



2023 SUSTAINABILITY REPORT

Vision to be Realized

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.

Our Path JAMCO Vision 2030

Our Guidelines

Basic Policy on Sustainability

▶ P.12

Safety Vision

▶ P.45

Quality Vision

▶ P.45

Basic Principles of Management

▶ *1

Guidelines for Action

▶ *2

CONTENTS

Introduction

- 1 JAMCO Group Management Philosophy/ Editorial Policy and Contents
- 3 JAMCO's Journey into the Skies
- 5 Toward JAMCO Vision 2030
- 7 Company Outline / At a Glance

Value Creation

- 9 Message from the President
- 12 Approach to Social Concerns
- 14 Message from the Officer with Responsibility
- 15 JAMCO's Value Creation Process
- 17 Source of Value Creation
- 19 JAMCO's Competitive Edge: Research and Development
- 21 Materiality (Important Issues)
- 25 Stakeholder Engagement
- 27 **Special Feature:** Meeting the Challenge of Decarbonization

ESG Management

Environment

- 29 Basic Environmental Philosophy and Environmental Policies / Environmental Management System
- 31 Climate Action / TCFD
- 33 Initiatives to Reduce Environmental Impact
- 38 Column: Biodiversity Initiatives

Society

- 39 Respect for Human Rights
- 40 Human Rights Assessment
- 41 Diversity and Inclusion
- 42 Human Resources Development
- 44 Occupational Safety and Health
- 45 Safety and Quality / Supply Chain Management
- 46 Contribution to Local Communities

Governance

- 47 Corporate Governance Structure
- 50 Risk Management

Corporate Data

- 51 ESG Data Table
- 54 GRI Content Index

Editorial Policy

JAMCO has been publishing the CSR Report, which introduces the JAMCO Group's approach to corporate social responsibility (CSR) and its initiatives, in pursuit of deeper communication with our stakeholders, including customers, shareholders and investors, business partners, employees and others.

Starting in 2023, we have further enhanced the content as the Sustainability Report by enriching it with the disclosure of our approach to sustainable management and our efforts to address our material issues, as well as compiling decarbonization initiatives by ESG field.

Period Reported

The report covers the period from April 1, 2022 to March 31, 2023.

Referenced Guidelines

"Environmental Reporting Guidelines 2018"
Ministry of the Environment, GRI Standards

Note Regarding Forward-Looking Statements

This report contains forward-looking statements about the plans, strategy, and financial and non-financial information of the JAMCO Group. Therefore, please be aware that the actual results may differ from the Company's expectations.

*1 Basic Principles of Management
<https://www.jamco.co.jp/en/company/vision.html>

*2 Code of Conduct
• Safety and quality come first. Ensure compliance.
• Fulfill one's own responsibilities. Ensure reliable work performance, verify it, and pass it on to the subsequent process.

JAMCO's Journey into the Skies

Since being established in 1955, the JAMCO Group has consistently promoted technical innovation in aviation-related fields. JAMCO supports comfortable air travel for passengers with high levels of quality and safety in aircraft maintenance and the interiors manufacturing business, in addition to the aircraft seats manufacturing field. In recent years, JAMCO has been working to reduce the weight of materials as a contribution to action on climate change and a decarbonized society. Take a look at JAMCO's journey from its origins to the present day.

1955 to 1974 Creating the Foundations for Rapid Progress

- Sep. 1955:** Established C. Itoh Aircraft Maintenance and Engineering Co., Ltd.
Constructed a hangar at Chofu Airport and commenced operations
- Mar. 1958:** Completed construction of machine shop and office in Chofu
- May 1960:** Commenced maintenance of Civil Aviation College flight trainer
- Nov. 1963:** Approved as a repair and modification organization of aircraft accessories by the Civil Aviation Bureau of the Ministry of Transport
- Nov. 1969:** Approved as a repair and modification organization of aircraft by the Civil Aviation Bureau of the Ministry of Transport

1975 to 1994 Spreading Our Wings to the World

- Sep. 1978:** Established factory in the grounds of New Tachikawa Aircraft Co., Ltd. in Tachikawa in line with Boeing plans to increase 747 production
- Feb. 1982:** Established JAMCO AMERICA, INC., a U.S. subsidiary, in Washington, U.S.
- Nov. 1988:** Listed OTC shares
- Apr. 1989:** Established Niigata JAMCO Corporation
- Mar. 1990:** Established Miyazaki JAMCO Corporation
- May 1991:** Received order from Boeing for 777 lavatory
- Jan. 1992:** Established Tokushima JAMCO Corporation

1995 to 2014 Leading the World with Unique Technology

- Apr. 1997:** Established JAMCO Technical Service Corporation (Currently, JAMCO AEROTECH Co., Ltd.)
- Dec. 1998:** Listed shares on the Second Section of the Tokyo Stock Exchange
Increased capital to 5.36 billion yen following public offering
- Sep. 1999:** Established Orange JAMCO Corporation
- Jul. 2004:** Established JAMCO AERO DESIGN & ENGINEERING PTE LTD. in Singapore
- Jun. 2011:** Established JAMCO PHILIPPINES, INC.
- Jan. 2013:** Established JAMCO AEROMANUFACTURING Co., Ltd.

2015 to the present Connecting Society in Comfort and Safety

- Mar. 2015:** Transferred listing of shares to the First Section of the Tokyo Stock Exchange
- Jun. 2015:** Established Nakajo JAMCO Corporation
- Apr. 2022:** Listed on the Prime Market of the Tokyo Stock Exchange

Management and growth

Changes in technology



N-62
1965: Obtained type certification from the Ministry of Transport for Itochu N-62 Eaglet light plane



B727
1970: Received order from ANA for galleys and inserts for Boeing 727-200s and 737s



767
1979: Received order from Boeing for lavatory for 300 Boeing 767s



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



A380
1996: Received order from DASA of Germany for vertical tail stiffeners
2002: Received order from Airbus S.A.S. for Advanced Pultrusion (ADP) for carbon-fiber-reinforced plastic (CFRP) upper-deck floor cross beams for the A380

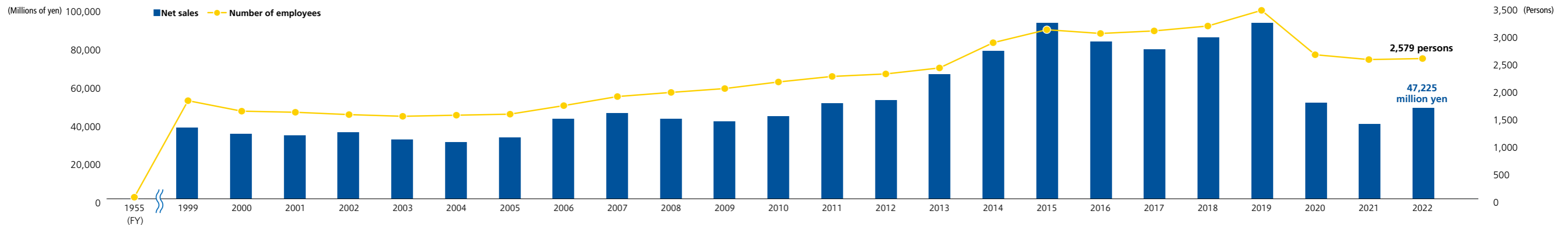


787
2005: Delivered greenhouse gas observation equipment for aircraft to the National Institute for Environmental Studies
2005: Received order from Boeing for 787 galleys, lavatory, flight deck interiors, flight deck doors, and bulkhead assemblies



A350
2015: Received order from Airbus S.A.S. for A350 Increased Cabin Efficiency (ICE) Rear Galley
2018: Received order from KLM Royal Dutch Airlines for Venture seats for Boeing 787-10s
2019: Developed premium seats for Singapore Airlines

Progress of Net Sales and Number of Employees



Toward JAMCO Vision 2030

The JAMCO Group formulated JAMCO Vision 2030 as its medium- to long-term vision in FY2021. Based on the slogan "Toward a comfortable and sustainable future using technology and quality," JAMCO Vision 2030 is a roadmap that indicates the direction of growth JAMCO aims to achieve by 2030 with the objectives of sustainable growth for all Group companies and enhancement of corporate value over the medium to long term.

Under JAMCO Vision 2030, we have presented our management strategy, which is based on our Management Philosophy, Basic Principles of Management, and Guidelines for Action, as well as our vision to be realized in 2030 and an action plan (AP2030) for achieving our management strategy, which are shared and implemented by all members of the Group.

JAMCO is implementing AP2030 based on three pillars consisting of (1) promoting the JX growth strategy (giving concrete shape to the strategy set out in JAMCO Vision 2030 in individual measures); (2) implementing the SX*1 promotion program (addressing sustainability issues throughout the company); and (3) implementing the HRX*2

program (Strategic DX Human Resource Development).

As a specific initiative for realizing our vision, we call the course we are taking to transform ourselves "JX" meaning JAMCO transformation, which we are implementing in three phases by 2030.

As a value-creating corporate group through the aerospace industry, the JAMCO Group will continue to contribute to a comfortable and sustainable society with the aim of further expanding our business areas by evolving through leading-edge technologies and innovation with both the expertise and quality we have cultivated in the aviation industry.

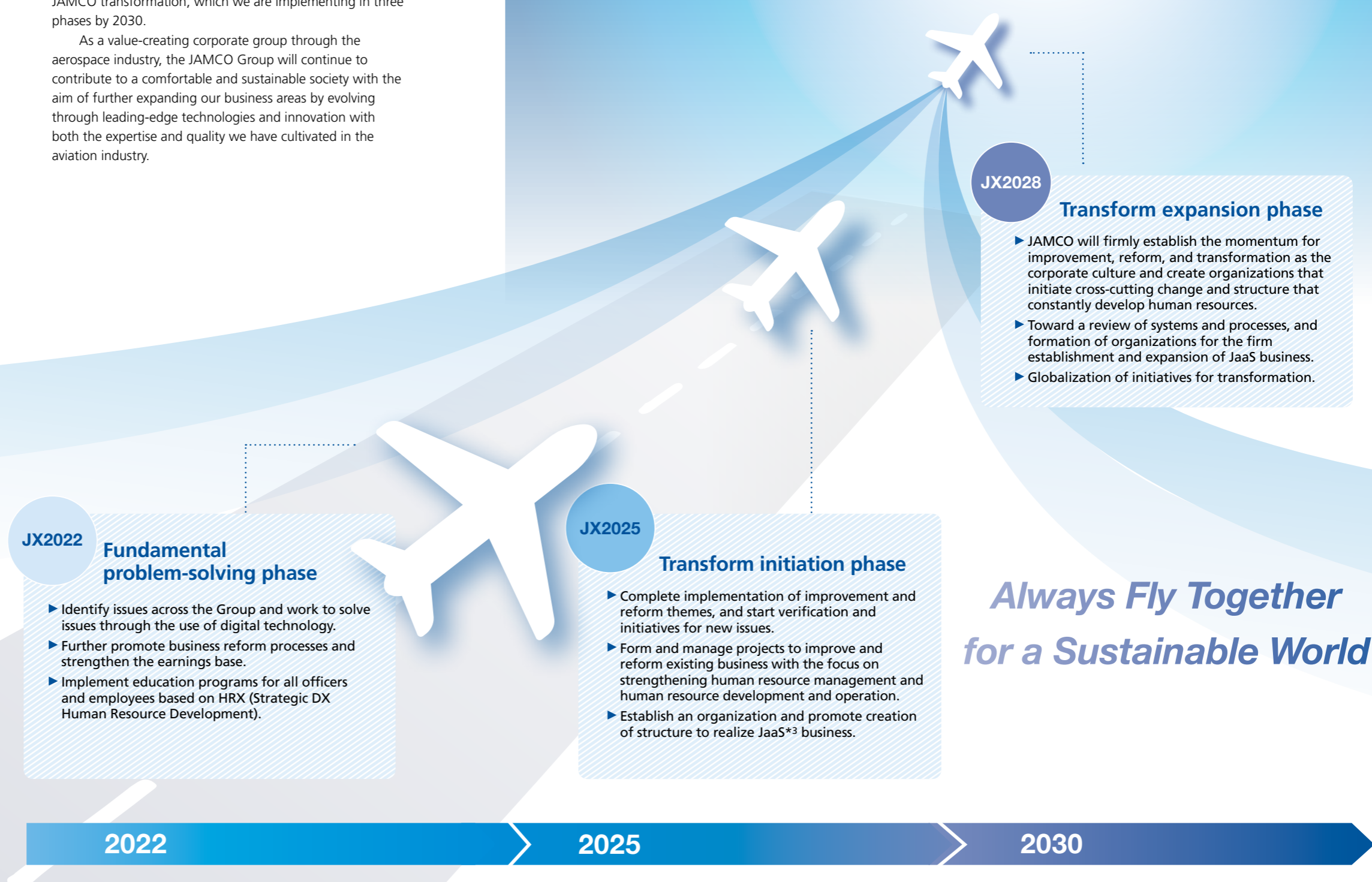
*1 SX: An acronym for sustainability transformation. Addressing sustainability issues throughout the company.

*2 HRX: An acronym for human resources transformation. Strategic DX Human Resource Development.

*3 JaaS: (JAMCO as a Service) This is a phrase coined by JAMCO and is the name given to our initiatives to become a value-providing service company through manufacturing. JAMCO will transform the business model while implementing a variety of reforms as the practical action for accomplishing JX while steadily achieving growth and evolution in the lead up to 2030.

Toward a comfortable and sustainable future using technology and quality.

JAMCO Vision 2030



JX2022 Fundamental problem-solving phase

- ▶ Identify issues across the Group and work to solve issues through the use of digital technology.
- ▶ Further promote business reform processes and strengthen the earnings base.
- ▶ Implement education programs for all officers and employees based on HRX (Strategic DX Human Resource Development).

JX2025 Transform initiation phase

- ▶ Complete implementation of improvement and reform themes, and start verification and initiatives for new issues.
- ▶ Form and manage projects to improve and reform existing business with the focus on strengthening human resource management and human resource development and operation.
- ▶ Establish an organization and promote creation of structure to realize JaaS*3 business.

JX2028 Transform expansion phase

- ▶ JAMCO will firmly establish the momentum for improvement, reform, and transformation as the corporate culture and create organizations that initiate cross-cutting change and structure that constantly develop human resources.
- ▶ Toward a review of systems and processes, and formation of organizations for the firm establishment and expansion of JaaS business.
- ▶ Globalization of initiatives for transformation.

Always Fly Together for a Sustainable World

2022 → 2025 → 2030

Company Outline

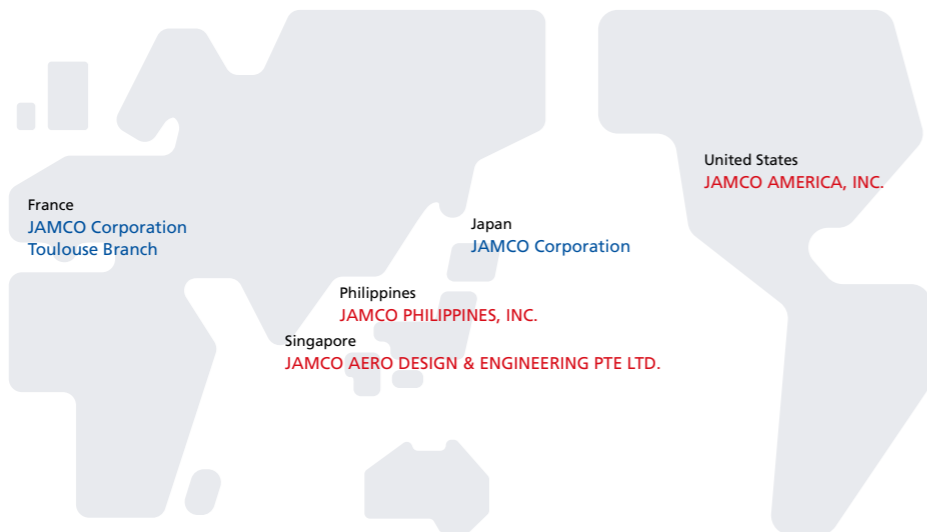
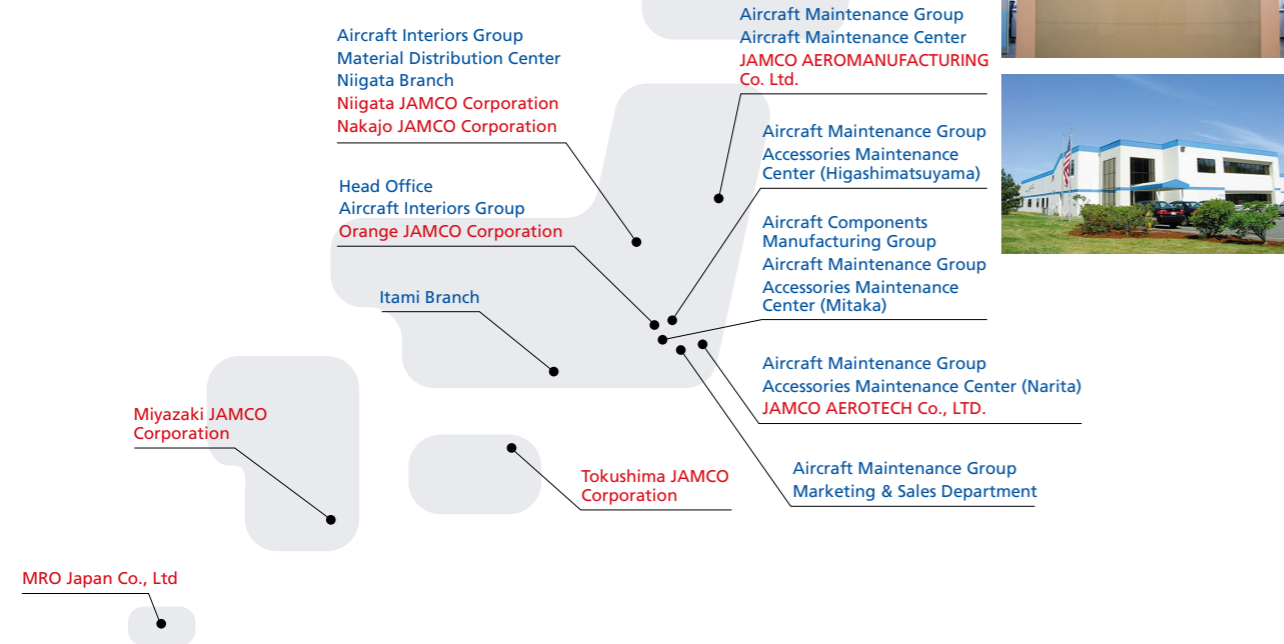
(As of March 31, 2023)

Company name JAMCO Corporation
 Head Office 1-100 Takamatsu-cho, Tachikawa, Tokyo, Japan
 Established September 1, 1955: C. Itoh Aircraft Maintenance and Engineering Co., Ltd. established
 June 16, 1970: Corporate name changed to New Japan Aircraft Maintenance Co., Ltd.
 June 29, 1988: Corporate name changed to JAMCO Corporation
 Capital 5,359,893 thousand yen
 Main shareholders ITOCHU Corporation
 ANA HOLDINGS INC.
 Showa Aircraft Industry Co., Ltd.
 Employees 2,579 (JAMCO Corporation: 1,106)



JAMCO Group sites

JAMCO's office, factories, and branches
 JAMCO's subsidiaries and affiliates



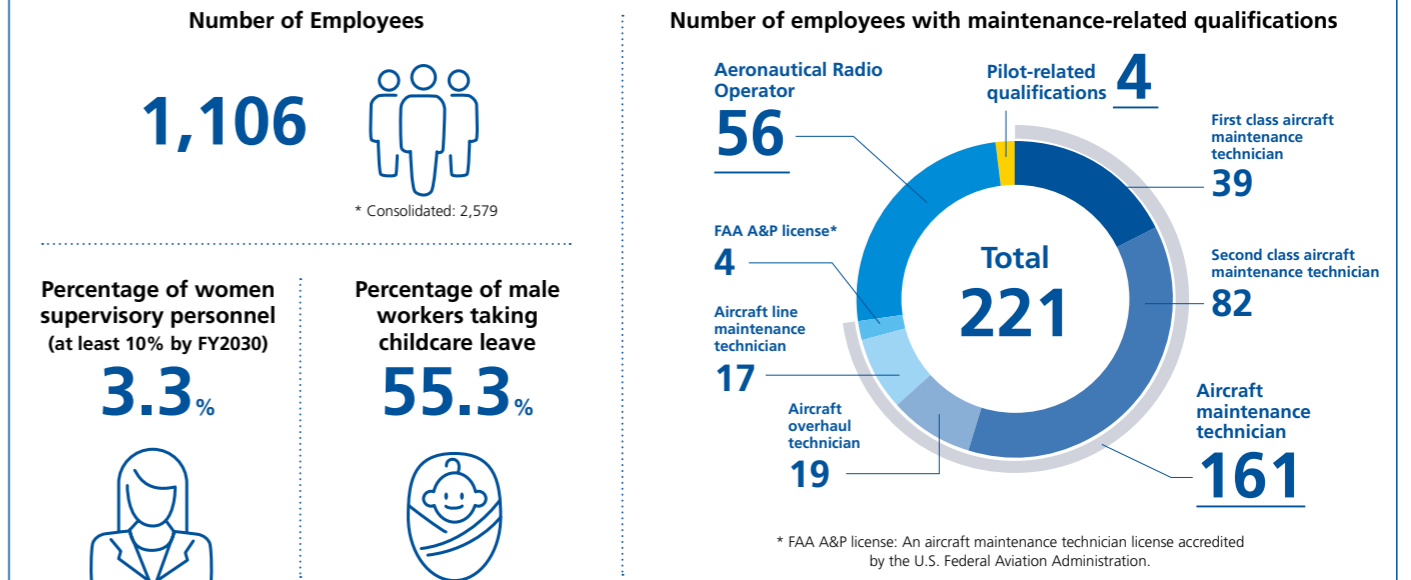
At a Glance

(As of March 31, 2023)

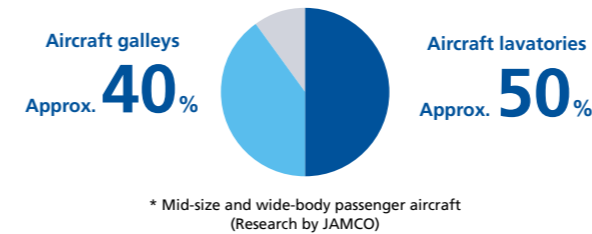
Financial Information (Consolidated)



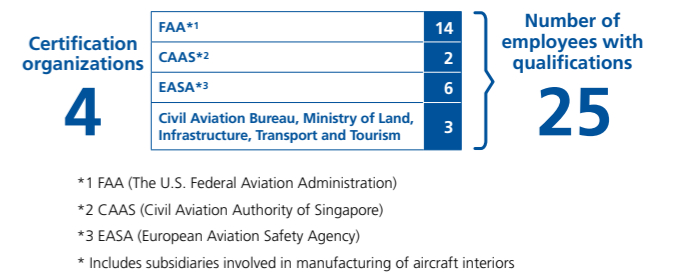
Non-financial Information (Non-consolidated except where noted)



Global market share of products handled



Number of employees with qualifications related to certification of airworthiness for interior components



Number of employees with qualifications in non-destructive testing



Number of patents



R&D investment





We strive to realize a prosperous and sustainable society by making aircraft safer and better for the global environment.

阿部俊之

Toshiyuki Abe
President and CEO

Towards JAMCO Vision 2030

Overcoming the Challenging Business Environment by Breaking Away from Our Current Business Model and Changing as a Company

The novel coronavirus disease COVID-19 that first appeared in 2019 quickly became a global pandemic that not only had massive effects throughout the global economy, but also resulted in restrictions on the movement of people. Being involved in the aviation industry, our company was directly hit by the sudden lack of demand for air travel caused by the pandemic. In FY2020 and FY2021 in particular, we were forced to post two consecutive years of losses for the first time since our founding in 1955. 2020 was the year that the impact of the pandemic first became apparent, and a strong sense of uncertainty overshadowed the industry as a whole. In 2021, I along with the rest of top management determined that alleviating gloomy mood that had enveloped the company would require rethinking our vision for the future. To that end, we formulated “JAMCO Vision 2030,” which stipulates both the short-term perspective that will enable rapid and flexible initiatives, as well as our long-term vision for the JAMCO Group in 2030 and the direction we will take towards its realization over those 10 years.

At the core of the JAMCO Vision is a recognition of the need to “break away from our current business model that follows conventional wisdom and practices, and change as a

company.” Being a well-established company in business for over 65 years at the time, we had a deeply-rooted culture of doing business the “JAMCO way,” so our annual initiatives to affect change for the better were not yielding results. A bold change in mindset from this corporate culture was needed to facilitate our breakaway from business slump.

The JAMCO Vision sets forth an ideal of becoming a corporate group that creates value through aerospace. The realization of this ideal will require a strong mindset of self-transformation. To that end, we launched a transformational initiative we named “JAMCO Transformation,” or “JX” for short, at the beginning of FY2022. I am the Project Owner of this initiative, which is being advanced on a Group-wide basis.

Though the start of a transformation is often painful, the employees directly involved in JX2022 and those supporting them are proactively working together in the right direction. At the same time, we implemented the organizational reforms our transformation will require. Our new Technology & Innovation Control Department is engaging in company-wide discussions about potential new businesses with an aim of growing our business realms through advanced technology and innovation and further increasing corporate value. We also established a new Sustainability Promotion Office*1 in order to enhance our sustainability initiatives. We are beginning to see the effects

of improving our sustainability promotion system, such as our CDP*2 score increasing by several ranks.

In addition, in line with our policy of focusing the allocation of resources to the development of the human resources we need to facilitate the transformations of our business and our internal organization, we have launched the DX Human Resource Development Project. The purposes of this project are to develop DX human resources who are the next generation of transformative leaders with both long-term and broad perspectives, as well as to raise the mindset of transformation and foster digital literacy among all executives and employees. I, too, am learning alongside

with officers and employees through e-learning and other means. Delivering products and services that meet customer needs will require human resources with specialized and advanced knowledge, skills, and experience. As such, we recognize that our human capital is our most important asset.

By making every effort to resolve our basic issues by FY2024, we hope to make a smooth transition to the JX2025 Transform initiation phase, which will be the growth stage of JX. From there, we hope to usher in the JX2028 Transform expansion phase all while experiencing the evolution of the JAMCO Group with all of our stakeholders.

The Changing Business Environment and Our Recognition of Issues

Structural Reforms Beyond Overcoming the Current Challenging Business Environment

The global economic outlook remains uncertain due to factors such as soaring energy prices caused by the protracted troubles in Ukraine, rising raw material prices and interest rates, and concerns about an economic downturn caused by global inflation. On the other hand, the air transportation industry has seen recovering demand for air travel thanks to the subsiding of the COVID-19 pandemic, leading to airlines across the world returning idled aircraft to service and placing large orders for new aircraft. At the same time, aircraft manufacturers are working to increase production to keep up

with the recovering demand for air travel.

In preparation for further recovery in demand, we will strengthen our ability to respond to demand and continue our initiatives aimed at improving production efficiency. At the same time, we started to reinforce our domestic and global supply chain and have initiated a plan to expand the production capacity and functionality of JAMCO PHILIPPINES, INC.

Looking back at our FY2022, just as with the recovery in the number of domestic flights, the recovery in the number of international flights lead to a recovery in our business performance, resulting in the first posting of a profit in the three years since FY2019.

Contributing to a Sustainable Society

Provision of Products Aligned with JAMCO's Mission and Customers' Needs

Contributing to carbon neutrality is one of the key social concerns for the aviation industry. Addressing this concern is not only our responsibility, but a great business opportunity.

We are directing our efforts in two main directions. One is the pursuit of weight reduction. The other is promoting the use of renewable energy sources to achieve net-zero energy consumption in the manufacture and assembly of our products, the use of recycled materials in our products, and the recycling of waste generated in the manufacturing process as well as the products themselves.

In addition, the accelerating trend toward decarbonization in aircraft manufacturing, which has a high environmental impact requires the technological development of carbon fiber as an alternative material. Our aim in this research is to apply our knowledge and experience we have accumulated supplying carbon fiber composite materials to the aircraft sector, thereby implementing the results of our research in society.

We also believe we will be able to contribute in various

ways to the coming new mobility age that eVTOL*3 aircraft represent. Because eVTOLs are powered by batteries, they must be lighter than conventional aircraft, so this is an area where we can take advantage of our expertise in manufacturing lightweight yet durable products. In addition, regular aircraft maintenance is essential for safe flights. We maintain a wide range of aircraft, from helicopters to fixed-wing aircraft, and we believe that our expertise in this area will contribute to the realization of safe operations in the new mobility age.

Providing a hygienic cabin environment is another important service in this post-COVID era. While the air in an aircraft cabin is replaced with clean air every few minutes, some passengers experience psychological unease about spending time inside an aircraft. We believe that improving the sanitary environment of the lavatory in particular is a necessary measure to alleviate this anxiety. To that end, we began offering a hands-free lavatory door developed jointly with ALL NIPPON AIRWAYS CO., LTD. in 2021. Moving forward, we will continue development of lavatory products with “touchless” as a keyword, as well as other efforts that create a cabin environment that gives air travelers peace of mind.



ESG Management Initiatives

Helping Address Pressing Social Concerns

After World War II, Japan was prohibited from engaging in any aircraft-related activities. In 1955, after the expiration of this ban, ITOCHU Corporation established our predecessor as a company for maintaining its imported American aircraft. The company would eventually go on to develop and obtain type certifications for aircraft of its own design. Based on the aircraft development, certification, and manufacturing know-how we acquired through this experience, we continue to respond to a variety of customer needs to this day.

In 1970, we received our first order for galley and began developing and manufacturing interior components for passenger aircraft. In the ensuing mass transportation era represented by the jumbo jet, we received more and more orders, growing as a result. After the September 11, 2001 terrorist attacks in the United States, we developed more robust cockpit doors to keep intruders out of cockpits at the request of the aircraft manufacturers and began supplying them ahead of competitors. We also entered the premium class seat business to meet the demand of today's travelers for luxury. In these and other ways, our business has been diligently responding to the demands of the times.

On the occasion of our 50th anniversary, however, we took the opportunity to reaffirm the universal principles of conduct underlying the management policies that have been handed down by generations of management since our founding. In 2005, we reviewed our 50 years of history and formulated the management philosophy below as a guidepost for the path we should take in the future.

To Our Stakeholders

Growing as Corporate Group that Creates Value Through Aerospace

During the two years of FY2020 and FY2021, we faced unprecedented difficulties due to the COVID-19 pandemic, resulting in the post of our largest deficits in our company's history. During that time, we continued to receive the same support and cooperation from our stakeholders as in the past, which allowed us to record a profit last fiscal year, in FY2022. For this, we would like to express our deepest

gratitude and appreciation.

Toward our goal of becoming the next generation company set forth in JAMCO Vision 2030, the JAMCO Group will continue to contribute to a comfortable and sustainable society as a group that leverages the technology and quality we have cultivated based on the aviation industry to create value through the aerospace industry.

We look forward to your continued support.

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.**

Our aim with this management philosophy was to further enhance our corporate value by ensuring that all Group employees understood and shared it, but in retrospect we can see how it encompassed the spirits of E (Environmental), S (Social), and G (Governance).

Even as we now face many challenges related to sustainability, we hope to remain a company that, based on our management philosophy, provides products and services that address social concerns, in turn creating value that contributes to the sustainable development of our company and is returned to all our stakeholders.

Approach to Social Concerns

Since its founding, the JAMCO Group has contributed to comfortable, safe, and secure air travel by providing aircraft maintenance, and manufacturing and servicing of interior furnishings, aircraft parts and components. We are also engaging with solutions for many social concerns as time goes on, including the environment. In August 2021, we instituted a Sustainability Promotion Board (SPB) and have promoted sustainability efforts to further enhance our solutions initiatives.

Promoting Sustainability Management

The JAMCO Group's Basic Principles of Management mandates that we help build a sustainable world through business operation promoting sustainability efforts aimed at realizing our management philosophy of "striving for coexistence with nature, contributing to a prosperous and

progressive society." We will also contribute going forward to building an affluent and sustainable society while focusing on relations of trust with all of our stakeholders on a foundation of sustainability management.

Sustainability Management

The SPB is positioned as an internal control organization relating to sustainability by the management, and is constituted by executive officers in charge of Sustainability Promotion, Corporate Planning & Business Development, and Finance & Accounting, with the President of the company as chairman. At the SPB, we decide crucial policy and important issues (materialities) regarding sustainability that may have an impact on our corporate vision and management strategy, decide on measures and crucial matters relating to these same sustainability concerns, and conduct monitoring and direction of efficacy of overall sustainability efforts. Additionally, we report to the Board of Directors as appropriate regarding such decisions and progress in efforts.

Additionally, we promote sustainability initiatives over the medium to long-term based on ESG (Environmental-Social-Governance) and Sustainable Development Goals (SDGs) to address environmental issues such as achieving carbon neutrality by 2050.

Basic Sustainability Policy

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



As part of its focus on solutions to social concerns, JAMCO examines correlations between business and SDGs, conducts SDG-themed educational activities to raise company-wide awareness and strives to fulfill these goals through our business activities.

*1: Upgraded to the Sustainability Promotion Department as of April 1, 2023

*2: The CDP (formerly the Carbon Disclosure Project) is a non-profit organization that aims to build a sustainable economy. It analyzes the efforts of companies and other entities in areas such as climate change, water security, and deforestation risk commodities, and scores them on a scale of A to D.

*3: eVTOL: Electric vertical take-off and landing aircraft. Source: MLIT website (Japanese text only): 001400794.pdf (mlit.go.jp) 001429460.pdf (mlit.go.jp)

Sustainability Efforts Promotion Framework

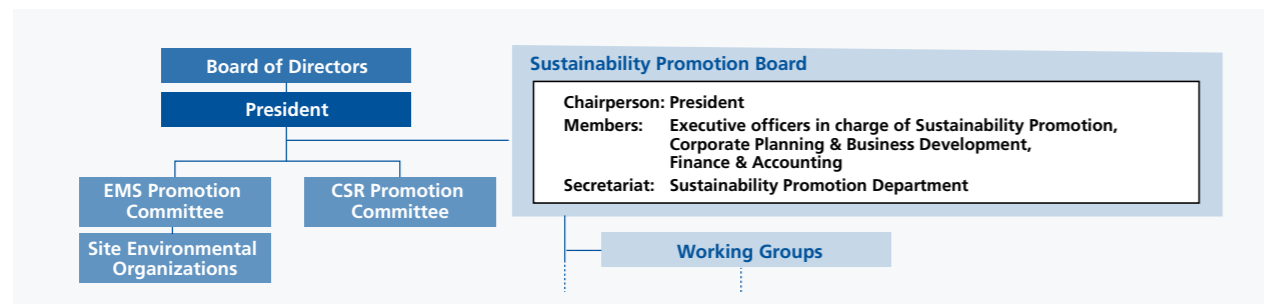
We have installed a Sustainability Promotion Department in our head office organization, which oversees the Group's overall sustainability efforts as the SPB secretariat, guides the efforts of our working group which carries out the practical work of such as materialities in line with SPB policy, and promotes efforts including climate change initiatives. The Executive Officer in charge of the Sustainability Promotion reports periodically to the Board of Directors on progress on these efforts.

EMS Promotion Committee

The EMS Promotion Committee promotes environmental conservation in line with company regulations and ISO 14001 Environmental Management Systems. We have installed an EMS Promotion Committee Secretariat in the Sustainability Promotion Department, with the Executive Officer in charge of the Sustainability Promotion (Environmental Control Supervisor) as committee chairman, and constituted of all Group General Managers, the Sustainability Promotion Department General Manager (also the Environmental Management Supervisor), and all work site ecology leaders as members.

CSR Promotion Committee

The CSR Promotion Committee promotes CSR for responding to social concerns overall, including core ISO 26000 themes. We have installed a CSR Promotion Committee Secretariat in the Sustainability Promotion Department, with the Executive Officer in charge of Sustainability Promotion as committee chairman, and constituted of members representing the Groups responsible for each such social concern and each head office department.



Message

JAMCO's Sustainability Management Contributes to the Realization of a Sustainable Society



Toshikazu Kimura
Director, Executive Vice President
Executive Officer in Charge of
Sustainability Promotion

Approach to Solving Social Concerns

We see responding to sustainability issues as not only essential for a company's survival, but also as an opportunity for value creation that will lead to the company's own development.

In order to systematically oversee and reliably promote the JAMCO Group's sustainability activities, we established a Sustainability Promotion Board (SPB) chaired by the President and CEO and comprised of top management. To date, the SPB's achievements include drafting the JAMCO Group's basic policy on sustainability, which was then approved by the Board of Directors and put into effect, as well as identifying seven materialities (important issues) to be focused on and defining the ideal vision for the JAMCO Group in 2030 with respect to each materiality.

Promoting JAMCO Vision 2030

Action Plan 2030 (AP2030) is the strategy by which the JAMCO Group will realize its long-term vision, JAMCO Vision 2030. It sets forth the roadmap by which we transform our business model through the three strategies of JX (JAMCO Transformation: Execution of Our Growth Strategy), SX (Responding to Sustainability Issues), and HRX (Strategic DX Human Resource Development) and develop into a corporate group that creates value

through the aerospace industry. With regard to promoting SX in particular, we will implement the strategy by responding to a wide range of issues including but not limited to the seven materialities in accordance our basic policy on sustainability, "striving for coexistence with nature, pursuing people's satisfaction and a prosperous society through business activities, and contributing to society's sustainable development," which was established based on the JAMCO Group's management philosophy.

Contributing to Carbon Neutrality

Reducing the weight of aircraft improves fuel efficiency and reduces CO₂ emissions. Carbon fiber composites combine light weight and high strength, and are widely used in aircraft for structural components such as fuselages and wings, as well as cabin interiors, making them indispensable materials. One concrete example of their use in our products is in our honeycomb panels. These panels are used in areas of aircraft including the galleys and lavatories, which are currently the mainstay of our Aircraft Interiors Group. Previously, the primary material was glass fiber reinforced plastic (GFRP), but for the Boeing 787, we switched to carbon fiber reinforced plastic (CFRP), resulting in a weight reduction of approximately 20%. Meanwhile, Airbus uses our CFRP structural components in many of their aircraft, contributing to reduced weight. Recently, there has been an increased demand for products that emphasize not only lighter weight, but also a strong consciousness of ESG and the SDGs. In response to this, we are developing products that utilize more advanced and innovative technologies and also researching the recycling of products such as carbon fiber composite materials.

The JAMCO Group will continue to strive to help solve various social concerns through the provision of our products and services as we aim to develop as a company that creates value.

On Human Capital

Having made "work through the aviation industry to supply high value-added products and services harnessing rich technical expertise" one of our basic principles of management, JAMCO strives to provide products and services that meet customers' needs while making the upholding of flight safety and the enhancement of quality our top priority. Achieving this requires human resources with specialized and advanced knowledge, skills, abilities, and experience, so it can be said that our human resources are our most important asset. In this age of volatility, uncertainty, complexity, and ambiguity, the ability to continue increasing corporate value while responding flexibly to changes in the environment will require even greater responsiveness to new business risks, as well as creation of new business opportunities. There is an urgent need to secure and develop the human resources we need to adapt to these changes. In consideration of this need to develop such human resources, we launched the Strategic DX Human Resource Development Project mentioned earlier. We have made the "cultivation of human resources capable of pioneering a new future" a key part of one of our seven materialities, "the creation of lively workplaces." By focusing on creating work environments where every employee can work with pride and vigor, we will create workplaces that are not only safe, but also conducive to the physical and mental wellbeing of employees. At the same time, we will also continue to promote diversity in the workplace and work-life balance.

JAMCO's Materiality

Action toward carbon neutrality

Intensified action to facilitate resource circulation

Achievement of comfort, ease, and peace of mind in transport spaces

Enhancement of trusting relationships with JAMCO's supply chain

Creation of lively workplaces

Contribution to society and local communities

Enhancement of organizational resilience



Source of Value Creation

At the JAMCO Group, we continually create new value by responding to societal needs and concerns as they change with the times in pursuit of comfort, ease, and peace of mind for our customers.



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.

Founded as a light aircraft maintenance business on September 1, 1955, we have grown tremendously, expanding our business into manufacturing aircraft parts, equipment, and furnishings. As our maintenance business developed, with a management philosophy of samurai spirit with merchant's business sense, we honed our technical capabilities until we realized our dream of building aircraft in 1965. We fulfilled this through our enthusiasm for aircraft and stubborn hard work. We maintain those technical capabilities to this day, along with our samurai spirit, which means adhering always to the highest ethics and honesty. It

incorporates the idea of daring to realize our dreams and striving to contribute to happiness for our customers and employees alike, as well as the natural world and our human society, with this fighting spirit and technology.

The JAMCO Group constantly strives to provide ever better products and services, tackles reform and transformation, and puts its energies into improved technologies and higher quality. What JAMCO provides is safe flights and comfortable air travel, and the proprietary technologies that buttress these are our greatest strength. Our pursuit of new technologies that realize lighter-weight components contributes directly to CO₂ emissions reductions and environmental protection through reduced aircraft fuel consumption. Additionally, our value creation initiatives capable of contributing to sustainable society, including development of products and services that take ergonomics and diversity into consideration, and infection control measures that further improve sanitation, have earned acclaim from customers the world over.

Since our founding, we have continued to grow in personnel and technologies in a spirit of transformation, giving rise to value. What follows are the three values generated by the proprietary technologies that are JAMCO's core.

Three Values JAMCO Provides

The various values that JAMCO provides can be sorted into three main categories: Comfortable spaces in transport, worthwhile environment performance, and safe operating environments. These values are the marshaling of our proprietary technologies, with which we have built trust relations with our customers through aircraft-based manufacturing and maintenance. Going forward, we will achieve sustainable growth together with our customers by continually creating new value with personnel and technology as core competencies.

Providing Comfortable Spaces in Transport: Furnishings Friendly to People and the Environment

The aircraft galleys and lavatories that we manufacture are installed in many mid-body and wide-body passenger aircraft operated by airlines the world over. Our own surveys show that we have approximately 40% global market share in galleys and 50% in lavatories. The components that configure these galleys, lavatories, and other furnishings must meet strict airworthiness criteria. For example, the honeycomb panels that are the primary structural materials thereof are made of particular substances, namely carbon fiber and aramid fiber, realizing high strength and durability while being both lightweight and fire-resistant. Additionally, we pursue passenger amenity with our seats, not only in safety but also ranging from design, materials, comfort in sitting, and ease of use, to how to shift gathers in leather

seat covers, providing products allowing full enjoyment of air travel.

In product design and development, we consider accessibility and hygiene as well as durability and functionality and respond flexibly to even minute demands from aircraft manufacturers and airlines, thereby continually striving to maximize the value we provide to our customers.



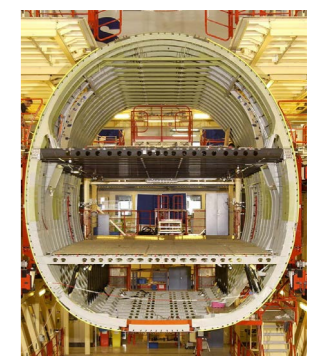
Providing Worthwhile Environment Performance: Advanced Proprietary Technologies

The aerospace development sector demands engineering technologies that meet strict criteria, manufacturing facilities for reliable supply, and quality management systems for ensuring airworthiness. Beginning in 2003, JAMCO has secured JIS Q 9100 quality management system certification, and engages with quality with thorough attention to detail.

Additionally, we have accumulated such unique processing technologies as welding, heat treatment, brazing, and non-destructive inspection of the special alloys used in aircraft, and have secured certification in non-destructive inspection, composite materials, and laser machining

processes from Nadcap, a global accreditation program in aerospace, for unique processes.

In CFRP aircraft structure parts, continuous molding technology from the Advanced Pultrusion (ADP) method that we developed exclusively contributes to reducing aircraft weight.

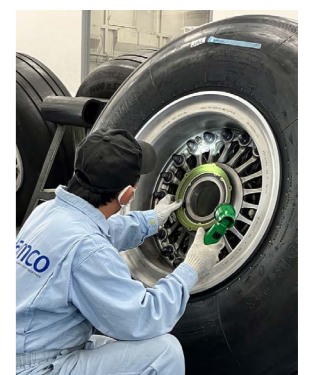


* Courtesy of Airbus

Providing Safe Operating Environments: The Largest Maintenance Specialists in Japan

Since our founding in 1955, we have met our customers' wide-ranging demands as a maintenance center for small- and medium-sized aircraft, in maintenance and modification businesses as well as component manufacturing. In recent times, domestic airlines have seen increasing demand for smaller passenger planes of the more fuel-efficient regional aircraft class. We are establishing systems capable of drawing on our accumulated maintenance and modification technologies to respond to such demands as periodic maintenance and modification even in the small passenger plane sector. Additionally, we have carried out such work as modifications for heavy equipment or special operations on special-purpose airframes for such Japanese public agencies

as the Ministry of Defense, Japan Coast Guard, Civil Aviation College, and police departments, leveraging technical partnerships with airframe manufacturers and our own proprietary technology knowhow. We contribute to the safety and progress of the aircraft industry by utilizing such accomplishments to further extend our technologies.



JAMCO's Competitive Edge: Research and Development

Our Approach to R&D Management

We strive 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. We endeavor to resolve social concerns relating to Environmental, Society, and Governance (ESG) and Sustainable Development Goals (SDGs) through sustainability and innovation initiatives.

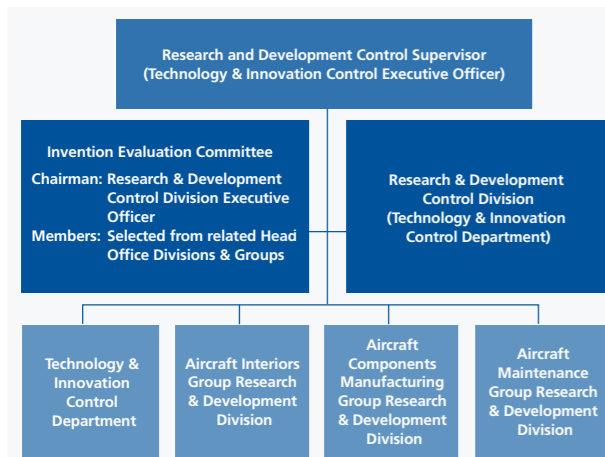
We define "Value Creation Corporate Group" as stated in JAMCO Vision 2030 as "a corporate group that carries out 'provision of comfortable spaces in transport,' 'provision of worthwhile environmental performance,' and 'provision of safe operating environments' in a next-generation mobility market," and we evolve our technologies and innovations and apply them to craftsmanship, as well as promoting research and development for providing worthwhile products and services to our customers.

Research and Development System

We group research and development into categories of basic research, applied research, and industrialization research according to the theme and its stage, and we sort and conduct these from pursuing basic technologies to research and development for commercialization.

We have established a Technology & Innovation Control Department in our head office, which carries out drafting and management of companywide technical innovation strategies and basic and applied research and development of innovative technologies.

Based on the principle of "Toward a comfortable and sustainable future using technology and quality" as per JAMCO Vision 2030, the Technology & Innovation Control Department makes the technology strategies into specific individual policies and promoting these actions with the JAMCO Group overall as their subject, so that the Group will be reborn as a value provision services corporation through craftsmanship, while evolving JAMCO technologies by innovation.



Research and Development Management

The Technology & Innovation Control Department supervises companywide research and development, and carries out R&D promotion tasks and tasks including management of such as industrial property rights under the Research and Development Control Supervisor, which is filled by the Technology & Innovation Control Executive Officer.

The Technology & Innovation Control Department and the Research & Development Groups located in each Group technology division devise what the products and services we provide should be via our Innovation Road Map 2050, and carry out such work based thereon as experimental manufacturing of new products, research into and development and adoption of new technologies, finding new markets, and basic, applied, and industrialization research as appropriate at each stage of improvement and research into existing technologies. In practical terms, the Technology & Innovation Control Department handles basic and applied research, and each Group carries out industrialization research as development directly connected to commercialization. We are building a system in which the Technology & Innovation Control Department and the Groups collaborate in commercialization from basic development to product development.

By proactively obtaining industrial assets including

patents and utility models, pursuing unique technologies and applying these to products, we strive to contribute to a sustainable society.

Human Resources Development that Supports Research and Development

JAMCO strives to carry out securing of electronically competent personnel and reform into an innovative climate and have human resources and organizations exert their capabilities to the utmost, in order that we create products and services suited to a technology-driven world.

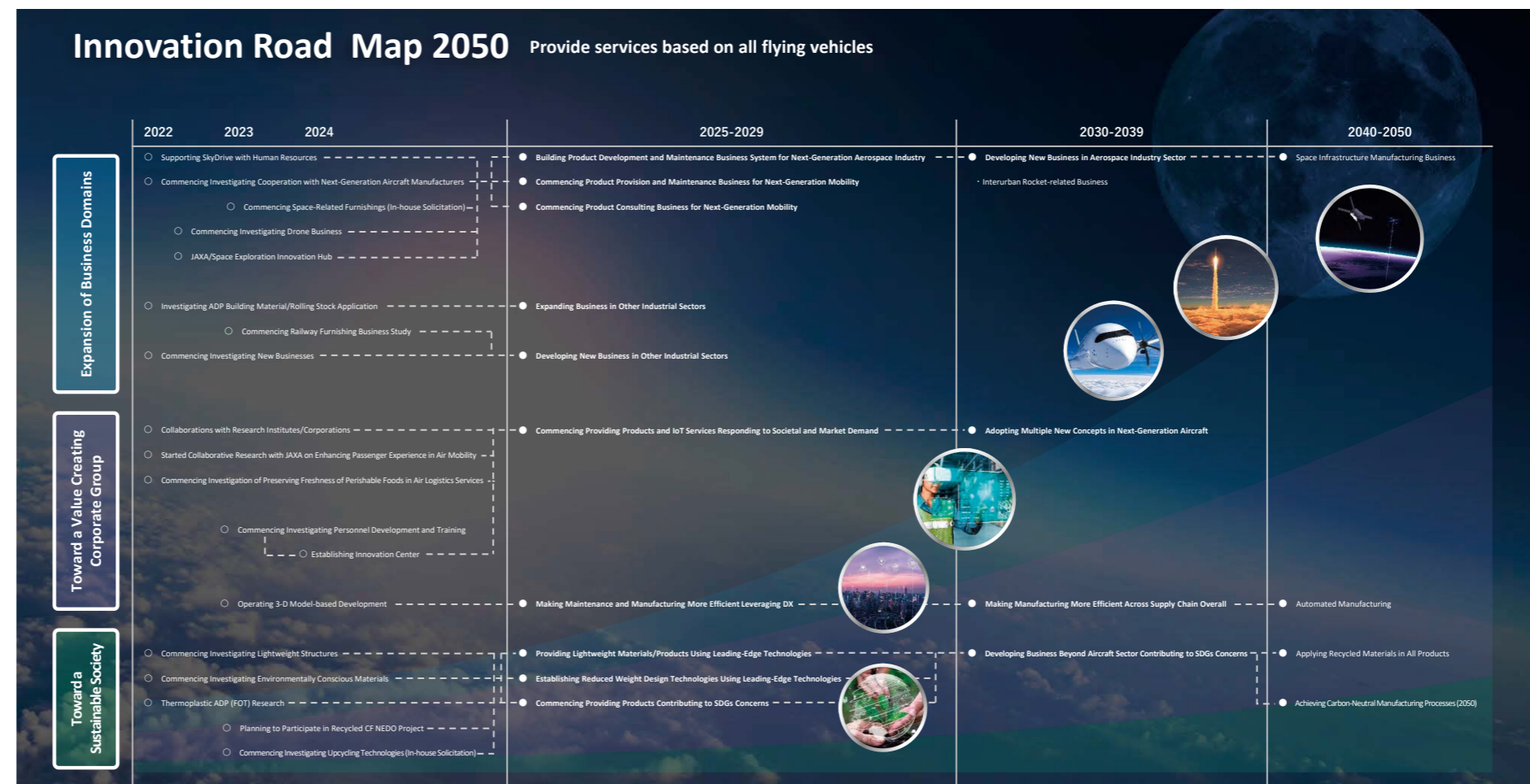
We devise what the products and services that we provide should be with Innovation Road Map 2050, and utilize internal and external schooling and seminars, working to increase knowledge and expertise, according to each respective short, medium, and long-term research and development area. Additionally, in relation to the technical education that forms the foundation of research and development, we share knowledge and experience, carrying out basic education of all technicians via e-learning and face-to-face education and specialized education in small groups in the Aircraft Interiors Group and Aircraft Components Manufacturing Group, and carrying out flow down education concerning all types of technologies of

aircraft manufacturers in the Aircraft Maintenance Group.

For human resources involved in development, the Technology & Innovation Control Department is the core, organizing a structure capable of information exchange, i.e., knowledge accommodation, and discussion among the Groups. We also undertake, with our company at core, to collaborate with research institutions including colleges and universities, research and development institutes, and various corporations, and participate proactively in projects of all kinds aiming to resolve social concerns moving toward decarbonization, thereby working toward ongoing human resources development. We also endeavor to communicate and share our expertise, including stories of failures acquired by research and development, via lectures, etc.

Associations with Social Responsibility

We are proactively engaging toward creating innovation through such efforts as developing human resources who will carry us into the future, creating employment, and developing technologies, including interchanges with local schools, supporting education and scholarship at colleges, universities, etc., and joint research and development, etc., through collaborations with foreign corporations.



Materiality (Important Issues)

Identification of Materiality

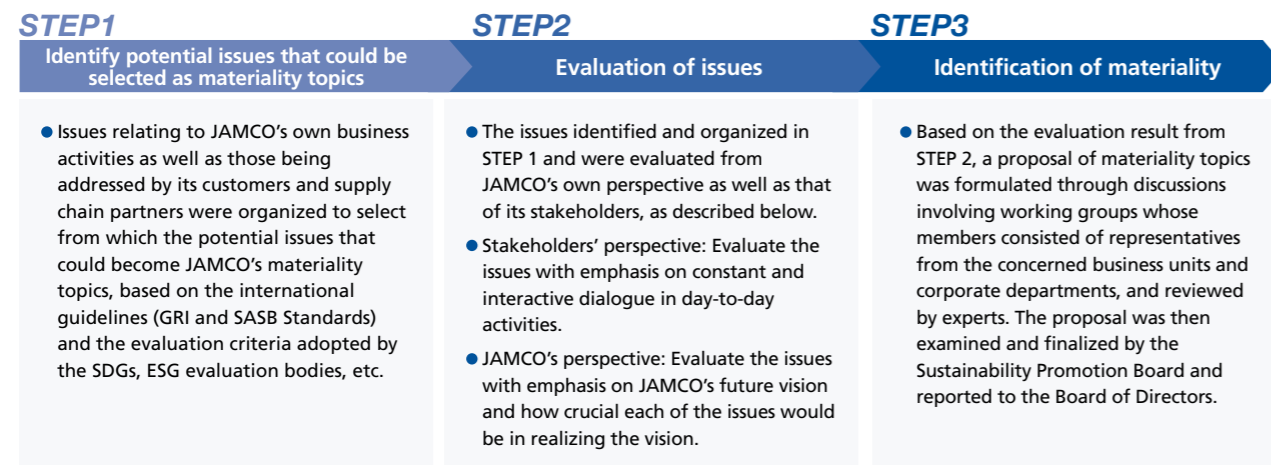
Materiality was identified while ensuring consistency with JAMCO Vision 2030 and Action Plan 2030 ("AP2030"), which describe the future state of society that the company will strive to bring about. As such, facilitating the setting and achievement of specific goals and KPIs in a well-coordinated manner with JAMCO's management plans will lead to successful JAMCO Vision 2030 execution.

On each of the identified materiality topics, specific measures and policy are clearly defined, for each of which the final milestone to be achieved by 2030 is specified along with the milestones that JAMCO aims to accomplish during each of the three-year periods leading up to 2030. Then specific actions are planned and executed based on the business plan for each of the fiscal years involved.

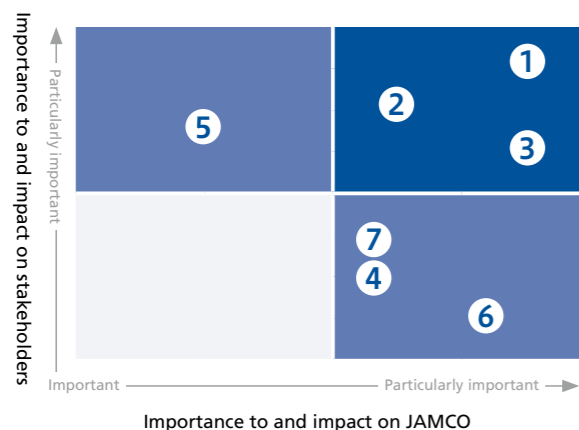
Materiality Identification Process

The JAMCO Group followed the three-step process as described below in order to determine which materiality topics it should focus on, from among a wide range of social issues. Then, it decided that the seven materiality issues as specified below are of particular importance, as they are linked to value creation. ①. Action toward carbon neutrality (technological development conducive to carbon neutrality; productivity improvement, etc. to reduce GHG emissions; and active utilization of renewable energy) ②. Intensified action to facilitate resource circulation ③. Achievement of

comfort, ease, and peace of mind in transport spaces ④. Enhancement of trusting relationships with our supply chain ⑤. Creation of lively workplaces (development of a work environment where employees can perform their jobs in a lively manner). As for the materiality topics that are linked to the construction of JAMCO's business foundation, the following have been identified. ⑥. Contribution to society and local communities ⑦. Enhancement of organizational resilience.



Materiality Matrix



- ① - E Action toward carbon neutrality
- ② - E Intensified action to facilitate resource circulation
- ③ - S Achievement of comfort, ease, and peace of mind in transport spaces
- ④ - S Enhancement of trusting relationships with our supply chain
- ⑤ - S Creation of lively workplaces
- ⑥ - S Contribution to society and local communities
- ⑦ - G Enhancement of organizational resilience

Policies and Actions for Addressing Materiality

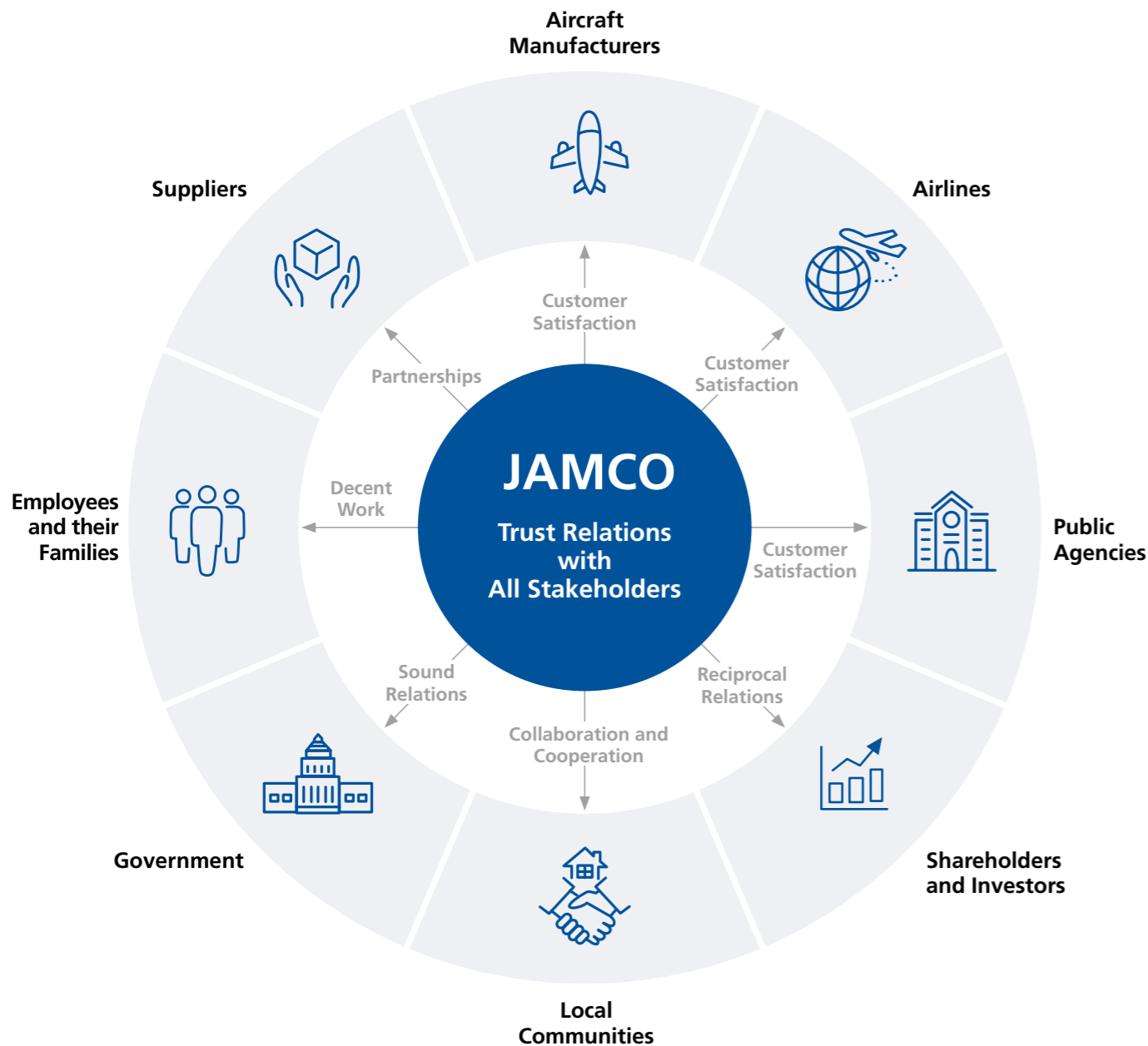
Materiality	1 Action toward carbon neutrality	2 Intensified action to facilitate resource circulation
Materiality	<p>1-a. Technological development conducive to carbon neutrality</p> <p>1-b. Productivity improvement, etc. to reduce GHG emissions and active utilization of renewable energy</p>	
SDGs contributions		
Vision to be realized by 2030	<ul style="list-style-type: none"> Predicted climate change risks have been averted. Related business opportunities have been successfully seized CO₂ emission reduction goal has been achieved <p>The JAMCO Group aims to achieve carbon neutrality by 2050.</p> <p>2030 goal Goal is to reduce the entire JAMCO Group's carbon emissions - Scopes 1 and 2 combined - by at least 50% from the FY2019 baseline.</p>	<ul style="list-style-type: none"> Industrial waste/loss reduction along with resource recycling is facilitated by JAMCO to shift to circular economy, through the continuous improvement of its technological capability and quality, and the integration and evolution of experience and knowledge.
Policies and actions for addressing materiality	<ul style="list-style-type: none"> ① Reduce CO₂ emissions directly involving JAMCO products (carbon footprint, utilization of naturally derived feedstocks, materials, elements, parts, etc.) ② Make JAMCO products lighter in weight to improve the aircraft's fuel efficiency. ③ Provide weight-reduction technology, etc. to other industries. ④ Participate in relevant consortiums and contribute to industry-wide activities. 	<ul style="list-style-type: none"> ① Reduce JAMCO's own CO₂ emissions by DX-based productivity improvement, implementing energy-saving equipment and facilities, etc. ② Produce renewable energy at JAMCO's in-house facilities. ③ Participate in relevant consortiums and contribute to industry-wide activities.

Policies and Actions for Addressing Materiality

Materiality	<p>3 Achievement of comfort, ease, and peace of mind in transport spaces</p>	<p>4 Enhancement of trusting relationships with our supply chain</p>	<p>5 Creation of lively workplaces</p>		<p>6 Contribution to society and local communities</p>	<p>7 Enhancement of organizational resilience</p>
						
	<p>3 Vision to be realized by 2030</p> <ul style="list-style-type: none"> JAMCO products and services are widely used in the ever-advancing and continuously evolving aerospace industries as well as in innovative next-generation mobility businesses that will come into existence in the future, thereby bringing about a society where comfort, ease, and peace of mind in transport is made accessible to increasing numbers of people. 	<ul style="list-style-type: none"> JAMCO has developed fair, sound, and mutually-trusting business relationships with its supply chain partners while thoroughly informing them of its Procurement Policy and respecting the culture and customs of each of the countries involved. 	<ul style="list-style-type: none"> JAMCO continues to remain a sincere company that respects employees. JAMCO has created such workplaces that are conducive to the growth of its employees, both domestically and globally throughout the JAMCO Group, and allow each employee to perform its job with a sense of pride and high technical capability and lead a lively professional life. 		<ul style="list-style-type: none"> JAMCO contributes to community development by providing a quality work environment and conducting social outreach activities while developing a trusting relationship with society at large. 	<ul style="list-style-type: none"> In line with its management philosophy that it must remain a Technology Oriented Company with Samurai Values, JAMCO is a perpetually sustainable enterprise capable of providing such products and services to customers that contribute to society and conducting proper risk management.
<p>3 Policies and actions for addressing materiality</p> <ol style="list-style-type: none"> Deliver solutions that facilitate the creation of passenger-friendly spaces in air transport. Deliver solutions that transform air travel experience from that of passively-spent waiting time to that which evokes deep emotional response. Deliver solutions that improve convenience and user-friendliness in aircraft operations and also reduce harmful effects on the environment. Deliver solutions that become part of the social infrastructure for next-generation mobility. 	<ol style="list-style-type: none"> Conduct assessment of supply chain partners, focusing on their human rights, social, and environmental practices, and enhance cooperative relationships with them in these areas. Work together to reduce GHG emissions through the lifecycle of products and services. Facilitate joint development of new materials and engineering methods with research institutes, material manufacturers, and supply chain partners. 	<ol style="list-style-type: none"> Cultivate and recruit innovation-creating human resources for new technology development and new business facilitation. Cultivate human resources that can respect people having different personal values (diversity) and leverage it to create new value. Cultivate human resources that can work autonomously (think and act on their own initiative). 	<ol style="list-style-type: none"> Create a corporate culture where individual diversity is recognized and respected, and diverse workstyles are promoted. Promote the health of employees. Increase learning opportunities and provide refresher training and development opportunities for employees. Also promote active self-improvement among employees. 	<ol style="list-style-type: none"> Contribute to society by providing a quality work environment. Cultivate a sense of trust toward JAMCO in society by actively engaging in social outreach activities. 	<ol style="list-style-type: none"> Strengthen JAMCO's risk management structure. Continuously improve corporate governance. Enhance information disclosure for better engagement. 	

Stakeholder Engagement

In carrying out its business activities, JAMCO strives to be a sincere corporation trusted by all stakeholders, including customers, clients, shareholders, local communities, and employees, and carries out sustained dialogue with all stakeholders. We precisely ascertain opinions and expectations for our Group, and take them into account in our business activities, thereby working toward positive engagement with our stakeholders.



Dialogue with Stakeholders

We have created a query form on our corporate site for queries from outside stakeholders, and we share opinions and requests received via this form with concerned divisions and respond promptly.

We consider dialogue with stakeholders to contribute to

our sustained growth and improving medium- to long-term corporate value, and conduct such dialogue proactively. Of these, we have created the following opportunities for sites of dialogue with investors.

Sites of Dialogue with Investors

1. We hold scheduled semi-annual Financial Results Briefings and annual Factory Tours for institutional investors. The COVID-19 pandemic affected our FY2022 Financial Results Briefings, with the May briefing held both live and livestreamed, and the November briefing held with infection measures fully implemented. Video was subsequently posted to our corporate site. The Factory Tour was suspended.
2. We respond to requests, etc., from institutional investors with one-on-one meetings *1 and small meetings *2.
3. We hold irregular briefings for individual investors from time to time.
4. We hold Factory Tours for individual shareholders. These activities were suspended in FY2022 owing to the COVID-19 pandemic.
5. Proceedings of ordinary shareholders' meetings are livestreamed. We also have social gatherings with shareholders on meeting days.

*1 One-on-one meetings with institutional investors and analysts.

*2 Small group meetings, distinct from Financial Results Briefings.

Special Feature

Meeting the Challenge of Decarbonization

Contributing to decarbonization, i.e., going carbon neutral, is a crucial concern for society as a whole as well as for the aviation industry. We are drawing on our expertise to-date in having researched, developed, and delivered carbon fiber to the aircraft sector and striving toward a new era of mobility by pursuing lighter-weight aircraft and utilizing renewable energy.

Action Toward Carbon Neutrality Through Business

Initiatives in Manufacturing

In advancing the businesses of manufacturing aircraft interiors and instruments, as well as aircraft maintenance, the majority of our facilities are in Japan, and we are aware that converting the energy these domestic facilities use to energy from natural sources is the first step in our decarbonization efforts. Another crucial policy is initiatives to reduce energy usage in facilities and infrastructure relating to our manufacturing and maintenance services.

Beginning FY2023, we are investigating such initiatives as adopting solar power infrastructure in our domestic facilities and refining production technologies in our

manufacturing processes, as we undertake to strive for business development in low-energy manufacturing and maintenance processes.

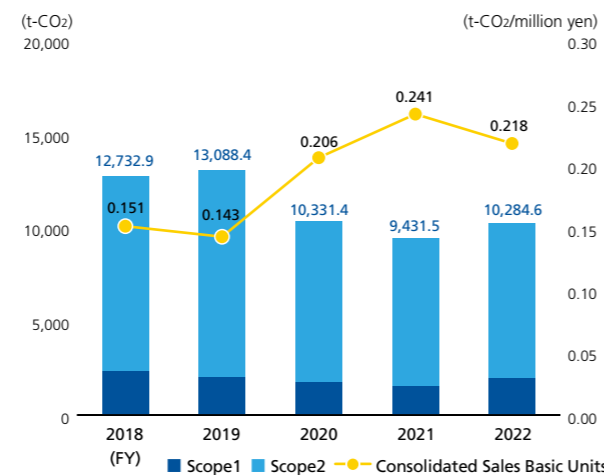
As we proceed by trial and error to realize our customers' demands in product development and research into innovative technologies, we proceed with such initiatives as giving feedback in the form of statements to our customers aimed at utilizing sustainable materials and parts, as well as participating in consortia for such as development of technologies for decarbonization in the aircraft industry overall, continuously devoting ourselves to creating new technologies.

Promoting Further Greenhouse Gas (GHG) Emissions Reductions

We are taking steps to reduce energy usage by using LED lighting, replacing company vehicles with electric vehicles (EV), and optimizing the settings of compressors, air conditioners, etc.

Turning to further initiatives, we will proceed to further reduce energy use by actions including greater efficiency and automation of our plants through such steps as promoting digitization and DX, and introduction of solar power and other renewable energy, to achieve our GHG emissions reduction target of "50% or greater reduction from FY2019 levels in total Scope 1 and Scope 2 of the Group overall by 2030, and striving to realize being carbon neutral by 2050."

GHG Emissions



Supply Chain-wide GHG Emissions Reductions

Beginning FY2022, we are undertaking to compute and comprehend our GHG emissions for disclosures based on the statement framework of the Task Force on Climate-related Financial Disclosures (TCFD).

Having completed building the scheme for computing Groupwide Scope 1 and Scope 2 CO₂ emissions, we have been making these computations continually since FY2022. We are undertaking to build a scheme for computing Scope 3 throughout our supply chain.

Regarding particular CO₂ emissions reduction plans, in

addition to our existing Groupwide energy saving activities and proactive upgrades to energy saving infrastructure, we are accelerating initiatives aimed at building systems that convert our manufacturing and maintenance plant production into economical, efficient operating processes and installing solar power infrastructure. Turning to CO₂ emissions reductions across our product lifecycle, we are proactively proceeding with deliberations with our various subcontractor corporations as part of our Scope 3 emissions reduction efforts.

Q & A

Contributing to a Future of Decarbonization Throughout the Airline Industry



Ushio Itakura
Senior Advisor, General Manager,
Technology & Innovation Control
Department

Addressing the Challenges on "Decarbonization" and "Weight Reduction" based on Aviation Safety First Policy

Q Regarding developing business based on the aviation industry, what are you focusing on most in technology research and development on sustainability?

A We are carrying out our research and development with an awareness of how we can contribute to the industry as a whole, including aircraft operation by airlines in addition to merely how much we can contribute to decarbonization through such as the products and services that we provide. For example, by reducing the weight of galleys, lavatories, passenger seats, etc., aircraft weight is reduced, allowing jet fuel saving which enables to reduce GHG emissions. By also recovering materials that are generated through such as manufacturing processes of aircraft parts and products in a recyclable form, and using such materials in other aircraft products, we are able to upcycle members that were previously thrown out, allowing us to contribute to building a material circular ecosystem as well.

Q The social concern of decarbonization (low-carbon) is also difficult in terms of the function of aircraft that use jet fuel. What trials or concerns have there been in terms of contributing to improved fuel consumption through lighter weight furnishings, etc.?

A The most important thing for developing sustainability in the aviation industry is not to sacrifice aircraft safety. For example, however low the impact a material may have on the environment, we are not able to assure aircraft safety if it easily catches fire or cannot bear the required load. Regarding lighter weight cabin interiors as well, aircraft safety comes first, and the question is, with that in mind, to what extent can we reflect the innovations for decarbonization on top of that.

Development and Installation Case Histories

Q Aside from decarbonization research and development, what kinds of product development are you proceeding with in sanitation terms for passenger safety and security in the COVID-19 era?

A While many lavatories are fitted with doors that fold inward for efficient use of space, it is necessary with doors of this type to grab a handle by hand when opening from inside, and thus, there have been passengers who have been concerned about sanitation during the COVID-19 pandemic. To this end, with the cooperation of ALL NIPPON AIRWAYS CO., LTD., we have developed, while considering customer comments as well, a hands-free door handle that can be easily opened with an elbow or other body part so that these doors can be opened without using hands, and it has been adopted by the airline.

Q What other problems would you like to attempt to solve going forward?

A When thinking about a given product's sustainability, it would be ideal if we could think about its lifecycle, from when the product's materials are made to when it is used as part of an aircraft to when the aircraft reaches its full lifespan and is retired from service and dismantled, and then we could take those parts or materials of the products that have fulfilled their purpose, recycle them again, and remake them into products that would be part of an aircraft once more. I would like for us to undertake research and development of technologies that would support thus being able to drive this material circularity in the aviation industry.



E Environment

ENVIRONMENT

The JAMCO Group is working on environmental protection, including energy and resource conservation, contributing to a sustainable society both environmentally and economically, including research and development toward providing products and services with low environmental impact.

Basic Environmental Philosophy and Environmental Policies

Basic Policy

JAMCO proactively engages in conservation activities to preserve the global environment through business activities. Accordingly, we have established the Basic Environmental Philosophy and Environmental Policies 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 Policies

On the basis of the Basic Environmental Philosophy, JAMCO undertakes to protect the global environment in accordance with the following Environmental Policies.

1. We will accurately comprehend environmental impacts arising from all business activities, plan for sustained improvement in activities with consideration for global environmental protection, and work to prevent environmental pollution.
2. We will comply with laws, ordinances, regulations, and other requirements relating to environmental protection.
3. We will assess the environmental impact of our business activities, and set and periodically review environmental targets for activities for which we make improvements in significant environmental terms, thereby promoting environmental protection.
4. We will proactively undertake energy conservation as a global warming preventative policy in our business activities, thereby working to reduce our environmental footprint.
5. We will inform all officers, employees, and concerned parties of our Environmental Policies and educate them about the environment, thereby effecting greater awareness of environmental protection activities.

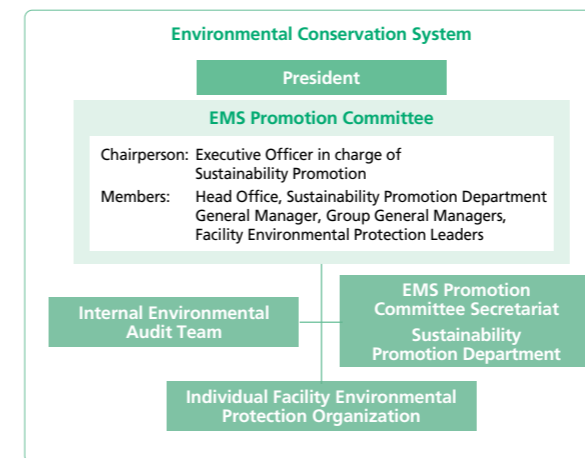
Environmental Management System

Environmental Conservation Activities Promotion System

We are building an environmental protection activities promotion system to realize our Basic Environmental Philosophy and Environmental Policies. Our environmental protection initiatives are conducted primarily on the basis of internal regulations in compliance with ISO14001, the Environmental Management System (EMS), and we have secured ISO14001 certification for our head office and our Aircraft Components Manufacturing Group.

Our President defines our Basic Environmental Philosophy, and the Executive Officer in charge of Sustainability Promotion supervises companywide environmental protection initiatives and conducts management reviews in accordance with said Philosophy as Chairman of the EMS Promotion Committee. We have established specific facilities within each district to perform environmental conservation activities as an integrated unit, with the facilities' Environmental Committees promoting these activities in an organized manner. Each facility sets individual environmental targets for every fiscal year as objectives to achieve during the financial year. The facilities work on continuous improvements related to the targets by systematically promoting environmental conservation activities and checking their progress through internal environmental audits. Facilities that have received ISO14001 certification undergo conformity assessments through periodic reviews by a certification body.

Environmental Conservation System



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 onsite 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.

ISO14001 certified facilities maintain the certifications through annual examinations by external auditors for compliance with the standard's requirements.

Environmental Action Plans

Carrying Out Environmental Protection Activities Continuity Plans

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 facility continuously performs the PDCA cycle: Planning of environmental targets/ implementation plans/measures (Plan), implementation of measures (Do), confirmation and implementation result reports on the achievement of environmental 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 among officers and employees throughout the company.



Management of Environmental Impact Assessment and Regulatory Compliance

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

Climate Action

Climate Action as Management Strategy

The JAMCO Group's basic principles of management mandates that we contribute to society through businesses operated according to our management philosophy of "striving for coexistence with nature and contributing to a prosperous and progressive society." Responding to climate

change is crucial in terms of creating a sustainable society and protecting the global environment, and we are promoting initiatives based on analyses and assessments of the risks and opportunities that climate change affords our businesses.

Announcement of Acceptance and Disclosures Regarding TCFD Recommendations

In November 2022, we proclaimed our agreement with recommendations made by the Task Force on Climate-related Financial Disclosures (TCFD), which was established by the Financial Stability Board (FSB). We are endeavoring for full disclosure of information relating to climate-associated concerns pursuant to the TCFD Framework.

Refer to the URL at right for further information about our responses to climate change. (Japanese text only.)



[Climate Action \(disclosures based on TCFD Recommendations\)](https://www.jamco.co.jp/ja/csr/tcfid.html)
<https://www.jamco.co.jp/ja/csr/tcfid.html>

Governance

Our Board of Directors is involved, through key decision-making and direction of management, including management policies and plans, in decision-making on such matters as key policies and responses to concerns, as well as resource allocation including human resources plans and infrastructure investments relating to sustainability, including such climate-associated concerns as responses to climate change risks and opportunities.

We have also established a Sustainability Promotion Board (SPB), which promotes overall sustainability efforts including climate change problems and reports as appropriate to the Board of Directors chiefly on the progress of such efforts.

▶ See page 12 for SPB organizational structure and initiatives.

Risk Management

We are aware that the quality of our risk management capabilities and risk response, enabling prompt and accurate handling in line with management environment changes, is directly linked to corporate survival and corporate value assessment. Turning to risk, the Sustainability Promotion Department ascertains various environment-related data including climate change initiatives and stakeholder demands in countries the world over in identifying and evaluating climate-associated risks. Working Groups and concerned divisions collaborate in undertaking to turn opportunities into new businesses and enterprises oriented toward creating new value.

▶ See page 50 for our risk management structure.

Strategy

Risks and Opportunities based on Scenario Analysis

We identified risks to our company and its businesses from climate change on the basis of 1.5°C and 4°C scenario analyses. To investigate strategies for preparing for long-term risks among these, we conducted impact analyses with reference to such materials as global warming scenarios from the United Nations' Sixth Assessment Report (AR6) of

the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA) World Energy Outlook.

We also examined the impact of these scenarios on the aviation industry, creating societal concepts and analyzing risks and opportunities envisioning the 1.5°C and 4°C scenarios.

Scenario Analysis Results

The aviation industry is accelerating moves to become carbon neutral industrywide by 2050. On the basis of the 1.5°C and 4°C scenarios, the JAMCO Group, as part of this industry, is aware of the necessity to further promote CO₂ emissions reduction efforts throughout its supply chain and to proceed with new initiatives as well.

There are demands for contributions to operating fuel efficiency improvements chiefly through weight reductions in the aircraft furnishings that are our primary products, etc., and the possibility of so responding is both a risk and an opportunity affecting future orders and transactions.

Going forward, we believe that proceeding with development of low-carbon, high-strength lightweight products that we manufacture and sell will enable us to make offerings that take advantage of our corporate strengths in narrow-body planes that are forecast to expand in market scale as well as the widebody planes that are our main targets, representing an opportunity for increased net sales.

Indices and Targets Based on Scenario Analysis

We are specifying materialities (important issues) to undertake to resolve environmental and societal concerns through business activities on the basis of JAMCO Vision 2030 and JAMCO Transformation 2022 (JX2022), which is the action plan for JAMCO Vision 2030, and conducting progress management through executing measures and operation of non-financial KPIs.

Turning to JX2022, we are carrying out such initiatives with the New Energy and Industrial Technology Development Organization (NEDO) project as promoting research and development into CFRP manufacturing technologies and next-generation lightweight carbon honeycomb panels, promoting product recycling, and proactively utilizing recycled materials, thereby proceeding with research and development capable of contributing to product decarbonization through these efforts, with a target of contributing to becoming carbon neutral.

Greenhouse Gas (GHG) Emissions Results and Reductions Targets

	Results			
	March 2020 Period	March 2021 Period	March 2022 Period	March 2023 Period
Scope1	2,031.48	1,718.53	1,515.20	1,947.55
Scope2 (Market Standard)	11,056.90	8,612.83	7,916.33	8,337.04
Total	13,088.38	10,331.36	9,431.53	10,284.59

(t-CO₂)

GHG Types to Be Aggregated

GHG Types aggregated in this report are CO₂, methane, N₂O, HFCs, PFCs, SF₆, and NF₃.

Scope 1 Emissions

GHG emissions in Japan, including those not resulting from energy, are computed using calorie conversion coefficients and carbon emission coefficients defined by the Act on Promotion of Global Warming Countermeasures.

Scope 2 Emissions

GHGs associated with use of power purchased in Japan are computed using emissions coefficients of each electric company as defined by the Act on Promotion of Global Warming Countermeasures.

Scope 3 Emissions

We are expanding initiatives oriented toward emissions computations to Scope 3.

Emissions Targets

As targets conforming to being carbon neutral by 2050, the Japanese government has expressed that it will strive for a 46% reduction in GHGs from FY2013 levels by FY2030, and that it will continue to endeavor to increase this reduction to 50%. In response, we have set targets of being carbon neutral by 2050, and reducing total Scope 1 and Scope 2 to at least 50% of FY2019 levels by 2030.

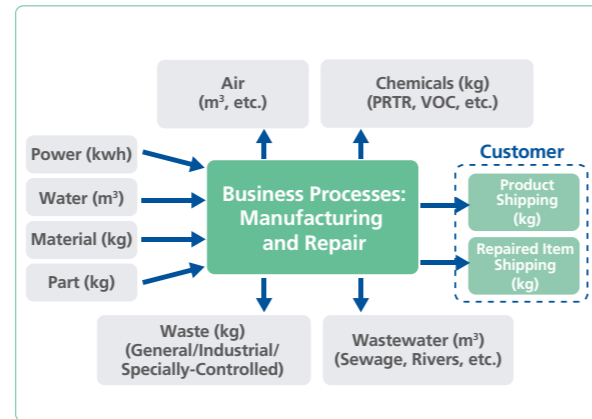
Initiatives to Reduce Environmental Impact

Initiatives to Reduce Environmental Impact in Business Activities

JAMCO specializes in the aircraft sector and is engaged in the manufacture and repair of aircraft interior products and components, and the maintenance and modification of aircraft and aircraft equipment. The figure at right shows the overall picture of energy and resource inputs into our business activities and products and environmental impact outputs resulting from these activities as a material balance. In conducting our business, we consume many resources and discharge various substances. We strive to quantitatively grasp our environmental burden in order to reduce it in inputs and outputs alike.

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

Material Balance



Energy-saving Initiatives

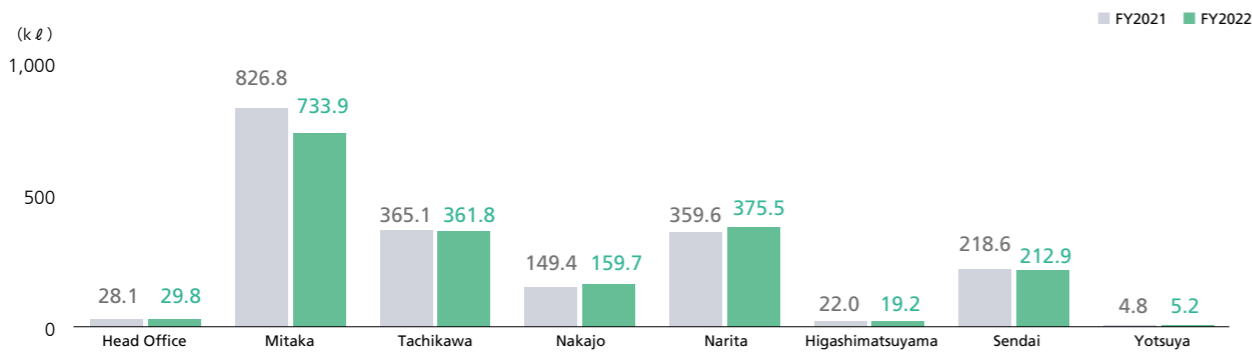
We are working to reduce our energy consumption by driving energy conservation and efficiency in our production processes, and by reducing fuel consumption through such

- Objective** Reduce energy consumption
- Subjects** "Electricity, city gas, LP gas, type A fuel oil, gasoline, diesel fuel, kerosene"
- Target** Reduce energy consumption by 1% or more compared with FY2021

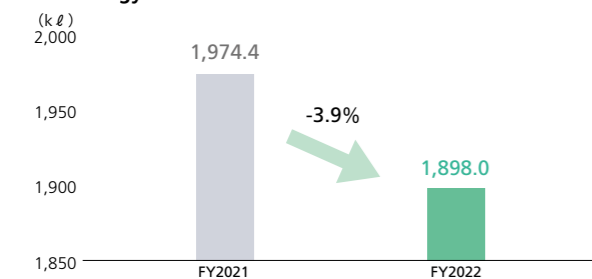
means as using inverters in our production equipment, air conditioning systems, lighting fixtures, and air compressors.

Energy consumption was reduced at each facility in FY2022 by adopting high-efficiency air conditioning equipment and high-efficiency operation thereof. Consumption was further reduced by reviewing which facilities were still using mercury vapor and fluorescent lighting and replacing those with LED lighting fixtures (reductions in energy consumption: 50% or greater by switching from fluorescent to LED).

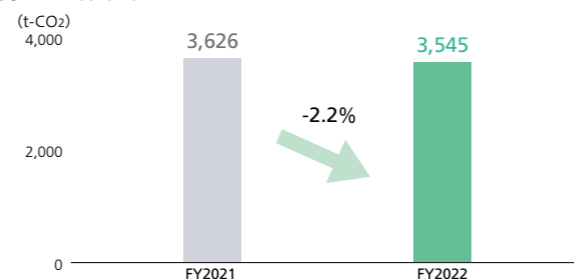
Energy Consumption by Facility



Total Energy Use Results



CO₂ Emissions



In FY2022, 1,510 mercury vapor and fluorescent lighting fixtures were replaced with LEDs, reducing the number of mercury vapor and fluorescent lighting fixtures in use to 1,069 as of the end of March 2023, as per the following chart. Through the aforementioned energy conservation activities, including lighting fixture replacements, energy

consumption in FY2022 was reduced to 1,898.0kl, 3.9% lower than the 1,974.4kl in FY2021, thus achieving the target of 1% or greater reduction.

Additionally, carbon dioxide (CO₂) emissions in FY2022 were reduced to 3,545t, 2.2% less than the 3,626t in FY2021.

Replacing Lighting Fixtures with LED Lighting (FY2022 Plans and Results)

Subject Facilities	Plans	Results
	Fluorescent Lighting → LED Number of units	Fluorescent Lighting → LED Number of units
Tachikawa	1,348	1,406
Nakajo	63	84
Narita	20	20
Total	1,428	1,510

* 80W/unit fluorescent lighting replaced with 37W/unit LED lighting fixtures, etc.
* Excludes Yotsuya and Higashimatsuyama facilities, which operate as tenants
* Head Office and Sendai facility have been fully switched over to LED lighting fixtures.

Mercury Vapor and Fluorescent Lighting Usage as of March 31, 2023

Subject Facilities	Mercury Vapor	Fluorescent
	Number of units	Number of units
Mitaka	3	1,065
Nakajo	0	1
Total	3	1,066

Energy Reduction Measure Implementation Status

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

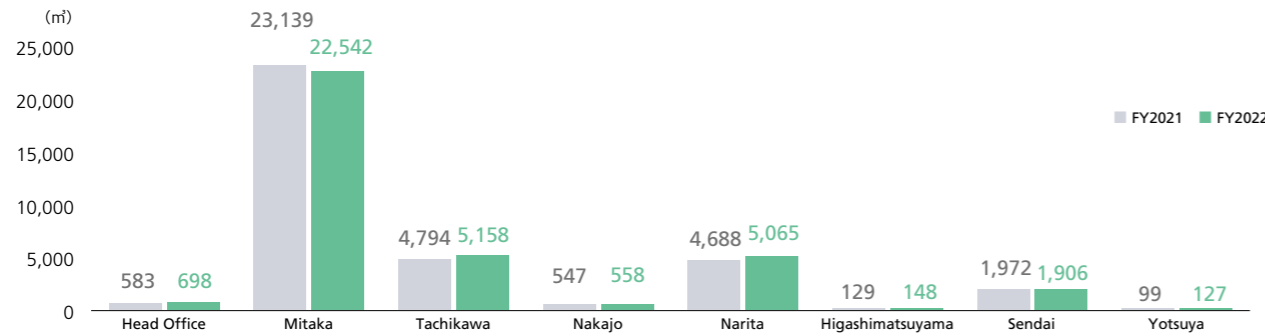
Measures Taken (Including operations)	Head Office	Mitaka	Tachikawa	Nakajo	Narita	Higashi matsuyama	Sendai	Yotsuya
	Transformers		○					
Air compressors		○	●		○			
Air conditioning system	●	●	●	●	●	●	●	●
Lighting	○	●	●	●	●	●	●	●
Production equipment		○						
Lifting equipment			○					
Other	●	●	●	●	●	●	●	●

Water Resources Initiatives

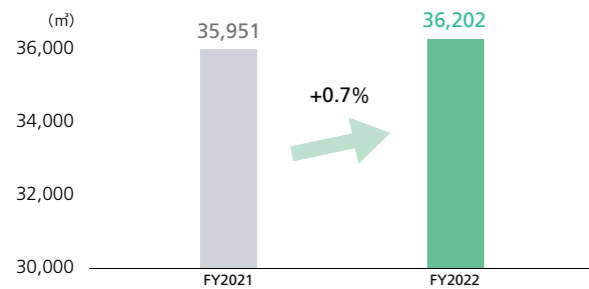
Water conservation efforts have been implemented throughout the company with the goal of reduce the water usage in business activities.

FY2022 Objective Target
 Reduce water usage
 The actual results for FY2021 or less

Water Usage by Facility



Total Water Usage Record



Water usage increased in FY2022 0.7% over FY2021 due to recovering workload, which declined while telecommuting increased in FY2021 due to the COVID-19 pandemic.

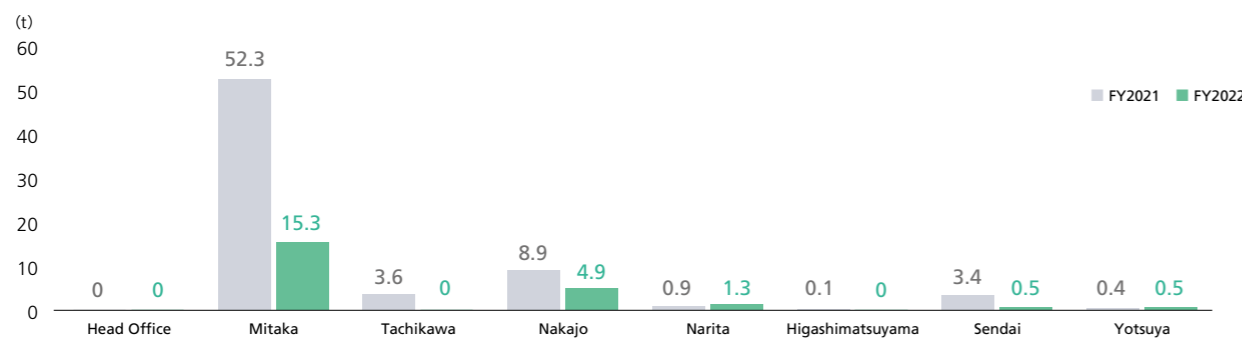
Waste Reduction Initiatives

We are undertaking to reduce and recycle waste, as well as contain and optimally manage chemical discharges. In FY2022 we proceeded with resource recycling initiatives, including increasing our recycling rate by 11%.

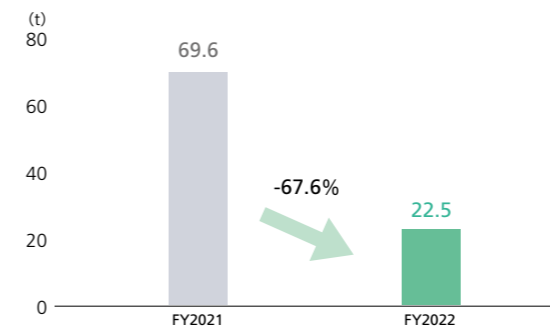
FY2022 Objective Target
 Reduce waste emissions
 The actual results for FY2021 or less

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

Waste Volume by Facility

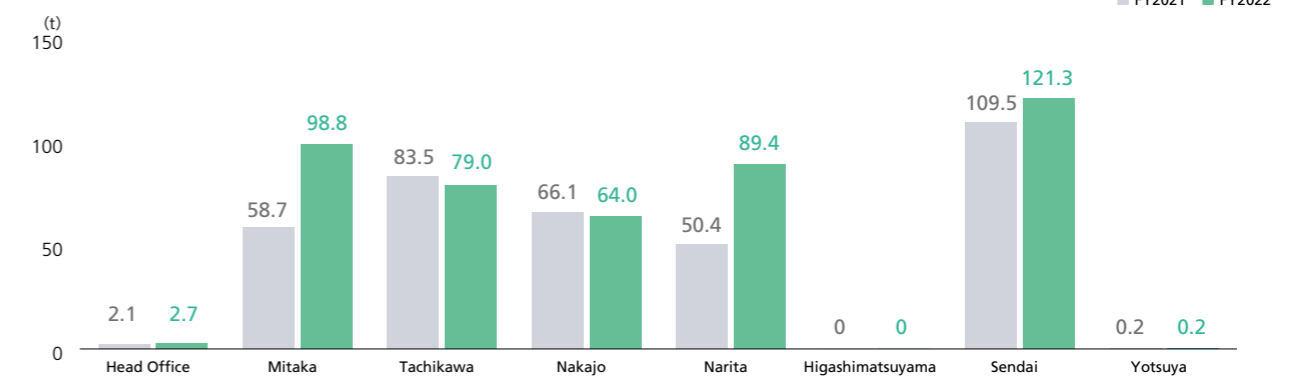


Total Waste Volume

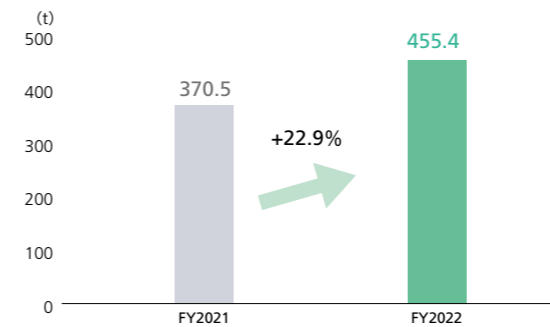


The JAMCO Group strives to reduce waste by thorough sorting so that recyclable and valuable materials are not mixed therein. Total waste discharge in FY2022 was 67.6% lower than in FY2021.

Recyclable Materials Output by Facility

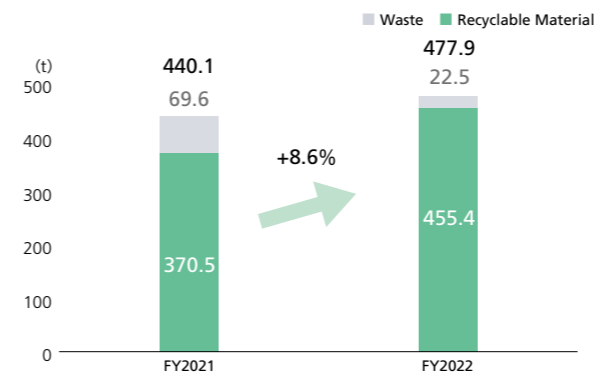


Total Recyclable Materials



JAMCO outsources recycling of materials to processing companies with specialized facilities. Total recyclable materials output grew 22.9% over FY2021 levels. As work returned to more normal levels in FY2022 following the COVID-19 pandemic in FY2021, waste discharges have increased, as have recyclable materials thereamong.

Emissions from Waste and Recyclable Materials



The JAMCO Group strives to reduce its environmental impact by reducing and thoroughly sorting waste, although there was an increase in recyclable materials output owing to recovering work volumes. As a result, the total discharge of waste and recyclable materials in FY2022 was 8.6% greater than FY2021 levels.

Reduction of Waste and Recycle Rate Improvement

Thorough Separation Control

We thoroughly sort and collect waste by type of material, convert metals and paper (copy paper, cardboard, newspaper, etc.) to valuable resources, thereby working on promoting recycling and reducing waste.

Recycle Rate Improvement

Turning to increasing recycling rates, we are undertaking to increase the types of items which can be recycled, via material and thermal recycling, by investigating and consulting with waste disposal subcontractors.

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 subcontractors 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.

Equipment Containing PCBs (polychlorinated biphenyl)

As of December 2016, JAMCO had disposed of all PCB-containing equipment. Further investigations in January 2022 into use of equipment containing PCBs revealed that three such devices were still in use, however. These were disposed of in FY2022, and the safety of said disposal verified in May 2023.

Management of Chemical Substances

Chemical substances used in our business activities are regulated by laws and regulations depending on their properties, risk, hazard, etc. Regarding particularly high-risk substances, we set up management procedures in our 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 management procedures.

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.

Proper CFC Management

CFCs used in air conditioners, refrigerators, freezers, etc., in our buildings contain substances that emit GHGs. We have made a list from the standpoint of preventing global warming and periodically inspect these for malfunctions, etc.

Additionally, we carry out tasks of filling and recovering CFCs on refrigerators, freezers, air conditioners, etc. installed in aircraft, having received Class I Fluorocarbon Filling and Recovery Operator registration.



Column

Biodiversity Initiatives

We are aware that such environmental changes as climate change and global warming have a tremendous impact on humans, animals, and plants too. We are engaging with concerns about environmental protection and biodiversity. We are profoundly interested in the Taskforce on Nature-related Financial Disclosures (TNFD), a framework for disclosures relating to overall environmental protection.

Since its launch in June 2021, TNFD has proceeded to build a framework for private corporations and financial institutions to appropriately assess and disclose risks and opportunities



Environmental conservation activities



Tokyo Greenship Action

relating to natural capital and biodiversity. Following on the International Sustainability Standards Board (ISSB), part of the International Financial Reporting Standards (IFRS) Foundation, announcing that it was commencing a new standards setting project relating to biodiversity, ecosystems, and ecosystem services, we too believe that efforts are necessary in disclosures on the basis of the TNFD framework. In FY2023, we are commencing research and proceeding to investigate concrete initiatives.

In biodiversity protection, we are participating in local initiatives, including Tokyo Greenship Action, a Tokyo-led environmental protection group that acts in collaboration with corporations, NPOs, etc. We are cooperating to build an environment in which various plants may survive through such activities as cutting undergrowth and planting trees to preserve village forest environments.

S Society

SOCIAL

The JAMCO Group constantly undertakes to respect the human rights of all persons in its business. In order to continue to be “a sincere company that respects people,” JAMCO will support the growth of all employees supporting the Group, and promote a workplace environment where everyone can actively work.



Respect for Human Rights

Basic Policy

Per our Compliance Code, JAMCO Group pledges to observe applicable laws, international rules, internal regulations, and other regulations, and behave properly in accordance with firm ethical standards and a sincere social conscience. On the basis of this code, we observe Japanese laws and ordinances in accordance with our respect for the rights denoted in the International Bill of Human Rights and the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work, prohibiting any and all discrimination on ethnicity, religion, sex, age, sexual orientation, disability, nationality, etc., as well as child labor, forced or excessive labor, and harassment. We also respect the fundamental rights of employees, including freedom of association, collective bargaining, and a minimum wage. We also call on these matters to be observed throughout our supply chain.

Promotion Structure

The CSR Promotion Committee centrally supervises matters relating to labor and human rights for the Group. With the Executive Officer in charge of Sustainability Promotion as Chairman, the CSR Promotion Committee convenes periodically and otherwise as required to promote overall activities relating to human rights, including training and responses to risks to such rights.

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 or 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)

Whistleblowing and Inquiries Regarding Human Rights

The JAMCO Group operates reporting points appropriately and undertakes continually to build efficacious policies to allow prompt discovery and correction of human rights violations.

We have established internal and external compliance hotlines (contact points for whistleblowing and consultation and inquiries concerning harassment, etc.), which accept anonymous inquiries. Staffers with a strict duty to uphold confidentiality, for consultation both internally and externally, strive to respond to whistleblowing and inquiries as sincerely and promptly as possible in cooperation with relevant internal departments and external consultants and

attorneys. 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 hotlines and how to contact them. 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.

Human Rights Assessment

Investigations of Risks Relating to Human Rights

We undertake assessments of risks relating to human rights in 25 key categories*1 for corporations to be aware of relating to human rights and corporate activities with reference to primary human rights international rules and frameworks to comprehensively and systematically ascertain and analyze internal human rights risks. We devise measures and promote initiatives based on current findings. We also carry out sustained efforts for the protection of the human rights of workers throughout our businesses and supply chains as well as within our Group, based on a policy of rejecting any human rights violations, particularly including but not limited to child labor, forced labor, oppression, harassment, discrimination, or violence. We conduct annual CSR surveys of those we do business with, including a risk assessment relating to human rights.

▶ See page 46 for FY2022 CSR Survey Findings.

*1 Cited in “Responding to ‘Business and Human Rights’,” published by the Human Rights Bureau, Ministry of Justice

Human Rights Instruction Efforts

In its efforts at instruction relating to human rights, JAMCO Group distributes its Compliance Handbook to all officers and employees. It presents Guidelines for Action relating to respect for basic human rights as follows.

- We respect the basic human rights of persons whom we come in contact with in any and all situations.
- We do not discriminate on the basis of ethnicity, nationality, creed, sex, age, socioeconomic status, place of origin, sickness, disability, etc. Nor do we discriminate on the basis of gender or against sexual minorities.

In our regular business activities, there are opportunities for contact with persons having various outlooks and values, including customers, business associates, and persons in our local communities, as well as our coworkers on the job. As a foundation of social responsibility, we instruct our employees to meet with all persons with mutual understanding and respect and dignity, rather than rejection.

Diversity and Inclusion

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.

Promotion of Work-Life Balance

JAMCO Group has 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.

We have devised a General Employer Action Plan, promoting balancing work with raising children, thereby responding to such matters as questions of returning to work after childcare leave and children on daycare waiting lists. We are establishing an environment at our Tachikawa primary business facility allowing preferential use of the corporate-run daycare center run by tenant owners. We are also adopting telecommuting to respond to employees' needs regarding childcare, which is widely used by male as well as female staff.

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

Main Work-Life Balance Support Systems and Usage Results (2022)

Program	Summary	Male	Female
Maternity Leave	6 weeks prior to and 8 weeks after childbirth for a total of 14 weeks.	-	5
Time of Birth Leave	4 days leave available for use.	40	-
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).	2	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	20
Childcare Leave	5 days leave available per child per year for the school events, etc. of children up to 12 years old. (10 days for 2 children, 15 days for 3 children)	102	23
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
Telecommuting	Telecommuting for Employees Raising Children	5	5

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

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

Reducing Total Actual Hours Worked

Motivating Employees to Take Annual Paid Vacation

All employees, including supervisory personnel, are to take at least eight days' annual paid vacation. As of March 31, 2023, the proportion of this annual vacation taken by all employees including supervisory personnel stood at 84.8%. We continue to concentrate on the state of employees taking vacation and strive for 100% vacation taken. Employees took an average of 16.57 days paid vacation in 2022.

Reducing Overtime

We carry out convening and operating the Overtime Work Reduction Council meetings which take place periodically between labor and management to be more responsive to circumstances on the ground, including establishing sites allowing deliberations with the company on problems confronting Groups.

Strict Adherence to Overtime Management based on Plans

We are able to prevent overwork and other problems by simplifying overtime management by employees and managers alike by such attendance system functions as alerts.

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)

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)

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.

Providing Flexible Styles of Work

Establishing Internal Satellite Offices for Support of Flexible Styles of Work

As part of our policies for realizing flexible styles of work for our employees, we set a target of establishing internal satellite offices in our General Employer Action Plan for April 1, 2021–March 31, 2023, and established our first internal satellite office in our Aircraft Components Manufacturing Group in Chofu.

Labor-Management Relations

In addition to undertaking toward making better workplaces on the basis of coordination between labor and management, we secure work agreements with the JAMCO Labor Union,

having sincere discussions on concerns to be resolved and directions for the company to take, including wages, hours, health and safety, and employee welfare and benefits, thereby building a positive trust relationship.

We also periodically convene meetings of the Central Labor-Management Council, where opinions and information are exchanged on various subjects to improve the contents of programs and policies on the basis of attendance by the President and CEO and the rest of core management.

As of the end of FY2022, 718 employees were JAMCO Labor Union members, accounting for 100% of eligible employees.

Human Resources Development

Basic Human Resources Development Policy

Turning to human resources development, we consider human resources development the foundation that contributes to realizing our Management Philosophy and sustainable corporate growth, and we are setting down implementation structures, descriptions, etc., for the education and training that are the key policies for said development in our internal regulations and methodically carry out same.

Having made "work through the aviation industry to supply high value-added products and services harnessing rich technical expertise" one of our basic principles of management, JAMCO provides products and services that meet customers' needs while making ensuring flight safety

and enhancing quality our top priority. Honest and fair ethics, specialized and sophisticated knowledge, skill, and ability, and extensive experience are required of human resources that support and realize this. In recent times, there have been concerns such as responding to new risks and creating new business opportunities through such as alterations in industrial structures and advances in digital technologies, and a need has also arisen for human resources capable of responding to such concerns as well. To systematically and continually develop such human resources as these, we are establishing and operating education and training systems, promoting human resource development while reevaluating the substance of such systems as required and as appropriate.

Human Resources Development Program

We have set down implementation programs, educational systems, etc., relating to education and training in our internal regulations for education and training. Our educational systems are configured of hierarchical training, training by selection, specialist skills training, linguistic training, subject-specific training, and self-improvement. Outlines of these are as follows:

A. Hierarchical Training

Hierarchical training is configured of entry-level training for newly promoted employees and brush-up training. Its objective is comprehension of the roles expected of these positions, improvement of corresponding abilities, and acquisition of thoughts, techniques, etc., of solving problems confronting them at work.

B. Training by Selection

This is training for selecting candidates for future management and developing them at early opportunities. It imparts realization while making such employees recognize business environments and motivating self-awareness and changes in actions, and aims to improve management abilities.

Another crucial management concern is promoting women's activity, and we are carrying out training through training programs for female leaders and leadership candidates that motivates them to comprehend and have self-awareness of leadership roles and improves their business skills.

C. Specialist Skills Training

We are systematically conducting specialist education by each Group to acquire internal and official qualifications and specialist knowledge, skills, techniques, etc., as required for work.

D. Linguistic Training

We conduct various curricula toward improving corporate international competitiveness including overseas dispatch programs, training programs at language schools, e-learning and online English conversation.

E. Subject-specific Training

We conduct training as called for with the objective of cultivating general and specialist knowledge in such areas as compliance and information security according to changes in various laws and ordinances, changes in societal conditions and business environments, etc.

F. Self-improvement

We are building programs for self-directed learning in self-improvement, including various types of remote education and e-learning contributing to individual career enhancement and skills improvement.

Development of Globally Oriented Human Resources

A crucial concern for our company is the development of globally-oriented human resources capable of exercising leadership on the international stage, such as in business with major US and European aircraft manufacturers and airlines the world over, or in overseas Group facilities.

We are conducting such programs as dispatches to language training programs at US colleges and universities and short-term study abroad at language schools in the Philippines, with the objective of absorbing different cultures

and customers, improving language utilization abilities in environments near areas of business, and building a platform as globally-oriented human resources, rather than merely becoming more proficient at languages.

Assistant in Development of DX Human Resources

Citing HRX, or Strategic DX Human Resource Development, as a primary concern in JAMCO Vision 2030, we are striving to build an organization that creates innovation through human resources development and accelerating initiatives.

We have also formed an HRX Working Group centered on the Corporate Administration & Human Resource Dept. and have designed and implemented a human resources development program that will adapt all company officers and employees to the DX era. The program commenced operations as of FY2023.

Human Resources Development and Creating Attractive Workplaces

We believe that each and every one of our employees are the most important management resource, and that employee growth drives JAMCO's sustained progress. We strive to create an organization where each employee engages with tasks having pride in their work and being highly competent, proactively taking on new sectors and tasks. We are undertaking the human resources development that forms the basis thereof and promoting creating an attractive workplace environment where employees can work energetically. We are also instituting a fair and equitable evaluation program to this end whereby employees can work in a highly motivated manner.

We survey employee awareness every two years unless otherwise indicated, and communicate findings companywide, including to management. Turning to annual stress checks, we work to elevate employee satisfaction and engagement, through such as distributing detailed feedback reports to concerned parties and giving guidance on specific measures for improving workplace environments.

Efforts at Human Resources Acquisition and Development

For sustainable growth, we are working to acquire human resources that meet our desired image of having a globally-oriented viewpoint and mindset, being strong-willed and able to think and act on their own, able to cooperate with their surroundings and generate greater power, and striving to the utmost with a sense of responsibility.

We impart our particular image of working at JAMCO in the hiring process through such efforts as symposia, interviews, and keeping in touch with probable recruits, thereby avoiding mismatches after hiring.

Turning to keeping human resources in place, we conduct such policies as new employee support programs

and new employee supplemental education to drive improved post-hiring ease of working and job satisfaction.

We also have career development programs in place and operate career rotation programs and succession plans to keep each and every employee's motivation up and allow them to exercise their abilities over the long term.

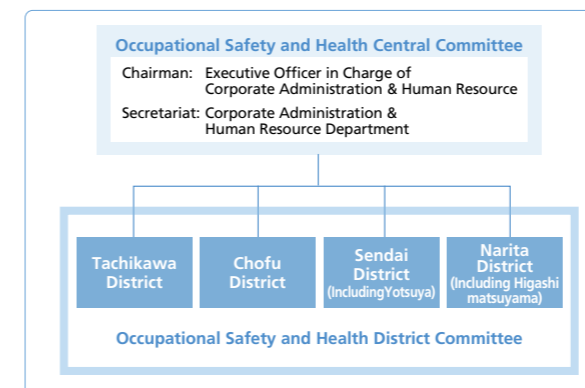
In terms of benefits, we are establishing such initiatives as providing full-fledged leave programs for work-life balance and services for finding carer support, as well as telecommuting and reduced hours programs, to effect a balance between childcare and caregiving on the one hand and work on the other.

Occupational Safety and Health

Basic Policy on Occupational Safety and Health

Ensuring occupational safety is the most important foundation of our business and a duty to society. JAMCO's basic policy is to raise awareness of health and safety and create a workplace environment where anyone can work safely and with confidence in good mental and physical health. As organizations that promote health and safety activities, JAMCO has established the Occupational Safety and Health Central Committee, which is chaired by the executive officer in charge of Corporate Administration & Human Resource, as well as an Occupational Safety and Health District Committee for each district, and these organizations work in a methodical manner.

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 Industrial Safety and Health Act of each district.

Initiatives on Occupational Safety and Health Priorities

In FY2022, JAMCO strived to create a "safe and secure" working environment and worked on the following priorities.

FY2022 Priorities

1. Provision of health and safety education in order to raise the level of health and safety
2. Strengthening of the employee health management system
3. Mental health care initiatives
4. Initiatives to eliminate occupational accidents by sharing accident reports and information on near misses
5. Requests to temporary staffing agencies for support and cooperation with health and safety activities

To protect the health of employees, JAMCO has set in place an environment for maintaining health. This includes providing all employees with education on mental health in addition to mandatory stress checks. We have also made it compulsory for all employees to have physical health examinations, provide support for employees who are over a certain age to have a comprehensive medical checkup, and have established an external helpline that accepts health consultations 24-hours a day.

Responding in a Disaster

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

Safety and Quality

■ Responsibility to Our Customers

JAMCO contributes to society by providing high quality products and services that meet customer satisfaction, all while prioritizing safety and quality.

Ensure Flight Safety

As the top priority in its Basic Principles of Management, JAMCO spares no effort in working to “Ensure flight safety and strengthen our quality.” Anchored in the aviation industry, we devote infinite consideration to the safety and quality indispensable to expand our business, supplying high added-value products and services positioned to harness our rich technical expertise. This is our bold aspiration to excel as a sustainable corporate entity, thereby contributing to the creation of an equally sound and sustainable social fabric.

Initiatives to Foster a Culture of Safety and to Elevate Our Quality

JAMCO directly contributes to safe operations by manufacturing and maintaining aircraft and aircraft equipment. We strive to improve the quality of our products and services, guarantee safety, and build customer trust by creating a solid framework for the safety and quality management systems of the JAMCO Group, working to foster a culture of safety and to improve quality across the Group, and reliably implement the PDCA cycle.

■ Our Safety Vision

Principle of Safety First “Ensuring aviation safety is our Company’s most important foundation and its responsibility to customers and society.”

Principle of Legal Compliance “We comply with relevant laws and regulations and work together in pursuit of aviation safety.”

Principle of Continuous Improvement of Our Safety Management System “In order to ensure aviation safety, all personnel will continue making concerted efforts to administer and improve our safety management system.”

Our Safety Management System

JAMCO works with Group companies to promote aviation safety together. Departments with responsibility for promoting aviation safety take a comprehensive and integrated approach to hazards, risks, and unsafe incidents while all personnel work together to ensure customer safety and drive progress in aviation.

■ Our Quality Vision

The JAMCO Group will work with a sense of pride and responsibility to deliver high-quality aviation products and services to our customers that instill trust and confidence.

Enhancing Quality Assurance and Inspection Systems

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

Our Quality Management System

JAMCO is actively committed to providing high quality products and services that satisfy customers by establishing, implementing, and maintaining quality policies that align with the business of each organization in accordance with the requirements of JIS Q 9100 and the quality policy established by the top management.

Maintaining and Updating Management System Certification

Our business requires an advanced quality assurance system that is specific to the aerospace industry. So, we have acquired JIS Q 9100 “Quality Management System” and ISO 27001 “Information Security Management Systems” certification, as well as certification from aviation bureaus in Japan and other countries, and are building quality assurance and other systems that are suited to the various demands of our business.

Please see the following URL for more details on acquisition of certifications.

<https://www.jamco.co.jp/en/company/certification.html>

Supply Chain Management

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.

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

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

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

■ Procurement Policy

The JAMCO Group has established a procurement policy, requires business partners to comply with it, and promotes CSR activities throughout the entire supply chain.

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.

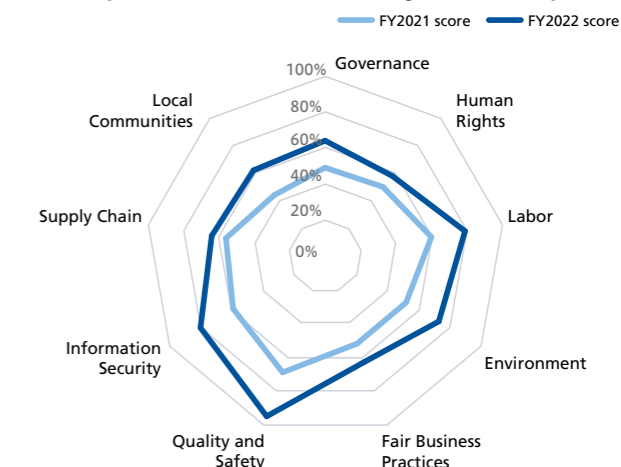
6. Respect for Human Rights and Occupational Safety and Health

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

Assessment

We conduct CSR surveys to assess the current state of CSR at our Group companies and subcontractors. As we did in FY2021, in FY2022, 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 surveyed 50 companies (five contracted by the Aircraft Maintenance Group, five contracted by the Aircraft Components Manufacturing Group, and 36 contracted by the Aircraft Interiors Group, and four Group companies). The survey results are shown in the figure on the top right.

SAQ Response Results for FY2022 (average of all 50 companies)



* 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.

The results were higher than the scores in the previous fiscal year in all of the categories. We will continue working to support subcontractors who we determine need to improve, by mutually confirming issues together and aiding them in making improvements.

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.

Contribution to Local Communities

■ Community Volunteering

As member of local communities, the JAMCO Group values its relationships with everyone in those communities. JAMCO promotes volunteering and other social contribution activities such as interaction with local residents, education/academic support, and joint research and development through collaboration with overseas companies.

G Governance

GOVERNANCE

In line with its management philosophy that it must remain a Technology Oriented Company with Samurai Values, JAMCO has positioned contributing to society and continuing to operate as a company by providing products and services to customers as its most important management policy. To put this policy into practice, we recognize that the fundamentals of corporate governance consist of shareholders, executives, and employees functioning as an effective coalition to improve corporate value while returning profits to stakeholders, at the same time as ensuring the transparency of management and enhancing accountability.

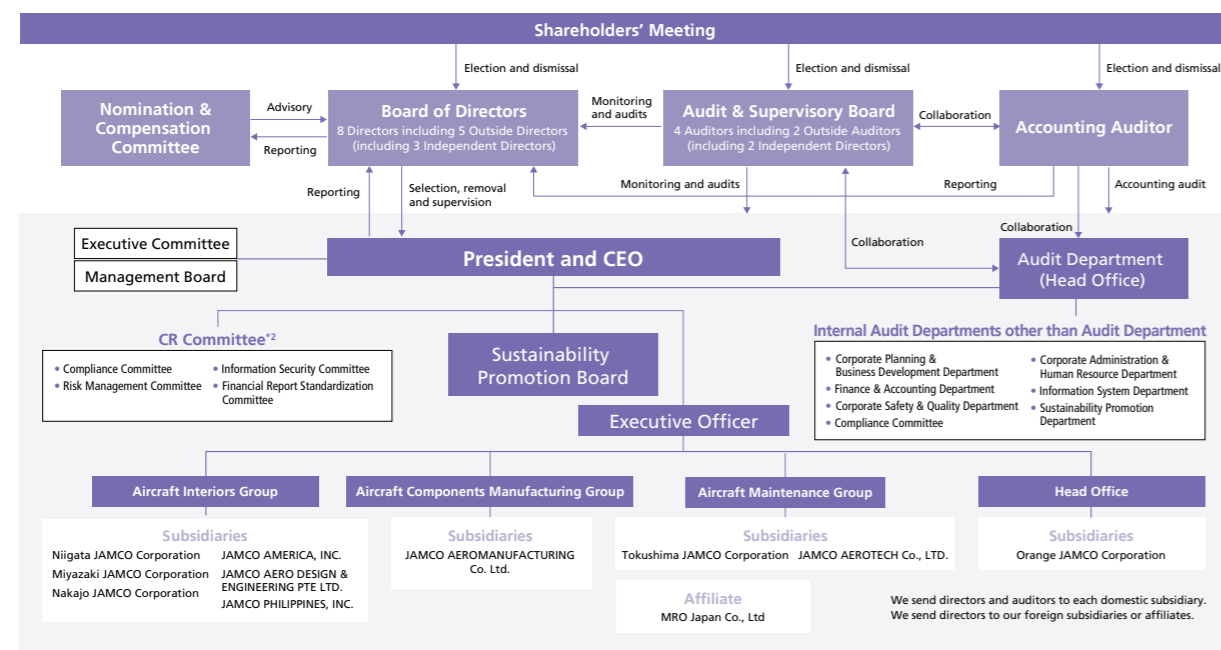


Corporate Governance Structure*1

JAMCO's Board of Directors consists of eight Directors, five of whom are part-time Outside Directors (including three independent officers). With its authority delegated by shareholders, the meetings of the Board of Directors are held regularly once a month and on an ad hoc basis as appropriate with the attendance of the full-time and part-

time Auditors in order to ensure management responsibility and supervision of business execution. The Board of Directors adequately fulfills its functions, which include setting basic management policies and decision making, making resolutions on important business matters, and receiving reports on such matters.

Corporate Governance Structure



*1 This describes the situation as of June 30, 2023.

*2 Compliance & Risk Committee: Organization overseeing internal control

Policy and Procedure for the Election of Officers

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.

The President and CEO formulates proposals for the election of candidates for Directors, giving comprehensive consideration to the criteria set out by the Company. The proposals for election are explained to major shareholders prior to the meeting of the Board of Directors and deliberated by the Nomination & Compensation Committee,

a majority of which is comprised of independent officers, before being decided upon by the Board of Directors. Proposals for the election of candidates for Auditors are also formulated by the President and CEO, giving comprehensive consideration to the election criteria set out by the Company, and after obtaining the agreement of the Audit & Supervisory Board with proposals being decided upon by the Board of Directors.

JAMCO has established criteria for determining the independence of independent officers that satisfy the criteria for independence prescribed by the Tokyo Stock Exchange in Guidelines Concerning Listed Company Compliance, etc., and verifies that there is no risk of conflict of interest with ordinary shareholders in light of these criteria when appointing independent officers. In terms of the qualifications of candidates, JAMCO appoints candidates who are familiar with corporate management and have specialized knowledge aligned with the management of the Company.

Skill Matrix

	Position	Name	Corporate management	Industry knowledge	Overseas experience	Manufacturing/maintenance/technology/quality	Finance/accounting	Human resources/labor relations/human resources development	Legal affairs/compliance	Risk management
1	Representative Director, President and CEO	Toshiyuki Abe	●		●					●
2	Representative Director, Executive Vice President	Takashi Yonekura	●	●		●				
3	Director, Executive Vice President	Toshikazu Kimura				●		●	●	
4	Outside Director	Yu Takahashi	●	●	●					
5	Outside Director	Shigeru Harada		●	●	●				
6	Outside Director (independent)	Shinichi Suzuki	●	●		●				
7	Outside Director (independent)	Juichi Watanabe			●		●			●
8	Outside Director (independent)	Yuki Tsuru							●	●
9	Audit & Supervisory Board Member	Noboru Kaburaki		●		●	●			
10	Audit & Supervisory Board Member	Toshihisa Kasuya	●			●				●
11	Outside Audit & Supervisory Board Member (independent)	Hitoshi Takahashi			●				●	●
12	Outside Audit & Supervisory Board Member (independent)	Takayuki Ikenoue			●		●			

* Shows up to three areas in which the Company has particularly high expectations of each officer. The above table does not show the full range of knowledge and experience of each officer.

Audit & Supervisory Board

The Audit & Supervisory Board consists of four Auditors, two of whom are Outside Auditors (including two independent officers). The Audit & Supervisory Board formulates the policy and plan for audits by the Auditors each fiscal year, and carries out overall and priority audits in collaboration with the Accounting Auditor and the internal audit departments, providing suggestions, advice, and recommendations as necessary. In terms of the criteria for the appointment of Outside Auditors, JAMCO has established certain requirements in regulations related to the Audit & Supervisory Board and also applies the criteria for independence of Tokyo Stock Exchange, Inc.

Nomination & Compensation Committee

The Nomination & Compensation Committee has six members, consisting of two full-time Directors, three Independent Outside Directors, and one Independent Outside Auditor. As an advisory body to the Board of Directors, the Nomination & Compensation Committee deliberates on proposals related to the nomination and compensation of Directors and Executive Officers and reports to the Board of Directors.

System of Business Execution

JAMCO has clearly demarcated between the management decision making function and the business execution function and has adopted an Executive Officer system to enhance prompt decision making and strengthen the management foundation. The Executive Officers execute the duties delegated to them based on the decisions of the Board of Directors and other bodies.

The organizations that execute business consist of the three business groups, which are the Aircraft Interiors Group, the Aircraft Components Manufacturing Group, and the Aircraft Maintenance Group, and the Head Office. The structure of Head Office maintains independence through the Audit Department which conducts internal audits as an organization under the direct supervision of the President and CEO, and Executive Officers are assigned to be in charge of the functions of each department, thereby granting responsibility and authority to each organization. Increasing the independence of each organization in this way enables prompt execution of business as well as mutual checks and supervision.

Evaluation of the Effectiveness of the Board of Directors

JAMCO places importance on the development of corporate governance in order to enhance corporate value. To further upgrade the level of corporate governance, we conduct a questionnaire every year to evaluate the effectiveness of the Board of Directors. An external organization is used for the design, analysis, and evaluation of the questionnaire to ensure objectivity and transparency.

Policy on Training for Directors and Executive Officers

When Directors and Executive Officers assume office, they attend external seminars on subjects such as the legal obligations they must comply with and their duties as officers. When Outside Directors assume office, we provide orientation sessions in which the President, CFO, and officers with other responsibilities provide individual briefings on the Company's management strategy, details about business and finance, and other subjects. Briefings are also conducted as necessary from time to time during the term of office of Outside Directors.

Officer Compensation

The rules on compensation for the Company's officers are prepared through an objective analysis and comparison of compensation levels at listed companies and in each industry and are determined through resolution of the Board of Directors based on consultation with major shareholders and the report of the Nomination & Compensation Committee, which is composed of a majority of independent officers.

Please see the Corporate Governance Report for more details on corporate governance. (Japanese text only)

<https://www.jamco.co.jp/ja/ir/governance/governance/main/00/teaserItems2/0/linkList/0/link/pdfFile.pdf>

Risk Management

Basic Risk Management Policy

It is essential for JAMCO to have the capability to address rapid changes in the business environment quickly and accurately, and we work on risk management with the awareness that the quality of our responses will directly affect the survival of the company and the perception of its corporate value. We also recognize that risk management is not only about preventing or minimizing losses, but is also a strategic tool for management to improve corporate value.

Risk Management System

In accordance with the Basic Policy for Establishment and Preservation of an Internal Control System, the President and CEO has appointed a Chief Risk Management Officer (CRO) from among the Directors and Executive Officers to be responsible for overall risk management throughout the company. The Risk Management Committee chaired by the CRO has been established to promote risk management as an organization subordinate to the CR Committee, the organization chaired by a President and CEO which is responsible for overseeing the internal control system overall.

We have identified approximately 160 risks ranging across the areas of disaster, society, politics, economics, strategies, operations, governance, and corporate culture in various departments. Department-specific risks are evaluated and analyzed in those departments, which take measures on an ongoing basis. Meanwhile, for major risks affecting the entire company, each department reports to the Risk Management Committee, and the Risk Management Committee formulates plans for measures to counter risks, and makes the measures known companywide after approval by the CR Committee.

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.

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 achieving this goal, we are working to ensure the reliable operation, monitoring, and continuous improvement of our information security management system in accordance with our Basic Information Security Policy.

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.

[Please see here for more details on information security. https://www.jamco.co.jp/en/ir/governance/isms.html](https://www.jamco.co.jp/en/ir/governance/isms.html)

Privacy Policy (Protection of Personal Information)

Establishing a Privacy Policy

The JAMCO Group has established the Privacy Policy summarized below in the belief that it is our social responsibility to properly treat every piece of personal information (including specific personal information) about customers, and we work on fully protecting this information as a Group.

[Please see the following URL for more details on our Privacy Policy.](https://www.jamco.co.jp/en/privacy.html)

[Privacy Policy \(https://www.jamco.co.jp/en/privacy.html\)](https://www.jamco.co.jp/en/privacy.html)

[Publication of Particulars based on the Act on the Protection of Personal Information \(Japanese text only\) \(https://www.jamco.co.jp/ja/matters.html\)](https://www.jamco.co.jp/ja/matters.html)

Risk Management Promotion Structure



ESG Data Table

Environment

	Unit	Scope	FY2020	FY2021	FY2022
Energy					
Energy consumption within the organization	GJ	Consolidated basis (includes overseas sites)	221,499.9	213,148.3	229,060.0
Total fuel consumption from non-renewable energy sources (fuel)	GJ	Consolidated basis (includes overseas sites)	30,173.9	26,117.5	34,360.0
Total fuel consumption from non-renewable energy sources (electricity)	GJ	Consolidated basis (includes overseas sites)	191,326.0	187,030.8	194,700.0
Energy reduction YoY	GJ	Consolidated basis (includes overseas sites)	-42,411.3	-8,350.7	15,911.7
Fuel	GJ	Consolidated basis (includes overseas sites)	-5,358.0	-4,256.4	8,242.5
Electricity	GJ	Consolidated basis (includes overseas sites)	-37,053.3	-4,295.2	7,669.2
Greenhouse gas (GHG) emissions					
GHG emissions (Scope 1)	t-CO ₂	Consolidated basis (includes overseas sites)	1,718.53	1,515.20	1,947.55
Energy derived	t-CO ₂	Consolidated basis (includes overseas sites)	1,715.04	1,512.74	1,944.59
Non-energy derived	t-CO ₂	Non-consolidated basis	3.49	2.46	2.96
GHG emissions (Scope 2)	t-CO ₂	Consolidated basis (includes overseas sites)	8,612.83	7,916.33	8,337.04
GHG emissions reductions YoY	t-CO ₂				
Scope 1	t-CO ₂	Consolidated basis (includes overseas sites)	-312.95	-203.33	432.35
Scope 2	t-CO ₂	Consolidated basis (includes overseas sites)	-2,444.07	-696.5	420.71
Water and wastewater					
Volume of wastewater	m ³	Consolidated basis (sites in Japan only)	47,848	49,593	57,820
Sewerage	m ³	Consolidated basis (sites in Japan only)	32,310	36,487	37,126
Rivers	m ³	Consolidated basis (sites in Japan only)	15,538	13,106	20,694
Water resources consumption (water intake)	m ³	Consolidated basis (sites in Japan only)	47,848	49,593	57,820
Tap water	m ³	Consolidated basis (sites in Japan only)	43,228	44,905	52,755
Ground water	m ³	Consolidated basis (sites in Japan only)	4,620	4,688	5,065
Discharged to					
Sewerage	m ³	Consolidated basis (sites in Japan only)	31.2	31.2	31.2
Rivers	m ³	Consolidated basis (sites in Japan only)	960.0	960.0	960.0
Waste (total)	kg	Consolidated basis (sites in Japan only)	953,490.8	974,954.5	841,684.7
Wood waste	kg	Consolidated basis (sites in Japan only)	86,580.0	78,550.0	65,300.0
Mixed waste (controlled)	kg	Consolidated basis (sites in Japan only)	2,080.0	100.0	2,750.0
Metal waste	kg	Consolidated basis (sites in Japan only)	85,101.5	160,102.0	58,936.6
Plastic waste	kg	Consolidated basis (sites in Japan only)	327,249.0	235,928.3	206,488.6
Sludge	kg	Consolidated basis (sites in Japan only)	17,749.8	42,259.3	38,584.7
Paper waste	kg	Consolidated basis (sites in Japan only)	176,767.0	168,438.0	154,703.5
Oil waste (including raw materials)	kg	Consolidated basis (sites in Japan only)	71,705.1	93,247.3	120,778.5
Waste acid	kg	Consolidated basis (sites in Japan only)	135,491.4	103,822.8	134,892.3
Glass and ceramic waste	kg	Consolidated basis (sites in Japan only)	910.0	125.2	464.0
Other	kg	Consolidated basis (sites in Japan only)	49,857.0	92,381.6	58,786.5
Waste by disposal type					
Recycling	kg	Consolidated basis (sites in Japan only)	866,520.7	909,054.6	757,074.5
Landfill	kg	Consolidated basis (sites in Japan only)	86,970.1	65,899.9	84,607.2
Hazardous substance management					
Chemical substance management (volume handled)					
Methylene chloride (dichloromethane)	t	Consolidated basis (sites in Japan only)	22.650000	22.700000	26.516000
Methylenebis (4,1-phenylene) = diisocyanate	t	Consolidated basis (sites in Japan only)	0.000600	3.435000	0.008650
Phenol	t	Consolidated basis (sites in Japan only)	1,641.837000	1,245.660000	3.056051
Formaldehyde	t	Consolidated basis (sites in Japan only)	417.000000	310.000000	0.796081
Trichlorethylene	t	Consolidated basis (sites in Japan only)	1,264.000000	1,900.000000	1.100000

	Unit	Scope	FY2020	FY2021	FY2022
Air pollutant management (measured concentration)					
SOx (sulfur oxide)	μg/Nm ³	Consolidated basis (sites in Japan only)	48,142,699,920	55,420,893,360	19,762,381,296
NOx (nitrogen oxide)	μg/Nm ³	Consolidated basis (sites in Japan only)	84,391,947,900	83,990,649,600	72,277,077,600
Particulates	mg/Nm ³	Consolidated basis (sites in Japan only)	2	7	4
Water pollutant management (measured concentration)					
pH	mg/L	Consolidated basis (sites in Japan only)	6.9	7.0	7.2
BOD (biochemical oxygen demand)	mg/L	Consolidated basis (sites in Japan only)	7	14	2
COD (chemical oxygen demand)	mg/L	Consolidated basis (sites in Japan only)	3	6	2
SS (suspended solids)	mg/L	Consolidated basis (sites in Japan only)	1	Less than 1	2
Fluorine and its compounds	mg/L	Consolidated basis (sites in Japan only)	5	6	3

* Methane and dinitrogen monoxide calculated as carbon dioxide equivalent

Society*1

	Unit	Scope	FY2020	FY2021	FY2022
Number of Employees					
Consolidated basis	Persons		2,649	2,560	2,579
Non-consolidated basis	Persons		1,224	1,150	1,106
Supervisory personnel Men	Persons		258	238	245
Supervisory personnel Women	Persons		6	7	9
Regular employees other than the above Men	Persons		687	632	575
Regular employees other than the above Women	Persons		129	124	117
Seconded employees (inward) Men	Persons		40	47	56
Seconded employees (inward) Women	Persons		7	5	9
Fixed-term contract employees *Excluding temporary employees Men	Persons		70	69	69
Fixed-term contract employees *Excluding temporary employees Women	Persons		19	15	8
Non-fixed term contract employees *Excluding temporary employees Men	Persons		7	7	6
Non-fixed term contract employees *Excluding temporary employees Women	Persons		1	6	12
Total Men	Persons		1,062	993	951
Total Women	Persons		162	157	155
Breakdowns of employees					
Under 30 Men	Persons		185	163	130
Under 30 Women	Persons		46	36	29
Under 30 Total	Persons		231	199	159
30 to 50 Men	Persons		504	477	452
30 to 50 Women	Persons		98	100	100
30 to 50 Total	Persons		602	577	552
Over 50 Men	Persons		373	353	369
Over 50 Women	Persons		18	21	26
Over 50 Total	Persons		391	374	395
New graduates hired Men	Persons		34	14	0
New graduates hired Women	Persons		14	3	0
Experienced professionals hired Men	Persons		3	2	7
Experienced professionals hired Women	Persons		7	1	7
Average years of service Men	Months		19.23	19.76	20.79
Average years of service Women	Months		10.53	11.38	11.38
Voluntary turnover rate	%		2.0	4.0	4.6

*1 Results for JAMCO Corporation unless otherwise specified.

ESG Data Table / GRI Content Index

Society*1

	Unit	Scope	FY2020	FY2021	FY2022
Diversity					
Percentage of female employees	%		16.9	16.5	16.6
Percentage of female supervisory personnel	%		2.5	2.6	3.3
Percentage of female new graduates hired	%		29.2	17.6	—
Number of persons with disabilities employed	Persons	Consolidated basis	56	57	55
Percentage of persons with disabilities employed	%	Consolidated basis	3.0	3.1	3.1
Number of elderly persons employed (aged 60 and above)	Persons		70	74	73
Gender wage gap					
Regular workers	%		74.0	76.2	78.1
Part-time	%		85.9	84.7	80.4
Non-regular workers	%		99.0	84.0	78.2
Regular workers Men	Yen	Average	6,868,833	5,883,494	6,652,372
Regular workers Women	Yen	Average	5,084,640	4,485,541	5,194,584
Training and education					
Training-related expenses and expenditure	Yen		10,056,697	61,916,102	73,854,135
Number of participants in information security training	Persons		403	1,242	1,156
Number of participants in supervisory personnel (management) training	Persons		25	28	40
Career development reviews					
Number of employees who received a regular career development review Men	Persons		601	601	576
Number of employees who received a regular career development review Women	Persons		109	107	111
Total	Persons		710	708	687
Human rights training*2					
Number of participants (employees) in human rights training	Persons		1,261	1,189	1,135
Number of participants (officers) in human rights training	Persons		22	21	19
Work-life balance					
Number of employees using the reduced hours working system, etc.	Persons		21	19	23
Number of employees using the telecommuting system	Persons		9	12	10
Number of employees taking family care leave	Persons		26	28	18
Uptake of paid leave	%		70.6	73.8	84.8
Total overtime hours	Hours		149,449:49	187,783:05	195,664:11
Mental health care					
Rate of implementing stress checks	%		94.8	95.0	96.8
Physical health examinations					
Rate of participation in periodic physical health examinations	%		99.9	100.0	99.9
Percentage of employees who qualify for specific health guidance	%		11.1	13.4	11.7
Incidence of occupational accidents					
Number of occupational accidents	Incidents		16	11	15
Number of occupational accidents resulting in death	Incidents		0	0	0
Number of casualties due to occupational accidents with one day or more off work	Persons		1	6	7
Lost worktime accident frequency rate	%		0.4	2.5	2.7
Occupational disease frequency rate	%		0.0	0.0	0.0
Labor unionization rate	%		100%	100%	100%
Customer privacy					
Complaints about customer privacy violations	Incidents		0	0	0
Leakage, theft, and loss of customer data	Incidents		0	0	0

*1 Results for JAMCO Corporation unless otherwise specified.

*2 For example, training on harassment (power harassment, sexual harassment, pregnancy discrimination, etc.), discrimination and prejudice against LGBTQ people and persons with disabilities, and problems of buraku people, etc.

GRI Standards Content Index

GRI 2: General Disclosures 2021

Standard	Disclosure item	Relevant page
1. The organization and its reporting practices	2-1 Organizational details	Company Profile / At a Glance P7-8
	2-2 Entities included in the organization's sustainability reporting	Financial Report
	2-3 Reporting period, frequency and contact point	Editorial Policy P2, back cover
	2-4 Restatements of information	—
	2-5 External assurance	—
2. Activities and workers	2-6 Activities, value chain and other business relationships	Company Profile / At a Glance Financial Report P7-8
	2-7 Employees	Company Profile / At a Glance Human Resources Development ESG Data P7-8 P42-43 P52
	2-8 Workers who are not employees	—
	2-9 Governance structure and composition	Corporate Governance P47
	2-10 Nomination and selection of the highest governance body	Corporate Governance Corporate Governance Report P48
3. Governance	2-11 Chair of the highest governance body	Corporate Governance Report
	2-12 Role of the highest governance body in overseeing the management of impacts	Promoting Sustainability Management Risk Management P12 P50
	2-13 Delegation of responsibility for managing impacts	Promoting Sustainability Management Risk Management P12 P50
	2-14 Role of the highest governance body in sustainability reporting	Promoting Sustainability Management Message from the Officer with Responsibility Corporate Governance P12 P14 P47
	2-15 Conflicts of interest	Corporate Governance Report
	2-16 Communication of critical concerns	Risk Management P50
	2-17 Collective knowledge of the highest governance body	Corporate Governance Corporate Governance Report P48
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Corporate Governance Report P49
	2-19 Remuneration policies	Corporate Governance Corporate Governance Report P49
	2-20 Process to determine remuneration	Corporate Governance Corporate Governance Report P49
	2-21 Annual total compensation ratio	—
4. Strategies, policies and practices	2-22 Statement on sustainable development strategy	Message from the President Message from the Officer with Responsibility P9-11 P14
	2-23 Policy commitments	JAMCO Group Management Philosophy JAMCO's Value Creation Process Respect for Human Rights P1 P15 P39-40
	2-24 Embedding policy commitments	Policy and actions for materiality Respect for Human Rights Supply Chain Management P22-24 P39-40 P45-46
	2-25 Processes to remediate negative impacts	Corporate Governance Structure Risk Management P47 P50
	2-26 Mechanisms for seeking advice and raising concerns	Respect for Human Rights P39-40
	2-27 Compliance with laws and regulations	JAMCO's Competitive Edge: Research and Development Environmental Management System Management of Chemical Substances Safety and Quality Supply Chain Management P19-20 P30 P37 P45 P45-46
5. Stakeholder Engagement	2-28 Membership associations	—
	2-29 Approach to stakeholder engagement	Stakeholder Engagement P25-26
GRI 3: Material Topics 2021	2-30 Collective bargaining agreements	Labor-Management Relations ESG Data P42 P53
	3-1 Process to determine material topics	Materiality (Important Issues) P21
	3-2 List of material topics	JAMCO's Value Creation Process Policy and actions for materiality P15-16 P22-24
	3-3 Management of material topics	Promoting Sustainability Management P12-14

Economy				
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	At a Glance Financial Report	P8
	201-2	Financial implications and other risks and opportunities due to climate change	Climate Change Response	P31-32
	201-3	Defined benefit plan obligations and other retirement plans	Financial Report	
	201-4	Financial assistance received from government	—	
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	—	
	202-2	Proportion of senior management hired from the local community	—	
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Contribution to Local Communities	P46
	203-2	Significant indirect economic impacts	—	
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	—	
	205-1	Operations assessed for risks related to corruption	—	
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	—	
	205-3	Confirmed incidents of corruption and actions taken	—	
	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	—	
GRI 206: Anti-competitive Behavior 2016	207-1	Approach to tax	—	
	207-2	Tax governance, control, and risk management	—	
	207-3	Stakeholder engagement and management of concerns related to tax	—	
	207-4	Country-by-country reporting	—	
GRI 207: Tax 2019	207-1	Approach to tax	—	
	207-2	Tax governance, control, and risk management	—	
	207-3	Stakeholder engagement and management of concerns related to tax	—	
	207-4	Country-by-country reporting	—	
Environment				
GRI 301: Materials 2016	301-1	Materials used by weight or volume	—	
	301-2	Recycled input materials used	—	
	301-3	Reclaimed products and their packaging materials	Meeting the Challenge of Decarbonization	P27-28
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Initiatives to Decrease Environmental Impact ESG Data	P33-34 P51
	302-2	Energy consumption outside of the organization	Initiatives to Decrease Environmental Impact	P33-34
	302-3	Energy intensity	—	
	302-4	Reduction of energy consumption	Initiatives to Decrease Environmental Impact ESG Data	P33-34 P51
	302-5	Reductions in energy requirements of products and services	Meeting the Challenge of Decarbonization	P27-28
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	—	
	303-2	Management of water discharge-related impacts	—	
	303-3	Water withdrawal	—	
	303-4	Water discharge	ESG Data	P51
	303-5	Water consumption	Water Resources Initiatives ESG Data	P35 P51
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	—	
	304-2	Significant impacts of activities, products and services on biodiversity	—	
	304-3	Habitats protected or restored	Biodiversity Initiatives	P38
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	—	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Meeting the Challenge of Decarbonization Climate Change Response ESG Data	P27-28 P32 P51
	305-2	Energy indirect (Scope 2) GHG emissions	Meeting the Challenge of Decarbonization Climate Change Response ESG Data	P27-28 P32 P51
	305-3	Other indirect (Scope 3) GHG emissions	—	
	305-4	GHG emissions intensity	Meeting the Challenge of Decarbonization	P27-28
	305-5	Reduction of GHG emissions	Meeting the Challenge of Decarbonization Climate Change Response ESG Data	P27-28 P32 P51
	305-6	Emissions of ozone-depleting substances (ODS)	—	
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	ESG Data	P52
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Waste Reduction Initiatives	P35-36
	306-2	Management of significant waste-related impacts	Waste Reduction Initiatives ESG Data	P35-36 P51
	306-3	Waste generated	Waste Reduction Initiatives ESG Data	P35-36 P51
	306-4	Waste diverted from disposal	Waste Reduction Initiatives ESG Data	P35-36 P51
	306-5	Waste directed to disposal	Waste Reduction Initiatives ESG Data	P35-36 P51

GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	Environmental Management System	P30
	308-1	New suppliers that were screened using environmental criteria	—	
GRI 308: Supplier Environmental Assessment 2016	308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management	P45-46
	Society			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	ESG Data	P52
	401-2	—	—	
	401-3	Parental leave	At a Glance Diversity and Inclusion	P8 P41
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	—	
	403-1	Occupational health and safety management system	Occupational Safety and Health	P44
	403-2	Hazard identification, risk assessment, and incident investigation	Occupational Safety and Health	P44
	403-3	Occupational health services	Occupational Safety and Health	P44
	403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Safety and Health	P44
	403-5	Worker training on occupational health and safety	Occupational Safety and Health	P44
	403-6	Promotion of worker health	Occupational Safety and Health	P44
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Safety and Health	P44
	403-8	Workers covered by an occupational health and safety management system	—	
	403-9	Work-related injuries	ESG Data	P53
GRI 403: Occupational Health and Safety 2018	403-10	Work-related ill health	ESG Data	P53
	404-1	Average hours of training per year per employee	—	
	404-2	Programs for upgrading employee skills and transition assistance programs	Human Resources Development	P42-43
GRI 404: Training and Education 2016	404-3	Percentage of employees receiving regular performance and career development reviews	ESG Data	P53
	405-1	Diversity of governance bodies and employees	Diversity and Inclusion Human Resources Development Corporate Governance ESG Data	P41 P42-43 P48 P53
GRI 405: Diversity and Equal Opportunity 2016	405-2	Ratio of basic salary and remuneration of women to men	ESG Data Financial Report	P53
	406-1	Incidents of discrimination and corrective actions taken	Respect for Human Rights	P39
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Respect for Human Rights	P39
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	—	
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Human Rights Assessment Supply Chain Management	P40 P45-46
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights Assessment Supply Chain Management	P40 P45-46
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	—	
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	—	
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	—	
	413-2	Operations with significant actual and potential negative impacts on local communities	—	
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	—	
	414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management	P45-46
GRI 415: Public Policy 2016	415-1	Political contributions	—	
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Safety and Quality	P45
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	—	
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	Safety and Quality	P45
	417-2	Incidents of non-compliance concerning product and service information and labeling	—	
	417-3	Incidents of non-compliance concerning marketing communications	—	
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No relevant items ESG Data	P53
GRI 419: Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	—	



JAMCO Corporation

1-100 Takamatsu-cho, Tachikawa, Tokyo, Japan, 190-0011
Tel: +81-42-503-6523 (Sustainability Promotion Department)
<https://www.jamco.co.jp/en/index.html>