



# JAMCO

## SUSTAINABILITY REPORT

# 2025

2028▶

2024▶

2022▶

## Message from the President



## Contributing to a sustainable society as a Technology Oriented Company together with our customers

In its Basic Policy on Sustainability, JAMCO emphasizes "contributing to a prosperous and progressive society," and we regard JAMCO's contribution to realizing a sustainable society as a key mission. We therefore actively promote sustainability activities while striving to meet the demands of our clients as well as the expectations of society.

We aim to prioritize the sustainability activities required by our clients, all of which are leading companies from around the world and possess diverse perspectives on sustainability. Our customers are representatives of the countries from which they operate, and they possess diverse insights into sustainability. As a result, the requirements outlined in their business guidelines and other documents vary substantially. Moving forward, we will work together with our clients to engage in sustainability initiatives.

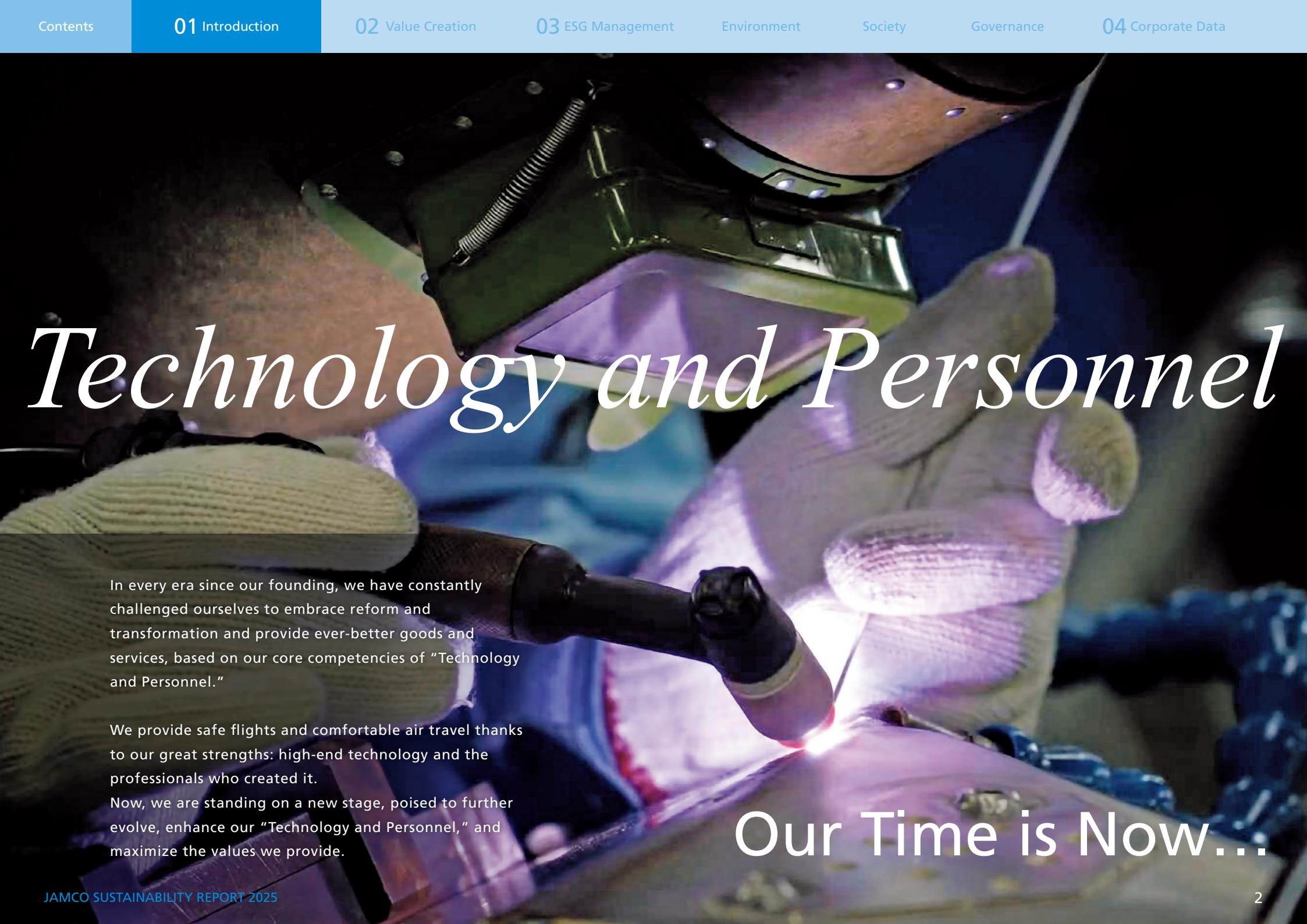
In the environmental field, we have begun introducing renewable energy through the installation of solar panels at our domestic facilities, including Group companies. Installation has already been completed at some facilities, where full-scale power generation began in 2024. We will continue to increase the number of installation sites to promote the expansion of renewable energy use.

In the social field, we are focusing on creating comfortable workplaces and establishing environments where all of our employees can make the most of their capabilities.

As a Technology Oriented Company, JAMCO has consistently responded to our customers' needs and brought them to life as outstanding products. We believe that the high levels of technical expertise needed to provide these products can only be found in talented people. By delivering value through outstanding products and services, we further believe that we can contribute to society from even a sustainability perspective. JAMCO will continue to evolve as a Technology Oriented Company while contributing to society.

**Masaru Morimoto**  
President and Chief Executive Officer

# *Technology and Personnel*



In every era since our founding, we have constantly challenged ourselves to embrace reform and transformation and provide ever-better goods and services, based on our core competencies of "Technology and Personnel."

We provide safe flights and comfortable air travel thanks to our great strengths: high-end technology and the professionals who created it.

Now, we are standing on a new stage, poised to further evolve, enhance our "Technology and Personnel," and maximize the values we provide.

## Our Time is Now...

# Soaring Ahead with Technology

As a technology-driven company based on manufacturing and maintenance, we have won global recognition in the aviation industry for our quality and services.

We constantly pursue new technologies. With lighter products, improved durability, universal design, and other efforts, we are contributing to sustainability while engaging in medium- to long-term projects aimed at developing innovative technologies.



## Development of the N-62 Eaglet

In 1962, as C. Itoh Aircraft Maintenance and Engineering Co., Ltd., we teamed up with Nihon University's College of Engineering (now the College of Science and Engineering) to develop the N-62 Eaglet light aircraft. In the following year, we began wind tunnel testing, test flights, and other kinds of flight assessments, and in 1965 received type certification for the aircraft from the Ministry of Transport.



## Participation in aircraft atmospheric observation project

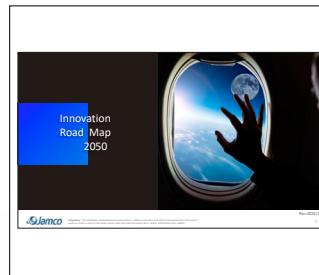
We participated in the CONTRAIL Project, an industry-academia-government initiative to observe the atmosphere in order to analyze the fluctuation mechanisms of greenhouse gases that cause global warming. Equipment developed by JAMCO is still in use as of 2025.

\*Subsidized by a project commissioned by the Ministry of the Environment



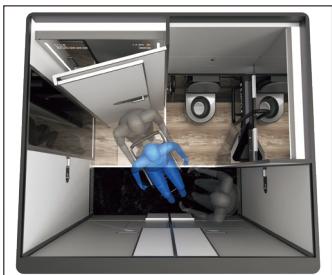
## Awards from Boeing and Airbus

Our proven quality and reliable delivery management have been recognized by manufacturers. We have received the Alliance Award from Boeing, given to the 12 winners of the Suppliers of the Year Award, and the Airbus Supplier Support Rating 2016 Award from Airbus. These awards are a demonstration of the safety and proven quality of JAMCO products.



## Innovation Road Map 2050 published / Technology & Innovation Center established

In 2022, we announced our Innovation Road Map 2050, which sets out the medium- to long-term vision for our products and services. Then, in 2024, we established the Technology & Innovation Center, an organization designed to foster core human resources, develop next-generation products, and further pursue cutting-edge R&D.



## Joint research on accessible lavatories with JAXA

In 2024, the Japan Aerospace Exploration Agency (JAXA) announced on its website a joint research theme with the Company, "Proposal for an Innovative, Accessible Lavatory to Enhance Comfort in Air Travel for All." This joint research project proposes a concept for social innovation to address the issue of lavatories (in-flight toilets) during air travel, which has been a longstanding challenge for passengers with reduced mobility.

1962▶1965

2003

2016

2022▶2024

2024

# Always Respecting Personnel

The JAMCO Group creates value by being “a sincere company that respects personnel.” We remain committed to this stance, even as in recent years society increasingly raises various concerns about issues relating to personnel.

**商士魂**  
The founding spirit of “Shikon Shosai”

The founding spirit we inherited from our first president can be expressed in the phrase “shikon shosai.” “Shikon” describes an unwavering will as embodied in the highest ethical standards for the samurai, and “shosai” means “business acumen.” Combined with technology, this spirit drives our commitment to making dreams a reality, making customers and employees happy, and helping nature and society.

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, and contributing to a prosperous and progressive society.

**Formulating a management philosophy**

We formulated a management philosophy on the occasion of our 50th anniversary. The philosophy reaffirms universal action principles at the core of management policies that have been embraced by successive generations of leaders since our founding. With it, we align 50 years of company history for the sake of greater future prosperity. The management philosophy defines our vision for the future of the JAMCO Group and encourages all Group employees to understand and share this vision. In this way, it serves as a signpost showing how we can further raise the value of the company.

**Begin issuing CSR reports**

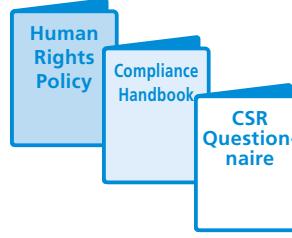
In 2011, we began issuing regular environment reports focused on our environmental protection activities. In 2017, these became CSR reports. CSR (Corporate Social Responsibility) as based on ISO 26000 is a comprehensive framework within which we strive for information disclosure and work on not only environmental protection, but also human resource development, diversity, general employer action plans, and many other initiatives centered around personnel.



ALWAYS FLY TOGETHER  
2017 CSR レポート

**Human Rights Policy announced / Launch of human rights due diligence**

Amidst growing awareness of human rights issues around the world, we announced our Human Rights Policy in 2022. Then in 2023, the JAMCO Group began human rights due diligence initiatives and human rights risk assessments in accordance with the United Nations’ Guiding Principles on Business and Human Rights.



**Kurumin Certification**

In terms of workstyle reforms, we support employees in both work and childcare. By establishing a General Employer Action Plan and meeting our set objectives, we received Kurumin Certification as a childcare-supporting company from the Minister of Health, Labour and Welfare in FY2024.



2024年認定  
くるみん  
よりよくサポートしていきま

1955

2005

2017

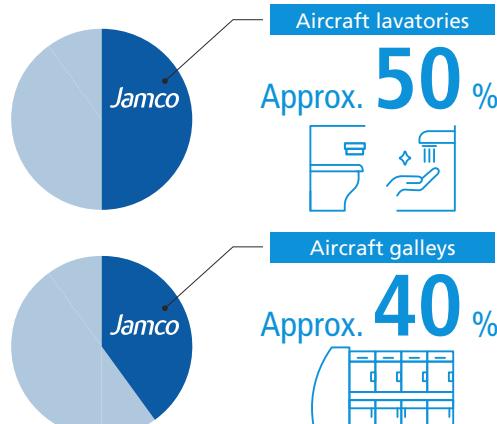
2022▶2023

2024

# JAMCO by the Numbers

Here we look at the numbers that describe the “technology and personnel” of JAMCO.

## Global market share of products handled



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

## Number of patents

**103**

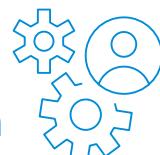
Japan	54
Overseas	49



## R&D investment

**518**

million yen



## Number of Employees

**1,210**

\* Consolidated: 2,723



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

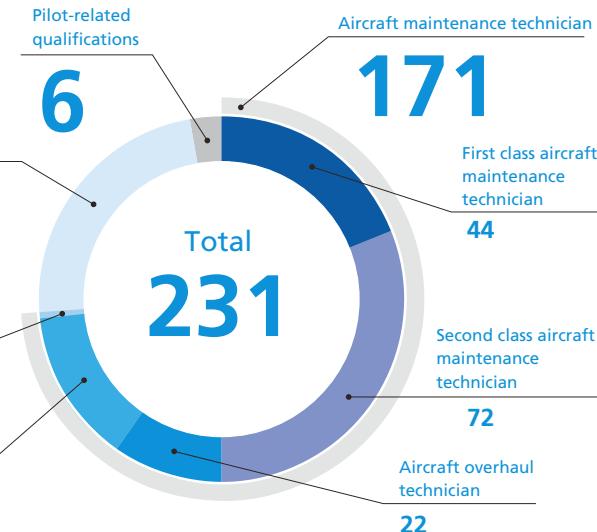
**4.9%**



## Number of employees with maintenance-related qualifications

**54**

Aeronautical  
Radio Operator  
FAA A&P  
license\*  
1  
Aircraft line  
maintenance  
technician  
32



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

## Percentage of male workers taking childcare leave

**84.2%**



## Number of employees with qualifications in non-destructive inspection

**127**



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

Certification  
organizations  
**4**

FAA <sup>1</sup>	10
CAAS <sup>2</sup>	2
EASA <sup>3</sup>	7
Civil Aviation Bureau, Ministry of Land, Infrastructure, Transport and Tourism	2

Number of employees  
with qualifications  
**21**

<sup>1</sup> FAA (The U.S. Federal Aviation Administration)

<sup>2</sup> CAAS (Civil Aviation Authority of Singapore)

<sup>3</sup> EASA (European Union Aviation Safety Agency)

\* Includes subsidiaries involved in manufacturing of aircraft interiors

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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 of 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, 2024 to March 31, 2025. The data presented reflects information as of March 31, 2025.

### 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.

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Value Creation

## Value Creation

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# Three Values JAMCO Provides

Driven by **Technology and Personnel**  
since Our Founding,  
We Are Committed to Providing Three Values

The JAMCO Group has continued to nurture its technology and personnel, generating value while constantly striving to provide better products and services and take on reforms and innovations.

The various values that JAMCO provides can be sorted into three main categories: Comfortable spaces in transport, worthwhile environmental 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 technology and personnel as core competencies.

## Three Values JAMCO Provides

**Value 1** Comfortable spaces in transport

**Value 2** Worthwhile environmental performance

**Value 3** Safe operating environments

## Value 1 Comfortable spaces in transport

### Aircraft Interiors that Strive for Comfort and Ease of Mind

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.

Galley global market share\*:  
▼

**Approximately 40%**

Lavatory global market share\*:  
▼

**Approximately 50%**

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



Three Values JAMCO Provides

Value 2

## Worthwhile environmental performance

### Making Eco-friendly Aircraft a Reality through Quality Control and Proprietary Technology

For airworthiness certification, which is essential for aircraft to operate, three standards must be met: 1) standards for strength, structure, and performance, 2) noise standards, and 3) engine emission standards. Standard 1) is for ensuring aircraft safety, while standards 2) and 3) are for environmental compatibility. Guaranteeing airworthiness contributes not only to safety assurance, but also to environmental conservation.

JAMCO has obtained the JIS Q 9100 quality management system certification required in the aerospace field and thoroughly implements quality control to ensure airworthiness.

As for the environmental performance required for aircraft, reductions made to the weight of the airframe contribute to reduced fuel consumption, leading to reduced CO<sub>2</sub> emissions. While the main raw materials for conventional aircraft are metals such as aluminum and steel, there is a growing trend of replacing these with carbon fiber-reinforced plastics (CFRP), which are lighter and feature similar strength and safety. JAMCO has independently developed a continuous molding technology using the ADP (Advanced Pultrusion) method for processing this CFRP. Since the 1990s, we have steadily built up a delivery record, promoting aircraft weight reduction while meeting airworthiness standards, thus making worthwhile environmental performance a reality.

Weight of a medium-sized passenger aircraft:  
▼

**About 60 tons**

When CFRP is applied to 50% of the airframe:

▼  
**About 48 tons**  
**A 20% weight reduction**

Source: Japan Chemical Industry Association



## Value 3 Safe operating environments

### One of 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. 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. 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. Additionally, the wheels of domestic airlines' passenger aircraft are crucial components that support safety during takeoff and landing. Our wheel maintenance business has one of the largest wheel overhaul centers in Japan, introducing the latest eco-friendly equipment and contributing to safe operations and workplace environment reform while promoting automation and labor saving. We contribute to the safety and progress of the aircraft industry by utilizing such accomplishments to further extend our technologies.



# Approach to Sustainability Issues

The JAMCO Group contributes to comfortable, safe, and secure air travel in the business areas of aircraft interior manufacturing, aircraft components manufacturing, and aircraft maintenance. We are also working to solve various sustainability issues, including global environmental concerns.

## Promoting Sustainability Management —

“Coexistence with nature and contributing to a prosperous and progressive society.”

This is a part of our management philosophy. To achieve this, we established the Basic Policy on Sustainability in 2022 and have been promoting sustainability management to contribute to society through our business.

The JAMCO Group will continue to work towards creating a prosperous and sustainable society while emphasizing relationships of trust with our stakeholders.

### Sustainability Management

In August 2021, we instituted a Sustainability Promotion Board (SPB) to further enhance our solutions initiatives.

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 chairperson. 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, SPB promotes 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

### 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 sustainability issues projects that carry out the practical work of such as materialities in line with SPB policy, and promotes efforts including climate change initiatives.

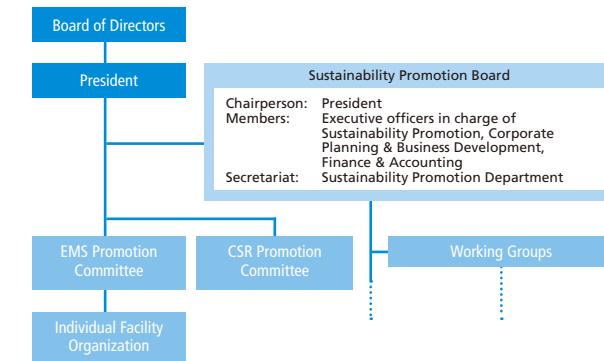
### EMS Promotion Committee

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 an Executive Officer (Environmental Control Supervisor) as committee chairperson, 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 an Executive Officer as committee chairperson, and constituted of members representing the Groups responsible for each such social concern and each head office department.



## Approach to Sustainability Issues

## Message from Executive Officer

**Masahiro Komuro**

Senior Managing Executive Officer

**■ Action toward carbon neutrality**

Regarding "action toward carbon neutrality," which we have identified as a materiality, we promoted the calculation and reduction of greenhouse gas (GHG) emissions. We completed the calculation up to Scope 3 for our company and domestic Group companies. We introduced a new system to enable voluntary management at our sites and reduce the burden of calculation work, which not only improved efficiency, but also enhanced data accuracy. As a result of these efforts, we obtained third-party assurances for our greenhouse gas emissions (Scopes 1 and 2) for FY2024. Going forward, we will continue to strive for continuous improvement, such as by further enhancing calculation accuracy and expanding the calculation scope to overseas sites.

In addition, to reduce GHG emissions, some sites are introducing renewable energy generation facilities using solar power. At the Miyazaki factory of Group company JAMCO Aircraft Interiors Corporation, official operations began in November 2024. We are further planning to introduce more panels at select locations throughout this fiscal year.

In the energy conservation sector, we were recognized by the Agency for Natural Resources and Energy as a business operator with excellent energy conservation (S Class) in the FY2024 statutory energy conservation report issued under the Act on the Rational Use of Energy.

Regarding the management of fluorocarbons, JAMCO received an A rating in the "Fluorocarbon Countermeasures Rating 2024" conducted by the Japan Refrigerants and Environment Conservation Organization. This put us in the top 6% of the 1,560 eligible companies.

**■ Initiatives in the Social Domain**

Based on our human rights policy, we decided to implement human rights due diligence at the Sustainability Promotion Board (SPB), and these efforts have already begun. In FY2024, for the first phase, we conducted basic analysis of overseas Group companies, surveys of

some suppliers, and reported progress in the SPB. In FY2025, we plan to conduct surveys at locations in Japan, visualize supply chains, and so on, and implement the necessary corrective measures.

Furthermore, securing and developing human resources in the aviation industry has become an important issue, and we recognize that addressing the issue of human capital is an urgent task. We acquired Kurumin Certification from the Minister of Health, Labour and Welfare at the beginning of FY2024. During 2025 collective bargaining, we met all union demands, in addition to making annual leave rules more flexible. In this and other ways, we are working to create environments that enhance job satisfaction and ease of working.

**■ Initiatives to Improve Engagement**

We regularly conduct CSR surveys for our business partners (subcontractors), and in FY2024, we also conducted company visits and opinion exchanges. This has led to sharing of awareness and issues regarding sustainability, and survey scores have steadily improved. We believe this has been a beneficial initiative that will enhance future dialogue.

**■ Addressing Materiality**

For the seven materiality items (important issues) identified at the end of FY2023, in FY2024 we particularly worked to expand information disclosure relating to human capital management, and began assessing reforms to human resource systems going forward.

# Sustainability: The Overall Picture

The JAMCO Group's sustainability activities stem from one section of our management philosophy: "Coexistence with nature and contributing to a prosperous and progressive society."

Based on sustainability policies backcast from this management philosophy, we engage in activities under the seven materialities.

We believe that maximizing the three values through the provision of "Technology and Personnel," as the Group has done since its founding, enables us to contribute to the creation of a sustainable society.

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.

### Core competencies: Technology and Personnel

#### Pursue initiatives based on our Materialities and Basic Policy on Sustainability

E

- ① Action toward carbon neutrality
- ② Intensified action to facilitate resource circulation



S

- ③ Achievement of comfort, ease, and peace of mind in transport spaces
- ④ Enhancement of trusting relationships with our supply chain



G

- ⑤ Creation of lively workplaces
- ⑥ Contribution to society and local communities



G

- ⑦ Enhancement of organizational resilience



Realize management philosophy

Contribute to the creation of a sustainable society

Maximize three values we provide

Value  
1 Comfortable spaces in transport

Value  
2 Worthwhile environmental performance

Value  
3 Safe operating environments

# Materiality (Important Issues)

Materiality was identified while ensuring consistency with JAMCO Vision 2030, which describes the future state of society that the company will strive to bring about.

To help achieve JAMCO Vision 2030, we have set materiality targets and KPIs that are linked to our management plan.

## 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 sustainability issues.

### STEP 1 Identify potential issues that could be selected as materiality topics

- Issues relating to JAMCO's own business activities as well as those being addressed by its customers and supply chain partners were organized to select from which the potential issues that could become JAMCO's materiality topics, based on the international guidelines (GRI and SASB Standards) and the evaluation criteria adopted by the SDGs, ESG evaluation bodies, etc.

### STEP 2 Evaluation of issues

- The issues identified and organized in STEP 1 were evaluated from JAMCO's own perspective as well as that of its stakeholders.
- Stakeholders' perspective: Evaluate the issues with emphasis on constant and interactive dialogue in day-to-day activities.
- JAMCO's perspective: Evaluate the issues with emphasis on JAMCO's future vision and how crucial each of the issues would be in realizing the vision.

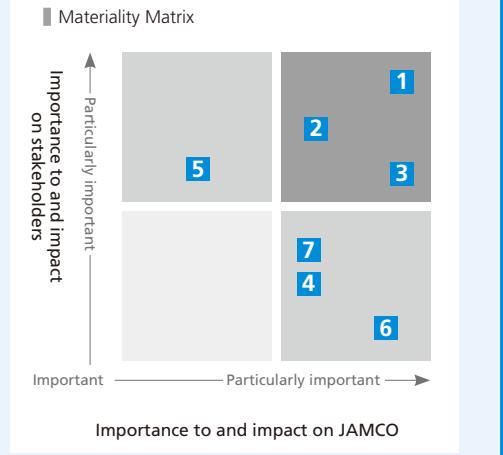
### STEP 3 Identification of Materiality

- Based on the evaluation result from STEP 2, a proposal of materiality topics was formulated through discussions involving working groups whose members consisted of representatives from the concerned business units and corporate departments, and reviewed by experts. The proposal was then examined and finalized by the Sustainability Promotion Board and reported to the Board of Directors.

## Identified Materiality

We have identified the following seven items as materiality related to value creation:

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



## Materiality Initiatives

In FY2024, under "Action toward carbon neutrality" (1), we introduced renewable energy generation facilities in the form of solar power to major production sites. Official operations have already begun at JAMCO Aircraft Interiors Corporation's Miyazaki Factory. In FY2025, we began installing solar panels at said company's honeycomb cores factory and the parts maintenance factory of the Aircraft Maintenance Group.

In addition, under "Creation of lively workplaces" (5) and "Enhancement of organizational resilience" (7), we progressed with the Human Rights Due Diligence Project by performing risk assessments, holding seminars for concerned individuals at each location, conducting surveys of supply chain partners (including overseas), and interviewing involved people inside the company.

## Materiality (Important Issues)

Materiality			SDGs contributions	Vision to be realized by 2030	Policies and actions for addressing materiality
<b>1</b>	Action toward carbon neutrality	a. Technological development conducive to carbon neutrality b. Productivity improvement, etc. to reduce GHG emissions and active utilization of renewable energy		<ul style="list-style-type: none"> <li>Predicted climate change risks have been averted. Related business opportunities have been successfully seized</li> <li>CO<sub>2</sub> emission reduction goal has been achieved</li> </ul> <b>CO<sub>2</sub> emissions reduction goal (announced in 2023)</b> <div style="border: 1px solid #0070C0; padding: 5px; margin-top: 10px;">           The JAMCO Group aims to achieve carbon neutrality by 2050.  <b>2030 goal</b>            Goal is to reduce the entire JAMCO Group's carbon emissions Scopes 1 and 2 combined - by at least 50% from the FY2019 baseline.         </div>	<ul style="list-style-type: none"> <li>① Reduce CO<sub>2</sub> emissions directly involving JAMCO products (carbon footprint, utilization of naturally derived feedstocks, materials, elements, parts, etc.)</li> <li>② Make JAMCO products lighter in weight to improve the aircraft's fuel efficiency.</li> <li>③ Provide weight-reduction technology, etc. to other industries.</li> <li>④ Participate in relevant consortiums and contribute to industry-wide activities.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>① Reduce JAMCO's own CO<sub>2</sub> emissions by DX-based productivity improvement, implementing energy-saving equipment and facilities, etc.</li> <li>② Produce renewable energy at JAMCO's in-house facilities.</li> <li>③ Participate in relevant consortiums and contribute to industry-wide activities.</li> </ul>
<b>2</b>	Intensified action to facilitate resource circulation			<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>① Identify and actively use the suppliers of recycled materials.</li> <li>② Improve the recycling rate in the disposal phase.</li> <li>③ Reduce waste produced at factories and offices.</li> </ul>
<b>3</b>	Achievement of comfort, ease, and peace of mind in transport spaces			<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>① Deliver solutions that facilitate the creation of passenger-friendly spaces in air transport.</li> <li>② Deliver solutions that transform air travel experience from that of passively-spent waiting time to that which evokes deep emotional response.</li> <li>③ Deliver solutions that improve convenience and user-friendliness in aircraft operations and also reduce harmful effects on the environment.</li> <li>④ Deliver solutions that become part of the social infrastructure for next-generation mobility.</li> </ul>
<b>4</b>	Enhancement of trusting relationships with our supply chain			<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>① Conduct assessment of supply chain partners, focusing on their human rights, social, and environmental practices, and enhance cooperative relationships with them in these areas.</li> <li>② Work together to reduce GHG emissions through the lifecycle of products and services.</li> <li>③ Facilitate joint development of new materials and engineering methods with research institutes, material manufacturers, and supply chain partners.</li> </ul>
<b>5</b>	Creation of lively workplaces	a. Cultivation of human resources capable of pioneering a new future b. Development of a work environment where employees can perform their jobs in a lively manner		<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>① Cultivate and recruit innovation-creating human resources for new technology development and new business facilitation.</li> <li>② Cultivate human resources that can respect people having different personal values (diversity) and leverage it to create new value.</li> <li>③ Cultivate human resources that can work autonomously (think and act on their own initiative).</li> </ul> <hr/> <ul style="list-style-type: none"> <li>① Create a corporate culture where individual diversity is recognized and respected, and diverse workstyles are promoted.</li> <li>② Promote the health of employees.</li> <li>③ Increase learning opportunities and provide refresher training and development opportunities for employees. Also promote active self-improvement among employees.</li> </ul>
<b>6</b>	Contribution to society and local communities			<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>① Contribute to society by providing a quality work environment.</li> <li>② Cultivate a sense of trust toward JAMCO in society by actively engaging in social outreach activities.</li> </ul>
<b>7</b>	Enhancement of organizational resilience			<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>① Strengthen JAMCO's risk management structure.</li> <li>② Continuously improve corporate governance.</li> <li>③ Enhance information disclosure for better engagement.</li> </ul>

# Research and Development

## Research and Development Policy

We work to develop and supply products and services with due consideration to safety and quality and build relationships of greater trust with all customers. Through our sustainability and innovation activities, we work to solve social issues relating to Environment, Society, and Governance (ESG) and Sustainable Development Goals (SDGs).

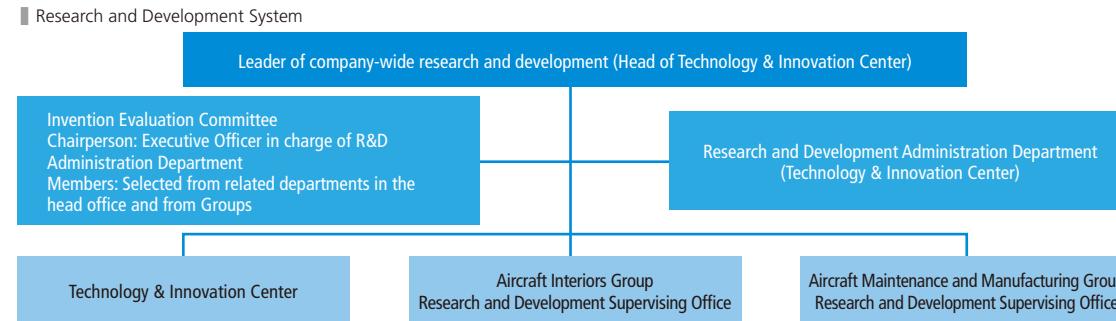
In the JAMCO Vision 2030, we define a “Value Creation Corporate Group” as one that provides comfortable spaces in transport, worthwhile environmental performance, and safe operating environments in the next-generation mobility market. We conduct research and development to evolve our technology alongside innovation, incorporate it into our manufacturing, and offer products and services of value to our customers.

## Research and Development System

From in-depth basic research to application and commercialization development, our R&D efforts are split into categories according to theme and stage: basic research, applied research, and industrialization research.

From our head office, the Technology & Innovation Center proposes and manages our company-wide technological innovation strategy, in addition to basic research, applied research and development of innovative technologies.

The Technology & Innovation Center is guided by the JAMCO Vision 2030 and its mission: “Toward a comfortable and sustainable future, taken to new heights by leveraging our technology and quality.” As the Center evolves JAMCO technology through innovation, it also works to actualize the individual technology strategies into respective initiatives and promote related activities for all companies in the JAMCO Group, thereby enabling us to become a value-providing service company through manufacturing.



## Research and Development Management

The Technology & Innovation Center oversees company-wide research and development. Under the leadership of the head of the Center, it is also responsible for R&D promotion and administration work for industrial property rights, etc.

The Technology & Innovation Center, and R&D groups belonging to each Group's technical departments, have formulated the ideal forms for the products and services that our company will provide in the Innovation Road Map 2050. Based on this, they conduct R&D and prototyping for new products, research, develop, and adopt new technologies, pioneer new markets, and improve and research existing technologies. These activities are categorized into basic research, applied research, and industrialization research according to the stage of development. In practice, the Technology & Innovation Center handles basic and applied research, while each Group handles industrialization research, which is development directly linked to productization. This system drives productization by linking the Technology & Innovation Center and Groups from basic development through to product development.

We contribute to a sustainable society by actively acquiring patents, utility models and other industrial property rights to build up proprietary technology and apply it to products.

## Research and Development

## Human Resource Training that Supports R&D

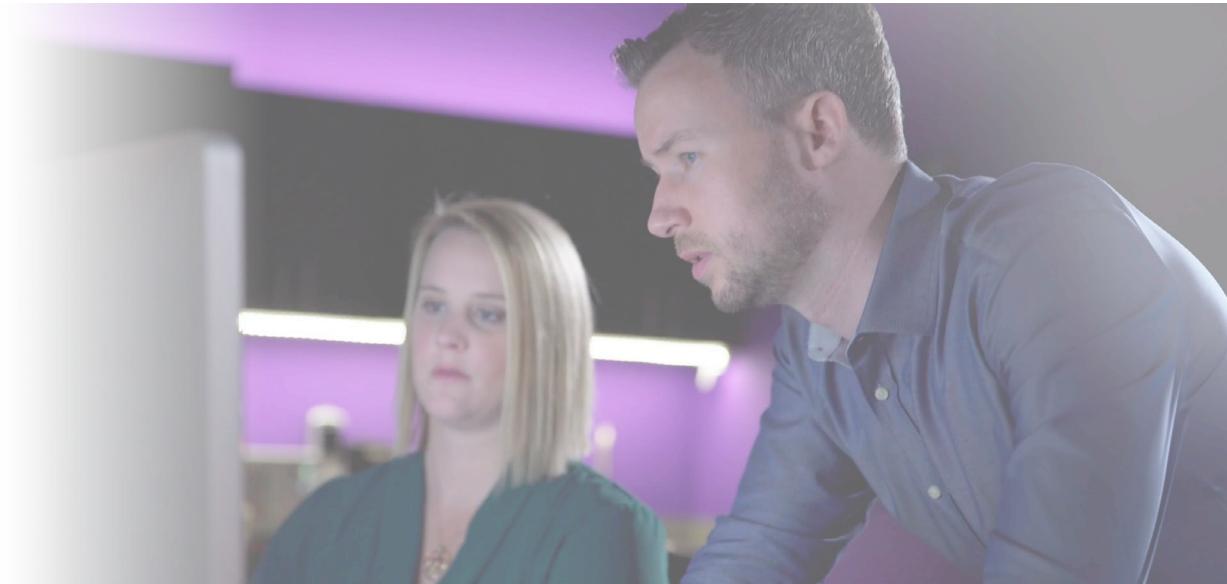
We strive to create products and services in a technology-centered world. To this end, JAMCO works to secure digital human resources and foster a corporate culture of innovation so that human resources and organizations can demonstrate their capabilities to the maximum.

In terms of training technical human resources, the Technology & Innovation Center serves as a company-wide learning center for such individuals. It operates and manages technology training programs shared throughout the Company to systematically develop, train, and re-train technical people and help them acquire qualifications and certification.

Additionally, the Aircraft Interiors Group and Aircraft Maintenance and Manufacturing Group work to improve knowledge and expertise through in-house and external education and seminars tailored to the business of each. In the Aircraft Interiors Group, technology training is the basis of product development, and all technical staff are provided with basic education (E-learning, face-to-face instruction) and specialist education in small groups. In the Aircraft Maintenance and Manufacturing Group, knowledge and experience is shared via flow-down training on the various technologies of each aircraft manufacturer.

## Relationship to Social Contributions —

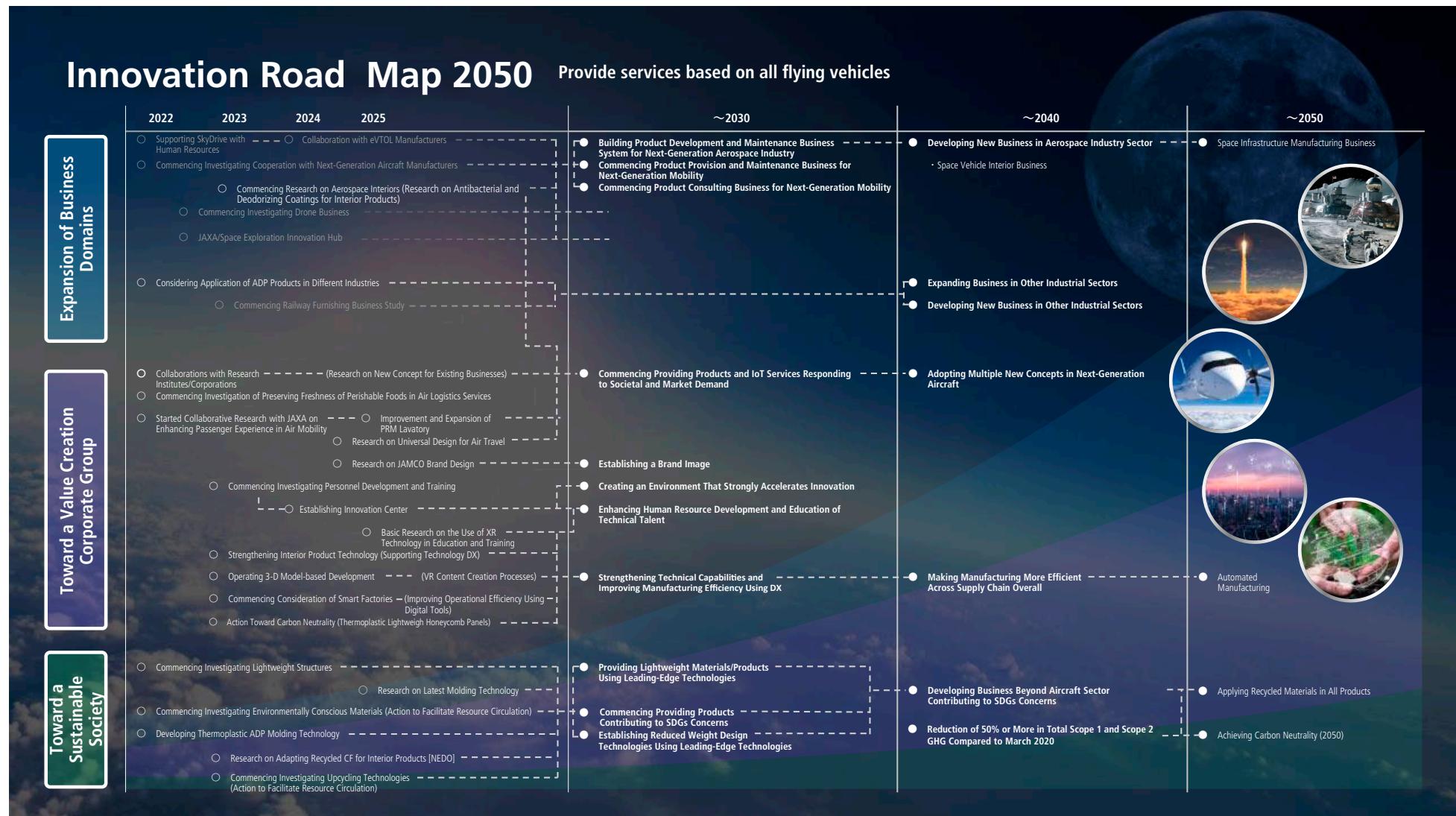
We will actively engage in initiatives to create innovation by fostering human resources for the future, generating employment, and developing technologies. We do this through interaction with local schools, support for education and studies at universities, etc., and joint R&D in collaboration with overseas companies, and more.



## Research and Development

## Innovation Road Map 2050

The research and development groups positioned in our Technology & Innovation Center and in each Group's technical department have formulated the ideal forms for the products and services our company will provide in Innovation Road Map 2050. We are conducting research and development and technical development in accordance with this roadmap, and also promoting the education of personnel involved in these activities.



03



ESG Management

## ESG Management

Environment

Society

Governance

# 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 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.

### 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 policy on sustainability.

## 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 (Environmental Management System (EMS)), and we have secured ISO14001 certification for our head office, Component Manufacturing Center, and JAMCO AEROMANUFACTURING Co. Ltd.

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 Chairperson 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 Conservation System

##### President

##### EMS Promotion Committee

Chairperson: Executive Officer in charge of Sustainability Promotion  
Members: Head Office, Sustainability Promotion Department General Manager, Group General Managers, Facility Environmental Protection Leaders

##### Internal Environmental Audit Team

##### EMS Promotion Committee Secretariat

Sustainability Promotion Department

##### Individual Facility Environmental Protection Organization

### 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 performed. We link this to improvements in activities by gathering together the 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.

## Environment

## 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.

Plan	Making Visible Corporate Environmental Risks and Impacts
Do	Carrying Out Initiatives to Manage Visible Risks
Check	Assess Measures Undertaken
Action	Attend as Appropriate to Areas in need of Improvement

## 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 our corporate site for further information about our responses to climate change. (Japanese text only.)



TASK FORCE ON  
CLIMATE-RELATED  
FINANCIAL  
DISCLOSURES

Climate Action



<https://www.jamco.co.jp/a/csr/tcfid.html>  
(Japanese)

## 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 P. 10 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. New opportunities are incorporated into the measures related to the work of each division and proactively linked to operational improvements. We also promote various research and development activities led by the Technology & Innovation Center and share information throughout the company to create more business opportunities.

▶ See P. 43 for our risk management structure.

## Environment

## 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 CO<sub>2</sub> 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 conducting progress management through executing measures and operation of non-financial KPIs.

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.

## Participation in the CONTRAIL Project

The CONTRAIL Project\*, which conducts atmospheric observations using aircraft, utilizes appropriate equipment that JAMCO is involved in developing. Greenhouse gas observations are conducted on aircraft, and the analysis results are distributed worldwide as valuable data for global warming research.

\*Subsidized by a project commissioned by the Ministry of the Environment



## Environment

## Greenhouse Gas Emissions Results and Reductions Targets

## Results

	March 2022 Period	March 2023 Period	March 2024 Period	March 2025 Period	(t-CO <sub>2</sub> )
Scope 1	1,515	1,947	2,003	1,794	
Scope 2 (Market-based)	7,916	8,337	8,208	8,051	
Total	9,431	10,284	10,211	9,845	

\*JAMCO PHILIPPINES, INC. and JADE ENGINEERING PTE LTD. are Location-based

## Third-Party Assurance

The JAMCO Group has conducted third-party verification in accordance with the international standard ISO 14064-3:2019 for greenhouse gas (GHG) emissions data (Scopes 1 and 2) for FY2024 (April 2024 to March 2025), and it has obtained an assurance report (limited assurance level) from the verification body Socotec Certification Japan.



## GHG Types to Be Aggregated

GHG Types aggregated in this report are CO<sub>2</sub>, methane, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, and NF<sub>3</sub>.

## 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

In FY2023, we provisionally calculated our Scope 3 emissions, excluding some overseas sites. In the future, we plan to establish calculation procedures to improve accuracy and expand the scope of our calculations.

## Emissions Target

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.

## Response to CDP

Our company responds to the analysis of corporate initiatives by the non-profit organization CDP in the areas of climate change and water security.



## Environment

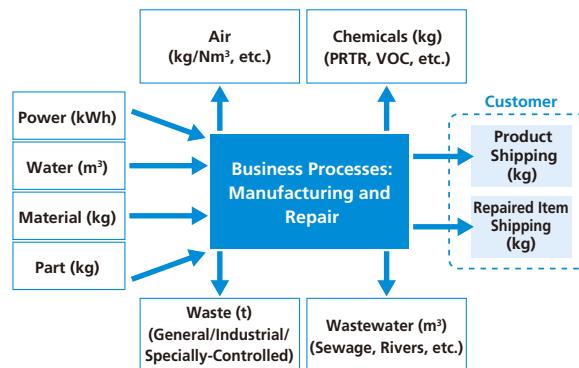
## Initiatives to Reduce Environmental Impact

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

In FY2024, we began introducing renewable energy to several company locations.

Thanks to our various efforts, the Agency for Natural Resources and Energy granted us an S-Class ranking under the Act on the Rational Use of Energy's business operator classification system (FY2024 statutory energy conservation report).

### Introduction of Renewable Energy

We continue to introduce renewable energy at various locations, including Group companies. In FY2024, we began assessing the installation of solar panels at each site. We completed solar panel installation at JAMCO Aircraft Interiors Corporation's Miyazaki Factory, and they went into operation in November 2024.

### Water Resources Initiatives

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

### Waste Reduction Initiatives

We are undertaking to reduce and recycle waste.

### 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

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.

### Environment-related Data

- Energy-saving Initiatives
- Water Resources Initiatives
- Waste Reduction Initiatives

The above reduction results for each usage/emission amount are published under Data Collection.

Environment-related Data (Data Collection)



[https://www.jamco.co.jp/en/csr/environmental\\_report/main/03/teaserItems2/04/linkList/0/link/08\\_DataCollection.pdf](https://www.jamco.co.jp/en/csr/environmental_report/main/03/teaserItems2/04/linkList/0/link/08_DataCollection.pdf)

## Environment

## 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 promoted green procurement under which we procure materials and products with minimal environmental impact.

## Proper CFC Management

We perform proper management of fluorocarbons based on the Act on Rational Use and Proper Management of Fluorocarbons\*.

Fluorocarbons used in air conditioners, refrigerators, freezers and so on contain substances that cause global warming, and we maintain registers and conduct regular inspections of these devices.

We are also registered as a Class 1 Fluorocarbon Filling and Recovery Operator and properly perform the filling and recovery of fluorocarbons for equipment such as refrigeration and air conditioners installed in aircraft. Regarding the management of fluorocarbons, JAMCO received an A rating in the "Fluorocarbon Countermeasures Rating 2024" conducted by the Japan Refrigerants and Environment Conservation Organization. This rating put us in the top 6% of the 1,560 eligible companies.

\*Act on Rational Use and Appropriate Management of Fluorocarbons

## 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 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 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 seedlings to preserve village forest environments.



Village forest conservation activities

# Society

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 personnel," JAMCO will support the growth of all employees, and promote a workplace environment where everyone can actively work.

## Stakeholder Engagement

In carrying out its business activities, JAMCO strives to be a sincere corporation trusted by all stakeholders, including customers, business partners, local communities, and employees. We consider dialogue with stakeholders to contribute to our sustained growth and improving medium- to long-term corporate value, and conduct such dialogue proactively. 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.

	Areas of Stakeholder Interest	Main Communication Methods
 Customers	High-quality products, prompt response to inquiries, high-value-added products, comprehensive support	Customer support, regular meetings, customer satisfaction surveys, factory tours, exhibitions
 Business partners	Procurement policy, requirements for resolving social issues, business trends and transaction analysis, product and technology trends, streamlining of chemical substance information-sharing schemes, GHG emission calculation requirements	CSR questionnaires, on-site explanations, procurement policy briefings
 Local Communities	Participation in local communities, fulfilling responsibilities as a corporate citizen, contributing to local communities through business activities, donations	Corporate version of hometown tax donation, environmental conservation activities around business sites
 Employees	Improving work environments, enhancing welfare programs, elevating evaluation and HR systems, boosting corporate culture, management policies, embellishing human resource development programs, establishing occupational safety systems, internal newsletters	Labor-management council, information dissemination from management (Viva Engage), human resource development programs, compliance hotlines, Safety and Health Committee
 NGOs/NPOs	Local environmental conservation, ecosystem conservation, disaster area support, supply chain risks	Participation in environmental conservation activities, volunteer activities
 Educational and research institutions	Industry-academia collaboration (utilizing corporate knowledge in joint research, etc.)	Company tours for students, joint research
 Government agencies and local governments	Proactive support for solving social issues	Exchanging opinions with government agencies, dialogue with economic organizations and industry associations, cooperation in various surveys and questionnaires

## Multi-Stakeholder Policy

### Multi-Stakeholder Policy

Guided by our Management Philosophy, we will strive to realize a sustainable society, value our relationships of trust with all stakeholders, and contribute to building a prosperous society. Our Management Philosophy is to bring joy and satisfaction to our customers and pursue the happiness of our employees, and we will strive for appropriate collaboration with multiple stakeholders, including our shareholders, employees, business partners, customers and local communities. Furthermore, we will push forward with the following initiatives, prioritizing returns to employees and consideration for business partners from the perspective that appropriate distribution of profits and outcomes generated through value co-creation and productivity improvements to multiple stakeholders is crucial for maintaining wage growth momentum and fostering sustainable economic development.

#### 1. Returns to Employees

We will promote human resource development centered on creating a lively working environment and providing education and training, and we will leverage each employee's pride in their work and advanced technical capabilities in striving for sustainable growth and productivity improvement with a focus on maximizing added value. Based on the profits and outcomes generated through these efforts, we will implement wage increases that are appropriate considering our own circumstances as well as actively invest in human capital with a focus on education and training to enhance employee engagement and drive further productivity improvements. Through this approach, we aim to provide sustained returns to our employees.

##### Individual items

In more specific terms, we will implement regular wage increases in accordance with company regulations each fiscal year and strive to implement base salary increases and pay bonuses that consider appropriate profit sharing based on performance. Regarding education and training, we will strive to enhance employee skills, capabilities and motivation through various training programs such as "DX talent development," "position-specific training," "selective training," "specialized skills training," "language training," "theme-based training," and "self-improvement training."

#### 2. Consideration to Business Partners

We will continue working to comply with the contents of the Declaration of Partnership Building.

If JAMCO is delisted from the Declaration of Partnership Building portal site, we will voluntarily withdraw the publication of our Multi-stakeholder policy.

Declaration of Partnership Building registration date

April 10, 2023

Declaration of Partnership Building URL

<https://www.biz-partnership.jp/declaration/27223-05-23-tokyo.pdf>

(Japanese)

We will also work to build proper relationships with business partners that are exempt from consumption tax, based on the government's published approach to the invoice system for tax-exempt entities and their business partners.

March 24, 2025

## Society

## Respect for Human 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.

\* "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)

## 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.

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.

## 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 Chairperson, 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.

## 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.

## Human Rights Due Diligence

Since FY2023, the JAMCO Group has been conducting human rights due diligence in accordance with the United Nations Guiding Principles on Business and Human Rights.

The status of progress is as follows.

Subjects	FY23 Results	FY24 Results	FY25 Plan
Japan locations	-	<ul style="list-style-type: none"> <li>·Reviewed applicable laws and regulations and internal company regulations</li> <li>·Interviews</li> </ul>	<ul style="list-style-type: none"> <li>·Surveys</li> </ul>
Overseas locations	<ul style="list-style-type: none"> <li>·Reviewed applicable laws and regulations and internal company regulations</li> </ul>	<ul style="list-style-type: none"> <li>·Interviews</li> <li>·Surveys</li> </ul>	-
Supply chain	<ul style="list-style-type: none"> <li>·CSR Surveys</li> </ul>	<ul style="list-style-type: none"> <li>·CSR survey</li> <li>·Human rights risk visualization survey</li> </ul>	<ul style="list-style-type: none"> <li>·CSR survey</li> <li>·Human rights risk visualization survey</li> </ul>

In FY2024, for target locations in Japan and overseas, we reviewed applicable laws and regulations and internal company regulations and conducted interviews with top management as well as human resources and procurement departments. We also conducted a survey of all executives and employees at overseas locations. Together with external specialist organizations, we identified and assessed human rights risks within our business. We also initiated study seminars within and outside the company to promote understanding of human rights.

## Society

Additionally, we performed basic information analysis of major supply chains in order to visualize their human rights risks and conducted surveys of 10 selected representative companies. We share the results of such risk analyses with people in charge of procurement within Group to validate the information and exchange opinions.

Note also that we conduct annual CSR surveys of all those we do business with, including a risk assessment relating to human rights.

▶ See P. 39 for FY2024 CSR Survey Findings.

The JAMCO Group will continue to conduct human rights risk assessments on an ongoing basis, discuss appropriate responses with the people involved based on the results, and otherwise bolster our efforts to promote human rights due diligence initiatives.

### 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 addition to regular training for officers and employees, in FY2023 we conducted training for management and executives at our overseas Group companies. Awareness of human rights among officers and employees is improving annually.

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.



## Guidelines on Customer Harassment

### Guidelines on Customer Harassment

Anchored in the aviation industry, JAMCO Group devotes 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. To achieve this goal, we believe it is essential that the human rights of our officers, employees and customers (including business partners; the same applies hereinafter) are respected and that an appropriate working environment is secured. The JAMCO Group "Guidelines on Customer Harassment" have been formulated with this belief in mind.

#### 1. Policy for Dealing with Customer Harassment

If we determine that a customer's demand, speech or conduct fall under the "Definition of Customer Harassment" set forth below, we may discontinue further transactions or dealings with that customer.

We will take a firm stand against customer harassment, including reporting same to the police and taking other appropriate legal measures as necessary.

#### 2. Definition of Customer Harassment

Our Group defines customer harassment as actions taken by customers that meet the following three criteria:

- ① A demand, speech or conduct by the customer;
- ② Where the means or manner of achieving the demand, etc. is deemed unreasonable or inappropriate by social standards in light of the content of such demand, speech or conduct; and
- ③ Where such means or manner harms the working environment of our employees.

#### 3. Specific Examples of Customer Harassment

We consider the following conduct by customers to constitute customer harassment based on the above definition:

- Violence, slander, insults, threats, discriminatory speech or conduct
- Intimidating speech or conduct, excessive demands
- Prolonged restraint (refusal to leave or not letting an employee return to work), repeated unreasonable demands, persistent inquiries
- Excessive demands for apologies
- Photographing employees or facilities without permission
- Posting and slander on social media and/or the Internet
- Sexual remarks or conduct
- Attacks or demands directed at individual employees

#### 4. Response by Our Group

We will implement the following measures to prevent customer harassment incidents, ensure a smooth response to any incidents that do occur, and provide support to victims.

- Establish a response system for customer harassment incidents
- Implement internal training to familiarize employees with what constitutes customer harassment and the system for responding to it, and to ensure employees do not engage in customer harassment against personnel at external companies such as our contractors or partner companies
- Provide care to employees who have experienced customer harassment

## Society

## Diversity, Equity and Inclusion

The JAMCO Group will contribute to the Group's sustainable growth and creation of a better society by promoting diversity, equity, and inclusion 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 employees.

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

### Obtained Kurumin Certification as a Company that Supports Child-rearing

On May 13, 2024, we were notified by the Director of the Tokyo Labor Bureau of our qualification as a general employer that satisfies the standards of Kurumin certification. Kurumin is a certification granted by the Minister of Health, Labour and Welfare that recognizes companies supporting childcare. It is granted to companies that have formulated a general employer action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children, have achieved the goals set in their plan and met certain criteria.



### Introduction of GLTD (Group Long-Term Disability) System

We introduced a GLTD system starting in FY2022, creating an environment where employees can enjoy peace of mind as they focus on their recovery if they had become unable to work, helping them to return to work as soon as possible.

### 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, 2023– March 31, 2026)

Goal 1: Introduction of hourly paid leave system

<Implementation details>

- April 2023 onwards - Discussions with labor union, determination of operations and system.

Goal 2: Provide work experience opportunities to develop human resources for the aviation industry

<Implementation details>

- April 2023 onwards - Holding factory tours, internships, etc.

#### 2. Women's Activity Promotion Plan

(Planned period: April 1, 2023–March 31, 2026)

Goal 1: Increase the percentage of women assistant managers to 10% or more. (11.00% as of March 31, 2025)

<Implementation details>

- April 2023 onwards - Create an environment in which women can work more easily through support for the formation of networks among women, and through initiatives in femtech. Provide opportunities and training to make women aspire to managerial positions through education, workshops, etc.

Goal 2: During the plan period, maintain a 100% childcare leave acquisition rate for female employees, while aiming to maintain and improve the childcare leave acquisition rate for male employees (50% or higher) to promote male participation in childcare.

<Implementation details>

- April 2023 onwards - Thoroughly inform employees about the childcare leave system. Support a smooth return to work for employees taking childcare leave.

## Society

### Main Work-Life Balance Support Systems and Usage Results (2024)

Program	Summary	Male	Female
Maternity Leave	6 weeks prior to and 8 weeks after childbirth for a total of 14 weeks.	—	3
Time of Birth Leave	4 days leave available for use.	14	—
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).	15	3
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.	4	24
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)	131	37
Family Care Leave	5 days available per year for family care.	9	1
Family Care Leave	A maximum of 93 days available per year for family care.	0	0
Telecommuting	Telecommuting for Employees Raising Children, Engaged in Caregiving, or Suffering from a Personal Illness/Injury	26	28

\* 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

We aim for all employees, including managers, to take 8 or more days of annual paid leave, and the achievement rate as of March 2025 is 100%. Starting in fiscal 2025, we have begun reviewing our systems to accommodate diverse annual leave needs. This includes making it possible for employees to take annual leave in hourly increments.

### Reducing Overtime

We regularly hold meetings of an Overtime Reduction Council, with participation from both labor and management, aimed at reducing overtime hours. We continue to hold discussions based on the actual situation regarding various issues faced by each organization.

### 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.

## Providing Flexible Styles of Work

### 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 FY2024, 706 employees were JAMCO Labor Union members, accounting for 100% of eligible employees.

### Flexible Handling of Remote Work

In FY2024, we established our "Guidelines for Remote Work." We are working on measures to enable flexible workstyles for employees, including the ability to work from home one day a week without any specific reason.

### Employment of Those with Disabilities

The JAMCO Group is continuously working to create employment opportunities and promote the active participation of people with disabilities.

Each Group company strives to create a work environment in which people with disabilities can work together in comfort. We are also actively promoting employment at Orange JAMCO Corporation (100% owned by our company; 32 employees as of March 2025), a special subsidiary established in 1999 that is entrusted with auxiliary work within factories. The employment rate of people with disabilities is 3.3% (as of March 2025), well above the legally required rate of 2.5%.

We will continue our efforts to promote the abilities of those with disabilities and increase their motivation to work.



## Human Resource Development

### Basic Human Resource Development Policy

We consider human resource 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 Resource Development Program

We have set down implementation programs, educational systems, etc., relating to education and training in our internal regulations for education and training. The educational system consists of the following items. The positioning of each training program is shown in the educational system diagram on the next page.

#### a. Hierarchical Training

Hierarchical training is configured of entry-level training for newly promoted employees and follow-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. Selective Training

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. Language 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.

#### d. Specialized Skill Education

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

#### e. Theme-based 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-development Support

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

## Society

## Educational System Diagram

Category		Purpose	Job Grade						
			B4	B3	B2 (Chief)	B1 (Assistant Manager)	A3 (Manager)	A2 (Deputy General Manager)	A1 (General Manager)
Hierarchical Entry Training	Internal/ External Training	Education for employees promoted to a new job grade to improve their skills required for that grade. Through this, employees understand the role of their job grade and the expected level of job performance, and they acquire the knowledge, techniques, and skills necessary to improve their abilities.	New Employee Entry Education		B2 Entry Education	B1 Entry Education	A3 Entry Education	A2 Entry Education	A1 Entry Education
Hierarchical Follow-up Training		Education for employees to reaffirm and maintain/improve the skills required in their current job grade. It involves exercises with themes based on problems faced in the workplace, through which employees learn problem-solving approaches and techniques that can be practiced and utilized in the workplace.	New Employee Follow-up Education		B2 Follow-up Education	B1 Follow-up Education	Multi-faceted Evaluation + Group Coaching		Multi-faceted Evaluation + Group Coaching
Selective Training	Internal/ External Dispatch Training	This educational program is aimed at selecting and developing potential future executives at an early stage. Its goal is to promote self-awareness and changes in behavior in view of the business environment, as well as to improve management skills.				Executive Candidate Development Seminar			Senior Executive Candidate Development Seminar
Language Training	Overseas Courses	A language training system for developing global human resources that offers various curricula, including overseas dispatch programs, language school training programs, e-learning, and online English conversation classes. In addition to improving language skills, overseas dispatch programs aim to cultivate global thinking.	Overseas Dispatch Programs/Language Schools						
	Domestic Courses		Short-term Intensive Courses/Self-development Materials *E-learning, online English conversation classes, etc.						
Specialized Skill Education		Acquire the specialized knowledge, techniques, and skills necessary for job duties.	Specialist Education by Each Group						
Theme-based Training (Knowledge Training)	Internal/ External Training	Employees learning various laws and essential knowledge aim to improve their knowledge as required by social conditions and the business environment.	Labor management, financial accounting, compliance, risk management, information security, safety and quality, environment/sustainability, etc.						
Self-development Support		Provides opportunities to help individual career advancement and skill improvement.	DX Promotion						
			Business Skills						
			IT Literacy						

## Society

In recent years, we have been focusing on promoting the following two points in human resource development:

### 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 customs, 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 resource development and accelerating initiatives.

We have also formed an HRX Working Group and have designed and implemented a human resource development program that will adapt all company officers and employees to the DX era. The program commenced operations as of FY2023.

### Systematic Training for Engineers

▶ See P. 16 for Human Resource Training that Supports R&D

### Human Resource 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 are undertaking the human resource 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 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

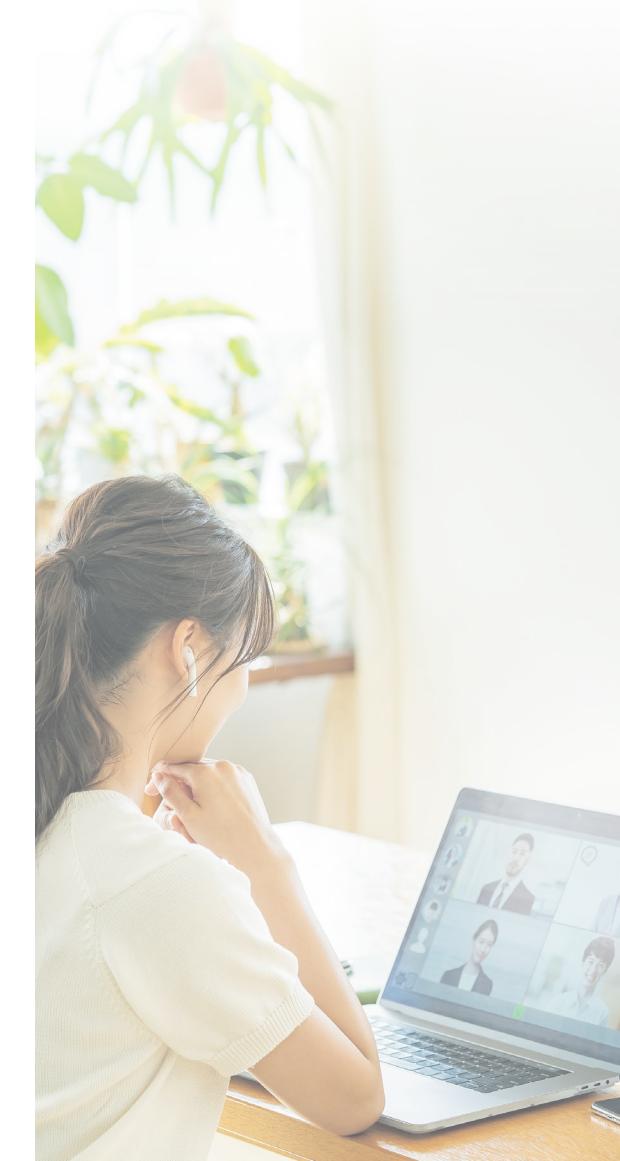
For sustainable growth, we are working to acquire human resources that meet our desired image of having a globally-oriented viewpoint and mindset, being strong-willed and able to think and act on their own, able to cooperate with their surroundings and generate greater power, and striving to the utmost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

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.



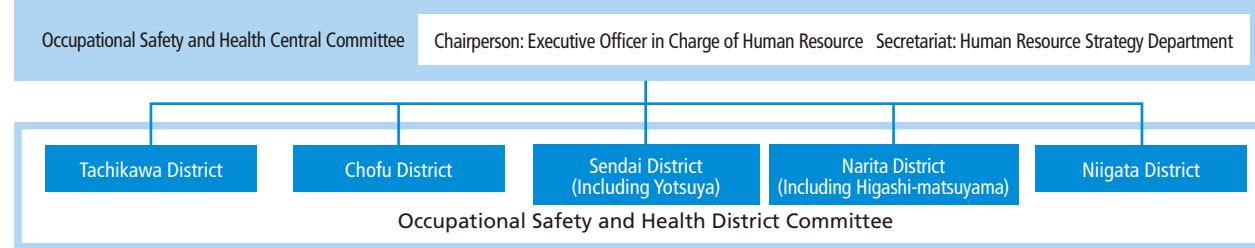
## Society

## 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 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 FY2024, JAMCO strived to create a "safe and secure" working environment and worked on the following priorities.

## FY2024 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. Strengthening initiatives to address long working hours
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 employees with education on hierarchical 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.

In January 2025, Group company Tokushima JAMCO Corporation attained 7,000 consecutive accident-free days. For over 28 years since December 1996, the Corporation has operated without a single work-related accident that necessitated an absence from duty. This remarkable record was made possible by the safety awareness and efforts of all past and present employees.

Going forward, we will work to extend such accident-free records by elevating safety awareness and providing comprehensive safety education.



## Society

## 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	
<b>Principle of Safety First</b>	-----
"Ensuring aviation safety is our Company's most important foundation and its responsibility to customers and society."	
<b>Principle of Legal Compliance</b>	-----
"We comply with relevant laws and regulations and work together in pursuit of aviation safety."	
<b>Principle of Continuous Improvement of Our Safety Management System</b>	-----
"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 our corporate site for more details on acquisition of certifications.

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 share procurement policies with our Group companies and are cooperating 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.

#### Procurement Policy

##### 1. Building Sound Business Relationships

- Maintain healthy business relations with our partners by placing value on relationships built on mutual understanding and trust.
- Adhere to fair and appropriate terms in all of our transactions.
- Encourage transactions that value corporate social responsibility, evaluating the financial condition, technological strengths, corporate stance and other aspects of our business partners.

##### 2. Fair Selection of Business Partners and Appropriate Procurement

- Select business partners based on objective purchasing standards such as quality, price, and delivery time, using fair judgment 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.

## Declaration of Partnership Building

### Declaration of Partnership Building

We hereby declare that we will concentrate our efforts on the following matters in order to build new partnerships by promoting business tie-ups, and co-existence and co-prosperity, with our supply chain and value-creating business partners.

**1. Co-existence and co-prosperity throughout the supply chain, and new business tie-ups transcending corporate scales, affiliations, etc.**

We will strive to improve the value added throughout the supply chain by approaching, through our direct suppliers, suppliers that exist beyond them (from Tier N to Tier N+1), and aim to build coexistent and co-prosperous partnerships with our business partners through business tie-ups that will transcend the existing trade relationships, corporate scales, etc. Through this connection, we will also give advice and other assistance to help our business partners to introduce teleworking and formulate their BCP (Business Continuity Plan) from the viewpoint of business continuity in case of a disaster or other emergency, as well as of workstyle reform.

**Individual items**

We will strive to prioritize procurement from companies that actively engage in environmental initiatives and offer products and services with low environmental impact.

**2. Compliance with "Promotion Standards"**

We will comply with desirable trade practices between parent enterprises and subcontractors ("Promotion Standards" under the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises) and will actively work to correct trade practices and commercial customs that may prevent us from building partnerships with our business partners.

**(1) Method of setting prices**

We will not demand unreasonable cost reductions. When determining transaction prices, we will respond to requests from subcontractors to engage in discussion, and fully discuss prices such as by taking into account possible effects of increased labor costs, so that the resulting prices may include proper profits for the subcontractors. When entering into a contract including determination of

transaction prices, we will, if acting as a parent enterprise, indicate and deliver to our subcontractors the relevant contract terms in writing.

**(2) Cost-bearing responsibility for tasks such as mold management**

We will conduct transactions of molds using contract templates as a reference, promote the disposal of unnecessary molds, and refrain from requesting subcontractors to store molds at no cost.

**(3) Terms of payment by promissory notes, etc.**

We will pay subcontracting fees in cash as much as practicable. Should we pay those fees by promissory note, we will not require our subcontractors to pay discounts and other fees. We will also endeavor to set the payment terms as within 60 days from the invoice date.

**(4) Intellectual property and knowhow**

We will conduct transactions based on guidelines and contract templates for intellectual property transactions, and we will not urge our subcontractors to enter into any unilateral non-disclosure agreement or take advantage of our trading position to demand that they disclose their knowhow or transfer their intellectual property rights without compensation.

**(5) Shifting of burdens associated with workstyle reforms and other factors**

To enable our business partners to address workstyle reform, we will not place orders with short delivery times or make sudden changes to our specifications without bearing the appropriate costs. In case of a disaster or other emergency, we will give due consideration so that we may not impose commercially unilateral burdens on our subcontractors, and, upon resumption of business operations, we may continue to maintain our trading relationships to the extent possible.

April 10, 2023

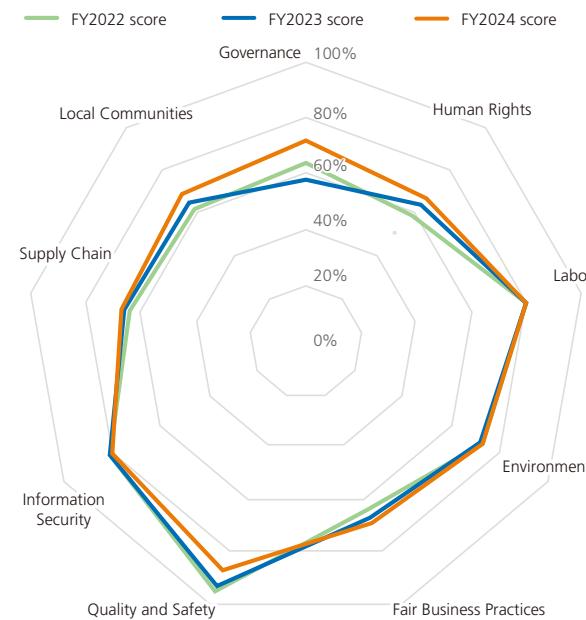
## Society

### CSR Surveys

We have been conducting CSR surveys since FY2017 to assess the current state of CSR at our Group companies and business partners. In FY2024, we conducted surveys using the CSR/Sustainable Procurement Self-Assessment Questionnaire (Common SAQ)\* formulated by the Global Compact Network Japan (GCNJ). We have used this questionnaire since FY2021. Fifty-four companies (15 business partners of the Aircraft Maintenance and Manufacturing Group, 36 business partners of the Aircraft Interiors Group, and three Group companies) responded to the surveys. The survey results are shown in the figure below.

\* 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 (UNGCG), ISO 26000, and the GRI.

■ SAQ Response Results for FY2024 (company-wide average)



The average score across all items has continued to increase, from 71 points in FY2022 to 73 points in FY2023 and 74 points in FY2024. We will continue working to support subcontractors who we determine need to improve, by mutually confirming issues together and aiding them in making improvement.

### 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 industry-government collaboration.

Social contribution activities



<https://www.jamco.co.jp/en/csr/feature/contribution.html>



Food donations to the Tachikawa City Council of Social Welfare

## Special Feature

## Sustainability Activities at Suppliers

One of our materiality items is “Enhancement of trusting relationships with our supply chain,” and we believe that it is essential to cooperate with all our suppliers to contribute to sustainability.

In this feature, we look at some of our suppliers, selected from those that respond to our annual CSR surveys, who are pursuing their own sustainability activities.

## Cretas Co., Ltd.



Business: Conveyance belt manufacturing, resin and rubber processing

Head Office: Hachioji-shi, Tokyo  
Employees: 106



### Gentle to the Earth, Gentle to Fireflies

As we gradually transition to LED lighting, we are also reducing power consumption with the use of motion sensors.

There is a natural firefly habitat behind our company building, and we are talking with local residents to avoid light leakage from the building at night.



### Local Regions, the Planet, and Personnel

In 2024, we formed an SDGs team of volunteer employees that began operations under the direct leadership of our president.

The team's first act was to formulate an SDGs Declaration. From a range of issues, the team discussed those that were particularly important to Cretas. They considered our company's roots in the community and ranked three of them in order: Regional and Social Contributions, Consideration toward the Global Environment, and Creating Rewarding Workplaces.

We see regional contributions in particular as an area in which we can express the unique character of Cretas. This is because we support local relay marathon races, sponsor local traffic safety associations, join cleanup activities, and otherwise contribute to communities at our three locations; Hachioji in Tokyo, Isahaya in Nagasaki, and Tainai in Niigata.

Going forward, we will continue to listen to our employees and stimulate more SDGs activities.



The SDGs team of volunteer employees

## Special Feature: Sustainability Activities at Suppliers

**Kureko Co., Ltd.**

Business: Precision machining

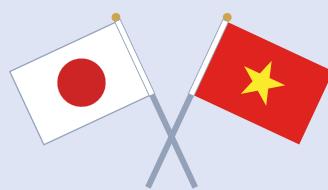
Head Office: Machida-shi, Tokyo

Employees: 45

Taking Manufacturing Know-how Abroad

Kureko hosts technical trainees from Vietnam and provides them with opportunities to learn Japanese manufacturing practices.

After learning Japanese in Vietnam, the trainees come to Japan eager to learn more. During their three-year stay, we teach them a wide range of engineering and technical skills that they can use back in their home country. In this way, Kureko can contribute to the advancement of Vietnam's manufacturing industries.

Comprehensive Oil Mist Removal

Lubricating oils are used for cooling and other purposes when cutting and grinding (machining) metals. When these lubricants contact high-speed processing tools and workpieces, they not only spatter as liquid, but also evaporate or disperse as fine mist. This is called "oil mist."

The oil mist floating in a plant not only adheres to walls and floors, but can also have a negative impact on workers. For this reason, Kureko has worked hard to remove this mist.

Mist that is collected using covers over processing parts is removed using filters. Also, the lubricants are recycled in a process of resource circulation.

In this way, we maintain a clean factory and a worker-friendly environment.



# Governance

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 are improving corporate value, at the same time as ensuring the transparency of management and enhancing accountability.

## Compliance

### Basic Policy

We have published a Compliance Code for the company and its officers and employees.

### Compliance Code

We at JAMCO Corporation aim to form an enterprise that fulfills its corporate social responsibilities and lives up to the trust of society.

The officers and employees of JAMCO Corporation follow the principles enumerated below at every level and in every function. Together we observe applicable laws, international rules, office routines, and other regulations, and behave properly in accordance with firm ethical standards and a sincere social conscience.

1. To develop and supply products and services with due consideration to safety and quality, and to build a relationship of higher trust with every customer.
2. To actively address environmental issues on our own initiative in accordance with the goals of an independently established basic environmental policy and corporate action plan.
3. To respect the individuality and personality of every employee and to secure a safe and comfortable work environment free from any discrimination, harassment, or other undesirable behaviors.
4. To never commit insider trading (unfair trading of a corporation's stock or other securities) by taking advantage of our access to inside information that we learn with respect to matters handled in the course of assigned work.
5. To aim at bona fide and fair trading and to maintain a sensible and sound relationship with politicians and governmental agencies.
6. To respond to anti-social forces with a resolute stance and to abstain from forming any connections with such forces.
7. To respect the established practices and cultures of individual nations and to maintain cooperative relations with these nations as members of a global corporation.

### Compliance System

As an organization subordinate to the CR Committee, we have established a Compliance Committee chaired by the Chief Compliance Officer to promote compliance activities for the Group. We established the Compliance Committee Secretariat in the Corporate Administration & Human Resource Department at the Head Office. It formulates a plan for overall compliance activities each fiscal year and leads the entire Group. In addition, the Chief Compliance Officer regularly reports on the activities of the Compliance Committee to the Board of Directors.

#### Compliance Structure



### Initiatives Supporting Compliance

In addition to regular initiatives by the Compliance Committee, we have established Compliance Hotlines aimed at early self-correction of compliance issues, and officers and employees are required to report problems as soon as they are discovered.

We also stipulate that when each department enters into contracts with external parties, it must undergo review by the legal department.

Regarding our response to anti-social forces, we have established policies and procedures to ensure that

relationships are completely severed, including response policies, cooperation with external specialist organizations, and procedures to be implemented by departments in their daily operations.

Regarding our response to the Anti-Monopoly Act, we have stipulated prohibited acts and matters to be observed with the aim of preventing violations.

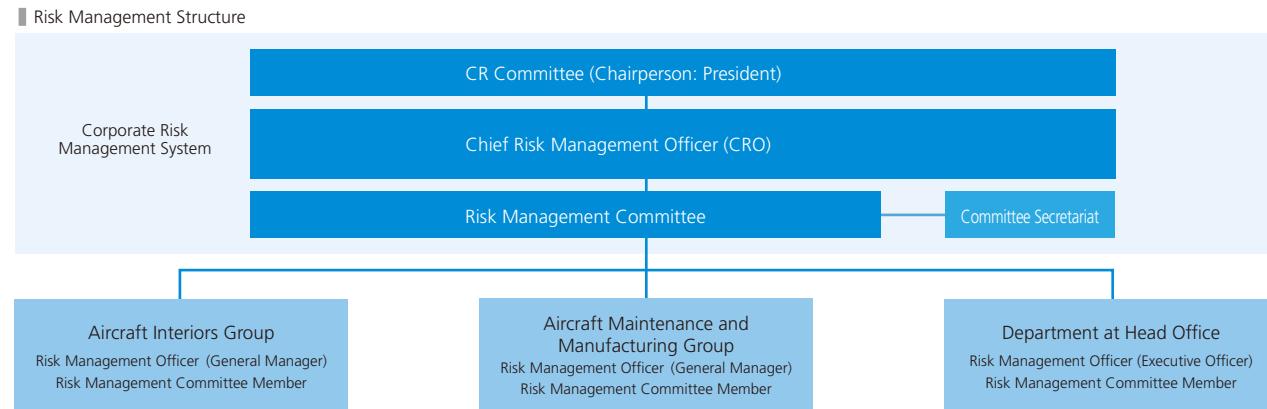
We also inform about these initiatives through in-house training, company newsletters, and other measures, and we strive for their reliable implementation.

## Governance

## 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

The Risk Management Committee chaired by the CRO has been established to promote risk management as an organization subordinate to the CR Committee.

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.

In FY2024, we looked at the major risks and identified and prioritized those that could have the largest impact on our business. Within the committee, these risks were continuously reported upon and reviewed across three areas in order to monitor the state and progress of countermeasures. The three areas were finance, human resources, and procurement supply chains/QCD.

### 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 our corporate site for more details on information security.

## Governance

## Privacy Policy (Protection of Personal Information)

**Basic Information Security Policy**

The JAMCO Group has announced its vision for the future of continuing to pursue the realization of a comfortable and sustainable society through the technology and quality that has been cultivated as the foundation of the aviation industry. In order to achieve this, it is essential that information security is guaranteed, and therefore, the JAMCO Group is working toward the reliable management, monitoring, and continuous improvement of an information security management system in accordance with the following policy.

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

**Establishing a Privacy Policy**

The JAMCO Group has established the Privacy Policy 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.

**Privacy Policy**

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



04



Corporate Data

## Corporate Data

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# Company Outline

(As of March 31, 2025)

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.
	*The shares of the Company were delisted from the Tokyo Stock Exchange Prime Market on July 17, 2025.
Employees	2,723 (JAMCO Corporation: 1,210)



JAMCO Aircraft Interiors Corporation Main Factory



JAMCO PHILIPPINES, INC.



JADE ENGINEERING PTE LTD.



JAMCO AMERICA, INC.

## JAMCO Group sites

JAMCO's office, factories, and branches

● JAMCO's subsidiaries and affiliates

