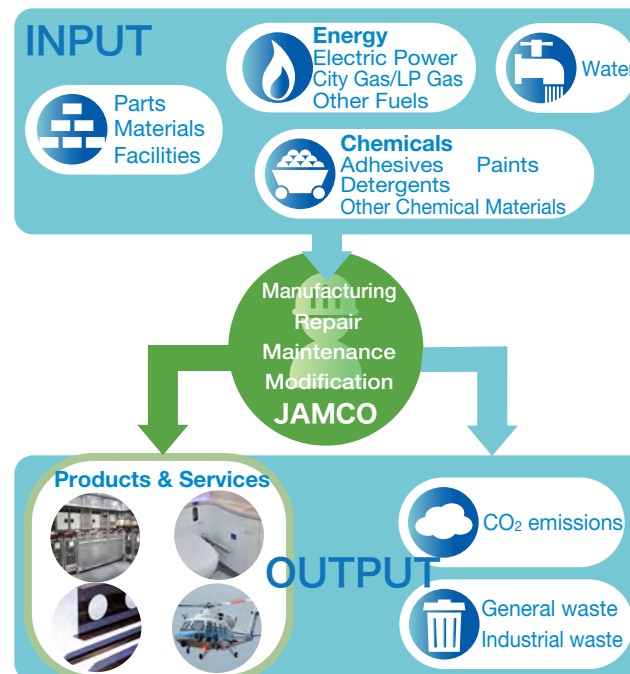
Sites with an ISO certification maintain their certification by undergoing an annual external audit to check whether they

comply with the requirements of ISO 14001, the international standard related to environmental management systems.

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

Flow of Materials in Business Activities



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
- September 1999**
 - Environmental Regulations established
- February 2000**
 - Chofu Head Office District (present-day Chofu site) ISO 14001 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

Environmental Conservation Activities

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.

For the Global Environment

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 appropriately, 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. However, in January 2022, we discovered that PCB-containing equipment was still in use at some facilities. Therefore, we conducted another investigation into all sites to determine whether PCB-containing equipment was being used, and we are working to complete disposal within FY2022.

Other Activities

In addition, we conduct energy-saving measures, green procurement programs, waste reduction and recycling efforts, as well as analysis of the chemical substances in the raw materials and other items we use, and are actively changing out components which contain hazardous substances and substances that affect the global environment for alternatives.

The Aircraft Components Manufacturing Group (Mitaka) and our Head Office (Tachikawa Building No. 4) have acquired environmental management system certification from an Accredited Certification Body, and are continually striving for improvement.

As it becomes increasingly important to address global environmental problems, we are working hard to further reduce our environmental impact.

Results of FY2021 Activities Energy-saving Initiatives

<FY2021 Company-wide>

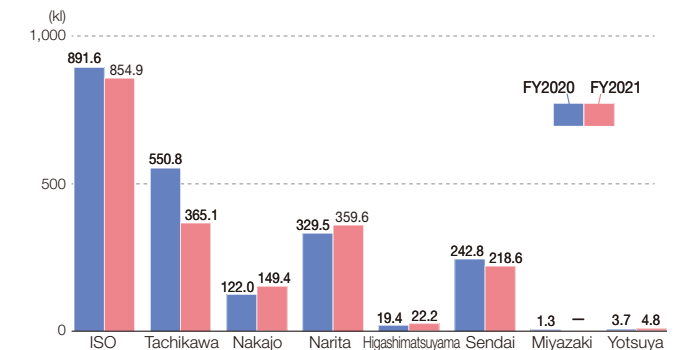
Objective: Reduce energy consumption

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

Target: Reduce energy consumption by 1% or more compared with FY2020

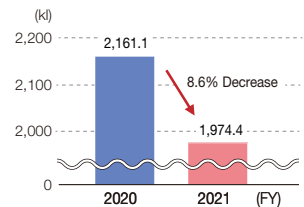
We are working to reduce our energy consumption by driving energy conservation and efficiency in our production processes, and by reducing fuel consumption through such means as using inverters in our production equipment, air conditioning systems, lighting fixtures, and air compressors.

Energy Consumption by Site

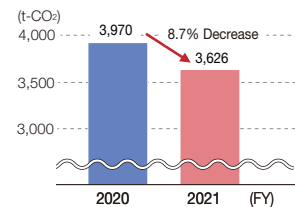


For the Global Environment

Total Energy Use Results



CO₂ Emissions



Note: All energy use is crude oil equivalent (kl)

Energy consumption was reduced at each site this 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 (FY2021 Plans and Results)

| Site | Plans | | Results | |
|-----------------|---------------------|----------------------------|---------------------|----------------------------|
| | Mercury Vapor → LED | Fluorescent Lighting → LED | Mercury Vapor → LED | Fluorescent Lighting → LED |
| ISO Mitaka Site | 0 | 0 | 0 | 5 |
| Tachikawa Site | 0 | 0 | 0 | 0 |
| Nakajo Site | 0 | 0 | 0 | 0 |
| Narita Site | 0 | 179 | 0 | 201 |
| Sendai Site | 4 | 788 | 4 | 788 |
| Total | 4 | 967 | 4 | 998 |

Notes:

1. 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.

2. Excludes Yotsuya and Higashimatsuyama sites, which operate as tenants

In FY2021, 998 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 2,499 as of the end of March 2022.

Through afore-mentioned energy conservation activities and decrease in on-site workload brought on by the COVID-19 pandemic, energy consumption in FY2021 was

reduced to 1,974.4 kl, or 8.6% lower than the 2,161.1 kl in FY2020, 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 FY2021 were reduced to 3,626 t, 8.7% less than the 3,970 t in FY2020.

Energy Reduction Measure Implementation Status

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

| Measures Taken (Including operations) | | ISO Mitaka Site | Tachikawa Site | Nakajo Site | Narita 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 | ● | ● | ● | ● | ● | ● | ● |

For the Global Environment

Water Resources Initiatives

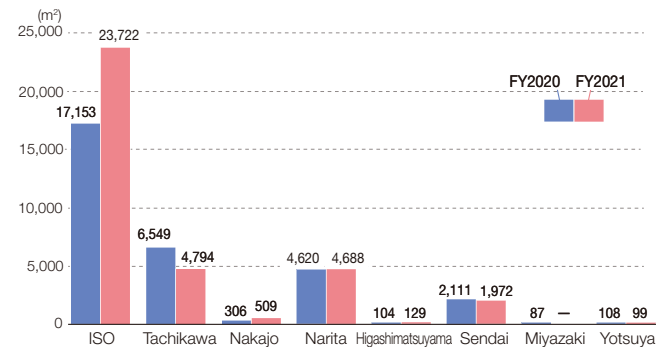
<FY2021 Company-wide>

Objective: Reduce water usage

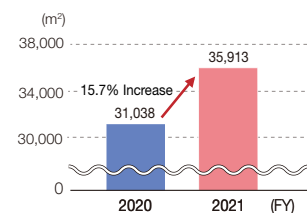
Target: The actual results for FY2020 or less

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



Although we worked to reduce our water usage through efforts such as the use of recirculating water systems to cool equipment, the amount of water used in wastewater treatment increased at ISO certified sites, and a lot of water was used at the Nakajo site to prevent roads from freezing. As a result, our water usage for FY2021 increased by 15.7% compared to FY2020.

Waste Reduction Initiatives

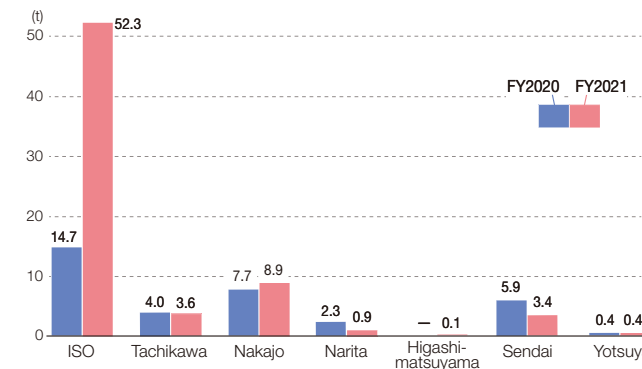
<FY2021 Company-wide>

Objective: Reduce waste emissions

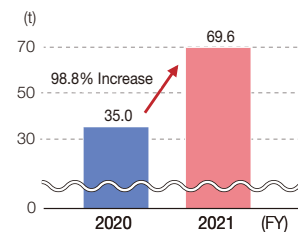
Target: The actual results for FY2020 or less

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

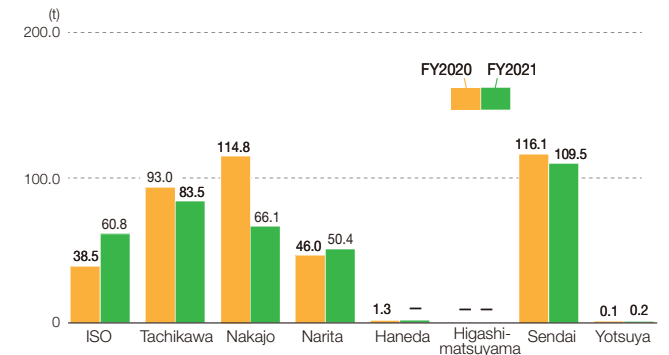


Total Waste Discharge

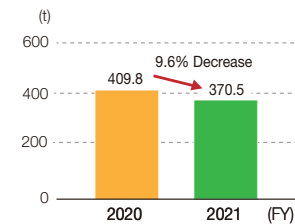


We worked to reduce waste output by enforcing separation activities to prevent recyclable and valuable materials from mixing in with regular waste. However, the wastewater treatment facilities of our ISO-certified sites produced a lot of waste, causing the total waste output for the entire Group in FY2021 to increase by 98.8% compared to FY2020.

Recyclable Materials Output by Site

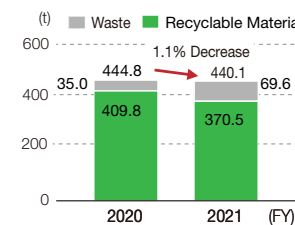


Total Recyclable Materials Output



JAMCO outsources the recycling of materials to processing companies with specialized facilities. However, with the decrease in on-site workload in FY2021, total recyclable materials output decreased by 9.6% over FY2020.

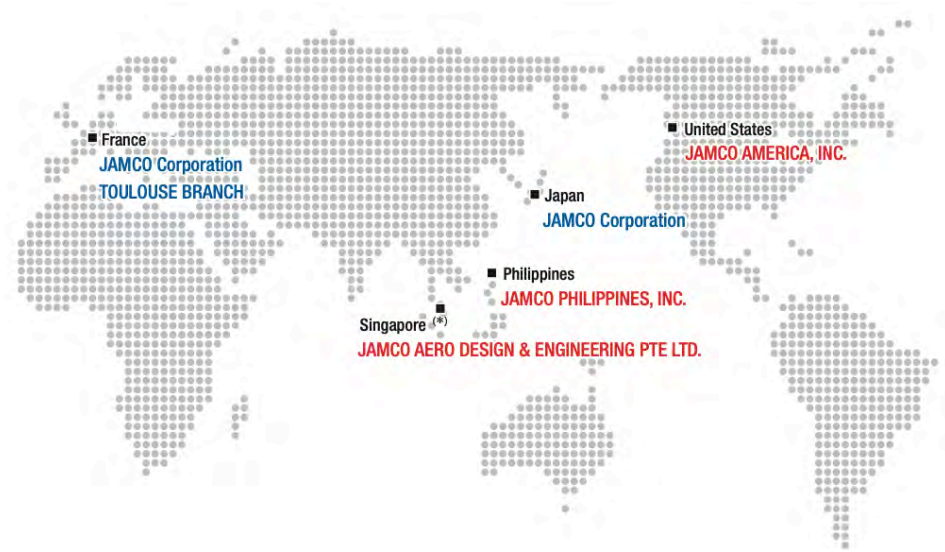
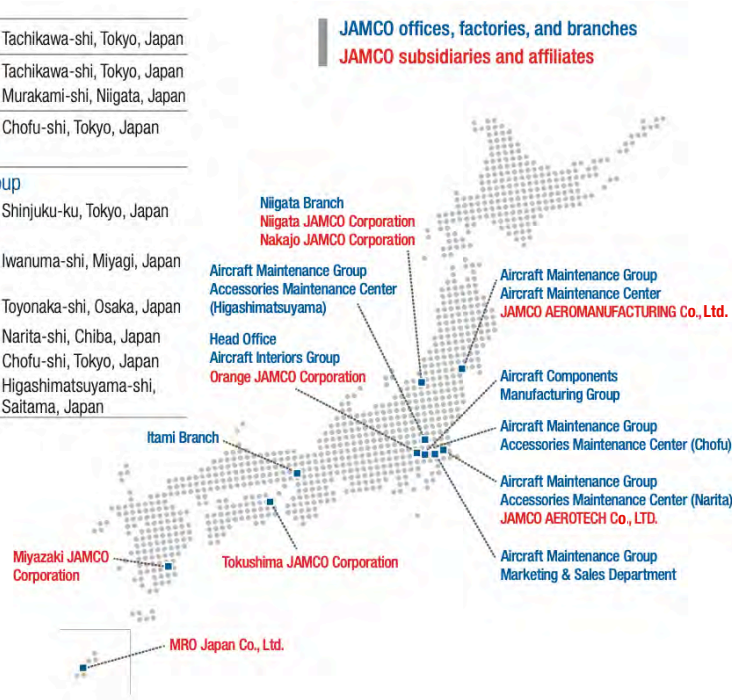
Emissions from Waste and Recyclable Materials



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 FY2021 was 1.1% lower than in FY2020.

Company Outline

| | |
|--|---|
| Head Office | Tachikawa-shi, Tokyo, Japan |
| Aircraft Interiors Group | Tachikawa-shi, Tokyo, Japan |
| ■ Niigata Branch | Murakami-shi, Niigata, Japan |
| Aircraft Components Manufacturing Group | Chofu-shi, Tokyo, Japan |
| Aircraft Maintenance Group | |
| ■ Marketing & Sales Department | Shinjuku-ku, Tokyo, Japan |
| ■ Aircraft Maintenance Center | Iwanuma-shi, Miyagi, Japan |
| ■ Itami Branch | Toyonaka-shi, Osaka, Japan |
| ■ Accessories Maintenance Center | Narita-shi, Chiba, Japan Chofu-shi, Tokyo, Japan Higashimatsuyama-shi, Saitama, Japan |



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

Representative Toshiyuki Abe, President and CEO

Capital 5,359 million yen

Main Businesses
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 2,675 (Consolidated), 1,216 (Non-consolidated)
 (As of March 31, 2022)

Securities code 7408 (Tokyo Stock Exchange Prime Market.)