

NSG
GROUP

The 158th Ordinary General Meeting

Nippon Sheet Glass Company, Limited

Kindly be noticed;

- **Please set your mobile phone to silent mode and refrain from talking on the phone.**
- **Please refrain from using your camera, video camera and recorder at the venue.**

We highly appreciate your understanding and cooperation.



Information on downloading reference materials for the General Meeting of Shareholders

Information related to electronic provisioning measures

In convening the 158th Ordinary General Meeting of Shareholders, the Company has taken measures for providing the information that constitutes the content of reference materials for the General Meeting of Shareholders, etc., in electronic format as "**Notice of the 158th Ordinary General Meeting of Shareholders**" and "**Other Matters Subject to Measures for Electronic Provision for the 158th Ordinary General Meeting of Shareholders (Matters Omitted from Delivered Paper-Based Documents)**". To review the information, please access either of the websites below.

NSG website

Website for the the 158th Ordinary General Meeting of Shareholders

<https://www.nsg.com/en/investors/ir-library/shareholders-meeting>



Please access the TSE website, and search by "Nippon Sheet Glass" or "Ticker code (5202)", select "Basic information" and then "Document for public inspection/PR information" to review filed information.

Tokyo Stock Exchange (TSE) website

Listed Company Search

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>



**You can also view them
on your smartphone, tablet, etc.**

The 158th Ordinary General Meeting

Nippon Sheet Glass Co., Ltd

Audit Reports

Matters to be Noted

- 1. Business Reports**
- 2. Consolidated Financial Statements**
- 3. Financial Statements**

Issues to be Addressed

New Medium-Term Plan

2030 Vision

Shift the Phase

Published in May 2024

2030 Vision

Shift the Phase

NSG Group

Envisioned State of NSG Group

2030 Goal

To shift our company's phase and become vital in advancing a sustainable society

A large, light blue arrow pointing downwards, indicating a flow from the goal statement to the specific focus areas listed below.

- **Focus on the glass and related technologies**
- **Expand profits in high-value areas that contribute to the sustainable development of society.**

Commitment

- **We commit to creating value that realizes a sustainable society for all stakeholders and with stakeholders.**
- **We commit to developing and providing glass and its related technologies and services that play a crucial role in our customers' solutions.**
- **We commit to deeply understanding our customers' potential needs and delivering solutions that are suitable for them by leveraging both tangible and intangible assets.**
- **We commit to continuing our investment in our people, taking pride in a global, diverse team passionate about glass and brimming with talent.**

Financial Targets

		FY2024/3	FY2027/3
Profitability (P/L)	Operating Profit	35.9 billion yen	64.0 billion yen
	ROS	4.3%	7%
Cash Generation (C/F)	Free cash flow	15.3 billion yen	27.0 billion yen
Stabilization of Financial Status (B/S)	Interest-Bearing Debt	506.5 billion yen	442.0 billion yen
	Shareholders' equity ratio	12.3%	15%
Capital and Investment Efficiency	ROE	9.6%	20%

We aim to achieve ROS 10% or more in FY2030/3

Strategic Direction

four Ds

**Business
Development**

- To strengthen new product and business development efforts

Decarbonization

- As part of our contribution to societal decarbonization

**Digital
Transformation**

- Through high-value operations utilizing digital technologies to their full extent

Diverse Talent

- In order to realize a truly diverse and inclusive team that brings about the phase shift we need

We will strive to reduce debt drastically and boost equity capital by improving profitability and reinforcing cash generation capabilities.

Issues to be Addressed

Business **D**evelopment

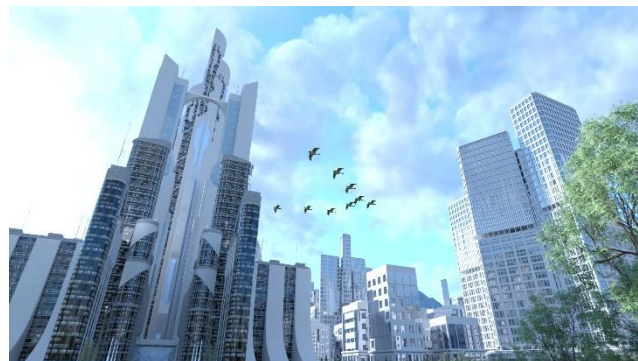
- **Adapting to societal changes, we will develop new solutions and technologies with our customers to create high added value.**
- **Enhancement of our business creation capabilities by continuing to invest in R&D and fostering the skills of our personnel in business development within the glass and related areas.**

Issues to be Addressed

Architectural glass business

- **Intensive investment in glass coating technology development and equipment**
- **Decarbonization of our products**

● **Aim to be a leading supplier of architectural glass that contributes to sustainability**



Issues to be Addressed

Automotive glass business

- **Capability Enhancements to cater to ADAS and EV**
- **Strengthening the Aftermarket Business**
- **Improvement of Profitability**

- 
- **Accelerate development of manufacturing technologies to enable our global customers to shift to safer and greener vehicles**
 - **Shift to sustainably profitable businesses as a key strategic global supplier**



Issues to be Addressed

Technical glass business

- **Expansion of Businesses in Adjacent Markets**
- **Commercialization of New Technologies**
- **Creation/Selection of Technological or Business Seeds**



- **Aim for revenue growth**
- **Establish a new revenue pillar by developing proprietary materials that play a pivotal role in advancing our customers' product offerings**

Issues to be Addressed

Decarbonization

- **Driving decarbonization across our entire supply chain, embodying our commitment to sustainable social development with the aim of achieving carbon neutrality in 2050**
 - **2030 targets (vs 2018)**
 - **Scope1&2 : -30%**
 - **Scope3 : -30%**
 - **Announce the support for the recommendations issued by the TCFD**

Issues to be Addressed

Decarbonization

【In FY2024】

- **Expanded environmental contribution through decarbonization of our products.**
 - **Launched the lowest carbon glass range of its kind in Europe**
- **Developed new technologies**
 - **Successfully started Europe's first carbon capture trial in the flat glass industry**

Issues to be Addressed

Decarbonization

【New Medium-Term Plan】

- **Revise CO2 emissions intensity target to 3%
year-on-year reduction**
- **Introduce a new target of 65% renewable energy
electricity ratio by FY2027**

- 
- **Development of alternative fuels, introduction of renewable energies, and CO2 reductions in our value chains**
 - **Focus on decarbonization initiatives and contribute to the decarbonization of society through our products**

Issues to be Addressed

Digital Transformation

- **Consider the Medium-Term Plan period, as a second phase of post-merger integration (PMI)**
- **Transform our Group operations by leveraging digital technology to its fullest, thereby enhancing our value creation capabilities**
- **Elevate the level of information integration by thoroughly standardizing data and processes, thereby accelerating the quality and efficiency of our global management practices**

Issues to be Addressed

Diverse Talent

- **Invest based on a well-defined HR strategy to build a robust and high-performing workforce and organization which is pivotal to our strategy**
- **Globally demonstrate our attractiveness as a workplace that offers opportunities for professional development to those who work with genuine passion and interest.**

Issues to be Addressed

Diverse Talent

- **Promote the four “Fs” in communication within the organization**
-Flat, Frank, Fast, and Fun

Issues to be Addressed

Diverse Talent

- **Conduct “Your Voice” survey to evaluate employee engagement**
 - **Implement improvement measures in view of the survey results to promote Corporate Culture Reform**
- **“Diversity, Equity & Inclusion (DE&I)”**
 - **Promote employee engagement focusing on the strength and development of each individual**



Issues to be Addressed

Efforts for sustainable supply chains

- **Consider “responsible sourcing” as a key issue for the company, set goals and monitor progress**
 - **Promote the penetration of the “Supplier Code of Conduct”**
 - **Improve the evaluation of suppliers' sustainability performance**

Issues to be Addressed

Efforts for sustainable supply chains

- **Developed the Supply Chain Charter**
 - **Identified eight priority issues concerning supply chains**

**Reducing
Greenhouse
Gases Emissions**

**Protecting the
Environment**

**Protecting
Labour and
Human Rights**

Reducing Waste

**Conserving
Water**

**Improving
Transparency**

**Supporting
Diversity, Equity
and Inclusion**

**Supporting
Communities**

Envisioned State of NSG Group

2030 Goal

To shift our company's phase and become vital in advancing a sustainable society

The 158th Ordinary General Meeting

Nippon Sheet Glass Company, Limited

Matters to be Resolved

Proposal :Election of Six Directors

From page 8 to page 15 in Notice of Convening the 158th Ordinary General Meeting of Shareholders

Proposal : Election of Six Directors

No.	Name	Position		
1	Hiroshi Ishino	To be re-elected	External	Independent
2	Munehiro Hosonuma	To be re-elected	Representative Executive Officer, President and CEO	
3	Jörg Raupach Sumiya	To be re-elected	External	Independent
4	Kunihito Minakawa	To be re-elected	External	Independent
5	Shinji Asatsuma	To be re-elected	External	Independent
6	Eriko Sakurai	To be re-elected	External	Independent

Proposal : Election of Six Directors



To be re-elected

External

Independent

Director Candidate
Hiroshi Ishino

Proposal : Election of Six Directors



To be re-elected

**Representative Executive Officer,
President and CEO**

Director Candidate
Munehiro Hosonuma

Proposal : Election of Six Directors



To be re-elected

External

Independent

Director Candidate
Jörg Raupach Sumiya

Proposal : Election of Six Directors



To be re-elected

External

Independent

Director Candidate
Kunihiro Minakawa

Proposal : Election of Six Directors



To be re-elected

External

Independent

Director Candidate
Shinji Asatsuma

Proposal : Election of Six Directors



To be re-elected

External

Independent

Director Candidate

Eriko Sakurai

Proposal :Election of Six Directors

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Q&A Session

Question received in advance

- About the dividends in FY2024 and future resumption of dividends
- About how we perceive about NSG's share price decrease
- About “cost structure reform” in the Previous Medium-Term Plan “RP24”

If any questions, after being nominated by the Chairperson,

- **With registered number**

Please let us know your question.

After your question, please have your seat again.

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