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> (Securities Code: 5331) June 3, 2021

To Shareholders:

Hiroshi Kato Representative Director & President NORITAKE CO., LIMITED 3-1-36, Noritake-shinmachi, Nishi-ku, Nagoya, Japan

CONVOCATION NOTICE OF THE 140TH ANNUAL SHAREHOLDERS' MEETING

Dear Shareholders:

We would like to express our appreciation for your continued support and patronage.

We hereby notify you that the 140th Annual Shareholders' Meeting of NORITAKE CO., LIMITED (the "Company") will be held as described below.

Instead of attending the meeting, you may exercise your voting rights in writing or via the Internet, etc. Please review the attached Reference Documents for the Shareholders' Meeting and exercise your voting rights by 5:15 p.m. on Thursday, June 24, 2021, Japan time.

1. Date and Time:	Friday, June 25, 2021 at 10:00 a.m., Japan time
2. Place:	Head Office of the Company located at 3-1-36, Noritake-shinmachi, Nishi-ku, Nagoya, Japan
3. Meeting Agenda:	
Matters to be reported	 The Business Report, Consolidated Financial Statements for the Company's 140th Fiscal Year (April 1, 2020 - March 31, 2021) and results of audits of the Consolidated Financial Statements by the Accounting Auditors and the Audit & Supervisory Board Non-consolidated Financial Statements for the Company's 140th Fiscal Year (April 1, 2020 - March 31, 2021)
Proposals to be resolve	ed:
Proposal 1:	Election of Six (6) Directors
Proposal 2:	Election of Two (2) Audit & Supervisory Board Members
Proposal 3:	Election of One (1) Supplementary Audit & Supervisory Board Member

4. Matters concerning the Exercise of Voting Rights:

If you exercise your voting rights both in writing and via the Internet, etc., the Company will only deem the exercise via the Internet, etc. valid.

Also, if you exercise your voting rights multiple times via the Internet, etc., the Company will only deem the last exercise valid. If you exercise your voting rights by a personal computer, smartphone and mobile phone, the Company will only deem the last exercise valid.

• When attending the meeting in person, please submit the enclosed Voting Rights Exercise Form at the reception desk.

Reference Documents for the Shareholders' Meeting

Proposal 1: Election of Six (6) Directors

The terms of office of all six (6) Directors will expire at the conclusion of this Annual Shareholders' Meeting. Accordingly, the Company proposes the election of six (6) Directors.

In order to strengthen corporate governance and enhance management transparency, two (2) of the six (6) candidates are candidates for Directors (Outside).

The candidates for Directors are as follows:

No.	Name		Position (status) and assigned duties at the Company	Attendance at Board of Directors' meetings
1	Tadashi Ogura	Re-elected	Representative Director & Chairman	13/13 (100%)
2	Hiroshi Kato	Re-elected	Representative Director & President	13/13 (100%)
3	Akira Higashiyama	Re-elected	Director & Senior Managing Executive Officer Group General Manager of Industrial Products Group	13/13 (100%)
4	Yuko Fuma	Re-elected	Director & Executive Officer Group General Manager of Corporate Administration Group	13/13 (100%)
5	Masanao Tomozoe	Re-elected Director (Outside) Independent Director	Director (Outside)	13/13 (100%)
6	Ryoichi Yamamoto	New candidate Director (Outside) Independent Director		/ (%)

Director (Outside): Candidate for Outside Director

Independent: Candidate for Independent Officer as defined in the provisions set forth by Tokyo Stock Exchange, Inc., etc.

No.	Name (Date of birth)	Brief biography, position (status), assigned duties and significant concurrent position(s) at other organization(s)	Number of shares of the Company held			
1	Tadashi Ogura (January 7, 1951)	April 1975Joined the CompanyJune 2005Director of the CompanyApril 2008Director & Managing Executive Officer of the CompanyJune 2010Director & Senior Managing Executive Officer of the CompanyJune 2011Director & Vice President of the CompanyApril 2012Representative Director & Vice President of the CompanyJune 2013Representative Director & President of the CompanyJune 2018Representative Director & Chairman of the Company (currently in service)				
	70 years old					
	Re-elected Number of years served as Director: 16 years					
	Attendance at Board of Directors' meetings 13/13 (100%)					
	[Reasons for nomination as a candidate for Director] Mr. Tadashi Ogura has been engaged in management of the Company for many years. Based on his wealth of experience and achievements, he is expected to contribute to strengthening of decision-making functions and oversight functions of the Board of Directors. Thus, the Company nominated him as a candidate for Director.					
		April 1979Joined the CompanyJune 2011Director & Executive Officer of the CompanyJune 2014Director & Managing Executive Officer of the CompanyJune 2017Representative Director & Vice President of the CompanyJune 2018Representative Director & President of the Company (currently service)	in			
2	Hiroshi Kato (January 29, 1957) 64 years old		6,300			
	Re-elected					
	Number of years served as Director: 10 years					
	Attendance at Board of Directors' meetings 13/13 (100%)					
	Mr. Hiroshi Kato has b and achievements, he i	tion as a candidate for Director] been engaged in management of the Company for many years. Based on his wealth o is expected to contribute to strengthening of decision-making functions and oversigh . Thus, the Company nominated him as a candidate for Director.				

No.	Name (Date of birth)	Brief biograpl	hy, position (status), assigned duties and significant concurrent position(s) at other organization(s)	Number of shares of the Company held
3	Akira Higashiyama (June 17, 1960) 60 years old Re-elected Number of years served as Director: 3 years Attendance at Board of Directors' meetings 13/13 (100%)	April 1986 June 2014 June 2017 June 2018 April 2019 June 2019 April 2020 April 2021	Joined the Company Executive Officer of the Company, Group General Manager of Engineering Group Managing Executive Officer of the Company, Group General Manager of Engineering Group Director & Managing Executive Officer of the Company, Group General Manager of Engineering Group Director & Managing Executive Officer of the Company, Group Deputy General Manager of Industrial Products Group Director & Senior Managing Executive Officer of the Company, Group Deputy General Manager of Industrial Products Group, Division General Manager of Sales Division Director & Senior Managing Executive Officer of the Company, Group General Manager of Industrial Products Group, Division General Manager of Sales Division Director & Senior Managing Executive Officer of the Company, Group General Manager of Industrial Products Group, Division General Manager of Sales Division	1,684
4	the Company. Based o decision-making funct	a has been engaged n his wealth of exp	e for Director] d in management of the Engineering Group and the Industrial Produ- berience and achievements, he is expected to contribute to strengther <u>of Directors. Thus, the Company nominated him as a candidate for I</u> Joined the Company General Manager, Corporate Planning Office and Re- development Planning Office of the Company General Manager, Corporate Planning Office, Corporate Administration Group of the Company Executive Officer & Group Deputy General Manager of Corporate Administration Group, General Manager, Corporate Planning Office of the Company Executive Officer & Group General Manager of Corporate Administration Group, General Manager, Corporate Planning Office of the Company Director & Executive Officer of the Company, Group General Manager of Corporate Administration Group (currently in service)	ning of
		een engaged in corp spected to contribu	porate administration at the Company. Based on her wealth of experte to strengthening of decision-making functions of the Board of Di	

No.	Name (Date of birth)	Brief biography, position (status), assigned duties and sig position(s) at other organization(s)	gnificant concurrent Number of shares of the Company hel	
5	Masanao Tomozoe (March 25, 1954) 67 years old Re-elected Candidate for Director (Outside) Independent Director Number of years served as Outside Director: 2 years Attendance at Board of	April 1977Joined Toyota Motor Sales Co., Ltd. (curr MOTOR CORPORATION)June 2005Managing Officer of TOYOTA MOTOR April 2011April 2011Senior Managing Officer of TOYOTA M CORPORATION Senior Vice President of Toyota Motor N Benior Vice President of Toyota Motor N President & Representative Director of To Marketing Co., Ltd.June 2012President & Representative Director of To Marketing Co., Ltd.June 2015President & CEO of Central Japan Intern Advisor of Central Japan International Ai Ltd.(scheduled to resign in June 2021)June 2019Outside Audit & Supervisory Board Men INDUSTRIES CORPORATION (current Outside Audit & Supervisory Board Men Co., Ltd. (currently in service)June 2019Director (Outside) of the Company (current Outside Audit & Supervisory Board Men CORPORATION (currently in service)Significant concurrent post(s) at other organization(s))Outside Audit & Supervisory Board Member of TOYOTA If CORPORATIONOutside Audit & Supervisory Board Member of Daihatsu M Member of the Board of Directors (Outside Audit & Supervisory Board Member of Daihatsu M	rently TOYOTA CORPORATION IOTOR Iorth America, Inc. Yoyota Motor Sales & Iational Airport Co., Ltd. irport Co., nber of TOYOTA tly in service) nber of Daihatsu Motor 0 ently in service) ide) of HOSHIZAKI NDUSTRIES Totor Co., Ltd.	
	Attendance at board of Directors' meetings 13/13 (100%) IReasons for nomination as a candidate for Director (Outside) and expected roles, etc.] Mr. Masanao Tomozoe has many years of experience as an executive manager at TOYOTA MOTOR COR and Central Japan International Airport Co., Ltd. Utilizing his wealth of experience of corporate manageme knowledge, he has been fulfilling his role appropriately, such as contributing to the strengthening of the over functions of the Board of Directors and providing advice from wide-ranging management perspectives. Thu Company nominated him as a candidate for Director (Outside). In addition, as a member of the Nomination Compensation Committee, he actively expresses his opinions from an objective and neutral standpoint regard selection of candidates for officers of the Company and determination of the compensation of officers, etc. IMatters concerning independence] Mr. Masanao Tomozoe worked for TOYOTA MOTOR CORPORATION, which is a trading partner of the However, the annual amount of transactions with TOYOTA MOTOR CORPORATION accounts for less the insignificant proportion, of the Company's consolidated net sales. Therefore, the Company judges that confi is unlikely to occur between him and general shareholders and he is deemed independent. Thus, the Compand designated him as an independent director stipulated by Tokyo Stock Exchange, Inc. and Nagoya Stock Exchange and notified them of the designation of Mr. Masanao Tomozoe as an independent director.			

No.	Name (Date of birth)	Brief biograph	ny, position (status), assigned duties and significant concurrent position(s) at other organization(s)	Number of shares of the Company held
6	Ryoichi Yamamoto (27 March, 1951) 70 years old New candidate Candidate for Director (Outside) Independent Director Number of years served as Outside Director: — Attendance at Board of Directors' meetings —/— (—%)		Joined The Daimaru, Inc. (currently Daimaru Matsuzakaya Department Stores Co., Ltd.) President and COO and General Manager of Department Store Operations of Group Headquarters of The Daimaru, Inc. Director of J. Front Retailing Co., Ltd. Director of Matsuzakaya Co., Ltd. (currently Daimaru Matsuzakaya Department Stores Co., Ltd.) President and Representative Director of Daimaru Matsuzakaya Department Stores Co., Ltd. President and Representative Director of J. Front Retailing Co., Ltd. Director, President and Representative Executive Officer of J. Front Retailing Co., Ltd. Director and Chairperson of the Board of Directors of J. Front Retailing Co., Ltd. (currently in service) urrent post(s) at other organization(s)) irperson of the Board of Directors of J. Evont Retailing Co., Ltd.	0
	[Reasons for nominal Mr. Ryoichi Yamamot Stores Co., Ltd. and J. knowledge in corporat oversight functions of the Company nominate involvement in the self officers, etc. from an of [Matters concerning Mr. Ryoichi Yamamot Company. However, the accounts for less than business transactions to Chairperson of the Boo between him and gene independent director se	to has many years of Front Retailing Co e management to fu the Board of Direct ed him as a candidate objective and neutra independence] to worked for Daim he annual amount of 1%, an insignifican between the Compa ard of Directors. The ral shareholders and tipulated by Tokyo	e for Director (Outside) and expected roles, etc.] of experience as an executive manager at Daimaru Matsuzakaya Dep ., Ltd. The Company expects that he will utilize his wealth of exper alfill his role appropriately, such as contributing to the strengthening tors and providing advice from wide-ranging management perspect the for Director (Outside). If he is elected, the Company intends to s of officers of the Company and determination of the compensation al standpoint as a member of the Nomination and Compensation Co haru Matsuzakaya Department Stores Co., Ltd., which is a trading p of transactions with Daimaru Matsuzakaya Department Stores Co., I t proportion, of the Company's consolidated net sales. In addition, to ny and J. Front Retailing Co., Ltd., where he serves as Director and therefore, the Company judges that conflict of interest is unlikely to d he is deemed independent. Thus, the Company plans to designate Stock Exchange, Inc. and Nagoya Stock Exchange, Inc. and notify an independent director.	tience and g of the ives. Thus, eek his on of mmittee. artner of the Ltd. there are no boccur him as an

- 1. There is no special interest between each candidate for Director and the Company.
- 2. The Company has entered into a liability limitation agreement with Mr. Masanao Tomozoe, which limits his liability for damages under Article 423, Paragraph 1 of the Companies Act, based on the provisions of Article 427, Paragraph 1 of the Act. The maximum amount of liability for damages pursuant to the agreement is the minimum liability amount stipulated by laws and regulations.
- 3. If the election of Mr. Ryoichi Yamamoto is approved, the Company intends to enter into a liability limitation agreement with him, which limits his liability for damages under Article 423, Paragraph 1 of the Companies Act, based on the provisions of Article 427, Paragraph 1 of the Act. The maximum amount of liability for damages pursuant to the agreement is the minimum

liability amount stipulated by laws and regulations.

4. The Company has concluded a directors and officers liability insurance agreement provided for in Article 430, Paragraph 3, Item 1 of the Companies Act with an insurance company, which will cover any damages, etc. in the event that the insured directors and officers are to bear liability for damages resulting from their duties. However, the agreement does include certain exemption clauses, such as no compensation being given for damages caused by a criminal act by the insured or damages caused by the insured by acts in violation of laws or regulations that were carried out with the knowledge of their illegality. If the candidates assumes the position of Directors, each of them will be insured under the insurance agreement, which is to be renewed during their terms of office.

Proposal 2: Election of Two (2) Audit & Supervisory Board Members

The term of office of Audit & Supervisory Board Member Naoyuki Shiraishi will expire at the conclusion of this Annual Shareholders' Meeting. Further, Audit & Supervisory Board Member Ryuichi Murata will resign at the conclusion of this Annual Shareholders' Meeting. Accordingly, the Company proposes the election of two (2) Audit & Supervisory Board Members.

The Audit & Supervisory Board has already given its approval for the submission of this proposal. The candidates for Audit & Supervisory Board Member are as follows:

No.	Name (Date of birth)	Brief biography, position (status), and significant concurrent position(s) at other organization(s)		Number of shares of the Company held	
1	Kazumasa Yoshida (February 18, 1964) 57 years old New candidate	April 1988 April 2016 April 2017 June 2017 June 2019 April 2021	Joined the Company General Manager, Quality Assurance Dept., Industrial Products Group of the Company General Manager, Quality Management Headquarters and Technical Headquarters of NIPPON RESIBON CORPORATION Director of NIPPON RESIBON CORPORATION Executive Officer, General Manager of Engineering Division of Industrial Products Group of the Company Executive Officer, Attached to the Secretary Office, Corporate Administration Group of the Company (currently in service)	2,100	
	[Reasons for nomination as a candidate for Audit & Supervisory Board Member] Mr. Kazumasa Yoshida has been engaged in the industrial products business at the Company and has been involved in the management of subsidiaries, giving him a wealth of experience and wide range of knowledge. Therefore, the Company believes that he is capable of fulfilling duties as an Audit & Supervisory Board Member appropriately, and thus nominated him as a candidate for Audit & Supervisory Board Member.				

No.	Name (Date of birth)	Brief biography,	position (status), and significant concurrent position(s) at other organization(s)	Number of shares of the Company held	
2	Takashi Morisaki (January 1, 1955) 66 years oldNew candidateCandidate for Audit & Supervisory Board Member (Outside)Independent Audit & Supervisory Member	April 1978 April 2008 May 2010 May 2012 June 2012 July 2012 May 2014 June 2016 September 2016 October 2016 December 2016	Joined The Mitsubishi Bank, Ltd. (currently MUFG Bank, Ltd.) Managing Executive Officer of Mitsubishi UFJ Financial Group, Inc. Managing Executive Officer of The Bank of Tokyo-Mitsubishi UFJ, Ltd. (currently MUFG Bank, Ltd.) Managing Executive Officer and Chief Executive Officer, Headquarters for Asia of The Bank of Tokyo-Mitsubishi UFJ, Ltd. Senior Managing Executive Officer and Chief Executive, Global Markets Unit of The Bank of Tokyo-Mitsubishi UFJ, Ltd. Senior Managing Director and Chief Executive, Global Markets Unit of The Bank of Tokyo-Mitsubishi UFJ, Ltd. Managing Executive Officer and Group Head, Integrated Global Markets Business Group of Mitsubishi UFJ Financial Group, Inc. Deputy President of The Bank of Tokyo-Mitsubishi UFJ, Ltd. Senior Counselor of Mitsubishi Research Institute, Inc. Executive Vice President and Executive Officer of Mitsubishi Research Institute, Inc. President and Representative Director of the Mitsubishi Research Institute, Inc. (currently in service)	0	
	President and Representative Director of Mitsubishi Research Institute, Inc. [Reasons for nomination as a candidate for Audit & Supervisory Board Member (Outside)] Mr. Takashi Morisaki is expected to reflect his wealth of experience and wide range of knowledge gained for years as an executive manager of financial institutions in the audit work of the Company and the Company nominated him as a candidate for Audit & Supervisory Board Member (Outside). [Matters concerning independence] Mr. Takashi Morisaki worked for MUFG Bank, Ltd., which is a trading partner of the Company. However, the Company's borrowing from the Bank is insignificant, and the percentage of shares of the Company held is approximately 3.9%. In addition, there are no business transactions between the Company and Mitsubishi Institute, Inc., where he serves as Representative Director. Therefore, the Company judges that conflict of in unlikely to occur between him and general shareholders and he is deemed independent. Thus, the Company designate him as an independent audit & supervisory board member stipulated by Tokyo Stock Exchange, I Nagoya Stock Exchange, Inc. and notify them of the designation of Mr. Takashi Morisaki as an independent supervisory board member.				

- 1. There is no special interest between each candidate for Audit & Supervisory Board Member and the Company.
- 2. If the election of Mr. Takashi Morisaki is approved, the Company intends to enter into a liability limitation agreement with him, which limits his liability for damages under Article 423, Paragraph 1 of the Companies Act, based on the provisions of Article 427, Paragraph 1 of the Act. The maximum amount of liability for damages pursuant to the agreement is the minimum liability amount stipulated by laws and regulations.
- 3. The Company has concluded a directors and officers liability insurance agreement provided for in Article 430, Paragraph 3, Item 1 of the Companies Act with an insurance company, which will cover any damages, etc. in the event that the insured directors and officers are to bear liability for damages resulting from their duties. However, the agreement does include certain exemption clauses, such as no compensation being given for damages caused by a criminal act by the insured or damages caused by the insured by acts in violation of laws or regulations that were carried out with the knowledge of their illegality. If the candidates assumes the position of Audit & Supervisory Board Members, each of them will be insured under the insurance agreement, which is to be renewed during their terms of office.

Proposal 3: Election of One (1) Supplementary Audit & Supervisory Board Member

The effectiveness of Mr. Masao Hojo's election as a Supplementary Audit & Supervisory Board Member at the 136th Annual Shareholders' Meeting held on June 29, 2017 will expire at the beginning of this Annual Shareholders' Meeting. As such, the Company requests the election of one (1) supplementary Audit & Supervisory Board Member in preparation for the possibility of there being insufficient Audit & Supervisory Board Members as provided for by law.

In regards to the effectiveness of the election, the Company may cancel the election by resolution of the Board of Directors upon obtaining the approval of the Audit & Supervisory Board only before the candidate assumes the position.

The Audit & Supervisory Board has already given its approval for the submission of this proposal. The candidate for Supplementary Audit & Supervisory Board Member is as follows:

Name (Date of birth)	Brief biography, position (status), and significant concurrent position(s) at other organization(s)		Number of shares of the Company held				
Masao Hojo (October 25, 1951) 69 years old	April 1984Admitted to the bar, Nagoya Bar Association (currently Aichi Bar Association), joined the Tsurumi Law OfficeApril 1988Established the Hojo Law Office, assumed a position as the Head of the law office (currently in service)April 2002Assumed a position as the vice chairperson of Nagoya Bar Association (currently Aichi Bar Association)(Significant concurrent post(s) at other organization(s))Head of the Hojo Law Office		0				
[Reasons for nomina	[Reasons for nomination as a candidate for Supplementary Audit & Supervisory Board Member (Outside)]						
5	-	expert knowledge, experience, etc. as an attorney in the audit work of					
Company, and the Company has thus nominated him as a candidate for Supplementary Audit & Supervisory Board							
Member (Outside). Mr. Masao Hojo has not been involved in corporate management, but for the above reasons, the							
Company has judged that he would execute his duties as an Audit & Supervisory Board Member (Outside).							
The Company has commissioned Mr. Masao Hojo as an Outside Member of the Compliance Committee. Based on a							

services agreement with Mr. Masao Hojo, the Company has paid him commissioning fees and legal consultation fees for the past two years and intends to continue paying him the same into the future.

[Notification of designation as an independent audit & supervisory board member] If Mr. Masao Hojo assumes the position of Audit & Supervisory Board Member, the Company plans to designate him as an independent audit & supervisory board member stipulated by Tokyo Stock Exchange, Inc. and Nagoya Stock Exchange, Inc. and notify them of the designation of Mr. Masao Hojo as an independent audit & supervisory board member.

(Notes)

- 1. There is no special interest between Mr. Masao Hojo and the Company.
- 2. If Mr. Masao Hojo assumes the position of Audit & Supervisory Board Member, the Company intends to enter into a liability limitation agreement with him, which limits his liability for damages under Article 423, Paragraph 1 of the Companies Act, based on the provisions of Article 427, Paragraph 1 of the Act. The maximum amount of liability for damages pursuant to the agreement is the minimum liability amount stipulated by laws and regulations.
- 3. The Company has concluded a directors and officers liability insurance agreement provided for in Article 430, Paragraph 3, Item 1 of the Companies Act with an insurance company, which will cover any damages, etc. in the event that the insured directors and officers are to bear liability for damages resulting from their duties. However, the agreement does include certain exemption clauses, such as no compensation being given for damages caused by a criminal act by the insured or damages caused by the insured by acts in violation of laws or regulations that were carried out with the knowledge of their illegality. If Mr. Masao Hojo assumes the position of Audit & Supervisory Board Member, he will be insured under the insurance agreement.