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February 27, 2025

Company Name:	NGK INSULATORS, LTD.
Listing Code:	5333
Stock Exchange Listings:	Tokyo and Nagoya
Representative:	President Shigeru Kobayashi (Mr.)
Contact:	Vice President, General Manager Finance & Accounting Dept. Hideaki Tsukui (Mr.) (TEL) +81-52-872-7230

Notice Concerning Acquisition of Shares in the Germany Company Deutsche KNM GmbH

NGK INSULATORS, LTD.(the “Company”) hereby announces that it has executed to acquire all shares of Deutsche KNM GmbH(“DKNM”),a holding company of Borsig GmbH(“Borsig”) which engages in manufacturing and sales of such as process heat exchangers and membrane systems. The details are described below.

1. Reason for acquisition of shares

In the NGK Group Vision formulated in 2021, the Company has designated carbon neutrality as one of our strategic business areas and are accelerating the development of products that contribute to its realization. Among these, our sub-nano ceramic membranes, capable of molecular-level separation, significantly reduce energy consumption and environmental impact in gas separation and dehydration processes for green fuels, which are essential for carbon neutrality. To implement this product in society, the Company is enhancing our engineering capabilities within the group and proposing membrane system solutions to a wide range of customers with unique challenges.

Borsig , a subsidiary of DKNM, is a group of machinery manufacturers headquartered in Germany, having a strong brand presence centered around their main product, heat exchangers. In terms of membrane systems, they design and construct membrane systems using their own organic membranes, and their contribution to the systemization of our sub-nano ceramic membranes is highly anticipated. Their corporate culture, which emphasizes high standards of technology and quality and bases its business on customer trust, is similar to ours. The Company is confident that welcoming DKNM and Borsig into our group will strengthen our foundation in the European carbon-neutral market and lead to the early implementation of various products, including separation membranes, in society. Moving forward, Borsig and the Company will promote the development of products and services that meet customer needs through mutual resource utilization and synergy creation, working towards the realization of a decarbonized society on a global scale.

2. Overview of the subsidiary subject to change

(1) Name	Deutsche KNM GmbH	
(2) Location	Egellsstrasse 21 Berlin, Berlin 13507, Germany	
(3) Job title and name of representative	Managing Director Roman Dominik Bruck	
(4) Description of business	A holding company of companies which engage in manufacturing and sales of such as process heat exchangers and membrane systems	
(5) Share capital	25 thousand EUR	
(6) Date of establishment	May 8, 2008	
(7) Major shareholders and ownership ratios	KNM Process Systems Sdn Bhd 100%	
(8) Relationship between the listed company and the Company	Capital relationship	None
	Personnel relationship	None
	Business relationship	None
(9) Consolidated net sales (*1)	233,079 thousand EUR (Fiscal Year Ended December 31, 2023)	

*1. Consolidated financial figures above were prepared in conformity with International Financial Reporting Standards (IFRS) and consolidated financial figures on IFRS basis were not audited by independent auditors.

*2. For the share acquisition, in addition to DKNM, Borsig GmbH, Borsig Process Heat Exchanger GmbH, Borsig Membrane Technology GmbH, and four other subsidiaries of DKNM will become the subsidiaries of the Company.

3. Overview of the counterparty to the acquisition of shares

(1) Name	KNM Process Systems Sdn Bhd (*)	
(2) Location	15 Jalan Dagang SB4/1, Taman Sungai Besi Indah, 43300 Seri Kembangan, Selangor, Malaysia	
(3) Job title and name of representative	Chief Executive Officer Ravindrasingham A/L Balasingham	
(4) Description of business	Design, manufacturing, assembly and commissioning of process equipment, pressure vessels, heat exchangers, skid mounted assemblies, process piping systems, storage facilities, specialized structural assemblies, and modular assemblies for the oil, gas, petrochemical industries and renewable energy industries	
(5) Share capital	1,600,000 thousand MYR	
(6) Date of establishment	June 28, 1990	
(7) Net sales	63,155 thousand MYR (Fiscal Year Ended December 31, 2023)	
(8) Relationship between the listed company and the Company	Capital relationship	None
	Personnel relationship	None
	Business relationship	None
	Status as a related party	None

* KNM Process Systems Sdn Bhd is a wholly owned subsidiary of KNM Group Berhad, which is listed on the Main Market of Bursa Malaysia Securities Berhad.

4. Number of shares acquired, acquisition costs, and shareholding before and after acquisition

(1) Number of shares held before the change	0 shares	(Ratio of voting rights held: 0.0%)
(2) Number of shares to be acquired	1 share	(Ratio of voting rights held: 100.0%)
(3) Acquisition costs	270,000 thousand EUR	
(4) Number of shares held after the change	1 share	(Ratio of voting rights held: 100.0%)

5. Schedule

(1) Board Resolution Date	February 18, 2025
(2) Share Transfer and Investment Agreement Date	February 27, 2025
(3) Share Transfer Execution Date	The share acquisition will be executed after obtaining approvals from relevant authorities.

6. Future outlook

The Share Acquisition is expected to have no significant impact on the Company's consolidated financial performance for this fiscal year ending March 31st, 2025.