NSG Group
FY2026/3 Quarter 2 Results
(from 1 April 2025 to 30 September 2025)

Nippon Sheet Glass Company, Limited
6 November 2025

Agenda

1. Financial Year ending 31 March 2026 Quarter 2 Results
2. Forecast for Financial Year ending March 2026
3. US Tariff Policy Impact on Business
4. Update of "2030 Vision: Shift the Phase"
5. Summary

1. Financial Year ending 31 March 2026 Quarter 2 Results

Consolidated Income Statement

NSG GROUP

OP exceeding H1 forecast due to better European Architectural glass business.
Continuously taking any appropriate actions to improve profitability

(JPY bn)	Q2 (3 months)			Cumulative (6 months)			H1 Forecast
	FY2025/3	FY2026/3	Change	FY2025/3	FY2026/3	Change	
Revenue	206.0	**210.6**	4.5	422.4	**420.8**	(1.7)	420.0
Operating profit	5.5	**5.1**	(0.4)	10.2	**12.0**	1.8	10.0
ROS: Return on sales	2.7%	**2.4%**	(0.3) pt	2.4%	**2.9%**	+0.5pt	2.4%
Exceptional items (net)	(0.2)	**(2.2)**	(2.0)	(0.0)	**(0.6)**	(0.5)	1.0
Operating profit after exceptional items	5.3	**2.9**	(2.4)	10.2	**11.4**	1.2	11.0
Finance expenses (net)	(6.6)	**(6.8)**	(0.2)	(12.6)	**(13.5)**	(1.0)	(13.0)
Share of JVs and associates' profits	1.4	**1.6**	0.1	2.5	**2.9**	0.4	3.0
Other gains/(losses) on equity method investments	-	**(0.0)**	(0.0)	-	**(0.4)**	(0.4)	-
Profit/ (loss) before taxation	0.1	**(2.3)**	(2.4)	0.2	**0.4**	0.2	1.0
Profit/(loss) for the period	(6.1)	**(3.8)**	2.2	(3.4)	**(3.4)**	0.0	(2.0)
Net profit/(loss)*	(6.3)	**(4.1)**	2.2	(3.9)	**(4.2)**	(0.4)	(3.0)
EBITDA	17.5	**18.3**	0.7	35.0	**38.1**	3.1	

* Profit/(loss) attributable to owners of the parent

Revenue & OP

Revenue decreased slightly while OP increased reflecting an improvement mainly in European Architectural glass business

【Revenue and Operating Profit : vs PY】

(JPY bn)	Revenue	OP
Architectural	(2.3)	+ 5.2
Automotive	+ 3.9	+ 0.0
Technical Glass	(3.1)	(1.6)
Others	(0.2)	(1.8)
Group total	**(1.7)**	**+ 1.8**

Exceptional items (net)

Mainly recording gains on the disposal of equity interest in Vietnam Float Glass Co., Ltd (Announced on 9 June 2025) and losses related to disposal of UK government bonds

The Group's consolidated income statement is shown on slide 4.

You can see the results for the second quarter (3 months) to the left,
and the first half cumulative results (6 months) in the middle and first half forecasts to the right.

For the second quarter (3 months), revenue increased to 210.6 billion yen, by 4.5 billion yen year on year.
The Group's cumulative first half (6 months) revenue was 420.8 billion yen, which was almost in line with the forecast while showing a slight decrease from the previous year.

Operating profit for the second quarter (3 months) was 5.1 billion yen which decreased by 0.4 billion yen year on year.
Cumulative first half operating profit was 12.0 billion yen which increased by 1.8 billion yen year on year, exceeding the forecast of 10.0 billion yen.
As showed on the table on the right, this is due to large improvement in Architectural glass business with recovery in Europe while decreasing in Technical glass business and being flat in Automotive glass business.

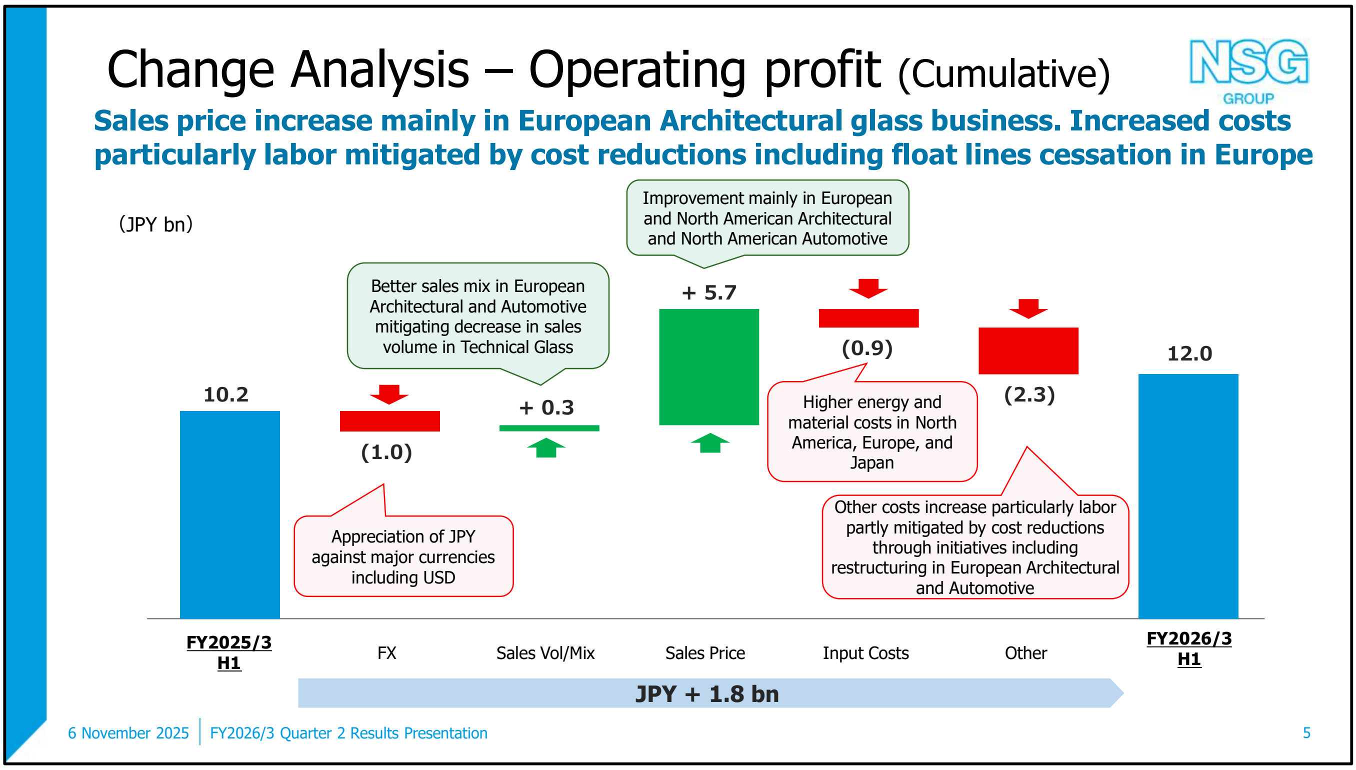
Exceptional items were charge of 0.6 billion yen.
This includes a recording of a gain on the disposal of its equity interest in a subsidiary manufacturing architectural glass in Vietnam in the first quarter and losses related to disposal of UK government bonds in the second quarter.

Net finance expenses increased to 13.5 billion yen from 12.6 billion yen in the previous year by 1.0 billion yen.

In the share of JVs and associates' profits, the Group recorded 2.9 billion yen this year which increased by 0.4 billion yen from the previous year.

As a consequence, the Group recorded a loss for the period of 3.4 billion yen after deducting taxation charge, and a net loss of 4.2 billion yen after deducting minority interest.

The Group continuously taking any appropriate actions to improve profitability.



Slide 5 lays out change analysis of the year-on-year operating profit movement from April to September 2025.
A comparison by factor is made between the operating profit 10.2 billion yen in the previous year and 12.0 billion yen in this year, being a 1.8 billion yen year-on-year increase.

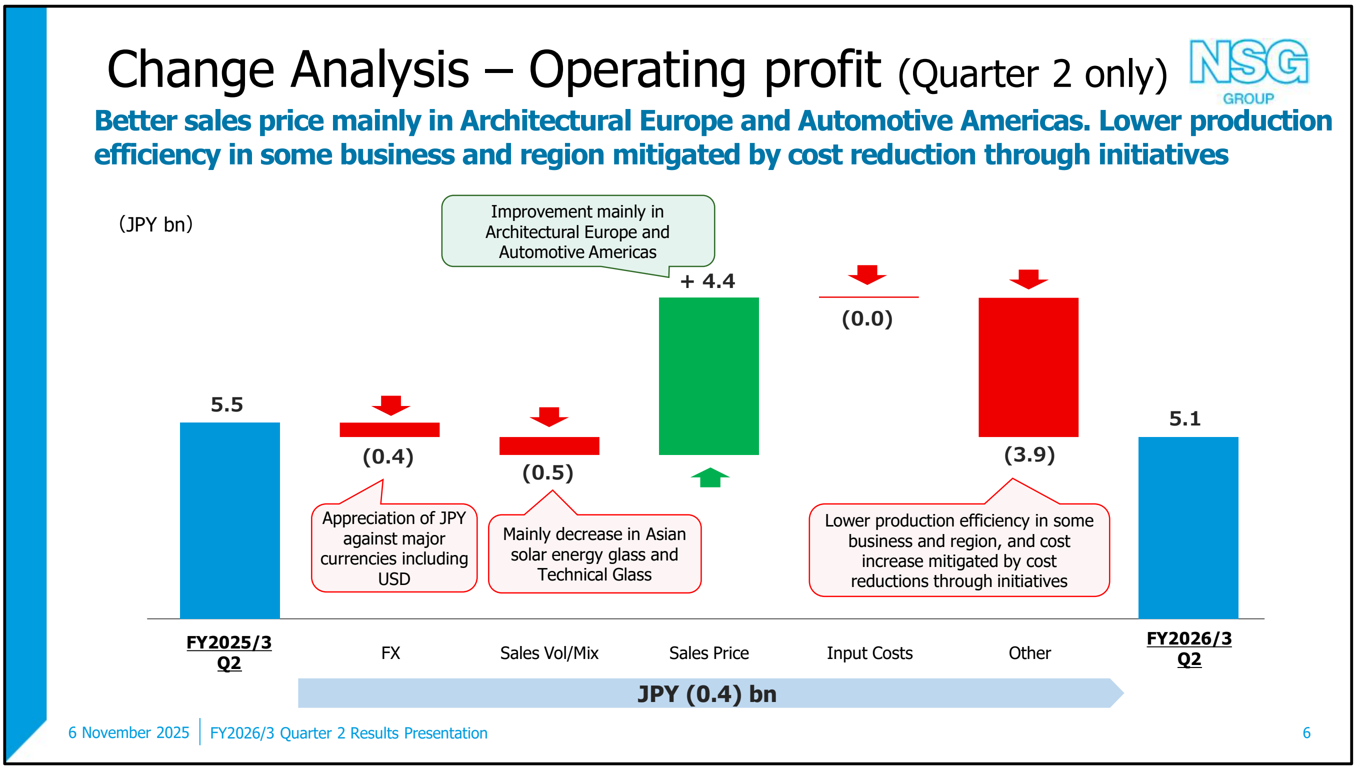
"Foreign Exchange" decreased by 1.0 billion yen.
This is because of the appreciation of Japanese Yen against the Group's major currencies including US Dollar during the first half.

"Sales Volume/Mix" was positive 0.3 billion yen,
reflecting sales mix improvements in European Architectural and Automotive glass businesses mitigating sales volume decrease in Technical glass business.

The positive 5.7 billion yen in "Price" is due to an increase mainly in European Architectural glass business, reflecting the improvement of supply and demand following the cessation of float lines including ours.
Also, in North America, sales prices increased in Architectural glass business with price pass-through reflecting energy and material costs rise and it improved in Automotive glass business.

The negative "Input Costs" of 0.9 billion yen was due to energy and material costs rise mainly in North America, Europe, and Japan.

"Others" posted a decrease of 2.3 billion yen.
Other cost increases, such as labor, were partly mitigated by cost reduction effect, including restructuring in European Architectural and Automotive business.



Slide 6 lays out change analysis of the year-on-year operating profit movement for the second quarter.
A comparison by factor is made between the operating profit 5.5 billion yen in the previous year and 5.1 billion yen in this year, being a 0.4 billion yen year-on-year decrease.

“Foreign Exchange” decreased by 0.4 billion yen.
This is because of the appreciation of Japanese Yen against the Group’s major currencies including US Dollar during the second quarter.

“Sales Volume/Mix” was negative 0.5 billion yen,
reflecting decrease in Asian solar energy glass and Technical glass businesses.

The positive 4.4 billion yen in “Price” is due to an increase mainly in European Architectural glass business.
Additionally, improvement was seen in Automotive glass business Americas.

The “Input Costs” was similar to the previous year.

“Others” posted a decrease of 3.9 billion yen.
Lower utilization in Asian solar energy glass and other cost rise including labor were partly mitigated by cost reduction effect through various initiatives.

European Glass Market Price Movement

Continuous increase trend in glass market price reflecting improved supply and demand following the float lines cessation

Slide 7 shows the movements of glass price in Germany.

German float glass price was rising during this second quarter continuing from the fourth quarter of FY2025/3 reflecting improved supply and demand following the float lines cessation.
It has been staying in a high level although showing some peak out.

Energy Price Movement

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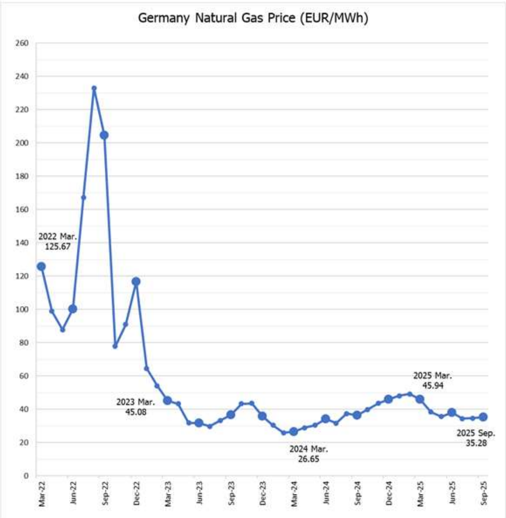
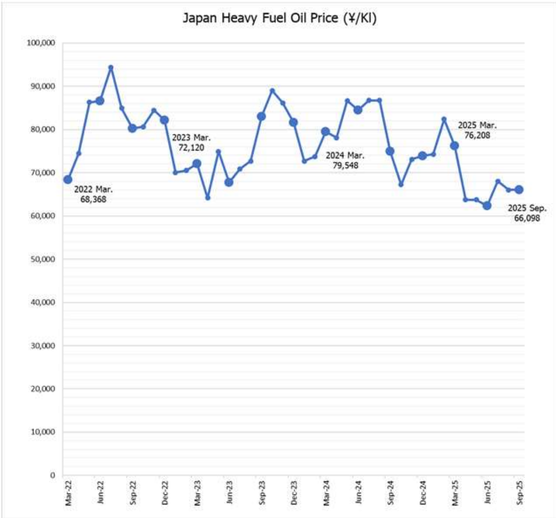
German natural gas price: moved stably within a small range movements.
Japanese heavy fuel oil price: still moving in a high range





Next slide 8 shows the movements of energy prices.

The left chart shows the movement of the natural gas price in Germany,
and the right chart shows the heavy fuel oil price in Japan.

In Germany, the price of natural gas has been stable since the previous year.
In Japan, the heavy fuel oil has still been moving in a high range.

Consolidated Balance Sheet

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Shareholders' equity ratio to 10.4%, similar to the previous year end.
Debt slightly increasing due to seasonal working capital movement and FX

(JPY bn)	31 March 2025	30 September 2025	Change
Total Assets	**1,032.9**	**1,019.9**	**(13.1)**
Non-current assets	709.8	712.8	3.1
Current assets	323.2	307.0	(16.1)
Total Liabilities	**890.5**	**885.5**	**(5.0)**
Current liabilities	409.4	393.9	(15.6)
Non-current liabilities	481.1	491.7	10.6
Total Equity	**142.4**	**134.4**	**(8.1)**
Shareholders' equity	108.1	106.1	(2.0)
Shareholders' Equity Ratio	**10.5%**	**10.4%**	**(0.1)pt**
Interest-bearing Debt	**524.8**	**537.9**	**13.1**

Current assets
Mainly decrease in cash and cash equivalents

Current liabilities
Mainly decrease in trade and other payables

Shareholders' equity ratio
10.4%, similar to the previous year end. Decreased largely due to FX movements, partly offset by the inflationary uplift in Argentina

Interest-baring debt
Increase due to seasonal working capital and FX movements

The Group's consolidated balance sheet is presented on slide 9.

As of the end of September 2025, total assets were 1,019.9 billion yen, which decreased by 13.1 billion yen from the end of March 2025.

The Group's current assets decreased by 16.1 billion yen from March mainly due to decrease in cash and cash equivalents.
Current liabilities decreased by 15.6 billion yen mainly due to decrease in trade and other payables.

Shareholders' equity decreased to 106.1 billion yen by 2.0 billion yen from the previous year end. This is largely due to FX movement, partly offset by the inflationary uplift in Argentina.

As a result, shareholders' equity was 10.4%, which was similar to the previous year end.

Interest-bearing debt increased by 13.1 billion yen to 537.9 billion yen.
This is mainly due to negative free cash flow associated with seasonal working capital movement and FX movement.

Consolidated Statement of Cash Flows

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FCF improving YoY, and positive during second quarter, despite seasonal WC movement.
Continue to decrease interest-bearing debt by improving FCF

(JPY bn)	Q2 (3 months)			Cumulative (6 months)		
	FY2025/3	FY2026/3	Change	FY2025/3	FY2026/3	Change
Net cash flows from operating activities	**15.6**	**12.5**	**(3.0)**	**(3.8)**	**(2.4)**	**1.4**
included above: Net change in working capital	12.5	4.8	(7.8)	(16.7)	(22.1)	(5.4)
Net cash flows from investing activities	**(12.5)**	**(5.7)**	**6.8**	**(24.8)**	**(17.1)**	**7.7**
included above: Purchase of property, plant and equipment	(11.7)	(9.7)	2.0	(23.5)	(22.9)	0.7
Free cash flow	**3.0**	**6.9**	**3.8**	**(28.6)**	**(19.6)**	**9.1**
Net cash flows from financing activities	**8.8**	**(1.4)**	**(10.3)**	**31.1**	**(2.8)**	**(33.9)**
Increase/ (decrease) in cash and cash equivalents	**11.9**	**5.4**	**(6.5)**	**2.5**	**(22.4)**	**(24.9)**
Cash and cash equivalents at the end of the period				**46.0**	**40.9**	**(5.1)**

Net cash flows from operating activities
Improvement in cumulative partly helped by an increase in OP

Net cash flows from investing activities
Better from PY mainly due to the disposal of equity interest in Vietnam Float Glass Co., Ltd

Free cash flow
Positive in Q2. In cumulative, FCF improved from the previous year due to better net cash flows from operating activities and net cash flows from investing activities

Consolidated statement of cash flows in slide 10.

For the three months of the second quarter, net cash flows from operating activities were inflow of 12.5 billion yen which decreased by 3.0 billion yen from the previous year.
Cumulative net cash flows from operating activities were an outflow of 2.4 billion yen being a 1.4 billion yen improvement from the previous year.
This improvement was partly helped by an increase in operating profit while affected by seasonal working capital increase.

Net cash flows from investing activities were outflow of 17.1 billion yen, being improved by 7.7 billion yen from the previous year.
This improvement was due to the cash gained from disposal of the Group's equity interest in Vietnam Float glass Co,. Ltd., while amount of purchase of property, plant, and equipment was similar to the previous year.

As a result, free cash flow was inflow of 6.9 billion yen for the three months of the second quarter, showing an improving trend.
Cumulative free cash flow was outflow of 19.6 billion yen which improved from the previous year due to better net cash flows from operating activities and investing activities.

We will continue to improve free cash flow and reduce interest-bearing debt
with operating profit increase and working capital decrease.

Segmental Information

(JPY bn)	FY2024/3 Q2 Cum.			FY2025/3 Q2 Cum.			FY2026/3 Q2 Cum.			Change	
	Revenue	%	Operating profit	Revenue	%	Operating profit	Revenue	%	Operating profit	Revenue	Operating Profit
Architectural	**192.9**	**46%**	**21.8**	**180.0**	**43%**	**6.7**	**177.7**	**42%**	**11.8**	**(2.3)**	**5.2**
Europe	73.5	17%		65.4	15%		68.6	16%		3.2	
Asia	54.8	13%		57.4	14%		50.8	12%		(6.6)	
Americas	64.6	15%		57.2	14%		58.3	14%		1.1	
Automotive	**205.2**	**49%**	**6.3**	**217.3**	**51%**	**3.5**	**221.2**	**53%**	**3.5**	**3.9**	**0.0**
Europe	83.8	20%		89.2	21%		91.9	22%		2.7	
Asia	38.3	9%		39.9	9%		39.3	9%		(0.7)	
Americas	83.1	20%		88.2	21%		90.0	21%		1.9	
Technical Glass	**19.9**	**5%**	**4.0**	**24.7**	**6%**	**3.9**	**21.6**	**5%**	**2.3**	**(3.1)**	**(1.6)**
Europe	5.0	1%		5.2	1%		5.6	1%		0.5	
Asia	14.0	3%		18.6	4%		15.2	4%		(3.4)	
Americas	0.9	0%		1.0	0%		0.8	0%		(0.2)	
Other	**2.2**	**1%**	**(6.1)**	**0.4**	**0%**	**(3.8)**	**0.3**	**0%**	**(5.7)**	**(0.2)**	**(1.8)**
Total	**420.2**	**100%**	**26.0**	**422.4**	**100%**	**10.2**	**420.8**	**100%**	**12.0**	**(1.7)**	**1.8**

Slide 11 lays out revenue and profit by the business segments in the first half of last three years. The results of each business will be explained from next slide.

Architectural (Cum. Rev▼, Profit▲ : Q2 Rev▼, Profit▲)

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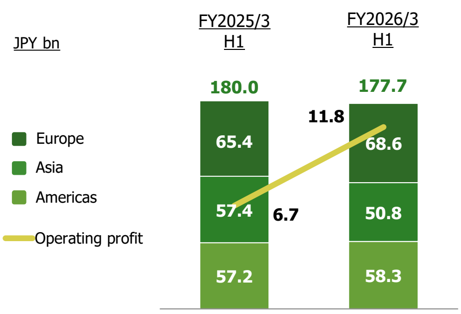
Significant OP increase with higher sales prices in Europe while revenue decrease.
Contribution of cost reductions from the production cessations in PY continuing



(JPY bn)	Q2 (3 months)			Cumulative (6 months)		
	FY2025/3	FY2026/3	Change	FY2025/3	FY2026/3	Change
Revenue	**89.8**	**88.4**	**(1.3)**	**180.0**	**177.7**	**(2.3)**
Europe	30.9	34.6	3.6	65.4	68.6	3.2
Asia	30.3	23.9	(6.4)	57.4	50.8	(6.6)
Americas	28.5	30.0	1.5	57.2	58.3	1.1
OP	**3.3**	**5.2**	**1.8**	**6.7**	**11.8**	**5.2**

Europe (Cum. Rev▲, Profit▲ : Q2 Rev▲, Profit▲)

- Sales prices increase reflecting better supply and demand following float lines cessation in Germany (One ceased in June 2024, and another in January 2025)
- Sales mix improving
- Continuous cost reduction by cessation of float lines

Asia (Cum. Rev▼, Profit▼ : Q2 Rev▼, Profit▼)

- Sales volume/mix decrease in Japan
- Decrease in demand for solar energy glass due to customer's production adjustments arising from US tariff policy

Americas (Cum. Rev▲, Profit▼ : Q2 Rev▲, Profit▲)

- In North America, continuous lackluster commercial market, while better sales prices with price pass-through of higher energy and material costs
- In South America, sales volume increase mostly in Argentina
- Strong demand continuing for solar energy glass

Please move to slide 12 – from this slide the results of each business will be explained.

Architectural revenues decreased from the previous year partly affected by FX movement.
However, operating profit increased particularly with significant sales price improvement in Europe.

In Europe, revenues and operating profit showed improvements.
The Group's sales prices are increasing due to supply and demand improvement, proceeded by supply side following cessations of float lines in the industry including the Group.
At the same time, the cessation of the two float lines contributed to cost reduction, including improvement in asset utilization and fixed costs.
Sales mix also improved.

In Asia, revenues and operating profit decreased from the previous year.
In Japan, sales volume/mix decreased partly due to a year-on-year decrease in the number of new housing starts.
Demand for solar energy glass lessened due to customer's production adjustments arising from US tariff policy.

In the Americas, revenues increased but operating profit decreased for the cumulative, while both showed better results in the second quarter.
In North America, sales prices increased with price pass-through of higher energy and material costs, while lackluster commercial market conditions continued.
Strong demand for solar energy glass continued.
In South America, sales volumes increased mostly in Argentina.

Automotive (Cum. Rev▲, Profit▲ : Q2 Rev▲, Profit▲)

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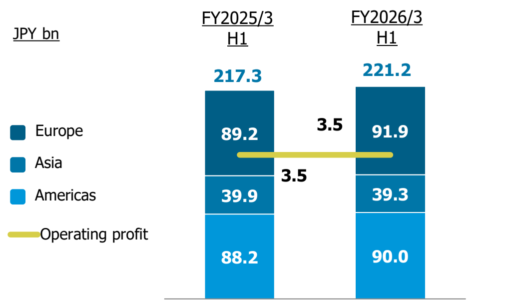
Revenue slightly increase while OP remaining flat.
Sales price improvement mainly in AGR although sales volume decrease



(JPY bn)	Q2 (3 months)			Cumulative (6 months)		
	FY2025/3	FY2026/3	Change	FY2025/3	FY2026/3	Change
Revenue	**103.7**	**111.4**	**7.7**	**217.3**	**221.2**	**3.9**
Europe	41.6	45.8	4.2	89.2	91.9	2.7
Asia	20.4	19.9	(0.4)	39.9	39.3	(0.7)
Americas	41.7	45.6	3.9	88.2	90.0	1.9
OP	**1.0**	**1.1**	**0.2**	**3.5**	**3.5**	**0.0**

Europe (Cum. Rev▲, Profit▲ : Q2 Rev▲, Profit▲)
Asia (Cum. Rev▼, Profit▼ : Q2 Rev▼, Profit▼)
Americas (Cum. Rev▲, Profit▲ : Q2 Rev▲, Profit▼)

- In Europe, better sales mix despite low level of vehicle sales
- In Japan, slow sales volume and sales price for OE
- In North America, temporarily unfavorable production efficiency for OE while sales price improvement for AGR. In South America, increase in sales volumes
- Production schedule adjustments in Europe, including Witten, Germany (Announced in January 2025) and San Salvo, Italy on track

Slide 13, the results of the Automotive business will be discussed.

Revenues increased from the previous year.
Operating profit was similar to the previous year with sales price improvement mainly in AGR although affected by sales volume decrease in OE.

In Europe, sales mix was better as expansion of value-added products despite vehicle sales remained at a low level.

In Japan, sales volumes and sales prices were slow for OE.
Its volumes reflected an improvement in domestic markets offset by reduced volumes of glass for vehicles to be exported with US tariff impact.

In North America, sales prices for AGR improved, benefitting from the difference in tariff rate between competitor products and our products.
OE was affected temporarily by unfavorable production at some site, and the Group is taking measures to improve this as early as possible.
In South America, sales volumes increased.

Initiatives are on track to improve profitability mainly in Europe, including the production schedules adjustment at a German and an Italian sites.

We still see a recovery of the market over the medium to long term with gradual improvement, therefore, we will focus on further profitability improvement with continuous cost reduction efforts, expansion of value-added products and sales prices improvement.

Technical Glass (Cum. Rev▼, Profit▼: Q2 Rev▼, Profit▼)

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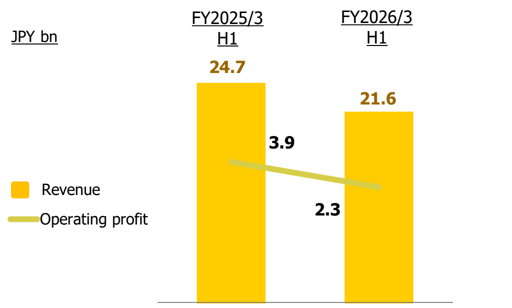
Revenue and OP decreasing due to impact by sales mix in some products



(JPY bn)	Q2 (3 months)			Cumulative (6 months)		
	FY2025/3	FY2026/3	Change	FY2025/3	FY2026/3	Change
Revenue	**12.3**	**10.6**	**(1.8)**	**24.7**	**21.6**	**(3.1)**
OP	**1.9**	**1.1**	**(0.8)**	**3.9**	**2.3**	**(1.6)**

- In fine glass, sales mix being impacted by some products whose sales will be carried over to H2
- Decrease in demand for printer lenses
- In glass cord, continuous high demand in automotive replacement markets
- Demand for Metashine® decreased for automotive applications

Slide 14 lays out the results of the Technical glass business.

Revenue and operating profit decreased from the previous year due to the impact of sales mix in some products.

In Fine glass business, sales mix was impacted by some products whose sales will be carried over to the second half which was anticipated at the beginning of this year.

Regarding the printer lenses business, demand subdued for printer lenses and scanners since the customers watched US tariff policy trend and adjusted their production.

High demand in glass cords for engine timing belts continued in automotive replacement markets.

Revenue for Metashine® decreased for automotive applications.

2. Forecast for Financial Year ending March 2026

Forecast for Financial Year ending March 2026

NSG GROUP

Forecasts for the full year remaining unchanged.
Taking any appropriate actions continuously across the Group

(JPY bn)	FY2026/3 H1 Fcst	FY2026/3 H1 Act	FY2026/3 Full-year Fcst (No change)	FY2025/3 Full-year Act (Reference)
Revenue	**420.0**	**420.8**	**850.0**	**840.4**
Operating profit	**10.0**	**12.0**	**31.0**	**16.5**
Exceptional items (net)	1.0	(0.6)	1.0	(5.2)
Operating profit after exceptional items	**11.0**	**11.4**	**32.0**	**11.2**
Finance expenses (net)	(13.0)	(13.5)	(27.0)	(25.3)
Share of JVs and associates' profits	3.0	2.5	6.0	5.5
Profit/(loss) before taxation	**1.0**	**0.4**	**11.0**	**(8.5)**
Profit/(loss) for the period	**(2.0)**	**(3.4)**	**4.0**	**(13.5)**
Net profit/(loss) *	**(3.0)**	**(4.2)**	**2.0**	**(13.8)**

*Profit/(loss) attributable to owners of the parent

The following slides are regarding the forecast for financial year ending March 2026.
Slide 16 shows the forecast for FY2026/3.

Although operating profit of the first half exceeded the forecast, the outlook for the full year remains unchanged due to uncertainty including US tariff policy and demand going forward.

The Group forecasts better revenue and operating profit for FY2026/3 compared to FY2025/3 with 850.0 billion yen in revenue and 31.0 billion yen in operating profit.

The Group takes any appropriate actions including cost reduction across the Group for early recovery of the business.

The assumptions for this forecast will be discussed in the next slide.

Assumptions for FY2026/3 Forecast

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Group	**Taking further actions to improve profitability including cost reductions across the Group, expecting market recovery in Europe during H2 with some uncertainty due to US tariff policy** • Assuming appreciated JPY for major foreign currencies, compared to FY2025/3 • Increase of energy and material costs assumed with other costs increase including labor reflecting inflation • Keep a close eye on US tariff policy • Continue cost reduction, expansion of VA products and sales price increases
Architectural Glass	**European market gradually improving during H2. Eyes on US tariff policy for solar energy glass** • Europe : expecting contribution of cost reduction and sales price increase arising from float lines cessation • Asia : promoting sales price increase while paying attention to architectural demand in Japan • North America : possibility of continuous decrease in demand due to uncertain economic outlook. Need close watch on economic trends including US tariff policy • South America : volume increase. Absorb cost rise due to hyperinflation in Argentina by price pass-through • Solar energy glass : continuous solid demand in USA, while a close eye on US tariff policy needed in Asia
Automotive Glass	**Continuous price negotiations while impact of higher input costs remaining.** **Potential impact by volume decrease of vehicle build for USA due to US tariff policy** • Pay attention to demand of vehicle build for USA in relation to US tariff policy while maintaining relatively advantageous position in US AGR market following increased tariffs on competitors • Benefit by cost reduction from production schedules adjustments in Europe • Implement initiatives to resolve temporarily unfavorable production efficiency in North America • Aiming for profitability improvement with cost reduction, expansion of VA products and price increases
Technical Glass	**Positive markets absorbing cost increase with sales volumes and prices improvement** • Favorable demand continue for each business with sales mix improvement particularly in fine glass in H2

Slide 17 shows the assumptions for the forecast.

There are no fundamental changes to the assumptions underlying forecasts from the previous forecast.
Although we expect the European market to improve gradually during the second half of the year, there are uncertainties regarding the impact of US tariff policy on our business, so we maintain full-year forecast.
Appreciation of JPY is expected against major foreign currencies compared to FY2025/3 based on the current foreign exchange situation.
Energy and material costs are assumed to increase and other costs including labor are also forecasted to increase reflecting the worldwide inflation trend.
With regard to US tariff policy, the Group keeps a close eye on the policy and mitigates cost increases including impacts of tariff with price pass-through.
The Group continues to pursue business improvement by promoting cost-reduction efforts, expansion of value-added products, and price increases.

Considering the factors affecting each business:
In Architectural business;
In Europe, the contribution to our performance improvement by cost reduction and sales price increase arising from float line cessations are expected together with modest market recovery during the second half of the year.
Regarding Japan, we promote sales price increase while we need to pay attention to architectural demand.
In North America, demand decrease may continue with restraint of investments due to US tariff policy and uncertain economic outlook.
Close watch on the economic trends including US tariff policy is necessary.
In South America, we see a sign of sales volume recovery in Argentina.
Cost increases from hyperinflation in Argentina continue, but absorbing its impact by increase in sales prices.

In Solar energy glass, continuous strong demand is assumed in USA, but a close eye on US tariff policy is needed as it may impact customer's production which impacts the demand for our products.

In Automotive business;
Vehicle build volume in Europe and Japan for USA exports may be affected by the US tariff policy, so it is necessary to monitor demand trends closely while maintaining relatively advantageous position in US aftermarket glass replacement following increased tariffs on competitors.
We continue negotiating sales prices improvements with customers to mitigate the expected increase in other costs including labor while cost reduction benefitting from production schedules adjustments in Europe.
Initiatives are implemented to resolve temporarily unfavorable production efficiency in North America.
We aim to enhance profitability further with continuous cost reduction efforts, expansion of value-added products, and sales price increases.

In Technical glass business;
We expect generally positive markets and the Group will absorb cost increase with sales volumes and prices improvement.
Improvements in sales mix are expected in the second half particularly in the fine glass business as we forecasted at the beginning of this year.

3. US Tariff Policy Impact on Business

US Tariff Policy Impact on Business

Glass products basically being manufactured locally at the place of consumption.
Both positive and negative impacts only in some businesses and regions.
Eyes on the policy and mitigating its impact with price pass-through, while uncertainty

1. Impact on Revenue

(1) Architectural glass business

- Decline in demand arising from investment restraint due to economic uncertainty in USA
- Solar energy glass in Asia affected by customer's production adjustment in response to tariff policy, while solid demand in US as Chinese competitors are subject to higher tariff

(2) Automotive glass business

- Original Equipment (OE)
  Affected by reduced demand for US bound vehicle production
- After Glass Replacement (AGR)
  Improvement in sales price benefitting from the difference in tariff rates against competitive products from China

2. Impact on Cost

- Impacts of higher input costs particularly in North America being mitigated with price pass-through

Slide 19 discusses US tariff policy impacts on our business with some updates.
Glass products are basically manufactured and consumed locally since they are heavy and vulnerable.
Therefore, we experienced both positive and negative impacts only in the limited businesses and regions.

Related to revenue in Architectural,
For general construction use, as mentioned, glass products are basically produced locally for local consumption, so the impact is limited to the domestic market in USA.
In US markets, demand declined arising from restraint of investments due to economic uncertainty.
For solar energy glass, in Asia, the Group affected by customer's production adjustment in light of the tariff policy.
On the other hand, in USA, the demand is solid as higher tariffs are imposed on competitors' products from China.

In Automotive,
the impact differs between original equipment and after glass replacement.
For original equipment, the Group is affected by vehicle production decrease in Europe and Japan for USA exports.
For automotive glass replacement markets, sales price benefitted from difference in tariff rates between Group's products and competitors' products imported from China.

In terms of the impact on costs, higher input costs particularly in North America are mitigated by passing through on our sales prices.

We will continue to closely monitor the policy and mitigate its impact of tariff and cost increases by price pass-through.

4. Update of "2030 Vision: Shift the Phase"

Update of "2030 Vision: Shift the Phase" - Financial Targets

Recovering trend from the PY largely impacted by the economic slowdown in Europe.
Continue to improve profitability and cash generation to stabilize financial status

		FY2027/3 Targets	FY2030/3 Targets	FY2026/3 H1 Actual
Profitability (P/L)	Operating profit	JPY 64.0 bn		JPY 12.0 bn: increase YoY with improvement in European Architectural glass business
	ROS	7%	10% or more	2.9% : increased by 0.5pt YoY
Cash Generation (C/F)	Free cash flow	JPY 27.0 bn		JPY (19.6) bn: negative free cash flow due to seasonal working capital movement
Stabilization of Financial Status (B/S)	Interest-bearing debt	JPY 442.0 bn		JPY 537.9 bn : increased by JPY 13.1 bn from the previous year end
	Shareholders' equity ratio	15%		10.4% : decreased by 0.1pt from the previous year end, improved by 0.5pt from Q1

2030 Vision: Shift the Phase
https://www.nsg.com/-/media/nsg/site-content/ir/ir-presentations/mtp2030presentation_e02.pdf

Slide 21 explains the progress in financial targets of "2030 Vision: Shift the Phase".

The Group set out a medium-term plan "2030 Vision: Shift the phase", for a six-year period from FY2025/3 to FY2030/3.
During this period, the Group will focus on enhancing profitability and increase cash generation to improve financial status.
We established a set of five key financial metrics as targets for FY2027/3 regarding profitability (P/L), cash generation (C/F) and stabilization of financial status (B/S).

Operating profit was 12.0 billion yen, which increased from the previous year when we were impacted by the European economic slowdown, with an improvement in European Architectural glass business.
Return on sales was 2.9% for this quarter, which increased by 0.5 points from the previous year.

Regarding free cash flow, it was negative 19.6 billion yen due to seasonal working capital movement.
However, it was positive for the second quarter, and we expect cash flows to improve further toward year end.

Interest-bearing debt increased to 537.9 billion yen from 524.8 billion yen at the previous year end by 13.1 billion yen due to negative free cash flow.
Shareholders' equity ratio decreased by 0.1 points from the previous year end to 10.4% which is similar to the previous year.
From the first quarter, it improved by 0.5 points.

The Group will continue to focus on reducing interest-bearing debt and improvement of shareholders' equity ratio by improving profitability and strengthening cash generation through any appropriate actions, including cost reduction initiatives across the Group.

Update of "2030 Vision: Shift the Phase" - 4 "D"s

Commitments to MTP and its 4 "D"s being unchanged despite the market downturn.
Promoting expansion of high value-added business to reduce market dependence

1. **Business Development**
   - Investment in Japan to enhance coating capacity for Low-E glass
   - Investing in the Future: Advanced glass coating line in Poland (Announced on Sep 2)
   - Commencing capital investment in APBL (Advanced Press Bending Laminated) equipment at an automotive facility in North America

   ⇒ Accelerating expansion of high-value added products

2. **Decarbonization**
   - New solar array in Ottawa, USA (Announced on May 30)
   - Opens new glass production line in St Helens, UK. Started producing two lines with one furnace (Announced on Jul 11)

   ⇒ Contributing to CO_2 emission reduction
3. **Digital Transformation**
   - Expands deployment of Voxel's AI powered safety platform across global manufacturing sites (Announced on Oct 16)
4. **Diverse Talent**
   - Conducting Your Voice employee engagement survey to enhance the work environment and competitiveness

2030 Vision: Shift the Phase
https://www.nsg.com/-/media/nsg/site-content/ir/ir-presentations/mtp2030presentation_e02.pdf

Slide 22 explains the progress in 4 "D"s of "2030 Vision: Shift the Phase".

The Group sets out 4 "D"s (Business Development, Decarbonization, Digital Transformation, Diverse Talent) as the strategic pillars and promotes initiatives under Medium-term plan.

To strengthen new products and business development efforts,
explanations of the three main progresses will be given.
The first initiative is related to investment in Architectural business in Japan, which aims to enhance coating capacity for Low-E glass and construction is progressing.
The second is investing in an advanced architectural coating line in Poland. By this, the Group aims to meet the growing demand for sustainable building solutions in Poland and across Europe.
The third is introducing an advanced press bending laminated facility at a North American Automotive site, which enables the production of complex-shaped laminated glass.
By these initiatives, the Group will accelerate expansion of high value-added products whose demand is increasing globally.

As part of our contribution to societal decarbonization,
the Group is enhancing products that contribute to a decarbonized society.
In this first half, the Group installed a new solar array in Ottawa, USA.
This facility uses our products, and it will provide renewable energy for the next 15 years.
Also, the new glass production line in St Helens, UK started producing glass for both rolled texture glass and float glass from one furnace.
The Group is contributing to CO_2 emission reduction through these initiatives.

The Group is aiming to utilize high value operations through digital technologies to the full extent under digital transformation.
We announced on October 16 2025, regarding the expansion of the deployment of AI powered safety platform across global manufacturing sites to underscore the Group's commitment to advancing workplace safety.

Under diverse talent, we are promoting initiatives to realize a truly diverse and inclusive team that brings about the phase shift.
In October 2025, the Group conducted Your Voice employee engagement survey to enhance the work environment and Group’s competitiveness.

The Group’s commitments to MTP and its 4 “D”s remain unchanged
and continue to promote expansion of high value-added business to reduce market dependence.

5. Summary

Summary

1. Financial Year ending 31 March 2026 Quarter 2 Results

- OP exceeding H1 forecast due to better European Architectural glass business.
  Continuously taking any appropriate actions to improve profitability
- Sales price increase mainly in European Architectural glass business. Increased costs particularly labor mitigated by cost reductions including float lines cessation in Europe
- Shareholders' equity ratio to 10.4%, similar to the previous year end.
  FCF improving YoY, and positive during second quarter, despite seasonal WC movement.
  Interest-bearing debt slightly increasing from the PY end

2. Forecast for Financial Year ending March 2026

- Full-year forecast remaining unchanged.
  Taking any appropriate actions continuously across the Group

3. US Tariff Policy Impact on Business

- Glass products basically being manufactured locally at the place of consumption.
  Both positive and negative impacts only in some businesses and regions.
  Eyes on the policy and mitigating its impact with price pass-through, while uncertainty

4. Update of "2030 Vision: Shift the Phase"

- Recovering for financial targets from the PY largely impacted by the economic slowdown in Europe.
  Continue to improve profitability and cash generation to stabilize financial status

Notice

The projections contained in this document are based on information currently available to us and certain assumptions that we consider to be reasonable. Hence the actual results may differ. The major factors that may affect the results are the economic and competitive environment in major markets, product supply and demand shifts, currency exchange and interest rate fluctuations, changes in supply of raw materials and fuel and changes and laws and regulations, but not limited.

Nippon Sheet Glass Company, Limited

Appendices

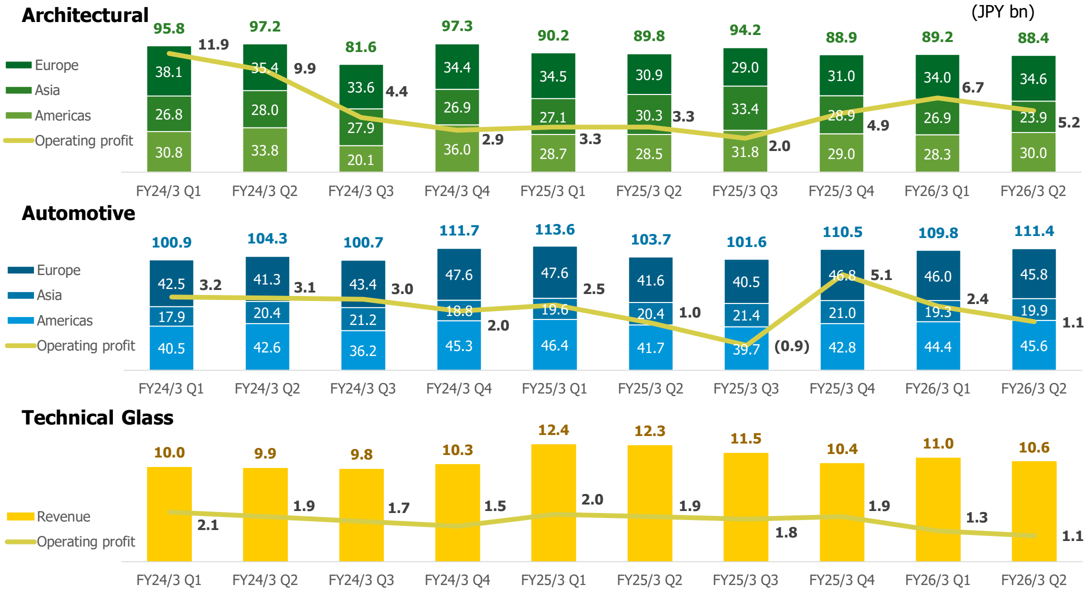
- Consolidated Income Statement – Quarterly Trend
- Revenue & Operating Profit – Quarterly Trend
- Segmental Information by Quarter
- Revenue & Operating Profit – by Region
- Exceptional Items
- Foreign Currency Exchange Rates and Sensitivity
- Depreciation & Amortization, Capital Expenditures, R&D Expenditures
- News Releases

Consolidated Income Statement – Quarterly Trend

(JPY bn)	FY2024/3				FY2025/3				FY2026/3	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Revenue	**208.0**	**212.2**	**192.5**	**219.8**	**216.4**	**206.0**	**207.5**	**210.4**	**210.2**	**210.6**
Operating profit/(loss)	**14.6**	**11.5**	**6.1**	**3.8**	**4.8**	**5.5**	**0.6**	**5.7**	**6.9**	**5.1**
ROS: Return on sales	**7.0%**	**5.4%**	**3.2%**	**1.7%**	**2.2%**	**2.7%**	**0.3%**	**2.7%**	**3.3%**	**2.4%**
Exceptional items (net)	(0.8)	1.1	0.6	(0.8)	0.2	(0.2)	(2.5)	(2.7)	1.7	(2.2)
Operating profit/(loss) after exceptional items	**13.8**	**12.5**	**6.7**	**2.9**	**4.9**	**5.3**	**(1.9)**	**3.0**	**8.5**	**2.9**
Finance expenses (net)	(6.4)	(7.7)	(6.4)	(7.8)	(6.0)	(6.6)	(5.6)	(7.1)	(6.8)	(6.8)
Reversal of previous impairment/ (impairment) of financial receivables owed by JVs and associates	3.7	-	-	-	-	-	-	-	-	-
Share of JVs and associates' profits	1.0	1.2	1.5	1.4	1.1	1.4	1.2	1.8	1.3	1.6
Other gains/(losses) on equity method investments	1.1	(0.0)	(0.1)	(0.0)	-	-	-	-	(0.4)	(0.0)
Profit/(loss) before taxation	**13.3**	**6.1**	**1.7**	**(3.5)**	**0.0**	**0.1**	**(6.4)**	**(2.3)**	**2.7**	**(2.3)**
Profit/(loss) for the period	**7.5**	**3.0**	**3.6**	**(3.2)**	**2.7**	**(6.1)**	**(5.9)**	**(4.2)**	**0.5**	**(3.8)**
Net profit/(loss) *	**7.0**	**2.7**	**3.7**	**(2.9)**	**2.4**	**(6.3)**	**(6.2)**	**(3.8)**	**(0.2)**	**(4.1)**
EBITDA	**25.3**	**22.6**	**17.0**	**16.8**	**17.5**	**17.5**	**13.0**	**17.7**	**19.8**	**18.3**

*Profit/(loss) attributable to owners of the parent

Revenue & Operating Profit – Quarterly Trend



Segmental Information by Quarter

(JPY bn)	FY2024/3					FY2025/3					FY2026/3		
	Q1	Q2	Q3	Q4	Cum.	Q1	Q2	Q3	Q4	Cum.	Q1	Q2	Cum.
Revenue: Architectural	**95.8**	**97.2**	**81.6**	**97.3**	**371.8**	**90.2**	**89.8**	**94.2**	**88.9**	**363.0**	**89.2**	**88.4**	**177.7**
Europe	38.1	35.4	33.6	34.4	141.5	34.5	30.9	29.0	31.0	125.4	34.0	34.6	68.6
Asia	26.8	28.0	27.9	26.9	109.6	27.1	30.3	33.4	28.9	119.7	26.9	23.9	50.8
Americas	30.8	33.8	20.1	36.0	120.6	28.7	28.5	31.8	29.0	118.0	28.3	30.0	58.3
Operating profit	**11.9**	**9.9**	**4.4**	**2.9**	**29.1**	**3.3**	**3.3**	**2.0**	**4.9**	**13.6**	**6.7**	**5.2**	**11.8**
Revenue: Automotive	**100.9**	**104.3**	**100.7**	**111.7**	**417.6**	**113.6**	**103.7**	**101.6**	**110.5**	**429.4**	**109.8**	**111.4**	**221.2**
Europe	42.5	41.3	43.4	47.6	174.7	47.6	41.6	40.5	46.8	176.5	46.0	45.8	91.9
Asia	17.9	20.4	21.2	18.8	78.3	19.6	20.4	21.4	21.0	82.3	19.3	19.9	39.3
Americas	40.5	42.6	36.2	45.3	164.5	46.4	41.7	39.7	42.8	170.7	44.4	45.6	90.0
Operating profit	**3.2**	**3.1**	**3.0**	**2.0**	**11.3**	**2.5**	**1.0**	**(0.9)**	**5.1**	**7.7**	**2.4**	**1.1**	**3.5**
Revenue: Technical	**10.0**	**9.9**	**9.8**	**10.3**	**39.9**	**12.4**	**12.3**	**11.5**	**10.4**	**46.6**	**11.0**	**10.6**	**21.6**
Europe	2.5	2.6	2.6	3.0	10.6	2.8	2.3	2.3	2.8	10.2	2.9	2.7	5.6
Asia	7.1	6.9	6.7	6.9	27.5	9.1	9.5	8.9	7.2	34.7	7.7	7.5	15.2
Americas	0.4	0.5	0.5	0.4	1.8	0.5	0.5	0.3	0.4	1.7	0.4	0.4	0.8
Operating profit	**2.1**	**1.9**	**1.7**	**1.5**	**7.1**	**2.0**	**1.9**	**1.8**	**1.9**	**7.6**	**1.3**	**1.1**	**2.3**
Revenue: Other	**1.3**	**0.8**	**0.5**	**0.6**	**3.3**	**0.2**	**0.2**	**0.3**	**0.6**	**1.3**	**0.1**	**0.2**	**0.3**
Operating profit	**(2.7)**	**(3.4)**	**(3.0)**	**(2.6)**	**(11.7)**	**(3.1)**	**(0.7)**	**(2.3)**	**(6.2)**	**(12.3)**	**(3.4)**	**(2.2)**	**(5.7)**
Revenue: Total	**208.0**	**212.2**	**192.5**	**219.8**	**832.5**	**216.4**	**206.0**	**207.5**	**210.4**	**840.4**	**210.2**	**210.6**	**420.8**
Operating profit	**14.6**	**11.5**	**6.1**	**3.8**	**35.9**	**4.8**	**5.5**	**0.6**	**5.7**	**16.5**	**6.9**	**5.1**	**12.0**

Revenue & Operating Profit – by Region

(JPY bn)	FY2025/3 Q2 Cum.			FY2026/3 Q2 Cum.			Change	
	Revenue	%	Operating profit/(loss)	Revenue	%	Operating profit/(loss)	Revenue	Operating profit/(loss)
Europe	**159.8**	**38%**	**(11.2)**	**166.1**	**39%**	**(0.3)**	**6.3**	**10.9**
Asia	**115.9**	**27%**	**17.1**	**105.3**	**25%**	**11.0**	**(10.6)**	**(6.1)**
Americas	**146.3**	**35%**	**8.2**	**149.1**	**35%**	**6.9**	**2.8**	**(1.2)**
Other *	0.4	0%	(3.8)	0.3	0%	(5.7)	(0.2)	(1.8)
Total	**422.4**	**100%**	**10.2**	**420.8**	**100%**	**12.0**	**(1.7)**	**1.8**

* Revenue and Operating loss of Other Operation are not split by geographical regions.

Exceptional Items

(JPY bn)	FY2025/3 Q2 Cum.	FY2026/3 Q2 Cum.
Gain on disposal of subsidiaries and businesses	-	1.8
Reversal of impairment of non-current assets	0.0	0.1
Settlement of litigation matters (net)	(0.0)	(0.1)
Restructuring costs, including employee termination payments	(0.3)	(0.2)
Recycling of loss on disposal of assets held at Fair Value through Other Comprehensive Income	-	(2.2)
Gain on disposal of non-current assets	0.3	-
Impairment of non-current assets	(0.1)	-
Other	(0.0)	-
Exceptional items – net	**(0.0)**	**(0.6)**

Foreign Currency Exchange Rates and Sensitivity

Average rates used

	FY2024/3				FY2025/3				FY2026/3	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
GBP	172	177	179	182	197	195	195	194	193	196
EUR	150	153	154	157	168	165	164	163	164	168
USD	138	140	143	144	156	152	152	152	145	146
BRL	27.7	28.6	29.0	29.4	29.9	28.3	27.5	27.1	25.5	26.3
ARS	Closing rates are applied – hyperinflation									

FY2026/3
Forecast
191
159
143
26.5

Closing rates used

	FY2024/3				FY2025/3				FY2026/3	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
GBP	183	182	181	191	204	191	196	193	197	199
EUR	158	157	157	163	173	159	162	161	168	173
USD	145	148	143	152	162	143	157	148	144	149
BRL	29.8	29.5	29.2	30.4	29.3	26.2	25.3	25.9	26.2	27.8
ARS	0.57	0.42	0.18	0.18	0.18	0.15	0.15	0.14	0.12	0.11

Sensitivity
The amount of impact if the value of the yen changed by 1% - all other things being equal

	FY2025/3
Equity	JPY 3.7 bn
Profit for the period	JPY 0.1 bn

Depreciation & Amortization, Capital Expenditures, R&D Expenditures

(JPY bn)	FY2025/3 Q2 Cum.	FY2026/3 Q2 Cum.	FY2026/3 Full-year (Forecast)
Depreciation & Amortization	**24.8**	**26.1**	**52.0**
Capital expenditures	**21.0**	**16.1**	**44.0**
Ordinary	11.6	12.5	26.0
Strategic projects	9.4	3.6	18.0
R&D expenditures	**5.2**	**5.3**	**11.5**
Architectural	1.9	1.8	4.0
Automotive	1.5	1.6	3.4
Technical Glass	0.4	0.5	1.1
Other	1.4	1.4	2.9

News Releases – May to November 2025

Date	Title
30 May 2025	New Solar Array in Ottawa, USA
09 Jun 2025	Transfer of Equity Interest of Vietnam Float Glass Co., Ltd.
02 Jul 2025	Exercise by a Class A Shareholder of the Right to Request Acquisition of the Class A Shares in Exchange for Common Shares
08 Jul 2025	Consecutive Inclusion in "FTSE Blossom Japan Index" and "FTSE Blossom Japan Sector Relative Index"
11 Jul 2025	NSG Group Opens New Glass Production Line in St Helens, UK
15 Jul 2025	Witten Plant Marks 200 years of Glass Manufacturing Excellence
23 Jul 2025	NSG Group Recognized as CDP Supplier Engagement Leader for Four Consecutive Years
02 Sep 2025	Investing in the Future: Advanced Glass Coating Line in Poland
19 Sep 2025	NSG Group to Support NovaSklo to Build Ukraine's Largest Float Glass Facility
16 Oct 2025	NSG Group Expands Deployment of Voxel's AI Safety Platform Across Global Manufacturing Sites

(https://www.nsg.com/en/media)

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