



Our Corporate Philosophy Structure

Wave Motion Tech Moves Our Future!



NDK official website
<https://www.ndk.com/en/>



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NIHON DEMPA KOGYO CO.,LTD.

Looking Beyond Vision 2030



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Representative Director and President
1st of September, 2025

NDK is currently well on its way to achieving Vision 2030, our long-term management strategy. This strategy defines “Creating the Future of Digital Society through Frequencies” as our raison d’être and near-term vision, and sets extremely high management targets of ¥100 billion in net sales and an operating income ratio of 20% or more.

To achieve these goals, we must not only scrutinise our existing businesses, review our profit structure, and create new businesses, but must also, above all, strengthen our corporate structure to support sustainable growth. To this end, we are promoting holistic internal reforms, including introducing a new personnel system, promoting DX based on SAP, engaging in business operation restructuring such as smart factory implementation, and revitalizing our corporate culture.

At the same time, we felt a strong need to define more precisely the course we should take for the future beyond 2030. Accordingly, we have been working with the generations who will be the leaders of this company in the future to examine what our core strengths are and how we can continue to be of value to society. These efforts renewed our awareness that we possess a treasure trove of wave motion-related elemental technologies (see last page).

We have continued to pursue wave motion technologies since our inception. By applying the wave motion technologies we have cultivated to high-quality quartz crystals, we have provided numerous products to our customers and contributed to society.

We develop and manufacture the world’s highest grade synthetic quartz crystal in-house and have established outstanding capability that covers the entire process from design and development to manufacturing capabilities and quality assurance to maximize the wave characteristics of this highly pure, highly reliable material.

Currently, we focus on five pillars of business. In addition to our core businesses of automotive electronics and mobile communications, these include industrial equipment, special equipment (defense and space, semiconductor processing), and optics. To take the optics business as an example, as an “artisan of light waves” that supports the creation of clear, beautiful images, our precisely tuned wave plates and multilayer filters are used in professional cameras and movie equipment to achieve accurate color reproduction and moire suppression. In addition, wave plates made with our highest purity N-Grade EX synthetic quartz crystals can transmit deep ultraviolet (DUV) high-power laser beams

without energy loss, enabling the precise light wave control required for next-generation semiconductor lithography equipment. I am confident that you can find our technologies wherever the light wave quality is critical.

Since our founding, we have been precisely controlling the elastic waves in quartz crystals and enabling their use in electronic circuits. Today, we have expanded our research and operations into the fields of sound waves, ultrasonic waves, radio waves, light waves, ultraviolet rays, and gamma rays, building a platform for creating value anywhere waves are generated, transformed, sent, or received.

Going forward, we will further refine the technological and manufacturing capabilities in materials, processing, and design that we have cultivated over our long history; provide wave motion-based solutions; and contribute to the realization of a comfortable, safe, and secure future society.

As a solutions-based company and with wave motion science as our springboard, we will continue to take on challenges in a variety of fields and do our utmost to solve issues faced by society. With this conviction and determination, we herein present our new Mission.

Wave Motion Tech Moves Our Future!



Behind distant family members reaffirming bonds through voice and video, cars keeping proper distance and lane control to reach their destinations safely, home appliances and electronics working just as expected to deliver a comfortable lifestyle day after day, even medical instruments being able to peer deep into the human body and identify the causes of illness—behind all these, unseen, lie wave motion technologies.

When we talk about wave motion, we’re talking about radio waves, sound waves, and light waves. Controlling the characteristics of waves such as frequency, amplitude, and phase, and using waves like additional sensory organs that go beyond the traditional five senses, has given us a comfortable life.

Wave motion technologies also continue to evolve, and, combined with technological advancements in a variety of other fields, are bringing the future closer through waves. A stream of solutions will emerge to truly overcome spatial divides, such as ultra-low latency communication systems that will make remote surgery a viable reality. Experiments are also now being conducted that will one day enable 3D holographic data to be transferred through high-capacity optical networks and make it possible, for example, for family members and doctors to communicate with people on space stations as if they were in the

same room. From factory production lines to the living spaces we inhabit, a mesh-like network of sensor data is already capturing an ever-changing world in real time and a society optimally managed through digital twinning* is beginning to take shape.

There is no limit to the exciting things that wave motion can bring to our future.

We at NDK will continue to be a partner that supports the infrastructure of the future with the diverse array of elemental wave motion technologies we have cultivated through quartz crystals.

“Wave Motion Tech Moves Our Future!”

Under this Mission, let’s create a prosperous world through waves, together.

*A digital twin is where a real space is recreated in a virtual space, based on data collected from the real world and after performing various simulations (from the Ministry of Internal Affairs and Communications, JAPAN website).

Four Core Commitments

As a Company Whose Mission Is
“Wave Motion Tech Moves Our Future!”



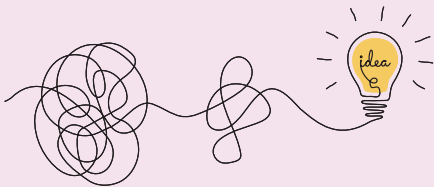
We will continue to take on the challenge of a sustainable future

We recognize that our business is essential for a sustainable future and we will continue to challenge ourselves to pursue the potential of wave motion. We will take the technologies we create and focus them unsparingly on solving social issues and enriching the world in which the next generation will live. While pursuing business on a massively macro scale up to and including outer space, we will deploy the latest, highly specialized motion technologies on the smallest scales in places far out of sight as part of products and solutions.



We will continue to refine our world-leading research and technological capabilities

We will continue to refine the world-class technologies we have cultivated through research into the characteristics of waves centering on quartz crystals. Our products have underpinned the stable operation of social infrastructure and supported the safety, security, and comfort of people’s lives. We will maintain our commitment to high quality and reliability, and, going forward, will actively invest in research and development of related technologies, always with an inquisitive mind.



We will aim to create new value and promote co-creation with industry, government, and academia

Multifaceted perspectives and ideas are essential to solving the issues faced by our society. We must expand the possibilities of technology without being bound by conventional frameworks. To this end, we will actively promote collaboration with industry, government, and academia, combining NDK’s wave motion technologies with their knowledge and skills. We will seek to be openly involved in and bring about innovation through flexible outside ideas. We will expand the circle of co-creation and create new value.



We will put respect for each individual at the core of our activities

When everyone’s individuality shines, it enhances the motivation of all and leads to great waves of innovation. At the core of this is our value of respect for each individual. Imagine an orchestra—each instrument sounds different, but together they are capable of producing a mighty symphony. Whether in our management or day-to-day operations, it is with this value that we will engage with our customers, our business partners, and of course, society.



Four Core Values

We, the employees of NDK, whose Mission is “Wave Motion Tech Moves Our Future!”, will emphasize sympathy, empathy, resonance, and being on the same wavelength more than ever in our approach to business.

We will take the initiative to “oscillate”.

We will “resonate” with the “oscillations” of our colleagues.

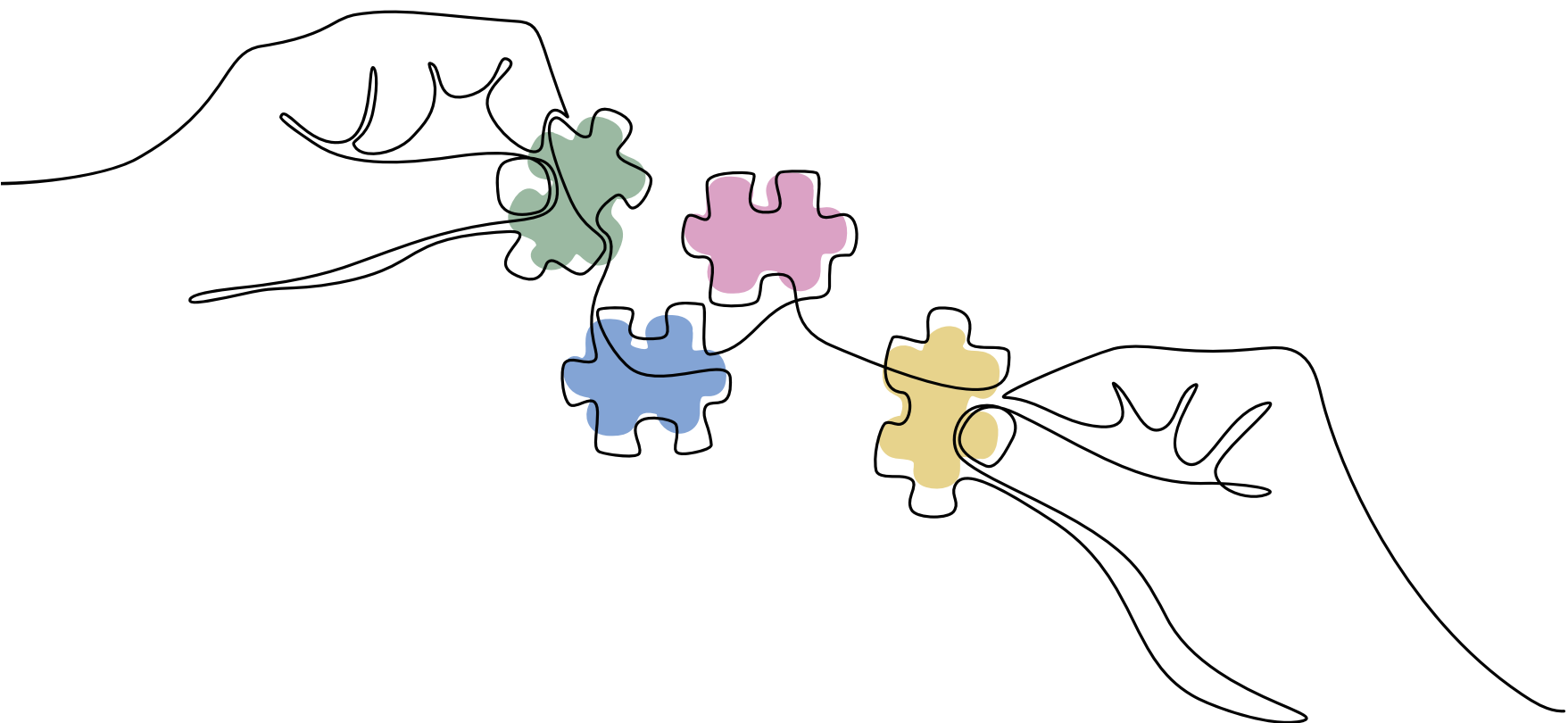
We will do so whole-heartedly.

We will match wavelengths, reverberate on the same frequency, and output waves that are even greater.

We will build an inclusive team.

Our Four Core Values summarize what we value and what we promise to work on as a team, and we employ them every day.

We present them here as our promise to you as well.



Quality

**Focus on Quality
in our thoughts and actions**

Our product lineups at NDK are at the heart of digital networks, and they play an essential role in world happiness and comfortable living. Therefore, we must be aware that even one slight defect in these products could be life-threatening. For this reason, product quality requires a sense of responsibility.

However, this quality is not only achieved in the management of design and manufacturing processes. Each individual must first raise the quality of their own actions. Doing so, we harness a combined capability greater than the sum of its parts which is precisely what delivers the sophisticated quality of all the products we offer and leads to high reliability.

With this in mind, aim to raise the quality of your own work.



Challenge

**Challenge yourself to create
the future, and never give up**

New technology carries us into the future. However, the future that technology brings about is built upon a mountain of countless failures. That is why we must advocate a culture of learning from failure. Do not be discouraged by failure, challenge yourself and never give up. Raise your flag of success at the peak of a mountain of failures. This does not only apply to technology.

The power of all employees to generate improvements and their forward-thinking initiatives will also create a new future.

**Go ahead and fail.
Seek challenge in your daily work.**



Teamwork

**Bring together
the strongest Teamwork**

There is a limit to what anyone can accomplish individually. Working together as a team can produce superior results in any job. It’s a team competition. Therefore, it requires an attitude of interconnection between each individual. Attitudes of interconnection are attitudes of mutual cooperation, respect, and gratitude.

Our teamwork will grow stronger by breaking the mold, being open, and going beyond the silos separating departments to connect with those around, above, below, and adjacent to us.

Start each day by exchanging greetings with a bright smile.



Initiative

**Aspire,
and refine your Initiative**

The company exists because of individuals. The growth of individuals is what grows the company. This does not happen in reverse. Therefore, you should have your own specialties, and refine your own strengths. Have the attitude of a professional as you go about your work.

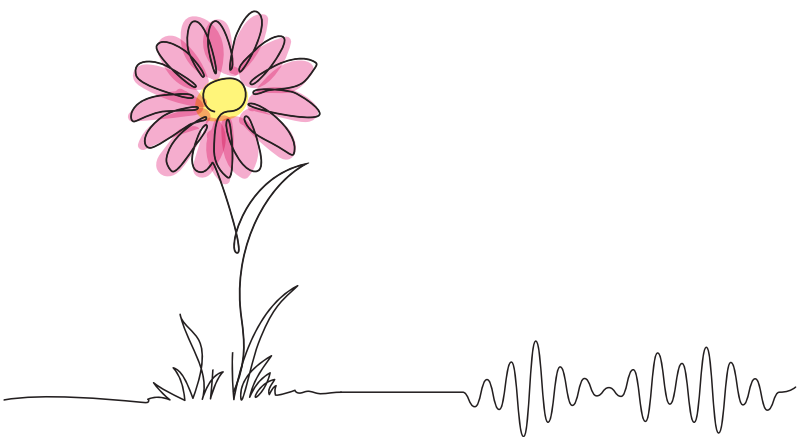
Be someone who always thinks, “If it were me, what would I do?” and “How can I make this even better?”

Each individual has the company’s full support to thrive with their own unique character.

**Go ahead, take a step forward.
At NDK, you are the main character.**

The Cornerstone Wave

Our founder, Masamichi Takeuchi, left us with three key principles: our Founding Principles, Company Precepts, and Two Endeavors. Takeuchi started NDK in the early postwar period, when most all goods were in short supply in Japan. It resulted in him and his colleagues having a strong drive to envision a better future, take on new challenges, and work together. It is also why Takeuchi wanted NDK’s founding principles to be passed down through the generations intact and unchanged. No matter how times change, this powerful wish lives on in the hearts of NDK’s employees. It will continue to resonate like a wave as the cornerstone of our company and be passed on to our future colleagues.



Founder Masamichi Takeuchi

Founding Principles

Contributing to the prosperity of society and world peace through our service to customers.

In chaotic postwar Japan, NDK founder Masamichi Takeuchi’s philosophy of “contributing to the prosperity of society and world peace” emerged in no small part due to his own experiences during the war.

Prior to World War II, Takeuchi was a prominent employee of MEIDENSHA CORPORATION as a pioneer of quartz crystal oscillators. With the outbreak of the war, he became extremely busy. Communications technologies, capable of the accurate and speedy transmission of information, had become an important factor in determining the outcome of warfare, and demand for quartz crystals as a key component of such technologies increased dramatically.

In December 1944, at the close of the war, Takeuchi had been dispatched to the frontline

Philippine island of Luzon to provide technical guidance on quartz crystals to the Japanese army’s communications corps. Takeuchi survived bombing raids, witnessed numerous soldiers dying in front of him, and sneaked past U.S. submarines while facing the prospect of death at any moment on the voyage home, only to find on his arrival that mainland Japan was a burnt-out wasteland. After his return, he was assigned to a plant in Iwakuni. It was here he learned of the atomic bombing of Hiroshima from the flash of light and powerful winds that reached all the way to his factory, 50 kilometers away.

To contribute to the prosperity of society and world peace through quartz crystal technologies—this is the earnest wish that came crashing into his heart like a great wave.

Thus, when Takeuchi founded NDK after the war, he made “Contributing to the prosperity of society and world peace through our service to customers” the Founding Principles.

A tiny company, operated only by its founder and three employees, making world peace its goal.

Company Precepts

Remain focused

Take responsibility for your actions

Founder Masamichi Takeuchi also used to say, “Quality is determined by the Combined character of all involved.” That is why, in addition to Founding Principles, he created the Company Precepts and Two Endeavours to put into plain words his deep-held beliefs and enable every employee to put them into practice in their own work and grow as people. Together, they form the foundation of a company that emphasises respecting each individual.

Two Endeavours

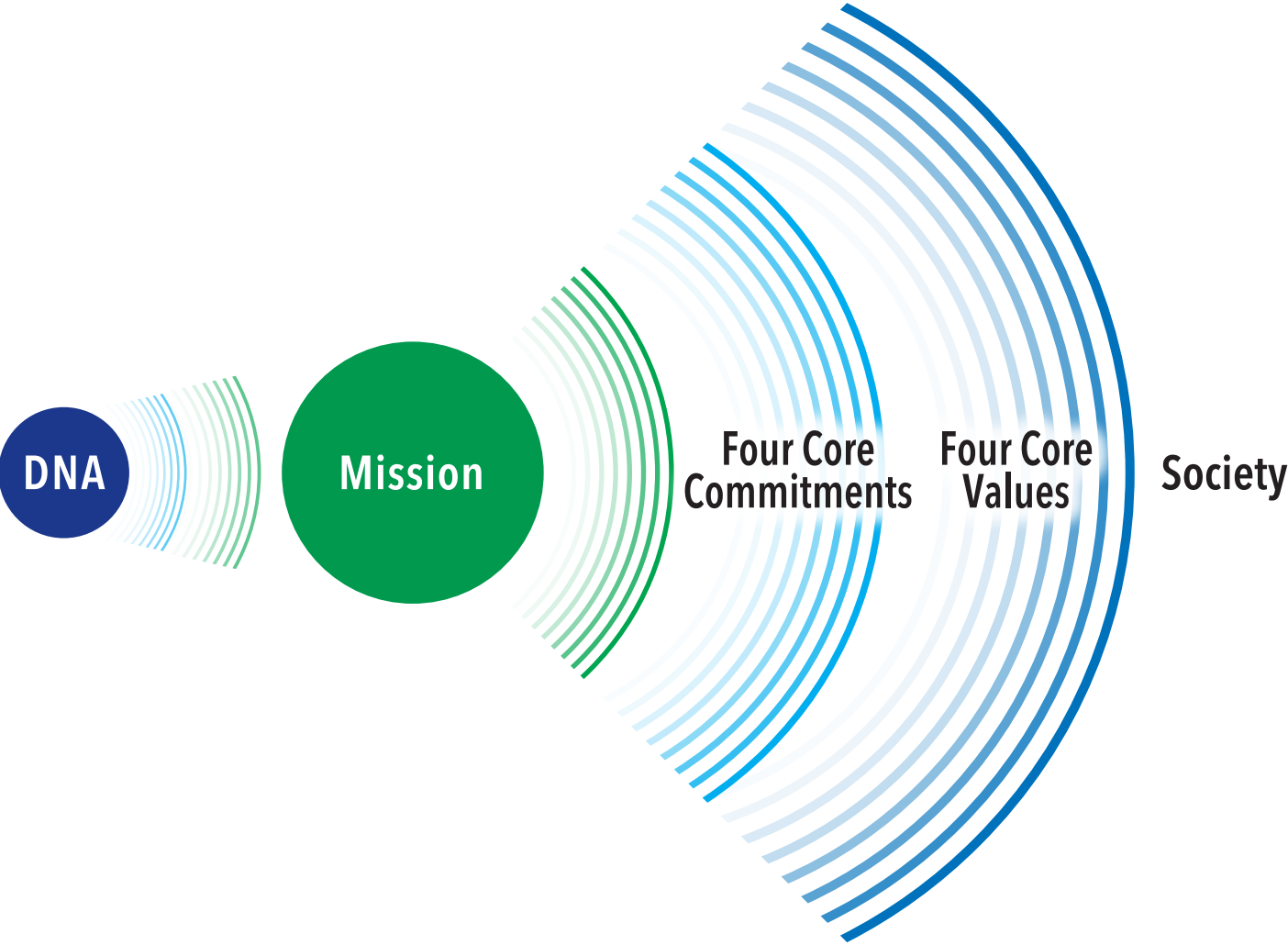
Do our best to think through everything by ourselves

Do our best not to cause any difficulties for others

We value each and every employee. And at its root, this belief also means every employee must value themselves. It is impossible to value others if you do not value yourself and your dreams. We must hold on to our hopes and what we believe in. And we must also not forget to be grateful to those around us who make what we do possible. These are the beliefs that went into the Company Precepts, and the Two Endeavours serve as a roadmap for putting these beliefs into practice.

The Wave of New Value Creation

Since its foundation, NDK has grown through the pursuit of wave motion technologies.
Our wave motion technologies are utilised in a wide range of products and services and continue to create new value.
The foundation that produces this value is our corporate activities and the work of each of our employees, and when we match wavelengths and resonate on the same frequency, it makes our team stronger.
With the establishment of this new corporate philosophy structure as a start, we will continue to create the value needed to face the growing number of issues of our society and contribute to social prosperity and world peace, our aim since our founding.



Our Corporate Philosophy Structure

◆ **Founding Principles** (Our Corporate DNA)

Contributing to the prosperity of society and world peace through our service to customers.

Founder Masamichi Takeuchi created Founding Principles, the Company Precepts, and the Two Endeavours—the wave that forms the cornerstone of our Company, and these still reverberate within us today, pointing the way forward into the future.

◆ **Mission**

Wave Motion Tech Moves Our Future!

Our corporate philosophy reaffirms and makes clear that our strength lies in elemental wave technologies, and applies the technologies we develop and possess to solving social issues. Our mission is to contribute to the realisation of a comfortable, safe, and secure future society and to world peace.

◆ **Four Core Commitments** (Management Guidelines)

Our Four Commitments are four main management guidelines that we pledge to all stakeholders to realise as a company whose Mission is “Wave Motion Tech Moves Our Future!”

1. We will continue to take on the challenge of a sustainable future
2. We will continue to refine our world-leading research and technological capabilities
3. We will aim to create new value and promote co-creation with industry, government, and academia
4. We will put respect for each individual at the core of our activities

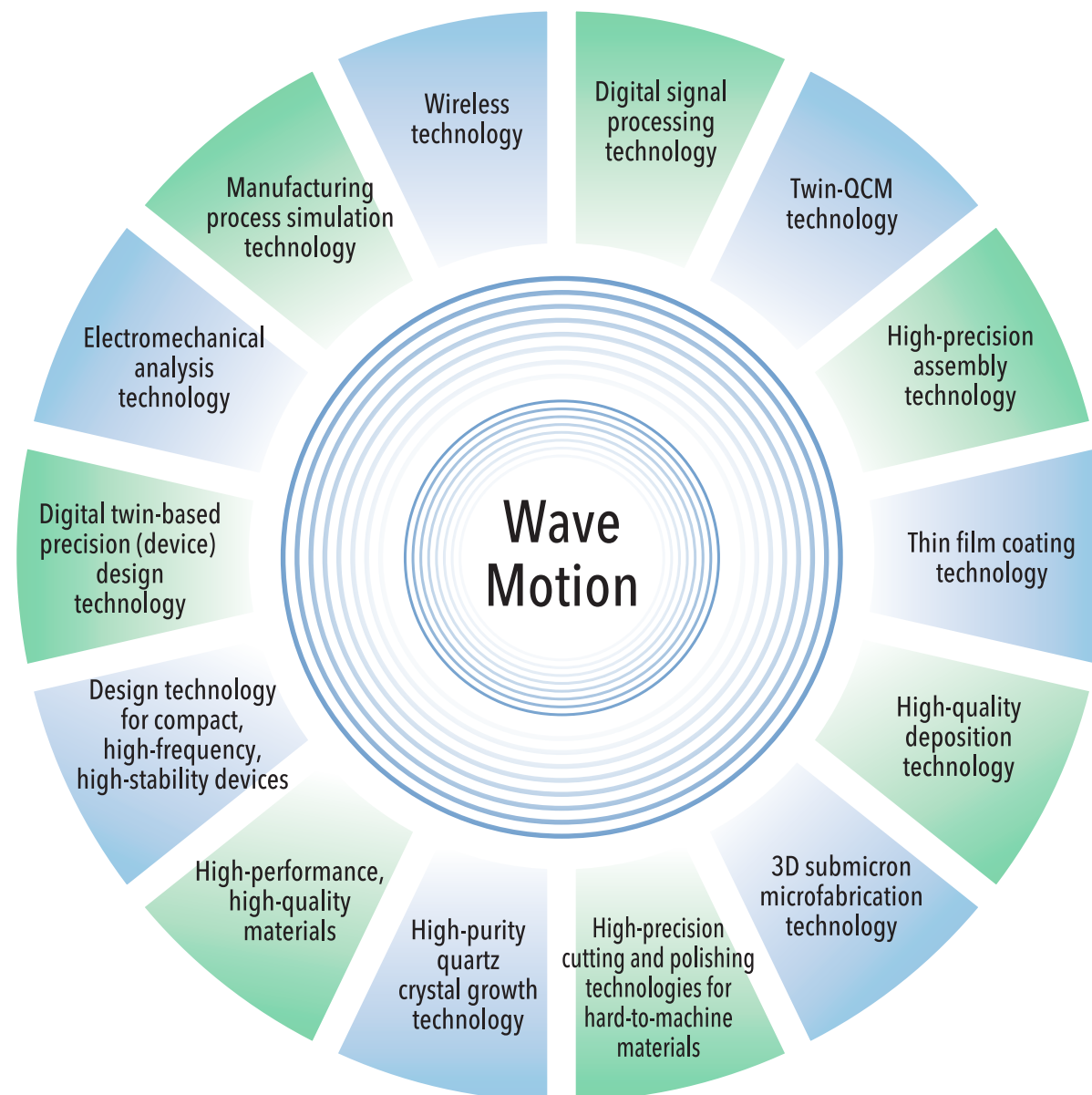
◆ **Four Core Values** (Action Guidelines)

Our Four Core Values are action guidelines for employees to create a strong “core” that makes it possible to take pride in our work and Company, tackle challenges with flexibility, and grow.

1. *Quality*: Focus on Quality in our thoughts and actions
2. *Challenge*: Challenge yourself to create the future, and never give up
3. *Teamwork*: Bring together the strongest Teamwork
4. *Initiative*: Aspire, and refine your Initiative

Our World-Class Elemental Wave Motion Technologies

Waves are a common phenomenon found throughout nature. Their most fundamental characteristics include propagation, reflection, and resonance, among others. We at NDK have used science to cultivate a deeper understanding of the nature of waves, and have developed a wide variety of elemental technologies to control and utilize them. In this section, we present some of the elemental wave technologies that we take pride in having introduced to the world, as well as the key social value we have created. NDK will continue to create new elemental technologies and value for society.



— Key Social Values We Have Created —

Accurate clocks that support a synchronous world

Accurate and synchronized time is essential for the infrastructure of modern society, including financial transactions, power grids, and communication networks. Highly accurate timing sources built into smartphones, PCs, and cellular base stations support a world that is in sync through synchronization with GNSS (global navigation satellite systems) and intra-network clock coordination.

◆ Supported by: Technology for designing compact, high-frequency, high-stability crystal devices

The fusion of analogue and wireless technologies that support our information- and communication-driven society

By leveraging our extensive expertise in crystal device technology and analogue design, we provide highly stable reference frequencies and wireless technologies—including filtering, modulation/demodulation, and baseband signal processing—for mobile communications, automotive networks, and transportation-related social infrastructure. We also support high-quality and highly reliable communication infrastructure through the development of systems that make full use of secure communication control technology.

◆ Supported by: Wireless design technology, communication control technology, digital signal processing technology

Contributing to safety, security, and quality by enhancing sensor and measurement precision

In the field of space, detecting trace amounts of outgassing released from a spacecraft. In the industrial field, high-precision detection of gases, contaminants, temperature, and more. In the field of the environment, real-time detection of particulates and chemical substances in the atmosphere. As “sensory organs” that detect nanogram-level changes through wave fluctuations, our technologies are used to improve safety, security, and quality.

◆ Supported by: Quartz crystal microbalance (QCM)-based high-precision sensing technology

Human-machine interfaces that bring people and technology closer together

Reference devices that ensure medical equipment and wearable devices like smartwatches operate correctly and accurately. Optical filters that enhance the image reproduction capabilities of photographic and imaging equipment. Wave plates required by the laser light sources used in a variety of inspection equipment. Through products like these, we support the health and peace of mind of society by providing high reliability in the domain of the interfaces where human beings and machines “resonate” with each other.

◆ Supported by: Frequency reference sources that improve measurement accuracy, technology that enable higher imaging equipment resolutions