

FY2024 Results (from April 1, 2024 to March 31, 2025) Supplementary Data

April 28, 2025
NGK INSULATORS, LTD.

[After inter-segment elimination]

October 2024 Announcement

	FY2023		FY2024		YOY	FY2025		YOY
	Year	Ratio	Year	Ratio		Year	Ratio	
	Results		Results			Forecasts		
	Bln. yen		Bln. yen			Bln. yen		
Net Sales	579	100%	620	620	+7%	630	100%	+2%
<Overseas Sales>	<446>	77%	<484>	<484>	+8%	<490>	78%	+1%
Operating Income (%)	66 (11%)		78 (13%)	81 (13%)	+22%	75 (12%)		-8%
Environment Business ("EN" Business)	391	67%	392	390	63%	371	59%	-5%
Operating Income (%)	65 (17%)		67 (17%)	68 (17%)	+6%	59 (16%)		-14%
Digital Society Business ("DS" Business)	138	24%	168	172	28%	194	31%	+13%
Operating Income (%)	2 (2%)		12 (10%)	17 (10%)	+652%	21 (11%)		+22%
Energy & Industry Business ("E&I" Business)	50	9%	60	58	9%	65	10%	+13%
Operating Income (%)	(0) (-)		(1) (-)	(4) (-)	-	(5) (-)		-

	Ratio		Ratio	YOY		Ratio	YOY		
Ordinary Income	63	11%	74	78	13%	+24%	70	11%	-11%
Net Income Attributable to Owners of the Parent	41	7%	53	55	9%	+35%	55	9%	+0%
R O E	6.1%		7.8%				7.6%		
E P S	133.65yen		185.96yen				187.65yen		
Dividend per share and Dividend Payout Ratio	50yen, 37.4%		60yen, 32.3%				66yen, 35.2%		

Foreign Exchange Rate (Yen/USD)	144	152	135
Foreign Exchange Rate (Yen/Euro)	157	164	155

Capital Expenditures	47	8%	49	8%	+3%	68	11%	+39%
Depreciation Costs	57	10%	57	9%	+1%	57	9%	-1%
R&D Expenses	32	5%	30	5%	-6%	36	6%	+22%

FY2024 Results	...	Both Sales and Income increased, and Sales have reached a record-high
① Summary of business results by segment		
[EN Business]	...	Decreased sales, increased income
·Automotive related		Sales decreased due to deteriorating market conditions in China, Southeast Asia, and Europe, despite the positive effect of the weak yen. Operating income increased mainly due to cost reductions and improved selling prices.
[DS Business]	...	Increased sales and income
·SPE related ※		Both sales and income increased due to the weak yen and increased demand for semiconductors for AI applications.
·Electronics components		Although sales increased due to strong investment in data centers and increased demand for piezoelectric elements for hard disk drives, income decreased because up-front costs for increasing production capacity of DCB and AMB Substrates for Power Modules are increased, and sluggishness in Ceramic Package segment business continued.
[E&I Business]	...	Increased sales, continued losses
·Insulators		Domestic and overseas demand for insulators remained strong. Both sales and income were boosted by the impact of the weak yen. The deficit associated with NAS® batteries, for which demand had been expected to increase, widened as a result of the slowdown in overseas projects, in addition to the write-down of inventories.
·Energy Storage		
② Exchange Rate Effects		Sales increased 16.3 billion yen and operating income increased 8.4 billion yen year on year. (144 yen/ USD and 157 yen/ Euro in FY2023. 152 yen/ USD and 164 yen/ Euro in FY2024.)
③ Extraordinary Loss		Recorded impairment losses of 5.8 billion yen because of significant delay in the business plan for DCB and AMB Substrates for Power Modules due to the delay in the progress of the shift to EVs, and continued deficits in Ceramic Package segment, and a compensation loss of 3.0 billion yen based on an agreement with a business partner.
※ SPE related...		Products for semiconductor manufacturing equipment

Forecasts for FY2025	...	Even though Sales are expected to reach a record-high, Income is expected to decrease due to the negative impact of the strong yen and increased costs associated with U.S. tariff policies
① Summary of forecasts by segment		
[EN Business]	...	Expected decreases in sales and income
·Automotive related		Although a recovery in demand for trucks and off-road vehicles and improved selling prices are expected, we forecast lower sales and income, taking into account the negative impact of the strong yen and increased costs associated with tariff policies.
[DS Business]	...	Expected Increases in sales and income
·SPE related ※		Sales are expected to increase due to increased demand for AI semiconductors. Income is expected to increase, as it is assumed that the direct impact of tariff policies will be limited.
·Electronics components		Due to the strong yen and other factors, sales are expected to increase while income is expected to decrease. On the other hand, investment in data centers remains strong and demand for piezoelectric elements for hard disk drives remains stable.
[E&I Business]	...	Expected Increases in sales but ongoing losses
·Insulators		Although demand associated with domestic and overseas power-related investments remains strong, sales and income are expected to decline due to lower volume at the Chita Plant, which is scheduled for closure.
·Energy Storage		Although shipments are expected to increase, primarily driven by domestic projects, some processes at the plant will be suspended due to slower demand in the future. The deficit is expected to continue.
② Exchange Rate Effects		Sales to decrease 33.0 billion yen and operating income to decrease 13.1 billion yen year on year. (152 yen/ USD and 164 yen/ Euro in FY2024. 135 yen/ USD and 155 yen/ Euro in FY2025.)
·Year-on-year		
·Effects of a yen change in exchange rates per year		USD : Sales 1.6 billion yen and operating income 0.7 billion yen Euro : Sales 0.7 billion yen and operating income 0.1 billion yen
③ Impact of tariffs		A negative impact of 5.0 billion yen has been reflected in this forecast for tariffs that are anticipated based on the Company's sales channel and product items.
④ Acquisition of DKNM shares		In February 2025, we reached an agreement with Deutsche KNM GmbH, a German company, to enable us to acquire their shares. The impact of this is not included in the financial results forecast, although we are in the process of completing the acquisition.
⑤ Non-operating expenses		The liquidation of the South African automotive-related products manufacturing site, whose closure was decided in March 2023, is scheduled to be completed during the current fiscal year. In this regard, a "foreign currency translation adjustment" of 3.7 billion yen arising from the difference in exchange rates used for yen conversion is recognized as a non-operating expense.
⑥ Dividend Forecast		An interim dividend of 33 yen, a year-end dividend of 33 yen (planned), total dividend will be 66 yen. (Equal to the record-high of 66 yen in FY2022)

*The business segments have been changed from the beginning of FY2024. As a result of this change, the operating results for FY2023 have been rearranged and presented using the same segment classification. The Industrial Process Business was transferred from the Energy & Industry Division ("E&I Division") to the Environment Division ("EN Division").

FY2024 Results Supplementary Data (FY2025 1st Half Forecasts)

 April 28, 2025
 NGK INSULATORS, LTD.

[After inter-segment elimination]

	FY2023 1st half		FY2024 1st half		FY2025 1st half		YOY
	Results	Ratio	Results	Ratio	Forecasts	Ratio	
	Bln. yen		Bln. yen		Bln. yen		
Net Sales	283	100%	298	100%	310	100%	+4%
<Overseas Sales>	<221>	78%	<235>	79%	<240>	77%	+2%
Operating Income	33		40		33		-17%
(%)	(11%)		(13%)		(11%)		
Environment Business ("EN"Business)	193	68%	192	64%	184	59%	-4%
Operating Income	32		35		26		-26%
(%)	(17%)		(18%)		(14%)		
Digital Society Business ("DS"Business)	66	23%	79	27%	94	30%	+19%
Operating Income	1		5		10		-
(%)	(1%)		(7%)		(11%)		
Energy & Industry Business ("E&I"Business)	24	8%	27	9%	32	10%	+19%
Operating Income	(1)		(1)		(3)		-
(%)	(-)		(-)		(-)		

		Ratio		Ratio		Ratio	YOY
Ordinary Income	29	10%	38	13%	30	10%	-23%
Net Income Attributable to Owners of the Parent	18	6%	26	9%	19	6%	-27%

Foreign Exchange Rate (Yen/USD)

141
152
135

Foreign Exchange Rate (Yen/Euro)

154
165
155

Capital Expenditures	23	8%	22	7%	35	11%	+60%
Depreciation Costs	28	10%	29	10%	28	9%	-2%
R&D Expenses	15	5%	14	5%	17	5%	+22%