

The **82**nd Term
April 1, 2021 —————→ March 31, 2022
Business Report



Representative Director,
President & CEO Toshiyuki Abe

★ President's Greetings on Appointment

I am honored to have been appointed as the new Representative Director, President & CEO of JAMCO Corporation.

I would like to express my sincere appreciation for your support.

My predecessor, Harutoshi Okita, who held this position for six years from 2016, has passed the helm onto me to steer JAMCO into the future. Although the global situation we face is extremely complex and uncertain, I am determined that JAMCO achieves new growth.

Due to the threat of COVID-19, the global economy remained in great turmoil in FY 2021. The aviation industry, in particular, was severely impacted by global restrictions on people's movements, disruption of supply chains, and slowdowns in logistics. JAMCO's results for FY 2021 were still far from returning to profit, and the Company continued to struggle for a second consecutive year.

In FY 2022, we will reform our organization company-wide and take a new structure, pursuing reforms with a

Corporate Philosophy

JAMCO, a Technology-Oriented Company with Samurai Values

- Rising to the eternal challenge to realize our aspirations.
- Bringing joy and satisfaction to our customers and employees.
- Striving for coexistence with nature, contributing to a prosperous and progressive society.

The JAMCO Commitment

stable financial structure, consistent processes, and a new perspective. In our head office organization, we have established a new Corporate Safety & Quality Department, Technology & Innovation Control Department and Sustainability Promotion Office, so that we may set up a framework for safety and quality control, promote technological innovation for the development of new products, services, and businesses, and enhance corporate value while contributing to the world's sustainable development.

Global instability is likely to continue for some time. Here at JAMCO, we have launched JAMCO Vision 2030 - Action Plan 2030, which was formulated to achieve our vision of what a wonderful company we will be in 2030. We will endeavor to grow as a resilient company that creates value.

I appreciate the ongoing support of our valued shareholders.

Fiscal Year 2021 Results

While there were hopes that the global economy would rebound during FY 2021 from the effects of the

COVID-19 pandemic, the situation remained uncertain with the emergence of new virus variants leading to new outbreaks, along with geopolitical risks such as from the warlike crisis in Ukraine. Under these circumstances, the dollar-yen exchange rate moved within the range of ¥107 to ¥124 per US\$1.

In the air transportation industry, in addition to recovery in domestic flight demand, a gradual recovery is seen in demand for international flights as countries ease or do away with entry restrictions, so that even while airlines continue with cost-cutting measures, some airlines have begun to order new aircraft and resume hiring in anticipation of the ongoing return of flight demand. Aircraft manufacturers, as well, are starting to see increased orders for some models, chiefly smaller aircraft, with the recovery of demand for air transportation.

As demand shows signs of gradual recovery in these ways, the Group has sought to achieve readiness for the rebound in demand by promoting business process reforms and measures to enhance the efficiency of its production system on a company-wide level, aiming to improve quality and profitability while enhancing the efficiency of its management by reducing costs, limiting investment, and reducing inventory. In addition, we thoroughly enforced COVID-19 countermeasures, such as working to reduce physical contact between employees by adopting remote work, shift work, and the dispersion of work areas at the workplace, and flexibly

Profile	
Name	Toshiyuki Abe
Date of birth	August 7, 1960
Career Summary	Apr. 1983 Joined ITOCHU Corporation
	Oct. 2016 Senior Officer, Plant Project, Marine & Aerospace Division of ITOCHU Corporation
	Apr. 2017 Deputy Chief Operating Officer, Plant Project, Marine & Aerospace Division and Executive Councilor of ITOCHU Corporation
	Apr. 2018 General Manager for Turkey Area and General Manager, ITOCHU Corporation, Istanbul Branch of ITOCHU Corporation
	Apr. 2020 Junior Executive Officer, General Manager for Turkey Area, and General Manager, ITOCHU Corporation, Istanbul Branch of ITOCHU Corporation
	Mar. 2021 Adviser of the Company
	Apr. 2021 Executive Vice President (Assistant to President)
	Apr. 2022 President & CEO
	Jun. 2022 Representative Director, President & CEO (to present)

responding to the drop in workload through measures such as temporary leave of employees and secondment to companies outside the Group.

In the aircraft interiors business and the aircraft seat business, we strengthened efforts toward a more efficient production organization and cost reduction. To ease the anxiety of passengers onboard, we carried out product development for ensuring a clean and hygienic cabinet and devoted efforts to readying versions of the highly profitable Venture business class seat for additional aircraft types, aimed at expanding orders.

Although orders were still sluggish with the sharp drop in air transportation demand due to the pandemic, as airlines have begun to anticipate that the spread of COVID-19 will subside and the effectiveness of vaccination has been confirmed, orders grew compared to the previous fiscal year.

In the aircraft components business, we took initiatives to improve productivity, and continued with development of lightweight aircraft components using thermoplastic carbon-fiber reinforced plastic (CFRP).

In the aircraft maintenance business, we aimed to establish a business base capable of generating stable profits by continuing with initiatives to ensure flight safety and enhance quality, while also endeavoring to acquire orders for aircraft maintenance for airlines and for government and municipal offices.

As a result, on a consolidated basis, during FY 2021, the Company posted net sales of ¥39,078 million (down ¥10,979 million compared to net sales of ¥50,055 million in the previous fiscal year), operating loss of ¥3,174 million (an operating loss of ¥10,902 million in the previous fiscal year), ordinary loss of ¥3,512 million (an ordinary loss of ¥11,756 million in the previous fiscal year), and net loss attributable to shareholders of parent company of ¥4,081 million (a net loss attributable to shareholders of parent company of ¥13,585 million in the previous fiscal year).

Future Outlook

While the timing for subsiding of the COVID-19

FY 2021 Consolidated Financial Highlights

Net sales
¥39,078 million
Down **21.9%** 
year-on-year

Operating income
¥(3,174) million

Ordinary income
¥(3,512) million

Net income
attributable to
shareholders of
parent company
¥(4,081) million

pandemic remains uncertain, in the air transportation industry in which the Group is involved, in addition to recovery in domestic flight demand, a gradual recovery is seen in demand for international flights as countries ease or do away with entry restrictions. In FY 2022, despite the slow pace of increases in production volume of new medium- to large-scale aircraft, the number of existing aircraft going into operation is expected to grow.

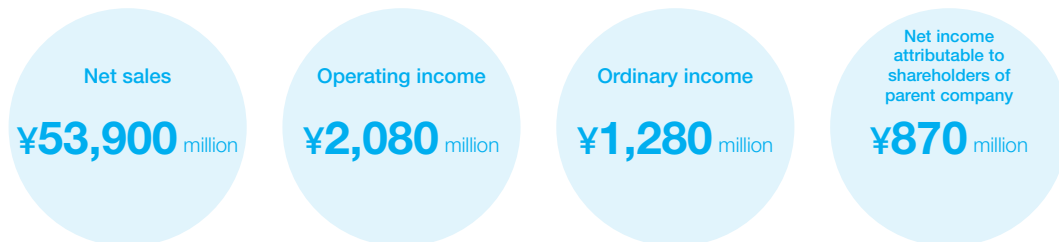
For the Group, an increase in the number of operating aircraft brings expectations of increased demand by airlines for spare parts. We will therefore strengthen our spare parts supply capability to ensure we capture that income. To achieve readiness for the future resumption of new aircraft production, we will continue to carry out business process reforms and measures to enhance the efficiency of our production system on a company-wide level, aiming to improve quality and profitability, while continuing also with cost-cutting measures and building a solid business structure for further improvement of profitability.

In light of these circumstances, the outlook for

consolidated operating results in FY 2022 is for net sales of ¥53,900 million, operating income of ¥2,080 million, ordinary income of ¥1,280 million, and net income attributable to shareholders of parent company of ¥870 million. The exchange rate assumed for the outlook is ¥115 to US\$1.

The Company's basic policy for dividends to shareholders is to provide stable and continuous returns to shareholders by striving for efficient management and improving profits and to determine the amount of dividends with a target consolidated payout ratio of 20-30%. However, the Group's results having been impacted significantly by COVID-19 and, with strengthening of our business fundamentals being the priority issue for now, we regret to inform shareholders that we will not pay dividends for the fiscal year ended March 31, 2022. In addition, we do not intend at this time to pay dividends for the fiscal year ending March 31, 2023. We would like to express our sincere apologies and ask our shareholders for their continued support as we strive to resume dividend payments as soon as possible.

FY 2022
Consolidated
Financial Results
Forecasts



JAMCO Vision 2030

Toward a comfortable and sustainable future using technology and quality

Creating value through the aerospace industry, the JAMCO Group will continue to contribute to a comfortable and more sustainable society by further expanding into new business areas while evolving the expertise and quality we have cultivated in the aviation industry along with leading-edge technologies and innovation.

JX2022

Fundamental problem-solving phase

2022

2023

2024

JX2025

Transform initiation phase

2025

2026

2027

JX2028

Transform expansion phase

2028

2029

2030

Based on JAMCO Vision 2030, we will engage in JX2022 to transform our business model while achieving *growth and evolution*.

Business process reform, enhancement of technological capabilities and quality

- Strengthen control functions to achieve company-wide enhancement of quality
- Promote efficiency improvements through business process reform
- Enhance earning capacity of existing businesses
- Overhaul core production management system
- Transition to smart factories through digitalization

Expansion of business domains through cutting-edge technologies and innovation, to become a corporate group that creates value

- Develop systems to promote innovation activities not bound by business divisions
- Develop human resources that can instigate transformation: initiate a strategic digital transformation (DX) talent development program
- Take on the challenge of new business: Dispatch engineers to the “flying car” company, SkyDrive Inc.
- Venture into non-aviation industries: supply CFRP to the construction industry

To help build a comfortable and sustainable society

- Reduce CO₂ emissions
- Research plant-based sustainable materials

Assumptions for the FY 2022 Plan

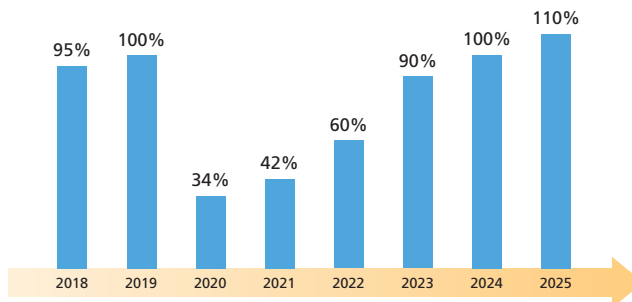
- **Forecasts for air passenger demand based on International Air Transport Association (IATA) forecasts mainly.**
 - Demand in FY 2022 will be around 60% of FY 2019 levels.
 - Demand will recover to pre-pandemic levels in around 2024.
- **New aircraft production by aircraft manufacturers will be flat in FY 2022, increasing in stages from FY 2023.**
- **For airlines, demand for spare parts and cabin retrofit interiors is recovering.**

Recovery in demand and improvement in performance

Through cost reduction and demand recovery, ordinary income to return to profit in FY 2022. Implement actions in preparation for further market recovery in FY 2023 and beyond.

- **Recovery of air transportation demand:**
 - Orders received for spare parts recovering in line with air passenger demand forecasts.
 - Orders received for cabin retrofit interiors and seats increasing steadily.
 - Amount of orders received in FY 2021: ¥46.7 billion. Up 98% from the previous fiscal year.
- **Improvement in performance to meet demand:**
 - Toughen up supply chain.
 - Initiate plans to expand capacity and functions of Philippines factory.
 - Resume recruitment of new graduates and bring back employees seconded to companies outside the group.
 - Increase future experimentation and research expenses for new product development.
 - Overhaul enterprise resource planning (ERP) system.
 - Improve efficiency of spare parts-related operations through introduction of RPA.
- **Action toward Sustainability:**
 - Formulated the Basic Policy on Sustainability and promoting ESG/SDGs activities.

Air passenger demand projection
(With FY 2019 level set as 100%)



(Prepared by JAMCO based on IATA forecasts, etc.)

Medium-Term Management Plan Indicators

Profitability indicator

Consolidated ordinary income margin of **7%** or more

Efficiency indicator

Consolidated ROA of **7%** or more

Safety indicator

Equity ratio of **30%** or more

Dividend policy

Consolidated dividend payout ratio of **20-30%**

(Aim to quickly reinstate dividends while prioritizing a strong financial base)

Outlook by Business Segment

Aircraft Interiors Segment

Recovery of net sales and profit with increase in operation of existing aircraft

- New aircraft production by aircraft manufacturers will be flat in FY 2022, recovering in stages from FY 2023.
- Operation of existing aircraft is trending toward recovery. Demand for spare parts and retrofit interiors is steadily recovering.

Aircraft Seat Segment

Steady profit generation by expanding sales of the Venture seats

- Due to the impact of changes in new aircraft production schedules, ordinary income is expected to return to profit in FY 2023.
- Expand orders through development of Venture seats for other aircraft models and marketing of next-generation business class seats.

Aircraft Components Segment

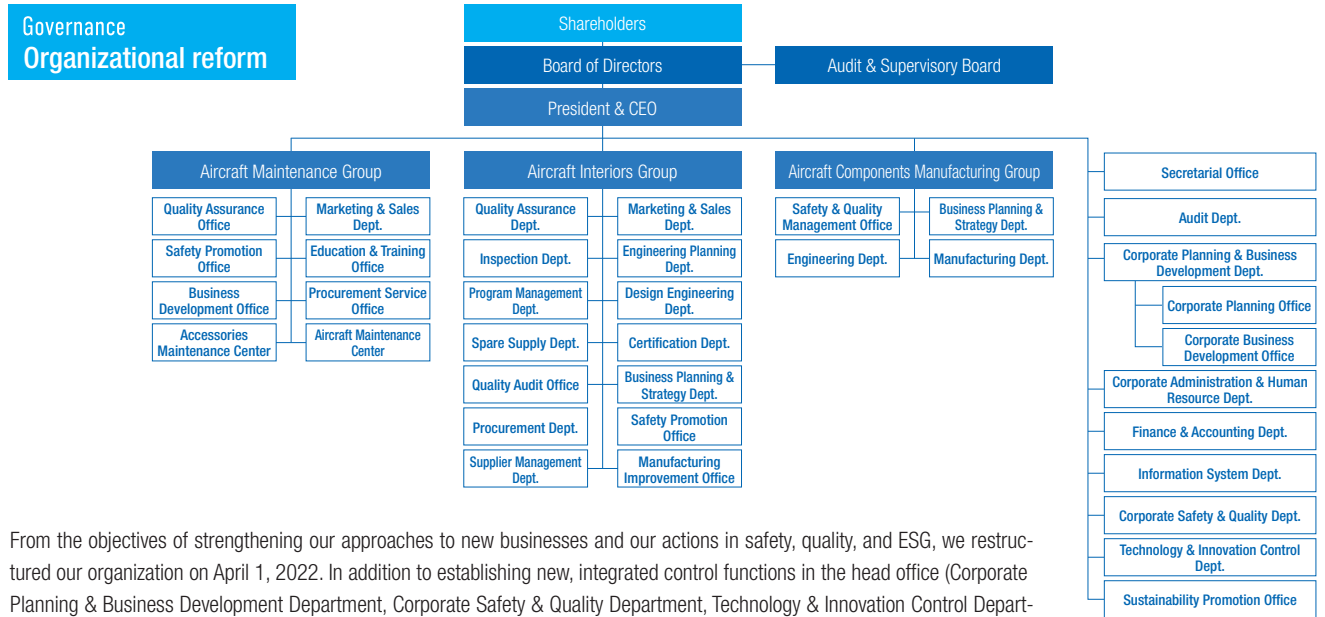
Improve revenue through further streamlining of operations

- Review manufacturing processes and locations in an effort to improve revenue.
- Anticipate increase in sales of structure parts in line with gradual increase in Airbus fuselage production rate.

Aircraft Maintenance Segment

Secure stable profit structure by balancing public-sector and private-sector demand

- Net sales to increase in FY 2022 due to recovery of airline operating rates.
- Airline-related parts maintenance to return to pre-pandemic levels from FY 2023 onward.
- Enhance revenue stability through increased public-sector business.



From the objectives of strengthening our approaches to new businesses and our actions in safety, quality, and ESG, we restructured our organization on April 1, 2022. In addition to establishing new, integrated control functions in the head office (Corporate Planning & Business Development Department, Corporate Safety & Quality Department, Technology & Innovation Control Department, Sustainability Promotion Office) to promote business more flexibly, we abolished the Aircraft Interiors and Components Group, Marketing and Sales Division, and Engineering and Technology Division and transformed to a three-group structure.

The Sustainability Promotion Office promotes the Group's initiatives aimed at contributing to society's sustainable development. Its duties include making decisions on key policies, measures, and material issues concerning sustainability that would impact the Company's vision and management strategies, as well as controlling various related activities.

Basic Policy on Sustainability

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

Governance

Progress on Initiatives to Prevent the Recurrence of Inappropriate Quality Issues

On November 12, 2019, in the Submission of Improvement Measures in Response to the Business Improvement Advisory Regarding JAMCO's Aircraft Interiors Business, we announced the results of a factual investigation and analysis of causes by a third-party special investigative committee, as well as measures to prevent recurrence.

To strengthen our safety and quality frameworks, we merged the Quality Planning Department and the General Safety Promotion Department into a new Corporate Safety & Quality Department. This organization was established to integrate control over the safety and quality management systems of the entire JAMCO Group and to further improve their functions. Under this new framework, we will continue to foster a culture of safety and quality and provide products and services that our customers can rely on.

Social
Human Resources Development

Through a review of our human resources development and personnel systems, we have started operating new systems designed to develop outstanding talent who will thrive on the global stage.

■ Career development program

We introduced a career rotation system and succession plan (initiative to develop successors for manager positions) last fiscal year and commenced full-scale operations of mechanisms for developing people who are able to identify, consider, and make decisions on matters from broad-ranging perspectives.

Social
Social Contributions

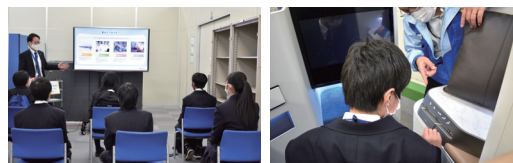
To make its Corporate Philosophy a reality, the JAMCO Group will promote CSR and contribute to the creation of a prosperous and sustainable society, placing value on relationships of trust with our stakeholders.

Environment
Environmental Activities

■ Educational tours for junior high school students

In November 2021, we held educational tours for junior high school students in Tachikawa city.

During the tours, the students were given a presentation of the company's business and shown mock-ups (full-scale models) of our aircraft seats and lavatories. We will continue these tours so that these students, who are the next generation, will take a keen interest in aircraft.



■ Clean-up of Musashino-no-mori Park

In January 2022, in cooperation with the Office of Musashino-no-mori Park, JAMCO employees helped clean up fallen leaves in the park.

Musashino-no-mori Park covers an area of 385,750 m² surrounding Chofu Airport, adjacent to the JAMCO offices.



■ Collection and donation of used postage stamps

In February 2022, we donated used postage stamps collected from around the company to an accredited non-profit organization.

The stamps are sold to a specialist business and the proceeds are used to support vaccination programs for children around the world.



■ Donation of disaster relief supplies and holding a food drive

In October 2021, we donated disaster relief supplies to Food Bank Tachikawa. Also, in March 2022, we held a food drive for the first time. We have been donating disaster relief supplies continuously since FY 2018. The supplies are put to effective use by donating food to people in need, and this donation also helps to reduce food waste.

* **Food drive:** An activity in which people are asked to bring surplus food items from home to their schools or workplaces, where they are compiled for donation to charity organizations.



■ Collection of empty contact lenses cases

We have been collecting empty cases from disposable contact lenses in support of a project by HOYA CORPORATION. We pass the collected cases onto HOYA CORPORATION, where they are processed and recycled into various products.



■ JAMCO Group environmental conservation activities

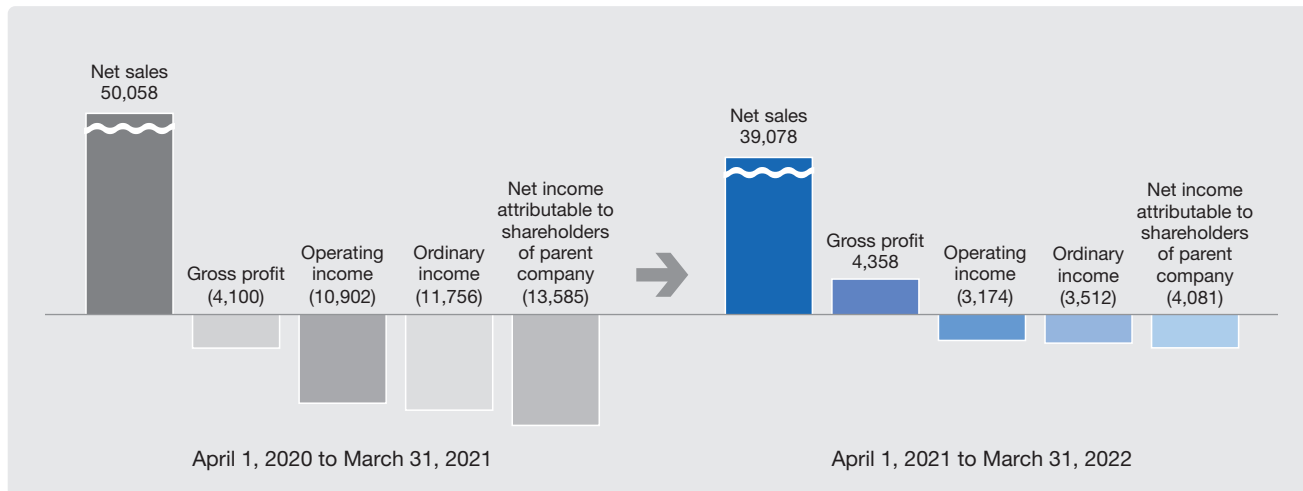
In March 2022, we joined the Tokyo Greenship Action, hosted by the Tokyo Metropolitan Government, taking part in natural environment conservation activities in the Hachioji Takiyama Satoyama Conservation Area. This was the second time we have participated in these activities.

* **Tokyo Greenship Action:** A natural environment conservation program in which the Tokyo Metropolitan Government (TMG), businesses, NPOs, and other organizations collaborate to conserve nature in conservation areas designated by the TMG.



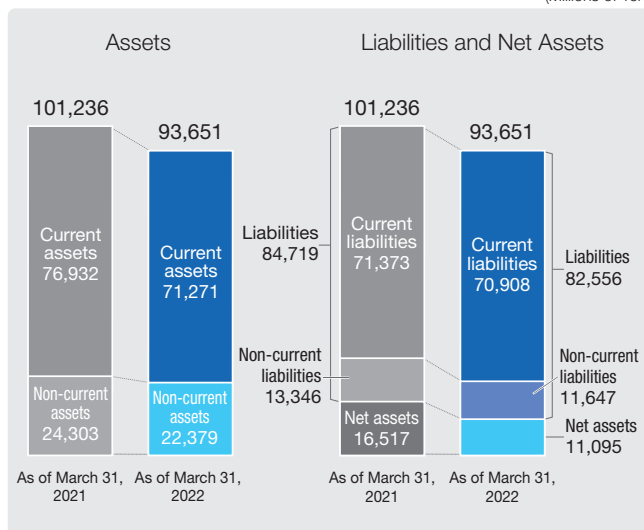
Consolidated Statements of Income (Summary)

(Millions of Yen)



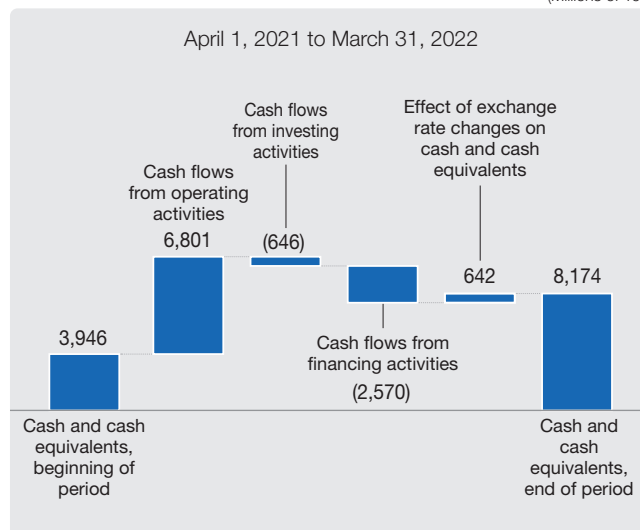
Consolidated Balance Sheets (Summary)

(Millions of Yen)



Consolidated Statements of Cash Flows (Summary)

(Millions of Yen)

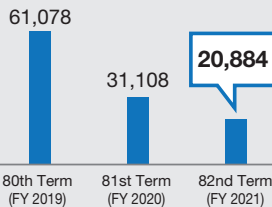




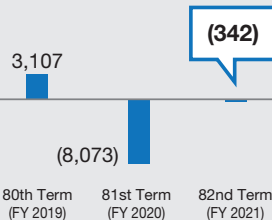
Products and services

- Galleys
- Lavatories
- Galley inserts

Net sales (Millions of Yen)



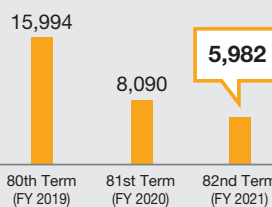
Ordinary income (Millions of Yen)



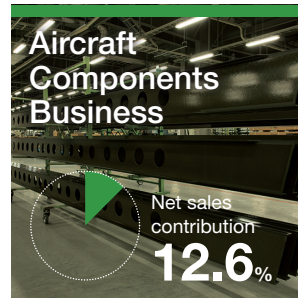
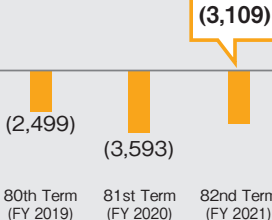
Products and services

- Premium class seats
- Seat consoles

Net sales (Millions of Yen)



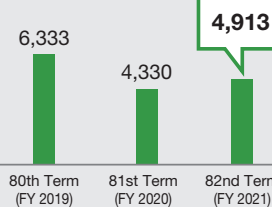
Ordinary income (Millions of Yen)



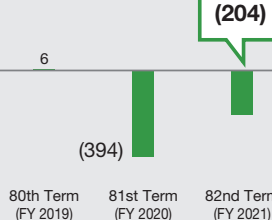
Products and services

- Air conditioning components, etc.
- Aircraft engine parts
- CFRP aircraft structure parts

Net sales (Millions of Yen)



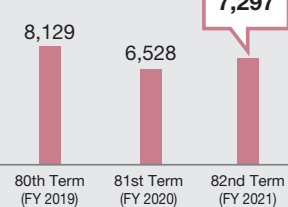
Ordinary income (Millions of Yen)



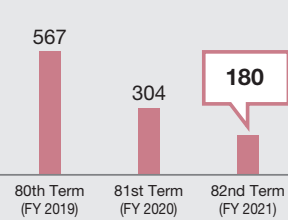
Products and services

- Aircraft maintenance and alteration
- Accessories maintenance

Net sales (Millions of Yen)



Ordinary income (Millions of Yen)



For details, please access JAMCO's website by scanning the QR code on the right, and select "IR Library."

* QR Code is a registered trademark of DENSO WAVE INCORPORATED

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



Corporate Data

Corporate Data (As of March 31, 2022)

Corporate Name	JAMCO Corporation
Registered Office	6-11-25, Osawa, Mitaka-shi, Tokyo, Japan
Head Office	1-100, Takamatsu-cho, Tachikawa-shi, Tokyo, Japan
Date Established	March 15, 1949
Date Founded	September 1, 1955
Principal Business Activities	<ul style="list-style-type: none"> ● Aircraft Interiors Business Manufacturing galleys, lavatories and various galley insert products ● Aircraft Seat Business Manufacturing aircraft seats and seat consoles ● Aircraft Components Business Manufacturing heat exchangers, CFRP aircraft structure parts and commercial aircraft engine parts ● Aircraft Maintenance Business Maintenance and alteration of aircraft, cabins and onboard accessories
Capital	¥5,359,893,000
Number of Employees	Consolidated: 2,560 Non-consolidated: 1,150

Directors and Executive Officers (As of June 28, 2022)

Representative Director, President & CEO	Toshiyuki Abe	Managing Executive Officer	Tsutomu Tadokoro
Representative Director, Executive Vice President	Takashi Yonekura	Managing Executive Officer	Kentaro Goto
Director & Senior Managing Executive Officer	Toshikazu Kimura	Managing Executive Officer	Hiroshi Uchijo
Outside Director	Natsuki Segawa	Managing Executive Officer	Yukio Kamiyama
Outside Director	Shigeru Harada	Executive Officer	Akihiro Waki
Outside Director*	Shinichi Suzuki	Executive Officer	Keiji Ozawa
Outside Director*	Juichi Watanabe	Executive Officer	Yukihiro Kimoto
Outside Director*	Yuki Tsuru	Executive Officer	Ushio Itakura
Audit & Supervisory Board Member	Noboru Kaburaki	Executive Officer	Saburo Koide
Audit & Supervisory Board Member	Toshihisa Kasuya	Executive Officer	Fumihiko Kamata
Outside Audit & Supervisory Board Member*	Hitoshi Takahashi	Executive Officer	Shinichi Nonome
Outside Audit & Supervisory Board Member*	Kouichiro Watanabe		

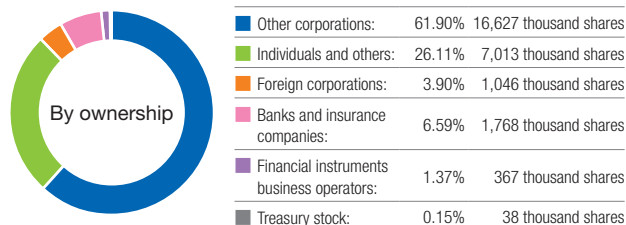
Asterisk (*) indicates independent officers stipulated by the Tokyo Stock Exchange.

Share Data (As of March 31, 2022)

Number of Shares, Number of Shareholders and Listed Stock Exchange

Authorized	80,000,000 shares
Issued	26,863,974 shares
Shareholders	6,991
Listed Stock Exchange	Tokyo Stock Exchange, Prime Market (Code: 7408)

Distribution of Shareholders



List of Major Shareholders (Top 10)

Name of Shareholder	Shares Held (Thousands)	Ratio of Shareholding (%)
ITOCHU Corporation	8,956	33.38
ANA HOLDINGS INC.	5,373	20.03
Showa Aircraft Industry Co., Ltd.	2,003	7.46
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,359	5.06
JAMCO Employees' Stock Holding Association	425	1.58
INTERACTIVE BROKERS LLC	415	1.54
Custody Bank of Japan, Ltd. (Trust Account)	234	0.87
JP MORGAN CHASE BANK 385781	110	0.41
JAMCO Officers' Stock Holding Association	104	0.39
Custody Bank of Japan, Ltd. (Trust Account 4)	103	0.38

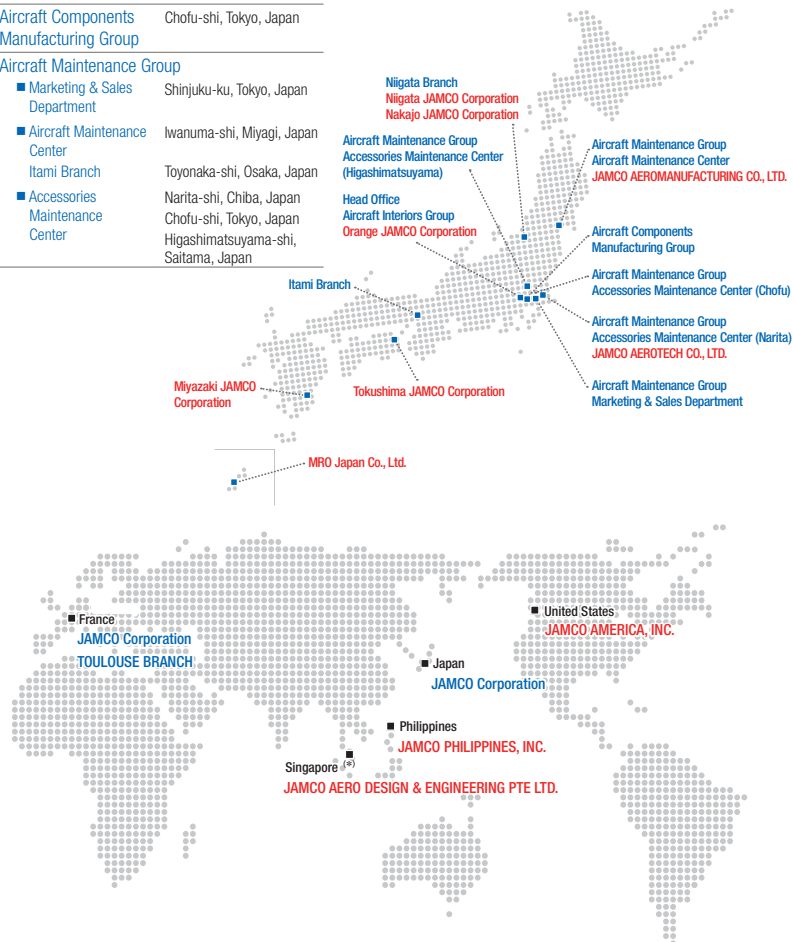
Note: The percentage of shares is calculated after deducting treasury stock (38,964 shares).

Business Locations (As of June 28, 2022)

List of Offices, Facilities, Subsidiaries and Affiliates

Head Office	Tachikawa-shi, Tokyo, Japan
Aircraft Interiors Group	Tachikawa-shi, Tokyo, Japan
■ Niigata Branch	Murakami-shi, Niigata, Japan
Aircraft Components Manufacturing Group	Chofu-shi, Tokyo, Japan
Aircraft Maintenance Group	
■ Marketing & Sales Department	Shinjuku-ku, Tokyo, Japan
■ Aircraft Maintenance Center	Iwanuma-shi, Miyagi, Japan
■ Itami Branch	Toyonaka-shi, Osaka, Japan
■ Accessories Maintenance Center	Narita-shi, Chiba, Japan
	Chofu-shi, Tokyo, Japan
	Higashimatsuyama-shi, Saitama, Japan

JAMCO offices, factories, and branches
JAMCO subsidiaries and affiliates



Shareholder Memo

Fiscal year	April 1 through March 31 of the following year
Record date for year-end dividends	March 31
Record date for interim dividends	September 30
Annual general meeting of shareholders	Every June
Administrator of shareholder registry	Mitsubishi UFJ Trust and Banking Corporation
Account management institution of the special account	Mitsubishi UFJ Trust and Banking Corporation
Contact of the above institution	Stock Transfer Agency Division, Mitsubishi UFJ Trust and Banking Corporation, 1-1 Nikko-cho, Fuchu-shi, Tokyo, JapanTel. 0120-232-711 (toll-free in Japan) Mailing address: Stock Transfer Agency Division, Mitsubishi UFJ Trust and Banking Corporation, P.O. Box 29, Shin-Tokyo Post Office, 137-0801 Japan
Method of public notices	The public notices of the Company shall be published via electronic media. URL for public notices: https://www.pronexus.co.jp/koukoku/7408/7408.html (However, where publication via electronic media is impossible due to an accident or other unavoidable circumstances, the Company's public notices shall be published in the Nikkei.) Information on the Non-consolidated and Consolidated Financial Statements is available on the Company's corporate site (https://www.jamco.co.jp/).

Precautions

1. With the introduction of electronic share certificates, various procedures, including changes in addresses of shareholders and purchase requests, are in principle performed by account management institutions (securities companies, etc.) where shareholders have established accounts.
Please contact the securities companies, etc. where you have accounts. Such procedures may not be handled by the administrator of the share registry (Mitsubishi UFJ Trust and Banking Corporation).
2. With regard to various procedures concerning shares recorded in the special account, please contact Mitsubishi UFJ Trust and Banking Corporation, the account management institution. Such procedures are also handled at each branch office of Mitsubishi UFJ Trust and Banking Corporation in Japan.
3. As for dividends receivable, please contact the main and branch offices of Mitsubishi UFJ Trust and Banking Corporation.

(*) JAMCO SINGAPORE PTE LTD. was dissolved in January 2021, and its liquidation is underway.

A Relaxing Space of the Highest Quality

A premium class seat that captures the latest design trends

Premium Class Seats **Venture**

The Venture premium class seats have a modular design that uses the JAMCO Group's standard platform.

The direct aisle access style allows passengers to enter and exit all seats without stress directly from the aisle. Each seat is positioned at a slant from the aisle in a herringbone arrangement, making effective use of the limited cabin space while maintaining a sense of privacy. Functional and refined aesthetics, full-flat beds, and springy seat cushions offer comfort and relaxation even on long-haul flights.

The integrated form, made with composites, has significantly fewer parts compared to conventional seats, making the seats lighter and easier to maintain.

In particular, the special structural design of the backshell, which was developed by the JAMCO Group, is highly shock absorbent. This satisfies safety standards without the need for airbag systems or other complex shock elimination devices, thus enhancing the reliability of the product while also achieving weight and cost reductions.



With its unique seat arrangement, Venture gives passengers plenty of space while allowing for more seats.

T O P I C S

In collaboration with NTT sonority, Inc., JAMCO is conducting R&D into equipping Venture seats with speakers that employ the Personalized Sound Zone technology. These speakers will allow passengers to enjoy music and movies without having to wear headphones or earphones, while eliminating concerns about the sound leaking out into the surroundings.



Personalized Sound Zone technology

This technology uses dedicated speakers equipped with special hardware and acoustic signal processing technologies to play sound in a specific, limited area that can be heard with open ears, without the need for wearable devices such as earphones or headphones.



1-100 Takamatsu-cho, Tachikawa, Tokyo 190-0011
Phone: Administration Section +81-42-503-9900

The forward-looking statements presented in these materials are subject to certain risks and uncertainties and were formed based on information available at the time the materials were produced; actual results may differ materially. The Company does not warrant or guarantee the accuracy of forecasts or future events presented herein. Reproduction or reprinting of the text, photographs, and other parts of these materials is prohibited.