







Noritake's Management Capital

Since its foundation, the Noritake Group has adhered to the management philosophy of "contributing to society through business," accumulating management capital alongside societal development. We aim to utilize this capital to realize a sustainable society and continuously enhance corporate value.

 <p>Financial capital</p>	<p>Strong financial soundness</p>	<p>Operating cash flow</p> <p>22,036 million yen</p>	<p>Interest-bearing debt</p> <p>2,970 million yen</p> <p>Equity Ratio</p> <p>72.8%</p>
 <p>Manufacturing capital</p>	<p>Diverse products and manufacturing technologies cultivated over a long history</p>	<p>Manufacturing sites in Japan</p> <p>19 locations</p> <p>Overseas manufacturing sites</p> <p>12 locations</p>	<p>Amount of capital investment</p> <p>5,404 million yen</p> <p>Tangible fixed assets</p> <p>46,415 million yen</p>
 <p>Intellectual capital</p>	<p>Various technologies and know-how built up through ceramic manufacturing</p>	<p>Research and development expenditures</p> <p>2,306 million yen</p>	<p>Number of patents held</p> <p>725</p>
 <p>Human capital</p>	<p>Fostering an organizational culture that encourages challenges and promoting the active participation of diverse talent</p>	<p>Consolidated number of employees</p> <p>4,821</p>	<p>Female managers</p> <p>23</p>
 <p>Social and relationship capital</p>	<p>Long-standing relationships of trust with local communities and customers</p>	<p>Number of domestic consolidated subsidiaries</p> <p>10</p> <p>Number of overseas consolidated subsidiaries</p> <p>12*</p>	<p>Coexistence with local communities through the Noritake Garden</p>
 <p>Natural capital</p>	<p>Efficient use of resources & energy</p>	<p>Materials consumption</p> <p>230,000 t</p> <p>Electricity consumption</p> <p>106 GWh</p>	<p>Water consumption</p> <p>380,000 m³</p> <p>Use of chemical substances</p> <p>1,640 t</p>

*SIAM COATED ABRASIVE CO., LTD. joined the Group as a consolidated subsidiary on April 18, 2024 due to acquisition of shares on March 31, 2024.

Topics		Communication with stakeholders
<p>The Noritake Group sincerely listens to the voices of our stakeholders, integrates them into our corporate activities, and works to enhance our corporate value.</p>		
Stakeholders	Communication Methods	
Customers	<ul style="list-style-type: none"> ● We have set up a customer service center within the Tabletop Group in order to improve our products and services. ● We have a system in place to respond to feedback and inquiries through the "Contact Us" page on our website. 	
Suppliers	<ul style="list-style-type: none"> ● We share 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. ● The Engineering Group holds seminars on a regular basis to prevent occupational accidents. 	
Shareholders and investors	<ul style="list-style-type: none"> ● We hold the General Meeting of Shareholders at the Noritake headquarters in Nagoya City every year in late June, where we exchange opinions with our shareholders. ● After the announcement of full-year financial results and the second quarter results, we ordinarily hold a financial results briefing for securities analysts. ● We are continually updating our website so that shareholders and investors can easily obtain IR information such as business reports and financial results announcements. 	
Employees	<ul style="list-style-type: none"> ● To communicate the company policies and provide education to the Noritake Group employees, Noritake publishes both Japanese and global editions of the Noritake Group's internal newsletter "SAKIGAKE." ● A booklet version of this Noritake Corporate Report is distributed among the employees to make them aware of the contents. ● Townhall meetings designed for direct communication between the President and employees are held with the aim of promoting and entrenching corporate culture reform. 	
Local Communities	<ul style="list-style-type: none"> ● Part of the Noritake headquarters site is open to the public as "Noritake Garden." We cooperate with elementary and junior high schools on their social studies field trips, and have signed an agreement with Nagoya City to provide a temporary evacuation site for people who have difficulty returning home in the event of a large-scale disaster. ● To support students from overseas, we provide accommodation for international students attending universities and graduate schools in Aichi Prefecture. 	