



NORITAKE
CORPORATE REPORT
2022

— EN

Noritake



Editorial policies

Noritake issues this report with the aim of communicating with stakeholders and gain their understanding of the company. We actively disclose information on our management plans, our business performances, and our initiatives involving society, environment, and corporate governance.

Guidelines referenced

GRI (Global Reporting Initiative)
Sustainability Reporting Guidelines (4th Edition)
Ministry of Economy, Trade and Industry
"Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation"
International Organization for Standardization (ISO) ISO26000

Forward-looking statements

Performance outlooks and other forward-looking statements contained in this report are prepared on the basis of currently available information and on assumptions considered to be reasonable. Please be aware that actual performance may differ due to various key factors.

Organizations covered

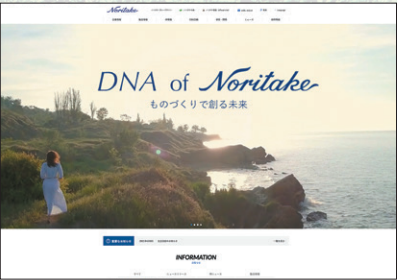
Noritake Group
Some non-consolidated information of NORITAKE CO., LIMITED is included in the report.

Period covered

Fiscal 2021
(April 01, 2021 to March 31, 2022)
Some fiscal 2022 activities are also included in the report.

Visit our website

The content of this report and more detailed IR information can be viewed on our website.



Contents

Creation of Value

- 1. Corporate Philosophy P03
- 2. Strengths Cultivated through History P05
- 3. Value Creation at Noritake P07
- 4. Message from the President P09
- 5. Noritake Growth Strategy P15

About the Noritake Group

- 6. About the Noritake Group P17
- 7. Business Overview
 - Industrial Products Business P19
 - Ceramics & Materials Business P21
 - Engineering Business P23
 - Tabletop Business P25
 - Research & Development P27

ESG Initiatives

- 8. ESG Initiatives P29
- 9. Harmony with the Environment P31
- 10. Together with Communities P40
- 11. Management Structure P47
- 12. Corporate Governance P49
 - Message from Directors (Outside) P55

Financial and Company Data

- 13. Financial Highlights P57
- 14. Non-Financial Highlights..... P58
- 15. Financial Summary P59
- 16. Company Overview P60

Invaluable lessons from Noritake's founders

Noritake's history begins in the late 1800s, a heady age for Japan as the country emerged from centuries of isolation to interact with the rest of the world.

The company's founder, Ichizaemon Morimura, spurred by a desire to prevent Japan's wealth from being drained out of the country and buoyed by advice from scholar Yukichi Fukuzawa, a prominent leader of Japan's development at the time, set up an international trade business with the idea of generating wealth for the country and happiness for its people.

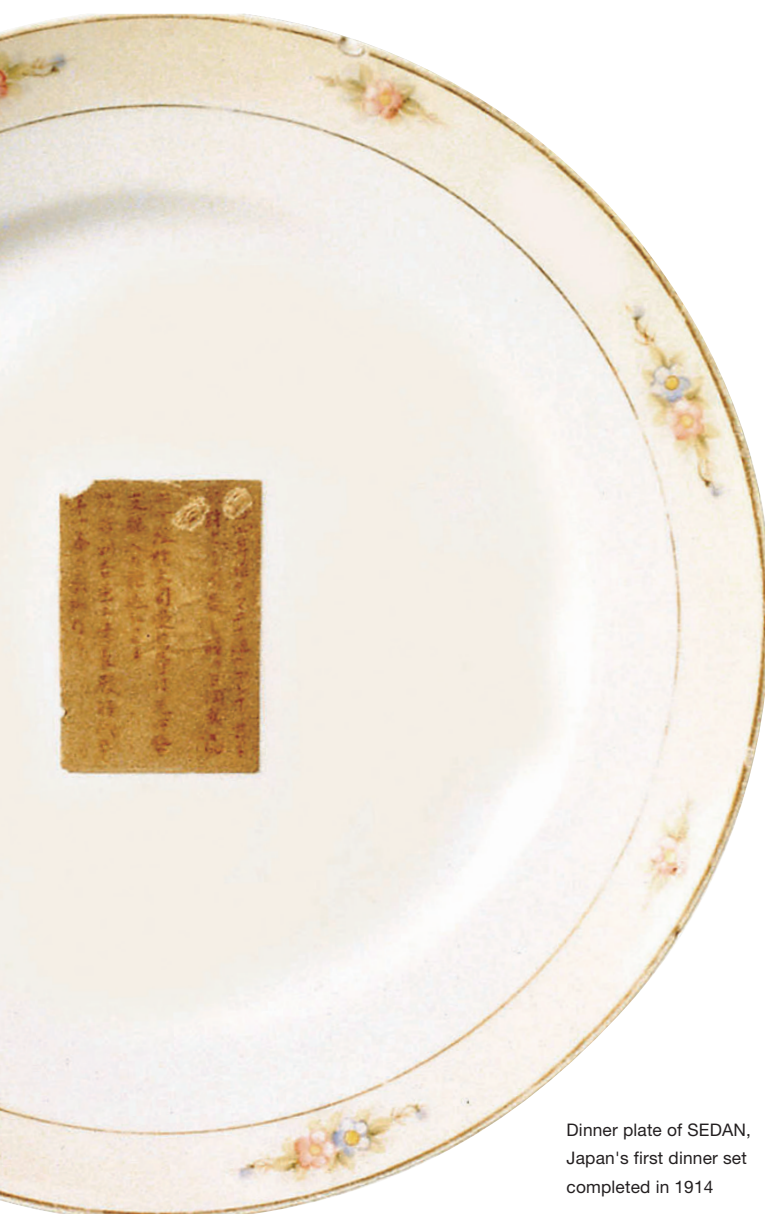
Trading with the outside world, Ichizaemon and his comrades met the beautiful, white porcelain of Europe which attracted their attention.

They longed to manufacture this work of art with exquisite craftsmanship and impeccable whiteness in Japan, and to contribute to society through their business.

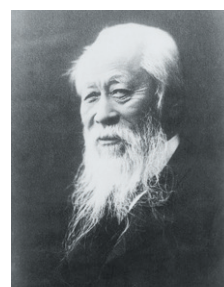
In 1904, at the site of Noritake's current company headquarters, they established a ceramics factory, brimming with modern production equipment, and set about making authentic tableware.

Producing 25 cm plates, a core item of any dinner set, proved to be a challenge. The company's engineers and executives put their heads together to come up with a solution. After ten long years of research, they finally completed Noritake's first dinner set, named "SEDAN". This was Japan's first domestically produced dinner set.

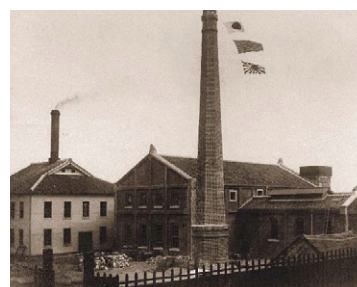
SEDAN established Noritake as a global tableware brand. Through the technologies we acquired through producing tableware, Noritake developed new technologies and expanded its business to various fields.



Dinner plate of SEDAN, Japan's first dinner set completed in 1914



Ichizaemon Morimura, founder of the company



The Headquarters Plant at the company's founding in 1904

Philosophy Framework

「我々社ノ精神」

一、海外貿易ハ四海兄弟人権拡張共同幸福ヲ得テ永ク世界ノ平和ヲ保チ国家富強ノ元ヲ開キ将来国家ニ志ス者ノ執ルベキ事業ト決心シ創立シタル社中也

一、私利ヲ不樂一身ヲ犠牲トシ後世国民ノ発達スルヲ樂トスルヲ目的トス

一、至誠ヲ心トシ信実ヲ旨トシ約束ヲ違ヘサル事

一、ウソヲツカズ慢心イカリ驕リ怠リ私欲ヲ慎ム事

一、身ヲケガスナカレ朋友ハ肉身ヨリ大切ナリ和合共力スル時ハ其功德金銭杯ノ及フ所ニアラズ終生ノ神靈ナリ

一、天ノ道ヲ信スヘシ天ハ人ノ為ニ万物ヲ經營シ寸時モ休ム事ナシ

右ノ條々ヲ鉄石心ヲ以勇氣昇天ノ如ク遵守スベシ修養シテ怠ラサレハ心神ノ至誠天ニ通スベシ

The Noritake Creed

In 1909, Ichizaemon Morimura, one of Noritake's founders, set down "The Noritake Creed," the philosophy to which our company is to adhere. Outlining concepts such as "Harmonious Coexistence and Co-prosperity," "Social Contribution," "Trust First," and "Integrity and Cooperation," have been upheld to this day, conducted by every member of the company.

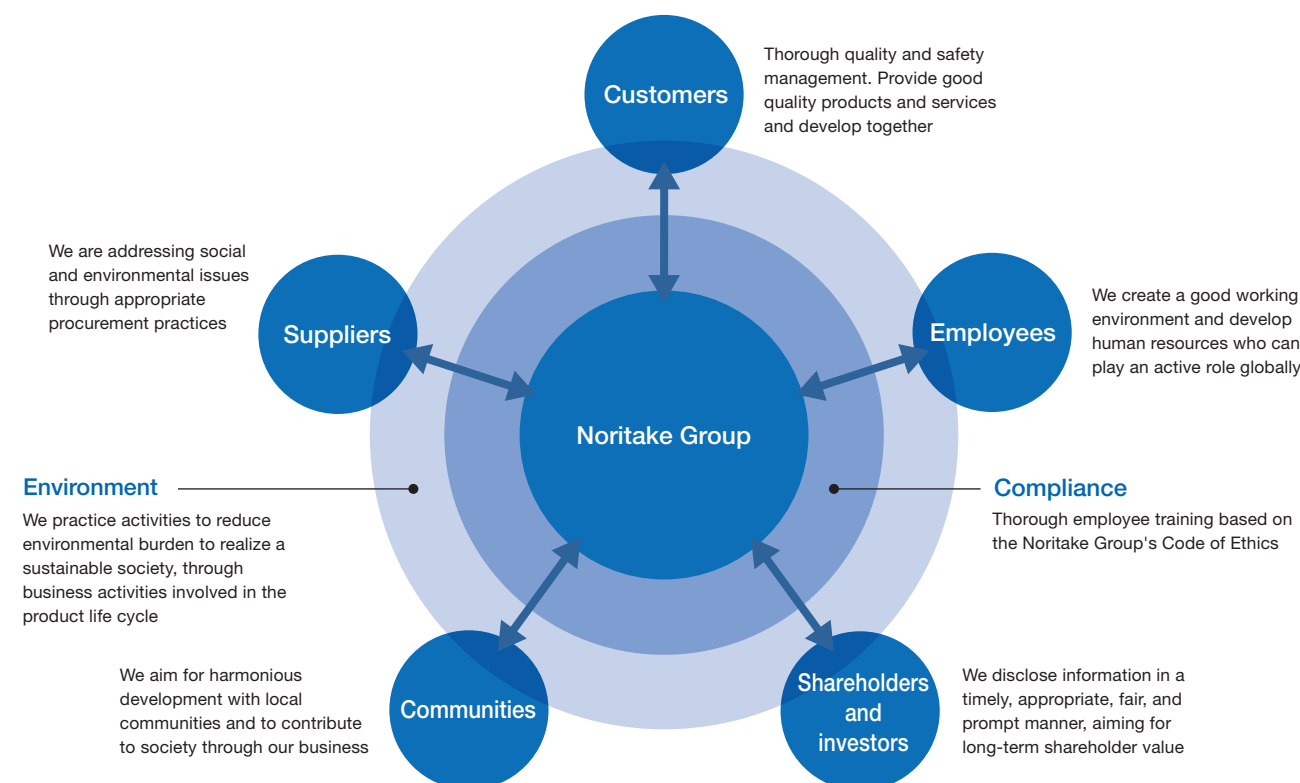
Corporate Motto

- Good Quality** Making all-out efforts to manufacture the finest quality products
- Export** Pursuing internationalism and contribute to society from a global perspective
- Co-prosperity** Growing and developing together with society as a good corporate citizen

Noritake Group's Code of Ethics

Ethics Standards

- Put in practices Noritake's corporate motto of "Good Quality, Export, and Co-prosperity"
- Observe the laws, regulations and social norms
- Respect the human rights of employees
- Preserve the global environment and contribute to affluent and comfortable local communities
Contribute to local communities
- Disclose information to shareholders, customers, and local communities

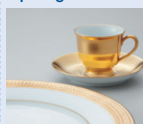


Always creating new value to meet the diversifying social environment and needs that are evolving with time.

Since its foundation, the Noritake Group has applied and developed technologies it has cultivated with western tableware to expand and diversify its business domains in four main areas. We will continue meet demand for new needs that are ever-evolving with time, and focus on creating new value that further enriches the lifestyles and society of people everywhere.

Noritake's products and technologies

1919 Successful domestic production of liquid gold



1919 Began production of calcined plaster



1926 Successful domestic production of decalcomania paper for tableware manufacturing



1939 Began full-scale manufacturing of industrial grinding wheels



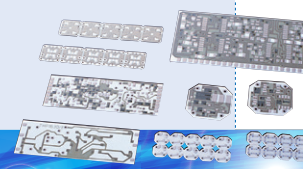
1959 Development of ZZZ Grinding Wheel for ultra-heavy grinding



1964 Introduced coated abrasives technologies



1967 Developed printing technology for thick film circuits



1971 Succeeded in developing the world's first vitrified CBN grinding wheel



1972 Began production of diamond tools



1974 Introduced ceramic core technologies



1977 Launched non-water-based filtration equipment (A-O Filter)



1978 Developed Thin Cut Master (carbide tipped circular sawing machines)



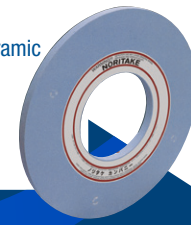
1984 Launched electrode paste for multi-layer ceramic capacitors



1988 Developed Thin Cut Master (carbide tipped circular sawing machines)



1990 Developed ceramic grain wheel (CX wheel)



1998 Launched large-panel heating furnaces for PDPs



2012 Developed new Premium White porcelain material



1900~

- 1904 Russo-Japanese War
- 1914~1918 World War I
- 1920 Post war depression

1930~

- 1929~1933 The Great Depression
- 1931 Mukden Incident (start of Second Sino-Japanese War)
- 1939~1945 World War II

1950~

- 1950 Korean War
- 1951 Treaty of San Francisco
- 1955~1973 Japanese economic miracle

1970~

- 1971 Nixon shock
- 1973 1973 oil crisis
- 1985 Plaza Accord

1990~

- 1986~1991 Japanese asset price bubble
- 1991 Dissolution of the Soviet Union
- 1991~2002 Lost Decades (the Heisei Recession)

2000~

- 2001 September 11 attacks
- 2008 Bankruptcy of Lehman Brothers
- 2011 Tōhoku earthquake and tsunami

1914 Succeeded in production of the first dinner set in Japan



1932 Developed the first bone china in Japan



1955 Development of heated automatic potter's wheel molding machine



1965 Developed heat-resistant porcelain (Progression China)



1974 Developed Primadura reinforced porcelain for industrial use



1970 Launched non-water-based filtration equipment (A-O Filter)



1973 Introduced static mixer technologies



1975 Launched Noritake Roller Hearth Kiln (RHK)



1977 Succeeded in developing the world's first vitrified CBN grinding wheel



1978 Developed Thin Cut Master (carbide tipped circular sawing machines)



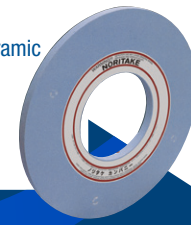
1984 Launched electrode paste for multi-layer ceramic capacitors



1988 Developed Thin Cut Master (carbide tipped circular sawing machines)



1990 Developed ceramic grain wheel (CX wheel)



1998 Launched large-panel heating furnaces for PDPs



2012 Developed new Premium White porcelain material



Industrial Products Business

We are one of largest comprehensive manufactures of grinding and polishing tools in Japan, supporting indispensable processes in manufacturing - cutting, shaving, and polishing materials - through world-class technologies. Our Group includes companies such as Nippon Resibon Corporation and Hiroshima Kenma K.K., which handle offset grinding wheels and other general-purpose grinding wheels, and Noritake Coated Abrasive Co., Ltd., which handles coated abrasives. Through a wide product lineup, we contribute to the development of many industries, including automobiles, steel, bearings, aircraft, shipbuilding, medical care, and semiconductors.

Ceramics & Materials Business

Crushing, mixing, molding, and printing ... Our technologies cultivated through the manufacturing of tableware produce outstanding materials and components that play roles in many fields. Those products support a variety of industries that manufacture electronic components, such as multilayer ceramic capacitors, as well as automotive, medical equipment, and jet engine components.

Engineering Business

With our core technologies of heating, mixing, filtering, and cutting, we provide wide range of engineering equipment to a variety of industries including automotive, electronic components, chemicals, medicines, and food. We contribute to greater efficiency and energy savings in the manufacturing workplaces. We develop and design drying furnaces, heating furnaces, mixing and agitation equipment, filtration equipment, steel cutting machines, road cutters, and other equipment to match customers' needs.

Tabletop Business

For over 100 years, Noritake tableware has been loved around the world. We offer a wide lineup of beautiful and easy-to-use tableware for daily use at home and for gifts, as well as for commercial use in hotels, restaurants, in-flight service, and more. By providing products infused with impeccable quality and taste, we enrich our customers' lives.

Noritake's history



1904
Established Nippon Toki Gomei Kaisha



1933 ~ 1939
Modernization of buildings and equipment



1947
Established NORITAKE CO., INC. in the USA



1957
Established Corporate Motto



1972 Established current NORITAKE LANKA PORCELAIN (PVT) LIMITED



2001
Opened Noritake Garden



2004 100th anniversary of foundation (Photo is of the commemorative anniversary Bone Craft series)



2012
Established NORITAKE SA (THAILAND) CO., LTD.



2013
Began operation NORITAKE ABRASIVES (SUZHOU) CO., LTD. in China

Developing ceramics technologies to provide new value to society

Noritake's 117-year history began in 1904. We have applied and advanced pottery technology cultivated through the manufacture of Western tableware to create a variety of ceramics technologies and products. Today, these are used in a wide range of fields, from automobiles, steel, and electronic components to food and pharmaceuticals.

SUSTAINABLE DEVELOPMENT GOALS

The Noritake Group is harnessing the ceramics technology it has developed over many years to introduce a range of initiatives aimed at contributing to a creating a sustainable society through its products and services.



FY2021 consolidated basis

INPUT

Financial capital

Total assets
1,636 hundred million yen

Cash and deposits
142 hundred million yen

Manufacturing capital

Equipment investment
49 hundred million yen

Fixed assets
899 hundred million yen

Intellectual capital

R&D investment
23 hundred million yen

Number of patents held
629 patents

Human capital

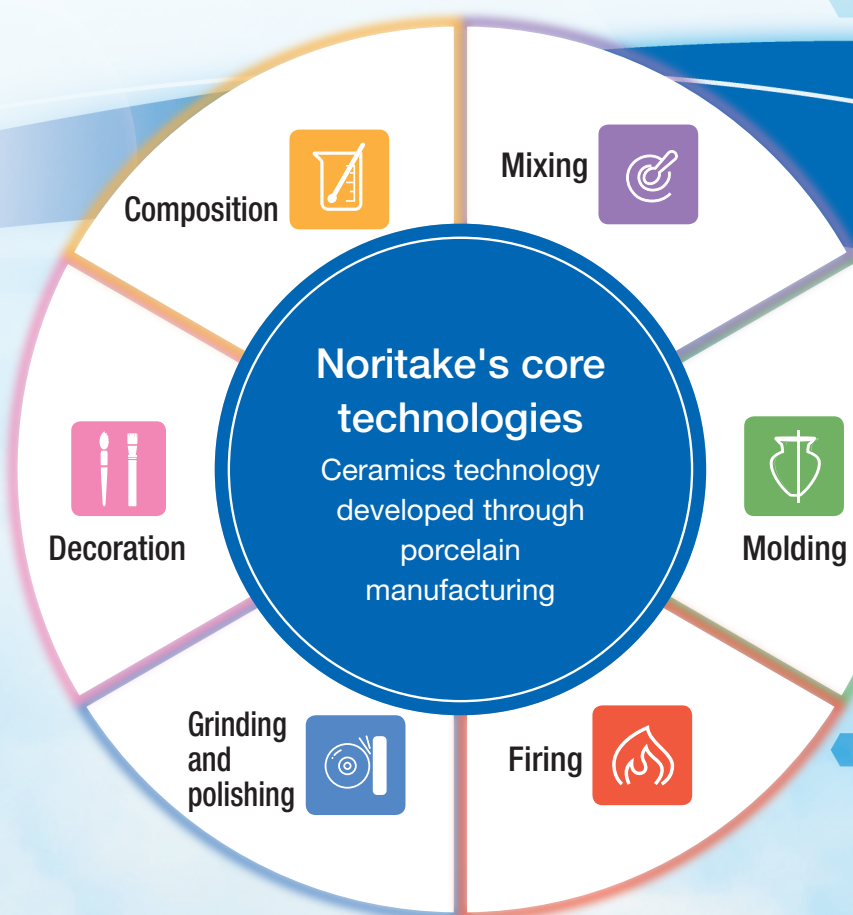
Number of employees
5,007 People

Societal capital

Domestic consolidated subsidiaries
11 Companies

Overseas consolidated subsidiaries
12 Companies

Value Creation Process



The Noritake Creed

Diversified businesses to address social issues

Industrial Products Business

Grinding wheels

Grinding wheels are used to polish and grind materials in the manufacturing processes of many items, from automobile components to syringes. Our company boasts world-class processing precision and efficiency.



Ceramics & Materials Business

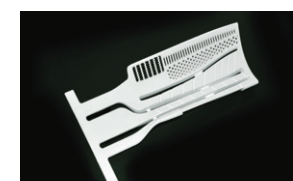
Electronic paste

Electronic paste is used as a material in the electronic components mounted in smartphones and other electronic devices. Their stable quality has earned us a high reputation among customers.



Ceramic cores

Ceramic cores are used to create a hollow structure for the blades of power station and aircraft turbines. Our accuracy of form and dimensions contribute to production of high-precision cast items.



Engineering Business

Drying furnaces, heating furnaces

Noritake's drying furnaces and heating furnaces began from the firing of painted porcelain. Our furnaces are characterized by accurate atmosphere adjustment and temperature control. They are used in many sectors, including automobiles and electronic components.



Tabletop Business

Tableware

We offer enriched living through products made with the highest quality and elegance. Our technologies cultivated in the manufacture of Western tableware have now led to a variety of ceramics technologies and products.



OUTPUT 01

Net Sales

1,276 hundred million yen

OUTPUT 02

Profit Attributable to Owners of the Parent

125 hundred million yen

OUTPUT 03

Return on Equity

7.9%

OUTPUT 04

Capital Ratio

72.2%

Utilizing our unique technology, we will become a company that contributes to the global environment, a convenient society, and the people's well-being.



TOP MESSAGE

Representative Director & President

Hiroshi Kato

Looking Back at FY2021 and a Business Overview

The COVID-19 pandemic has continued to have various impacts on the world. The business environment surrounding our group is also undergoing major changes, such as the acceleration of carbon neutrality initiatives and expansion of the use of renewable energy, the transformation of the automotive industry including the electrification of automobiles, and the acceleration of digital transformation.

In Japan, economic activity gradually began to normalize due to progress in COVID-19 vaccinations and continued to improve in the areas of capital investment and exports, resulting in a recovery trend. Overseas, economic recovery was seen in the United States and Europe as the impact of the virus was mitigated and personal consumption and capital investment have increased. In China, the economy improved due to expansion of domestic demand. However, amid increasing uncertainty, such as the situation in Ukraine, concerns are increasing about the rise of crude oil and raw material prices and the shortage of semiconductors.

Under these economic conditions, the Noritake Group's consolidated net sales for FY2021 increased YoY by 19.3% to 127.641 billion yen, consolidated operating profit increased YoY by 265.7% to 9.353 billion yen, consolidated ordinary profit increased YoY by 179.2% to 12.509 billion yen, and profit attributable to owners of parent was 9.068 billion yen.

Overviews for each of our businesses are below.

► Overview for FY2021

■ Industrial Products Business

In Japan, sales increased as production recovered in the automotive, steel, bearing, and electronic component industries, which are our major customers. Overseas, sales increased due to a recovery in the automobile industry in North America, the steady growth in the automobile and steel industries in China, and recovering market conditions in Southeast Asia. Sales of general purpose grindstones, including cut-off wheels, increased due to strong overseas sales.

Ceramics & Materials Business

Sales have greatly increased for electronic paste because of the firm demand for electronics used in both high-speed cellular communications and in personal computers. Sales of electronic components increased due to steady sales in the telecommunications and automotive sectors. Sales of thick film circuit substrate increased due to price revisions for some products. Sales of plaster increased significantly due to strong sales in Southeast Asia and Africa. Customer production adjustments have resulted in lower sales of ceramic cores. Sales of vacuum fluorescent displays increased due to strong sales in overseas markets. Sales of ceramic raw materials significantly increased due to favorable business conditions in both Japan and overseas.

Engineering Business

The Engineering Businesses' mainstay drying furnaces and heating furnaces exhibited a significant increase in sales due to steady growth of the lithium-ion batteries and electronic components sectors. Sales of mixing and agitation equipment decreased due to the significant impact of restrained capital investment. Overseas sales of filtration equipment increased due to a recovery in bearings systems orders. In contrast, Japan-based sales of filtration equipment decreased due to sluggish domestic business conditions. Sales of carbide tipped circular sawing machines increased significantly mainly due to their strong sales for steel processing.

Tabletop Business

In the domestic market, although online sales and sales at directly managed stores increased, sales of tabletop products to department stores, hotels, and airlines were still impacted by the COVID-19 pandemic. In the overseas market, sales of tabletop products in the US increased due to a recovery in sales to major customers. In Asia, sales increased due to growth in sales to China and India. In other countries and regions, online sales of tabletop products were strong, leading to an overall increase in overseas sales.

11th Three-year Business Plan Main Results and Issues (from FY2019 to FY2021)

The 11th Three-year Business Plan from FY2019 to FY2021, we have promoted our business through four basic strategies, focusing on "enhancement of growth and profitability," "acceleration of investment (M&A, facilities, development)," and "ESG (Environmental, Social, and Governance) initiatives" as management issues. The results are as follows.

» 01 Promote development of competitive new products and new technologies

In response to the growing demand for electronic components for the electrification of automobiles and high-speed mobile communications, we developed new products and new applications, and introduced them to the market.

» 02 Reinforcement of overseas production sites and promotion of overseas market development

At our plant in Suzhou, China, we started a new line to increase production of large grindstones. At the Thailand plant, the production line for grindstones was expanded.

» 03 Reconstruction of our domestic sales structure and manufacturing structure

We integrated and reorganized our sales and logistics bases, including those of Group companies. We have increased our production capacity for electronic components, such as multi-layer ceramic capacitors.

» 04 Unification of business with "Noritake Manufacturing activity", "Environmental activities", "Occupational safety and health activities" and "Work style reform"

We have established a cross-group organization to integrate each activity with our business activities, and we have promoted these activities even during the COVID-19 pandemic through web meetings and other means.

In addition, in order to respond to the major changes in the business environment caused by the spread of COVID-19 from the end of FY2019, we accelerated Concentration in Core Competence as our highest-priority strategy. We have reanalyzed the process from development and manufacturing to sales, concentrated management resources on highly profitable businesses and product groups, and have promoted the development of a business structure to improve growth potential and profitability. As a result, we achieved remarkable results from the third quarter of FY2020, and in FY2021, the final fiscal year of the three-year Business Plan, we achieved a V-shaped recovery. As for management targets, the sales growth rate was 19.3% YoY for the final fiscal year of the three-year Business Plan despite the impact of the spread of COVID-19 in the first and second years of the plan. Operating profit margin was 7.3% compared to the plan's target of 7% and ROE was 7.9% compared to the plan's target of 8%.

All these results are due to the efforts of each business groups to secure earnings with a sense of urgency, and this proves that our Group has been growing and stabilized.

Three-year Business Plan Formulated with a View to the Future

The Noritake Group has worked in business based on the core management philosophy of "contributing to society through business" as stated by our founder in the Noritake Creed. In order for the Group to continue to be a company that contributes to society through its business, it is necessary to



accommodate to uncertain and unpredictable business conditions.

Therefore, in formulating the 12th Three-year Business Plan, we decided to establish a long-term vision that looks forward to 2030 as we considered it necessary to have a long-term perspective. 2030 is considered to be a milestone year worldwide, the year SDGs targets are to be achieved, and the year for achieving intermediate goals aimed at realizing carbon neutrality.

In formulating the Group's Long-term Vision for 2030, we analyzed the current status of each business based on the results of Concentration in Core Competence we have been working on since FY2021, identified the Group's technological strengths and issues, and made medium- to long-term forecasts of external conditions. We then created a course of action for realizing our Long-term Vision for 2030, and formulated a strategy to be implemented over the three years of the plan starting in FY2022.

The Long-term Vision for 2030 expresses our aim to be needed and indispensable to the society by providing values unique to the Group. Our vision is **"To be a driving force essential for today's changing society with our unique material and process technologies."** To accommodate to future social changes, the Noritake Group will seek what customers are requiring, and develop / propose new products and unique technologies of high value. Through the current and coming Three-year Business Plans until 2030, we will enhance our management foundation and focus on growth areas to achieve sustainable growth and contribute to society.

In order to realize this Long-term Vision for 2030, we have created the Group Strategy (basic policy) **"Concentration in Core Competence (expanding our business fields of environment, electronics and well-being)"** as these markets are expected to grow in the future. We will promote concentration in core competence in these areas and shift our business fields from the current fundamental business fields (internal combustion engines, ceramic, etc.) to growth areas (environment, electronics, and well-being).

Through the expansion of our market to growth areas, we aim to become a company that **"contributes to the global environment, a convenient society, and people's well-being."**

"Three-year preparation period" for coming 2030

The 12th Three-year Business Plan, which started in FY2022, is positioned as a period for "enhancement of revenue base and preparation for growth areas" in order to achieve our Long-term Vision for 2030. To strengthen our revenue base, we will restructure unprofitable products and businesses, improve profitability and rationalize operations. To prepare for growth areas, we will increase production, expand sales, and strengthen our management base. In particular, from FY2022, we will strengthen our management foundation by starting company-wide initiatives under the four themes of "new business creation," "organizational culture reform," "sustainability management," and "DX promotion."

In addition, we will promote the following initiatives in each business.

In the Industrial Products Business, we will restructure our business into two types, custom-made products and general-purpose products, to build an efficient business structure in order to improve the profitability of existing businesses and to establish a foundation for advancing into growth fields.

For custom-made products, we will strengthen our earning base by improving profitability thoroughly, by establishing a system to increase production, and by establishing sales bases. We will also promote the development of new technologies and products in growth areas such as semiconductors and the electrification of automobiles.

For general-purpose products, we will strengthen profitability by improving the efficiency of our management base and by reorganizing our manufacturing and sales structures. In addition, we will restructure our manufacturing, development, and sales systems in order to enter growth areas and concentrate management resources.

In the Ceramics & Materials Business, we will work to further strengthen our business foundation and expand into cutting-edge fields.

In regard to electronic paste, we will expand our market share by expanding our product lineup, increasing production capacity, developing new products, and focusing on human resource development.

In the area of electronic component materials, we will expand business by reinforcing our production capacity for materials for multi-layer ceramic capacitors and promote the development of new products in growth areas. In addition, we will restructure our business portfolio by further selecting and concentrating our businesses and creating new products and businesses.

In the Engineering Business, we aim to "expand the scale of our business and develop new fields." In the energy and electronics fields, we will increase our market share by expanding sales and strengthening our after-sales service system. In the automotive field, we will promote the development of new applications and products associated with the electrification of automobiles. At the same time, we will strengthen our entry into new fields such as medicine, pharmaceuticals, and semiconductors, develop new markets, and develop new applications and products in the environmental field.

In the Tabletop Business, we aim to achieve profitability. In Japan, we will strengthen online sales of tabletop products, expand sales to hotels and restaurants, and reduce costs by reorganizing distribution sales channels and logistics. Overseas, we will work to expand sales of tabletop products in key growth markets such as India, China, and Southeast Asia.

Under the 12th Three-year Business Plan, we aim to achieve net sales of 147 billion yen and an operating profit of 13.0 billion yen in FY2024, the final year of the plan. The plan's operating profit margin target is 9% and its return on equity target is also 9%. In addition, for the first time, Free Cash Flow (FCF) is added as an indicator for managing cash flow generation capabilities, and 20 billion yen is planned for the cumulative three-year period. We will use that FCF to reinvest mainly in growth areas.

ESG Initiatives

Environment (E): The Noritake Group views conservation of the environment as an important factor for business management, and seeks to contribute to the achievement of a sustainable society through our business activities. In order to make a transition to a low-carbon society and achieve net zero CO₂ emissions by 2050, the Group has set long-term environmental targets of reducing CO₂ emissions by 50% by FY2030 (compared to the FY2018 level) and achieving net zero emissions by FY2050. We will further promote the introduction of renewable energy and energy conservation in existing facilities and strive to reduce environmental burden in all processes of our business activities, thereby contributing to the realization of a decarbonized society. In August 2022, the Group became a supporter of the recommendation of Task Force on Climate-related Financial Disclosures (TCFD*) established by the Financial Stability Board (FSB).

Social (S): In keeping with the Ethics Standards and Standards of Conduct set down in the Noritake Group's Code of Ethics, we respect the basic human rights of all employees. It is our basic policy not to engage in any unjust discrimination in hiring, promotion, or treatment on the basis of age, gender, origin, nationality, race, disability, religion, political party supported, etc., and we promote participation of diverse human resources.

The Group has created an environment in which women can demonstrate their abilities and play an active role. Current issues are that the percentages of female managers and women in total courses who are the candidates for future managers are low, and that support for a work and life balance is still weak. We will improve by enhancing training programs and building systems to support employees' life events. We are making improvements by enhancing training programs and expanding systems that take life events into consideration.

Now, the percentage of female employees taking childcare leave has reached 100% on a company-wide basis. We will keep on promoting to increase the numbers of male employees taking childcare leave.

In addition, we actively promote improvement of health, both for employees' and their families'. For example, we increased the subsidy for the screening of breast cancer because of the low screening rate. Moreover, we held a health seminar for employees and their families, and achieved a satisfaction rate of 84%. Since the Noritake Group understands the vitality of employees to be the source of corporate vitality, we actively support improving the health of employees and their families.

Governance (G): We continue to enhance training for executives and strengthen our risk management system.

Amid growing demand for corporate social responsibility in the supply chain, the Noritake Group has established our Purchasing Policy and is working to continuously provide

products and services that satisfy customers. In FY2021, we established the Noritake Group Purchasing Guidelines as a guide for working together with our suppliers to fulfill our corporate social responsibilities. We will continue to create good partnerships with our suppliers and continue to provide excellent products and services.

In April 2022, following the reorganization of the Tokyo Stock Exchange, the Group has transferred to the "Prime Market." As a company listed on the Prime Market, we will actively promote the enhancement of corporate governance and sustainability initiatives, aiming for sustainable growth and improvement of corporate value over the medium to long term.

* TCFD
TCFD stands for Task Force on Climate-Related Financial Disclosures and was established in December 2015 by the Financial Stability Board (FSB) at the request of the G20. In June 2017, the TCFD released a report recommending the disclosure of information on risks and opportunities related to climate change, and companies and institutions around the world have endorsed the recommendations.

Message to Our Stakeholders

The Noritake Group has emphasized the importance of a return on investment for all our shareholders. A key part of that is the continuation of long-term, stable dividends. We have used our business results, financial status, and future growth potential to make comprehensive decisions when sharing those benefits. Based on comprehensive consideration of business performance, the future business environment, and

our business outlook, we set the year-end dividend for FY2021 to 80 yen per share (or 150 yen when combined with the interim dividend).

The Noritake Group has started out with the manufacture of tableware, continuing with grinding wheels, electronic components, drying furnaces and heating furnaces and contributed to society by supporting various industries with a wide variety of products. There is a stable growth for products such as electronic paste, electronic components, drying furnaces and heating furnaces. On the other hand, there are challenges for the business with longer history, including tableware on which the company was founded, and grinding tools. In addition, the business conditions surrounding the Group are currently changing at a rapid pace that has never been seen before. We will accommodate to changes in society by reviewing our business portfolio and utilizing the technologies we have accumulated to date in new growth fields to provide better products and services to all our customers in a timely manner. We will also promote the development and manufacture of environmentally-friendly products to realize SDGs and a carbon-neutral society.

It is our responsibility and mission to continue to listen to the opinions of our stakeholders - our shareholders, customers, employees and the local communities, and to respond both rapidly and appropriately. We will strive to be a company that is valued and needed by the society.

Thank you for your support.



Long-term Vision Formulation and 12th Three-year Business Plan

We Will Focus on Three Growth Areas to Realize Our Vision for 2030

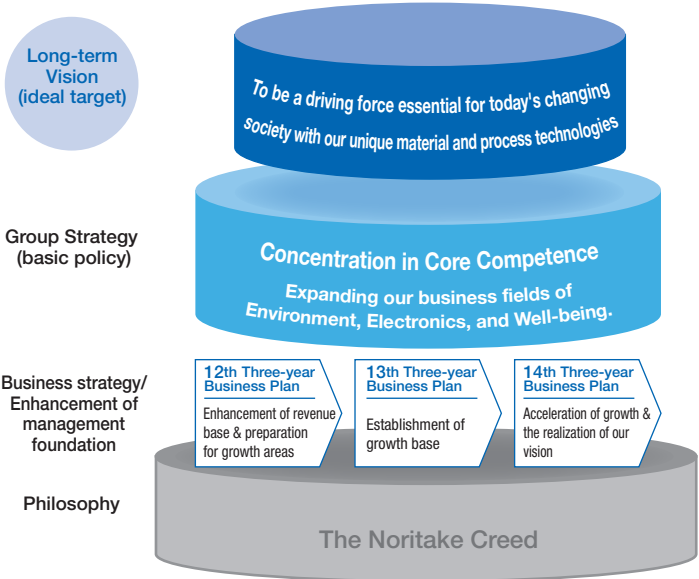
In formulating the 12th Three-year Business Plan, the Noritake Group set targets from a long-term perspective and clarified its long-term vision in order to respond to the rapidly changing business environment. We have formulated a Three-year Business Plan that we must address to achieve the targets and will promote our business in order to realize this long-term vision and contribute to a better society.

Long-term Vision for 2030 (ideal target)

The management philosophy of the Noritake Group is centered on "contributing to society through business" as stated by the founder in the Noritake Creed.

We are aware that business conditions surrounding the Noritake Group will continue to be uncertain and difficult to predict due to increasing geopolitical risks, the development of a carbon-neutral society, accelerating digitalization, and diversifying lifestyles. In formulating the 12th Three-year Business Plan under these conditions, we have created a Long-term Vision (ideal target) focusing on fiscal 2030, and have provided direction for our strategies to realize that vision. Additionally, we clarified the positioning of the three years of the 12th Business Plan and defined specific strategies to be addressed.

The Group will enhance its management foundation and focus on growth areas to contribute to society as a driving force essential for today's changing society with our unique material and process technologies.



Business Strategy

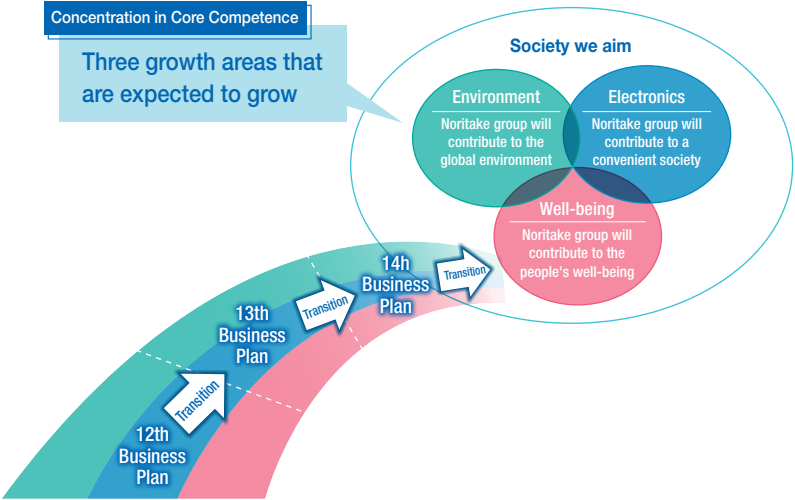
Among our current business areas, we focus on the following areas in the coming years. Through the businesses in these markets, we will promote our business toward the realization of the society that the Group aims to achieve.

Future growth markets		Environment	Electronics	Life Science	Old Tech
Business field of each Business Group	Industrial Products	Environmental products (improvement of fuel efficiency / EV)	Electronics / Semiconductors	Medical	Internal combustion engines
	Ceramics & Materials	Environmental products	Electronic materials	Medical	Ceramics / Casting
	Engineering	Environmental products (batteries / high efficiency)	Electronic components (MLCC)	Food/Pharmaceutical	Industrial
	Tabletop				Tableware
Growth areas		Environment Noritake group will contribute to the global environment	Electronics Noritake group will contribute to a convenient society	Well-being Noritake group will contribute to the people's well-being	

Group Strategy (Basic Policy)

In order to realize the Long-term Vision for 2030 (ideal target), we have designated the following three business fields, environment, electronics, and well-being, as growth areas. We will promote "Concentration in Core Competence" in these three areas and shift our business fields from the current fundamental business fields (internal combustion engine, ceramic industry, etc.) to growth areas (environment, electronics, and well-being).

Through our efforts in those growth areas, we aim to become a Group that contributes to "the global environment," "a convenient society," and "the people's well-being."



About the 12th Three-year Business Plan

Looking ahead to fiscal 2030, the 12th Business Plan is positioned as a period for "enhancing the revenue base and preparing for growth areas." In order to enhance the revenue base, we will reorganize unprofitable products and businesses, and improve and rationalize profitability.

As for the preparation for growth areas, we will increase production and sales as well as enhance our management foundation. In particular, in order to enhance the management foundation, we will work on the following themes across the company.

Company-wide initiatives to enhance the management foundation

Creation of new businesses

We will create new businesses by searching for new business themes at the Group-wide level and by building a commercialization process.

Establishment of sustainability management system

In order to solve social issues for the realization of a sustainable society, we will develop a sustainability management system. Moreover, we will promote sustainability initiatives such as realizing carbon neutrality, and respond to risks such as climate change.

Organizational culture reform

In order to realize the organizational culture required for our Long-term Vision for 2030 (ideal target), we will foster a spirit of challenge and improve engagement among employees by improving our personnel system and promoting work style reform.

Promotion of digital transformation (DX)

We will develop a DX promotion system and promote process reforms that utilize digital technology in order to improve productivity, technical capabilities, and customer service capabilities.

Global Operations of the Noritake Group

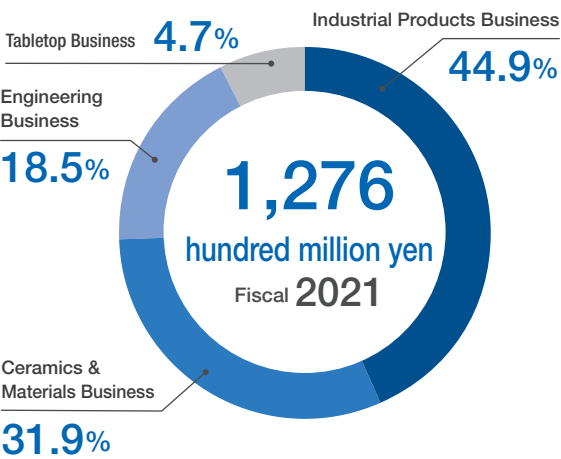
The Company has 25 subsidiaries and 5 affiliated companies in Japan and overseas, which together with the parent company form the Noritake Group.

These group companies will seek for the best working environment and the best systems as well as protecting the human rights of workers. In addition they will develop activities and systems based on the circumstances of each company and the laws of the country.

Noritake in numbers

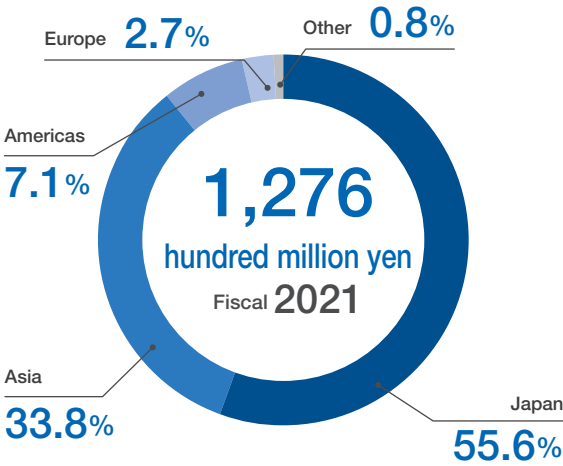
By segment

Net sales composition ratio



By area

Net sales composition ratio



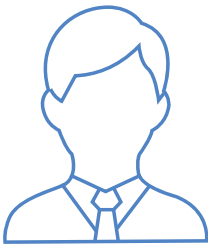
Number of consolidated subsidiaries

23 Companies



Overseas bases

9 Countries/regions



Number of employees

5,007 People
Regular employees only

● Manufacturing Bases ▲ Sales Bases ■ Manufacturing Bases/Sales Bases

* Non-consolidated subsidiary or equity-method affiliate

NORITAKE CO., LIMITED
HEAD OFFICE (Nagoya)
MIYOSHI SITE
KAMORI PLANT
MATSUSAKA PLANT
MINATO PLANT
KOMAKI PLANT

NORITAKE COATED ABRASIVE CO., LTD.
ZEN NORITAKE CO., LTD.
KCM CORPORATION
KYORIX MIE CO., LTD.
NORITAKE ITRON CORPORATION
NORITAKE TCF CO., LTD.
NORITAKE GARDEN CO., LIMITED
TONO KENMA CO., LTD.*
NORITAKE RECYCLE CENTER CO., LIMITED*

NORITAKE CO., LIMITED
YASU PLANT
KURUME PLANT
IMARI PLANT

NORITAKE CO., LIMITED (Tokyo)
NIHON FUREKI SANGYO CO., LTD.

OKURA ART CHINA, INC.*
HIROSHIMA KENMA K.K.

NORITAKE CO., LIMITED (Osaka)
NIPPON RESIBON CORPORATION
RYOWA CORPORATION

NORITAKE ABRASIVES (SUZHOU) CO., LTD.

NORITAKE SHANGHAI TRADING CO., LTD.

NORITAKE CO., INC.

SIAM COATED ABRASIVE CO., LTD.*

NORITAKE EUROPA GMBH

ITRON(U.K.) LIMITED

TAIWAN KCM CO., LTD.*
NORITAKE TAIPEI CO., LTD.

PT. NORITAKE INDONESIA

NORITAKE LANKA
PORCELAIN (PVT) LIMITED

NORITAKE (AUSTRALIA) PTY. LTD.

NORITAKE SCG PLASTER CO., LTD.

NORITAKE SA (THAILAND) CO., LTD.
DIA RESIBON (THAILAND) CO., LTD.

(As of March 31, 2022)



Group General Manager of
Industrial Products Group
Akira Higashiyama

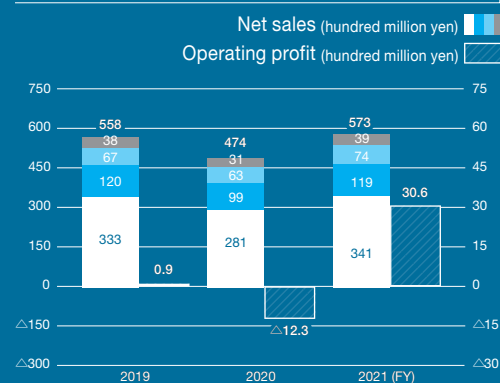
Industrial Products Business

We are one of the largest comprehensive manufactures of grinding and polishing tools in Japan, supporting indispensable processes in manufacturing - cutting, shaving, and polishing materials - through world-class technologies. Our Group includes companies such as NIPPON RESIBON CORPORATION and HIROSHIMA KENMA K.K., which handle offset grinding wheels and other general-purpose grinding wheels, and NORITAKE COATED ABRASIVE CO., LTD., which handles coated abrasives. Through a wide product lineup, we contribute to the development of many industries, including automobiles, steel, bearings, aircraft, shipbuilding, medical care, and semiconductors.

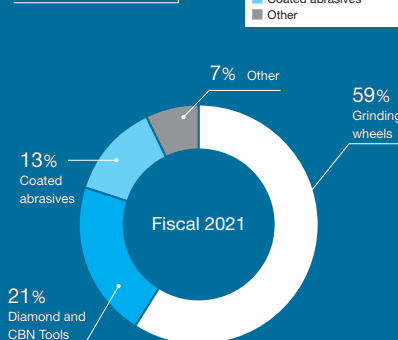
Main products

- Grinding wheels
- Diamond wheels and tools
- CBN wheels
- Coated abrasives
- Grinding/polishing-related products (grinding oil, etc.)

Net sales (hundred million yen) Operating profit (hundred million yen)



Net sales ratio



Initiatives of the 12th Three-year Business Plan

Looking ahead to 2030, we are still in the midst of change and expect that things will change even faster in the future. We need to take steps in order to adjust to changes and make major shifts in our business. In the Industrial Products Business, "Profit improvement in existing businesses and preparation for entry into growth areas" serves as our basic policy for the 12th Three-year Business Plan. We position this period to expand the good points that we have built in the past, and straighten what needs to be reconsidered.

Firstly, we will restructure our business into two types, custom-made products and general-purpose products, to build

an efficient business structure. For custom-made products, we will strengthen our earnings in existing fields by thoroughly improving profitability, establishing a system to increase production and by establishing sales bases. In growth areas, we will focus on development of new technologies and products that support the semiconductor business and the electrification of automobiles. In the general-purpose products business, we will realign our manufacturing and sales structure to focus management resources on strengthening profitability and building a structure to enter growth areas.

MESSAGE

Toward realization of the Long-term Vision for 2030

— It is the "people" that leads this major transformation to success.

We recognize that the Group's Long-term Vision for 2030, which we have just formulated, is a broad indication that Noritake, a leading grinding company, is taking on the challenge of a major change in direction. We also realize that it has attracted attention as well as surprise within the industry. The long-term vision of the Industrial Products Business is to "support the growth and development of the industry through the grinding and polishing business, realize economic and environmental value, and contribute to the well-being of society." We also aim to become a leading company in the future in the fields that the Group has defined as growth areas - the environment, electronics and well-being. The Noritake Group is a comprehensive manufacturer of grinding and polishing products that have been involved in a wide range of products, not only products in strong

fields. Amid changes in the industrial structure, such as the electrification of automobiles, the Industrial Products Business must take advantage of its accumulated materials and process technologies in a wide range of fields to take on the challenge of entering new product fields in which it will have strengths.

Another big challenge is the fear of making changes. Although there is a mental and emotion barrier, we need to step forward from our past successes and what we have built to achieve future success. Over the past two years, I feel that our employees have overcome this barrier. The most important factor for the success of this transformation is "people." We will strive to prepare the environment where all employees don't look back, take on the challenges one or two steps ahead from the current situation, and participate in making the Group better with excitement.

Performance in fiscal 2021

Market conditions and customer production began to recover in the second half of 2020. In Japan, sales were strong in the automotive, steel, bearing, and electronic component industries. Sales increased both in Japan and overseas, with overseas due to the recovery in the automobile industry in North America, the steady growth in the automobile and steel industries in China, and recovering market conditions in Southeast Asia.

Sales of general purpose grindstones, including cut-off wheels, were strong in Japan and grew substantially overseas as well. In terms of profits, the results of the profit improvement measures we have been working on continuously since fiscal 2020 were noticeable. As a result, net sales in the Industrial Products Business were 57.346 billion yen (YoY increase of 21.1%) while operating profit was 3.055 billion yen (compared to an operating loss of 1.226 billion yen in the previous year).

Overview of the 11th Three-year Business Plan

In fiscal 2020, the middle year of our 11th Three-year Business Plan, we experienced significant production adjustments by customers both in Japan and overseas, resulting in a sharp decline in production volume. Therefore, in order to secure profits without relying on production volume, we implemented measures to improve profitability in all divisions from manufacturing to sales. As a result we were able to achieve profitability and we see this as a major turning point for our business. Even after the impact of the COVID-19 pandemic has diminished, the direction of the market has not returned to its original state, and I feel that it is still changing. In the automotive industry, there is a growing need for new products and components due to high speed and high capacity in the areas of EVs, carbon neutrality, and electronic components. As a result, the materials that our grinding products will be used for and the level of grinding precision will change drastically. Therefore, it is necessary to restructure the business structure in accordance with changes in the market rather than adhere to the strategy of "local production for local consumption" that pursues production volume as in the past.

Ceramics & Materials Business

Crushing, mixing, molding, and printing - our technologies cultivated through the manufacturing of tableware create outstanding materials and components that play roles in many fields. Those products contribute to a variety of industries that manufacture electronic components, such as multilayer ceramic capacitors, as well as automotive, medical equipment, and jet engine components.

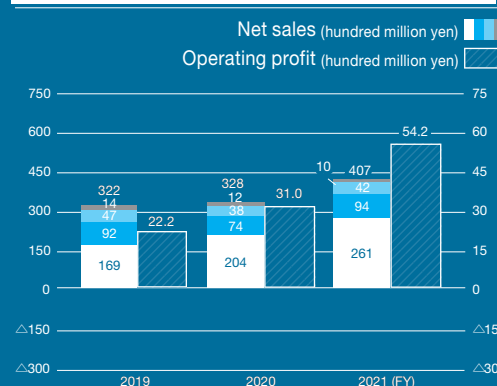
Group General Manager of
Ceramics & Materials Group
Hiroshi Yorita



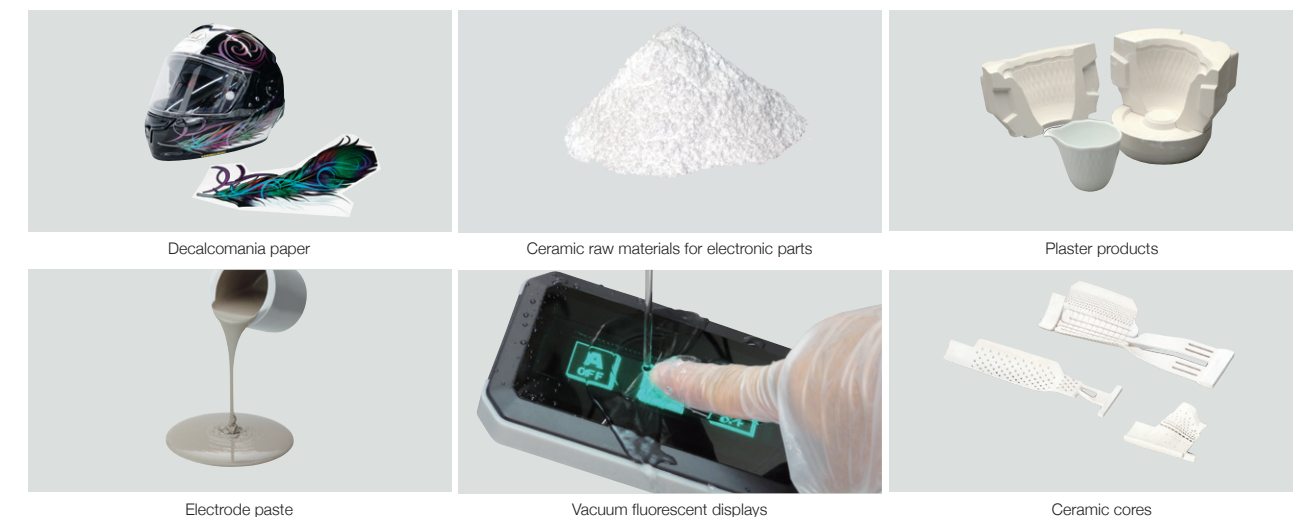
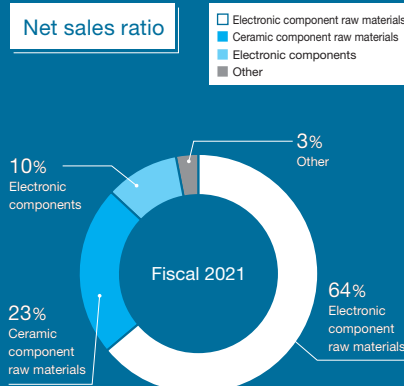
Main products

- Electronic component raw materials
Electronic paste, Decalcomania paper, Electronic ceramic powder
- Ceramic component raw materials
Plaster, Ceramic raw materials
- Electronic components
Thick film circuit substrate, Vacuum fluorescent displays and modules
- Other
Catalyst carriers, Ceramic cores

Net sales (hundred million yen) Operating profit (hundred million yen)



Net sales ratio



Initiatives in the 12th Three-year Business Plan

We will work further to strengthen our business foundation and expand into cutting-edge fields. In the area of electronic components, we made capital investments and strengthened our business structure in terms of both production capacity and business continuity planning (BCP). Taking advantage of this structure, we will expand our product lineup and expand our market share in the electronics field, and develop new products in growth areas, such as materials for multi-layer ceramic capacitors (MLCC). To this end, we will also cultivate young human resources who will be responsible for the future of our business and strengthen our manufacturing capabilities to raise the level of our business base. We have also started to strengthen

our overseas marketing system, which was the area to be improved, and have formulated a vision for market development as a preparation for the next Three-year Business Plan period.

In addition, we will restructure our business portfolio, especially in the area of ceramics, through "Concentration in Core Competence" and the creation of new products and businesses that continue from the 11th Three-year Business Plan. In order to implement the action both swiftly and drastically, we collaborated with customers to re-identify and analyze issues. We recognize that it is most crucial to tackle each individual issues that we face with sincerity.

Performance in fiscal 2021

Overall demand was firm in the electronics and communications field. Sales of electronic paste rose sharply due to a strong demand for electronic components for high-speed mobile communications and personal computers. Sales of electronic components in the communications and automotive sectors were favorable. Sales of thick film circuit substrate increased due to factors such as price revisions for some products. Plaster sales were favorable in Southeast Asia and Africa. Customer production adjustments have resulted in lower sales of ceramic cores. Sales of catalyst carriers were the same as the previous year, while vacuum fluorescent display sales increased. Sales of ceramic raw materials increased significantly due to favorable business conditions in both Japan and overseas. As a result, net sales for the Ceramics & Materials Business were 40.749 billion yen (YoY increase of 24.3%), while operating profit was 5.423 billion yen (YoY increase of 75.0%).

Overview of the 11th Three-year Business Plan

In the Ceramics & Materials Business, home electronics and high-speed communication products performed very well even during the COVID-19 pandemic. This includes the MLCC* market, an area which has been extremely favorable and where we have been working to increase production. In fiscal 2021, a new production line for raw materials for electronic components began full-scale operations.

Our Ceramics & Materials Business is composed of diverse production businesses, each of which has a long history of its own. Regrettably, the overall result of the Ceramics & Materials Business in the 11th Three-year Business Plan period was not very satisfactory despite our effort in structural reforms and "Concentration in Core Competence". This leaves us with a challenge. As for measures to improve issues for individual products, we have made new progress in the construction materials field in Thailand with products other than our mainstay plaster, and the results have been successful.

* MLCC is the abbreviation for multi-layer ceramic capacitor.

MESSAGE

Toward realization of the Long-term Vision for 2030

— We will discover and address directions in which Noritake can grow further.

The Ceramics & Materials Business has a Long-term Vision for 2030 of "contributing to society through materials based on our unique process technologies." More than 90% of the products handled in Ceramics & Materials Business are electronics field products, and I believe that further cultivating this field with our unique process technology and unique materials created from it will contribute to society. As a developer and supplier of materials for electronics products, which are expanding in volume, we will also actively work to reduce the use of chemical substances that have environmental impacts. In addition, stepping away from the concept of conventional equipment, we have started developing new process technologies and construction methods, resetting the concept of conventional equipment, and taking on the

challenge of designing compact and highly productive lines.

With regard to the creation of new businesses, Noritake has launched a corporate-wide task force that includes executives and department heads as well as young employees. The task force explores new business opportunities through iterative information sharing and discussions with diverse members, aiming to create new businesses from a corporate-wide perspective. This is a new and an exciting measure. There is no certainty that how the Ceramics & Materials Business can collaborate with the newly created businesses, but we will together discover and address directions in which Noritake can grow further.

Group General Manager
of Engineering Group

Tomoaki Maeda

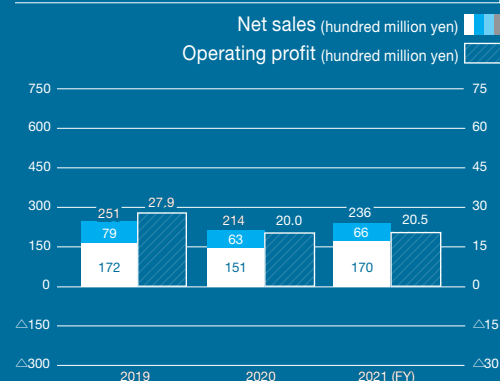
Engineering Business

With our core technologies of heating, mixing, filtering and cutting, we provide wide range of engineering equipment to a variety of industries including automotive, electronic components, chemicals, pharmaceutical, and food. We contribute to greater efficiency and energy savings in the manufacturing workplaces. We develop and design drying furnaces, heating furnaces, mixing and agitation equipment, filtration equipment, steel cutting machines, circular sawing cutting machines, and other equipment to match customer needs.

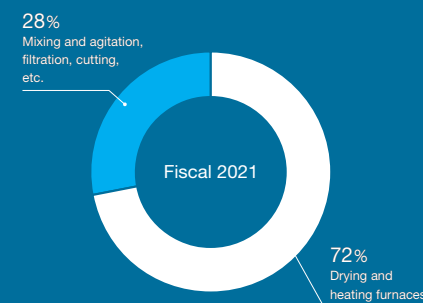
Main products

- High-efficiency heating furnace roller hearth kiln
- Far-infrared drying furnace
- Mixing and stirring machines (static mixer, etc.)
- Coolant filtration systems
- Carbide-tipped circular sawing machine
- Circular sawing cutting machine

Net sales (hundred million yen) Operating profit (hundred million yen)



Net sales ratio



Static mixer



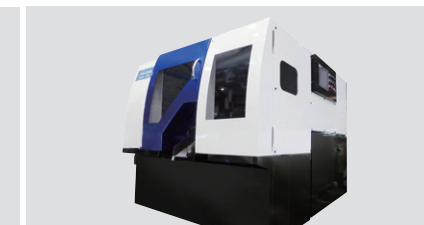
Roller hearth kiln



Coolant filtration system



Rotary kiln



Carbide-tipped circular sawing machine (Thin Cut Master)



Circular sawing cutting machine

Initiatives in the 12th Three-year Business Plan

We decided that our basic strategy for the 12th Three-year Business Plan is to be "to aim to establish a business foundation through expansion of both existing businesses and development of new fields." We will continue to expand sales and market share in the energy and electronics fields, where strong growth is expected. In response to the subsequent growth in after-sales service, we will strengthen personnel resources and cultivate human resources, and aim to improve engineering capabilities. Furthermore, we believe that most of the existing products in the Engineering Business are environment-friendly products that contribute to the reduction of the environmental burden. Therefore, we will continue to develop new applications and

products in the environmental field.

We aim to enter the pharmaceutical and semiconductor fields and develop new businesses in these fields. Over these three years, we will determine what values we can offer to the world by taking advantage of the strengths of the Engineering Business, and will conduct business incubation activities so that we can enter the market at full scale in the next Three-year Business Plan. As for after-sales service businesses, such as maintenance and consumables, which can serve as a stable earnings base, we will expand our service base and develop it into a growth business by introducing new technologies such as IoT.

Performance in fiscal 2021

The Engineering Business's mainstay drying furnaces and heating furnaces exhibited an increase in sales due to steady growth of the lithium-ion batteries and electronic components sectors as a result of growth in environmental contribution efforts and of the information and telecommunication fields. Sales of mixing and agitation equipment for the chemical and food industries remained sluggish. Sales of filtration equipment decreased due to the significant impact of restrained capital investment of customers. Sales of carbide tipped circular sawing machines increased significantly mainly due to their strong sales for steel processing. As a result, net sales in the Engineering Business were 23.585 billion yen (YoY increase of 10.0%) while operating profit was 2.054 billion yen (YoY increase of 2.8%).

Overview of the 11th Three-year Business Plan

Under the 11th Three-year Business Plan, we implemented various measures aiming a net sales target of 23 billion yen and an operating profit target of 2.1055 billion yen. Although we achieved the sales target, operating profit fell short of 100 million yen. The main reason for the shortfall was that due to the nature of our business where local delivery is essential, delivery work was hampered by factors such as the quarantine period for overseas business trips.

In terms of "Concentration in Core Competence", we shifted our focus from filtration equipment as well as mixing and agitation equipment, which continued to show weak performance, to heating equipment for electronic components, such as lithium-ion batteries and MLCC* that are demonstrating solid sales performance. On the other hand, the automotive-related and industrial machinery sectors have not seen a significant recovery from the COVID-19 pandemic due to factors such as a shortage of semiconductors, and I believe that irreversible changes are occurring in the market environment.

* MLCC is the abbreviation for multi-layer ceramic capacitor.

MESSAGE

Toward realization of the Long-term Vision for 2030

— We value our employees because they are the ones who foresees growing markets and products.

One of the long-term visions of the Engineering Business is to expand facilities related to environmental improvement and to enter the pharmaceutical field closely related to our daily life. Our customers range from electronic component business to food product business. In every case, our basis is to solve problems at customer sites. In other words, the most important management resource for the Engineering Business is the "people" who actually solve the problems. We believe that the growth of this business has been brought about by human resources who have gained experience on the front lines facing our customers and have acquired solid problem-solving skills. Therefore, the Engineering Business provides opportunities for all employees, from sales to development, to come into contact with customer sites and information as much as possible. Through close

contact with our customers, we will strive to grasp their true needs and come up with the most appropriate proposals for them.

With this business model, employees in this business are able to make contact with customers and others in a variety of fields and catch up on information about growing fields and products. Furthermore, we can also grasp the ideas of the products that are niche but indispensable to the society of the future by seeing them on-site. We believe that there is potential in fields that employees at the frontline find intriguing. At present, the Engineering Business will focus on fields such as the environment and pharmaceuticals. By trusting the eyes of our employees, we will explore and offer products that are right for the time and expand our business in a broader way.

Tabletop Business

For over 100 years, Noritake's tableware has been loved around the world. We offer a wide lineup of beautiful and easy-to-use tableware for daily use at home and for gifts, as well as for commercial use in hotels, restaurants, in-flight service, and more. By providing products infused with impeccable quality and taste, we enrich our customers' lives more.

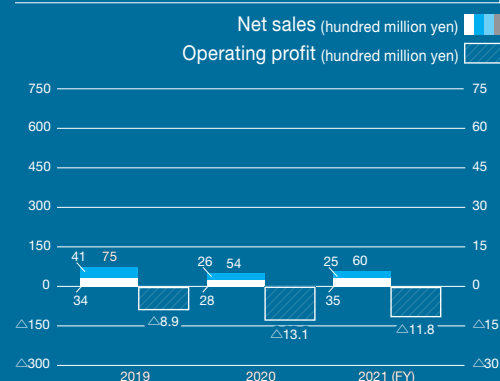
Group General Manager
of Tabletop Group
Tomoyuki Katada



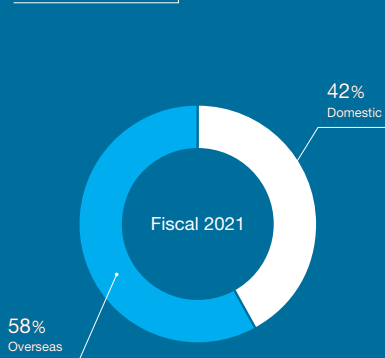
Main products

- Porcelain tableware
- Other tableware-related products
- Decorations/works of art, etc.

Net sales (hundred million yen) Operating profit (hundred million yen)



Net sales ratio

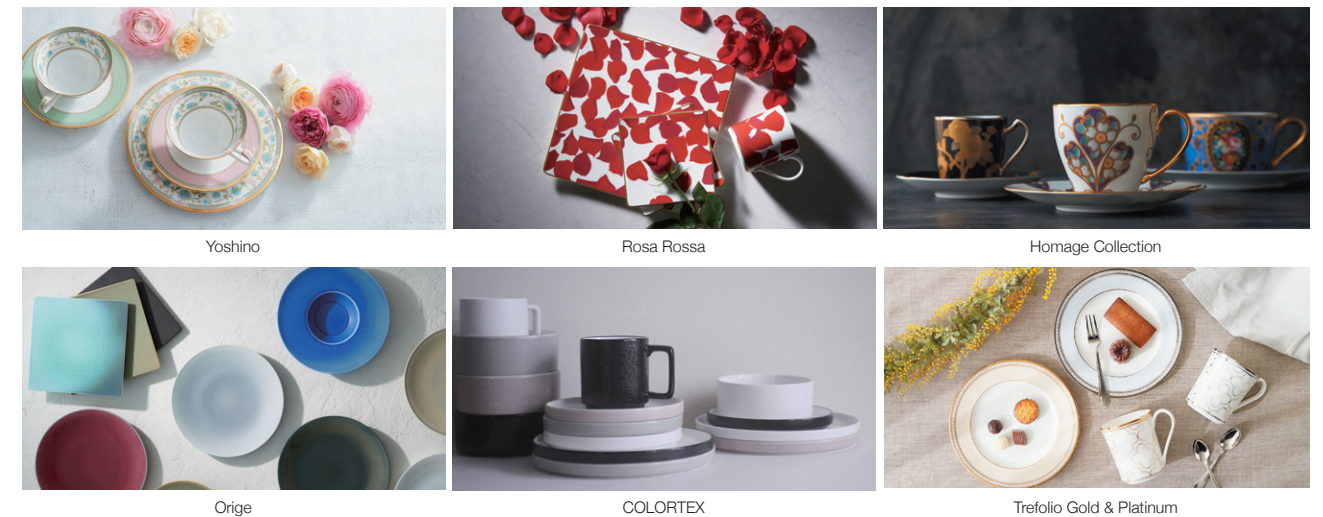


Performance in fiscal 2021

Since fiscal 2020, due to the COVID-19 pandemic, the domestic tableware market has been severely impacted by the sluggish conditions of our major customers, such as the tourists and retail industries and the conditions remained grim in fiscal 2021. Online sales increased significantly, and there was a slight recovery in sales of hotels and restaurants. However, these were the only positive trends and the sales declined overall. Overseas markets recovered relatively quickly from the COVID-19 pandemic with our sales recovering in the United States, China, and India. Online sales increased due to strong sales in all regions. The net sales in the Tabletop Business were 5.96 billion yen (YoY increase of 10.3%), resulting in an operating loss of 1.179 billion yen.

Overview of the 11th Three-year Business Plan

Since the Tabletop Business was severely impacted by the COVID-19 pandemic, we accelerated profitability improvement through "Concentration in Core Competence". Online sales activities expanded both in Japan and overseas. We fully renewed our directly-managed website, Noritake Online Shopping, in March 2021, and opened stores in major e-commerce malls in Japan. For overseas, we strengthened relations with department stores focused on online sales in the United States. In October 2021, our flagship store Noritake Square Nagoya, which is located in Noritake Garden, was reopened. The shop proposes better lifestyles, offering not only tableware but also items and interiors related to food spaces. We laid the foundation for a B2C business that combines brick-and-mortar and online sales. On the other hand, we lowered the break-even point by reducing fixed costs through "Concentration in Core Competence", such as closing or withdrawing from unprofitable sales channels and stores. I expect this to provide a foothold for future recovery.



Initiatives in the 12th Three-year Business Plan

In line with our long-term vision of "contributing to the well-being of people through environmentally-friendly business activities and the provision of high-value-added products," achieving profitability will be a top priority in the 12th Three-year Business Plan period. In Japan, we will further strengthen our two business pillars, Noritake Square Nagoya and online sales. We will also expand sales to hotels, restaurants, and airlines in the tourism industry, where inbound demand is expected to recover. At the same time, we will further strengthen "Concentration in Core Competence" by reducing fixed costs such as distribution

and logistics costs. Overseas, the results of the measures we have implemented so far are beginning to appear in the growth markets of India, China, and other major countries in Southeast Asia, and we aim for further business growth in these markets. Although the 11th Three-year Business Plan was severely affected by the COVID-19 pandemic, fixed costs have been reduced across the entire Tabletop Business, and the structure is transforming into one that is stronger. In order to achieve profitability in the 12th Three-year Business Plan period, all employees will work together to achieve our business goals.

MESSAGE

Toward realization of the Long-term Vision for 2030

— We will contribute to the people's well-being.

In line with our long-term goal of "establishing a brand that suggests better lifestyles," our key concept is "enriching lifestyles from the dining table." For example, enjoying time with coffee, cooking to entertain people, thinking about room interiors, opening a specialty restaurant - doing these things is a happy, fulfilling time for everyone. There would be nothing more pleasing if Noritake can contribute to create these happy times through its products.

We are proud that we have contributed to creating dining scenes by offering high-quality tableware to hotels and restaurants. We will use social networking services and other media to spread the enjoyment of happy dining scenes. At our

flagship store, Noritake Square Nagoya, we aim to show it in reality, not only with tableware, but also by creating sales floors in collaboration with various brands so that people can feel greater "enjoyment" and "enrichment."

It is also important to respond to interest in the SDGs. In fiscal 2021, we began selling tableware made of recycled materials. The response has been very positive, and we have received many inquiries from interested companies for such products as commemorative gifts. Moving forward, we will contribute to the creation of a sustainable society by providing products that focus on sustainability, such as developing light tableware for airlines and contributing to the reduction of fuel consumption.

Group General Manager of
Development & Engineering
Group

Akira Nagata



Research & Development

The roots of Noritake's technologies stretch back 100 years when techniques for manufacturing tableware were developed. The passion for manufacturing from those times has been passed down from generation to generation, and new technologies and products that bring out the diverse characteristics of ceramics have been introduced to the world. And now to achieve further growth, we have envisioned a long-term vision for 2030 as "to be a driving force essential for today's changing society with our unique material and process technologies". We will work together to create new technologies and products needed by our society.

Technologies of Our Strength

- **Fusion Technologies for Fine-particle:** Techniques to fusion metal or ceramic fine-particle from the size of nanometer to micron
- **Coating Technologies for Fine-particle:** Coating technologies to improve the quality and the functionality of the metal and ceramic fine-particle
- **Dispersion Technologies:** Monodispersion technologies for micro-granules such as those made of metals or ceramics
- **Forming Technologies:** Techniques to form various ceramics parts with less cost and with greater stability
- **Technologies for Porous Materials:** Core technologies for porous ceramics materials, such as grinding stones
- **Fusion Technologies:** Low-melting point glass technology for joining materials with different coefficients of thermal expansion, such as between dissimilar materials
- **Environment-friendly Decorative Material Technologies:** Pigments, enamels, and paints that shine with brilliant color and are kind to the environment
- **Printing and Decorative Technologies:** Screen printing, decorative and circuit printing for industrial inkjet printing

Research and development system and our main development targets

Both the Development & Engineering Group and the engineering departments of each business group are involved in product development. The Development & Engineering Group is responsible for creating new projects and products that can contribute to realize a sustainable society. We also work to develop new technologies for enabling such projects and products. We actively participate in the governmental projects, cooperating with university and external research organizations, to develop leading-edge technology.

Under the 12th Three-year Business Plan, which started in fiscal 2022, we are promoting the development of new technologies and products for the growth areas of "environment", "electronics" and "well-being", as defined in our long-term vision. Many of the research and development projects we have been working on can be categorized into one of these three fields. From FY2022 onward, we will work inventory analysis of what we have achieved so far and promote "Concentration in Core Competence" to accelerate development.

Major achievements in FY2021

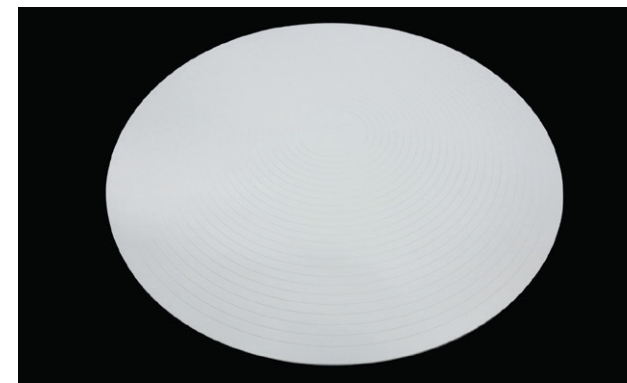
Noritake has developed a new inkjet printing technology by adding our own proprietary technology, dispersion and designing of fine particle, to our conventional decoration technology which use liquid gold and paint for ceramics that Noritake has accumulated over many years.

In February 2022, LHA Pad®, grinding tool with the feature of "loosely-held abrasive", won the gold prize of 2022 Aichi Environmental Award. It is used in the production process of advanced materials such as silicon carbide (SiC) and gallium nitride (GaN) with low electrical loss, which will increase in demand in the fields of electric vehicles (EVs) and mobile communications in the future. While achieving an extremely high level of surface finish, it is possible to significantly reduce the amount of abrasive slurry generated as industrial waste. The product is a completely new polishing tool that is environment-friendly and of excellent quality.

"Environment" is the most important and indispensable development theme

I believe that contributions to climate change control and resource recycling are the most important and essential aspects of research and development. We have been working to establish next-generation energy technologies by applying the ceramics and metal technologies we have cultivated through the production of ceramics. The Research & Development Group is conducting research and development from various angles, from advanced researches such as developing materials and components for fuel cells to basic researches such as controlling electrical properties and optimizing material compositions and sizes (down to nano size) of the research subjects. We are also working on the development of elemental technologies related to hydrogen energy.

As with next-generation energy, technological innovation is still necessary for EVs, electrical vehicles, to become widespread. EVs are expected to have about half of the processed parts compared to internal combustion vehicles, and it is said that there is a possibility that the tools used by component manufacturers can be switched from conventional customized products to general-purpose products. Naturally, new functions and quality are required for the tools used to process new parts, but if the process of producing EVs increases the environmental impact, it will be a loss for all. I believe that the development of highly versatile new tools for EVs with reduced environmental impact will be of utmost importance in the future.



LHA Pad®



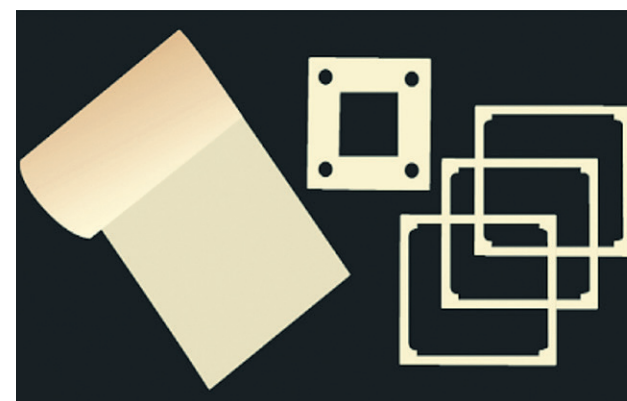
Ceramic plates decorated using DECORATECT® technology

Start reforming the development process by dividing into applied research and practical development

From the 12th Three-year Business Plan, we will work to reform the development process of our research themes by dividing them into "applied research" and "development for ready to be new product" in order to speed-up the time to put the developed items out to actual business. In addition, the speed of technological innovation in the world is rapidly increasing, so it is natural that the themes we are working on today may become obsolete tomorrow. In Group-wide development process reform, we aim to improve development speed by quickly obtaining information from various perspectives, analyzing them and taking appropriate measures.

It is also important to break away from do-it-yourself style. We

won't be able to move quickly enough if we try to develop all the technology in-house and release it to the world as before. In order to create new technologies, we are seeking ways to collaborate with the R&D departments of other companies to combine our various elemental technologies with those of other companies. In addition, for clarifying the mechanism is essential in the development process, we dispatched our employees to the Japan Fine Ceramics Center to receive specialist training in measurement and analysis. We also conduct joint research and personnel exchanges with universities and external research institutes, and will continue to focus on future open innovation.



Sheet material for glass sealing designed for fuel cells



Highly flexible thermosetting silver paste

ESG Initiatives

The Noritake Group seeks to contribute to society based on our Corporate Motto that calls for making all-out efforts to provide the finest quality products (Good Quality), pursue international customers and aim at business that delights customers in the global market (Export), and to grow and develop together with society as a good corporate citizen (Co-prosperity). We have established the Noritake Group's Code of Ethics based on our Corporate Motto as a guiding principle by which all employees can take action with moderation, integrity, and high ambition. Furthermore, we have established and will engage in our ESG Promotion Items, to build a sustainable and better society through our everyday corporate activities.

Noritake Group's Code of Ethics

Put in practices Noritake's corporate motto of "Good Quality, Export, and Co-prosperity"

In accordance with the Company's corporate motto, "Good Quality, Export and Co-prosperity," we shall develop and offer outstanding products and services throughout the world, giving full consideration to their safety. In this manner, the Group can grow with its customers and contribute widely to society as a good corporate citizen.

Observe the laws, regulations and social norms

We shall observe laws, regulations and social norms. The Group shall promote fair, transparent and free competition, and engage in sensible business activities. Moreover, and without exception, the Group shall not be involved with any antisocial forces or organizations that obstruct sound business practices.

Respect the human rights of employees

We shall respect the fundamental human rights of its employees, and engage in no practices of unjust discrimination due to age, gender, origin, nationality, race, disability, religion, supporting political party, etc. Furthermore, the Group shall safeguard employees' health while maintaining a safe and hygienic working environment.

Preserve the global environment and contribute to affluent and comfortable local communities

We shall do its utmost to help preserve the global environment against deterioration and promote efficient use of limited natural resources. At the same time, we will contribute to creating local communities that offer abundant and comfortable lifestyles.

Disclose information to shareholders, customers, and local communities

Noritake shall actively and impartially disclose corporate information not only to its shareholders but also to society as a whole.

Corporate motto

Good Quality



Making all-out efforts to manufacture the finest quality products

Export



Pursuing internationalism and contributing to society from a global perspective

Co-prosperity



Growing and developing together with society as a good corporate citizen

ISO26000 Core subjects	Promotion items	Details
Organizational governance	Practice Corporate Motto and observe the laws, regulations and social norms	- Promote our Corporate Philosophy - Establish governance structure - Utilize the whistle-blowing system - Observe business-related laws and regulations - Prevent corruption - Enhance intellectual property education
Human rights	Respect for fundamental human rights and diversity	- Treat human rights with respect - Promote active participation by women - Emphasize human resources development - Promote hiring of disabled employees
Labor practices	Prioritization of safety and health over everything else	- Promote occupational safety and health activities - Promote health management - Respect work-life balance
Environment	Preservation of the global environment and achievement of a sustainable society	- Reduce CO₂ and wastes - Enhance products that contribute to the environment - Promote use of environmentally-friendly machinery
Fair operating practices	Disclosure of information to stakeholders	Disclose information timely and accurately
Consumer issues	Provision of finest quality products and services	Promote activities to enhance manufacturing
Community involvement and development	Achievement of affluent and comfortable local communities	- Coexist with local communities - Promote regional contribution activities - Continue supporting foreign students

Together with the Global Environment

Together with Communities

Together with Shareholders and Investors

Together with Business Partners

Together with Customers

Together with employees

29

30

Harmony with the Environment



NORITAKE GARDEN

In order to "achieve a sustainable society," the Noritake Group has acquired certification under the international standard ISO14001 at our major domestic business sites and promotes environmental activities such as developing environment-friendly products and taking countermeasures on global warming. In particular, as a measure against global warming, we believe that the use of renewable energy has a significant effect on the reduction of greenhouse gases, and we have installed solar power generation facilities at our domestic offices, including Noritake Garden.

The report "9. Harmony with the Environment" (P31 to 39) was created using data from the following group companies.

- | | | |
|-------------------------------------|---------------------------------------|---|
| ●NORITAKE CO., LIMITED | ●KYORIX MIE CO., LTD. | ●NORITAKE SCG PLASTER CO., LTD. |
| ●NORITAKE COATED ABRASIVE CO., LTD. | ●NORITAKE ITRON CORPORATION | ●PT. NORITAKE INDONESIA |
| ●ZEN NORITAKE CO., LTD. | ●NORITAKE TCF CO., LTD. | ●NORITAKE TAIPEI CO., LTD. |
| ●HIROSHIMA KENMA K.K. | ●NORITAKE GARDEN CO., LIMITED | ●NORITAKE LANKA PORCELAIN (PVT) LIMITED |
| ●KCM CORPORATION | ●NORITAKE RECYCLE CENTER CO., LIMITED | |



Noritake Garden (Biotope)

Environmental action policy



Environmental Policies

The Noritake Group, as a company that manufactures products based on its founding spirit of "Good Quality, Export and Co-prosperity," positions the preservation of the global environment as an important management issue, and is contributing to the achievement of a "sustainable society" through its business activities.

- ① We will strive to develop and provide environmentally-friendly products and services.
- ② We will endeavor to reduce environmental burden in all processes of our business activities. In particular, we will strive to achieve the goals set for the reduction of CO₂ generation, resource saving, waste reduction, and recycling, and to manage hazardous substances appropriately.
- ③ We will build Environmental Management System from a global perspective and strive to reduce environmental burdens continually.
- ④ We will comply with environmental laws, regulations, and other requirements.
- ⑤ We will disclose information about our environmental activities and enhance our communication activities with stakeholders.

Aim

The Noritake Group as a whole will make efforts to promote voluntary environmental protection activities, — actively work to reduce the environmental burdens and risks that occur in our business activities, and aim to contribute to global environmental protection. In addition, we will strive for co-prosperity with our stakeholders by implementing environmental management that balances environmental protection and generating business profits.



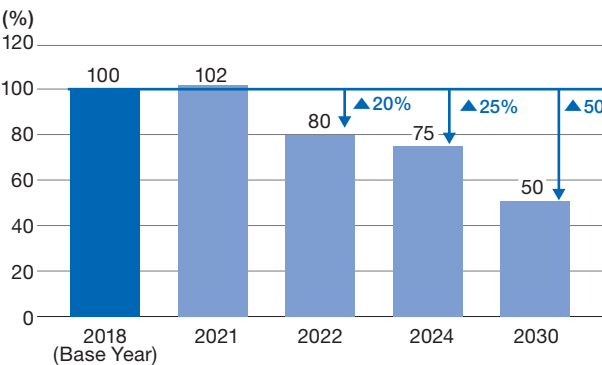
Solar power generation equipment (MIYOSHI SITE)

Initiatives toward carbon neutrality

The Noritake Group has formulated a medium- to long-term CO₂ emission plan in order to promote efforts to achieve carbon neutrality.

Under the 12th Three-year Environmental Action Plan, which began in FY2022, we aim to reduce emissions by more than 25% from the base year (2018) by 2024 through energy conservation at facilities and the use of renewable energy. In addition, in order to transition to a low-carbon society and achieve net zero CO₂ emissions by 2050, we are considering the introduction of future technologies that will lead to carbon neutrality. In addition, we will promote the development of infrastructure for initiatives throughout the supply chain, aiming to halve CO₂ emissions by 2030.

CO₂ Emissions (Scope 1 and 2)



11th Three-year Environmental Action Plan (fiscal 2019 to fiscal 2021 plan and fiscal 2021 results)

Activity item		Plan (fiscal 2019 to fiscal 2021)	Results (Fiscal 2021)	Evaluation
Environmental management system	ESG Initiatives	Achievement of environmental management based on the Group management system	Establishment of an environmental management system	○
	Environmental activities at overseas plants	Promoting environmental activities at each overseas office	Promoting environmental activities in line with the actual conditions	△
Countermeasures for global warming	[Domestic] Reduce greenhouse gas emissions	Per unit of production: reduce by 1% or more compared to previous fiscal year	Per unit of production: reduce by 3% compared to previous fiscal year	×
	[Global] Reduce greenhouse gas emissions	Per unit of production: reduce by 2% or more compared to previous fiscal year	Per unit of production: reduce by 10% compared to previous fiscal year	○
Resource recycling measures	[Domestic] Reduce landfill waste generation	Per unit of production: reduce by 4% or more compared to previous fiscal year Recycling rate: 85% or more	Per unit of production: reduce by 20% compared to previous fiscal year Recycling rate: 89%	○ ○
	[Global] Reduce waste	Per unit of production: reduce by 3% or more compared to previous fiscal year	Per unit of production: Increased by 14% compared to previous fiscal year	×
Pollution measures	Respond to use of prohibited substances	Reduce devices that use specified mercury and specified CFCs	Updated devices that use specified mercury and specified CFCs	○
	Chemical substance management under PRTR regulations	Reduce use of chemical substances subject to PRTR regulations	Implemented plan to reduce use of chemical substances subject to PRTR	○
	Compliance with chemical substance regulations	Continuous monitoring of chemical substance regulation	Continuous monitoring of chemical substance regulation	○
Product measures	Environmentally-friendly products	Net sales ratio: 11% or more	Net sales ratio: 10%	△
	Enhance green procurement	Continue operation of Green Procurement Guidelines	Continue operation of Green Procurement Guidelines	○
Environmental communications	Practice of environmental education	Expand environmental education	Implementation of specialized training for managers and persons in charge	○
	Disclose information to stakeholders	Issue of integrated reports and disclose information through our website	Continued issuance of integrated reports	○

12th Three-year Environmental Action Plan (fiscal 2022 to fiscal 2024)

Activity item			Fiscal 2022 Plan	Three-year Environmental Action Plan (to FY2024)
Achieving carbon neutrality • 2030 50% less CO ₂ emissions than in FY2018 • 2050 Achieve net zero emissions	Countermeasures against global warming	Embodiment of Scope 1 and Scope 2 measures	CO ₂ emissions: 77,000 tons or less At least 20% less than FY2018 level	CO ₂ emissions: 72,000 tons or less At least 25% less than FY2018 level
		Creation of a foundation for Scope 3	Understand Scope 3 system	Establish calculation method for Scope 3 emissions
	Resource recycling measures	Reduce waste	Waste disposals: 11,000 tons or less Amount of plastic waste at Japan sites: 1,400 ton or less	Waste disposals: 10,000 tons or less Amount of plastic waste at Japan sites: 1,300 ton or less
	Product measures	Environmentally-friendly products	Re-evaluate environment-friendly products	Net sales ratio: 10% or more
Strengthen foundation of activities	Strengthening of subcommittee system	Continual improvement of management system	Implement/Improve internal auditing Continue ISO14001 certification	Implement/Improve internal auditing Continue ISO14001 certification
	Pollution measures	Chemical substance management	Perform chemical substance management study	Create chemical substance management system
	Strengthen human resource development	Fostering promoters of environmental initiatives	Introduce management training/CN training	Management training/CN training

Management system

Environmental Management System organizational structure

We have established an environmental protection promotion system having the president as the Environmental Protection Supervisor.

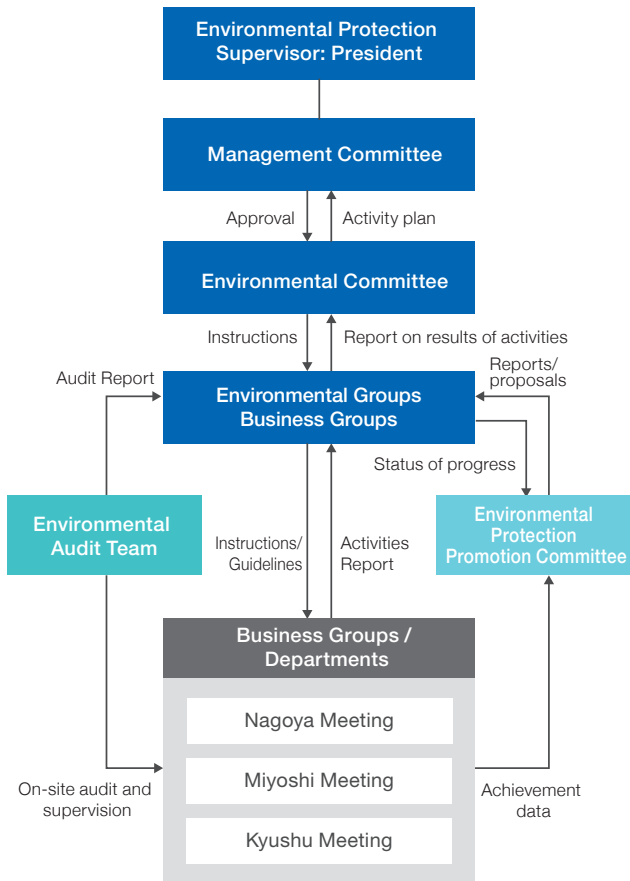
The Environmental Committee, chaired by the company President and with members comprising managers in charge of each business, deliberates the activity plan based on the results of the activities and approves unified guidelines for environmental protection promotion activities at the Management Conference.

For environmental protection activities in each business, Environmental Groups chaired by managers in charge of business are established in each Business Group to plan initiatives and manage progress in line with business activities.

Our Environmental Protection Promotion Committee convenes on a regular basis to plan and manage environmental protection activities and evaluate the results of activities.

In addition, in order to operate the Environmental Management System in cooperation with each region, we hold "ISO Meetings" in various locations.

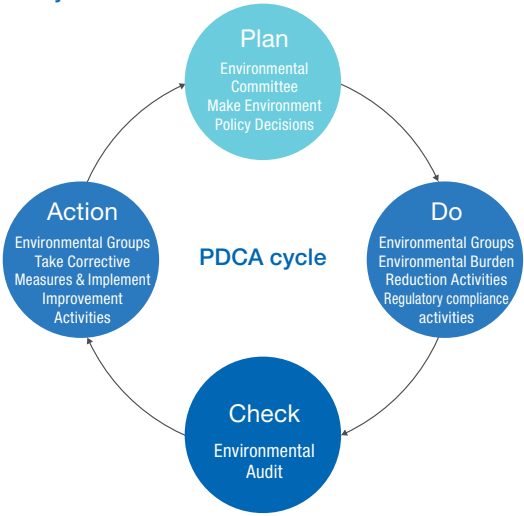
Environmental management organization and structure



Operation of Environmental Management System

In efforts to appropriately implement environmental management, we have established an Environmental Management System based on the international standard ISO14001 and are continuously promoting environmental protection activities. We have received ISO14001 certification from a third-party organization at all domestic production sites.

PDCA cycle



ISO14001 certified offices (Situation as of March 2022)

NORITAKE CO., LIMITED (JQA-E-90071 was obtained in 1997)

NORITAKE CO., LIMITED
Head Office, Miyoshi Site, Kamori Plant, Komaki Plant, Minato Plant, Matsusaka Plant, Yasu Plant, Kurume Plant, Imari Plant

ZEN NORITAKE CO., LTD.
HIROSHIMA KENMA K.K.
NORITAKE RECYCLE CENTER CO., LIMITED
NORITAKE TCF CO., LTD.
NORITAKE GARDEN CO., LIMITED

NORITAKE ITRON CORPORATION
Omiya Office/Uchiyama Office
NORITAKE COATED ABRASIVE CO., LTD.
Head Office/Noto Plant

KCM (JSAE393 was obtained in 2001)

KCM CORPORATION
Head Office/Head Office Plant
KYORIX MIE CO., LTD.
Mie Plant

In addition to the above, overseas offices are also establishing Environmental Management Systems to promote environmental protection activities in the same way as in Japan. They are setting up environmental systems considering the regional characteristics of each country, such as laws and regulations.

Management system

Results of fiscal 2021 group environmental supervision

In order to properly promote environmental protection activities, the Environmental Audit is conducted every year by the Environmental Protection Promotion Committee.

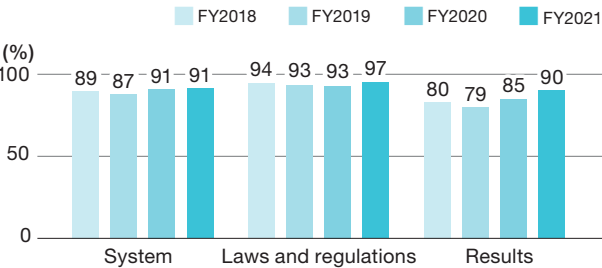
The Audit investigates the status of implementation of environmental activities at all plants and evaluate the results. In particular, in order to prevent environmental pollution, it focuses on on-site confirmation of production processes and facilities. In addition, by conducting this Audit, we are working to resolve problems and issues related to environmental burden reduction activities, and to help improve the overall system.

The Environmental Audit in fiscal 2021 evaluated the results of the environmental burden reduction activities in the Environmental Management System, legal and regulatory management, and the 11th Three-year Environmental Action Plan.

As a result, we were able to confirm that the Environmental Management System is being operated based on the established procedures. Regulatory management rating increased by four points from the previous year, confirming that our compliance management system is firmly established and duly functioning. We also confirmed that the environmental burden reduction activity rating improved by 15 points compared to the previous year, confirming that the company is proceeding in accordance with its Three-year Environmental Action Plan.

However, the integration of core business issues and environmental issues, which is necessary to promote more effective environmental activities, is slow, and this is a priority issue for the 12th Three-year Environmental Action Plan starting in the current fiscal year.

Average score rate for each audit item



(Global warming countermeasures, resource recycling countermeasures, pollution countermeasures)



Environmental internal audit

Environmental communications

In order to promote environmental protection activities throughout the company, it is important for each person, from management to new employees, to correctly recognize environmental issues and to raise awareness of environmental protection. Therefore, in addition to providing environmental education by qualification, we regularly disseminate information on environmental activities through our in-house newsletter to publicize environmental initiatives. We also hold specialized education for personnel who require specialized knowledge such as laws and regulations.

Furthermore, in order for as many people as possible to understand the Noritake Group's approach to the environment, we disseminate information in this report and on our website.



In-house environmental education

Regulatory compliance and complaints

Regulatory compliance and complaints

In fiscal 2021, there were no deviations or complaints regarding environmental regulations or standard values. In addition, there were no penalty or lawsuits from the supervisory authorities regarding the environment.

Devices containing PCB

For equipment containing PCB, we proceed with appropriate disposal in accordance with relevant laws.

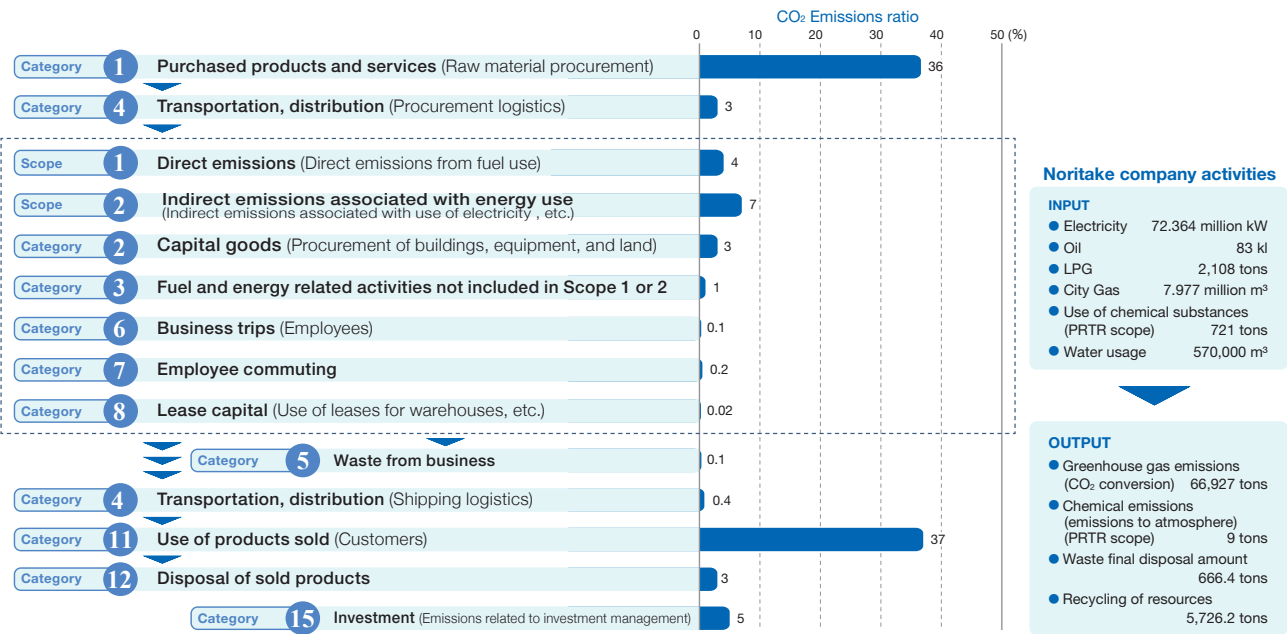
Reduce environmental burden

Overall picture of environmental burden (Scope 3)

We are working to reduce environmental burden more effectively by monitoring the overall environmental burden of the entire product life cycle from raw material procurement to disposal after product use.

Noritake calculates greenhouse gas emissions based on the international standard Scope 3 and uses them as an activity indicator.

* Calculation method
* Calculated in accordance with the Ministry of the Environment and Ministry of Economy, Trade and Industry's "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain Ver 2.0."
* Categories 9, 10, 13, and 14 out of the 15 categories of Scope 3 were excluded from the calculation because they are not applicable.



Pollution measures

Pollution control activities

In order to reduce the risk of environmental pollution caused by chemical substances, it is important to reduce the use of substances that adversely affect the environment as much as possible and to prevent dispersal and leakage through proper storage and handling.

In the 11th Three-year Environmental Action Plan, we aimed to reduce the impact of harmful chemicals on the environment, strengthened the management of chemical substances, and promoted the reduction of chemical substances used.

CO2 emissions throughout the supply chain

Total of Scope 1 to 3 **62.7 million tons**

- Scope 1: Direct company emissions
- Scope 2: Indirect emissions associated with energy use (Use of purchased electricity and heat)
- Scope 3: Other indirect emissions (categories 1 to 8, 11, 12 and 15)

Chemical substance management

We conduct chemical substance management that meets environmental-related laws for the Noritake Group. Chemical substance management consists of two parts: Screening and approval rules to control new use of harmful chemical substances, and monitoring the amount of chemical substances used and transferred. In this way, we are visualizing the conditions of chemical substances used and working to reduce the use and emission of hazardous substances.

We also issue and operate the "Chemical Contamination Prevention Control Standard" that uniquely defines the structural standards and inspection standards of related facilities for the storage and use of harmful chemical substances, and we are striving to prevent the dispersal and leakage of chemical substances.

Reduce environmental burden

Countermeasures for global warming

Global warming countermeasure activities

The Noritake Group is working to reduce greenhouse gases that cause global warming. In our 11th Three-year Environmental Action Plan, we worked to reduce greenhouse gas emissions per production volume by 1% or more compared to the previous year. In order to reduce greenhouse gases, we actively promoted the reduction of energy consumption by adopting energy-saving facilities while working to increase productivity.

We are also taking measures to counter global warming by expanding the use of renewable energy. We operate solar power generation facilities at six domestic business sites, thus using their land in reducing annual CO₂ emissions by 1,600 tons or more.

Efforts to reduce greenhouse gas emissions

The Industrial Products Group is working to improve the thermal efficiency of heating furnaces as an initiative to reduce greenhouse gas emissions.

By attaching a heat shield sheet to the outer circumference of the firing furnace to suppress heat dissipation from the furnace, thermal efficiency has been improved and annual gas consumption has been reduced by approximately 12.5%. As a result, we are contributing to a reduction of about 29 tons of CO₂ emissions per year.

Endorsement of TCFD* recommendations

In August 2022, Noritake became a supporter of the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations established by the Financial Stability Board (FSB).

The Noritake Group, as a company that manufactures products based on its founding spirit of "Good Quality, Export and Co-prosperity" positions the preservation of the global environment as an important management goal, and aims to achieve a "sustainable society" through its business activities. In order to fulfill our responsibilities to our customers and other stakeholders, we will identify risks and opportunities and consider countermeasures in accordance with the TCFD recommendations and reflect them in our management.

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

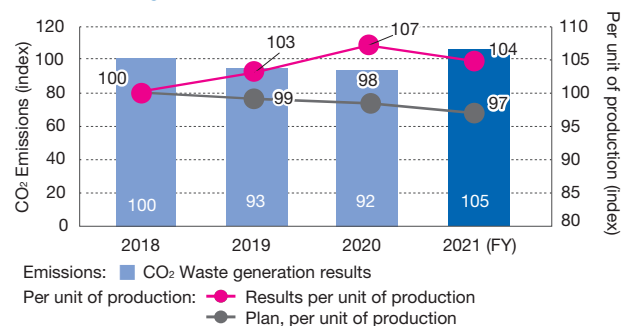
Disclosure based on TCFD Recommendations
<https://www.noritake.co.jp/company/csr/esg/environment/tcfd/>

TCFD stands for Task Force on Climate-Related Financial Disclosures and was established in December 2015 by the Financial Stability Board (FSB) at the request of the G20. In June 2017, the TCFD released a report recommending the disclosure of information on risks and opportunities related to climate change, and companies and institutions around the world have endorsed the recommendations.

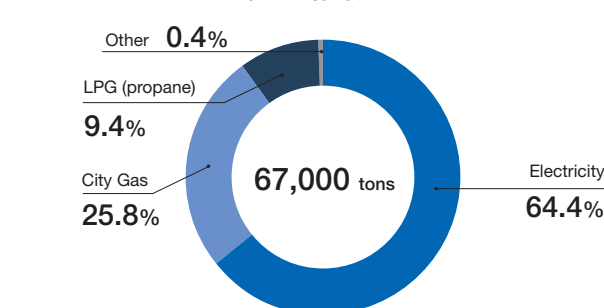
CO₂ emission results (Japan)

During FY2021, the final year of the 11th Three-year Environmental Action Plan, our continuous efforts to improve quality and increase productivity linked with manufacturing activities resulted in a reduction in production-based CO₂ emissions by approximately 3%.

CO₂ Waste generation results

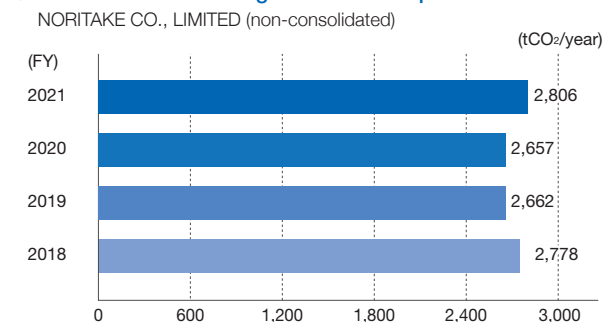


CO₂ emissions ratio by energy type



In addition, Noritake continuously monitors the amount of logistics transport in order to achieve efficient logistics. In fiscal 2021, our CO₂ emissions were 2,806 tons with 15.76 million ton-kilometers.

CO₂ emissions from logistics and transport



Resource recycling measures

Resource recycling activities

We understand that doing our utmost to reduce the generation of waste in our business activities is critical to making effective use of limited resources. At the Noritake Group, we undertake to reduce waste in conjunction with our manufacturing enhancement activities and quality improvement.

During our 11th Three-year Environmental Action Plan period, we operated with a target of reducing the amount of waste sent to landfill per production volume by 4% or more compared to the previous fiscal year in order to promote resource recycling. In addition, as a main initiative, we promoted the recycling of waste that was previously sent to landfill.

Noritake Recycling Center initiatives

Industrial grinding wheels, Noritake's main business, are consumable products, and are disposed of in landfills as industrial waste after use. This has been a major issue in terms of the effective use of resources.

In order to recycle the industrial grinding wheels that we sell, the Noritake Recycling Center collects about 500 tons of used vitrified grindstones annually.

The collected grindstones are crushed, classified, and then reborn as products such as abrasive materials and heat-resistant materials.

Recycling process of used industrial grinding wheels

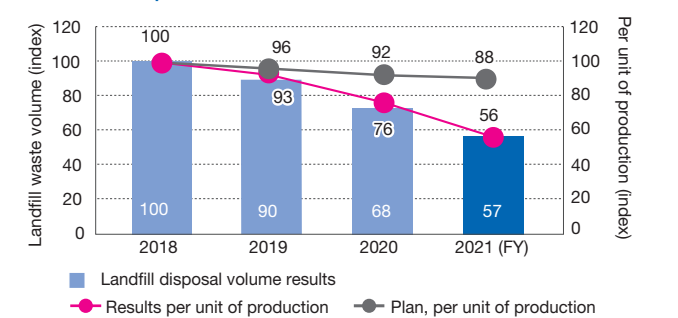


Waste emission result (Japan)

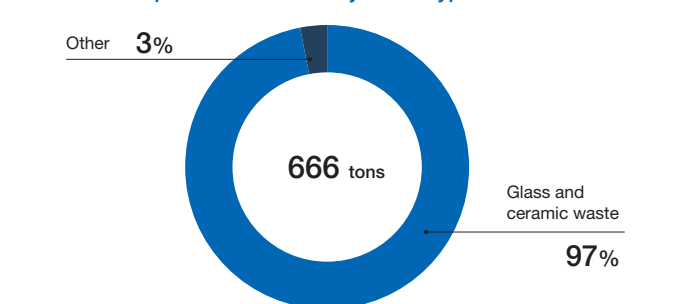
In fiscal 2021, the final year of our 11th Three-year Environmental Action Plan, we continued to promote the reduction of waste by reducing the defect rate, and the recycling of resources by reviewing disposal methods. We succeeded in reducing the amount of waste sent to landfill per production volume by approximately 20%.

In addition, as a result of promoting recycling, we were able to recycle 89% of all waste generated.

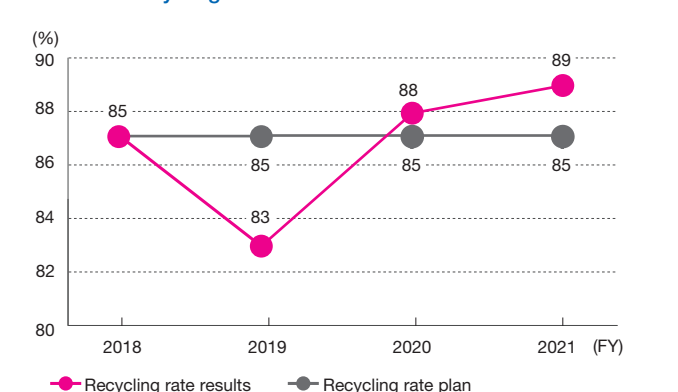
Landfill disposal volume results



Landfill disposal volume rate by waste type



Trend in recycling rate



Together with Communities

Initiative for biodiversity



In order to realize the "sustainable society" that the Noritake Group is aiming for, we are promoting initiative for biodiversity aimed at preserving nature and ecosystems. We are promoting the greening activity of our business sites, and the "Noritake Garden" adjacent to our headquarters provides an environment where wild birds and insects can flourish.



Noritake Garden (Biotope)

Water resource conservation



In order to conserve important water resources, the Noritake Group strives to prevent pollution of rivers and other areas properly managing wastewater from its production processes. In factories that generate a large amount of waste liquid, all wastewater from the process is collected so that they do not spread into rivers and other areas, and some process wastewater such as washing water is recycled.



Wastewater processing equipment

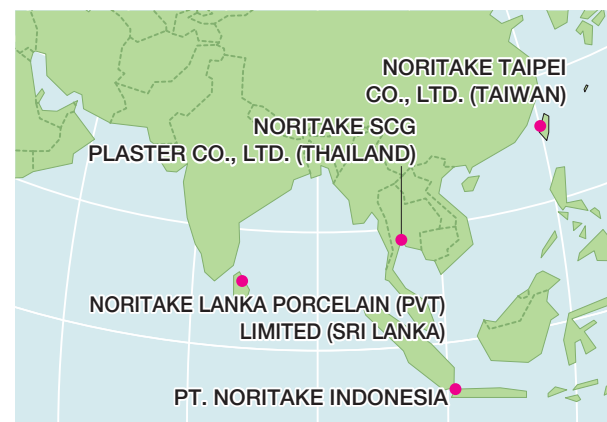


Wastewater processing equipment

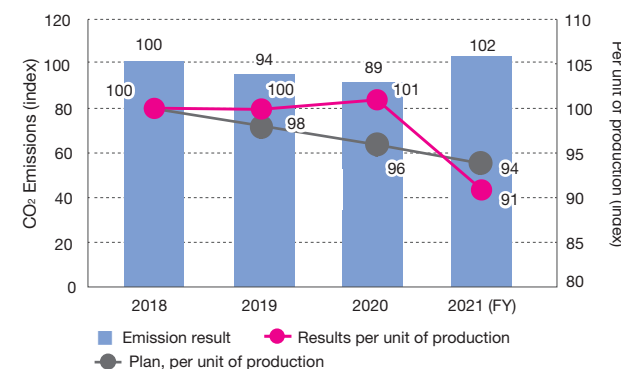
Initiatives at overseas sites



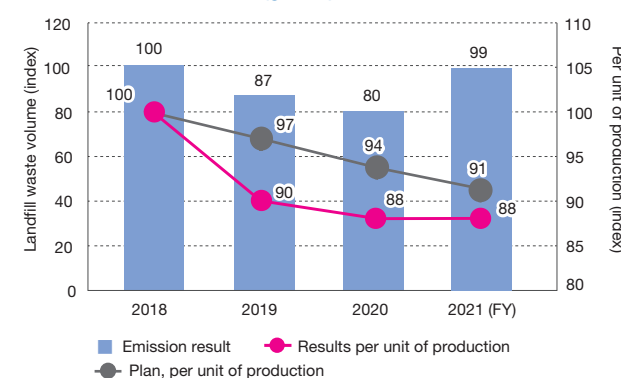
The Noritake Group is working to reduce its environmental impact at overseas production sites as we expand our overseas business. As part of the 11th Three-year Environmental Action Plan, we established and actively pursued global targets for the reduction of greenhouse gases and other unwanted substances.



Trend in CO₂ emissions (global)



Trend in landfill waste (global)



Together with employees



Basic approach

Based on the Ethics Standards and Standards of Conduct set down in Noritake Group's Code of Ethics, the Noritake Group respects human rights and diversity of all our employees. It is our basic policy not to engage in any unjust discrimination in the hiring, assigning, promotion or treatment of employees on the basis of age, gender, origin, nationality, race, disability, religion, political party supported, etc., and we promote participation of diverse human resources.

As part of our human rights education activities, we implement training on themes including human rights in the workplace and in corporate activities.

Human resource development

The Noritake Group is promoting human resource development centered on on-the-job training (OJT) at each workplace. To support this OJT effort, we conduct "training by qualification" where employees can learn more about the roles required of them as well as the way to approach work in order to resolve issues and problems.

We also provide "training by purpose" and training for newly-appointed managers as OFF-JT to teach employees specialized knowledge and skills across a broad range of topics including sales, engineering, purchasing, legal affairs, and quality.

Correspondence courses are also provided for self-development, and there is a system that subsidizes full tuition fees for courses particularly recommended by the company. Many employees use this system to improve their language skills and acquire official qualifications.



Training by qualification (combined with online-based training)



New employee training

Number of employees receiving official qualifications and taking correspondence courses (people)

Fiscal Year	2018	2019	2020	2021
Recipients of official qualifications	131	115	78	138
Correspondence course participants	576	605	671	755

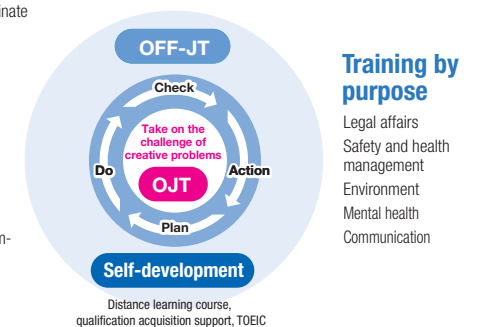
"Managerial position"

Strengthening problem-solving capabilities
Strengthening subordinate training skills
Leadership
Management
Compliance

Training by qualification

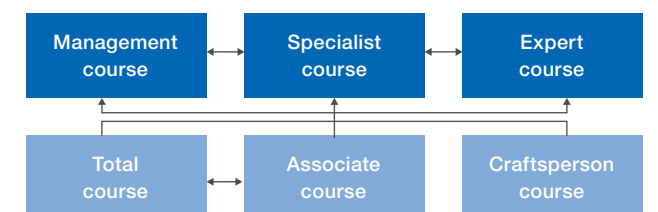
"Employees"

Strengthening problem-solving capabilities
Role recognition
Quality management
Compliance
Finance & accounting



Human Resources courses that harness individuality

The Noritake Company offers multiple personnel courses so that each employee can fully harness their individuality in their work. Employees can change to a different course from the one they selected via reviews.



Promotion of action plans based on the Act on Promotion of Women's Participation and Advancement in the Workplace

Based on the Act on Promotion of Women's Participation and Advancement in the Workplace, we have developed and promoted a "General Employers Action Plan." The aim of the plan is to advance diversity by promoting the active participation of women and contribute to securing excellent human resources and business growth.

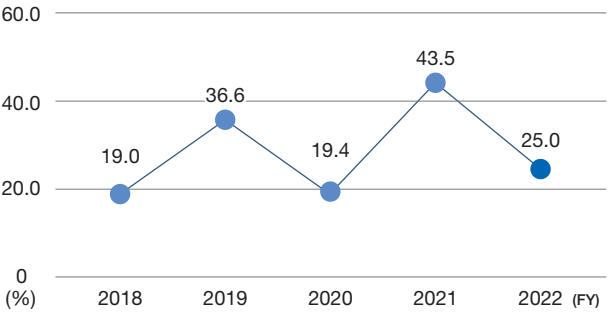
General Employers Action Plan
Plan duration: April 1, 2019 to March 31, 2022

As a result of efforts to create a workplace environment in which women can play an active role and to realize further fulfillment of their abilities to develop their careers, the number of women in key positions increased in fiscal 2021 by 61% compared to fiscal 2018 and the number of female executives increased 1.6 times. In addition, we held seminars to develop the skills of female employees and training for superiors on how to support their female subordinates to achieve a better balance between their work and family life. We worked to create an environment where women can demonstrate their abilities and foster a corporate culture that promotes the active participation of women. For male employees, we published a guidebook on the childcare leave system to raise awareness.

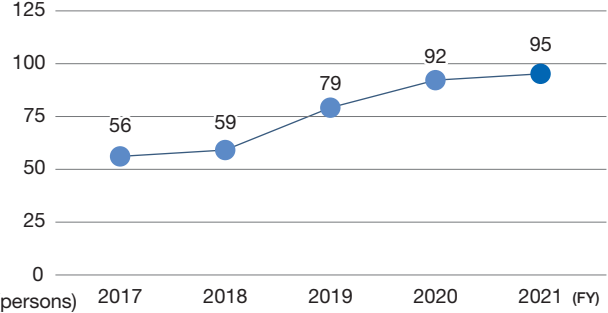
Plan duration: April 1, 2022 to March 31, 2025

We have formulated a new action plan so that women can demonstrate their abilities and play an active role. We have set the goals of increasing the number of female executives by 25% from the fiscal 2021 level by the end of fiscal 2024, promoting the development of an environment in which women can demonstrate their abilities, creating an employment environment conducive to balancing work and family life, and increasing the percentage of male employees taking childcare leave by 50% or more in fiscal 2024.

Trend in the ratio of females as new graduate recruits (university or higher education)



Trend of female managers



Improving work-life balance

We promote improvements in the work-life balance of our employees. In supporting diverse work-styles among our employees, we restrict overtime work, encourage use of annual paid leave, and have established a variety of holidays and leave systems adaptable to personal life events. In recent years, we have introduced and increased the use of a system that allows employees to take annual paid leave in units of one hour and a flextime system (shorter working hours or full-time) for employees who provide child care/nursing care. The result has been the spread among employees of a culture enabling more varied and efficient work, as well as a balance between childrearing and work.

As the percentage of female employees taking childcare leave has already reached 100%, we will focus on conducting company-wide activities aimed at increasing the percentage of male employees taking childcare leave.

Average number of days of paid leave taken at Noritake
...10 days or more for 6 consecutive years

Safety and Health Management System

The Noritake Group believes that the foundation of our business activities is a comfortable work environment that is safe, hygienic, and allows employees to work in a healthy manner both physically and mentally. We also believe that it is our responsibility to undertake continual improvements.

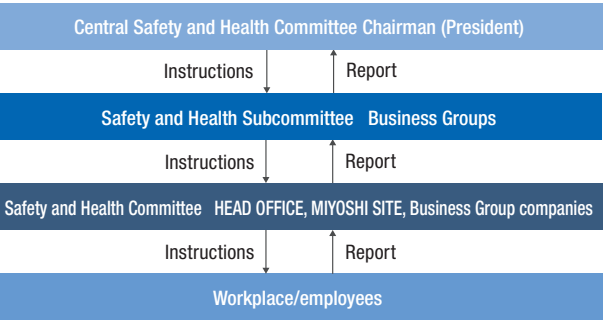
Noritake Groups Basic Policy of Safety and Health

The Noritake Group actively works to create safe and comfortable working environments where employees gain satisfaction from their work with the recognition that protecting the safety and health of all our employees is the most important foundation of our corporate activities.

- ① We prioritize safety and health over everything else.
- ② We observe laws and company rules regarding safety and health and work to improve the standard of safety and health management.
- ③ We strive to maintain and improve good communication and ensure the participation of all employees.

In order to prevent occupational accidents and maintain the health of our employees, we set safety and health management targets every year based on the Group's Basic Policy of Safety and Health. The Safety and Health Committee is held every month to share examples of occupational accidents and countermeasures to prevent similar accidents. In addition, we distribute health and safety guidebooks to all employees and strive to make employees aware of the basics of safety and health and the precautions related to each type of work.

Health and Safety Management System diagram



Central Safety and Health Committee

Initiatives to prevent occupational accidents

In fiscal 2021, our top management took the initiative in promoting health and safety activities, conducted central health and safety patrols, and observed operations to ensure safety as daily activities to improve communication between workers and managers, promoting the creation of a safe and secure workplace with the participation of all employees.

In addition, we continuously provided safety education such as hazard prediction training with the aim of raising safety awareness among employees. We also held risk assessment lectures sponsored by the Aichi Labor Bureau to improve the safety management capabilities of workplace managers.

In fiscal 2022, we are continuing to work to prevent occupational accidents with the participation of all employees, aiming to achieve zero occupational accidents.



Central safety and health patrol



Safety observations



Risk assessment lecture

Employee health management

Promote health management

Understanding the vitality of employees to be the source of corporate vitality, the Noritake Group adopted a Health Management Declaration on April 1, 2020.

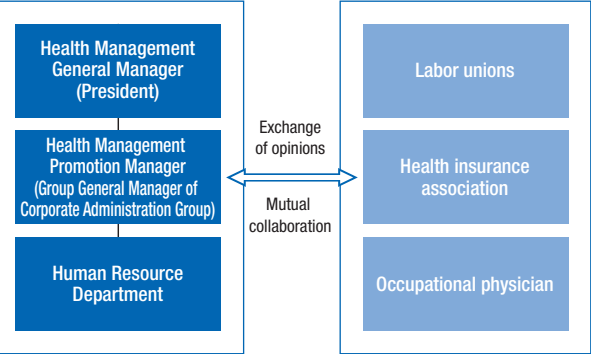
We actively work to improve the health of our employees and their families under our promotional structure, in which the company President serves as Group General Manager of the Corporate Administration Group and the Director in charge of the Human Resource Department serves as Promotion Manager in partnership with health insurance associations, labor unions and occupational physicians led by the Human Resource Department.

Health Management Declaration

The Noritake Group understands the vitality of employees to be the source of corporate vitality, and we actively promote improvements in health for employees and their families.

- ▶ We work to improve health awareness.
Strengthen health education
Foster a mindset that treasures health
- ▶ We work to enhance physical and mental health.
Promote early detection & early treatment
Help improve meals, exercise, sleep and other lifestyle habits
Promote refreshment of body and mind
- ▶ We maintain the work environment.
Maintain an environment in which everyone can work enthusiastically

► System diagram



Health improvement initiatives

The proportion of employees who have received the regular general health checkups at Noritake was 100% and the prevalence rate was 61.2% (FY2021). Occupations physicians check the results and provide health guidance and recommendations for medical examinations. The proportion of employees who have received detailed examinations was 74.2% (FY2020), leading to early disease detection and treatment. In fiscal 2021, we increased the subsidy for screening for breast cancer, a disease by which quite a few of our employees were found affected but where the screening rate is low, and added it to the standard list of comprehensive medical checkups. As a result, the breast cancer screening participation rate increased significantly from 13.5% in fiscal 2020 to 41.6%. In addition, a total of 275 people watched the health live seminar designed for employees and their families, and the satisfaction rate was as high as 84% with comments such as "this led to an improvement in my health awareness" and "it provided useful information."

In a health and productivity management questionnaire for employees, 61% of respondents answered "Completely satisfied" or "Somewhat satisfied" about being a member of the Noritake Group, up 5 percentage points from 56% in fiscal 2020. In fiscal 2022, we will continue to conduct questionnaires and reflect them in health promotion measures, aiming to achieve 70% employee satisfaction by the end of fiscal 2024.



Heatstroke protection seminar

Reduction in health risks

The insurance benefit expenses per member of the Noritake Group health insurance association have changed as shown below.

Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
134,434 yen	129,818 yen	121,614 yen	114,957 yen	133,953 yen

The Noritake Group works with the health insurance association to reduce health risks. In particular, we focus on the prevention of lifestyle-related diseases that can interfere with work if they become severe, and we are working to improve the proportion of employees who receive the Specific Health Guidance. In fiscal 2020, due to the impact of the COVID-19 pandemic, the number of people receiving medical examinations dropped to 43.2%. However, in fiscal 2021, the number is expected to exceed 50% due to the use of the Internet to improve efficiency.

► Specific health guidance implementation rate
(all Noritake Group health insurance association members)

Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
22.0%	39.1%	47.9%	43.2%	59.9%*

* Estimate

We will continue to work to further improve the health of our employees and their families over the long term.

Mental healthcare

We work to improve mental health by conducting mental health education tailored to each employee seniority ranking level, from newly hired employees to managers.

Workplace improvement and analysis are conducted in light of the results of organizational analysis, as we work to reduce our overall risk.

► Stress check receiving rate and overall risk score
(NORITAKE CO., LIMITED)

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Stress check receiving rate (%)	89.3	84.4	81.7	86.2	84.3
Overall stress risk score found*	104	104	103	100	99

* Value when the average is 100

Quality initiatives



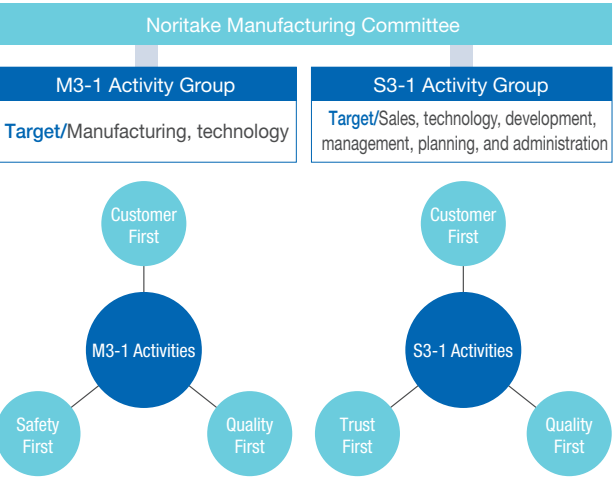
Activities to enhance manufacturing

NORITAKE is a manufacturer that was born from the passionate desires of the founders to "make porcelain with exquisite craftsmanship and impeccable whiteness." Based on this spirit, the Noritake Manufacturing Committee was established in 2011 to improve the quality of our products and services.

In 2011, we began basic development activities under the "Manufacturing 3-1 (M3-1) Activities", started by the manufacturing departments. To ensure stable production, we have implemented a system that is the foundation for safety, organized & in order, and standardization. In addition, we have upgraded our "quality activities, which used to involve engineering and technical departments only, into a more comprehensive

scheme implemented jointly by manufacturing and engineering/technical departments. Since 2016, as basic enhancement, we have expanded our activities to develop management standards and systems that control the five major missions of our production sites: Safety, Quality, Production, Cost, and Human Resources.

We have expanded our manufacturing activities for sales, engineering, development, management, planning, and administration as "S3-1 activities," and are currently promoting activities based on the two pillars of "M3-1 activities" and "S3-1 activities."



M3-1 Activities

M3-1 activity
(manufacturing and engineering divisions)

Throughout our M3-1 activities, we stress the concept of "Customer First, Safety First and Quality First" in our manufacturing and engineering departments, and promote activities based on the recognition that achieving these three "Firsts" is important for continuing to contribute to society through our business. In order to further strengthen our manufacturing framework, we advance these efforts based on a two-pronged approach that includes basic enhancement activities and quality activities.

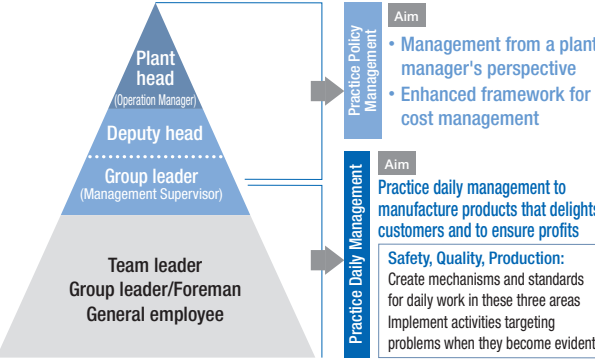
Basic enhancement activities

In our basic enhancement activities, in order to more reliably control Quality (Q), Cost (C), and Delivery (D), we are applying activities to key activities out of the five major missions of our production sites: Safety, Quality, Production, Cost, and Human Resources, with the aim of improving daily management quality. In fiscal 2020, we added a restructuring of the

cost control system, aiming to operate it as a plant management system while promoting activities led by department heads (plant managers and manufacturing managers) based on the "Genchi Genbutsu (Actual Place, Actual Things)" principles.

The Noritake Group's 13 plants together organized Genchi Genbutsu activity meetings, where progress of the five-category activities at each plant is mutually evaluated and confirmed. At these meetings, participants have discussions and promote good practices across departments.

► Plant roles by qualification



Quality activities

We promote "Good Quality activities" and "Production preparation activities" in order to establish systems that can promptly and reliably provide the "Good Quality" that customers demand. In fiscal 2021, we launched the Quality Activity Study Group and began working to improve production preparation activities.

Good quality activities

We share information about how we deal with complaints and useful information about measures against defects in manufacturing processes. We strive to make corrections and improvements through "Obeya" activities. In these plant "Obeya" activities, high-level officers such as plant managers gather with stakeholders from manufacturing, production technology, quality assurance, and product development, etc., to hold cross-departmental meetings to promptly carry out activities for making corrections and improvements through factor analysis and discussion of countermeasures.

Production preparation activities / Quality Activity Study Group

During the entire process of new product introduction from product planning through to mass production startup, relevant parties conduct a design review at each step to confirm the appropriateness of the output and prevent defects from occurring during mass production. These activities are called "production preparation activities." We determine what needs to be done at each step, what needs to be confirmed, and who will be responsible for each activity, and establish a standard process through continuous improvement.

In fiscal 2021, we launched the Quality Activity Study Group to make our production preparation activities more effective. The Study Group investigates defects that are potentially associated with the production preparation process and promote efforts to prevent recurrence by reviewing the conventional process by going back to the production preparation activities while holding discussions between the parties involved in the actual on-site production process.



Quality Activity Study Group

S3-1 Activities (Sales, technology, development, management, planning, and administration divisions)

Noritake's manufacturing enhancement activities are not limited to its plants at which products are manufactured. In the pursuit of customer satisfaction, both the departments that directly face the customers such as Sales and Engineering and the administration and development departments that support these departments are involved in the making of products in one way or another. These manufacturing-enhancement activities carried out by our non-factory staff divisions are "S3-1" activities. S represents the S of service, and 3-1 represents the three "First": Customer First, Quality First and Trust First, which our staff must always observe conscientiously as they carry out their work duties. S3-1 activities are performed based on the awareness of these "First", and are designed to elevate the quality of work.

S3-1 activities are based on the mottos of "participation by all staff" and "the back-end process is your customer," and all staff divisions are reviewing their operations from the perspective of the customer to maintain operations in the way they should be. Small groups are formed to carry out the activities, and by achieving tangible results that enhance precision, quality, and efficiency (customer satisfaction, QCD enhancement, paid leave utilization, work style reform, etc.). We aim to create a workplace that is comfortable to work in while remaining a company that is trusted by customers. Engagement in these activities is also intended to improve employee awareness and boost problem-solving capabilities, leading to human resource development and building stronger organizational structures.



S3-1 Activity Meeting

Communication with stakeholders



Communication with shareholders and investors

We hold an Annual General Meeting of Shareholders at the Noritake Company headquarters in Nagoya City every year in late June. The 141st Annual General Meeting of Shareholders of June 2022 was held amid sparse attendance as an effort to help prevent the spread of COVID-19.

In addition, after the announcement of these financial results and the second quarter results, we ordinarily hold a financial results briefing for securities analysts.

Additionally, we are continually improving our website so that shareholders and investors can easily obtain various types of information such as business reports and financial results announcements.

Communication with business partners

The Noritake Group shares information such as information about the economic environment and trends in the industry and our procurement prospects with our business partners in order to establish and maintain good relationships. We are also making efforts to ensure safety and health. In particular, the Engineering Group, which receives cooperation from many business partners in manufacturing and construction, regularly holds seminars to prevent occupational accidents.

In addition, we regularly conduct seminars on the Subcontract Act within Noritake to ensure that employees are thoroughly informed.

Communication with customers

In order to reflect customer feedback in our products and services, and to ensure that customers can use our products safely, we have set up a customer service center within the Tabletop Group to share customers' opinions and inquiries with relevant departments in order to improve our products and services.

Product safety

The Noritake Group strives to ensure that customers can use our products safely. We carefully consider product safety in all our processes from research and development to design, manufacturing, distribution, and sales. To that end, we comply with laws and regulations, as well as with standards that we establish on our own. In addition, we strive to prevent accidents caused by incorrect usage by including easy-to-understand instruction manuals with our products. In the event that an accident or problem occurs due to a product or service provided by Noritake, we will promptly communicate this information to customers and minimize the spread of damage in a prompt and appropriate manner. Also, in order to prevent recurrence, we will work to create a system to thoroughly investigate the causes of incidents.

Communication with employees

In order to provide Noritake Group employees with awareness regarding company policies as well as education, Noritake publishes the Japanese edition of the Noritake Group internal newsletter "SAKIGAKE" 12 times each year, and distributes the global edition four times each year. In addition, the Noritake Corporate Report, is distributed once a year. In addition, this publication, the Noritake Corporate Report, is distributed once a year.

Social contribution activities



NORITAKE GARDEN

Part of the Noritake's headquarters site is open to the public as "Noritake Garden." This garden, planted with more than 6,000 trees over approximately 34,000 square meters, is a composite facility that was established as part of the 100th anniversary of foundation project at the founding site based on feelings of gratitude for local people and the desire to protect the environment. In October 2021, the Garden celebrated its 20th anniversary. Over the past 20 years, trees have grown lush and wild birds have come to visit Noritake Garden, which has become a popular place of relaxation in the city and has established itself as a representative industrial tourism facility in Nagoya.

Also, we have signed an agreement with Nagoya City to act as a temporary evacuation site for people who have difficulty returning home in the event of a large-scale disaster. In this way the facility provides peace of mind to local residents.



At Noritake Garden



Carp streamers



Christmas lights

Support for international students

To support students from overseas, we participate in the "International Student Acceptance Program for Employees Dormitories" organized by the Foundation of Corporate Friendship Network for Foreign Students and provide accommodation for international students attending universities and graduate schools. This provides low cost accommodation for international students, and for the employees who live in the employee dormitories, it serves as an opportunity to communicate with foreigners.

Regional contribution at Noritake Sri Lanka

Noritake established Noritake Sri Lanka in 1972 as a tableware manufacturer in Sri Lanka. Since then, the company has continued to interact with the community in various ways, including making donations to hospitals and schools, and carrying out environmental activities.



Noritake Sri Lanka tree planting

Management structure



Directors



Tadashi Ogura
Representative Director & Chairman

April 1975 Joined the Company
April 2005 Group General Manager of Environmental Engineering Group
June 2005 Director
April 2008 Director & Managing Executive Officer
June 2010 Director & Senior Managing Executive Officer
June 2011 Director & Vice President, Executive Officer
April 2012 Representative Director & Vice President, Executive Officer
June 2013 Representative Director & President, Executive Officer
June 2018 Representative Director & Chairman (incumbent)



Yuko Fuma
Director & Managing Executive Officer

In charge of General Administration Department, Human Resources Department, Legal Office, and Secretary Office
April 1986 Joined the Company
February 2015 General Manager of Corporate Planning Office
June 2018 Executive Officer
June 2019 Director & Executive Officer
April 2022 In charge of General Administration Department, Human Resources Department, Legal Office, and Secretary Office (incumbent)
June 2022 Director & Managing Executive Officer (incumbent)



Hiroshi Kato
Representative Director & President

April 1979 Joined the Company
April 2010 General Manager of Finance & Accounting Department
June 2010 Executive Officer
June 2011 Director & Executive Officer
June 2014 Director & Managing Executive Officer
June 2017 Representative Director & Vice President, Executive Officer
June 2018 Representative Director & President, Executive Officer (incumbent)



Masanao Tomozoe
Director (Outside)

April 1977 Joined Toyota Motor Sales Co., Ltd. (currently TOYOTA MOTOR CORPORATION)
January 2001 Transferred to Toyota Motor Sales, USA, Inc.
June 2005 Managing Officer, TOYOTA MOTOR CORPORATION
April 2011 Senior Managing Officer, TOYOTA MOTOR CORPORATION
Senior Vice President, Toyota Motor North America, Inc.
June 2012 Representative Director & President, Toyota Motor Sales & Marketing Co., Ltd.
June 2015 Representative Director & President, CENTRAL JAPAN INTERNATIONAL AIRPORT COMPANY, LIMITED
June 2019 Audit & Supervisory Board Member (Outside), Toyota Industries Corporation (incumbent)
Audit & Supervisory Board Member (Outside), Daihatsu Motor Co., Ltd. (incumbent)
June 2019 Director of the Company (incumbent)
March 2020 Director (Outside), HOSHIZAKI CORPORATION (incumbent)



Akira Higashiyama
Representative Director & Vice President

Group General Manager of Industrial Products Group, General Manager of Sales Division of the Group
April 1986 Joined the Company
June 2014 Executive Officer
Group General Manager of Engineering Group
June 2017 Managing Executive Officer
June 2018 Director & Managing Executive Officer
June 2019 Director & Senior Managing Executive Officer
April 2020 Group General Manager of Industrial Products Group (incumbent)
April 2022 General Manager of Sales Division of Industrial Products Group (incumbent)
June 2022 Representative Director & Vice President, Executive Officer (incumbent)



Ryoichi Yamamoto
Director (Outside)

April 1973 Joined The Daimaru, Inc. (currently Daimaru Matsuzakaya Department Stores Co., Ltd.)
May 2003 Representative Director & President, Chief Operating Officer, and General Manager of Department Store Operations of Group Headquarters, The Daimaru, Inc.
September 2007 Director, J. Front Retailing Co., Ltd.
Director, Matsuzakaya Co., Ltd. (currently Daimaru Matsuzakaya Department Stores Co., Ltd.)
March 2010 Representative Director & President, Daimaru Matsuzakaya Department Stores Co., Ltd.
April 2013 Representative Director & President, J. Front Retailing Co., Ltd.
May 2017 Director & Representative Executive President, J. Front Retailing Co., Ltd.
May 2020 Director & Chairman of the Board of Directors (incumbent)
June 2021 Director (Outside), Daido Steel Co., Ltd. (incumbent)
June 2021 Director of the Company (incumbent)

Audit & Supervisory Board Members



Sumihito Sago
Audit & Supervisory Board Member

April 1985 Joined the Company
April 2016 General Manager of Human Resources Department, Corporate Administration Group
June 2019 Audit & Supervisory Board Member (incumbent)



Tatsuhiko Saruwatari
Audit & Supervisory Board Member (Outside)

April 1976 Joined TOTO KIKI LTD. (currently TOTO LTD.)
June 2000 Executive Officer, TOTO LTD.
June 2001 Director & Executive Officer, TOTO LTD.
June 2002 Director & Managing Executive Officer, TOTO LTD.
June 2006 Director & Senior Managing Executive Officer, TOTO LTD.
May 2013 Audit & Supervisory Board Member (Outside), IZUTSUYA Co., Ltd.
June 2013 Representative Director & Vice President, Executive Officer, TOTO LTD.
April 2016 Director, TOTO LTD.
June 2016 Advisor, TOTO LTD.
June 2016 Audit & Supervisory Board Member of the Company (incumbent)
June 2020 Director (Outside), Japan Cash Machine Co., Ltd. (incumbent)



Kazumasa Yoshida
Audit & Supervisory Board Member

April 1988 Joined the Company
April 2019 Executive Officer
General Manager of Engineering Division, Industrial Products Group
June 2021 Audit & Supervisory Board Member (incumbent)



Takashi Morisaki
Audit & Supervisory Board Member (Outside)

April 1978 Joined The Mitsubishi Bank, Limited (currently MUFG Bank, Ltd.)
April 2008 Managing Officer, Mitsubishi UFJ Financial Group, Inc.
Managing Executive Officer, The Bank of Tokyo-Mitsubishi UFJ, Ltd. (currently MUFG Bank, Ltd.)
May 2010 Managing Executive Officer and Chief Executive Officer, Headquarters for Asia, The Bank of Tokyo-Mitsubishi UFJ, Ltd.
May 2012 Senior Managing Executive Officer and Chief Executive, Global Markets Unit, The Bank of Tokyo-Mitsubishi UFJ, Ltd.
June 2012 Senior Managing Director and Chief Executive, Global Markets Unit, The Bank of Tokyo-Mitsubishi UFJ, Ltd.
July 2012 Managing Officer and Group Head, Integrated Global Markets Business Group, Mitsubishi UFJ Financial Group, Inc.
May 2014 Deputy President, The Bank of Tokyo-Mitsubishi UFJ, Ltd.
June 2016 Corporate Advisor, The Bank of Tokyo-Mitsubishi UFJ, Ltd.
September 2016 Senior Counselor, Mitsubishi Research Institute, Ltd.
October 2016 Executive Vice President and Executive Officer, Mitsubishi Research Institute, Ltd.
December 2016 President and Representative Director, Mitsubishi Research Institute, Ltd.
June 2021 Audit & Supervisory Board Member of the Company (incumbent)
December 2021 Chairman of the Board, Mitsubishi Research Institute, Ltd. (incumbent)

Executive Officer

Shuji Shite
Senior Managing Executive Officer
President of KCM CORPORATION

Akira Nagata
Managing Executive Officer
Group General Manager of Development & Engineering Group

Masahiko Horie
Managing Executive Officer
President of NORITAKE COATED ABRASIVE CO., LTD.
Hiroshi Yorita
Managing Executive Officer
Group General Manager of Ceramics & Materials Group
In charge of Production Engineering Center

Makoto Okabe
Managing Executive Officer
In charge of Corporate Planning Office and Auditing Office
Assigned to supervise Tabletop Group
President of NORITAKE CO., INC. (US)
Chairman of NORITAKE LANKA PORCELAIN PRIVATE LIMITED

Hiroyuki Murai
Managing Executive Officer
President of NIPPON RESIBON CORPORATION

Tomoaki Maeda
Executive Officer
Group General Manager of Engineering Group

Naoyuki Ukai
Executive Officer
General Manager of Manufacturing Division, Industrial Products Group

Yoshimasa Nakamura
Executive Officer
In charge of Finance & Accounting Department and Information Planning Office

Tomoharu Kondo
Executive Officer
General Manager of Engineering Division and General Manager of Grinding & Finishing Technology Development Department, Industrial Products Group

Shinji Kato
Executive Officer
Group General Manager of Ceramics Division, Ceramics & Materials Group

Takahiro Morishita
Executive Officer
Ceramics & Materials Group
Group General Manager of Electronic Materials Division
General Manager of Manufacturing Division

Tomoyuki Katada
Executive Officer
Group General Manager of Tabletop Group
General Manager of Product Development Department

Hideyuki Shibata
Executive Officer
Deputy General Manager of Sales Division, Industrial Products Group

Corporate Governance

In April 2022, following the reorganization of the Tokyo Stock Exchange, the Group has transferred to the "Prime Market." As a company listed on the Prime Market, we will actively promote the enhancement of corporate governance and sustainability initiatives, aiming for sustainable growth and improvement of corporate value over the medium to long term.

Basic approach and basic policies toward corporate governance



The globalization of business is progressing, and social responsibility for the impacts of corporate activities is coming under severe scrutiny. At the Noritake Group, every officer and employee inherits the founding spirit of our company, and, by observing and practicing the Noritake Group's Code of Ethics formulated on the basis of that founding spirit, embodies a Noritake Group that holds to higher corporate ethics. In addition, by providing financial information through our website, we will strive to actively and fairly disclose information and heighten the transparency of our management.

The basic policies concerning our corporate governance are as follows.

Basic policies

- 01 Strive to ensure the rights of shareholders and fairness.
- 02 Strive for appropriate cooperation with stakeholders other than shareholders (customers, suppliers, creditors, local communities, employees, etc.).
- 03 Strive to ensure appropriate information disclosure and transparency.
- 04 Strive to appropriately carry out the roles and responsibilities of the Board of Directors to enhance sustainable growth of the company and medium- to long-term corporate value.
- 05 Strive for constructive dialog with shareholders.

Corporate Governance System

In addition to the Annual General Meeting of Shareholders, the Board of Directors, and the Board of Corporate Auditors, the Company has established the Management Committee and various committees within the framework of the Company with a Board of Corporate Auditors. In order to improve management transparency, speed up decision-making, and strengthen supervisory functions, we have established the following systems.

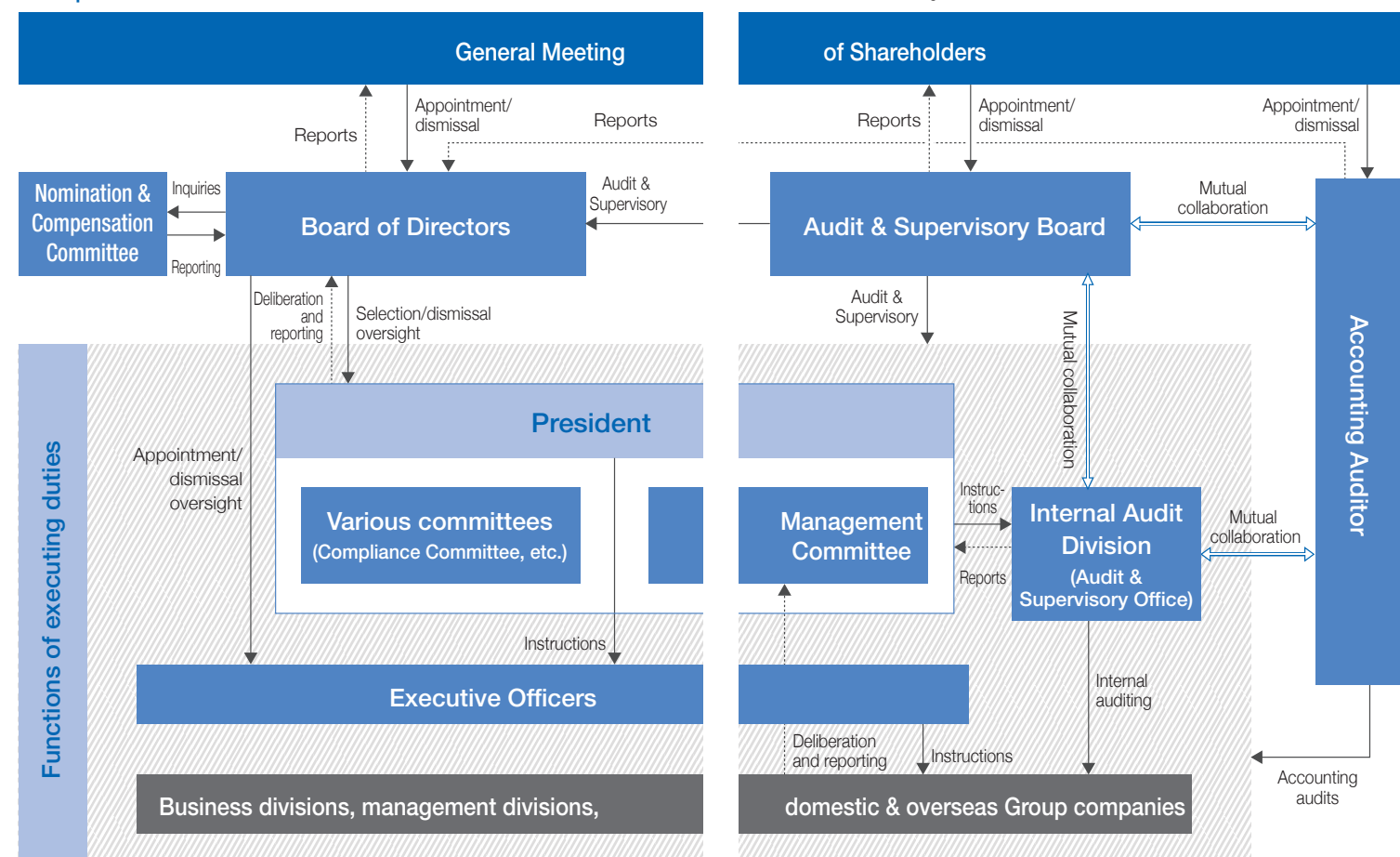
Board of Directors

Members: 6 Directors (4 internal Directors, 2 Director (Outside))
No. of meetings during FY2021: 13

To make decisions on key matters and monitor the execution of duties, Noritake's Board of Directors joined by executive officers engaging in execution of duties meet once a month regularly to build a consensus among the Group as a whole.

In accordance with the regulations and deliberation standard of the Board of Directors, deliberations are held to decide items regarding General Meetings

Corporate Governance Structure



of Shareholders, human resources and organizational matters, and financial reporting. The Board of Directors also appoint two Directors (Outside) as part of a system to strengthen oversight functions and ensure transparency.

In fiscal 2021, the Board of Directors convened 13 times with a Director attendance rate of 100%. Two Audit & Supervisory Board Members and two Audit & Supervisory Board Member (Outside) attended all of the Board of Directors meetings.

Key topics of the Board of Directors

During FY2021, deliberations covered the following key issues.

Resolutions

- Approval of budget and financial results
- Forecast of operating results, amendment of expected dividend amounts
- Establishing and revising key regulations
- Additional investment in subsidiaries
- Investment for production equipment, etc.
- Approval of Three-year Business Plan and long-term vision

Reported Matters

- Progress of the Three-year Business Plan
- Ownership of investment securities
- Additional investment in joint ventures
- Reports from each committee

Management Committee

Members: 7 Directors

(Executive Officers designated as internal Directors and the President)

No. of meetings during FY2021: 24

Conducting full deliberations with key administrative matters related to execution of business, the Management Committee is composed of internal Directors as well as Executive Officers designated by the President. It convenes once a week and takes part in systems for precise and prompt management decision-making.

Nomination & Compensation Committee

Members: 6 Directors (2 Representative Director, 4 Director (Outside))

No. of meetings during FY2021: 2

We established the Nomination & Compensation Committee in order to ensure reasonable and transparent decision-making regarding Board of Directors membership and compensation. With independent External Directors comprising a majority of its members, the committee serves as an advisory body to the Board of Directors. Based on inquiries from the Board of Directors, the committee discusses personnel matters, assignments and compensation concerning Directors and Executive Officers, then reports to the Board of Directors on the results of its deliberations.

Audit & Supervisory Board

Members: 4 Directors

(2 Audit & Supervisory Board Members, 2 Audit & Supervisory Board Member (Outside))

No. of meetings during FY2021: 12

The Audit & Supervisory Board determines auditing and supervisory policy, and receives reports from Audit & Supervisory Board Members regarding the current status and results of auditing and supervisory implementation. It also communicates with and collects information from the Board of Directors and the Audit & Supervisory Office, which serves as an internal audit division. Moreover, Audit & Supervisory Board Members attend important meetings including those of the Board of Directors and Management Committee, receive reports on the status of execution of duties by Directors, and request explanations as required. Our company considers functions for objective and neutral monitoring of management from outside to be important in corporate governance, and has prepared a structure by which management monitoring functions are able performed by two Audit & Supervisory Board Members (Outside).



Management Committee

Evaluations of the effectiveness of Board of Directors

We perform evaluations of the effectiveness of the Board of Directors for the purpose of heightening its effectiveness and increasing corporate value. At the end of each fiscal year, a survey is conducted for Directors and Audit & Supervisory Board members, and the results will be analyzed and evaluated by an external organization before being reported to the Board of Directors.

In fiscal 2021, a questionnaire survey was administered to the Board of Directors and Audit & Supervisory Board regarding their evaluation of Board of Directors composition and operation, management and business strategies, corporate ethics and risk management, business performance monitoring, managerial evaluation/compensation, and dialog with shareholders. The analysis and evaluation results of the effectiveness of the Board of Directors is as follows.

- The Board of Directors is composed of appropriate members with the required knowledge, skills, experience, and diversity to carry out their roles and responsibilities. The matters to be discussed and to be decided by the Board of Directors, and those to be delegated to management are classified properly.
- The Board of Directors conducts appropriate monitoring and supervision to ensure that a corporate culture that emphasizes corporate ethics is disseminated throughout the company. It also

performs appropriate supervision regarding the construction and application of internal control systems.

- Various information on management indicators is reported to the Board of Directors by management.

From the above information, we have confirmed that our company's Board of Directors is operated appropriately, and that its effectiveness is assured.

Among the items cited in the evaluation of effectiveness in fiscal 2020, we have formulated a framework for evaluating business portfolios with an emphasis on "Selection and Focus", and for sharing the content of dialog with shareholders and institutional investors, we have announced financial results. By regularly sharing information with the Board of Directors on the status of IR briefings, improvements were confirmed in the evaluation of effectiveness in FY2021, but we will continue to make efforts as there is room for improvement for the future.

In addition, "strengthening risk management," "human resource development and improvement of the internal environment," and "enhancement of Board meeting materials" were identified as new means for improving the effectiveness of the Board of Directors, which were extracted from the results of this survey.

► Expertise and Experience of Directors and Corporate Auditors (Skills Matrix) (as of June 30, 2022)

	Name	Position in the Company	Expertise and experience						
			Corporate management	Sales	Manufacturing, technology, and R&D	Finance & accounting	Human resources and Labor	Legal affairs and Risk management	Global
Directors	Tadashi Ogura	Representative Director & Chairman	○	○	○		○	○	
	Hiroshi Kato	Representative Director & President Executive Officer	○			○	○	○	○
	Akira Higashiyama	Representative Director & Executive Vice President Executive Officer	○	○	○				
	Yuko Fuma	Director & Managing Executive Officer	○				○	○	○
	Masanao Tomozoe	Director (Outside)	○	○					○
	Ryoichi Yamamoto	Director (Outside)	○	○					
Audit & Supervisory Board Members	Sumihito Sago	Audit & Supervisory Board Member			○		○		
	Kazumasa Yoshida	Audit & Supervisory Board Member		○	○				
	Tatsuhiko Saruwatari	Audit & Supervisory Board Member (Outside)	○		○			○	
	Takashi Morisaki	Audit & Supervisory Board Member (Outside)	○			○			○

Status of Directors (Outside) and Audit & Supervisory Board Members (Outside)

We bring in outside Board members who have extensive experience and broad insight regarding business management, to provide thorough counsel on matters spanning the overall management. Outside members also strengthen Board of Directors monitoring functions and enhance the transparency of decision-making.

Outside members have no personal, capital, or business relationships, or other conflicts of interest with our company.

► Reason for Appointment of Directors (Outside) and Audit & Supervisory Board Members (Outside) (as of June 30, 2022)

	Name	Reason for Appointment
Director (Outside)	Masanao Tomozoe	With his extensive experience and global insight regarding business management, he was appointed as a Director (Outside) where he is expected to play an effective role in contributing to strengthening monitoring functions of the Board of Directors and providing advice from his broad perspective of management.
	Ryoichi Yamamoto	With his extensive experience and high-level insight regarding business management, he was appointed as a Director (Outside) where he is expected to play an effective role in contributing to strengthening monitoring functions of the Board of Directors and providing advice from his broad perspective of management.
Audit & Supervisory Board Member (Outside)	Tatsuhiko Saruwatari	With his extensive experience and high-level insight regarding business management, he was appointed as an Audit & Supervisory Board Member (Outside) where he is expected to apply his expertise to company audits.
	Takashi Morisaki	Through his extensive experience and broad-ranging insight as a financial institution executive, he was appointed as an Audit & Supervisory Board Member (Outside) where he is expected to apply his expertise to company audits.

Policies concerning the determination of compensation for Directors

Compensation for Directors is composed of fixed compensation and performance-based compensation.

Fixed compensation is determined by the Board of Directors. Reasonable and transparent decision-making is ensured by a process in which the Nomination and Compensation Committee, within which independent External Directors comprise a majority, deliberates and reports its findings to the Board of Directors regarding the appropriateness of compensation

amounts for each Directorship position as appropriate to its roles and duties in keeping with the basic policies pertinent to the compensation system.

Performance compensation is determined in accordance with degree of achievement of corporate performance targets (consolidated sales, consolidated operating profit, etc.) for the fiscal year based on regulations for the granting of stock, as an incentive for management that takes into account medium- to long-term improvement in corporate value. The ratio of fixed compensation to performance-linked compensation is set with an emphasis on stability and improvement of medium- to long-term performance, avoiding an excess percentage of performance-linked compensation.

External Directors and Audit & Supervisory Board Members (Outside) receive only fixed compensation, because of their roles in supervising and auditing from an independent standpoint.

► Total amount of compensation, etc., of Directors and Audit & Supervisory Board Members (Fiscal 2021)

Board members category	Total amount of compensation, etc. (million yen)	Total amount of compensation, etc., by type (million yen)		Number of eligible board members (persons)
		Monetary compensation	Non-monetary compensation, etc.	
		Fixed compensation	Performance-linked compensation	
Directors (excluding Directors (Outside))	226	172	53	4
Audit & Supervisory Board Members (excluding Audit & Supervisory Board Members (Outside))	40	40	—	3
Outside officers	38	38	—	6

1. The limit of fixed compensation for Directors was resolved to be within 40 million yen per month at the 109th Annual General Meeting of Shareholders (held on June 28, 1990).
Note that at the 135th Annual General Meeting of Shareholders (held on June 29, 2016), the amount of performance-linked stock compensation was resolved to be paid separately to fixed compensation, where the maximum limit of trust money is to be 600 million yen for applicable Directors other than Directors (Outside), and Executive Officers who meet specific requirements, for each 3-fiscal year period in which the system is applicable.
2. The limit of fixed compensation for Audit & Supervisory Board Members was resolved to be within 6 million yen per month at the 109th Annual General Meeting of Shareholders (held on June 28, 1990).

Training for board members

When we appoint new members as Directors, Audit & Supervisory Board members, or as Executive Officers, we conduct appropriate explanations about their legal duties and responsibilities to be observed and make use of external training bodies as necessary. We also offer seminars to the members, to acquire higher skills and new knowledge required for them to perform well. In addition, we regularly conduct in-house training for Officers, and, in fiscal 2021, we held four sessions on themes such as carbon neutrality and governance.

For External Directors, we also create individual opportunities to provide them with information about our Group management strategy, the content of our business and work, financial information, and more. In addition, they deepen their understanding of the Group through factory tours and regular interviews with internal officers.

Internal Control

We conduct reviews of our structures to ensure the properness of duties in accordance with revisions to laws and the current state of our Group, and our current Basic Principles on Internal Control Systems were revised through resolution by the Board of Directors on April 23, 2020.

The Internal Audit Division governs internal control regulations for financial reporting, and performs continuous monitoring of work procedures to ensure the reliability of financial reporting. We have also established internal auditing regulations and conduct internal audits involving the legal compliance of the business activities of our business divisions and Group companies. Key matters discovered through these initiatives are reported to the Board of Directors or the Management Committee.

Promotion of supply chain management

We believe that supply chain management is important for the Noritake Group to continue its business in a stable manner, and established a Purchasing Policy in FY2020 and Purchasing Guidelines in FY2021. We work to build mutual relationships of trust with all of our business partners, and to engage in transactions in compliance with the laws of each country. We also continually review our relationships with our key business partners. We proceed to purchase environment-friendly raw materials, and pay well attention not to consume ores originating in areas of conflict.

Noritake Group Purchasing Policy

Based on Noritake's corporate motto of "Good Quality, Export, and Co-prosperity", we will engage in purchasing activities aimed at continually providing our customers with good products and services deemed satisfactory to them. Furthermore, by building trusting relationships aimed at co-prosperity with our suppliers, we will proactively fulfill our corporate social responsibility in cooperation with our suppliers, that is:

- (1) We will keep our doors open impartially and globally to all suppliers and conduct fair transactions in good faith.
- (2) When selecting suppliers, we will do so by making an overall judgment that includes reviews on not only quality, price, and delivery time, but also their stance towards corporate social responsibility.
- (3) We will deepen mutual trust with suppliers we deem reliable in order to achieve co-prosperity.
- (4) We will comply with the laws and regulations as well as social norms of each country and region while conducting business based on highly ethical standards.
- (5) We will perform environmentally friendly purchasing in line with Environmental Policy of the Noritake Group.

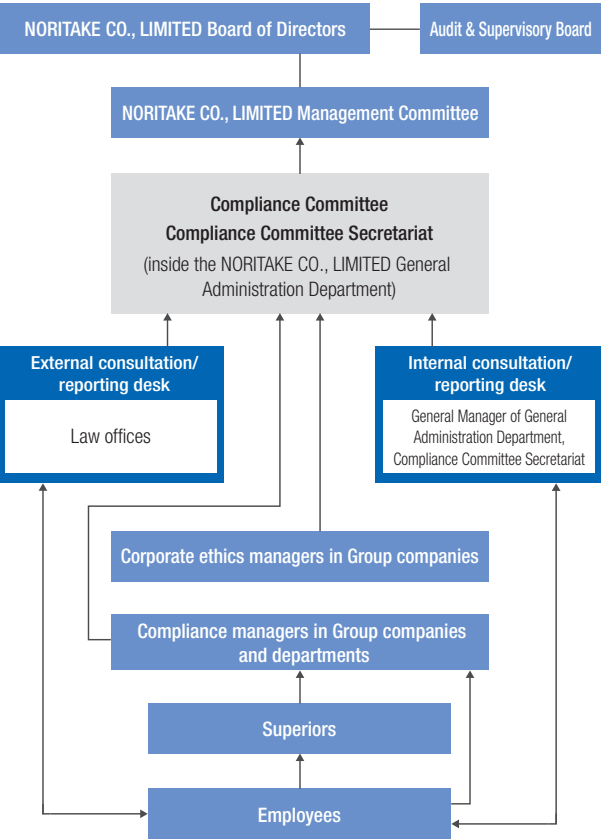
Enforcement of compliance

With its Compliance Committee, the Noritake Group focuses on ongoing compliance activities throughout the entire organization, and even appoints compliance managers on a workplace level.

The committee meets twice a year, and a compliance meeting is also held four times a year, where actual cases are studied and shared in order to prevent such recurrences. Compliance is also included in training by qualification, training by organization, training by purpose, and training for staff appointed overseas as part of employee education to encourage them to acquire specialist knowledge. We also provide easily understood explanations of laws and ordinances in every issue of our internal newsletter with case examples that relate to our everyday work to make these understood by all employees.

In the Noritake Group's Code of Ethics, we set forth ethical standards for the execution of duties and the observance of laws and ordinances concerning the prevention of bribery and other improprieties, and ensure that these standards are met by all employees while also focusing on preventive measures.

Compliance Structure



Preparation of an internal reporting system

We have established contact points both inside and outside the company so that any employee of the Noritake Group can consult and report directly, without going through managers, in the event that a violation of laws, ordinances, standards of conduct or company rules, etc., is discovered or suspected. The confidentiality of persons reporting and the content of reports is strictly protected. No disadvantage shall be taken toward the persons by the company for having made consultation or reporting. A total of 10 reports were made during fiscal 2021.

Disaster readiness and disaster mitigation initiatives

Disaster Prevention Committee meetings are held twice every year companywide, and evacuation drills and confirmation of emergency contact networks are regularly conducted at each business site to prepare for large-scale disasters.

We have also started formulating business continuity plans (BCPs) for some businesses.



Fire drill

Preparation of a risk management system

We have risk management rules so that, when faced with the risk of a loss of corporate value due to problems in management, accident or disaster, we can mitigate losses to the extent and continue with our business. Safety is taken on the highest priority, especially to secure human life. In the case of an emergency, we set up a task force immediately to respond to the risks.

In accordance with "accidents management regulations," we strive to establish a disaster prevention management system by raising the awareness of all employees on a daily basis so that they can respond quickly and appropriately in the event of any possible disaster.

Strengthening of information security

With regard to the protection of personal information and other information assets, we have information security management rules in order to eliminate risks and safely carry out business activities. These rules indicate a code of conduct concerning information security for all officers and employees. We create and employ countermeasure standards and implementation manuals based on this code.

We also have a promotional division under the officer in charge, and are working to strengthen security. To guard against unauthorized access and cyber attacks, we perform strict ID management, logging of PC access, 24-hour monitoring at our Security Operation Center. Drills for targeted e-mail are taken place periodically.

Policies for the protection of personal information

The Noritake Group fully recognizes the importance of the protection of personal information. We comply with Japan's Act on the Protection of Personal Information and heed the laws of other countries as well, and properly manage the personal information provided by customers.

Reference URL (Protection of Personal Information)
https://www.noritake.co.jp/utility/privacy_policy/

Message from Directors (Outside)

Based on the management structure that has been strengthened in the wake of the COVID-19 pandemic, we have great expectations for the challenges and the achievements toward the three growth areas.

In the 11th Three-year Business Plan that ran through fiscal 2021, Noritake demonstrated the strength of its frontline capabilities, overcoming various issues caused by the impact of COVID-19 and rebuilding its earnings base. With the prolonged COVID-19 pandemic, we had to review all processes and make any small improvements to reduce costs. I feel this is something that could not have been done without on-site capabilities.

I think these three years were a period when management demonstrated its solid leadership. To start with, our organizational issue was that each business units stood on its own. However, in the midst of the COVID-19 pandemic, the cross-sectional power was demonstrated in terms of "Concentration in Core Competence" as well as securing profit. I believe that the strength of the frontline and management combined, leading to the achievement of targets and the strengthening of the management structure. In the post-COVID business environment which is beginning to emerge, themes that the business units must work together, such as compliance with corporate governance code, promoting diversity and women's activities, carbon neutrality, and TCFD, are becoming more clear. It is very important that the management team started to take a broad view of the business from a medium- to long-term perspective to address these issues. I believe that the 11th Three-year Business Plan was a major turning point for Noritake's future.

In my personal opinion, three years passed since I became an Outside Director, I feel that I have gained a deeper understanding of the contents of each business. The Noritake Group consists of various businesses and provide diverse values for each individual customer with its products. However, despite the diversity of its businesses, the Group is one big family. In order to move to the next stage, it is important to strengthen the ties between each business. I think this is a great opportunity for growth.

We have recently announced the Group's Long-term Vision for 2030, which includes the areas of electronics, environment, and well-being. When we think about the technologies that each business has strengths on these three growth areas, it is necessary to think what products will be required in the future market, what kind of distribution system is desirable, from the perspective of the entire business, and create a system that incorporates these into specific tasks. I believe that it is an urgent task to tackle this issue. In addition, it goes without saying that the promotion of the 12th Three-year Business Plan will lead to the development of human resources with a strong spirit of challenge who will lead our future. It is also very important as a company to communicate the process of such challenges and initiatives to stakeholders.

From the standpoint of an Outside Director, I would like to view Noritake's activities from the perspective of risks and opportunities, convey my opinions, and contribute to the development of the company. I have great expectations for Noritake's future.

Director (Outside)
Masanao Tomozoe



Instead of dwelling on past successes, we must transform Noritake into an organization in which our technological and sales strengths lead to results.

I assumed the position of Outside Director at Noritake in June 2021. The main role of an Outside Director is to oversee management decisions and business execution. Over the past year, I have observed the Noritake Group from an outside perspective and from the perspective of shareholders. Due to the COVID-19 pandemic, various significant changes have occurred in the business environment, such as digital transformation (DX), carbon neutrality, and geopolitical management risks. While experiencing difficulties in executing the 11th Three-year Business Plan, we have been able to achieve the goals we promised to shareholders due to the efforts of management, business execution and the efforts of all employees.

In the reports of the Executive Officers, I see that they are highly motivated to achieve their goals. In addition, being a member of the Board of Directors, I understand that Noritake has the ability to lead the organization and each business divisions. And above all, I see that each and every employee is highly proud of the Company's technology. That is my impression of the Noritake Group during the past year.

During this time, in order to achieve significant growth as a company over the medium to long term, the Board of Directors held a series of discussions to formulate a broader vision that leverage its technological capabilities. The Board of Directors consented that we should strengthen the capabilities to discover new businesses. The Noritake Group has announced its Long-term Vision for 2030 with the policy being very clear and easy to understand. However, in order to achieve this, it is paramount not to dwell on past successes and transform the Company. In addition to enhance the functions of management departments, we must transform the structure to which strengths such as technical and sales capabilities lead to results.

Another major challenge is to firmly forward sustainability management and make it as a higher concept of Noritake. In particular, establishing materialities is urgently needed. With regard to corporate governance, Mr. Kato, President of Noritake, is promoting initiatives to improve the effectiveness of the Board of Directors and the quality of deliberations by the Board of Directors.

Moving forward, the core of our work will be to verify the progress of the Long-term Vision for 2030 and the 12th Three-year Business Plan, for example whether adequate results are being achieved and whether the achievement has been made fast enough. Although focusing too much on speed sometimes leads to failure, we can immediately analyze the cause of failure and learn from it if that happens. If we just sit back and do nothing, performance will not improve. Mr. Kato places great importance on speed, and I will keep committing to provide a good supervision of the execution of business at Board of Directors meetings.

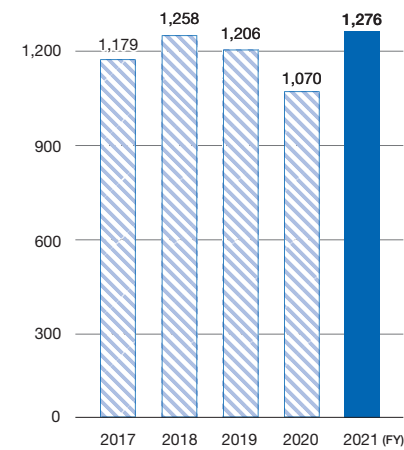
Director (Outside)
Ryoichi Yamamoto



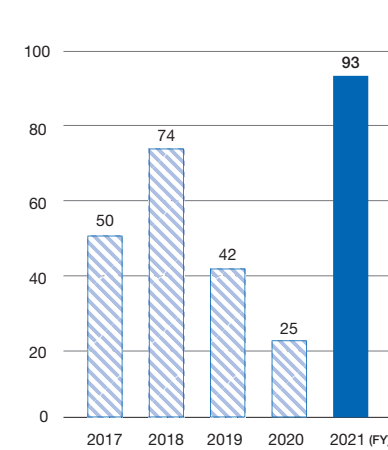
Financial Highlights

FY2021 consolidated basis

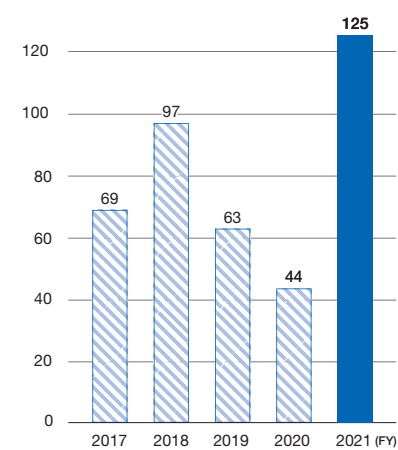
Net sales (hundred million yen)



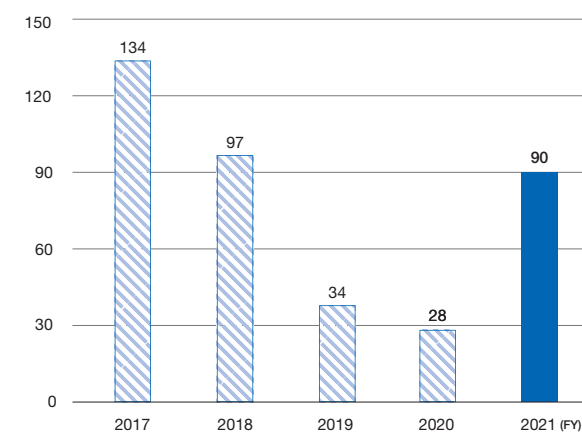
Operating profit (hundred million yen)



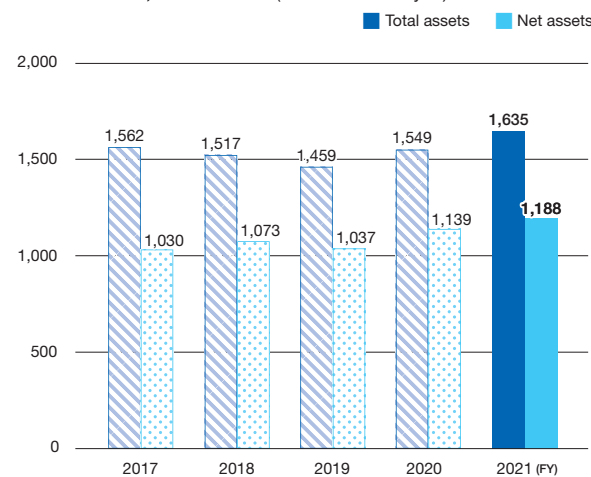
Ordinary profit (hundred million yen)



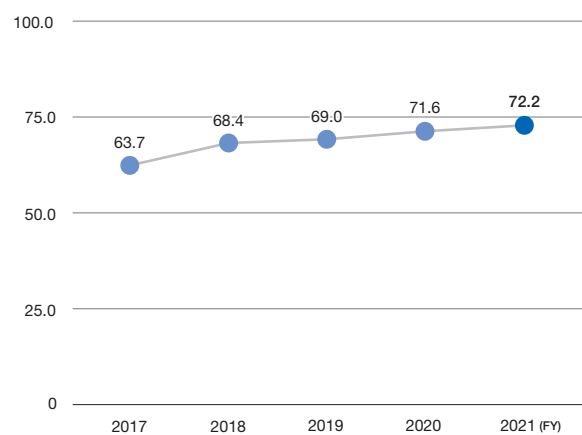
Profit (hundred million yen)



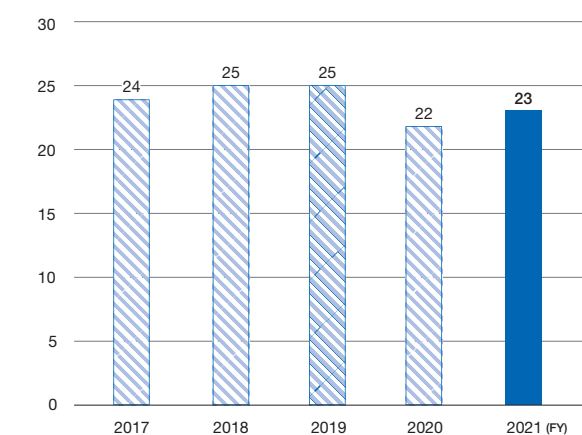
Total assets, net assets (hundred million yen)



Capital ratio (%)



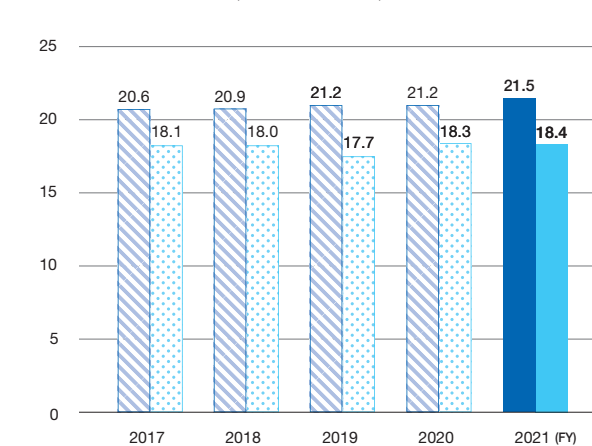
Research and development expenditures (hundred million yen)



Non-Financial Highlights

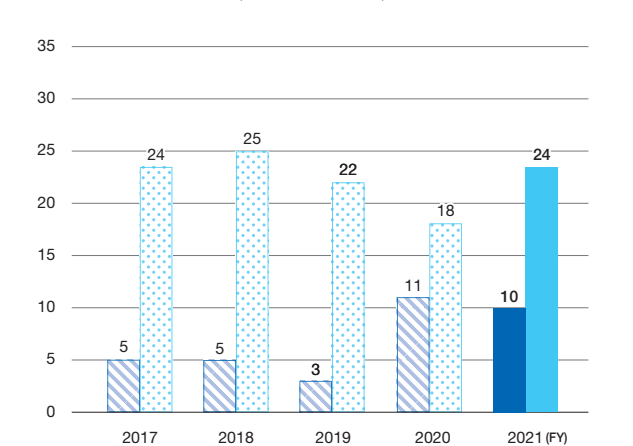
Average length of service (by gender; years)

NORITAKE CO., LIMITED (non-consolidated)



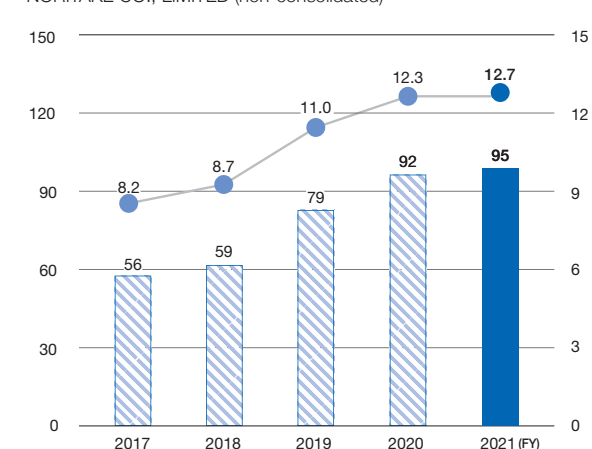
Use of parental leave (by gender; persons)

NORITAKE CO., LIMITED (non-consolidated)



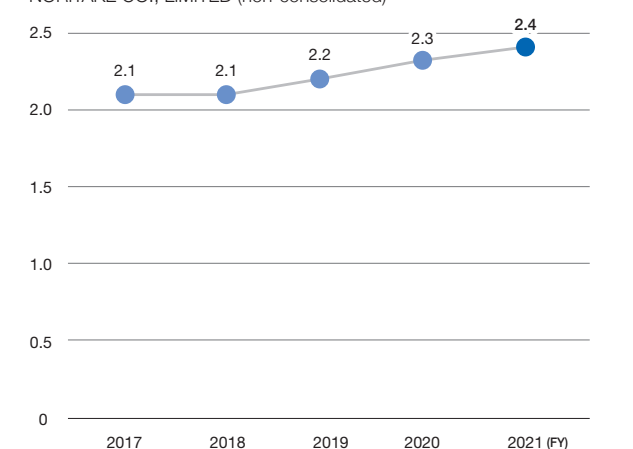
Ratio of female managers (%), number of female managers (persons)

NORITAKE CO., LIMITED (non-consolidated)



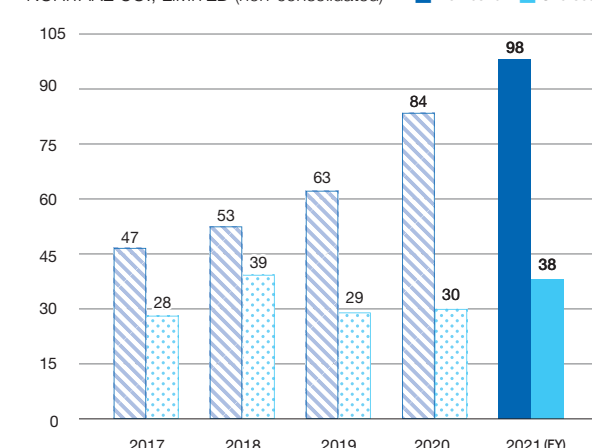
Percentage of disabled employees (%)

NORITAKE CO., LIMITED (non-consolidated)



Number of patent applications (number)

NORITAKE CO., LIMITED (non-consolidated)



Number of employees by business (persons)

Consolidated

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Industrial Products	2,561	2,620	2,617	2,566	2,551
Ceramics & Materials	919	887	895	875	866
Engineering	238	241	245	254	314
Tableware	1,082	1,135	1,141	1,085	1,017
Management	212	208	222	249	259
Total	5,012	5,091	5,120	5,029	5,007

Trends in major consolidated management indicators

Fiscal year	2017	2018	2019	2020	2021
Net sales (million yen)	117,928	125,802	120,611	107,000	127,641
Cost of sales (million yen)	86,484	91,852	90,045	80,327	92,571
Gross profit (million yen)	31,443	33,949	30,566	26,673	35,069
Gross profit margin (%)	26.7	27.0	25.3	24.9	27.5
Selling, general and administrative expenses (million yen)	26,346	26,465	26,358	24,115	25,715
Operating profit (million yen)	5,097	7,484	4,207	2,557	9,353
Operating profit margin (%)	4.3	5.9	3.5	2.4	7.3
Ordinary profit (million yen)	6,992	9,764	6,312	4,480	12,509
Ordinary profit margin (%)	5.9	7.8	5.2	4.2	9.8
Profit attributable to owners of the parent (million yen)	13,432	9,707	3,415	2,806	9,068
Current net profit margin (%)	11.4	7.7	2.8	2.6	7.1
Amount of capital investment (million yen)	4,352	5,299	8,965	4,553	4,899
Depreciation (million yen)	4,030	4,057	4,442	4,784	4,704
Research and development expenditure (million yen)	2,491	2,554	2,571	2,294	2,324
Cash flows from operating activities (million yen)	9,684	8,237	8,232	5,903	12,835
Cash flows from investing activities (million yen)	8,468	-2,408	-7,473	-7,601	-5,823
Cash flows from financing activities (million yen)	-11,056	-10,348	-2,210	1,597	-5,389
Cash and cash equivalents at the end of the fiscal year (million yen)	16,087	11,395	9,939	9,741	11,733
Total assets (million yen)	156,283	151,773	145,923	154,905	163,562
Interest-bearing debt (million yen)	13,221	4,875	5,335	8,180	6,752
Total shareholders' equity (million yen)	99,608	103,747	100,668	110,926	118,120
Total net assets (million yen)	103,026	107,349	103,757	113,988	118,800
Net income per share (yen)	935.57	675.77	237.22	194.54	628.27
Dividend per share (yen)	70.00	90.00	100.00	60.00	150.00
Return on equity (ROE) (%)	14.6	9.5	3.3	2.7	7.9
Capital ratio (%)	63.7	68.4	69.0	71.6	72.2
Total capital turnover (%)	75.5	82.9	82.7	69.1	78.0
Price earnings ratio (PER) (times)	4.9	7.8	14.5	18.2	7.1
Price-book value ratio (PBR) (times)	0.66	0.73	0.49	0.46	0.54
Stock price at the end of the fiscal year (yen)	4,610	5,300	3,440	3,550	4,460
Number of employees at the end of the fiscal year (persons)	5,012	5,091	5,120	5,029	5,007

Accounting Standard for Revenue Recognition (Corporate Accounting Standard No. 29, March 31, 2020), etc. has been applied from the beginning of the current consolidated fiscal year. Key management indicators related to the current consolidated fiscal year are those after retroactive application of the accounting standard.

Company name	NORITAKE CO., LIMITED
Establishment	January 1, 1904
Headquarters	3-1-36, Noritake-shinmachi, Nishi-ku, Nagoya, Aichi 451-8501, Japan
Website	https://www.noritake.co.jp/eng/
Representative	Hiroshi Kato Representative Director & President
Capital	15,632 million yen
Main Business	■ Industrial Products Business Grinding and polishing tools, etc. ■ Ceramics & Materials Business Electronic components, ceramic raw materials, plaster products, vacuum fluorescent displays, etc. ■ Engineering Business Heating furnaces, filtration equipment, mixing equipment, cutting machines, road cutters, etc. ■ Tabletop Business Porcelain ware, etc.

(As of March 31, 2022)

Subsidiaries

* Non-consolidated subsidiaries

NIPPON RESIBON CORPORATION	NORITAKE CO., INC,
RYOWA CORPORATION	NORITAKE SHANGHAI TRADING CO., LTD.
NORITAKE COATED ABRASIVE CO., LTD.	NORITAKE EUROPA GMBH
ZEN NORITAKE CO., LTD.	NORITAKE ABRASIVES (SUZHOU) CO., LTD.
HIROSHIMA KENMA K.K.	NORITAKE SA (THAILAND) CO., LTD.
KCM CORPORATION	DIA RESIBON (THAILAND) CO., LTD.
KYORIX MIE CO., LTD.	NORITAKE SCG PLASTER CO., LTD.
NORITAKE ITRON CORPORATION	PT. NORITAKE INDONESIA
NORITAKE TCF CO., LTD.	ITRON (U.K.) LIMITED
NIHON FUREKI SANGYO CO., LTD.	NORITAKE TAIPEI CO., LTD.
NORITAKE GARDEN CO., LIMITED	NORITAKE LANKA PORCELAIN (PVT) LIMITED
NORITAKE RECYCLE CENTER CO., LIMITED*	NORITAKE (AUSTRALIA) PTY. LTD.
	TAIWAN KCM CO., LTD.*

Equity-method affiliates

TONO KENMA CO., LTD.	SIAM COATED ABRASIVE CO., LTD.
KURARAY NORITAKE DENTAL INC.	
OKURA ART CHINA, INC.	

NORITAKE CO., LIMITED

3-1-36, Noritake-shinmachi, Nishi-ku, Nagoya, Aichi 451-8501, Japan
<https://www.noritake.co.jp/eng>

Inquiries

General Administration Dept.

Public Relations Section

TEL: +81-52-561-7110 FAX: +81-52-561-9721