

Together with employees

► Diversity

The Noritake Group has 5,091 employees (as of March 31, 2019). When hiring, we respect different ways of thinking and human nature, not just academic achievement. In addition, we respect the human rights of employees in their treatment after employment and do not discriminate based on age, gender, sexual orientation, birthplace, nationality, etc.

► Human resource development

The Noritake Group is promoting human resource development centered on OJT (On the Job Training) at each workplace. In order to support this On the Job Training, we conduct OFF-JT such as training for new employees and "training by qualification," which is provided when employees are promoted. We also provide "training by purpose" to teach employees specialized knowledge on topics such as finance, legal affairs, and coaching.

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

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

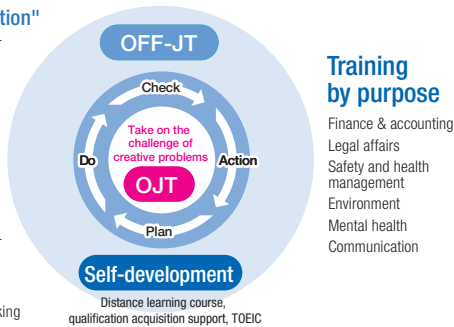
Fiscal year	2015	2016	2017	2018
Recipients of official qualifications	197	133	118	131
Correspondence course participants	732	658	600	576

"Managerial position"

Strengthening problem-solving capabilities
Subordinate training
Leadership
Management
Compliance

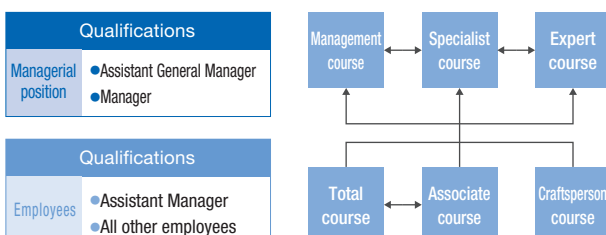
Training by qualification

"Employees"
Strengthening problem-solving capabilities
Role recognition
Quality management
Developing logical thinking
Compliance



► 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. In addition, for some job qualifications, there is a self-assessment system that allows employees to analyze and evaluate their own abilities and suitability for work and consult directly with the Human Resource Dept.



► 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.

Plan period: April 1, 2016 to March 31, 2019

We set the goals of increasing the number of women in the total course who are candidates to become future managers by 1.5 times, providing training for women to be promoted from the associate course to managerial positions. We established a system for career development that assumes child care leave and reduced working hours during child care, and we took steps to achieve these goals. As a result of the seminars and training that we conducted to raise the awareness of women's active participation in work and the development of female employees' abilities, the number of women in the total course has increased. In addition, we issued the "Handbook on support for balancing work with child care" to introduce our work-life balance support system and encourage its use to realize work-life balance so that employees can realize their abilities with peace of mind.

Plan period: April 1, 2019 to March 31, 2022

We formulated a new action plan to create a work environment where women can play an active role, realize their abilities, and develop their careers. The goals are to increase the number of key female personnel in fiscal 2021 by 25% compared to fiscal 2018, double the number of female managers, create an environment where women can realize their abilities, and foster a culture that promotes the active role of women, and we are taking steps to achieve these goals.

► Improving work-life balance

We aim to improve the work-life balance of our employees. In addition to encouraging employees to take their annual paid leave, we have established a variety of holidays and leave systems that can respond to individual life events, supporting various ways of working for our employees.

Since fiscal 2017, we have introduced 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. As a result, in the Noritake Group in fiscal 2018, there were 71 employees who took leave, 48 employees who took shorted working hours, and 33 employees who used the flextime system in relation to childbirth, child care, and nursing care.

From fiscal 2019, we have introduced a treatment support work system that enables employees to continue working while undergoing treatment as part of our efforts to create a better working environment for employees.

► Safety and Health Management System

The Noritake Group believes that the foundation of its 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 the company is responsible for creating and maintaining such an environment.

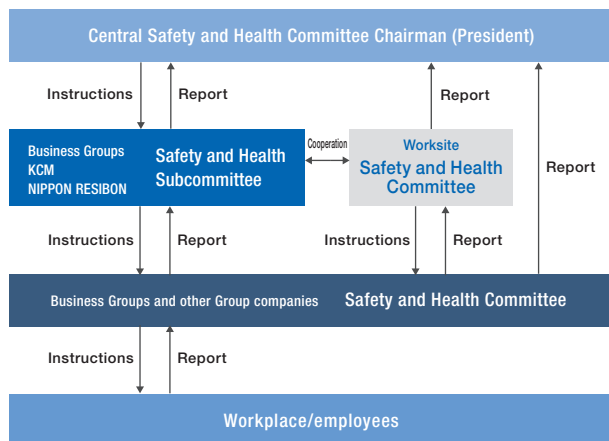
Noritake Groups Basic Policy of Safety and Health

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



► Initiatives to prevent occupational accidents

In fiscal 2018, we promoted company-wide safety and health activities in accordance with the concept of the Occupational Safety and Health Management System (OSHMS) and conducted internal audits to resolve problems and issues in activities and make continuous improvements. As initiatives to prevent occupational accidents, we have continued to develop hazard location mapping campaigns, safety experience education, and risk forecasting training.

In fiscal 2019, in addition to our conventional risk assessments, we will work to encourage adoption of safety observations (two-way communication to ensure that workers follow the work standards and managers ensure that they are followed).

► Employee health management

Implementation of health checkups and follow-up for employees with concerns

We conduct regular company-wide health checkups in the first half of the fiscal year and identify the concerns at an early stage. For employees who are found to have lifestyle-related diseases, in addition to providing health guidance such as improving meals and exercise mainly by health advisors at each clinic, the Noritake health care association also gives specific health guidance and checks for improvements.

Improving the work environment in the workplace

Among the raw materials used in the production of our products, there are substances that may affect the human body, such as dust, organic solvents, and specific chemical substances. We regularly measure the workplace environment in accordance with laws and regulations, monitor and improve the conditions, and strive to improve the working environment. In addition, we conduct risk assessments for chemical substances at each business site and plant to reduce health risks caused by harmful substances.

As a countermeasure against heat stroke in the summer, we provide education and countermeasures for managers and workers mainly in kiln workshops such as heating furnaces.

► Mental health care

We have incorporated mental health training on self-care and care from superiors into our training by qualification to improve knowledge step by step according to job rank. We have implemented a stress check system once a year since fiscal 2016. Based on the results of our organizational analysis in fiscal 2017, we improved the workplace environment and conducted training for managers on communication.

As a result, the stress check in fiscal 2018 showed the support from supervisors and colleagues in the workplace has increased.

Quality initiatives

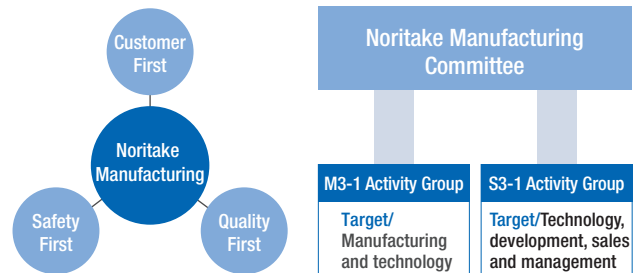
► Activities to enhance manufacturing

Noritake is a manufacturing company 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.

The Noritake Manufacturing Committee has established the concept of "Customer First, Safety First and Quality First" and promotes activities based on the recognition that achieving these three "Firsts" is important for continuing to contribute to society through our business.

In 2011, we started basic development activities under the "Manufacturing 3-1 (M3-1) Activities" started by the manufacturing department. To ensure stable production, we have implemented a system that is the foundation for safety, 2S, and standardization.

In addition, we have integrated "quality activities" for the design and engineering divisions and we are evolving them into activities that promote manufacturing and technology together. Since 2016, as basic enhancement activities, 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 engineering, development, sales, and management as "S3-1 activities" and are currently promoting activities based on the two pillars of "M3-1 activities" and "S3-1 activities."

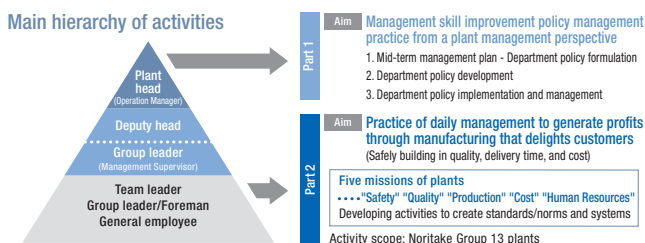


M3-1 activity (manufacturing and technology)

We promote M3-1 activities in the manufacturing and engineering departments based on two pillars: 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 have created a system that operates according to the management standards and roles by hierarchy for the five major missions of our production sites. This system is shown as a template. The Noritake Group's 13 plants hold "Genchi Genbutsu (real location, real thing) meetings" where the activities for the five missions are confirmed at the plant site. At these meetings, participants have discussions and promote good practices across departments.



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.

Good quality activities:

We share information about how we dealt with complaints and useful information about countermeasures for defects at manufacturing processes. We strive for corrections and improvements while conducting "Obeya" activities.

* Obeya activities: Top managers such as plant managers, and stakeholders from manufacturing, production technology, quality assurance, and product development, etc. hold cross-departmental meetings to carry out practical activities with a sense of speed through factor analysis and discussion of countermeasures.

Production preparation activities:

Common Noritake Group standards are defined for items to be performed and items to be confirmed in each step from product planning to mass production. We have been carrying out audits (Quality Audits) since FY2016 to confirm the understanding of purpose, operational status, and effectiveness related to these standards. We are continuously working to respond to the issues that have emerged through the audits and reduce complaints.

S3-1 activities (engineering, development, sales and management)

Noritake manufacturing activities are not limited to our plants. In order for us to delight our customers, it is essential that the departments directly involve in the business, such as sales and engineering, and play an active role. The functions and efficiency of the management and development departments that support these business departments are also important. Staff departments work on Noritake manufacturing activities through our S3-1 activities. S represents the S of service, and 3-1 represents the three "Firsts": "Customer First, Quality First and Trust First."

In our S3-1 activities, we promote the participation of all employees and improved awareness based on the policy of "I play the leading role" and "Customers are the final part of the process." While promoting small group activities with the participation of all employees, we hold case study presentations for each division and work to make the activities stimulating. While steadily advancing the standardization of our operations, we are taking one step forward to promote improvement activities based on the concept of overall optimization. The aim is to realize visible results such as customer satisfaction, operational efficiency improvement, and taking paid leave.

In fiscal 2019, we will make QCD improvements based on standard operation, corrections, and improvements, review operations working across divisions and sections, and strengthen cooperation among related divisions and departments.

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. In June 2019, 96 shareholders attended the 138th Annual General Meeting of Shareholders and gave open opinions and asked questions.

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

Also, we keep on improving the Noritake Group 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 build a system to share customers' opinions and inquiries.

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, and when relevant laws and regulations do not exist, we have establish own standards and follow them. 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.

Social contribution activities

► Noritake Garden

Part of the Noritake Company headquarters site is open to the public as "Noritake Garden." This garden, planted with more than 6,000 trees over approximately 22,000 square meters, is a complex facility that was established at the founding site based on feelings of gratitude for local people and the desire to protect the environment. It is popular as an industrial tourist facility and a place of relaxation in the city, and since its opening in 2001, it has been visited by more than 7 million people.

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.

We were authorized by the "Conservation System of Civic Green Spaces"

In December 2018, this was the first private-sector facility in the Chubu region that was certified as a "civic green space" by the Conservation System of Civic Green Spaces.



* Conservation System of Civic Green Spaces

In urban areas, there is a shortage of green and open spaces that are indispensable for creating a good urban environment. To solve this problem by promoting the conservation and creation of green spaces and making effective use of vacant lots, the Conservation System of Civic Green Spaces installs and manages open spaces as "civic green spaces" for use by local residents, based on an installation and management plan authorized by the municipal mayor.

► 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.

In fiscal 2018, with the support of the Ministry of Economy, Trade and Industry, we won the Gold Award in the CSR / Sustainability category by JASTECA (Japan Sri Lanka Technical and Cultural Association) that promotes industrial and cultural exchanges between Japan and Sri Lanka. This was a result of recognition of our contribution to sustainable development and promoting the long-term interests of Sri Lanka, such as reducing CO₂ in our business activities and our tree-planting campaign.



Won a JASTECA Gold Award

► Support for international students

To support students from overseas, we participate in the "International Student Acceptance Program for Employee 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.