



Skills development training

Together with Communities

With society

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" 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 (online)



New employee training

■ Number of employees receiving official qualifications and taking correspondence courses

Fiscal year	2017	2018	2019	2020
Recipients of official qualifications	118	131	115	78
Correspondence course participants	600	576	605	671

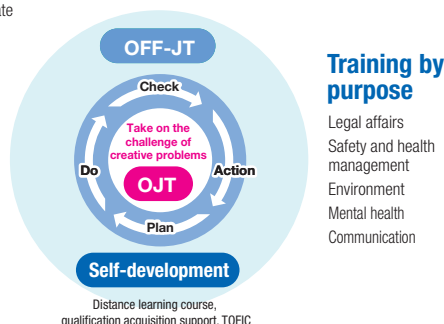
"Managerial position"

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

Training by qualification

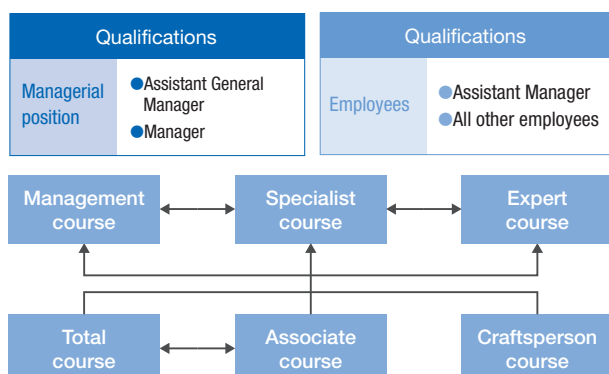
"Employees"

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. We have also established a system, for certain levels of positions, in which employees can perform their own analysis and evaluation of their capabilities and suitability for their work, as well as workplace relationships, and report these directly to the company.



► 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

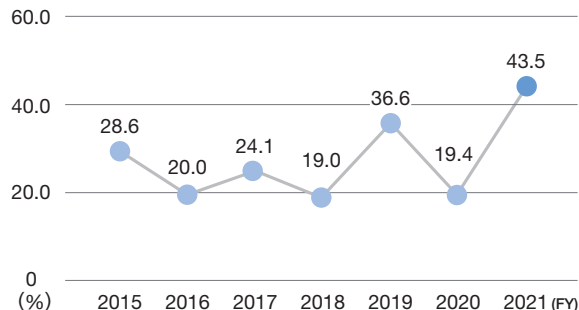
Plan period: April 01, 2019 to March 31, 2022

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.

In fiscal 2020 we implemented measures to boost awareness throughout the company, such as increasing the ratio of recruiting female university graduates and providing training for senior workers to assist their subordinates to achieve a better work-life balance.

In fiscal 2021 we issued a "Usage Guide" recommending childcare leave and shorter work hours for male employees. We continue to hold ability building and human resources utilization seminars and training to promote the active participation of women, such as skills development training for female employees not enrolled in the Total Course, and training for senior workers with female subordinates who were promoted to the managerial position or changed personnel courses.

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



► 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 promoted a flextime system for both shorter working hours and full-time employees who engage in child care and/or nursing care. As a result of our efforts, the idea of work-life balance has spread among employees to work efficiently while enjoying their private life.

Childcare leave is not only taken by female employees, but in recent years, a growing number of male employees is taking childcare leave as part of company-wide efforts to promote such programs.

More recently, we have established systems to allow telecommuting to deal with the spread of COVID-19, and workstyles are becoming increasingly diverse.

● Average number of days of paid leave taken:

10 days or more for 5 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 2020, we promoted company-wide safety and health activities based on the concept of the Occupational Safety and Health Management System, with internal audits to resolve problems and issues in activities and to make continuous improvements. As initiatives to prevent occupational accidents, we have continued to forward our hazard location mapping campaigns, safety experience education, and risk forecasting training, while also engaging in ongoing safety observations in day-to-day management (two-way communication to ensure that workers follow the work standards and that managers create an environment conducive to doing so).

During fiscal 2021, we are re-evaluating occupational accident risks, and carrying out preventive activities that all employees participate in.



Safety audits



Safety experience education



Safety work observations

► Employee health management

Promote health management

With the understanding that the vitality of employees is 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

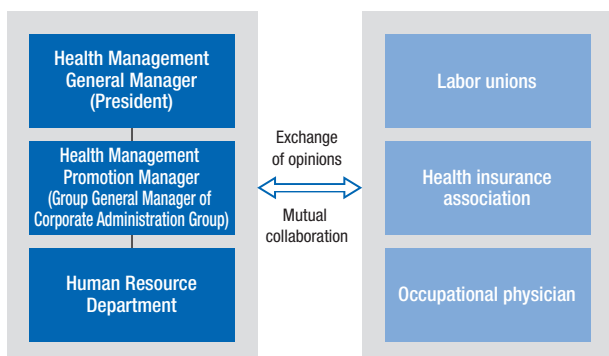
under our promotional structure, in which the company President serves as Group General Manager of the Corporate Administration Group, in partnership with health insurance associations, labor unions and occupational physicians led by the Human Resource Department.

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



Healthy lifestyle business

In fiscal 2020, posters were provided to each workplace to increase awareness of the declaration, and a health management survey was held to gain a better insight into employee health awareness and thoroughness, which was used when developing policies. Some 420 employees took part in a walking event organized by the Noritake Group health insurance association, with participants saying it helped to raise their awareness of exercise, and that they started to enjoy walking. Further efforts are being made during fiscal 2021 to ensure that employees maintain a healthy lifestyle, including running health seminars and providing subsidies for female employees to cover costs for breast cancer screening.



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 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
126,254 yen	134,434 yen	129,818 yen	121,614 yen	114,957 yen

With regard to prevention of lifestyle habit-related illnesses, which are considered a particularly important issue for employees, we have set our goal for the specific health guidance implementation rate at 55% (by the end of fiscal 2021), and have provided direct personal encouragement for employees to undergo health check-ups.

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

Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
20.3%	22.0%	39.1%	47.9%	45.0%

In addition to focusing effort on special health guidance toward achieving goals, we will also be working to promote health among healthy employees as a way of reducing long-term health risks.

Mental healthcare

We work to improve mental health by conducting mental health education to each employees at their level, from newly hired 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 overall risks (NORITAKE CO., LIMITED)

Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
106	104	104	103	100

Quality initiatives

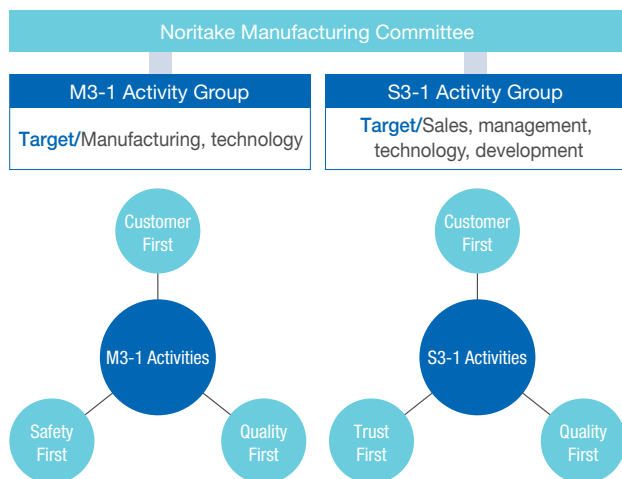


Activities to enhance manufacturing

The Noritake Group 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 Group is focused on improving 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 integrated "quality activities" for the engineering division 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.

"S3-1 activities" have also been expanded to the sales, management, engineering, and development divisions, and we are currently promoting activities based on the two pillars of "M3-1 activities" and "S3-1 activities" that everyone can participate in.



M3-1 Activities

M3-1 activity (manufacturing and technology)

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.

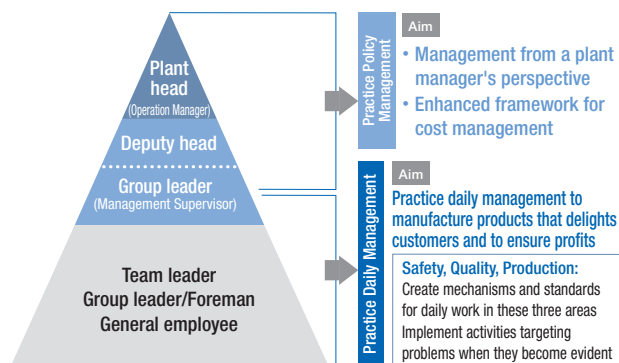
Basic enhancement activities

In our basic enhancement activities, in order to more reliably control Quality (Q), Cost (C), and Delivery (D), we are conducting 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. From fiscal 2020, we have also worked on recreating a framework for cost management.

The Noritake Group's 13 plants hold activity meetings with real locations

and real things, where the activities under the five missions are confirmed at the plant site. 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.

Good quality activities:

We share information about how we deal with complaints and useful information about measures against defects in manufacturing processes, and strive to make corrections and improvements by using "Obeya" activities. We strive to make corrections and improvements while conducting "Obeya" activities. In these "Obeya" activities, top administrators, such as plant managers, gather with the people involved, from manufacturing, production technology, quality assurance, product development and so on. Cross-departmental meetings are held to promptly carry out practical activities through factor analysis and discussions of countermeasures.

Production preparation activities:

To enhance processes from product planning to mass production, "Production preparation activities" are used to establish standard steps for items to be performed and items to be confirmed in each step. Common Noritake Group standards are defined for production preparation, and applied to operation at each plant as a way to make improvements.



Obeya

S3-1 activity (sales/technology/management)

"S3-1" activities are manufacturing-enhancement activities carried out by our staff divisions such as sales, management, engineering, and development. 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. We are aiming to elevate the quality of work by focusing on delighting our customers while keeping these activities in mind.

The mottoes of our activities are "Participation by all" and "Customers are the final part of the process," where all employees of staff divisions adopt the customer's perspective in taking a fresh look at their work, and aiming for that ideal as they complete their work. Activities are generally encouraged in small groups based on organizational structure with the aim of preventing mistakes and making improvements to work QCD. Engagement in these activities is also intended to improve employee and organizational 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 140th Annual General Meeting of Shareholder of June 2021 was held with less people than usual due to 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. Yet this was canceled in Fiscal 2020 due to the spread of COVID-19, and instead explanatory materials were uploaded to the website.

Additionally, we are continually improving the 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, 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, this publication, the Noritake Corporate Report, is distributed once a year.

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 34,000 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 a large number of 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.



NORITAKE GARDEN "Green Curtain"

► 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.

► 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 2020, Noritake was selected from more than 600 companies in 19 countries for the Asia Responsible Enterprise Award in the Green Leadership category at NGO Enterprise Asia's 6th International CSR & Sustainability Summit 2020. This award recognizes the many years of efforts that Noritake Sri Lanka has made toward activities such as tree planting.



Noritake Sri Lanka tree planting



International CSR & Sustainability Summit Awards Ceremony