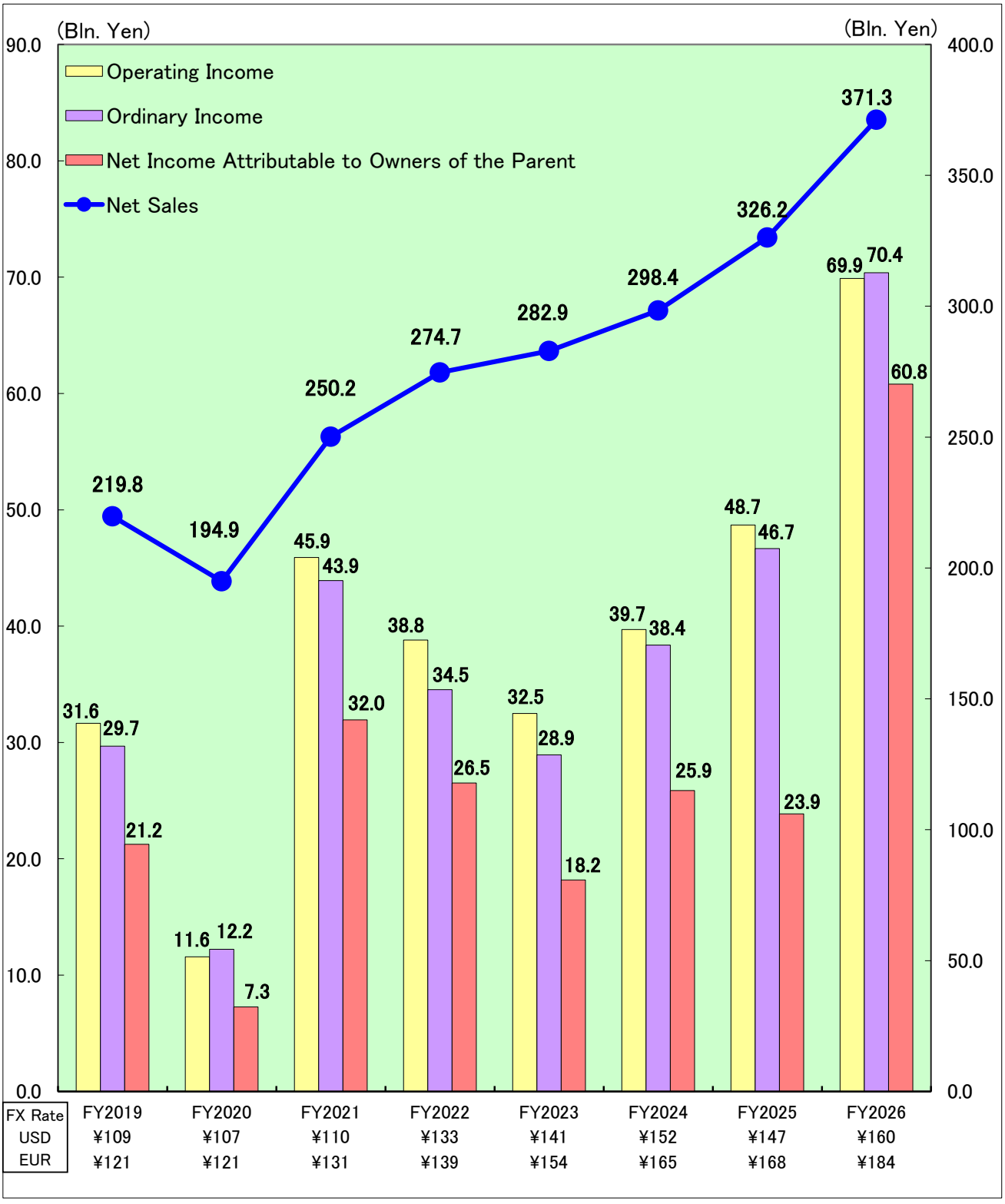
October 30, 2026
NGK Corporation

Consolidated Operating Results(1st Half)

(Bln. Yen)

	Results from previous 1st Half (FY2024)	1st Half Results (FY2025)		Growth ratio
Net Sales	**326.2**	350.0	**371.3**	+14%
Operating Income	**48.7**	53.0	**69.9**	+44%
Ordinary Income	**46.7**	53.0	**70.4**	+51%
Net Income Attributable to Owners of the Parent	**23.9**	45.0	**60.8**	＋155%

April Announcement

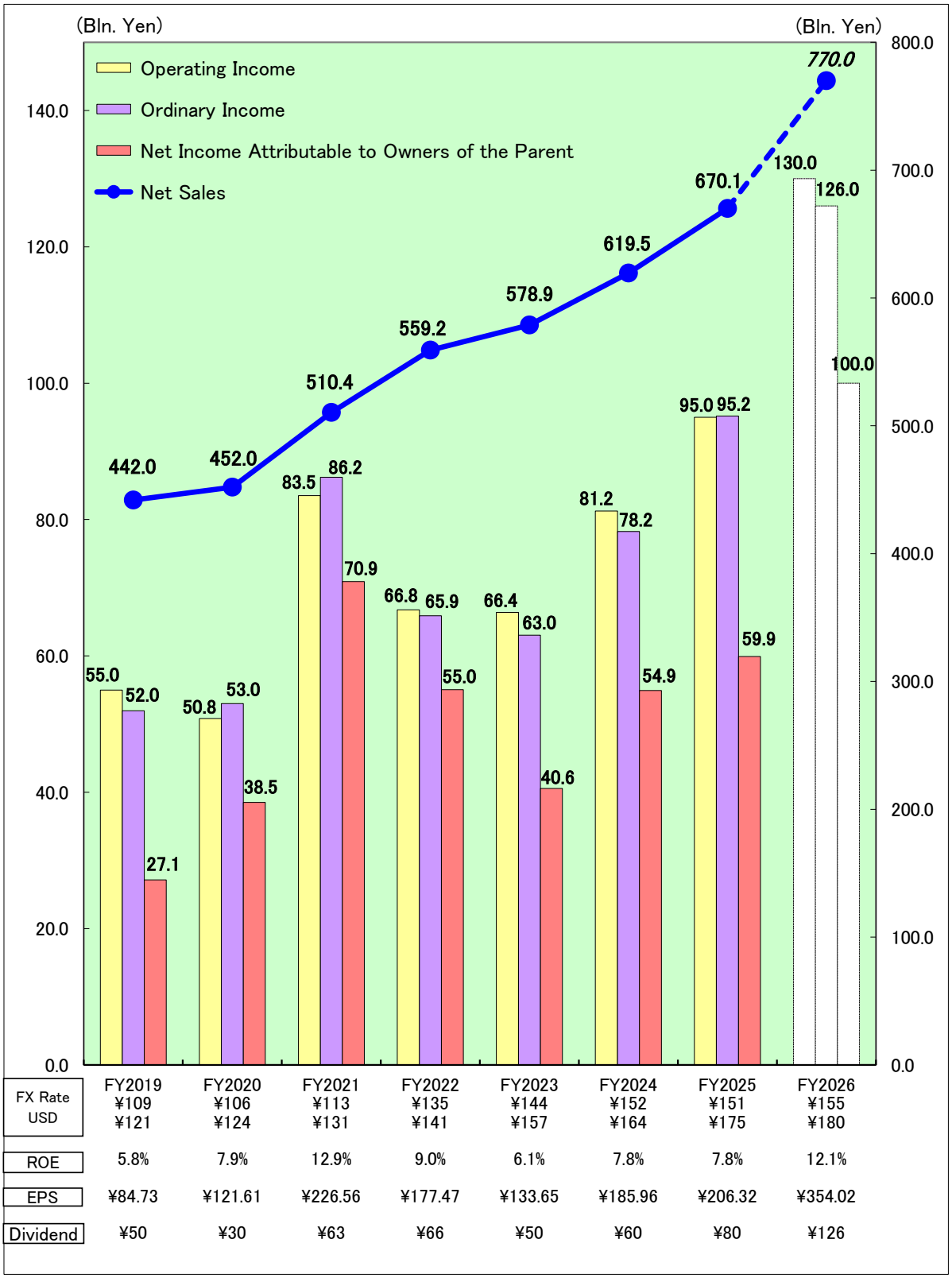


October 30, 2026
NGK Corporation

Consolidated Operating Results(Annual)

(Bln. Yen)

	Results from previous year (FY2025)	Forecast (FY2026)		Growth ratio
Net Sales	**670.1**	710.0	**770.0**	+15%
Operating Income	**95.0**	107.0	**130.0**	+37%
Ordinary Income	**95.2**	105.0	**126.0**	+32%
Net Income Attributable to Owners of the Parent	**59.9**	82.0	**100.0**	+67%
		April Announcement		



	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
FX Rate	¥109	¥106	¥113	¥135	¥144	¥152	¥151	¥155
USD	¥121	¥124	¥131	¥141	¥157	¥164	¥175	¥180
ROE	5.8%	7.9%	12.9%	9.0%	6.1%	7.8%	7.8%	12.1%
EPS	¥84.73	¥121.61	¥226.56	¥177.47	¥133.65	¥185.96	¥206.32	¥354.02
Dividend	¥50	¥30	¥63	¥66	¥50	¥60	¥80	¥126