



January 28, 2026

Company Name: NGK INSULATORS, LTD.
 Listing Code: 5333
 Stock Exchange Listings: Tokyo and Nagoya
 Representative: President Shigeru Kobayashi (Mr.)
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**Notice Regarding Completion of Disposal of Treasury Stock and Partial Forfeiture
of Rights for Employee Shareholding Association – Restricted Stock Incentive**

NGK INSULATORS, LTD. (the “Company”) hereby announces that the payment procedures were completed as follows for the disposal of treasury stock as Employee Shareholding Association - Restricted Stock Incentive, which was resolved at the Board of Directors meeting held on November 25, 2025.

Moreover, the initially scheduled number of shares to be disposed and total value of shares to be disposed were changed due to a partial forfeiture. The Company therefore also announces the details of the change.

For details, please refer to “Notice Regarding Disposal of Treasury Stock as Employee Shareholding Association - Restricted Stock Incentive” announced on November 25, 2025.

1. Overview of the Disposal (Changes are underlined.)

	After the change	Before the change
(1) Disposal Date	January 28, 2026	January 28, 2026
(2) Class and number of shares to be disposed	<u>61,100</u> shares of the common stock of the Company	<u>62,800</u> shares of the common stock of the Company
(3) Disposal price	2,951.5 yen per share	2,951.5 yen per share
(4) Total value of shares to be disposed	<u>180,336,650</u> yen	<u>185,354,200</u> yen
(5) Method of disposal (scheduled allottee)	By third-party allotment (NGK INSULATORS, LTD. Employee Shareholding Association: <u>61,100</u> shares)	By third-party allotment (NGK INSULATORS, LTD. Employee Shareholding Association: <u>62,800</u> shares)

2. Reason for the Change

The change in the number of shares to be disposed and total value of shares to be disposed arose from determining the number of members who consented to the Employee Shareholding Association - Restricted Stock Incentive Plan.