



NSG Group Information 2026

Nippon Sheet Glass Co., Ltd.

NSG Group Information

What is NSG Group?	3
Business Overview	4
Manufacturing and Research Bases	5
History	6
Medium-Term Plan 2030 Vision : Shift the Phase	7
Decarbonization Initiatives	8
Supply Chain Initiatives	9
DEI Initiatives	10
Board of Directors	11
Executive Officers	12
Social Action Programs	13
Appendix	14

What is NSG Group?

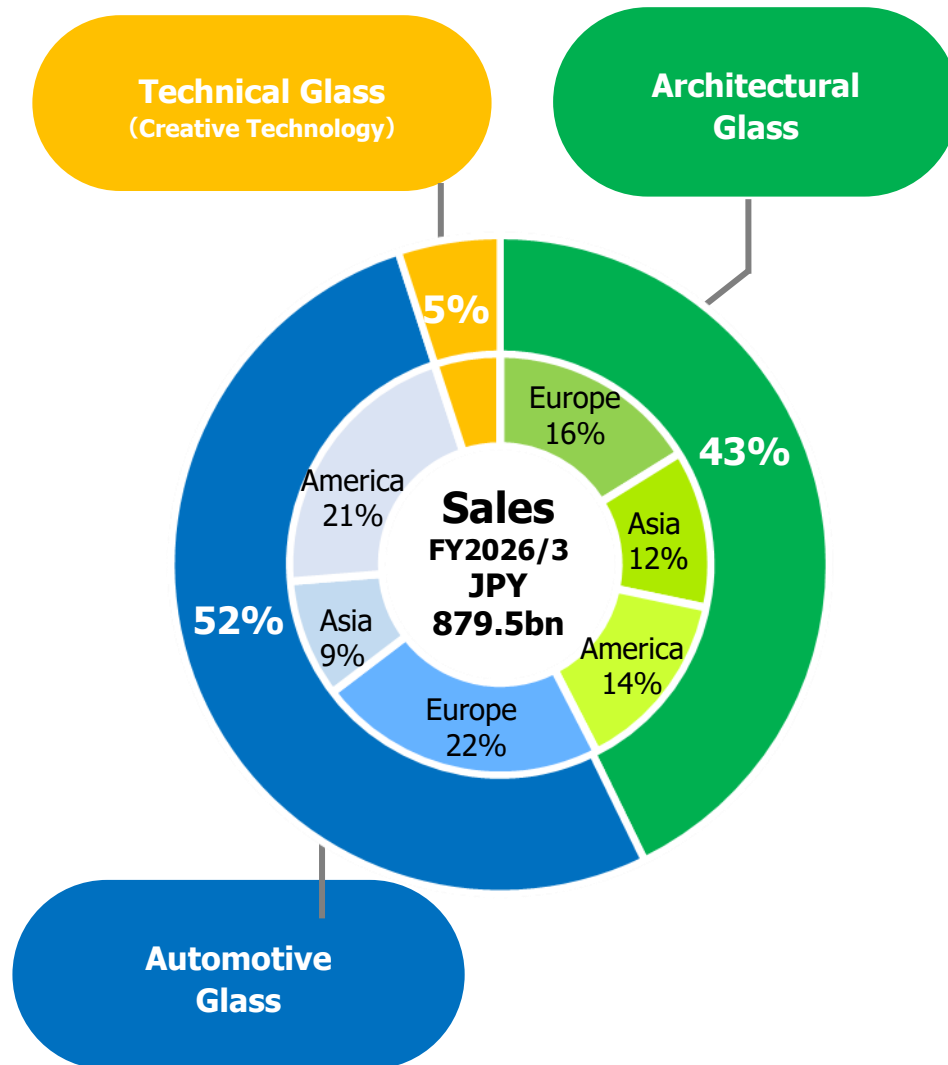
NSG Group is one of the world's largest glass manufacturers, with a strong passion for glass and a history of innovation, working with colleagues who share our aspirations.

Tradition	Over 100 years of passion for glass.
Business Description	Focusing on 'glass', we are developing three businesses: architectural glass, automotive glass, and creative technology.
Global Network	With major manufacturing bases in Europe, North America, South America and Asia, products are sold in over 100 countries worldwide.
Innovation	Aiming to achieve a society capable of sustainable growth through a variety of world-first products and innovations
One Team	Mutual respect and cooperation, a culture of diversity, and coexistence with society

Our Vision



Business Overview



Architectural Glass

Leading supplier for architectural glazing and thin film solar panels

Products

- Building glass & glazing
- Glass for solar panels
- High value-added glass for industry

Business Direction

Due to changes in people's lifestyles and society, we are creating a large number of high-value-added products that meet the needs of diversifying glass products.

In addition, we are working to achieve carbon neutrality by 2050, and we are also promoting the development of products for renewable energy and biological protection by utilizing our unique online coating technology, which is one of our strengths.



Courtesy of First Solar Inc.



Automotive Glass

Key supplier globally in new vehicle (OE) and automotive aftermarket (AGR)

Products

- Glazing for new vehicles
- Glazing for replacement markets

Business Direction

We provide safer, more comfortable, and environmentally friendly glass products with our unique technologies and flexible solutions that go beyond the conventional realm of automotive glass and address the "CASE" concept.

Having pioneered the development of a manufacturing method (APBL) suitable for the production of high-precision windshields required for ADAS and HUD, we have established a global production system. Looking ahead to the shift to EVs, we are also developing products that meet growing needs, such as IR (infrared) cut glass and variable tinted glass that conserves energy.



Technical Glass (Creative Technology)

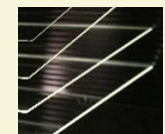
Create new value for markets through developing and supplying unique materials which support customers' enterprises

Products

- Optical products
- Glass fibers
- Glass flakes
- Ultra-thin glass

Business Direction

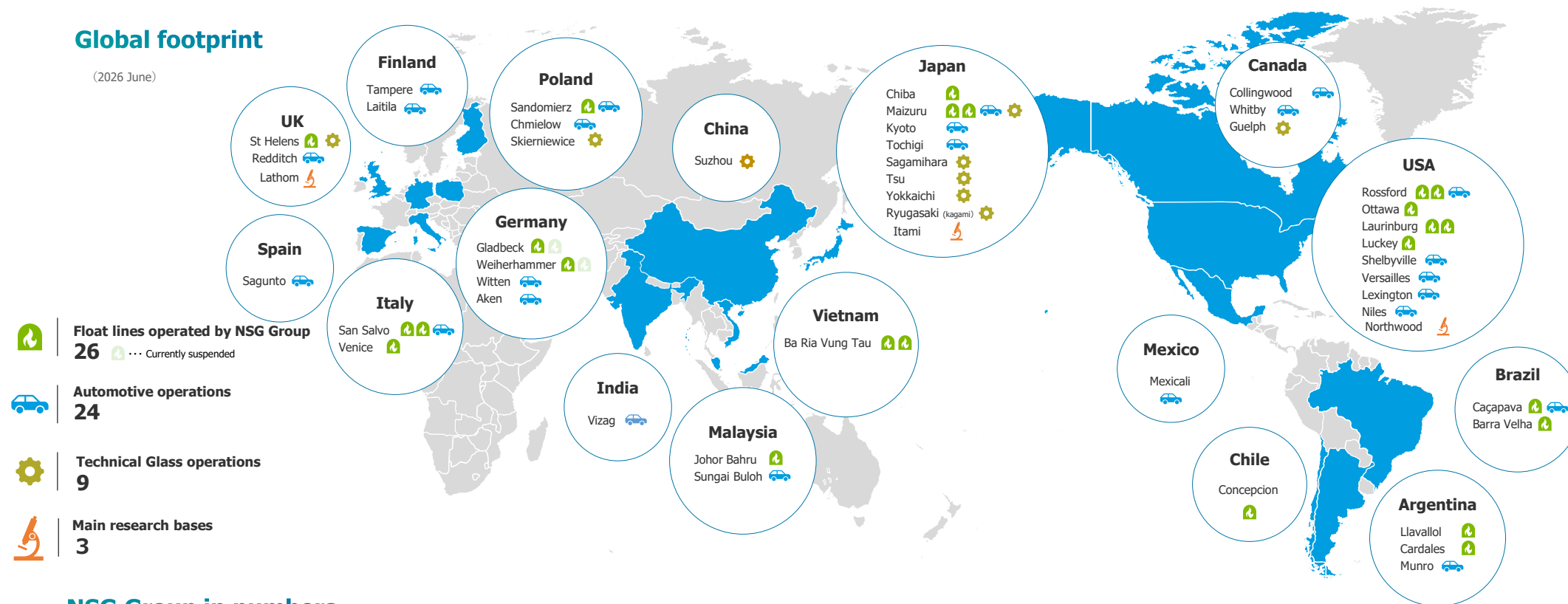
Continue to realize unique functions and values with innovative, bespoke, glass-related materials and coatings leveraging a wide range of compositions, shapes and processing technologies



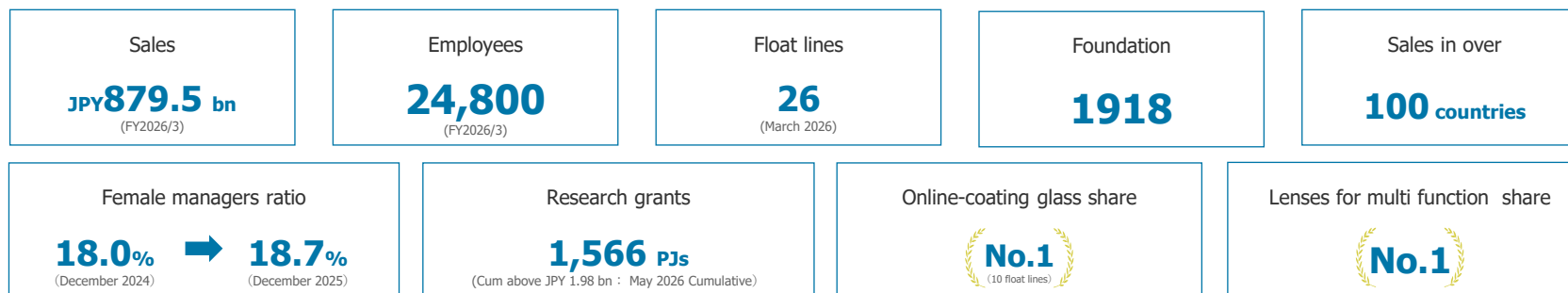
Manufacturing and Research Bases

Global footprint

(2026 June)



NSG Group in numbers



History

1826-1940s Foundation & Expansion



In 1826, the **St. Helens Crown Glass Company**, Pilkington's predecessor, was founded in England.

The world's first glass technology from the NSG Group

1950s -1960s Capacity Expansion and Start of Automotive Glass

1970s-1990s Overseas Expansion & Diversification

2000s Acquisition of Pilkington & Globalization

2010s- Shift to Value-added Business & Focus on Financial Stability

1918 **America Japan Sheet Glass Co Ltd established in Osaka**
1931 Company name changed to Nippon Sheet Glass Co., Ltd.
1936 Yokkaichi site opened

1950 Listing on stock exchanges in Japan
1951/1964 Maizuru / Chiba sites opened
1965 First float glass production in Asia at Maizuru site

1971 First overseas investment made in Malaysia
1978-79 Ultra Fine Float™ / glass fiber business launched
1995 Overseas investment expanded including China and Vietnam

2004 Headquarters moved from Osaka to Tokyo
2006 Acquisition of Pilkington, becoming global leader in flat glass
2008 "Company with committees" governance adopted

2018 Announcement of "Our Vision"
2020 Float lines for solar energy glass established in the US and expanded in Vietnam
2024 Announcement of Medium-Term Plan, "2030 Vision: Shift the Phase"
2025 Completion and start production at a new solar energy glass facility converted from an existing float line in the US
2026 Announcement of Fundamental Strategic Steps for the New NSG Group

1942 First patent on coated glass technology
1946 The first production plant for insulated glass was operating

1952 **Invention of float glass**

1970s Development of a wire-heated windshield for Rolls-Royce
1980s First online pyrolytic low-e coating
Coated heated windshield for GE EV1
Modular glazing with PU RIM
1997 First commercial vacuumed glass product, "Pilkington Spacia™"
1998 First oxy fired float line in the world in Rossford, OH

2001 First self-cleaning glass, "Pilkington Activ™"
2003 First high-performance solar control on-line coated clear glass
2005 Anti-reflective glass, "Pilkington OptiView™"

Medium-Term Plan 2030 Vision: Shift the Phase

Focusing on our strengths, glass and related technologies, we aim to expand profits in high-value areas that contribute to the sustainable development of society.

GOAL

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

Commitment

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

Group-Wide Strategic Direction - 4 "D"s

Business Development

To strengthen new product and business development efforts

Decarbonization

As part of our contribution to societal decarbonization

Digital Transformation

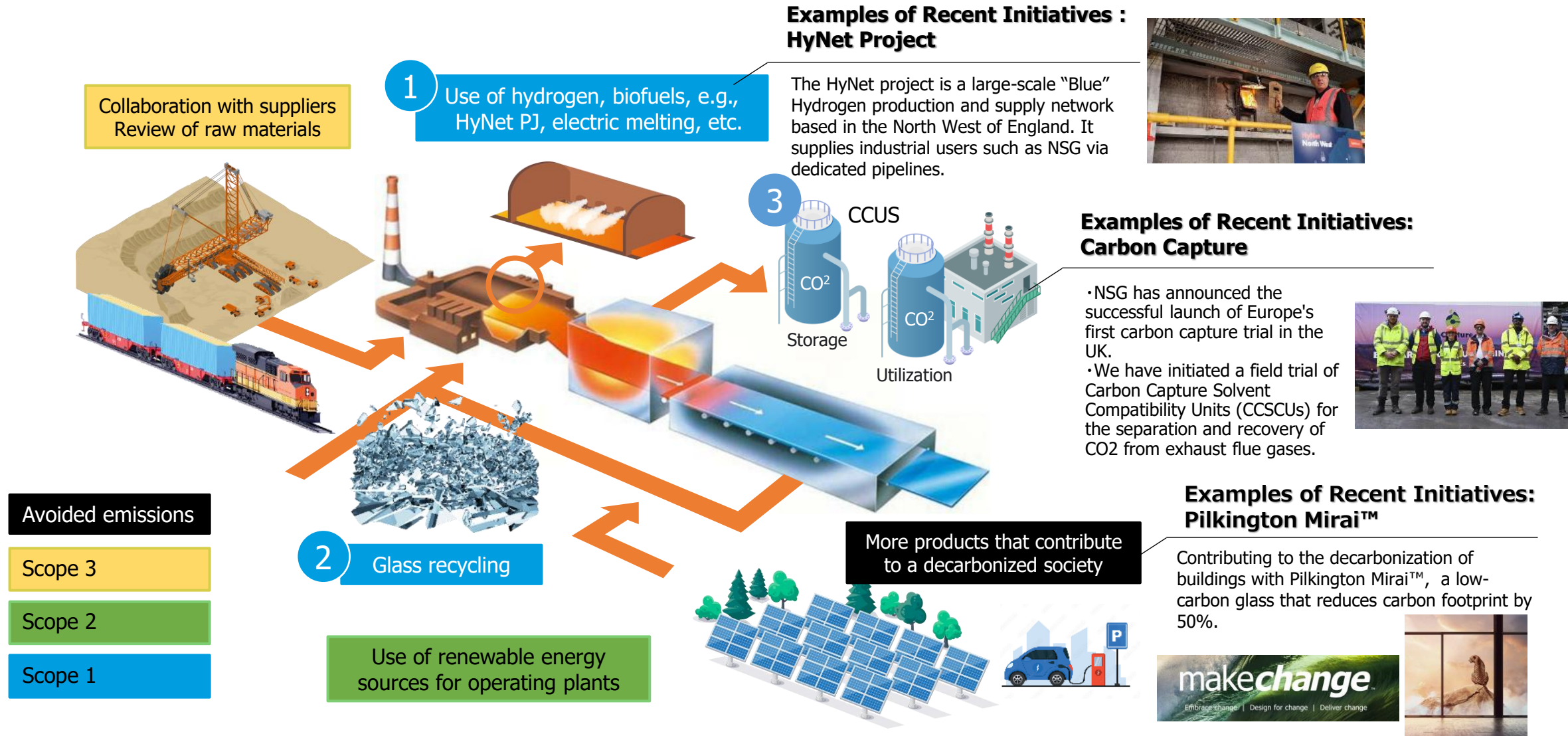
Through high-value operations utilizing digital technologies to their full extent

Diverse Talent

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

Decarbonization Initiatives

NSG Group aims to reduce CO₂ emissions by 30% by 2030 and achieve carbon neutrality by 2050.



Supply Chain Initiatives

NSG Group is working with its suppliers to achieve a sustainable society.

The Supplier Code of Conduct

The Supplier Code of Conduct sets out the minimum standards and behaviors we expect from our suppliers of goods & services in areas of ESG. We expect all new suppliers and existing contracted suppliers to have signed agreement to the Code.



Sustainable Supply Chain Charter

In September 2023, the Supply Chain Charter was launched to enhance and accelerate actions beyond the Code of Conduct to deliver the Group's sustainability objectives.

This Charter sets out the eight areas that we have identified as the most critical in terms of environmental and social impact.



External Evaluation

CDP Supplier Engagement Leader

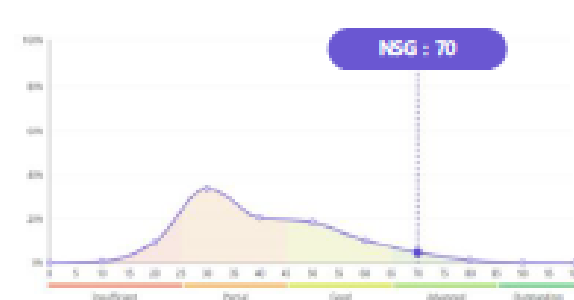
We have been recognized by CDP in their most recent evaluation for CY2025 as a Leader in Supplier Engagement.



Sustainable Procurement Pledge

NSG Group has also taken the step in FY2023/3 to join the League of Champions within the Sustainable Procurement Pledge (SPP) organization. This network of individuals and companies is driving the agenda on Sustainable Procurement and Supply Chains.

Sustainable Procurement Score Distribution



DEI Initiatives

NSG Group is committed to fostering an inclusive and diverse culture where everyone can be their best.

NSG Group DEI strategy

We will create and develop an organization where each and every one of us will shine brightly like glass.

Diversity

Recognize individual differences, respect each other, and create value

Equity

Providing suitable opportunities for each individual to demonstrate their strengths

Inclusion

Everyone feels safe to voice their opinions, discuss, and lead decisions

Statement of Intent

Having an Inclusive Culture and Environment:

We give everyone an equal opportunity to contribute to their full potential and harness the richness of ideas.

Having a Diverse Workforce:

Any differences in individuals' backgrounds, experiences, preferences and beliefs are recognized, respected and valued for their variety of perspectives.



In commemoration of International Women's Day, an Italian site was lit up in purple.



NSG Group and Pilkington UK win big on Diverse Talent, Decarbonization and product Development at the Glass Focus Awards 2024



Promoting diversity in the tech industry with the "Skills City Program"



Upskilling women in our workforce so they are empowered and encouraged to grow and develop for future roles within the business.

We will promote the four 'Fs'
Flat, Frank, Fast, and Fun communication
within the organization as part of our corporate culture.

Board of Directors (As of 26 June 2026)

Independent External Director
Chairperson of the Board

Takehiro Kamigama



Independent External Director
Chairperson of Compensation
Committee

Shinji Asatsuma



Independent External Director
Chairperson of Audit Committee

Tetsuya Fujioka



Independent External Director
Chairperson of Nomination
Committee

Hideki Miyazaki



Director
Representative Executive Officer
President and CEO

Munehiro Hosonuma



Director
Senior Executive Officer
Chief Human Resources Officer
(CHRO)

Denise Haylor



Executive Officers (As of 26 June 2026)

Director,
Representative Executive
Officer
President and CEO



Munehiro Hosonuma

Representative
Executive Officer

Management team with diverse members from various backgrounds, including international, gender, and age, etc.

Director
Chief Human
Resources Officer



Denise Haylor

Senior Executive
Officer

Chief Financial
Officer



Hiroshi Aiura

Senior Executive
Officer

Head of Architectural Glass



**Leopoldo Garces
Castiella**

Senior Executive
Officer

Head of Creative
Technology



Hisashi Okamoto

Senior Executive
Officer

Head of Automotive



Rob Purcell

Senior Executive
Officer

Chief Risk Officer (CRO)
and Assistant CFO



Masaki Kambayashi

Executive
Officer

Chief Legal Officer,
Chief Ethics &
Compliance Officer



Michael Kiefer

Executive
Officer

Sustainability Director



Shiro Kobayashi

Executive
Officer

Chief Strategy Officer



Yohei Nakatsuji

Executive
Officer

Chief Technology Officer



Kevin Sanderson

Executive
Officer

Finance Director



Iain Smith

Executive
Officer

Social Action Programs

As a responsible and important member of the local communities in which we operate, NSG Group believes it is important to make a positive contribution to the development of our local communities.

NSG Foundation

NSG Foundation(Nippon Sheet Glass Foundation for Materials Science and Engineering) aim to contributing to the promotion of R&D activities on inorganic materials through research grants, which amounts above JPY1,900 million for 1,526 projects cumulatively (As of June 2025)



(公財) 日本硝子材料工学助成金 研究助成金贈呈式

Support for YMCA of Greater Michiana (USA)

Niles, Michigan site partners with the YMCA to support health-focused community programs, including a youth basketball league. In 2025, four teams enabled 40 children to participate for free, with the program offering over 200 youths annually a safe place, exercise, and mentoring during winter.



“Solidarity Legs” Project (Brazil)

In Brazil, employees of NSG Group’s joint venture Cebrace launched the volunteer group “Solidarity Legs.” Based in Barra Velha, the initiative uses adapted tricycles, with volunteer runners accompanying people with limited mobility. It promotes social participation for wheelchair users and individuals with disabilities, aiming to advance inclusion through running.



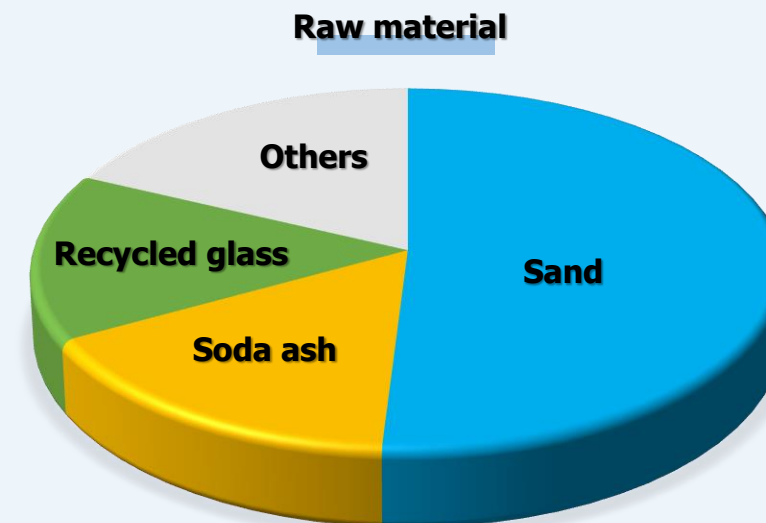
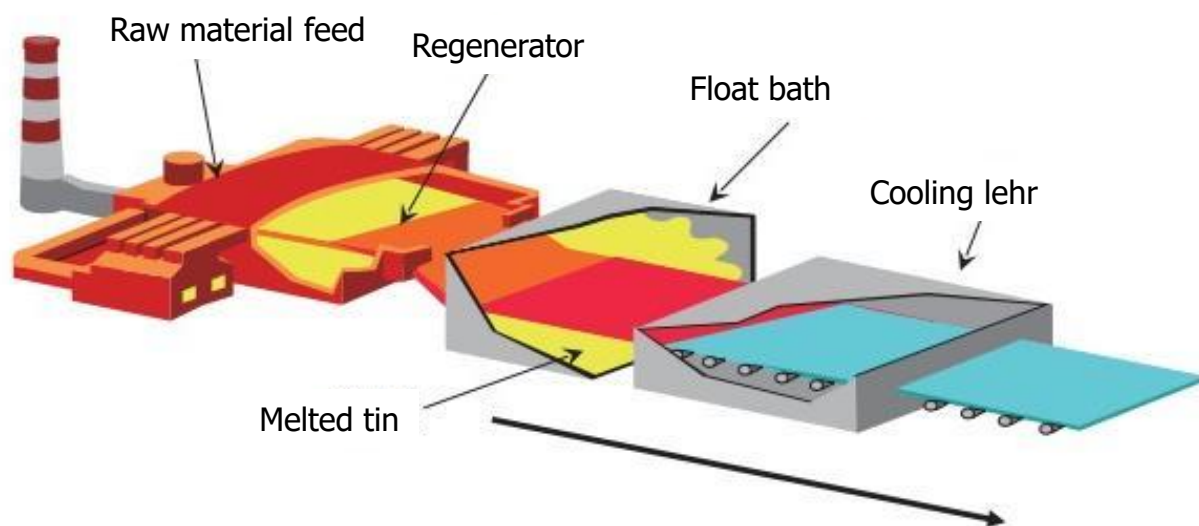
Bee Project Charity Activities in UK

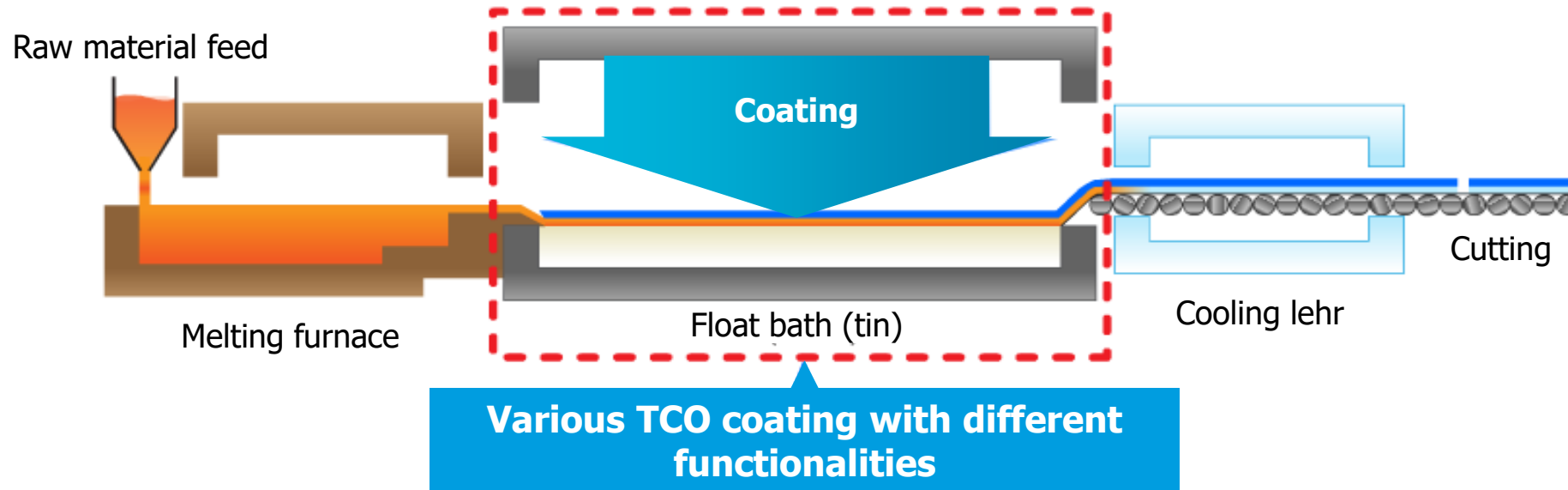
Honeybees are kept at the Lathom and NGFE sites in the UK, and the honey is sold locally, with the profits donated to local charities every year. This activity also helps to protect the environment and increase biodiversity around the sites, which are rich in nature and popular with the bees.



What is “Float glass” ?

Molten glass is poured continuously from a furnace onto a shallow bath of molten tin. It floats on the tin, spreads out and forms a level surface. This method was introduced to the world as the float process in 1959.





Characteristics of Online Coatings

- Thin, uniform metallic oxide film deposited over glass while being formed inside the float bath
- Cost competitive, available in large size
- Durable: suitable for further processing & for use as an external glass pane
- Versatile: architectural, solar & automotive applications, technical applications include thin or curved displays, OLED lighting and thin-film sensors



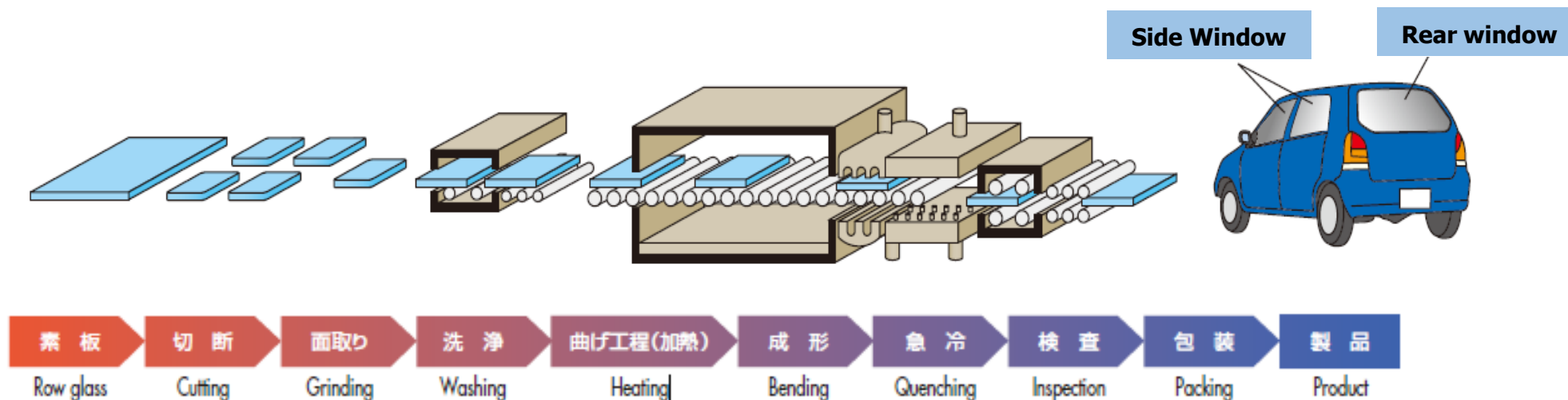
What is “Toughening glass”?

Flat glass is placed in a tempering oven, and heated to between 650 and 700°C, which is near the glass softening temperature.

Then the glass is quenched by blowing air evenly on both sides, causing the surface to harden first, with the inside cooling and shrinking later. The result is the formation of a stable compressive stress layer at the surface, and the glass is 3 to 5 times more resistant to impact than ordinary glass.

This glass is mainly used for the side and rear windows of automobiles.

Main uses for toughening glass



What is “Laminated Glass” ?

Laminated glass consists of two pieces of glass with a sandwich of transparent plastic interlayer.

This is then placed into an air-pressure autoclave and treated at high temperature and pressure.

Some special products are made with 3 or more sheets of glass.

This glass is mainly used for the front windows of automobiles.

Main uses for laminated glass

Windshield

