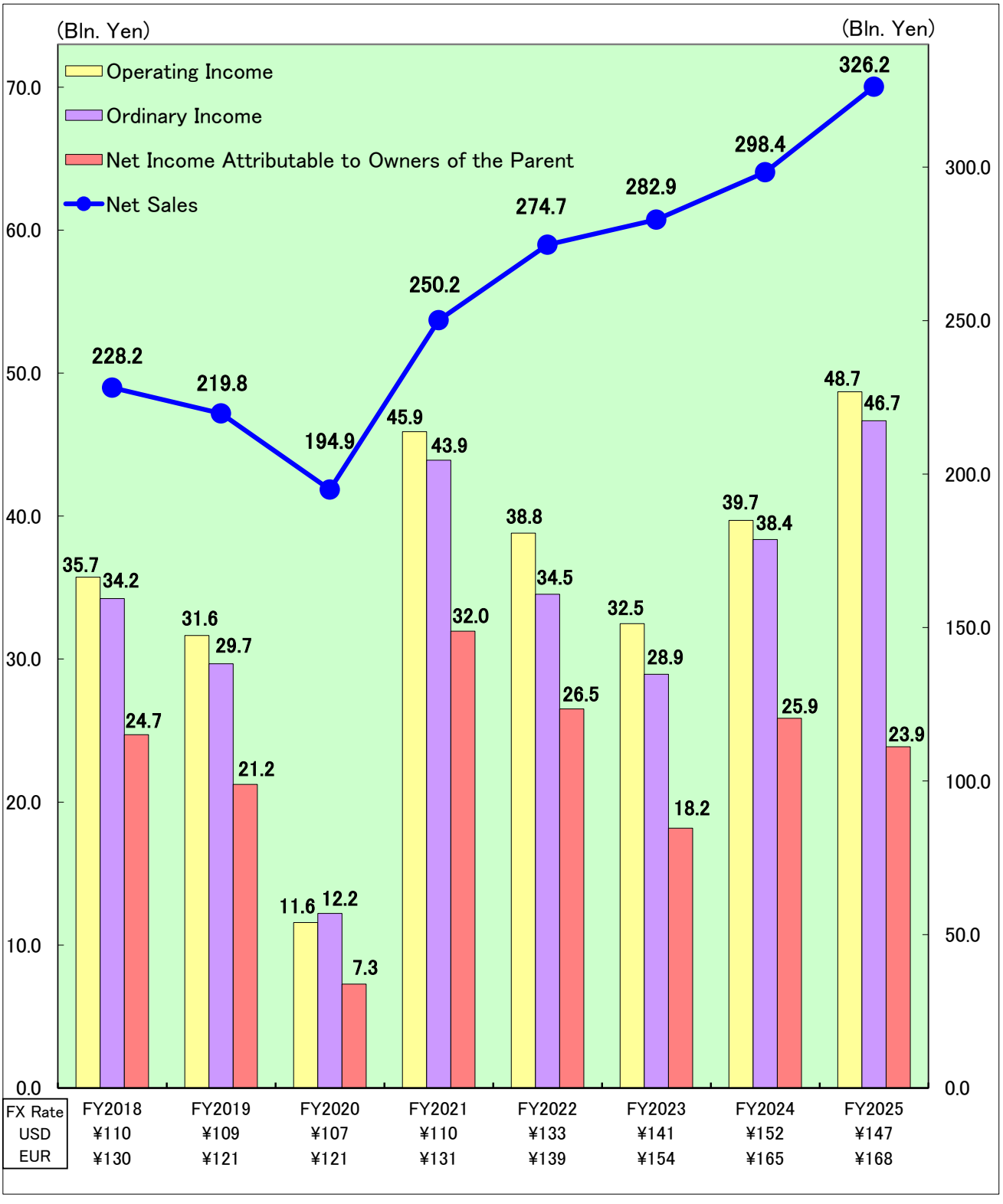
October 31, 2025
NGK INSULATORS, LTD.

Consolidated Operating Results(1st Half)

(Bln. Yen)

	Results from previous 1st Half (FY2024)	1st Half Results (FY2025)		Growth ratio
Net Sales	**298.4**	310.0	**326.2**	+9%
Operating Income	**39.7**	33.0	**48.7**	+23%
Ordinary Income	**38.4**	29.5	**46.7**	+22%
Net Income Attributable to Owners of the Parent	**25.9**	19.0	**23.9**	−8%

April Announcement



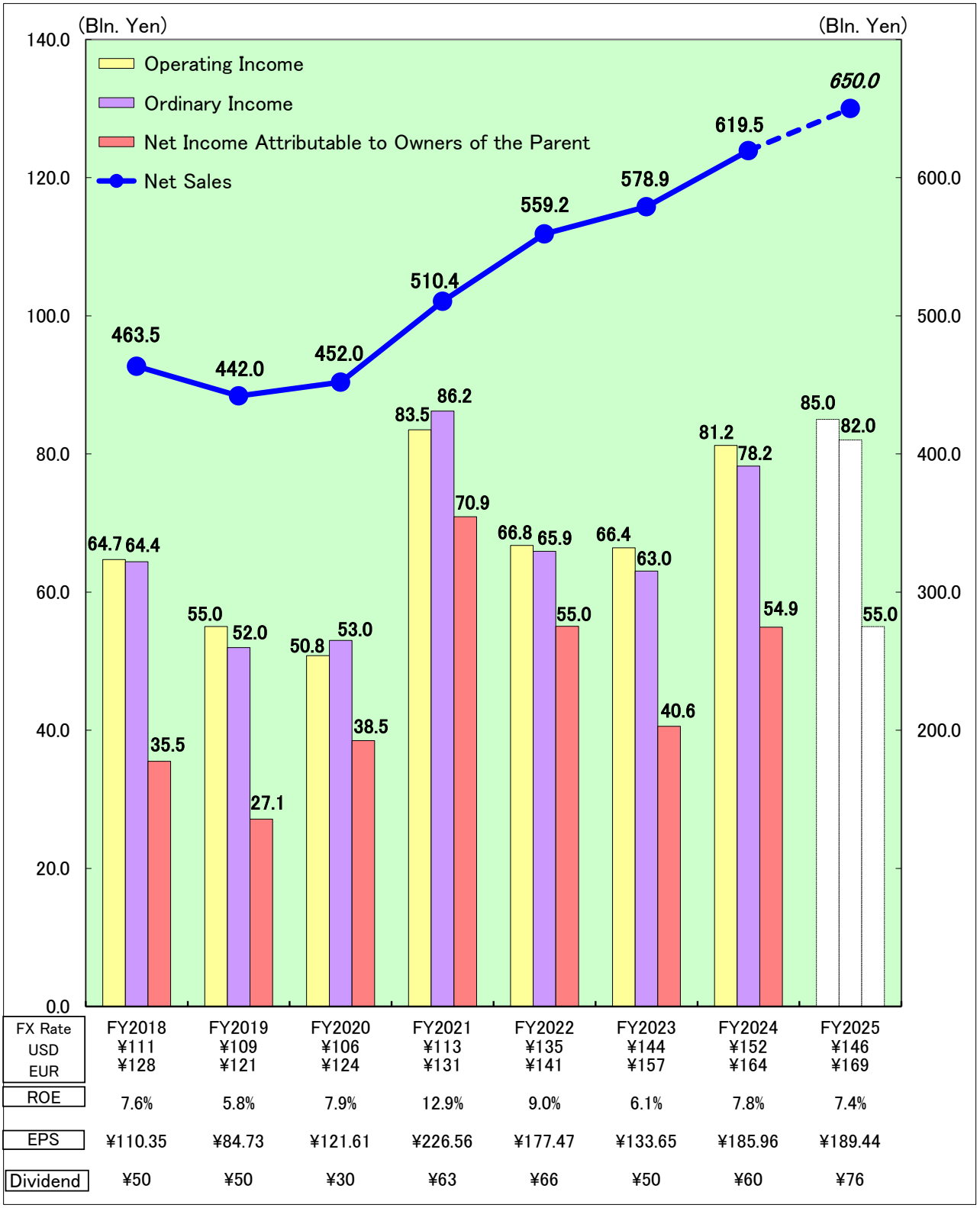
October 31, 2025
NGK INSULATORS, LTD.

Consolidated Operating Results(Annual)

(Bln. Yen)

	Results from previous year (FY2024)	Forecast (FY2025)		Growth ratio
Net Sales	619.5	630.0	650.0	+5%
Operating Income	81.2	75.0	85.0	+5%
Ordinary Income	78.2	70.0	82.0	+5%
Net Income Attributable to Owners of the Parent	54.9	55.0	55.0	+0%

April Announcement



	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
FX Rate								
USD	¥111	¥109	¥106	¥113	¥135	¥144	¥152	¥146
EUR	¥128	¥121	¥124	¥131	¥141	¥157	¥164	¥169
ROE	7.6%	5.8%	7.9%	12.9%	9.0%	6.1%	7.8%	7.4%
EPS	¥110.35	¥84.73	¥121.61	¥226.56	¥177.47	¥133.65	¥185.96	¥189.44
Dividend	¥50	¥50	¥30	¥63	¥66	¥50	¥60	¥76