

Contribute to a Convenient Society

~Continuous provision of new value~

Provision of new products

We have begun mass production of the LHA Pad® polishing tool for silicon carbide (SiC) semiconductors, an organic-inorganic hybrid structure product we have developed.

In addition, as a further development of our organic-inorganic hybrid products, we are varying the materials and properties of the organic and inorganic components, enabling expansion into a wide range of other applications.



LHA Pad®

In addition, Noritake has developed a fine bubble generator using the technology to uniformly control the pores of porous ceramics, which we have cultivated over many years in the production of grinding wheels. This generator creates fine bubbles without applying large force to the liquid, ensuring that the generation of bubbles does not lead to an increase in liquid temperature or alteration of its properties. As a result, damage to components or cells contained in the liquid is minimized. Leveraging these advantages, we are expanding its sales focusing on applications such as the cultivation of microorganisms and algae in the development of pharmaceuticals and food products.



Fine bubble generator

Establish framework for creating new businesses

In fiscal 2023, we launched a development theme proposal system, which solicits ideas widely from all employees, and the Stage-Gate System, a new development process aimed at

commercialization.

Ideas are solicited internally and reviewed through the Stage-Gate System along with the revision or elimination of ongoing development themes. We categorize themes by growth field, and engage in development by reallocation of resources—suspending stagnant themes while allocating personnel to growing themes or those that pass the review process.



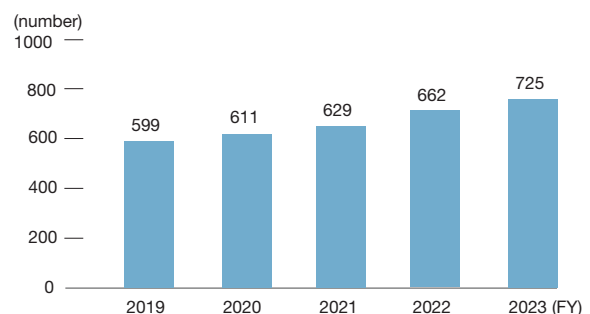
New Business Creation Committee

Enhance core technology development capability

Noritake regards intellectual property (patents, trademarks, designs, copyrights, etc.) as an important asset in the development of business that contributes to society. We have formulated and implemented strategic intellectual property activities optimized to each business environment, and continually strive to generate, acquire, and utilize intellectual property that activates business growth. As a result, by the end of fiscal 2023, we held 725 patents.

In fiscal 2024, we merged the Intellectual Property Department and the Planning Department to form the Intellectual Property Planning Department, further enhancing and advancing these activities. Moreover, we respect the intellectual property of other companies as an asset equally important to our own, and take great care to avoid any infringement.

Number of patents held



Contribute to a Convenient Society

~Stable supply of high-quality and safe products~

Promote activities for improving quality

Quality Policy

The Noritake Group has established a Quality Policy for providing quality products and services that satisfy our customers.

Noritake Group Quality Policy

Based on the corporate motto of "Good Quality, Export and Co-prosperity", the Noritake Group will continue to respond to the trust and the expectations of customers around the world by providing quality products and services that satisfy our customers.

1. We provide safe and secure products and services from customers' viewpoints.
2. Each and every person in all our organizations continues to work on quality improvements.
3. We comply with laws, regulations and requirements related to products and services.
4. We appropriately disclose necessary information for our customers.

Quality improvement promotion system

From fiscal 2023, the "Quality Committee" was established under the Sustainability Management Committee in order to maintain and continue to improve the structure by which we promptly and reliably provide the "quality products and quality services" that customers demand. The Quality Committee develops the quality policy, quality targets and action plans, with the aim of improving quality throughout the entire Group.

Key activities in fiscal 2023 include internal quality audits on the heads of business units to check the internal dissemination of the quality policy and the progress of activities aimed at achieving materiality goals, thereby strengthening management capabilities in the process.



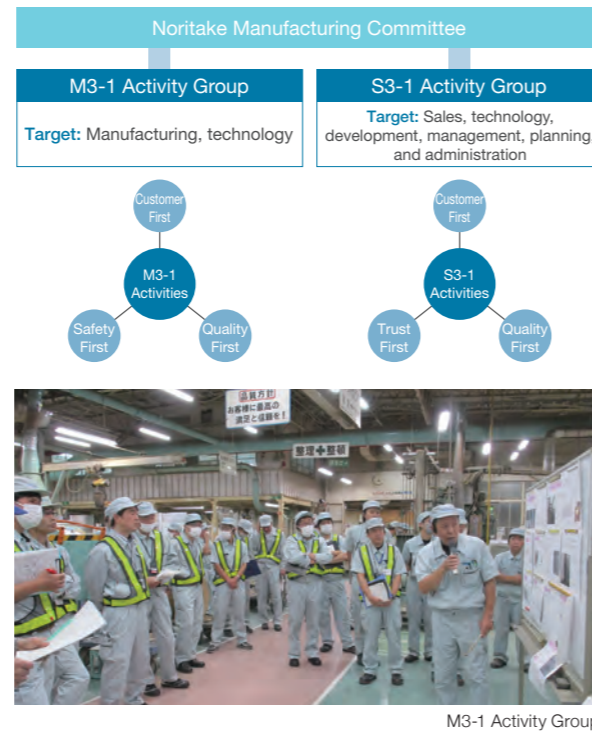
Quality Committee

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 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 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.

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 Activity Group

M3-1 activity (manufacturing and engineering divisions)

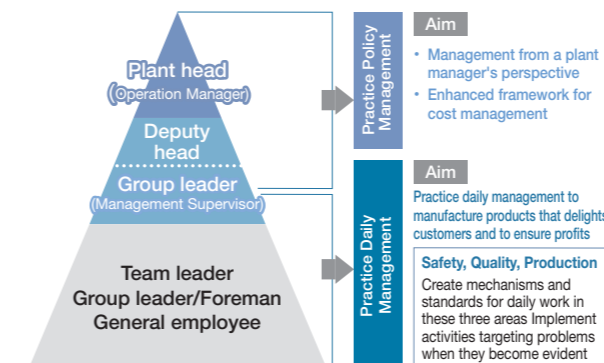
Throughout our M3-1 activities, we stress the concept of "Customer First, Safety First and Quality First" in our manufacturing and engineering departments, and promote basic enhancement activities based on the recognition that achieving these three "Firsts" is important for continuing to contribute to society through our business.

Basic enhancement activities

In our basic enhancement activities, we are focusing on the control of Quality, Cost, and Delivery. Among the five major missions of the production site, we have identified Safety, Quality, Production, and Cost as priority areas for action. We are implementing initiatives to enhance these areas, aiming to improve the quality of daily management. Plant managers have been leading basic enhancement activities based on the principle of local physical goods. These have now been integrated into the management system as a continuous framework, and operations have commenced.

The Noritake Group's 12 plants hold activity meetings for local physical goods, where the activities for the five major missions are recognized in the form of mutual study of the plant sites. Furthermore, starting in fiscal 2024, each business unit will independently promote management capability enhancement and on-site operational capacity enhancement. We will also hold activity report meetings where participants will engage in discussions and share best practices for wider implementation across the Group.

Plant roles by qualification



Quality activities

As part of our efforts to improve quality, we are promoting "Obeya" activities and production preparation activities, and have continued the Quality Activity Study Group fiscal 2021.

Obeya

In Obeya, or common room, activities, site administrators such as plant general managers gather with relevant personnel from manufacturing, production technology, quality assurance, 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. To address complaints and defects in the production process, we implement quality improvement activities, utilizing visual representation of information as a key method, and strive to make corrections and improvements with "Obeya" activities.

Production preparation activities / Quality Activity Study Group

During the entire process of new product introduction from product planning through to mass production, relevant parties conduct a design review at each step to confirm that the output is appropriate and to 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 associated with the production preparation process and promotes efforts for resolving fundamental problems by reviewing the conventional process and going back to 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)

The Noritake Group's manufacturing enhancement activities are not limited to the plants at which we manufacture our products. 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 "Firsts": 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 "Firsts", and are designed to elevate the quality of work.

The aim of S3-1 activities is to be able to "resolve problems and issues related to work autonomously and independently, with an awareness of customer satisfaction," and thereby increase the individual's problem-solving skills, and competitiveness of the company. All staff divisions are reviewing their operations from a customer perspective, aiming to improve operations in alignment with the ideal state. We place particular emphasis on reviewing operations through the "C" (check and review) aspect of the process. Through management reviews, feedback is provided from senior personnel to enhance the accuracy, quality, and efficiency of operations. This approach not only helps us maintain trust from our customers but enables us to create a more comfortable working environment. Engagement in these activities is also intended to improve employee awareness, leading to human resource development and building stronger organizational structures.



S3-1 Activity Group



S3-1 Activities Meeting

— 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 provides safe and secure products and services from customers' viewpoints. At every stage of development, design, procurement, manufacturing, sales, and logistics, we give full consideration to safety while complying with relevant laws and official guidelines. In cases where such regulations do not exist, each department establishes its own standards based on actual conditions and adheres to them. Additionally, we provide clear labeling and instruction manuals to prevent potential accidents related to our products, from use to disposal of them.

Promotion of supply chain management

The Noritake Group recognizes the importance of supply chain management for ensuring stable business operations. We established a purchasing policy in fiscal 2020, followed by purchasing guidelines in fiscal 2021. In fiscal 2023, we further strengthened our framework for sustainable procurement by launching the Procurement Committee under the Sustainability Management Committee.

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 the Environmental Policy of the Noritake Group.

The Procurement Committee is composed primarily of heads of the procurement departments within business units and main Group companies. In fiscal 2023, the Committee undertook activities to gain the agreement of suppliers on our purchasing

policy and guidelines, as well as reviews of standard business transaction contracts.

Additionally, significant efforts were made in internal education. In fiscal 2023, we held two seminars on the Subcontract Act, targeting Noritake Group procurement personnel and employees indirectly involved in procurement, such as developers. We also held a seminar on the purchasing guidelines for procurement managers across various business units.

— 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.