

May 28, 2026
NGK Corporation

NGK Announces Long-Term Management Plan 2026–2035

~ Targeting ¥1.3 Trillion in Net Sales by FY2035 ~

NGK Corporation today announced its Long-Term Management Plan 2026–2035, which outline a roadmap to nearly double net sales from FY2025 levels to ¥1.3 trillion by FY2035. The plan positions DS domain as the company's core growth business, while strengthening profitability in existing businesses and laying the groundwork for future expansion in Carbon Neutrality (CN) domain.

NGK has formulated its Long-Term Management Plan 2026–2035 as an interim milestone of the “NGK Group Vision: Road to 2050,” established in FY2021, viewing the realization of CN and the expansion of the DS as a new opportunity for growth. Under the vision, NGK is transforming its business portfolio with the aim of having CN- and DS-related businesses account for 80% of total net sales by FY2050, reflecting changes in the business environment in which the DS domain has expanded faster than expected while progress in the CN domain has been slower than anticipated.

Message of Shigeru Kobayashi, president of NGK Corporation

“We are positioning 2035 as a critical milestone on our Road to 2050. By accelerating growth through the DS domain and maximizing profitability in our existing businesses, while steadily laying the groundwork for CN domain, we will transform our business structure and achieve our next leap forward. Through the execution of this plan, we remain committed to the sustainable improvement of enterprise value,”

Strategic Direction

- ✓ Existing businesses will serve as a stable, cash-generating foundation through continued improvements in efficiency and profitability
- ✓ Growth investments will be prioritized in the DS domain, including R&D, capital expenditure, and talent. NGK will expand its competitive portfolio of semiconductors and electronic devices, targeting growth in AI, Data centers and High-speed communications
- ✓ In the CN domain, NGK will continue to invest in R&D and business development, focusing on laying the groundwork for future growth

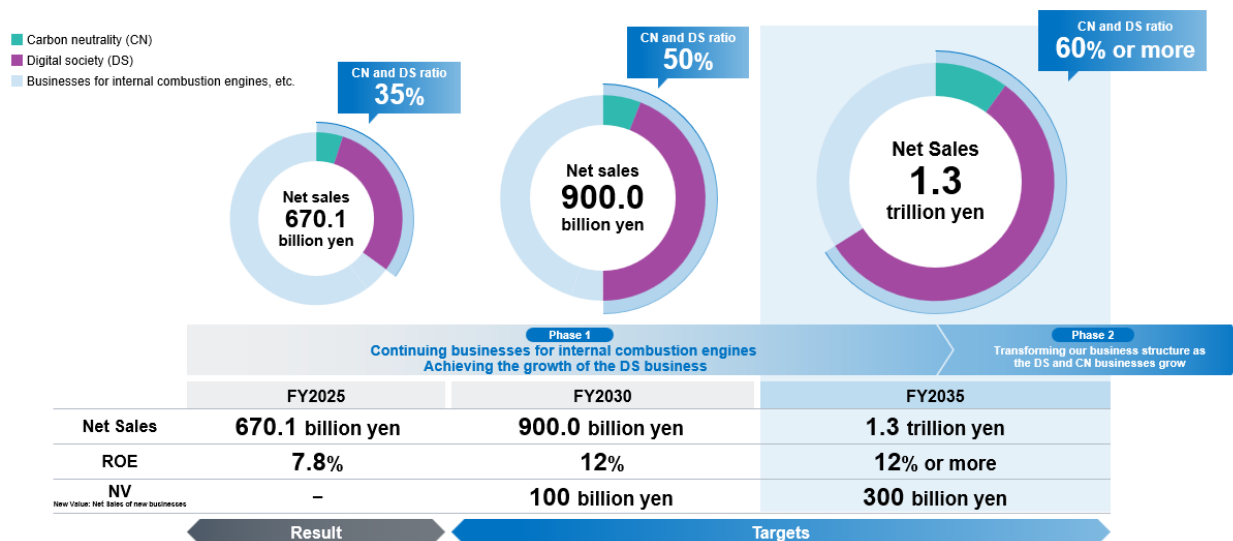
FY2035 Targets (Data-Driven)

Net Sales : ¥1.3 trillion (approx. 2× FY2025)

➤ **CN & DS ratio** : 60% or more

➤ **Net sales of new businesses** : ¥300 billion

ROE : 12% or more



Key Initiatives

1. Maximize Profitability to Generate Growth Resources

Enhance efficiency and profitability in existing businesses, particularly automotive-related operations, and expand high-value-added products to ensure stable cash generation.

2. Establish leadership in Digital Infrastructure industry

Achieve niche-leading positions in semiconductor and data center markets, and expand into adjacent areas through co-creation, strategic partnerships, and M&A.

Target approx. 3× growth in the DS business by FY2035 (vs. FY2025).

3. Create Businesses that support Carbon Neutrality

Develop and implement business models leveraging proprietary technologies in adsorption, separation, and synthesis to address social issues.

4. Become a Value Co-Creation Company

Enhance competitiveness through digital transformation and AI, advance sustainability management, and promote human capital management to create value together with diverse stakeholders.

NGK will execute this Long-Term Management Plan to advance its business structure transformation, achieve sustainable growth, and enhance enterprise value.