

Niterra Co., Ltd.

Announcement of the Formulation of the "Medium-Term Management Plan 2030"

NAGOYA, JAPAN, November 6, 2025 — Niterra Co., Ltd., Japan's leading manufacturer of spark plugs and sensors with an evolving portfolio focused on ceramics and beyond, is pleased to the formulation of its "Medium-Term Management Plan 2030," which covers the five-year period from the fiscal year ending March 31, 2026, through the fiscal year ending March 31, 2030.

The outline is as follows:

■ Basic Policy of the "Medium-Term Management Plan 2030"

1. Creation of new businesses by focusing on core assets such as ceramics and inorganic materials.

Product development and business commercialization will be promoted, centering on areas that are the source of our competitive advantage.

2. Further strengthen our strong Internal Combustion Engine (ICE) business and continue to contribute to society.

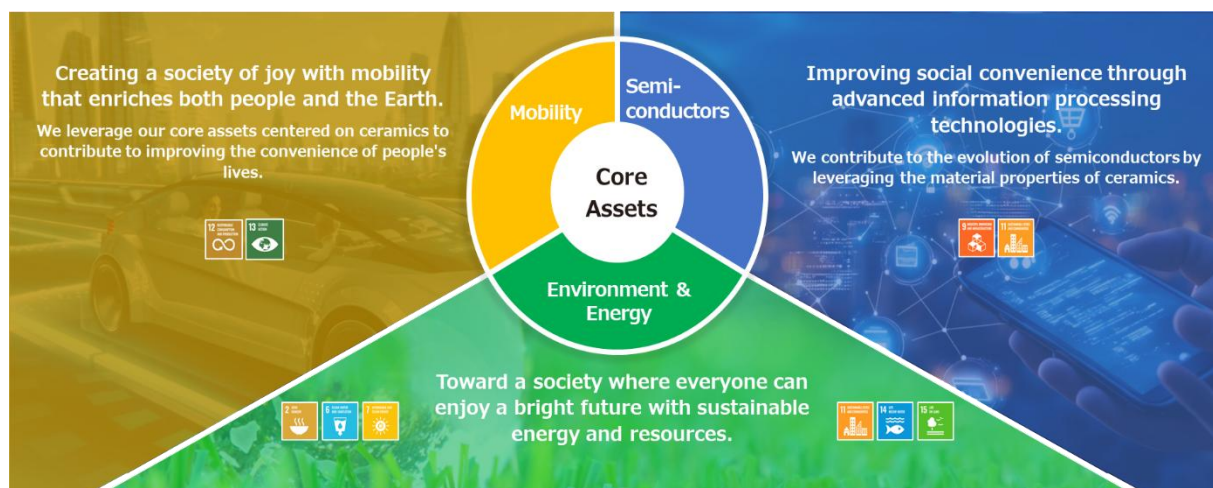
The increasing demand resulting from the delay in electrification (BEV shift) and the growth of Hybrid Electric Vehicles (HEVs) will be reliably captured.

3. Strongly drive further reforms of our management foundation to support the business portfolio optimization outlined above.

The reform of human capital and the pursuit of overwhelming efficiency are prioritized, contributing to sustainable development. The fostering of human resources with both a strong will and the ability to take action, and the development of an environment that supports the growth of diverse talent, will be advanced. Furthermore, productivity enhancement in both indirect and manufacturing departments will be implemented to increase added value.

■Focus Areas

We will concentrate management resources on areas where our core assets, centered on ceramics can be maximized, narrowing down our focus areas to three areas: "Mobility," "Semiconductor," and "Environment & Energy."



■Financial Target

Financial Targets	FY 3/25		FY 3/30
Net sales (billion yen)	652.9	x1.5	1,000
Of which: Component solutions, etc.	114		300
EBITDA (billion yen)	175	x1.6	285
Operating income (billion yen)	129.6		210
Operating income ratio	20%		21%
Profit attributable to owners of the parent (billion yen)	92.6		145
ROIC	11%		12%
ROE	14%		16%
Exchange rate	1.00 USD = 153 JPY		1.00 USD = 135 JPY

■ Strengthening and Optimizing Management Foundation

As a reform of the Headquarters function, we will strategically allocate management resources from the perspectives of "People," "Assets," and "Cash" to promote business portfolio optimization. "People" involves optimizing the human resource portfolio based on our human capital policy, "Assets" entails identifying businesses for withdrawal and expanding core businesses, and "Cash" focuses on concentrating resources in core asset areas, aiming for sustained enhancement of corporate value.

In addition, as announced on March 25, 2024, we have been considering a transition to a holding company structure. However, considering the changes in the business environment of our group, we will continue to assess future conditions and take the necessary time to consider the optimal management structure.

*The "Medium-Term Management Plan 2030" is available here.

https://www.niterragroup.com/english/ir/management/pdf/medium-term_management_plan_e.pdf

About Niterrra

Founded in Nagoya, Japan, in 1936, Niterrra Co., Ltd. (formerly NGK SPARK PLUG CO., LTD.) is renowned for its NGK-branded spark plugs and NTK-branded ceramic products. Niterrra, a coined word combining the Latin words "niteo" (shine) and "terra" (Earth), was introduced in April 2023 to express the reborn company's commitment to sustainability through an evolving portfolio focused on ceramics and beyond. Under the corporate message "IGNITE YOUR SPIRIT", Niterrra is now expanding into the growth fields of mobility, semiconductors, and environment & energy. The company's consolidated revenues in fiscal 2024 (to March 2025) totaled 652.9 billion yen (4,267 million USD). Niterrra has 31 bases in Japan and 62 overseas, and approximately 16,000 employees worldwide. Please visit <https://www.niterragroup.com/english/>