




## **Tireless ambition to enter new business fields**

Going beyond conventional ideas of aircraft interiors, JAMCO is offering innovative concepts and functions to create all-new types of passenger cabins.



## **A global market share of aircraft interior products**

JAMCO's business is based on technology. JAMCO has secured leading market shares in the aircraft aviation industry by applying the advanced technical capabilities it has built up over many years.



## **On-time delivery of high-quality products guaranteed**

JAMCO, maker of many award-winning, high-quality products over the years, reaches a new level of excellence for quality and dependable, on-time delivery.

**ALWAYS FLY TOGETHER**

# JAMCO 2017 CSR Report

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## Editorial Policy

This report introduces the Jamco Group's\* approach and initiatives for Corporate Social Responsibility (CSR) for the purpose of further improvement of our CSR promotion through the communication with stakeholders such as customers, shareholders and investors, suppliers, employees, et al.

JAMCO Group has started practical CSR initiatives from this fiscal year. Thus, please note that there are variations in the efforts in the JAMCO and the JAMCO Group, and the report might include faults.

\* JAMCO Group: Domestic and foreign subsidiaries and affiliates

### Scope of this Report

#### Scope of Organization

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This will report mainly on Jamco Corporation and JAMCO Group as well.

#### Reporting Period

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In principle April 1, 2016 ~ March 31, 2017, we will include some information for other periods as well.

#### The date of issue

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Aug., 2017

### Others

#### Referenced Guidelines

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ISO26000 Guidance on social responsibility  
ISO14000 environmental management systems

#### Contact

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Corporate Planning Department  
JAMCO Corporation  
〒190-0011  
1-100 Takamatsu-cho, Tachikawa city, Tokyo  
+81 42 503 9146(International)  
042 503 9146(Domestic)

## Management's Commitment to CSR

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



**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.**

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

### Rising to the Eternal Challenge of Realizing our Aspirations.

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

### Bringing Joy and Satisfaction to our Customers and Employees.

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

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

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

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

President and CEO *H. Oka*

## Approach to CSR

### CSR Basic Policy

#### CSR Basic Policy

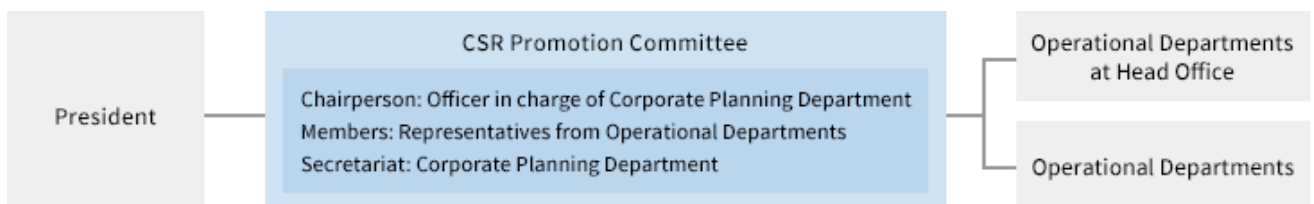
JAMCO’s CSR policies are rooted in its management philosophy and are defined in the following terms:

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

#### CSR Promotion System

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

The CSR Committee manages across the organization and plays a role leading company-wide CSR activities. The CSR Committee comprises a Chairperson (Executive Officer in charge of Corporate Planning Department) and members from each Departments. CSR Committee meetings are regularly held to formulate basic CSR policies, develop a CSR promotion plan and review the CSR status.





## CSR Activity Targets for FY2017

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In the FY2016, we analyzed the status of our CSR efforts with particular focus on ISO26000 core subjects, and set CSR activity targets for FY2017 as described below.

Going forward we will systematically promote CSR to achieve our activity targets and also concentrate on raising CSR awareness among officers and employees of our Group companies and on educating them.

ISO26000 Core Subjects	Activity Targets for FY2017
Organizational governance Recognition of social responsibility and integration into the whole organization	<ul style="list-style-type: none"> <li>• Formulation of Group's CSR action plan</li> <li>• Understanding the status of CSR at our Group companies</li> </ul>
Human rights	<ul style="list-style-type: none"> <li>• Understanding of the status of the relationship between business and human rights at our Group companies</li> <li>• Formulation of human rights policies</li> <li>• Education on human rights</li> </ul>
Labor practices	<ul style="list-style-type: none"> <li>• Further promotion of healthy work-life balance</li> <li>• Understanding of the status of labor practices at our Group companies</li> </ul>
Environment	<ul style="list-style-type: none"> <li>• Understanding and reducing greenhouse gas (GHG) emissions in business activities</li> </ul>
Fair business practices	<ul style="list-style-type: none"> <li>• Penetration of Compliance Code</li> <li>• Formulation of procurement policy</li> </ul>
Consumer challenge	<ul style="list-style-type: none"> <li>• Provide safer products and services</li> </ul>
Participation in and development of communities	<ul style="list-style-type: none"> <li>• Understanding of the status of social contribution activities at our sites and Group companies</li> </ul>

## Corporate Governance

### Basic Policy

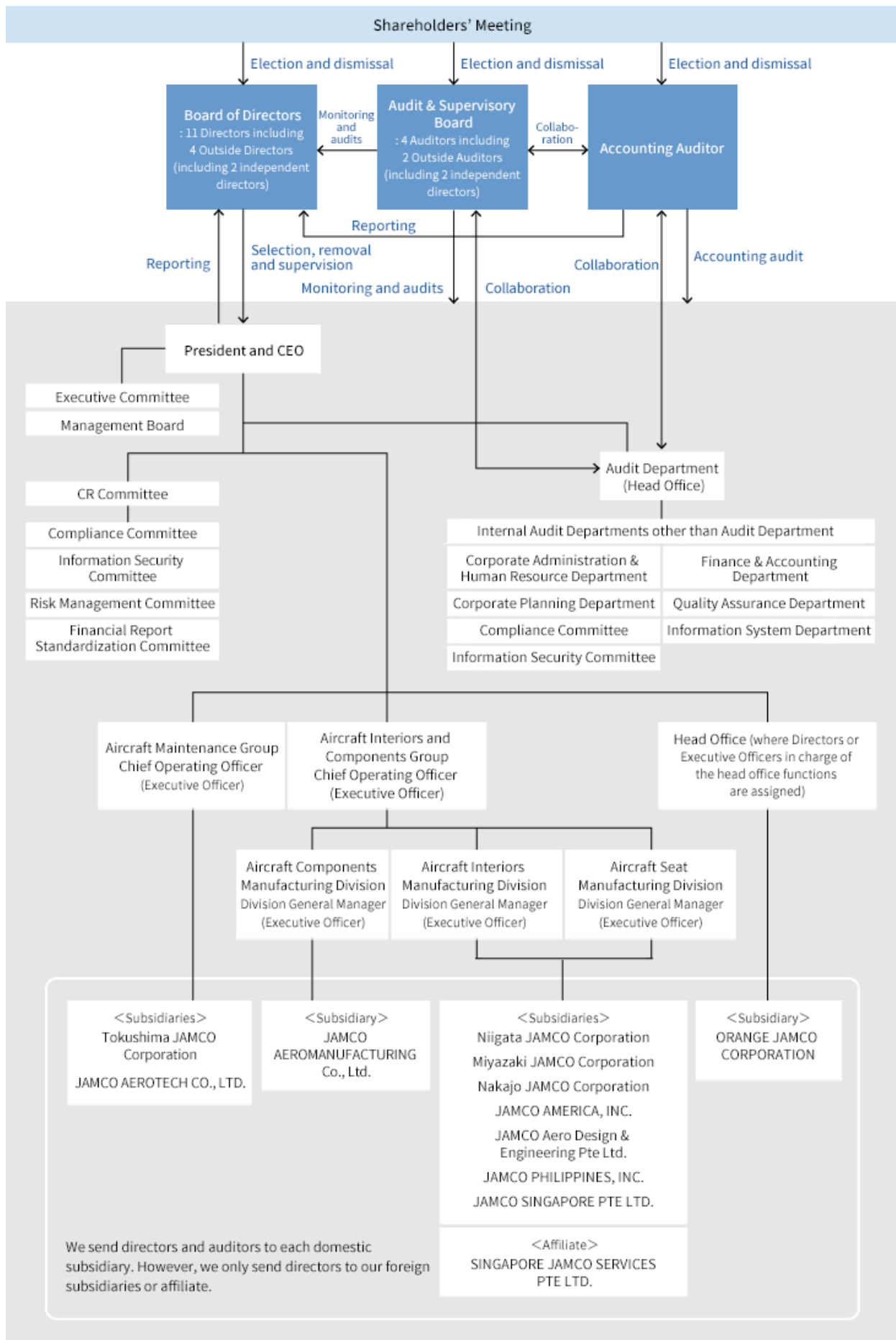
Based on our management philosophy reflected in our commitment “JAMCO, a Technology Oriented Company with samurai values,” we place great value on contributing to society and continuing to operate by offering products and services to customers. To put this value into practice, we recognize that our efforts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

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

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

As for compliance, we recognize that it is important not only to comply with applicable laws, regulations, international rules and internal rules and regulations but also to develop a corporate culture that fosters a strong sense of ethics in day-to-day business activities. We have established a “Code of Compliance” and are committed to sharing understanding of the importance of compliance among officers and employees. We have also applied our compliance system to group companies to put compliance management into full practice, thereby fulfilling our corporate social responsibilities.

# Our Corporate Governance Structure





## CSR in Business Activities

### Compliance

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

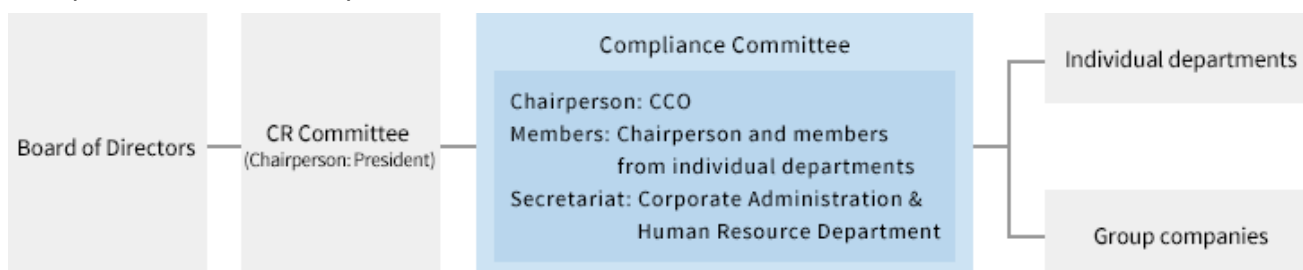
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We have designated a Chief Compliance Officer (CCO) as the person responsible for managing compliance throughout the whole company, and established a Compliance Committee as a compliance management body. Compliance Committee meetings are held regularly or from time to time as appropriate, and report the results of compliance efforts to the Compliance Risk (CR) Committee and the Board of Directors.

We also seek to instill compliance by regularly providing compliance training to ensure that each of our employees has better knowledge and understanding of compliance.

In FY2016, we provided not only compliance training to all officers and employees, but also compliance training for newly recruited employees as well as those promoted to the position of leader, chief or manager as appropriate for their roles and responsibilities.

### Compliance Promotion System



\* CR Committee: (Compliance Risk) body which manages internal controls

### Compliance Hotline

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JAMCO Group has established and operates a compliance hotline (contact point for whistleblowing and consultation queries) with the aim of purifying and rectifying compliance issues promptly. We have established contacts for consultation both internally and externally, and strive to deal with whistleblowing and consultation queries as sincerely and promptly as possible in cooperation with relevant internal departments and external consultants and lawyers. In addition, we have formulated rules for the protection of whistleblowers to prevent unfavorable treatment toward them.

## Promotion of Sound Business Transactions

JAMCO Group clearly defines our initiatives to promote sound business transactions in the 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 training, we are fully committed to maintaining a sound and healthy relationship with the politics and government administration.



Compliance Handbook

### 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.

## Information Security Initiatives

JAMCO Group believes that the implementation and continuous improvement of information security management is vital to perform our corporate social responsibilities. We are committed to operating, monitoring, reviewing, maintaining and continuously improving information security based on the ISMS (information security management system) compliant with ISO/IEC27001:2013 (requirements for information security management).

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

### Basic Information Security Policy

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

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

## Privacy Policy

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

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

## Business Continuity Plan (BCP) in Case of a Disaster

As a company with CSR values, it is our responsibility to build systems that minimize the impact of any large-scale natural disaster or accident on our management resources, and enable us to continue our business.

JAMCO has formulated a Business Continuity Plan (BCP) and made various commitments such as the establishment of disaster response system, implementation of safety inspection, drills and exercises.

### 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 preferentially supply and provide 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

## Risk Management

In the event of a crisis, we believe it is important to manage relevant information in an appropriate manner and as outlined by corporate organizational structures. The internal rules for crisis management identify potential risks to the company and, in the event that these risks materialize, they prescribe in-house responses such as the setting up of an emergency headquarters and the management of information, including reporting systems. In addition, with regard to the disclosure of related information outside the company, after analyzing the impact on the business of the emergency, the president or the executive officer in charge of PR & IR shall decide a media response, while timely disclosure to investors concerning the event will be dealt with under the timely disclosure procedures for corporate information.

Moreover, crises at subsidiaries shall be handled in the same way as if they had occurred at the Company itself.

## Special Feature: CONTRAIL Project



To shed the light on the mechanism of the atmospheric variation that bring about global warming, the atmospheric observation project CONTRAIL has been formed by cooperation among industry, government and academia. JAMCO has participated in the project since 2003 and has contributed to the research on global warming.

### Three-Dimensional Observation of Greenhouse Gases in the Atmosphere

"CONTRAIL Project" aimed at extensive observation of greenhouse gases, which causes global warming. In order to observe precisely where the concentration of greenhouse gases such as carbon dioxide is distributed in the atmospheric concentration, it is very important that we should observe not only from the ground but also three-dimensionally using aircraft.

Prior to the project, observation using chartered aircraft was carried out in some areas such as over Siberia, but if we can observe the atmosphere using a commercial aircraft flying around the world every day, we can collect the data more frequently and precisely.

Moreover, there are groundbreaking benefits such as being able to observe all over the world on a global scale, being able to investigate the spatially detailed distribution of greenhouse gases at various altitudes from the surface of the earth to the sky.

### Continue the Project as an Aviation Industry Professional

Atmospheric observation for research on global warming has been started from 1993 by the Meteorological Research Institute, Japan Airlines, JAL Foundation (current JAL Foundation) by JAL's Boeing 747-200 aircraft on the route between Australia and Narita with a timer, Equipped with equipment that collects the atmosphere at regular intervals (flask sampling), and was conducting observations.

However, around 2002, due to the retirement of the aircraft equipped with the equipment, installation of a new atmospheric observation device was considered.

In 2003, a new atmospheric observation of industry-academia collaboration with members of the National Institute for Environmental Studies, Meteorological Research Institute, Tohoku University, Japan Aerospace Exploration Agency, Japan Airlines International (present Japan Airlines), JAL Foundation and JAMCO. A joint research project was launched.

JAMCO was in charge of developing two kinds of new atmospheric observation devices such as ASE (Automatic Atmospheric Sampling Device) and CME (Continuous Carbon Dioxide Measuring Device), and obtaining approval for installing the device on aircraft. The observation activities with these new devices are still being conducted as "CONTRAIL project" (project name is from 2007) since 2005.

JAMCO's mission in this project is to support continuation of atmospheric observation as a professional in the airline industry.



Since the observation began, JAMCO is in charge of implementing refurbishment to install on a new aircraft and renovation to improve the functions of observation equipment, due to retirement of aircraft carrying the equipment and change of routes.



CME (Continuous Carbon Dioxide Measuring Device)



ASE (Automatic Atmospheric Sampling Device)



Maintenance of ASE

Ten years have passed since the start of observation, obtaining internal parts is becoming difficult. JAMCO is making efforts to continue observation, such as repairing that allows alternative parts to be used for parts that are difficult to obtain, so that observations can be continued for the coming decade.

### Observation Results are Valuable Data used in the World

ASE can collect atmospheres of 12 pre-programmed spots automatically and bring them back to the ground. Then, from the collected atmospheres, the concentrations of carbon dioxide, methane, nitrous oxide, sulfur hexafluoride, carbon monoxide, and hydrogen are analyzed by the National Institute for Environmental Studies.

These observation data are the longest records in the world as long-term continuous observations on the latitude distribution of greenhouse gases in the north and south hemispheres, including the former ASE observations that began in 1993.

In addition, CME can continuously measure and record carbon dioxide concentration with high precision during aircraft rise, cruise, and descent.

A project to measure such concentrations of greenhouse gases at a high frequency on a global scale and to accumulate data is the first attempt in the world.

Valuable data from this long-term observation are currently being offered to researchers around the world through the National Institute for Environmental Studies.

Research results utilizing that data are disseminated throughout the world in the form of numerous academic papers and academic presentations.

JAMCO will continue to contribute to research on global warming through backing up stable observations.

#### What is "CONTRAIL" ?

Abbreviation for "Comprehensive Observation Network for TRace gases by AIrLiner" is the name of aircraft observation project by the National Institute for Environmental Studies, Meteorological Research Institute, Japan Airlines, JAL Foundation and JAMCO.



## With our Customer

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

### Approach to Product Quality

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

### Construction of quality management system

We have set up "The JAMCO Group will provide customers with products and services that surely satisfy the required quality by giving top priority to quality for pursuing social trust and satisfaction of customers" as a group quality policy. Based on this, we are proactively promoting the high-quality products and services that can satisfy our customers by flowing them down to each departments' quality policies.

### Certifications

#### Japan Civil Aviation Bureau (JCAB), Organization Approval

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

#### EASA, Organization Approval

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

## CAAS, Organization Approval

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

## Quality Management System

Aircraft Maintenance Group JIS Q 9100:2009 ( Certification Structure: Campus )

Scope of Certification

- Maintenance and Alteration of Aircraft, and Design and Development of Aircraft Alteration
- Repair and Alteration of Aircraft Accessories
- Design and Development, Production and Maintenance of On-Ground Supporting Equipment for Aircraft

Site Name		Location	Remarks	
JAMCO Corporation	Aircraft Maintenance Group	Head Office(Mitaka)	6-11-25 Osawa, Mitaka-shi, Tokyo, Japan	Central Office
		Accessories Maintenance Center(Mitaka)	6-11-25 Osawa, Mitaka-shi, Tokyo, Japan	
		Accessories Maintenance Center (Narita)	26 Shinizumi, Narita-shi, Chiba-ken, Japan	
	Aircraft Maintenance Center(Sendai)	70 aza-Shintaku, Shimonogo, Iwanuma-shi, Miyagi-ken, Japan		
Marketing & Sales Division (Aircraft Maintenance)		1-100 Takamatsu-cho, Tachikawa-shi, Tokyo, Japan		

Aircraft Interiors and Components Group (Aircraft Components)

JIS Q 9100:2009 (Certification Structure: Campus )

Scope of Certification

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

Site Name		Location	Remarks	
JAMCO Corporation	Aircraft Interiors and Components Group (Aircraft Components)	Head Office · Aircraft Components Group (Mitaka)	6-11-25 Osawa, Mitaka-shi, Tokyo, Japan	Central Office
	Marketing & Sales Division (Aircraft Components Group)		1-100 Takamatsu-cho, Tachikawa-shi, Tokyo, Japan	
JAMCO Aeromanufacturing Co., Ltd.		7-101-36 Medeshimadai, Natori-shi, Miyagi-ken, Japan	Associated Organization	

Aircraft Interiors and Components Group (Aircraft Interiors) JIS Q 9100:2009 (Certification Structure: Campus )

Scope of Certification

Design and Development, Production and Service Provision (Repair) of Airplane Interiors

Site Name			Location	Remarks
JAMCO Corporation	Aircraft Interiors and Components Group (Aircraft Interiors)	Head Office, Aircraft Interiors Group(Tachikawa)	1-100 Takamatsu-cho, Tachikawa-shi, Tokyo, Japan	Central Office
		Chofu Test Facilities (Mitaka)	6-11-25 Osawa, Mitaka-shi, Tokyo, Japan	
		Nakajo Warehouse(Tainai)	9-125 Shimizu, Tainai-shi, Niigata-ken, Japan	
	Marketing & Sales Division (Aircraft Interiors)	1-100 Takamatsu-cho, Tachikawa-shi, Tokyo, Japan		
Niigata JAMCO Corporation			341-1 Kamitsubone, Tsubone-aza, Murakami-shi, Niigata-ken, Japan	Associated Organization (including Honeycomb Core Manufacturing)
Niigata JAMCO Corporation, No. 2 Facility			945-3 Ueno, Sasaki-aza, Murakami-shi, Niigata-ken, Japan	Associated Organization
Niigata JAMCO Corporation, No. 3 Facility			9-113 Shimizu, Tainai-shi, Niigata-ken, Japan	Associated Organization
Miyazaki JAMCO Corporation			7320 Tanocho-ko, Miyazaki-shi, Miyazaki-ken, Japan	Associated Organization
Miyazaki JAMCO Corporation, No. 2 Facility			8136 Tanocho-ko, Miyazaki-shi, Miyazaki-ken, Japan	Associated Organization

### Conduct of Quality Assurance Education

We have conducted quality assurance education to enhance knowledge and awareness about quality. As the main curriculum, we conduct "Introductory" and "Basic" education of quality management system to newcomers including round-year recruitment personnel, and do Human Factors and qualification education etc. from time to time to the production departments.

## Improvement of Customer Satisfaction

At JAMCO, we strive to communicate sincerely every day in order to reflect customers' voices to product and service quality improvements.

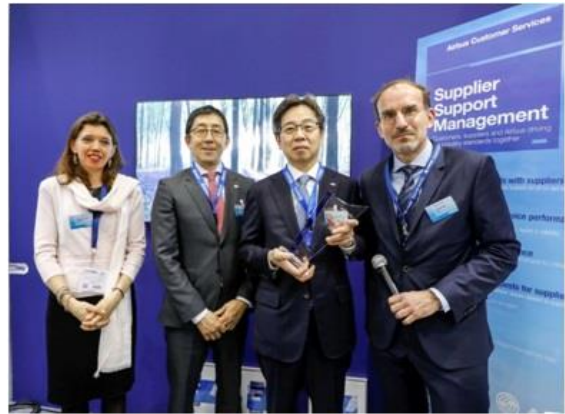
### JAMCO Receives 2016 Airbus Supplier Support Rating Award

JAMCO Corporation received an Airbus Supplier Support Rating Award for 2016 from Airbus S.A.S. at the Aircraft Interiors Expo 2017, April 4-6, 2017 in Hamburg, Germany.

A supplier of galleys and galley inserts for Airbus aircraft, JAMCO's receipt of this award demonstrates Airbus' recognition of JAMCO's continuous ability to provide reliable products, related technical support and customer assistance, and for making notable contributions to improvements in customer satisfaction in 2016. Out of the many suppliers working with Airbus, JAMCO ranked 2nd overall and 1st among monument suppliers, for the second consecutive year that it has received the award.

Geneviève Laurens-Chassagne, Airbus' Head of Supplier Support & Retrofit Management presented the award to Harutoshi Okita, JAMCO's President and CEO, who attended the award ceremony.

As a supplier of aircraft cabin equipment required to meet the highest levels of safety and quality, JAMCO is committed to continuous improvement in customer satisfaction regarding product quality and performance and superior customer support.



### 2015 Boeing Supplier of the Year

JAMCO was awarded the winner of the 2015 Boeing Supplier of the year in the category of "Leaders' Choice Alliance Award." "This is second time JAMCO was recognized for this award since 2002. The Boeing 2015 supplier of the year award winners are recognizing 12 companies for the high quality of their product or service and the value they create for Boeing and its global airlines and U.S. and allied government customers.

Our partnership with Boeing dates back to the year of 1970 when JAMCO was awarded with the Galley contract for their 727 Aircraft. Since then we have continuously been supplying Galleys for all Boeing aircraft. In 1979, JAMCO started to supply Lavatories for Boeing 767 aircraft, and ever since then we are the Lavatory SFE supplier for their 747, 777 and 787 aircraft. We were also awarded the SFE Lavatory supplier for the all new 777X aircraft.

It is a great honor and privilege for JAMCO to be recognized as a Boeing Supplier of the Year 2015. This significant award is based on our strong commitment to Boeing over the years and is the highest recognition of appreciation given to suppliers. Working with Boeing over the years with Boeing, we have developed a mutual respect and trust with each other, and which has led to a successful working partnership which has consistently produced high-quality, and on-time delivery products and instilled a strong spirit of working together throughout the entire JAMCO team.

JAMCO will continue to produce high quality Aircraft Interior products with an expectation to build trust with Boeing and all our Airline Customers with the emphasis to becoming the best in the industry.



## With our Employee



In order to continue to be "a company that is a sincere company and respects employees", JAMCO will support the growth of employees who support the JAMCO Group, and will promote the enhancement of a workplace environment for employees to work vividly.

### Employee Composition of JAMCO

#### Number of employees

	JAMCO	Group Total
Regular employees	1,202	3,040
Temporary employees	132	320
Total Employees	1,334	3,360

As of March 31<sup>st</sup>, 2017

Note: The number of employees, including those seconded to the Group, excluding those seconded from the Group.

The number of temporary employees includes the number of part-time employees, which is the average number of employees per year.

#### Regular Employees of JAMCO

Average age	42.6	years old
Average of saved year	17.5	years
Average of Annual salary	7,217	Thousand yen/year
New graduates hired	39	

As of March 31<sup>st</sup>, 2017



## Human Resources Development Initiatives

JAMCO, employees have a proud to work with high technology and day-to-day business activities, we are actively promoting to develop human resources in order to provide high quality products and services to customers.

As the human resources training system, we provided the opportunities for the career education and skill improvement through new employee education, band (occupational type) education and training by age to be conducted by Corporate Administration & Human Resource Department and various types of professional education including quality management to be conducted by each assigned Departments.

In addition, we have organized a self-development support system such as overseas and domestic language training system, qualification acquisition incentive system and so on, and we support the growth of employees multilaterally.

### Voice of overseas language training participants

Taking advantage of the overseas language training system, I experienced language study abroad in Seattle, USA for about 1 month. There were 4 sessions in a day, and I learned conversation and discussion mainly. In order to practice what I learned from classes, they have also made opportunities to talk with some of their neighbors. Also, it was a nice to experience culture of the area by visiting local sights and shops with the host family when class was off.

Through the training, I realized how valuable it was to put myself in a situation I could practice English as I learned.

I would like to continue to learn English based on the study plan I got from my teacher.

Member of Technical Division,  
Aircraft Interiors and Component Group



## Respect for Human Rights

The JAMCO Group has established the Compliance Code that says "We will endeavor to secure a safe and comfortable work environment without discrimination and harassment, while respecting individual character and personality" and we respect basic human rights as our basic stance.

We regularly conduct in-house training to promote the awareness of human rights of executives and employees.

In order to actively fulfill its responsibilities as the company that develops business globally, from now on, we are planning to promote the initiatives as a whole such as group-wide human rights training/self-development programs taking global human rights issues into consideration.

## Promotion of Diversity in the Workplace

The JAMCO Group has formulated a General Employer Action Plan(\*promoted by Government), and 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 a workable environment for all employees so that they can manage both work and childcare and can demonstrate their abilities to the full. Also, to support for development of the next generation and to promote the females' activity, we have formulated the action plan as follows.

1) Child-care support (Plan: April 1st,2015 ~March 31th,2020)

Plan Goal 1: Build rehiring for retirees due to childbirth and child-rearing

Goal 2: Build telecommuting system

Goal 3: Development of child welfare and welfare service and assistance

2) Female activity promotion (Plan period: March2-8,4January-March 3-3, 3 -31)

Plan Goals : Chief clerks percentage of women in employment to be more than 10 percent.

## Female Activity Promotion

As of FY 2016, there are 5 female managers in JAMCO (1.9% of management positions as a whole). In order to promote the appointment of managers, we believe that it is necessary to appoint a female chief clerks as a managerial candidate and set it as the goal of promoting women's success in the General Employer Action Plan.

Trends in number of female Chief clerks employees based on female success promotion plan

	FY2014	FY 2015	FY 2016
number of the Chief clerks	5	6	8
Ratio of Chief clerks(%)	2.4	3.1	4.2

## Employment of Persons with Disabilities

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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, and also proactively promote employment at Orange JAMCO, a special subsidiary\* established in 1999, which entrusts supplementary work within JAMCO facilities.

\*: A special company based on the Japanese law aimed at promoting the employment of people with disabilities.(Employees of people with disabilities: 25 people)

In fiscal 2016, the employment rate of people with disabilities is 2.24%, exceeding the statutory employment rate of 2.0%.

JAMCO will continue my efforts to increase the motivation to draw out the skills of people with disabilities and work.



## Superannuitant Re-employment system

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In JAMCO, employees who have reached retirement age of 60, who wish to re-employ and satisfy the standards such as employment regulations, will continue to hire employees up to age 65 as re-employed temporary employees.

In addition, if the company needs it and the employee's person wishes, the agreement may be renewed beyond the age of 65.

JAMCO would prepare an environment where the employees can flexibly work by making use of knowledge and experience, such as being able to choose a short working time according to your wishes.

In fiscal year 2016, there are 14 reemployed people and the reemployment rate is 70%.

## Promotion of Work-life Balance

We have established various systems to promote work-life balance of our employees in order to create a workplace environment where diverse human resources can work vigorously and rewardingly and maximize their abilities. We will continue to notify the system and will consider a better system with employees.

The main work-life balance support system and use results (FY2016 )

system		male	Female
Maternity leave	Total 14 weeks before 6 weeks post-partum 8 weeks available	-	8
During maternity leave	4 Days available	28	-
Child care leave	Until Child reached 1year and 6 months (top right until the end of FY of the 2 years old)	4	8
Shorter working hours for childcare	Until first March 31th after the child reached 12years old, able to reduce working hour within two hours per day	2	8
Child care leave	For school events of the children until 12years old, available 5days leave per one child in one year	93	24
Family care leave	For care of the family, 5 days available in one year.	1	0
Family care leave	For care of the family, the most feared 93 days available in one year	0	1

\* Other work-life balance support programs are available such as, Childcare work flexible hours, overtime duty exemption programs, late-night overtime exemption, support program for the return of child care leave (promoted by Government), family care assistance leave and on.

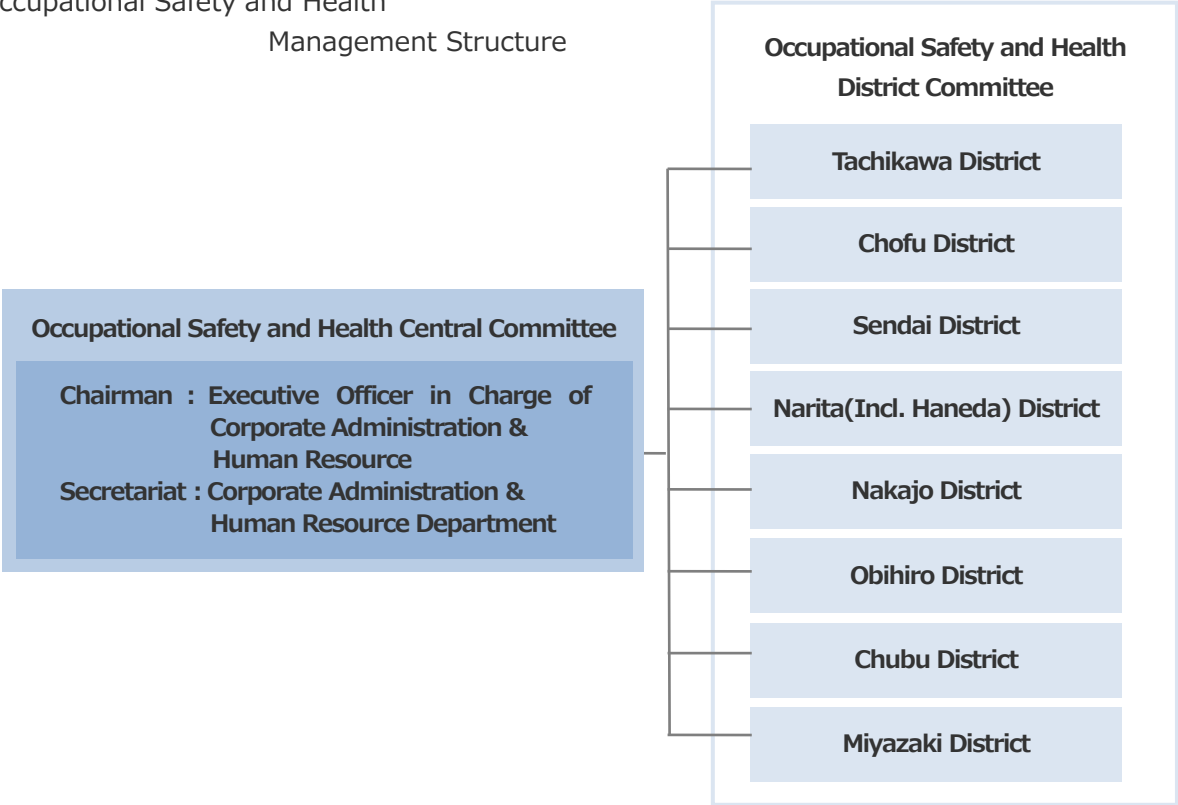
\* Full-time employees, part-time employees, contract employees and are subject to usage.

## Occupational Safety and Health

Safety is the most important foundation of our business and the 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 and employees and organizations.

JAMCO has established a district safety and health committee for each district under the Central Safety and Health Committee, which is chaired by executive officer in charge of Corporate Administration & Human Resource, and is working on an organizational basis. We are also working to raise employee safety awareness every day, such as implementing safety and health education for employees at work sites.

Occupational Safety and Health  
Management Structure



- \* In JAMCO, as a person in charge of safety and health at each district, supervisor of safety and health managers, safety managers, health managers, safety and health promoters, industrial physicians are allocated according to the number of employees.
- \* JAMCO places a dedicated work chief stipulated in the Occupational Safety and Sanitation Law for each district.

For the Health of the Employees

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In addition to conducting mental health education for all employees as a measure to protect the health of employees, JAMCO makes mandatory medical examination visits and acceptance of health consultation by telephone. (JAMCO Family Consultation 24)

## With our Business Partners

The JAMCO Group is always striving to build a fair and sound relationship with our business partners keeping in mind to deal with honesty so that we can expand our partnership further.

### Building Sound Business Relationship

JAMCO hopes to build a fair and healthy business relationship with our business partners, develop together, and be a good partner to contribute to society.

Needless to say compliance with laws and regulations, we have distributed "Compliance Handbook" to all of our officers and employees so that we always promote fair and transparent transactions.

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

### Promoting CSR together with our Business Partners

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

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

Currently, we are considering for CSR procurement policy formulation in FY2017. After establishing the policies, we will expand to the group and strengthen our CSR efforts throughout the supply chain in cooperation with our business partners.

### Responding to Conflict Minerals

JAMCO declares the absence of raw materials recognized as conflict minerals, responds appropriately to requests for investigation and report on conflict mineral regulation from customers so as not to facilitate local conflict.

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

### Promotion of Green Procurement

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



## With our Shareholders and Investors

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

### Disclosure of IR Information

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

### Communication with Shareholders and Investors

JAMCO think that it is important to disclose the content of our business in timely and appropriate manner in order to secure the rights and equality of our shareholders while cultivating a better understanding of our company. Accordingly, we have been issuing annual general meeting of shareholders and financial report, also holding financial result briefing twice a year for securities analysts and institutional investors, and explains the business results and management policies, etc. Besides, JAMCO has actively engaged in dialogue with shareholders and investors through various external activities.

Results of IR activities in FY2016

Results of IR activities in FY2016	Number of Activities
Financial Results Briefings	Twice(2nd Quarter Financial Results, Fiscal Year-end Financial Results)
Small meetings	8 times
Individual meetings	32times
Factory tour for institutional investors	Once
Company briefing for individual investors	Once



Financial Results Briefing



Company briefing for individual investors

### Policy of Shareholder return

JAMCO intends to make efficient management based on the basic principal of management and business policies and to make stable and continuous returns to shareholders by improving profitability.

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

## With 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 of JAMCO

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

#### Participation in the NOGAWA River Clean-up Activities

In May 2016, a volunteer member of the Aircraft Components Manufacturing Division participated in "Clean Nogawa operation" sponsored by Koganei City's Environmental Citizen's Conference.

Nogawa River is a tributary of the Tama River, known as an area where many living things can be seen, such as a heron, a duck, a kingfisher who inhabits only in a rich natural river, and the area of recreation and relaxation has been retained for many years by the people of the area.

This activity was carried out after the cherry blossom light up event in Nogawa and was proceeded smoothly with the cooperation of the people of "Nogawa Cherry Blossom Guardians' Party" despite of concern to collect a lot of garbage.

We will continue social contribution activities gathering more volunteers to protect the nature of Nogawa River.



#### Interaction with Community at New Factory : Miyazaki JAMCO

Opening ceremony of Miyazaki JAMCO 2nd Plant was held on March 25th, 2016.

We have welcomed many stakeholders of about 100 people, including aircraft manufacturers, domestic and foreign airlines. During the factory tour, we have shown the participants our efforts that lead to future business development, such as new initiatives at JAMCO Group, production methods, building facilities, etc.

Also on August 5th, 2016, a venue was set up at the second factory parking lot of Miyazaki JAMCO and held a summer festival. The event was a great success due to the support of neighbors and family members of our employees.

Miyazaki JAMCO will continue to contribute to the growth of the business and the development of the region while taking care of the relationship with the stakeholders



Factory Tour



"Miyazaki Dogs"  
who came to cheer for us



Summer Festival

## Regional Reconstruction through the Creation of Employment

JAMCO AEROMANUFACTURING Co., Ltd. was founded in Natori, Miyagi prefecture in January 2013, with the aim of improving productivity and establishing a system that can respond to various customer needs.

Here we produce carbon fiber structural members for aircraft and engine parts for aircraft. By operating this factory, we aim to secure regional human resources and strengthen profitability and contribute to the development of local communities from both employment and economics.



Entrance of JAMCO AEROMANUFACTURING



Opening ceremony

## Kumamoto Earthquake Aid

JAMCO remitted one million yen to the Cabinet Office as a donation for the earthquake that occurred in the Kyushu area centered in Kumamoto Prefecture in April 2016.

We wish to express our sincere condolences to everyone in the affected area and hope things are back to normal as soon as possible.

## Participation in Counter-Terrorism Training

In January 2017, the "Terrorism Control Drill" sponsored by the Tachikawa Police Station was held at the Tachikawa Bicycle Racecourse, and our employees also participated as part of the risk response.

In the training, bombs were set up at the bicycle race track, and the participating employees served as spectators to evacuate. Thereafter, there was also demonstration of bomb treatment by security dogs and robots, and tours of basic drills of security guards.

We will continue to proactively address not only emergency evacuation drills centered on business establishments but also risks in cooperation with the local community.





## Lecture on WASEDA University's "Introduction to Latest Aviation Industry"

On January 12, 2017, Deputy General Manager of Engineering and Technology Division of Aircraft Interiors and Components Group, who gave a lecture at the course "Watch the Latest Aviation Industry", which has established through collaboration with WASEDA University and All Nippon Airways Co., Ltd.

In this course, airline related industry personnel are invited every time, and the students are deepening their understanding of the aviation industry from various perspectives.

In this lecture, we explained about JAMCO's business outline, market size, and strict design to ensure product development and product safety with the theme of "what is required for aircraft cabin interior". And, they deepened their understanding of the overall picture of the aviation industry and our efforts to improve the reliability of JAMCO's products.

Approximately 100 students were present in this lecture.

Through such opportunities, we would like to continue to lead the next generation's interest in the aviation industry.



## For the Global Environment

Jamco is proactively addressing global environmental issues by stating its management philosophy "To coexist with nature and contribute to the creation of a prosperous society."

### Environmental Initiatives

JAMCO conducts energy conversion measures, green procurement, reduction and recycling of waste materials, investigation of chemical substances such as materials used, and promotes conversion to substitutes for substances containing hazardous substances. In the Aircraft Components Manufacturing Division (Mitaka) and the headquarters (Tachikawa 4 building), we have acquired environmental management system certifications by certification bodies and are continuously working to improve them.

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

### History of Activity

In July 1998, we established an environmental basic philosophy as a declaration on the global environment and set out environmental corporate action guidelines, started systematic environmental conservation activities, and in September 1999 we established the "environmental regulations".

Chofu head office district (Chofu site) at that time became the forerunner of the whole company and expanded activities, and in February 2000 we got ISO 14001 certification.

In April 2001 we fully revised the "Environmental Regulations" and started company-wide deployment of environmental conservation activities.

In July 2010, we established a new "Environmental Operation Standard (EOS)" so that even sites that do not have ISO 14000 certification can tackle environmental conservation activities conforming to this certification, we are working on it.

## Environmental Basic Philosophy

Global environment conservation for the survival of human beings is a common desire of the whole world. As a company operating globally, the JAMCO Group positions global environmental issues as one of the most important management issues, 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 and the global environment.

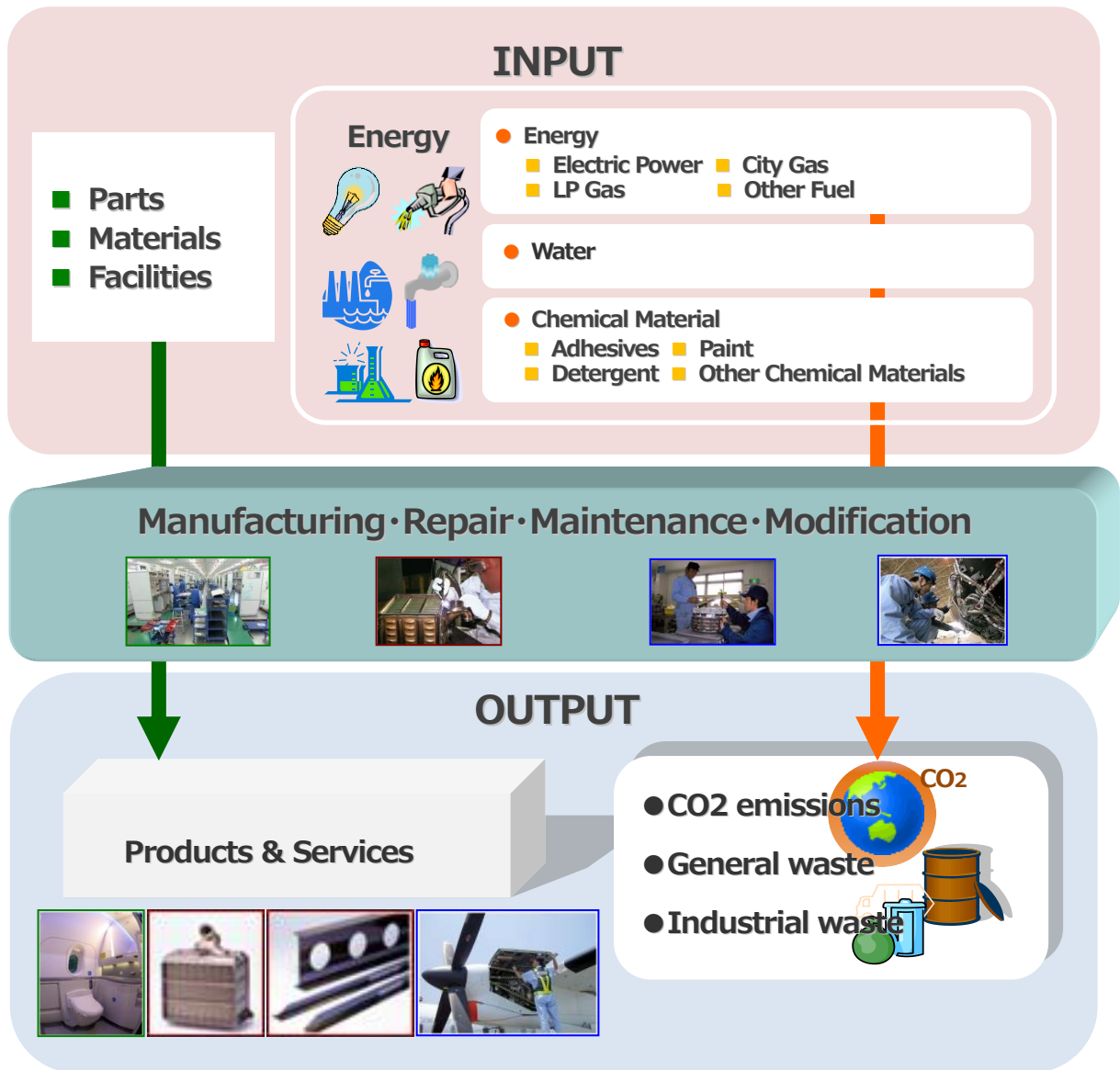
### Environmental corporate action guidelines

#### Environmental corporate action guidelines

- (1) Nature conservation  
In product development, production and service activities, we will strive to protect the environment of the region and the globe.
- (2) Effective utilization of resources  
We will strive for efficient use and reuse of resources and use of products with less environmental impact in the development, production and service of products with less environmental impact.
- (3) Compliance with environmental laws and regulations  
We will comply with environment related laws and regulations of national and local governments.
- (4) Environmental conservation system  
Following the basic philosophy and this guideline, we formulate environmental policies throughout the entire company and each site, establish an environmental conservation system, and periodically review, maintain and improve the system.
- (5) Enlightenment and promotion of environmental conservation activities  
We promote education and awareness activities so that all stakeholders are informed of this basic philosophy and this guideline, and all of them understand and act.
- (6) Disclosure of environmental conservation activities  
We will disclose our basic philosophy and this guidance to both inside and outside of the company.

## JAMCO's Business Activities Related to the Environment

We specialize 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 emit various things. In order to reduce the environmental burden on both aspects input and output, we strive to quantitatively grasp the environmental burden.





## Major Initiatives

At JAMCO, we are working on environmental conservation activities through various initiatives within our business activities.

### Promotion of Environmental Conservation Activities

Environmental 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 turn the PDCA cycle, the environmental objectives/targets/implementation plan/measures (Plan), implementation of measures (Do), confirmation and implementation result report 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 the environmental awareness of our company.

### Management of Environmental Impact Assessment and Regulatory Compliance

We extract environmental aspects that affect the environment in our business activities and evaluate their impact as a remarkable environmental aspect concerning items requiring special improvement or those requiring special control under environmental laws and regulations.

Regarding measures to deal with emergency situations, such as for wastewater, voluntary standards are established as necessary, and periodic checks are made to strengthen control measures for important matters.

### Management of Chemical Substances

Chemical substances used in business activities are regulated by laws and regulations per their properties, hazards and nocuous, etc.

Regarding substances with high hazards, we set up management procedures in the internal regulations and manage it appropriately so as not to scatter.

In addition, workers actually handling chemical substances possess necessary qualifications and are working properly in accordance with management procedures.

### Energy Management

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

## Reduction of Waste and Improvement of Recycling Rate

Regarding waste, we are working on reducing the waste based on the 3R (Reduce, Reuse, Recycle) idea.

(1) Thorough separation control

We thoroughly sort and collect materials by material, such as metals and paper (copy paper, cardboard, newspaper, etc.) to valuable materials, etc., and are working on reducing and recycling waste (recycling).

(2) Improvement of recycling rate

Regarding improvement of recycling rate, we are working to increase recycling items such as material recycling and thermal recycling through investigation and consultation with waste disposal contractors.

(3) Proper management of waste

We regularly conduct on-site survey or collect information from waste disposal contractors and confirm if they have managed waste disposal process, records of manifest, etc., and certificate renewal, etc. properly.

(4) Storage condition of PCB equipment

We properly managed PCB (polychlorinated biphenyl) based on the "PCB Special Measures Law", and we completed the disposal of 57 Ballasts for fluorescent lamp at Chofu site in December, 2016.

PCB (polychlorinated biphenyl) which has been disposed of per the Waste Disposal Law to date is as follows.

- In July 2013, 1 each of 3-phase transformer, which use PCB-containing insulating oil, stored at the Tachikawa site
- In April 2014, 479 each of PCB-containing Ballasts for fluorescent lamp stored at Sendai site
- In March 2016, 2 each of switches, which use PCB-containing insulating oil, stored at Chofu site
- In December 2016, 57 each of PCB-containing Ballasts for fluorescent lamp stored at Chofu site

As mentioned above, all PCB wastes stored at our company has been disposed of safely in accordance with the law.

