

CONTENTS

Introduction

Management Philosophy	1
JAMCO Vision 2030 and Medium-Term Management Plan for FY2024.....	2
JAMCO's Journey into the Skies	3
Financial and Non-Financial Highlights...	4

Value Creation

Message from the President.....	6
Approach to Sustainability Issues	9
Aiming to Contribute to a Comfortable and Sustainable Society.....	11
Materiality (Important Issues)	12
Special Feature: Establishing the Technology & Innovation Center The Source of JAMCO's Future-oriented Value Creation	14
Innovation Road Map 2050	16
Three Values JAMCO Provides	17

ESG Management

Environment

Basic Environmental Philosophy and Environmental Policies	19
Environmental Management System...	19
Climate Action.....	20
Initiatives to Reduce Environmental Impact	23
Column: Biodiversity Initiatives	24

Society

Respect for Human Rights	25
Human Rights Assessment	25
Diversity, Equity and Inclusion.....	26
Human Resources Development	28
Occupational Safety and Health	31
Safety and Quality	32
Supply Chain Management	33
Stakeholder Engagement.....	34
Governance	
Corporate Governance Structure	35
Compliance	39
Risk Management	40

Corporate Data

Company Outline	41
Stock Information	42

Vision to be Realized

Management Philosophy



Our Path

JAMCO Vision 2030

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.

Editorial Policy

JAMCO has been publishing the CSR Report, which introduces the JAMCO Group's approach to corporate social (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 individual initiatives by ESG field.

Period Reported

The report covers the period from April 1, 2023 to March 31, 2024. The data presented reflects information as of March 31, 2024.

Referenced Guidelines

Environmental Reporting Guidelines 2018, GRI Sustainability Reporting 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. This document is an English translation of a statement written initially in Japanese. The Japanese original document should be considered as the primary version.

JAMCO Vision 2030 and Medium-Term Management Plan for FY2024

The JAMCO Group announced its medium-to-long-term vision, JAMCO Vision 2030, in fiscal 2021. JAMCO Vision 2030, based on the slogan “Toward a comfortable and sustainable future on the wings of technology and quality,” outlines the direction for growth throughout the entire Group.

We have also established an action plan (AP2030) as a roadmap for achieving this vision.

In May 2024, we announced our Medium-Term Management Plan for FY2024, which aims to steadily implement the action plan while strengthening our management foundation, including our financial structure, to support future growth. The initiatives in our action plan that we have already begun implementing are also having an impact on our newly established Medium-Term Management Plan.

2024

2027

2030

The Medium-Term Management Plan (FY2024 to FY2026)

Business Environment

- Sustained growth in air passenger demand and requests to strengthen capabilities for demand response
- Delayed recovery of supply chains and shortage of human resources
- Soaring labor and material costs
- Uncertainty in the global economy and dollar-yen exchange rate

Improve profitability and strengthen business fundamentals based on “selection and concentration”

- **“Deepening” of the interiors business**
 - Enhancement of the supply chain
 - Improvement of quality
 - Optimization of manufacturing bases
- **Fundamental “review” of the seat business**
 - Stop the bleeding of profits by temporarily suspending new development
 - Ensuring the execution of existing contracts
- **“Integration and growth” in the maintenance business and components businesses**
Aiming at expanding orders and strengthening profitability:
 - Response to the increase in the number of aircraft in operation
 - Automation in wheel maintenance
 - Response to defense-related projects

The results of our initiatives are also impacting the Medium-Term Management Plan

JAMCO Vision 2030

Toward a comfortable and sustainable future on the wings of technology and quality.

A Value Creation Corporate Group

that provides

Comfortable spaces in transport

Worthwhile environmental performance

Safe operating environments

Action Plan (AP2030)

- ① **Execution of JX2024 growth strategy** : Turning the strategies outlined in JAMCO Vision 2030 into concrete individual measures
- ② **Implementation of SX promotion program** : Addressing sustainability issues throughout the company
- ③ **Promotion of HRX program** : Strategic DX human resource development

JAMCO's Journey into the Skies

Since being established in 1955, the JAMCO Group has consistently promoted technical innovation in aviation-related fields.

We support comfortable air travel through high quality and safety in the business areas of aircraft interior manufacturing, aircraft components manufacturing, and aircraft maintenance.

In recent years, we have also been working on lightening materials to address climate change and move towards a decarbonized society.

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

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.

1988
Changed corporate name to JAMCO Corporation and listed OTC shares

Apr. 1989
Established Niigata JAMCO Corporation

Mar. 1990
Established Miyazaki JAMCO Corporation

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

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

Apr. 2024
Integrated Aircraft Components Manufacturing Group and Aircraft Maintenance Group
Established Technology & Innovation Center
Merged three domestic aircraft interior manufacturing subsidiaries to establish JAMCO Aircraft Interiors Corporation

Management and growth



N-62

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



727

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: Received order from Boeing for lavatory for Boeing 747-400s



A380

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
2014: Received order from Boeing for lavatory for Boeing 777-9s



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

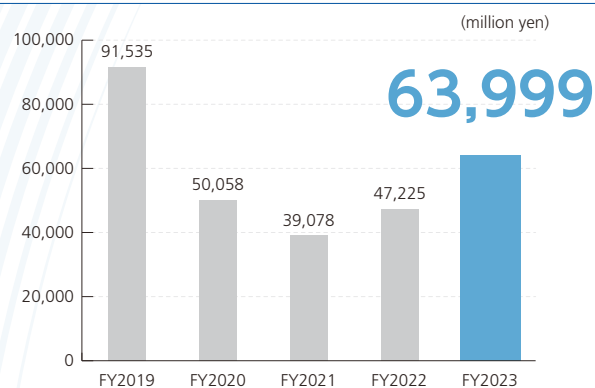
Changes in technology



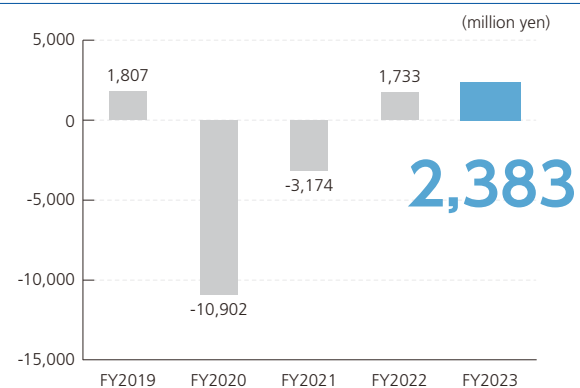
Financial and Non-Financial Highlights

Financial Information (Consolidated)

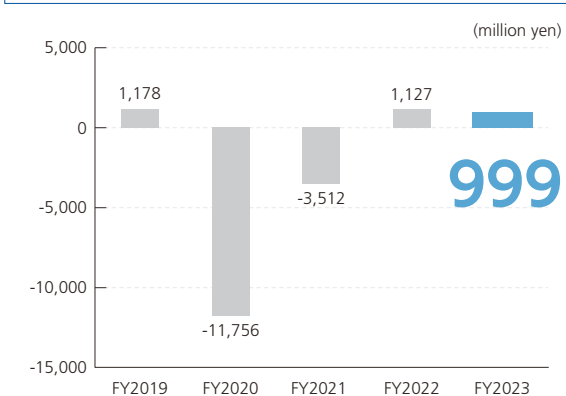
Net sale



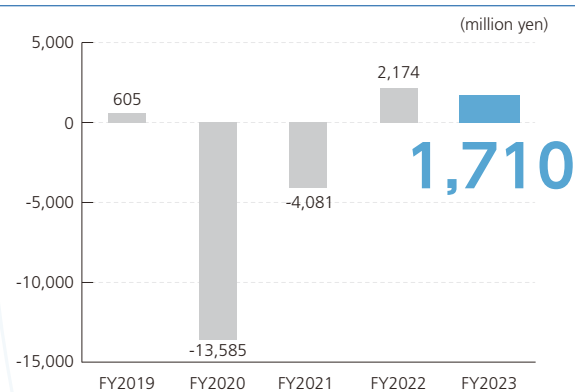
Operating income



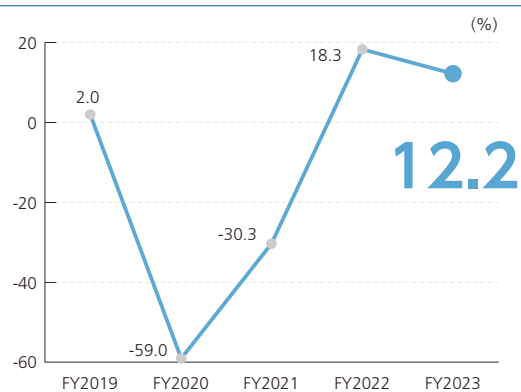
Ordinary income



Net income attributable to shareholders of parent company



ROE



For details on financial information, please see below.

Performance and financial information



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

Non-financial Information (Non-consolidated except where noted) *As of March 31, 2024

Number of employees

1,059

* Consolidated: 2,692



Percentage of women supervisory personnel (Target: at least 10% by FY2030)

4.9 %

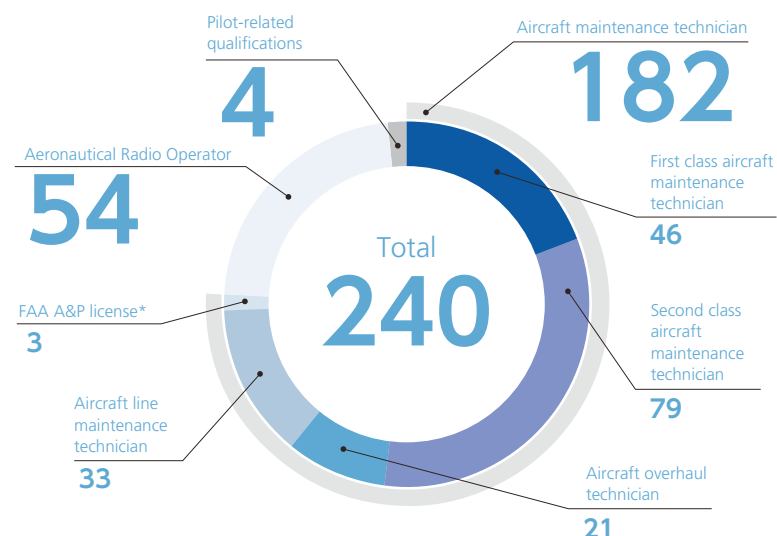


Percentage of male workers taking childcare leave

65.0 %



Number of employees with maintenance-related qualifications



* FAA A&P license: An aircraft maintenance technician license accredited by the U.S. Federal Aviation Administration

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



*1 FAA (The U.S. Federal Aviation Administration)

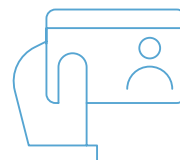
*2 CAAS (Civil Aviation Authority of Singapore)

*3 EASA (Aviation Safety Agency)

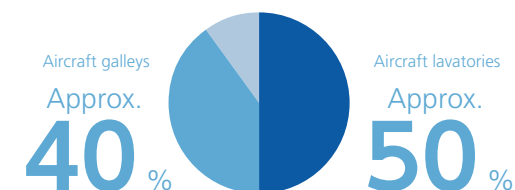
* Includes subsidiaries involved in manufacturing of aircraft interiors

Number of employees with qualifications in non-destructive inspection

132



Global market share of products handled



* Mid-size and wide-body passenger aircraft (Research by JAMCO)

Number of patents

132



Japan	71
Overseas	61

R&D investment

670 million yen

