

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

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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

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



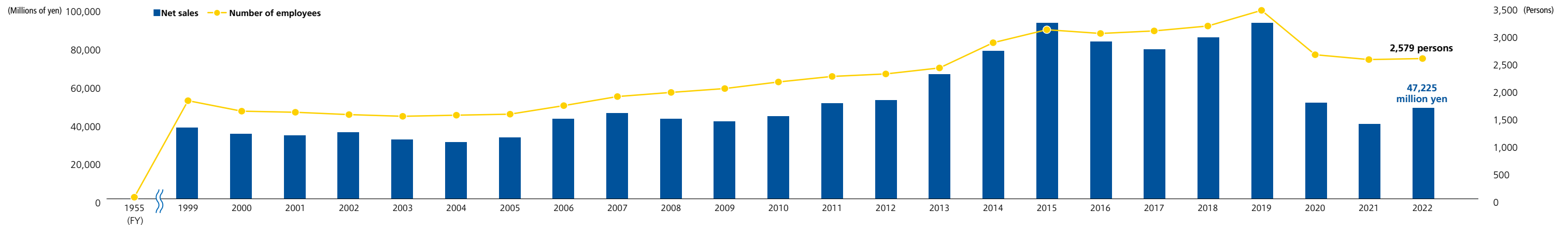
787

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

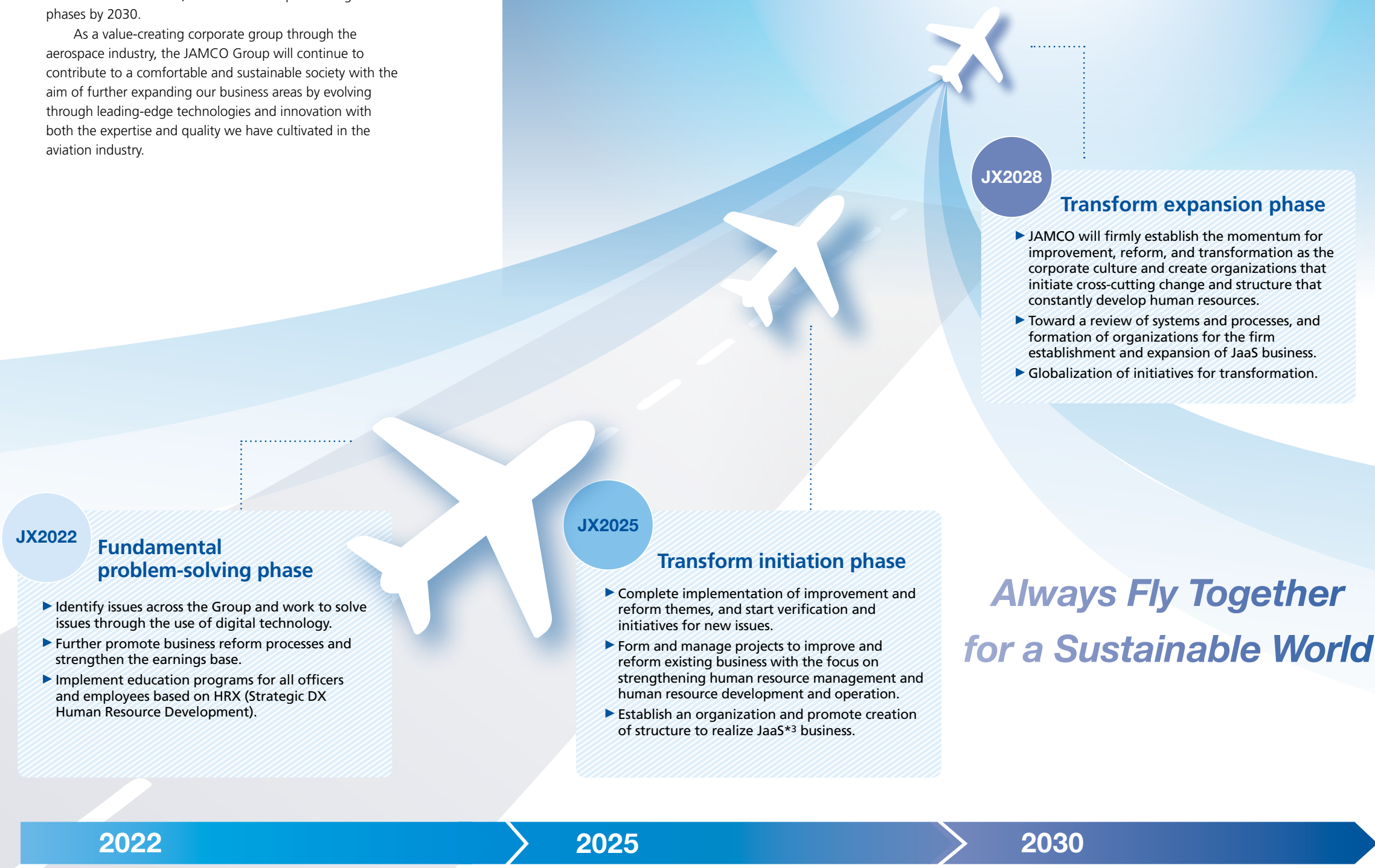
program (Strategic DX Human Resource Development). As a specific initiative for realizing our vision, we call the course we are taking to transform ourselves "JX" meaning JAMCO transformation, which we are implementing in three phases by 2030.

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

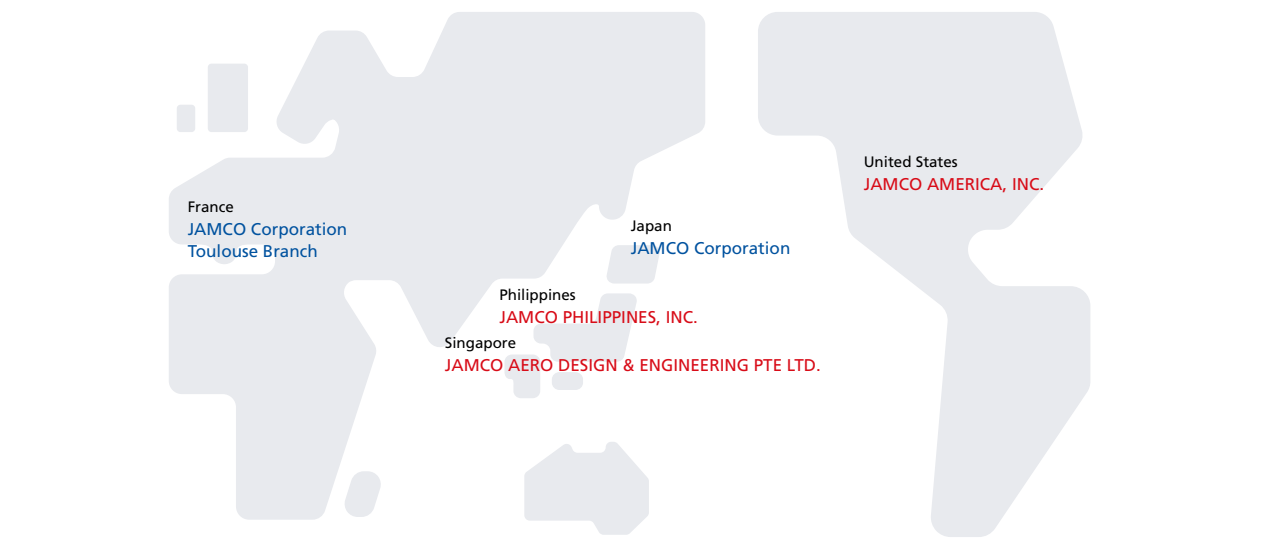
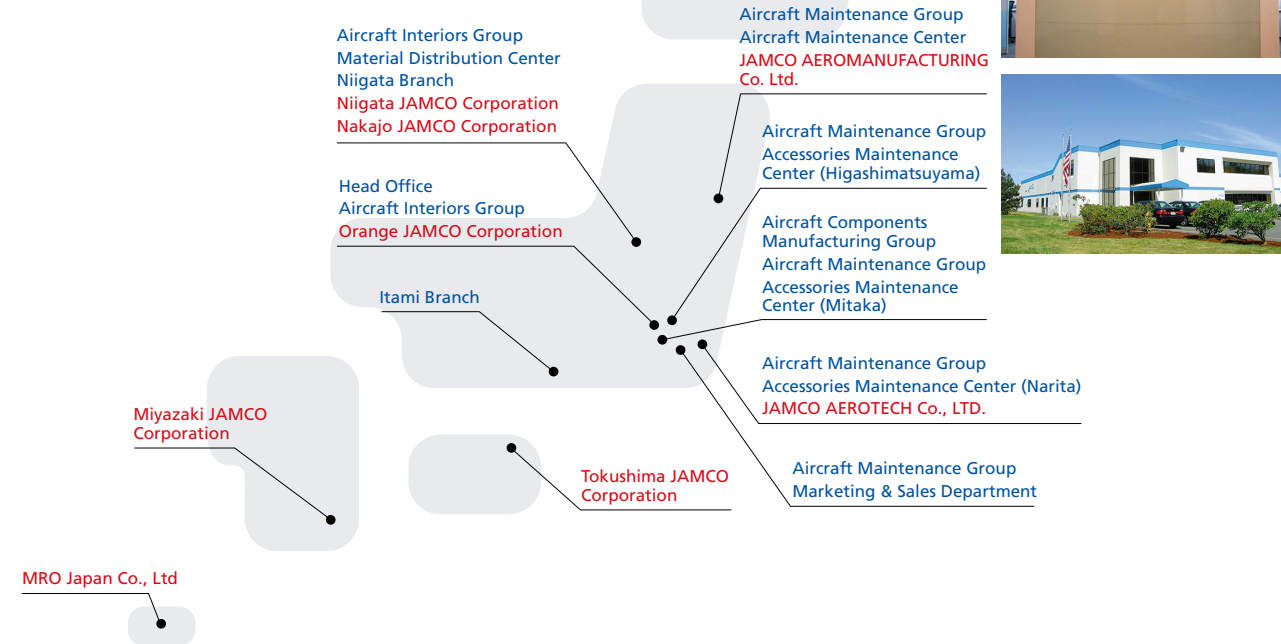
(As of March 31, 2023)

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

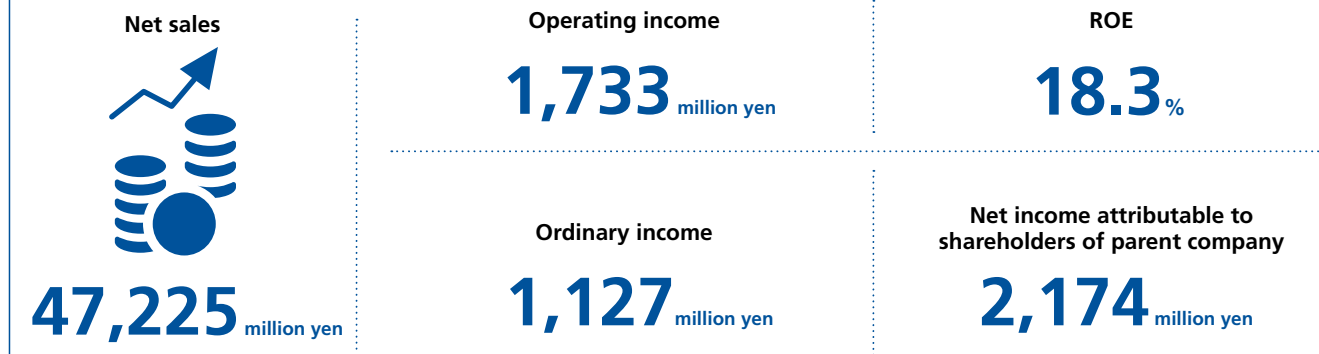
JAMCO's office, factories, and branches
 JAMCO's subsidiaries and affiliates



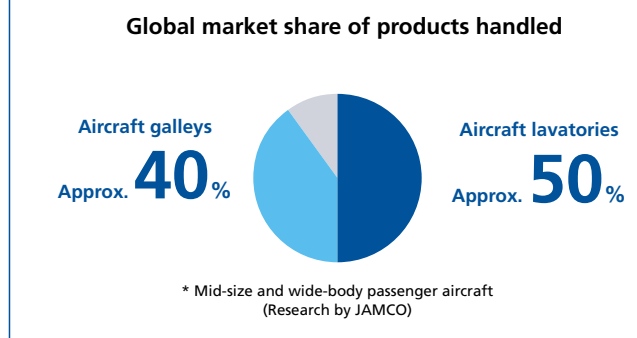
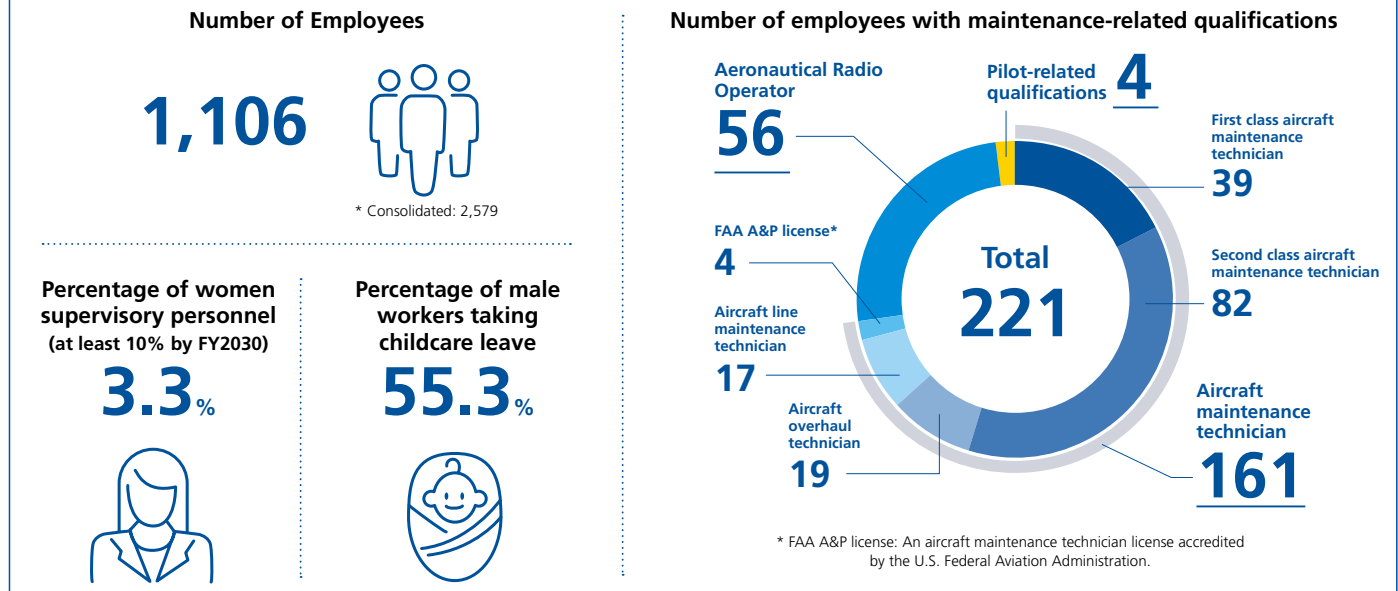
At a Glance

(As of March 31, 2023)

Financial Information (Consolidated)



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



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

Certification organizations	Number of employees with qualifications
FAA*1	14
CAAS*2	2
EASA*3	6
Civil Aviation Bureau, Ministry of Land, Infrastructure, Transport and Tourism	3
Total	25

*1 FAA (The U.S. Federal Aviation Administration)
 *2 CAAS (Civil Aviation Authority of Singapore)
 *3 EASA (European Aviation Safety Agency)
 * Includes subsidiaries involved in manufacturing of aircraft interiors

