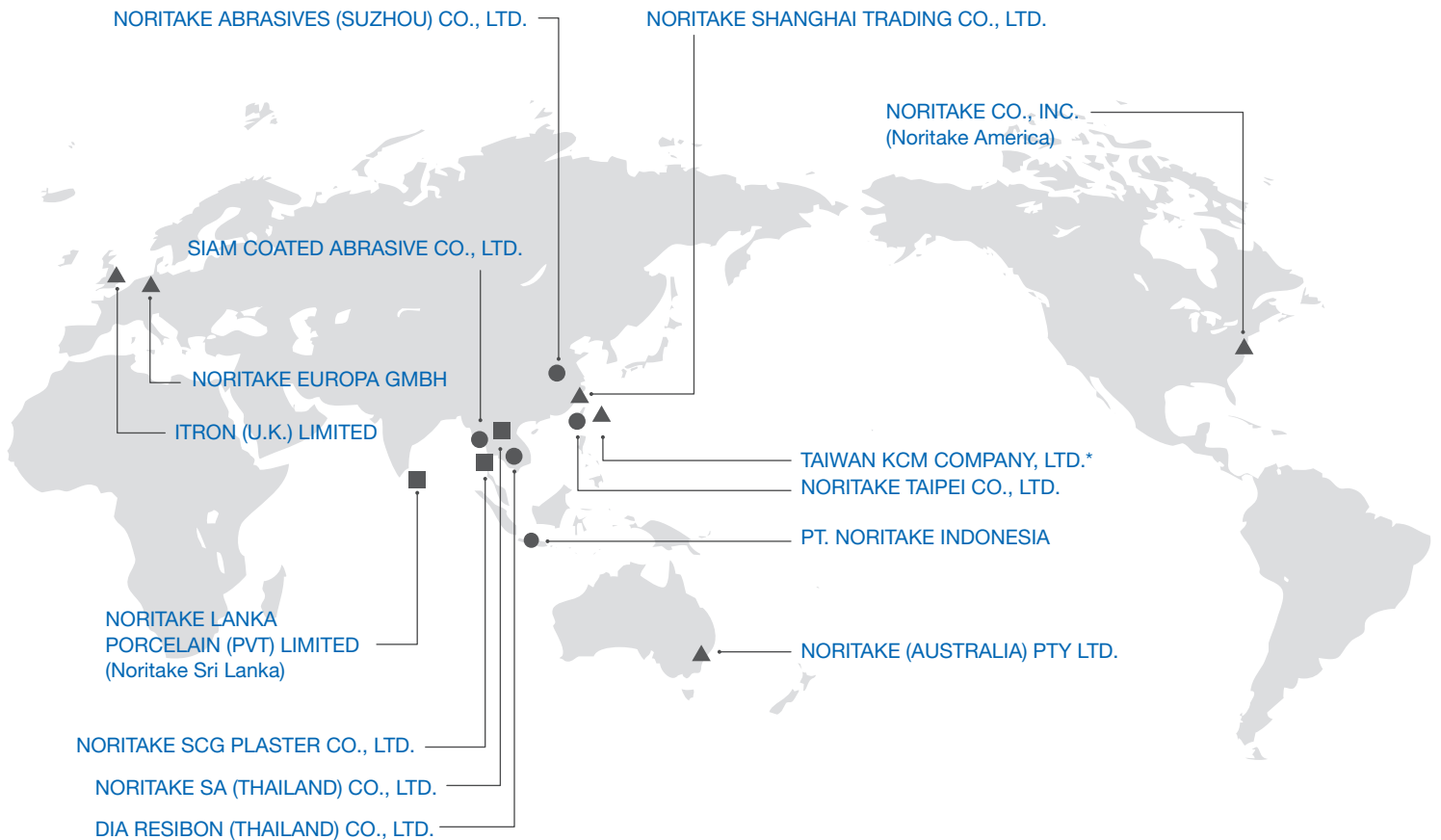


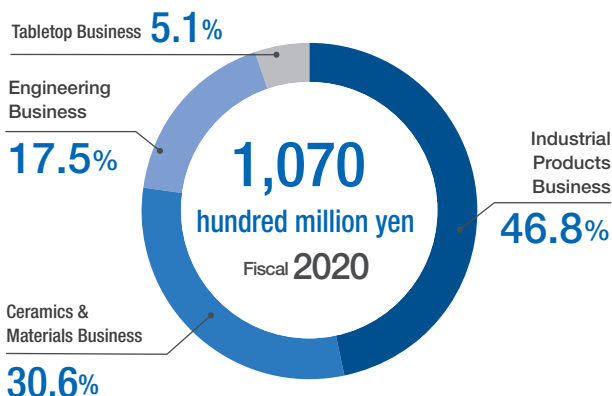
Global Operations of the Noritake Group

The Company has 25 subsidiaries and 7 affiliated companies in Japan and overseas as 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.



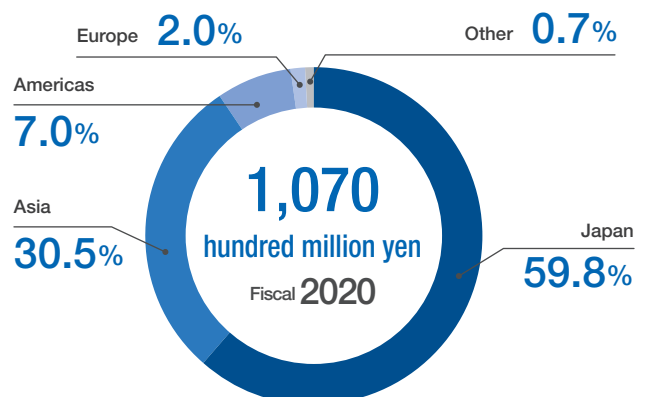
By segment

Net sales composition ratio

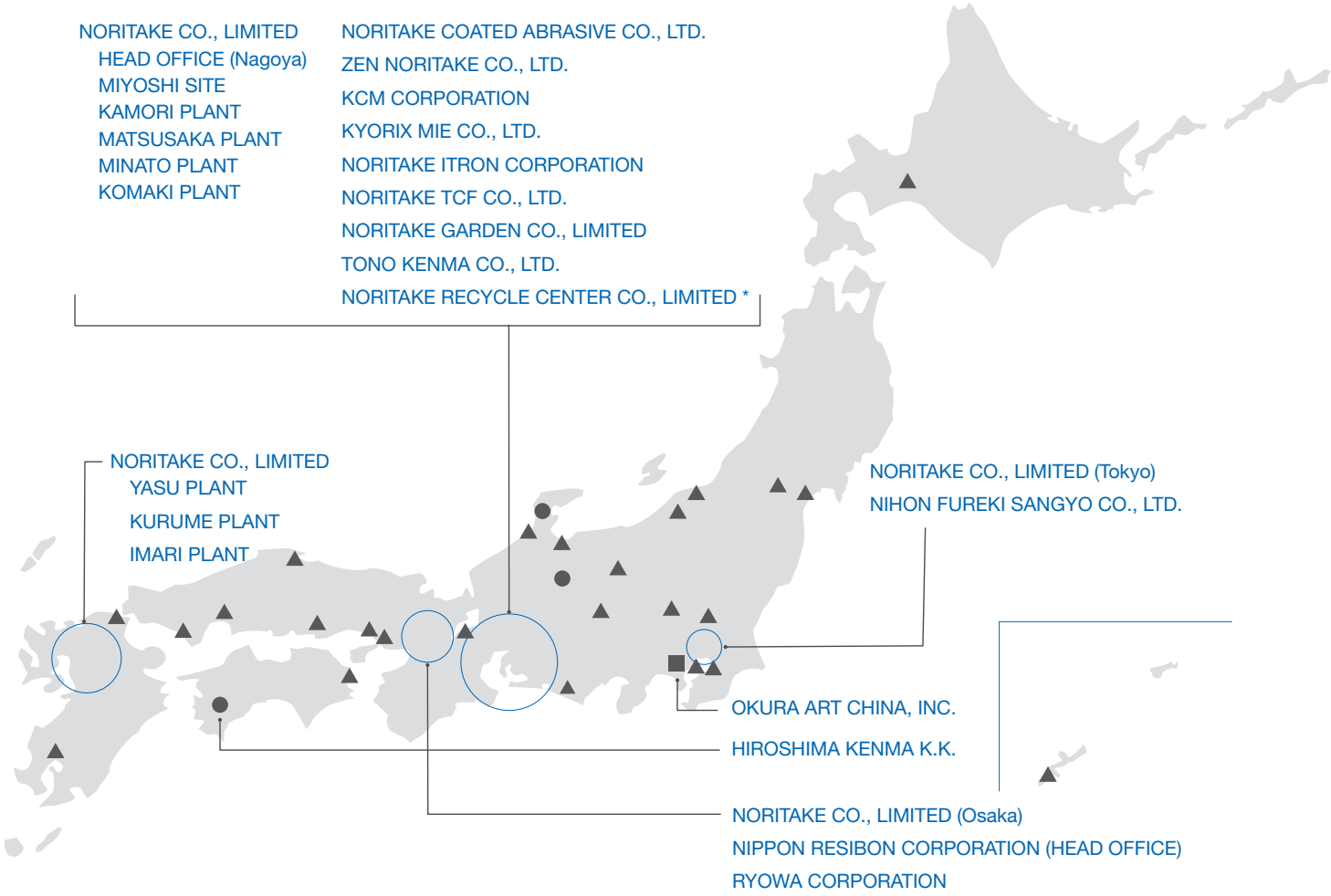


By area

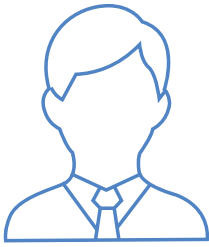
Net sales composition ratio



- Manufacturing Bases
- ▲ Sales Bases
- Manufacturing Bases/Sales Bases
- * Non-consolidated subsidiaries



(As of March 31, 2021)



Number of consolidated subsidiaries

Overseas bases

Number of employees

23 Companies

9 Countries/regions

5,029 People

Regular employees only