

Announcement of Re-Organization

October 31, 2025

Dear Sir/Ma'am,

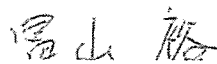
We hereby inform you that, as resolved by the Board of Directors of NGK INSULATORS, LTD. and NGK Electronics Devices, Inc. today, NGK Electronics Devices, Inc. ("we" or the "Company") will undergo a reorganization through an absorption-type company split and absorption-type merger, scheduled to take effect on April 1, 2026 (plan).

Since our founding in 1970 and through our integration into the NGK Group in 2015, we have been privileged to receive your unwavering support. We extend our deepest gratitude for your continued patronage over the many years.

Please refer to the Appendix for further information of the reorganization.

We appreciate your understanding and continued support as we move forward with this reorganization.

Very truly yours,
NGK Electronics Devices, Inc.



Name: Yutaka Tomiyama

Title: Representative Director of the Board and
President

Appendix

1. Overview of the Reorganization

Following is the outline of reorganization structure:

- The Sales Department of the Company will be transferred to NGK INSULATORS, LTD. (Address: 2-56 Suda-cho, Mizuho-ku, Nagoya, Aichi) as a result of the absorption-type company split.
- All other Departments of the Company, including, but not limited to the Manufacturing Department, will be transferred to NGK CERAMIC DEVICE CO., LTD., a wholly-owned subsidiary of NGK INSULATORS, LTD. (Address: 434-3 Gotanda, Oaza Shimosue, Komaki, Aichi) as a result of the absorption-type merger.

Please kindly be noted that the manufacturing sites will continue operations under NGK CERAMIC DEVICE CO., LTD.

Furthermore, existing contracts between you and us and all receivables and payables incurred therefrom as of April 1, 2026, the effective date of the company split, will be succeeded by NGK INSULATORS, LTD. through the company split.

2. Overview of the Parties to the Reorganization

(1) Company Split

	Splitting Company	Successor Company
Company Name	NGK Electronics Devices, Inc.	NGK INSULATORS, LTD.
Line of Business	Manufacture and sales of ceramic products	Manufacture and sales of ceramic products
Location	2701-1 Higashi-bun, Omine-cho, Mine-shi, Yamaguchi, 759-2212, Japan	2-56 Suda-cho, Mizuho, Nagoya 467-8530, Japan
Name of Representative	[President] Yutaka Tomiyama	[President] Shigeru Kobayashi
Share Capital	3,450,000,000 JPY	70,064,264,960 JPY
Date of Establishment	March 26, 1991	May 5, 1919

(2) Merger

	Dissolving Company	Surviving Company
Company Name	NGK Electronics Devices, Inc.	NGK CERAMIC DEVICE CO., LTD.
Line of Business	Same as (1) above	Manufacture and sales of ceramic products
Location		434-3 Gotanda, Shimosue, Komaki, Aichi 485-8557, Japan
Name of Representative		[President] Yuka Sugiura
Share Capital		90,000,000 JPY
Date of Establishment		August 1, 1994

3. Information regarding Administrative Procedure

(1) Regarding the Existing Contracts

As stated in “1. Overview of the Reorganization” existing contracts between you and us and all receivables and payables incurred therefrom as of April 1, 2026, the effective date of the company split, will be automatically succeeded by NGK INSULATORS, LTD. Unless we receive any objection to the above succession from you by December 26, 2025, you will be deemed to have consented to it.

(2) Regarding Your Payment and Bank Account Information

Our invoices relating to the payments conducted on or after April 1, 2026 will be issued by NGK INSULATORS, LTD. We will inform you of the relevant details and the bank account information for payments as soon as they are confirmed.

(3) Regarding Your Invoices to Us

We kindly ask that your invoices relating to the payment conduct on or after April 1, 2026 be issued to NGK INSULATORS, LTD. We will provide further information in due course.

4. Contact Information for Inquiries regarding This Matter

For inquiries, please contact your sales representative or one of the contacts listed below
Sales Department of NGK Electronics Devices, Inc.

TEL: (+81)-3-6779-5050

FAX: (+81)-3-6779-5030